



OVERLOOKED (Part One)

Foundation Support for Asian American and Pacific Islander Leaders and Communities



THE CENTER
FOR EFFECTIVE
PHILANTHROPY

OVERLOOKED (PART 1): FOUNDATION SUPPORT FOR ASIAN AMERICAN AND PACIFIC ISLANDER LEADERS AND COMMUNITIES

AUTHORS

Ellie Buteau, Katarina Malmgren, and Hannah Martin

FOR MORE INFORMATION, CONTACT

Ellie Buteau, Ph.D.

Vice President, Research

617-492-0800 ext. 213

ellieb@cep.org

ABOUT THE CENTER FOR EFFECTIVE PHILANTHROPY

CEP provides data, feedback, programs, and insights to help individual and institutional donors improve their effectiveness. We do this work because we believe effective donors, working collaboratively and thoughtfully, can profoundly contribute to creating a better and more just world.

ACKNOWLEDGMENTS

We are very appreciative of the support from the Long Family Foundation and Margaret A. Cargill Philanthropies, which funded this research effort.



We are grateful to Janeen Comenote, Naomi Farabee, Stephanie Hsu, Joseph Ironhawk Little, David Kakishiba, Vivian Long, Brittany Schulman, and Erik Stegman for providing feedback on initial drafts of the interview protocols used for this research. We are further appreciative of Christopher Cardona, Janeen Comenote, Brandon Hadi, Patricia Eng, Naomi Farabee, Stephanie

Hsu, Elaine Lasnik-Broida, Joseph Ironhawk Little, Suk Rhee, Brittany Schulman, Erik Stegman, Elizabeth Sullivan, Melinda Tuan, Brian Quinn, Jehan Velji, and Mailee Walker for providing feedback on an earlier draft of this report. We are grateful to Chun-Yen Chen from the [Asian Pacific Community Fund](#), Connie Chung Joe from [Asian Americans Advancing Justice - Los Angeles](#), Joe Rice from [Nawayee Center School](#), Louise Matson from [Division of Indian Work](#), Melissa Buffalo from [American Indian Cancer Foundation](#), Romeo Hebron from the [Filipino Migrant Center](#), and Sarah Ching-Ting Wan from the [Community Youth Center of San Francisco](#) for participating in interviews for this report. The authors would like to thank CEP President Phil Buchanan and CEP Vice President, Assessment and Advisory Services, Kevin Bolduc for their contributions to the research and CEP's Senior Graphic Designer Jay Kustka for his design of the report.

This research is based on CEP's independent data analyses, and CEP is solely responsible for its content. The report does not necessarily reflect the individual views of the funder, advisers, or others listed throughout this report.

For more information on CEP, please visit www.cep.org.

This work is licensed under the Creative Commons BY-NC-ND license.

© 2021. The Center for Effective Philanthropy, Inc. All rights reserved.

Introduction

Recent years have seen increased attention from philanthropic leaders to questions about race, systemic racism, and systemic inequities.¹ This increased attention was heightened by the ways that the COVID-19 pandemic exacerbated existing inequities and the national protests in the wake of the murder of George Floyd by police. Since early 2020, some foundations have made greater efforts to address systemic inequities by increasing their funding to nonprofits serving communities of color. More than 40 percent of foundations report increasing their funding to nonprofits serving Black communities, and a little more than a quarter report doing so for nonprofits serving Latino communities.² However, other communities affected by systemic inequities, including Asian American and Pacific Islander (AAPI) and Native American communities, appear to have been overlooked. These communities have not received much increased support from foundations during the same period.³

Across four research studies the Center for Effective Philanthropy (CEP) has conducted in the past two years, we've noticed two concerning trends emerge for AAPI and Native American nonprofit leaders and communities (trends that we do not see for nonprofit leaders and communities of other races/ethnicities):

1. AAPI and Native American nonprofit leaders report having less positive experiences with their foundation funders than nonprofit leaders of other races/ethnicities. This has been the case during, as well as prior to, the pandemic.
2. Despite the significant challenges facing AAPI and Native American people, most foundations continue to overlook nonprofits that serve these communities.

We are sharing these results in a two-part series. This first report in the series focuses on findings about AAPI communities and leaders. The second report focuses on findings about Native American communities and leaders. Both reports include stories of nonprofit leaders from these communities, in their own words.

Finding 1

AAPI nonprofit leaders report having less positive experiences with their foundation funders than nonprofit leaders of other races/ethnicities. This has been the case during, as well as prior to, the pandemic.

In data spanning the last decade, Asian American leaders have rated their foundation funders lower than nonprofit leaders of other races/ethnicities on the strength of the funder-grantee relationship, and both Asian American and Pacific Islander leaders rate foundations as having less understanding of their organizations and the contexts in which they operate.⁴

DIMENSIONS ON WHICH AAPI NONPROFIT EXECUTIVE DIRECTORS RATE THEIR FOUNDATION FUNDERS LOWER



The strength of their relationships with their foundation funders*



Their foundation funders' understanding of their organizations and the contexts in which they operate

*The relationships finding is only applicable for Asian American nonprofit leaders, possibly because the sample size of Pacific Islander executive directors was too small to detect a significant difference.

These two dimensions — relationships and understanding — are interconnected. The biggest predictor of strong foundation-grantee relationships is foundations' understanding of grantees' organizations and the contexts in which they operate.⁵

In our interviews with AAPI nonprofit leaders, these connections were very apparent as they recounted their experiences with foundations. When asked to recall a strong relationship with a foundation, one leader said, “the foundation took time to get to know us, not just know us but understand the community we serve.” Another leader explained that their program officer was “reading about our community. Not just our press releases and the statements that we issue, but more generally about the issues that are coming up. They actually then reached out to us just to kibbitz about these issues.”

These nonprofit leaders described their positive relationships with foundations as partnerships in which, “we’re talking about issues, talking about solutions, and they’re always open for our input on how to better the community.” They shared examples of trust and transparency that

allowed their organizations “to have the space to assess every year what’s going well, what’s not going well” and “be honest about where the gaps may be.”

DATA SOURCE FOR THIS FINDING

Data for this finding come from CEP’s Grantee Perception Report® (GPR), which is a tool that foundations commission to gather candid comparative feedback from their grantees. When funders commission a GPR, we send confidential online surveys to their grantees and ask them questions about a number of topics, including funder-grantee relationships, funders’ understanding of grantees’ organizations and the contexts in which they work, and grantees’ perceptions of funders’ impact.

Through the GPR, from 2011 to 2021, CEP collected responses from almost 17,000 executive directors (EDs) of nonprofits that receive funding from more than 250 U.S.-based foundations. Four percent of the executive directors in our GPR data set are Asian American, and one percent are Native Hawaiian or Pacific Islander. (For more information about this data set, please see the Methodology section of this report.)

We recognize that the communities included in the umbrella category “Asian American and Pacific Islander” are extremely diverse in country of origin, language, income, education, and other socioeconomic characteristics. Where possible, we distinguished data for Asian Americans and Pacific Islanders. Unfortunately, further disaggregation was not possible within our dataset due to the number of respondents.

Yet AAPI nonprofit leaders we interviewed also described difficult and damaging experiences when building relationships with foundations. They recounted interactions characterized by a lack of understanding of their communities and the challenges they face. “The AAPI community is incredibly diverse, so we have quite a few different organizations that represent our various ethnic communities and populations,” said one nonprofit leader. “Funders get frustrated that there are so many AAPI nonprofits. A lot of times it’s easier for foundations to give one large grant to an organization as opposed to taking the time and effort to reach more organizations.”

Another leader explained how the grant writing process can be challenging, especially when there are varying levels of English proficiency. “It’s hard for AAPI organizations to thrive in a foundation world where you don’t speak English as well, it’s a long and cumbersome grant application, or the funder has very high expectations for perfect grammar and perfect writing style. Those language barriers, in the same way they challenge our community members, are challenging for our nonprofit organizations.”

WHAT IS A STRONG FUNDER-GRANTEE RELATIONSHIP?

According to CEP’s research, strong foundation-grantee relationships have five components.⁶ In strong relationships, nonprofits:

- Feel they have been treated fairly by the foundation.
- Are comfortable approaching the foundation when a problem arises.
- Find the foundation to be responsive.
- Feel that the foundation has clearly communicated about goals and strategies.
- Feel that the foundation is consistent in its communications.

Some leaders described how foundations’ lack of understanding is apparent in reporting and evaluation practices that overvalue scale and the number of people served and disregard the amount of work necessary to reach the most vulnerable AAPI communities. For example, AAPI nonprofits serving communities with limited English language proficiency may have to translate documents into many languages and disseminate information across a wide variety of platforms. “We’ve gotten decreased funding before because we’re not hitting the same numbers that other organizations serving other populations are hitting. But that’s not necessarily because we’re not doing the work. They don’t understand the context of what we’re doing.”

One leader recounted a difficult interaction with a program officer that demonstrated lack of awareness and understanding of both their organization and larger community. The day after the March 2021 Atlanta spa shootings, in which six Asian women were murdered, a program officer contacted his organization requesting grant reporting information. Despite the leader’s organization responding that they would not be able to process the request on that day, the program officer persisted. The leader said, “I just found that frankly offensive, because that showed a complete lack of understanding of both our organization and what we do as well as what was happening to our community. To place this issue above what was happening to our community writ large — even when I talk about it today I get a little bit emotional.”

AAPI nonprofit leaders provided many pieces of advice for foundations looking to build stronger relationships with them and develop a better understanding of their organizations and the contexts in which they work. They suggest that funders take the time to understand their organizations, history, and diversity and provide flexible, long-term support to a broad range of AAPI nonprofits.



IN THEIR OWN WORDS

ADVICE FROM AAPI NONPROFIT LEADERS ON BUILDING STRONG RELATIONSHIPS

“First and foremost, I think what foundation funders could do to strengthen relationships is simply get to know us. Take the time to have a conversation with us.”

“The most important thing is really to have one-on-one communication, not just a paper grant writing agreement but maybe schedule an intake, or virtual site visit.”

“I would suggest a deeper understanding of both the nonprofit organization and the environment in which we are operating.”

“There needs to be more AAPI representation on foundation boards themselves.”

“Attend occasional activities outside of those formal points of contact or reporting periods.”



IN THEIR OWN WORDS

ADVICE FROM AAPI NONPROFIT LEADERS ON DEEPENING UNDERSTANDING

“I think it is very important to appreciate the culture and the history and background as a part of a package of understanding a nonprofit.”

“When you have program officers that are Asian Americans, that come from the community, then you’re in a position that you could start the conversations at a different level than if it’s someone that doesn’t come from the community at all.”

“No program will only be successful in one year. If you really understand the impact of the program you are funding, you need to think about long term. Your investment should be a multiple year commitment.”

“If their goal is to be more inclusive and have a better understanding of the AAPI community, simply friending one or two AAPI nonprofit organizations is not sufficient. As an organization we specialize in our mission. That doesn’t mean we’re experts on the entire AAPI community.”

“I would emphasize to also create a space for us to be invited to funders’ briefings on a regular basis. I’ve seen funder briefings focus on other communities and other areas, but I rarely ever see it done for the AAPI community.”

“The number one thing they can do to build their understanding is do their homework.”

Finding 2

Despite the significant challenges facing AAPI people, most foundations continue to overlook nonprofits that serve these communities.

Over the past two years, AAPI communities have suffered devastating consequences of the COVID-19 pandemic. Pacific Islanders have experienced one of the highest death tolls from COVID-19 in the United States.⁷ In addition, Asian-owned small businesses rapidly lost business at the start of the pandemic due in part to discrimination surrounding the origins of the virus.⁸ Between 2019 and 2020, Asian American workers went from having the lowest unemployment rate in the country to one of the highest.⁹ At the same time, across the country, crimes targeting people of AAPI descent have risen substantially, with more than 9,000 reported anti-Asian incidents since March 2020, and likely many more that have gone unreported.¹⁰

Despite these significant challenges facing AAPI communities, data from foundation leaders and nonprofit leaders alike indicate that since the pandemic began, few foundations have stepped up to support nonprofits that serve AAPI communities.

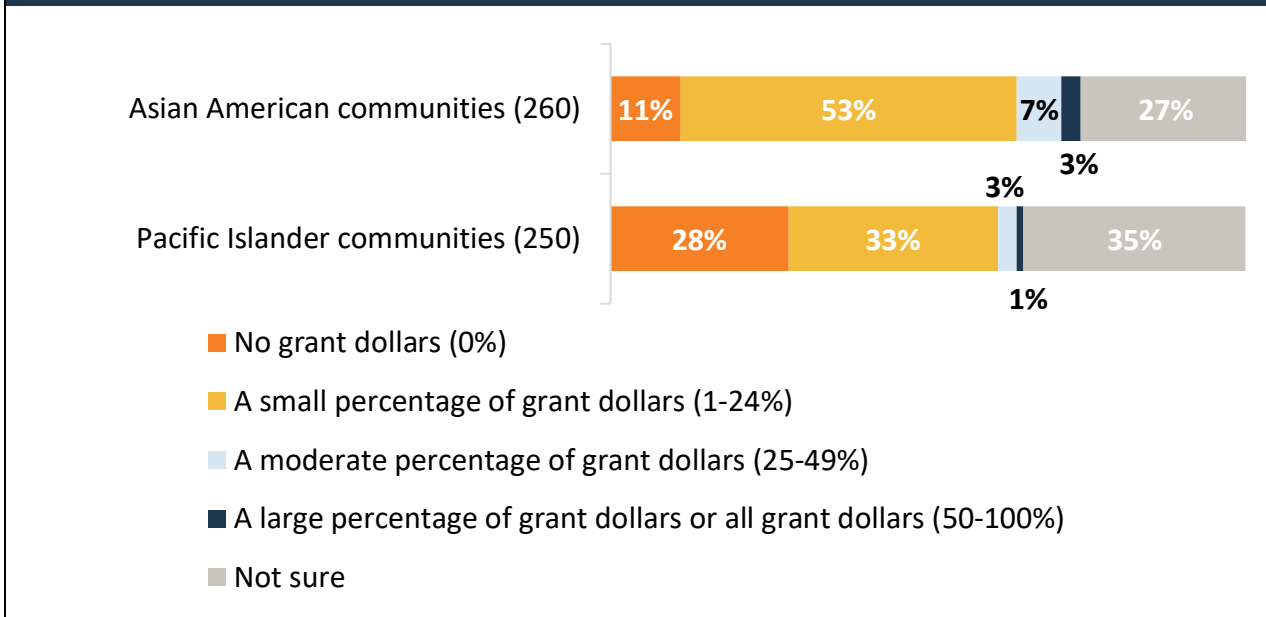
DATA FROM FOUNDATION LEADERS

Currently, almost two thirds of foundation leaders say that they provide little or no grant dollars to organizations primarily serving AAPI communities (Figure 1).¹¹ Another 27 percent are not sure what proportion of their grant dollars are allocated to organizations primarily serving Asian American communities, and 35 percent are unsure of the proportion going to organizations primarily serving Pacific Islander communities. (For more information about the research study for which this data was collected, see [Foundations Respond to Crisis: Lasting Change?](#))

Only 21 percent of foundation leaders say that the percentage of grant dollars they are directing to organizations serving Asian American communities has increased since the pandemic began and only 13 percent say it has increased for those serving Pacific Islander communities.¹² Asian American and Pacific Islanders may represent a relatively small proportion of the U.S. population (approximately eight percent), but the percentage of foundations increasing funding to these communities still seems low in light of the challenges they face.¹³ In fact, according to a report from Asian Americans/Pacific Islanders in Philanthropy (AAPIP), only 0.2% of foundation funding was designated for AAPI communities in 2018.¹⁴

FIGURE 1. FOUNDATION LEADERS' REPORTING OF GRANT DOLLARS TO NONPROFITS SERVING AAPI COMMUNITIES*

Percentage of grant dollars going to organizations serving Asian American and Pacific Islander communities (*Number of respondents in parentheses*)



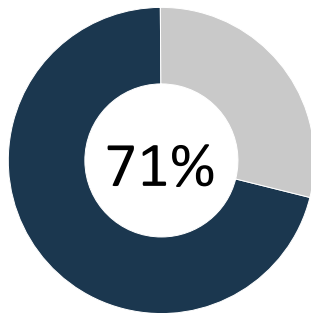
* Self-reported data from foundation leaders in spring 2021 in response to a survey administered by CEP.

DATA FROM NONPROFIT LEADERS

More than two thirds of nonprofit leaders whose organizations primarily serve AAPI communities report that they did not receive new foundation funding in 2020 (Figure 2).¹⁵ (For more information about the research study for which this data was collected, see [Persevering Through Crisis: The State of Nonprofits.](#))

FIGURE 2. NONPROFIT LEADERS' REPORTS OF FOUNDATION SUPPORT FOR AAPI COMMUNITIES*

(N=38 organizations serving primarily Asian American communities and N=14 organizations primarily serving Pacific Islander communities)



of nonprofit leaders whose organizations primarily serve AAPI communities report that no foundations provided new funding to support these communities in 2020

* Self-reported data from nonprofit leaders in February 2021 in response to a survey administered by CEP.

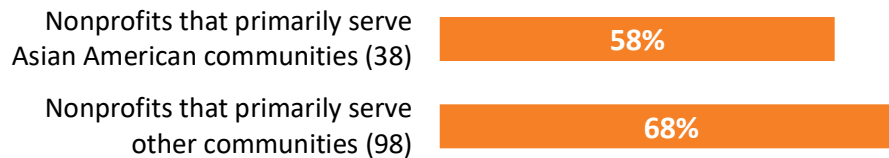
Compared to nonprofit leaders whose organizations primarily serve other communities, leaders whose organizations primarily serve Asian American communities report that there were fewer foundations providing new unrestricted support to their organizations and fewer foundations supporting their engagement in public policy in 2020.

Further, nonprofit leaders serving AAPI communities report that in 2020, fewer of their foundation funders elevated the voices of their organizations and the people and communities they serve to inform public discourse. For example, fewer leaders of nonprofits serving AAPI communities report that foundations hosted webinars featuring voices from these communities or promoted content created by these communities, compared to leaders of nonprofits serving other communities (Figure 3).¹⁶

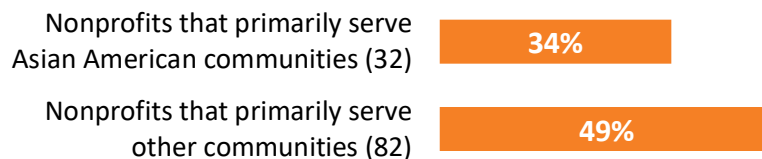
FIGURE 3. NONPROFIT LEADERS' REPORTS OF FOUNDATION ACTIONS*

Percentage of nonprofit leaders who report that at least some of their foundation funders took the following actions in 2020 (*Number of respondents in parentheses*)

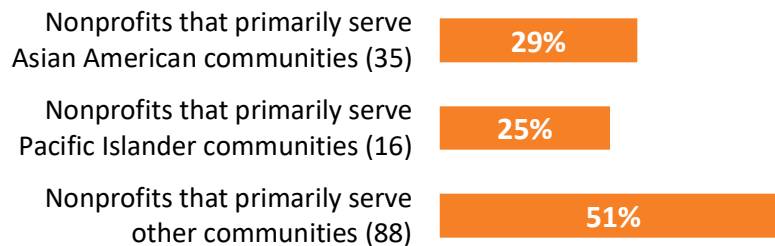
Provided new unrestricted support**



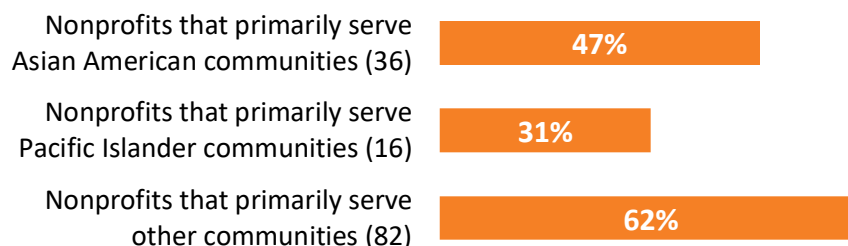
Supported engagement in public policy**



Lifted up the voice of the organization to inform public discourse



Lifted up the voice of the people and communities the organization serves to inform public discourse



**These differences are of a small effect size.

* Self-reported data from nonprofit leaders in spring 2021 in response to a survey administered by CEP.

In interviews with AAPI nonprofit leaders whose organizations serve AAPI communities, they discussed how difficult it is to get foundation funding. “I really feel like they think that we’re better off already ourselves, our Asian American communities, that we don’t need help,” said one nonprofit leader.

They emphasized the need for foundations to support not just their own organizations, but other AAPI-led and AAPI-serving organizations. “Sometimes it feels like foundations are just checking a box, that as long as they have contacted what they consider to be an AAPI organization, then that covers the whole AAPI community. It’s not accurate,” said one leader. Another leader added, “the Asian American community is so diverse, in language and in the history of how we came to the United States. That history looks very different for Chinese Americans versus Vietnamese Americans versus Nepalese Americans. There are different needs in all of these communities. It’s definitely not a one size fits all. Don’t invest only in one or two organizations.”

RESOURCES FOR FINDING NONPROFITS SERVING AAPI COMMUNITIES

AAPIP developed a [Supporting API Communities Resource Directory](#) to connect philanthropy with established organizations and coalitions engaged in addressing anti-Asian violence.

[GuideStar’s search tool](#) has a “Populations Served” filter that can be used to identify nonprofits that serve people of Central Asian, East Asian, South Asian, or Southeast Asian descent, Native Hawaiians, and Pacific Islanders.

Another leader described receiving increased interest from funders amid heightened media attention of anti-Asian incidents, but without long-term commitment. “They’re only interested to fund when the issues receive a lot of media attention and then usually they fund in a very short-term time.” This leader added that these funders frequently ask, “Is there an innovative way to deal with this stuff?” and overlook efforts “already put in that need sustainable support.” This leader reflected on how foundations’ desire for seeking new ways of approaching the work negates the deep work these organizations have already put into addressing complex issues in their communities.

AAPI nonprofit leaders shared several misconceptions that foundation staff have about their communities — misconceptions that make it harder for them to obtain funding. They described how the model minority myth and homogenization of the AAPI community mask significant needs within their communities.



IN THEIR OWN WORDS

AAPI NONPROFIT LEADERS ON MISCONCEPTIONS THAT FOUNDATIONS HAVE ABOUT THEIR COMMUNITIES

“We still live under the model minority myth that we don’t have major issues. So, when we talk about pocket populations that have huge needs, for example new immigrant or English language learners, it seems to be foundations feel like it’s not a major issue.”

“Many times, we hear people of color, but they usually just assume that’s Black and Latino, and many times, we’re missing from the data, even from the starting point.”

“AAPIs just really get lumped in together and to me that’s just very frustrating. Especially during the pandemic, there’s many Filipino health care workers and they were really impacted because they’re in the hospitals and on the front lines. It just showed to me that there was not a lot of attention given to the Filipino community specifically.”

“There’re still a lot of misperceptions about the AAPI community. The model minority myth plays into it. It’s gotten better recently with the pandemic and the rise in anti-Asian hate, but still a lot of folks believe Asian Americans are all wealthy and we all do so well at school, so we don’t need scholarships, we don’t need funding, we don’t need social services. I’ve been explicitly told that other communities of color have been priorities and the Asian Pacific Islander community has not.”

“My experience is many foundations already set up their own values or alignment and sometimes they don’t see us as falling under their realm. When they think about Asian American nonprofits, I think they have that kind of impression that we’re very ethnocentric which is actually not true. For example, all our office’s programs are open for all, and we do a lot of multi-cultural partnership type of programming.”

Conclusion

Despite the heavy toll the pandemic and its economic impacts have taken on AAPI people since early 2020, few foundations have stepped up their support for AAPI communities.

When working with foundations — both before and during the pandemic — AAPI nonprofit leaders have reported having less positive experiences than leaders of other races/ethnicities. Asian American leaders rate the strength of their relationships with their foundation funders lower, and both Asian American and Pacific Islander leaders find that their foundation funders have less understanding of their organizations and the contexts in which they operate.

Going forward, the AAPI nonprofit leaders we interviewed urge foundations to take actions that will allow them to better support their organizations and communities. They suggest that foundations build stronger relationships based on deep understanding by:

- Doing their homework
- Recognizing the diversity of the AAPI community and the unique inequities different AAPI communities face
- Participating in their organizations' activities
- Conducting site visits
- Hiring more AAPI staff
- Having AAPI board members
- Providing flexible, multiyear support
- Being more communicative

Organizations such as AAPIP have advocated for decades for foundations to take these actions. Below are some resources for foundations who want to learn more about supporting AAPI communities.

RESOURCES FOR WORKING MORE EFFECTIVELY WITH AAPI COMMUNITIES

Asian Americans/Pacific Islanders in Philanthropy (AAPIP)

- [Collective Good: Recommendations for Philanthropy on Racial Solidarity & Asian American, Native Hawaiian and Pacific Islander \(AANHPI\) Communities](#)
- [Invisible Ink: Media Representation of Asian Americans and Pacific Islanders](#)
- [Seeking to Soar: Foundation Funding for Asian American and Pacific Islander Communities](#)

AAPIP and CHANGE Philanthropy

- [AAPI People Working in Philanthropy](#)

AAPI Data

- [Ethnicity Data and AAPIs: Resources on Data Disaggregation](#)
- [State of Philanthropy among Asian Americans and Pacific Islanders](#)

RESOURCES FOR WORKING MORE EFFECTIVELY WITH AAPI COMMUNITIES (Continued)

AAPI Data and AAPIP

- [API Community Mapping Tool](#)

Urban Institute and The Asian American Foundation

- [Advancing Equity for AAPI Communities](#)
- [AAPI Landscape Analysis](#)

Methodology

Four sources of data were used for this research:

- Surveys of nonprofit leaders (See methodology here: <https://cep.org/portfolio/persevering-through-crisis-the-state-of-nonprofits/>)
- Surveys of foundation leaders (See methodology here: <https://cep.org/portfolio/foundations-respond-to-crisis-lasting-change/>)
- Surveys of grantee organizations from CEP's Grantee Perception Report® (GPR)
- Interviews with Native American and AAPI nonprofit leaders

All research and analyses were developed and executed by CEP staff. Information detailing the processes for collecting and analyzing the data associated with the latter two sources is below.

GPR DATA

Survey data discussed in this report was gathered through surveys administered as part of CEP's GPR process. It is important to note that since these data come from executive directors of nonprofits *that receive funding from foundations that have commissioned the GPR*, their experiences are not necessarily generalizable to all nonprofits, or even all nonprofits that receive funding from foundations. However, the differences in the grantee experience that we identify in our data align with patterns we are seeing in other studies we have conducted with different samples.

Method

Foundations commission GPRs to receive confidential feedback from their grantees on a range of issues, such as:

- Grant characteristics
- Foundation-grantee relationships
- Foundation understanding
- Foundation processes
- Perceptions of foundation impact

The GPR survey consists of about 50 items, many of which used seven-point Likert rating scales. All surveys are fielded online. Grantees are sent a brief email that included a description of the GPR survey, a statement of confidentiality, and a link to their survey. This email is sent to a foundation's main contact at a grantee organization. That contact could be the executive director, other senior management, the project director, the development director, among others. Our analyses focus on executive directors.

For this analysis, we used two questions to describe executive directors' race/ethnicity. The first question was only asked of those who were surveyed before August 2020 and the second was only asked of those who were surveyed after that date. We were not able to include the response options of "Middle Eastern or North African" or "Multiracial or Multi-ethnic" in our analyses since these are new and we do not have enough data yet.

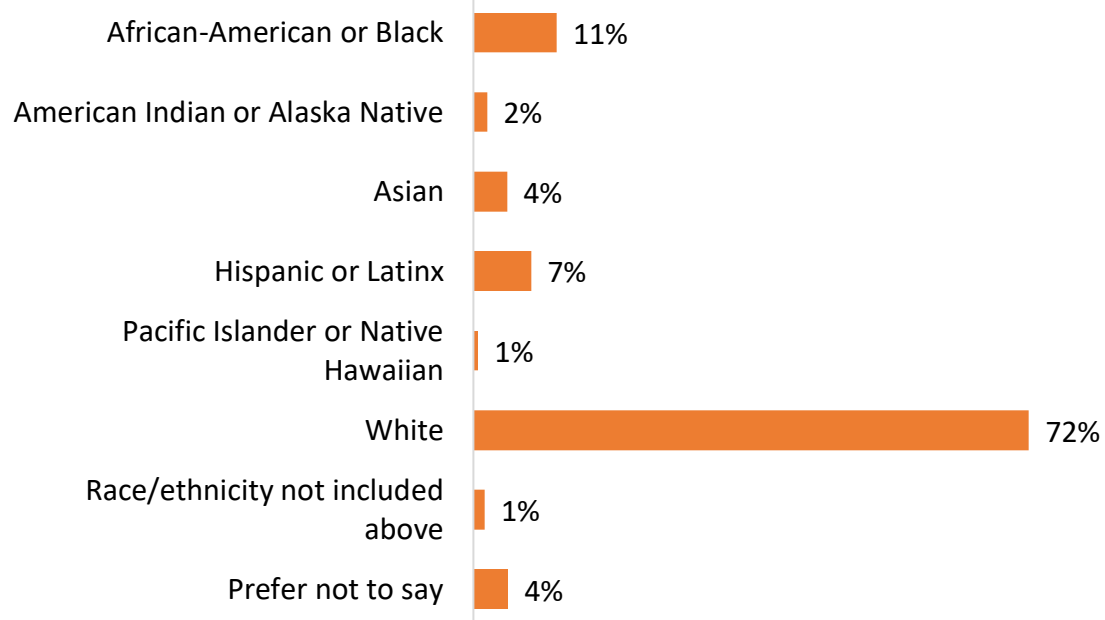
1. *(Asked only of respondents in the U.S.)* What is your race/ethnicity? (Please check all that apply)
 - a. African-American or Black
 - b. American Indian or Alaska Native
 - c. Asian (including the Indian subcontinent)
 - d. White
 - e. Hispanic or Latinx
 - f. Pacific Islander or Native Hawaiian
 - g. Race/ethnicity not included above
 - h. Prefer not to say
2. *(Asked only of respondents in the U.S.)* What is your race/ethnicity? (Please check all that apply)
 - a. African-American or Black
 - b. American Indian or Alaska Native
 - c. Asian (including the Indian subcontinent)
 - d. Hispanic or Latinx
 - e. Middle Eastern or North African
 - f. Multiracial or Multi-ethnic
 - g. Pacific Islander or Native Hawaiian
 - h. White
 - i. Race/ethnicity not included above
 - j. Prefer not to say

Sample

Between 2011 and May 2021, 312 foundations commissioned a GPR and 149,854 of their grantees were invited to participate in the GPR survey. Of those surveyed, 95,505 grantees responded, resulting in a response rate of 64 percent. Almost 17,000 of these grantee respondents were executive directors of nonprofits that receive funding from 259 U.S.-based foundations, and these were the respondents that were included in the analyses. The race/ethnicity of these respondents is displayed in Figure 4.

FIGURE 4. NONPROFIT EXECUTIVE DIRECTORS' RACE/ETHNICITY

Race/ethnicity of the executive directors in our GPR data set (N=16,729)



**Percentages do not add to 100 because respondents were asked to select all that apply.*

The foundations in our data set varied in type, assets, and giving (Table 1).

TABLE 1. FOUNDATION CHARACTERISTICS

Type	
Community	14%
Corporate	6%
Private	63%
Public charity	6%
Other	7%
Missing data	5%
Assets	
Range	\$477K to \$34B
Median	\$280M
Giving	
Range	\$355K to \$3B
Median	\$17M

Quantitative Analysis

To analyze the quantitative survey data used to inform this report, a combination of t-tests, chi square analyses, and regression analyses was used. An alpha level of 0.05 was used to determine statistical significance for all inferential tests conducted. Effect sizes were examined for all analyses. Patterns of small effects were reported for the first key finding in both reports. The second key finding is based on medium and large effects in both reports, unless otherwise noted in charts.

INTERVIEWS

Interview Population

To select AAPI and Native American nonprofit leaders to interview for this project, we reached out to the Long Family Foundation, the Jeremy Lin Foundation, Margaret A. Cargill Philanthropies, and Native Americans in Philanthropy. Our contacts at these organizations suggested nonprofit leaders for us to interview.

We emailed these nonprofit leaders and invited them to participate in interviews. We offered them \$50 gift cards to bookshop.org to thank them for their time. Ultimately, 13 leaders from 11 nonprofits participated in interviews.

Sample Characteristics

Interviewees represented organizations that varied in expenses. Their annual expenses ranged from approximately \$100K to \$14.6M, with a median of \$1.4M.

Interview Protocols

After interview protocols were developed, two pilot interviews — one with an AAPI nonprofit leader and one with a Native American nonprofit leader — were conducted to test the protocols. We gave pilot interviewees \$50 gift cards to bookshop.org to thank them for their time. The interview protocols were edited based on the feedback from the pilot interviewees. 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.

The interview protocol consisted of up to ten questions for the interviewee(s) about nonprofit leaders' experiences with foundations.

Data Collection

In October and November 2021, 11 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 interviewees were promised confidentiality.

Data Analysis

Interview recordings were professionally transcribed. The transcripts were not coded; we simply include quotes from the interviews throughout the report that are representative of the interviews more broadly. We asked all interviewees whether they would like to be recognized in the acknowledgments section of the report.

Endnotes

¹ Cheryl Dorsey, Jeff Bradach, and Peter Kim, "Racial Equity and Philanthropy: Disparities in Funding for Leaders of Color Leave Impact at the Table," (San Francisco, CA: The Bridgespan Group, 2020), <https://www.bridgespan.org/insights/library/philanthropy/disparities-nonprofit-funding-for-leaders-of-color>; Christopher Shea, "State of the Work: Stories from the Movement to Advance Diversity, Equity, and Inclusion," (D5, 2016), <http://www.d5coalition.org/wp-content/uploads/2016/04/D5-SOTW-2016-Final-web-pages.pdf>; Grace McAllister, Reina Mukai, and Seema Shah, "Foundation Funding for Hispanics/Latinos in the United States and for Latin America," (Foundation Center and Hispanics in Philanthropy, 2011), <https://candid.issuelab.org/resource/foundation-funding-for-hispanics-latinos-in-the-united-states-and-for-latin-america.html>; Lyle Matthew Kan, "Seeking to Soar: Foundation Funding for Asian American & Pacific Islander Communities," (Oakland, CA: Asian American/Pacific Islanders in Philanthropy, 2021), https://aapi.org/wp-content/uploads/2021/07/seeking_to_soar_foundation_funding_for_aapi_communities_1.pdf; Sean Thomas-Breitfeld and Frances Kunreuther, "Nonprofit Executives and the Racial Leadership Gap: A Race to Lead Brief," (New York, NY: Building Movement Project, 2019), <https://buildingmovement.org/wp-content/uploads/2019/07/Nonprofit-Executives-and-the-Racial-Leadership-Gap-Race-to-Lead-Brief.pdf>; Building Movement Project on behalf of the Robert Sterling Clark Foundation, "Making (Or Taking) Space: Initial Themes on Nonprofit Transitions from White to BIPOC Leaders," 2021, <https://static1.squarespace.com/static/58c4168af5e23157c0a605ac/t/6165966613b6bd559d024a91/1634047590328/Making+Or+Taking+Space.pdf>; Emergent Pathways, LLC prepared for ABFE: A Philanthropic Partnership for Black Communities, "The Case for Funding Black-Led Social Change," 2019, http://www.blacksocialchange.org/wp-content/uploads/2020/05/BSCFN_BLSO_Report.pdf; Native Americans in Philanthropy and Candid., "Investing in Native Communities: Philanthropic Funding for Native American Communities and Causes," 2019, <https://www.issuelab.org/resources/35493/35493.pdf>; Philanthropic Initiative for Racial Equity in partnership with Race Forward and Foundation Center, "What Does Philanthropy Need to Know to Prioritize Racial Justice?" 2018, <https://racialequity.org/wp-content/uploads/2018/12/PRE-Infographic.pdf>.

-
- ² Ellie Buteau, Naomi Orensten, and Satia Marotta, “Foundations Respond to Crisis: Lasting Change?,” (Cambridge, MA: Center for Effective Philanthropy, 2021), <https://cep.org/portfolio/foundations-respond-to-crisis-lasting-change/>.
- ³ Naomi Orensten and Ellie Buteau, “Foundations Respond to Crisis,” (Cambridge, MA: Center for Effective Philanthropy, 2020), <https://cep.org/foundations-respond-to-crisis/>; Buteau, Orensten, and Marotta, “Foundations Respond to Crisis: Lasting Change?”
- ⁴ The effect sizes for all analyses discussed in this finding are small. There was a pattern of small effects across numerous items in our Grantee Perception Report dataset over the last decade.
- ⁵ Ellie Buteau, Jennifer Glickman, and Matthew Leiwant, “Relationships Matter: Program Officers, Grantees, and the Keys to Success,” (Cambridge, MA: Center for Effective Philanthropy, 2017), <http://cep.org/wp-content/uploads/2017/08/Relationships-Matter.pdf>.
- ⁶ Buteau, Glickman, and Leiwant, “Relationships Matter.”
- ⁷ APM Research Lab. “Color of Coronavirus: COVID-19 Deaths Analyzed by Race and Ethnicity.” March 5, 2021. <https://www.apmresearchlab.org/covid/deaths-by-race>.
- ⁸ Jonnelle Marte, “Small Firms Owned by Older Asians Hardest Hit by Pandemic, U.S. Study Shows,” *Reuters*, March 30, 2021, <https://www.reuters.com/article/us-usa-fed-small-business/small-firms-owned-by-older-asians-hardest-hit-by-pandemic-u-s-study-shows-idUSKBN2BM2KM>.
- ⁹ Scott Horsley, “‘Overlooked’: Asian American Jobless Rate Surges But Few Take Notice,” Morning Edition, *National Public Radio*, October 1, 2020, <https://www.npr.org/2020/10/01/918834644/overlooked-asian-american-jobless-rate-surges-but-few-take-notice>.
- ¹⁰ Aggie J. Yellow Horse, Russell Jeung, Richard Lim, Boaz Tang, Megan Im, Lauryn Higashiyama, Layla Schweng, Mikayla Chen, “Stop AAPI Hate National Report” (San Francisco, CA: Stop AAPI Hate, 2021), <https://stopaapihate.org/stop-aapi-hate-national-report-2/>.
- ¹¹ Buteau, Orensten, and Marotta, “Foundations Respond to Crisis: Lasting Change?”
- ¹² Buteau, Orensten, and Marotta, “Foundations Respond to Crisis: Lasting Change?”
- ¹³ Kimmy Yam and Sakshi Venkatraman, “Asians in the U.S. are the fastest growing racial group. What's behind the rise,” *NBC News*, August 13, 2021. <https://www.nbcnews.com/news/asian-america/asians-us-are-fastest-growing-racial-group-rise-rcna1680>.
- ¹⁴ Asian American and Pacific Islanders in Philanthropy, “Seeking to Soar: Foundation Funding for Asian American & Pacific Islander Communities,” 2021, <https://aapip.org/resources/seeking-to-soar-foundation-funding-for-asian-american-and-pacific-islander-communities/>.
- ¹⁵ Hannah Martin, Kate Gehling, and Ellie Buteau, “Persevering Through Crisis: The State of Nonprofits,” (Cambridge, MA: Center for Effective Philanthropy, 2021), <https://cep.org/wp-content/uploads/2021/06/CEP-Persevering-through-Crisis-2021.pdf>.
- ¹⁶ Martin, Gehling, and Buteau, “Persevering Through Crisis: The State of Nonprofits.”