



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

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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

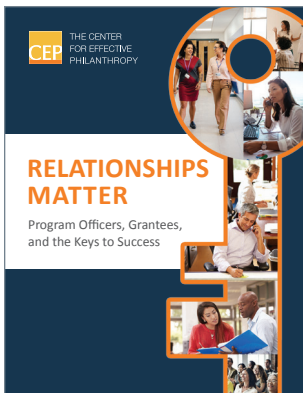


In 2017, CEP produced

six reports

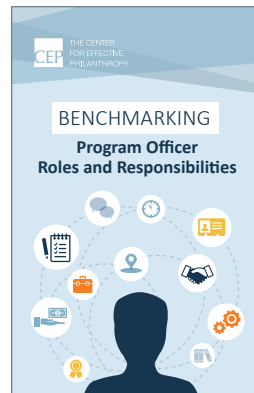


RESEARCH



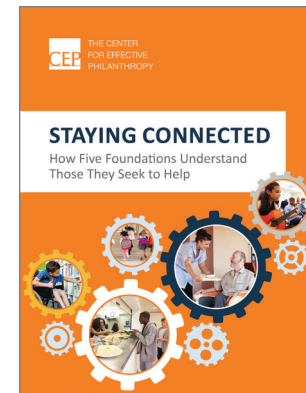
Relationships Matter: Program Officers, Grantees, and the Keys to Success

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

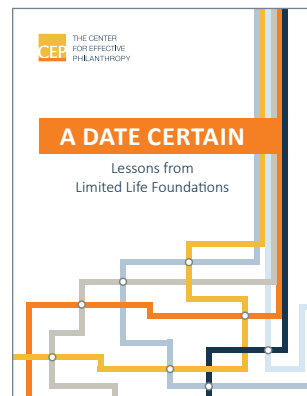


RESEARCH CONTINUED



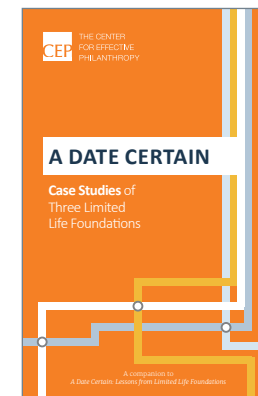
Shifting Winds: Foundations Respond to a New Political Context

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.

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.



total engagements

73

partners



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



198,775

students and stakeholders surveyed

73 engagements / in 21 states / across 3 countries

LEARNING FROM STUDENT VOICE:
What do students tell us about bullying?

When students are bullied, they're impacted emotionally, mentally, and academically. Understanding students' experiences with bullying is crucial for schools and communities to build safe and supportive environments for learning. So, what does bullying in schools look like, according to the students themselves?

YouthTruth analyzed anonymous feedback from over 180,000 students across 37 states in grades five through twelve to understand how much, in what ways, and why students are being bullied. This analysis also explored how students of different gender identities are experiencing bullying, and uncovered valuable insights.

- 1 It's still true that students are bullied most in person.
- 2 The top three students believe are bullied include their appearance, race or skin color, and because of students they were gay.

youthtruthsurvey.org
 @youth_truth

LEARNING FROM STUDENT VOICE:
How prepared do students feel for college and career?

The national high school graduation rate has continued to rise - but do students feel prepared for what comes next?

To help answer this question, YouthTruth analyzed survey responses from over 50,000 high school students. The data was gathered between September 2015 and December 2016 through YouthTruth's anonymous online climate and culture survey administered in partnership with school districts and charter management organizations across 16 states. Our analysis looked at a subset of questions related to college and career readiness and uncovered some key insights.

- 1 Most students to college.
- 2 Only 1 in 2 students feel academically prepared for college.
- 3 Students find it helpful - but are not using them.
- 4 Feelings of readiness are widely across all grade levels.

youthtruthsurvey.org
 @youth_truth

LEARNING FROM STUDENT VOICE:
Are Students Engaged?

When students have a love of learning and a desire to succeed - when they are genuinely engaged with their school and their education - they are more likely to learn. Since student engagement is a leading indicator of academic achievement and persistence in school as well as a key element of school climate, educators can greatly benefit from measuring it. So, what does engagement look like, according to the students themselves?

To answer this question, YouthTruth analyzed survey responses from over 200,000 students in grades three through twelve. The data was gathered between November 2012 and June 2017 through YouthTruth's anonymous online climate and culture survey administered in partnership with school districts and charter management organizations across 16 states. Our analysis looked at a subset of questions related to student engagement and uncovered some key insights.

- 1 Across all grade levels, the majority of students feel engaged.
- 2 Most students take pride in their school work.
- 3 Less than half of secondary students feel that what they're learning in class helps them outside of school.
- 4 Only about half of secondary students enjoy coming to school most of the time.

youthtruthsurvey.org
 @youth_truth

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](#).



400+

Attendees

81

Speakers



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



17,463

Twitter followers



1,240

Tweets

2017 ASSESSMENT AND ADVISORY SERVICES SUBSCRIBERS

Akron Community Foundation	Inter-American Foundation	The Coastal Community Foundation of South Carolina
Arizona Community Foundation	Josiah Macy, Jr. Foundation	The David and Lucile Packard Foundation
Barr Foundation	Kalamazoo Community Foundation	The Duke Endowment
California Community Foundation	M. J. Murdock Charitable Trust	The Harry and Jeanette Weinberg Foundation, Inc.
Caring for Colorado Foundation	Marguerite Casey Foundation	The Heinz Endowments
Charles and Lynn Schusterman Family Foundation	MassMutual Foundation	The Hyams Foundation
Charlottesville Area Community Foundation	Missouri Foundation for Health	The Jacob and Valeria Langeloth Foundation
Claude Worthington Benedum Foundation	Moses Taylor Foundation	The Nathan Cummings Foundation
ClimateWorks Foundation	National Fish and Wildlife Foundation	The Nord Family Foundation
Community Foundation for Southern Arizona	National Geographic Society	The Raymond John Wean Foundation
Community Foundation of Greater Memphis	New York State Health Foundation	The Rhode Island Foundation
Community Foundation Sonoma County	Oak Foundation (Switzerland)	The Robert Wood Johnson Foundation
Conrad N. Hilton Foundation	Paul Hamlyn Foundation (United Kingdom)	The Saint Paul & Minnesota Community Foundations
Deaconess Foundation	Rasmuson Foundation	The Theodore R. & Vivian M. Johnson Scholarship Program
Democracy Fund	Rogers Family Foundation	The William and Flora Hewlett Foundation
Episcopal Health Foundation	Sacramento Region Community Foundation	Thornburg Foundation
Ewing Marion Kauffman Foundation	SC Ministry Foundation	Unbound Philanthropy
Ford Foundation	Sobrato Family Foundation	Vancouver Foundation (Canada)
Fremont Area Community Foundation	Southern California Grantmakers	W. K. Kellogg Foundation
Gaylord and Dorothy Donnelley Foundation	Tata Trusts (India)	Walter and Elise Haas Fund
Geraldine R. Dodge Foundation, Inc.	The Andrew W. Mellon Foundation	Walton Family Foundation
GHR Foundation	The Calgary Foundation (Canada)	
Gordon and Betty Moore Foundation	The California Endowment	
Hartford Foundation for Public Giving	The California Wellness Foundation	
	The Clowes Fund	

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
Operating Revenue & Support			
Grants & Contributions	4234	1165	5399
Earned Revenue	4081		4081
Total	8315	1165	9480
Operating Expenses			
Program Services	6670		6670
Supporting Services			
Management and General	1373		1373
Fundraising	154		154
Total Supporting Services	1527		1527
Total Expenses	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 Koza
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

GRANT OLIPHANT, *chair*

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



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