Grantee Perception Report®

prepared for

The Kresge Foundation

October 2011

THE CENTER FOR
EFFECTIVE PHILANTHROPY

Contents

I. Executive Summary

Executive Summary – Key Findings

Across many areas in the Grantee Perception Report, grantees' ratings of the Kresge Foundation ("Kresge") have significantly improved since 2007. Compared to other funders' ratings, grantees now rate the Foundation positively in a number of areas of the Grantee Perception Report. Grantees describe their funding from Kresge as "catalytic" and "instrumental," and speak highly of "thoughtful" and "professional" Foundation staff.

Grantees rate the Foundation higher than in 2007 on nearly every measure of Kresge's impact on and understanding of grantees' fields, communities, and organizations. The Foundation is now rated higher than the typical funder in CEP's dataset for its impact on grantees' fields and organizations. Kresge's grantmaking expansion is reflected in substantially different types of grants, and grantees praise Kresge for "recognizing the importance of providing general operating support." Grantees also report spending many fewer hours on administrative processes.

While ratings on four of the five key components of funder-grantee relationships have improved since 2007, the Foundation is still only rated typically overall for their relationships with grantees. Grantees still rate the Foundation lower than typical for the responsiveness of its staff, and several grantees request more responsive and more frequent interaction with the Foundation. One grantee finds that "It has sometimes been difficult to receive a prompt response." A somewhat larger than typical proportion of grantees report most frequently having to initiate contact with their program officer, and these grantees rate their relationships with the Foundation less positively. The one aspect of funder-grantee relationships that receives lower ratings over time is the clarity of the Foundation's communication of its goals and strategies, and grantees suggest "more specific program detail in the written guidelines" and that Kresge "get the word out about the changes in your direction."

Grantees find the selection process more helpful than the reporting/evaluation process in strengthening their own organizations/programs. Kresge's selection process is rated as more helpful than that of 85 percent of funders, but the helpfulness of the reporting/evaluation process is rated lower than typical. CEP field-wide research has found that grantees that have a chance to discuss their completed report/evaluation find the process more helpful. A smaller than typical proportion of Kresge grantees reported having such a discussion with Foundation staff, but those that did report having such a discussion rate the Foundation higher on the helpfulness of the reporting/evaluation process and the Foundation's impact on their organizations.

A larger than typical proportion of Kresge grantees receive what CEP's field-wide research has found to be an ideal combination of support – multi-year operating support of more than $25K. Grantees receiving such grants rate the Foundation higher on all areas of impact, including the Foundation's impact on their sustainability. There may be opportunities to extend this high-impact pattern of funding to more grantees. Almost a third of grantees receive multi-year grants over $25K – the size and length associated with the highest ratings of impact – but receive program/project support rather than the general operating support that completes the most effective pattern.

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Background

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

- ◆ **The Grantee Perception Report® (GPR) shows an individual philanthropic funder its grantee perceptions relative to a set of perceptions of other funders whose grantees were surveyed by CEP.**

  - Assessing funder performance is challenging and a range of data sources is required. The GPR provides <u>one</u> set of perspectives that can be useful in understanding philanthropic funder performance.

  - It is important to note that, on most questions, grantee ratings cluster toward the high end of an absolute scale. Grantee perceptions must be interpreted in light of the particular strategy of the funder.

    - The survey covers many areas in which grantees' perceptions might be useful to a philanthropic funder. Each funder should place emphasis on the areas covered according to the funder's specific priorities.

    - Low ratings in an area that is not core to a philanthropic funder's strategy may not be concerning. For example, a funder that does not focus efforts on public policy would likely receive lower than average ratings in this area if it is adhering to its strategy.

  - Finally, across most measures in this report, structural characteristics – such as funder type, asset size, focus, and age – are not strong predictors of grantee perceptions, suggesting that it is possible for all funders to attain high ratings from grantees.

II. Introduction

1: For a full list of research publications refer to Appendix C.   *CONFIDENTIAL* │ © The Center for Effective Philanthropy │ 3/5/2012

Methodology – The Foundation's Grantee Survey

♦ The Center for Effective Philanthropy (CEP) surveyed the grantees of The Kresge Foundation ("Kresge") during May and June 2011. CEP has surveyed Kresge's grantees in the past. Where possible, ratings from these surveys are also shown in the report. The details of Kresge's surveys are as follows:

Survey	Survey Period	Fiscal Year of Surveyed Grantees	Number of Grantees Surveyed	Number of Responses Received	Survey Response Rate[1]
Kresge 2011	May and June 2011	2010 and 2011	464	319	69%
Kresge 2007	June and July 2007	2006	159	122	77%

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

1: The median response rate for individual funders over the last seven years of surveys is 68 percent.

II. Introduction

Methodology – Comparative Data

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

Full Comparative Set	
Grantee Responses	39,884 grantees
Philanthropic Funders	269 funders

- Kresge is also compared to a cohort of 21 large funders. The 21 funders that comprise this group are:

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

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

II. Introduction

Grantmaking Characteristics

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

- Kresge awards larger grants than does the typical funder. Compared to 2007, Kresge awards smaller but longer grants, and now gives a typical proportion of operating support.

Survey Item	Kresge 2011	Kresge 2007	Full Dataset Median	Large Funder Median
Grant Size				
Median grant size	$300K	$700K	$60K	$227K
Grant Length				
Average grant length	2.0 years	1.5 years	2.1 years	2.5 years
Percent of grantees receiving multi-year grants	60%	23%	50%	72%
Type of Support				
Percent of grantees receiving operating support	23%	1%	20%	15%
Percent of grantees receiving program/project support	52%	0%	64%	68%
Percent of grantees receiving capital support	19%	99%	9%	7%
Percent of grantees receiving other types of support	6%	0%	7%	9%

II. Introduction

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

Structural Characteristics of Grantees

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

◆ Compared to grantees of the typical funder, Kresge grantees are larger organizations that are more likely to be first-time grant recipients of the Foundation.

Survey Item	Kresge 2011	Kresge 2007	Full Dataset Median	Large Funder Median
Budget of Funded Organizations				
Typical organizational budget	$2.5MM	$9.0MM	$1.4MM	$2.5MM
Duration of Funded Program and Grantee Organization				
Programs conducted 6 years or more[1]	24%	N/A	33%	26%
Median length of establishment of grantee organizations	29 years	55 years	24 years	27 years
First-Time Grantees[2]				
Percentage of first-time grants	58%	N/A	31%	N/A

1: Kresge 2007 data not available due to changes to the survey instrument.
2: Represents data from 68 funders. Kresge 2007 and Median Large Funder data not available due to changes to the survey instrument.
Note: In most cases, the structural characteristics of grantees are not strong predictors of how grantees perceive funders, suggesting that it is possible for funders with even a unique set of grantees to attain high ratings. For additional information on grantee characteristics related to these survey items refer to Appendix B.
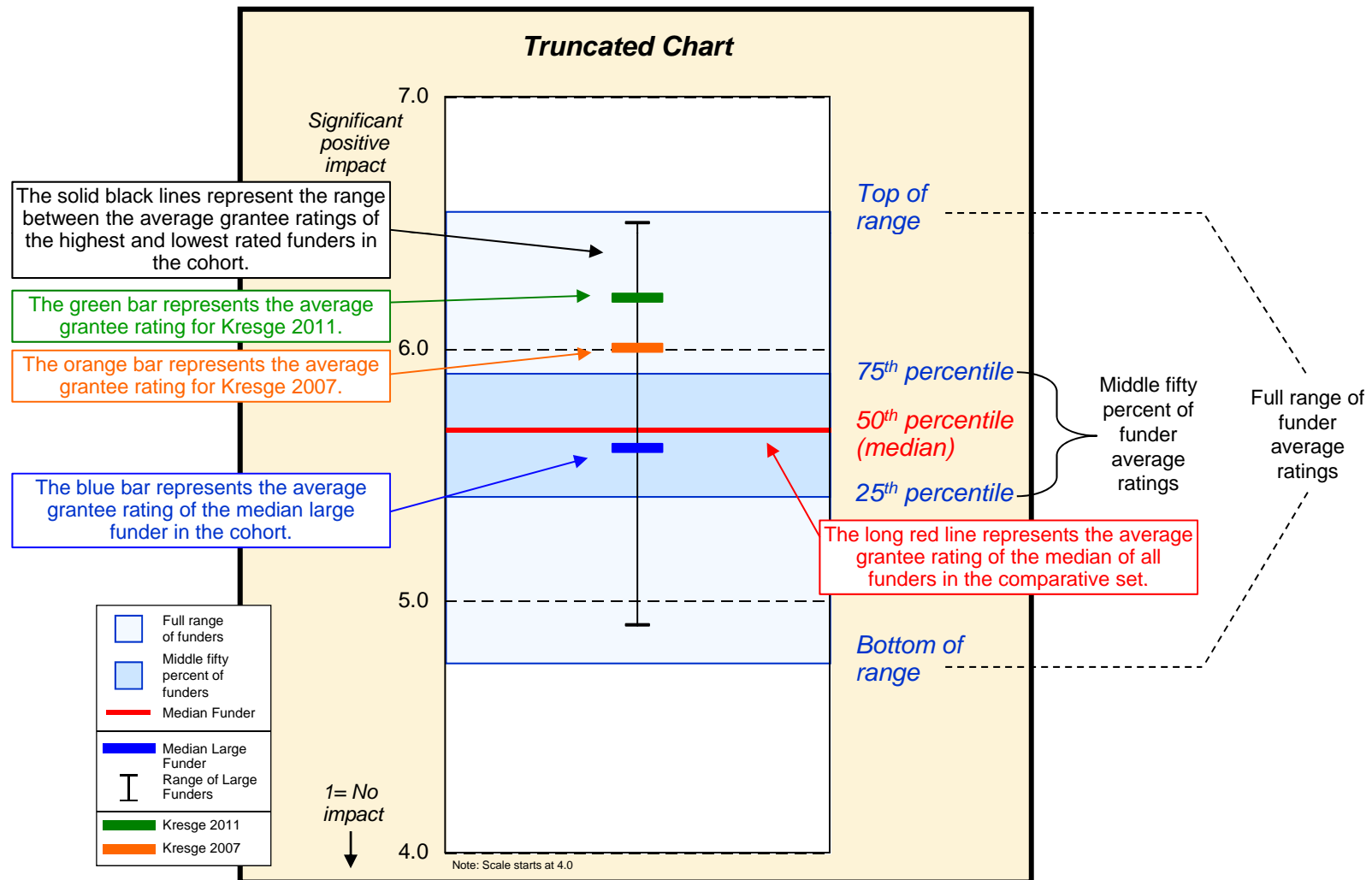
Structural Characteristics of Funders

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

- The number of grants processed and managed per professional program staff full-time employee at Kresge is smaller than that of the typical funder and similar to that of the typical large funder.

Survey Item	Kresge 2011	Kresge 2007	Full Dataset Median	Large Funder Median
Program Staff Load				
Dollars awarded per professional program staff full-time employee	$5.4MM	$12.7MM	$3.6MM	$6.0MM
Applications per professional program full-time employee	21 applications	51 applications	39 applications	33 applications
Grants awarded per professional program full-time employee	19 grants	20 grants	30 grants	17 grants
Active grants per professional program full-time employee	41 grants	47 grants	49 grants	40 grants

II. Introduction

Note: Funders of different sizes and focuses choose to structure their organizations differently – so, as with all the information
contained in this report, the Foundation should interpret data in this section in light of its distinctive goals and strategy.
For additional information on funder characteristics related to these survey items refer to Appendix B.

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Reading GPR Charts

Much of the grantee perception data in the GPR is presented in the format below. These graphs show the average of grantee responses for Kresge, over a background that shows percentiles for the average ratings for the full comparative set of 269 philanthropic funders. ***Throughout the report, many charts in this format are truncated from the full scale because funder averages fall within the top half of the absolute range.***

Truncated Chart

7.0

Significant positive impact

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

The green bar represents the average grantee rating for Kresge 2011.

6.0

The orange bar represents the average grantee rating for Kresge 2007.

The blue bar represents the average grantee rating of the median large funder in the cohort.

Top of range

75th percentile

50th percentile (median)

25th percentile

Middle fifty percent of funder average ratings

Full range of funder average ratings

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

5.0

Bottom of range

Legend:
- Full range of funders
- Middle fifty percent of funders
- Median Funder
- Median Large Funder
- Range of Large Funders
- Kresge 2011
- Kresge 2007

1= No impact

4.0

Note: Scale starts at 4.0

Contents

III. Impact on Grantee Fields and Local Communities

Impact on Grantees' Fields

On impact on grantees' fields, Kresge is rated:
- above 70 percent of funders
- above 70 percent of large funders in the cohort

Impact on Grantees' Fields ⭐

Significant positive impact

1= No impact

Full range of funders
Middle fifty percent of funders
Median Funder
Median Large Funder
Range of Large Funders
Kresge 2011
Kresge 2007

Note: Scale starts at 4.0
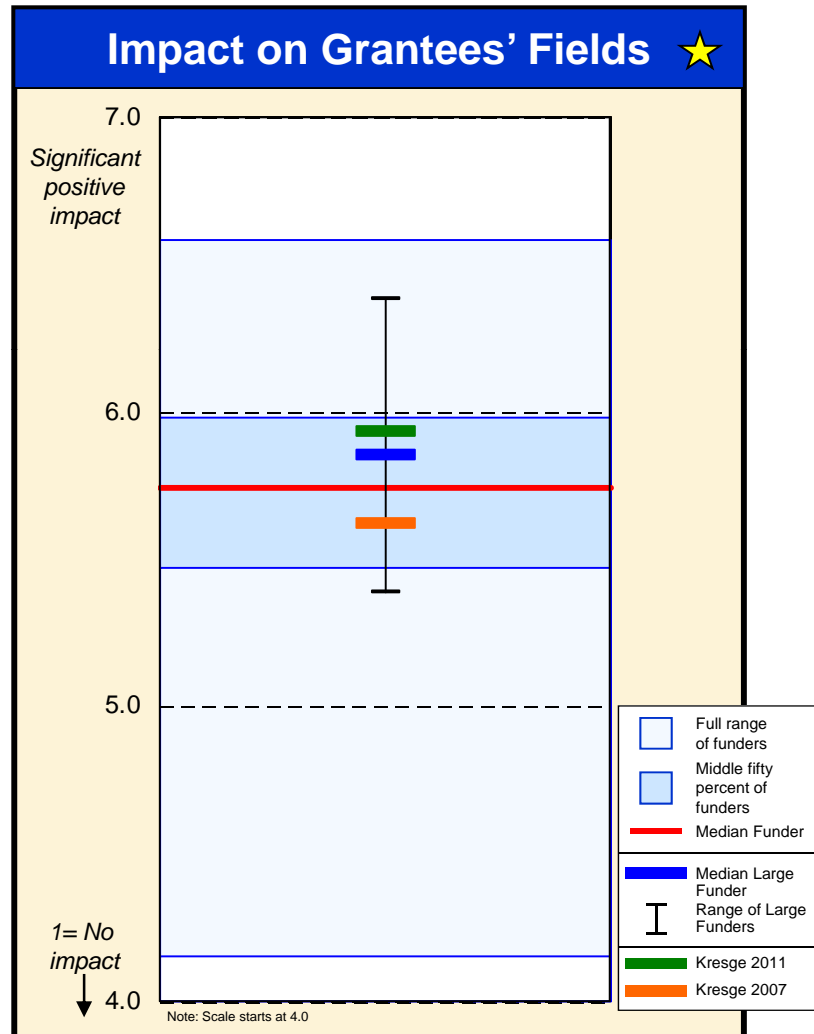
Selected Grantee Comments

- *"I have found program officers to be extremely knowledgeable about the issues on which I work with them. They are also very open to hearing new information and updating their understanding of issues."*

- *"Kresge has had a huge impact in the environmental field by funding efforts that are not strictly about environmentalism or conservation."*

- *"Kresge could have a very important impact on [our field]...however…it is not clear in what direction is Kresge headed. It appears that Kresge wants to bet on a 'sure thing' rather than taking a risk in supporting the growth of a new approach."*

- *"By bringing public attention to the field of arts and culture - and its importance to community health and growth - Kresge has helped to encourage other funders and partners to appreciate these assets."*

- *"Kresge entered the field of funding clean energy policy in a big way, and their staff worked so diligently in learning what's needed, listening to experts in the field, and making a few risky (in my opinion) grants to organizations doing important work."*

III. Impact on Grantee Fields and Local Communities

⭐ = Kresge 2011 rating is significantly higher than Kresge 2007 rating at a 90 percent confidence interval.

Note: This question includes a "don't know" response option; 8 percent of Kresge 2011 respondents answered "don't know", compared to 9 percent at the median funder, 17 percent of Kresge 2007 respondents, and 5 percent of respondents at the median large funder.
Chart does not show data from one funder whose field impact rating is less than 4.0.

Understanding of Grantees' Fields

On understanding of grantees' fields, Kresge is rated:
- above 71 percent of funders
- above 55 percent of large funders in the cohort

Understanding of Grantees' Fields

Kresge 2011 overlaps the median cohort funder.

Legend:
- Full range of funders
- Middle fifty percent of funders
- Median Funder
- Median Large Funder
- Range of Large Funders
- Kresge 2011
- Kresge 2007

Note: Scale starts at 4.0

⭐ = Kresge 2011 rating is significantly higher than Kresge 2007 rating at a 90 percent confidence interval.
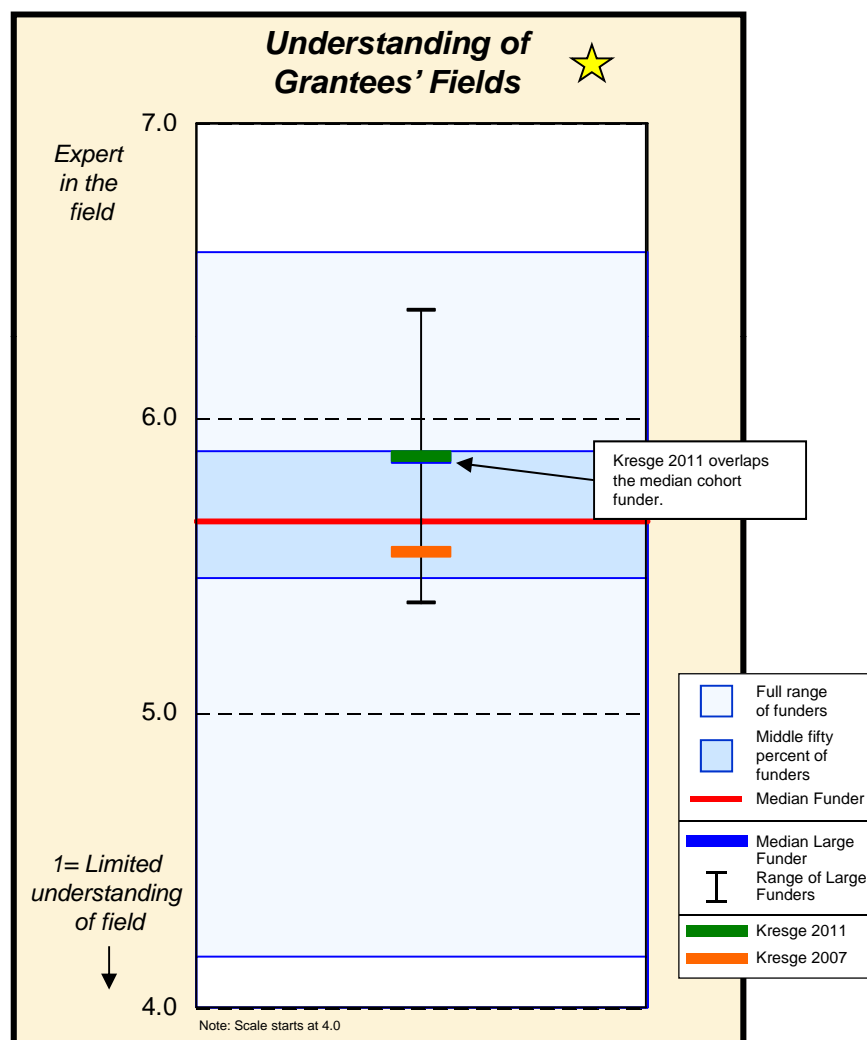
Note: This question includes a "don't know" response option; 7 percent of Kresge 2011 respondents answered "don't know", compared to 6 percent at the median funder, 14 percent of Kresge 2007 respondents, and 3 percent of respondents at the median large funder.

III. Impact on Grantee Fields and Local Communities

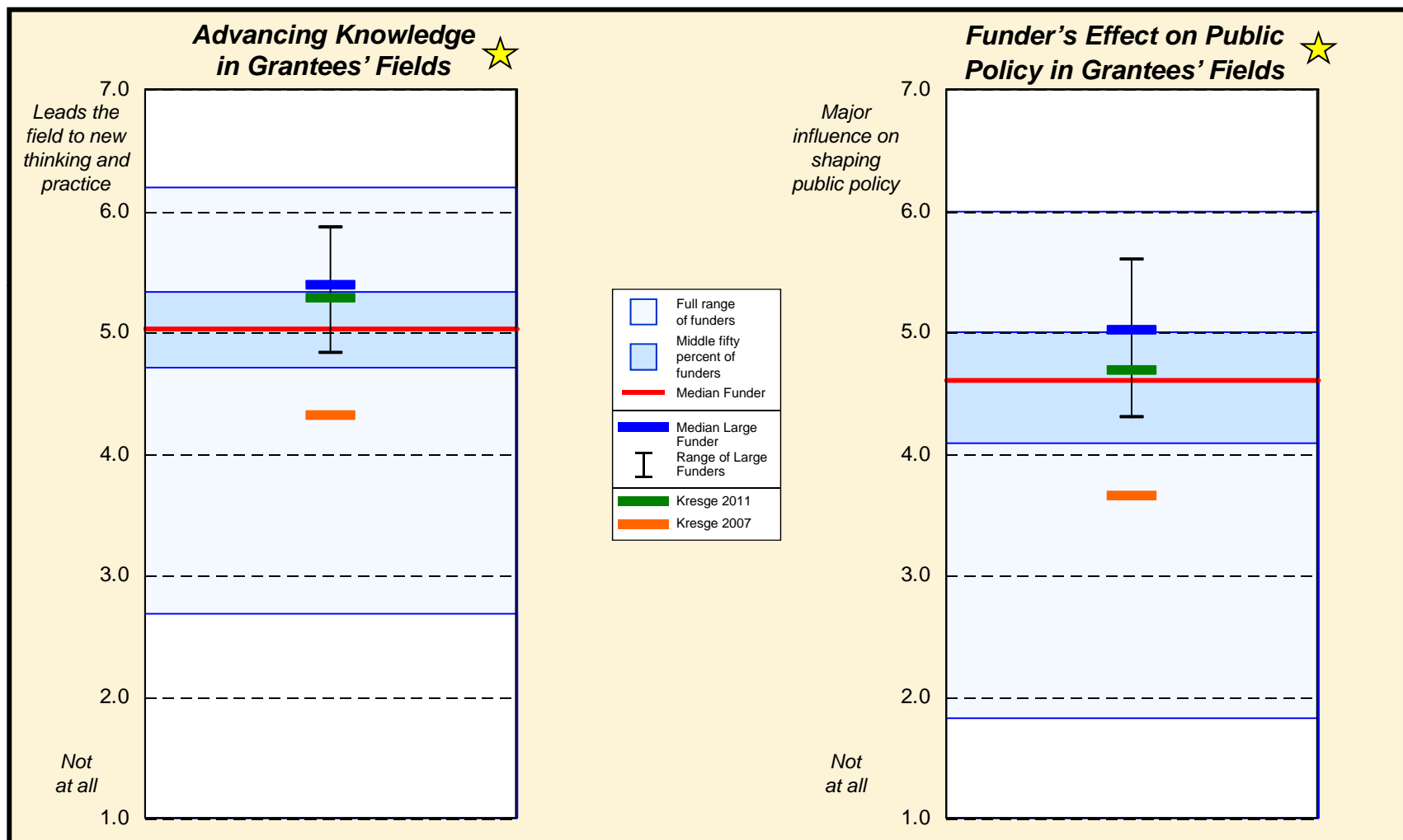# Advancing Knowledge in Fields and Effect on Public Policy

Grantee Perception Report®

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

- above 71 percent of funders
- below 60 percent of large funders in the cohort

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

- above 58 percent of funders
- below 85 percent of large funders in the cohort

<div style="writing-mode: vertical">III. Impact on Grantee Fields and Local Communities</div>

Advancing Knowledge in Grantees' Fields ⭐

Leads the field to new thinking and practice

7.0

6.0

5.0

4.0

3.0

2.0

Not at all

1.0

Funder's Effect on Public Policy in Grantees' Fields ⭐

Major influence on shaping public policy

7.0

6.0

5.0

4.0

3.0

2.0

Not at all

1.0

Legend:

- Full range of funders
- Middle fifty percent of funders
- Median Funder
- Median Large Funder
- Range of Large Funders
- Kresge 2011
- Kresge 2007

⭐ = Kresge 2011 rating is significantly higher than Kresge 2007 rating at a 90 percent confidence interval.

Note: The questions depicted on these charts include a "don't know" response option. In the left-hand chart, 27 percent of Kresge 2011 respondents answered "don't know", compared to 24 percent at the median funder, 50 percent of Kresge 2007 respondents, and 13 percent of respondents at the median large cohort funder. In the right-hand chart, 41 percent of Kresge 2011 respondents answered "don't know", compared to 40 percent at the median funder, 63 percent of Kresge 2007 respondents, and 24 percent of respondents at the median large cohort funder.

Impact on Grantees' Local Communities

On impact on grantees' local communities, Kresge is rated:
- below 62 percent of funders
- above 75 percent of large funders in the cohort

Impact on Grantees' Local Communities ⭐
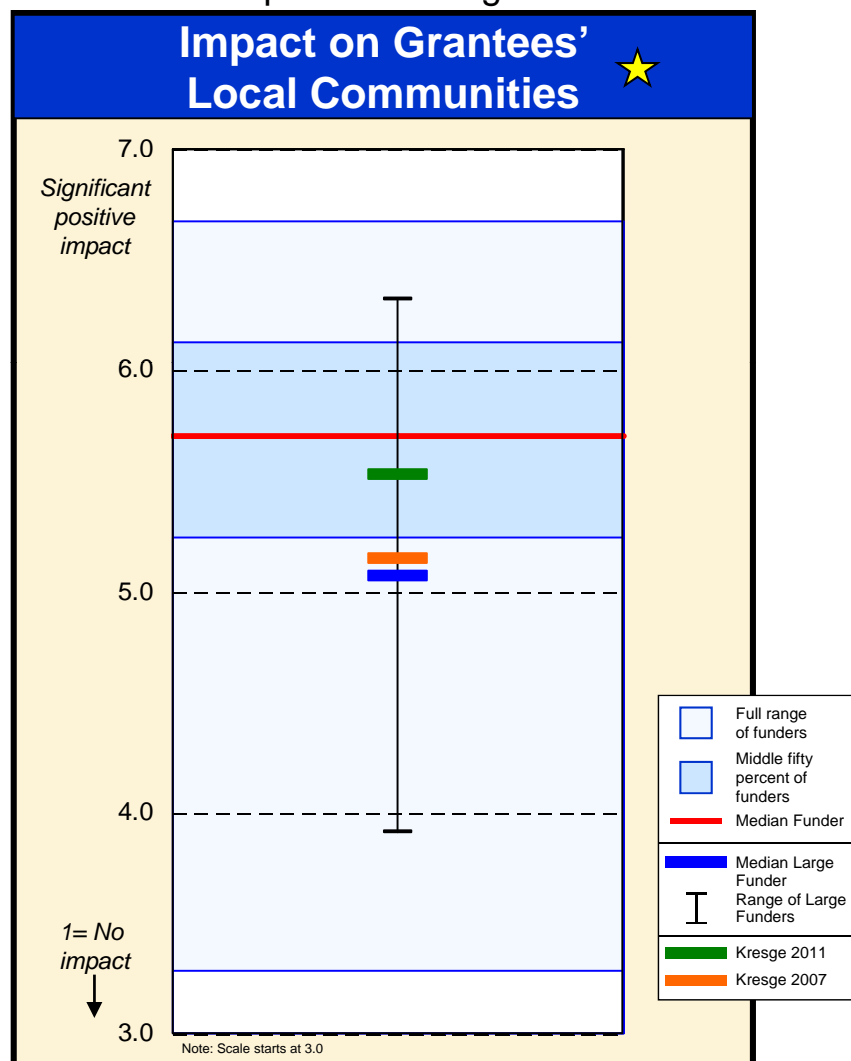
Selected Grantee Comments

- ◆ *"Kresge has been a supportive, collaborative, and innovative partner that cares about supporting progress in their state."*

- ◆ *"The officers are not integrated into the community. They have chosen their favorite organizations to spend time with and communicate very little with the other organizations they are assigned to."*

- ◆ *"The foundation staff had studied conditions and community development practices in the city before visiting us…we felt our needs were understood."*

- ◆ *"[The Foundation] is having an enormous positive impact in the Detroit community."*

- ◆ *"…there seems to be minimal impact on our local community."*

Chart y-axis:
- 7.0 — *Significant positive impact*
- 6.0
- 5.0
- 4.0
- *1= No impact*
- 3.0

Note: Scale starts at 3.0

Legend:
- Full range of funders
- Middle fifty percent of funders
- Median Funder
- Median Large Funder
- Range of Large Funders
- Kresge 2011
- Kresge 2007

⭐ = Kresge 2011 rating is significantly higher than Kresge 2007 rating at a 90 percent confidence interval.
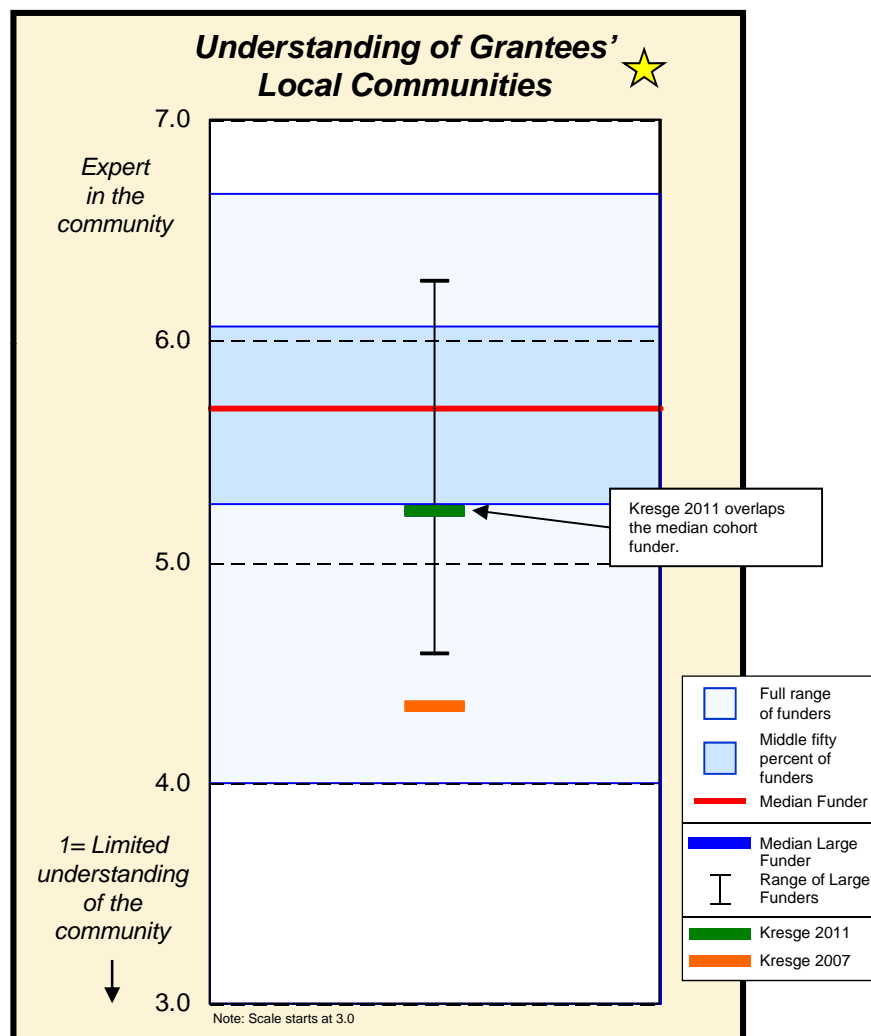
Note: This question includes a "don't know" response option; 19 percent of Kresge 2011 respondents answered "don't know", compared to 10 percent at the median funder, 10 percent of Kresge 2007 respondents, and 19 percent of respondents at the median large funder.
Chart does not show data from one funder whose community impact rating is less than 3.0.

Understanding of Grantees' Local Communities

On understanding of grantees' local communities, Kresge is rated:
- below 77 percent of funders
- at the median of large funders in the cohort

III. Impact on Grantee Fields and Local Communities

Understanding of Grantees' Local Communities

Expert in the community — 7.0 ... 6.0 ... 5.0 ... 4.0

1= Limited understanding of the community — 3.0

Note: Scale starts at 3.0

Kresge 2011 overlaps the median cohort funder.

Legend:
- Full range of funders
- Middle fifty percent of funders
- Median Funder
- Median Large Funder
- Range of Large Funders
- Kresge 2011
- Kresge 2007

⭐ = Kresge 2011 rating is significantly higher than Kresge 2007 rating at a 90 percent confidence interval.

Note: This question includes a "don't know/not applicable" response option; 29 percent of Kresge 2011 respondents answered "don't know/not applicable", compared to 13 percent at the median funder, 24 percent of Kresge 2007 respondents, and 26 percent of respondents at the median large funder.

Contents

Impact on Grantee Organizations

On impact on grantee organizations, Kresge is rated:
- above 77 percent of funders
- above 80 percent of large funders in the cohort

Impact on Grantee Organizations ⭐

Significant positive impact

1= No impact

7.0
6.0
5.0
4.0

Note: Scale starts at 4.0

Legend:
- Full range of funders
- Middle fifty percent of funders
- Median Funder
- Median Large Funder
- Range of Large Funders
- Kresge 2011
- Kresge 2007

Selected Grantee Comments
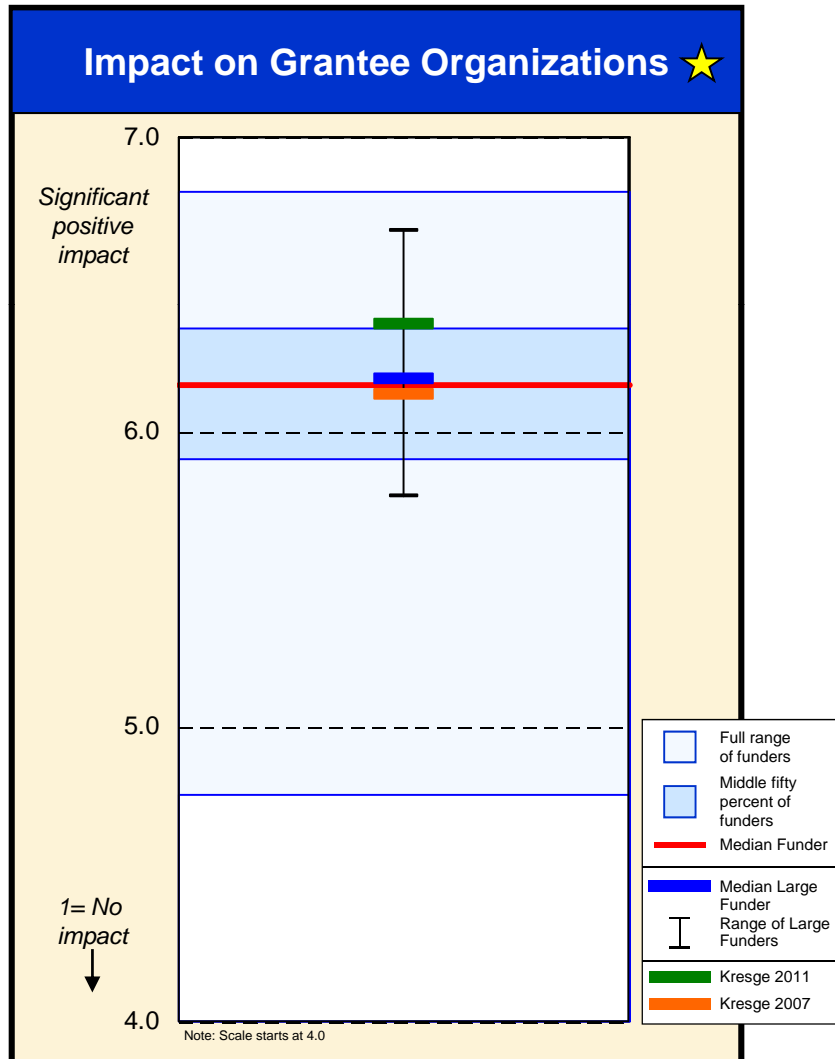
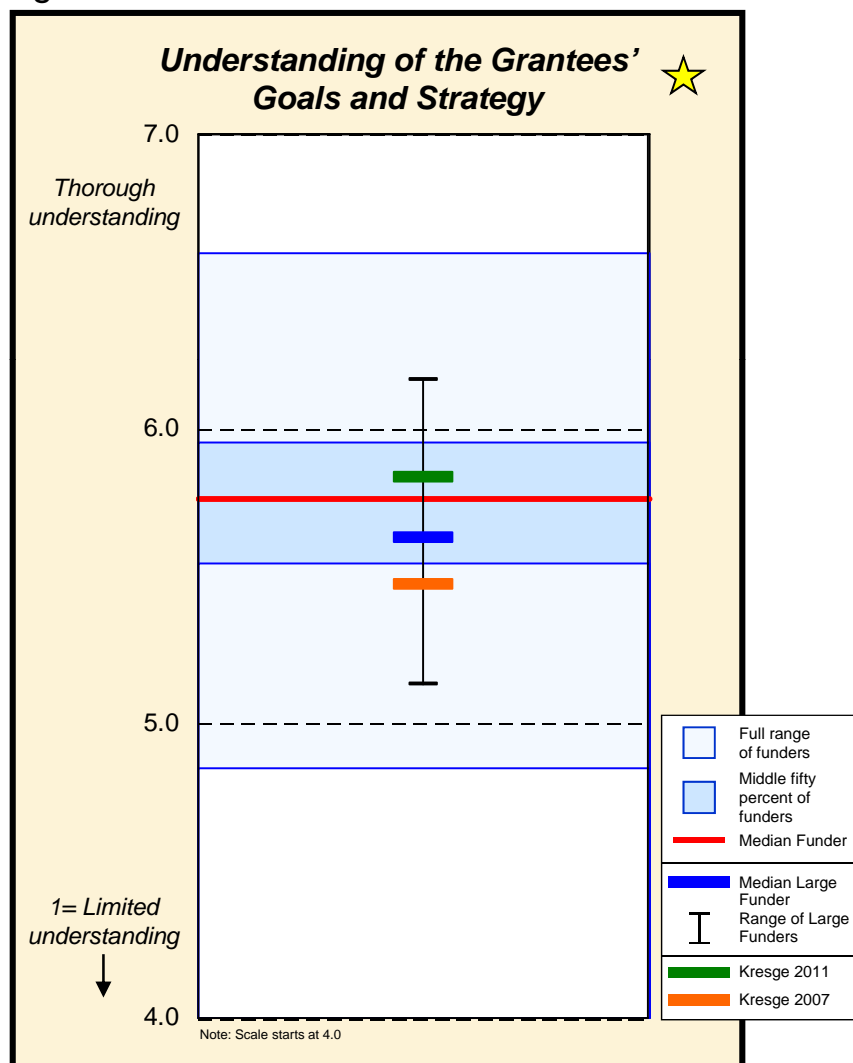- *"Financial support has come with very few restrictions. This trust means a great deal to us and our relationship. Moreover, it means we can devote more time [and] energy to the work at hand, as opposed to undergoing the somersaults to conform to particular conditions."*

- *"The significant level of support from Kresge over multiple years allows us to better plan long-term project activities."*

- *"They have expanded our view of our work, which is enormously valuable."*

- *"I think that when Kresge forces greater financial accountability on nonprofits, they are doing those nonprofits a huge favor. On the other hand, I think capital grants have harmed a number of cultural nonprofits by creating an impetus for capital campaigns that have resulted in unsustainable growth."*

- *"Kresge's understanding of institutional capitalization is unique among funders, not to mention utterly critical."*

- *"Occasionally, I feel that it may be outside the mission and scope of the [organization], but because we are a large organization receiving significant funding, the foundation expects us to play an extraordinary role - one that they haven't clarified."*

IV. Impact on Grantee Organizations

⭐ = Kresge 2011 rating is significantly higher than Kresge 2007 rating at a 90 percent confidence interval.

Understanding of Grantees' Goals and Strategy

On understanding of grantees' goals and strategy, Kresge is rated:
- above 57 percent of funders
- above 65 percent of large funders in the cohort

Understanding of the Grantees' Goals and Strategy

- Full range of funders
- Middle fifty percent of funders
- Median Funder
- Median Large Funder
- Range of Large Funders
- Kresge 2011
- Kresge 2007

Note: Scale starts at 4.0

Thorough understanding (7.0)

1= Limited understanding (4.0)

IV. Impact on Grantee Organizations
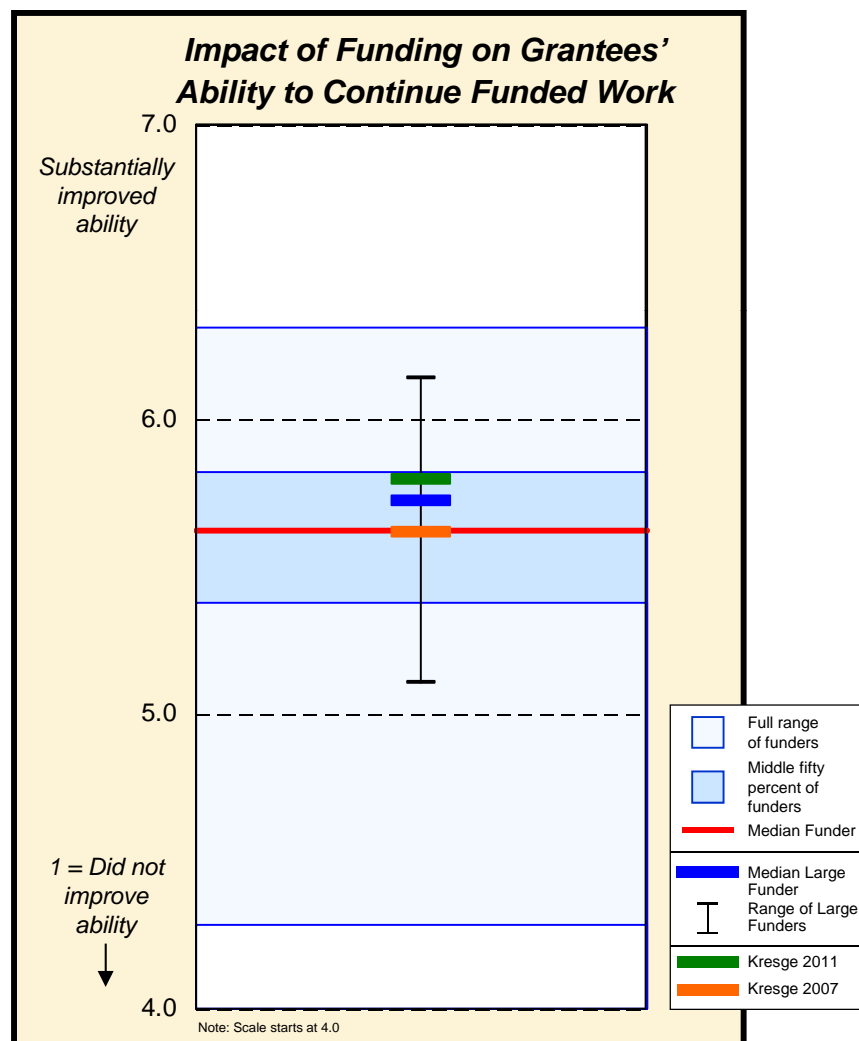
⭐ = Kresge 2011 rating is significantly higher than Kresge 2007 rating at a 90 percent confidence interval.

Note: This question includes a "don't know" response option; 7 percent of Kresge 2011 respondents answered "don't know", compared to 6 percent at the median funder, 12 percent of Kresge 2007 respondents, and 6 percent of respondents at the median large cohort funder.

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Impact on Sustainability of Funded Work

On the effect of the Foundation's funding on grantees' ability to sustain the work funded by the grant in the future, Kresge is rated:
- above 73 percent of funders
- above 67 percent of large funders in the cohort

Impact of Funding on Grantees' Ability to Continue Funded Work

- 7.0
- *Substantially improved ability*
- 6.0
- 5.0
- *1 = Did not improve ability*
- 4.0
- Note: Scale starts at 4.0

Legend:
- Full range of funders
- Middle fifty percent of funders
- Median Funder
- Median Large Funder
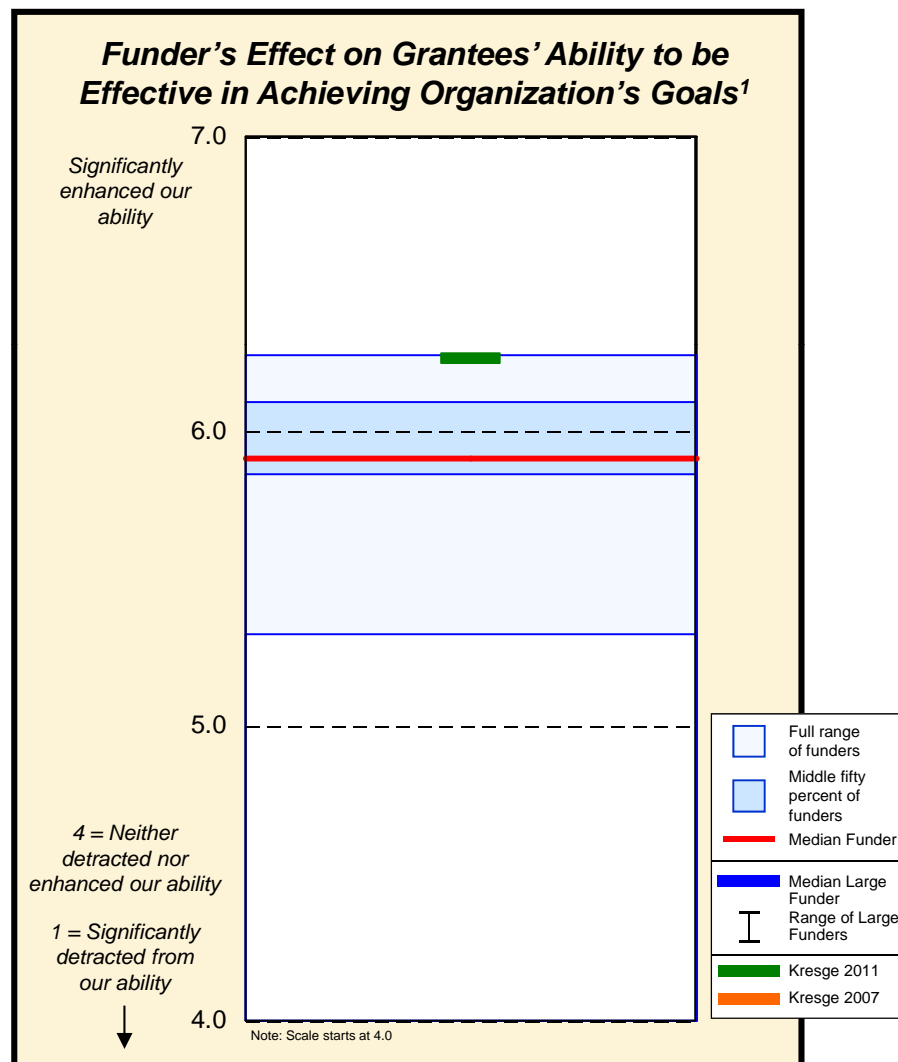- Range of Large Funders
- Kresge 2011
- Kresge 2007

Note: This question includes a "don't know/not applicable" response option; 10 percent of Kresge 2011 respondents answered "don't know/not applicable", compared to 8 percent at the median funder, and 9 percent of respondents at the median large funder.

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IV. Impact on Grantee Organizations

Effect on Grantees Achieving Their Goals

On how grantees' experience with the Foundation affected their ability to be effective in achieving their organization's goals, Kresge is rated:

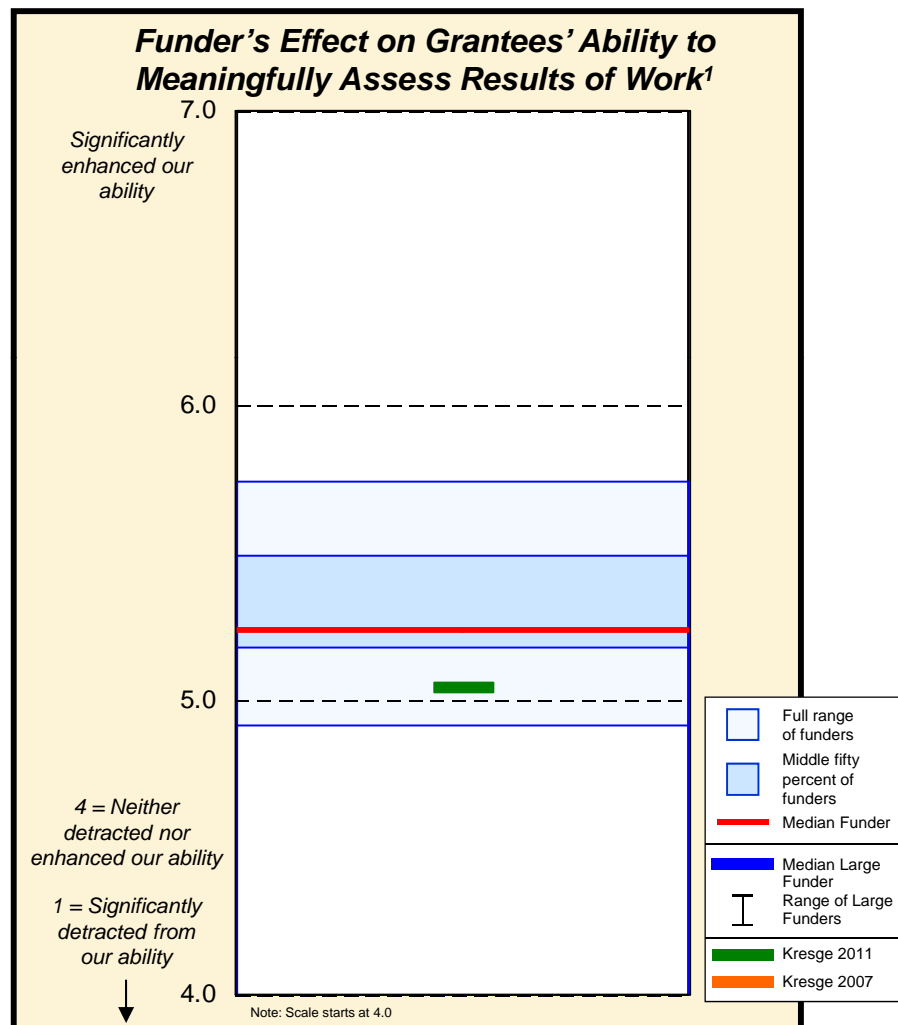- above 96 percent of the 24 funders in CEP's dataset

Funder's Effect on Grantees' Ability to be Effective in Achieving Organization's Goals[1]

7.0

Significantly enhanced our ability

6.0

5.0

4 = Neither detracted nor enhanced our ability

1 = Significantly detracted from our ability

4.0

Note: Scale starts at 4.0

Full range of funders

Middle fifty percent of funders

Median Funder

Median Large Funder

Range of Large Funders

Kresge 2011

Kresge 2007

IV. Impact on Grantee Organizations

Note: Kresge 2007 data and large funder data not available due to changes to the survey instrument.

1: Represents data from 24 funders.

Effect on Grantees Assessing Results

On the effect of the Foundation on grantees' ability to meaningfully assess the results of the work funded by the grant, Kresge is rated:

- below 91 percent of the 24 funders in CEP's dataset

IV. Impact on Grantee Organizations

Funder's Effect on Grantees' Ability to Meaningfully Assess Results of Work[1]

7.0

Significantly enhanced our ability

6.0

5.0

4 = Neither detracted nor enhanced our ability

1 = Significantly detracted from our ability

4.0

Note: Scale starts at 4.0

Legend:
- Full range of funders
- Middle fifty percent of funders
- Median Funder
- Median Large Funder
- Range of Large Funders
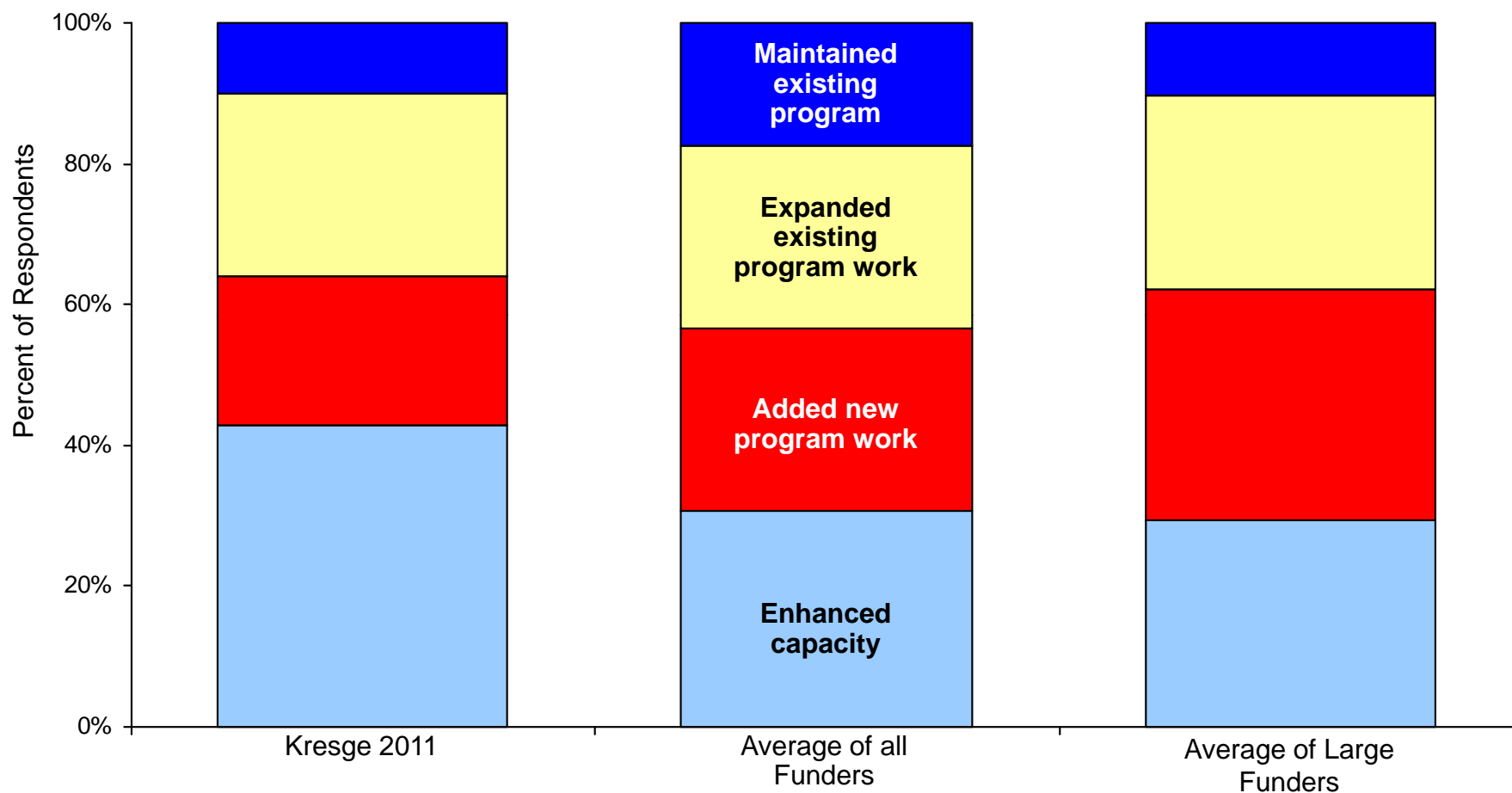- Kresge 2011
- Kresge 2007

Selected Grantee Comments

- *"As the question of assessment and expected outcomes is part of the application process, Kresge is very helpful in helping organizations to think about project management with an 'end to beginning' approach."*

- *"Our organization has integrated the goals with our internal planning and established this as an ongoing priority."*

- *"This interest in measures actually helped us to think more creatively about what would meaningful measures really be since often traditional measures don't get at the heart of our your goal. We have incorporated these not only in our overall work, but into our individual projects to track efficacy with partners and outcomes from individual activities."*

Note: This question was only asked of those grantees that indicated they exchanged ideas with the Foundation regarding how their organization would assess the results of the work funded by the grant. For Kresge 2011, 62 percent of grantees indicated that they had exchanged ideas about how to assess the results of the work, compared to 69 percent at the median funder.

1: Represents data from 24 funders. Kresge 2007 and cohort funder data not available due to changes to the survey instrument.

Grant Effect

Primary Effect of Grant on Grantee's Organization

Behind the Numbers – Kresge 2011

Kresge 2011 grantees that indicate that the primary effect of the grant was enhancing capacity rate higher for the Foundation's impact on grantees' organizations, fields, and local communities, the strength of funder-grantee relationships, and the helpfulness of the reporting/evaluation process.

Note: Kresge 2007 data not available due to changes to the survey instrument. *CONFIDENTIAL* | © The Center for Effective Philanthropy | 3/5/2012

IV. Impact on Grantee Organizations

Grant Patterns Summary (1)

The grant patterns summary segments a funder's grantmaking by grant characteristics that, across CEP's dataset, are associated with higher and lower ratings of a funder's impact on a grantee's organization. The grant patterns take into account the size and duration of the funder's grants as well as whether they have provided a recipient with general operating or program/project support.[1]

Field-Wide Findings on Impact on Grantee Organization Ratings	*Grant Patterns[2]*
Highest Ratings on Impact on Grantee Organization	General operating support grant + Grant size $25K or greater + Multi-year in length
Moderate Ratings on Impact on Grantee Organization	Program/Project grant + Grant size $25K or greater + Multi-year in length OR Program/Project grant + Grant size $150K or greater + One year in length OR General operating support grant + Grant size $10K-$149K + One year in length OR General operating support grant + Grant size $10K-$24K + Multi-year in length
Lowest Ratings on Impact on Grantee Organization	Program/Project grant + Grant size $25K-$149K + One year in length OR Program/Project grant + Grant Size less than $25K + Less than 5 years in length OR General operating support grant + Grant size less than $10K + One year in length

IV. Impact on Grantee Organizations

1: All other types of funding are excluded from the grant patterns.
2: Grant patterns listed are representative of the majority of grants that fall within each group. Some patterns are not shown because they are infrequently awarded to grantees.

Grant Patterns Summary (2)

The proportion of Kresge grantees that report receiving the grant pattern CEP field-wide research has found is associated with the highest impact on grantee organization ratings is:

- larger than that of 89 percent of funders
- larger than that of 89 percent of large funders in the cohort

Behind the Numbers – Kresge 2011
Kresge 2011 grantees that report receiving the grant pattern associated with the highest impact on grantee organizations rate the Foundation higher for its impact on grantees' fields, communities, and organizations, as well as grantees' ability to sustain their work and the strength of funder-grantee relationships.

Grant Patterns
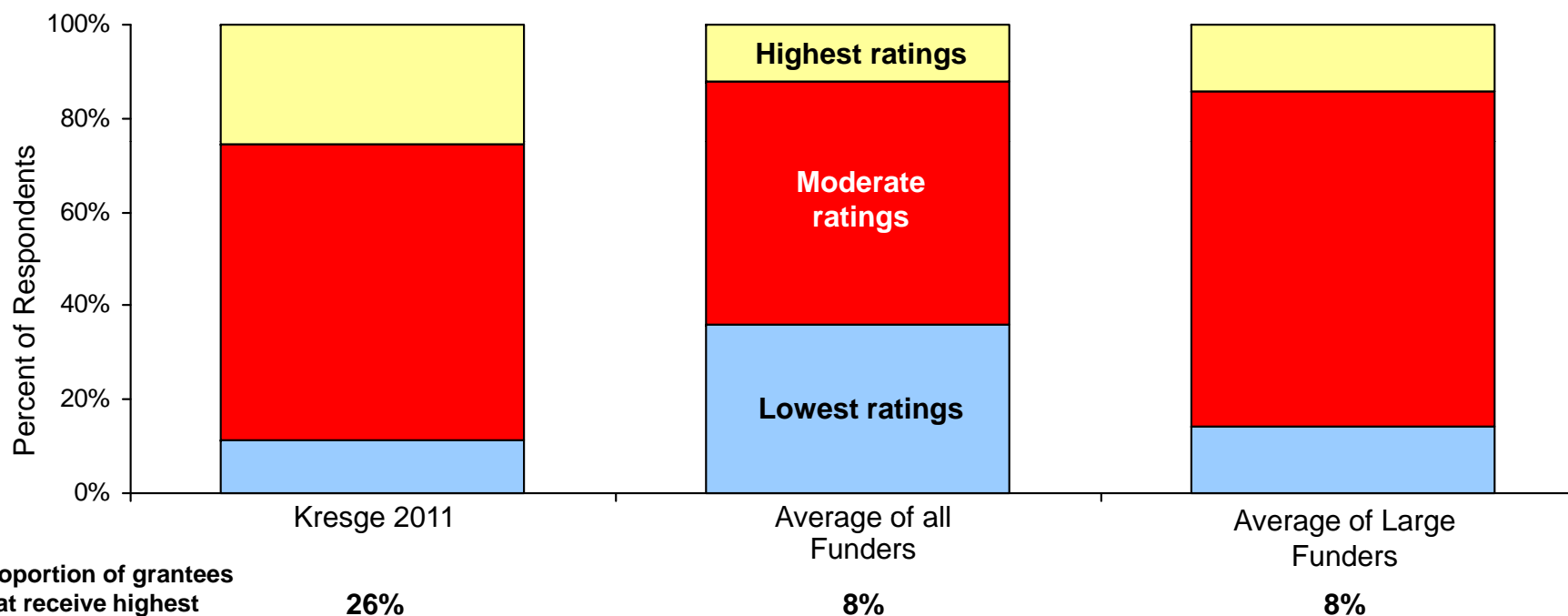
	Kresge 2011	Average of all Funders	Average of Large Funders
Proportion of grantees that receive highest impact pattern[1]	**26%**	**8%**	**8%**

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

Note: Only respondents who received general operating or program/project support are included in the grant patterns. Kresge 2007 data not shown due to too few grantees receiving general operating or program/project support.

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

IV. Impact on Grantee Organizations

Contents

Funder-Grantee Relationships Summary

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

- at the median of funders
- above 72 percent of large funders in the cohort

Key Components of Funder-Grantee Relationships Measure
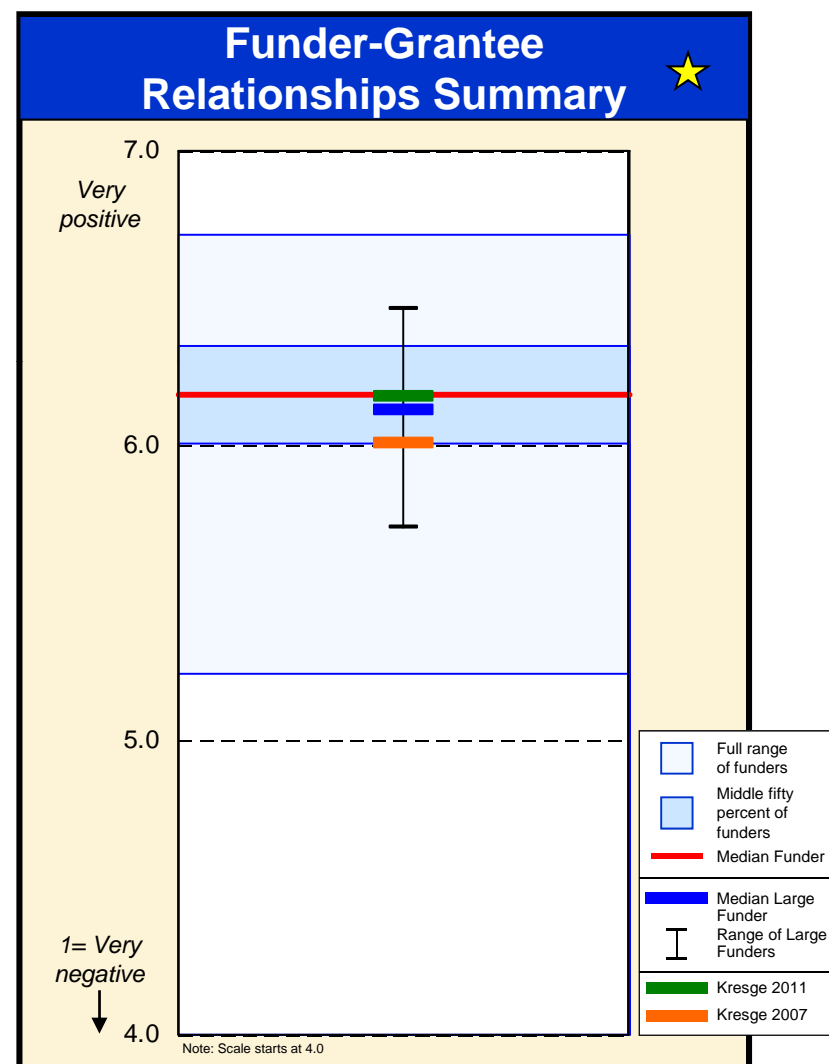
INTERACTIONS

Fairness of treatment by funder

Comfort approaching funder if a problem arises

Responsiveness of funder staff

Clarity of communication of funder's goals and strategy

Consistency of information provided by different communications

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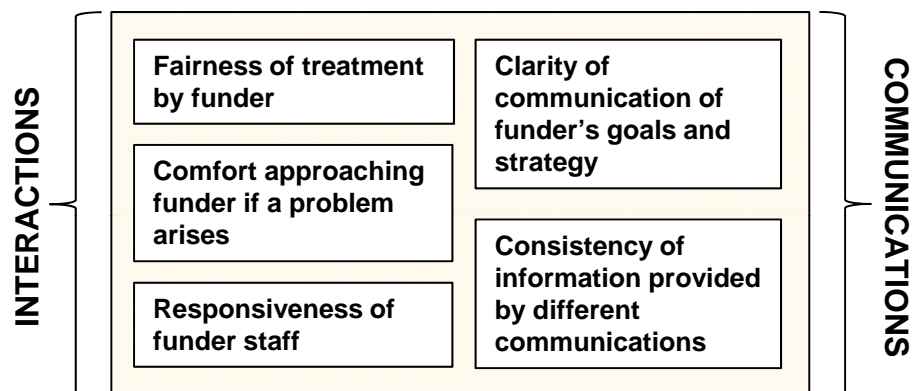
Survey-Wide Analysis Fact: What best predicts grantee ratings on the *Funder-Grantee Relationships Summary? 1) Understanding:* Understanding of funded organizations' goals and strategies; *2) Selection:* Helpfulness of selection process and mitigation of pressure to modify priorities; *3) Expertise:*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

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

Funder-Grantee Relationships Summary

7.0
Very positive

6.0

5.0

1= Very negative

4.0

Note: Scale starts at 4.0

Legend:
- Full range of funders
- Middle fifty percent of funders
- Median Funder
- Median Large Funder
- Range of Large Funders
- Kresge 2011
- Kresge 2007

★ = Kresge 2011 rating is significantly higher than Kresge 2007 rating at a 90 percent confidence interval.

Interactions Measures

On fairness of treatment of grantees, Kresge is rated:
- above 71 percent of funders
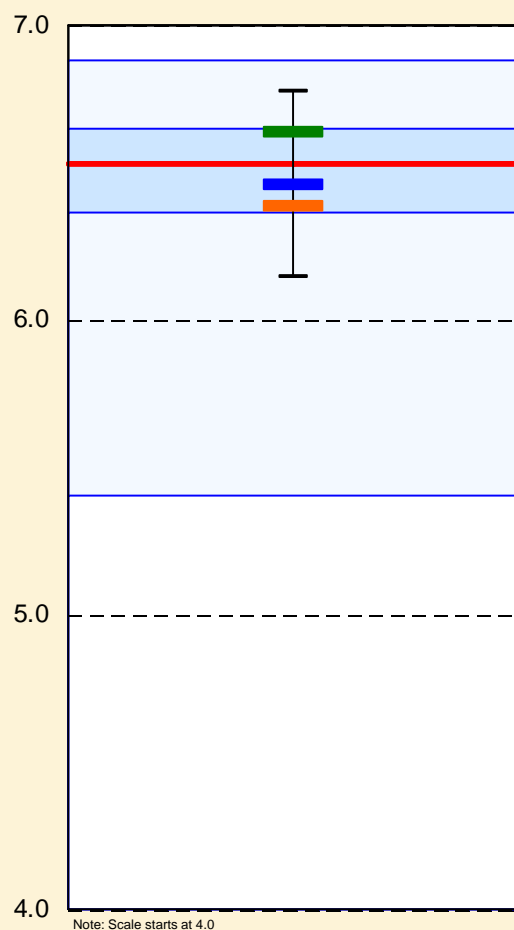- above 90 percent of large funders in the cohort

On grantees' comfort in approaching the Foundation if a problem arises, Kresge is rated:
- below 54 percent of funders
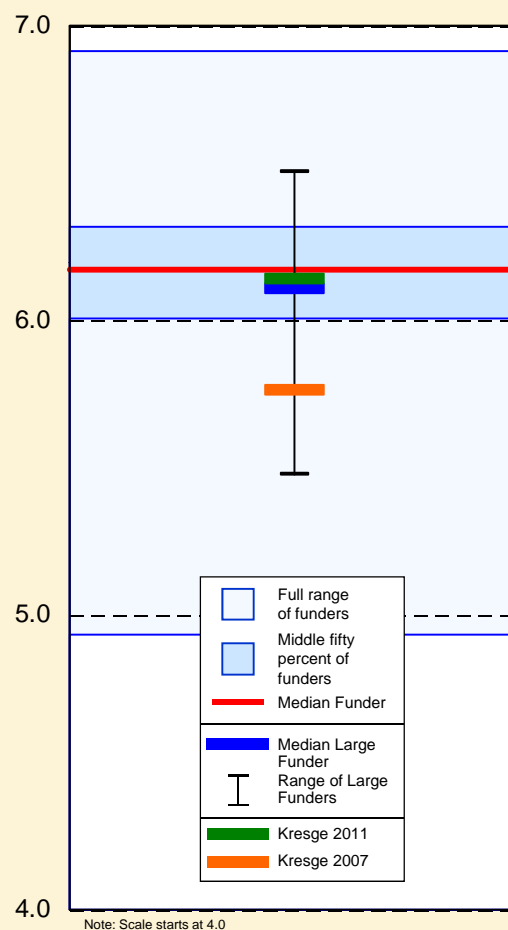- above 65 percent of large funders in the cohort

On responsiveness of Foundation staff to grantees, Kresge is rated:
- below 74 percent of funders
- below 70 percent of large funders in the cohort

V. Funder-Grantee Relationships
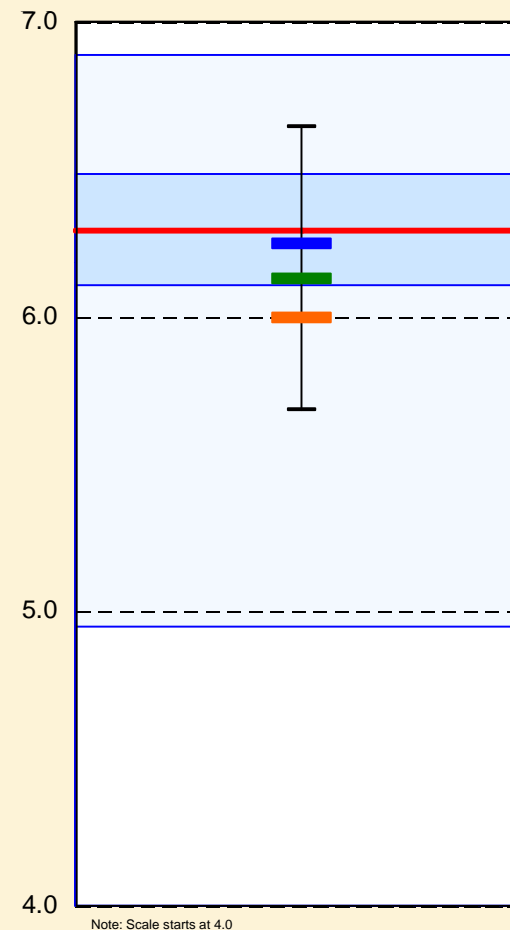
☆ = Kresge 2011 rating is significantly higher than Kresge 2007 rating at a 90 percent confidence interval.

1: Scale goes from 1 = Not at all fairly to 7 = Extremely fairly.

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

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

Selected Grantee Comments

- *"Every interaction with Kresge personnel has been first-rate, straight-forward, and helpful. The expectations for deliverables were very clear. We love working with Kresge and deeply value their support."*
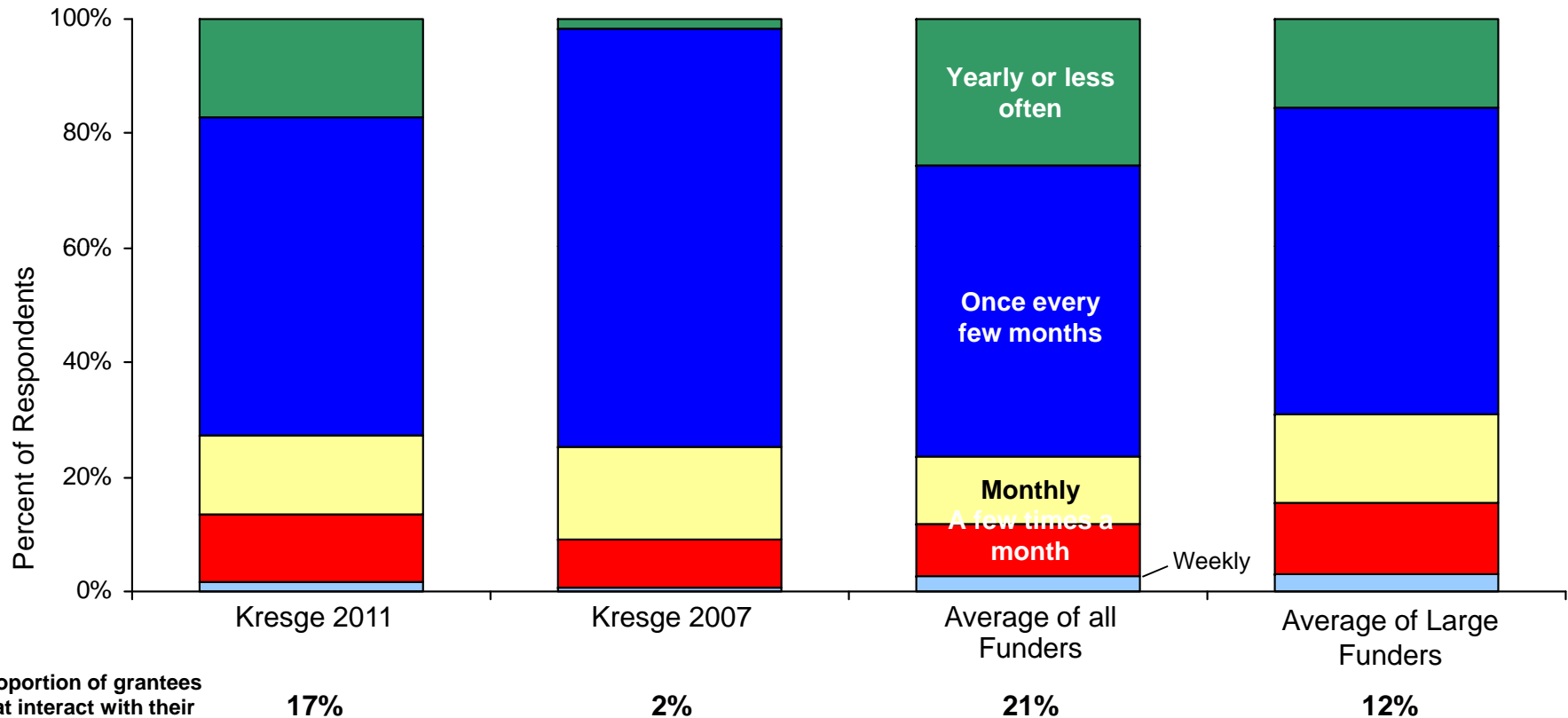
- *"It has sometimes been difficult to receive a prompt response. A request for an extension was eventually approved, but inaccuracies in communication delayed the process."*

- *"I found the process and the staff interactions to be very helpful, especially in comparison to historic experiences with Kresge. In recent years, staff have become more open and helpful (although programs are now more varied)."*

- *"[Our program officer] was consistent, fair, and always followed through, treating all involved with incredible respect."*

- *"Communication has been generally very helpful when it happened, especially with program director. Sometimes it is hard to get program officer to return calls. Communication could be more two-way - especially as a relatively new grantee. Site visit would be good."*

- *"A change in staffing resulted in a change in personnel working on the Kresge grant in our organization. Although this was communicated a number of times, it resulted in our not learning of an important all-grantee meeting and miscommunication for a number of months."*

- *"I am very enthusiastic about Kresge's vision and think they have a great staff. If anything, I would like to hear from them MORE often because I think they have a lot of wisdom to offer."*

Frequency of Interactions

The proportion of Kresge grantees that report interacting with their program officer yearly or less often is:
- smaller than that of 58 percent of funders
- larger than that of 70 percent of large funders in the cohort

Frequency of Grantee Contact with Program Officer During Grant

	Kresge 2011	Kresge 2007	Average of all Funders	Average of Large Funders
Proportion of grantees that interact with their PO yearly or less often[1]	17%	2%	21%	12%

Legend for chart:
- Yearly or less often (green)
- Once every few months (blue)
- Monthly (yellow)
- A few times a month (red)
- Weekly (light blue)

Behind the Numbers – Kresge 2011

Kresge 2011 grantees that report interacting with their program officer yearly or less often rate the Foundation lower for its effect on grantees' ability to sustain their work, grantees' comfort approaching the Foundation if a problem arises, and the Foundation's level of involvement in the selection process.

V. Funder-Grantee Relationships

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

Initiation of Interactions

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

- larger than that of 79 percent of funders
- larger than that of 94 percent of large funders in the cohort

V. Funder-Grantee Relationships

Initiation of Grantee Contact with Program Officer During Grant

Proportion of grantees that most frequently initiate contact[1]	44%	53%	36%	36%
	Kresge 2011	Kresge 2007	Average of all Funders	Average of Large Funders
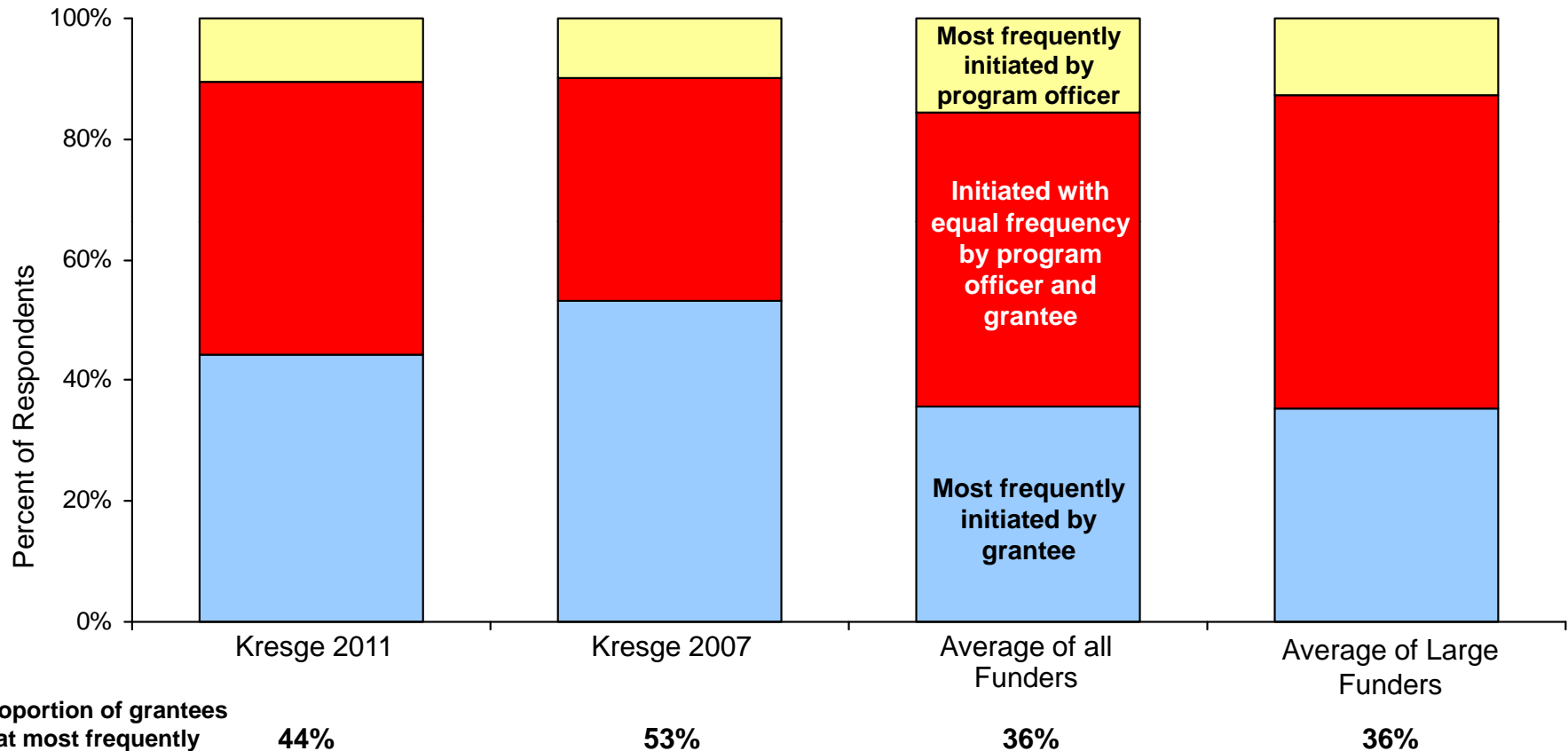
Behind the Numbers – Kresge 2011

Kresge 2011 grantees that report most frequently initiating interactions with their program officer rate the Foundation lower for its impact on their fields, the strength of funder-grantee relationships, and the Foundation's level of involvement in the selection process.

31   1: The proportion shown for "Average of all Funders" and "Average of Large Funders" is a median.   *CONFIDENTIAL* │ © The Center for Effective Philanthropy │ 3/5/2012

Proportion of Grantees That Had a Change in Primary Contact

The proportion of Kresge grantees who had a change in their primary contact in the last six months is:
- smaller than that of 53 percent of funders
- smaller than that of 80 percent of large funders in the cohort

V. Funder-Grantee Relationships

Proportion of Grantees That Had a Contact Change[1]

Percent of Respondents

Full range of funders	
Middle fifty percent of funders	
Median Funder	
Median Large Funder	
Range of Large Funders	
Kresge 2011	
Kresge 2007	
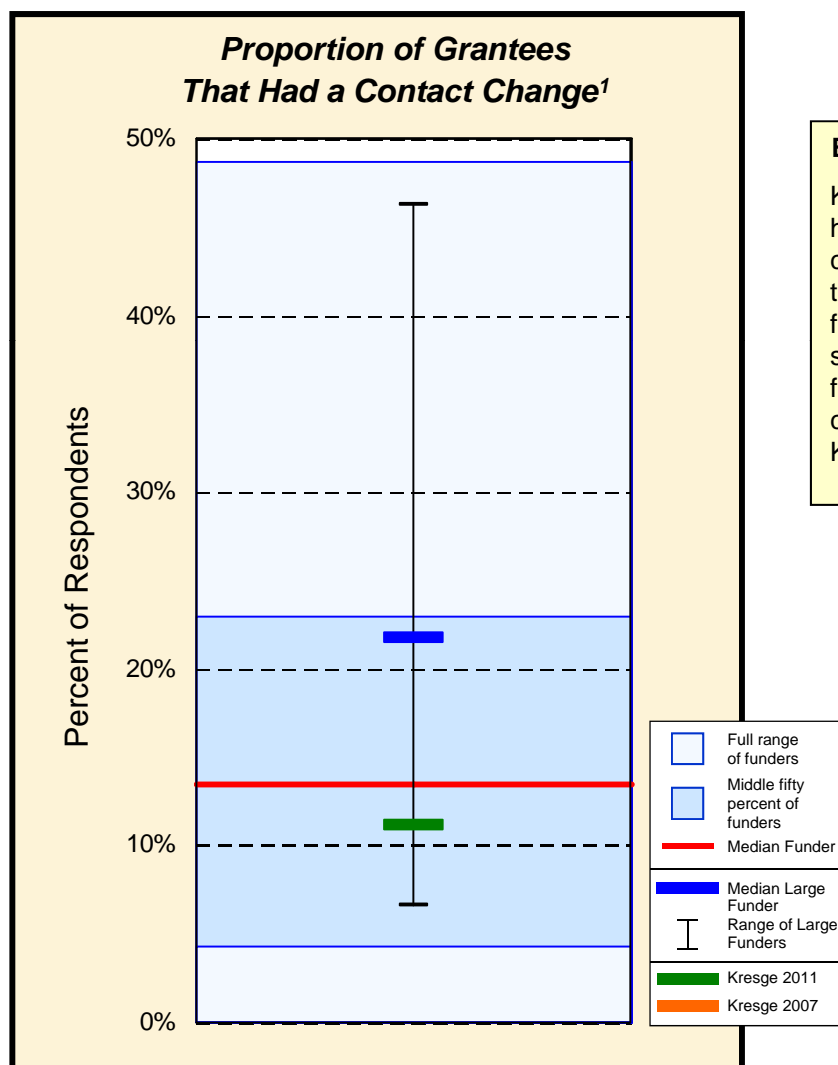
Behind the Numbers – Kresge 2011

Kresge 2011 grantees that report having a change in their primary contact rate the Foundation lower for the Foundation's impact on their fields, its effect on their ability to sustain their work, the strength of funder-grantee relationships, and the clarity of communication about Kresge's expansion.

Note: Kresge 2007 data not available due to changes to the survey instrument.

1: Represents data from 87 funders.

Proportion of Grantees That Had a Site Visit

The proportion of Kresge grantees receiving a site visit is:
- smaller than that of 75 percent of funders
- smaller than that of 89 percent of large funders in the cohort
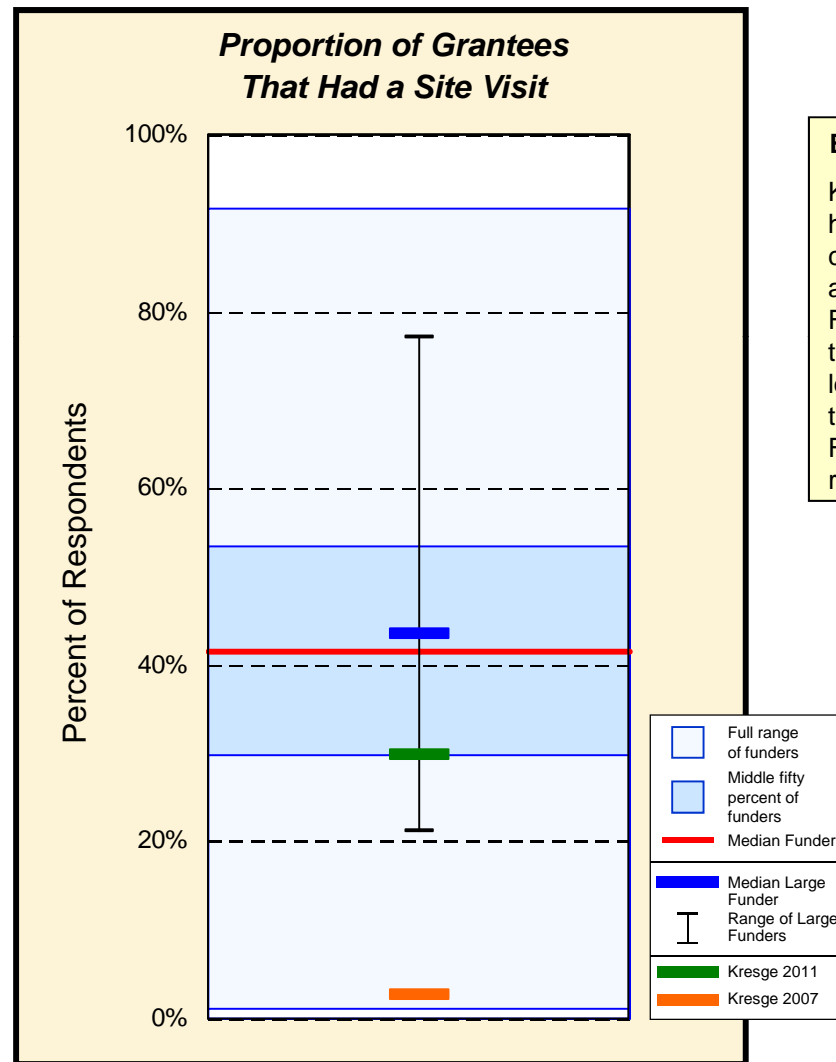

**Proportion of Grantees
That Had a Site Visit**

Percent of Respondents

Legend:
- Full range of funders
- Middle fifty percent of funders
- Median Funder
- Median Large Funder
- Range of Large Funders
- Kresge 2011
- Kresge 2007

Behind the Numbers – Kresge 2011

Kresge 2011 grantees that report having a site visit rate higher for their comfort approaching the Foundation if a problem arises and the Foundation's level of involvement in the selection process. They rate lower, however, for the consistency of the information provided by the Foundation's communication resources.

Communications Measures

On clarity of the Foundation's communication of its goals and strategy, Kresge is rated:
- above 62 percent of funders
- above 75 percent of large funders in the cohort

On consistency of the Foundation's communications resources, both personal and written, Kresge is rated:
- below 50 percent of funders
- above 78 percent of large funders in the cohort


V. Funder-Grantee Relationships
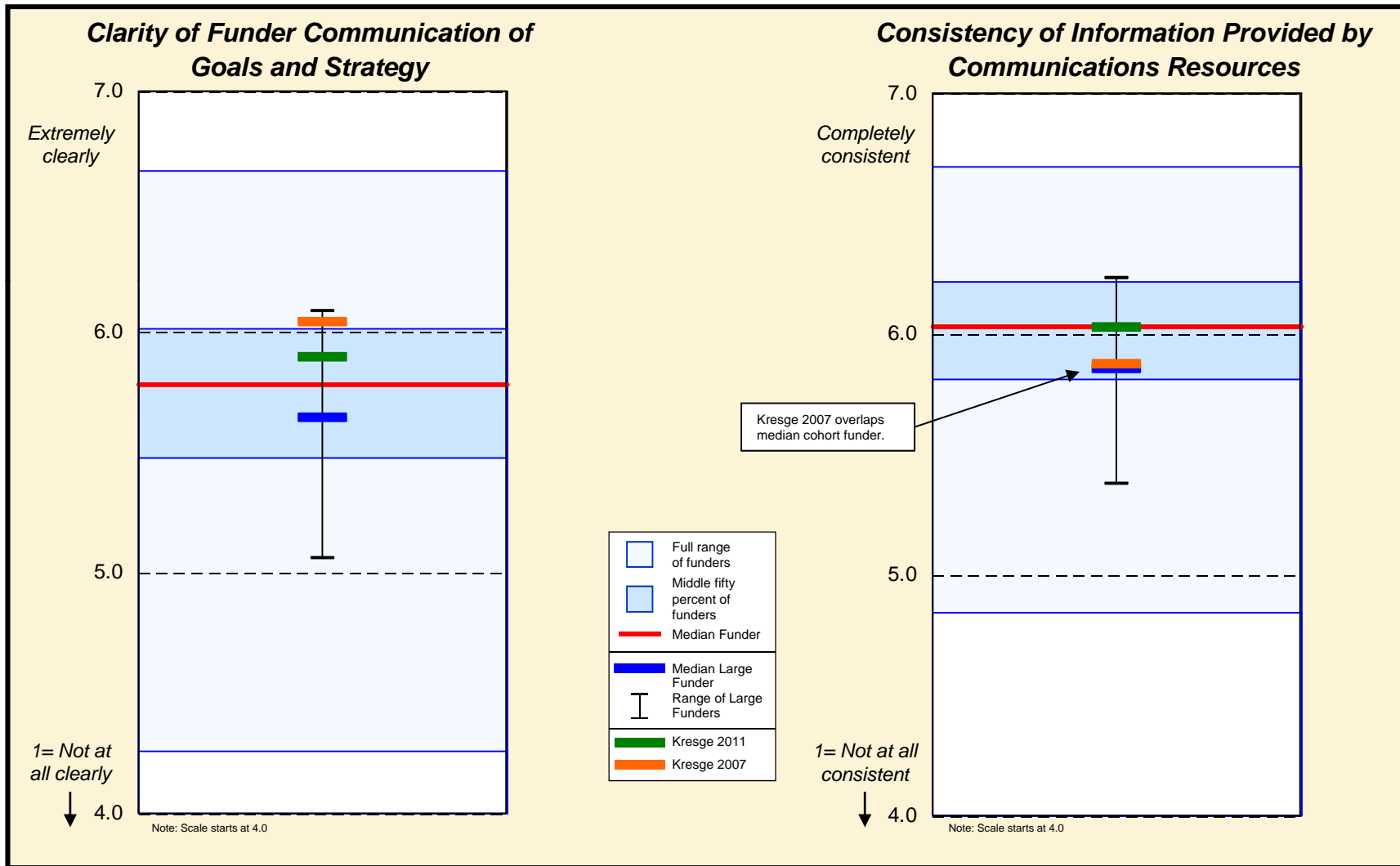
Note: In the right-hand chart, this question includes a "used one or no resources" response option; no Kresge 2011 respondents indicated they had used one or no resources, compared to 4 percent at the median funder, 1 percent of Kresge 2007 respondents, and 4 percent of respondents at the median large funder.

Selected Grantee Comments

- *"During our appeal to the Foundation, their guidelines were in a state of transition. This made our proposal writing somewhat more difficult as expectations seemed in flux, but ultimately the quality and consistency of their program aim was made clear."*

- *"I found the Foundation extremely thorough in providing guidelines and clearly stating their goals in trying to help our organization. Also, the guidelines enabled us to look critically at our organization to confirm areas of strength and identify areas that needed more focus, making us a more effective and efficient organization."*

- *"The Web site initially did not clearly provide direction. In my second submission I was successful because of the clarity provided by staff."*

- *"The foundation itself tries hard to be transparent and communicative."*

- *"There did seem to be problems resulting from lack of communication between different divisions within the foundation. On more than one occasion Foundation staff would ask for documents, proposals, and information previously sent to other individuals or departments within the foundation."*

- *"I find Kresge to be consistent with their message. Our program officer was equally consistent."*

- *"The Kresge Foundation provides high-quality communication for applicants and grantees. The priorities of Kresge are clearly articulated in both print and online, making it easy to determine the clearest path for possible collaboration."*
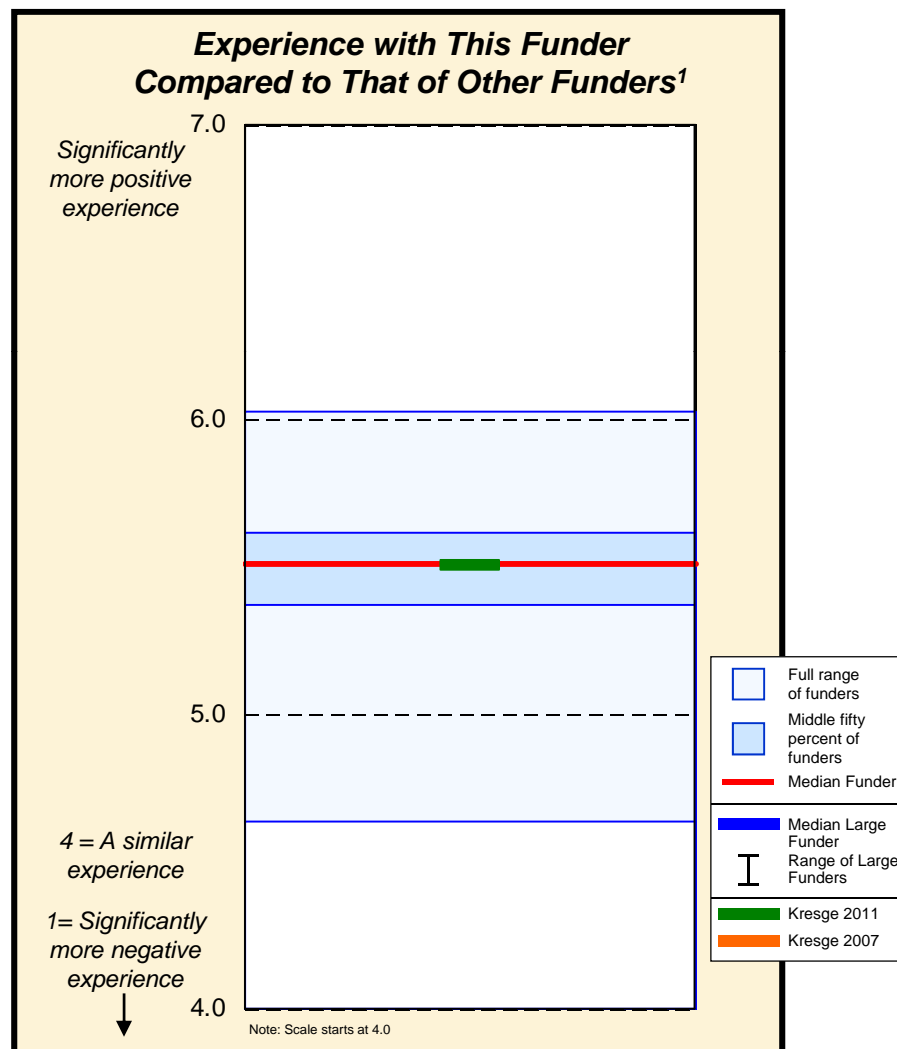
Usage and Helpfulness of Communications Resources

V. Funder-Grantee Relationships
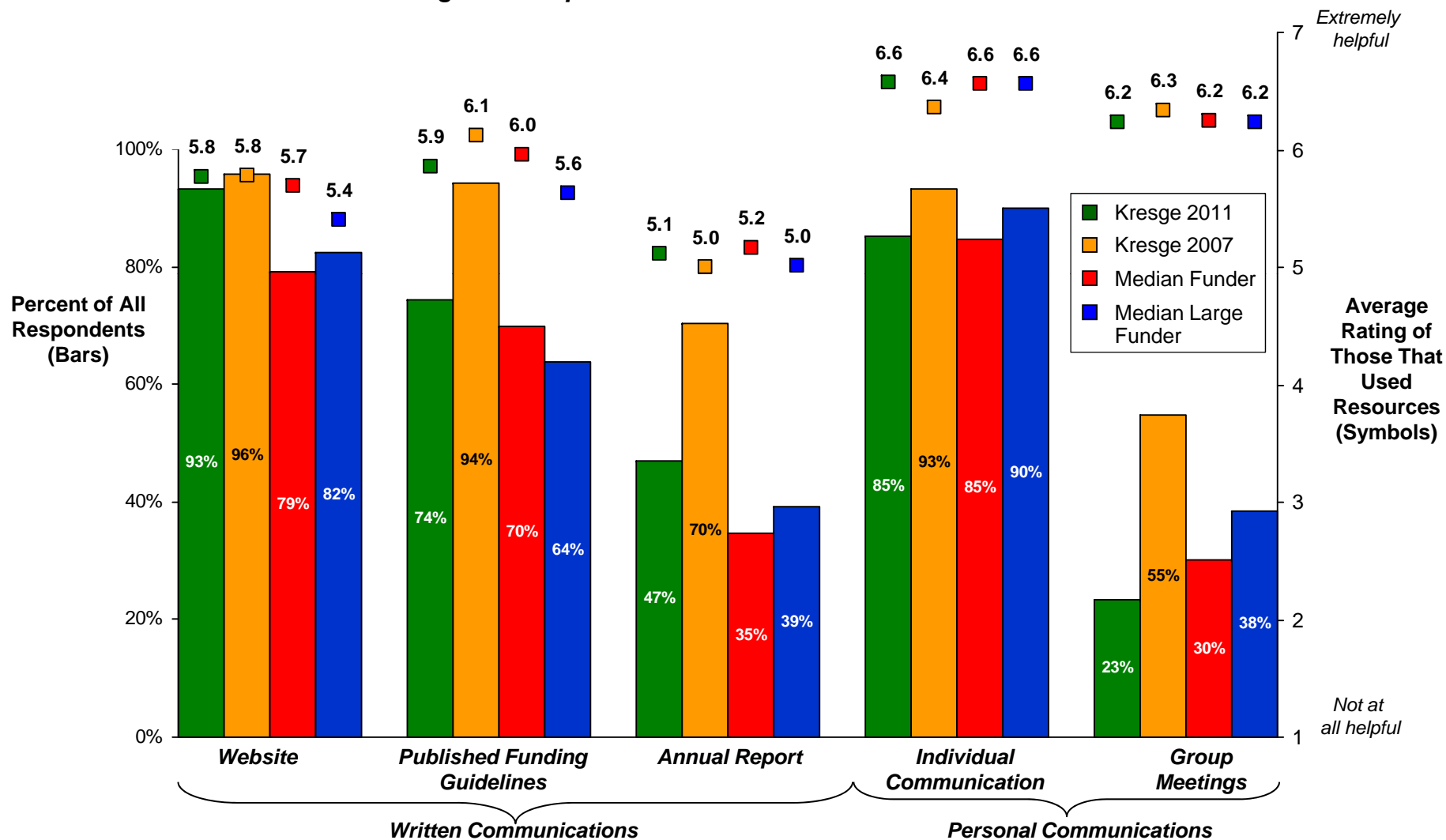
Experience with Other Funders

On how grantees' recent experience with the Foundation compares with that of other funders, Kresge is rated:

- similarly to the median funder

Experience with This Funder Compared to That of Other Funders[1]

7.0

Significantly more positive experience

6.0

5.0

4 = A similar experience

1= Significantly more negative experience

4.0

Note: Scale starts at 4.0

Legend:
- Full range of funders
- Middle fifty percent of funders
- Median Funder
- Median Large Funder
- Range of Large Funders
- Kresge 2011
- Kresge 2007

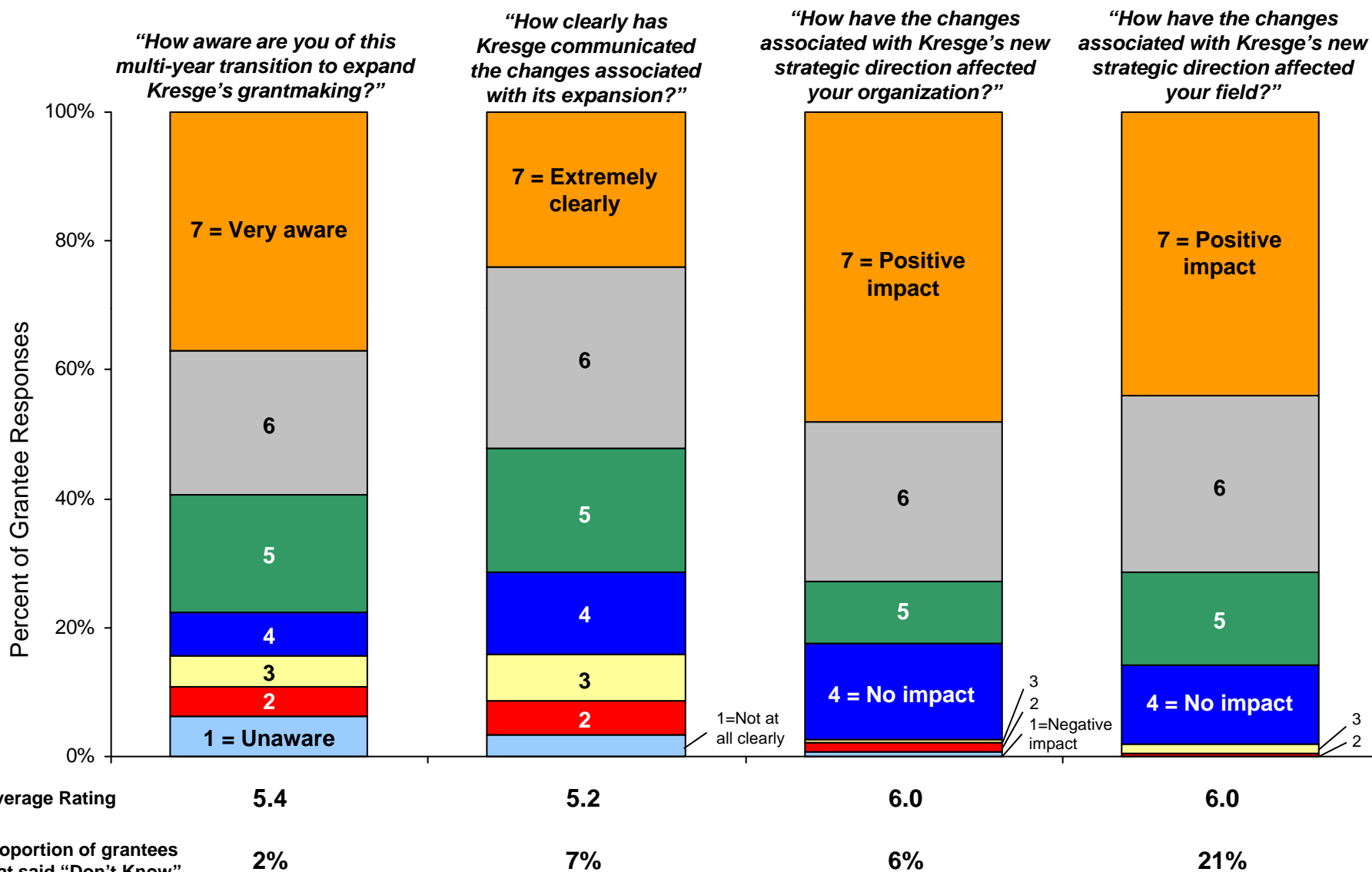Note: This question includes a "N/A – I have never received a grant from another funder" response option; 1 percent of Kresge 2011 respondents indicated they have never received a grant from another funder, compared to 3 percent at the median funder.

1: Represents data from 24 funders. Kresge 2007 data, Large funder data not available due to changes to the survey instrument.

V. Funder-Grantee Relationships
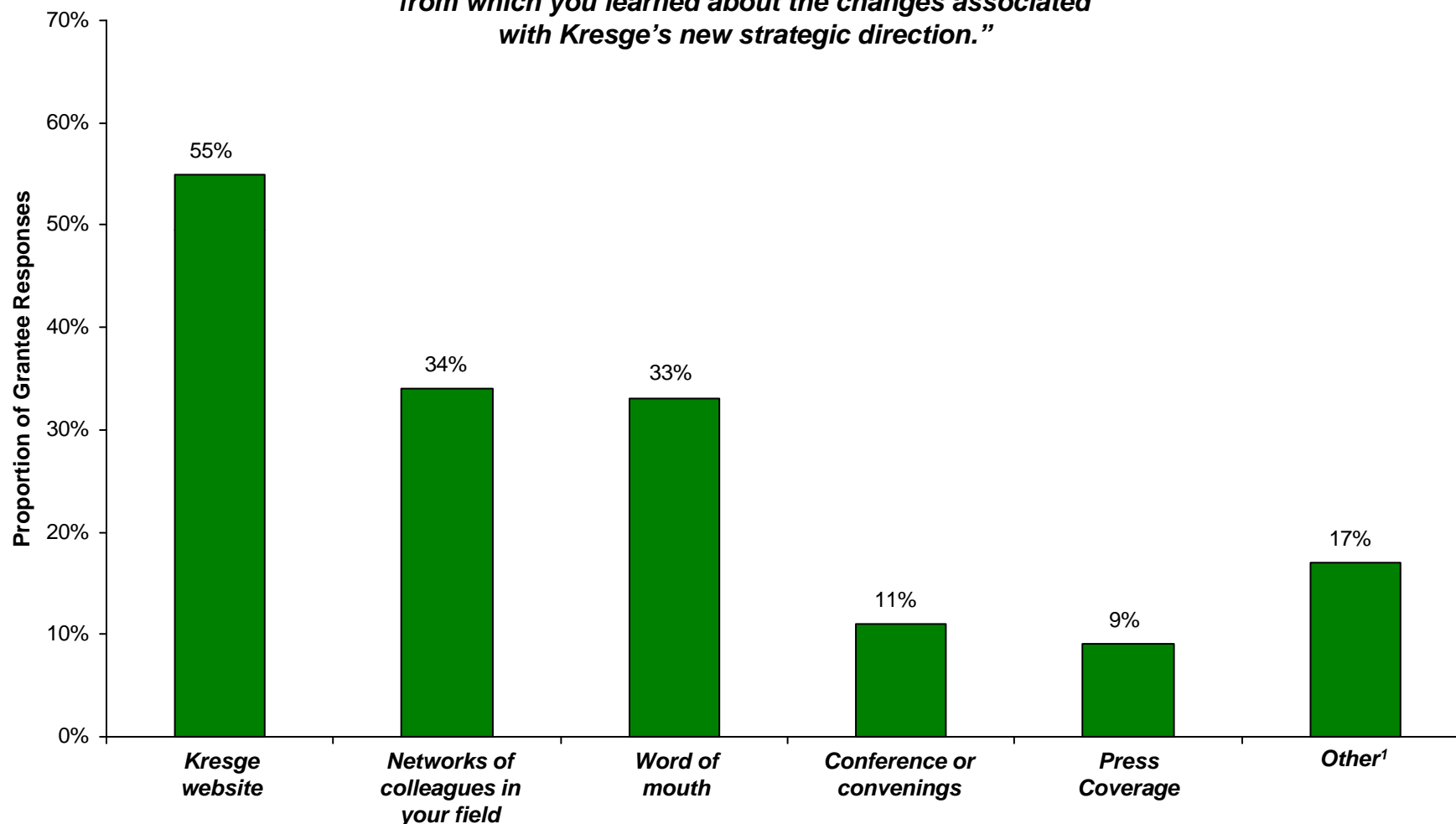
Kresge Transition (1)

Kresge grantees were asked a series of questions regarding Kresge's multi-year transition that seeks to expand the Foundation's grantmaking beyond its historical exclusive focus on facilities capital challenge grants.

	"How aware are you of this multi-year transition to expand Kresge's grantmaking?"	"How clearly has Kresge communicated the changes associated with its expansion?"	"How have the changes associated with Kresge's new strategic direction affected your organization?"	"How have the changes associated with Kresge's new strategic direction affected your field?"
Average Rating	5.4	5.2	6.0	6.0
Proportion of grantees that said "Don't Know"	2%	7%	6%	21%

Note: No comparative data is available, as these questions were asked of Kresge grantees only.

V. Funder-Grantee Relationships

V. Funder-Grantee Relationships

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

Chart — Proportion of Grantee Responses:
- Kresge website: 55%
- Networks of colleagues in your field: 34%
- Word of mouth: 33%
- Conference or convenings: 11%
- Press Coverage: 9%
- Other[1]: 17%

Note: No comparative data is available, as these questions were asked of Kresge grantees only.

1: Grantees that selected "Other" most frequently mentioned learning about changes directly from the Program Officer or other Foundation staff.

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Contents

VI. Grant Processes and Administration

Helpfulness of Selection Process

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

- above 85 percent of funders
- above 85 percent of large funders in the cohort

Helpfulness of the Selection Process to Organizations/Programs

7.0 *Extremely helpful*

6.0

5.0

4.0

1= Not at all helpful

3.0

Note: Scale starts at 3.0

Legend:
- Full range of funders
- Middle fifty percent of funders
- Median Funder
- Median Large Funder
- Range of Large Funders
- Kresge 2011
- Kresge 2007
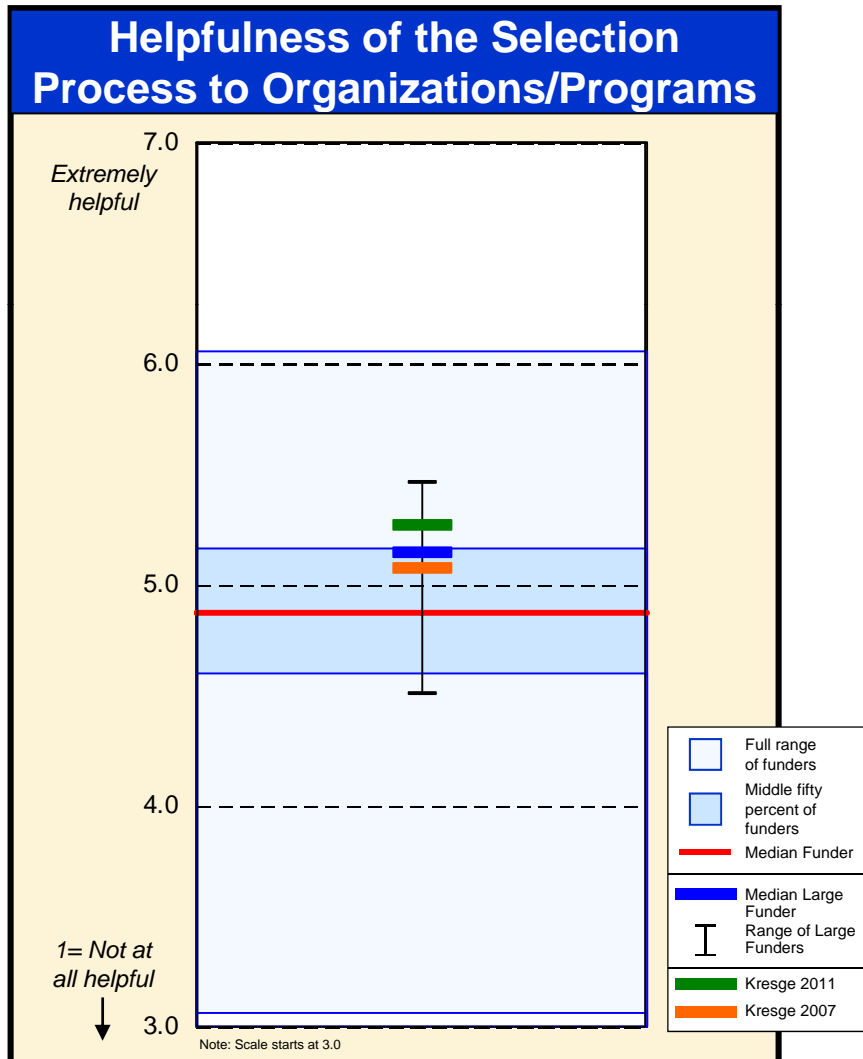
Selected Grantee Comments

- *"Kresge has an excellent automated proposal submission process. The Kresge staff has been very instrumental in assisting our organization in preparing a grant for submission. Their staff is always available to provide clear and concise instructions or feedback."*

- *"It…takes a long time to understand if you have been invited to submit a grant and for how much. You can have conversations for months, and not be clear about whether you can submit a grant."*

- *"The guidelines enabled us to look critically at our organization to confirm areas of strength and identify areas that needed more focus, making us a more effective and efficient organization."*

- *"Only concern was the length of time. Originally told we would have an answer by August and it ended up being December."*

- *"They were patient and personable which meant we asked questions and sought guidance where we may not have with other funders that are less open to support the development of proposals."*
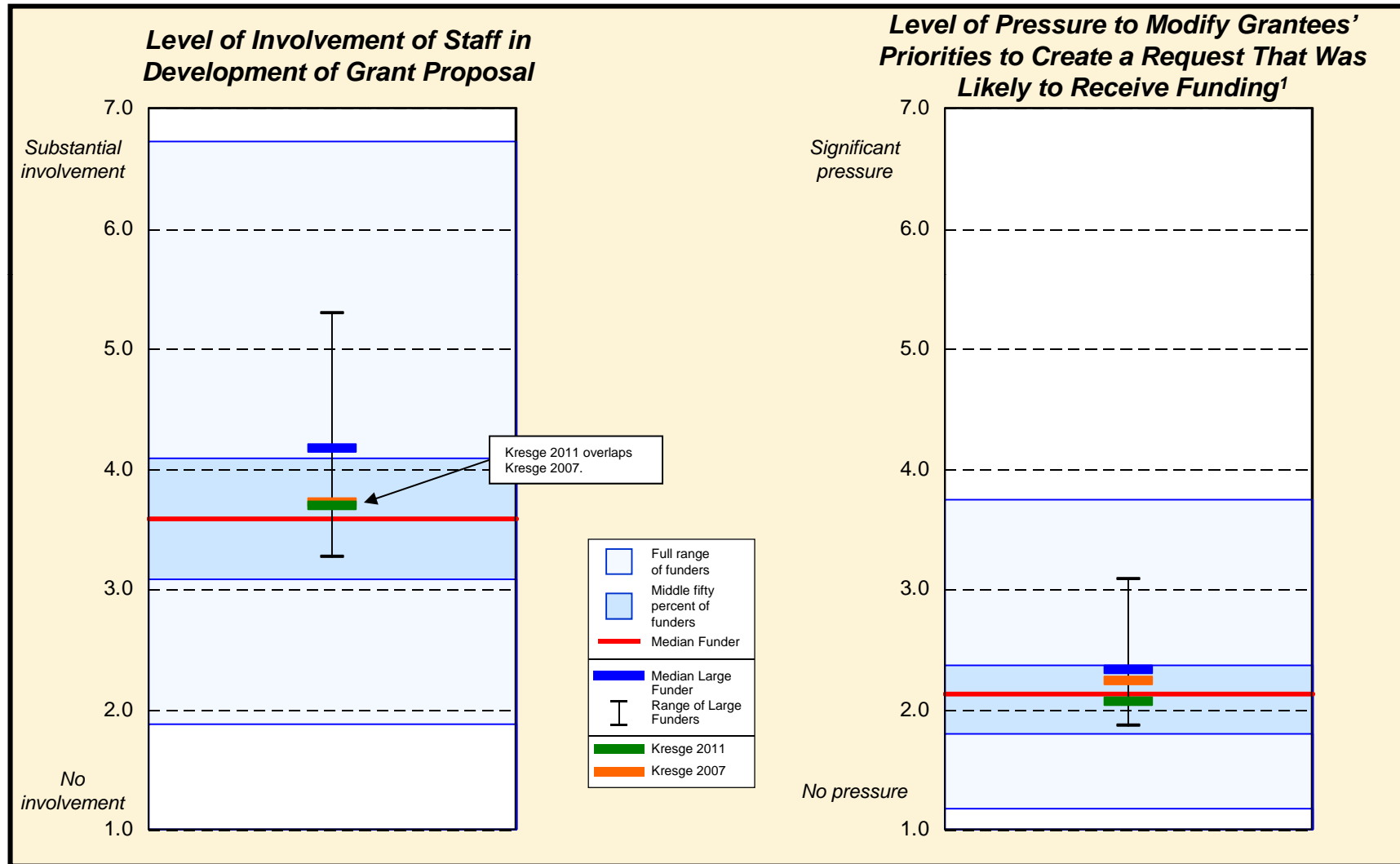
Funder Involvement and Pressure in Selection Process

On the level of involvement in the development of grantees' proposals, Kresge is rated:
- above 55 percent of funders
- below 79 percent of large funders in the cohort

On the level of pressure grantees feel to modify their priorities to create a proposal that was likely to receive funding, Kresge is rated:
- below 54 percent of funders
- below 83 percent of large funders in the cohort

VI. Grant Processes and Administration

Level of Involvement of Staff in Development of Grant Proposal

Substantial involvement

No involvement

Kresge 2011 overlaps Kresge 2007.

Level of Pressure to Modify Grantees' Priorities to Create a Request That Was Likely to Receive Funding[1]

Significant pressure

No pressure

Legend:
- Full range of funders
- Middle fifty percent of funders
- Median Funder
- Median Large Funder
- Range of Large Funders
- Kresge 2011
- Kresge 2007

Note: These questions were only asked of grantees that indicated they submitted a proposal for their grant. For Kresge 2011, 98 percent of grantees indicated that they had submitted a proposal for their grant, compared to 95 percent at the median funder, 98 percent of Kresge 2007 respondents, and 96 percent of respondents at the median large funder.

Time Between Submission and Clear Commitment

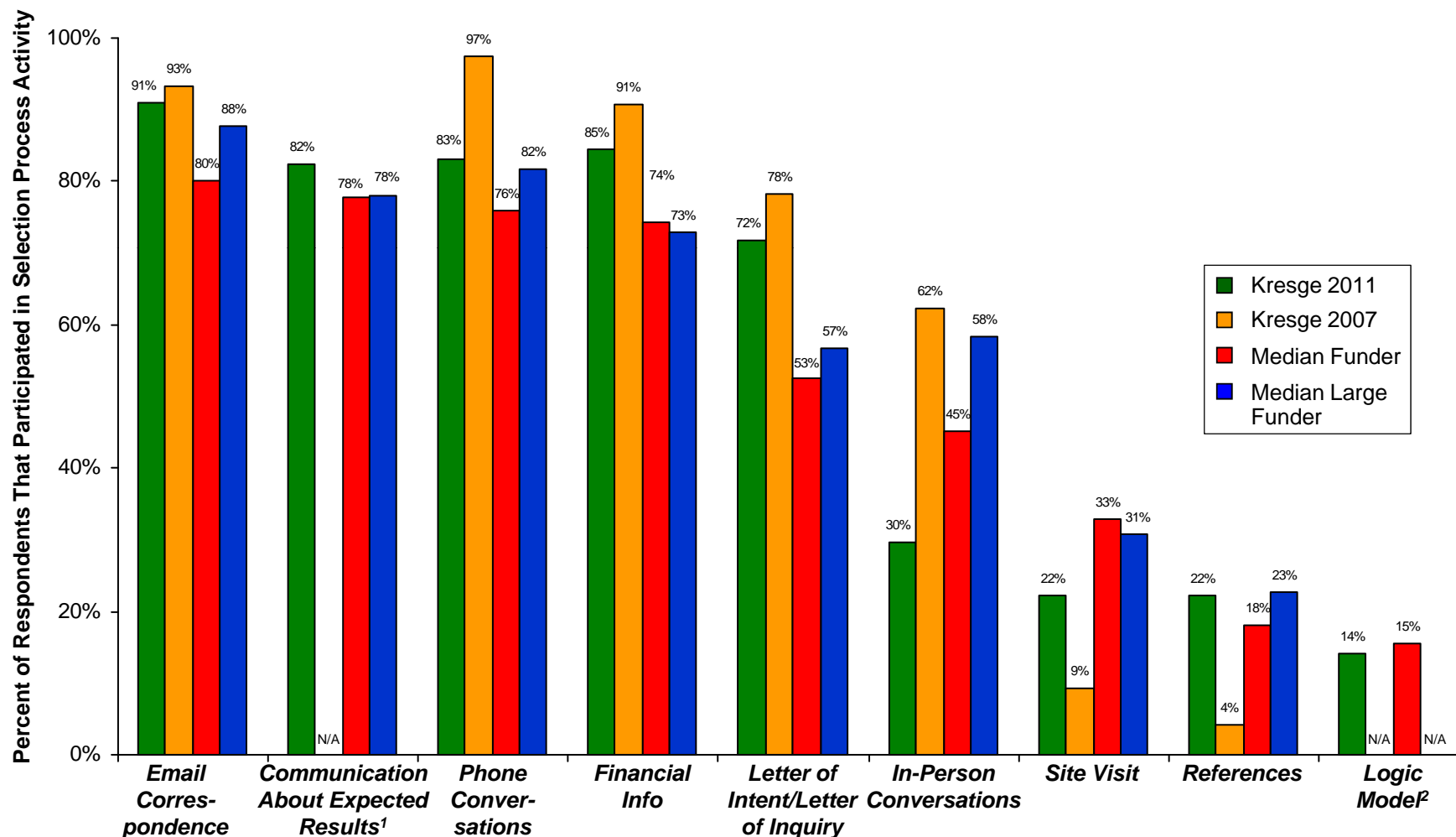*Time Elapsed Between Proposal Submission and Clear Commitment*
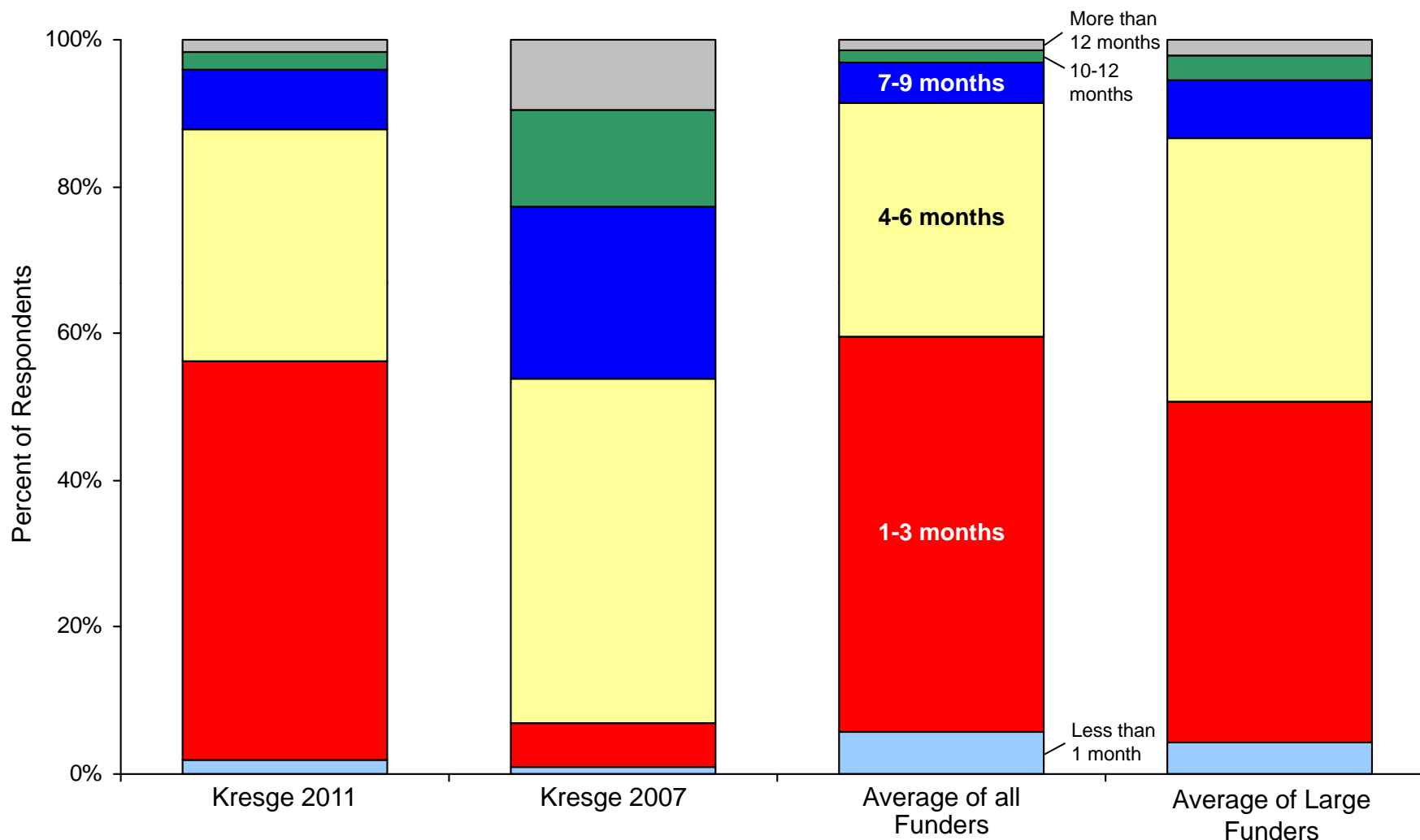
Note: These questions were only asked of grantees that indicated they submitted a proposal for their grant. For Kresge 2011, 98 percent of grantees indicated that they had submitted a proposal for their grant, compared to 95 percent at the median funder, 98 percent of Kresge 2007 respondents, and 96 percent of respondents at the median large funder.

Selection Process Activities

Selection Process Activities

Percent of Respondents That Participated in Selection Process Activity

Legend:
- Kresge 2011 (green)
- Kresge 2007 (orange)
- Median Funder (red)
- Median Large Funder (blue)

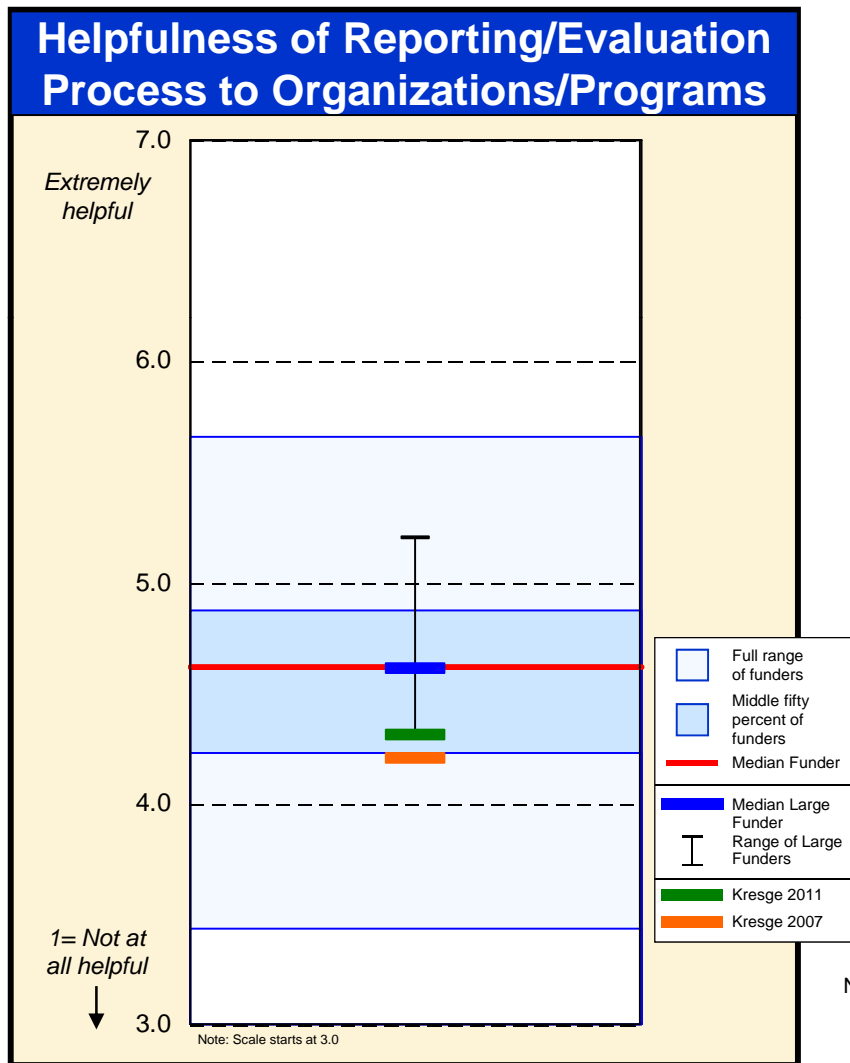| Activity	Kresge 2011	Kresge 2007	Median Funder	Median Large Funder
Email Correspondence	91%	93%	80%	88%
Communication About Expected Results[1]	82%	N/A	78%	78%
Phone Conversations	83%	97%	76%	82%
Financial Info	85%	91%	74%	73%
Letter of Intent/Letter of Inquiry	72%	78%	53%	57%
In-Person Conversations	30%	62%	45%	58%
Site Visit	22%	9%	33%	31%
References	22%	4%	18%	23%
Logic Model[2]	14%	N/A	15%	N/A

VI. Grant Processes and Administration

1: Represents data from 82 funders. Kresge 2007 data not available due to changes to the survey instrument.
2: Represents data from 68 funders. Kresge 2007 and median large funder data not available due to changes to the survey instrument.

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Helpfulness of Reporting and Evaluation Processes

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

- below 72 percent of funders
- lower than all other large funders in the cohort

Helpfulness of Reporting/Evaluation Process to Organizations/Programs

7.0

Extremely helpful

6.0

5.0

4.0

1= Not at all helpful

3.0

Note: Scale starts at 3.0

Legend:
- Full range of funders
- Middle fifty percent of funders
- Median Funder
- Median Large Funder
- Range of Large Funders
- Kresge 2011
- Kresge 2007
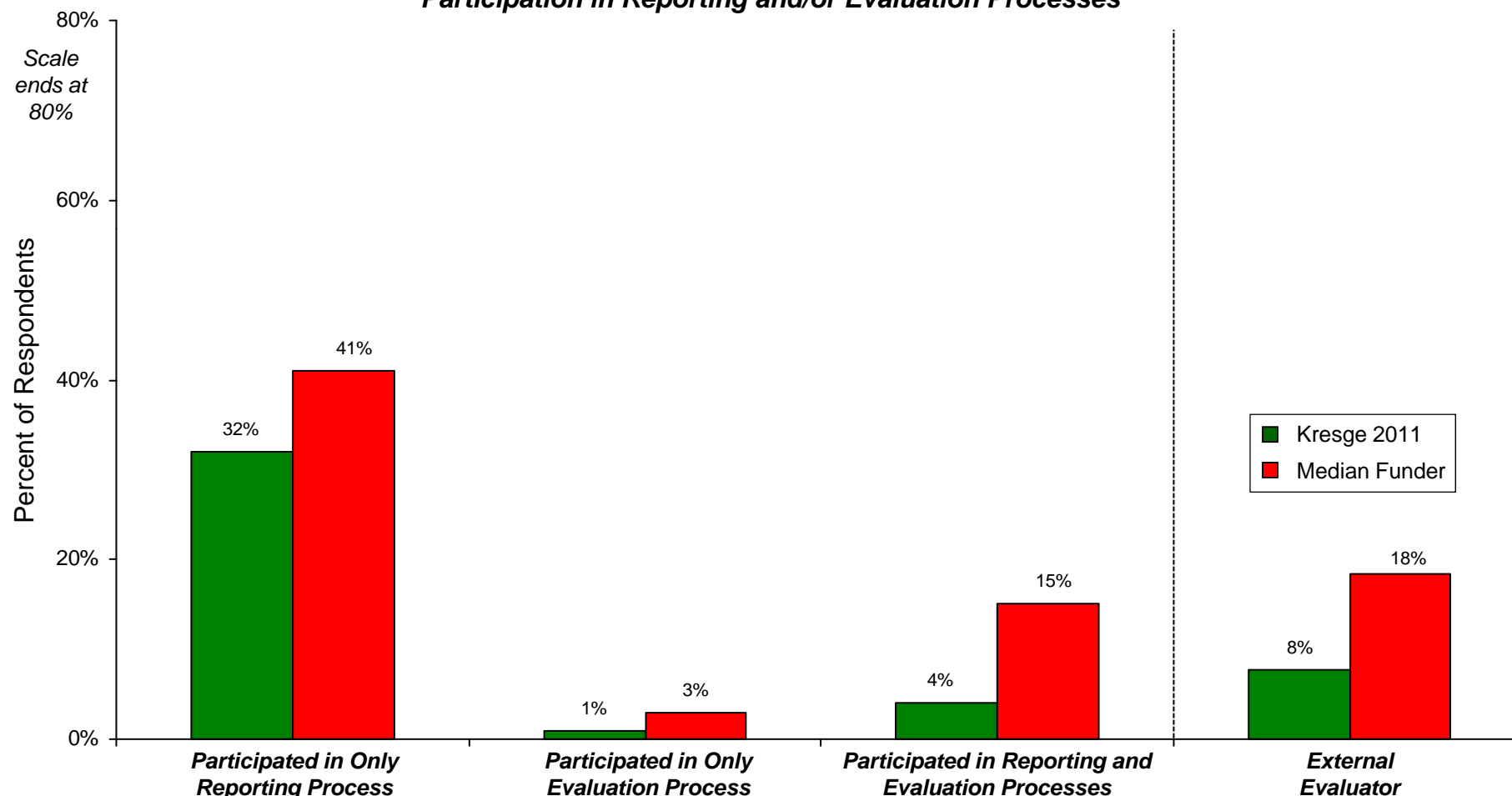
Selected Grantee Comments

- ◆ *"Did not get enough follow up. I appreciate the grant but I would like to see more attention after the fact."*

- ◆ *"Feedback from applications and reporting would be very much appreciated."*

- ◆ *"I represent a small organization and we have greatly benefited by the operational funding we have received, however some of the required reporting and...compliance requested has been extremely difficult for us to fulfill."*

- ◆ *"I believe the Kresge evaluation process is in line with the data that has been collected over the years for the funded program."*

- ◆ *"There seems to be very little follow up related to reporting - not sure if they even track who turns their reports in on time or not."*

Note: This question was only asked of those grantees that had participated in a reporting or evaluation process by the time they took the survey. For Kresge 2011, 37 percent of grantees indicated that they had participated in a reporting or evaluation process by the time they took the survey, compared to 61 percent at the median funder, 67 percent of Kresge 2007 respondents, and 62 percent of respondents at the median large funder.

Reporting and Evaluation Processes

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

Participation in Reporting and/or Evaluation Processes

Scale ends at 80%

- Kresge 2011
- Median Funder

Participated in Only Reporting Process: 32% / 41%
Participated in Only Evaluation Process: 1% / 3%
Participated in Reporting and Evaluation Processes: 4% / 15%
External Evaluator: 8% / 18%

Percent of Respondents
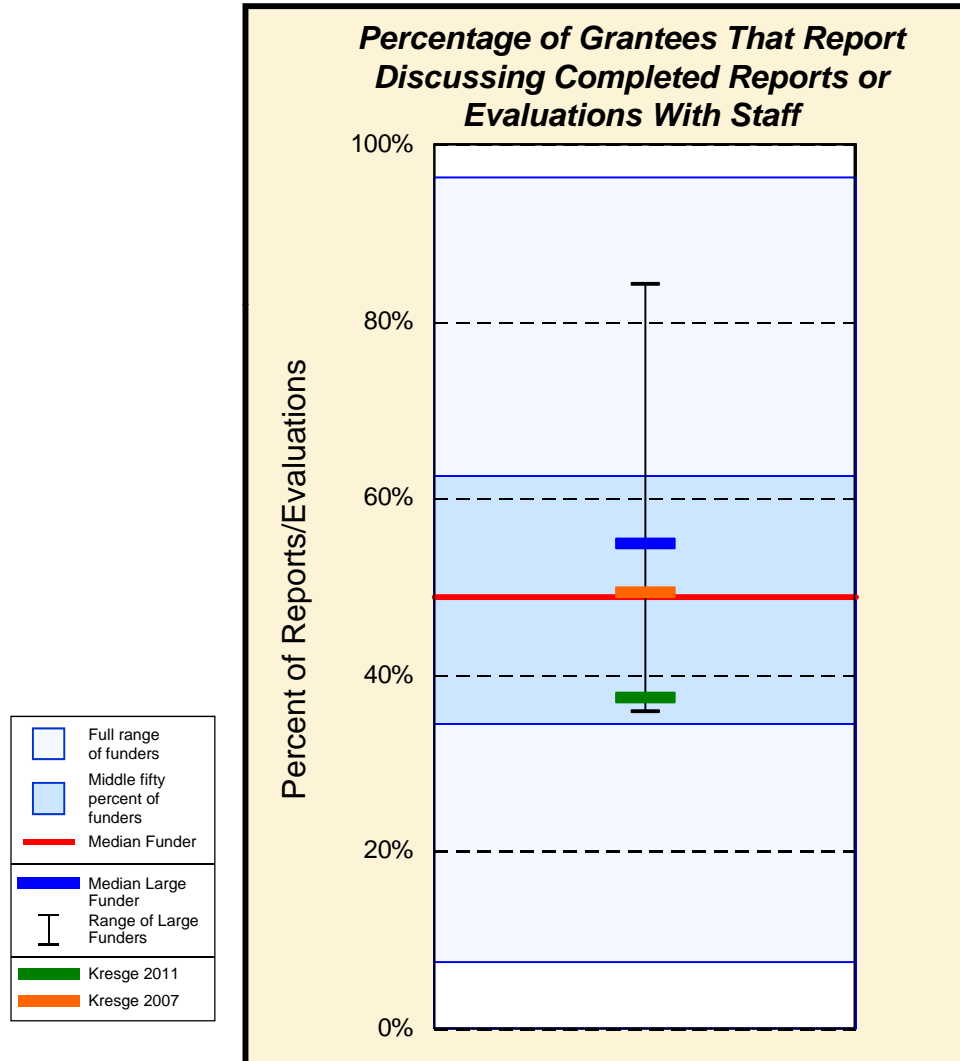
VI. Grant Processes and Administration

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Note: This chart represents data from 13 funders. Kresge 2007 data, Large funder data not available due to changes to the survey instrument.

Discussion of Report or Evaluation

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

- smaller than that of 71 percent of funders
- smaller than that of 95 percent of large funders in the cohort

Percentage of Grantees That Report Discussing Completed Reports or Evaluations With Staff

Legend:
- Full range of funders
- Middle fifty percent of funders
- Median Funder
- Median Large Funder
- Range of Large Funders
- Kresge 2011
- Kresge 2007

Behind the Numbers – Kresge 2011

Kresge 2011 grantees that report discussing their completed reports or evaluations with Kresge staff rate higher for the Foundation's impact on their organizations, the Foundation's level of involvement in the selection process, and the helpfulness of the reporting/evaluation process.
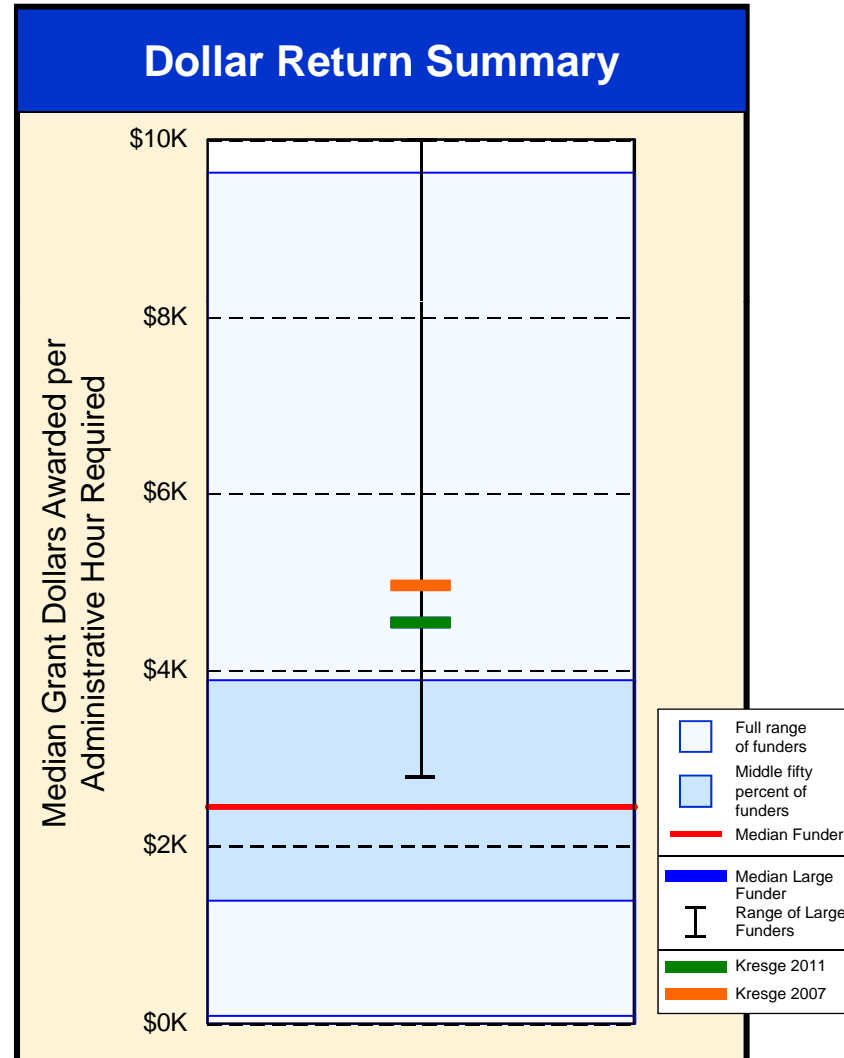
Survey-Wide Analysis Fact: The helpfulness of the reporting or evaluation process is the lowest rated measure by grantees in CEP's dataset. However, grantees who have a discussion about their reports or evaluations with the foundation tend to find the reporting or evaluation process to be significantly more helpful in strengthening their organizations. For more on these findings and resulting management implications, please see CEP's report, *Grantees Report Back: Helpful Reporting and Evaluation Processes.*

Note: This question was only asked of those grantees that had participated in a reporting or evaluation process by the time they took the survey. For Kresge 2011, 37 percent of grantees indicated that they had participated in a reporting or evaluation process by the time they took the survey, compared to 61 percent at the median funder, 67 percent of Kresge 2007 respondents, and 62 percent of respondents at the median large funder.

Dollar Return Summary

This summary measure includes the total grant dollars awarded and the total time necessary to fulfill the administrative requirements over the lifetime of the grant. At the median, the number of dollars awarded per hour of administrative time spent by Kresge grantees is:

- greater than that of 80 percent of funders
- at the median of large funders in the cohort

VI. Grant Processes and Administration

Dollar Return Summary

Median Grant Dollars Awarded per Administrative Hour Required

□	Full range of funders
▢	Middle fifty percent of funders
▬	Median Funder
▬	Median Large Funder
I	Range of Large Funders
▬	Kresge 2011
▬	Kresge 2007

48

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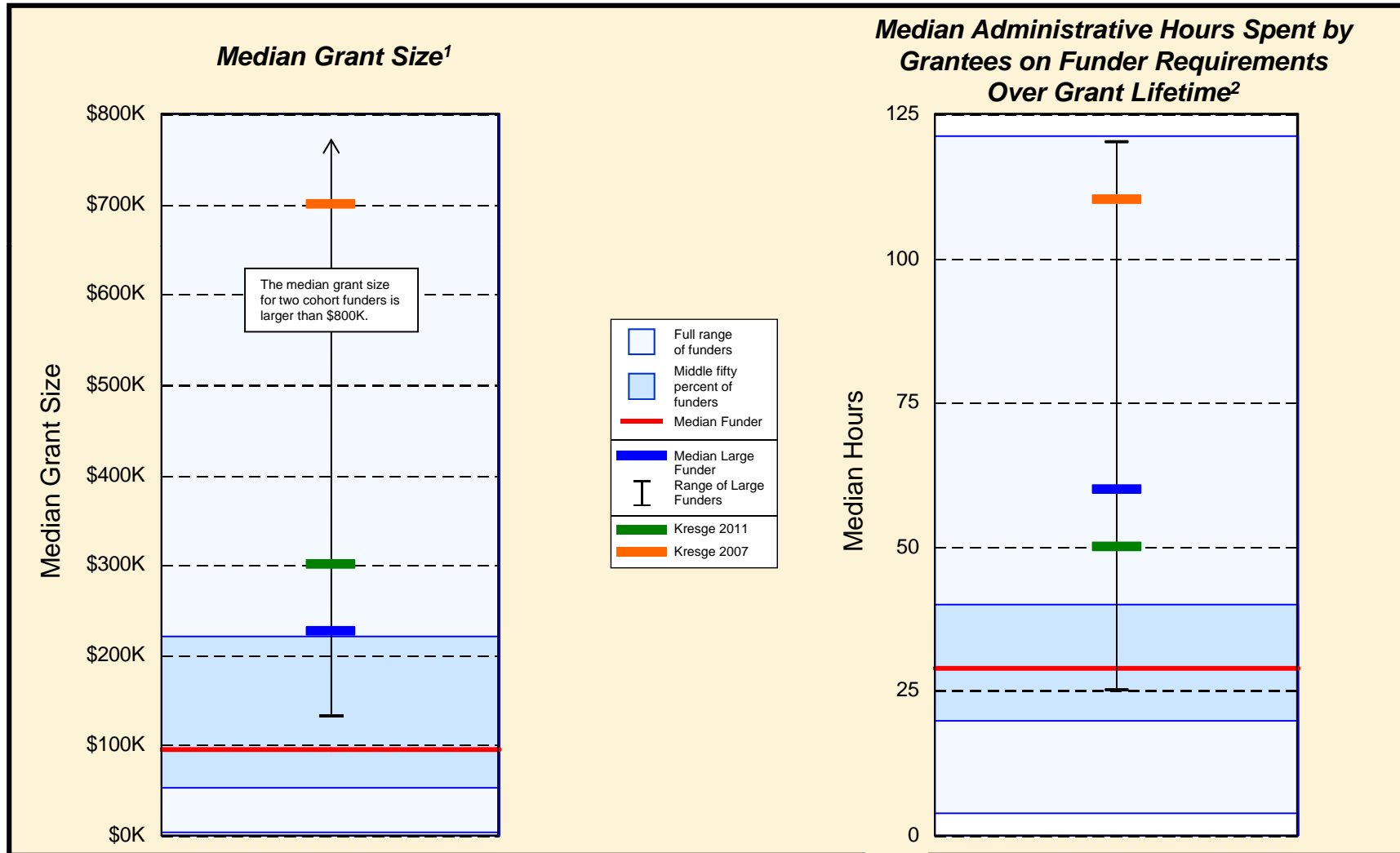
Grant Size and Administrative Time

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

- larger than that of 90 percent of funders
- larger than that of 65 percent of large funders in the cohort

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

- greater than the time spent by grantees of 81 percent of funders
- less than the time spent by grantees of 75 percent of large funders in the cohort

Median Grant Size[1]

The median grant size for two cohort funders is larger than $800K.

Legend:
- Full range of funders
- Middle fifty percent of funders
- Median Funder
- Median Large Funder
- Range of Large Funders
- Kresge 2011
- Kresge 2007

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

VI. Grant Processes and Administration

1: Chart does not show data from 12 funders whose median grant size exceeds $500K.
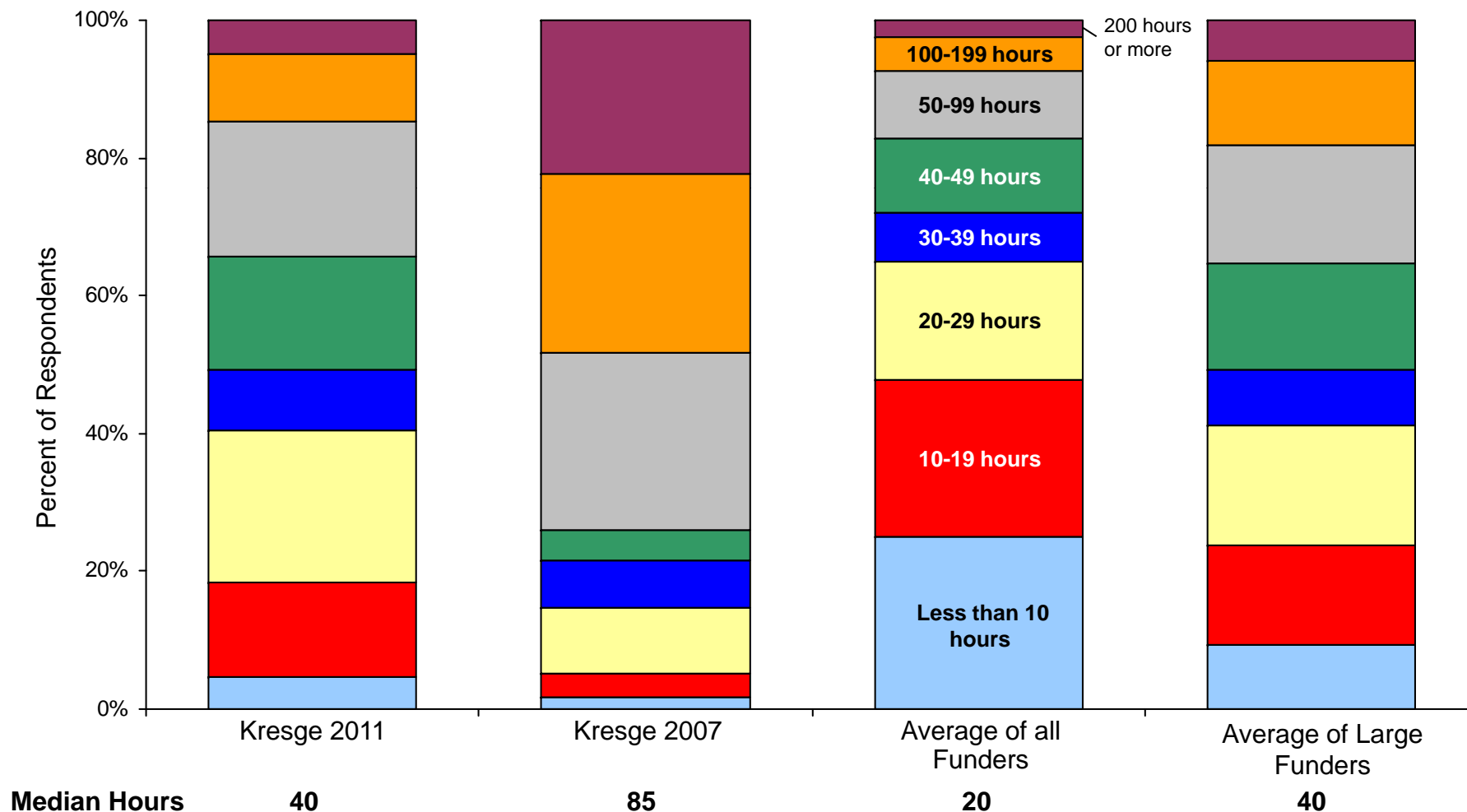
49 2: Chart displays total grant proposal creation, evaluation, and monitoring hours spent over the life of the grant; each of these events did not necessarily occur for each individual grantee. Chart does not show data from three funders whose median administrative hours exceed 125 hours.

Administrative Time – Proposal and Selection Process

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

- greater than the time spent by grantees of 84 percent of funders
- less than the time spent by grantees of 65 percent of large funders in the cohort

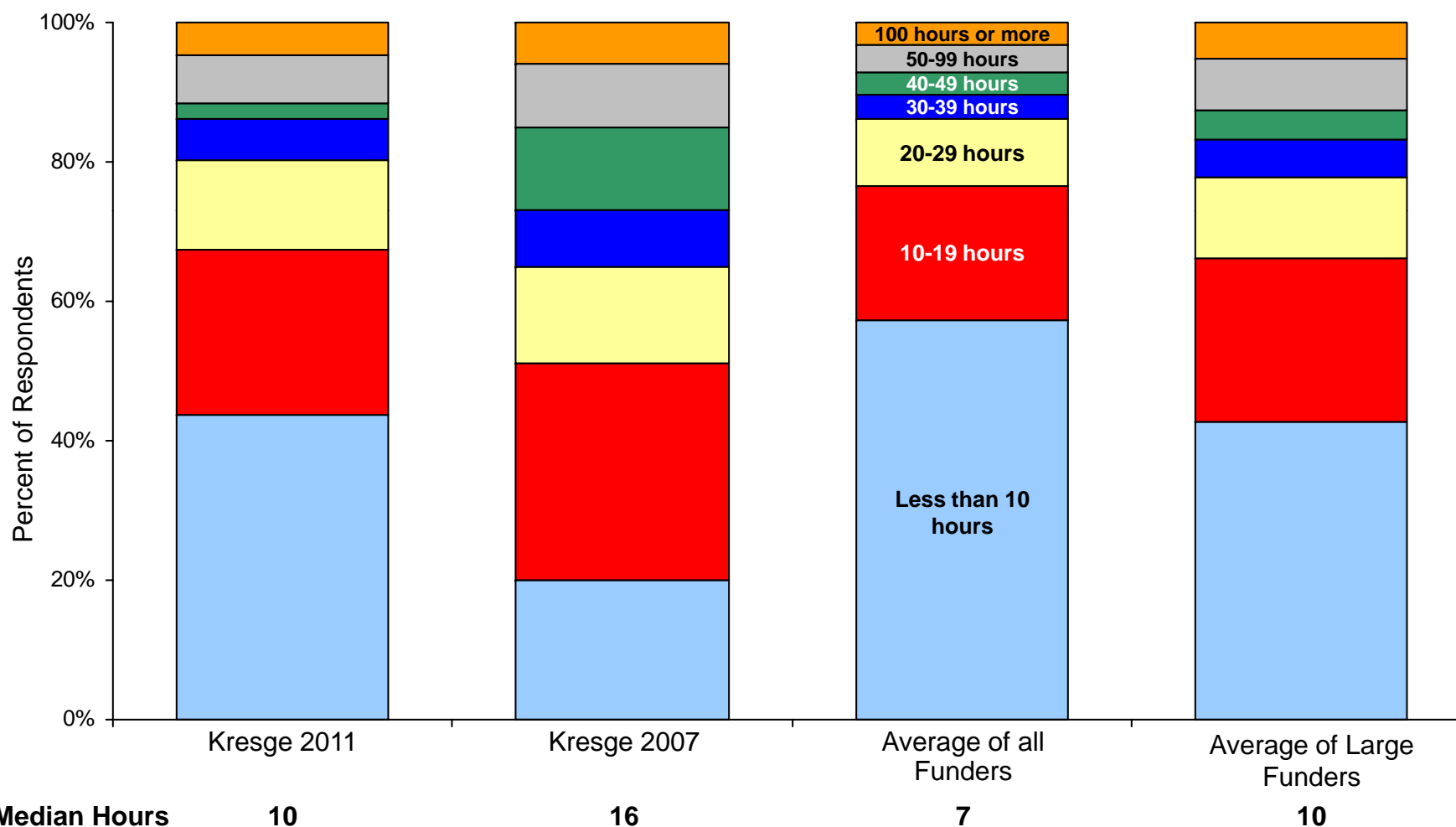### *Median Administrative Hours Spent by Grantees on Proposal and Selection Process*

Median Hours	40	85	20	40
	Kresge 2011	Kresge 2007	Average of all Funders	Average of Large Funders

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

Y-axis: Percent of Respondents

50

Administrative Time – Reporting and Evaluation Processes

At the median, the number of hours of administrative time spent by Kresge grantees per year on the reporting/evaluation process is:
- greater than the time spent by grantees of 67 percent of funders
- equal to the time spent by grantees of at the median large funder in the cohort

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

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

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

	Kresge 2011	Kresge 2007	Average of all Funders	Average of Large Funders
Median Hours	10	16	7	10

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

Contents

Non-Monetary Assistance Summary (1)

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

Non-Monetary Assistance Activities Included in Summary

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

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

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

Definitions of Patterns of Assistance

Comprehensive Assistance
Grantees receiving at least 7 forms of assistance

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

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

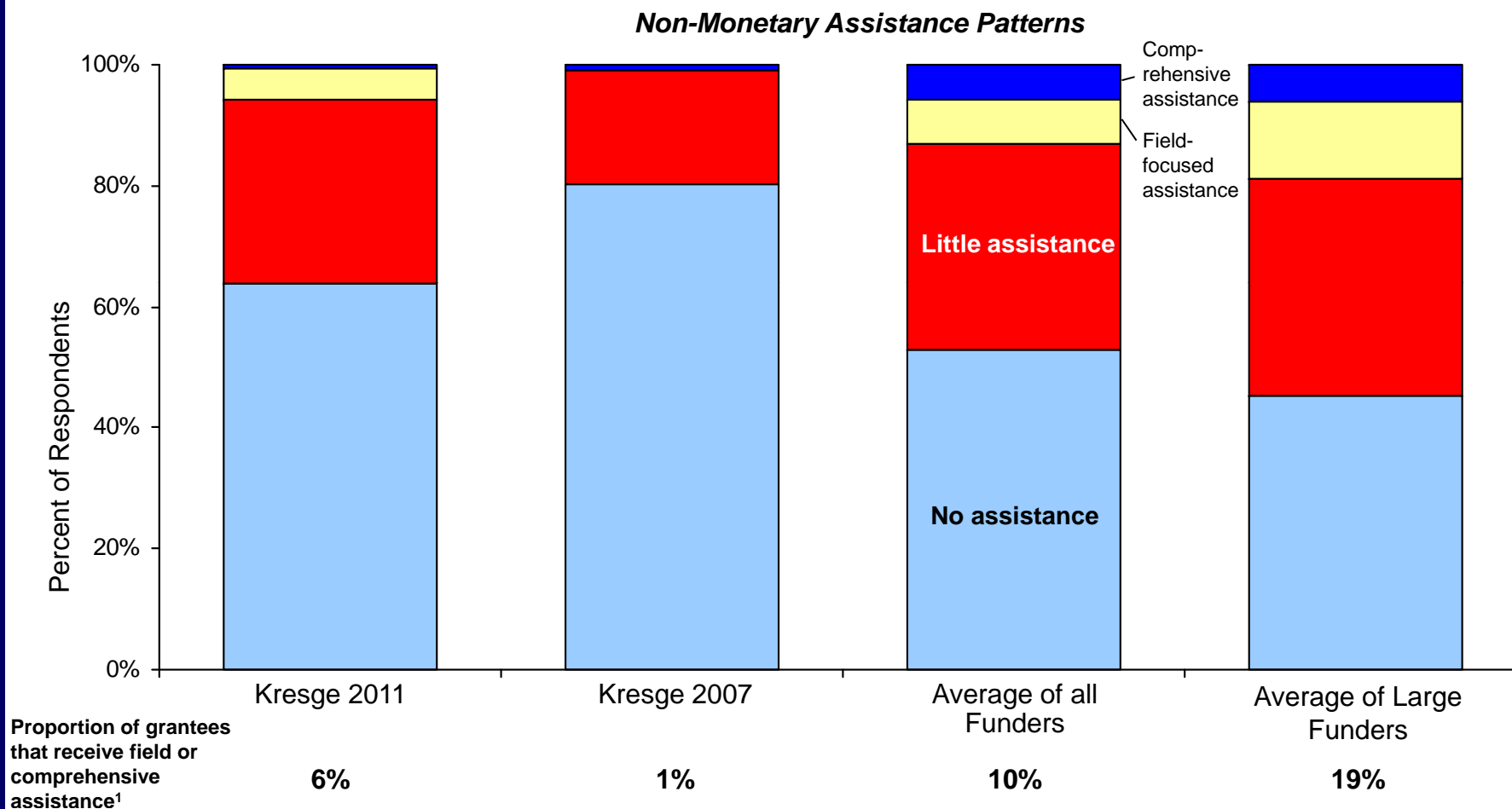**No Assistance**
Grantees not receiving non-monetary support

Selected Grantee Comments

- *"[The Foundation is] insisting on collaborative approaches among organizations in the region/field. One thing that could help even more is if Kresge were to host 'learning network days' for Kresge grantees to encourage even more collaborative behavior."*

- *"As a small organization we would have loved to have a more hands on approach in training us on how to assess the use of our funds."*

- *"Our program officer has made numerous introductions to other funders that have resulted in leads likely to produce additional investment."*

- *"I think it was helpful they created a 'peer learning' environment. So we could learn from the other grantees."*

Non-Monetary Assistance Summary (2)

The proportion of Kresge grantees that report receiving comprehensive or field-focused assistance is:
- smaller than that of 66 percent of funders
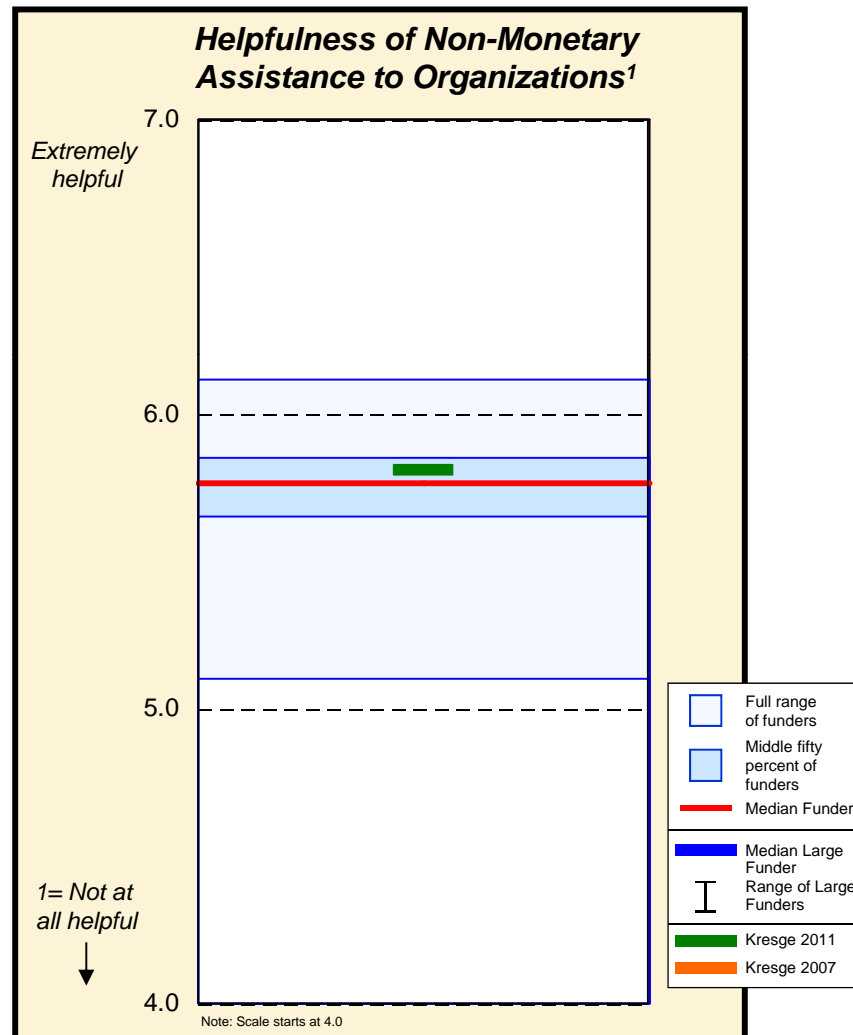- smaller than that of 95 percent of large funders in the cohort

Non-Monetary Assistance Patterns

VII. Assistance Beyond the Grant Check

Proportion of grantees that receive field or comprehensive assistance[1]

Kresge 2011	Kresge 2007	Average of all Funders	Average of Large Funders
6%	1%	10%	19%

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

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

Helpfulness of Non-Monetary Assistance

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

- above 65 percent of funders

Helpfulness of Non-Monetary Assistance to Organizations[1]

Extremely helpful

7.0

6.0

5.0

1= Not at all helpful

4.0

Note: Scale starts at 4.0

Legend:
- Full range of funders
- Middle fifty percent of funders
- Median Funder
- Median Large Funder
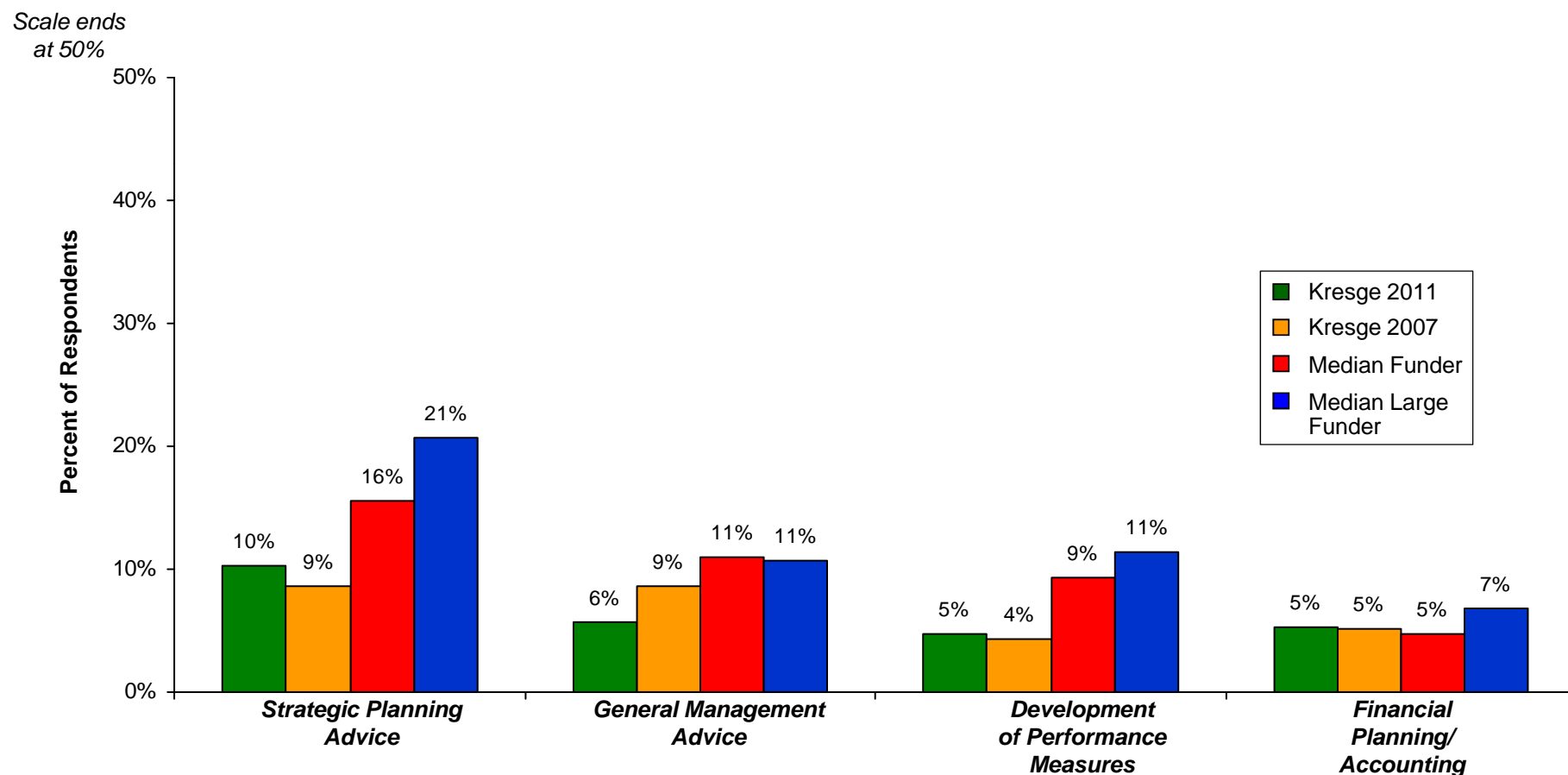- Range of Large Funders
- Kresge 2011
- Kresge 2007

Note: This question was only asked of those grantees that indicated they received non-monetary assistance from staff or a third party paid for by the Foundation.
1: Represents data from 24 funders. Kresge 2007 data, large funder data not available due to changes to the survey instrument.
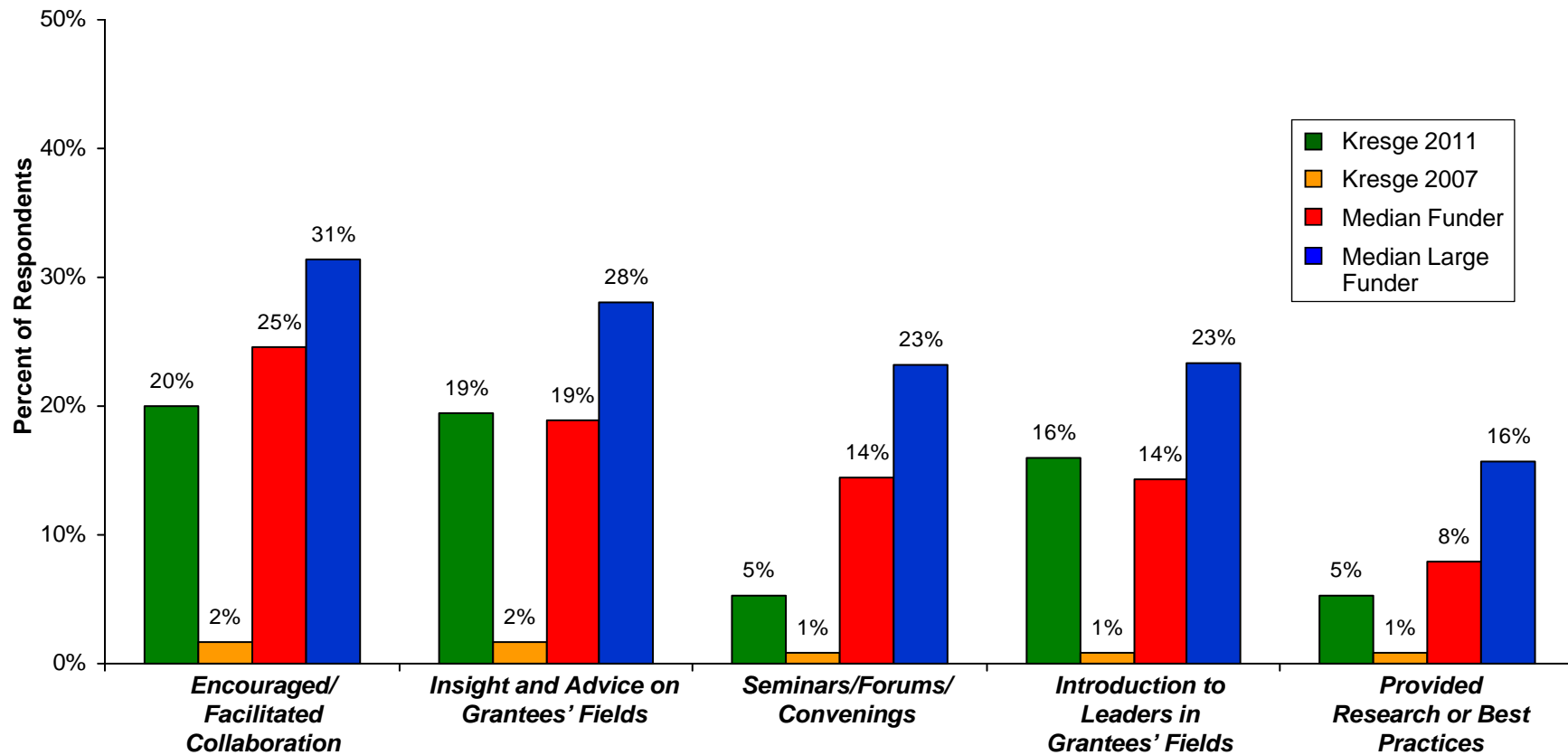
VII. Assistance Beyond the Grant Check

Frequency of Management Assistance Activities

*Scale ends
at 50%*

Percent of Respondents

- Kresge 2011
- Kresge 2007
- Median Funder
- Median Large Funder

Strategic Planning Advice
- 10%
- 9%
- 16%
- 21%

General Management Advice
- 6%
- 9%
- 11%
- 11%

Development of Performance Measures
- 5%
- 4%
- 9%
- 11%

Financial Planning/ Accounting
- 5%
- 5%
- 5%
- 7%

Field-Related Assistance Activities

Frequency of Field-Related Assistance Activities

Scale ends at 50%

Legend:
- Kresge 2011 (green)
- Kresge 2007 (orange)
- Median Funder (red)
- Median Large Funder (blue)

Encouraged/ Facilitated Collaboration
- 20%
- 2%
- 25%
- 31%

Insight and Advice on Grantees' Fields
- 19%
- 2%
- 19%
- 28%

Seminars/Forums/ Convenings
- 5%
- 1%
- 14%
- 23%

Introduction to Leaders in Grantees' Fields
- 16%
- 1%
- 14%
- 23%

Provided Research or Best Practices
- 5%
- 1%
- 8%
- 16%

Percent of Respondents

VII. Assistance Beyond the Grant Check

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Other Support Activities

VII. Assistance Beyond the Grant Check

Frequency of Other Assistance Activities

*Scale ends
at 50%*

Percent of Respondents

Legend:
- Kresge 2011 (green)
- Kresge 2007 (orange)
- Median Funder (red)
- Median Large Funder (blue)

Categories and values:

Funding Assistance[1]: 10%, N/A, 10%, N/A

Communications/ Marketing/ Publicity Assistance: 3%, 5%, 8%, 10%

Board Development/ Governance Assistance: 5%, 4%, 4%, 4%

Use of Foundation Facilities: 1%, 0%, 3%, 5%

Staff/Management Training: 1%, 0%, 3%, 3%

Information Technology Assistance: 2%, 1%, 3%, 5%

58
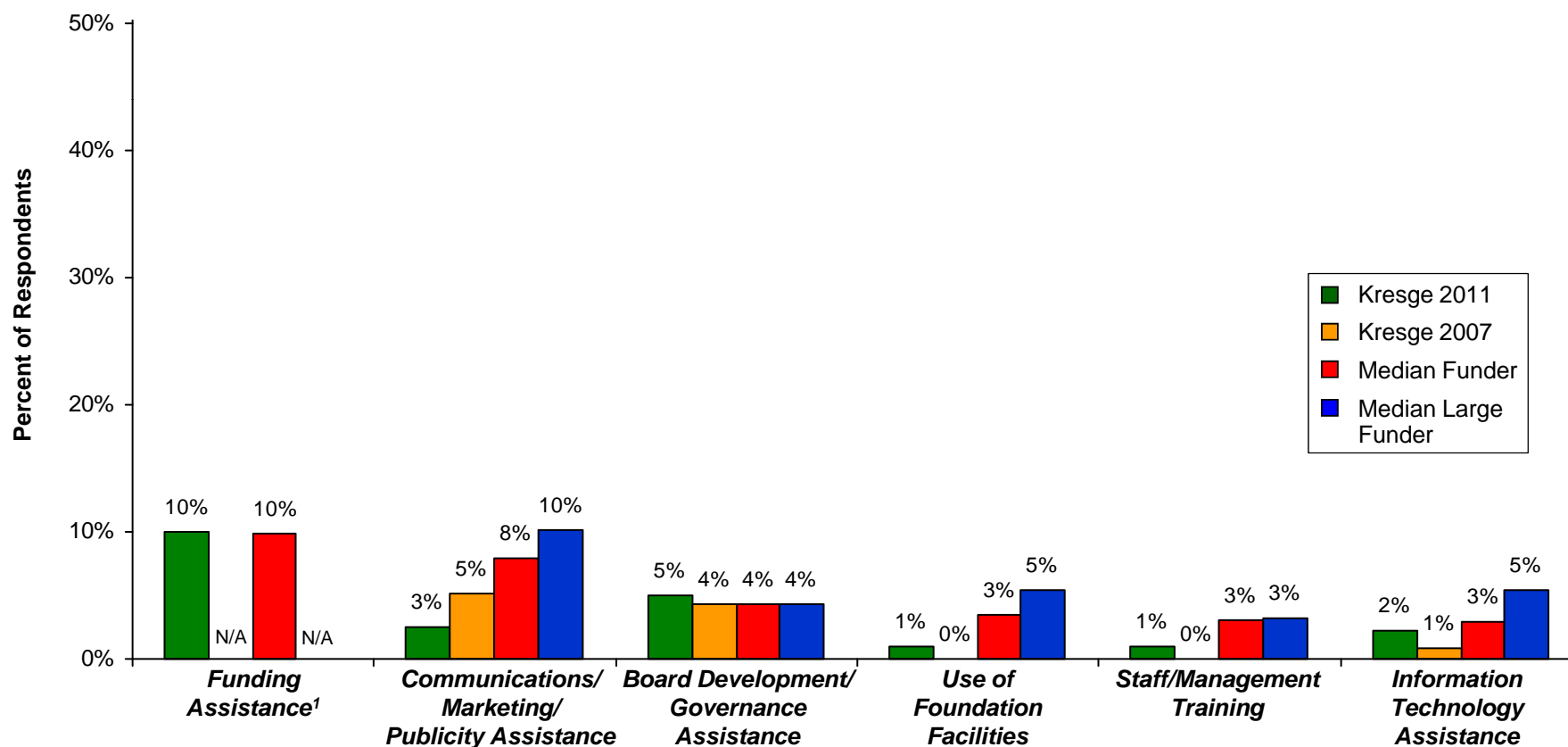
1: Represents data from 24 funders. Kresge 2007 data and median large funder data not available due to changes to the survey
instrument.

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VIII. Grantee Suggestions for the Foundation

Grantee Suggestions for the Foundation (1)

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

Topics of Grantee Suggestions

Percent of Suggestions

- Other
- Community Impact and Understanding
- Field Impact and Understanding
- Grantmaking Characteristics
- Non-Monetary Assistance
- Clarity of Communication
- Administrative Processes
- Quality and Quantity of Interactions
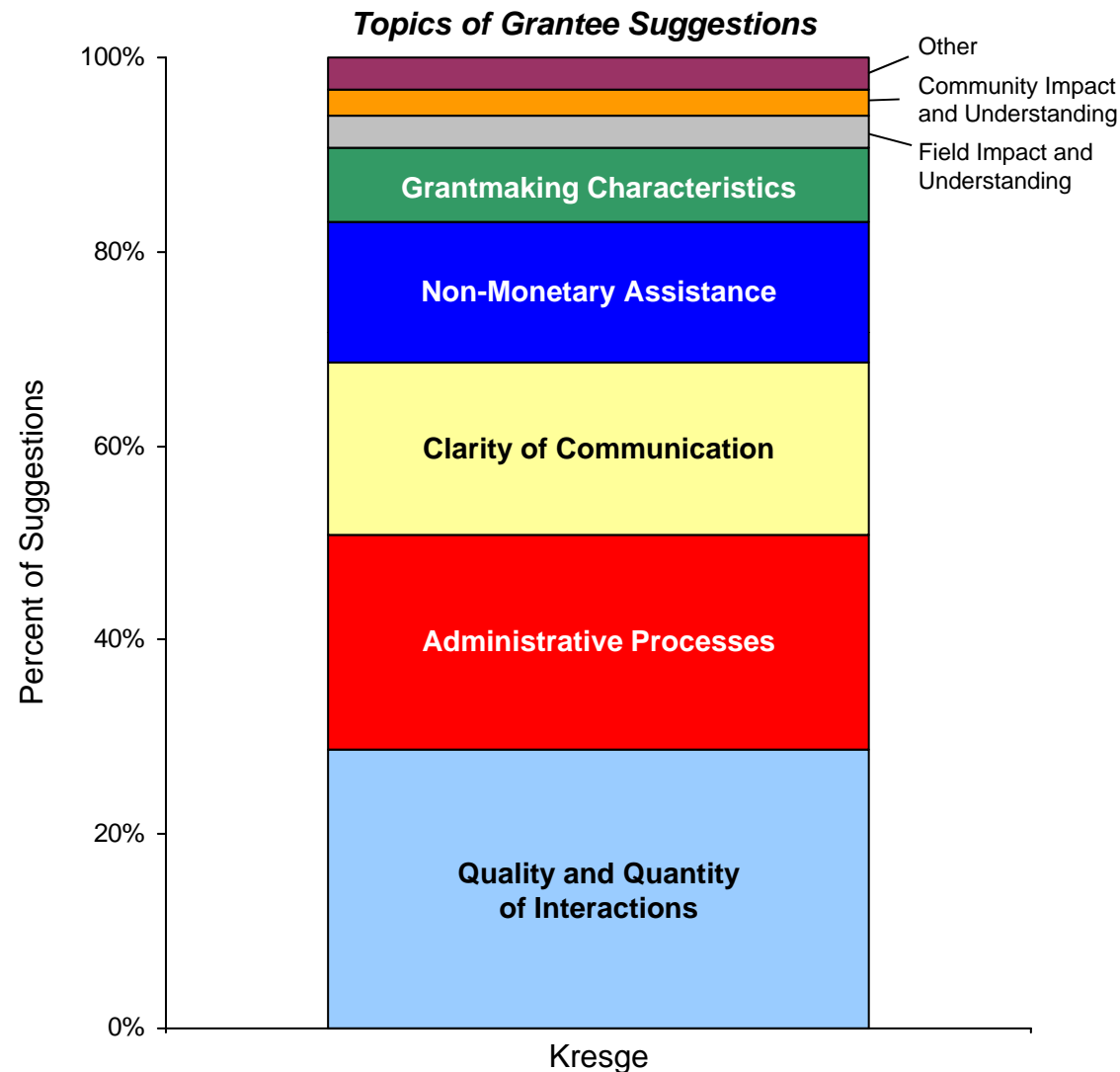
Kresge

Note: Proportions may not sum to 100 percent due to rounding.
There were a total of 118 grantee suggestions for Kresge.

Grantee Suggestions for the Foundation (2)

% Grantee Suggestions		Kresge Grantee Suggestions
Topic of Grantee Suggestion	**Kresge**	**Sub-Themes and Sample of Comments**
Quality and Quantity of Interactions	29%	**More Frequent Interactions (n=7)** "I would encourage Kresge to have a more open communication, either through quarterly reports or through quarterly phone calls." "A little more access to staff would be helpful." "Each PO having fewer grants to manage, allowing more time for interaction." "Since the grant was awarded the Foundation has been a relatively 'silent partner' in our work. …It might be helpful to get some response - no matter how brief - that gives us a sense of what they think about the trajectory of our work."
		Site Visits (n=4) "It would be nice if a local representative could tour our facility. It is important for us that our funders have actually seen what they are supporting." "Officers should make regular facility tours and conversation appointments." "We would like to have the opportunity to build upon and deepen our relationship with the Foundation through site visits and meetings with Foundation staff."
		Other (n=23) "There were times I felt our program officer was overwhelmed with her work and was not as prepared as she could have been during our meetings or phone calls." "It was sometimes difficult to get responses to questions. More timely feedback when requested would be helpful." "Have people return phone calls in a timely fashion. There are some staff we have been directed to talk to that still have not returned calls." "It might be nice for future groups if Kresge followed up with them once a quarter or every 6 months to see how things are going (not necessarily a survey), but a check-in."
Administrative Processes	22%	**Selection Process (n=21)** "Electronic submission form is very limiting in explaining complex concepts - some additional flexibility would be useful." "I would recommend a longer time period for the full application. If it is going to have a tight turnaround the staff needs to be fully available." "Kresge no longer offers consultations before submission of a letter of intent. This would have been helpful." "Respond to LOIs faster." "There needs to be clarity in the application process, especially when you are engaged in conversation with a program officer for a long time. At what point is there enough conversation and can a decision be made?"
		Reporting/Evaluation Process (n=4) "Create a streamlined reporting process and requirements regiment…Give us more proactive help in reporting correctly." "I would be happy to discuss verbally with evaluators." "There should be clarity in the reporting process - it would be great to have more regular conversations with program officers to make sure that they understand how the work is progressing and can feel connected to it."
		Other (n=1) "The most frustrating part of this effort was not feeling as a possible grantee with a long track record that our experience was being listened to. …It may be useful to build into their reporting and performance evaluations the importance of learning from grantees. A willingness to listen and an appreciation for what can be learned from grantees is a highly appreciated quality in a funding partner."

Note: There were a total of 118 grantee suggestions for Kresge. A sample of the suggestions are shown here. The full set of suggestions, redacted to protect grantee anonymity, will be provided with the GPR.

VIII. Grantee Suggestions for the Foundation

Grantee Suggestions for the Foundation (3)

% Grantee Suggestions		Kresge Grantee Suggestions
Topic of Grantee Suggestion	**Kresge**	**Sub-Themes and Sample of Comments**
Clarity of Communication	**29%**	"We suggest…more opportunities to meet the staff and learn about the foundation's priorities and opportunities." "More clarity earlier on in the budget year about the level of funding and for what projects/programs." "Provide more specific program detail in the written guidelines for programs. I interpreted those words in my first attempt incorrectly and created a more complex program that wasn't what they were looking for...." "Providing clear 'no's' to organizations that are not likely to receive funding…." "The site can use some improvements to make it easier to use and navigate." "I would like a better understanding of the…various staff. This way, specific questions could be directed to the appropriate staff." "Perhaps a little earlier announcement of new initiatives. Their grants are very time consuming and hearing about them earlier would be very helpful." "The foundation could strengthen its internal communication, ensuring that grantees are clear on whom they should be in contact with and provide more consistent messaging."
Non-Monetary Assistance	**14%**	"A number of Kresge grantees are involved in the same issue but take a different approach. It would be useful to find a way to learn from each other, either through webinars, conference calls, or in-person visits. Perhaps a conference even." "Don't stop the non-cash award. The money was great but the other stuff was just as valuable." "Connecting projects to other funder partnerships when applicable. Investment in the next generation of leadership in health." "I find it incredibly helpful when other foundations provide formal trainings or make themselves available in informal meetings to share ideas and advice." "It is helpful when a foundation uses its power to make sure nonprofits understand and incorporate best management practices."
Grantmaking Characteristics	**8%**	**Grant Type (n=2)** "We would like to have additional capacity building opportunities in order to increase our sustainability." "Core general support is key to [our] organization's survival. I hope that as time goes on Kresge will make that a key part of their efforts to support environmental organizations." **Grant Length (n=2)** "I think Kresge should look at finding ways to support organizations for a long time - beyond just one multi-year grant, but really look to make several consecutive multi-year grants so that organizations can build their programs." "Provide multi-year grants, or if not possible, be very clear about ability to renew as soon as foundation staff know." **Other (n=5)** "I would like to see a bit more opportunity for smaller organizations as it sometimes feels like we are up against the wall in competing for funding dollars compared to mid and large organizations." "We hope that Kresge and other philanthropic organizations will take a counter-cyclical view of their role, so that NGOs can maintain capacity (even if at lower levels) on critical policy issues during political nadirs."

Note: There were a total of 118 grantee suggestions for Kresge. A sample of the suggestions are shown here. The full set of suggestions, redacted to protect grantee anonymity, will be provided with the GPR.
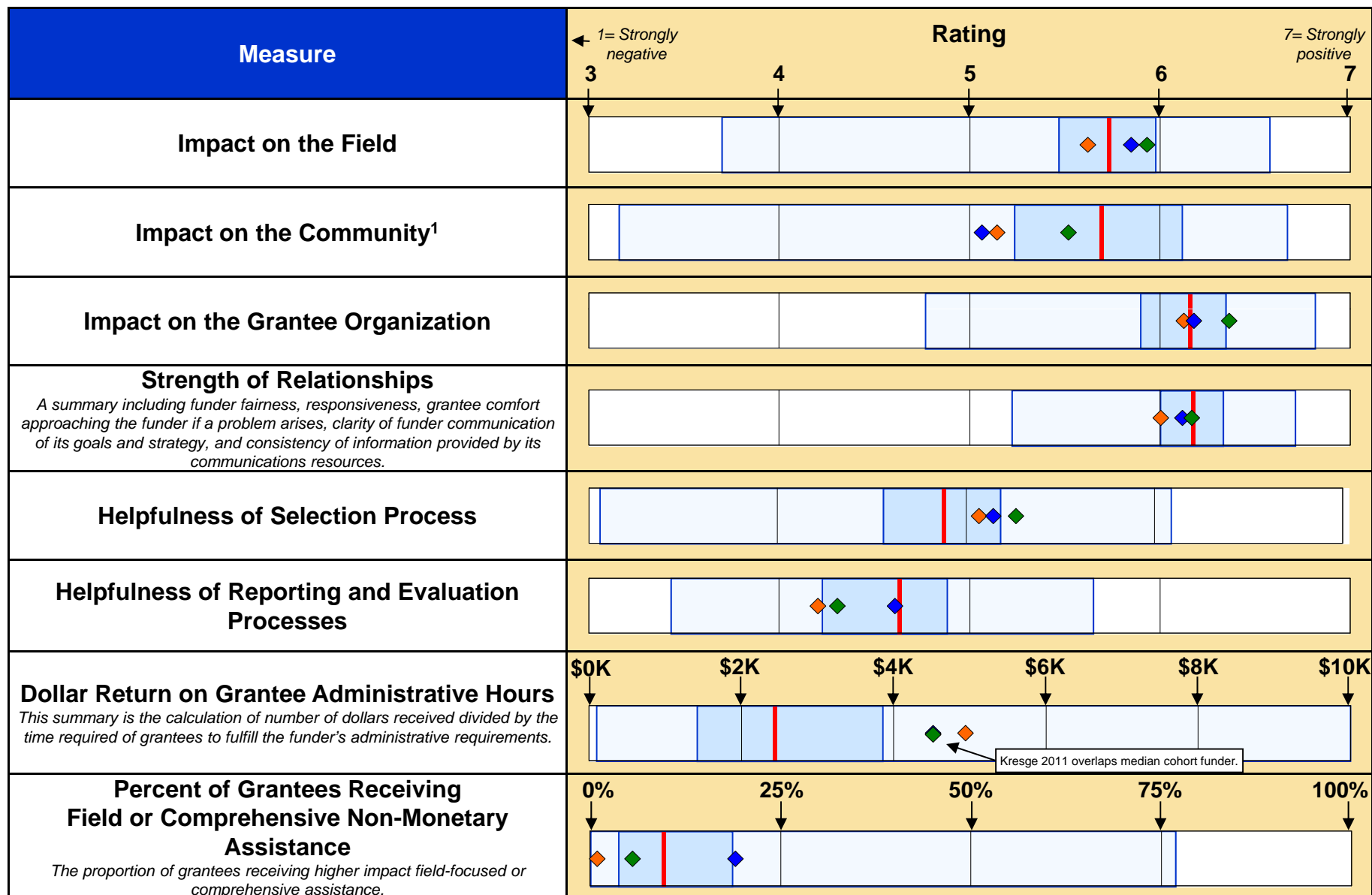
Grantee Suggestions for the Foundation (4)

VIII. Grantee Suggestions for the Foundation

% Grantee Suggestions		Kresge Grantee Suggestions
Topic of Grantee Suggestion	**Kresge**	**Sub-Themes and Sample of Comments**
Field Impact and Understanding	3%	"Kresge has the opportunity to take a leadership role as a collaborator and a convener in the arts-based community development field." "The community development team…are knowledgeable facilitators that do not waste your time, or give you false hope. The only thing they could do more of would be to run seminars for other funders on community development funding." "We also would like help from Kresge to advance the field of health equity - we believe Kresge can help share and influence other funders and policymakers about the importance of this work."
Community Impact and Understanding	3%	"About a year ago Kresge funded and published a survey of civic leadership. The individuals surveyed represented the 'usual suspects' and was not truly representative of the vast array of races and ethnicities in our community, nor of the grassroots contingent that is playing a significant role in Detroit's turn-around. We know these concerns were raised with Kresge; I personally haven't seen the 'next step' in addressing them." "Better understanding of philanthropy in the Detroit area." "I feel that Kresge needs to understand more the reality of the communities where we are working and the families that we are serving (lower income, poor, emigrants, undocumented, families with many kids, 2 or 3 at risk)."
Other	3%	"Have the full program staff in place before launch." "Foundations need to realize that nonprofits did not cause the recession and not punish nonprofits for struggling in it." "Shorter survey!" "Perhaps it would be helpful for Kresge to provide linkage of their Benefit Access work to their Education/Community College Student Success work."

Note: There were a total of 118 grantee suggestions for Kresge. A sample of the suggestions are shown here. The full set of suggestions, redacted to protect grantee anonymity, will be provided with the GPR.

Contents

Review of Findings

☐	Full range of funders	☐	Middle fifty percent of funders	▌ Median Funder	◆ Median Large Funder	◆ Kresge 2011
						◆ Kresge 2007

Measure	Rating
	← 1= Strongly negative ... 7= Strongly positive

Rating scale: 3, 4, 5, 6, 7

Impact on the Field

Impact on the Community[1]

Impact on the Grantee Organization

Strength of Relationships
A summary including funder fairness, responsiveness, grantee comfort approaching the funder if a problem arises, clarity of funder communication of its goals and strategy, and consistency of information provided by its communications resources.

Helpfulness of Selection Process

Helpfulness of Reporting and Evaluation Processes

Dollar Return on Grantee Administrative Hours
This summary is the calculation of number of dollars received divided by the time required of grantees to fulfill the funder's administrative requirements.

Scale: $0K, $2K, $4K, $6K, $8K, $10K

Kresge 2011 overlaps median cohort funder.

Percent of Grantees Receiving Field or Comprehensive Non-Monetary Assistance
The proportion of grantees receiving higher impact field-focused or comprehensive assistance.

Scale: 0%, 25%, 50%, 75%, 100%

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

IX. Review of Findings and Intra-Foundation Differences

Funder Change Over Time

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

Measure	2011 to 2007	Minimum Level of Change	Median Level of Change	Maximum Level of Change
Impact on the Field	0.3	-0.4	0.2	1.1
Impact on the Community	0.4	-0.8	0.1	1.1
Impact on the Grantee Organization	0.2	-0.5	0.2	1.0
Strength of Relationships	0.2	-0.3	0.1	0.3
Helpfulness of Selection Process	0.2	-0.5	0.1	1.3
Helpfulness of Reporting and Evaluation Processes	0.1	-0.3	0.3	0.9
Dollar Return on Grantee Administrative Hours	-$722	-$2,321	$167	$9,330
Percent Receiving Field or Comprehensive Non-Monetary Assistance	5%	-11%	1%	29%

Contents

X. Analysis and Discussion

Analysis and Discussion (1)

Major Changes at the Foundation and Improvements in Grantee Ratings

Grantee ratings in 2011 reflect significant improvements since 2007 on nearly every measure of Kresge's impact on and understanding of grantees' fields, communities, and organizations. Kresge is now rated highly in a number of areas of the Grantee Perception Report, and the Foundation is rated higher than the typical funder in CEP's dataset for its impact on grantees' fields and organizations. These improvements accompany major changes in the Foundation's grantmaking and processes. Grantees describe the Foundation's support as "vital" and "impactful," and in one grantee's words, "Kresge is a widely acknowledged expert and source of visionary leadership in our community." This report also reflects improvements since 2007 on nearly every measure of strong funder-grantee relationships, though there remains room for further progress on relationships with grantees.

Kresge's major grantmaking expansion since 2007 is reflected in substantially different grants as reported by grantees. About half of grantees now report receiving program/project support and a quarter receive operating support, compared to nearly all grantees receiving capital support in 2007. In their comments, grantees frequently express appreciation for general operating support, and one grantee finds that "the kind of general operating support we receive from Kresge is literally game-changing." Grantees also face a substantially reduced administrative burden – the median grantee reports spending 50 hours over the course of their grant in 2011, as compared to 110 hours in 2007. The time required to complete the proposal/selection process, in particular, has been cut in half.

- *As the Foundation has expanded its grantmaking, has it distilled and documented the specific practices that may have led to these improved grantee perceptions and experiences?*

- *Going forward, how can the Foundation ensure that it continues to build on the progress reflected in grantees' feedback?*

Analysis and Discussion (2)

Opportunities to Continue Improving Relationships with Grantees

CEP's field-wide research has found that five key components of strong funder-grantee relationships – fairness of treatment of grantees, Foundation responsiveness, grantees' comfort approaching the Foundation if a problem arises, and the clarity and consistency of communications – are important predictors of impact. While grantees' perceptions in most of these areas have improved since 2007, the Foundation is still only rated typically overall for its relationships with grantees.

Ratings of the Foundation's interactions have seen substantial improvements. For example, while Kresge was rated below the typical funder for the fairness of its treatment of grantees in 2007, it is now rated higher than 70 percent of funders on this measure. Grantees still rate the Foundation lower than typical, though, for the responsiveness of its staff. In their suggestions for the Foundation, grantees most frequently mention interactions as an area for improvement. Specifically, grantees request more frequent and more responsive interaction with the Foundation. In the words of one grantee, "the sporadic interactions with our program officer were always positive, engaging and helpful. However, those interactions were few and far in between." Compared to patterns of interactions in 2007, a larger proportion of grantees now report interacting with their program officer only yearly or less frequently. In addition, a somewhat larger than typical proportion of grantees report most frequently having to initiate contact with their program officer. Grantees that most frequently initiate contact rate their relationships with the Foundation less positively, and tend to rate lower on the Foundation's impact on their fields.

The consistency of different Foundation communication resources is also rated higher in 2011 than in 2007. The one aspect of funder-grantee relationships that receives lower ratings over time, though, is the clarity of the Foundation's communication of its goals and strategies. On both the clarity and consistency of communication, Kresge is now rated similarly to the typical funder. One grantee reports that "the priorities of Kresge are clearly articulated in both print and online," though another mentions that "guidelines on the form were not consistent with direction from staff." Grantees frequently mention Foundation communication in their suggestions for improvement, requesting "earlier announcement of new initiatives" and "more opportunities to meet the staff and learn about the foundation's priorities and opportunities."

- *Considering the caseloads of Kresge staff, which are similar to that at the typical funder, how can staff address grantees' requests for more interaction? Are there opportunities for program officers to more proactively reach out to grantees?*

- *What steps can the Foundation take to ensure that its programs and guidelines are clearly and consistently communicated across programs, staff, and resources?*

X. Analysis and Discussion

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Analysis and Discussion (3)

Room for More Helpful Reporting Processes

Kresge grantees spend more time on the Foundation's selection and reporting processes than do grantees of the typical funder. The median Kresge grantee reports spending 40 hours on the selection process, which is typical for the large funders in Kresge's cohort, but double the 20 hours at the typical funder in CEP's dataset. Kresge grantees also spend three more hours per year on the reporting/evaluation process than grantees of the typical funder.

Grantees find the selection process helpful in strengthening their own organizations/programs – Kresge is rated higher than 85 percent of funders on this measure, and one grantee describes the selection process as "informative and invaluable to me and the [organization]." The selection process is frequently mentioned in grantees' suggestions for improvement, however, which range from requests to provide "more time between the invitation for a full proposal and the deadline," "additional flexibility" in the online application, and "consultations before submission of a letter of intent."

The reporting/evaluation process is rated less positively than the selection process, and less helpful than typical. Grantees' comments reflect a variety of experiences. While one grantee found the reporting process to be "helpful…to assess our progress," others report that "we received no guidance directly from Kresge about this," and they request "more attention after the [grant]." CEP field-wide research has found that grantees that discuss their completed report/evaluation find the process more helpful. Less than 40 percent of Kresge grantees – a smaller than typical proportion – reported having such a discussion with Foundation staff, but those that did rate the Foundation higher on the helpfulness of the reporting/evaluation process and the Foundation's impact on their organizations.

- *Does the Foundation have a common understanding of the different purposes – for Kresge and for grantees – of the reporting and evaluation process? Are there opportunities to clarify this process and make it more helpful to grantees?*

- *Can the Foundation build on its already helpful selection process by addressing grantees' suggestions about the online process and tight deadlines?*

Analysis and Discussion (4)

Potential to Maximize Impact of Large Grants

The Kresge Foundation, more so than typical, gives grants in patterns that CEP's research has shown are associated with higher impact on grantees' organizations. It gives large grants; the median Kresge grant, at $300K, is larger than that of 90 percent of funders, and even larger than the typical grant from Kresge's comparative cohort of large funders. The Foundation also gives a larger than typical proportion of its grantees multi-year grants, and gives operating support to nearly a quarter of grantees.

CEP field-wide research has found that large grants, multi-year funding, or general operating support alone do not make a substantial difference in impact on grantees' organizations, but the combination of all three is associated with higher ratings on a funder's impact on grantee organizations. A larger than typical proportion of Kresge grantees receives this ideal combination, and these grantees rate the Foundation higher on all areas of impact, including the Foundation's impact on fields and communities, and the Foundation's impact on the sustainability of grantees' funded work.

There may be opportunities to extend this high-impact pattern of funding to more grantees. Almost a third of grantees receive multi-year grants over $25K – the size and length associated with the highest ratings of impact – but receive program/project support, rather than the general operating support that completes the most effective pattern.

- *What is the Foundation's strategy for giving program/project grants versus general operating support?*

- *Are there grantees already receiving large, multi-year grants for which the Foundation could have more impact, within its grantmaking strategy, by providing general operating support?*

Contents

A. Additional GPR Results

Measure	Kresge 2011				Full Dataset Median			
Foundation Communication Related to Racial Diversity								
Has the Foundation communicated with you about racial diversity related to:	Yes	No, but not relevant	No, but Foundation should	Don't know	Yes	No, but not relevant	No, but Foundation should	Don't know
The Foundation itself (staff, board, etc.)	26%	37%	15%	22%	14%	43%	16%	26%
The Foundation's programmatic work (funding, mission, programs)	48%	17%	19%	16%	37%	26%	16%	21%
The grantee's organization (staff, board, etc.)	71%	10%	8%	11%	27%	37%	14%	22%
The work associated with this grant in particular	58%	21%	8%	13%	36%	32%	12%	20%
Impact of Communication Related to Racial Diversity *(only asked of grantees who indicated 'yes' to the relevant question above)*								
Impact of communication on grantee's **organization** *(1="Negative impact", 4="Neither positive nor negative impact", and 7="Positive impact")*	5.2				5.1			
Impact of communication on grantee's **work** *(1="Negative impact", 4="Neither positive nor negative impact", and 7="Positive impact")*	5.2				5.2			
Relevance of Racial Diversity to Funded Work								
Percent of grantees who indicate that the work funded by this grant addresses topics in which racial diversity is a relevant component	69%				58%			

Note: This table includes data from 62 funders.
Kresge 2007 and Large Funder data not available due to changes to the survey instrument.

Measure	Kresge 2011			Full Dataset Median		
Use of Online Resources Created by the Foundation or its Staff						
Facebook	5%			8%		
Video Sharing (e.g., YouTube)	4%			5%		
Blog(s)	1%			4%		
Twitter	4%			3%		
None of the above	54%			50%		
Don't know whether the Foundation uses these online media resources	38%			35%		
Potential Use of Online Resources *(only asked of grantees who did not select one or more options to the question above)*						
Facebook	43%			36%		
Video Sharing (e.g., YouTube)	51%			52%		
Blog(s)	60%			44%		
Twitter	28%			18%		
Other	0%			17%		
Current Use of Online Resources *(only asked of grantees who indicated they used at least one of the Foundation's online media resources)*						
I currently use these online resources for:	*General information about the Foundation*	*Content-specific information relevant to my work*	*To interact with the Foundation*	*General information about the Foundation*	*Content-specific information relevant to my work*	*To interact with the Foundation*
Facebook	29%	71%	24%	40%	33%	15%
Video Sharing (e.g., YouTube)	25%	58%	0%	21%	47%	0%
Blog(s)	0%	0%	0%	18%	50%	4%
Twitter	15%	46%	8%	18%	38%	8%
Helpfulness of Online Resources *(1 = Not at all helpful, 7 = Extremely helpful; only asked of grantees who indicated they used at least one of the Foundation's online media resources)*						
To learn about the Foundation generally	5.1			5.1		
To learn about information relevant to the fields or communities in which grantees work	4.8			5.1		
To learn about the Foundation's goals and strategies	5.0			5.0		
To interact and share ideas with the Foundation	4.2			4.3		
Use of Online Resources to Communicate About Grantees' Work						
Facebook	85%			75%		
Video Sharing (e.g., YouTube)	61%			43%		
Blog(s)	46%			32%		
Twitter	61%			38%		
Other	16%			5%		
None of the above	6%			18%		

Note: This table represents data from 21 funders, except "Use of Online Resources to Communicate About Grantees' Work" which represents data from 23 funders. Kresge 2007 and Large Funder data not available due to changes to the survey instrument.

A. Additional GPR Results

Contents

B. Supplemental Structural Characteristics

Grantmaking Characteristics

Measure	Kresge 2011	Kresge 2007	Full Dataset Median	Large Funder Median
Length of Grant Awarded				
Average grant length	*2.0 years*	*1.5 years*	*2.1 years*	*2.5 years*
1 year	40%	77%	50%	28%
2 years	38%	14%	21%	29%
3 years	16%	5%	17%	29%
4 years	3%	0%	4%	6%
5 or more years	4%	5%	8%	9%
Type of Grant Awarded				
Program/Project Support	52%	0%	64%	68%
General Operating Support	23%	1%	20%	15%
Capital Support: Building/Renovation/ Endowment Support/Other	19%	99%	9%	7%
Technical Assistance	6%	0%	5%	6%
Scholarship/Fellowship	0%	0%	2%	3%
Event/Sponsorship Funding[1]	0%	N/A	N/A	N/A
Grant Amount Awarded				
Median grant size	*$300K*	*$700K*	*$60K*	*$227K*
Less than $10K	2%	0%	11%	2%
$10K - $24K	3%	0%	15%	3%
$25K - $49K	6%	0%	15%	6%
$50K - $99K	11%	0%	17%	12%
$100K - $149K	7%	0%	10%	10%
$150K - $299K	21%	13%	13%	21%
$300K - $499K	16%	17%	6%	14%
$500K - $999K	26%	50%	6%	14%
$1MM and above	10%	21%	7%	19%
Median Percent of Budget Funded By Grant (Annualized)				
Size of grant relative to size of grantee budget	5.7%	5.6%	3.3%	5.2%

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

1: Comparative and trend data not available for event/sponsorship funding because this option was added to the survey in the fall of 2009. For the 82 funders for which data is available, the average percentage of grantees indicating they received event/sponsorship funding was 1 percent.

Grantee Characteristics (1)

Measure	Kresge 2011	Kresge 2007	Full Dataset Median	Large Funder Median
Operating Budget of Grantee Organization				
Median budget	*$2.5MM*	*$9.0MM*	*$1.4MM*	*$2.5MM*
< $100K	1%	0%	8%	4%
$100K - $499K	10%	3%	20%	15%
$500K - $999K	14%	5%	14%	11%
$1MM - $4.9MM	39%	25%	30%	31%
$5MM - $24.9MM	17%	38%	18%	22%
$25MM and above	19%	30%	11%	17%
Length of Establishment of Grantee Organizations				
Median length of establishment	*29 years*	*55 years*	*24 years*	*27 years*
Less than 5 years	6%	1%	7%	6%
5 - 9 years	9%	5%	14%	13%
10 -19 years	20%	7%	23%	21%
20 - 49 years	43%	34%	36%	34%
50 - 99 years	15%	25%	12%	14%
100 years or more	7%	28%	8%	11%

B. Supplemental Structural Characteristics

Grantee Characteristics (2)

Measure	Kresge 2011	Kresge 2007	Full Dataset Median	Large Funder Median
Length of Time Which Grantees Have Regularly Conducted the Funded Programs[1]				
Less than 1 year	27%	N/A	16%	17%
1 - 5 years	49%	N/A	51%	56%
6 - 10 years	14%	N/A	14%	13%
More than 10 years	10%	N/A	19%	13%
Pattern of Grantees' Funding Relationship with the Foundation[2]				
First grant received from the Foundation	58%	N/A	31%	N/A
Consistent funding in the past	24%	N/A	51%	N/A
Inconsistent funding in the past	18%	N/A	18%	N/A
Length of Funding Relationship with the Foundation[3]				
1 - 5 years	68%	N/A	53%	N/A
6 - 10 years	14%	N/A	28%	N/A
More than 10 years	18%	N/A	19%	N/A
Funding Status and Grantees Previously Declined Funding				
Percent of grantees currently receiving funding from the Foundation	85%	86%	75%	78%
Percent of grantees previously declined funding by the Foundation	20%	26%	33%	31%

Behind the Numbers – Kresge 2011

Kresge 2011 grantees that report receiving consistent funding from Kresge in the past rate the Foundation higher for its impact on grantees' fields, local communities, and organizations, as well as the responsiveness of staff and the clarity of communication of the Foundation's goals and strategies. Grantees that report receiving consistent funding rate lower, however, for the helpfulness of the selection process and the Foundation's level of involvement in the selection process.

1: Kresge 2007 data not available due to changes to the survey instrument.

2: Represents data from 68 funders. Kresge 2007 and Large Funder data not available due to changes to the survey instrument. This question includes a "don't know" response option; 2 percent of Kresge 2011 respondents answered "don't know", compared to 2 percent at the median funder.

3: Represents data from 68 funders. Kresge 2007 and Large Funder data not available due to changes to the survey instrument. This question includes a "don't know" response option; 5 percent of Kresge 2011 respondents answered "don't know", compared to 5 percent at the median funder.

Grantee Characteristics (3)

Measure	Kresge 2011	Kresge 2007	Full Dataset Median	Large Funder Median
Job Title of Respondents[1]				
Executive Director	37%	N/A	45%	N/A
Other Senior Management	17%	N/A	14%	N/A
Project Director	8%	N/A	14%	N/A
Development Director	25%	N/A	9%	N/A
Other Development Staff	8%	N/A	6%	N/A
Volunteer	0%	N/A	1%	N/A
Other	6%	N/A	10%	N/A
Gender of Respondents[2]				
Female	67%	62%	63%	57%
Male	33%	38%	37%	43%
Race/Ethnicity of Respondents[3]				
Caucasian/White	85%	93%	80%	75%
African-American/Black	7%	3%	7%	7%
Hispanic/Latino	2%	1%	4%	4%
Asian (incl. Indian subcontinent)	2%	3%	3%	3%
Multi-racial	2%	0%	3%	2%
American Indian/Alaskan Native	0%	0%	1%	0%
Pacific Islander	0%	0%	0%	0%
Other	1%	0%	1%	2%

B. Supplemental Structural Characteristics

1: Represents data from 68 funders. Kresge 2007 and Large Funder data not available due to changes to the survey instrument.

2: In spring of 2009 CEP removed the word "optional" from this question but added an "other" response choice and a "prefer not to say" response choice. Previously this question was only infrequently skipped and so we have maintained comparative data in spite of the question change. In response to this question, a total of 1 percent of Kresge 2011 respondents selected "other" or "prefer not to say," compared to 3 percent at the median funder.

3: In spring of 2009 CEP removed the word "optional" from this question but added a "prefer not to say" response choice. Previously this question was only infrequently skipped and so we have maintained comparative data in spite of the question change. In response to this question, a total of 2 percent of Kresge 2011 respondents selected "prefer not to say," compared to 5 percent at the median funder.

Funder Characteristics

Measure	Kresge 2011	Kresge 2007	Full Dataset Median	Large Funder Median
Financial Information				
Total assets	$3.3B	$3.3B	$258MM	$2.9B
Total giving	$135MM	$153MM	$15MM	$126MM
Administrative Expenses				
Administrative expense as percent of total assets	1.0%	0.4%	1.2%	1.0%
Administrative expense as percent of total giving	23.5%	7.7%	22.4%	23.5%
Funder Staffing[1]				
Total staff (FTEs)	66	42	13	66
Percent of staff (FTEs) actively managing grantee relationships[2]	42%	N/A	38%	N/A
Percent of staff who are program staff	41%	45%	56%	47%
Grantmaking Processes				
Proportion of grants that are proactive[3]	41%	N/A	49%	N/A
Proportion of grantmaking dollars that are proactive[4]	30%	N/A	50%	75%

1: Excludes FTEs who are volunteers or unpaid staff members.
2: Includes data from 41 funders.
3: Includes data from 59 funders.
4. Includes data from 104 funders.

Source: Self-reported data provided by Kresge and other GPR and Operational Benchmarking Report (OBR)
subscribers from 2003-2011 survey rounds.

Funders in Dataset

The 269 philanthropic funders whose grantees CEP has surveyed are listed below. Those that were independently surveyed are denoted by an asterisk (*).

B. Supplemental Structural Characteristics

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

The Clowes Fund
College Access Foundation of California
The Collins Foundation*
The Colorado Health Foundation
The Colorado Trust
The Columbus Foundation
and Affiliated Organizations
Community Foundation Silicon Valley
Community Memorial Foundation
Community Technology Foundation of California
Connecticut Health Foundation, Inc.
Conrad N. Hilton Foundation
Cultural Council of Santa Cruz County
Daniels Fund*
Danville Regional Foundation
The David and Lucile Packard Foundation
Dekko Foundation, Inc.
Doris Duke Charitable Foundation
The Duke Endowment
Dyson Foundation
E. Rhodes & Leona B. Carpenter Foundation*
East Bay Community Foundation
Eden Hall Foundation*
Edison International
The Educational Foundation of America
El Pomar Foundation*
Endowment for Health
The Energy Foundation
The Erie Community Foundation
Eugene and Agnes E. Meyer Foundation
Evelyn and Walter Haas, Jr. Fund
F. M. Kirby Foundation, Inc.*
The F.B. Heron Foundation
The Fan Fox and
Leslie R. Samuels Foundation*
Fannie Mae Foundation
First 5 Alameda
County – Every Child Counts
The Ford Family Foundation
The Ford Foundation
France-Merrick Foundation*
Friends Provident Foundation
The Frist Foundation*
The GAR Foundation
Gates Family Foundation*
Gaylord and Dorothy
Donnelley Foundation
General Mills Foundation
The George Gund Foundation
The George S. and Dolores
Dore Eccles Foundation*
Geraldine R. Dodge Foundation
The Gill Foundation
The Goizueta Foundation
Gordon and Betty Moore Foundation
Grable Foundation
Grand Rapids Community Foundation
The Greater Cincinnati Foundation

Gulf Coast Community Foundation of Venice
Hall Family Foundation*
Hampton Roads Community Foundation
Harold K.L. Castle Foundation
The Harry and Jeanette Weinberg Foundation, Inc
Hartford Foundation for Public Giving
The Harvest Foundation of the Piedmont
Health Foundation of Greater Cincinnati
The Heinz Endowments
Helen Andrus Benedict Foundation
Henry H. Kessler Foundation
Hess Foundation, Inc.*
Horace W. Goldsmith Foundation*
The Horizon Foundation for New Jersey
Houston Endowment, Inc.
HRJ Consulting
Humanity United
The Hyams Foundation, Inc.
J.A. & Kathryn Albertson Foundation*
J. Bulow Campbell Foundation*
The J. Willard and
Alice S. Marriott Foundation*
Jacob and Valeria Langeloth Foundation
James Graham Brown Foundation, Inc.*
The James Irvine Foundation
The Jay and Rose
Phillips Family Foundation*
Jessie Ball duPont Fund
Jessie Smith Noyes Foundation
The Jim Joseph Foundation
The Josiah Macy, Jr. Foundation
The John A. Hartford Foundation, Inc.
John D. and Catherine T.
MacArthur Foundation
John H. and Wilhelmina D. Harland
Charitable Foundation, Inc.
John P. McGovern Foundation*
The John R. Oishei Foundation
John S. and James L. Knight Foundation
Kalamazoo Community Foundation
Kansas Health Foundation
Kate B. Reynolds Charitable Trust*
Kendeda Fund
The Kresge Foundation
Kronkosky Charitable Foundation
The Lenfest Foundation, Inc.*
Levi Strauss Foundation
Lloyd A. Fry Foundation
Longwood Foundation
The Louis Calder Foundation*
Lucile Packard Foundation
for Children's Health
Lumina Foundation for Education, Inc.
Maine Community Foundation
Maine Health Access Foundation
Marguerite Casey Foundation
Marin Community Foundation
Mary Reynolds Babcock Foundation

Mathile Family Foundation*
The McKnight Foundation
Medina Foundation
MetroWest Community Health
Care Foundation
Meyer Memorial Trust*
Michael Reese Health Trust
The Minneapolis Foundation
Missouri Foundation for Health
The Morris and Gwendolyn
Cafritz Foundation
Ms. Foundation for Women
The Mt. Sinai Health Care Foundation
The Nathan Cummings Foundation
Nellie Mae Education Foundation
The New Hampshire Charitable Foundation
New Profit, Inc.
New York Community Trust
New York State Health Foundation
Nina Mason Pulliam Charitable Trust
Nord Family Foundation
Northern Rock Foundation
Northwest Area Foundation
Northwest Health Foundation
Oak Foundation
Omidyar Foundation
One Foundation
Ontario Trillium Foundation
The Overbrook Foundation
Partnership for Excellence in
Jewish Education (PEJE)
Paul G. Allen Foundations
Paul Hamlyn Foundation
Peninsula Community Foundation
The Pears Foundation
The Peter and
Elizabeth C. Tower Foundation
PetSmart Charities
The Pew Charitable Trusts*
Philadelphia Foundation
The Pittsburgh Foundation
Polk Bros. Foundation
Pritzker Foundation*
PSEG Foundation and
Corporate Responsibility Department
Public Welfare Foundation*
Quantum Foundation
The Ralph M. Parsons Foundation*
Raskob Foundation for
Catholic Activities, Inc.
Rasmuson Foundation
The Raymond John Wean Foundation
Resources Legacy Fund
The Rhode Island Foundation
Richard & Rhoda Goldman Fund
Richard King Mellon Foundation*
The Robert Wood Johnson Foundation

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

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About the Center for Effective Philanthropy (CEP)

Mission

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

Vision

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

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

CEP Funders

CEP is funded through a combination of foundation grants and revenue earned from management tools and seminars. Funders providing support for CEP's work include:

The Atlantic Philanthropies

Bill & Melinda Gates Foundation

blue shield of california foundation — An Independent Licensee of the Blue Shield Association

Charles Stewart Mott Foundation

The David and Lucile Packard Foundation

The Edna McConnell Clark Foundation

the James Irvine foundation — Expanding Opportunity for the People of California

Gordon and Betty MOORE FOUNDATION

LUMINA FOUNDATION FOR EDUCATION

MacArthur

marguerite casey foundation

Robert Wood Johnson Foundation

Rockefeller Brothers Fund — Philanthropy for an Interdependent World

THE ROCKEFELLER FOUNDATION

STUART FOUNDATION — INVESTING IN CHILDREN & YOUTH

Joyce & Larry Stupski

SURDNA FOUNDATION

W.K. KELLOGG FOUNDATION

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

THE WILLIAM AND FLORA HEWLETT FOUNDATION

CEP Research

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

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

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

C. About the Center for Effective Philanthropy

CEP Assessment Tools

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

- **Grantee Perception Report® (GPR):** provides CEOs, boards, and staff with comparative data on grantee perceptions of funder performance on a variety of dimensions

- **Applicant Perception Report (APR):** a companion to the GPR that provides comparative data from surveys of declined grant applicants

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

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

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

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

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

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

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

C. About the Center for Effective Philanthropy

Contact Information

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