



# ANNUAL REPORT

# 2017



# THE CENTER FOR EFFECTIVE PHILANTHROPY

## 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.

CEP seeks to contribute to the achievement of this vision through the data — primarily comparative data — we develop and draw on in our research, assessments, and programming and communications. This data helps funders understand how they can improve their performance and provides insight on key elements of foundation effectiveness.

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.

## MORE INFORMATION

Third-party assessments that CEP commissions, along with additional financial information, can be found on our website: [www.cep.org](http://www.cep.org)

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THE CENTER  
FOR EFFECTIVE  
PHILANTHROPY

# INTRODUCTION LETTER

June 2018

Dear Colleague,

**In a year that felt ceaselessly challenging at times, it's important to not lose sight of the nonprofits and individuals working tirelessly to make a positive difference in people's lives and communities. The work of these organizations and leaders is inspiring, and it's also a vital reminder that the effectiveness of those in philanthropy supporting this work matters so greatly.**

To do their work best, funders need to work in ways that are rooted in an understanding of what is more and less effective. That's what we're all about at the Center for Effective Philanthropy (CEP). Whether through the six research publications we released, our 91 assessment and advisory engagements, or our national conference in Boston for foundation leaders, trustees, and major donors, our work in 2017 was grounded as it always is in our mission to enable higher performing funders.

We invite you to read more about our activities in 2017 in this annual report. Please don't hesitate to reach out to let us know your thoughts, reactions, and ideas.

Sincerely,

**Grant Oliphant**

Chair, Board of Directors  
President, The Heinz Endowments

**Phil Buchanan**

President  
philb@cep.org



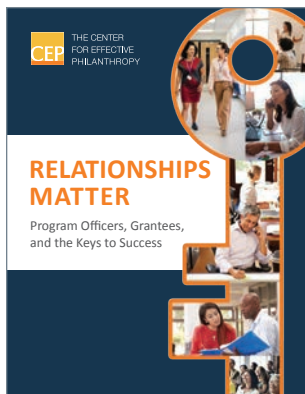


In 2017, CEP produced

# six reports

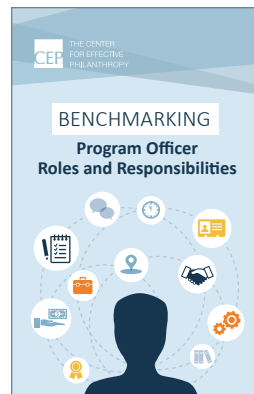


## RESEARCH



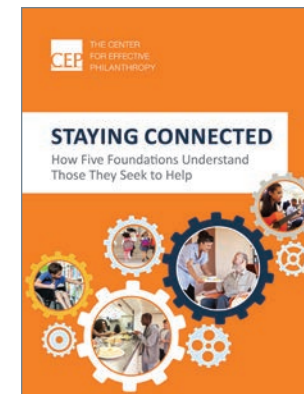
### ***Relationships Matter: Program Officers, Grantees, and the Keys to Success***

Relationships between funders and their grantees are crucial because the two must work well together to achieve shared goals. Based on analysis of the perspectives of nearly 20,000 grantees of 86 foundations, as well as insights gleaned from interviews with 11 exemplary program officers, this study sheds light on what constitutes a strong funder–grantee relationship, what nonprofits say it takes for funders to foster such relationships, and the crucial role that program officers play in the equation.



### ***Benchmarking Program Officer Roles and Responsibilities***

The role of program officer at foundations is an important one — especially to the grantees whose experiences with funders are greatly shaped by their interactions and relationships with their program officers. To illuminate the little-known intricacies of the program officer role, this report shares a comprehensive collection of benchmarking data collected from 150 randomly selected program officers on topics ranging from their professional backgrounds to their perspectives on specific aspects of their role, such as the funder–grantee dynamic.



### ***Staying Connected: How Five Foundations Understand Those They Seek to Help***

This report profiles five foundations that were highly rated by their grantees for their understanding of intended beneficiaries' needs. Previous CEP research finds that foundation leaders believe learning from the experiences of those they are ultimately trying to help holds a great deal of promise for increasing foundation impact in the coming decades. These profiles of exemplars shed light on how this important work can be done effectively.

In 2017, CEP produced

# six reports

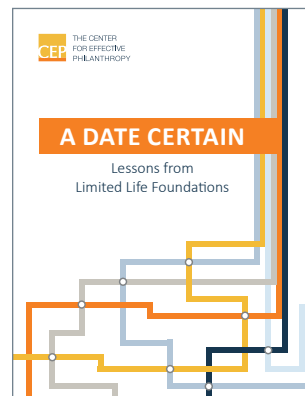


## RESEARCH CONTINUED



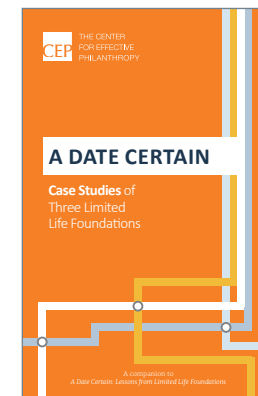
### ***Shifting Winds: Foundations Respond to a New Political Context***

CEP surveyed CEOs of independent and community foundations in the U.S. to learn about how the shift in political context after the 2016 U.S. presidential election affected their work and their areas of focus. CEP's analysis revealed that the reactions and responses of U.S. foundations to the shift vary widely, but most foundations are changing their practices or shifting their emphases.



### ***A Date Certain: Lessons from Limited Life Foundations***

Across foundations, perpetuity is often still seen to be the default lifespan of grantmaking institutions, and there is considerable uncertainty about the practice of spending down. To learn more about limited life foundations' decisions to spend down — and the ways in which they grapple with several important issues along their journey to pursuing their goals in a finite period of time — CEP conducted in-depth interviews with leaders of 11 limited life foundations. Based on those interviews, this report illustrates the ways in which limited life foundations approach spending down in nine key areas, including investing, grantmaking and strategy, and communications.



### ***A Date Certain: Case Studies of Three Limited Life Foundations***

Accompanying *A Date Certain*, this companion publication shares case studies of three of the foundations featured in the report: the Lenfest Foundation, the S.D. Bechtel, Jr. Foundation, and Brainerd Foundation.

CEP research provides data-based insights about issues that are central to funder effectiveness. All CEP reports can be downloaded for free at [cep.org/research/publications](http://cep.org/research/publications).

# ASSESSMENT AND ADVISORY SERVICES

Hundreds of funders of every type and size have used CEP's assessments and comparative data to assess their efforts, learn, and improve.

## **Grantee Perception Report® (GPR)** ■

The GPR — the most widely used grantee survey — provides funders with candid and actionable feedback from grantees on key topics including impact on grantees' fields, communities, and organizations; understanding of intended beneficiaries; and interactions and communications with grantees.

Insights gained through the GPR can also be complemented by the Applicant Perception Report (APR) ■, a separate survey that gathers feedback from declined applicants.

## **Donor Perception Report (DPR)** ■

The only survey that benchmarks donor perceptions across community foundations, the DPR provides community foundations with candid feedback and insights from their donors on topics including donor satisfaction, future giving plans, and perceptions of leadership in the community.

## **Staff Perception Report (SPR)** ■

Designed specifically for philanthropic funders, the SPR helps funders gather, understand, and act on staff feedback in ways that connect directly to the unique context of philanthropic effectiveness.

## **Advisory Services** ■

CEP's advisory services offer data-driven, customized advising to help funders better understand and improve their effectiveness. Each advisory engagement leverages CEP's deep knowledge about philanthropy and what matters to foundation stakeholders.

Advisory services projects completed in 2017 include:

- Surveying current and former grantees of Community Foundation Sonoma County and Napa Valley Community Foundation about how the October 2017 wildfires impacted their organizations and the populations they serve.
- In anticipation of a foundation's growth, facilitating meetings and writing a series of white papers about emerging trends in the philanthropic sector.

**91**   
total engagements

**73**  
partners

in **28** states / and **6** countries

# YOUTHTRUTH

## YouthTruth

— STUDENT SURVEY —

A NATIONAL NONPROFIT

YouthTruth harnesses student and stakeholder feedback to help school leaders and education funders make better decisions that lead to better outcomes for students. Through validated survey instruments for students, family, and staff, as well as tailored advisory services, YouthTruth partners with schools, districts, states, educational organizations, and education funders to enhance learning for all students.

In 2017, YouthTruth began a two-year initiative with a group of funders in the Bay Area to explore the extent to which funders can constructively learn from the student experiences, insights, and perspectives captured by YouthTruth's surveys. The group is supporting networks of local schools and districts to participate in YouthTruth at no cost (whereas districts typically pay to participate), and coming together as a learning community to discuss how beneficiary perception data can be used to enhance effectiveness.

YouthTruth launched the *Learning from Student Voice* series in 2016 to bring data and insight to bear on pressing challenges related to school experience and improvement. In 2017, YouthTruth analyzed its student feedback dataset to publish studies in this series on student engagement, college and career readiness, and bullying.

### 2017 YouthTruth Funders

Fund for  
**Shared Insight**

W.K.  
KELLOGG  
FOUNDATION

WILLIAM + FLORA  
Hewlett  
Foundation

# 198,775

students and stakeholders surveyed

**73** / in **21** / across **3**  
engagements states countries



## three

Learning from Student Voice reports published



# 2017 CONFERENCE

More than 400 foundation CEOs, senior leaders, and trustees came together in Boston for the 2017 CEP Conference, *Leading Effective Foundations*. The conference included three days filled with inspiring stories, new data and insights, and sharp discussion of issues that are central to foundations' ability to maximize their impact.

Among the talks and panels, Equal Justice Initiative Co-founder Bryan Stevenson spoke about injustices in the criminal justice system and the need to confront the legacy of racial inequality in the U.S. Tony Award-winning playwright and performer Sarah Jones delivered an enthralling one-woman performance portraying the interplay between different perspectives and ideas at play in philanthropy. Economist Raj Chetty explored how the notion of the "American Dream" actually stacks up against the data, sharing findings from recent studies on economic mobility and discussing how developments in big data are creating opportunities to reverse debilitating trends in inequality. And Harvard Business School Professor Nancy Koehn delivered a closing plenary of masterful storytelling to illustrate lessons of leadership and courage when times are tough. Videos of several sessions from the conference are available on CEP's [YouTube channel](#).





# PROGRAMMING AND EXTERNAL RELATIONS

90 blog posts

The CEP blog had a range of thought-provoking posts from staff and guest contributors throughout the year, including Barr Foundation President and Trustee Jim Canales, BoardSource President and CEO Anne Wallestad, The Whitman Institute Co-Executive Director John Esterle, and Ford Foundation Program Officer Graciela Selaimen.



CEP hosted a webinar discussing the findings of *Relationships Matter: Program Officers, Grantees, and the Keys to Success*, which featured a panel of program officers featured in the report. CEP staff also presented research and insights at several events and conferences in 2017, included ones hosted by United Philanthropy Forum, Philanthropic Foundations Canada, and PEAK Grantmaking.

## NEW DOMAIN NAME

effectivephilanthropy.org



cep.org

17,463  
Twitter  
followers

  
1,240  
Tweets

# 2017 ASSESSMENT AND ADVISORY SERVICES SUBSCRIBERS

Akron Community Foundation  
Arizona Community Foundation  
Barr Foundation  
California Community Foundation  
Caring for Colorado Foundation  
Charles and Lynn Schusterman Family Foundation  
Charlottesville Area Community Foundation  
Claude Worthington Benedum Foundation  
ClimateWorks Foundation  
Community Foundation for Southern Arizona  
Community Foundation of Greater Memphis  
Community Foundation Sonoma County  
Conrad N. Hilton Foundation  
Deaconess Foundation  
Democracy Fund  
Episcopal Health Foundation  
Ewing Marion Kauffman Foundation  
Ford Foundation  
Fremont Area Community Foundation  
Gaylord and Dorothy Donnelley Foundation  
Geraldine R. Dodge Foundation, Inc.  
GHR Foundation  
Gordon and Betty Moore Foundation  
Hartford Foundation for Public Giving

Inter-American Foundation  
Josiah Macy, Jr. Foundation  
Kalamazoo Community Foundation  
M. J. Murdock Charitable Trust  
Marguerite Casey Foundation  
MassMutual Foundation  
Missouri Foundation for Health  
Moses Taylor Foundation  
National Fish and Wildlife Foundation  
National Geographic Society  
New York State Health Foundation  
Oak Foundation (Switzerland)  
Paul Hamlyn Foundation (United Kingdom)  
Rasmuson Foundation  
Rogers Family Foundation  
Sacramento Region Community Foundation  
SC Ministry Foundation  
Sobrato Family Foundation  
Southern California Grantmakers  
Tata Trusts (India)  
The Andrew W. Mellon Foundation  
The Calgary Foundation (Canada)  
The California Endowment  
The California Wellness Foundation  
The Clowes Fund

The Coastal Community Foundation of South Carolina  
The David and Lucile Packard Foundation  
The Duke Endowment  
The Harry and Jeanette Weinberg Foundation, Inc.  
The Heinz Endowments  
The Hyams Foundation  
The Jacob and Valeria Langeloth Foundation  
The Nathan Cummings Foundation  
The Nord Family Foundation  
The Raymond John Wean Foundation  
The Rhode Island Foundation  
The Robert Wood Johnson Foundation  
The Saint Paul & Minnesota Community Foundations  
The Theodore R. & Vivian M. Johnson Scholarship Program  
The William and Flora Hewlett Foundation  
Thornburg Foundation  
Unbound Philanthropy  
Vancouver Foundation (Canada)  
W. K. Kellogg Foundation  
Walter and Elise Haas Fund  
Walton Family Foundation

# FINANCIAL INFORMATION

## Statement of **financial position** for the year ended December 31, 2017

*dollars in thousands*

	Unrestricted	Temp Restricted	Total
Total Assets	4573	2997	7570
Selected Balances			
Cash	1900	659	2559
Investments	2099		2099
P/R		1887	1887

## Statement of **activities and change in net assets** for the year ended December 31, 2017

*dollars in thousands*

	Unrestricted	Temp Restricted	Total
<b>Operating Revenue &amp; Support</b>			
Grants & Contributions	4234	1165	5399
Earned Revenue	4081		4081
Total	8315	1165	9480
<b>Operating Expenses</b>			
Program Services	6670		6670
<b>Supporting Services</b>			
Management and General	1373		1373
Fundraising	154		154
Total Supporting Services	1527		1527
<b>Total Expenses</b>	8197		8197
Change in Net Assets	117	1165	1282
Net Assets at Beginning of Year	3645	1831	5476
Net Assets at End of Year	3762	2997	6759

# 2017 FUNDERS

## \$500,000 or more



Robert Wood Johnson Foundation



## \$200,000 to \$499,999

Ford Foundation  
Fund for Shared Insight  
S.D. Bechtel, Jr. Foundation

## \$100,000 to \$199,999

Barr Foundation  
Fidelity Charitable Trustees' Initiative  
David and Lucile Packard Foundation  
Rockefeller Brothers Fund  
Rockefeller Foundation  
Wallace Foundation  
W.K. Kellogg Foundation

## \$50,000 to \$99,999

Gordon and Betty Moore Foundation  
John D. and Catherine T. MacArthur Foundation  
Kresge Foundation  
The Leona M. and Harry B. Helmsley Charitable Trust  
Rita Allen Foundation  
Stuart Foundation

## \$20,000 to \$49,999

California HealthCare Foundation  
Duke Endowment  
Harry and Jeanette Weinberg Foundation  
Heinz Endowment  
Houston Endowment  
James Graham Brown Foundation  
Lumina Foundation for Education  
Oak Foundation  
Surdna Foundation

## Up to \$19,999

Assisi Foundation of Memphis  
Community Foundation of Northeast Alabama  
Delaware Community Foundation  
Doris Duke Charitable Foundation  
Evelyn and Walter Haas, Jr. Fund  
Henry Luce Foundation  
Kansas Health Foundation  
Longwood Foundation  
The McKnight Foundation  
Meyer Memorial Trust  
New Hampshire Charitable Foundation  
Public Welfare Foundation  
Richard M. Fairbanks Foundation  
Saint Luke's Foundation

Skillman Foundation  
Sobrato Family Foundation  
Teagle Foundation  
Weingart Foundation  
Wilburforce Foundation

## Individual Contributors

Michael Bailin  
Paul Beaudet  
Kevin Bolduc  
Phil Buchanan  
Alexa Culwell  
Alyse d'Amico  
Jessica David  
Phil Giudice  
Tiffany Cooper Gueye  
Crystal Hayling  
Paul Heggarty  
Bob Hughes  
Latia King  
Patricia Kozu  
Kathy Merchant  
Debra Natenshon  
Grace Nicolette  
Dick Ober  
Alex Ocasio  
Grant Oliphant  
Christy Pichel  
Ross MacNeel Family  
Nadya Shmavonian  
Nan Stone  
Fay Twersky  
Jen Vorse Wilka  
Lynn Perry Wooten



# 2017 BOARD OF DIRECTORS

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**President**

The Heinz Endowments

**PHIL BUCHANAN, *ex officio***

**President**

CEP

**PAUL BEAUDET**

**Executive Director**

Wilburforce Foundation

**TIFFANY COOPER GUEYE**

**Former CEO**

BELL (Building Educated Leaders for Life)

**CRYSTAL HAYLING\***

**Executive Director**

The Libra Foundation

**DICK OBER**

**President and CEO**

New Hampshire Charitable Foundation

**HILARY PENNINGTON**

**Executive Vice President for Program**

Ford Foundation

**CHRISTY PICHEL**

**Former President**

Stuart Foundation

**NADYA SHMAVONIAN\***

**Director**

Nonprofit Repositioning Fund

**FAY TWERSKY**

**Director, Effective Philanthropy Group**

The William and Flora Hewlett Foundation

**LYNN PERRY WOOTEN**

**David J. Nolan Dean, Charles H. Dyson**

**School of Applied Economics and  
Management**

Cornell University



\* Rotated off the Board June 30, 2017



### Cambridge, Massachusetts

675 Massachusetts Avenue  
7th Floor  
Cambridge, MA 02139  
Phone: 617-492-0800  
Fax: 617-492-0888



### San Francisco, California

131 Steuart St  
Suite 501  
San Francisco, CA 94105  
Phone: 415-391-3070  
Fax: 415-956-9916



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