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# Non-Monetary Assistance Summary

McKnight is rated similarly to the median foundation and median cohort foundation on this summary of the frequency and helpfulness of a foundation's provision of assistance beyond the grant check.

## Non-Monetary Assistance Activities Included in Summary

### MANAGEMENT ASSISTANCE

- General management advice
- Strategic planning advice
- Financial planning/accounting
- Development of performance measures

### FIELD-RELATED ASSISTANCE

- Encouraged/facilitated collaboration
- Insight and advice on your field
- Introductions to leaders in field
- Provided research or best practices
- Provided seminars/forums/convenings

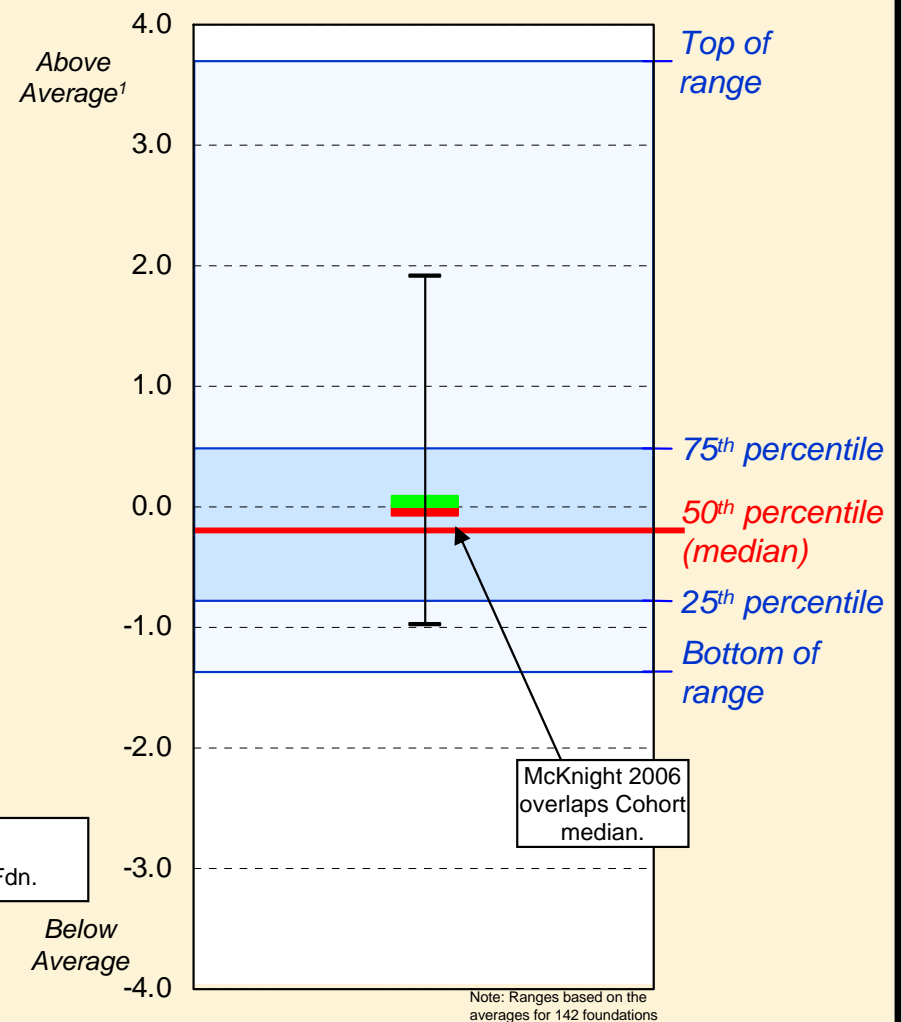
### OTHER ASSISTANCE

- Board development/governance assistance
- Information technology assistance
- Communications/marketing/publicity assistance
- Use of Foundation facilities
- Staff/management training

This summary includes:

- Whether grantees received individual assistance activities from the foundation or third parties
- Ratings of helpfulness of assistance activities

## Non-Monetary Assistance Summary



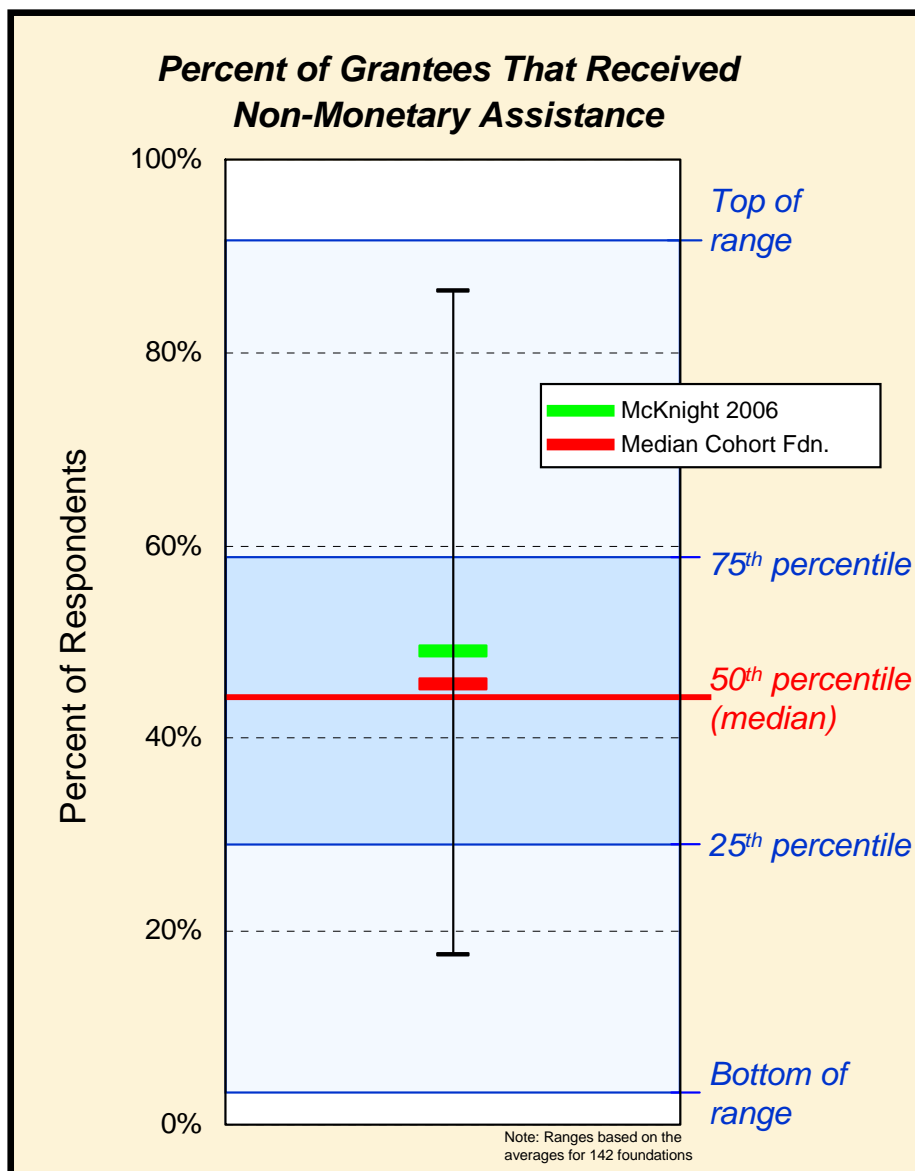
█ McKnight 2006  
█ Median Cohort Fdn.

Note: Ranges based on the averages for 142 foundations

1: Each unit in the summary graph is one standard deviation.  
 Note: McKnight 2003 data not available due to changes to the survey instrument.

# Non-Monetary Assistance

Forty-nine percent of McKnight grantees report receiving non-monetary assistance – a typical proportion. Grantees that receive some type of non-monetary assistance rate the Foundation significantly<sup>1</sup> higher on a number of measures including impact on and understanding of grantees' fields and organizations, all interactions measures, clarity of communications, helpfulness of administrative processes, and satisfaction.



## Selected Grantee Comments

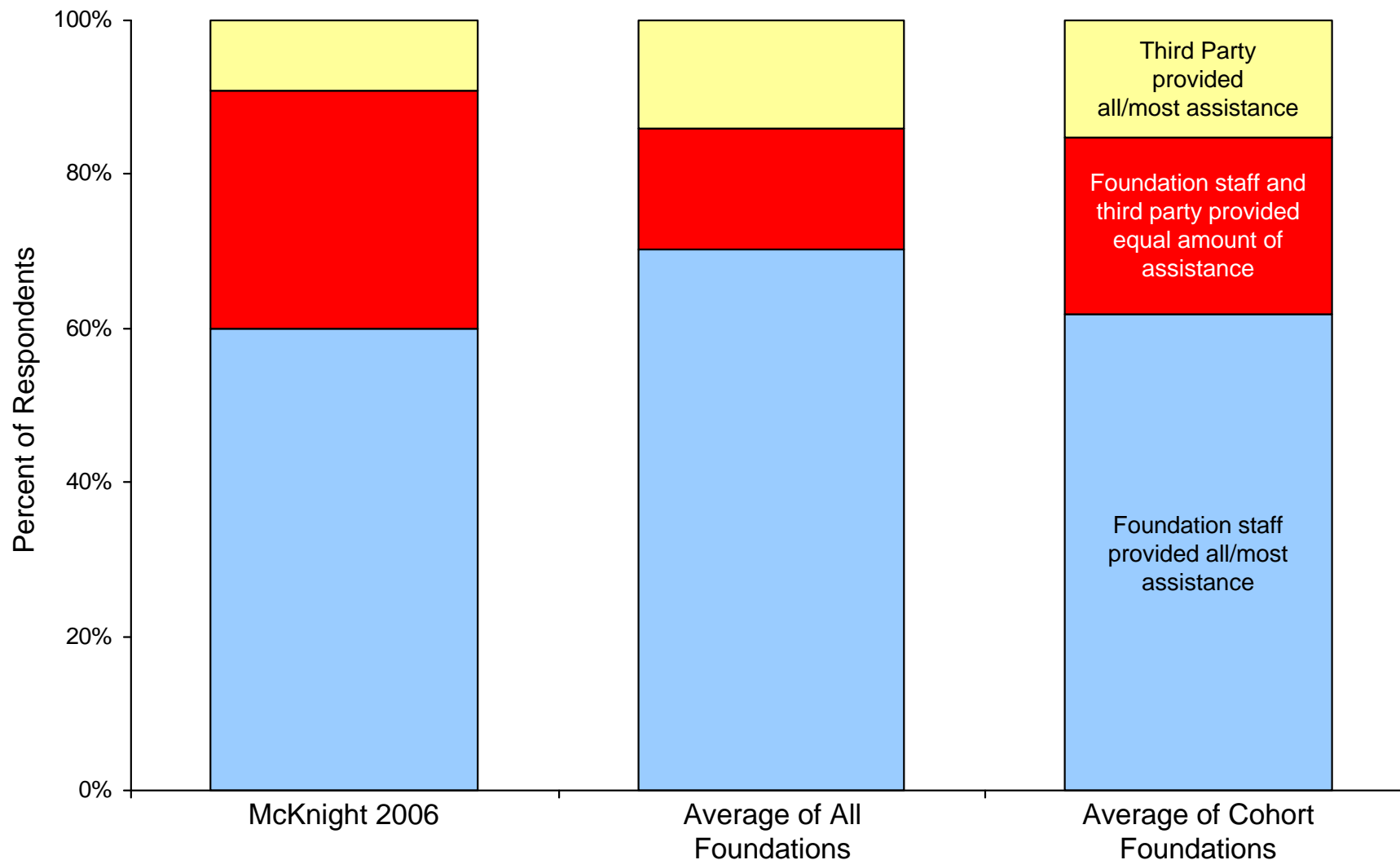
- ◆ *“Non-monetary assistance in the form of convenings and research into the field and the local arts ecology have been invaluable in both connecting us to other institutions and helping us to articulate our distinctive position within the larger community.”*
- ◆ *“The McKnight Foundation is a recognized leader in the Twin Cities region – one that not only responds to community concerns and issues, but leads the way to solving them. Of particular use is the role the McKnight Foundation has played in gathering community leaders, problem solvers, and grantees together. These forums provide an invaluable aid in creating broad based but effective solutions to the challenges our region continues to face.”*
- ◆ *“The Foundation was instrumental in starting this collaborative program and has helped sustain it over the ... years with both monetary and non-monetary assistance. They have helped us model our work on best practices as well as connect what we do to other similar efforts on the Mississippi. We would not have these contacts without McKnight's leadership.”*
- ◆ *“McKnight has professional program officers with significant experience and substantive understanding of the threats and solutions associated with the environmental issues that our grant covers. McKnight's program officer provides significant insight.”*

1: Statistically significant at a 90% confidence level.  
 Note: McKnight 2003 data not available due to changes to the survey instrument.

# Who Provided Non-Monetary Assistance

A larger than typical proportion of McKnight grantees report that Foundation staff and third parties provided equal amounts of the assistance they received.

*Who Provided Non-Monetary Assistance*

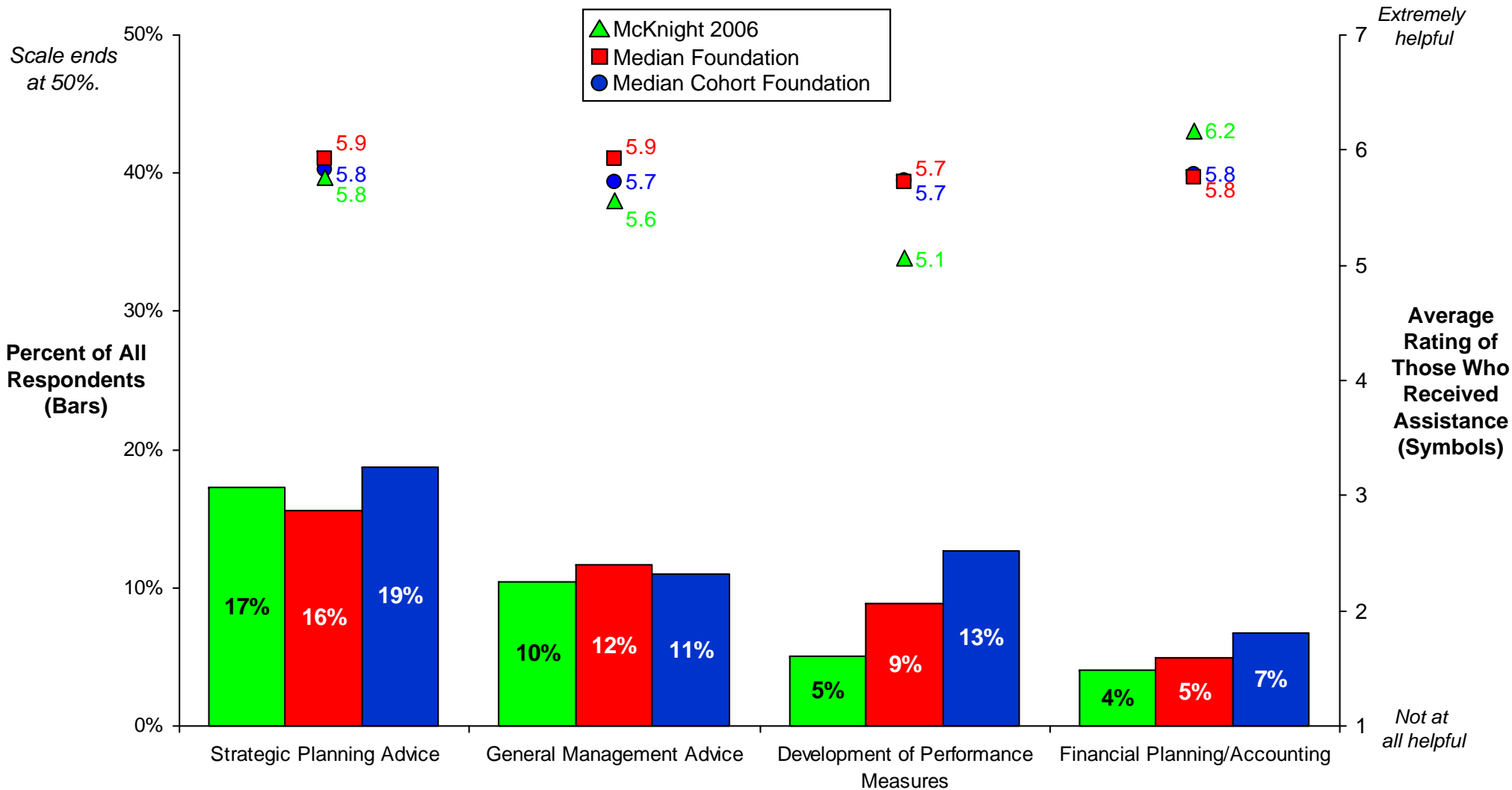


Note: This chart includes data about 115 foundations. McKnight 2003 data not available due to changes to the survey instrument.

# Management Assistance Activities & Helpfulness

Compared to the median foundation and median cohort foundation, a smaller proportion of McKnight grantees report receiving help with the development of performance measures than grantees of other foundations. The helpfulness of general management advice and development of performance measures are rated below the ratings received by the median foundation.

**Frequency and Helpfulness of Management Assistance Activities**

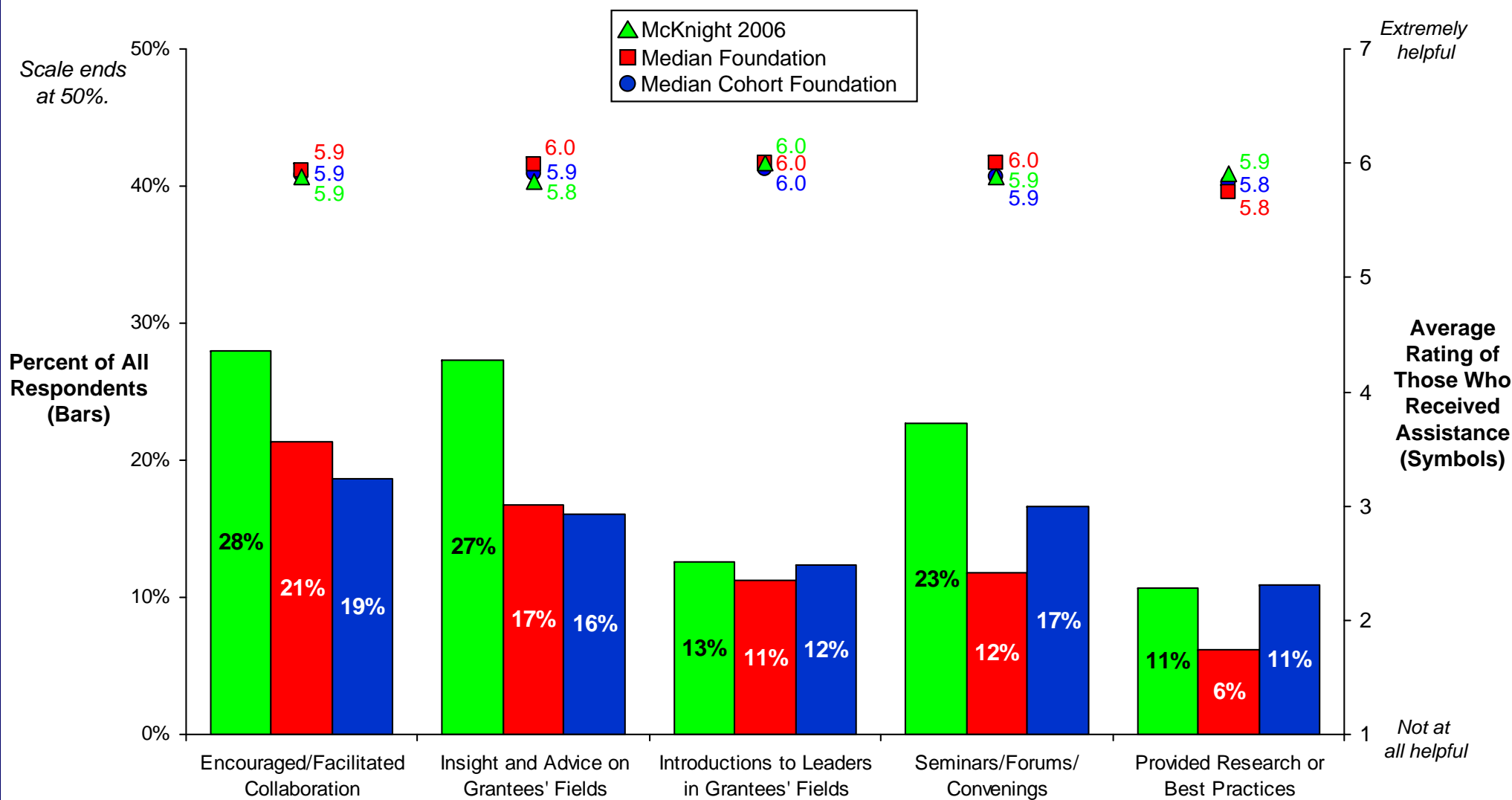


Note: This chart includes data about 142 foundations. McKnight 2003 data not available due to changes to the survey instrument.

# Field-Related Assistance Activities & Helpfulness

A larger proportion of McKnight grantees are provided field-related assistance, except introductions to leaders in the field and research or best practices. The helpfulness of these activities is rated typically.

Frequency and Helpfulness of Field-Related Assistance Activities

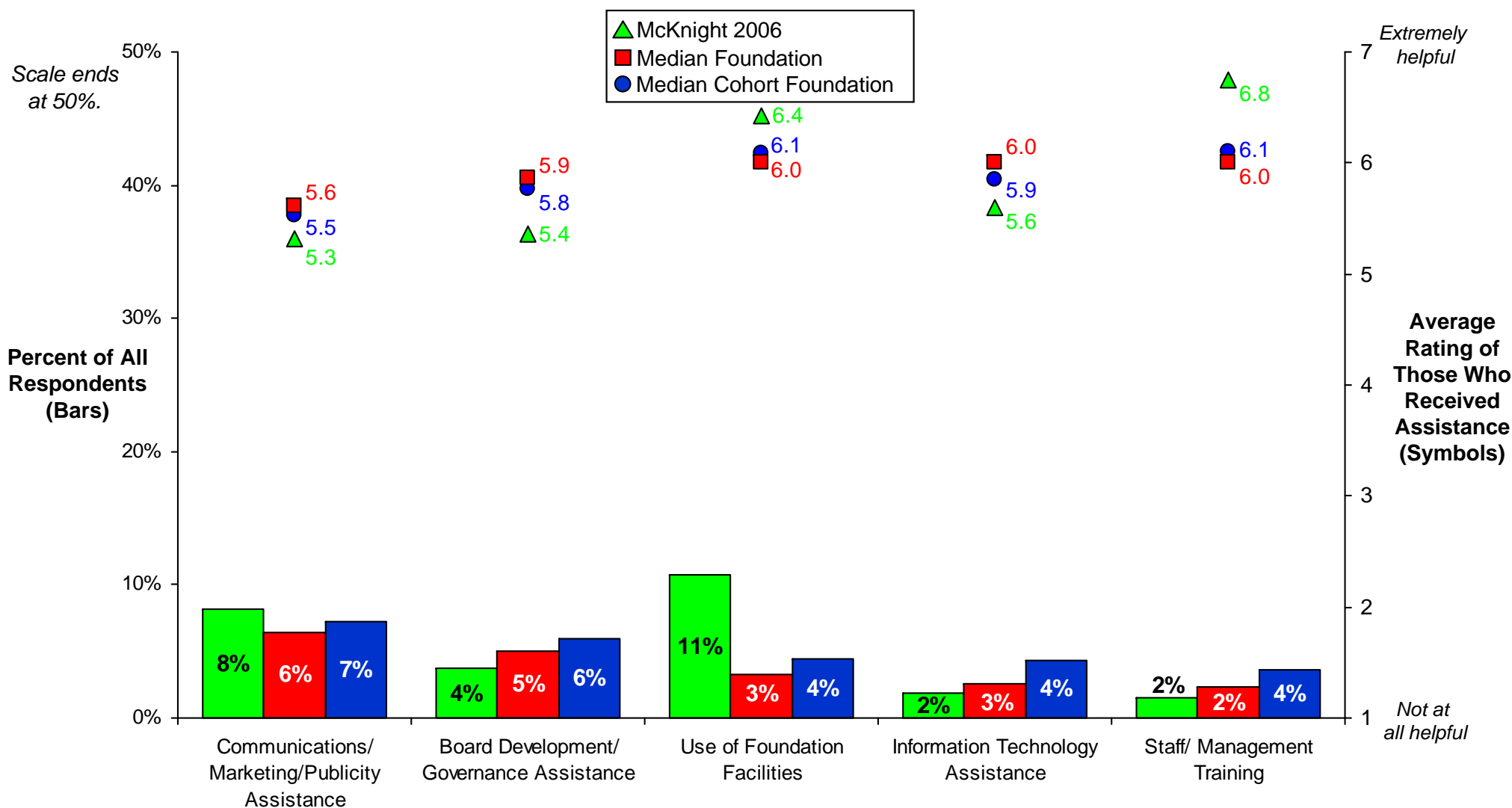


38 Note: This chart includes data about 142 foundations. McKnight 2003 data not available due to changes to the survey instrument.

# Other Support Activities & Helpfulness

McKnight provides a larger than typical proportion of grantees with use of foundation facilities. The helpfulness of these other support activities is rated less positively than typical, except use of foundation facilities and staff/management training.

Frequency and Helpfulness of Other Assistance Activities



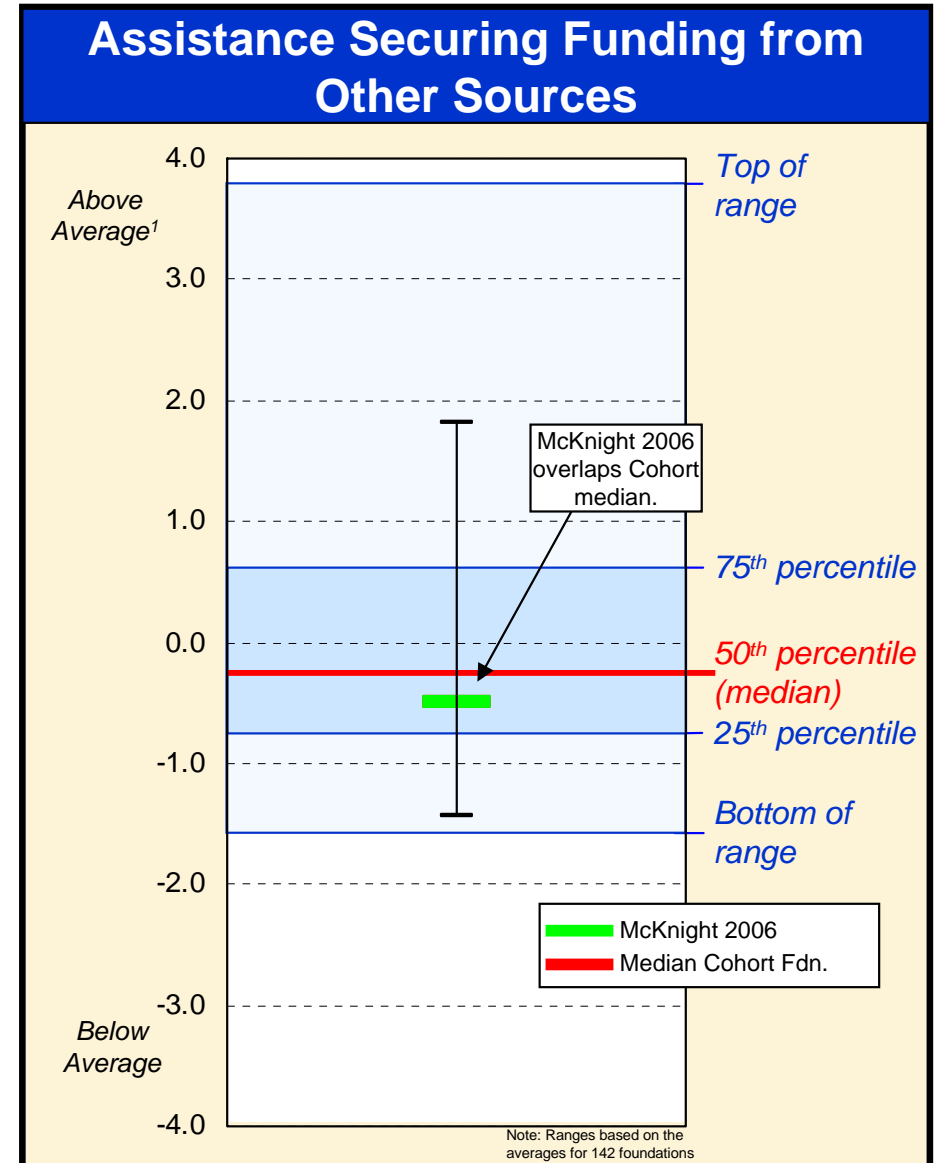
Note: This chart includes data about 142 foundations. McKnight 2003 data not available due to changes to the survey instrument.

# Assistance Securing Funding from Other Sources

On this summary of the frequency and helpfulness of a foundation's assistance in obtaining funding from other sources, McKnight is rated similarly to the median foundation and median cohort foundation.

This summary includes:

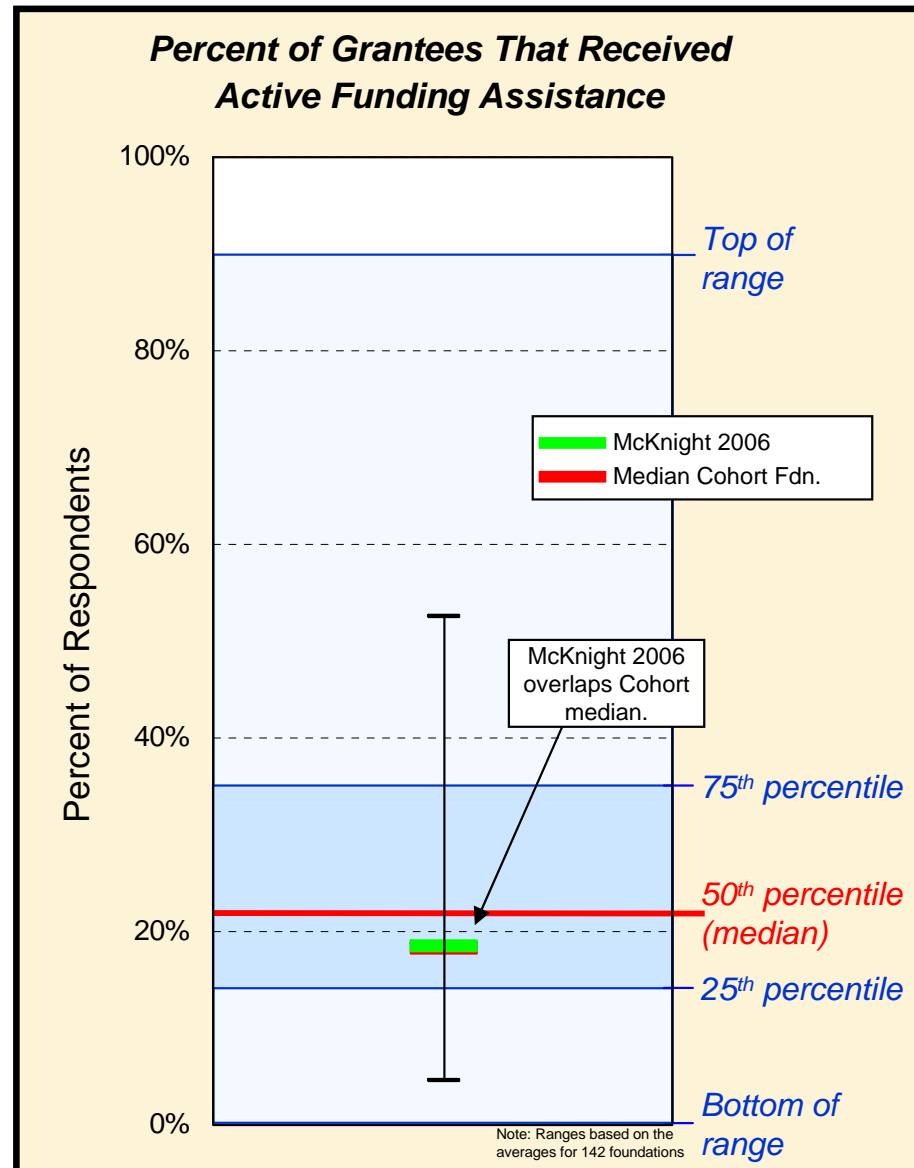
- *Frequency of active foundation assistance in obtaining additional funding from other sources*
- *The impact of those efforts*



1: Each unit in the summary graph is one standard deviation.  
Note: McKnight 2003 data not available due to changes to the survey instrument.

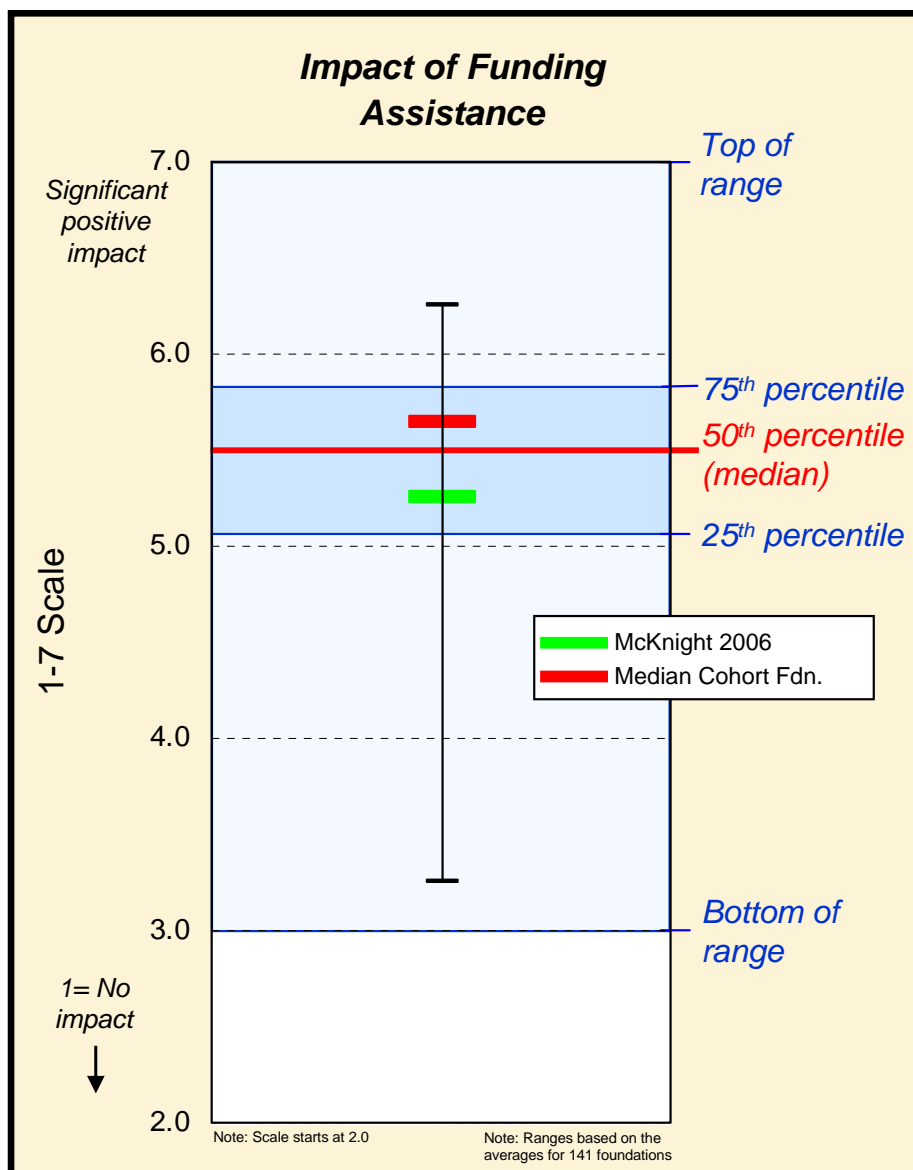
# Proportion of Grantees Receiving Funding Assistance

A typical proportion of McKnight grantees report receiving active funding assistance from the Foundation.



# Impact of Funding Assistance

The impact of McKnight's funding assistance is rated below the rating received by the median foundation and median cohort foundation.



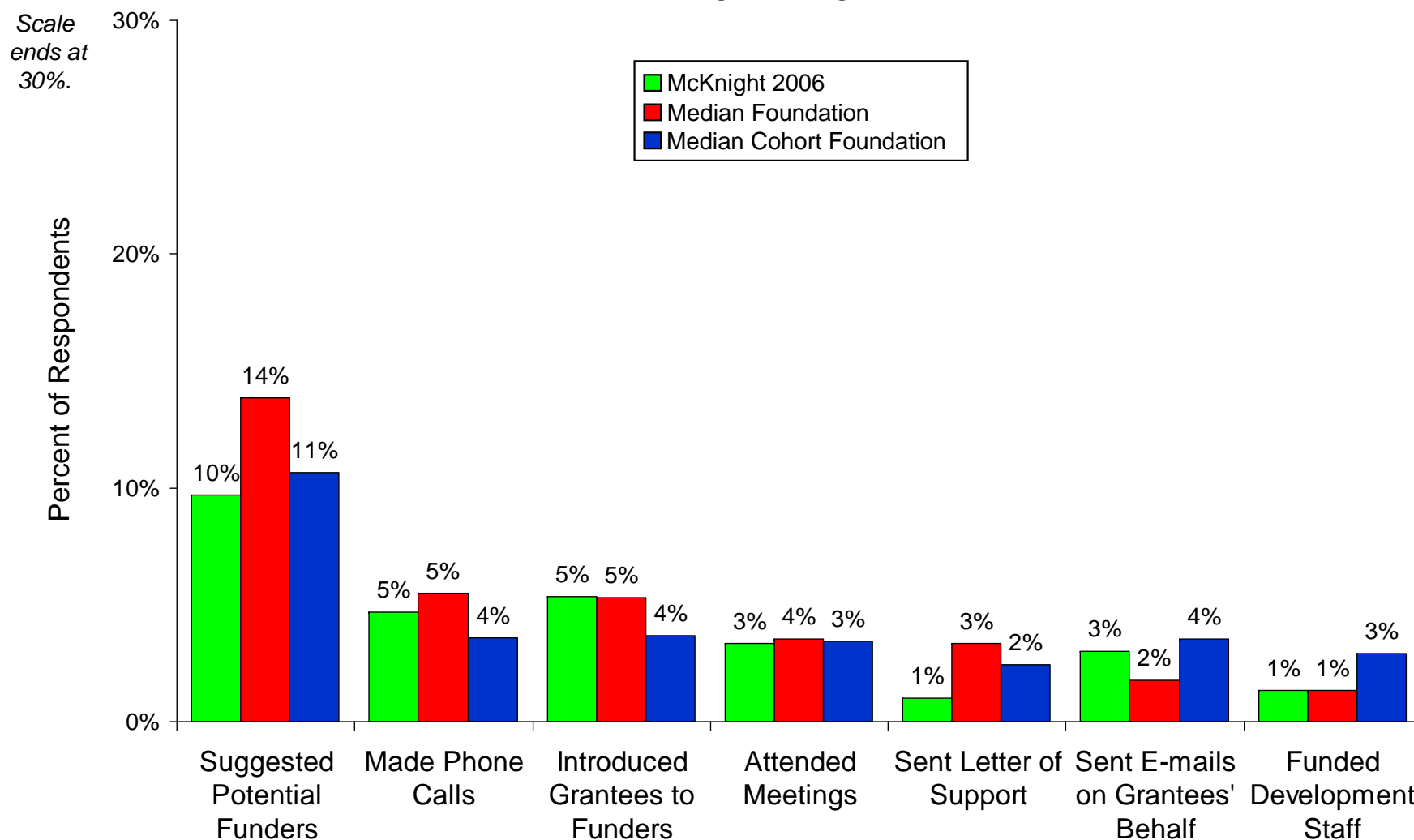
## Selected Grantee Comments

- ◆ “Receiving the McKnight Foundation grant was akin to receiving a bellwether that offers prestige and credibility within our region. This is particularly true with respect to other Foundations in the area. ... support from foundations to help continue our work is essential. It has been a very positive experience.”
- ◆ “McKnight's support helped us get started and encouraged other funders to support us. They are the ‘seal of approval’ in MN.”
- ◆ “The McKnight Foundation has had a huge impact on our fundraising ability. McKnight funding has allowed [our organization] to obtain funding from other sources, and has added value to our name and reputation.”

# Frequency of Funding Assistance

McKnight grantees receive a typical amount of funding assistance activities from the Foundation, except suggestions of potential funders.

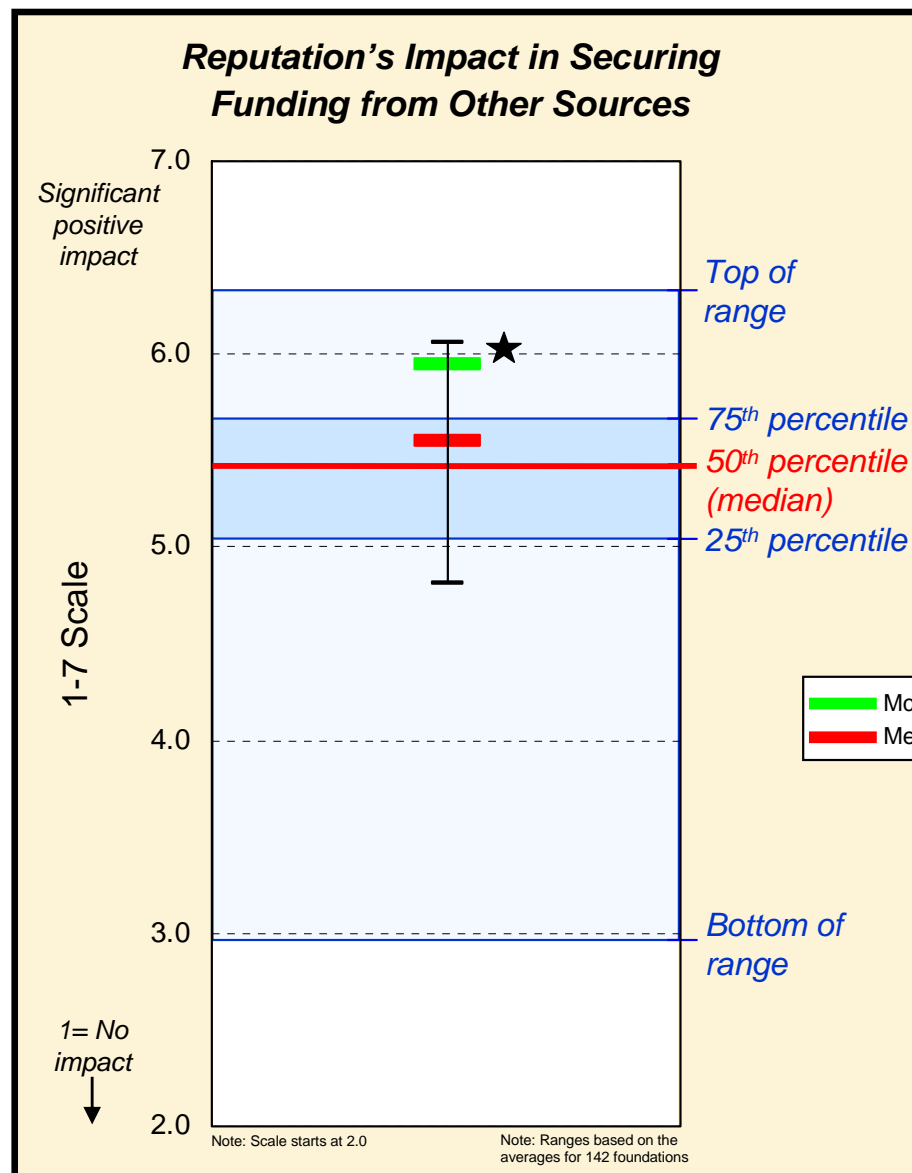
**Activities Provided by the Foundation  
to Assist in Obtaining Funding From Other Sources**



Note: This chart includes data about 142 foundations, with the exception of two categories: "funded development staff" includes data about 88 foundations, and "sent e-mails on grantees' behalf" includes data about 37 foundations. McKnight 2003 data not available due to changes to the survey instrument.

# Impact of Reputation in Funding Assistance

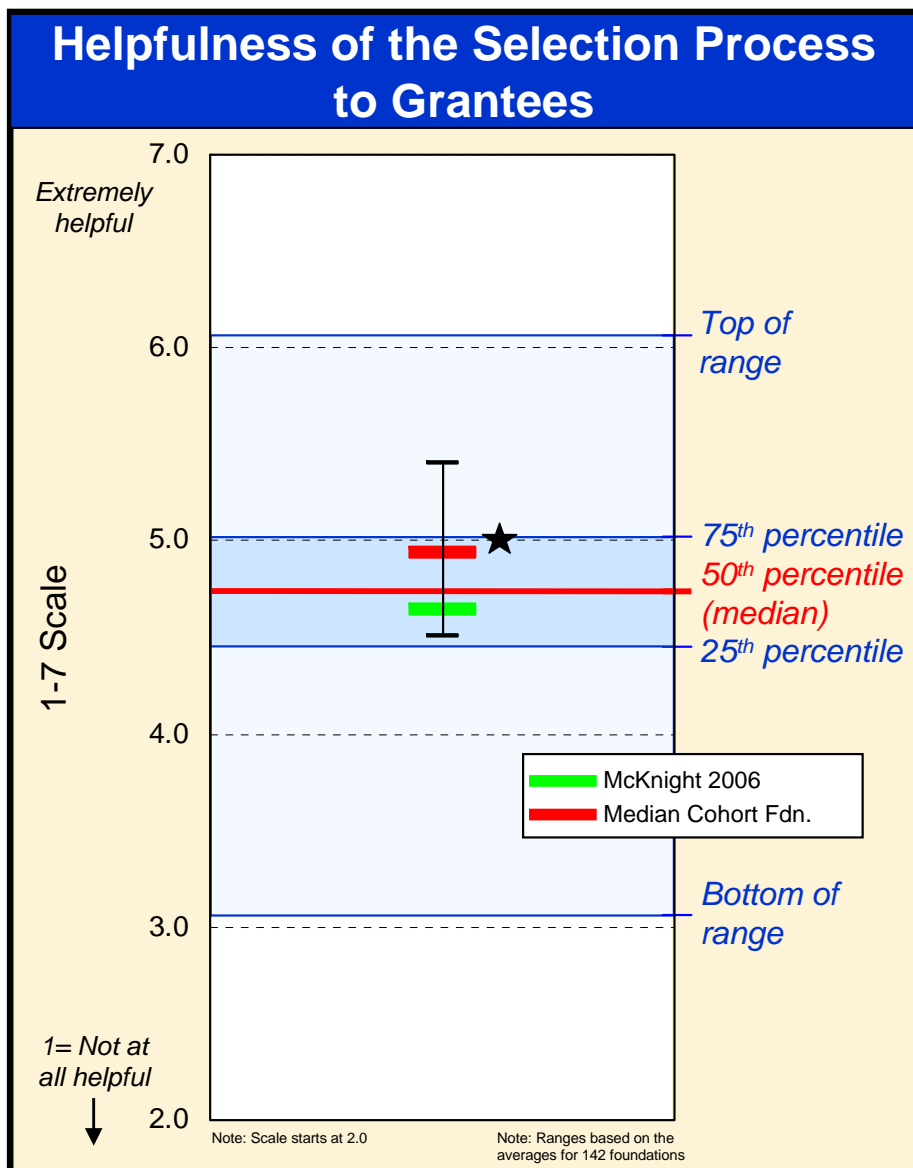
McKnight grantees rate the impact of the Foundation's reputation in securing funding from other sources more positively than the ratings received by the median foundation and median cohort foundation.



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# Helpfulness of Selection Process

Participating in the selection process at McKnight is seen to be as helpful in strengthening the grantee as the process of the median foundation and less helpful than the process of the median cohort foundation.

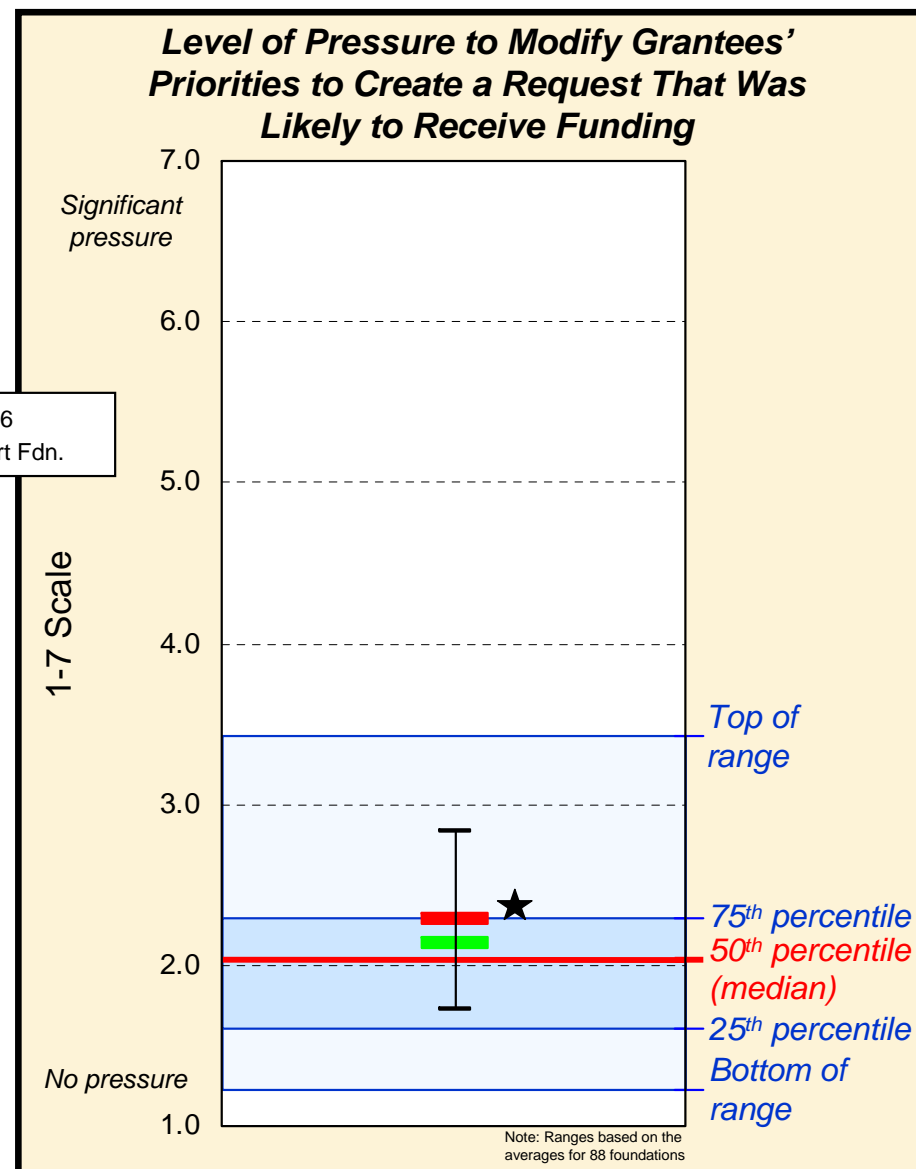
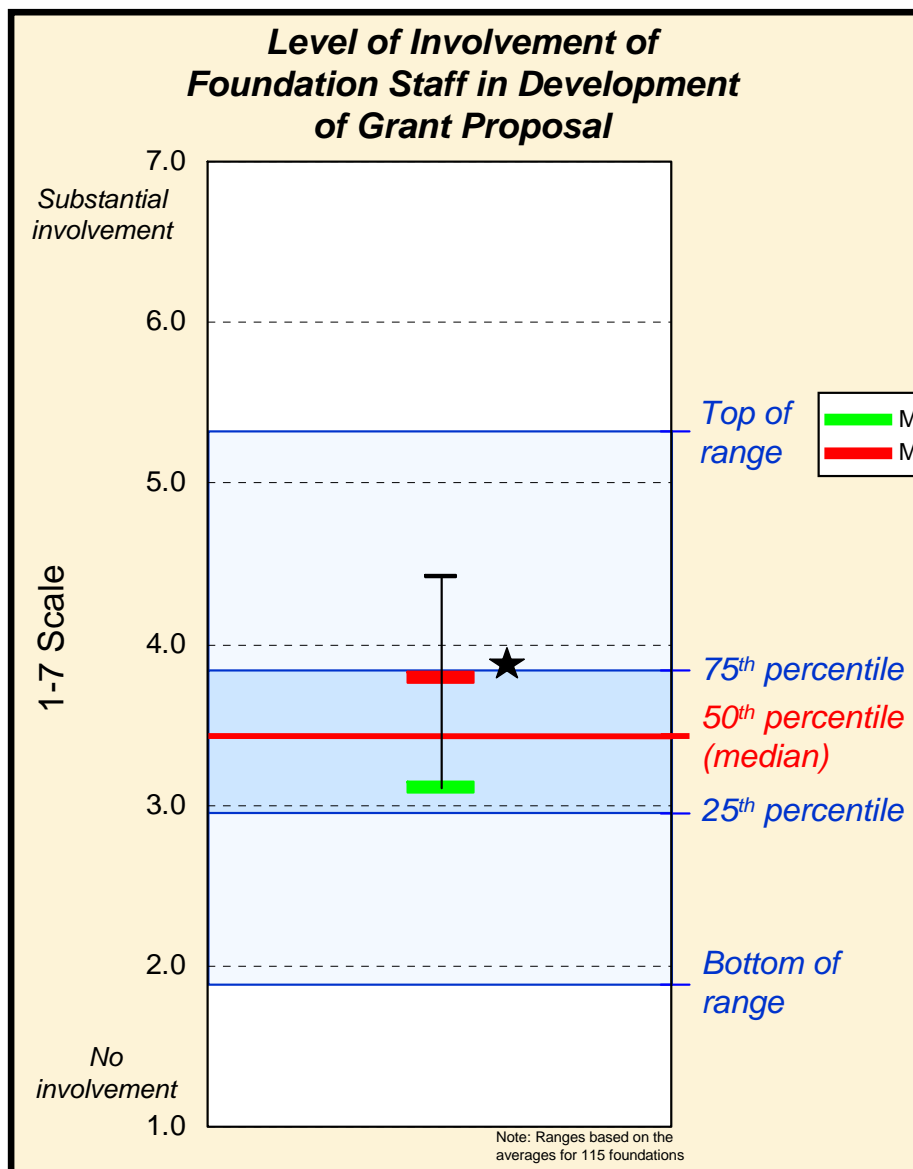


## Selected Grantee Comments

- ◆ *“The McKnight Foundation appears to be quite diligent in their review of materials. Following proposal submissions, additional information has been requested to provide greater understanding of the points contained in the program description and budgeting.”*
- ◆ *“The McKnight Foundation is very professional. One that can be used as template to other Foundations in how they solicit, select, and then ultimately review grantee project proposals. We highly appreciate the Letter of Inquiry process as well as good communication with our Program Office and other Foundation staff.”*
- ◆ *“The Foundation process of evaluating proposals was quite inquisitive and in a way built our capacity to analyze the problems better and to gain in-depth understanding of our approaches.”*
- ◆ *“Some information requests from the Foundation are confusing if you are not based in the USA.”*

# Foundation Involvement and Pressure in Selection Process

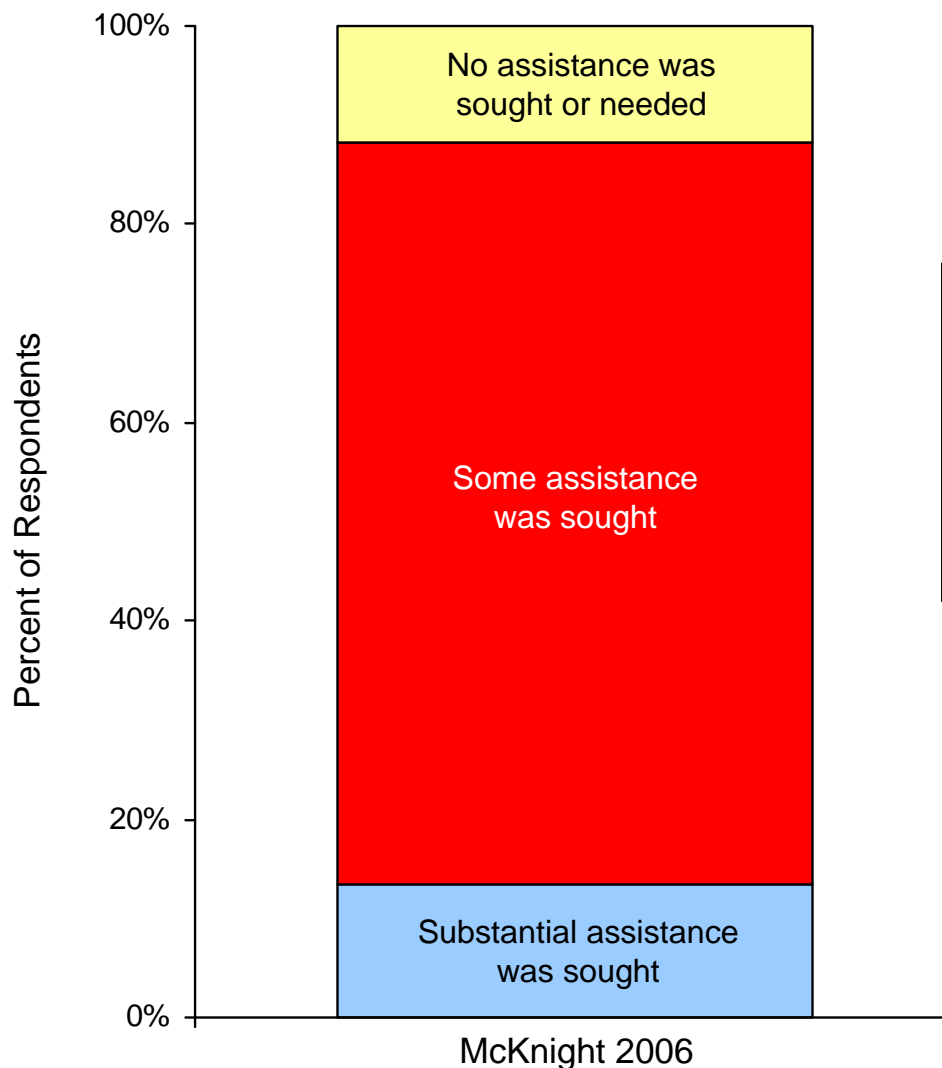
McKnight staff are less involved in proposal development than staff of the median foundation and the median cohort foundation. McKnight grantees' ratings of the level of pressure they perceived to modify their priorities in order to receive funding is similar to the ratings of the median foundation and median cohort foundation.



# Level of Assistance During Selection Process

McKnight grantees were asked to indicate the level of assistance they sought from the Foundation staff during the development of the proposal for their most recent grant. The majority of grantees indicated that they sought some assistance.

***“What level of assistance, if any, did you actively seek from the Foundation staff during the course of developing your proposal for your most recent grant?”***



Grantees that report that substantial assistance was sought rate McKnight significantly<sup>1</sup> higher in the helpfulness of the selection process – a 5.2 versus a 4.6 and 4.4 for grantees who selected “some assistance” and “no assistance” respectively.

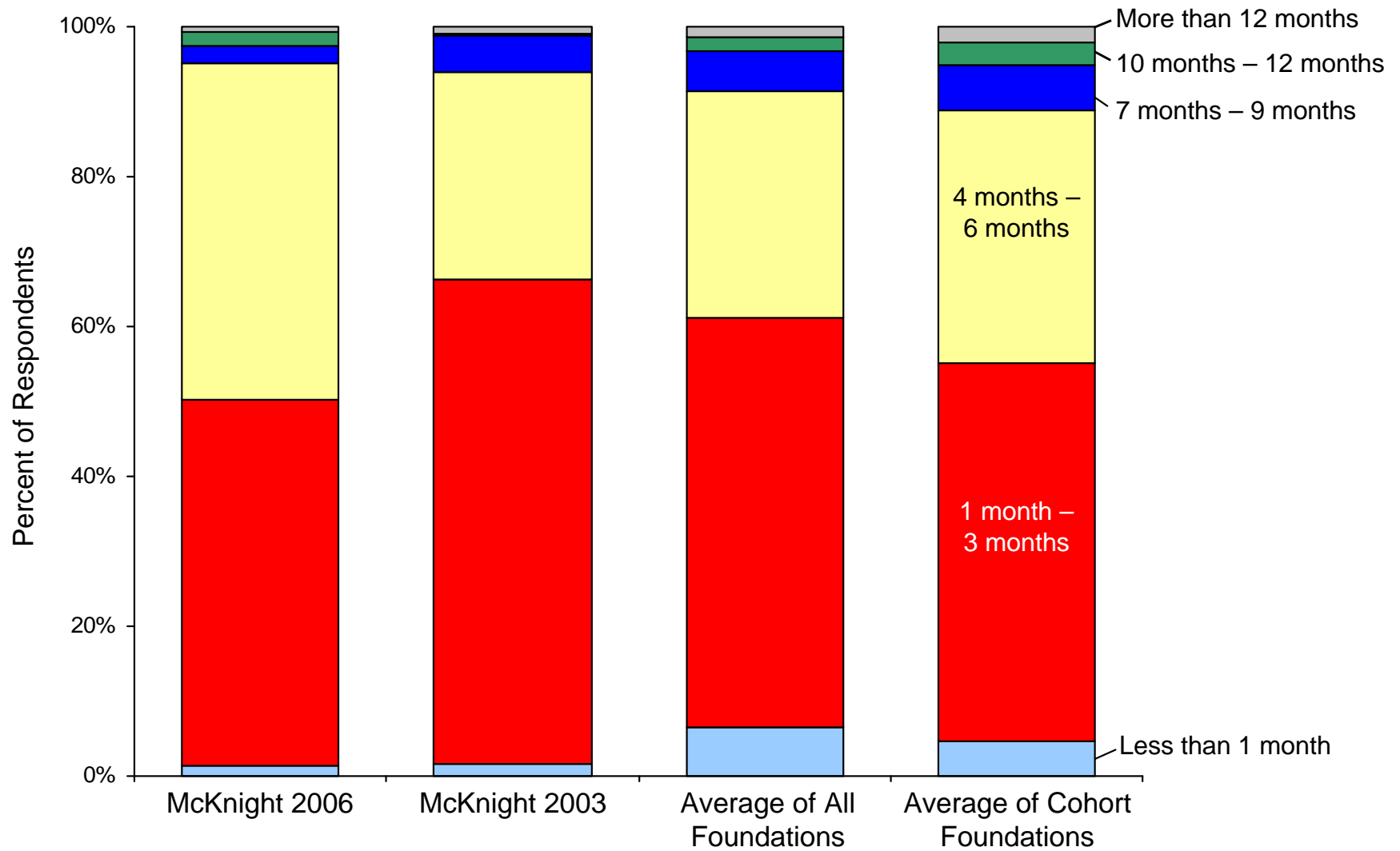
1: Statistically significant at a 90% confidence level.

Note: No comparative data available because this question was only asked of McKnight grantees. Six grantees did not answer the question.

# Time Between Submission and Clear Commitment

Ninety-five percent of McKnight grantees report six months or less elapsing between submission of proposal and clear commitment of funding from the Foundation.

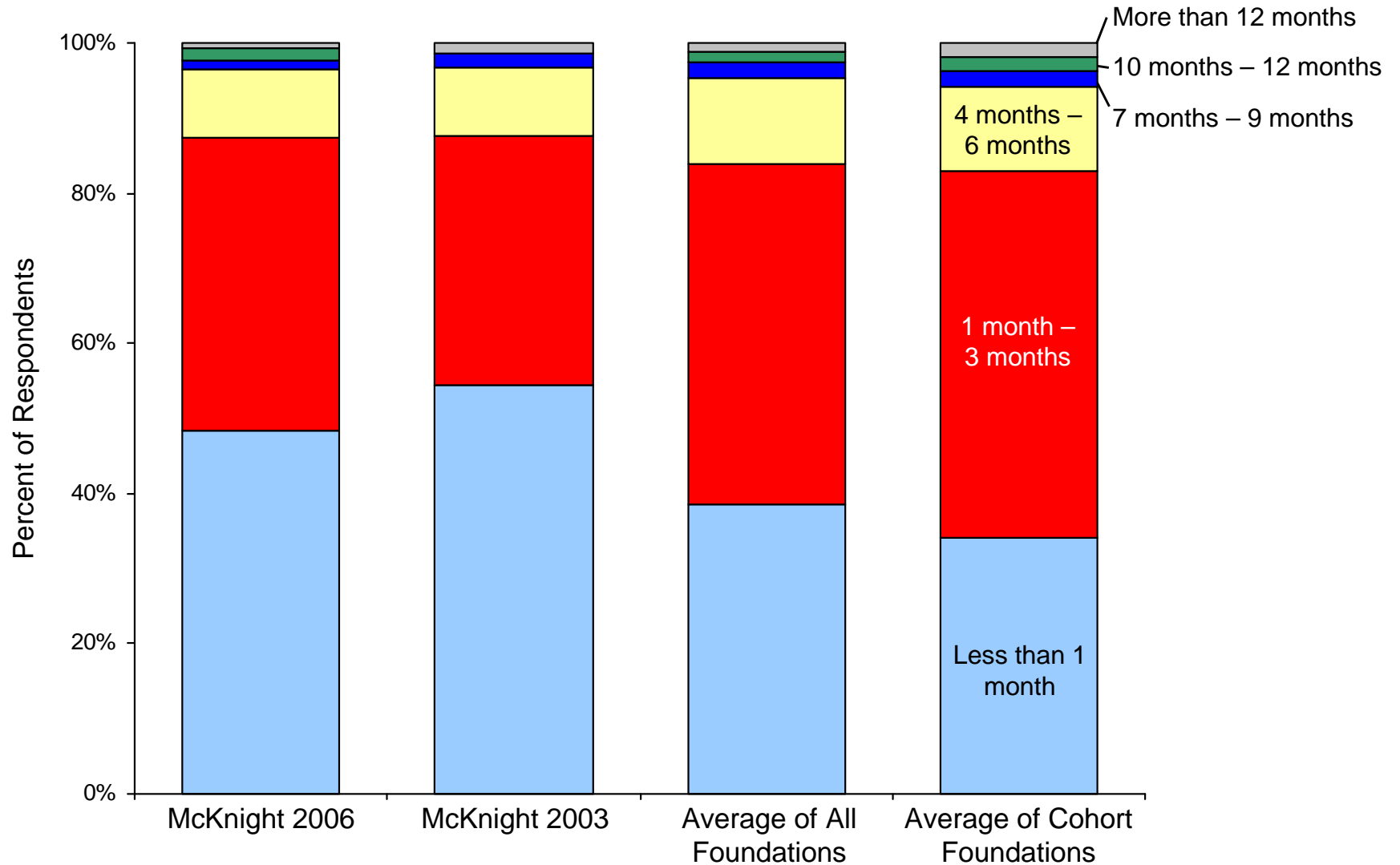
***Time Elapsed Between Proposal Submission and Clear Commitment***



# Time Between Clear Commitment and Receipt of Funds

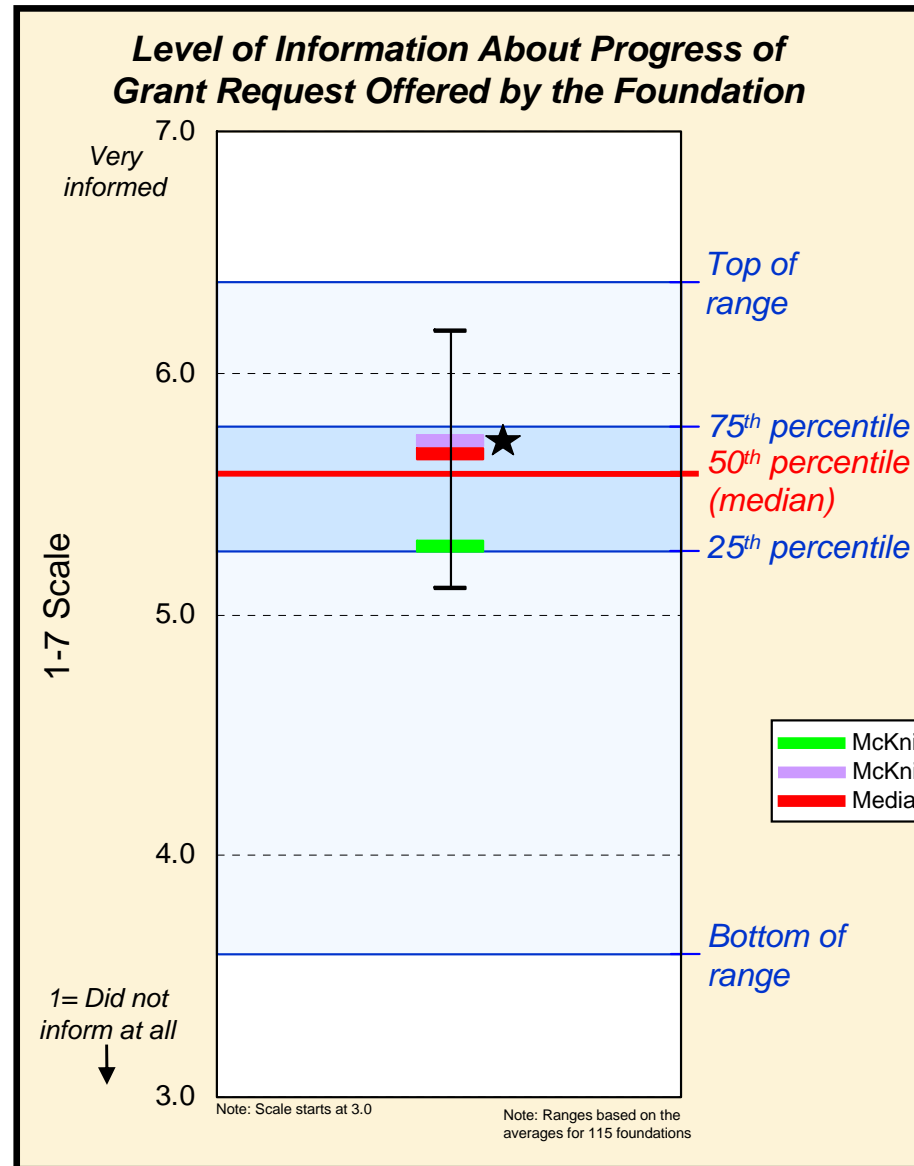
Ninety-six percent of McKnight grantees report six months or less elapsing between clear commitment of funding and receipt of funds from the Foundation.

***Time Elapsed Between Clear Commitment and Receipt of Funds***



# Communication During Selection Process

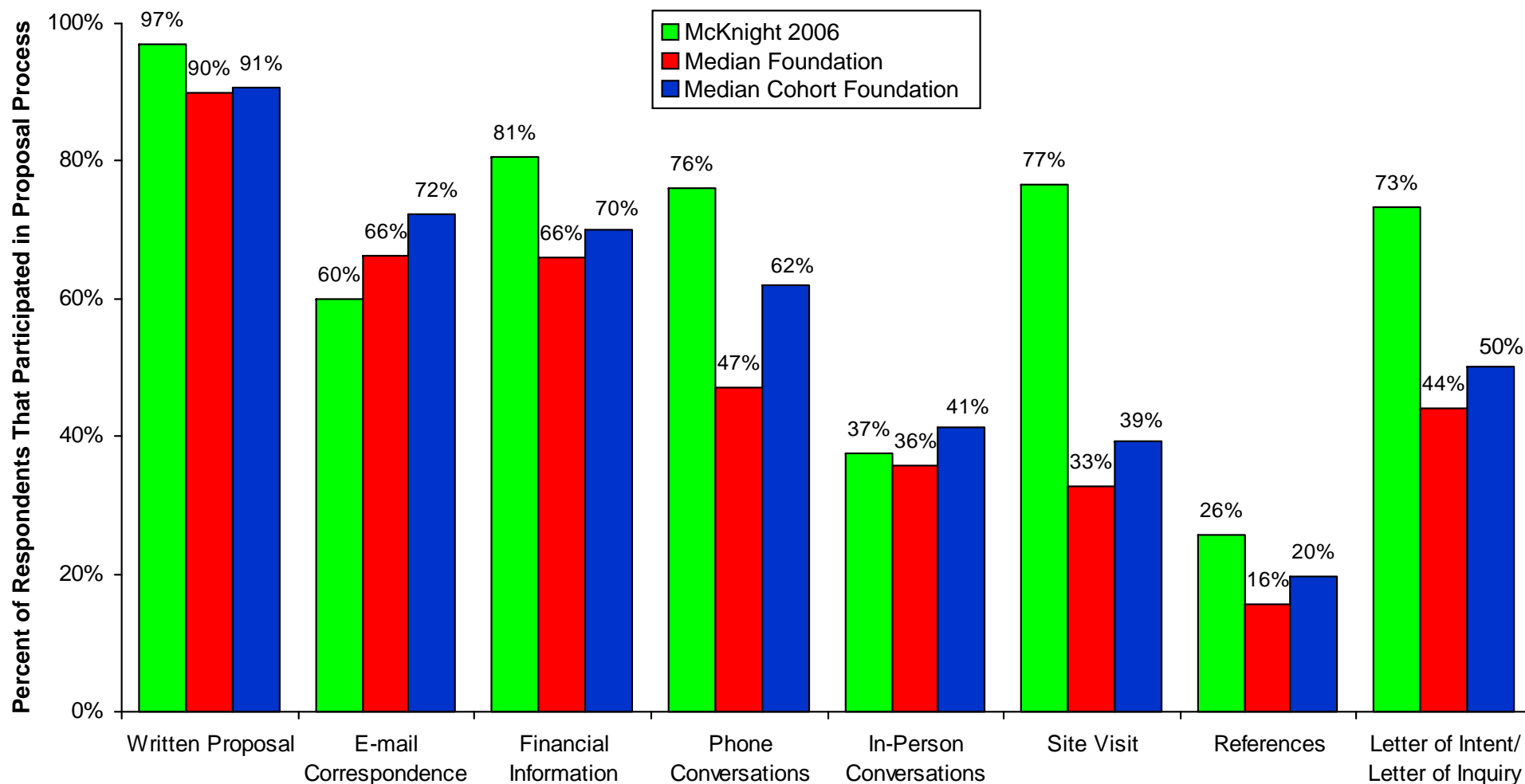
McKnight keeps its grantees less well-informed about the progress of their grant requests than typical during the selection process.



# Data Requested During Selection Process

Compared to grantees of the median foundation and median cohort foundation, McKnight grantees more frequently report submitting all these types of data as part of the selection process, except e-mail correspondence and in-person conversations.

**Data Requested by the Foundation During the Selection Process**

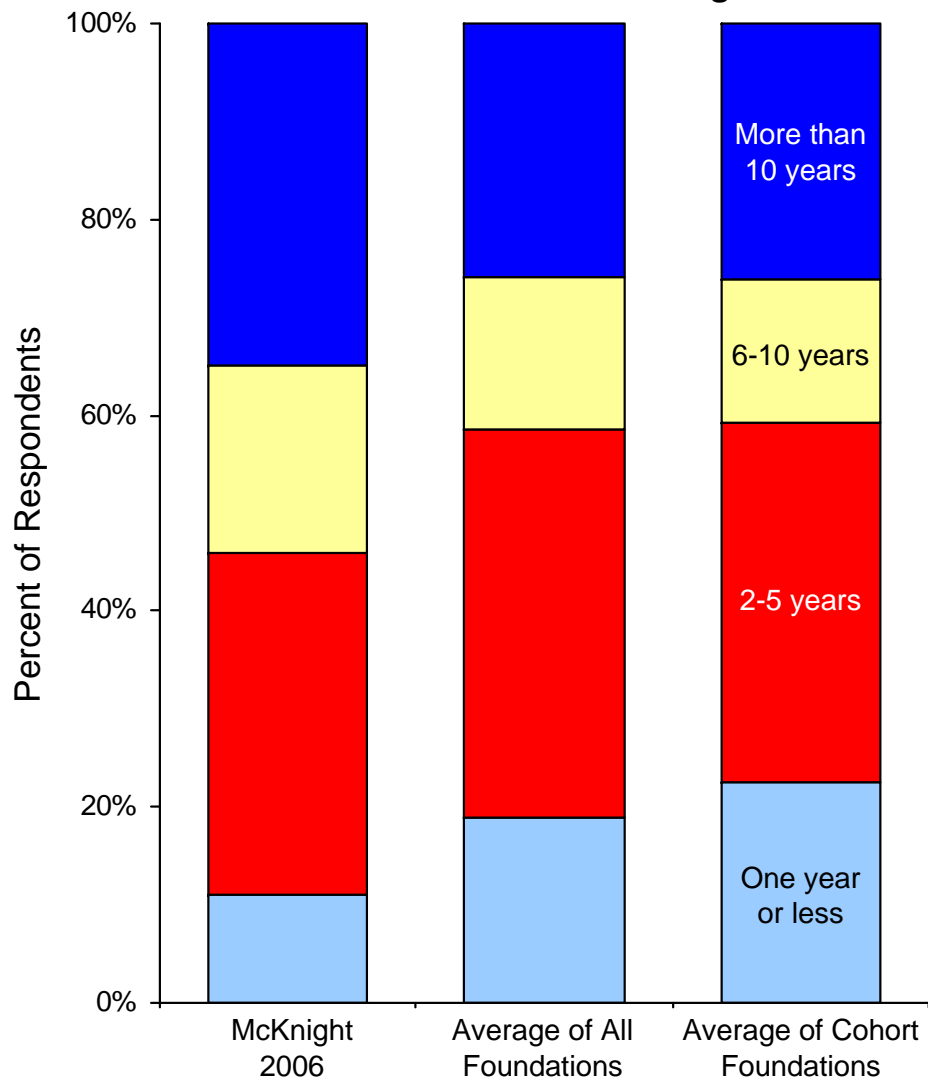


Note: This chart includes data about 142 foundations, with the exception of one category: "e-mail correspondence" includes data about 14 foundations. McKnight 2003 data not available due to changes to the survey instrument.

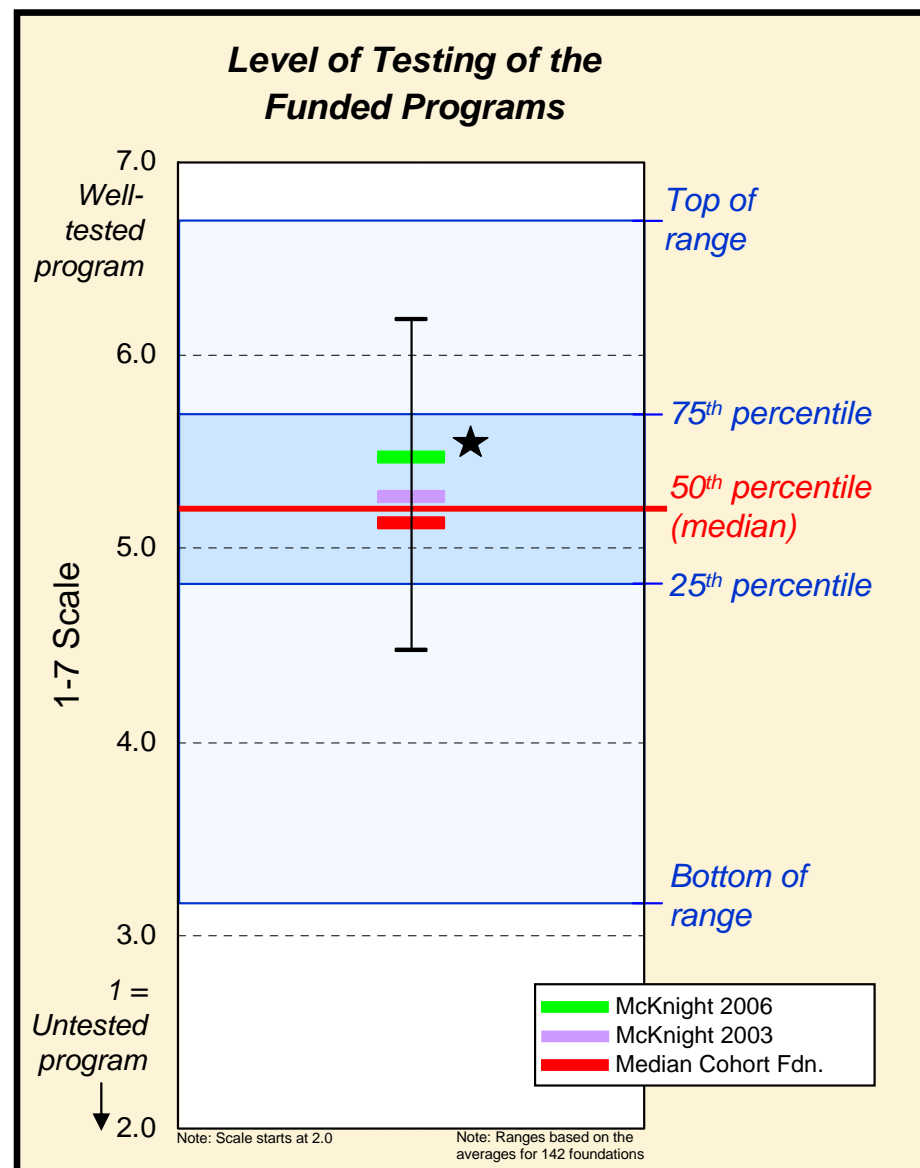
# History of Grantee Programs

Compared to other foundations, McKnight funds programs with a longer history of implementation. The programs funded are also described by grantees as being more well-tested than programs funded by other foundations.

**Length of Time Which Grantees Have Regularly Conducted the Funded Programs**



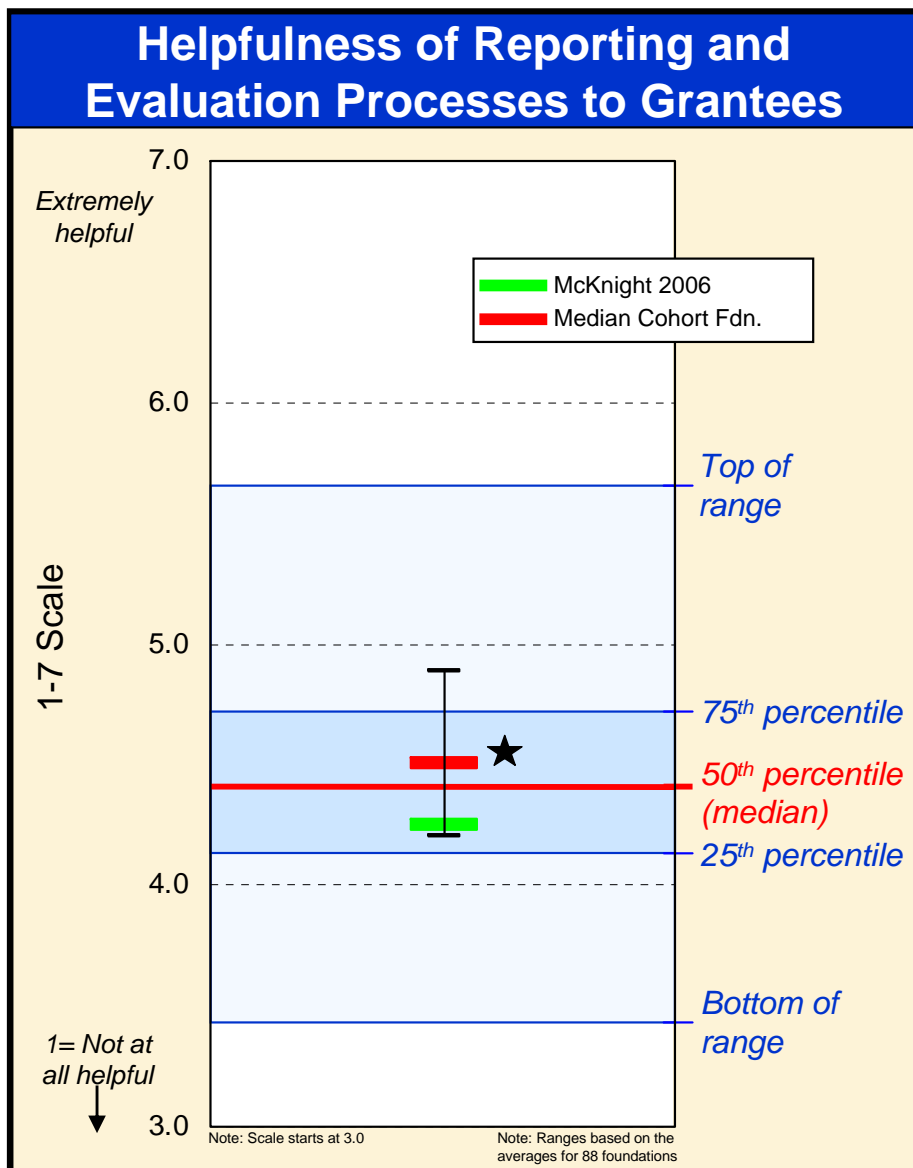
**Level of Testing of the Funded Programs**



Note: Left-hand chart includes data about 115 foundations. McKnight 2003 data not available due to changes to the survey instrument.

# Helpfulness of Reporting and Evaluation Processes

McKnight’s reporting and evaluation processes are seen to be less helpful in strengthening grantees than the processes of the median foundation and less helpful than the processes of the median cohort foundation. Grantees that report discussing their report/evaluation with Foundation staff rate the helpfulness of the significantly<sup>1</sup> higher than those that did not – 5.3 versus 3.8.



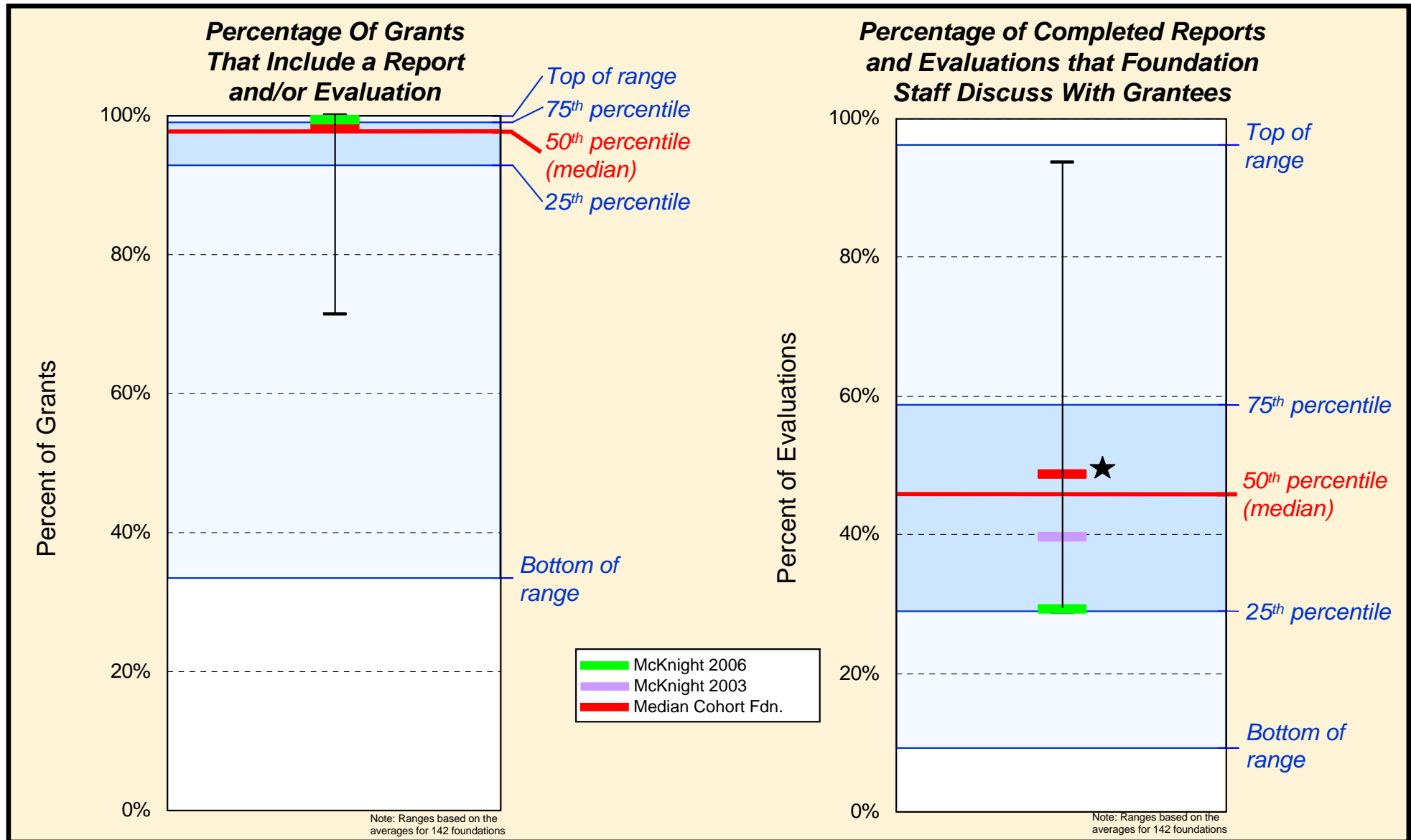
## Selected Grantee Comments

- ♦ “Our demands of the Foundation staff have been minimal, and the proposal and reporting were straight forward and never felt beyond our reach.”
- ♦ “Most importantly the Foundation does not impose a strict report submission guidelines, and thus the funding recipient has more time to concentrate on its activities rather than just focusing on report submission on a monthly basis.”
- ♦ “The deadlines for the reports were confusing and inconsistent with the funding cycle. Also, missed the new deadline since it was so different, unexpected.”

1: Statistically significant at a 90% confidence level.  
 Note: McKnight 2003 data not available due to changes to the survey instrument.

# Reporting and Evaluation Processes

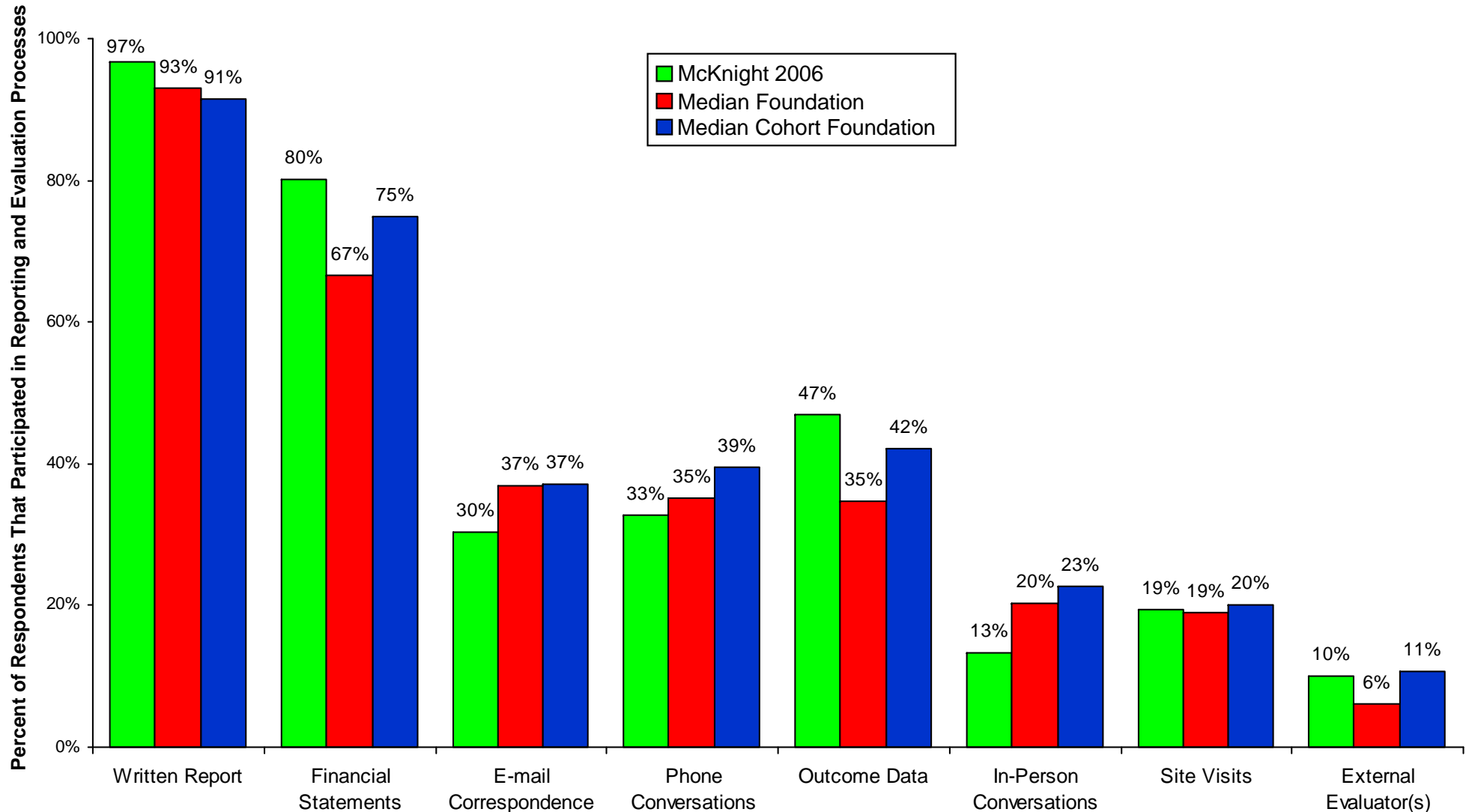
Ninety-nine percent of McKnight grantees report that their grant includes a report/evaluation. Of those grantees, 29 percent report discussing completed reports/evaluations with Foundation staff, a smaller proportion than typical and smallest in the cohort.



# Data Requested During the Reporting and Evaluation Processes

McKnight grantees more frequently report submitting written reports, financial statements, outcome data, and external evaluators compared to grantees of the median foundation. McKnight grantees less frequently report e-mail correspondence, phone conversations, and in-person conversations than is typical.

**Data Requested by the Foundation During the Reporting and Evaluation Processes**



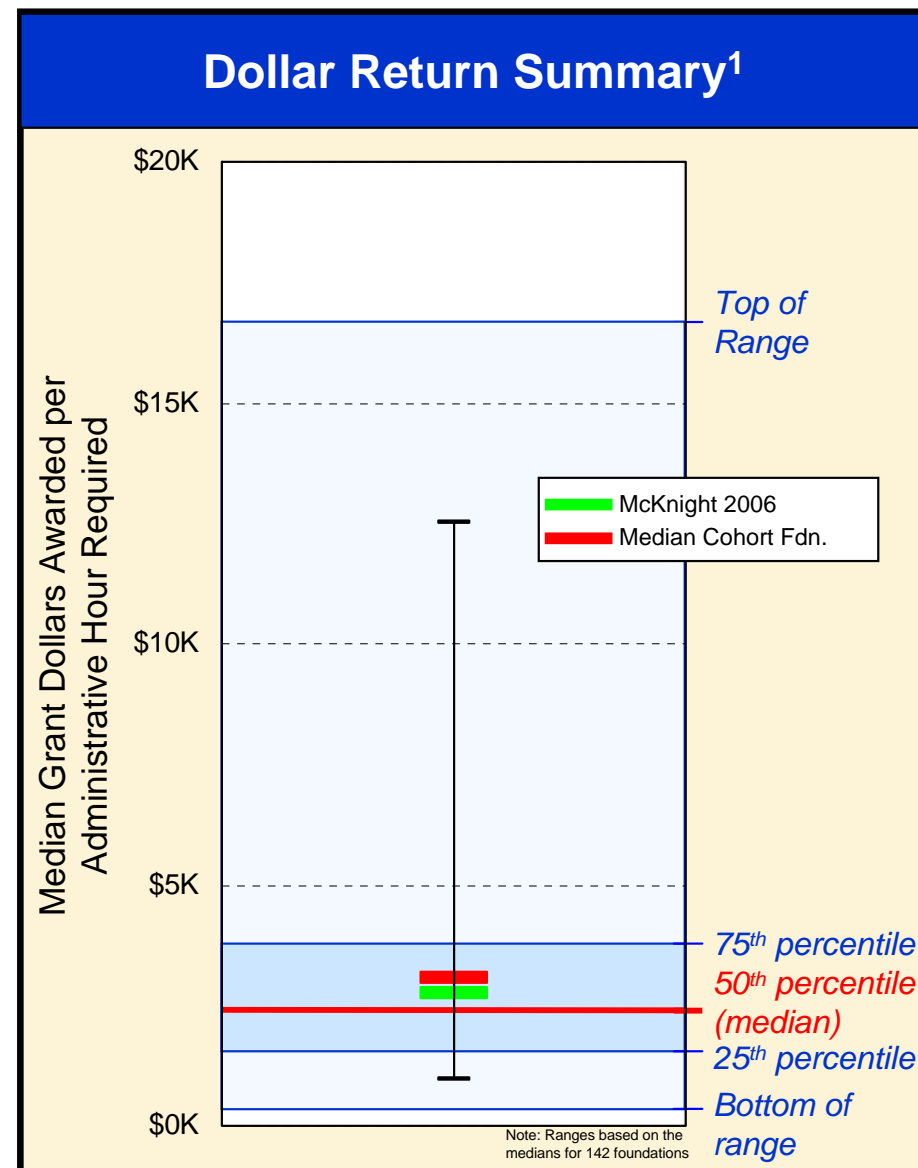
Note: This chart includes data about 142 foundations, with the exception of one category: "e-mail correspondence" includes data about 14 foundations. McKnight 2003 data not available due to changes to the survey instrument.

# Dollar Return Summary

McKnight awards a typical number of dollars per administrative hour required of grantees.

This summary includes:

- *The total grant dollars awarded*
- *The total time necessary to fulfill the administrative requirements over the lifetime of the grant.*

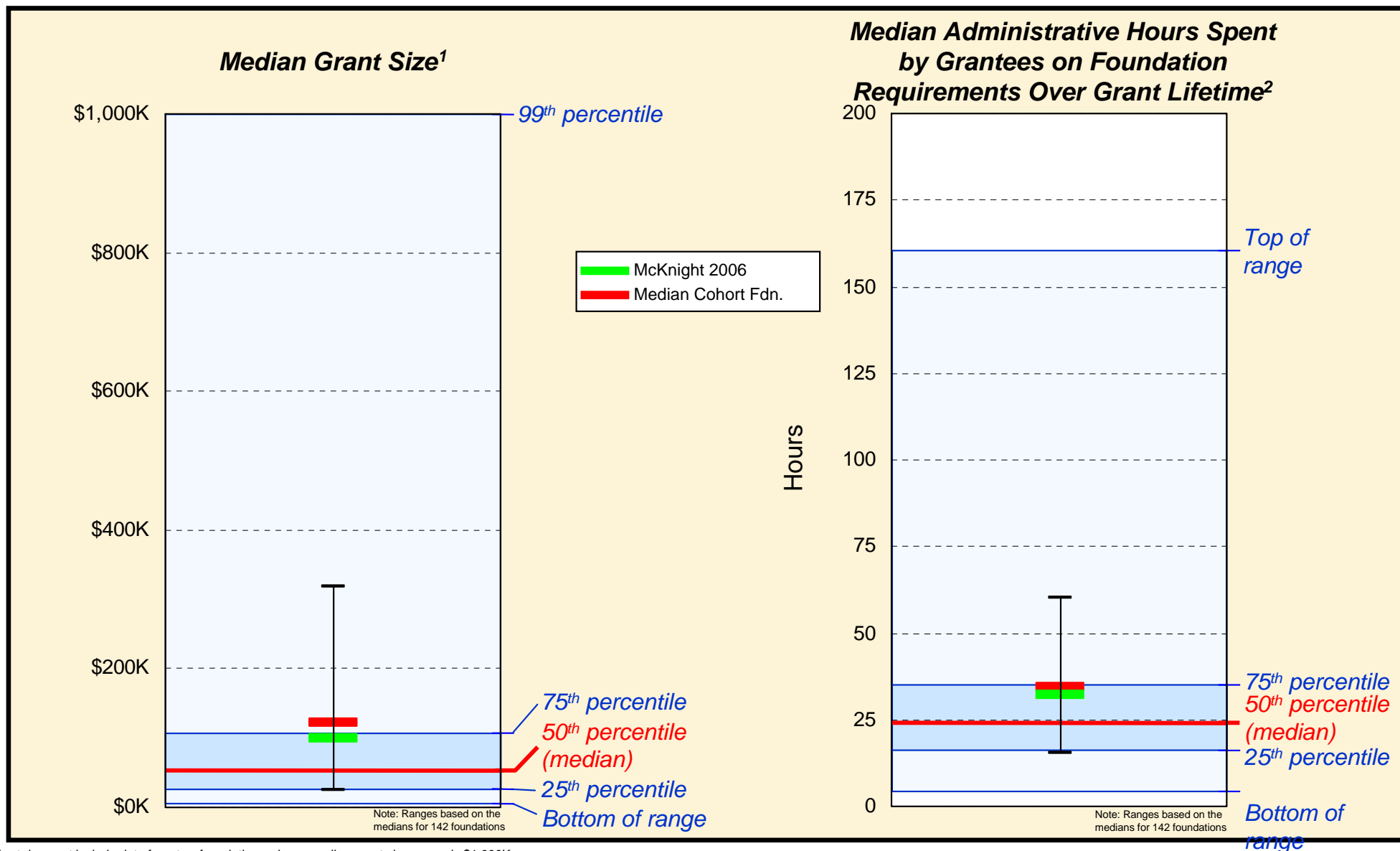


1: Dollar Return on Grantee Administrative Hours is calculated for each grantee and aggregated by foundation for the Dollar Return Summary.

Note: McKnight 2003 data not available due to changes to the survey instrument.

# Grant Size and Administrative Time

McKnight awards grants that are larger in size (at the median) than those provided by the median foundation, and similar in size to the median cohort foundation. The Foundation's grants require more administrative time compared to the typical grant awarded by other foundations, and a similar amount compared to the median cohort foundation.



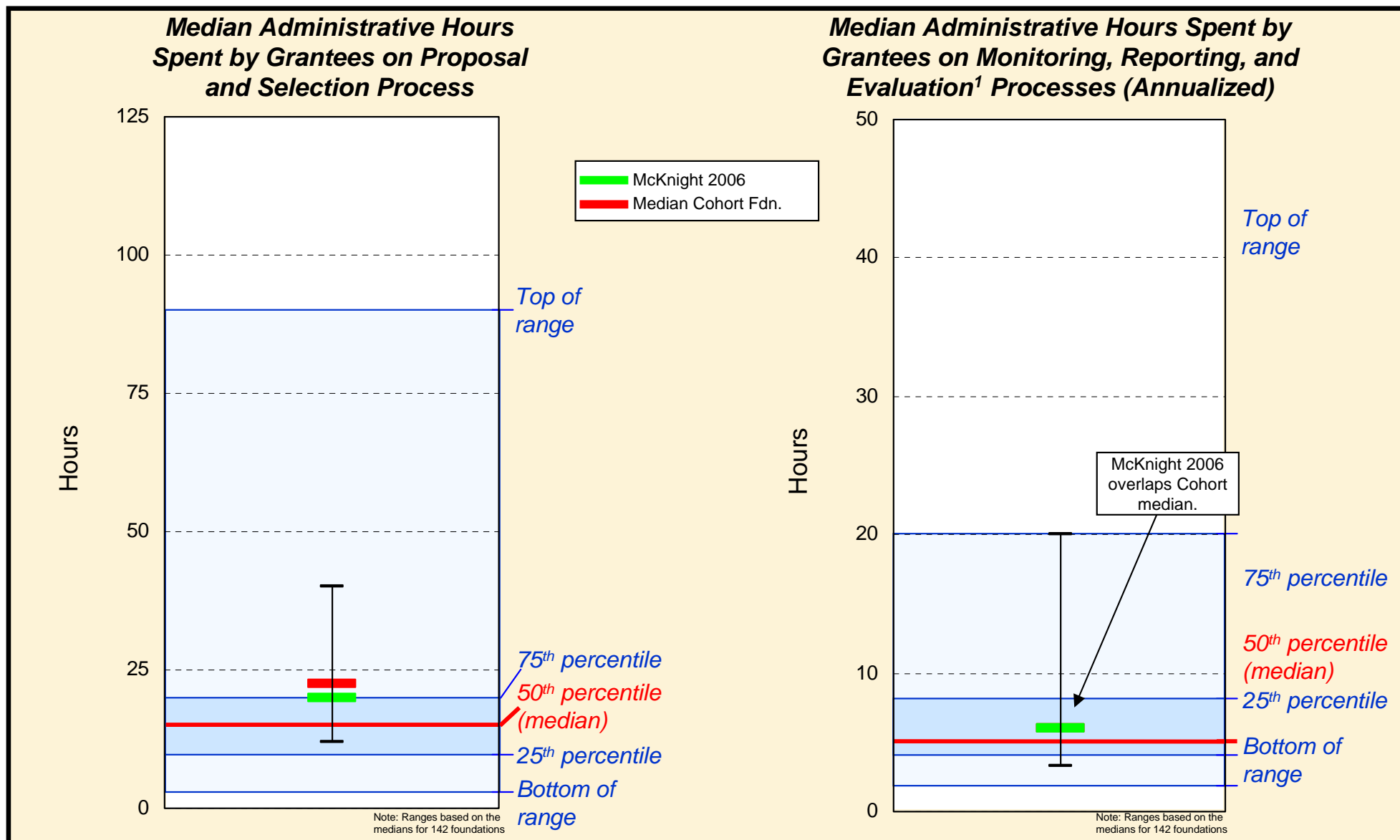
1: Chart does not include data from two foundations whose median grant size exceeds \$1,000K.

2: Chart displays total grant proposal creation, evaluation, and monitoring hours spent over the life of the grant; each of these events did not necessarily occur for each individual grantee.

Note: McKnight 2003 data not available due to changes to the survey instrument.

# Administrative Time

The application process requires more time from McKnight grantees relative to what is required of grantees of the median foundation and a similar amount relative to the median cohort foundation. Annual foundation-related monitoring, reporting, and evaluation of the grant require a typical amount of time.



1: "Evaluation" in the survey includes any activity considered by grantees to be part of an evaluation, and does not necessarily correspond to foundation definition.

Note: McKnight 2003 data not available due to changes to the survey instrument.

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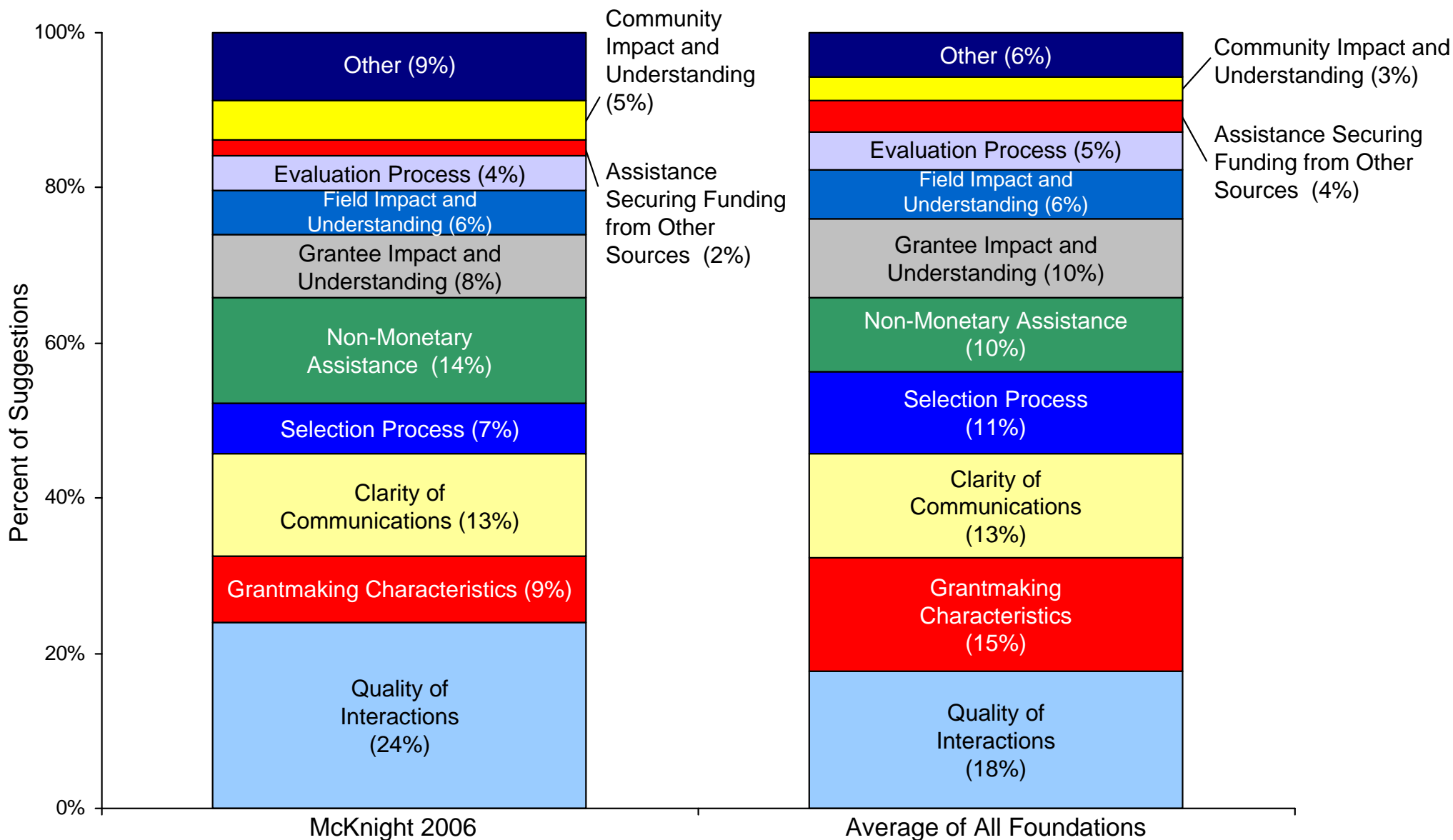
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# Grantee Suggestions for the Foundation (1)

Grantees were asked to provide any suggestions for how the Foundation could improve. A larger than typical proportion of McKnight's suggestions concern quality of interactions.

**Topics of Grantee Suggestions**



# Grantee Suggestions for the Foundation (2)

Topic of Grantee Suggestion	% of McKnight Grantee Suggestions	% Average Foundation Suggestions	McKnight Grantee Suggestions
Quality of Interactions	24%	18%	<p><b>More site visits:</b> “More site visits would be nice locally to the initiatives in need.” “They should follow up the project with a post-grant site visit.” “Regular visits by Foundation staff should be made quarterly.” “It would be great to see a Foundation staff member who is involved with our grants attend an event ... once per year (or so).” “Maybe checking in or visiting in the field a bit more often and not just during funding requests to get a better idea of how our work looks and is going would make it easier than writing reports to get across what we are doing and get continued support.”</p> <p><b>More contact with staff:</b> “It would be good to have more contact with staff and not just consultants.” “Be somewhat more engaged in and communicative on our project.” “It would be good to have an opportunity to meet with Foundation staff more regularly; however, I can understand that they too are very busy.” “A phone or email check-in instigated by them sometime during the two-year grant period.” “My current officer is harder to get a hold of and doesn't seem as involved as past officers I've worked with.”</p> <p><b>Building relationships:</b> “We would like to develop a closer working relationship with the Foundation.” “It would help to have more consistency in program officers assigned to our project.” “They will need to re-establish relationships with all of the new staff and positions.”</p>
Non-Monetary Assistance	14%	10%	<p><b>Promote good practices:</b> “I would like to benefit more from other programs that have good practices that could be easily replicated – data bases, outcome measure, staff recruitment, volunteer streams, all ‘associated’ responsibilities that would allow us to better focus on the youth work part.” “It would be interesting to hear more about other types of services or resources the Foundation might have available as part of the grantor/grantee and strategic ally partnership.” “McKnight could help highlight successful conservation and advocacy tools used elsewhere.”</p> <p><b>Facilitate collaboration:</b> “The Foundation could also engage the leaders and boards of other important organizations.” “Facilitating interaction and networking among grantees with similar or related initiatives within and across regions.” “Facilitating interaction and networking among grantees with similar or related initiatives within and across regions.” “Continue building on efforts to be a convener and promote connections and collaborations among grantees (both similar sections and cross-sectors).”</p>

Total number of McKnight Grantee Suggestions

140

# Grantee Suggestions for the Foundation (3)

Topic of Grantee Suggestion	% of McKnight Grantee Suggestions	% Average Foundation Suggestions	McKnight Grantee Suggestions
Clarity of Communications	13%	13%	<p><b>Clarify of funding goals:</b> “Provide listing and rationale of disbursements to field regularly.” “More details about foundation goals through funding.” “It would be good to know why they are funding us and if they share information about the grant to us with others in the Foundation and externally.” “Provide better information on priorities. Explain which staff handle specific areas.” “We have [a] program that serves rural communities. Funding for this has been sporadic. Rules of the game are less clear. Communication with the Foundation staff has been more stilted and unclear.” “At the current time the most important thing seems to be communication about Foundation goals, etc. during their transition time.” “Really refine and define the Foundation’s program in SE Asia.”</p> <p><b>Clarify timelines:</b> “I would suggest clearer communication with programs around funding availability for the coming year.” “Deadlines, funding cycles, and reporting dates were confusing and inconsistent.”</p>
Grantmaking Characteristics	9%	15%	<p>“Please continue to support general operating grants!” “A less time intensive process with organizations who are funded for the same project/program multiple years. Would be helpful to minimize the paperwork.” “Three year grant awards.” “I am hopeful that future funding can be applied for and awarded on a multi-year grant process.” “[The Foundation] should prolong the contract period and be flexible especially in budget allocation.” “Longer term funding.” “Fund more local organizing, staffing. Research, policy analysis, mapping, etc. is much less effective without staff to push for policy change based on research.”</p>
Grantee Impact and Understanding	8%	10%	<p>“Be less prescriptive about what they are looking for and more open to different ways to achieve their goals.” “More flexibility in what money can be spent on as a project progresses.” “Based on my experience with other funders, McKnight is refreshingly non-prescriptive and supportive. Once they have determined your credibility and competence, they view you as a true partner, rather than an organization dependent upon them for financial support. At times, however, their eagerness to support results in an expectation that you can take on and accomplish new initiatives that do not necessarily fit your strategic plan, or your capacity to perform in a high quality manner.” “Allow staff to sit on a nonprofit board.” “Feedback on the quality of our proposals, reports, and/or evaluations submitted would be helpful. Insights into how we can improve them would be most welcome.” “Reassignment of program officer has created some issues with our new funding request. Perhaps some additional transition process for staff changes, so you don’t feel like you have to start over from scratch when working with a new individual when you’ve been funded for many years and know that the Foundation has seen value in your work.”</p>

Total number of McKnight Grantee Suggestions

140

# Grantee Suggestions for the Foundation (4)

Topic of Grantee Suggestion	% of McKnight Grantee Suggestions	% Average Foundation Suggestions	McKnight Grantee Suggestions
Selection Process	7%	11%	<p>“Have guidelines more strongly suggest that a discussion with staff be held before writing a letter of inquiry.” “More up front communication on what will be needed for grant application ... felt at times we were reacting to additional requests for information.” “It would also really help if Foundation staff would keep us more informed about things like when we might receive our grant, and if they would respond to requests for information or advice.” “More information/choice for discussion with rejected applications.” “Make the process for large grant funding more transparent and accountable.” “The grant application process is quite long. I would recommend reducing requirements for returning/repeat applicants as much of the paperwork is on file.” “One small suggestion – the schedule for reports and the schedule for new submissions remains confusing. I wish these were synched up somehow so that we submitted new funding requests and reports one year at the same time and only reports in the non-submission years.”</p>
Field Impact and Understanding	6%	6%	<p>“They might take a slightly more general or ecological approach to the Mississippi watershed. Of course, if the pie did not grow, giving a piece for work in upstream states (e.g. Indiana) might not help.” “Information on any efforts to impact public policy.” “Need staff leadership to re-emerge in the field. [It is] not just enough to be a major funder. Leadership on policy issues and convening around industry trends is critical. Feels like that has slipped in the past couple of years.” “Hire program officers with experience as Executive Directors in the fields they represent ... [my program officer] seems fairly clueless.” “Undertake more field monitoring visits to get abreast with the field.”</p>
Community Impact and Understanding	5%	3%	<p>“Involve the community in priority setting more.” “Foundations ought to have board members or input from the communities they fund. Then they would be more aware of the needs of that community, which would better able the Foundation to set priorities that better meet the needs of the communities they serve.” “The Foundation should engage in consultation with immigrant community leaders. As our community members work to move from dependence to independence there are new and emerging issues. Increasing dialogue between these communities and their leaders needs to be a priority. Additionally we would recommend that the Foundation’s BOD should include leaders from the immigrant communities.” “Take more leadership in the community around the growth of foundations and the government’s increasing turn to philanthropy to fund its operations.” “Prior to announcing a major funding shift, hold community forums to get broader input.” “To be a bit more accessible in our local community, McKnight leaders might host some local forums for nonprofit leaders – encouraging dialogue on community needs and challenges in the nonprofit sector.”</p>

Total number of McKnight Grantee Suggestions

140

# Grantee Suggestions for the Foundation (5)

Topic of Grantee Suggestion	% of McKnight Grantee Suggestions	% Average Foundation Suggestions	McKnight Grantee Suggestions
Evaluation Process	4%	5%	"I can appreciate the Foundation's position about not requiring quarterly progress reports but it might lead to better communication if brief progress reports were submitted and acknowledged." "It would be helpful to receive more feedback on our reports." "The Foundation should give feedback on the program reports." "Provide opportunity to negotiate reporting periods that align with our organization's fiscal years and reporting systems. If funders could do this across the board, then organizations could cut down substantially on administration in the area of reporting."
Assistance Securing Funding from Other Sources	2%	4%	"To the extent that program officers can provide 'leads' to other funders, it would be helpful to have them help in this way." "Convening other foundations to provide leadership in the importance of funding organizing." "Donor support to be increased."
Other	9%	6%	"I do get the sense that some of the program officers are over-taxed, so I would urge care in instilling a reasonable work load." "Program officers appear pressed for time, responsible for too many grants/organizations." "Need to more fully staff main areas. With many changes [the Foundation has] become pretty thin in some areas, and will burn out outstanding people." "Diversify its program officer staff to include African Americans and other people of color." "Have staff interact with a wider variety of stakeholders, not just the same old crew." "Advocate with other funders about the importance of funding general operating and administrative functions. This is an issue of accountability, quality, and public disclosure." "Work kinks out of e-mail notifications."

Total number of McKnight  
Grantee Suggestions

140