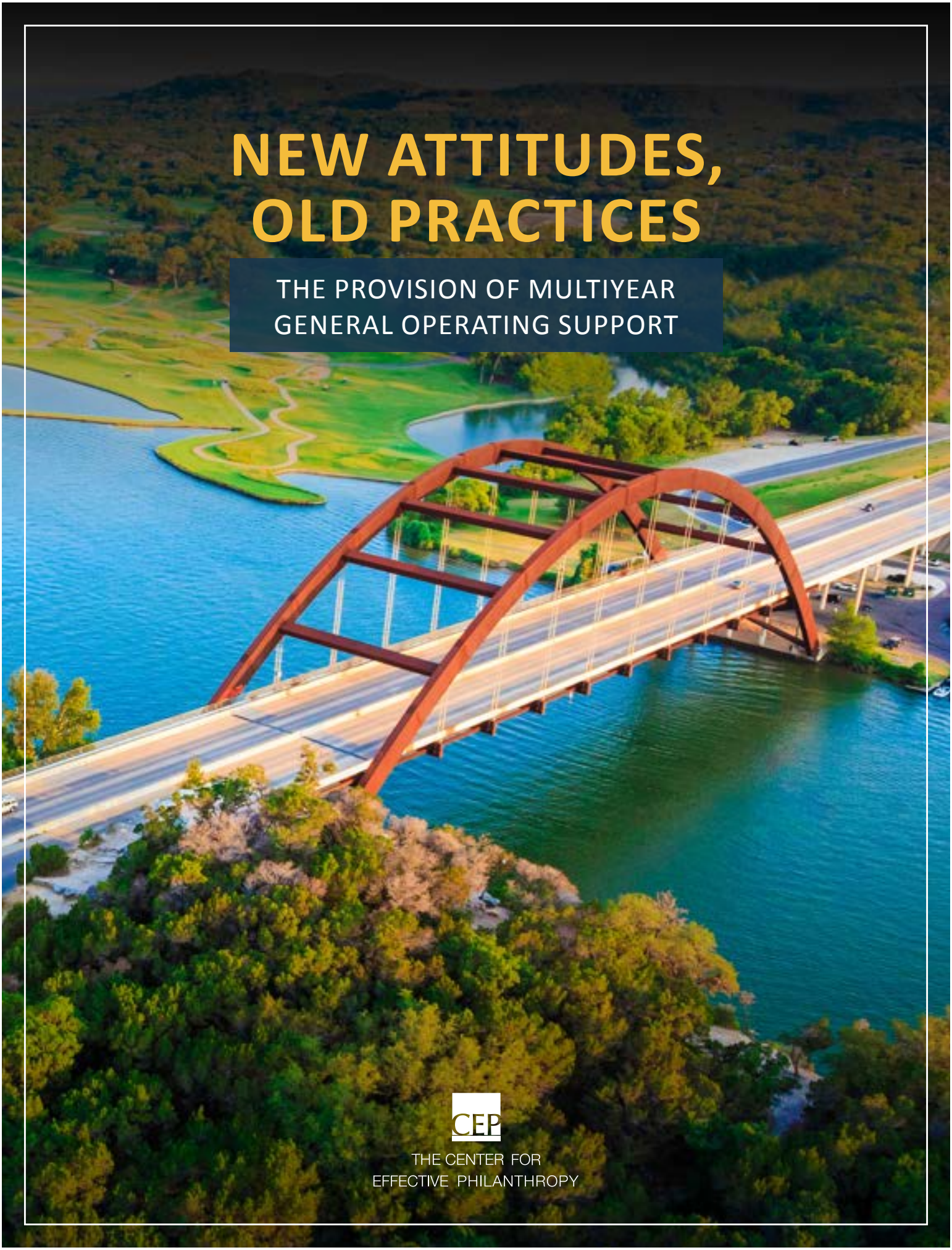

NEW ATTITUDES, OLD PRACTICES

THE PROVISION OF MULTIYEAR GENERAL OPERATING SUPPORT

CEP
THE CENTER FOR
EFFECTIVE PHILANTHROPY

NEW ATTITUDES, OLD PRACTICES

The Provision of Multiyear General Operating Support

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ABOUT THE CENTER FOR EFFECTIVE PHILANTHROPY

The mission of the Center for Effective Philanthropy (CEP) is to provide data and create insight so philanthropic funders can better define, assess, and improve their effectiveness—and, as a result, their intended impact.

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Table of Contents

Introduction 4

Key Findings

Finding 1 8

Finding 2 12

Finding 3 18

Conclusion 22

Appendix A:
Additional Tables 23

Appendix B:
Methodology 25

Endnotes 32

INTRODUCTION

Nonprofit leaders have long called for multiyear general operating support (multiyear GOS) grants. These grants provide their organizations with flexibility to use funds to fulfill their missions and the ability to plan for the long-term sustainability of their organizations, programs, and services. Yet, nonprofits rarely receive these grants. Some foundations provide no multiyear GOS whatsoever. Others provide it, but to few of the grantee organizations they support. Organizations led by people of color are at a further disadvantage with the lack of foundations' provision of multiyear GOS because, as noted by the Building Movement Project, foundation funding is often their largest source of revenue.[1]

Organizations like the National Committee for Responsive Philanthropy (NCRP), the Trust-Based Philanthropy Project (TBPP), and Grantmakers for Effective Organizations (GEO) argue that multiyear GOS constitutes good grantmaking practice.[2] Their arguments include that multiyear GOS:

- fosters grantee stability
- encourages stronger, trust-based relationships between funders and grantees
- creates space for innovation and risk-taking
- allows nonprofits the time to develop, evaluate, and improve programs that address systemic and complex social issues

Other philanthropic and nonprofit leaders make similar cases for providing multiyear GOS. Fred Ali, president of Weingart Foundation, and Belen Vargas, Weingart's former senior vice president of programs, have written that, "When combined with effective leadership and management, providing unrestricted multi-year core operating support is one of the best ways to build nonprofit capacity and sustainability."[3]

Vu Le argues that providing multiyear general operating dollars (MYGOD, as he dubs it) is the best way to strengthen organizations because it pays for staffing, provides stability, allows organizations to focus on the work they are good at, allows for flexibility to adapt to changing contexts, supports strategic risk-taking, and is more culturally responsive.[4] Regarding paying for staffing, Le writes, "It is people who do the work. Yet funders and donors continue to harbor disdain for paying for staff salaries and wages, so they fund the stuff around it. It's like wanting to build a house and paying for everything except construction workers." Fund the People notes that the lack of attention to funding nonprofit staff has contributed to practices such as "unpaid internships; biases in hiring and promotion; overwork and burnout; and poorly planned, inequitable executive transitions—all of which prevent organizations from truly embodying their commitment to social justice and the public good."[5]

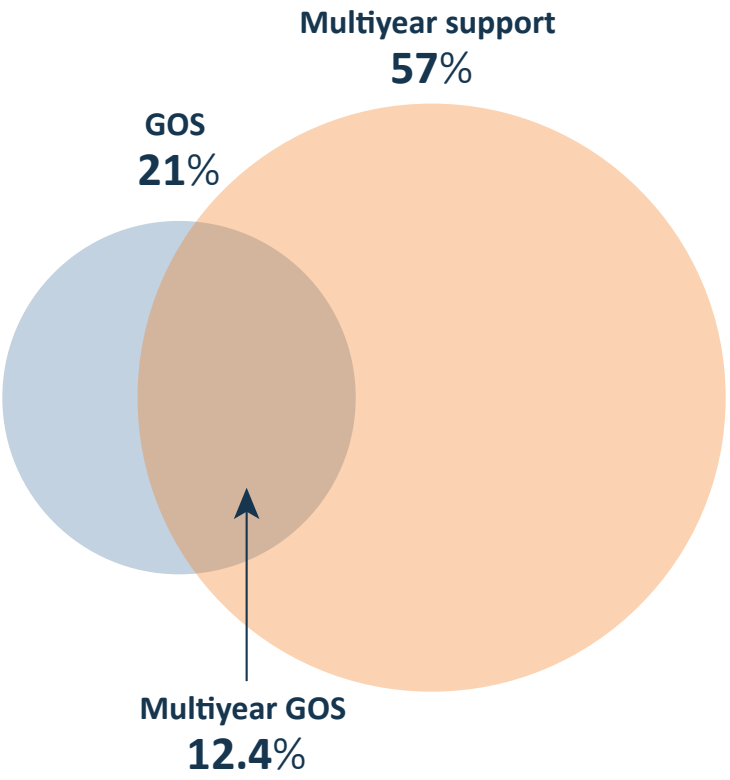
In our 2006 report, *In Search of Impact*, we reported that even though nonprofits most valued large, multiyear, GOS grants, most grantmaking, even by large foundations, was "small, program restricted, and short term."[6] While CEOs agreed that large multiyear

GOS grants were the most useful for nonprofits, they placed other priorities higher in their grantmaking decisions. Perhaps because of their own experience receiving few GOS grants, let alone multiyear GOS grants, most nonprofits believe that many of their foundation funders are uninterested in strengthening the overall health of their organizations.[7]

Data from our Grantee Perception Report (GPR) data set from the 10 years before the COVID-19 pandemic confirm that very few grants are multiyear GOS. While 57 percent of grants during this time were multiyear,

FIGURE 1.

Provision of multiyear support, GOS, and multiyear GOS among GPR users during the 10 years before the pandemic



and 21 percent were GOS, *only 12.4 percent were both multiyear and GOS* (Figure 1). (See Methodology.)

Why, given the benefits of multiyear GOS, do so few foundations provide these grants?

This study aims to answer the following related and more specific questions:

- What benefits do multiyear GOS grants have for nonprofit organizations?
- How many foundations are providing multiyear GOS, and to how many of the nonprofits they support?
- How do foundations make decisions about whether to provide multiyear general operating support?
- What are the attitudes of foundation boards, CEOs, and program officers toward the provision of multiyear GOS?
- What barriers are preventing foundations from providing more multiyear GOS?
- How do foundations that give more multiyear GOS than is typical think about impact?

To answer these questions, CEP surveyed foundation CEOs, foundation program officers (POs), and grantees and conducted a series of in-depth interviews with foundation leaders. CEP received survey responses from 168 CEOs and 105 POs of private and community foundations giving at least $5 million annually (CEOs and POs did not necessarily work at the same foundations; these are not matched pairs). From nonprofit CEOs/executive directors, we received 212 survey responses. (See Methodology.)

We invited a group of foundations to participate in interviews based on their provision of multiyear GOS, using data from the more than 300 funders who have used CEP's GPR. The analyses we describe in our third key finding focus on 24 interviews from foundations that, based on grantee responses to the GPR, provide more multiyear GOS than typical, have significantly increased the proportion of grantees receiving multiyear GOS over time, or both. (See Methodology.)

As a companion to this report, we are also publishing *Making the Case: Foundation Leaders on the Importance of Multiyear General Operating Support* and *Making It Happen: Multiyear GOS Discussion Guide*. *Making the Case* includes profiles of five foundations that participated in interviews for this study: the California Wellness Foundation, the Claneil Foundation, Foundation for a Just Society, the Mary Reynolds Babcock Foundation, and the Paul Hamlyn Foundation. *Making It Happen* is a conversation guide that offers suggestions and discussion questions for foundation leaders and boards seeking to start providing, or provide more, multiyear GOS grants.

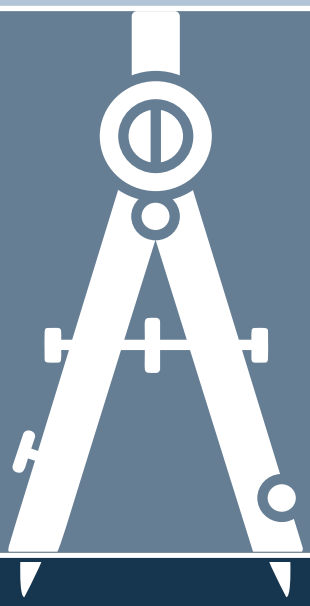
All data collection for this study occurred in late 2019 and early 2020, before COVID-19 became a global pandemic. Since that crisis was recognized globally in March, a number of foundations have pledged to follow certain practices, including seeking to provide as much GOS as possible. CEP is undertaking a separate study, also supported by the Ford Foundation, to track whether and how practices have changed since the beginning of the COVID-19 pandemic. The results in this report provide a crucial baseline for attitudes and practices before the crisis.

Our findings reveal a sobering disconnect between attitudes of foundation leaders and the experience of nonprofits. Moreover, we found a similar disconnect between the attitudes of foundation CEOs themselves and their foundations' practices. While we sought to understand what is getting in the way of the provision of multiyear GOS, we were unable to identify a clear theme or major barrier. We are left to conclude that a majority of foundation leaders simply have not felt it a fit with their approach or important enough to prioritize shifting their funding practices.

Key Findings

FINDING 1:

Nonprofit leaders report that receiving multiyear GOS would result in many benefits to the health of their organizations—including the ability to plan for the future, the opportunity to focus on their work, and the capacity to invest in staff—and, ultimately, increase the impact they can have on society.



FINDING 2:

When it comes to multiyear GOS, foundation leaders' attitudes and practices are not well aligned. Foundation CEOs believe GOS and multiyear grants are an effective means for supporting grantees' work, and the majority report being in favor of increasing the percentage of grantees receiving multiyear GOS. Yet, many foundations provide no multiyear GOS, and those that do only provide it to a small percentage of the nonprofits they support.

FINDING 3:

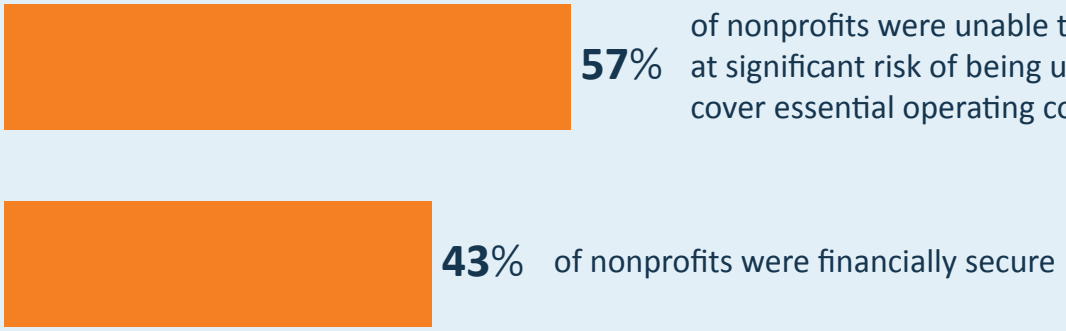
We were unable to identify significant barriers foundation leaders experience in providing or increasing their provision of multiyear GOS. The explanation for why it's not being done more widely seems to be that it doesn't fit with the foundation's approach, simply hasn't been prioritized, or, for a subset of community foundations, isn't seen as possible given constraints. However, the subset of foundation leaders who provide more multiyear GOS have made an intentional choice borne of their belief that it will build trust, strengthen relationships, and increase impact.

FINDING 1

Nonprofit leaders report that receiving multiyear GOS would result in many benefits to the health of their organizations—including the ability to plan for the future, the opportunity to focus on their work, and the capacity to invest in staff—and, ultimately, increase the impact they can have on society.

Although the COVID-19 pandemic has posed huge challenges for nonprofits, especially those that provide direct services or serve historically disadvantaged communities, the financial strain that nonprofits are facing is not a new problem.[8] Even during the three years before the pandemic, the majority of nonprofit leaders report that they were unable to, or were at significant risk of being unable to, cover essential operating costs (Figure 2).

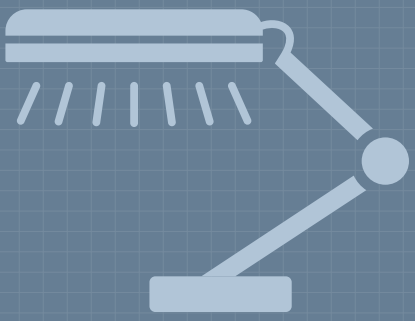
FIGURE 2.
Financial strain during the three years before the pandemic



As a result of this pre-pandemic financial strain, nonprofits had to reduce staff, reduce services, and spend more time fundraising—actions that many nonprofits have also had to take as a result of the pandemic.[9] Addressing these financial challenges surely decreases a nonprofit's ability to achieve its mission.

Nonprofit leaders whose organizations received multiyear GOS grants during the year before the pandemic report that these grants had tremendous benefits for their organizations' health. These grants gave them the ability to plan for the future, the opportunity to focus on their work, and the capacity to invest in staff (Table 1).

DEFINITIONS OF MULTIYEAR GRANT AND GENERAL OPERATING SUPPORT GRANT



We provided the following definitions to survey respondents for this study.

Multiyear Grant: funding that is provided for a term of at least two years.

General Operating Support Grant: funding that is not restricted to use for a particular program or expense. Sometimes referred to as unrestricted or core support, nonprofit leadership may use these funds at their discretion to further their mission.

Multiyear GOS allows nonprofits to plan not just for the current year but also for the coming years. As one leader says, "These types of grants mean that we can think about our work in the long term and create programs and campaigns that address root causes and systemic issues." Another says, "It is invaluable when programs can function seamlessly without wondering whether they will be funded next year."

The time savings that result from receiving multiyear GOS leave nonprofits with more time to focus on their work. As one leader explains, "Grants of this type allow us the time to focus on mission-driven programs and projects, research other funding sources, build relationships and collaborations, develop staff, and innovate."

Multiyear GOS also gives nonprofits the ability to hire staff and provide them with job security and professional development. One leader says, "It is incredibly difficult to commit to hiring employees with only 12 months' worth of funding guaranteed. Sometimes, we end up only offering temporary positions with the uncertainty of positions/work continuing. Multiyear GOS provides stability with planning, especially with staffing decisions."

TABLE 1. BENEFITS OF RECEIVING MULTIYEAR GOS

MOST FREQUENT BENEFITS	PERCENTAGE OF NONPROFIT LEADERS WHO MENTION THIS BENEFIT
Ability to plan for the future	66 percent
Opportunity to focus on their work	30 percent
Capacity to invest in staff (ability to hire staff and provide them with job security and professional development)	26 percent

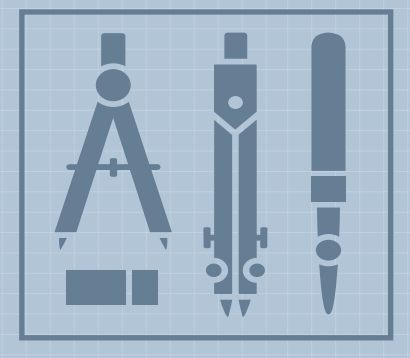
Furthermore, most nonprofit leaders say there are no challenges or downsides to receiving multiyear GOS grants, besides the fact that they end. One nonprofit leader sums it up this way: "Tempering the joy and relief that comes with multiyear GOS is probably the biggest challenge. But, please, let that be a challenge we experience more often. It's a much better challenge to have than the sleepless nights that we'd otherwise experience."

Yet, only 41 percent of grantees report receiving multiyear GOS during the year before the pandemic. Even nonprofits that did receive multiyear GOS received very little of it. Most of them report that less than one-quarter of their foundation funding consisted of multiyear GOS. (Note: We were unable to test for statistical differences between responses from POC-led organizations and non-POC-led organizations because we did not have a large enough set of respondents in each group to do so.)

The most frequent reason why nonprofit leaders believe that foundations provide few multiyear GOS grants, cited by 29 percent of respondents, is a lack of trust in nonprofits and a desire to maintain control. Less frequent but next most mentioned reasons are concerns about the foundation's future finances or a belief that it will be more difficult to assess impact with multiyear GOS grants. One nonprofit leader who raised trust and control as main reasons why foundations are not providing more multiyear GOS says:

> For some reason, foundations expect nonprofits to be miracle workers, when in fact we're all cutting corners, skimping on resources, doing everything with far less than we should, and then bending over backward trying to find a way to make it sound like we're succeeding, while also making sure to keep the challenges front and center, but without sounding desperate or as though we can't handle it. It's not clear why foundations don't provide more multiyear GOS grants. The obvious answers are too discouraging to acknowledge, but they could very well be due to keeping the exit door open, asserting influence after the money has been given, among others.

PROGRAM OFFICER CRITERIA FOR PROVIDING MULTIYEAR GOS



When determining whether grantees will receive multiyear GOS, POs most commonly consider the foundation's relationship with the grantee, what the grantee needs and asks for, and the grantee's alignment with the foundation's mission and strategy (Table 2).

TABLE 2. FACTORS THAT PROGRAM OFFICERS CONSIDER TO DETERMINE WHETHER GRANTEES WILL RECEIVE MULTIYEAR GOS

FACTOR	PERCENTAGE OF PROGRAM OFFICERS WHO MENTION THIS FACTOR	IN THEIR OWN WORDS
The foundation's relationship with the grantee	31 percent	"I consider the level of trust and familiarity the foundation has with the grantee." "I consider the depth of the relationship with the nonprofit."
What the grantee needs and asks for	21 percent	"It depends on what the applicant requests." "The need of the organization."
Grantee's alignment with the foundation's mission and strategy	20 percent	"We have to feel like the foundation's strategic priorities are aligned extremely well with the organization's mission (i.e., we can't imagine the grantee doing anything with the money that we wouldn't be supportive of)." "Alignment with foundation strategic priorities."

The most common factor considered when deciding whether to provide multiyear GOS, noted by almost one-third of POs, is the existing relationship the foundation has with a grantee. This factor is worth noting because data have shown this approach can disadvantage organizations led by people of color. Leaders of color rate the strength of their relationships with their foundation funders slightly lower.[10] Similarly, as the Building Movement Project reports, leaders of color are more likely to experience challenges due to a lack of relationships with funding sources.[11]

Only 20 percent of POs receive training on how to decide which grantees to provide with multiyear grants, and only 28 percent receive training on how to decide which organizations should receive a GOS grant. About half of those POs who did not receive training would have liked to.

FINDING 2

When it comes to multiyear GOS, foundation leaders' attitudes and practices are not well aligned. Foundation CEOs believe GOS and multiyear grants are an effective means for supporting grantees' work, and the majority report being in favor of increasing the percentage of grantees receiving multiyear GOS. Yet, many foundations provide no multiyear GOS, and those that do only provide it to a small percentage of the nonprofits they support.

ATTITUDES TOWARD GOS, MULTIYEAR, AND MULTIYEAR GOS GRANTS

Foundation CEOs generally view GOS and multiyear grants as more effective than or equally effective as program/project support and single-year grants, respectively, and many report being in favor of increasing the provision of multiyear GOS in the coming year.

Foundation CEOs' attitudes toward GOS in late 2019/early 2020 were more positive than they were when we last assessed their views on these grants in 2006.[12] In 2006, foundation CEOs most frequently viewed program/project support grants as more effective than GOS grants at encouraging assessment of grantee and foundation results, engagement of foundation trustees, sustainability of grantee programs, innovation, and grantee and foundation accountability. In the current study, foundation CEOs most frequently view program/project support and GOS grants as equally effective for a number of aspects of their work (Table 3). There are no aspects asked about for which foundation CEOs view program/project support as more effective than GOS. (See Appendix A for full table.)

TABLE 3. FOUNDATION CEOS' VIEWS ON EFFECTIVENESS OF DIFFERENT TYPES OF GRANTS

ASPECT	PROGRAM/ PROJECT SUPPORT GRANTS ARE MORE EFFECTIVE	PROGRAM/PROJECT SUPPORT AND GOS GRANTS ARE EQUALLY EFFECTIVE	GOS GRANTS ARE MORE EFFECTIVE
Assessment of grantee results	●	●	
Assessment of foundation results	●	●	
Engagement of foundation trustees	●	●	
Sustainability of grantee programs	●	●	
Innovation	●	●	
Grantee accountability	●	●	
Foundation accountability*	●	●●	

● = Most frequent foundation CEO response in 2006 ● = Most frequent foundation CEO response now

* In 2006, on the aspect of "foundation accountability," an equal proportion of CEOs said they viewed program/project support as more effective than or equally effective as GOS.

Foundation CEOs' attitudes toward multiyear grants are generally positive, as well. (Note: We did not ask about attitudes toward multiyear grants in our 2006 study, so we are unable to assess change over time for these responses.) While foundation CEOs most frequently view single-year grants as more effective

at encouraging flexibility of the foundation to respond to emerging funding opportunities, they view multiyear grants as more effective than or equally effective as single-year grants for other aspects relevant to their work. (See Appendix A for table.)

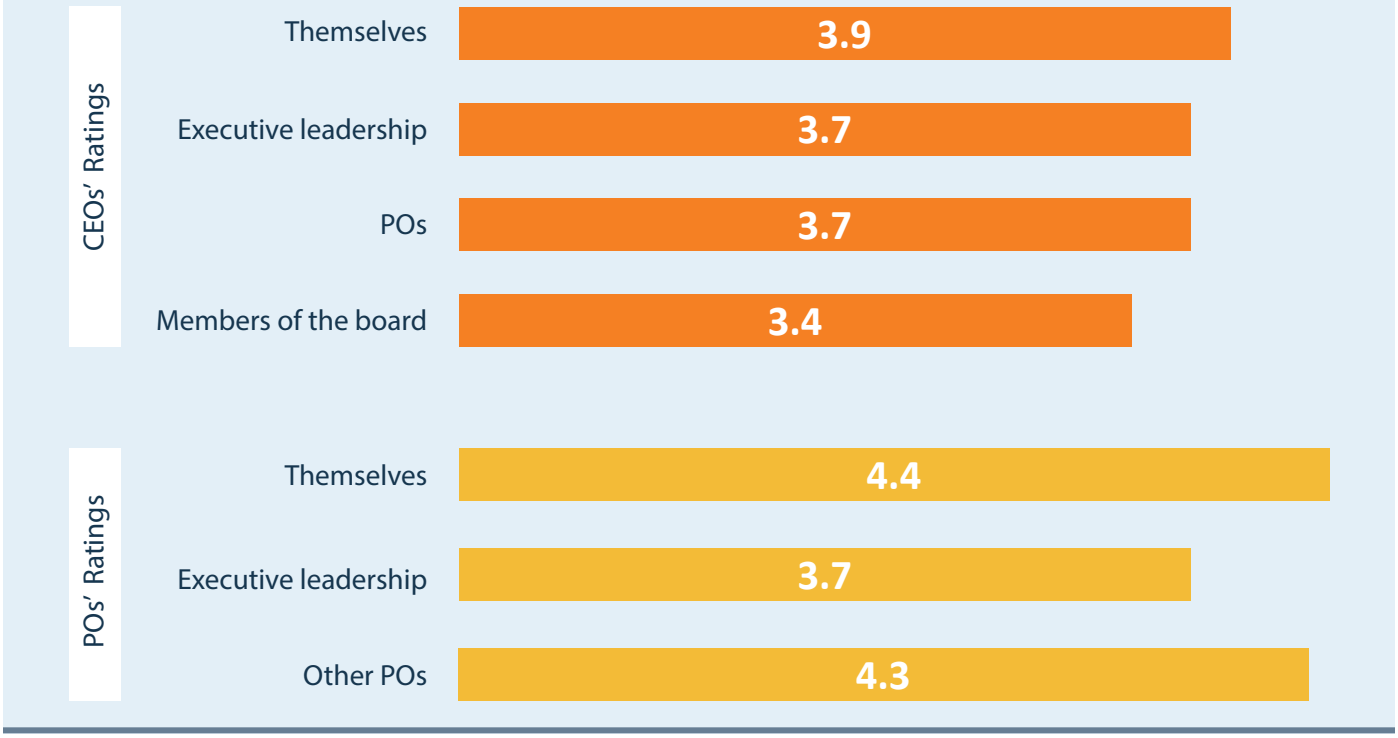
When it comes to attitudes of those in various roles at the foundation about multiyear GOS, there seem to be some misconceptions and differences—with people tending to see others as less enthusiastic than they see themselves. Foundation CEOs perceive POs to be less in favor of increasing the provision of multiyear GOS than PO respondents say they are or perceive their PO colleagues to be. In fact, POs say they are—and they perceive their PO colleagues to be—more in favor of increasing the provision of multiyear GOS than foundation CEOs rate themselves as being. Similarly, POs are more in favor of increasing the provision of multiyear GOS than they perceive executive leadership (including CEOs) at their foundations to be (Figure 3).

Additionally, foundation CEOs report being more in favor of increasing the provision of multiyear GOS than they perceive members of their board to be.

THE PO PERSPECTIVE

About half of POs (52 percent) indicate that they play a different role when working with grantees receiving multiyear GOS. Two themes emerge from these POs' descriptions of how their role differs: They maintain closer contact with grantees, and they form stronger relationships.

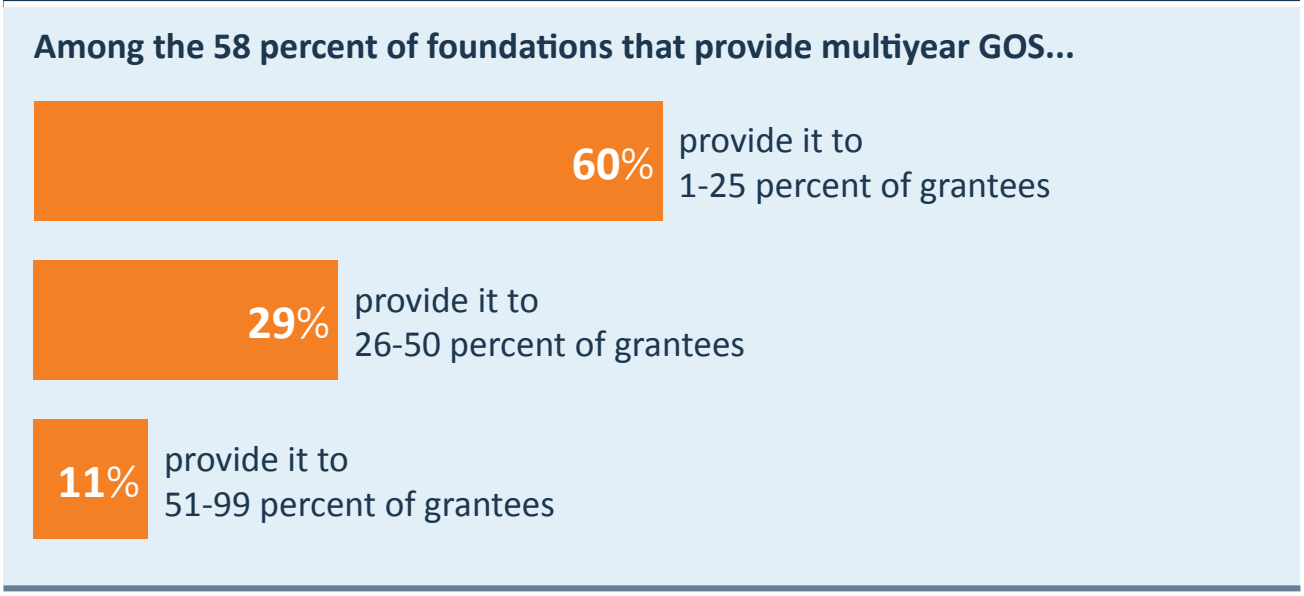
FIGURE 3.
Foundation CEOs' and POs' ratings of various internal stakeholders' attitudes toward changing the percentage of grantees receiving multiyear GOS
(1=strongly in favor of a decrease to 5=strongly in favor of an increase)



PROVISION OF MULTIYEAR GOS

Most foundation CEOs surveyed (58 percent) report that their foundations provide some multiyear GOS, but they generally do so for few grantees. In fact, most of the foundations that provide this type of support provide it to no more than a quarter of their grantees. Only a small percentage provides this type of support to more than half of their grantees (Figure 4).

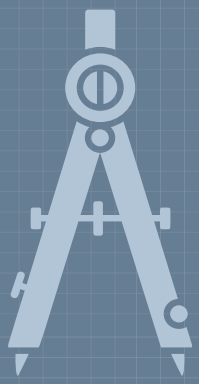
FIGURE 4.
Percentage of foundations that provide multiyear GOS to various percentages of grantees



Although 63 percent of foundation CEOs surveyed report being in favor of increasing the percentage of grantees that receive multiyear GOS, most CEOs did not report any plans to change their current practices. Among those that provide multiyear GOS, only 17 percent estimated that the foundation's provision of multiyear GOS would increase in the next year; 81 percent estimated that it would remain the same, and two percent estimated that it would decrease. Similarly, among those that do not provide multiyear GOS, only 23 percent estimated that the foundation would provide multiyear GOS in the next year.

However, these plans may have changed as a result of the pandemic, judging by the hundreds of foundations that have signed a pledge that, among other things, calls on funders to "make new grants as unrestricted as possible, so nonprofit partners have maximum flexibility to respond to this crisis."[13] Another research project that we are conducting will examine whether the levels of multiyear GOS we describe in this report have changed—and, if so, whether that change is likely to be temporary or long term.

OVERHEAD POLICIES



Almost all foundation CEOs surveyed (95 percent) report that their foundations provide program/project support grants. Of these foundations, 56 percent sometimes or always restrict the proportion of a program/project support grant that can be used for overhead expenses. Foundations that restrict overhead expenses report that a median of 15 percent of project/program support grants can be used for overhead expenses (Table 4). Bridgespan's research has also found that most foundations restrict overhead expenses to 15 percent. Additionally, their research showed that the overhead costs of high-performing nonprofits is much higher—between 21 and 89 percent of total costs.[14]

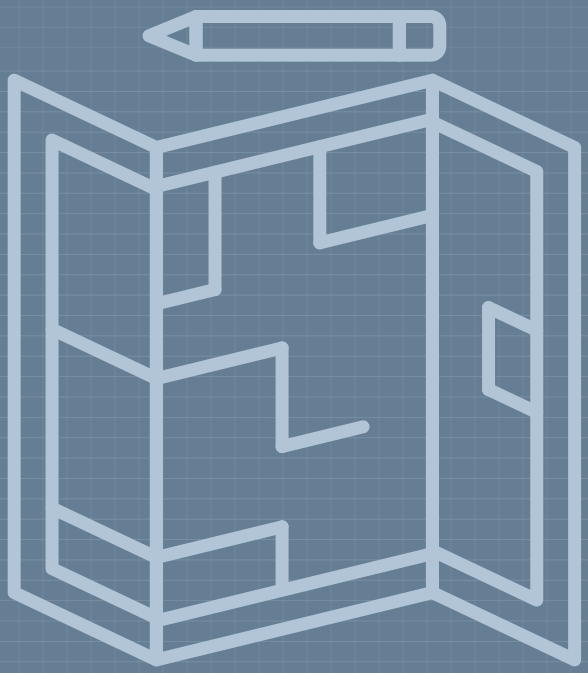
TABLE 4. PERCENTAGE OF FOUNDATIONS THAT RESTRICT OVERHEAD EXPENSES AT VARIOUS LEVELS

OVERHEAD LIMIT PERCENTAGES	PERCENTAGE OF FOUNDATIONS
5–9 percent	7 percent
10–14 percent	34 percent
15–19 percent	41 percent
20–25 percent	17 percent

How overhead restrictions affect grantmaking decisions varies across foundations. According to one leader, "If the proposed project budget has indirect costs at higher than 20 percent of direct costs, then the applicant is required to provide justification. Realistically, this can decrease the chances of a grant being awarded, but there have been exceptions." Another leader says, "We do not welcome grants in our single year grant programs/project-oriented grants which have overhead of more than 15 percent."

FLEXIBLE PROGRAM/PROJECT SUPPORT GRANTS

The majority of foundation CEOs surveyed (73 percent) report that their foundations provide flexible program/project support grants. In this study, we used the following definition of flexible program/project support grants: "grants that are restricted to a program/project but with some flexible elements."



When foundation CEOs were asked to describe the flexible elements of a flexible program/project support grant, their open-ended responses did not generally offer much clarity. Some (35 percent) indicate that the funds are unrestricted as long as they are used exclusively within a particular program or project. As one CEO says, "When an organization has multiple programs and missions and only one or some line up with the foundation's priorities, we will restrict funding to that program but leave it otherwise unrestricted."

Others say that if the grantee needs flexibility in how funds are used, they would need to seek permission from the foundation to make changes to the grant agreement terms. Flexibility in these cases is not at the discretion of the grantee. For example, one CEO notes, "We encourage the grantee to identify and communicate when they need to extend the timing under which an outcome can be achieved, modify the purpose of the grant, etc. We set the stage for an honest and transparent relationship so that these types of changes can be openly discussed."

FINDING 3

We were unable to identify significant barriers foundation leaders experience in providing or increasing their provision of multiyear GOS. The explanation for why it's not being done more widely seems to be that it doesn't fit with the foundation's approach, simply hasn't been prioritized, or, for a subset of community foundations, isn't seen as possible given constraints. However, the subset of foundation leaders who provide more multiyear GOS have made an intentional choice borne of their belief that it will build trust, strengthen relationships, and increase impact.

As we have described, though most foundation CEOs and POs who responded to our surveys are in favor of increasing the percentage of grantees receiving multiyear GOS, they have yet to get it done. The unanswered question, then, is this: Are there challenges or barriers preventing foundations from providing or increasing the provision of multiyear GOS?

The data did not reveal any common barriers to the provision of multiyear GOS. In planning for this study, we heard speculation that boards were standing in the way of foundation staff who wished to provide more of this kind of support. Others suggested the opposite: that boards would be open to this but that POs preferred to make single-year, restricted grants. Our data suggest, however, that these hypotheses do not hold up.

When invited, few CEOs mention obstacles to providing multiyear GOS.

THE PO PERSPECTIVE

Responses from POs shed no further light on barriers to providing multiyear GOS. Among foundations that provide multiyear GOS, half of POs report encountering barriers and half report not encountering barriers. Among the 30 POs who do report encountering barriers, 18 identified the barriers as people—such as internal colleagues, donors, and trustees.

Instead, CEOs at the majority of foundations that do not currently provide multiyear GOS report not having considered it simply because, as they describe it, it is not a fit for their foundation. They see multiyear GOS as not part of, or consistent with, the foundation's grantmaking approach. As one CEO says, "Resources cannot be used simply for general support. Our resources are for conducting the work." Another says, "We adhere to the foundation founder's vision for the kinds of grants the foundation should make. He did not envision multiyear GOS grants."

Additionally, 10 CEOs, all of whom lead community foundations, say that providing multiyear GOS is not possible with their limited levels of discretionary funding. As one says, "While we recognize that multiyear GOS grants are more beneficial for grantees, we do not have a large enough pool of discretionary funds and like to support many different nonprofits in a given year."

An additional six CEOs mention the board as a reason why they do not provide multiyear GOS. One says, "We do not want to tie the hands of future boards to respond to needs at the time." But boards did not emerge as a barrier more broadly.

Among foundations that already provide multiyear GOS, or will start to in the coming year, only 19 percent—21 of 109 CEOs—say they encountered barriers in their efforts. The barriers mentioned by these CEOs are mostly specific to their individual foundations, with little consistency across foundations. For example, six CEOs faced concerns about a reduced ability to respond to emerging needs, two CEOs mentioned concerns about grantee accountability, and two cited concerns about increased multiyear GOS grants resulting in funding fewer grantees. None of these CEOs mentioned the board as a barrier. When probed about the drawbacks of providing multiyear GOS, the most frequent response, noted by CEOs at 28 percent of the foundations that provide multiyear GOS, is that there are no drawbacks.

PERSPECTIVES FROM FUNDERS PROVIDING MORE MULTIYEAR GOS GRANTS THAN TYPICAL

We interviewed leaders at 24 foundations that provide more multiyear GOS than is typical. (See Methodology.) These funders have made the intentional choice to provide more grantees with multiyear GOS because, from their perspective, multiyear GOS grants yield crucial benefits with very few downsides. These grants, they find, help to build trust between funders and grantees, strengthen relationships, and enable greater foundation and grantee impact.

Nearly all interviewees emphasize the importance of trust between funders and grantees. They see providing multiyear GOS as a way to build and demonstrate trust. As one leader says, "If you believe in and trust your grantees, then it should be natural to provide multiyear GOS." Providing multiyear GOS can also build trust by mitigating against the inherent funder–grantee power differential. As one leader says, "Unrestricted giving requires trust. Many grantmakers don't trust their grantees; they want presumed control over a line-item budget that they can hold people responsible for, which ultimately suppresses impact and results."

PROVIDING MULTIYEAR GOS IS SEEN AS EASIER AND MORE EFFICIENT

Interviewees describe many benefits of providing multiyear GOS, namely increased trust between foundations and grantees, strong foundation–grantee relationships, and greater impact. Additionally, half of interviewees say that providing multiyear GOS is easier and more efficient for the foundation and grantees. In their experience, these grants reduce internal staff time spent on administrative work and create opportunities for program staff to spend more time learning and engaging with grantees. In the words of one leader, "By reducing the administrative transactions that have to occur for the money to flow, we can then focus on mission, values, and purpose."

EQUITY AND MULTIYEAR GOS

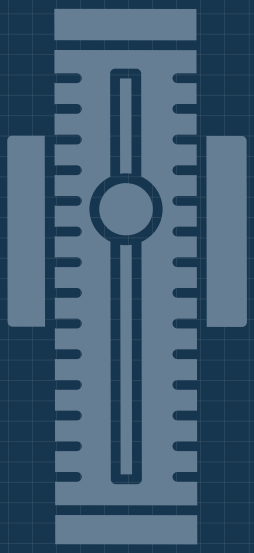
The 24 foundations interviewed for this study provide more multiyear GOS than is typical. Around one-third of the foundations we interviewed (nine) mentioned that equity specifically influences their foundation's decisions about which grantees to provide with multiyear GOS.

When interviewees describe how considerations of equity fit into their grantmaking decisions, they most frequently mention prioritizing support to organizations led by people of color; organizations that serve beneficiaries most affected by oppression, such as low-income people, people of color, and women; and organizations that center equity in their work, contributing to equitable outcomes in their program areas. One says, "Leaders of color, people of color, and communities of color are elements of an equity equation. We care deeply about supporting organizations led by people of color." Another says, "Certainly, the selection of the organizations we choose to work with is informed by equity to some degree, but it's more about the equity that those organizations are driving toward and their ultimate outcomes."

Interviewed funders prioritize building strong funder–grantee relationships and listening to grantees' needs. One leader explains, "The trustees are very clear that strong grantee relationships are a primary value, and one expression of that value is making multiyear GOS grants." Another adds, "We need breathing room for mistakes, for honest conversations, for innovation, and for the unexpected. Real change comes from that honesty and flexibility. Less restrictive grantmaking structures allow that to happen."

Leaders of almost all foundations interviewed see the provision of multiyear GOS grants as enabling greater foundation and grantee impact. About two-thirds say that grantee, and thus funder, impact depends on building strong organizations. As one foundation leader says, "Our goals as a funder are wholly dependent on and inextricably linked to the organizations we support and their ability to achieve their outcomes. For us to achieve impact in the world, we hold ourselves to helping grantees achieve their outcomes." They also describe the importance of giving grantees the discretion to choose how they use grant funds so that they can plan, adapt, and focus on their mission. As one leader says, "The impact that we care about is the organization's resilience, adaptiveness, creativity, and flexibility, which all tracks back to unrestricted funding."

BUILDING BOARD APPRECIATION



Although the board did not emerge as a major barrier to the provision of multiyear GOS in our data, about one-third of interviewees at foundations providing more of this kind of support emphasize the importance of building board appreciation for multiyear GOS. Says one interviewee, "Sometimes, trustees hear GOS or multiyear grants and think, 'Oh, you're turning the foundation into an ATM. The money is free. There's no rigor. There are no standards.'" To counter this, leaders provide suggestions for building board appreciation. In their own words:

- "Look at the data that support greater impact from multiyear GOS and share that with the board. Talk about how these grants increase trust, and therefore communication, between the foundation and the grantee. The partnership is then more authentic and effective than if the grantee is always having to respond to the foundation's needs."
- "Bring nonprofit leaders into the boardroom. That was the most important thing we did."
- "Take board members on site visits. Our board goes on site visits with staff, so they see the value of multiyear GOS. Grantees describe to them that this type of support is transformational and underscore how few funders are willing to provide it. Knowing that we are a consistent, long-term, flexible, trusting partner with grantees makes the trustees proud."

CONCLUSION

Nonprofit organizations experience clear benefits from receiving multiyear GOS. Yet, a minority of nonprofits report receiving multiyear GOS, and when they do, it makes up only a small proportion of their foundation funding. While foundation CEOs generally view GOS and multiyear grants as effective, and they are in favor of providing more multiyear GOS, many foundations do not provide multiyear GOS, and even when they do, they provide it to few grantees.

Among our main questions as we planned this research effort was, given all that is known about the perceived benefits of multiyear GOS, why are foundations not providing more of it? Respondents to our survey were asked this question in many ways, but we did not identify any common barriers. Most frequently, they simply believe it does not "fit" their approach to grantmaking.

At the subset of foundations that are providing more multiyear GOS than typical, leaders say that doing so was an intentional choice intended to build trust through strong relationships with grantees and to increase impact. They see multiyear GOS grants as an important way to accomplish these goals, and they argue forcefully for the benefits of this approach.

Given the lack of a common barrier, or even a strong rationale for not providing multiyear GOS–coupled with the change in attitudes among foundation CEOs over time about the benefits of general operating support and the overwhelming data about nonprofits' experience–it is frankly difficult to comprehend the lack of change in practice over time. The questions now become:

- Will the benefits experienced by the foundations providing more multiyear GOS lead others to provide or increase their provision of multiyear GOS?
- Will the COVID-19 pandemic, the related economic crisis, and the increased attention to longstanding inequities have an impact on the provision of multiyear GOS?
- Or will foundations continue to operate as they have been, in spite of the calls for change?

CEP will seek to answer these questions in the months and year ahead. In the meantime, nonprofits are facing enormous, unprecedented challenges, and the need for multiyear GOS is greater now than ever.[15]

APPENDIX A. ADDITIONAL TABLES

TABLE 5. FOUNDATION CEOS' VIEWS ON EFFECTIVENESS OF DIFFERENT TYPES OF GRANTS

ASPECT	PROGRAM/PROJECT SUPPORT GRANTS ARE MORE EFFECTIVE	PROGRAM/ PROJECT SUPPORT AND GOS GRANTS ARE EQUALLY EFFECTIVE	GOS GRANTS ARE MORE EFFECTIVE
Assessment of grantee results	●	●	
Assessment of foundation results	●	●	
Engagement of foundation trustees	●	●	
Sustainability of grantee programs	●	●	
Innovation	●	●	
Grantee accountability	●	●	
Foundation accountability*	●	●●	
Impact on grantees' fields		●●	
Impact on grantees' local communities		●●	
Achievement of grantee mission		●●	
Achievement of foundation mission		●●	
Achievement of social impact		●●	
Influence on public policy		●●	
Administrative efficiency on the part of foundations		●●	
Honesty in grantees' reporting of their budgets		●●	
Diversification of grantee revenue sources		●●	
Sustainability of grantee organizations			●●
Impact on grantee organizations			●●
Administrative efficiency on the part of grantees			●●
Prevention of grantees' "mission creep"			●●

● = Most frequent foundation CEO response in 2006 ● = Most frequent foundation CEO response now

* In 2006, on the aspect of "foundation accountability," an equal proportion of CEOs said they viewed program/project support as more effective than or equally effective as GOS.

TABLE 6. FOUNDATION CEOS' VIEWS ON EFFECTIVENESS OF DIFFERENT DURATIONS OF GRANTS

ASPECT	SINGLE-YEAR GRANTS ARE MORE EFFECTIVE	SINGLE-YEAR AND MULTIYEAR GRANTS ARE EQUALLY EFFECTIVE	MULTIYEAR GRANTS ARE MORE EFFECTIVE
Flexibility of foundation to respond to emerging funding opportunities	●		
Assessment of grantee results		●	
Assessment of foundation results		●	
Engagement of foundation trustees		●	
Grantee accountability		●	
Foundation accountability		●	
Diversification of grantee revenue sources		●	
Achievement of foundation mission		●	
Achievement of grantee mission			●
Sustainability of grantee programs			●
Sustainability of grantee organizations			●
Innovation			●
Grantees' ability to do budgetary planning			●
Grantees' ability to plan for the future of their programmatic work			●
Grantees' ability to plan for their operational needs			●
Impact on grantees' fields			●
Impact on grantees' local communities			●
Influence on public policy			●
Impact on grantee organizations			●
Achievement of social impact			●

● = Most frequent foundation CEO response

APPENDIX B. METHODOLOGY

The findings presented in this report are based on survey and interview data collected, analyzed, and interpreted by CEP. In total, 168 foundation CEOs, 105 foundation program officers (POs), and 212 nonprofit CEOs completed surveys. Additionally, 43 foundations participated in in-depth interviews. Information detailing the process for collecting and analyzing the data is below.

SURVEY METHODOLOGY

SURVEY POPULATIONS

Foundation CEOs and POs

Foundation CEOs and POs were invited to participate in surveys examining their perspectives on grants of different types and durations. Foundation CEOs and POs were eligible for inclusion in this research study if the foundation where they worked

- was based in the United States;
- was categorized as an independent, health conversion, or community foundation by Foundation Directory Online or CEP's internal contact management software; and
- provided $5 million or more in annual giving, according to information provided to CEP from Candid in June 2019.

Furthermore, to be eligible for inclusion, CEOs leading eligible foundations must have had

- a title of president, CEO, executive director, or equivalent, as identified through the foundation's website, 990 form, or internal CEP staff knowledge; and
- an email address that could be accessed through the foundation's website or internal CEP records.

To be eligible for inclusion, POs must have had

- a title of program officer, program manager, or equivalent, as identified through the foundation's website; and
- an email address that could be accessed through the foundation's website or internal CEP records.

To avoid overrepresenting the perspectives of POs at foundations with larger program staffs, one eligible PO was randomly selected for inclusion in the study from each eligible foundation.

Nonprofit CEOs

Nonprofit perspectives on grant type and duration discussed in this report were collected in 2020 from CEP's panel of nonprofit CEOs, *The Grantee Voice: Feedback for Funders*. For more information on the current panel, please visit CEP's website: www.cep.org.

SURVEY SAMPLE CHARACTERISTICS

Foundation CEOs and POs

In December 2019, 647 foundation CEOs and 385 POs were invited via email to complete their respective surveys. While the surveys were fielded, 49 CEOs and 40 POs were removed from the sample due to invalid emails or responses showing them to be ineligible.

Completed surveys, defined as having completed at least 80 percent of crucial questions displayed, were received from 160 CEOs and 101 POs. Partially completed surveys, defined as being at least 50 percent complete, were received from eight CEOs and four POs (Table 7).

Nonprofit CEOs

In January 2020, the 622 nonprofit CEOs who comprise the *2019–2021 Grantee Voice Panel* were invited via email to complete their survey. While the survey was fielded, 13 CEOs were removed from the panel as they had left their respective organizations or provided information indicating that they were ineligible to be part of the panel. Completed surveys were received from 191 CEOs, and partially completed surveys were received from 21 CEOs (Table 7).

TABLE 7. SAMPLE CHARACTERISTICS AND RESPONSE RATES

SURVEY SAMPLE	SURVEY PERIOD	NUMBER OF ELIGIBLE RESPONDENTS	NUMBER OF COMPLETED/ PARTIAL RESPONSES	SURVEY RESPONSE RATE
Foundation CEOs	Dec 2019 to Jan 2020	598	168	28%
Foundation POs	Dec 2019 to Jan 2020	345	105	30%
Nonprofit CEOs	Jan 2020 to Feb 2020	609	212	35%

SURVEY ADMINISTRATION

Foundation CEOs and POs

The foundation CEO and PO surveys were fielded online for a six-week period from December 2019 to January 2020. CEOs and POs were sent a brief email including a description of the purpose of the survey, a statement of confidentiality, and a link to the survey. CEOs and POs were sent up to nine reminder emails.

Nonprofit CEOs

The nonprofit CEO survey was fielded online for a three-week period from January 2020 to February 2020. Panel participants were sent a brief email that included a description of the study purpose, a statement of confidentiality, and a link to the survey. Nonprofit CEOs were sent up to five reminder emails.

SURVEY RESPONDENT DEMOGRAPHICS

Foundation CEOs and POs

Foundation CEO and PO respondents represented foundations that varied in type, assets, giving, and age (Table 8).

TABLE 8. SURVEY RESPONDENT SAMPLE—FOUNDATION CHARACTERISTICS

FOUNDATION CHARACTERISTIC	CEOs	POs
Type of foundation		
Independent	64%	58%
Health conversion	7%	7%
Community	29%	35%
Assets		
Range	~$1.8M to ~$14B	~$32M to ~$8.6B
Median value	~$230M	~$285M
Giving		
Range	~$5M to ~$1.8B	~$5M to ~$345M
Median value	~$13.6M	~$15M
Age		
Range	6 years to ~110 years	9 years to ~100 years
Median value	41 years	44 years

Nonprofit CEOs

Nonprofit CEO respondents represented organizations that varied in expenses and staff size (Table 9).

TABLE 9. SURVEY RESPONDENT SAMPLE—NONPROFIT CHARACTERISTICS

NONPROFIT CHARACTERISTIC	RANGE	MEDIAN VALUE
Expenses	~$100K to ~$77M	~$1.6M
Staff	1 FTE to ~1,400 FTE	15 FTE

RESPONSE BIAS

Foundation CEOs and POs

Responses to both the foundation CEO and foundation PO surveys were examined for response bias. Foundations with CEOs who responded to this survey did not differ from nonrespondent foundations by age, annual giving level, geographic region, or foundation type. CEOs of foundations that have used CEP's assessments were slightly more likely to respond to the survey than CEOs of foundations that have not used a CEP assessment.[16]

Foundations with POs who responded to the survey did not differ from nonrespondent foundations by age, annual giving level, use of CEP assessment tools, or foundation type. POs from foundations located in the West were slightly more likely to respond to the survey.[17]

Nonprofit CEOs

Nonprofit organizations represented by CEOs who responded to the survey did not differ from nonrespondent organizations by annual expenses or geographic region. CEOs of nonprofits with staff sizes above the median staff size were slightly more likely to respond to the survey than CEOs of nonprofits with staff sizes lower than the median staff size.[18]

SURVEY INSTRUMENTS

Foundation CEOs and POs

The foundation CEO and PO surveys assessed respondent attitudes and experiences providing multiyear GOS. The CEO survey, which contained 58 items, also examined attitudes toward multiyear and GOS grants, independently, as well as experiences with providing other types of support, such as flexible program support and organizational strengthening support grants. Additionally, the PO survey, which contained 53 items, assessed the experience of working with grantees who had been provided with multiyear, GOS, and multiyear GOS grants, and whether POs had been provided with training on when to provide these types of grants.

Nonprofit CEOs

The nonprofit CEO survey consisted of 25 items and included questions about the characteristics of grants provided by their respective foundations, their perspectives on when a certain type and duration of a grant was most beneficial, and any feedback that they would like to share with foundation funders regarding how multiyear GOS affects their organizations.

Copies of all survey instruments and protocols can be found on our website.

QUANTITATIVE ANALYSIS OF SURVEY DATA

The quantitative survey data from foundation CEOs, foundation POs, and nonprofit CEOs were examined using descriptive statistics and a combination of correlations, independent sample t-tests, paired samples t-tests, chi-squares, and analyses of variance. An alpha level of 0.05 was used to determine statistical significance for all testing conducted for this research. Effect sizes were examined for all analyses. Unless otherwise noted, only analyses with medium or large effect sizes are reported.

QUALITATIVE ANALYSIS OF SURVEY DATA

Thematic and content analyses were conducted on the responses to the open-ended survey items in the foundation CEO, foundation PO, and nonprofit CEO surveys.

A codebook was developed for each open-ended item by reading through all responses to identify common themes. Each coder used the codebook when categorizing responses to ensure consistency and reliability. One coder coded all responses to a survey question and a second coder coded 15 percent of those responses. An average interrater reliability level of at least 80 percent was achieved for each codebook.

Selected quotations from the open-ended survey responses were included in this report. These quotations were selected to be representative of the themes in the data.

INTERVIEW METHODOLOGY

INTERVIEW POPULATION

Foundations were selected for inclusion in the qualitative study using information about grant duration and type from CEP's Grantee Perception Report (GPR). Foundations commission GPRs to receive confidential feedback from their grantees on a range of issues, including

- perceptions of the clarity and consistency of the foundation's communications;
- perceptions of foundation staff's responsiveness;
- comfort in approaching the foundation if a problem arises;
- sense of how fairly they are treated by the foundation;
- perceptions of the foundation's overall transparency; and
- perceptions of the impact the foundation has on their organizations, the field in which they work, and the community in which they work.

In the GPR, grantees also report the length of the grant they received and whether the grant was restricted. A grantee was determined to have received multiyear GOS if they reported that the grant length was two years or longer and that the grant was not restricted. The proportion of grantees receiving multiyear GOS was calculated for each funder in the GPR data set. Foundations were then ranked according to this proportion and assessed for eligibility in each of the four interview groups described below.

Four interview groups of interest were identified based on the provision of multiyear GOS as reported by grantees. Foundations were classified according to the following criteria:

- Foundations providing the highest proportions of multiyear GOS were high providers.
- Foundations providing slightly more multiyear GOS than typical were moderate providers.
- Foundations that have significantly increased their provision of multiyear GOS over time were increasing providers.
- Foundations that have significantly decreased their provision of multiyear GOS over time were decreasing providers.

Ultimately, this report focuses on only the 24 foundations from the high and increasing groups (Table 10). Data from interviewees in the moderate and decreasing groups were not included in the report as there were no themes coming through related to the choices foundations in those groups had made with regard to provision of multiyear GOS.

TABLE 10. INTERVIEW GROUP CHARACTERISTICS

INTERVIEW GROUP	ELIGIBILITY CRITERIA	RANGE OF PERCENTAGE OF GRANTEES RECEIVING MULTIYEAR GOS	NO. OF ELIGIBLE FOUNDATIONS	NO. OF FOUNDATIONS INVITED	NO. OF FOUNDATIONS INTERVIEWED
High providers	Funders that are above the 90th percentile in the GPR dataset for the proportion of grantees receiving multiyear GOS[19]	30% to 77%	21	20	14*
Increasing providers	Funders that have had a statistically significant increase of 10 percent or more between two GPRs in the proportion of grantees receiving multiyear GOS[20]	13% to 83%	15	15	12

*One foundation that was assigned to the high group and one foundation that was assigned to the increasing group were not included in our analyses of the 24 high and increasing providers after their interviews revealed that they had substantially decreased their provision of multiyear GOS since their last GPR.

A list of all foundations meeting the eligibility criteria for each interview group was created. If a foundation met the eligibility criteria for more than one group, they were included in the group with the fewest number of eligible foundations. In each interview group, 20 foundations were randomly selected and then invited to participate in in-depth interviews. If an interview group contained fewer than 20 eligible foundations, all eligible foundations were invited to participate. In total, representatives from 64 foundations were invited to participate in interviews.

Invited foundation leaders were informed that if there were other staff members who would be open to participating in the interview, their participation was welcome. Of the 69 total interviewees, 12 were CEOs who chose to be interviewed alone; 29 were CEOs (13) and other staff members (16) they invited to join the interview; and 28 were other staff members interviewing in the CEO's stead. Ultimately, CEOs and other staff members from 43 foundations participated in interviews.

SAMPLE DEMOGRAPHICS

The interviewees from the high and increasing groups represented 24 foundations that varied in type, geographic location, asset size, giving level, and age (Table 11).

TABLE 11. INTERVIEWEE SAMPLE—FOUNDATION CHARACTERISTICS

FOUNDATION CHARACTERISTIC	PERCENTAGE
Type of foundation	
Independent	92%
Health conversion	8%
Geographic location	
Based in the United States	92%
Based internationally	8%
Assets	
Range	~$2M to ~10B
Median value	~$295M
Giving	
Range	~$1M to ~$429M
Median value	~$24M
Age	
Range	10 years to 100 years
Median value	~40 years

INTERVIEW PROTOCOL

Interview protocols were developed for each interview group. Four pilot interviews with current foundation leaders were conducted to test the clarity, relevance, and utility of the interview protocols. The interview protocols were edited based on the results of the pilot interviews. Pilot interviews were excluded from the analysis.

Every interview protocol began with an introductory script describing the purpose of the study and the confidentiality of the conversation. At the start of the conversation, interviewees were asked to provide permission for the interview to be recorded and transcribed. Foundation leaders were also asked whether the GPR data used to categorize their foundation into an interview group was consistent with their own knowledge and grants management system. When interviewees felt that their interview group was inconsistent with their own knowledge of the foundation's provision of multiyear GOS, questions from the other interview protocols were asked as appropriate.

Each interview protocol consisted of 15 to 22 questions that were tailored to the interview group. Interviewees were asked about why and how their foundation provides multiyear GOS and about their general perspectives on the discussion surrounding multiyear GOS in the sector. Interviewees from foundations that have changed their provision of multiyear GOS over time were also asked to describe the process of increasing or decreasing their provisions.

DATA COLLECTION

From January 2020 to March 2020, 43 interviews were conducted by two CEP staff members. Interviewers discussed the interview process and worked together to establish consistency in style. Interviews lasted approximately one hour. All interviews were completed before a national emergency was declared in the United States due to the COVID-19 pandemic.

DATA ANALYSIS

Interview recordings were professionally transcribed and thematically coded. Several transcripts were reviewed by four coders, and common themes were identified and used to create a codebook. The codebook was used to code all subsequent transcripts and ensure consistency across all coders. An 80 percent level of pairwise interrater reliability agreement was achieved for all codes.

Descriptive statistics were conducted to examine the prevalence of common themes in each interview. Quotes that were representative of these themes are included throughout the report.

ENDNOTES

1 Sean Thomas-Breitfeld and Frances Kunreuther, "Nonprofit Executives and the Racial Leadership Gap: A Race to Lead Brief," Building Movement Project, June 2019, https://buildingmovement.org/wp-content/uploads/2019/07/Nonprofit-Executives-and-the-Racial-Leadership-Gap-Race-to-Lead-Brief.pdf

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3 Fred Ali and Belen Vargas, "Unrestricted Core Support: Strengthening the Capacity of Our Nonprofit Sector," *GrantCraft by Candid* (blog), October 15, 2013. https://grantcraft.org/content/blog/unrestricted-core-support-strengthening-the-capacity-of-our-nonprofit-secto/

4 Vu Le, "Funders, You Want to Help Build Organizational Capacity? Then Stop Trying to Build Organizational Capacity and Just Give Multi-Year General Operating Dollars (MYGOD!)." *Nonprofit AF* (blog), June 24, 2019. https://nonprofitaf.com/2019/06/funders-you-want-to-help-build-organizational-capacity-then-stop-trying-to-build-organizational-capacity-and-just-give-multi-year-general-operating-dollars-mygod/

5 Judy Lubin, Fred Clavel, and Elise Goldstein, "Talent Justice: Investing in Equity in the Nonprofit Workforce" (Beacon, NY: Fund the People, 2019), http://fundthepeople.org/toolkit/wp-content/uploads/2019/05/Talent-Justice-Report.pdf

6 Judy Huang, Phil Buchanan, and Ellie Buteau, "In Search of Impact: Practices and Perceptions in Foundations' Provision of Program and Operating Grants to Nonprofits" (Cambridge, MA: Center for Effective Philanthropy, 2006), https://cep.org/portfolio/in-search-of-impact-practices-and-perceptions-in-foundations-provision-of-program-and-operating-grants-to-nonprofits-2/

7 Ellie Buteau, Charis Loh, and Temitayo Ilegbusi, "Strengthening Grantees: Foundation and Nonprofit Perspectives" (Cambridge, MA: Center for Effective Philanthropy, 2018), https://cep.org/portfolio/strengthening-grantees-foundation-and-nonprofit-perspectives/

8 Hannah Martin, Ellie Buteau, and Kate Gehling, "Funder Support during the COVID-19 Pandemic" (Cambridge, MA: Center for Effective Philanthropy, 2020), https://cep.org/portfolio/funder-support-during-the-covid-19-pandemic/

9 Ibid.

10 Ellie Buteau, "Reflecting on Leadership Diversity in Today's Nonprofit Sector," *The Center for Effective Philanthropy Blog* (blog), September 5, 2019, https://cep.org/reflecting-on-leadership-diversity-in-todays-nonprofit-sector/

11 Sean Thomas-Breitfeld and Frances Kunreuther, "Nonprofit Executives and the Racial Leadership Gap: A Race to Lead Brief," Building Movement Project, June 2019, https://buildingmovement.org/wp-content/uploads/2019/07/Nonprofit-Executives-and-the-Racial-Leadership-Gap-Race-to-Lead-Brief.pdf

12 In 2006, CEP published *In Search of Impact*, which examined foundation grantmaking practices and how program/project support versus GOS affected grantees. The items assessing whether program/project support or GOS was viewed as more effective were included in the three surveys conducted for this report to allow for a longitudinal comparison of foundation CEO attitudes.

13 "A Call to Action: Philanthropy's Commitment During COVID-19," Council on Foundations, n.d., https://www.cof.org/news/call-action-philanthropys-commitment-during-covid-19

14 Jeri Eckhart-Queenan, Michael Etzel, and Sridhar Prasad, "Pay-What-It-Takes Philanthropy" (Boston, MA: The Bridgespan Group, 2016), https://www.bridgespan.org/bridgespan/Images/articles/pay-what-it-takes-philanthropy/pay-what-it-takes-philanthropy-summary.pdf

15 Hannah Martin, Ellie Buteau, and Kate Gehling, "Funder Support during the COVID-19 Pandemic" (Cambridge, MA: Center for Effective Philanthropy, 2020), https://cep.org/portfolio/funder-support-during-the-covid-19-pandemic/

16 A chi-square analysis was conducted between whether or not foundation CEOs responded to our survey and whether or not those foundations have used a CEP tool. A statistical difference of a small effect size was found (0.192).

17 A chi-square analysis was conducted between whether or not foundation POs responded to our survey and the geographic region of the foundation. A statistical difference of a small effect size was found (0.151).

18 A chi-square analysis was conducted between whether or not nonprofit CEOs responded to our survey and whether those nonprofits' staff size is above or below the median staff size. A statistical difference of a small effect size was found (0.115).

19 For the high providers and moderate providers interview groups, we used data from each funder's most recent GPR.

20 For the increasing and decreasing provider interview groups, we conducted analyses of variance using the data of funders that have commissioned at least two GPRs to determine whether there was a statistically significant difference in the proportion of grantees receiving multiyear GOS between two or more of their GPRs. Funders were included in the interview groups when the statistically significant mean difference between GPRs was 10 percent or more, and when there was not a statistically significant decrease or increase in the proportion of grantees receiving multiyear GOS in later GPRs for the increasing and decreasing provider interview groups, respectively.

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