

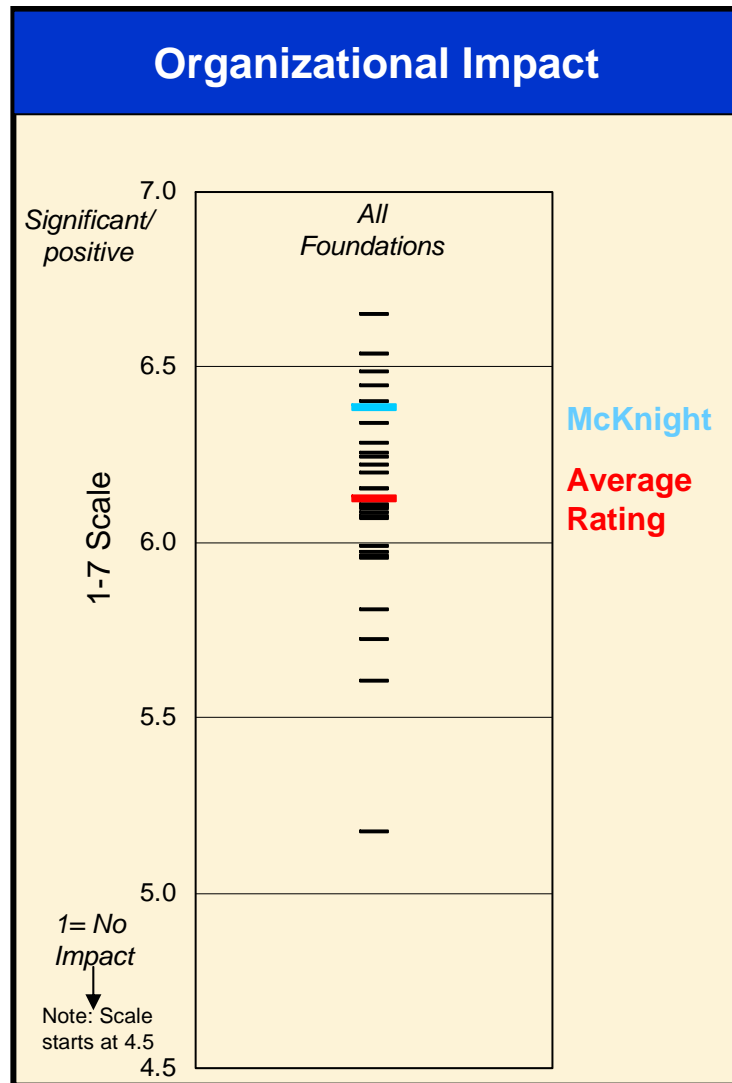
Contents

I.	How to Interpret GPR Graphs	1
II.	External Orientation	
	A. Field Focused Measures	7
	B. Community Focused Measures	10
III.	Grantee Relationship	
	A. Impact on Grantee and Satisfaction	13
	B. Interactions	17
	C. Communication	21
	D. Non-Monetary Assistance	24
	E. Funding Influence	31
IV.	Processes and Administration	
	A. Grant Value	36
	B. Selection	42
	C. Evaluation	48
V.	Grantmaking Characteristics	
	A. Grant Characteristics	53
	B. Foundation Structure	60
	C. Respondent Demographics	64
VI.	Areas for Discussion	68
VII.	Executive Summary	72
VIII.	Appendix: Brief Descriptions of Surveyed Foundations	79
IX.	About the Center for Effective Philanthropy	83

Organizational Impact

McKnight grantees rate the Foundation's impact on their organizations above average relative to other foundations.

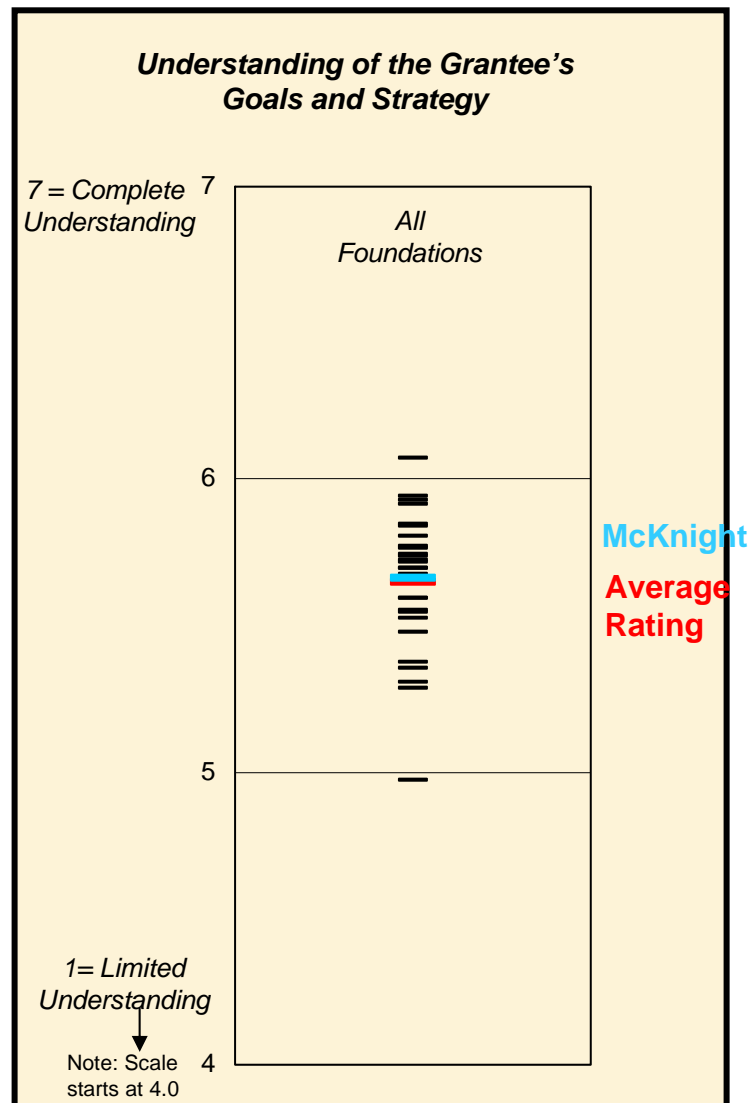
Selected Grantee Quotes



- ◆ *“McKnight literally stood by us when the governor of our state sought to deal a crippling blow to our work.... That kind of public confidence goes far beyond the value of the dollars provided. In public forums, McKnight gives our staff and our perspective (very controversial material) prominent berth. McKnight uses its power to help promulgate a message that might otherwise not be heard.”*
- ◆ *“The McKnight Foundation is an important partner to our organization, and the impact of its support is widely felt. The size of their grants has constituted a substantial resource to the programs, and the multi-year commitments allowed for good planning. Our current grant also contains a provision and a budget for an external evaluation. This element of the grant is prompting us to change our thinking on external evaluation and to consider the benefits of integrating such results in future program planning....”*
- ◆ *“The information provided by the foundation encouraged adaptation and involvement of our current project design. It also helped us connect to others working with similar goals and was useful as a network.”*
- ◆ *“The steady, trustworthy support from the foundation over the years has allowed us to grow, to make solid plans for the future, to increase the quality of our work, and to diversify our funding base. This foundation’s impact on our operations and on the cultural landscape as a whole cannot be overstated.”*

Understanding of Grantee Goals and Strategy

McKnight grantees report that that the Foundation has an average understanding of their organizations' strategies and goals relative to other surveyed foundations.

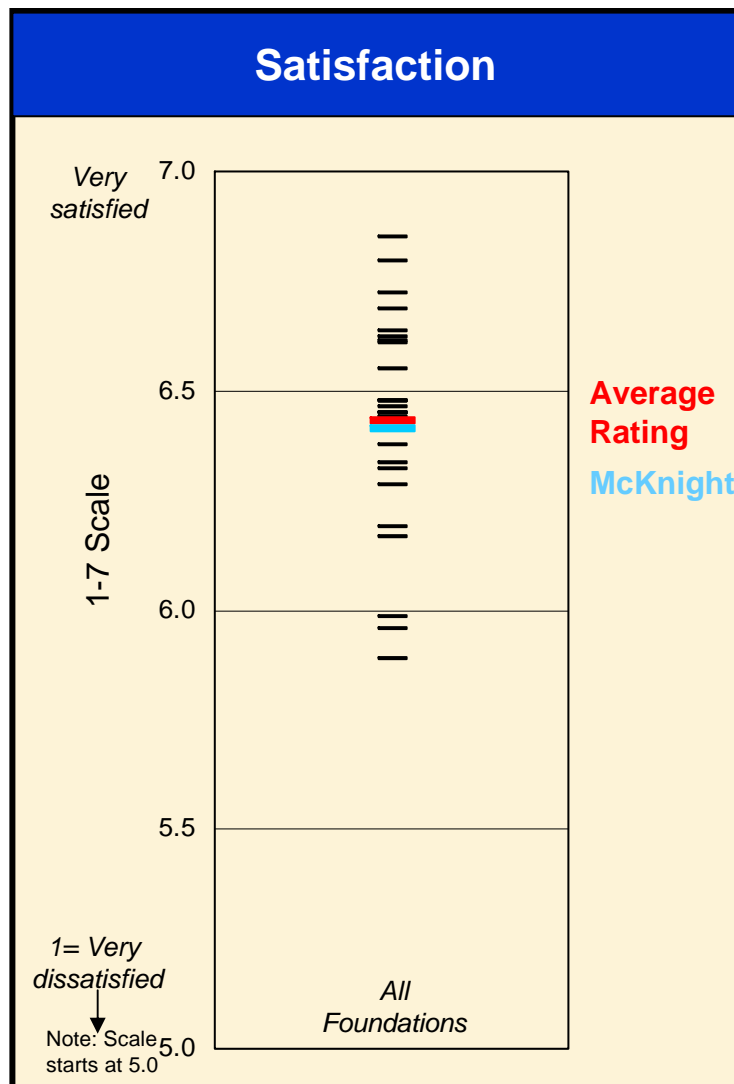


Selected Grantee Quotes

- ◆ “Generally the foundation’s functioning has been of high quality and very professional. A serious downside has been that our organization has been moved around from program officer, to outside consultant, to program officer nearly every year, so we have had a hard time establishing a relationship with any one individual at the foundation who we feel knows and understands our organization well.”
- ◆ “McKnight understands our work in an area that is not easily communicated to or grasped by funders. We would not be the successful group that we are today without the support and belief of the foundation.”
- ◆ “McKnight was once a creative partner. They are now more isolated and insular.”
- ◆ “The foundation makes a significant effort to understand the position and direction of our organization when communicating information that has an effect on our organization's future (decreased funding).”

Satisfaction with the Foundation

On average, McKnight's grantees are as satisfied with the Foundation as grantees of other foundations in the sample.



Selected Grantee Quotes

- ♦ *“Until the last grant process, our relationship has been extremely positive. This past re-application has been confusing, stress-producing and the interactions/communications have been extremely non-professional with unreturned phone calls.”*
- ♦ *“I wish all foundations operated as McKnight does. They are accessible. They don't act as if a fundee is a 'bother.' The staff knows his/her particular area. My nonprofit deals with kids and families and our McKnight grant manager knows this area extremely well. Her questions reveal a deep understanding. I am more comfortable calling McKnight than any other funder we have.”*
- ♦ *“Communications at times is inconsistent, at times too directive, and at one point contradictory. Generally the foundation staff are sincerely committed to effective programming. The foundation is not always effective at listening without bias.”*
- ♦ *“The foundation exhibits tremendous leadership to our field and to our organization. Processes are clear and the staff is accessible. Once funded, we have worked as a team to advance the field.”*

Contents

I.	How to Interpret GPR Graphs	1
II.	External Orientation	
	A. Field Focused Measures	7
	B. Community Focused Measures	10
III.	Grantee Relationship	
	A. Impact on Grantee and Satisfaction	13
	B. Interactions	17
	C. Communication	21
	D. Non-Monetary Assistance	24
	E. Funding Influence	31
IV.	Processes and Administration	
	A. Grant Value	36
	B. Selection	42
	C. Evaluation	48
V.	Grantmaking Characteristics	
	A. Grant Characteristics	53
	B. Foundation Structure	60
	C. Respondent Demographics	64
VI.	Areas for Discussion	68
VII.	Executive Summary	72
VIII.	Appendix: Brief Descriptions of Surveyed Foundations	79
IX.	About the Center for Effective Philanthropy	83

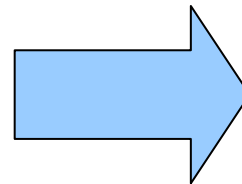
Grantee Interactions Summary

The Grantee Interactions Summary describes grantees' perceptions of their interactions with foundations.

- ◆ *Grantees perceive McKnight staff to be about average in the quality of interactions.*

This composite measure includes:

- *How comfortable grantees feel approaching the foundation if a problem arises*
- *Overall responsiveness of the foundation staff*
- *Overall fairness of the foundation's treatment of grantees*

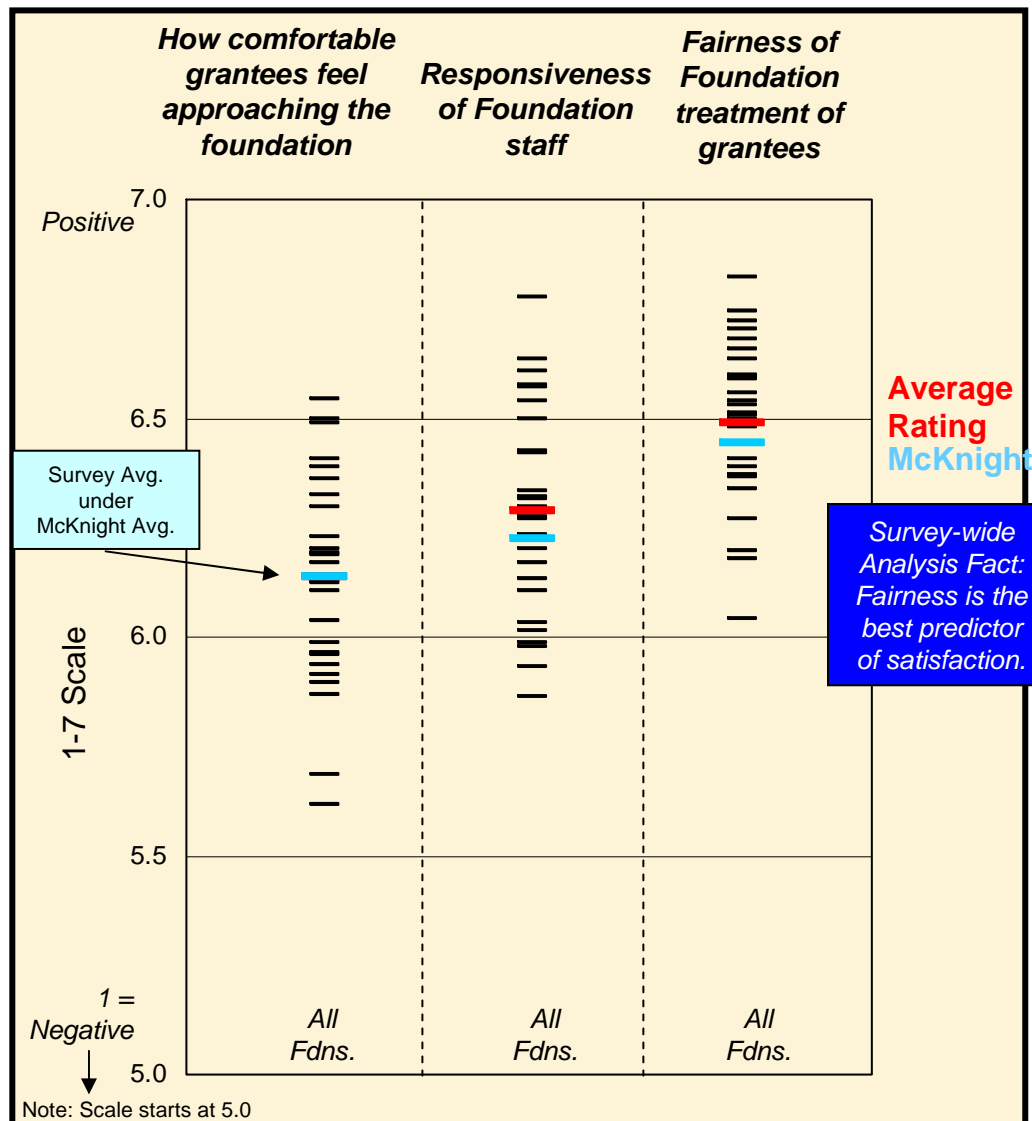


Note: Index created using factor analysis, a statistical technique useful in aggregating separate rating questions into one "rating" that represents the combination of unique variation from the inputs.

1: "Above" and "Below" average scores are units of standard deviation.

Nature of Interactions with Grantees

McKnight grantees rate the Foundation about average across all interactions dimensions.



Selected Grantee Quotes

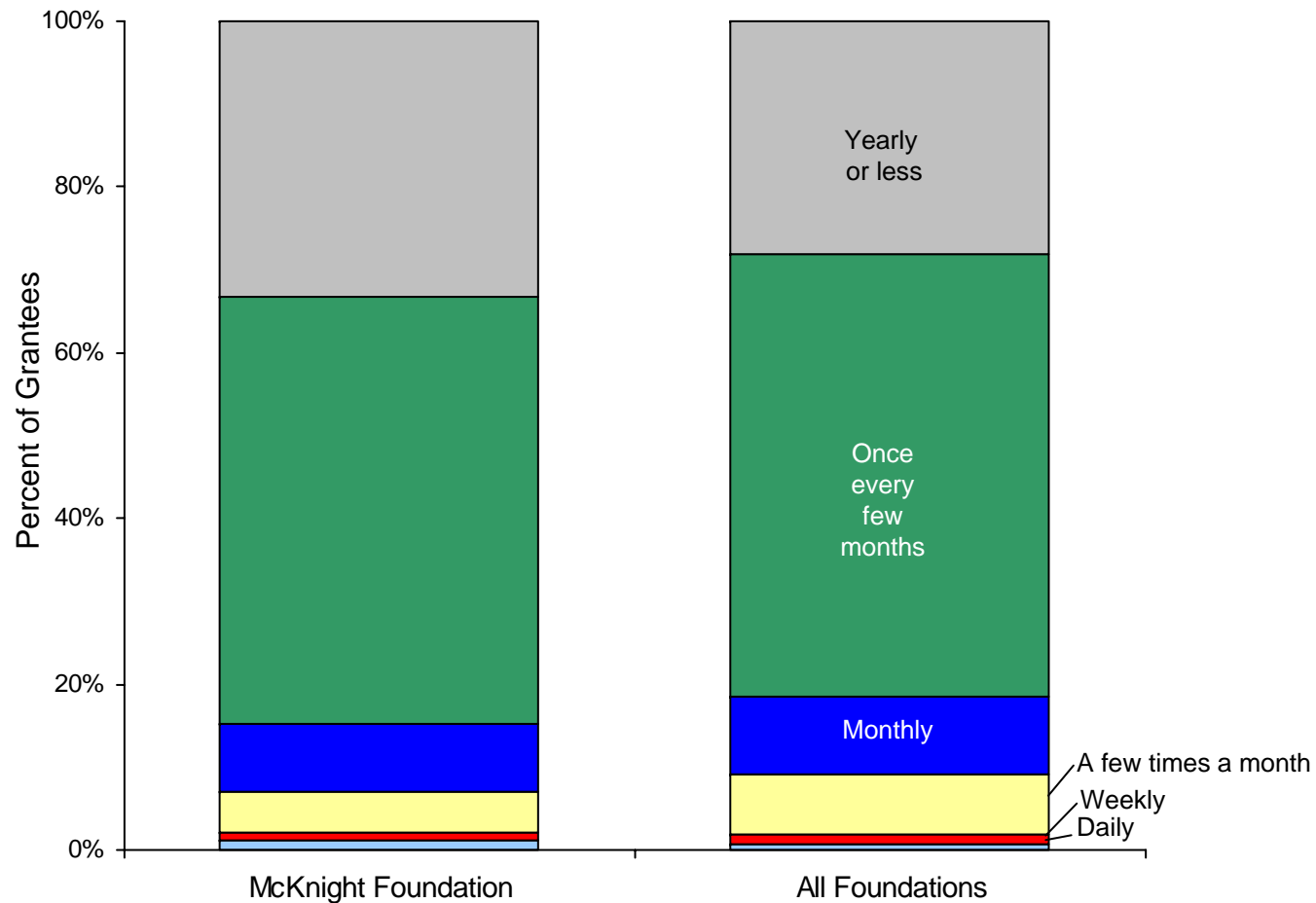
- ♦ “There is an aura that the foundation is unapproachable. I did not find that to be the case. It’s not clear to me if they want or enjoy that perception, but it certainly is there.”
- ♦ “Interactions are always pleasant. Wish the staff was more accessible, interactive.”
- ♦ “Most staff are professional and good to work with. Some program officers seem overly directive/instructive in helping with the proposal process.”
- ♦ “While it can be difficult at times to reach the program officer, once we are able to speak to them they give excellent feedback regarding the proposal.”
- ♦ “Excellent [interactions]. They are a little slow returning phone calls. I’m sure the staff is swamped, but the response time makes me question how important we are to them.”

Frequency of Interactions

McKnight interacts with its grantees at about average frequency.

Survey-wide Analysis Fact:
Frequency of interactions do not predict quality of interaction until frequency falls to yearly or less.

Frequency of Grantee Contact with Program Officers During Grant

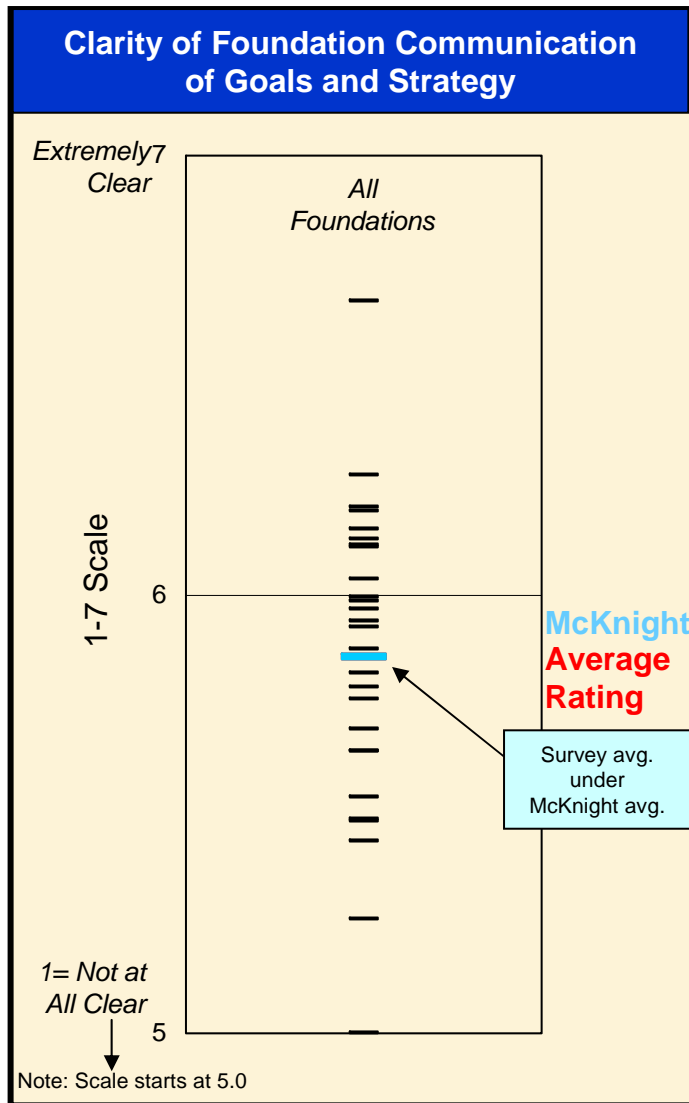


Contents

I.	How to Interpret GPR Graphs	1
II.	External Orientation	
	A. Field Focused Measures	7
	B. Community Focused Measures	10
III.	Grantee Relationship	
	A. Impact on Grantee and Satisfaction	13
	B. Interactions	17
	C. Communication	21
	D. Non-Monetary Assistance	24
	E. Funding Influence	31
IV.	Processes and Administration	
	A. Grant Value	36
	B. Selection	42
	C. Evaluation	48
V.	Grantmaking Characteristics	
	A. Grant Characteristics	53
	B. Foundation Structure	60
	C. Respondent Demographics	64
VI.	Areas for Discussion	68
VII.	Executive Summary	72
VIII.	Appendix: Brief Descriptions of Surveyed Foundations	79
IX.	About the Center for Effective Philanthropy	83

Communication of Goals and Strategy

McKnight grantees report having an average perception of the clarity of the communication of the Foundation's goals and strategies.



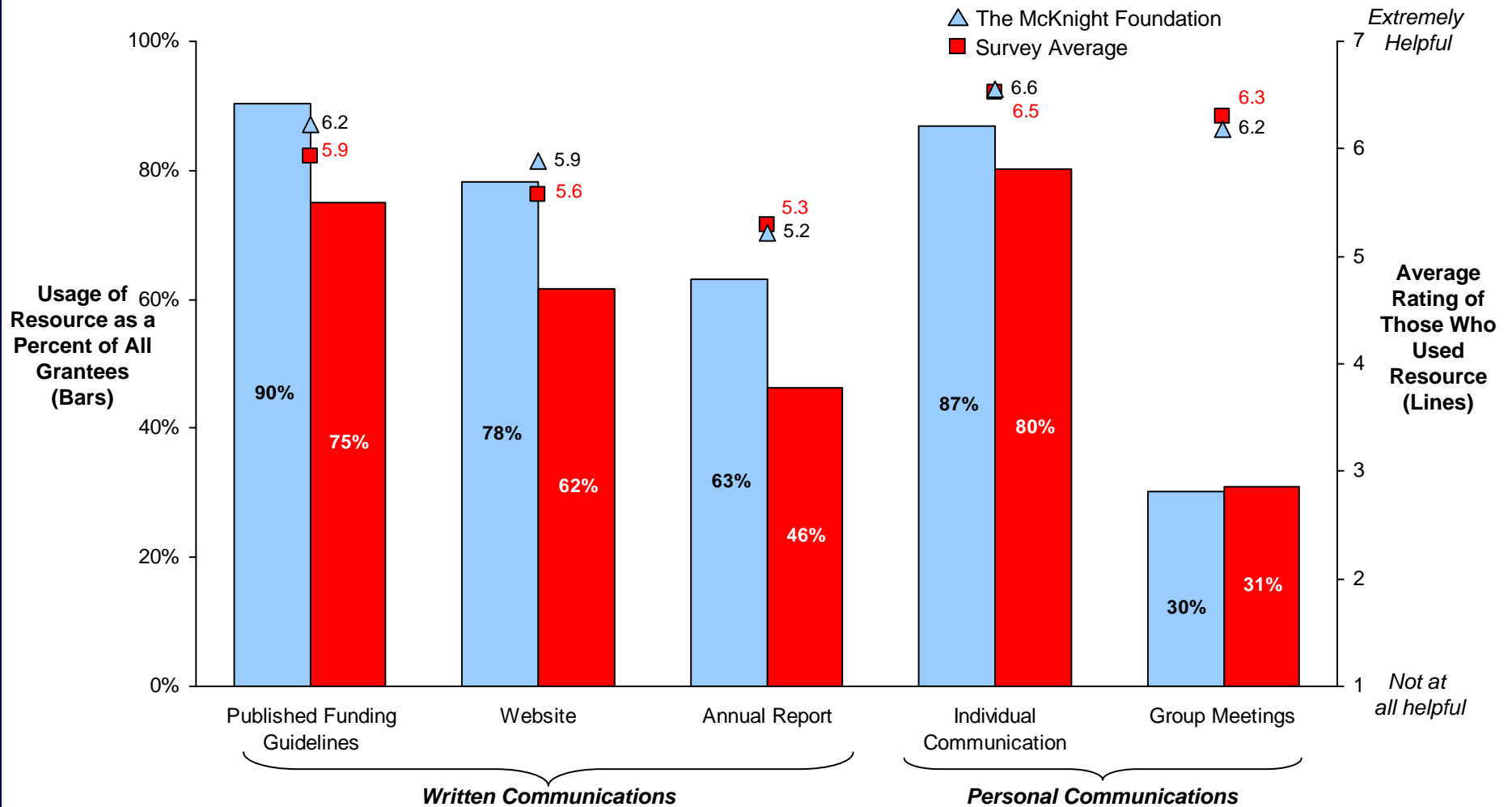
Selected Grantee Quotes

- ◆ *“The McKnight Foundation has one of, if not the most, coherently thought out and communicated environmental programs I have ever encountered. You always know what they are after and where you stand with them. Kudos.”*
- ◆ *“The foundation is very helpful and honest about giving feedback on program ideas or proposals in looking at the fit with the foundation's current priorities. However, communication with our program officer has not always gone smoothly.”*
- ◆ *“The McKnight Foundation communicates clearly and directly with grantees. The rational connections between the foundation's guidelines and specific decisions concerning programs affecting [our project] are sometimes difficult to discern.”*
- ◆ *“I found the 1/2 day seminar with other grant recipients very helpful in not only learning more about the foundation, but also networking with other non-profits.”*
- ◆ *“This past summer, we were dropped without forewarning or any explanation beyond a generic form letter that was clearly sent to multiple applicants.”*
- ◆ *“Oh! I was stunned by the beauty and creativity of your last annual report: the one with the gardening/growing theme! Whoever came up with that idea should get a big bonus! It was an inspiring way to present your message.”*
- ◆ *“Tremendous impact could be expanded by working to communicate more directly and bring organizations together on meaningful collaboration.”*

Communications Resources

The McKnight Foundation grantees are somewhat more likely than average, relative to grantees of other foundations, to utilize a wide array of available foundation communications resources. McKnight's guidelines and website are rated above average in helpfulness, but other resources are rated as about average in helpfulness.

Usage and Helpfulness of Communications Resources



Contents

I.	How to Interpret GPR Graphs	1
II.	External Orientation	
	A. Field Focused Measures	7
	B. Community Focused Measures	10
III.	Grantee Relationship	
	A. Impact on Grantee and Satisfaction	13
	B. Interactions	17
	C. Communication	21
	D. Non-Monetary Assistance	24
	E. Funding Influence	31
IV.	Processes and Administration	
	A. Grant Value	36
	B. Selection	42
	C. Evaluation	48
V.	Grantmaking Characteristics	
	A. Grant Characteristics	53
	B. Foundation Structure	60
	C. Respondent Demographics	64
VI.	Areas for Discussion	68
VII.	Executive Summary	72
VIII.	Appendix: Brief Descriptions of Surveyed Foundations	79
IX.	About the Center for Effective Philanthropy	83

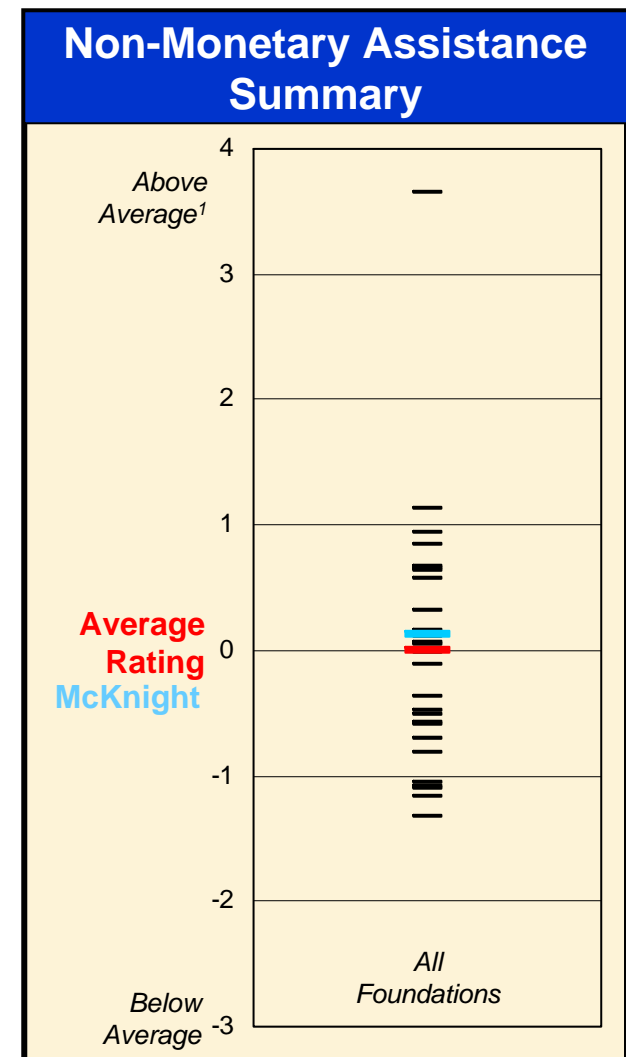
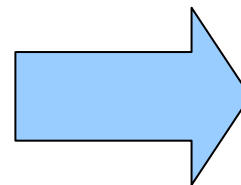
Non-Monetary Assistance Summary

The Non-Monetary Assistance Summary describes the frequency and value of a foundation's provision of assistance beyond the grant check.

- ◆ *The McKnight Foundation is about average on this measure.*

This composite measure includes:

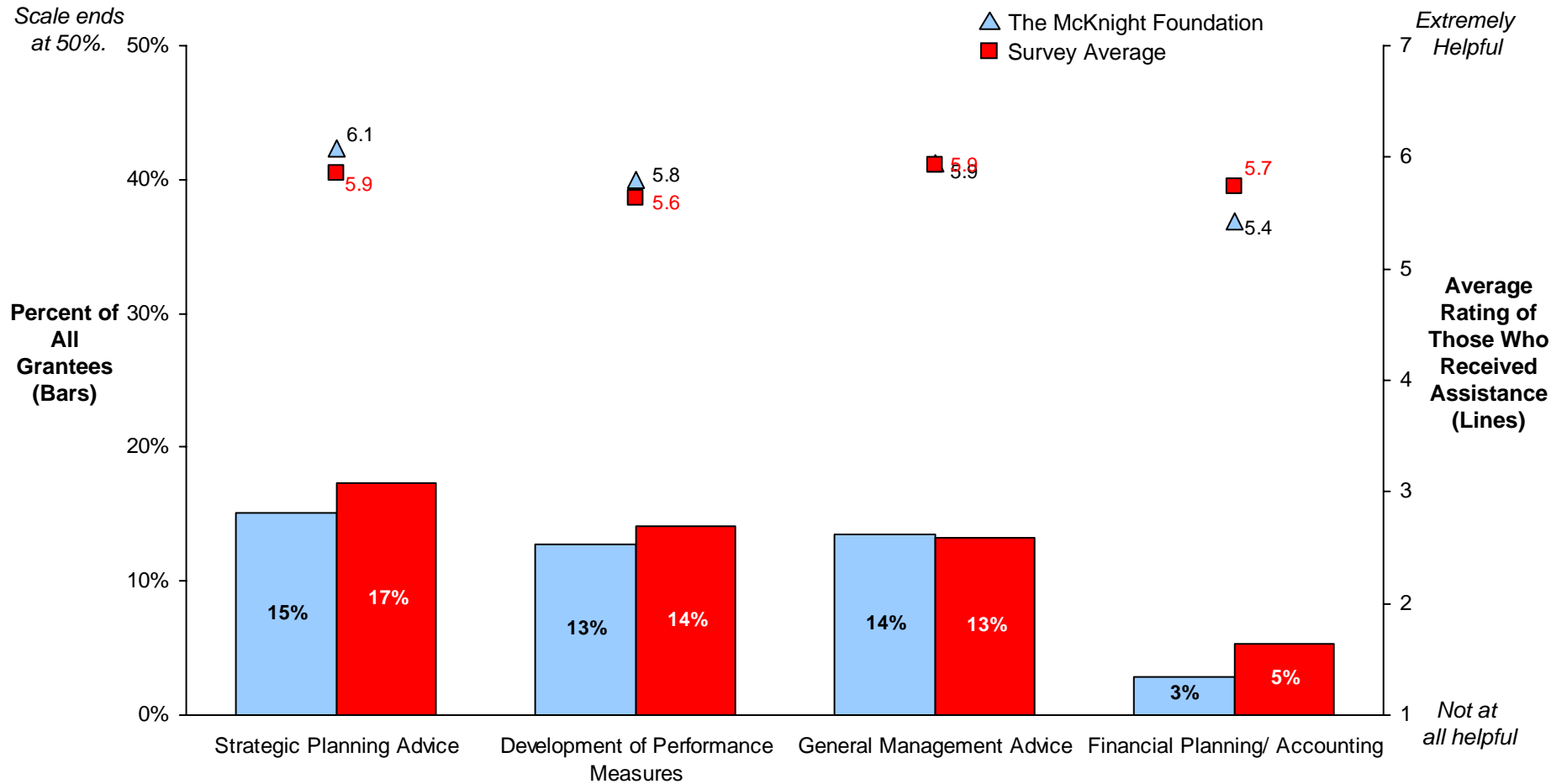
- *Whether grantees received assistance from the foundation*
- *How helpful that assistance was to them*



Management Assistance Activities & Helpfulness

McKnight grantees receive an average level of management assistance from the Foundation. This management assistance is seen as average in helpfulness.

Frequency and Helpfulness of Management Assistance Activities

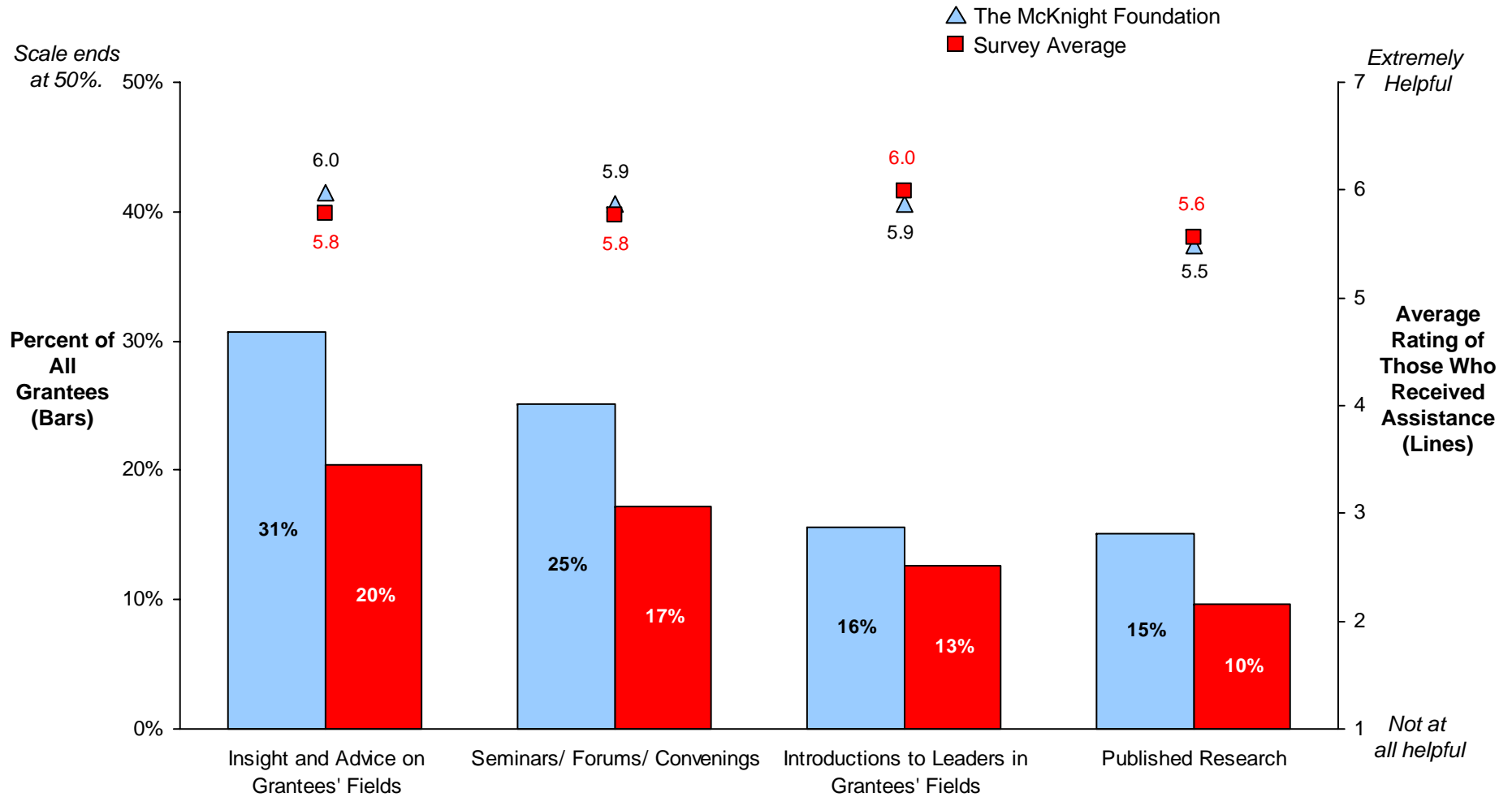


Note: Percent of grantees receiving non-monetary assistance is an overall percentage including those who answered that they did not receive assistance from the foundation.

Field-Related Assistance Activities & Helpfulness

McKnight grantees are more frequently provided all types of field-related assistance than average, except introductions to leaders (which is reported by grantees to occur with about average frequency). The helpfulness of McKnight's field-related assistance is seen to be about average.

Frequency and Helpfulness of Field-Related Assistance Activities

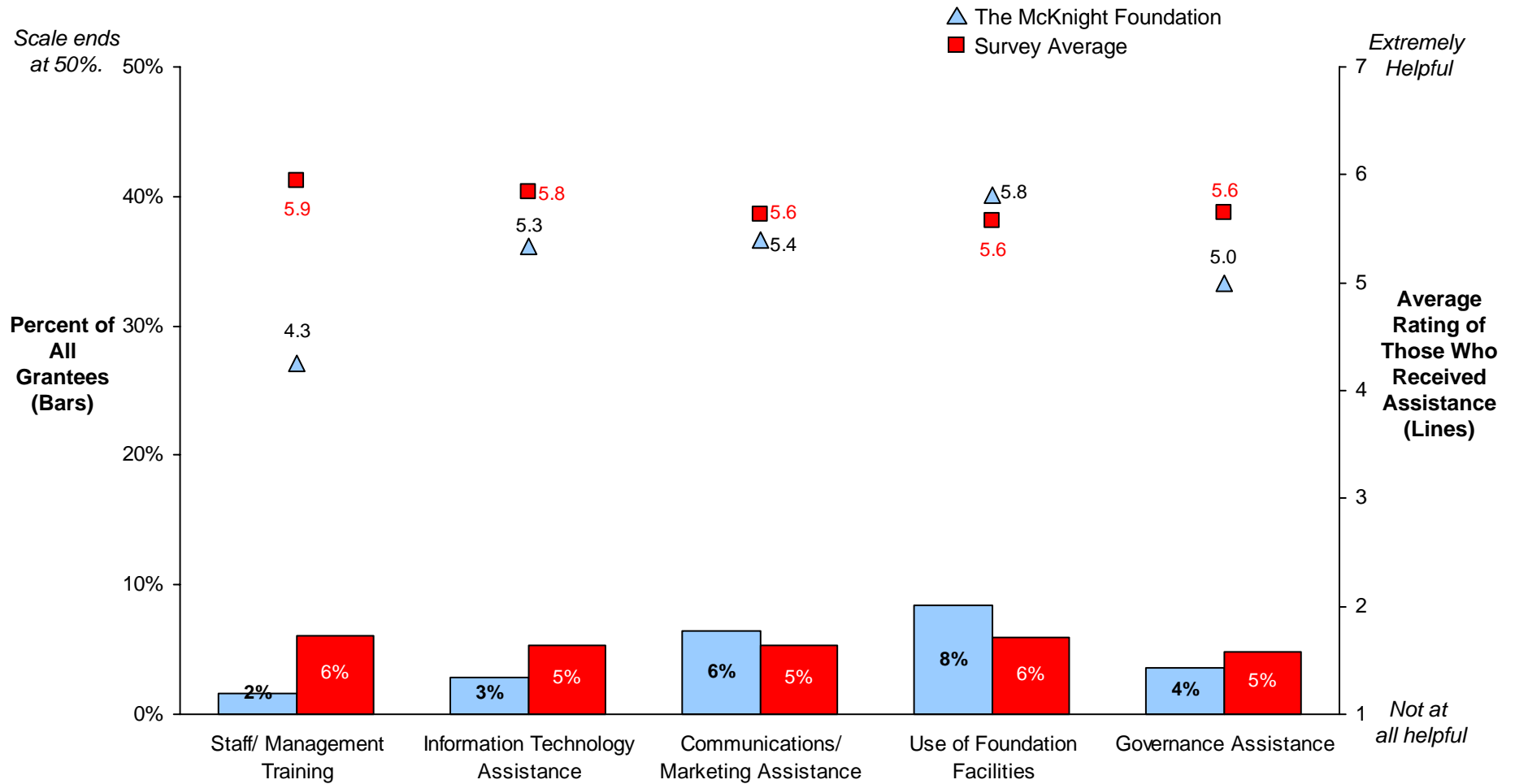


Note: Percent of grantees receiving non-monetary assistance is an overall percentage including those who answered that they did not receive assistance from the foundation.

Other Support Activities & Helpfulness

Like most foundations whose grantees were surveyed, McKnight infrequently provides other support activities to its grantees.

Frequency and Helpfulness of Other Support Assistance Activities



Note: Ratings are based on a small number of respondents due to infrequent provision of these types of assistance.

Non-Monetary Assistance: Quotes

- ◆ *“My experience was that I received excellent help and support and also was surprised by the advice I received. It was tremendously helpful.”*
- ◆ *“The relationship with McKnight has been good, but inconsistent, and has had a minimal impact on our organization's work beyond the funding of the project.”*
- ◆ *“Staff are well informed about our field and have high expectations for performance. Staff are always clear and direct in their communications with us. Staff share resource information to support our programming.”*
- ◆ *“Program officer was very helpful and collaborative; consultant used by foundation in proposal review was somewhat helpful.”*
- ◆ *“How can I learn how to access non-monetary assistance from the foundation?”*
- ◆ *“The foundation successfully creates a learning environment with its grantees. Within this learning environment we are able to explore ideas and directions to achieve our shared goals. Because we are learning together, it reinforces an awareness of the bigger picture, and the way that we each contribute to the whole. Through interaction, communication, and a collaborative learning environment, the foundation has been a leader in helping to guide and inspire our organization's work.”*
- ◆ *“I would like to see McKnight do even more in this area, conducting seminar/forums – bringing people and groups together. One of my co-workers attended a convening sponsored by McKnight and she came back to work highly energized.”*
- ◆ *“Without the McKnight Foundation, [my organization] would not exist as it does today. From the beginning the foundation provided bridge funding to hire an executive director. I was fortunate to be that ED. They have helped with 'technical' advice.”*
- ◆ *“The staff at the foundation are excellent representatives for the foundation. Very knowledgeable and respectful. They want you to succeed if it is all possible. I feel comfortable that if I had a question or needed additional assistance they would help out or point me in the right direction.”*
- ◆ *“The foundation provides important insights into the regional issues surrounding smart growth. They bring in national speakers that offer best practices and information on how other areas have addressed similar issues. They convene a cross sector of organizations and agencies to learn from one another and create new networks and partnerships. The process of collaboration building helps build a stronger forum for influencing policy and coordinating activity.”*
- ◆ *“Beyond critical financial support, the foundation has not provided the type of hands-on assistance that some of our other funders do.”*

Contents

I.	How to Interpret GPR Graphs	1
II.	External Orientation	
	A. Field Focused Measures	7
	B. Community Focused Measures	10
III.	Grantee Relationship	
	A. Impact on Grantee and Satisfaction	13
	B. Interactions	17
	C. Communication	21
	D. Non-Monetary Assistance	24
	E. Funding Influence	31
IV.	Processes and Administration	
	A. Grant Value	36
	B. Selection	42
	C. Evaluation	48
V.	Grantmaking Characteristics	
	A. Grant Characteristics	53
	B. Foundation Structure	60
	C. Respondent Demographics	64
VI.	Areas for Discussion	68
VII.	Executive Summary	72
VIII.	Appendix: Brief Descriptions of Surveyed Foundations	79
IX.	About the Center for Effective Philanthropy	83

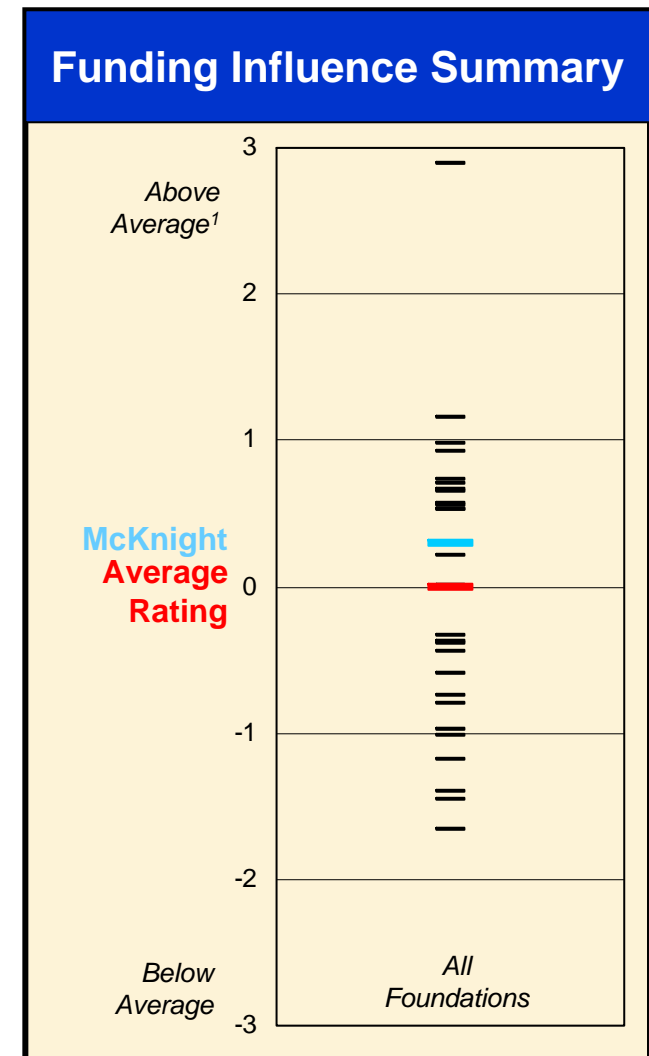
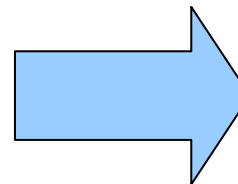
Funding Influence Summary

This summary highlights grantees' perceptions of foundations' help in securing additional funding.

- ◆ *The McKnight Foundation is average on this measure.*

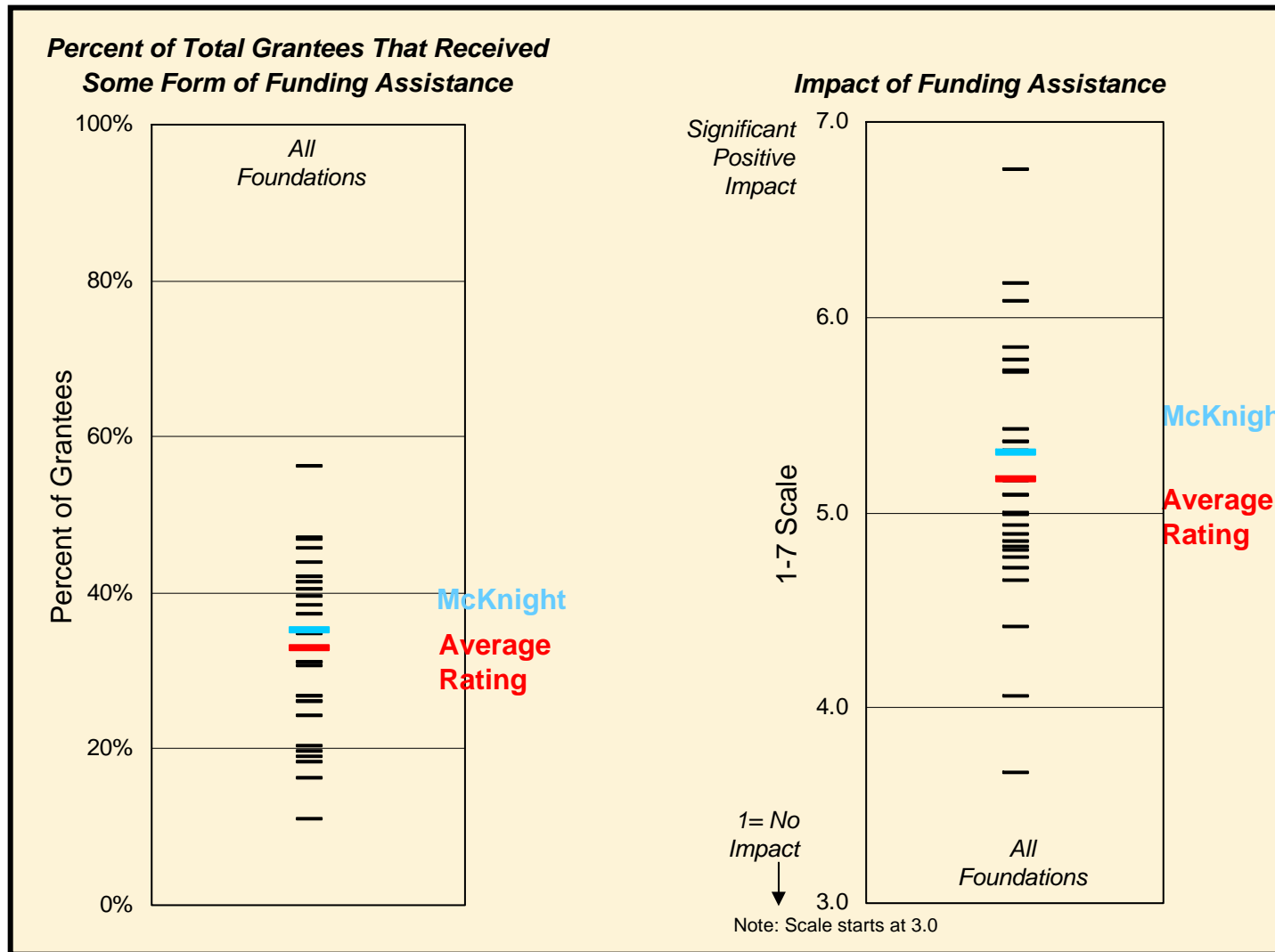
This composite measure includes:

- *Frequency of foundation assistance in obtaining additional funding*
- *The impact of those efforts*



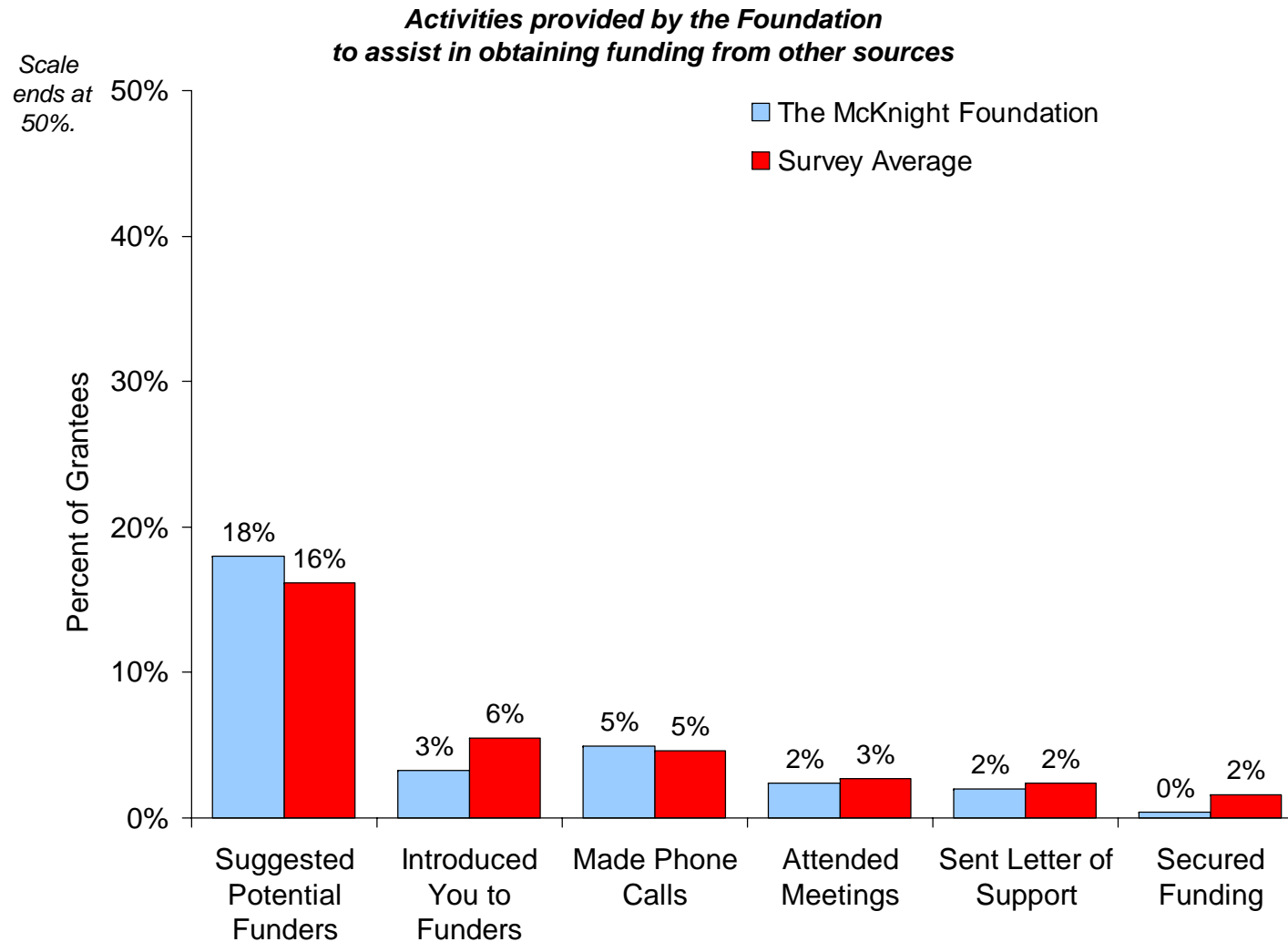
Frequency and Impact of Funding Assistance

An average proportion of McKnight grantees report receiving assistance securing other funding. The impact of this assistance is rated about average.



Funding Assistance Activities Provided

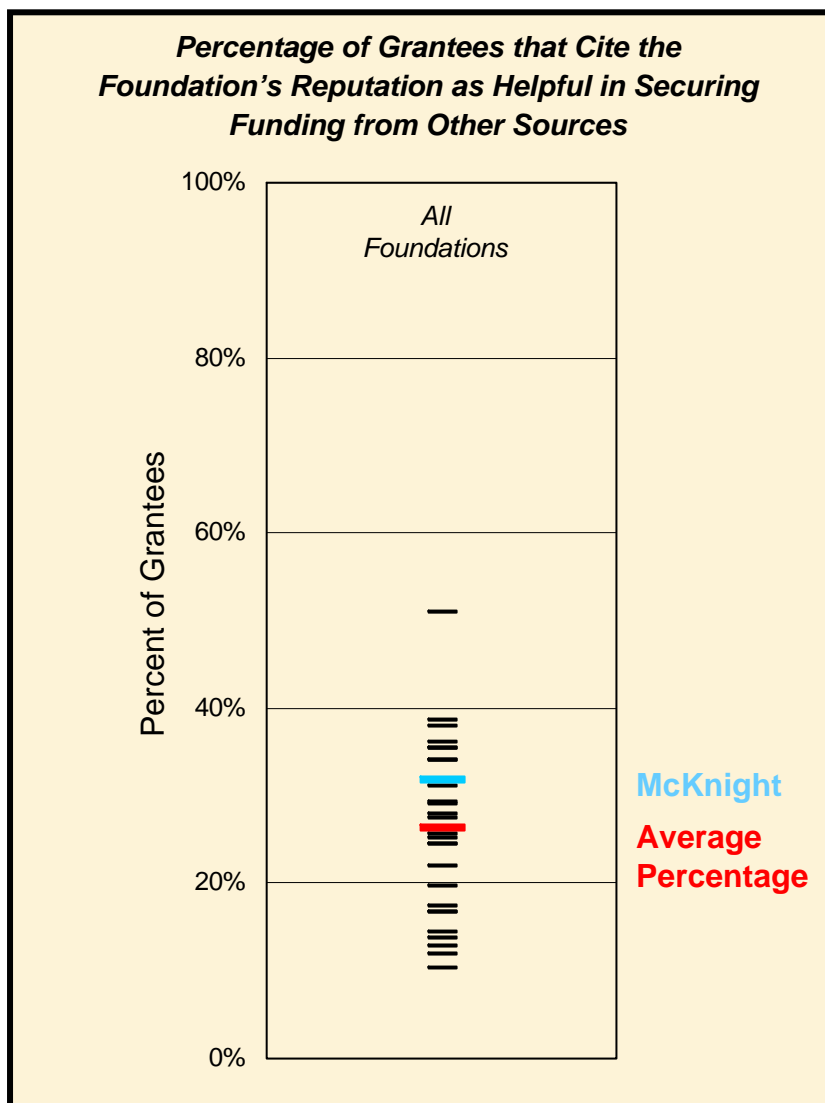
Grantees report that McKnight engages in specific activities to help grantees secure funding from other sources at about average frequency.



Foundation's Reputation in Securing Other Funding



McKnight Foundation grantees cite the Foundation's reputation as helpful in securing funding from other sources more often than average relative to grantees of other foundations.



Selected Grantee Quotes

- ♦ *“Theirs is the best program officer we have worked with to date. He is helpful and knowledgeable. [Leadership] has also been wonderful to work with. In addition, [our program officer] has assisted with getting other foundations to support our organization, as has [another foundation program officer].”*
- ♦ *“Terrific help with public confidence in our credibility.”*
- ♦ *“McKnight monies are often first in - enhance other fundraising efforts. McKnight staff are seen as very influential on policy/design issues.”*
- ♦ *“Having McKnight as a partner gives us a lot of credibility in our community. I’m sure several of our supporters have been added as a result of being associated with and sponsored by McKnight.”*
- ♦ *“Association with this foundation paves the way for funding commitments from other foundations.”*
- ♦ *“[Our program officer] has always been responsive to our needs for assistance and has offered good advice on other funding sources. She has served as a reference for other funders many times.”*