



To: Marcus McGrew, Director of Grants Management, The Kresge Foundation

From: Amber Bradley, Director – Assessment Tools, Center for Effective Philanthropy
Jenny Goff, Senior Research Analyst, Center for Effective Philanthropy

Subject: Key Findings and Recommendations from The Kresge Foundation's 2014 Grantee and Applicant Perception Report

Date: October 9, 2014

We are pleased to share your third Grantee Perception Report (GPR) and Applicant Perception Report (APR) results with you, and we look forward to discussing the report with you and your staff in the coming weeks. The GPR and APR provide two sets of perspectives that can be useful in understanding philanthropic funder performance and should be interpreted in light of The Kresge Foundation's (Kresge) particular goals and strategy. The surveys cover many areas in which grantees' and declined applicants' perceptions might be useful to you. Kresge should place emphasis on the areas covered according to your specific priorities. Low ratings in an area that is not core to your strategy may not be concerning.

Overview

- Overall, Kresge grantee and applicant feedback in 2014 shows a mix of strengths as well as opportunities for improvement, reflecting both declines and gains across different measures since 2011.
- Compared to grantees at the typical Foundation, Kresge grantees have perceptions that are more positive than typical for the Foundation's impact on grantees' fields and organizations. In fact, ratings have improved for aspects of Kresge's impact on grantees' fields since 2011.
- However, grantees have perceptions that are less positive than typical of their relationships with the Foundation. And since 2011, ratings have declined for aspects of Kresge's relationships, the helpfulness of the selection process and its impact on grantees' communities.
- Grantees' ratings do vary by program area, with Education and PRI/Social Investment Practice grantees tending to rate Kresge more positively than grantees in other programs.
- In general, ratings from Kresge applicants follow similar trends to those of Kresge grantees.
- However, compared to Kresge's 2011 applicant survey, ratings have declined not just for the helpfulness of the proposal/selection process, but also for Kresge's understanding of applicants' organizations. In 2014, declined applicants also report experiencing less Kresge staff involvement and less pressure as a part of the selection process than they reported in 2011.

Consistently Strong Impact on Grantees' Fields with Lower Impact on Grantees' Local Communities

- As in previous surveys, Kresge receives stronger than typical ratings for its impact on and understanding of grantees' fields of work.
 - Since 2011, grantees' ratings have improved for Kresge's effect on public policy and its advancement of knowledge in their fields. Both of these ratings are now higher than those of at least 85 percent of funders in CEP's comparative dataset.
 - Kresge receives comparatively lower ratings for its impact on and understanding of grantees' communities, both of which are lower than typical in CEP's dataset.
 - Specifically, Kresge's ratings for its impact on the local community have declined since its 2011 GPR.
 - However, grantees in Kresge's Detroit program rate Kresge more positively than other grantees for its impact on and understanding of the local community.
 - Applicants' perceptions of Kresge's impact on and understanding of their fields and communities follow a similar pattern, with more positive perceptions of Kresge's work in their fields as compared to their communities.
-
- *CEP recommends that the Foundation continue its highly-rated efforts in grantees' fields, and seek to identify and build on practices that have led to increased perceptions of the Foundation's advancement of knowledge and impact on public policy.*
 - *Additionally, given its relatively lower ratings and recent declines related to community impact, CEP recommends Kresge pursue opportunities to enhance its impact on specific and relevant local communities.*

"At the macro level, Kresge is THE recognized national leader on climate adaptation work and resilience. Kresge has almost single-handedly supported those who are working to prepare for the impacts of climate change - and to protect people, communities, and vital resources. They are also bringing other foundations along...." – Grantee

"Kresge has helped us to generate knowledge...that we would not have had." – Grantee

"I think Kresge's commitment to the city of Detroit has been extraordinary. They are at every table to make certain Detroit is benefiting from their investment and others." - Grantee

Higher than Typical Impact on Grantees' Organizations and Intensive Non-Monetary Assistance

- Like in 2011, Kresge continues to be rated higher than typical for its impact on grantees' organizations and for its impact on the sustainability of their work.
- Since 2011, the proportion of Kresge grantees who report receiving intensive patterns of non-monetary assistance has increased from 6 percent to 16 percent, and those Kresge grantees who report receiving nonmonetary assistance rate higher on most measures in the report, including Kresge's impact on their organizations, its helpfulness in facing organizational challenges and its advancement of knowledge in their fields.
- Furthermore, 23 percent of suggestions that grantees provided for the Foundation related to increasing its provision of assistance beyond the grant. Grantees ask for more opportunities for collaboration, assistance securing funding from other sources, and more convening as well as other types of non-monetary assistance.

- *CEP recommends that Kresge continue to provide intensive non-monetary assistance to grantees and consider whether it has the capacity to meet grantees' requests of even more opportunities for collaboration, more convenings, and assistance securing other funding.*

"We had hoped that they would convene grantees at least once so we could hear and learn from each other." – Grantee

"Kresge is a major force. Its funding priorities in some ways drive the priorities of other funders, and its funding of an organization can be very beneficial positioning the organization with other funders. Other funders have asked the question 'Do you have funding from Kresge?'" – Grantee

"Occasionally, Kresge has convened groups to talk about capitalization of nonprofit arts and culture organizations, asset mapping, and other topics. More of that would be helpful because their view is so broad and they bring good minds to the table." – Grantee

Opportunity to Improve Relationships with Grantees and Applicants

- Overall, Kresge receives lower than typical ratings for the quality of the Foundation's communications and interactions with its grantees.
- Since 2011, grantees' ratings for the clarity and consistency of Kresge's communication have declined, and are now lower than typical.
- Across all aspects of quality of interactions in the survey, Kresge grantees' and declined applicants' perceptions are less positive than is typical.
 - Though most of these ratings are consistent with 2011, grantees' ratings for Kresge's fairness have declined since 2011.
- In grantees' and applicants' suggestions for improvement, both the clarity and consistency of Kresge's communications and the quality and quantity of Kresge's interactions are common themes.
 - Twenty percent of grantee suggestions—the largest category—relate to the quality and quantity of Kresge's interactions. Similarly, 22 percent of declined applicants made suggestions about interactions. Specifically, both grantees and declined applicants request site visits, more frequent interactions, and better responsiveness from Kresge staff.
 - Twelve percent of grantee suggestions and 12 percent of applicant suggestions relate to the clarity and consistency of Kresge's communications.
- More so than at the typical funder, contact between grantees and Kresge staff is often initiated by the grantee. Kresge grantees who indicate they are the party to most often initiate contact give lower ratings for the overall strength of their relationships.
- Ten percent of Kresge grantees, a typical proportion, report experiencing a contact change in the past six months. Grantees experiencing a contact change rate Kresge lower for the overall strength of their relationships as well as most other measures in the report.
- *CEP recommends that Kresge examine its communication practices to assess why grantees' perceptions of its clarity and consistency have declined.*

- *Kresge should also consider with its staff what barriers hinder their relationship with grantees and applicants, and how these challenges might be addressed. In particular, the Foundation might consider efforts to promote more reciprocal initiation of contact and smooth management of contact changes.*

"Kresge is responsive...when we initiate contact. I would like to see some more initiated contact from them" – Grantee

"Communication was challenging at times. Lack of return of email and phone messages was typical and frustrating. Seemed like there was a general lack of understanding about the importance of communication between funder and grantee and how important the timing of grant funding is." – Grantee

"We'd be happy to be in touch more often." – Grantee

"Not always responsive in a timely way. Had to persist to get a couple questions answered." – Declined Applicant

Declined Helpfulness of Proposal/Selection Process

- Both Kresge grantees and applicants perceive the proposal/selection process to be less helpful than they did in 2011.
 - While in 2011 Kresge grantees rated the proposal/selection process higher than typical, they now give ratings similar to those of grantees of the typical funder.
 - Kresge declined applicants now rate the Foundation lower on this measure than nearly all funders in CEP's comparative dataset.
- Both grantees and applicants report spending a typical number of hours on the process with grantees spending 30 hours on average and applicants spending 20.
- In their suggestions, grantees and applicants request improved communications about the proposal/selection process.
 - Twenty-two applicants request more conversations with Kresge before submission of applications.
 - Eight grantees suggest that communication about the selection process could be improved.
 - Four grantees and eleven applicants request that less time elapse between submission of proposals and funding decisions.

Declination Process

- Since 2007, the proportion of applicants that receives feedback from the Kresge Foundation has fallen steadily. While in 2007 50% of Kresge applicants reported receiving feedback on their grant proposals, in 2014, only 20 percent report receiving feedback, as compared to 44 percent at the typical funder.
- Of Kresge applicants that report specifically requesting feedback, 40 percent report that they still did not receive it, compared to only 10 percent at the typical funder.
- However, Kresge applicants who do receive feedback rate it as more helpful than is typical.
- Despite the fact that few applicants receive feedback on their applicants, 87 percent indicate that they plan to continue to apply to the Kresge Foundation for funding.

- CEP recommends that Kresge hone its communications about the proposal/selection process.
- There is an opportunity for Kresge to provide more feedback in its declinations, to enable applicants to either strengthen their future proposals or to save their and Kresge's time and resources by precluding further applications in the case of no potential fit.

"Make indirect cost information, reporting requirements, rebudgeting regulations more easily accessible on the website. Be clearer on proposal and award timing." – Grantee

"More communication about its intent regarding future grants. More advice about our work which might improve our work." – Grantee

"Overall the process with Kresge has been extremely confusing. It has been hard to initiate contact, hard to understand what the Foundation is looking for, hard to get follow-up. The timeline and process always seems to be extremely drawn out and not clearly communicated to us as grant seekers." – Grantee

"I would have appreciated hearing how and why our proposal was not congruent with the Kresge Foundation's areas of focus, because from reading the information on the website, it appeared our initiatives are a good fit." – Declined Applicant

"Length of time between submission of the LOI and a response seemed unreasonable. Lack of feedback after a decline was disappointing." – Declined Applicant

"The online form was well-done and not obnoxious, but the excessive verbiage regarding Kresge's over-specific parameters for funding was a bit intimidating. I believe short, simple, well-defined priorities would reflect better on your agency and would give a friendlier look to your communications (if that's something you seek)." - Declined Applicant

Recommendations

Based on Kresge grantees and applicant feedback and CEP's broader research, to build on its strengths and address opportunities for improvement, CEP recommends that the Foundation:

- Continue its strong public policy and field-focused efforts.
- Continue to provide intensive non-monetary assistance.
- Foster strong relationships with grantees and applicants, including through more reciprocal initiation of contact and improved management of contact changes.
- Examine the Foundation's communications practices to assess the decline in grantees' perceptions of the Foundation's clarity and consistency.
- Hone communications regarding proposal/selection process.
- Provide more applicants with feedback regarding the reason for their declinations.

Methodology

The Center for Effective Philanthropy (CEP) surveyed 588 grantees of The Kresge Foundation during May and June of 2014. CEP received 393 completed responses for a 67 percent response rate.

The Center for Effective Philanthropy (CEP) surveyed 738 applicants of The Kresge Foundation during May and June of 2014. CEP received 286 completed responses for a 39 percent response rate.

Contact Information

Amber Bradley, Director – Assessment Tools
(415) 391-3070 ext. 251
amberb@effectivephilanthropy.org

Jenny Goff, Senior Research Analyst
(617) 492-0800 ext. 244
jennyg@effectivephilanthropy.org

GRANTEE PERCEPTION REPORT® APPLICANT PERCEPTION REPORT®

PREPARED FOR
The Kresge Foundation

OCTOBER 2014



THE CENTER FOR
EFFECTIVE PHILANTHROPY

675 Massachusetts Avenue
7th Floor
Cambridge, MA 02139
Tel: (617) 492-0800
Fax: (617) 492-0888

100 Montgomery Street
Suite 1700
San Francisco, CA 94104
Tel: (415) 391-3070
Fax: (415) 956-9916

www.effectivephilanthropy.org

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

TABLE OF CONTENTS

| | |
|---------------------------------------------|------------|
| HOW TO READ YOUR REPORT | 3 |
| EXECUTIVE SUMMARY | 5 |
| GPR and APR Ratings Summary | 6 |
| Word Clouds | 9 |
| SURVEY POPULATION | 11 |
| GRANTMAKING AND APPLICATION CHARACTERISTICS | 13 |
| IMPACT ON FIELDS AND LOCAL COMMUNITIES | 16 |
| Field-Focused Measures | 16 |
| Community-Focused Measures | 20 |
| IMPACT ON ORGANIZATIONS | 23 |
| INTERACTIONS AND COMMUNICATIONS | 27 |
| Interactions Measures | 27 |
| Communications Measures | 35 |
| GRANT PROCESSES | 43 |
| Selection Process | 43 |
| Declined Applications | 52 |
| Reporting and Evaluation Process | 56 |
| DOLLAR RETURN AND TIME SPENT ON PROCESSES | 59 |
| Time Spent on Processes | 61 |
| NON-MONETARY ASSISTANCE | 64 |
| SUGGESTIONS FOR THE FOUNDATION | 72 |
| KRESGE-SPECIFIC QUESTIONS | 79 |
| CONTEXTUAL DATA | 84 |
| Grantmaking Characteristics | 84 |
| Grantee/Applicant Characteristics | 90 |
| Funder Characteristics | 95 |
| ADDITIONAL MEASURES | 96 |
| COMPARATIVE COHORTS | 102 |
| ABOUT CEP | 107 |

INTERPRETING YOUR CHARTS

HOW TO READ CHARTS

Many of the charts in this report are shown in this format. See below for an explanation of the chart elements, or view the video on your landing page.



PERCENTILE SCALE

Every participating funder's average rating is ranked along a percentile scale.



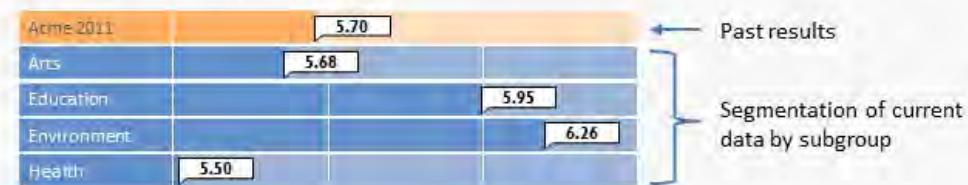
YOUR RESULTS



COMPARATIVE COHORT



PAST RESULTS/SEGMENTATION DATA



MISSING DATA

Selected grantee ratings are not displayed in this report due to changes in the survey instrument, or when a question received fewer than five responses.

STATISTICAL SIGNIFICANCE OF CHANGES OVER TIME

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

5.81*
60th

EXECUTIVE SUMMARY

The following summary highlights key findings about grantees' perceptions of The Kresge Foundation compared to other foundations whose grantees CEP has surveyed.

Throughout this report, results are described as 'more positive' when an average rating is higher than that of 65 percent of funders in CEP's dataset, and 'less positive' when a rating is lower than that of 65 percent of funders. Improvements or declines over time are reported when ratings are higher or lower by at least 15 percentile points.

Compared to grantees of the typical funder, Kresge grantees in 2014 have:

more positive perceptions regarding the Foundation's:

- » Impact on their fields
- » Impact on their organizations

similarly positive perceptions regarding the Foundation's:

- » Selection process
- » Reporting/evaluation process

less positive perceptions regarding the Foundation's:

- » Impact on their local communities
- » Relationships with grantees

Summary of Differences by Grantee Subgroup

Program Area: Ratings from Education and PRI/Social Investment Practice grantees trend higher on most measures, and ratings from Community Development and Health grantees trend lower.

The following summary highlights key findings about declined applicants' perceptions of The Kresge Foundation compared to other foundations whose declined applicants CEP has surveyed.

Compared to applicants of the typical funder, Kresge applicants in 2014 have:

similarly positive perceptions regarding the Foundation's:

- » Impact on their fields

less positive perceptions regarding the Foundation's:

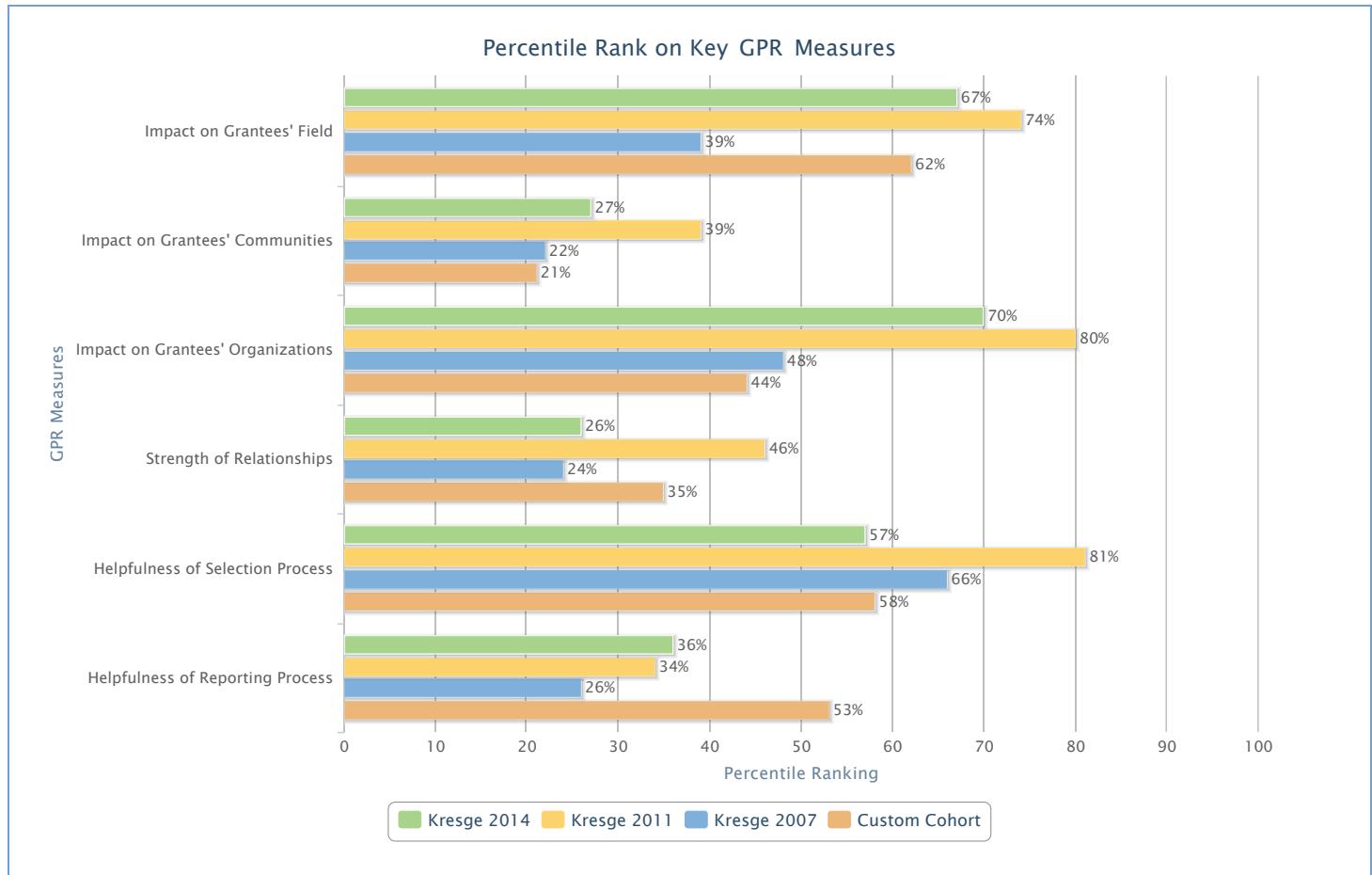
- » Impact on their local communities
- » Selection process

Summary of Differences by Applicant Subgroup

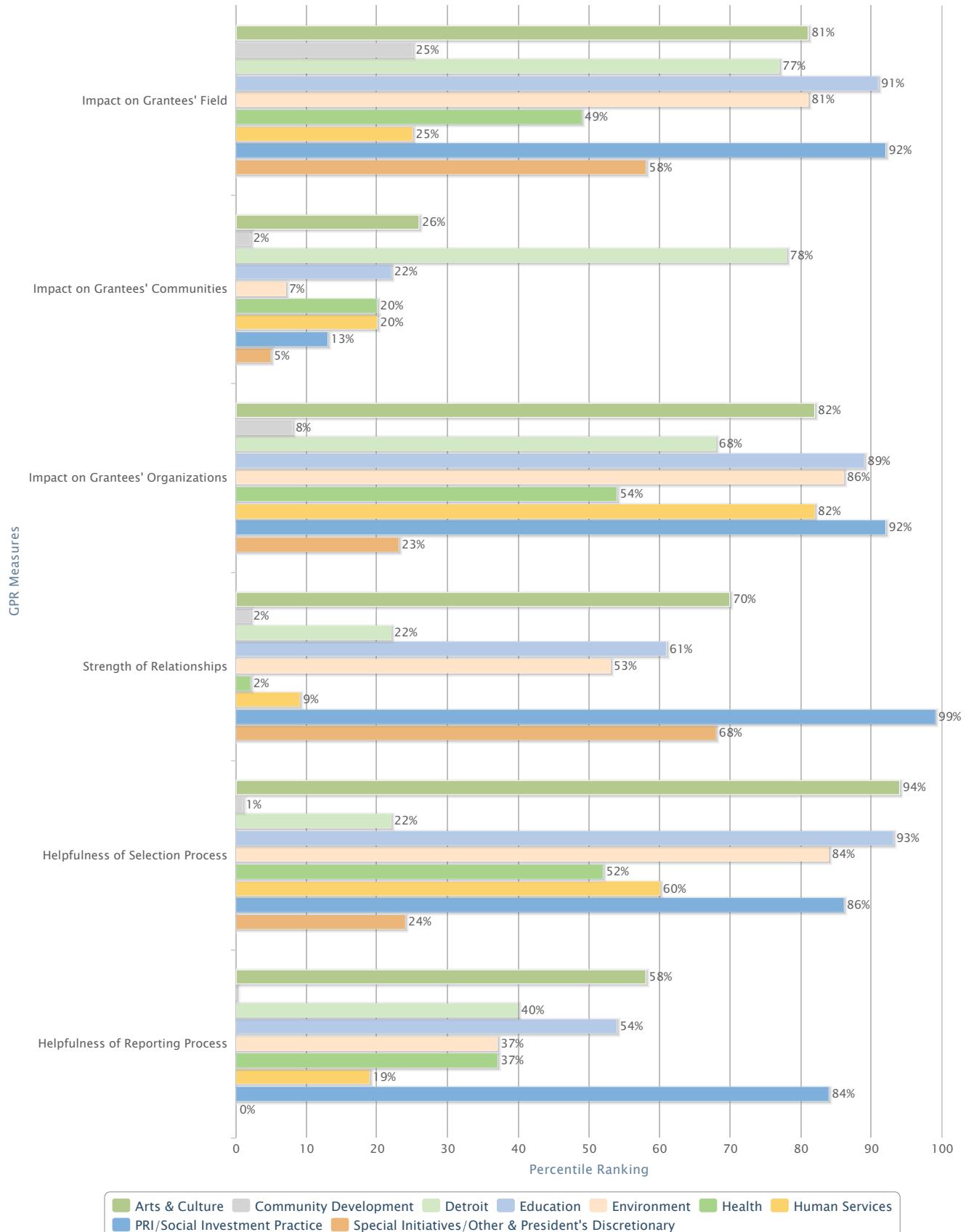
Program Area: No group consistently rates higher or lower than others when applicants are segmented by Program Area.

GPR and APR Ratings Summary

The chart below shows The Kresge Foundation's percentile rankings on key areas of the GPR and APR relative to CEP's overall comparative datasets, where 0% indicates the lowest rated funder, and 100% indicates the highest rated funder. Rankings are also shown for Kresge's previous results and, for GPR results, the selected peer cohort.

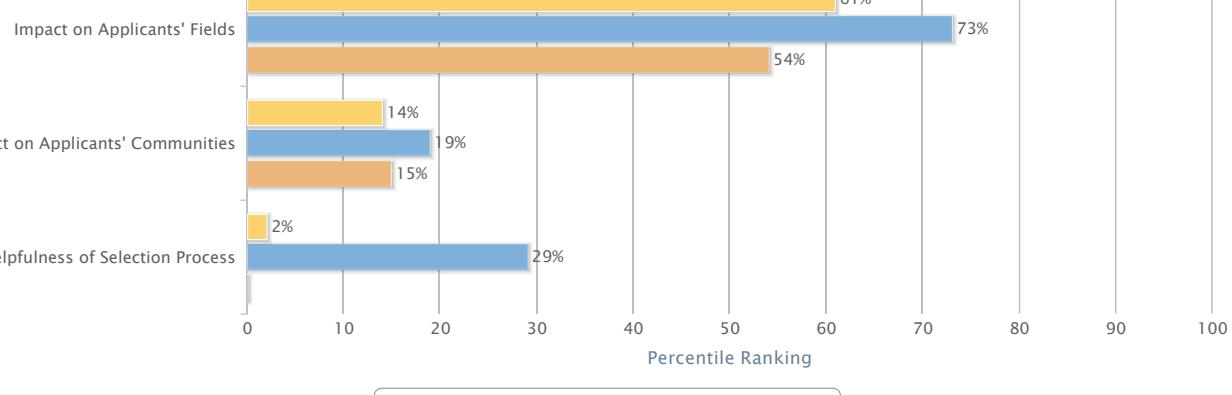


Percentile Rank on Key GPR Measures – by Subgroup



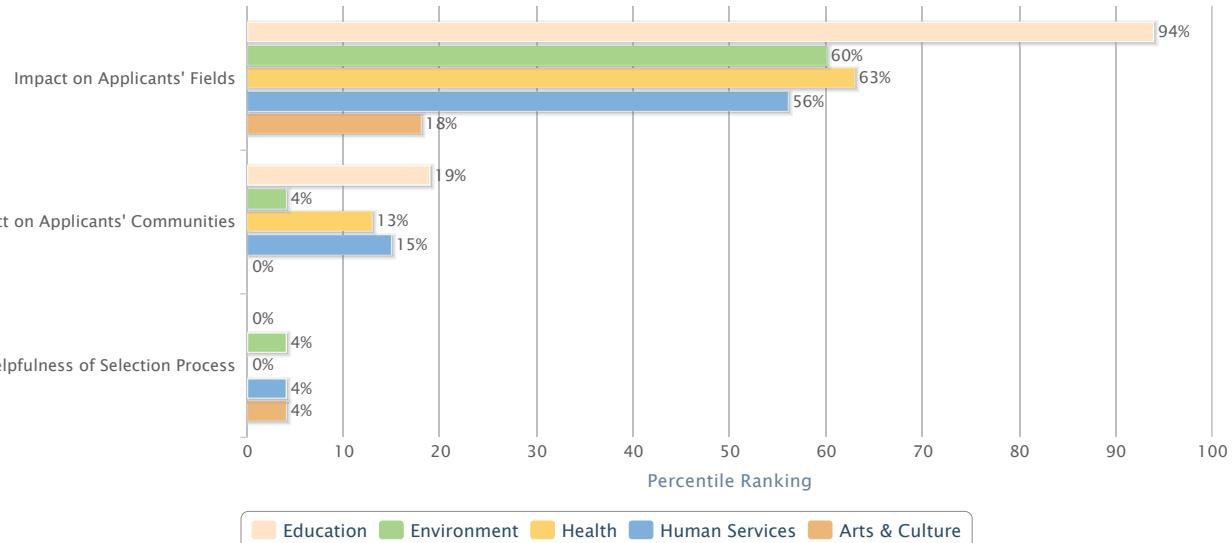
Percentile Rank on Key APR Measures

APR Measures



Percentile Rank on Key APR Measures – by Subgroup

APR Measures



Grantee Word Cloud

Grantees were asked, "At this point in time, what is one word that best describes the Foundation?" In the "word cloud" below, the size of each word indicates the frequency with which it was written by grantees. Thirty grantees described Kresge as "Supportive," the most commonly used word.



This image was produced using a free tool available at www.tagxedo.com. Copyright (c) 2006, ComponentAce. <http://www.componentace.com>.

Applicant Word Cloud

Applicants were asked, "At this point in time, what is one word that best describes the Foundation?" In the "word cloud" below, the size of each word indicates the frequency with which it was written by applicants. Eleven applicants described Kresge as "Philanthropic," the most commonly used word.



This image was produced using a free tool available at www.tagxedo.com. Copyright (c) 2006, ComponentAce. <http://www.componentace.com>.

SURVEY POPULATION

GRANTEE SURVEY METHODOLOGY:

| Survey | Survey Fielded | Year of Active Grants | Number of Responses Received | Survey Response Rate |
|-------------|--------------------|-----------------------|------------------------------|----------------------|
| Kresge 2014 | May and June 2014 | 2013 | 393 | 67% |
| Kresge 2011 | May and June 2011 | 2010 and 2011 | 319 | 69% |
| Kresge 2007 | June and July 2007 | 2006 | 122 | 77% |

Throughout this report, The Kresge Foundation's survey results are compared to CEP's broader dataset of more than 40,000 grantees built up over more than decade of grantee surveys of nearly 300 funders. The full list of participating funders can be found at <http://www.effectivephilanthropy.org/assessment-tools/gpr-apr>.

Subgroups:

In addition to showing Kresge's overall ratings, this report shows ratings segmented by Program Area. Grantees tagged as having Program Related Investments were classified as "PRI/Social Investment Practice" regardless of their program area.

| Program Area | Number of Responses |
|-------------------------------------------------------|---------------------|
| Arts & Culture | 28 |
| Community Development | 9 |
| Detroit | 93 |
| Education | 52 |
| Environment | 62 |
| Health | 67 |
| Human Services | 49 |
| PRI/Social Investment Practice | 6 |
| Special Initiatives/Other & President's Discretionary | 27 |

APPLICANT SURVEY METHODOLOGY:

| Survey | Survey Fielded | Year of Active Grants | Number of Responses Received | Survey Response Rate |
|-------------|--------------------|-----------------------|------------------------------|----------------------|
| Kresge 2014 | May and June 2014 | 2013 | 286 | 39% |
| Kresge 2011 | May and June 2011 | 2010 and 2011 | 450 | 49% |
| Kresge 2007 | June and July 2007 | 2003-2006 | 182 | 58% |

The Kresge Foundation's applicant survey results are compared to CEP's dataset of more than 40 funders. The full list of participating funders can be found in the "Funders in APR Dataset" section of this report.

Subgroups:

In addition to showing Kresge's overall ratings, this report shows ratings segmented by Program Area.

| Program Area | Number of Responses |
|----------------|---------------------|
| Education | 28 |
| Environment | 25 |
| Health | 111 |
| Human Services | 116 |
| Arts & Culture | 6 |

COMPARATIVE COHORTS

Customized Cohort

Kresge selected a set of 23 large funders to create a smaller comparison group that more closely resembles Kresge in scale and scope.

| Custom Cohort |
|-----------------------------------------------|
| Carnegie Corporation of New York |
| Charles Stewart Mott Foundation |
| Doris Duke Charitable Foundation |
| Gordon and Betty Moore Foundation |
| John D. and Catherine T. MacArthur Foundation |
| John S. and James L. Knight Foundation |
| Lumina Foundation for Education, Inc. |
| Margaret A. Cargill Foundation |
| Rockefeller Foundation |
| Surdna Foundation, Inc. |
| The Annenberg Foundation |
| The Atlantic Philanthropies |
| The California Endowment |
| The Cleveland Foundation |
| The David and Lucile Packard Foundation |
| The Duke Endowment |
| The Ford Foundation |
| The Harry and Jeanette Weinberg Foundation |
| The Kresge Foundation |
| The Robert Wood Johnson Foundation |
| The Wallace Foundation |
| The William and Flora Hewlett Foundation |
| W.K. Kellogg Foundation |

Standard Cohorts

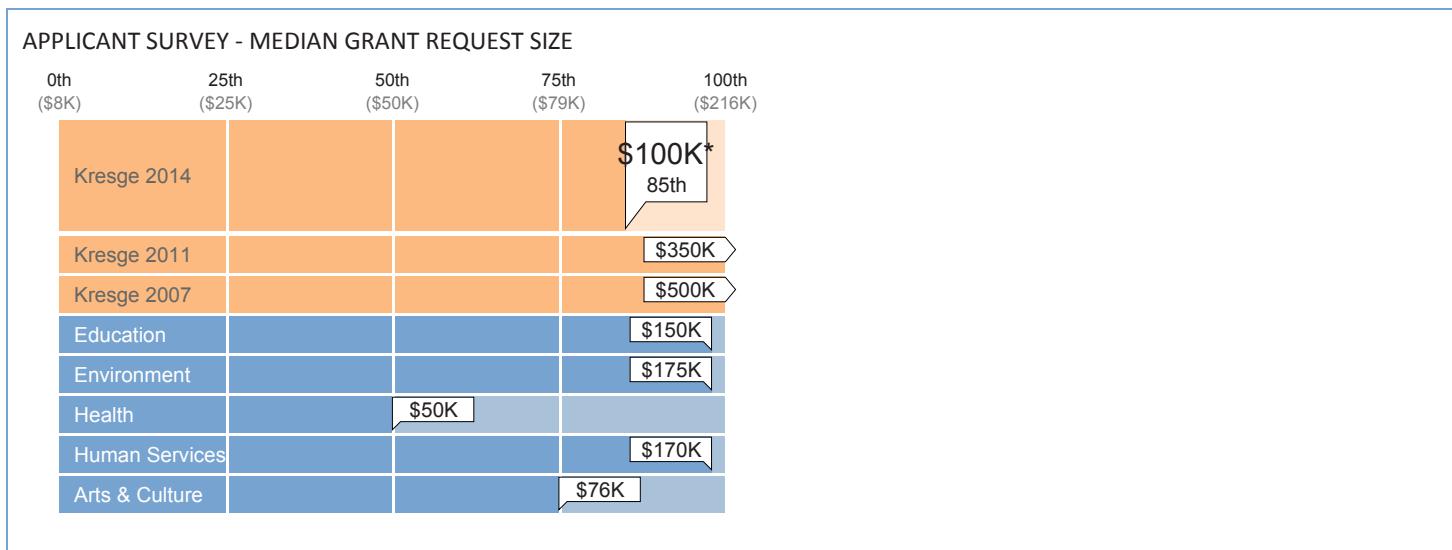
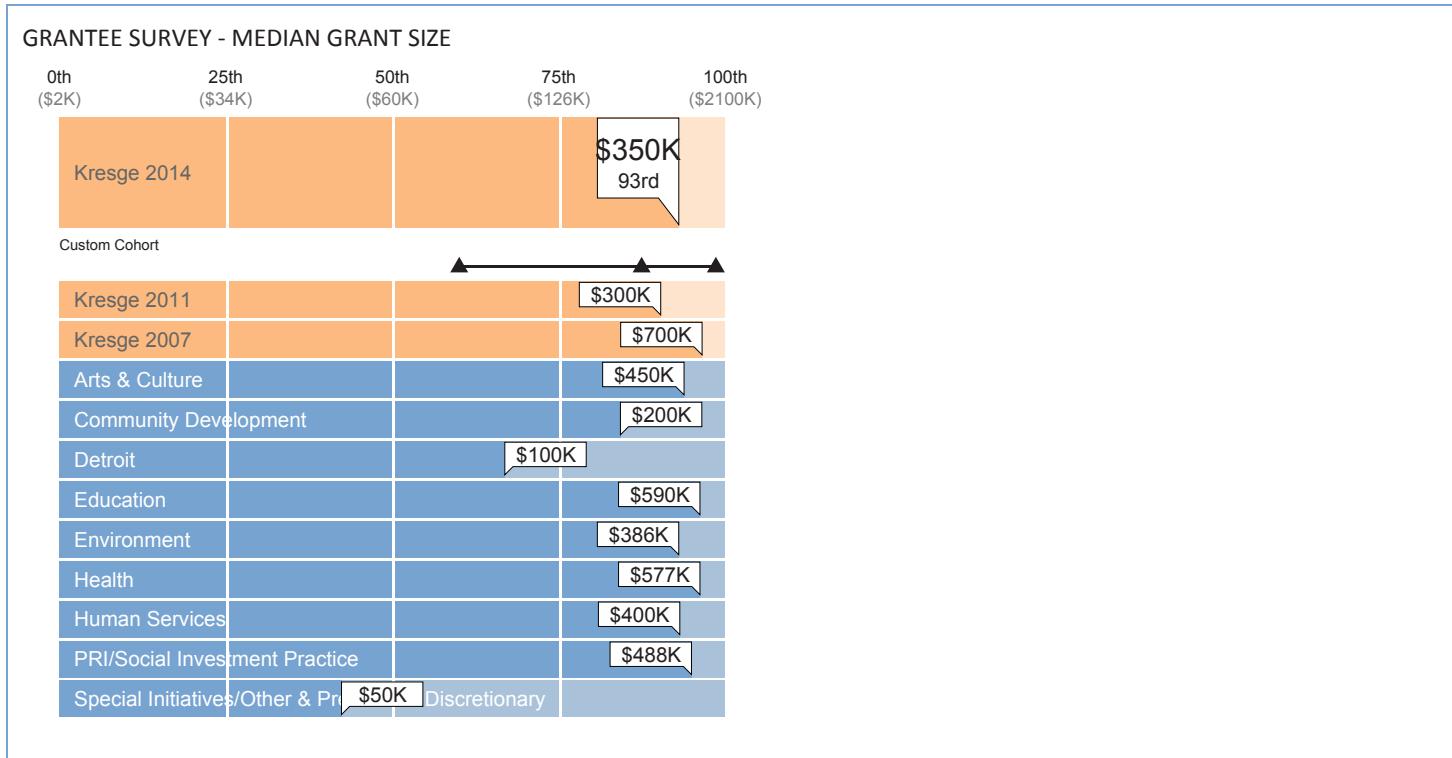
CEP also included nine standard cohorts to allow for comparisons to a variety of different types of funders. A full list of funders in each cohort is provided in the "Funders in Comparative Cohorts" section of the online report.

| Cohort Name | Count | Description |
|-------------------------------|-------|----------------------------------------------------------------------|
| Community Foundations | 33 | All community foundations in the GPR dataset |
| Health Conversion Foundations | 28 | All health conversion funders in the GPR dataset |
| Small Private Funders | 60 | Private funders with annual giving of less than \$10 million |
| Medium Private Funders | 94 | Private funders with annual giving of \$10 million - \$49 million |
| Large Private Funders | 33 | Private funders with annual giving of \$50 million or more |
| Regional Funders | 194 | Funders that make grants in a specific community or region of the US |
| National Funders | 57 | Funders that make grants across the US |
| International Funders | 36 | Funders that make grants outside the US |

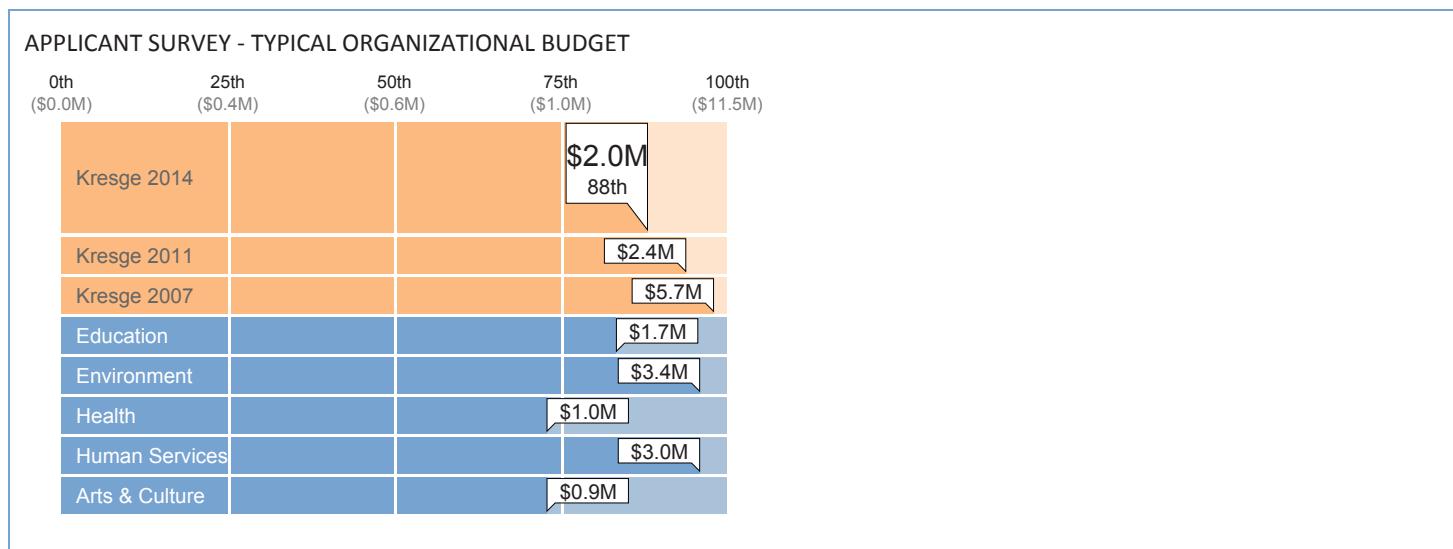
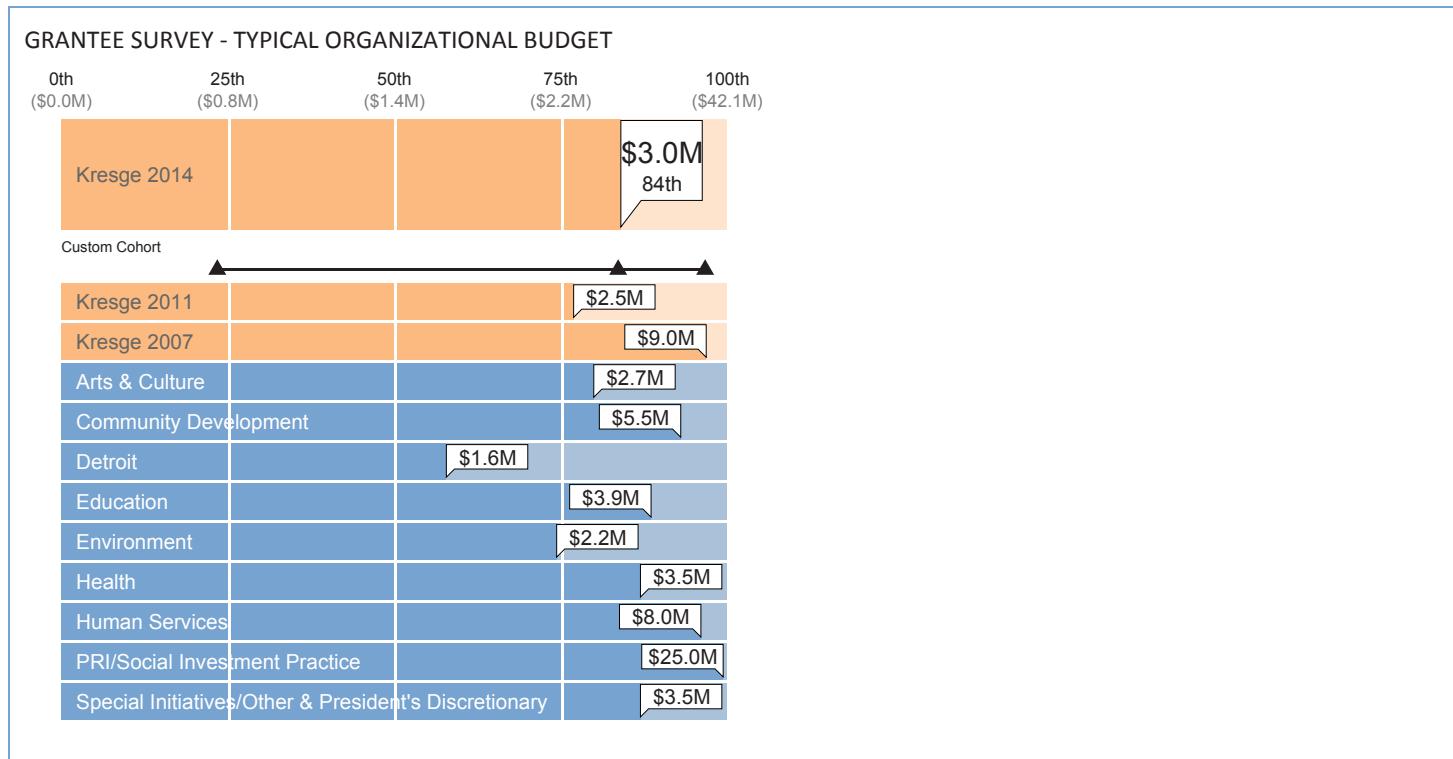
GRANTMAKING AND APPLICATION CHARACTERISTICS

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

Grant Size



Grantee/Applicant Budget



Type of Funding Received/Requested

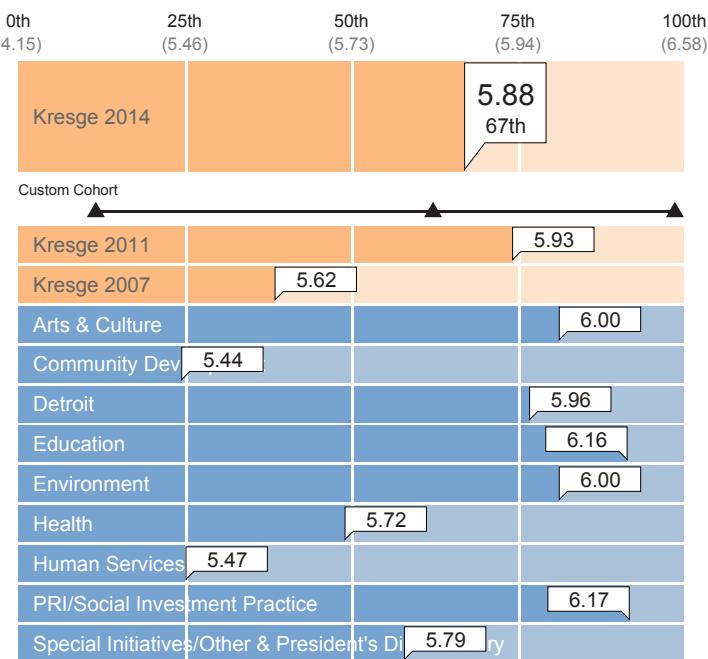
| Type of Grant Awarded (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Average Funder | Custom Cohort |
|--------------------------------------------------------------------|-------------|-------------|-------------|----------------|---------------|
| Program / Project Support | 61% | 52% | 0% | 64% | 72% |
| General Operating / Core Support | 29% | 23% | 1% | 20% | 13% |
| Capital Support: Building / Renovation / Endowment Support / Other | 3% | 6% | 0% | 5% | 5% |
| Technical Assistance / Capacity Building | 1% | 0% | 0% | 2% | 2% |
| Scholarship / Fellowship | 2% | 0% | 0% | 2% | 1% |
| Event / Sponsorship Funding | 2% | 19% | 99% | 8% | 5% |
| Program-Related Investment | 2% | N/A | N/A | N/A | N/A |

| Type of Grant Requested (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Average Funder |
|--------------------------------------------------------------------|-------------|-------------|-------------|----------------|
| Program/project support | 65% | 27% | 2% | 68% |
| General operating | 17% | 4% | 0% | 12% |
| Scholarship or research fellowship | 0% | 0% | 0% | 1% |
| Technical assistance/capacity building | 4% | 2% | 0% | 5% |
| Event/sponsorship funding | 1% | 0% | 0% | 1% |
| Capital support: building/renovation/endowment support/other | 10% | 67% | 98% | 12% |
| Program-Related Investment | 4% | N/A | N/A | N/A |

| Program Staff Load (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Median Funder | Custom Cohort |
|------------------------------------------------------|-------------|-------------|-------------|---------------|---------------|
| Dollars awarded per program staff full-time employee | \$5.2M | \$4.5M | \$8.0M | \$2.6M | \$5.3M |
| Applications per program full-time employee | 14 | 18 | 32 | 28 | 17 |
| Active grants per program full-time employee | 38 | 34 | 29 | 33 | 25 |

IMPACT ON AND UNDERSTANDING OF FIELDS

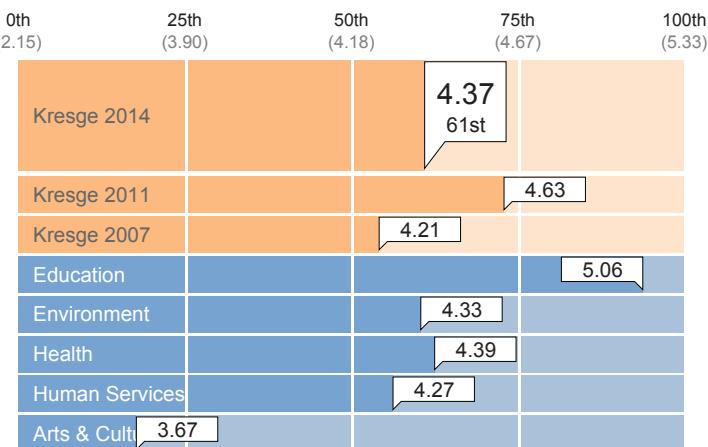
GRANTEE RATINGS



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

1 = No impact
7 = Significant positive impact

APPLICANT RATINGS



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

1 = No impact
7 = Significant positive impact

Selected Grantee Comments:

» "Kresge almost singlehandedly moved our field by investing in the national center, then strategic investing in the field. We think that we could have been helpful in guiding some of that investing because the field is so new."

» "Kresge is THE leader in our field, shaping the subject matter into existence and sustaining the field while few others are. This field would not exist or barely exist without the Foundation."

» "The Kresge Foundation is very knowledgeable about our field...and truly understands the challenges faced by [the populations we serve]. Foundation staff are experts in the field, and they take time to understand and learn the specific nuances of our unique organization and the impact our methodologies could have in the field."

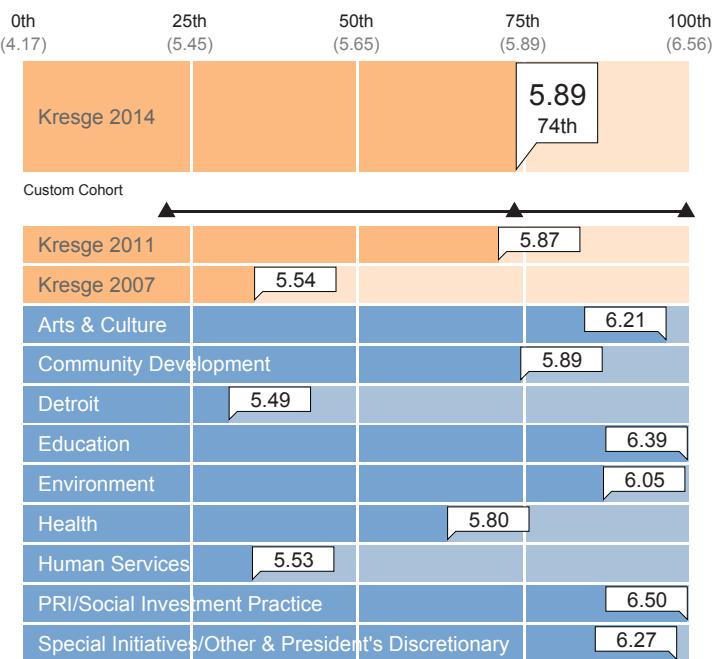
Selected Applicant Comments:

» "It seemed to be a closed system that is all but impossible to open up to any new ideas that really need the support from such a foundation. I would really like to see more interest in [my field]....But, I remain hopeful that someday you will see the importance of addressing the issues of [my organization]."

» "I am discouraged by the increasing emphasis by foundations on influencing policy. I just don't see that it has had any impact."

Understanding of Fields

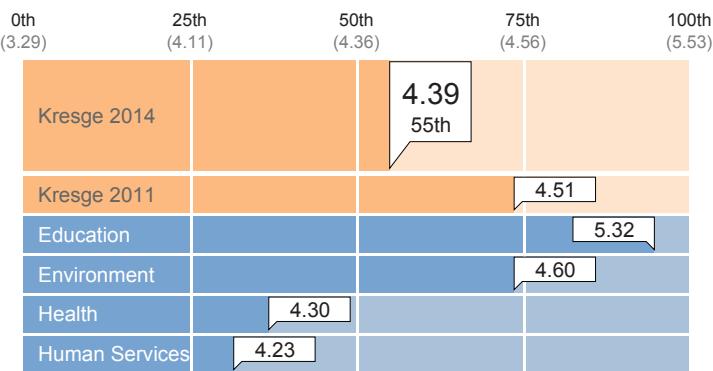
GRANTEE RATINGS



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

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

APPLICANT RATINGS

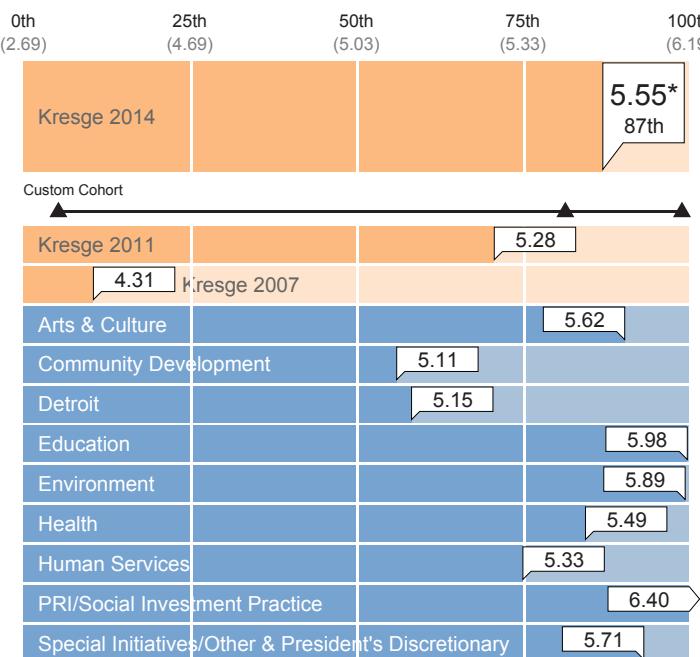


"How well does the Foundation understand the field in which you work?"

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

Advancing Knowledge and Public Policy

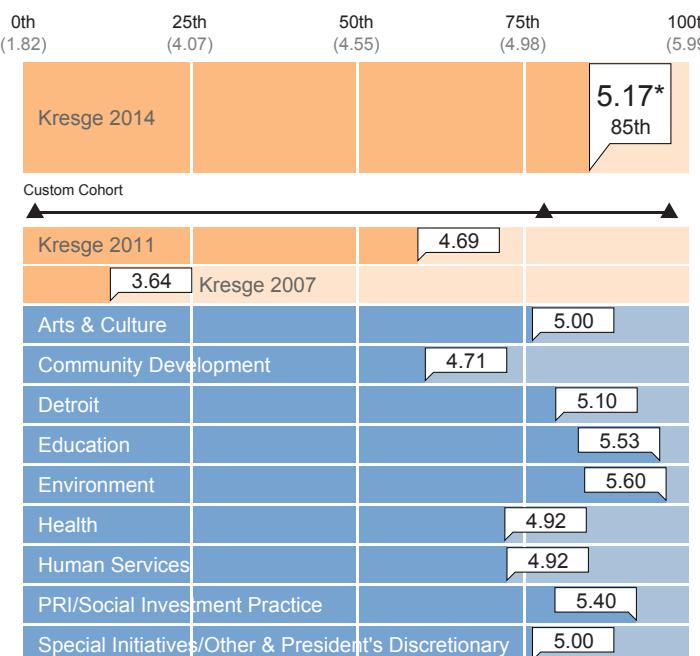
GRANTEE RATINGS



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

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

GRANTEE RATINGS

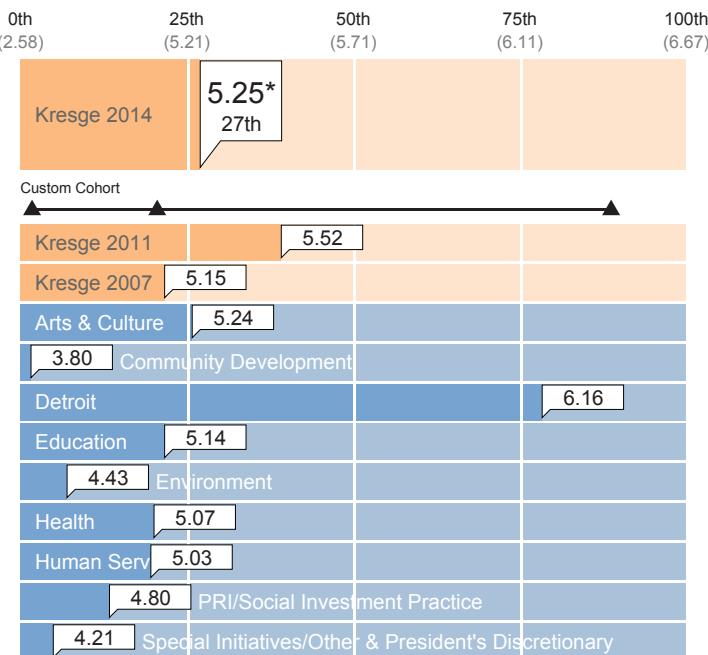


"To what extent has the Foundation affected public policy in your field?"

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

IMPACT ON AND UNDERSTANDING OF LOCAL COMMUNITIES

GRANTEE RATINGS



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

1 = No impact
7 = Significant positive impact

APPLICANT RATINGS



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

1 = No impact
7 = Significant positive impact

Selected Grantee Comments:

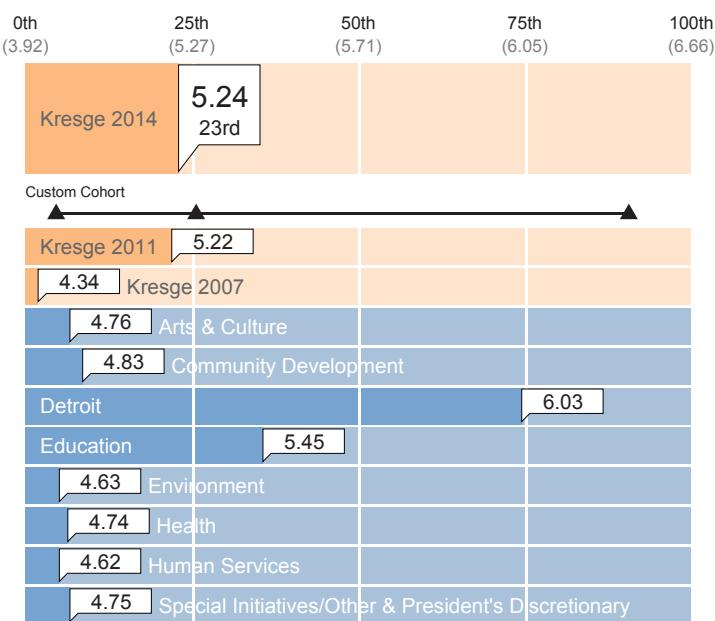
- » "Kresge seems to be trying to be a national player but doesn't perform like one. Staff do not know how to interact and build relationships with grantees and potential national partners."
- » "Speaking for Detroit as a whole, The Kresge Foundation is an inspirational and critical leader in the revitalization of the city. It is a blessing to have a national foundation of Kresge's stature so engaged in the multiple facets of creating a healthy, thriving urban space."
- » "I don't think that Kresge has much of an impact on my local community because we're not one of their key cities. If they do, it's not clear to me."

Selected Applicant Comments:

- » "The Kresge Foundation seems to tailor to communities that are closer in proximity to its Foundation."
- » "I've heard of some good things the Foundation is doing, but I really feel that Kresge should decide upon the community impact that it's trying to make in urban areas, and collaborate with the appropriate stakeholders to get there."

Understanding of Local Communities

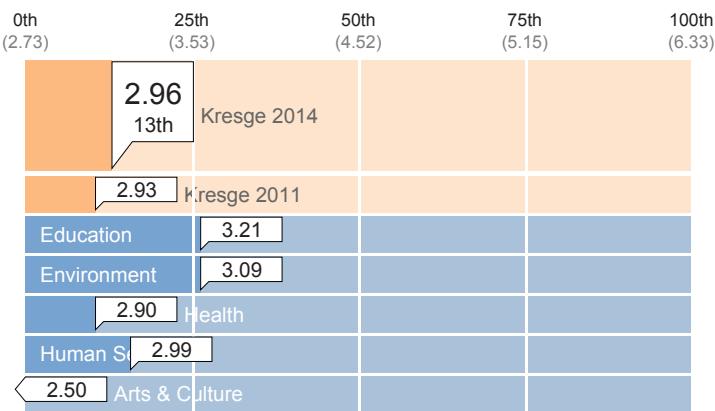
GRANTEE RATINGS



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

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

APPLICANT RATINGS

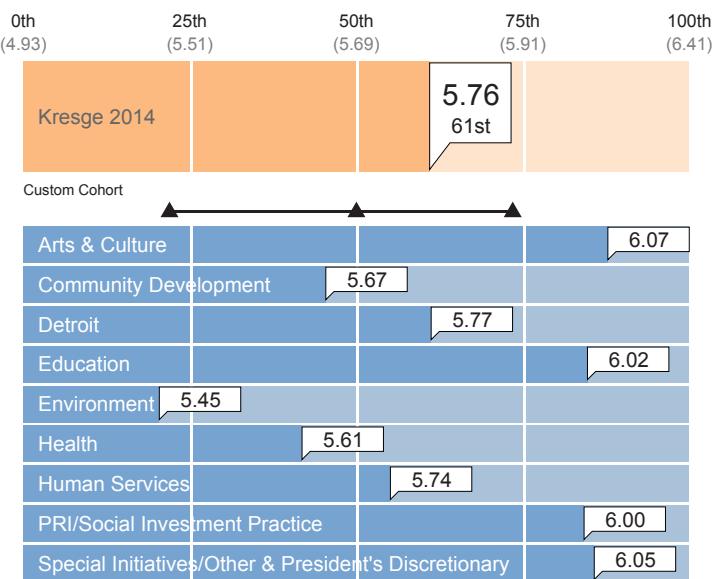


"How well does the Foundation understand the local community in which you work?"

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

Understanding of Contextual Factors

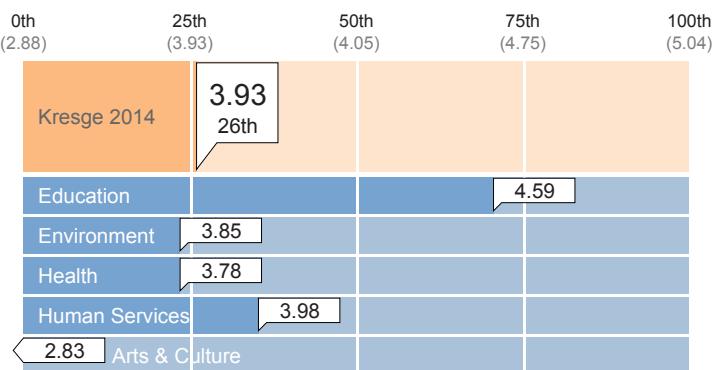
GRANTEE RATINGS



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

1 = Limited understanding
7 = Thorough understanding

APPLICANT RATINGS

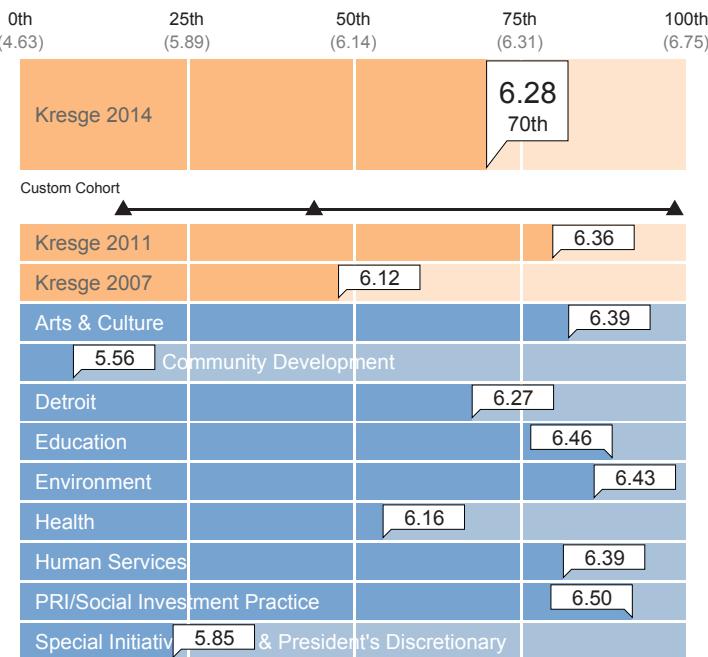


"How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?"

1 = Limited understanding
7 = Thorough understanding

IMPACT ON AND UNDERSTANDING OF ORGANIZATIONS

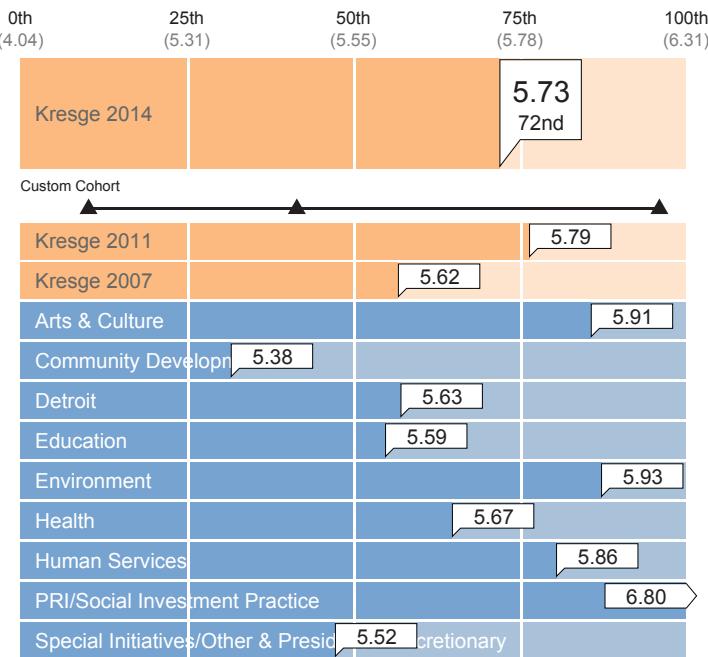
GRANTEE RATINGS



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

1 = No impact
7 = Significant positive impact

GRANTEE RATINGS

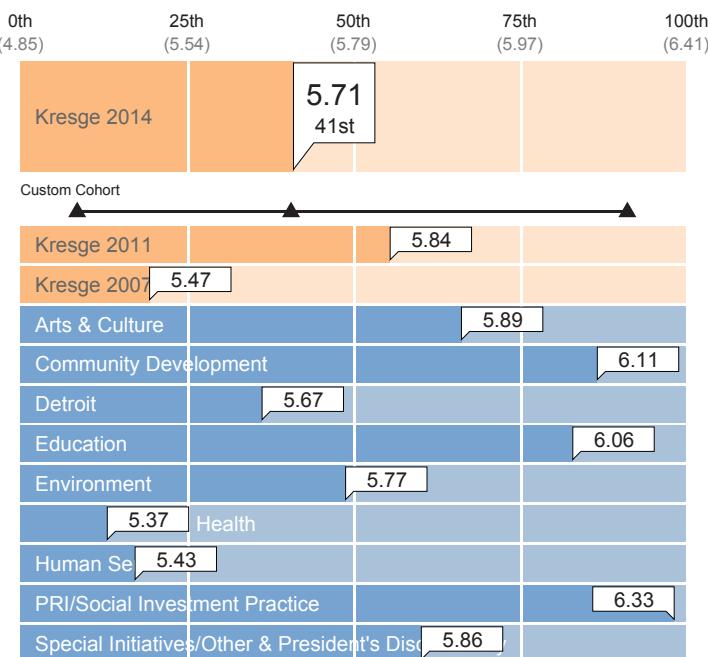


"How much, if at all, did the Foundation improve your ability to sustain the work funded by this grant in the future?"

1 = Did not improve ability
7 = Substantially improved ability

Understanding of Organizations

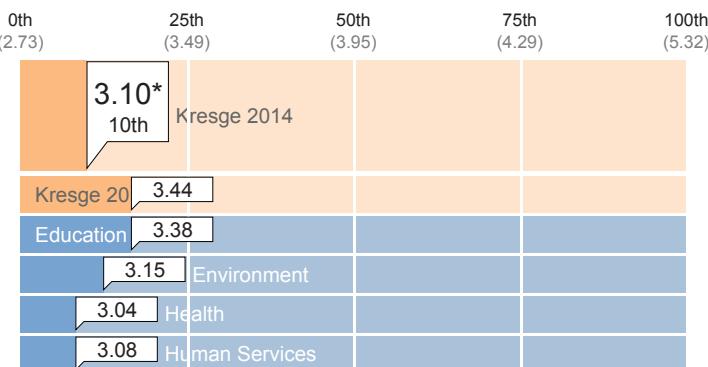
GRANTEE RATINGS



"How well does the Foundation understand your organization's strategy and goals?"

1 = Limited understanding
7 = Thorough understanding

APPLICANT RATINGS



"How well does the Foundation understand your organization's strategy and goals?"

1 = Limited understanding
7 = Thorough understanding

Grantee and Applicant Comments

Selected Grantee Comments:

- » *"Our Kresge grant has made a major impact on our organization and its long-term sustainability."*
- » *"The greatest impact that Kresge has had...is recognizing the need of smaller organizations...to have funding geared specifically to them. There are few foundations that have taken an active role in creating grants where smaller organizations do not have to compete with larger organizations for funding, specifically much needed operational funding."*
- » *"The Kresge Foundation's support was unique in their willingness to invest in a new program, support its development and allow for its changing focus as the program grew."*
- » *"We do not feel that the Foundation has a good appreciation for what we do, what we can offer."*

Selected Applicant Comments:

- » *"It appears that the Foundation is more interested in large scale projects that have a broad impact than smaller local organizations that have a significant impact in a more contained space."*
- » *"It seems as though much of the Kresge money is used for sources that already have significant funding bases. I would like to see a focus shift on Kresge becoming a source of social investment capital for non-profits, in particular, for people who are the most vulnerable and most in need."*
- » *"We have a personal and philosophical difficulty with organizations that want to address systemic and policy change when the boots-on-the-ground [methods] are the ways we see we are changing behaviors....Your overall view seems to be wanting to funnel money to strong organizations changing policy instead of actual lives affected."*

Effect of Grant on Organization

GRANTEE RESPONSES:

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

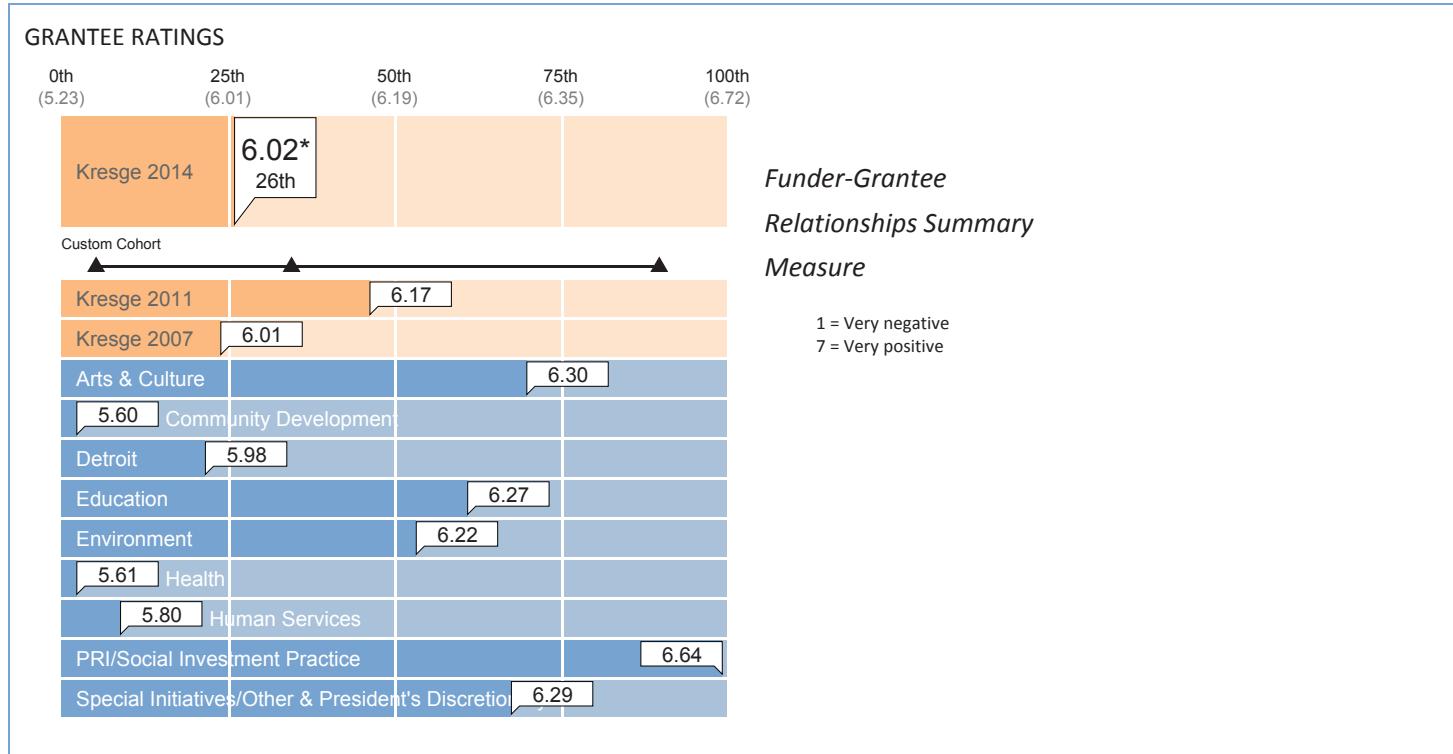
| Primary Effect of Grant on Grantee's Organization (Overall) | Kresge 2014 | Kresge 2011 | Average Funder | Custom Cohort |
|-------------------------------------------------------------|-------------|-------------|----------------|---------------|
| Enhanced Capacity | 34% | 43% | 29% | 27% |
| Expanded Existing Program Work | 23% | 26% | 26% | 28% |
| Maintained Existing Program | 13% | 10% | 19% | 12% |
| Added New Program Work | 30% | 21% | 25% | 32% |

| Primary Effect of Grant on Grantee's Organization (By Subgroup) | Arts & Culture | Community Development | Detroit | Education | Environment | Health | Human Services | PRI/Social Investment Practice | Special Initiatives/Other & President's Discretionary |
|-----------------------------------------------------------------|----------------|-----------------------|---------|-----------|-------------|--------|----------------|--------------------------------|-------------------------------------------------------|
| Enhanced Capacity | 52% | 33% | 55% | 25% | 18% | 18% | 40% | 0% | 27% |
| Expanded Existing Program Work | 22% | 11% | 10% | 29% | 39% | 32% | 17% | 40% | 12% |
| Maintained Existing Program | 7% | 33% | 24% | 8% | 13% | 6% | 8% | 20% | 8% |
| Added New Program Work | 19% | 22% | 11% | 37% | 31% | 44% | 35% | 40% | 54% |

INTERACTIONS

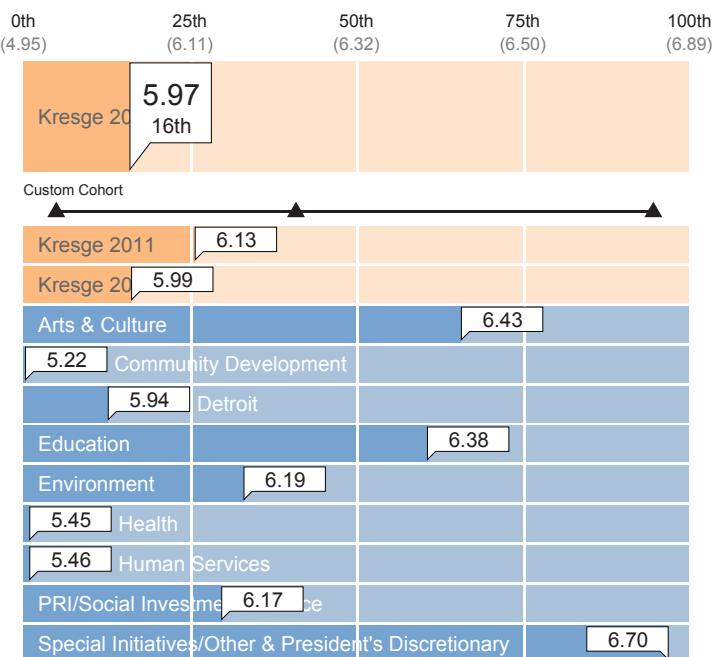
The quality of interactions and the clarity and consistency of communications together create the larger construct that CEP refers to as "relationships." The relationships measure below is an average of grantee ratings on the following measures:

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



Responsiveness

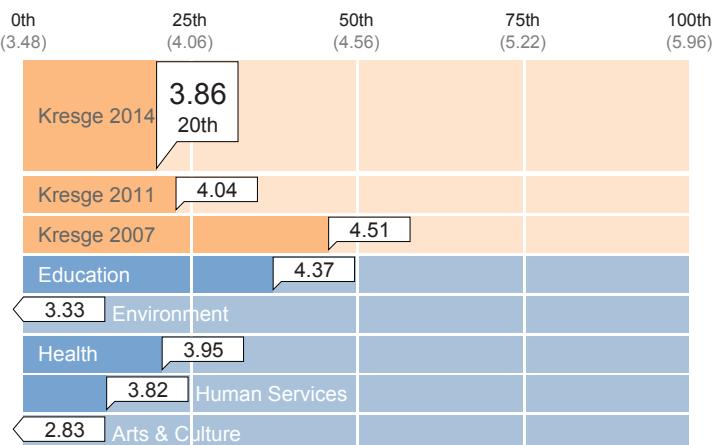
GRANTEE RATINGS



"Overall, how responsive was the Foundation staff?"

1 = Not at all responsive
7 = Extremely responsive

APPLICANT RATINGS

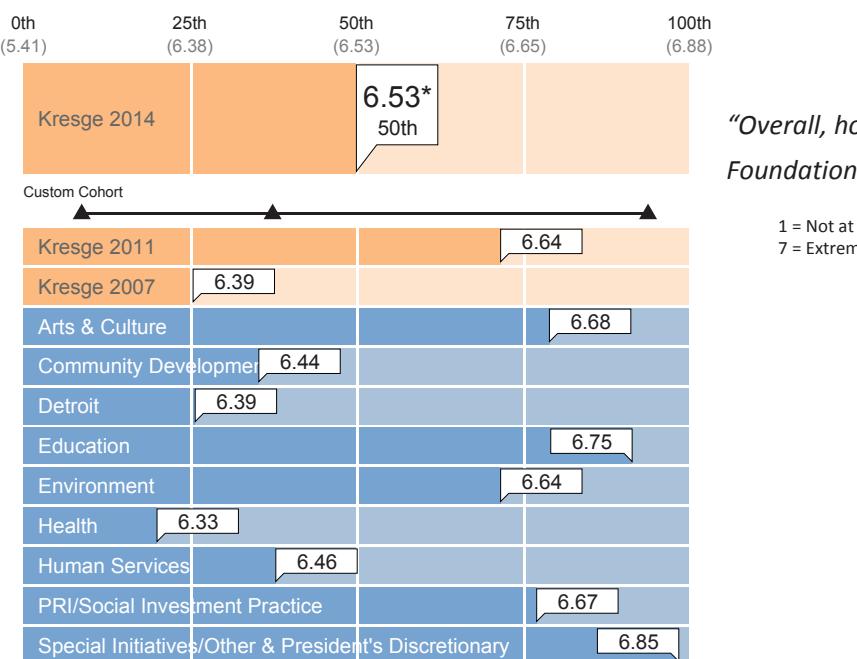


"Overall, how responsive was the Foundation staff?"

1 = Not at all responsive
7 = Extremely responsive

Fairness

GRANTEE RATINGS



"Overall, how fairly did the Foundation treat you?"

1 = Not at all fairly
7 = Extremely fairly

APPLICANT RATINGS

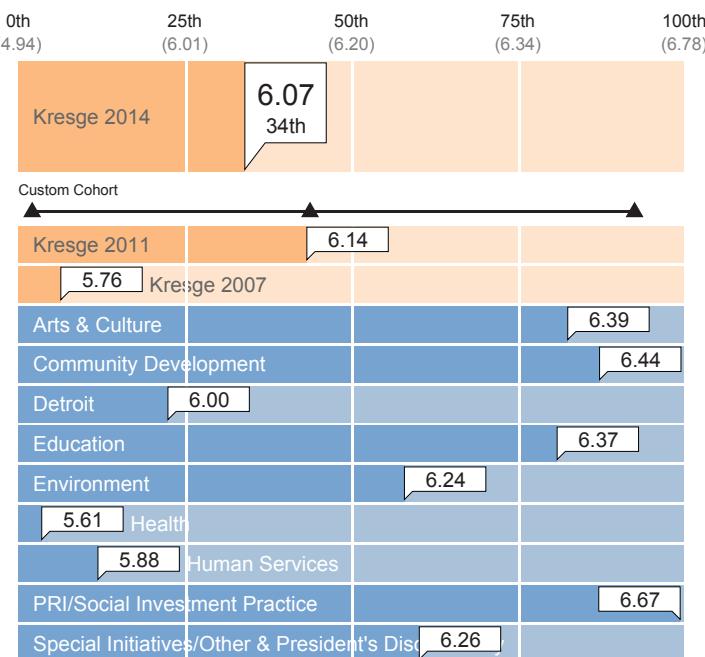


"Overall, how fairly did the Foundation treat you?"

1 = Not at all fairly
7 = Extremely fairly

Comfort and Accessibility

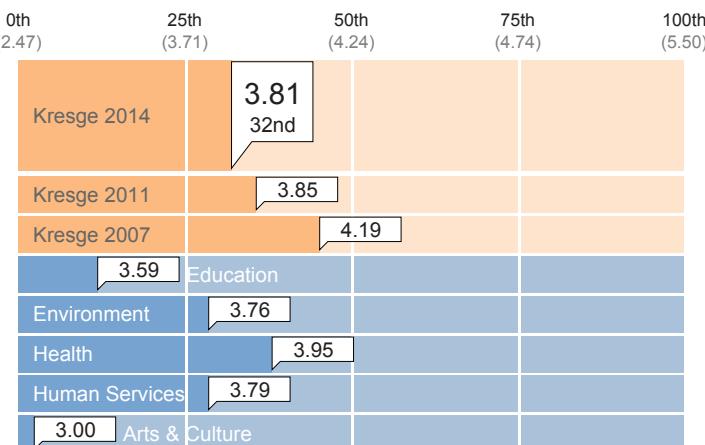
GRANTEE RATINGS



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

1 = Not at all comfortable
7 = Extremely comfortable

APPLICANT RATINGS



"How accessible do you believe the Foundation is to applicants?"

1 = Some organizations are favored over others
7 = Everyone has equal access

Grantee Interaction Patterns

GRANTEE RESPONSES:

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

| Frequency of Contact with Program Officer (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Average Funder | Custom Cohort |
|-----------------------------------------------------|-------------|-------------|-------------|----------------|---------------|
| Weekly or more often | 1% | 2% | 1% | 2% | 2% |
| A few times a month | 8% | 12% | 8% | 10% | 12% |
| Monthly | 15% | 14% | 16% | 13% | 17% |
| Once every few months | 58% | 56% | 73% | 51% | 54% |
| Yearly or less often | 19% | 17% | 2% | 24% | 15% |

| Frequency of Contact with Program Officer (By Subgroup) | Arts & Culture | Community Development | Detroit | Education | Environment | Health | Human Services | PRI/Social Investment Practice | Special Initiatives/Other & President's Discretionary |
|---------------------------------------------------------|----------------|-----------------------|---------|-----------|-------------|--------|----------------|--------------------------------|-------------------------------------------------------|
| Weekly or more often | 0% | 0% | 0% | 2% | 0% | 1% | 0% | 0% | 0% |
| A few times a month | 14% | 0% | 9% | 12% | 10% | 6% | 0% | 17% | 15% |
| Monthly | 14% | 11% | 13% | 21% | 8% | 13% | 18% | 33% | 19% |
| Once every few months | 61% | 67% | 51% | 63% | 71% | 60% | 51% | 50% | 44% |
| Yearly or less often | 11% | 22% | 28% | 2% | 11% | 19% | 31% | 0% | 22% |

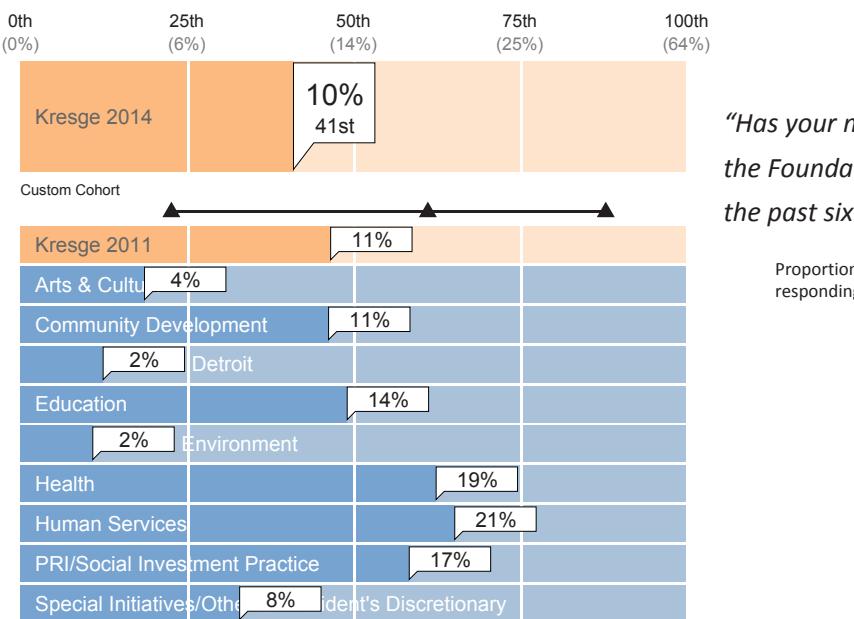
"Who most frequently initiated the contact you had with your program officer?"

| Initiation of Contact with Program Officer (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Average Funder | Custom Cohort |
|------------------------------------------------------|-------------|-------------|-------------|----------------|---------------|
| Program Officer | 8% | 11% | 10% | 15% | 12% |
| Both of equal frequency | 41% | 45% | 37% | 49% | 51% |
| Grantee | 51% | 44% | 53% | 36% | 36% |

| Initiation of Contact with Program Officer (By Subgroup) | Arts & Culture | Community Development | Detroit | Education | Environment | Health | Human Services | PRI/Social Investment Practice | Special Initiatives/Other & President's Discretionary |
|----------------------------------------------------------|----------------|-----------------------|---------|-----------|-------------|--------|----------------|--------------------------------|-------------------------------------------------------|
| Program Officer | 11% | 11% | 3% | 4% | 3% | 11% | 2% | 0% | 42% |
| Both of equal frequency | 70% | 33% | 33% | 39% | 52% | 40% | 33% | 50% | 31% |
| Grantee | 19% | 56% | 64% | 57% | 44% | 49% | 64% | 50% | 27% |

Contact Change and Site Visits

GRANTEE RESPONSES



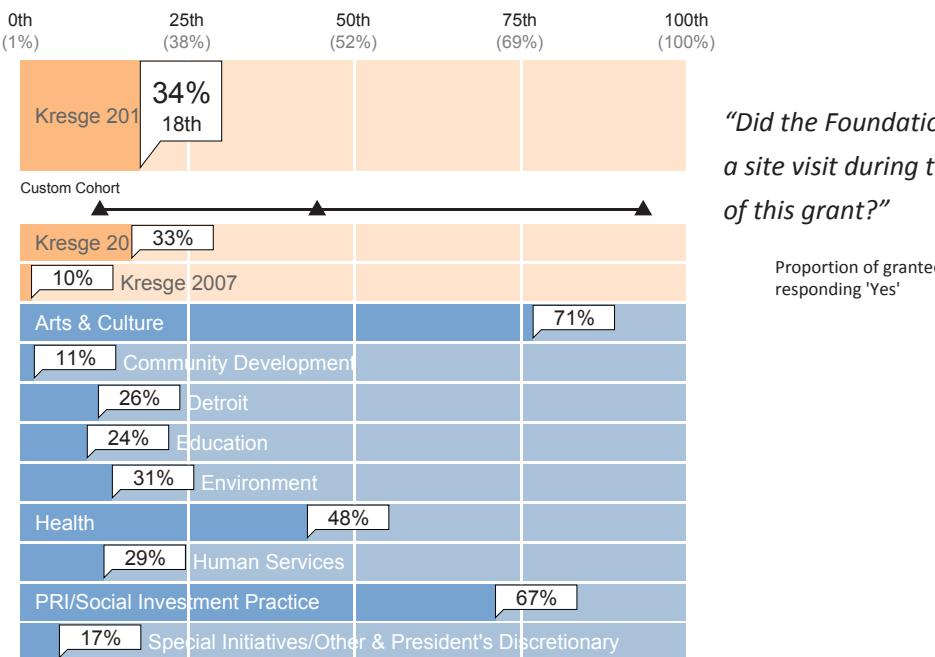
"Has your main contact at the Foundation changed in the past six months?"

Proportion of grantees responding 'Yes'

Behind the Numbers

Kresge grantees that report experiencing a change in contact rate the Foundation lower for most measures in the report.

GRANTEE RESPONSES



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

Proportion of grantees responding 'Yes'

Behind the Numbers

Kresge grantees that report receiving a site visit rate the Foundation higher for the helpfulness of its processes, its understanding of their organizations, and its effect on their sustainability.

Grantee and Applicant Comments

Selected Grantee Comments:

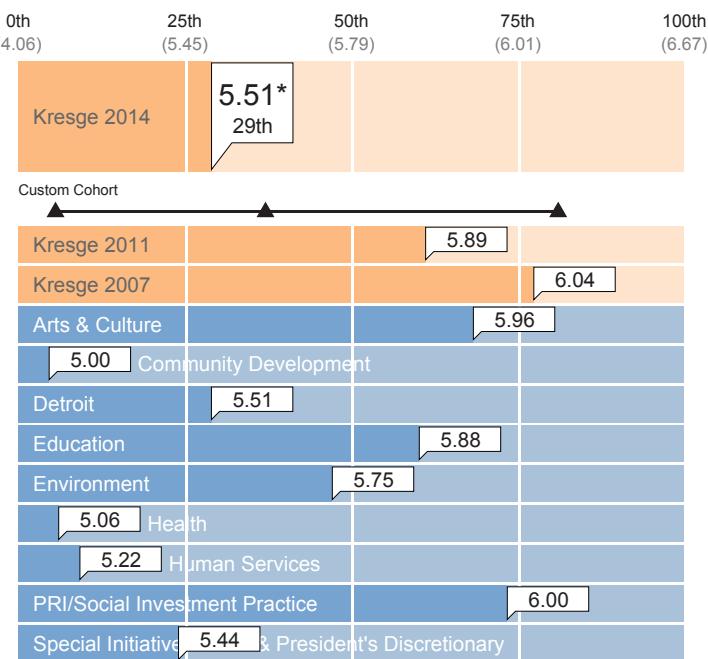
- » *"We deal with a lot of foundations but consistently find Kresge to be extremely thoughtful and helpful in guiding us. The staff is proactive and positive in terms of the work we do. At the same time, they provide ideas and encourage us to make the most of Kresge's investment. They are open to collaboration and new ideas that will help expand what we are able to do."*
- » *"I think the interactions with Kresge have been the most helpful when they are in-person. Their communication is clear and the goals are clear."*
- » *"When you see the staff it's great, but getting them to return a phone call in a timely period is a whole other matter."*
- » *"Our attempts to get support from Kresge by phone or electronic mail were frustrating at best. Communicating with Kresge was not effective, helpful, productive or responsive to our needs. Phone calls were rarely returned and correspondence went largely ignored."*

Selected Applicant Comments:

- » *"It was difficult to reach Foundation staff. Prior to applying, we attempted multiple times to reach program officers with whom we'd worked with in the past on prior grants, but we received no responses. Similarly, online requests for insight yielded no response....I could not get through to a program officer."*
- » *"We had a great program officer...who was very involved in our grant from development to implementation. After she left, there was no one available to talk with us about our upcoming proposal submission. Once we applied, no one got back to us for several months, and we were declined with no reason given."*
- » *"During our previous (successful) grant application process, Foundation staff members were very helpful....The new application process, employing an online format, seems designed to deflect any interaction with Foundation staff."*

COMMUNICATION

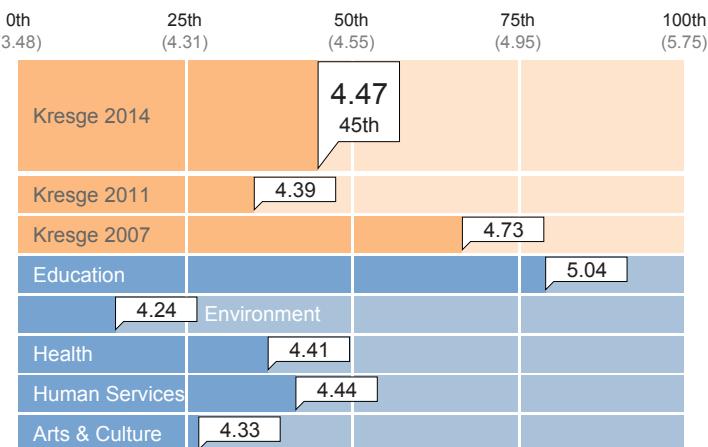
GRANTEE RATINGS



"How clearly has the Foundation communicated its goals and strategy with you?"

1 = Not at all clearly
7 = Extremely clearly

APPLICANT RATINGS

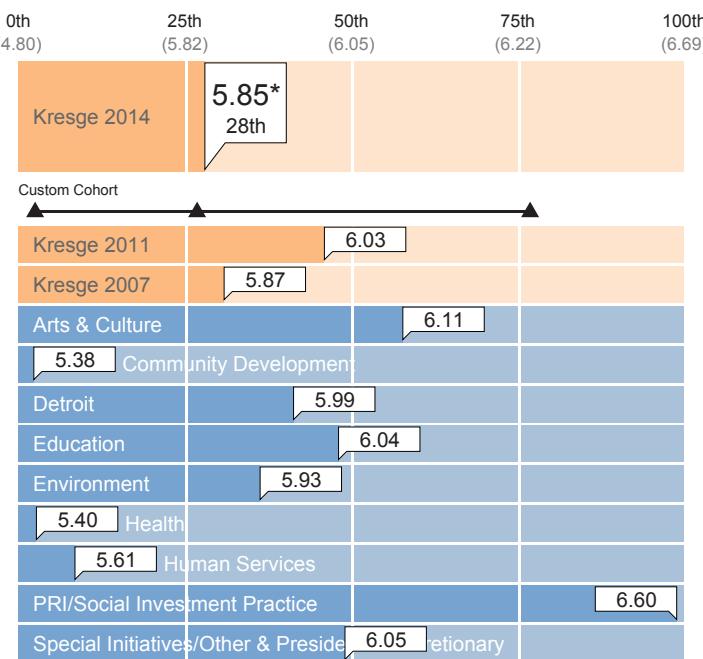


"How clearly has the Foundation communicated its goals and strategy to you?"

1 = Not at all clearly
7 = Extremely clearly

Consistency of Communication

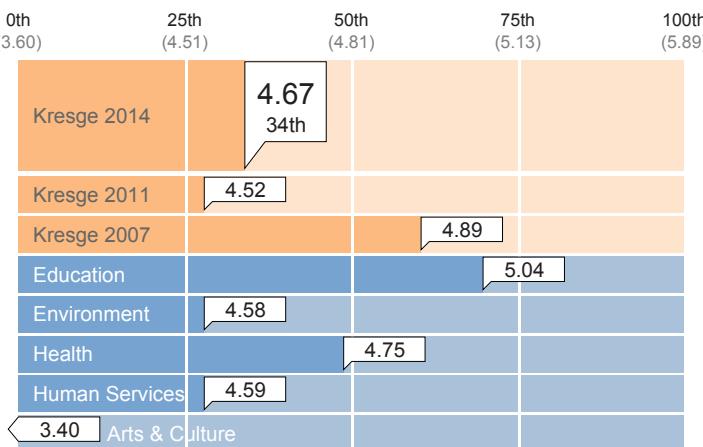
GRANTEE RATINGS



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

1 = Not at all consistent
7 = Completely consistent

APPLICANT RATINGS



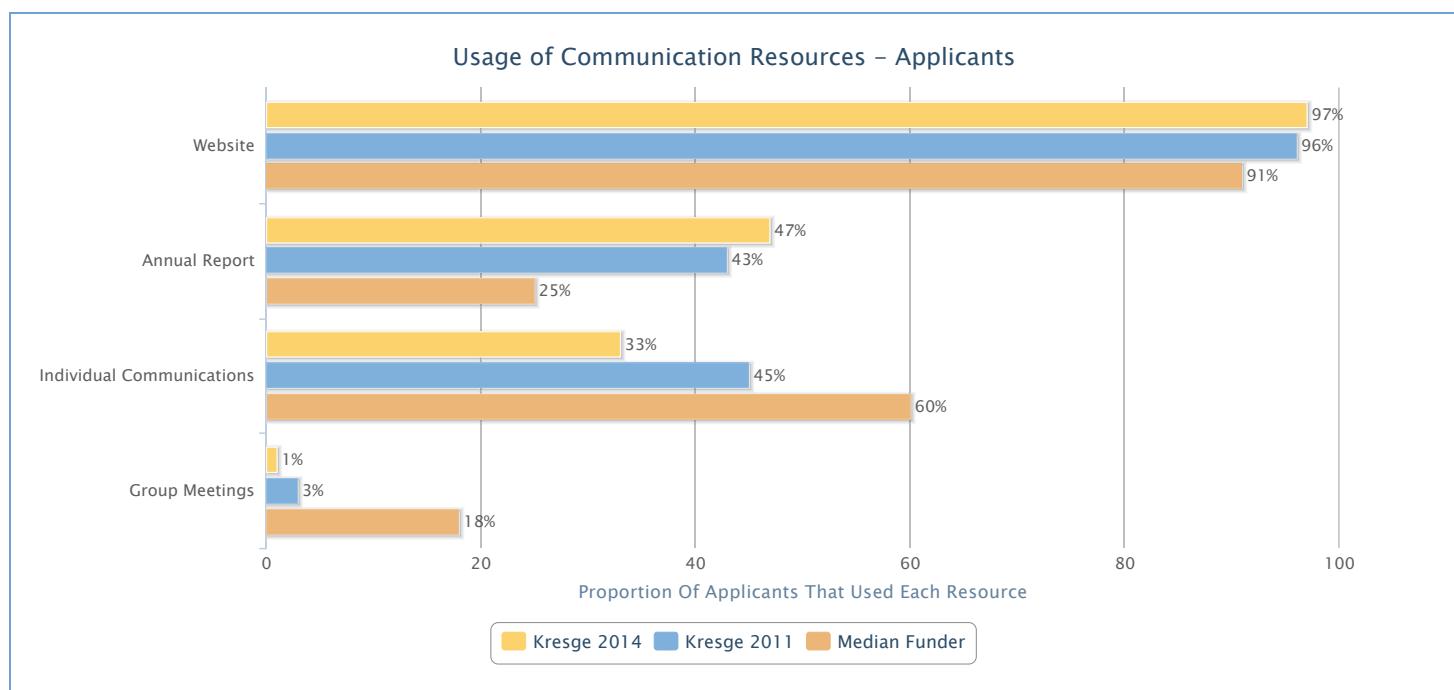
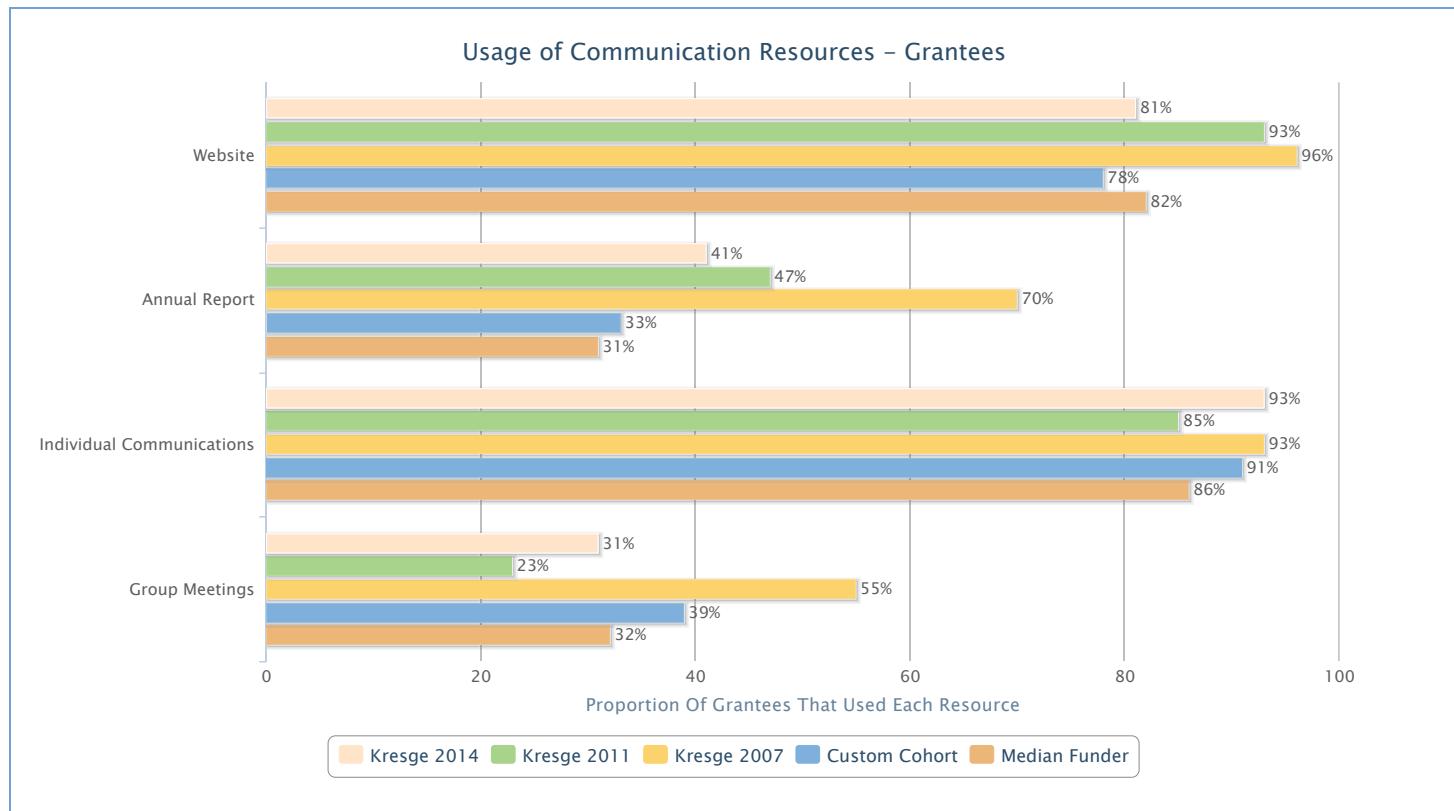
"How consistent was the information provided by different communications resources, both personal and written, that you used to learn about the Foundation?"

1 = Not at all consistent
7 = Completely consistent

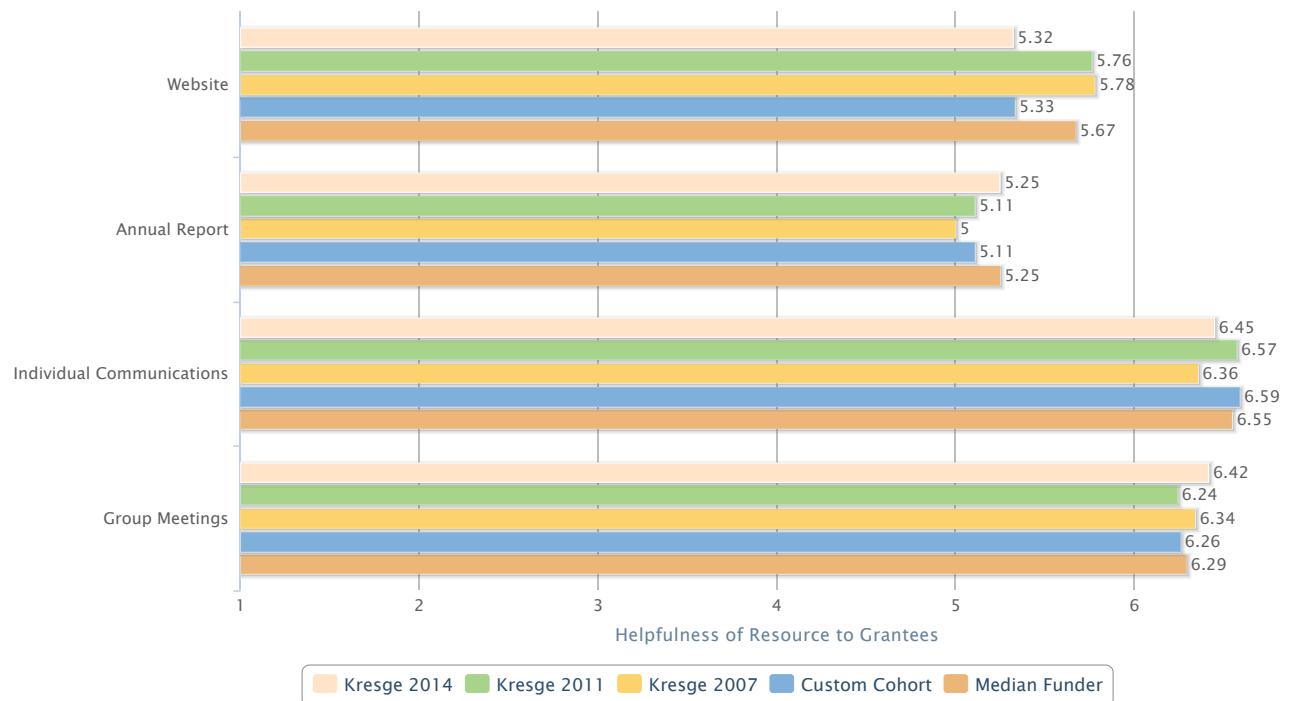
Communication Resources

Grantees and applicants were asked whether they used each of the following communications resources from the Foundation and how helpful they found each resource. The following charts show the proportions of respondents who have used each resource.

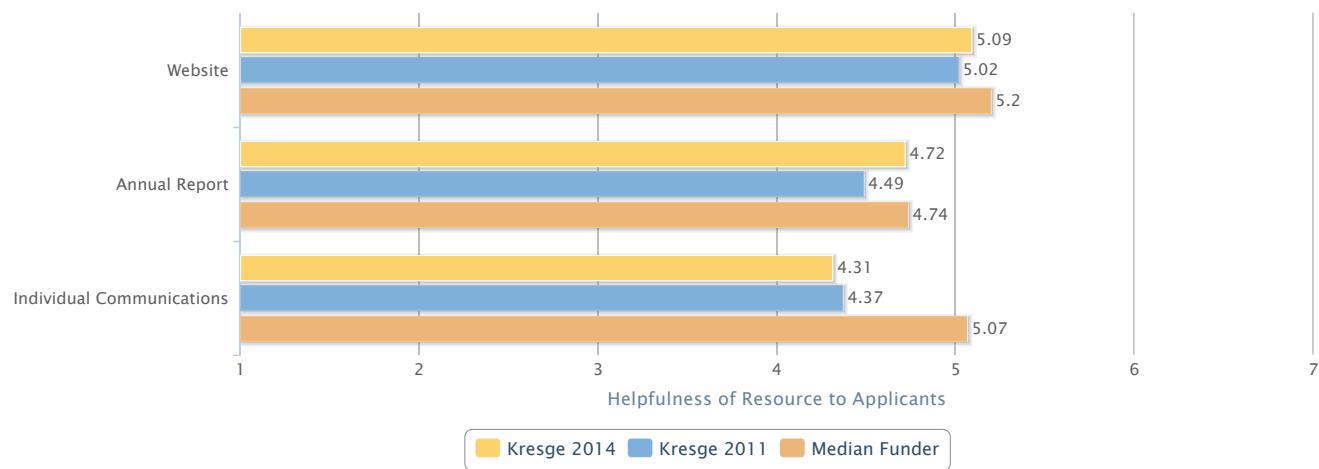
"Please indicate whether you used any of the following resources, and if so how helpful you found each."



Helpfulness of Communication Resources – Grantees

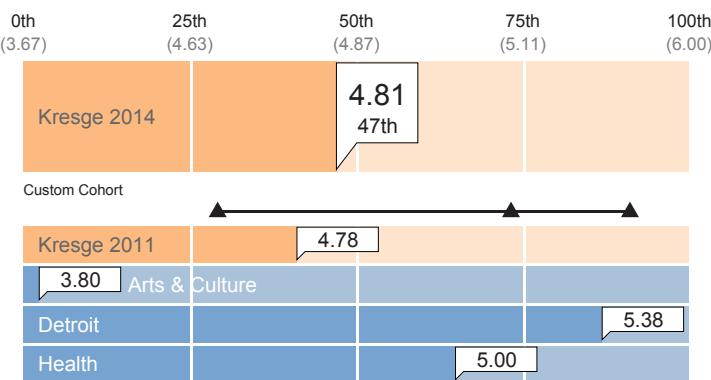


Helpfulness of Communication Resources – Applicants



Social Media

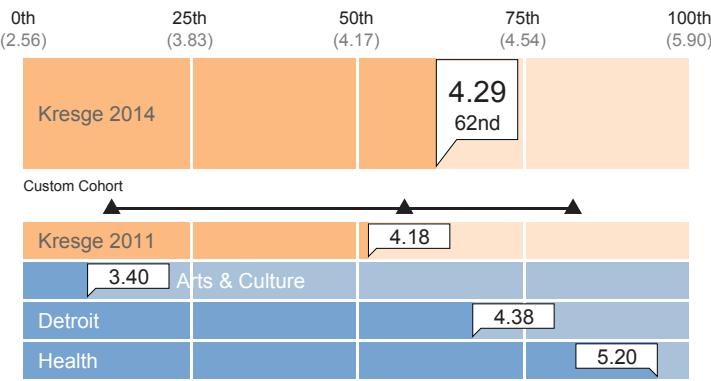
GRANTEE RATINGS



"How helpful did you find the Foundation's social media resources to learn about information relevant to the fields or communities in which you work?"

1 = Not at all helpful
7 = Extremely helpful

GRANTEE RATINGS

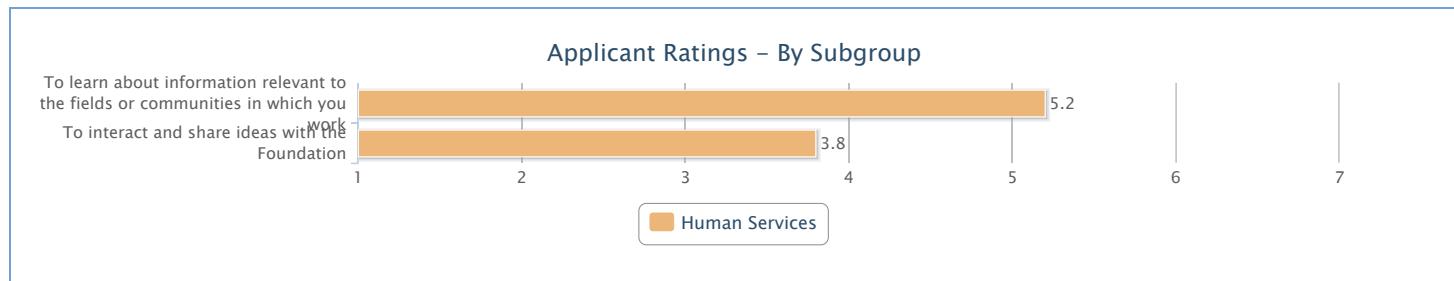
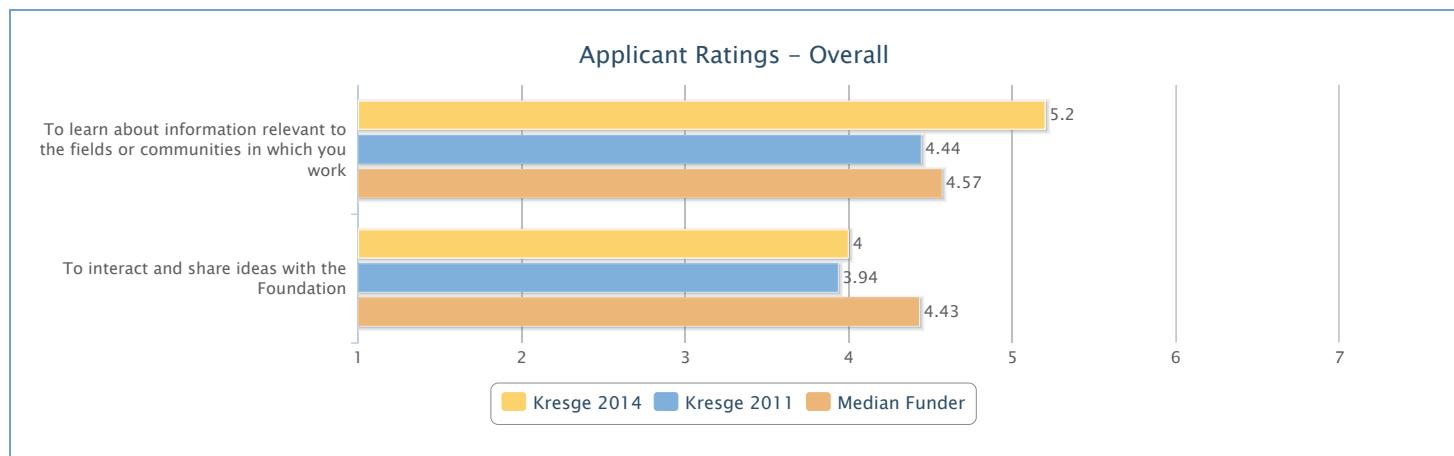


"How helpful did you find the Foundation's social media resources to interact and share ideas with the Foundation?"

1 = Not at all helpful
7 = Extremely helpful

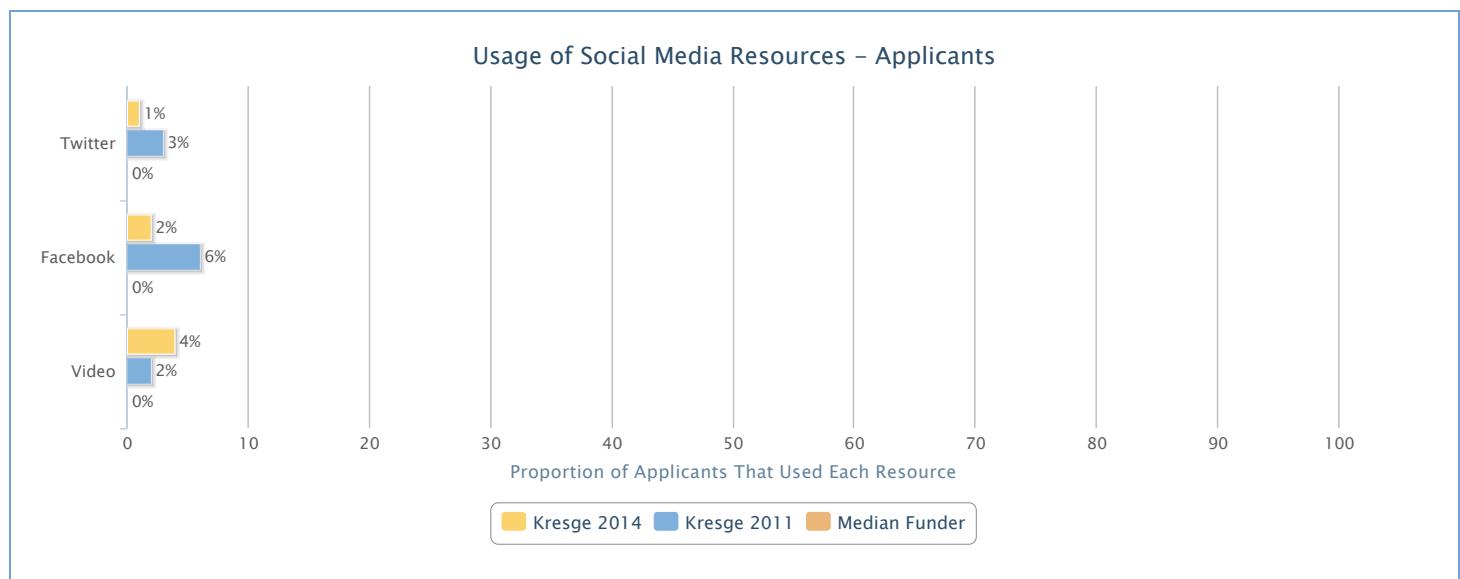
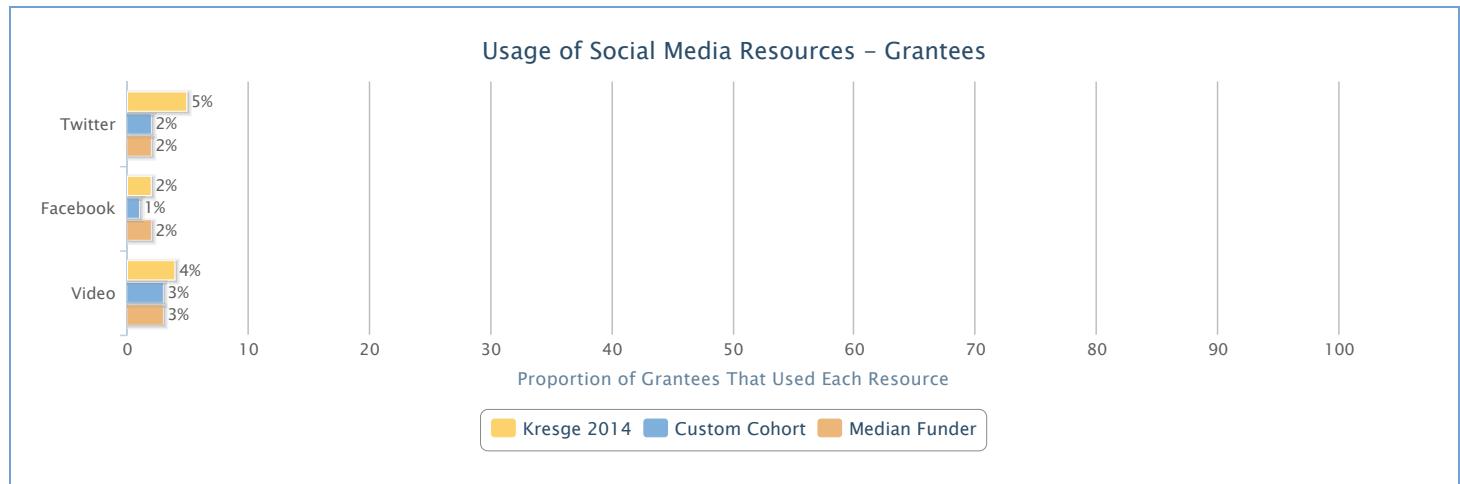
Applicant Ratings

How helpful did you find the Foundation's social media resources for the following purposes? (1 = Not at all helpful, 7 = Extremely helpful)

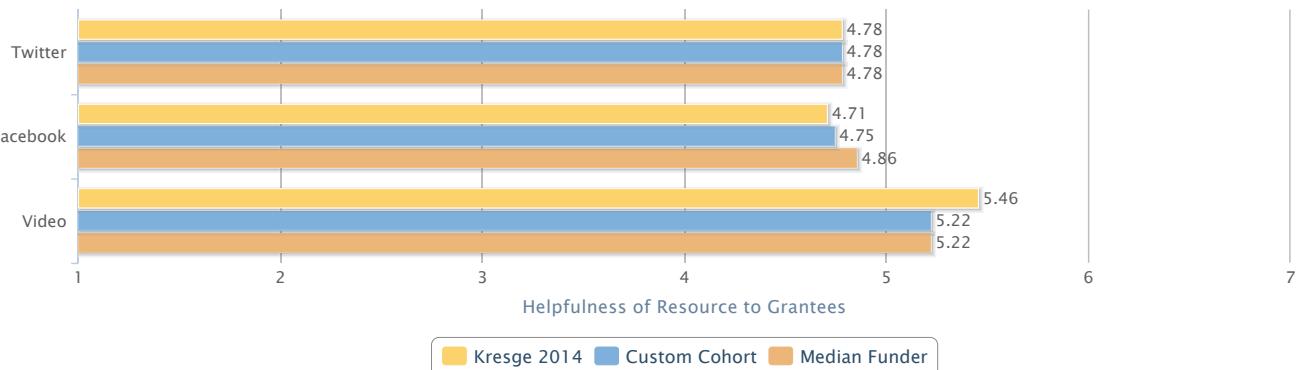


Social Media Activities

Grantees and applicants were asked whether they used each of the following communications resources from the Foundation and how helpful they found each resource. The following charts show the proportions of grantees and applicants who have used each resource.



Helpfulness of Social Media Resources – Grantees

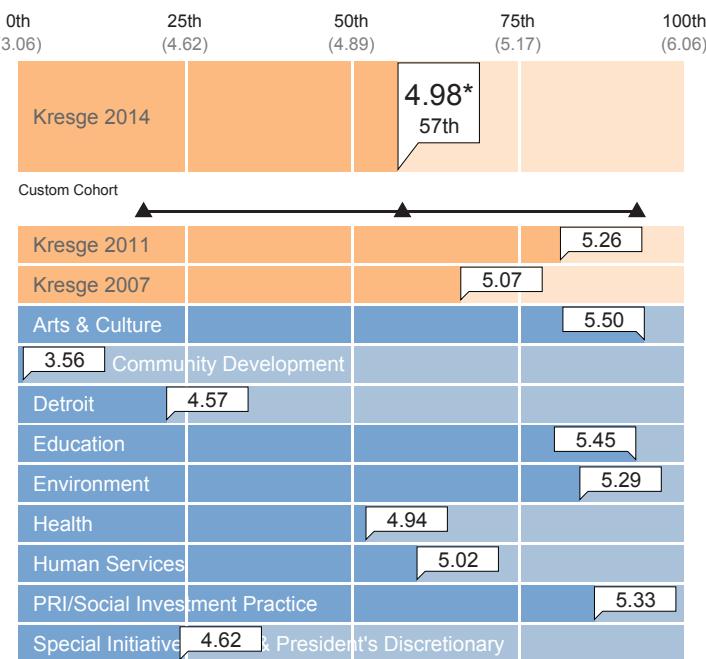


Helpfulness of Social Media Resources – Applicants



SELECTION PROCESS

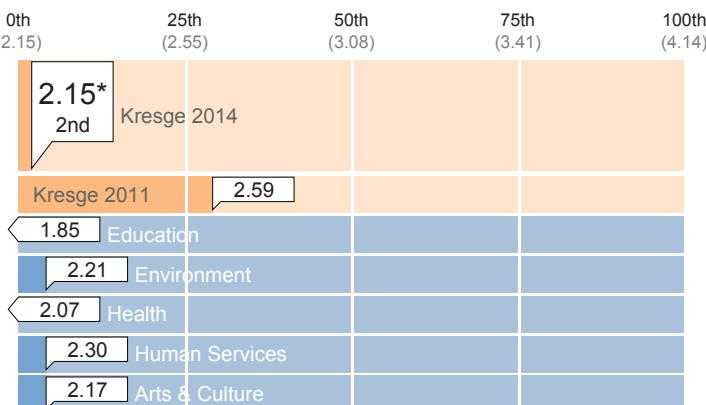
GRANTEE RATINGS



"How helpful was participating in the Foundation's selection process in strengthening the organization/ program funded by the grant?"

1 = Not at all helpful
7 = Extremely helpful

APPLICANT RATINGS



"How helpful was participating in the Foundation's selection process in strengthening the organization/program to which the grant funding would have been directed?"

1 = Not at all helpful
7 = Extremely helpful

Selected Grantee Comments:

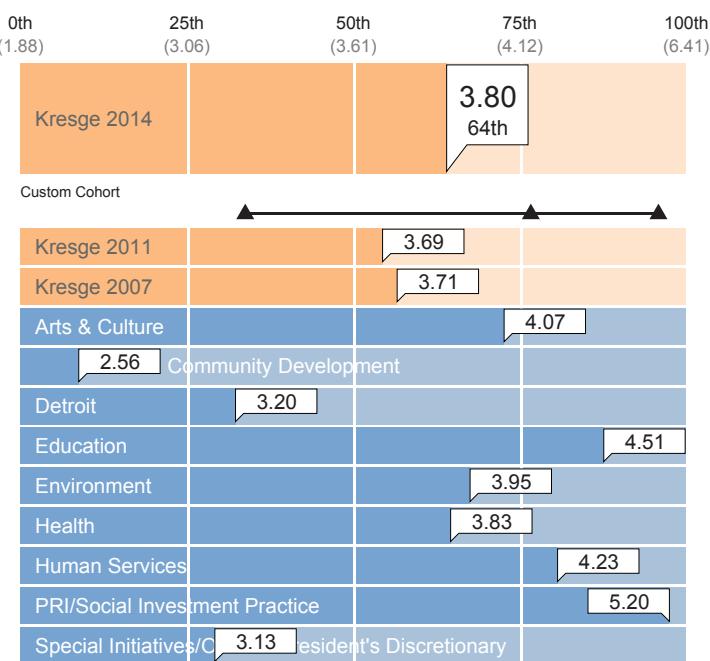
- » *"The process of applying for the grant was in and of itself extremely valuable -- the questions asked, the discipline required to address those questions, the conversations the application process prompted, etc., were tremendously instructive and enlightening for all involved."*
- » *"We also appreciate how straightforward the application process is, and how closely Foundation staff have worked with us in earlier stages of the application process."*
- » *"The grant application process... is overly bureaucratic and cumbersome and requires too much time. It seems to be poorly designed."*
- » *"The review process was very slow."*

Selected Applicant Comments:

- » *"The process and instructions in submitting the letter of inquiry were very good and easy to understand, although it required a significant amount of time and work to submit fully a letter of inquiry. During the preparation of the LOI submission, I wondered how much more work would be involved if this organization were invited to submit a full grant proposal."*
- » *"Guidelines and areas of interest seem to change all the time. Staff do not seem to be at all available to people. The website is more of a puzzle than an actual help because the areas of interest all fit on surface but it feels like going through door 1, door 2, door 3 to determine an actual fit."*
- » *"We would have appreciated more follow-up/communication after the submission. We actually weren't certain it was declined until we got the request for this survey--which was almost 2 years after we submitted the initial LOI."*

Involvement in Proposal Development

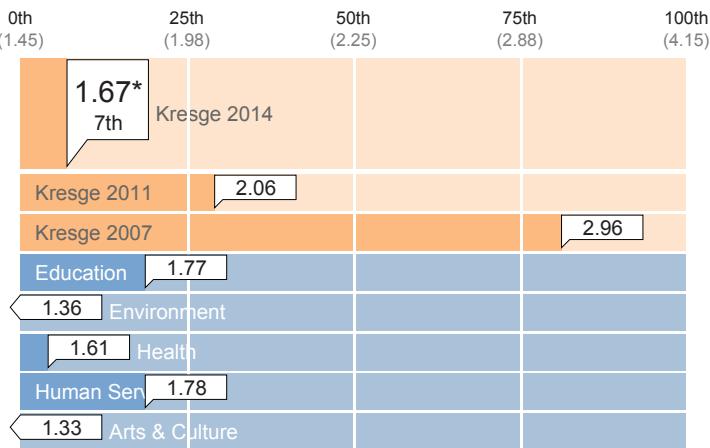
GRANTEE RATINGS



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

1 = No involvement
7 = Substantial involvement

APPLICANT RATINGS

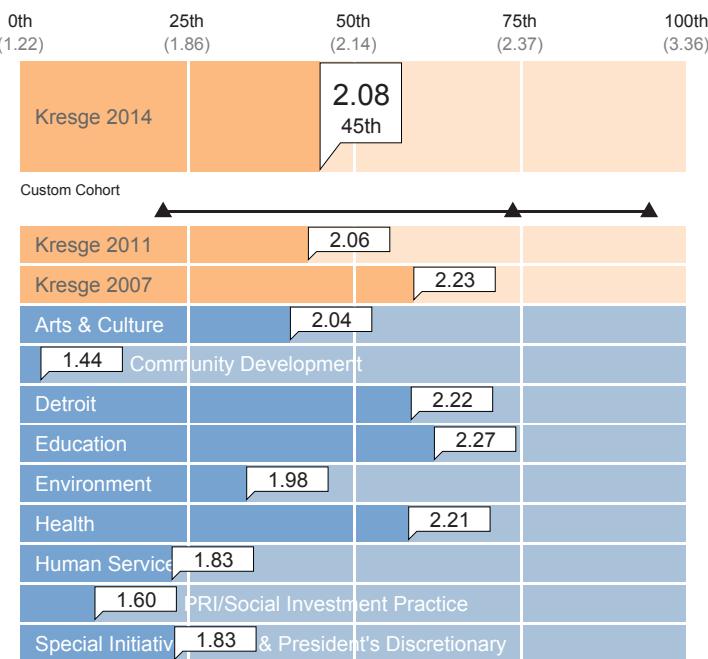


"How involved was the Foundation staff in the development of your proposal?"

1 = No involvement
7 = Substantial involvement

Pressure to Modify Priorities

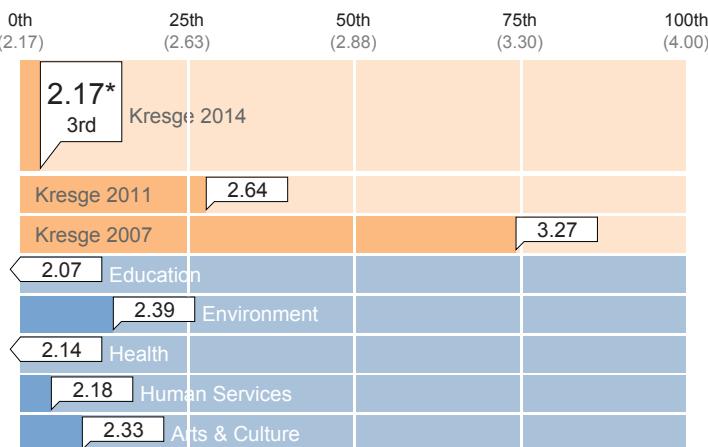
GRANTEE RATINGS



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

1 = No pressure
7 = Significant pressure

APPLICANT RATINGS



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

1 = No pressure
7 = Significant pressure

Time Between Submission and Funding Decision

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

| Time Elapsed from Submission of Proposal to Clear Commitment of Funding (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Average Funder | Custom Cohort |
|-----------------------------------------------------------------------------------|-------------|-------------|-------------|----------------|---------------|
| Less than 1 month | 7% | 2% | 1% | 6% | 5% |
| 1 - 3 months | 58% | 54% | 6% | 54% | 48% |
| 4 - 6 months | 22% | 31% | 47% | 31% | 34% |
| 7 - 9 months | 6% | 8% | 23% | 5% | 7% |
| 10 - 12 months | 4% | 2% | 13% | 2% | 3% |
| More than 12 months | 4% | 2% | 10% | 2% | 2% |

| Time Elapsed from Submission of Proposal to Clear Commitment of Funding (By Subgroup) | Arts & Culture | Community Development | Detroit | Education | Environment | Health | Human Services | PRI/Social Investment Practice | Special Initiatives/Other & President's Discretionary |
|---------------------------------------------------------------------------------------|----------------|-----------------------|---------|-----------|-------------|--------|----------------|--------------------------------|-------------------------------------------------------|
| Less than 1 month | 0% | 33% | 7% | 8% | 10% | 2% | 2% | 0% | 14% |
| 1 - 3 months | 70% | 0% | 65% | 60% | 69% | 41% | 54% | 60% | 55% |
| 4 - 6 months | 19% | 44% | 23% | 21% | 15% | 22% | 22% | 20% | 27% |
| 7 - 9 months | 0% | 0% | 1% | 8% | 2% | 15% | 17% | 0% | 5% |
| 10 - 12 months | 4% | 0% | 2% | 2% | 3% | 12% | 0% | 0% | 0% |
| More than 12 months | 7% | 22% | 1% | 2% | 0% | 8% | 5% | 20% | 0% |

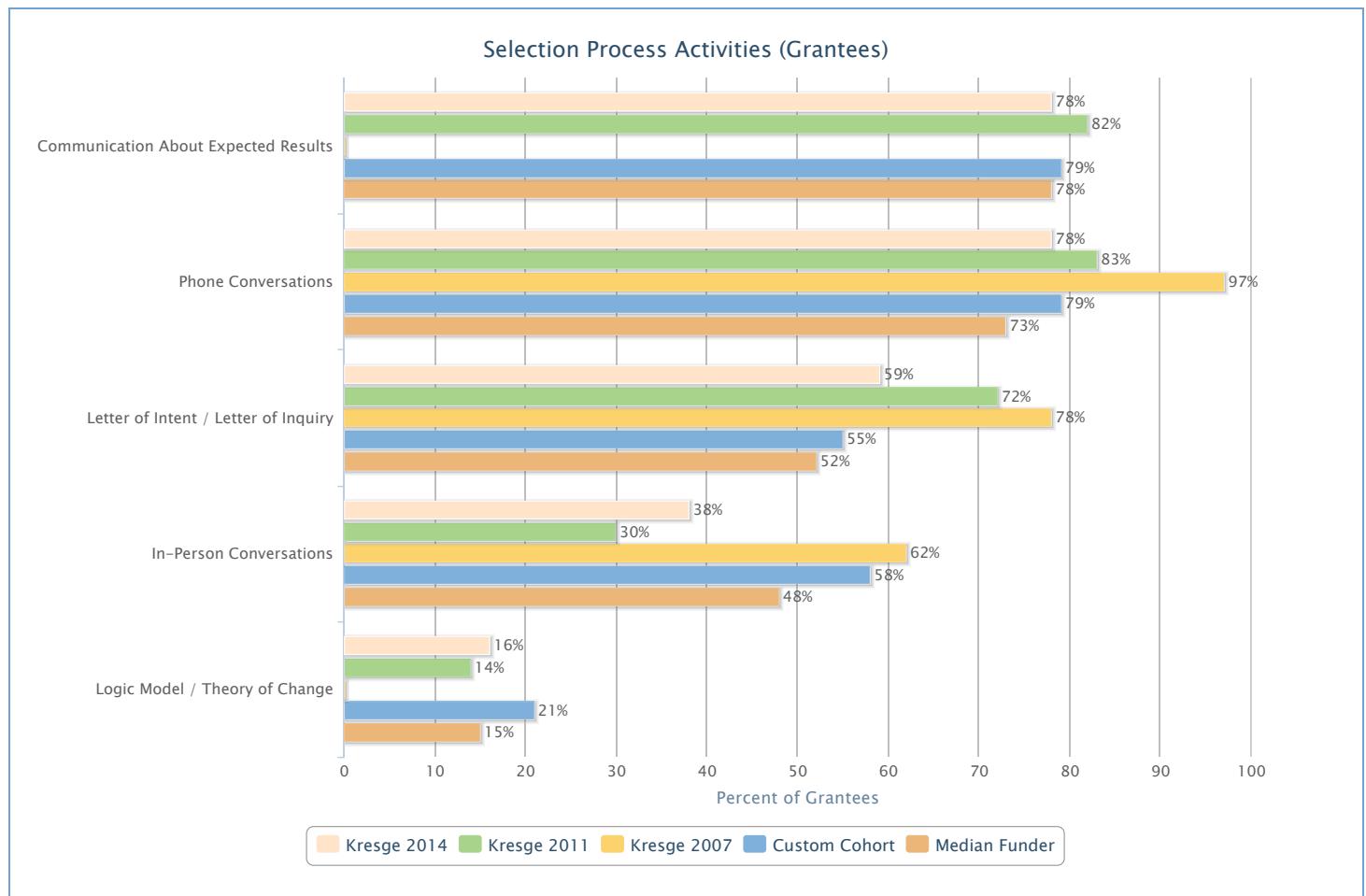
Applicant Feedback: “How much time elapsed from initial submission of your grant proposal to the final decision not to fund your request?”

| Time Between Submission and Funding Decision (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Average Funder |
|--------------------------------------------------------|-------------|-------------|-------------|----------------|
| Less than 1 month | 11% | 9% | 0% | 13% |
| 1 to 3 months | 56% | 58% | 9% | 55% |
| 4 to 6 months | 20% | 23% | 64% | 24% |
| 7 to 9 months | 3% | 5% | 13% | 5% |
| 10 to 12 months | 4% | 2% | 10% | 1% |
| More than 12 months | 6% | 2% | 3% | 2% |

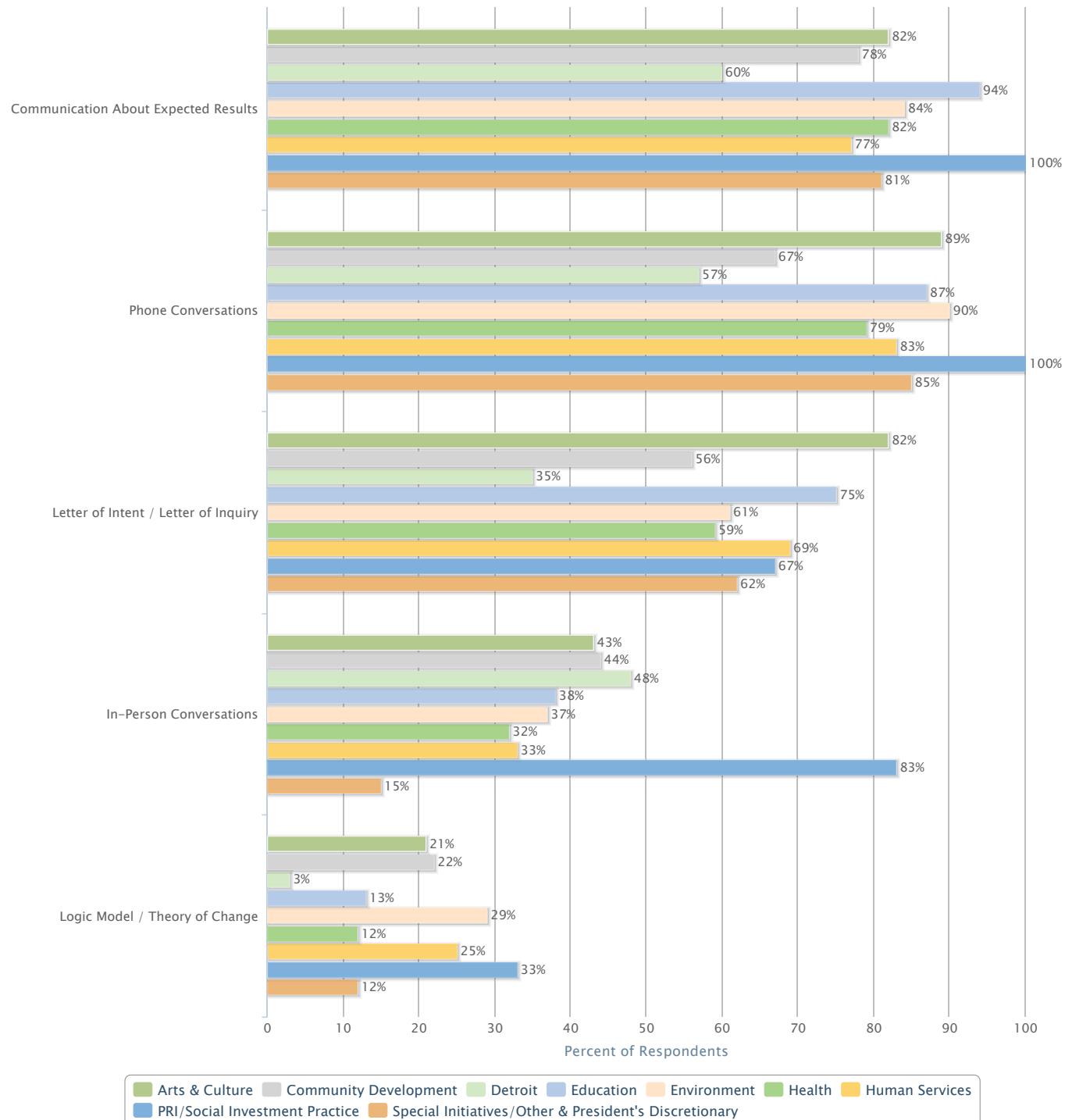
| Time Between Submission and Funding Decision (By Subgroup) | Education | Environment | Health | Human Services | Arts & Culture |
|------------------------------------------------------------|-----------|-------------|--------|----------------|----------------|
| Less than 1 month | 4% | 0% | 20% | 9% | 0% |
| 1 to 3 months | 52% | 64% | 56% | 56% | 67% |
| 4 to 6 months | 20% | 18% | 19% | 21% | 33% |
| 7 to 9 months | 8% | 5% | 2% | 2% | 0% |
| 10 to 12 months | 4% | 0% | 1% | 8% | 0% |
| More than 12 months | 12% | 14% | 3% | 5% | 0% |

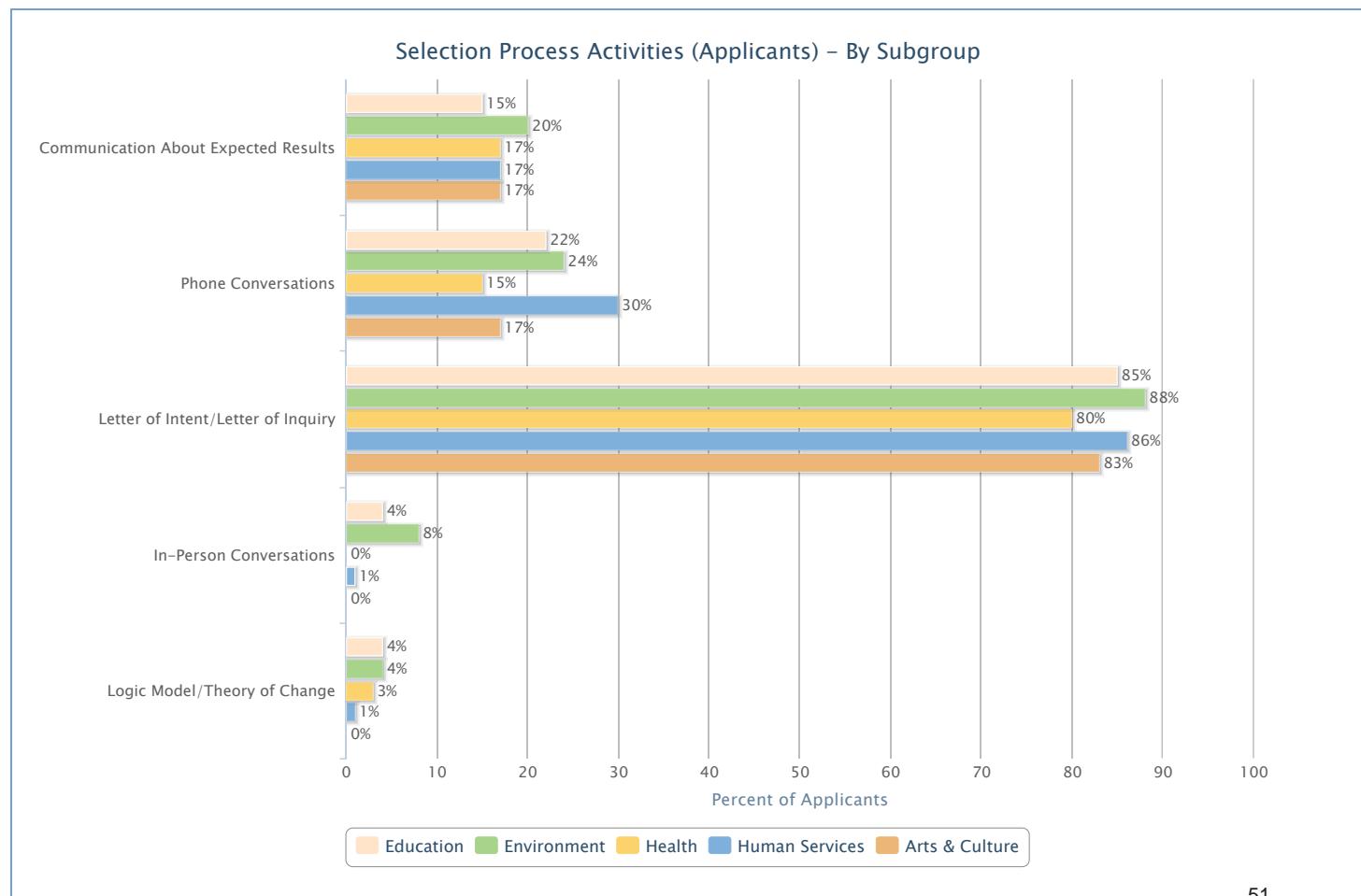
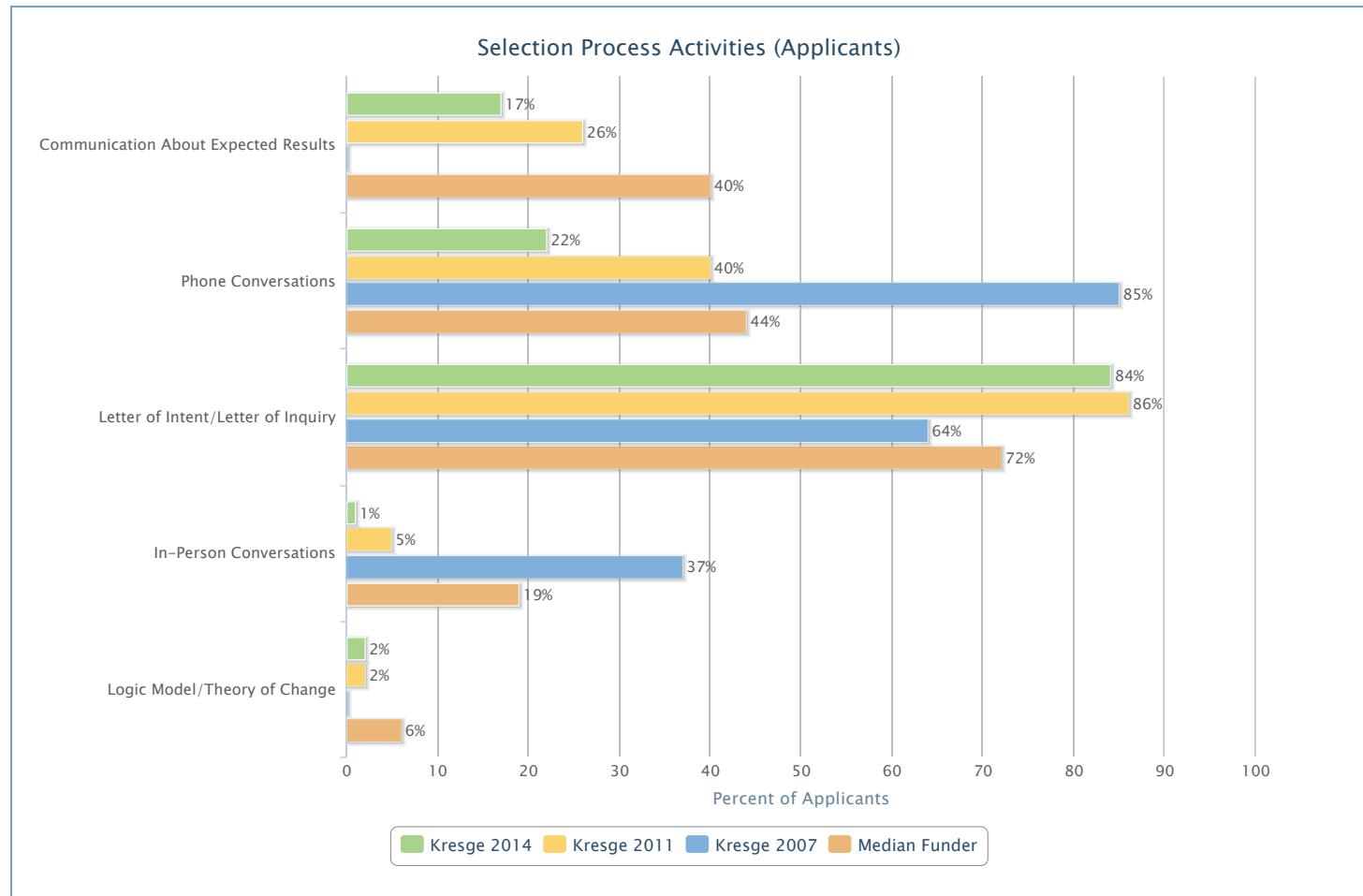
Selection Process Activities

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



Selection Process Activities (Grantees) – By Subgroup

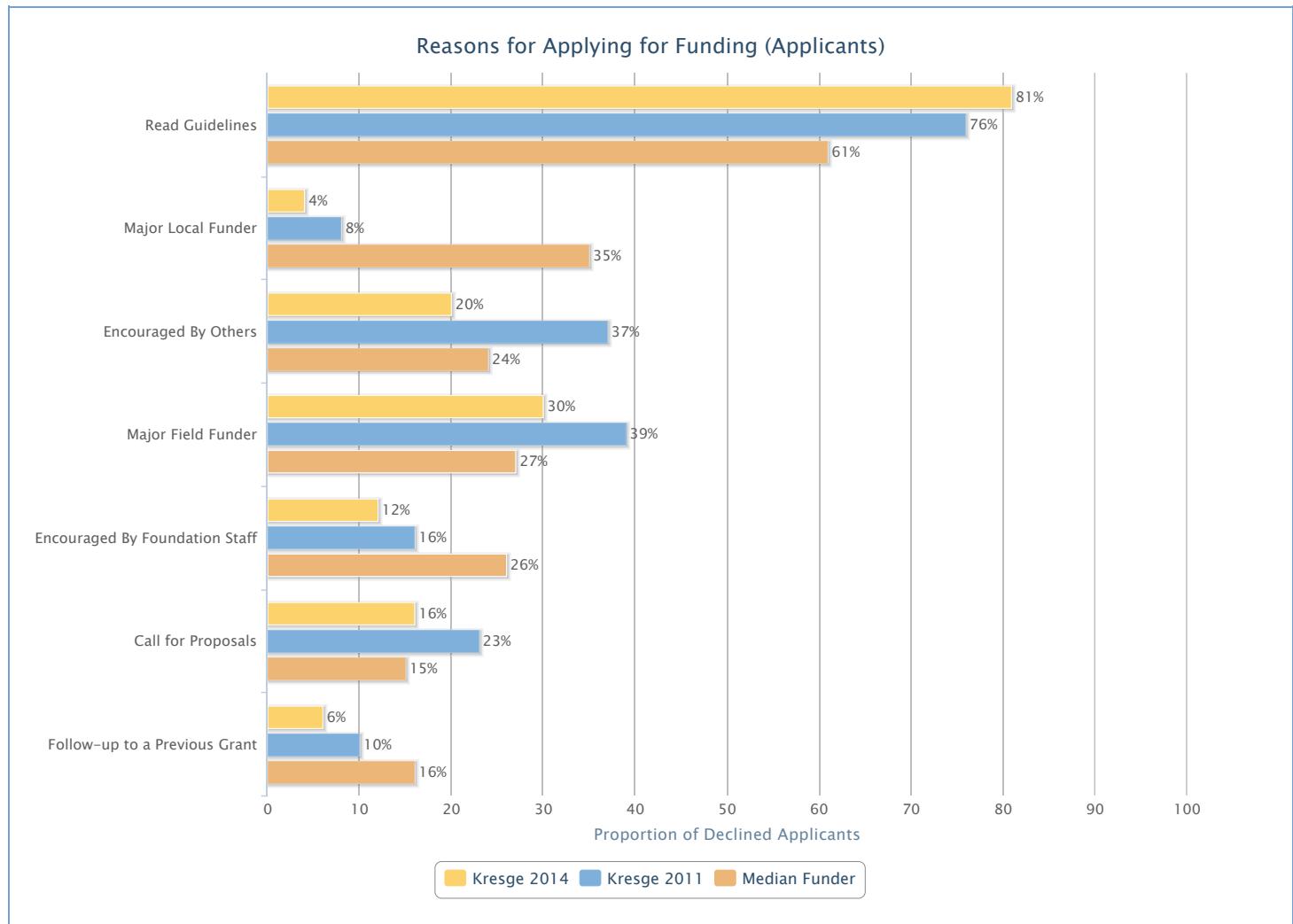




DECLINED APPLICATIONS

APPLICANT RESPONSES:

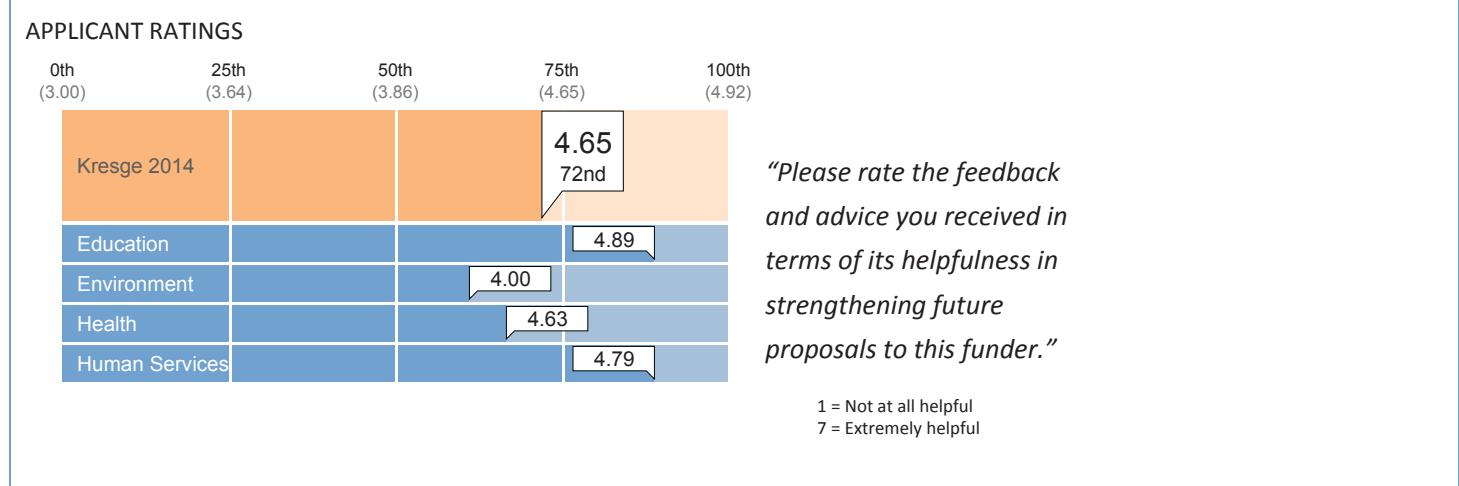
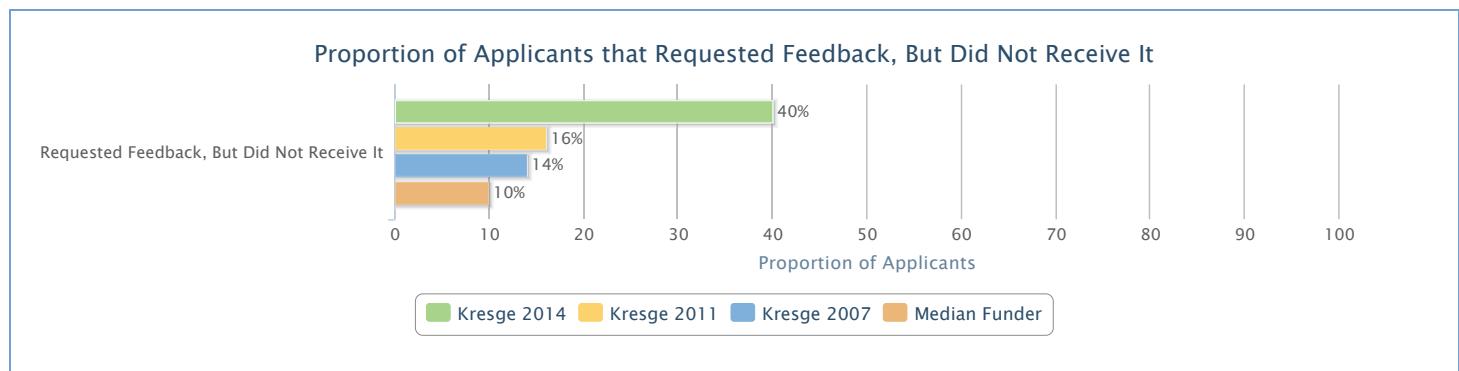
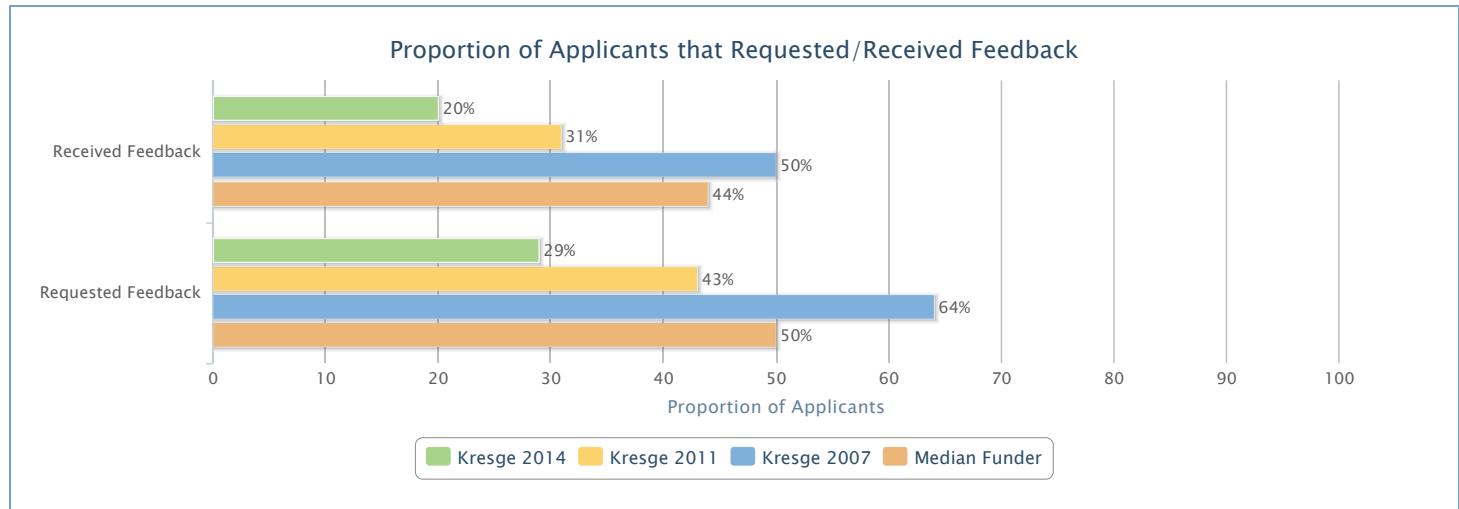
"Why did you apply to the Foundation for funding?"



Feedback on Declined Applications

APPLICANT RESPONSES:

"After your request was declined did you request/receive any feedback or advice from the Foundation?"



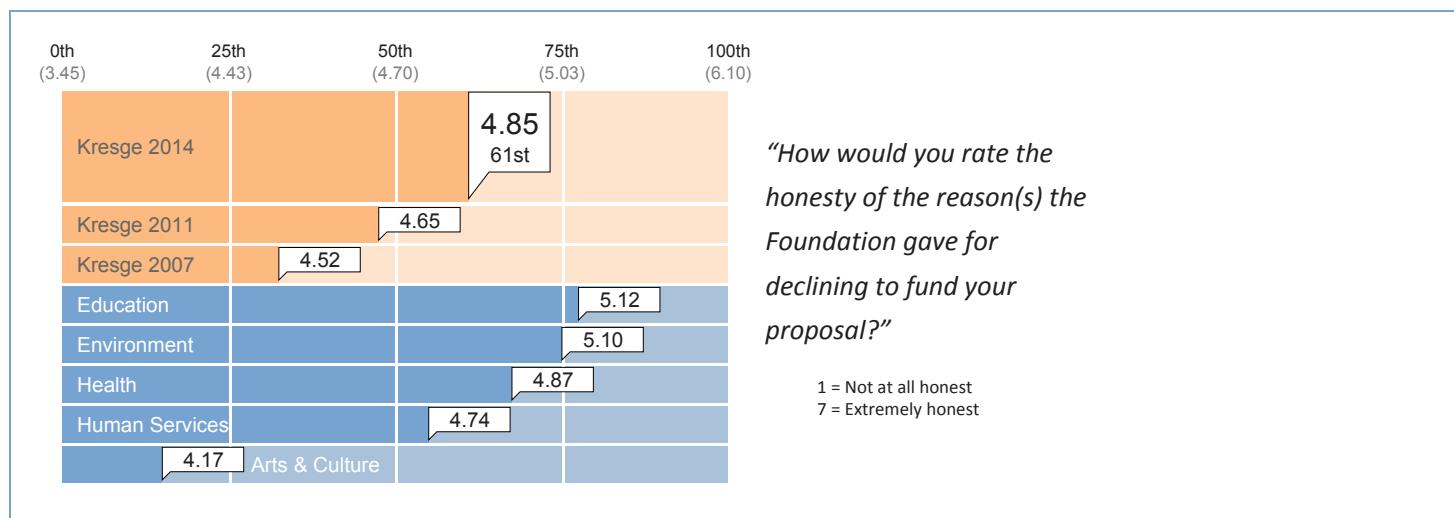
Reasons Provided for Declining Proposal

APPLICANT RESPONSES

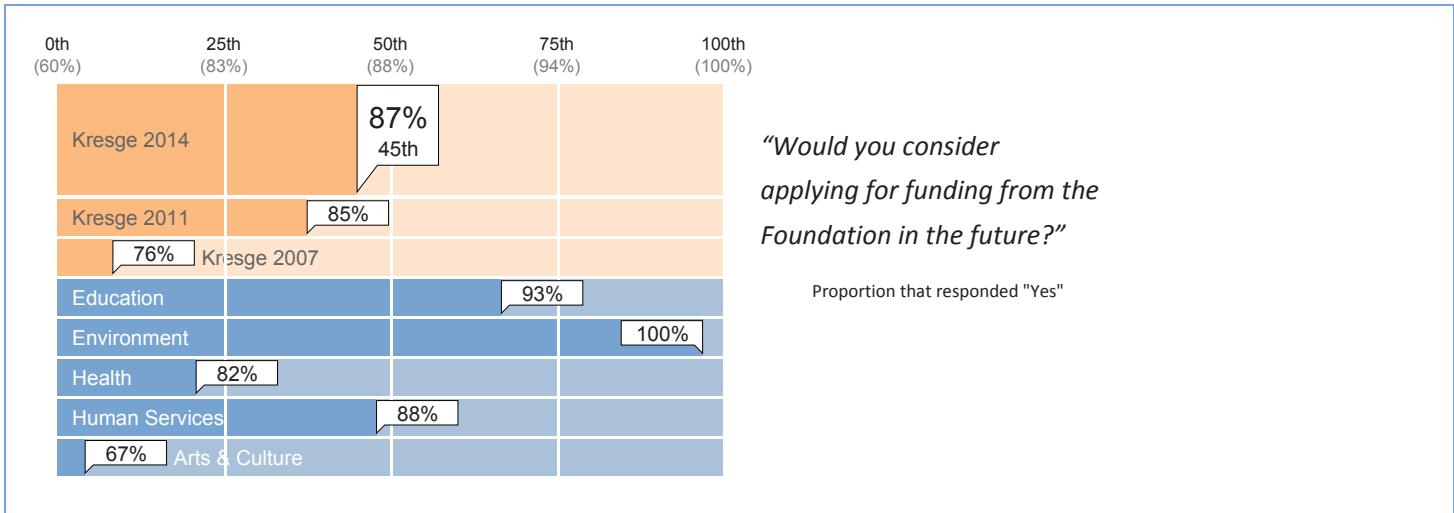
"Please choose the option that most resembles the reason the Foundation gave when it declined to fund your proposal."

| Reasons Provided for Declining Proposal (Overall) | Kresge 2014 | Kresge 2011 | Average Funder |
|-----------------------------------------------------------------------------|-------------|-------------|----------------|
| No reason provided | 8% | 7% | 11% |
| Not enough funds/too many good proposals | 28% | 23% | 28% |
| Doesn't fit Foundation priorities/guidelines, with no explanation as to why | 15% | 14% | 16% |
| Doesn't fit Foundation priorities/guidelines, with explanation as to why | 26% | 23% | 16% |
| Other | 24% | 32% | 29% |

| Reasons Provided for Declining Proposal (By Subgroup) | Education | Environment | Health | Human Services | Arts & Culture |
|-----------------------------------------------------------------------------|-----------|-------------|--------|----------------|----------------|
| No reason provided | 7% | 13% | 8% | 7% | 0% |
| Not enough funds/too many good proposals | 32% | 33% | 20% | 31% | 67% |
| Doesn't fit Foundation priorities/guidelines, with no explanation as to why | 4% | 17% | 20% | 12% | 0% |
| Doesn't fit Foundation priorities/guidelines, with explanation as to why | 25% | 29% | 32% | 21% | 17% |
| Other | 32% | 8% | 20% | 29% | 17% |



Implications for Future Applications

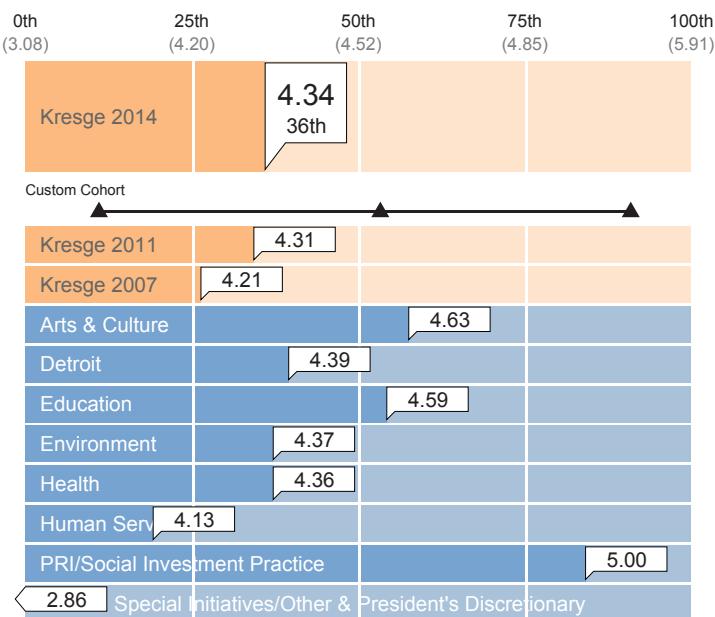


| History with the Foundation of Respondents That Would Consider Reapplying (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Average Funder |
|-------------------------------------------------------------------------------------|-------------|-------------|-------------|----------------|
| First-time applicant | 69% | 64% | 61% | 43% |
| Previously received funding | 14% | 21% | 24% | 42% |
| Previously declined | 17% | 15% | 15% | 15% |

| History with the Foundation of Respondents That Would Consider Reapplying (By Subgroup) | Education | Environment | Health | Human Services | Arts & Culture |
|-----------------------------------------------------------------------------------------|-----------|-------------|--------|----------------|----------------|
| First-time applicant | 80% | 71% | 71% | 65% | N/A |
| Previously received funding | 12% | 13% | 15% | 14% | N/A |
| Previously declined | 8% | 17% | 14% | 21% | N/A |

REPORTING AND EVALUATION PROCESS

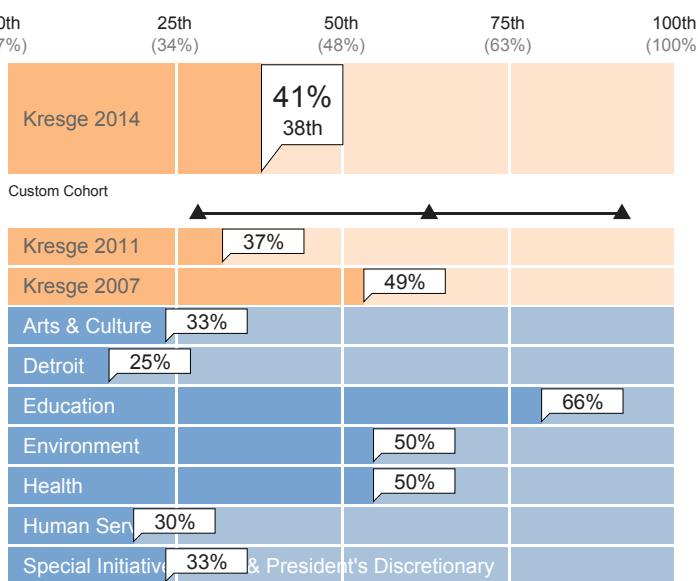
GRANTEE RATINGS



"How helpful was participating in the Foundation's reporting/evaluation process in strengthening the organization/program funded by the grant?"

1 = Not at all helpful
7 = Extremely helpful

GRANTEE RATINGS

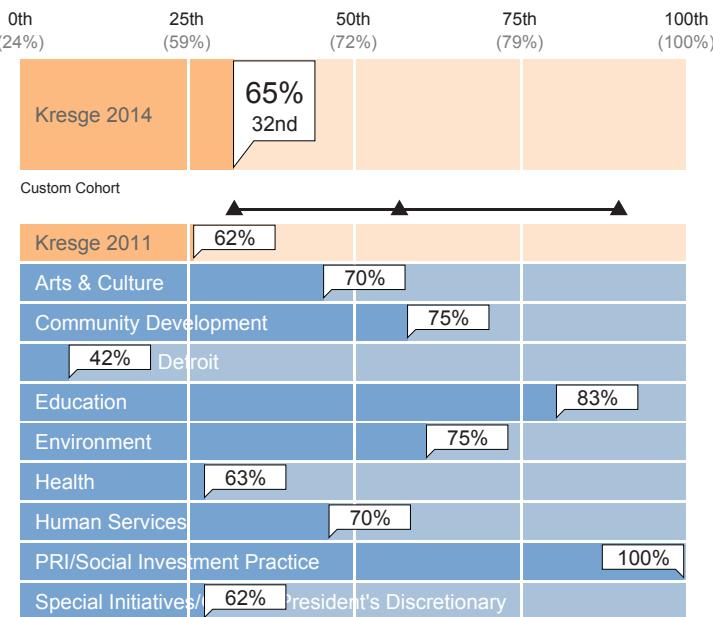


"After submission of your report/evaluation, did the Foundation or the evaluator discuss it with you?"

Proportion responding "Yes"

Discussion of Assessment

GRANTEE RATINGS

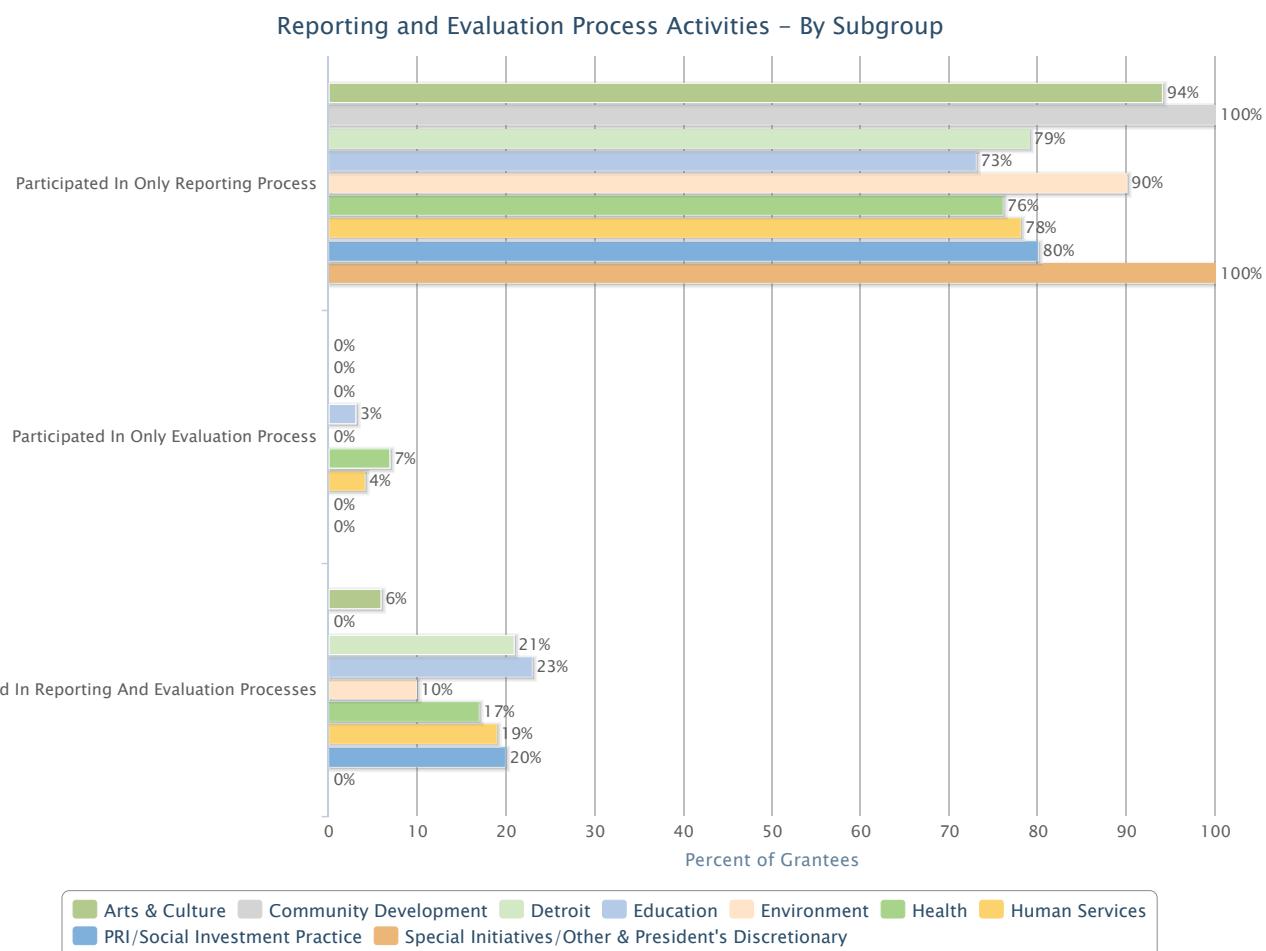
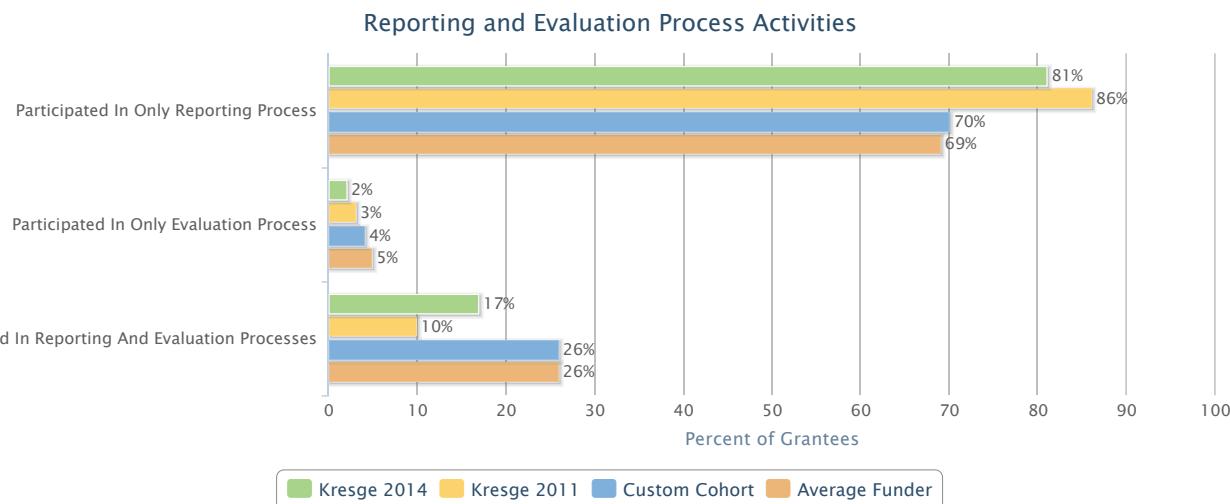


"At any point during the application or the grant period, did the Foundation and your organization exchange ideas regarding how your organization would assess the results of the work funded by this grant?"

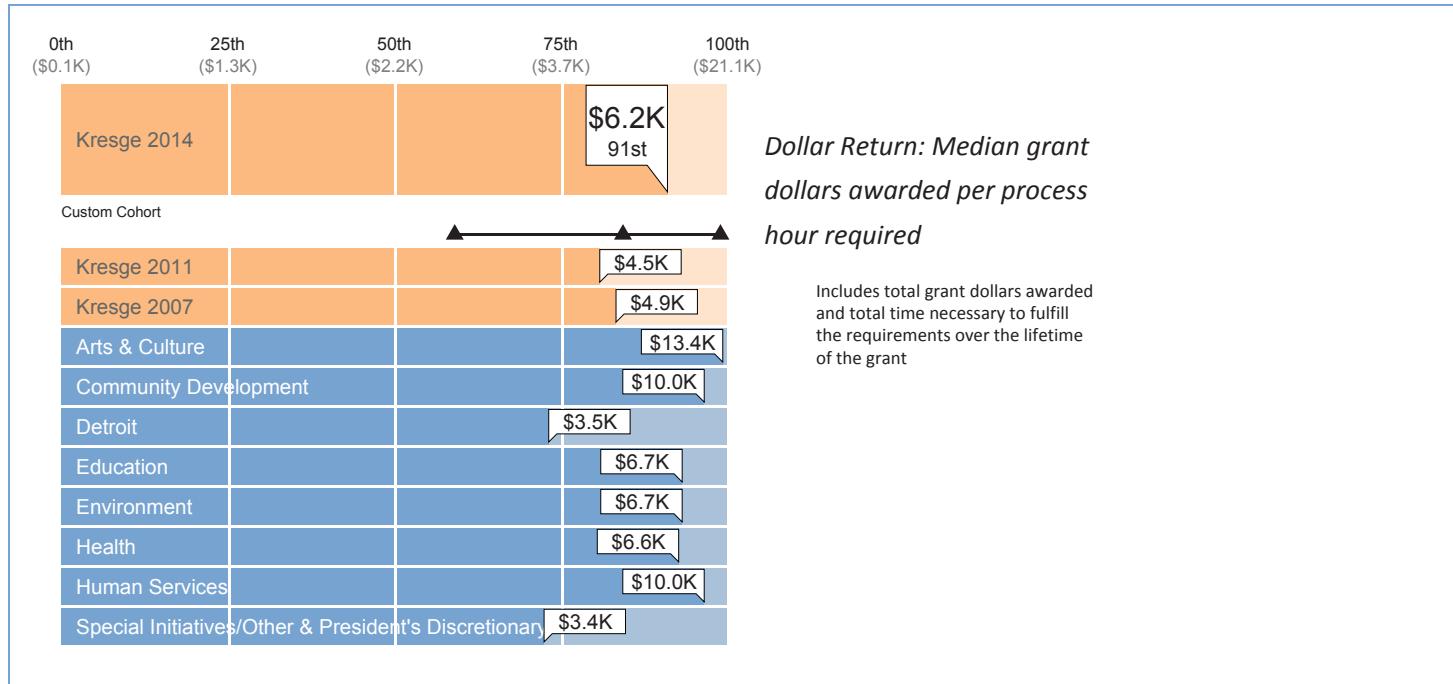
Proportion responding 'Yes'

Reporting and Evaluation Process Activities

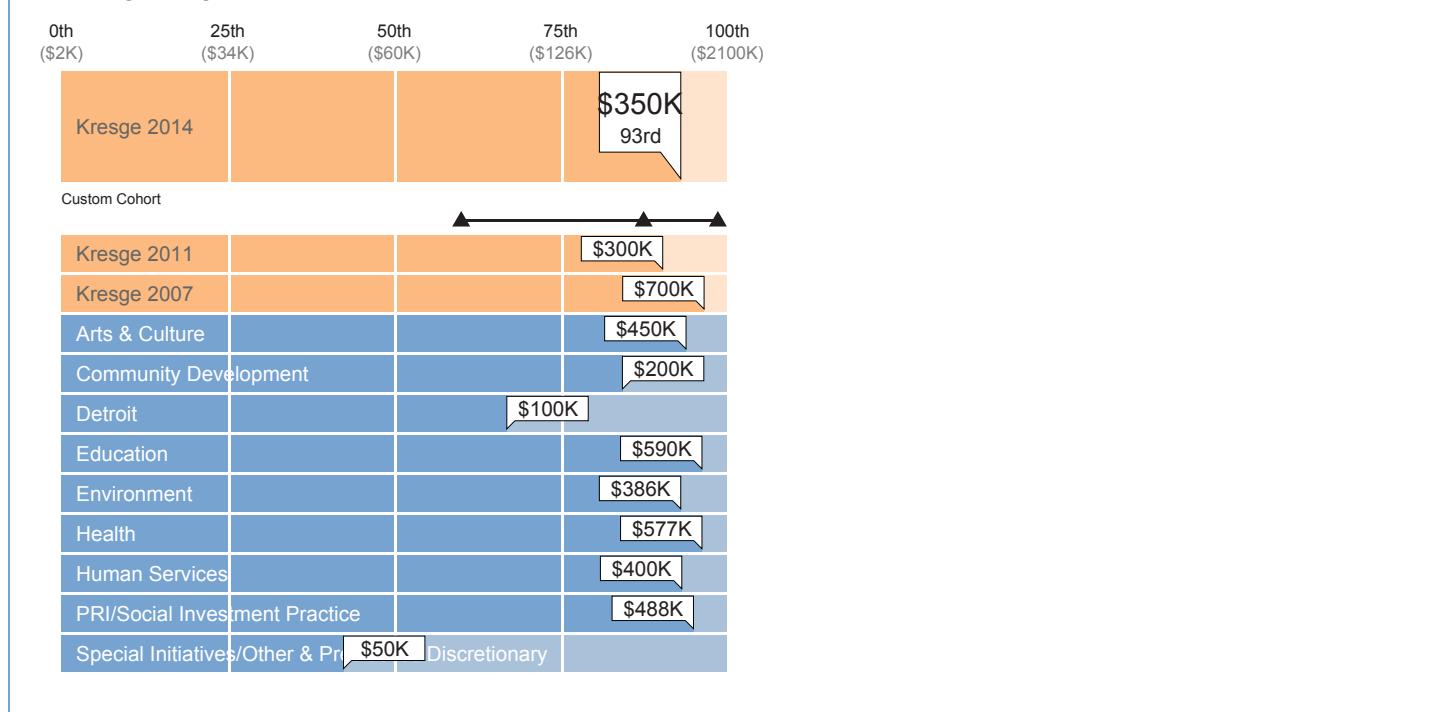
"Which reporting/evaluation process activities were a part of your process?"

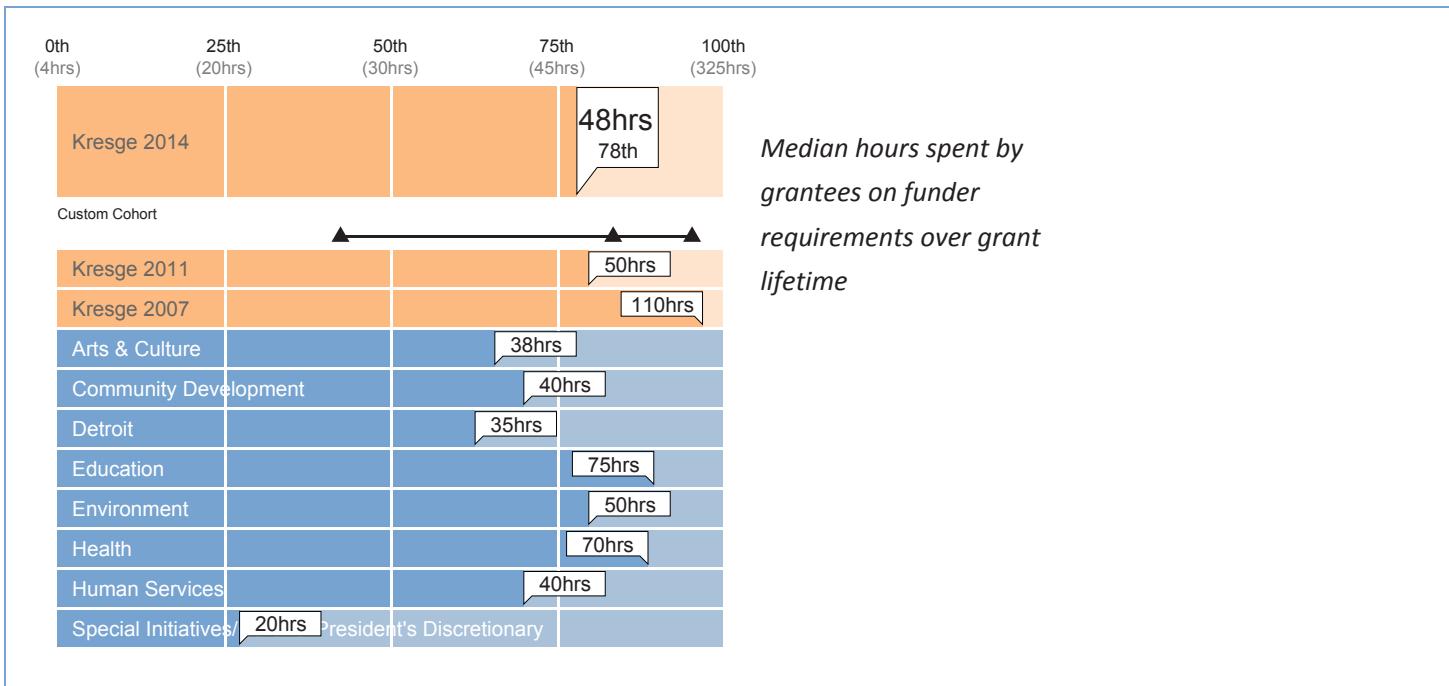


DOLLAR RETURN AND TIME SPENT ON PROCESSES



MEDIAN GRANT SIZE





Time Spent on Selection Process

Grantee Feedback: Hours Spent on Selection Process

| Time Spent On Proposal And Selection Process (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Average Funder | Custom Cohort |
|--------------------------------------------------------|-------------|-------------|-------------|----------------|---------------|
| 1 to 9 hours | 9% | 5% | 2% | 24% | 10% |
| 10 to 19 hours | 19% | 14% | 3% | 23% | 15% |
| 20 to 29 hours | 15% | 22% | 9% | 17% | 17% |
| 30 to 39 hours | 12% | 9% | 7% | 7% | 8% |
| 40 to 49 hours | 16% | 17% | 4% | 11% | 16% |
| 50 to 99 hours | 18% | 20% | 26% | 10% | 17% |
| 100 to 199 hours | 9% | 10% | 26% | 5% | 12% |
| 200+ hours | 2% | 5% | 22% | 3% | 5% |

| Time Spent On Proposal And Selection Process (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Median Funder | Custom Cohort |
|--------------------------------------------------------|-------------|-------------|-------------|---------------|---------------|
| Median Hours | 30 hrs | 40 hrs | 85 hrs | 20 hrs | 40 hrs |

| Time Spent On Proposal And Selection Process (By Subgroup) | Arts & Culture | Community Development | Detroit | Education | Environment | Health | Human Services | PRI/Social Investment Practice | Special Initiatives/Other & President's Discretionary |
|------------------------------------------------------------|----------------|-----------------------|---------|-----------|-------------|--------|----------------|--------------------------------|-------------------------------------------------------|
| 1 to 9 hours | 4% | 22% | 9% | 6% | 10% | 3% | 13% | N/A | 20% |
| 10 to 19 hours | 30% | 11% | 31% | 12% | 8% | 10% | 17% | N/A | 36% |
| 20 to 29 hours | 15% | 22% | 16% | 8% | 16% | 14% | 19% | N/A | 12% |
| 30 to 39 hours | 15% | 0% | 11% | 10% | 16% | 14% | 11% | N/A | 12% |
| 40 to 49 hours | 11% | 22% | 18% | 22% | 18% | 15% | 13% | N/A | 8% |
| 50 to 99 hours | 26% | 22% | 10% | 26% | 25% | 17% | 19% | N/A | 8% |
| 100 to 199 hours | 0% | 0% | 4% | 14% | 7% | 24% | 6% | N/A | 4% |
| 200+ hours | 0% | 0% | 1% | 2% | 0% | 3% | 2% | N/A | 0% |

| Time Spent On Proposal And Selection Process (By Subgroup) | Arts & Culture | Community Development | Detroit | Education | Environment | Health | Human Services | PRI/Social Investment Practice | Special Initiatives/Other & President's Discretionary |
|------------------------------------------------------------|----------------|-----------------------|---------|-----------|-------------|--------|----------------|--------------------------------|-------------------------------------------------------|
| Median Hours | 32 hrs | 24 hrs | 24 hrs | 40 hrs | 35 hrs | 40 hrs | 30 hrs | N/A | 15 hrs |

Applicant Feedback: Hours Spent on Selection Process

| Times Spent on Selection Process (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Average Funder |
|--------------------------------------------|-------------|-------------|-------------|----------------|
| Fewer than 10 hours | 22% | 7% | 1% | 18% |
| 10 to 19 hours | 23% | 13% | 5% | 21% |
| 20 to 29 hours | 21% | 20% | 7% | 20% |
| 30 to 39 hours | 7% | 9% | 6% | 10% |
| 40 to 49 hours | 11% | 15% | 8% | 11% |
| 50 to 99 hours | 12% | 22% | 29% | 12% |
| 100 to 199 hours | 2% | 11% | 29% | 5% |
| 200 hours or more | 2% | 3% | 15% | 2% |

| Time Spent on Proposal and Selection Process (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Median Funder |
|--------------------------------------------------------|-------------|-------------|-------------|---------------|
| Median Hours | 20 hrs | 40 hrs | 80 hrs | 20 hrs |

| Times Spent on Selection Process (By Subgroup) | Education | Environment | Health | Human Services | Arts & Culture |
|------------------------------------------------|-----------|-------------|--------|----------------|----------------|
| Fewer than 10 hours | 32% | 21% | 23% | 19% | 17% |
| 10 to 19 hours | 21% | 25% | 24% | 24% | 17% |
| 20 to 29 hours | 29% | 17% | 22% | 19% | 33% |
| 30 to 39 hours | 0% | 13% | 5% | 10% | 0% |
| 40 to 49 hours | 4% | 8% | 14% | 11% | 17% |
| 50 to 99 hours | 7% | 13% | 8% | 16% | 17% |
| 100 to 199 hours | 0% | 4% | 2% | 2% | 0% |
| 200 hours or more | 7% | 0% | 3% | 0% | 0% |

| Time Spent on Proposal and Selection Process (By Subgroup) | Education | Environment | Health | Human Services | Arts & Culture |
|------------------------------------------------------------|-----------|-------------|--------|----------------|----------------|
| Median Hours | 17 hrs | 20 hrs | 20 hrs | 20 hrs | 23 hrs |

Time Spent on Reporting and Evaluation Process

| Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Average Funder | Custom Cohort |
|------------------------------------------------------------------------------------|-------------|-------------|-------------|----------------|---------------|
| 1 to 9 hours | 51% | 44% | 20% | 57% | 44% |
| 10 to 19 hours | 24% | 24% | 31% | 19% | 23% |
| 20 to 29 hours | 12% | 13% | 14% | 10% | 12% |
| 30 to 39 hours | 2% | 6% | 8% | 4% | 5% |
| 40 to 49 hours | 4% | 2% | 12% | 3% | 5% |
| 50 to 99 hours | 3% | 7% | 9% | 4% | 6% |
| 100+ hours | 4% | 5% | 6% | 4% | 5% |

| Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Median Funder | Custom Cohort |
|------------------------------------------------------------------------------------|-------------|-------------|-------------|---------------|---------------|
| Median Hours Per Year | 8 hrs | 10 hrs | 16 hrs | 7 hrs | 10 hrs |

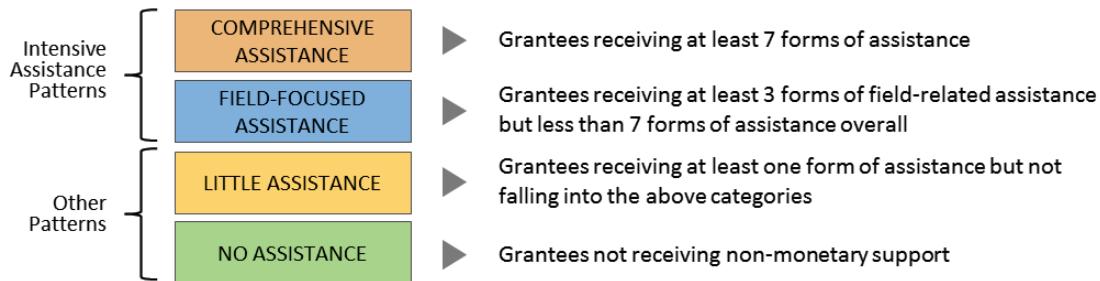
| Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup) | Arts & Culture | Community Development | Detroit | Education | Environment | Health | Human Services | PRI/Social Investment Practice | Special Initiatives/Other & President's Discretionary |
|----------------------------------------------------------------------------------------|----------------|-----------------------|---------|-----------|-------------|--------|----------------|--------------------------------|-------------------------------------------------------|
| 1 to 9 hours | 79% | 20% | 65% | 49% | 27% | 44% | 53% | N/A | 40% |
| 10 to 19 hours | 21% | 20% | 15% | 21% | 48% | 23% | 19% | N/A | 33% |
| 20 to 29 hours | 0% | 0% | 7% | 19% | 14% | 15% | 19% | N/A | 7% |
| 30 to 39 hours | 0% | 0% | 1% | 5% | 2% | 2% | 3% | N/A | 7% |
| 40 to 49 hours | 0% | 20% | 4% | 2% | 2% | 6% | 3% | N/A | 7% |
| 50 to 99 hours | 0% | 40% | 3% | 2% | 5% | 2% | 0% | N/A | 7% |
| 100+ hours | 0% | 0% | 5% | 2% | 2% | 8% | 3% | N/A | 0% |

| Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup) | Arts & Culture | Community Development | Detroit | Education | Environment | Health | Human Services | PRI/Social Investment Practice | Special Initiatives/Other & President's Discretionary |
|----------------------------------------------------------------------------------------|----------------|-----------------------|---------|-----------|-------------|--------|----------------|--------------------------------|-------------------------------------------------------|
| Median Hours Per Year | 5 hrs | 40 hrs | 5 hrs | 10 hrs | 13 hrs | 10 hrs | 8 hrs | N/A | 13 hrs |

NON-MONETARY ASSISTANCE

Grantees were asked to indicate whether they had received any of 14 types of assistance provided directly or paid for by the Foundation. The specific types of assistance asked about are listed at the end of this section.

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



| Non-Monetary Assistance Patterns (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Average Funder | Custom Cohort |
|--------------------------------------------|-------------|-------------|-------------|----------------|---------------|
| Comprehensive | 4% | 1% | 1% | 6% | 6% |
| Field-focused | 12% | 5% | 0% | 8% | 14% |
| Little | 38% | 30% | 19% | 36% | 38% |
| None | 45% | 64% | 80% | 50% | 42% |

| Non-Monetary Assistance Patterns (By Subgroup) | Arts & Culture | Community Development | Detroit | Education | Environment | Health | Human Services | PRI/Social Investment Practice | Special Initiatives/Other & President's Discretionary |
|------------------------------------------------|----------------|-----------------------|---------|-----------|-------------|--------|----------------|--------------------------------|-------------------------------------------------------|
| Comprehensive | 0% | 11% | 5% | 6% | 2% | 6% | 2% | 0% | 4% |
| Field-focused | 14% | 0% | 6% | 13% | 27% | 13% | 8% | 17% | 4% |
| Little | 54% | 33% | 35% | 52% | 34% | 40% | 33% | 50% | 22% |
| None | 32% | 56% | 53% | 29% | 37% | 40% | 57% | 33% | 70% |

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

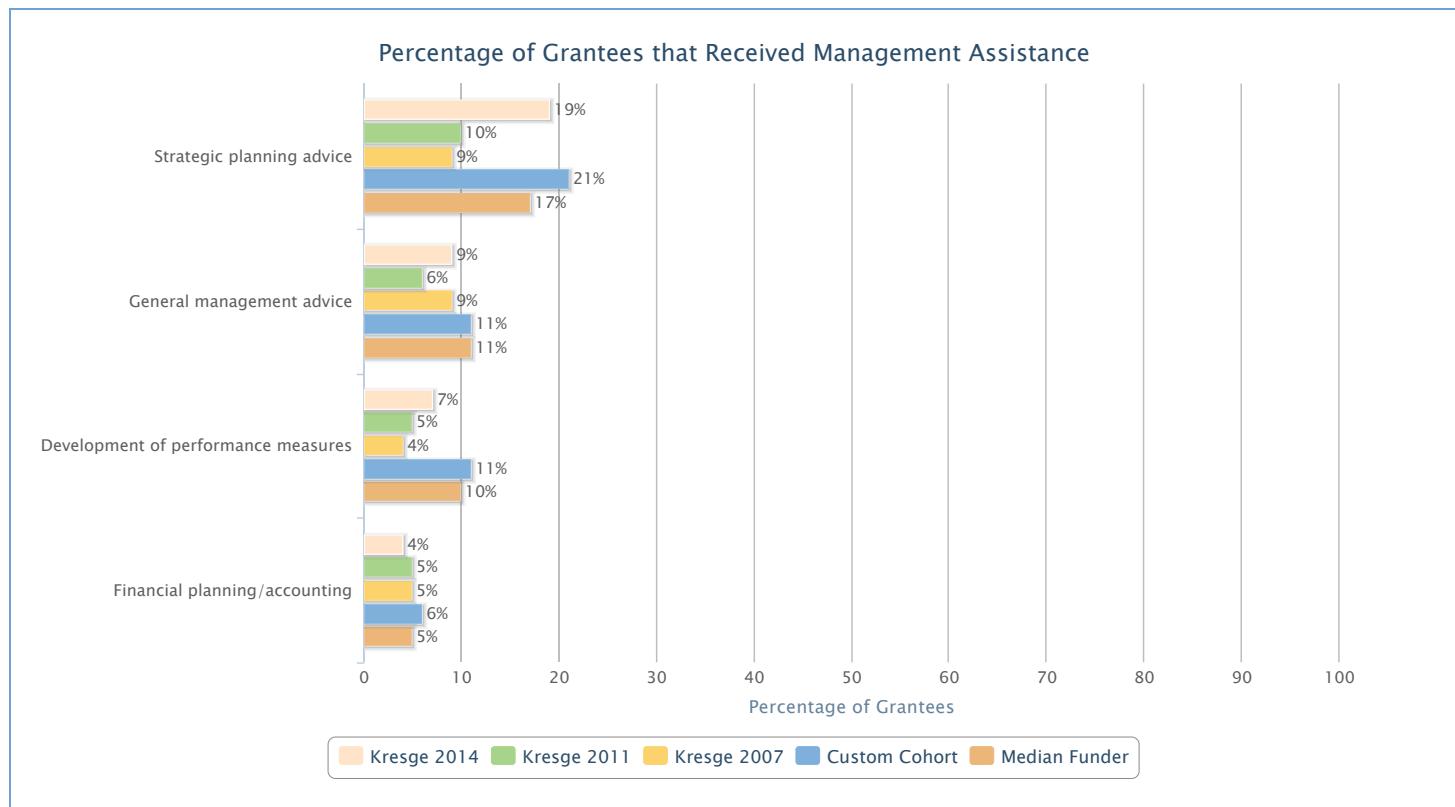
| Management Assistance | Field-Related Assistance | Other Assistance |
|-------------------------------------|--------------------------------------|-----------------------------------------------|
| General management advice | Encouraged/facilitated collaboration | Board development/governance assistance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

Selected Comments

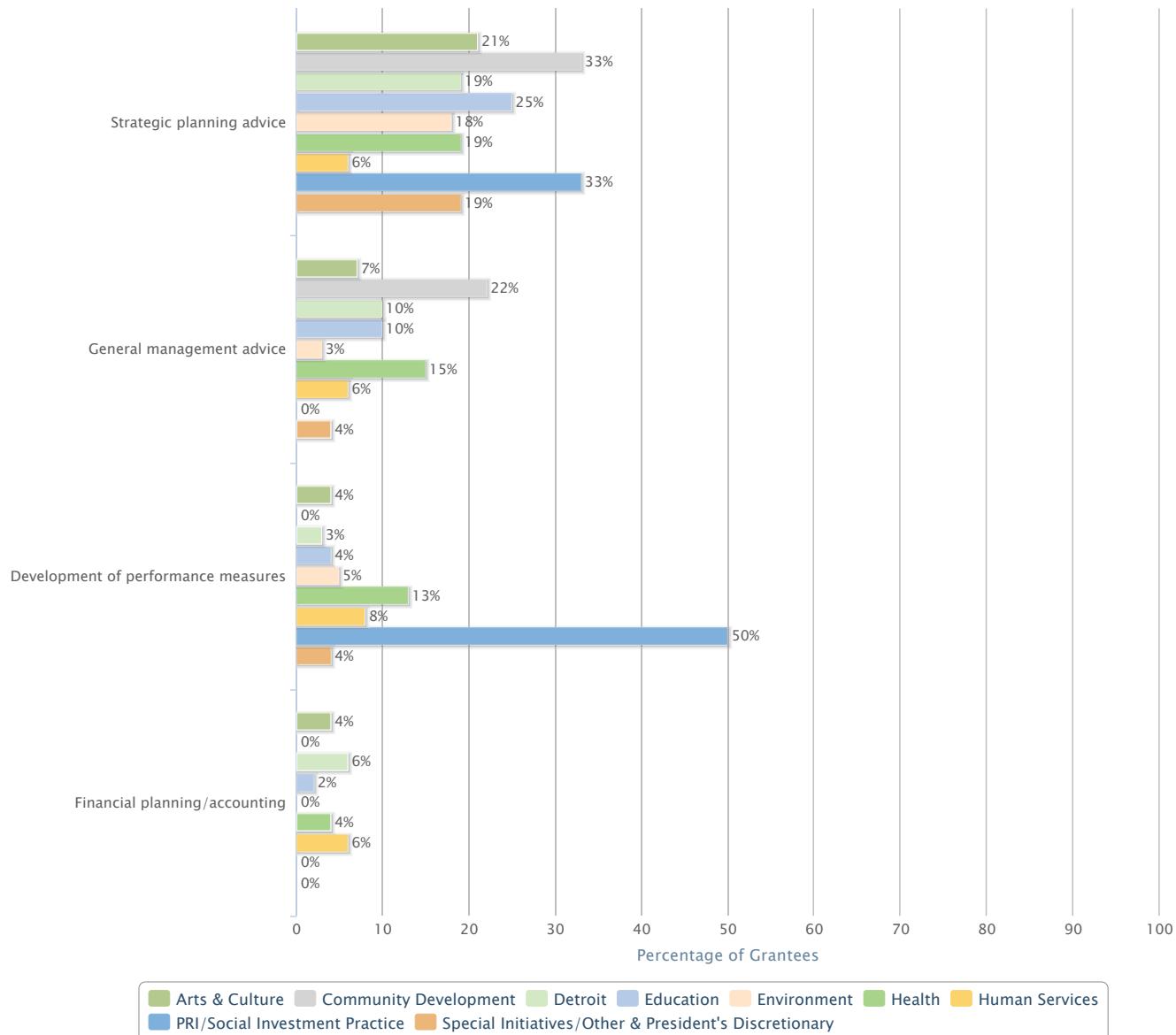
- » *"We have greatly appreciated...introductions to significant individuals in the field, and opportunities for meetings, discussions and facilitated meetings that enabled us to expand our thinking and define or goals for the reach and impact of this project."*
- » *"Kresge has provided opportunities and connections to other stakeholders to advance our communications with them and increase our impact."*
- » *"We would be able to learn more about Kresge if there were opportunities for grantee meetings either nationally or regionally."*

Management Assistance Activities

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

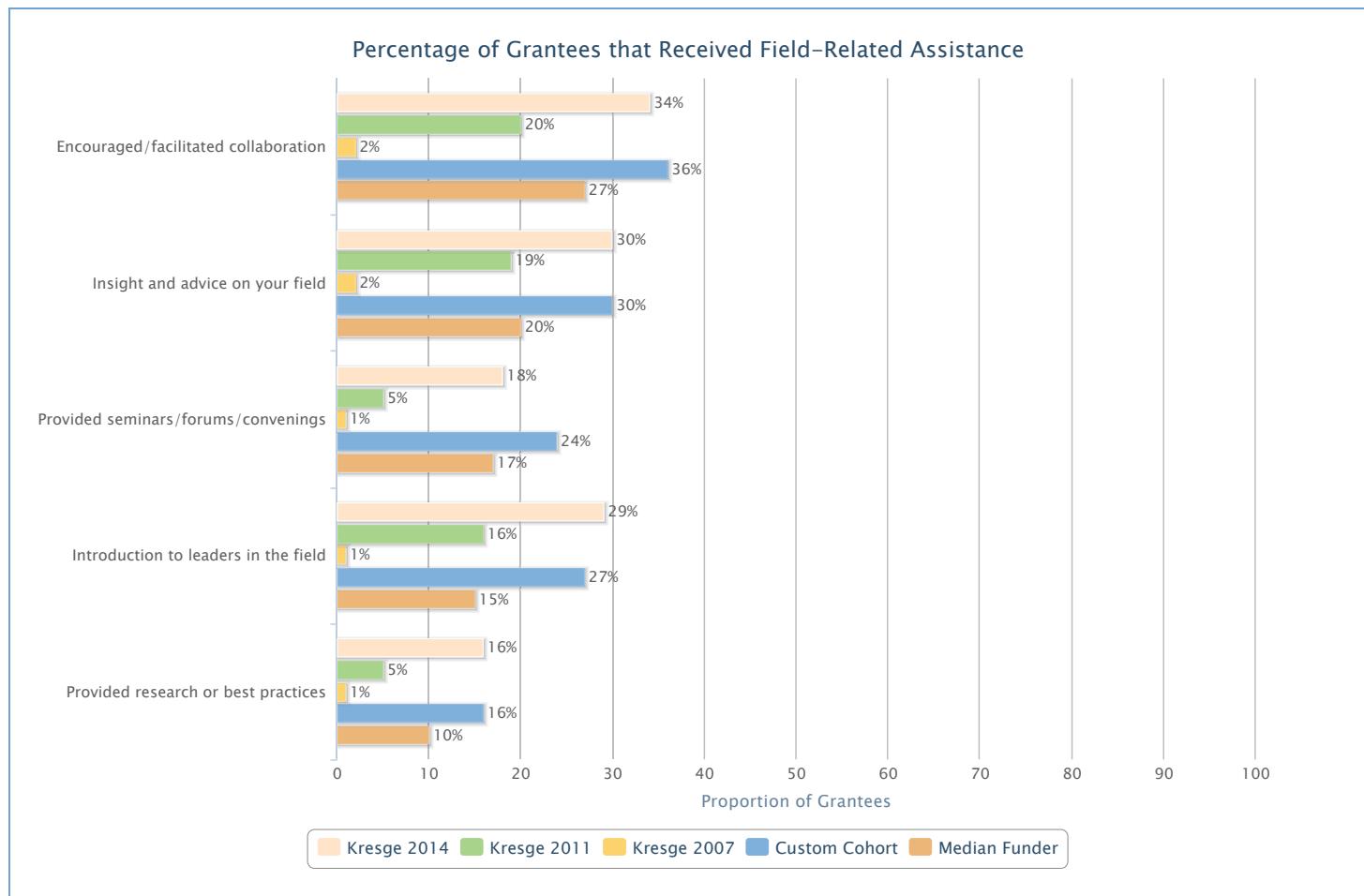


Percentage of Grantees that Received Management Assistance – By Subgroup

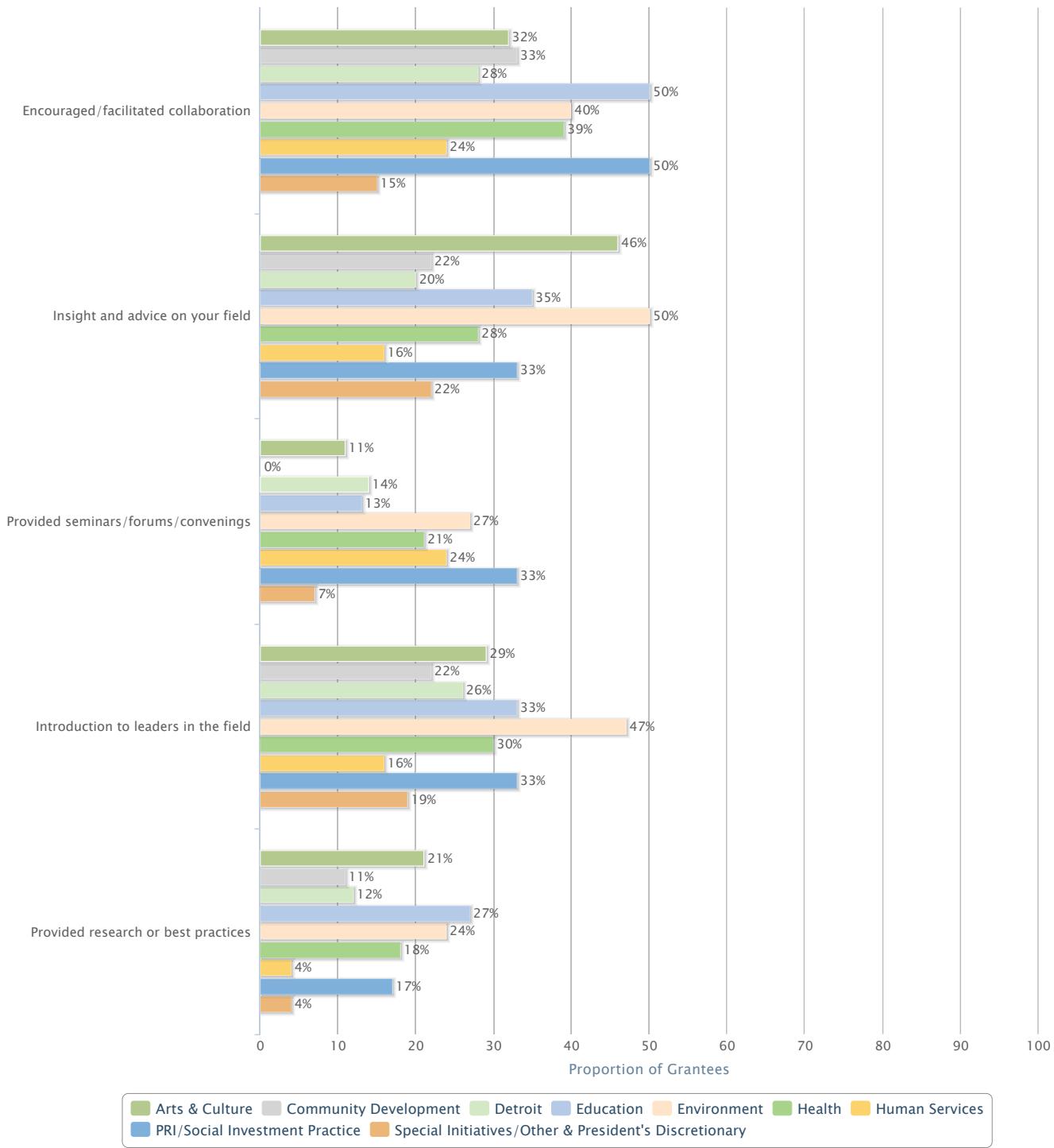


Field-Related Assistance Activities

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

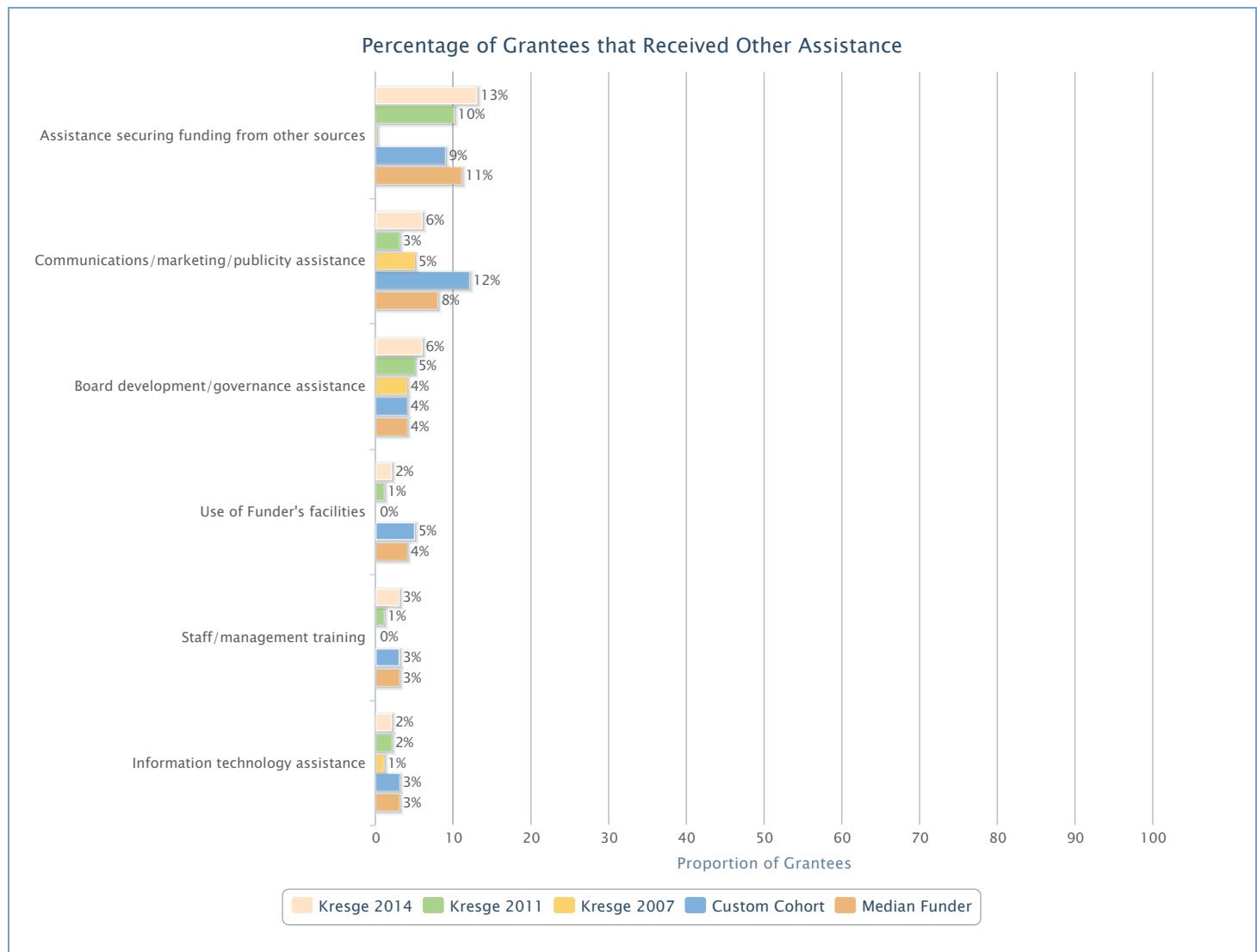


Percentage of Grantees that Received Field-Related Assistance – By Subgroup

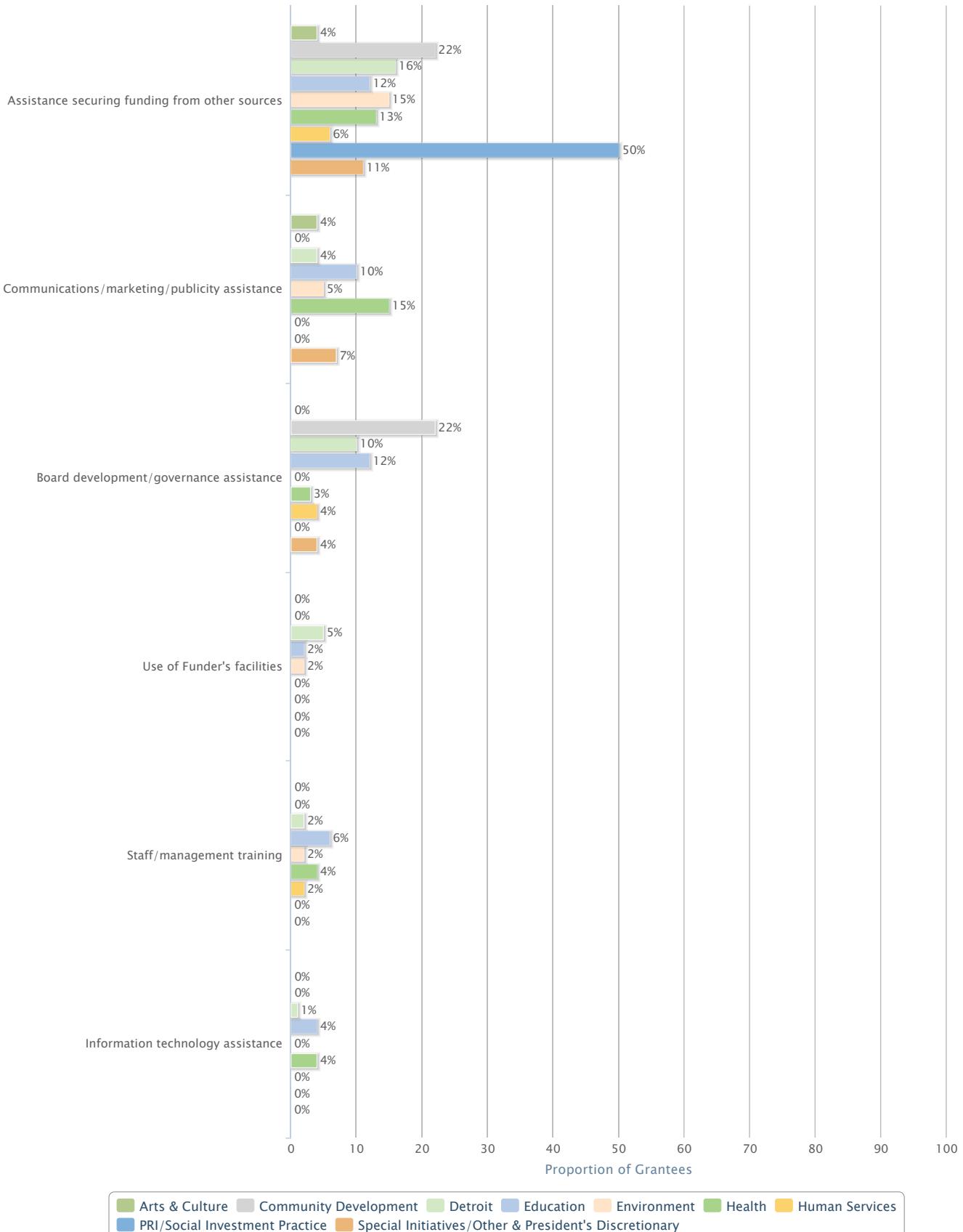


Other Assistance Activities

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



Percentage of Grantees that Received Other Assistance – By Subgroup



SUGGESTIONS FOR THE FOUNDATION

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

To download the full set of grantee comments and suggestions, [click here](#), and for the full set of applicant comments and suggestions, [click here](#). Please note that comments have been edited or deleted to protect the confidentiality of respondents.

Proportion of Grantee Suggestions by Topic

| Topic of Grantee Suggestion | % |
|------------------------------------------------------------|-----|
| Interactions with Foundation Staff | 26% |
| Non-Monetary Assistance | 23% |
| Clarity and Consistency of Foundation Communications | 12% |
| Proposal and Selection Process | 9% |
| Grantmaking Characteristics | 6% |
| Impact on and Understanding of Grantees' Organizations | 5% |
| Impact on and Understanding of Grantees' Fields | 4% |
| Reporting and Evaluation Process | 3% |
| Impact on and Understanding of Grantees' Local Communities | 3% |
| Other | 9% |

Proportion of Applicant Suggestions by Topic

| Topic of Applicant Suggestion | % |
|--------------------------------------------------------------|-----|
| Proposal and Selection Process | 31% |
| Interactions with Foundation Staff | 22% |
| Clarity and Consistency of Foundation Communications | 12% |
| Impact on and Understanding of Applicants' Organizations | 9% |
| Impact on and Understanding of Applicants' Local Communities | 8% |
| Feedback on Declined Applications | 8% |
| Impact on and Understanding of Applicants' Fields | 4% |
| Other | 7% |

Selected Grantee Comments

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

QUALITY AND QUANTITY OF INTERACTIONS (26%)

» More Frequent Interactions (N=33)

- » "As an ongoing grantee, more regular contact with staff to understand the Foundation's interests in the field generally, on our project specifically, and on the prospects for a longer term funding relationship would be helpful."
- » "I would suggest that Kresge staff engage their grantees in some way. We've had almost no contact with Kresge since receiving our grant."
- » "It would be great to get more direct communication initiated by the Kresge Foundation staff. I at times felt as though I was reaching out into a black hole of communication."

» Improved Staff Responsiveness (N=16)

- » "It is difficult to get a meeting scheduled with staff. I understand the pressure staff are under with so many requests for funding, but I would encourage Kresge to develop a process that is more transparent, timely, responsive, and understandable."
- » "Some of the program officers could be more responsive, especially if they asked or encouraged a phone call or e-mail."
- » "Return phone calls on a timely basis."

» More Site Visits (N=6)

- » "Conduct visits and let folks know what they think of the work and give feedback."
- » "It would be wonderful if staff could come to our region to do site visits on a periodic basis."
- » "More site visits. I think that helps the program officer to understand better what they are funding."

» Other Interactions (N=3)

- » "It might be helpful to know more about the level of interaction that Kresge wants during the implementation period."
- » "The first program officer was close and very available, but after the change the communication was affected."
- » "A phone call with the president at the end of grant would make Kresge more in tune with what happened with the grant."

NON-MONETARY ASSISTANCE (23%)

» Collaboration (N=19)

- » "We would love the opportunity to be better connected to the Foundation's broader...work. This could be achieved through remote and/or in-person gatherings of grantees and/or briefings from our Program Officer on relevant grantmaking work."
- » "Make more connections for their grantees among other groups in the field and other funders that might support their work."
- » "We would welcome opportunities to partner with other Kresge grantees on mutually beneficial projects when appropriate."

» Assistance Securing Funding from Other Sources (N=10)

- » "We could use more help connecting to other foundations to leverage and expand upon the support that Kresge provides."
- » "Since Kresge is the leader in this field, if Kresge could help build a broader array of other funders, then programs such as ours would have a higher chance of long term survival."
- » "One area where the Foundation staff could perhaps be more helpful is in assisting grantees with leveraging Kresge grants to access new funding - e.g., introductions to other funders."

» Convenings (N=8)

- » "I think having convenings with their grantees to begin making connections with their investments would help to support greater effectiveness of their investments because synergy between the grantees could organically lead to greater results and outcomes."
- » "Convening grantees from around the country who are working in similar fields would be really helpful.... It would put Kresge in a better place to understand the field and promote learning and impact."
- » "We would be interested in being involved in more Kresge-convened meetings with other grantees."

» Other Non-Monetary Assistance (N=13)

- » "Hands-on support of other services such as training, board development, advice and connections to resources that help mid- to small-sized nonprofits function more effectively."
- » "Assistance in disseminating/communicating best practices gained through Kresge funded initiatives."
- » "The only suggestion I have is for them to share more research."
- » "More sharing of resources, relationships, best practices of other supported organizations, etc. when appropriate."
- » "We could use technical assistance in assessing impact."

FOUNDATION COMMUNICATIONS (12%)

» Clarity of Communications (N=23)

- » "It would be helpful to understand Kresge's long-term goals and direction better so that we can understand we might help them achieve those goals and align our efforts beyond the grant periods."
- » "I would recommend that they communicate a bit more proactively with grantees about their goals and strategies."
- » "We would suggest that the Foundation more explicitly explain its overall mission and focus to grantees, especially beyond individual grantees' issue areas."

» Consistency of Communications (N=2)

- » "Improve communication among staff members so that decisions can be made within more reasonable timeframes. Clarify processes and be consistent."
- » "The Human Services website info needs to be consistent with the evolving strategic direction of the team."

» Other Communications (N=2)

- » "An annual update from your CEO via podcast or YouTube would be nice."
- » "Improve overall communication."

PROPOSAL AND SELECTION PROCESS (9%)

» Improved Communications (N=8)

- » "Improve communications with applicants from beginning to end."
- » "More communication about its intent regarding future grants."
- » "Make indirect cost information, reporting requirements, re-budgeting regulations more easily accessible on the website."

» Time between Grant Submission and Clear Commitment of Funding (N=4)

- » "Be clearer on proposal and award timing."
- » "Proposal response time could be quicker."
- » "Adherence to timeframes and funding decisions."

» Streamlining the Proposal and Selection Process (N=2)

- » "More help for program officers to expedite the grants process. It takes longer than it does at other foundations."
- » "Reduce the bureaucracy of the grant application process - make it simple and quick."

» Other Selection Process (N=6)

- » "...[C]onsider supporting initiatives that work across the Kresge program areas and to encourage Program Officers across program areas to collaborate on projects."
- » "It would have been helpful to us if Kresge had permitted a grant and a grant renewal to briefly overlap, so that both funding resources were temporarily available at the same time."
- » "Review overall its distribution of funding to include innovation, risk and emergent strategies. Include diversity of scale in its approach."
- » "Providing greater opportunity for unsolicited proposals and information-gathering sessions from leaders in the field would increase awareness of priorities."

GRANTMAKING CHARACTERISTICS (6%)

» Type of Grants (N=7)

- » "In its general operating support, Kresge has established a ceiling based on the organization's budget size. This is extremely limiting. Smaller organizations could move toward sustainability with larger general operating support."
- » "We see Kresge as moving along a positive trajectory. They no longer use only one tool (capital campaign support) in their toolbox, and now look like more of a 'normal' national funder. We think they can continue to stretch and try the most cutting edge grantmaking and other practices in the field."
- » "The Kresge Foundation provided general operating support to our organizations, which proved to be very useful."

» Length of Grants (N=4)

- » "It's important for funders to understand that the types of changes we're seeking take time....It would be ideal to align the length of funding cycles with that understanding."
- » "It is very significant when a foundation can provide multi-year funding to assist organizations in scaling up and growing."
- » "Provide funding over longer grant periods to increase our financial certainty and decrease the per-dollar administrative (reporting, applying, etc.) burdens of being a grantee."

» Size of Grants (N=3)

- » "Provide larger grants to smaller organizations"
- » "Reconsider and increase the support amounts...in relation to the growth and size of the organization."

IMPACT ON AND UNDERSTANDING OF GRANTEES' ORGANIZATIONS (5%)

» **Orientation (N=8)**

- » "The Foundation should recommit to investing in a broad array of effective organizations, and keep its agenda limited to a broader set of mission-related goals, rather than trying to dictate how work happens."
- » "Fund initiatives that seek to generate social change and structural reform, not merely to repair or remediate the damage done by the forces producing social and economic inequality."
- » "Be a little more daring--consider taking bigger risks that may really pay off. New innovation and innovators may seem risky but the long established organizations may not have all the skills and talent to deal with new and emerging problems."

» **Other Organizational Impact (N=2)**

- » "It would be helpful if the staff understood our organization, and informed us as to how we can relate to the goals of the Foundation."
- » "A commitment to health and sustained funding for a successful model is important."

IMPACT ON AND UNDERSTANDING OF GRANTEES' FIELDS (4%)

- » "Kresge should be more willing to treat organizations as the ultimate experts when it comes to their own programs and the field in which they work, rather than attempting to push collaborations that may not make sense, or activities/outputs/outcomes that may not be feasible as a condition to receive or be considered for funding."
- » "Kresge is generous and implements amazing programs, but does not always advocate as strongly as they could for arts and culture as being integral and vital to all aspects of development here in Detroit."
- » "Think you need to move into more innovative areas...and provide parallel support for assessment in these areas."

REPORTING AND EVALUATION PROCESS (3%)

- » "Knowledge of impact would inform our opinion on how relevant to the Foundation was our work."
- » "Perhaps clearer ideas of evaluation techniques before too much time has passed on the project."
- » "Acknowledge receipt of grant reporting and other project documentation soon after it is received."

IMPACT ON AND UNDERSTANDING OF GRANTEES' LOCAL COMMUNITIES (3%)

- » "I would imagine it would be helpful for Kresge to have eyes and ears on the ground in their respective focus geographies."
- » "We, as an organisation, would have appreciated more mutual respect in terms of our knowledge of...our [community]. There was a consistent message that our views could not be taken seriously and this was frustrating as every development and decision, in the end, was usually exactly what we had earlier suggested."
- » "What would make Kresge an even better funder/partner would be clarity around their Detroit investment strategy and the role they would like to see [our organization] play to move the city forward."

OTHER (9%)

» **Staff (N=13)**

- » "With Kresge's national scope, it doesn't always seem that staff have the internal support they need in order to go deep with all of the projects in which they invest. The Foundation may want to consider the workload on the shoulders of each staff person and find ways to provide additional staff support."
- » "Kresge may need to hire more program officers so the wait in communication isn't so long."
- » "Hiring additional staff support for the field would be useful to grantees and to the field."

» **Website (N=1)**

- » "The website could provide more in-depth information that would help prospective grantseekers to understand the Foundation's grantmaking priorities in more depth."

» **Other (N=5)**

- » "Hold the grantee accountable to deliver on the shared goals and objectives for the funded initiative."
- » "More inquiry into challenges experienced by the organization."
- » "For continuity, consistency and programmatic solidity, notify grantees of additional funding award prior to the expiration of the grant period, not 2-4 months after the grant has ended."

Selected Applicant Comments

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

PROPOSAL AND SELECTION PROCESS (31%)

» More Conversations Before Applying (N=22)

- » "Kresge must become more approachable for first time grantees and/or grantees who might not be 'regular' recipients... It would save everyone a lot of time if the funder would just listen to the concept for 15 minutes before the applicant goes to the effort of spending 10-50 hours pulling together a concept."
- » "Provide better guidance to those submitting grants as to whether the research project communicated to grant officers is a fundable project. Eliminate those projects that are not fundable much sooner."
- » "I wish I would have had the opportunity to discuss with [staff] before I submitted our application request. The discussion that we had after the application was denied was extremely helpful and I appreciate the time she afforded me to have a discussion."
- » "Provide applicants with the opportunity to answer questions and discuss the submission with the reviewing program officer prior to a final decision being made."

» Time between Submission and Funding Decision (N=11)

- » "Better timing and communication to let the applicant know the status of the application."
- » "At a minimum, provide timely responses to LOIs, and if that is not possible, at least timely updates on the processes."
- » "Provide a timeframe for grant application review (e.g. grant applicants will be notified of decisions within X weeks.)"

» Selection Guidelines (N=9)

- » "Please provide more clarity between the categories and subcategories that you fund. Even deciding which category to apply under was difficult to choose because of apparent similarities/overlap."
- » "The requirements for the grants should be better explained."
- » "I think I would have appreciated knowing that Kresge does not plan on funding an organization unless it has a national presence. The frustration comes when we are encouraged to apply, yet we do not meet the program's preference for a national model."

» Increased Programming about Proposal and Selection Process (N=3)

- » "I think offering webinars occasionally about the grant proposal process is always helpful."
- » "Maybe a webinar for potential grantees to get together and learn about funding opportunities and priorities with a Q&A session as well."

» Streamlining the Proposal and Selection Process (N=3)

- » "Simpler letter of inquiry or pre-proposal phase."
- » "The requirements for a letter of inquiry required relatively more work and information than other foundations' LOIs."

» Other Selection Process (N=4)

- » "Maybe give funding to more organizations or make it an invitation only process, so smaller nonprofits don't waste their time putting in LOIs and proposals when they are highly unlikely to be competitive."
- » "Better communication of application status; a brief e-mail would suffice."
- » "Program Officers who are held to a standard algorithm for processing grant applications from start to finish."

QUALITY AND QUANTITY OF INTERACTIONS (22%)

» Improved Staff Responsiveness (N=15)

- » "Establish a better system for review of letters of inquiry, so that applicants receive adequate correspondence and/or verbal communications, and notice of acceptance/decline in a timely manner."
- » "More responsiveness would improve the process by helping either to improve proposals or weeding out proposals that would not be a good fit for Kresge. This would save time both for Kresge and applicants."
- » "Improved responsiveness and professionalism. Literally months would go by where they would be unresponsive and ignore all outreach."

» More Frequent Interactions (N=8)

- » "Greater and more frequent engagement with the applicant."
- » "Funders are most effective when they sustain relationships over time and ask grantees the questions that foster program improvement. We have experienced this at the local level, and these are the funders and relationships that are making a difference in the long run."
- » "Communicate with applicants and keep commitments to timelines once a proposal is submitted."

» More Site Visits (N=5)

- » "Since they have such a large workforce, I would allow their program assistants, associates, and officers to actually do their own landscape analyses of the nonprofits working in their field that are making an impact, go and interview each of them, meet them, and see, directly, what it is they are doing."
- » "[I would suggest] site visits or allowing the sending of videos."
- » "More efforts to do site visits in early stages of application."

» More Accessibility to Applicants (N=3)

- » "More accessibility to applicants who have no prior relationship with the Foundation."
- » "More accessible staff."

» Other Interactions (N=6)

- » "It would be helpful when a program officer leaves or changes position to be explicitly reassigned to the appropriate contact and informed about any changes in program priorities and in the process for communicating."
- » "Assign a staff person to help a person through the grant process."
- » "The online application should allow for contact with program officers."

COMMUNICATIONS (12%)» **Clarity of Communications (N=17)**

- » "Clarification on process and timing related to changing program guidelines, and a clearer sense of the process in the interim, would, from our perspective, make them a stronger funder."
- » "Provide regular clarity well ahead of time on future funding priorities. Have a staff contact that could be reached for questions about program fit."
- » "More clearly state what its funding priorities are, or if funding priorities change, promptly reflect the change on its website."

» **Consistency of Communications (N=3)**

- » "Better communication among program officers and staff administration who handle written communications to applicants."
- » "It would be great if...there was more continuity between staff people involved."

IMPACT ON AND UNDERSTANDING OF APPLICANTS' ORGANIZATIONS (9%)» **Orientation (N=14)**

- » "I feel that Kresge needs to make more efforts to fund smaller, community oriented programs, with a huge impact on individuals. They tend to fund large scale initiatives that have little impact on individuals."
- » "Minimal funding is given to local organizations that have a better grasp on local communities for the best impact. [Larger] organizations are great for general outreach and implementation, but the hard to reach and serve communities are more accessible by local nonprofits. Smaller agencies should be given the opportunity to make bigger impacts to eradicate national health disparities at the grass roots level."
- » "Open its gifting criteria to support the organizations that are driving change. Many organizations that are supported have been stagnant for decades, have not implemented any new technologies or accepted new management techniques."

» **Other Organizational Impact (N=1)**

- » "Research the organization that did submit the grant, get to know the work that we're doing, and fund small organizations like ourselves that do the work, but may not be a 'big name.'"

IMPACT ON AND UNDERSTANDING OF APPLICANTS' LOCAL COMMUNITIES (8%)» **Orientation (N=9)**

- » "We hope that while responding to critical needs in large metropolitan areas, the Foundation is also able to make contributions that will impact rural areas, particularly in funding projects that have the potential, when broadly replicated, for substantial impacts in both rural and urban areas."
- » "There are many organizations in more rural areas which do very good work and are passed over because foundations want to focus on urban areas. By passing over these rural organizations, the Kresge Foundation misses out on building partnerships with a great many excellent groups."
- » "It is important for them to distribute funds equitably per region and include small states with large needs."

» **Understanding of Local Communities (N=5)**

- » "Kresge seems to have limited understanding of the barriers and needs of rural programs....Our organization fit within the size parameters, but additional dynamics of an isolated, rural location seemed a foreign culture to Kresge."
- » "I don't know the extent to which they work with truly rural communities but it did not seem like they understood the need and how the strategy was the most effective solution."
- » "I don't think they understand the nuances of working in [my organization's] community and the unique challenges presented."

FEEDBACK ON DECLINED APPLICATIONS (8%)

- » "Reach out to applicants with recently reviewed proposals to help mold applications for future submissions."
- » "Our work appeared to be a good fit, but we received a form letter rejection for a letter of inquiry....Without any feedback on whether our work fits Kresge's strategic priorities, it's hard to know whether we should give the Foundation another opportunity to take our work to the next level."
- » "Kresge could help fund seekers by providing more detail about... why a project is not funded, even if it does fit within the guidelines."

IMPACT ON AND UNDERSTANDING OF APPLICANTS' FIELDS (4%)

- » "Allocate more for [the education field]. Giving directly to the [organizations] as opposed to giving to a single funding consultant group who then disburse to individual grantors."
- » "Continuing to fund health-care related work, with less emphasis on policy or public health organizations. Policy change is useful, but if health care organizations do not have funding from public resources to implement policy the actual health improvements do not get made."
- » "We are concerned that the Environment program has shifted entirely into Climate Resiliency, without continued support for work that addresses root causes of climate change or projects that seek to mitigate the impacts of climate."

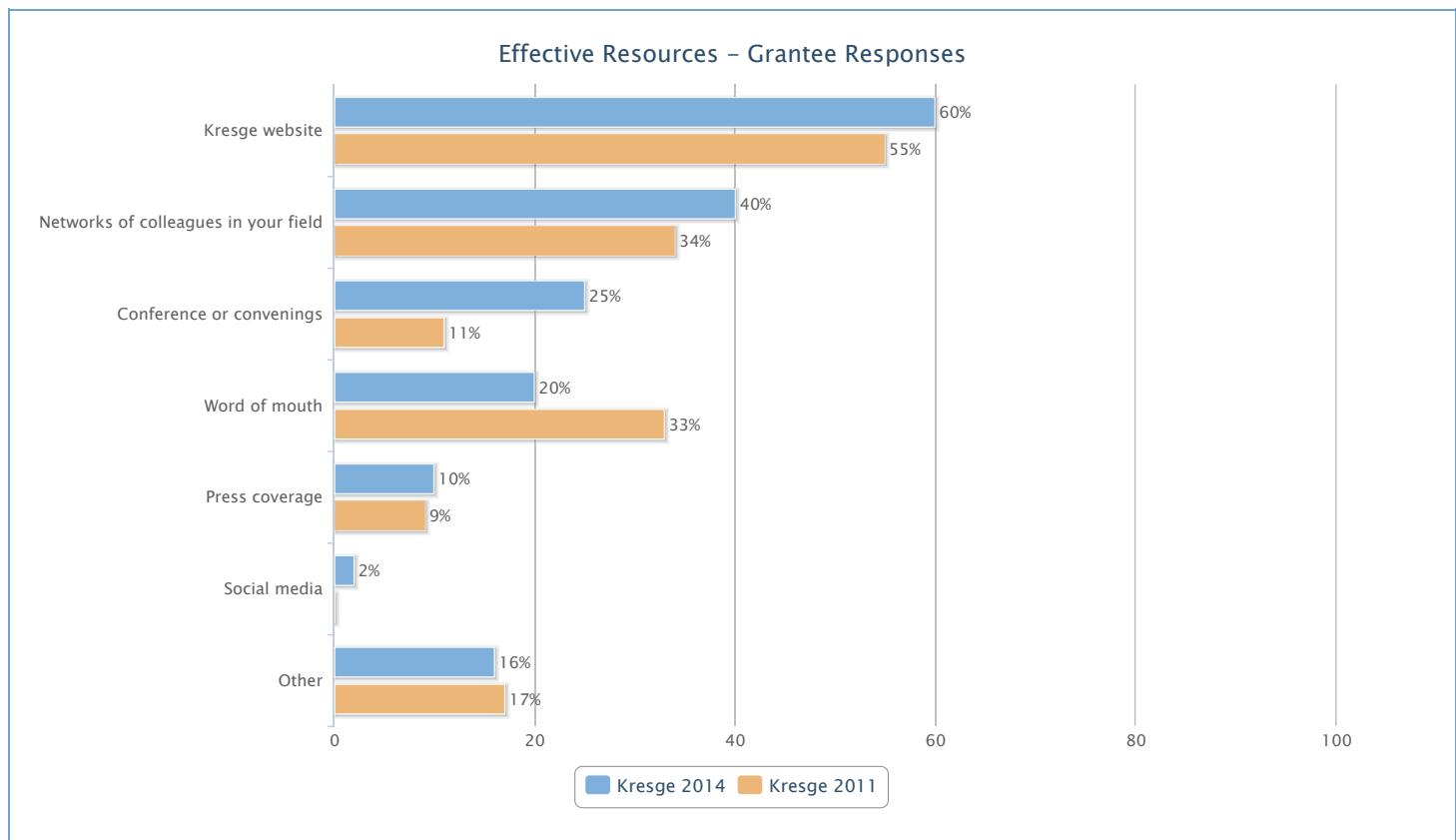
OTHER (7%)

- » **Website (N=4)**
 - » "Post on the website stating that fund's distribution has concluded for the year when they run out of money. Therefore, other organizations do not apply and the Kresge staff is not inundated with request they are unable to fulfill."
 - » "Improve website and make areas of interest clear and not so multilayered."
- » **Assistance Securing Funding from Other Sources (N=2)**
 - » "Provide better guidance on leveraging other partners for sustainability even though the program would have been sustained by [other organizations] beyond the grant period."
 - » "Suggestions of other potential sources for funding would have been helpful when the application was denied."
- » **Staff (N=2)**
 - » "Secure sufficient staffing to handle the applications received."
 - » "Staff time seemed to be limited, and we got the impression that only large grants are considered due to lack of time to review too many proposals. So, more staff or better organized staff would help."
- » **Transparency (N=2)**
 - » "There seem to be hidden rules for competing for grants that other foundations are more transparent about, and Kresge could learn from them."
 - » "Increased transparency."
- » **Other (N=3)**
 - » "Scaling up its grantmaking would make Kresge a better funder. We hear incessantly about the need for nonprofits to scale up effective strategies. But nonprofits are already scaled up--hundreds of thousands exist all across the country--and often the most effective programs are such because they are small."

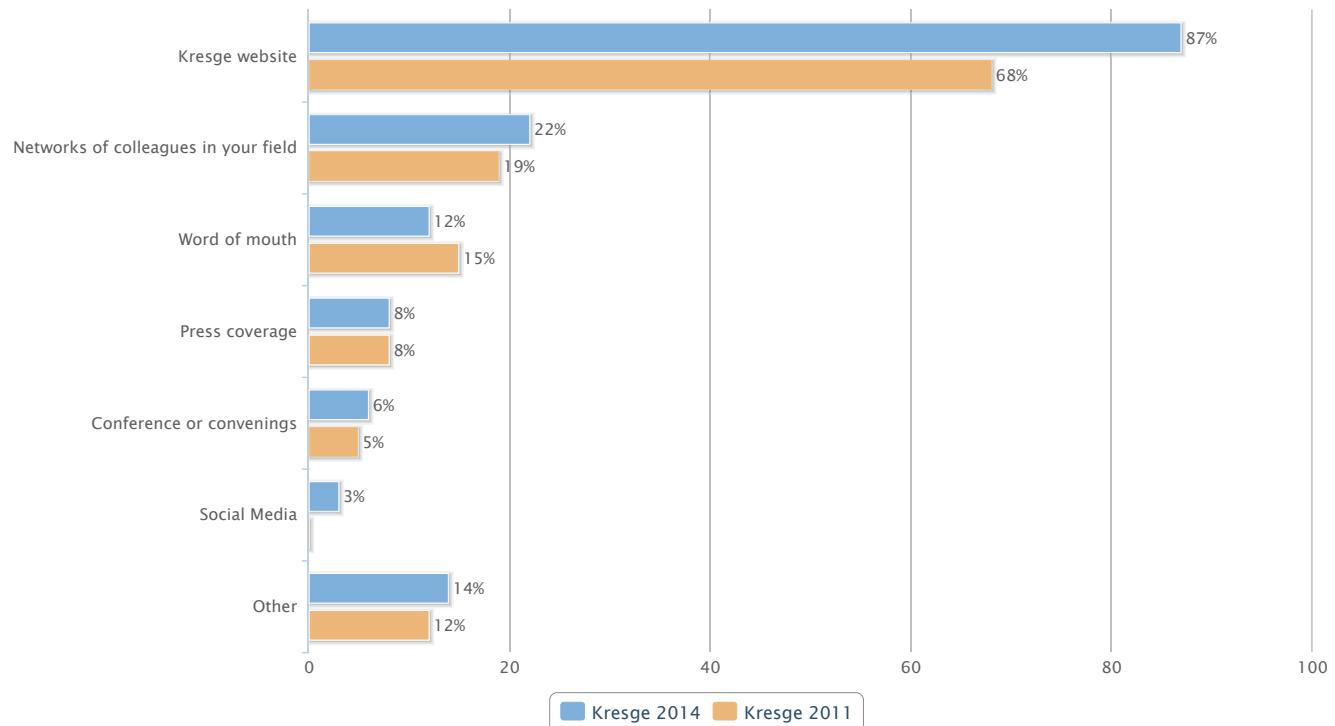
KRESGE-SPECIFIC QUESTIONS

"Please check up to two of the most effective resources from which you learned about Kresge's strategic direction."

Note: the "Social Media" option was introduced in the 2014 survey.



Effective Resources – Applicant Responses



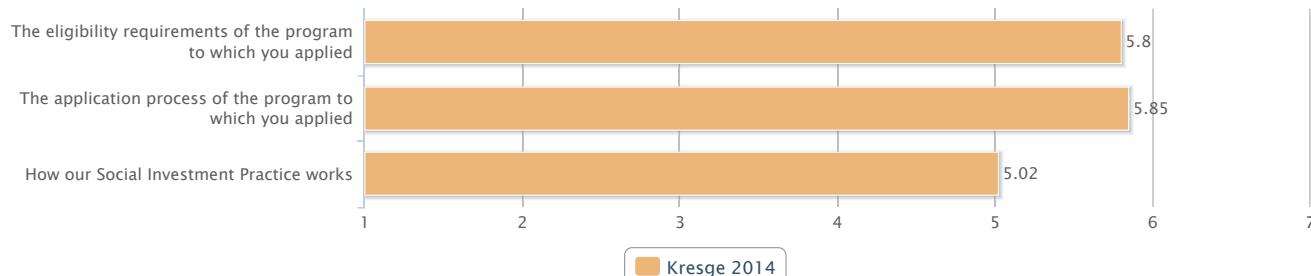
"In the course of exploring your organization's funding needs, did the Foundation discuss with you a range of capital options (i.e. both grants and program-related investments)?"

| Kresge 2014 | |
|-------------|-----|
| Yes | 73% |
| No | 27% |

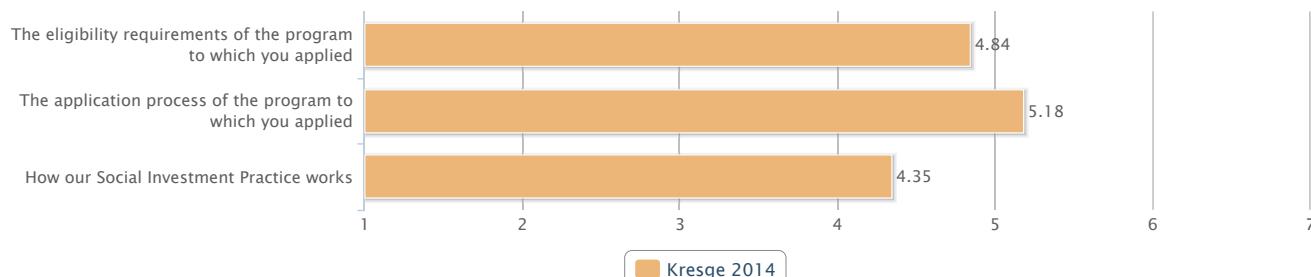
Note: this question was only asked of grantees.

"Please rate how clearly the Kresge website explained each of the following..." (1 = not at all clearly, 7 = extremely clearly)

Clarity of Kresge Website – Grantee Ratings

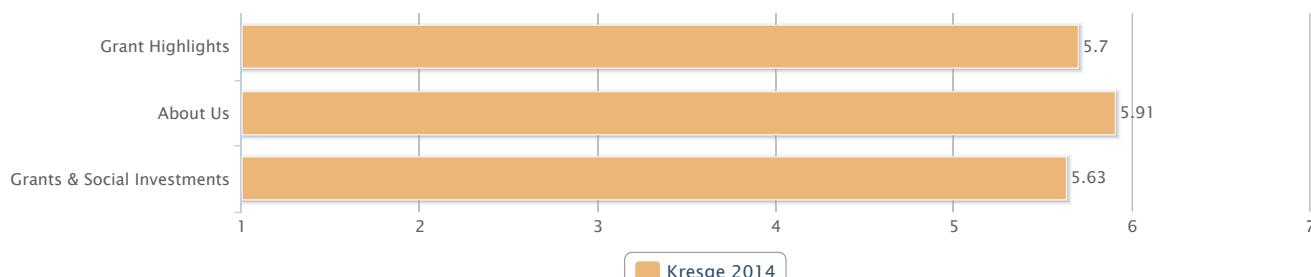


Clarity of Kresge Website – Applicant Ratings

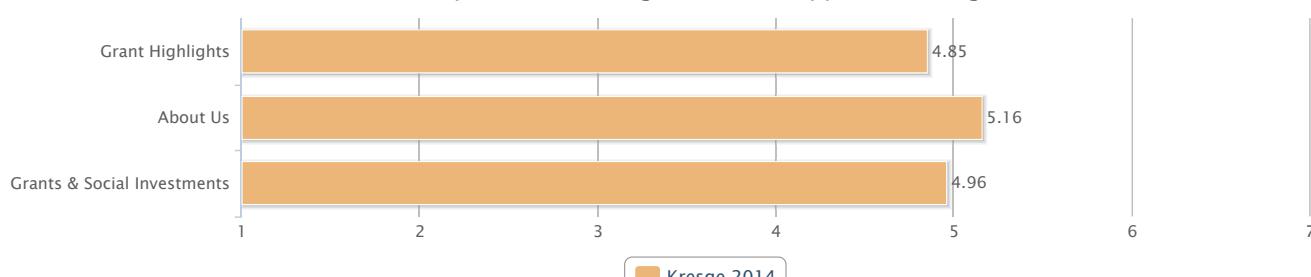


"Please rate how helpful each of the following sections of the Kresge website was..." (1 = not at all helpful, 7 = extremely helpful)

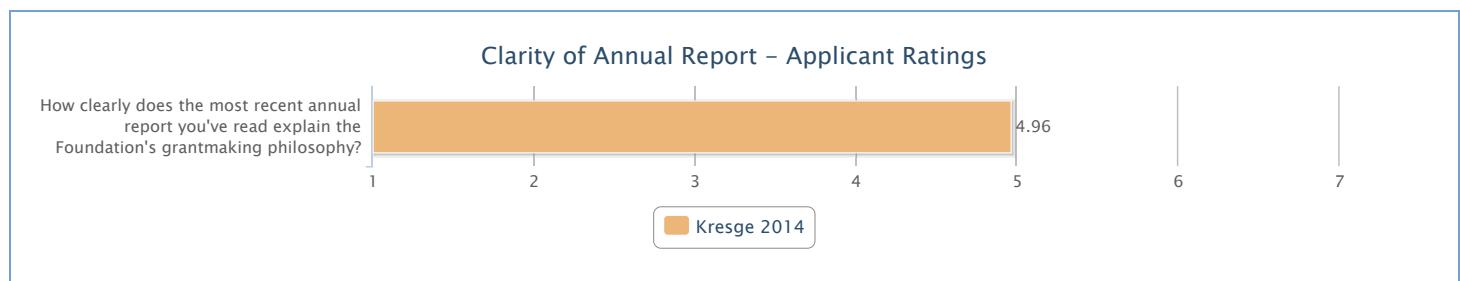
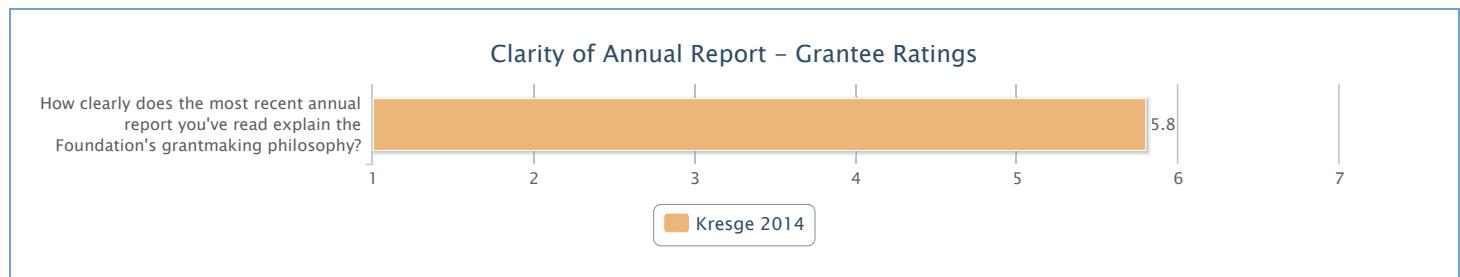
Helpfulness of Kresge Website – Grantee Ratings



Helpfulness of Kresge Website – Applicant Ratings



"How clearly does the most recent annual report you've read explain the Foundation's grantmaking philosophy?" (1 = not at all clearly, 7 = extremely clearly)



CONTEXTUAL DATA**Grantmaking Characteristics (Grantee Responses Only)**

| Length of Grant Awarded (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Median Funder | Custom Cohort |
|-----------------------------------|-------------|-------------|-------------|---------------|---------------|
| Average grant length | 2.4 years | 2.0 years | 1.5 years | 2.1 years | 2.4 years |

| Length of Grant Awarded (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Average Funder | Custom Cohort |
|-----------------------------------|-------------|-------------|-------------|----------------|---------------|
| 1 year | 20% | 40% | 77% | 50% | 28% |
| 2 years | 39% | 38% | 14% | 21% | 32% |
| 3 years | 32% | 16% | 5% | 17% | 27% |
| 4 years | 5% | 3% | 0% | 3% | 5% |
| 5 or more years | 5% | 4% | 5% | 8% | 8% |

| Type of Grant Awarded (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Average Funder | Custom Cohort |
|--------------------------------------------------------------------|-------------|-------------|-------------|----------------|---------------|
| Program / Project Support | 61% | 52% | 0% | 64% | 72% |
| General Operating / Core Support | 29% | 23% | 1% | 20% | 13% |
| Capital Support: Building / Renovation / Endowment Support / Other | 3% | 6% | 0% | 5% | 5% |
| Technical Assistance / Capacity Building | 1% | 0% | 0% | 2% | 2% |
| Scholarship / Fellowship | 2% | 0% | 0% | 2% | 1% |
| Event / Sponsorship Funding | 2% | 19% | 99% | 8% | 5% |
| Program-Related Investment | 2% | N/A | N/A | N/A | N/A |

Grantmaking Characteristics - By Subgroup

| Length of Grant Awarded (By Subgroup) | Arts & Culture | Community Development | Detroit | Education | Environment | Health | Human Services | PRI/Social Investment Practice | Special Initiatives/Other & President's Discretionary |
|---------------------------------------|----------------|-----------------------|-----------|-----------|-------------|-----------|----------------|--------------------------------|-------------------------------------------------------|
| Average grant length | 2.4 years | 1.6 years | 2.4 years | 2.4 years | 2.1 years | 2.8 years | 2.5 years | 4.4 years | 1.5 years |

| Length of Grant Awarded (By Subgroup) | Arts & Culture | Community Development | Detroit | Education | Environment | Health | Human Services | PRI/Social Investment Practice | Special Initiatives/Other & President's Discretionary |
|---------------------------------------|----------------|-----------------------|---------|-----------|-------------|--------|----------------|--------------------------------|-------------------------------------------------------|
| 1 year | 4% | 56% | 24% | 15% | 21% | 6% | 10% | 33% | 65% |
| 2 years | 52% | 22% | 46% | 38% | 56% | 20% | 41% | 0% | 15% |
| 3 years | 41% | 22% | 13% | 37% | 19% | 62% | 41% | 17% | 19% |
| 4 years | 0% | 0% | 8% | 4% | 2% | 9% | 4% | 0% | 0% |
| 5 or more years | 4% | 0% | 9% | 6% | 2% | 3% | 4% | 50% | 0% |

| Type of Grant Awarded (By Subgroup) | Arts & Culture | Community Development | Detroit | Education | Environment | Health | Human Services | PRI/Social Investment Practice | Special Initiatives/Other & President's Discretionary |
|--------------------------------------------------------------------|----------------|-----------------------|---------|-----------|-------------|--------|----------------|--------------------------------|-------------------------------------------------------|
| Program / Project Support | 36% | 44% | 28% | 83% | 87% | 80% | 71% | 17% | 52% |
| General Operating / Core Support | 61% | 44% | 64% | 4% | 10% | 9% | 20% | 17% | 30% |
| Capital Support: Building / Renovation / Endowment Support / Other | 4% | 0% | 5% | 0% | 0% | 0% | 4% | 0% | 0% |
| Technical Assistance / Capacity Building | 0% | 0% | 2% | 10% | 2% | 5% | 4% | 0% | 0% |
| Scholarship / Fellowship | 0% | 0% | 0% | 0% | 2% | 0% | 0% | 0% | 7% |
| Event / Sponsorship Funding | 0% | 11% | 0% | 4% | 0% | 2% | 0% | 0% | 7% |

Grant Size

| Grant Amount Awarded (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Median Funder | Custom Cohort |
|--------------------------------|-------------|-------------|-------------|---------------|---------------|
| Median grant size | \$350K | \$300K | \$700K | \$60K | \$230K |

| Grant Amount Awarded (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Average Funder | Custom Cohort |
|--------------------------------|-------------|-------------|-------------|----------------|---------------|
| Less than \$10K | 1% | 2% | 0% | 11% | 2% |
| \$10K - \$24K | 3% | 3% | 0% | 15% | 3% |
| \$25K - \$49K | 7% | 6% | 0% | 15% | 5% |
| \$50K - \$99K | 8% | 11% | 0% | 17% | 12% |
| \$100K - \$149K | 8% | 7% | 0% | 10% | 9% |
| \$150K - \$299K | 16% | 21% | 13% | 14% | 21% |
| \$300K - \$499K | 22% | 16% | 17% | 7% | 14% |
| \$500K - \$999K | 26% | 26% | 50% | 5% | 15% |
| \$1MM and above | 10% | 10% | 21% | 7% | 18% |

| Median Percent of Budget Funded by Grant (Annualized) (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Median Funder | Custom Cohort |
|-----------------------------------------------------------------|-------------|-------------|-------------|---------------|---------------|
| Size of grant relative to size of grantee budget | 4% | 6% | 6% | 3% | 4% |

Grant Size - By Subgroup

| Grant Amount Awarded (By Subgroup) | Arts & Culture | Community Development | Detroit | Education | Environment | Health | Human Services | PRI/Social Investment Practice | Special Initiatives/Other & President's Discretionary |
|------------------------------------|----------------|-----------------------|---------|-----------|-------------|--------|----------------|--------------------------------|-------------------------------------------------------|
| Median grant size | \$450K | \$200K | \$100K | \$590K | \$386K | \$577K | \$400K | \$488K | \$50K |

| Grant Amount Awarded (By Subgroup) | Arts & Culture | Community Development | Detroit | Education | Environment | Health | Human Services | PRI/Social Investment Practice | Special Initiatives/Other & President's Discretionary |
|------------------------------------|----------------|-----------------------|---------|-----------|-------------|--------|----------------|--------------------------------|-------------------------------------------------------|
| Less than \$10K | 0% | 0% | 1% | 0% | 0% | 2% | 0% | 0% | 0% |
| \$10K - \$24K | 4% | 0% | 8% | 0% | 0% | 0% | 0% | 0% | 8% |
| \$25K - \$49K | 0% | 11% | 11% | 4% | 0% | 2% | 2% | 0% | 38% |
| \$50K - \$99K | 0% | 22% | 24% | 0% | 2% | 2% | 2% | 0% | 19% |
| \$100K - \$149K | 7% | 0% | 11% | 4% | 10% | 5% | 4% | 33% | 19% |
| \$150K - \$299K | 15% | 22% | 14% | 20% | 20% | 11% | 22% | 0% | 8% |
| \$300K - \$499K | 26% | 22% | 20% | 16% | 35% | 21% | 27% | 17% | 0% |
| \$500K - \$999K | 22% | 11% | 2% | 45% | 28% | 52% | 29% | 17% | 8% |
| \$1MM and above | 26% | 11% | 8% | 12% | 5% | 8% | 14% | 33% | 0% |

| Median Percent of Budget Funded by Grant (Annualized) (By Subgroup) | Arts & Culture | Community Development | Detroit | Education | Environment | Health | Human Services | PRI/Social Investment Practice | Special Initiatives/Other & President's Discretionary |
|---------------------------------------------------------------------|----------------|-----------------------|---------|-----------|-------------|--------|----------------|--------------------------------|-------------------------------------------------------|
| Size of grant relative to size of grantee budget | 7% | 3% | 4% | 6% | 8% | 5% | 2% | 1% | 2% |

Application Characteristics

Application Characteristics (Applicant Responses Only)

| Type of Grant Requested (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Average Funder |
|--------------------------------------------------------------------|-------------|-------------|-------------|----------------|
| Program/project support | 65% | 27% | 2% | 68% |
| General operating | 17% | 4% | 0% | 12% |
| Scholarship or research fellowship | 0% | 0% | 0% | 1% |
| Technical assistance/capacity building | 4% | 2% | 0% | 5% |
| Event/sponsorship funding | 1% | 0% | 0% | 1% |
| Capital support: building/renovation/endowment support/other | 10% | 67% | 98% | 12% |
| Program-Related Investment | 4% | N/A | N/A | N/A |

| Grant Amount Requested (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Median Funder |
|----------------------------------|-------------|-------------|-------------|---------------|
| Median Grant Amount | \$100K | \$350K | \$500K | \$50K |

| Grant Amount Requested (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Average Funder |
|----------------------------------|-------------|-------------|-------------|----------------|
| Less than \$10K | 5% | 1% | 0% | 11% |
| \$10K - \$24K | 12% | 2% | 0% | 21% |
| \$25K - \$49K | 9% | 2% | 0% | 19% |
| \$50K - \$99K | 17% | 14% | 0% | 20% |
| \$100K - \$149K | 12% | 7% | 4% | 11% |
| \$150K - \$299K | 17% | 18% | 27% | 10% |
| \$300K - \$499K | 8% | 15% | 17% | 4% |
| \$500K - \$999K | 12% | 23% | 34% | 3% |
| \$1MM and above | 7% | 20% | 18% | 2% |

Application Characteristics - By Subgroup

| Type of Grant Requested (By Subgroup) | Education | Environment | Health | Human Services | Arts & Culture |
|--------------------------------------------------------------------|-----------|-------------|--------|----------------|----------------|
| Program/project support | 74% | 92% | 73% | 50% | 83% |
| General operating | 11% | 4% | 15% | 23% | 0% |
| Scholarship or research fellowship | 0% | 0% | 0% | 0% | 0% |
| Technical assistance/capacity building | 0% | 4% | 1% | 7% | 0% |
| Event/sponsorship funding | 4% | 0% | 1% | 0% | 17% |
| Capital support: building/renovation/endowment support/other | 4% | 0% | 7% | 16% | 0% |

| Grant Amount Requested (By Subgroup) | Education | Environment | Health | Human Services | Arts & Culture |
|--------------------------------------|-----------|-------------|--------|----------------|----------------|
| Median Grant Amount | \$150K | \$175K | \$50K | \$170K | \$76K |

| Grant Amount Requested (By Subgroup) | Education | Environment | Health | Human Services | Arts & Culture |
|--------------------------------------|-----------|-------------|--------|----------------|----------------|
| Less than \$10K | 4% | 0% | 8% | 3% | 0% |
| \$10K - \$24K | 16% | 6% | 21% | 4% | 0% |
| \$25K - \$49K | 8% | 0% | 15% | 4% | 17% |
| \$50K - \$99K | 12% | 35% | 15% | 16% | 50% |
| \$100K - \$149K | 8% | 6% | 9% | 18% | 0% |
| \$150K - \$299K | 24% | 18% | 10% | 23% | 17% |
| \$300K - \$499K | 4% | 6% | 8% | 9% | 17% |
| \$500K - \$999K | 8% | 29% | 8% | 15% | 0% |
| \$1MM and above | 16% | 0% | 5% | 8% | 0% |

Grantee/Applicant Characteristics**Operating Budget of Grantee Organizations**

| Operating Budget of Grantee Organization (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Median Funder | Custom Cohort |
|----------------------------------------------------|-------------|-------------|-------------|---------------|---------------|
| Median Budget | \$3.0M | \$2.5M | \$9.0M | \$1.4M | \$3.0M |

| Operating Budget of Grantee Organization (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Average Funder | Custom Cohort |
|----------------------------------------------------|-------------|-------------|-------------|----------------|---------------|
| <\$100K | 1% | 1% | 0% | 9% | 4% |
| \$100K - \$499K | 10% | 10% | 3% | 20% | 14% |
| \$500K - \$999K | 12% | 14% | 5% | 14% | 11% |
| \$1MM - \$4.9MM | 37% | 39% | 25% | 30% | 31% |
| \$5MM - \$24MM | 23% | 17% | 38% | 17% | 23% |
| >=\$25MM | 17% | 19% | 30% | 10% | 18% |

| Operating Budget of Grantee Organization (By Subgroup) | Arts & Culture | Community Development | Detroit | Education | Environment | Health | Human Services | PRI/Social Investment Practice | Special Initiatives/Other & President's Discretionary |
|--------------------------------------------------------|----------------|-----------------------|---------|-----------|-------------|--------|----------------|--------------------------------|-------------------------------------------------------|
| Median Budget | \$2.7M | \$5.5M | \$1.6M | \$3.9M | \$2.1M | \$3.5M | \$8.0M | \$25.0M | \$3.5M |

| Operating Budget of Grantee Organization (By Subgroup) | Arts & Culture | Community Development | Detroit | Education | Environment | Health | Human Services | PRI/Social Investment Practice | Special Initiatives/Other & President's Discretionary |
|--------------------------------------------------------|----------------|-----------------------|---------|-----------|-------------|--------|----------------|--------------------------------|-------------------------------------------------------|
| <\$100K | 0% | 0% | 2% | 0% | 2% | 0% | 0% | 0% | 0% |
| \$100K - \$499K | 4% | 0% | 22% | 11% | 5% | 5% | 2% | 0% | 13% |
| \$500K - \$999K | 21% | 0% | 14% | 2% | 10% | 21% | 6% | 0% | 8% |
| \$1MM - \$4.9MM | 43% | 50% | 38% | 39% | 48% | 29% | 30% | 17% | 38% |
| \$5MM - \$24MM | 25% | 25% | 13% | 25% | 19% | 26% | 36% | 33% | 21% |
| >=\$25MM | 7% | 25% | 10% | 23% | 16% | 19% | 26% | 50% | 21% |

Operating Budget of Applicant Organizations

| Operating Budget of Applicant Organization (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Median Funder |
|------------------------------------------------------|-------------|-------------|-------------|---------------|
| Median Budget | \$2.0M | \$2.4M | \$5.7M | \$0.6M |

| Operating Budget of Applicant Organization (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Average Funder |
|------------------------------------------------------|-------------|-------------|-------------|----------------|
| Less than \$100K | 5% | 2% | 1% | 17% |
| \$100K-\$499K | 19% | 13% | 10% | 28% |
| \$500K-\$999K | 14% | 13% | 7% | 14% |
| \$1MM-\$4.9MM | 32% | 35% | 28% | 23% |
| \$5MM-\$25MM | 20% | 20% | 24% | 11% |
| \$25MM and above | 11% | 17% | 30% | 8% |

| Operating Budget of Applicant Organization (By Subgroup) | Education | Environment | Health | Human Services | Arts & Culture |
|----------------------------------------------------------|-----------|-------------|--------|----------------|----------------|
| Median Budget | \$1.7M | \$3.4M | \$0.9M | \$3.0M | \$0.9M |

| Operating Budget of Applicant Organization (By Subgroup) | Education | Environment | Health | Human Services | Arts & Culture |
|----------------------------------------------------------|-----------|-------------|--------|----------------|----------------|
| Less than \$100K | 7% | 4% | 7% | 2% | 0% |
| \$100K-\$499K | 26% | 16% | 25% | 12% | 33% |
| \$500K-\$999K | 11% | 8% | 18% | 11% | 17% |
| \$1MM-\$4.9MM | 33% | 32% | 29% | 33% | 50% |
| \$5MM-\$25MM | 15% | 20% | 10% | 31% | 0% |
| \$25MM and above | 7% | 20% | 10% | 10% | 0% |

Additional Grantee Characteristics

| Pattern of Grantees' Funding Relationship with the Foundation (Overall) | Kresge 2014 | Kresge 2011 | Average Funder | Custom Cohort |
|-------------------------------------------------------------------------|-------------|-------------|----------------|---------------|
| First grant received from the Foundation | 41% | 58% | 29% | 37% |
| Consistent funding in the past | 42% | 24% | 52% | 43% |
| Inconsistent funding in the past | 17% | 18% | 19% | 20% |

| Funding Status and Grantees Previously Declined Funding (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Median Funder | Custom Cohort |
|---------------------------------------------------------------------|-------------|-------------|-------------|---------------|---------------|
| Percent of grantees currently receiving funding from the Foundation | 88% | 84% | 84% | 75% | 82% |
| Percent of grantees previously declined funding by the Foundation | 16% | 17% | 23% | 26% | 21% |

| Pattern of Grantees' Funding Relationship with the Foundation (By Subgroup) | Arts & Culture | Community Development | Detroit | Education | Environment | Health | Human Services | PRI/Social Investment Practice | Special Initiatives/Other & President's Discretionary |
|-----------------------------------------------------------------------------|----------------|-----------------------|---------|-----------|-------------|--------|----------------|--------------------------------|-------------------------------------------------------|
| First grant received from the Foundation | 50% | 33% | 13% | 55% | 33% | 52% | 63% | 50% | 61% |
| Consistent funding in the past | 36% | 33% | 73% | 33% | 46% | 38% | 15% | 17% | 9% |
| Inconsistent funding in the past | 14% | 33% | 14% | 12% | 21% | 9% | 22% | 33% | 30% |

| Funding Status and Grantees Previously Declined Funding (By Subgroup) | Arts & Culture | Community Development | Detroit | Education | Environment | Health | Human Services | PRI/Social Investment Practice | Special Initiatives/Other & President's Discretionary |
|-----------------------------------------------------------------------|----------------|-----------------------|---------|-----------|-------------|--------|----------------|--------------------------------|-------------------------------------------------------|
| Percent of grantees currently receiving funding from the Foundation | 86% | 89% | 86% | 87% | 92% | 90% | 94% | 83% | 78% |
| Percent of grantees previously declined funding by the Foundation | 22% | 0% | 21% | 12% | 21% | 19% | 8% | 0% | 11% |

Grantee Demographics

| Job Title of Respondents (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Average Funder | Custom Cohort |
|------------------------------------|-------------|-------------|-------------|----------------|---------------|
| Executive Director | 37% | 37% | 43% | 47% | 39% |
| Other Senior Management | 23% | 17% | 9% | 13% | 19% |
| Project Director | 13% | 8% | 1% | 11% | 17% |
| Development Director | 11% | 25% | 28% | 12% | 9% |
| Other Development Staff | 12% | 8% | 14% | 8% | 6% |
| Volunteer | 0% | 0% | 0% | 1% | 0% |
| Other | 4% | 6% | 6% | 9% | 10% |

| Gender of Respondents (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Average Funder | Custom Cohort |
|---------------------------------|-------------|-------------|-------------|----------------|---------------|
| Female | 63% | 67% | 62% | 63% | 56% |
| Male | 37% | 33% | 38% | 37% | 44% |

| Race/Ethnicity of Respondents (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Average Funder | Custom Cohort |
|-----------------------------------------|-------------|-------------|-------------|----------------|---------------|
| Multi-racial | 3% | 2% | 0% | 2% | 3% |
| African-American/Black | 11% | 7% | 3% | 7% | 7% |
| Asian (incl. Indian subcontinent) | 2% | 2% | 3% | 3% | 4% |
| Hispanic/Latino | 5% | 2% | 1% | 5% | 5% |
| American Indian/Alaskan Native | 1% | 0% | 0% | 1% | 1% |
| Pacific Islander | 1% | 0% | 0% | 0% | 0% |
| Caucasian/White | 77% | 85% | 93% | 80% | 77% |
| Other | 1% | 1% | 0% | 1% | 2% |

Applicant Demographics

| Job Title of Respondents (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Average Funder |
|------------------------------------|-------------|-------------|-------------|----------------|
| Executive Director/CEO | 29% | 32% | 51% | 46% |
| Other Senior Management | 14% | 13% | 10% | 11% |
| Project Director | 6% | 7% | 2% | 10% |
| Development Director | 22% | 23% | 17% | 12% |
| Other Development Staff | 17% | 15% | 11% | 7% |
| Volunteer | 1% | 2% | 0% | 2% |
| Other | 11% | 8% | 9% | 13% |

| Gender of Respondents (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Average Funder |
|---------------------------------|-------------|-------------|-------------|----------------|
| Male | 28% | 28% | 50% | 36% |
| Female | 69% | 69% | 50% | 62% |

| Race/Ethnicity of Respondents (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Average Funder |
|-----------------------------------------|-------------|-------------|-------------|----------------|
| Caucasian/White | 80% | 88% | 95% | 79% |
| African-American/Black | 7% | 6% | 1% | 10% |
| Hispanic/Latino | 5% | 3% | 1% | 4% |
| Asian (incl. Indian subcontinent) | 3% | 1% | 1% | 2% |
| Multi-racial | 3% | 2% | 0% | 2% |
| American Indian/Alaskan Native | 1% | 0% | 1% | 1% |
| Pacific Islander | 0% | 0% | 0% | 0% |
| Other | 1% | 0% | 1% | 2% |

Funder Characteristics

| Financial Information (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Median Funder | Custom Cohort |
|---------------------------------|-------------|-------------|-------------|---------------|---------------|
| Total assets | \$3.5B | \$3.3B | \$3.3B | \$230.8M | \$3.0B |
| Total giving | \$130.2M | \$135.4M | \$152.5M | \$14.0M | \$130.2M |

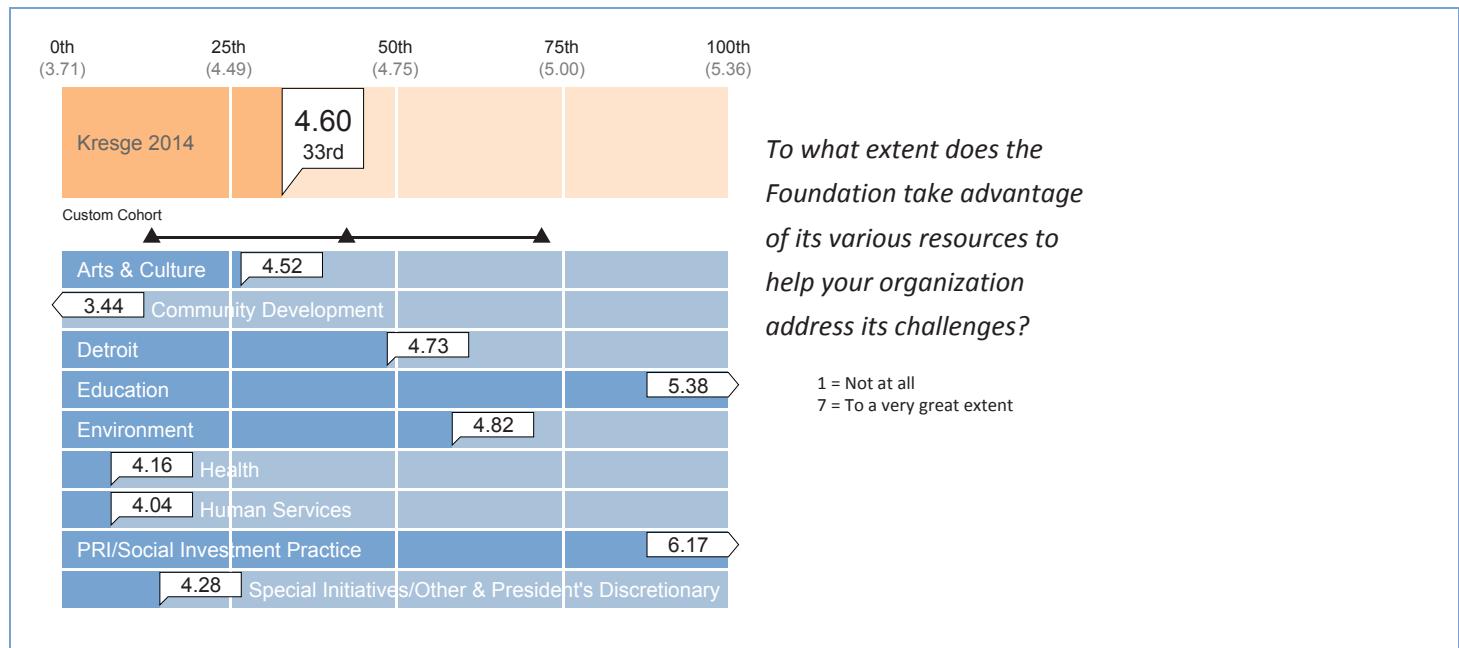
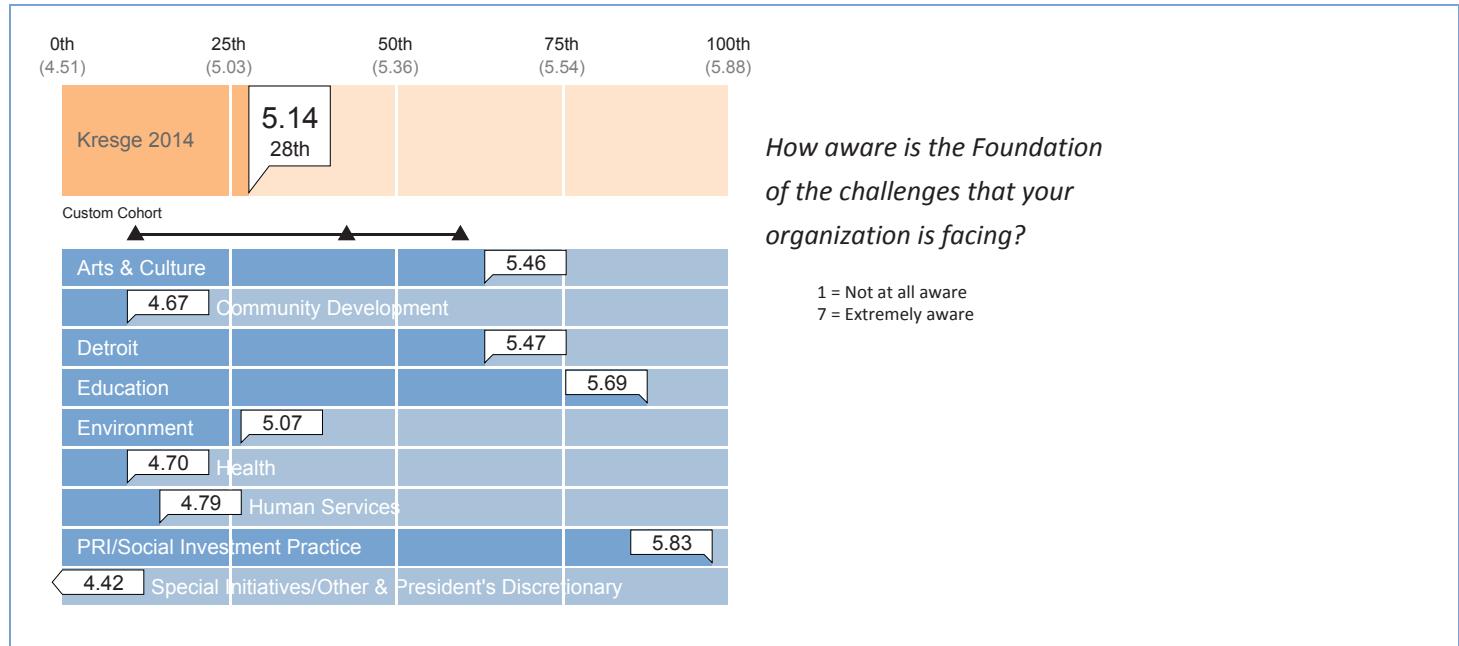
| Funder Staffing (Overall) | Kresge 2014 | Kresge 2011 | Kresge 2007 | Median Funder | Custom Cohort |
|-----------------------------------------------------------------|-------------|-------------|-------------|---------------|---------------|
| Total staff (FTEs) | 72 | 66 | 42 | 13 | 72 |
| Percent of staff (FTEs) actively managing grantee relationships | 35% | 42% | N/A | 40% | 35% |
| Percent of staff who are program staff | 35% | 45% | 45% | 45% | 41% |

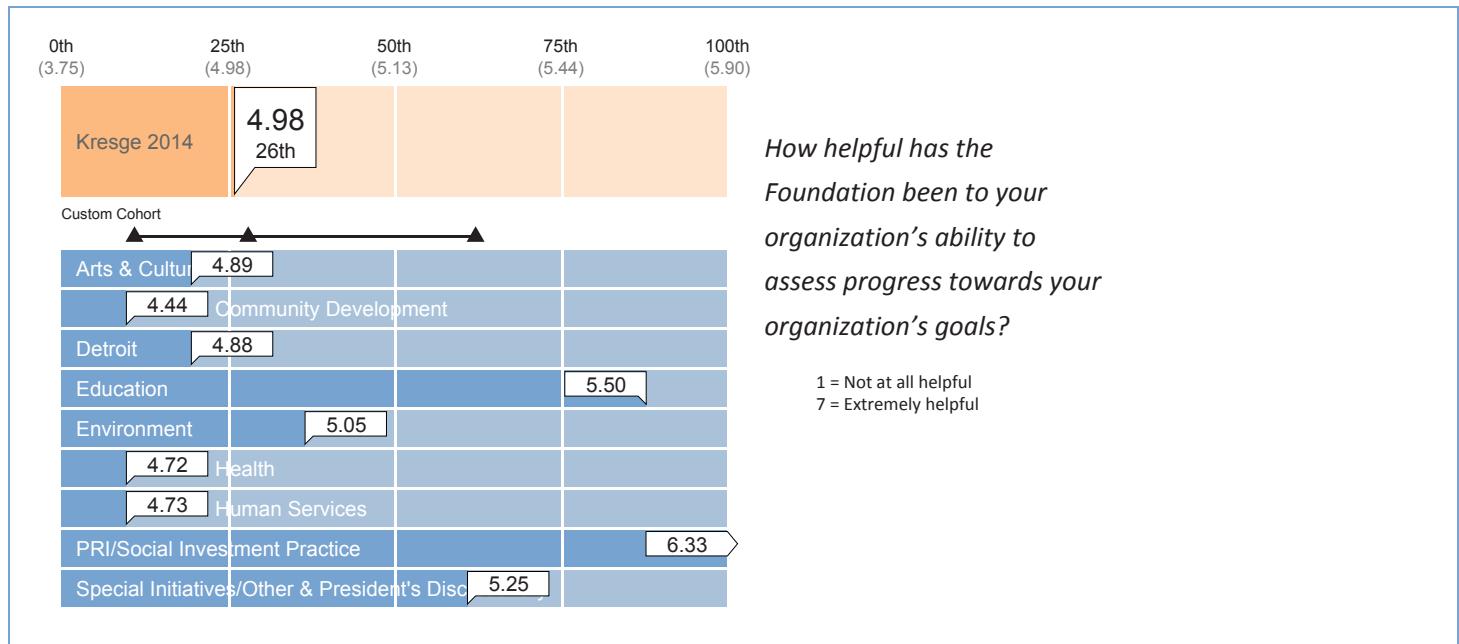
| Grantmaking Processes (Overall) | Kresge 2014 | Kresge 2011 | Median Funder | Custom Cohort |
|------------------------------------------------------|-------------|-------------|---------------|---------------|
| Proportion of grants that are proactive | 90% | 41% | 43% | 95% |
| Proportion of grantmaking dollars that are proactive | 90% | 30% | 42% | 95% |

ADDITIONAL MEASURES

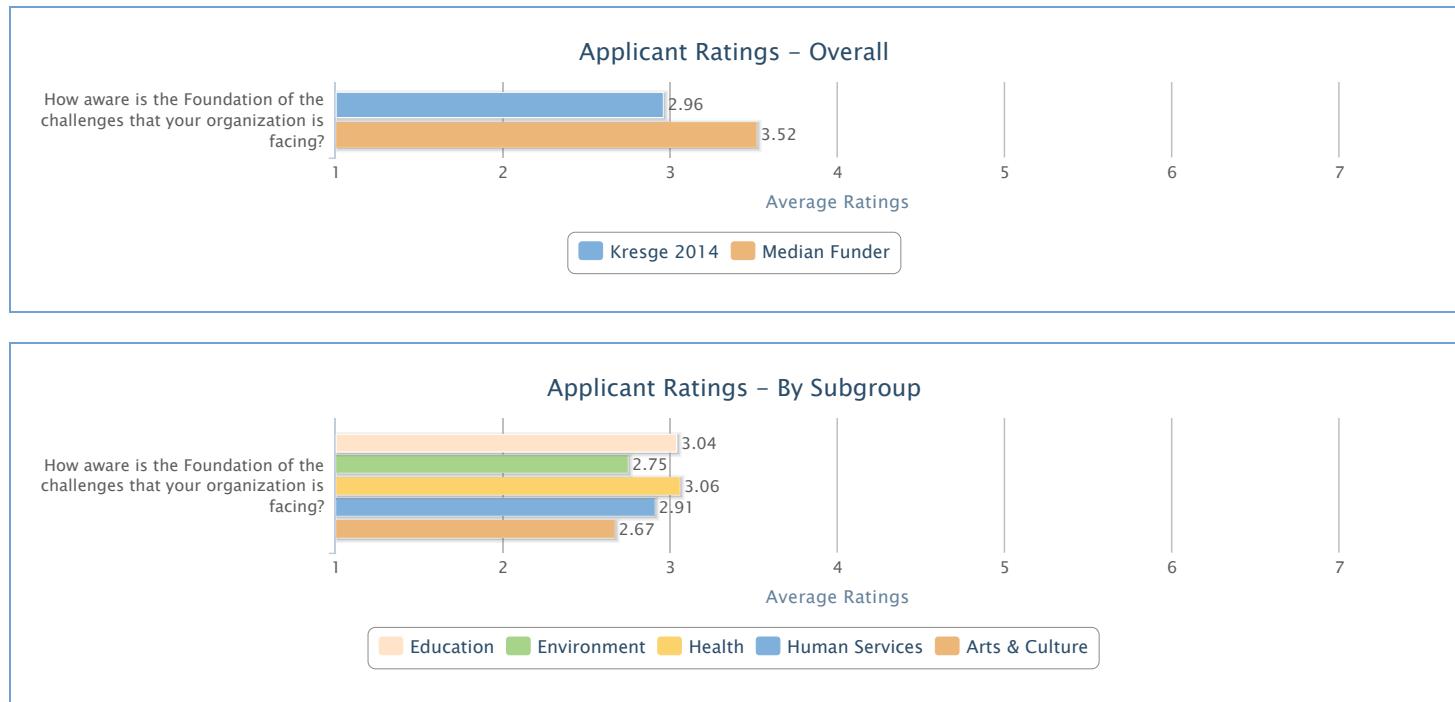
Grantee Feedback

The following questions were recently added to the grantee survey and depict comparative data from only 41 funders.



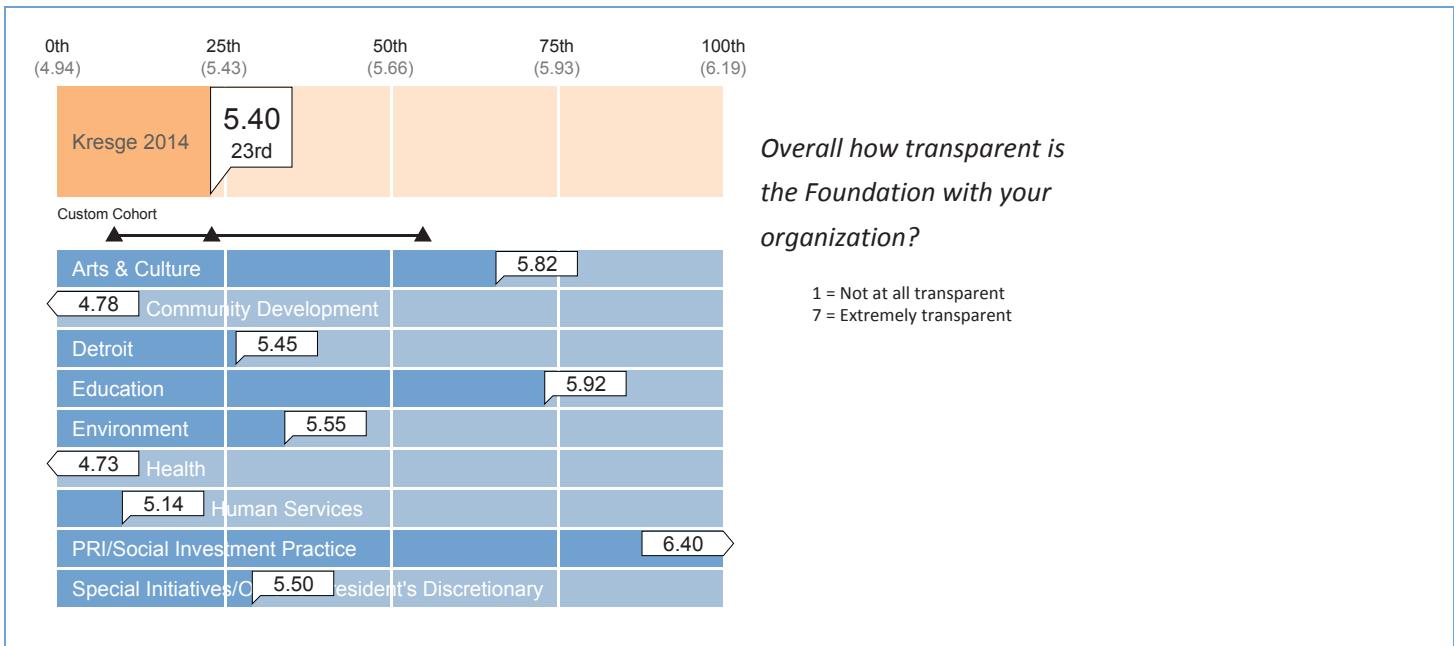


Applicant Feedback

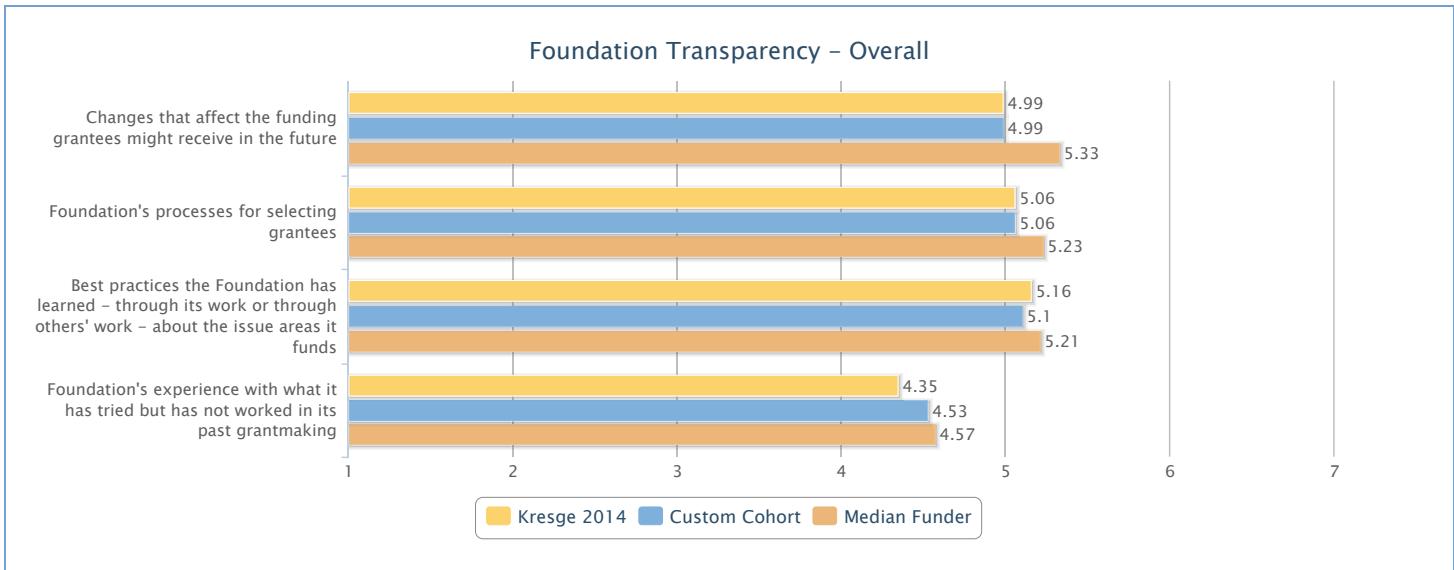


Funder Transparency

Grantee Feedback



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



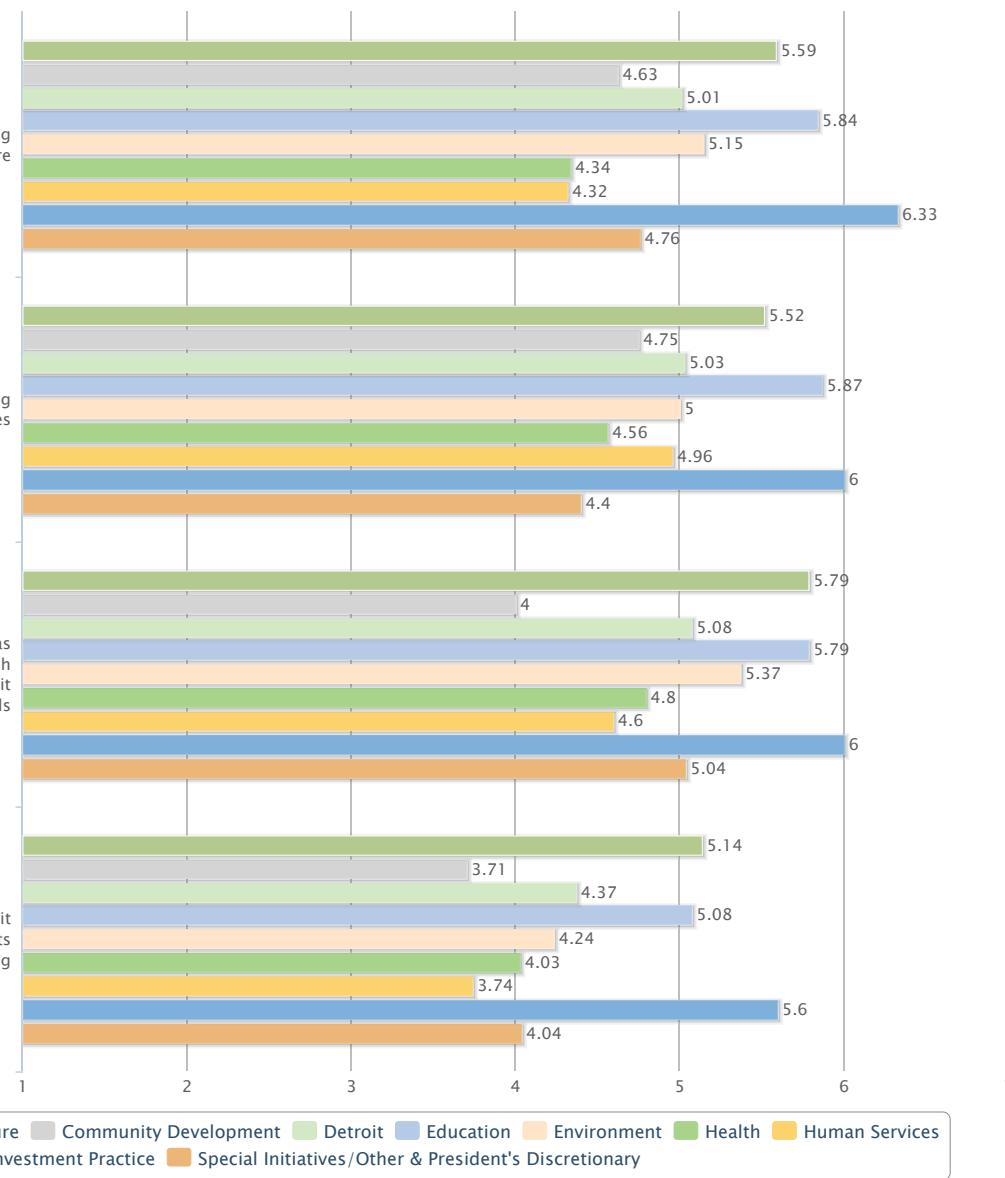
Foundation Transparency – Subgroups

Changes that affect the funding grantees might receive in the future

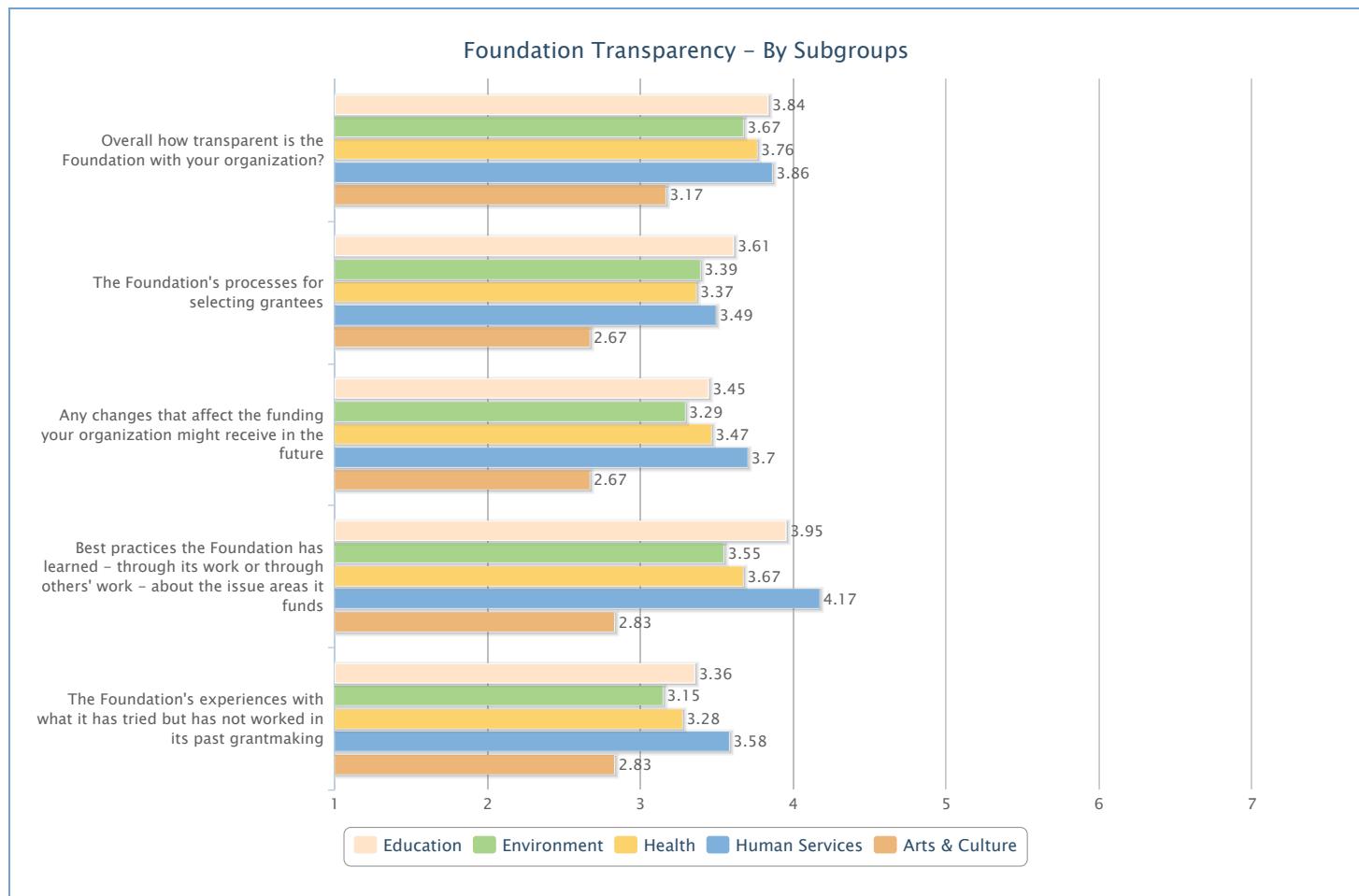
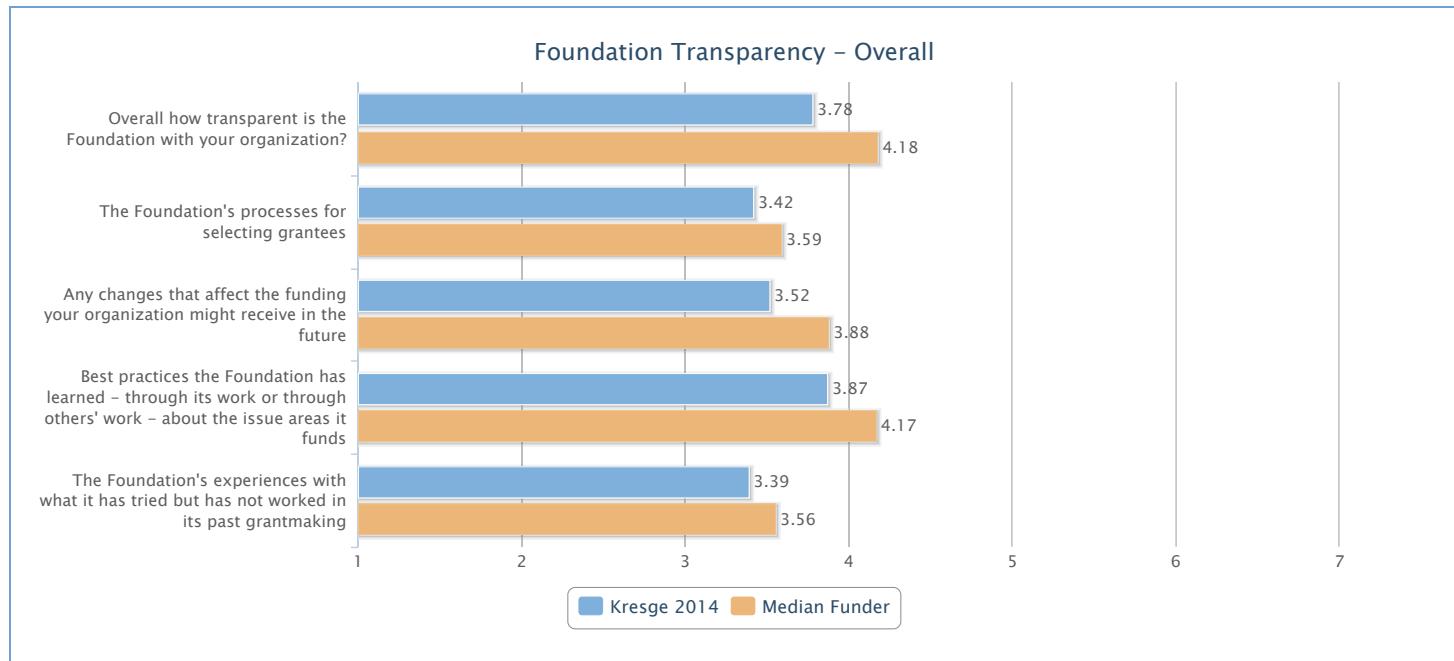
Foundation's processes for selecting grantees

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

Foundation's experience with what it has tried but has not worked in its past grantmaking



Applicant Feedback



FUNDERS IN GPR COMPARATIVE COHORTS

The full list of funders included in each standard cohort is below.

Community Foundations

| | | |
|--------------------------------------------------|-------------------------------------------|-------------------------------------|
| Ann Arbor Area Community Foundation | Greater Cincinnati Foundation | Philadelphia Foundation |
| California Community Foundation | Gulf Coast Community Foundation of Venice | Pittsburgh Foundation |
| Central Indiana Community Foundation | Hampton Roads Community Foundation | Rhode Island Foundation |
| Chicago Community Trust | Hartford Foundation for Public Giving | Rochester Area Community Foundation |
| Cleveland Foundation | Kalamazoo Community Foundation | Saint Paul Foundation |
| Columbus Foundation and Affiliated Organizations | Latino Community Foundation | Santa Barbara Foundation |
| Community Foundation Silicon Valley | Maine Community Foundation | Santa Fe Community Foundation |
| East Bay Community Foundation | Marin Community Foundation | The Boston Foundation |
| Erie Community Foundation | Minneapolis Foundation | Vancouver Foundation |
| Fremont Area Community Foundation | New Hampshire Charitable Foundation | Vermont Community Foundation |
| Grand Rapids Community Foundation | New York Community Trust | |
| | Peninsula Community Foundation | |

Health Conversion Funders

| | | |
|--------------------------------|-----------------------------------------------|------------------------------------------|
| Baptist Community Ministries | Harvest Foundation of the Piedmont | New York State Health Foundation |
| California Endowment | Health Care Foundation of Greater Kansas City | Northwest Health Foundation |
| California Wellness Foundation | Health Foundation of Greater Cincinnati | Quantum Foundation |
| Caring for Colorado Foundation | Kansas Health Foundation | Rose Community Foundation |
| Colorado Health Foundation | Kessler Foundation | Saint Luke's Foundation |
| Colorado Trust | Maine Health Access Foundation | The Assisi Foundation of Memphis, Inc. |
| Community Memorial Foundation | MetroWest Community Health Care Foundation | Williamsburg Community Health Foundation |
| Connecticut Health Foundation | Michael Reese Health Trust | Winter Park Health Foundation |
| Danville Regional Foundation | Missouri Foundation for Health | |
| Endowment for Health | Mt. Sinai Health Care Foundation | |

Small Private Funders

| | | |
|----------------------------------------------------|---------------------------------------------------------------|-------------------------------------------|
| 4445 Foundation | GAR Foundation | Peter and Elizabeth C. Tower Foundation |
| Adolph Coors Foundation | Gates Family Foundation | Raskob Foundation for Catholic Activities |
| Alphawood Foundation | Gaylord and Dorothy Donnelley Foundation | Raymond John Wean Foundation |
| Amelia Peabody Foundation | Grable Foundation | Rollin M. Gerstacker Foundation |
| Benwood Foundation | Harold K.L. Castle Foundation | Ruth Mott Foundation |
| Blue Cross Blue Shield of Massachusetts Foundation | Helen Andrus Benedict Foundation | S & G Foundation |
| Cannon Foundation | Hess Foundation | S. H. Cowell Foundation |
| Carrie Estelle Doheny Foundation | Hyams Foundation | Shelton Family Foundation |
| Case Foundation | Jacob and Valeria Langeloth Foundation | Sobrato Family Foundation |
| Charles and Helen Schwab Foundation | Jessie Smith Noyes Foundation | The Abell Foundation |
| Clowes Fund | John H. and Wilhelmina D. Harland Charitable Foundation, Inc. | The Brainerd Foundation |
| Collins Foundation | John P. McGovern Foundation | The Brinson Foundation |
| E. Rhodes and Leona B. Carpenter Foundation | Josiah Macy, Jr. Foundation | The Fund for New Jersey |
| Eden Hall Foundation | Lenfest Foundation | Victoria Foundation |
| EMPower | Lloyd A. Fry Foundation | Waitt Family Foundation |
| Eugene and Agnes E. Meyer Foundation | Louis Calder Foundation | Wilburforce Foundation |
| F.B. Heron Foundation | Lucile Packard Foundation for Children's Health | William Caspar Graustein Memorial Fund |
| Fan Fox and Leslie R. Samuels Foundation | Medina Foundation | William Stamps Farish Fund |
| First Fruit | Nord Family Foundation | Woods Fund of Chicago |
| Frist Foundation | Overbrook Foundation | Zeist Foundation |

Medium Private Funders

| | | |
|------------------------------------------------|----------------------------------------------|-------------------------------------|
| Adessium Foundation | France-Merrick Foundation | One Foundation |
| Ahmanson Foundation | George Gund Foundation | Paul G. Allen Foundations |
| Altman Foundation | George S. and Dolores Dore Eccles Foundation | Paul Hamlyn Foundation |
| Ambrose Monell Foundation | Geraldine R. Dodge Foundation | Pears Foundation |
| Amon G. Carter Foundation | Gill Foundation | Polk Bros. Foundation |
| Andersen Foundation | Goizueta Foundation | Pritzker Foundation |
| Anschutz Foundation | Hall Family Foundation | Public Welfare Foundation |
| Arcus Foundation | Horace W. Goldsmith Foundation | Ralph M. Parsons Foundation |
| AVI CHAI Foundation | Iowa West Foundation | Rasmuson Foundation |
| Beldon Fund | J. A. and Kathryn Albertson Foundation | Richard and Rhoda Goldman Fund |
| Blandin Foundation | J. Bulow Campbell Foundation | Richard M. Fairbanks Foundation |
| Blue Shield of California Foundation | J. Willard and Alice S. Marriott Foundation | Rockefeller Brothers Fund |
| Bradley Foundation | James Graham Brown Foundation | Russell Family Foundation |
| Bradley-Turner Foundation | Jay and Rose Phillips Family Foundation | Sherman Fairchild Foundation |
| Brown Foundation | Jessie Ball duPont Fund | Shubert Foundation |
| Bush Foundation | John A. Hartford Foundation | Skillman Foundation |
| Champlin Foundations | John R. Oishei Foundation | Skoll Foundation |
| Charles and Lynn Schusterman Family Foundation | Kate B. Reynolds Charitable Trust | Stuart Foundation |
| Christensen Fund | Kendeda Fund | Surdna Foundation |
| Clark Foundation | Kronkosky Charitable Foundation | T.L.L. Temple Foundation |
| Claude Worthington Benedum Foundation | Leichtag Foundation | The Jim Joseph Foundation |
| College Access Foundation of California | Longwood Foundation | Virginia G. Piper Charitable Trust |
| Conrad N. Hilton Foundation | M. J. Murdock Charitable Trust | Walter & Elise Haas Fund |
| Daniels Fund | Marguerite Casey Foundation | Wayne and Gladys Valley Foundation |
| Dekko Foundation | Mary Reynolds Babcock Foundation | Weingart Foundation |
| Dyson Foundation | Mathile Family Foundation | William K. Warren Foundation |
| Educational Foundation of America | Meyer Memorial Trust | William Randolph Hearst Foundations |
| El Pomar Foundation | Morris and Gwendolyn Cafritz Foundation | William T. Kemper Foundation |
| Evelyn and Walter Haas, Jr. Fund | Nathan Cummings Foundation | Windgate Charitable Foundation |
| F. M. Kirby Foundation | Nina Mason Pulliam Charitable Trust | Yad Hanadiv |
| Ford Family Foundation | Northwest Area Foundation | Z. Smith Reynolds Foundation |
| | Omidyar Network | |

Large Private Funders

| | | |
|-------------------------------------------|-----------------------------------------------|--------------------------------------|
| Alfred P. Sloan Foundation | Harry and Jeanette Weinberg Foundation | Robert Wood Johnson Foundation |
| Alliance for a Green Revolution in Africa | Heinz Endowments | Rockefeller Foundation |
| Annenberg Foundation | Houston Endowment | Sea Change Foundation |
| Barr Foundation | James Irvine Foundation | The Atlantic Philanthropies |
| Bill & Melinda Gates Foundation | John D. and Catherine T. MacArthur Foundation | The Broad Foundation |
| Carnegie Corporation of New York | John S. and James L. Knight Foundation | The Wallace Foundation |
| Charles Stewart Mott Foundation | Kresge Foundation | W.K. Kellogg Foundation |
| David and Lucile Packard Foundation | Lumina Foundation for Education | William and Flora Hewlett Foundation |
| Doris Duke Charitable Foundation | McKnight Foundation | William Penn Foundation |
| Duke Endowment | Pew Charitable Trusts | |
| Ford Foundation | Richard King Mellon Foundation | |
| Gordon and Betty Moore Foundation | Robert R. McCormick Tribune Foundation | |

International Funders

| | | |
|------------------------------------------------|-----------------------------------------------|-------------------------------------------|
| 444S Foundation | David and Lucile Packard Foundation | Oak Foundation |
| Adessium Foundation | EMPower | Omidyar Network |
| Alliance for a Green Revolution in Africa | Energy Foundation | Overbrook Foundation |
| AVI CHAI Foundation | First Fruit | Raskob Foundation for Catholic Activities |
| Bill & Melinda Gates Foundation | Ford Foundation | Rockefeller Brothers Fund |
| Bradley Foundation | Gordon and Betty Moore Foundation | Rockefeller Foundation |
| Carnegie Corporation of New York | Harry and Jeanette Weinberg Foundation | Skoll Foundation |
| Charles and Lynn Schusterman Family Foundation | Humanity United | The Atlantic Philanthropies |
| Charles Stewart Mott Foundation | Inter-American Foundation | W.K. Kellogg Foundation |
| Christensen Fund | John D. and Catherine T. MacArthur Foundation | Wilburforce Foundation |
| Citi Foundation | Levi Strauss Foundation | William and Flora Hewlett Foundation |
| Conrad N. Hilton Foundation | Nathan Cummings Foundation | |
| | New Profit | |

National Funders

| | | |
|---------------------------------------------|------------------------------------------------|----------------------------------------|
| Alfred P. Sloan Foundation | John A. Hartford Foundation | Robert R. McCormick Tribune Foundation |
| Andersen Foundation | John P. McGovern Foundation | Robert Wood Johnson Foundation |
| Anschutz Foundation | John S. and James L. Knight Foundation | Rollin M. Gerstacker Foundation |
| Arcus Foundation | Josiah Macy, Jr. Foundation | S & G Foundation |
| Beldon Fund | Kendeda Fund | SC Ministry Foundation |
| Case Foundation | Kresge Foundation | Sea Change Foundation |
| Charles and Helen Schwab Foundation | Lumina Foundation for Education | Sherman Fairchild Foundation |
| Democracy Alliance | Marguerite Casey Foundation | Shubert Foundation |
| Doris Duke Charitable Foundation | Ms. Foundation for Women | Surdna Foundation |
| E. Rhodes and Leona B. Carpenter Foundation | Nellie Mae Education Foundation | Susan G. Komen for the Cure |
| Educational Foundation of America | Nord Family Foundation | The Broad Foundation |
| F. M. Kirby Foundation | One Foundation | The Jim Joseph Foundation |
| F.B. Heron Foundation | Partnership for Excellence in Jewish Education | The Wallace Foundation |
| Fannie Mae Foundation | Paul G. Allen Foundations | Waitt Family Foundation |
| General Mills Foundation | PetSmart Charities | Wellington Management Charitable Fund |
| Gill Foundation | Pew Charitable Trusts | William Randolph Hearst Foundations |
| Hess Foundation | Pritzker Foundation | William T. Kemper Foundation |
| Horace W. Goldsmith Foundation | PSEG Foundation | Windgate Charitable Foundation |
| Jessie Smith Noyes Foundation | Public Welfare Foundation | Yad Hanadiv |

Regional Funders

| | | |
|---------------------------------------------------------|---------------------------------------------------------------|---------------------------------------------|
| Adolph Coors Foundation | France-Merrick Foundation | New Hampshire Charitable Foundation |
| Ahmanson Foundation | Fremont Area Community Foundation | New York Community Trust |
| Alaska Mental Health Trust Authority | Frist Foundation | New York State Health Foundation |
| Alliance for California Traditional Arts | GAR Foundation | Nina Mason Pulliam Charitable Trust |
| Alphawood Foundation | Gates Family Foundation | Northern Rock Foundation |
| Altman Foundation | Gaylord and Dorothy Donnelley Foundation | Northwest Area Foundation |
| Ambrose Monell Foundation | George Gund Foundation | Northwest Health Foundation |
| Amelia Peabody Foundation | George S. and Dolores Dore Eccles Foundation | Ontario Trillium Foundation |
| Amon G. Carter Foundation | Geraldine R. Dodge Foundation | Peninsula Community Foundation |
| Ann Arbor Area Community Foundation | Goizueta Foundation | Peter and Elizabeth C. Tower Foundation |
| Annenberg Foundation | Grable Foundation | Philadelphia Foundation |
| Arts Council Silicon Valley | Grand Rapids Community Foundation | Pittsburgh Foundation |
| Baptist Community Ministries | Greater Cincinnati Foundation | PNM Resources Foundation |
| Barr Foundation | Greater Twin Cities United Way | Polk Bros. Foundation |
| Benwood Foundation | Gulf Coast Community Foundation of Venice | Quantum Foundation |
| Blandin Foundation | Hall Family Foundation | Ralph M. Parsons Foundation |
| Blue Cross and Blue Shield of Minnesota Foundation | Hampton Roads Community Foundation | Rasmuson Foundation |
| Blue Cross and Blue Shield of North Carolina Foundation | Harold K.L. Castle Foundation | Raymond John Wean Foundation |
| Blue Cross Blue Shield of Massachusetts Foundation | Hartford Foundation for Public Giving | Resources Legacy Fund |
| Blue Shield of California Foundation | Harvest Foundation of the Piedmont | Rhode Island Foundation |
| Bradley-Turner Foundation | Health Care Foundation of Greater Kansas City | Richard and Rhoda Goldman Fund |
| Brown Foundation | Health Foundation of Greater Cincinnati | Richard King Mellon Foundation |
| Bush Foundation | Heinz Endowments | RichardM. Fairbanks Foundation |
| California Community Foundation | Helen Andrus Benedict Foundation | Robin Hood Foundation |
| California Endowment | Helios Education Foundation | Rochester Area Community Foundation |
| California HealthCare Foundation | Horizon Foundation for New Jersey | Rose Community Foundation |
| California Wellness Foundation | Houston Endowment | Russell Family Foundation |
| Cannon Foundation | Hyams Foundation | Ruth Mott Foundation |
| Caring for Colorado Foundation | Iowa West Foundation | S. H. Cowell Foundation |
| Carrie Estelle Doheny Foundation | J. A. and Kathryn Albertson Foundation | Saint Luke's Foundation |
| Central Indiana Community Foundation | J. Bulow Campbell Foundation | Saint Paul Foundation |
| Champlin Foundations | J. Willard and Alice S. Marriott Foundation | Santa Barbara Foundation |
| Chicago Community Trust | Jacob and Valeria Langloeth Foundation | Santa Fe Community Foundation |
| Clark Foundation | James Graham Brown Foundation | Shelton Family Foundation |
| Claude Worthington Benedum Foundation | Jay and Rose Phillips Family Foundation | Skillman Foundation |
| Cleveland Foundation | Jessie Ball duPont Fund | Sobrato Family Foundation |
| Clowes Fund | John H. and Wilhelmina D. Harland Charitable Foundation, Inc. | St. Louis County Children's Service Fund |
| College Access Foundation of California | John R. Oishei Foundation | Stuart Foundation |
| Collins Foundation | Kalamazoo Community Foundation | T.L.L. Temple Foundation |
| Colorado Health Foundation | Kansas Health Foundation | The Abell Foundation |
| Colorado Trust | Kate B. Reynolds Charitable Trust | The Assisi Foundation of Memphis, Inc. |
| Columbus Foundation and Affiliated Organizations | Kessler Foundation | The Boston Foundation |
| Community Foundation Silicon Valley | Kronkosky Charitable Foundation | The Brainerd Foundation |
| Community Memorial Foundation | Latino Community Foundation | The Brinson Foundation |
| Community Technology Foundation of California | Lenfest Foundation | The Fund for New Jersey |
| Connecticut Health Foundation | Lloyd A. Fry Foundation | Thrivent Financial for Lutherans Foundation |
| Cultural Council of Santa Cruz County | Longwood Foundation | Tufts Health Plan Foundation |
| Daniels Fund | Louis Calder Foundation | United Way of Massachusetts Bay |
| Danville Regional Foundation | Lucile Packard Foundation for Children's Health | Vancouver Foundation |
| Dekko Foundation | M. J. Murdock Charitable Trust | Vermont Community Foundation |
| Duke Endowment | Maine Community Foundation | Victoria Foundation |
| Dyson Foundation | Maine Health Access Foundation | VirginiaG. Piper Charitable Trust |
| East Bay Community Foundation | Marin Community Foundation | Wachovia Regional Foundation |
| Eden Hall Foundation | Mary Reynolds Babcock Foundation | Walter & Elise Haas Fund |
| Edison International | Mathile Family Foundation | Wayne and Gladys Valley Foundation |
| El Pomar Foundation | Mat-Su Health Foundation | Weingart Foundation |
| Endowment for Health | McKnight Foundation | William Caspar Graustein Memorial Fund |
| Erie Community Foundation | Medina Foundation | William K. Warren Foundation |
| Eugene and Agnes E. Meyer Foundation | MetroWest Community Health Care Foundation | William Penn Foundation |
| Evelyn and Walter Haas, Jr. Fund | Meyer Memorial Trust | William Stamps Farish Fund |
| Fan Fox and Leslie R. Samuels Foundation | Michael Reese Health Trust | Williamsburg Community Health Foundation |
| First 5 Alameda County - Every Child Counts | Minneapolis Foundation | Winter Park Health Foundation |
| Ford Family Foundation | Missouri Foundation for Health | Woods Fund of Chicago |
| | Morris and Gwendolyn Cafritz Foundation | Z. Smith Reynolds Foundation |
| | Mt. Sinai Health Care Foundation | Zeist Foundation |

FUNDERS IN APR DATASET

| | |
|---------------------------------------------------------------|--------------------------------------------|
| Arcus Foundation | Mama Cash |
| The Assisi Foundation of Memphis, Inc. | Mat-Su Health Foundation |
| Beldon Fund | MetroWest Community Health Care Foundation |
| Bill and Melinda Gates Foundation - Pacific Northwest Program | New Hampshire Charitable Foundation |
| Blue Cross and Blue Shield of North Carolina Foundation | New York State Health Foundation |
| The Boston Foundation | The Ontario Trillium Foundation |
| California Endowment | Paso del Norte Health Foundation |
| Community Foundation Silicon Valley | Paul Hamlyn Foundation |
| Connecticut Health Foundation | Philadelphia Foundation |
| Danville Regional Foundation | Physicians Foundation |
| East Bay Community Foundation | Quantum Foundation |
| Endowment for Health | Raskob Foundation for Catholic Activities |
| Gaylord and Dorothy Donnelley Foundation | Rhode Island Foundation |
| Greater Cincinnati Foundation | Robert Wood Johnson Foundation |
| Harry and Jeanette Weinberg Foundation | Rockefeller Brothers Fund |
| Harvest Foundation of the Piedmont | Rockefeller Foundation |
| Hyams Foundation | Saint Luke's Foundation |
| John S. and James L. Knight Foundation | Santa Barbara Foundation |
| The Kresge Foundation | Susan G. Komen for the Cure |
| Longwood Foundation | Vancouver Foundation |
| Lucile Packard Foundation for Childrens Health | Virginia G. Piper Charitable Trust |
| M. J. Murdock Charitable Trust | Weingart Foundation |
| Maine Health Access Foundation | Yad Hanadiv |

ABOUT CEP & CONTACT INFORMATION

Mission:

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

Vision:

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

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

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

About the GPR and APR

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

CEP developed the Applicant Perception Report (APR) as a complement to the Grantee Perception Report. Based on a separate, shorter survey, the APR allows philanthropic funders to understand the candid perspectives of declined applicants on a number of important dimensions. The APR shows an individual funder the perceptions of its applicants relative to a set of perceptions of 40 funders whose declined applicants were surveyed by CEP.

Contact Information

Amber Bradley, Director - Assessment Tools
(617) 492-0800 ext. 251
amberb@effectivephilanthropy.org

Jenny Goff, Senior Research Analyst
(617) 492-0800 ext. 244
jennyg@effectivephilanthropy.org



THE CENTER FOR
EFFECTIVE PHILANTHROPY

675 Massachusetts Avenue
7th Floor
Cambridge, MA 02139
Tel: (617) 492-0800
Fax: (617) 492-0888

100 Montgomery Street
Suite 1700
San Francisco, CA 94104
Tel: (415) 391-3070
Fax: (415) 956-9916

www.effectivephilanthropy.org

Complete Set of Grantee Comments and Suggestions

PREPARED FOR
The Kresge Foundation

OCTOBER 2014



THE CENTER FOR
EFFECTIVE PHILANTHROPY

675 Massachusetts Avenue
7th Floor
Cambridge, MA 02139
Tel: (617) 492-0800
Fax: (617) 492-0888

100 Montgomery Street
Suite 1700
San Francisco, CA 94104
Tel: (415) 391-3070
Fax: (415) 956-9916

www.effectivephilanthropy.org

CONFIDENTIAL
The Kresge Foundation
Grantee Comments from May 2014 Grantee Perception Report
Conducted by the Center for Effective Philanthropy

Please note that comments have been edited or deleted to protect the confidentiality of respondents.

| Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation. | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Grantee Comment |
| | While I have mainly worked with one Program Officer, other staff have stepped in when asked or needed. Our working relationship has been straightforward and practical which I have so appreciated and it is this working relationship through which I am answering your question. I believe that the Foundation is clear about its mission, is comfortable in making changes as it sees that these are needed, and invests both in its own learning about what is taking place on-the-ground and identifying organizations whose work is mission-related. Whenever I have needed clarification, assistance or problem-solving related to our three-year project, I had no hesitation in reaching out to our Program Officer. She made time available promptly and was consistently focused on answering my questions as well as pointing up related strategies that we might consider - either about the work itself or in relation to the foundation. When she has called upon [my organization] to sort through issues from where she sits, I believe we responded similarly. In all of this, my sense is that our conversations were open, full and when confidentiality was needed, there was no question on either side. |
| | Often difficult to get an e-mail response from Kresge; in more than 50 percent of situations e-mails sent did not receive replies |
| | Our Kresge PO is responsive and helpful. She has assisted with communications, engaging a writer to help us tell the story of our initiative. Our initial contact was the PD, who helped us refine our letter of request and the new funding "bucket" it could apply to. He let us know that if we were funded, communication would transfer to the PO and it happened seamlessly. |
| | Personable, smart, respectful staff. Wish we could connect more about strategy, and to better understand Kresge's vision and strategy on our area of work. |
| | We received support for strategic planning. The grant was our initial step but the follow-up questions from Caroline really helped us think through what we wanted to achieve through a strategic planning process. The questions really made management think more about how to manage the process than just the selection of a consultant. That may not have happened as readily if Caroline did not ask questions. |
| | "Site visits" not applicable because we are a decentralized, remote workplace. Jessica and David Suzuki are supportive, and are good strategists and communicators. |
| | ...David Fukuzawa conducted a site visit...as part of the process for applying for the first grant. As a result, we received the first grant to expand our work.... The funding from Kresge has been invaluable in allowing us to do what we needed to do within a broad framework, with a minimum of restrictions. This is the best funding we have ever received because it sets us free to do what we do best. The terms of the funding, two and three years, have helped. We can take a relatively long view to plan and achieve results, compared to shorter grants for lesser amounts. The Foundation also publicized our work, invited us to a meeting with other foundations in Troy, and brought us together in meetings with its other grantees. We could not accomplish the results we do without the support and faith of David and the Foundation. We are profoundly grateful. |
| | ...It was incredibly helpful to meet [Kresge staff] in person and then use the meeting to do individual follow-up with them. I now speak to George, Wendy, Jessica and Benjy individually quite often to develop and curate content for our [organization's programming]. Each of them have separate program areas and they are all relevant to our work. I speak to them on the phone and they are quite responsive to requests for calls and reply to my emails. Benjy is the busiest and hardest to get a call with understandably....But Kresge, by far, is one of the easier foundations to interact with. When Benjy says he's committed to a project, he follows up quickly. We received our funding so quickly which is hugely appreciated for a small non-profit like ours. I know when Benjy says he's committed that he is and will rally the Kresge troops. I appreciate that so much. George, Wendy and Jessica are also enormously helpful when I ask them for something. All in all a great experience. |
| | ...Most communications [between my organization and the Foundation] were between our former director and program officer. However, I've...been able to meet Kresge staff at conferences. I've always been impressed with their understanding of the issues, from the macro level, and their willingness to fund a relatively small operation such as ours makes a real difference. We have not yet had a site visit; however, staff has been experiencing some transition and we hope to schedule a visit later this summer. |
| | [My organization] found the interactions with the staff at Kresge to be supportive, committed to the mission, and always interested in making our work relevant to theirs. / / The application process was not too complicated and notification took place as communicated. |

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Grantee Comment

[My organization] has been a recipient of the Detroit Arts based funding programs - which are only offered every few years - therefore we haven't had as much opportunity to work with the staff or the Kresge process....

[My organization] has been a very self sufficient organization when it comes to fulfilling the requirements of grants received. We prefer to have an organization that is there for us when we need and Kresge has been excellent in this regard. When needed George Jacobsen has been quick to respond and thorough in the answers he has given. The grant application seems appropriately proportioned to the amount of funding received and the reporting process covers the tracking and progress of the organization well. The only issue that we find as a smaller organization is the labor intensity of the required Cultural Data Project entry as we do not have dedicated on staff accountants that can enter this information. We do however understand the importance of this data and can see the vital uses of compiled information of this nature for continued state and governmental support of the arts. Overall working with the Kresge Foundation and its staff and granting process has been wonderful and of great benefit to the [organization].

[My organization] has had a strong and positive relationship with our program Officer, Caroline Altman Smith. She is available, accessible and thoughtful. We have enjoyed quite a positive working relationship with her. She has even attended and spoke at ...[our meeting] last year, and she was well received by senior...staff.

[My organization's] work is highly conceptual with the possibility of long term, structural value. The team at Kresge understood both the risk and the potential value, and offered very generous support. I was a pleasure to connect with such a thoughtful group of people.

....My work with the Foundation has been great. I am always able to get needed information right away and the Foundation staff is always helpful

1. The grant we're discussing was initially funded and strongly supported by [a different] foundation. Most of the communication has been between [that foundation] and Kresge. We occasionally see our program officer at community events (where she is pleasant and friendly) but we have very little direct communication with Kresge about this grant. / / 2. On other grants and projects, we have relationships with at least 4 other Kresge staff. These are all positive relationships, but it is a long confusing process from a Kresge staff person saying "we're aware of your work [in a given area] and are interested in funding it"-- to actually getting any funding to support that work.

After carefully developing a proposal that we believed was responsive to both the Foundation and their funded partner, we received an acknowledgment of the request. Despite follow-up calls, we have never received a firm answer about Kresge's disposition of the request, whether their goals have changed, or any communication indicating we should revise, withdraw, or otherwise act on the proposal.

All guidelines were clear and precise which made it conducive to write a winning proposal. In addition, our communication with Kresge...has been extremely helpful as we implement this grant.

All staff communications are professional and friendly. Kresge is one of the foundation authorities of Southeast Michigan and remain very accessible to answering questions completely and in a timely manner.

All the processes, from the initial contact throughout the selection and implementation stages are very clear and well defined. The Kresge Foundation ensures that the applicants' and beneficiaries' programs/initiatives support the strategies and direction of the Foundation's overall vision and mission. Their contributions created an environment for the organisation to achieve their goals and objectives within these programs. The Kresge Program Officer is well acquainted with the context our organisation operates which added tremendous value to interactions and engagements.

All very helpful and clear. Staff very responsive and helpful in directing next steps.

Although there was a staff change during our grant submittal process, we experienced a seamless transition. We elected to submit a non-required progress report and had a wonderful and insightful follow-up discussion with our Program Officer who also sent us several additional resources. We are also able to meet with another Foundation staff member at a national conference and provide an early update on the launch of our grant.

Appreciate streamlining the process and working in tandem with other local foundations for proposal submission and reporting CDP info.

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Grantee Comment

As a long-time person in the field, ...I have found working with the Kresge Foundation to be enormously easy, and very supportive of their grantees. It is a breath of fresh air. They really seem to understand the stressors of working in the non-profit field and appear to strive to not add another level of stress. As long as we are doing the work in the field, and doing what we said we would, you couldn't find a better partner/funder than Kresge. / / Kresge staff is open and direct, there seems to be a level of transparency about the Foundation, where they are going, what they want to achieve, and how they think they may achieve their goals---and how you might fit or not.

I guess I can't help but compare and contrast the Kresge Foundation to an opposite experience we were having with another foundation, we had proposals under consideration with both at the time. Kresge was so clear and open, while the other foundation seemed set upon putting us through our paces. It was quite frustrating.

As an organization that works with many private and corporate foundations, our view is that Kresge is among the most approachable, communicative, flexible and responsive. While they clearly have their program priorities, they are also open to hearing our needs and priorities. They have always been enormously helpful, reasonable, and supportive. Working with Kresge is a pleasure.

At the time of our initial grant, Kresge was interested in energy efficiency, qua energy efficiency. Since that time, Kresge has stressed resilience. We are still trying to understand how [my organization's mission] is inconsistent with 'resilience.'

Because we are a Community Foundation, our interaction with the Kresge staff has been with regards to the transaction aspects of the grant. We did not converse nor interact with the staff regarding the programmatic aspects of the grant. I must say, however, that the communication, instructions and direction provided by Joyce Holliman was superb.

Best in class. Creative. Open minded. Not trying to tell us what to do. Working as a real partner.

By far this grant was the best thing that had ever happened to our organization. And we have accomplished results that are being talked about around the country. Our work has become a best practice model and certainly being expanded. But on numerous occasions I invited our program officer out to visit and to date that has never happened. I wanted the Foundation to experience the success even in the first year but to no avail. I also have grown frustrated with placing calls and never getting a response from anyone. I send countless emails and they are not answered. Now I have concerns that the Foundation has changed its view of funding grassroots organizations and are focused on a more political view. I know what this grant has meant to the work that we have produced and what the Foundation means to community as a whole. I am greatly concerned that the many issues and groups working will have no place for help. My reports have been long and with pictures but the only way that I know they are accepted is that the next grant award arrives. No one has ever said that the report was good and they are pleased with the direction and accomplishments of the work. But we are featured in magazines and articles around the country. How would I know that I can re-submit or that the Foundation has plans on continuing my program?

Caroline Altman Smith was a great grants officer. Personable, bright, and forthcoming, she clearly delineated expectations without making them onerous. I felt like she was more of an effective partner in our programming rather than merely a distant judge.

Clear communication as needed, very much appreciate their collaboration with the Erb Family Foundation...Foundation staff provide quick response to questions, both by email or phone / Our Program Officer directed us to new national funding prospects which were a good match for our organization, and have become annual fund contributors for past two years

Communication has always been helpful. For the most part, the Foundation staff have been accessible and have provided helpful responses. This last proposal round however, was not as well handled. Lags in award notification continue past the start date of the proposed award. More pro-active communication about the status of the current proposal would have helped in managing the organization's finances. If approved, the new grant will start three months later than planned.

Communication was challenging at times. Lack of return of email and phone messages was typical and frustrating. Seemed like there was a general lack of understanding about the importance of communication between funder and grantee and how important the timing of grant funding is. On a couple of occasions, expected funded was late by up to three months. This led to considerable stress and should never happen.

Communication with Dr. Meadows was clear, concise and thoughtful. Her communication style and comments often pushed the group to think about the project impact and outcomes in a more meaningful way than we were originally approaching it. One of the most valuable things we have gotten out of this project was our opportunity to attend the annual meeting and hear...from some of the most informed people in the field, brought together for this purpose by the Foundation. Finally, the 9 month planning process was one of the most important components of the project. It provided us with a chance to truly engage the community....

Communication with staff was very helpful.

| Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation. | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Grantee Comment | |
| Communications with Kresge have been very different than with other of our funders both for better and for worse. When we were developing the grant proposal the level of communication was intense. But since receiving funding there are long periods of silence even when we send news of advances in our work. | |
| Communications with the individual Program Officer was great, but there seemed to be lengthy and ongoing discussions behind-the-scenes that we did not participate directly in. These other conversations were alluded to but not having direct contact with other Kresge staff led to frustration and confusion in regard to our proposal, project idea, and how our organization was understood by the Kresge Foundation. | |
| So far communications have been very good. We only have a small project with Kresge so communication has been somewhat limited. | |
| Communications, processes, and interactions were timely, clear, and straightforward. | |
| Contact with Kresge staff following submission of the proposal was very helpful in refining elements of the project. The project is [new] and we have not yet had substantive contact with the Foundation since receiving the grant. | |
| Difficult to learn and interpret the priorities of the program. Even after multiple requests for clarification and meetings did not know until time for renewal that our work no longer fit priorities. | |
| Eager to help, very professional, very competent. | |
| Environment Program staff is very effective at building and maintaining grantee relationship. Grantees are empowered to do their work. Facilitate better than average coordination with other Kresge grantees. Give helpful feedback when requested and proactively. | |
| Everyone at the Foundation is always ready and willing to help you with any needs you may have. They always make you feel like you are the most important person in the room. That dedication to their job shines through and strengthens relationships with the Foundation. | |
| Everyone was extraordinarily professional, and very clear on the organization's priorities, the president's priorities, and their departmental priorities. I had a sense of excitement about the work they were doing and felt like we were part of a great foundation thinking creatively on how to do great things. The conversations with the program officers and related staff were always with very intelligent people about our sector and philanthropy in general. Great, great thought partners. | |
| Excellent | |
| Excellent interactions and communication | |
| Exceptional! Helpful, supportive, guiding, and understanding. | |
| Exemplary | |
| Experience varied with program officer. Interim report not read. Now much improvement. | |
| Extremely helpful and supportive staff -- very smart grant makers, arguably the best in field | |
| Extremely positive interactions with program staff, who was always responsive to inquiries, issues, and needs. Also, during a period of transition, was helpful in keeping us apprised of Foundation strategic directions and how our field of work and issue area fit with respect to those directions. | |
| Generally we find the Kresge staff very supportive and helpful. Our project officer provides us with good feedback and information. Our only difficulty is that sometimes he has been hard to reach due to his travel schedule. We have yet gone through a reporting process so I can't comment on that. | |
| George always answers questions in a very timely fashion, which is appreciated. I never feel like I am bothering him and he is always helpful. | |
| High quality. Formally, we interacted only with Caroline, who has been informative, sincere, and genuine. Recently, we have interacted with other Kresge program officers, who also have been "the real deal." The Kresge Team seems truly committed to doing good work, treating its grantees with respect as partners. It's fun interacting with them -- they are intelligent, lively, and engaged. | |
| I am very appreciative of the operating support that we receive from Kresge, but our amount went down...[with time]. If there is any way for the amount to increase, I would appreciate it very much.... We are doing good work here.... I would like moral support and a return to the original amount of funding. | |
| I appreciated the directness of the program officer's communications (Chris Kabel) and wish that I had sought out more conversation with him in the last year of the grant. / / The program director seemed careful and guarded about his thoughts and not as forthcoming about the Foundation's interests as I had hoped during the site visit. It seemed that I could learn more about Kresge's funding interests through stories about new grants written up in philanthropy news sources. / / I tried to engage the communications staff when possible. That worked somewhat but not very consistently. | |

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Grantee Comment

I believe that our grant is a bit different from what is normal. Kimberlee Cornette is our contact at Kresge, however, Kresge has outsourced the project officer functions to Fiscal Management Associates (FMA). FMA's involvement in the development of the proposal was incredible and invaluable because of the nature of the program being implemented by two different organizations in two different states, however, after the first year of implementation, it seems to have resulted in a duplicative layer of administrivia. We prepare and send monthly reports to FMA, but we rarely hear from Kresge's perspective directly...feedback seems highly reflective of the purview and perspective of the contracted project officer. Communication about a site visit to Kresge last fall was very difficult. I'm not sure if it was due to the many layers of the project officer function or Kresge. In the end the visit went very well, however, there was a lot of uncertainty about Kresge's desires and goals for the meeting.

I believe that the Kresge staff exemplify good practices on strategic philanthropy. They add value that goes way beyond the funding they provide -- providing good strategic advice, connections to key players in the field, and access to information. / / The one area for improvement would be to more clearly align their web site resources with their strategies. I think they have a wealth of information that is not effectively made available to the field.

I can't begin to express how supportive and helpful our program officer at the Kresge Foundation has been through all of our different grants. Our grants span from simple to complex, but the LOI, proposal and report processes have been easy to follow and well managed, as well as well communicated. Our program office understands our mission and goals and recognizes their importance for the Kresge Foundation in achieving their goals. The expectations for our grants have been communicated effectively and we have had nothing but pleasant interactions. The Kresge Foundation has also been tremendous in leveraging their support by highlighting their support to other foundations and creating match-funding for projects. They have been a joy to work with!

I can't fully respond to this survey because once I indicated that I was in a current grant period, the following questions we're writing as if the grant period was over, and I didn't feel comfortable conclusively answering these questions mid-grant.

I feel that for the type of grant we applied for/received and the program work it funded, the amount of interaction with Kresge was fine and their application process manageable.

I find Caroline's communication and interaction style to be clear, consistent and appropriate. She is excited about the work when appropriate, and fairly objective and restrained when it comes to proposal submission and grant approval processes. / / Despite what seems to be a busy travel schedule, she has made time to serve as a champion for the project she is funding here.... / / She also worked effectively to help us navigate Kresge's financial and grants management needs during major changes at our program during the middle of the grant. / / All of this is in the context of our grant sitting squarely in Kresge's membership and infrastructure portfolio, of which Caroline is a team member. This is not her primary area of grantmaking responsibility, which is higher education. However, we consider her a leader in the nonprofit and philanthropic infrastructure grantmaking field at this point, and would encourage Kresge to give her more freedom and opportunity to work in this area if possible.

I find Kresge to be very approachable and flexible. We have developed a good and consistent working relationship.

I find Kresge's approach to philanthropy to be amazingly thoughtful of what is going on in the actual community. Kresge has been the sole funder of our organization that supports the programs as we designed them as opposed to us tweaking our programs to meet the objectives or goals of the organization. I am very happy to be working with a foundation that truly understands our work and appreciates the strategy as presented.

I find the Foundation's strategic focus to be well considered and well articulated. The funding areas seem to flow directly from a set of values, interests and desired outcomes that are coherent and compelling. I have interacted with four different Kresge staff and have found them to be very well versed in their program areas, with several who lead their fields nationally.

I find the Kresge staff quite personable and approachable. They definitely have a problem solving demeanor and that is both encouraging and helpful to applicant organizations. I greatly appreciate the fact that Kresge is deeply involved in the community and think it is doing a great deal of good.

I found the act of communicating with the Foundation during the proposal writing process to be an enjoyable and worthwhile experience. Caroline Altman-Smith was extremely helpful and was quite thorough on her explanations of Foundation requirements and expectations. Ms. Altman-Smith always made herself available to answer questions I had regarding our proposal. The entire grant writing process with Kresge was quite educational and beneficial for our organization....[My organization] could not be more pleased with our experience in dealing with the Foundation.

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Grantee Comment

I found the grant process to be extremely quick, straightforward, and informative. Helen spent time on the phone with me and provided feedback on my application. She responded immediately to communication, asked relevant questions, and was very clear about Kresge's goals and our likelihood of receiving funding. I haven't been through the reporting process yet, but so far Kresge has been an absolute pleasure to work with and we are so honored to be a grantee of theirs.

I found the interactions and communications with Kresge and their process to be professional but geared to my organization's needs and the scope of the project. Highly professional individuals to work with who are capable of communicating Kresge's goals in the project as well as how best to strive for them.

I have found Kresge staff to be consistently very responsive and helpful, whether through e-mail communications, phone conversations, or face-to-face meetings. They have shown keen interest in and support for the work we are doing. They have always been responsive and helpful when we have asked for adjustments to our project plans or reallocating categories in our budget.

I have found that discussions with John Nordgren improved our strategy and the quality of our work. The proposal process fed directly into our programmatic strategic planning. John connected us with organizations and individuals that strengthened our effectiveness. He was also very supportive of our approach; I did not feel any pressure to modify our work to fit Kresge's goals. There is a tremendous natural overlap in the vision and goals of our organization and Kresge anyway. By discussing our strategy, particularly on changing accounting rules with John, I found that he had very good substantive questions and suggestions. The questions, we brought back and in answering them, they strengthened our actual approach and strategy. His suggestions for collaboration with other groups also strengthened our effectiveness. He provided these in a very collegial way, I never felt he was pushing us or trying to have undue influence in any way. I have found John to be in the top 3% of foundation staff as far as his professional approach and really constructive style, and I have collaborated with many foundations!

/ / It was also really impressive that Kresge could fund our organization upon the merits of what we do, our achievements and the effectiveness of our strategy. Often it takes a long time to get to know foundation staff. John saw value in our work and we moved forward without having had a lengthy period of time developing the relationship. The proposal process was one of the smoothest and most efficient processes I've seen. We've really been impressed with John and the Kresge Foundation. / /

I have found the Kresge Foundation staff to be very straightforward, insightful, and supportive. Unlike with many foundations, we are not afraid to report back that something did not work out as planned. This is particularly important because we are working in a field that is emerging so we need the freedom to experiment and find out what works and what does not without fear of losing our funding. By giving us permission to fail, learn, and add our experiences to the field in an honest way, the Kresge Foundation has served a very important role in catalyzing [my organization's] field. It remains a cutting edge leader in the funding community and I believe this has a lot to do with the high quality of communications and relationships that have been developed by their staff. We have relationships with Kresge staff that allow us to speak to them in a colleague to colleague way that helps push our thinking without pressuring us to change our strategy. In fact, Kresge staff specifically make it clear that they do not want to be driving our strategy and will ask from time to time whether we've felt pushed into a particular activity. And, the Kresge Foundation understands, perhaps better than most, the importance of getting their grantees who are working on similar issues together to discuss what is needed in the field - with some other funders sprinkled in. Our questions have always been answered quickly and professionally and we have appreciated the contacts that Kresge has made for us to spur collaboration.

I have found the Kresge Foundation to be wonderful. They have appropriately high expectations of their grantees and hold them accountable but also give a sufficient amount of autonomy to grantees in determining objectives and strategies. They have been very reasonable about budget modification requests and the reporting requirements are not too time-intensive. The proposal process is also reasonable, though the turn-around time can feel very long.

I have found the Kresge Foundation's processes, interactions, and communications to be very satisfactory.

I have had a very productive relationship with our Program Officer. I found the process very straight forward.

I have really enjoyed working with Benjamin Kennedy. He's completely straightforward, which I greatly appreciate as a fundraiser. He was very clear about what would make for a successful project in Kresge's eyes and hands off about how my organization should determine its own success. Overall, I'm excited to work with Kresge more in the future.

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Grantee Comment

| |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| I have very much enjoyed working with Foundation staff. They are usually responsive to requests for information, feedback, and guidance, and are always friendly. We greatly appreciated the amount of communication and quick turn-around on the application and approval process for our first Kresge grant.... We currently have a letter of inquiry pending with them, and they were helpful in providing guidance and feedback on the LOI process. We also appreciate that they have encouraged us to apply for General Operating Support, and that they have urged us to consider our operating model with arts at the center. |
| I interact with the Foundation on an as needed basis as I do not wish to be seen as "bothersome". I know the expectations placed upon me as a grantee and I take them seriously and follow Kresge guidelines to the letter. I am concerned that perhaps Kresge may think my lack of communication may appear "ungrateful" but it is the exact opposite. Kresge's outreach in philanthropy is stunning. As a small, very small piece of its community, I do not wish to be a bother. They have much larger issues! / / The problem is not with Kresge as my communications with staff are welcoming, light and easy in conversation. Because of Kresge's comprehensive application process, I feel comfortable in knowing that if there is problem, staff will contact me or I them. I have great regard for each member of the Kresge staff and the overall mission of the Foundation. Thank you for asking for my input. |
| I really have only positive things to say about the quality of the interactions. The staff is uniformly helpful and creative. Many appear to be overextended however and the time to set up a meeting or a call is taking longer and longer. |
| I think Kresge is a class act. They are up to date, efficient and thoughtful in their funding initiatives and challenges in the Detroit Community. If there was one area I would like to see improved, that would be attendance at some of the functions that their grants help to support. I think they would gain a deeper appreciation of how much they do and how much they are needed. We call that "Boots on the Ground" |
| I think the interactions with Kresge have been the most helpful when they are in-person. Their communication is clear and the goals and clear. This has been most helpful. We actually feel like Kresge cares about us and our work in serving the nonprofit sector. |
| I was hired after the Kresge grant was awarded, so I can't comment accurately on the time required for preparation. I have noted correspondence and references to phone calls with Kresge program staff, and have also been involved in preparing the first report on our grant, so I know that our organization put a great deal of care and time into our communication with Kresge Foundation. |
| I would rate the quality as very high. There has been a clear sense of support, patience and flexibility, combined with a clear sense of priorities as well. My only complaint is I wish we could communicate a bit more regularly (I have the sense our program officer -- who is wonderful -- could use more colleagues/support/time.) |
| In phone conversations with the Program Officer: she clearly requested more in depth answers to specific questions related to the program they were considering for funding and related to sustainability post Kresge funding. |
| In the past they were on target as an innovative funder in the adaptation field. / / Then they revamped their mission and appear to have engaged in groupthink and now lack innovation and have confused vulnerability with resilience. Most of their funding will end up wasted. |
| Individual communication was uneven. The Program Officer was extremely helpful but sometimes was unavailable. |
| Interaction was by phone and Kresge staff were always really helpful and supportive. Conversations were primarily about Kresge's strategy and exploring alignment with our program. Once we got the grant we almost never hear from them. |
| Interactions and communications are excellent. Our program officer is extremely well-versed in environmental issues, and offers excellent and useful commentary and suggestions. |
| Interactions have been very professional and supportive. |
| Interactions, processes and communications have been consistent and of high quality. |
| It has been a pleasure to work with Caroline Altman Smith and the Kresge Foundation. Kresge worked with us in creating a broad set of funding partners to support our project. As our anchor, Kresge is the reason for our success. |
| It has been a pleasure to work with the Kresge Foundation! They have helped to catalyze public and private investment in adaptation through their early recognition of the importance of growing the field. I can't say enough good things about the Foundation and the representatives I've worked with including John Nordgren and Lois DeBacker, whose professionalism, creativity and support have been instrumental to growing the adaptation practice in our organization and in [my community] at large. |
| It is very open-ended and allows us to tell our story in our own way. |
| It seems that Kresge has really streamlined their grant process. It is manageable, not overwhelming. Staff are extremely professional but also warm and encouraging. |

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Grantee Comment

It was a good but very time-consuming process with two lengthy proposals. Kresge was just creating the Creative Placemaking grant focus and some information was a little confusing but not bad. We did learn a lot about our framework from going through a rigorous process and we did create more clarity about our program from this process. Helen Johnson was extremely helpful though because of her travel schedule was not always easy to get a hold of. And she sometimes took a long time to respond to our questions.

It would be helpful to have more regular communication with The Kresge Foundation and to feel like we were a part of an other strategy.

I've always found Kresge's processes, interactions and communications to be high quality. Their people are accessible, resourceful and helpful. When we communicate, we receive an immediate response or receive a response within 24 hours. Our relationship with the Foundation means a lot to us. Our interactions and work with them contribute to our sense of engagement, empowerment and in turn our ability to do the work we do in the community.

Jessica Boehland, our grant officer, has been a pleasure to work with. She is curious, supportive, professional, responsive and timely.

Jessica is a pleasure to work with. She is highly supportive and available when needed. The proposal and reporting processes are in line with expectations.

Jessica was very clear about what the Foundation's priorities are and the amount of funding that would be appropriate to request. She was timely in her response and feedback. She is smart and wonderful to work with.

John Nordgren has been the most personable, helpful, committed Program Officer in my fundraising experience. He took an extraordinary interest in our program and helped us immeasurably. His related staff are always prompt, warm, supportive of all our questions. I cannot imagine how to improve the communications. John is wise, honest, engaged, and an advocate for us. We are deeply grateful to him and feel honored to work together.

Kresge came across as very thorough and flexible in their approach, but slightly disorganized which meant we often answered questions multiple times. However, staff was pleasant and informed and clear with what they were looking for.

Kresge engages its grantees as partners and appears to rely heavily on expertise of grantees. As such, there is a healthy amount of communication between Kresge grant managers and grantees. This communication sets clear expectations, shares knowledge and shares best practices.

Kresge for the most part has been very supportive of our efforts. / / There was more contact and info shared in the first three years of the grant, but it has slowed down in our last year of dissemination. Outside evaluation efforts had its plus and minuses. Some info very helpful, some of the interviewing process was way too long. / / We were able to develop [our programming] with this grant money that will last beyond the funding period, and we believe that will make a difference in many of our programs

Kresge Foundation is very dedicated to its grantees and is giving our project much support. They are a leader in our field and are effectively bringing other foundation to the table. They are very forward thinking and are pushing the envelope on more evolved ways of dealing with our issue....

Kresge Foundation officers and staff are very engaged and visible in our cultural community. Communications are clear, friendly and supportive. This one of the most pleasant foundations to interact with.

Kresge Foundation staff are patient, understanding, reasonable, knowledgeable, helpful and incredibly supportive in guiding our efforts.

Kresge Foundation's support was unique in their willingness to invest in a new program, support its development and allow for its changing focus as the program grew. I have been and continue to be extremely impressed with the Kresge Foundation and its support of its grantees.

Kresge has a very finite and efficient process for communicating with grantees. The helpfulness and patience extended to the development and implementation of the initiative makes it very easy to be productive and for staff to lay the groundwork needed to succeed. We are extremely grateful for every opportunity afforded to us. / / We look forward to the future communications, and strategy sessions and opportunities to better our product.

Kresge has an open process and staff have been extremely helpful in providing information and feedback on proposal ideas.

Kresge has been an outstanding partner. Andrew Gatewood has been a fantastic champion of our work, and we regularly use Kresge as an example of what it means to be a committed multi-year funder who deeply believes in our work.

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Grantee Comment

Kresge has been difficult to communicate with, get an answer back from staff and is extremely slow in response to a funding application. This is our experience with several different units and staff. Things are better once we had a grant in place, but again, it is a situation where we have to be very persistent and patient to get anything back from program officer staff. / A more defined process with firm timelines would be more beneficial to organizations looking for funding support and knowing when they can expect an answer one way or another.

Kresge has been extremely supportive of our initiatives.... Furthermore, they have been very engaged in our work and a Kresge staff member became a regular visitor to our [programming]. I would describe our relationship as mutually encouraging and reciprocal...mutually learning from each other's experiences and helping each other advance work towards the betterment of urban American cities

Kresge has been incredibly supportive of our program. For this, we are very thankful! / / I would suggest that grantees have a mandatory meeting and site visit with their Kresge Program Officer on a quarterly or at least semi-annual basis, and site visits on a semiannual or at least annual basis. I think that this would help both the supported organization and Kresge exchange information and share resources on a more regular basis. / /

Kresge has been very collaborative and supportive throughout the grant process – both in our development of the proposal and the ongoing executive of the elements of the project. We have greatly appreciated feedback, as well as introductions to significant individuals in the field, and opportunities for meetings, discussions and facilitated meetings that enabled us to expand our thinking and define or goals for the reach and impact of this project.

Kresge has been a tremendous resource and partner.

Kresge has partnered with the Erb Foundation to make their arts-related grant making processes fair and efficient. This system benefits organizations seeking support, because one application is submitted to both foundations. (Brilliant!) I think grant seekers all appreciate this system for its efficiency. / / Our organization currently has a low-key, low-interaction relationship with Kresge, but the fault is entirely my own. My agency's program is small, and Kresge is a huge, even imposing organization. I admit to having been intimidated by Kresge's towering presence in the community, though, to be truthful, my program officer couldn't be a nicer, more approachable person.

Kresge is a good foundation staffed by good people. They are clear about what they wanted from us. The only challenge is that it can be a very long process to go from letter of inquiry to acceptance or rejection. But we understand that now, and next time will better plan. / / For us, we had hoped that the grant would enable us to continue a program. But the process took so long that we actually stopped the program due to lack of funding and then had to start it back up after we got the grant. We were glad to have restarted the work, so we can't complain. Kresge was willing to fund a good project that would not have fit neatly into any other funder's criteria. So often foundations can have very narrow criteria, so if a program crosses more than one sector, it gets shot down. But Kresge welcomes cross sector work.

Kresge is a pleasure to deal with. Smart, efficient and very supportive. Often funders can make you feel because they're funding an initiative you must dance to their tune. Not Kresge. They offer support and highly intelligent (at least Kimberlee does!) input, advice and direction around the project. I wish every funder took TA from Kresge on how to fund! Seriously!

Kresge is a pleasure to work with: open to new opportunities; always making connections; supports grantees in taking their work to the next level; respectful of the different roles groups play in the field.

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Grantee Comment

Kresge is an extraordinary foundation, and their support has been extraordinarily important and transformative to us. Please urge them to not adopt the practices of so many other big foundations that require onerous reporting and evaluation beyond what is reasonable for the grant! Their national leadership position and ability to provide funding at a significant level means it can be leveraged to help secure other resources and in a volatile environment it provided core stability needed to do our best work and reach towards new goals. We appreciated their trust and the fact that they didn't get over involved. Their processes - care used in reviewing and finalizing the funding application; funding commitment at a significant level and often multi-year which includes payment up front; accessible and knowledgeable program managers; website and annual reports that are informative and helpful - all were excellent. We began our work with Sandy Ambrozy and I can't say enough about how fantastic she was to work with. As she transitioned out of arts and culture, we had the pleasure of working with Helen Johnson who has also been fantastic. The only thing that was ever confusing was trying to stay attuned to the Foundation's position on institutional capitalization, the area we first came in under but which seemed to change with increased emphasis on creative placemaking.

Kresge is an important and vital foundation to the community. When you see the staff it's great, but getting them to return a phone call in a timely period is a whole other matter.

Kresge is great at convening grantees together to strategize and they are wonderful to work with! However, my experience has been that they are less proactive about communicating their strategies and ideas to grantees (almost all communication has been initiated by us) and it would be helpful to have a more ongoing dialogue.

Kresge is great to work with-- unlike a lot of foundations, they tell us what they're interested in, we respond, they fund, and then they stay out of the way. At the same time, they are a great resource. David Fukuzawa has spoken at our partner convenings; he's so low-key you don't realize how smart he is until he starts his presentation.

Kresge is responsive to when we initiate contact. I would like to see some more initiated contact from them, though they are very responsive when we initiate contact.

Kresge is very easy to work with regarding the development and refinement of our proposal. Bill Moses and Julian were absolutely clear about Kresge's role and were very sensitive to our needs and vision for our project.

Kresge is very open to communication when questions or issues arise. There are times when communication is unclear between the different divisions of Kresge.

Kresge process is better than most foundations. The Program Officers are outstanding and easy to communicate with. The entire organization is very clear on its mission and ability to impact change.

Kresge program officers have been extremely supportive and have given great feedback on ways to continue to improve our efforts on the ground.

Kresge staff act with the upmost in concern and care for both the issues they address and the grantees. There is no foundation we would rather work with.

Kresge staff are approachable and helpful.

Kresge staff demonstrates a strong personal interest and understanding of our organization and community. They are clearly engaged and committed to low-income communities.

Kresge staff have been very responsive to our requests and questions. They are friendly and very supportive of our program. We feel Kresge is invested in our program and wants to support the success of our program.

Kresge staff is very committed to its mission and focused on helping grant applicants navigate the process. The Annual Report identifies the types of organizations funded using several examples and the website enhances the communication about the organization.

Kresge staff were very accommodating in helping us understand the nexus between our programmatic framework and the Foundation's investment areas. We are most appreciative of Kresge's understanding of the value of capacity building and systems change work.

Kresge staff were very helpful in guiding us toward a proposal that would be funded throughout the process. They were extremely patient, flexible, and were truly excited about our project. There were some areas in which we felt compelled to make promises or include certain program elements that we were not completely comfortable with in order to receive funding, as opposed to Kresge simply offering to fund our ideas as they were presented. But overall we truly did enjoy working with Kresge staff and highly value our ongoing relationship which has been extremely impactful on our organization.

Kresge staff were very helpful throughout the process. It is most helpful to be able to speak directly with staff to get a clear understanding of how our organizational needs and goals fit with Kresge's strategies and priorities.

Kresge was extremely helpful.

Kresge was very communicative throughout the grant process, including during staffing changes that affected timing of our grant proposal.

| Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation. | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Grantee Comment | |
| Kresge was very engaged, responsive and flexible where appropriate. | |
| Kresge's communication has been very clear and consistent. | |
| Kresge's initial process was robust and thorough. | |
| Kresge's people are thoughtful and operate with great integrity, notably Jessica Boehland and Lois DeBacker. We had two in-person meetings to discuss the program area, and each was focused and effective at building a shared understanding of our program objectives, the work we would carry out, and how we would assess impact. The value of these meetings could not be overstated, given the emergent nature of the work and high degree of program innovation embedded within the work. / / Once we had developed a shared perspective, the process of completing the grant proposal was very efficient. Kresge's communications were clear, the process straightforward and timely. | |
| Kresge's process is clear and direct. We knew what to expect and when to expect it. | |
| Kresge's process was clear and straightforward. Our program officer made herself available to respond to questions and was requested clarification or additional information to support our request. She approached our interactions as an interested partner in the work and seemed careful about the ever-present power dynamic between funder and grantee, which was a refreshing approach. | |
| Kresge's process was clear, direct and very efficient. Very easy to work with the Foundation. Extremely professional staff with clear sense of what they are about... | |
| Kresge's process were fairly standard. Our program officer is very aware of what we're doing, what we're trying to accomplish, and monitors our progress appropriately. We would be happier if he were more forthcoming about our prospects for continued support - but that is part of the 'game' and we accept it for what it is. It's a very professional relationship. | |
| Kresge's processes are very thorough. They gave us a great deal of feedback on our initial proposal, with detailed questions that helped us to clarify and expand on an explanation of our objectives and how we would proceed. We also had a helpful conference call with the program officer and five of our partner organizations, prior to receiving the grant. / / Since receiving the grant, we are not always certain that the Foundation fully grasps that the project is building a structure for the long-term and that the goal is to create a permanent entity and structure of relationships for achieving social change. However, we were asked to provide (and did) a brief statement of results 8 months into the grant, which we expect will lead to greater understanding of our initiative. I suspect that our grant was unusual for the Foundation which funds, we believe, mostly program and service related work. | |
| Kresge's processes were greatly aided by philanthropic agencies such as Inyathelo. This gave us the opportunity to be in contact in real time and not in different time zones. / I think that without this funding agencies, applying for a Kresge grant would have been very hard to do | |
| Kresge's processes, interactions and communications are superb. They are by far one of the easiest funders to work with. | |
| Kresge's processes, interactions and communications were very supportive and provided great guidance. The processes were clear and our contact was always available when needed. | |
| Kresge's processes, interactions, and communications are stellar. I couldn't think of one negative piece of feedback if I tried. They have always been thoughtful, consistent, supportive, and responsive throughout the entire grant cycle. | |
| Kresge's reporting and evaluation processes assisted our organization in future planning. The processes enabled us to track necessary information that we may not have considered. Our program officer reviewed our information and contacted the Executive Director for additional information. He was wonderful in communications and responded immediately to our concerns. | |
| Kresge's staff and online grant process are extremely straightforward and are helpful in guiding development of proposals and partnerships with the Foundation. However, priorities and plans for the Foundation as it relates to the Detroit/Detroit Arts and Culture Program were somewhat vague and not as well-defined as they could have been at the time that we met with Kresge staff and submitted a proposal for continued support---more clarity would help in the planning and design for a continued and active partnership between Kresge and its non-profit partners. | |
| Kresge's staff reacted quickly for a grant requiring haste due to a date deadline. They were helpful in providing contacts as well. / / | |
| Like our own organization, Kresge has an extremely big scope. That I understand. The unifying philosophy is a little fuzzy to me- I am not sure we share the same understand of transformative human services, collective impact, pro-activism vs. charity alone, and getting people's voices to the table. I think we are thinking along similar lines, but I am not sure. | |
| Lois has been an incredible thought partner. | |
| More frequent communication would be helpful, but when we are in touch, Kresge is very supportive. | |

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Grantee Comment

Mr. George Jacobson has been most helpful working with our organization for many years. He took the time to explain why our organization did not receive the first grant request from Kresge. He then worked with us to help make us Kresge worthy! We are grateful for all the time George took to help us achieve our goals. Thank You!

My experience has been a positive one. Stacey and David have been supportive of the work, allowed us to work with innovation and recognized that the work is early on in its trajectory and that being overly directive or having extensive evaluation demands was not going to be appropriate, and I commend them for that understanding. / / An evaluation was not required however we built in some evaluation of one particular aspect of the work as both a means of building the capacity for metrics among our target audience...and as a way of documenting the results and impact we were having. This approach worked relatively well. However, building capacity for establishing and actually taking measures is always an uphill battle. / / Stacey attended several of the events we produced via the grant and her participation was helpful in a number of ways. We also were invited to present our project learning recently at the Foundation offices and that was helpful in understanding Kresge interests and directions and informed a number of staff on what the work entails.

My interaction with Kresge has been limited, but my experience with the program officer and the process have been great. She asked thoughtful, meaningful questions -- and the process did not require the excessive "hoop-jumping" that many foundations require.

N/A

Note that our grant is a planning grant -- so the "report" IS the deliverable. Communications have been direct and collegial, which is very helpful.

On going conversation with program officers is extremely helpful, however our conversation about renewal has been a very long process and created a great deal of uncertainty.

Once I was able to make contact with the appropriate program officer, the communication was very helpful. The challenge was actually making contact with the program officer.

Once we had our grant approved, there was limited contact with the Foundation staff for the first year. An in person meeting occurred early in the second year, but there was no follow-up to the meeting with staff. We initiated a renewal discussion for additional funding three months prior to the end of the second year grant cycle but no response as of yet. Had expected there to be some sort of formal renewal process discussion mid-way during the second of the two year grant, but none were initiated by staff. Other foundations have such a process that is helpful to grantees, for all the obvious reasons.

Our attempts to get support from Kresge by phone or electronic mail were frustrating at best. Communicating with Kresge was not effective, helpful, productive or responsive to our needs. Phone calls were rarely returned and correspondence went largely ignored. The line of communication was restricted to one person- the Kresge Program Officer and when we were finally able to connect with the specified person, the responses to questions were vague, universal in nature and not specific to our project.

Our experience with Kresge Foundation as a grantee has been very positive. There has been transition in our contact people on the Kresge program and PRI teams, but the communication about the transition was clear and it's been fairly smooth. We would appreciate more opportunities to learn about the Foundation's current strategic priorities, to better understand how our work fits into the larger picture of Kresge's grantmaking. We're also eager to connect with other Kresge sub-grantees to see how our work connects to one another and how it might be better aligned.

Our experience with Kresge has been extremely positive. Our relationship contact is terrific and we are delighted to be a recipient

Our experience with Kresge's processes has been favorable. To apply for the Kresge grant, we found the letter of intent and grant submission process developmental to the project in achieving its goals. Administrative aspects of the grant have been efficient. We have found interaction and communication with our Program Officer, Andrew Gatewood particularly helpful. Interaction with him has been supportive; it has improved our project and its outcomes. He has been accessible and the work has benefited from monthly check in calls over the course of the project.

Our experience with our program officer was very informative and helpful. As a result of conversations with her, we expanded our proposed project in a significant and beneficial way. She was also quite responsive to phone calls and emails. The application process went smoothly.

Our grant from Kresge was unique, in that it was made possible through the parting gift of a board member. This Kresge board member contacted us--since she was only marginally familiar with the organization--to ask questions and inquire about our program and financial needs.

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Grantee Comment

Our grant has been administered through a liaison with the Kresge Foundation. This has made any direct communication with Kresge Foundation awkward. When we are invited to meetings with Kresge Foundation staff, they are always extremely pleasant. We would like more of a direct line of communication to the Foundation. We do not feel that the Foundation has a good appreciation for what we do, what we can offer.

Our interactions with our program officer have always been of the highest caliber. However, there could be some better communication up-front as far as reporting processes go. For example, when we submit a report to the Foundation, it goes to a general email, and at least once, it was not forwarded to the grant manager in a timely manner.

Our involvement with the Foundation has been wonderful. We have especially enjoyed our relationship with Caroline Altman Smith. She has done a great job of communicating the goals of the Foundation which helped us to develop our grant proposals based on the things that we needed to move...forward....

Our Kresge grant officer has been consistently supportive and extremely professional. Processes have been straightforward, provide reasonable flexibility, and are communicated clearly.

Our organization has a few different touches with Kresge, but my own experience was limited to this grant and one officer--John Nordgren. Despite the fact that his out of office email is constantly on and he's moving around the country, I found the Kresge grant one of the easiest to navigate, apply for, ask for clarification around, and renew after progress report. Program Officer was very forthright and always got back in a short amount of time, and went out of his way to understand the nuance of the project and our work in a market that can be difficult. As someone who currently works for a Foundation, I was very impressed.

Our personal interaction and communication with Kresge has been minimal. However, we are one funded organization in a network of organizations funded by Kresge for similar purposes. Kresge's communications with that network have been very strong and very positive. I believe that Kresge's confidence in the network leads to less interaction with our organization specifically. I also believe that this reflects confidence in our work by the Foundation.

Our program director was helpful and responsive, and the website was easy to navigate and answered many of our questions.

Our Program Officer has been very clear with us now about expectations.

Our program officer has been very helpful and easy to engage with. The proposal narrative questions and narrative are good but the some of the various attachments were a bit problematic to complete (the demographic data sheet). We spent quite a few hours on this but I'm still not confident about accuracy of our stats. Most organizations are size don't have the capacity to collect this data....

Our program officer is easy to talk with. She is inquisitive and asks good questions. She is not invasive and maintains an appropriate posture of objectivity that makes it easy to have a good exchange. She checks in with us periodically and is very helpful in assuring that we have the right perspective on the Foundation and its capacity to respond to us. The proposal process and reporting are uncomplicated and also help to clarify what's important for us as well as the Foundation

Our program officer is very responsive and engaged. I feel very comfortable contacting our program officer.

Our program officer left shortly after we were awarded a grant and we had little contact with the Foundation, although we did send updates and reports to the program officer that was assigned our grant.

Our program officer was incredibly helpful and great to work with.

Our Program Officer was very helpful, professional and easy to work with throughout the entire process.

Over the course of the last grant period (ending June 30, 2014), communication has been very slight. In anticipation of another round of funding, we had a very constructive conference call in mid-April 2014 with a new program officer and colleague. Then we had a follow-up call, also constructive and informative, with the new program officer.

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Grantee Comment

Overall everyone has been very helpful and the process not cumbersome.

Overall the process with Kresge has been extremely confusing. It has been hard to initiate contact, hard to understand what the Foundation is looking for, hard to get follow-up. The timeline and process always seems to be extremely drawn out and not clearly communicated to us as grant seekers. For example, it was very hard to even schedule conversations about a renewal for our previous grant so we could know whether or not we would be eligible for continued funding and thus budget accordingly. Every time I speak with representatives from Kresge it seems like the Foundation is changing its direction or doesn't know what direction it is moving in. However, Kresge's investment in our work has been absolutely critical to our overall programs. I just really wish there could be more clarity around process, timelines, and bottom line goals of the foundation.

Overall, I feel that the Foundation responds effectively to the needs of their grantees. However, we had a change in our program manager and it took a long time to find out who the new primary contact was.

Overall, Kresge staff was inaccessible and non-responsive soon after the grant was awarded. Our first project officer, who we initially contacted with our letter of inquiry was very responsive and engaged. She worked very closely with us in order to help us understand Kresge's funding priorities, build a stronger policy impact piece to our proposal, and adequately budget for the true scope of our work. It was actually a very helpful process both for the proposal and for our own strategic thinking. However, she left probably 3 to 6 months into the funded project. We aren't sure since we received no official communication. We found out through a bounce back email. I don't think we ever were able to have one meaningful conversation with our new project officer. Our calls were never returned--except for the couple of times we had our CEO reach out. Even then, the response was very slow and minimal. E-mails were never acknowledged or responded to except for when a technical question regarding reporting was posed - and again, it was very brief. We reached out many times (by phone and by email) for feedback, to ask for guidance around strategic decision points, and to assist us with connecting with other potential stakeholders that would support our project (which we were encouraged to do during the submission process). Without trying to overstate the problem, but we can't seem to identify a single time where we received a response when requesting this type of feedback or guidance over the final 30 months of the project. The project involved a national policy council and members regularly asked if a Kresge staff member would be joining one of our quarterly scheduled calls. Despite numerous invitations, we never got a response from Kresge. It was rather challenging to field questions from those members especially since a few of them were Kresge grantees who seemed to have very different experiences with their Kresge contacts.

Overall, my interactions with Kresge were very positive, but I did have some problems with emails not getting through to Kresge at one point or getting through without the attached documents that I was trying to email. I don't know if that was because of my email or Kresge's.

Process was delayed for many months and communication was difficult

Program officer is very busy. When I go to make an appointment, it is 8-10 weeks out -- that is how busy her schedule is. This means in order to keep receiving funds every fiscal year, I need to start 6 months in advance of the expiration of the last grant so I can get the face to face appointment (or a phone call appointment), then time to receive communication, then write and submit the grant, the time it takes for staff to prep for the next Board meeting, and then the word that the grant was awarded.

Program Officers are critically important for a non-profit. Our interaction with our Program Officer was extremely professional and responsive. We were treated as peers in the field, acknowledging our knowledge. In addition, we also learned during our discussions about the state of the field...from a philanthropic point of view. As philanthropy often has a bird's eye view, it is quite helpful. All our communications with our current Program Officer were courteous, respectful and honest.

Quality of our interaction, processes and communications superb and made very workable because of our program officer!

Regina and Alice are thought partners for us in addition to funders. They are great listeners and ask reasonable and tough questions. We truly feel like partners in creating meaningful impact in the arts and culture sector!

Regina is very responsive, I believe that all of our questions and ideas that were discussed either by phone or in person were answered either immediately or fairly quickly. She is thorough and thoughtful and has a strong understanding of the field.

Response time and feedback with the Kresge Program officer was very prompt. The feedback on the interim reporting was helpful and allowed our report to include bits of information that weren't initially submitted but were asked about by the program officer.

Staff are straightforward, supportive when they can, honest when they have to be, collegial always

Staff interactions have been great. Only challenge has been that there was some staff turnover that complicated communications, but it has all worked out fine once we know with whom to communicate.

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Grantee Comment

The amount of information on Kresge's website related to our area of interest...was somewhat sparse, which made it challenging at first to know if our program would be a good fit for the Foundation's grantmaking priorities. However, we found the Kresge staff to be very helpful in talking with us about the project and providing clear direction.

The beginning was odd because we didn't even know we were being considered before we were asked for a proposal. At that point, we were overjoyed, but it was a busy time, so a little advance notice would have been helpful. Once we started the process, though, it was very smooth working with the Foundation.

The commitment, responsiveness, insight and skills of our program officer and director are significant. Our program officer came to our annual meetings and as a result REALLY understood our work and our challenges. It was always really clear that the team lacked staffing though - they were super busy and going at a great clip. But every single person - from admin to finance to program officer - incredibly responsive, helpful and accessible.

The communication process, interaction was useful, provided a solid understanding and expectation of what the work Kresge is currently doing and what new innovative projects that the Foundation is also currently involved in. This provided a good working relationship because our project is new for the city, so our agendas and vision for improving the city lined up perfectly. It was exciting to know that Kresge is open to evolving with the necessary changes to improve on the city of Detroit and that new ideas and projects need to emerge.

The communication was clear, concise and timely.

The communication with staff was helpful, as they answer the questions to our satisfaction.

The communications were infrequent, but useful when they took place.

The experiences I've had with these systems have been positive. In our multi-year relationship with the Foundation, I have not been the primary contact throughout, so I'm not certain overall how these are working. It does sometimes seem as though it's challenging to get time with anyone at the Foundation because everyone is very, very busy. Otherwise, interactions and processes are great.

The first...program officer was very difficult to understand. It made the process frustrating since he did not understand our business and tried to impose his own take on what our project milestone should be - while these are strategically decided by the institution according to a strategic plan, and cannot be externally imposed. The situation has improved with the new program officer. Interaction with Mr. Moses is always constructive and positive.

The Foundation appears to be engaged in a consistent and effective process to identify new ideas, pilot solutions, refine programs to focus on what's most effective, and then repeat. We find them a serious, innovative and thoughtful partner.

The Foundation is an extremely conscientious partner in our work. Our program officer is very approachable, personable and easy to collaborate with. The values and priorities of the Foundation are communicated consistently and clearly. As a grantee I feel that I am always made aware and kept abreast of any funding or other constraints in a timely fashion that allows me to adjust our work appropriately.

The Foundation is an extremely ethical and efficient organization. Their professionalism interfaced perfectly with ours.

The Foundation is responsive. Our grant is part of a program that is funded by [multiple] different funders, including Kresge. So, the efforts require collaboration among the three nonprofits that are part of the program as well as the [other] funders. This has been a positive experience for all, and has required strong communications and honesty/trust. Because the work has been occurring over three years, the work evolves over time and adjusts. Kresge is open to making adjustments as the work evolves.

The Foundation is very supportive. Sometimes, though, the communication and collaboration between various program areas at the Foundation is not as helpful as it could be. Cross programmatic opportunities could better leverage the Foundation to impact community needs, e.g.. health and human services and creative capital.

The Foundation officer has made it clear what our role is vis a vis other grantees, and has kept us informed on changes in focus by the Foundation in a way that has allowed us to adapt.

The Foundation staff and leadership at the Kresge Foundation is excellent to work with, and they approach the grant-making process in a supportive way while still maintaining high expectations for meeting the goals of the Foundation and doing great work that serves low income and disinvested communities.

The Foundation Staff are pleasant, but very distant

The Foundation staff are very thoughtful and the Foundation's processes are organized and productive. The staff are knowledgeable, helpful, and concerned with the success of their grantee organizations.

The Foundation staff have always been responsive and supportive of our organization. They have made the process fairly easy and seamless.

| Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation. | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Grantee Comment | |
| The Foundation staff is consistently good at "active listening". This has enabled us to identify our priority needs in complete candor and determine the true overlap between our uppermost needs and the Foundation's funding priorities. | |
| The grant application process is simple and straightforward. Sometimes it can take some time to be invited to submit a proposal, but once you have been invited, things move quickly and efficiently. | |
| The grant process over the past few years has been unpredictable....Despite working with Kresge staff to develop the application we do not know where our application stands or when it might be considered. | |
| The grant process requests a lot of information that seems unrelated to the grant. It would be good to know why such info is being requested. | |
| The Kresge Foundation from the President to the Managing Directors to the Program Officers, have been fantastic to work with. They are one of the most collaborative and refreshing national foundations with which we partner. | |
| The Kresge Foundation has been a game-changer, providing us with the funds, the technical assistance, the national networks, and the encouragement to make long-lasting changes in our community. | |
| The Kresge Foundation is a pleasure to work with. Their staff is friendly and helpful. | |
| The Kresge Foundation is very straight forward, and likely more stringent than other Foundations. Kresge staff is very helpful and thoughtful in working to create the most effective products and outcome from their philanthropic contributions. As a result they offer individual support and idea generation as part of the effort. Very useful. | |
| The Kresge Foundation staff was very understanding and patient as a partner and grantmakers. When we first began conversations, the Foundation's program area in which we are funded was undergoing some transition in focus. The staff was very communicative and transparent about the process and requested our patience. When we followed up a few months later, they were ready to move forward and talked us through the changes and shifts. The funder was also very patient with us as we submitted our original proposal but had to hold off on one piece of documentation we needed. They remained supportive and steadfast in their interest and potential impact of the work we laid out to do and waited until we were ready to move forward. | |
| The Kresge Foundation's processes, interactions and communication are first class and second to none. The staff, Rip Rapson, Bill Moses, and Caroline Altman Smith are a pleasure to know and to work with. They provide excellent guidance and are always ready to assist, instruct and guide. | |
| The Kresge Foundation's program officer was extremely helpful, accessible and supportive of our process to submit the application and in answering any questions that we had to enhance our chances of receiving continued funding. | |
| The Kresge Foundation's strategy is bold and transformational. Staff are open to thoughtful, exploratory conversation; this is helpful even when in conclusion a funding opportunity is not available. The grant application and required reports ask smart questions. The web portal submission mechanism is user-friendly. | |
| The Kresge grant process is quite good. The only comment is that it is sometimes difficult to add the required attachments, because they have to be added in order. It would be easier if they could be added as we finish each one, and then the system would list them in order. Not sure if this is possible, but it would be helpful.... | |
| The Kresge of today is outstanding -- kudos to the team for becoming approachable and interactive. Great changes under Rip Rapson. | |
| The Kresge process and its guidelines are very clear. Communications with staff clarify what work of our coalition the Foundation was interested in and how it fit within their funding interest. The program officer was very clear about limitations on funding and the timeline for funding. | |
| The Kresge program officer we communicated with was incredibly helpful, thoughtful and responsive to all our inquiries whether they be via email, telephone or in our conversations. / / It was clear she was genuinely supportive of our efforts and wanted to support us however she can. / / She also went out of her way to connect us to other individuals and groups that might help amplify our work. / / In addition she also suggested and connected us to other funders who might support our work. | |
| The Kresge team is absolutely remarkable -- they've had a huge impact on my field of endeavor... - But for the vision of the staff, we would never have made as much progress as we've made. The team is insightful, responsive and the most collaborative that I've ever encountered in philanthropy. I've certainly not experienced any problems with current processes and the extent of staff communication to grantees is excellent! | |
| The Kresge web site was helpful, although information changed during the course of the development of our proposal. The Kresge Foundation staff members were extremely helpful and provided valuable information for the proposal and the implementation of the project after funding | |

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Grantee Comment

The online application portal was a little troublesome but any problems that were encountered were solved quickly.

The partnership we have with Kresge is the single most important partnership that our organization has. Beyond funding, the Kresge staff are involved in [committees at our organization], they have provided valuable insight into our organization's current strategic planning process, they make themselves available to provide feedback and insight on an as-needed basis, and they are steadfast advocates for [our programming]. The challenging aspect of our partnership is that Kresge's investment strategy, priorities and alignment potential in Detroit seem to be somewhat fluid and hard to predict. This fluidity makes it challenging for us to protect Kresge's interests/investment in our organization. To mitigate this challenge, we are in regular communication with Kresge staff and ask for their feedback on critical issues.

The process is challenging, requiring very careful research, documentation and skilled communications. The interactions are both formal and professional (in the application process). On the other hand, the communications have been direct, friendly and meaningful as we have proceeded on our grant project. / / Since starting our grant program, most of our interactive communications have been by pre-arranged phone calls. Some have involved e-mail exchanges. We have had one in-depth face-to-face meeting (which was excellent and highly productive).

The process of applying for the grant was in and of itself extremely valuable -- the questions asked, the discipline required to address those questions, the conversations the application process prompted, etc., were tremendously instructive and enlightening for all involved -- board and staff. Our organization undertook strategic processes and a disciplined approach to defining and evaluating resources. This resulted in greater organizational clarity, transparency and accessibility and the outcome has been transformative.

The process of getting to know the Foundation, discussing our proposal, applying, and receiving funds has been very pleasant and simple. Similarly, the reporting process has gone smoothly. I would however like to have more regular communication with the program staff, especially as our grant funds are coming to a close.

The process of grant development went smoothly - it was not with the individual who became our program officer once funded. Once funded, our program officer never reached out or communicated. We did have a couple of calls with the person we originally worked with to develop the grant, but there was no ability to discuss the content of the work and see how to move it forward. We felt that Kresge had numerous convenings that may have benefitted our work but we were not included in them, only in one and there was little follow up in terms of how to leverage it. The networking and info sharing among grantees we expected to effectively conduct our work did not occur. That said, Kresge seems open to innovation and having good work emerge without being too controlling. If the initial communication about flexibility had been clearer it would have improved the grant implementation process.

The process, interaction and communication with Kresge Foundation was very helpful in the creation and submittal of the grant proposal. Kresge staff was always available to any questions or clarifications needed in order to proceed with the process. We thank you for the opportunity to better serve the residents of our community and to be able to make an impact on workforce development.

The processes are sometimes a bit ambiguous, when differentiating between program and general support. And sometimes the Foundation can seem to get lost in the weeds rather than the goal. The Foundation needs a rounded understanding and sometimes I think the questions are actually for building a bigger picture of the sector for the Foundation (and ideas), but it can shift the organization's attention unless the "why" is clear. / / The interactions are more considerate and focused on improvement than are typical. And the Foundation seems willing to self-examine as well as examine. Given its approach and what I believe is a sense of realism, it might be considered by the Foundation to make longer commitments, with benchmarks or some checkpoints for validation of goodness.

The processes of applying to the Foundation were very good, as were the reporting requirements. The difficulty is getting their attention. While they probably have countless inquiries it was not easy knowing who to contact. Without the advocacy of another Foundation it is unlikely that our project would have been considered a priority for funding. This Foundation told us who to contact and connected us to the correct person at Kresge. We are very glad to have had that advocacy because it made the difference!

The processes, interactions and communications were great. The program staff was accessible and responsive to questions. Interacting with our program officer allowed us to learn more about her and the Foundation and vice versa. We feel like we have a true partnership with Kresge.

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Grantee Comment

The program officer for this (these) grants was helpful, friendly and, most importantly, accessible. He responded promptly to e-mails and voice mails, which were infrequent but important to us. / / The website offers the most instructive communications about local and national issues and Kresge's priorities and strategies for addressing them. The President's blogs and speeches are informative and we reference them frequently. / / The process is fairly easy, including the online application process. Would like to see some fields populate automatically for organizations that have submitted prior proposals.

The program officer is extremely helpful but it can be very difficult to get a hold of her. We are mandated to work through one specific individual so it can be problematic for us if we can't get a call returned or an email response.

The program officer was extremely helpful at all phases of this grant. The grant application process, however, is overly bureaucratic and cumbersome, and requires too much time. It seems to be poorly designed for a...grantee [like me].

The program officer was helpful, open, intelligent, and very pleasant to work with. We emailed and spoke on the phone and when was on-site, he was a pleasure to work with.

The program officer was interested, intelligent, and understanding and the funding generous!

The program officer was very helpful, but, unfortunately, she went in maternity leave and then never came back. The new person has very little contact with us but we know that other people in the Foundation are responding our questions. / / Soon we will have to send the first and final report, so we will need to open the communication again in a frequent way

The program officer...was not timely in her communication. Weeks and sometimes months would go by without communication or response to phone calls. This created unnecessary stress and seemed to reinforce the 'power over' the Foundation is so unwilling to embrace.

The quality is quite high but I wish we spoke slightly more often.

The quality of Kresge's processes is very high -- the partnership has had a transformative impact on the organization.

The quality of Kresge's processes, interactions and communications is excellent. Communications are clear and thorough in nature. Program officers have been very receptive and responsive to dialogue throughout grant process and ongoing communication during grant period.

The quality of processes, interactions and communications are positive and clarified each time we connect.

The review process was very slow. Documents that we had submitted were requested again and modified documents were not included in the final review thus affecting the approved budget.

The selection process, where one person made the final decision "when he got to it" rather than a structured periodic decision meeting, did lead to the feeling of uncertainty and delay. This despite the fact that it's entirely possible that a board-based structure might have led to the grant being awarded later than it was. Our program officer was transparent about the decision making process and the ways in which our project fit into Kresge's goals, both current and evolving, and that was extremely helpful. The project became stronger through the process of answering questions raised by program staff, and Foundation feedback has led to positive improvements at the organization. If anything, one criticism would be that I felt like junior program staff were raising great questions and had good insights that were sometimes maybe getting lost in translation or filtered out, since they were being passed along anecdotally by a very busy senior program officer.

The staff and leadership have been very thoughtful regarding the development of their strategy and communicating their strategy and emerging priorities. They are also a terrific resource and a source of information on what other grantees and foundations are doing. They follow issues [in my field] closely and work to connect the dots between grantees, communities, and levels of government. They are also kind enough to introduce their grantees -- and our work -- to other potential funders. They are accessible and approachable and quite knowledgeable in their own right. It's really an absolute pleasure to work with them. John, Lois and Jessica are very down-to-earth, supportive, candid, encouraging, and accommodating. Rip and his staff "walk the walk" and as a result, I consider them one of the best foundations out there - and I deal with many.

The staff is very dedicated. There were quite a few "fits and starts" as we were beginning to mutually understand what we might do together. In the end, the Foundation determined that we would be better served by receiving a planning grant and working closely with their...team in taking our project to scale. This degree of responsive grantmaking and authentic concern for moving the field along a continuum of success is unparalleled. While the entire process was time consuming, at times frustrating and confusing, it was all worth it because now our organization is set on a path to do what it takes to ensure success. Had we simply received a grant for implementation, the program would not be receiving the attention of our senior leadership that we now have.

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Grantee Comment

The website provides a solid foundation for understanding any philanthropic institution's goals and priorities. Speaking directly with staff is always important to understand nuance, context, and clear alignment.

There was confusion in implementation of grant once approved that should have been resolved during grant proposal process given extensive communication with staff. There was much confusion related to deliverables and processes required by Kresge along timelines that were not clear in the grant proposal process and thus impact grant implementation.

There was initially a long delay - between submission of an LOI to Caroline and the time she and Bill were able to discuss. There was an additional delay once it was determined that Bill would be our primary contact. Once he had engaged with us directly things moved fairly quickly. Communication with Bill is great when he is responsive -- he is clear and direct. His response time seems to vary radically -- a response can be received within a few hours if he is in the office, or delayed sometimes by weeks when he is overseas.

There were some challenges in receiving timely responses to email communication. But this appeared to be related to some changeover in Kresge's email provider, and email messages going into SPAM. Generally, we find our Kresge program officer to be responsive, and very willing to make himself available for meetings - either in person or via phone. I find the Michigan Cultural Data project information that is required to be challenging, and I'm not sure what information it provides that is not included in the audits and budgets that are submitted, together with the narrative. For an organization with a small staff, keeping this information current is a challenge.

This grant was a small, short term grant.... We have had a PRI from Kresge for years and have also worked with them on other programs, so we had no trouble asking if they would entertain this type of request. They were very interested in knowing what we learned and we shared with them our report to our board. We hope to ask for a PRI again in the future. / / They are very professional and also good and easy to work with.

This grant was pretty hands off by Kresge. We applied for a specified amount of funding, received more, and that was pretty much the end of the communication until the final report was submitted. We have a phone call scheduled for next week, which will be the first substantive communication since grant award. That said, the staff have been extremely courteous and professional, and the project has gone very well.

This is our first grant from Kresge and still learning about what the Foundation's interests and strategies are, particularly for organizations like ours.... Our communities have specific challenges as well as shared experiences with other communities...but we tend to get subsumed by larger groups and organizations that speak in terms of scale which is more attractive to funders. / / Our program officer saw our Executive Director speak at a conference and became aware of our work, from there expressed interest in learning more. This was the process how [my organization] received support from Kresge. I don't know how successful we would be in getting funding support from Kresge if we had gone on the website and applied that way. / / Also, we would be able to learn more about Kresge if there were opportunities for grantee meetings either nationally or regionally. / /

This program was shepherded by a program officer. She was VERY helpful!

Throughout the years, Kresge officers have always been available (weekends and nights included) for any inquiry or concern. Response has been quick and informative.

To be honest, we have had almost no communication with Kresge. We had some limited communication when preparing to submit our grant. After we received it, however, I don't know that we've had any significant contact. We've had two program officers and some staffing changes. Neither officer or their staff ever returned our requests to set up a conference call to answer any questions about how to prepare our report. We ended up just making our best guess on the report. Our current program officer hasn't returned calls or e-mails either, even when we respond directly to something that someone at Kresge sent out. / / I wish we had at least some limited communication with Kresge. We've had almost no communication during our three-year grant. Even a conference call once a year would be a start. We're very pleased with the results of our project and want to share them with the foundation that helped us get it started. I think our program officer or a member of their staff would be interested in what we are doing. At the very least, we could say thank you for the Foundation's support.

Very detailed and clear communication of expectations.

Very easy to understand.

Very few foundations take the time to at the very least make a site visit and we have had three from Kresge and we are not based in Detroit.... Kresge is very good about providing practical advice and feedback on issues an organization is struggling with. Given the range of people they work with, they are willing to share best practices or lessons learned. Kresge is about helping poor people move out of poverty and this type of clarity helps.

Very good.

| Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation. | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Grantee Comment | |
| Very helpful staff. | |
| Very high. | |
| Very professional and intentional. | |
| Very straightforward, clear and no nonsense. | |
| Very supportive and easy to partner with. | |
| We appreciate the honest conversations that we can have with Kresge staff, and rely upon them for insight to improve our work as well as guidance for grant proposals. We consider Kresge a key partner in our efforts to support arts and culture in our region, not only as a funder but as a resource for information and perspective. | |
| We appreciated the creativity and flexibility Kresge offered our organization. Phyllis has been extremely supportive and encouraging in offering guidance and focus. | |
| We appreciated the discretion Kresge has given our project staff over the years to direct their work in a way that is consistent with our proposal, but also allows for flexibility and for changes in strategies over time. | |
| We are exceptionally grateful for the support. We would appreciate opportunities to meet one on one with staff. | |
| We are fortunate to have an opportunity to do work that was previously outside of our realm of service. This is due completely to the Kresge Fund's innovative thinking about the future of our industry and making certain all members of our communities benefit from advances in [our field], not just those with means. This is a true measure of the impact a philanthropic partner can have on a nonprofit such as ours. All of our dealings with the Foundation have been gracious and very supportive. We do not feel burdened by the relationship. Thank you. | |
| We are very happy with the clarity of communication and consistency of the process of working with Kresge. It feels like a very productive partnership. | |
| We deal with a lot of foundations, but consistently find Kresge to be extremely thoughtful and helpful in guiding us. The staff is proactive and positive in terms of the work we do. At the same time, they provide ideas and encourage us to make the most of Kresge's investment. They are open to collaboration and new ideas that will help expand what we are able to do. In fact, they have provided specific fundraising ideas and contacts to be able to leverage Kresge's investment and build long term project sustainability. One of the most interesting opportunities Kresge has provided has been to link our efforts across the Kresge Foundation and connect us with other project leads and officers. In this way, we have viewed the work we are doing from new perspectives within Kresge and across our own organization and networks. We truly have benefited as much from the guidance and input from Kresge as from the dollars that have been provided. | |
| We deal with many major foundations and by far Kresge has the best staff--most responsive, and supportive to our needs....I feel I can be totally open with them--which is not true with most foundations. | |
| We enjoy working with the people in our program area. They are open, honest and forthcoming with us. Applying and reporting is straightforward and relatively easy. If there is a challenge to working with Kresge, it's the inability to predict whether or not--and at what level--they will support our work in Detroit. We've made decisions on how to invest our resources in Detroit based on positive signals we received from Kresge that haven't yet panned out. We probably would not have done things any differently but we'll have difficulty sustaining that commitment without their backing. | |
| We feel that your application and reporting process is one of the best around -- straightforward and on target in its approach. | |
| We felt like a partner in the process | |
| We find Kresge's processes and actions to be excellent and very responsive. | |
| We find Kresge's processes very efficient. All of our interactions with Kresge are very clear and informative, helping guide our program development and approach. All of our communications are incredibly useful. We have found our program officer to be very approachable with great input. | |
| We find the various staff members we interact with very personable, interested, and informed. In fact, we have kept in touch with those who were more active on our earlier grant. | |
| We found each to be very thorough, interactive and simple to understand / comprehend. | |
| We found the Foundation's communications and interactions reflected the highest standards in professionalism, that they focused on achieving stated results, and that they were collaborative and inclusive. | |
| We greatly appreciate the genuine partnership we have with the Kresge Foundation and our program officers. Communication is sometimes difficult in terms of response time, but it is always thoughtful and helpful. Processes are reasonable and clear. | |

| Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation. | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Grantee Comment | |
| We had some initial confusion in regard to which program officer at the Foundation was the main point of contact and helping with the review of our proposal. However, once that was cleared up we were able to set up conference calls and communicate pretty frequently with the program officer during the application process. | |
| We have a longstanding relationship with our contact. Laura is very honest, direct and transparent. She is also responsive when we ask for time to talk. Overall, the quality of our interactions with Kresge has generated a productive and successful partnership. | |
| We have a strong working relationship with our Kresge program officer. We also work and communicate effectively with her supervisor. Our president communicates and visits with the Kresge president, and he has visited the Foundation office to speak with the Kresge staff and board. All of these interactions are of the highest quality. | |
| We have always had great interactions with Kresge Foundation staff, who have a great ability for encouraging us to both think big and focus on the necessary details. We also appreciate how straightforward the application process is, and how closely Foundation staff have worked with us in earlier stages of the application process. | |
| We have been very very pleased with our program officer. | |
| We have enjoyed a very positive and collaborative relationship with the Kresge Foundation. Program officers have been supportive but not always as accessible as we would prefer. | |
| We have found interactions with our program officer to be thoughtful and supportive. We especially appreciate her understanding of our need to modify our approach based upon the experiences we have had. | |
| We have found Kresge Foundation staff to be highly responsive, consistent, and accessible. We work with 15-20 large national foundations each year, and have found Kresge staff to be among the most accessible and helpful program officers that we engage with. Many thanks to the Foundation for creating a culture where that is the case, because it certainly isn't always! | |
| We have found the Foundation staff to be helpful in thinking through the overall direction of issues. They have been knowledgeable and informed. The process has not been any more difficult than most foundations. | |
| We have greatly appreciated the degree to which the Kresge staff is approachable for discussions on program ideas, organizational needs and strategic opportunities, brainstorming together on possible strategies/solutions and partnership opportunities, and discussing possible funding strategies. I have personally valued the degree to which the team and our program officers over time have understood the aims of our organization, been willing to explore how our organizations might advance shared goals, and willingness to share new thinking or ideas with us. They have also made the funding process clear and easy to navigate and timely. They understand our organization, our mission and strategic goals and are always open to thinking alongside us. | |
| We have had 3 program officers during the first 2 years of this 3 year grant. We didn't know our grant had been reassigned to the 2nd officer until she was replaced and we received a notice that our grant had been reassigned again. | |
| We have had a great experience working with the Foundation. The staff is extremely responsive and helpful, and the process was straightforward. It went smoothly and quickly. We enjoy talking with the staff, strategizing with them, and ultimately, working towards mutual goals. | |
| We have had a very positive interaction with our Program Officer. We find her to be very well-informed, respectful of [our] organizational priorities, responsive to our questions and personable. She was also very helpful in helping us crystallize our original concept. | |
| We have had nothing but positive experiences in communicating with the Foundation about our proposal and, now, our funded project. Special recognition to Joyce Holliman, who has been extremely helpful whenever we've had a question or information we needed to convey. Her responses are reliably timely, pleasant, and on-point. / / I have been working in this field..., and I have not always had the same level of supportiveness from the Kresge Foundation -- or other funders in general. This level of responsiveness to grantseekers makes the work MUCH more congenial and efficient. / / I used the word "Responsiveness" for the one word that describes the foundation, because it describes both my current experience in working with the Foundation and also Kresge's overall responsiveness to the needs of our society. We appreciate all the Foundation is doing. | |
| We have worked primarily with Lois DeBacker since our first introduction to Kresge in early 2011 and she has been wonderful. To us, Kresge is Lois, and she is so knowledgeable about our general field.... Our interaction and communication is perfectly adequate, but that said, I would welcome more. I have no particular comment on Kresge's processes. | |

| Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation. | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Grantee Comment | |
| We have worked with a few program officers on our grant, which is for a unique project and doesn't perfectly fit into their normal funding or geographic areas. However, we have not felt pressured to mold or change our program just to receive funding. The staff is extremely helpful and professional. We certainly could not do our work without their support and are so glad to work with a progressive, forward-thinking, responsible foundation. | |
| We have worked with three different program officers in the course of our six years of funding by the Foundation. Each of them has been professional and gracious in their dealings with us. We have been impressed with their work ethic and with their engagement in the body of the work they are funding. / / Two matters have been a source of frustration for us, however. First, communications have not always been prompt -- and I'm talking about weeks, not days or hours. Second, we have been told that there was an active re-thinking of Foundation priorities on at least two occasions, and that another re-thinking is underway this year. We appreciate the value of reexamining strategies and priorities, but the frequency of these processes has introduced a great deal of uncertainty into our dealings with the Foundation. | |
| We very much enjoy working with Kresge, as it is a professional organization well managed and very responsive. Our Program Officers are a pleasure to work with. | |
| We were invited two different times to submit a proposal to Kresge. The first time...was a frustrating experience for us. We kept getting assurances that our proposal was being considered and dates by when a decision was expected to be made. However, after a year of waiting and delays in implementing our project, we were asked to withdraw our proposal and resubmit.... The second experience has been totally different. Our Kresge representative has been extremely responsive in meeting with us, providing feedback, requesting additional information in a timely manner, and providing updates. Our proposal was approved [very quickly]. | |
| We work with many foundations, and Kresge is at the top because of the quality of the staff. Very smart, and both challenging and supportive. I always feel like I can have honest, sometimes difficult, always helpful conversations with the Kresge team. They are clear about what they are trying to achieve, but pragmatic about blending Kresge goals with our activities. While our primary point of contact is great, we have worked with quite a few people at Kresge through our partnership and they are consistently top notch. I feel like Kresge has a very deep, nuanced understanding of who we are, how we work, where we are going, etc. | |
| We'd be happy to be in touch more often. | |
| We've had many supportive and engaged conversations, but only at our request and often the Foundation is very slow to reply - if at all. It leads me to believe there is limited support for our efforts, which may or may not be true. So, when it comes to keeping up with the Foundation I check the website or philanthropy-focused resources (e.g. PND, Foundation Center, etc.). Would it be valuable for there to be a minimum check-in process between POs and grantees? / / Thank you for the opportunity to provide feedback. We are grateful for your support and for your willingness to solicit our input. | |
| While Laura is extremely busy juggling many projects, she and her staff make good efforts to be available to meet and answer questions when needed. I'm probably more hesitant than I need to be to bother/interrupt her. | |
| While somewhat in the recent past, in my experiences with other foundations that were transitioning to online submission processes, Kresge's was the easiest, being reasonable about how to submit based on Kresge's deadlines and work we had already accomplished. Our program officer uses the highest professional standards and provides comments that are communicated effectively using the right level of strength in her language to get the point across, but doing so with sensitivity. Kresge grants are partnerships -- we have few relationships where our program officer is willing to help with outreach to other funders to help reach our objectives --Kresge's and our organizations. The assistance provided in maintaining the momentum of our project with keeping it visible among our targeted group of funders can mean the difference between success and failure. | |
| While we were anticipating the opportunity to view the grant guidelines and funding areas, we were unable to find this information easily. A call to our program officer, George Jacobsen, cleared it up quickly. After getting an update from him, we were able to easily navigate through the process. | |
| Wonderful interaction with Kresge staff. She has been very supportive and has great questions and suggestions. The application was straight forward and did not require a massive narrative, which I appreciate. | |
| Working with Kresge has been fantastic. They are always helpful in offering information, answering questions and assisting us in providing the best service to the program and the [population] we assist. | |
| Working with Kresge is having a partner to help carry out our work; having additional staff to help carry out our work (they participate and are extremely helpful and knowledgeable). | |

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Grantee Comment

Working with our program officer was helpful far beyond just the proposal process. He helped us to focus our efforts and refine our goals. The materials on the web provided good information about the Foundation's interests and opportunities.

CONFIDENTIAL
The Kresge Foundation
Grantee Comments from May 2014 Grantee Perception Report
Conducted by the Center for Effective Philanthropy

Please note that comments have been edited or deleted to protect the confidentiality of respondents.

Please comment on the most important impact the Foundation is having on your field, community, or organization. Your answer will help us to better understand the nature of the Foundation's impact.

Grantee Comment

...[My organization works in] a specific field, with not many organizations. Very few funders understand the specific skill set of the field or the field's potential to effect system change. Kresge has been unique and influential in understanding these things and bringing together leaders in the field.

...Kresge has been a great contributor to the field [in which my organization works]. This is a fast changing, contested field, and Kresge has helped balance what could be characterized as a "quick, fast, cheap" approach with a more pragmatic understanding of how communities change and how organizations grow in capacity.

...Kresge's involvement and support has been critical in helping [my organization] reach...goals [in our field].

[Foundation projects] have created real change in the lives of the communities we serve. This is not just hyperbole. [These projects] had...[multiple] objective impacts during the period that we have received major funding from the Foundation. We have accomplished each of these victories with community allies in underserved communities. / / / / We advocate for programs and resources in parks and schools to provide training, apprenticeship programs, jobs, careers, and contracts for diverse enterprises. We are fighting against gentrification and displacement as places become greener, more desirable, and more expensive for residents and small businesses. / / Funding from the Foundation has made these results possible. / /

[My organization] is a unique organization, in that there are no others around that provide the comprehensive services that we do....[Our services] really make a difference in the lives [of our target population].

[My organization's] project is a great example of how Kresge is ahead of the curve on an important issue; e.g., fostering major sustainability gains at the municipal level given the void at the federal level.

Ability to create a network of grantees all coming at the work from different but related angles is most valuable.

Publicly committing to the national goals [in our field] is also very important.

As an organization, Kresge has facilitated us to become the local leaders in healthy housing, best practices and policy development. In the community it has facilitated the ability for us to [achieve successful outcomes] for the families we serve.

At the macro level, Kresge is THE recognized national leader on climate adaptation work and resilience. Kresge has almost single-handedly supported those who are working to prepare for the impacts of climate change - and to protect people, communities, and vital resources. They are also bringing other foundations along - as it's increasingly evident that adaptation is happening now and it does not require a choice between supporting adaptation vs. mitigation. They look for and support opportunities that benefit both. They support work of both cutting-edge communities and those not able to afford assistance. They look for improvements that can be made through a social justice lens as well as an environmental and economic lens. They support more varied and important work than anyone else in these areas. At a micro level, my organization would not be able to maintain - let alone expand, strengthen, and deepen - our work in these areas on behalf of many communities and states throughout the country if it weren't for Kresge. Their influence has been huge - to our organization, to the field, to efforts at all levels of government (local, state, federal) to improve and streamline adaptation.

Beyond funding the work of our organization and several partner organizations, I'm not familiar with Kresge's impact in the field.

By focusing on urban development, energy, and climate change, Kresge is having a huge impact in our field.

By Kresge investing in our...research, they are directly in the line to influence policy. This study will be presented to government agencies..., and it is expected to show the importance of replicating models [in our field].

By Kresge's willingness to fund a new program that had unproven results, they had significant impact on the field of capacity building .

Cannot comment on this.

Contact since the grant award has been almost non-existent so we don't really know what they are doing in our field. We had hoped that they would convene grantees at least once so we could hear and learn from each other. Would be a great help to those who work more in isolation from other states.

Deep and critical support comes from Kresge.

Please comment on the most important impact the Foundation is having on your field, community, or organization. Your answer will help us to better understand the nature of the Foundation's impact.

Grantee Comment

| |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Detroit strategy has helped improve work in the field and interest in all community development/human services work there. Collaborative work with other funders is a big factor and great model for others. |
| Don't know. |
| Excellent work in community and public health and advancing the role of [individuals in our organization's field] although not sure how much dissemination of knowledge is occurring to impact broader field |
| Funding from Kresge enabled our work at a critical moment. Without their support we certainly would not have been as able to do what we needed to do.... |
| Given we are national organization, we cannot speak to Kresge's knowledge of local communities. That said, the team we work with has a good and varied national network within our sector and they are always willing to share what they know. Regina looks for patterns that may indicate change or drift (within the sector). She takes her responsibility as a national funder to heart and shares her time and talent with us and others. |
| Helped our network continue vital public policy work that contributed to saving the sector hundreds of millions of dollars. |
| Here in Detroit, Kresge is at the heart of so many significant initiatives that are changing the community: M1 Rail, the Riverfront before that, Detroit Future City especially, as well as many community and cultural organizations. |
| Honestly, this is difficult to answer as I'm not specifically aware of Kresge's impact on [my organization's] field - except, of course, that it is a crucial funder for numerous ... organizations and in that respect alone it has significant impact. |
| I am having difficulty judging Kresge's impact...Kresge has provided an opportunity for us to show how topics [in our field] can be covered in a way that makes them accessible and thorough. Hopefully that provides a model for the rest of the industry. Also, such coverage has an impact on our national audience which can be considered our "local community." |
| I am not able to speak to the Kresge Foundation's knowledge of policy or community impact. We have a small grant with the Foundation and do not have significant contact as of yet. We are in the process of implementing this grant and there is high interest in the work we are doing and the learnings from the activities. I assume as we near completion, the Foundation will be very interested as this is a learning grant for both the Foundation and us. |
| I am not aware of their impact in the field we are working. |
| I appreciate Bill's advocacy to make [my organization's community] a focus among national funders. He is vocal and consistent in his promotion of work in [the community], when most national foundation executives are moving away from investments in this geographic area due to complexity and inability to navigate the field in this state. |
| I believe that Kresge has a good understanding of this new field....However I think to really appreciate and understand some of the challenges it is important to attend non celebratory events (i.e., community meetings/site visits), only then can they really understand the authentic dynamics involved in this relatively new art practice.... |
| I cannot speak to Kresge's impact on the field or the community in general, but I can say that Kresge has greatly impacted our organization and strongly encouraged us to build sustainability for our programs. |
| I do not know the full impact Kresge has on my field, community, or organization. I can say, we rely on philanthropic giving to support our cultural and educational institution. If we charged a ticket price that reflected how much our institution costs to run - we would be alienating a whole population based on economic standing. We believe by making cultural institutions available to all areas of our population across diverse demographics we are creating a united healthy city and state. |
| I don't think that Kresge has much of an impact on my local community because we're not one of their key cities. If they do, it's not clear to me. However, their work on Detroit is widely regarded as being very influential and important to sustaining the city. |
| I know they are somewhat involved, but I'm not sure of the specific details. |
| I respect the role of the Kresge Foundation in supporting the arts and using the arts to improve communities. |
| I think a lot of people are very confused about the role of funders in the community. I think a general interest piece clarifying that role would be helpful and might settle some of the negative comments which fly about regarding foundations supporting gentrification of the city. |
| I think Kresge has been helpful in pushing the Human Services field to think and communicate differently. They listen to grantees, but also help synthesize information and push us to think differently. |

Please comment on the most important impact the Foundation is having on your field, community, or organization. Your answer will help us to better understand the nature of the Foundation's impact.

Grantee Comment

I think Kresge's approach and commitment to Detroit sets an example about the importance of place in the world of arts and culture. In that respect then, they are a leader in field and are having an enormous impact. This whole movement now around "creative place-making" is finally connecting with folks in the field, in local grassroots communities who are and have been really doing this work and have been in these communities for a long time, before it became fashionable. Thus Kresge is moving the conversation forward, helping it become more nuanced, bringing new voices to the forefront, making the conversations deeper and richer.

I think Kresge's commitment to the city of Detroit has been extraordinary. They are at every table to make certain Detroit is benefiting from their investment and others. They lead the Detroit Neighborhood forum, which has been a beacon of hope for coordinating those that invest in the nonprofit sector and key nonprofits doing the work to create better outcomes for Detroit. Their vision and passion for Detroit is exemplified by their genuine interest to be the catalyst for change ranging from removing blight to supporting Detroit Future City.

I think the fact that Kresge is expanding its reach to more American cities will greatly impact our field.... It has been known as the foundation for Detroit. Now it is becoming more widely known as the foundation committed to American cities. Their ability to leverage their resources will single handedly improve the livability of cities and livelihoods of residents in them. Having Kresge as a backer of our work helps us attract other foundations and corporate sponsors because we are now associated with Kresge. This expands the ecosystem of collaborators, supporters and partners for us enormously.

I would guess that they are having an impact on the traditional field of arts and culture. I don't have the data however. Perhaps this survey or other evaluations will quantitatively identify this and the results will be shared. / Organization: Kresge has had a tremendous impact on our organization. We've benefitted from operating dollars (the primary focus of my survey responses), collaboration dollars, and program dollars. There are other benefits that outstrip the above. Our program officer attended a meeting when invited and his presence and engagement positively impacted other funders and stakeholders in the room. The project in question was well-funded as a result. He has shared his knowledge of our work in other arenas and the outcomes were positive for us. We've also attended a small event by Kresge and learned of new practices in the field. The convening blew the roof off of my thinking. I'd had a sense of something there, a threat and opportunity (SWOT) that I could not articulate. The talk connected the dots for me. Finally, the flexibility of operating dollars allows us to demonstrate committed dollars when grant seeking and then move those dollars once we fully fund a program or opportunity. The need for ongoing flexible dollars and how to generate them ongoing are front and center, a priority now. I'm not sure I would understand the importance of unrestricted dollars or diversifying our revenues without the Kresge opportunity. I knew about it on paper but didn't fully understand the impact until I saw them in action and talked strategy with our accounting support (which these dollars helped support)....I can't say enough about Kresge's impact on our organization. We've tripled our size. Their dollars are awesome. The relationships are priceless. / Community & Field: With respect to community, it depends on how we define it. There are at least two separate universes in Detroit and metro Detroit due to segregation and the economic, sociopolitical landscape. Again, I'd guess that Kresge has impact on what is traditionally thought of as the arts and culture field or industry. Perhaps they have a great impact on helping traditionally non-inclusive organizations develop and adopt more inclusive policies in order to receive funding. Changing practices is another thing however. When I look at non-diverse thought and leadership, the limited roles people of color or with different backgrounds play, the handcuffs on holding people accountable, I don't see impact in the field or community. Most African American art and culture develop and exist outside of the non-profit arts arena. I don't see positive change in this area, or on equity in arts, grant making, leadership, thought life and opportunities. I haven't done the work on Kresge so I am speaking from what impact or non-impact I observe. I assume they are doing what they can and know to do. / One other thought: This situation is closely tied to race and ethnic equity. We have funders doing art and culture and funders doing equity funding, but we do not have any one funder or group of funders working at the intersection. We are happy that Kresge strongly considers board representation, people served, etc. in its review process. We wish more could be done to ensure that this practice continues and spreads in grant making and that there's accountability for organizations that do not demonstrate equity beyond tokenism.

I'm not aware of anyone else investing in climate adaptation issues to the extent that Kresge is. It's a breath of fresh air and the national support of our project really helped us turn our milquetoast...project into what it really was from the beginning but we dared not acknowledge it: a climate adaptation project. Having Kresge funds obviously supported the project monetarily, but more than that, it affirmed and endorsed what we were trying to communicate to the other partners in the way that only a field of interest grant award can do--a stamp of approval. Huge help to change the conversation.

I'm not sure that Kresge has a particularly nuanced view of media and the different strategies underlying for-profit and non-profit media.

Please comment on the most important impact the Foundation is having on your field, community, or organization. Your answer will help us to better understand the nature of the Foundation's impact.

Grantee Comment

In a city where there has been a leadership vacuum, Kresge has stepped in to provide it. They are front runners in innovative thinking and willing to take risks that smaller grantmakers won't or can't. They lead the pack in community development, housing and public projects to impact positively the Detroit community.

In its overall support for advancement in [my community], Kresge has made a massive contribution. It invested in an unknown field, but [its help] has enabled us to professionalise the sector. The knock on impact of this investment is beyond measurement as it has affected every institution in [my community] and also others beyond our borders. / / The new programme has taken three years of confused consultation and it is difficult to predict if there will be any major long term outcome.

In the arts and cultural field, Kresge has been a local and national leader. We especially appreciate that they model to other grantmakers and cultural organizations the importance of capitalization and good financial management.

In the field of fundraising, Kresge's investments in building institutional capacity have produced significant impact. And even though the actual transformations, sponsored by the Foundation, occurred at a limited number of institutions, they proved the concept that such investments could yield quantifiable and actionable outcomes.

It feels very much the other way around; we were able to inform Kresge about how [our field] functions, what the limitations are, how relationships are built and the energy, resources and dedication it takes to impact those systems.

It fosters community integrity and development.

It is extremely important to provide supports in areas of student need across the country.

It is my understanding that Kresge has supported almost all of the leading organizations and research in my field in one way or another for the last 5 years, if not the decade. I don't think their support for the field can be underestimated. Regarding my organization, Kresge has been a longtime supporter and their general operating support has been pivotal for so us to remain flexible and take on new opportunities as they present themselves - something that has been tremendously successful for us. Additionally Kresge's support for some of our individual projects and our project partners has been critical in launching new innovated initiatives and organizations that are leading the field and growing into their own successful organizations, further leverage Kresge's support. Kresge's support has a far reach and is multiplied time over time over through the support of both local community projects and the networks that support them.

It was Kresge that provided funding to two other organizations whose work provided the foundation for our project....We are very grateful for Kresge's understanding of and support for neighborhood stabilization efforts. Kresge funding is instrumental in helping to fulfill the vision laid out in the recently released Detroit Future City Strategic Plan.

It's essential to our work

Kresge -- along with Lumina and Gates -- is considered a major thought leader in [my organization's] field.... I consider them a major field-builder. They have a presence at all major...[field] events. They are particularly skilled at helping to build connections between major players in the field.

Kresge almost singlehandedly moved our field by investing in the national center, then strategic investing in the field. We think that we could have been helpful in guiding some of that investing because the field is so new, but the relationship between us and the Foundation has been extremely open and supportive. We especially appreciate their accessibility, concern when we are struggling, and ultimately their candor regarding how and when they can support us. Head and shoulders above other similarly situated funders!

Kresge appears to be very community-minded and is willing to invest in projects that have potential for significant impacts at the local, regional, and national levels. It appears willing to take risks when new ideas for innovative projects are presented to them.

Kresge asked us to support a progressive technical assistance idea, in a forward thinking way to support [other organizations] prepare for increasing numbers.... Kimberlee's knowledge is very impressive and her understanding of the big picture helped establish an initiative that is having real results. I believe Kresge is seen as an innovative funder in this area and this particular project is being observed by the federal government as a potential model for future support....

Kresge continues to be a leader in climate justice issues and the environment. The department not only funds the work but also continues to connect and engage with us as partners by conversations and convenings.

Kresge continues to be a leader in developing the field by investing in new and innovative products and working closely with our organization to identify new opportunities.

Kresge continues to be a major force in local cultural institutions, specifically large ones.

Kresge continues to play an extremely important role in arts funding. They are unique in their support by providing operating funding which is so needed!

Please comment on the most important impact the Foundation is having on your field, community, or organization. Your answer will help us to better understand the nature of the Foundation's impact.

Grantee Comment

Kresge Foundation funding has focused on several areas of interest -- fields -- within which we operate, and within which I would share my point of view. / / Kresge has made a substantial impact on improving health outcomes and on promoting a sustainable food system in Detroit. Its investment in this area (and in Detroit, more broadly) has been a remarkable boon to the community. / / Kresge's Environment Program investments have given a significant boost to nationally significant innovations in climate solutions and climate adaptation. While I am not familiar with the Foundation's range of investments in this area, I believe that your strategy in this space is a smart and effective one. / / The Health Program had invested in national and regional chemicals policy initiatives over several years. These efforts had built momentum toward major successes, and toward the leveraging of additional support, in coming years. However, Kresge phased out of this area in 2014, and the disinvestment has had a noticeable impact on the field. / / In addition to its support of our program work, Kresge funded the development of a business plan for our organization in 2009. This was extremely useful to our organization, and made us more nimble, effective, and resilient.

Kresge Foundation has been a steady and important partner to [my organization] and our efforts to provide leadership...on sustainability, especially on climate and energy issues. Kresge displays a programmatic focus and discipline that is a credit to them and sets a standard for the industry. / / Engaging with Kresge's staff is refreshingly free of ego or sanctimony. They are curious, intellectually rigorous and generous, and they do not have to overtly demonstrate their knowledge. They are quietly effective and very good at shaping how we work with them.

Kresge Foundation has endowed local artists and creative institutions to encourage their growth in a positive way.

Kresge Foundation has provided multi-year funding that helped stabilize our budget.

Kresge Foundation is advancing the work of creative placemaking as field and expanding community development to be more inclusive of economic opportunities.

Kresge Foundation is taking a very proactive role in the field of advancing knowledge of [issues in our field]. They have done a great job funding several partnering organizations. They are one of a select few foundations that have taken an interest in this field and are to be highly commended for this interest and effort.

Kresge Foundations seems a thought leader in the field of resiliency and climate. Beyond funding our project, they have not yet demonstrated leadership in the specific part of the field having to do with [our organization's mission]. We plan to help Kresge better understand that need in follow up funding.

Kresge funding has enabled my organization to launch new ideas and programs at a phenomenal rate, as well as refining initial concepts and developing those into the core activities of our organization. I am not personally familiar with all interaction between Kresge Foundation and our organization or the field in which we work, having joined just a few months ago, but I am impressed with the respect that my colleagues express when referring to Kresge.

Kresge gives us the opportunity to make change to communities and bring hope of a brighter future in Detroit and Michigan.

Kresge has a long legacy in funding bricks and mortar for [our field]. But those times have long passed....Kresge funding has allowed [community organizations] to sustain services [in my field] above and beyond what the Detroit tax base can afford. Due to operational funding, [my organization] can exist to fill the gap in [these] services.

Kresge has a very close relationship and connection to Detroit and Southwest Detroit. This close relationship has made Kresge very knowledgeable of the communities' needs, as well as the hard work and investment many of the organizations make to Southwest Detroit. In this respect, I believe this helped impact our organization and made the work we do...very appealing to Kresge.

Kresge has become very active in my community and is serving to bring a more collaborative spirit in service delivery.

Kresge has been a leader and innovator in scaling community based knowledge, expertise and organizing in the realm of [my organization's] industry to higher scales of action from the very local to the global. Without Kresge, this scaling up effect would be nearly impossible to do and thus much of the local or individual case by case victories would not be leveraged effectively for more systematic change....

Kresge has been a leader in developing strategies for the redevelopment of Detroit. Their funding for initiatives such as Detroit Future City is helping to shape the future of Detroit.

Kresge has been a leader in funding groups focused on [my organization's field]. They understand that [my local communities] stand at the frontline of climate change and that efforts at adaptation here have application throughout the U.S. They have also brought together practitioners in the field of adaptation to discuss lessons learned, etc.

Kresge has been an important thought partner in our work. Particularly, Kresge has been extremely supportive of all of our field-building activities.

Please comment on the most important impact the Foundation is having on your field, community, or organization. Your answer will help us to better understand the nature of the Foundation's impact.

Grantee Comment

| |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kresge has been engaged for years on issues related to urban sustainability, but it has seemingly only just begun to make them a strategic priority to the organization overall. However, Kresge has long been and a core philanthropic partner to this community and is continuing to grow more important. Arguably, Kresge is poised to be the most important foundation working on issues of sustainability in U.S. cities if it continues to build on its new strategic direction. |
| Kresge has been instrumental in creating a strong national network of organizations working on our issues. We in turn have created a local network. These networks have been extremely helpful to our work in recent years. We have had direct exchanges of ideas, research, and tactics with organizations nationwide because of Kresge's support of this work. |
| Kresge has been instrumental in our ability to move our program forward and other programs like ours in other communities. |
| Kresge has been investing in [my organization's] field for only a relatively short period of time, although we received their first PRI some years earlier. Kresge has also become one of the major funders of an industry award, and this has increased their profile nationally in our sector. We also feel that we can speak informally with Kresge staff to obtain input and feedback on various issues. |
| Kresge has been outspoken and a leader in challenging cultural field. They do not accept disempowerment of community. They are sensitive to the dynamics between artists and long time community builders. |
| Kresge has been strongly supportive of community engaged art practices which are a strength at our organization. What has been particularly helpful to us is the multi-year general operating support that we have received from Kresge, as they well know, this is the most difficult funding to obtain yet the most crucial. |
| Kresge has been very helpful to Detroit's artistic community. |
| Kresge has certainly become known as a leader in higher education practice and policy, especially as it relates to students who are typically underserved. |
| Kresge has clearly been a pioneer funder in adaptation to climate change, and thus critically important for many programs around the nation. What I can't tell from my vantage is how much success Kresge has had in influencing other funders to join in this strategy. More funders do seem to be coming around. |
| Kresge has consistently been an active participant and thought partner in our collaborative of foundations and financial institutions. The field knowledge, innovative approaches and strategic questioning of the status quo they bring to the table helps inform our ongoing program and practice. We very much value them as partners. |
| Kresge has funded other projects related to climate change adaptation, and relatively few foundations have done that in a substantial way. |
| Kresge has had a major impact on the development of the field of climate change adaptation, particularly with respect to conservation and ecological resources. Despite their influence in this field, they have made a strategic decision to consolidate around urban issues (including adaptation). Although they are also having an important impact in that field (which corresponds with some of our interests as well), no other foundation has stepped forward to play the transformational role that Kresge made in the field of conservation and ecosystem adaptation. |
| Kresge has had a tremendous impact on our field, communities and organization. Kresge's continuous funding of our [programmatic] strategy has allowed us to expand our programming to continue to transform distressed communities into healthy and sustainable communities of choice and opportunity. Furthermore, Kresge helped to form a new...program.... Kresge also provided a planning grant for creative placemaking, a new program area for us, which will allow us to expand our scope of work. |
| Kresge has had a tremendous impact on the arts in Detroit, first by being so responsive to the needs of the organizations in this field by changing from capital funding to general operating, second by responding to the emergency needs of several organizations, and third with their interest in helping our organizations become more sustainable through capitalization. |
| Kresge has had a very dynamic impact on our organization, thus leading to greater programming for our surrounding community. |
| Kresge has had an impact on the field of environmental health and justice, and they are working hard to impact other philanthropies to consider grantmaking in this arena as well. They are making smart grants that will likely help further their cause. |
| Kresge has helped our organisation by giving us the resources we need not only to get by in our field of work but also to excel and has returned to us after the initial grant to make sure that the infrastructure they have put into place has not fallen by the wayside |
| Kresge has helped our organization on a variety of levels, from supporting our overall agenda and priorities to supporting individual projects and initiatives. The Foundation's focus on specific areas and communities is helpful. |

Please comment on the most important impact the Foundation is having on your field, community, or organization. Your answer will help us to better understand the nature of the Foundation's impact.

Grantee Comment

| |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kresge has helped shape our field to incorporate equity and social justice into planning and policy and to do so across sectors. |
| Kresge has helped us make contact with experts at the national and local level, and informed us about relevant activities by others, which has provided us important insights on our own work. Their funding has helped to expand and sustain our work. |
| Kresge has helped us to generate knowledge...that we would not have had. The maintenance and replacement plan provided us with critical information for our planning but it also improve our standing in the eyes of others because we had the plan. Having Kresge as a funder was also a great help. And finally the contribution to our operations was invaluable. |
| Kresge has joined with the Public Welfare Foundation to make a real impact on [my organization's field]. Sandy from Kresge has made a number of presentations at national...conferences and has supported funding in new...areas. |
| Kresge has led the field with regards to supporting approaches to address social determinants of health...and partnerships and collaborations to meaningfully engage around a health disparity and changing the conversation to make lasting changes. |
| Kresge has made grants that cross sectors. It fosters more creativity than other foundations. I think it often doesn't get the credit that it should for thinking about an issue before it becomes a hot topic. With health, Kresge supported legal partnerships with health clinics and lead abatement, and other issues that just weren't on the radar screens of others. |
| Kresge has provided opportunities and connections to other stakeholders to advance our communications with them and increase our impact. Most appreciated! |
| Kresge has provided us with tools to use to look at all of our overall programming in the same manner as they do. Those tools have also allowed us to reestablish benchmarks within our entire universe of service provision. The manner in which benchmarks and outcomes are identified makes it much easier to track our progress and if necessary, rethink what direction we should go in when things are not working. All of this is a positive because you can often get stuck only looking at things one way and not globally. |
| Kresge has sponsored travel to many forums that have allowed organizations in our field to come together and coordinate our work. They have been leaders in pulling together a nation wide network of communities [in our field]. |
| Kresge has taken a bold, lead role in re-defining Detroit's future. It has not shied away from the controversies associated with taking this lead role, and has confronted such with dignity, transparency and leadership. The results: a strong foundation and more predictable environment enabling Detroit-based NGO's to deliver greater impact. |
| Kresge has the potential to be a model for other national foundations with their openness to collaboration across internal portfolios (e.g., human services, education, and health). Their willingness to provide substantial, multi-year support has been vital as we are working to grow a new field and network and serve as a backbone for organizations working across sectors. |
| Kresge has tremendous impact on our organization. We spent the last year going through an Executive Director transition. Kresge general operating support helped to sustain our work and really buffered us from drastic disruptions during our transition process. / ...We are now regaining our momentum and it is truly the general operating funds that pulled us through, and this means that we are better able to represent our communities nationally through our policy work and provide capacity building support to our local CBO partners, who have direct impact on community members. |
| Kresge is a champion in investing in transit and in emphasizing the value that transit can have in revitalizing the city. |
| Kresge is a leader in connecting [my] field [with broader issues]. It advances discourse and ideas...and is an innovative funder willing to experiment. As a national funder, it does not have to know the details of all the local community impacts but does appear to have a finger on the pulse of many. Our initiative is very experimental and without Kresge's willingness to join in our collaborative it would have never launched. We have seven funders for this project and Kresge is our original anchor. Their participation opened doors that other funders could then enter. |
| Kresge is a leader in our field: energy efficiency, sustainability, climate issues. The City Energy Project is raising awareness in major urban centers around the US. |
| Kresge is a leader in the field of health care and the use of media to promote its policies. |
| Kresge is a leader in the field of urban climate action (mitigation and adaptation). They are helping shape the field and helping to organize other funders in the field around a common strategy. / / The climate field needs more funders like Kresge! |

Please comment on the most important impact the Foundation is having on your field, community, or organization. Your answer will help us to better understand the nature of the Foundation's impact.

Grantee Comment

Kresge is a leader in the human services field, particularly in Detroit. Our grant is to support work in Detroit and nationally, and has enabled us to launch a new program. The Foundation is making a significant impact by thoughtfully supporting organizations working on the ground. With their support, we have also been able to reach out to other funders to expand the support we receive from our work, as they are well respected.

Kresge is a leader in their impact related to our field, community, and organization. Their ongoing support for operations is unique, and their understanding and commitment to the arts and community are unequalled.

Kresge is a major force. Its funding priorities in some ways drive the priorities of other funders, and its funding of an organization can be very beneficial positioning the organization with other funders. Other funders have asked the question "Do you have funding from Kresge?"

Kresge is a national leader in our field

Kresge is a national leader in the newly growing field of creative placemaking. As a leader in this new field, it is exciting to see a foundation learn with the practitioners of the field as it grows and expands. It is great seeing Kresge staff attend and/or facilitate creative placemaking discussions throughout the nation and, in particular, the Midwest.

Kresge is a natural leader and critical partner in the urban sustainability and resilience arena.

Kresge is a prominent national funder. Having their backing is a great advantage with other funders.

Kresge is a renowned proponent of this work, and supports it by offering organizations general operating grants and promoting them within the community.

Kresge is an important presence in the community and is making a huge impact in the revitalization of Detroit.

Kresge is assisting [my organization] to address the need to help individuals and families [in our field and community]. To achieve our mission, our general approach with the assistance of Kresge was/is to: / •Collaborate with community based organizations...to meet the needs of our participants and clients.... / •Partner with the economic development organizations in the region.... / •Implement each component of its intervention in direct response to the needs of the region and adapt to the changing local economic context. / •Rely on best practices of the...sector. / •Work toward policy reform to increase effectiveness of training practices. /

Kresge is considered a leader in the field of college access and their leadership has helped us engage community foundations from across Michigan

Kresge is contributing important support for leadership development and building structures to support [beneficiaries of my organization's services].

Kresge is funding [our field] at the local, regional , state and national levels and contributing to needed research and helping to shape public policy changes (ex . through the recent bill)

Kresge is funding field building for us and the field more generally in a time when few foundations are doing so. It is very important. It will have short-term and long-term impact in many ways both measurable and immeasurable.

Kresge is having a major impact because it is building collaboration and capacity across a wide spectrum of organizations, anchored by its commitment to Detroit Future City.

Kresge is having a major impact on connecting health disparities and social determinants with the delivery of safety net services.

Kresge is having a positive impact on the community development industry, and we hope that this will increase and expand to support [our organization's mission].

Kresge is having a significant impact on placemaking, which is our field/focus area. Besides providing grants for placemaking, Kresge convenes policy leaders, other funders, elected officials, and practitioners to discuss and demonstrate the power of placemaking. Through their participation and funding of [my organization], they are multiplying their reach and impact on this field.

Kresge is having an enormous impact on the community we primarily serve. Kresge is also able to leverage existing relationships and funding streams to encourage forward movement for my field.

Kresge is having an impact on the potential match of health and housing outcomes in our field and could have an impact on how energy efficiency can make a community more resilient.

Kresge is having tremendous impact on much work within the City of Detroit and southeast Michigan - particularly through helping support the expansion of ongoing work and build agency capacity. There is a great need for multi-pronged approaches to helping [our field], and The Kresge Foundation understands that there is no "magic bullet" to solving all of the problems our region faces.

Kresge is heavily involved in the arts, community development, and the development of "placemaking" as a field.

Kresge is helping a nationwide network of resiliency NGOs to share ideas - we tapped into that network and collaborated with them.

Please comment on the most important impact the Foundation is having on your field, community, or organization. Your answer will help us to better understand the nature of the Foundation's impact.

Grantee Comment

Kresge is helping our group and our partners increase our impact dramatically.

Kresge is helping to lead a conversation about the change in the human services field. This is important work that will have a long-term impact on the field. The staff and the Foundation have a deep understanding of the issues and use the convening power of a Foundation to bring key stakeholders together. Also, Kresge is open to multiple grants and therefore, has provided other support to the organization--beyond this specific program.

Kresge is invested in community programs and improvement.

Kresge is investing in developing the capacity of grassroots leaders from low income communities to be effective advocates for...programs that directly impact their neighborhoods.

Kresge is leading in the development and revitalization of Detroit through the arts and creative placemaking. It is clear the Foundation values the arts and culture that define the city and make an effort to be inclusive of the artists, institutions, and communities that contribute and actively work toward the progress of the city.

Kresge is likely the primary funder in my field in the United States. Without their contribution the U.S. would be making much slower progress in how to address the implications of climate change by communities.

Kresge is one of a few funders in college access and success. Their work is to support many organizations working on a local and national level.

Kresge is one of the major supporters of institutions and associations that are working to advance [my organization's] agenda.

Kresge is partnering with another foundation on work that is having a significant impact on the field nationally. This particular grant (one of several made by Kresge in the field) has given a major boost to the development of state and national coalitions and networks that will produce long-term public policy change.

Kresge is playing a crucial pioneering role and attempting to draw other funders to the program. If not for Kresge, there would be no effective community-based effort, no collaboration..., no burgeoning national movement.

Kresge is providing thought leadership on Detroit's urban transformation and the strategic investments and partnerships required to make it happen. Given their international perspective, they are able to bring state of the art resources, best practices, and innovative thinking into Detroit's work. If not for Kresge, [multiple community initiatives] would not exist. Without Kresge, there would be a lack of clear vision for how to move the city forward and limited resources to achieve the vision.

Kresge is pushing all the leaders in the field of creative placemaking to think more creatively and urgently about how to sustain the work and make it a real "field of practice."

Kresge is shifting its priorities away from our field, but it is clear that their impact on environmental justice, and on the challenges facing the Detroit Metro area, is immense.

Kresge is THE leader in our field, shaping the subject matter into existence and sustaining the field while few others are. This field would not exist or barely exist without the Foundation. / Our work would not continue without this support since few foundations are funding this area. With their help, many communities are receiving services that they would not otherwise be able to fund. The Foundation is making a profound difference.

Kresge is the major philanthropic institution working to deliver Detroit into a better tomorrow.

Kresge is the only national foundation that truly "gets" what we do. Rip Rapson's reshaping of the Foundation in recent years has closely realigned our mutual goals.

Kresge is very influential among local funders, so we appreciate that Kresge sets an example of offering much needed general operating support and not just project support.

Kresge is very invested in the Detroit Community and has significantly impacted access to the arts.

Kresge is very strategic in its approach to the education space. It collaborates with Skillman and other foundations on educational initiatives and change. Kresge has a pillar.

Kresge provided much needed financial assistance to develop a new and innovative [program]. It seemed that Kresge's initial focus was to make capital funding available to [our project]; there was a recognition that there needed to be more systemic assistance... The sustainability requirements that were built into the funding are helping to shift our business model to one that requires [our beneficiaries] to share in the costs of training and technical assistance. / / The work that Kresge has done with the Institute for Alternative Future (Primary Care 2025) was excellent and we used the report and toolkit to facilitate conversations about [our organization's direction].

Please comment on the most important impact the Foundation is having on your field, community, or organization. Your answer will help us to better understand the nature of the Foundation's impact.

Grantee Comment

| |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kresge provides a tremendous impact in the Arts Community. This is the one foundation that understands non-profits need operational funds in order to service programs. Most funders will support programs but very few support operations. So many non-profits are working with "skeletal" staffing and it is becoming more and more difficult to service our constituents. Financial support from the Kresge Foundation has assisted us in operating our office. / / However, the biggest factor is Kresge understands the impact the Arts has in improving the quality of life for all people.... |
| Kresge says "YES" to cultural arts, and it is extremely important to those of us large and small. Thank you Kresge! |
| Kresge seemed to perceive this grant as peripheral to their core priorities. The Foundation could, however, fill a void and take on one of our health policy campaigns and take full credit for accomplishing significant...policy advances...all of which would have profound benefits for the health of low-income and minority communities (and for the long-term health of local economies). |
| Kresge seems thoroughly aligned with our mission to regenerate cities that are struggling.... Their involvement has been critical to our work and very vital for the regeneration of these cities. |
| Kresge seems to be trying to be trying to be a national player but doesn't perform like one. Staff do not know how to interact and build relationships with grantees and potential national partners. |
| Kresge seems to have dipped a toe into funding philanthropy and nonprofit infrastructure, and the issue of talent development and next-gen leadership within that. However, this is significant because other funders have withdrawn from supporting infrastructure in the last 5 years, or held back from jumping into talent and leadership development. Our perception is that Kresge has dipped a toe in part because they are responding to a need in the field, and they are enabling a team of their program and other staff to take on some leadership in this space within the Foundation. We commend them for this approach, and believe that they will lead other large national funders back into this space. However, in terms of walking the talk -- that is, practicing the type of philanthropy that they are funding us to promote -- there is a bit of a disconnect. Our project is encouraging funders to invest intentionally in talent development in grantee organizations. They seem like they are still transitioning from their old model of funding only brick-and-mortar, and seem limited in their willingness to branch out into various forms of grantmaking such as general operating support, or the type of "talent investing" we are encouraging. Since they are the major funder of our project, we would love to see them taking the results of our work and using it internally for their own benefit, as well as externally in the wider field. |
| Kresge supported a transformational approach to [our organization's mission] through public private partnership between the state of Michigan and nonprofit organizations. The impact has been tremendous; it has changed the human service landscape in the state of Michigan by increasing the access to benefits and work supports. The transformation could not have occurred by either the nonprofit sector nor public sector working in isolation. It would not have happened without Kresge. / / |
| Kresge supports a number of initiatives in our field.... While I'm not familiar with all the details of the various initiatives, it seems to me that Kresge has remarkable coherence and consistency in the types of work it supports. It feels like there is a real strategic plan behind the selection of projects. I believe Kresge is definitely seen as a thought leader and thought partner in our field and not just as a funding source. |
| Kresge walks the walk. It is my impression that Kresge staff hold themselves to a high standard of rigor and excellence. It is refreshing to work with colleagues who say what they mean and effectively hold us accountable to the outcomes to which we committed. |
| Kresge was critical in empowering us to implement innovative methods to help underserved communities in [our community] prepare for the impacts of climate change.... / / Kresge's funding was essential in helping us realize a project that helped to break an impasse in [our community] in engaging underserved communities and the public in climate change at the local level. |
| Kresge was instrumental in driving the Detroit Future City plan for the city, which is game-changing in terms of the work that we are doing. |
| Kresge was willing to fund a totally different area and focus that few in our area had considered. Now our [organization's locations] are clearly the thought leaders in our area on the issues...thanks to their funding and will be able to more effectively work with their surrounding communities. |
| Kresge's support has been instrumental to expanding this work to other states. We have not been able to significantly change policy because we need additional movement building and people power. |
| Kresge's Environment program is a recognized leader in building the capacity of low-income communities to address climate change through place-based initiatives that include energy efficiency projects, expansion of renewables and green job creation. This leadership is seen in a variety of forms, including conference convenings, informal networking and production of best practices. |

Please comment on the most important impact the Foundation is having on your field, community, or organization. Your answer will help us to better understand the nature of the Foundation's impact.

Grantee Comment

| |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kresge's financial support of our work is what has the greatest impact. For the most part, they listen to what we are saying we need, and providing support. Other major funding sources for non-profits have or are drying up. Hence, Kresge's support is vital to the survival of non-profits doing community development work in Detroit. As city services have declined, the community looks to CDCs to pick up the slack. It is harder and harder to do community development work because some of the larger organizations want us to partner with them, but are unwilling to compensate us for our time, knowledge, contacts in the community and work/effort to make the goal happen. |
| Kresge's funding of this work is very timely given additional funding provided to the contacts in our learning community... |
| Kresge's general operating support for Arts organizations in Detroit is inspired and inspiring, as well as extremely responsive to our needs. So many organizations are willing to support a specific project, and so few are willing to help underwrite the fixed costs that grants sometimes do not. Kresge's unconditional support of Detroit's creative community is a huge help to our entire region, as it keeps arts organizations viable, and supports the creative class that transforms and beautifies our city. |
| Kresge's investment in [my community] and in environmental health has been absolutely critical to the field and the work. It has been a hugely important contribution especially as other areas of funding have dried up. |
| Kresge's investment in our organization enables us to develop and disseminate tools for best, promising and evidenced based programming. |
| Kresge's leadership on healthy housing work is shaping the field! |
| Kresge's ongoing interest in funding activities in health care, particularly for underserved populations is critical to our ongoing success in getting more done with fewer dollars. |
| Kresge's support for this program is leading to the development of a knowledge base [about my organization's field] at the community, state and federal levels. This knowledge base positions us to ground our strategic influence in the needs and desires of the community. |
| Kresge's support has been instrumental to the continuity of our energy benchmarking program, and in turn to our ability to help bring energy efficiency services to the breadth of our community. |
| Kresge's support of our organization has made all the difference in our being able to continue our work. We are a new national organization..., and procuring funding for our...work has been difficult in these tough economic times. Kresge's support has made it possible for us to stay afloat and undertake nationally important...projects..., hold summits with high level...executives..., and publish analyses of state laws and regulations.... We are very grateful to Kresge for their funding support. |
| Kresge's support of similar efforts in Detroit have been important nationally in raising the bar and focusing attention on the importance of this kind of urban revitalization. |
| Kresge's support of the statewide coalition of [organizations under our purview] is positively impacting higher education throughout the state because it is requiring collaboration, consistency, and best practices while encouraging the development of a pathway to educational success.... |
| Kresge's work in alignment with education movements...has been influential. Kresge's collaborative approach and interest in addressing a number of institutional and/or economic variables that limit access to education...has helped our organization further enhance innovative partnerships, robust exchange of ideas, and a deeper engagement with complex issues of (and barriers to) education. |
| Leader in thinking about capacity needed to effect change across [groups]--combining policy with capacity building and support for innovative programming. Smart at leveraging other Foundation dollars and initiatives. Works well with others... |
| Leadership |
| Most of our work is in policy at the federal and state level. We share Kresge's goal to create sustainable policy that effects the country's most vulnerable people in ways that are socially just and fiscally responsible. Kresge's support of this work for us and with other organizations has and will have an impact. |
| N/A |
| National efforts in [my organization's field] have not been a major focus of the Kresge Foundation. |
| On the field: I don't know. It depends on the meaning of field--public health or health equity. Probably more so on the former. / Community: we are working in three states, not individual communities. / The organization: they have had an impact on the specific program, enhancing our capacity to conduct the work, primarily funded by another foundation. |
| One of the few foundations that understands the role of arts and culture in developing the economic base of poor communities. |

Please comment on the most important impact the Foundation is having on your field, community, or organization. Your answer will help us to better understand the nature of the Foundation's impact.

Grantee Comment

One of the things I have so appreciated is Kresge's understanding of the fundamental connection between urban and rural areas. While recognized for its work in cities, especially with the decline they have experienced in the last couple decades, it is refreshing to work with a funder that does not seem to question that without re-building urban-suburban-rural linkages, none can survive....The loss of these linkages and the work of rebuilding them is palpable. Kresge putting forth this knowledge that we, for better and worse, are all actually in the same boat is one with significant potential impact.

Our field is an emerging one, and Kresge has been a leader in advancing the work in it. / / Our community is one challenged by joblessness, unhealthy families, etc. Kresge's support of our organization has greatly helped us positively impact people and culture within this community. / / Our organization is constantly evolving, and Kresge's ongoing support has helped us continue to learn and grow.

Our field is new, looking at the valuation of natural systems.... Very, very few foundations are really looking at this economic approach to climate and natural systems. / / As a result, few foundations have had impact on our field. I think Kresge has the opportunity to have a rather profound impact. / ...I think Kresge has had a big impact for the amount of funding provided. We consider our "community" to be national, as we work in the mid-west, east, south and west. Here, I think Kresge has had a profound impact overall. Kresge is seen as a leading foundation, one that others follow, and John is certainly a leader among grant officers from other foundations. / / Kresge has had a very important impact on our organization. The Foundation has funded work that is new, and that we feel has a huge impact....This is work that is hard for other foundations to fund because it seems outside their remit, even if they see it is effective. The grant has greatly strengthened our program work in the areas funded.

Our grant enabled us to [work with] agencies in under resourced communities which were extremely important to the community and served to ensure that these services were not eliminated. Kresge also instituted a thoughtful series of local meetings and convenings at which they solicited ideas about the trends and issues impacting the community.

Our grant was for a community project and not really related to our specific field....

Our Kresge Foundation grant enabled us to build more significant and sustainable community development capacity that has led to larger scale results as evidenced in our annual reporting to the Foundation. Without the support of The Kresge Foundation, we would not have been able to develop such sophisticated capacity in a small distressed older industrial city with very limited resources.

Our Kresge funding has been instrumental in allowing us to focus on our mission. The networking opportunities provided by Kresge have also been very helpful and appreciated.

Our Kresge grant has made a major impact on our organization and its long-term sustainability. Outside of our work, however, I don't know that Kresge is impacting our community.

Our program officer has been a huge help as we develop our program. His insight went beyond the grant submission to helping to focus our goals and ensure that we align strong metrics with our plans. We have been inspired by Kresge leadership in our thinking, goal setting and relationships. Our perspective has been expanded and we feel that we are making significant progress as a result of the support from the Foundation.

Our program officer has the unique ability to bring both theoretical and practical knowledge together to inform our conversations and to weave together an understanding of how to look at common practices in new ways. Our program officer is a great asset as she is so knowledgeable and such a creative thinker, as is our president, that they collaborate at a very high level.

Our project was small and one-time..., so this question is not really relevant.

Overall, Kresge has funded substantially in the area of climate policy. It has influenced the regional field. At the local community level, however, there has been limited flow through of funding to organizations working locally on these issues in the past.

Provide scholarships to academically talented students.

See previous answer. I hope Kresge will continue its investment in [my community] and in [my organization] because it really makes a difference to have their support! Please know that often it is most helpful to have a funder NOT become overly involved in trying to provide technical assistance; a funder that trusts their grantees, having selected them for a good reason, does not unduly burden them with exhaustive reporting but rather encourages their best work and wants to hear about success on the other side of the grant investment. Our experience over the past 2+ years has been that this is what Kresge does best, something which distinguishes it from many other foundations & we applaud and urge that these practices be continued.

See response above.

Simply put, without Kresge, our project would NOT have moved forward.

Please comment on the most important impact the Foundation is having on your field, community, or organization. Your answer will help us to better understand the nature of the Foundation's impact.

Grantee Comment

Speaking for Detroit as a whole, The Kresge Foundation is an inspirational and critical leader in the revitalization of the city. It is a blessing to have a national foundation of Kresge's stature so engaged in the multiple facets of creating a healthy, thriving urban space. Kresge recognizes the interlacing of all the elements of a city's and a person's well-being, and within this framework, the Foundation supports my organization's core work, community work, and anchor institution efforts - and most importantly, understands why we are engaged in all three. /

Support from a wide-array of funders is absolutely critical to take full advantage of the historic opportunities made available by health reform. I realize you know that, but want to make clear that it took some bravery and leadership from the Foundation, private corporations, and others to make this happen -- and it will require that same spirit and support again next year.

Thanks to the Kresge Foundation, more and more [organizations] in our country are focusing their successes on [better metrics]. Kresge is helping [organizations] create a culture of completion to help our country once again lead the world...This will help improve our economy and our workforce.

The Foundation grant has greatly improved the capacity to raise third stream income.

The Foundation has an enormous impact because it listens and provides responses to the needs of people.

The Foundation has been involved on a national level with many student success initiatives and attends the national conferences that address these issues.

The Foundation has been the country's lead funder in climate adaptation. However, additional funders need to join Kresge's efforts so that groups do not become overly dependent on a single funder of their climate adaptation work.

The Foundation has really pushed us to develop ambitious programming and evaluation to advance our field of social services

The Foundation is forward-thinking, visionary and strategic in its approach and viewed as a leader in broadening understanding, approaches and innovative methods in advancing the field.

The Foundation provided resources that allowed us to communicate our work to a wide audience that is not familiar with our work. Kresge provided the start up funds.

The Foundation rarely engages with many of its grantees. Rather, it has a few organizations that it likes to spend time with, and it ignores everyone else. When it needs experts, it looks nationally and abroad, rather than in its own backyard, or to the organizations it supports with grants.

The Foundation's contribution assisted our [organization] in building advancement capacity and enhancing our goals and objectives. It further assists the [field] to recognise the importance of advancement within [the field]. On organisational level, the impact will be on mobilising strategies around individual giving.... It will also assist the [organization] to maintain its focus and position the [organization] more strategically to attract funding. For the community, the long term impact will be on conceptualising projects and initiatives that contribute to national imperatives and address the needs in the community.

The Foundation's role in championing community investment in supportive housing and health care is raising its profile and importance throughout the nation. This is bringing more resources to the table to address these important needs.

The funding of our grant was exceptional in enabling us to develop understanding in the field. The grant support has been valuable for the field; the challenge is how it gets communicated and how the Kresge network can help with that field building. That piece of it is still unclear. / Just a note to comment on this survey: some of the questions are very unclear what you are asking. It is not clear if you are asking about the impact of our grant on Kresge, and then how Kresge has made use of that to impact the field through additional grants, etc. Or, if we feel through funding our grant and others there has been field building. So what you are asking and what we may be responding to could be very different.

The funding provided by Kresge has helped to create infrastructure change as well as encouraged community partners to come together and work to improve the overall health and wellness of a high crime, low income community. Kresge funding has allowed us to engage the... population...and create meaningful...programming that has inspired other local agencies to do the same.

The grant from Kresge enabled us to help support [a community] task force and some of its stakeholder coalitions. [This task force] established a baseline, collected stakeholders and proposed significant legislation which passed. Kresge provide our program some economic stability and enabled us to strengthen the advocacy coalitions which we are part of.

The grant made by the Kresge team for our work allowed us to begin the work in earnest rather than just fitting it in when we had time or supporting it with occasionally available funds. They stepped up and allowed us to really launch. The strong multi-year support provided a basis upon which to build the work nationally and go on to raise ...additional funds to support it.

The grant was for capital needs to strengthen the safety net in Metro Detroit. Their support was used to leverage other funds which made the project successful.

Please comment on the most important impact the Foundation is having on your field, community, or organization. Your answer will help us to better understand the nature of the Foundation's impact.

Grantee Comment

The greatest impact that Kresge has had on the Arts in our area is recognizing the need of smaller organizations...to have funding geared specifically to them. There are few foundations that have taken an active role in creating grants where smaller organizations do not have to compete with larger organizations for funding, specifically much needed operational funding. Smaller organizations are highly impactful on the local economy but often have smaller constituencies and therefore are not considered for operational funding in many cases. The Kresge Foundation's awareness of our important impact in the health and wellbeing of our communities has been vital for non-profits like ours to continue to succeed and thrive in these tumultuous economic times. / In addition, the funding that Kresge has given to the Cultural Data Project has provided much needed industry specific statistics that smaller organizations do not have the funding or man power to produce on their own. This information has been invaluable when educating other funders, corporations and our individual supporters about why the arts are crucial to a healthy community. / Without these two important pieces provided by Kresge Foundation financial support many more grass roots organizations like ours would have disappeared during the last six years. /

The impact is significant and measurable. Profound is probably an even better word. We could not thrive without the support. It is essential.

The impacts are being felt throughout our organization and the [groups] that are served by our organization. The conversations [about our field] are taking precedent in many of the conversations with our network.

The initiative's focus on building meaningful partnerships has impacted the way our...department operates internally and is also impacting how our [organization] values community engagement and partnership. Though we on the ground sometimes feel the [department] has far to go, new initiatives...may be a ripple effect from the emphasis on partnerships Kresge has.

The Kresge Foundation and this opportunity [to enhance our field]...will have a huge impact state-wide on our [organization's beneficiaries], and will help to better shape our system institutions into more effective portals for success....

The Kresge Foundation has been, and continues to be, the primary funder interested in figuring out how best to help communities adapt to climate change in ways that strengthen the fabric of those communities and protect the function of the natural environment. This isn't an easy task, but the Foundation has stepped up to the challenge in a remarkable way. The Foundation is clearly seen as a primary leader in this emerging field and has offered steady support, both in term of providing funding support as well as encouraging the field to develop through networking colleagues and helping them share information. The attitude that welcomes experimentation and innovation has had an incredible impact on this field because grantees can stay focused on the task at hand and not have to worry about appearing infallible to our lead funding partner. Because of the Foundation's leadership in this field, the primary innovators and early service providers are non-profit organizations. They have funded this work ahead of the demand curve for it so that we are in position to help communities and the resource providers they will turn to (mostly consulting firms) adapt to climate change in ways that create beneficial solutions across sectors and for both people and nature. That insight into what the world would need several years down the line has been absolutely critical because the way we typically plan in our communities simply will not work to address the myriad, simultaneous impacts of climate change. Our organization has been strengthened immeasurably by the Kresge Foundation's ongoing support, particularly because the Foundation is visionary, and therefore, remains the primary funder focused on developing best practices in this field. We know we are not alone in saying that the Kresge Foundation's consistent support has allowed our adaptation program to develop over the past several years to the point where we are one of the organizations in the country with the most extensive experience in helping communities adapt to climate change. Had it not been for the Foundation's leadership, understanding of the issue, and commitment to innovation, our program would not exist today.

The Kresge Foundation has enabled [my organization] to work with municipal officials to build public will and raise awareness on the importance of [our field]. We have been able to partner with [numerous organizations] to carry out this effort. We have increased our engagement with [other communities as well]....

The Kresge Foundation has led the way in putting support for individual artists at the core of their work in creative placemaking and in their Detroit program. As a result, additional attention and resources have been made available to artists and to organizations that directly work to support their endeavors and professional ambitions through professional development, policy/advocacy, training, contextualizing and discourse based initiatives and other services. This in our case helped attract the attention and funding of one national funder in this area and has brought us to the attention of several others.

The Kresge Foundation has significantly influenced our focus....Over the life of the grant our focus shifted....

Please comment on the most important impact the Foundation is having on your field, community, or organization. Your answer will help us to better understand the nature of the Foundation's impact.

Grantee Comment

| |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The Kresge Foundation is a leader, providing capital, operations and program support to non-profits, and significant leadership and direction for public policy. |
| The Kresge Foundation is taking national leadership in our field and making a profound impact on the stakeholders by showing the interconnections of many disciplines to achieve a common goal. |
| The Kresge Foundation is very knowledgeable about our field...and truly understands the challenges faced by [the populations we serve]. Foundation staff are experts in the field, and they take time to understand and learn the specific nuances of our unique organization and the impact our methodologies could have in the field. I am not as aware of their other funded (current or past) in our region as in the field nationally, where they are helping programs like ours to scale up and continue to grow and hone our program model. |
| The Kresge Foundation plays an important role in building financial support and capacity among organizations who are advocating for an increased quality of life, particularly in Detroit, Michigan. There are few organizations that have this ability, and Kresge fulfills a unique role at a scale that is unrivaled. |
| The Kresge Foundation provided [my organization] with the funding to develop a feasibility study targeting collaboration between [members of our field]. This is an entirely new concept. It has been surprising the gains and "losses" that have already been discovered during the first six months of the fifteen-month study. The results of this study will be shared and will impact [many groups] across the country. As a result of the Kresge Foundation grant award, [my organization] is building on its national reputation as being a leader of innovation and vision in supporting its mission of serving as the collective voice for excellence and choice in higher education for all students. |
| The Kresge Foundation's work has contributed to the growing understanding that siloed efforts are not enough to address the pressing problems affecting the world today. ...The long-held tendency of social service programs to work with individual units rather than family units has created uncoordinated and siloed prevention, intervention and treatment programs. This lack of coordinated and integrated service impacts those with highest need: immigrant and low-income families.....The Foundation's support in promoting [my organization's] capacity building in this area over the last two years has been invaluable. |
| The Kresge grant has made a major impact on our organization--specifically, it has allowed us to begin thinking toward and planning for an endowment fund. |
| The Kresge name has been very helpful with other funding opportunities and partnerships within our field. |
| The most notable is Kresge's work within the Health and Human services areas through metro Detroit. However, their support of the arts is growing - as with Kresge's financial commitment to the DIA. In our field...and in our home area..., we don't see Kresge's influence as much. |
| The organization's primary field of activity is education, and the Foundation's current, highly targeted approach to higher-education grantmaking is effective in those areas but also limits engagement and opportunities for dialogue with a broader range of higher-education institutions. |
| The work with Detroit Future City, for example, is groundbreaking. Forging the cross-sector partnerships essential for stabilization and recovery for cities like Detroit--ones that confront the realities of their context, yet also aspire to a better place for their residents--is difficult, slow and essential work. It requires the type of strong leadership that Kresge has trail blazed. |
| Their funding of our grant was forward thinking and somewhat risky. The work has been a huge success, but it was not obvious when they first did the grant that it would be. So I give them high marks for taking bold initiatives. It would be useful to hear more about where they think major trends in the field are going...and to partner toward strategic thinking in this area. |
| Their operating support of arts and culture organizations has allowed all in the sector to grow and improve. |
| There have been relatively few projects funded in our area, so Kresge's impact is relatively new. |
| They are a leader. Better than most foundations, they use the power of their purse strings to leverage change. |
| They are funding very good research and events and reports, so they are moving knowledge forward but there is still a long way to go for all of us. |
| They understood more than other foundations that the arts and culture sector needed operational and capacity support. I wish more foundations were like Kresge. They are also a vital partner in the efforts to resolve Detroit's bankruptcy. They are proactive leaders. |
| This particular grant is still in the planning stage - so if the proposal we develop is approved, it will have significant impact on developing a new product.... The work Kresge is doing [in my field] is very very important.... |
| This particular project is an extremely high impact on the practitioner community.... I did not know resources for doing what we were trying to do existed, and, because of Kresge, we are making an immense impact. |
| This specific grant supports one service we provide....Kresge is a recognized leader in our "field"...but not really in the subject matter of this specific grant. |

Please comment on the most important impact the Foundation is having on your field, community, or organization. Your answer will help us to better understand the nature of the Foundation's impact.

Grantee Comment

Through its grantmaking process, Kresge has furthered the development of a number of innovative programs that are important in our field.

Through the funding of key projects across the country, Kresge has advanced the scientific understanding and expanded general access to information concerning climate change and adaptation to climate change. At the same time, they have directly impacted local and state policies through information dissemination, project specific work, and local action. / / Kresge has given our organization the ability to apply our experience and expertise in working with local governments to the challenges of adaptation to climate change. With Kresge's support, we are demonstrating new approaches...while applying professional and technical expertise already accumulated.

Trying to be leader. Many now competing. Kresge unique in that it does not have a formula for what is right. And it is trying to assure inclusion and the equity issues as key component

Unknown

Very helpful in our organization.

We are a national organization, so Kresge has had an impact in many of the communities we work in. I'm not entirely familiar with Kresge's activity in [my fields], which I believe is because these are not central areas of focus for the Foundation. However, Kresge is a leader in the broader community development and urban redevelopment fields, which overlaps with our...work.

We are fans of Kresge's work and its high level of commitment to Detroit and the arts community that makes Detroit a great city. We feel that the Foundation serves as a highly effective model & motivator for the philanthropic community.

We believe that they are having an impact on the field of philanthropy, particularly how communications and media can shape a foundation's agenda positively.

We believe the Kresge Foundation is a real leader that is forging new directions in our field.

We don't get a lot of face-to-face interaction with Kresge in regards to sharing information/best practices and coordinating policy strategies. It's a shame because we could be very strong together if Kresge viewed us more as an essential partner (rather than just someone they fund).

We understand that [our organization's] initiative was part of a learning process for the Foundation. But we haven't received feedback on the outcomes of the effort by the Foundation. For us it had a significant impact on our work.

We were the first [organization of our type] in our state and one of only a handful nationwide to receive funding from The Kresge Foundation at the time of the grant award. As such, we were extremely honored to be selected a recipient of Kresge funding in support of [our field]. It is a wonderful asset to include the Kresge name as one of our premier funders when speaking with potential donors in the community. The grant dollars provided by Kresge have opened doors to expanded programmatic efforts as well as opened doors in the community as we speak with potential donors. The impact of their giving to our institution and by extension, impact to the community we serve, is considerable.

When they started in [my organization's field], they had a major influence. With their new mission and goals they will have little to no impact--though they will spend lots of money and organizations will generate great reports. The fact is that focusing on vulnerabilities--vulnerable communities, etc.-- is not the same as building resilience. We learned this years ago in resource management and now Kresge appears to be repeating the same mistakes. A huge waste.

With Kresge support we have been able define and refine the notion of social justice and branding....Their commitment to the sustainment [my organization's field] has been profound and has helped our [organization] become distinct and relevant in the 21st century.

Without having discussed with them the direction of the work that we are doing with the community, I don't think they have had any impact. However, I don't know what additional projects around the city that are similar to mine or to broader work that the Foundation may be involved in. As to the impact Kresge is having on my community...I think they have formed an opinion about my community which is one that is counter to the work that we do. They also have investments in systems that are counter to our community and to the overall goals of that community.

CONFIDENTIAL
The Kresge Foundation
Grantee Comments from May 2014 Grantee Perception Report
Conducted by the Center for Effective Philanthropy

Please note that comments have been edited or deleted to protect the confidentiality of respondents.

| What improvements would you suggest that would make the Foundation a better funder? | |
|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Grantee Comment |
| | 1. Need a responsive program officer who knows the grant and can respond. Need to have contact more than just at "reporting periods" if requested or needed by grantee. Regular access and improved communication would make any challenges that come up easy to manage. / / 2. More grantee inter-networking and shared learning. In different arenas, research, capacity building, evaluation/measurement, technical assistance it seems there is a lot of cross-learning that could occur. Need to bring grantees together to share learning, insights, not have it all quite so siloed. Kresge already has funded a lot. What is the learning across grantees that can build and support the broader field? / |
| | 1. Respond to grantee questions within a short timeframe (24-48 hours). / 2. Respond with specific support recommendations as requested, not generalities of excepted perimeters / 3. For continuity, consistency and programmatic solidity, notify grantees of additional funding award prior to the expiration of the grant period, not 2-4 months after the grant has ended. / 4. Support/require the inclusion of a "local" evaluation component that aims at results based accountability and expect the project to change year-year based on those local findings / 5. Encourage/require the sharing of "like minded" projects on a regular basis for cross pollination of ideas and sharing of findings / 6. Include in all grants the basics of a learning community with communication systems responsive to the overall issue, in SNEI's case it would be population health and how it is being impacted (the WHAT) and the grantees movement on the ground to forge new/ different relationships (the HOW) / 7. Err on the side of over sharing |
| | A commitment to health and sustained funding for a successful model is important. |
| | A phone call with the president at the end of grant would make Kresge more in tune with what happened with the grant. It may not be possible for every grantee but that would be a huge help to sustain momentum. |
| | Acknowledge receipt of grant reporting and other project documentation soon after it is received. |
| | Actually I have no further recommendations at this time. |
| | Actually, none. |
| | Additional opportunities for grantee networking / Assistance in disseminating/communicating best practices gained through Kresge funded initiatives |
| | Although recent contact has been good, previous contact was slight. We could use technical assistance in assessing impact. |
| | Although we are a relatively small grantee, we would be interested in being involved in more Kresge-convened meetings with other grantees. Also, we would welcome opportunities to partner with other Kresge grantees on mutually beneficial projects when appropriate. |
| | An annual update from your CEO via podcast or YouTube would be nice. |
| | As a new organization working with Kresge I do not really see any improvements that need to be made. I just wish other foundations were open to new ideas and looking to expand their assistance based on the needs of a community, much like Kresge has proven to do. |
| | As an ongoing grantee, more regular contact with staff to understand the Foundation's interests in the field generally, on our project specifically and on the prospects for a longer term funding relationship would be helpful. Hiring additional staff support for the field would be useful to grantees and to the field. |
| | As I've tried to indicate, they are among the best, if not THE best. No suggestions. |
| | As mentioned earlier, we would love the opportunity to be better connected to the Foundation's broader community development and financial empowerment work. This could be achieved through remote and/or in-person gatherings of grantees and/or briefings from our Program Officer on relevant grantmaking work. |
| | As reflected in the previous comments, more clarity on process, goals, timeline. And sticking with a set of clear goals and guidelines for a few years - it seems like the Foundation has constantly been in flux for the 4 years I have been interacting with it. |
| | As stated in our previous statement, knowledge of impact would inform our opinion on how relevant to the Foundation was our work. |
| | At this time, I cannot think of any. |
| | Based our current relationship, we have no suggestions. |

| What improvements would you suggest that would make the Foundation a better funder? | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Grantee Comment | |
| Be a little more daring--consider taking bigger risks that may really pay off. New innovation and innovators may seem risky but the long established organizations may not have all the skills and talent to deal with new and emerging problems, especially things like climate change. The large established groups often have existing agendas that result in them lacking a core focus on climate change, which can hinder their ability to really explore the level of change we may need to make. Solving a big challenge often requires leaving your comfort zone and Kresge should be less afraid of doing that. | |
| Be more responsive | |
| Be willing to understand how energy efficiency can contribute to resiliency | |
| Better communications about Kresge's priorities | |
| Better communications between program officer and grantees, as well as potential grantees | |
| Cannot think of a recommendation | |
| Can't really think of anything. I love that Kresge has a Detroit office - that makes a big positive difference. | |
| Check in more often on grantees. | |
| Come visit us!! | |
| Connecting organizations with similar issues in peer relationships. This has been an effective way to strengthen confidence and capacity. | |
| Continue to be engaged in trying programs for the sake of learning. | |
| Continue to fight to maintain balance between the organization's mission and the desires of the grantee. Hold the grantee accountable to deliver on the shared goals and objectives for the funded initiative. | |
| Continued collaboration and support of organizations they have invested in to ensure long term and lasting impact. | |
| Continued engagement with other funders, including non-traditional, to increase investment in program areas. Give other funders clear and easy ways to take credit for and even "steal" great program areas and grantees. | |
| Convening grantees from around the country who are working in similar fields would be really helpful. Hard to know if we have lessons for each other. It would put Kresge in a better place to understand the field and promote learning and impact. | |
| Engage in [my community] in a consistent, measured way that moves forward Kresge's agenda but also validates the talent and innovative approaches being led by non-profits here on a level playing field (both in [my community and with other states]). We know its hard to include [my community] in a national program, but we deeply appreciate Kresge's involvement here and think both Kresge and our sector have a lot to gain out of the engagement. | |
| Engage more with your grantee. While I appreciate the demands on Foundation staff time, we would have very much welcomed greater dialogue! (Later in this survey a question asks if we would be interested in engagement other than a quarterly meeting. I didn't know there were quarterly meetings! Although I suggested meetings, we only met twice since we were awarded the grant three years ago.) | |
| Everyone in Detroit believes Kresge should fund them, but even Kresge has limits on their resources. A little more openness about their priorities and their funding choices -- more accessible than the current foundation-speak of their website or the size of their annual report -- might help. | |
| Facilitate better grantee-to-grantee communication in the Detroit program. | |
| Fewer reports consolidated. | |
| First, in general, The Kresge Foundation is a leader in terms of helping agencies build capacity - it would be helpful if more foundations looked at ways they can better equip nonprofits to expand and improve programs that are already working. While innovation is important, it is also important to continue programs we know are effective. I think sometimes those of us in the field feel like we must continually re-develop ourselves and our programs in order to gain funding for "innovation," when what we really need are dollars to help continue programs. / / Second, we would love to see the Foundation community put more funding toward systems of evaluation and data. While we all need these systems of measurement, paying for them, developing them, and launching them takes time, staff training, and maintenance -- costs which typically fall into administrative functions. It would be great to see The Kresge Foundation take a lead role in helping organizations to build robust data systems that not only show outcomes, but also allow for continuous quality improvement. / / | |
| Fund capital improvements for health centers! | |
| Greater sustained artistic support for liquidity, risk-taking, growth and change. | |
| Greater understanding of the relationship and guidelines between Kresge and grantee would be very helpful. | |
| Hands on support of other services such as training, board development, advice and connections to resources that help mid-small sized non-profit function more effectively. | |
| Have scheduled regular check-ins. Connect us with other grantees who are doing similar work and work that is complementary to ours. Be a bridge to other resources that could enhance their support for us. | |

| What improvements would you suggest that would make the Foundation a better funder? | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Grantee Comment | |
| Honestly, I cannot think of any currently. It is very significant when a foundation can provide multi-year funding to assist organizations in scaling up and growing. | |
| Honestly, Kresge is the tops. We feel extremely lucky to have the relationship with Kresge that we do. | |
| Honestly, there are no direct improvements we would suggest. We know, however, that Kresge staff is very busy and that it is sometimes difficult for people to attend meetings or participate in phone calls. Short of cloning the staff, we would not know what to suggest. | |
| How about returning phone calls and responding to emails in a timely manner? | |
| Human Services web site info needs to be consistent with the evolving strategic direction of the team | |
| I am not sure. | |
| I cannot think of one thing that can be improved! Every detail, follow-up, conversation, email or meeting, we had wonderful attention and interest by individuals dedicated to making a difference in the lives of all of our students. | |
| I can't think of any at this moment. | |
| I had a tremendous experience working with Kresge; compared to other major foundations in higher education with whom I have worked, they are clear in their expectations, flexible in the shaping of the work, and thoughtful on the major issues. | |
| I have been impressed with my Program Officer and don't know enough about the Foundation to offer a broader opinion. | |
| I have never asked for any information about how Kresge might pull together its grantees and wonder what kind of difference this could have made in our program's understanding, reach and impact. Perhaps our funding was too small to be considered in this light ... or perhaps Kresge does not do this sort of thing. | |
| I have no comments on this - I am not very familiar with their internal workings. We have done well because we align with their goals, and we have a lot of respect for their staff. | |
| I have no improvements to suggest at this time. | |
| I have no suggested improvements. I thought it was a fair process. | |
| I have no suggestions. | |
| I have no suggestions... | |
| I hope that when we next apply for a grant, we can get some advice about the success of our first grant and what changes, if any, we should make. For now I consider our lack of regular communication to be a tacit endorsement of our work. I will want to make sure that is correct before applying for another grant. | |
| I hope they continue to be open, responsive, transparent, and willing to listen to those at the ground level who are closest to the issues and challenges at the local level. It is imperative that they understand that the work we are engaged in, to transform our communities, is an endurance race, not a sprint. | |
| I think having convenings with their grantees to begin making connections with their investments would help to support greater effectiveness of their investments because synergy between the grantees could organically lead to greater results and outcomes. | |
| I think it would be helpful if the assistants to the program officers were more clearly defined and even listed somewhere so I don't have to bother the program officers for their schedules in order to get a call on their calendars. This would move along all of our programs more rapidly rather than everyone wasting time on scheduling calls and meetings. | |

| What improvements would you suggest that would make the Foundation a better funder? |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Grantee Comment |
| I think Kresge is an example for other foundations, so I think the Foundation and staff are performing in the top 10% of foundations. It is clear that John Nordgren works very hard, and likely needs increased staffing support. / / I think the risk-taking, innovation, diversity and collaborative approach of Kresge is really working. More foundations need to adopt a similar approach. Improving upon good performance, I think the Foundation should really take a fresh look at two areas: / / 1) What are "game-changers?" How can basic accounting rules, or economic analysis be improved so that public and private investment are more impactful, for example changing accounting rules to include climate and health costs and benefits. / 2) How can the grant-making areas of Kresge be better integrated? Clearly, environment, reducing urban blight, health, and climate change are closely integrated. / / The 20th century was about one problem, one solution. Need to talk? Put in telephone lines. Flooding? Build levees. Health problems? Invest in health infrastructure. Yet the 21th century is really about an integrated approach. Within a single city, or watershed, for example, recreation, health, property values, flooding, drinking water, poverty, reduced commuting, reduced carbon dioxide emissions are linked. Some policies can span these areas. Climate change policy without thinking about real wages and unemployment is a hard road. Thinking more carefully about planning that includes health, real wages, business development, GHG reductions, health improvements really provides a framework for a systems approach and a better economy and better environment. / / Sometimes new groups have this approach and are more effective, but building their capacity and at the same time implementing greater collaboration is a real organizational challenge. Kresge is one foundation, that to their great credit emphasizes general support grants more than most foundations, and has a longer, more impactful timeframe for success. / / Overall, Kresge from what I see, Kresge is a well-run foundation with highly trained and well experienced staff who know their field extremely well, and are very helpful to grantees. |
| I think the question should be reversed...Kresge treats the "little guys" with high regard and respect. Perhaps Kresge should ask us to do a better job of letting the world know what Kresge does in small ways with high impact. |
| I think they do a good job of coordinating and working with other funders which really helps grantees / / Perhaps more communication about what is a priority to them and what they are learning. |
| I would encourage a longer-term commitment to funding strategies and priorities, and to organizations. It's hard to make a real and lasting impact in the areas within which we work without multiple-year strategies, program, campaigns, and commitments. |
| I would imagine it would be helpful for Kresge to have eyes and ears on the ground in their respective focus geographies. I think that would help them to become more knowledgeable about the local fields and to be able to cut through some of the PR noise that helps some organizations (not always the most effective organizations) rise to the top of people's awareness. / / I would suggest finding some mechanism for triaging communication when Bill is out of the country. |
| I would like to have more one on one meetings. I know this is very difficult. |
| I would recommend regular (perhaps quarterly) check-ins with all grantees. |
| I would recommend sustained communication throughout the grantmaking process. The communication and vetting on the front end is critical to ensure the grantmaking is impactful, but the communication should be sustained at a high level throughout the life of the grant. This ensures continued monitoring of results and importantly it allows grantees to continue to appropriately plan for the future. |
| I would recommend that they communicate a bit more proactively with grantees about their goals and strategies. I would also recommend providing greater information in the lead-up to grant periods ending about the prospects, challenges, and opportunities for renewal to facilitate better planning on the part of grantees. |
| I would suggest that Kresge staff engage their grantees in some way. We've had almost no contact with Kresge since receiving our grant. Staff members have not returned our phone calls or e-mails. It's hard to know what the Foundation needs when they won't open up a basic dialog. |
| If I had a magic wand I would have more ready access to our program officer to have frank discussions on victories and challenges. The biggest challenge [my organization] has always faced is securing the funding to expand our work. |
| I'm eager to hear its strategy around cities -- how its different program areas coalesce into a coherent vision for its impact on cities. I think that will help grantees better understand if they fit Kresge's profile. |
| Implement a formal communication plan and initiate the communication with Kresge updates in the field as well as inquire about the work that is being done in our organization |
| Improve communication among staff members so that decisions can be made within more reasonable timeframes. Clarify processes and be consistent. |
| Improve communications with applicants from beginning to end. |
| Improve overall communication, stick to time commitments, and follow through on things. |

| What improvements would you suggest that would make the Foundation a better funder? | |
|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Grantee Comment | |
| | In a project of which the outcomes are directly linked to the institutional strategy, it would be helpful if the Foundation understands that program staff cannot adapt milestones or outcomes to suit the funder or a particular program officer. When milestones are presented, they come from a carefully plotted institutional planning process and it would not be feasible to be disregarded or to insist that they be changed. |
| | In addition to listing program areas it will fund, it would be helpful for Kresge to let not-for-profit institutions know what they will absolutely not fund, especially in the various programmatic areas. For example, please tell NPOs that the Foundation will never fund medical care programs, religious programs, etc. (just made up examples). |
| | In addition to operational funding for smaller organizations it would be helpful to know about other opportunities for education and non-financial support through the Foundation supported programs or partners. Such items might include access to board training, accounting support and strategic planning support. In addition many organizations of our size rely heavily on volunteers and we are continually in need of education for various volunteer positions such as marketing, project management, accounting, etc. / In this survey there was mention of Kresge's helping organizations to better plan programming or help in writing grant proposals or access additional funders through their partnerships. This is information that we...were not aware of and would be excited to partake in. / |
| | In an ideal world, it might be nice to have the program officer initiate some informal check-ins, but I also understand that everyone is busy. I'm not sure if that is a reasonable expectation. I do feel perfectly comfortable contacting my program officer -- and I really do appreciate that. |
| | In its general operating support, Kresge has established a ceiling based on the organization's budget size. This is extremely limiting. Smaller organizations could move toward sustainability with larger general operating support. The maximum level of funding does not support organizations in growing. Given the challenges in gaining funding for general operations, Kresge's willingness to maintain giving in this category is greatly appreciated; but the artificial ceiling should be re-evaluated. |
| | In the context of other funders in this realm, I'd be hard-pressed to offer suggestions for changes but rather would love to see Kresge and its processes used as a model by others. |
| | Interact with more funders so they will see the great approach/style of the Kresge Team! |
| | It is difficult to get a meeting scheduled with staff. I understand the pressure staff are under with so many requests for funding, but I would encourage Kresge to develop a process that is more transparent, timely, responsive, and understandable. |
| | It might be helpful to know more about the level of interaction that Kresge wants during the implementation period. Kresge staff were included in mass e-mails about several initiatives that are occurring in the community due to Kresge support and it is unclear whether these mass e-mails are useful to Kresge or if they are considered borderline spam. In other words, I am unclear how much information Kresge staff wants about the actual program implementation while it is occurring. |
| | It would be great to get more direct communication initiated by the Kresge Foundation staff. I at times felt as though I was reaching out into a black hole of communication. |
| | It would be helpful if the staff understood our organization, and informed us as to how we can relate to the goals of the Foundation |
| | It would be helpful to understand Kresge's long-term goals and direction better so that we can understand we might help them achieve those goals and align our efforts beyond the grant periods. This information may be available on Kresge's website or in their documents, I have just not personally taken the time to look for them or review them. That said, it might be good for our interactions with the Kresge Foundation to include more of those conversations on their long-term goals and direction. |
| | It would be wonderful if staff could come to our region to do site visits on a periodic basis, or attend our major annual conference.... |
| | It's hard to say, although the staff do seem to be constantly traveling and scheduled. |
| | It's helpful to know the timeline for decision-making. As indicated elsewhere in this application, this was not a problem in our most recent request. |
| | It's important for funders to understand that the types of changes we're seeking take time. I do believe that the Kresge staff with whom we work understand that. It would be ideal to align the length of funding cycles with that understanding. |
| | It's very hard to say, given the nonexistent relationship we had with our second project officer. Although the Kresge funds were very much appreciated and we think we did an excellent job meeting and exceeding our deliverables, it feels like we missed out on so much more Kresge could have offered (or seems to offer to other grantees/colleagues) |

| What improvements would you suggest that would make the Foundation a better funder? | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Grantee Comment | |
| Just keep doing what they are doing. They are very smart--I feel like they have hired great people who "get" what we do and are the best at their work. Someone's making great hires. And you could literally feel the excitement that the staff had in doing what they do--and in meeting with us (which is fun, of course!). We were honored to be Kresge grantees for the first grant and very happy to be in discussion about a second. They have managed a change from bricks and mortar to high impact on programming and social justice. It's a great organization. | |
| Just keep doing what you are doing! | |
| Keep refunding as well as keep yearly convenings associated with the Fiscal Policy convening and keep funding advocacy something that many foundations are not committed to embracing | |
| Keep up the great work | |
| Kresge has been extremely capable and supportive. / / The only thing I can think of is that there was a time when it would have been helpful to us if Kresge had permitted a grant and an grant renewal to briefly overlap, so that both funding resources were temporarily available at the same time. However, this practice would have been valuable to us due to minutiae of accounting..., and I understand the practice would have been unhelpful for Kresge. In the end, it was not very difficult to adjust. | |
| Kresge has been great overall. One area where the Foundation staff could perhaps be more helpful is in assisting grantees with leveraging Kresge grants to access new funding - e.g., introductions to other funders. | |
| Kresge has been making a positive shift to listen to its stakeholders and develop its work and strategies in response to feedback and ideas. They provide specific, yet flexible funding that allows the organization to build its capacity. It also continues to take risks and works differently to help advance the field. The Foundation also recognizes its ability to convene and engage in key discussions to advance innovative work. | |
| Kresge is a great funder now. Our organization is looking at research and development in addition to our core programming. We've been told that with its current priorities, the Kresge Foundation will not fund us for another cycle. As we create new initiatives and pilot programs to gauge what works best in our community, it would be good to have Kresge's support of these efforts. | |
| Kresge is a great funder/partner. What would make Kresge an even better funder/partner would be clarity around their Detroit investment strategy and the role they would like to see [our organization] play to move the city forward. To the extent that Kresge would like to see [our organization] remain a stand alone, independent entity, it would be very helpful to have their staff working with [our] leadership to pave the way. Without Kresge's clear perspective and strong leadership, [our organization] can be susceptible to the whims and dynamics of local politics. | |
| Kresge is excellent in balancing its role as a funder advancing issues and giving grantees the space and freedom to grow and own their own work. | |
| Kresge is exceptional funder, and we've had a great experience working with them. The only suggestion I have is for them to share more research and make more connections for their grantees among other groups in the field and other funders that might support their work. | |
| Kresge is generous and implements amazing programs, but does not always advocate as strongly as they could for arts and culture as being integral and vital to all aspects of development here in Detroit. They are always at the table, and often making the largest financial contribution to just such projects, which is why I am surprised that they do not demand more from developers and policy makers. | |
| Kresge may need to hire more program officers so the wait in communication isn't so long, or let grantees know to start 6 months before funds are needed to initiate the process. / / | |
| Kresge should continue to incentivize its grantees to adopt sound fiscal policies that will promote sustainability. | |
| Kresge works hard to find ways to have the greatest impact, and we work with them toward that goal, including increasing collaboration and partnerships with other organizations. | |
| Kresge's funding processes work well for us - the LoI, the on-line application and the reporting requirements are all manageable. We also appreciate the on-going engagement with our allotted programme officer who is very committed to [our] programmes....We, as an organisation, would have appreciated more mutual respect in terms of our knowledge of the field, our higher education institutions and our [community]. There was a consistent message that our views could not be taken seriously and this was frustrating as every development and decision, in the end, was usually exactly what we had earlier suggested. | |

| What improvements would you suggest that would make the Foundation a better funder? | |
|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Grantee Comment | |
| | Kresge's grant application and reporting procedures have been transparent and easily accessible. We do have one suggestion that could help streamline Kresge's online grant portal, increasing its efficiency and ease of use. In the "Attachments" section, the user is required to select a program area, which brings he or she to a new window that lists the questions required for a narrative attachment. However, since you already have to select your program area when you start the application, it would be more efficient if the attachment section automatically updated to reflect the narrative attachment requirements of that initial program selection. This would eliminate steps for the user as well as prevent confusion on which attachments are required for each program area. |
| | Maintain the strategy/view to support those organisations who show the ability to make a difference and impact, but don't have the history of well established organisations with rich resources. |
| | Make indirect cost information, reporting requirements, rebudgeting regulations more easily accessible on the website. Be clearer on proposal and award timing. |
| | Make it easier to contact appropriate program officer. |
| | More clarity about whether our initiative will receive continued funding or similar funding. |
| | More clarity of priorities and more communications would be very helpful |
| | More clarity on organizational goals now that they have changed somewhat. |
| | More communication about its intent regarding future grants. More advice about our work which might improve our work. |
| | More communication and strategic conversations to help one another succeed. / / More help with raising additional funding would be appreciated. / |
| | More communication instigated by the program officer / / More sharing of resources, relationships, best practices of other supported organizations, etc. when appropriate / / More inquiry into challenges experienced by the organization |
| | More consistent communication with grantees. |
| | More dialogue on Kresge strategic vision for alignment with our vision. |
| | More feedback on if what we are doing fits their expectations. |
| | More funding would be nice. |
| | More help for program officers to expedite the grants process. It takes longer than it does at other foundations. |
| | More interaction. We are partners. |
| | More money, haha. Coming to events here, seeing what we do. |
| | More opportunities to partner with other grantees would be helpful. |
| | More regular communication and in-person interaction. |
| | More response on the impact of the grant - comments, critique, etc. |
| | More responsive to inquiries, especially once a proposal is submitted. Adherence to timeframes and funding decisions. More communication with potential grantees. Would help to get grantees in similar fields together for peer to peer exchanges, learning best practices from one another- Kresge has an opportunity to be a convener to push work forward - not only in the background with other funders and the city, but with grantees as well. |
| | More responsiveness during the course of the grant would be helpful. Also, if it is to be a one-time grant, more assistance in securing additional resources. / |
| | More site visits. I think that helps the program officer to understand better what they are funding. |
| | More support of smaller arts organizations is always appreciated! The big organizations garner lots of attention and funding but many smaller ones are doing very innovative and meaningful work within the metro area and are desperate for more local funding. Foundations like Kresge are faced with having to make up for the lack of business support which used to account for a much greater portion of local giving than it currently does. |
| | My experience has been excellent. |
| | My experiences with Kresge have been quite positive. The staff are responsive and available - although like so many other funders, they are faced with limited resources and time and many demands. So while it's not always quick to set up a call or meeting, they are very responsive when someone reaches out needing help right away, and very committed and focused when they do connect with grantees and others. They think of opportunities and reasons to reach out to us too. I think they have been transparent about communicating their strategy and changes in focus over time. Not much of anything I would change. |
| | My only suggestion would be to have more regular contact with the program staff. |
| | N/A |

| What improvements would you suggest that would make the Foundation a better funder? | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Grantee Comment | |
| N/A | |
| N/A. | |
| No improvements at this time. | |
| No improvements needed. They are doing a fine job. | |
| No suggestions at this time. | |
| No suggestions at this time. I've just started a relationship with the Foundation. | |
| No suggestions for improvement at this time. | |
| No suggestions for improvement... Funded by many in the education space, and Kresge is the most focused, supportive, and direct to work with... Very appreciative of their understanding how extremely important general operating support is... | |
| None | |
| None identified. | |
| None that I can think of | |
| None, absolutely none. / | |
| None, really, except perhaps a little more contact with other grantees, perhaps through an occasional convening. | |
| None. | |
| None. | |
| None. | |
| None. Keep doing what you are doing. Go Team! | |
| None. Kresge administrative staff are highly professional and polished. | |
| None. We had a wonderful experience with Kresge. Our only response is one of gratitude. | |
| Not sure | |
| Not sure I can speak to the practice of funding and grant making but I can speak to this question with respect to our needs: / / 1. Support special sustainability and capacity-building efforts. Study the growth charts of organizations by organizational type, make-up, leadership, etc. and identify times when an investment of resources (e.g., dollars, expertise, attention) results in significant growth, transformation, and/or reaching critical mass. Develop a program that provides special support opportunities for those organizations that demonstrate promise and are central to Detroit cultural vitality. Special support should include dollars but could also include connecting orgs. with mentors or mentoring organizations, providing study grants, providing consultants/experts on loan, or providing introductions. Hopefully it will create a drive to reach readiness or new levels of readiness, create data and road maps for organizational growth, and result in stronger organizations and a stronger, more diverse field. / / 2. Study the uneven playing field and/or share information. Share strategies adopted by funders and organizations that contribute to an organization being able to thrive in these conditions. Kresge has a unique vantage and perspective that could significantly contribute to this information. / / 3. Reconsider and increase the support amounts for Detroit arts in relation to the growth and size of the organization. On one hand we do not want to become addicted to these dollars, lose the creativity of making more with less, or seem ungrateful. On the other hand, our organization has tripled in size due in part to this support. Our ability to do what we once did with these dollars has changed however as we've grown and the cost of living/doing business rises. We once could support operations and take advantage of entrepreneurial opportunities. As our operations and programs grow, the same funding amount doesn't stretch as far, provide the same opportunities. / / 4. Cost of owning and renting is increasing in Detroit. Art needs homes. We need a home--a central secure space at which we can do both programming and administration. Given the rate at which the cost of living is rising, we are not sure how long we can stay. Art and culture, the very thing that contributed to Detroit's revitalization, may soon be priced out. Address this through support and positioning. | |
| Not sure of any... | |
| Not sure they could be a better funder. Like I said previously, they are unequalled in their support | |
| Occasionally, Kresge has convened groups to talk about capitalization of nonprofit arts and culture organizations, asset mapping, and other topics. More of that would be helpful because their view is so broad and they bring good minds to the table. | |

| What improvements would you suggest that would make the Foundation a better funder? | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Grantee Comment | |
| Once I was told a grant was approved and we spent [funds] only to find out later-- after constant emailing with no response--that the grant was not approved. Another time we asked multiple times if we could apply again only to get an email late in the year saying "I'm surprised you have not asked for a new grant." to which I had to send copies of all of the emails I had sent requesting a renewal. It's almost impossible to get [my program officer] to respond to emails or phone. / / Kresge gave us funds that helped expand our programs, but it has been a struggle all the way and on hindsight it's unclear how helpful they were. Now with their new focus it appears they have learned little and are just repeating the same old approaches-- of course with a new name--and will see the same old failures. They have lost their innovative edge. | |
| One improvement might be to provide collaborative learning opportunities between grantees to share best practices and resources. This might be done through a grantee listserve or use of a social media portal. | |
| Only that Kresge be more willing to treat organizations as the ultimate experts when it comes to their own programs and the field in which they work, rather than attempting to push collaborations that may not make sense, or activities/outputs/outcomes that may not be feasible as a condition to receive or be considered for funding. | |
| Our network believes that the best progress for improving people's lives occurs through integrated approaches. This includes working across the areas of Human Services, Health and Education - which are three distinct program areas within the Foundation. One suggestion that I would make to Kresge to become a better funder might be to consider supporting initiatives that work across the Kresge program areas and to encourage Program Officers across program areas to collaborate on projects. | |
| Our proposal submission experience with the Foundation was fine. I have no suggested improvements to recommend for improvement. | |
| Perhaps better understanding of priorities and that there are opportunities to apply for funding based on those priorities. The funding we are receiving only happened because another organization was in a similar position we were in and had we not known, we wouldn't have had the opportunity. | |
| Perhaps clearer ideas of evaluation techniques before too much time has passed on the project. | |
| Perhaps more "field" staff. I would appreciate the ability to frankly discuss challenges [my organization] has experienced in carrying out the grant activities we proposed, which could have helped us make course adjustments along the way. | |
| Perhaps opportunities to network with other funded organizations, which might help bolster the Kresge investment as we collaborate. | |
| Possibly more engagement on a periodic basis. | |
| Possibly, more organizing of other funders to mobilize around top priorities. Likely, a higher ratio of program officers to grantees. | |
| Provide larger grants to smaller organizations | |
| Providing greater opportunity for unsolicited proposals and information-gathering sessions from leaders in the field would increase awareness of priorities and concern for a broader sector of higher-education institutions. | |
| Providing other types of assistance in addition to funding (which they do, but we haven't received). / Connecting us to other funders in the same field. / Working more closely with us to help guide the growth and understand the needs of our placemaking work. | |
| Reduce the bureaucracy of the grant application process - make it simple and quick. | |
| Responsiveness is sometimes delayed; there is a sense that internal processes are sometimes slow. Feedback is slow or nonexistent. | |
| Responsiveness varied due to staff turnover. Now it is great. | |
| Return calls and emails. Conduct visits and let folks know what they think of the work and give feedback. Start discussing strategy before the end of the second year of the cycle before the end of the grant so that you can know if there are re-funding possibilities. Respond to the reporting with feedback. Maybe fewer projects on the program officers so that there can be interaction. Inform grantees of similar work or extended work in various fields so there can be collaboration if possible. Get information about community from community...not opinion. | |
| Return phone calls on a timely basis. Some program people have sense of arrogance. | |
| Review overall its distribution of funding to include innovation, risk and emergent strategies. Include diversity of scale in its approach, and the presumption of scale=effectiveness. Perhaps conduct research on the various benefits of multi-scale, emergent strategy funding in the climate change field | |
| Since Kresge is the leader in this field, if Kresge could help build a broader array of other funders, then programs such as ours would have a higher chance of long term survival. Convincing federal agencies, corporations, private donors, and foundations to provide funds for climate adaptation would be the most help. | |
| Slightly more clarity about funding initiatives (they seemed to be changing quite a bit during the 2-3 years we've been involved). Otherwise, please just keep up the great work. | |

| What improvements would you suggest that would make the Foundation a better funder? |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Grantee Comment |
| Some of the language on the website is so reflective of theory and concepts that it can be hard to interpret without a fuller conversation. The staff, however, is very helpful, knowledgeable and generous with their time, which serves as a counterbalance. One feels hesitant to be asking them to spend a lot of one-on-one time. |
| Some of the program officers could be more responsive, especially if they asked or encouraged a phone call or e-mail. |
| Sorry - I can't think of ways Kresge needs to change to be better. |
| Staff is just overwhelmed -- because they are so involved in so many aspects of the community. They may need more staff on the Detroit team. |
| Staff seem extremely busy and seem as responsive as they are able given their time constraints. |
| Structured coordination among grantees |
| The first program officer was close and very available, but after the change the communication was affected. I think keeping the communication stable will help Kresge to know more about our program and project, and we will produce a better report meeting the Foundation's goals |
| The Foundation is already amazing in its approach to surrounding grantees with the tools for success--this is radically different from funders who threaten to cut off the dollars if we don't adhere to specific rules. Instead, Kresge says, "you are doing great, how can we help you do even more?" |
| The Foundation should recommit to investing in a broad array of effective organizations, and keep its agenda limited to a broader set of mission-related goals, rather than trying to dictate how work happens. |
| The funding provided to local groups so that they can participate in national work is extremely important. |
| The Health program and grants administration staff have been excellent to work with. |
| The Kresge Foundation provided general operating support to our organizations, which proved to be very useful. It is unlikely that that type of funding will continue. |
| The only struggle I had during the grant process was with answering the question of how our organization would "leverage a grant from Kresge to increase funding from other sources". This is a very difficult question and a grant from Kresge doesn't automatically ensure that other foundations will support us. It would be helpful if Kresge did a press release about the funding or helped with introductions to other funders. In that way, we could definitely leverage the support. |
| The only suggestion I would have is to expand their Education Team. |
| The organization could be clearer on the boundaries between its different programs. There is a tendency for silos to exist within the Foundation that should be overcome. |
| The program officer and recipient communicate more often. |
| The program officers need to be more responsive and willing to share information. |
| The same is true for almost all foundations. Make your intentions open and clear. Be transparent about the funding we should expect. Provide funding over longer grant periods to increase our financial certainty and decrease the per-dollar administrative (reporting, applying, etc.) burdens of being a grantee. I'm not saying Kresge is failing in these respects. This is the mantra I share with all funders. Everyone's goals are to build strong programs and maximize the amount of resources put directly into them. Everyone should be asking how they can do their job better to achieve those goals. |
| The website could provide more in-depth information that would help prospective grantseekers to understand the Foundation's grantmaking priorities in more depth. |
| There are no recommended improvements to the funding process. The grant application and accompanying instructions were very clear and our program officer was accessible and helpful in providing feedback throughout the proposal development process. |
| There were some delays in response time during the grant development process, but overall, the experience was a true partnership that produced an excellent proposal and launched a great project. |
| They need to walk their talk, really developing authentic relationships with their grantees. People want to be engaged with the Foundation but it is difficult when basic professional norms (clear communication, timely communication) don't get implemented. |
| To connect grantees in meaningful ways as funding pools are aggregated to leverage additional capital for neighborhood development outside of Midtown and Downtown. |
| Very happy. Think you need to move into more innovative areas like games and provide parallel support for assessment in this area. Education has virtually no innovation and how can you prove effectiveness if you don't fund something in the first place? |
| We appreciate that evaluation and field-wide perspective is valued within the Foundation. It seems that the staff is moving towards a more integrated structure that builds communication and collegial connections across different divisions/disciplines. Given our work with communities around the world, we think this is a more natural approach and will benefit Kresge and the field writ large. |
| We appreciate the partnership we have with the Kresge Foundation, and look forward to continuing to work together to address community needs and issues. |

| What improvements would you suggest that would make the Foundation a better funder? | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Grantee Comment | |
| We are proud of the work that we do and hope that we may have the opportunity to welcome Kresge personnel to our venue to experience it. | |
| We are very satisfied with our relationship with the Kresge Foundation. | |
| We could use more help connecting to other foundations to leverage and expand upon the support that Kresge provides. We definitely benefit from any exposure that Kresge provides including tweets. It would be helpful to know how to tap into this opportunity more effectively. As foundations go, Kresge is among the most highly regarded and it is helpful to have opportunities to learn the best practices that the Foundation uncovers. | |
| We had a limited, event-focused grant, so I'm not sure we have enough information to make suggestions at this time. | |
| We have grants from both private foundations and Governmental agencies and would have to rate Kresge as one of the top two that we have ever worked with. They are truly a partner and help us to address issues through their funding and knowledge. | |
| We know that Kresge has recently amended its strategic funding priorities. It might be useful to have a conversation on how the current funded organizations and projects might fit into the new priorities going forward. | |
| We love Kresge. They let us do our thing without lots of restrictions or arbitrary requirements. Proposal response time could be quicker, though. | |
| We need more of a direct line of communication with the Kresge Foundation. We have a great liaison, however this relationship I believe is preventing our organization from advancing to a better understanding of the Kresge Foundation and likewise from the staff at Kresge from understanding what our role is in the field.... | |
| We see Kresge as moving along a positive trajectory. They no longer use only one tool (capital campaign support) in their toolbox, and now look like more of a "normal" national funder. We think they can continue to stretch and try the most cutting edge grantmaking and other practices in the field. They seem to be creative in their approach to working in Detroit - we think they could invoke the same level of flexibility and innovation in their national grantmaking. We have also run into not only program officer staff at conferences and convenings, but grants managers as well. This is a positive way to invest in support staff and ensure that they have access to professional development and feel like part of the core mission and function of the organization - we would encourage Kresge to do even more of that with more of their grants management and emerging leaders. | |
| We would appreciate more time with our grant manager/contact. | |
| We would like to have more interaction, as Lois knows so much, but she is constrained by other commitments so has limited time | |
| We would like to work more closely with Kresge. We are given the impression however that program staff are too busy to be closely engaged on a routine basis. | |
| We would suggest that the Foundation more explicitly explain its overall mission and focus to grantees, especially beyond individual grantees' issue areas. | |
| We've had several program officers suggest that we might be a good candidate for a PRI, but have not been successful in any of our attempts to connect with the Social Investment team. Making those opportunities and connections more accessible to current grantees would be a great improvement. | |
| What would make Kresge a better funder applies to most foundations that support progressive work: a) to fund initiatives that seek to generate social change and structural reform, not merely to repair or remediate the damage done by the forces producing social and economic inequality. This type of funding may need to occur in collaboration with like-minded foundations. In other words the structure of funding today is too fragmented and unable to cope with the level and scope of social injustice. | |
| When the Foundation makes a significant change in focus, groups need to adapt and change with the Foundation. For us the transition has been comfortable. However, not all of our partners adapted, and it has meant we had to abandon some partnerships that had taken a few years to develop. | |
| With Kresge's national scope, it doesn't always seem that staff have the internal support they need in order to go deep with all of the projects in which they invest. The Foundation may want to consider the workload on the shoulders of each staff person and find ways to provide additional staff support. | |

CONFIDENTIAL
The Kresge Foundation
Grantee Comments from May 2014 Grantee Perception Report
Conducted by the Center for Effective Philanthropy

Please note that comments have been edited or deleted to protect the confidentiality of respondents.

| What do you understand to be Kresge's purpose and identity at this point in time? | Grantee Comment |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| A focus on education for underserved communities (college access and success), environment, Detroit | |
| "Creating opportunity for low-income people is a hallmark of our work at The Kresge Foundation," says President Rip Rapson. "Our programs reflect the inflection points where we think we can actually make a difference in the life trajectories of people who are poor, disadvantaged or underserved in fundamental ways." - See more at: http://kresge.org/about-us#sstash.RN36ItYc.dpuf | |
| ...Its objective is to enhance university success rates, particularly for historically disadvantaged students. | |
| ...My understanding of Kresge's purpose is to strengthen the social and economic mobility of people in struggling cities around the US, with a focus on Detroit. | |
| A change agent. | |
| A foundation dedicated to support health and social welfare of communities both locally and around the globe. | |
| Special emphasis on building preventative health models. Also, a special emphasis on Detroit. | |
| A foundation that is engaged in city building | |
| A large, national funder focusing on improving opportunities in arts and placemaking, health, community development, environment, and urban policy. Have a strong focus on Detroit. | |
| A leader in urban issues | |
| A multi-faceted approach to improving the lives of low-income and other vulnerable populations to break the cycle of poverty and poor life outcomes. | |
| A national grantmaker committed to funding human services, education, the arts and local initiatives that strengthen communities. | |
| A rich, nuanced view of capitalization as a driver of equitable, sustainable social change. | |
| Address social injustice and inequity through many different tools. | |
| Addressing issues that impact low income communities and trying to create and support opportunities for these communities, with a focus on Detroit. Also support for national environmental issues, with a focus on climate change and energy and support for the arts. | |
| Addressing the circumstances of poor and low-income children and adults in America's cities | |
| Addressing the previous question--I wasn't aware of a quarterly meeting of grantees; it would be helpful to meet others in our field that are also supported by Kresge. I believe that Kresge is interested in supporting creative efforts around community development, health, environment with particular emphasis on Detroit. | |
| Addressing underserved and minority communities and hazards to those communities primarily, advancing the field of climate change adaptation especially as it affects human communities and those at a disadvantage | |
| Advancing human potential through strategic philanthropy | |
| Advancing opportunity in America's urban areas. | |
| Advancing opportunity in Detroit and other American cities | |
| Aims to support communities with a goal of equity through such areas as health, environment, arts, and education. | |
| Alleviating poverty | |
| An organization that is committed to improving communities, and in our case through improving [educational services]. | |
| An organization that seeks to make a difference in the lives of people who are poor, disadvantaged or underserved in fundamental ways. | |
| Anti-Poverty, Education, Health and Human Services Work, with a special emphasis on Detroit. / | |
| As a leader in resiliency planning and climate at the community level, but not clear beyond that general statement | |
| As stated earlier, Kresge is ubiquitous. Improving the quality of life in underserved communities (especially its home town) and advancing an appreciation of art and artists not for the individual benefit of the artist but for a better understanding of the "communities of artists". | |
| At least in terms of its Human Services program area, I see the Kresge Foundation as a major funder that invests in building and connecting networks of organizations working to advance system change on behalf of low-income people and communities. | |
| At this time we are only aware of Kresge's impact on supporting the arts in Michigan. Because we are an arts organization that has been the only focus that we have research. As we have mentioned, the support of the arts by Kresge Foundation has been extremely important for our continued success. | |
| Bring cultural and economic opportunities to underserved communities | |

| What do you understand to be Kresge's purpose and identity at this point in time? | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Grantee Comment | |
| Broad efforts to increase opportunity, with an urban focus | |
| Build capacity of urban and disadvantaged communities to adapt to and take advantage of 21st century changes in the economy and environment. | |
| Building a better Detroit | |
| Building capacity | |
| Building community resilience in parts of the country that have been economically traumatized or within threads of the social fabric that have been laid bare. | |
| Building strength and resilience in communities through work on a range of issues (environmental, economic, social justice, education, health, etc.) | |
| Capacity builders | |
| Certainly from our vantage point, Kresge purpose is assisting with institutional transformation. The whole concept of collaboration among [groups in our field] is new and requires a change of culture for the individual [organizations]. We...see collaboration among our member institutions as a good thing which helps each individual [organization] become stronger. | |
| Collaborate to solve some of the world's greatest problems. | |
| Committed to expanding opportunity | |
| Community Development, including education, health, arts and culture | |
| Community Revitalization | |
| Creating access and opportunity in underserved communities, improving the health of low-income people, supporting artistic expression, increasing college achievement, assisting in the revitalization of Detroit, and advancing methods for addressing global climate change. | |
| Creating opportunities for low income people and communities through grants and partnerships with organizations and public/private sector to advance strategies in the areas of arts & culture, community development, Detroit, education, environment, health and human services. | |
| Creating opportunities for low-income people, with a particular focus on Detroit. | |
| Creating opportunities, particularly in urban areas, through seven strategic areas of focus. | |
| Creating opportunity for and making a difference in the lives of the country's most vulnerable families, children and individuals. | |
| Creating opportunity for low-income individuals. From our organizational perspective, we are most familiar with their goals in the promotion of quality education in US (and South Africa)--with a focus on equity in access and success. Increasing focus on Detroit during the difficult bankruptcy period | |
| Creating opportunity for low-income people. | |
| Creating stronger communities by expanding opportunities for the most fragile or underserved or under-sieged. | |
| Building community-wide conversations and actions that bring about sustainable change. Sharing what they know with anyone interested - no barriers. | |
| Creating sustainable, resilient communities, especially those with the greatest of needs | |
| Creative placemaking in cities & work reaching underserved communities. | |
| Currently, Kresge has a major focus on improving the long-term lives of low-income/underserved populations. This includes a large focus on the City of Detroit. | |
| Dedicated to empowering and creating opportunities for low income people in America's cities. | |
| Defining the future of the city - in education, environment, and the arts. | |
| Detroit's sustainability and revitalization | |
| Empower communities to have the necessary resources to combat poverty, lack of education and unemployment | |
| Environment, Detroit, human services, community development/poverty. | |
| Expanding opportunities for low income people in America's cities | |
| Expanding opportunities in America's cities | |
| Expanding opportunities in American cities. | |
| Expanding opportunities in America's cities | |
| Expanding opportunities through arts, education, environment, and health and human services. | |
| Expanding opportunity | |
| Expanding opportunity, including driving improvements in human services and improving networks' ability to address poverty | |
| Focus on community resilience | |
| Focus on improving urban areas with a special focus on Detroit | |
| Focusing on the poor and underserved. I see Kresge transitioning from what I always knew them as (bricks/mortar) to a key national voice on the front line around poverty-related issues, from health, education, environment, etc. | |
| For our project, it was to help safety net providers and key stakeholders address social determinants of health to improve health outcomes | |

| What do you understand to be Kresge's purpose and identity at this point in time? | |
|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Grantee Comment | |
| | For us, it is the student success issue and helping provide a successful experience for students who come to college with barriers to success. |
| | From our experience, the Foundation is acting according to its tag line of expanding opportunities in American cities. The grant we have is definitely expanding our opportunities. |
| | Fund innovative programs and meet human need. |
| | Fund organizations and projects that work to improve conditions for low income families in mostly urban areas |
| | Funding for Detroit, human services, health, and the arts, and support for public policy work. |
| | Funding organizations that serve under-served communities. |
| Grantmaker | Healthy, vibrant, inclusive, sustainable cities that take care of all including those most at risk |
| | Helping cities thrive and prosper in the areas of arts and culture, health, education and the environment. |
| | Particular support for community development in the City of Detroit. |
| | I am most familiar with their Education initiatives and specifically their investment and interest in college success. I believe their purpose is to identify promising programs and innovative strategies that can transform the lives of hundreds/thousands of young people. They can also bring credibility and national awareness to programs for even greater potential, future impact. |
| | I am not familiar with Kresge's mission without looking it up (I know it is on the website). My perception is that Kresge is committed to supporting the welfare and upward mobility of Americans through education and social programs. |
| | I am only familiar with the work Kresge is doing around the environment, and slightly about health. |
| | I believe that Kresge's goal and reputation are for doing good for the non-profit sector that results in better communities and a better world. |
| | I believe that they have a wide range of issues and focus areas, including education. |
| | I can't speak on a national level, but, as it relates to Detroit, I believe Kresge is using its resources to aid in the recovery of Detroit's economic crisis in various sectors. |
| | I couldn't tell you definitively without looking at their website. Based on what I've seen them do and the projects they are involved in. Kresge wants to have a profound positive impact on people and communities. They've identified key priority and geographical areas that they can impact and are thoughtfully going about partnering on, investing in and assessing their work and its impact. |
| | I don't have a strong sense of Kresge's overall purpose and identity, but would say Kresge seems to strive to promote equity and justice across its program areas. Within my organization's field, environment, this is clear through a focus on adaptation to climate change. Remembering, identifying, and supporting those most in harm's way. |
| | I don't know. And, I'm a little troubled that the previous question referenced a quarterly meeting. Our organization has never heard of a quarterly meeting with grantees. |
| | I don't know. I don't know anything about grantees' quarterly meetings (previously asked question). |
| | I know they are interested in climate change and social policy. |
| | I only have knowledge about their education grantmaking. I understand them to be continuing in their transition away from bricks and mortar capital grants and to focus more on systemic change in both college access and success. |
| | I only know about the Health program. I understand that programs' purpose to be to fund increased health outcomes, particularly for vulnerable communities, using a couple of specific funding strategies: funding health centers, funding changes to goods movement, and funding changes to the environmental health/built environment. |
| | I really see Kresge as a collection of not-very-well-integrated initiatives-- e.g., the Detroit initiative; the national human services initiative; the education/Africa initiative; etc. / I value the resources it brings to the programs it funds and the efforts of its program officers to connect with the communities where they work-- but I don't see a single purpose or vision. |
| | I should know more but only know that climate adaptation is a focus. |
| | I understand it is undergoing its own soul searching but I'm not clear where it is heading. To be fair, I haven't asked. |
| | I understand Kresge's purpose and identity to be that of supporting the health--in every way possible--of America's cities. |
| | I understand Kresge's purpose is to create opportunities for underserved communities through specific areas of funding. |
| | I understand that Kresge now wants to focus more on project work that benefits local communities in the areas of arts and culture, education, environment, health, human services, community development and place-based efforts in Detroit. |

| What do you understand to be Kresge's purpose and identity at this point in time? | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Grantee Comment | |
| I understand that the Arts and Culture program is now focused on harvesting and investing in innovation and best practices in the field of creative-placemaking with a specific emphasis on impacting low income and disinvested communities. | |
| I understand that the major thrust of Kresge in Detroit is to drive the implementation of Detroit Future City to revive city neighborhoods. | |
| I understand the purpose and identity to be focused on expanding opportunities for underserved people in urban areas across the country. For human services organizations, it is a focus on nurturing resiliency and efficacy. | |
| I view Kresge's written communications as a clear purpose. As for their identity, I think the organization is very thoughtful and not afraid to rethink. | |
| I would just want to point out that we are not invited to Kresge's quarterly meeting, but we would attend if invited. So I answered yes to the last question. We have met with their staff and Kresge's goals are closely aligned with our goals within our field. I can not speak to their objectives outside our field of focus. | |
| Identifying ways to support communities through specific projects and initiatives that better help low-wage workers advance. | |
| I'm not sufficiently informed on the question to provide a responsible answer. | |
| Impact on environmental health programming from a social justice vantage point. Domestic (not global). | |
| Improve communities, which includes health outcomes. | |
| Improving America's ability to compete and succeed in the world marketplace | |
| Improving conditions in urban areas by directly funding local organizations. | |
| Improving opportunity for low-income people; largely focused on Detroit. | |
| In Michigan, its focus is on Detroit, with a footprint in other parts of the country as well. It is at the decision-making table more solidly than ever before. It is a convener and problem solver. | |
| In my area of higher education, to provide greater access to higher education for underserved populations. | |
| In regards to Human Services, Kresge's purpose is to help move people out of poverty through innovative practices. | |
| In the Detroit arts program: to enrich the city and its citizens through vibrant arts and culture organizations accessible to all. | |
| In the environment program, seeking to protect cities in US from impact of climate change. | |
| In the environmental realm, it seems to be to promote climate change adaptation through on-the-ground practice (as opposed to policy). | |
| In the health program: to promote healthy environments in ways that also strengthen local economies and social justice. | |
| In the health sector (which is where we interface with the Foundation), their purpose is to reduce disparities and improve the health and well being of low-income and vulnerable populations, and this goal is how we identify them. | |
| Increasing focus on Michigan/Metro Detroit issues; continuing focus on environmental justice. | |
| Interested in a variety of issues, most notably Detroit Future city project, but also human services, community revitalization, and economic development. | |
| Invest in radical strategies to shrink Detroit, give money to art museums, and fund M1-Rail. | |
| Invested in Detroit on the political level but not on the grassroots level. Committed to DEGC and DDA (Detroit Future City) but moving away from social justice issues and community based projects.... | |
| Investments in programs that improve college access and success and move the needle on college completion, particularly for vulnerable populations. | |
| It is not clear to me at this moment | |
| It is the most significant and effective philanthropic organization in Metro Detroit. | |
| It still seems to be in transition from one type of funder (capital) to another (strategic philanthropic investor). | |
| Its purpose is address issues of inequality and find ways to address the needs of underserved communities | |
| Kresge appears to be focusing on changing specific neighborhoods in Detroit, as well as other national priorities of education, arts, and environmental causes. | |
| Kresge focuses on strengthening cities and helping to create opportunity for people | |
| Kresge Foundation provides financial support to improve social and environmental issues, primarily in cities. | |
| Kresge has a wide range of programs to build community capacity. It seems to want a more national focus than geographical. | |
| Kresge has made a major commitment to Detroit. Kresge promotes creative place-making as a tool of equitable urban revitalization | |

| What do you understand to be Kresge's purpose and identity at this point in time? | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Grantee Comment | |
| Kresge has made an unprecedented commitment to the City of Detroit in assisting in its revitalization. While we know it as one of the foundations that non-profits can look to for support of their capacity-building and program development efforts, we're aware of the strong role Kresge is taking with others to help address Detroit's bankruptcy and its impact on the City's pension obligations and the art collection at the Detroit Institute of Arts. We see Kresge as a strong partner in implementing the strategies laid out in the recently released Detroit Future City framework, including addressing the needs of neighborhoods, youth, and low income persons. | |
| Kresge is a collaborative partner for revitalization of distressed communities and a sponsor of the arts and community programs. | |
| Kresge is a foundation with a national footprint, but with special interest in its home town Detroit. I also believe that, within arts and culture, Kresge maintains interest in creative placemaking. | |
| Kresge is a leader in strengthening cultural organizations in the community. | |
| Kresge is a major national funder with a particular emphasis on arts and culture, community development, education, health and the environment. Kresge plays a special and leading role in efforts to revitalize Detroit. | |
| Kresge is a national foundation with a very broad mission to improve disinvested communities. Their program areas are very broad, which is refreshing! | |
| Kresge is a philanthropic agency that seeks to improve and build on infrastructure so that the companies/NPOs might become self-sufficient | |
| Kresge is a pillar of support to metro Detroit's cultural community. I am not sure about its purpose and identity in other areas but I could find out very quickly if I wanted to by visiting Kresge's website. | |
| Kresge is an urban-focused foundation seeking to bring catalytic change to several "pillars" of urban life. | |
| Kresge is committed to building and sustaining a stronger Southeast Michigan through a variety of programs | |
| Kresge is committed to improving equity in the United States and focuses on health, education, culture and art and the recovery of Detroit as strategic commitment toward that end. | |
| Kresge is committed to the advancement of livable, equitable communities and the development of leaders (top down and bottom up) that spur innovation, economic opportunity and environmental sustainability. | |
| Kresge is dedicated to creating opportunities and improving lives in visible ways. | |
| Kresge is focused on improving the quality of life and sustainability of American cities, with an emphasis on serving low-income and disadvantaged populations. | |
| Kresge is focused upon effective strategies to enhance college completion, especially among students who are typically underserved and whose college completion rates are lagging. | |
| Kresge is in process of continuing to evolve from a foundation that historically focused on capital investments to one focused on programmatic strategies. In their communications materials, they emphasize cities, but it is not yet clear what the implications of focusing on cities are for the programmatic strategies. | |
| Kresge is interested in bolstering Detroit and in investing in urban areas. | |
| Kresge is interested in growing the field of creative placemaking as one of its core goals. | |
| Kresge is reaching out beyond "bricks and mortar." | |
| Kresge is working in the community to fund nonprofits whose work aligns with their narrowly defined strategic goals. They primarily want to help improve the lives of the poor, disadvantaged and underserved. | |
| Kresge is working throughout the United States to create healthier, more sustainable communities through funding organizations working in the areas of arts, culture, education, equity and social justice, environment, health and human service, and community development. Kresge brings a focus and attention in its support to collaboration, data, and policy change. | |
| Kresge seems to be focusing a lot of attention on long-term investments in Detroit to address that city's financial woes. | |
| Kresge supports arts and culture, education, environment, health, human services, as well as community development in the Detroit area. | |
| Kresge supports the arts, strengthening the philanthropic pipeline, and community building in Detroit. | |
| Kresge wants to help people get out of poverty in rural and urban environments. It knows that the traditional status quo programs aren't having the impact, so it funds advocacy other work, too. | |
| Kresge's focus is primarily in cities; they also are interested in how networks build out new fields in health and food. | |
| Kresge's purpose at this point is to take a risk in investing in an organization whose mission is to be able to create an opportunity for the under-served, low-income individuals and being able to impact these communities for a lifetime. | |

| What do you understand to be Kresge's purpose and identity at this point in time? | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Grantee Comment | |
| Kresge's purpose is to create opportunities, especially for low-income people, via grantmaking and investment. It is a nationally-recognized private foundation based in Michigan. It works in seven specific areas. Its education program exclusively funds programs related to higher education. / / | |
| Large funder of specific areas discussed in the Foundation's mission. | |
| Last question - we are not part of quarterly meetings. / / Kresge overall or its different investment areas? Kresge overall? Capacity building | |
| Leader in advancing public health and a sustainable environment, with focus on work at the local level, assisting disadvantaged communities, and addressing the needs of the most vulnerable. | |
| Leading funder focused on maximizing impact through flexible use of its funding | |
| Let me only speak to the environmental side: Kresge is focused on building capacity for and developing the field of climate adaptation, and funding outstanding, high leverage strategies to address climate mitigation. | |
| Limited to what I would read on their website. | |
| Limited understanding | |
| My sense is that Kresge is a general purpose foundation, and that is appropriate, given their origins and mandate. I perceive them to be in the last quarter (if you will) of their transformation from bricks-and-mortar to a more holistic type of grantmaking institution. While they are national and general, they are heavily identified with bolstering and advancing the Detroit community - a timely and important effort (although outside our programmatic terrain). In their funding for higher education (which our program officer works on), their approach feels pragmatic for real people who are on the socio-economic margins and need access to college. / | |
| My understanding is that Kresge has shifted its priorities toward cities, especially problems of the urban poor. | |
| My understanding is that Kresge's purpose is to assist organizations and individuals who desire to improve the quality of life in poor communities | |
| National funder, providing support to an array of environmental and public health campaigns. Invested in providing more funding to grassroots. | |
| Not at all sure. | |
| Not clear to me | |
| Not sure | |
| Not sure overall, but in environmental health, to advance strategies to improve communities by lowering risks to environmental exposures. | |
| Not well at all | |
| On its health dimension: to reduce health disparities by improving social and economic conditions of low-income populations. | |
| Our association with the Kresge Foundation has been exclusively with its Education unit. As such, our understanding of the program area's focus is on improving the accessibility and affordability of higher education for groups of students who have been traditionally challenged in attaining a college education. Secondly, we believe Kresge is especially committed to the goal of returning the United States to a leadership position in the percentage of its citizens who have attained college degrees. / | |
| Our grant was part of an exploratory process by the Foundation..., and we don't know the results of this process. | |
| Our mission: to promote human progress. We advance our mission by: creating access and opportunity in underserved communities, improving the health of low-income people, supporting artistic expression, increasing college achievement, assisting in the revitalization of Detroit, and advancing methods for addressing global climate change. Our Values: What we do: we work to create opportunity, have community impact, foster institutional transformation, and promote environmental conservation. How we do it: we practice calculated risk taking, a commitment to innovation and collaboration, and a belief in the intrinsic benefits of diversity. Why we do what we do: we fulfill our mission to promote human progress by helping to improve the lives of poor and low-income children and adults. | |
| Our understanding of Kresge is predominantly shaped by our awareness of Kresge's commitment to providing access to education (particularly post-secondary education) to low-income, underrepresented, underprepared individuals....We understand that Kresge focuses on providing increased access to health, arts, education, clean energy and environment, and human services for underserved and underrepresented communities as well, with an underlying and driving interest in promoting human progress. / | |
| Per the annual report, to support people and their communities in their quest to lead self-determined lives and participate in the economic mainstream | |
| Place-based funding to make significant advancements within their program areas | |
| Prior question/answer: I've never had or been to a quarterly meeting. No idea of the intent at this point | |
| Promote human progress (per site!). My top of mind was, "Catalyze improved conditions for people and communities." | |

| What do you understand to be Kresge's purpose and identity at this point in time? | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Grantee Comment | |
| Promote human services and improvement in the nonprofit sector | |
| Promote partnerships and address disparities | |
| Promoting human progress. In our area, their focus is on increasing college achievement | |
| Purpose, as regards us, is to provide safe healthy environments for communities. | |
| See Kresge's mission statement | |
| Social change-maker. | |
| Social justice and improving imbalances | |
| Somewhat. I know they have undergone recent changes in priorities and are directing some of their attention and resources in new areas. | |
| Strategic priorities are based on place-making. | |
| Strengthening communities in a substantive and lasting way by cultivating solutions that can be disseminated. | |
| Support community improvement | |
| Support for creating opportunities for low-income communities that make a difference in the lives of disadvantaged or underserved populations | |
| Support health-related programming, with an interest in health disparities and an interest in Michigan | |
| Support institutions and people in metro areas | |
| Support redevelopment and reinvigoration of the city of Detroit, support green building and other social transformations nationally and internationally | |
| Support sustainable, resilient communities (mostly city focused) with an emphasis on equity and improving the lives of low-income, under-served communities | |
| Supporting a range of strategies in health and social services at the national, local, and leadership level | |
| Supporting community initiatives, neighborhood development and the arts in Detroit. | |
| Supporting Detroit | |
| Supporting investment for social and economic opportunity enhancement. | |
| Supporting local arts organizations, and improving the local community. | |
| Supporting multiple initiatives across community development, human services, networks, etc. Also focus area on Detroit. | |
| Systems and network approach to urban change. | |
| Tackling serious local and national issues by strategically investing in innovation and projects with the potential to make a lasting impact. | |
| That the foundation has a strong interest in an integrated approach to poverty and the environmental crisis that elevates community planning, capacity building, the arts and place-based innovation. | |
| The Detroit Program is to advance/grow Detroit non-profits and artists to create economic impact for the city and its residents. They do it by funding various program categories. | |
| The Foundation is focused on increasing opportunities in cities, particularly serving the needs of low income and disadvantaged opportunities, through initiatives such as the arts and culture, environment, education, community development and placemaking. Nationally focused with particular interest in Detroit. | |
| The Foundation's purpose is to improve the lives of people, and promote progress. Kresge is an innovative, creative and risk-taking foundation that also understands the critical value of general support to non-profits. From my perspective, the identity that the Foundation has created is one of an institution which is highly supportive or substantive improvements for people and the climate. I think the Foundation is unusual and praiseworthy in its honest reflections of what is and is not successful. Overall, I think the purpose of the Foundation is worthy and it has a strong and positive identity. | |
| The Kresge Foundation has made an unambiguous commitment to support organizations in communities who have the least access to resources, whose voices historically have gone unheard. Primarily they are interested in finding ways to help transform financially fragile communities in cities across the US with special attention, rightfully so, to Detroit. They have selected a number of different areas through which they will work, including art and culture. | |
| The Kresge Foundation invests in arts, culture, and community development that improve quality of life for all Detroit residents, with emphasis on diverse communities and organizations. | |
| The Kresge Foundation is a strategic philanthropy with a relatively new focus on America's cities, among other initiatives. | |
| The Kresge Foundation is focusing resources on changing systems in order to promote a holistic approach to health (and other human needs). | |
| The Kresge Foundation strongly supports equal access to arts and culture both in traditional venues but also in communities where traditional access to arts and culture are lacking. | |
| The Kresge Foundation supports initiatives to expand opportunities in cities in several specific program areas, and through several different forms of support. | |

| What do you understand to be Kresge's purpose and identity at this point in time? | |
|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Grantee Comment | |
| | The Kresge Foundation works to address issues facing lower income communities, including adaptation to climate change (which, like other things, will hit lower income communities disproportionately.) |
| | The Kresge Foundation's purpose is to serve the community in ways that make the organizations it funds more sustainable and accessible to citizens. Kresge offers funding to arts and cultural organizations in particular that are bigger and smaller, and not just pinpoint their funds towards large organizations. In the long-term, Kresge is invested in the quality of life for the community and helping organizations be the most effective they can be. |
| | The portion of Kresge that my organization interacts with is focused on helping cities/urban communities develop "mitigation, adaptation and resilience" with regard to climate change. |
| | Their purpose seems to be ensuring that there is a healthy eco-system of nonprofits serving Detroit. |
| | Their work seems very focused on rethinking and expanding opportunities within cities - with commitments to economic and social justice for the vulnerable to developing strong and resilient neighborhoods and communities. They see the arts and creative community as integral to developing and expanding access in cities and to creating/preserving rich, diverse, connected and engaged communities. |
| | They are a foundation focused on social progress and social justice, open to innovative and creative approaches to problem solving, very flexible in their grantmaking, concerned with influencing public policy in furtherance of their program goals, and all with a special emphasis on revitalizing Detroit. |
| | They are focused on addressing environmental issues through approaches of community-based and city-oriented sustainability efforts. |
| | They do a lot, but one main focus is helping Detroit revitalize and better support all people. |
| | They make overall communities healthy places for all residents to thrive, while at the same time, encouraging funders to invest in their local communities. |
| | They seek to foster cutting-edge work that helps cities to address critical ecological imperatives while placing vulnerable people at the front of the process, so they are not left behind or indirectly left to bear the most severe impacts. |
| | They take an informed and integrated approach to addressing issues that impact human health |
| | Through our funding area, we understand it to have a strong commitment to enhancing the work of human services organizations to serve low income communities. It is not clear, however, what Kresge's public image is. |
| | The Foundation has been more visible and noticeable within the past couple years through the mention of their support from different entities. |
| | Through their environment program, to invest in sustainable cities where low-income communities are included and working for positive change. |
| | To address the most intractable challenges confronting urban communities through creative and interdisciplinary approaches, and to share information about effective, replicable models. |
| | To advance the field through organizational effectiveness, innovations in practice, and increased networking opportunities. |
| | To aid [educational institutions] in helping to solve the major problems of American society. |
| | To aid and support entities that benefit the community. |
| | To aid in the revitalization of the city of Detroit |
| | To alleviate human poverty and encourage the fulfillment of human potential |
| | To be a funding partner of note; they are focusing on international matters of importance and are acting as a change agent in that regard. |
| | To be a leader in moving education policy in South Africa and the United States forward and to increase access to higher education for underrepresented groups. |
| | To be a transformative agent for change in cities, especially Detroit, with an unusual focus on capital investments and the role that the environment and the arts play. |
| | To build healthy communities in Detroit and nationwide via the nonprofit sector |
| | To build strong communities, especially by providing development opportunities among low-income and underserved communities. |
| | To build the capacity of communities and their citizens through: arts and culture, economic development and opportunity, etc. |
| | To create opportunities for all people, especially those that are low-income. |
| | To create opportunities for low-income communities. |
| | To drive significant change in communities, especially in community revitalization and the arts, and especially in its hometown, Detroit. |
| | To empower communities to transform their neighborhoods to healthy, sustainable and livable places. |
| | To enable communities and people to reach their full potential. |
| | To ensure that education is accessible, affordable and accountable to U.S. citizens |

| What do you understand to be Kresge's purpose and identity at this point in time? | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Grantee Comment | |
| To expand and enhance opportunities for underserved populations in major urban areas throughout the U.S. via philanthropy. The Kresge Foundation's giving has broad range impact - impacting areas ranging from social services to the arts; and from the environment to education, including K-12 and postsecondary, encompassing the educational pipeline. | |
| To fund change | |
| To further the work of increasing post-secondary success in communities and institutions across the nation. | |
| To help build the capacity of organizations by serving significant community needs. | |
| To help cities in the U.S. adapt to climate change | |
| To help Detroit and to promote resilient communities that can both adapt to and mitigate climate change. | |
| To help facilitate and support partnerships within urban areas that focus on community revitalization, especially within the field of arts and culture. | |
| To help improve the lives of vulnerable and underserved populations across the nation. | |
| To help promote environmental resiliency and sustainability | |
| To help strengthen communities and the ability of all people, especially the vulnerable, to achieve greater opportunities and success. | |
| To help the arts sector thrive in such a way that it fuels the growth and vibrancy of the city of Detroit. | |
| To help to solve problems of vulnerable communities and move them forward to positive sustainability | |
| To help transform the way our nation creates healthy housing | |
| To improve life for people and communities. | |
| To improve lives for people in the world's cities | |
| To improve quality of life in a range of areas including environment, arts and culture, Detroit, health, and human services. | |
| To improve the lives of as many Americans as possible - primarily through work to make city living more safe, satisfying, and desired. It encourages innovation and partners with people who have big visions for how the future can be. | |
| To improve the lives of underserved peoples. | |
| To improve the quality of life in America's cities | |
| To improve the quality of life in low-income communities across America. | |
| To improve the wellbeing of urban communities | |
| To improve underserved/under-resourced communities and orbs. | |
| To increase opportunities in urban areas by investing in arts and culture, education, environment, health and human services and economic development. | |
| To invest in cities and people, particularly those that feel "left behind" | |
| To invest in the key components to a thriving community. | |
| To make a difference in the lives of the underserved population through arts, health, education, and community development. | |
| To make good communities of stressed communities | |
| To make transformative investments in communities that address social and economic needs | |
| To mobilize and support people to create new approaches to human problems/in education to increase the college completion rate among low income and other underrepresented people. | |
| To move away from Brick and Mortar type funding to facilitate a greater good for society by fostering partnerships and innovation through shared vision and resources. | |
| To move Detroit and its neighborhoods into the 21st century through progressive, innovative and change making projects and programs. To be the best, most responsive changemaker to the City of Detroit. | |
| To promote healthcare reform and innovation. To work with communities in need to improve quality of life. | |
| To promote human progress | |
| To promote human progress by creating access and opportunity in under-served communities, improving the health of low-income people, supporting artistic expression, increasing college achievement, assisting in the revitalization of Detroit, and advancing methods for addressing global climate change. These strategies improve the lives of poor and low-income children and adults. | |
| To promote human progress. | |
| To provide expertise, guidance, and funding to not-for-profit organizations in a limited range of areas such as education, arts, community/economic development, and strengthening infrastructure. | |
| To provide funding that impacts population health, reduces health disparities and makes impacts on the social determinants of health. | |
| To provide substantial support that creates pathways and builds capacity for grantees and others in the field that share the same unique educational goals. | |
| To revitalize Detroit and surrounding areas. | |
| To some extent, I know they do great work in a number of areas. | |
| To support and build capacity in cities and communities across the country. | |

| What do you understand to be Kresge's purpose and identity at this point in time? | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Grantee Comment | |
| To support and expand opportunities for people in sustainable and resilient communities through philanthropy. | |
| To support arts and culture in Detroit so that it is accessible and available for the community. They are especially interested in supporting low income children and families. | |
| To support cities and to lift up the people in them | |
| To support cultural arts in Detroit, both big and small, IF the organization has worked hard to become Kresge worthy. Our organization has had to live up to Kresge's expectations and it has made us a MUCH better organization. | |
| To support revitalization for urban communities and improve educational and economic opportunities for low-income populations. | |
| To support urban and disadvantaged areas in programs that improve health and address climate change through large long-term investments in a few cities seen as key leverage points and smaller short-term investments to create models and help catalyze change. | |
| To use its resources (money, knowledge, staff, reputation) to improve the lives of individuals and our communal life as a country through improving education, the arts and human services. A special focus is on the City of Detroit and metropolitan Detroit and involves using the arts as place-making and community-building and improving transportation in the City.... | |
| Unknown | |
| Unsure of Kresge's overall purpose, as the funding we receive is only for climate justice and environmental work. | |
| Using strategic philanthropy practices, creating partnerships to expand opportunities for low wage/low income people. | |
| Using their resources to support health and human services, arts and culture throughout the US. | |
| We do not feel that it is clear what the Foundation's holistic purpose and identity is beyond our specific program area. | |
| We think their purpose in Detroit is to strategically create opportunities and services for the city and region by ensuring that the citizens have a livable, sustainable, and enjoyable environment. | |
| We understand Kresge to be a strategic funder with the purpose of creating opportunity in under-served communities by supporting programs and initiatives that empower low-income children and adults - including programs related to health, environment, arts & culture, and college attainment. | |
| We understand Kresge's purpose and identity to be about creating opportunity for all people, particularly low income and disadvantaged communities. Though our interaction with Kresge is in Detroit, we understand that Kresge invests across the globe. | |
| We understand that Kresge's grantmaking focus is undergoing changes, but we really don't know about specifics. We'll be speaking with our program officer soon and will surely find out. | |
| We understand that the Foundation undertakes a multi-disciplinary approach to addressing the needs of vulnerable populations across the US, but with a particular interest in Detroit, Michigan. | |
| While I know they fund programs on climate change and other issues, the Foundation's overriding purpose and identity at this time seems to be playing a catalytic role in Detroit's rebirth. I deeply respect that. | |
| While Kresge funds in many other areas beyond Environment (climate change adaptation in particular), I understand Kresge to be focused on 1) building adaptation policy, 2) building the field/practice of adaptation and 3) place-based projects w/ priorities in urban areas | |
| With respect to the environment, Kresge is helping organizations that are working to combat climate change. | |
| Within the scope of the project we were funded for, Kresge's purpose was to use their influence in both the arts and healthcare fields.... | |
| Working with large cities to increase sustainability and climate adaptation | |

Complete Set of Applicant Comments and Suggestions

PREPARED FOR
The Kresge Foundation

OCTOBER 2014



THE CENTER FOR
EFFECTIVE PHILANTHROPY

675 Massachusetts Avenue
7th Floor
Cambridge, MA 02139
Tel: (617) 492-0800
Fax: (617) 492-0888

100 Montgomery Street
Suite 1700
San Francisco, CA 94104
Tel: (415) 391-3070
Fax: (415) 956-9916

www.effectivephilanthropy.org

CONFIDENTIAL
The Kresge Foundation
Applicant Comments from May 2014 Applicant Perception Report
Conducted by the Center for Effective Philanthropy

Please note that comments have been edited or deleted to protect the confidentiality of respondents.

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Applicant Comment

...Although [my organization] meets all the Kresge criteria to receive funding we were declined. The Kresge Program Director contacted me by phone after I requested a follow-up. As in the letter of declination he stated, "unfortunately we cannot support all of them". However, there is no clear indication of exactly what profile they want. My question was, "how do we get into the group invited to submit a full proposal; what is the exact organization profile Kresge is looking for?" And, he could not answer my question. Otherwise it does appear from the published criteria that we are a perfect fit.

...I have started a couple of applications for organizations that have not followed through. I have consistently found Kresge to be extraordinarily forward-thinking in their approach....The website is a bit overwhelming and things change a lot!...The type of orgs. I tend to work for also tend to fit with your guidelines and I am always thrilled to bring a new partner to the table. It would be great to have someone to talk to, but I also understand the constraints...

...We had a wonderful experience working with a Kresge program manager.... The project couldn't have been done without Kresge and it has made a tremendous difference in revitalizing a struggling neighborhood....We considered Kresge a vital, concerned partner, represented by professional staff. I contacted the program manager again..., to share about a new, economic development project for which we were seeking capital funds. She explained that she no longer worked in that area, but referred me to another Kresge colleague. I spoke with that colleague and was encouraged to submit a letter of inquiry....The LOI was submitted..., and we received notice that our request was received and assigned a number. After that, there were no further written communications from Kresge...when we received a decline letter. I documented my attempts via phone and email to periodically touch base and inquire about the status. Emails were not acknowledged, multiple promises were made to check with someone else and get back with me, and twice I was told that they were overwhelmed and very behind in their grant reviews. There also seemed to be many "layers" of persons involved in the review. For instance, my main contact was a "Grants Inquiry and Application Coordinator", but I was also told that when our grant got beyond the "processing stage", if approved for further review, it would go to the "program officer" to put in the system, then back to the "Grants Inquiry and Application Coordinator" who would assign us a "grant management associate"! I found this confusing, and very frustrating. It was frustrating too because the Kresge staff seemed impersonal and uncaring....While I continued to send periodic project updates (hoping to keep our project before them), we didn't hear anything more from Kresge until we received their rejection letter in the mail....Our board would periodically inquire about how the effort to secure help from Kresge was going. I kept them abreast in my fund development reports at their meetings. The Kresge staff need to know that when they treat potential grantees with such a lack of deference, it is difficult for us to know how to respond. I wanted to express frustration, but I didn't want to jeopardize a possible opportunity to receive funding. Also, I continued to seek other grant funds. Grant applications often require a list of pending or approved grants. So even though Kresge wasn't communicating with me, since I had a LOI under review at Kresge, I kept listing this as "pending". I should not have had to do that for [over a year].

[My organization] greatly values the work the Kresge Foundation accomplishes by investing in cultural arts institutions and their programming. We appreciate the quality of grant process and hope to continue to work with Kresge staff to refine and submit our best requests for support.

[My organization's field] is not a priority to most grantors.

After spending a great deal of time reviewing the RFP and reviewing the website, we decided to proceed with next steps. Our program clearly aligned with the guidelines of the PRI, and we made several attempts to talk with the senior program officer. We did manage a conversation which was not very helpful. Upon receiving a vague letter of rejection, we requested more information about the decision, but to no avail. The staff member was not helpful either in his phone or mail communications. In fact, he sent the rejection letter to the wrong agency. This is not surprising in that I've dealt with this program officer before at a different foundation. / / ...I've heard of some good things the Foundation is doing, but I really feel that Kresge should decide upon the community impact that it's trying to make in urban areas, and collaborate with the appropriate stakeholders to get there.

Agency is not a fit for funding from Kresge because the impact of services is not broad enough.

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Applicant Comment

Although we were not funded, David was extremely thorough in his review of our proposal and gave a significant amount of time and thought to our program. He responded immediately to all emails, which is not the same with other foundations as large as Kresge. We greatly appreciated his diligence and feedback.

As this was our first interaction with this potential grantor, we were guided more by our local resource partner than by any Kresge resource. Although disappointed with the result, we were very pleased with the timeliness of the response, as it allowed us extra time for vetting other potential grantors for this project. / / The rejection letter indicated an interest in working with "...multi-service organizations with a demonstrated theory of change, an established record of working on systems/policy change, and evidence-based outcomes...". I think that with more contact with the Foundation's manager, we could have better documented the success path we have paved over the past three years. / / Perhaps our next funding request will yield better results.

At the time of the application, I thought the interaction process was fine, but in looking back, I wish there had been greater communication on the front end to review and possibly guide our efforts.

Definitely more communication received (automated) than from other agencies. Follow up letter with specifics for how we could improve our chances for funding next year would have been appreciated.

Despite an undesirable response from the Foundation, we would work with them again because of their professionalism, swiftness, and understanding of our organization's unique situation. As stated before, the Foundation made it clear that it was paramount that an audit was provided prior to any funding decisions being made. As a result, the burden fell upon our organization to provide the Foundation with the required documents. Besides this, the Kresge Foundation has been a joy to work with.

Do a good job of communicating.

Even though we did not receive funding from Kresge at this time, we want to apply again. We have put a great deal of thought into what Kresge staff said and whether or not we are good match for their goals. We believe we would be an excellent partner for them.... Thank you for allowing us to participate in this survey!

Everything and everyone was very professional, especially given that no prior relationship between Kresge and my organization existed. No hard feelings--just wasn't the right fit at the right time!

Everything done by The Kresge Foundation was very professional. We simply didn't meet their grant guidelines.

Felt like our proposal was sent into thin air. Never heard a word until it was declined.

First, this organization recognizes the vast good and support provided by The Kresge Foundation throughout this country. / / The process and instructions in submitting the letter of inquiry were very good and easy to understand, although it required a significant amount of time and work to submit fully a letter of inquiry. During the preparation of the LOI submission, I wondered how much more work would be involved if this organization were invited to submit a full grant proposal. The information contained in the letter of inquiry and attachments submitted to The Kresge Foundation is or near the same as what is normally submitted by this organization to other potential grantors. / / This organization is a small one.... Grant applications are prepared in house. My understanding of the information contained on The Kresge Foundation website was that programs such as [those] operated by this organization were programs that were supported by The Kresge Foundation. It was very disappointing to have spent all of the time and resources spent on the letter of inquiry to The Kresge Foundation only to receive communication that The Kresge Foundation "no longer accepting applications for this initiative".... / / It would assist small organizations like ours, with limited staff and resources, if organizations such as The Kresge Foundation would be more clear as to what programs or projects will be considered for funding, or if a funding priority changes, such as no longer supporting operations of free clinics, that this information would be communicated promptly and clearly.

For the most part, it has been a positive experience. Grant officers are helpful. We have not always reached out.

From this survey, it would appear that Kresge would be open to interaction throughout the process. However, there was never a contact person until the letter of decline. The feedback that was in the declination letter made sense based on the words used to describe the grant....However, no specific questions were asked about how this project will advance the effectiveness and resilience of the organization. It would be helpful if that question were asked. Also, it would be nice if the applicant were invited to ask for additional feedback with a contact person's email. /

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Applicant Comment

| |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Frustrating. Guidelines seem to be multilayered like peeling back layers of an onion to understand what is fundable. They seem to fund things like energy transmission but you have to go through several pages to determine that they do not fund that in our area. Guidelines and areas of interest seem to change all the time. Staff do not seem to be at all available to people. The website is more of a puzzle than an actual help because the areas of interest all fit on surface but it feels like going through door 1, door 2, door 3 to determine an actual fit. We are sophisticated fundraisers and I've rarely been as puzzled by a process as I have been by Kresge's. There is a wizard behind a curtain somewhere but I can't find him or her. |
| Given the detail we provided, it would be helpful if Kresge gave feedback about whether or not we might be successful in the future with given changes or adjustments. It seemed that what we were going for was a part of the policy shift they described. We will probably apply again based on the feedback. Knowing whether or not we were in the ballpark would have been helpful. |
| Good online access and quick feedback once application was submitted. Much appreciated. |
| Great communication in early stages. Reasons for not funding were a bit ambivalent; it seemed that the Foundation did not know its strategic priorities and that we were caught in the middle. We fit the funding priorities and were invited to submit a full proposal twice; and then were told that the Foundation was going through strategic planning and wasn't sure if we fit at that time. We will apply again and hope that the Foundation is more set and clear with its funding priorities now that their strategic planning is complete. |
| Great people - very honest and helpful. Appreciate the good work Kresge has done for the nonprofit sector. But I feel that sometimes the volume of services and quantity of people is of greater interest than the quality/higher level of services, and therefore small organizations in small communities probably shouldn't waste their time. When I started in [the sector many] years ago, Kresge was the pinnacle organization to go to, but as the industry has grown, I perceive it as far less accessible. Perhaps it is just that there is so much more competition out there now... |
| I am a fundraiser, so I actually have solicited Kresge for several different environmental organizations that fit Kresge's priorities well. For two out of three of those organizations, we received no response at all to the LOI which we completed and submitted through their online process, and one received an auto-reply (or seemed like it, anyway) that it was declined about six months after submitting. Because they are so large, and have priorities that fit the mid-sized environmental orgs I work for, I would consider applying again - but I would NOT encourage any small organizations (under one mil) to spend a lot of time as it would not be worth it to them, given the small chance of response, no less, smaller chance of funding. |
| I am not sure if my experience was isolated, but we waited and waited and waited for a response as a program area went through transition. I'd rather have been declined early on and then invited to resubmit at a later date if my proposal still had merit under the reshaped program. The waiting was incredibly frustrating -- especially having to explain it to [individuals] on whose behalf I had been working. |
| I appreciated being able to work with Ms. Hernandez-Gallegos during the process of submitting a grant application on behalf of [my organization]. The concept on which the [organization] is based is quite a new one which has required a great deal of development to get off the ground. We are a grassroots effort that is gaining traction. I appreciate Kresge's core values, priorities and areas of emphasis. I also wish that Kresge would have been willing to see the long-term benefits of what the [organization] has to offer....I am developing my next effort to apply with Kresge on a daily basis....I do this work because I know lives are changed, families are restored and local communities do become safer as a result. |
| I appreciated the feedback in their letter and started to reconsider our program. / |
| I believed as development director of [my organization] that I will surely be able to secure funding for [my organization]. A clear match, dedicated budget, grassroots/volunteer much needed medical services was not appropriately reviewed. I did not pursue the rejection. |
| I connected via phone with a Kresge staff member. The staff member was not able to strongly state whether our request for research support fit directly in the guidelines. But she did encourage us to apply. Other than the phone conversation there was no other communication other than the email informing us of the decision. |
| I didn't realize how much Kresge valued matching funds, but, after my application, it seemed that's all I heard from other development professionals in my social justice field. |
| I ended up writing the grant and submitting in two categories. Our annual report was not current enough for one and I got a quick response so turned it around to the suggested category. |
| I felt our proposal was in keeping with Kresge's program focus but the denial letter said that it was not. Further, the explanation given was that Kresge was looking to fund multi service agencies who had an established record of working on systems and policy change. To the best of my recollection, I don't believe those criteria were part of the RFP. |
| I felt that the website gave great instruction and I was pleased with the prompt e-mail response at the time of submission. I understood the reasoning for the denial (did not necessarily agree with it!). |

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Applicant Comment

I first received an initial email response to tell me...that my LOI...could not be considered because Kresge had exhausted their education funds for [the year]. The caveat was that they would now assess my application for [the next year] before requesting a full proposal. That decision came in the form of a letter...explaining that " my project is not sufficiently competitive when placed into the context of the many funding opportunities also presented to us," whatever that means.

I found it helpful to work through some of the required forms. We...have a very small staff and don't have resources to develop a lot of our own program materials. / / Applying for a Kresge grant helped us to present our information in a logical and succinct format and think about our program with a new perspective.

I found that the priorities of the Foundation were not clear. /

I guess I would be more positive if we had gotten the grant. I think that the letter was sent in hard copy and I don't have an easy way to archive so hard to know what was said.

I guess my summary is that there weren't any interactions at all. We completed an online form and [several] months later we received a generic rejection letter via email. Given the growing demands on foundations and limited time, perhaps that is all we can expect today. / / By the way, this online form requested information on the budget for "our organization." I [did not know how to respond because my program is part of a larger organization]....Your website does not allow for us to explain these relationships.

I never received feedback that they received my application and did not receive a denial

I sent in the proposal and waited to hear but only received a decline letter 2 1/2 months later.

I since have applied along with a larger group and we were successful as a part of larger initiative. Would love to now be successful for a smaller grant as an individual organization.

I spoke to a program officer about whether we were a good fit for Kresge before submitting the application but she was very noncommittal. It was not a helpful conversation at all.

I spoke with a grant officer (who later left Kresge) who encouraged me to apply for a grant. Then I spoke with [another staff member] who called me and requested an updated audit as we were having the audit done when the grant was due. Then when I sent the audit to her, she told me it did not make the deadline....[A couple of months later] I got the letter stating that there were more good proposals than money to fund. I was requesting [a relatively small amount] over two years for a fund development position for capacity building for our organization....

I submitted a Letter of Introduction....The letter requested an opportunity to submit a proposal for general operating support, with no specific amount mentioned. I received an email that it had been received [a week later]. A letter was received [a month later] rejecting our request because "the number of requests exceeds our funding capability" and , "...must choose requests that focus on climate change". / / We are a small...organization of which climate change is a big part of our focus....

I suggest developing an eligibility quiz with very specific questions regarding your guidelines and priorities. This would probably have helped to determine that we were not a match and would have saved us some valuable time. When reviewing the website, we believed we were a match.

I support the decision to not accept unsolicited proposals because so few will be accepted.

I think there were a good deal of changes going on with your funding priorities when I applied. There were not any hard feelings, as this happens with funding organizations at different times in their cycles. I think highly of Kresge and the effort was extraordinary to assist. It was not totally clear just due to change.

I think we were caught in a funny circumstance. We were encouraged to apply from [one staff person], who left the Foundation. We received a decline after he had left and then the notes were reviewed by [another program officer] who gave us feedback as to why we were declined. In [his/her] view, we needed to have a national presence and [our community] isn't an area the Foundation typically funds....

I thought the proposal fit Kresge's guidelines and was disappointed that we didn't get the grant.

I was extremely disappointed in the Kresge Program Officer. I made repeated attempts to contact him to discuss our request and not one of my phone calls was ever returned. I work with almost 100 foundations, and find that most of them are very responsive to working with non profits to form meaningful partnerships. I did not find the Kresge Foundation to be helpful or cooperative.

I was fairly new to my position as a Grant Specialist when I submitted this grant and probably needed to better ensure that the program we applied for fit our project.... I felt that the criteria expressed in the Health category fit the project, but apparently, it didn't. It would have benefitted our company to initiate a conversation with a project manager prior to make sure our projects aligned. It seems as though the letter of inquiry process is pretty automated and to the point, considering the depth and detail that is required of project proposals. I expect once invited to apply, the relationship between applicant and Foundation becomes more reciprocal and informational.

I was not the person who worked on the proposal. The individual that did has taken a new position but I recall her commenting that Kresge application process was smooth.

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Applicant Comment

I was very frustrated to put in the effort of creating the grant request only to be told that the organization I work for is not eligible because we are in a small city / rural area and Kresge wanted to focus its giving on urban areas. At no point in my initial research or communications with staff was an urban focus mentioned.

I will attempt to write a grant proposal for the Kresge again but will seek out additional assistance from the Foundation. Thank you for this opportunity to express what I viewed as being successful and what areas we need to work in to enable us to receive a grant from the Foundation.

I would have appreciated an opportunity to meet face to face with someone from Kresge. Tried to get that but was not successful.

I would have appreciated hearing how and why our proposal was not congruent with the Kresge Foundation's areas of focus, because from reading the information on the website, it appeared our initiatives are a good fit.

If I had a wish it would be that foundations could give some information about the value of the grant. It is not so that I can argue, just so that I can improve. If the grant proposal was good but off your giving priorities, tell me that specifically. If it is on the mark but not strong enough, help me understand why. Small groups like ours have no professional development staff. We learn on the fly. Any information you give, positive or negative, improves our process.

If interaction with staff is recommended, it would be helpful to be told which staff can help with which areas of funding.

Information on website did not state that the Foundation prefers to fund programs with potential national impact, and most of the listed recipients of grants in the same focus area are not national organizations. Also, the person reviewing the submission did not perceive the organization's focus accurately, which resulted in the statement that the program did not fit with the Foundation's program priorities. Would have appreciated the opportunity to answer questions prior to a final decision being made.

Initially our organization was invited/encouraged to apply to Kresge in recognition of our climate adaptation work but over the course of almost two years it seemed Kresge priorities kept changing. It seems that Kresge is not well informed about mid-size organizations that actually implement climate...projects and achieve documented, measurable results. Kresge appears more focused on large national organizations and academic institutions that in comparison are better at publicity but not documented improvements to the resource. Kresge might want to evaluate the scale on which they fund. Is it realistic that any one organization/institution can have any real, meaningful impact when they claim to service the entire Great Lakes basin (an area that would cover portions of 15 countries if laid over Europe)? On the other end of the spectrum grassroots organizations can rarely implement projects. It is the mid-size NGOs (Goldilocks phenomenon) that actually work with communities, tribes and other organizations to implement real projects, that achieve real results....

Interactions with staff were very polite and supportive, but didn't really give enough information to be helpful. Much of the information we needed were specifics that would help us match what Kresge wanted to fund and what we needed, but staff feel they should not give out that kind of information....The need is very great and we serve a large number of people, so we requested [several] staff to develop the program. When asked if that was too large a request, we were not given much feedback. I wonder today if we had requested a smaller grant as a seed project, or a pilot to develop the program, if that might have been more to the funder's liking. A more hands on approach would be very helpful. Next time I will call more often and request more information and help in the proposal development.

It appears that the Foundation is more interested in large scale projects that have a broad impact than smaller local organizations that have a significant impact in more contained space. / / Also, the notification took much too long.

It seemed to be a closed system that is all but impossible to open up to any new ideas that really need the support from such a foundation. I would really like to see more interest in [my field]....But, I remain hopeful that someday you will see the importance of addressing the issues of [my organization] and helping us to look past what is making the news and to the many interventions that can help people...live full productive lives....I remain hopeful. Thank you!

It seems as though much of the Kresge money is used for sources that already have significant funding bases. I would like to see a focus shift on Kresge becoming a source of social investment capital for non-profits, in particular, for people who are the most vulnerable and most in need.

It seems that Kresge funds only larger organizations that they feel can have an impact on more people. Consumers served by smaller organizations should not be disregarded.

It seems that Kresge's major priorities (funding national approaches and working with national organizations) were not at all clear on the Foundation's website. These interests were communicated only after a concept paper was submitted AND replies to some in-depth questions were written up by the applicant.

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Applicant Comment

It took a long time for Kresge staff to get back to me, with multiple attempts on my part before I would hear back from someone. There were personnel changes, and I was bounced around a bit. If the responses were more timely, I wonder if there could have been sufficient work on our end to get an approval instead of a denial. Early on, I thought it was very likely our project would be funded. I received limited guidance, and then we were not funded. / / In the end, given changes on our end, I guess we would not have been funded anyway. But the process and result was disappointing.

It was a brief phone call explaining the reason we did not qualify and we were encouraged to apply again when we have a more solid plan that fits within Kresge guidelines.

It was a while ago, so my recollection is vague. The process was fine. Better than most. We sent an LOI for help with our...program under the healthy housing goal. We were informed that Kresge isn't really doing that any more. I didn't think that was super clear from the website, but that's just my point of view. In hindsight (knowing now that Kresge has people you can talk to) I would have had a conversation with someone at Kresge prior to putting the LOI together. I thought you guys were responsive and helpful - certainly more communicative than other funders.

It was difficult to get straightforward answers that gave us confidence that they were accurate. Once we have applied, we expect a good grants officer to be a honest intermediary to do the best they can to help you be successful. If not successful, a good grants officer gives you a clear reason that you can learn from whether it's about the quality of your work, the quality of the proposal, or the dynamics and priorities within the Foundation. We didn't get that from our Kresge program officer.

It was difficult to reach Foundation staff. Prior to applying, we attempted multiple times to reach program officers with whom we'd worked with in the past on prior grants, but we received no responses. Similarly, online requests for insight yielded no response. I finally made contact with a person I believe provided administrative support; I could not get through to a program officer. I was surprised it took [so long] to hear the status of our LOI. While I believe the denial letter was honest, it did not provide clarity as to why our proposal was denied (if we were actually out of alignment with the Foundation's priorities or if they were just reiterating the priorities.)

It was fine. Nothing was wrong with how you all did the grant process.

It was good that the program officer responded personally with information about the program focus, and how our work was not a good fit. I don't know if such a response is always offered or if I got special attention because of a personal referral.

It was unclear if we should submit the initial inquiry then talk to staff, or the other way around. We have a member institution...that is a recipient of funds and it appears that their experience was very good with respect to communication.

It was unfortunate that we didn't have latest information on change of priorities when we applied, and we took it from the website regarding the Human Services program....We have a personal and philosophical difficulty with organizations that want to address systemic and policy change when the boots-on-the-ground day-to-day mentoring, guiding and re-directing are the ways we see we are changing behaviors....Your overall view seems to be wanting to funnel money to strong organizations regarding changing policy instead of actual lives affected.

It would be beneficial to understand more completely the reason for declining the request. I believe we were told we didn't meet the mission, however, in reading the guidelines, we felt we did, otherwise we would not have attempted an application. If there was an explanation, we could better determine whether we would try again or let it go. If we truly don't meet the mission, we are not sure how we do not. Understanding a decision would save time and effort on our part as well as Kresge's, as we are sure you receive an enormous amount of applications and would prefer not to review those not meeting your mission.

Kresge is an excellent foundation! The Kresge staff, from program to fiscal, is extremely responsive, knowledgeable, and understanding. They are a great partner!

Last communication received with confirmation email from Kresge Foundation was [over a year ago], advising that our request would be routed to appropriate Program Team for review; we are still looking forward to receiving funding notification.

Length of time between submission of the LOI and a response seemed unreasonable. / Lack of feedback after a decline was disappointing.

Letter declining grant dollars seemed like a form letter and was discouraging.

Many attempts were made to contact [our Foundation contact], leaving voicemail messages imploring...her for guidance. My calls were ignored. Any emails I received were form emails. Our final attempt to discuss our denial was made to [another staff member] but calls were not returned. We simply wanted to learn how we might strengthen future proposals.

Might have been a bit confused over the criteria but still hopeful regarding future proposals.....

More feedback on why our program was not selected would have been helpful.

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Applicant Comment

Mostly impersonal since it was an open LOI

My contact person was quite friendly and very helpful.

My hope was that by explaining the importance of reaching out into the pockets of poverty that we would be able to develop a self-sustaining program launched by the Foundation. As it is, we have an effort through outreach programs, but it is often too little too late.

My limited personal contact was with a grant assistant. Although she was very polite and responsive, she offered no guidance as to how to progress to the next step. The letter I received declining our funding request was also very polite but again did not offer the opportunity to expand on our initiative or reapply....I only asked for training funds that would provide short term skills training with certifications to the unemployed, underserved community. If my application had been given to a grant request reviewer on your staff who thoroughly read my request and spoke to me directly about the initiative, you would have learned that only training money was requested....I hope a future opportunity becomes available to reapply. Thank you for this opportunity to share thoughts and information with you.

N/A

N/A

N/A

N/A

N/A

N/A

No comment

No comment at this time.

No direct interactions

No response to phone calls inquiring about status of application; much too detailed an LOI process, although referred to as a letter in the rejection letter, the LOI was more like a full-blown application.

Not always responsive in a timely way. Had to persist to get a couple questions answered.

Obviously, I was hoping for the opportunity to receive funding. It was only my second effort into the world of funding requests (the other was a successful one for a...grant [elsewhere]). However, the experience was a valuable one. I believe I was not specific enough in the request - so in the future I would probably request a smaller amount for a specific purpose that would have a measurable outcome.

On a scale of 1 - 10, 10 being highest a 5

Organizational transformation and new models of care sometimes require capital expenditures. The "no capital" exclusion seemed to miss the real point of a redesigned model of care....

Our agency submitted an application to the Kresge Foundation....[A month later], our agency received notice that our application was received, assigned a request number and forwarded to the appropriate Program Team for review. This notice also stated that in most cases, Kresge would notify us within 10-12 weeks of our application submission to advise us of next steps. Our agency has not heard from the Foundation since receiving our submission notice [over a year ago]. We do not know if our application was declined or not. Other than lack of notice regarding the status of our application, our agency found the Kresge application process to be simple and well defined. / / Thank you.

Our multi-service organization is the largest and most comprehensive of its kind for any rural area. We are successful in our services, but due to the remote location of our service area, we experience a disconnect that severely limits our capacity and awareness of "what's out there." "Capacity building" became a circular conversation with Kresge staff, where our starting concepts found no Kresge feedback to guide further development, stranding us with our "hunches" as to what could be possible for us and what we needed. Phone calls often took more than a week or two to get returned and were aloof and mechanical, with Kresge staff evading questions, providing zero strategic input, and going to their script. / / When a process like this moves forward, the organization should grow aware of the limitations of its fit to the RFP, and either move towards a graceful withdrawal to save time and energy, or to further develop the proposal with Kresge strategic guidance if there's a chance to get funded. We had no idea where we stood and kept logging hours on a dead end.

Our proposal seemed like a decent fit after reviewing website guidelines and talking with staff. The declination letter indicated that they were not funding [my organization's field]. It would have been helpful to see such a clear statement on the website guidelines, which were phrased in a much more general way discussing "community health," but not stating [my organization's specific focus] was excluded.

Our request for a grant for funding for our...program apparently did not fit Kresge's guidelines, but that was not abundantly clear from the information we read on Kresge's website. I would not have spent so much time filling out the application and gathering all the required information if I had known that our request was not within the scope of what Kresge does. However, the communication I received from Kresge was respectful and explanatory.

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Applicant Comment

Overall, the Kresge Foundation was helpful and responsive in working with our organization. We appreciated the feedback we received in the letter declining our proposal. If I had to make one suggestion to Kresge to improve its application process, I would suggest that it increase the size of the files that it allows to be uploaded into its online submission form. We had some problems sending in our organization's audit because the .pdf file size was too large. Fortunately, Kresge's staff were understanding and allowed us to fax them a copy.

Processes take a lot of time and work and it does not provide decisionmaker's contact information for discussion and presentation. / / The evaluation of funding applications has a bias and our application was not taken seriously about its benefits that were backed by the facts and data. / / It seems like that Kresge does not allocate the funding for each individual category. The funding looks like a big pool of money that did not specify its priorities for each application category .

Processes, interactions and communications were very clear and instructional. Quality was high with no unanswered questions. Our grant request for...a pilot initiative was unique in its focus....Quantitative measurement was made difficult by virtue of the transient nature of the population served. I think this was one negative aspect of our request and a factor in being declined.

Proposal was lost initially. Some confusion resulted but in the end project was not funded. Misunderstanding (probably mine) initially about the size of grants Kresge is likely to fund.

Sorry, the person who completed this request is no longer working for our organization. We are at a loss as to her interaction with Kresge or her perceptions.

Sufficient.

Thanks for all Kresge Foundation has invested! / / It would make it much easier to not waste our time and your time if there was a way we could talk with staff before submitting a proposal.

The application and process was typical of most grant applications. My confusion comes from the reason for the denial as compared to the proposed project. Our project was to provide a training to build...competency [in our field]....I don't see how a project with this outcome wouldn't fit within the Foundation's priorities.

The application process is challenging in that all projects differ and do not necessarily fit into the categories required to complete for submission. Ex: Our foundation is a peripheral piece of the overall organization. What budget should be used? What board members? The financial spreadsheet is difficult to complete and the required attachments sometimes hard to find. The on-line submission is intimidating to persons without a long history of technology experience, which is where many fundraisers are today.

The biggest problem with the process at Kresge is that there seems to be no screening process - and Kresge staff did not communicate what types of research projects might be fundable, even after multiple phone conversations. The reason given for not funding our project was "we generally do not fund research that is not connected with existing grant funded projects." This is fine, but there was no reason to sit on our proposal for [as long as they had]. It would have been helpful if Kresge would have informed us of this after our multiple phone conversations or at least declined our proposal immediately.

The clerical responses and phone encounters with support staff were fine. The requests for phone meetings and information from Program Officers were largely ignored and required multiple follow-up calls to finally generate a generic response to go ahead and try to apply. Once the application was submitted, there were two follow-up emails: 1. confirming receipt; 2. stating a follow-up for determination within a month. Nothing happened after 1 month, and follow-up requests were ignored. Several months later, we received a written note that our application had been declined, but the project had the wrong name, and it was about a year later....

The communication seems to have a breakdown in providing annual goals and priorities. We...were encouraged to apply for funding from your staff. We applied through a letter of intent. The correspondence from Kresge denying our request included language that reads "...the Foundation has shifted its strategic focus on [our field]." The information regarding a shift in the strategic focus would have been very helpful, alleviating staff hours spent on proposal development. Further this would have prevented the number of applications submitted that did not fit into Kresge's strategic mold. As more organizations rely on grant funding for basic necessities, Kresge should make priorities known so resources can be better spent locating appropriate funding sources.

The fairly quick response -- just a little over three months -- was impressive for such a large foundation. The letter was encouraging, if not very specific about our actual proposal.

The final follow-up could be improved. When [my organization's] request was declined, the Kresge's team stated that they had an interest in programs [at a related organization]. The [two organizations] are independent....I did not receive any feedback from [the related organization] or Kresge.

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Applicant Comment

The first person I talked to at Kresge was a woman...who was rather abrupt, and also there was a tone of dismissiveness. I later learned that that was her last day. / / A month, month & a half later, a gentleman...called. He discussed the (same) reasons for the denial, which was fine. But then he went on to make a few helpful suggestions. His overall tone was encouraging, positive.

The Foundation's grant application and process was very easy to follow. I wished we had been accepted; I was looking forward to working and learning from with a Foundation such as Kresge. I am/was very impressed with the community involvement and how you share your wealth world wide. Helping young people is very important to me....I believe if I had time to fully devote and work with a Foundation, my [organization] would stand a better chance of receiving funding. I love Kresge's website and all the good things that you are doing around the world. Please keep it going, there are so many people who need help.

The Foundation's program priorities are not clear, either on their website or as articulated by foundation staff. While staff are well meaning, they appear to be overwhelmed. Despite a stated interest by the foundation in the grantee, they did not follow up in a timely fashion. Grantee was left in the lurch, with no clarity as to when they could expect a response or what the next steps would be. Grantee aggressively pursued the Foundation in order to get answers and responses.

The funding priorities are very clearly laid out on the website, and the application was easy to complete. To improve our communications with Kresge, we would appreciate it if we could contact a program officer with questions as needed.

The information provided in the Kresge guidelines doesn't appear to match the programs that were funded to other organizations, or there is not enough detail on the types/kinds of programs or examples of programs that they want to see funded by their organizations. In my opinion there appears to be a huge disconnect between what is provided in the guidelines and what is reflected in the reports and in other portions of the 990.

The Kresge Foundation and staff were pretty open and responsive about their grant processes and priorities. It just seems that they are very strategic and only offer a small number of large grants with very specific selection criteria. We put a ton of time into developing the LOI/proposal to try to be competitive, but I guess we still weren't.

The Kresge Foundation has a clean system as far it lays out the process of what needs to be included in the application. We found that guidelines-funding priority areas to be vague. It was hard to follow and therefore we missed the mark.

The Kresge Foundation seems to tailor to communities that are closer in proximity to its Foundation.

The Kresge processes and communications are very professional and well-designed to ensure fair and open competition and impartiality in the review of proposal submissions. The format for proposals is well-organized and thorough. We submitted our proposal under the Kresge Environmental program guidelines at a time when Kresge was revising those guidelines -- Although Kresge invited agencies to submit draft proposals during this transition period, we probably should have waited until that process was complete to get a clearer picture of Kresge's priorities.

The length of time from submitting until notice was lengthy and no intermediary feedback was given.

The letter declining our proposal was very thorough; however, if we had received a phone call from Kresge before they declined, we would have "fit the bill" perhaps more than they thought. Also, we did not ask for a large sum of money...since it was our first time to apply. Therefore the Foundation assumed our efforts were much "smaller" than was Kresge wants to fund at this time. Smaller nonprofits do amazing work "in the trenches" with minimal funding so it would be better if Kresge were open-minded toward them.

The main person who wrote and submitted the grant is no longer with us, therefore I cannot answer honestly.

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Applicant Comment

The online form was well-done and not obnoxious, but the excessive verbiage regarding Kresge's over-specific parameters for funding was a bit intimidating. I believe short, simple, well-defined priorities would reflect better on your agency and would give a friendlier look to your communications (if that's something you seek). Lofty goals like "making investments to multi-service organizations with a demonstrated theory of change" may sound great, but are often impractical for small to mid-sized agencies who spend most of their time and money on practical efforts and have little resources left over for theorizing. If Kresge's goals include helping agencies who are making genuine differences, I believe they would be wise to embrace simple, direct funding priorities that correspond to the capabilities of small to mid-sized organizations. Large non-profits, while they may seem effective, are frequently consumed with theories and advertising at the expense of helping actual individuals. Systems and theories are fascinating, to be sure, but they don't get people housed, fed, stabilized or employed: the only way to actually accomplish those goals is to do on-the-ground work, and the only organizations that accomplish real, on-the-ground work are smaller ones. / / If the Kresge Foundation wishes to make a greater impact, my belief is that low-theory, high-impact grants to smaller organizations with realistic, localized, practical goals will be a far more significant investment than the current, nearly-impenetrable, set of goals revolving around "theories of change" and such. I do not in any way mean to suggest that the Kresge Foundation isn't effective -- the organizations that are capable of coming up with "theories of change" surely also have the resources to *effect* change as well -- but I am sharing my experience, which says that it's the smaller, less pretentious organizations that do the real work and who need your investment much more. Additionally (and as I'm sure you already realize), a grant of \$10,000 to a small organization with a \$2 million budget can mean much more in terms of effect than a grant of \$100,000 would mean to a larger organization with a \$20 million budget.

The online letter of inquiry process does not suggest that the applicant contact a Kresge program officer. However, it appears from this survey that that is a preferred mode of supplemental inquiry.

The online template and the feedback given did not match. In submitting a letter of inquiry, the reason the project was not funded was never asked to be addressed in the LOI. If that was such a great priority for Kresge, then that should be clear as a required component of the letter of intent and project summary.

The original contact...was very helpful. She made sure the information was complete and answer all of our questions.

The Pre-Proposal stage was very challenging. The Pre-Proposal required as much work as most of the full proposals we write, but was done with little to no input from staff. We requested a phone meeting in advance (after submitting a concise 2-page summary of the project), but were asked to submit the pre-proposal first. Several months later we received the rejection letter and then eventually had a follow-up phone call with the program officer (which we requested). That was a very helpful conversation, but we could have had it before the pre-proposal and saved everyone a lot of time.

The process and declination process was pretty standard. Boilerplate responses.

The process appears to be fairly straightforward but figuring out how to appeal to the focus areas presents a challenge. We knew trying to reach outside the local area for funding support presented a low potential for success but tried anyway. It would be helpful to be able to have direct conversations with grant officers to discuss the impact of the request and chances of awarding upfront.

The process was disappointing. Repeated calls were made to the Foundation requesting the status of the proposal. Calls were not returned. After several months and another call, we were told the proposal was rejected, although we did not receive anything in writing. Then we were told that was not the case, that the proposal had been rejected, but that it was pulled off the rejection list and reviewed again by a team and was still viable. After another month and another call, we were told the proposal was indeed rejected. The reasons given were in contradiction to the direction our program officer had advised us to pursue.

The process was excellent so I can not say that there was a weakness or gap on the Foundation's end. I found the rejection letter very specific as to why we were declined, something we often don't get in a rejection letter from a Foundation. We typically have to call to find out the reasons. The reasons provided by Kresge via the letter gave us insight into what we really needed to do as a national organization attempting to strengthen its network.

The process was long and mysterious. After 6 months, I started calling and was told it was in review and it would be 1 more month. I was told this for 4 months. The decline letter made it sound like the priorities changed while our proposal was being considered. This was disrespectful of the time we put into preparing the proposal.

The process was very cumbersome for a small organization. It was difficult to connect with the person at Kresge when I was having difficulty with the mechanism of the on-line submission process.

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Applicant Comment

The proposal was completed and submitted by our development director. She terminated employment prior to our decline letter. Upon receipt, I contacted the senior program officer to discuss and left two messages. I heard nothing back. This was surprising as my previous experience with the Kresge Foundation for another organization was fabulous. While at that organization, we were awarded a capital grant and I am very thankful for Kresge's support. / / I would like to discuss our LOI to determine if we can reapply. / /

The staff of the Kresge Foundation have been excellent to work with in the development of our proposals. They're provided excellent guidance and insight into the process which helped us develop proposals that were funded and impactful in the communities we work.

The website is too verbose without great specificity. Within the health care space, the information and priorities are unclear.

The website said, "If you have a question about applying for funding, we invite you to email us. We'll respond to general queries within three business days. If you prefer a phone call, you can reach us at 248-643-9630. We do ask that you email or call, and please avoid doing both." / / We never received any response to our attempt to contact staff. /

There is a wall up. Getting a meeting to discuss our ideas in person didn't happen, so the quality of our proposal going in was already weakened. In addition, there is a wall up in the funding community about funding [my organization's field]. There is not a thorough understanding of the power of [my organization's field] to fight poverty nor is there an understanding of the relationship between [my organization's field] and poverty.

There was a striking contrast between our previous interaction with Kresge Foundation and this most recent grant application experience. During our previous (successful) grant application process, Foundation staff members were very helpful. We travelled to Detroit and met with a grant officer to discuss our project and the overall work of our organization. The new application process, employing an online format, seems designed to deflect any interaction with Foundation staff. Also, there was a complete lack of communications about the grant review process. Other than an automated email confirmation that our online application was submitted, we received no communications [until] a decline letter arrived. During this period, we contacted the Kresge office two or three times to inquire about our application, but Foundation staff provided no information as to how long the review process would take.

There was absolutely NO interaction with Kresge staff other than numerous phone calls from me to determine the status of the application. I was only told that it was still under review but never was allowed to discuss the application with anyone.

There was minimal correspondence regarding our proposal, even though I requested updates periodically. I continued to be told it was still in review yet it took them a year to respond and inform me they had declined our request. The reason they gave was also substandard as the reason was not emphasized within the application and according to the response...we had met all their expectations and had great merits within our application.

There was not a great deal of interaction - just a letter notifying us that we were not being invited to submit a proposal.

They are a very challenging foundation to work with - they are extremely slow moving and bureaucratic, and guidelines published publicly often don't mirror what the staff conveys in conversations. In between a previous declination of an LOI to the submission of a new one, staff was unresponsive for months at a time. In fact, after [one staff member] was unresponsive for several months, I ultimately called [a managing director] directly and was able to restart conversations with her. / / The decision to decline our 2nd LOI was a fairly significant surprise, with a justification filled with jargon. After being in conversations with their team for [multiple] years, encompassing the first and second LOI submissions, I was quite surprised to submit the LOI and simply hear a "no".... Given the amount of time we had invested in trying to build a relationship over the years, and based on conversations along the way with staff, I would have expected some feedback in advance and even possibly an opportunity to reshape the proposal with some guidance or feedback. / / Instead, their team...called to give me their decision several days in advance of a scheduled call - they got the scheduled day and time wrong. I was also told that their decision was partly because our grant "wasn't transformational enough" - though I'd argue that it isn't realistic to expect this grant ...to be "transformational." / / My conversations with others in the field (including major foundations) indicated that our experience was not unique. All in all, they are probably the worst foundation that I've dealt with in my career in terms of developing a positive and productive partnership with a grantee or potential grantee. I'm hesitant to ever try and apply for funds from them again. However, given their scale and the hamster wheel of nonprofit fundraising, we'll likely attempt to do so if an opportunity presents itself.

They were very timely in contacting us after the request was made.

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Applicant Comment

This was a moderate effort experience which did not seem too difficult but I think geographically, it is unlike Kresge would fund us. The interest seems greater by Kresge in [a different] area where a large grant was provided in the same general time period.

This was our first submission to the Foundation. In the future, we will seek more and improved interaction to improve the impact of our proposal.

To explain further my answer to "How accessible do you believe Kresge is to applicants:" we are not familiar enough with Kresge's accessibility to other applicants to respond in either a positive or negative way. / / "No" was checked as to whether we would consider applying for support from Kresge again in the future because we were informed through the Letter of Decline that because Kresge is a national funder and looks for projects with potential national impact, they felt our project is best suited for local support.

To my knowledge, there was no communication. I applied and then never heard anything back, so I assumed we were denied. I will try again though because I think it's a good fit.

Tried several times to connect with program officer to get feedback on proposal and never could get through.

Tried to ask questions about proposal, but staff did not respond.

We applied for a grant request twice and have been declined both times. Each time we were told that the guidelines had changed and our request did not fit the current funding. I could not figure out what we could apply for.

We applied for funding...and didn't hear back from the Foundation until [six months later], which seems like a long time!

We applied to a program that was in the process of revising its guidelines, and had to move quickly to get our LOI in....We did not have the opportunity to speak with a program officer in advance of submitting our proposal, though that would be a part of the application process that we traditionally adhere to. We understand how valuable those conversations can be, if you are able to get them. / / We did feel that there was a lack of understanding regarding the scope of our proposal. Though the work was state-specific, that state work was laying the ground work...for...a project that was national in scope. The feedback that was received was that Kresge did not fund work limited to a region or state. / / We also traditionally seek feedback on proposals that were not funded, but as this program's guidelines are still in transition, we decided to wait until the guidelines are finalized and would try to connect with the appropriate PO at that time.

We applied to Kresge knowing that the environmental program was in flux. The website noted that the program was in the process of changing its focus, but suggested the submission of proposals in the meantime. We submitted a proposal...and received a letter declining to fund this project. Although it may have been that we simply applied at the wrong time in the middle of a change, it is disappointing to see that the changes to the environment program now include [goals similar to our proposal]. / / In preparing our proposal, several staff members at our organization attempted to call Kresge's environment program contact person on several occasions to discuss whether our proposal would be a good fit. Although we left several messages, we never received a call back.

We are sincerely grateful that the Kresge staff has been so accessible and willing to think through proposal strategies so that we know it aligns with Kresge's needs while meeting our organizational goals. We were also particularly impressed with our ability to follow up and receive more feedback after the decline - integral information that was leveraged to put together our subsequent application to the Kresge Foundation.

We did not adequately pursue the opportunity to interact with Kresge staff. We had heard that Kresge was considering new initiatives and approaches, and felt sufficiently encouraged to send a letter of inquiry.... Had we studied more carefully, or spoken to a Kresge staff member, we would have understood that even though we consider our programs highly replicable models, they are designed for serving rural, remote populations, and do not serve Kresge's city demographics. We would welcome the opportunity to discuss the need for unique approaches to serve rural populations....

We did not receive a formal notice informing us that our application was denied. We merely received this survey for those whose application have been denied. It seems like applicants should be informed that their applications were not chosen for funding prior to them being asked to take a survey about their application being denied.

We do not have an established partnership with Kresge and it seemed that they were less than enthusiastic in working with us.

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Applicant Comment

We feel that Kresge is a great funder with the potential to make a huge impact, but one who favors name brand institutions...or other projects from name brand institutions who already have easy access to the capital available in the third sector. / / This over-riding feature is unfortunate from the perspective of a small, grass roots organization who might not have the name brand, or the high paid development staff, but just might have the innovative ideas that could transform a sector.... / / The coalition or small non-profit that is left dangling in the wind with their idea finds it hard to secure funding from Public Welfare, Kresge, or a Weinberg foundation because the more polished and resourced development departments of name brand institutions are better at their draft, writing, or arguing their case. At the same time, we are left wondering what percentage of the larger institution's revenue is utilized for development projects rather than incubation of ideas. / / Basically, in a parallel comparison with the private sector, my allies and I, representing the second largest community in our region, were left wondering if Kresge invests outside of major tier-one cities besides Detroit, where the commitment is obvious....As a small provider linked with a coalition of like-minded providers who applied for a brand new idea that we feel is revolutionary, we felt short shrift from Kresge with regards to the review process, and even in contacting a Board member. This is a shame for all parties as we have pressed on with an array of public-private partnerships to achieve our goals, and we have garnered national attention in both the environmental and housing community....We feel sort of like the tech innovator toiling in the basement, groveling with lesser foundations for parts of our work, and seeing a longer horizon for a radically simple solution to a mess left after the recession. All this occurs while Kresge has no apparatus really to reach down to the grassroots to where the solutions are created. This is frustrating, given the potential impact giving can have in facilitating social change by investing in smaller, feistier, and hungrier groups who do not have the cache of name-brand groups..../ / In short, there is no doubt Kresge does good work. We just question whether Kresge has the guts to roll the dice on small scale innovators who maybe don't have the polish and finesse of the larger operators, and whether our idea was even given a proper analysis....

We had a great program officer...who was very involved in our grant from development to implementation. After she left, there was no one available to talk with us about our upcoming proposal submission. Once we applied, no one got back to us for several months and we were declined with no reason given. This was after 2 years of funding.

We have not been able to access much in-person guidance or feedback. Criteria on the website are rather vague, and when we asked for feedback, the main response we got was that funding priorities are in transition (but not listed on the website) and that given limited funding, we might be a better fit in the future. It didn't feel super clear from the outset whether our project was a good fit, and I still do not feel clear about this.

We need to develop our relationship with Kresge and will do so in the future. It is apparent that we did not have conversation with the Foundation that would have been good in developing our proposal.

We never received a letter declining our request....I received an e-mail notice that the LOI had been received and was assigned a request number and would be routed to the appropriate team member. I [later] received an e-mail from the same person...apologizing that she didn't code our application correctly, so it was never distributed to the appropriate team.... I was appreciative of her honesty and the reason for the delay. However, after that, I never heard from the Kresge Foundation again. As time progressed, without any word, I called, left voicemails and sent e-mails to check on the status of the application. I never received a return call, e-mail, or letter with a final decision. It was very frustrating.

We really did not get any help from Kresge.

We received a very detailed rejection letter from Julian Haynes. The rationale for the rejection was clear--we believe in our program but understood when we applied that the scale might not be "sufficiently competitive" for Kresge. Unfortunately, the size of the program...continues to be a concern for funders who traditionally support [our field].

We received emails from a general email from the Foundation, but it may be helpful to connect grantees to a specific contact person or include an email of a person organizations can follow up with

We responded with a letter of inquiry to an open RFP in the environmental program, which the website implied is the first step in the process. The interests outlined on the website at that time seemed to give room for a more expansive definition of environmental action than now appears to be the case. And too, part of our interest in submitting a letter of inquiry is to raise the profile of environmental issues and programs that need to be considered. Of course, I had hoped for a conversation with someone after submitting the letter of inquiry, but the form letter of decline didn't really encourage it. I see now that the environmental program seems to be focusing on policy and energy efficiency. The energy efficiency and emphasis on green building certainly makes sense, given the Foundation's history. I am discouraged by the increasing emphasis by foundations on influencing policy. I just don't see that it has had any impact. Decision-makers seem incapable of acting, and the general public is confused and in the dark about what to do in a time of climate change.

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Applicant Comment

We submitted an LOI and did not get any feedback for nine months. During that period, having had no response, we attempted to contact the program officer, and received no reply. Because we are partners with an organization that had a relationship with another program officer, we did manage to talk to her--and although she was as responsive and warm as she could be under the circumstances, all she could tell us, basically (and at various points during that time), was that the person we should talk to was travelling, or on vacation, or she hadn't been able to get to him about this. After nine months, we received a very brief denial of our request from a third person. / / All of this left me with a poor impression of how the Foundation treats its applicants.

We submitted several iterations of our request to the Senior Program Officer. Our final version was referred to a Program Officer for consideration, and it was from that individual that we learned of our rejection. A voicemail left requesting an opportunity to receive feedback did not elicit a returned call. Just wanted to clarify that there were two individuals involved in the process, as I was only able to select one on the survey.

We tried for...months to get a phone meeting with relevant program staff at Kresge in advance of submitting an LOI. Calls to 3 different program staff (some with whom we even had a strong past relationship) went completely ignored and not returned. We finally decided to give up trying to get some pre-submission feedback on our concept and just submitted the LOI without input. As what usually happens with no input from a funder, our LOI was rejected. But Sandy Ambrose reached out and asked to meet with us because she found our project to be quite worthwhile for our industry and she wanted to learn more about it. Admirably, she made it clear ahead of our call that it is a project that reflected a past interest of the Foundation and still isn't something that would be funded in the future. I continue to find other Kresge program staff completely inaccessible and unwilling to provide basic input ahead of an LOI submission, as we have had a couple more projects emerge that might align with other program areas of Kresge. Again, our phone calls go unanswered by those staff. It is a waste of time for all parties to submit a concept with no prior input from the funder.

We were able to have conversations with the appropriate Program Officer. While our project seemed to be of interest to the Program Officer, it didn't fit with the current direction of the Foundation. I would have liked to understand how we could work to continue building a relationship with the Foundation and/or participate in conversations to help inform them about the work of our field.

We were disappointed that Foundation staff did not have the time to communicate with us or answer questions after our submission. It's hard to know whether it is worth our time to apply again.

We were encouraged to apply after Foundation staff visited our community and observed our work in progress. We submitted a grant application but did not hear back after approximately two years from the submitting. I believe it got lost in their system or misplaced.

We were given a strong message of potential support when we approached the Foundation about seeking funding. We were encouraged to submit a letter of interest, and were told the Foundation wanted to partner with us on the project we were proposing....Communication halted until this winter when we were told that the department focusing on [our field] was going through a strategic planning process to determine funding priorities. We were told those would be available in the late spring. In the meantime, we were encouraged to set up a...call with our program officer to discuss our progress and learnings. Our first meeting was cancelled quite abruptly with the statement that any meetings must wait until the plan has been completed....

We were told our program wasn't the "best fit" and he then articulated what the Education Team is primarily interested in -- which is precisely what we do, so that seemed strange.

We were told the Foundation would consider a one year completion grant to help us finish up the work...that was funded with a 3 year grant. They decided not to do that, leaving us in disastrous shape as our multi-year effort reached its climax...undermining our campaign and leaving us without the key funding to finish one of the most important environmental justice efforts in the nation.

We were working with Tamra Fountaine, who was interested in our project. We had 2 calls with her. She connected us with a currently funded partner....Tamra left the organization between our calls.... We hope we can rekindle the conversations. We have new focus.....

Please comment on the quality of the Foundation's processes, interactions and communications. Your answer will help us better understand what it is like to work with the Foundation.

Applicant Comment

We would have appreciated more follow-up/communication after the submission. We actually weren't certain it was declined until we got the request for this survey--which was almost 2 years after we submitted the initial LOI. We realize we could have been more proactive about soliciting feedback and inquiring about the status, and will do so in the future---but it did feel a bit like the proposal simply disappeared. We definitely appreciate that Kresge receives a high volume of proposals and cannot always devote a lot of time to each one, but we also spent a lot of time and resources developing our proposal after multiple phone conversations. We were surprised there wasn't more communication about it post-submission. That said, we continue to have an enormous amount of respect for Kresge and its mission and hope to continue a dialogue that will shape the future of our field and the important work that both of our organizations are engaged in.

When the Foundation changed its funding priorities (i.e. moving away from capital needs), the website was not updated to coincide with the changes. Further, after speaking with Kresge staff and watching a video sent explaining the changes, the direction of the Foundation was still not clear and the advice given as to what we should apply for was not accurate. We were therefore a little confused by the explanation given as to why our application could not be accepted. Since that time, the website has been updated and the criteria is now clearer. It was just a little rocky initially. We are now considering the submission of a new application that better aligns with the Foundation's current priorities. Thank you for seeking feedback!

While it was encouraging to receive such a detailed, thoughtful decline letter from Kresge, as a highly successful organization that sees a lot of synergy between our programs and Kresge's priorities, it's somewhat frustrating not to be able to speak directly to staff there to assess our chances for future funding. Direct access and the ability to have a meaningful conversation would greatly reduce our time in assessing whether or not we are a good fit and how to pitch our next ask, as well as give clarity on how much staff time we are spending digging into this particular foundation.

While our program was not an ideal match with Kresge's priorities at the time, we felt it was worth attempting to begin a conversation with the Foundation because our work lives within the same world as Kresge's....Even though we were able to connect with the appropriate program person due to an introduction by another Kresge contact of ours, we struggled to form a relationship with that staff member who did not show much of an interest continuing the conversation beyond our LOI. We did, however, receive a prompt response to our inquiry and appreciate the timeliness of communication.

CONFIDENTIAL
The Kresge Foundation
Applicant Comments from May 2014 Applicant Perception Report
Conducted by the Center for Effective Philanthropy

Please note that comments have been edited or deleted to protect the confidentiality of respondents.

| What improvements would you suggest that would make the Foundation a better funder? | Applicant Comment |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Accessible staff. | Add innovation to the list of criteria. This can be done in a way that any "innovated" grant awarded must demonstrate outcomes on a quarterly basis so as to protect Kresge's investment. Support of new ideas that have not been done before but are based on practical, demonstrated, small-scale experience is invaluable. |
| Again, from my particular vantage point, a shorter response time would be greatly appreciated. | All national and internationally known funding sources such as the Kresge Foundation are confronted with numerous well wishing applications. It is understandable that Kresge would want to partner with those that can make the greatest impact. Small organizations, like the one I represent cannot compete with the "big" guys. I would suggest setting aside funds specifically for the smaller organizations that may not impact large numbers but are making a difference, one person at a time (similar to the young boy who throws the starfish back into the sea).... |
| Allocate more for [the education field]. Giving directly to the [organizations] as opposed to giving to a single funding consultant group who then disburse to individual grantors. | An easier way to have direct interaction to discuss the local situation, our situation and the objectives in order to see if there would be interest in consideration of an application before the process of developing the application was begun. |
| As previously mentioned, it would be enormously helpful to sit down with Kresge and have a deeper interaction. This, we believe, would serve a dual purpose: (1) To submit an LOI that reflects a smart ask that speaks directly to what they are looking for; and (2) Would give them a clearer and more global sense of who we are and the positive change we are advancing through our programs. It would be helpful, in particular, to reach David Fukuzawa directly on the phone or have the opportunity to meet with him in person. | |
| As stated previously: be more open to smaller nonprofits who are 'in the trenches' delivering direct services. | |
| Assign a staff person to help a person through the grant process perhaps? | |
| At a minimum, provide timely responses to LOIs, and if that is not possible, at least timely updates on the processes. Also, any business should at least return calls. | |
| Be available to answer questions and provide feedback, especially regarding likelihood of funding. | |
| Be available to talk with potential applicants! | |
| Be more friendly and kind | |
| Be more responsive to those organizations that are having a significant impact in their local communities. | |
| Be much more clear about what you fund. Make applicants contact your staff before submitting an application, then make them write a letter of intent, and only after acceptance of the letter of intent, have them write a full grant application. | |
| Be progressively responsive to let an organization hear feedback toward their proposal before they are denied. | |
| Be responsive to applicants! My application just went into a deep dark hole. | |
| Be very clear about current guidelines and priorities. Many organizations in urban areas are doing great work, and their mission clearly aligns with Kresge. However, the Foundation seems reluctant in partnering with new and innovative approaches to the field. Many of these organizations have been in existence for decades and could add value to the Foundation's goals and objectives. I've received feedback from other nonprofits in Chicago and Detroit, and I'm hearing some very unflattering conversations. Finally, I would like to say thanks for this opportunity to provide feedback. This is always a good step in establishing effective community partnerships to make an impact. | |
| Before denying any request, take the time to actually speak to the submitter. Verbal communication can often clarify the words and numbers that seem insignificant on paper. | |
| Better clarification about their funding categories. | |
| Better communication among program officers and staff administration who handle written communications to applicants. More responsiveness to calls. | |
| Better communication of application status; a brief e-mail would suffice. | |
| Better communication with applicants | |

| What improvements would you suggest that would make the Foundation a better funder? | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Applicant Comment | |
| Better timing and communication to let the applicant know the status of the application. I believe our case was most likely rare, judging from the extremely long period of time from the application to hearing back | |
| Broaden the horizons. There are many organizations in more rural areas which do very good work and are passed over because foundations want to focus on urban areas. By passing over these rural organizations, the Kresge Foundation misses out on building partnerships with a great many excellent groups. | |
| Clarification on process and timing related to changing program guidelines, and a clearer sense of the process in the interim, would, from our perspective, make them a stronger funder. We also are concerned that the Environment program has shifted entirely into Climate Resiliency, without continued support for work that addresses root causes of climate change or projects that seek to mitigate the impacts of climate. | |
| Clean up explanations for laying out funding priorities and guidelines. | |
| Communicate with applicants and keep commitments to timelines once a proposal is submitted. | |
| Communicating the range of funding requests and providing specific details on how to strengthen the proposal if applying in the future. | |
| Continuing to fund health-care related work, with less emphasis on policy or public health organizations. Policy change is useful, but if health care organizations do not have funding from public resources to implement policy the actual health improvements do not get made. | |
| Could the Foundation return a scoring sheet that shows how we scored and why? We get that from governmental grants and it is extremely helpful. A screening process online that would show me early on if we don't meet your needs would be helpful. Not just are we a 501 3c, not just do we meet the lowest guidelines. If the size of our organization is too small, tell me that. Do you like start ups or established programs? Screen for that. Are we geographically undesirable? Tell me that too. Imagine how much easier this would be for all if we really understood who might or might not consider a proposal from us. | |
| Develop a better structure to analyze proposals from grassroots groups, don't be afraid of failure in social experimentation, analyze the merits of an innovative project, consider carving out philanthropic funds similar to capital dollars invested in start ups! Look at smaller, cutting edge foundations like Sparkplug. | |
| Do not know if I can answer this question objectively until I am on their side of the table. | |
| Do not limit grantmaking to large organizations while there are many worthwhile smaller organizations providing much needed services to underserved populations. | |
| Don't have an answer for this. We have not asked for funding in the past other than the Human Services Program. | |
| Don't know. | |
| Don't write off an applicant just because they may be a small organization working in a rural region. Don't only look for the large, well-known healthcare systems serving in metropolitan areas to fund. Learn how to support the vast diversity of our nation. | |
| Establish a better system for review of letters of inquiry, so that applicants receive adequate correspondence and/or verbal communications, and notice of acceptance/decline in a timely manner. Help potential grantees understand the review process. Secure sufficient staffing to handle the applications received. | |
| Give us a great big grant! I don't know. We only got to the LOI stage and (except for not getting funded) everything went smoothly. | |
| Greater and more frequent engagement with the applicant; a problem solving approach, encouragement Greater understanding of regional differences. | |
| Guidelines should be more direct. | |
| Had I called before I sent the grant perhaps I would have understood one needed a champion at the Foundation. We fit the guidelines.... | |
| Host quarterly information sessions/webinars to allow for more interaction with program staff and to provide more opportunity for nonprofits to have specific questions answered. | |
| I believe the fault was our own in that we didn't call and talk with a staff member. | |
| I believe the improvement should be on our part in explaining the reasons for the funding....I am sure Kresge has sufficient experience and professional input on its funding and how it handles its choices. | |
| I can think of no improvements that need to be made at this time. | |
| I don't feel I am in a position to tell a foundation how to be a better funder when they give resources to communities, even if our project wasn't selected. Any philanthropist needs to be commended for supporting the community....I know that reviewers are only working on what is in the proposal, so if the proposal doesn't seem to fit, there really isn't much opportunity to learn more about the project or the integrity of the process could be compromised. Unfortunately, the whole issue [on which my organization focuses] is a much bigger problem than realized and is thus not often viewed as a determinant of health.... | |
| I don't know / | |

| What improvements would you suggest that would make the Foundation a better funder? | |
|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Applicant Comment | |
| | I don't know the extent to which they work with truly rural communities but it did not seem like they understood the need and how the strategy was the most effective solution. It turned out that we did receive funding from another source and deployed the same strategy as outlined in the Kresge grant application and the result has even exceeded the projected expectations resulting in neighboring communities using our strategy for affecting change in their communities. |
| | I don't really know because this is my first interaction with the Foundation. I would lean towards the improvements coming from our end instead, i.e. clear understanding of funding criteria and initiating communication and questions with Foundation staff. I do think perhaps the Foundation is looking at funding larger, more metropolitan-based organizations with a greater impact than a rural [initiative]. |
| | I don't think they understand the nuances of working in [my organization's] community and the unique challenges presented. |
| | I feel that Kresge needs to make more efforts to fund smaller, community oriented programs, with a huge impact on individuals. They tend to fund large scale initiatives that have little impact on individuals. |
| | I think I would have appreciated knowing that Kresge does not plan on funding an organization unless it has a national presence. The frustration comes when we are encouraged to apply, yet we do not meet the program's preference for a national model. Caroline Altman-Smith was great explaining everything, given that she was reading from Julian's notes. |
| | I think Kresge is the best, so not sure... |
| | I think offering webinars occasionally about the grant proposal process is always helpful. |
| | I think that Kresge is a great funder and hope to have the opportunity to submit again. This time I would be in closer contact with some of the Foundation's staff. |
| | I think we should have done more due diligence in finding exactly what Kresge funded. |
| | I wish I would have had the opportunity to discuss with [staff] before I submitted our application request. The discussion that we had after the application was denied was extremely helpful and I appreciate the time she afforded me to have a discussion. |
| | I would have liked the opportunity to speak with someone before submitting our Letter of Intent. I also would have liked the opportunity to have specific feedback not the standard "Your program, while valuable, does not advance our current priorities." |
| | I would prefer to have a much simpler, faster, LOI that the staff can evaluate quickly and from that basis, let us know rapidly that it is, it isn't or it might be, a good candidate for funding. Today the period between submitting an LOI and being awarded grant funds has become so long that it is almost impossible to connect grant funding to current or near-term future needs. |
| | I would recommend that Kresge be more receptive to funding organizations of all sizes, including small NPOs (annual budget less than \$1 million), as many times the community impact is much greater than the budget would indicate. Additionally, small capacity building may greatly enhance services. |
| | If they are not going to fund Environmental Justice work any longer, then they need to discuss that with current EJ grantees before changing the strategy....It was a top down decision and forced us to try to pitch our work as Ports and Goods Movement. |
| | Improve website and make areas of interest clear and not so multilayered. Associate staff with fields of interest and tell them to return calls. A reasonable timeframe around review of LOI's would be appreciated. |
| | Improved responsiveness and professionalism. Literally months would go by where they would be unresponsive and ignore all outreach. And it wasn't like we were coming in cold and totally chasing dollars. Based on conversations with their team, we were a potential fit and given encouragement to submit a second LOI after our first was declined. I did not have a positive experience in dealing with the Foundation and found that their treatment of potential grantees was extremely unprofessional. |
| | In our field, there is an emphasis on working with smaller NGOs.... Much could be gained from taking a broader view and including a more expansive role for research institutes and educational organizations. We understand that funders such as Kresge have limited resources and wish to move the needle on the ground in fairly specific ways, but sometimes research institutes and universities have more to offer in this regard than is obvious at first glance. We do make a difference in our field even though we go about it in a slightly different way than NGOs do, and there are ways [we] can greatly enhance the work that NGOs do (and vice versa). Perhaps there is a way to involve [my organization's community] in a broader role without compromising end results. |
| | In the "Grants Highlights" section of the website, perhaps illustrate what aspects of a successful applicant's project were most appealing to the Foundation or how the project successfully met the funding criteria. |
| | Include mental illness. |
| | Increased transparency. |
| | It is hard to find funders willing to invest in [our community], which seems disconnected from the urban cities of America. It would be great to see a funder look to areas outside of their usual funding areas (geographically) |

| What improvements would you suggest that would make the Foundation a better funder? |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Applicant Comment |
| It is important for them to distribute funds equitably per region and include small states with large needs.... |
| It would be great if the staff was more responsive, and if there was more continuity between staff people involved. |
| It would be helpful to know how the application could have been improved. |
| It would be helpful when a program officer leaves or changes position to be explicitly reassigned to the appropriate contact and informed about any changes in program priorities and in the process for communicating. |
| It would help if there were feeder organizations/funders who were in [my community] who were familiar with the [programming we do] every year. |
| It's hard to think of any improvements Kresge could make. I regard the Foundation as one of the premier funders that is focused on improving the quality of life for so many children. I realize they can't do everything or fund every proposal that is sent to them. |
| Just more clarity in funding priorities. More efforts to do site visits in early stages of application. |
| Kresge could help fund seekers by providing more detail about acceptable or fundable proposals/projects. Also it is difficult to really know why a project is not funded, even if it does fit within the guidelines. Some projects did receiving funding, so why were those funded? / |
| Kresge Foundation can be in the forefront of health community funding to end the health disparities....Philanthropy among foundations is not only to fund for causes and missions, but to have a result driven movement, which have an impact on resources. Minimal funding is given to local organizations that have a better grasp on local communities for the best impact. [Larger] organizations are great for general out reach and implementation, but the hard to reach and serve communities are more accessible by local nonprofits. Smaller agencies should be given the opportunity to make bigger impacts to eradicate national health disparities at the grass roots level. / |
| Kresge MUST become more approachable for first time grantees and/or grantees who might not be "regular" recipients. No website or annual report is comprehensive. Nor can they give an applicant the insights and interpretations that a program staff can. It saves everyone a lot of time if the funder would just listen to the concept for 15 minutes before the applicant goes to the effort of spending 10-50 hours pulling together a concept. And, it saves Kresge staff from reviewing mal-aligned concepts. At the VERY least, calls should be returned. |
| Kresge seems to have limited understanding of the barriers and needs of rural programs. The required size of most applicant organizations will usually exclude most rural areas. Our organization fit within the size parameters, but additional dynamics of an isolated, rural location seemed a foreign culture to Kresge.... In this survey, the disconnect of "understanding" the needs of what our organization is involved in is more about the rural context, than the services provided. Please interpret the lower marks in this context. In particular, the capacity building initiative seemed paradoxical, catering to high-end non-profits who, in my opinion and by comparison, already have the resources to grow to the next level. The high degree of sophistication that seems to be a prerequisite for a viable applicant, towers over many non-profits that are seeking to "build capacity." I would recommend that a staff member have a courteous conversation with an inquiring applicant, speak candidly about the fit of Kresge's RFP goals and the needs of the organization, and send long-shot applicants on their way, before they pour hours into a dead-end application. Perhaps Kresge staff could provide some contextual consulting that can direct programs towards other resources when the application is not looking like a fit. Reception staff have good customer service skills, and perhaps should train some of the program officers who work to end inquiry conversations much too quickly, often evade questions, and condescendingly and mechanically restate "read the application." Kresge's efforts to try to support the national landscape is admirable, yet I wonder how much the regional diversity of the country begets gaps in alignment between generic Kresge goals and the diverse regional dynamic. Perhaps more flexibility in the application process, or more culturally fluent staff can improve the alignment. Thanks for all the good you have done throughout the country! |
| Listening |
| Look to the Southeast in funding |
| Make sure that Kresge's priorities are very clear on their website. Be as honest as possible to help applicants not have to do a lot of follow-up work only to be rejected. |
| Make their application clearer and more concise |
| Maybe a webinar for potential grantees to get together and learn about funding opportunities and priorities with a Q&A session as well. |
| Maybe give funding to more organizations or make it an invitation only process, so smaller nonprofits don't waste their time putting in LOIs and proposals when they are highly unlikely to be competitive. |
| Meetings with new applicants and also region-wide symposiums and community forums to assess needs of arts groups and respond with RFPs |
| More accessibility to applicants who have no prior relationship with the Foundation. |

| What improvements would you suggest that would make the Foundation a better funder? | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Applicant Comment | |
| More accessible staff. | |
| More clarity about the actual funding priorities. The language we read was very open to interpretation. Responses were slow or non existent, and we often had to initiate follow up. | |
| More clearly state what its funding priorities are, or if funding priorities change, promptly reflect the change on its website. | |
| More communication | |
| More interaction with the Kresge staff during the proposal preparation process might have been helpful to clarify Kresge expectations -- I could have been more proactive in seeking this interaction. | |
| More one-on-one guidance for applicants. | |
| More personal contact especially early on in the process. I realize they cannot do site visits but that would be good. | |
| More responsiveness would improve the process by helping either to improve proposals or weeding out proposals that would not be a good fit for Kresge. This would save time both for Kresge and applicants. | |
| More timely and committed communications. | |
| More willingness to provide consultation, especially to smaller organizations. / | |
| My previous comment would apply here. | |
| N/A | |
| N/A | |
| N/A | |
| No improvements come to mind. We were aligned with Kresge goals, but not all requests can be funded. We take a practical and pragmatic perspective when applying for funding. | |
| No response; Kresge is not a fit for this agency. | |
| No suggestions since I think the Foundation is very well run. | |
| No suggestions. | |
| None | |
| None at this time. | |
| None. I believe that I need to get better at requesting funding. | |
| None. We simply need to submit a stronger proposal. | |
| Not appropriate for small organizations - this should be stated. | |
| Not sure - maybe provide more resources for responding to calls for proposals | |
| Not sure. I know that program officers are under tremendous pressure and are not likely to be an equal partner with every potential grantee. So maybe the answer lies in more clarity or consistency in the expectations of program officers by Kresge board and executive level staff. | |
| Open and clear communication, realistic promises, and consistency so we don't get our hopes up. | |
| Open its gifting criteria to support the organizations that are driving change. Many organizations that are supported have been stagnant for decades, have not implemented any new technologies or accepted new management techniques. Sometimes the external, supporting foundations are led by true business leaders, who drive improvements across the [organizations]. | |
| Our work appeared to be a good fit, but we received a form letter rejection for a letter of inquiry. As noted earlier, without any feedback on whether our work fits Kresge's strategic priorities, it's hard to know whether we should give the Foundation another opportunity to take our work to the next level. Additionally, the requirements for a letter of inquiry required relatively more work and information than other foundations' LOIs. | |
| Person to person communication and follow up recommendations | |
| Please be responsive to non profits when they attempt to contact you. We are all working towards the same goal of helping others, so there is no reason to be uncooperative. I would have appreciated a conversation about the grant process and how I could address any questions the Foundation had. Unfortunately, I was never given this chance. | |
| Please provide more clarity between the categories and subcategories that you fund. Even deciding which category to apply under was difficult to choose because of apparent similarities/overlap. | |
| Please see my previous response regarding the quality of Kresge's processes, interactions, and communications. | |
| Post on the website stating that fund's distribution has concluded for the year when they run out of money. Therefore, other organizations do not apply and the Kresge staff is not inundated with request they are unable to fulfill. | |
| Program Officers who are held to a standard algorithm for processing grant applications from start to finish. A more professional approach to communicating technical assistance, with clear goals, deliverables, and timelines. There seem to be hidden rules for competing for grants that other Foundations are more transparent about and Kresge could learn from them. | |
| Provide a timeframe for grant application review (e.g. grant applicants will be notified of decisions within X weeks.) | |

| What improvements would you suggest that would make the Foundation a better funder? | |
|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Applicant Comment | |
| | Provide applicants with the opportunity to answer questions and discuss the submission with the reviewing program officer prior to a final decision being made. Suggestions of other potential sources for funding would have been helpful when the application was denied. |
| | Provide assistance during and after the submission process. This was an exciting and meaningful opportunity for our...human services not-for-profit organization and we experienced great disappointment at the lack of professionalism in not having so much as a telephone call returned both during the process or after the decline. |
| | Provide better guidance to those submitting grants as to whether the research project communicated to grant officers is a fundable project. Eliminate those projects that are not fundable much sooner. |
| | Provide more information about reasons for denial, when the website suggests we were within the eligibility guidelines. |
| | Provide regular clarity well ahead of time on future funding priorities. Have a staff contact who could be reached for questions about program fit. |
| | Providing the opportunity to discuss the proposal, recommend areas that need to be strengthened. |
| | Put more emphasis on documented, measureable results when evaluating organizations. Take geographic/economic disadvantages into consideration when evaluating proposals/organization (i.e.; an organization on Lake Superior will not be attending all the right conferences, meetings and nurturing relationships with funders simply due to distance). Recognize that the real work does not occur at conferences or via webinars or by "parachuting" experts into a community. It occurs when people meet face to face, look at a problem together, agree on a solution and set about the process of implementing the project, then documenting results. Which is why mid-size regional organizations (Goldilocks phenomenon again) are the most effective at achieving documented, measurable results when compared to large NGO's or small grassroots organizations. |
| | Reach out to applicants with recently reviewed proposals to help mold applications for future submissions. |
| | Realize the importance of the lives that are impacted by [the problem on which my organization focuses]. |
| | Perhaps looking at the problem within their own community and understanding that it is possible to provide help and hope for them. |
| | Really should consider funding for...work in local area; much needed under-served segment of our health care system. |
| | Research the organization that did submit the grant, get to know the work that we're doing, and fund small organizations like ourselves that do the work, but may not be a "big name." |
| | Scaling up its grantmaking would make Kresge a better funder. We hear incessantly about the need for nonprofits to scale up effective strategies. But nonprofits are already scaled up--hundreds of thousands exist all across the country--and often the most effective programs are such because they are small. Funders are most effective when they sustain relationships over time and ask grantees the questions that foster program improvement. We have experienced this at the local level, and these are the funders and relationships that are making a difference in the long run. |
| | Seek to understand how proposals impact the communities that we serve before declining requests. |
| | Send out a representative. |
| | Simpler letter of inquiry or pre-proposal phase. |
| | Since Kresge's history has been in funding capital projects and mostly bricks and mortar, we need more help in understanding their thought process on applying for program grants. The website has a lot of information, but too many sections where you can choose to apply. Some sounded confusing and we were not sure we had applied in the right category once we received the denial letter, as it kept talking about organizational capacity. Assigning a staff member to walk the applicant through the process would be helpful and save organizations time and money. If you believe early on in the process the organization does not have a good idea, not developed well enough, or not a funding priority, it is good for Kresge to let us know that up front. |
| | Since they have such a large workforce, I would allow their program assistants, associates, and officers to actually do their own landscape analyses of the nonprofits working in their field that are making an impact, go and interview each of them, meet them, and see, directly, what it is they are doing. This will alleviate a huge amount of expensive administrative work for the non profits, and will most likely make the assistants and associates and officers like their jobs more. At the same time, the LOI open system can be revised with specific, very short questions that force an applying organization to really think about how exactly they fit. Once they submit the short responses, Kresge can go and do site visits at those places they feel are a good fit and respond no to those they don't with at least one good reason (chief of which would be that Kresge does not see the organization as a fit). This will weed out organizations that just thoughtlessly apply everywhere, keep organizations that do not fit from re-applying, and at the same time minimize the amount of effort an organization that fits has to do - as the program officers/assistant/associate can gather the information Kresge needs in site visits and interviews, rather than making the organization guess at what Kresge wants. |

| What improvements would you suggest that would make the Foundation a better funder? | |
|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Applicant Comment | |
| Site visits or allowing the sending of videos | <p>Some feedback around how we could have made a better case. We are a large health and human service provider....As the only multifaceted one stop social service agency in the area, our phone system is critical to the work we do to serving the community. We receive hundreds of calls from people in crisis and without a phone system, we'd be hard pressed to bring in the volunteers and raise the needed resources let alone serve the multitude of folks that come here each and every day. People would be lined up around the block waiting in line....</p> |
| | <p>Staff time seemed to be limited, and we got the impression that only large grants are considered due to lack of time to review too many proposals. So, more staff or better organized staff would help.</p> |
| | <p>Take the time to reach out to applicants to get to know them, their goals and program ideas</p> |
| | <p>The online application should allow for contact with program officers.</p> |
| | <p>The reasons we were invited to submit a proposal were somewhat mysterious. A direct conversation, such as a phone call, helping provide context and more guidance may have made us more successful.</p> |
| | <p>The requirements for the grants should be better explained</p> |
| | <p>There are no improvements that we could suggest to the Kresge Foundation.</p> |
| | <p>This survey has too many questions, and some of them are too detailed, which made it difficult for me to answer accurately.</p> |
| | <p>Timely follow up with prospective grantees. Communicate if there is going to be delays and when prospective grantee can expect to hear from the Foundation.</p> |
| | <p>Timely response to applications. / / Provide better guidance on leveraging other partners for sustainability even though the program would have been sustained by [other organizations] beyond the grant period. / / Provide unsolicited feedback on how to strengthen the proposal to meet their future funding goals.</p> |
| | <p>To have a conversation with us regarding our proposal. I do believe that is on us to initiate. Therefore, I have no improvements to suggest.</p> |
| | <p>To help the most vulnerable (people with disabilities, people in poverty, people with barriers) instead of large institutions and colleges who should have ample support base.</p> |
| | <p>Understand the full impact of funding decisions.</p> |
| | <p>We are trying to use a website as a program delivery platform to support and extend our in person meetings and to make our resources available to people outside our immediate area or who cannot attend in-person events. I think that the Foundation thinks of websites as marketing devices and not as program delivery and extension vehicles. Perhaps your model is based on charitable service organizations from before the Internet era?</p> |
| | <p>We deeply appreciate the investments that the Kresge Foundation has made in [our organization's community] over many years. We hope that while responding to critical needs in large metropolitan areas, the Foundation is also able to make contributions that will impact rural areas, particularly in funding projects that have the potential, when broadly replicated, for substantial impacts in both rural and urban areas. [Our organization] has gained statewide and national recognition in developing model programs and establishing "best practices" through our efforts....We will seek opportunities for further discussion.</p> |
| | <p>We have not heard definitively if we have been rejected from our...Letter of Inquiry [from over a year ago]. So we hope that means we are still in the mix. However, given that was a year ago, our focus has slightly shifted as we have improved upon our program mission and strategy. I think with Tamra's leaving the Foundation, we may have been lost in the shuffle.</p> |
| | <p>With the realization that the staff is very busy, more opportunities to connect with program officers in order to establish a relationship would be appreciated. We have invited staff to attend our events in the past but have not had much success, but perhaps Kresge could make itself more accessible to grantseekers by hosting Q&A sessions or other events that would provide exposure to program officers.</p> |

CONFIDENTIAL
The Kresge Foundation
Applicant Comments from May 2014 Applicant Perception Report
Conducted by the Center for Effective Philanthropy

Please note that comments have been edited or deleted to protect the confidentiality of respondents.

| What do you understand to be Kresge's purpose and identity at this point in time? | Applicant Comment |
|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | "Creating opportunity for low-income people is a hallmark of our work at The Kresge Foundation," says President Rip Rapson. "Our programs reflect the inflection points where we think we can actually make a difference in the life trajectories of people who are poor, disadvantaged or underserved in fundamental ways." Based on this statement, we felt our proposal fit perfectly with Kresge's goals.... |
| | A foundation that gives grants for the underprivileged. |
| | A large funder. |
| | A wide range of fields aimed at improving society. |
| | Achieving specific benchmarks in health through population-based strategies on the ground. Not sure about public policy goals. |
| | Addressing social and environmental factors that negatively affect poor and at-risk communities. |
| | Arts, Environment, Health & Human Services - strengthening capacity, Health and Detroit issues |
| | As a company, it is there to make a profit. As a foundation, they want to support the poor and at-risk families in the area of health. |
| | Assist with community development in Detroit |
| | Assisting the economically disadvantaged |
| | Build better communities through arts, culture, education and environment. |
| | Build capacity in communities and states for health and human services |
| | Capacity building of non profits that fight poverty |
| | Community impact for underserved populations - and other things (environment, arts/culture) |
| | Continued special interest in Detroit with a broad national focus on helping the at-risk and underserved, including in the areas of education, health, and human services; also a commitment to supporting the arts. |
| | Creating opportunities for low-income and underrepresented populations and improving the communities in which they live. |
| | Creating opportunities for underserved populations in our communities, through philanthropic activity. |
| | Creating opportunities to promote human progress |
| | Creating opportunity for low-income people |
| | Detroit priorities |
| | Disperse monies based on its pre-defined criteria. |
| | Don't know. |
| | Educational access and success for underserved, low-income and minority populations, have a strong community impact, a deep commitment to diversity at all levels of their organization and a dedication to environmental sustainability. |
| | Effective community change through addressing systemic and emerging issues. |
| | Emphasis on providing pathways to self-sufficiency for vulnerable, disadvantaged, and low-income people with further emphasis on systems/policy change. |
| | Enhancing the effectiveness and resilience of organizations that are working to most the most vulnerable, disadvantaged, and low-income people out of poverty. |
| | Enhancing the effectiveness and resilience of organizations that are working to provide pathways toward self-sufficiency. |
| | Expanding opportunities |
| | Expanding opportunities in America's cities, from healthcare to the arts, with am empahasis on the underserved and Detroit. |
| | Fighting poverty |
| | For our purpose, we understand that Kresge is a funder and connector for change in the community, health and environmental sectors. While primary focus is given to programs in Detroit, local models to innovate at the national level are also undertaken by the Foundation. |
| | Foundation for betterment of community, not individuals |
| | Funding elite non-profits that provide a diverse range of services, in primarily urban locations. |
| | Funding multi-service organizations with large budgets |
| | Grantmaking and social investments in multiple areas affecting low income communities |
| | Helping cities thrive. Not sure what that really means to you. |
| | Helping create vibrant and economically sustainable local communities through the arts |

| What do you understand to be Kresge's purpose and identity at this point in time? | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Applicant Comment | |
| Helping improve the lives of poor and low-income children and adults and underserved urban and rural communities. | |
| Helping inner city folks | |
| Helping non-profits do good work. | |
| I am aware of Kresge's commitment to the City of Detroit. | |
| I am guessing their primary focus is more urban in nature. We are very rural. | |
| I am impressed that you are asking for declined fundees to respond. That is a great step! | |
| I am not clear. | |
| I am not sure I do. I know that Kresge's priorities have moved toward more urban settings than rural settings...and away from construction of buildings for higher education, but I am unclear beyond that. I thought the grant proposal we submitted would have a chance at being successful since it addresses such an important need in [our community]. | |
| I am not sure. I thought it supported capital projects that benefit youth and families. | |
| I believe it is to help improve the quality of life for people who are in need. | |
| I believe Kresge is true to its mission to improve the health and wellness of the most vulnerable and underserved populations throughout the country. | |
| I believe our non-profit needs a better way of describing our work and asking for funds. Maybe next time... | |
| I believe overall the Kresge Foundation is about improving the lives of individuals living in America's cities. However, under Human Services (where our application fits), they have a few different focus areas but are interested in making impactful investments in the sustainability and resilience of organizations aiming to tackle some of society's most intractable problems. | |
| I did not answer the preceding questions because I felt that they do not apply to my experience. [My organization] has not received a request to submit a proposal, we have not been awarded funding, we have not entered into any kind of discussion with the organization about our needs. We asked for an opportunity and were rejected. | |
| I do not know much about Kresge but know it is a charitable organization and seems to be interested in health and physical well-being. | |
| I don't know. I had no contact with the Foundation. I submitted a proposal and received a letter declining it. That was it. I had no contact. | |
| I don't really. Kresge was a phenomenal help to our organization in a very innovative funding method. The second time around it seemed more canned. I would love to see a more open approach to more innovative ideas. | |
| I had beliefs that Kresge was primarily interested in improving opportunities for low income children and families. The website does not back up that belief. | |
| I haven't followed Kresge in more than 1 year | |
| I really don't know...The usual, I guess. We were very happy to have finally found a foundation that supported facility issues. We just moved, made a lot of extra costs that are not covered by our regular service grants. Infrastructure support for [organizations like ours] is very low as it is in general, let alone in these specific situations like a move. Then we learn in the letter in which you deny our application that you have changed your funding focus... And now - like everybody else - you are going for evidence based, etc. etc. | |
| I understand Kresge's purpose to be a foundation that would like to fund projects that are different, new, and innovating that could change a community. | |
| I understand that Kresge exists to improve opportunities in cities through making grants in a number of priority areas. | |
| I would have to revisit the Kresge's website to know -- it seems things have changed. | |
| I'm very confused. | |
| Improve the quality of life for residents of cities by investing in various areas, such as economic development, education, arts & culture, and health care. | |
| Improving philanthropy | |
| Improving the grantmaking process. Achieving more documented, measureable results. | |
| Improving the health & environment of U.S. communities | |
| Improving the quality of lives and economic security of the most vulnerable as a major supporter for organizations that seek to work toward this end. | |
| In its climate work, Kresge is working for communities that can face climate disruption with resilience. | |
| In reference to our area of service..., "Healthy Environments aims to improve the health and well-being of vulnerable children from low-income families by making the places they live, learn, and play safe and supportive of overall good health...." | |
| In several ways, Kresge uses its funds to inspire others to donate as well and grow overall success and impact. | |
| In the area of health, it is to reduce health disparities. | |

| What do you understand to be Kresge's purpose and identity at this point in time? | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Applicant Comment | |
| In the environmental sector, developing the field of climate adaptation is seen as a high priority. | |
| In the health area, they have some interest in food systems change, health sector transformation and environmental health issues, particularly the impact of transportation hubs, with a strong focus on addressing the social determinants of health and health disparities. | |
| Initiatives and projects that support the three pillars of sustainability, but primarily focused on the lower 48 U.S. states. | |
| Interesting in promoting opportunities for low-income people in America's cities. | |
| It appears that the Foundation is shifting away from capital giving and concentrating on internal capacity building for human services organizations like ours. The survey asks several targeted questions regarding our understanding of the transparency of the Foundation. Please note that transparency is very difficult to assess from this side of the equation, because we are not privy to internal operations of the funder. That is why I answered those questions with mid-range results. | |
| It appears to be focused on multi-service, advocacy, and policy organizations. | |
| It is a well rounded approach to many issues, but [my organization's mission] has been ignored at many levels. | |
| It is stated very clearly in the 7 focus areas. Personally, I understand it to be about urban, underserved. I don't think Kresge is truly limited to that, but, over the years, I've found that that basis is important to explain to organizations that they do, in fact, have a chance. | |
| Its purposes are to promote education, equity and the environment, plus health and the arts. | |
| Kresge creates opportunities for low income people by funding a variety of enriching services. | |
| Kresge Foundation provides funding for operating support grants, project support grants, and program-related investments. | |
| Kresge has transitioned from support primarily for capital projects to a strategic philanthropy focused on a limited range of interests that include Detroit area activities, green building/sustainable communities, and pathways to productive futures. | |
| Kresge is a driving force behind building and improving communities by funding initiatives that promote health and wellness for people of all ages and all backgrounds. | |
| Kresge is a funder that aims to help people in need through philanthropy to many areas including arts, education, health, community development, and the environment. | |
| Kresge is more interested in funding organizations that can affect public policies and influencing markets. | |
| Kresge states that one of the primary objectives is to enhance the effectiveness of organizations that are trying to serve the disadvantaged, underserved population. You like to serve multi-service organizations. You want measurable outcomes (our [organization] shares these objectives). | |
| Kresge supports a broad range of service areas in efforts to address the needs of the at-risk disadvantaged and poor populations across America. This is a population we taught at [our organization]. | |
| Kresge wants to focus on experimental approaches and theories rather than on what works. | |
| Kresge's purpose is to improve the life of the poor in America's cities. | |
| Large foundation; funder of arts, health and education for established large non-profits. | |
| Looked at website; only place to go since no one would speak to me. | |
| Looking for agencies with vast collaboration with other agencies. | |
| Making national impact | |
| My understanding is Kresge is working on our nation's cities. It was hard to answer the previous questions about transparency as our sum total of interaction was a letter turning down the letter of inquiry. | |
| My understanding of Kresge is limited to the health component. It funds health programs, but I don't know what those specifics are. | |
| N/A | |
| No. I was not aware of quarterly meetings or the Foundation's willingness to speak with us. | |
| Not much at this time. | |
| Not sure at all. | |
| Not sure now. Need to do more research before seeking funding again. | |
| Not sure. | |
| Nothing other than what is communicated on the website. | |

| What do you understand to be Kresge's purpose and identity at this point in time? | |
|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Applicant Comment | |
| | Our mission: to promote human progress. We advance our mission by: creating access and opportunity in underserved communities, improving the health of low-income people, supporting artistic expression, increasing college achievement, assisting in the revitalization of Detroit, and advancing methods for addressing global climate change. Our Values: What we do: we work to create opportunity, have community impact, foster institutional transformation, and promote environmental conservation. How we do it: we practice calculated risk taking, a commitment to innovation and collaboration, and a belief in the intrinsic benefits of diversity. Why we do what we do: we fulfill our mission to promote human progress by helping to improve the lives of poor and low-income children and adults. |
| | Philanthropic support of community building causes |
| | Philanthropy. |
| | Program related investments and funding for cultural arts institutions. |
| | Promote art and culture, environment and education |
| | Promoting community cultural diversity and encourage arts development that inspires and uplifts human consciousness, spirit and courage. |
| | Promoting human progress through strategic investments. |
| | Provide assistance with projects in the culture, education, environment, health, social services and community development. |
| | Provide opportunity and lower the cost of higher education for all. |
| | Providing grant funding to assist nonprofit and public purpose organizations in the areas of health, education, environment, the arts, and other community development efforts. The Foundation makes grants primarily in Detroit, but other urban areas as well. |
| | Providing services and programs for low income and the under-served population to become self sufficient. |
| | Purpose in the Health category is to increase access to care for those that lack access and to address serious chronic diseases..., with the goal of disease management. Identity is caring and generous. |
| | Reprioritizing. They have been reprioritizing for at least 3-5 years now. Their website appears to be focused really nicely on health and environment, but I don't really see much happening. |
| | Save Detroit's artworks |
| | Similar to ours, "To make a difference in the life trajectories of people who are poor, disadvantaged or underserved in fundamental ways." |
| | Social and systems change |
| | Social well-being of underserved communities |
| | Strengthen networks and improve educational outcomes for the most vulnerable children |
| | Strives to look for innovative opportunities to support the hard to serve, who are socially and economically and educationally disadvantaged. |
| | Stronger non-profits; stronger communities |
| | Support for large educational and community projects. |
| | Supporting infrastructure development through capital grants. |
| | Supporting metro Detroit. |
| | Supporting the vitality and flexibility of a range of non-profit organizations in uncertain times |
| | System/policy change/evidence-based outcomes |
| | Systemic policy change. |
| | That's the problem--I don't. |
| | The Foundation supports arts and culture, education, environment, health, human services and community development |
| | The Kresge Foundation appears to fund large, theoretically-inclined organizations who waste time and resources coming up with ad copy regarding their theoretical position and policy changes rather than actually helping individuals. I know this is not entirely the case, but that is the image you present. |
| | The Kresge Foundation gives money to support programs for urban citizens in need. |
| | The Kresge Foundation is a \$3 billion private foundation that seeks to influence the quality of life for future generations through its support of nonprofit organizations working in its seven program areas: Arts and Culture, Community Development, Detroit, Education, the Environment, Health, and Human Services. Fostering greater access to and success in postsecondary education for low-income, minority and first-generation college students is the focus of Kresge's Education grant making. |
| | The Kresge Foundation is trying to make an impact by using indirect means rather than focusing directly on the problem. |
| | The Kresge Foundation seeks to have a positive impact on Arts & Culture, Community Development, Education, Environment, Health, and Human Services in large urban areas, with particular emphasis on Detroit. |
| | The Kresge Foundation's purpose is to increase opportunity for low-income individuals through its national scope of grantmaking and its commitment to funding programs and nonprofits in the areas of arts and culture, as well as community development and social services. |

| What do you understand to be Kresge's purpose and identity at this point in time? | |
|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Applicant Comment | |
| | The Kresge Health Program focuses on reducing health disparities and helping communities achieve the Triple Aim of improved population health, better quality care and lower per-capita costs. |
| | The last questions assume I'm a foundation, wanting to talk with grantees. We are a nonprofit! The entire survey was sent to the wrong person. I'm a development director that sent in a grant. Sorry! Just being honest! |
| | Their mission appears to be quite broad with an emphasis on serving the underprivileged and disadvantaged. |
| | Their purpose is to strengthen human services organizations to help historically and systemically disadvantaged individuals and communities. |
| | They are a granting foundation for nonprofits. |
| | They are focused on the Arts, Environment, Health and Community Development. |
| | They are striving to be a national leader in funding health and environmental interventions of national scale. |
| | They have expressed they are interested and committed to advancing the effectiveness and resilience of direct service organizations. |
| | They seem to have been interested in environmental issues for some time but do not seem to be strategic funders. |
| | To address issues of "social justice" according to the priorities/interests of their trustees and other external partners (US government and other world leaders/powers). |
| | To advance opportunity and improve the quality of life for underserved and marginalized populations by supporting work to strengthen the social and economic fabric in American cities |
| | To assist large metropolitan areas, not rural America |
| | To assist low-income people in receiving services and accessing services in their communities. |
| | To become an extremely versatile and transparent funder that is determined to solve social issues through effective philanthropy. |
| | To better assist individuals — through themselves, their organizations, or their communities — find opportunities for growth, expression, and change. |
| | To build healthy communities |
| | To create growth opportunities for poor Americans through several broad areas like arts and culture, health, environment, community development, etc. |
| | To create opportunities for the underserved, arts and culture, and colleges. |
| | To create opportunity for low-income and underserved populations. |
| | To create opportunity in underserved communities and improve the lives of poor and low-income children and adults. |
| | To expand opportunities especially for low-income residents in all of America's communities, with a particular focus on the Detroit region. |
| | To find and support high performing and high impact direct service nonprofits in the human service and health sectors (the areas that I've worked with at Kresge - I can't speak for the rest). |
| | To fund key strategic areas in the arts, environment and human services. They are interested in policy, research and program investment. They have a strong commitment to southeast Michigan. |
| | To fund new, innovative programming that empowers the community. |
| | To fund organizations that support Kresge's interest |
| | To help the underserved in terms of art and culture. |
| | To improve cities' adaptation to climate change |
| | To improve the lives of poor and low-income children and adults. |
| | To improve the lives of poor in underserved rural and urban communities. |
| | To influence the quality of life for future generations through support of organizations with the following interests: arts and culture; community development; the environment; education; health and human services. |
| | To leverage positive social change in low-income communities across the United States. |
| | To promote human progress, particularly among low-income individuals and with a special emphasis on helping the City of Detroit restructure following its municipal bankruptcy. |
| | To provide support to NFP organizations in areas that are most in need. I think of the Kresge Foundation when thinking of large, important changes to organizational capacity or program development. |
| | To reach as many people in need as possible by helping organizations to effectively perform at their highest level and remain sustainable, providing tangible outcomes. |
| | To support a variety of causes in several fields including health, environment (climate change), arts + culture, and education. There seem to be special colleges and initiatives that Kresge is focusing on at this time as well. |
| | To support change on a large scale. |
| | To support initiatives that augment the health and well-being of under-served or vulnerable populations through its 7 focus areas. |

| What do you understand to be Kresge's purpose and identity at this point in time? |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Applicant Comment |
| To support large anchor organizations and networks of postsecondary institutions to achieve the greatest impact on the largest number of people with the ultimate goal of improving the national college attainment rate. |
| To support organizations that promote positive, lasting change in local communities. |
| To support transformation in human services to better serve communities and improve quality of life. |
| Unclear in the environmental area. |
| Unclear to me. |
| Unsure |
| Unsure |
| Vulnerable and disadvantaged families and services provided. |
| We applied to the Human Services program. Our rejection letter stated that they "have shifted toward an emphasis on enhancing the effectiveness and resilience of organizations that are working to provide pathways to self-sufficiency for the most vulnerable, disadvantaged and low income people. At this time, we are focusing on making investments to multi-service organizations with a demonstrated theory of change, an established record of working on systems/policy change, and evidenced based outcomes that the proposed activity would advance. We believe that investments in organizational resilience and effectiveness yield meaningful improvement in quality of life and economic opportunity for low-income individuals and families." |
| We are national organization, and we realize Kresge has a strong local focus currently. |
| We submitted an application that addressed challenges met by [a specific population]. They represented a very vulnerable population facing health, financial and emotional issues. We provided a...model to improve access to care that...is easily replicated in other rural areas. In reviewing The Kresge Foundation guidelines and focuses, we were certain our project was an ideal model. Locally the project met the need for access to care, reduced financial hardships and could be adapted in many communities. It is my understanding that The Kresge Foundation is focused on supporting projects that improve health equity. |
| We view Kresge's purpose to be a support foundation to elevate and better the quality of life for organizations to be able to offer local help for those in need. |
| We work to create opportunity, have community impact, foster institutional transformation, and promote environmental conservation. |
| What it says on your website mission page. |
| What quarterly meeting are you referring to in the last survey question? I have never been invited to a quarterly meeting but then again we have never been funded by Kresge. |
| With respect to education, access to persons who traditionally have not had access (minorities, low income). |