Grantee Perception Report®

prepared for

The McKnight Foundation

January 2010

THE CENTER FOR
EFFECTIVE PHILANTHROPY

Contents

I. Executive Summary

Executive Summary

The McKnight Foundation ("McKnight") receives generally positive ratings throughout the report. In particular, the Foundation receives unusually positive ratings for its impact: on grantees' fields, communities, and organizations. McKnight is often referred to as an "expert" in both grantees' fields as well as their communities and the Foundation's work is seen as "thoughtful, useful, intelligent, [and] important." The Foundation receives lower than typical ratings for the clarity with which it communicates its goals and strategy and grantees make requests for "more transparency" and "more frequent communication about changes at the Foundation." This report is the third GPR for McKnight and on most measures throughout the report the Foundation is rated similarly to or more positively than its 2006 and 2003 GPR ratings.

Positive qualitative feedback coupled with very strong ratings indicates that McKnight's staff are viewed as critical players in grantees' fields, communities, and organizations. The Foundation is rated more positively than typical for its impact on and understanding of grantees' fields, communities and organizations as well as for its ability to advance knowledge in grantees' fields and effect public policy. Grantees often make comments like, "It is helpful to work with Foundation staff who have a deep understanding of the work in our field done by others and how our work fits in."

Some grantees feel they are not clearly communicated with and seek better communication of the Foundation's goals and strategy. McKnight grantees fell below the typical rating for the clarity of communication of goals and strategy. Grantees rate the Foundation's communication resources – both personal and written – as consistent as typical. While some grantees feel the Foundation has been "transparent" about recent changes in funding priorities, others say it is, "difficult to know the direction the Foundation is going…." Those grantees who feel the communication has not been clear rate generally lower throughout the report on measures such as overall satisfaction and the quality of interactions they have with Foundation staff. When asked to provide suggestions for the Foundation's improvement, many grantees referenced the recent changes in funding priorities and suggested more clarity and more frequent communication.

The Foundation receives typical ratings for the quality of its interactions and grantees request more frequent interaction. Although the Foundation is rated at the median for the quality of its interactions responsiveness of Foundation staff, how fairly grantees feel they've been treated, and their comfort approaching the Foundation if a problem arises – those grantees who interact more frequently than typical rate significantly higher for the quality of those interactions. For some grantees, interactions are "warm" and "helpful" while for others they are "rare" or "distant." Those grantees who indicate that contact is initiated with equal frequency between themselves and their program officer rate significantly higher for their overall satisfaction and the quality of the interactions they have. Nearly all of the Foundation's grantees report receiving site visits compared to about half at the typical funder; however, grantees do not report interacting with the Foundation any more frequently than is typical.

There may be opportunities for continued improvement in the helpfulness of the Foundation's selection and reporting/evaluation processes. The Foundation's administrative processes are rated as helpful as typical in strengthening grantee organizations – both the selection process and the reporting/evaluation process are viewed as more helpful than they were in 2006. Despite having a small number of first time grantees (4%) McKnight grantees spend a similar number of hours completing administrative requirements as grantees at the typical funder. The Foundation is less involved than other funders in the development of grantees' proposals and McKnight discusses completed reports/evaluations with grantees much less frequently than typical. Those grantees who indicate the Foundation is more involved in the development of their grant proposal and those who have discussions of their completed reports find the processes significantly more helpful in strengthening their own organizations.

2

Contents

II. Introduction

Background

- Since February 2003, the Center for Effective Philanthropy (CEP) has conducted surveys of grantees on their perceptions of their philanthropic funders both on behalf of individual funders and independently. The purpose of these surveys is two-fold: to gather data that is useful to individual funders and to form the basis for broadly applicable research reports.[1]

- **The Grantee Perception Report® (GPR) shows an individual philanthropic funder its grantee perceptions relative to a set of perceptions of other funders whose grantees were surveyed by CEP.**
  - Assessing funder performance is challenging and a range of data sources is required. The GPR provides <u>one</u> set of perspectives that can be useful in understanding philanthropic funder performance.
  - It is important to note that, on most questions, grantee ratings cluster toward the high end of an absolute scale. Grantee perceptions must be interpreted in light of the particular strategy of the funder.
    - The survey covers many areas in which grantees' perceptions might be useful to a philanthropic funder. Each funder should place emphasis on the areas covered according to the funder's specific priorities.
    - Low ratings in an area that is not core to a philanthropic funder's strategy may not be concerning. For example, a funder that does not focus efforts on public policy would likely receive lower than average ratings in this area if it is adhering to its strategy.
  - Finally, across most measures in this report, structural characteristics – such as funder type, asset size, focus, and age – are not strong predictors of grantee perceptions, suggesting that it is possible for all funders to attain high ratings from grantees.

1: For a full list of research publications refer to part C of the Appendix.

Methodology – The Foundation's Grantee Survey

◆ The Center for Effective Philanthropy (CEP) surveyed the grantees of The McKnight Foundation ("McKnight") during September and October 2009. CEP has surveyed McKnight's grantees in the past. Where possible, ratings from these surveys are also shown in the report. The details of McKnight's surveys are:

Survey	Survey Period	Fiscal Year of Surveyed Grantees	Number of Grantees Surveyed	Number of Responses Received	Survey Response Rate[1]
McKnight 2009	September and October 2009	2008	612	448	73%
McKnight 2006	September and October 2006	2005	451	336	75%
McKnight 2003	September and October 2003	2002	367	272	74%

◆ Selected grantee comments are also shown throughout this report. This selection of comments highlights major themes and reflects trends in the data. These selected comments over-represent negative comments about the Funder in order to offer a wide range of perspectives.

II. Introduction

5

1: The median response rate for individual funders over the last six years of surveys is 67 percent.

Methodology – Comparative Data

- McKnight's average and/or median grantee ratings are compared to the average and/or median ratings from grantees in CEP's dataset, which contains data collected over the last six years. Please see the Appendix for a list of all funders whose grantees CEP has surveyed.

Full Comparative Set	
Grantee Responses	36,448 grantees
Philanthropic Funders	246 funders

- McKnight is also compared to a cohort of 19 regionally-focused funders. The 19 funders that comprise this group are:

Regionally-Focused Funders	
The Ahmanson Foundation	Hall Family Foundation
The Annenberg Foundation	The Heinz Endowments
Barr Foundation	Houston Endowment, Inc.
Blandin Foundation	The James Irvine Foundation
Bush Foundation	The McKnight Foundation
The California Endowment	Missouri Foundation for Health
California HealthCare Foundation	Rasmuson Foundation
The Colorado Health Foundation	The Robin Hood Foundation
The Duke Endowment	William Penn Foundation
Evelyn and Walter Haas, Jr. Fund	

Grantmaking Characteristics

- ◆ This table is intended to provide context to the Foundation in thinking about its GPR results relative to its grantmaking practices. The information is based on self-reported data from grantees about the size, duration, and types of grants that they received.

- ◆ Compared to the typical funder, McKnight tends to provide larger and longer grants. The Foundation also tends to provide a larger than typical proportion of its grantees with operating support.

Survey Item	McKnight 2009	McKnight 2006	McKnight 2003	Full Dataset Median	Regionally-Focused Funder Median
Grant Size					
Median grant size	$100K	$100K	$90K	$60K	$105K
Grant Length					
Average grant length	2.8 years	2.7 years	2.5 years	2.1 years	2.2 years
Percent of grantees receiving multi-year grants	88%	85%	77%	50%	60%
Type of Support					
Percent of grantees receiving operating support	42%	38%	N/A	19%	22%
Percent of grantees receiving program/project support	53%	56%	N/A	65%	66%
Percent of grantees receiving other types of support	4%	6%	N/A	16%	12%

Note: CEP research indicates that grant size, type, or length alone are not key predictors of impact on grantee's organizations. For the full range of data on these survey items refer to part B of the Appendix.
Type of support not available for McKnight 2003 due to changes in the survey instrument.

II. Introduction

Structural Characteristics of Grantees

- This table is intended to provide context to the Foundation in thinking about its GPR results relative to the demographic makeup of its grantees. The information is based on self-reported data from grantees about the characteristics of their organizations.

- Compared to grantees of the typical funder, McKnight grantees are more likely to be smaller organizations, less likely to be first-time grant recipients of the Foundation and they are more likely to have conducted their programs for 6 years or more.

Survey Item	McKnight 2009	McKnight 2006	McKnight 2003	Full Dataset Median	Regionally-Focused Funder Median
Budget of Funded Organizations					
Typical organizational budget	$0.9MM	$0.9MM	$0.8MM	$1.4MM	$1.6MM
Duration of Funded Program and Grantee Organization					
Programs conducted 6 years or more[1]	60%	N/A	N/A	35%	N/A
Median length of establishment of grantee organizations	24 years	22 years	N/A	24 years	24 years
History of Support					
Percentage of first-time grants	4%	10%	14%	21%	20%

1: Represents data from 76 funders.
Note: In most cases, the structural characteristics of grantees are not strong predictors of how grantees perceive funders, suggesting that it is possible for funders with even a unique set of grantees to attain high ratings. For additional information on grantee characteristics related to these survey items refer to part B of the Appendix. Duration of funded program not available for McKnight 2003, McKnight 2006, or regionally-focused funders due to changes in the survey instrument. Duration of grantee organization not available for McKnight 2003 due to changes in the survey instrument.

II. Introduction

8

Structural Characteristics of Funders

- This table is intended to provide context to the Foundation in thinking about its GPR results relative to its grantmaking and staffing. This information is based on IRS tax filings and data supplied by philanthropic funders that have subscribed to the GPR.

- The number of grants processed and managed per professional program staff full-time employee at McKnight is larger than that of the typical funder.

Survey Item	McKnight 2009	McKnight 2006	McKnight 2003	Full Dataset Median	Regionally-Focused Funder Median
Program Staff Load					
Dollars awarded per professional program staff full-time employee	$7.7MM	$6.5MM	$5.8MM	$3.6MM	$4.9MM
Applications per professional program full-time employee	30 applications	33 applications	40 applications	38 applications	45 applications
Grants awarded per professional program full-time employee	40 grants	38 grants	37 grants	29 grants	34 grants
Active grants per professional program full-time employee	67 grants	59 grants	63 grants	50 grants	53 grants

Note: Funders of different sizes and focuses choose to structure their organizations 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. For additional information on funder characteristics related to these survey items, please refer to part B of the Appendix.

Reading GPR Charts

Much of the grantee perception data in the GPR is presented in the format below. These graphs show the average of grantee responses for McKnight, over a background that shows percentiles for the average ratings for the full comparative set of 246 philanthropic funders. ***Throughout the report, many charts in this format are truncated from the full scale because funder averages fall within the top half of the absolute range.***

Truncated Chart

7.0

Significant positive impact

Regionally-Focused Funders

Top of range

The green bar represents the average grantee rating for McKnight 2009.

The solid black lines represent the range between the average grantee ratings of the highest and lowest rated funders in the cohort.

6.0

The orange bar represents the average grantee rating for McKnight 2006.

75th percentile

The gray bar represents the average grantee rating for McKnight 2003.

50th percentile (median)

25th percentile

The blue bar represents the average grantee rating of the median regionally-focused funder in the cohort.

The long red line represents the average grantee rating of the median of all funders in the comparative set.

5.0

Bottom of range

	McKnight 2009
	McKnight 2006
	McKnight 2003
	Median Regionally-Focused Funder

1= No impact

4.0

Note: Scale starts at 4.0

10

Contents

Impact on Grantees' Fields

On impact on grantees' fields, McKnight is rated:
- higher than ninety percent of funders
- above the median regionally-focused funder

Impact on Grantees' Fields

Regionally-Focused Funders

7.0
Significant positive impact

Top of range

6.0
75th percentile
50th percentile (median)
25th percentile

5.0

1-7 Scale

McKnight 2009
McKnight 2006
McKnight 2003
Median Regionally-Focused Funder

1= No impact

1st percentile

4.0

Note: Scale starts at 4.0
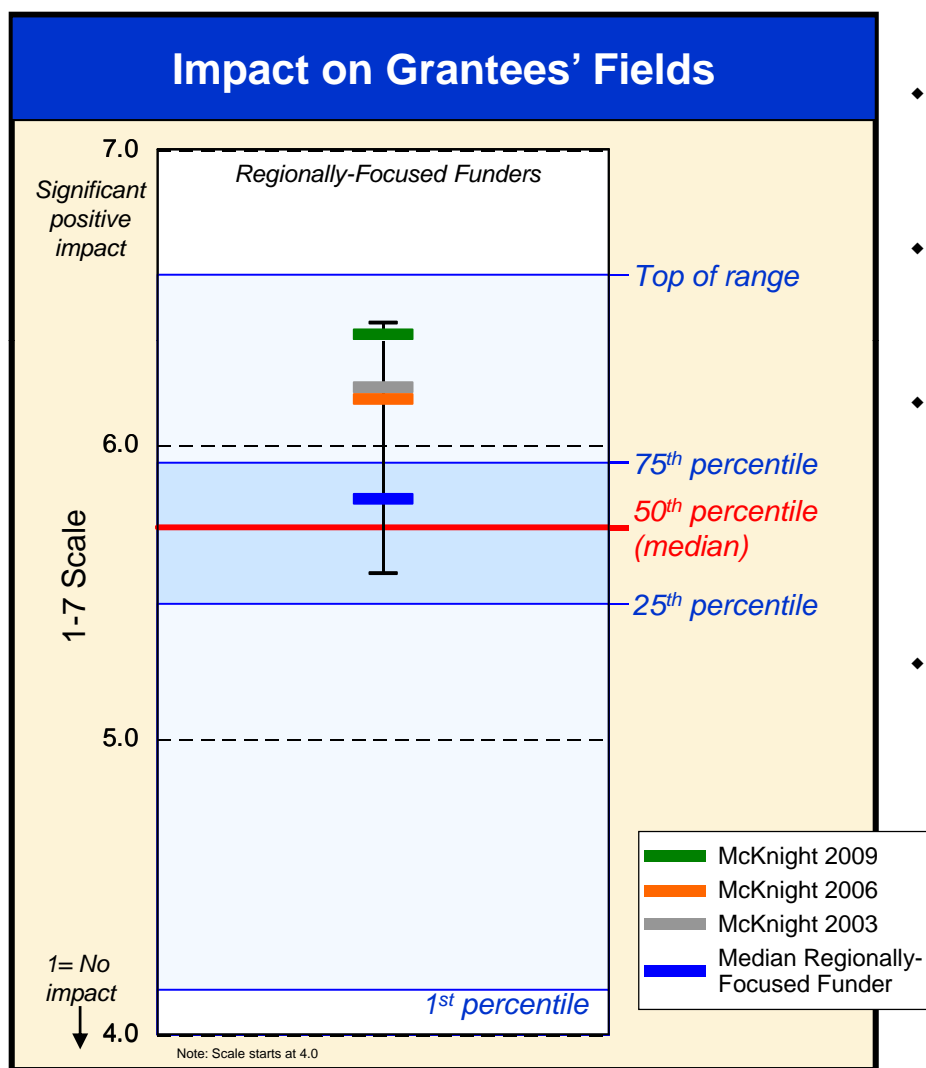
Selected Grantee Comments

- *"The McKnight Foundation stands out because of its interest in supporting important work, but also because of the genuine focus on identifying and overcoming barriers and challenges faced by non-profit service providers."*

- *"McKnight is the most professional and proficient foundation for the arts. It understands the industry – how it works and its process – therefore the staff provides intelligent, useful and thoughtful information, recommendations, and resources."*

- *"In the past, McKnight certainly has not only been the voice but has been instrumental in driving the agenda for anti-poverty programs, often targeting the dollars toward children who so often are the victims. However, new priorities appear to be narrower. My view is that when the focus narrows too greatly, limited resources begin to address symptoms at the expense of root causes."*

- *"It is helpful to work with Foundation staff who have a deep understanding of the work in our field done by others and how our work fits in. Foundation staff have always been a great resource to hold up mirrors for us and allow us to see ourselves and our place."*

III. Impact on Grantee Fields and Local Communities

Note: This question includes a "don't know" response option; 2 percent of McKnight 2009 respondents answered "don't know", compared to 10 percent at the median funder, 6 percent of McKnight 2006 respondents, 3 percent of McKnight 2003 respondents, and 7 percent of respondents at the median regionally-focused funder. Chart does not show data from one funder whose field impact rating is less than 4.0.

Understanding of Grantees' Fields

On understanding of grantees' fields, McKnight is rated:
- above the median funder
- above the median regionally-focused funder

Understanding of Grantees' Fields

Regionally-Focused Funders

Expert in the field

7.0

6.0 ·········· *Top of range*

75th percentile

50th percentile (median)

25th percentile

5.0

1= Limited understanding of field

Bottom of range

4.0

Note: Scale starts at 4.0

1-7 Scale

Legend:
- McKnight 2009
- McKnight 2006
- McKnight 2003
- Median Regionally-Focused Funder

III. Impact on Grantee Fields and Local Communities

Note: This question includes a "don't know" response option; 3 percent of McKnight 2009 respondents answered "don't know", compared to 7 percent at the median funder, 3 percent of McKnight 2006 respondents, 2 percent of McKnight 2003 respondents, and 6 percent of respondents at the median regionally-focused funder.

13

Advancing Knowledge in Fields and Effect on Public Policy

Grantee Perception Report®

On advancement of knowledge in grantees' fields, McKnight is rated:
- above the median funder
- above the median regionally-focused funder

On effect on public policy in grantees' fields, McKnight is rated:
- higher than ninety percent of funders
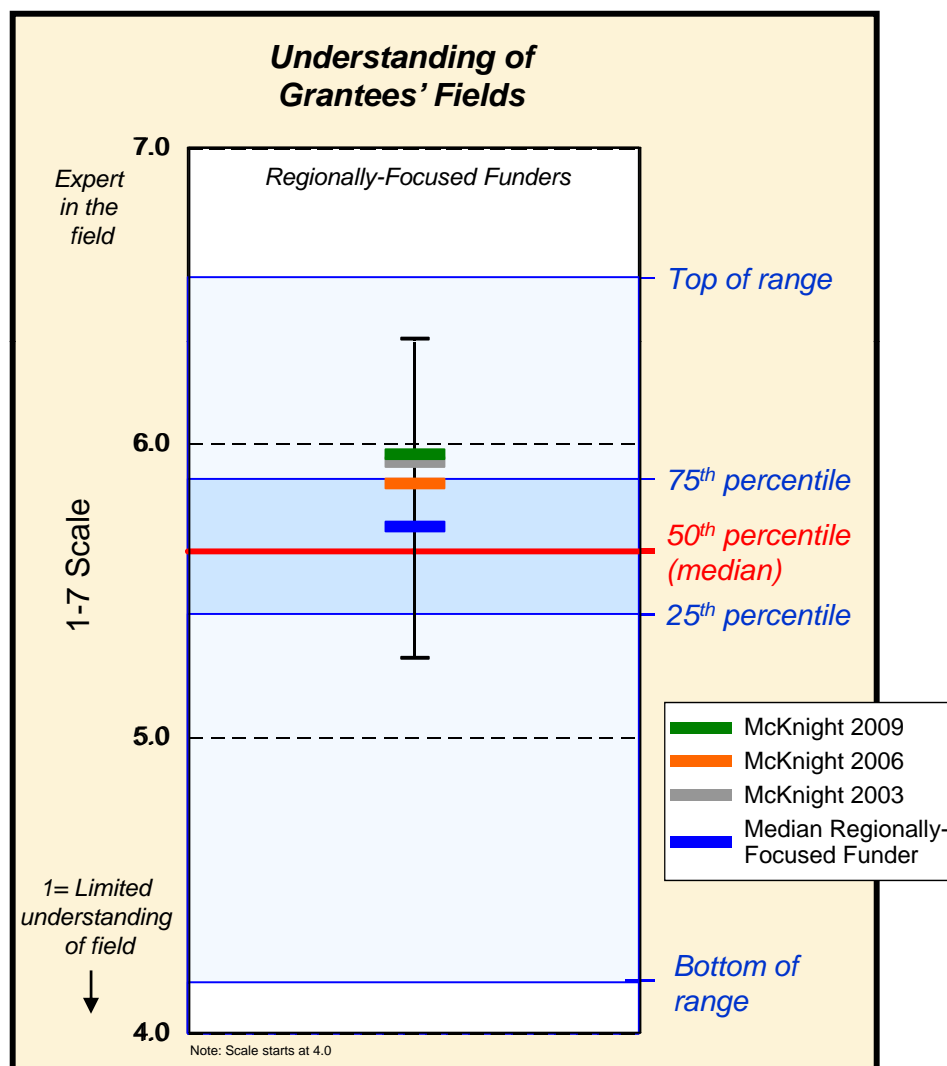- above the median regionally-focused funder

III. Impact on Grantee Fields and Local Communities

Advancing Knowledge in the Field

Regionally-Focused Funders

Leads the field to new thinking and practice

Top of range
75th percentile
50th percentile (median)
25th percentile

Bottom of range

Not at all

1-7 Scale

Legend:
- McKnight 2009
- McKnight 2006
- McKnight 2003
- Median Regionally-Focused Funder

Funder's Effect on Public Policy in Grantees' Fields

Regionally-Focused Funders

Major influence on shaping public policy

Top of range
75th percentile
50th percentile (median)
25th percentile

Bottom of range

Not at all

1-7 Scale

Note: The questions depicted on these charts include a "don't know" response option. In the left-hand chart, 11 percent of McKnight 2009 respondents answered "don't know", compared to 26 percent at the median funder, 14 percent of McKnight 2006 respondents, 17 percent of McKnight 2003 respondents, and 20 percent of respondents at the median regionally-focused funder. In the right-hand chart, 22 percent of McKnight 2009 respondents answered "don't know", compared to 42 percent at the median funder, 25 percent of McKnight 2006 respondents, 32 percent of McKnight 2003 respondents, and 33 percent of respondents at the median regionally-focused funder.
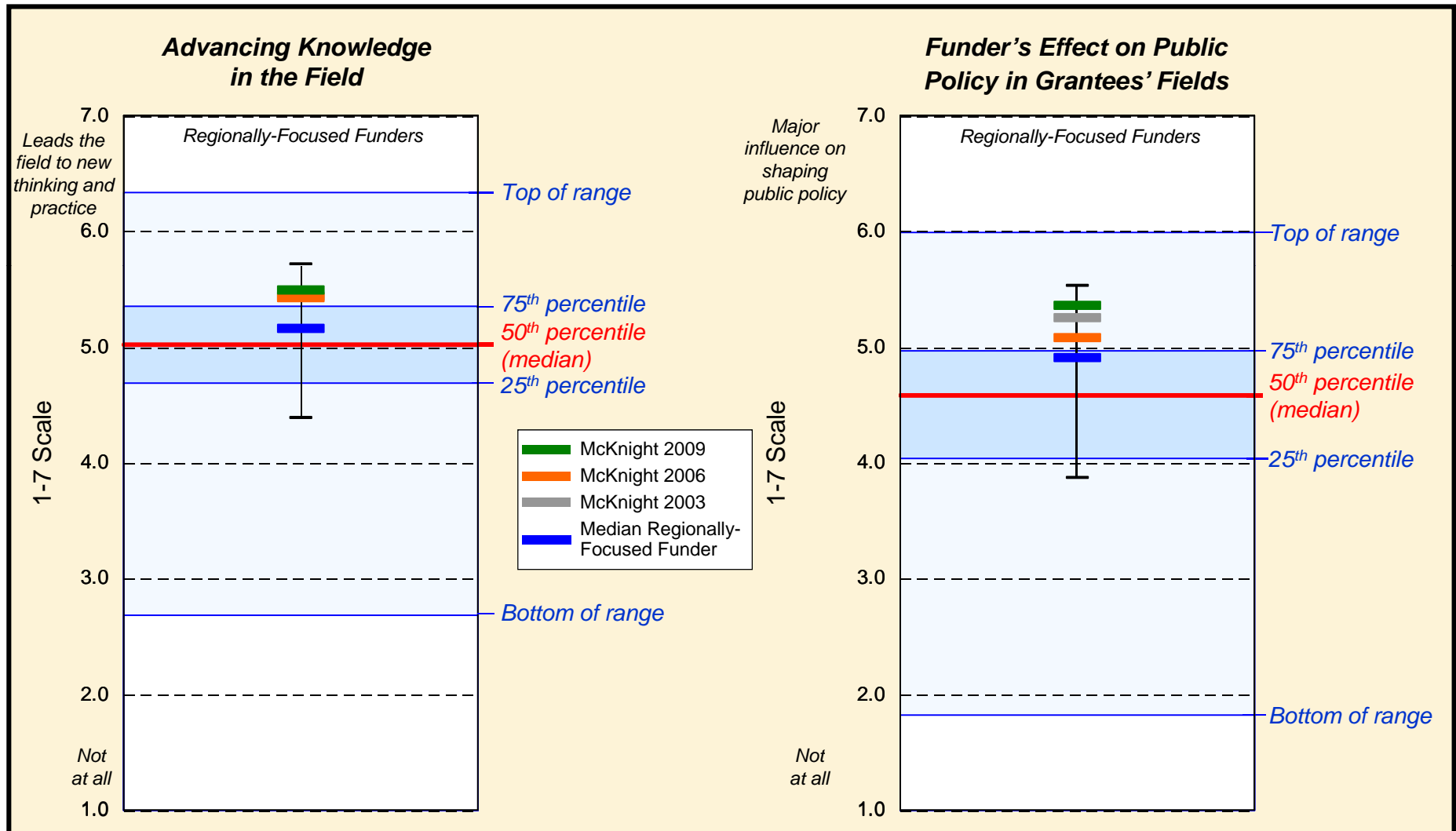
14

CONFIDENTIAL | © The Center for Effective Philanthropy | 8/3/2010

Impact on Grantees' Local Communities

On impact on grantees' local communities, McKnight is rated:
- above the median funder
- above the median regionally-focused funder

Impact on Grantees' Local Communities

Regionally-Focused Funders

7.0 — *Significant positive impact*

McKnight 2009 overlaps McKnight 2003.

Top of range

75th percentile

6.0

50th percentile (median)

25th percentile

5.0

1-7 Scale

4.0

McKnight 2009
McKnight 2006
McKnight 2003
Median Regionally-Focused Funder

1= No impact

Bottom of range

3.0

Note: Scale starts at 3.0
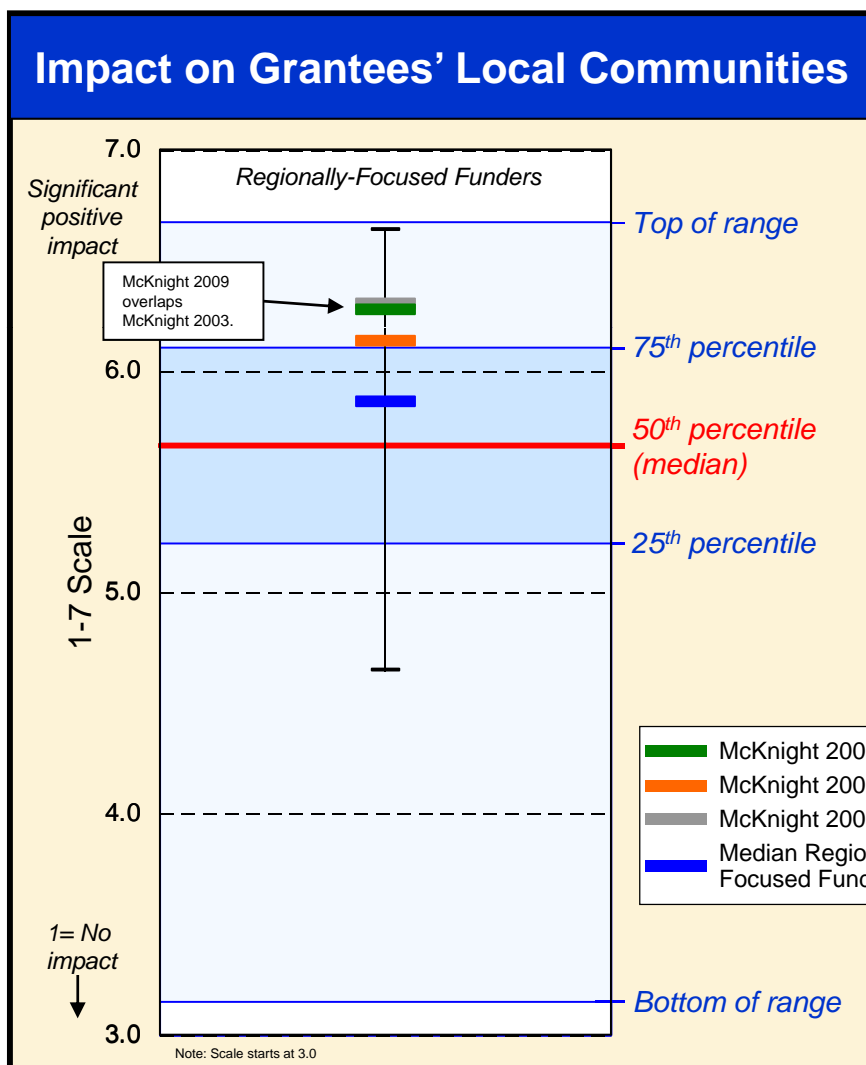
Selected Grantee Comments

- *"The Foundation has always presented itself as strongly committed to helping the community."*

- *"Willing and able to respond to community level crisis issues with thoughtful actions [and] targeted funding."*

- *"McKnight plays a unique role in Minnesota. At times it may seem like a patchwork of programs it supports, but its the social fabric from which social capital has been built in this community for a long time. It would be sad to see McKnight move away from its unique local role and be one of many players on a national arena…."*

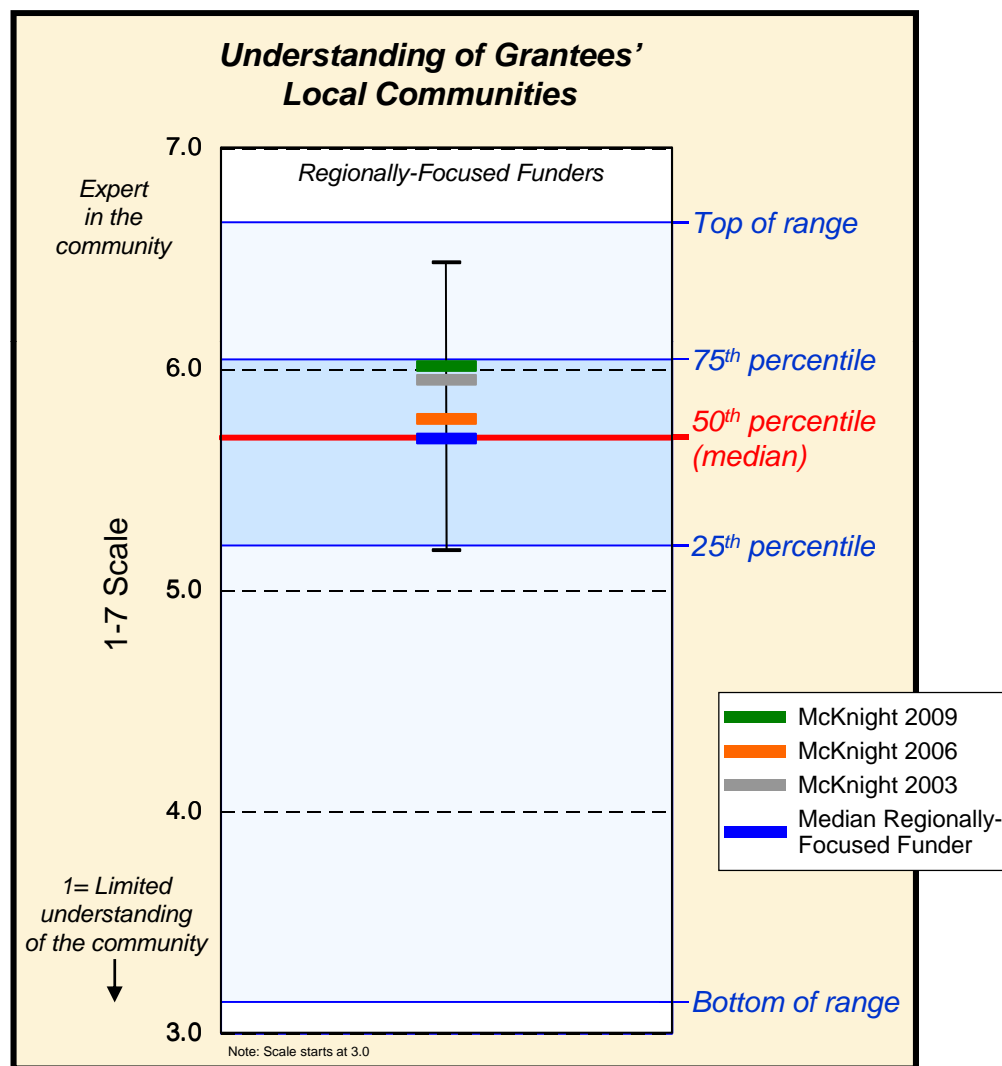- *"The McKnight Foundation has had a tremendous impact on the arts in both the rural and urban areas. Without such support, Minnesota would not have achieved a national reputation in the arts."*

Note: This question includes a "don't know" response option; 5 percent of McKnight 2009 respondents answered "don't know", compared to 11 percent at the median funder, 6 percent of McKnight 2006 respondents, 2 percent of McKnight 2003 respondents, and 9 percent of respondents at the median regionally-focused funder.

Understanding of Grantees' Local Communities

On understanding of grantees' local communities, McKnight is rated:
- above the median funder
- above the median regionally-focused funder

***Understanding of Grantees'
Local Communities***

Regionally-Focused Funders

Expert in the community

1-7 Scale

1= Limited understanding of the community

Top of range

75th percentile

50th percentile (median)

25th percentile

Bottom of range

Note: Scale starts at 3.0

Legend:
- McKnight 2009
- McKnight 2006
- McKnight 2003
- Median Regionally-Focused Funder

III. Impact on Grantee Fields and Local Communities

Note: This question includes a "don't know/not applicable" response option; 6 percent of McKnight 2009 respondents answered "don't know/not applicable", compared to 13 percent at the median funder, 8 percent of McKnight 2006 respondents, 5 percent of McKnight 2003 respondents, and 8 percent of respondents at the median regionally-focused funder.

Contents

IV. Impact on Grantee Organizations

Impact on Grantee Organizations

On impact on grantee organizations, McKnight is rated:
- higher than ninety percent of funders
- above the median regionally-focused funder

Impact on Grantee Organizations

1-7 Scale

- 7.0 — *Significant positive impact*
- *Top of range*
- McKnight 2006 overlaps McKnight 2003.
- *75th percentile*
- *50th percentile (median)*
- 6.0
- *25th percentile*
- 5.0
- *Bottom of range*
- 1= No impact
- 4.0

Regionally-Focused Funders

Note: Scale starts at 4.0

Legend:
- ██ McKnight 2009
- ██ McKnight 2006
- ██ McKnight 2003
- ██ Median Regionally-Focused Funder
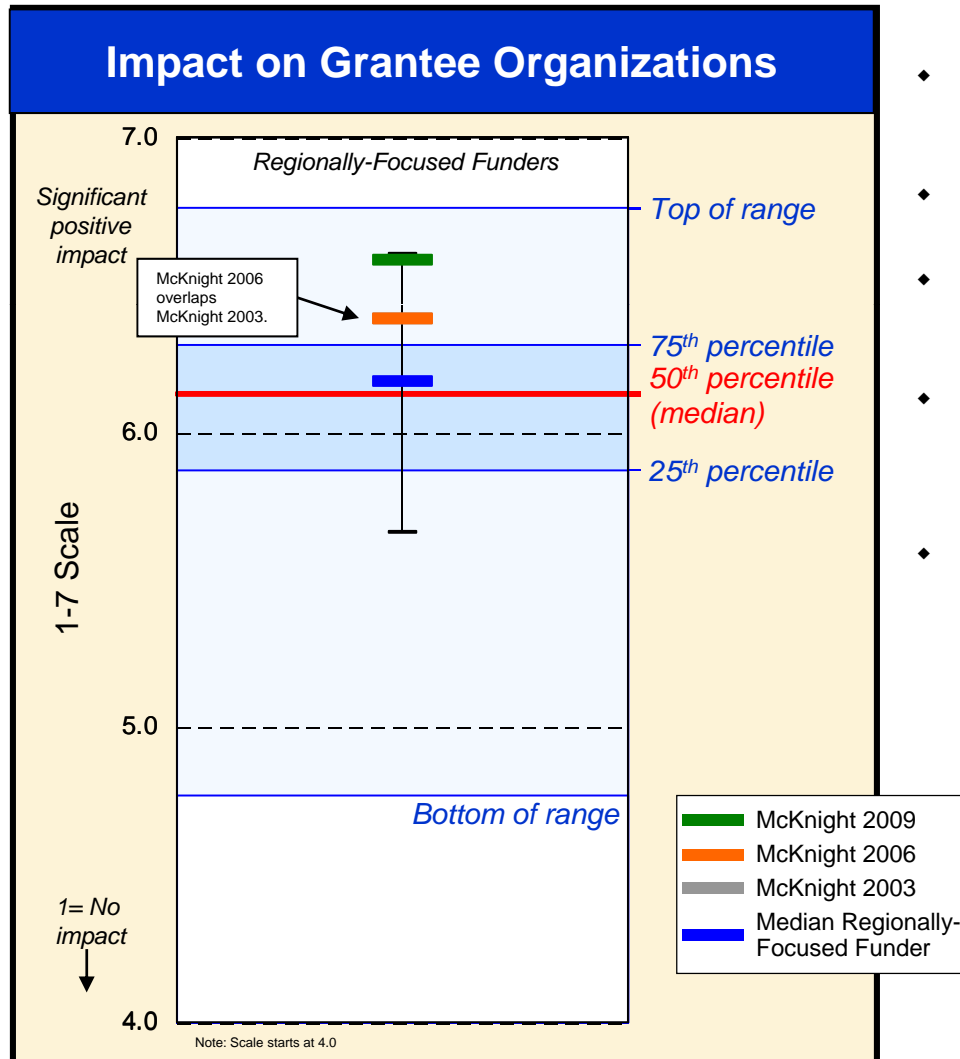
Selected Grantee Comments

- *"I feel as though the Foundation is our ally, recognizing our good work and providing general operating support that respects our decision making."*

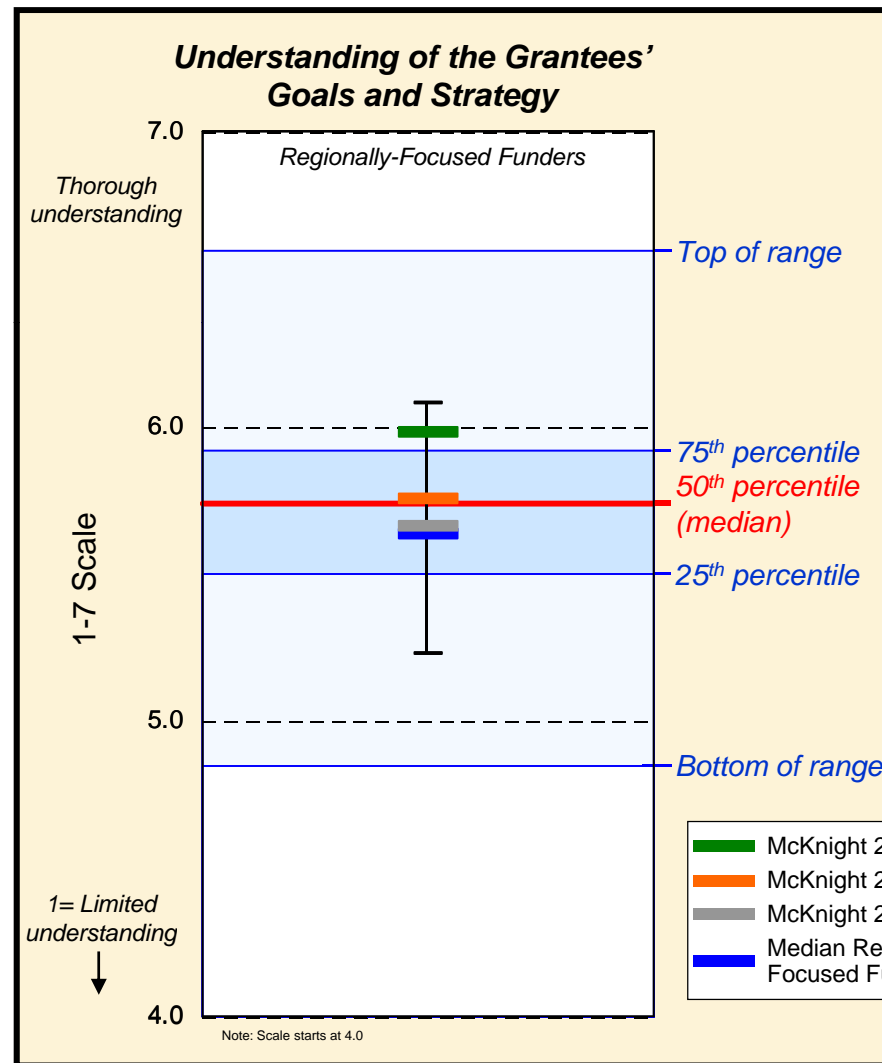- *"As funding partners they have helped our organization grow from a start-up...to a mature arts organization...."*

- *"I believe McKnight deeply cares about our clientele, but don't feel like I can go to them for advice or a request for a 'bigger picture' any more."*

- *"McKnight is supportive and non-proscriptive – a quality that is very much appreciated. McKnight clearly conveys a spirit of partnership with its grantees. Organizations are treated with respect."*

- *"Because of the relationship-based giving they have traditionally maintained, my organization and others felt welcome to enter into authentic dialogue as needed. To be able to bring dilemmas in [the] community to a foundation without fear of reprisal is a true gift."*

Understanding of Grantees' Goals and Strategy

On understanding of grantees' goals and strategies, McKnight is rated:
- above the median funder
- above the median regionally-focused funder

III. Impact on Grantee Organizations

**Understanding of the Grantees'
Goals and Strategy**

Regionally-Focused Funders

*Thorough
understanding*

Top of range

75th percentile
*50th percentile
(median)*

25th percentile

Bottom of range

1-7 Scale

*1= Limited
understanding*

7.0

6.0

5.0

4.0

Note: Scale starts at 4.0

Legend:
- McKnight 2009
- McKnight 2006
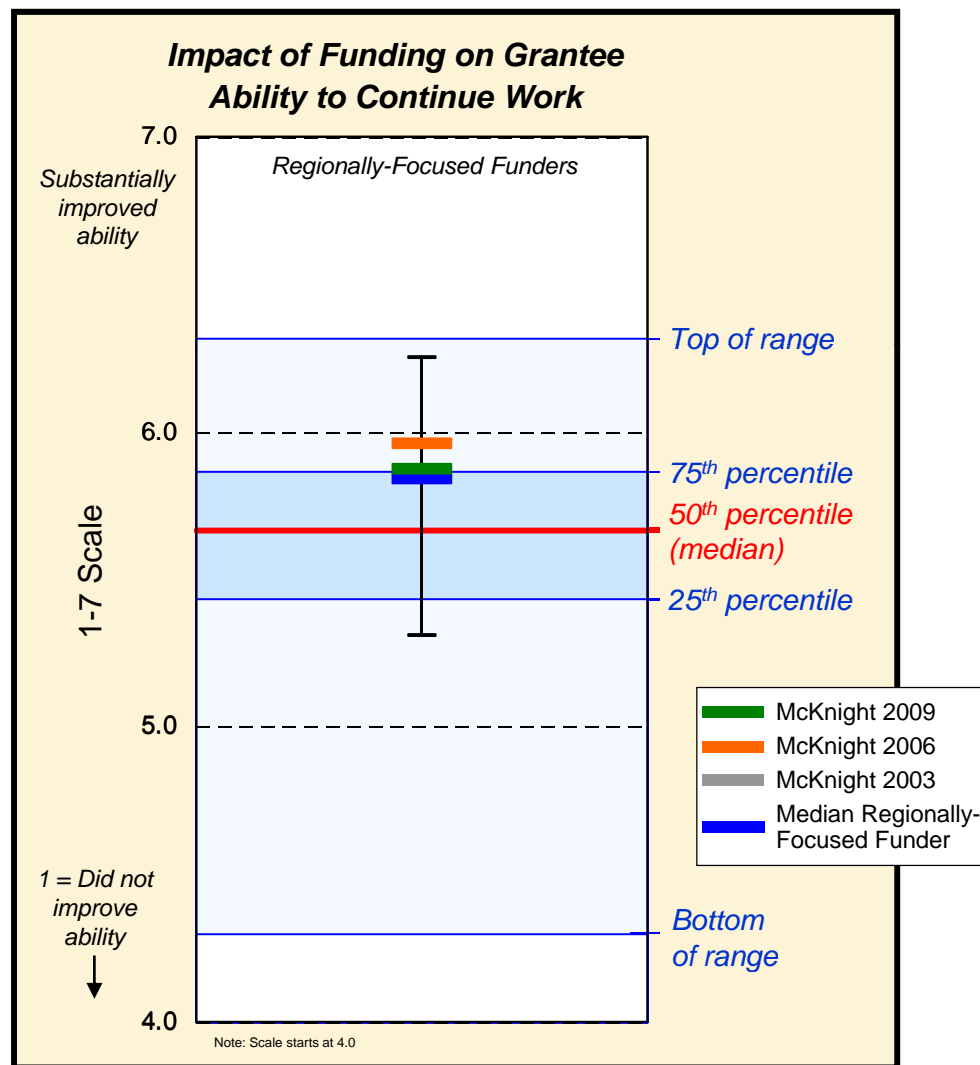- McKnight 2003
- Median Regionally-Focused Funder

Note: This question includes a "don't know" response option; 6 percent of McKnight 2009 respondents answered "don't know", compared to 7 percent at the median funder, 6 percent of McKnight 2006 respondents, 6 percent of McKnight 2003 respondents, and 8 percent of respondents at the median regionally-focused funder.

Impact on Sustainability of Funded Work

On the effect of the Foundation's funding on grantees' ability to sustain their work in the future, McKnight is rated:
- above the median funder
- similarly to the median regionally-focused funder

Impact of Funding on Grantee Ability to Continue Work

Regionally-Focused Funders

7.0

Substantially improved ability

Top of range

6.0

75th percentile

50th percentile (median)

25th percentile

1-7 Scale

5.0

Legend:
- McKnight 2009
- McKnight 2006
- McKnight 2003
- Median Regionally-Focused Funder

1 = Did not improve ability

Bottom of range
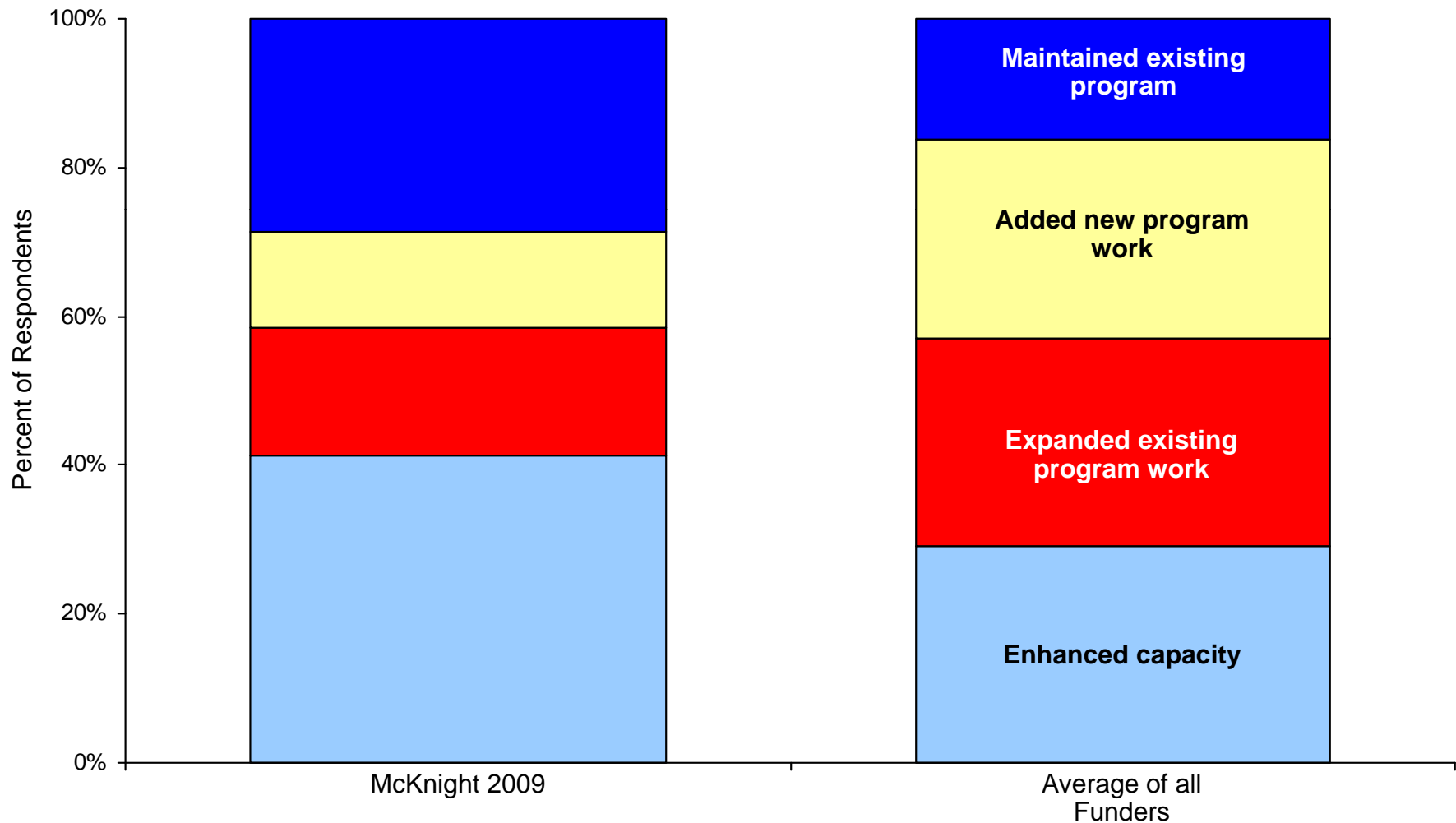
4.0

Note: Scale starts at 4.0

Note: This question includes a "don't know/not applicable" response option; 5 percent of McKnight 2009 respondents answered "don't know/not applicable", compared to 11 percent at the median funder, and 15 percent of respondents at the median regionally-focused funder.
McKnight 2003 data not shown due to changes in the survey instrument.

CONFIDENTIAL | © The Center for Effective Philanthropy | 8/3/2010

Grant Effect (1)

The proportion of McKnight grantees that used the Foundation's grant primarily to enhance capacity is:

- larger than that of the average funder

Primary Effect of Grant on Grantee's Organization

Percent of Respondents

McKnight 2009 / Average of all Funders

- Maintained existing program
- Added new program work
- Expanded existing program work
- Enhanced capacity

IV. Impact on Grantee Organizations

Note: This chart includes data about 60 funders. McKnight 2006, McKnight 2003, and average regionally-focused funder data not available due to changes in the survey instrument.

21

Contents

Grantee Perception Report®

On overall satisfaction, McKnight is rated:
- similarly to the median funder
- similarly to the median regionally-focused funder

Satisfaction

Regionally-Focused Funders

7.0 — Very satisfied

Top of range

75th percentile
50th percentile (median)
25th percentile

McKnight 2009 overlaps McKnight 2003.

6.0

1-7 Scale

Bottom of range

5.0

1= Very dissatisfied

4.0

Note: Scale starts at 4.0

Legend:
- McKnight 2009
- McKnight 2006
- McKnight 2003
- Median Regionally-Focused Funder

V. Aspects of the Grantee Experience
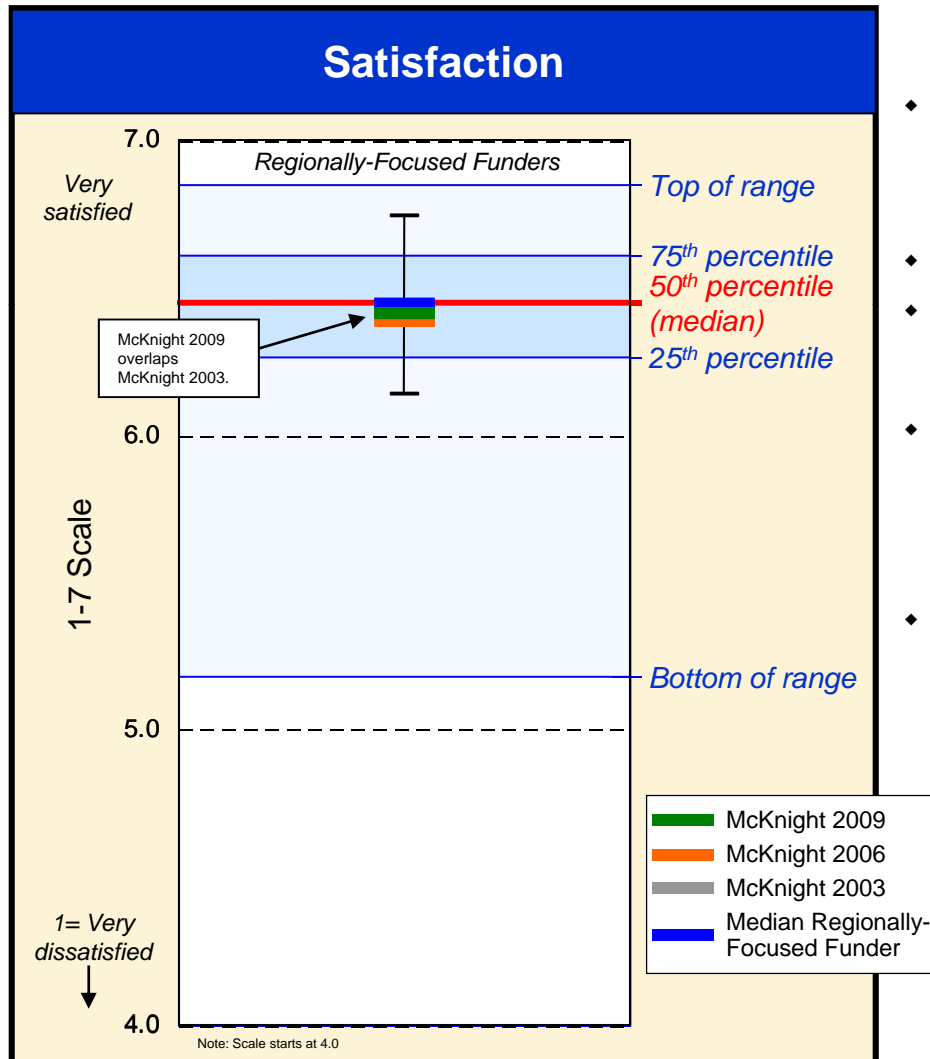
Selected Grantee Comments

- "Interacting with the Foundation has always felt empowering and positive. They have at once affirmed our educational efforts and communicated their organizational priorities/realities."

- "Concern about future changes in terms of priorities."

- "The McKnight Foundation is the HIGHEST quality funder that we work with – they have a committed, almost visionary approach to philanthropy."

- "McKnight staff are some of the best foundation staff in the country. They are respectful, constructive, and truly partner with us in the non-profit arena to achieve our missions. I have valued and appreciated all of my interactions with McKnight program staff over the past...years!"

- "I can't say enough good things about how great McKnight is to work with – if every funder was as clear and transparent in its operations, the world would be better."

Survey-Wide Analysis Fact: Three dimensions best predict grantee perceptions of satisfaction with their philanthropic funders: 1) *Quality of Interactions with Foundation Staff*: fairness, responsiveness, approachability; 2) *Clarity of Communication of a Foundation's Goals and Strategy*: clear and consistent articulation of objectives; 3) *Expertise and External Orientation of the Foundation*: understanding of fields and communities of funding and ability to advance knowledge and affect public policy. For more on these findings and resulting management implications, please see CEP's report, *Listening to Grantees: What Nonprofits Value in Their Foundation Funders*.

Satisfaction Relative to Last Year

The proportion of McKnight grantees that are more satisfied this year with the Foundation than they were last year is:
- smaller than that of the average funder
- smaller than that of the average regionally-focused funder

Change in Satisfaction with the Funder from Last Year

Note: Question asked of grantees that were receiving funding from the Foundation last year as well as this year.
McKnight 2003 data not available due to changes in the survey instrument.

CONFIDENTIAL | © The Center for Effective Philanthropy | 8/3/2010

V. Aspects of the Grantee Experience
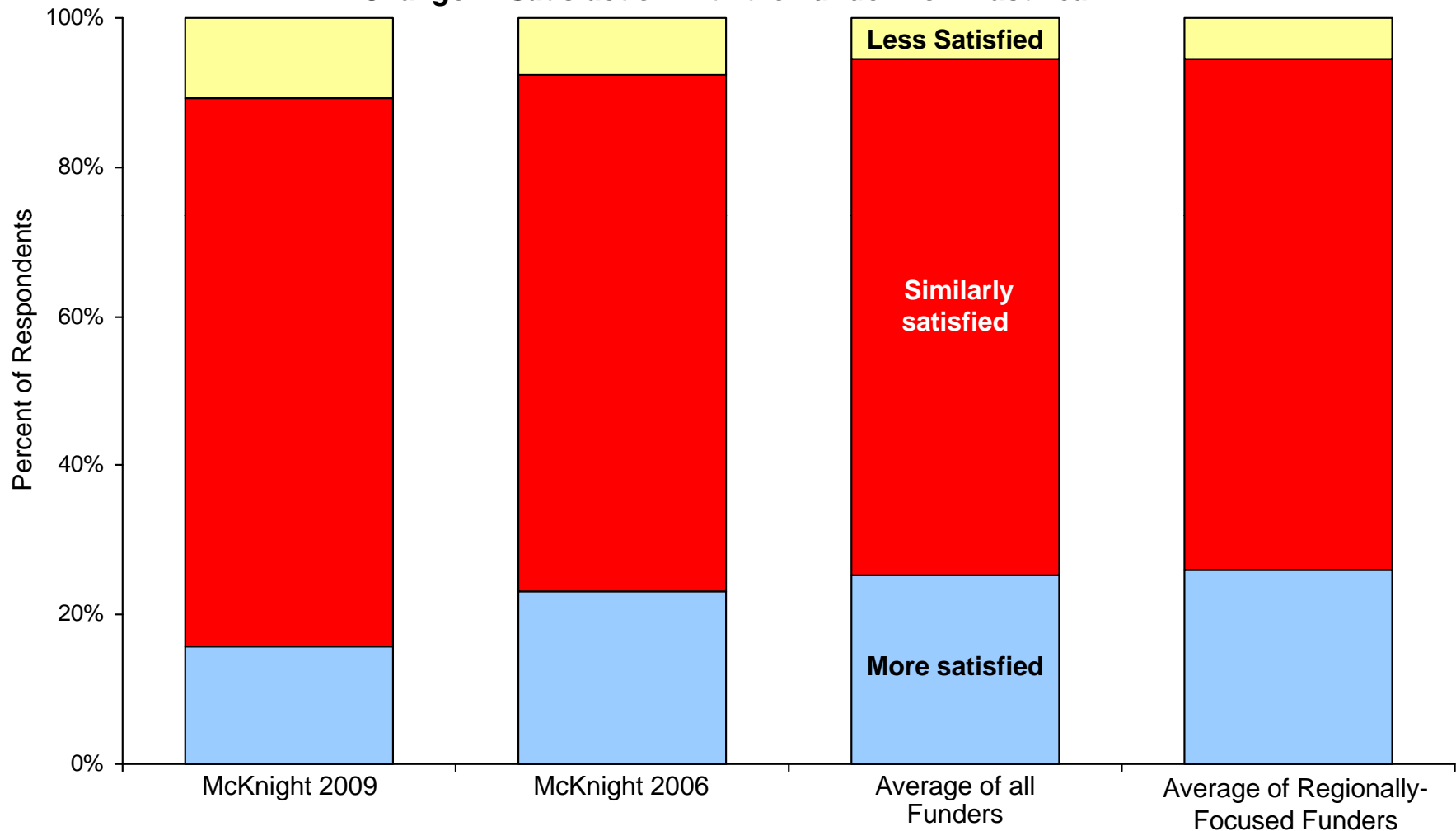
Grantee Interactions Summary

On this summary that includes grantees' comfort approaching the Foundation if a problem arises, responsiveness of Foundation staff, and fairness of the Foundation's treatment of grantees McKnight is rated:
- similarly to the median funder
- similarly to the median regionally-focused funder

Interactions Summary

V. Aspects of the Grantee Experience

Regionally-Focused Funders

7.0 — *Very positive*

Top of range

75th percentile
50th percentile (median)
25th percentile

6.0

McKnight 2009 overlaps McKnight 2003.

1-7 Scale

Bottom of range

5.0

McKnight 2009
McKnight 2006
McKnight 2003
Median Regionally-Focused Funder

1= Very Negative

4.0

Note: Scale starts at 4.0
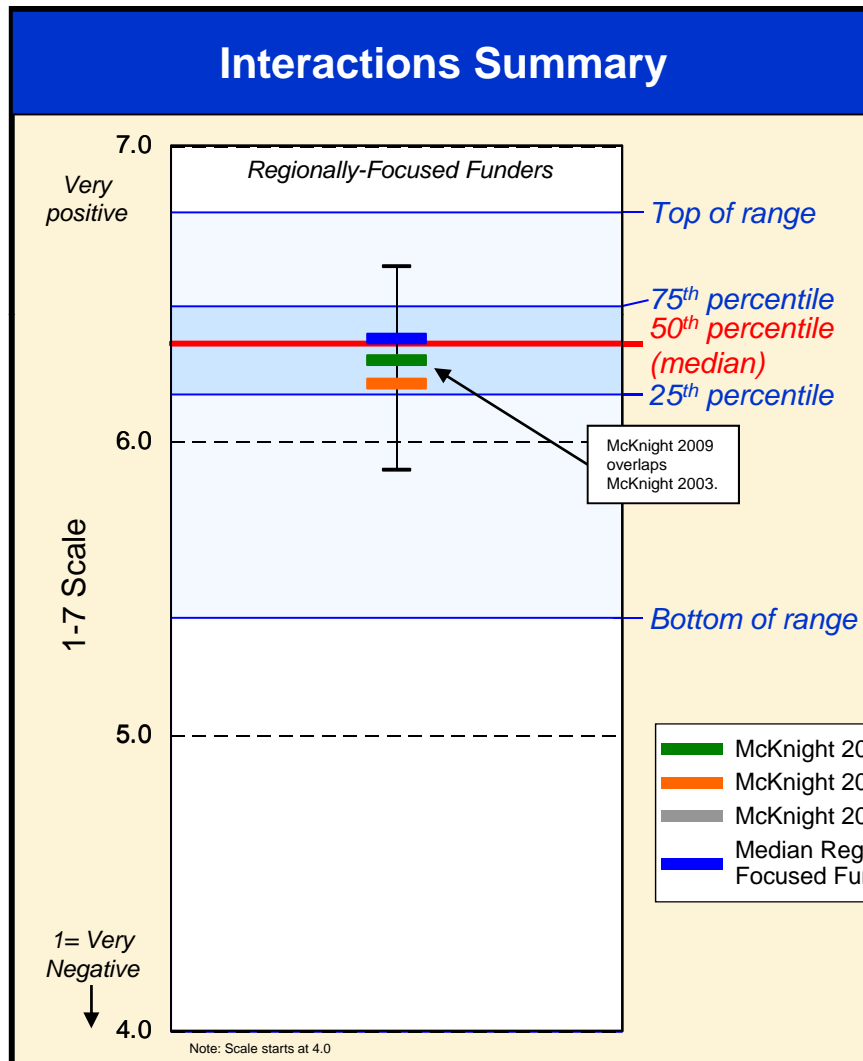
Selected Grantee Comments

- *"Up until very recently, I have found the Foundation to be very accessible, responsive and helpful…Unfortunately, within the last few months there are clearly some changes going on in the Children and Families arena, but it seems that no information is able to be shared, making communication difficult."*

- *"Unlike other funders, one feels like an equal or better when dealing with the McKnight Foundation because of their respectful behavior…."*

- *"Our primary concern is the lack of communication from the program officers. An assistant usually responds and doesn't provide an opportunity to actually speak to an officer about our questions. It can also take days to get any response."*

- *"I am completely comfortable discussing both problems and successes with our program officer. We have developed a strong relationship that goes beyond program officer-client."*

Note: Index created by averaging grantee ratings of comfort approaching the Foundation if a problem arises, responsiveness of the Foundation staff, and fairness of the Foundation's treatment of grantees – ratings that are highly correlated.
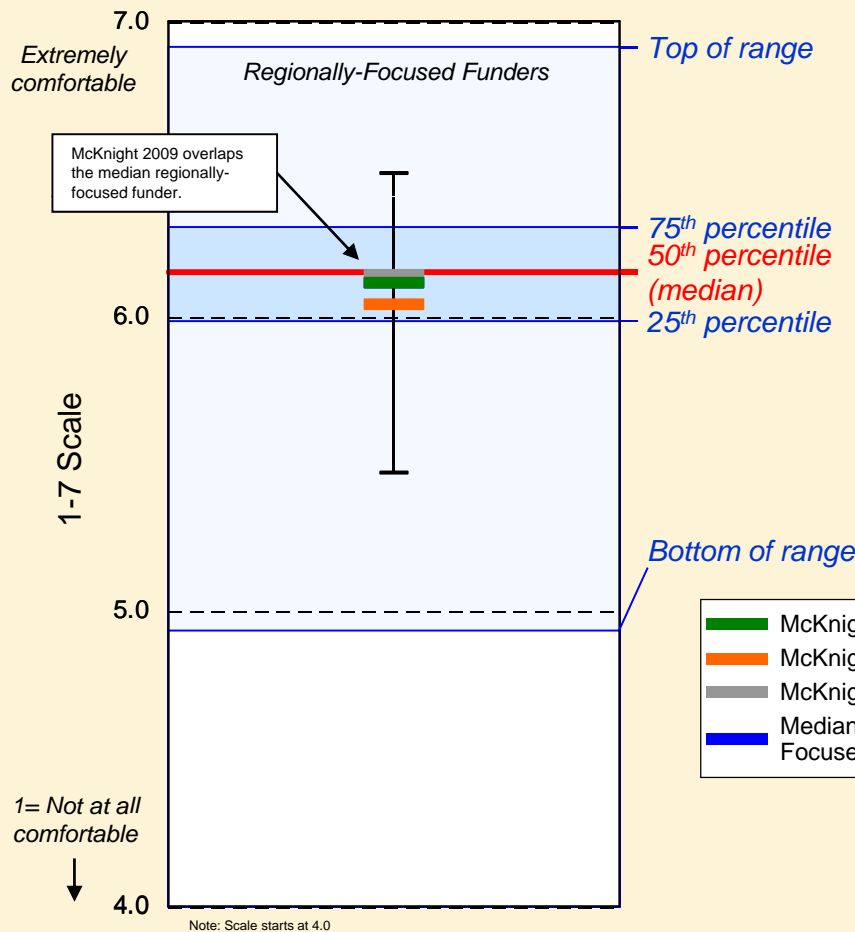
Interactions Measures (1)

On grantees' comfort in approaching the Foundation if a problem arises, McKnight is rated:
- similarly to the median funder
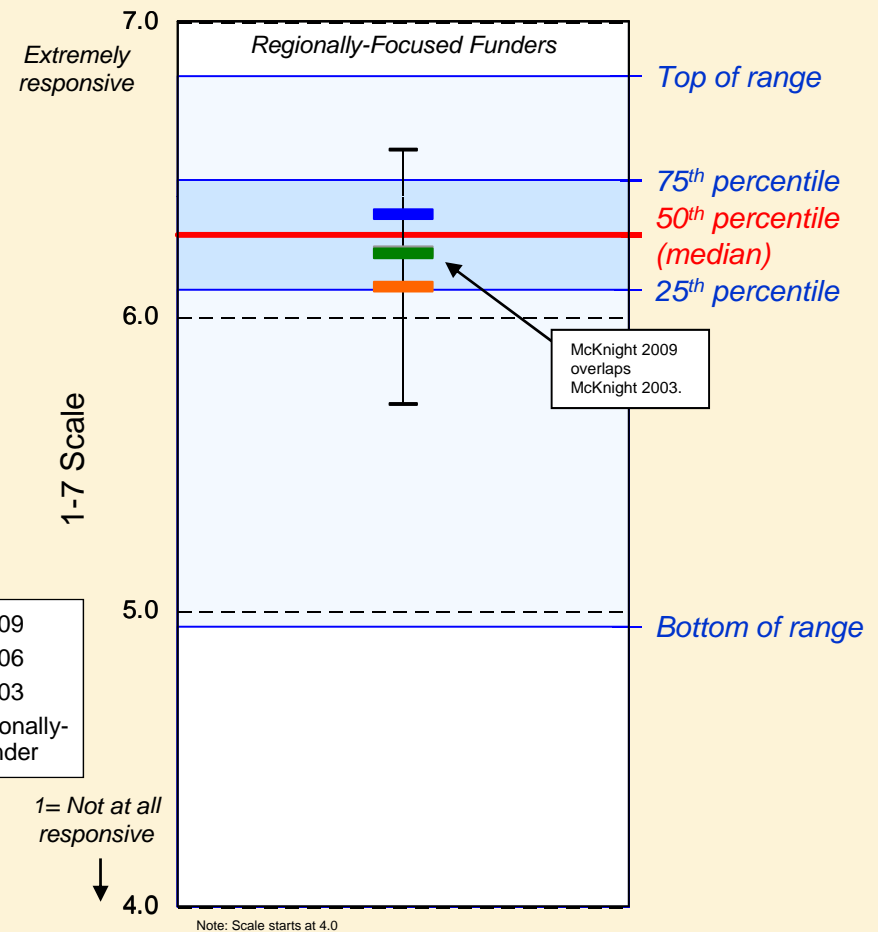- similarly to the median regionally-focused funder

On responsiveness of Foundation staff to grantees, McKnight is rated:
- similarly to the median funder
- below the median regionally-focused funder

V. Aspects of the Grantee Experience

Grantee Comfort Approaching the Funder if a Problem Arises

Regionally-Focused Funders

Extremely comfortable

McKnight 2009 overlaps the median regionally-focused funder.

Top of range

75th percentile
50th percentile (median)
25th percentile

7.0

6.0

5.0

Bottom of range

1-7 Scale

4.0

1= Not at all comfortable

Note: Scale starts at 4.0

Legend:
- **McKnight 2009** (green)
- **McKnight 2006** (orange)
- **McKnight 2003** (gray)
- **Median Regionally-Focused Funder** (blue)

Responsiveness of Funder Staff

Regionally-Focused Funders

Extremely responsive

7.0

Top of range

75th percentile
50th percentile (median)
25th percentile

McKnight 2009 overlaps McKnight 2003.

6.0

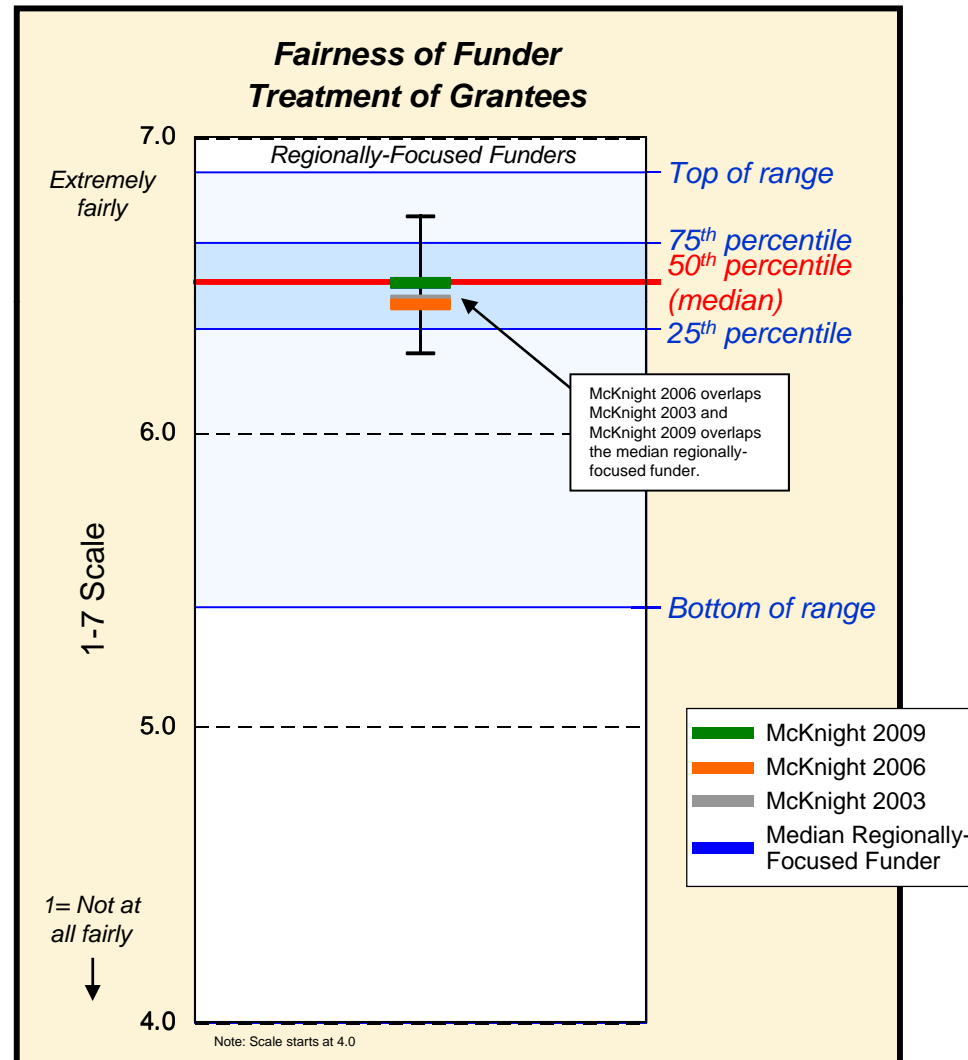5.0

Bottom of range

1-7 Scale

4.0

1= Not at all responsive

Note: Scale starts at 4.0

Interactions Measures (2)

On fairness of treatment of grantees, McKnight is rated:
- similarly to the median funder
- similarly to the median regionally-focused funder

Fairness of Funder Treatment of Grantees

Regionally-Focused Funders

- 7.0 — *Extremely fairly*
- Top of range
- 75th percentile
- 50th percentile (median)
- 25th percentile
- 6.0
- Bottom of range
- 5.0
- 1-7 Scale
- *1= Not at all fairly*
- 4.0

Note: Scale starts at 4.0

McKnight 2006 overlaps McKnight 2003 and McKnight 2009 overlaps the median regionally-focused funder.

Legend:
- McKnight 2009
- McKnight 2006
- McKnight 2003
- Median Regionally-Focused Funder

V. Aspects of the Grantee Experience

27

Frequency of Interactions

The proportion of McKnight grantees that report interacting with their program officer monthly or more often is :

- smaller than that of the average funder
- smaller than that of the average regionally-focused funder

Frequency of Grantee Contact with Program Officer During Grant

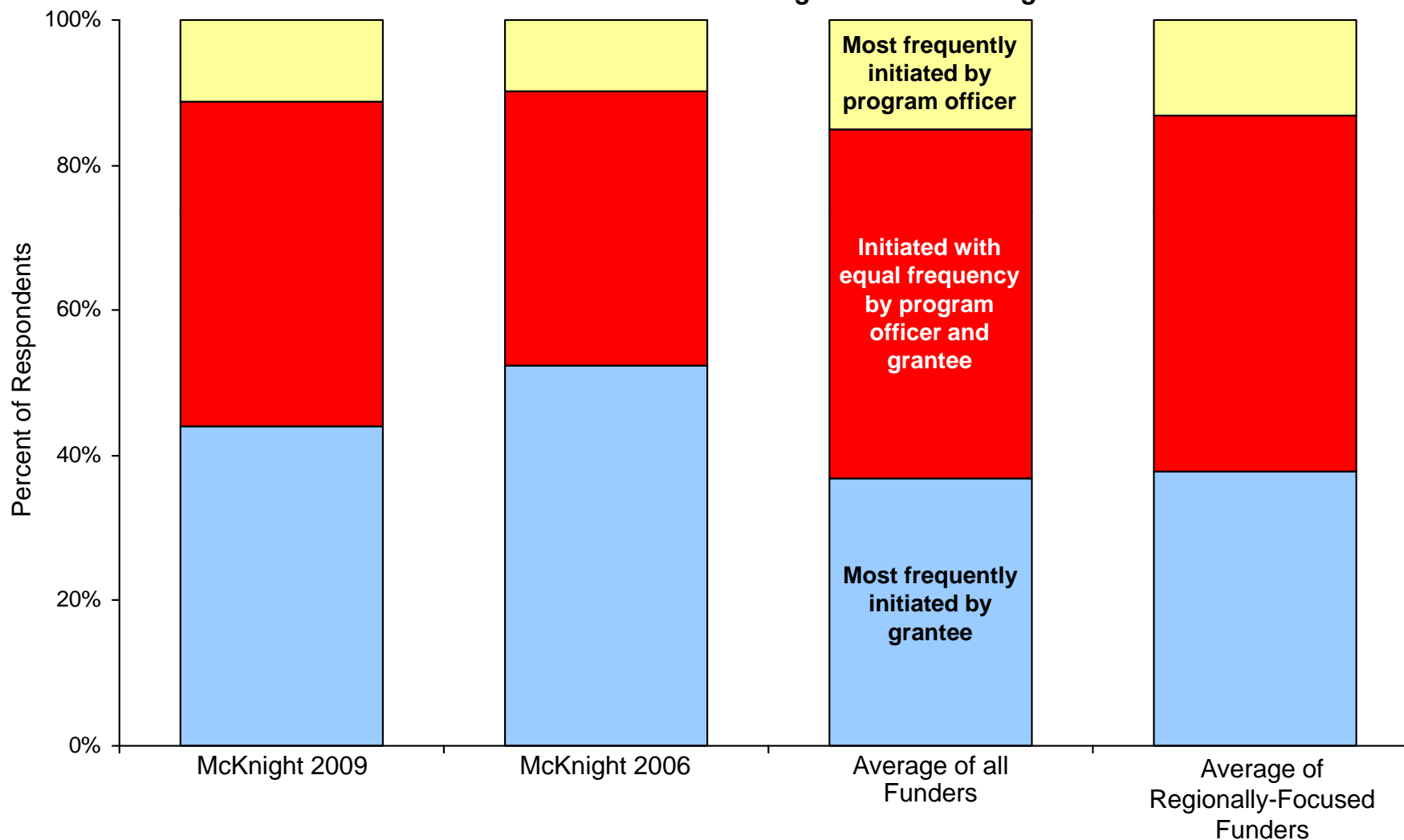V. Aspects of the Grantee Experience
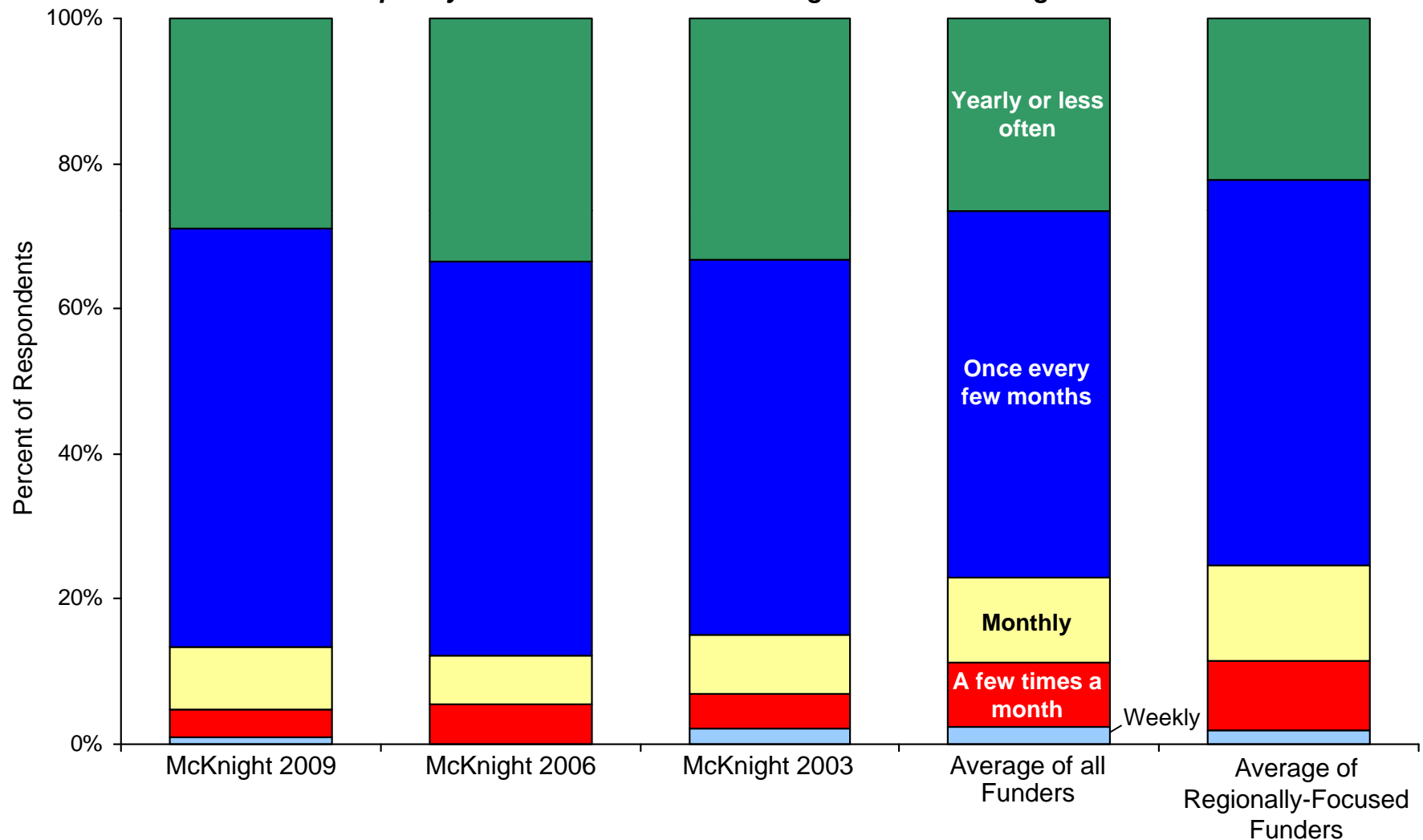
Initiation of Interactions

The proportion of McKnight grantees that report that they most frequently initiate interactions with the Foundation is:

- larger than that of the average funder
- larger than that of the average regionally-focused funder

Initiation of Grantee Contact with Program Officer During Grant
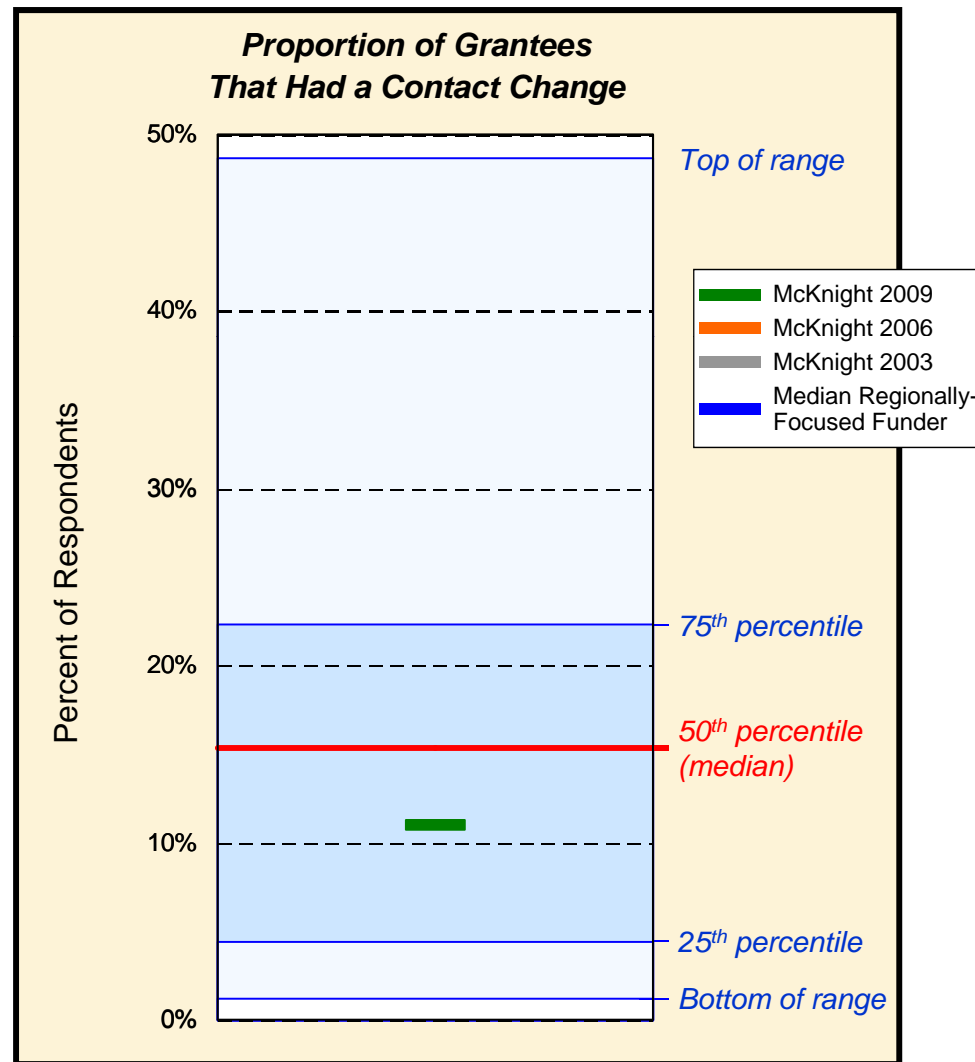
Note: McKnight 2003 data not shown due to changes in the survey instrument.

Proportion of Grantees That Had a Change in Primary Contact

The proportion of McKnight grantees who had a change in their primary contact in the last six months is:

- smaller than that of the median funder

Proportion of Grantees
That Had a Contact Change

Legend:
- McKnight 2009
- McKnight 2006
- McKnight 2003
- Median Regionally-Focused Funder

Chart labels: *Top of range*, *75th percentile*, *50th percentile (median)*, *25th percentile*, *Bottom of range*
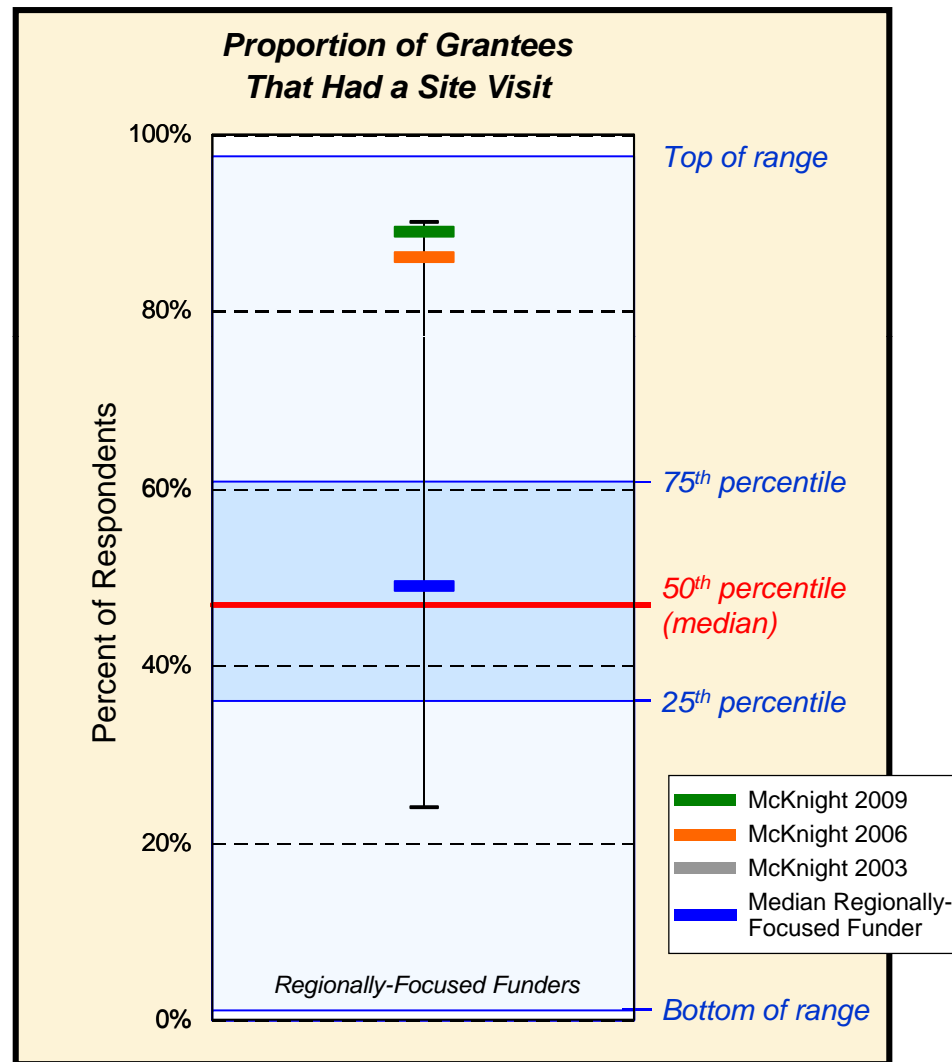
Y-axis: Percent of Respondents (0% to 50%)

Note: McKnight 2006 data, McKnight 2003 data, and regionally-focused funder data not shown due to changes in the survey instrument.
Chart contains data from 20 funders.

30

CONFIDENTIAL │ © The Center for Effective Philanthropy │ 8/3/2010

Proportion of Grantees That Had a Site Visit

The proportion of McKnight grantees receiving a site visit is:

- larger than that of ninety percent of funders
- larger than that of the median regionally-focused funder

**Proportion of Grantees
That Had a Site Visit**

Regionally-Focused Funders

Legend:
- McKnight 2009
- McKnight 2006
- McKnight 2003
- Median Regionally-Focused Funder

Y-axis: Percent of Respondents (0% to 100%)

Range labels: Top of range, 75th percentile, 50th percentile (median), 25th percentile, Bottom of range
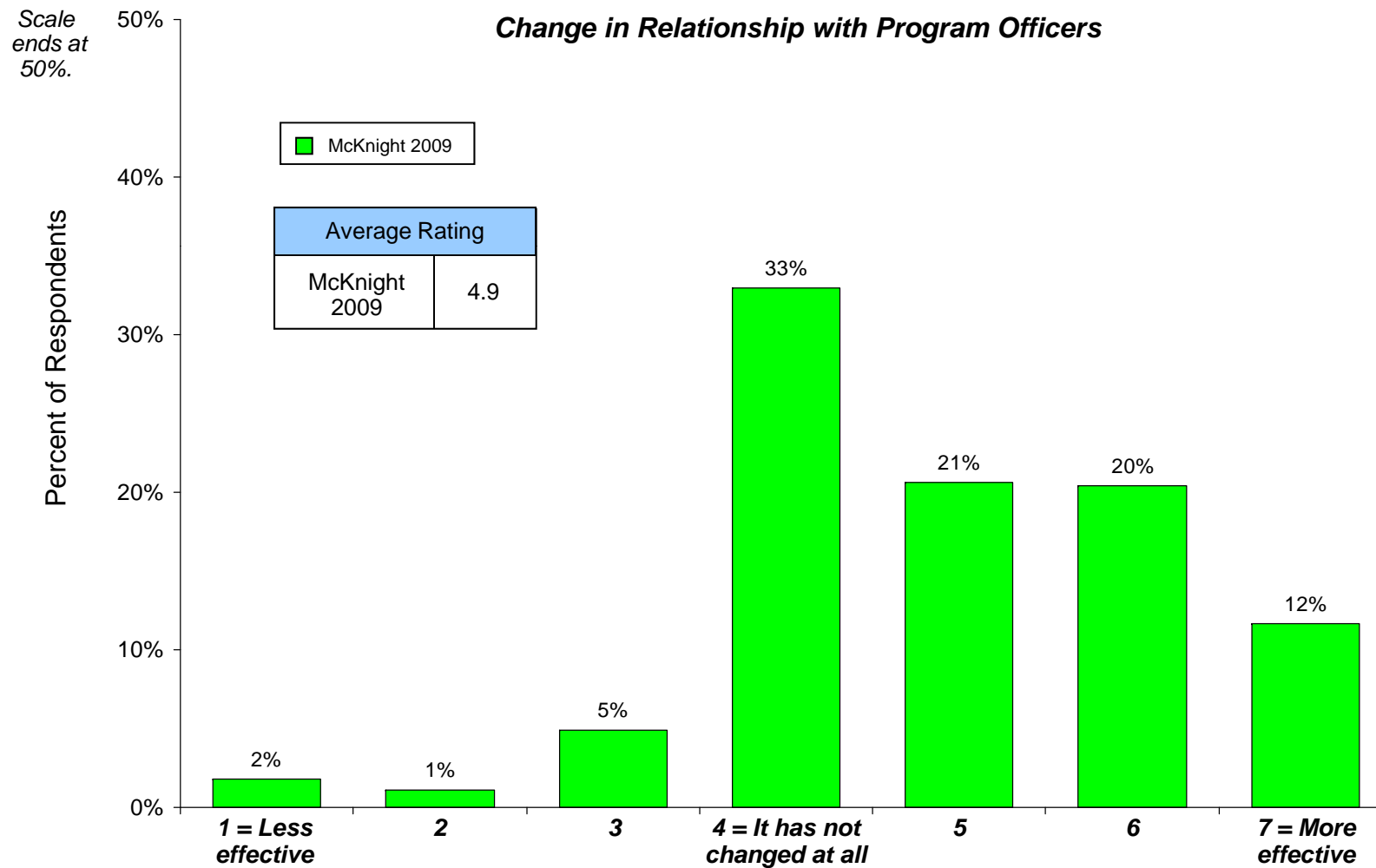
Note: Chart created by aggregating data about site visits that occurred during the selection, reporting and evaluation processes, and during the course of the grant.
McKnight 2003 data not shown due to changes in the survey instrument.

Change in Relationship with Program Officers

McKnight grantees were asked, "In the past three years, how has your relationship with your program officer changed, if at all?" The average rating was 4.9, where 1="Less effective," 4="It has not changed at all" and 7="More effective."

Scale ends at 50%.

Change in Relationship with Program Officers

Percent of Respondents

| McKnight 2009 |

Average Rating	
McKnight 2009	4.9

- 1 = Less effective: 2%
- 2: 1%
- 3: 5%
- 4 = It has not changed at all: 33%
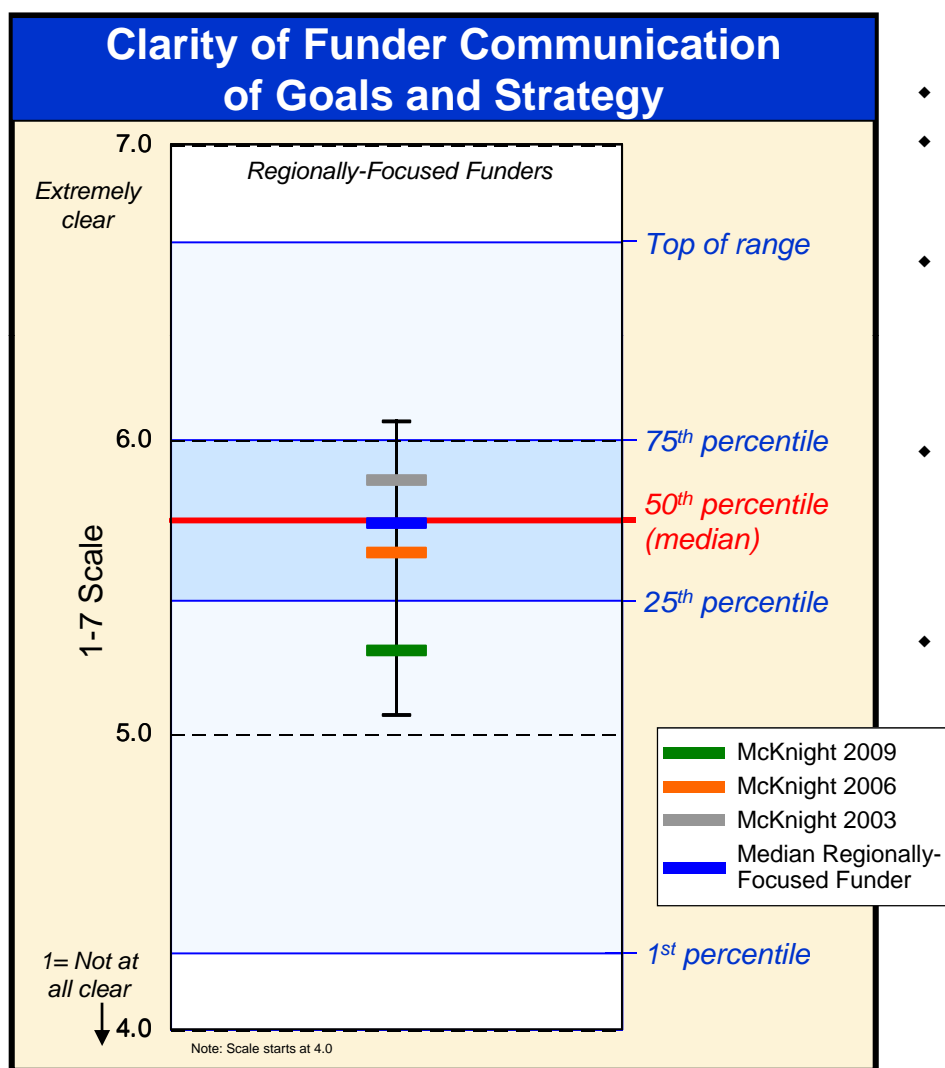- 5: 21%
- 6: 20%
- 7 = More effective: 12%

Note: No comparative data is available because this question was only asked of McKnight grantees.

Communication of Goals and Strategy

On clarity of the Foundation's communication of its goals and strategy, McKnight is rated:

- below the median funder
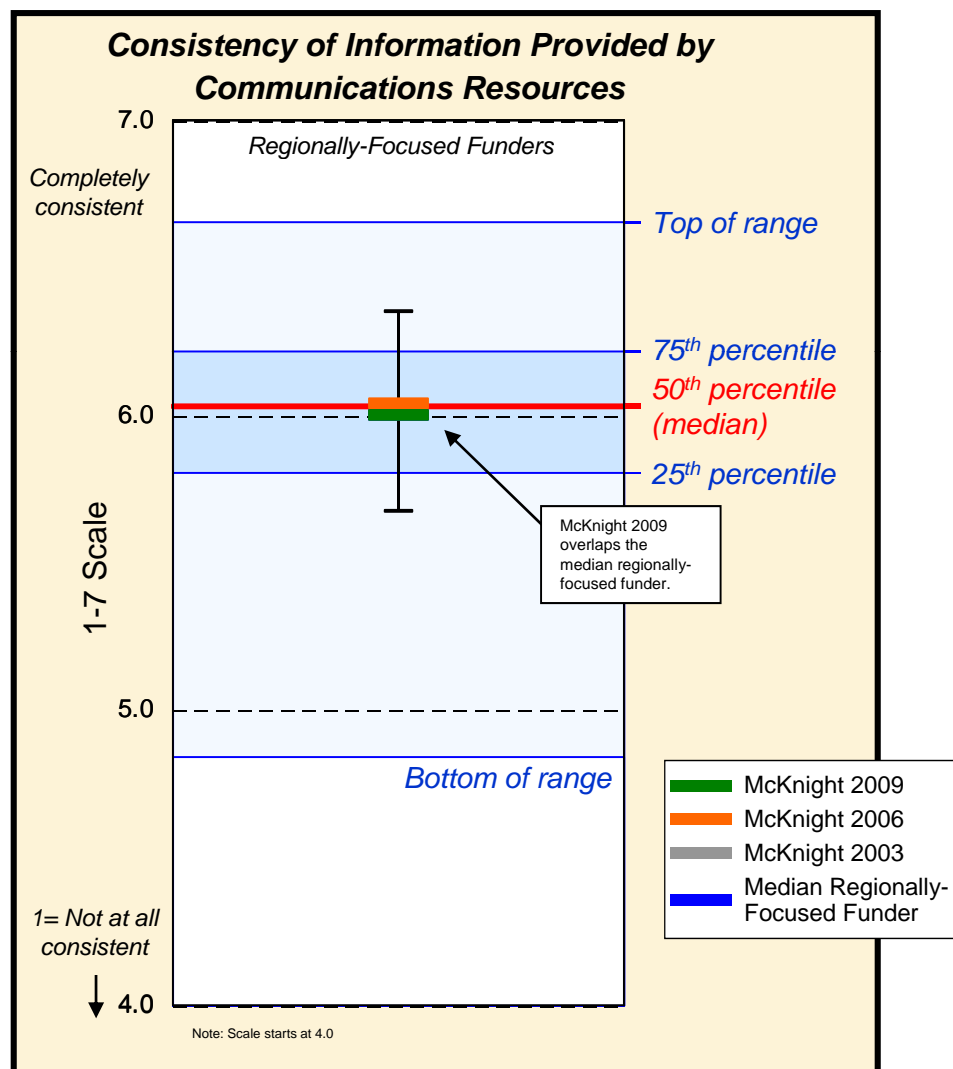- below the median regionally-focused funder

Clarity of Funder Communication of Goals and Strategy

Regionally-Focused Funders

7.0 — Extremely clear

Top of range

6.0 — 75th percentile

50th percentile (median)

25th percentile

5.0

1-7 Scale

McKnight 2009
McKnight 2006
McKnight 2003
Median Regionally-Focused Funder

1st percentile

1= Not at all clear

4.0

Note: Scale starts at 4.0

Selected Grantee Comments

- *"I needed more transparency."*

- *"There was a good deal of communications and frank discussion regarding what the Foundation was looking for and how our work fit with their priorities."*

- *"Historically the communication has been good. Since the Children and Family division completed its strategic plan earlier in 2009, communication has NOT been good. The information has been murky and I am made to guess what is going on by the press releases that are published."*

- *"In the last two years of our grant communications became less frequent and more confusing. We were aware the Foundation was undergoing a strategic planning process, but communications with us changed and conflicted after the strategic planning process began."*

- *"With guidelines changing, I feel a need for more frequent communication and reassurance. I fear that our funding could be swept away when the economy changes."*

V. Aspects of the Grantee Experience

33   Note: Chart does not show data from one funder whose clarity of communications rating is less than 4.0.

Consistency of Communications

On consistency of the Foundation's communications resources, both personal and written, McKnight is rated:

- similarly to the median funder
- similarly to the median regionally-focused funder

Consistency of Information Provided by Communications Resources

Regionally-Focused Funders

7.0 — *Completely consistent*

Top of range

75th percentile
50th percentile (median)
25th percentile

6.0

McKnight 2009 overlaps the median regionally-focused funder.

1-7 Scale

5.0

Bottom of range

1= *Not at all consistent*

4.0

Note: Scale starts at 4.0

Legend:
- McKnight 2009
- McKnight 2006
- McKnight 2003
- Median Regionally-Focused Funder

V. Aspects of the Grantee Experience

Survey-Wide Analysis Fact: Consistency of Communications, both personal and written, is the best predictor of grantee ratings of a funder's clarity of communication of its goals and strategy. Other predictors are 1) *Quality of Interactions with Foundation Staff*: fairness, responsiveness, approachability and 2) *The helpfulness of a funder's selection and reporting/evaluation processes* in strengthening grantees' programs and/or organizations – key moments that can reinforce or undermine funder messages. For more on these findings, key resources most valued by grantees, and management implications, please see CEP's report, *Foundation Communications: The Grantee Perspective.*
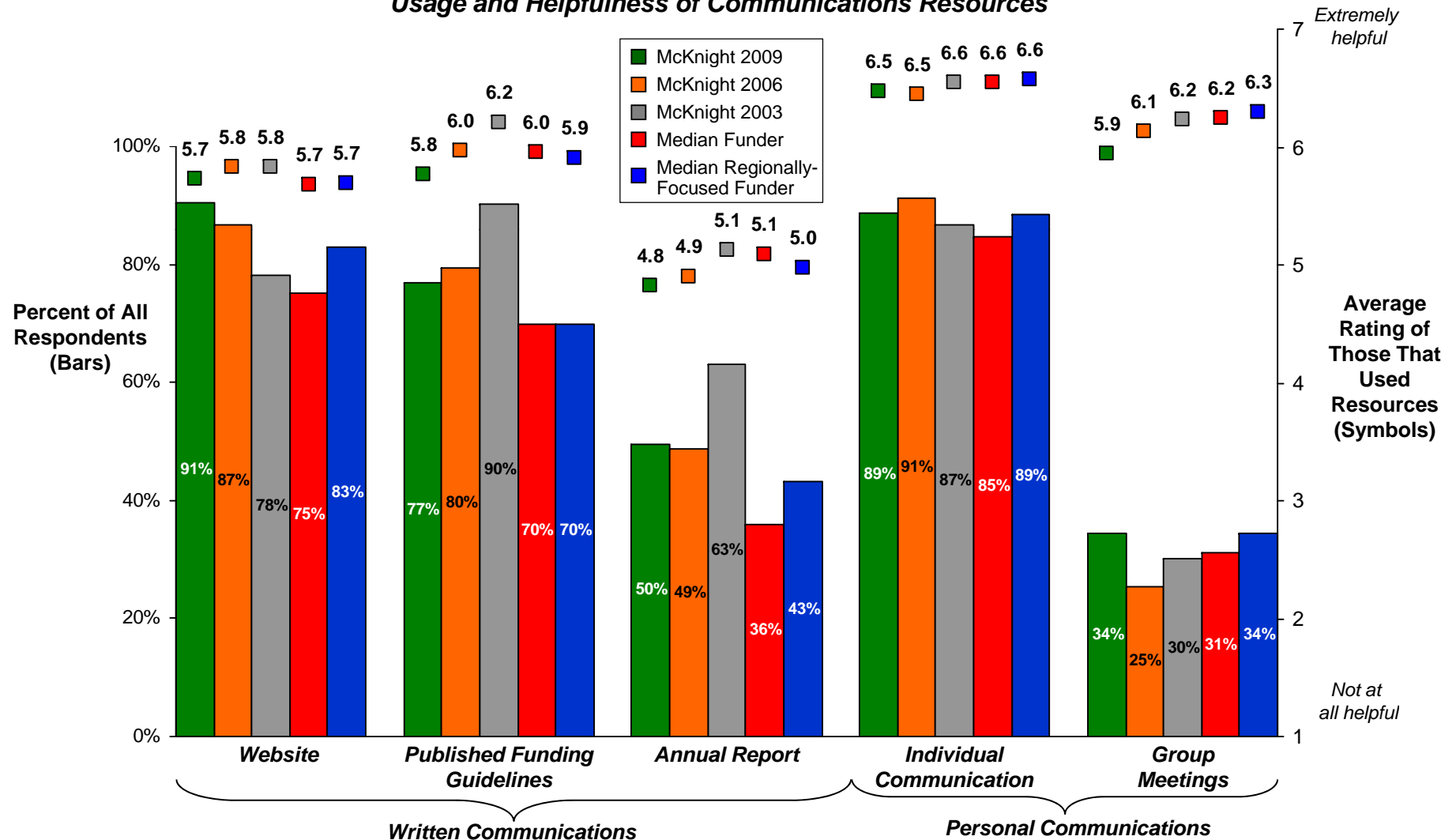
Note: This question includes a "used one or no resources" response option; 2 percent of McKnight 2009 respondents indicated they had used one or no resources, compared to 5 percent at the median funder, 4 percent of McKnight 2006 respondents, and 6 percent of respondents at the median regionally-focused funder.
McKnight 2003 data not available due to changes in the survey instrument.

Communications Resources

Compared to the median philanthropic funder, a larger than typical proportion of McKnight grantees report using written communications to learn about the Foundation. The Foundation's communications resources are rated similarly to or below the median on their helpfulness to grantees.
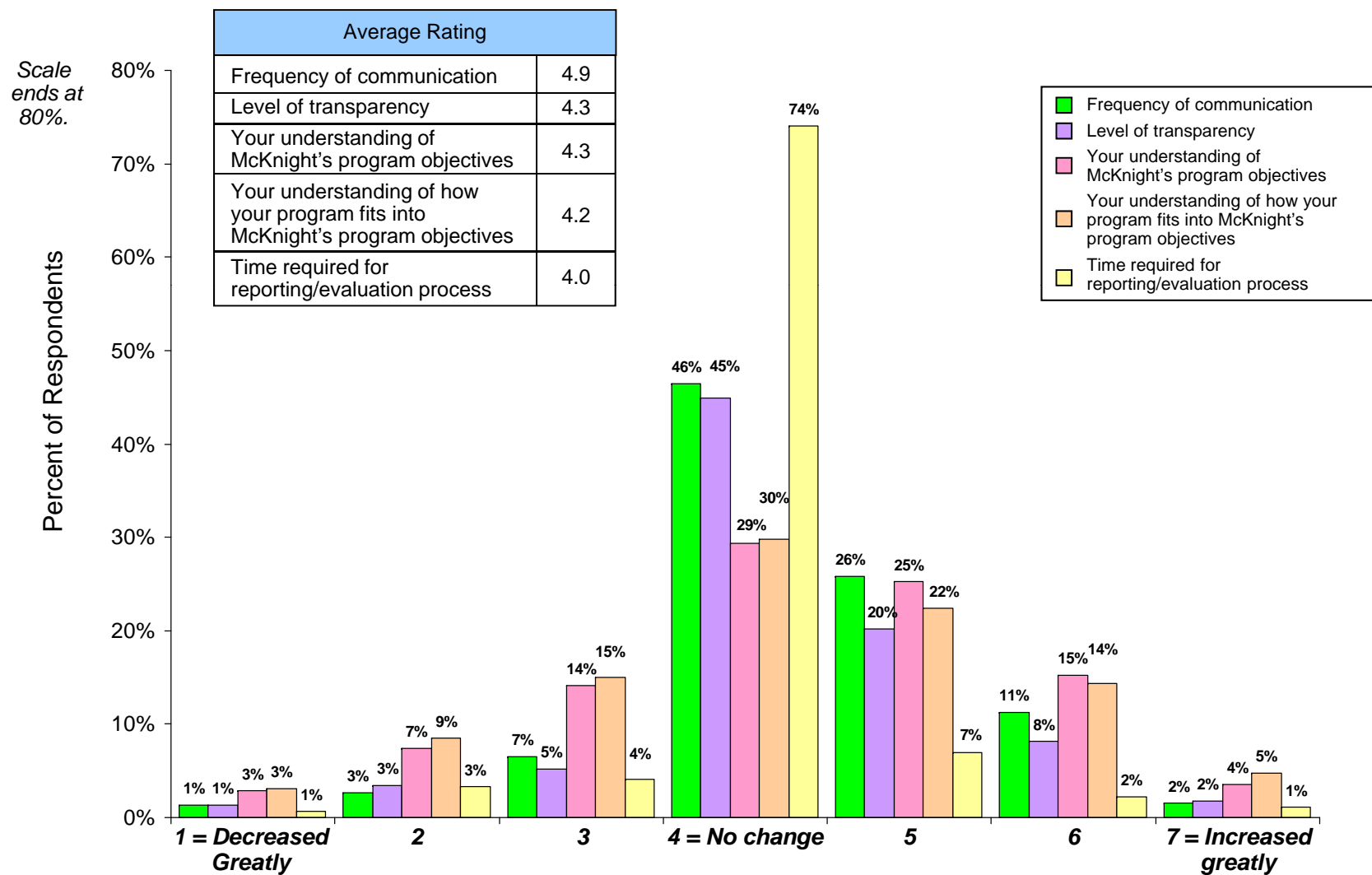
Usage and Helpfulness of Communications Resources

Legend:
- McKnight 2009
- McKnight 2006
- McKnight 2003
- Median Funder
- Median Regionally-Focused Funder

Website: 91%, 87%, 78%, 75%, 83% — ratings 5.7, 5.8, 5.8, 5.7, 5.7

Published Funding Guidelines: 77%, 80%, 90%, 70%, 70% — ratings 5.8, 6.0, 6.2, 6.0, 5.9

Annual Report: 50%, 49%, 63%, 36%, 43% — ratings 4.8, 4.9, 5.1, 5.1, 5.0

Individual Communication: 89%, 91%, 87%, 85%, 89% — ratings 6.5, 6.5, 6.6, 6.6, 6.6

Group Meetings: 34%, 25%, 30%, 31%, 34% — ratings 5.9, 6.1, 6.2, 6.2, 6.3

Percent of All Respondents (Bars)

Average Rating of Those That Used Resources (Symbols)

Extremely helpful (7) / Not at all helpful (1)

Written Communications | Personal Communications

V. Aspects of the Grantee Experience

35

Change in Aspects of the Foundation in the Past Year

McKnight grantees were asked, "In the past year, how have the following aspects of the Foundation changed, if at all?" where 1="Decreased greatly," 4="No change" and 7="Increased greatly."

Change in the Past Year

Average Rating	
Frequency of communication	4.9
Level of transparency	4.3
Your understanding of McKnight's program objectives	4.3
Your understanding of how your program fits into McKnight's program objectives	4.2
Time required for reporting/evaluation process	4.0

Scale ends at 80%.

Legend:
- Frequency of communication
- Level of transparency
- Your understanding of McKnight's program objectives
- Your understanding of how your program fits into McKnight's program objectives
- Time required for reporting/evaluation process

V. Aspects of the Grantee Experience

36

Note: No comparative data is available because this question was only asked of McKnight grantees.

Contents

VI. Grant Processes and Administration

Helpfulness of Selection Process

On helpfulness of the Foundation's selection process in strengthening the grantee, McKnight is rated:

- similarly to the median funder
- below the median regionally-focused funder

Helpfulness of the Selection Process to Grantees

1-7 Scale

7.0 — *Extremely helpful*

Regionally-Focused Funders

6.0 — Top of range

75th percentile

5.0 — 50th percentile (median)

25th percentile

4.0 —

1= Not at all helpful

Bottom of range

3.0 —

Note: Scale starts at 3.0

Legend:
- McKnight 2009 (green)
- McKnight 2006 (orange)
- McKnight 2003 (gray)
- Median Regionally-Focused Funder (blue)
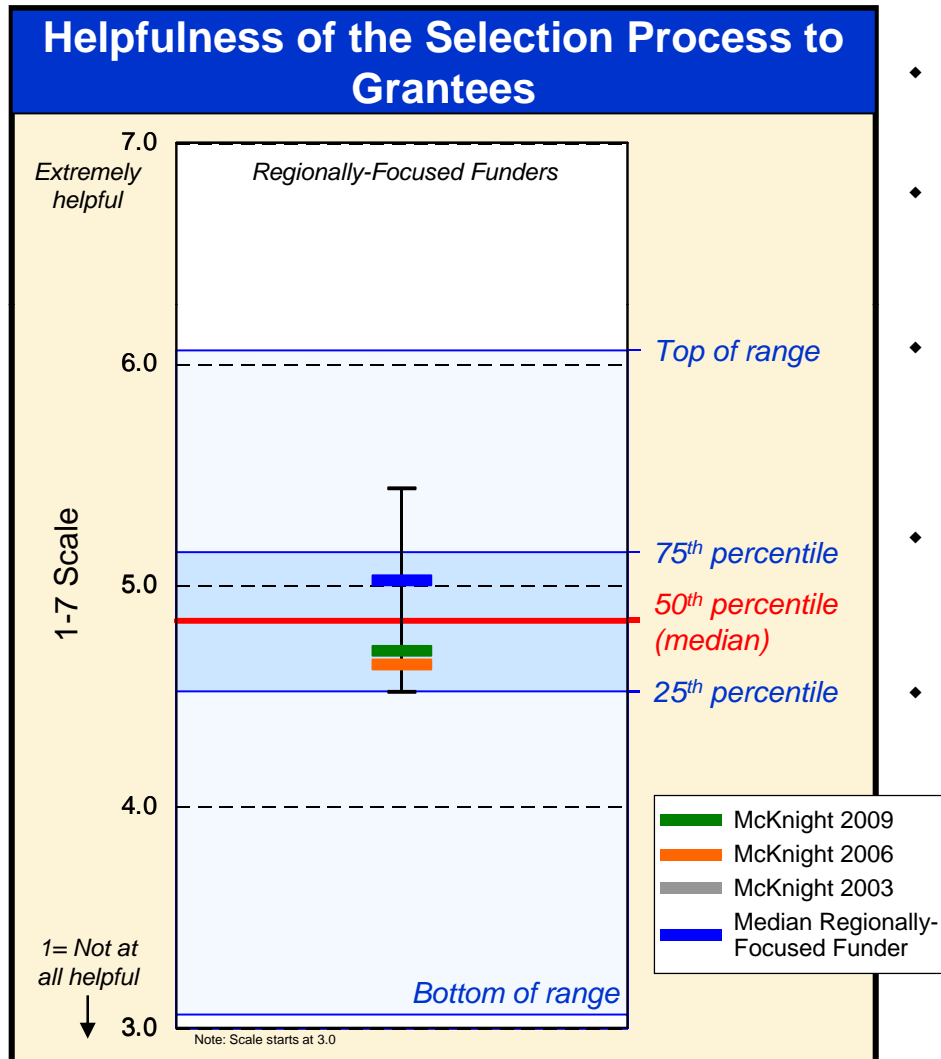
Selected Grantee Comments

- *"One program officer [was] telling us one thing and another staff person was telling us something else – related to what area we should apply under."*

- *"The Foundation's process is clear and we understand what is expected. We greatly appreciate staff responsiveness to questions and willingness to assist in the development of the grant request."*

- *"On our most recent grant proposal there seemed to be considerably more uncertainty about the future of McKnight's giving in our area. Also, significant reductions in available funding has led to greater stress in the relationship. But we continue to feel that we are dealt with fairly and honestly."*

- *"The Foundation's process and guidelines are extremely well laid out and clear. Applying to the Foundation is actually one of the most user friendly processes that we encounter during the year."*

- *"I think the process requirements are clearly outlined on the website and in writing. However, the timeline from submission to notification was unclear."*

Note: McKnight 2003 data not shown due to changes in the survey instrument.
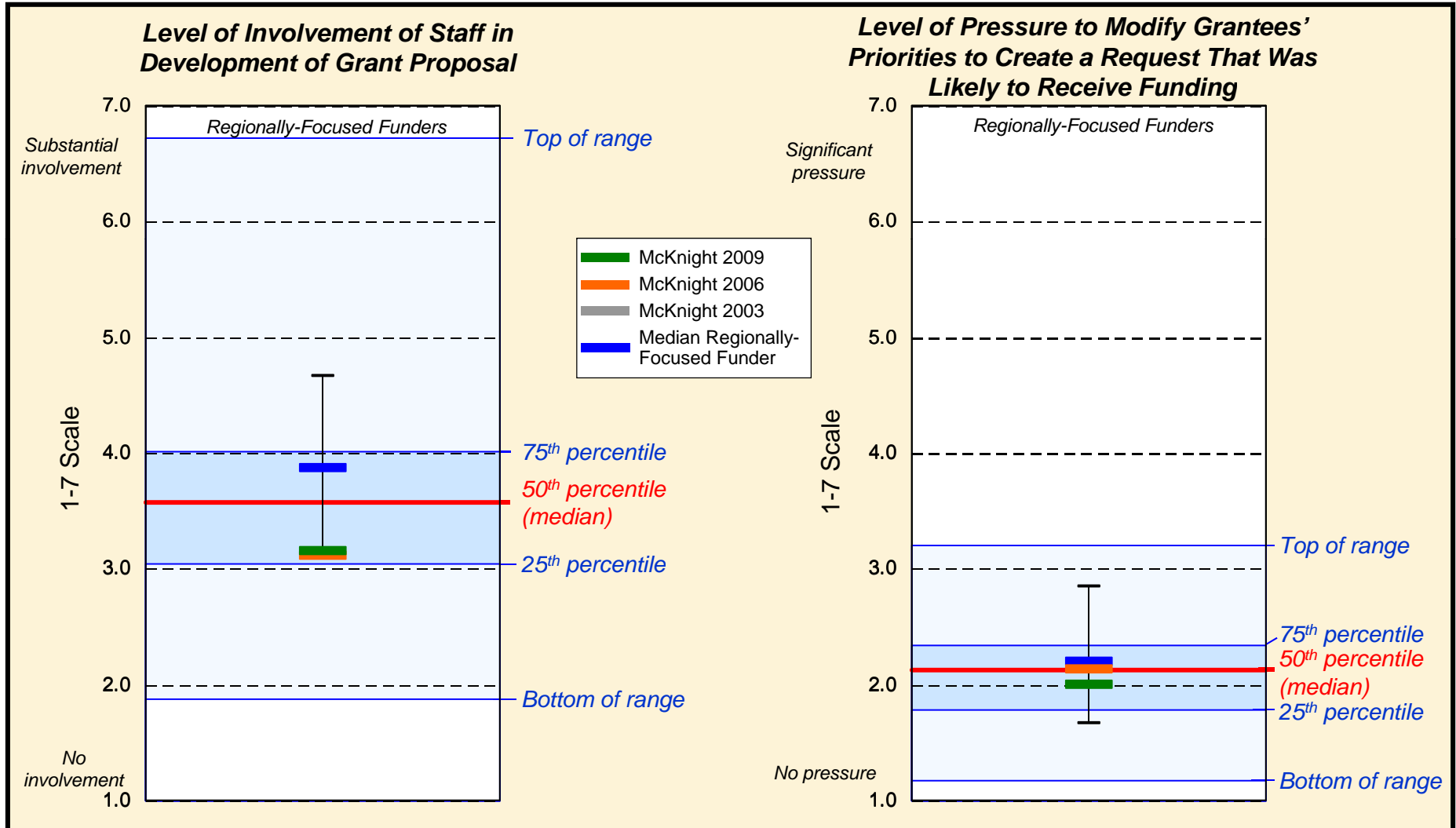
Funder Involvement and Pressure in Selection Process

On the level of involvement in the development of grantees' proposals, McKnight is rated:
- below the median funder
- below the median regionally-focused funder

On the level of pressure grantees feel to modify their priorities to create a proposal that was likely to receive funding, McKnight is rated:
- similarly to the median funder
- similarly to the median regionally-focused funder

Level of Involvement of Staff in Development of Grant Proposal

- Substantial involvement
- 1-7 Scale
- No involvement

Legend:
- McKnight 2009
- McKnight 2006
- McKnight 2003
- Median Regionally-Focused Funder

Regionally-Focused Funders
- Top of range
- 75th percentile
- 50th percentile (median)
- 25th percentile
- Bottom of range

Level of Pressure to Modify Grantees' Priorities to Create a Request That Was Likely to Receive Funding

- Significant pressure
- 1-7 Scale
- No pressure

Regionally-Focused Funders
- Top of range
- 75th percentile
- 50th percentile (median)
- 25th percentile
- Bottom of range

VI. Grant Processes and Administration

Note: McKnight 2003 data not shown on either chart due to changes in the survey instrument.

Time Between Submission and Clear Commitment

The proportion of McKnight grantees that report that four months or more elapsed between submission of proposal and clear commitment of funding is:
- similar to that of the average funder
- similar to that of the average regionally-focused funder

Time Elapsed Between _Proposal Submission_ and _Clear Commitment_

VI. Grant Processes and Administration
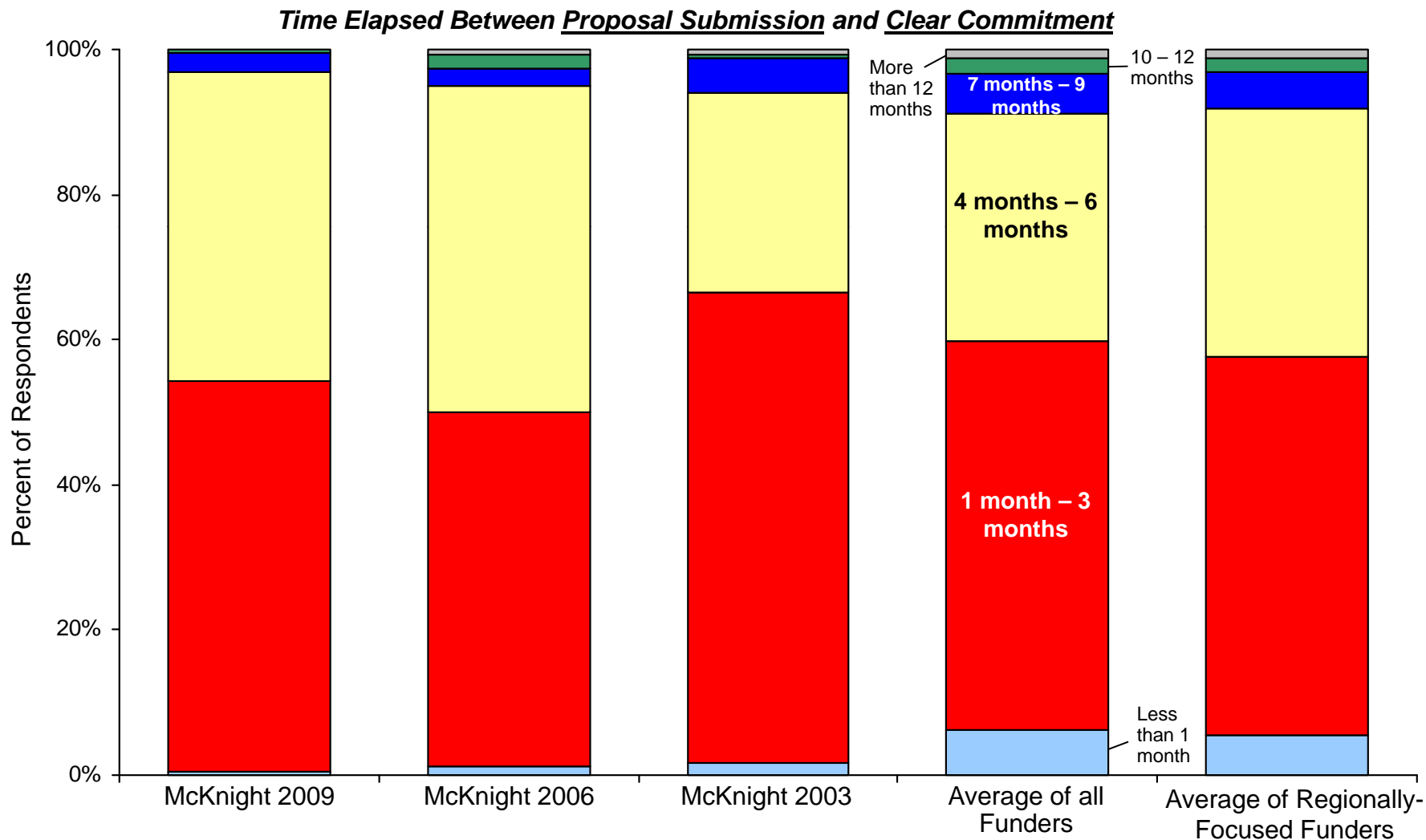
Selection Process Activities

Compared to grantees of the median philanthropic funder, McKnight grantees more frequently report submitting a letter of intent/letter of inquiry and having a site visit as part of the selection process.

Selection Process Activities

Legend:
- McKnight 2009 (green)
- McKnight 2006 (orange)
- McKnight 2003 (gray)
- Median Funder (red)
- Median Regionally-Focused Funder (blue)

Y-axis: Percent of Respondents That Participated in Selection Process Activity

- **Communication About Expected Results[1]:** 76%, N/A, 79%, N/A
- **Email Correspondence:** 79%, 61%, 78%, 78%
- **Financial Information:** 87%, 83%, 73%, 74%
- **Phone Conversation:** 81%, 78%, 73%, 81%
- **Letter of Intent/Letter of Inquiry:** 84%, 75%, 51%, 51%
- **In-Person Conversation:** 53%, 38%, 46%, 52%
- **Site Visit:** 85%, 79%, 33%, 35%
- **References:** 24%, 26%, 18%, 18%

1: Represents data from 14 funders. Median regionally-focused funder data not available due to changes in the survey instrument. McKnight 2003 data not available due to changes in the survey instrument.

Helpfulness of Reporting and Evaluation Processes

On helpfulness of the Foundation's reporting/evaluation process in strengthening the grantee, McKnight is rated:
- similarly to the median funder
- below the median regionally-focused funder

Helpfulness of Reporting and Evaluation Processes to Grantees
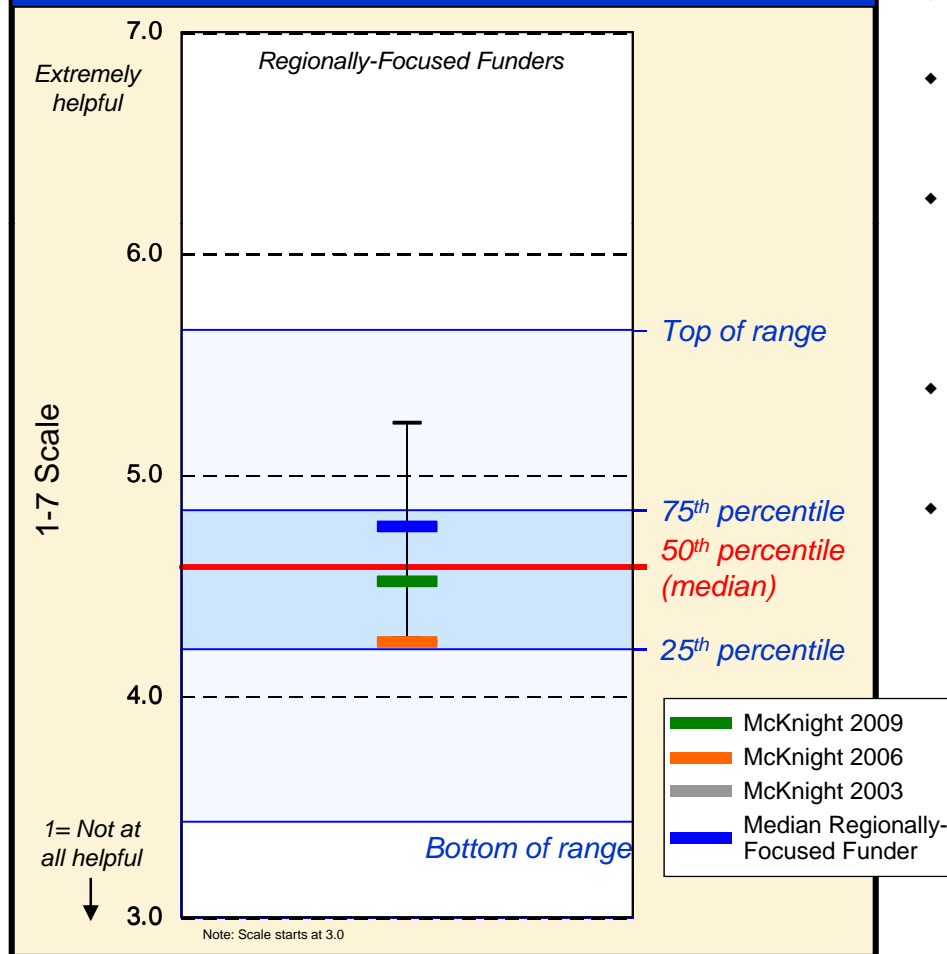
Selected Grantee Comments

- *"The Foundation expects an amount of reporting and detail appropriate to the level of funding."*

- *"Some of the required reporting in the past has been excessively quantitative and required generation of a lot of numbers of doubtful significance."*

- *"…the Foundation's letters prompting (reminding) us of the date reports are due and the materials expected to accompany these reports is very beneficial. Thank you for this welcome reminder. In addition, we appreciate the letter confirming receipt and review of our reports."*

- *"Our Program Officer challenged us to track data differently which has improved the quality and type of data we can now report to our stakeholders."*

- *"The process worked very well. It was clear what materials needed to be submitted and when."*
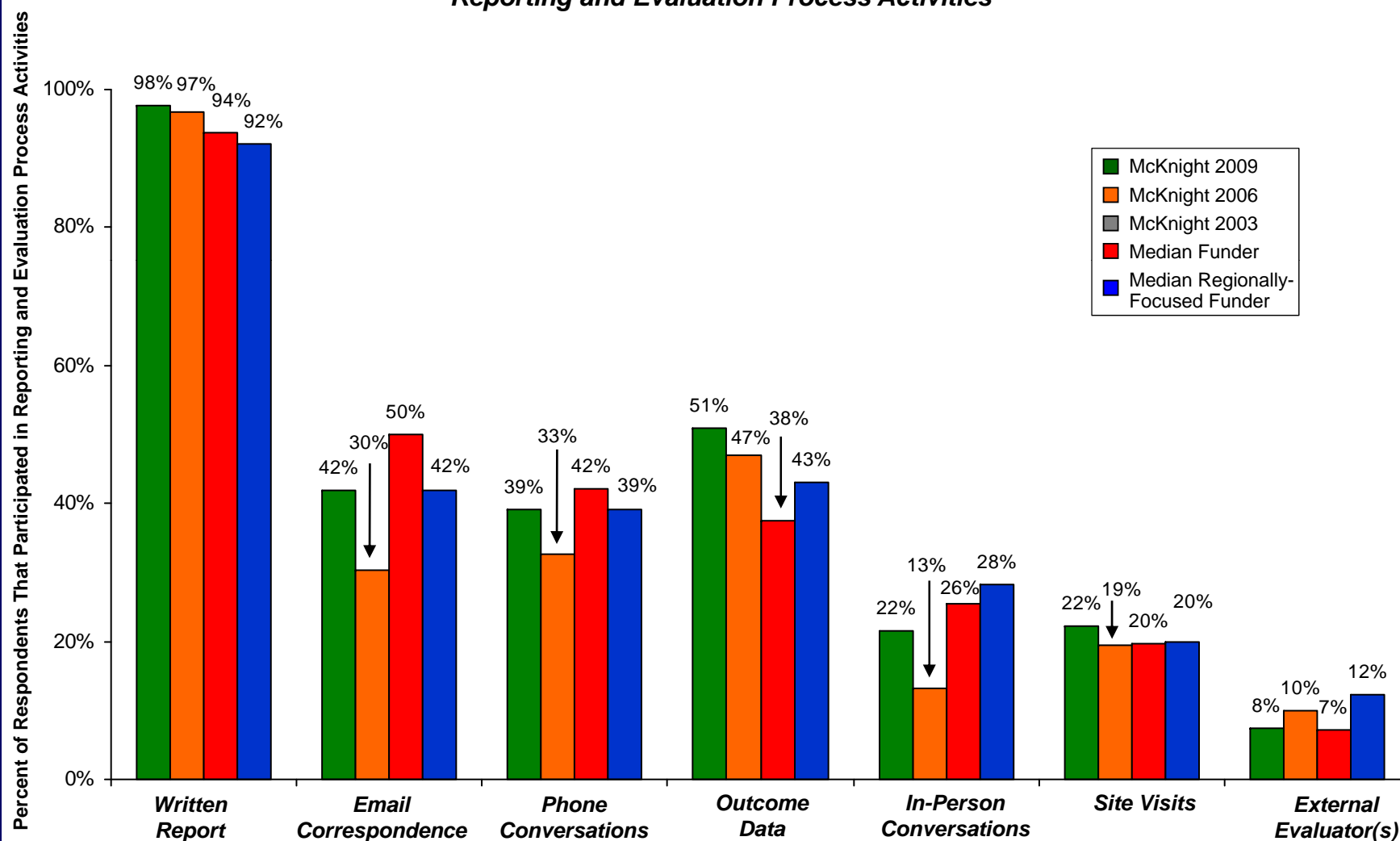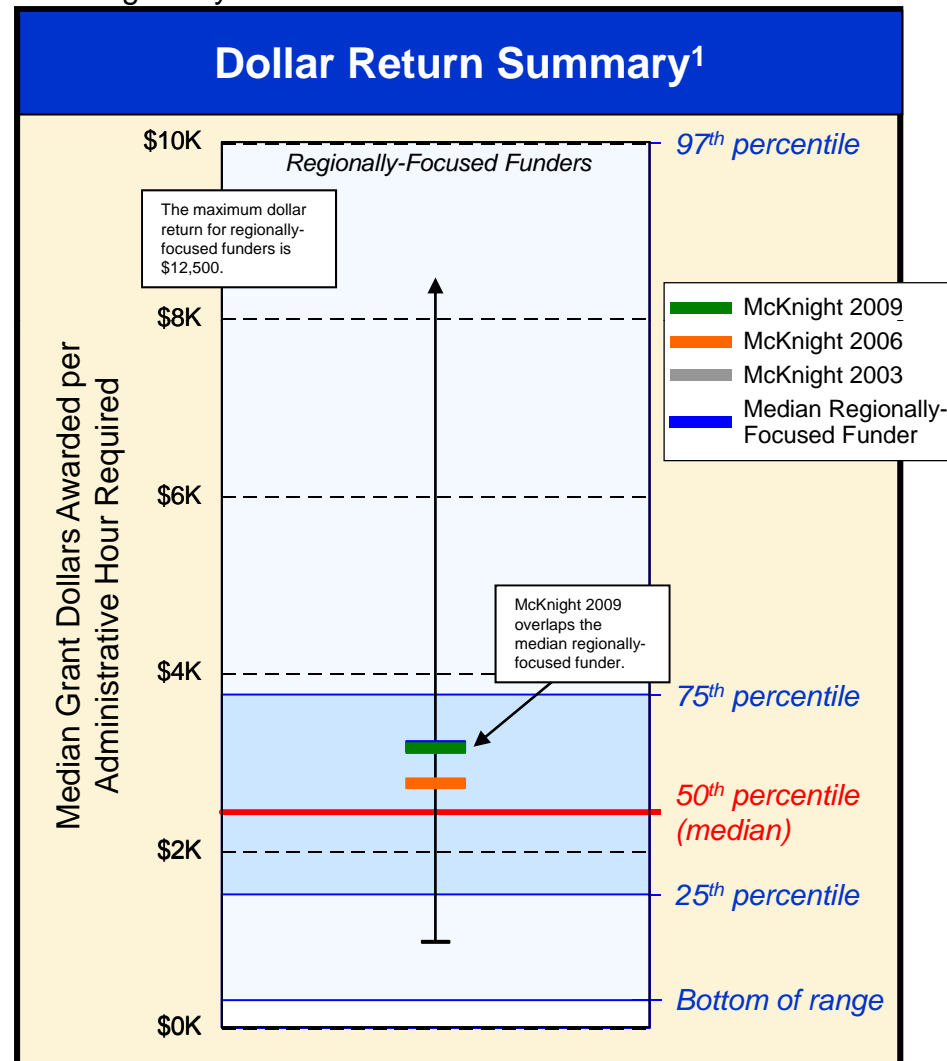
Note: This question was only asked of those grantees that had participated in a reporting or evaluation process by the time they took the survey. For McKnight 2009, 60 percent of grantees indicated that they had participated in a reporting or evaluation process by the time they took the survey, compared to 62 percent at the median funder and 64 percent at the median regionally-focused funder.
McKnight 2003 data not shown due to changes in the survey instrument.

Reporting and Evaluation Processes

The proportion of McKnight grantees that reported discussing their completed reports or evaluations with Foundation staff is:
- smaller than that of the median funder
- smaller than that of the median regionally-focused funder
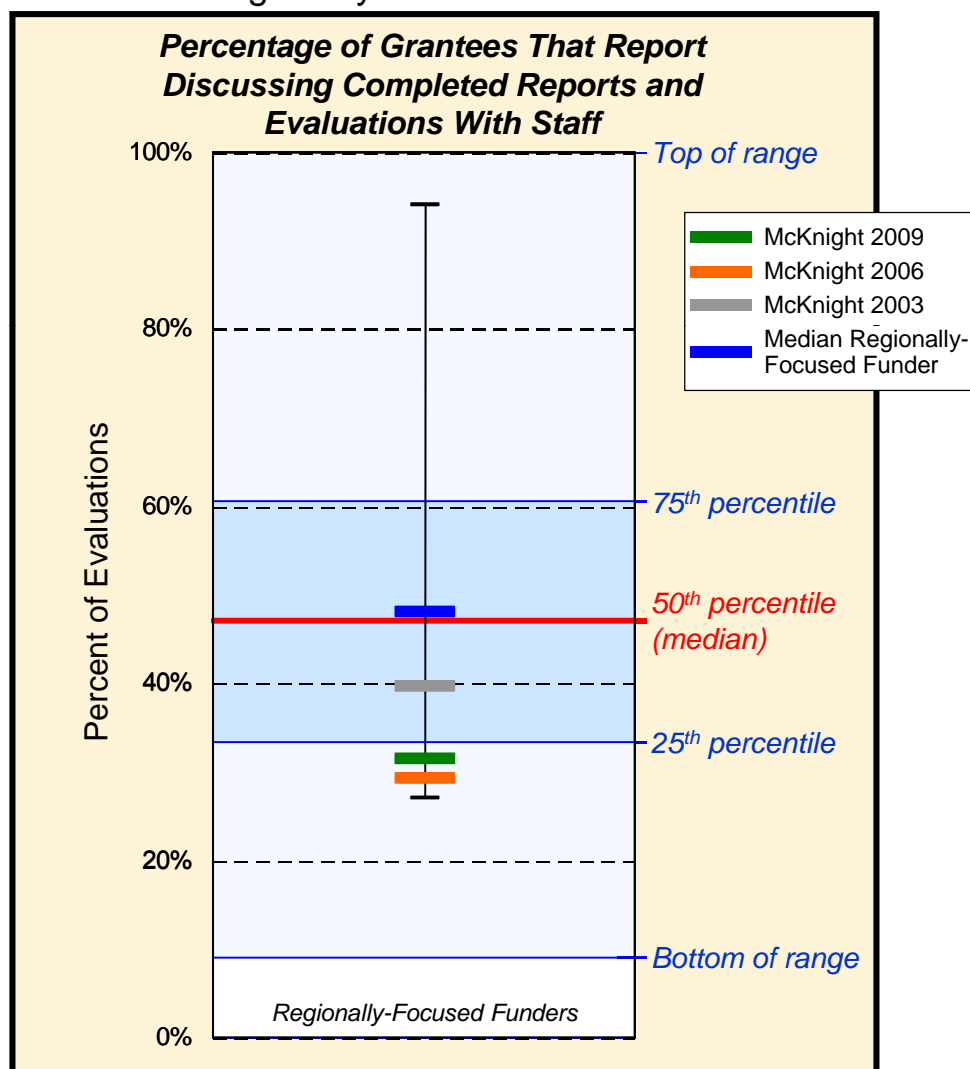
Percentage of Grantees That Report Discussing Completed Reports and Evaluations With Staff

Legend:
- McKnight 2009 (green)
- McKnight 2006 (orange)
- McKnight 2003 (gray)
- Median Regionally-Focused Funder (blue)

Y-axis: Percent of Evaluations

- 100% — Top of range
- 80%
- 60% — 75th percentile
- 50th percentile (median)
- 40%
- 25th percentile
- 20%
- Bottom of range
- 0%

Regionally-Focused Funders

VI. Grant Processes and Administration

43

Reporting and Evaluation Process Activities

McKnight grantees more frequently report submitting outcome data as part of the reporting and evaluation processes than is typical.

VI. Grant Processes and Administration

Reporting and Evaluation Process Activities

Note: This question was only asked of those grantees that had participated in a reporting or evaluation process by the time they took the survey. For McKnight 2009, 60 percent of grantees indicated that they had participated in a reporting or evaluation process by the time they took the survey, compared to 62 percent at the median funder and 64 percent at the median regionally-focused funder. McKnight 2003 data not available due to changes in the survey instrument.

Dollar Return Summary

This summary measure includes the total grant dollars awarded and the total time necessary to fulfill the administrative requirements over the lifetime of the grant. At the median, the number of dollars awarded per hour of administrative time spent by McKnight grantees is:
- greater than that of the median funder
- similar to that of the median regionally-focused funder

Dollar Return Summary[1]

Regionally-Focused Funders

97th percentile

The maximum dollar return for regionally-focused funders is $12,500.

$10K
$8K
$6K
$4K
$2K
$0K

Median Grant Dollars Awarded per Administrative Hour Required

McKnight 2009
McKnight 2006
McKnight 2003
Median Regionally-Focused Funder

McKnight 2009 overlaps the median regionally-focused funder.

75th percentile

50th percentile (median)

25th percentile

Bottom of range

1: Dollar Return on Grantee Administrative Hours is calculated for each grantee and aggregated by philanthropic funder for the Dollar Return Summary. Chart does not show data from seven funders whose Dollar Return on Grantee Administrative Hours exceeds $10K.

45

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

Grant Size and Administrative Time

At the median, the grant size reported by McKnight grantees is:
- larger than that of the median funder
- similar to that of the median regionally-focused funder

At the median, the number of hours of administrative time spent by McKnight grantees during the course of the grant is:
- greater than the time spent by grantees of the median funder
- greater than the time spent by grantees of the median regionally-focused funder

Median Grant Size[1]

Regionally-Focused Funders

Legend:
- McKnight 2009
- McKnight 2006
- McKnight 2003
- Median Regionally-Focused Funder

McKnight 2009 overlaps McKnight 2006.

95th percentile
75th percentile
50th percentile (median)
25th percentile
Bottom of range

Median Administrative Hours Spent by Grantees on Funder Requirements Over Grant Lifetime[2]

Regionally-Focused Funders

99th percentile
75th percentile
50th percentile (median)
25th percentile
Bottom of range

1: Chart displays total grant proposal creation, evaluation, and monitoring hours spent over the life of the grant; each of these events did not necessarily occur for each individual grantee. Chart does not show data from one funder whose median administrative hours exceeds 125 hours.
2: Chart does not show data from eleven funders whose median grant size exceeds $500K.
Note: McKnight 2003 data not shown due to changes in the survey instrument.

VI. Grant Processes and Administration

Administrative Time – Proposal and Selection Process

At the median, the number of hours of administrative time spent by McKnight grantees during the selection process is:

- similar to the time spent by grantees of the median funder
- similar to the time spent by grantees of the median regionally-focused funder

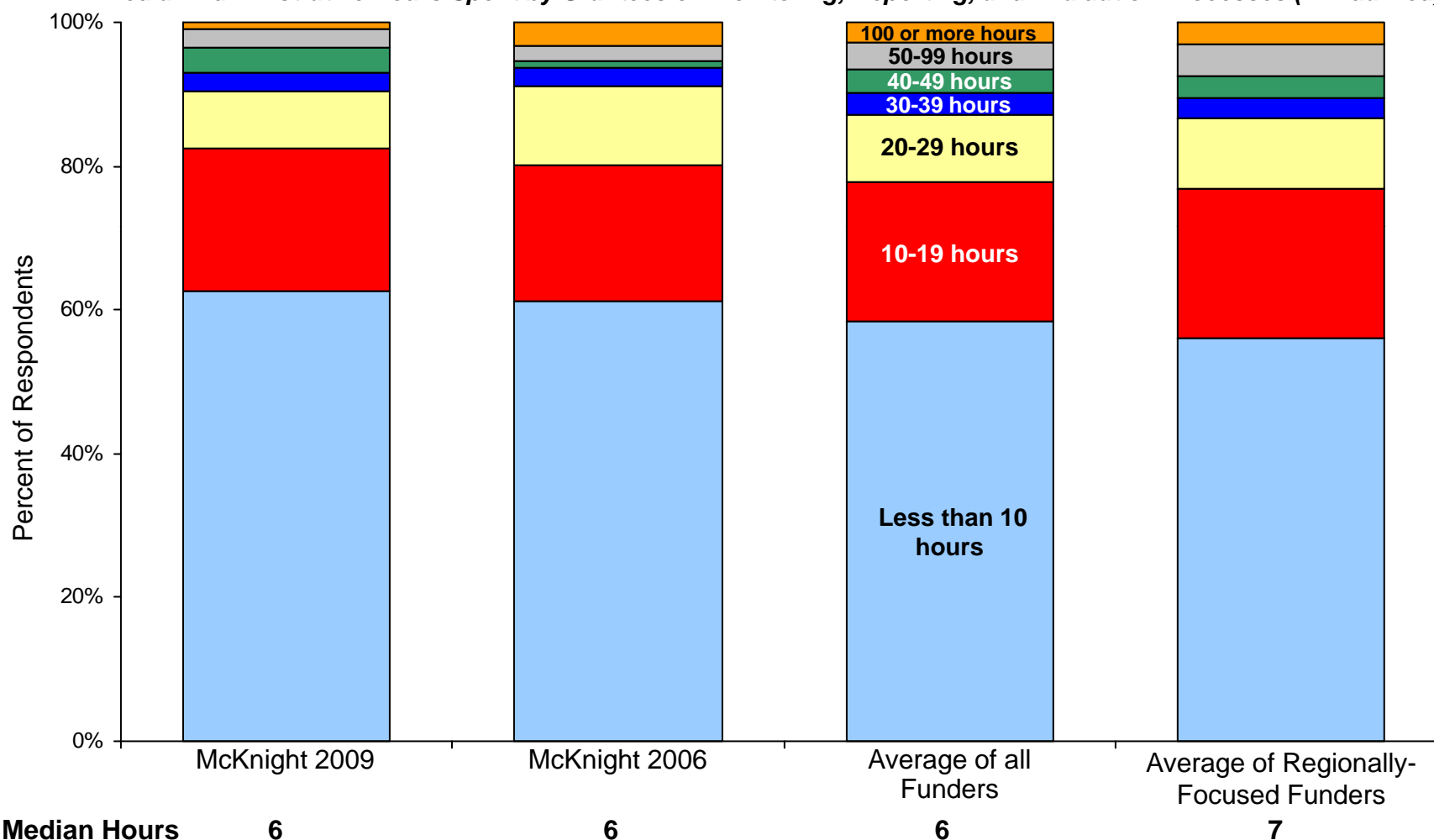*Median Administrative Hours Spent by Grantees on Proposal and Selection Process*

Legend (top to bottom):
- 200 hours or more
- 100-199 hours
- 50-99 hours
- 40-49 hours
- 30-39 hours
- 20-29 hours
- 10-19 hours
- Less than 10 hours

	McKnight 2009	McKnight 2006	McKnight 2003	Average of all Funders	Average of Regionally-Focused Funders
Median Hours	20	20	20	20	20

VI. Grant Processes and Administration

47
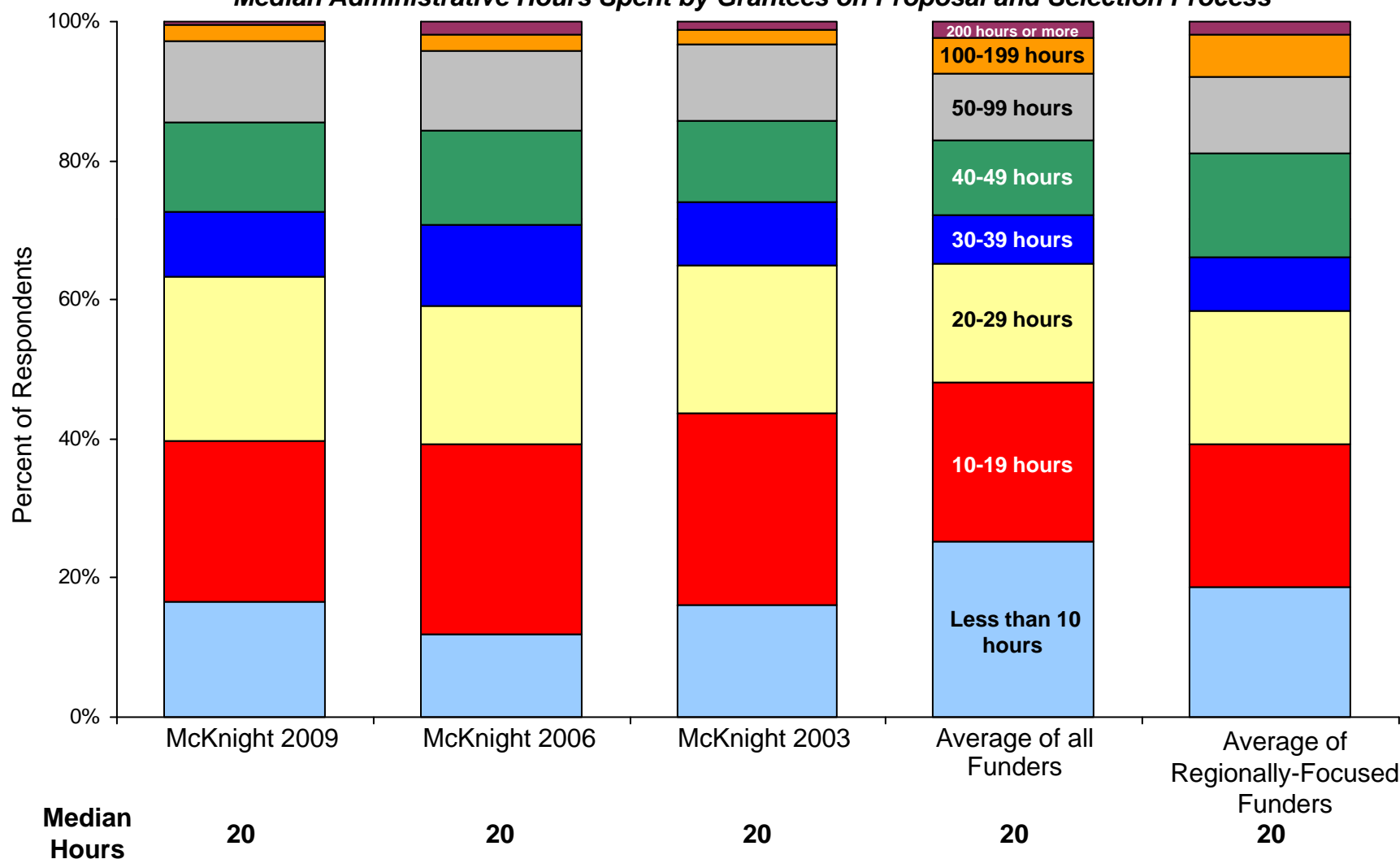
Administrative Time – Reporting and Evaluation Processes

At the median, the number of hours of administrative time spent by McKnight grantees per year on the reporting/evaluation process is:
- similar to the time spent by grantees of the median funder
- similar to the time spent by grantees of the median regionally-focused funder

Median Administrative Hours Spent by Grantees on Monitoring, Reporting, and Evaluation Processes (Annualized)[1]

Legend	
100 or more hours	
50-99 hours	
40-49 hours	
30-39 hours	
20-29 hours	
10-19 hours	
Less than 10 hours	

	McKnight 2009	McKnight 2006	Average of all Funders	Average of Regionally-Focused Funders
Median Hours	6	6	6	7

1: "Evaluation" in the survey includes any activity considered by grantees to be part of an evaluation, and does not necessarily correspond to the Foundation's definition.
Note: McKnight 2003 data not available due to changes in the survey instrument.

Contents

VII. Assistance Beyond the Grant Check

Non-Monetary Assistance Summary (1)

The non-monetary assistance summary includes the fourteen activities listed below. Provision of assistance patterns fall into the four categories: comprehensive assistance, field-focused assistance, little assistance, and no assistance.

Non-Monetary Assistance Activities Included in Summary

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

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

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

Definitions of Patterns of Assistance

Comprehensive Assistance
Grantees receiving at least 7 forms of assistance

Field-Focused Assistance
Grantees receiving at least 3 forms of field-related assistance but less than 7 forms of assistance overall

Little Assistance
Grantees receiving at least one form of assistance but not falling into the above categories

No Assistance
Grantees not receiving non-monetary support

Selected Grantee Comments

- *"The McKnight Foundation provides the most support of any foundation that I have worked with in my career as an executive director and development officer. Bringing grantees together on a regular basis and offering the opportunity to hear from experts in the field of youth development has been a huge asset to the nonprofit sector."*

- *"Sharing research and best practices through written reports and presentations/conversations has helped us keep abreast of current thinking."*

- *"The Foundation has embraced its role as a convener, and I think this is the most important impact it is having – by bringing people and organizations together to share resources and leverage collective influence, the entire community is stronger."*

- *"I feel that [the] McKnight Foundation has been a wonderful mentor to my organization – providing much more than financial resources."*

- *"Because of the magnitude of the Foundation's support for the arts, when McKnight talks people listen. As a result, their various publications, convenings and reports are highly regarded and have long shelf lives. This is true both locally in Minnesota and nationally as well."*

Non-Monetary Assistance Summary (2)

The proportion of McKnight grantees that report receiving comprehensive or field-focused assistance is:
- similar to that of the average funder
- similar to that of the average regionally-focused funder
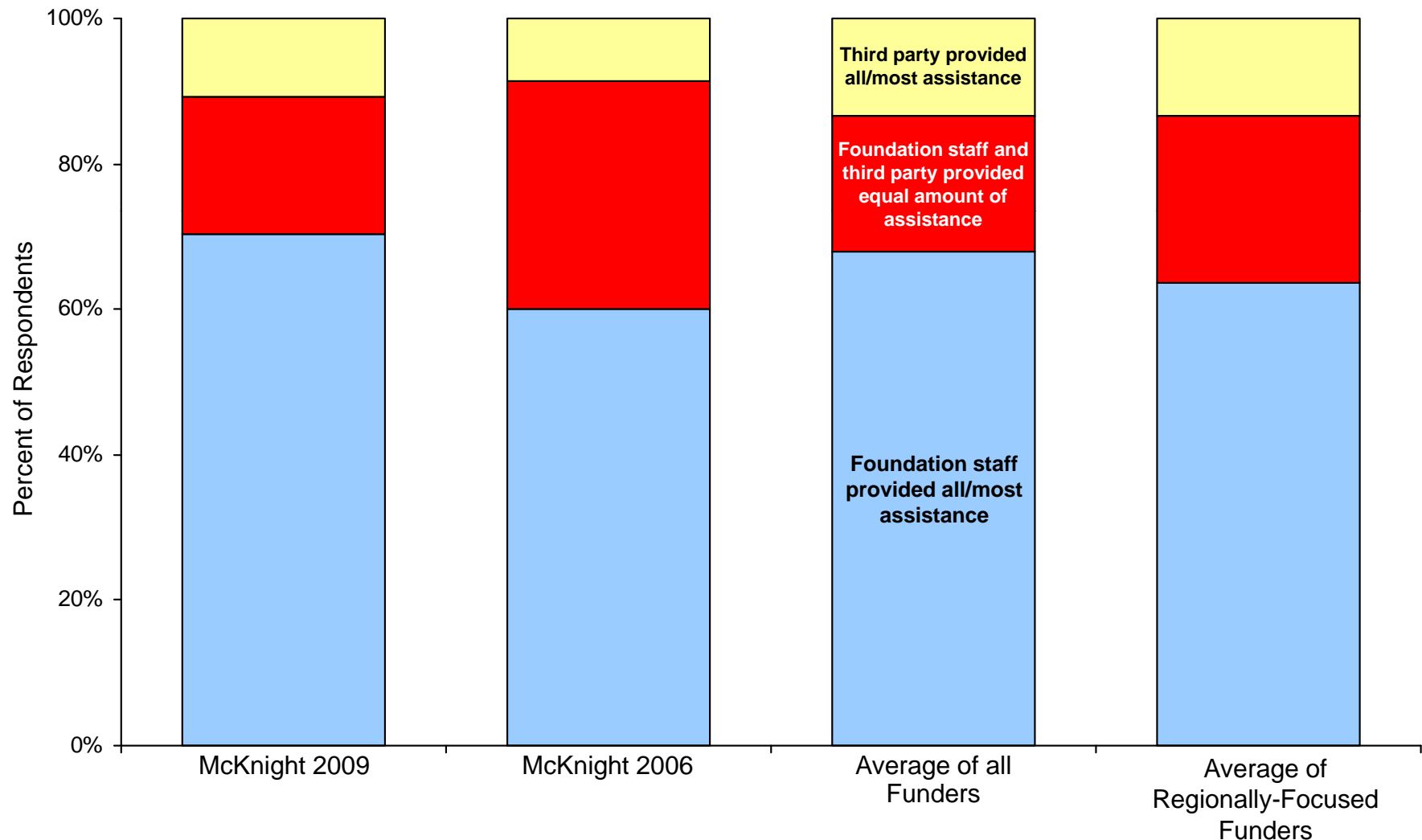
Non-Monetary Assistance Patterns
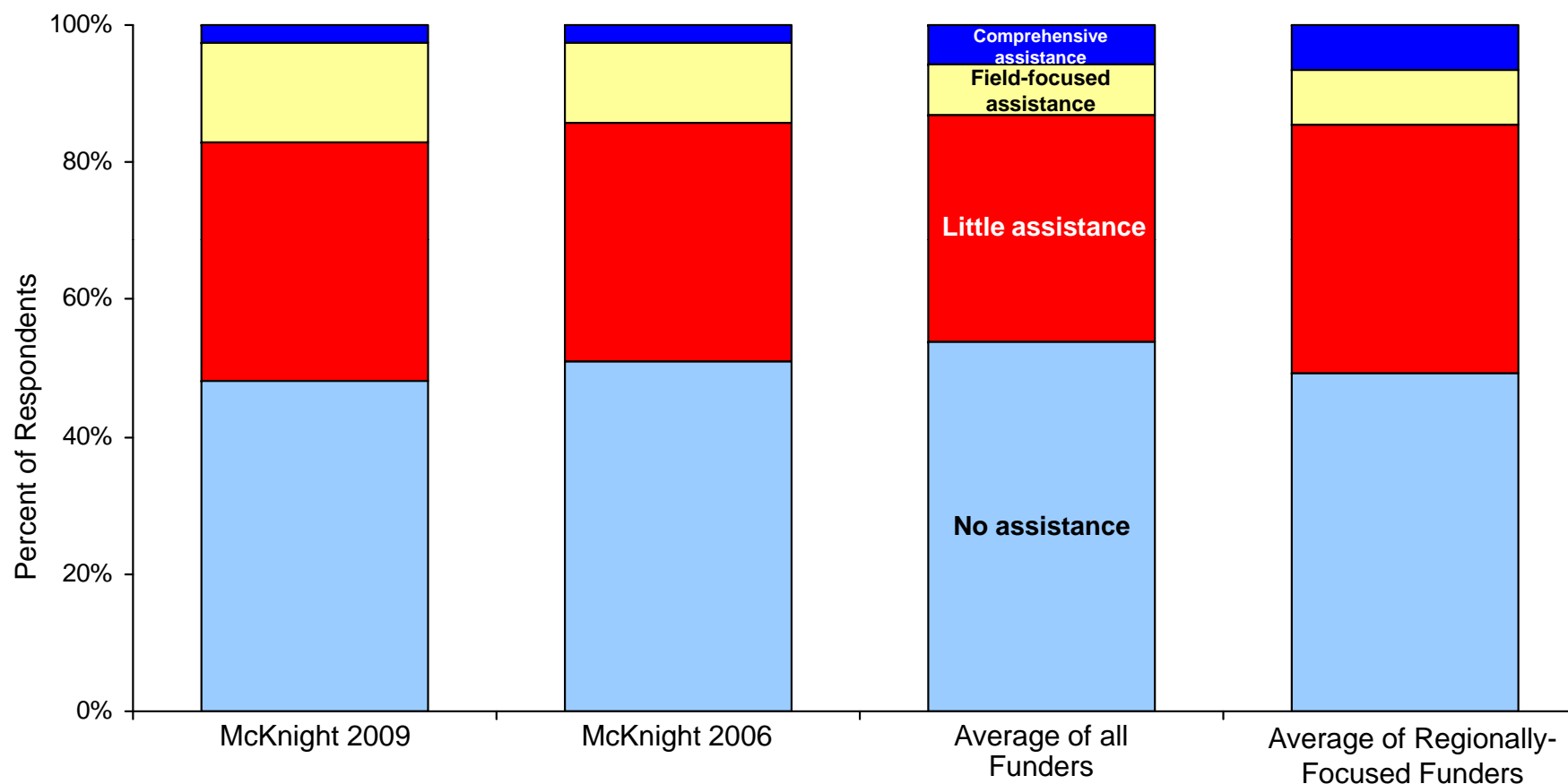
Survey-Wide Analysis Fact: Providing just two or three types of assistance appears to be ineffective; it is only in the minority of cases when grantees receive either a comprehensive set of assistance activities or a set of mainly field-focused types of assistance that they have a substantially more positive and productive experience with their foundation funders than grantees receiving no assistance. For more information on these findings, please see CEP's report, *More than Money: Making a Difference with Assistance Beyond the Grant Check.*

51

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

Who Provided Non-Monetary Assistance

The proportion of McKnight grantees that report that program staff provided all or most of the assistance they received is:

- similar to that of the average funder
- larger than that of the average regionally-focused funder

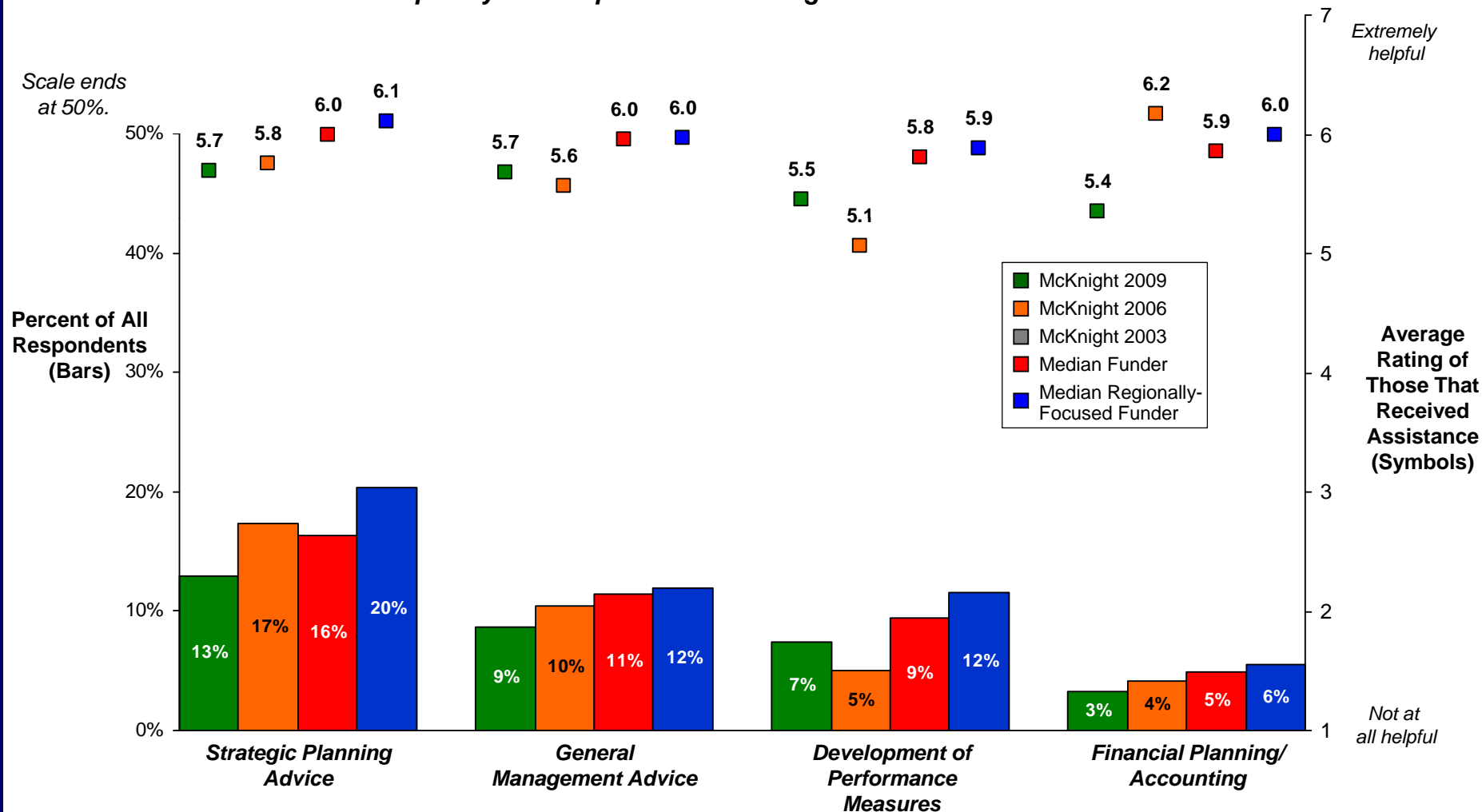**Who Provided Non-Monetary Assistance**

Legend:
- Third party provided all/most assistance
- Foundation staff and third party provided equal amount of assistance
- Foundation staff provided all/most assistance

Y-axis: Percent of Respondents (0% to 100%)

Categories:
- McKnight 2009
- McKnight 2006
- Average of all Funders
- Average of Regionally-Focused Funders

Side label: VII. Assistance Beyond the Grant Check

52

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

Management Assistance Activities & Helpfulness

Compared to the median funder, a smaller proportion of McKnight grantees report receiving management assistance. The helpfulness of different management assistance activities is rated below the ratings received by the median funder.
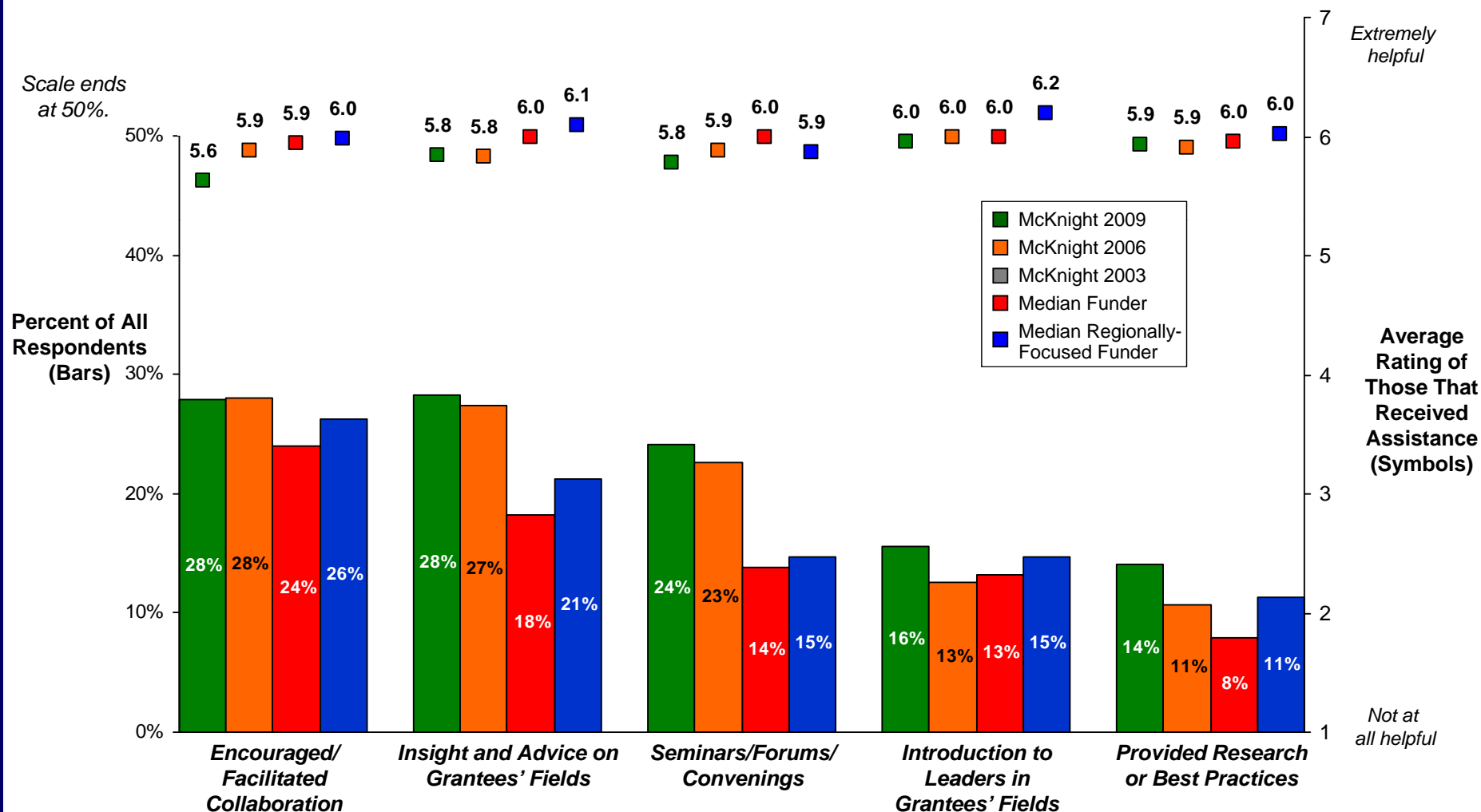
Frequency and Helpfulness of Management Assistance Activities

Scale ends at 50%.

Legend:
- McKnight 2009
- McKnight 2006
- McKnight 2003
- Median Funder
- Median Regionally-Focused Funder

Percent of All Respondents (Bars)

Average Rating of Those That Received Assistance (Symbols)

Extremely helpful

Not at all helpful

Strategic Planning Advice
- 5.7, 5.8, 6.0, 6.1
- 13%, 17%, 16%, 20%

General Management Advice
- 5.7, 5.6, 6.0, 6.0
- 9%, 10%, 11%, 12%

Development of Performance Measures
- 5.5, 5.1, 5.8, 5.9
- 7%, 5%, 9%, 12%

Financial Planning/ Accounting
- 5.4, 6.2, 5.9, 6.0
- 3%, 4%, 5%, 6%

VII. Assistance Beyond the Grant Check

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

Field-Related Assistance Activities & Helpfulness

A larger proportion of McKnight grantees are provided field-related assistance. The helpfulness of these activities is rated similarly to or below the activities provided by the median funder.

Frequency and Helpfulness of Field-Related Assistance Activities

Scale ends at 50%.

Legend:
- McKnight 2009 (green)
- McKnight 2006 (orange)
- McKnight 2003 (gray)
- Median Funder (red)
- Median Regionally-Focused Funder (blue)

Percent of All Respondents (Bars)

Average Rating of Those That Received Assistance (Symbols)

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

Helpfulness ratings:
- Encouraged/Facilitated Collaboration: 5.6, 5.9, 5.9, 6.0
- Insight and Advice on Grantees' Fields: 5.8, 5.8, 6.0, 6.1
- Seminars/Forums/Convenings: 5.8, 5.9, 6.0, 5.9
- Introduction to Leaders in Grantees' Fields: 6.0, 6.0, 6.0, 6.2
- Provided Research or Best Practices: 5.9, 5.9, 6.0, 6.0

Bar values:
- Encouraged/Facilitated Collaboration: 28%, 28%, 24%, 26%
- Insight and Advice on Grantees' Fields: 28%, 27%, 18%, 21%
- Seminars/Forums/Convenings: 24%, 23%, 14%, 15%
- Introduction to Leaders in Grantees' Fields: 16%, 13%, 13%, 15%
- Provided Research or Best Practices: 14%, 11%, 8%, 11%

VII. Assistance Beyond the Grant Check

54

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

Other Support Activities & Helpfulness

McKnight grantees report using Foundation facilities more often than typical. The helpfulness of this support is rated similarly to support provided by the median funder.

Frequency and Helpfulness of Other Assistance Activities

Scale ends at 50%.

Percent of All Respondents (Bars)

Extremely helpful — 7

Average Rating of Those That Received Assistance (Symbols)

Legend:
- McKnight 2009 (green)
- McKnight 2006 (orange)
- McKnight 2003 (gray)
- Median Funder (red)
- Median Regionally-Focused Funder (blue)

Not at all helpful — 1

Categories (x-axis):
- Communications/Marketing/Publicity Assistance — 5%, 8%, 7%, 7%; ratings 5.4, 5.3, 5.8, 5.8
- Use of Foundation Facilities — 14%, 11%, 4%, 7%; ratings 6.2, 6.4, 6.1, 6.2
- Board Development/Governance Assistance — 3%, 4%, 5%, 6%; ratings 5.7, 5.4, 6.0, 6.1
- Staff/Management Training — 5%, 2%, 3%, 4%; ratings 5.3, 6.8, 6.0, 5.9
- Information Technology Assistance — 2%, 2%, 3%, 4%; ratings 6.3, 5.6, 5.9, 5.7

VII. Assistance Beyond the Grant Check

55

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

Impact of Assistance Securing Funding from Other Sources

The proportion of McKnight grantees receiving active assistance from the Foundation in securing funding from other sources is:

- similar to that of the median funder
- similar to that of the median regionally-focused funder

On impact of the Foundation's assistance in securing funding from other sources, McKnight is rated:

- similarly to the median funder
- below the median regionally-focused funder

VII. Assistance Beyond the Grant Check

Percent of Grantees That Received Assistance Securing Funding from Other Sources

Regionally-Focused Funders

Percent of Respondents

- 100% — *Top of range*
- 80%
- 60%
- 40% — *75th percentile*
- 20% — *50th percentile (median)* / *25th percentile*
- 0% — *Bottom of range*

Legend:
- McKnight 2009
- McKnight 2006
- McKnight 2003
- Median Regionally-Focused Funder

Impact of Assistance Securing Funding from Other Sources

Regionally-Focused Funders

1-7 Scale

- 7.0 — *Significant positive impact* / *Top of range*
- 6.0 — *75th percentile*
- 5.5 — *50th percentile (median)* / *25th percentile*
- 5.0
- 4.0 — *Bottom of range*
- 3.0
- 2.0 — *1= No impact*

Note: Scale starts at 2.0

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

Frequency of Assistance Securing Funding from Other Sources

McKnight grantees report receiving a typical amount of assistance securing funding from other sources from the Foundation.

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

Scale ends at 30%.

Legend:
- McKnight 2009
- McKnight 2006
- McKnight 2003
- Median Funder
- Median Regionally-Focused Funder

Y-axis: Percent of Respondents (0% to 30%)

Categories and values:
- **Suggested Potential Funders**: 13%, 10%, 16%, 16%
- **Introduced Grantees to Funders**: 5%, 5%, 6%, 5%
- **Made Phone Calls**: 4%, 5%, 6%, 6%
- **Sent Emails on Grantees' Behalf**: 3%, 3%, 5%, 4%
- **Attended Meetings with Grantee**: 3%, 3%, 4%, 4%
- **Sent Letter of Support**: 1%, 1%, 3%, 3%
- **Funded Development Staff**: 3%, 1%, 2%, 4%
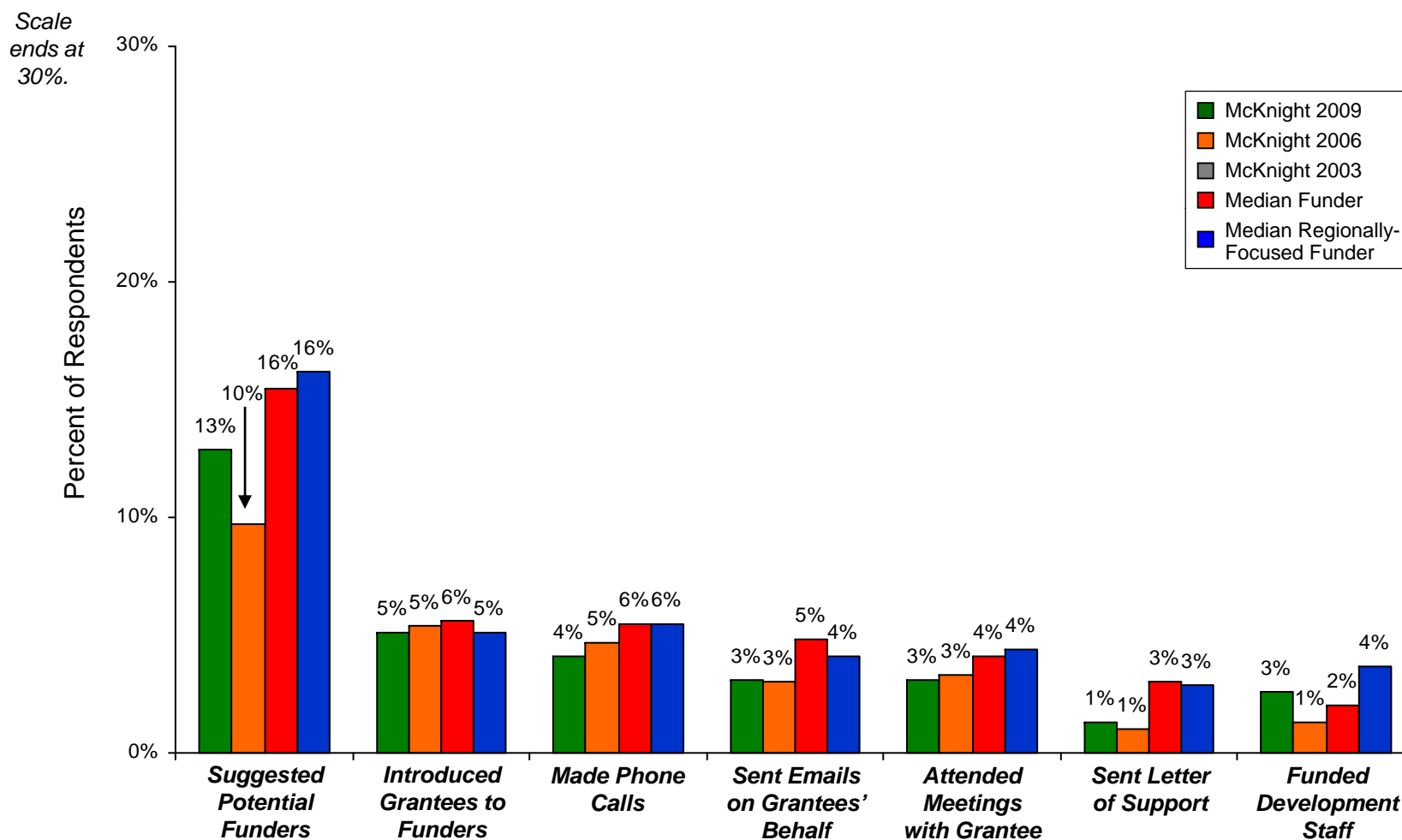
Note: McKnight 2003 data not available due to changes in the survey instrument.

Impact of Reputation

On impact of the Foundation's reputation on grantees' ability to secure funding from other sources, McKnight is rated:

- above the median funder
- above the median regionally-focused funder

<div style="text-align: left;">**VII. Assistance Beyond the Grant Check**</div>

Reputation's Impact in Securing Funding from Other Sources

Regionally-Focused Funders

1-7 Scale

Significant positive impact

7.0

6.0 — *Top of range*

75th percentile

50th percentile (median)

5.0 — *25th percentile*

4.0

3.0 — *Bottom of range*

2.0

1= No impact

Note: Scale starts at 2.0

Legend:
- McKnight 2009 (green)
- McKnight 2006 (orange)
- McKnight 2003 (gray)
- Median Regionally-Focused Funder (blue)
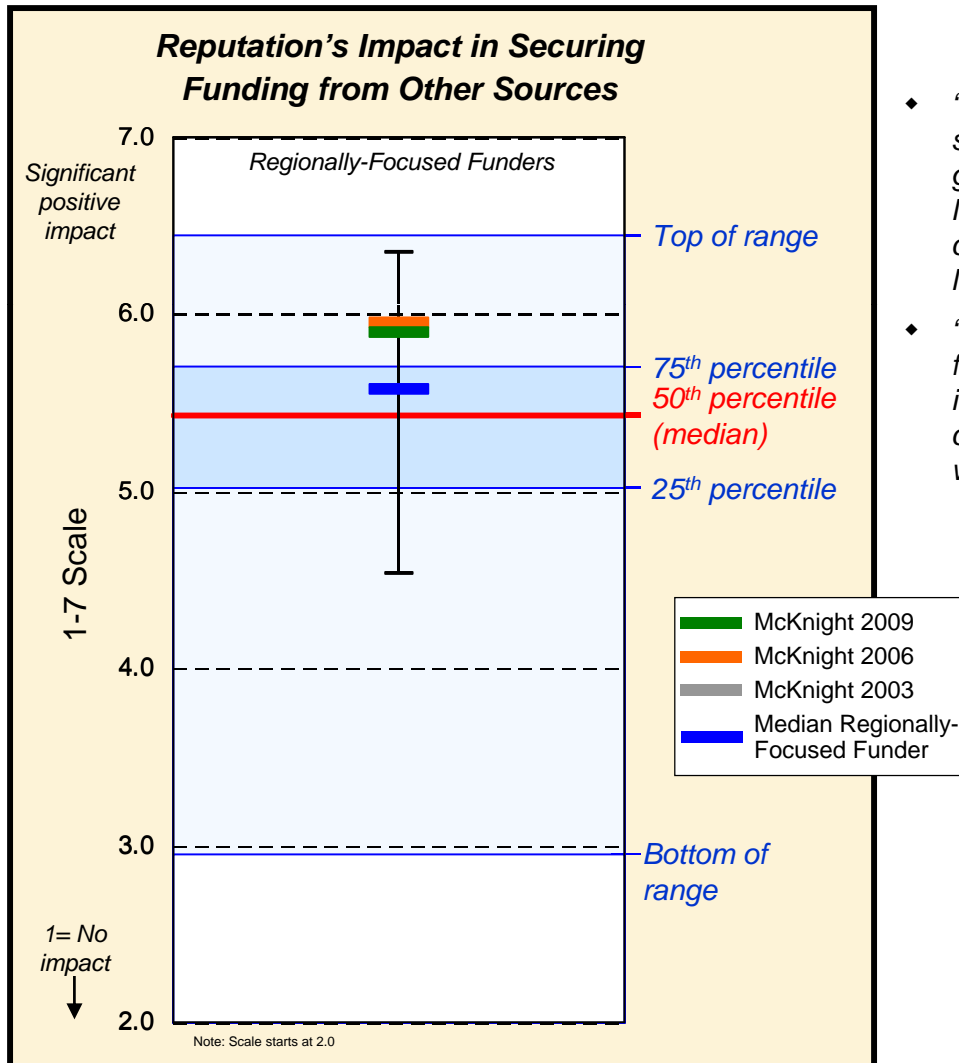
Selected Grantee Comments

- *"The Foundation is an 'equalizer.' When other (especially smaller) foundations see McKnight's name attached to a group like ours, it gives credibility (everyone knows that McKnight has the staff, time and commitment to thoroughly check out organizations), and therefore increases the likelihood of their supporting our organization."*

- *"I feel that it is the ability to state that my organization is funded by the McKnight Foundation that has had the most impact. McKnight is highly regarded in the community and certainly began a following of other foundations to take [our work] in the community more seriously."*

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

Contents

Appendix

VIII. Grantee Suggestions for the Foundation

Grantee Suggestions for the Foundation (1)

Grantees were asked to provide any suggestions for how the Foundation could improve. A larger than typical proportion of McKnight's suggestions concern field impact and understanding, clarity of communications, and non-monetary assistance.

Topics of Grantee Suggestions
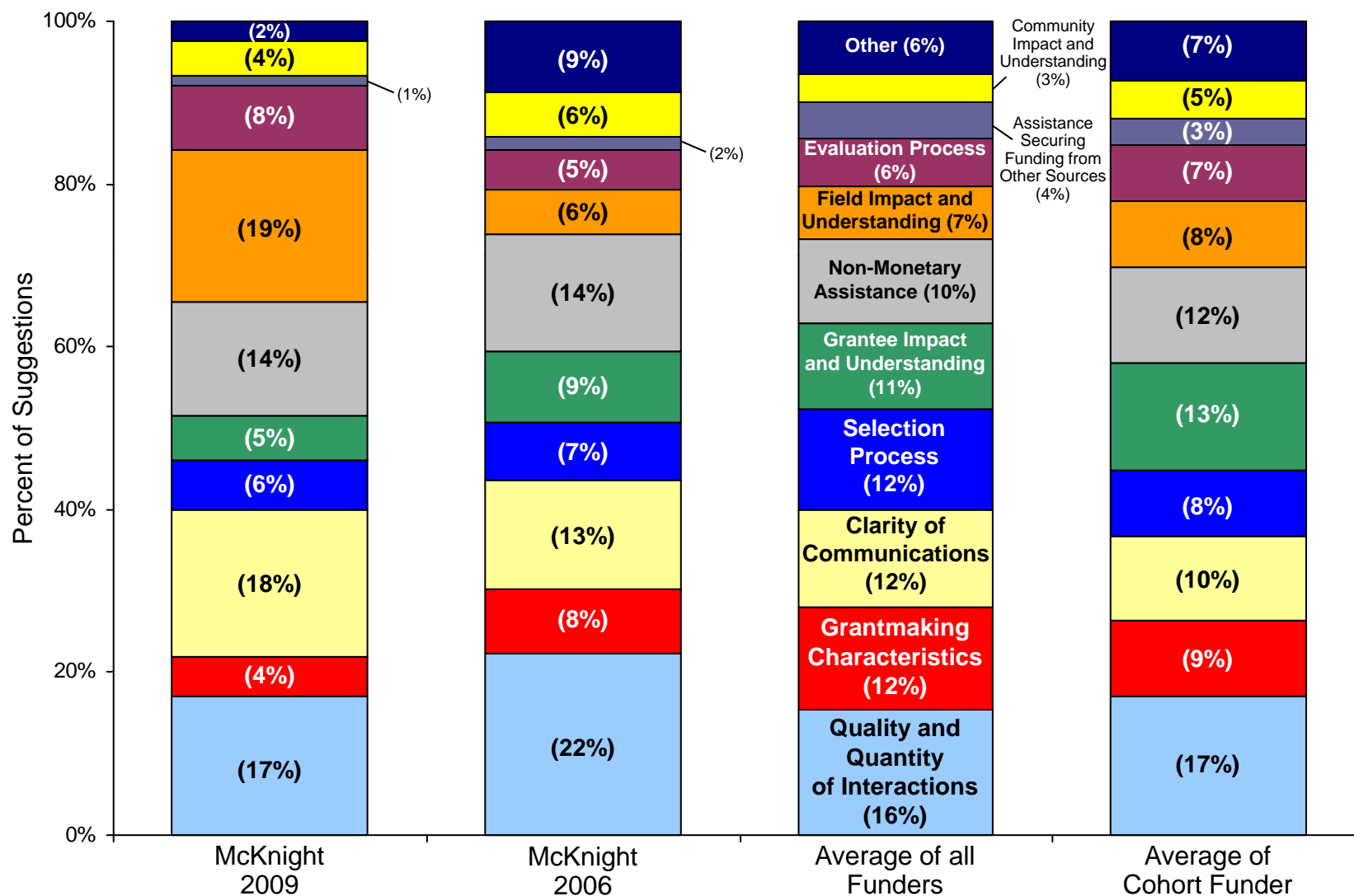
Note: Proportions may not sum to 100 percent due to rounding. There were a total of 180 grantee suggestions for McKnight 2009. **CONFIDENTIAL** │ © The Center for Effective Philanthropy │ 8/3/2010

IX. Grantee Suggestions for the Foundation

% Grantee Suggestions		McKnight Grantee Suggestions
Topic of Grantee Suggestion	**McKnight**	**Sub-Themes and Sample of Comments**
Field Impact and Understanding	**19%**	**Change in Funding Priorities (n=16)** "We are concerned about McKnight's shift from supporting families to helping prepare children to read by grade 3. Time will tell if this shift is validated." "I am concerned about a priority on third grade reading while taking away the work being done to help parents become better supports and teachers to their children." "In all honesty, we are concerned about the shift from out of school time to literacy. We believe both go hand in hand…" "They are considering eliminating funding of afterschool time grants which I would be very disappointed in after leading the field in MN." "Perhaps they could make secondary schools a priority." "The source of dissatisfaction is the narrowing of focus within the Children and Families interest area. This shift towards school success, while not particularly harmful to our organization, will weaken our sector as a whole…" "The McKnight board's decision to re-focus internationally on global warming is part of the perfect storm that is decimating my field…" **Opportunity to Increase Impact (n=9)** "Continued research into the support of companies and organizations that bring together a number of artists." "Perhaps helping advocacy groups identify their core strengths and support this with funding." "Help educate other funders about the importance of grassroots organizing to advancing needed public policy changes." **Other (n=7)** "Consult with us more in areas in which we have expertise." "I think [the] McKnight Foundation could better understand the impact that child abuse has on the well being of the whole child as they move forward with their newly defined agenda of supporting organizations that teach children to read."
Clarity of Communication	**18%**	**Communication About Change in Funding Priorities (n=17)** "When trying manage large initiatives it is hard to operate when the future is uncertain. The future of some programs at the Foundation has been uncertain, and we have little information about the direction the Foundation may be going." "There are rumors and speculation about the future, particularly around the children and families area. Kate seems to be a straight shooter. Would be good for her to get out in front of this and make some announcements about the changes they're making and why." "Clear up the confusion around future priorities." "…Not knowing where McKnight is going makes it difficult to know if there are new ways in which our organization could help McKnight achieve its vision. The transition could have been handled better I think." "More open process about changing priorities of [the] Foundation. The possible loss of their support will threaten the stability of this organization." **Clearer Communication (n=5)** "This year, our program officer was changed for reasons that were not clear to us." "We're just not really sure what's going on with budget cuts and the recession." "Communicate the Foundation's strategies and approaches and more conversation around how our project fits. We have to make the case, but it would be helpful to hear how the Foundation views the fit."

VIII. Grantee Suggestions for the Foundation

Note: There were a total of 180 grantee suggestions for McKnight 2009. A sample of the suggestions are shown here. The full set of suggestions, redacted to protect grantee anonymity, will be provided with the GPR.

Grantee Suggestions for the Foundation (3)

% Grantee Suggestions		McKnight Grantee Suggestions
Topic of Grantee Suggestion	**McKnight**	**Sub-Themes and Sample of Comments**
Quality and Quantity of Interactions	**17%**	**More Frequent Interactions (n=11)** "Communicate personally more often." "Would like more interaction both one to one and meetings." "More contact initiated by program officer." "I would really appreciate more interactions with our McKnight staff. We are sometimes unable to educate them on all the great things we're accomplishing in our programs and would also be interested in hearing from them what we can do better." "During this entire program year...I have only had one communication with my program officer and that was to clarify a financial question. While I appreciate the autonomy and the confidence in my leadership, it would have been kind just to have a phone call that said, 'How is your program going this year?'" **Site Visits (n=7)** "Stay in touch through site visits and in inquiring with the non profit what issues and problems they view as the most critical. The direct client contact is valuable." "I wish staff had more time for site visits." "More personalized attention and on-site visits to really see the work we are doing which couldn't be done without their support." **Responsiveness (n=3)** "More timely response to inquiries and return phone calls directly and not pass off to assistants."
Non-monetary Assistance	**14%**	**Convening Grantees and Stakeholders (n=11)** "It would be nice to have an open dialogue in a small group with other similar organizations and [the] Foundation staff to share with [the] Foundation staff challenges we are seeing or shifts in trends or needs." "More interaction between grantees in the same field of program funding." "I would like to see McKnight play a more active role in helping to organize convenings with other place-based community organizations. They are one of the few funders who really value our work and could play a big role in helping us convince other funders to come to the table." **Other (n=10)** "If there was a compilation of art center best practices when it comes to programming, fund raising and board development." "It would be helpful if McKnight would provide more workshops on various topics for grantees." "The in-kind services you might be able to offer could be better promoted."
Evaluation	**8%**	**Less Emphasis on Quantifying Results (n=4)** "Overly strict evaluation criteria is good for accountability, but will cause some orgs to change their focus to meet them – the Foundation should realize that groups need to tackle the problems from multiple directions, with different evaluation criteria." "It should be recognized that it is extremely difficult to quantify policy work and its effect." **More Feedback on Evaluations (n=3)** "Perhaps providing a semi-formal constructive critique of grant-funded projects upon completion."

Note: There were a total of 180 grantee suggestions for McKnight 2009. A sample of the suggestions are shown here. The full set of suggestions, redacted to protect grantee anonymity, will be provided with the GPR.

% Grantee Suggestions		McKnight Grantee Suggestions
Topic of Grantee Suggestion	**McKnight**	**Sub-Themes and Sample of Comments**
Selection Process	6%	"The final process of grant awards is a bit slow." "Web based proposal and report submission would be great to have…" "Clearly communicating what happens after McKnight receives your proposal. A confirmation of receipt would be appreciated, along with accompanying information about the timeline."
Grantee Impact and Understanding	5%	"I hope the Foundation continues significant support for the arts. I would like them to increase our organization's efforts. They have not increased support in...years." "Would like to see my grant manager take a more active interest in our work." "I've no idea if we are meeting their expectations for our program, utilizing the grant the way they expected, etc. I don't feel that they have a good concept of how our organization works or the costs of the program."
Community Impact and Understanding	4%	"We need the Foundation to be a strong leader locally. Fears are that the Foundation will shift money from local to international issues." "It is also a concern to see money leaving the state of Minnesota, especially when the state is funding less in human services and the needs are so great. I believe the support from this Foundation for family services has made a significant difference in our community."
Grantmaking Characteristics	4%	"Returning to multi-year grants would enable us to work better." "Proactively communicate major changes with grantees and be clear on whether or not transition grants of capacity grants will be invited or encouraged."
Other	2%	"The Program Officers are stretched very thin and do their best to keep in touch and address issues, but it is clear that their load has increased and they have less time for each project. This is a marked change over the last 2-3 years, it seems." "Give staff time to renew and revitalize."
Assistance Securing Funding from Other Sources	1%	"If there is any way that we could get support in securing funding from other foundations it would be wonderful. "

Note: There were a total of 180 grantee suggestions for McKnight 2009. A sample of the suggestions are shown here. The full set of suggestions, redacted to protect grantee anonymity, will be provided with the GPR.

Contents

IX. Review of Findings and Analysis and Discussion

Review of Findings

Chart shows McKnight 2009's (◆), McKnight 2006's (◆), McKnight 2003's (◆), and the median regionally-focused funder's (◆) percentile rank among all funders in the comparative set.

Indicator	Percentile Rank on Indicator 0th — 25th — 50th — 75th — 100th	Description of Indicator
Impact on the Field		Grantees were asked to rate the funder's impact on their fields.
Impact on the Community	McKnight 2009 overlaps McKnight 2003.	Grantees were asked to rate the funder's impact on their local communities.
Impact on the Grantee Organization		Grantees were asked to rate the funder's impact on their organizations.
Satisfaction		Grantees were asked to rate their satisfaction with their funder.
Quality of Interactions	McKnight 2009 overlaps McKnight 2003.	This summary includes grantee ratings of funder fairness, responsiveness, and grantee comfort approaching the funder if a problem arises.
Clarity of Communication of Goals and Strategy		Grantees were asked to rate the clarity of the funder's communication of its goals and strategy.
Selection Process[1]		Grantees were asked to rate the helpfulness of the funder's selection process for their organizations.
Reporting and Evaluation Processes[1]		Grantees were asked to rate the helpfulness of the funder's reporting and evaluation processes for their organizations.
Dollar Return on Grantee Administrative Hours[1]	McKnight 2009 overlaps the median regionally-focused funder.	This summary is the calculation of number of dollars received divided by the time required of grantees to fulfill the funder's administrative requirements.
Percent Receiving Field or Comprehensive Non-Monetary Assistance[1]		The funder's percentile rank on the proportion of grantees receiving higher impact field-focused or comprehensive assistance.
Assistance Securing Funding from Other Sources[1] — % Receiving		The funder's percentile rank on the proportion of grantees receiving assistance securing funding from other sources.
Assistance Securing Funding from Other Sources[1] — Impact		Grantees were asked to rate the impact of the funder's assistance securing funding from other sources.

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

Analysis and Discussion (1)

Positive Impact on Grantees' Fields, Communities and Organizations

◆ McKnight is rated more positively than 75 percent of funders in CEP's dataset for its impact on grantees' fields, local communities, and organizations. Since the 2006 GPR, McKnight has not only maintained its strong impact ratings, but in each of these areas, the Foundation receives even higher ratings from grantees on average.

◆ McKnight is seen as a strong leader in grantees' fields. Grantees rate the Foundation higher than 75 percent of funders in our dataset for each of the field focused measures in the report including: impact on grantees' fields, understanding of grantees' fields, ability to advance knowledge in grantees' fields, and effect on public policy.

  - Approximately 20 percent of the suggestions McKnight received for improvement were focused on its field impact and these suggestions expressed concern and anxiety about changing priorities at the Foundation. Some grantees are not in favor of what they understand to be the new, narrower focus.

◆ The Foundation is rated well above the median funder and the median regionally-focused funder for its impact on and understanding of grantees' local communities. One grantee describes McKnight as, "the social fabric from which social capital has been built in this community for a long time."

◆ Grantees rate McKnight more positively than 90 percent of funders in our dataset for its impact on their organizations. The Foundation is rated more positively than typical for its understanding of grantees' goals and strategies as well for the impact of the Foundation's funding on grantees' ability to sustain their work in the future.

  - McKnight awards grants that are larger and longer than typical and 43 percent of McKnight grantees receive general operating support compared to only 19 percent at the median funder. One grantee comments, "I feel as though the Foundation is our ally, recognizing our good work and providing general operating support that respects our decision making."

    • *Using the outcome data it collects, can the Foundation identify the specific strategies and decisions the Foundation has implemented that have led to such high impact ratings?*

    • *How can the Foundation share these strategies more broadly?*

IX. Review of Findings and Analysis and Discussion

Analysis and Discussion (2)

Clarity of Communication

- ◆ Grantees rate the Foundation less positively than typical for the clarity with which it communicates its goals and strategy.

    - However, grantees do rate the Foundation more positively than typical for the clarity of the Foundation's communication of its response to the current economic climate. Only 6% of McKnight grantees indicate the Foundation has not communicated its response to the current economic climate compared to 29% at the median funder.

- ◆ McKnight grantees rate below the median on clarity of communication of the Foundation's goals and strategy and this lower than typical rating also represents a significant decrease since McKnight's 2006 GPR.

- ◆ When asked to provide suggestions for improvement, grantees often make suggestions regarding the clarity of communication. Grantees ask for clearer communication more broadly and increased communication specifically about changes happening at the Foundation. One grantee says, "The future of some programs at the Foundation has been uncertain, and we have little information about the direction the Foundation may be going."

    - As priorities and/or programs have shifted focus at McKnight, some grantees feel they have been clearly communicated with and reference, "frank discussions regarding what the Foundation [is] looking for." Still other grantees report being much less clear about this transition and request, "more transparency." One grantee states that, "the information has been murky and I am made to guess what is going on by press releases…"

    - Those grantees who feel the Foundation has been less clear about its goals and strategies than is typical also rate the Foundation significantly lower throughout the report on measures such as overall satisfaction, how comfortable they are approaching the Foundation if a problem arises, the responsiveness of Foundation staff, and the level of fairness they feel they've been treated with.

        - *What may have caused this variation across grantees in the clarity of communication?*

        - *Can the Foundation more clearly communicate about its goals, strategy, and any changes taking place?*

Quality and Quantity of Interactions

- McKnight receives typical ratings for the quality of its interactions and the proportion of McKnight grantees who report interacting with the Foundation monthly or more often is smaller than typical.

- Approximately 17 percent of the suggestions for improvement involve the quality and quantity of interactions and the majority of these suggestions were for more frequent interaction with Foundation staff.

  - The proportion of grantees who report interacting with the Foundation yearly or less often is similar to the proportion in the full dataset. That said, these grantees rate the Foundation significantly lower throughout the report on measures such as overall satisfaction, clarity with which the Foundation communicates its goals and strategy, responsiveness of Foundation staff, the level of fairness they feel they've been treated with, and their comfort approaching the Foundation if a problem arises.

  - The proportion of McKnight grantees who report they most frequently initiate contact with their program officer is larger than typical. These grantees also rate significantly lower on measures related to the quality of interactions as well as their overall satisfaction.

- McKnight provides more field-focused and comprehensive non-monetary assistance – the patterns of assistance that have the most substantial positive impact – to its grantees than is typical. Those grantees receiving this type of assistance rate significantly more positively throughout the report and are more likely to interact with the Foundation monthly or more often and to have equal initiation of contact between program officers and grantees.

    - *Are there opportunities for the Foundation to interact more frequently with grantees? Can the Foundation more frequently reach out to grantees rather than wait for grantees to reach out to the Foundation?*

    - *Is the Foundation intentionally providing a sub-set of grantees a different pattern of engagement which includes more frequent interaction and the provision of more non-monetary assistance? Is that subset the appropriate group or are there opportunities to provide more grantees with this level of engagement?*

Analysis and Discussion (4)

Continued Opportunities for Improvement to Selection and Evaluation Processes

◆ Although strengthening grantees' organizations and programs is only one possible goal for a selection process, McKnight's process is rated similarly to the median funder and below the median regionally-focused funder for this outcome.

   - Grantees report spending a typical number of hours on the selection process and are more likely to submit of letter of intent/letter of inquiry and receive a site visit as part of that process.

   - Approximately 4 percent of McKnight grantees report being first-time grantees compared to 21 percent at the median funder.

   - The Foundation is less involved in the development of grant proposals then is typical. Those grantees who report more substantial Foundation involvement in the development of their grant proposals and those who report having an in-person conversation with a staff member as part of the selection process tend to find the process more helpful in strengthening their organizations.

◆ The Foundation is rated similarly to the median funder for the helpfulness of its reporting and evaluation process in strengthening grantee organizations. This represents an improvement since the 2006 GPR, making comments such as, "the Foundation expects an amount of reporting and detail appropriate to the level of funding."

   - The proportion of grantees who report discussing their completed reports or evaluations with Foundation staff is smaller than typical. Those grantees who did discuss their completed reports found the evaluation process to be significantly more helpful.

      • *Are there lessons learned in improving the helpfulness of the evaluation process that could be applied to the selection process as well?*

      • *Are there opportunities to further streamline the administrative processes for those grantees who are not first-time recipients?*

      • *Is the Foundation interested in and able to discuss completed reports and evaluations with more of its grantees?*

IX. Review of Findings and Analysis and Discussion

69

Contents

Grantee Alignment and Reporting on Grant Results (1)

The following section reflects the results of seven questions focused on grantees reporting the results achieved with this grant. These questions are meant to specifically address three distinct topics:

- Communicating and aligning expectations about desired results
- The appropriateness of the grant to achieve the expected results
- Collecting and using results-related information

◆ For McKnight, 76 percent of grantees indicated they had communicated with the Foundation about results to be achieved by the grant, compared to 79 percent at the typical funder.

Measure	McKnight 2009	Full Dataset Median
Clarity of Understanding of Expectations		
Clarity of grantee understanding of the specific results the Foundation expected to achieve *(1="Not at all clearly" and 7="Extremely clearly")*	5.9	5.9
Appropriateness of Grant Characteristics to Achieve the Specific Results the Foundation Expects		
Appropriateness of the size of the grant *(1="Strongly disagree", 4="Neither agree nor disagree", and 7="Strongly agree")*	5.1	5.3
Appropriateness of the length of the grant commitment *(1="Strongly disagree", 4="Neither agree nor disagree", and 7="Strongly agree")*	5.5	5.5
Appropriateness of the type of grant (e.g., program, operating, etc.) *(1="Strongly disagree", 4="Neither agree nor disagree", and 7="Strongly agree")*	6.2	6.2
Collecting and Using Results-Oriented Information		
Proportion of grantees collecting information to measure specific results of the work funded by this grant	94%	92%
Usefulness of the information grantees collect in understanding whether they are achieving the specific results of the work funded by this grant *(1="Not at all useful" and 7="Extremely useful")*	5.9	6.1

A. Additional GPR Results

Note: This table includes data about 32 funders. McKnight 2006, McKnight 2003, and regionally-focused funder data not available due to changes in the survey instrument.

Measure	McKnight 2009		Full Dataset Median	
Types of Information Submitted to the Foundation to Measure the Specific Results of the Work Funded by this Grant				
Information submitted to the Foundation (S) or requested by the Foundation (R)	S	R	S	R
Logic model/theory of change	16%	4%	16%	4%
Formal evaluation plan	35%	21%	32%	21%
Information or description of the progress of the work	84%	70%	83%	67%
Written information about successes or failures in the work	84%	66%	77%	58%
Quantitative data indicating usage of services/research	63%	38%	57%	36%
Qualitative data about usage of services/research	56%	27%	49%	26%
Stories of impact the work has had on individual(s), communities, or fields	68%	28%	60%	23%
Quantitative information indicating systematic changes resulting from grantee work	22%	12%	24%	13%
Qualitative information indicating systematic changes resulting from grantee work	34%	17%	34%	17%
Cost per participant or recipient	10%	2%	12%	4%
Reason for the Collection of Results Information				
Grantee thought information would be useful	66%		63%	
Previously collected, but modified for this funder	25%		25%	
Required by this funder	3%		6%	
Required by another funder	3%		2%	
Required for other reasons (e.g., regulatory agency's requirements)	4%		4%	
Support Provided for the Collection of Information				
Only financial support provided	19%		25%	
Only non-monetary support provided	6%		8%	
Both financial and non-monetary support provided	4%		9%	
No support provided	70%		59%	

A. Additional GPR Results

Note: This table includes data about 32 funders, except for Types of Information Submitted/Requested, which includes data about 21 funders. McKnight 2006, McKnight 2003, and regionally-focused funder data not available due to changes in the survey instrument.   **CONFIDENTIAL** | © The Center for Effective Philanthropy | 8/3/2010

Current Economic Climate

The following section reflects the results of three questions related to the current economic environment. These questions are meant to address grantee and funder responses to the current economic climate.

◆ 69 percent of McKnight's grantees have considered or made changes in response to the current economic climate, these grantees most frequently mention adding partners to assist in meeting the work's goals.

Measure	McKnight 2009	Full Dataset Median
Changes to Work Funded by this Specific Grant in Response to the Current Economic Climate		
Shift in timeline of the work	18%	19%
Narrowing of scope of the work	26%	14%
Broadening of scope of the work	15%	14%
Adding partners to assist in meeting the work's goals	42%	30%
Modification of the specific results to be achieved by the work	24%	16%
We have not made or considered making any changes	31%	46%
Who Initially Suggested the Consideration of these Changes		
We considered these changes as a result of internal discussion	91%	92%
We considered these changes as a result of the Foundation's recommendation	8%	7%
We considered these changes as a result of another funder's recommendation	1%	1%
Helpfulness of the Foundation in the consideration of these changes (1="Not at all helpful" and 7="Extremely helpful")	4.5	5.1
Foundation was not involved in our consideration of these changes	46%	46%
Communication and Helpfulness of Foundation Strategy in Response to the Current Economic Climate		
Clarity of the Foundation's communication of its response to the current economic climate (1="Not at all clearly" and 7="Extremely clearly")	5.3	4.8
Foundation has not communicated its response to the current economic climate	6%	29%
Helpfulness of the Foundation in responding to the current economic climate (1="Not at all" and 7="To a great extent")	3.9	3.5

Note: This table includes data about 21 funders McKnight 2006, McKnight 2003, and regionally-focused funder data not available due to changes in the survey instrument.

Contents

Grantmaking Characteristics

Measure	McKnight 2009	McKnight 2006	McKnight 2003	Full Dataset Median	Regionally-Focused Funder Median
Length of Grant Awarded					
Average grant length	*2.8 years*	*2.7 years*	*2.5 years*	*2.1 years*	*2.2 years*
1 year	12%	15%	23%	50%	40%
2 years	63%	51%	39%	21%	29%
3 years	16%	25%	30%	17%	23%
4 years	2%	2%	2%	4%	2%
5 or more years	8%	6%	6%	8%	6%
Type of Grant Awarded					
Program/Project Support	53%	56%	N/A	65%	66%
General Operating Support	42%	38%	N/A	19%	22%
Technical Assistance	1%	2%	N/A	5%	5%
Building/Renovation	2%	2%	N/A	6%	4%
Other Capital Support	0%	1%	N/A	2%	1%
Scholarship/Fellowship	0%	1%	N/A	2%	1%
Endowment Support	0%	0%	N/A	1%	1%
Event/Sponsorship Funding[1]	0%	N/A	N/A	N/A	N/A
Grant Amount Awarded					
Median grant size	*$100K*	*$100K*	*$90K*	*$60K*	*$105K*
Less than $10K	1%	0%	1%	10%	5%
$10K - $24K	5%	5%	7%	15%	10%
$25K - $49K	14%	14%	15%	15%	12%
$50K - $99K	27%	28%	29%	17%	17%
$100K - $149K	15%	18%	12%	10%	10%
$150K - $299K	22%	18%	18%	13%	20%
$300K - $499K	8%	7%	7%	7%	11%
$500K - $999K	4%	5%	7%	6%	7%
$1MM and above	4%	5%	4%	7%	8%
Median Percent of Budget Funded By Grant (Annualized)					
Size of grant relative to size of grantee budget	5.6%	5.0%	7.1%	3.2%	4.4%

Survey-Wide Analysis Fact: By itself, type of grant awarded is not an important predictor of grantees' ratings of a philanthropic funder's impact on their organizations. However, ratings of impact on the grantee organization are higher for operating than program support grantees when those operating support grants are larger and longer term than what funders typically provide. For more information on these findings, please see CEP's report, *In Search of Impact: Practices and Perceptions in Foundations' Provision of Program and Operating Grants to Nonprofits.*

Note: Proportions may not sum to 100 percent due to rounding.
1: Comparative and trend data not available for event/sponsorship funding because this option was added to the survey in the fall of 2009. For the 14 funders in the fall 2009 round, the average percentage of grantees indicating they received event/sponsorship funding was 2 percent.

B. Supplemental Structural Characteristics

Measure	McKnight 2009	McKnight 2006	McKnight 2003	Full Dataset Median	Regionally-Focused Funder Median
Operating Budget of Grantee Organization					
Median budget	*$0.9MM*	*$0.9MM*	*$0.8MM*	*$1.4MM*	*$1.6MM*
< $100K	3%	5%	7%	7%	5%
$100K - $499K	34%	28%	33%	20%	20%
$500K - $999K	16%	19%	17%	14%	13%
$1MM - $4.9MM	32%	28%	27%	30%	30%
$5MM - $24.9MM	10%	13%	12%	18%	20%
$25MM and above	5%	7%	5%	11%	12%
Length of Time Which Grantees Have Regularly Conducted the Funded Programs[1]					
Less than 1 year	4%	N/A	N/A	16%	N/A
1 - 5 years	36%	N/A	N/A	49%	N/A
6 - 10 years	26%	N/A	N/A	15%	N/A
More than 10 years	34%	N/A	N/A	20%	N/A
History of Foundation Support					
Percentage of first-time grants	4%	10%	14%	21%	20%
History of support received from the foundation (1="No history" and 7="Long-term relationship")	5.9	5.4	5.1	4.4	4.5
Length of Establishment of Grantee Organizations					
Median length of establishment	*24 years*	*22 years*	*N/A*	*24 years*	*24 years*
Less than 5 years	4%	3%	N/A	7%	6%
5 - 9 years	6%	11%	N/A	14%	12%
10 -19 years	28%	28%	N/A	22%	22%
20 - 49 years	44%	39%	N/A	35%	38%
50 - 99 years	10%	12%	N/A	13%	12%
100 years or more	7%	7%	N/A	9%	9%
Funding Status and Grantees Previously Declined Funding					
Percent of grantees currently receiving funding from the Foundation	95%	93%	88%	75%	81%
Percent of grantees previously declined funding by the Foundation	39%	35%	N/A	32%	34%

1: Represents data from 76 funders.

Note: Proportions may not sum to 100 percent due to rounding. Length of time which grantees have regularly conducted the funded program not available for McKnight 2003 and McKnight 2006 due to changes in the survey instrument. Length of establishment of grantee organizations and percent of grantees previously declined funding not available for McKnight 2003 due to changes in the survey instrument.

Grantee Characteristics (2)

Measure	McKnight 2009	McKnight 2006	McKnight 2003	Full Dataset Median	Regionally-Focused Funder Median
Job Title of Respondents					
Executive Director	56%	58%	55%	46%	50%
Development Director	12%	11%	12%	14%	13%
Other Sr. Management	11%	7%	12%	12%	12%
Project Director	9%	11%	6%	10%	10%
Other Dev. Staff	5%	7%	10%	8%	7%
Other	7%	6%	6%	10%	9%
Gender of Respondents[1]					
Female	58%	52%	N/A	62%	62%
Male	42%	49%	N/A	38%	38%
Race/Ethnicity of Respondents[1]					
Caucasian/White	81%	N/A	N/A	80%	79%
African-American/Black	4%	N/A	N/A	7%	6%
Hispanic/Latino	1%	N/A	N/A	4%	7%
Asian (incl. Indian subcont.)	3%	N/A	N/A	3%	3%
Multi-racial	6%	N/A	N/A	3%	2%
American Indian/Alaskan Native	1%	N/A	N/A	1%	1%
Pacific Islander	0%	N/A	N/A	0%	0%
Other	4%	N/A	N/A	2%	1%

1: In Spring of 2009 CEP removed the word "optional" from these question but added a "prefer not to say" response choice. Previously these questions were only infrequently skipped and so we have maintained comparative data in spite of the question change. In response to the gender question, 2.8 percent of McKnight 2009 respondents selected "prefer not to say", compared to 2.4 percent at the median funder. In response to the race/ethnicity question, 4.4 percent of McKnight respondents selected "prefer not to say", compared to 4.9 percent at the median funder.

Note: Proportions may not sum to 100 percent due to rounding.
Gender not available for McKnight 2003 due to changes in the survey instrument. Race/Ethnicity not available for McKnight 2003 or McKnight 2006 due to changes tin the survey instrument.

Funder Characteristics

Measure	McKnight 2009	McKnight 2006	McKnight 2003	Full Dataset Median	Regionally-Focused Funder Median
Financial Information					
Total assets	$1.9B	$2.0B	$1.9B	$2.7B	$1.0B
Total giving	$99.5MM	$90.7MM	$75.4MM	$15.4MM	$55.6MM
Administrative Expenses					
Administrative expense as percent of total assets	0.4%	0.7%	0.9%	1.2%	0.8%
Administrative expense as percent of total giving	8.2%	14.7%	23.8%	22.1%	20.6%
Funder Staffing					
Total staff (FTEs)	43	38	18	13	35
Percent of staff working directly with grantees	74%	100%	N/A	95%	79%
Percent of staff who are program staff	61%	60%	100%	60%	46%

Note: Excludes FTEs devoted to the operation of funder charitable programs.

Source: Self-reported data provided by McKnight and other GPR and Operational Benchmarking Report (OBR) subscribers
from 2003-2009 survey rounds.

Funders in Dataset

The 246 philanthropic funders whose grantees CEP has surveyed are listed below. Those that have received a GPR are denoted by an asterisk (*).

The Abell Foundation, Inc.
Adolph Coors Foundation
The Ahmanson Foundation
Alaska Mental Health Trust Authority*
Alfred P. Sloan Foundation
Alphawood Foundation
Altman Foundation
The Ambrose Monell Foundation
Amelia Peabody Foundation
Amon G. Carter Foundation
Andersen Foundation
Ann Arbor Area Community Foundation*
The Annenberg Foundation
The Anschutz Foundation
Arcus Foundation*
The Assisi Foundation of Memphis, Inc.*
The Atlantic Philanthropies*
AVI CHAI Foundation*
Baptist Community Ministries
Barr Foundation*
Beldon Fund*
Bill & Melinda Gates Foundation*
Blandin Foundation*
Blue Cross Blue Shield of Massachusetts Foundation*
Blue Shield of California Foundation*
Boston Foundation, Inc.*
Bradley Foundation
Bradley-Turner Foundation
The Broad Foundation*
The Brown Foundation*
Bush Foundation*
The California Endowment*
California HealthCare Foundation*
The California Wellness Foundation
The Cannon Foundation, Inc.
Carnegie Corporation of New York*
Carrie Estelle Doheny Foundation
The Case Foundation*
Central Indiana Community Foundation*
The Champlin Foundations
Charles and Helen Schwab Foundation*
Charles and Lynn Schusterman Family Foundation*
Charles Stewart Mott Foundation*
The Chicago Community Trust*
The Christensen Fund
The Clark Foundation
Claude Worthington Benedum Foundation*
The Cleveland Foundation*
The Clowes Fund*
The Collins Foundation
The Colorado Health Foundation*
Colorado Trust*

The Columbus Foundation and Affiliated Organizations*
Community Foundation Silicon Valley*
Community Memorial Foundation*
Community Technology Foundation of California*
Connecticut Health Foundation, Inc.*
Conrad N. Hilton Foundation*
Daniels Fund
The David and Lucile Packard Foundation*
Dekko Foundation, Inc.*
Doris Duke Charitable Foundation*
The Duke Endowment*
Dyson Foundation*
E. Rhodes & Leona B. Carpenter Foundation
East Bay Community Foundation*
Eden Hall Foundation
The Educational Foundation of America*
El Pomar Foundation
Endowment for Health*
The Energy Foundation*
The Erie Community Foundation*
Eugene and Agnes E. Meyer Foundation*
Evelyn and Walter Haas, Jr. Fund*
F. M. Kirby Foundation, Inc.
The F.B. Heron Foundation*
The Fan Fox and Leslie R. Samuels Foundation
Fannie Mae Foundation*
First 5 Alameda County – Every Child Counts*
The Ford Family Foundation*
The Ford Foundation*
France-Merrick Foundation
Friends Provident Foundation*
The Frist Foundation
The GAR Foundation*
Gates Family Foundation
Gaylord and Dorothy Donnelley Foundation*
General Mills Foundation*
The George Gund Foundation*
The George S. and Dolores Dore Eccles Foundation*
Geraldine R. Dodge Foundation*
The Gill Foundation*
The Goizueta Foundation*
Gordon and Betty Moore Foundation*
Grable Foundation*
Grand Rapids Community Foundation*
The Greater Cincinnati Foundation*
Gulf Coast Community Foundation of Venice*
Hall Family Foundation
Harold K.L. Castle Foundation*
The Harry and Jeanette Weinberg Foundation, Inc.*
Hartford Foundation for Public Giving*
The Harvest Foundation of the Piedmont*

Health Foundation of Greater Cincinnati*
The Heinz Endowments*
Helen Andrus Benedict Foundation*
Henry H. Kessler Foundation*
Hess Foundation, Inc.
Horace W. Goldsmith Foundation
The Horizon Foundation for New Jersey*
Houston Endowment, Inc.*
HRJ Consulting*
The Hyams Foundation, Inc.
J. A . & Kathryn Albertson Foundation
J. Bulow Campbell Foundation
The J. Willard and Alice S. Marriott Foundation
Jacob and Valeria Langeloth Foundation*
James Graham Brown Foundation, Inc.
The James Irvine Foundation*
The Jay and Rose Phillips Family Foundation
Jessie Ball duPont Fund*
Jessie Smith Noyes Foundation*
The Josiah Macy, Jr. Foundation*
The John A. Hartford Foundation, Inc.*
John D. and Catherine T. MacArthur Foundation*
John P. McGovern Foundation
The John R. Oishei Foundation*
John S. and James L. Knight Foundation*
Kalamazoo Community Foundation*
Kansas Health Foundation*
Kate B. Reynolds Charitable Trust
Kendeda Fund*
The Kresge Foundation*
Kronkosky Charitable Foundation*
The Lenfest Foundation, Inc.
Levi Strauss Foundation*
Lloyd A. Fry Foundation*
Longwood Foundation
The Louis Calder Foundation
Lucile Packard Foundation for Children's Health*
Lumina Foundation for Education, Inc.*
Maine Community Foundation*
Maine Health Access Foundation*
Marguerite Casey Foundation*
Mary Reynolds Babcock Foundation*
Mathile Family Foundation
The McKnight Foundation*
Medina Foundation*
MetroWest Community Health Care Foundation*
Meyer Memorial Trust
Michael Reese Health Trust*
The Minneapolis Foundation*
Missouri Foundation for Health*
The Morris and Gwendolyn Cafritz Foundation

Ms. Foundation for Women*
The Mt. Sinai Health Care Foundation*
The Nathan Cummings Foundation*
Nellie Mae Education Foundation*
The New Hampshire Charitable Foundation*
New Profit, Inc.*
New York Community Trust*
New York State Health Foundation*
Nina Mason Pulliam Charitable Trust*
Nord Family Foundation*
Northwest Area Foundation*
Northwest Health Foundation*
Omidyar Foundation*
One Foundation*
Ontario Trillium Foundation*
The Overbrook Foundation
Partnership for Excellence in Jewish Education (PEJE)*
Paul G. Allen Foundations*
Paul Hamlyn Foundation*
Peninsula Community Foundation*
The Pears Foundation*
The Peter and Elizabeth C. Tower Foundation*
PetSmart Charities*
The Pew Charitable Trusts
Philadelphia Foundation*
The Pittsburgh Foundation*
Polk Bros. Foundation*
Pritzker Foundation
PSEG Foundation and Corporate Responsibility Department*
Public Welfare Foundation
Quantum Foundation
The Ralph M. Parsons Foundation
Raskob Foundation for Catholic Activities, Inc.*
Rasmuson Foundation*
Resources Legacy Fund*
The Rhode Island Foundation*
Richard & Rhoda Goldman Fund*
Richard King Mellon Foundation
Richard M. Fairbanks Foundation*
Robert R. McCormick Tribune Foundation
The Robert Wood Johnson Foundation*
The Robin Hood Foundation*
Rockefeller Brothers Fund*
Rockefeller Foundation*
Rollin M. Gerstacker Foundation
Rose Community Foundation*
Russell Family Foundation*
Ruth Mott Foundation*

S & G Foundation, Inc.
S. H. Cowell Foundation*
Saint Luke's Foundation of Cleveland, Ohio*
The Saint Paul Foundation Inc.*
Santa Barbara Foundation*
SC Ministry Foundation*
Sea Change Foundation*
Shelton Family Foundation
The Sherman Fairchild Foundation, Inc.
The Shubert Foundation
The Skillman Foundation*
The Skoll Foundation*
Stuart Foundation*
Surdna Foundation, Inc.*
Susan G. Komen Breast Cancer Foundation*
T.L.L. Temple Foundation
Thrivent Financial for Lutherans Foundation*
United Way of Massachusetts Bay*
Vancouver Foundation*
The Vermont Community Foundation*
Victoria Foundation, Inc.
Virginia G. Piper Charitable Trust*
W. K. Kellogg Foundation*
Wachovia Regional Foundation*
Waitt Family Foundation
The Wallace Foundation*
Walter & Elise Haas Fund*
Wayne & Gladys Valley Foundation*
Weingart Foundation
Wellington Management Charitable Fund*
Wilburforce Foundation*
The William and Flora Hewlett Foundation*
The William K. Warren Foundation
William Penn Foundation*
The William Randolph Hearst Foundations
The William Stamps Farish Fund
William T. Kemper Foundation
Williamsburg Community Health Foundation*
Windgate Charitable Foundation, Inc.
Winter Park Health Foundation*
Woods Fund of Chicago*
Yad Hanadiv*
Zeist Foundation*
Z. Smith Reynolds Foundation, Inc.*

Contents

About the Center for Effective Philanthropy (CEP)

Mission

To provide data and create insight so philanthropic funders can better define, assess, and improve their effectiveness and impact.

Vision

We seek a world in which pressing social needs are more effectively addressed. We believe improved effectiveness of philanthropic funders can have a profoundly positive impact on nonprofit organizations and the people and communities they serve.

C. About the Center for Effective Philanthropy

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:

The ATLANTIC Philanthropies

Bill & Melinda Gates Foundation

blue of california

Charles Stewart Mott Foundation

The David and Lucile Packard Foundation

DORIS DUKE CHARITABLE FOUNDATION

The Edna McConnell Clark FOUNDATION

the James Irvine foundation
Expanding Opportunity for the People of California

Gordon and Betty MOORE FOUNDATION

LUMINA FOUNDATION FOR EDUCATION

MACARTHUR

marguerite casey foundation

Robert Wood Johnson Foundation

Rockefeller Brothers Fund
Philanthropy for an Interdependent World

THE ROCKEFELLER FOUNDATION

STUART FOUNDATION
INVESTING IN CHILDREN & YOUTH

Joyce & Larry Stupski

SURDNA FOUNDATION

W.K. KELLOGG FOUNDATION

The Wallace Foundation®
Supporting ideas.
Sharing solutions.
Expanding opportunities.®

THE WILLIAM AND FLORA HEWLETT FOUNDATION

C. About the Center for Effective Philanthropy

CEP Research

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

Research Focus	CEP Publication
Performance Assessment	*Toward a Common Language: Listening to Foundation CEOs and Other Experts Talk About Performance Measurement in Philanthropy* (2002)
	Indicators of Effectiveness: Understanding and Improving Foundation Performance (2002)
	Assessing Performance at the Robert Wood Johnson Foundation: A Case Study (2004)
Funder Strategy	*Beyond the Rhetoric: Foundation Strategy (2007)*
	Lessons from the Field: Becoming Strategic: The Evolution of the Flinn Foundation (2009)
	The Essentials of Foundation Strategy (2009)
	Lessons from the Field: Striving for Transformative Change at the Stuart Foundation (2009)
Funder Governance	*Foundation Governance: The CEO Viewpoint* (2004)
	Beyond Compliance: The Trustee Viewpoint on Effective Foundation Governance (2005)
Funder-Grantee Relationships	*Listening to Grantees: What Nonprofits Value in Their Foundation Funders* (2004)
	Foundation Communications: The Grantee Perspective (2006)
	In Search of Impact: Practices and Perceptions in Foundations' Provision of Program and Operating Grants to Nonprofits (2006)
	Luck of the Draw (2007)
Managing Operations	*Lessons from the Field: Improving the Experience at the David and Lucile Packard Foundation* (2008)
	Lessons from the Field: Aiming for Excellence at the Wallace Foundation (2008)
Non-Monetary Assistance	*More than Money: Making a Difference with Assistance Beyond the Grant* (2008)

Note: CEP research can be downloaded for free at www.effectivephilanthropy.org.

CEP Assessment Tools

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

- **Grantee Perception Report® (GPR):** provides CEOs, boards, and staff with comparative data on grantee perceptions of funder 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):** provides data on board structure and trustee perceptions of board effectiveness on a comparative basis

- **Staff Perception Report (SPR):** explores philanthropic funder staff members' perceptions of funder effectiveness and job satisfaction on a comparative basis

- **Operational Benchmarking Report (OBR):** provides comparative data, relative to a selected peer group of funders, on aspects of philanthropic funder operations – including organization staffing, program officer workload, grant processing times, and administrative costs

- **Stakeholder Assessment Report (STAR):** delivers insight about a funder's effectiveness by surveying stakeholders a funder seeks to influence as part of its strategy

- **Multidimensional Assessment Process (MAP):** provides an integrated assessment of performance, assimilating results and data from all of CEP's assessment tools into key findings, implications, and recommended action steps for greater effectiveness

- **Donor Perception Report (DPR):** creates insight, on a comparative basis, about donors' perceptions of the community foundations to and through which they contribute or establish funds

- **Beneficiary Perception Report (BPR):** informs the work of funders and grantees by providing comparative feedback from those whose lives funders seek to improve – the ultimate beneficiaries of funders' philanthropic efforts

Contact Information

- ◆ This report was produced for The McKnight Foundation by the Center for Effective Philanthropy in January, 2010.

- ◆ Please contact CEP if you have any questions:

    - Kevin Bolduc, Vice President, Assessment Tools

        617-492-0800 ext. 202

        kevinb@effectivephilanthropy.org