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# Grantee Perception Report®

prepared for

**The David and Lucile Packard Foundation**

**January 2013**

*VERSION 3/27/2013*



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EFFECTIVE PHILANTHROPY

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# Executive Summary – Key Findings

Overall, the 2012 Grantee Perception Report for the David and Lucile Packard Foundation (“Packard”) reveals a trend of improvement across many aspects addressed in the grantee survey. On many measures, including the Foundation’s impact on grantees’ organizations and the strength of funder-grantee relationships, Packard grantees provide even more positive ratings than they did in 2010, where ratings were already at or above the median foundation. As one grantee explains, “The David and Lucile Packard Foundation operates strategically with the highest professional integrity and empathy.... I truly feel that once the Foundation invests in your organization, they are a true partner in maximizing the effectiveness of their investment.”

**Grantees continue to view Packard as a “valued and trusted leader” having a strong impact on and understanding of their fields of work.** Grantees also continue to rate Packard among the top quartile of funders for its effect on public policy and advancing the state of knowledge in their fields. As one grantee explains, “They have been a significant contributor of work, wealth, and much wisdom.”

**In addition to a strong and sustained impact on their fields, Packard grantees’ ratings have improved on measures of impact on and understanding of their organizations.** Similar to 2010, grantees continue to rate above typical for the effect of Packard’s funding on their ability to sustain the funded work in the future. As one grantee explains, “Packard has been a consistent supporter, and by maintaining a well balanced spread of support over several years, has had a significant impact which one-off funding would not have achieved.”

**Grantees report significant improvements in the clarity with which Packard communicates its goals and strategy since 2010, now rating typically compared to grantees of other foundations. This substantial improvement in grantees’ perceptions of the clarity of Packard’s communication led to an overall slight improvement in funder-grantee relationships.** As one grantee explains, “We have support from over 40 different foundations and government agencies, and Packard is number one in clarity, efficient process, and most of all, kindness in the person to person communication.” Even with these improvements, the Foundation may have opportunities to further build upon the strength of its relationships with grantees, especially by ensuring the reciprocity of initiation of contact between grantees and program officers and by managing moments of staff transitions.

**At the median, grantees spend substantially fewer hours of administrative time fulfilling Packard’s selection and reporting/evaluation processes than do grantees at the typical funder in Packard’s cohort.** Grantees describe the processes as “streamlined” and “straight forward.” Similar to 2010, Packard grantees rate these processes to be as helpful as typical in strengthening their organizations.

**Packard provides a larger than typical proportion of grantees with both the most intensive and helpful “field-focused” and “comprehensive” patterns of assistance.** In addition, grantees rate Packard’s non-monetary assistance to be more helpful than that provided by most funders in CEP’s dataset. As one grantee describes, “The technical assistance provided, in addition to the generous financial support, resulted in stronger outcomes that otherwise would likely have been accomplished.”

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# Background

- ♦ Since 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.<sup>1</sup>
  
- ♦ **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 one 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.

# Methodology – The Foundation’s Grantee Survey

- ♦ The Center for Effective Philanthropy (CEP) surveyed the grantees of The David and Lucile Packard Foundation (“Packard”) during September and October 2012. CEP has surveyed Packard’s grantees in the past. Where possible, ratings from these surveys are also shown in the report. The details of Packard’s surveys are as follows:

| Survey                    | Survey Period              | Fiscal Year of Surveyed Grantees | Number of Grantees Surveyed | Number of Responses Received | Survey Response Rate <sup>1</sup> |
|---------------------------|----------------------------|----------------------------------|-----------------------------|------------------------------|-----------------------------------|
| Packard 2012              | September and October 2012 | 2011                             | 627                         | 428                          | 68%                               |
| Packard 2010              | September and October 2010 | 2009                             | 653                         | 435                          | 67%                               |
| Packard 2008 <sup>2</sup> | September and October 2008 | 2007                             | 508                         | 343                          | 68%                               |
| Packard 2006 <sup>2</sup> | September and October 2006 | 2005                             | 687                         | 420                          | 61%                               |
| Packard 2004              | March to June 2004         | 2003                             | 488                         | 331                          | 68%                               |

- ♦ 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 Foundation in order to offer a wide range of perspectives.
- ♦ The grantee feedback in this report was collected through CEP’s proprietary GPR survey. All individual grantee responses have been kept confidential: CEP does not report or share individual responses or identifying characteristics of survey respondents with funders. All comments are redacted to protect grantee confidentiality.

1: The median response rate for individual funders over the last nine years of surveys is 69 percent.

2: The results of Packard’s 2008 and 2006 grantee surveys are not displayed in the GPR but will be provided along with this report in supplemental tabular reports.

## Methodology – Comparative Data

- ◆ Packard’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 nine years. Please see Appendix B for a list of all funders whose grantees CEP has surveyed.

| Full Comparative Set  |                 |
|-----------------------|-----------------|
| Grantee Responses     | 41,697 grantees |
| Philanthropic Funders | 290 funders     |

- ◆ Packard is also compared to a cohort of 19 cohort funders. The group of 19 funders comprises the following funders:

| Cohort Funders                                |  |
|---|--|
| The Atlantic Philanthropies                   | John S. and James L. Knight Foundation   |
| Bill & Melinda Gates Foundation               | The McKnight Foundation                  |
| The California Endowment                      | The Robert Wood Johnson Foundation       |
| Charles Stewart Mott Foundation               | Rockefeller Brothers Fund                |
| The David and Lucile Packard Foundation       | The Rockefeller Foundation               |
| Doris Duke Charitable Foundation              | Surdna Foundation, Inc.                  |
| The Ford Foundation                           | The Wallace Foundation                   |
| Gordon and Betty Moore Foundation             | The William and Flora Hewlett Foundation |
| The James Irvine Foundation                   | W.K. Kellogg Foundation                  |
| John D. and Catherine T. MacArthur Foundation |  |

- ◆ Within this report, CEP describes the comparison between Packard grantee ratings and grantee ratings of other funders based on the percentile rank of Packard. On measures with a 1-7 scale, grantee ratings for Packard are described as “above typical” or “above the median funder” when they fall above the 65<sup>th</sup> percentile, and “below typical” or “below the median funder” when they fall below the 35<sup>th</sup> percentile. Proportions of Packard grantees are described as “larger than typical” or “smaller than typical” when the proportion being referenced falls above or below the 65<sup>th</sup> or 35<sup>th</sup> percentile.

# 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, Packard awards larger grants and awards a larger proportion of its grantees with multi-year grants.

| Survey Item   | Packard 2012 | Packard 2010 | Packard 2004 | Full Dataset Median | Cohort Funder Median |
|---|--------------|--------------|--------------|---------------------|----------------------|
| <b>Grant Size</b>                                     |              |              |              |                     |                      |
| Median grant size                                     | \$150K       | \$150K       | \$200K       | \$60K               | \$227K               |
| <b>Grant Length</b>                                   |              |              |              |                     |                      |
| Average grant length                                  | 2.1 years    | 2.2 years    | 2.3 years    | 2.1 years           | 2.6 years            |
| Percent of grantees receiving multi-year grants       | 61%          | 53%          | 64%          | 49%                 | 75%                  |
| <b>Type of Support</b>                                |              |              |              |                     |                      |
| Percent of grantees receiving operating support       | 25%          | 21%          | N/A          | 20%                 | 16%                  |
| Percent of grantees receiving program/project support | 65%          | 74%          | N/A          | 65%                 | 72%                  |
| Percent of grantees receiving other types of support  | 10%          | 5%           | N/A          | 15%                 | 12%                  |

Note: Packard 2004 data not available due for "Type of Support" due to changes to the survey instrument.

Note: CEP research indicates that grant size, type, or length alone are not key predictors of impact on grantees' organizations. For the full range of data on these survey items refer to Appendix B.



# Structural Characteristics of Grantees

- ◆ This table is intended to provide context to the Foundation in thinking about its GPR results relative to the structural characteristics 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, Packard grantees are larger organizations and a larger proportion have conducted programs for 6 years or more.

| Survey Item  | Packard 2012 | Packard 2010 | Packard 2004 | Full Dataset Median | Cohort Funder Median |
|--|--------------|--------------|--------------|---------------------|----------------------|
| <b>Budget of Funded Organizations</b>                      |              |              |              |                     |                      |
| Typical organizational budget                              | \$2.0MM      | \$2.0MM      | \$1.5MM      | \$1.4MM             | \$2.0MM              |
| <b>Duration of Funded Program and Grantee Organization</b> |              |              |              |                     |                      |
| Programs conducted 6 years or more                         | 41%          | 38%          | N/A          | 33%                 | 29%                  |
| Median length of establishment of grantee organizations    | 22 years     | 21 years     | N/A          | 24 years            | 23 years             |

Note: Packard 2004 data not available due for "Duration of Funded Program and Grantee Organization" due to changes to the survey instrument.

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 Appendix B.

# 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 filings and data supplied by philanthropic funders that have subscribed to the GPR.
- ◆ The number of active grants per program staff full-time employee at Packard is smaller than that of the typical funder.

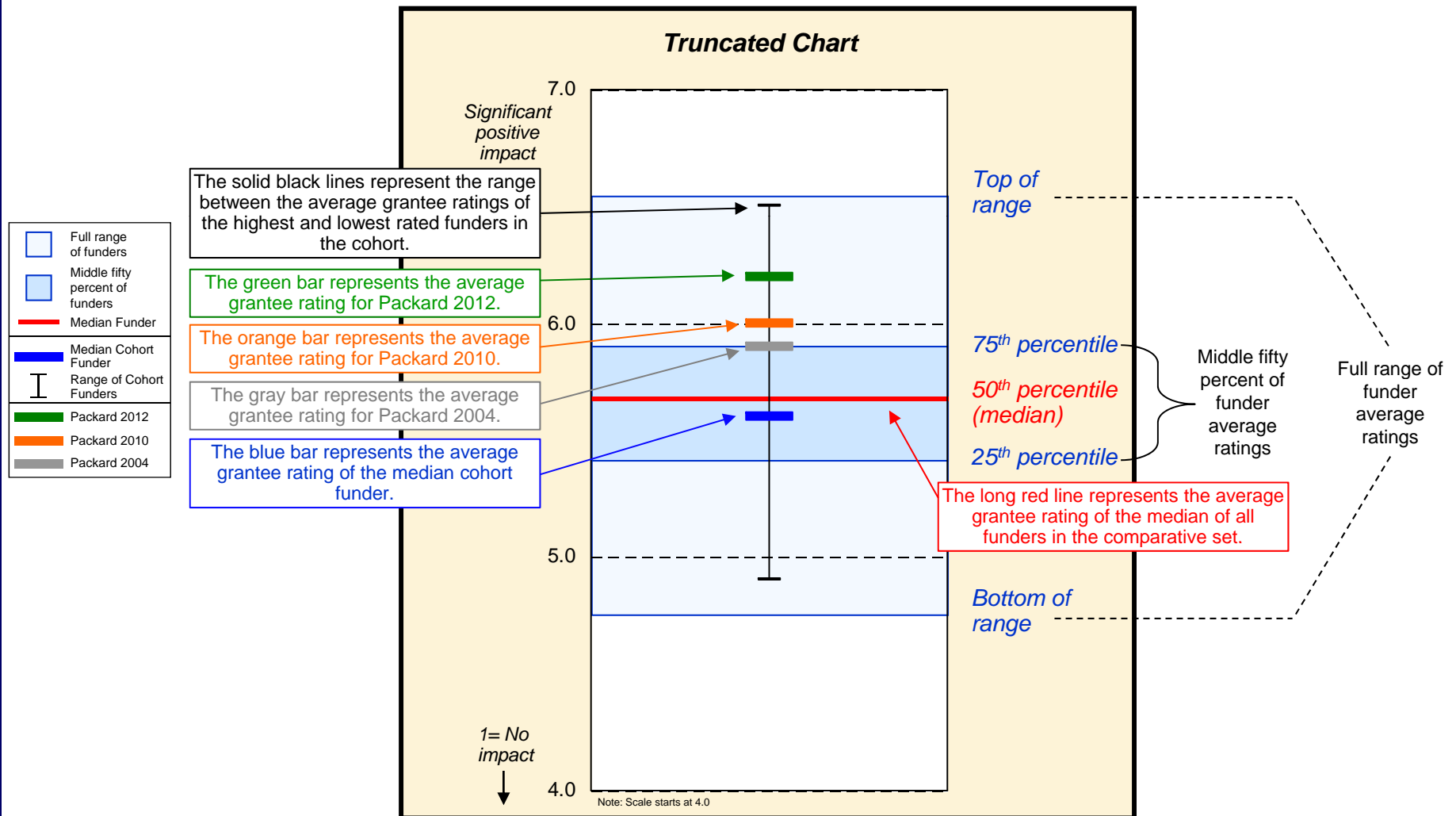
| Survey Item  | Packard 2012    | Packard 2010    | Packard 2004    | Full Dataset Median | Cohort Funder Median |
|--|-----------------|-----------------|-----------------|---------------------|----------------------|
| <b>Program Staff Load</b>                            |                 |                 |                 |                     |                      |
| Dollars awarded per program staff full-time employee | \$6.8MM         | \$6.9MM         | \$5.7MM         | \$2.5MM             | \$4.2MM              |
| Applications per program full-time employee          | 18 applications | 20 applications | 14 applications | 27 applications     | 20 applications      |
| Grants awarded per program full-time employee        | 18 grants       | 21 grants       | 13 grants       | 19 grants           | 13 grants            |
| Active grants per program full-time employee         | 25 grants       | 28 grants       | 24 grants       | 32 grants           | 26 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 refer to Appendix B.

# 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 Packard, over a background that shows percentiles for the average ratings for the full comparative set of 290 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.**



# Foundation Descriptors

Note: The size of each word indicates the frequency with which it was written by grantees. The word cloud only includes words mentioned by three or more grantees. "Supportive," the most frequently used word, was mentioned by 32 grantees.

*"At this point in time, what is one word that best describes the Foundation?"*



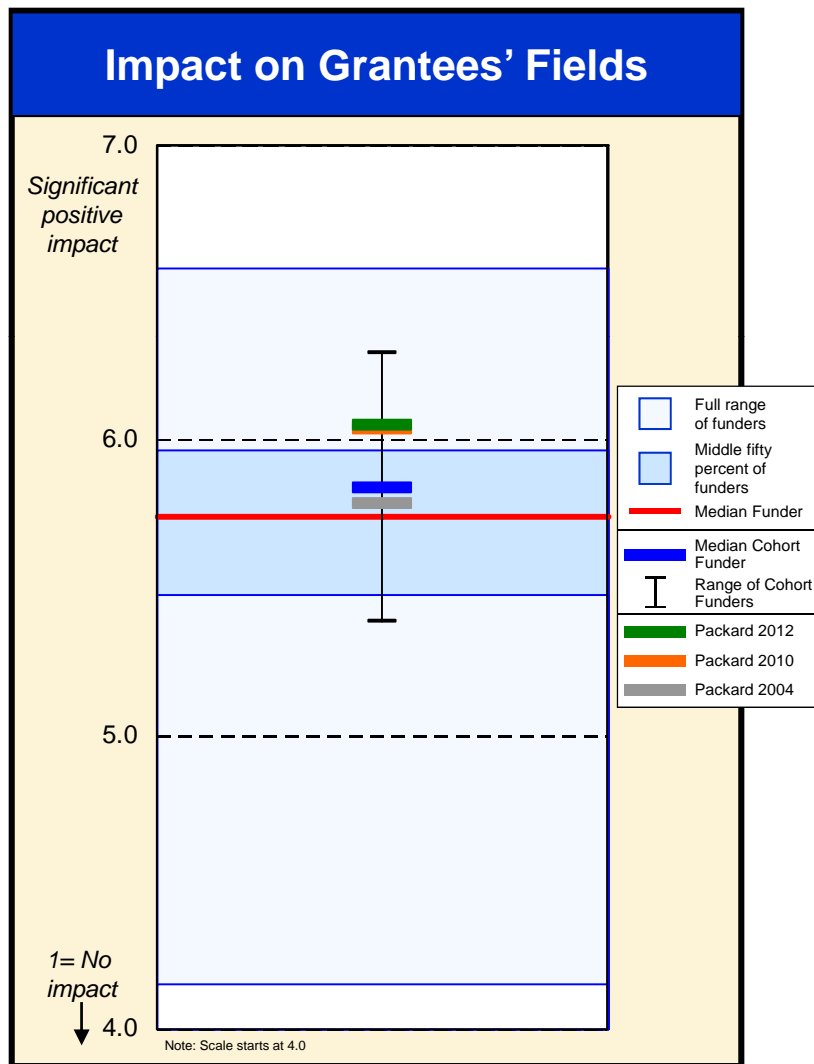
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# Impact on Grantees' Fields

On impact on grantees' fields, Packard is rated:

- above 84 percent of funders
- above 94 percent of cohort funders in the cohort



## Selected Grantee Comments

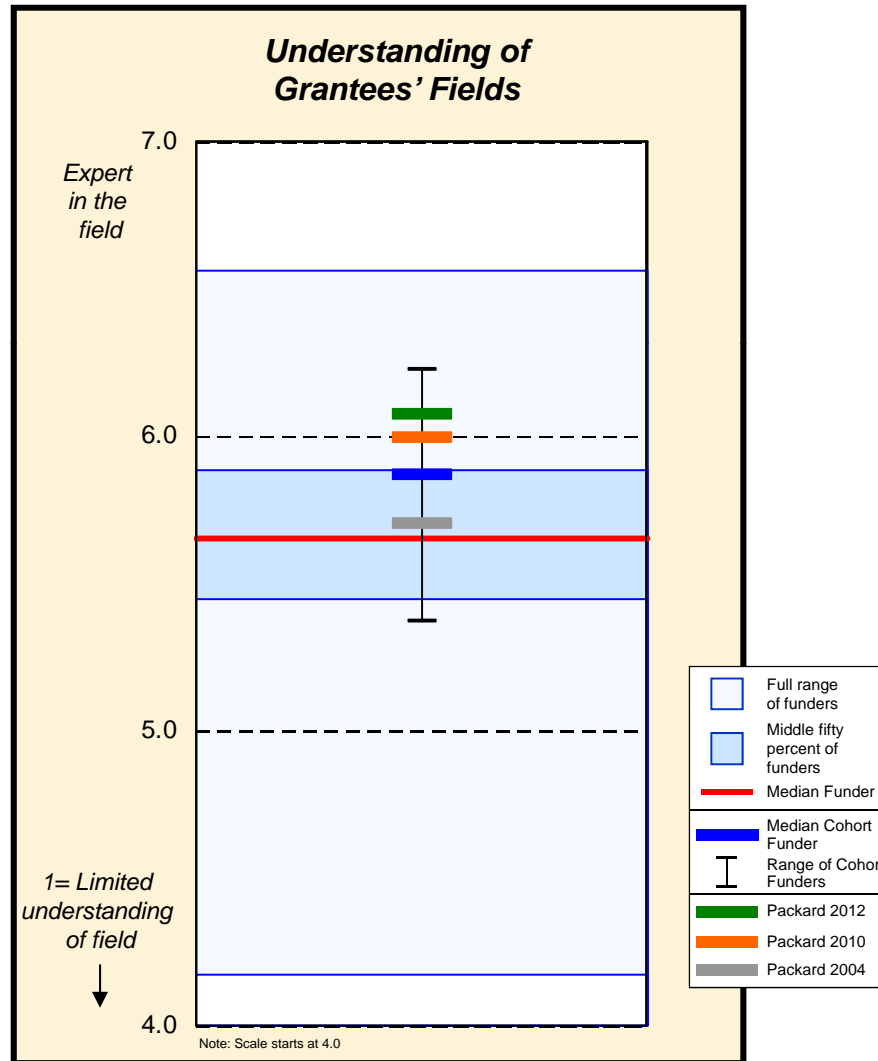
- ♦ *“By investing over many years in children’s health policy and advocacy, and investing in many inter-related aspects, (state-based work, federal work, research, communications, convenings, etc.) Packard has made the issue more visible and improved public policy in states and nationally.”*
- ♦ *“By supporting innovative programs, Packard is positioning itself at the forefront of the change field of conservation and we would like to see this continue.”*
- ♦ *“I really don’t know how to measure the impact that the Packard Foundation has on my field of education.”*
- ♦ *“The Foundation is absolutely a field leader in our sector, and it is almost a given that any innovative or groundbreaking initiative will have the backing (direct or indirect) of Packard. While the program area in which we reside is relatively small, the impact is profound and wide-reaching.”*
- ♦ *“The Foundation is helping to ensure that the issue of healthcare access for the nation’s most vulnerable women is in the forefront of the public debate.”*

Note: This question includes a “don’t know” response option; 5 percent of Packard 2012 respondents answered “don’t know”, compared to 8 percent at the median funder, 1 percent of Packard 2010 respondents, 6 percent of Packard 2004 respondents, and 4 percent of respondents at the median cohort funder.

# Understanding of Grantees' Fields

On understanding of grantees' fields, Packard is rated:

- above 90 percent of funders
- above 83 percent of cohort funders in the cohort



Note: This question includes a "don't know" response option; 5 percent of Packard 2012 respondents answered "don't know", compared to 6 percent at the median funder, 3 percent of Packard 2010 respondents, 7 percent of Packard 2004 respondents, and 3 percent of respondents at the median cohort funder.

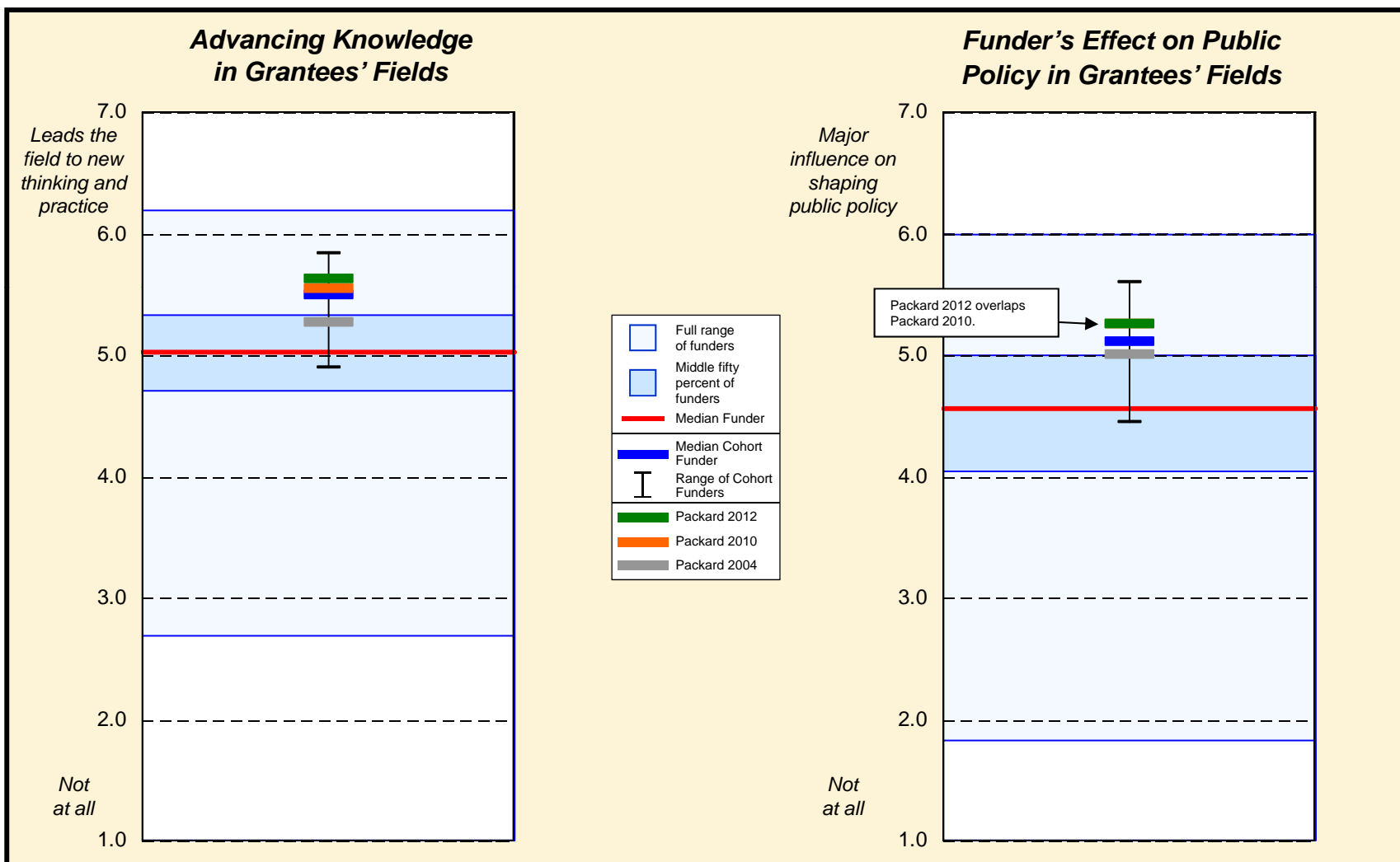
# Advancing Knowledge in Fields and Effect on Public Policy

On advancement of knowledge in grantees' fields, Packard is rated:

- above 89 percent of funders
- above 67 percent of cohort funders in the cohort

On effect on public policy in grantees' fields, Packard is rated:

- above 87 percent of funders
- above 83 percent of cohort funders in the cohort



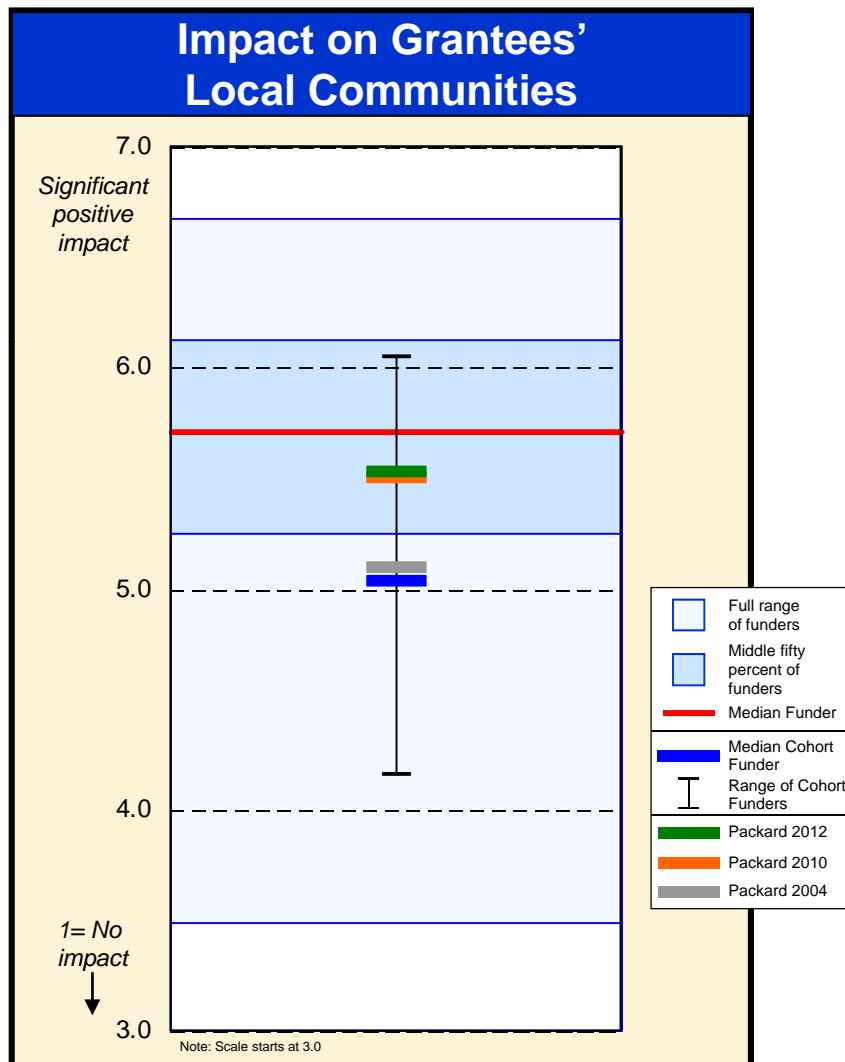
Note: The questions depicted on these charts include a "don't know" response option. In the left-hand chart, 16 percent of Packard 2012 respondents answered "don't know", compared to 23 percent at the median funder, 12 percent of Packard 2010 respondents, 18 percent of Packard 2004 respondents, and 12 percent of respondents at the median cohort funder. In the right-hand chart, 28 percent of Packard 2012 respondents answered "don't know", compared to 37 percent at the median funder, 24 percent of Packard 2010 respondents, 33 percent of Packard 2004 respondents, and 23 percent of respondents at the median cohort funder.



# Impact on Grantees' Local Communities

On impact on grantees' local communities, Packard is rated:

- below 61 percent of funders
- above 94 percent of cohort funders in the cohort



## Selected Grantee Comments

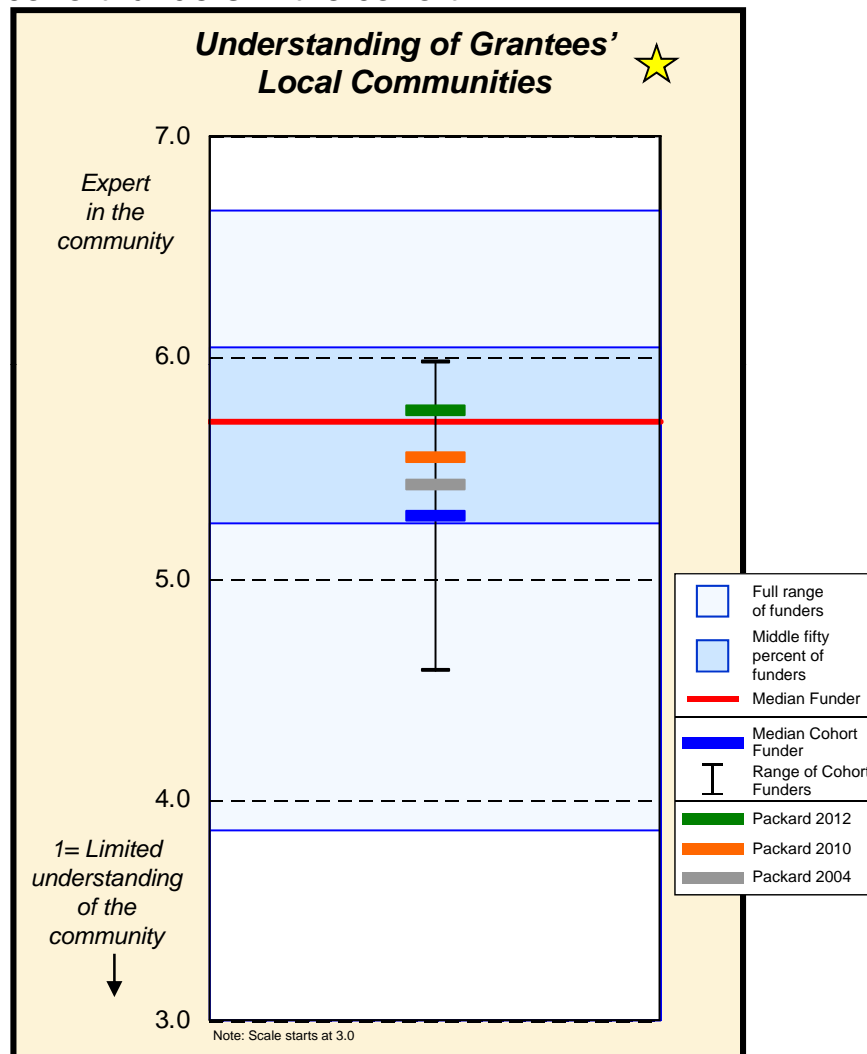
- ♦ *“Strengthening the collaboration of the general and nonprofit community is what the Packard Foundation is known for as well as bringing training and technical assistance opportunities. Reducing duplication and measuring the effectiveness of programs is also a key piece of what they do in Pueblo.”*
- ♦ *“In the past, the Foundation helped our local safety net organizations a great deal and it’s a big loss to a group of local agencies to have lost our local funding from Packard.”*
- ♦ *“By investing in the nonprofits in our communities, the Packard Foundation is saying, ‘We believe in the work you do,’ and [is] creating hope for a better future for the [population] we serve.”*
- ♦ *“Packard knows [our county] and the surrounding counties very well and has had and continues to have extremely significant impacts on a wide range of programs and people in these areas.”*

Note: This question includes a “don’t know” response option; 23 percent of Packard 2012 respondents answered “don’t know”, compared to 10 percent at the median funder, 20 percent of Packard 2010 respondents, 25 percent of Packard 2004 respondents, and 23 percent of respondents at the median cohort funder. Chart does not show data from two funders whose community impact rating is less than 3.0.

# Understanding of Grantees' Local Communities

On understanding of grantees' local communities, Packard is rated:

- above 52 percent of funders
- above 94 percent of cohort funders in the cohort



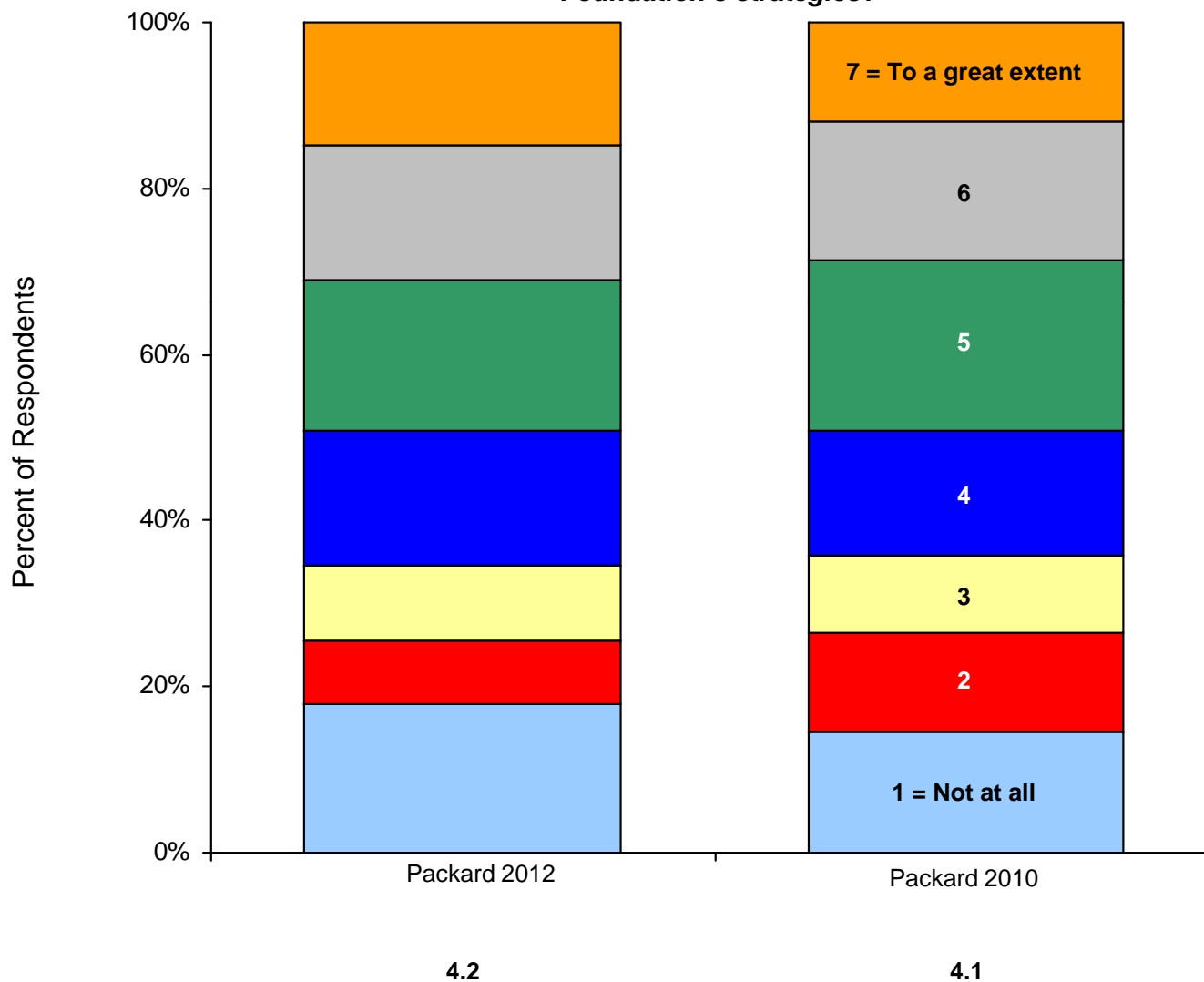
★ = Packard 2012 rating is significantly higher than Packard 2010 rating at a 90 percent confidence interval.

Note: This question includes a "don't know/not applicable" response option; 26 percent of Packard 2012 respondents answered "don't know/not applicable", compared to 12 percent at the median funder, 21 percent of Packard 2010 respondents, 32 percent of Packard 2004 respondents, and 26 percent of respondents at the median cohort funder. **CONFIDENTIAL** | © The Center for Effective Philanthropy | 3/27/2013

# Contribution to Foundation Strategy (1)

Thirty-one percent of Packard grantee respondents indicated that they had a great opportunity to comment on or contribute to any of the Foundation's strategies, rating a 6 or 7 on a 1 to 7 scale where 1="Not at all" and 7="To a great extent."

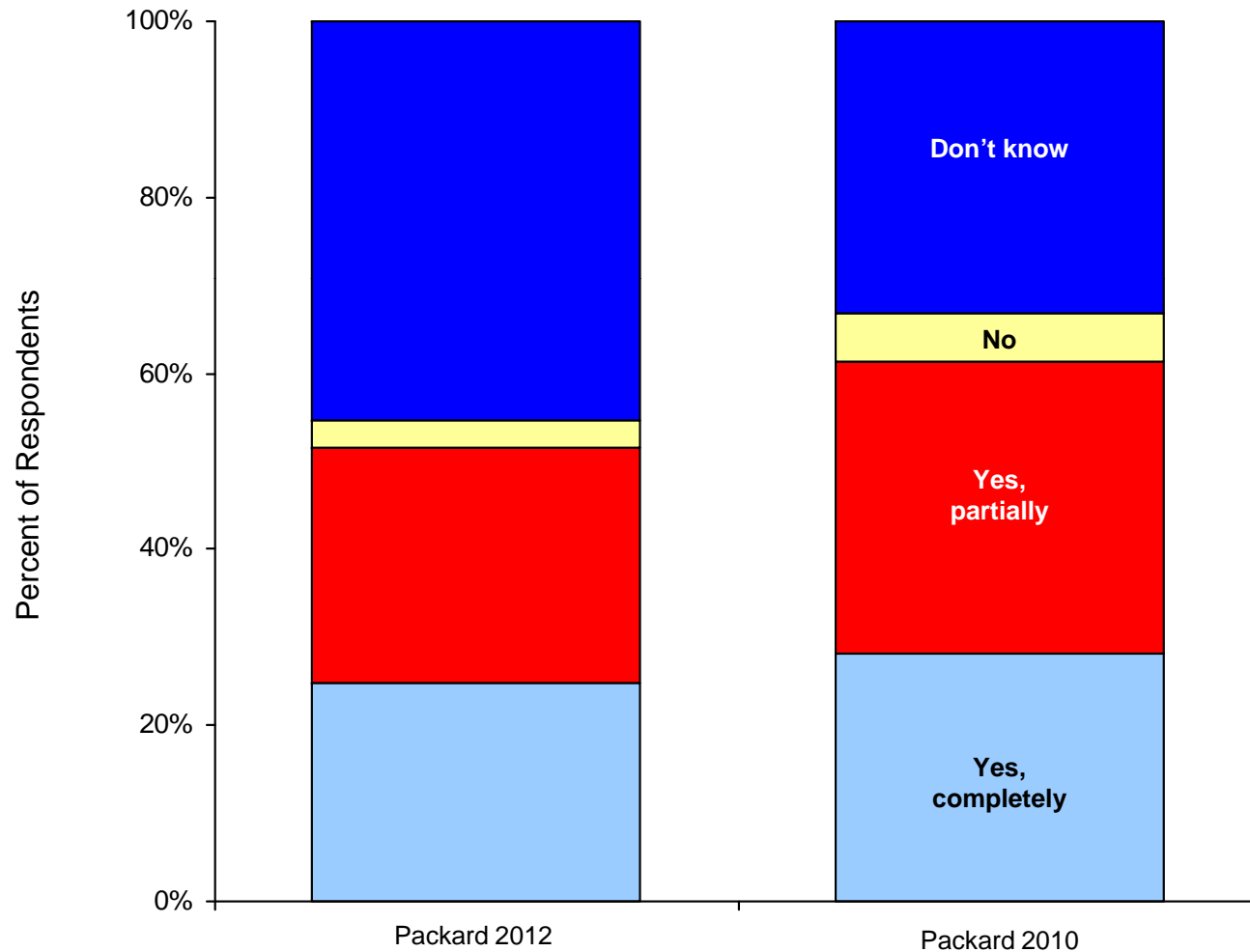
*"To what extent do you feel you have been given an opportunity to comment on or contribute to any of the Foundation's strategies?"*



## Contribution to Foundation Strategy (2)

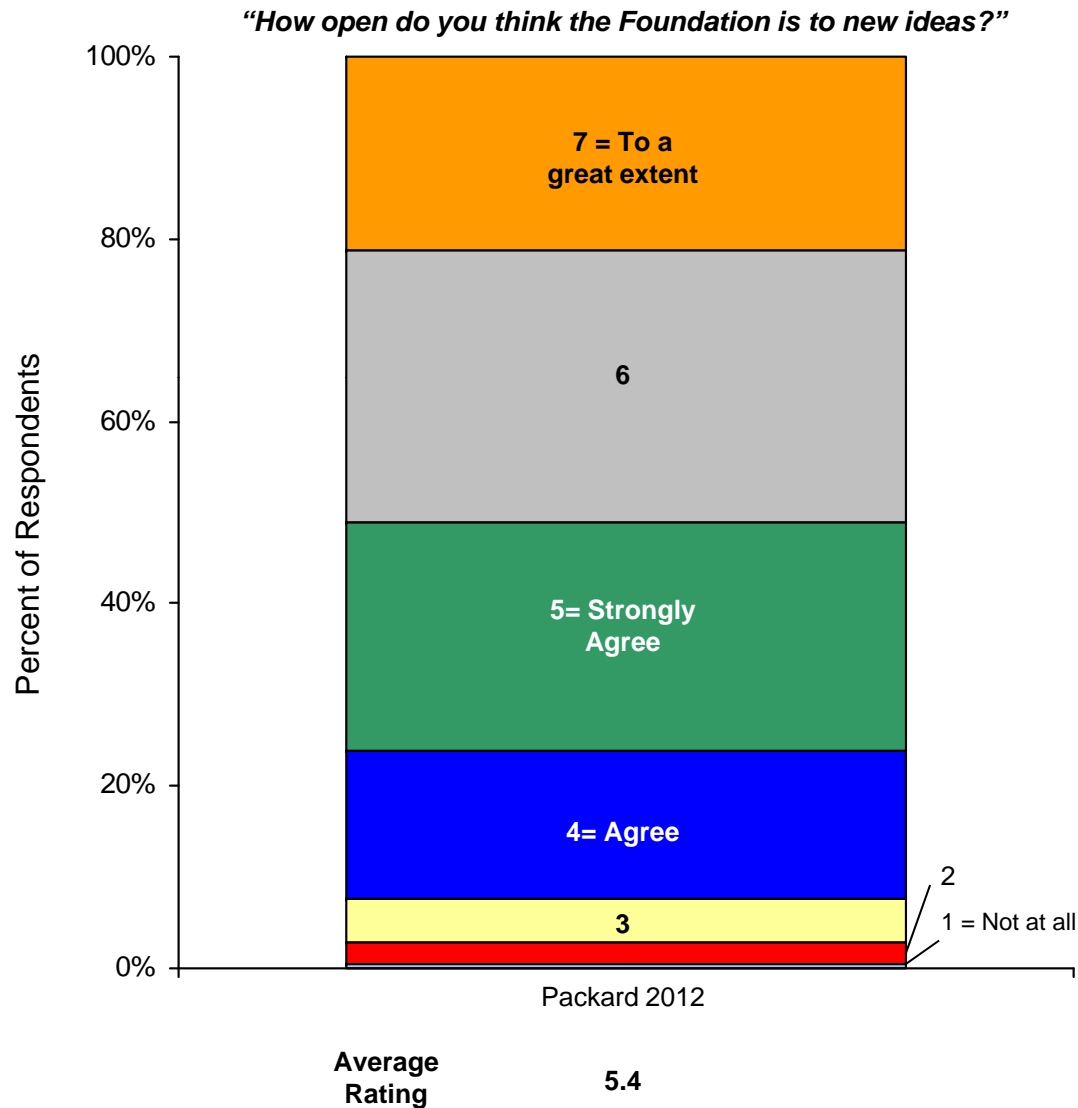
The majority of grantees that reported having the opportunity to comment on or contribute to any of Packard's strategies indicate that the Foundation either completely or partially considered their input.

*"If you provided input on the Foundation's strategies, did you feel like your input was considered by the Foundation?"*



# Foundation Openness to New Ideas

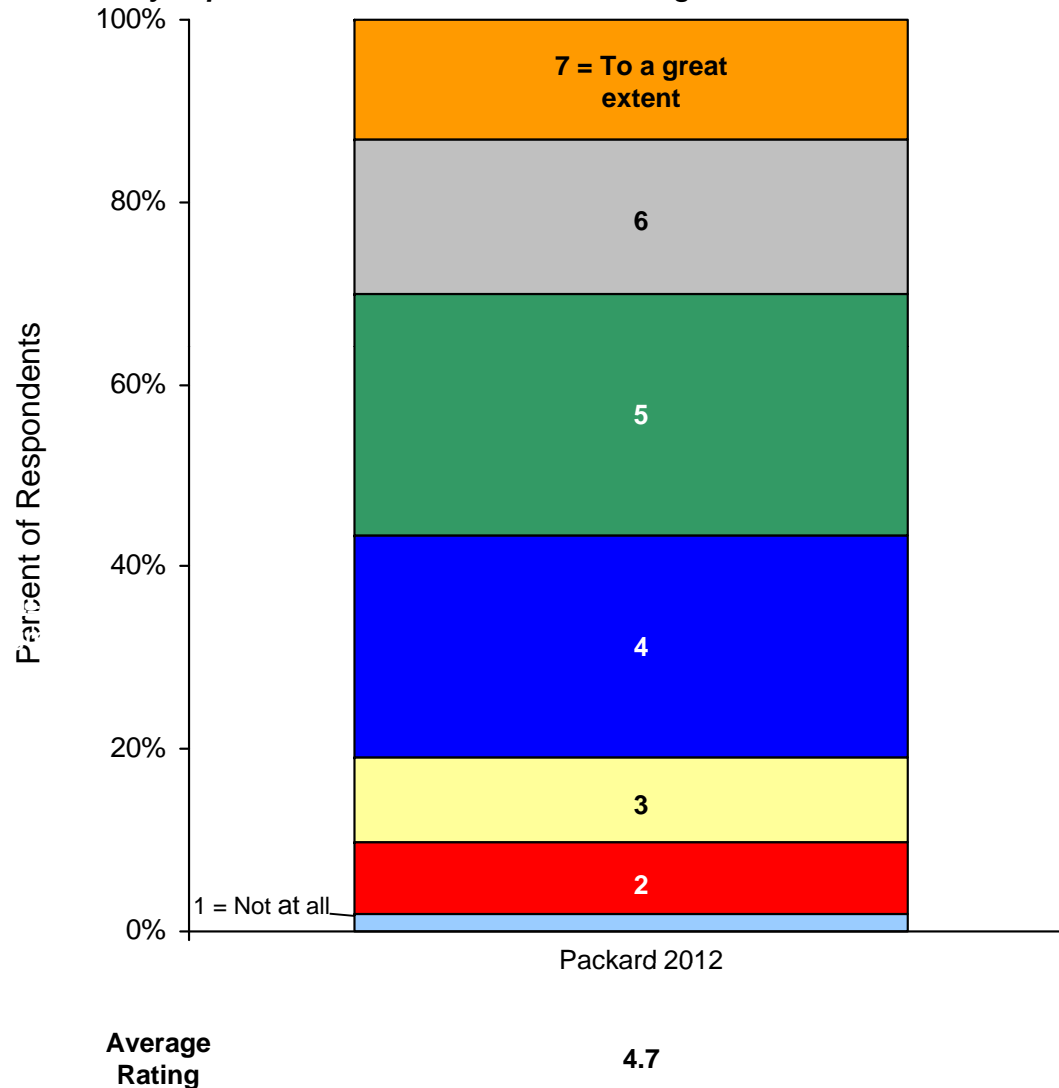
Fifty-one percent of grantee respondents indicated that Packard is greatly open to new ideas, rating a 6 or a 7 on a 1 to 7 scale where 1="Not at all" and 7="To a great extent."



# Foundation Comfort with Risk

Thirty percent of grantee respondents indicated that Packard is greatly comfortable investing in efforts that run the risk of not achieving their desired outcomes, rating a 6 or a 7 on a 1 to 7 scale where 1=“Not at all” and 7=“To a great extent.”

*“How comfortable do you perceive the Foundation is investing in efforts that run the risk of not achieving their desired outcomes?”*



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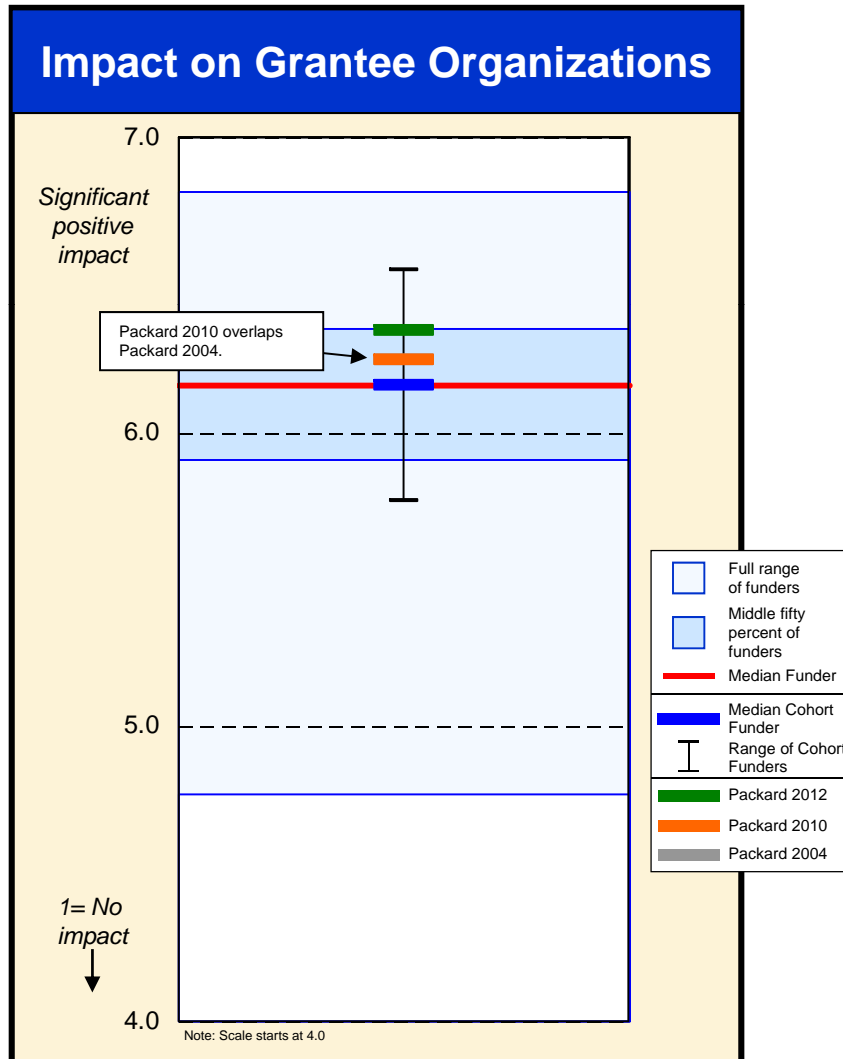
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# Impact on Grantee Organizations

On impact on grantee organizations, Packard is rated:

- above 74 percent of funders
- above 83 percent of cohort funders in the cohort



## Selected Grantee Comments

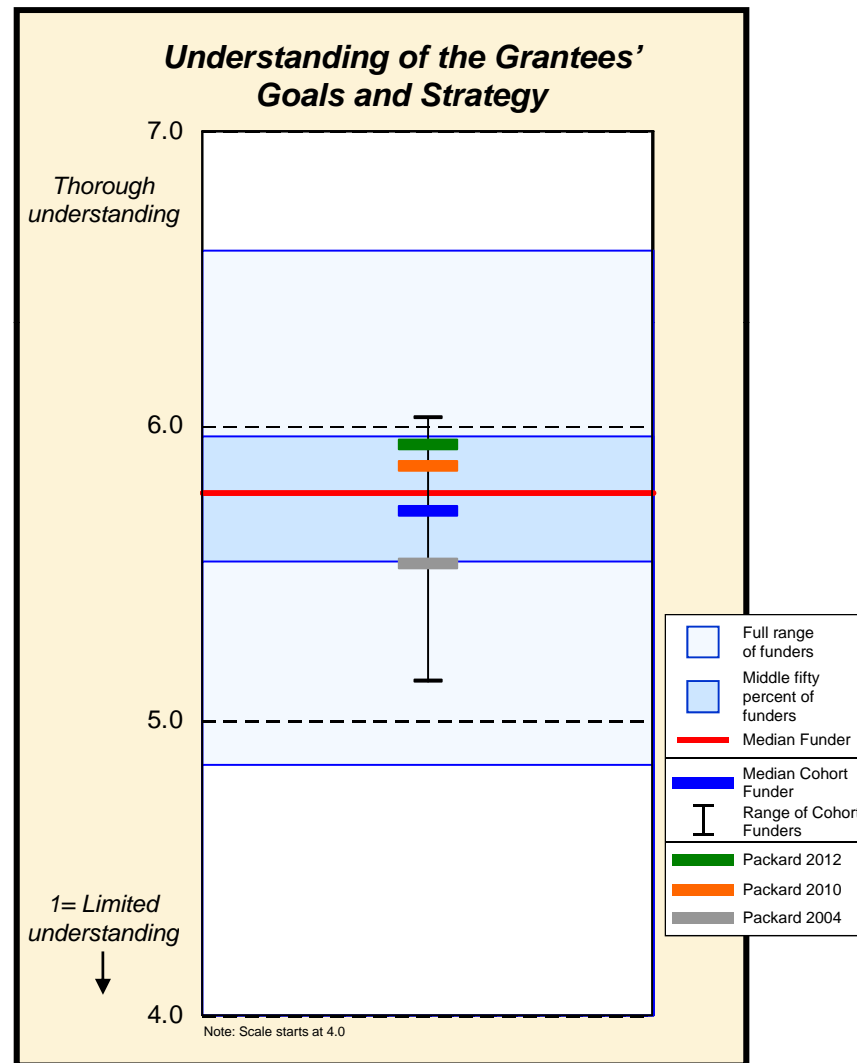
- ♦ *“Because Packard has such a solid reputation in the funding world, a grant from Packard elevates the visibility of our work. This in turn stimulates additional funding so we are able to carry out our work. Packard is also very good about providing opportunities to network with other providers and hence expand our work.”*
- ♦ *“Packard has worked with us in a very supportive and deep way.... This kind of support has really enabled us to transform our organization, sharpen our mission and goals, build infrastructure in terms of internal systems and technology, strengthen our programming, and increase our capacity and ability to engage new constituencies in our programming and attract new support.”*
- ♦ *“Without the Packard grants we receive, our organization would not have the ability to sustain itself.”*
- ♦ *“Foundation funding is allowing us to sustain a long standing program and develop a way to exit the project in a responsible manner. In addition, we are exploring new areas in this grant that have the potential to significantly alter the field.”*



# Understanding of Grantees' Goals and Strategy

On understanding of grantees' goals and strategy, Packard is rated:

- above 72 percent of funders
- above 83 percent of cohort funders in the cohort

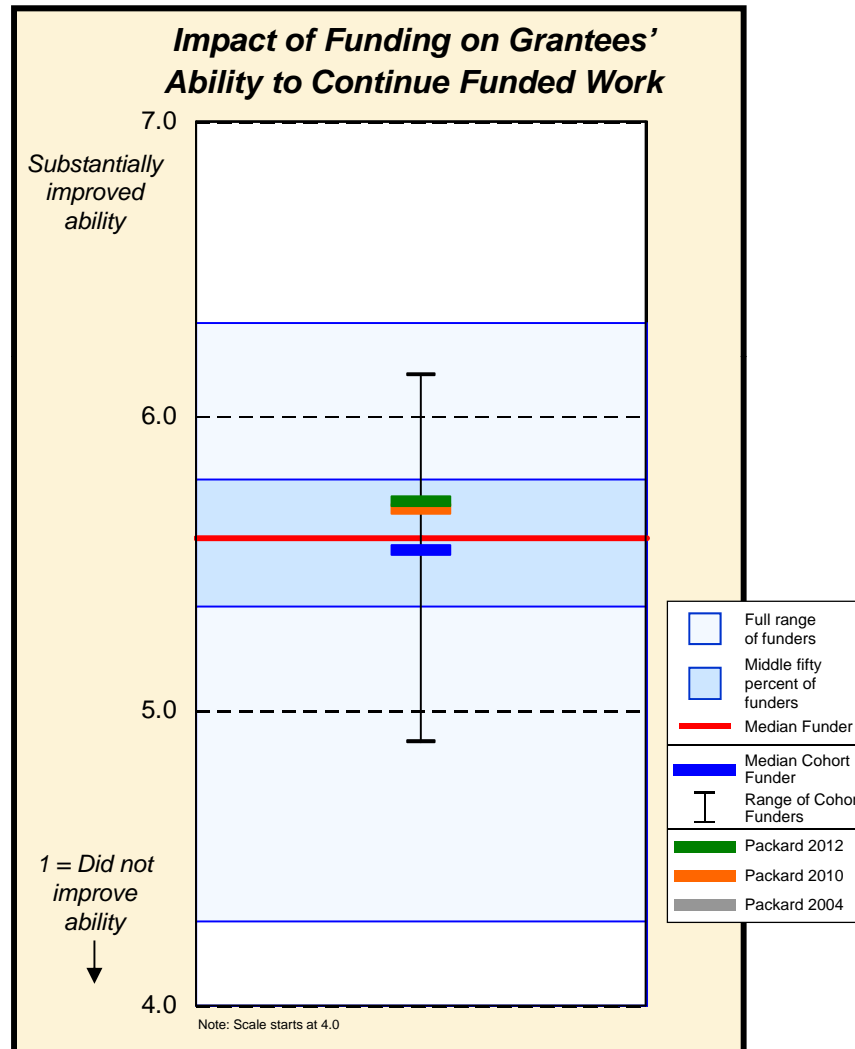


Note: This question includes a "don't know" response option; 5 percent of Packard 2012 respondents answered "don't know", compared to 6 percent at the median funder, 3 percent of Packard 2010 respondents, 11 percent of Packard 2004 respondents, and 5 percent of respondents at the median cohort funder.

# Impact on Sustainability of Funded Work

On the effect of the Foundation's funding on grantees' ability to sustain the work funded by the grant in the future, Packard is rated:

- above 65 percent of funders
- above 71 percent of cohort funders in the cohort

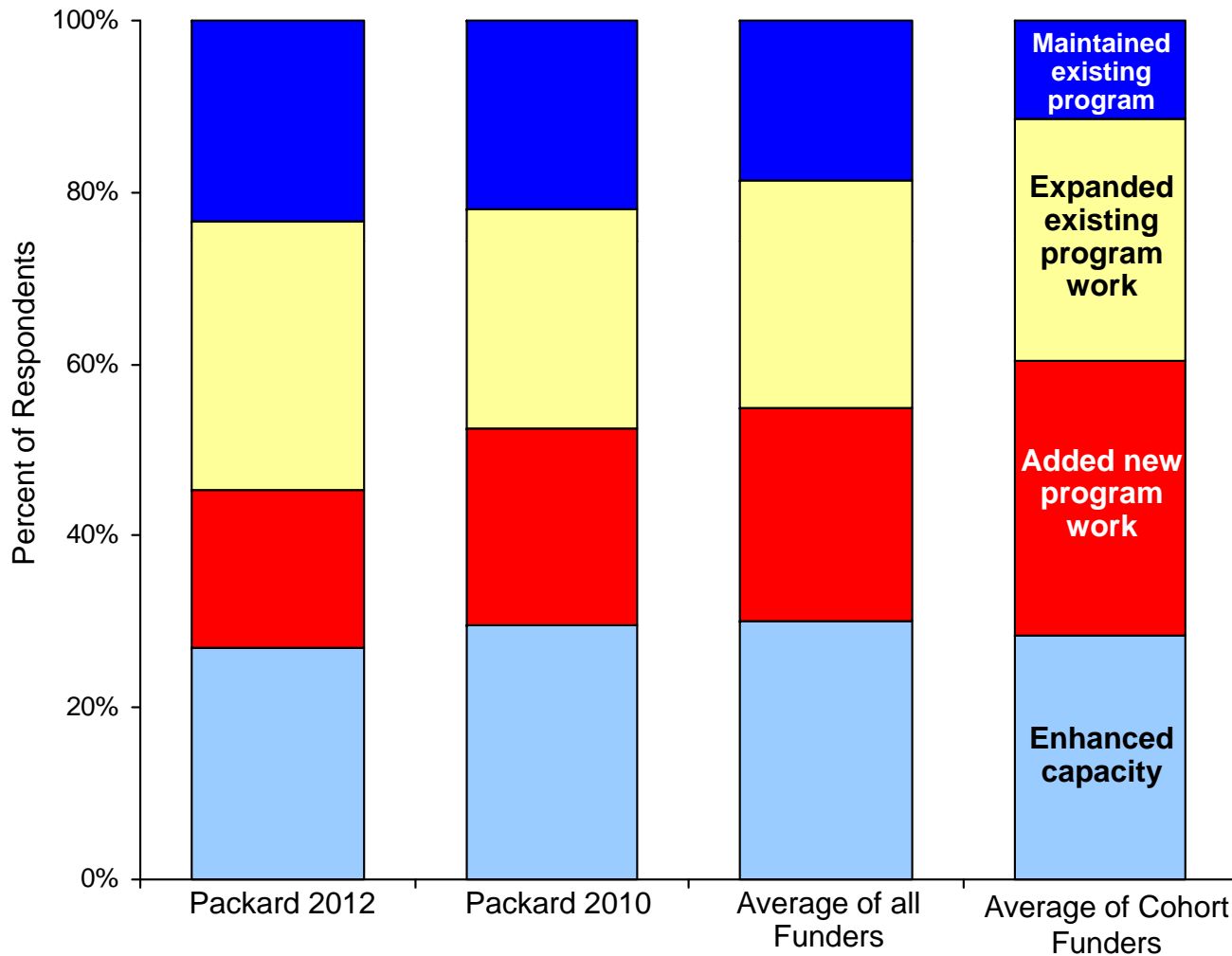


Note: Packard 2004 data not available due to changes to the survey instrument.

Note: This question includes a "don't know/not applicable" response option; 9 percent of Packard 2012 respondents answered "don't know/not applicable", compared to 8 percent at the median funder, 4 percent of Packard 2010 respondents, and 9 percent of respondents at the median cohort funder.

# Grant Effect

**Primary Effect of Grant on Grantee's Organization**



**Behind the Numbers**

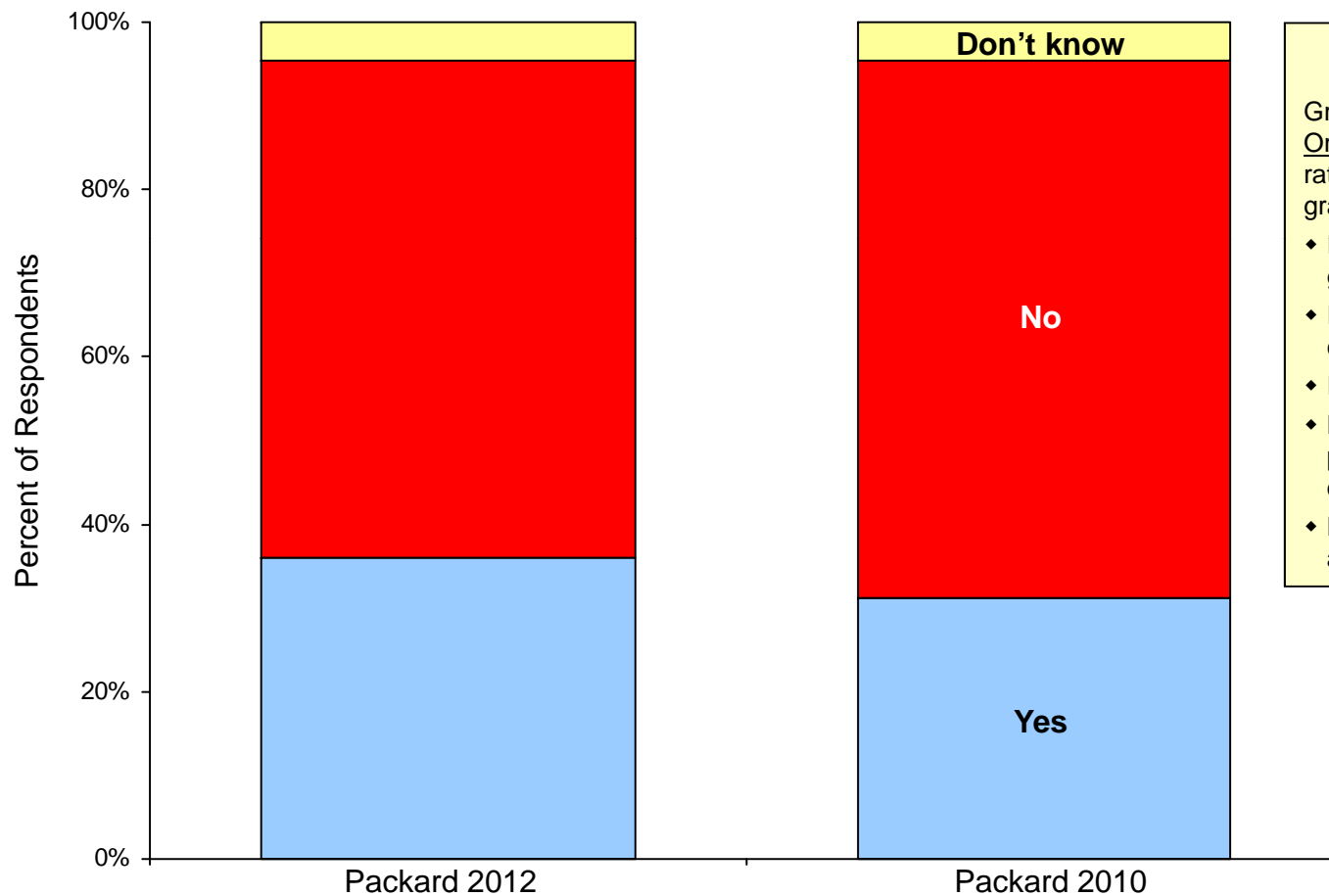
Grantees that received grants that enhanced their capacity rate significantly higher than other grantees on:

- ◆ Impact on grantees' organizations

# Organizational Effectiveness Grants

Thirty-six percent of Packard respondents identified themselves as receiving Organizational Effectiveness support during the grant period, a larger proportion than in 2010.

*“Did you receive Organizational Effectiveness support?”*



**Behind the Numbers**

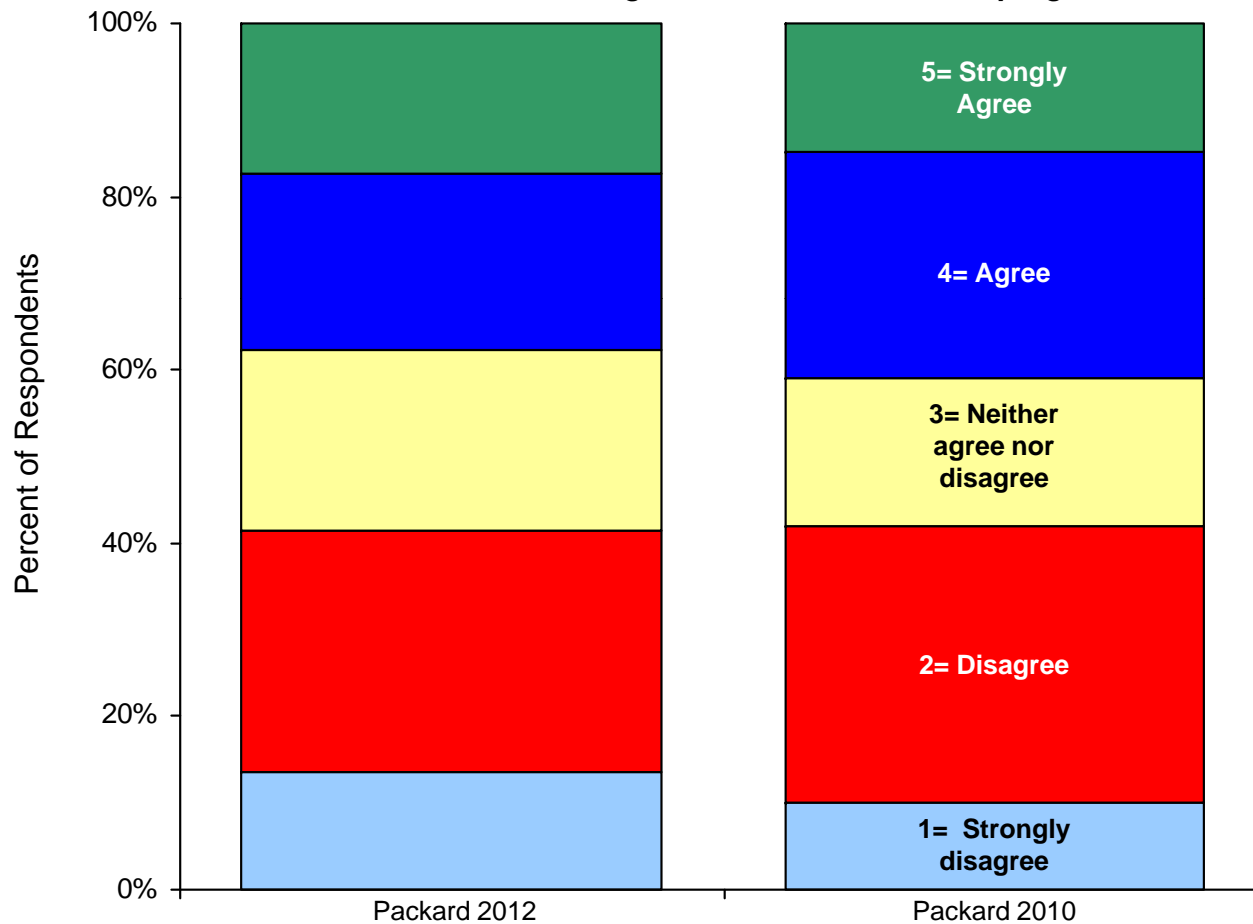
Grantees that received Organizational Effectiveness support rate significantly higher than other grantees on:

- ◆ Impact on and understanding of grantees' fields
- ◆ Impact on grantees' local communities
- ◆ Impact on grantees' organizations
- ◆ Helpfulness of reporting/evaluation process in strengthening grantees' organizations
- ◆ Helpfulness of non-monetary assistance

# Availability of Funding

Forty-two percent of Packard grantees either strongly disagree or disagree that funding is available from other funders for projects like the ones funded by Packard's Organizational Effectiveness program. Thirty-seven percent indicate that they strongly agree or agree.

*"Funding is available from other funders for projects like the ones funded by the Packard Foundation's Organizational Effectiveness program"*



Average Rating

3.0

3.0

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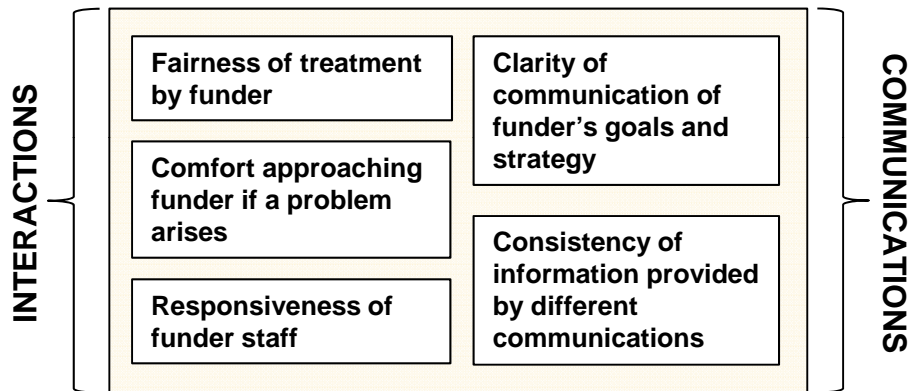
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# Funder-Grantee Relationships Summary

On this summary of key components of funder-grantee relationships, Packard is rated:

- above 59 percent of funders
- above 88 percent of cohort funders in the cohort

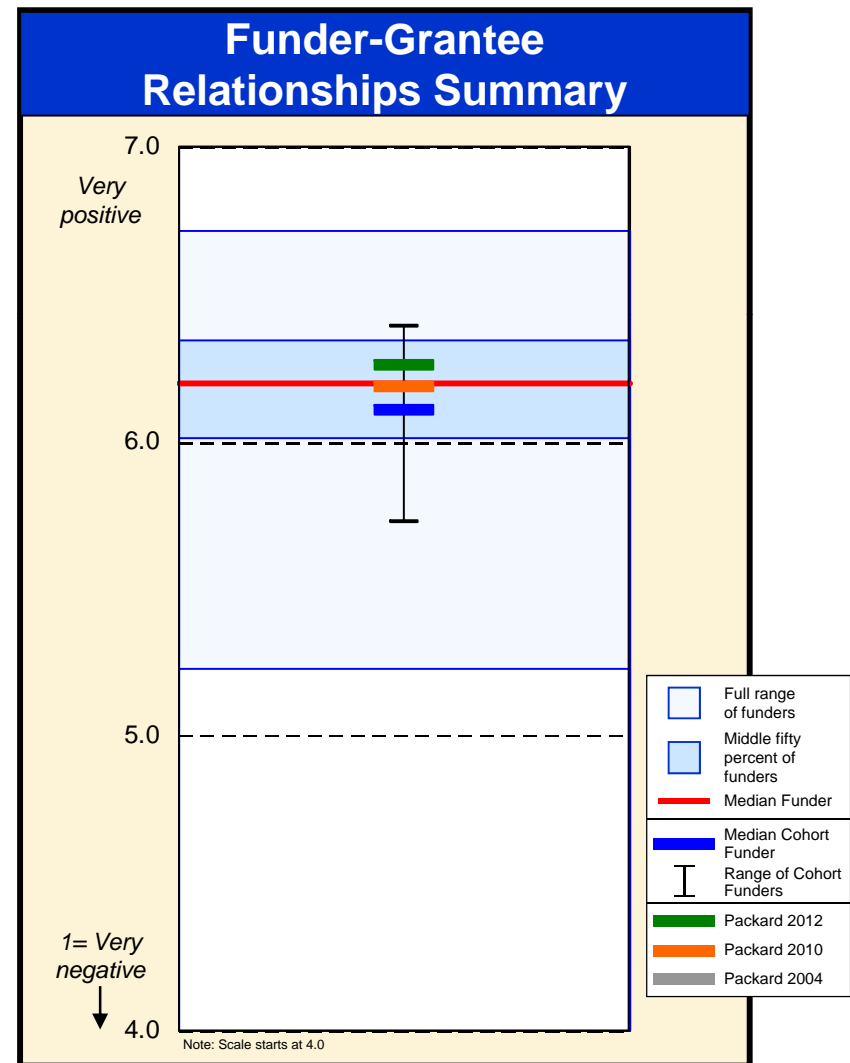
## Key Components of Funder-Grantee Relationships Measure



Survey-Wide Analysis Fact: What best predicts grantee ratings on the *Funder-Grantee Relationships Summary*? 1) *Understanding*: Understanding of funded organizations' goals and strategies; 2) *Selection*: Helpfulness of selection process and mitigation of pressure to modify priorities; 3) *Expertise*: Understanding of fields and communities; 4) *Contact*: Initiation of contact and with appropriate frequency. For more on these findings and resulting management implications, please see CEP's report, *Working with Grantees: The Keys to Success and Five Program Officers Who Exemplify Them*.

Note: Index created by averaging grantee ratings of comfort approaching the Foundation if a problem arises, responsiveness of the Foundation staff, fairness of the Foundation's treatment of grantees, clarity of communication of the Foundation's goals and strategy, and the consistency of information provided by different communication resources. The data above reflects only the responses of grantees who answered all five of these questions.

Note: Packard 2004 data not available due to changes to the survey instrument.



# Interactions Measures

On fairness of treatment of grantees, Packard is rated:

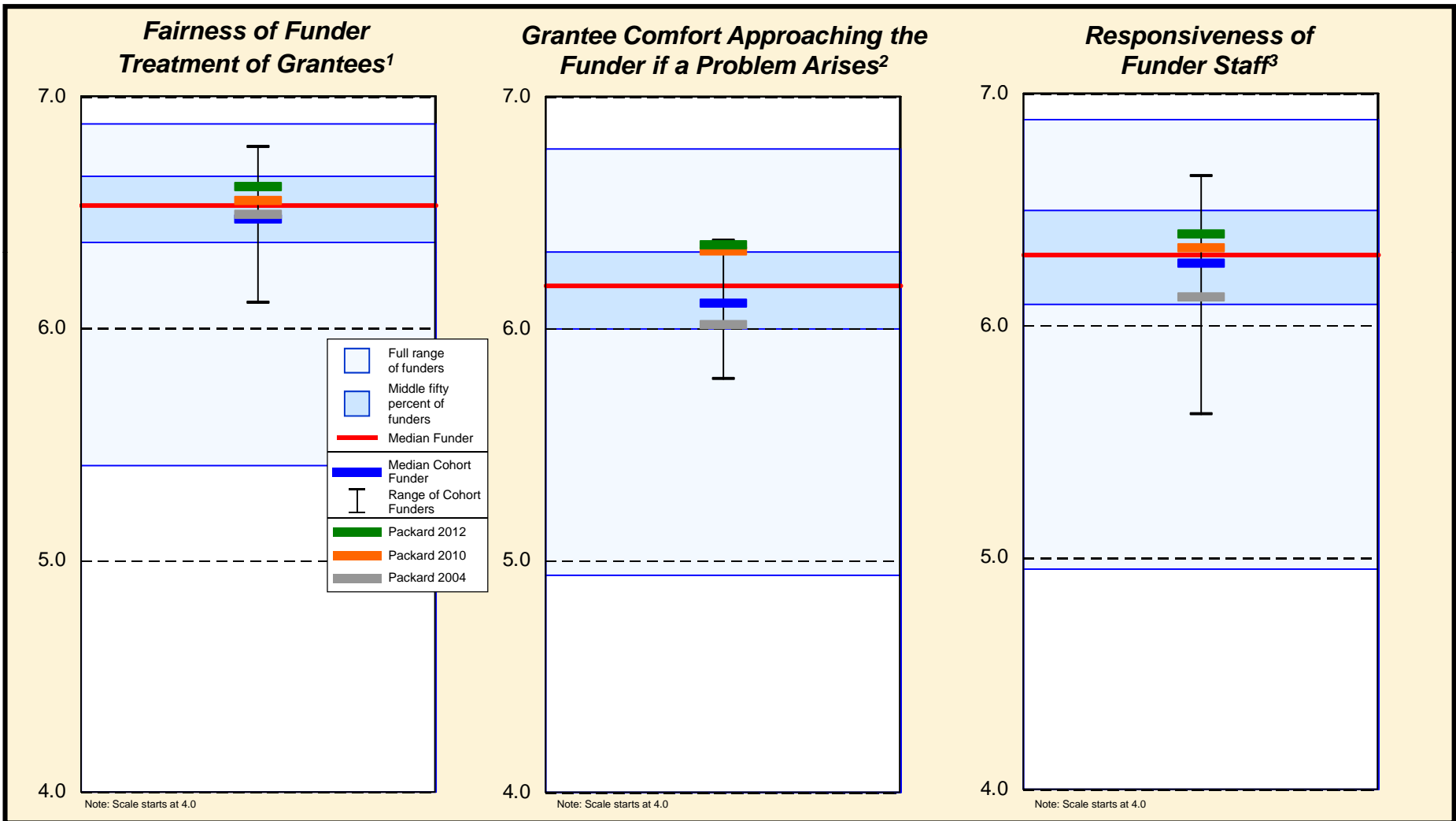
- above 65 percent of funders
- above 89 percent of cohort funders in the cohort

On grantees' comfort in approaching the Foundation if a problem arises, Packard is rated:

- above 82 percent of funders
- above 94 percent of cohort funders in the cohort

On responsiveness of Foundation staff to grantees, Packard is rated:

- above 63 percent of funders
- above 89 percent of cohort funders in the cohort



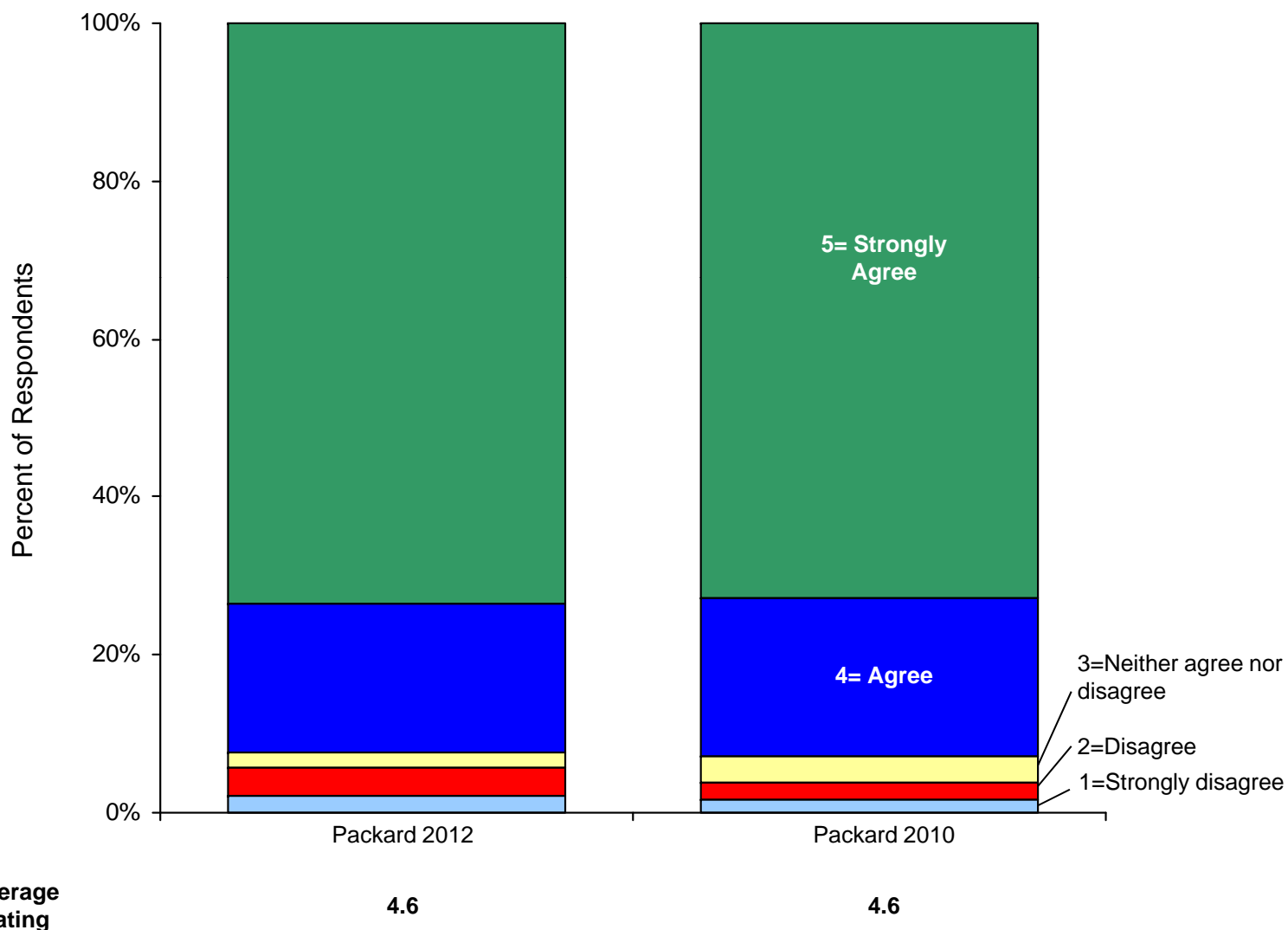
1: Scale goes from 1 = Not at all fairly to 7 = Extremely fairly.  
 2: Scale goes from 1 = Not at all comfortable to 7 = Extremely comfortable.  
 3: Scale goes from 1 = Not at all responsive to 7 = Extremely responsive.



# Staff Responsiveness

Seventy-three percent of Packard grantee respondents strongly agree with the below statement about Foundation staff responsiveness.

***“When I contact Foundation staff by email or phone, I either: a) receive a substantive response; or b) am informed of when I will receive a substantive response within three business days; or c) I am notified that they are out of the office.”***



## Selected Grantee Comments

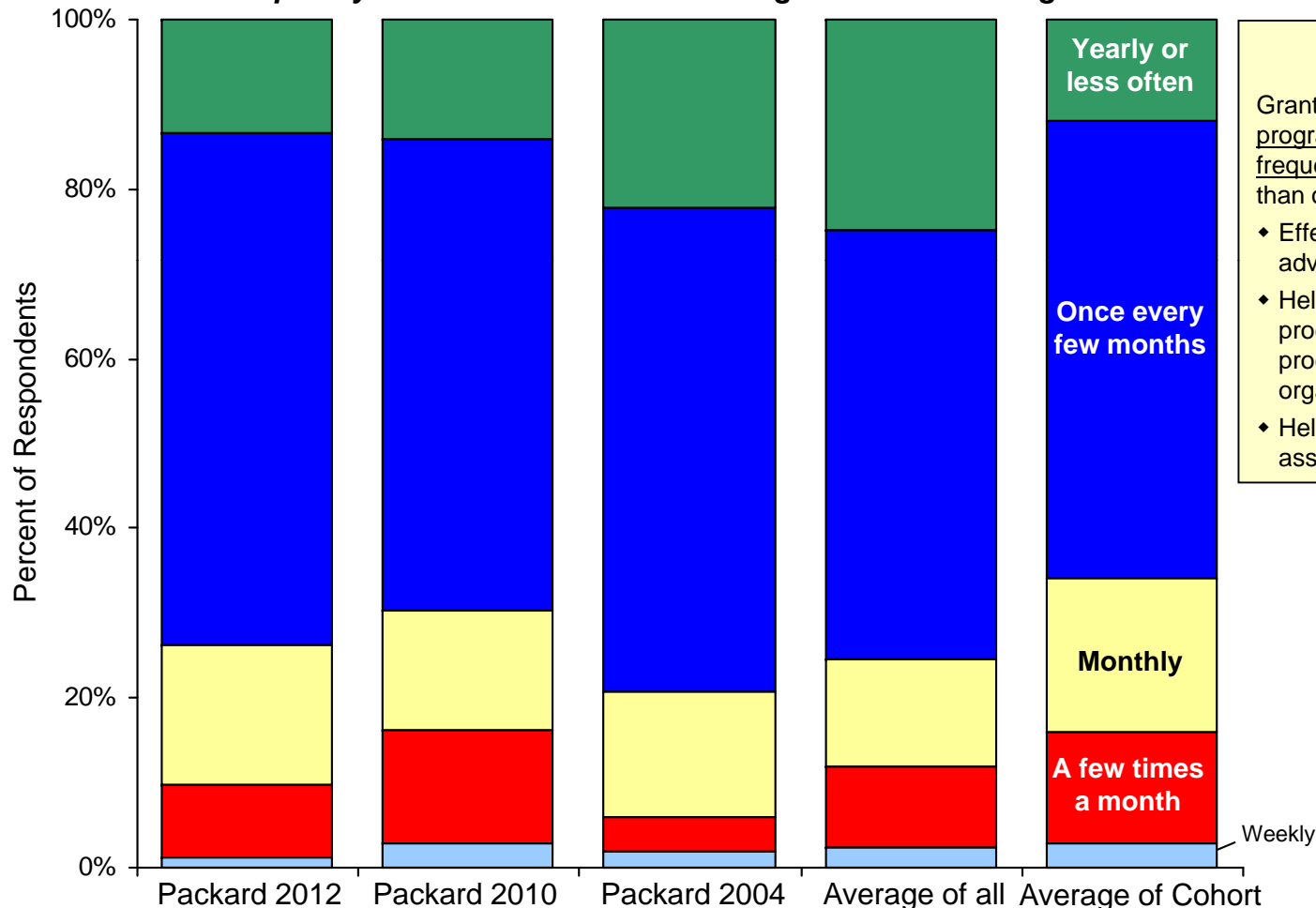
- ♦ *“Communication is easy to initiate or respond, and clear, trusting. I never worry that I might say the wrong thing, or that I cannot be perfectly honest. Also, I know that I will always get a timely response!”*
- ♦ *“All personnel are extremely helpful and responsive. Their proposal and reporting process is one of the very best: clear, concise, and easy to respond to. Unfortunately, we have had turn over in our primary contact every year for the past three years. We are looking forward to having a consistent contact so that we can develop a closer partnership with them, our staff and our board.”*
- ♦ *“There is no foundation that treats prospective and current grantees with more collegiality and a sense of real partnership. I have never had difficulty with process or personality. Disagreements and limitations also are discussed with candor and encouragement and, on several occasions, Packard staff went the extra mile to solve a dilemma for us.”*
- ♦ *“At times the response times are slow, both to emails and to grant decisions. However, the interactions when they happen are high quality and very helpful both from a funding perspective as well as strategic program perspective.”*
- ♦ *“Having worked with several organizations, I can say that Packard is the most efficient and organized group I deal with. It is straightforward and a pleasure.”*

# Frequency of Interactions

The proportion of Packard grantees that report interacting with their program officer yearly or less often is:

- smaller than that of 67 percent of funders
- larger than that of 67 percent of cohort funders in the cohort

**Frequency of Grantee Contact with Program Officer During Grant**



**Behind the Numbers**

Grantees that interacted with their program officer monthly or more frequently rate significantly higher than other grantees on:

- ◆ Effect on public policy and advancing the state of knowledge
- ◆ Helpfulness of proposal/selection process and reporting/evaluation process in strengthening grantee organization
- ◆ Helpfulness of non-monetary assistance

Proportion of grantees that interact with their PO yearly or less often<sup>1</sup> **13%**

**14%**

**22%**

**19%**

**11%**

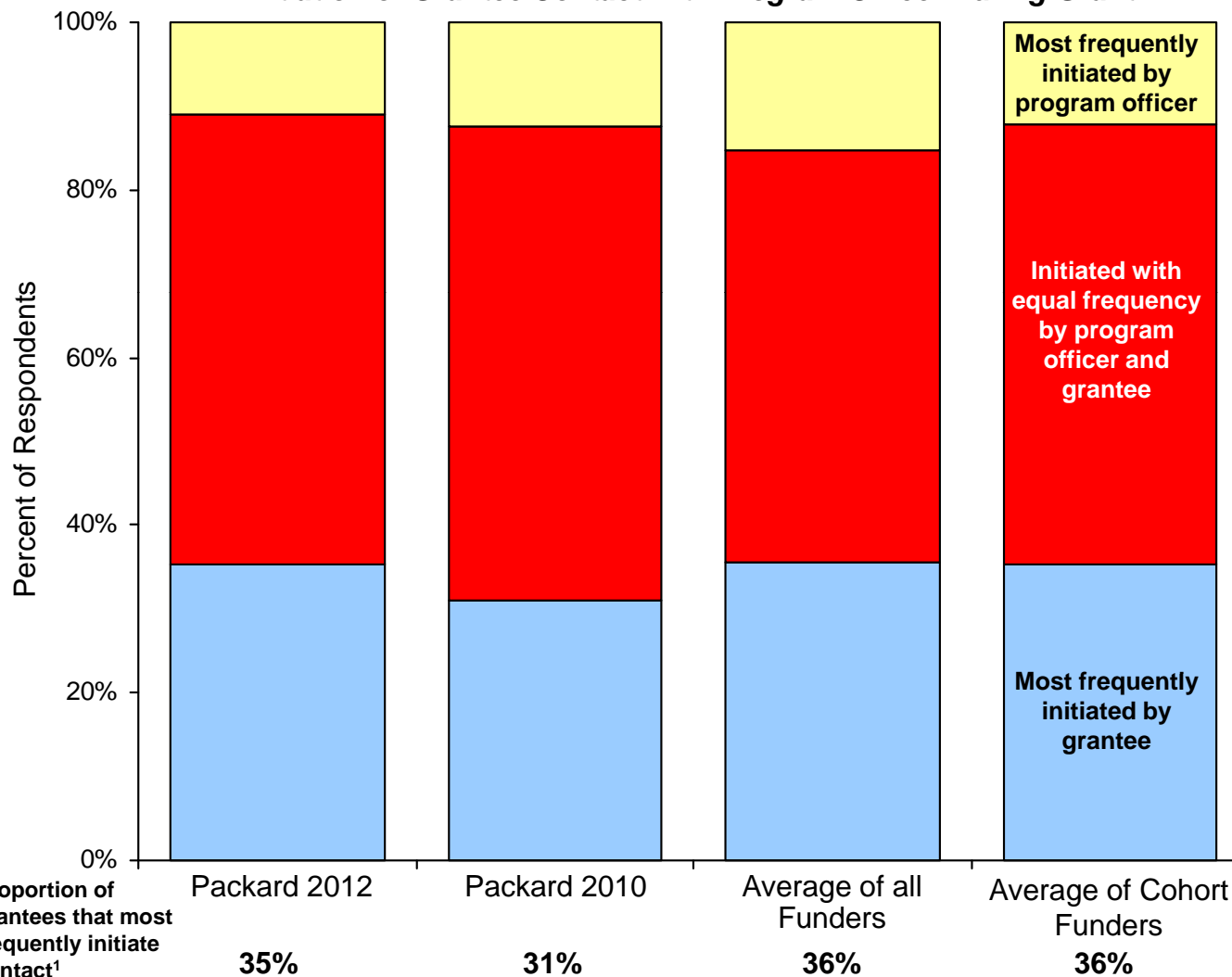
1: The proportion shown for "Average of all Funders" and "Average of Cohort Funders" is a median.

# Initiation of Interactions

The proportion of Packard grantees that reports that they most frequently initiate interactions with the Foundation is:

- smaller than that of 52 percent of funders
- smaller than that of 53 percent of cohort funders in the cohort

**Initiation of Grantee Contact with Program Officer During Grant**



**Behind the Numbers**

Grantees that initiated contact with their program officer as frequently as their program officer initiated contact with them rate significantly higher than other grantees on:

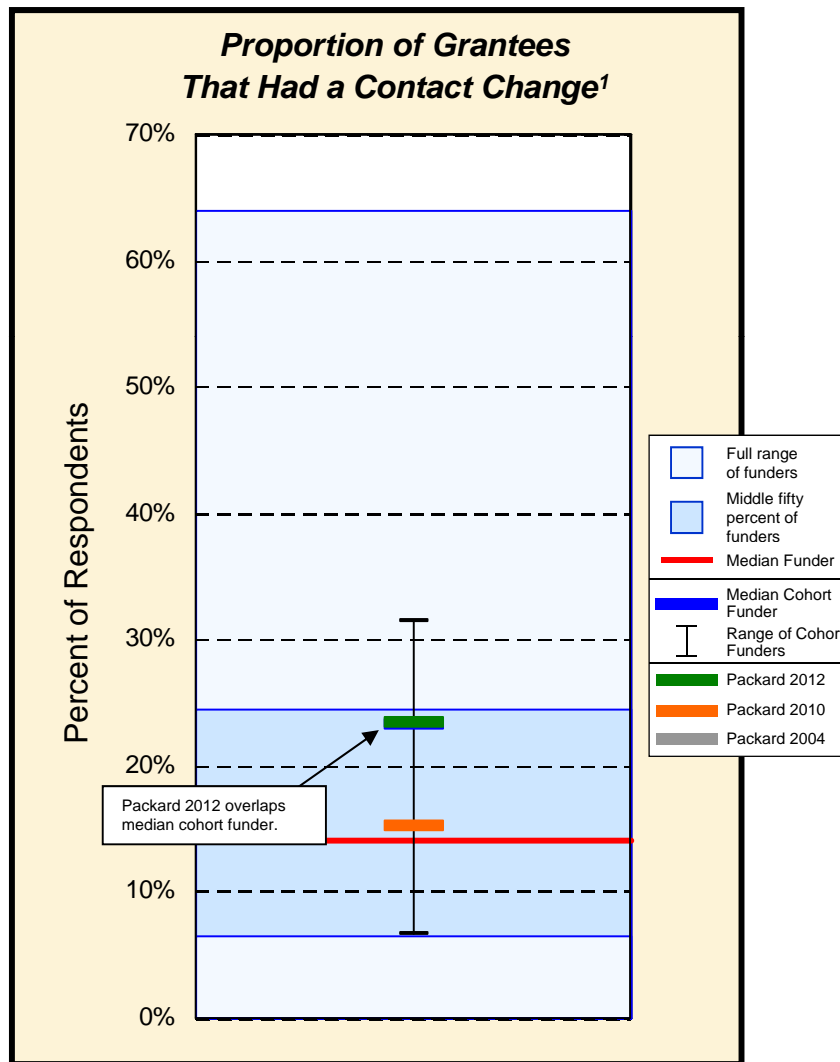
- ◆ Foundation’s understanding of grantees’ fields, local communities, and organizations
- ◆ Effect on advancing the state of knowledge
- ◆ Effect of funding on grantees’ ability to sustain funded work in the future
- ◆ Strength of funder-grantee relationships
- ◆ Helpfulness of proposal/selection process and reporting/evaluation process in strengthening grantee organization
- ◆ Helpfulness of non-monetary assistance
- ◆ Foundation’s understanding of the social, cultural, and socioeconomic factors affecting grantees’ work

Note: Packard 2004 data not available due to changes to the survey instrument.  
 1: The proportion shown for “Average of all Funders” and “Average of Cohort Funders” is a median.

# Proportion of Grantees That Had a Change in Primary Contact

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

- larger than that of 71 percent of funders
- larger than that of 57 percent of cohort funders in the cohort



## Behind the Numbers

Grantees that experienced a change in their primary contact in the last six months rate significantly lower than other grantees on:

- ◆ Impact on and understanding of grantees' fields
- ◆ Effect on public policy
- ◆ Understanding of grantees' local communities
- ◆ Clarity with which Packard communicates its goals and strategy
- ◆ Consistency of communications across resources
- ◆ Helpfulness of non-monetary assistance
- ◆ Foundation's understanding of the social, cultural, and socioeconomic factors that affect grantees' work

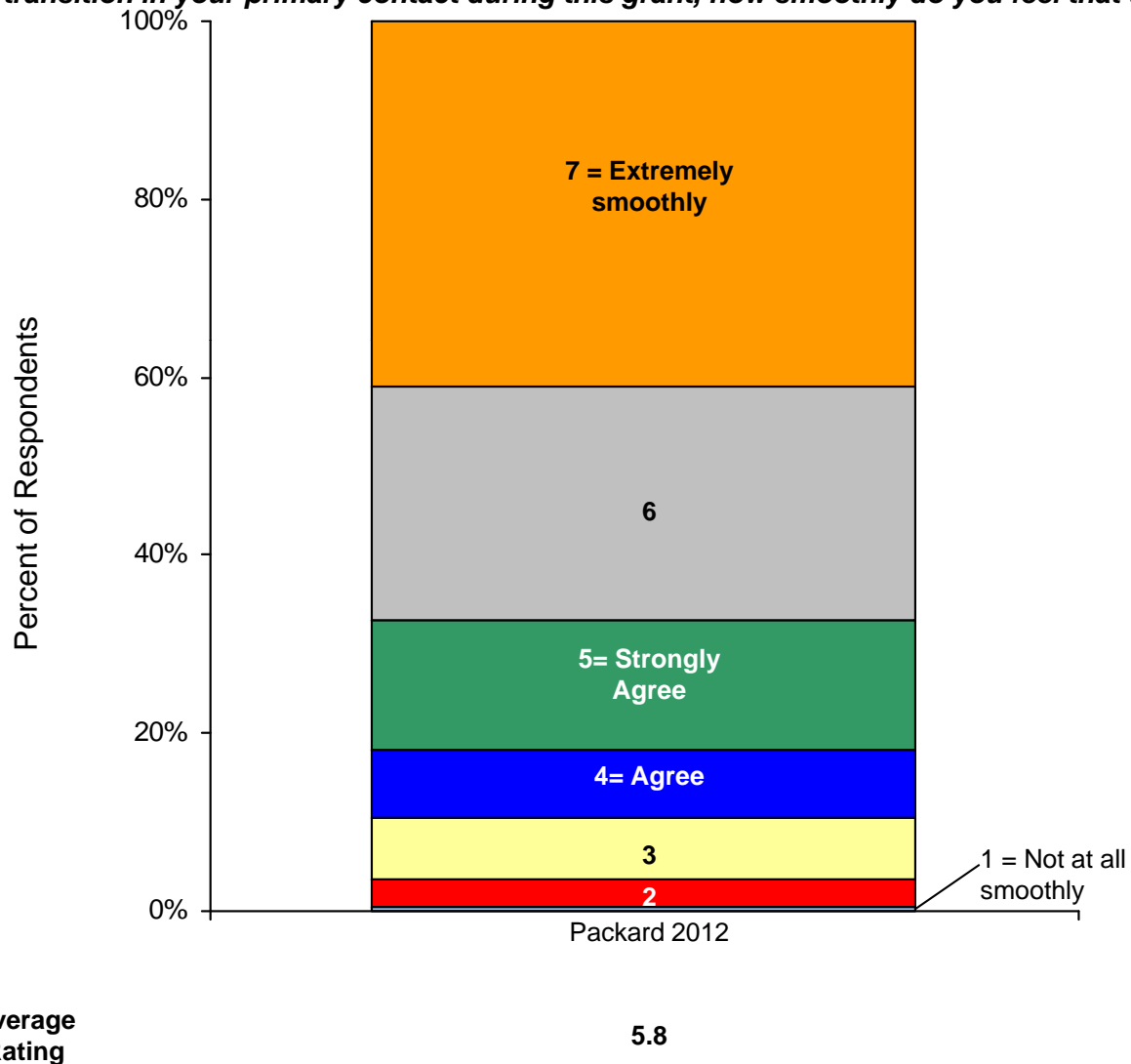
Note: Packard 2004 data not available due to changes to the survey instrument.

1: Represents data from 125 funders.

# Staff Transitions

Sixty percent of Packard grantees indicated that they did not experience a transition in their primary contact during the grant. Of those that did experience a transition, 67 percent indicated it was handled extremely smoothly, rating a 6 or 7 on a 1 to 7 scale where 1="Not at all smoothly" and 7="Extremely smoothly."

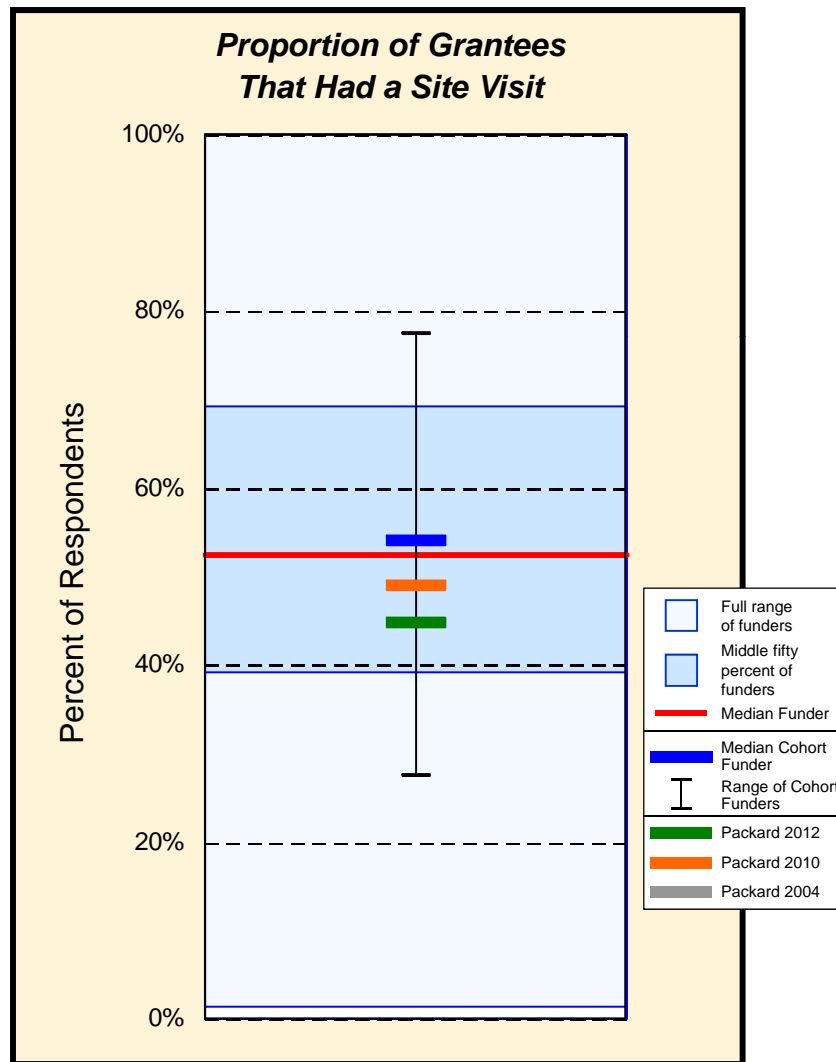
*"If there was a transition in your primary contact during this grant, how smoothly do you feel that transition was handled?"*



# Proportion of Grantees That Had a Site Visit

The proportion of Packard grantees receiving a site visit during the course of the grant is:

- smaller than that of 68 percent of funders
- smaller than that of 76 percent of cohort funders in the cohort



**Behind the Numbers**

Grantees that received a site visit rate significantly higher than other grantees on:

- ♦ Effect on public policy and advancing the state of knowledge
- ♦ Foundation's understanding of the social, cultural, and socioeconomic factors that affect grantees' work

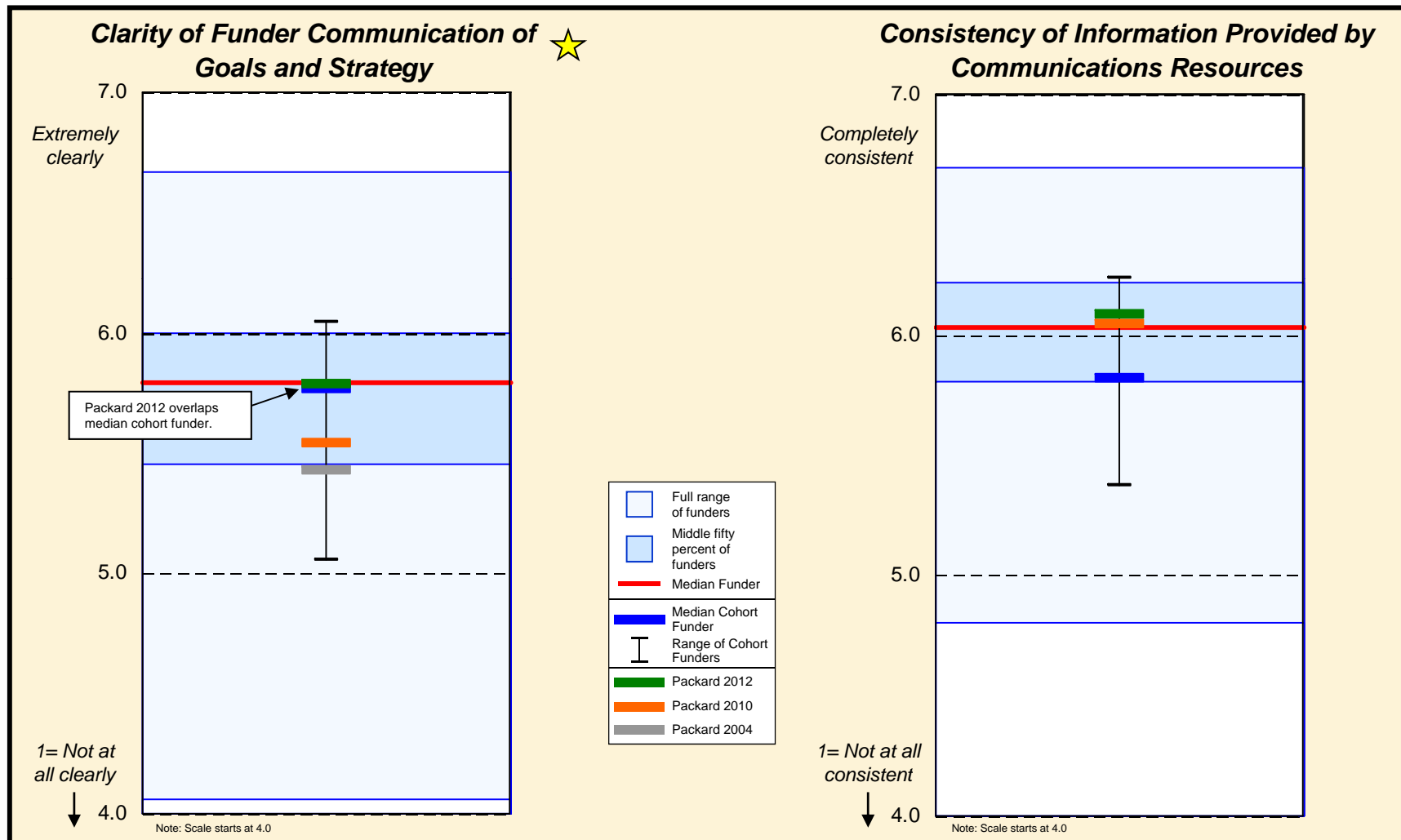
# Communications Measures

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

- below 51 percent of funders
- above 61 percent of cohort funders in the cohort

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

- above 57 percent of funders
- above 88 percent of cohort funders in the cohort



★ = Packard 2012 rating is significantly higher than Packard 2010 rating at a 90 percent confidence interval.

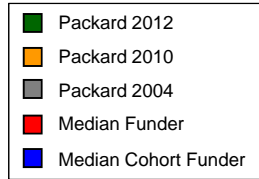
Note: In the right-hand chart, this question includes a "used one or no resources" response option; 4 percent of Packard 2012 respondents indicated they had used one or no resources, compared to 4 percent at the median funder, 3 percent of Packard 2010 respondents, and 4 percent of respondents at the median cohort funder. Packard 2004 data not available due to changes to the survey instrument.



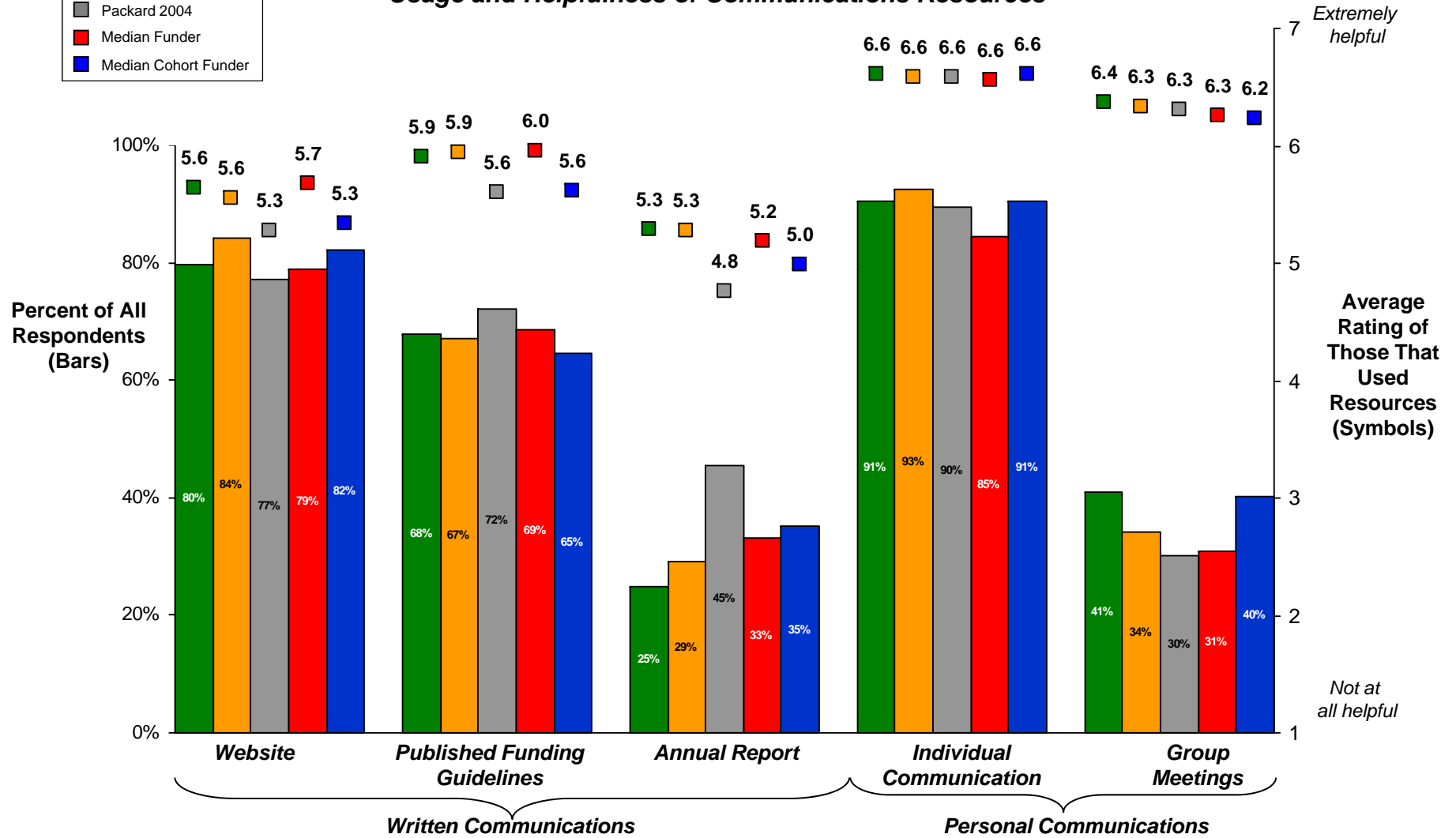
## Selected Grantee Comments

- ♦ *“Communications from and with Packard have been very clear about their goals and vision.”*
- ♦ *“Communication channels are always accessible in a timely fashion. Content is direct, comprehensive and polite.”*
- ♦ *“I honestly think that the Packard Foundation is a model of how to interact with grantees. They are clear about their goals, clearly communicate with you about what they are and are not interested in funding, and are flexible about extensions of time to complete grant work and to file reports. The clear communication is very beneficial and saves everyone time and effort.”*
- ♦ *“Sometimes it is unclear what is going on internally. It is clear that there has been some changes, but I sometimes feel a sense of insecurity with the relationship since things are changing so much. Perhaps publishing updates that make the changes appear more transparent would alleviate some of the confusion.”*
- ♦ *“I find Packard’s staff consistent, clear in their expectations, assumptions and needs from grantees. They are also among the more professional, concise, and they are respectful of my/staff time.”*

# Communications Resources



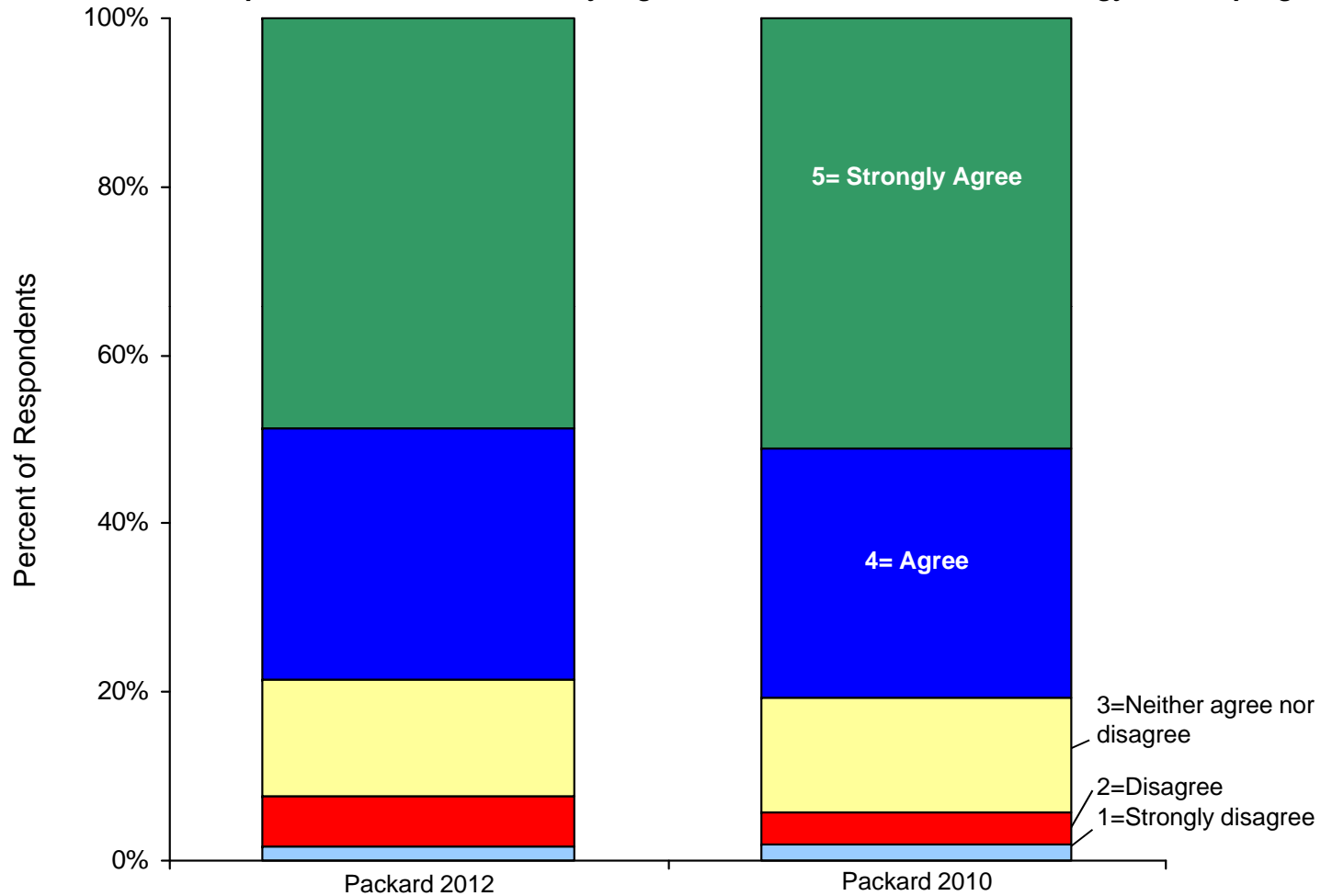
Usage and Helpfulness of Communications Resources



# Grantee Strategy Fit Understanding

Forty-nine percent of Packard grantees strongly agree that Foundation staff helped them understand how their organization fits into the overall strategy of Packard’s program.

*“Foundation staff helped me understand how my organization fits into the overall strategy of their program”*



**Average Rating**

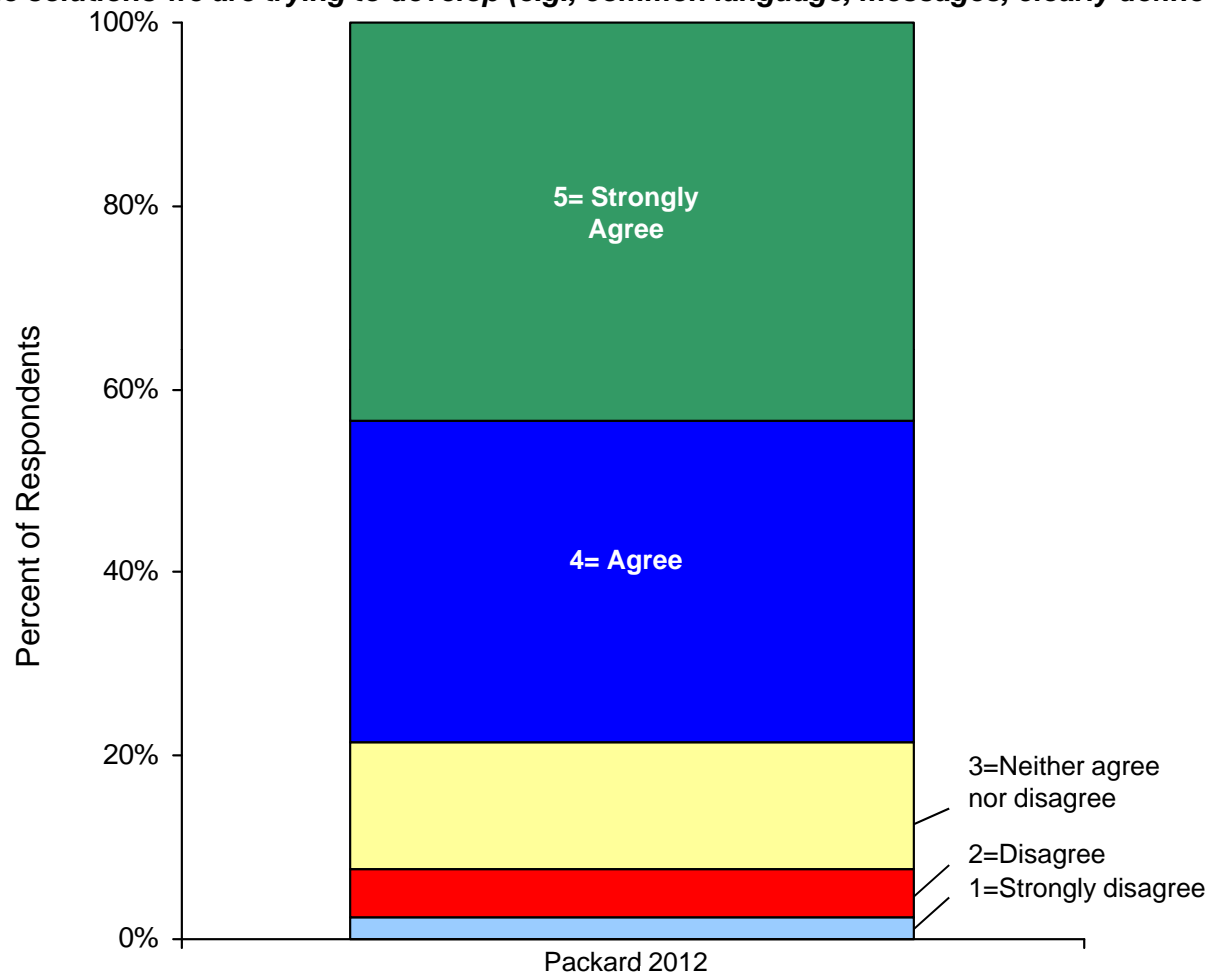
**4.2**

**4.2**

# Shared Definition of Problems and Solutions

Forty-three percent of Packard grantees strongly agree that the Foundation, other grantees, and their organizations are working from a shared definition of the problems they are trying to address and the solutions they are trying to develop.

***“The Foundation, other grantees, and my organization are working from a shared definition of the problems we are trying to address and the solutions we are trying to develop (e.g., common language, messages, clearly defined target audiences)”***



Average  
Rating

4.1

# Contents

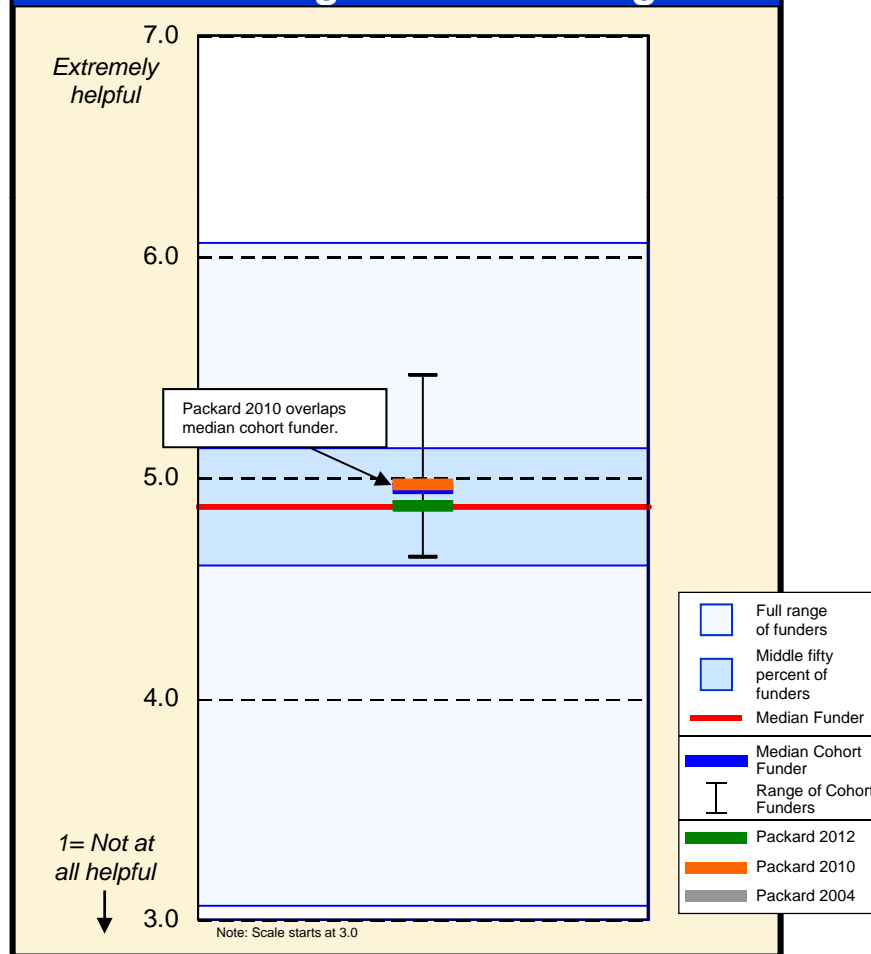
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# Helpfulness of Selection Process

On helpfulness of the Foundation's selection process in strengthening funded organizations/programs, Packard is rated:

- above 51 percent of funders
- below 71 percent of cohort funders in the cohort

## Helpfulness of the Selection Process to Organizations/Programs



## Selected Grantee Comments

- ♦ *"I really enjoyed how open the program officer was to discussing our proposal on the phone and in person--it felt like he really cared."*
- ♦ *"They have done a remarkable job at making their application processes very streamlined. We really appreciate the ways in which Packard seems to really respect the limited resources that small organizations have to spend on the grant-writing process."*
- ♦ *"I really appreciate the online grant application structure. It is user friendly and efficient. [My primary contact] is a great thought partner, friendly, professional, responsive, positive."*
- ♦ *"We found the program staff at the time to be overly invested in the creation of particular outcomes and indicators that would implicitly influence how we were able to run our program. These attempts to influence the nature of the program were unwelcome, and made much of the proposal development process relatively difficult."*

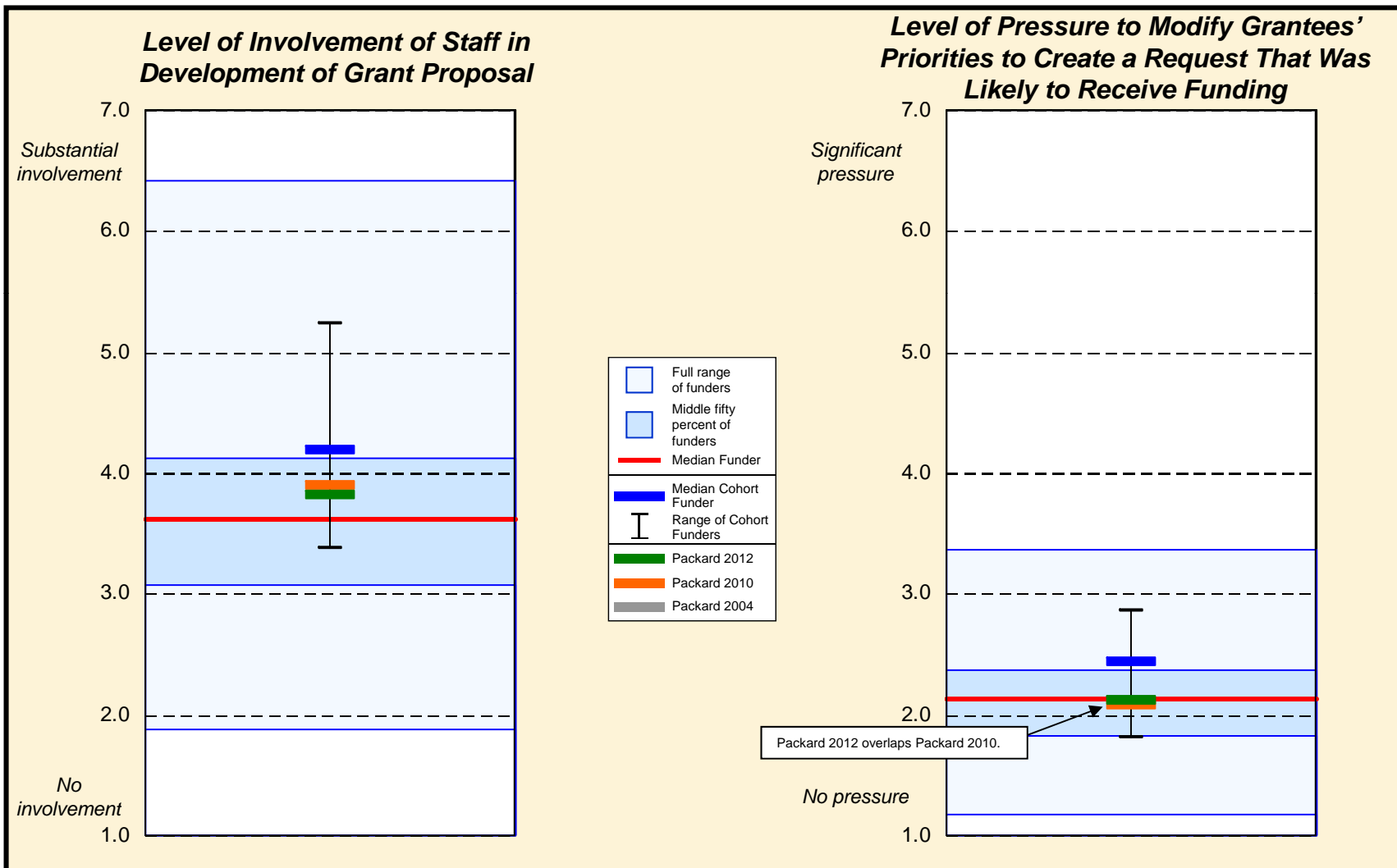
# Funder Involvement and Pressure in Selection Process

On the level of involvement in the development of grantees' proposals, Packard is rated:

- above 65 percent of funders
- below 71 percent of cohort funders in the cohort

On the level of pressure grantees feel to modify their priorities to create a proposal that was likely to receive funding, Packard is rated:

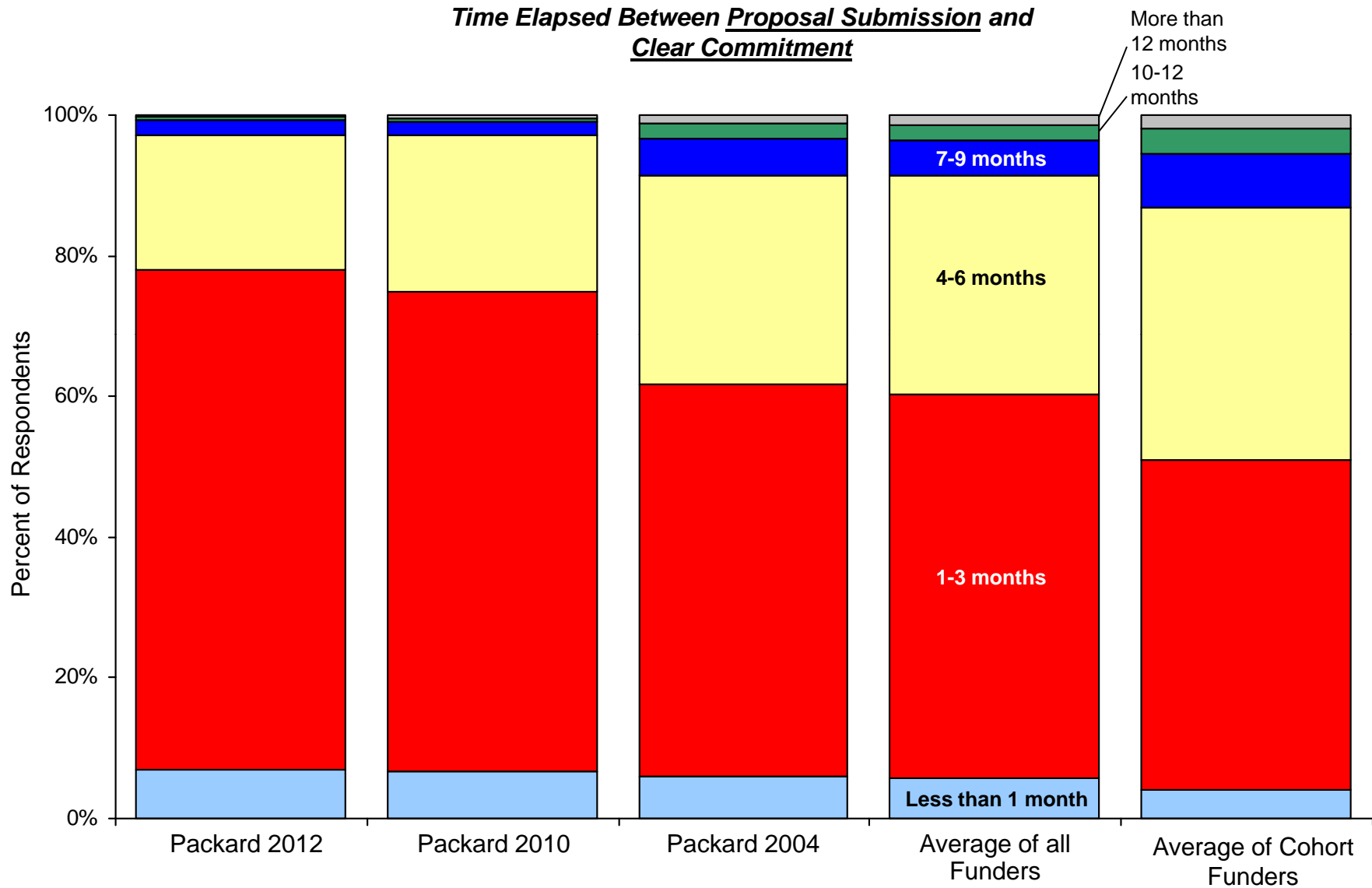
- below 51 percent of funders
- below 88 percent of cohort funders in the cohort



Note: These questions were only asked of those grantees that had submitted a proposal for their grant by the time they took the survey. For Packard 2012, 99 percent of grantees indicated they submitted a proposal for their grant by the time they took the survey, compared to 95 percent at the median funder, 98 percent of Packard 2010 respondents, 95 percent of Packard 2004 respondents, and 97 percent of respondents at the median cohort funder.

Note: Packard 2004 data not available due to changes to the survey instrument.

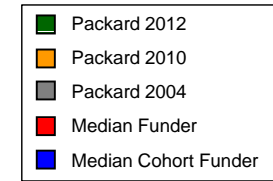
# Time Between Submission and Clear Commitment



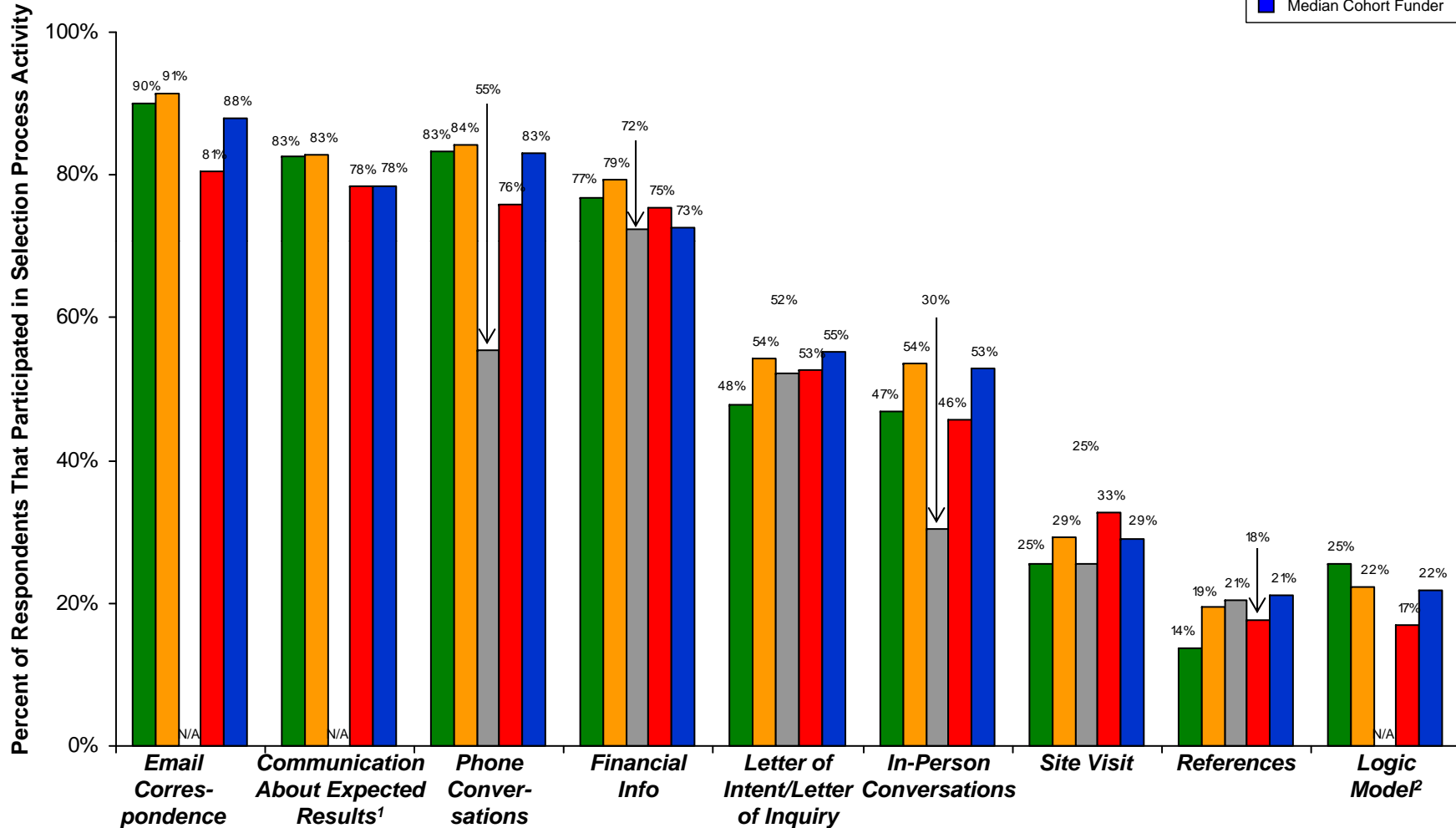
Note: This question was only asked of those grantees that had submitted a proposal for their grant by the time they took the survey. For Packard 2012, 99 percent of grantees indicated they submitted a proposal for their grant by the time they took the survey, compared to 95 percent at the median funder, 98 percent of Packard 2010 respondents, 95 percent of Packard 2004 respondents, and 97 percent of respondents at the median cohort funder.



# Selection Process Activities



Selection Process Activities



1: Represents data from 91 funders.

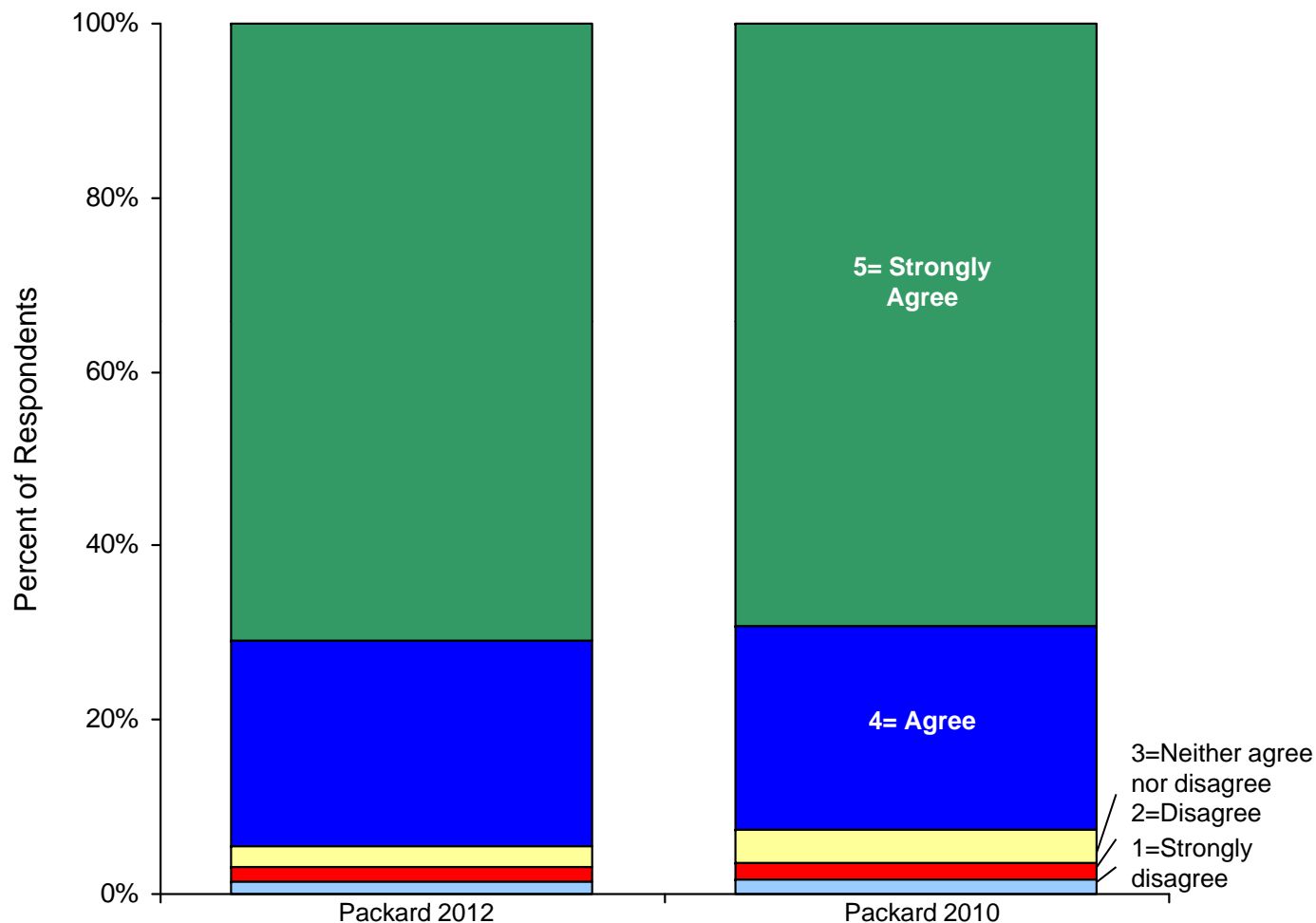
2: Represents data from 78 funders.

Note: Packard 2004 data on "Email Correspondence," "Communication about Expected Results," and "Logic Model" not available due to changes to the survey instrument.

# Grant Selection Expectations (1)

Sixty-eight percent of Packard grantees strongly agree that Foundation staff provided them with clear expectations regarding the process of reviewing their proposal.

*“Foundation staff provided clear expectations regarding the process of reviewing my grant proposal”*



**Average Rating**

**4.6**

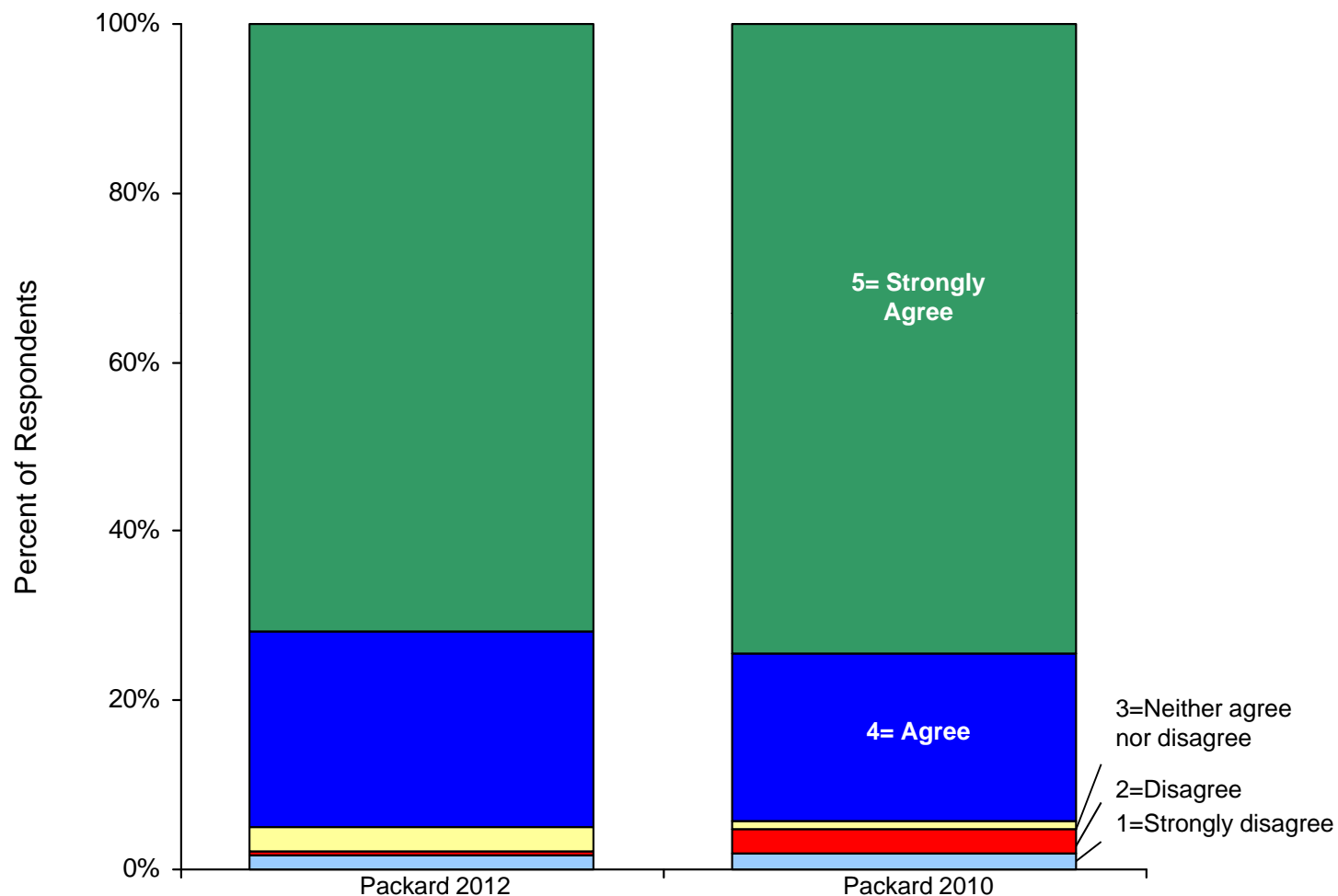
**4.6**

49 Note: Comparative data and Packard 2004 data not available because this question was asked only of Packard grantees in 2006 and later.

# Grant Selection Expectations (2)

Seventy-two percent of Packard grantees strongly agree that Foundation staff provided them with realistic expectations regarding the process of reviewing their proposal.

*“Foundation staff provided realistic expectations regarding the process of reviewing my grant proposal”*



Average Rating

4.6

4.6

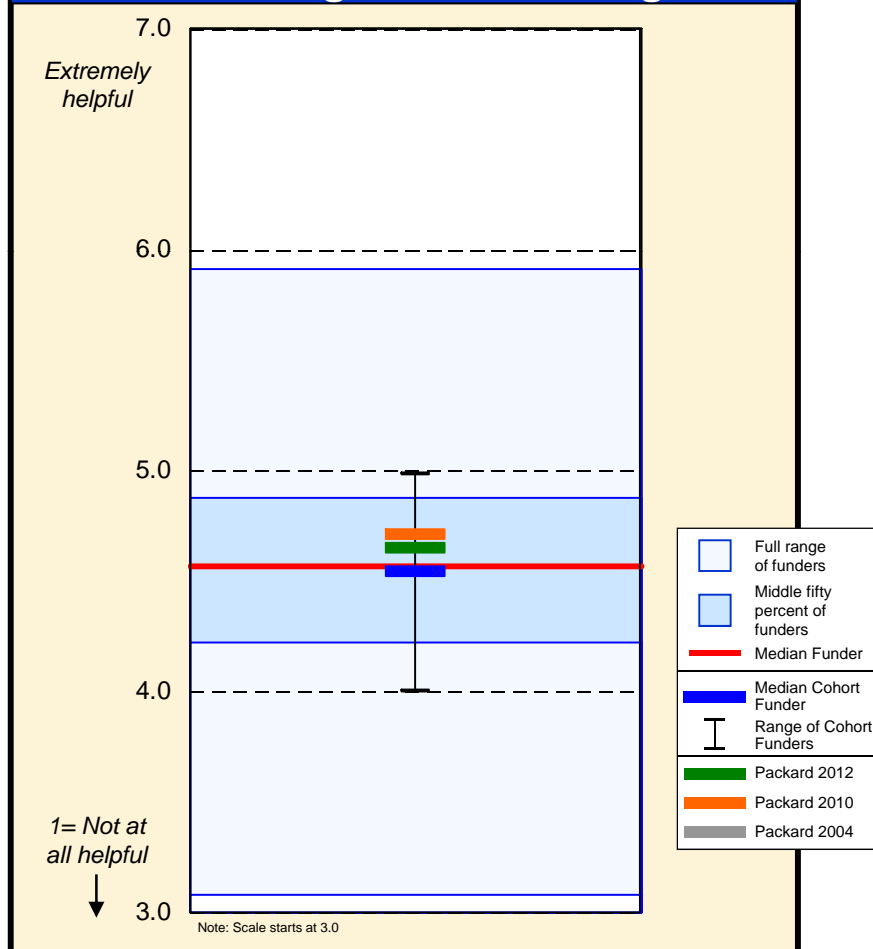
Note: Comparative data and Packard 2004 data not available because this question was asked only of Packard grantees in 2006 and later.

# Helpfulness of Reporting and Evaluation Processes

On helpfulness of the Foundation's reporting/evaluation process in strengthening funded organizations/programs, Packard is rated:

- above 56 percent of funders
- above 59 percent of cohort funders in the cohort

## Helpfulness of Reporting/Evaluation Process to Organizations/Programs



## Selected Grantee Comments

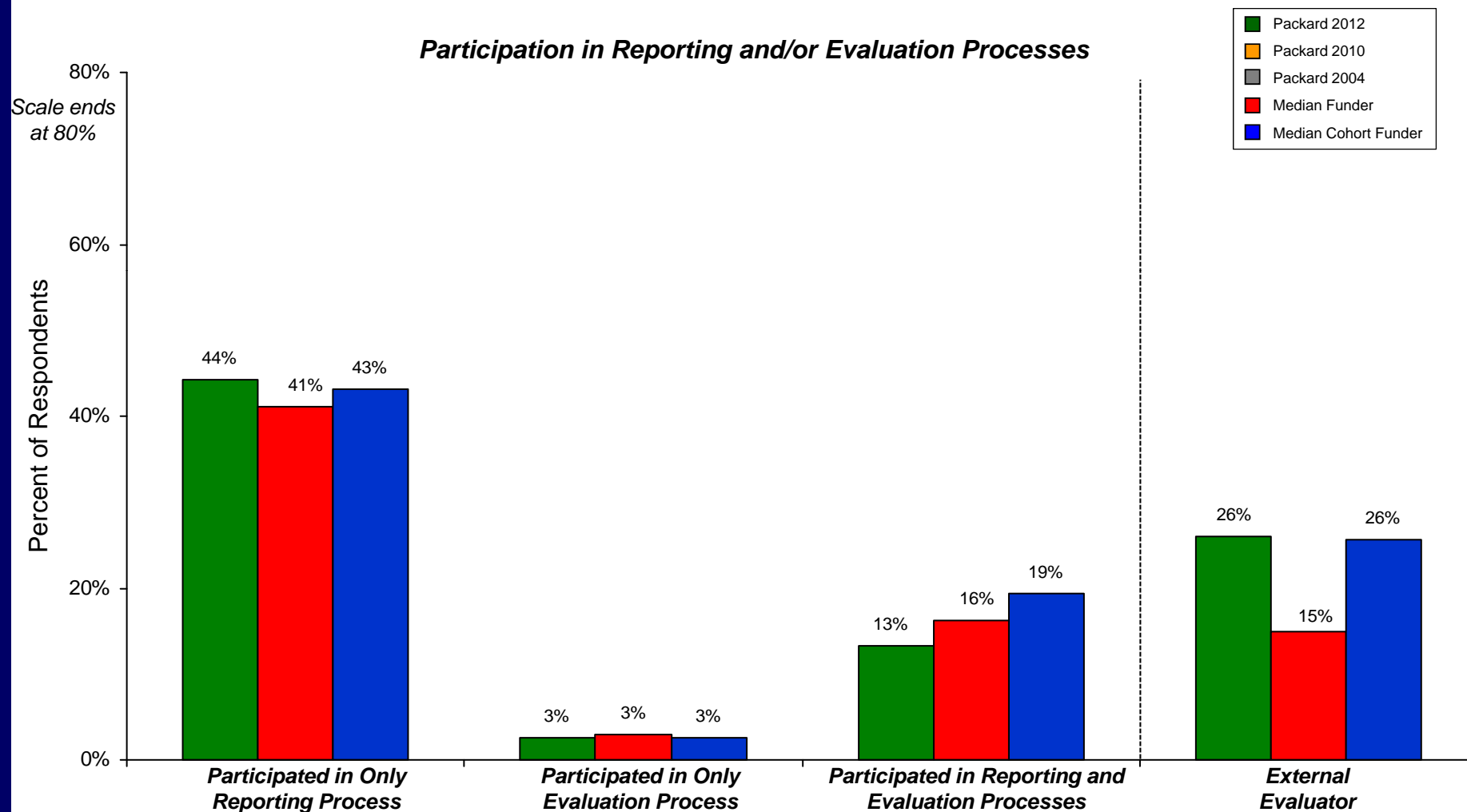
- ♦ *"I am impressed by how thoroughly staff reviews our reports and provides comments on our work and progress. With many foundations, you wonder whether anyone actually reads what the organization has put together, but with Packard, they always respond! It is very gratifying."*
- ♦ *"Grant proposals and reporting can be a little too time consuming and occur a bit too often. For example, I might be doing a end of the year report and a proposal for the next year's grant within months of each other and then having to report an interim report a few months later.... I would welcome reporting one time a year for one year grants, instead of every 6 months."*
- ♦ *"Once we receive the funding, we appreciate that there are formal reporting requirements and the opportunity to check in with our program officer as needed, and not a ton of structure that requires continually checking in."*
- ♦ *"The process of uploading the reports was a little confusing to begin with, but [our primary contact] was always available on email to assist. We find it testing having to convert to US dollars with invoicing and reporting."*

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 Packard 2012, 60 percent of grantees indicated that they had participated in a reporting or evaluation process by the time they took the survey, compared to 61 percent at the median funder, 60 percent of Packard 2010 respondents, 61 percent of Packard 2004 respondents, and 62 percent of respondents at the median cohort funder.

Note: Packard 2004 data not available due to changes to the survey instrument.

# Reporting and Evaluation Processes

Packard grantees were asked if they participated in or will participate in the Foundation's reporting and/or evaluation processes. Of those grantees that did participate in one or both processes, 26 percent indicate that their reporting/evaluation process involved an external evaluator.



Note: For Packard 2012, 40 percent of grantees reported that a reporting/evaluation process had not occurred at the time of the survey.

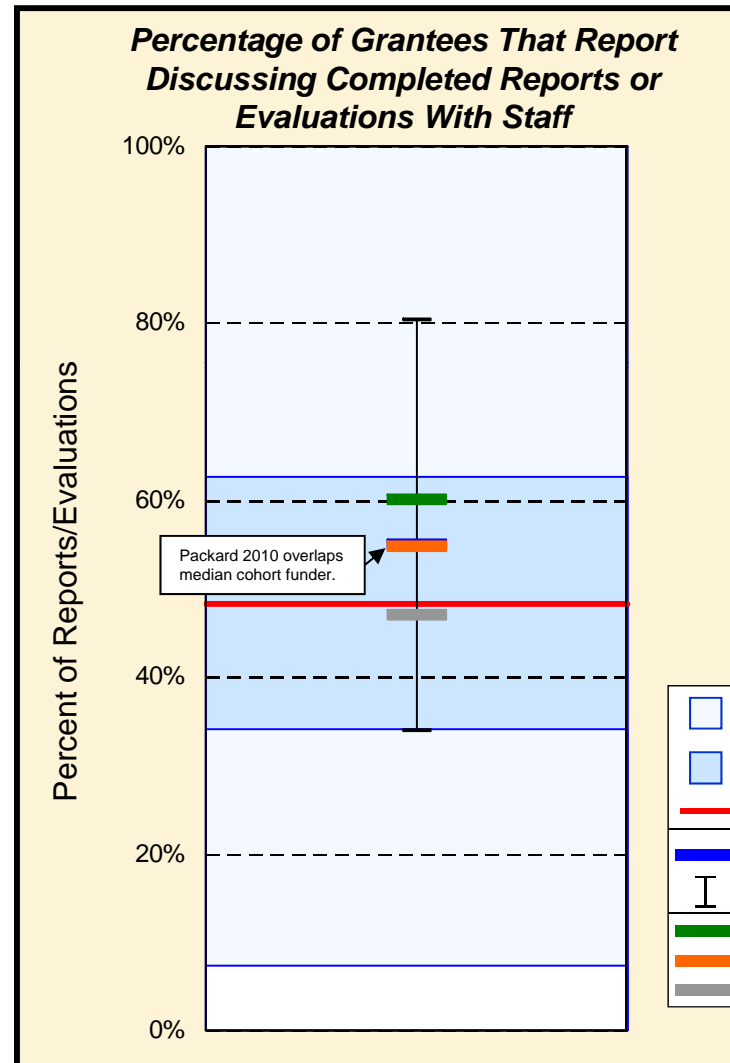
Note: This chart represents data from 74 funders. Packard 2010 and Packard 2004 data not available due to changes to the survey instrument.

# Discussion of Report or Evaluation

The proportion of Packard grantees that reported discussing their completed reports or evaluations with Foundation staff is:

- larger than that of 72 percent of funders
- larger than that of 72 percent of cohort funders in the cohort

Survey-Wide Analysis Fact: The helpfulness of the reporting or evaluation process is the lowest rated measure by grantees in CEP's dataset. However, grantees who have a discussion about their reports or evaluations with their funder tend to find the reporting or evaluation process to be significantly more helpful in strengthening their organizations. For more on these findings and resulting management implications, please see CEP's report, *Grantees Report Back: Helpful Reporting and Evaluation Processes*.



**Behind the Numbers**

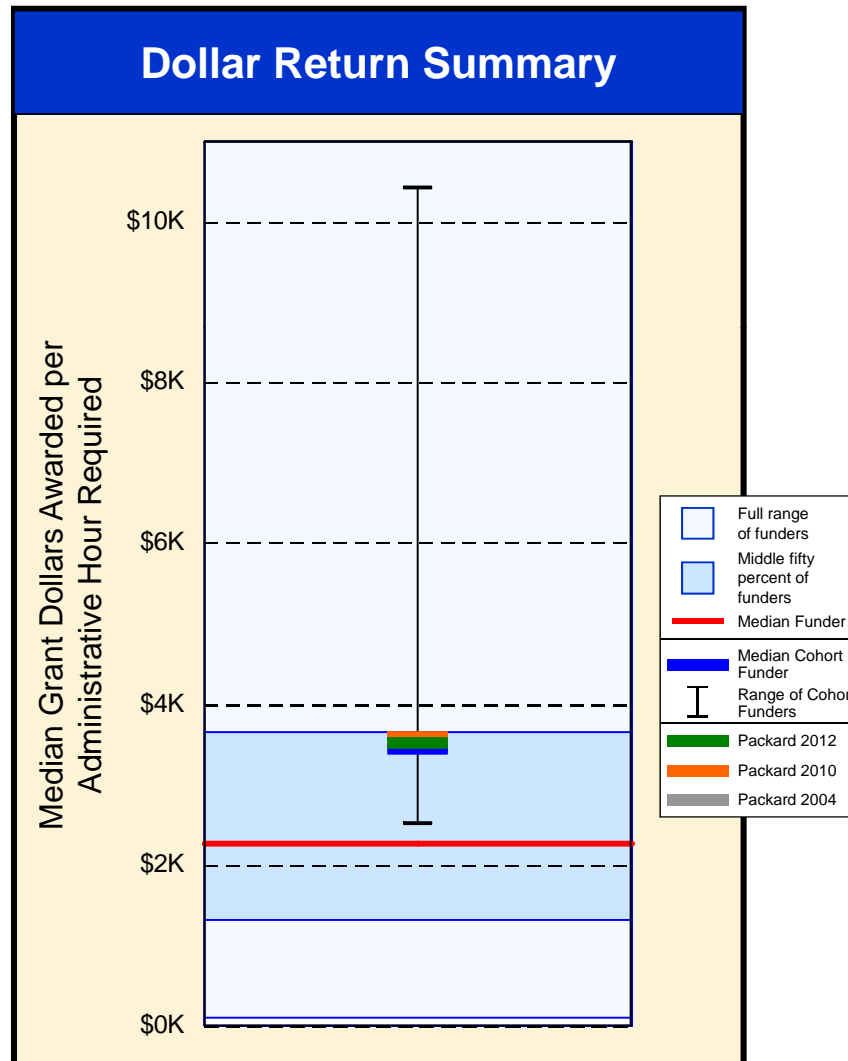
Grantees that discussed their completed report or evaluation with staff rate significantly higher than other grantees on virtually every measure.

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 Packard 2012, 60 percent of grantees indicated that they had participated in a reporting or evaluation process by the time they took the survey, compared to 61 percent at the median funder, 60 percent of Packard 2010 respondents, 61 percent of Packard 2004 respondents, and 62 percent of respondents at the median cohort funder.

# 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 Packard grantees is:

- greater than that of 73 percent of funders
- greater than that of 56 percent of cohort funders in the cohort



Note: 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 eight funders whose Dollar Return on Grantee Administrative Hours exceeds \$11K.

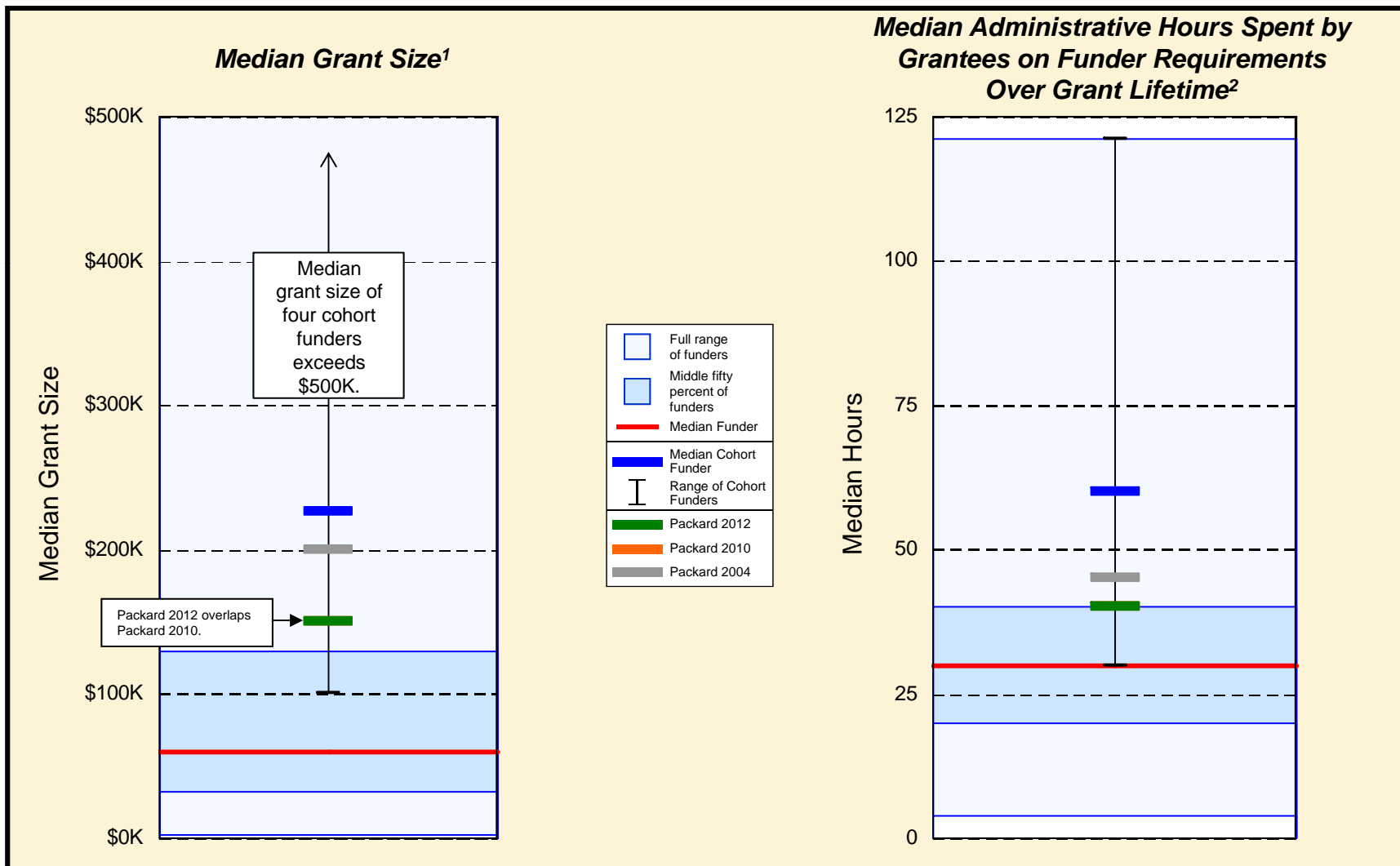
# Grant Size and Administrative Time

At the median, the grant size reported by Packard grantees is:

- larger than that of 76 percent of funders
- smaller than that of 83 percent of cohort funders in the cohort

At the median, the number of hours of administrative time spent by Packard grantees during the course of the grant is:

- greater than the time spent by grantees of 67 percent of funders
- less than the time spent by grantees of 83 percent of cohort funders in the cohort



1: Chart does not show data from 12 funders whose median grant size exceeds \$500K.

2: Chart displays total grant proposal creation, evaluation, and monitoring hours spent over the life of the grant; each of these events did not necessarily occur for each individual grantee. Chart does not show data from four funders whose median administrative hours exceed 125 hours.

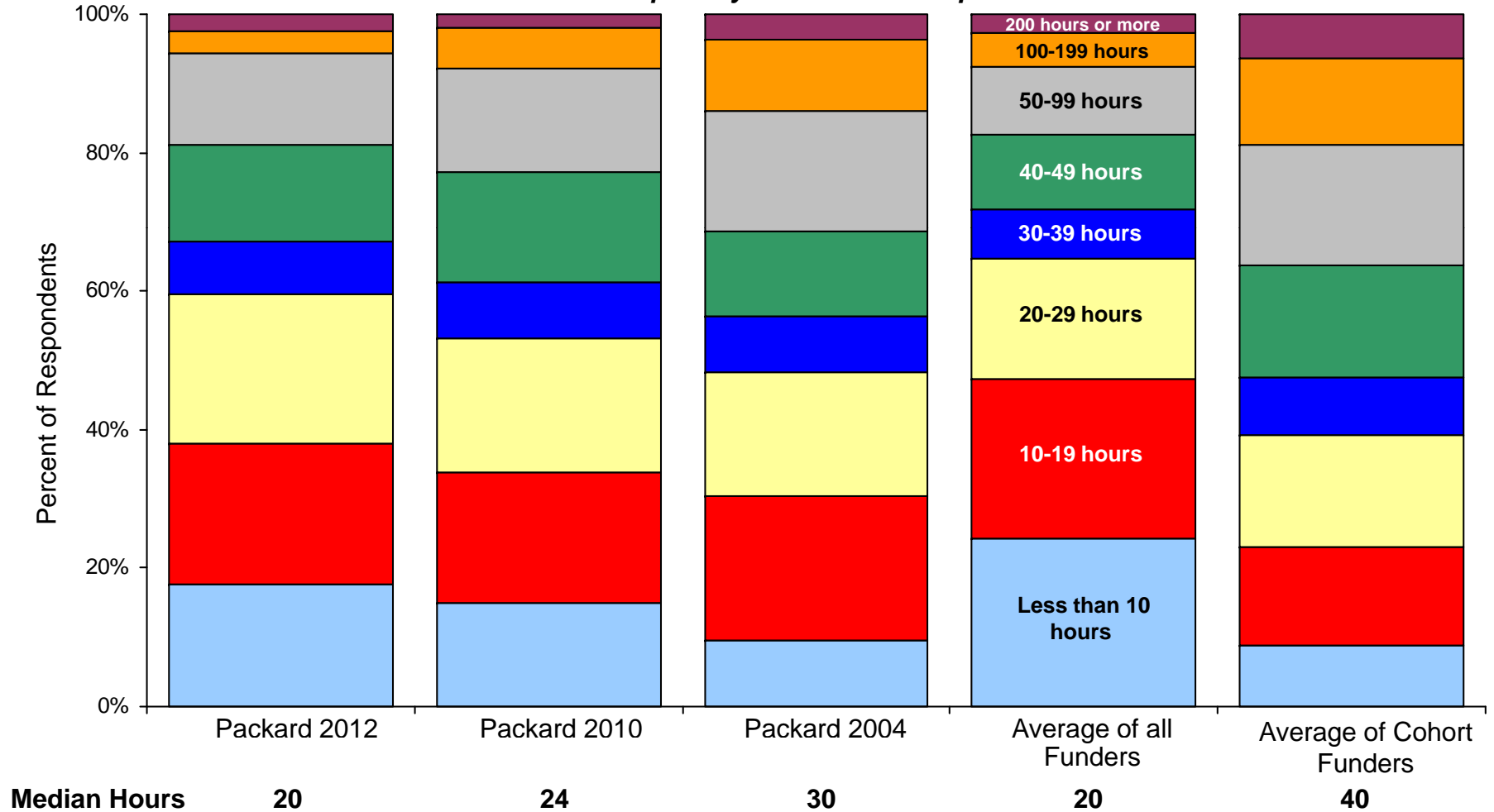


# Administrative Time – Proposal and Selection Process

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

- less than the time spent by grantees of 52 percent of funders
- less than the time spent by grantees of all other cohort funders in the cohort

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

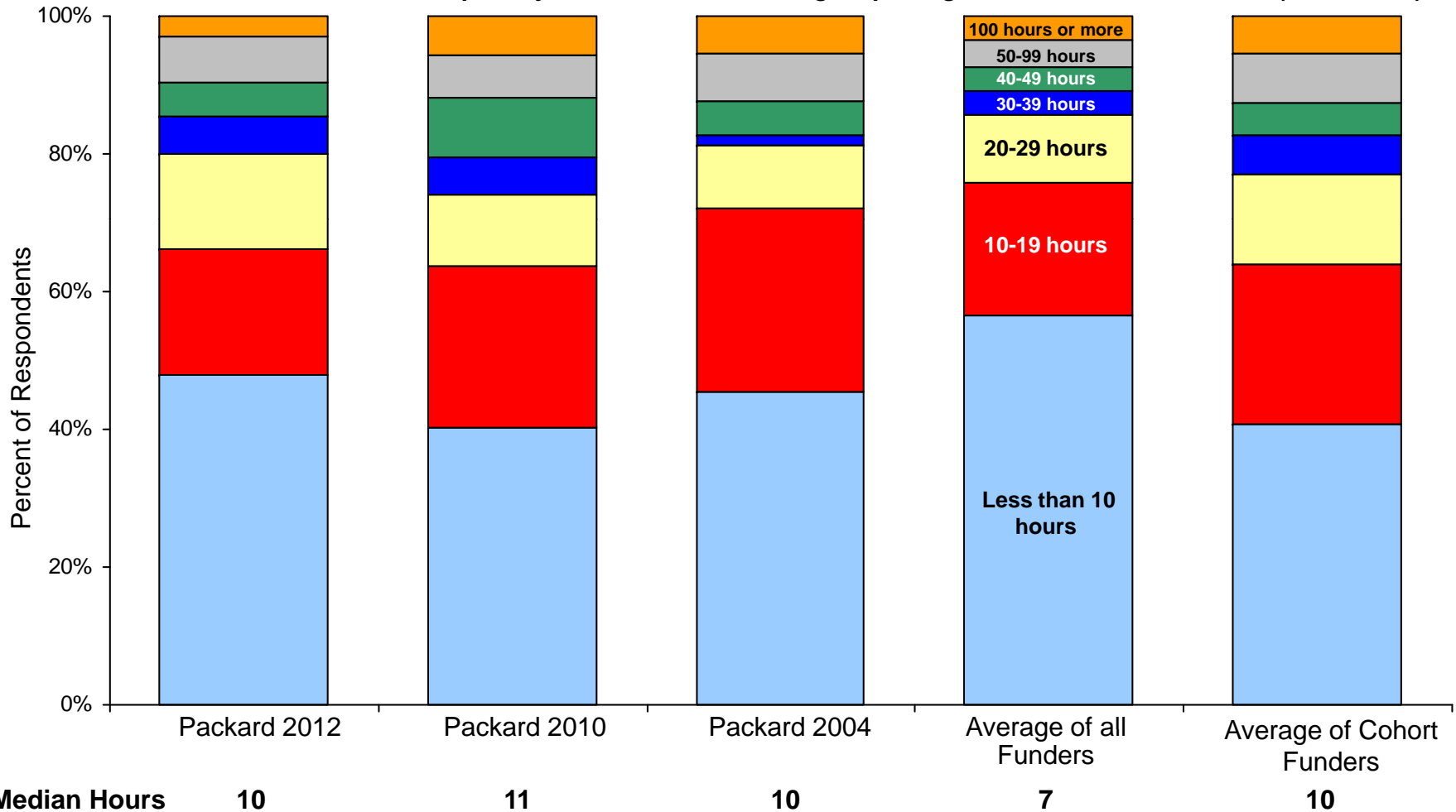


# Administrative Time – Reporting and Evaluation Processes (1)

At the median, the number of hours of administrative time spent by Packard grantees per year on the reporting/evaluation process is:

- greater than the time spent by grantees of 65 percent of funders
- less than the time spent by grantees of 83 percent of cohort funders in the cohort

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

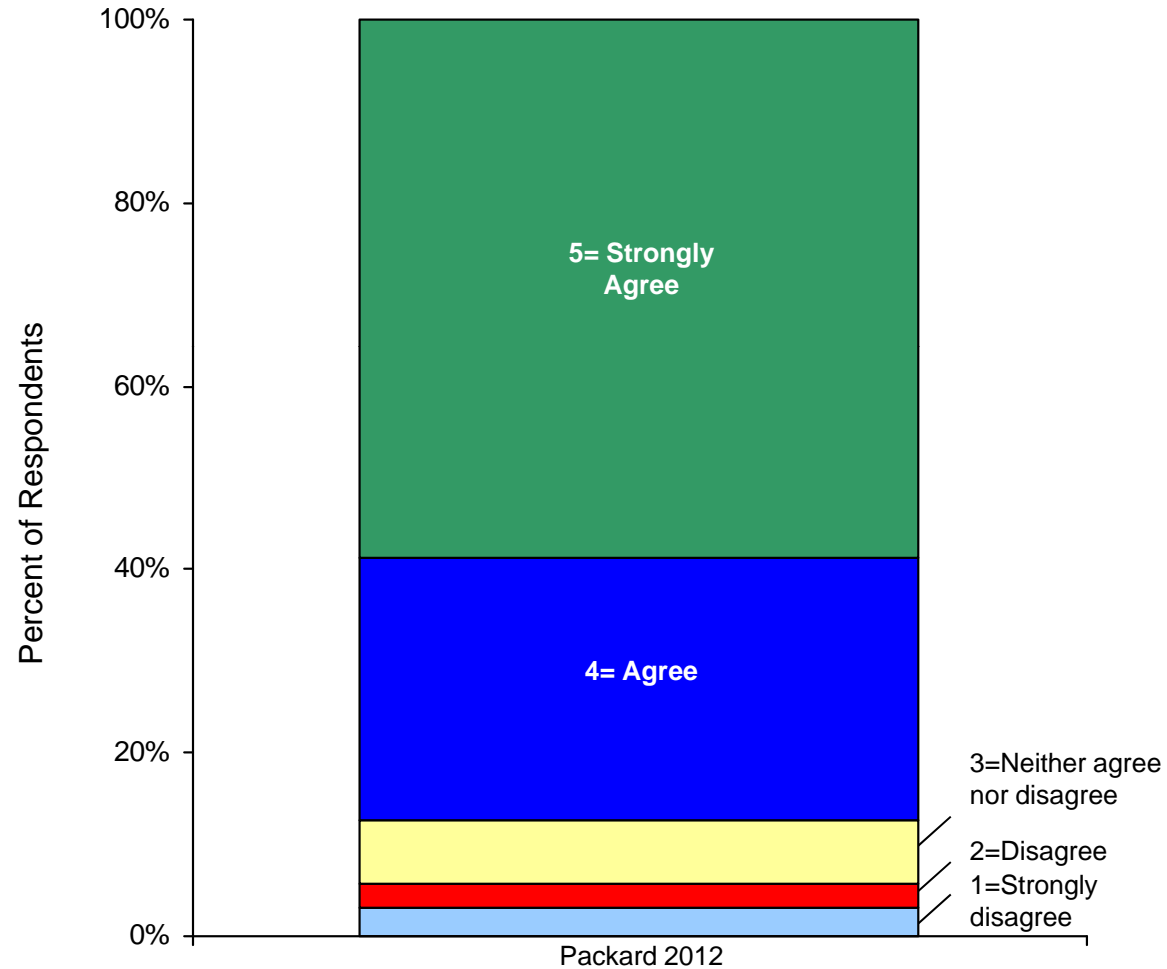


Note: "Evaluation" in the survey includes any activity considered by grantees to be part of an evaluation, and does not necessarily correspond to the Foundation's definition.

# Ease of Using Grant Site

Fifty-nine percent of Packard grantees strongly agree that they can easily access information and documents related to their grant when using Packard's online grant site.

*“When using the Packard Foundation’s online grant site, I can easily access information and documents related to my grant”*



Average Rating

4.4

# Grantee Alignment and Reporting on Grant Results

| Measure   | Packard 2012 |          | Full Dataset Median |          |
|---|--------------|----------|---------------------|----------|
| <b>Collecting and Using Results-Oriented Information</b>  |              |          |                     |          |
| Proportion of grantees collecting information to measure specific results of the work funded by this grant  | 89%          |          | 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") | 5.8          |          | 6.1                 |          |
| <b>Types of Information Submitted to the Foundation to Measure the Specific Results of the Work Funded by this Grant</b>  |              |          |                     |          |
| <b>Information submitted to the Foundation (S) or requested by the Foundation (R)</b>   | <b>S</b>     | <b>R</b> | <b>S</b>            | <b>R</b> |
| Logic model/theory of change  | 27%          | 10%      | 16%                 | 4%       |
| Formal evaluation plan  | 34%          | 19%      | 32%                 | 21%      |
| Information or description of the progress of the work  | 80%          | 47%      | 83%                 | 67%      |
| Written information about successes or failures in the work   | 79%          | 46%      | 77%                 | 58%      |
| Quantitative data indicating usage of services/research   | 49%          | 20%      | 57%                 | 36%      |
| Qualitative data about usage of services/research   | 55%          | 24%      | 49%                 | 26%      |
| Stories of impact the work has had on individual(s), communities, or fields   | 61%          | 23%      | 60%                 | 23%      |
| Quantitative information indicating systematic changes resulting from grantee work  | 33%          | 16%      | 24%                 | 13%      |
| Qualitative information indicating systematic changes resulting from grantee work   | 48%          | 21%      | 34%                 | 17%      |
| Cost per participant or recipient   | 11%          | 5%       | 12%                 | 4%       |
| <b>Support Provided for the Collection of Information</b>   |              |          |                     |          |
| Only financial support provided   | 24%          |          | 25%                 |          |
| Only non-monetary support provided  | 8%           |          | 8%                  |          |
| Both financial and non-monetary support provided  | 10%          |          | 9%                  |          |
| No support provided   | 58%          |          | 59%                 |          |

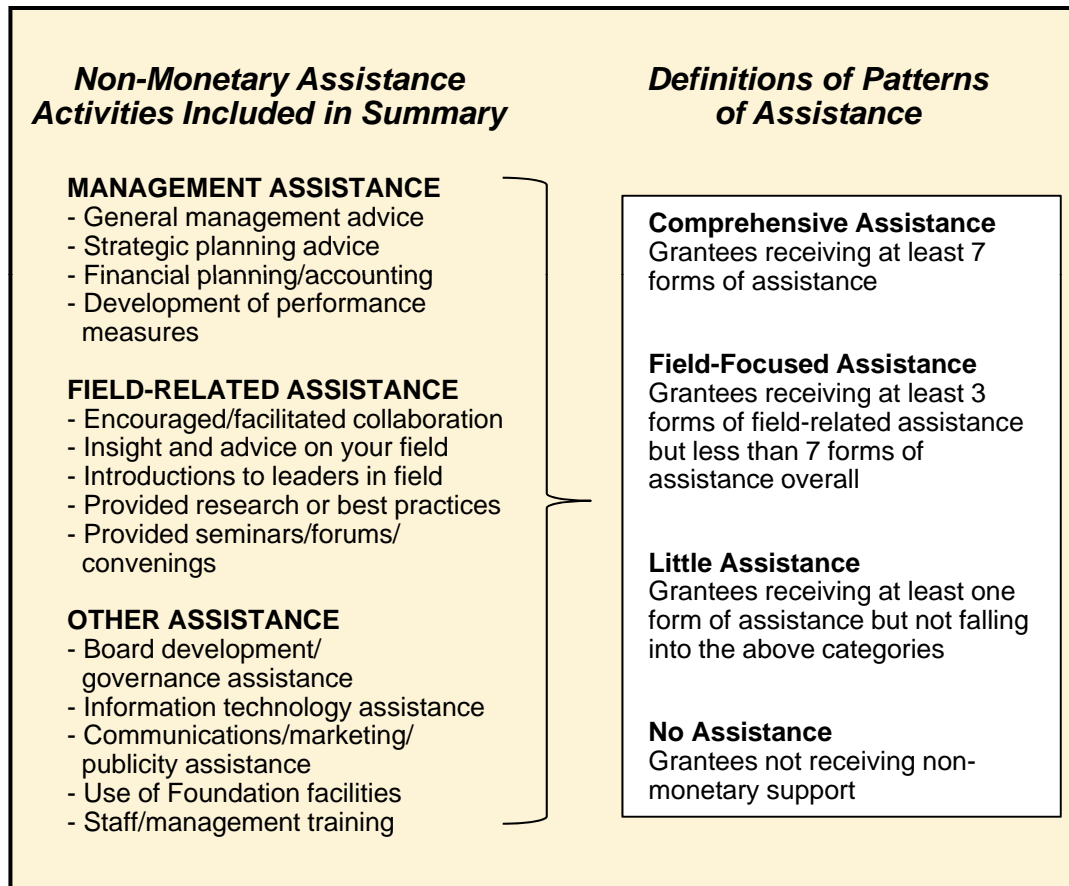
Note: This table includes data about 32 funders, except for Types of Information Submitted/Requested, which includes data about 21 funders. Packard trend data not available due to changes to the survey instrument.

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# 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.



## Selected Grantee Comments

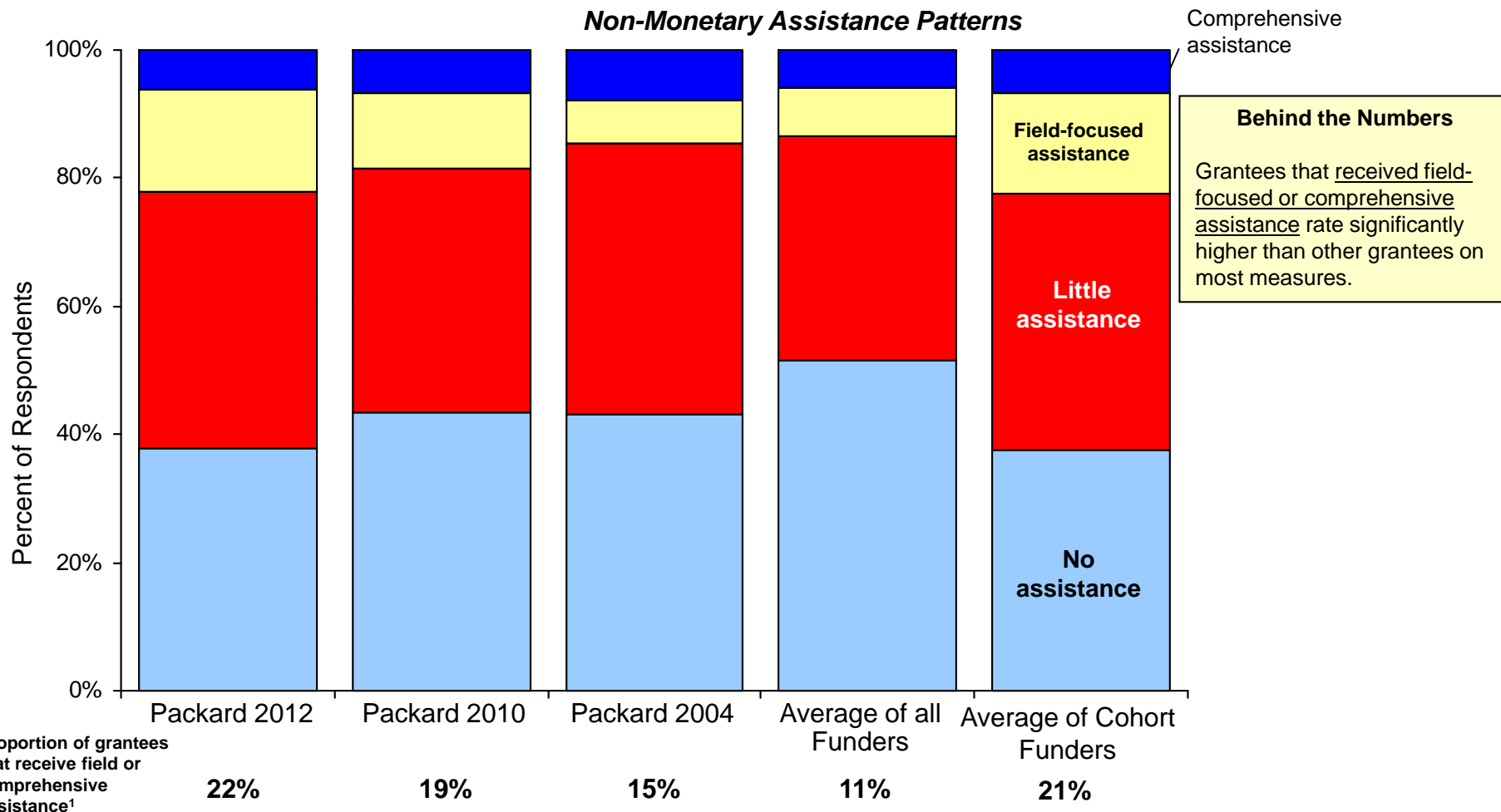
- ◆ *“Annual gathering of grant recipients working on similar issues has also been very helpful.”*
- ◆ *“The technical support provided has been insightful and helpful in strengthening our work and improving health indicators.”*
- ◆ *“The Foundation and its staff are helpful to support the grantees technical capacity through different meetings, workshops and person to person contact.”*
- ◆ *“The technical assistance provided, in addition to the generous financial support, resulted in stronger outcomes that otherwise would likely have been accomplished.”*

# Non-Monetary Assistance Summary (2)

The proportion of Packard grantees that report receiving comprehensive or field-focused assistance is:

- larger than that of 78 percent of funders
- larger than that of 56 percent of cohort funders in the cohort

**Non-Monetary Assistance Patterns**



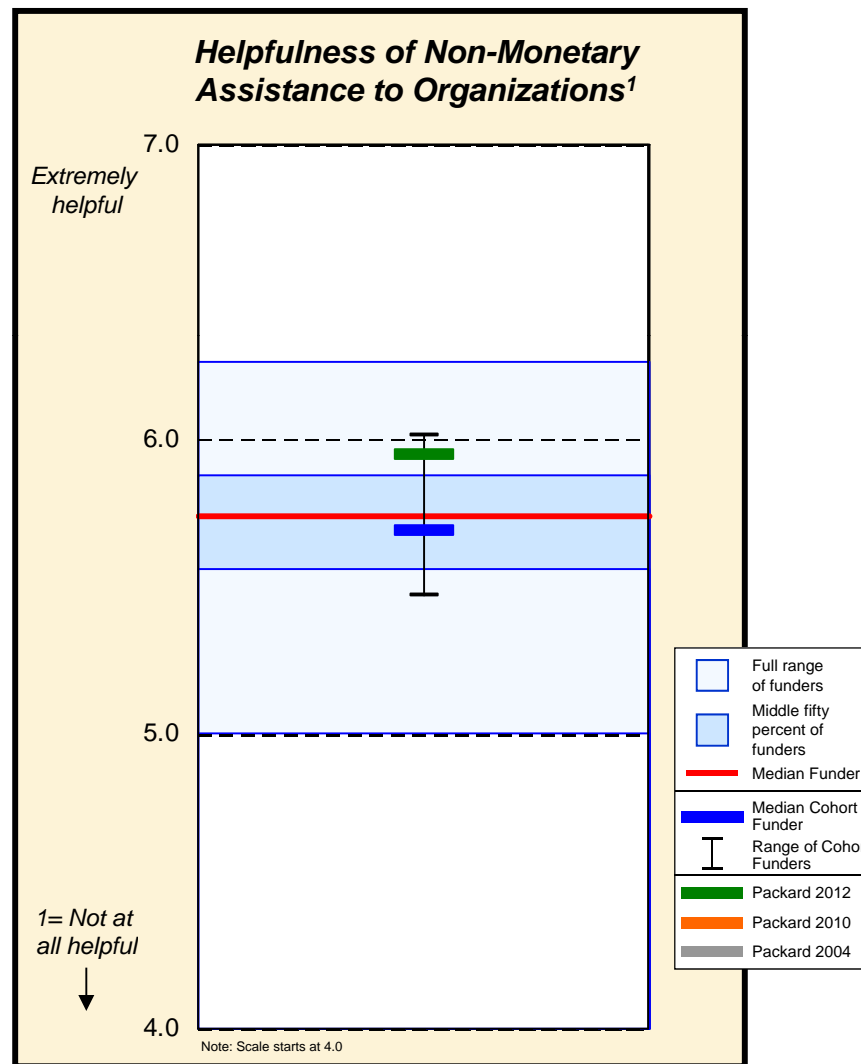
*Survey-Wide Analysis Fact: Providing just two or three types of assistance appears to be ineffective; it is only when grantees receive either a comprehensive set of assistance activities or a set of mainly field-focused types of assistance that they have a substantially more positive and productive 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*.*

1: The proportion shown for "Average of all Funders" and "Average of Cohort Funders" is a median.

# Helpfulness of Non-Monetary Assistance

On helpfulness of the non-monetary assistance provided by the Foundation in strengthening grantee organizations' work, Packard is rated:

- above 82 percent of funders
- above 89 percent of cohort funders in the cohort



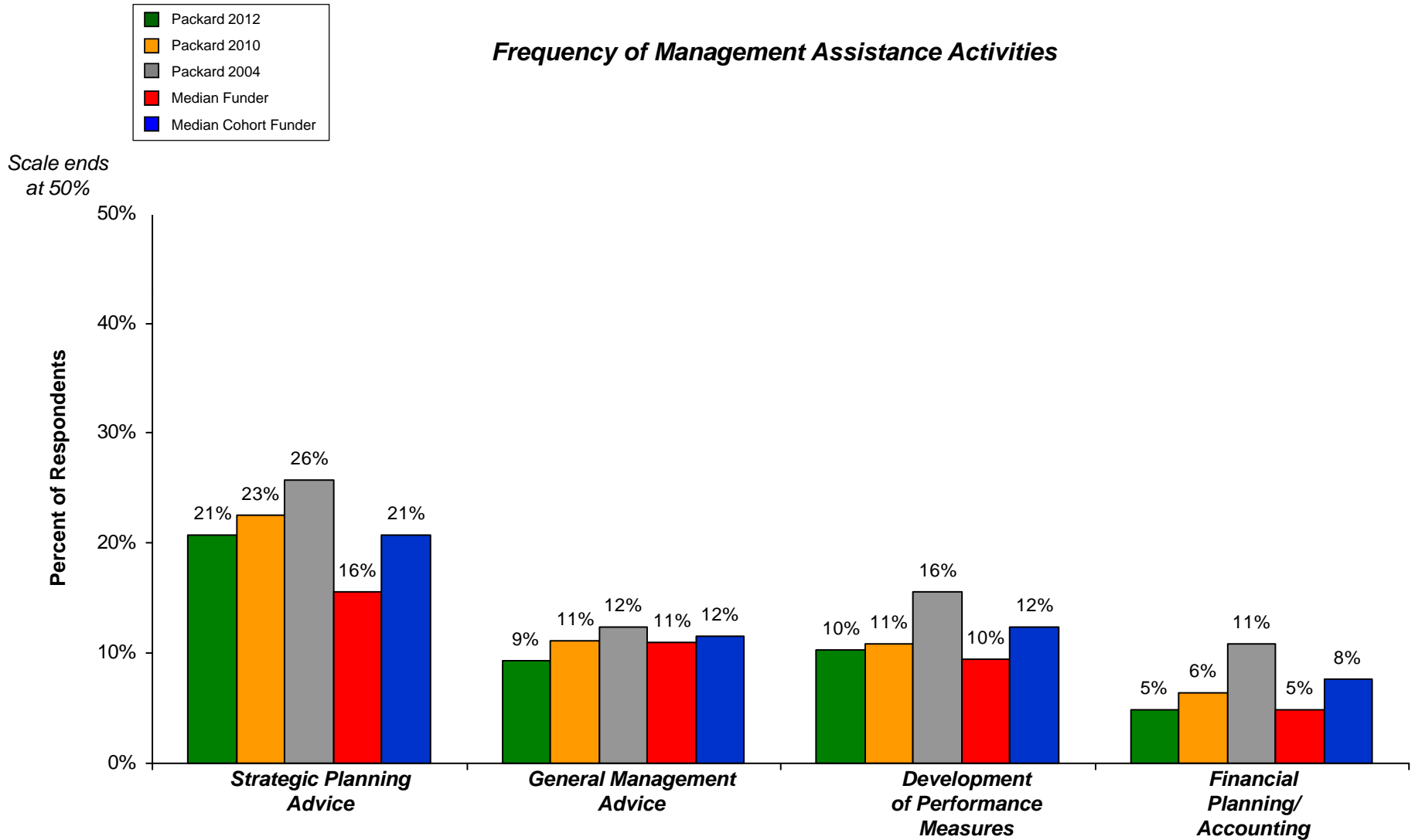
Note: This question was only asked of those grantees that indicated they received non-monetary assistance from staff or a third party paid for by the Foundation.

1: Represents data from 74 funders. Packard 2010 data and Packard 2004 data not available due to changes to the survey instrument.



# Management Assistance Activities

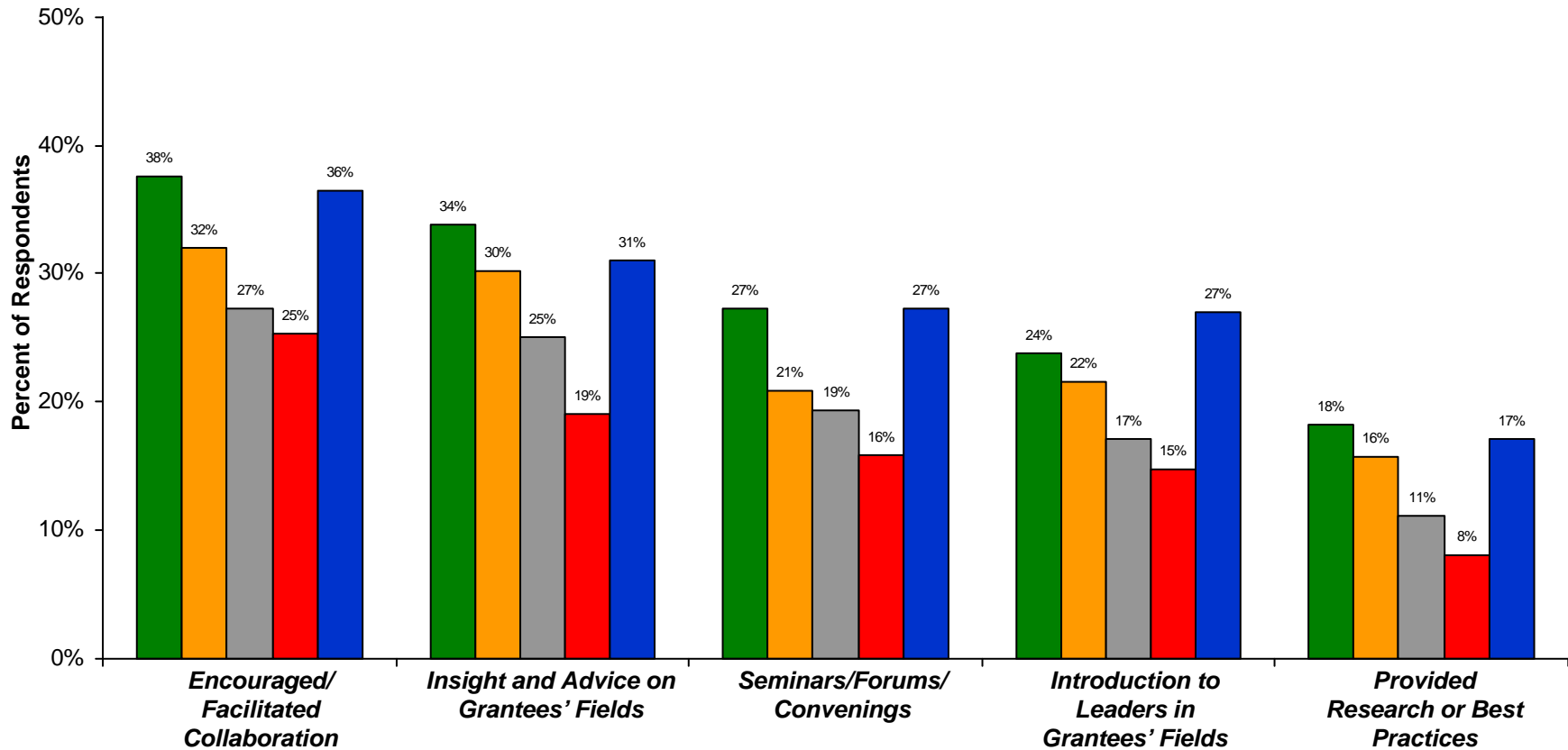
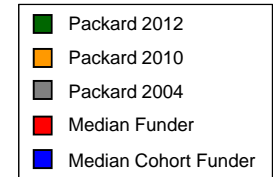
*Frequency of Management Assistance Activities*



# Field-Related Assistance Activities

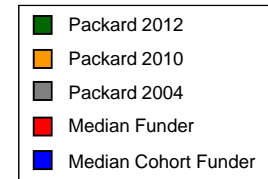
*Frequency of Field-Related Assistance Activities*

Scale ends at 50%

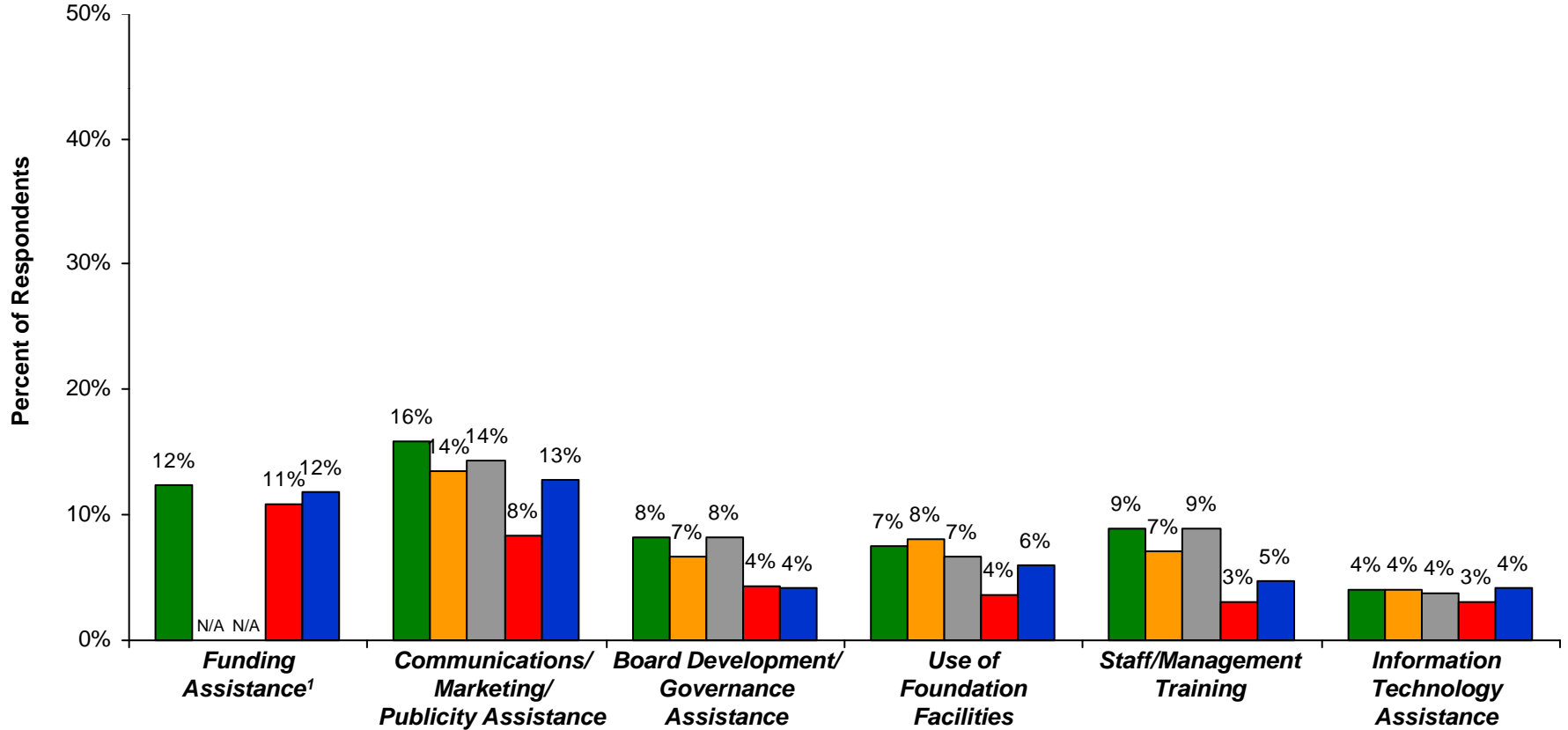


# Other Support Activities

Frequency of Other Assistance Activities



Scale ends at 50%

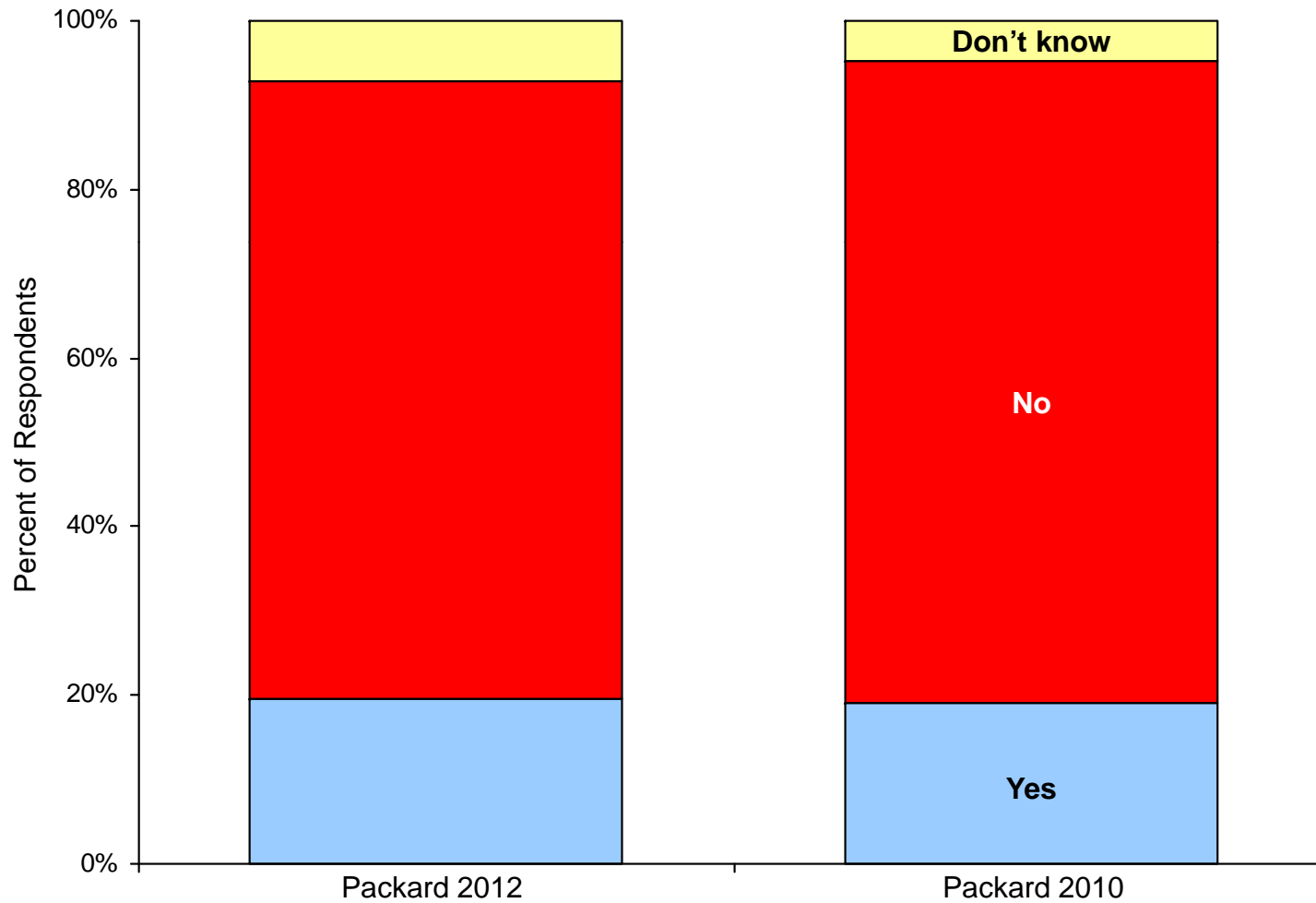


<sup>1</sup>: Represents data from 34 funders. Packard 2010 and Packard 2004 data not available due to changes to the survey instrument.

# Technical Support from Packard Consultant (1)

Twenty percent of Packard grantees report receiving technical support from a consultant working for Packard, a similar proportion compared to 2010.

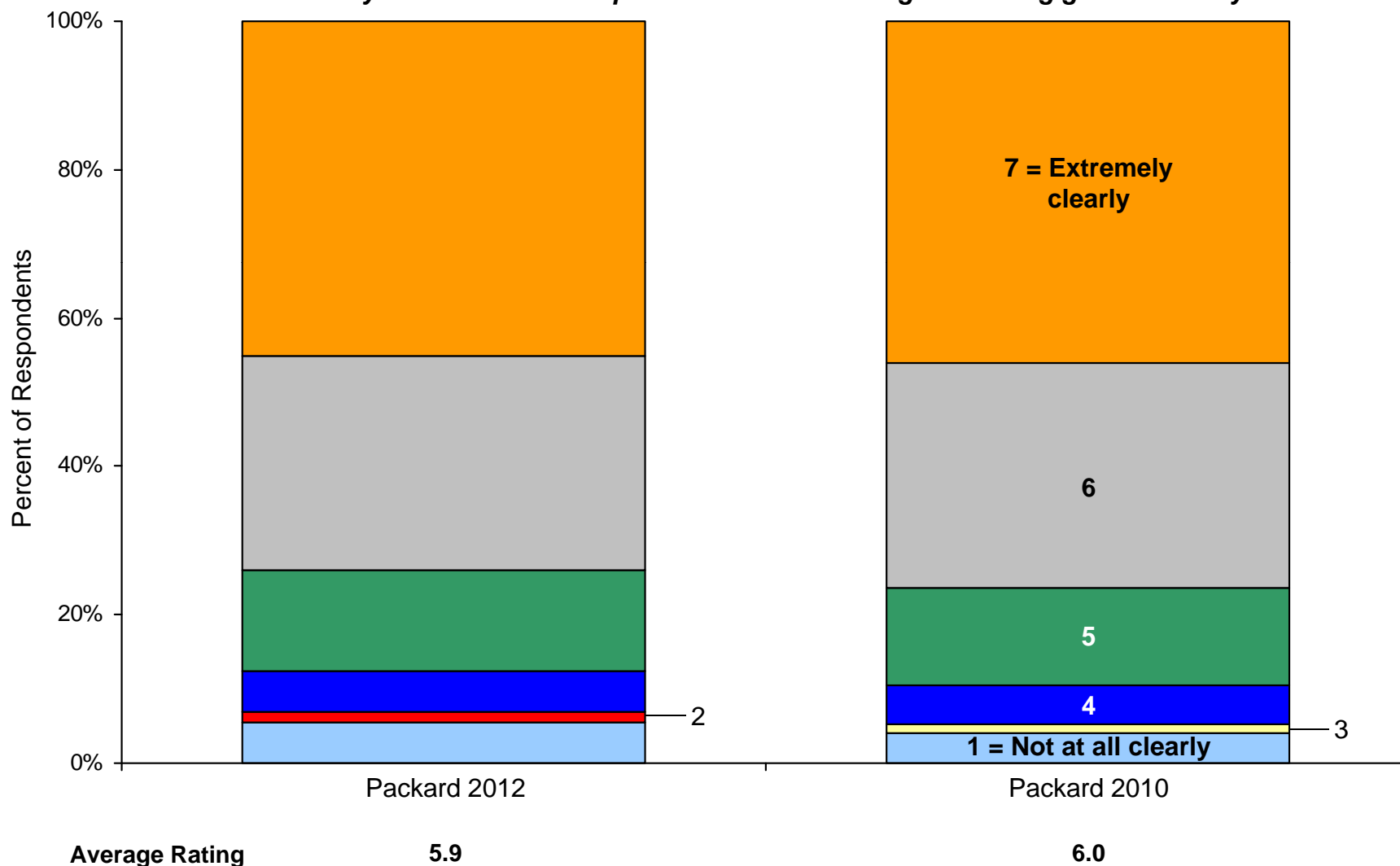
***“Did you receive technical support from a consultant working for the Packard Foundation, including a regional consultant or an Organizational Effectiveness consultant?”***



# Technical Support from Packard Consultant (2)

Of the grantees who indicated receiving technical support from a Packard consultant, 74 percent indicated that the advisor was extremely clear in explaining the Foundation’s grantmaking guidelines, rating a 6 or 7 on a 1 to 7 scale where 1=“Not at all clearly” and 7=“Extremely clearly.”

**“How clearly did this advisor explain the Foundation’s grantmaking guidelines to you?”**

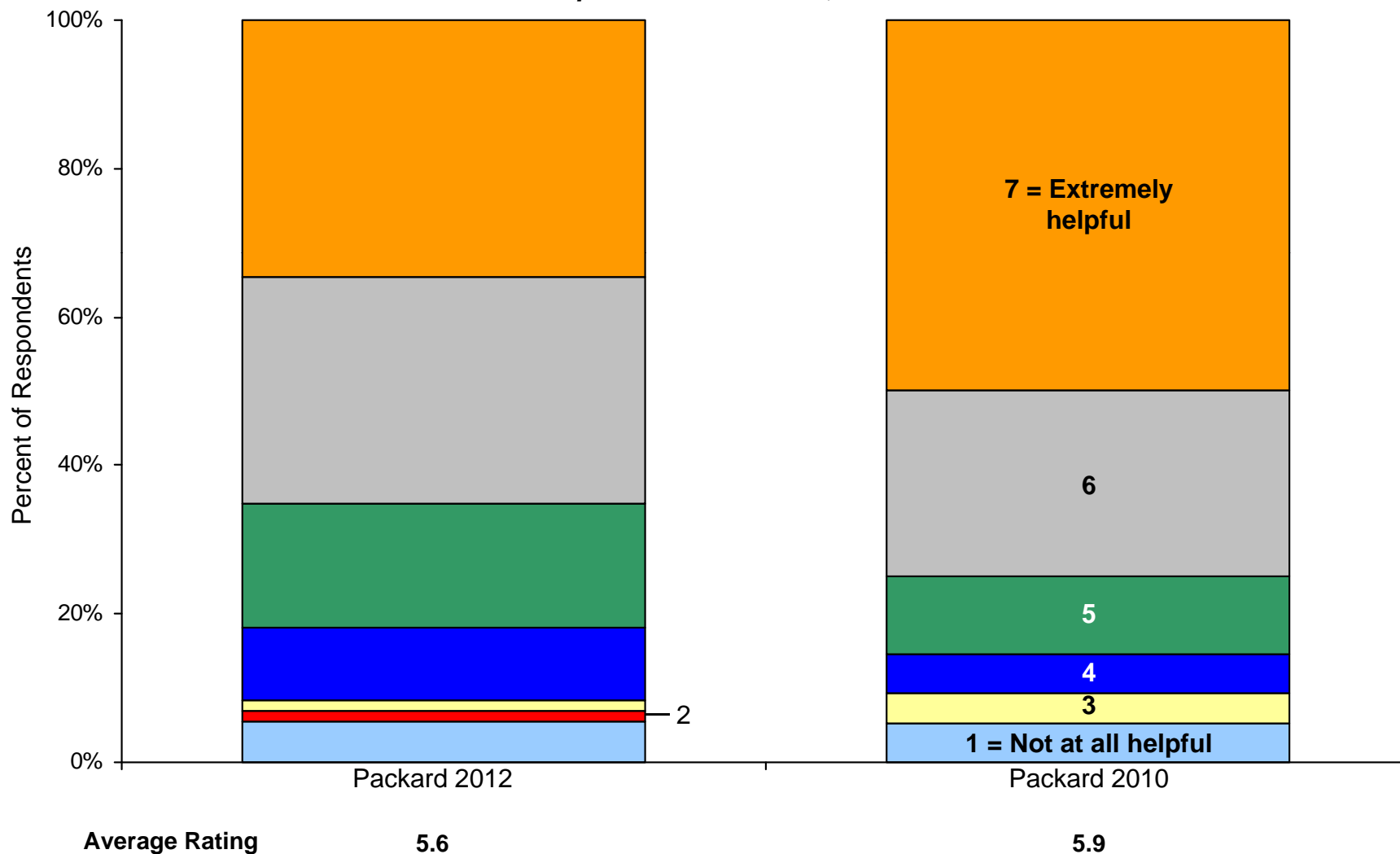


Note: Comparative data and Packard 2004 data not available because this question was asked only of Packard grantees in 2006 and later.

# Technical Support from Packard Consultant (3)

Of the grantees who indicated receiving technical support from a Packard consultant, 65 percent indicated that the advisor was extremely helpful, rating a 6 or 7 on a 1 to 7 scale where 1="Not at all helpful" and 7="Extremely helpful."

*"How helpful was this advisor in helping you communicate with the Packard Foundation headquarters in Los Altos, California?"*

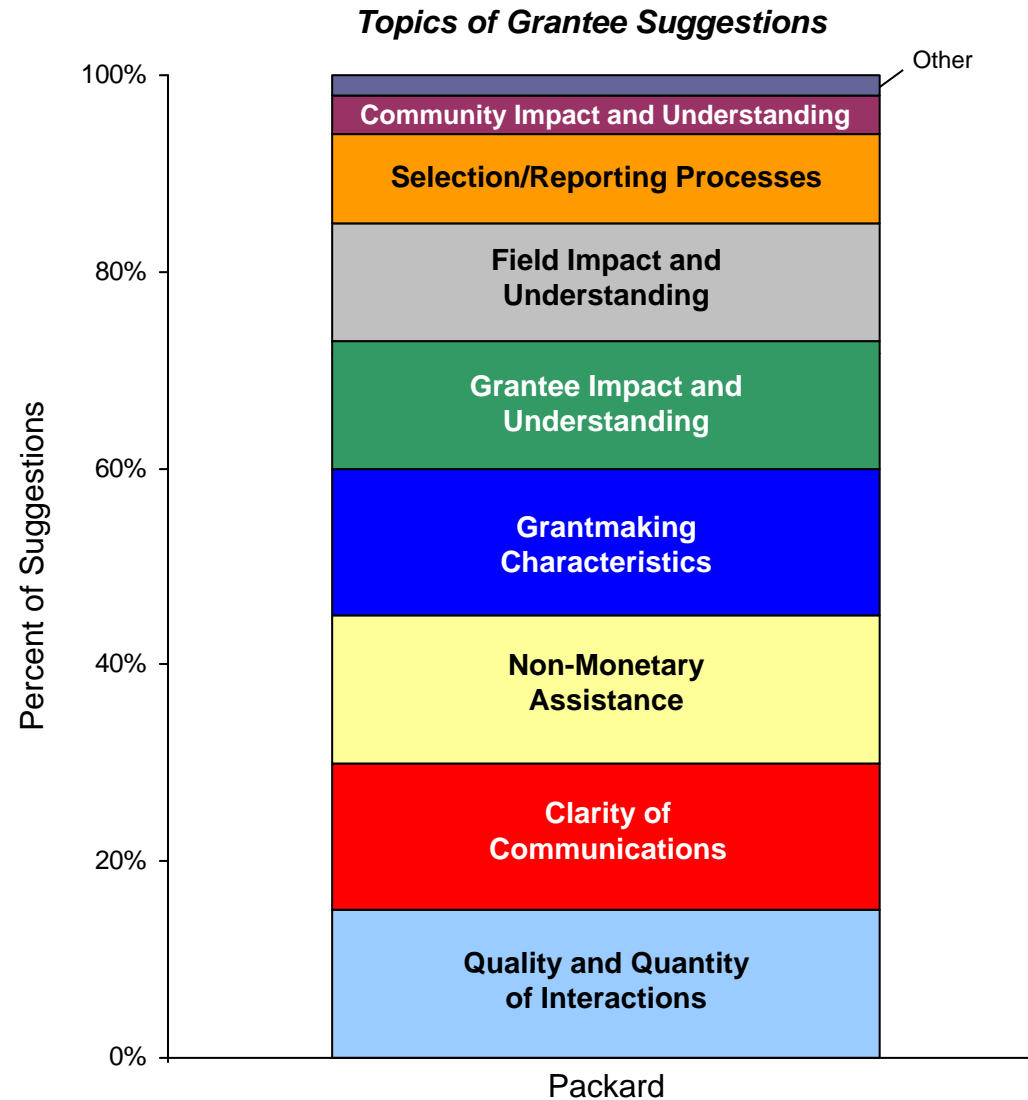


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# Grantee Suggestions for the Foundation (1)

Grantees were asked to provide any suggestions for how the Foundation could improve. The most frequently mentioned suggestions for improvement concern the Foundation's interactions with grantees and the clarity of the Foundation's communications.





# Grantee Suggestions for the Foundation (2)

| % Grantee Suggestions                |         | Packard Grantee Suggestions   |
|--------------------------------------|---------|---|
| Topic of Grantee Suggestion          | Packard | Sub-Themes and Sample of Comments   |
| Quality and Quantity of Interactions | 15%     | <b>Site Visit (N=15)</b> "It would be nice if they could do more site/program/project visits and spend more time with each grantee." "Providing more opportunities for site visits to our organization to allow for stronger one-on-one connections with our staff and greater understanding of our methods." "Come see what we do first-hand more often!"  |
|                                      |         | <b>More Frequent Interactions (N=15)</b> "It would be nice to have more face to face meetings to discuss the programs being developed to better utilize the foundations knowledge and information." "More attendance from Packard staff at grantee events." "We would love even more time from Packard staff because they add such important value to partnerships, planning, strategy."  |
|                                      |         | <b>General/Other (N=6)</b> "The response from program office is some times delayed. The response could be more efficient to save time." "In the past, there has been some difficulty in getting a meeting/reconnecting once a current grant ends and our program officer shifts. We spent several years feeling invisible to the foundation before we reestablished connection, which was a little frustrating."  |
| Clarity of Communication             | 15%     | <b>Communication about Strategy/Funding Priorities (N=23)</b> "Better explanation of funding cycles/requirements for further funding." "Clarity in permissible and non-permissible use of funds." "Packard should provide specific objectives to allow an organization to better understand how to achieve a higher level of funding." "It would be helpful to receive more clarity on the Foundation's grantmaking strategies and long-term goals." "Better communication about overall goals and priorities and where we fit as a grantee would be very helpful." "Make Packard's programmatic strategies available up front (i.e. at proposal writing stage)." |
|                                      |         | <b>General/Other (N=13)</b> "Packard could send more regular updates and newsletters to grantees." "Greater clarity on roles and responsibilities of staff – especially HQ and international staff." "I would suggest a web-site and/or electronic newsletter that shares important findings from its grantees' projects."  |
| Non-monetary Assistance              | 15%     | <b>Convenings/Foster Collaborations (N=17)</b> "Helping to link similar grantees to encourage collaboration. At minimum, educating grantees of others and others' scope of work." "Broker more collaboration between grantees to leverage expertise and maximize programmatic impact." "Packard can facilitate the exchange of knowledge and experiences among grantees." "We appreciate the grantees meetings that the Foundation has organized and encourage the Foundation to do more."  |
|                                      |         | <b>Trainings/Workshops (N=5)</b> "More one-on-one training is useful, but specifically for people who need the training, not the overall application of 'workshops' for a variety of participants." "Provide training for the future of nonprofits [so] that as we plan for the future we understand the challenges and innovations available to support our growth." "I would like to see Packard facilitate more learning communities, training opportunities, or other leadership building activities."  |
|                                      |         | <b>General/Other (N=14)</b> "Packard is the Bay Area's biggest nonprofit brain trust. The knowledge accumulated in the institution and its staff is staggering. Find more ways to unleash that, sharing it with us working on the front lines." "Work with each of the grantees to help shape local programmatic goals and technical assistance strategies." "Share more than money with us. Tell us, tactfully and respectfully, how we can be better, at being partners, at implementing our work, at being a grantee, etc."  |

# Grantee Suggestions for the Foundation (3)

| % Grantee Suggestions            |         | Packard Grantee Suggestions   |
|----------------------------------|---------|---|
| Topic of Grantee Suggestion      | Packard | Sub-Themes and Sample of Comments   |
| Grantmaking Characteristics      | 15%     | <b>Length/Type/Amount of Funding (N=35)</b> "Move to multiannual (3 or 4 years) grants." "Be willing to fund more multi-year grants especially on policy where strategies and activities need to build over time to achieve impact." "The Foundation should consider larger general support grants for organizations that have been in their portfolio for years and in whom they have a great deal of trust." "Give even more general operating and capacity building." "You might want to take another look at how Organizational Effectiveness funding works. It is very difficult to justify giving a consultant \$25K or \$50K and not provide funds to the grantee that will enable them to pay staff to devote the extra time required to properly utilize said consultant." "I wonder whether making such small grants make sense for Packard." |
| Grantee Impact and Understanding | 13%     | <b>Strategy for Working with Grantees/Funding Strategy (N=25)</b> "I'm not sure that taking funding 'breaks' every couple years serves certain nonprofits well." "Balance long-term commitments to nonprofits, which are very valuable, with challenging them to constantly innovate and try new things." "It would be extremely helpful to really be a strategic partner with the Foundation in carrying forth objectives and desired impacts, rather than existing as another grantee." "Aim to limit prescriptive impulses when it comes to grantees' programs. Advice and guidance are good, but dictates are not." "We think that the foundation could rely more on a bottom-up process rather than a top-down one when dealing with grantees." "Help organizations that are funded transition if funding a project discontinues."                 |
|                                  |         | <b>General/Other (N=5)</b> "Better appreciation of the organization's mandate and field of expertise and priorities." "Sometimes it feels like there is a disconnect in scale because Packard used to working with large nonprofits and not small ones like our agency."  |
| Field Impact and Understanding   | 12%     | <b>Strategy for Field Impact/Funding Strategy (N=22)</b> "We feel like they could be better communicators, could convene the key players in the field more and use their resources and access to expertise to help drive strategy within the field more." "Convening leaders in our field would be a help. Also, encouraging other funders to support similar work would have a great impact." "Perhaps Packard could narrow its focus a bit. There seem to be too many priorities." "Increase the amount of money going toward the US population and reproductive health portfolio!" "[We] would like to see a bit more funding and attention to gathering basic knowledge where such is lacking, and then apply what is learned to conservation."   |
|                                  |         | <b>Understanding of Grantees' Fields (N=6)</b> "Packard grants staff need to spend more time in the field to really understand the current situation with partners and strategy." "Learning best practices from the developed countries."   |

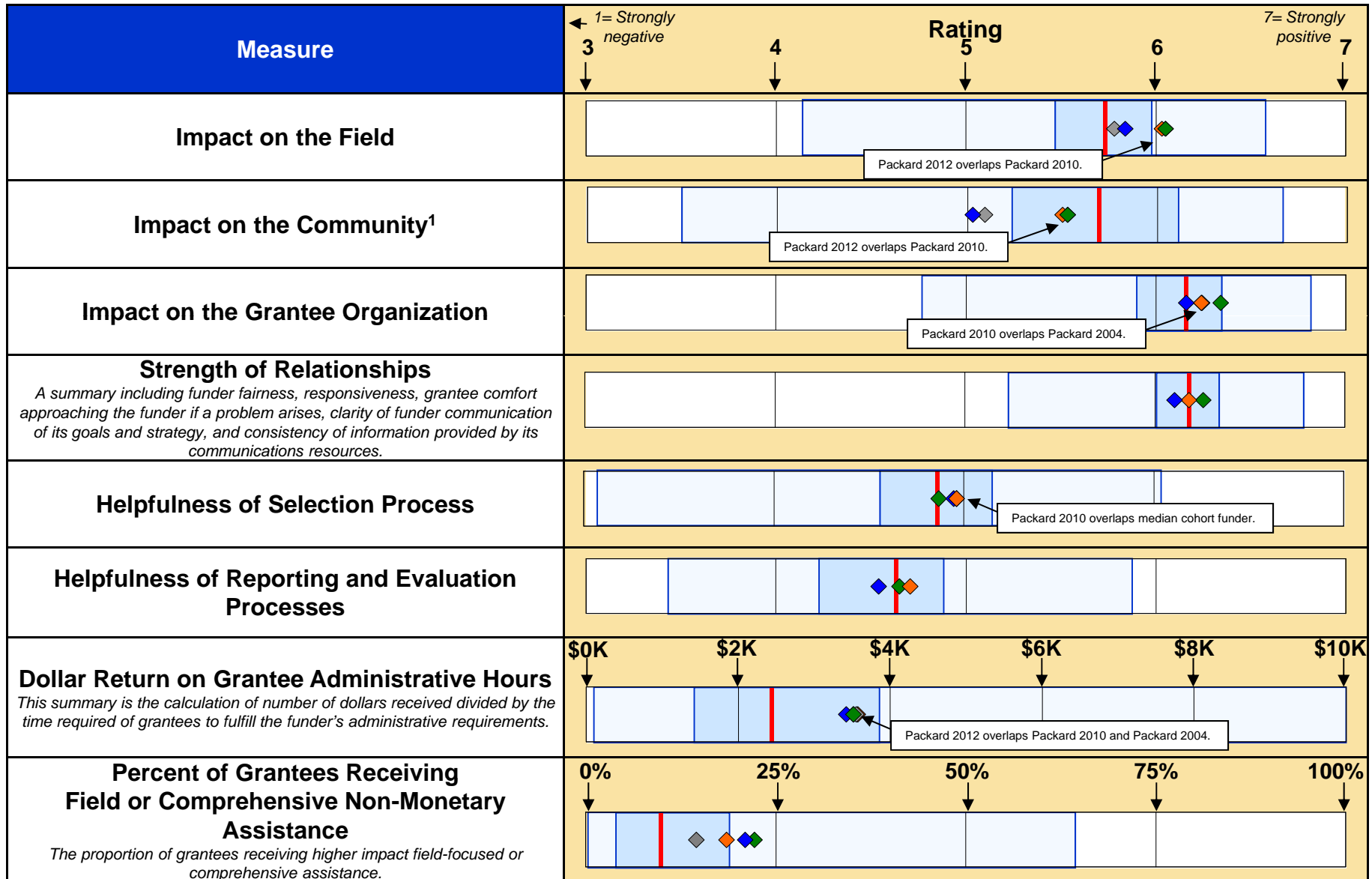
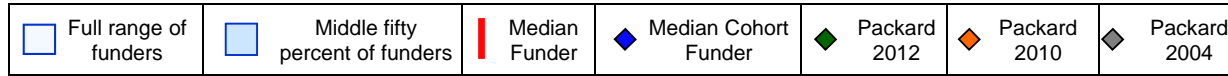
# Grantee Suggestions for the Foundation (4)

| % Grantee Suggestions              |         | Packard Grantee Suggestions   |
|------------------------------------|---------|---|
| Topic of Grantee Suggestion        | Packard | Sub-Themes and Sample of Comments   |
| Selection/Reporting Processes      | 9%      | <b>Reporting/Evaluation Processes (N=11)</b> "For reporting purposes, would be great if we could report in our currency." "I would suggest eliminating the interim report when the funding is on a one year cycle." "The reporting template of Packard could be improved to capture some of the unplanned impacts of the work they have supported. The templates tend to limit reporting." "Feedback on the reports. Often the reports are not acknowledged even though they have been uploaded online."  |
|                                    |         | <b>Proposal/Selection Process (N=6)</b> "The proposal guidelines, especially the indicator chart is very constraining." "I would suggest some kind of improvement that either gives applicants the ability to review and choose whether to upload such files for a new proposal or clearly recommends on the site that applicants review all auto-uploaded documents." "A bit more lead time between release of the RFP - which is very comprehensive and requires much staff time and effort - and the grant submission deadline."   |
|                                    |         | <b>General/Other (N=5)</b> "It would be great if grant applications and grant reporting could be standardized. It takes a lot of time and effort to tailor each and every application from corporations and foundations. Perhaps Packard could lead the charge by instituting a standardized application/reporting process." "Offer the possibility of reporting and submitting proposals in the language of the country of origin of the proposal."  |
| Community Impact and Understanding | 4%      | <b>Strategy for Community Impact/Funding Strategy (N=9)</b> "Dedicate specific staff to each local county and ask that staff person to be actively involved in that county." "The local grantmaking program could be expanded to the whole Bay Area to allow orgs to be more responsive to needs of different communities." "We know Packard is focused on supporting local capacity-building, and suggest that they might encourage and set conditions on the practices of bottom-up planning, and participatory monitoring and evaluation." "Their grantmaking would be improved by greater community input." "I think its a really sad thing that our local safety net organizations are no longer funded by what we all regard is one of our best local foundations." |
| Other                              | 2%      | <b>Packard Internal Processes/Staffing (N=5)</b> "PO seems stretched a little thin, and could use a little more support." "Perhaps more staff because it often seemed like our program officer was too busy juggling other things." "The admin and finance staff might want to find ways to work more effectively with program staff."  |

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# Review of Findings



1: Chart does not show data from two funders whose community impact rating is less than 3.0.

Note: Packard 2004 data not available for "Strength of Relationships," "Helpfulness of the Selection Process," and "Helpfulness of the Reporting and Evaluation Processes" due to changes to the survey instrument.

# Funder Change Over Time

CEP has worked with 68 funders that have subscribed to the GPR at least twice. The table below shows the change in grantee perceptions of Packard compared to the minimum, median, and maximum level of change we see across the first to second GPRs of repeat funders.

| Measure  | 2004 to 2012 Overall Change | Maximum Decrease | Median Level of Change | Maximum Increase |
|--|-----------------------------|------------------|------------------------|------------------|
| Impact on the Field  | 0.3                         | -0.4             | 0.2                    | 1.1              |
| Impact on the Community  | 0.4                         | -0.8             | 0.1                    | 1.1              |
| Impact on the Grantee Organization                               | 0.1                         | -0.5             | 0.2                    | 1.0              |
| Strength of Relationships  | 0.2                         | -0.5             | 0.1                    | 0.3              |
| Helpfulness of Selection Process                                 | -0.1                        | -0.6             | 0.1                    | 1.3              |
| Helpfulness of Reporting and Evaluation Processes                | 0.3                         | -0.8             | 0.1                    | 0.9              |
| Dollar Return on Grantee Administrative Hours                    | -\$42                       | -\$2,321         | \$143                  | \$9,330          |
| Percent Receiving Field or Comprehensive Non-Monetary Assistance | 8%                          | -30%             | 2%                     | 29%              |

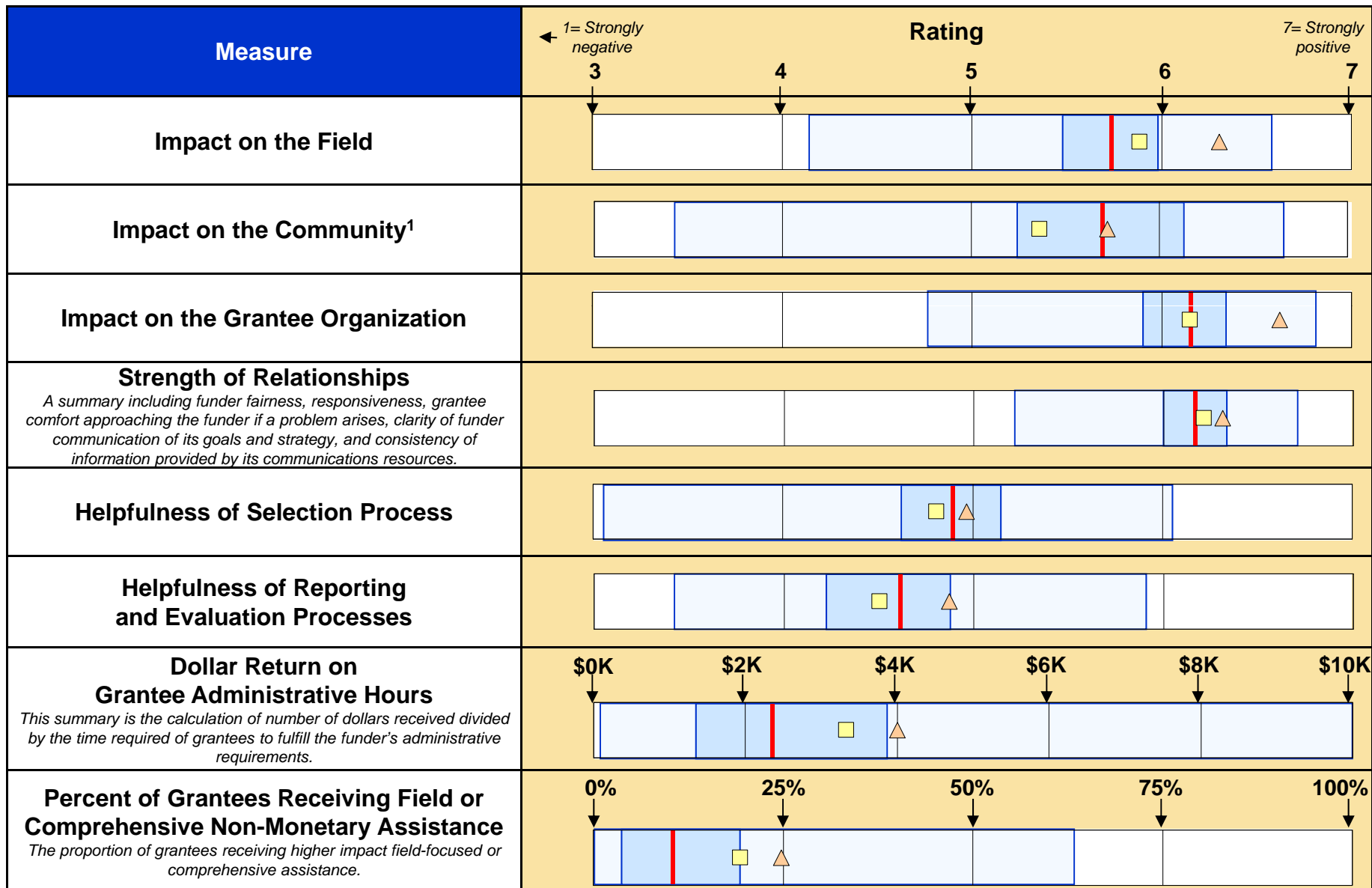
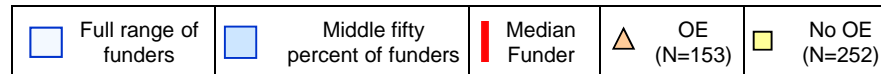
## Intra-Foundation Differences

Packard's survey results were examined for differences in ratings among grantees based on the following criteria:

- ◆ Organizational Effectiveness

The following pages highlight differences across key dimensions in the Grantee Perception Report based on the above groups.

# Intra-Foundation Differences – Organizational Effectiveness Support Grantees



1: Chart does not show data from two funders whose community impact rating is less than 3.0.



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# Analysis and Discussion (1)

## Strong Impact on Grantee's Fields and Organizations

Similar to response in 2010, Packard grantees in 2012 report that the Foundation has a strong impact on and understanding of their fields of work; they rate Packard among the top quartile of funders in CEP's dataset. They also continue to rate Packard among the top quartile of funders for its effect on public policy and advancing the state of knowledge in their fields. As one grantee explains, "Packard has been the primary leading funder in our field for a very long time. They have been trailblazers, and seen to have a lot of content knowledge, and to play a role in driving how big initiatives unfold."

In addition to a strong and sustained impact on their fields, Packard grantees' ratings have improved on measures of impact on and understanding of their organizations. As one grantee explains, "Packard Foundation is considered a significant influence and leader in the field of organizational effectiveness, networked nonprofits, and leadership talent. In our case, they have supported new programs and innovations financially and politically, participated in communications initiatives, attended and hosted forums to help us share best practices...and have been a supporter and connector of our work to leaders in the field." Similar to 2010, grantees continue to rate above typical for the effect of Packard's funding on their ability to sustain the funded work in the future.

When asked about the Foundation's impact on their communities, grantees continue to rate only typically. However, grantees rate significantly more positively in 2012 for Packard's understanding of their local communities, which is a strong predictor of impact.

- *What changes and processes have driven these improvements at Packard and what will it take to maintain these gains over time?*

## Improved Clarity of Communication Leading to Improved Relationships

Grantees report significant improvements in the clarity with which Packard communicates its goals and strategy since 2010, now rating typically compared to grantees of other foundations. This improvement in clarity occurred even though many aspects of *how* Packard communicates have not changed: grantees report interacting with the Foundation with similar frequency as they did in 2010 and find communications resources, both personal and written, to be similarly helpful. In addition, grantees in 2012 rate similarly to grantees in 2010 for their agreement that Packard staff helped them understand their fit into the overall strategy of their program.

## Analysis and Discussion (2)

### Improved Clarity of Communication Leading to Improved Relationships (*Continued*)

This substantial improvement in grantees' perceptions of the clarity of Packard's communication led to an overall slight improvement in funder-grantee relationships, since grantees' ratings on the other four components of strong funder-grantee relationships remained relatively constant – responsiveness, fairness, approachability when a problem arises, and consistency of communication. Even with these improvements, the Foundation may have opportunities to further build upon the strength of its relationships with grantees, especially by ensuring the reciprocity of initiation of contact between grantees and program officers, and by managing staff transitions to ensure continuity in grantees' experiences with Packard.

Reciprocity of contact is an important component of a positive grantee experience at Packard. The proportion of grantees that initiate contact as frequently as their program officer initiates contact with them has remained unchanged at a fairly typical level. This pattern of more reciprocal engagement is associated with a more positive grantee experience – these grantees perceive the Foundation to have a stronger understanding of their fields and organizations, experience stronger relationships, and more helpful administrative processes.

Another opportunity the Foundation may have to further strengthen its relationships with grantees is around the management of staff transitions to ensure continuity in the grantee experience. A larger than typical proportion – 23 percent – of grantees report that they have experienced a contact change. While the majority of grantees that experienced a transition in primary contact indicate that the transition was extremely smooth, the grantees that experienced a change in primary contact nonetheless rate significantly lower on a variety of dimensions across this report, including the Foundation's impact on and understanding of their fields, the clarity with which the Foundation communicates its goals and strategy, and the consistency of communications across resources. As one grantee comments, "It has been challenging building a strong relationship as there has been quite a bit of turnover with Packard contacts." Another grantee mentions, "The staff turnover seems to be frequent. Only if the departing program officer chooses to smooth the transition, do you even hear about it."

- *Given the consistency over time in grantees' patterns of interactions with the Foundation and ratings regarding the clarity of their strategic fit, what might be driving improved perceptions of the clarity with which Packard communicates its goals and strategy?*
- *Given the strong positive association with differences based on the reciprocity of initiation of contact between Packard and its grantees, can program officers work to identify grantees who aren't engaging in reciprocal initiation of interactions, understand why, and work to change grantees' patterns of engagement where appropriate?*
- *What processes, if any, does the Foundation have in place to support grantees at moments of transition in their primary contact? How can the Foundation improve the quality of these transitions, focusing on introductions to new staff and transfer of knowledge about grantees' goals, strategies, and history with Packard?*

## Analysis and Discussion (3)

### Packard's Selection and Reporting/Evaluation Processes

At the median, grantees spend substantially fewer hours of administrative time fulfilling Packard's selection and reporting/evaluation processes than do grantees at the typical funder in Packard's cohort. In particular, grantees report spending only half the time completing Packard's proposal/selection process as grantees of the typical funder in Packard's cohort. As one grantee notes, "The proposal, selection, monitoring, and reporting processes are clear and straightforward. One can considerably say that these are meant to guide and make the work more efficient and productive." Similar to 2010, Packard grantees rate these processes to be as helpful as typical in strengthening their organizations.

- *Is it a priority for the Foundation's processes to be more helpful in strengthening grantees' organizations? If so, what opportunities exist to increase their utility, while maintaining the efficiencies the Foundation has achieved?*

### Helpful Assistance beyond the Grant Check and Organizational Effectiveness Grants

Packard provides a larger than typical proportion of grantees with both the most intensive and helpful "field-focused" and "comprehensive" patterns of assistance. In addition, grantees rate Packard's non-monetary assistance to be more helpful than that provided by most funders in CEP's dataset. Those grantees who receive the more helpful field-focused and comprehensive assistance rate Packard higher on most measures, including the Foundation's impact on and understanding of grantees' fields, understanding of their organizations, their comfort approaching the Foundation when a problem arises, the fairness of their treatment, and the clarity with which Packard communicates its goals and strategy.

A similar trend holds true for grantees that receive Organizational Effectiveness grants. Those grantees, as they have in the past, rate significantly higher than other grantees on many measures in this Grantee Perception Report, including perceptions of Packard's impact on their organizations and fields.

Some grantees request even more assistance beyond the grant in their suggestions for how the Foundation could improve. In particular, grantees request more convenings and suggest that Packard could do more to foster collaboration among its grantees. As one grantee explains, "It might be nice to convene grantees so we can meet each other and share ideas that contribute to thought leadership in the field." Another grantee suggests, "[the Foundation should hold a] regular annual meeting with other recipients of Packard grants in the region. Sharing of lessons has been extremely useful."

- *How does the Packard determine which assistance activities to provide to its grantees? Can it respond to grantees' requests for additional assistance?*
- *If the Foundation chooses to respond to some grantees' requests for more convenings, can it find ways to incorporate other types of non-monetary assistance at those moments in order to create more comprehensive assistance for grantees?*

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# Additional GPR Results (1)

| Survey Item   | Packard 2012 | Full Dataset Median | Cohort Funder Median |
|---|--------------|---------------------|----------------------|
| <b>Understanding of Social, Cultural, and Socioeconomic Factors</b>   |              |                     |                      |
| How well does the Foundation understand the social, cultural, and socioeconomic factors that affect your work? (1="Limited understanding", 7="Thorough understanding") <sup>1</sup> | 5.9          | 5.7                 | N/A                  |
| <b>Assessing Results of the Funded Work</b>   |              |                     |                      |
| Proportion of grantees that exchanged ideas with Packard regarding how it would assess results <sup>2</sup>   | 65%          | 71%                 | 72%                  |
| How useful to your organization was that exchange? (1="Not at all useful", 7="Extremely useful") <sup>1</sup>   | 5.7          | 5.7                 | N/A                  |

1: This table includes data from 40 funders. Packard 2010, Packard 2004, and median cohort funder data not available due to changes to the survey instrument.

2: This table includes data from 74 funders. Packard 2010 and Packard 2004 data not available due to changes to the survey instrument.

# Online Media

| Measure  | Packard 2012                                    |   |  | Full Dataset Median                             |   |  |
|--|---|---|--|---|---|--|
| <b>Use of Online Resources Created by the Foundation or its Staff</b>  |   |   |  |   |   |  |
| Facebook   | 7%  |   |  | 8%  |   |  |
| Video Sharing (e.g., YouTube)  | 4%  |   |  | 4%  |   |  |
| Blog(s)  | 8%  |   |  | 5%  |   |  |
| Twitter  | 5%  |   |  | 4%  |   |  |
| None of the above  | 42%   |   |  | 46%   |   |  |
| Don't know whether the Foundation uses these online media resources  | 44%   |   |  | 38%   |   |  |
| <b>Potential Use of Online Resources (only asked of grantees who did not select one or more options to the question above)</b>   |   |   |  |   |   |  |
| Facebook   | 45%   |   |  | 41%   |   |  |
| Video Sharing (e.g., YouTube)  | 65%   |   |  | 55%   |   |  |
| Blog(s)  | 61%   |   |  | 51%   |   |  |
| Twitter  | 36%   |   |  | 23%   |   |  |
| Other  | N/A   |   |  | N/A   |   |  |
| <b>Current Use of Online Resources (only asked of grantees who indicated they used at least one of the Foundation's online media resources)</b>  |   |   |  |   |   |  |
| <i>I currently use these online resources for:</i>   | <i>General information about the Foundation</i> | <i>Content-specific information relevant to my work</i> | <i>To interact with the Foundation</i> | <i>General information about the Foundation</i> | <i>Content-specific information relevant to my work</i> | <i>To interact with the Foundation</i> |
| Facebook   | 32%   | 29%   | 18%                                    | 44%   | 33%   | 15%                                    |
| Video Sharing (e.g., YouTube)  | 6%  | 53%   | 6%                                     | 31%   | 53%   | 7%                                     |
| Blog(s)  | 37%   | 71%   | 0%                                     | 40%   | 58%   | 7%                                     |
| Twitter  | 33%   | 43%   | 5%                                     | 36%   | 38%   | 14%                                    |
| <b>Helpfulness of Online Resources (1 = Not at all helpful, 7 = Extremely helpful; only asked of grantees who indicated they used at least one of the Foundation's online media resources)</b> |   |   |  |   |   |  |
| To learn about the Foundation generally  | 4.2   |   |  | 4.8   |   |  |
| To learn about information relevant to the fields or communities in which grantees work  | 5.2   |   |  | 4.9   |   |  |
| To learn about the Foundation's goals and strategies   | 4.5   |   |  | 4.8   |   |  |
| To interact and share ideas with the Foundation  | 3.7   |   |  | 4.2   |   |  |
| <b>Use of Online Resources to Communicate About Grantees' Work</b>   |   |   |  |   |   |  |
| Facebook   | 81%   |   |  | 81%   |   |  |
| Video Sharing (e.g., YouTube)  | 60%   |   |  | 55%   |   |  |
| Blog(s)  | 49%   |   |  | 35%   |   |  |
| Twitter  | 60%   |   |  | 45%   |   |  |
| Other  | 20%   |   |  | 16%   |   |  |
| None of the above  | 9%  |   |  | 12%   |   |  |

Note: This table represents data from 56 funders, except "Use of Online Resources to Communicate About Grantees' Work" which represents data from 58 funders. Packard 2010, Packard 2004, and median cohort funder data not available due to changes to the survey instrument.

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# Grantmaking Characteristics

| Measure  | Packard 2012 | Packard 2010 | Packard 2004 | Full Dataset Median | Cohort Funder Median |
|--|--------------|--------------|--------------|---------------------|----------------------|
| <b>Length of Grant Awarded</b>                                   |              |              |              |                     |                      |
| <i>Average grant length</i>                                      | 2.1 years    | 2.2 years    | 2.3 years    | 2.1 years           | 2.6 years            |
| 1 year   | 39%          | 47%          | 36%          | 51%                 | 25%                  |
| 2 years  | 38%          | 33%          | 28%          | 21%                 | 35%                  |
| 3 years  | 14%          | 13%          | 24%          | 17%                 | 25%                  |
| 4 years  | 2%           | 2%           | 5%           | 3%                  | 6%                   |
| 5 or more years  | 6%           | 4%           | 8%           | 8%                  | 9%                   |
| <b>Type of Grant Awarded</b>                                     |              |              |              |                     |                      |
| Program/Project Support  | 65%          | 74%          | N/A          | 65%                 | 72%                  |
| General Operating Support  | 25%          | 21%          | N/A          | 20%                 | 16%                  |
| Capital Support: Building/Renovation/<br>Endowment Support/Other | 1%           | 1%           | N/A          | 8%                  | 3%                   |
| Technical Assistance   | 7%           | 3%           | N/A          | 5%                  | 6%                   |
| Scholarship/Fellowship   | 1%           | 0%           | N/A          | 2%                  | 3%                   |
| Event/Sponsorship Funding <sup>1</sup>                           | 0%           | 0%           | N/A          | N/A                 | N/A                  |
| <b>Grant Amount Awarded</b>                                      |              |              |              |                     |                      |
| <i>Median grant size</i>   | \$150K       | \$150K       | \$200K       | \$60K               | \$227K               |
| Less than \$10K  | 0%           | 3%           | 3%           | 11%                 | 1%                   |
| \$10K - \$24K  | 4%           | 7%           | 8%           | 15%                 | 3%                   |
| \$25K - \$49K  | 12%          | 8%           | 10%          | 15%                 | 6%                   |
| \$50K - \$99K  | 16%          | 15%          | 12%          | 17%                 | 13%                  |
| \$100K - \$149K  | 15%          | 15%          | 8%           | 10%                 | 11%                  |
| \$150K - \$299K  | 25%          | 25%          | 25%          | 13%                 | 22%                  |
| \$300K - \$499K  | 9%           | 10%          | 9%           | 7%                  | 14%                  |
| \$500K - \$999K  | 12%          | 8%           | 8%           | 6%                  | 12%                  |
| \$1MM and above  | 7%           | 10%          | 17%          | 7%                  | 19%                  |
| <b>Median Percent of Budget Funded By Grant (Annualized)</b>     |              |              |              |                     |                      |
| Size of grant relative to size of grantee budget                 | 4%           | 4%           | 5%           | 3%                  | 6%                   |

*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*.

<sup>1</sup>: 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 106 funders for which data is available, the average percentage of grantees indicating they received event/sponsorship funding was 1 percent.

# Grantee Characteristics (1)

| Measure   | Packard 2012 | Packard 2010 | Packard 2004 | Full Dataset Median | Cohort Funder Median |
|---|--------------|--------------|--------------|---------------------|----------------------|
| <b>Operating Budget of Grantee Organization</b>         |              |              |              |                     |                      |
| <i>Median budget</i>                                    | \$2.0MM      | \$2.0MM      | \$1.5MM      | \$1.4MM             | \$2.0MM              |
| < \$100K  | 4%           | 3%           | 3%           | 8%                  | 3%                   |
| \$100K - \$499K   | 14%          | 16%          | 22%          | 20%                 | 15%                  |
| \$500K - \$999K   | 16%          | 16%          | 14%          | 14%                 | 13%                  |
| \$1MM - \$4.9MM   | 31%          | 31%          | 35%          | 29%                 | 32%                  |
| \$5MM - \$24.9MM  | 21%          | 22%          | 14%          | 18%                 | 22%                  |
| \$25MM and above  | 14%          | 12%          | 13%          | 10%                 | 16%                  |
| <b>Length of Establishment of Grantee Organizations</b> |              |              |              |                     |                      |
| <i>Median length of establishment</i>                   | 22 years     | 21 years     | N/A years    | 24 years            | 23 years             |
| Less than 5 years                                       | 7%           | 5%           | N/A          | 7%                  | 7%                   |
| 5 - 9 years   | 11%          | 12%          | N/A          | 13%                 | 13%                  |
| 10 -19 years  | 28%          | 31%          | N/A          | 23%                 | 23%                  |
| 20 - 49 years   | 39%          | 36%          | N/A          | 36%                 | 36%                  |
| 50 - 99 years   | 12%          | 13%          | N/A          | 12%                 | 13%                  |
| 100 years or more                                       | 4%           | 4%           | N/A          | 8%                  | 8%                   |

# Grantee Characteristics (2)

| Measure   | Packard 2012 | Packard 2010 | Packard 2004 | Full Dataset Median | Cohort Funder Median |
|---|--------------|--------------|--------------|---------------------|----------------------|
| <b>Length of Time Which Grantees Have Regularly Conducted the Funded Programs<sup>1</sup></b> |              |              |              |                     |                      |
| Less than 1 year  | 7%           | 9%           | N/A          | 17%                 | 16%                  |
| 1 - 5 years   | 51%          | 52%          | N/A          | 50%                 | 55%                  |
| 6 - 10 years  | 23%          | 19%          | N/A          | 14%                 | 14%                  |
| More than 10 years  | 18%          | 19%          | N/A          | 19%                 | 15%                  |
| <b>Pattern of Grantees' Funding Relationship with the Foundation<sup>2</sup></b>              |              |              |              |                     |                      |
| First grant received from the Foundation  | 13%          | 20%          | N/A          | 29%                 | 33%                  |
| Consistent funding in the past  | 73%          | 65%          | N/A          | 53%                 | 47%                  |
| Inconsistent funding in the past  | 14%          | 15%          | N/A          | 18%                 | 20%                  |
| <b>Length of Funding Relationship with the Foundation<sup>3</sup></b>                         |              |              |              |                     |                      |
| 1 - 5 years   | 42%          | 39%          | N/A          | 53%                 | 47%                  |
| 6 - 10 years  | 31%          | 30%          | N/A          | 27%                 | 29%                  |
| More than 10 years  | 27%          | 31%          | N/A          | 20%                 | 24%                  |
| <b>Funding Status and Grantees Previously Declined Funding</b>                                |              |              |              |                     |                      |
| Percent of grantees currently receiving funding from the Foundation                           | 88%          | 85%          | 78 %         | 75%                 | 87%                  |
| Percent of grantees previously declined funding by the Foundation                             | 26%          | 27%          | 33%          | 32%                 | 30%                  |

*Survey-Wide Analysis Fact: Consistently funded grantees rate funders' understanding of their organizations as well as impact on their organizations, fields and communities more positively than inconsistently funded grantees*

1: Packard 2004 data not available due to changes to the survey instrument.

2: Represents data from 113 funders. Packard 2004 data not available due to changes to the survey instrument. This question includes a "don't know" response option; 2 percent of Packard 2012 respondents answered "don't know", compared to 2 percent at the median funder, 2 percent of Packard 2010 respondents, and 2 percent of respondents at the median cohort funder.

3: Represents data from 113 funders. Packard 2004 data not available due to changes to the survey instrument. This question includes a "don't know" response option; 4 percent of Packard 2012 respondents answered "don't know", compared to 4 percent at the median funder, 3 percent of Packard 2010 respondents, and 4 percent of respondents at the median cohort funder.

# Grantee Characteristics (3)

| Measure  | Packard 2012 | Packard 2010 | Packard 2004 | Full Dataset Median | Cohort Funder Median |
|--|--------------|--------------|--------------|---------------------|----------------------|
| <b>Job Title of Respondents</b>                  |              |              |              |                     |                      |
| Executive Director                               | 45%          | 50%          | 53%          | 46%                 | 42%                  |
| Other Senior Management                          | 16%          | 17%          | 12%          | 12%                 | 17%                  |
| Project Director                                 | 15%          | 10%          | 10%          | 10%                 | 17%                  |
| Development Director                             | 9%           | 8%           | 8%           | 13%                 | 8%                   |
| Other Development Staff                          | 7%           | 8%           | 6%           | 8%                  | 6%                   |
| Volunteer <sup>1</sup>                           | 0%           | 1%           | N/A          | 1%                  | N/A                  |
| Other  | 9%           | 7%           | 11%          | 10%                 | 9%                   |
| <b>Gender of Respondents<sup>2</sup></b>         |              |              |              |                     |                      |
| Female   | 64%          | 62%          | N/A          | 62%                 | 53%                  |
| Male   | 36%          | 38%          | N/A          | 38%                 | 42%                  |
| <b>Race/Ethnicity of Respondents<sup>3</sup></b> |              |              |              |                     |                      |
| Caucasian/White                                  | 75%          | 80%          | N/A          | 80%                 | 77%                  |
| African-American/Black                           | 4%           | 2%           | N/A          | 7%                  | 7%                   |
| Hispanic/Latino                                  | 8%           | 8%           | N/A          | 5%                  | 6%                   |
| Asian (incl. Indian subcontinent)                | 8%           | 5%           | N/A          | 3%                  | 5%                   |
| Multi-racial                                     | 2%           | 2%           | N/A          | 2%                  | 2%                   |
| American Indian/Alaskan Native                   | 0%           | 0%           | N/A          | 1%                  | 1%                   |
| Pacific Islander                                 | 2%           | 0%           | N/A          | 0%                  | 0%                   |
| Other  | 2%           | 1%           | N/A          | 1%                  | 2%                   |

**Behind the Numbers**

Male grantees rate significantly *higher* than female grantees on:

- Comfort approaching the Foundation when a problem arises
- Responsiveness of staff
- Clarity with which Packard communicates its goals and strategy
- Consistency of communication across resources

Male grantees rate significantly *lower* than female grantees on:

- Impact on grantees' fields and communities

**Behind the Numbers**

Caucasian/White grantees rate significantly lower than other grantees on:

- Helpfulness of proposal/selection and reporting/evaluation processes in strengthening their organizations
- Foundation's understanding of the social, cultural, and socioeconomic factors that affect grantees' work

1: Represents data from 113 funders. Packard 2004 and median cohort funder data not available due to changes to the survey instrument.

2: In spring of 2009 CEP removed the word "optional" from this question but added an "other" response choice and a "prefer not to say" response choice. Previously this question was only infrequently skipped and so we have maintained comparative data in spite of the question change. In response to this question, a total of 1 percent of Packard 2012 respondents selected "other" or "prefer not to say," compared to 2 percent at the median funder.

3: In spring of 2009 CEP removed the word "optional" from this question but added a "prefer not to say" response choice. Previously this question was only infrequently skipped and so we have maintained comparative data in spite of the question change. In response to this question, a total of 5 percent of Packard 2012 respondents selected "prefer not to say," compared to 5 percent at the median funder.

# Grantee Characteristics (4)

| Measure  | Packard 2012 | Packard 2010 |
|--|--------------|--------------|
| <b>Local Grantmaking Counties Served<sup>1</sup></b> |              |              |
| Santa Clara  | 56%          | 51%          |
| San Mateo  | 47%          | 37%          |
| Santa Cruz   | 36%          | 18%          |
| Monterey   | 30%          | 20%          |
| San Benito   | 16%          | 6%           |

1: Grantees were asked to select all counties that applied.

Note: Comparative data not available because these questions were only asked of Packard grantees. Packard 2004 data not available due to changes to the survey instrument.

# Funder Characteristics

| Measure  | Packard 2012 | Packard 2010 | Packard 2004 | Full Dataset Median | Cohort Funder Median |
|--|--------------|--------------|--------------|---------------------|----------------------|
| <b>Financial Information</b>   |              |              |              |                     |                      |
| Total assets   | \$5.8B       | \$5.7B       | \$6.0B       | \$234.7MM           | \$3.1B               |
| Total giving   | \$265.1MM    | \$282.8MM    | \$277.9MM    | \$14.6MM            | \$137.7MM            |
| <b>Funder Staffing<sup>1</sup></b>   |              |              |              |                     |                      |
| Total staff (FTEs)   | 97           | 92           | 49           | 13                  | 97                   |
| Percent of staff (FTEs) actively managing grantee relationships <sup>2</sup> | 46%          | 52%          | N/A          | 0.000%              | 0.000%               |
| Percent of staff who are program staff                                       | 40%          | 45%          | 100%         | 100.000%            | 0.000%               |

1: Excludes FTEs who are volunteers or unpaid staff members.

2: Includes data from 86 funders. Cohort Funder data not available due to changes to the survey instrument.

Source: Self-reported data provided by Packard and other GPR and Operational Benchmarking Report (OBR) subscribers from 2003-2012 survey rounds.

# Funders in Dataset

The 290 philanthropic funders whose grantees CEP has surveyed are listed below. Those that were independently surveyed are denoted by an asterisk (\*).

|  |   |   |   |   |
|--|---|---|---|---|
| The Abell Foundation, Inc.*              | Claude Worthington Benedum Foundation         | Grable Foundation                               | Marguerite Casey Foundation             | Richard & Rhoda Goldman Fund                |
| Adolph Coors Foundation*                 | The Cleveland Foundation                      | Grand Rapids Community Foundation               | Marin Community Foundation              | Richard King Mellon Foundation*             |
| Adessium Foundation                      | The Clowes Fund                               | The Greater Cincinnati Foundation               | Mary Reynolds Babcock Foundation        | The Robert Wood Johnson Foundation          |
| The Ahmanson Foundation*                 | College Access Foundation of California       | Gulf Coast Community Foundation of Venice       | Mathile Family Foundation*              | The Robin Hood Foundation                   |
| Alaska Mental Health Trust Authority     | The Collins Foundation*                       | Hall Family Foundation*                         | The McKnight Foundation                 | Rochester Area Community Foundation         |
| Alfred P. Sloan Foundation*              | The Colorado Health Foundation                | Hampton Roads Community Foundation              | Medina Foundation                       | Rockefeller Brothers Fund                   |
| Alliance for California Traditional Arts | The Colorado Trust                            | Harold K.L. Castle Foundation                   | MetroWest Community Health              | Rockefeller Foundation                      |
| Alphawood Foundation*                    | The Columbus Foundation                       | The Harry and Jeanette Weinberg Foundation, Inc | Care Foundation                         | Rollin M. Gerstacker Foundation*            |
| Altman Foundation*                       | and Affiliated Organizations                  | Hartford Foundation for Public Giving           | Meyer Memorial Trust*                   | Rose Community Foundation                   |
| The Ambrose Monell Foundation*           | Community Foundation Silicon Valley           | The Harvest Foundation of the Piedmont          | Michael Reese Health Trust              | Russell Family Foundation                   |
| Amelia Peabody Foundation*               | Community Memorial Foundation                 | Health Foundation of Greater Cincinnati         | The Minneapolis Foundation              | Ruth Mott Foundation                        |
| Amon G. Carter Foundation*               | Community Technology Foundation of California | The Heinz Endowments                            | Missouri Foundation for Health          | S & G Foundation, Inc.*                     |
| Andersen Foundation*                     | Connecticut Health Foundation, Inc.           | Helen Andrus Benedict Foundation                | M. J. Murdock Charitable Trust          | S. H. Cowell Foundation                     |
| Ann Arbor Area Community Foundation      | Conrad N. Hilton Foundation                   | Henry H. Kessler Foundation                     | The Morris and Gwendolyn                | Saint Luke's Foundation of Cleveland, Ohio  |
| The Annenberg Foundation*                | Cultural Council of Santa Cruz County         | Hess Foundation, Inc.*                          | Cafritz Foundation                      | The Saint Paul Foundation Inc.              |
| The Anschutz Foundation*                 | Daniels Fund*                                 | Horace W. Goldsmith Foundation*                 | Ms. Foundation for Women                | Santa Barbara Foundation                    |
| Arcus Foundation                         | Danville Regional Foundation                  | The Horizon Foundation for New Jersey           | The Mt. Sinai Health Care Foundation    | SC Ministry Foundation                      |
| Arts Council Silicon Valley              | The David and Lucile Packard Foundation       | Houston Endowment, Inc.                         | The Nathan Cummings Foundation          | Sea Change Foundation                       |
| The Assisi Foundation of Memphis, Inc.   | Dekko Foundation, Inc.                        | HRJ Consulting                                  | Nellie Mae Education Foundation         | Shelton Family Foundation*                  |
| The Atlantic Philanthropies              | Doris Duke Charitable Foundation              | Humanity United                                 | The New Hampshire Charitable Foundation | The Sherman Fairchild Foundation, Inc.*     |
| AVI CHAI Foundation                      | The Duke Endowment                            | The Hyams Foundation, Inc.                      | New Profit, Inc.                        | The Shubert Foundation*                     |
| Baptist Community Ministries*            | Dyson Foundation                              | Inter-American Foundation                       | New York Community Trust                | The Skillman Foundation                     |
| Barr Foundation                          | E. Rhodes & Leona B. Carpenter Foundation*    | J.A. & Kathryn Albertson Foundation*            | New York State Health Foundation        | The Skoll Foundation                        |
| Beldon Fund                              | East Bay Community Foundation                 | J. Bulow Campbell Foundation*                   | Nina Mason Pulliam Charitable Trust     | Sobrato Family Foundation                   |
| Bill & Melinda Gates Foundation          | Eden Hall Foundation*                         | The J. Willard and                              | Nord Family Foundation                  | Stuart Foundation                           |
| Blandin Foundation                       | Edison International                          | Alice S. Marriott Foundation*                   | Northern Rock Foundation                | Surdna Foundation, Inc.                     |
| Blue Cross and Blue Shield of            | The Educational Foundation of America         | Jacob and Valeria Langeloth Foundation          | Northwest Area Foundation               | Susan G. Komen for the Cure                 |
| Minnesota Foundation                     | EI Pomar Foundation*                          | James Graham Brown Foundation, Inc.*            | Northwest Health Foundation             | T.L.L. Temple Foundation*                   |
| Blue Cross and Blue Shield of            | EMpower                                       | The James Irvine Foundation                     | Oak Foundation                          | Thrivent Financial for Lutherans Foundation |
| North Carolina Foundation                | Endowment for Health                          | The Jay and Rose                                | Omidyar Foundation                      | Tufts Health Plan Foundation                |
| Blue Cross Blue Shield of                | The Energy Foundation                         | Phillips Family Foundation*                     | One Foundation                          | United Way of Massachusetts Bay             |
| Massachusetts Foundation                 | The Erie Community Foundation                 | Jessie Ball duPont Fund                         | Ontario Trillium Foundation             | Vancouver Foundation                        |
| Blue Shield of California Foundation     | Eugene and Agnes E. Meyer Foundation          | Jessie Smith Noyes Foundation                   | The Overbrook Foundation*               | The Vermont Community Foundation            |
| Boston Foundation, Inc.                  | Evelyn and Walter Haas, Jr. Fund              | The Jim Joseph Foundation                       | Partnership for Excellence in           | Victoria Foundation, Inc.*                  |
| Bradley Foundation*                      | F. M. Kirby Foundation, Inc.*                 | The Josiah Macy, Jr. Foundation                 | Jewish Education (PEJE)                 | Virginia G. Piper Charitable Trust          |
| Bradley-Turner Foundation*               | The F.B. Heron Foundation                     | The John A. Hartford Foundation, Inc.           | Paul G. Allen Foundations               | W. K. Kellogg Foundation                    |
| The Brainerd Foundation                  | The Fan Fox and                               | John D. and Catherine T.                        | Paul Hamlyn Foundation                  | Wachovia Regional Foundation                |
| The Brinson Foundation                   | Leslie R. Samuels Foundation*                 | MacArthur Foundation                            | Peninsula Community Foundation          | Waitt Family Foundation*                    |
| The Broad Foundation                     | Fannie Mae Foundation                         | John H. and Wilhelmina D. Harland               | The Pears Foundation                    | The Wallace Foundation                      |
| The Brown Foundation                     | First 5 Alameda                               | Charitable Foundation, Inc.                     | The Peter and                           | Walter & Elise Haas Fund                    |
| Bush Foundation                          | County – Every Child Counts                   | John P. McGovern Foundation*                    | Elizabeth C. Tower Foundation           | Wayne & Gladys Valley Foundation            |
| California Community Foundation          | First Fruit, Inc.                             | The John R. Oishei Foundation                   | PetSmart Charities                      | Weingart Foundation*                        |
| The California Endowment                 | The Ford Family Foundation                    | John S. and James L. Knight Foundation          | The Pew Charitable Trusts*              | Wellington Management Charitable Fund       |
| California HealthCare Foundation         | The Ford Foundation                           | Kalamazoo Community Foundation                  | Philadelphia Foundation                 | Wilburforce Foundation                      |
| The California Wellness Foundation*      | France-Merrick Foundation*                    | Kansas Health Foundation                        | The Pittsburgh Foundation               | William Caspar Graustein Memorial Fund      |
| The Cannon Foundation, Inc.*             | Friends Provident Foundation                  | Kate B. Reynolds Charitable Trust*              | PNM Resources Foundation                | The William and Flora Hewlett Foundation    |
| Caring for Colorado Foundation           | The Frist Foundation*                         | Kendeda Fund                                    | Polk Bros. Foundation                   | The William K. Warren Foundation*           |
| Carnegie Corporation of New York         | The Fund for New Jersey                       | The Kresge Foundation                           | Pritzker Foundation*                    | William Penn Foundation                     |
| Carrie Estelle Doheny Foundation*        | The GAR Foundation                            | Kronkosky Charitable Foundation                 | PSEG Foundation and                     | The William Randolph Hearst Foundations*    |
| The Case Foundation                      | Gates Family Foundation*                      | Latino Community Foundation                     | Corporate Responsibility Department     | The William Stamps Farish Fund*             |
| Central Indiana Community Foundation     | Gaylord and Dorothy                           | Leichtag Foundation                             | Public Welfare Foundation*              | William T. Kemper Foundation*               |
| The Champlin Foundations*                | Donnelley Foundation                          | The Lenfest Foundation, Inc.*                   | Quantum Foundation                      | Williamsburg Community                      |
| Charles and Helen Schwab Foundation      | General Mills Foundation                      | Levi Strauss Foundation                         | The Ralph M. Parsons Foundation*        | Health Foundation                           |
| Charles and Lynn Schusterman             | The George Gund Foundation                    | Lloyd A. Fry Foundation                         | Raskob Foundation for                   | Windgate Charitable Foundation, Inc.*       |
| Family Foundation                        | The George S. and Dolores                     | Longwood Foundation                             | Catholic Activities, Inc.               | Winter Park Health Foundation               |
| Charles Stewart Mott Foundation          | Dore Eccles Foundation*                       | The Louis Calder Foundation*                    | Rasmuson Foundation                     | Woods Fund of Chicago                       |
| The Chicago Community Trust              | Geraldine R. Dodge Foundation                 | Lucile Packard Foundation                       | The Raymond John Wean Foundation        | Yad Hanadiv                                 |
| The Christensen Fund                     | The Gill Foundation                           | for Children's Health                           | Resources Legacy Fund                   | Z. Smith Reynolds Foundation, Inc.          |
| Citi Foundation                          | The Goizueta Foundation                       | Lumina Foundation for Education, Inc.           | The Rhode Island Foundation             | Zeist Foundation                            |
| The Clark Foundation*                    | Gordon and Betty Moore Foundation             | Maine Community Foundation                      |   |   |
|  |   | Maine Health Access Foundation                  |   |   |

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# 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, as a result, their intended impact.**

## Vision

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

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

# 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       | <i>Indicators of Effectiveness: Understanding and Improving Foundation Performance</i> (2002)  |
|                              | <i>Assessing Performance at the Robert Wood Johnson Foundation: A Case Study</i> (2004)  |
|                              | <i>The State of Foundation Performance Assessment: A Survey of Foundation CEOs</i> (2011)  |
| Funder Strategy              | <i>Beyond the Rhetoric: Foundation Strategy</i> (2007)   |
|                              | <i>Lessons from the Field: Becoming Strategic: The Evolution of the Flinn Foundation</i> (2009)                                      |
|                              | <i>The Essentials of Foundation Strategy</i> (2009)  |
|                              | <i>Lessons from the Field: Striving for Transformative Change at the Stuart Foundation</i> (2009)                                    |
|                              | <i>Rhetoric versus Reality: A Strategic Disconnect at Community Foundations</i> (2011)   |
| Funder Governance            | <i>Beyond Compliance: The Trustee Viewpoint on Effective Foundation Governance</i> (2005)  |
| Funder-Grantee Relationships | <i>Listening to Grantees: What Nonprofits Value in Their Foundation Funders</i> (2004)   |
|                              | <i>Foundation Communications: The Grantee Perspective</i> (2006)   |
|                              | <i>In Search of Impact: Practices and Perceptions in Foundations' Provision of Program and Operating Grants to Nonprofits</i> (2006) |
|                              | <i>Luck of the Draw</i> (2007)   |
|                              | <i>More than Money: Making a Difference with Assistance Beyond the Grant</i> (2008)  |
|                              | <i>Working with Grantees: The Keys to Success and Five Program Officers Who Exemplify Them</i> (2010)                                |
|                              | <i>A Time of Need: Nonprofits Report Poor Communication and Little Help from Foundations During the Economic Downturn</i> (2010)     |
|                              | <i>Lessons from the Field: From Understanding to Impact</i> (2010)   |
|                              | <i>Grantees Report Back: Helpful Reporting and Evaluation Processes</i> (2011)   |
|                              | <i>Can Feedback Fuel Change at Foundations?</i> (2011)   |
| Managing Operations          | <i>Lessons from the Field: Improving the Experience at the David and Lucile Packard Foundation</i> (2008)                            |
|                              | <i>Lessons from the Field: Aiming for Excellence at the Wallace Foundation</i> (2008)  |

# 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
- **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
- **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
- **Strategy Landscape Tool (SLT):** an online interactive visualization tool, developed by Monitor Institute and delivered with CEP, that allows users to easily see and understand grantmaking strategies and patterns within and across institutions so they can make better decisions in pursuit of their goals

# Contact Information

- ◆ This report was produced for the David and Lucile Packard Foundation by the Center for Effective Philanthropy in January 2013.
  
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