
GRANTEE PERCEPTION REPORT®

APPLICANT PERCEPTION REPORT®

PREPARED FOR

Great Lakes Higher Education Guaranty Corporation

JUNE 2018



THE CENTER FOR
EFFECTIVE PHILANTHROPY

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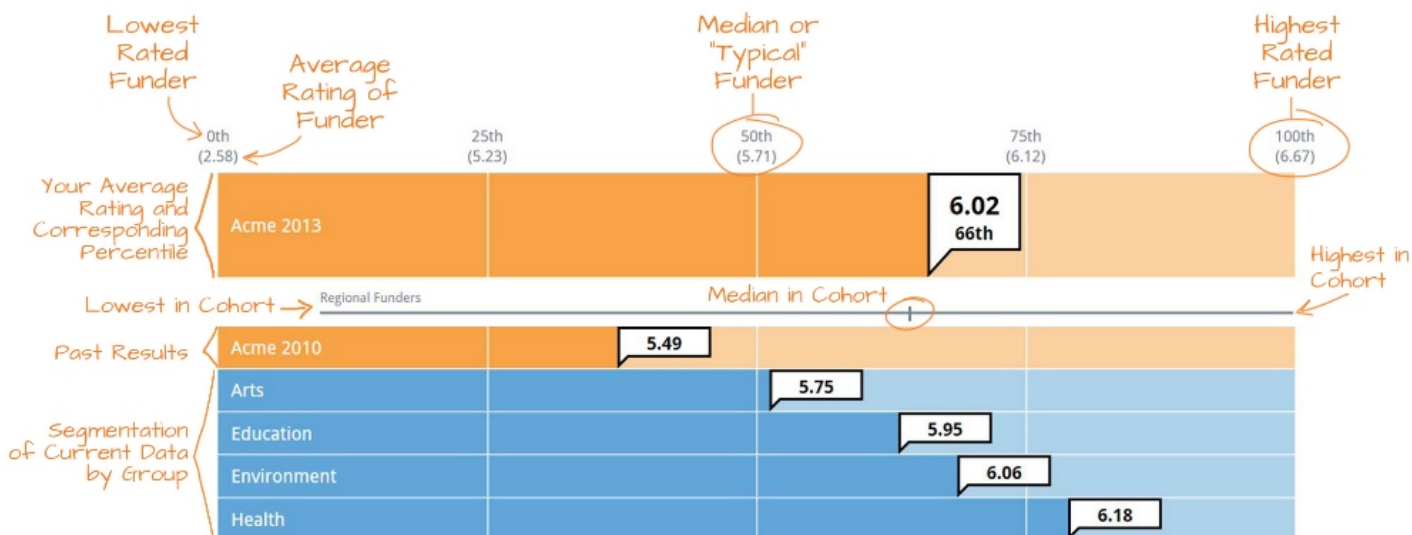
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San Francisco, CA 94105
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cep.org

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

Interpreting Your Charts

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



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

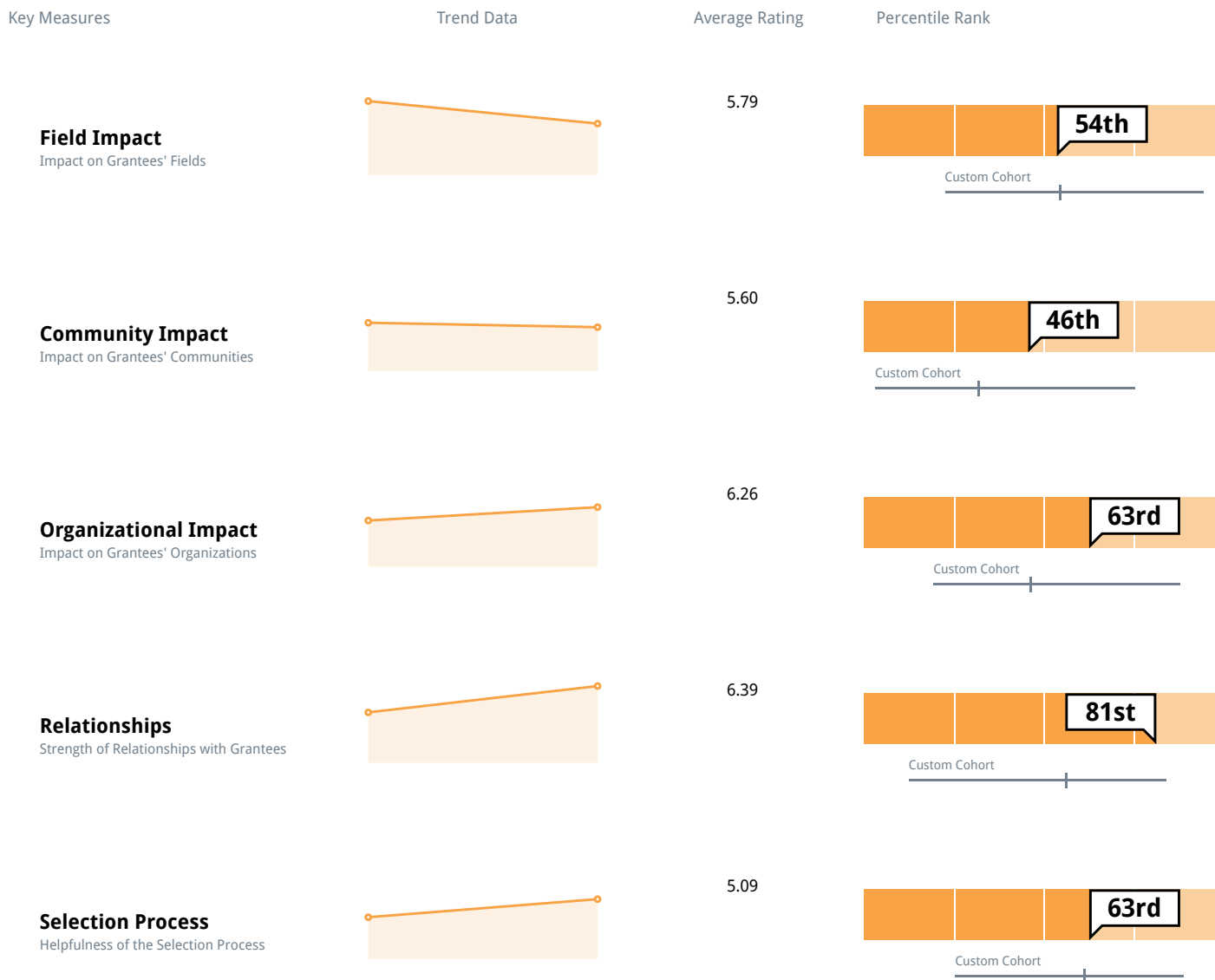
STATISTICAL SIGNIFICANCE OF CHANGES OVER TIME

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



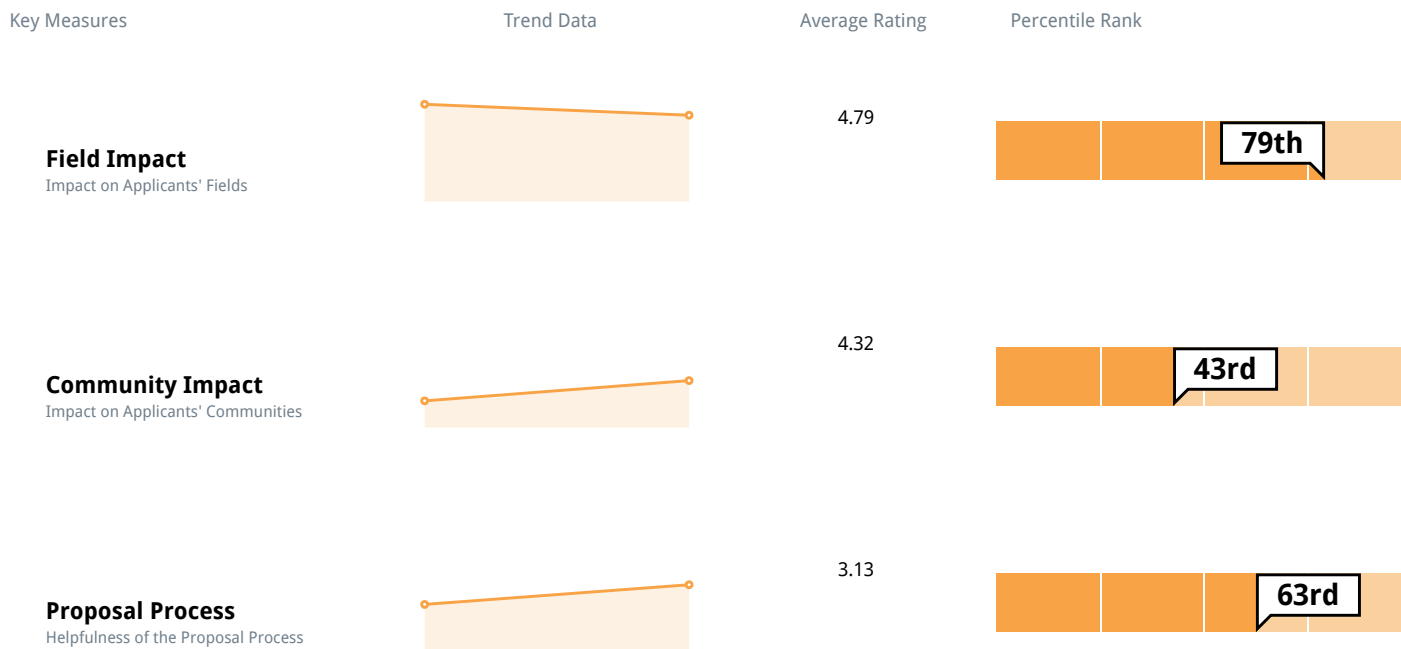
Key Grantee Measures

The following chart highlights a selection of your key grantee 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 Applicant Measures

The following chart highlights a selection of your key applicant 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.



Grantee Word Cloud

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



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Applicant Word Cloud

Applicants were asked, "At this point in time, what is one word that best describes Great Lakes?" In the "word cloud" below, the size of each word indicates the frequency with which it was written by applicants. The color of each word is stylistic and not indicative of its frequency. Three applicants described Great Lakes as "loans," the most commonly used word.



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

Survey Population

Grantee Survey Methodology

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
Great Lakes 2018	February and March 2018	192	143	74%
Great Lakes 2014	September and October 2014	99	65	66%

Survey Year	Year of Active Grants
Great Lakes 2018	2017
Great Lakes 2014	2013

Throughout this report, Great Lakes Higher Education Guaranty Corporation's survey results are compared to CEP's broader dataset of more than 40,000 grantees built up over more than a decade of grantee surveys of more than 250 funders. The full list of participating funders can be found at <http://www.cep.org/assessments/gpr-apr/>.

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

Subgroups

In addition to showing Great Lakes's overall ratings, this report shows ratings segmented by Grant Type. The online version of this report also shows ratings segmented by Grant Type and State.

Grant Type	Number of Responses
Dash Emergency Grant	47
Noncompetitive Grant	35
Career Ready Internship Grant	34
Brighter Futures Grant	13
College Completion Grant	9
College Ready Grant	5

State	Number of Responses
WI	49
Other	43
OH	29
MN	22

Applicant Survey Methodology

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
Great Lakes 2018	February and March 2018	128	32	25%
Great Lakes 2014	September and October 2014	175	52	30%

Survey Year	Application Year
Great Lakes 2018	2017
Great Lakes 2014	2013

Throughout this report, Great Lakes Higher Education Guaranty Corporation’s applicant survey results are compared to CEP’s broader dataset of more than 4,000 declined applicants, from surveys of more than 50 funders.

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

Subgroups

In addition to showing Great Lakes's overall ratings, this report shows ratings segmented by Grant Type. The online version of this report also shows ratings segmented by Grant Type and State.

Grant Type	Number of Responses
Dash Emergency Grant	12
Career Ready Internship Grant	10
Brighter Futures Grant	8

State	Number of Responses
Other	15
WI	12
OH	5

Subgroup Methodology & Differences

Based on guidance from Great Lakes, CEP tagged grantees and applicants into the following subgroups using Great Lakes' grantee and applicant lists. Descriptions of each subgroup are below.

Subgroup Methodology

Grant Type: Using Great Lakes' list, CEP tagged all grantees and applicants based on their grant type. The grantee "Noncompetitive Grant" subgroup includes two "Partner Grants."

State: Using Great Lakes' list, CEP tagged all grantees and applicants based on their state.

Summary of Differences in Grantee Ratings by Subgroup

Grant Type: While no one group consistently rates higher or lower than others when grantees are segmented by grant type, Brighter Futures grantees' ratings trend higher on a number of measures in the report, including most organizational measures and measures of impact.

State: Although no one group consistently rates higher or lower than others when grantees are segmented by state, Minnesota grantees' ratings trend lower on a few measures in the report.

Summary of Differences in Applicant Ratings by Subgroup

Grant Type: No one group consistently rates higher or lower than others when applicants are segmented by grant type.

State: No one group consistently rates higher or lower than others when applicants are segmented by state.

Comparative Cohorts

Customized Cohort

Great Lakes selected a set of 13 funders to create a smaller comparison group for the grantee data that more closely resembles Great Lakes in scale and scope.

Custom Cohort

Bill & Melinda Gates Foundation

College Futures Foundation

Great Lakes Higher Education Guaranty Corporation

Helios Education Foundation

John S. and James L. Knight Foundation

Lumina Foundation for Education, Inc.

Nellie Mae Education Foundation

Robert Wood Johnson Foundation

The George Gund Foundation

The James Irvine Foundation

The Kresge Foundation

The McKnight Foundation

The Teagle Foundation

Standard Cohorts

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

Strategy Cohorts

Cohort Name	Count	Description
Small Grant Providers	35	Funders with median grant size of \$20K or less
Large Grant Providers	79	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	33	Funders that provide at least 30% of grantees with comprehensive or field-focused assistance as defined by CEP
Proactive Grantmakers	68	Funders that make at least 90% of grants proactively
Responsive Grantmakers	75	Funders that make at most 10% of grants proactively
International Funders	38	Funders that fund outside of their own country

Annual Giving Cohorts

Cohort Name	Count	Description
Funders Giving Less Than \$5 Million	55	Funders with annual giving of less than \$5 million
Funders Giving \$50 Million or More	56	Funders with annual giving of \$50 million or more

Foundation Type Cohorts

Cohort Name	Count	Description
Private Foundations	146	All private foundations in the GPR dataset
Family Foundations	68	All family foundations in the GPR dataset
Community Foundations	37	All community foundations in the GPR dataset
Health Conversion Foundations	32	All health conversation foundations in the GPR dataset
Corporate Foundations	21	All corporate foundations in the GPR dataset

Other Cohorts

Cohort Name	Count	Description
Funders Outside the United States	24	Funders that are primarily based outside the United States
Recently Established Foundations	63	Funders that were established in 2000 or later

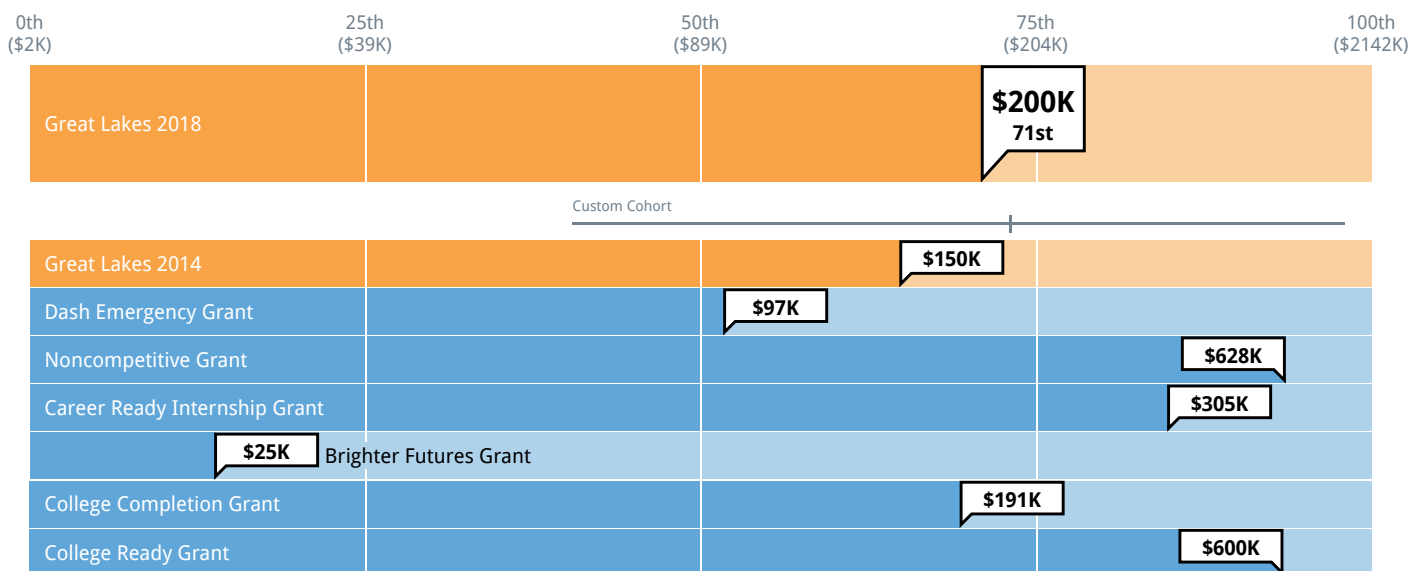
Grantmaking and Application Characteristics

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

Grant Size

Grantee Responses

Median Grant Size



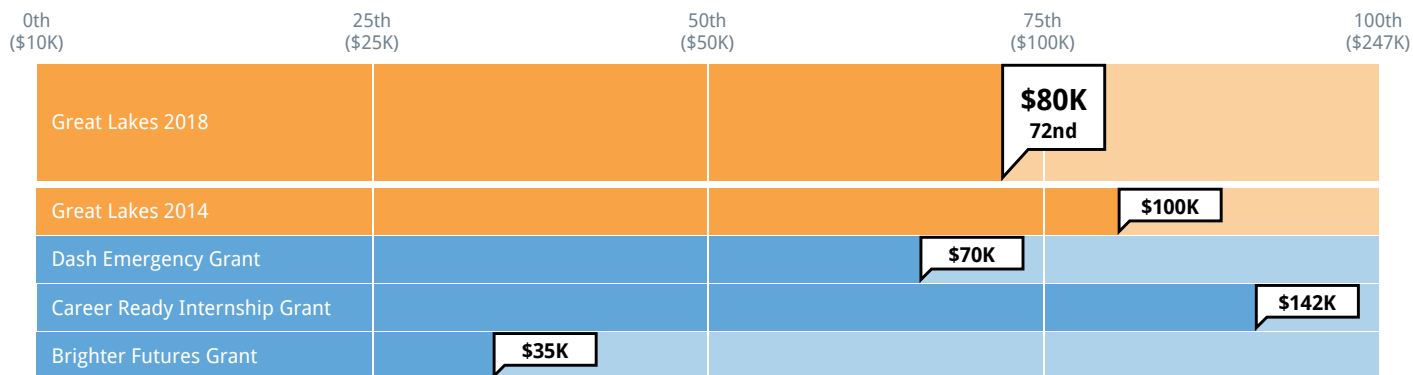
Cohort: Custom Cohort

Past results: On Off

Subgroup: Grant Type

Applicant Responses

Median Grant Request Size



Cohort: None

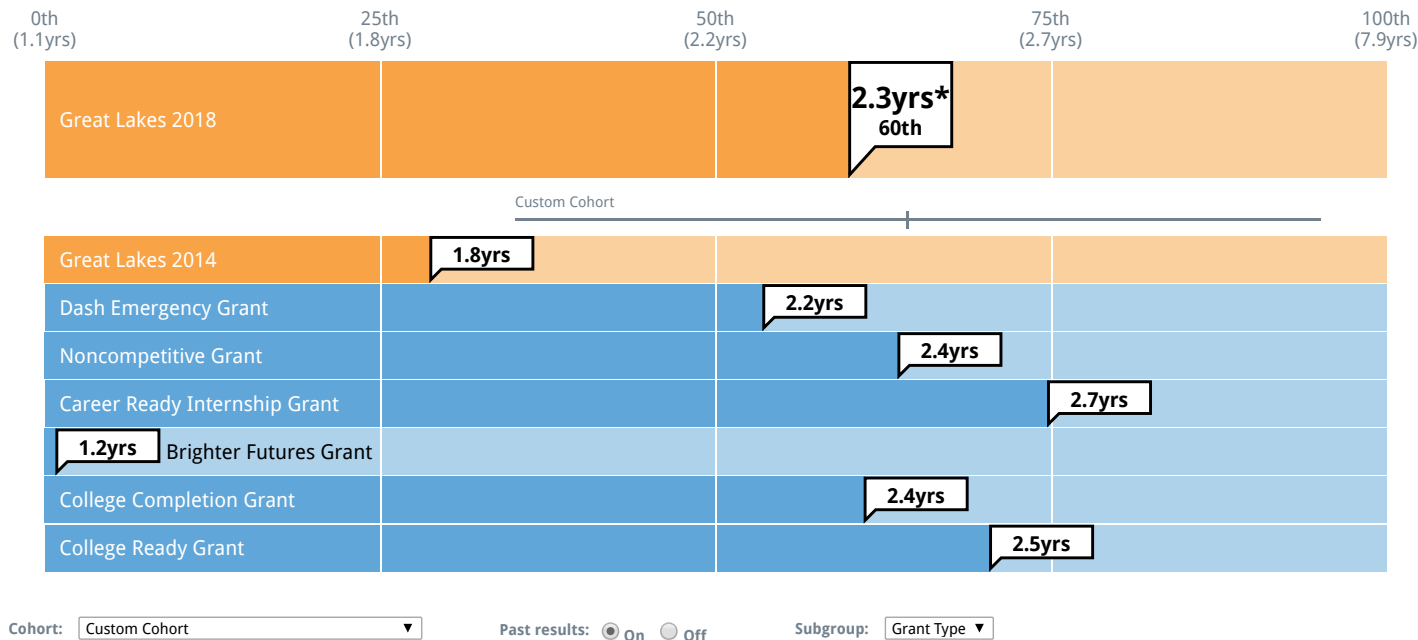
Past results: On Off

Subgroup: Grant Type

Grant Length

Grantee Responses

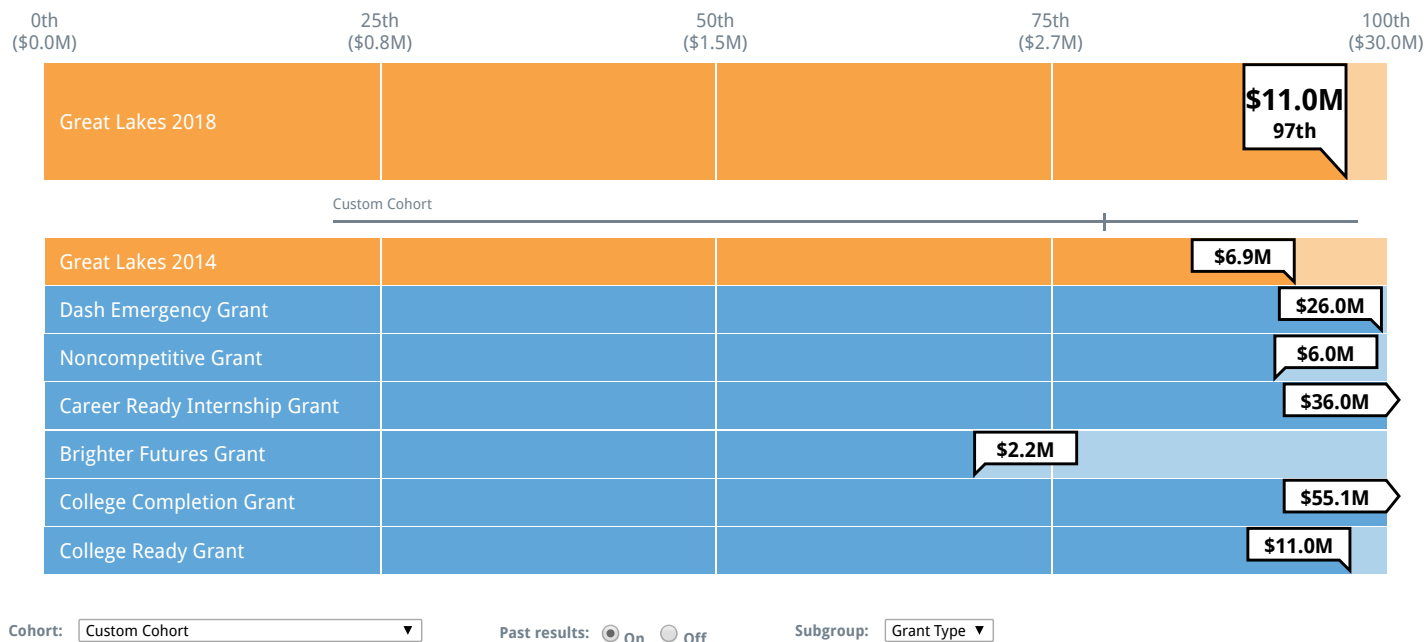
Average Grant Length



Grantee/Applicant Budget

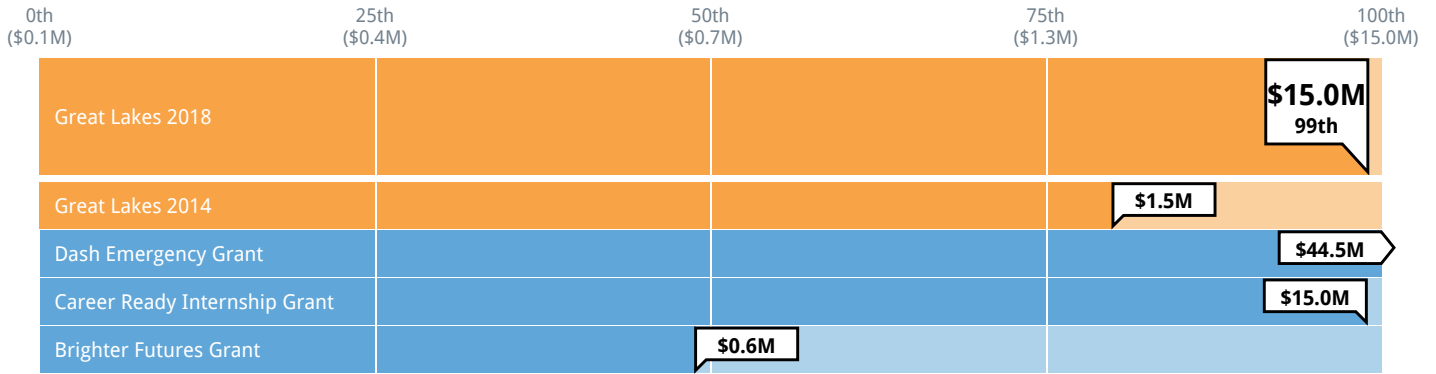
Grantee Responses

Median Organizational Budget



Applicant Responses

Median Organizational Budget



Cohort:

Past results: On Off

Subgroup:

Type of Grant Awarded/Requested

Type of Grant Awarded	Great Lakes 2018	Great Lakes 2014	Average Funder	Custom Cohort
Program / Project Support	82%	91%	65%	69%
General Operating / Core Support	6%	2%	21%	14%
Capital Support: Building / Renovation / Endowment Support / Other	3%	2%	5%	1%
Technical Assistance / Capacity Building	4%	0%	4%	4%
Scholarship / Fellowship	6%	6%	2%	10%
Event / Sponsorship Funding	0%	0%	2%	1%

Type of Grant Requested	Great Lakes 2018	Great Lakes 2014	Average Funder
Program / Project Support	94%	98%	71%
General Operating / Core Support	0%	2%	12%
Capital Support: Building / Renovation / Endowment Support / Other	0%	0%	10%
Technical Assistance / Capacity Building	0%	0%	5%
Scholarship / Fellowship	6%	0%	1%
Event / Sponsorship Funding	0%	0%	1%

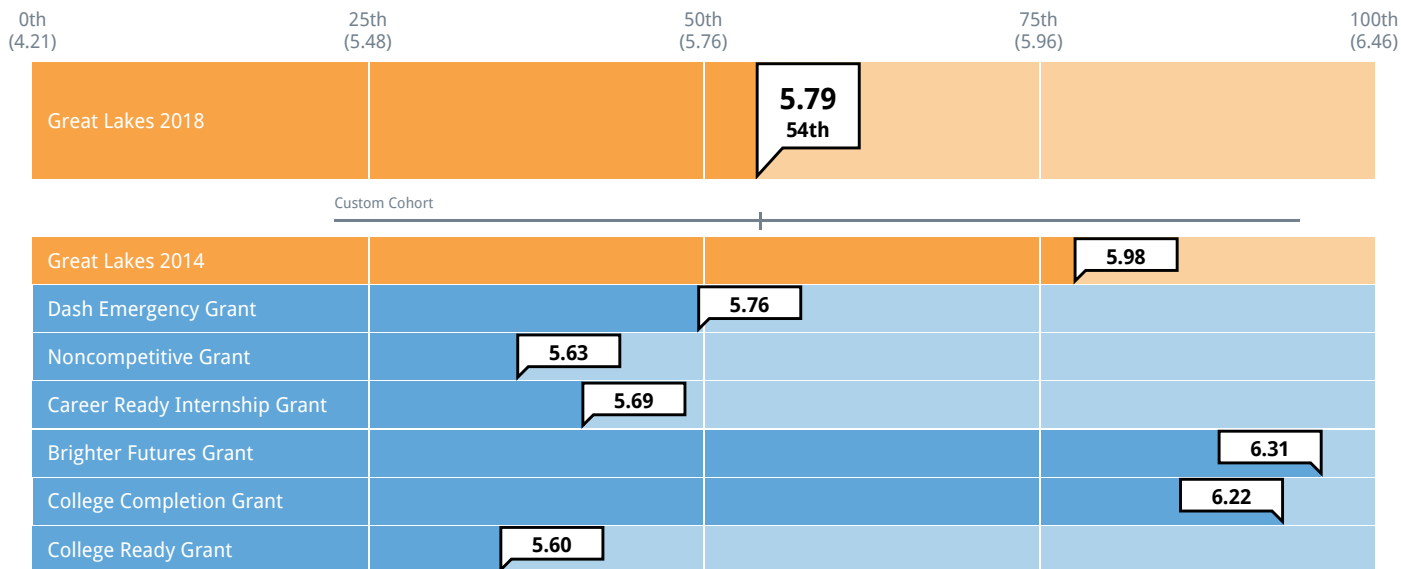
Program Staff Load	Great Lakes 2018	Great Lakes 2014	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	\$4.5M	\$1.7M	\$2.7M	\$4.4M
Applications per program full-time employee	39	70	29	23
Active grants per program full-time employee	48	28	33	38

Impact on and Understanding of Fields

Grantee Responses

Overall, how would you rate Great Lakes' impact on your field?

1 = No impact 7 = Significant positive impact



Cohort: Custom Cohort

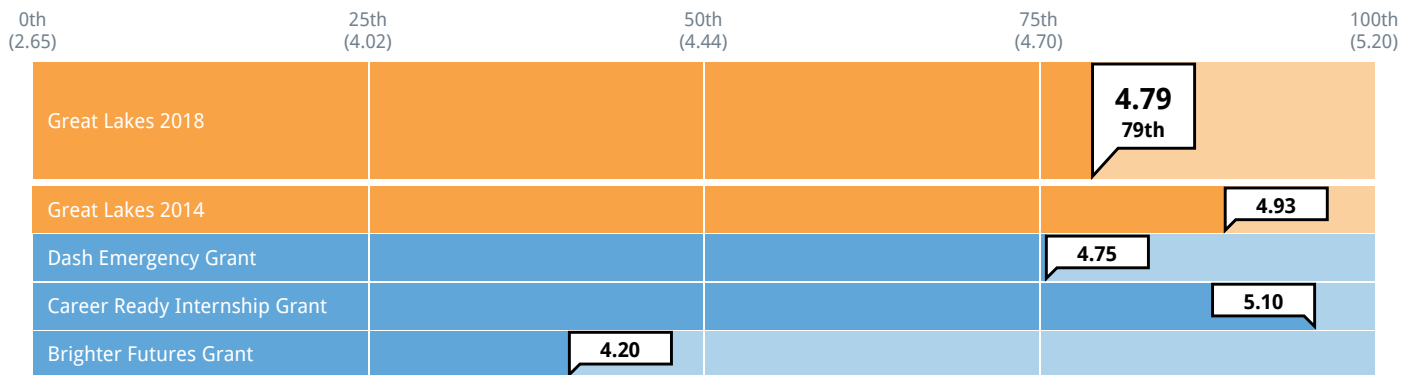
Past results: On Off

Subgroup: Grant Type

Applicant Responses

Overall, how would you rate Great Lakes' impact on your field?

1 = No impact 7 = Significant positive impact



Cohort: None

Past results: On Off

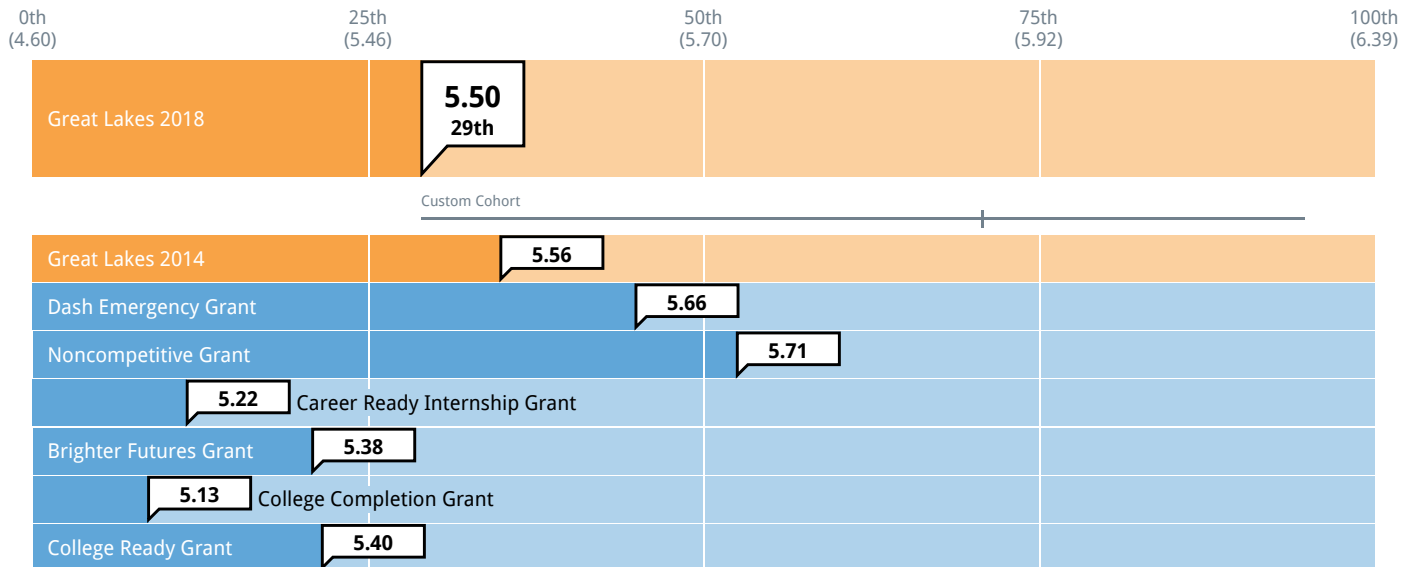
Subgroup: Grant Type

Understanding of Fields

Grantee Responses

How well does Great Lakes understand the field in which you work?

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



Cohort: Custom Cohort

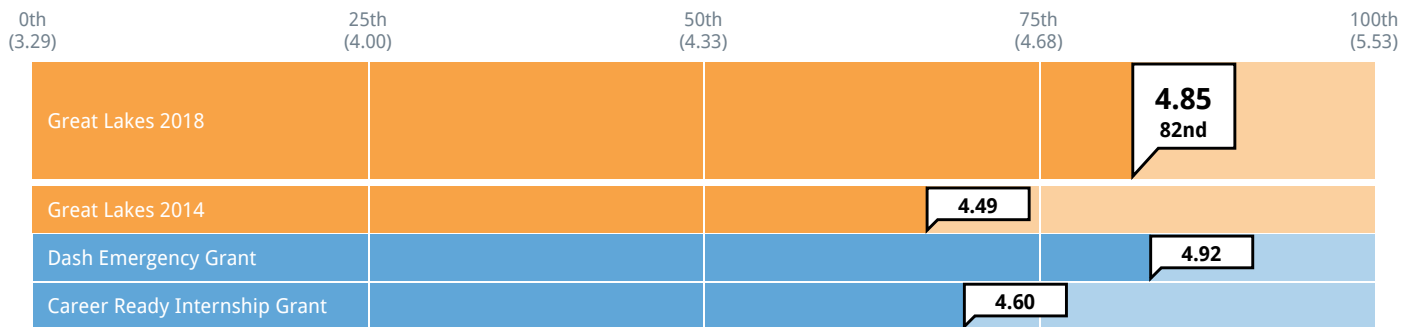
Past results: On Off

Subgroup: Grant Type

Applicant Responses

How well does Great Lakes understand the field in which you work?

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



Cohort: None

Past results: On Off

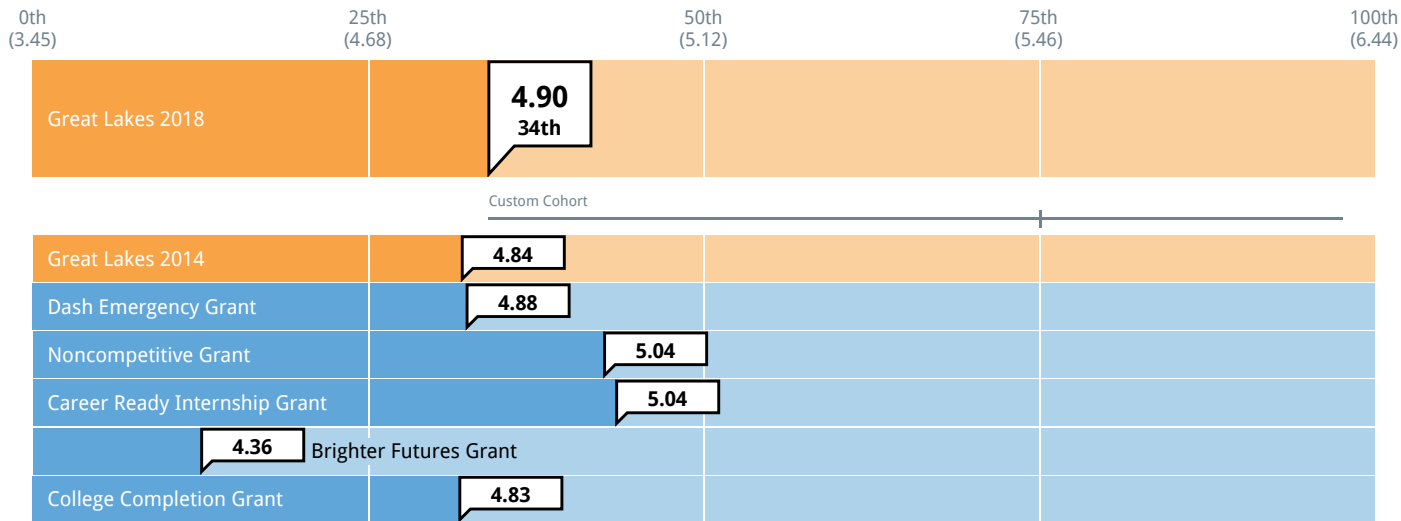
Subgroup: Grant Type

Advancing Knowledge and Public Policy

Grantee Responses

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

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

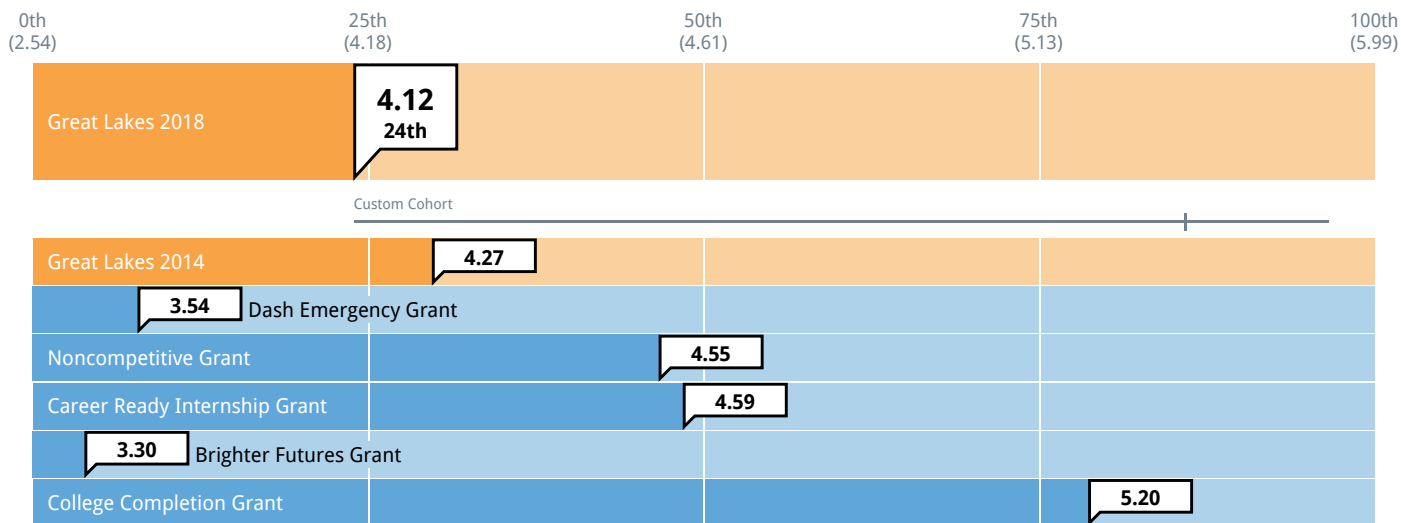


Cohort: Past results: On Off Subgroup:

Grantee Responses

To what extent has Great Lakes affected public policy in your field?

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



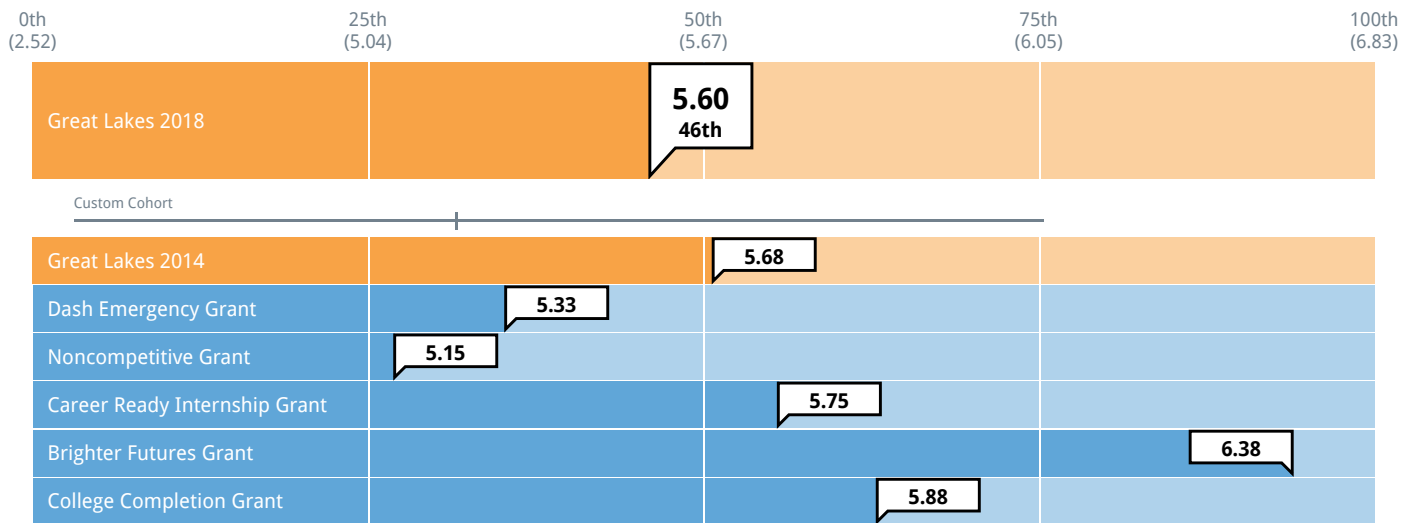
Cohort: Past results: On Off Subgroup:

Impact on and Understanding of Local Communities

Grantee Responses

Overall, how would you rate Great Lakes' impact on your local community?

1 = No impact 7 = Significant positive impact

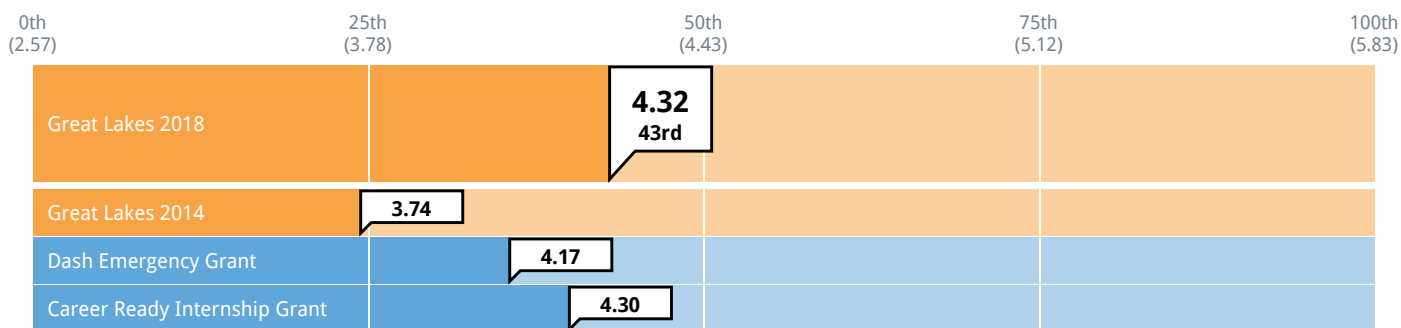


Cohort: Custom Cohort Past results: On Off Subgroup: Grant Type

Applicant Responses

Overall, how would you rate Great Lakes' impact on your local community?

1 = No impact 7 = Significant positive impact



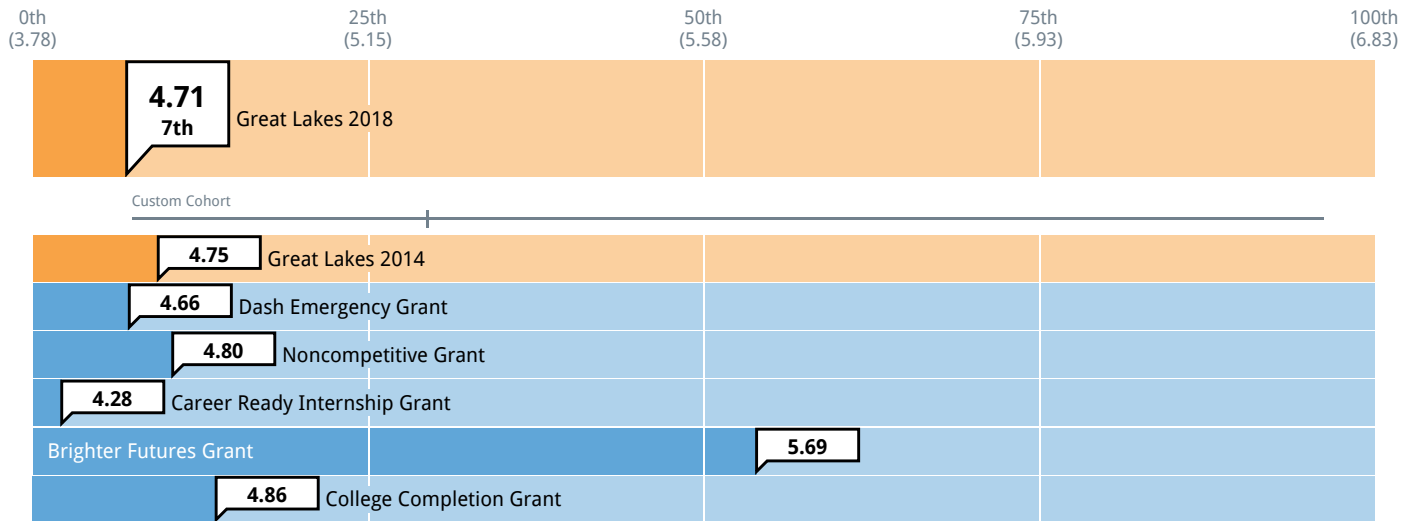
Cohort: None Past results: On Off Subgroup: Grant Type

Understanding of Local Communities

Grantee Responses

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

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

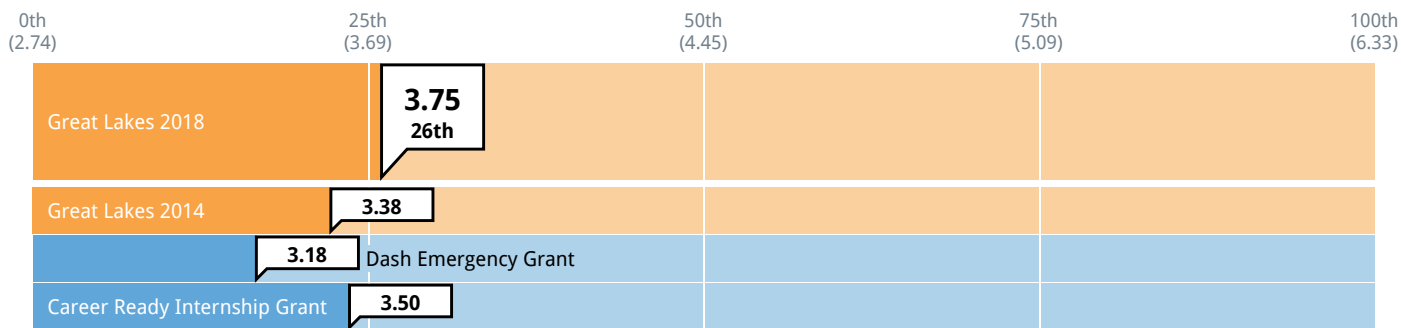


Cohort: Past results: On Off Subgroup:

Applicant Responses

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

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



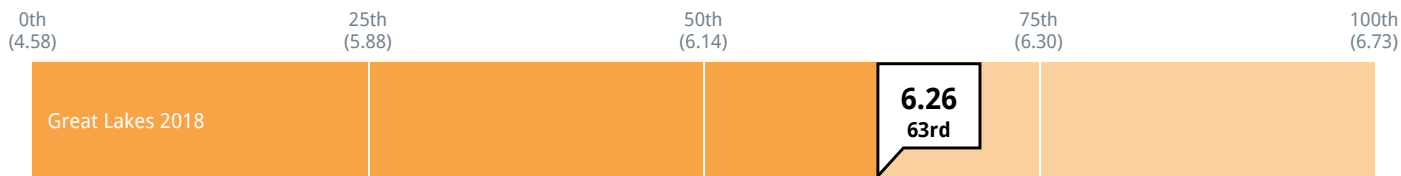
Cohort: Past results: On Off Subgroup:

Impact on and Understanding of Organizations

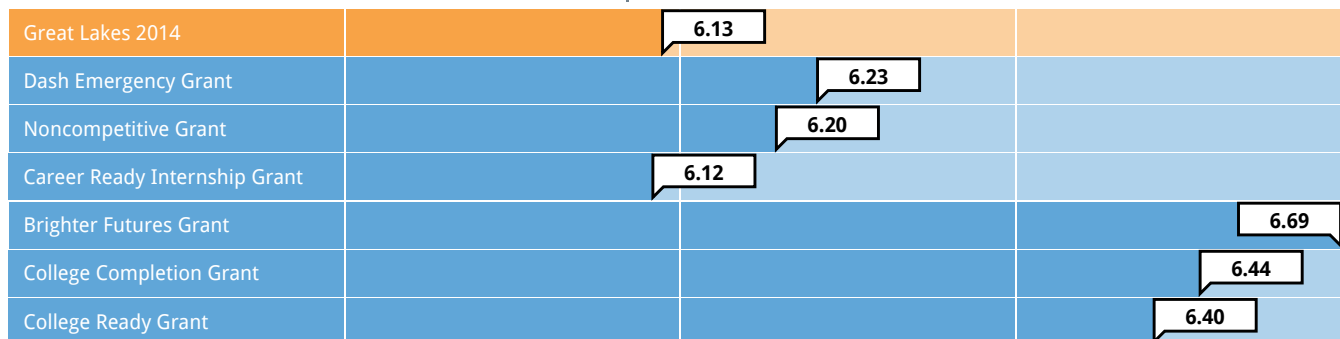
Grantee Responses

Overall, how would you rate Great Lakes' impact on your organization?

1 = No impact 7 = Significant positive impact



Custom Cohort



Cohort: Custom Cohort

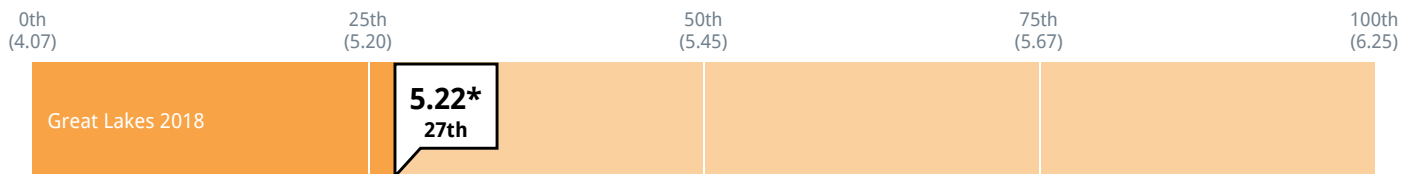
Past results: On Off

Subgroup: Grant Type

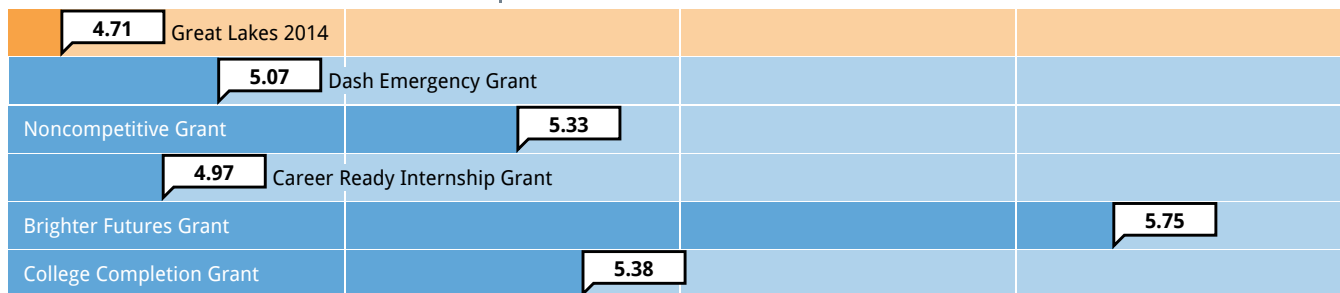
Grantee Responses

How much, if at all, did Great Lakes improve your ability to sustain the work funded by this grant in the future?

1 = Did not improve ability 7 = Substantially improved ability



Custom Cohort



Cohort: Custom Cohort

Past results: On Off

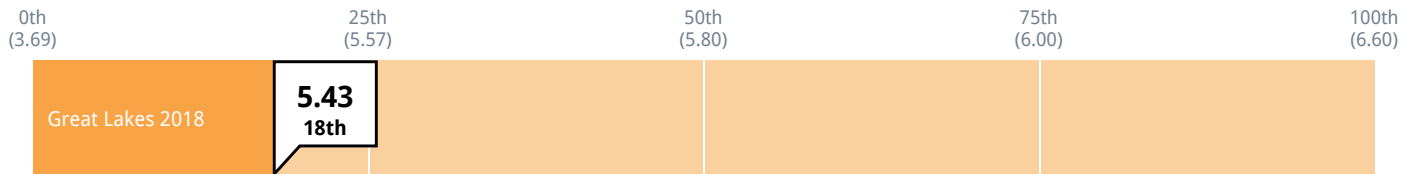
Subgroup: Grant Type

Understanding of Organizations

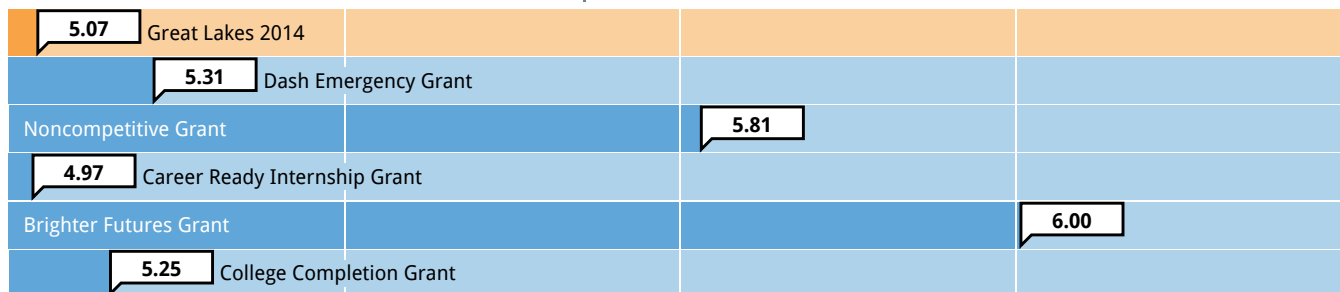
Grantee Responses

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

1 = Limited understanding 7 = Thorough understanding



Custom Cohort



Cohort: Custom Cohort

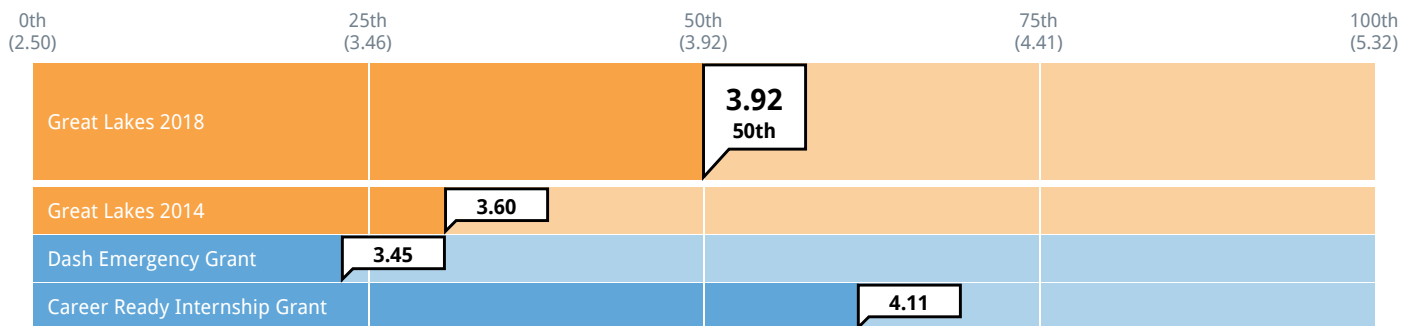
Past results: On Off

Subgroup: Grant Type

Applicant Responses

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

1 = Limited understanding 7 = Thorough understanding



Cohort: None

Past results: On Off

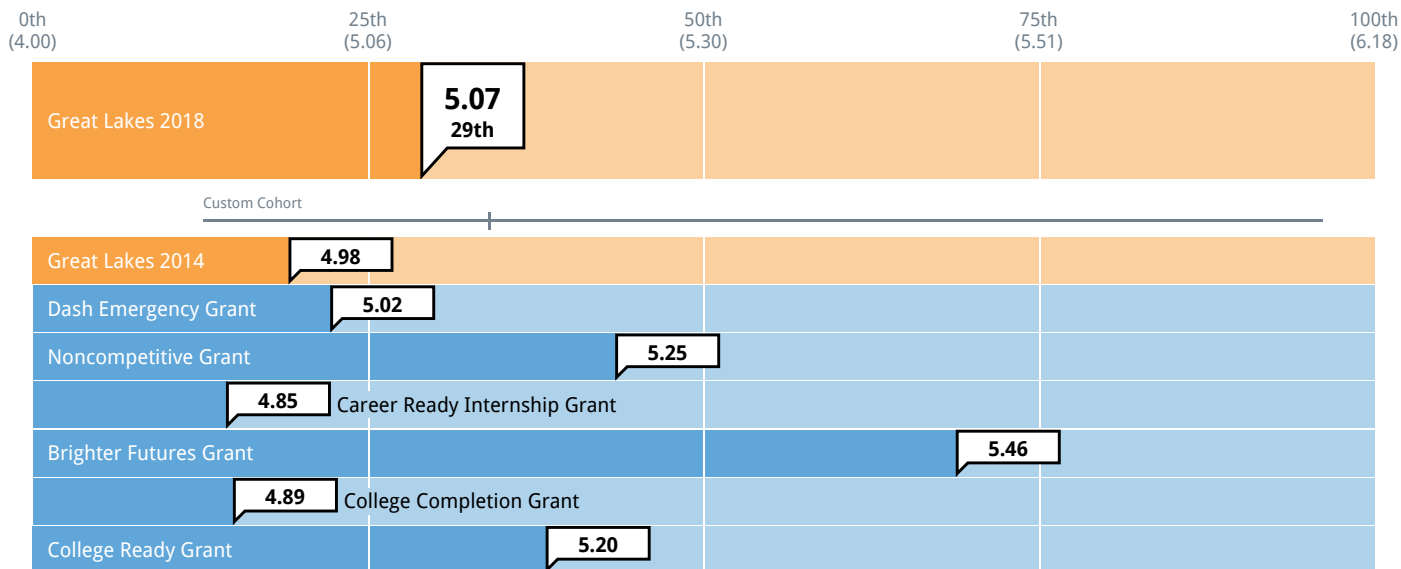
Subgroup: Grant Type

Grantee and Applicant Challenges

Grantee Responses

How aware is Great Lakes of the challenges that your organization is facing?

1 = Not at all aware 7 = Extremely aware



Cohort: Custom Cohort

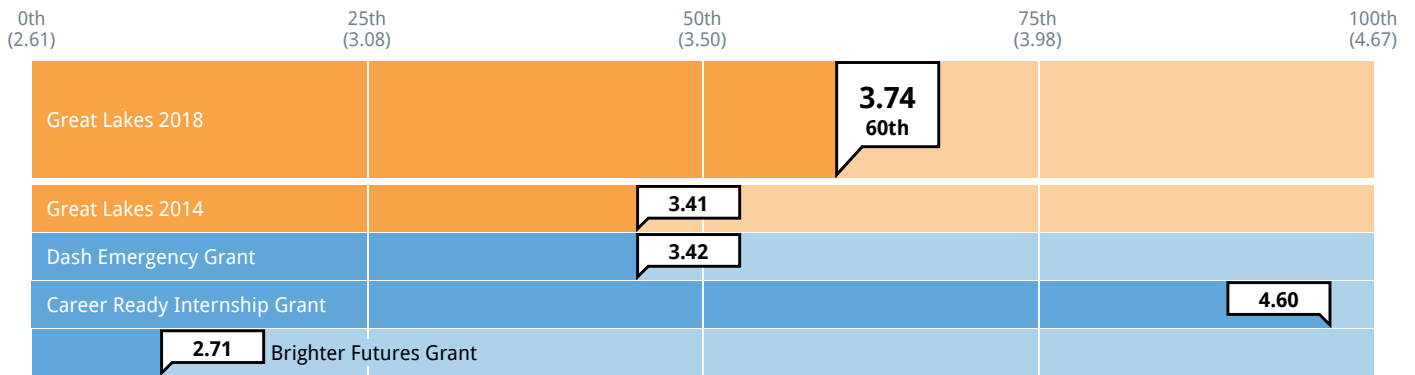
Past results: On Off

Subgroup: Grant Type

Applicant Responses

How aware is Great Lakes of the challenges that your organization is facing?

1 = Not at all aware 7 = Extremely aware



Cohort: None

Past results: On Off

Subgroup: Grant Type

Interactions

Funder-Grantee Relationships Summary Measure

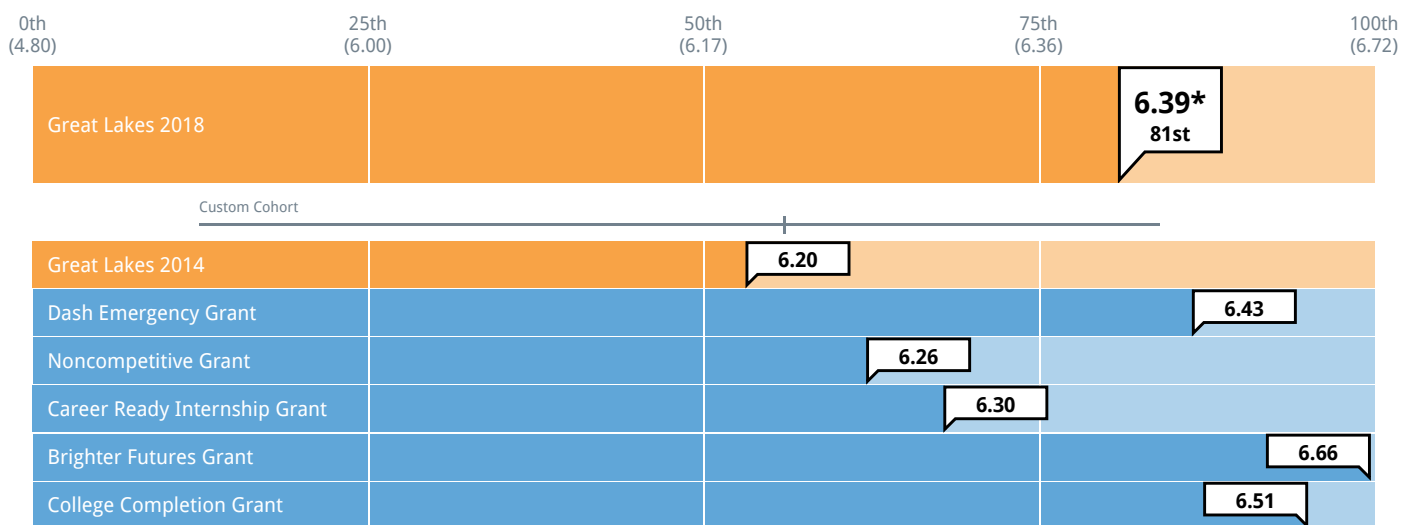
The quality of interactions and the clarity and consistency of communications together create the larger construct that CEP refers to as “relationships.” The relationships measure below is an average of grantee ratings on the following measures:

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

Grantee Responses

Funder-Grantee Relationships Summary Measure

1 = Very negative 7 = Very positive



Cohort:

Past results: On Off

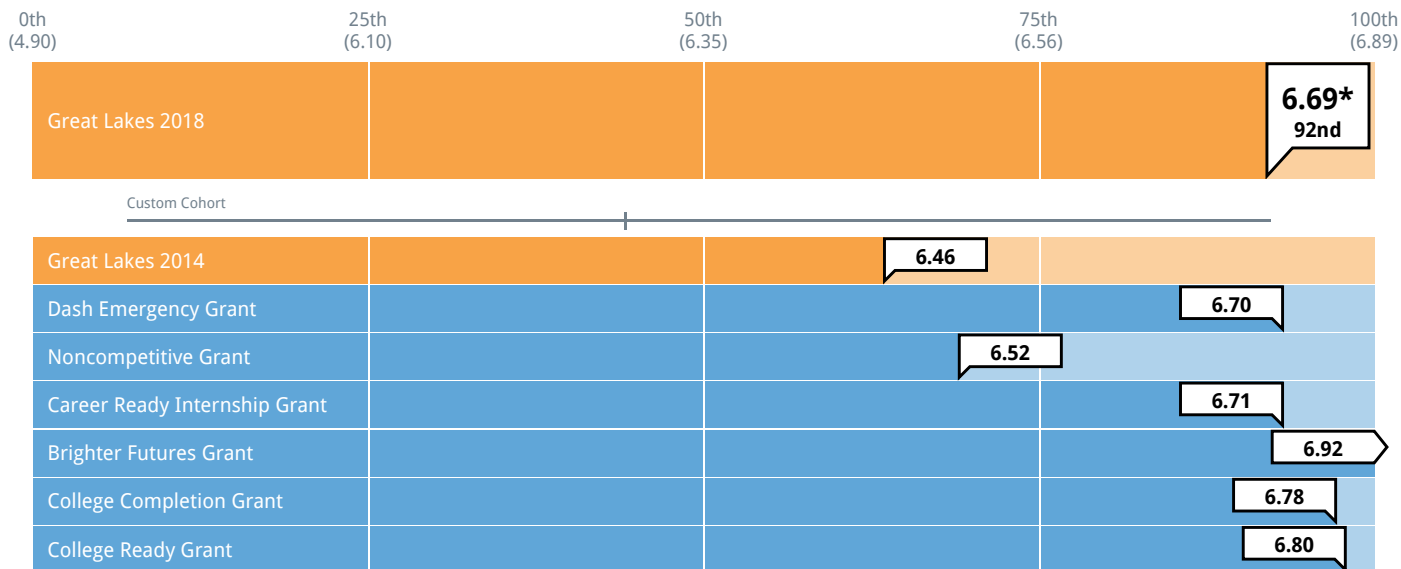
Subgroup:

Responsiveness

Grantee Responses

Overall, how responsive was Great Lakes staff?

1 = Not at all responsive 7 = Extremely responsive



Cohort: Custom Cohort

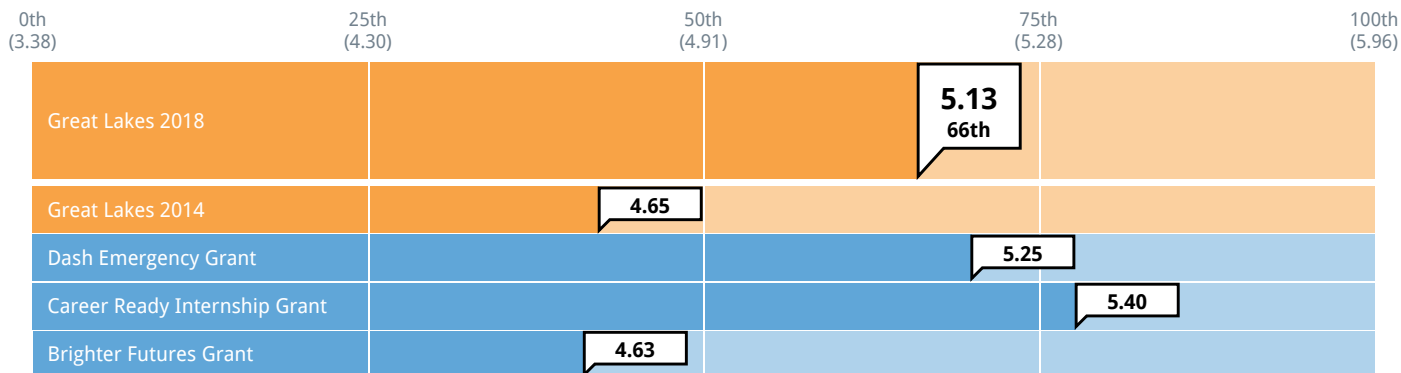
Past results: On Off

Subgroup: Grant Type

Applicant Responses

Overall, how responsive was Great Lakes staff?

1 = Not at all responsive 7 = Extremely responsive



Cohort: None

Past results: On Off

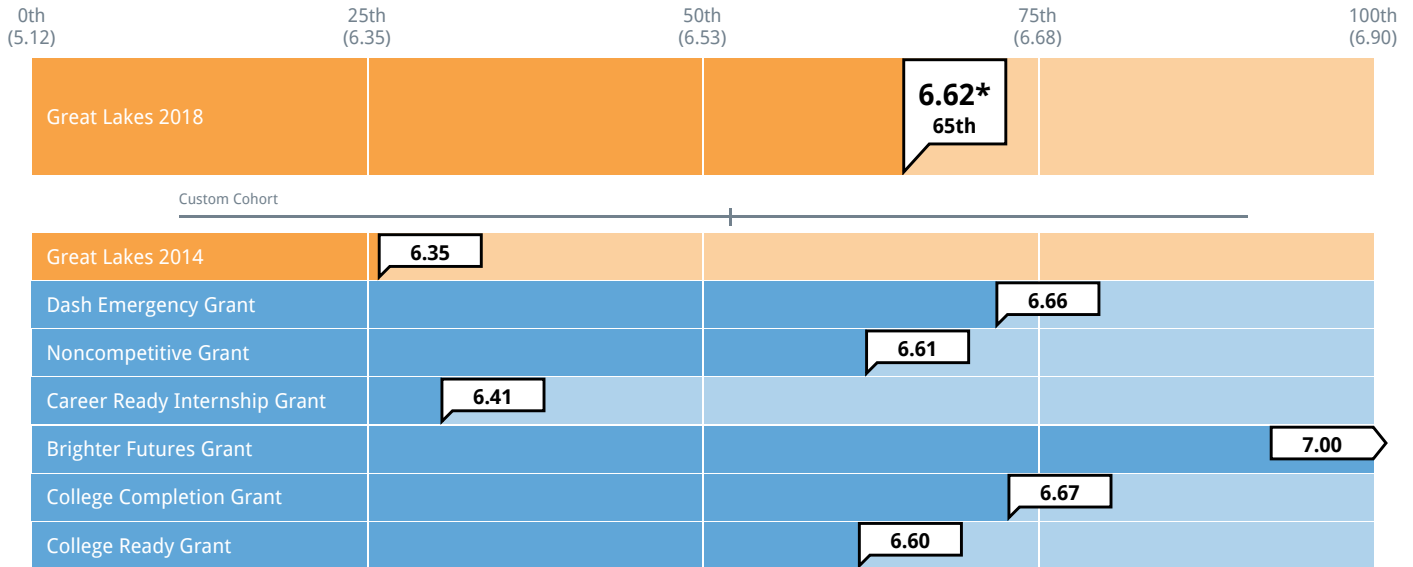
Subgroup: Grant Type

Fairness

Grantee Responses

Overall, how fairly did Great Lakes treat you?

1 = Not at all fairly 7 = Extremely fairly

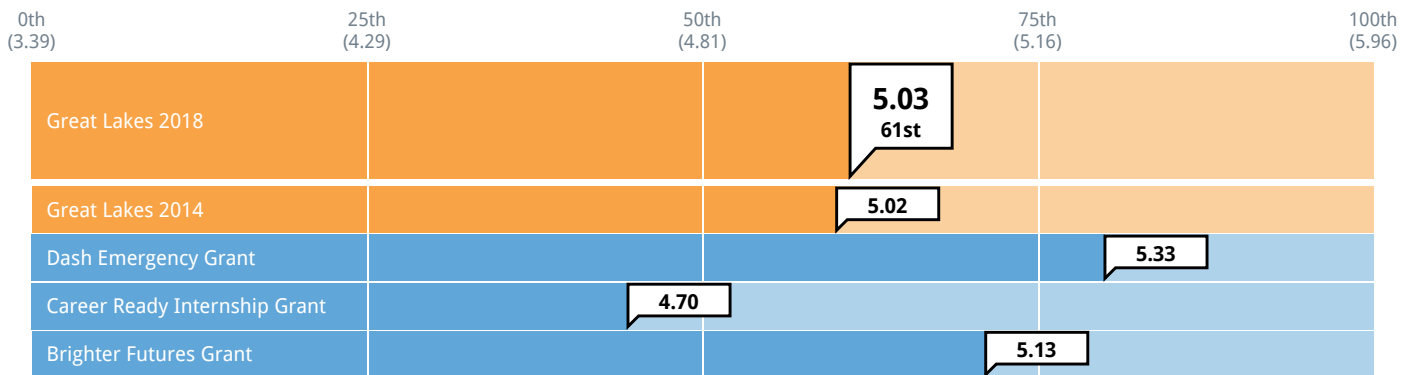


Cohort: Past results: On Off Subgroup:

Applicant Responses

Overall, how fairly did Great Lakes treat you?

1 = Not at all fairly 7 = Extremely fairly



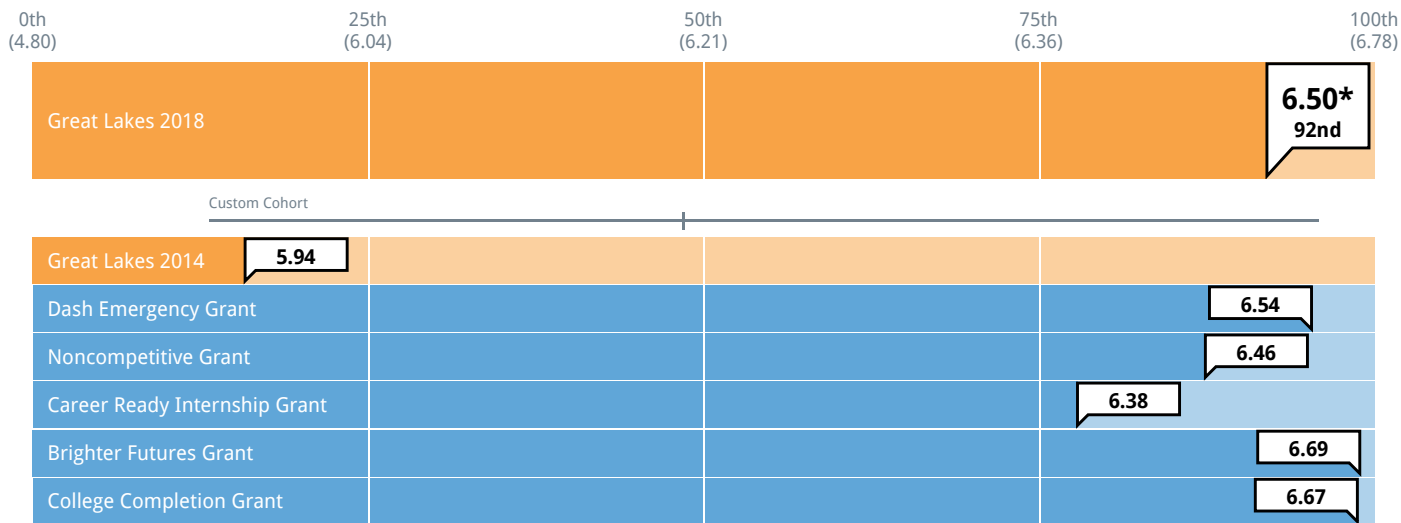
Cohort: Past results: On Off Subgroup:

Comfort and Accessibility

Grantee Responses

How comfortable do you feel approaching Great Lakes if a problem arises?

1 = Not at all comfortable 7 = Extremely comfortable

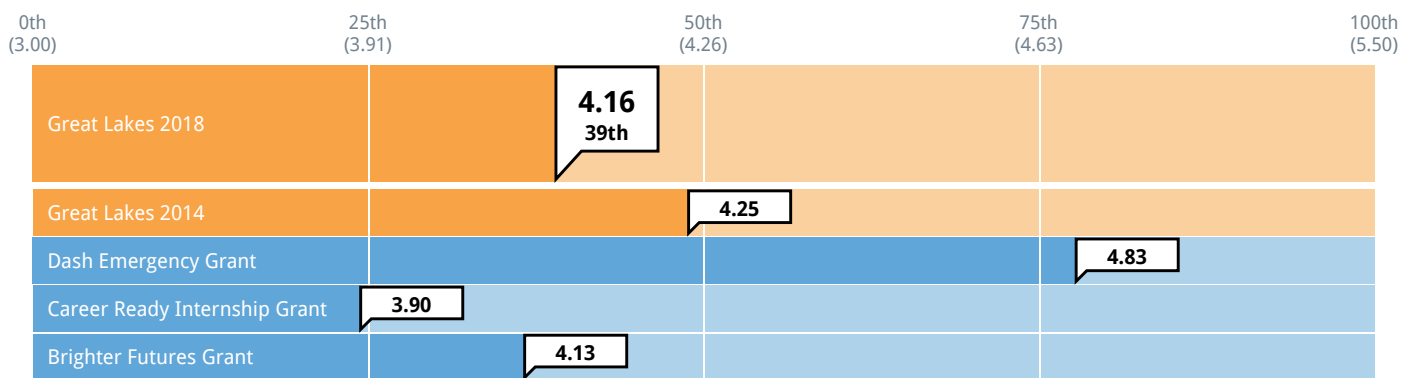


Cohort: Past results: On Off Subgroup:

Applicant Responses

How accessible do you believe Great Lakes is to applicants?

1 = Some organizations are favored over others 7 = Everyone has equal access



Cohort: Past results: On Off Subgroup:

Grantee Interaction Patterns

Grantee Responses

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

Frequency of Contact with Program Officer	Great Lakes 2018	Great Lakes 2014	Average Funder	Custom Cohort
Weekly or more often	1%	0%	3%	3%
A few times a month	17%	14%	11%	14%
Monthly	23%	17%	15%	20%
Once every few months	57%	66%	53%	52%
Yearly or less often	1%	3%	18%	12%

Frequency of Contact with Program Officer (By Subgroup)	Dash Emergency Grant	Noncompetitive Grant	Career Ready Internship Grant	Brighter Futures Grant	College Completion Grant	College Ready Grant
Weekly or more often	0%	3%	0%	0%	0%	0%
A few times a month	23%	6%	26%	23%	0%	0%
Monthly	34%	26%	15%	8%	11%	20%
Once every few months	43%	63%	59%	62%	89%	80%
Yearly or less often	0%	3%	0%	8%	0%	0%

Grantee Responses

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

Initiation of Contact with Program Officer	Great Lakes 2018	Great Lakes 2014	Average Funder	Custom Cohort
Program Officer	31%	9%	15%	13%
Both of equal frequency	47%	52%	50%	51%
Grantee	21%	39%	35%	36%

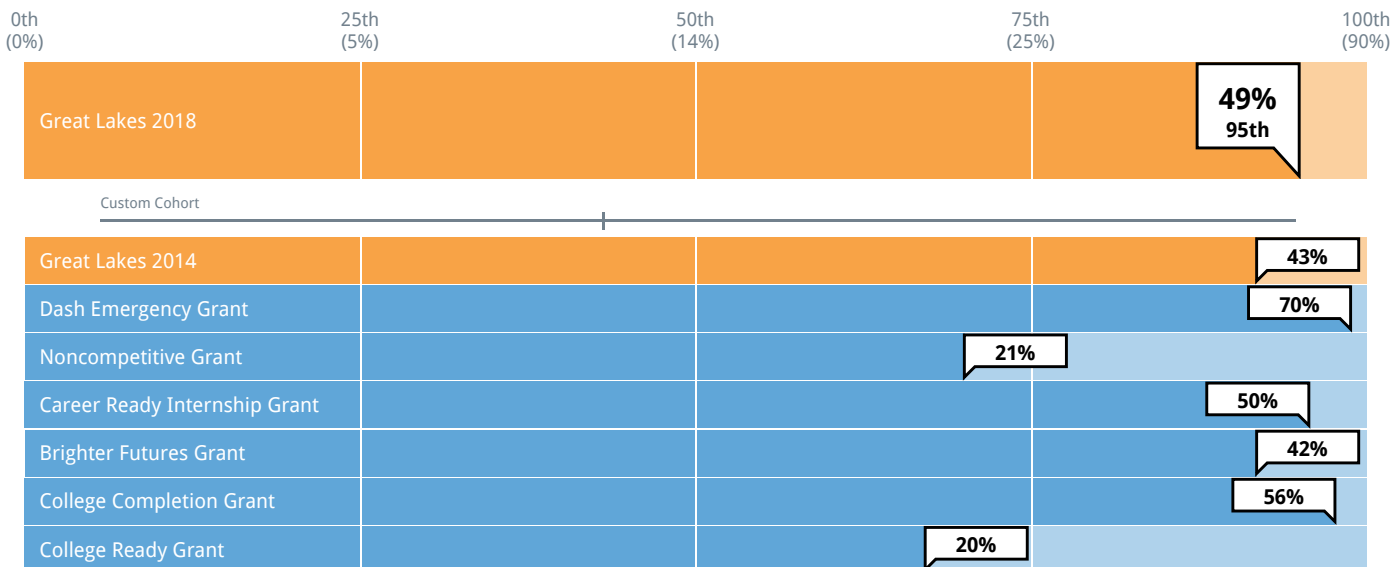
Initiation of Contact with Program Officer (By Subgroup)	Dash Emergency Grant	Noncompetitive Grant	Career Ready Internship Grant	Brighter Futures Grant	College Completion Grant	College Ready Grant
Program Officer	40%	17%	30%	45%	33%	20%
Both of equal frequency	34%	54%	61%	36%	56%	40%
Grantee	26%	29%	9%	18%	11%	40%

Contact Change and Site Visits

Grantee Responses

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

Proportion of grantees responding 'Yes'



Cohort: Custom Cohort

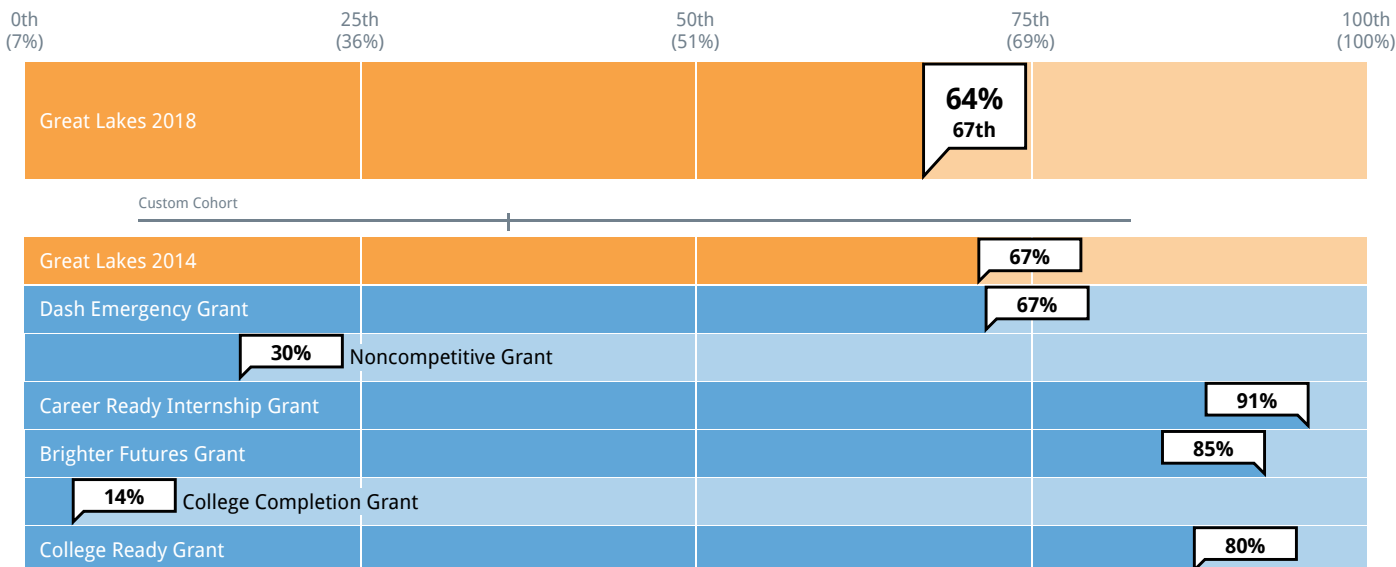
Past results: On Off

Subgroup: Grant Type

Grantee Responses

Did Great Lakes conduct a site visit during the course of this grant?

Proportion of grantees responding 'Yes'



Cohort: Custom Cohort

Past results: On Off

Subgroup: Grant Type

Top Predictors of Relationships

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

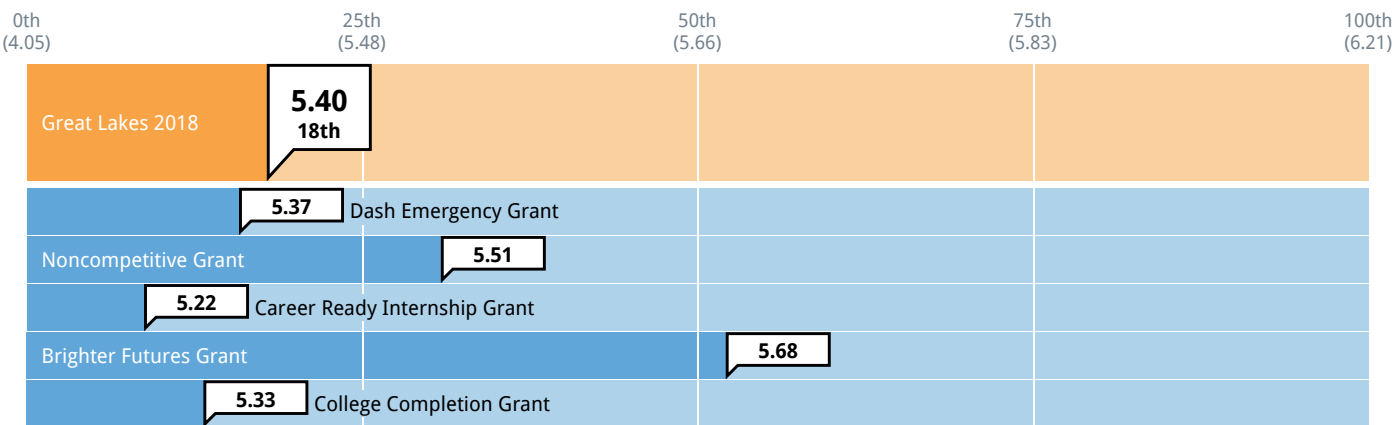
Seven related measures of understanding, together create the larger construct that CEP refers to as "understanding". The understanding measure below is an average of partner ratings on the following measures:

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

Grantee Responses

Understanding Measure

1 = Very negative 7 = Very positive



Cohort:

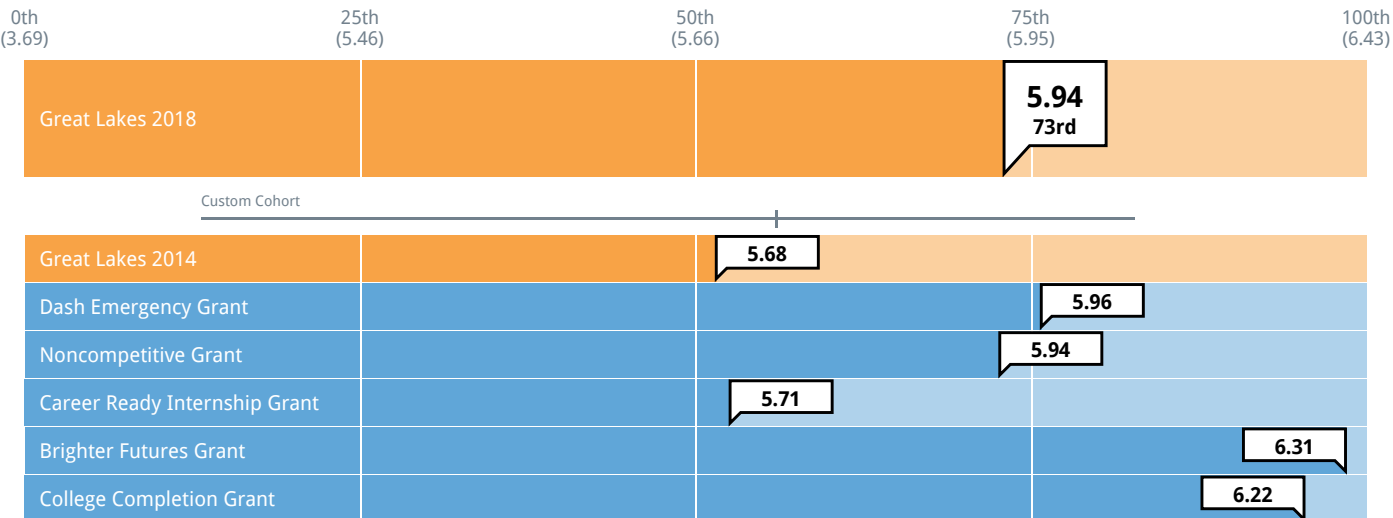
Past results: On Off

Subgroup:

Grantee Responses

Overall, how transparent is Great Lakes with your organization?

1 = Not at all transparent 7 = Extremely transparent



Cohort: Custom Cohort

Past results: On Off

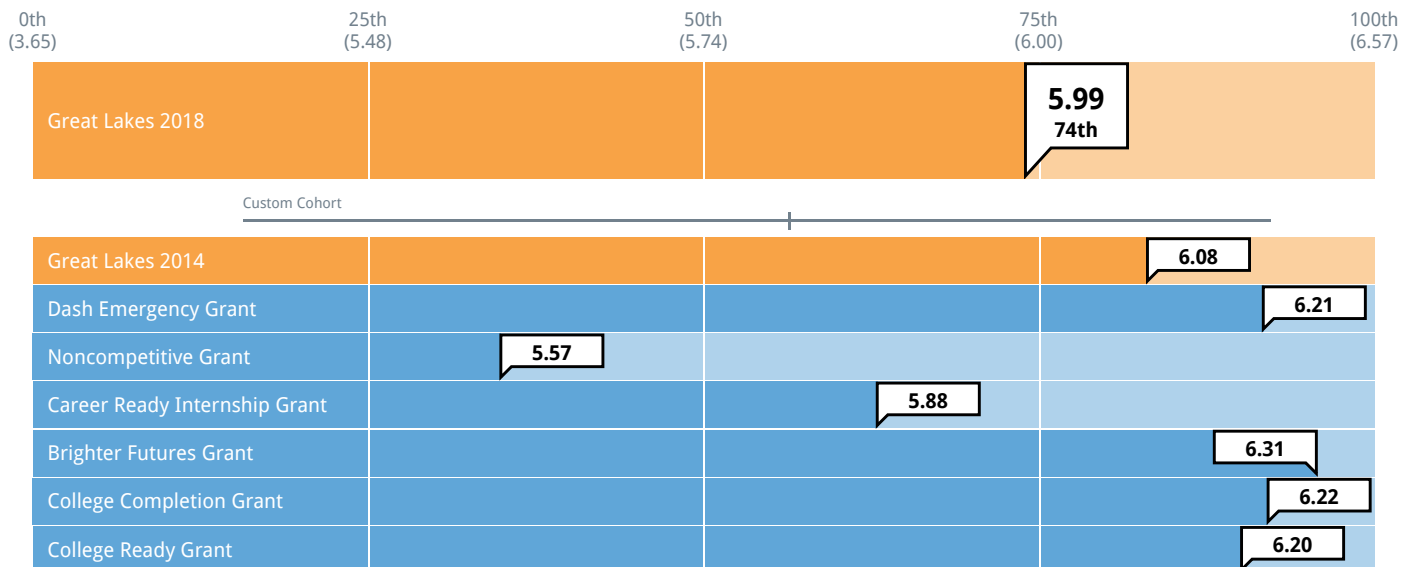
Subgroup: Grant Type

Communication

Grantee Responses

How clearly has Great Lakes communicated its goals and strategy to you?

1 = Not at all clearly 7 = Extremely clearly



Cohort: Custom Cohort

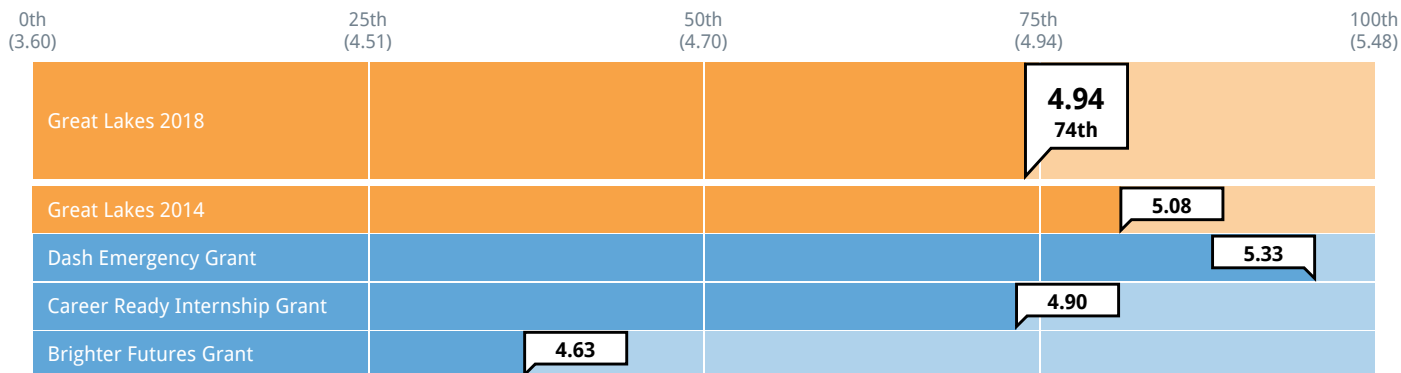
Past results: On Off

Subgroup: Grant Type

Applicant Responses

How clearly has Great Lakes communicated its goals and strategy to you?

1 = Not at all clearly 7 = Extremely clearly



Cohort: None

Past results: On Off

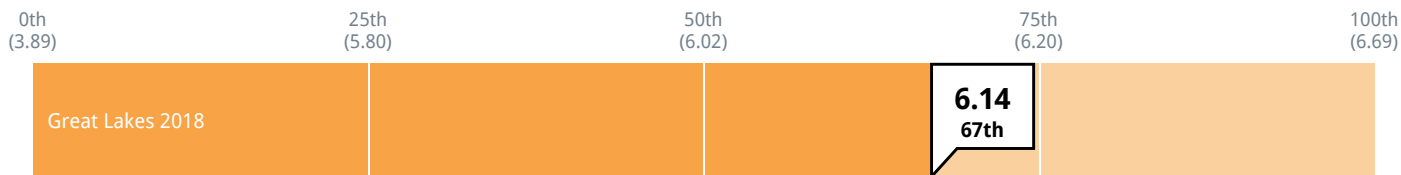
Subgroup: Grant Type

Consistency of Communication

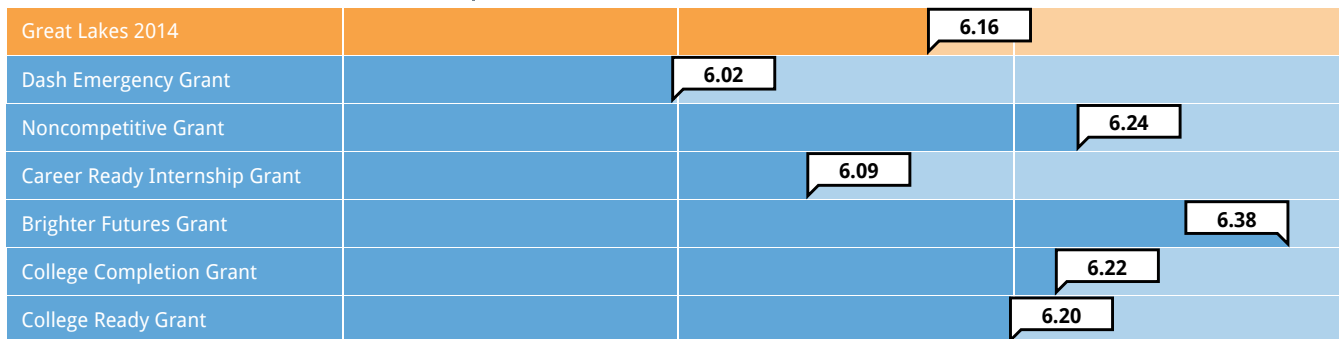
Grantee Responses

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

1 = Not at all consistent 7 = Completely consistent



Custom Cohort



Cohort: Custom Cohort

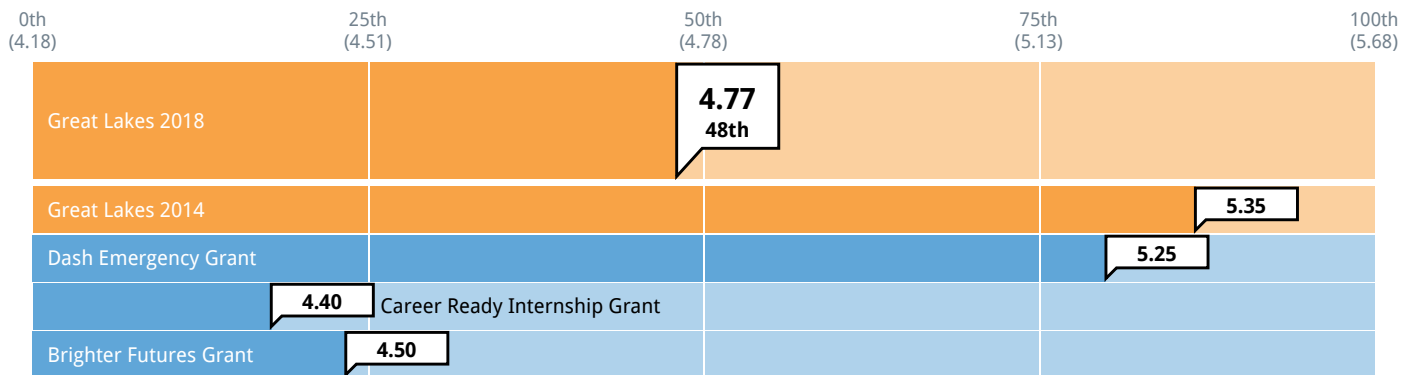
Past results: On Off

Subgroup: Grant Type

Applicant Responses

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

1 = Not at all consistent 7 = Completely consistent



Cohort: None

Past results: On Off

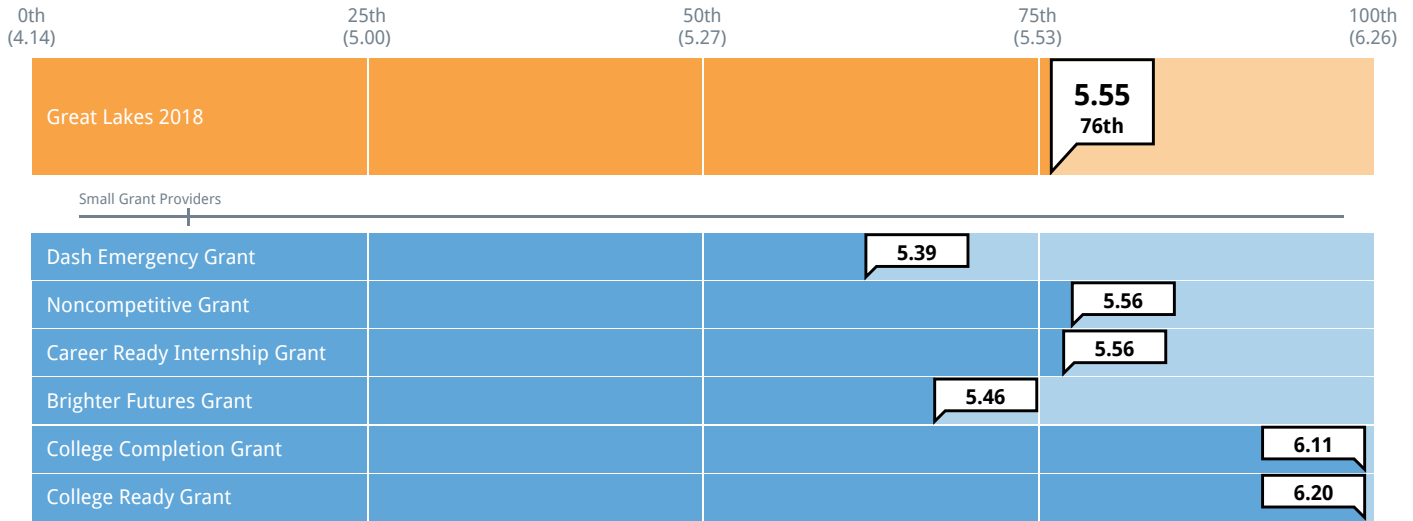
Subgroup: Grant Type

Openness

Grantee Responses

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

1 = Not at all 7 = To a great extent



Cohort: Small Grant Providers

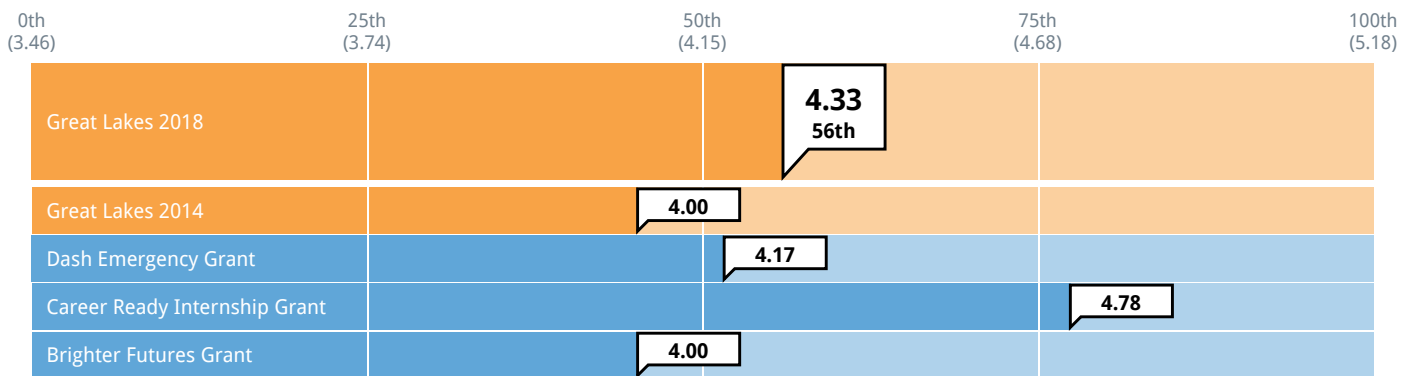
Past results: On Off

Subgroup: Grant Type

Applicant Responses

Overall, how transparent is Great Lakes with your organization?

1 = Not at all transparent 7 = Extremely transparent



Cohort: None

Past results: On Off

Subgroup: Grant Type

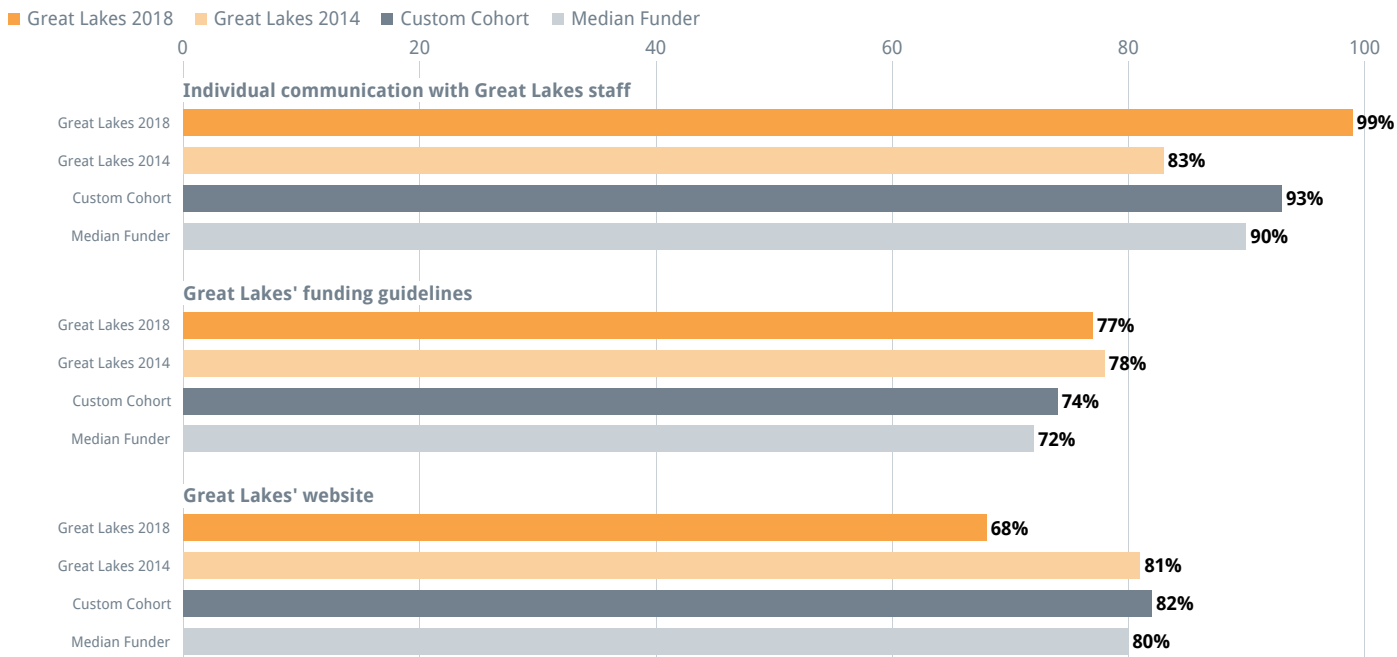
Communication Resources

Grantees and applicants were asked whether they used each of the following communications resources from the Foundation and how helpful they found each resource. The following charts show the proportions of respondents who have used each resource.

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

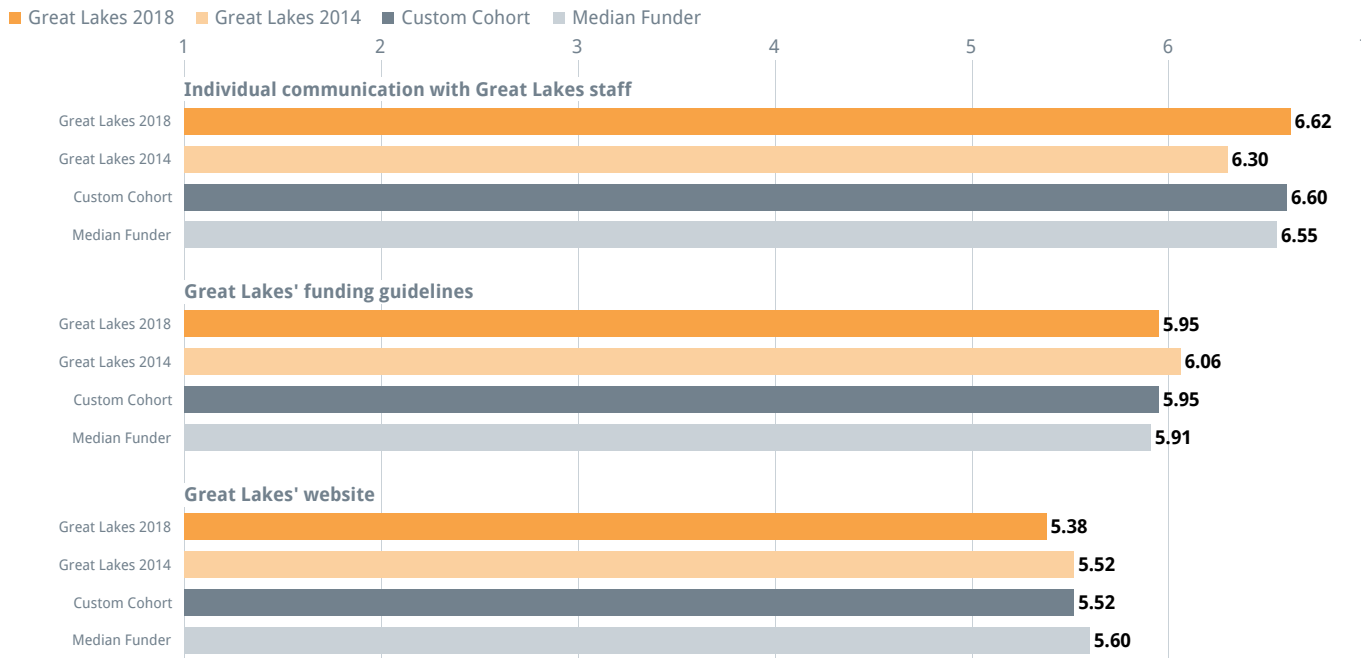
(Grantee Responses)

Usage of Communication Resources



Helpfulness of Communication Resources

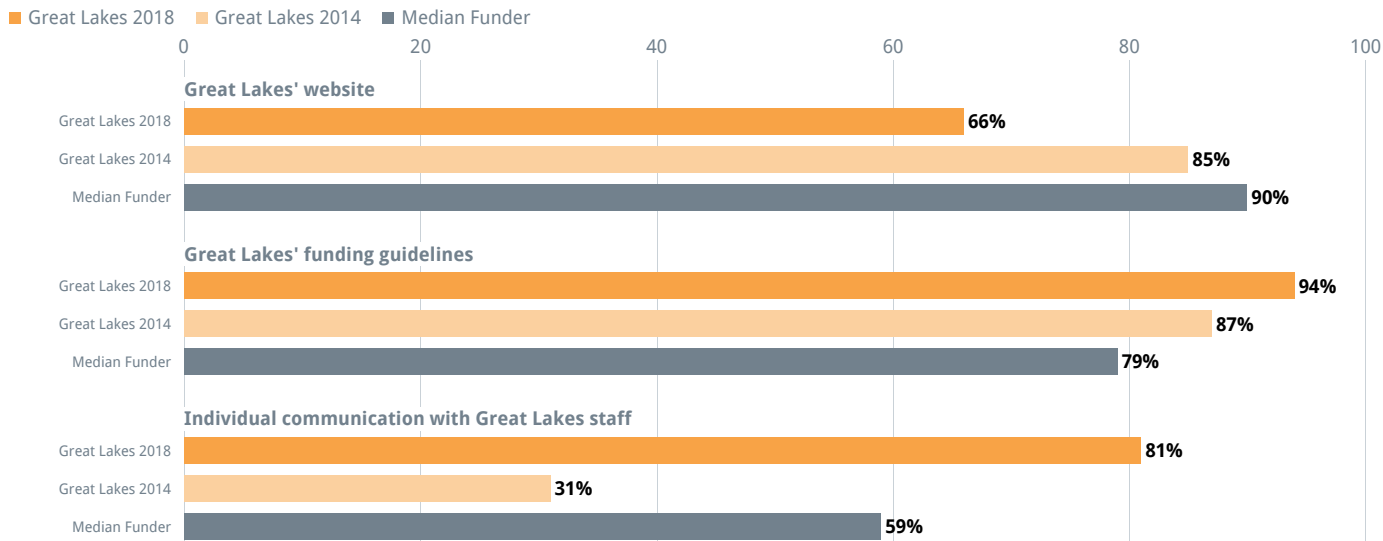
1 = Not at all helpful 7 = Extremely helpful



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

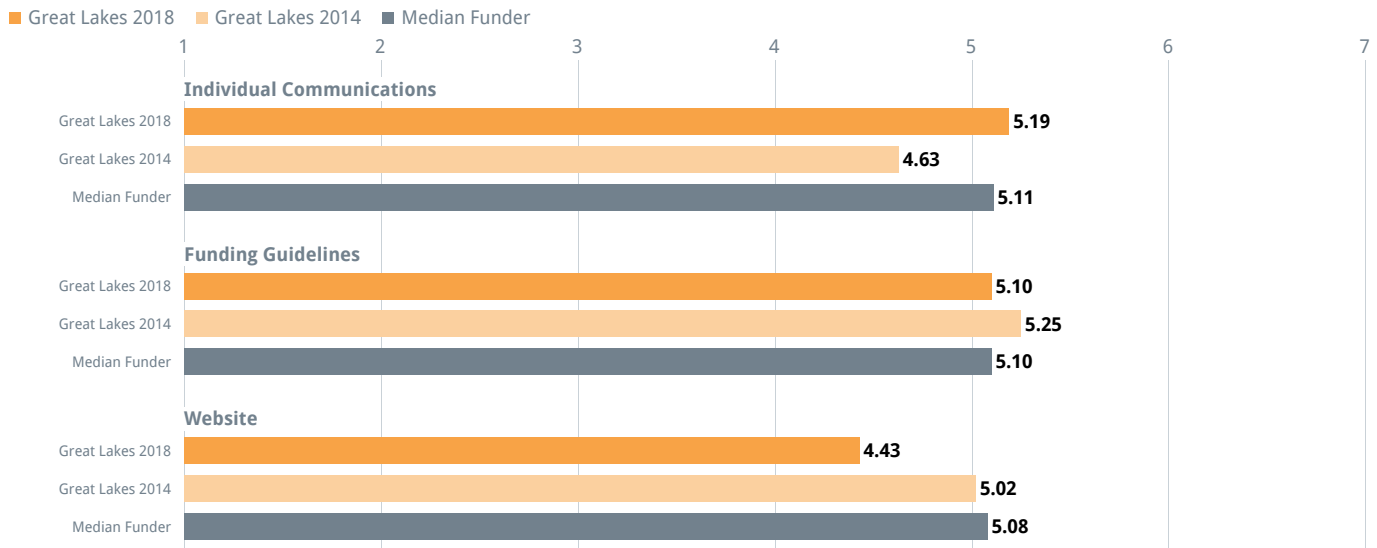
(Applicant Responses)

Usage of Communication Resources (Applicant Responses)



Helpfulness of Communication Resources (Applicant Ratings)

1 = Not at all helpful 7 = Extremely helpful

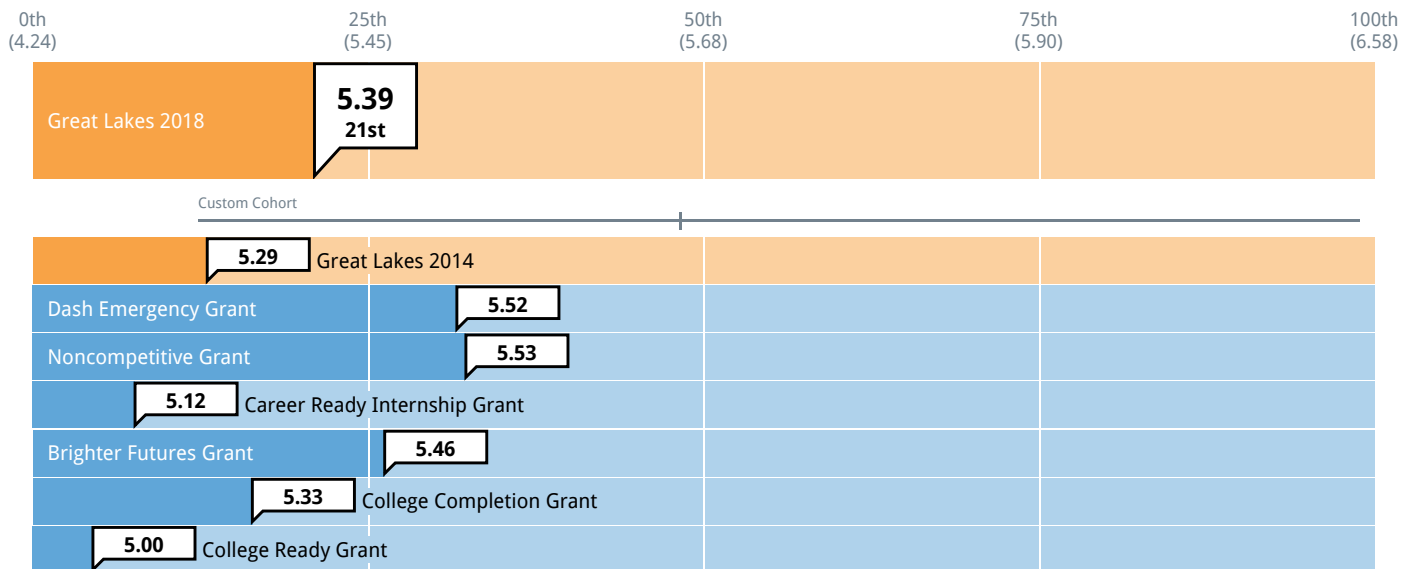


Beneficiary and Contextual Understanding

Grantee Responses

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

1 = Limited understanding 7 = Thorough understanding



Cohort: Custom Cohort

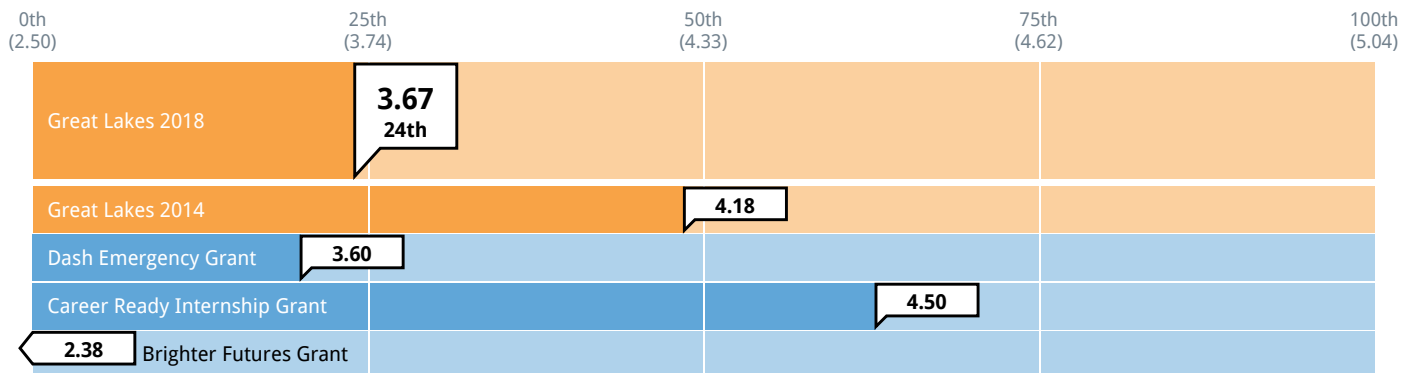
Past results: On Off

Subgroup: Grant Type

Applicant Responses

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

1 = Limited understanding 7 = Thorough understanding



Cohort: None

Past results: On Off

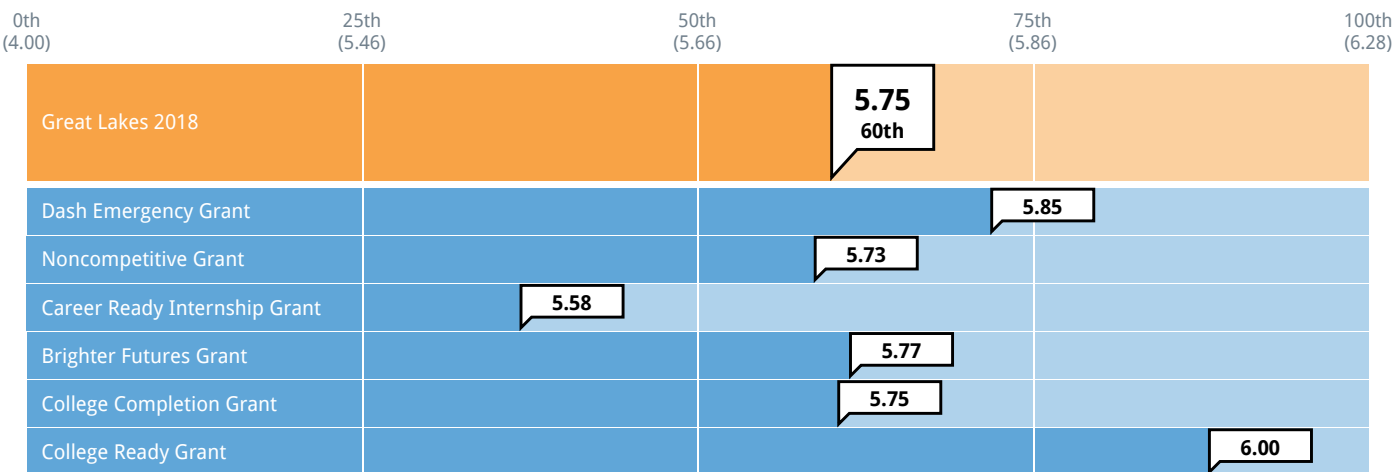
Subgroup: Grant Type

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

Grantee Responses

How well does Great Lakes understand your intended beneficiaries' needs?

1 = Limited understanding 7 = Thorough understanding

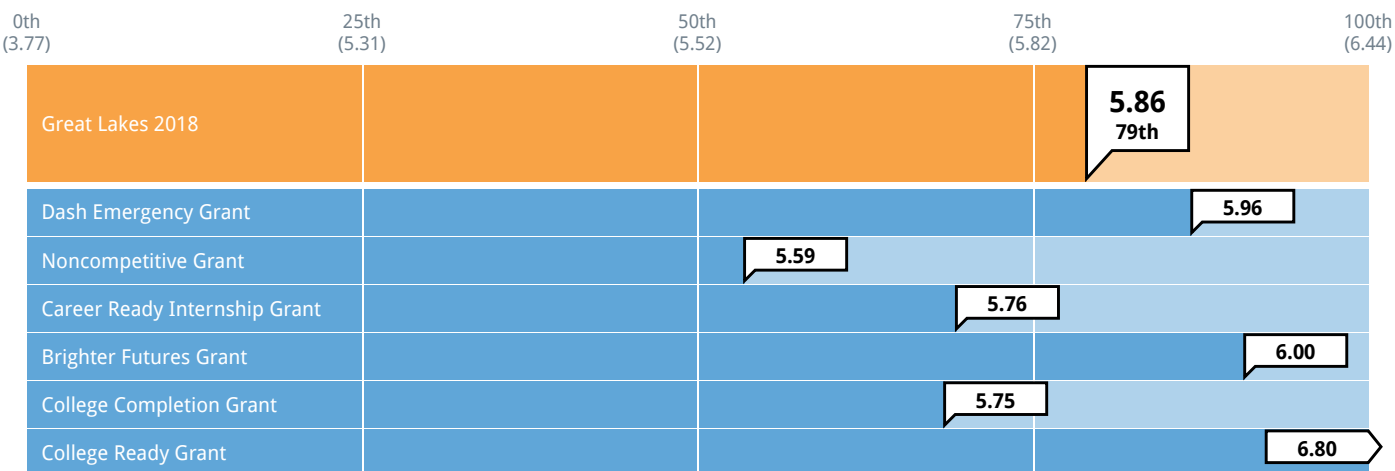


Cohort: Past results: On Off Subgroup:

Grantee Responses

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

1 = Not at all 7 = To a great extent



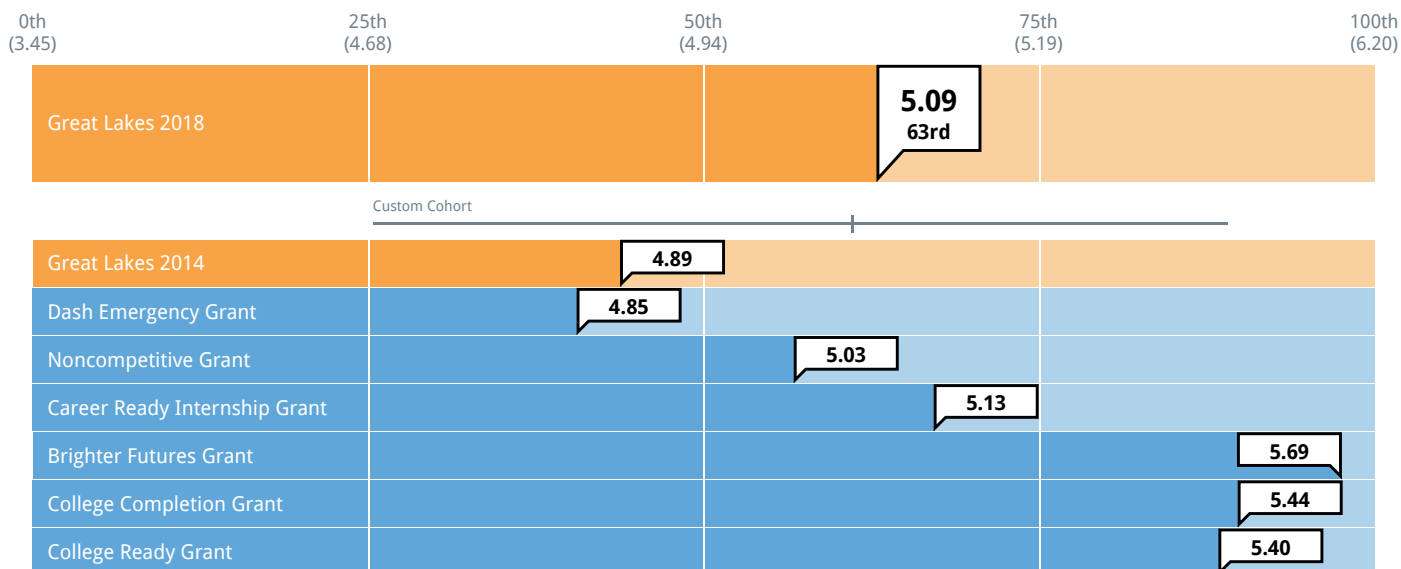
Cohort: Past results: On Off Subgroup:

Selection Process

Grantee Responses

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

1 = Not at all helpful 7 = Extremely helpful



Cohort: Custom Cohort

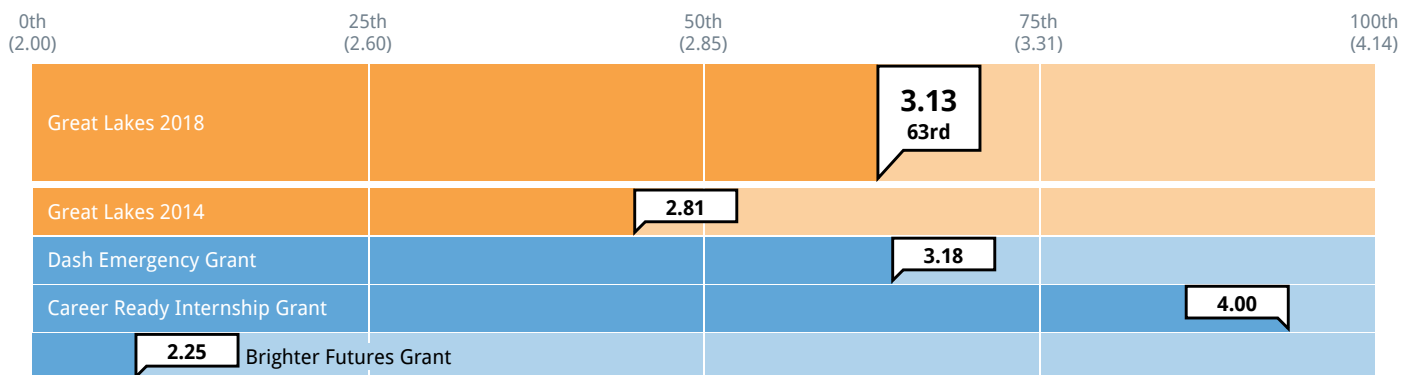
Past results: On Off

Subgroup: Grant Type

Applicant Responses

How helpful was participating in Great Lakes' selection process in strengthening the organization/program to which the grant funding would have been directed?

1 = Not at all helpful 7 = Extremely helpful



Cohort: None

Past results: On Off

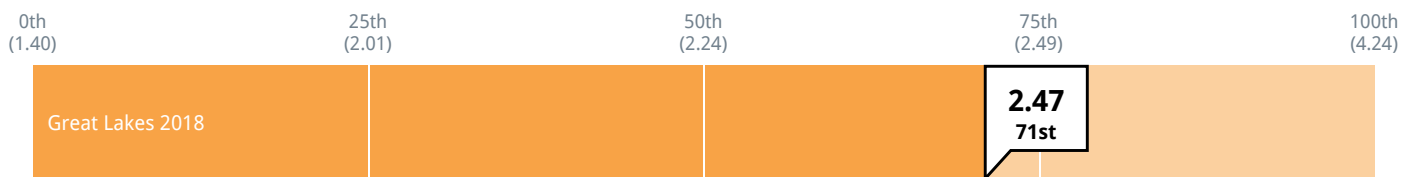
Subgroup: Grant Type

Pressure to Modify Priorities

Grantee Responses

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



Custom Cohort



Cohort: Custom Cohort

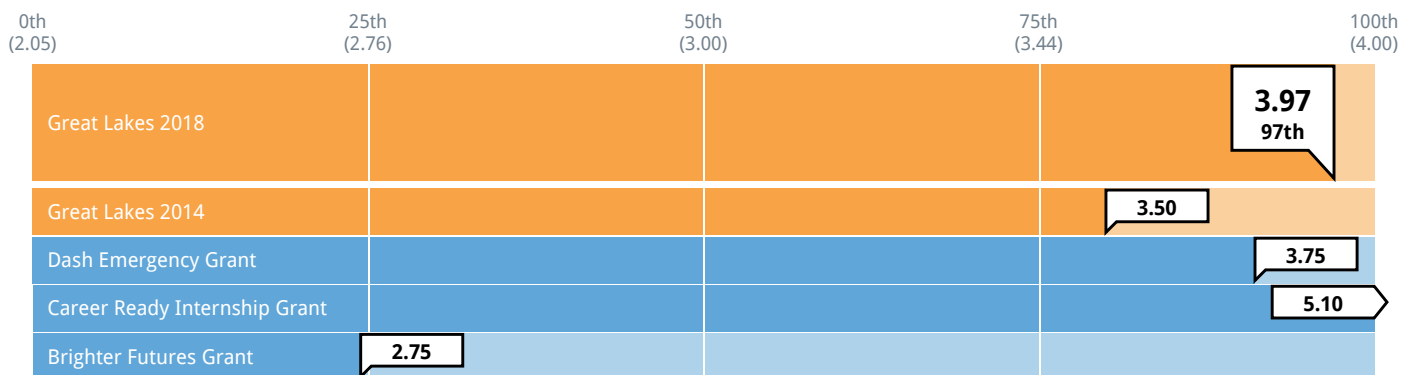
Past results: On Off

Subgroup: Grant Type

Applicant Responses

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

1 = No pressure 7 = Significant pressure



Cohort: None

Past results: On Off

Subgroup: Grant Type

Time Between Submission and Funding Decision

Grantee Responses

“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	Great Lakes 2018	Great Lakes 2014	Average Funder	Custom Cohort
Less than 1 month	9%	10%	6%	7%
1 - 3 months	67%	53%	56%	51%
4 - 6 months	24%	31%	29%	33%
7 - 9 months	1%	6%	5%	5%
10 - 12 months	0%	0%	2%	3%
More than 12 months	0%	0%	2%	2%

Time Elapsed from Submission of Proposal to Clear Commitment of Funding (By Subgroup)	Dash Emergency Grant	Noncompetitive Grant	Career Ready Internship Grant	Brighter Futures Grant	College Completion Grant	College Ready Grant
Less than 1 month	8%	21%	0%	8%	0%	N/A
1 - 3 months	69%	66%	63%	92%	50%	N/A
4 - 6 months	23%	14%	38%	0%	50%	N/A
7 - 9 months	0%	0%	0%	0%	0%	N/A
10 - 12 months	0%	0%	0%	0%	0%	N/A
More than 12 months	0%	0%	0%	0%	0%	N/A

Applicant Responses

“How much time elapsed from initial submission of your grant proposal to the final decision not to fund your request?”

Time Between Submission and Funding Decision	Great Lakes 2018	Great Lakes 2014	Average Funder
Less than 1 month	8%	2%	14%
1 to 3 months	73%	60%	54%
4 to 6 months	15%	33%	24%
7 to 9 months	4%	5%	5%
10 to 12 months	0%	0%	2%
More than 12 months	0%	0%	2%

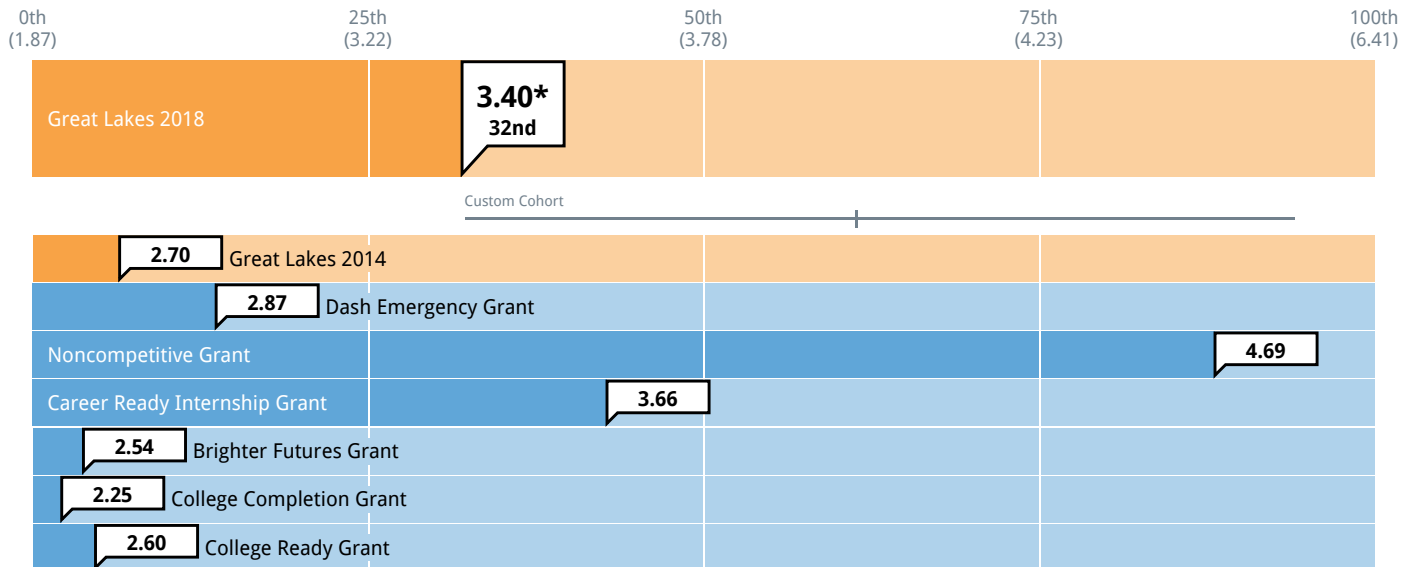
Time Between Submission and Funding Decision (By Subgroup)	Dash Emergency Grant	Career Ready Internship Grant	Brighter Futures Grant
Less than 1 month	0%	29%	0%
1 to 3 months	91%	71%	57%
4 to 6 months	9%	0%	29%
7 to 9 months	0%	0%	14%
10 to 12 months	0%	0%	0%
More than 12 months	0%	0%	0%

Involvement in Proposal Development

Grantee Responses

How involved was Great Lakes staff in the development of your grant proposal?

1 = No involvement 7 = Substantial involvement

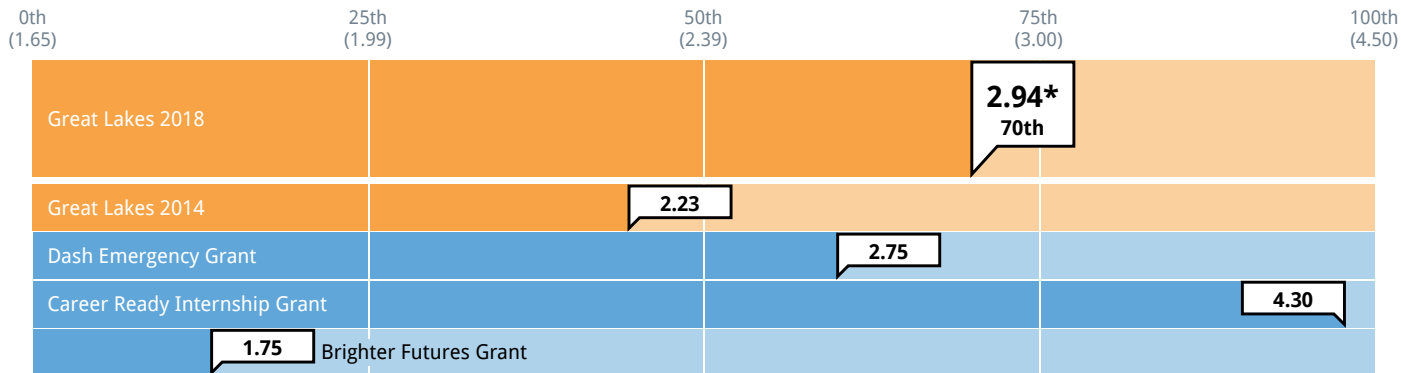


Cohort: Custom Cohort Past results: On Off Subgroup: Grant Type

Applicant Responses

How involved was Great Lakes staff in the development of your grant proposal?

1 = No involvement 7 = Substantial involvement

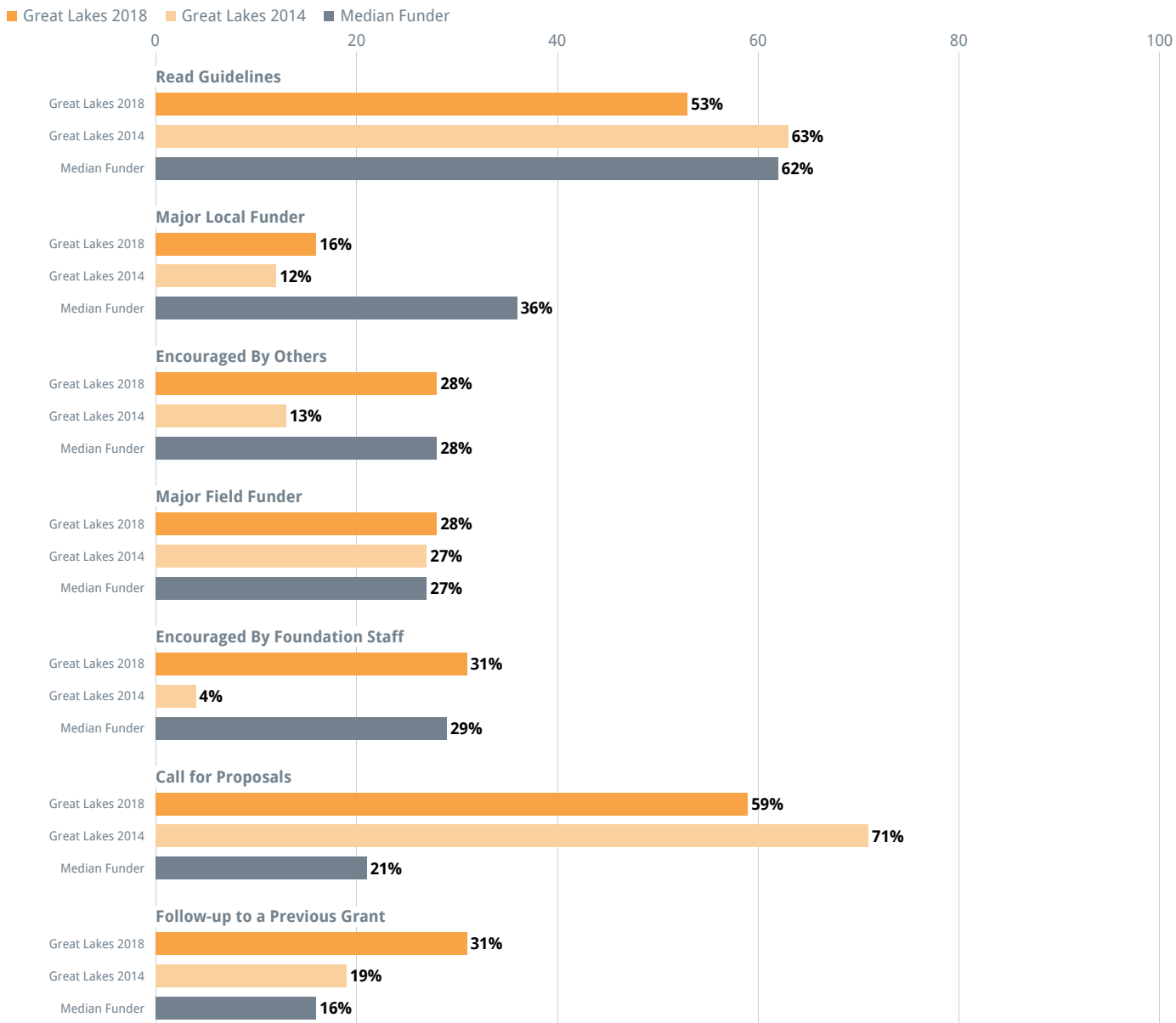


Cohort: None Past results: On Off Subgroup: Grant Type

Declined Applications

“Why did you apply to the Foundation for funding?”

Reasons for Applying for Funding (Applicant Responses)



Reasons Provided for Declining Proposal

Applicant Responses

"Please choose the option that most resembles the reason the Foundation gave when it declined to fund your proposal."

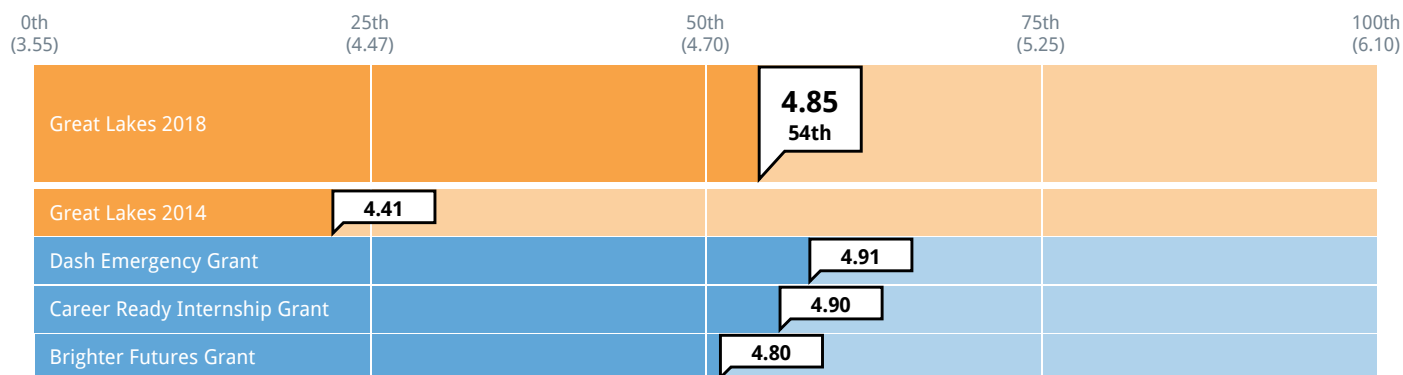
Reasons Provided for Declining Proposal	Great Lakes 2018	Great Lakes 2014	Average Funder
No reason provided	13%	13%	13%
Not enough funds/too many good proposals	28%	58%	29%
Doesn't fit Foundation priorities/guidelines, with no explanation as to why	0%	10%	14%
Doesn't fit Foundation priorities/guidelines, with explanation as to why	16%	6%	16%
Other	44%	13%	28%

Reasons Provided for Declining Proposal (By Subgroup)	Dash Emergency Grant	Career Ready Internship Grant	Brighter Futures Grant
No reason provided	8%	0%	38%
Not enough funds/too many good proposals	17%	20%	38%
Doesn't fit Foundation priorities/guidelines, with no explanation as to why	0%	0%	0%
Doesn't fit Foundation priorities/guidelines, with explanation as to why	25%	20%	0%
Other	50%	60%	25%

Applicant Responses

How would you rate the honesty of the reason(s) Great Lakes gave for declining to fund your proposal?

1 = Not at all honest 7 = Extremely honest



Cohort: None ▼

Past results: On Off

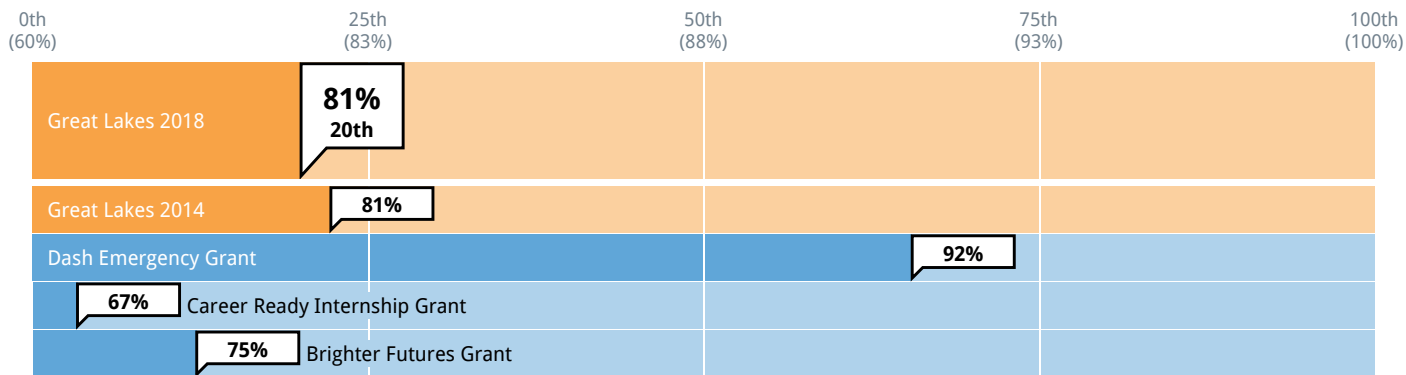
Subgroup: Grant Type ▼

Implications for Future Applications

Applicant Responses

Would you consider applying for funding from Great Lakes in the future?

Proportion that responded "Yes"



Cohort: Past results: On Off Subgroup:

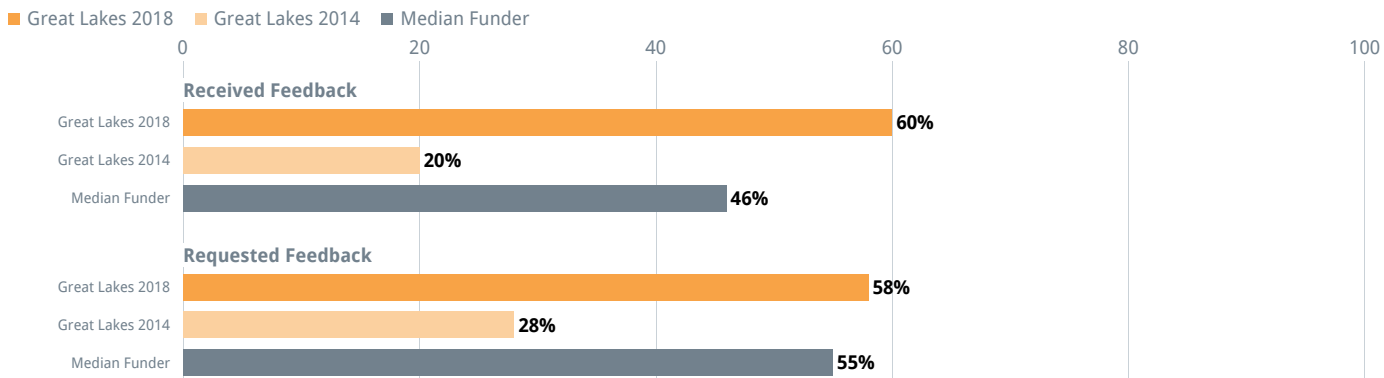
History with the Foundation of Respondents That Would Consider Reapplying	Great Lakes 2018	Great Lakes 2014	Average Funder
First-time applicant	32%	37%	43%
Previously received funding	56%	44%	42%
Previously declined	12%	20%	15%

History with the Foundation of Respondents That Would Consider Reapplying (By Subgroup)	Dash Emergency Grant	Career Ready Internship Grant	Brighter Futures Grant
First-time applicant	18%	17%	83%
Previously received funding	64%	83%	17%
Previously declined	18%	0%	0%

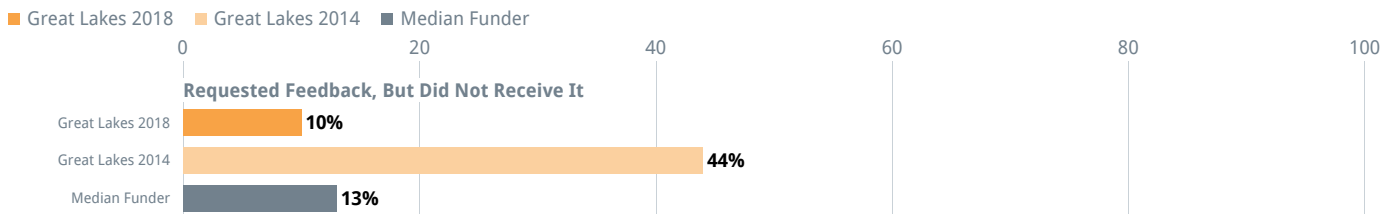
Feedback on Declined Applications

“After your request was declined did you request/receive any feedback or advice from the Foundation?”

Proportion of Applicants that Requested/Received Feedback (Applicant Responses)



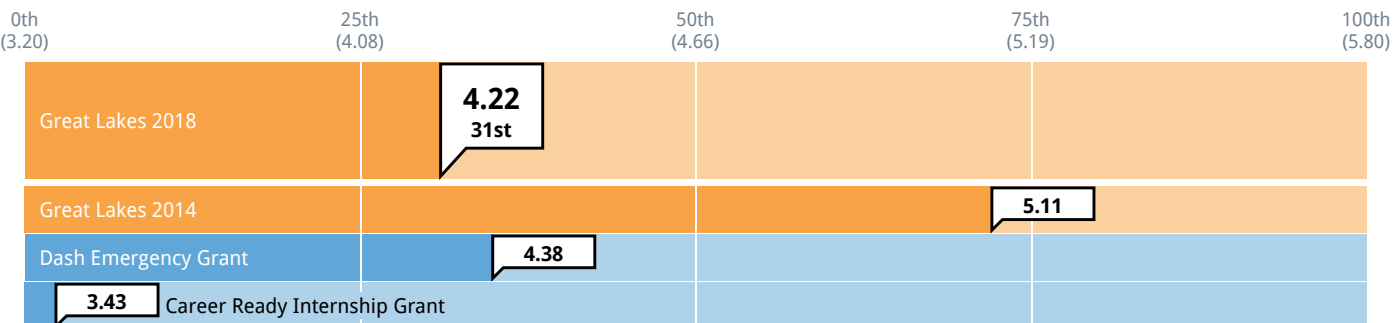
Proportion of Applicants that Requested Feedback, But Did Not Receive It (Applicant Responses)



Applicant Responses

Please rate the feedback and advice you received in terms of its helpfulness in strengthening future proposals to this funder.

1 = Not at all helpful 7 = Extremely helpful



Cohort:

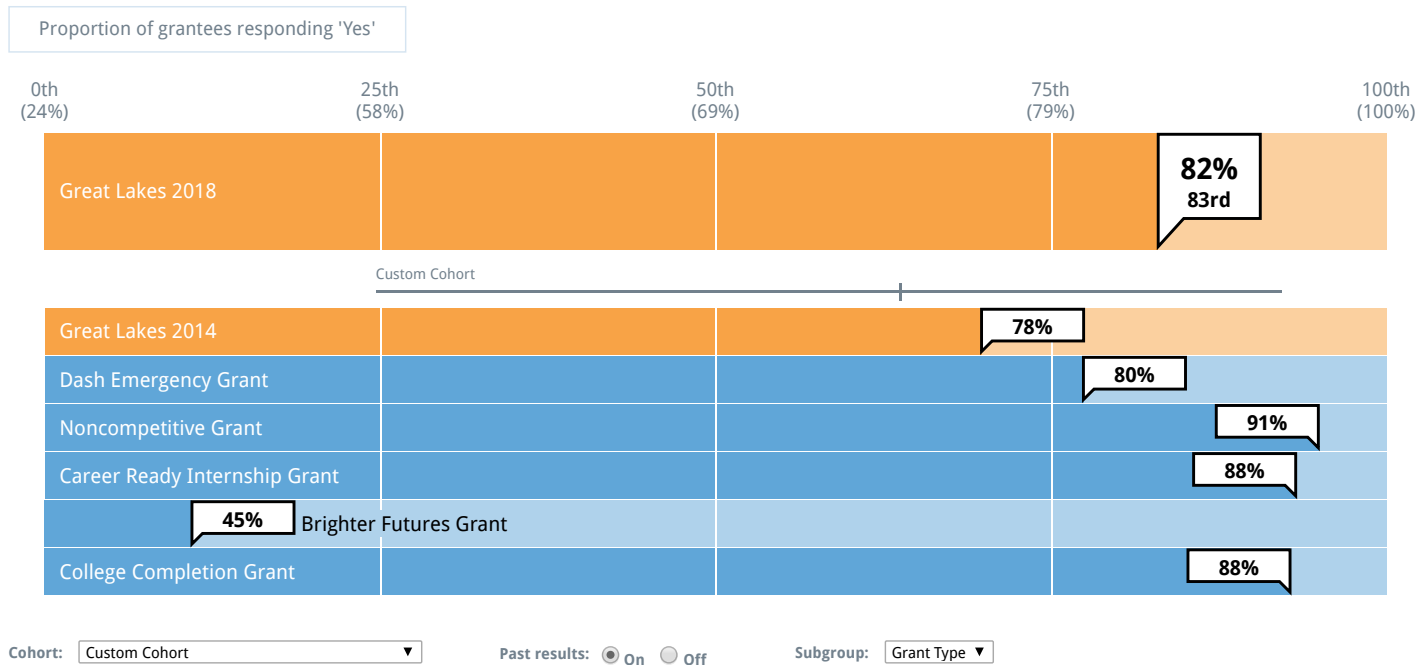
Past results: On Off

Subgroup:

Reporting and Evaluation Process

Grantee Responses

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



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

Participation in Reporting and/or Evaluation Processes	Great Lakes 2018	Average Funder
Participated in a reporting process only	60%	55%
Participated in an evaluation process only	1%	1%
Participated in both a reporting and an evaluation process	30%	32%
Participated in neither a reporting nor an evaluation process	9%	12%

Participation in Reporting and/or Evaluation Processes (By Subgroup)	Dash Emergency Grant	Noncompetitive Grant	Career Ready Internship Grant	Brighter Futures Grant	College Completion Grant	College Ready Grant
Participated in a reporting process only	70%	61%	56%	45%	56%	40%
Participated in an evaluation process only	0%	3%	0%	0%	0%	0%
Participated in both a reporting and an evaluation process	28%	21%	41%	9%	44%	60%
Participated in neither a reporting nor an evaluation process	2%	15%	3%	45%	0%	0%

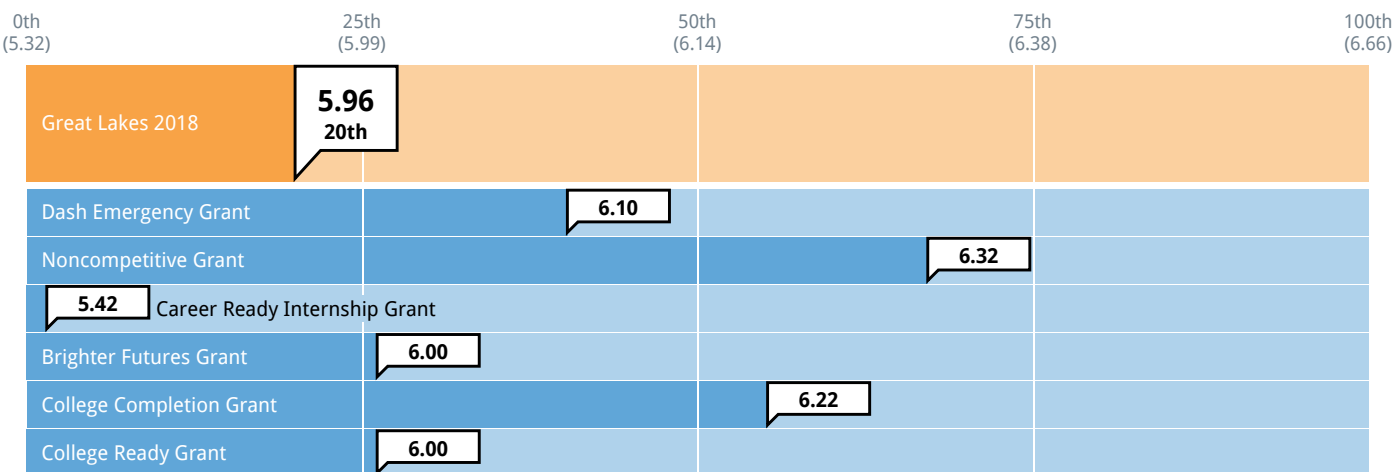
Reporting Process

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

Grantee Responses

To what extent was Great Lakes' reporting process straightforward?

1 = Not at all 7 = To a great extent

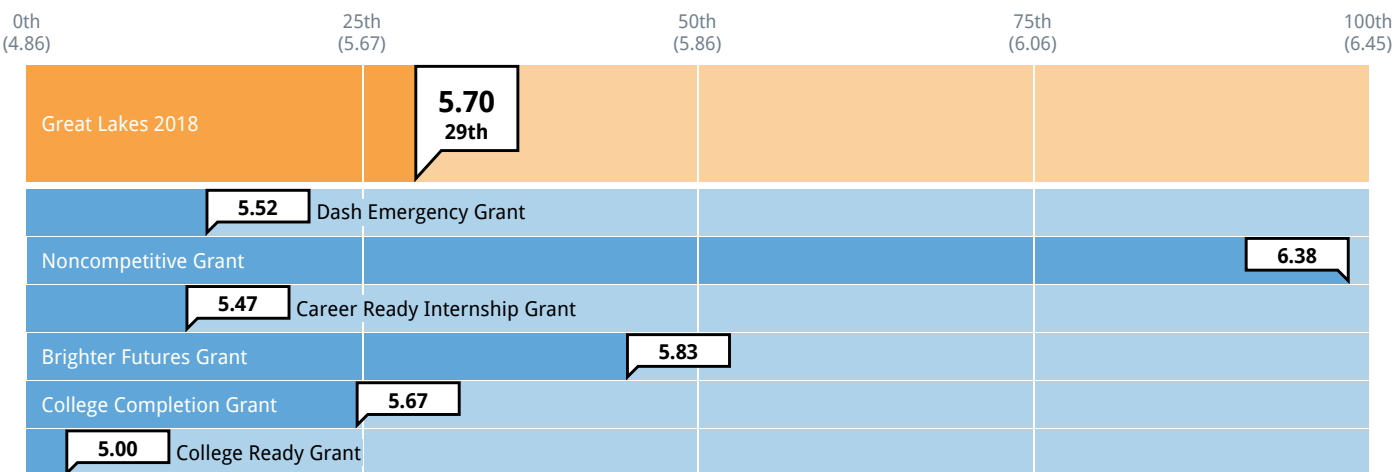


Cohort: Past results: On Off Subgroup:

Grantee Responses

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

1 = Not at all 7 = To a great extent

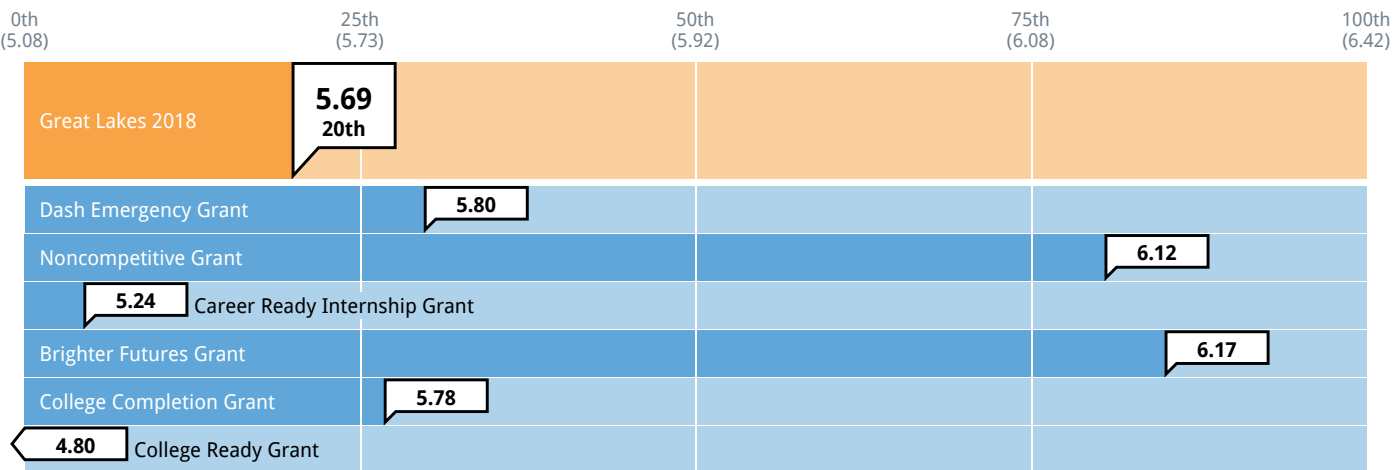


Cohort: Past results: On Off Subgroup:

Grantee Responses

To what extent was Great Lakes' reporting process aligned appropriately to the timing of your work?

1 = Not at all 7 = To a great extent

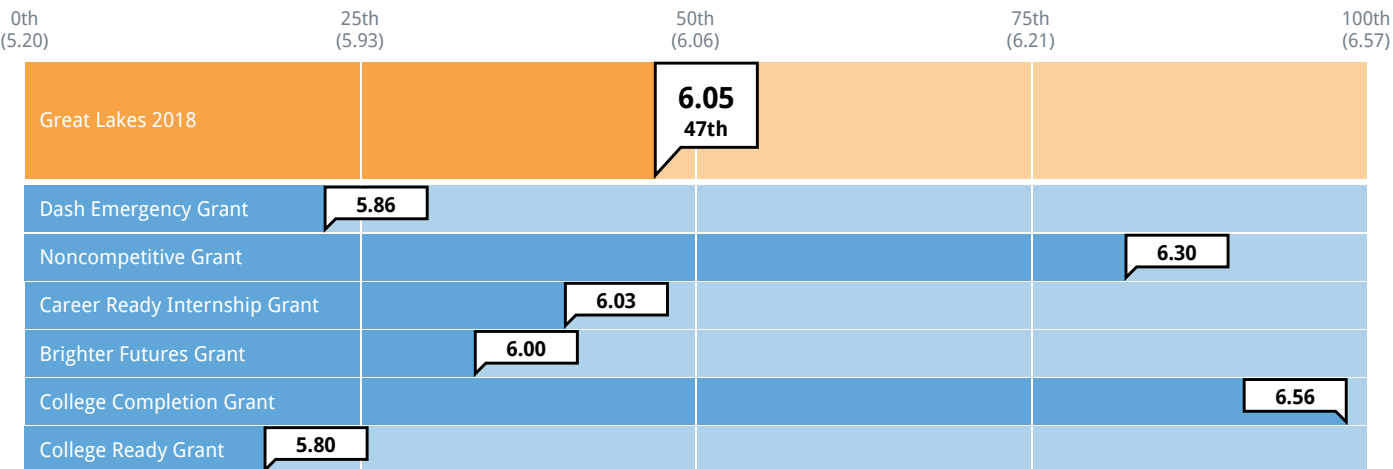


Cohort: Past results: On Off Subgroup:

Grantee Responses

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

1 = Not at all 7 = To a great extent

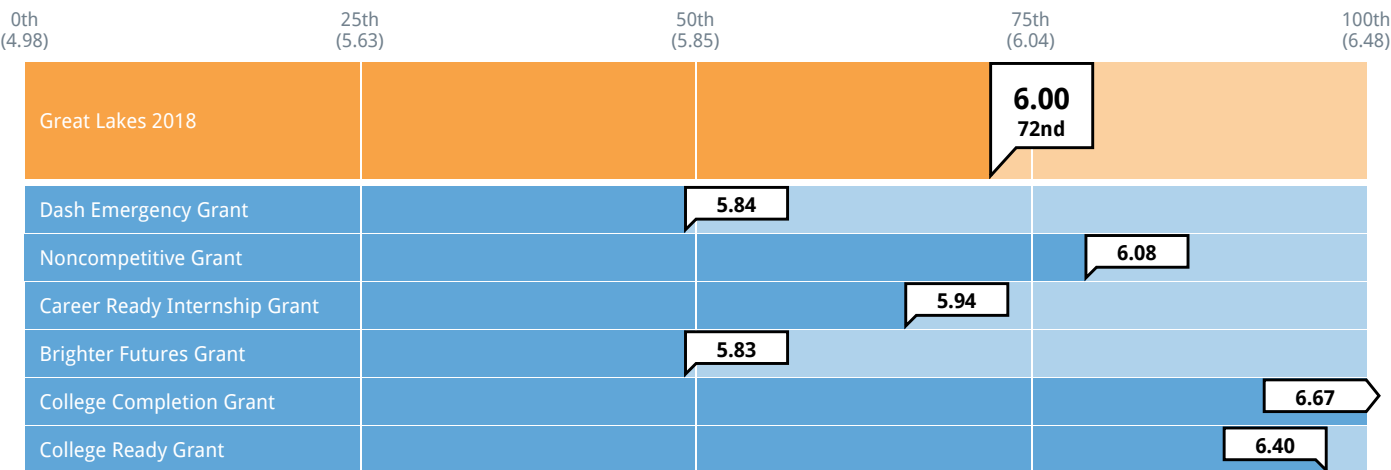


Cohort: Past results: On Off Subgroup:

Grantee Responses

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

1 = Not at all 7 = To a great extent

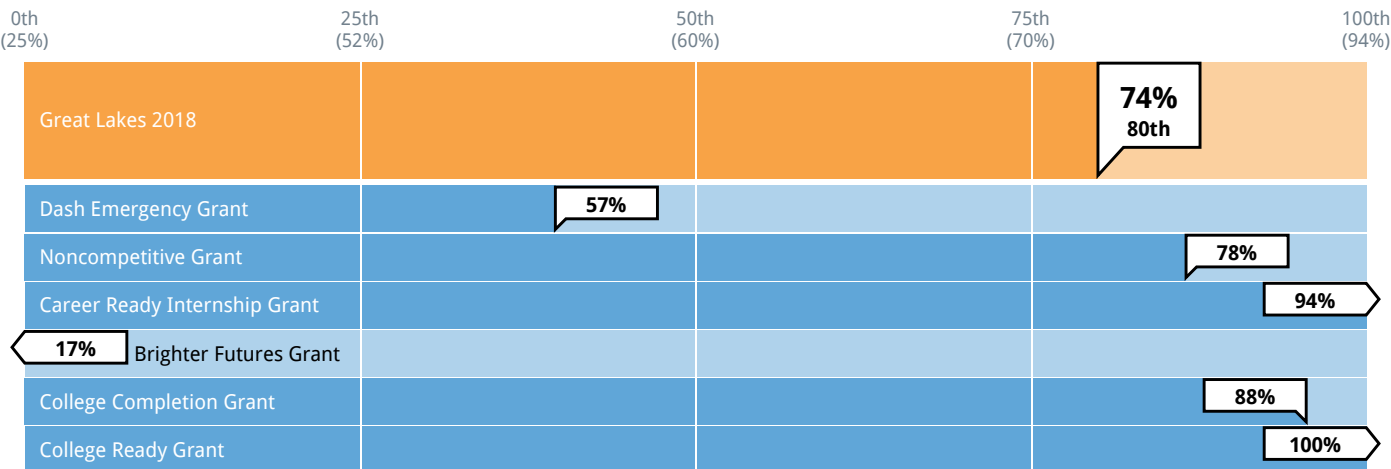


Cohort: Past results: On Off Subgroup:

Grantee Responses

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

Proportion of grantees responding 'Yes'



Cohort: Past results: On Off Subgroup:

Evaluation Process

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

"Who was primarily responsible for carrying out the evaluation?"	Great Lakes 2018	Average Funder
Evaluation staff at Great Lakes	26%	20%
Evaluation staff at your organization	45%	51%
External evaluator, chosen by Great Lakes	21%	15%
External evaluator, chosen by your organization	8%	14%

"Who was primarily responsible for carrying out the evaluation?" (By Subgroup)	Dash Emergency Grant	Noncompetitive Grant	Career Ready Internship Grant	Brighter Futures Grant	College Completion Grant	College Ready Grant
Evaluation staff at Great Lakes	40%	0%	15%	N/A	N/A	N/A
Evaluation staff at your organization	60%	43%	31%	N/A	N/A	N/A
External evaluator, chosen by Great Lakes	0%	14%	54%	N/A	N/A	N/A
External evaluator, chosen by your organization	0%	43%	0%	N/A	N/A	N/A

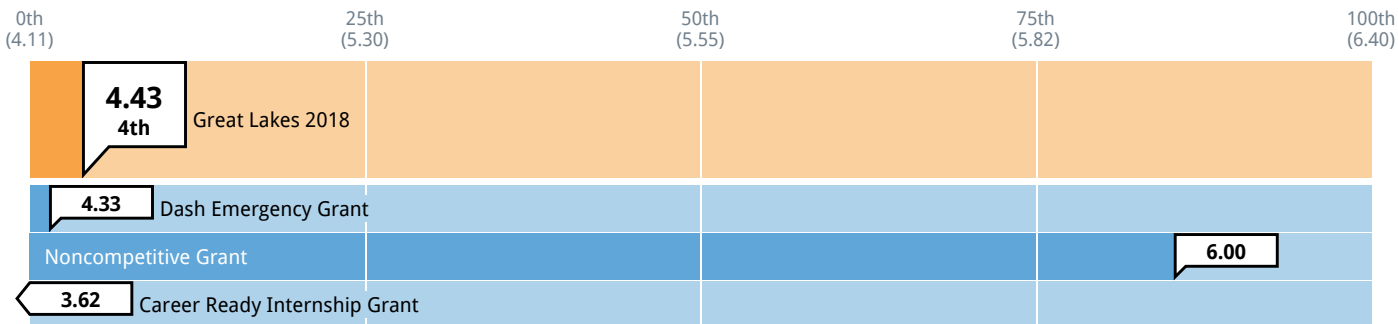
"Did Great Lakes provide financial support for the evaluation?"	Great Lakes 2018	Average Funder
Yes, the evaluation's costs were fully funded by Great Lakes	55%	35%
Yes, the evaluation's costs were partially funded by Great Lakes	13%	16%
No, the evaluation's costs were not funded by Great Lakes	32%	49%

"Did Great Lakes provide financial support for the evaluation?" (By Subgroup)	Dash Emergency Grant	Noncompetitive Grant	Career Ready Internship Grant	Brighter Futures Grant	College Completion Grant	College Ready Grant
Yes, the evaluation's costs were fully funded by Great Lakes	29%	50%	73%	N/A	N/A	N/A
Yes, the evaluation's costs were partially funded by Great Lakes	14%	25%	9%	N/A	N/A	N/A
No, the evaluation's costs were not funded by Great Lakes	57%	25%	18%	N/A	N/A	N/A

Grantee Responses

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

1 = Not at all 7 = To a great extent

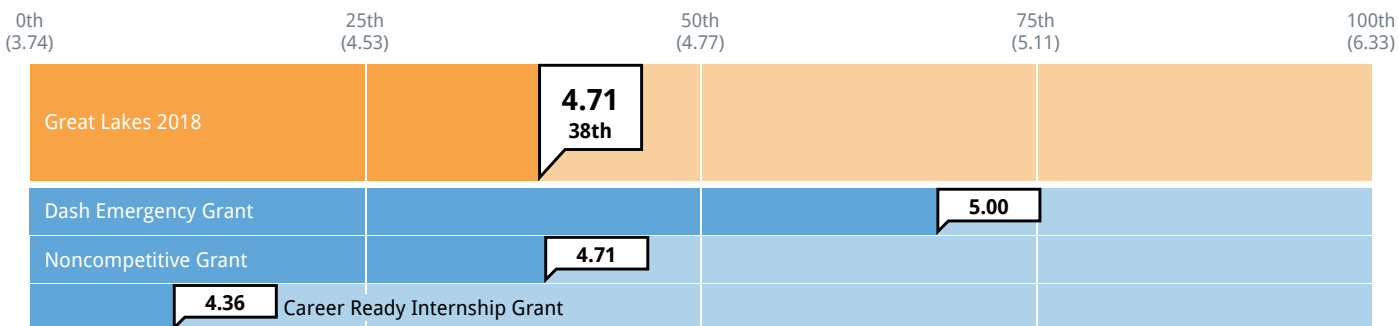


Cohort: Past results: On Off Subgroup:

Grantee Responses

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

1 = Not at all 7 = To a great extent

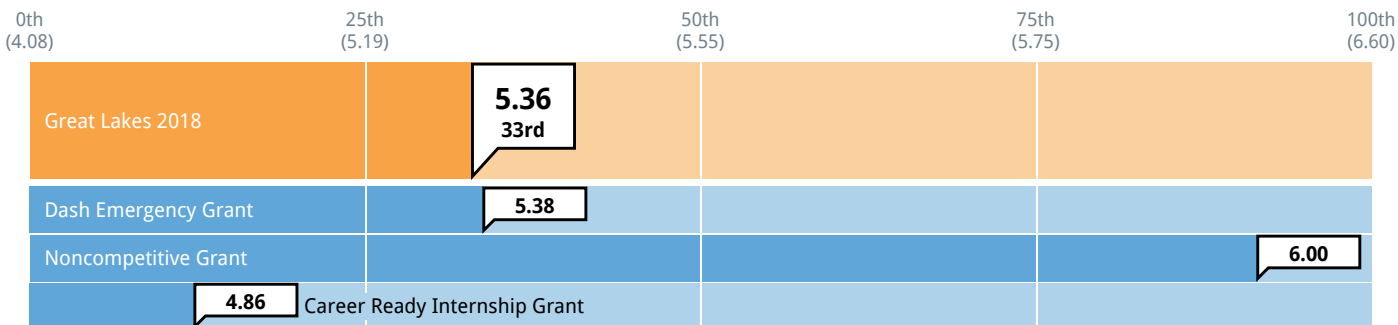


Cohort: Past results: On Off Subgroup:

Grantee Responses

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

1 = Not at all 7 = To a great extent



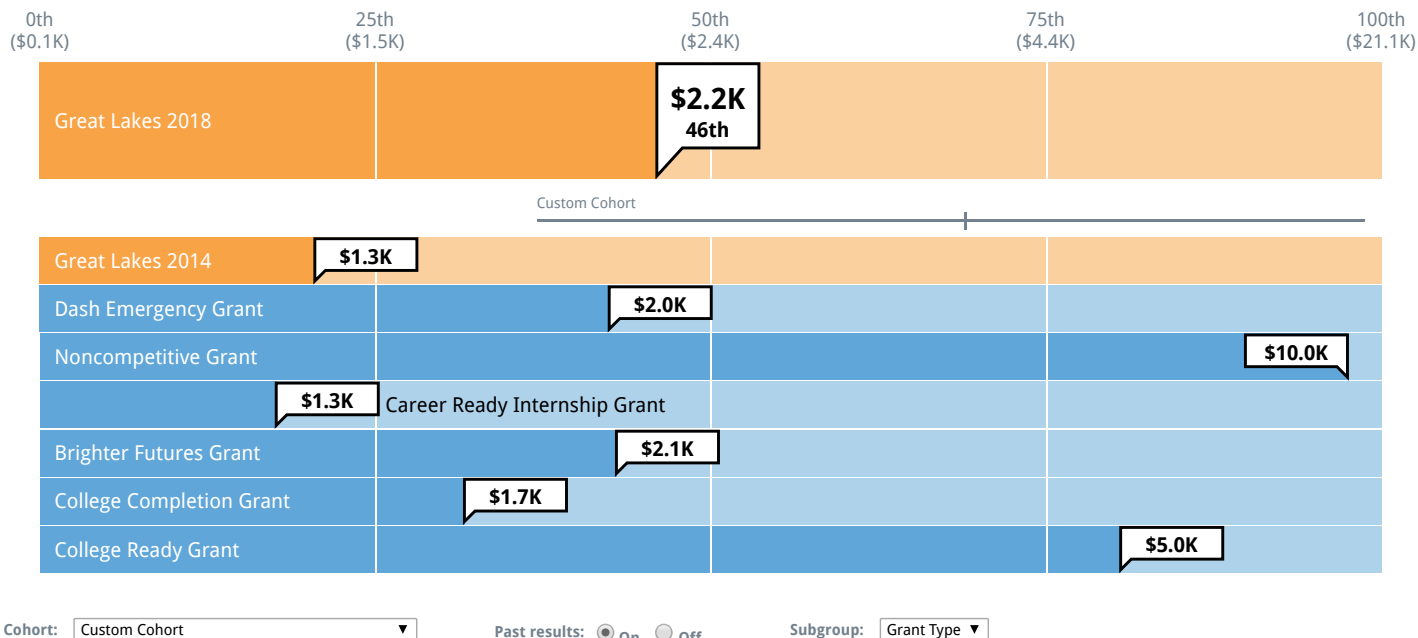
Cohort: Past results: On Off Subgroup:

Dollar Return and Time Spent on Processes

Grantee Responses

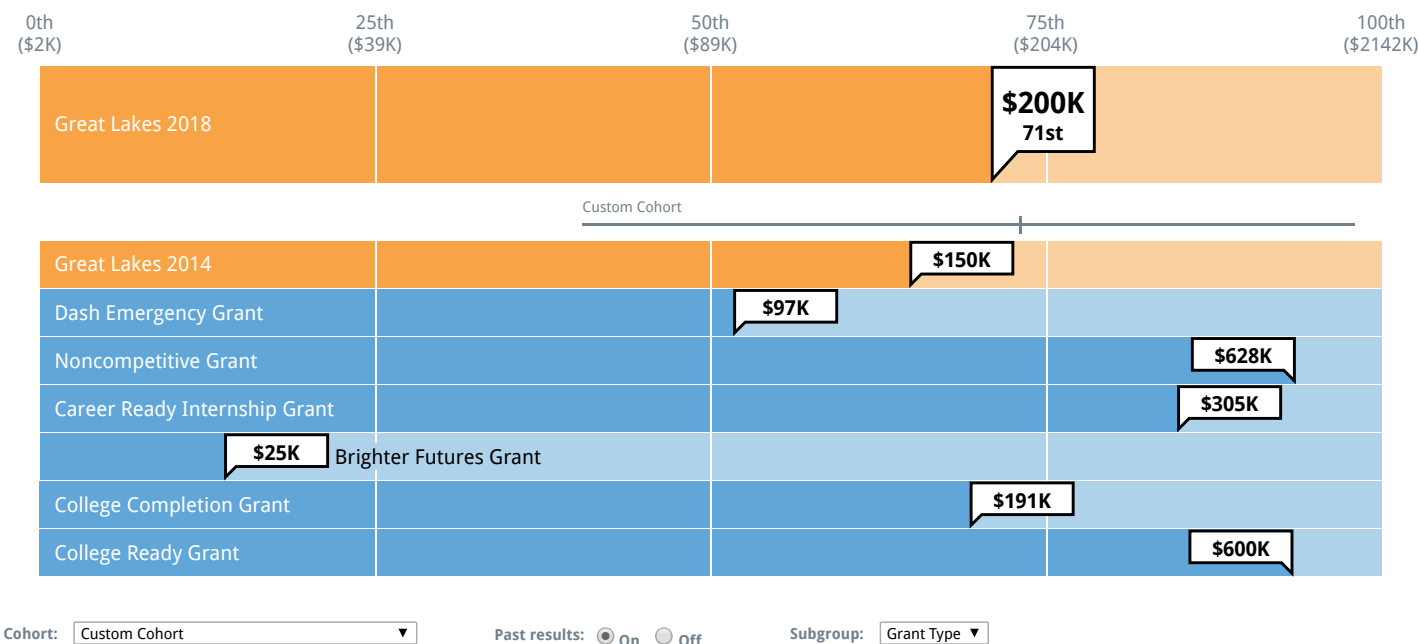
Dollar Return: Median grant dollars awarded per process hour required

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



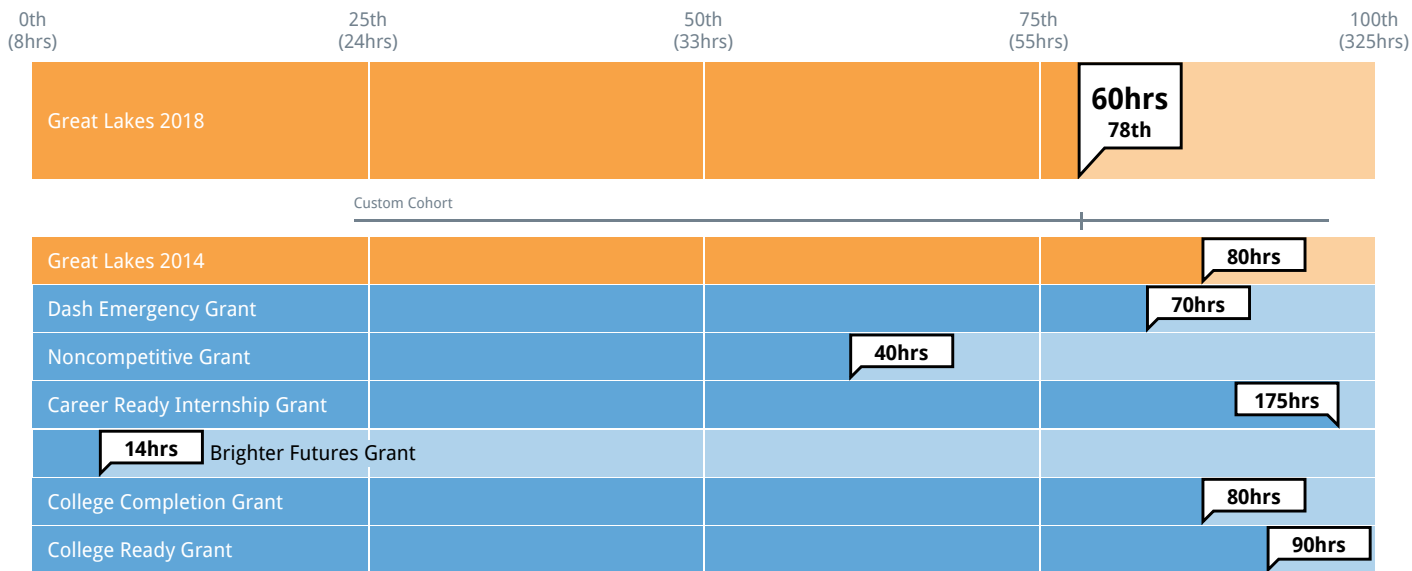
Grantee Responses

Median Grant Size



Grantee Responses

Median hours spent by grantees on funder requirements over grant lifetime



Cohort:

Past results: On Off

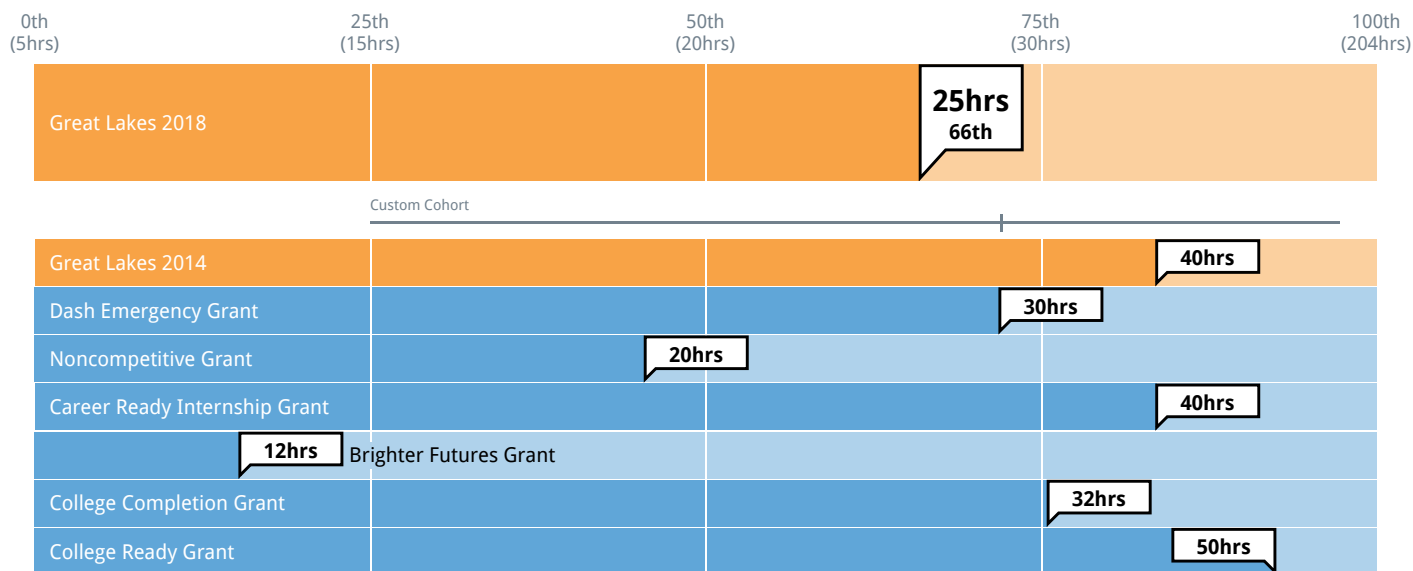
Subgroup:

Time Spent on Selection Process

Grantee Feedback

Grantee Responses

Median Hours Spent on Proposal and Selection Process



Cohort:

Past results: On Off

Subgroup:

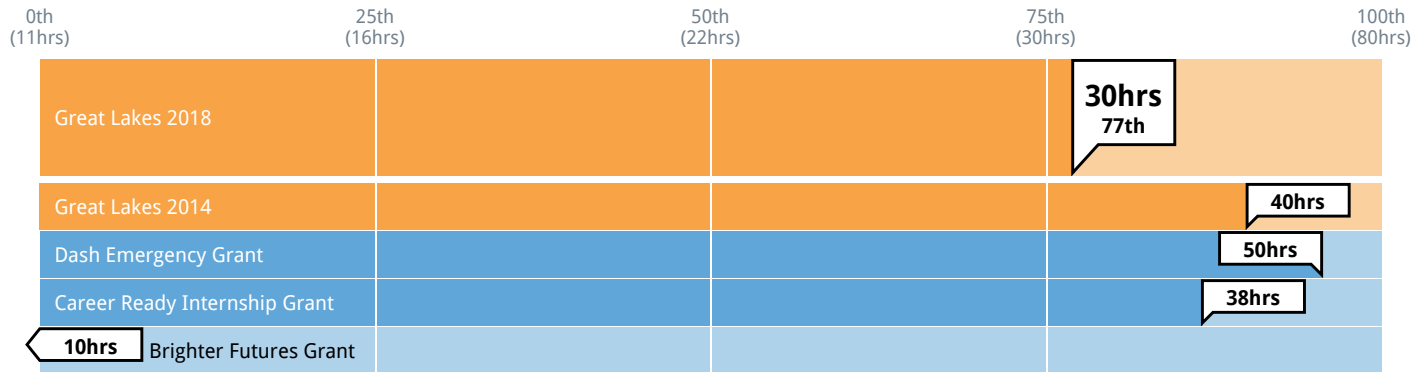
Time Spent On Proposal And Selection Process	Great Lakes 2018	Great Lakes 2014	Average Funder	Custom Cohort
1 to 9 hours	13%	5%	20%	11%
10 to 19 hours	16%	16%	21%	16%
20 to 29 hours	23%	15%	18%	18%
30 to 39 hours	8%	8%	8%	8%
40 to 49 hours	10%	21%	12%	15%
50 to 99 hours	22%	21%	12%	17%
100 to 199 hours	5%	8%	6%	9%
200+ hours	4%	5%	4%	6%

Time Spent On Proposal And Selection Process (By Subgroup)	Dash Emergency Grant	Noncompetitive Grant	Career Ready Internship Grant	Brighter Futures Grant	College Completion Grant	College Ready Grant
1 to 9 hours	9%	22%	7%	31%	0%	0%
10 to 19 hours	18%	15%	7%	38%	13%	0%
20 to 29 hours	20%	22%	29%	23%	38%	0%
30 to 39 hours	14%	7%	4%	0%	0%	20%
40 to 49 hours	7%	11%	7%	8%	25%	20%
50 to 99 hours	23%	11%	36%	0%	25%	40%
100 to 199 hours	2%	7%	7%	0%	0%	20%
200+ hours	7%	4%	4%	0%	0%	0%

Applicant Feedback

Applicant Responses

Median Hours Spent on Proposal Process



Cohort: Past results: On Off Subgroup:

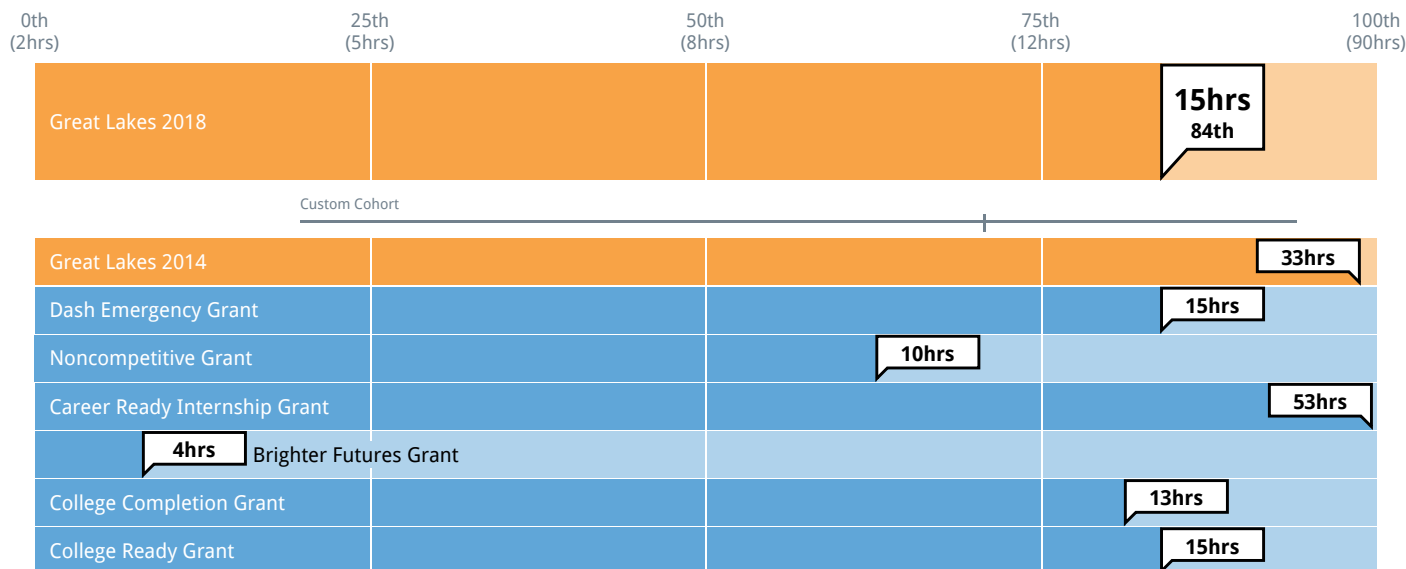
Times Spent on Selection Process	Great Lakes 2018	Great Lakes 2014	Average Funder
Fewer than 10 hours	10%	4%	16%
10 to 19 hours	19%	15%	23%
20 to 29 hours	16%	13%	19%
30 to 39 hours	10%	4%	10%
40 to 49 hours	13%	19%	10%
50 to 99 hours	23%	27%	13%
100 to 199 hours	6%	10%	6%
200 hours or more	3%	8%	2%

Times Spent on Selection Process (By Subgroup)	Dash Emergency Grant	Career Ready Internship Grant	Brighter Futures Grant
Fewer than 10 hours	9%	0%	25%
10 to 19 hours	18%	10%	38%
20 to 29 hours	9%	20%	25%
30 to 39 hours	0%	20%	13%
40 to 49 hours	9%	20%	0%
50 to 99 hours	45%	10%	0%
100 to 199 hours	9%	10%	0%
200 hours or more	0%	10%	0%

Time Spent on Reporting and Evaluation Process

Grantee Responses

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



Cohort:

Past results: On Off

Subgroup:

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized)	Great Lakes 2018	Great Lakes 2014	Average Funder	Custom Cohort
1 to 9 hours	33%	19%	52%	44%
10 to 19 hours	22%	8%	20%	22%
20 to 29 hours	11%	19%	11%	12%
30 to 39 hours	3%	8%	4%	5%
40 to 49 hours	4%	15%	4%	4%
50 to 99 hours	12%	12%	5%	6%
100+ hours	14%	19%	5%	6%

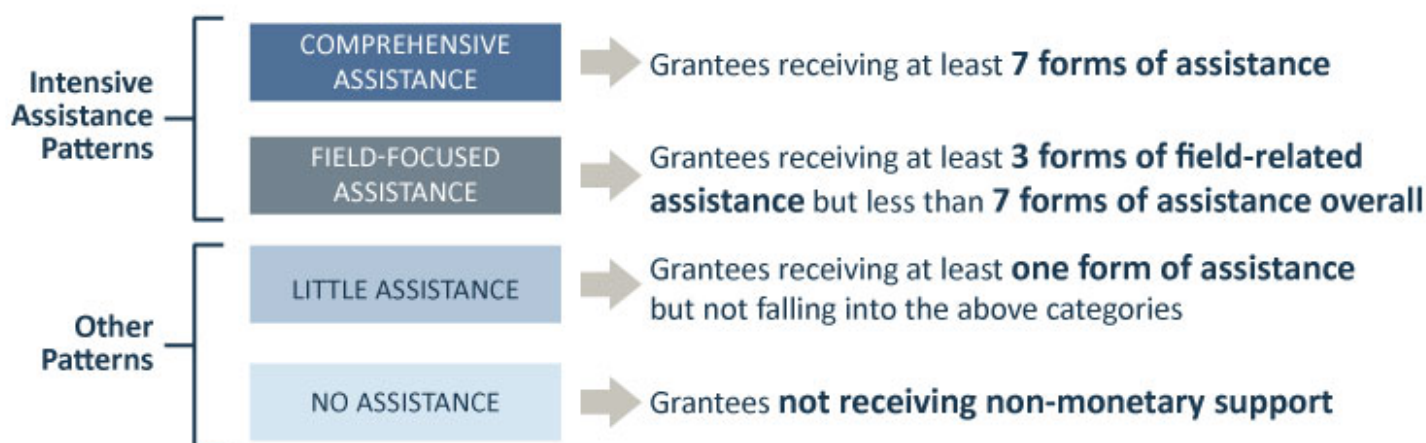
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	Dash Emergency Grant	Noncompetitive Grant	Career Ready Internship Grant	Brighter Futures Grant	College Completion Grant	College Ready Grant
1 to 9 hours	35%	39%	16%	100%	22%	20%
10 to 19 hours	20%	30%	16%	0%	44%	40%
20 to 29 hours	20%	9%	3%	0%	11%	0%
30 to 39 hours	2%	9%	3%	0%	0%	0%
40 to 49 hours	7%	0%	6%	0%	0%	0%
50 to 99 hours	4%	13%	26%	0%	22%	0%
100+ hours	13%	0%	29%	0%	0%	40%

Non-Monetary Assistance

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

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

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

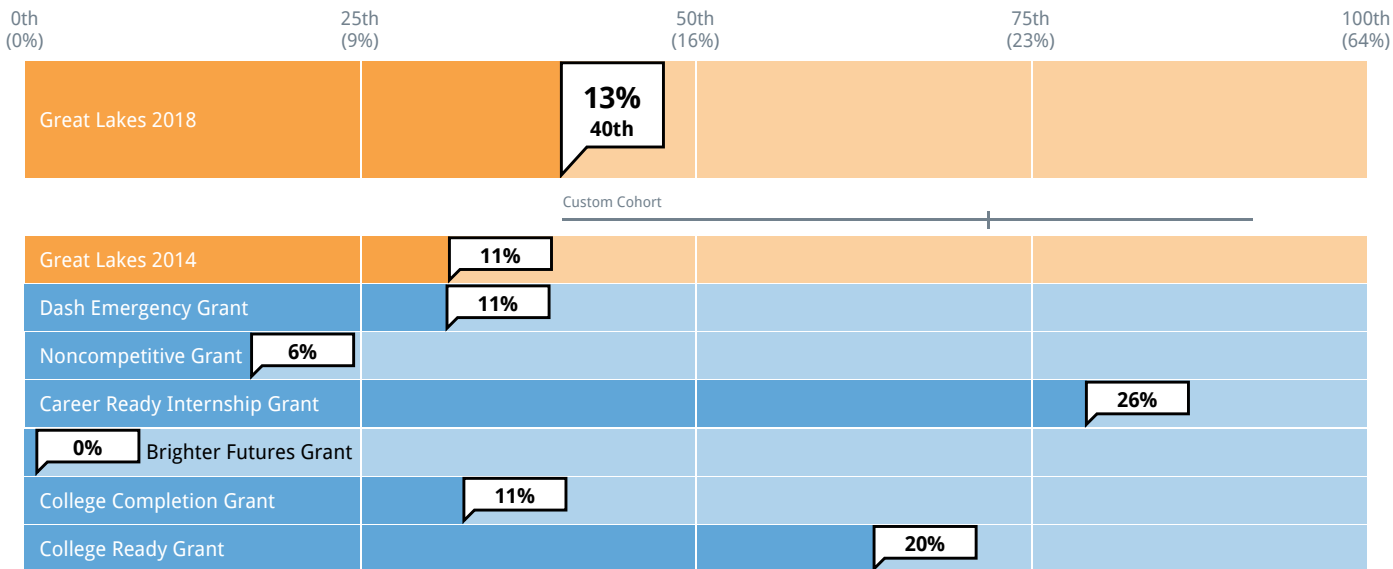


Non-Monetary Assistance Patterns	Great Lakes 2018	Great Lakes 2014	Average Funder	Custom Cohort
Comprehensive	3%	3%	7%	6%
Field-focused	10%	8%	11%	17%
Little	45%	38%	40%	41%
None	42%	51%	42%	36%

Non-Monetary Assistance Patterns (By Subgroup)	Dash Emergency Grant	Noncompetitive Grant	Career Ready Internship Grant	Brighter Futures Grant	College Completion Grant	College Ready Grant
Comprehensive	6%	0%	3%	0%	0%	0%
Field-focused	4%	6%	24%	0%	11%	20%
Little	40%	58%	50%	38%	33%	20%
None	49%	36%	24%	62%	56%	60%

Grantee Responses

Proportion of grantees that received field-focused or comprehensive assistance



Cohort: Custom Cohort

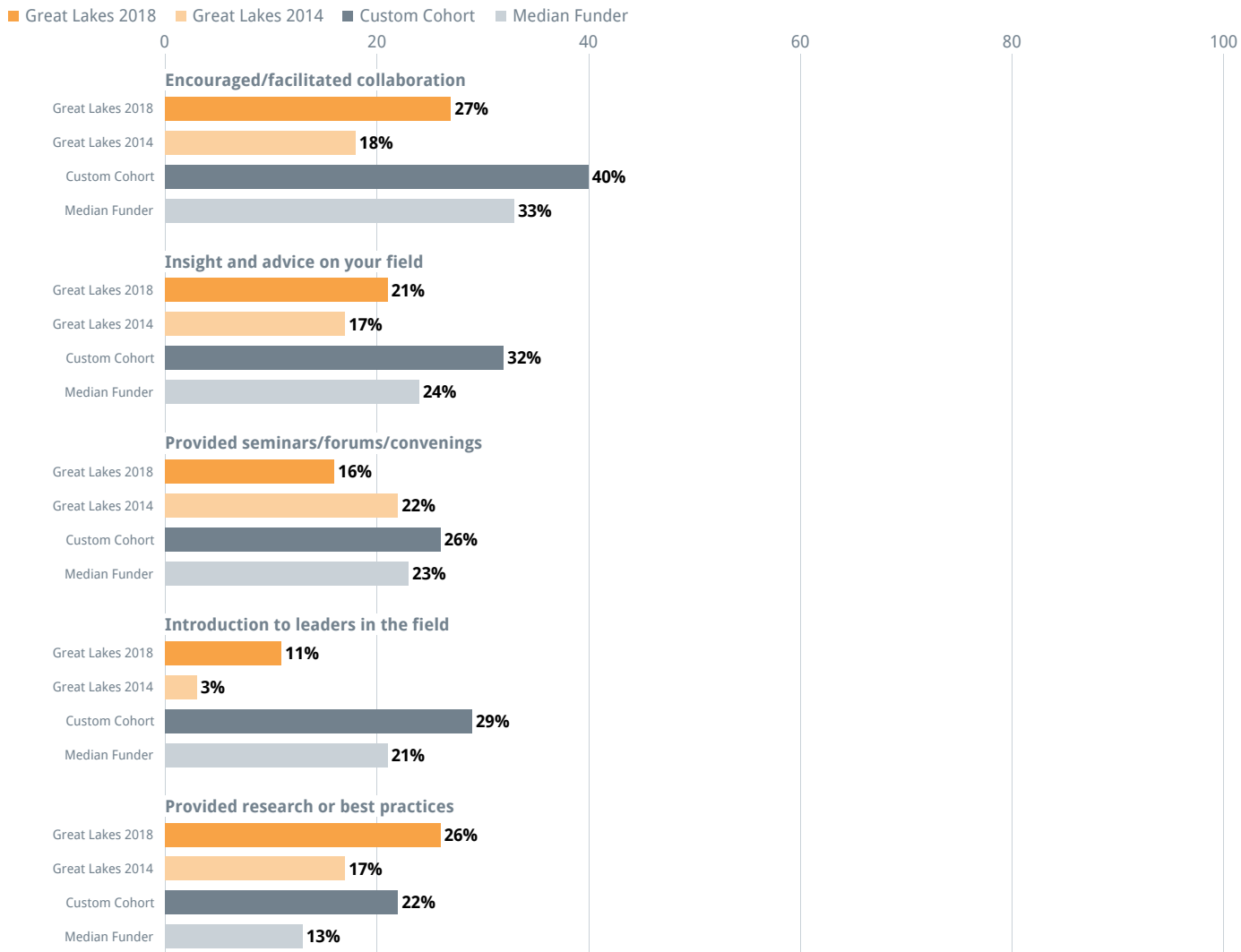
Past results: On Off

Subgroup: Grant Type

Field-Related Assistance Activities

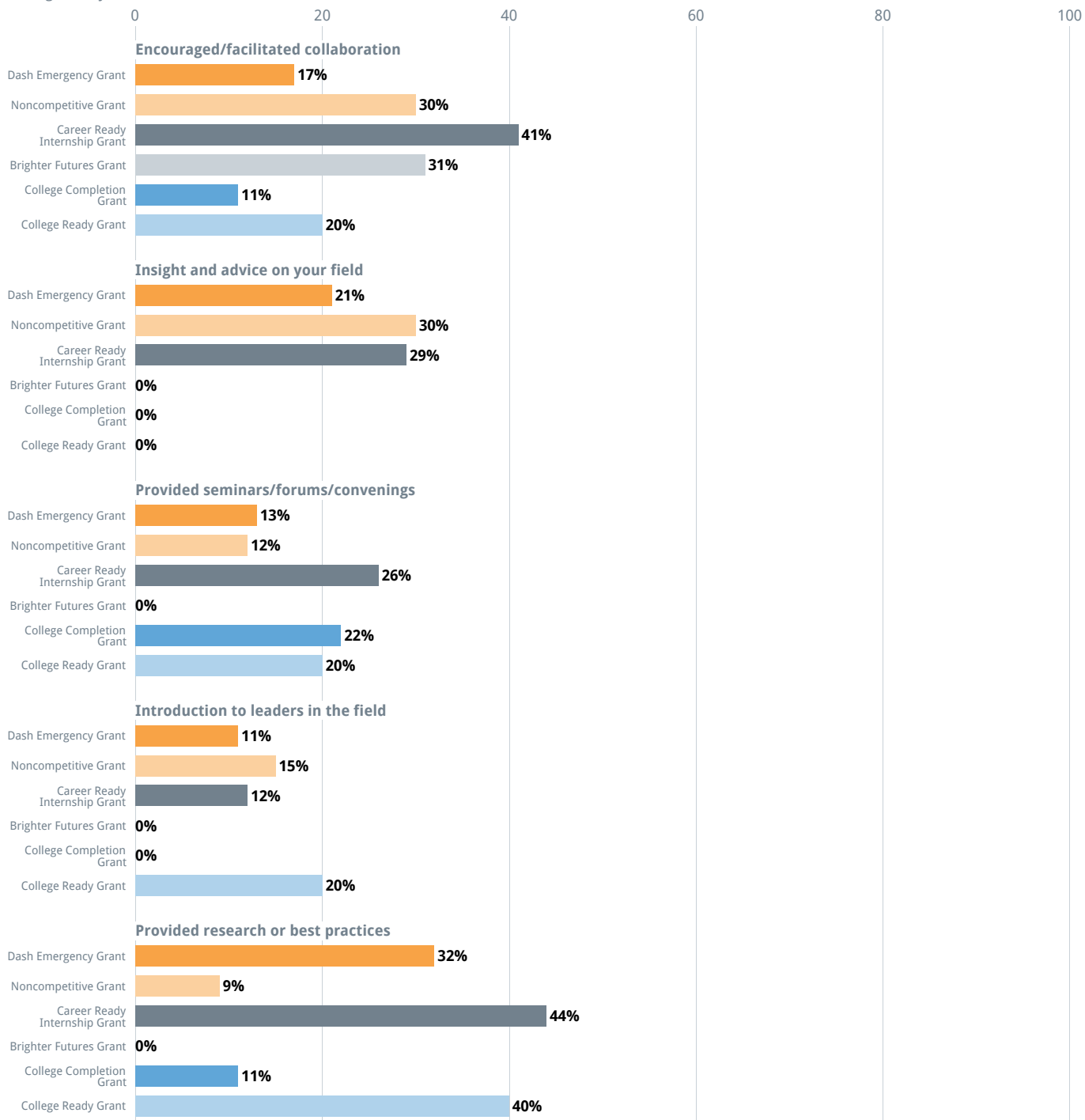
"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by Great Lakes) associated with this funding."

Percentage of Grantees that Received Field-Related Assistance



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

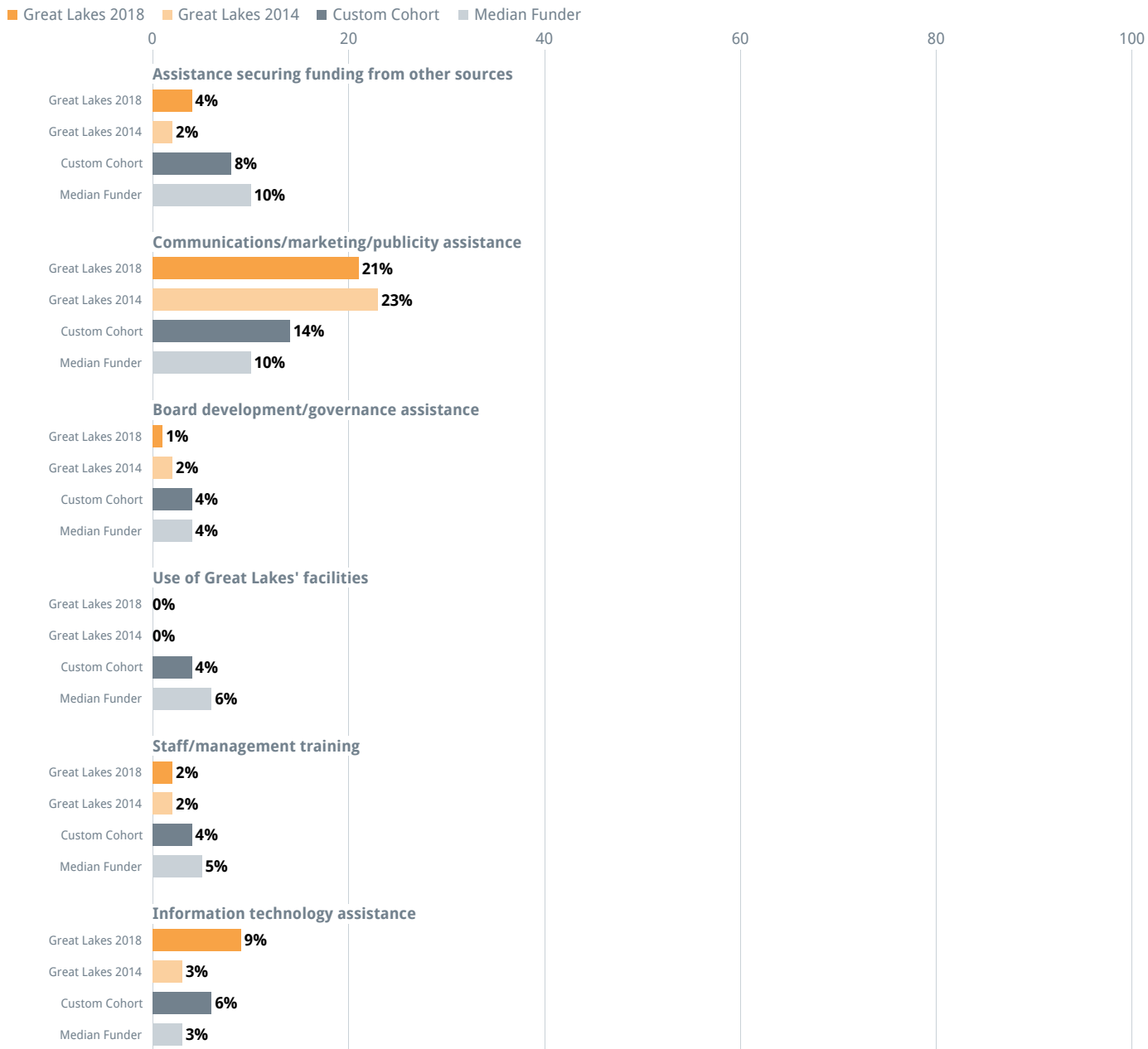
■ Dash Emergency Grant
 ■ Noncompetitive Grant
 ■ Career Ready Internship Grant
 ■ Brighter Futures Grant
 ■ College Completion Grant
 ■ College Ready Grant



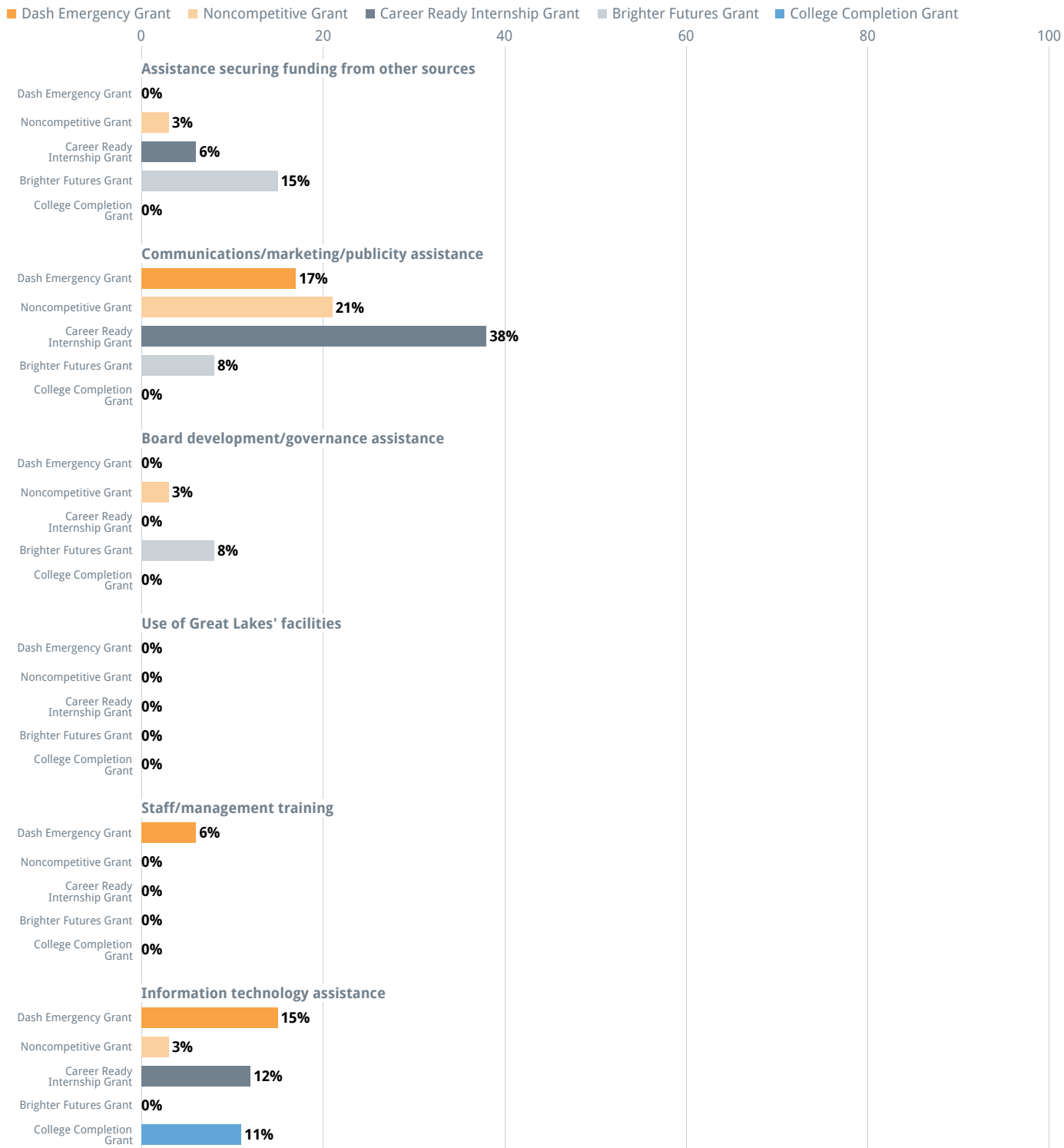
Other Assistance Activities

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

Percentage of Grantees that Received Other Assistance



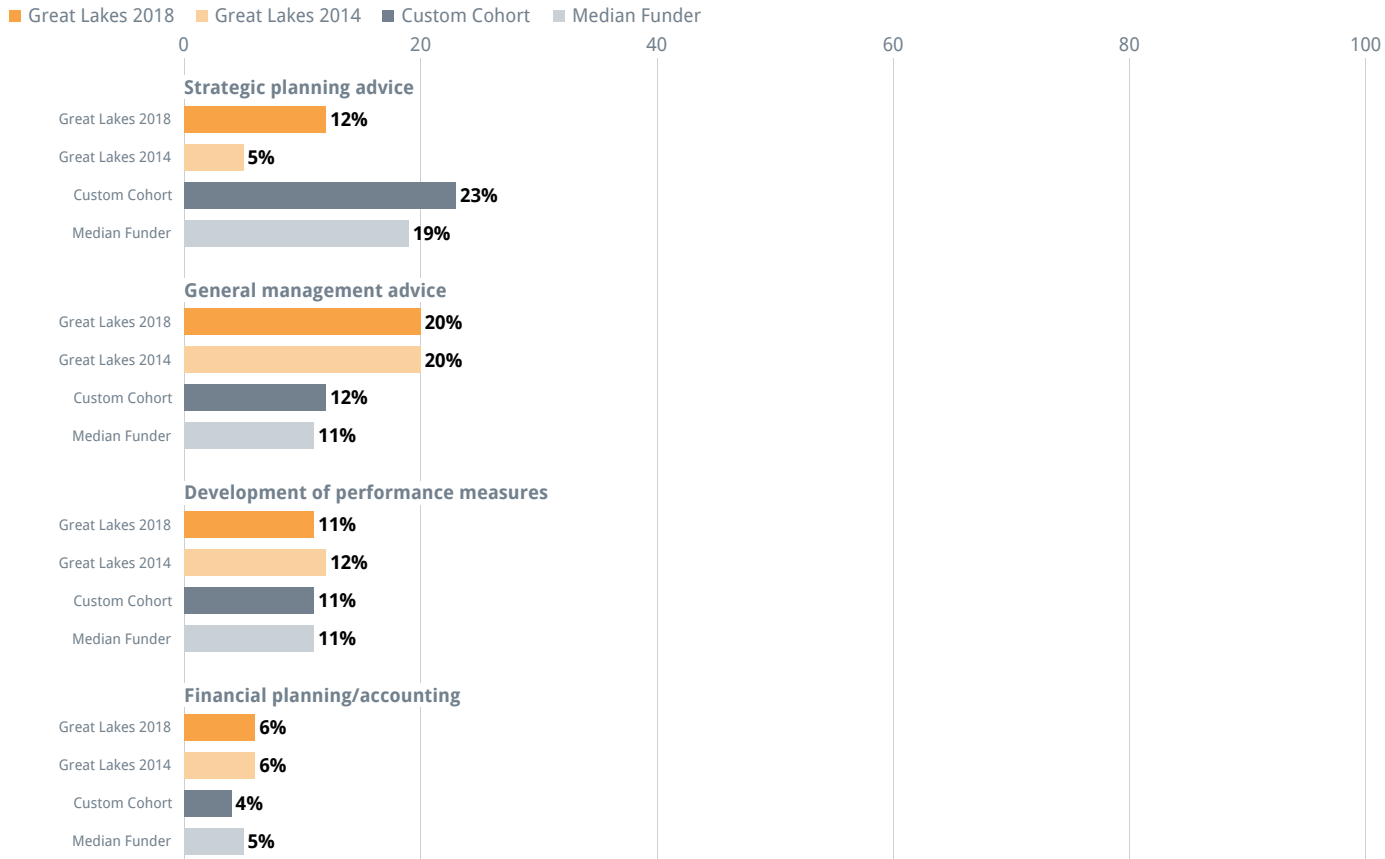
Percentage of Grantees that Received Other Assistance - By Subgroup



Management Assistance Activities

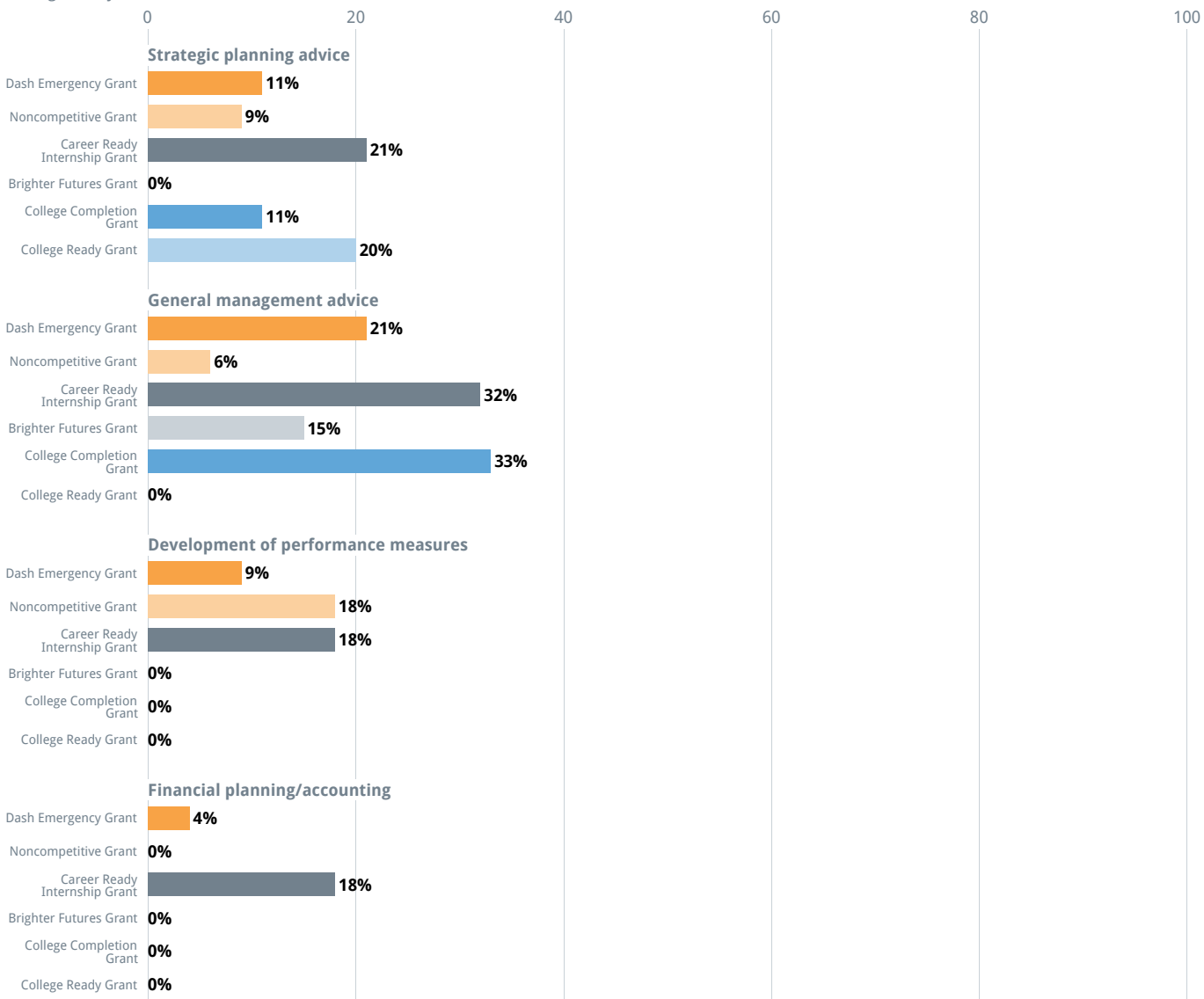
"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by Great Lakes) associated with this funding."

Percentage of Grantees that Received Management Assistance



Percentage of Grantees that Received Management Assistance - By Subgroup

■ Dash Emergency Grant
 ■ Noncompetitive Grant
 ■ Career Ready Internship Grant
 ■ Brighter Futures Grant
 ■ College Completion Grant
 ■ College Ready Grant

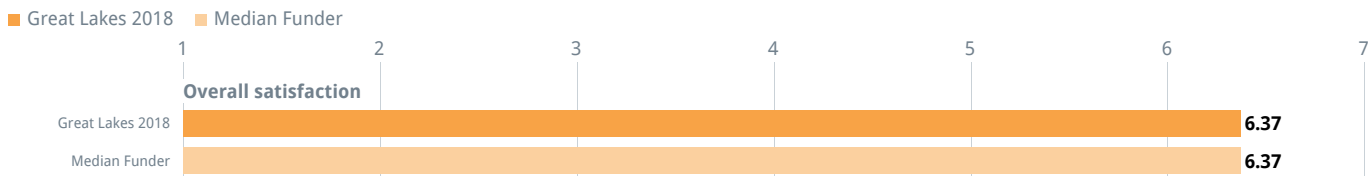


Great Lakes-Specific Questions

Grantee Responses

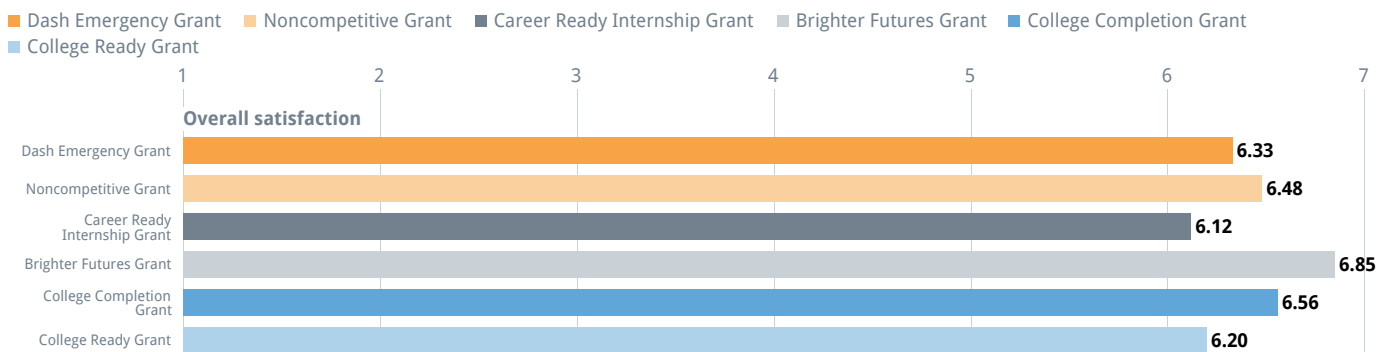
Overall, how satisfied are you with your experience with Great Lakes?

1 = Very dissatisfied 7 = Extremely satisfied



Overall, how satisfied are you with your experience with Great Lakes? - By Subgroup

1 = Very dissatisfied 7 = Extremely satisfied



Applicant Responses

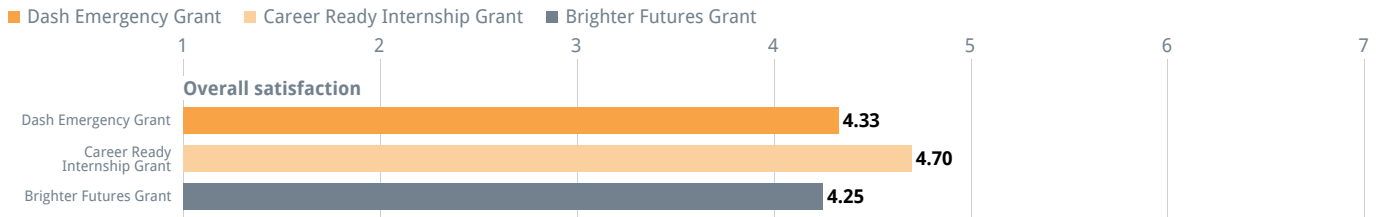
Overall, how satisfied are you with your experience with Great Lakes?

1 = Very dissatisfied 7 = Extremely satisfied



Overall, how satisfied are you with your experience with Great Lakes? - By Subgroup

1 = Very dissatisfied 7 = Extremely satisfied



Grantee Responses

Are you more satisfied with Great Lakes this year than you were last year? Great Lakes 2018

Yes, I am more satisfied	28%
I am similarly satisfied	70%
No, I am less satisfied	2%

Are you more satisfied with Great Lakes this year than you were last year? (By Subgroup)	Dash Emergency Grant	Noncompetitive Grant	Career Ready Internship Grant	Brighter Futures Grant	College Completion Grant	College Ready Grant
Yes, I am more satisfied	30%	21%	15%	71%	25%	60%
I am similarly satisfied	70%	75%	81%	29%	75%	40%
No, I am less satisfied	0%	4%	4%	0%	0%	0%

Applicant Responses

Are you more satisfied with Great Lakes this year than you were last year? Great Lakes 2018

Yes, I am more satisfied	16%
I am similarly satisfied	63%
No, I am less satisfied	21%

Are you more satisfied with Great Lakes this year than you were last year? (By Subgroup) Dash Emergency Grant Career Ready Internship Grant Brighter Futures Grant

Yes, I am more satisfied	20%	0%	N/A
I am similarly satisfied	70%	60%	N/A
No, I am less satisfied	10%	40%	N/A

Great Lakes-Specific Grantee Questions

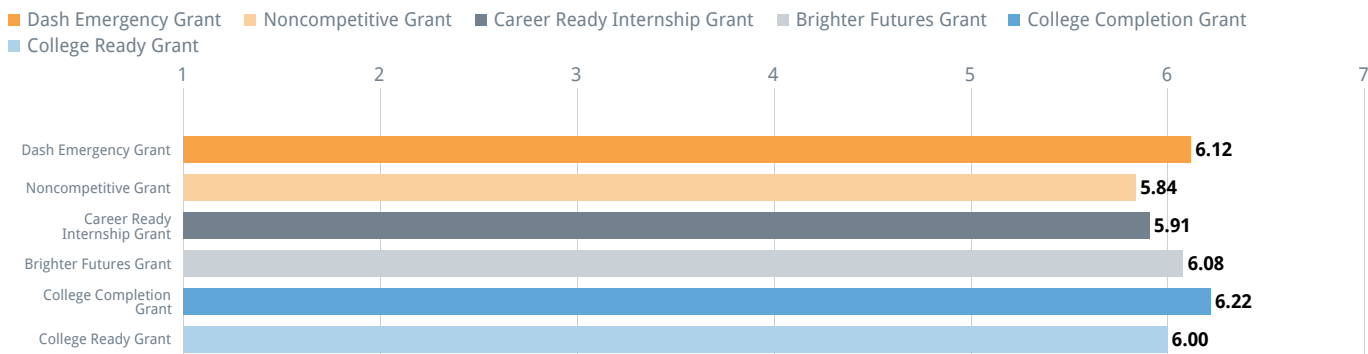
How clearly do you understand the specific results Great Lakes expects to achieve through the work funded by this grant?

1 = Not at all clearly 7 = Extremely clearly



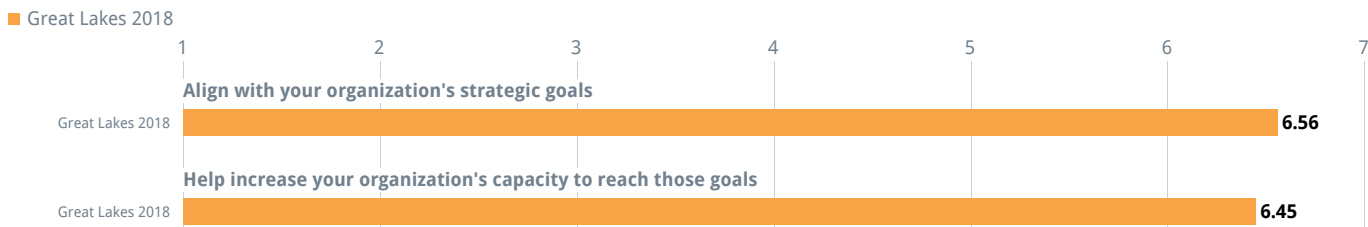
How clearly do you understand the specific results Great Lakes expects to achieve through the work funded by this grant? - By Subgroup

1 = Not at all clearly 7 = Extremely clearly



To what extent did the grant you received from Great Lakes:

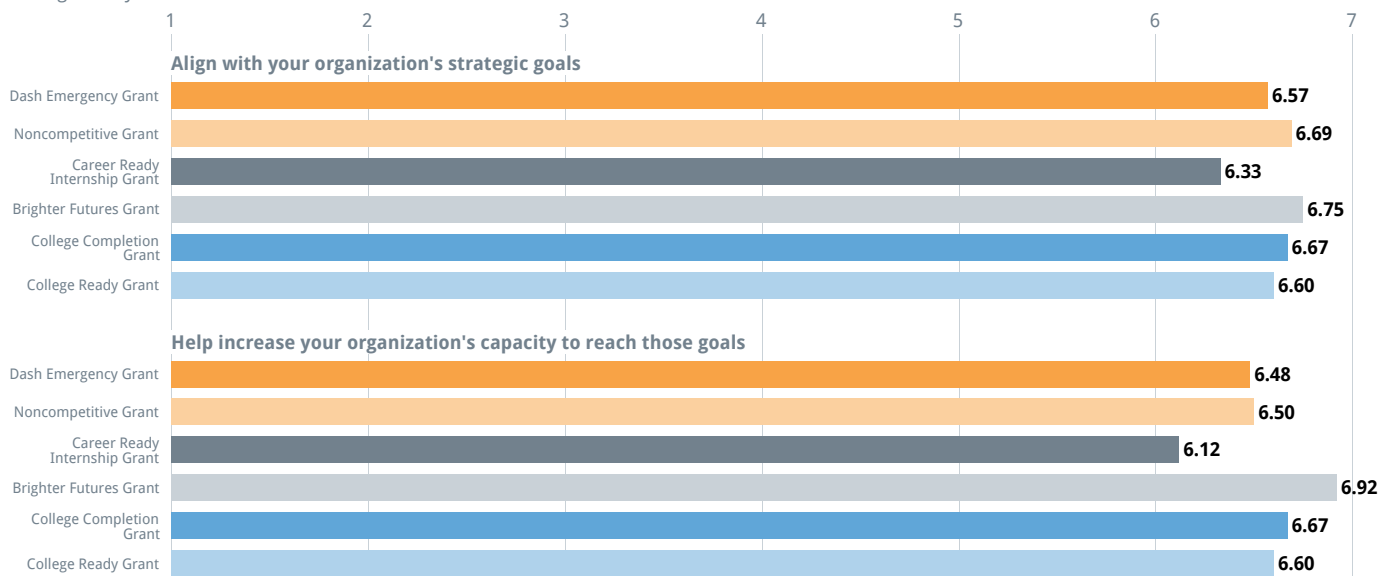
1 = Not at all 7 = To a great extent



To what extent did the grant you received from Great Lakes: - By Subgroup

1 = Not at all 7 = To a great extent

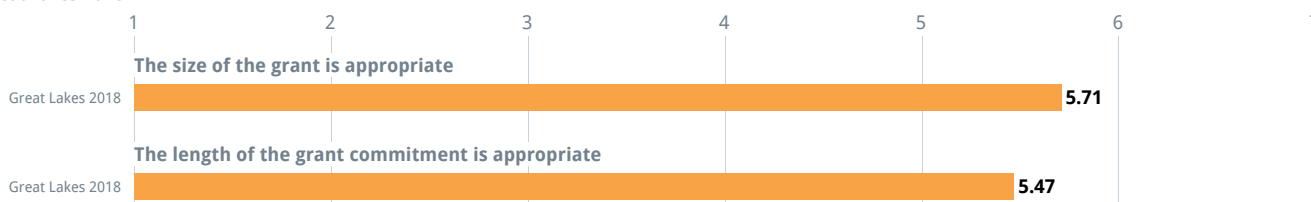
■ Dash Emergency Grant
 ■ Noncompetitive Grant
 ■ Career Ready Internship Grant
 ■ Brighter Futures Grant
 ■ College Completion Grant
 ■ College Ready Grant



How strongly do you agree or disagree with the following statements: In order to achieve the specific results Great Lakes expects to achieve through this grant...

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

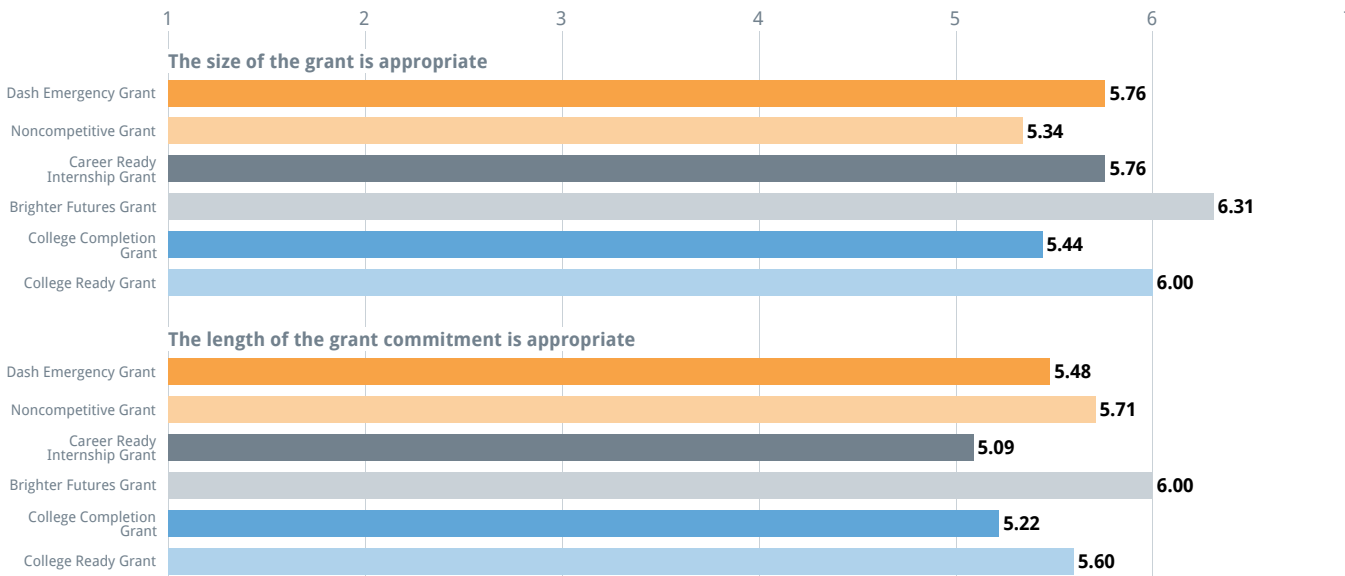
Great Lakes 2018



How strongly do you agree or disagree with the following statements: In order to achieve the specific results Great Lakes expects to achieve through this grant... - By Subgroup

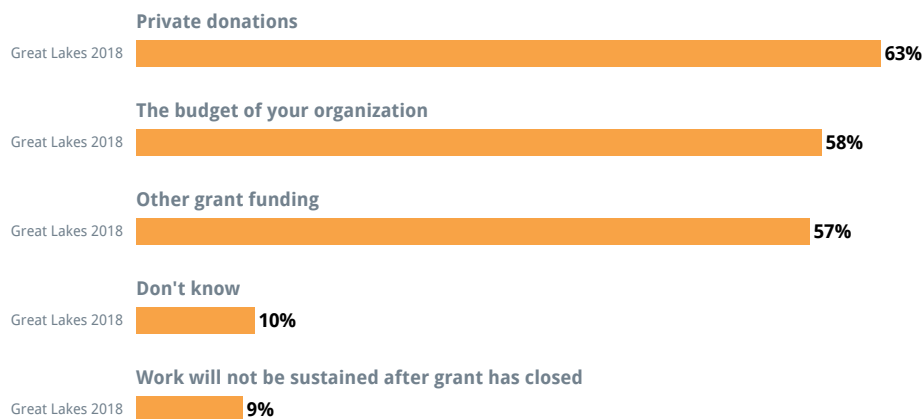
1 = Strongly disagree 4 = Neither agree nor disagree 7 = Strongly agree

■ Dash Emergency Grant ■ Noncompetitive Grant ■ Career Ready Internship Grant ■ Brighter Futures Grant ■ College Completion Grant
 ■ College Ready Grant



Which resources do you plan to use to sustain the work funded by Great Lakes after your grant has closed? (Please check all that apply)

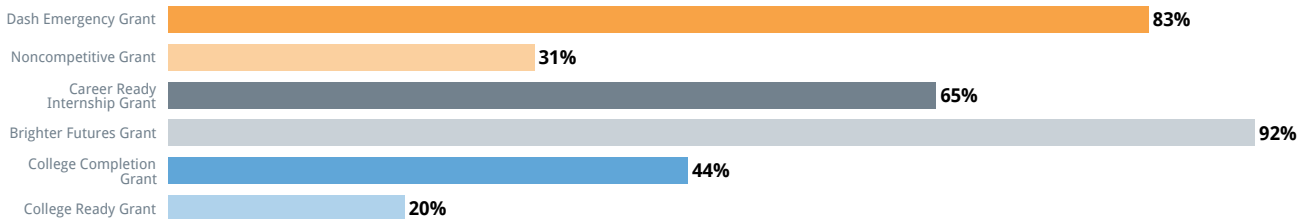
■ Great Lakes 2018



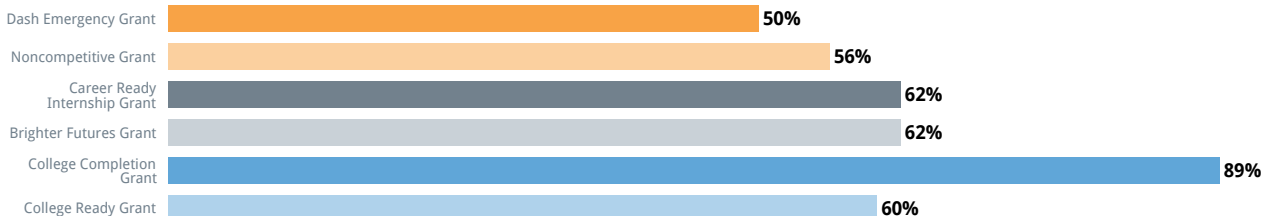
Which resources do you plan to use to sustain the work funded by Great Lakes after your grant has closed? (Please check all that apply) - By Subgroup

■ Dash Emergency Grant
 ■ Noncompetitive Grant
 ■ Career Ready Internship Grant
 ■ Brighter Futures Grant
 ■ College Completion Grant
 ■ College Ready Grant

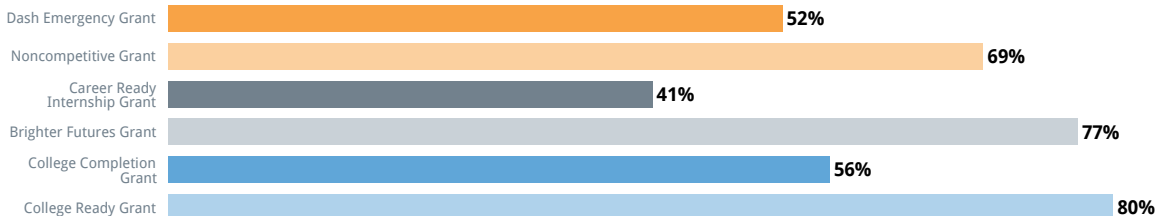
Private donations



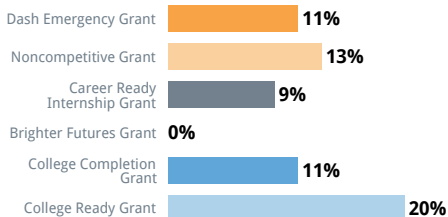
The budget of your organization



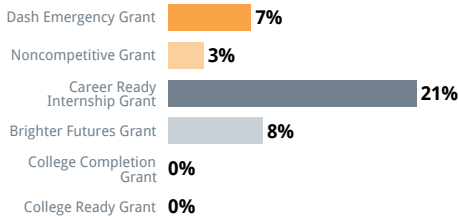
Other grant funding



Don't know



Work will not be sustained after grant has closed



Grantees and Applicants' Open-Ended Comments

In the Grantee and Applicant Perception Report survey, CEP asks three open-ended questions of grantees (applicants are only asked the first and third questions):

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

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

CEP's Qualitative Analysis

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

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

Quality of Great Lakes' Processes, Interactions and Communications

Grantees were asked to comment on the quality of Great Lakes' 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 Great Lakes' Processes, Interactions, and Communications	Great Lakes 2018	Average Funder
Positive comment	75%	71%
Comment with at least one constructive theme	25%	28%

Suggestions for Great Lakes

Grantees and applicants were asked to provide any suggestions for how Great Lakes could improve. These suggestions were then categorized by CEP and grouped into the topics below. Of the 175 grantee and applicant respondents to the survey, 76 provided provided suggestions.

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

Proportion of Grantee Suggestions by Topic

Topic of Grantee Suggestion	%
Grantmaking	33%
Great Lakes Processes	33%
Communications	11%
Organizational Impact	7%
Non-monetary Assistance	7%
Community Impact	5%
Interactions with Grantees	4%

Proportion of Applicant Suggestions by Topic

Topic of Applicant Suggestion	%
Proposal and Selection Process	71%
Non-monetary Assistance	10%
Understanding	5%
Interactions with Grantees	5%
Evaluation	5%
Other	5%

Selected Grantee Comments

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

GRANTMAKING (33%)

- **Grantmaking Strategy (N=8)**
 - "...Great Lakes might benefit from doing some grantmaking strategy work that could guide the program team and provide coherence for the field on the Great Lakes' point of view or theory of change...."
 - "...Perhaps initiating a more open funding program would encourage innovative approaches by institutions, that could then be "scaled up" ...to other institutions in the region."
 - "... I think if the grants were awarded directly to organizations from Great Lakes, there may be more accountability for them to develop paid internship opportunities in the long-term...."
- **Consider Lengthening Funding Period (N=5)**
 - "Longer term funding would help provide more time for organizations to build a program, test it, modify it, and gain college and community support...."
 - "It was difficult for us to utilize all of the funds in a short period of time...."
- **Provide More General Operating Support (N=2)**
 - "It would be nice if Great Lakes would allow us to use some funds for personnel, as it took a lot of time to build the program...I think some funding set aside to help us build and continue to maintain the program would help us a lot."
- **Other (N=3)**

GREAT LAKES PROCESSES (33%)

- **Increase Flexibility of Grant Requirements and Timeline (N=10)**
 - "Great Lakes should not attempt to mirror a federal funding agency but learn from the flexible approaches offered by NIH and NSF while utilizing the flexibility that comes with their designation to identify the best solutions to solve our society's most pressing issues."
 - "Allowing for some flexibility in grant requirements for the timeline of when services can be provided to students would allow for so many more students to be retained in their programs...."
 - "...a closer timing of fiscal/funding periods with the academic year (i.e. start of internships) would have simplified the process for all involved."
- **Streamline Reporting Process (N=4)**
 - "...frequency and extent of reporting (3x/year) is excessive, when compared to other granting agencies...."
 - "The documentation/reporting was often cumbersome and not as user-friendly as it could have been."
- **Provide Grantees with a Copy of Analysis Summary (N=2)**
 - "Scholarship America is a great portal because it helps me manage the accounting documentation across the college. One thing I'd like to see is reports that come back to me. I think we do a great job of getting data to Great Lakes, but in the end when I needed a report to sustain the grant at my college, I was hand tabulating that...."
- **Discuss Evaluation Standards with Grantees (N=2)**
 - "...the goals outlined within our grant package were unrealistic, and ultimately unattainable...This created a bit of a logistical nightmare as we assessed our grant...."

COMMUNICATIONS (11%)

- **Increase Transparency with Regards to Expectations of Timing and Future Funding (N=3)**
 - "Give us a general idea of when we might receive a response to the report that was submitted."
- **Keep Conversation Open for Grantee Ideas (N=2)**
 - "...Be open to ideation and brainstorming - not just when a proposal is being developed. This will help Great Lakes to be viewed as more than just a funder, but also a thought expert in the various fields of their impact."
- **Communicate More Frequently (N=1)**
 - "Communications with local facility was great, however communication with corporate did seem on occasions to be an afterthought...."

ORGANIZATIONAL IMPACT (7%)

- **Deepen Understanding of Grantee Organizations (N=4)**
 - "A better understanding of the limitations and bureaucracy associated with state universities."
 - "...A better understanding by Great Lakes of community college programs might help them to adjust how they decide time frames for funding."

NON-MONETARY ASSISTANCE (7%)

- **Increase Opportunities for Capacity Building (N=3)**
 - "...Organize and host a funds/resources development seminars series for current and future grant recipients; help us be planful of sustainability practices and procedures...."
- **Convene Grantees (N=1)**

- "...Convene local, state, and regional meetings of grant recipients...plan and support fully regional conferences of grant recipients and hopefuls...showcasing our work, and the work possible with a Great Lakes grant."

COMMUNITY IMPACT (5%)

- **Further Community Understanding (N=3)**
 - "Better understand issues with rural access and payment limitations..."

INTERACTIONS WITH GRANTEEES (4%)

- **Where Possible, Ensure Consistent Relationships (N=1)**
 - "...There are many things that Great Lakes did well, but greater communication and consistency among program managers would have allowed for a more positive experience."
- **Continue Great Lakes Staff Engagement with Grantees (N=1)**
 - "Continue to have staff engaged as part of your team."

Selected Applicant Comments

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

PROPOSAL AND SELECTION PROCESS (71%)

- **Clarify Guidelines and Timeline (N=7)**
 - "As mentioned previously, we would appreciate a narrower or more specific area/s of interest that can help to distinguish whether or not we are eligible...."
 - "...If there are metrics or outcomes considered as part of the application, such as school size, location, majors, graduation rates, or other indicators, it would be helpful for applicants to know this so that they aren't applying for funds they will not receive."
 - "I recall the guidelines being somewhat general. It would be helpful to know if Great Lakes focuses on a particular population of students...Knowing more about their goals would be helpful to any applying organization."
 - "Please provide more detailed RFPs...."
 - "Could you be more honest with applicants in what you want to see for the volume of internships...?"
 - "The RFP was very vague unlike most of Great Lake's funding opportunities. Made it difficult to know what Great Lakes' priorities were for this funding cycle."
 - "Annual dates when request for proposals are available."
- **Provide Feedback (N=3)**
 - "Assuming grants are properly reviewed and notes are made during the process, it would be nice to get categorized written feedback."
 - "More direct feedback during the application process."
 - "...Please provide more meaningful feedback from the review process...."
- **Other (N=2)**
 - "Have separate competitions for smaller organizations of like-size capacity. It is too hard to compete with large organizations that have lots of capacity...."
 - "...Perhaps coordination with other existing funding sources might be helpful in being aware of what they are funding and what gaps still exist...."
- **Increase Flexibility of Guidelines (N=2)**
 - "Less restrictive requirements for receiving funding...."
 - "...Be more flexible in being able to choose a methodology/approach that fits the need of your organization. Methodologies in Great Lakes grants are very prescriptive and therefore exclude potential applicants for which the methodology is not the most relevant..."
- **Streamline Process (N=1)**
 - "Great Lakes may want to look to other foundations and funders for granting models. Most do not require near the application, reporting or modification processes that Great Lakes does...."

NON-MONETARY ASSISTANCE (10%)

- **Provide Applicants with Non-monetary Assistance (N=2)**
 - "I would like...perhaps see a list of funded organizations. This list affords nonprofits that do not have grant writers or development staff the opportunity to determine if the funder is a good fit for their organization."
 - "It would be helpful to build a partnership and allow smaller organizations to be innovative and experience the funded program in a unique way."

UNDERSTANDING (5%)

- **Deepen Understanding of Applicant Organizations (N=1)**
 - "...I think it's helpful for Great Lakes to know the college/university requesting grant funds. An in person interview with the staff and/or person that will be submitting the application would help Great Lakes to have a better understanding of potential grantee."

INTERACTIONS WITH GRANTEES (5%)

- **More Frequent Interactions (N=1)**
 - "...Please be more open to phone calls/emails from institutions and PIs...."

EVALUATION (5%)

- **Feedback (N=1)**
 - "...Please provide more meaningful feedback from the review process...."

OTHER (5%)

- **Broaden Range of Partner Organizations (N=1)**
 - "Great Lakes gives a large sum of money to what seems like the same organizations all the time in our community."

Contextual Data

Grantee Responses

Grantmaking Characteristics

Length of Grant Awarded	Great Lakes 2018	Great Lakes 2014	Median Funder	Custom Cohort
Average grant length	2.3 years	1.8 years	2.2 years	2.4 years

Length of Grant Awarded	Great Lakes 2018	Great Lakes 2014	Average Funder	Custom Cohort
1 year	16%	56%	45%	25%
2 years	41%	22%	24%	33%
3 years	37%	21%	18%	25%
4 years	2%	0%	4%	7%
5 or more years	4%	2%	8%	9%

Type of Grant Awarded	Great Lakes 2018	Great Lakes 2014	Average Funder	Custom Cohort
Program / Project Support	82%	91%	65%	69%
General Operating / Core Support	6%	2%	21%	14%
Capital Support: Building / Renovation / Endowment Support / Other	3%	2%	5%	1%
Technical Assistance / Capacity Building	4%	0%	4%	4%
Scholarship / Fellowship	6%	6%	2%	10%
Event / Sponsorship Funding	0%	0%	2%	1%

Grantmaking Characteristics - By Subgroup

Length of Grant Awarded (By Subgroup)	Dash Emergency Grant	Noncompetitive Grant	Career Ready Internship Grant	Brighter Futures Grant	College Completion Grant	College Ready Grant
Average grant length	2.2 years	2.4 years	2.7 years	1.2 years	2.4 years	2.5 years

Length of Grant Awarded (By Subgroup)	Dash Emergency Grant	Noncompetitive Grant	Career Ready Internship Grant	Brighter Futures Grant	College Completion Grant	College Ready Grant
1 year	4%	24%	12%	82%	0%	0%
2 years	66%	26%	21%	18%	56%	60%
3 years	30%	41%	56%	0%	44%	20%
4 years	0%	0%	6%	0%	0%	20%
5 or more years	0%	9%	6%	0%	0%	0%

Type of Grant Awarded (By Subgroup)	Dash Emergency Grant	Noncompetitive Grant	Career Ready Internship Grant	Brighter Futures Grant	College Completion Grant	College Ready Grant
Program / Project Support	87%	79%	82%	54%	89%	100%
General Operating / Core Support	2%	9%	0%	23%	11%	0%
Capital Support: Building / Renovation / Endowment Support / Other	0%	3%	3%	15%	0%	0%
Technical Assistance / Capacity Building	4%	6%	3%	0%	0%	0%
Scholarship / Fellowship	6%	3%	12%	8%	0%	0%
Event / Sponsorship Funding	0%	0%	0%	0%	0%	0%

Grant Size

Grant Amount Awarded	Great Lakes 2018	Great Lakes 2014	Median Funder	Custom Cohort
Median grant size	\$199.8K	\$150K	\$89.5K	\$200K

Grant Amount Awarded	Great Lakes 2018	Great Lakes 2014	Average Funder	Custom Cohort
Less than \$10K	0%	2%	9%	2%
\$10K - \$24K	1%	5%	12%	4%
\$25K - \$49K	12%	5%	13%	7%
\$50K - \$99K	25%	27%	15%	15%
\$100K - \$149K	5%	8%	9%	9%
\$150K - \$299K	18%	37%	16%	22%
\$300K - \$499K	19%	11%	8%	12%
\$500K - \$999K	12%	6%	7%	13%
\$1MM and above	9%	0%	9%	16%

Median Percent of Budget Funded by Grant (Annualized)	Great Lakes 2018	Great Lakes 2014	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	1%	3%	4%	5%

Grant Size - By Subgroup

Grant Amount Awarded (By Subgroup)	Dash Emergency Grant	Noncompetitive Grant	Career Ready Internship Grant	Brighter Futures Grant	College Completion Grant	College Ready Grant
Median grant size	\$96.7K	\$627.7K	\$304.9K	\$25K	\$190.5K	\$600K

Grant Amount Awarded (By Subgroup)	Dash Emergency Grant	Noncompetitive Grant	Career Ready Internship Grant	Brighter Futures Grant	College Completion Grant	College Ready Grant
Less than \$10K	0%	0%	0%	0%	0%	0%
\$10K - \$24K	0%	3%	0%	0%	0%	0%
\$25K - \$49K	13%	3%	6%	54%	0%	0%
\$50K - \$99K	38%	18%	15%	46%	13%	0%
\$100K - \$149K	9%	0%	6%	0%	13%	0%
\$150K - \$299K	22%	6%	18%	0%	75%	20%
\$300K - \$499K	13%	15%	45%	0%	0%	0%
\$500K - \$999K	4%	24%	9%	0%	0%	60%
\$1MM and above	0%	32%	0%	0%	0%	20%

Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)	Dash Emergency Grant	Noncompetitive Grant	Career Ready Internship Grant	Brighter Futures Grant	College Completion Grant	College Ready Grant
Size of grant relative to size of grantee budget	0%	6%	0%	1%	0%	3%

Application Characteristics

Applicant Responses

Type of Grant Requested	Great Lakes 2018	Great Lakes 2014	Average Funder
Program / Project Support	94%	98%	71%
General Operating / Core Support	0%	2%	12%
Capital Support: Building / Renovation / Endowment Support / Other	0%	0%	10%
Technical Assistance / Capacity Building	0%	0%	5%
Scholarship / Fellowship	6%	0%	1%
Event / Sponsorship Funding	0%	0%	1%

Grant Amount Requested	Great Lakes 2018	Great Lakes 2014	Median Funder
Median Grant Amount	\$79.5K	\$100K	\$50K

Grant Amount Requested	Great Lakes 2018	Great Lakes 2014	Average Funder
Less than \$10K	0%	3%	8%
\$10K - \$24K	4%	3%	20%
\$25K - \$49K	21%	13%	19%
\$50K - \$99K	29%	31%	21%
\$100K - \$149K	21%	15%	10%
\$150K - \$299K	21%	23%	13%
\$300K - \$499K	4%	13%	5%
\$500K - \$999K	0%	0%	3%
\$1MM and above	0%	0%	2%

Application Characteristics - By Subgroup

Type of Grant Requested (By Subgroup)	Dash Emergency Grant	Career Ready Internship Grant	Brighter Futures Grant
Program / Project Support	100%	80%	100%
General Operating / Core Support	0%	0%	0%
Capital Support: Building / Renovation / Endowment Support / Other	0%	0%	0%
Technical Assistance / Capacity Building	0%	0%	0%
Scholarship / Fellowship	0%	20%	0%
Event / Sponsorship Funding	0%	0%	0%

Grant Amount Requested (By Subgroup)	Dash Emergency Grant	Career Ready Internship Grant	Brighter Futures Grant
Median Grant Amount	\$69.5K	\$142.2K	\$35K

Grant Amount Requested (By Subgroup)	Dash Emergency Grant	Career Ready Internship Grant	Brighter Futures Grant
Less than \$10K	0%	0%	0%
\$10K - \$24K	0%	0%	17%
\$25K - \$49K	10%	0%	67%
\$50K - \$99K	60%	0%	17%
\$100K - \$149K	10%	67%	0%
\$150K - \$299K	20%	17%	0%
\$300K - \$499K	0%	17%	0%
\$500K - \$999K	0%	0%	0%
\$1MM and above	0%	0%	0%

Grantee/Applicant Characteristics

Operating Budget of Grantee Organizations

Operating Budget of Grantee Organization	Great Lakes 2018	Great Lakes 2014	Median Funder	Custom Cohort
Median Budget	\$11M	\$6.9M	\$1.5M	\$3M

Operating Budget of Grantee Organization	Great Lakes 2018	Great Lakes 2014	Average Funder	Custom Cohort
<\$100K	3%	3%	8%	3%
\$100K - \$499K	5%	24%	19%	15%
\$500K - \$999K	5%	8%	13%	11%
\$1MM - \$4.9MM	21%	16%	30%	32%
\$5MM - \$24MM	31%	8%	18%	19%
>=\$25MM	35%	42%	11%	20%

Operating Budget of Grantee Organization (By Subgroup)	Dash Emergency Grant	Noncompetitive Grant	Career Ready Internship Grant	Brighter Futures Grant	College Completion Grant	College Ready Grant
Median Budget	\$26M	\$6M	\$36M	\$2.2M	\$55.1M	\$11M

Operating Budget of Grantee Organization (By Subgroup)	Dash Emergency Grant	Noncompetitive Grant	Career Ready Internship Grant	Brighter Futures Grant	College Completion Grant	College Ready Grant
<\$100K	0%	3%	10%	0%	0%	0%
\$100K - \$499K	3%	6%	0%	10%	0%	20%
\$500K - \$999K	7%	6%	0%	10%	0%	0%
\$1MM - \$4.9MM	7%	30%	10%	70%	0%	20%
\$5MM - \$24MM	30%	42%	24%	10%	33%	40%
>=\$25MM	53%	12%	57%	0%	67%	20%

Operating Budget of Applicant Organizations

Operating Budget of Applicant Organization	Great Lakes 2018	Great Lakes 2014	Median Funder
Median Budget	\$15M	\$1.5M	\$0.7M

Operating Budget of Applicant Organization	Great Lakes 2018	Great Lakes 2014	Average Funder
Less than \$100K	11%	11%	16%
\$100K-\$499K	11%	17%	27%
\$500K-\$999K	15%	11%	13%
\$1MM-\$4.9MM	7%	22%	24%
\$5MM-\$25MM	11%	13%	12%
\$25MM and above	44%	26%	9%

Operating Budget of Applicant Organization (By Subgroup)	Dash Emergency Grant	Career Ready Internship Grant	Brighter Futures Grant
Median Budget	\$44.5M	\$15M	\$0.6M

Operating Budget of Applicant Organization (By Subgroup)	Dash Emergency Grant	Career Ready Internship Grant	Brighter Futures Grant
Less than \$100K	0%	14%	25%
\$100K-\$499K	20%	0%	13%
\$500K-\$999K	0%	14%	38%
\$1MM-\$4.9MM	0%	0%	25%
\$5MM-\$25MM	10%	29%	0%
\$25MM and above	70%	43%	0%

Additional Grantee Characteristics

Pattern of Grantees' Funding Relationship with Great Lakes	Great Lakes 2018	Great Lakes 2014	Average Funder	Custom Cohort
First grant received from Great Lakes	45%	44%	29%	32%
Consistent funding in the past	39%	37%	53%	50%
Inconsistent funding in the past	16%	19%	18%	18%

Funding Status and Grantees Previously Declined Funding	Great Lakes 2018	Great Lakes 2014	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from Great Lakes	87%	71%	81%	87%
Percent of grantees previously declined funding by Great Lakes	20%	44%	30%	23%

Pattern of Grantees' Funding Relationship with Great Lakes (By Subgroup)	Dash Emergency Grant	Noncompetitive Grant	Career Ready Internship Grant	Brighter Futures Grant	College Completion Grant	College Ready Grant
First grant received from Great Lakes	33%	55%	41%	92%	33%	N/A
Consistent funding in the past	38%	39%	41%	0%	67%	N/A
Inconsistent funding in the past	29%	6%	19%	8%	0%	N/A

Funding Status and Grantees Previously Declined Funding (By Subgroup)	Dash Emergency Grant	Noncompetitive Grant	Career Ready Internship Grant	Brighter Futures Grant	College Completion Grant	College Ready Grant
Percent of grantees currently receiving funding from Great Lakes	98%	77%	97%	69%	100%	20%
Percent of grantees previously declined funding by Great Lakes	24%	4%	32%	9%	40%	N/A

Grantee Demographics

Job Title of Respondents	Great Lakes 2018	Great Lakes 2014	Average Funder	Custom Cohort
Executive Director	13%	8%	47%	37%
Other Senior Management	30%	19%	15%	21%
Project Director	42%	45%	13%	21%
Development Director	4%	6%	8%	6%
Other Development Staff	11%	9%	7%	5%
Volunteer	1%	0%	1%	0%
Other	0%	13%	8%	8%

Gender of Respondents	Great Lakes 2018	Great Lakes 2014	Average Funder	Custom Cohort
Female	68%	71%	62%	60%
Male	27%	22%	35%	36%
Prefer to self-identify	1%	0%	0%	0%
Prefer not to say	4%	8%	3%	4%

Race/Ethnicity of Respondents	Great Lakes 2018	Great Lakes 2014	Average Funder	Custom Cohort
African-American/Black	6%	10%	7%	7%
American Indian/Alaskan Native	0%	2%	1%	0%
Asian (incl. Indian subcontinent)	1%	3%	4%	3%
Caucasian/White	82%	76%	80%	79%
Hispanic/Latino	6%	7%	5%	7%
Multi-racial	4%	0%	3%	3%
Pacific Islander	0%	0%	0%	0%
Other	0%	2%	1%	1%

Applicant Demographics

Job Title of Respondents	Great Lakes 2018	Great Lakes 2014	Average Funder
Executive Director/CEO	16%	16%	47%
Other Senior Management	6%	24%	13%
Project Director	35%	36%	10%
Development Director	23%	6%	11%
Other Development Staff	13%	4%	8%
Volunteer	6%	0%	3%
Other	0%	14%	10%

Gender of Respondents	Great Lakes 2018	Great Lakes 2014	Average Funder
Female	87%	70%	62%
Male	13%	26%	34%

Race/Ethnicity of Respondents	Great Lakes 2018	Great Lakes 2014	Average Funder
African-American/Black	12%	20%	11%
American Indian/Alaskan Native	0%	2%	1%
Asian (incl. Indian subcontinent)	4%	2%	2%
Caucasian/White	77%	70%	77%
Hispanic/Latino	4%	2%	5%
Multi-racial	4%	0%	2%
Pacific Islander	0%	0%	0%
Other	0%	2%	1%

Funder Characteristics

Financial Information	Great Lakes 2018	Great Lakes 2014	Median Funder	Custom Cohort
Total assets	\$571.4M	\$270.2M	\$226.9M	\$1093.2M
Total giving	\$26.1M	\$6.6M	\$16.3M	\$61.4M

Funder Staffing	Great Lakes 2018	Great Lakes 2014	Median Funder	Custom Cohort
Total staff (FTEs)	11	7	15	43
Percent of staff who are program staff	53%	57%	40%	35%

Grantmaking Processes	Great Lakes 2018	Great Lakes 2014	Median Funder	Custom Cohort
Proportion of grants that are proactive	33%	5%	44%	60%
Proportion of grantmaking dollars that are proactive	70%	3%	60%	70%

Additional Survey Information

On many questions in the grantee and applicant surveys, respondents 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 or applicants 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 Great Lakes’s grantee and applicant surveys were 143 and 32, respectively.

Question Text	Count of Responses
Overall, how would you rate the Foundation's impact on your field?	136
How well does the Foundation understand the field in which you work?	133
To what extent has the Foundation advanced the state of knowledge in your field?	113
To what extent has the Foundation affected public policy in your field?	82
Overall, how would you rate the Foundation's impact on your local community?	117
How well does the Foundation understand the local community in which you work?	111
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	137
How much, if at all, did the Foundation improve your ability to sustain the work funded by this grant in the future?	129
How well does the Foundation understand your organization's strategy and goals?	132
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	141
Who most frequently initiated the contact you had with your program officer during this grant?	143
Did the Foundation conduct a site visit during the selection process or during the course of this grant?	138
Has your main contact at the Foundation changed in the past six months?	140
Did you submit a proposal to the Foundation for this grant?	141
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?	131
How involved was Foundation staff in the development of your grant proposal?	132
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	114
Have you ever been declined funding from the Foundation?	91
Are you currently receiving funding from the Foundation?	143
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	133
How well does the Foundation understand your intended beneficiaries' needs?	135
To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?	132
Have you participated in a reporting or evaluation process?	139
To what extent was the Foundation's reporting process...Adaptable, if necessary, to fit your circumstances?	107
To what extent was the Foundation's reporting process...A helpful opportunity for you to reflect and learn?	121
To what extent was the Foundation's reporting process...Relevant, with questions and measures pertinent to the work funded by this grant?	120
To what extent was the Foundation's reporting process...Straightforward?	120
To what extent was the Foundation's reporting process...Aligned appropriately to the timing of your work ?	122
Did the Foundation provide financial support for the evaluation?	31
To what extent did the evaluation...Result in you making changes to the work that was evaluated?	38
To what extent did the evaluation...Incorporate your input in the design of the evaluation?	37
To what extent did the evaluation...Generate information that you believe will be useful for other organizations?	36
Funder-Grantee Relationships Summary Measure	137
Understanding Measure	122
Which resources do you plan to use to sustain the work funded by Great Lakes after your grant has closed? (Please check all that apply)...The budget of your	139

organization	
Which resources do you plan to use to sustain the work funded by Great Lakes after your grant has closed? (Please check all that apply)...Other grant funding	139
Which resources do you plan to use to sustain the work funded by Great Lakes after your grant has closed? (Please check all that apply)...Private donations	139
Which resources do you plan to use to sustain the work funded by Great Lakes after your grant has closed? (Please check all that apply)...Work will not be sustained after grant has closed	139
Which resources do you plan to use to sustain the work funded by Great Lakes after your grant has closed? (Please check all that apply)...Don't know	139
Overall, how satisfied are you with your experience with Great Lakes?	140
How clearly do you understand the specific results Great Lakes expects to achieve through the work funded by this grant?	136
To what extent did the grant you received from Great Lakes: Align with your organization's strategic goals	137
To what extent did the grant you received from Great Lakes: Help increase your organization's capacity to reach those goals	137
How strongly do you agree or disagree with the following statements: In order to achieve the specific results Great Lakes expects to achieve through this grant...The size of the grant is appropriate	139
How strongly do you agree or disagree with the following statements: In order to achieve the specific results Great Lakes expects to achieve through this grant...The length of the grant commitment is appropriate	137
Are you more satisfied with Great Lakes this year than you were last year?	104

Question Text	Count of Responses
Overall, how would you rate the Foundation's impact on your field?	29
How well does the Foundation understand the field in which you work?	26
Overall, how would you rate the Foundation's impact on your local community?	28
How well does the Foundation understand the local community in which you work?	24
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	30
How well does the Foundation understand your organization's strategy and goals?	26
What was the dollar amount of your grant request to the Foundation?	24
How consistent was the information provided by different communications resources, both personal and written, that you used to learn about the Foundation?	30
How much time elapsed from initial submission of your grant proposal to the final decision not to fund your request?	26
After your request was declined did you request any feedback or advice from the Foundation?	31
After your request was declined did you receive any feedback or advice from the Foundation?	30
Overall, how satisfied are you with your experience with Great Lakes?	32
Are you more satisfied with Great Lakes this year than you were last year?	19

About CEP and Contact Information

Mission:

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

Vision:

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

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

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

About the GPR and APR

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.

CEP developed the Applicant Perception Report (APR) as a complement to the Grantee Perception Report. Based on a separate, shorter survey, the APR allows philanthropic funders to understand the candid perspectives of declined applicants on a number of important dimensions. The APR shows an individual funder the perceptions of its applicants relative to a set of perceptions of 40 funders whose declined applicants were surveyed by CEP.

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