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Review of Findings

Chart shows McKnight's 2006 (◆) and 2003 (◇) percentile ranks among all foundations in the comparative set as well as the percentile rank of the median cohort foundation (◆).

Indicator	Percentile					Description
	0th	25th	50th	75th	100th	
Impact on the Field						Grantees were asked to rate the foundation's impact on their fields.
Impact on the Community						Grantees were asked to rate the foundation's impact on their local communities.
Impact on the Grantee Organization						Grantees were asked to rate the foundation's impact on their organizations.
Satisfaction						Grantees were asked to rate their satisfaction with their funder.
Interactions						This summary includes grantee ratings of foundation fairness, responsiveness, and grantee comfort approaching the foundation if a problem arises.
Clarity of Communication of Goals and Strategy						Grantees were asked to rate the clarity of the foundation's communication of its goals and strategy.
Non-Monetary Assistance ¹						This summary includes the frequency of provision and ratings of helpfulness of 14 individual activities, including management and field-related assistance.
Assistance Securing Funding from Other Sources ¹						This summary includes the frequency of provision of foundation assistance in obtaining funding from other sources, and ratings of the impact of those efforts.
Selection Process ¹						Grantees were asked to rate the helpfulness of the foundation's selection process for their organizations.
Reporting and Evaluation Processes ¹						Grantees were asked to rate the helpfulness of the foundation's reporting and evaluation processes for their organizations.
Dollar Return on Grantee Administrative Hours ¹						This summary is calculated by dividing the dollar value of individual grants by the time required of grantees to fulfill the foundation's administrative requirements.

¹: McKnight 2003 not available because of changes to the survey instrument.

Summary of Differences by Survey Round

- ◆ McKnight survey results were tested for systematic differences between ratings in the 2003 Fall and 2006 Fall rounds. Due to changes in the survey instrument, all measures do not have comparative data between these two rounds.
- ◆ Most testable differences are not statistically significant at a 90% certainty level. Where differences are statistically significant, McKnight 2003 is rated more positively than McKnight 2006.

Measures with significant differences	Page	McKnight 03	McKnight 06
Understanding of grantees' local communities	13	5.9	5.8
Clarity of communication of goals and strategy	32	5.9	5.6
Level of communication during selection process	53	5.7	5.3

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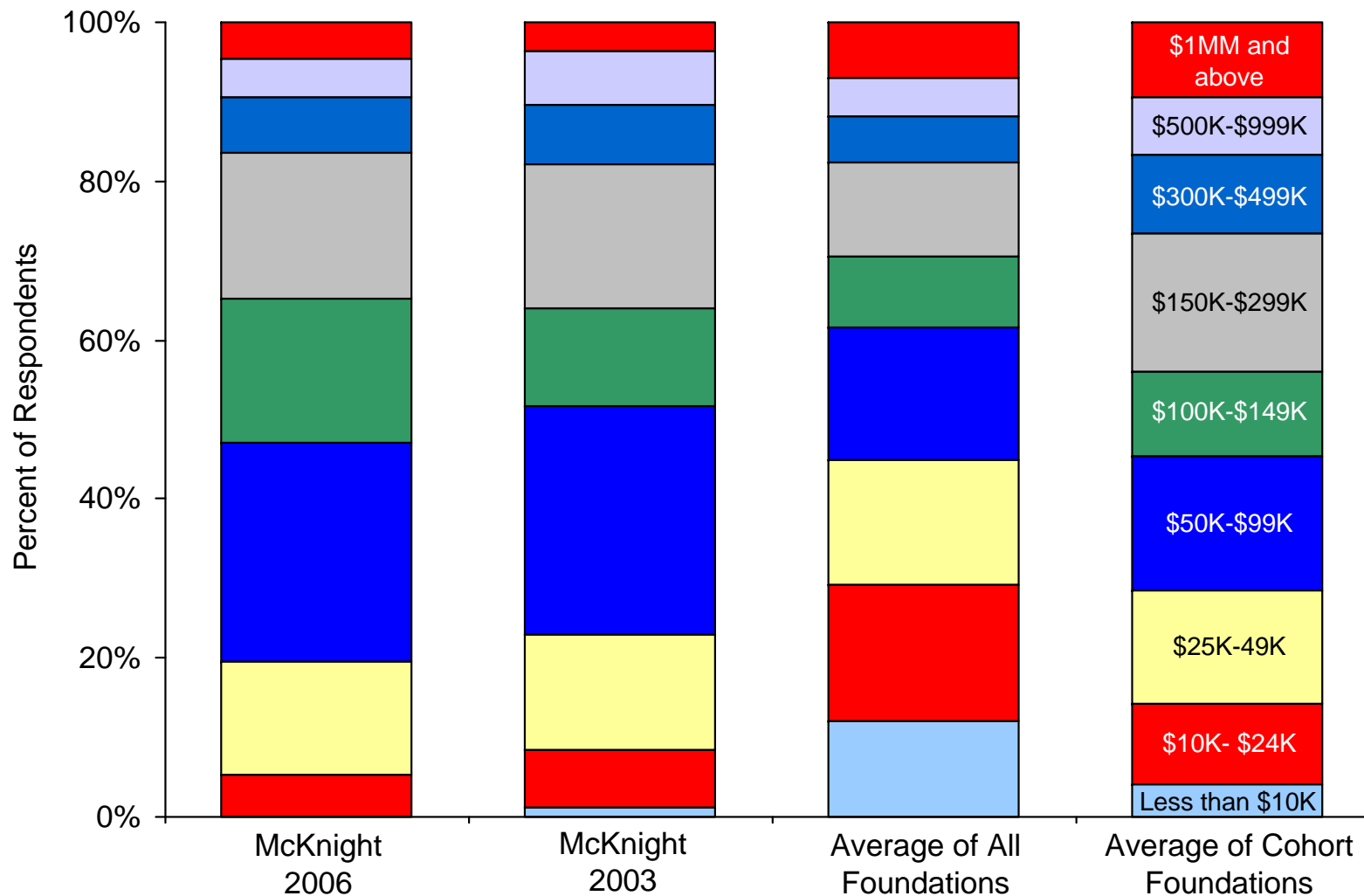
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Grant Amount

McKnight grantees receive grants that are much larger at the median compared to the typical foundation; grants are similar in size to the median cohort foundation.

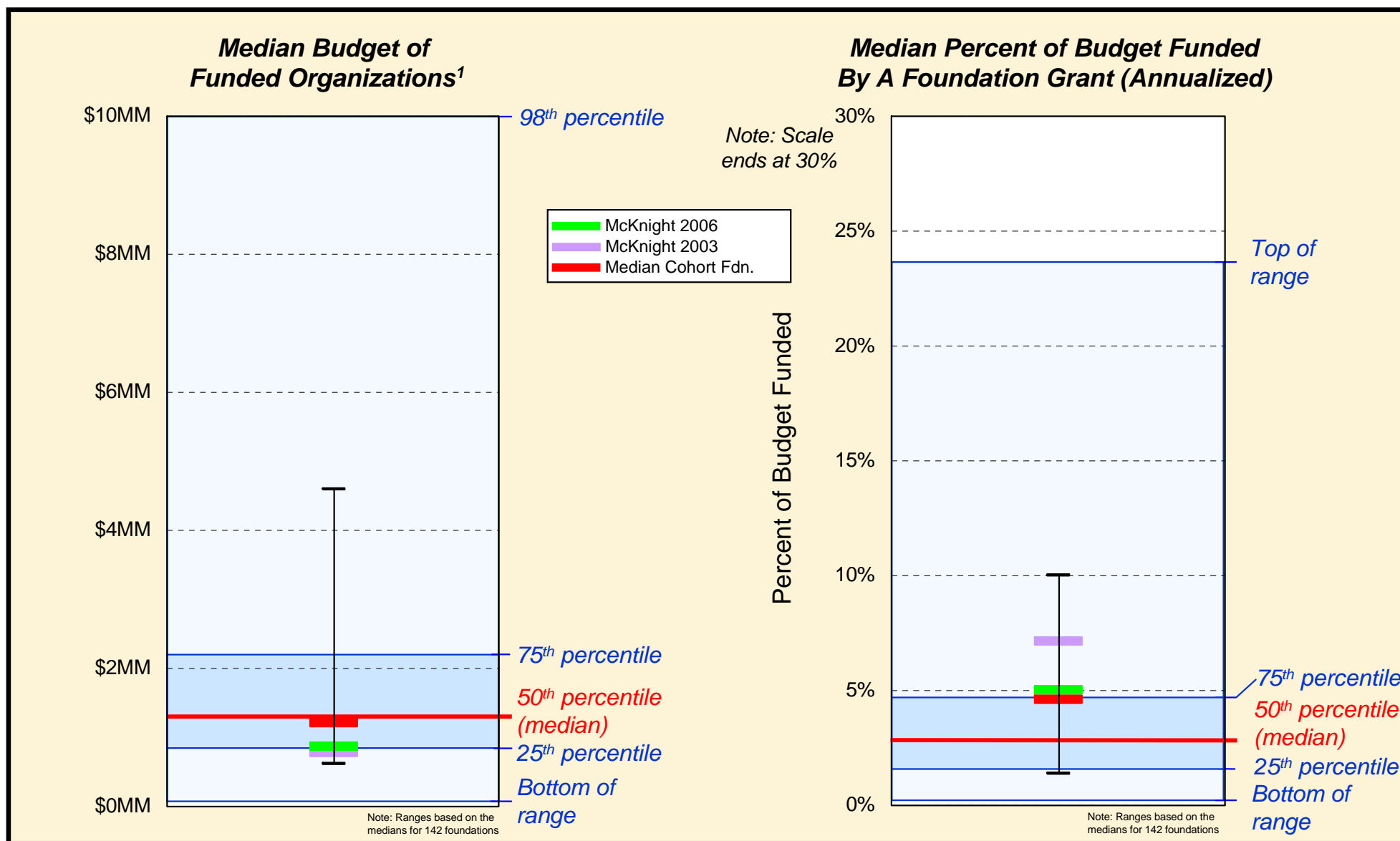
Size of Foundation Grants



Average Grant Size	\$478K	\$372K	\$715K	\$750K
Median Grant Size	\$100K	\$90K	\$60K	\$107K

Size of Grantee Budget Relative to Size of Grant

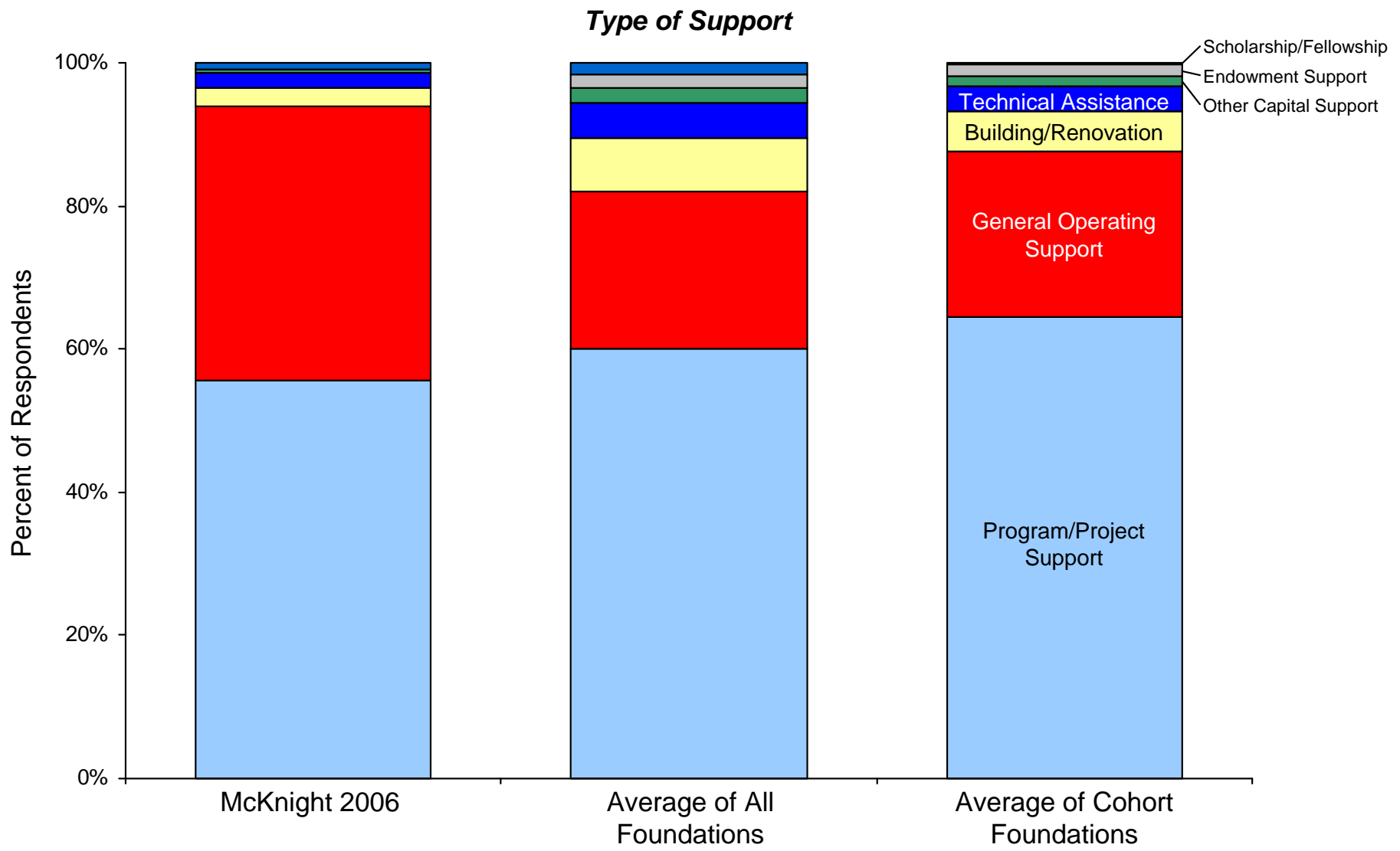
McKnight funds smaller organizations than other foundations in the comparative set. McKnight funding represents a larger percentage of grantees' budgets than does funding of the median foundation – similar to the median cohort foundation.



1: Chart range does not include four individual foundation medians of more than \$10MM.

Type of Support

McKnight awards a larger proportion of general operating support grants than is typical.

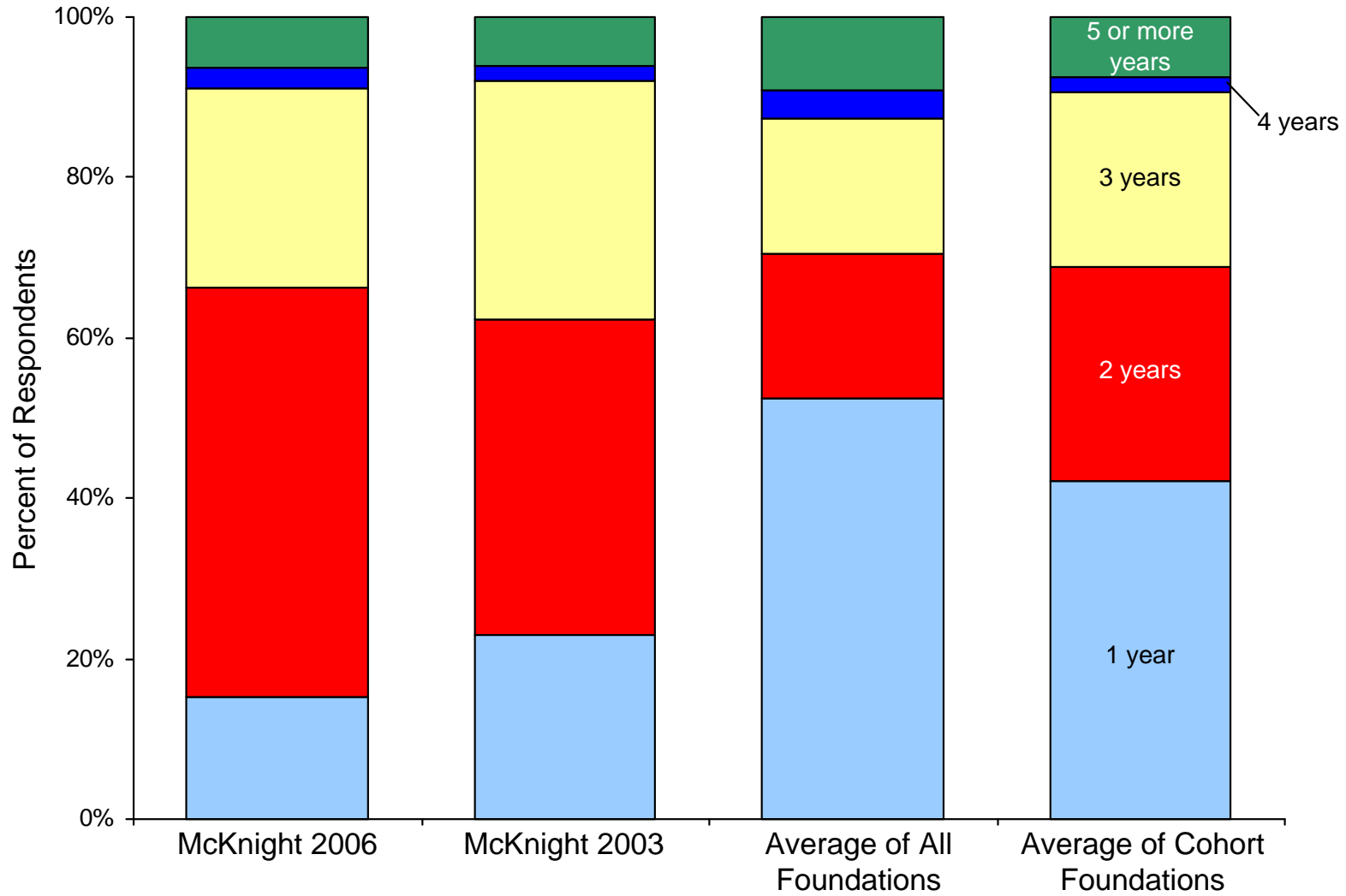


Note: This chart includes data about 62 foundations. McKnight 2003 data not available due to changes to the survey instrument.

Grant Length

On average, McKnight awards more multi-year grants than the typical foundation in the overall sample and in the cohort.

Grant Length



Average Grant Length 2.7 years ★

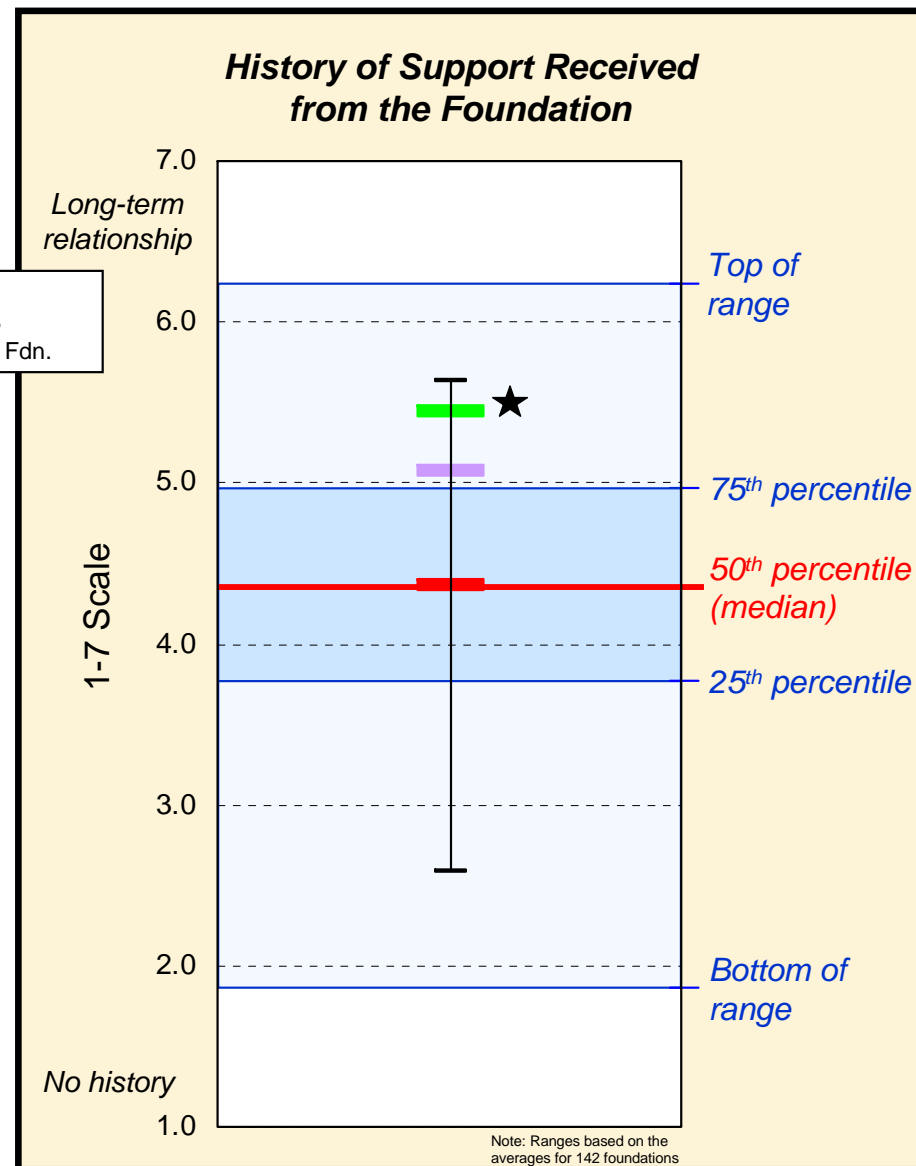
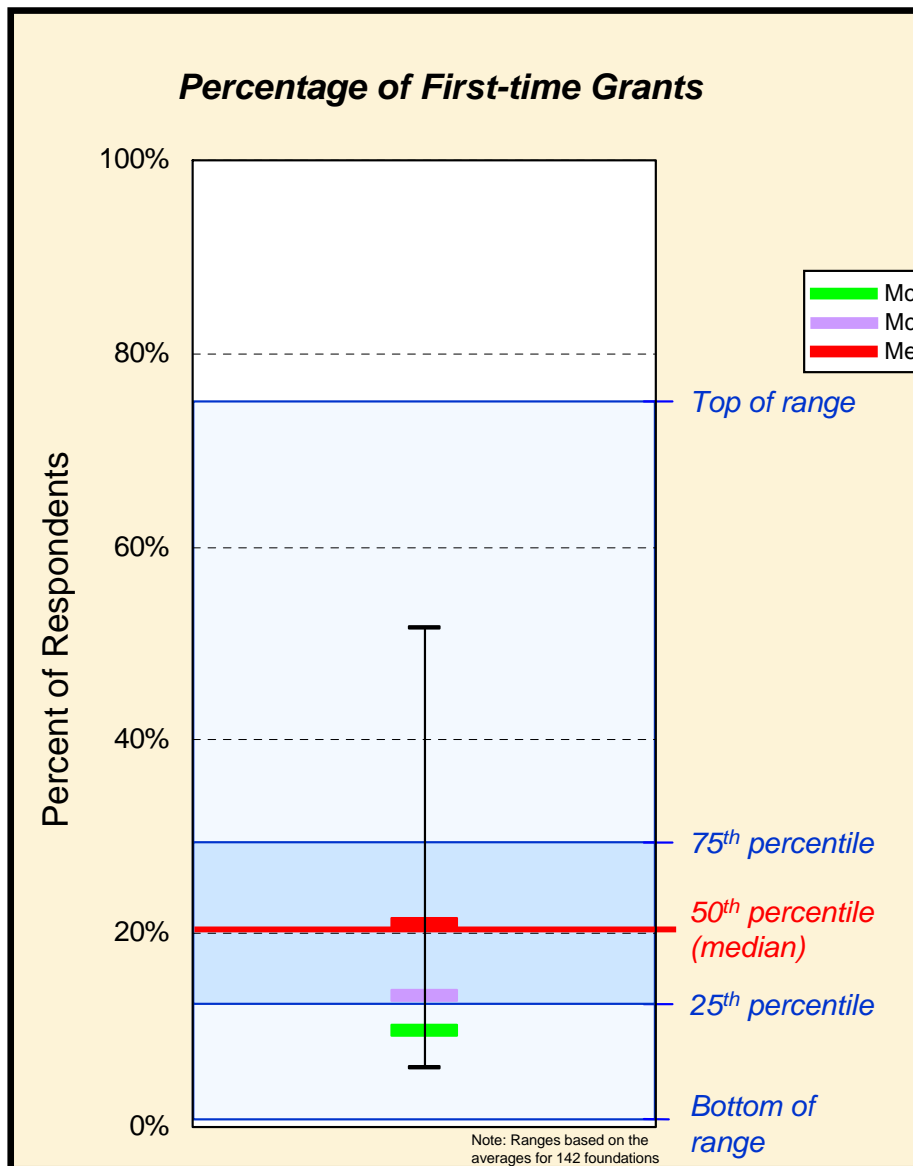
2.5 years

2.3 years

2.3 years

History of Foundation Support

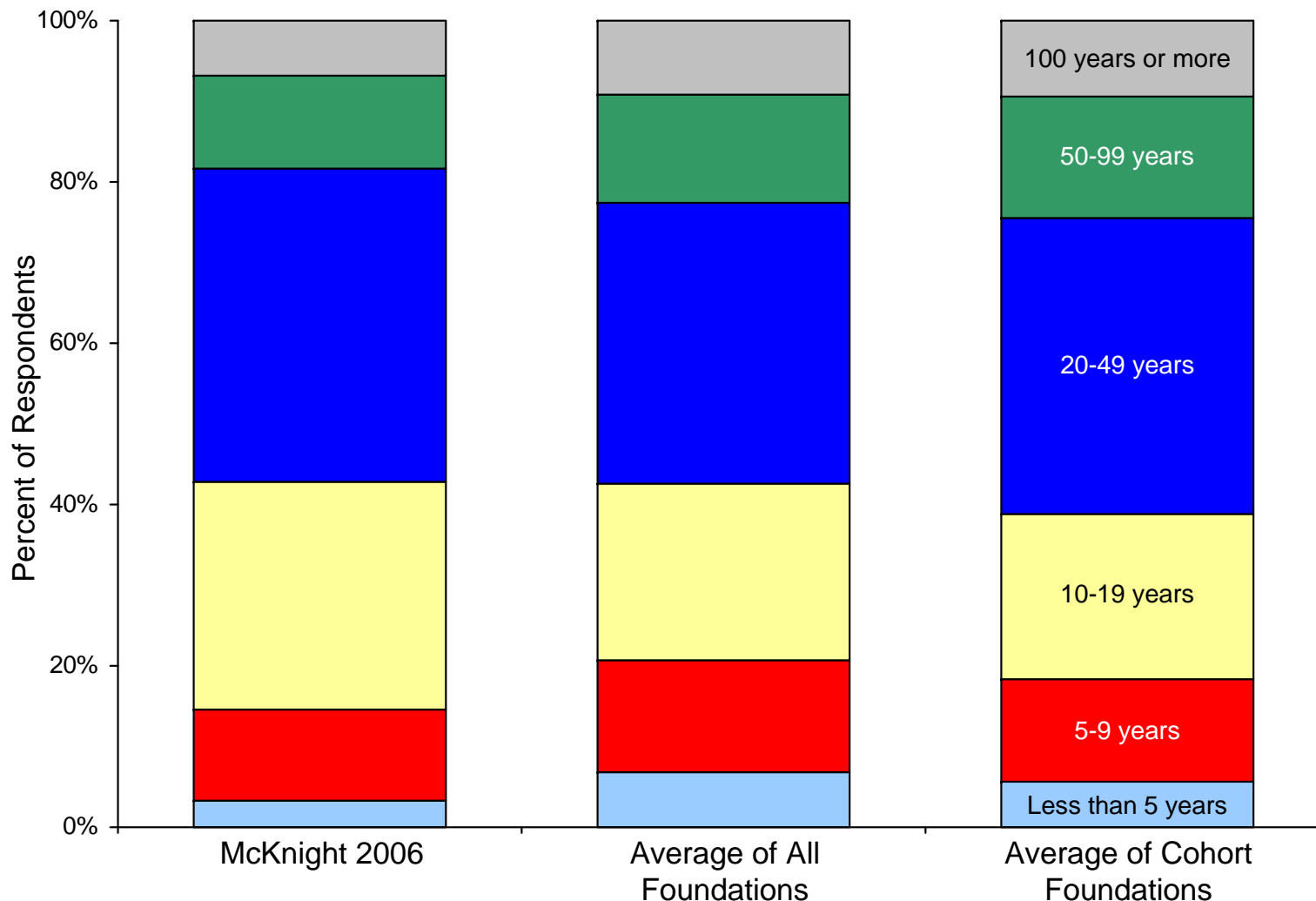
A smaller proportion of McKnight grants are first-time grants than at the median foundation and the median cohort foundation, and the Foundation's history of support is longer than typical.



Length of Establishment of Grantee Organizations

McKnight grantees are as well-established as grantees of the median foundation and median cohort foundation.

Length of Establishment of Grantee Organizations



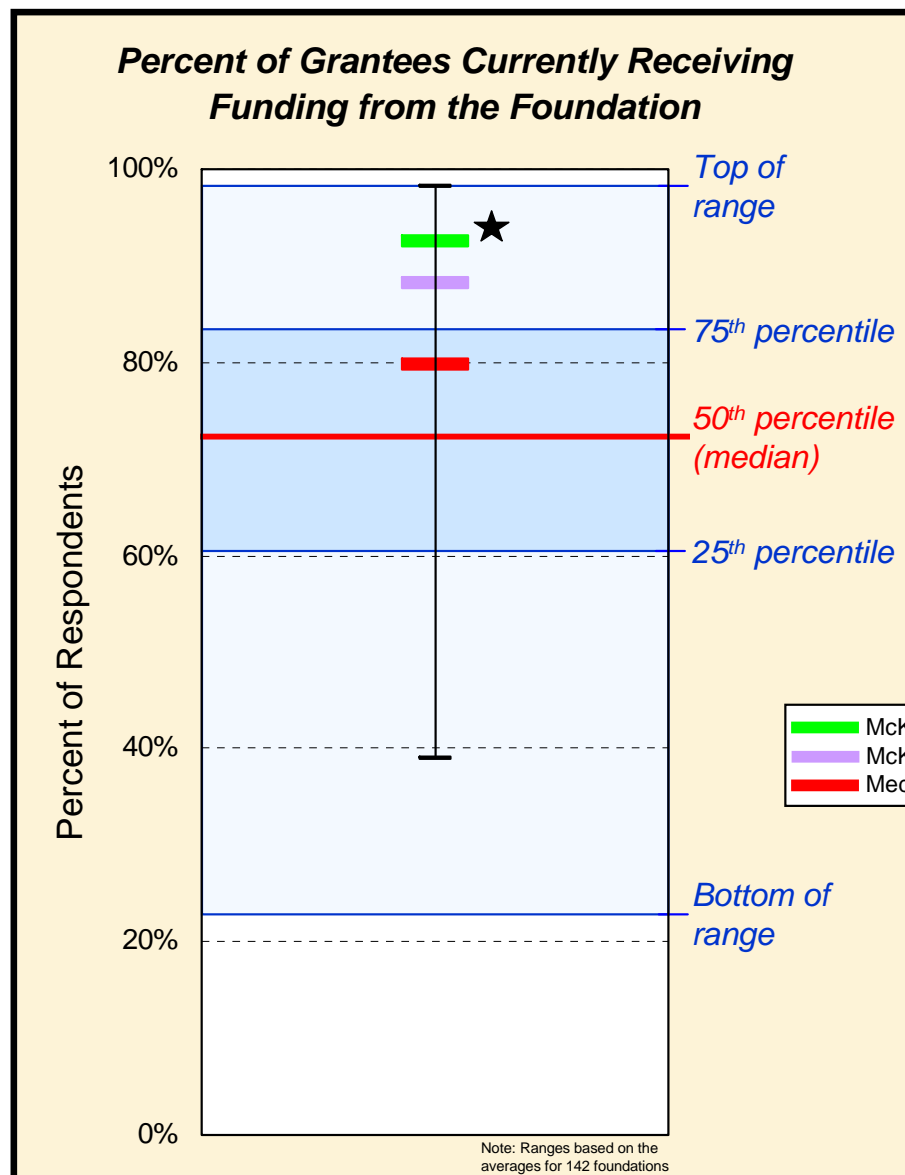
Average Length of Establishment 33 years
Median Length of Establishment 22 years

Average Length of Establishment 37 years
Median Length of Establishment 23 years

Average Length of Establishment 36 years
Median Length of Establishment 24 years

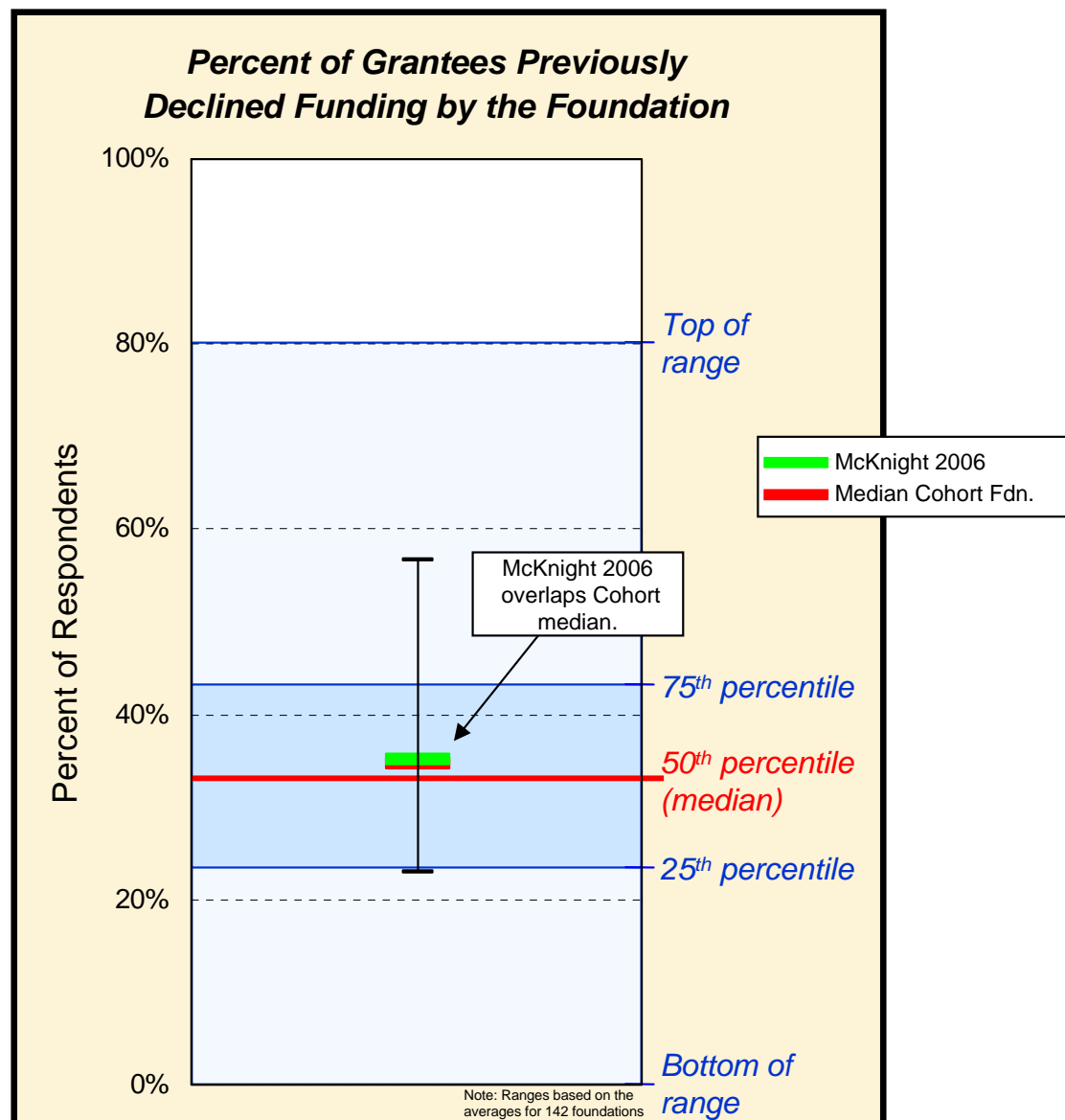
Funding Status

Ninety-two percent of McKnight respondents were receiving funding from the Foundation at the time they completed the survey – a larger proportion than is typical.



Grantees Previously Declined Funding

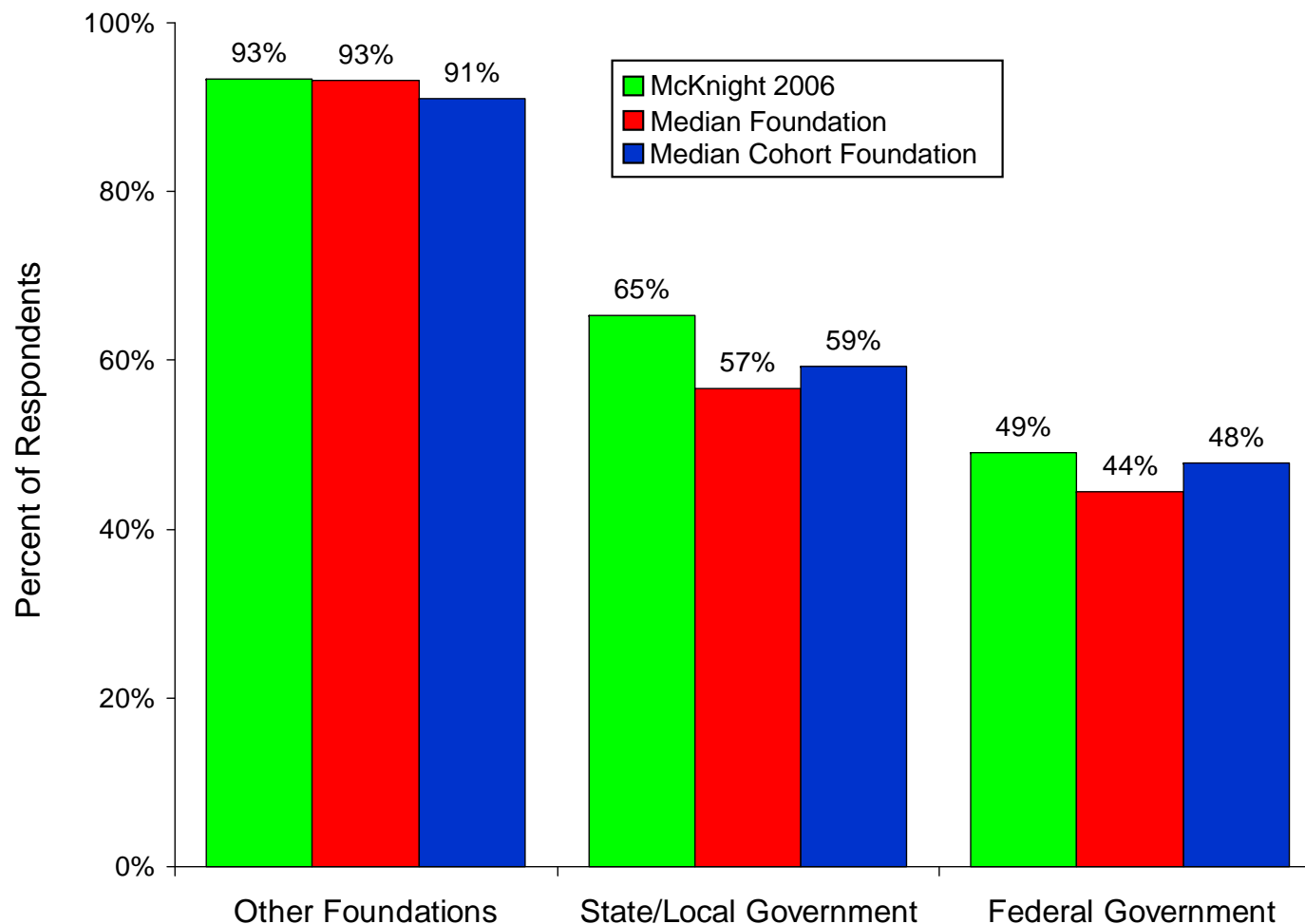
Thirty-five percent of McKnight grantees report having previously been declined funding from the Foundation.



Other Sources of Grants

A larger than typical proportion of McKnight grantees report receiving funding from state/local governments.

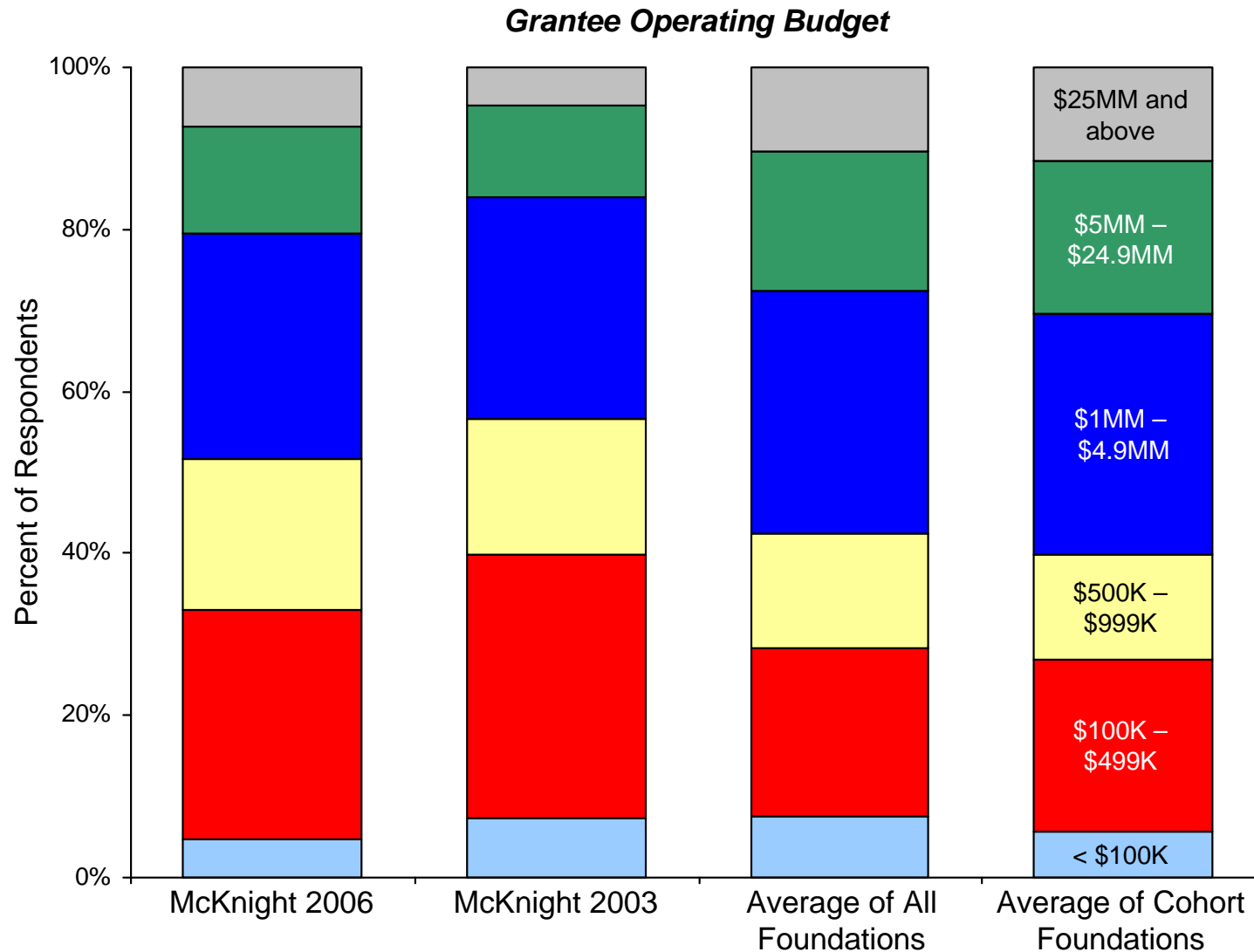
Other Funding Sources Providing Grants



Note: This chart includes data about 62 foundations. McKnight 2003 data not available due to changes to the survey instrument.

Grantee Operating Budget

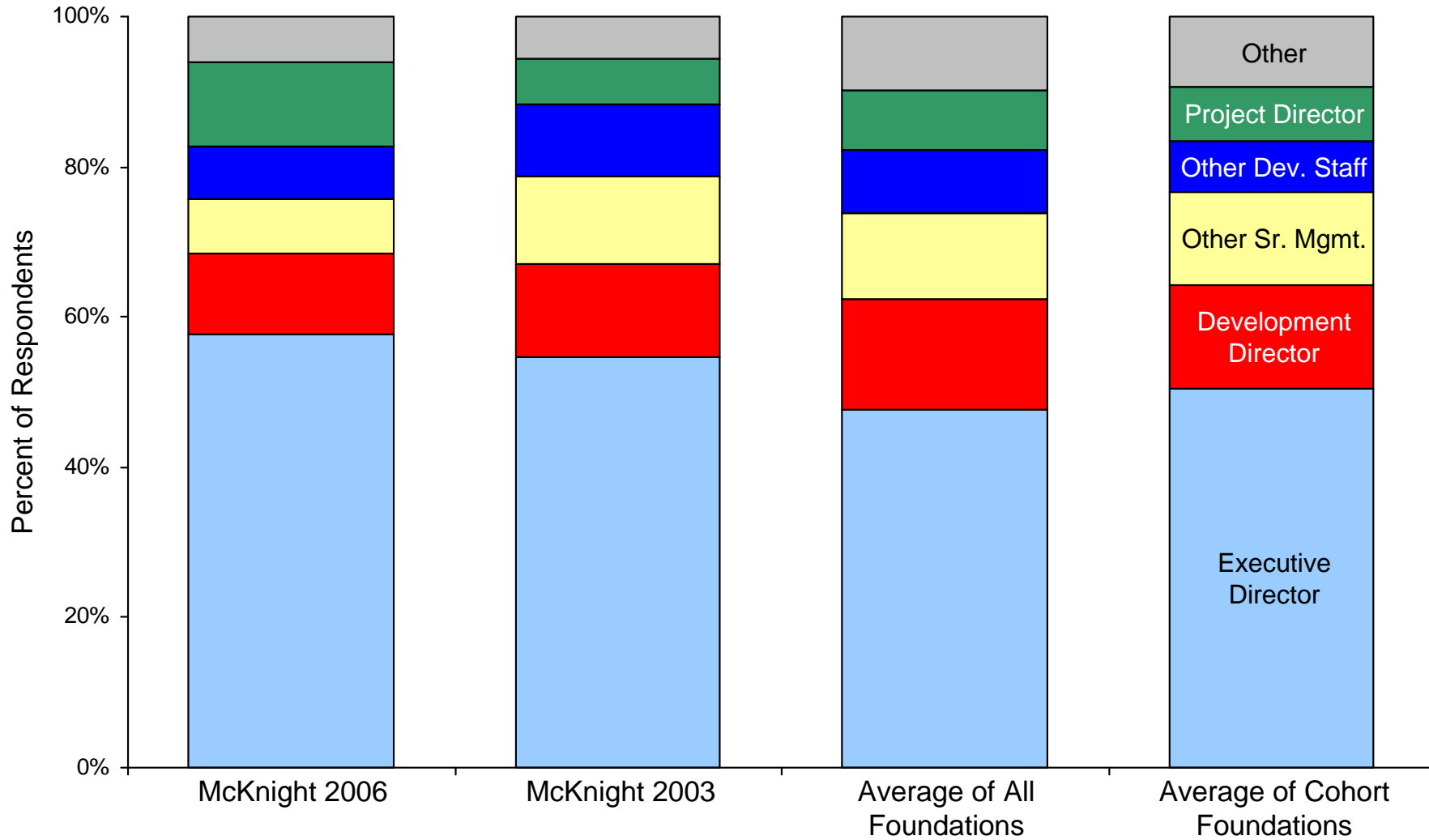
At the median, McKnight grantees have smaller operating budgets than grantees of other foundations.



Average Operating Budget	\$72.7MM	\$6.9MM	\$58.0MM	\$51.2MM
Median Operating Budget	\$875.0K	\$772.0K	\$1.3MM	\$1.4MM

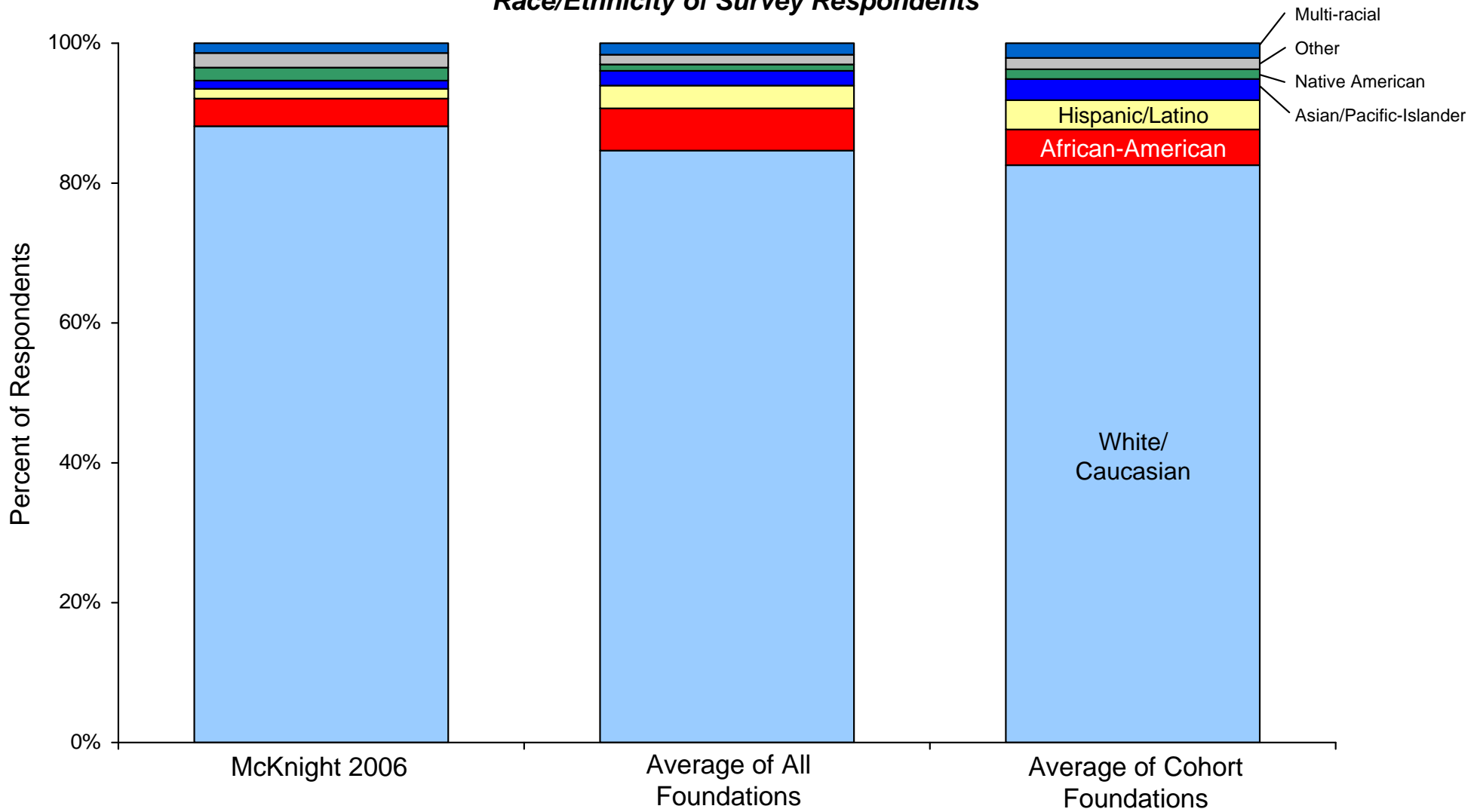
Job Title of Respondents

Job Title of Survey Respondents



Race/Ethnicity of Respondents

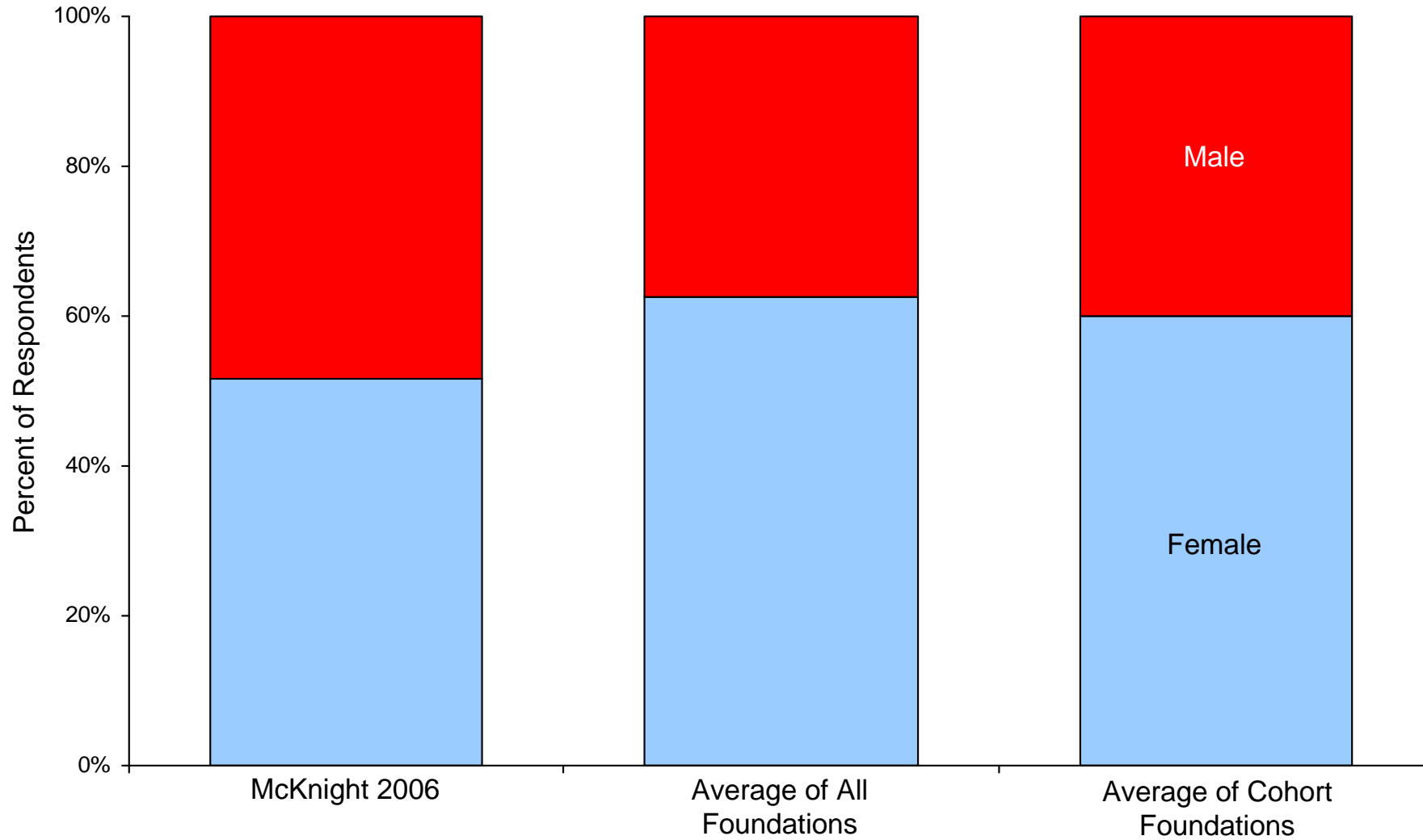
Race/Ethnicity of Survey Respondents



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

Gender of Respondents

Gender of Survey Respondents



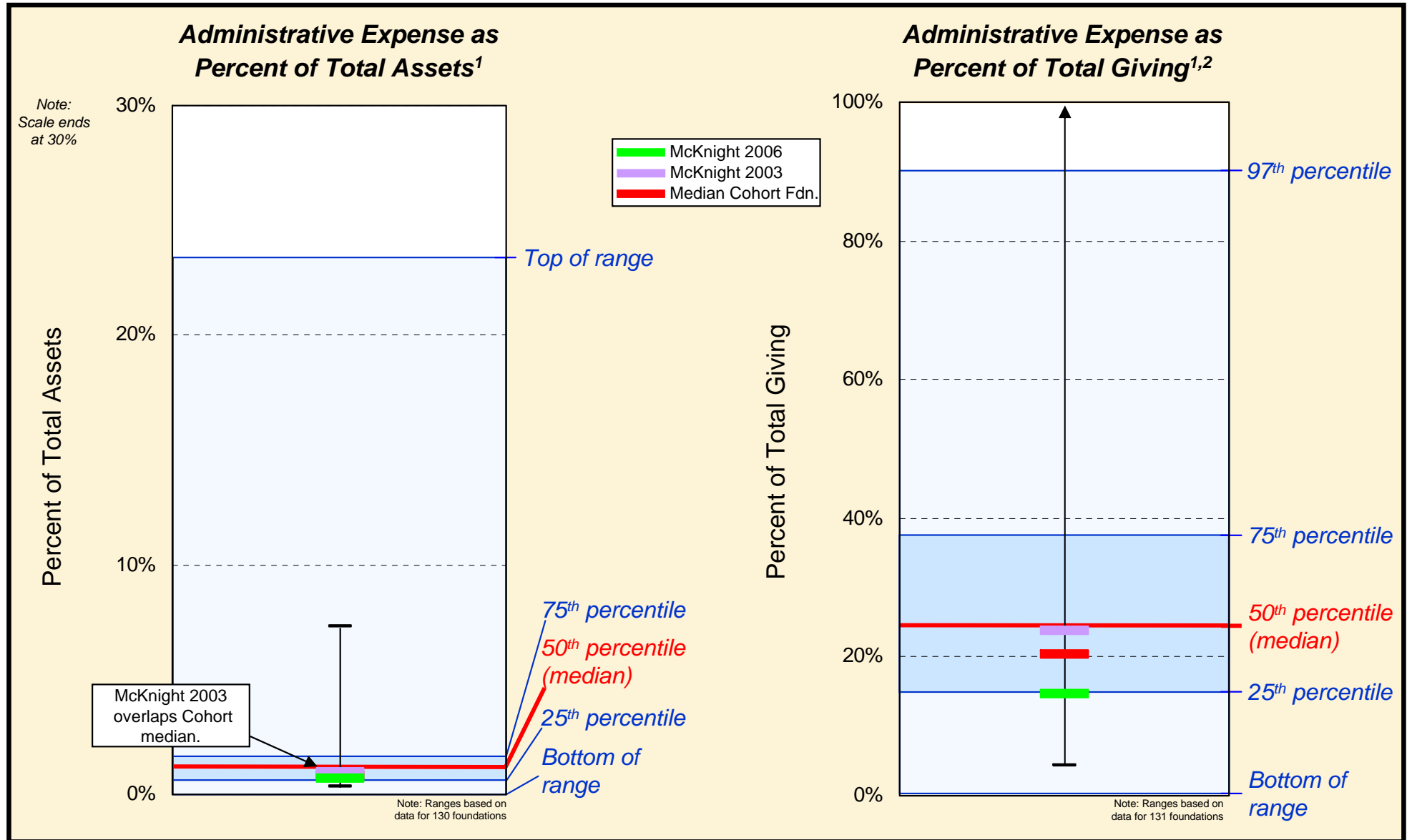
82 Note: This chart includes data about 62 foundations. McKnight 2003 data not available due to changes to the survey instrument.

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- ◆ The following section is an excerpt of CEP's Operational Benchmarking Report (OBR).
 - It contains charts based on data supplied by foundations that subscribe to the GPR and the OBR. This data is both from IRS tax filings as well as self-reported information.
- ◆ These pages are intended to provide context to the Foundation in thinking about its GPR results relative to its grantmaking and staffing.
 - Foundations of different sizes and focuses choose to structure their foundations differently – so, as with all the information contained in this report, the Foundation should interpret data in this section in light of its distinctive goals and strategy.

Total Administrative Expense

McKnight spends a below median amount on administrative expenses as a percentage of total assets – similar to the median cohort foundation. The Foundation spends a below median amount on administrative expenses as a percentage of total giving relative to all other foundations, and is also below the median cohort foundation on this measure.



1: Total assets is in Box I on the 990-pf (line 21 on the 990), total administrative expense is line 24a (line 44a subtracting 22a on the 990), and total giving is line 25d (22a on the 990).

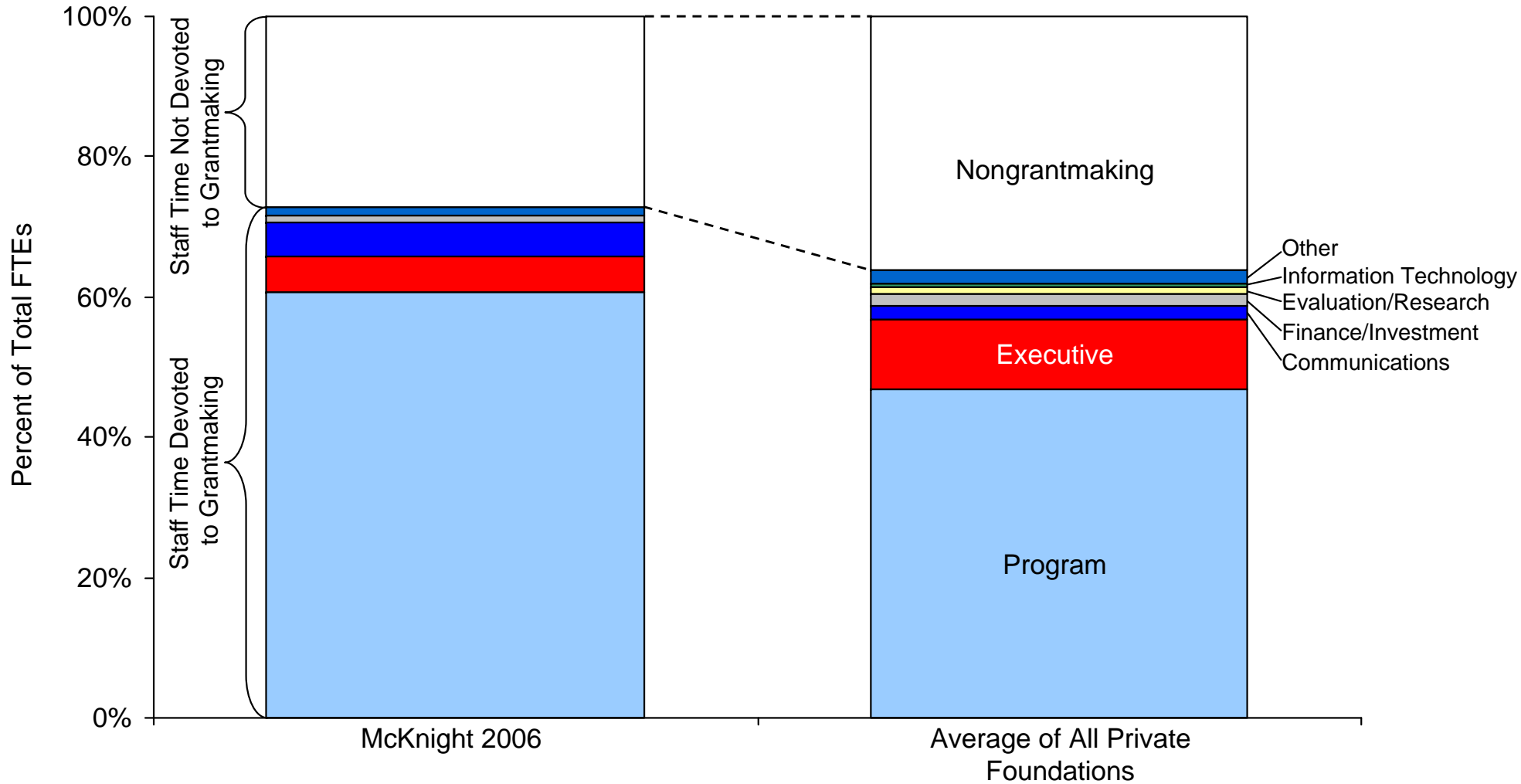
2: Four values of over 100% not shown.

Note: Cohort maximum is over 100% and is not shown.

Foundation Staffing

McKnight staff devote a larger proportion of their time to grantmaking compared to the 26 other foundation staffs in our sample.

Proportion of Staff Time Spent on Grantmaking vs. Nongrantmaking Activities



Proportion of Staff Time Devoted to Grantmaking

73%

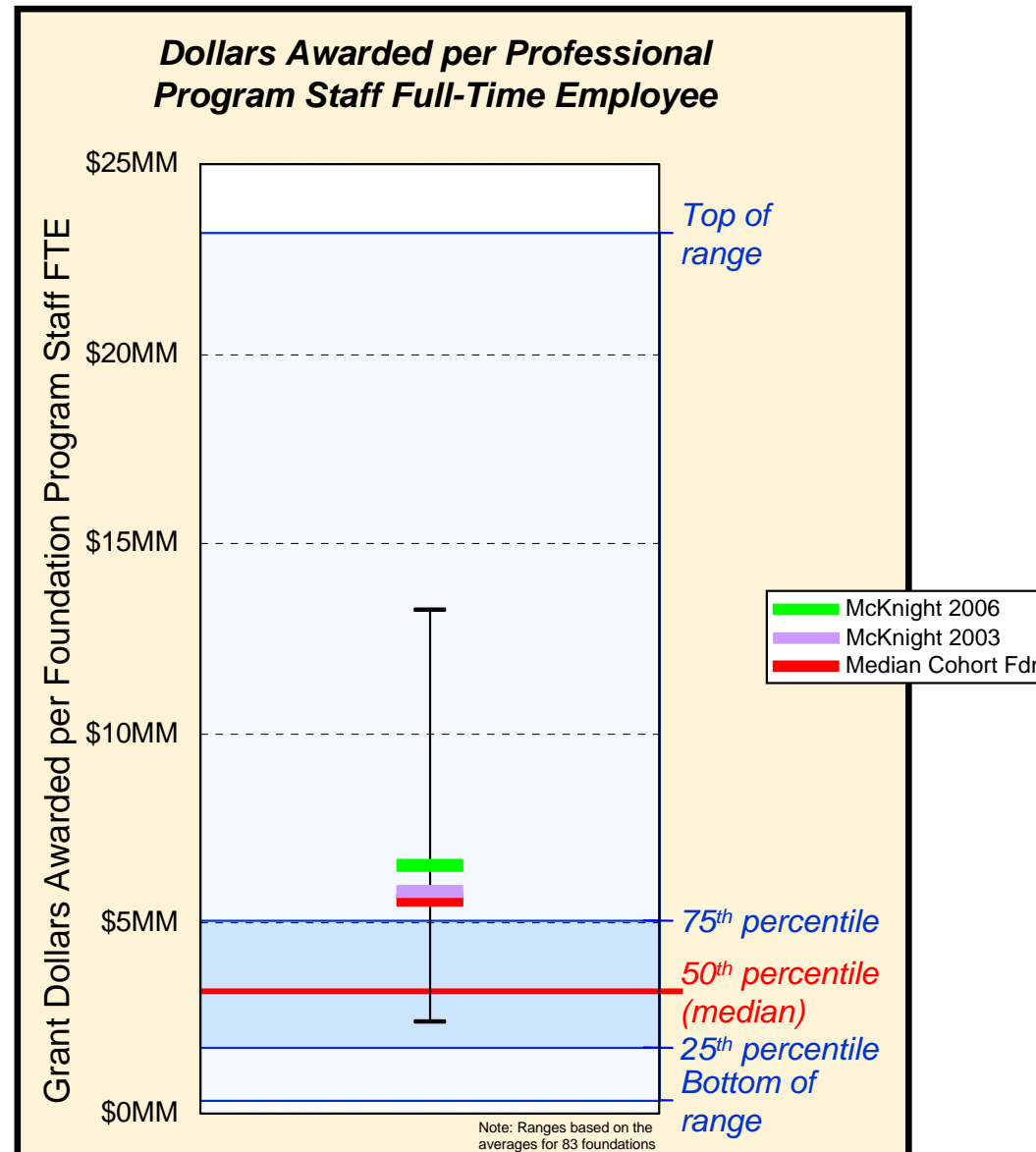
64%

Note: Excludes FTEs devoted to the operation of foundation charitable programs. This chart includes data about 26 foundations.

Source: Self-reported data provided by McKnight and other GPR and Operational Benchmarking Report (OBR) subscribers from 2004-2006 survey rounds.

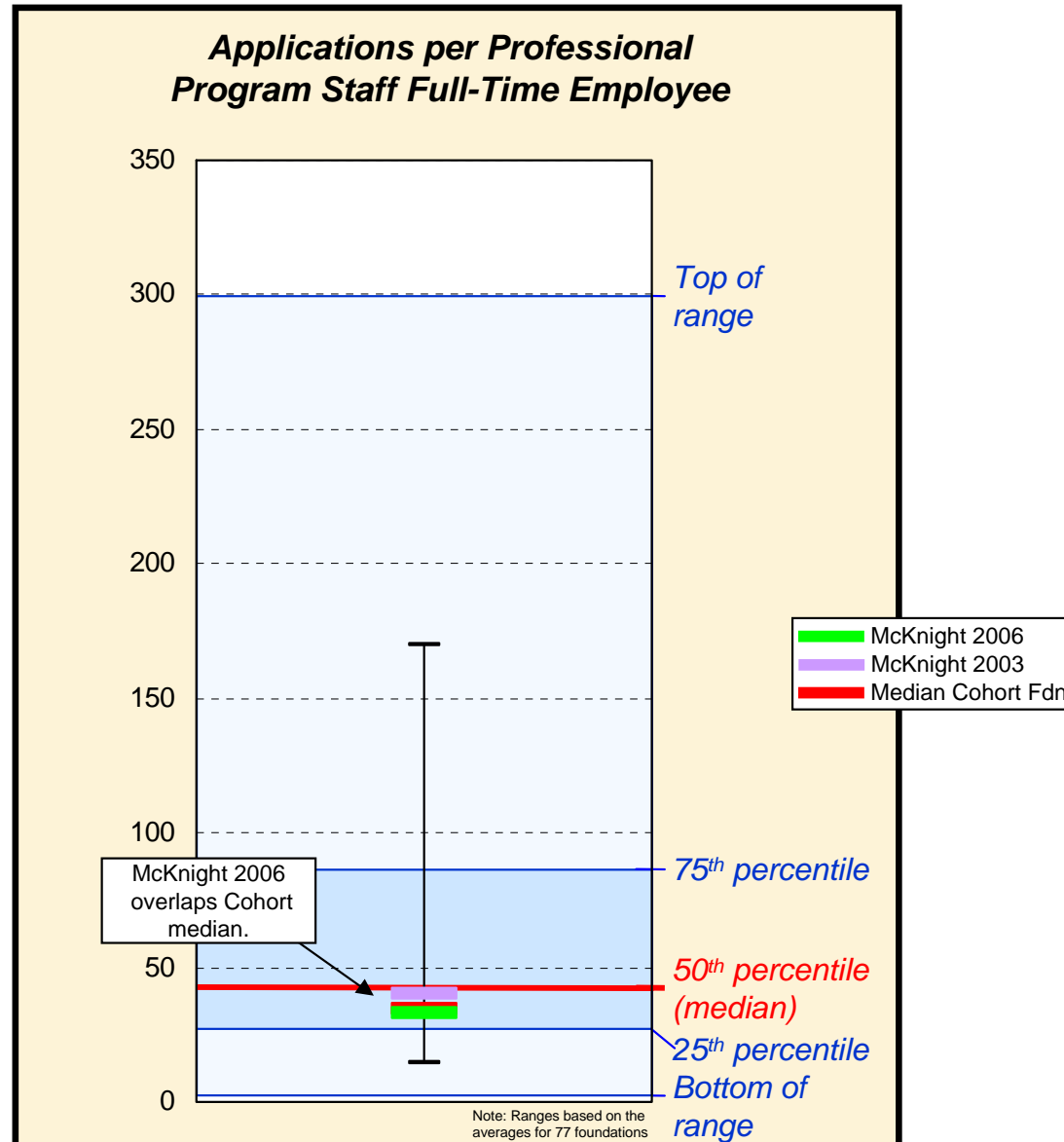
Staff to Giving Ratio

McKnight awards an above median number of dollars per professional program staff full-time employee relative to all other foundations.



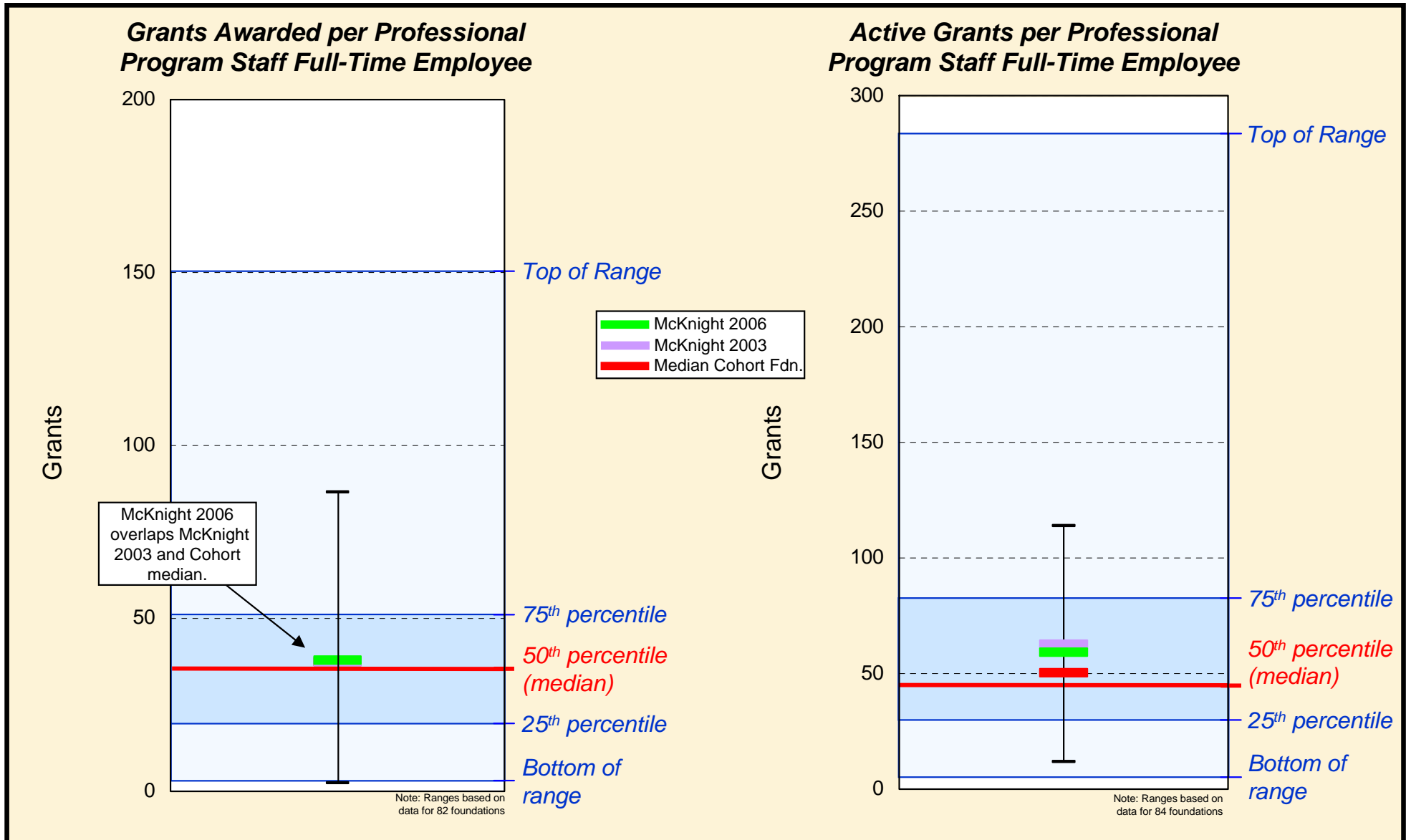
Program Staff Load (1)

McKnight staff have a typical number of applications per program staff full-time employee compared to the median cohort foundation and slightly below median compared to all foundations.



Program Staff Load (2)

McKnight is at the median in the number of grants awarded per professional program staff full-time employee and is above the median foundation and the median cohort foundation in active grants per professional program staff full-time employee.



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Foundations Included in Comparative Set (1)

The 142 foundations whose grantee ratings are included in the comparative set of this Grantee Perception Report are:

The Abell Foundation, Inc.	Bush Foundation*
Adolph Coors Foundation	The California Endowment*
The Ahmanson Foundation	The Cannon Foundation, Inc.
Alphawood Foundation	Carrie Estelle Doheny Foundation
The Altman Foundation	The Case Foundation*
The Ambrose Monell Foundation	The Champlin Foundations
Amelia Peabody Foundation	Charles and Helen Schwab Foundation*
Amon G. Carter Foundation	Charles and Lynn Schusterman Family Foundation*
Andersen Foundation	Charles Stewart Mott Foundation*
Ann Arbor Area Community Foundation*	The Christensen Fund*
The Annenberg Foundation	Claude Worthington Benedum Foundation*
The Anschutz Foundation	The Clowes Fund*
The Assisi Foundation of Memphis, Inc.*	The Collins Foundation
The Atlantic Philanthropies*	Community Foundation Silicon Valley* ¹
The AVI CHAI Foundation*	Community Memorial Foundation*
Baptist Community Ministries	Connecticut Health Foundation*
Bill & Melinda Gates Foundation*	The David and Lucile Packard Foundation*
Blandin Foundation*	Dekko Foundation, Inc.
Blue Cross Blue Shield of Massachusetts Foundation*	Doris Duke Charitable Foundation*
Blue Shield of California Foundation*	The Duke Endowment*
The Boston Foundation*	E. Rhodes & Leona B. Carpenter Foundation
Bradley Foundation	East Bay Community Foundation*
Bradley-Turner Foundation	Eden Hall Foundation
The Broad Foundation*	El Pomar Foundation

*: GPR subscriber

1: At the time of the survey, Community Foundation Silicon Valley had not become Silicon Valley Community Foundation.

Foundations Included in Comparative Set (2)

Endowment for Health*
Evelyn and Walter Haas, Jr. Fund*
The Fan Fox and Leslie R. Samuels Foundation
Fannie Mae Foundation*
France-Merrick Foundation
The Frist Foundation
The GAR Foundation*
Gates Family Foundation
Gaylord and Dorothy Donnelley Foundation*
The George Gund Foundation*
The Gill Foundation
Gordon and Betty Moore Foundation*
The Grable Foundation*
Grand Rapids Community Foundation*
Gulf Coast Community Foundation of Venice*
Hall Family Foundation
Hartford Foundation for Public Giving*
The Health Foundation of Greater Cincinnati*
The Heinz Endowments*
Hess Foundation, Inc.
HRJ Consulting (for an anonymous foundation)*
The Hyams Foundation*
The J. Willard and Alice S. Marriott Foundation
The James Irvine Foundation*

The Jay and Rose Phillips Family Foundation
Jessie Smith Noyes Foundation*
The John A. Hartford Foundation, Inc.
The John D. and Catherine T. MacArthur Foundation*
John P. McGovern Foundation
The John R. Oishei Foundation*
Kalamazoo Community Foundation*
Kansas Health Foundation*
The Lenfest Foundation, Inc.
Levi Strauss Foundation*
The Louis Calder Foundation
Lucile Packard Foundation for Children's Health*
Lumina Foundation for Education*
Maine Health Access Foundation*
Marguerite Casey Foundation*
The McKnight Foundation*
Medina Foundation*
Michael Reese Health Trust*
The Minneapolis Foundation*
Missouri Foundation for Health*
The Morris and Gwendolyn Cafritz Foundation
The Mt. Sinai Health Care Foundation*
The Nathan Cummings Foundation*
New Hampshire Charitable Foundation*

Foundations Included in Comparative Set (3)

The New York Community Trust*
Nord Family Foundation*
Omidyar Foundation*¹
The Overbrook Foundation
Partnership for Excellence in Jewish Education (PEJE)*
Paul G. Allen Foundations*¹
Peninsula Community Foundation*¹
PetSmart Charities*
The Philadelphia Foundation*
Polk Bros. Foundation*
Quantum Foundation
The Ralph M. Parsons Foundation
Rasmuson Foundation*
The Rhode Island Foundation*
Richard M. Fairbanks Foundation*
Robert R. McCormick Tribune Foundation
Robert Wood Johnson Foundation*
Robin Hood Foundation*
Rockefeller Brothers Fund*
The Rockefeller Foundation*
Rollin M. Gerstacker Foundation
Rose Community Foundation*
The Russell Family Foundation*
Ruth Mott Foundation*

S & G Foundation, Inc.
S. H. Cowell Foundation*
The Saint Paul Foundation*
Santa Barbara Foundation*
Shelton Family Foundation
Skoll Foundation*
Stuart Foundation*
Surdna Foundation*
T.L.L. Temple Foundation
The Vermont Community Foundation*
Victoria Foundation, Inc.
The Virginia G. Piper Charitable Trust*
W.K. Kellogg Foundation*
Waitt Family Foundation
The Wallace Foundation*
Wellington Management Charitable Fund*
Wilburforce Foundation*
The William and Flora Hewlett Foundation*
The William Stamps Farish Fund
William T. Kemper Foundation
Windgate Charitable Foundation, Inc.
Winter Park Health Foundation*
Woods Fund of Chicago*

*: GPR subscriber

1: At the time of the survey, Omidyar Foundation had not become The Omidyar Network; the Paul G. Allen Foundations had not become the Paul G. Allen Family Foundations; and Peninsula Community Foundation had not become Silicon Valley Community Foundation.

Foundations Previously Included in Comparative Set

In 2003, CEP surveyed the grantees of the following foundations. The average responses for these foundations are not included in the comparative set because CEP has opted to provide only more recently collected data – that which was collected over the last six survey rounds (three years) – in Grantee Perception Reports.

Alfred P. Sloan Foundation
Barr Foundation*
The Brown Foundation, Inc.*
The California Wellness Foundation
Carnegie Corporation of New York*
The Clark Foundation
The Cleveland Foundation*
The Columbus Foundation*
Daniels Fund
The Dyson Foundation*
The Educational Foundation of America
F. M. Kirby Foundation, Inc.
The F.B. Heron Foundation*
The Ford Family Foundation*
The George S. and Dolores Dore Eccles Foundation
Geraldine R. Dodge Foundation
The Goizueta Foundation*
The Greater Cincinnati Foundation*
The Harry and Jeanette Weinberg Foundation, Inc.
Horace W. Goldsmith Foundation
Houston Endowment Inc.*
J. A. & Kathryn Albertson Foundation
J. Bulow Campbell Foundation

James Graham Brown Foundation, Inc.
Jessie Ball duPont Fund*
Kate B. Reynolds Charitable Trust
Kronkosky Charitable Foundation*
Longwood Foundation
Mathile Family Foundation
Meyer Memorial Trust
Nina Mason Pulliam Charitable Trust*
The Pew Charitable Trusts
Pritzker Foundation
Public Welfare Foundation
Richard & Rhoda Goldman Fund*
Richard King Mellon Foundation
SC Ministry Foundation*
The Sherman Fairchild Foundation, Inc.
The Shubert Foundation
The Skillman Foundation
Wayne & Gladys Valley Foundation*
Weingart Foundation
The William K. Warren Foundation
The William Penn Foundation*
The William Randolph Hearst Foundations
Z. Smith Reynolds Foundation

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Mission

To provide management and governance tools to define, assess, and improve foundation performance.

Vision

A world in which pressing social needs are more effectively addressed. We believe improved performance of foundations can have a profoundly positive impact on non-profit organizations and the people and communities they serve.

CEP Funders

CEP is funded through a combination of foundation grants and revenue earned from management tools and seminars. Funders providing support for CEP's work include:

Bill & Melinda Gates
Foundation

Charles Stewart Mott Foundation

The David and Lucile Packard
Foundation

THE
Edna McConnell
Clark FOUNDATION

Gordon and Betty
MOORE
FOUNDATION

KAUFFMAN
Foundation

LUMINA®
FOUNDATION FOR EDUCATION

MACARTHUR

OMIDYAR
NETWORK

Robert Wood Johnson Foundation

Rockefeller
Brothers Fund
Philanthropy for an Interdependent World

STUART FOUNDATION
INVESTING IN CHILDREN & YOUTH

SURDNA
FOUNDATION

THE WILLIAM
AND FLORA HEWLETT
FOUNDATION

CEP Research

CEP's research and creation of comparative data sets leads to the development of assessment tools, publications serving the foundation field, and programming. CEP's research initiatives focus on several subjects, including:

- **Overall Performance Assessment**
- **Foundation Program Strategy**
- **Foundation Governance**
- **Foundation-Grantee Relationships**
- **Operational Benchmarking**

CEP Assessment Tools

CEP provides foundation leaders with assessment tools – utilizing comparative data – that inform performance assessment:

- **Grantee Perception Report® (GPR):** an assessment tool that provides foundation CEOs, boards, and staff with comparative data on grantee perceptions of foundation performance on a variety of dimensions
- **Applicant Perception Report (APR):** a companion to the GPR that provides comparative data from surveys of declined grant applicants
- **Comparative Board Report (CBR):** a self-assessment tool for foundations that provides data on board structure and trustee perceptions of board effectiveness
- **Staff Perception Report (SPR):** explores foundation staff members' perceptions of foundation effectiveness and job satisfaction on a comparative basis
- **Operational Benchmarking Report (OBR):** provides comparative data, relative to a selected peer group of foundations, on aspects of foundation operations – including foundation staffing, program officer workload, grant processing times, and administrative costs
- **Multidimensional Assessment Process (MAP):** provides foundations with an integrated assessment of performance based on comparative data collected from a variety of different sources, including grantees, declined applicants, foundation staff, and foundation board members

- ◆ This report was produced for The McKnight Foundation by the Center for Effective Philanthropy in February 2007.

- ◆ Please contact CEP if you have any questions:
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