The Joseph and Vera Zilber Charitable Foundation, Inc. (Zilber Family Foundation) 2022 Grantee Perception Report

Generated on September 13, 2022

CEP

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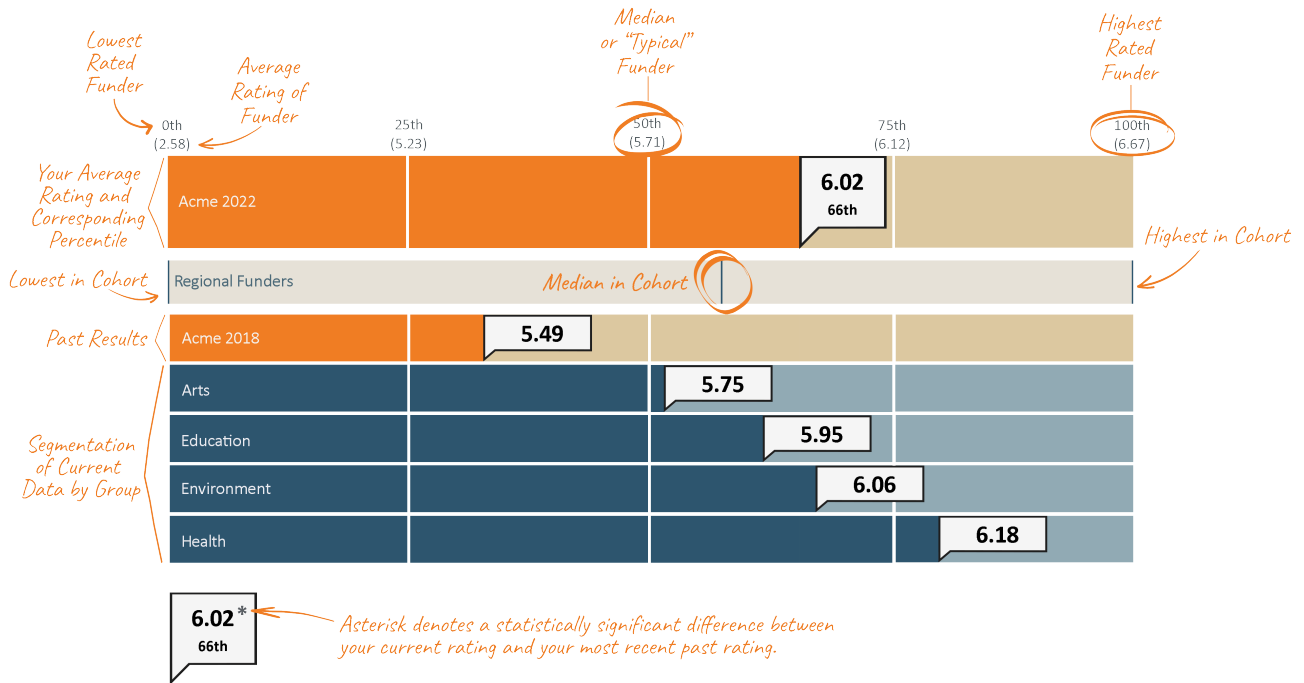
Missing data: Selected grantee ratings are not displayed in this report due to changes in the survey instrument, or when a question received fewer than ten responses.

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	Average Rating	Percentile Rank
Field Impact Impact on Grantees' Fields	6.19	88th
Community Impact Impact on Grantees' Communities	6.43	95th
Organizational Impact Impact on Grantees' Organizations	6.56	91st

Key Measures	Average Rating	Percentile Rank
Approachability Comfort Approaching the Foundation	6.64	95th Custom Cohort
Communications Clarity of Communications	6.11	88th Custom Cohort
Selection Process Helpfulness of the Selection Process	6.14	98th Custom Cohort

Survey Population

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
Zilber 2022	May and June 2022	96	72	75%

Survey Year	Year of Active Grants
Zilber 2022	November 2020 - April 2022

Throughout this report, The Joseph and Vera Zilber Charitable Foundation, Inc. (Zilber Family 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.

Subgroups

In addition to showing Zilber's overall ratings, this report shows ratings segmented by Program. The online version of this report also shows ratings segmented by Grant Size, Respondent Gender, Respondent Person of Color Identity, and Respondents' Intersectional Identities.

Program	Number of Responses
Hawaii	20
Legacy	17
Zilber Neighborhood Initiative	35

Grant Size	Number of Responses
$10K to $49K Grant	11
$50K to $99K Grant	16
$100K to $149K Grant	18
$150K to $299K Grant	12
Over $300K Grant	14

Respondent Gender	Number of Responses
Identifies as a Man	23
Identifies as a Woman	39

Respondent Person of Color Identity	Number of Responses
Does not identify as a Person of Color	37
Identifies as a Person of Color	25

Respondents' Intersectional Identities	Number of Responses
Identifies as a Man and Person of Color	13
Identifies as a Woman and Person of Color	12
Identifies as Man and Not a Person of Color	10
Identifies as Woman and Not a Person of Color	26

Subgroup Methodology and Differences

Subgroup Methodology

Program: Using the grantee list provided by the Foundation, CEP tagged grantees based on program (Hawaii, Legacy, Zilber Neighborhood Initiative).

Grant Size: Using data grantees provided in the survey, CEP tagged grantees based on grant size.

Respondent Gender: Using data grantees provided in the survey, CEP tagged grantees based on their gender identity. Those segmented as "Identifies as a Man" selected "Man" only, and those segmented as "Identifies as a Woman" selected "Woman" only.

Respondent Person of Color Identity: Using data grantees provided in the survey, CEP tagged grantees based on whether respondents identify as a person of color.

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

Subgroup Differences

Program: No group consistently rates higher or lower than others when grantees are segmented by program.

Grant Size: Ratings from grantees who receive $300K or more trend higher on most measures than other grantees.

Respondent Gender: There are no consistent differences in ratings when grantees are segmented by gender. For more information, please see the "Respondent Demographics" section here.

Respondent Person of Color Identity: There are no consistent differences in ratings between grantees when segmented by whether respondents identify as a person of color. For more information, please see the "Respondent Demographics" section here.

Respondents' Intersectional Identities: There are no consistent differences in ratings when segmented by grantees' intersectional identities. For more information, please see the "Respondent Demographics" section here.

Comparative Cohorts

Customized Cohort

Zilber selected a set of 12 funders to create a smaller comparison group that more closely resembles Zilber in scale and scope.

Custom Cohort
Craig H. Neilsen Foundation
Energy Foundation
F. M. Kirby Foundation, Inc.
Johnson Scholarship Foundation
Josiah Macy Jr. Foundation
Melville Charitable Trust
The F.B. Heron Foundation
The Jacob and Valeria Langeloth Foundation
The Nord Family Foundation
The Paul G. Allen Family Foundation
The Teagle Foundation
Zilber Family Foundation

Standard Cohorts

CEP also included 19 standard cohorts to allow for comparisons to a variety of different types of funders.

Strategy Cohorts

Cohort Name	Count	Description
Small Grant Providers	37	Funders with median grant size of $20K or less
Large Grant Providers	99	Funders with median grant size of $200K or more
High Touch Funders	38	Funders for which a majority of grantees report having contact with their primary contact monthly or more often
Intensive Non-Monetary Assistance Providers	36	Funders that provide at least 30% of grantees with comprehensive or field-focused assistance as defined by CEP
Proactive Grantmakers	103	Funders that make at least 90% of grants by invitation only
Responsive Grantmakers	99	Funders that make at most 10% of grants by invitation only
Intermediary Funders	36	Funders that primarily regrant philanthropic dollars
International Funders	62	Funders that fund outside of their own country
European Funders	28	Funders that are headquartered in Europe

Annual Giving Cohorts

Cohort Name	Count	Description
Funders Giving Less Than $5 Million	61	Funders with annual giving of less than $5 million
Funders Giving $50 Million or More	83	Funders with annual giving of $50 million or more

Foundation Type Cohorts

Cohort Name	Count	Description

Private Foundations	163	All private foundations in the GPR dataset
Family Foundations	78	All family foundations in the GPR dataset
Community Foundations	41	All community foundations in the GPR dataset
Health Conversion Foundations	31	All health conversation foundations in the GPR dataset
Corporate Foundations	23	All corporate foundations in the GPR dataset

Other Cohorts

Cohort Name	Count	Description
Funders Outside the United States	45	Funders that are primarily based outside the United States
Recently Established Foundations	24	Funders that were established in 2000 or later
Funders Surveyed During COVID-19	98	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

	0th ($3K)	25th ($40K)	50th ($100K)	75th ($234K)	100th ($3700K)
Zilber 2022			**$100K** 48th		
Custom Cohort					
Hawaii		$68K			
Legacy			$100K		
Zilber Neighborhood Initiative			$100K		
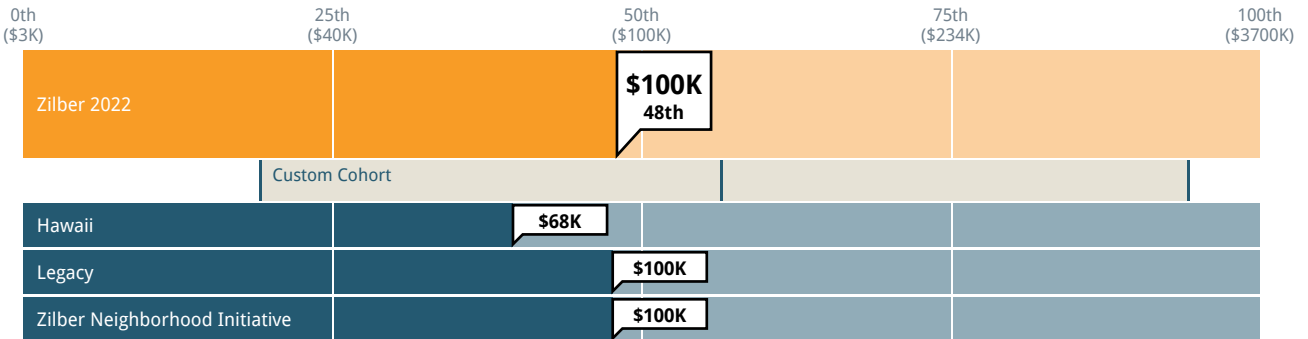
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program

Proportion of Multi-year Grants

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

	0th (3%)	25th (32%)	50th (51%)	75th (72%)	100th (100%)
Zilber 2022				**73%** 76th	
Custom Cohort					
Hawaii			55%		
Legacy					88%
Zilber Neighborhood Initiative				76%	
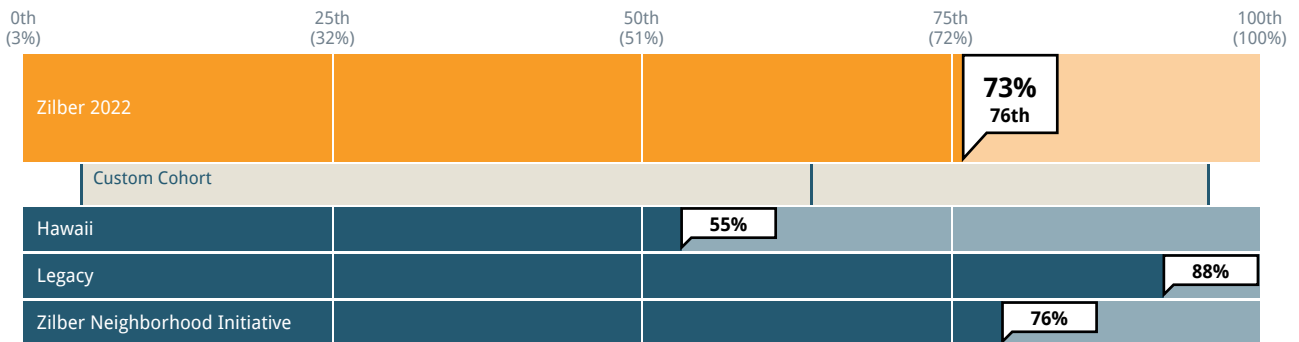
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program

Median Organizational Budget
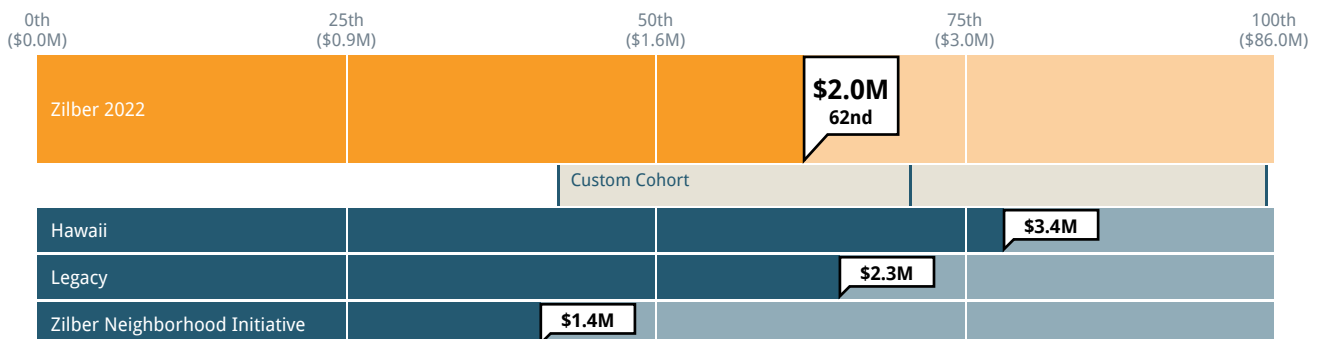
	0th ($0.0M)	25th ($0.9M)	50th ($1.6M)	75th ($3.0M)	100th ($86.0M)
Zilber 2022			**$2.0M** 62nd		
Custom Cohort					
Hawaii				$3.4M	
Legacy			$2.3M		
Zilber Neighborhood Initiative		$1.4M			

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

Selected Cohort: Custom Cohort			
Grant History	**Zilber 2022**	**Average Funder**	**Custom Cohort**
Percentage of first-time grants	17%	29%	28%

Selected Cohort: Custom Cohort			
Program Staff Load	**Zilber 2022**	**Median Funder**	**Custom Cohort**
Dollars awarded per program full-time employee	$2.3M	$2.7M	$2.3M
Applications per program full-time employee	29	26	25
Active grants per program full-time employee	81	32	31

Proportion of Unrestricted Funding

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

	0th (0%)	25th (7%)	50th (19%)	75th (40%)	100th (94%)
Zilber 2022				**35% 69th**	
Hawaii			**25%**		
Legacy				**47%**	
Zilber Neighborhood Initiative			**34%**		
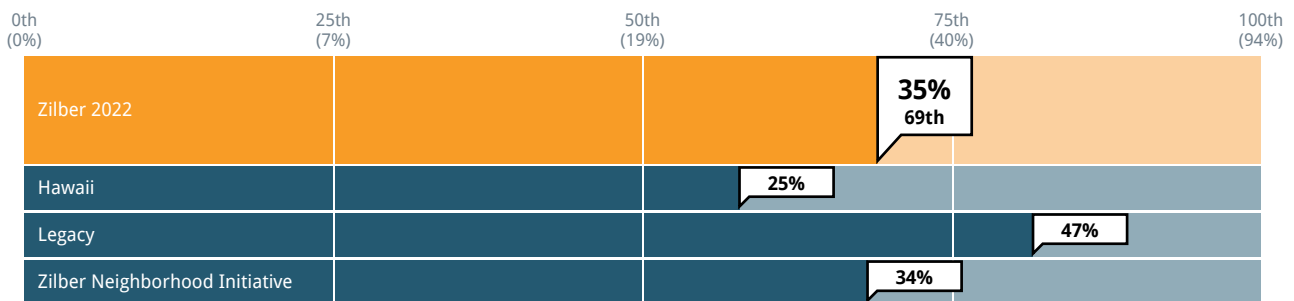
Cohort: None   **Past results:** on   **Subgroup:** Program

Proportion of grantees receiving multi-year unrestricted grants

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

	0th (0%)	25th (3%)	50th (8%)	75th (18%)	100th (83%)
Zilber 2022				**33% 88th**	
Hawaii				**25%**	
Legacy				**47%**	
Zilber Neighborhood Initiative				**30%**	
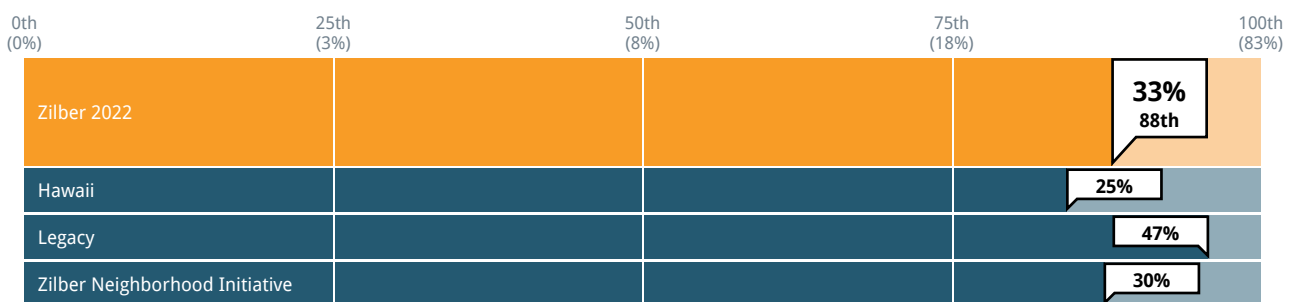
Cohort: None   **Past results:** on   **Subgroup:** Program

Impact on and Understanding of Grantees' Fields

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

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

	0th (4.50)	25th (5.58)	50th (5.84)	75th (6.05)	100th (6.70)
Zilber 2022					**6.19** 88th
Custom Cohort					
Hawaii					6.33
Legacy				6.13	
Zilber Neighborhood Initiative				6.15	

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

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

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

	0th (4.66)	25th (5.47)	50th (5.72)	75th (5.97)	100th (6.63)
Zilber 2022				**5.99** 78th	
Custom Cohort					
Hawaii					6.16
Legacy			5.80		
Zilber Neighborhood Initiative				5.97	

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

Advancing Knowledge and Public Policy

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

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

0th (3.58)	25th (4.76)	50th (5.13)	75th (5.49)	100th (6.44)

Zilber 2022 — **5.37** / 67th

Custom Cohort

Hawaii — 5.00

Legacy — 5.00

Zilber Neighborhood Initiative — 5.71

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

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

1 = Not at all   **7** = Major influence on shaping public policy
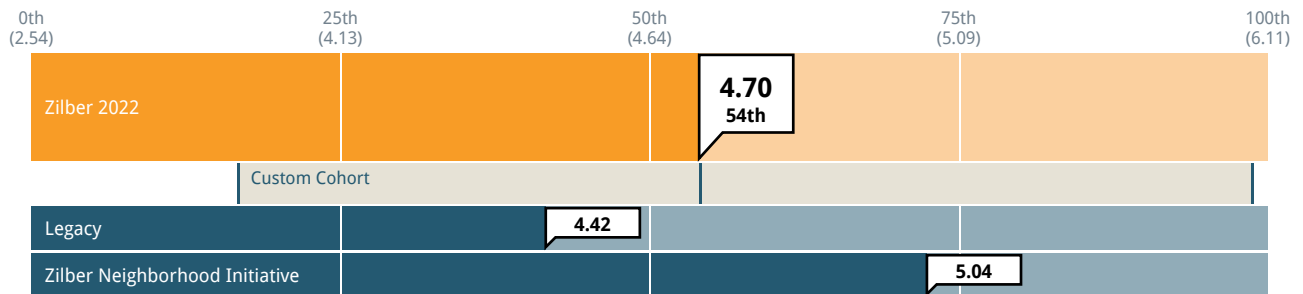
0th (2.54)	25th (4.13)	50th (4.64)	75th (5.09)	100th (6.11)

Zilber 2022 — **4.70** / 54th

Custom Cohort

Legacy — 4.42

Zilber Neighborhood Initiative — 5.04

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

Impact on and Understanding of Grantees' Local Communities

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

1 = No impact   **7** = Significant positive impact
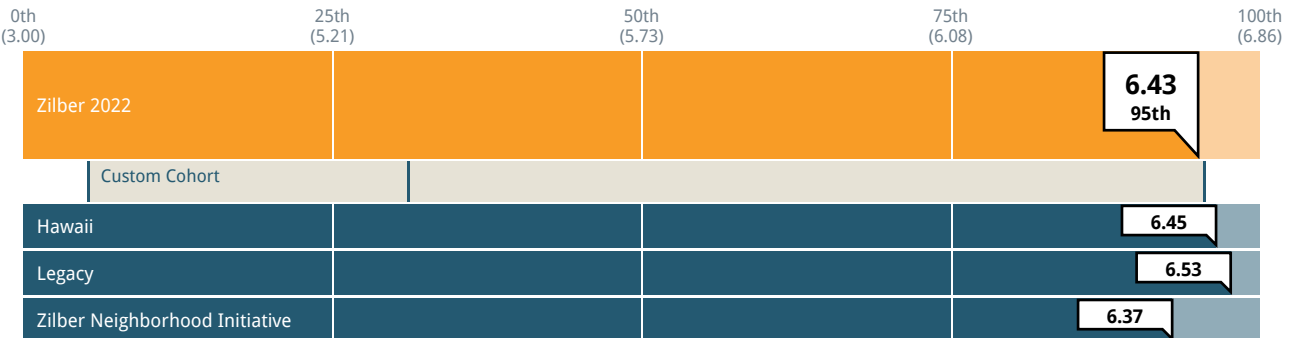
0th (3.00)	25th (5.21)	50th (5.73)	75th (6.08)	100th (6.86)

Zilber 2022 — **6.43** **95th**

Custom Cohort

Hawaii — **6.45**

Legacy — **6.53**

Zilber Neighborhood Initiative — **6.37**

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

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

1 = Limited understanding of the community   **7** = Regarded as an expert in the community
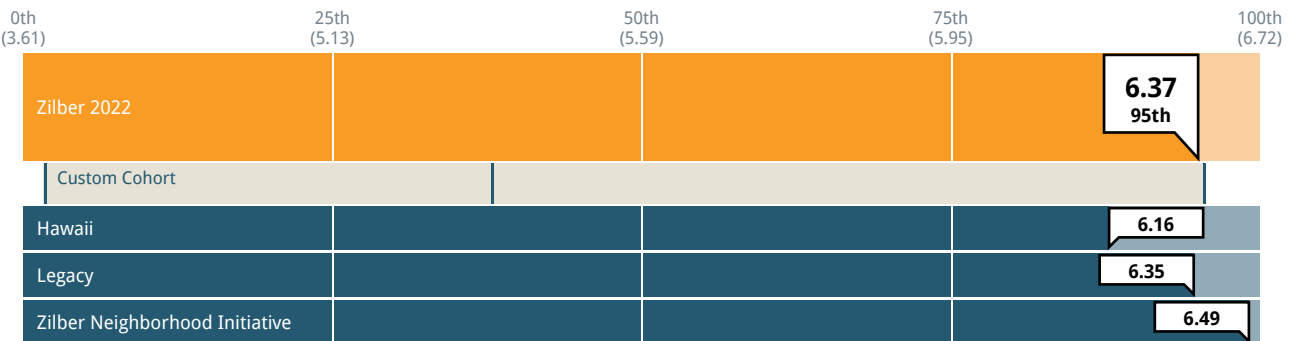
0th (3.61)	25th (5.13)	50th (5.59)	75th (5.95)	100th (6.72)

Zilber 2022 — **6.37** **95th**

Custom Cohort

Hawaii — **6.16**

Legacy — **6.35**

Zilber Neighborhood Initiative — **6.49**
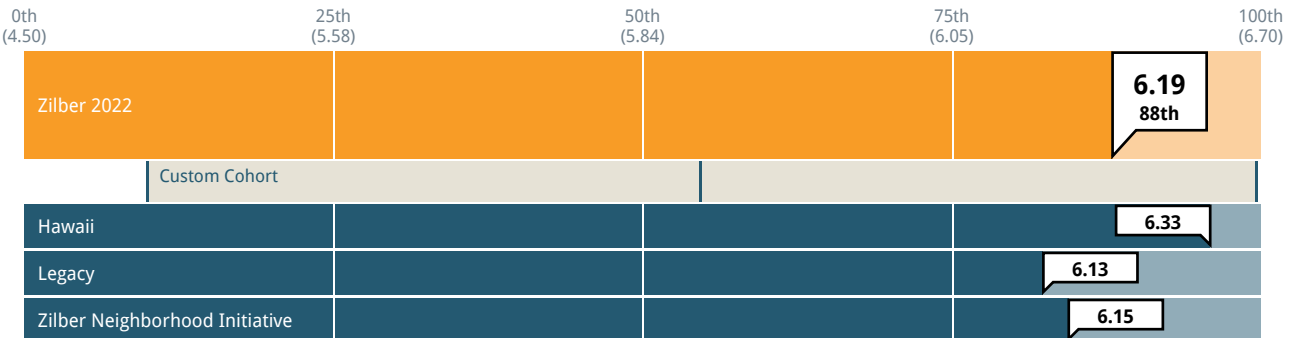
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program

Impact on and Understanding of Grantees' Organizations
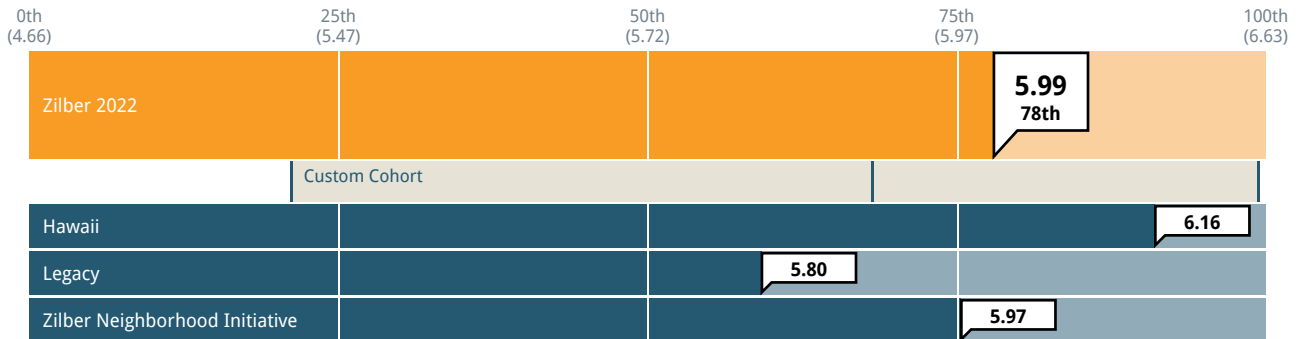
Overall, how would you rate the Foundation's impact on your organization?

1 = No impact   **7** = Significant positive impact
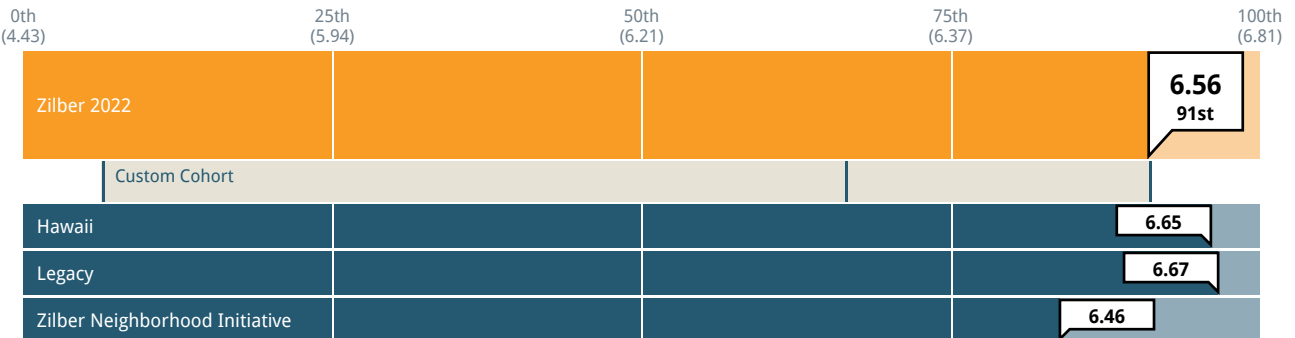
0th (4.43)	25th (5.94)	50th (6.21)	75th (6.37)	100th (6.81)

Zilber 2022 — **6.56** / 91st

Custom Cohort

Hawaii — 6.65

Legacy — 6.67

Zilber Neighborhood Initiative — 6.46

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

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

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

0th (3.69)	25th (5.60)	50th (5.81)	75th (6.03)	100th (6.60)

Zilber 2022 — **6.14** / 90th

Custom Cohort

Hawaii — 6.17

Legacy — 6.12

Zilber Neighborhood Initiative — 6.14
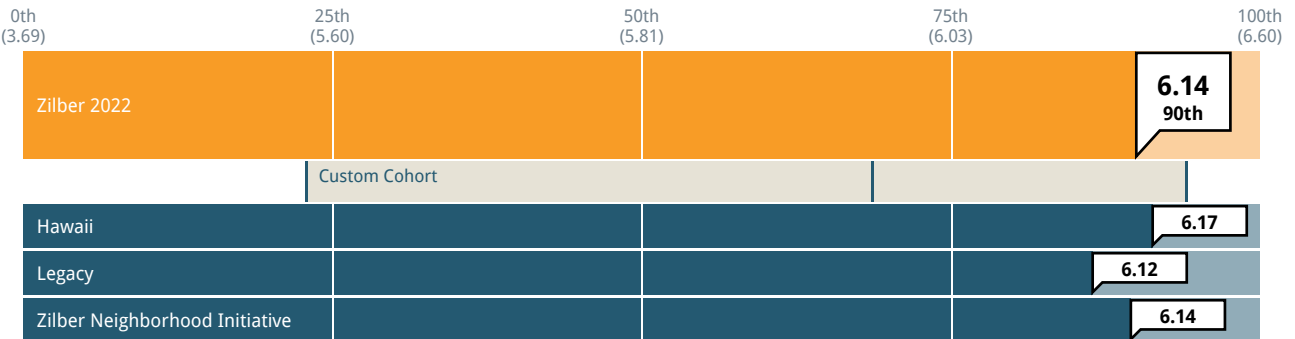
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program

Grantee Challenges

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

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

	0th (4.00)	25th (5.08)	50th (5.34)	75th (5.56)	100th (6.29)
Zilber 2022				**5.86** 94th	
Custom Cohort					
Hawaii				5.70	
Legacy				5.82	
Zilber Neighborhood Initiative				5.97	
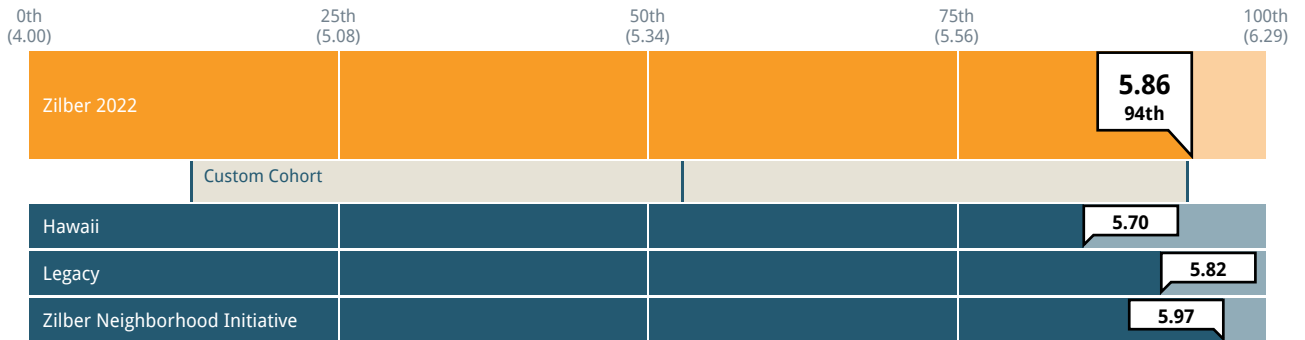
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program

Non-Monetary Assistance

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

Yes No

Zilber 2022	51%	49%
Average Funder	40%	60%

Cohort: None   **Past results:** on

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

Yes No

Hawaii	33%	67%
Legacy	35%	65%
Zilber Neighborhood Initiative	69%	31%
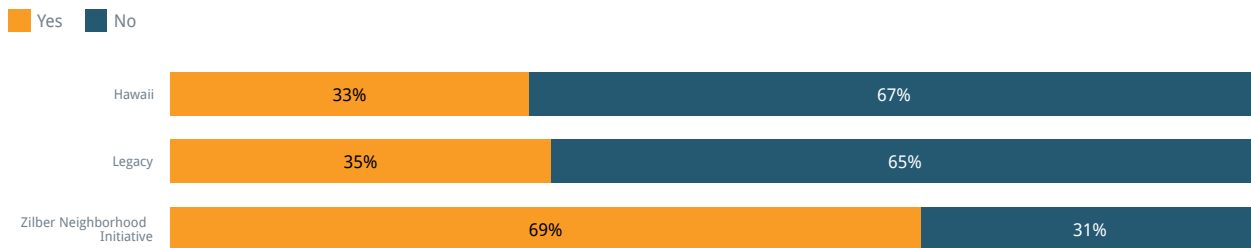
Subgroup: Program

Please note that the following question was only asked of respondents who indicated "yes" to receiving non-monetary support in the previous question.

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

Zilber 2022	9%	38%	53%
Average Funder	10%	36%	54%
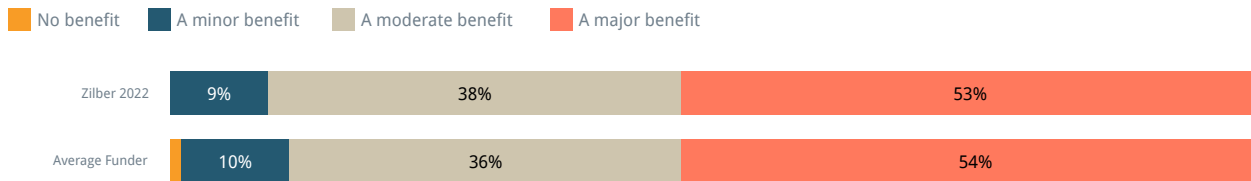
Cohort: None   **Past results:** on

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

No benefit A minor benefit A moderate benefit A major benefit

Zilber Neighborhood Initiative	14%	36%	50%
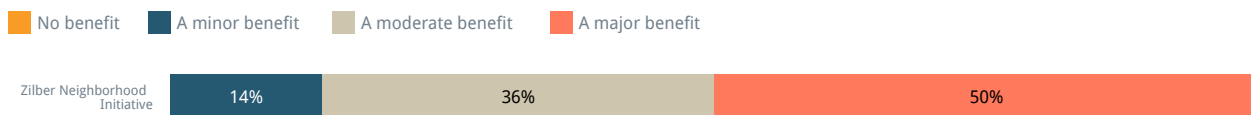
Subgroup: Program

Funder-Grantee Relationships

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

1 = Not at all comfortable   7 = Extremely comfortable

0th (4.80)	25th (6.12)	50th (6.27)	75th (6.43)	100th (6.84)

Zilber 2022 — **6.64** **95th**

Custom Cohort

Hawaii — 6.58
Legacy — 6.69
Zilber Neighborhood Initiative — 6.66
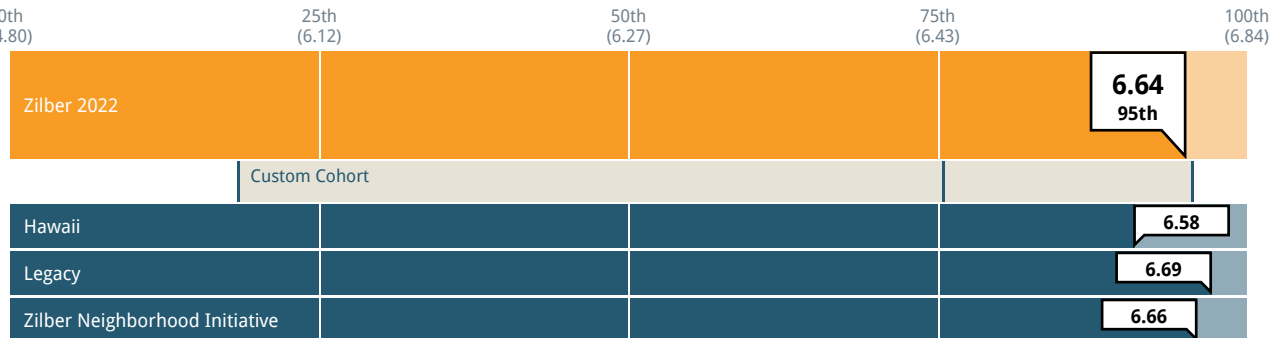
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program

Overall, how responsive was Foundation staff?

1 = Not at all responsive   7 = Extremely responsive
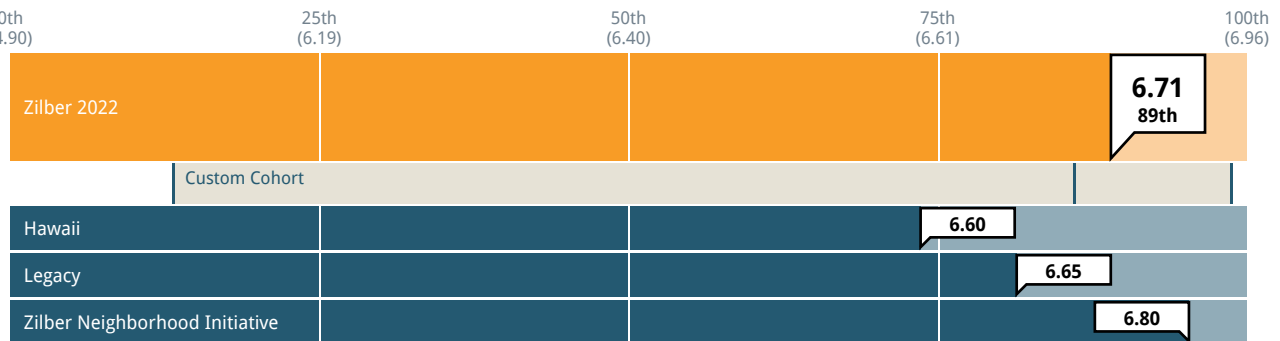
0th (4.90)	25th (6.19)	50th (6.40)	75th (6.61)	100th (6.96)

Zilber 2022 — **6.71** **89th**

Custom Cohort

Hawaii — 6.60
Legacy — 6.65
Zilber Neighborhood Initiative — 6.80

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

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

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

0th (5.88)	25th (6.27)	50th (6.42)	75th (6.54)	100th (6.83)

Zilber 2022 — **6.55** **77th**

Hawaii — 6.70
Legacy — 6.56
Zilber Neighborhood Initiative — 6.45
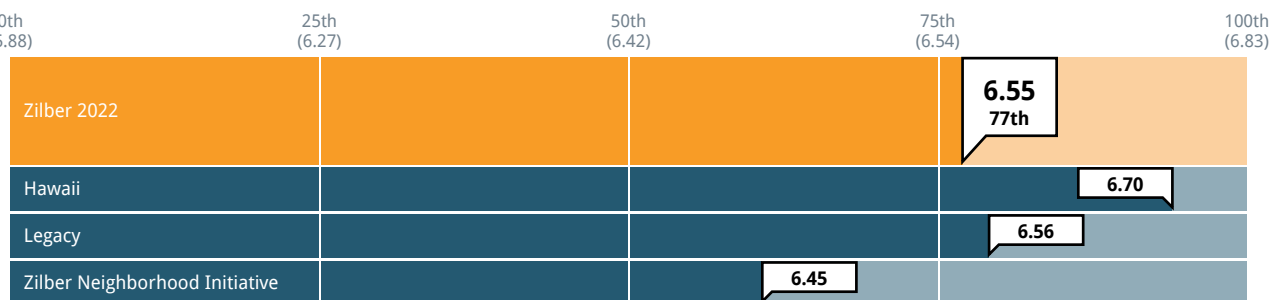
Cohort: None   **Past results:** on   **Subgroup:** Program

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

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

0th (4.94)	25th (5.85)	50th (6.10)	75th (6.25)	100th (6.56)

Zilber 2022 — **6.41** 91st
Hawaii — 6.40
Legacy — 6.56
Zilber Neighborhood Initiative — 6.33
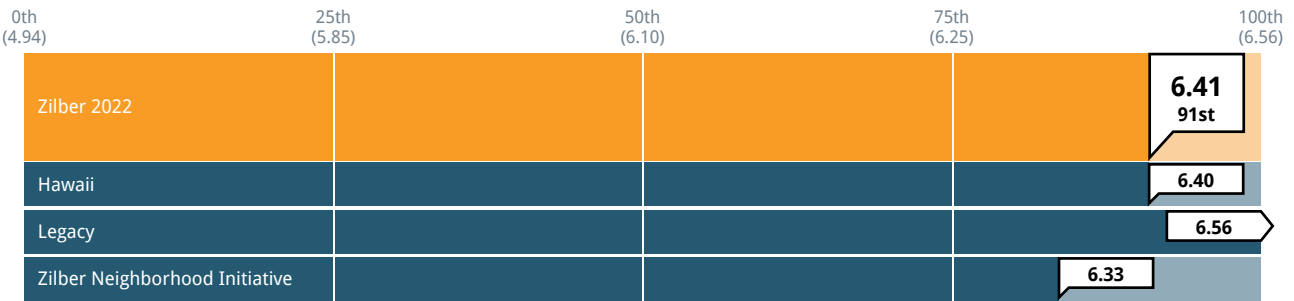
Cohort: None   **Past results:** on   **Subgroup:** Program

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

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

0th (6.11)	25th (6.54)	50th (6.66)	75th (6.77)	100th (7.00)

Zilber 2022 — **6.84** 93rd
Hawaii — 6.75
Legacy — 6.88
Zilber Neighborhood Initiative — 6.88
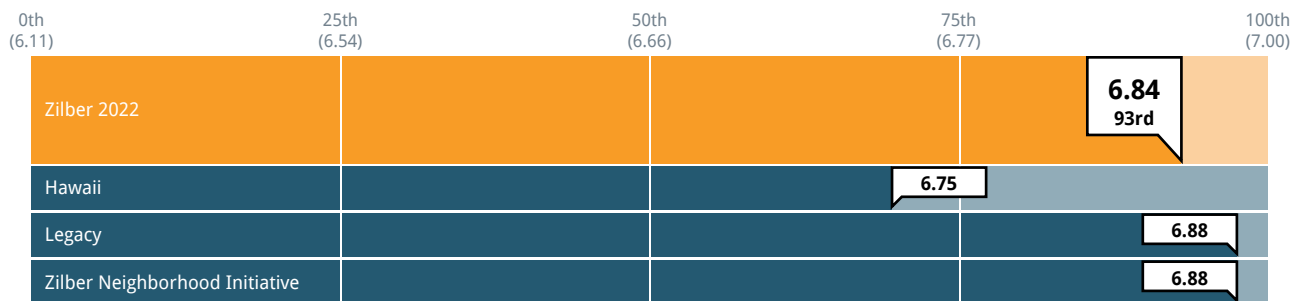
Cohort: None   **Past results:** on   **Subgroup:** Program

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

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

0th (5.41)	25th (6.26)	50th (6.44)	75th (6.60)	100th (6.94)

Zilber 2022 — **6.84** 98th
Hawaii — 6.75
Legacy — 6.88
Zilber Neighborhood Initiative — 6.88
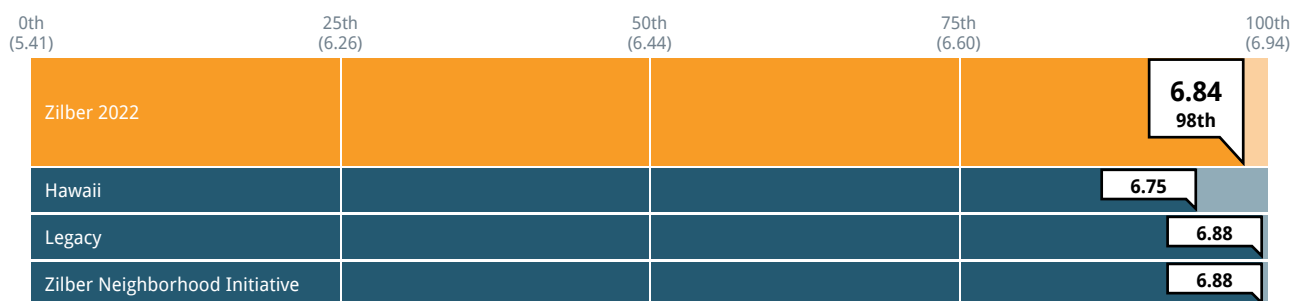
Cohort: None   **Past results:** on   **Subgroup:** Program

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

1 = Not at all   7 = To a great extent

	0th (4.14)	25th (5.15)	50th (5.42)	75th (5.66)	100th (6.34)

Zilber 2022 — **6.00 94th**

Custom Cohort

Hawaii — 5.95

Legacy — 5.81

Zilber Neighborhood Initiative — 6.12
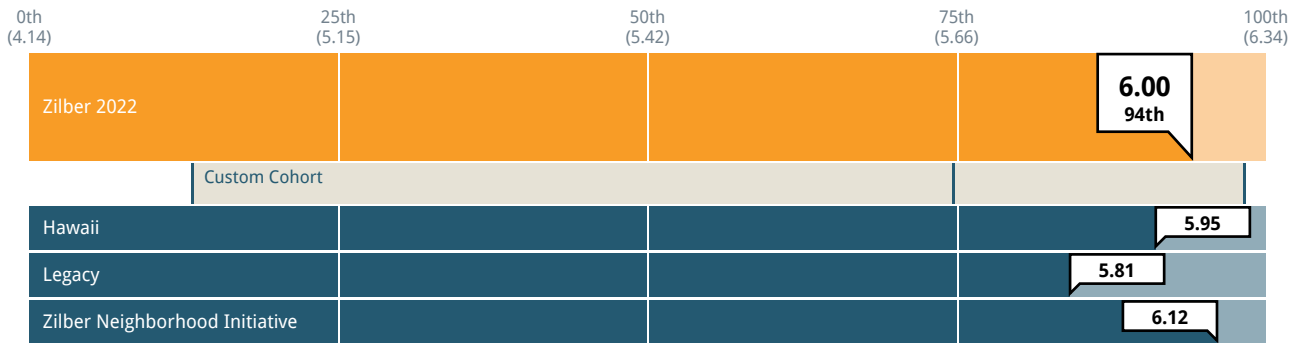
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program

Interaction Patterns

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

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

Zilber 2022	7%	67%	26%
Custom Cohort	20%	62%	18%
Average Funder	18%	56%	26%
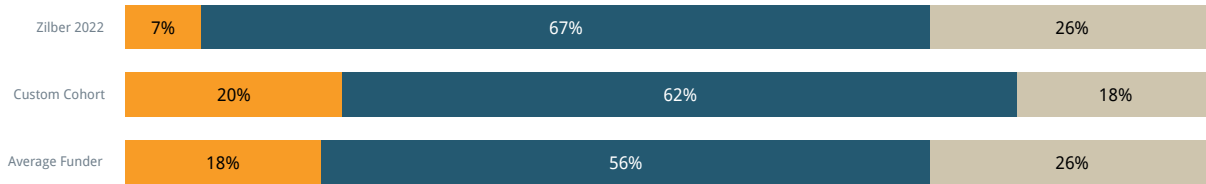
Cohort: Custom Cohort   **Past results:** on

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

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

Hawaii	10%	60%	30%
Legacy	12%	82%	6%
Zilber Neighborhood Initiative		63%	34%
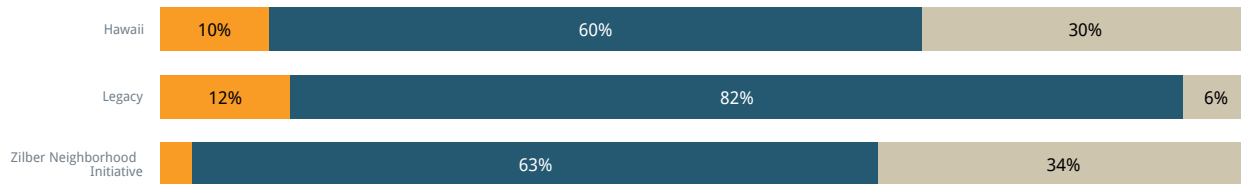
Subgroup: Program

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

■ Primary Contact ■ Both of equal frequency ■ Grantee

Zilber 2022	31%	53%	16%
Custom Cohort	19%	50%	31%
Average Funder	17%	51%	31%
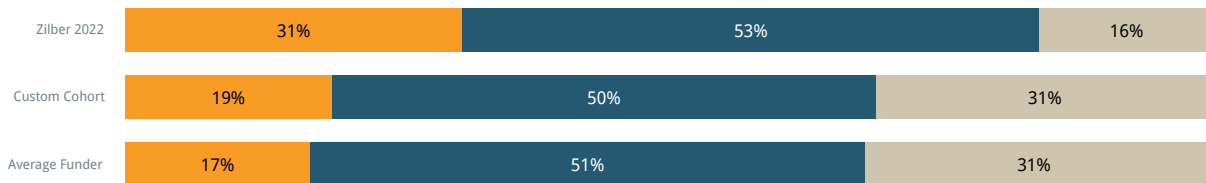
Cohort: Custom Cohort   **Past results:** on

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

■ Primary Contact ■ Both of equal frequency ■ Grantee

Hawaii	32%	47%	21%
Legacy	38%	38%	25%
Zilber Neighborhood Initiative	27%	64%	9%

Subgroup: Program

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

Proportion of grantees responding 'Yes'

	0th (0%)	25th (6%)	50th (14%)	75th (25%)	100th (90%)

- Zilber 2022 — **19%** 63rd
- Custom Cohort
- Hawaii — **0%**
- Legacy — **63%**
- Zilber Neighborhood Initiative — **9%**
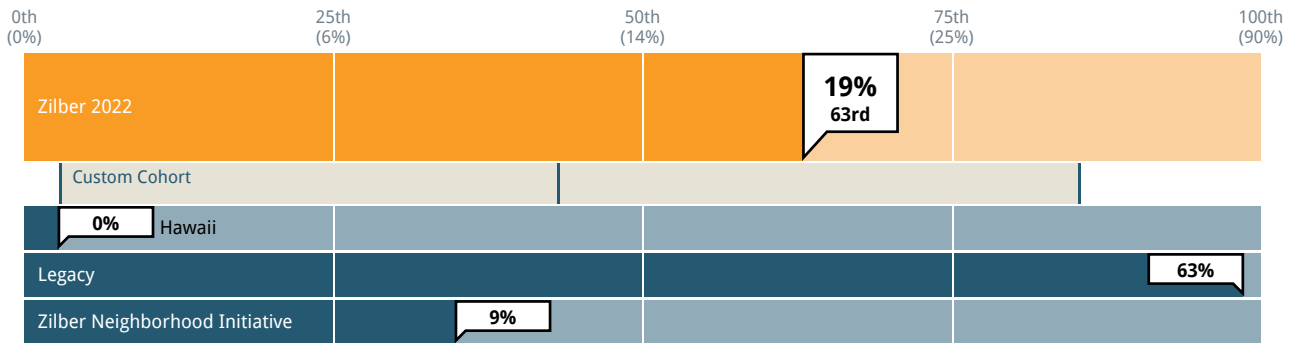
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program

At any point during this grant, including the application process, did the Foundation staff visit your offices or programs?

■ Yes, in person and/or virtual   ■ No   ■ Don't know

	Yes, in person and/or virtual	No	Don't know
Zilber 2022	70%	24%	6%
Average Funder	48%	47%	5%

Cohort: None   **Past results:** on

At any point during this grant, including the application process, did the Foundation staff visit your offices or programs? - By Subgroup

■ Yes, in person and/or virtual   ■ No   ■ Don't know

	Yes, in person and/or virtual	No	Don't know
Hawaii	60%	35%	5%
Legacy	82%	18%	
Zilber Neighborhood Initiative	71%	21%	9%
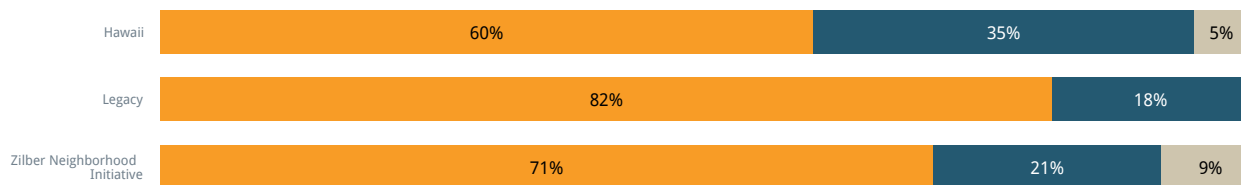
Subgroup: Program

The following charts provide greater detail on the previous site visit question.

At any point during this grant, including the application process, did the Foundation staff visit your offices or programs?

■ Zilber 2022   ■ Median Funder

0   20   40   60   80   100

Yes, virtually
Zilber 2022   **46%**
Median Funder   **32%**

Yes, in person
Zilber 2022   **34%**
Median Funder   **20%**

No
Zilber 2022   **24%**
Median Funder   **49%**

Don't know
Zilber 2022   **6%**
Median Funder   **5%**

Cohort: None   **Past results:** on

At any point during this grant, including the application process, did the Foundation staff visit your offices or programs? - By Subgroup

■ Hawaii   ■ Legacy   ■ Zilber Neighborhood Initiative

0   20   40   60   80   100

Yes, virtually
Hawaii   **20%**
Legacy   **82%**
Zilber Neighborhood Initiative   **44%**

Yes, in person
Hawaii   **45%**
Legacy   **18%**
Zilber Neighborhood Initiative   **35%**

No
Hawaii   **35%**
Legacy   **18%**
Zilber Neighborhood Initiative   **21%**

Don't know
Hawaii   **5%**
Legacy   **0%**
Zilber Neighborhood Initiative   **9%**
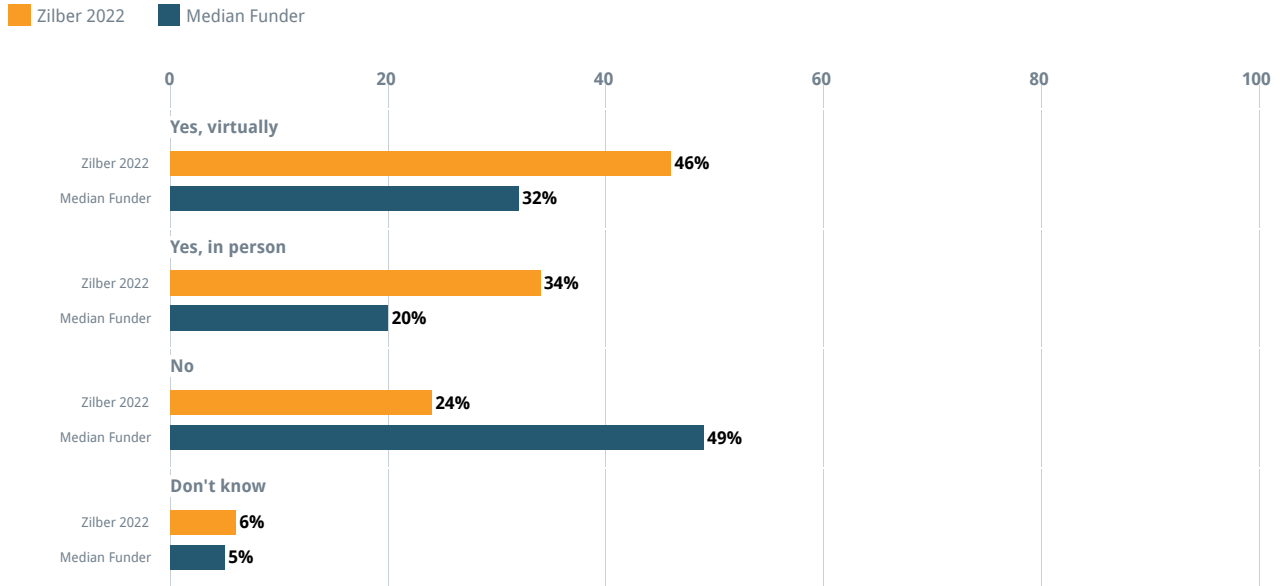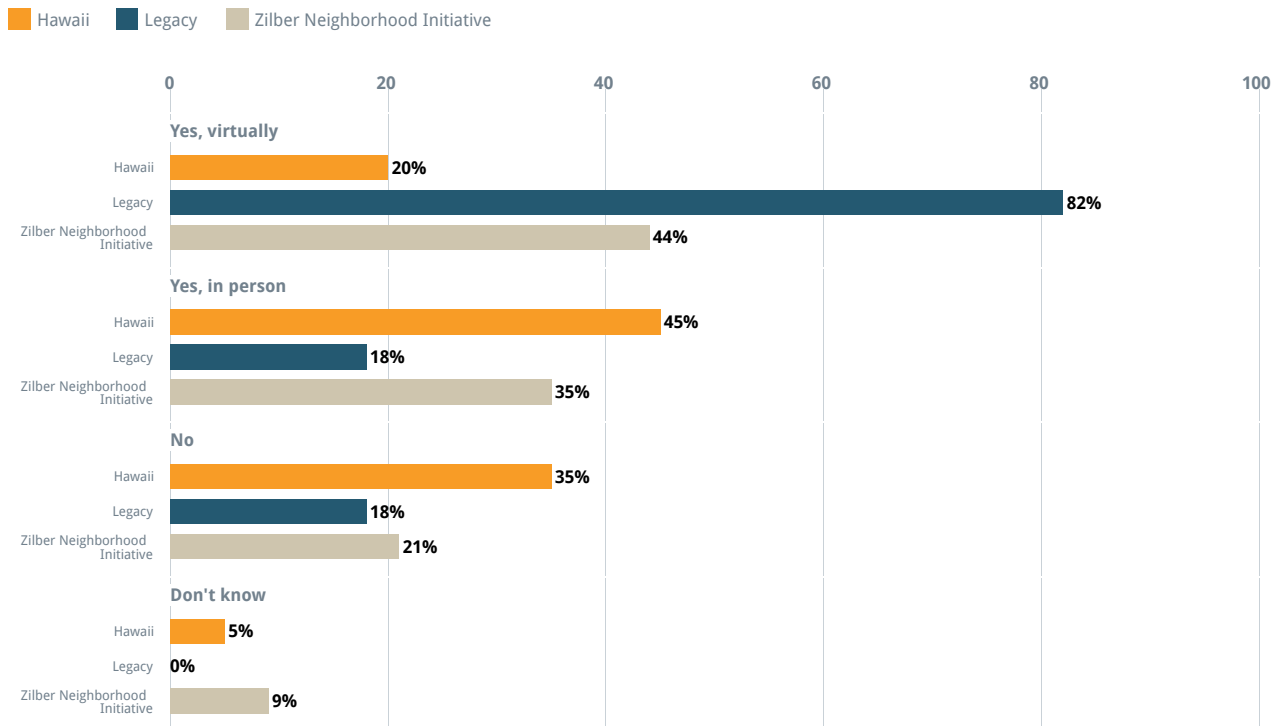
Subgroup: Program

Communication

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

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

0th (3.65)	25th (5.49)	50th (5.74)	75th (5.95)	100th (6.58)

Zilber 2022 — **6.11** 88th

Custom Cohort

Hawaii — 6.30

Legacy — 6.18

Zilber Neighborhood Initiative — 5.97
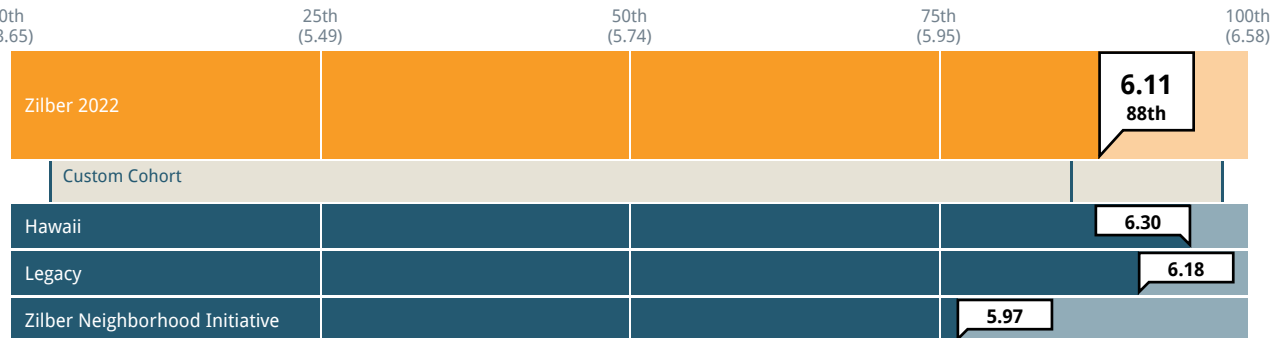
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program

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

1 = Not at all consistent   **7** = Completely consistent

0th (3.89)	25th (5.75)	50th (5.96)	75th (6.16)	100th (6.59)

Zilber 2022 — **6.12** 68th

Custom Cohort

Hawaii — 6.00

Legacy — 5.82

Zilber Neighborhood Initiative — 6.33
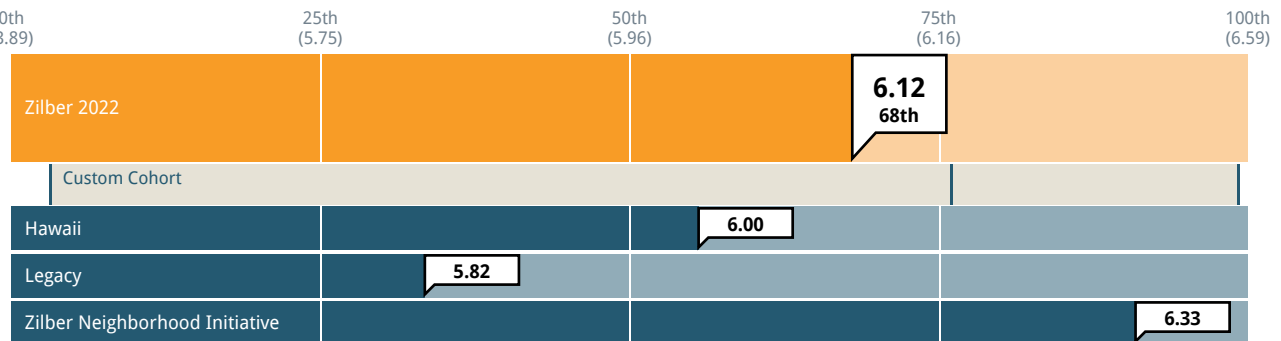
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program

Overall, how transparent is the Foundation with your organization?

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

0th (3.69)	25th (5.60)	50th (5.84)	75th (6.03)	100th (6.76)

Zilber 2022 — **6.24** 93rd

Custom Cohort

Hawaii — 6.25

Legacy — 6.06

Zilber Neighborhood Initiative — 6.31
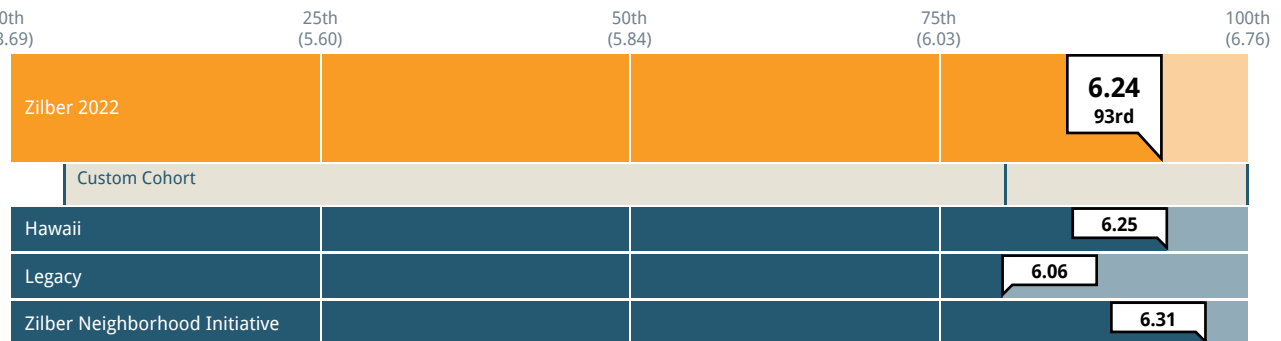
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program

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

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

	0th (4.25)	25th (5.23)	50th (5.44)	75th (5.63)	100th (6.32)
Zilber 2022					**5.79** **84th**
Hawaii				5.60	
Legacy				5.63	
Zilber Neighborhood Initiative					6.00
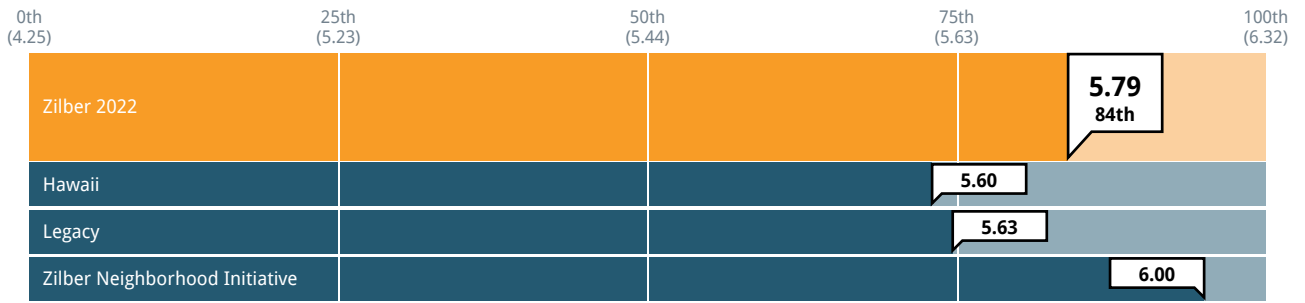
Cohort: None   **Past results:** on   **Subgroup:** Program

Contextual Understanding

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

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

0th (4.24)	25th (5.44)	50th (5.69)	75th (5.92)	100th (6.54)

Zilber 2022 — **6.24** 97th

Custom Cohort

Hawaii — **6.35**

Legacy — **6.06**

Zilber Neighborhood Initiative — **6.26**
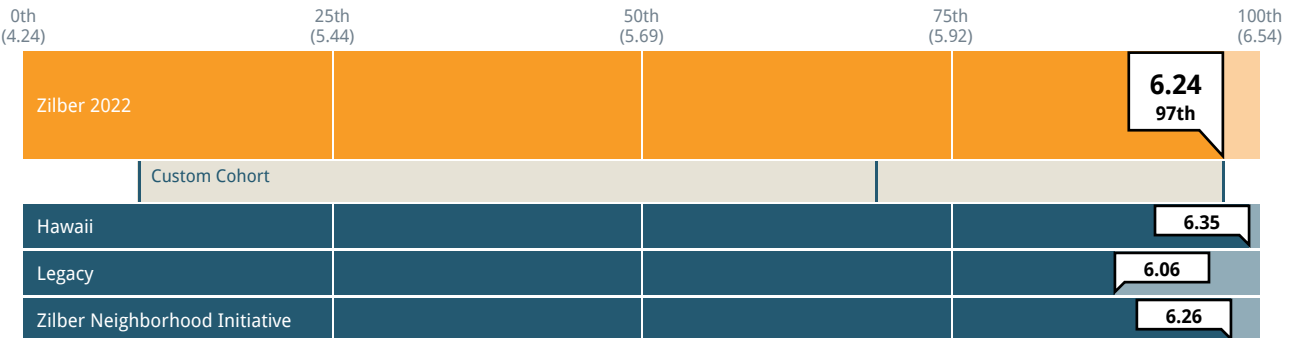
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program

In the following questions, we use the phrase "the people and communities that you serve" to refer to those your organization seeks to serve through the services and/or programs it provides.

Please note that CEP recently modified the following questions. The prior questions were: "How well does the Foundation understand your intended beneficiaries' needs?" and "To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?" The question anchors have not been modified.

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

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

0th (4.00)	25th (5.48)	50th (5.69)	75th (5.87)	100th (6.46)

Zilber 2022 — **6.15** 96th

Custom Cohort

Hawaii — **6.15**

Legacy — **6.12**

Zilber Neighborhood Initiative — **6.18**
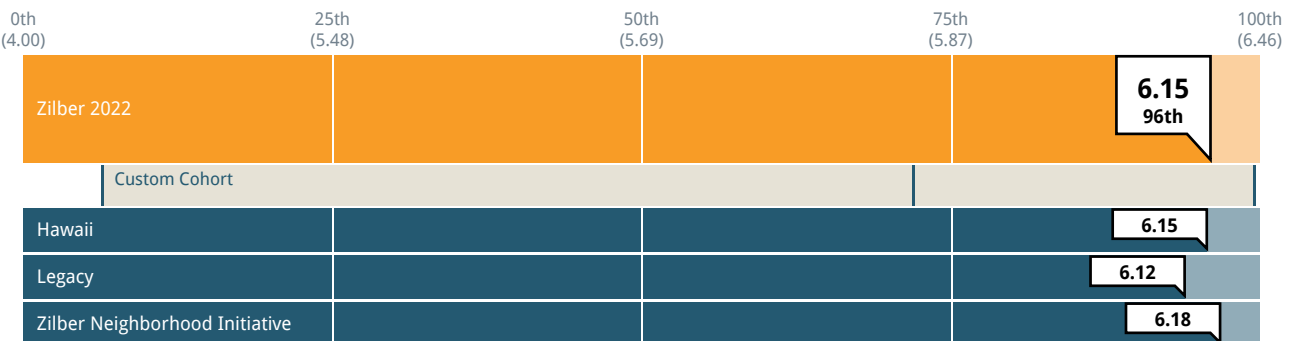
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program

To what extent do the Foundation's funding priorities reflect a deep understanding of the needs of the people and communities that you serve?

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

0th (3.77)	25th (5.35)	50th (5.59)	75th (5.85)	100th (6.45)

Zilber 2022 — **6.06** 91st

Custom Cohort

Hawaii — 6.10

Legacy — 6.00

Zilber Neighborhood Initiative — 6.06
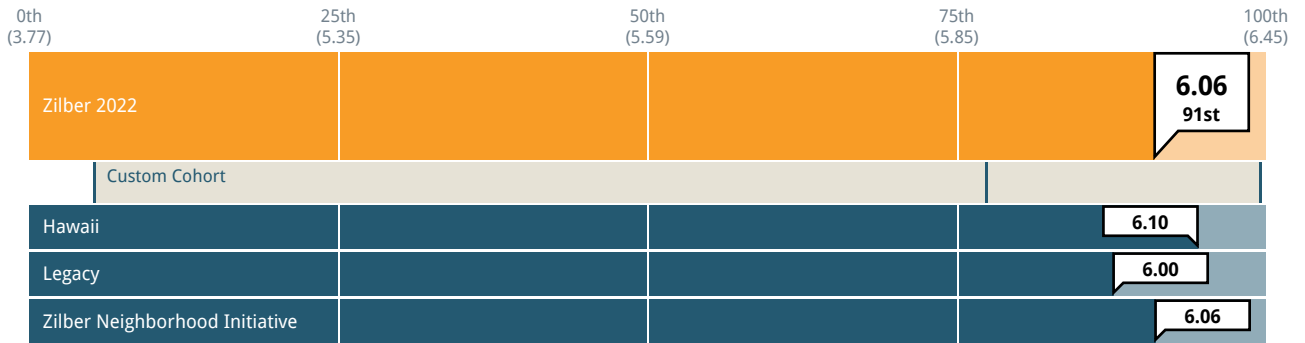
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program

Diversity, Equity, Inclusion

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

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

	0th (4.48)	25th (5.27)	50th (5.62)	75th (5.93)	100th (6.78)
Zilber 2022				**5.98** 79th	
Hawaii				6.19	
Legacy				6.27	
Zilber Neighborhood Initiative			5.73		
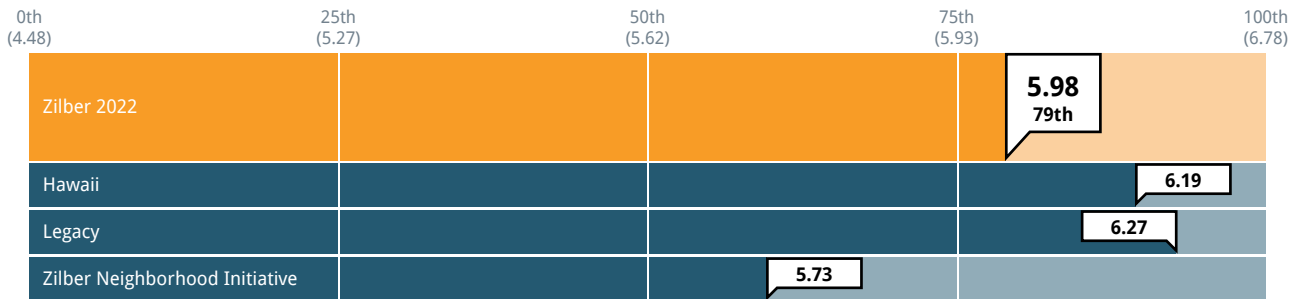
Cohort: None   **Past results:** on   **Subgroup:** Program

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

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

	0th (4.63)	25th (5.61)	50th (5.95)	75th (6.18)	100th (6.74)
Zilber 2022				**6.37** 88th	
Hawaii				6.38	
Legacy				6.60	
Zilber Neighborhood Initiative				6.24	
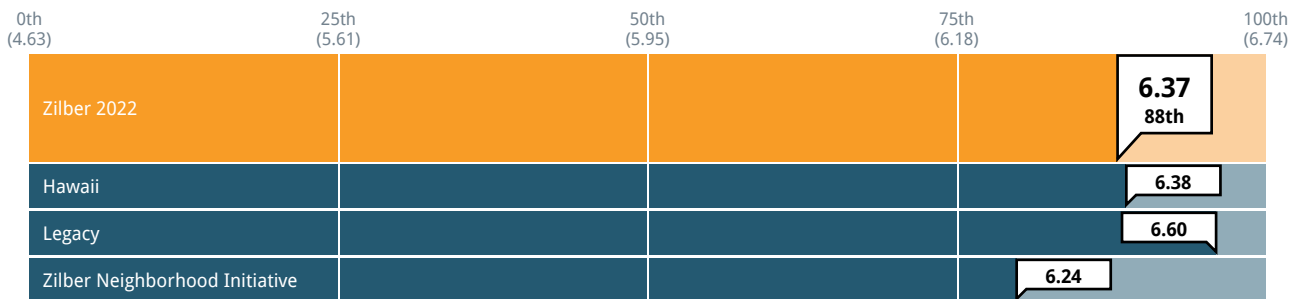
Cohort: None   **Past results:** on   **Subgroup:** Program

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

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

	0th (5.10)	25th (6.00)	50th (6.18)	75th (6.40)	100th (6.78)
Zilber 2022					**6.58** 91st
Hawaii			6.24		
Legacy					6.71
Zilber Neighborhood Initiative					6.71
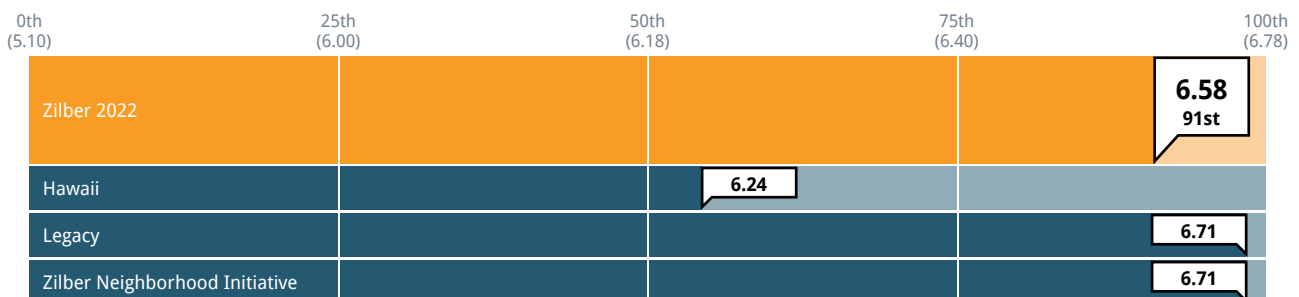
Cohort: None   **Past results:** on   **Subgroup:** Program

I believe that the Foundation is committed to combatting racism

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

0th (5.26)	25th (5.92)	50th (6.11)	75th (6.35)	100th (6.82)

Zilber 2022 — **6.39** 82nd

Hawaii — 5.94

Legacy — 6.64

Zilber Neighborhood Initiative — 6.53
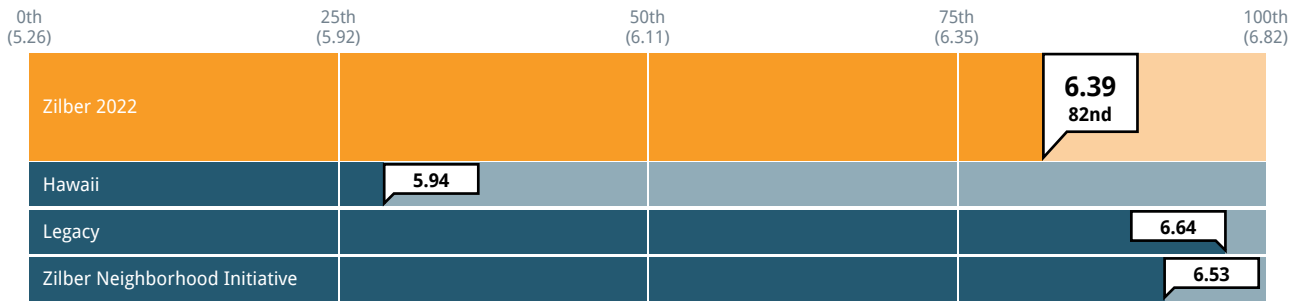
Cohort: None   **Past results:** on   **Subgroup:** Program

Grant Processes

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

🟧 Submitted a proposal   ◼ Did not submit a proposal

Zilber 2022	93%	7%
Custom Cohort	95%	5%
Average Funder	94%	6%
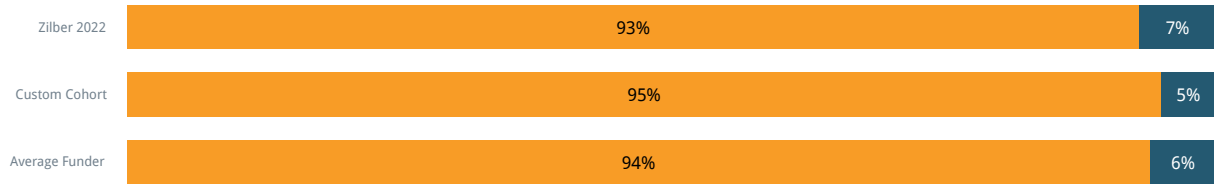
Cohort: Custom Cohort   **Past results:** on

Application Process

Please note that CEP recently modified the following question. The prior question text was: "How helpful was participating in the Foundation's selection process in strengthening the organization/program funded by the grant?" The corresponding anchors were "not at all helpful" and "extremely helpful."

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

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

0th (3.45)	25th (4.87)	50th (5.19)	75th (5.51)	100th (6.49)

Zilber 2022 — **6.14** 98th

Custom Cohort

Hawaii — 6.06

Legacy — 6.18

Zilber Neighborhood Initiative — 6.17
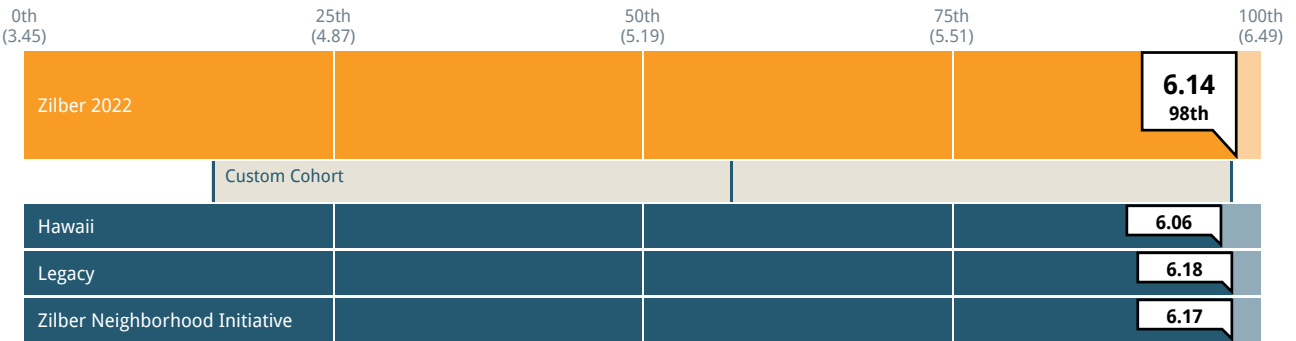
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program

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
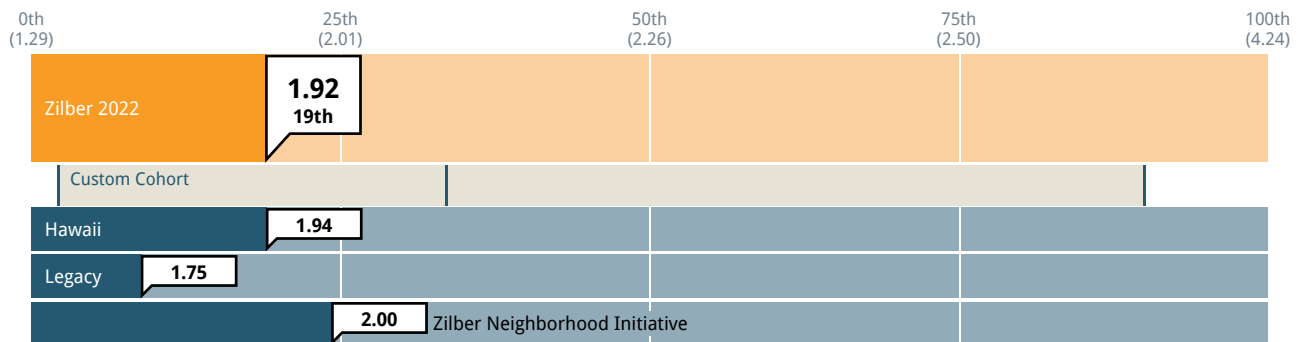
0th (1.29)	25th (2.01)	50th (2.26)	75th (2.50)	100th (4.24)

Zilber 2022 — **1.92** 19th

Custom Cohort

Hawaii — 1.94

Legacy — 1.75

Zilber Neighborhood Initiative — 2.00

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

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

1 = Not at all   **7** = To a great extent
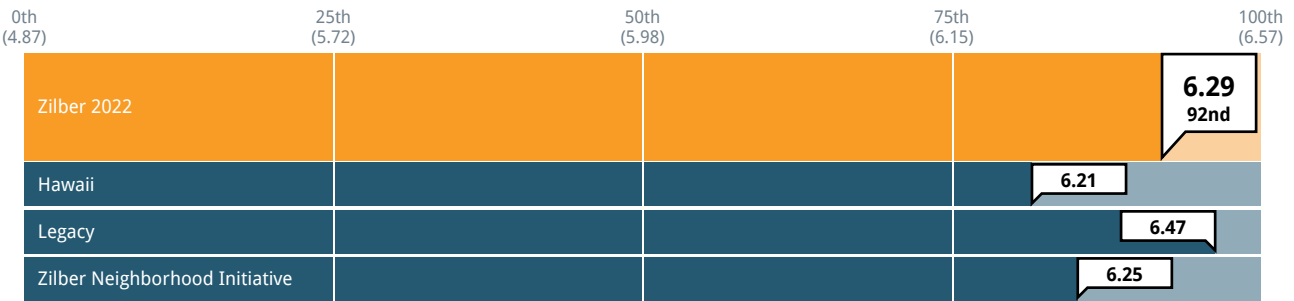
0th (4.87)	25th (5.72)	50th (5.98)	75th (6.15)	100th (6.57)

Zilber 2022 — **6.29** **92nd**

Hawaii — 6.21

Legacy — 6.47

Zilber Neighborhood Initiative — 6.25

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

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

1 = Not at all   **7** = To a great extent
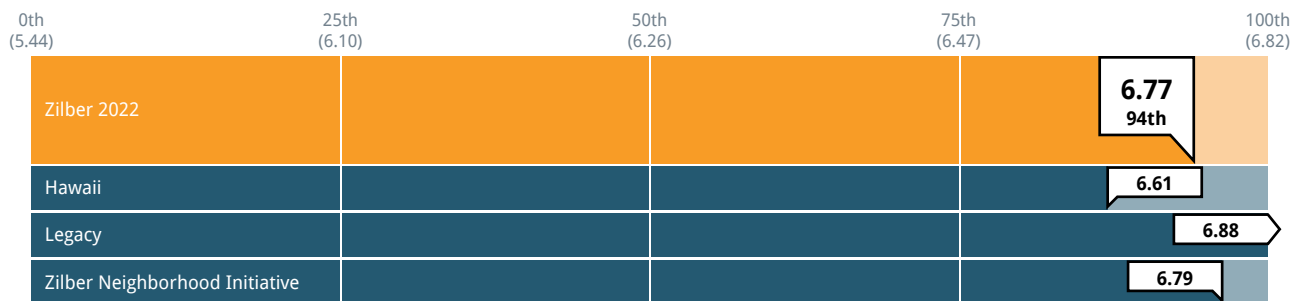
0th (5.44)	25th (6.10)	50th (6.26)	75th (6.47)	100th (6.82)

Zilber 2022 — **6.77** **94th**

Hawaii — 6.61

Legacy — 6.88

Zilber Neighborhood Initiative — 6.79

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

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

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

0th (4.52)	25th (5.43)	50th (5.67)	75th (5.83)	100th (6.43)

Zilber 2022 — **5.82** **71st**

Hawaii — 5.76

Legacy — 5.44

Zilber Neighborhood Initiative — 6.03
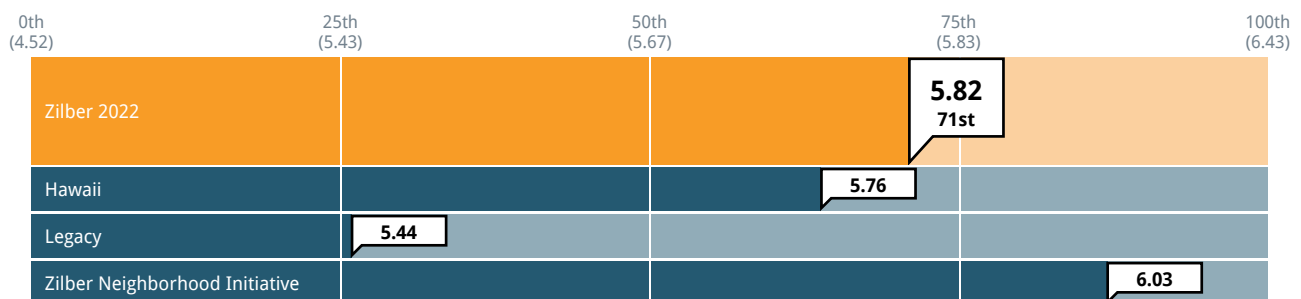
Cohort: None   **Past results:** on   **Subgroup:** Program

Reporting and Evaluation Process

Definition of Reporting and Evaluation

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

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

Proportion of grantees responding 'Yes'

	0th (18%)	25th (57%)	50th (70%)	75th (80%)	100th (100%)

Zilber 2022 — **82% 79th**

Custom Cohort

Hawaii — **65%**
Legacy — **87%**
Zilber Neighborhood Initiative — **90%**
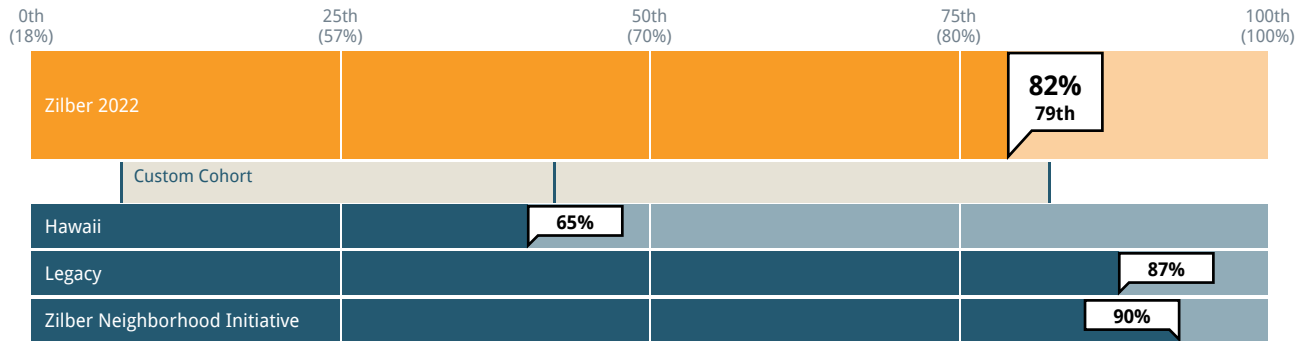
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program

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

Zilber 2022	57%	31%	10%
Average Funder	57%	28%	13%

Cohort: None   **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

Hawaii	50%	33%	17%
Legacy	44%	44%	12%
Zilber Neighborhood Initiative	67%	24%	6%
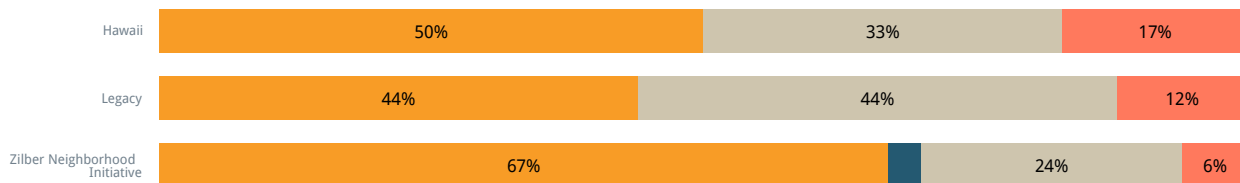
Subgroup: Program

Reporting Process

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

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

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

	0th (5.00)	25th (6.06)	50th (6.23)	75th (6.42)	100th (6.85)
Zilber 2022					**6.56** 91st
Hawaii					6.73
Legacy					6.73
Zilber Neighborhood Initiative				6.39	

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

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

1 = Not at all   **7** = To a great extent
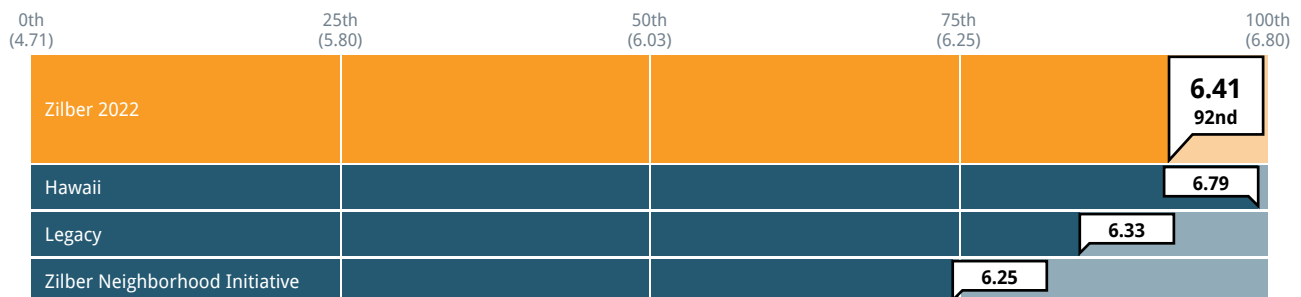
	0th (4.71)	25th (5.80)	50th (6.03)	75th (6.25)	100th (6.80)
Zilber 2022					**6.41** 92nd
Hawaii					6.79
Legacy				6.33	
Zilber Neighborhood Initiative				6.25	

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

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

1 = Not at all   **7** = To a great extent
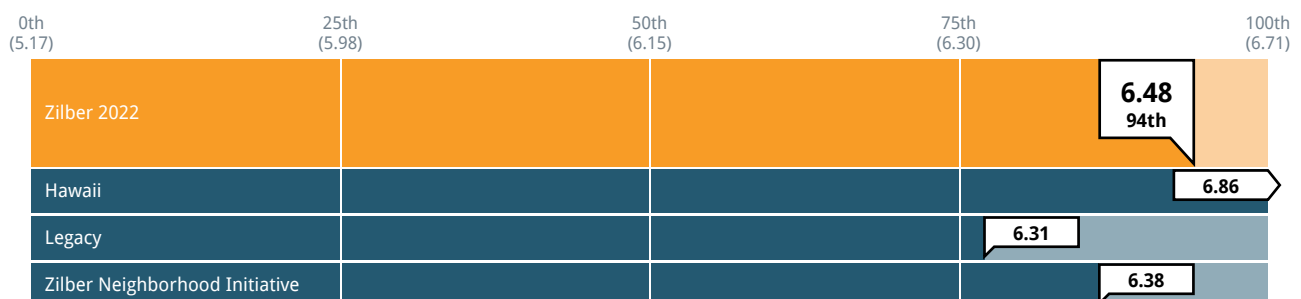
	0th (5.17)	25th (5.98)	50th (6.15)	75th (6.30)	100th (6.71)
Zilber 2022				**6.48** 94th	
Hawaii					6.86
Legacy				6.31	
Zilber Neighborhood Initiative				6.38	

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

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

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

	0th (4.56)	25th (5.67)	50th (5.88)	75th (6.08)	100th (6.57)
Zilber 2022					**6.42** 97th
Hawaii				6.53	
Legacy				6.38	
Zilber Neighborhood Initiative				6.38	
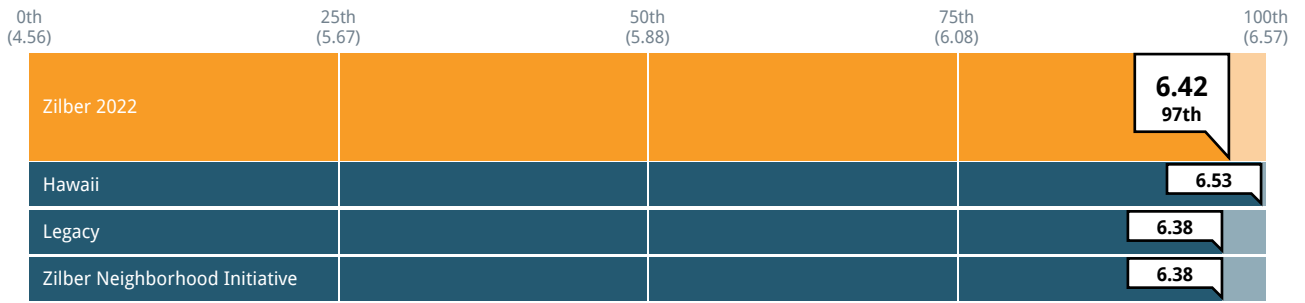
Cohort: None   **Past results:** on   **Subgroup:** Program

Evaluation Process

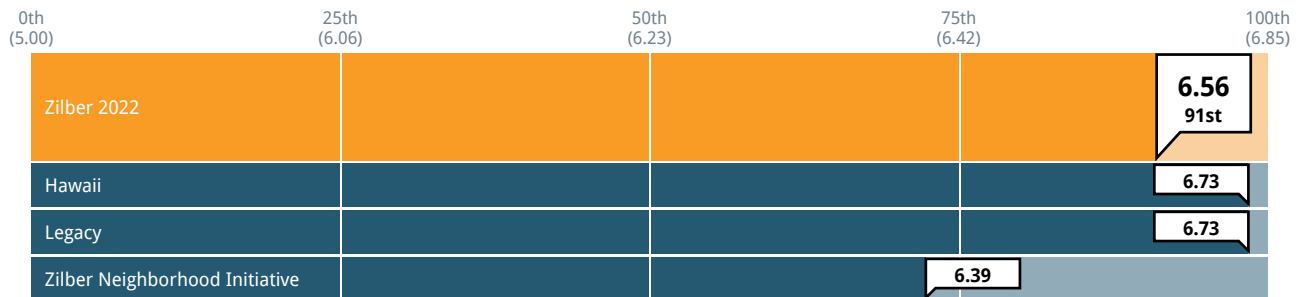The following questions were only asked of grantees that indicated having participated in an evaluation process. See the "Reporting and Evaluation Process" page for data on the proportion of grantees participating in this process.

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
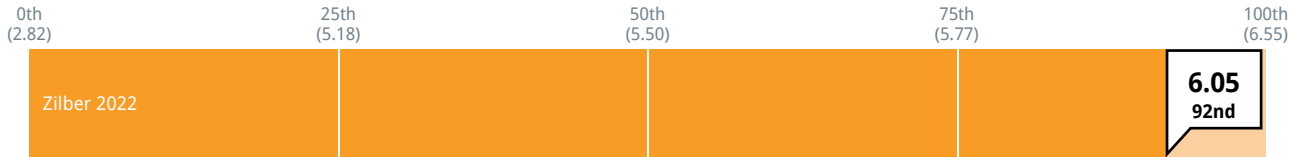
0th (2.82)	25th (5.18)	50th (5.50)	75th (5.77)	100th (6.55)

Zilber 2022 — **6.05 / 92nd**

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

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 (4.39)	50th (4.77)	75th (5.07)	100th (6.00)

Zilber 2022 — **4.79 / 53rd**
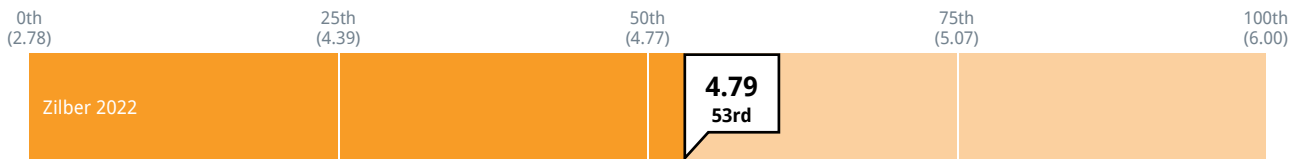
Cohort: None   **Past results:** on   **Subgroup:** Program

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 ($1.7K)	50th ($2.8K)	75th ($5.6K)	100th ($33.3K)

- Zilber 2022 — **$6.7K 80th**
- Custom Cohort
- Hawaii — **$4.9K**
- Legacy — **$8.3K**
- Zilber Neighborhood Initiative — **$7.5K**
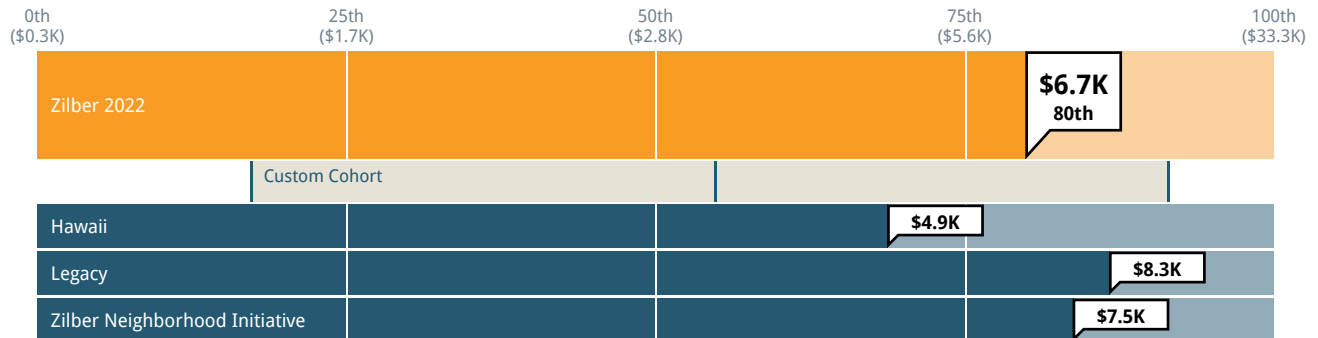
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program

Median Grant Size

0th ($3K)	25th ($40K)	50th ($100K)	75th ($234K)	100th ($3700K)

- Zilber 2022 — **$100K 48th**
- Custom Cohort
- Hawaii — **$68K**
- Legacy — **$100K**
- Zilber Neighborhood Initiative — **$100K**
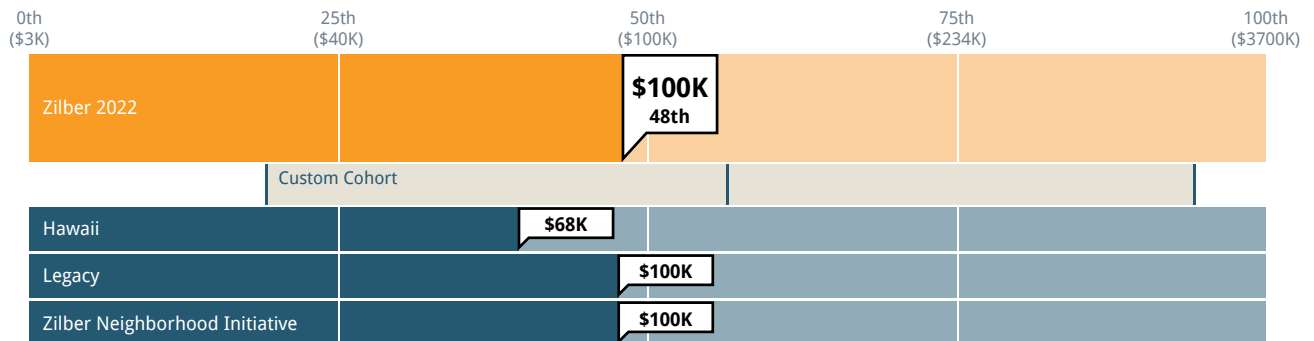
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program

Median hours spent by grantees on funder requirements over grant lifetime

0th (7hrs)	25th (20hrs)	50th (30hrs)	75th (50hrs)	100th (304hrs)

- Zilber 2022 — **17hrs 15th**
- Custom Cohort
- Hawaii — **16hrs**
- Legacy — **12hrs**
- Zilber Neighborhood Initiative — **20hrs**
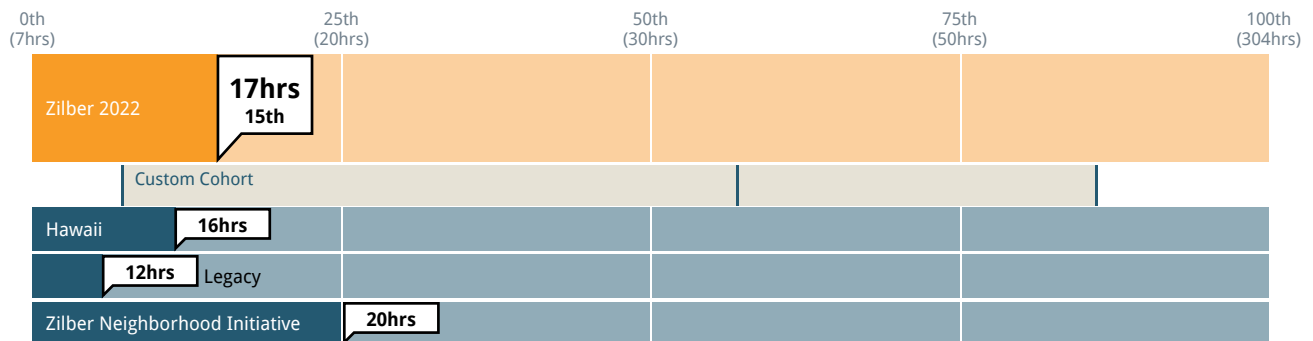
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program

Time Spent on Application Process

Median Hours Spent on Proposal and Application Process
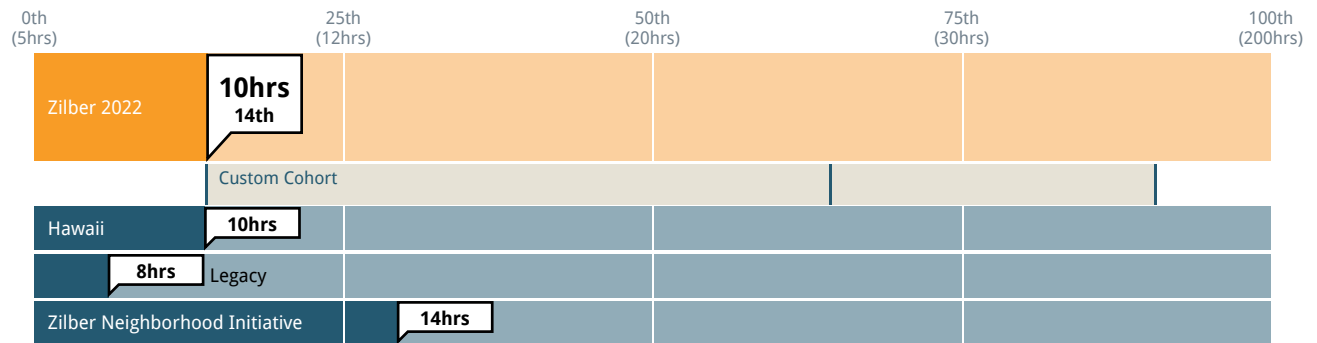
	0th (5hrs)	25th (12hrs)	50th (20hrs)	75th (30hrs)	100th (200hrs)

Zilber 2022 — **10hrs** **14th**

Custom Cohort

Hawaii — **10hrs**

8hrs Legacy

Zilber Neighborhood Initiative — **14hrs**

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

Selected Cohort: Custom Cohort

Time Spent On Proposal And Application Process	Zilber 2022	Average Funder	Custom Cohort
1 to 9 hours	43%	24%	21%
10 to 19 hours	36%	21%	21%
20 to 29 hours	10%	17%	17%
30 to 39 hours	1%	7%	8%
40 to 49 hours	7%	11%	11%
50 to 99 hours	1%	11%	11%
100 to 199 hours	0%	6%	7%
200+ hours	0%	3%	3%

Selected Subgroup: Program

Time Spent On Proposal And Application Process (By Subgroup)	Hawaii	Legacy	Zilber Neighborhood Initiative
1 to 9 hours	44%	53%	38%
10 to 19 hours	39%	29%	38%
20 to 29 hours	6%	18%	9%
30 to 39 hours	0%	0%	3%
40 to 49 hours	6%	0%	12%
50 to 99 hours	6%	0%	0%
100 to 199 hours	0%	0%	0%
200+ hours	0%	0%	0%

Time Spent on Reporting and Evaluation Process

Median Hours Spent on Monitoring, Reporting and Evaluation Process Per Year
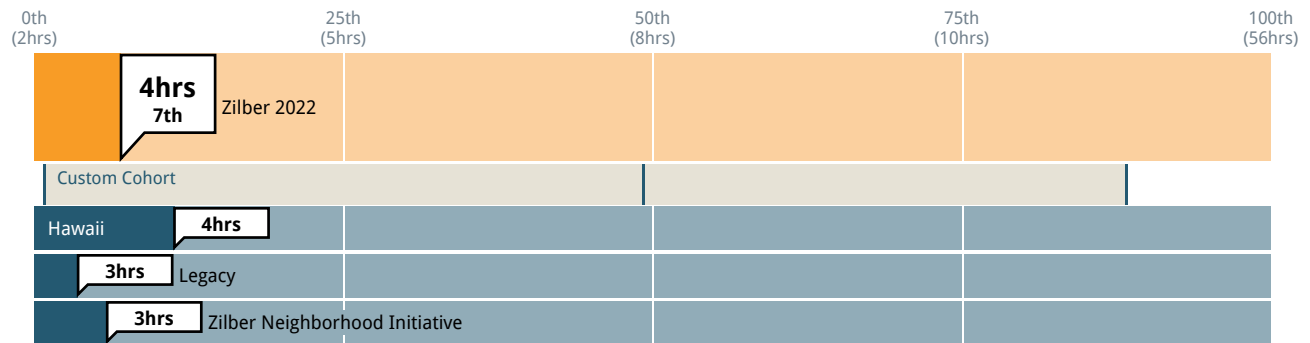
	0th (2hrs)	25th (5hrs)	50th (8hrs)	75th (10hrs)	100th (56hrs)

4hrs 7th Zilber 2022

Custom Cohort

Hawaii **4hrs**

3hrs Legacy

3hrs Zilber Neighborhood Initiative

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

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Selected Cohort: Custom Cohort

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized)	Zilber 2022	Average Funder	Custom Cohort
1 to 9 hours	81%	55%	59%
10 to 19 hours	11%	19%	21%
20 to 29 hours	5%	10%	9%
30 to 39 hours	2%	3%	3%
40 to 49 hours	2%	3%	3%
50 to 99 hours	0%	5%	3%
100+ hours	0%	4%	2%

Selected Subgroup: Program

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	Hawaii	Legacy	Zilber Neighborhood Initiative
1 to 9 hours	76%	85%	81%
10 to 19 hours	12%	15%	7%
20 to 29 hours	0%	0%	11%
30 to 39 hours	6%	0%	0%
40 to 49 hours	6%	0%	0%
50 to 99 hours	0%	0%	0%
100+ hours	0%	0%	0%

Customized Questions

Zilber Family Foundation Custom Questions

CEP included a series of Zilber-specific customized questions in the Foundation's grantee survey. The following pages outline grantees' responses to those questions.

Customized Questions - Support Received

Please indicate if you received any of the forms of capacity-building or technical assistance listed below.

■ Zilber 2022

Connections with other organizations
Zilber 2022 — **68%**

Catchafire membership
Zilber 2022 — **57%**

Provision of seminars/forums/convenings
Zilber 2022 — **52%**

Staff/management and leadership development training
Zilber 2022 — **34%**

Provision of research or best practices
Zilber 2022 — **23%**

Introductions to other funding sources
Zilber 2022 — **23%**

Communications/marketing/publicity assistance
Zilber 2022 — **18%**

Grant-writing support
Zilber 2022 — **14%**

Financial planning/accounting
Zilber 2022 — **5%**

Cohort: None   **Past results:** on

Please indicate if you received any of the forms of capacity-building or technical assistance listed below. - By Subgroup

■ Hawaii ■ Legacy ■ Zilber Neighborhood Initiative

0   20   40   60   80   100

Connections with other organizations

Hawaii **71%**
Legacy **58%**
Zilber Neighborhood Initiative **70%**

Catchafire membership

Hawaii **7%**
Legacy **58%**
Zilber Neighborhood Initiative **80%**

Provision of seminars/forums/convenings

Hawaii **50%**
Legacy **50%**
Zilber Neighborhood Initiative **53%**

Staff/management and leadership development training

Hawaii **36%**
Legacy **33%**
Zilber Neighborhood Initiative **33%**

Provision of research or best practices

Hawaii **0%**
Legacy **33%**
Zilber Neighborhood Initiative **30%**

Introductions to other funding sources

Hawaii **36%**
Legacy **25%**
Zilber Neighborhood Initiative **17%**

Communications/marketing/publicity assistance

Hawaii **14%**
Legacy **25%**
Zilber Neighborhood Initiative **17%**

Grant-writing support

Hawaii **14%**
Legacy **8%**
Zilber Neighborhood Initiative **17%**

Financial planning/accounting

Hawaii **7%**
Legacy **8%**
Zilber Neighborhood Initiative **3%**

Subgroup: Program

How helpful were each of these supports in strengthening your organization's work?

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

■ Zilber 2022

	1	2	3	4	5	6	7

Introductions to other funding sources

Zilber 2022 — **6.00**

Provision of seminars/forums/convenings

Zilber 2022 — **5.79**

Staff/management and leadership development training

Zilber 2022 — **5.79**

Connections with other organizations

Zilber 2022 — **5.78**

Communications/marketing/publicity assistance

Zilber 2022 — **5.60**

Provision of research or best practices

Zilber 2022 — **5.54**

Catchafire membership

Zilber 2022 — **4.41**

Cohort: None   **Past results:** on

How helpful were each of these supports in strengthening your organization's work? - By Subgroup

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

■ Zilber Neighborhood Initiative

Introductions to other funding sources
Zilber Neighborhood Initiative   N/A

Provision of seminars/forums/convenings
Zilber Neighborhood Initiative   5.88

Staff/management and leadership development training
Zilber Neighborhood Initiative   6.10

Connections with other organizations
Zilber Neighborhood Initiative   6.00

Communications/marketing/publicity assistance
Zilber Neighborhood Initiative   N/A

Provision of research or best practices
Zilber Neighborhood Initiative   N/A

Catchafire membership
Zilber Neighborhood Initiative   4.67

Subgroup: Program

Customized Questions - Technical Assistance

Please indicate how strongly you agree or disagree with each of the following statements.

1 = Strongly disagree   **7** = Strongly agree

🟧 Zilber 2022

| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

The technical assistance we received was provided by people who really understood the needs of my organization
Zilber 2022 — **5.48**

The technical assistance we received was focused on the most pressing needs of my organization
Zilber 2022 — **4.71**

I feel that receiving future funding from the Foundation is contingent on participating now in its technical assistance
Zilber 2022 — **3.28**

Cohort: None   **Past results:** on

Please indicate how strongly you agree or disagree with each of the following statements. - By Subgroup
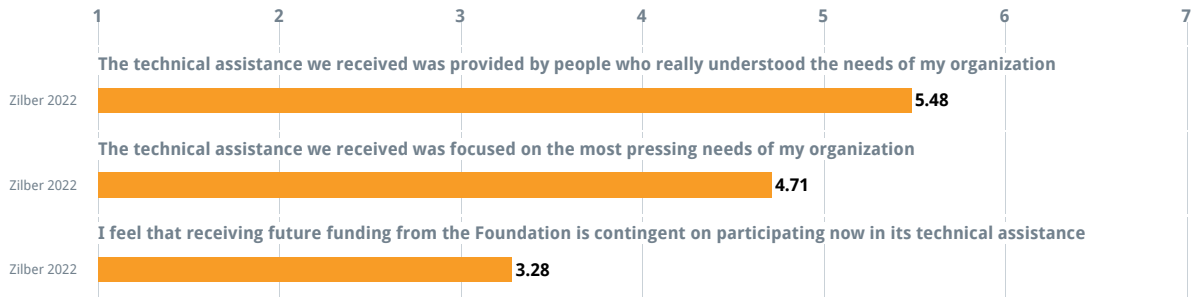
1 = Strongly disagree   **7** = Strongly agree

🟧 Hawaii   🟦 Legacy   ⬜ Zilber Neighborhood Initiative

| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

The technical assistance we received was provided by people who really understood the needs of my organization
Hawaii — **5.73**
Legacy — **N/A**
Zilber Neighborhood Initiative — **5.52**

The technical assistance we received was focused on the most pressing needs of my organization
Hawaii — **5.08**
Legacy — **N/A**
Zilber Neighborhood Initiative — **4.55**

I feel that receiving future funding from the Foundation is contingent on participating now in its technical assistance
Hawaii — **3.21**
Legacy — **3.27**
Zilber Neighborhood Initiative — **3.32**

Subgroup: Program

Customized Questions - Additional Services

From the list of additional services below, please indicate up to two which would be most valuable to furthering your organization's mission if offered by the Foundation.
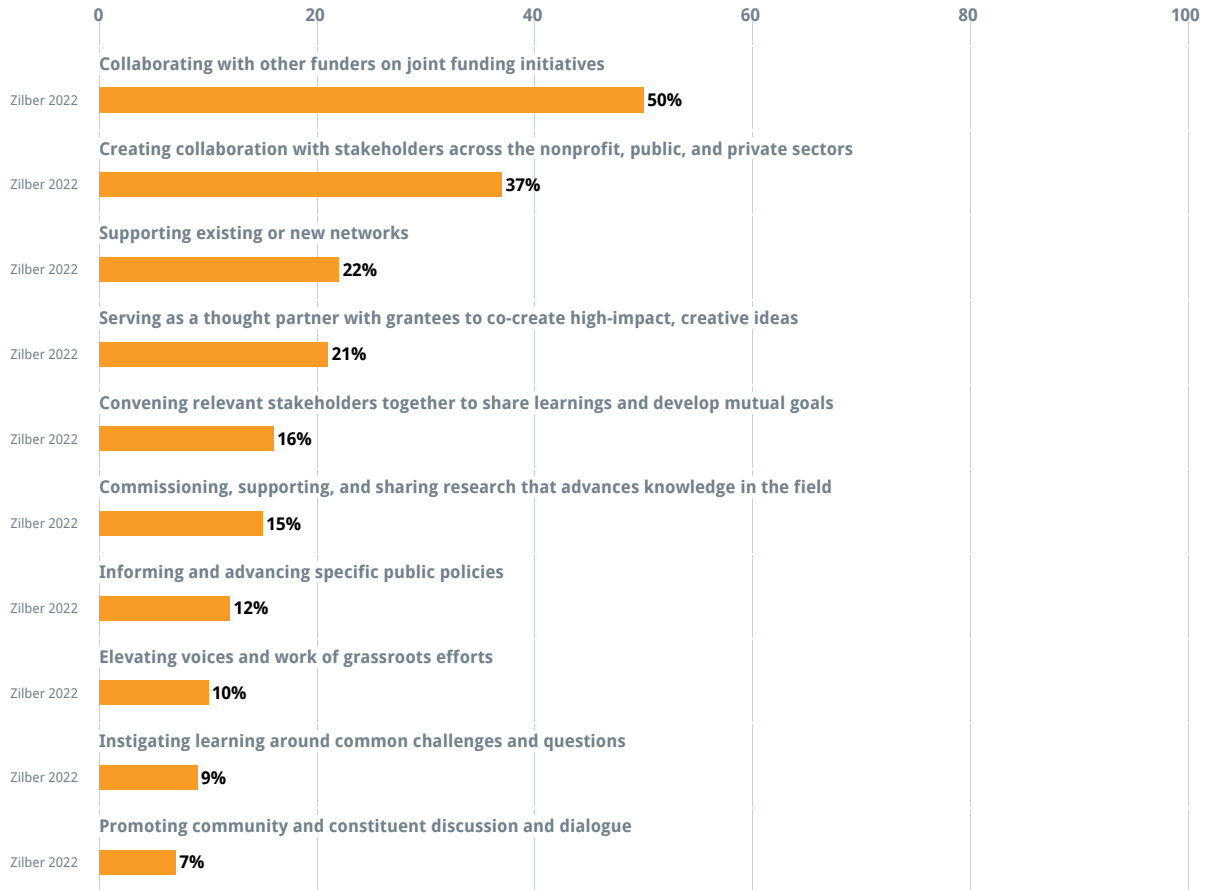
■ Zilber 2022

Collaborating with other funders on joint funding initiatives
Zilber 2022 — **50%**

Creating collaboration with stakeholders across the nonprofit, public, and private sectors
Zilber 2022 — **37%**

Supporting existing or new networks
Zilber 2022 — **22%**

Serving as a thought partner with grantees to co-create high-impact, creative ideas
Zilber 2022 — **21%**

Convening relevant stakeholders together to share learnings and develop mutual goals
Zilber 2022 — **16%**

Commissioning, supporting, and sharing research that advances knowledge in the field
Zilber 2022 — **15%**

Informing and advancing specific public policies
Zilber 2022 — **12%**

Elevating voices and work of grassroots efforts
Zilber 2022 — **10%**

Instigating learning around common challenges and questions
Zilber 2022 — **9%**

Promoting community and constituent discussion and dialogue
Zilber 2022 — **7%**
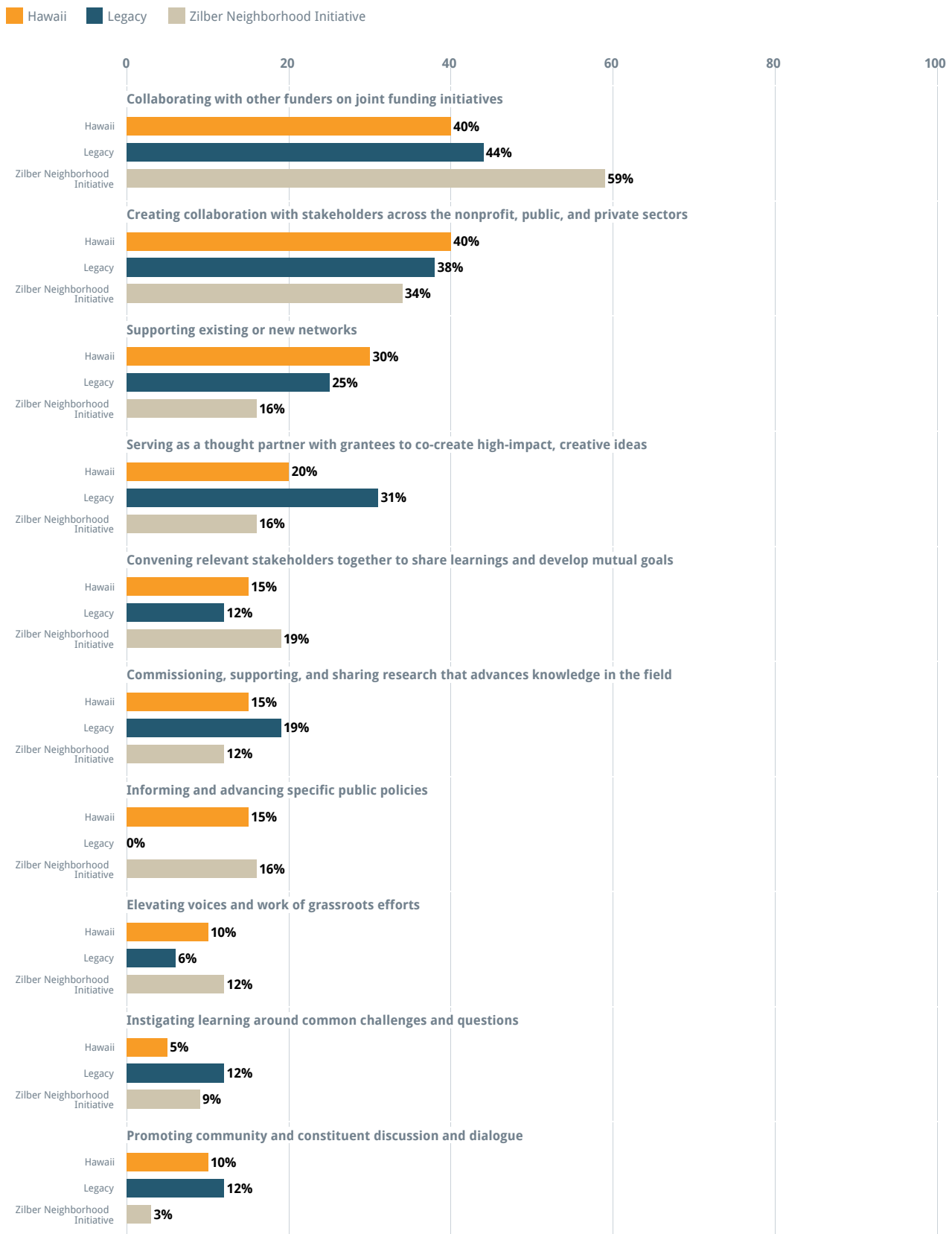
Cohort: None   **Past results:** on

From the list of additional services below, please indicate up to two which would be most valuable to furthering your organization's mission if offered by the Foundation. - By Subgroup

■ Hawaii   ■ Legacy   ■ Zilber Neighborhood Initiative

Collaborating with other funders on joint funding initiatives
- Hawaii: 40%
- Legacy: 44%
- Zilber Neighborhood Initiative: 59%

Creating collaboration with stakeholders across the nonprofit, public, and private sectors
- Hawaii: 40%
- Legacy: 38%
- Zilber Neighborhood Initiative: 34%

Supporting existing or new networks
- Hawaii: 30%
- Legacy: 25%
- Zilber Neighborhood Initiative: 16%

Serving as a thought partner with grantees to co-create high-impact, creative ideas
- Hawaii: 20%
- Legacy: 31%
- Zilber Neighborhood Initiative: 16%

Convening relevant stakeholders together to share learnings and develop mutual goals
- Hawaii: 15%
- Legacy: 12%
- Zilber Neighborhood Initiative: 19%

Commissioning, supporting, and sharing research that advances knowledge in the field
- Hawaii: 15%
- Legacy: 19%
- Zilber Neighborhood Initiative: 12%

Informing and advancing specific public policies
- Hawaii: 15%
- Legacy: 0%
- Zilber Neighborhood Initiative: 16%

Elevating voices and work of grassroots efforts
- Hawaii: 10%
- Legacy: 6%
- Zilber Neighborhood Initiative: 12%

Instigating learning around common challenges and questions
- Hawaii: 5%
- Legacy: 12%
- Zilber Neighborhood Initiative: 9%

Promoting community and constituent discussion and dialogue
- Hawaii: 10%
- Legacy: 12%
- Zilber Neighborhood Initiative: 3%

Subgroup: Program

Grantees' Written Comments

In the foundation's Grantee Perception Report survey, CEP asks four written questions:

1. "Please comment on the quality of Zilber's processes, interactions, and communications."
2. "Thinking beyond the grant you received, please comment on how Zilber influences your field, community, or organization."
3. "What specific improvements would you suggest that would make Zilber a better funder?"
4. What do you believe is the ONE most critical issue in our community with which the Foundation should be engaged or should continue engaging?

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 Zilber's processes, interactions, and communications. Their comments were then categorized by the nature of their content, specifically whether the content is positive, neutral or constructive.

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

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

🟧 Positive comment 🟦 Comment with at least one constructive theme

Zilber 2022	93%	7%
Average Funder	74%	26%
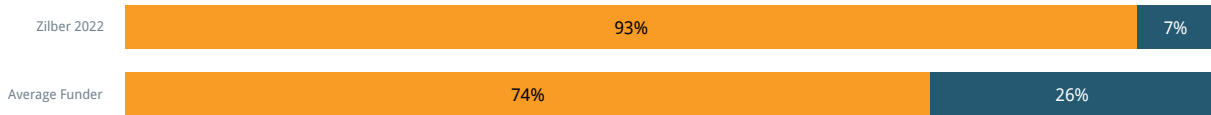
Cohort: None   **Past results:** on

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

🟧 Positive comment 🟦 Comment with at least one constructive theme

Hawaii	94%	6%
Legacy	100%	
Zilber Neighborhood Initiative	88%	12%
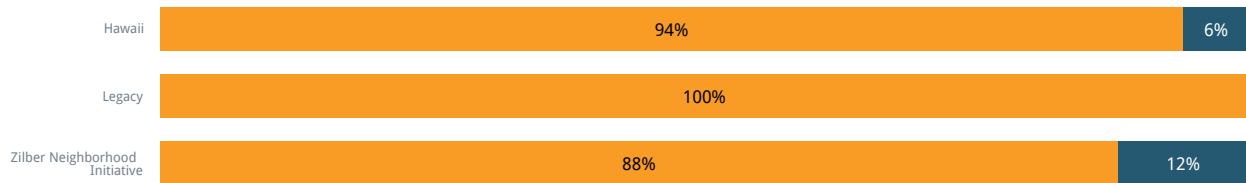
Subgroup: Program

Suggestion Themes

Grantees were asked to provide any suggestions for how the Foundation could improve. The 72 grantees that responded to the survey provided 32 constructive suggestions. These suggestions were thematically categorized by CEP and grouped into the topics below.

Proportion of Grantee Suggestions by Topic

Topic of Suggestion	Proportion
Non-Monetary Support	25%
Foundation Communications	16%
Foundation Strategy	12%
Funder-Grantee Interactions	12%
Grantmaking Characteristics	12%
Involvement with Other Funders	9%
Application and Reporting Processes	6%
Other	6%

Selected Suggestions

Grantees were asked to provide any suggestions for how the Foundation could improve. The 72 grantees that responded to the survey provided a total of 32 distinct suggestions. These suggestions were thematically categorized by CEP and grouped into the topics below.

Non-Monetary Support (25% N=8)

- Facilitate Collaboration among Grantees and with Other Funders (N = 5)

  ◦ "Perhaps doing a once a year update session from the foundation that grantees could attend online...where we could share our successes and challenges with those doing similar work."
  ◦ "One idea would be to connect grantees to each other. They select such a nice variety of nonprofits to support. It would be fun to meet counterparts from other agencies."
  ◦ "It would be helpful if they helped our organization connect to other like-minded foundations, as it is hard to get a foot in the door with some foundations."
  ◦ "We would LOVE to have the opportunity to engage with other grantees to share best practices, challenges and celebrate our collective work in Milwaukee."
  ◦ "It would be nice to have a virtual convening of the grantees to build a stronger cohort and take advantage of the wisdom in the room."

- Modify Non-Monetary Support Options to Better Serve Grantees (N = 3)

  ◦ "Assess how Catchafire and the consultant series offered really do help nonprofits navigate the difficulties of remaining viable with so many challenges related to the pandemic that effect hiring, fundraising and quality of services being provided."
  ◦ "The only small bit of feedback I have is that some of the more recent professional development opportunities have felt like overkill. Five sessions for risk management was just too much to commit to given everything facing us, particularly in light of continued staff shortages. Additionally, while Catchafire sounded great in the beginning, it became clear that the volunteers we connected with had no interest in doing work."
  ◦ "It would be beneficial and possibly more productive for organizations to have more options to participate in training opportunities by offering them in the AM and PM hours."

Foundation Communications (16% N=5)

- More Frequently and Clearly Communicate the Foundation's Strategy and Priorities (N = 5)

  ◦ "Regular newsletters to grantees on philosophies, priorities and policies of the Foundation would be great."
  ◦ "I think people misunderstand the Foundation's limited resources...A clearer understanding of the focus of the Foundation and the annual allocation would help the greater local community align our requests to seek fit with that mission - and also to understand if a priority of a given organization might not be a fit for the Foundation's priorities."
  ◦ "Over the years, it is clear they are working hard to understand how their investments are having an impact with the release of metrics, etc. It would help if they communicated where they see that going in the near future. What will they expect from their funded agencies in that regard, etc."
  ◦ "As the foundation continues to develop the specifics (metrics and specific strategies) around their strategic plan and beyond, we look forward to hearing those updates, strategy, and details (e.g. will there continue to be a place-based focus or will the focus shift more to systems change, will all new grant outcomes be centered around the Zilber housing/economic development metrics identified, etc.)."
  ◦ "I'd love to know more about the picture of Milwaukee that the Foundation sees...The Foundation learns a lot in the course of its work and I'm curious about the places they see progress and where things are moving more slowly."

Foundation Strategy (12% N=4)

- Modify how the Foundation Approaches Grantmaking (N = 3)

  ◦ "...allow for creative opportunities for innovation and perhaps new scopes of design and partnership."
  ◦ "Consider how do geography and timeframe of grants mesh with the long term work of transforming communities? How can we better align work and funding effort to measure continuously in a longer term effort."
  ◦ "I think it would be fair for ZFF to approach grantees and ask them for help with specific goals. For example...ZFF could come to a grantee and say, "Hey, we'd like to achieve this outcome - how can we collaborate to affect this change?" and then provide the resource support needed to do it."

- Orientation Adjustment (N = 1)

  ◦ "I would like to see jobs play a bigger role in terms of the Foundation's priorities."

Funder-Grantee Interactions (12% N=4)

- More Frequent Interactions (N = 3)

  ◦ "Take time to participate in one or more of the organizations' events."
  ◦ "I would like to see the Foundation spend more time with us (outside the normal grant application/reporting cycle) to talk about what we do and how it fits into their strategy."
  ◦ "Having more focus groups and trainings together, so that we are on the same page going forward in ways to tackle issues and systemic problems..."

- Other (N = 1)

  ◦ "Candid and direct feedback."

Grantmaking Characteristics (12% N=4)

- Longer Grants (N = 2)

    ◦ "Multi-year funding commitments."
    ◦ "Open the door to multi year commitments."

- More Unrestricted Funding (N = 2)

    ◦ "...a focus on funding general operating, rather than specific functions. Trusting agencies to make decisions about how to utilize funding toward the accomplishment of its mission."
    ◦ "Perhaps more unrestricted than restricted grants."

Involvement with Other Funders (9% N=3)

- Share Zilber's Practices with Other Funders (N = 3)

    ◦ "Continue to evaluate application and reporting procedures and share with other funders in the community."
    ◦ "The Foundation has started to be a catalyst for other funders, leading by example...[it] could have a higher public profile and voice at philanthropic gatherings in the state of Hawaii, where our project is located. Examples are AFP (Assoc. of Fundraising Professionals) and HANO (Hawaii Alliance of Nonprofit Organization) events, meetings and conferences. Also HCF (Hawaii Community Foundation) donor and grantee engagement events."
    ◦ "Because the Foundation is a trend setter, their continual work to educate other grant makers would be greatly beneficial. Specifically, they could teach other grant makers 1) the need for place based funding, 2) the broad impact of grant support dedicated for diversity and inclusion, and 3) the need to follow a long-term strategy with multi-year funding."

Application and Reporting Processes (6% N=2)

- Modify the Application and Reporting Processes (N = 2)

    ◦ "Completing the latest end-term grant report was somewhat perplexing given goals set in May 2020 before the world changed forever and strategies fell apart."
    ◦ "Perhaps streamline the application process."

Other (6% N=2)
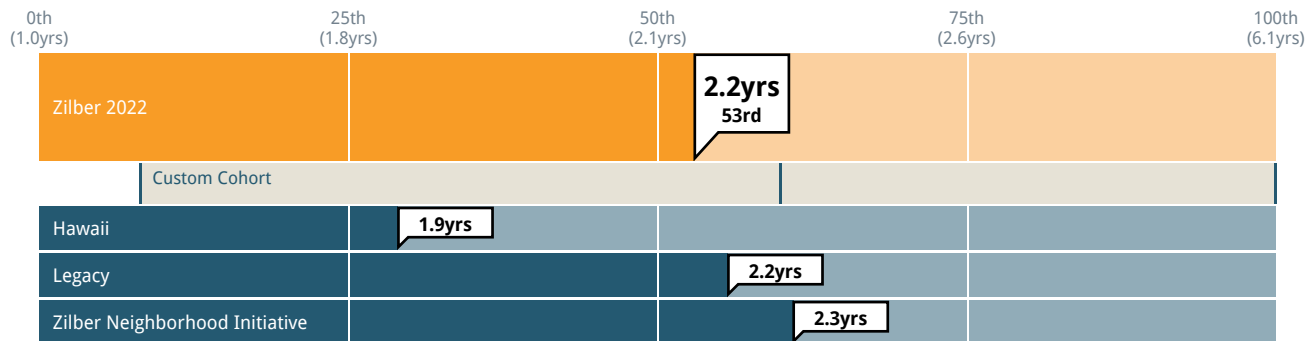
- Other (N = 2)

    ◦ "...one of their program officers has a tremendous skillset that could be leveraged to advance our mission, but the dual role she would hold as a funder could create a perceived conflict of interest..."
    ◦ "Interview clients who are being served by the organizations. Do your grantees have diversity and inclusion in their hiring practices? Do they pay a living wage?"

Contextual Data

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

Grantmaking Characteristics

Average Grant Length

	0th (1.0yrs)	25th (1.8yrs)	50th (2.1yrs)	75th (2.6yrs)	100th (6.1yrs)

Zilber 2022 — **2.2yrs / 53rd**

Custom Cohort

Hawaii — **1.9yrs**

Legacy — **2.2yrs**

Zilber Neighborhood Initiative — **2.3yrs**

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

Selected Cohort: Custom Cohort

Length of Grant Awarded	Zilber 2022	Median Funder	Custom Cohort
Average grant length	2.2 years	2.1 years	2.3 years

Selected Cohort: Custom Cohort

Length of Grant Awarded	Zilber 2022	Average Funder	Custom Cohort
0 - 1.99 years	27%	48%	42%
2 - 2.99 years	53%	22%	24%
3 - 3.99 years	11%	19%	20%
4 - 4.99 years	4%	3%	4%
5 - 50 years	4%	8%	10%

Selected Cohort: None		
Proportion of Unrestricted Funding	**Zilber 2022**	**Average Funder**
No, this funding was not restricted to a specific use (i.e. general operating, core support)	35%	26%
Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)	65%	74%

Grantmaking Characteristics - By Subgroup

Selected Subgroup: Program			
Length of Grant Awarded (By Subgroup)	**Hawaii**	**Legacy**	**Zilber Neighborhood Initiative**
Average grant length	1.9 years	2.2 years	2.3 years

Selected Subgroup: Program			
Length of Grant Awarded (By Subgroup)	**Hawaii**	**Legacy**	**Zilber Neighborhood Initiative**
0 - 1.99 years	45%	12%	24%
2 - 2.99 years	40%	59%	58%
3 - 3.99 years	5%	24%	9%
4 - 4.99 years	5%	6%	3%
5 - 50 years	5%	0%	6%

Selected Subgroup: Program			
Proportion of Unrestricted Funding (By Subgroup)	Hawaii	Legacy	**Zilber Neighborhood Initiative**
No, this funding was not restricted to a specific use (i.e. general operating, core support)	25%	47%	34%
Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)	75%	53%	66%

Grant Size

Selected Cohort: Custom Cohort			
Grant Amount Awarded	**Zilber 2022**	**Median Funder**	**Custom Cohort**
Median grant size	$100K	$100K	$131.5K

Selected Cohort: Custom Cohort			
Grant Amount Awarded	**Zilber 2022**	**Average Funder**	**Custom Cohort**
Less than $10K	0%	8%	3%
$10K - $24K	4%	11%	9%
$25K - $49K	11%	12%	11%
$50K - $99K	23%	15%	15%
$100K - $149K	25%	10%	12%
$150K - $299K	17%	17%	21%
$300K - $499K	14%	9%	14%
$500K - $999K	4%	8%	8%
$1MM and above	1%	9%	7%

Selected Cohort: Custom Cohort			
Median Percent of Budget Funded by Grant (Annualized)	**Zilber 2022**	**Median Funder**	**Custom Cohort**
Size of grant relative to size of grantee budget	3%	4%	2%

Grant Size - By Subgroup

Selected Subgroup: Program			
Grant Amount Awarded (By Subgroup)	**Hawaii**	**Legacy**	**Zilber Neighborhood Initiative**
Median grant size	$67.5K	$100K	$100K

Selected Subgroup: Program			
Grant Amount Awarded (By Subgroup)	**Hawaii**	**Legacy**	**Zilber Neighborhood Initiative**
Less than $10K	0%	0%	0%
$10K - $24K	5%	12%	0%
$25K - $49K	20%	6%	9%
$50K - $99K	35%	12%	21%
$100K - $149K	20%	29%	26%
$150K - $299K	5%	24%	21%
$300K - $499K	5%	18%	18%
$500K - $999K	10%	0%	3%
$1MM and above	0%	0%	3%

Selected Subgroup: Program

Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)	Hawaii	Legacy	Zilber Neighborhood Initiative
Size of grant relative to size of grantee budget	1%	2%	6%

Grantee Characteristics

Selected Cohort: Custom Cohort			
Operating Budget of Grantee Organization	**Zilber 2022**	**Median Funder**	**Custom Cohort**
Median Budget	$2M	$1.6M	$3M

Selected Cohort: Custom Cohort			
Operating Budget of Grantee Organization	**Zilber 2022**	**Average Funder**	**Custom Cohort**
<$100K	3%	8%	3%
$100K - $499K	16%	18%	12%
$500K - $999K	13%	13%	10%
$1MM - $4.9MM	34%	30%	32%
$5MM - $24MM	24%	18%	24%
>=$25MM	10%	12%	19%

Grantee Characteristics - By Subgroup

Selected Subgroup: Program			
Operating Budget of Grantee Organization (By Subgroup)	**Hawaii**	**Legacy**	**Zilber Neighborhood Initiative**
Median Budget	$3.4M	$2.2M	$1.4M

Selected Subgroup: Program

Operating Budget of Grantee Organization (By Subgroup)	Hawaii	Legacy	Zilber Neighborhood Initiative
<$100K	5%	6%	0%
$100K - $499K	10%	0%	26%
$500K - $999K	5%	12%	18%
$1MM - $4.9MM	35%	44%	29%
$5MM - $24MM	30%	31%	18%
>=$25MM	15%	6%	9%

Funding Relationship

Selected Cohort: Custom Cohort

Funding Status	Zilber 2022	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from the Foundation	89%	82%	85%

Selected Cohort: Custom Cohort

Pattern of Grantees' Funding Relationship with the Foundation	Zilber 2022	Average Funder	Custom Cohort
First grant received from the Foundation	17%	29%	28%
Consistent funding in the past	72%	53%	55%
Inconsistent funding in the past	11%	18%	17%

Funding Relationship - by Subgroup

Selected Subgroup: Program

Funding Status (By Subgroup)	Hawaii	Legacy	Zilber Neighborhood Initiative
Percent of grantees currently receiving funding from the Foundation	85%	100%	86%

Selected Subgroup: Program

Pattern of Grantees' Funding Relationship with the Foundation (By Subgroup)	Hawaii	Legacy	Zilber Neighborhood Initiative
First grant received from the Foundation	26%	6%	17%
Consistent funding in the past	68%	76%	71%
Inconsistent funding in the past	5%	18%	11%

Funder Characteristics

Selected Cohort: Custom Cohort			
Financial Information	**Zilber 2022**	**Median Funder**	**Custom Cohort**
Total assets	$222.8M	$260.9M	$188.8M
Total giving	$8M	$18.6M	$8.2M

Selected Cohort: Custom Cohort			
Funder Staffing	**Zilber 2022**	**Median Funder**	**Custom Cohort**
Total staff (FTEs)	6	17	6
Percent of staff who are program staff	64%	43%	50%

Selected Cohort: Custom Cohort			
Grantmaking Processes	**Zilber 2022**	**Median Funder**	**Custom Cohort**
Proportion of grants that are invitation-only	100%	50%	50%
Proportion of grantmaking dollars that are invitation-only	100%	64%	70%

Respondents and Communities Served

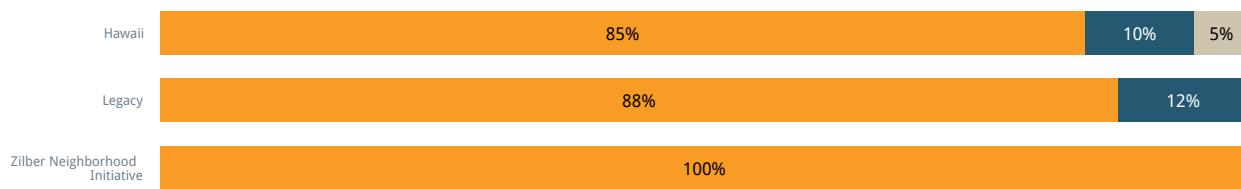**Are the efforts funded by this grant primarily meant to benefit historically disadvantaged groups?**

■ Yes ■ No ■ Don't know

Zilber 2022	93% ... 6%
Average Funder	72% ... 22% ... 7%
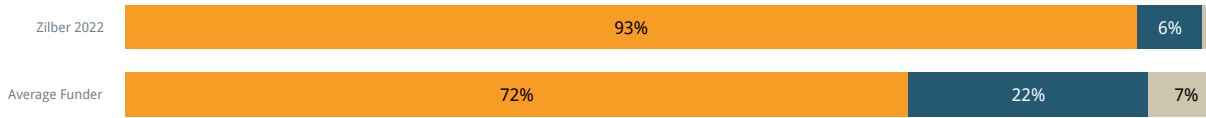
Cohort: None   **Past results:** on

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

■ Yes ■ No ■ Don't know

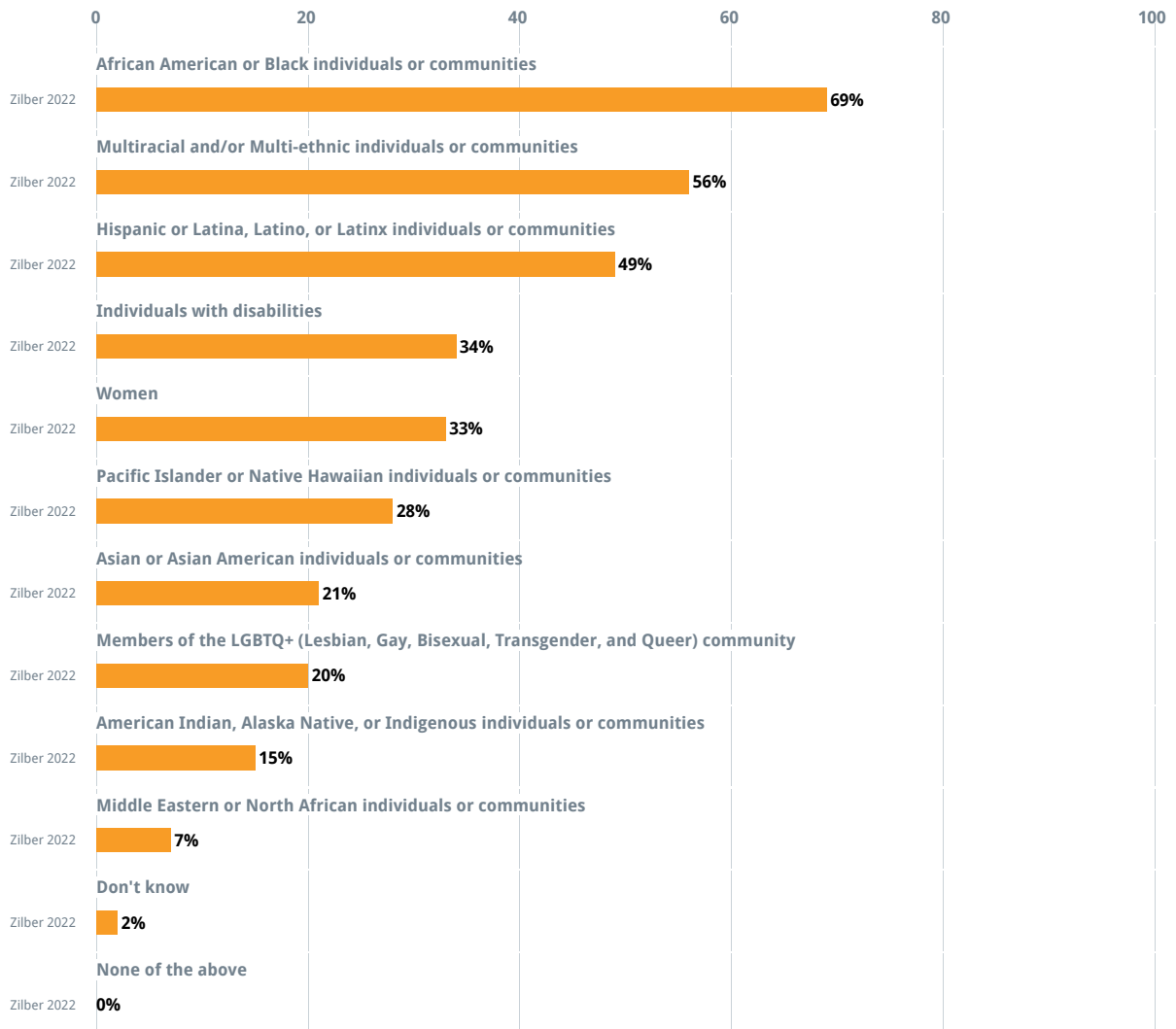|	
Hawaii	85% ... 10% ... 5%
Legacy	88% ... 12%
Zilber Neighborhood Initiative	100%

Subgroup: Program

The following question is asked only of grantees who answered "yes" to the question "Are the efforts funded by this grant primarily meant to benefit historically disadvantaged groups?"
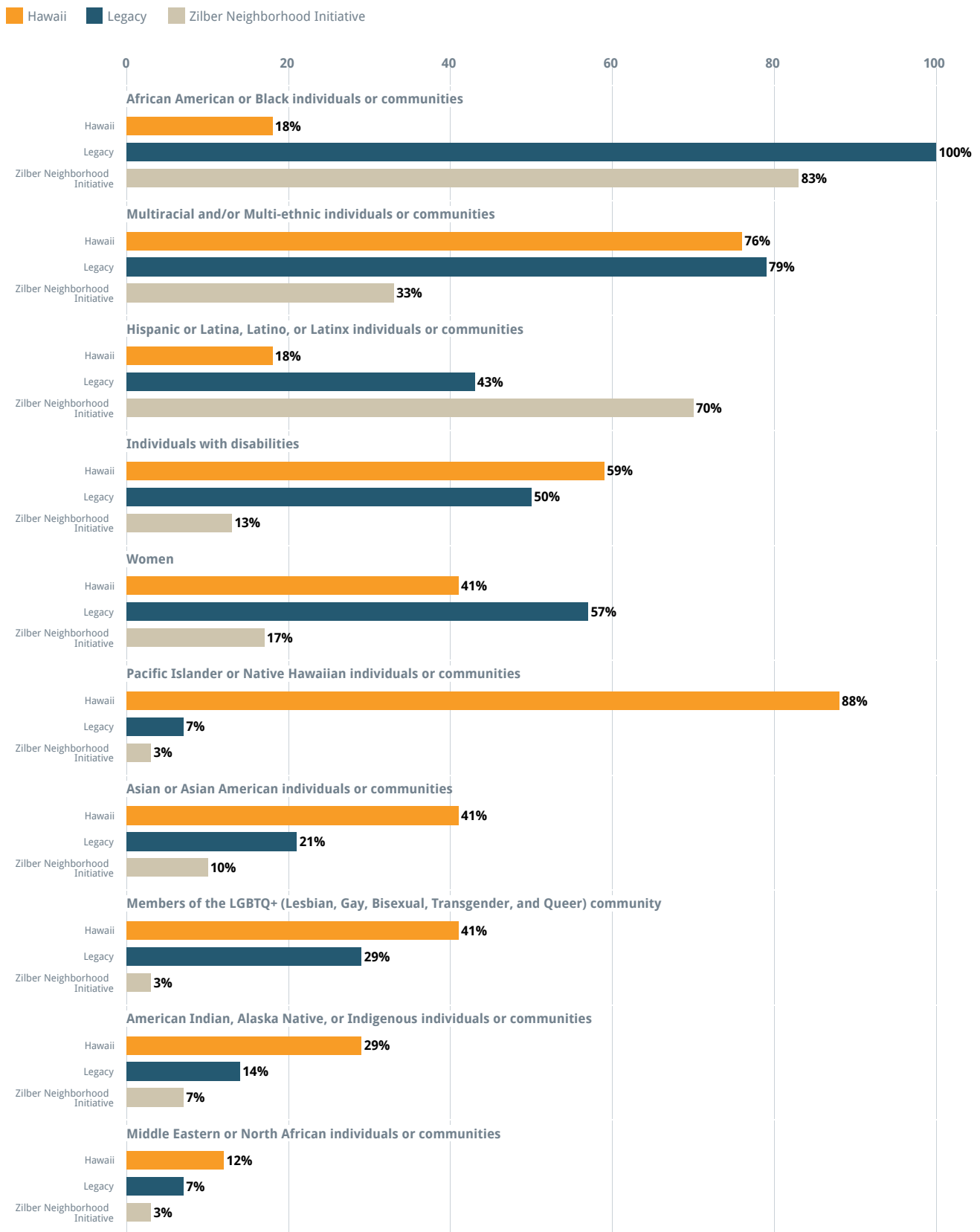
Specifically, are any of the following populations the primary intended people and/or communities served by the efforts funded by this grant?

■ Zilber 2022

| | 0 | 20 | 40 | 60 | 80 | 100 |

African American or Black individuals or communities
Zilber 2022 — **69%**

Multiracial and/or Multi-ethnic individuals or communities
Zilber 2022 — **56%**

Hispanic or Latina, Latino, or Latinx individuals or communities
Zilber 2022 — **49%**

Individuals with disabilities
Zilber 2022 — **34%**

Women
Zilber 2022 — **33%**

Pacific Islander or Native Hawaiian individuals or communities
Zilber 2022 — **28%**

Asian or Asian American individuals or communities
Zilber 2022 — **21%**

Members of the LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, and Queer) community
Zilber 2022 — **20%**

American Indian, Alaska Native, or Indigenous individuals or communities
Zilber 2022 — **15%**

Middle Eastern or North African individuals or communities
Zilber 2022 — **7%**

Don't know
Zilber 2022 — **2%**

None of the above
Zilber 2022 — **0%**

Cohort: None   **Past results:** on

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

Legend: Hawaii | Legacy | Zilber Neighborhood Initiative

African American or Black individuals or communities
- Hawaii: 18%
- Legacy: 100%
- Zilber Neighborhood Initiative: 83%

Multiracial and/or Multi-ethnic individuals or communities
- Hawaii: 76%
- Legacy: 79%
- Zilber Neighborhood Initiative: 33%

Hispanic or Latina, Latino, or Latinx individuals or communities
- Hawaii: 18%
- Legacy: 43%
- Zilber Neighborhood Initiative: 70%

Individuals with disabilities
- Hawaii: 59%
- Legacy: 50%
- Zilber Neighborhood Initiative: 13%

Women
- Hawaii: 41%
- Legacy: 57%
- Zilber Neighborhood Initiative: 17%

Pacific Islander or Native Hawaiian individuals or communities
- Hawaii: 88%
- Legacy: 7%
- Zilber Neighborhood Initiative: 3%

Asian or Asian American individuals or communities
- Hawaii: 41%
- Legacy: 21%
- Zilber Neighborhood Initiative: 10%

Members of the LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, and Queer) community
- Hawaii: 41%
- Legacy: 29%
- Zilber Neighborhood Initiative: 3%

American Indian, Alaska Native, or Indigenous individuals or communities
- Hawaii: 29%
- Legacy: 14%
- Zilber Neighborhood Initiative: 7%

Middle Eastern or North African individuals or communities
- Hawaii: 12%
- Legacy: 7%
- Zilber Neighborhood Initiative: 3%

Subgroup: Program

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

■ Hawaii ■ Legacy ■ Zilber Neighborhood Initiative

Subgroup: Program

Respondent Demographics

Note: Survey questions about respondents' demographics were recently modified or added to match best practices, and depict comparative data from over 50 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 LGBTQ+ 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, "gender non-conforming or non-binary," "prefer to self-identify," and "prefer not to say" - as long as that response option had at least 10 respondents.

Differences in Ratings by Respondent Demographics

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

There are no consistent differences in ratings when grantees are segmented by gender.

There are no consistent differences in ratings between grantees when segmented by whether respondents identify as a person of color.

There are too few respondents to analyze results by Transgender Identity

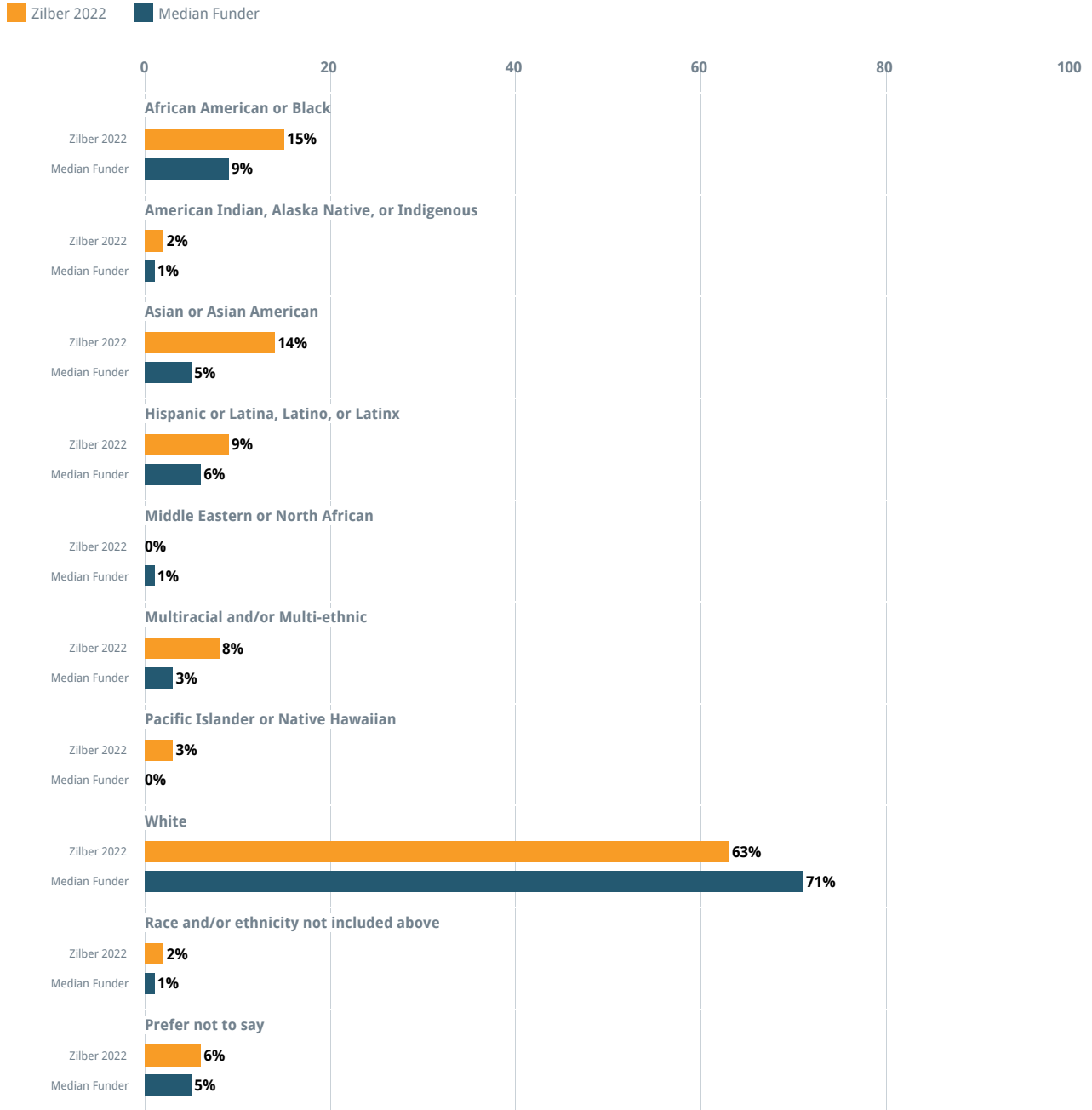There are too few respondents to analyze results by LGBTQ+ Identity

There are too few respondents to analyze results by Disability Identity

Please select the option that represents how you describe yourself:
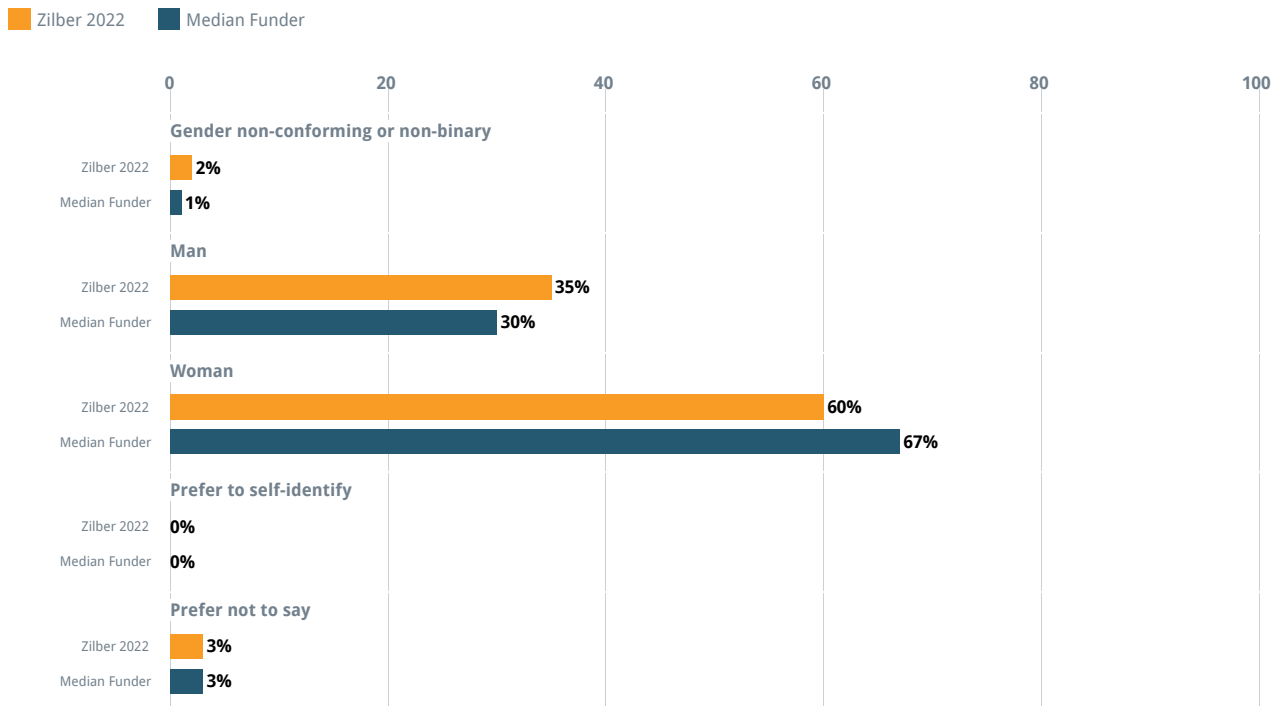
Cohort: None   **Past results:** on

How would you describe your race and/or ethnicity?

■ Zilber 2022   ■ Median Funder

| | 0 | 20 | 40 | 60 | 80 | 100 |

African American or Black
Zilber 2022 — **15%**
Median Funder — **9%**

American Indian, Alaska Native, or Indigenous
Zilber 2022 — **2%**
Median Funder — **1%**

Asian or Asian American
Zilber 2022 — **14%**
Median Funder — **5%**

Hispanic or Latina, Latino, or Latinx
Zilber 2022 — **9%**
Median Funder — **6%**

Middle Eastern or North African
Zilber 2022 — **0%**
Median Funder — **1%**

Multiracial and/or Multi-ethnic
Zilber 2022 — **8%**
Median Funder — **3%**

Pacific Islander or Native Hawaiian
Zilber 2022 — **3%**
Median Funder — **0%**

White
Zilber 2022 — **63%**
Median Funder — **71%**

Race and/or ethnicity not included above
Zilber 2022 — **2%**
Median Funder — **1%**

Prefer not to say
Zilber 2022 — **6%**
Median Funder — **5%**

Cohort: None   **Past results:** on

Selected Cohort: None

Do you identify as a person of color?	Zilber 2022	Average Funder
Yes	38%	22%
No	57%	72%
Prefer not to say	5%	5%

Selected Cohort: None

Are you transgender?	Zilber 2022	Average Funder
Yes	0%	1%
No	97%	96%
Prefer not to say	3%	3%

Selected Cohort: None

Do you identify as a member of the LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, and Queer) community?	Zilber 2022	Average Funder
Yes	12%	11%
No	85%	84%
Prefer not to say	3%	5%

Selected Cohort: None

Do you have a disability?	Zilber 2022	Average Funder
Yes	3%	5%
No	92%	90%
Prefer not to say	5%	5%

Respondent Job Title

Selected Cohort: Custom Cohort			
Job Title of Respondents	**Zilber 2022**	**Average Funder**	**Custom Cohort**
Executive Director/CEO	57%	47%	40%
Other Senior Team (i.e., reporting to Executive Director/CEO)	22%	18%	24%
Project Director	3%	12%	12%
Development Staff	10%	9%	13%
Volunteer	1%	1%	0%
Other	6%	5%	7%

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 Zilber's grantee survey was 72.

Question Text	Number of Responses
Overall, how would you rate the Foundation's impact on your field?	68
How well does the Foundation understand the field in which you work?	69
To what extent has the Foundation advanced the state of knowledge in your field?	60
To what extent has the Foundation affected public policy in your field?	47
Overall, how would you rate the Foundation's impact on your local community?	72
How well does the Foundation understand the local community in which you work?	71
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	72
How well does the Foundation understand your organization's strategy and goals?	70
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	69
How well do you understand the way in which the work funded by this grant fits into the Foundation's broader efforts?	66
How often do/did you have contact with your program officer during this grant?	72
Who most frequently initiated the contact you had with your program officer during this grant?	68
Has your main contact at the Foundation changed in the past six months?	69
Did you submit a proposal to the Foundation for this grant?	71
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?	66
To what extent was the Foundation's application process a helpful opportunity to strengthen the efforts funded by the grant?	65
To what extent was the Foundation's application process an appropriate level of effort given the amount of funding received?	68
To what extent was the Foundation clear and transparent about the application process requirements and timelines?	69
To what extent was the Foundation clear and transparent about the criteria the Foundation uses to decide whether an application would be funded or declined?	65
At any point during this grant, including the application process, did Foundation staff visit your offices or programs?	71
Are you currently receiving funding from the Foundation?	72
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	71
How well does the Foundation understand the needs of the people and communities that you serve?	71
To what extent do the Foundation's funding priorities reflect a deep understanding of the needs of the people and communities that you serve?	70
Have you participated in a reporting or evaluation process?	67
To what extent was the Foundation's reporting process... Adaptable, if necessary, to fit your circumstances?	54
To what extent was the Foundation's reporting process... A helpful opportunity for you to reflect and learn?	57
To what extent was the Foundation's reporting process... Relevant, with questions and measures pertinent to the work funded by this grant?	56
To what extent was the Foundation's reporting process... Straightforward?	54
To what extent did the evaluation... Result in you making changes to the work that was evaluated?	19
To what extent did the evaluation... Incorporate your input in the design of the evaluation?	19
Did you receive any non-monetary support from the Foundation during this grant period?	67
How would you describe the benefit - to your organization or work - of any non-monetary support that you received?	34

Question Text	Number of Responses
To what extent did the Foundation exhibit the following during this grant... Trust in your organization's staff	69
To what extent did the Foundation exhibit the following during this grant... Candor about the Foundation's perspectives on your work	69
To what extent did the Foundation exhibit the following during this grant... Respectful interaction	69
To what extent did the Foundation exhibit the following during this grant... Compassion for those affected by your work	69
Was the funding you received restricted to a specific use?	72
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	61
Overall, the Foundation demonstrates an explicit commitment to Diversity, Equity and Inclusion in its work	60
Overall, most staff I have interacted with at the Foundation embody a strong commitment to Diversity, Equity and Inclusion	62
I believe that the Foundation is committed to combatting racism	64
Are the efforts funded by this grant primarily meant to benefit historically disadvantaged groups?	68
Primary Intended People and/or Communities	
Are the efforts funded by this grant primarily meant to benefit historically disadvantaged groups?	68
Specifically, are any of the following the primary intended people and/or communities served by the efforts funded by this grant?	61
Custom Questions	
Please indicate how strongly you agree or disagree with each of the following statements: I feel that receiving future funding from the Foundation is contingent on participating now in its technical assistance	53
Please indicate how strongly you agree or disagree with each of the following statements: The technical assistance we received was provided by people who really understood the needs of my organization	40
Please indicate how strongly you agree or disagree with each of the following statements: The technical assistance we received was focused on the most pressing needs of my organization	41

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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