

Grantee Perception Report[®]

PREPARED FOR
The McKnight Foundation

MARCH 2016



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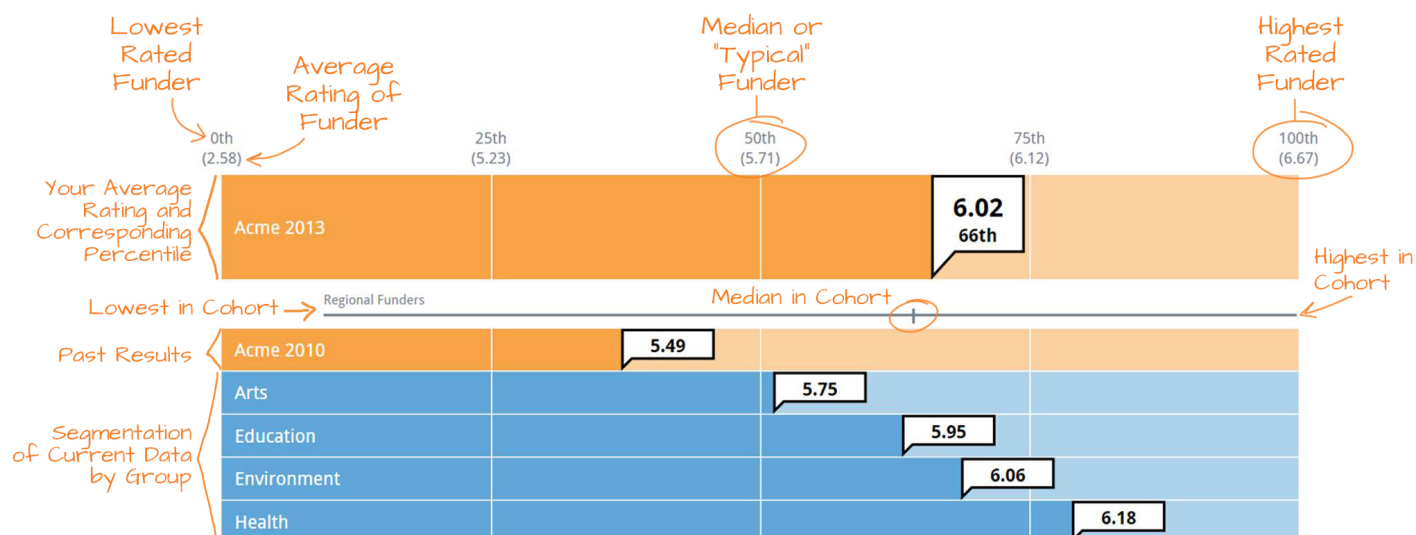
The online version of this report can be accessed at cep.surveymresults.org.

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The McKnight Foundation 2015 Grantee Perception Report - All-Staff

INTERPRETING YOUR CHARTS

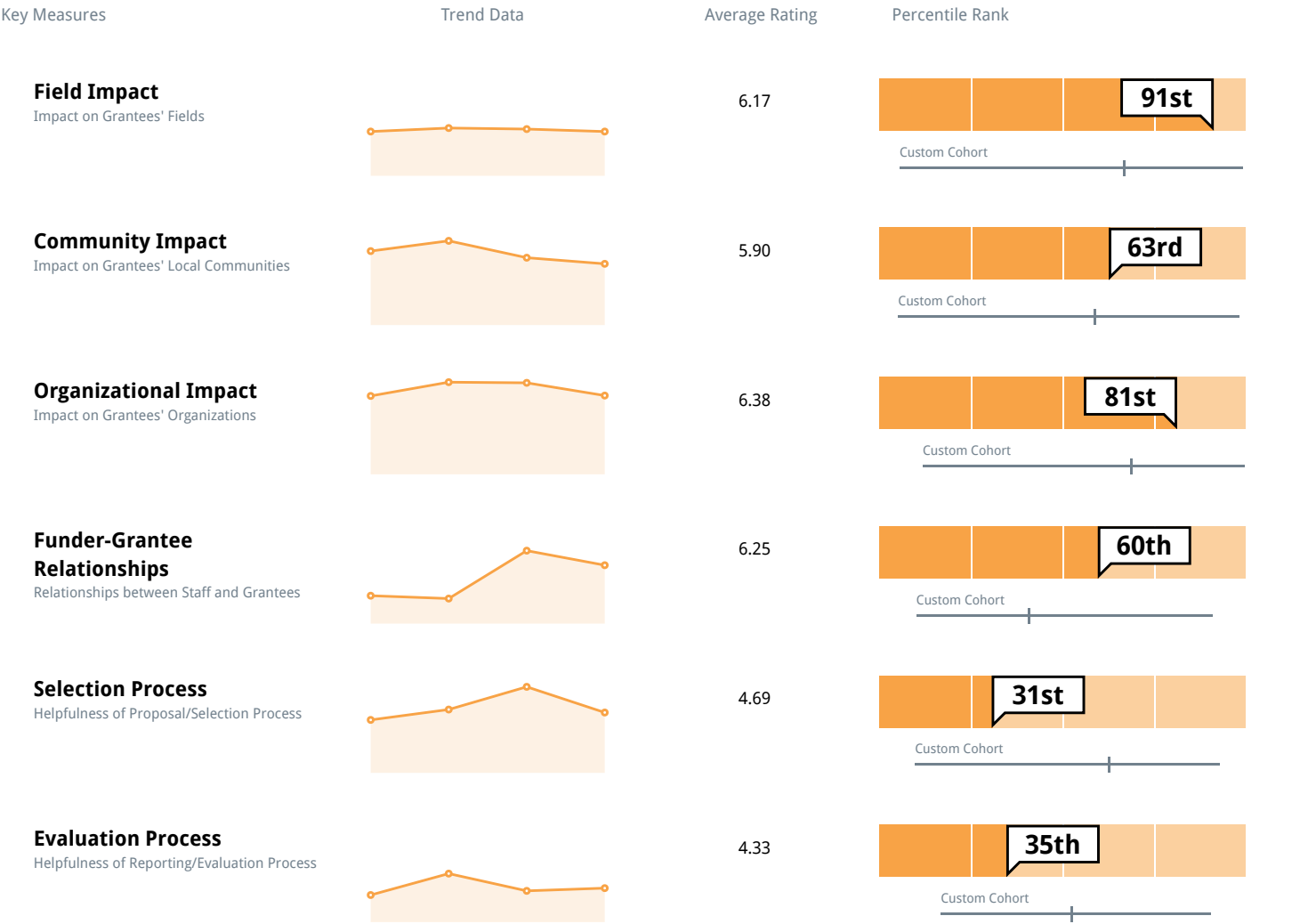


STATISTICAL SIGNIFICANCE OF CHANGES OVER TIME

CEP compares your past ratings to your current ratings, testing for statistically significant differences. An asterisk in your current results denotes a statistically significant difference between your current rating and the previous rating.

5.81*
60th

EXECUTIVE SUMMARY



[illegible]

5

SURVEY POPULATION

Survey	Survey Fielded	Year of Active Grants	Number of Responses Received	Survey Response Rate
McKnight 2015	September and October 2015	June 2014 - May 2015	358	63%
McKnight 2012	September and October 2012	2011	251	67%
McKnight 2009	September and October 2009	2008	448	73%
McKnight 2006	September and October 2006	2005	336	75%

Note: due to a survey error, 146 grantees of The McKnight Foundation were incorrectly excluded from the list of grantees to survey. These 146 grantees were surveyed later in February of 2016; 116 responded, for a 79% response rate.

Throughout this report, The McKnight Foundation's survey results are compared to CEP's broader dataset of more than 40,000 grantees built up over more than a decade of grantee surveys of more than 250 funders. The full list of participating funders can be found at <http://www.effectivephilanthropy.org/assessment-tools/gpr-apr>.

In order to protect the confidentiality of respondents results are not shown when CEP received fewer than five responses to a specific question.

COMPARATIVE COHORTS

CUSTOMIZED COHORT

McKnight selected a set of 17 funders to create a smaller comparison group that more closely resembles McKnight in scale and scope.

Custom Cohort

Barr Foundation

Blandin Foundation

Bush Foundation

Doris Duke Charitable Foundation

Evelyn and Walter Haas, Jr. Fund

Hall Family Foundation

Houston Endowment, Inc.

John S. and James L. Knight Foundation

Rasmuson Foundation

Surdna Foundation, Inc.

The California Endowment

The Duke Endowment

The Heinz Endowments

The James Irvine Foundation

The Kresge Foundation

The McKnight Foundation

The William Penn Foundation

Standard Cohorts

CEP also included 16 standard cohorts to allow for comparisons to a variety of different types of funders. A full list of standard cohorts and descriptions is below.

Strategy Cohorts

Cohort Name	Count	Description
Small Grant Providers	44	Funders with median grant size of \$20K or less
Large Grant Providers	48	Funders with median grant size of \$200K or more
High Touch Funders	21	Funders for which a majority of grantees report having contact with their primary contact monthly or more often
Intensive Non-Monetary Assistance Providers	30	Funders that provide at least 30% of grantees with comprehensive or field-focused assistance as defined by CEP
Proactive Grantmakers	45	Funders that make at least 90% of grants proactively
Reactive Grantmakers	44	Funders that make at most 10% of grants proactively
International Funders	37	Funders with an international scope of work

Annual Giving Cohorts

Cohort Name	Count	Description
Funders Giving Less Than \$5 Million	52	Funders with annual giving of less than \$5 million
Funders Giving \$50 Million Or More	47	Funders with annual giving of \$50 million or more

Foundation Type Cohorts

Cohort Name	Count	Description
Private Foundations	125	All private foundations in the GPR dataset
Family Foundations	43	All family foundations in the GPR dataset
Community Foundations	31	All community foundations in the GPR dataset
Health Conversion Foundations	25	All health conversation foundations in the GPR dataset
Corporate Foundations	16	All corporate foundations in the GPR dataset

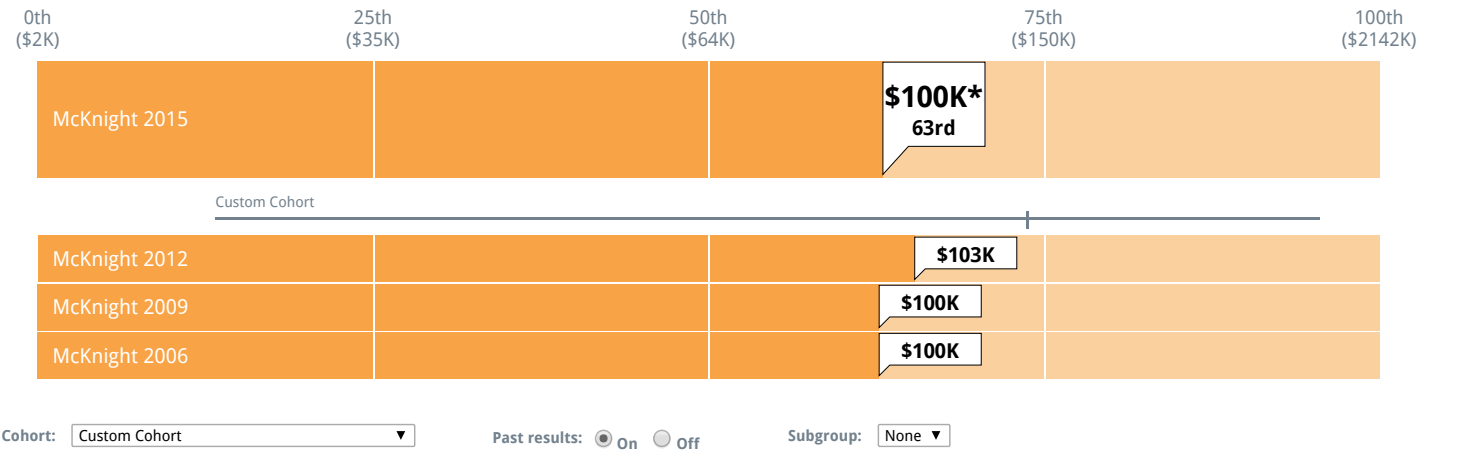
Other Cohorts

Cohort Name	Count	Description
Funders Outside the United States	20	Funders that are primarily based outside the United States
Recently Established Foundations	41	Funders that were established in 2000 or later

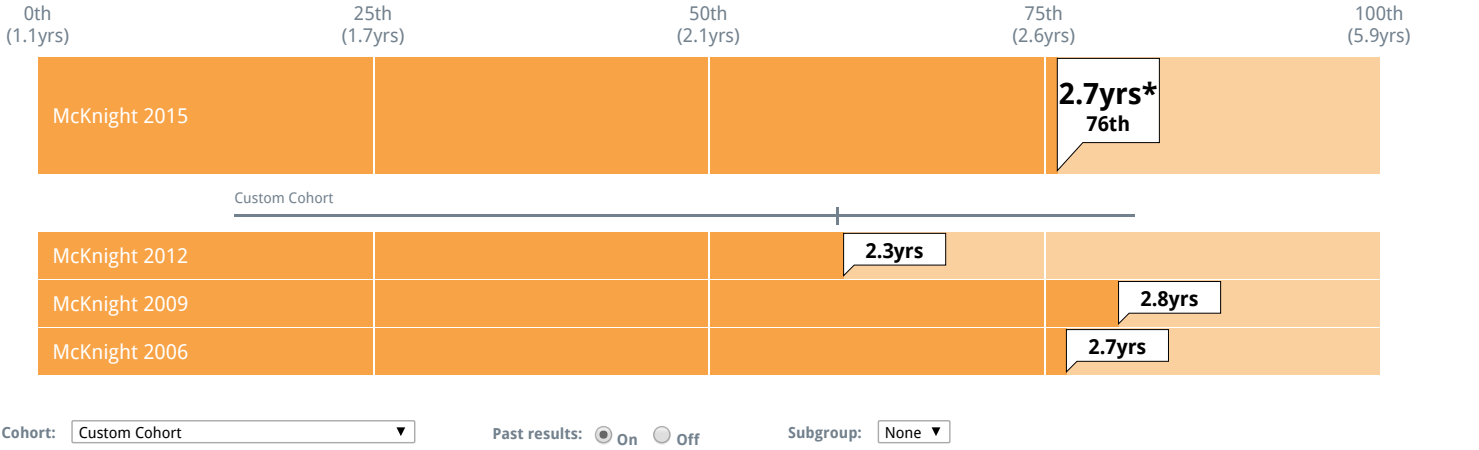
GRANTMAKING CHARACTERISTICS

Foundations make different choices about the ways they organize themselves, structure their grants, and the types of grantees they support. The following charts and tables show some of these important characteristics. The information is based on self-reported data from funders and grantees, and further detail is available in the Contextual Data section of this report.

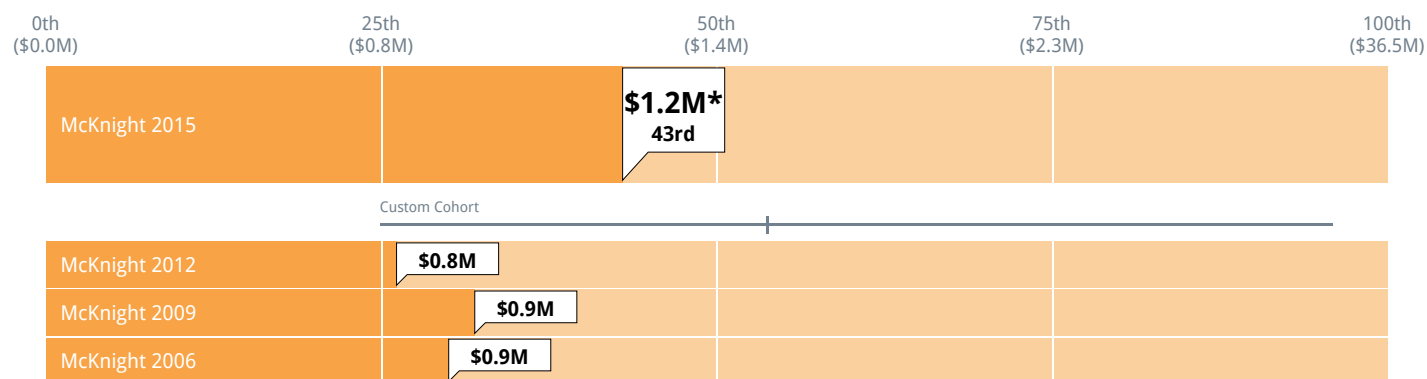
Median Grant Size



Average Grant Length



Typical Organizational Budget



Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: None ▼

Type of Support (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	McKnight 2006	Average Funder	Custom Cohort
Percent of grantees receiving general operating/core support	45%	53%	42%	38%	20%	22%
Percent of grantees receiving program/project support	52%	43%	53%	56%	64%	64%
Percent of grantees receiving other types of support	3%	3%	4%	6%	15%	14%

Grant History (Overall)	McKnight 2015	McKnight 2012	Average Funder	Custom Cohort
Percentage of first-time grants	10%	8%	29%	27%

Program Staff Load (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	McKnight 2006	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	\$4.2M	\$4.8M	\$3.8M	\$4.0M	\$2.7M	\$4.8M
Applications per program full-time employee	16	18	15	20	30	29
Active grants per program full-time employee	48	55	34	36	33	36

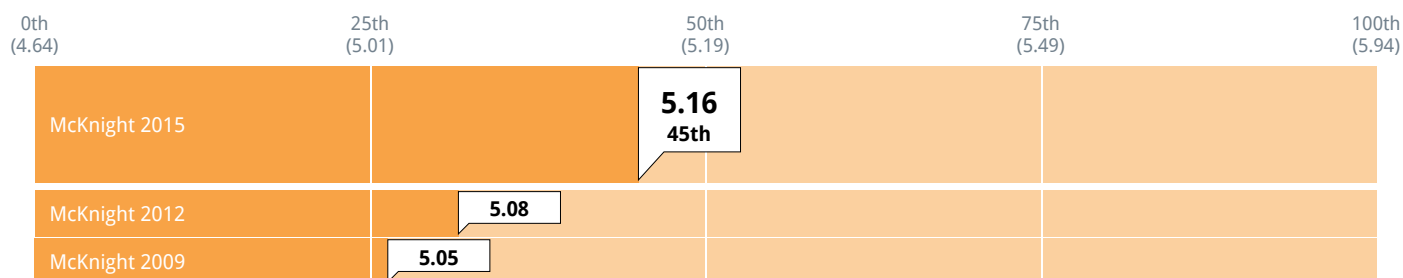
McKnight-Specific Questions

"How strongly do you agree or disagree with the following statements:

In order to achieve the specific results the Foundation expects to achieve through this grant..."

"The size of the grant is appropriate"

1 = Strongly disagree 4 = Neither agree nor disagree 7 = Strongly agree



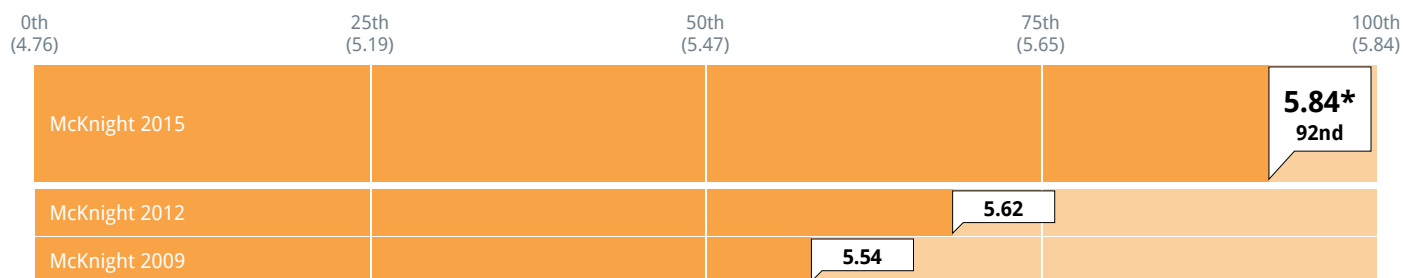
Cohort: None ▼

Past results: ☒ On ☐ Off

Subgroup: None ▼

"The length of the grant commitment is appropriate"

1 = Strongly disagree 4 = Neither agree nor disagree 7 = Strongly agree



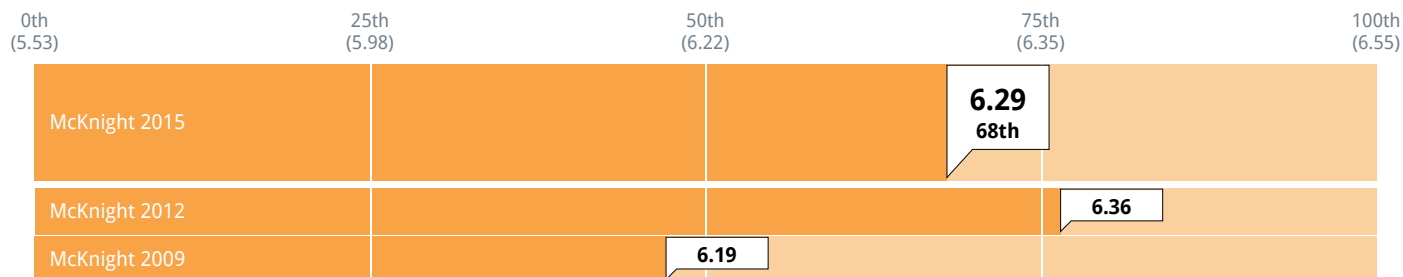
Cohort: None ▼

Past results: ☒ On ☐ Off

Subgroup: None ▼

"The type of grant (e.g., program, operating, capital, etc.) is appropriate"

1 = Strongly disagree 4 = Neither agree nor disagree 7 = Strongly agree



Cohort: None ▼

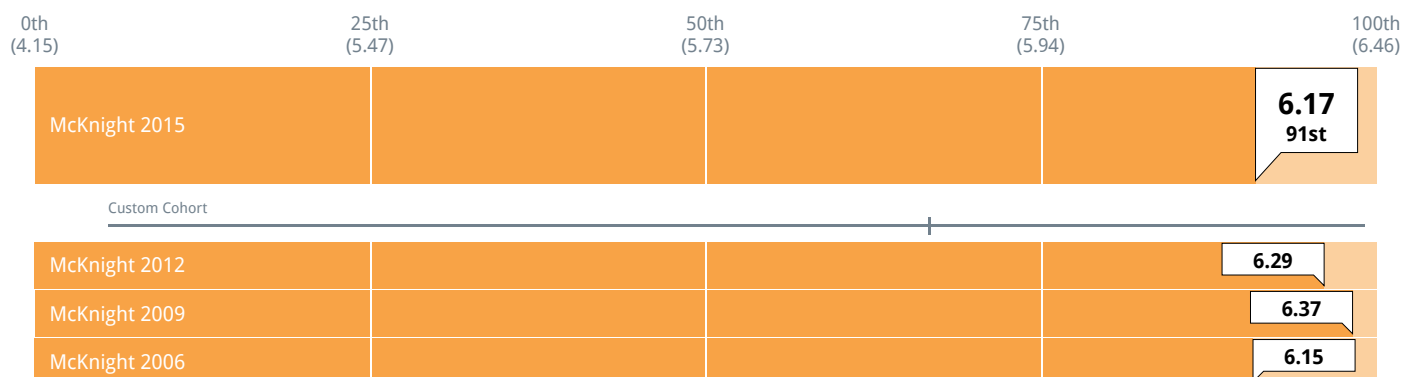
Past results: ☒ On ☐ Off

Subgroup: None ▼

IMPACT ON AND UNDERSTANDING OF GRANTEES' FIELDS

"Overall, how would you rate the Foundation's impact on your field?"

1 = No impact 7 = Significant positive impact



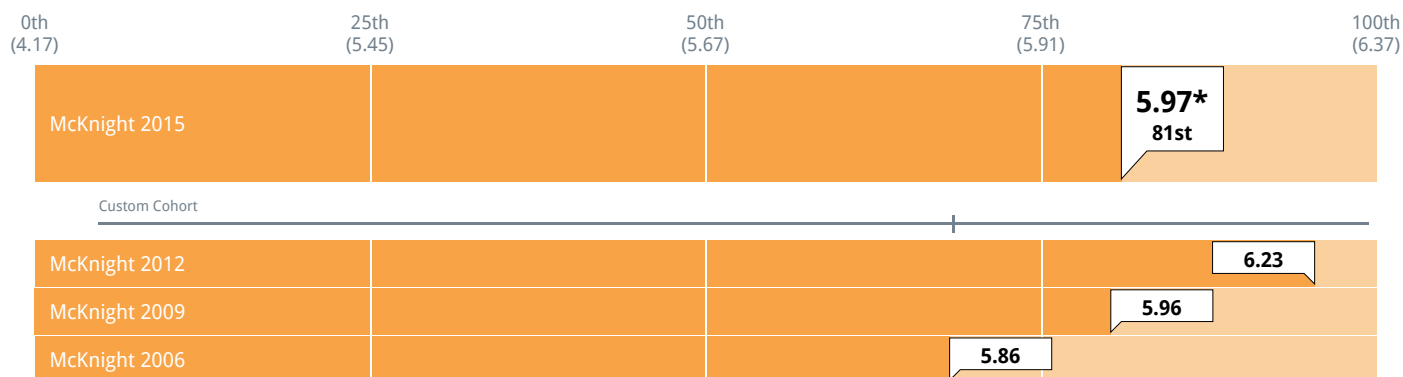
Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: None ▼

"How well does the Foundation understand the field in which you work?"

1 = Limited understanding of the field 7 = Regarded as an expert in the field



Cohort: Custom Cohort ▼

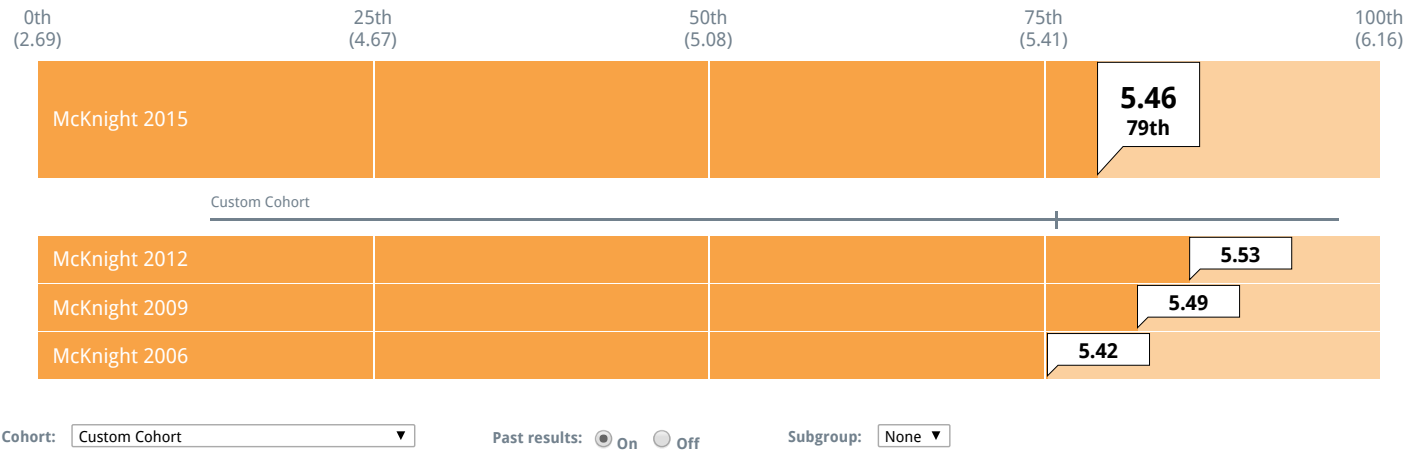
Past results: ☒ On ☐ Off

Subgroup: None ▼

Advancing Knowledge and Public Policy

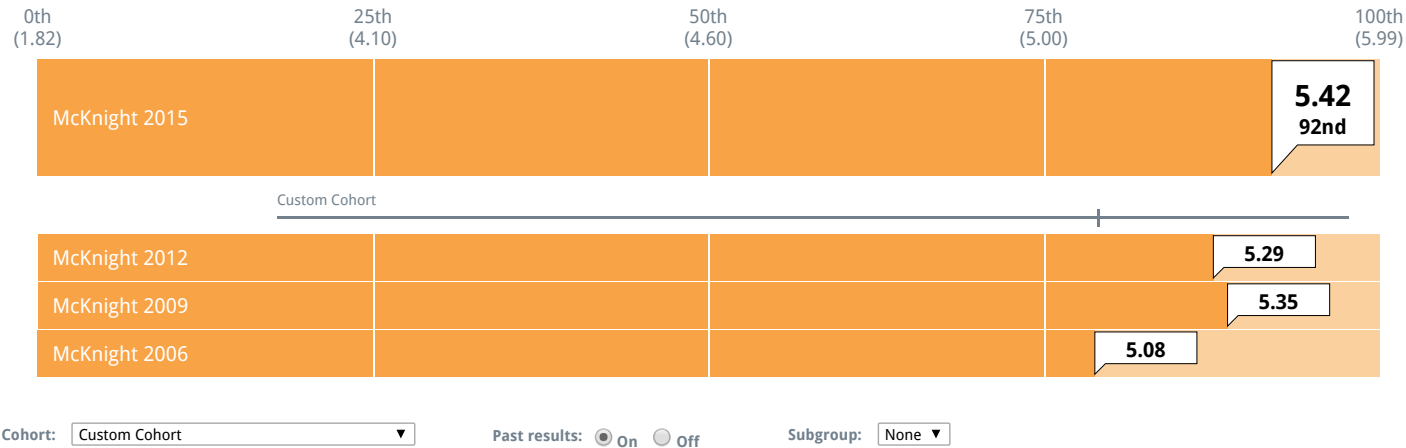
“To what extent has the Foundation advanced the state of knowledge in your field?”

1 = Not at all 7 = Leads the field to new thinking and practice



“To what extent has the Foundation affected public policy in your field?”

1 = Not at all 7 = Major influence on shaping public policy

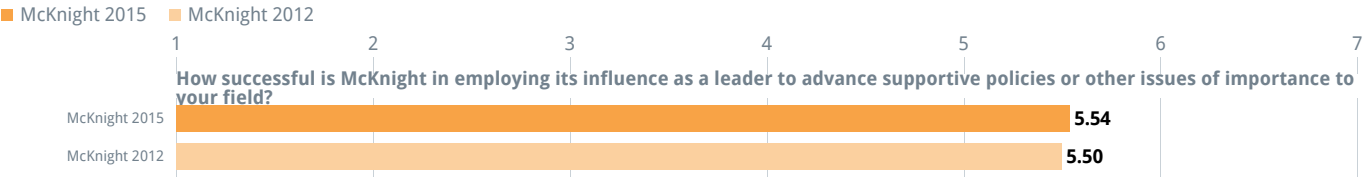


McKnight-Specific Questions

"How successful is McKnight in employing its influence as a leader to advance supportive policies or other issues of importance to your field?"

(1 = Not at all successful, 7 = Extremely successful)

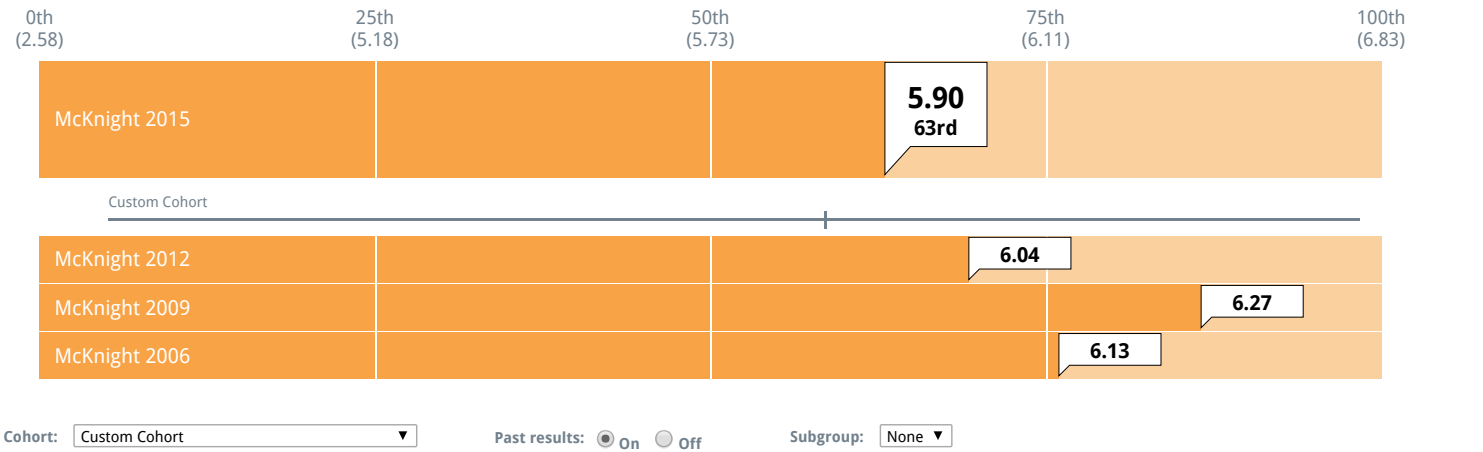
Success of McKnight in Employing its Influence - Overall



IMPACT ON AND UNDERSTANDING OF GRANTEES' LOCAL COMMUNITIES

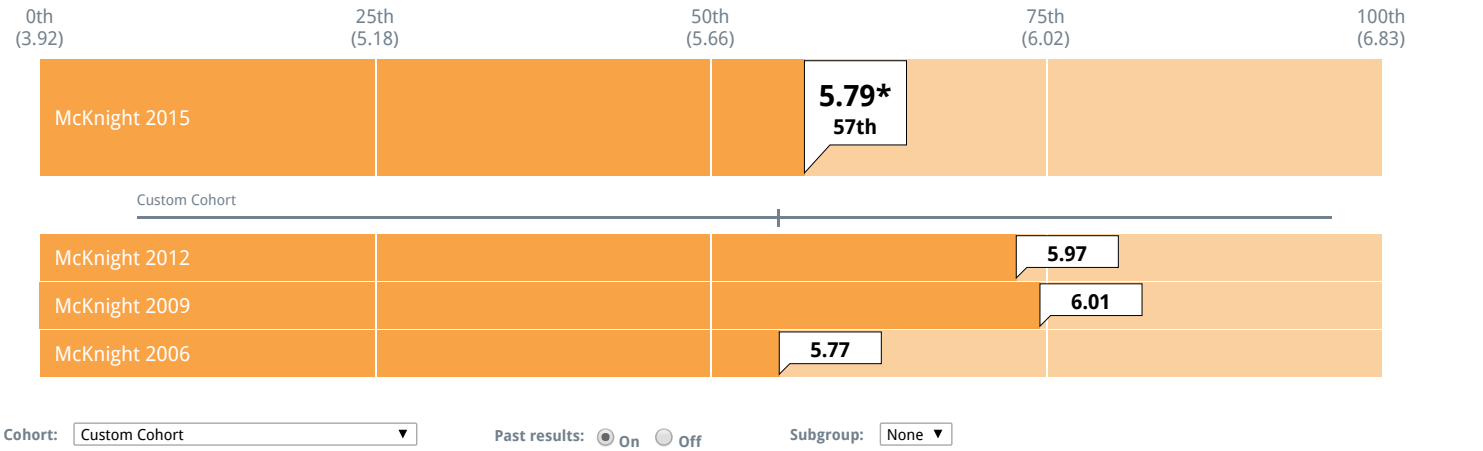
“Overall, how would you rate the Foundation’s impact on your local community?”

1 = No impact 7 = Significant positive impact



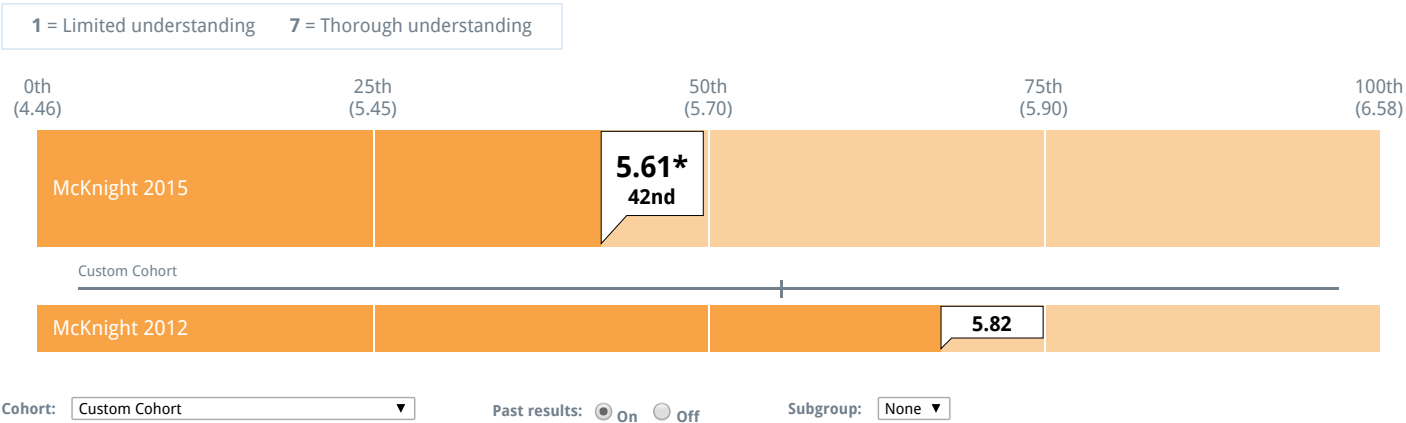
“How well does the Foundation understand the local community in which you work?”

1 = Limited understanding of the community 7 = Regarded as an expert on the community



Understanding of Contextual Factors

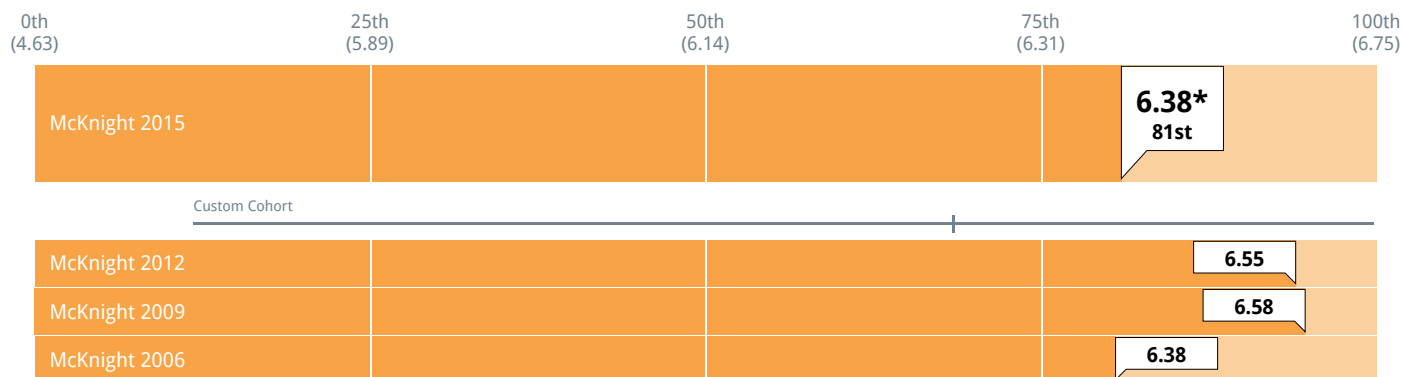
“How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?”



IMPACT ON AND UNDERSTANDING OF GRANTEES' ORGANIZATIONS

“Overall, how would you rate the Foundation’s impact on your organization?”

1 = No impact 7 = Significant positive impact



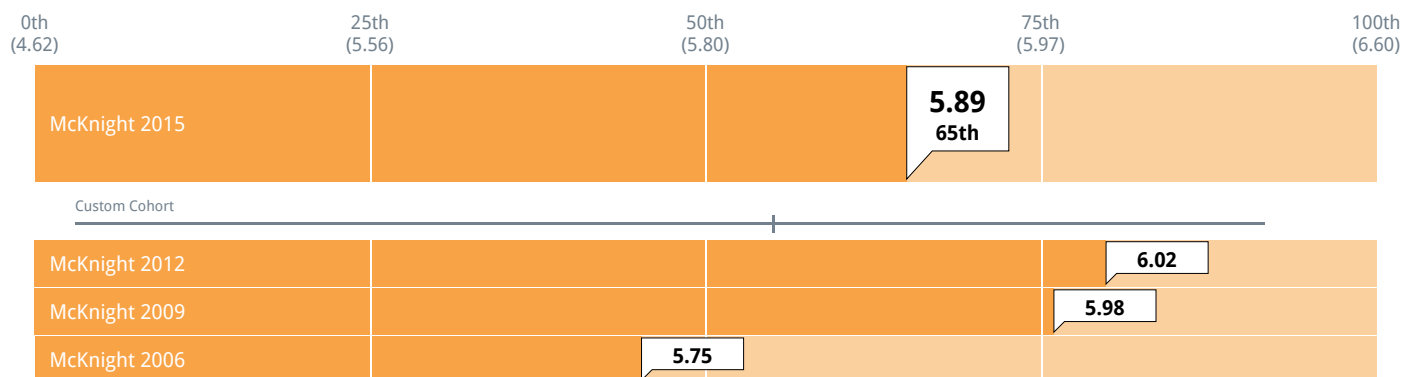
Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: None ▼

“How well does the Foundation understand your organization’s strategy and goals?”

1 = Limited understanding 7 = Thorough understanding



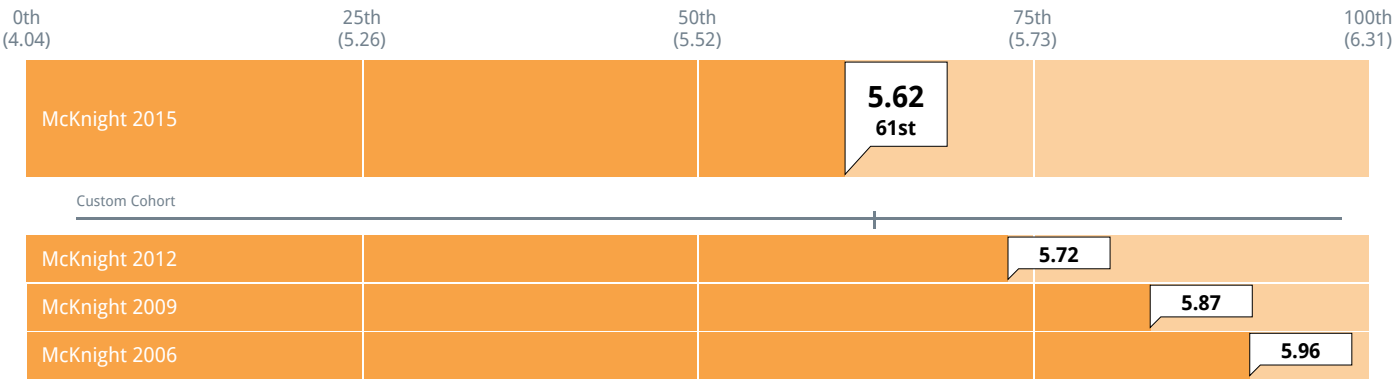
Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: None ▼

“How much, if at all, did the Foundation improve your ability to sustain the work funded by this grant in the future?”

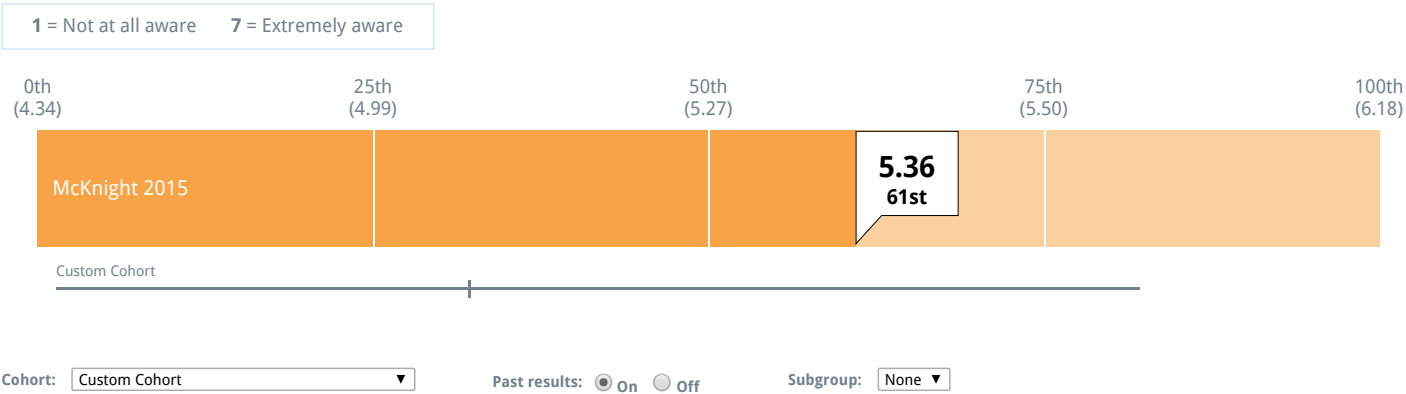
1 = Did not improve ability 7 = Substantially improved ability



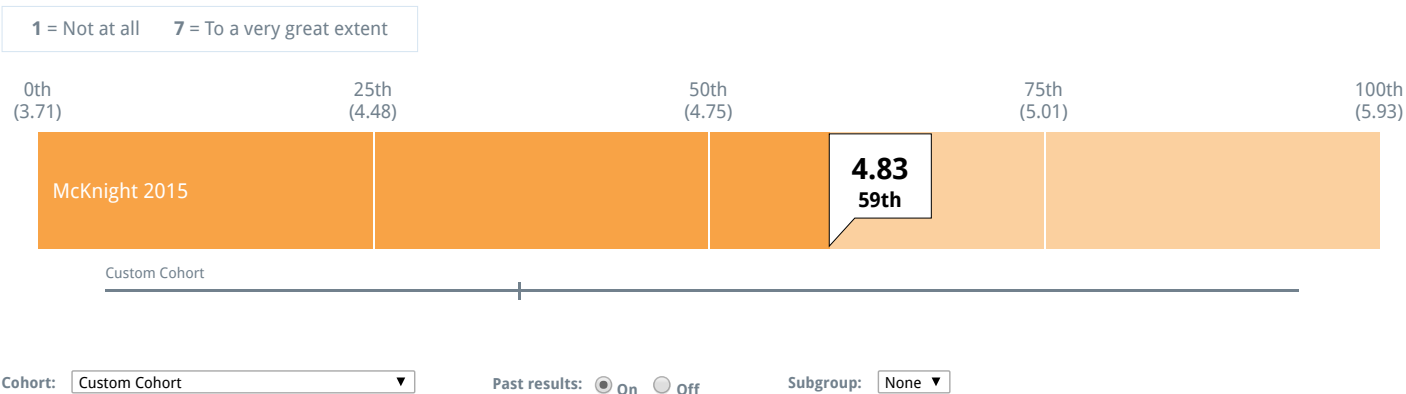
Cohort: Custom Cohort Past results: ☒ On ☐ Off Subgroup: None

Grantee Challenges

"How aware is the Foundation of the challenges that your organization is facing?"



"To what extent does the Foundation take advantage of its various resources to help your organization address its challenges?"



Effect of Grant on Organization

"Which of the following statements best describes the primary effect the receipt of this grant had on your organization's programs or operations?"

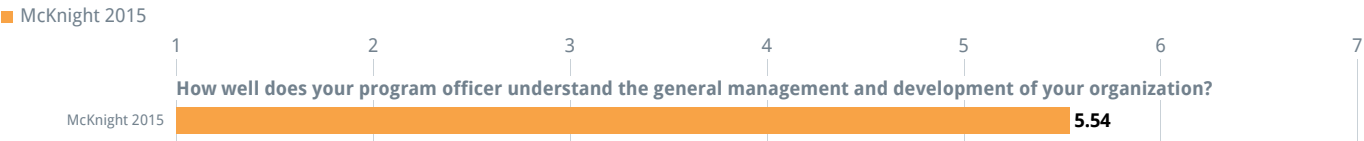
Primary Effect of Grant on Grantee's Organization (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	Average Funder	Custom Cohort
Enhanced Capacity	39%	46%	41%	29%	33%
Expanded Existing Program Work	22%	18%	17%	26%	24%
Maintained Existing Program	24%	22%	29%	20%	16%
Added New Program Work	15%	14%	13%	25%	28%

McKnight-Specific Questions

"How well does your program officer understand the general management and development of your organization?"

(1 = Limited understanding, 7 = Thorough understanding)

Understanding of General Management and Development - Overall



"Considering your current experience, please indicate how much guidance you want from your program officer about general management and development of your organization.

My program officer..."

Considering your current experience, please indicate how much guidance you want from your program officer about general management and development of your organization (Overall)	McKnight 2015
Should provide less guidance	2%
Provides the desired amount of guidance	91%
Should provide more guidance	8%

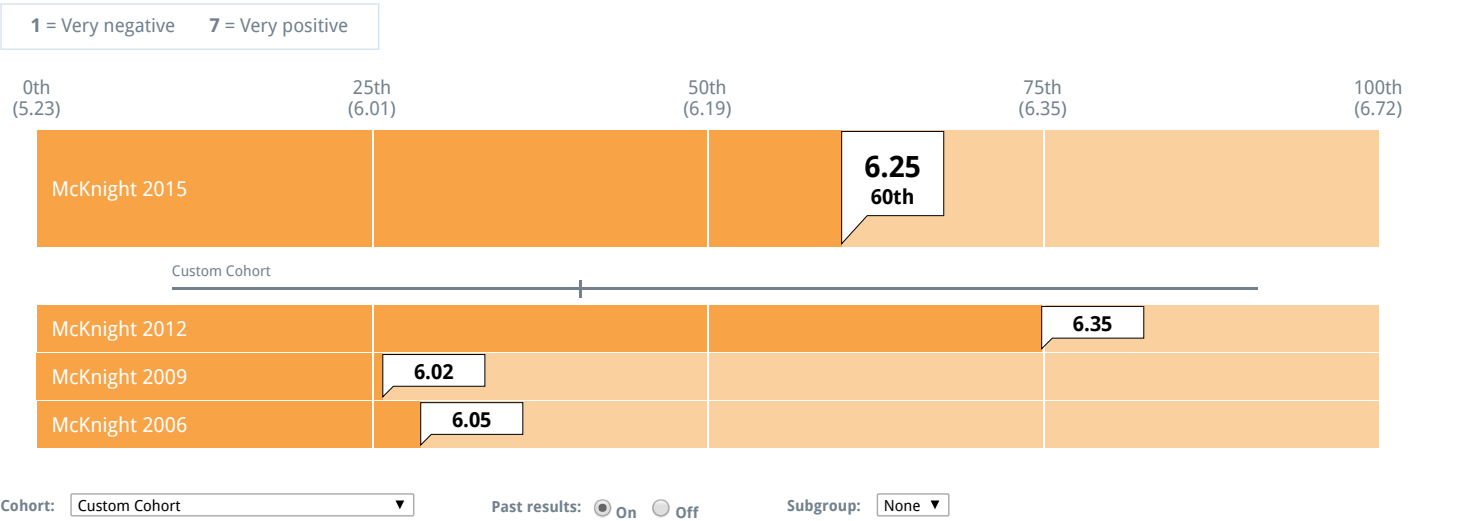
FUNDER-GRANTEE RELATIONSHIPS

Funder-Grantee Relationships Summary Measure

The quality of interactions and the clarity and consistency of communications together create the larger construct that CEP refers to as “relationships.” The relationships measure below is an average of grantee ratings on the following measures:

- 1. Fairness of treatment by the foundation
- 2. Comfort approaching the foundation if a problem arises
- 3. Responsiveness of foundation staff
- 4. Clarity of communication of the foundation’s goals and strategy
- 5. Consistency of information provided by different communications

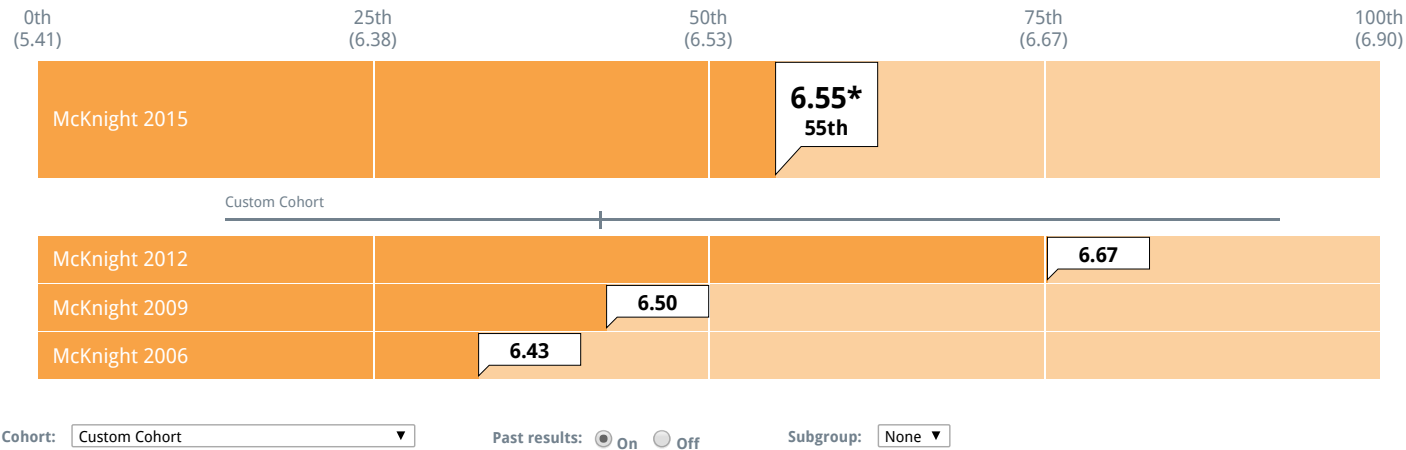
Funder-Grantee Relationships Summary Measure



Quality of Interactions

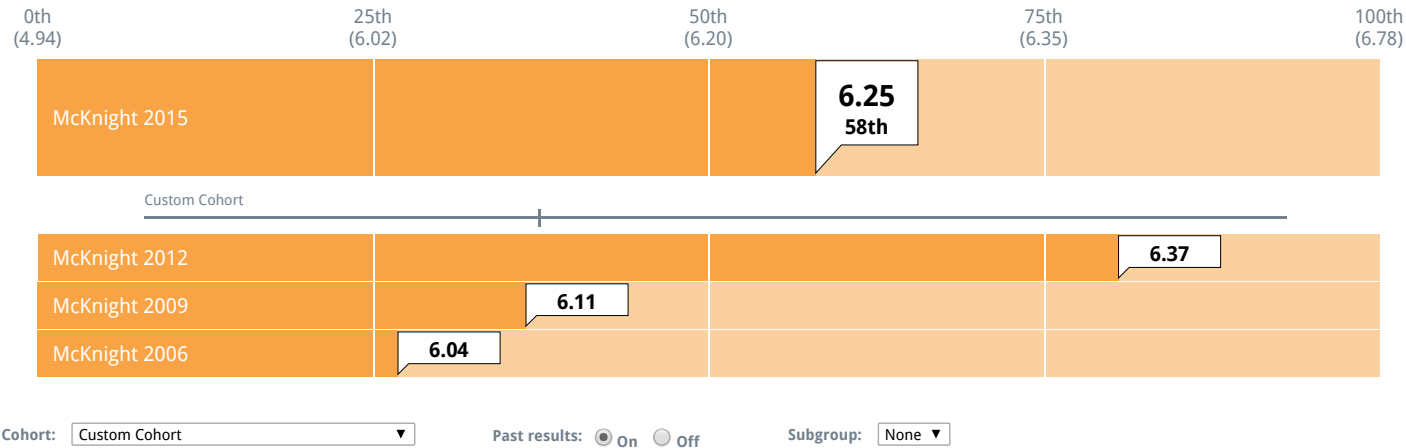
“Overall, how fairly did the Foundation treat you?”

1 = Not at all fairly 7 = Extremely fairly



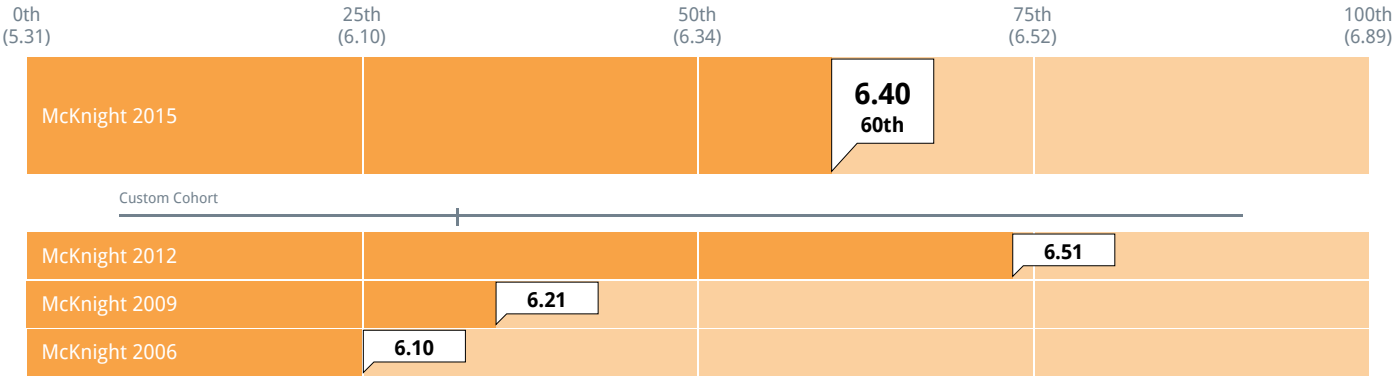
“How comfortable do you feel approaching the Foundation if a problem arises?”

1 = Not at all comfortable 7 = Extremely comfortable



“Overall, how responsive was the Foundation staff?”

1 = Not at all responsive 7 = Extremely responsive



Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: None ▼

Interaction Patterns

"How often do/did you have contact with your program officer during this grant?"

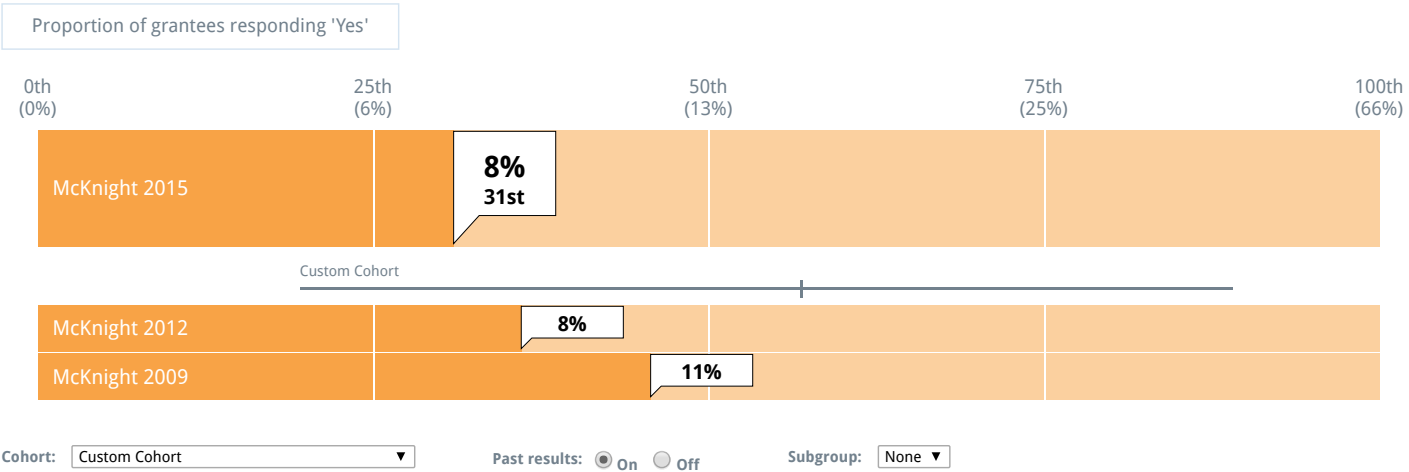
Frequency of Contact with Program Officer (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	McKnight 2006	Average Funder	Custom Cohort
Weekly or more often	2%	0%	1%	0%	3%	2%
A few times a month	5%	8%	4%	5%	11%	9%
Monthly	11%	10%	9%	7%	14%	16%
Once every few months	65%	64%	58%	54%	51%	57%
Yearly or less often	16%	18%	29%	34%	22%	16%

"Who most frequently initiated the contact you had with your program officer?"

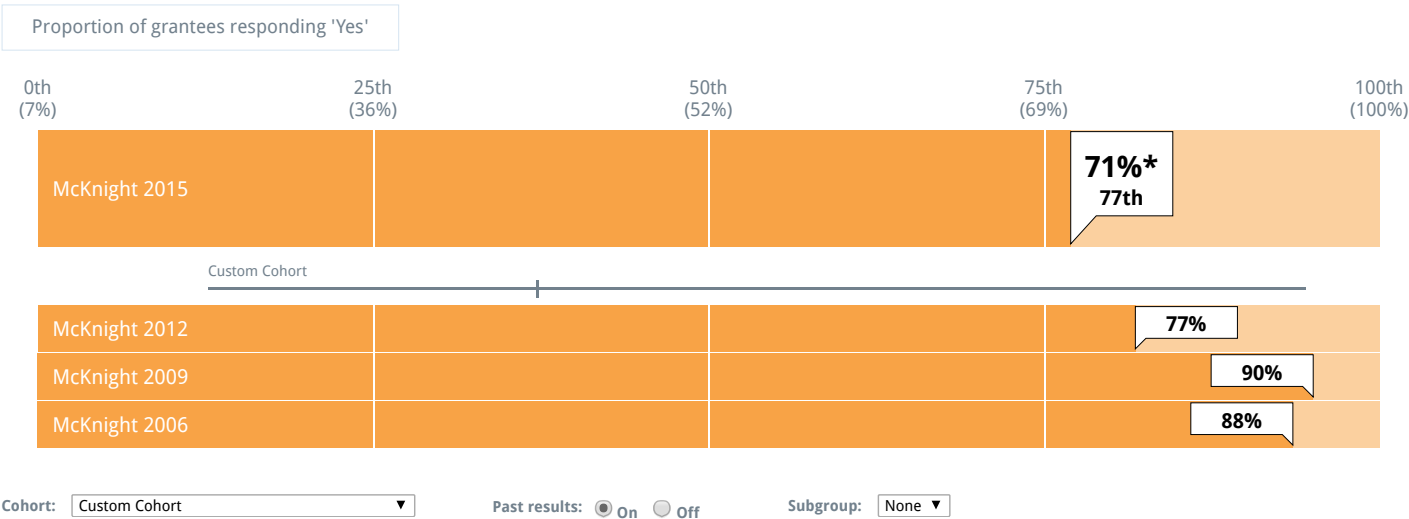
Initiation of Contact with Program Officer (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	McKnight 2006	Average Funder	Custom Cohort
Program Officer	6%	5%	11%	10%	15%	12%
Both of equal frequency	48%	45%	45%	38%	49%	49%
Grantee	47%	50%	44%	52%	36%	39%

Contact Change and Site Visits

“Has your main contact at the Foundation changed in the past six months?”



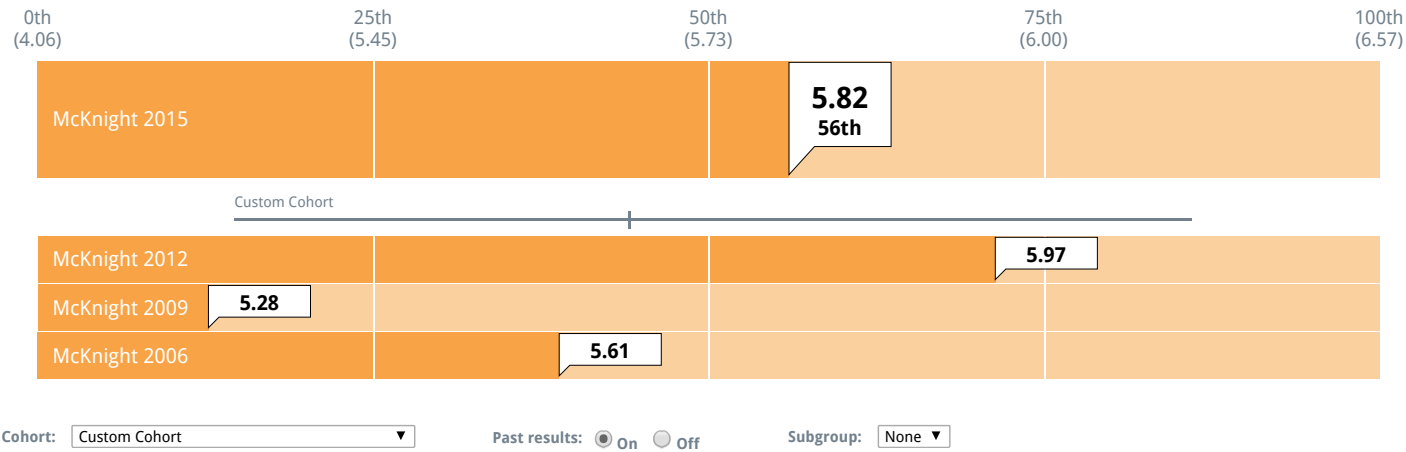
“Did the Foundation conduct a site visit during the course of this grant?”



Foundation Communication

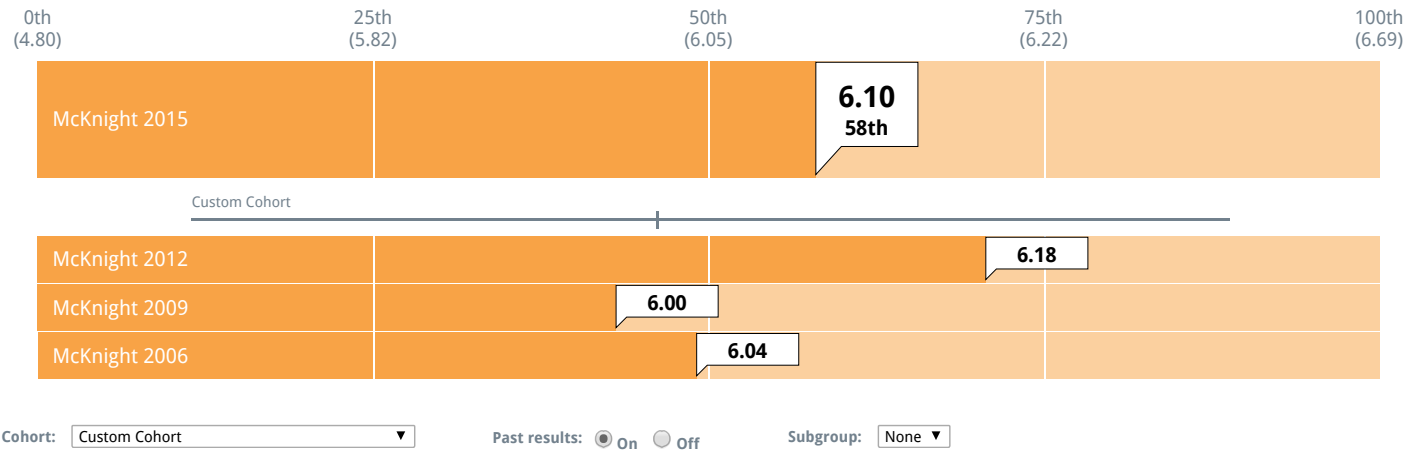
“How clearly has the Foundation communicated its goals and strategy to you?”

1 = Not at all clearly 7 = Extremely clearly



“How consistent was the information provided by different communications resources, both personal and written, that you used to learn about the Foundation?”

1 = Not at all consistent 7 = Completely consistent

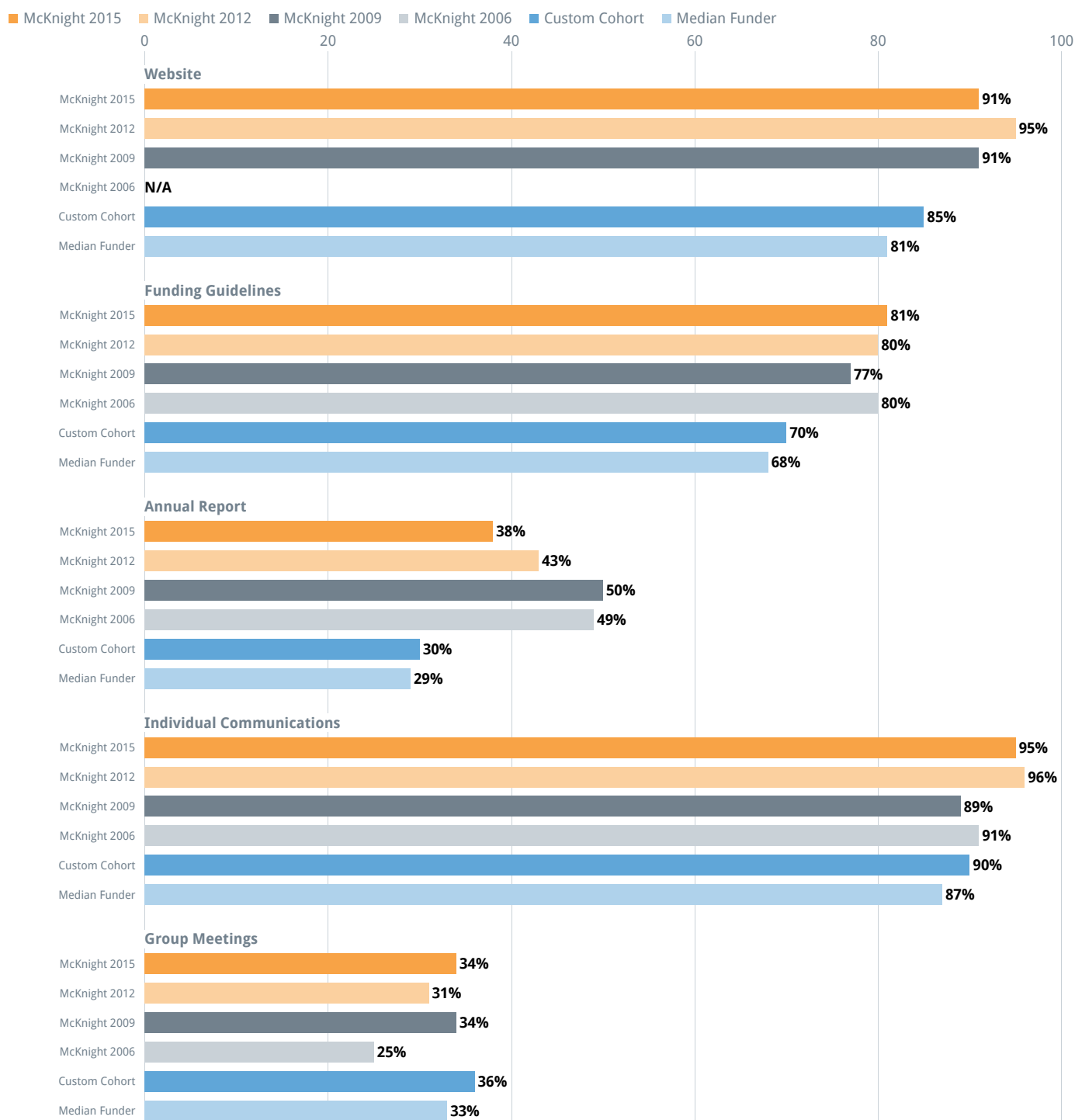


Communication Resources

Grantees were asked whether they used each of the following communications resources from McKnight and how helpful they found each resource. This chart shows the proportion of grantees who have used each resource.

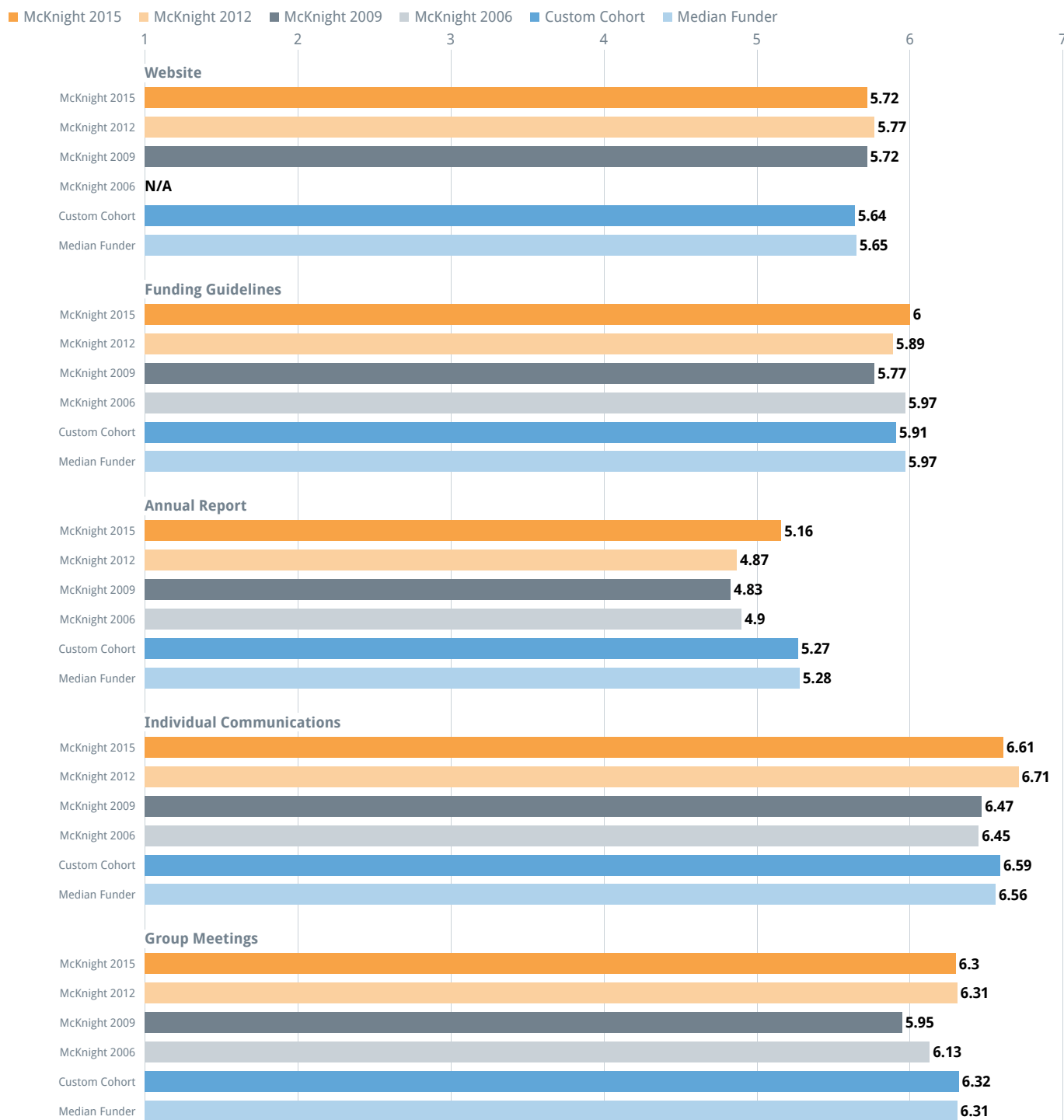
"Please indicate whether you used any of the following resources, and if so how helpful you found each."

Usage of Communication Resources - Overall



The chart below shows the perceived helpfulness of each resource, where 1 = "Not at all helpful" and 7 = "Extremely helpful."

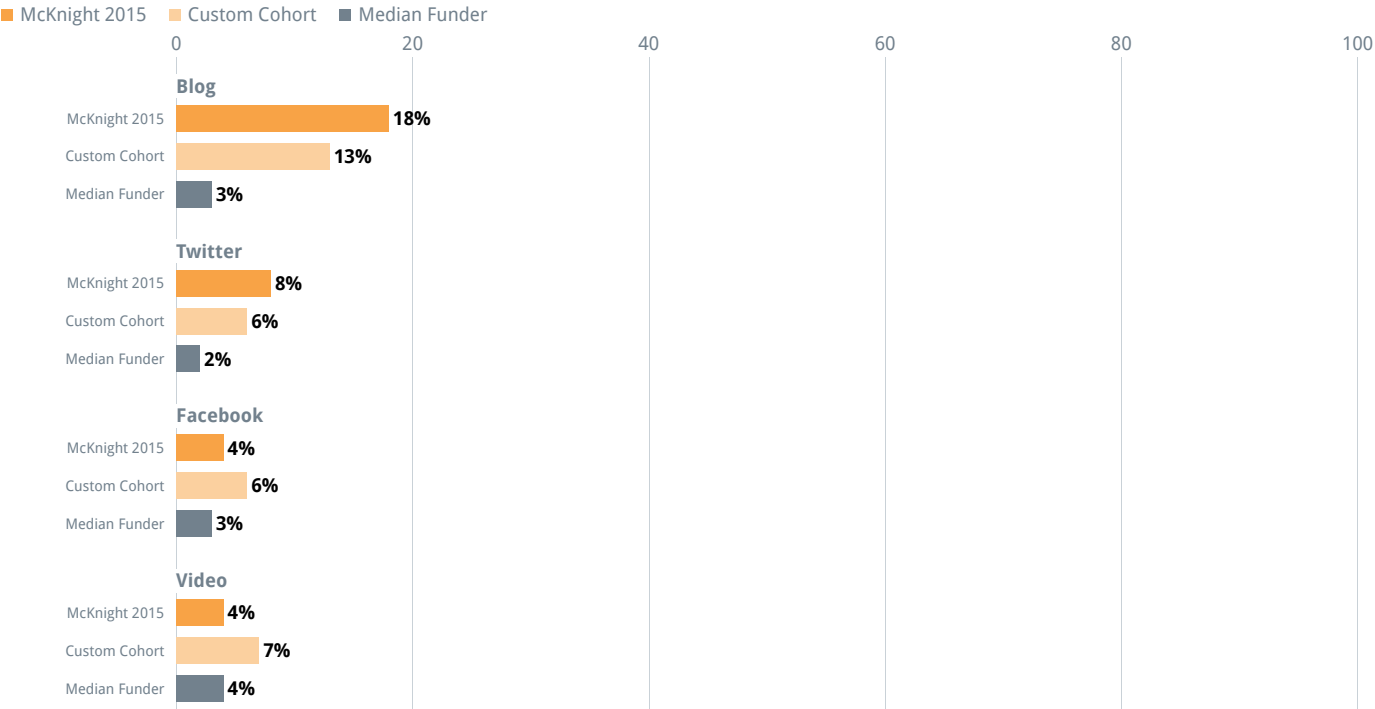
Helpfulness of Communication Resources - Overall



Social Media

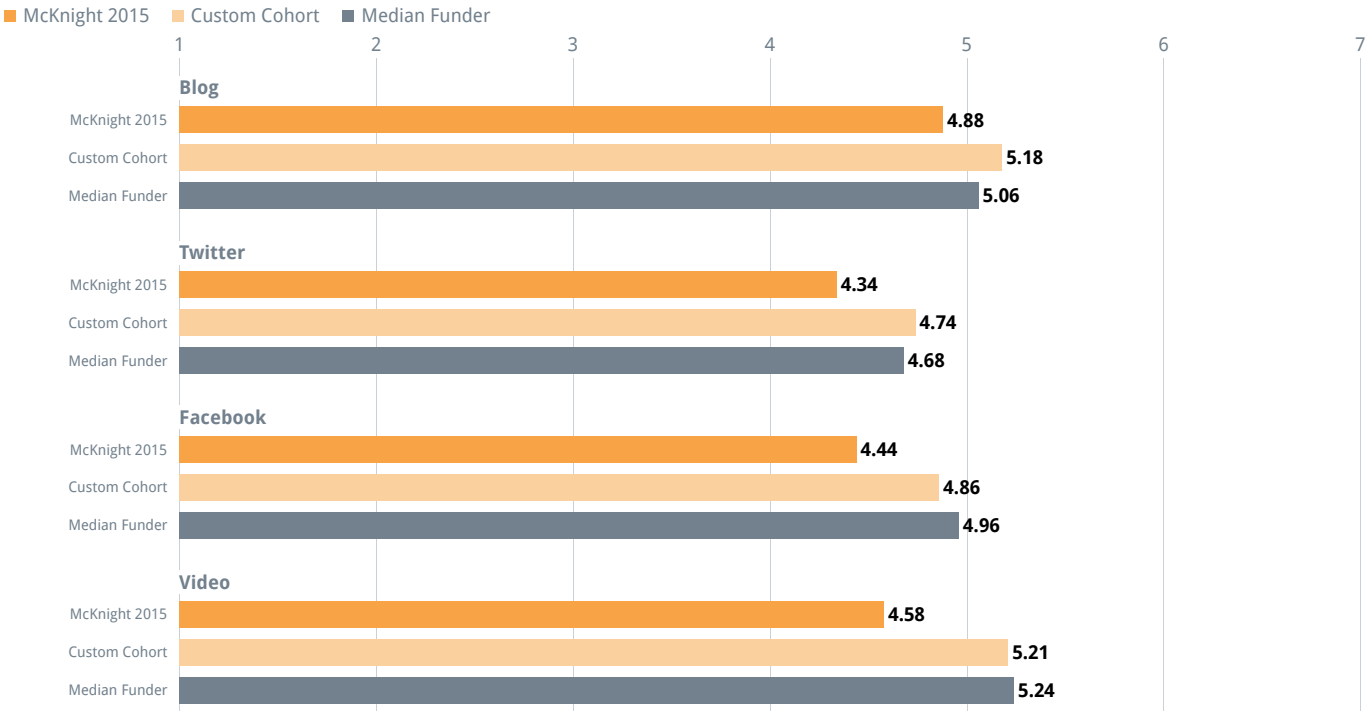
Grantees were asked whether they used each of the following communications resources from McKnight and how helpful they found each resource. This chart shows the proportion of grantees who have used each resource.

Usage of Social Media Resources - Overall



The chart below shows the perceived helpfulness of each resource, where 1 = "Not at all helpful" and 7 = "Extremely helpful."

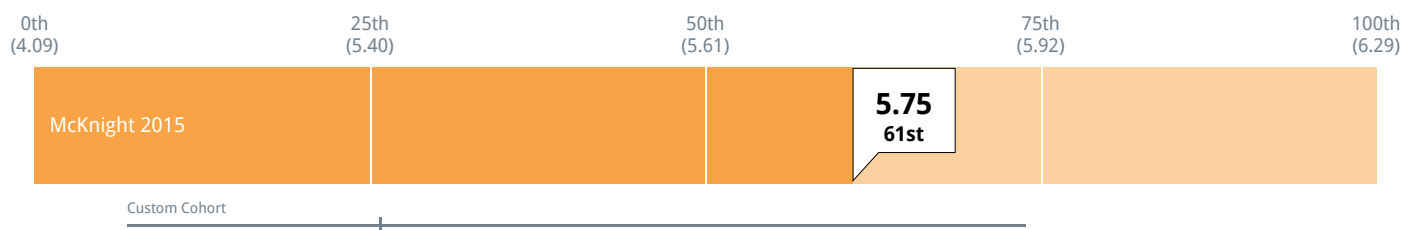
Helpfulness of Social Media Resources - Overall



Funder Transparency

"Overall how transparent is the Foundation with your organization?"

1 = Not at all transparent 7 = Extremely transparent



Cohort: Custom Cohort ▼

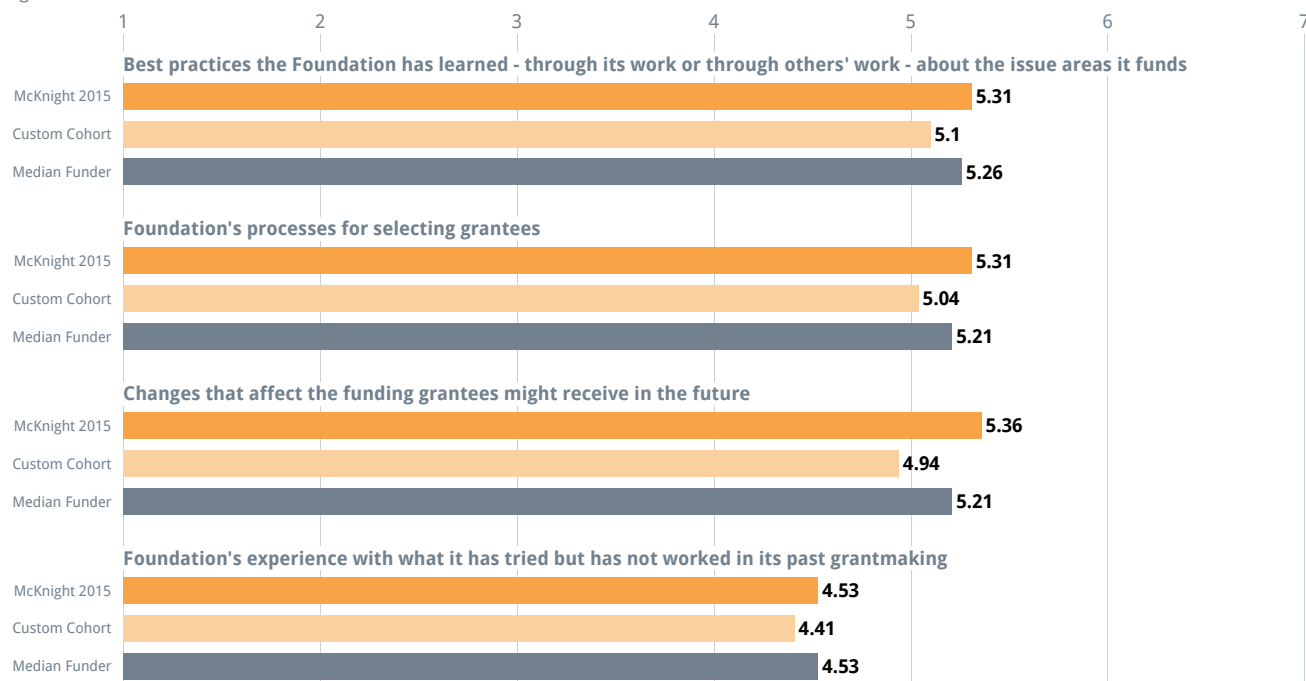
Past results: ☒ On ☐ Off

Subgroup: None ▼

Grantees were asked to rate how transparent McKnight is in the following areas, where 1 = "Not at all transparent" and 7 = "Extremely transparent."

Foundation Transparency - Overall

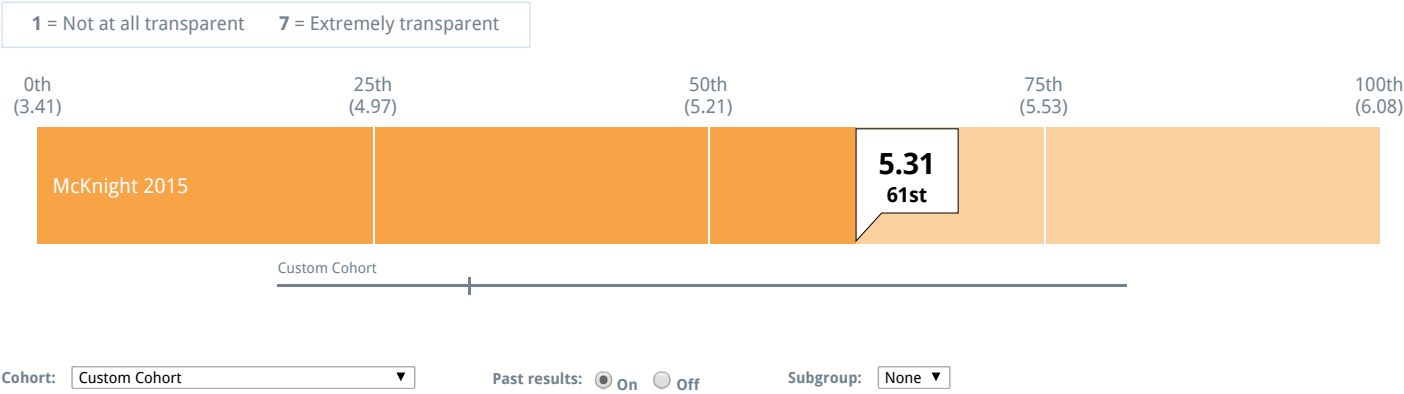
McKnight 2015 Custom Cohort Median Funder



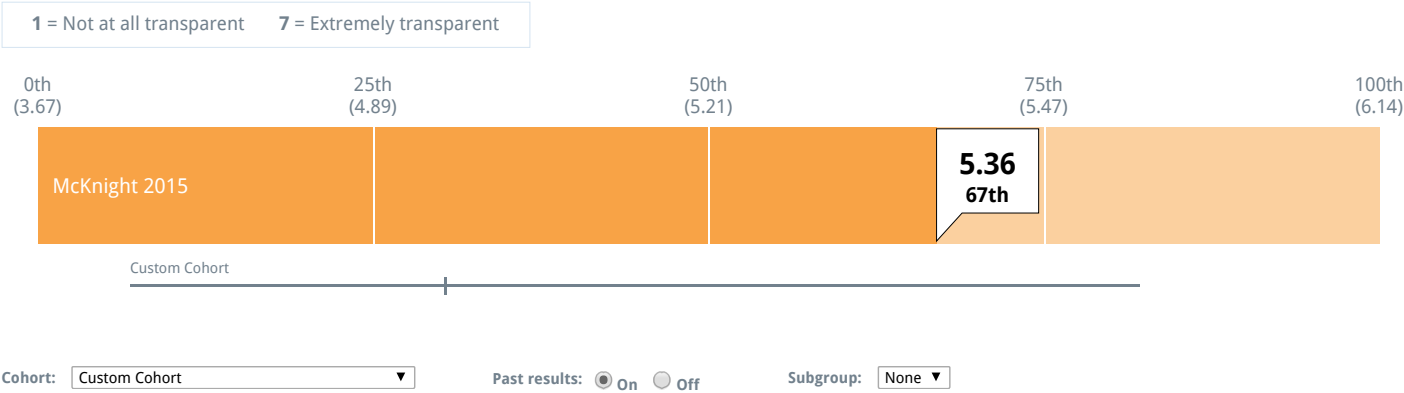
Aspects of Funder Transparency

The charts below show grantee ratings of McKnight's transparency in specific areas of its work.

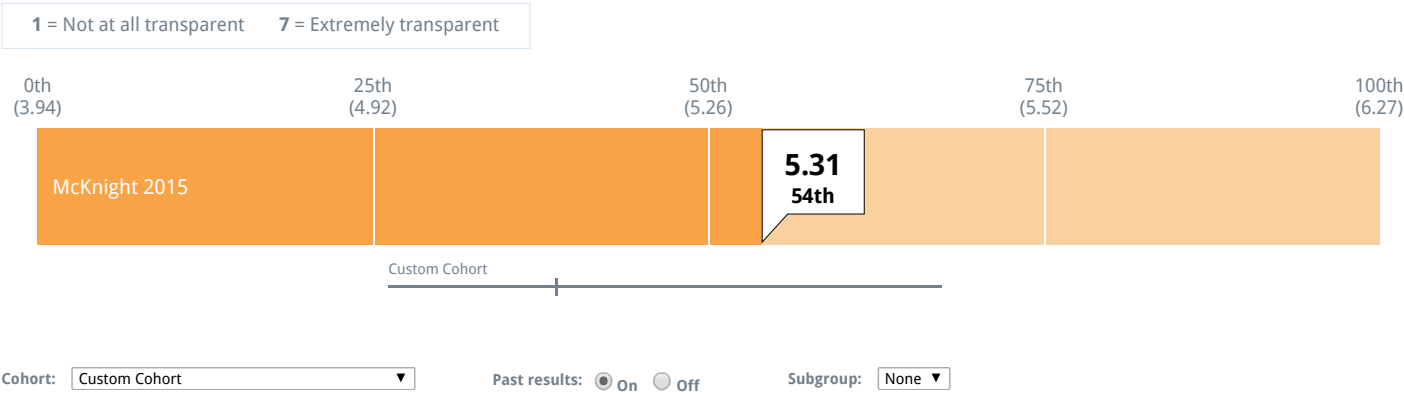
The Foundation's processes for selecting grantees



Any changes that affect the funding your organization might receive in the future

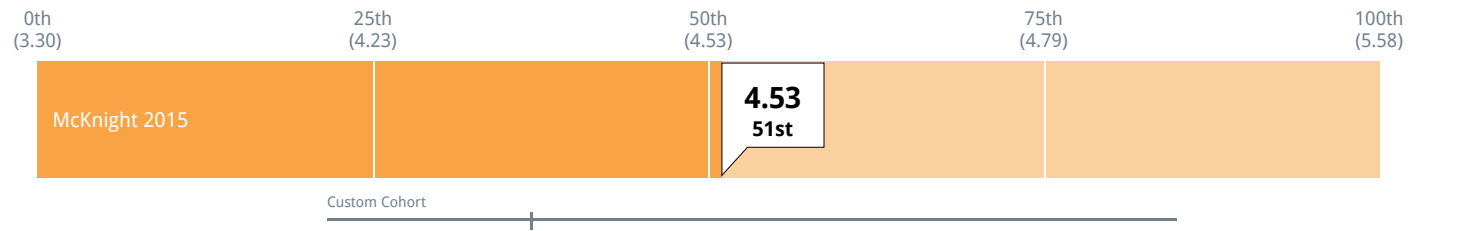


Best practices the Foundation has learned - through its work or through others' work - about the issue areas it funds



The Foundation’s experiences with what it has tried but has not worked in its past grantmaking

1 = Not at all transparent 7 = Extremely transparent



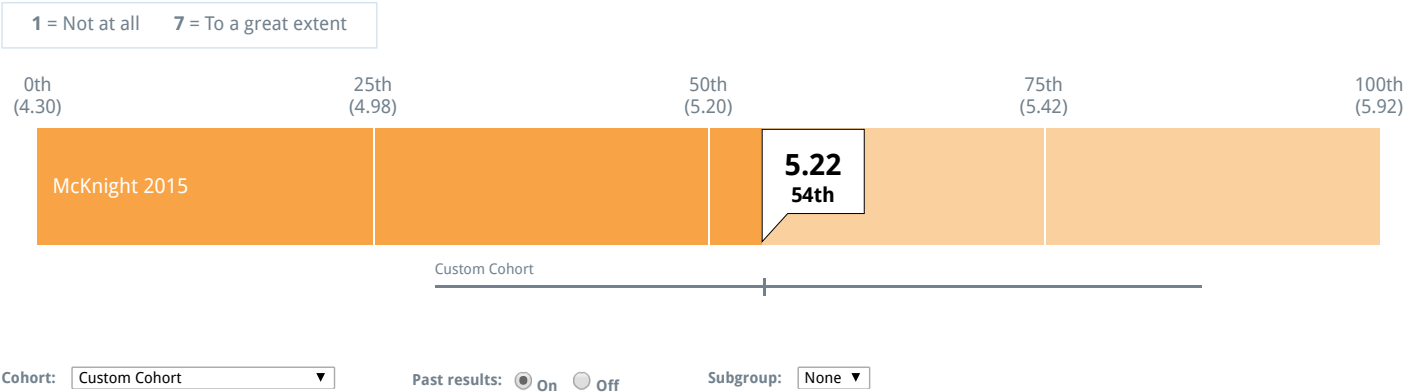
Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: None ▼

Openness to Ideas about Strategy

"To what extent is the Foundation open to ideas from grantees about its strategy?"



McKnight-Specific Questions

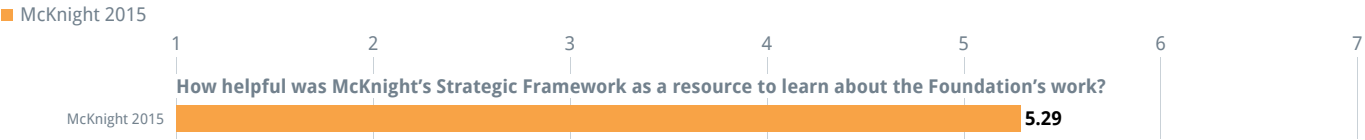
"Are you aware of McKnight's Strategic Framework for 2015 through 2017?"

Are you aware of McKnight's Strategic Framework for 2015 through 2017? (Overall)	McKnight 2015
Yes	56%
No	44%

"How helpful was McKnight's Strategic Framework as a resource to learn about the Foundation's work?"

(1 = Not at all helpful, 7 = Extremely helpful)

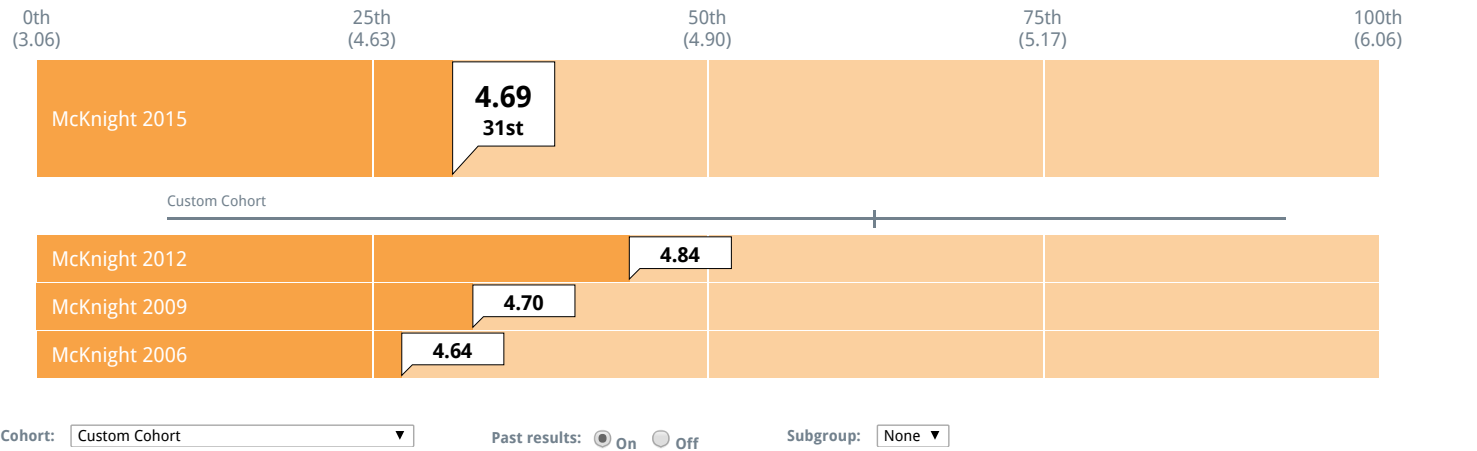
Helpfulness of Strategic Framework - Overall



GRANT PROCESSES

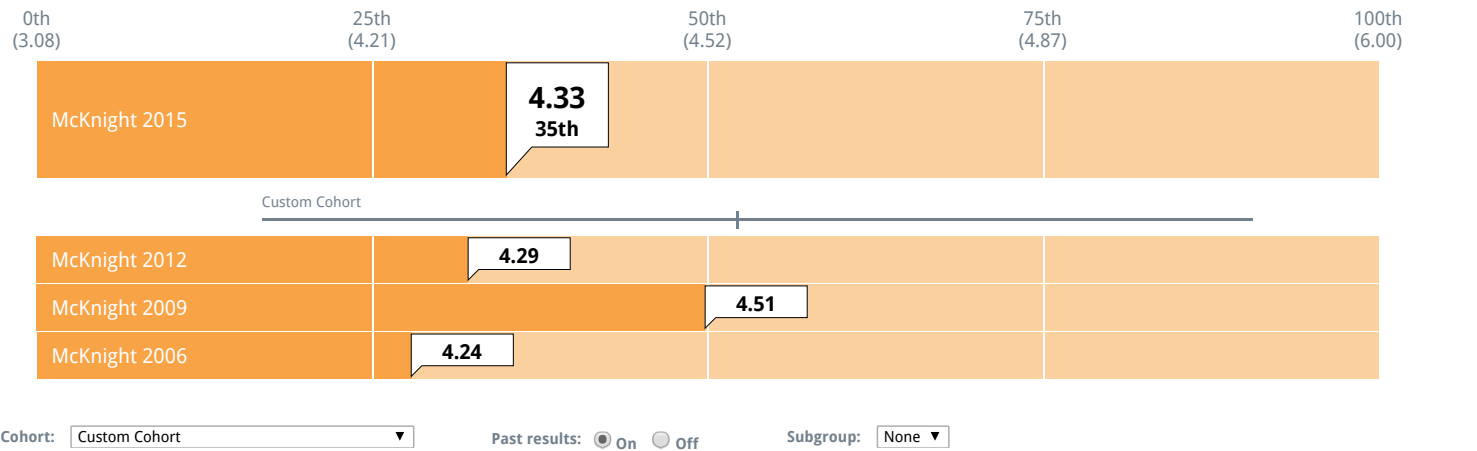
“How helpful was participating in the Foundation’s selection process in strengthening the organization/ program funded by the grant?”

1 = Not at all helpful 7 = Extremely helpful



“How helpful was participating in the Foundation’s reporting/evaluation process in strengthening the organization/program funded by the grant?”

1 = Not at all helpful 7 = Extremely helpful

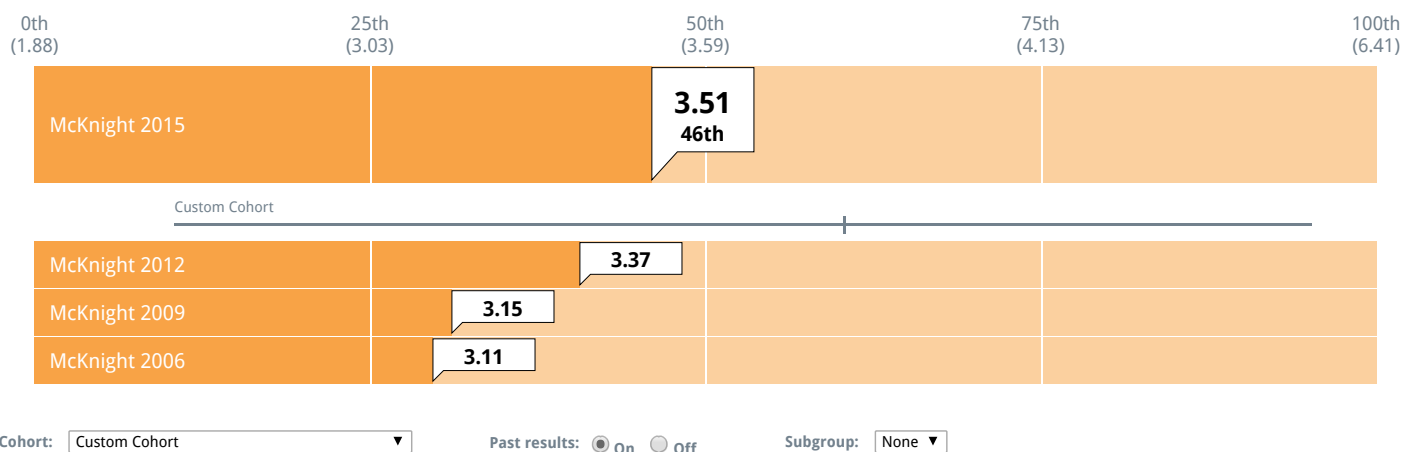


Selection Process

Did you submit a proposal for this grant? (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	McKnight 2006	Average Funder	Custom Cohort
Submitted a Proposal	98%	96%	98%	98%	93%	96%
Did Not Submit a Proposal	2%	4%	2%	2%	7%	4%

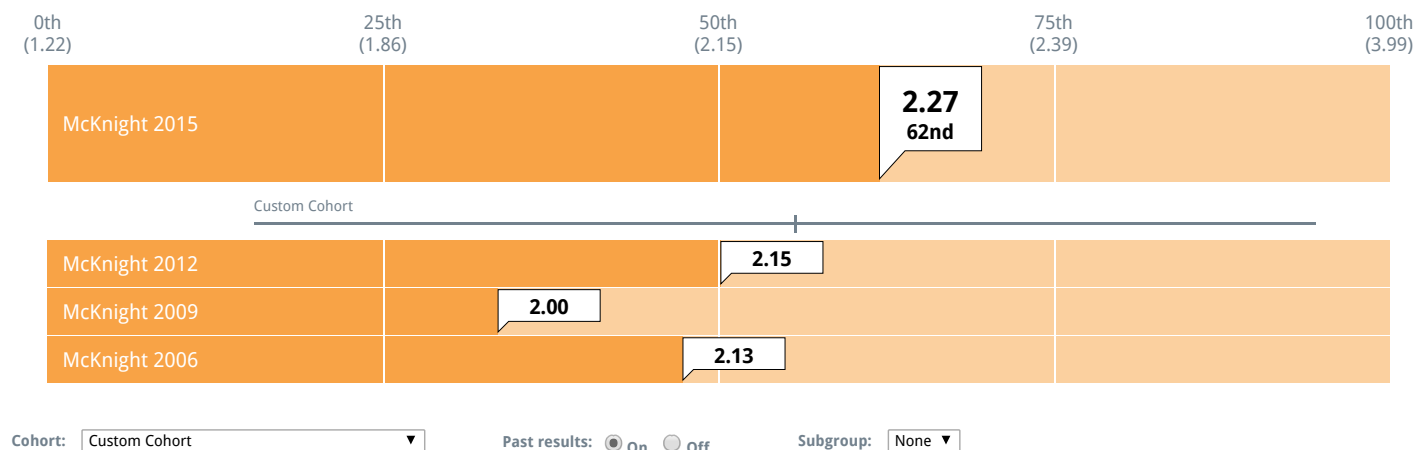
"How involved was the Foundation staff in the development of your proposal?"

1 = No involvement 7 = Substantial involvement



"As you developed your grant proposal, how much pressure did you feel to modify your organization's priorities in order to create a grant proposal that was likely to receive funding?"

1 = No pressure 7 = Significant pressure



Time Between Submission and Clear Commitment

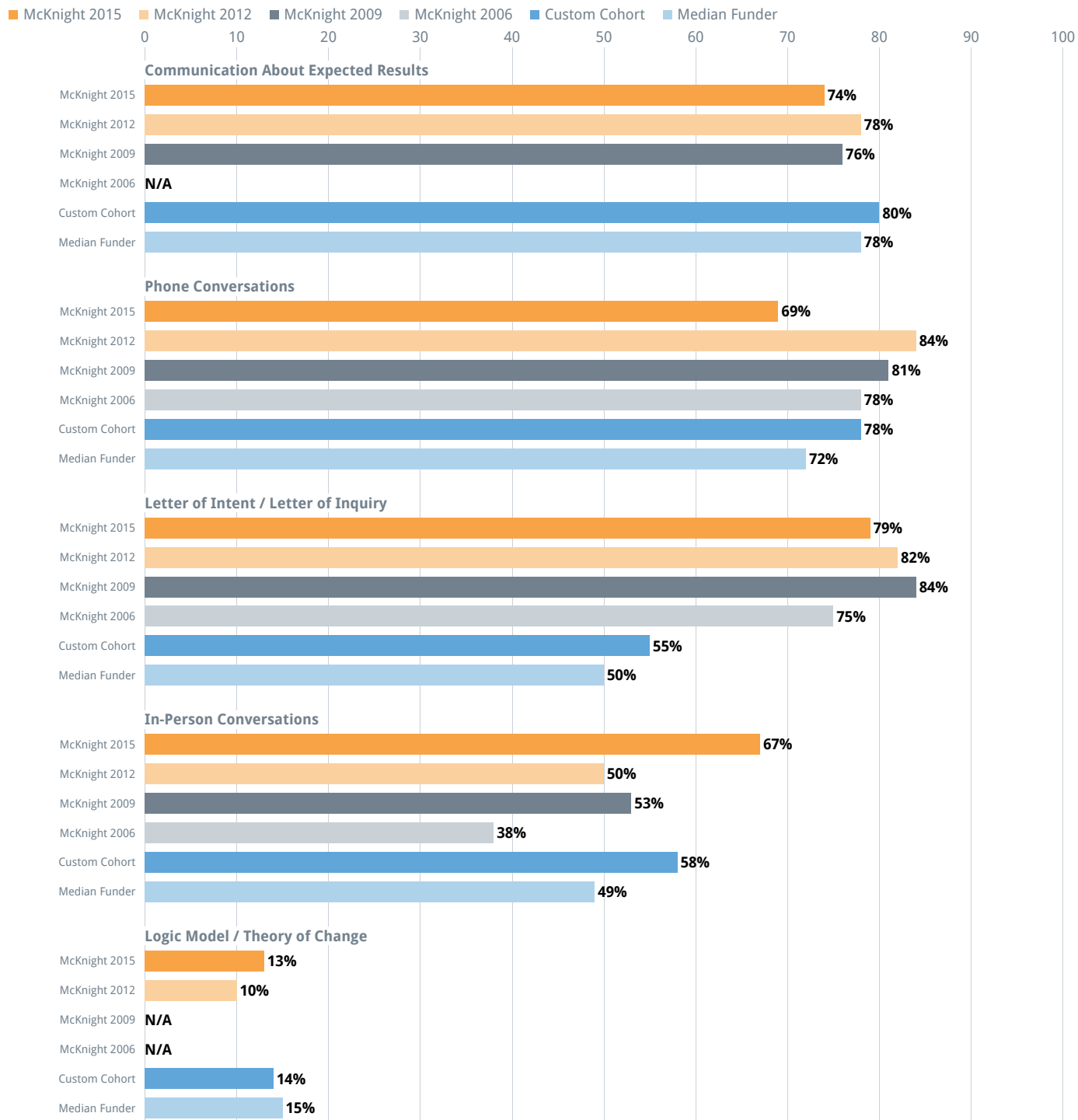
“How much time elapsed from the submission of the grant proposal to clear commitment of funding?”

Time Elapsed from Submission of Proposal to Clear Commitment of Funding (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	McKnight 2006	Average Funder	Custom Cohort
Less than 1 month	1%	1%	0%	1%	6%	6%
1 - 3 months	54%	57%	54%	49%	55%	53%
4 - 6 months	41%	38%	43%	45%	30%	32%
7 - 9 months	3%	2%	3%	2%	5%	6%
10 - 12 months	1%	1%	0%	2%	2%	2%
More than 12 months	1%	0%	0%	1%	2%	2%

Selection Process Activities

"Which selection/proposal process activities were a part of your process?"

Selection Process Activities



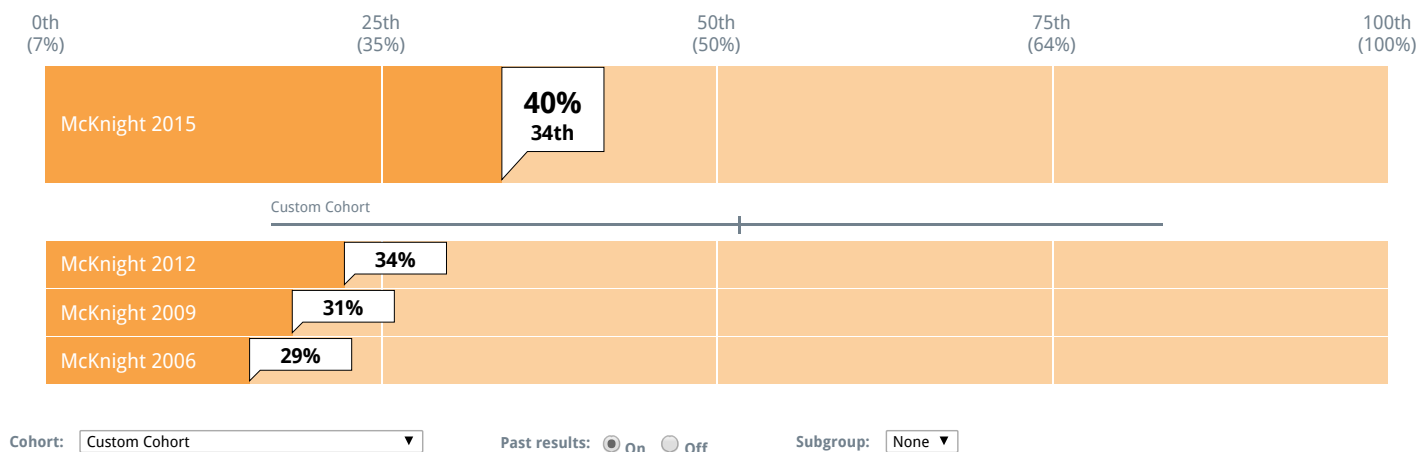
Reporting and Evaluation Process

Participation in Reporting and/or Evaluation Processes (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	McKnight 2006	Average Funder	Custom Cohort
Participated in a reporting and/or evaluation process	54%	56%	59%	63%	57%	54%
There will be a report/evaluation but it has not occurred yet	42%	41%	37%	36%	34%	39%
There was/will be no report/evaluation	3%	3%	2%	1%	5%	4%
Don't know	1%	1%	2%	1%	4%	3%

Involved External Evaluator in Reporting/Evaluation Process (Overall)	McKnight 2015	McKnight 2012	Average Funder	Custom Cohort
Yes	10%	14%	20%	18%
No	90%	86%	80%	82%

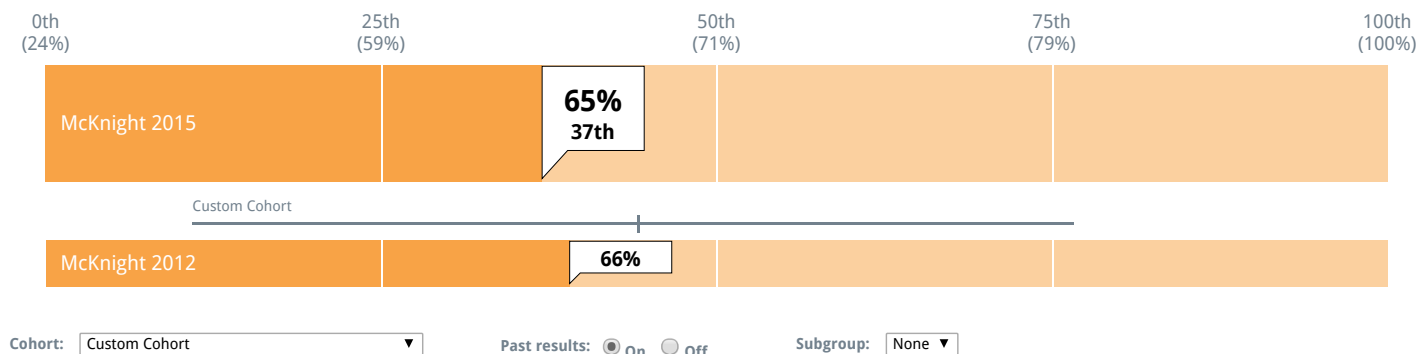
"After submission of your report/evaluation, did the Foundation or the evaluator discuss it with you?"

Proportion responding 'Yes'



"At any point during the application or the grant period, did the Foundation and your organization exchange ideas regarding how your organization would assess the results of the work funded by this grant?"

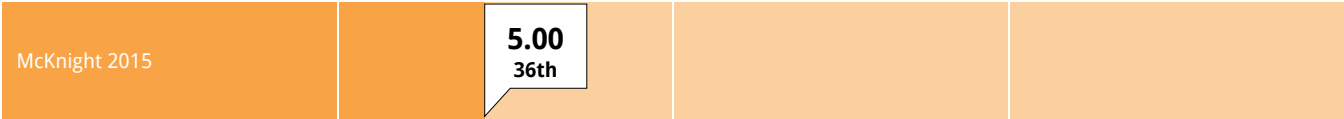
Proportion responding 'Yes'



"How helpful has the Foundation been to your organization's ability to assess progress towards your organization's goals?"

1 = Not at all helpful 7 = Extremely helpful

0th (3.75) 25th (4.88) 50th (5.06) 75th (5.31) 100th (5.94)



Cohort: Custom Cohort ▼

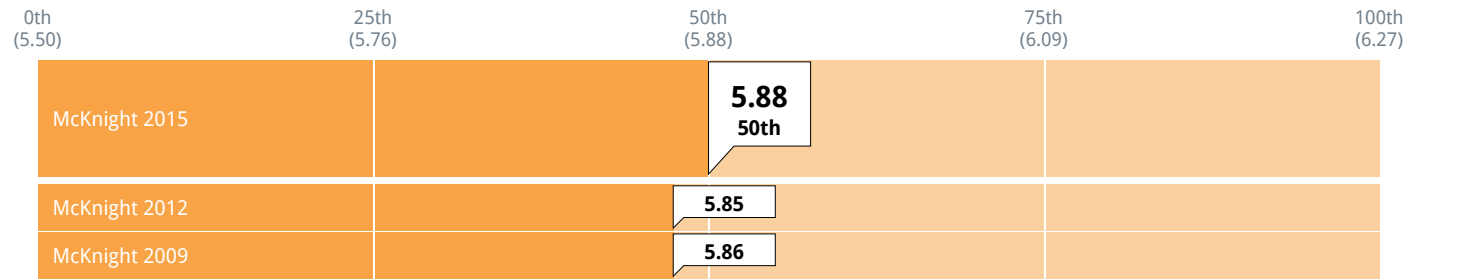
Past results: ☒ On ☐ Off

Subgroup: None ▼

McKnight-Specific Questions

"How clearly do you understand the specific results the Foundation expects to achieve through the work funded by this grant?"

1 = Not at all clearly 7 = Extremely clearly

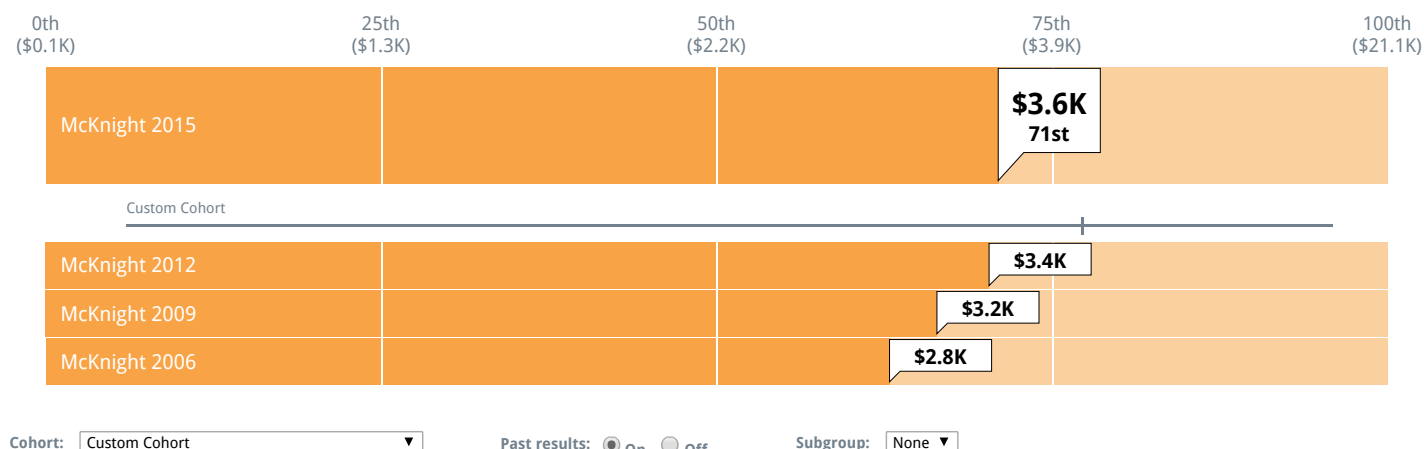


Cohort: None ▾ Past results: ☒ On ☐ Off Subgroup: None ▾

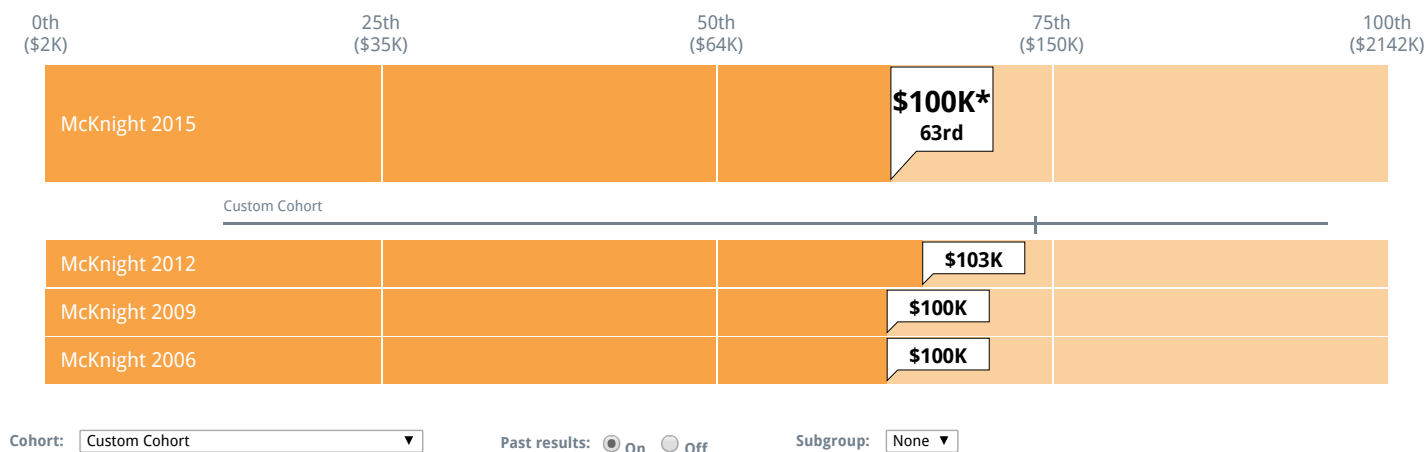
DOLLAR RETURN AND TIME SPENT ON PROCESSES

Dollar Return: Median grant dollars awarded per process hour required

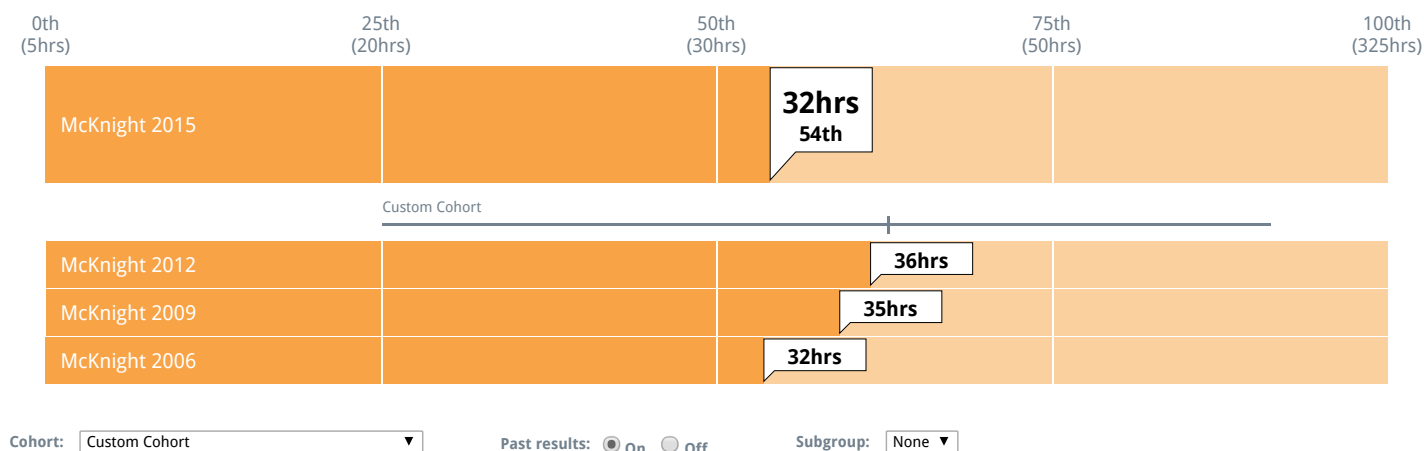
Includes total grant dollars awarded and total time necessary to fulfill the requirements over the lifetime of the grant



Median Grant Size

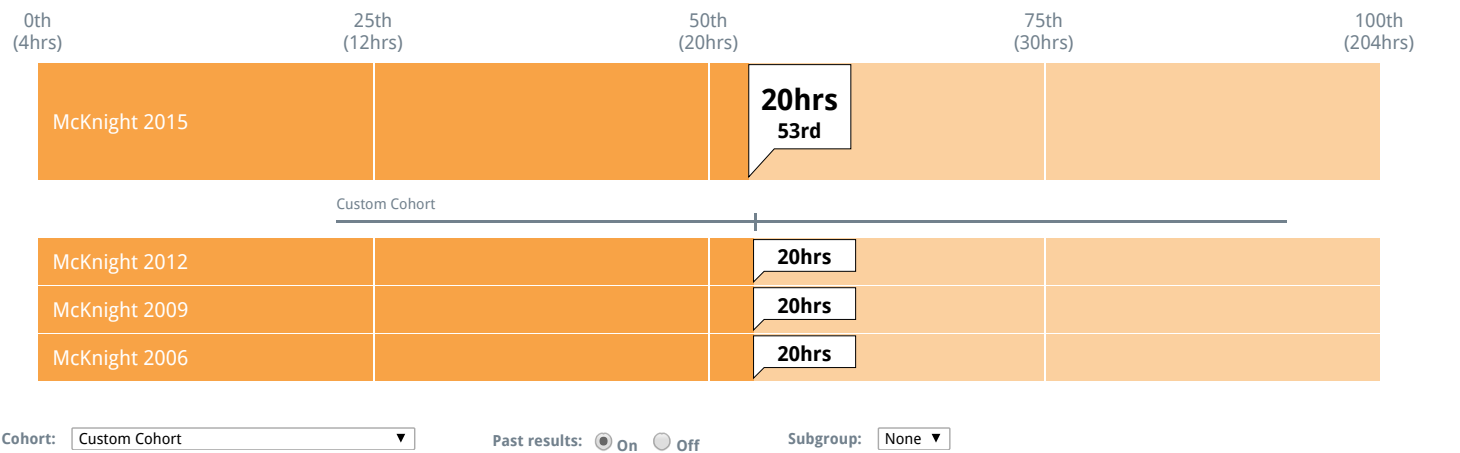


Median hours spent by grantees on funder requirements over grant lifetime



Time Spent on Selection Process

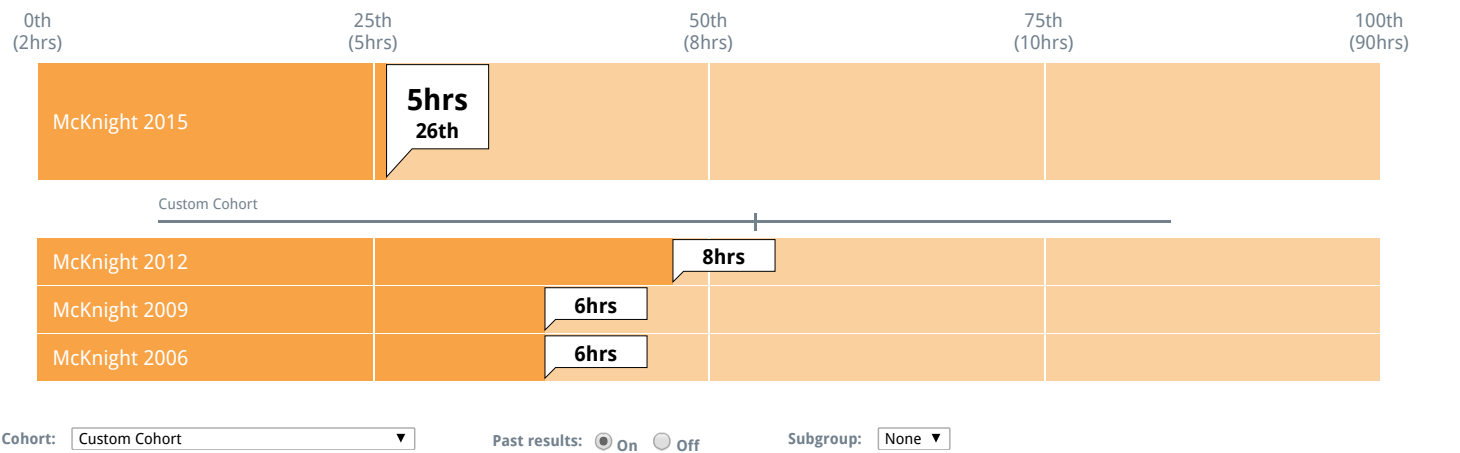
Median Hours Spent on Proposal and Selection Process



Time Spent On Proposal And Selection Process (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	McKnight 2006	Average Funder	Custom Cohort
1 to 9 hours	13%	10%	17%	12%	23%	16%
10 to 19 hours	27%	24%	23%	27%	22%	20%
20 to 29 hours	24%	24%	24%	20%	17%	19%
30 to 39 hours	9%	12%	9%	12%	8%	9%
40 to 49 hours	13%	13%	13%	14%	11%	16%
50 to 99 hours	11%	13%	12%	12%	10%	12%
100 to 199 hours	3%	2%	2%	2%	6%	7%
200+ hours	1%	2%	0%	2%	3%	2%

Time Spent on Reporting and Evaluation Process

Median Hours Spent on Monitoring, Reporting and Evaluation Process Per Year



Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	McKnight 2006	Average Funder	Custom Cohort
1 to 9 hours	67%	58%	63%	61%	55%	55%
10 to 19 hours	22%	26%	20%	19%	19%	22%
20 to 29 hours	6%	10%	8%	11%	10%	10%
30 to 39 hours	1%	2%	3%	2%	4%	3%
40 to 49 hours	2%	2%	3%	1%	3%	3%
50 to 99 hours	2%	0%	3%	2%	5%	4%
100+ hours	0%	1%	1%	3%	4%	3%

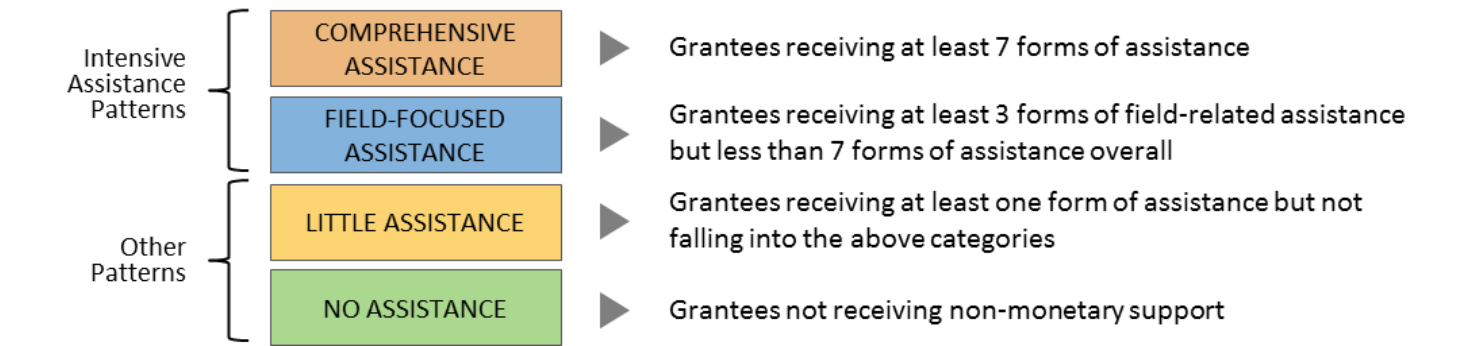
NON-MONETARY ASSISTANCE

Non-Monetary Assistance Patterns

Grantees were asked to indicate whether they had received any of the following fourteen types of assistance provided directly or paid for by the Foundation.

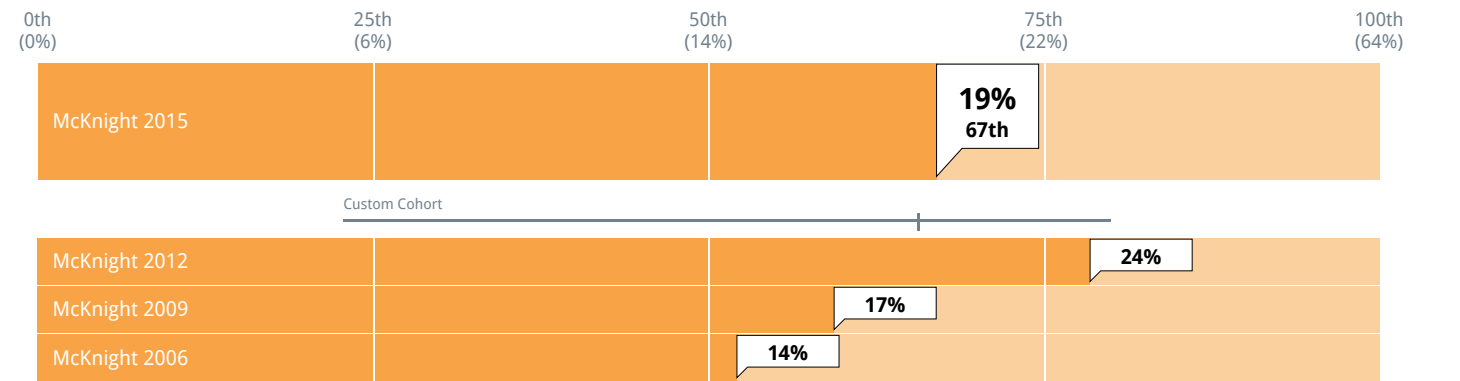
Management Assistance	Field-Related Assistance	Other Assistance
General management advice	Encouraged/facilitated collaboration	Board development/governance assistance
Strategic planning advice	Insight and advice on your field	Information technology assistance
Financial planning/accounting	Introductions to leaders in field	Communications/marketing/publicity assistance
Development of performance measures	Provided research or best practices	Use of Foundation facilities
	Provided seminars/forums/convenings	Staff/management training

Based on their responses, CEP categorized grantees by the pattern of assistance they received. CEP’s analysis shows that providing three or fewer assistance activities is often ineffective; it is only when grantees receive one of the two intensive patterns of assistance described below that they have a substantially more positive experience compared to grantees receiving no assistance.



Non-Monetary Assistance Patterns (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	McKnight 2006	Average Funder	Custom Cohort
Comprehensive	5%	4%	2%	3%	6%	6%
Field-focused	15%	20%	15%	12%	9%	12%
Little	43%	41%	35%	35%	37%	40%
None	37%	35%	48%	51%	47%	42%

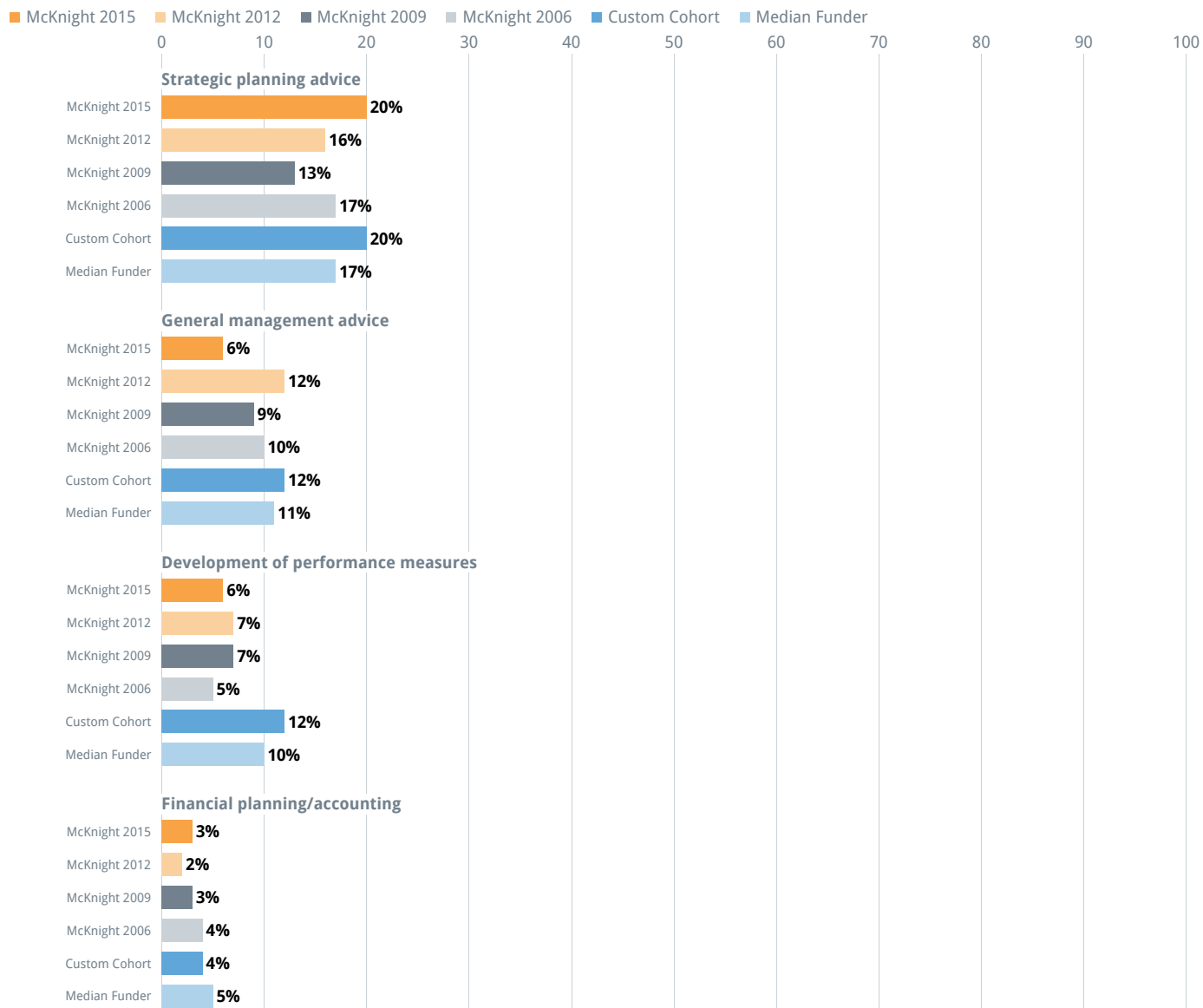
Proportion of grantees that received field-focused or comprehensive assistance



Management Assistance Activities

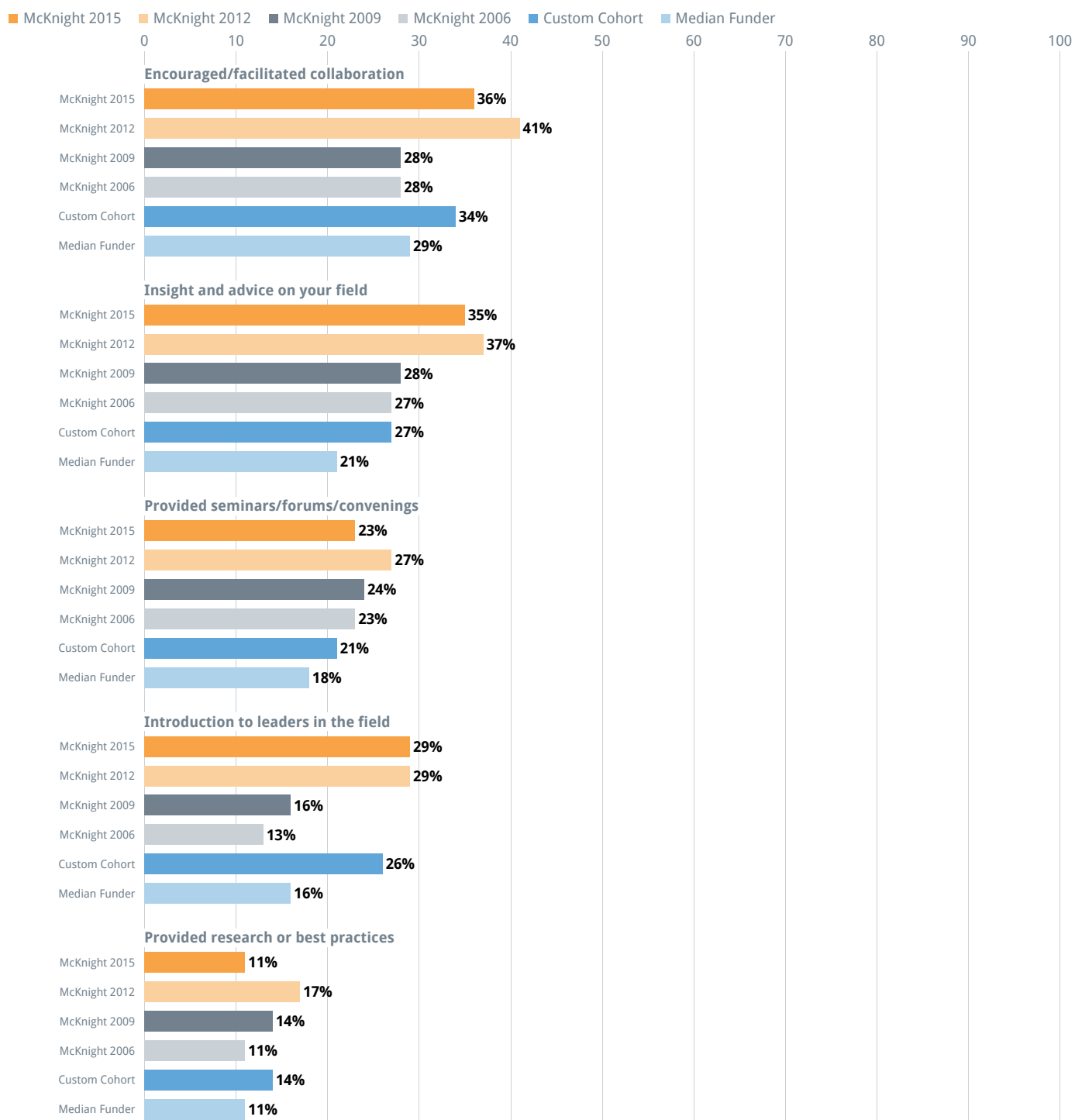
"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by the Foundation) associated with this funding."

Percentage of Grantees that Received Management Assistance



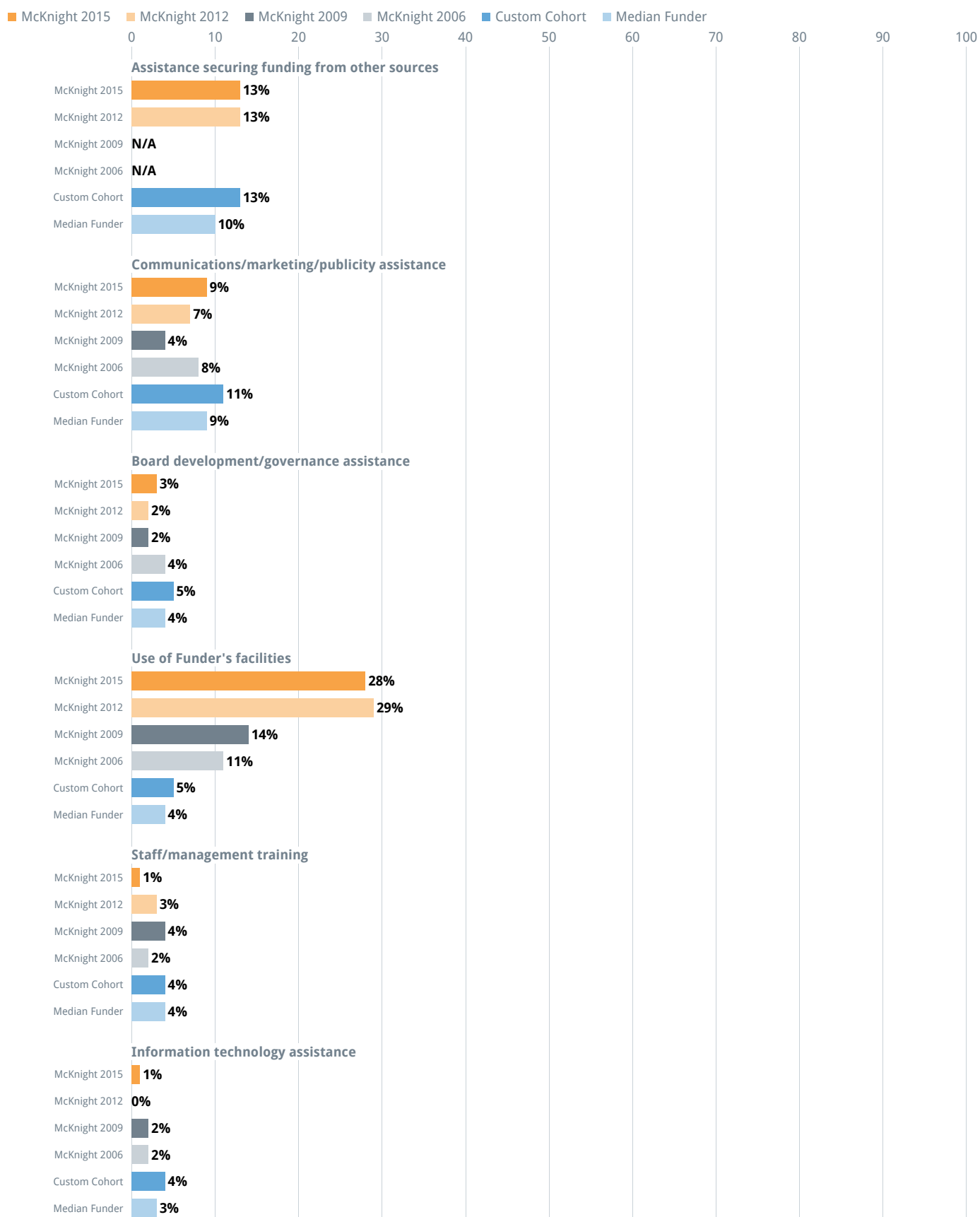
Field-Related Assistance Activities

Percentage of Grantees that Received Field-Related Assistance



Other Assistance Activities

Percentage of Grantees that Received Other Assistance



McKnight-Specific Questions

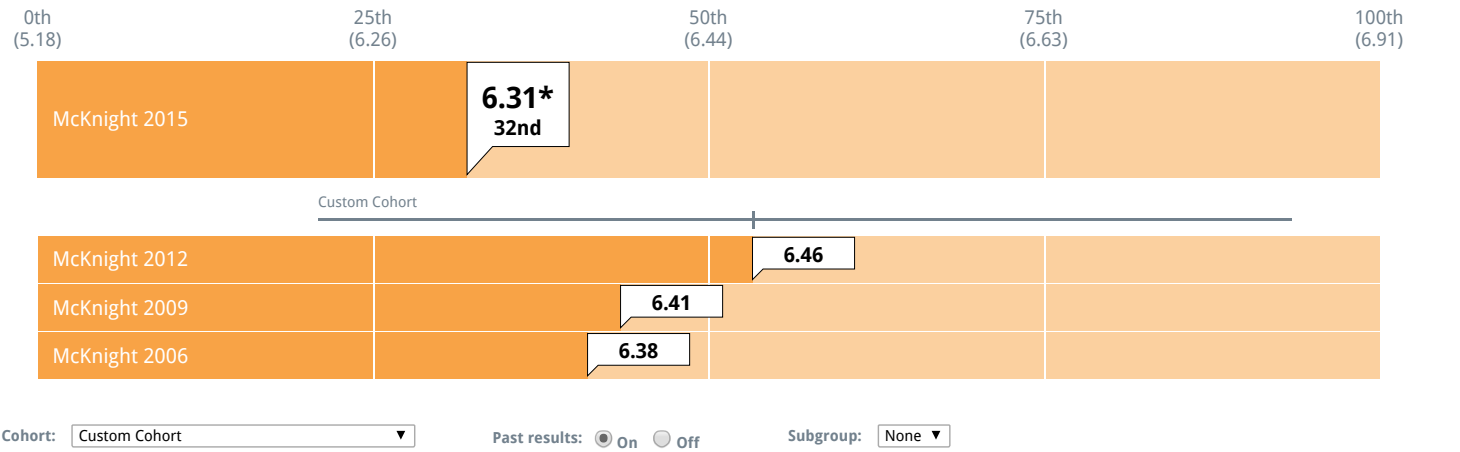
"Who provided the non-monetary assistance you received?"

Who provided the non-monetary assistance you received? (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	McKnight 2006	Average Funder	Custom Cohort
Foundation staff provided all/most assistance	81%	75%	70%	60%	69%	70%
Foundation staff and third party provided equal amounts of assistance	11%	11%	19%	32%	19%	17%
Third party provided all/most assistance	8%	14%	11%	8%	12%	14%

MCKNIGHT-SPECIFIC QUESTIONS

"Overall, how satisfied are you with your experience with the Foundation?"

1 = Very dissatisfied 7 = Extremely satisfied



"Are you more satisfied with the Foundation this year than you were last year?"

Are you more satisfied with the Foundation this year than you were last year? (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	McKnight 2006	Average Funder	Custom Cohort
Yes, I am more satisfied	20%	20%	19%	27%	26%	21%
I am similarly satisfied	73%	71%	71%	67%	70%	77%
No, I am less satisfied	7%	9%	9%	5%	4%	2%

Collecting Information on your Grant

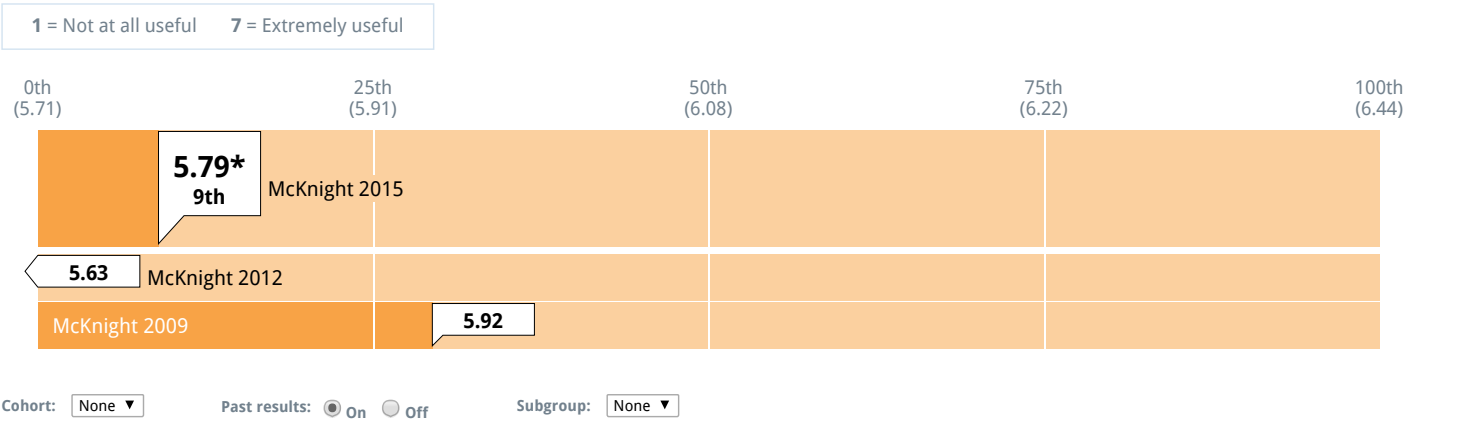
"The following questions refer to any information collected to measure the specific results of the work funded by this grant. These types of information may include:

- Logic Model/Theory of Change
- Formal evaluation plan
- Information or description of the progress of the work
- Written information about successes or failures in the work
- Quantitative or qualitative data indicating usage of services/research
- Stories of impact the work has had on individual(s), communities, or fields
- Quantitative or qualitative information indicating systemic changes resulting from your work
- Cost per participant or recipient"

"Do you collect information to measure the specific results of the work funded by this grant?"

Proportion of grantees collecting information to measure specific results (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	Average Funder
Yes	90%	92%	94%	87%
No	10%	8%	6%	13%

"How useful is the information you collect in understanding whether you are achieving the specific results of the work funded by this grant?"



"Why did you begin collecting information used to measure the specific results of the work funded by this grant?"

Why did you collecting information to measure specific results of grant-funded work? (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	Average Funder
We thought it would be useful	68%	66%	65%	70%
We previously collected but added/modified collection to fit Foundation requirements	22%	26%	25%	21%
We began collecting only because Foundation required it	4%	3%	1%	5%
We began collecting only because another funder required it	4%	3%	3%	2%
We began collecting because of other requirements	2%	3%	5%	3%

"Does the Foundation provide support for your efforts to collect this grant?"

Does the Foundation provide support for your efforts to collect this information? (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	Average Funder
Yes, this grant provides financial support	18%	17%	24%	24%
Yes, non-monetary support is provided	8%	6%	10%	12%
Yes, both financial and non-monetary support are provided	6%	6%	7%	11%
No, support is not provided	67%	71%	60%	52%

GRANTEE SUGGESTIONS FOR THE FOUNDATION

Grantees were asked to provide any suggestions for how the Foundation could improve. These suggestions were then categorized by CEP and grouped into the topics below.

To download the full set of grantee comments and suggestions, please refer to the "Downloads" drop-down menu at the top right of your page. Please note that comments have been edited or deleted to protect the confidentiality of respondents.

Proportion of Grantee Suggestions by Topic

Topic of Grantee Suggestion	%
Grantmaking Characteristics	17%
Interactions with Staff	16%
Proposal/Selection Process	12%
Impact on and Understanding of Grantees' Fields	12%
Non-Monetary Assistance	11%
Impact on and Understanding of Grantees' Organizations	10%
Impact on and Understanding of Grantees' Communities	9%
Foundation Communications	5%
Reporting/Evaluation Process	4%
Other Suggestions	3%

Selected Comments

Grantees were asked to provide any suggestions for how the Foundation could improve. These suggestions were then categorized by CEP and grouped into the topics below.

Topic of Grantee Suggestion	Grantee Comment
Grantmaking Characteristics (N=30)	Modify Type of Grants Awarded (N=10): "Devote some percentage of their funds to building the capacity of the organizations they fund (i.e., general operating and/or capacity-building grants)." "Ideally, we would prefer unrestricted general operating support." "Consider special project grants, in addition to annual operational support."
	Increase Length of Grants (N=9): "Provide multi-year funding opportunities to allow for organizations to strategize and position themselves for better growth opportunities." "Funding cycles have been on a two year basis, and positively affecting problems...often requires sustained efforts over a number of...seasons. It would be useful to my organization to have longer grant periods for our work." "Increase multi-year grants over time indexed to the larger economy."
	Increase Size of Grants (N=6): "The consistent funding level is very good, but [our organization] has significantly grown over the past 10 years.... Additional funding would be extremely beneficial." "It is unfortunate that, as programs and projects cost more to design and implement, that Foundation dollars have been reduced substantially.... There was no commensurate reinvestment to restore prior levels."
	Distribute Funds Differently (N=2): "Perhaps the funding pie can be distributed differently, not just according to the annual budget size."
Other Grantmaking Suggestions (N=3)	
Interactions with Staff (N=28)	Increase Frequency of Engagement with Staff (N=11): "I would appreciate regular (quarterly) meetings...instigated by Foundation staff. I think this would help them to better understand our work and long-term goals." "Monthly calls or emails from program contacts checking in during course of grant would be helpful to maintain relationships and ensure best practices." "I would appreciate more communication from the Foundation and more opportunities to connect with them during the grant period."
	Offer More Site Visits (N=6): "In-person meetings and visits are challenging over a large geography, but they are helpful in creating a sense of connection and engagement." "I hope the Foundation will visit our projects and programs in the near future."
	Improve Quality of Interactions with Staff (N=5): "Try to break down barriers of power." "Listen more."
	Reduce Staff Caseload (N=3): "A smaller portfolio of grantees to program officers may allow more one-on-one time with grantees, site visits, etc."
Increase Diversity of Staff (N=2): "In addition, the Foundation would be served well by increasing their staff diversity - at the leadership and board level - and increasing the number of staff who have community experience."	
Other Interactions Suggestions (N=1)	
Proposal/Selection Process (N=21)	Improve and Clarify Selection Process Guidelines (N=8): "Rethink your interpretation of your guidelines based on the field's comment and response." "Funding guidelines could be more flexible." "It might be helpful to know how a grant officer chooses the amount of the grant invited."
	Increase Communications regarding Selection Process (N=5): "It would be helpful if the due dates for full proposals were listed on the website in addition to the due date for the initial inquiry." "Be clearer about deadlines and decisions."
	Streamline Proposal/Selection Process (N=5): "There are some duplicative questions within the online proposal." "It would also be helpful if organizations who receive regular funding could bypass the initial inquiry process and submit only the full proposal."
Other Proposal/Selection Process Suggestions (N=3)	
Impact on and Understanding of Grantees' Fields (N=20)	Modify Approach to Working in Grantees' Fields (N=12): "We would encourage the Foundation to continue to explore ways to link some of their programs together and perhaps even look at...collaboration and funding between McKnight Foundation programs." "The Foundation could do more to seed future innovation.... A paradigm shifting change in view point is needed." "The work is not finished, and I would implore McKnight to keep their hat in the ring longer on the issues [on which they work].... McKnight could be a leader in [emerging] movements."
	Increase Public Policy Influence (N=5): "Continue and enhance where possible funding to build capacity...to do public policy advocacy, including at the federal level." "Stronger engagement in influencing others, particularly government."
Other Field Impact Suggestions (N=3)	

Non-Monetary Assistance (N=19)	Encourage More Cross-Grantee Collaboration and Convenings (N=7): "If the Foundation were slightly more proactive in making connections between grantees or between grantees and other funding sources, that could help our work move forward." "They do quite a bit with grantee convenings, but I think there is room for even more to ensure that learnings are shared across grantees and that everyone has the benefit of a broader vantage point on what is going on and what's working in the region."
	Offer Trainings to Grantees (N=3): "If organizational training could be added to general operating fund grants, I think that would be a valuable way to support the growth and stabilization of the...organizations McKnight supports."
	Inform Grantees about Opportunities for Non-Monetary Assistance (N=3): "We were asked to discuss the areas in which our organization continues to have opportunities to improve and develop. Suggestions for additional resources to address those aspects would be appreciated."
	Assist Grantees in Securing Funding from Other Sources (N=2): "Offer to assist grantees in making connections to other funders."
	Help Grantees Publicize their Work (N=2): "Help in telling the story of [our work] and our unique impact.... [Provide] guidance on how to tell stories that capture the technical, legal and scientific complexities of the work in ways the general public can understand and value."
Other Non-Monetary Assistance Suggestions (N=2)	
Impact on and Understanding of Grantees' Organizations (N=17)	Modify Approach to Working with Grantees' Organizations (N=8): "Improve more equitable distribution of their funds to more smaller organizations that have a considerable track record but need ramping up and real capacity dollars in order to ramp up." "Increase funding to mid-sized arts organizations who are leaders in their non-Metro communities." "Look for practical, on-the-ground opportunities for change, not just larger scale systematic change."
	Improving Understanding of Grantees' Work (N=7): "Send more time understanding the history, vision, mission and all of the activities conducted by the organization, as well as challenges faced, in order to offer help to overcome such challenges." "Ask grantees what they need to be more stable, better marketed, higher performing organizations."
Other Organizational Impact Suggestions (N=2)	
Impact on and Understanding of Grantees' Communities (N=15)	Modify Approach to Working in Grantees' Communities (N=10): "Keep building your presence and activity in rural Minnesota." "The Foundation's geographic scope in the Mississippi River program is very large. There might be some benefit to focusing more resources on a smaller geography." "I would like them to engage more at the national level in supporting changes that would benefit their region."
	Increase Understanding of Grantees' Communities (N=4): "There are opportunities for McKnight staff to improve understanding of the [particular] community [in which we work], and it would be good for staff to be out in the community more." "Look for the intersection between their change agenda and community impact. Understanding actual work can inform the logic model and systems change."
Other Community Impact Suggestions (N=1)	
Foundation Communications (N=9)	Share Best Practices with Grantees (N=4): "I am very interested in the reports being generated on the various regions. Helping organizations to understand the climate in which they work is invaluable. Does it make the Foundation a better funder? Probably so, because it means they are more informed." "Share knowledge and resources to increase understanding of the value of investments in the Arts & Culture sector."
	Clarify the Foundation's Goals and Strategy (N=4): "It would be helpful to better understand how the different McKnight programs interact toward common goals." "Establish clear objectives, and execute on them in a transparent/understandable method."
Other Communications Suggestions (N=1)	
Reporting/Evaluation Process (N=7)	Ensure Project Metrics are Realistic (N=3): "The impact of the arts is not always easy to quantify in numbers. Tools like the Cultural Data Project may not allow space to fully communicate the impact of artistic work."
	Help Grantees Assess their Work (N=2): "Meeting [grant] outcomes is challenging because we have to anticipate outcomes two years out. It would be interesting to get some seed funding above that negotiated in the grant to encourage the pursuit of new outcomes--a way to actively encourage organizations to think outside the box."
Other Reporting/Evaluation Process Suggestions (N=2)	
Other Suggestions (N=6)	Other Suggestions for Improvement (N=6)

CONTEXTUAL DATA

Grantmaking Characteristics

Length of Grant Awarded (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	McKnight 2006	Median Funder	Custom Cohort
Average grant length	2.7 years	2.3 years	2.8 years	2.7 years	2.1 years	2.3 years

Length of Grant Awarded (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	McKnight 2006	Average Funder	Custom Cohort
1 year	15%	10%	12%	15%	49%	33%
2 years	69%	70%	63%	51%	22%	36%
3 years	7%	14%	16%	25%	17%	22%
4 years	1%	0%	2%	2%	4%	3%
5 or more years	7%	6%	8%	6%	8%	6%

Type of Grant Awarded (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	McKnight 2006	Average Funder	Custom Cohort
Program / Project Support	52%	43%	53%	56%	64%	64%
General Operating / Core Support	45%	53%	42%	38%	20%	22%
Capital Support: Building / Renovation / Endowment Support / Other	1%	2%	3%	3%	7%	6%
Technical Assistance / Capacity Building	2%	1%	1%	2%	4%	5%
Scholarship / Fellowship	0%	0%	0%	1%	2%	1%
Event / Sponsorship Funding	0%	0%	0%	0%	2%	2%

Grant Size

Grant Amount Awarded (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	McKnight 2006	Median Funder	Custom Cohort
Median grant size	\$100K	\$103K	\$100K	\$100K	\$64K	\$150K

Grant Amount Awarded (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	McKnight 2006	Average Funder	Custom Cohort
Less than \$10K	0%	1%	1%	0%	11%	4%
\$10K - \$24K	3%	3%	5%	5%	15%	8%
\$25K - \$49K	13%	13%	14%	14%	14%	10%
\$50K - \$99K	31%	27%	27%	28%	16%	15%
\$100K - \$149K	15%	14%	15%	18%	9%	10%
\$150K - \$299K	20%	22%	22%	18%	15%	22%
\$300K - \$499K	8%	8%	8%	7%	7%	11%
\$500K - \$999K	6%	6%	4%	5%	6%	10%
\$1MM and above	5%	6%	4%	5%	7%	10%

Median Percent of Budget Funded by Grant (Annualized) (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	McKnight 2006	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	5%	7%	6%	5%	4%	6%

Grantee Characteristics

Operating Budget of Grantee Organization (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	McKnight 2006	Median Funder	Custom Cohort
Median Budget	\$1.2M	\$0.8M	\$0.9M	\$0.9M	\$1.4M	\$1.5M

Operating Budget of Grantee Organization (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	McKnight 2006	Average Funder	Custom Cohort
<\$100K	3%	4%	3%	5%	9%	6%
\$100K - \$499K	22%	31%	34%	28%	20%	19%
\$500K - \$999K	20%	17%	16%	19%	14%	15%
\$1MM - \$4.9MM	34%	34%	32%	28%	29%	32%
\$5MM - \$24MM	13%	6%	10%	13%	17%	18%
>=\$25MM	8%	8%	5%	7%	11%	11%

Funding Relationship

Pattern of Grantees' Funding Relationship with the Foundation (Overall)	McKnight 2015	McKnight 2012	Average Funder	Custom Cohort
First grant received from the Foundation	10%	8%	29%	27%
Consistent funding in the past	77%	85%	52%	54%
Inconsistent funding in the past	12%	7%	18%	19%

Funding Status and Grantees Previously Declined Funding (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	McKnight 2006	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from the Foundation	91%	91%	94%	92%	78%	84%
Percent of grantees previously declined funding by the Foundation	28%	24%	29%	28%	27%	28%

Grantee Demographics

Job Title of Respondents (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	McKnight 2006	Average Funder	Custom Cohort
Executive Director	47%	59%	56%	58%	47%	50%
Other Senior Management	16%	11%	11%	7%	14%	14%
Project Director	12%	9%	9%	11%	12%	11%
Development Director	11%	12%	12%	11%	10%	10%
Other Development Staff	8%	5%	5%	7%	7%	6%
Volunteer	0%	0%	0%	0%	1%	1%
Other	6%	4%	7%	6%	9%	8%

Gender of Respondents (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	McKnight 2006	Average Funder	Custom Cohort
Female	58%	54%	58%	52%	63%	58%
Male	42%	46%	42%	48%	37%	42%

Race/Ethnicity of Respondents (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	Average Funder	Custom Cohort
Multi-racial	2%	2%	6%	2%	3%
African-American/Black	4%	4%	4%	7%	8%
Asian (incl. Indian subcontinent)	2%	3%	3%	3%	3%
Hispanic/Latino	2%	1%	1%	5%	6%
American Indian/Alaskan Native	1%	0%	1%	1%	2%
Pacific Islander	0%	0%	0%	0%	0%
Caucasian/White	88%	90%	81%	80%	77%
Other	1%	0%	4%	1%	1%

Funder Characteristics

Financial Information (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	McKnight 2006	Median Funder	Custom Cohort
Total assets	\$2.2B	\$2.0B	\$2.0B	\$2.1B	\$199.2M	\$1.4B
Total giving	\$88.4M	\$91.4M	\$99.5M	\$90.7M	\$13.5M	\$72.7M

Funder Staffing (Overall)	McKnight 2015	McKnight 2012	McKnight 2009	McKnight 2006	Median Funder	Custom Cohort
Total staff (FTEs)	45	40	43	38	13	31
Percent of staff (FTEs) actively managing grantee relationships	22%	33%	N/A	N/A	42%	35%
Percent of staff who are program staff	47%	48%	60%	60%	41%	39%

Grantmaking Processes (Overall)	McKnight 2015	McKnight 2012	Median Funder	Custom Cohort
Proportion of grants that are proactive	49%	31%	42%	55%
Proportion of grantmaking dollars that are proactive	56%	29%	50%	78%

ADDITIONAL SURVEY INFORMATION

On many questions in the grantee survey, grantees are allowed to select “don’t know” or “not applicable” if they are not able to provide an alternative answer. In addition, some questions in the survey are only displayed to a select group of grantees for which that question is relevant based on a previous response.

As a result, there are some measures where only a subset of responses is included in the reported results. The table below shows the number of responses included on each of these measures. The total number of respondents to McKnight’s grantee survey was 358.

Question Text	Count of Responses
Overall, how would you rate the Foundation's impact on your field?	350
How well does the Foundation understand the field in which you work?	350
To what extent has the Foundation advanced the state of knowledge in your field?	302
To what extent has the Foundation affected public policy in your field?	272
Overall, how would you rate the Foundation's impact on your local community?	331
How well does the Foundation understand the local community in which you work?	326
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	346
How much, if at all, did the Foundation improve your ability to sustain the work funded by this grant in the future?	337
How well does the Foundation understand your organization's strategy and goals?	349
Which of the following statements best describes the primary effect the receipt of this grant had on your organization's programs or operations?	351
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	349
Who most frequently initiated the contact you had with your program officer during this grant?	356
Did the Foundation conduct a site visit during the selection process or during the course of this grant?	340
Has your main contact at the Foundation changed in the past six months?	346
Did you submit [a proposal] to the Foundation for this grant?	356
As you developed your grant proposal, how much pressure did you feel to modify your organization's priorities in order to create a grant proposal that was likely to receive funding?	348
How involved was Foundation staff in the development of your grant proposal?	348
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	328
Was there or will there be a reporting/evaluation process?	353
Was an external evaluator involved in your reporting/evaluation process?	166
After submission of your report/evaluation, did the Foundation or the evaluator discuss it with you?	173
At any point during the application or the grant period, did the Foundation and your organization exchange ideas regarding how your organization would assess the results of the work funded by this grant?	300
Have you ever been declined funding from the Foundation?	276
Are you currently receiving funding from the Foundation?	357
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	353
Who provided the non-monetary assistance you received?	198
Are you more satisfied with the Foundation this year than you were last year?	321
Do you collect information to measure the specific results of the work funded by this grant?	335
How useful is the information you collect in understanding whether you are achieving the specific results of the work funded by this grant?	297
Why did you begin collecting information used to measure the specific results of the work funded by this grant?	297
Does the Foundation provide support for your efforts to collect this information?	292
How well does your program officer understand the general management and development of your organization?	334
Considering your current experience, please indicate how much guidance you want from your program officer about general management and development of your organization.	274
How helpful was McKnight's Strategic Framework as a resource to learn about the Foundation's work?	195

ABOUT CEP & CONTACT INFORMATION

MISSION

To provide data and create insight so philanthropic funders can better define, assess, and improve their effectiveness – and, as a result, their intended impact.

VISION

We seek a world in which pressing social needs are more effectively addressed.

We believe improved performance of philanthropic funders can have a profoundly positive impact on nonprofit organizations and the people and communities they serve.

Although our work is about measuring results, providing useful data, and improving performance, our ultimate goal is improving lives. We believe this can only be achieved through a powerful combination of dispassionate analysis and passionate commitment to creating a better society.

ABOUT THE GPR

Since 2003, the Grantee Perception Report® (GPR) has provided funders with comparative, candid feedback based on grantee perceptions. The GPR is the only grantee survey process that provides comparative data, and is based on extensive research and analysis. Hundreds of funders of all types and sizes have commissioned the GPR, and tens of thousands of grantees have provided their perspectives to help funders improve their work. CEP has surveyed grantees in more than 150 countries and in 8 different languages.

The GPR's quantitative and qualitative data helps foundation leaders evaluate and understand their grantees' perceptions of their effectiveness, and how that compares to their philanthropic peers.

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