

Grantee Perception Report®

prepared for

Rockefeller Brothers Fund

January 2005



THE CENTER FOR
EFFECTIVE PHILANTHROPY

I.	Introduction	2
II.	External Orientation	
	a) Field-Focused Measures	7
	b) Community-Focused Measures	10
III.	Impact on Grantee Organization	13
IV.	Overall Satisfaction	17
V.	Interactions	20
VI.	Communication	26
VII.	Assistance Beyond the Grant Check	
	a) Management and Field-Related Assistance	29
	b) Assistance Securing Funding from Other Sources	35
VIII.	Grant Processes and Administration	
	a) Dollar Return on Grantee Administrative Hours	40
	b) Selection Process	43
	c) Reporting and Evaluation Processes	51
IX.	Grantmaking Characteristics	
	a) Grant Characteristics	58
	b) Respondent Characteristics	62
	c) Foundation Structure	71
X.	Areas for Discussion	75
XI.	Appendix	
	a) Profiles of Foundations Included in Comparative Set	81
	b) About the Center for Effective Philanthropy	90

Background

- ◆ Since February 2003, the Center for Effective Philanthropy has conducted surveys of grantees on their perceptions of their foundation funders both on behalf of individual foundations and independently. The purpose of these surveys is two-fold: to gather data that is useful on a field-wide basis – forming the basis of research reports such as *Listening to Grantees: What Nonprofits Value in Their Foundation Funders* (April 2004) – and to provide individual foundations with Grantee Perception Reports.

- ◆ **The Grantee Perception Report® (GPR) shows an individual foundation its grantee perceptions relative to a set of perceptions of other foundations whose grantees were surveyed by the Center. Although grantee perceptions are not definitive evidence of a foundation's end social impact, they can be critical in informing an assessment of the foundation's overall performance and progress towards creating positive social impact.**
 - 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 unique strategy of the foundation.
 - The survey covers many areas in which grantees' perceptions might be interesting to a foundation. Each foundation should place emphasis on the areas covered according to the foundation's specific priorities.
 - Low ratings in an area that is not core to a foundation's strategy may not be concerning to a foundation. For example, a foundation that does not focus efforts on public policy should receive low ratings in this area if it is adhering to its strategy.
 - Finally, we have found no systematic differences in grantee perceptions of foundations along dimensions such as type, asset size, focus, or age, suggesting that it is possible for all foundations to attain high ratings from grantees.

Methodology

- ◆ The Center for Effective Philanthropy has surveyed more than 22,000 grantees of 117 foundations in 2003 and 2004 (see Appendix for full list of foundations), receiving nearly 14,000 completed responses via mail and the Web.¹ Contact information for fiscal year 2003 grant recipients was provided by RBF.
 - 303 grantees of Rockefeller Brothers Fund were surveyed from Sept. – Oct. 2004.
 - 195 completed responses were received, a 64 percent response rate overall.

- ◆ The average response for RBF is shown throughout this report relative to the range of responses for all foundations the Center has surveyed in 2003 and 2004.

- ◆ Throughout this report, selected grantee comments are shown. This group of comments was selected to be representative of the 656 comments the Center received about RBF.

1: Response rates vary by round, but do not have any bearing on grantee ratings, which remain consistent – and comparable – among rounds in terms of average and range. Response rate for the survey was 53 percent in the February 2003 round, 66 percent in the September 2003 round, 65 percent in the March 2004 survey round, and 65 percent in the September 2004 survey round. There are no meaningful differences between responses received via the mail or the Web.

Key Findings

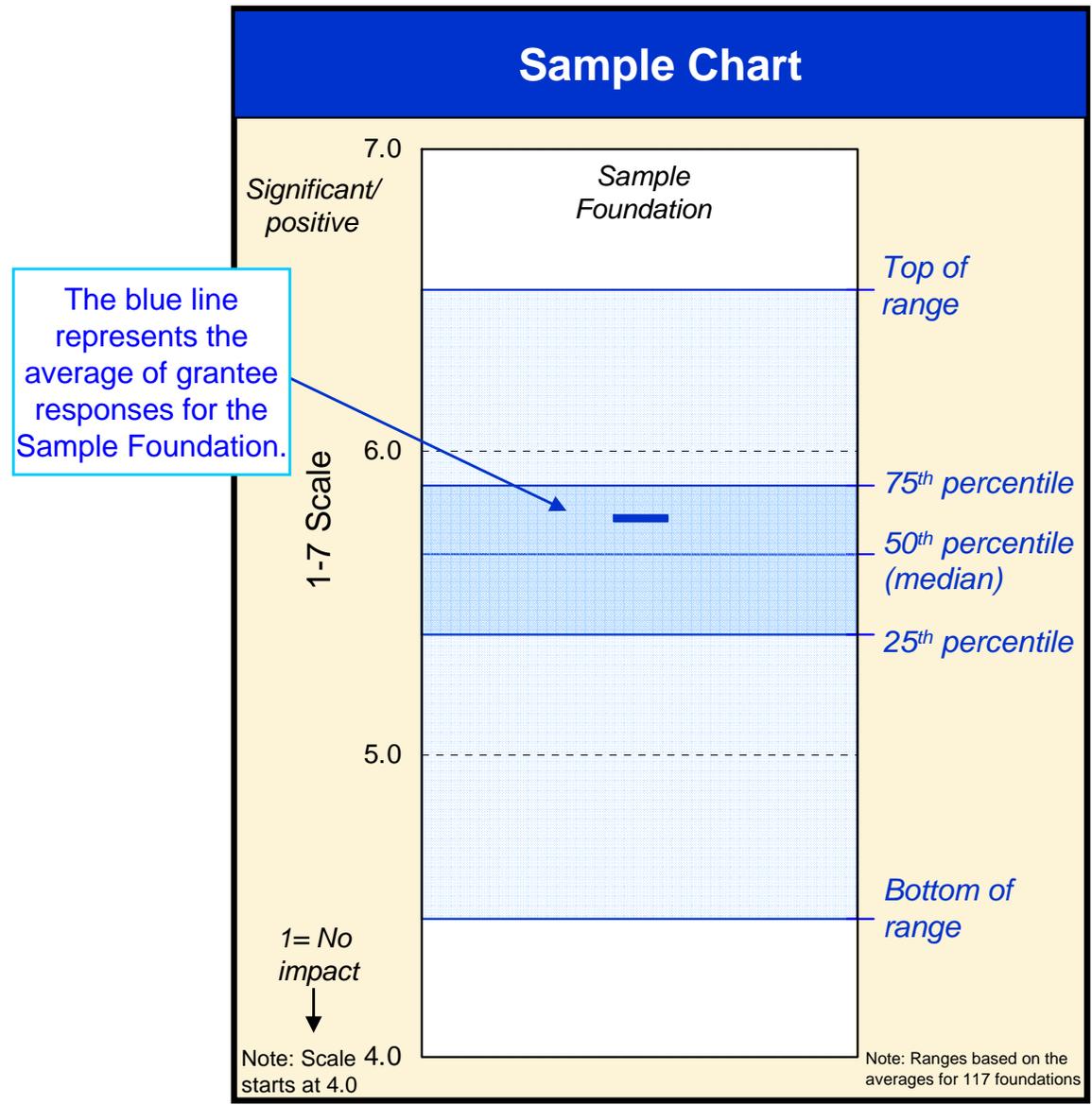
Rockefeller Brothers Fund (“RBF”) is viewed very positively by grantees in overall satisfaction. In open-ended comments, grantees often express appreciation for the professionalism of staff and the lack of bureaucracy in the foundation’s processes. Compared to the median foundation, RBF provides its grantees with more field-related assistance and assistance securing funding from other sources. The foundation’s assistance in securing funding from other sources is often cited as the most positive aspect of grantees’ experiences with RBF, and grantees express appreciation for the personal commitment of staff in this regard.

The foundation is rated near the median in its impact on its fields of funding, although the foundation is rated more positively on related dimensions of understanding of fields and ability to advance knowledge in fields. RBF’s impact on grantee organizations and the quality of its interactions with grantees are also rated close to the median. RBF’s selection process is seen to be more helpful to grantees than the process at the median foundation, and requires a typical amount of administrative time of grantees. Reporting and evaluation processes require more administrative time of grantees than is typical, and are rated at the median in their helpfulness.

RBF is rated less positively in the clarity of communications of its goals and strategy, perhaps owing in part to recent changes in program priorities. However, on most questions, including clarity of communications of goals and strategy, there are no significant differences¹ among current grantees and grantees whose funding had ended at the time of the survey. Finally, RBF grantees view the foundation’s impact on their communities to be less positive than that of other foundations – a typical finding among nationally-focused funders.

Reading GPR Graphs

Much of the grantee perception data in the GPR is presented in the format below. These graphs show average ratings of grantee responses for individual foundations, over a background that shows percentiles for the overall sample of grantee ratings of all 117 foundations.



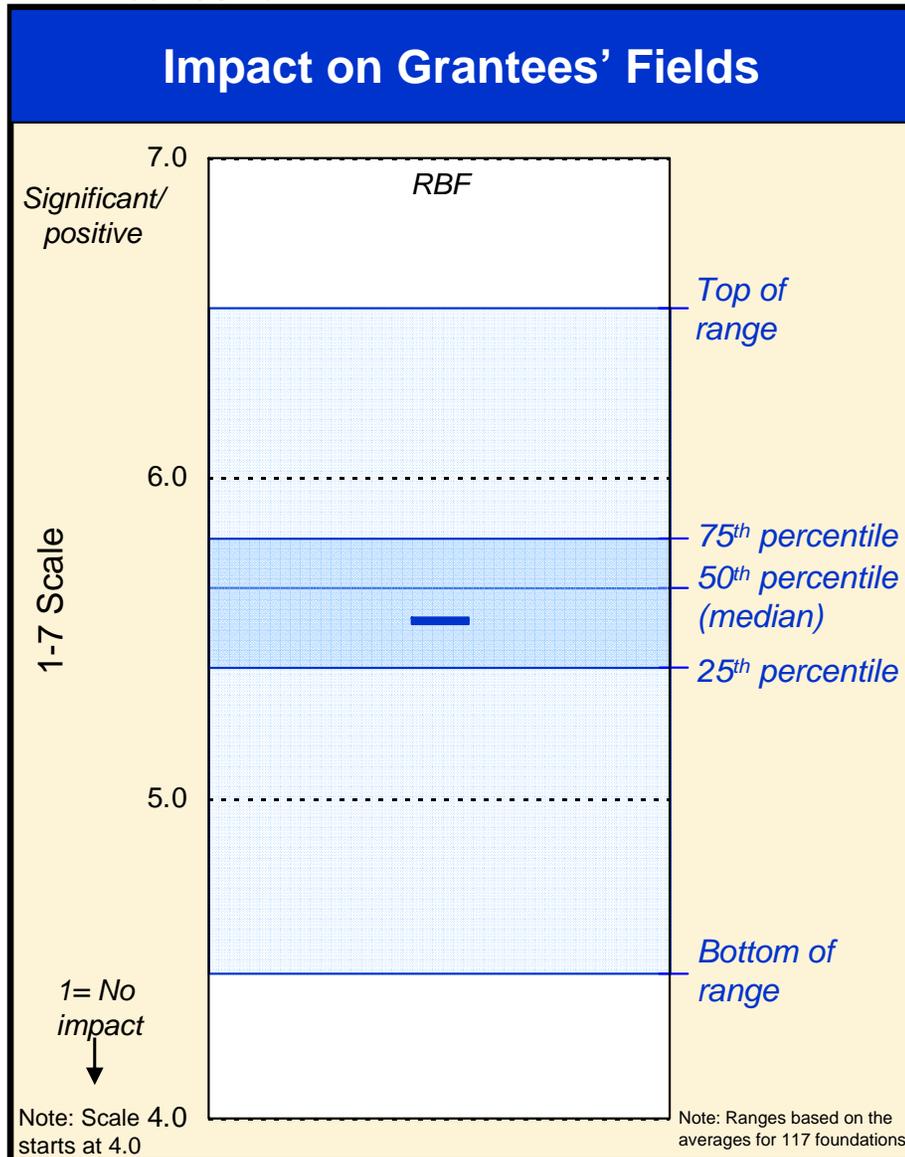
Data from all 117 foundations is not available on each question because of changes in the survey; the Ns for each chart are noted here.

I.	Introduction	2
II.	External Orientation	
	a) Field-Focused Measures	7
	b) Community-Focused Measures	10
III.	Impact on Grantee Organization	13
IV.	Overall Satisfaction	17
V.	Interactions	20
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	a) Dollar Return on Grantee Administrative Hours	40
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	c) Reporting and Evaluation Processes	51
IX.	Grantmaking Characteristics	
	a) Grant Characteristics	58
	b) Respondent Characteristics	62
	c) Foundation Structure	71
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XI.	Appendix	
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	b) About the Center for Effective Philanthropy	90

Impact on Grantees' Fields

The Field Impact Measure describes grantees' perceptions of a foundation's impact on the issues associated with the fields in which grantees operate.

- ◆ *RBF grantees rate the foundation's impact slightly less positively than do grantees of the median foundation.*

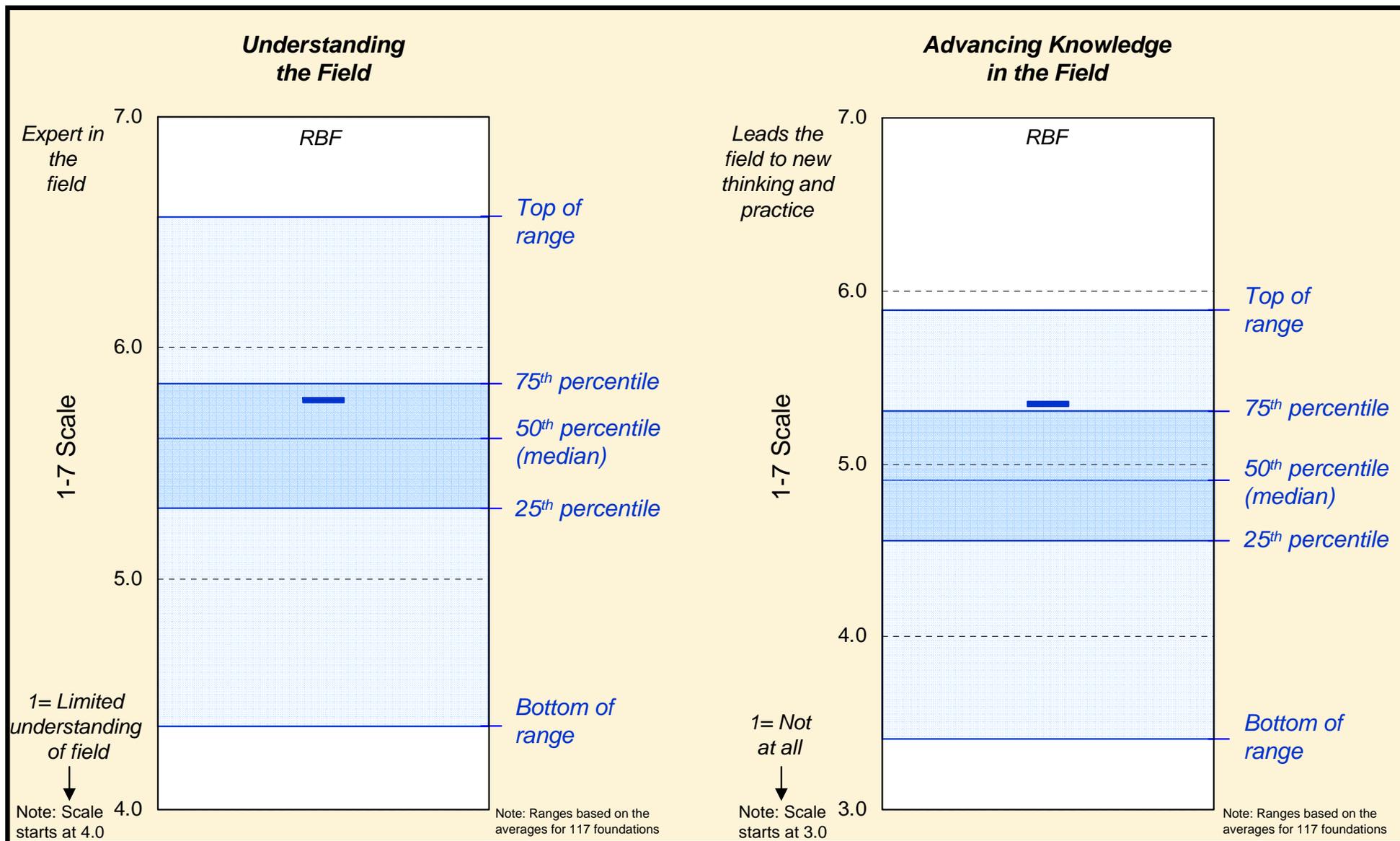


Grantee Comments on Field Impact

- ◆ *“Our field is the arts... The foundation has not had a large impact on the field – but I feel they are interested.”*
- ◆ *“The Foundation staff consists of top experts in the field who have provided invaluable insight, advice, and encouragement.”*
- ◆ *“RBF involvement in our field has been extremely positive, primarily because of the expertise demonstrated by RBF staff, their understanding of the appropriate nature of foundation advice and guidance (and never crossing the line)... Highly accountable and responsible grant making.”*
- ◆ *“The Foundation had considerable impact on public education in New York City. Since they no longer fund in this area, one has to presume that their influence is at an end.”*
- ◆ *“The Foundation's impact is through the organizations it funds. RBF is one of the funders that exacts a high degree of quality and delivery from grantees. In maintaining good accountability around quality and delivery, I believe those organizations working with the RBF for sustained periods... have grown and matured in terms of leadership, management and governance. These are significant contributions to the field.”*

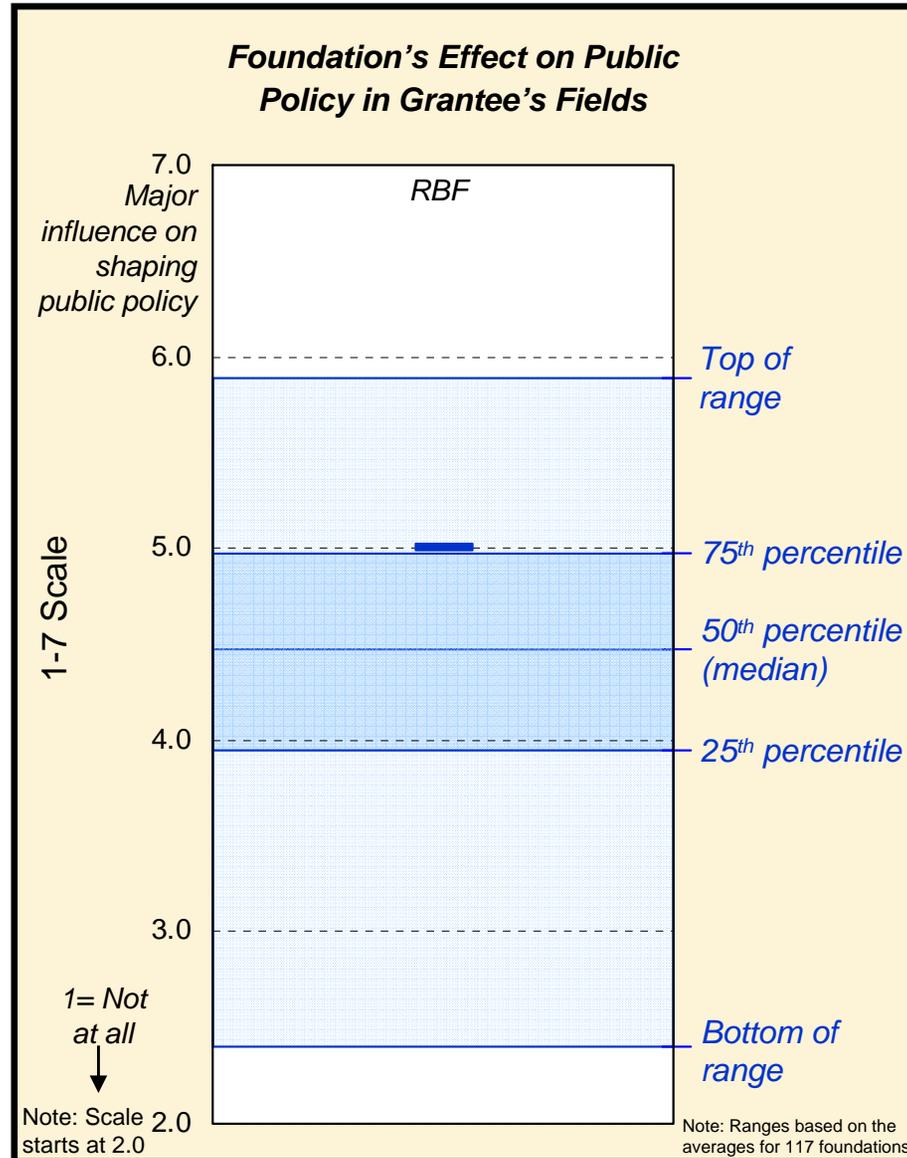
Understanding and Advancing Knowledge in the Field

Grantees perceive RBF to have an *understanding of its fields of funding* that is greater than that of the median foundation. RBF grantees rate the foundation's *ability to advance knowledge in its fields* more highly than grantees of the median foundation.



Effect on Public Policy

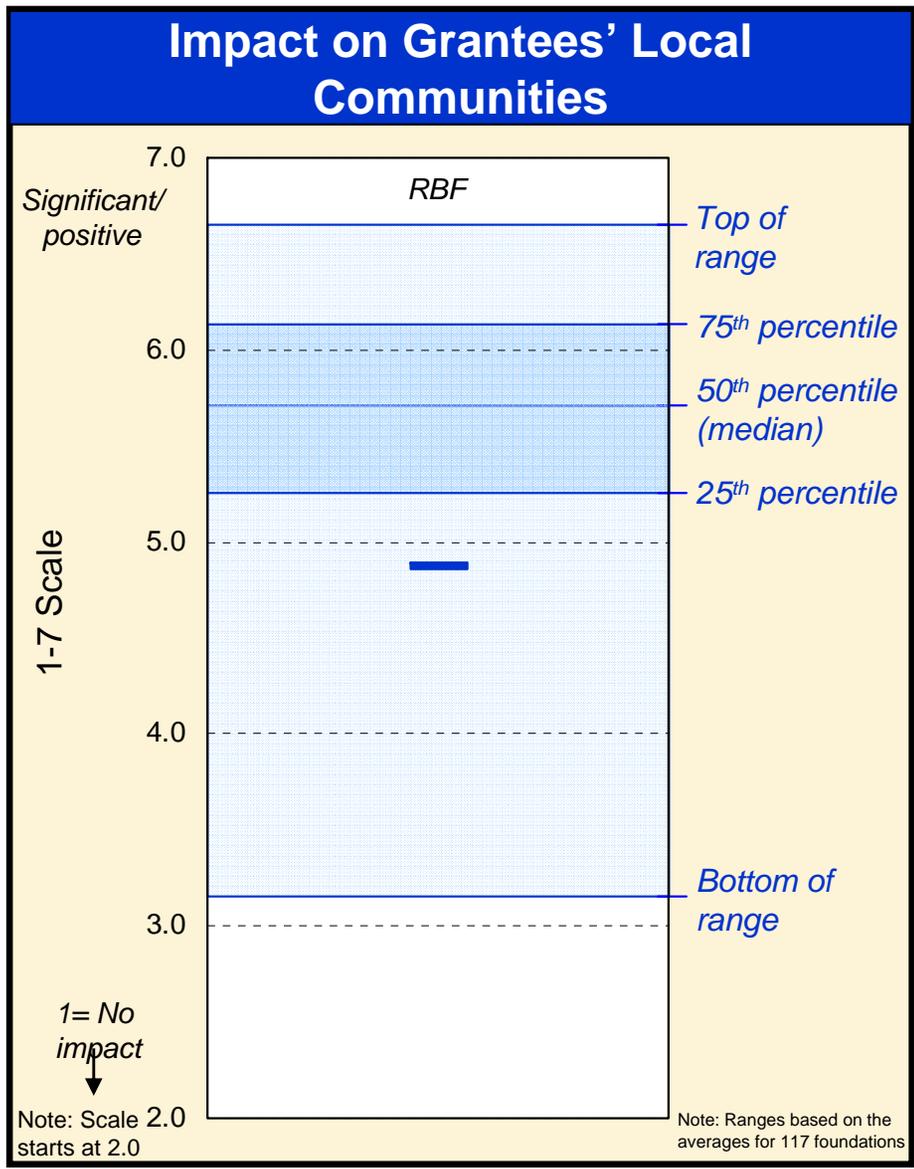
The Fund is rated by grantees more positively than the median foundation in influencing public policy in its fields.



Impact on Grantees' Local Communities

This measure highlights grantees' perceptions of foundations' impact on their local communities.

- ◆ RBF grantees rate the Fund's impact on grantees' communities lower than the median foundation.



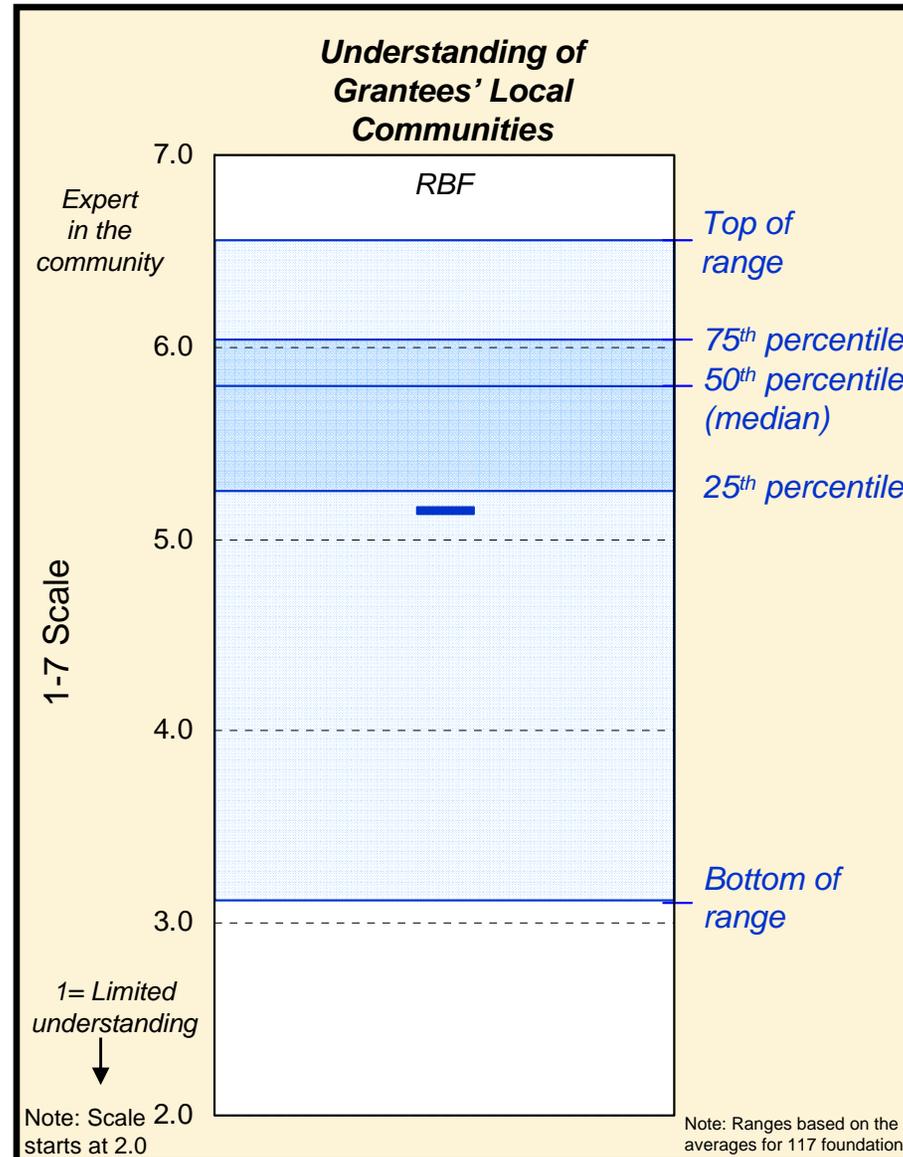
Grantee Comments on Community Impact

- ◆ “The Rockefeller Brothers Fund has been a leader in sustainable community development, and their grants have made it possible to explore innovative approaches to making communities more resilient.”
- ◆ “Very good staff and I found them extremely well informed on many issues. The talking was refreshing and the staff did not have preconceived notions on what was best for the local community.”

Survey-wide Analysis Fact: Survey results show a trade-off between perceptions of field and community impact. Higher impact on the field correlates strongly with lower impact on (and understanding of) grantees' communities.

Understanding of Grantees' Local Communities

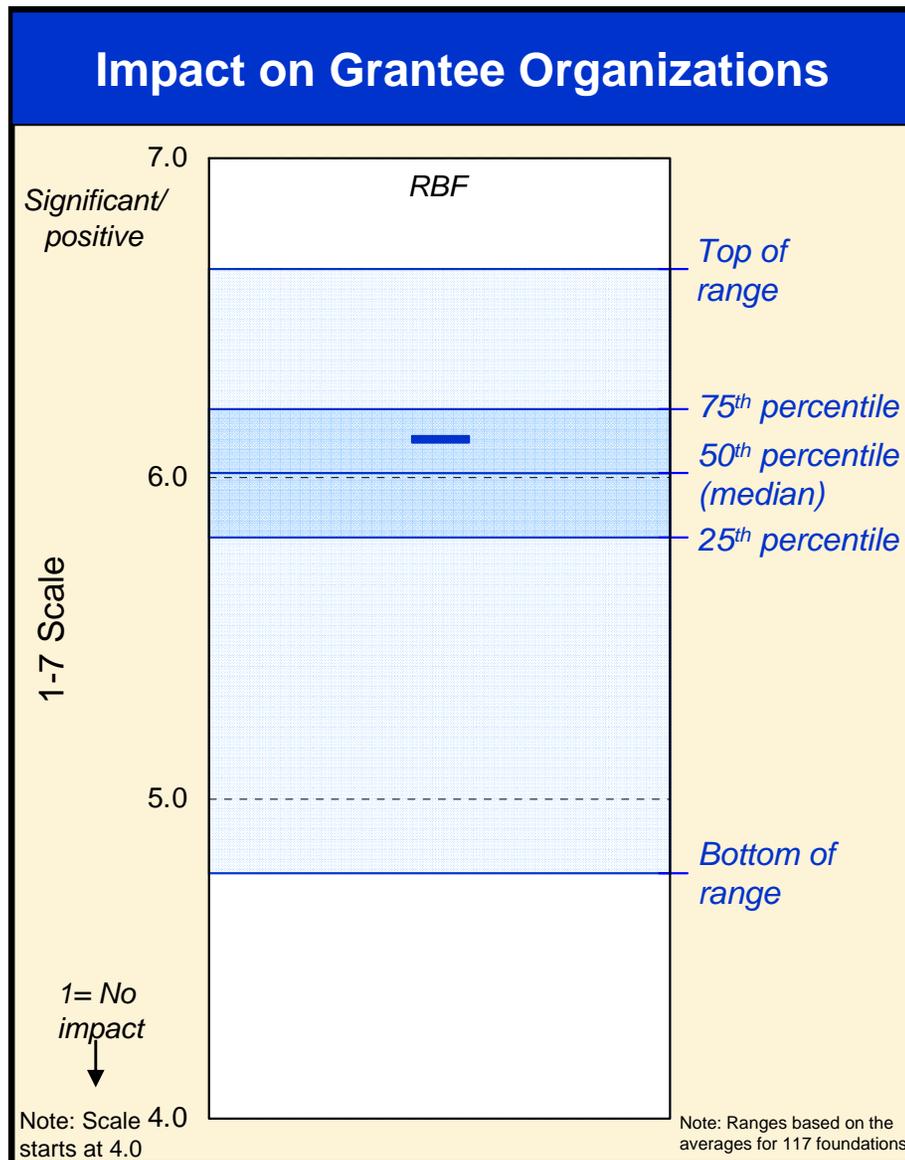
RBF grantees rate the Fund's understanding of grantees' communities lower than the rating of the median foundation.



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	a) Grant Characteristics	58
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XI.	Appendix	
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	b) About the Center for Effective Philanthropy	90

Impact on Grantee Organizations

RBF grantees rate the Fund's impact on their organizations more positively than at the median foundation.

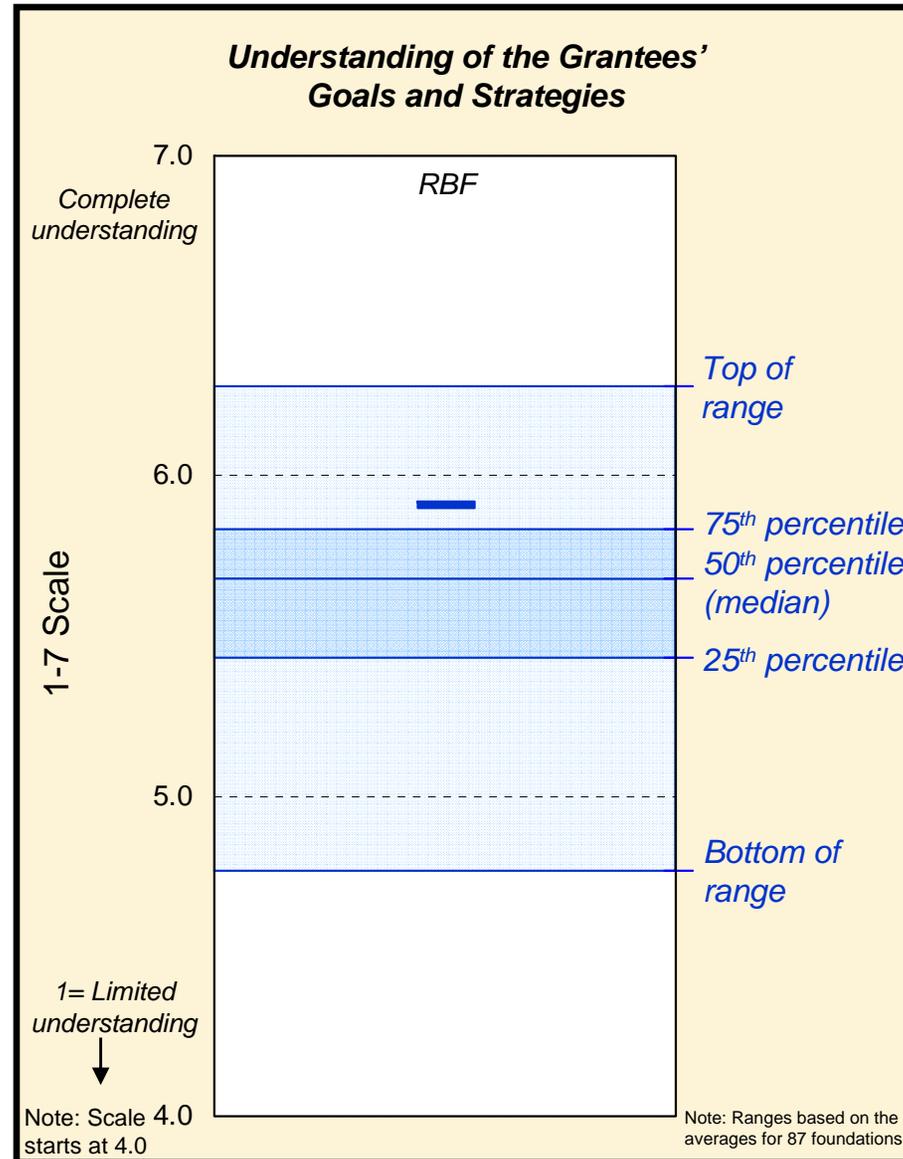


Grantee Comments on Organizational Impact

- ◆ “A significant portion of our success can be attributed to the advice, convening efforts, and advocacy of [our program officer].”
- ◆ “The foundation provided us with monetary resources to do our work and this was very important. The interest that the program officer took in our work and the issues we deal with helped us to expand the network of people we work with and also to gain new insights into the issues. The encouragement we got from the foundation helped us to take on challenging issues and activities that are important, but that many other organizations may not take on simply because they are challenging. This has helped us to become more confident of our work and capabilities as a team.”
- ◆ “RBF is more actively involved in programs of grantees than others and so understands the situation better. This is a good thing.”
- ◆ “Our interactions have been first class. Communication has been clear and efficient. Processing has been timely. Minimum of bureaucratic requirements distracting us from the underlying work.”
- ◆ “I would suggest that the foundation offer longer-term multi-year grants. The impact of our grant is terrific, but two years is too short. It should be at least a three-year grant to sustain impact.”

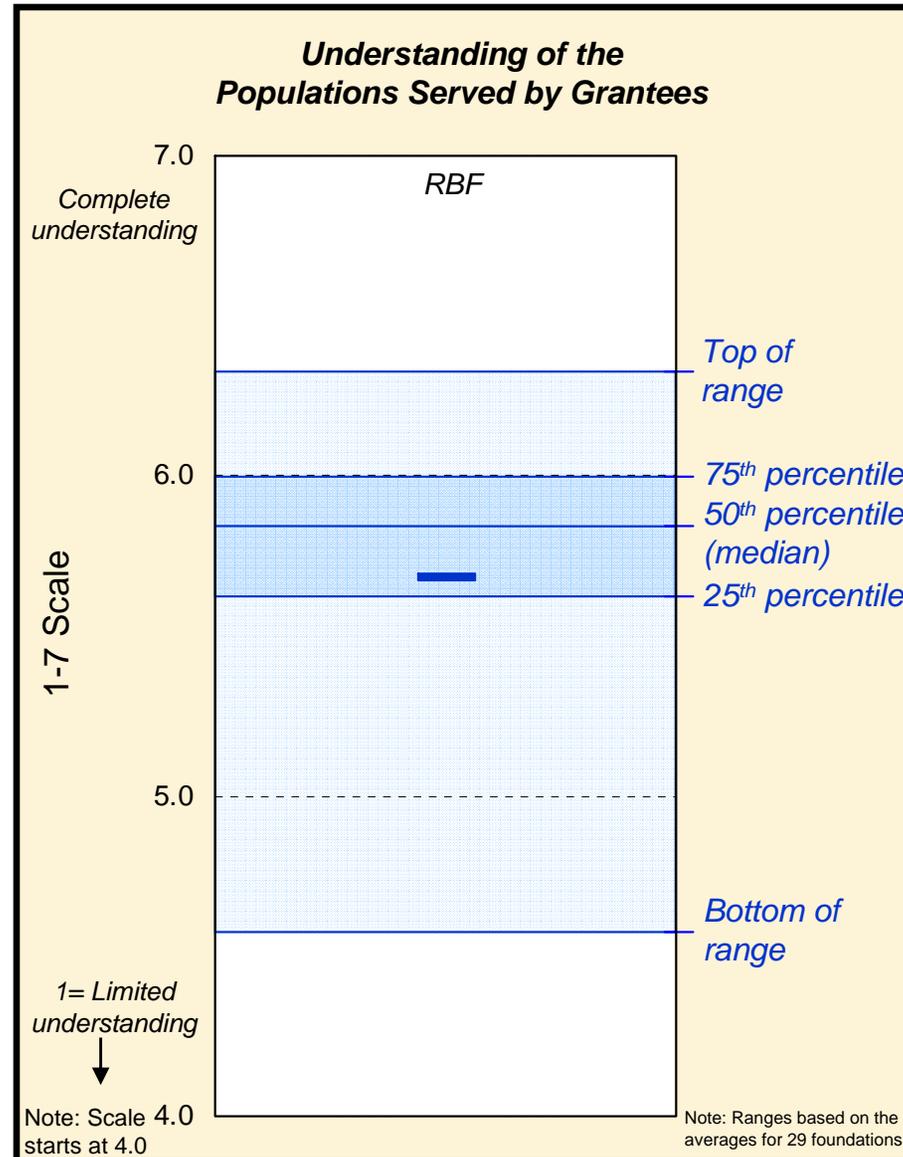
Understanding of Grantees' Goals and Strategies

RBF grantees rate the Fund's understanding of their organizations' goals and strategies above the rating for the median foundation.



Understanding of the Populations Served by Grantees

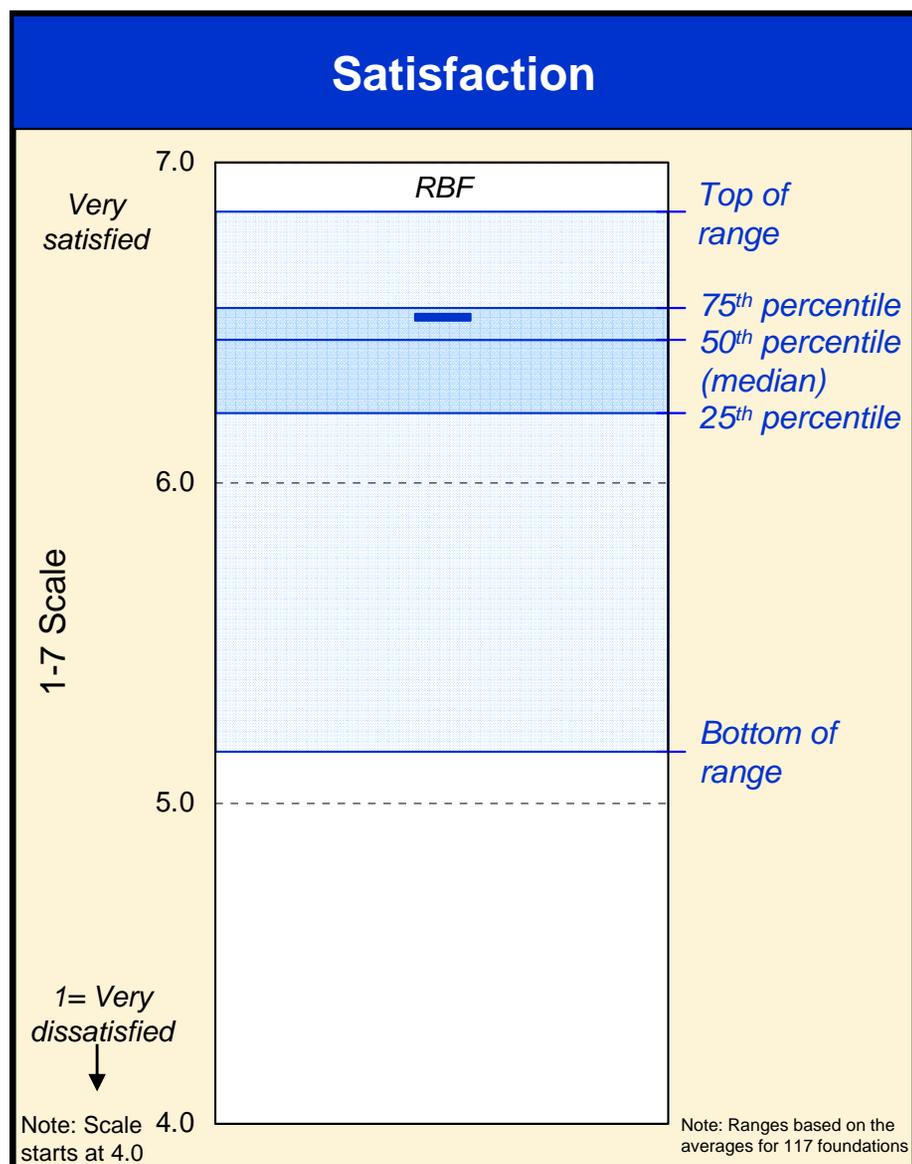
RBF grantees report that the Fund has an understanding of the population(s) served by the grantee that is below the median.



I.	Introduction	2
II.	External Orientation	
	a) Field-Focused Measures	7
	b) Community-Focused Measures	10
III.	Impact on Grantee Organization	13
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Satisfaction with the Foundation

RBF grantees are more satisfied with their experience with the Fund than grantees of other foundations.



Grantee Comments on Overall Satisfaction

- ◆ *“For us, their way of operation is a template of professional decision-making process without being bureaucratic or extremely time consuming. Their communication style is friendly and helpful without special efforts – their commitment feels honest.”*
- ◆ *“The RBF runs a tight ship. Operations, processes, interactions, and communications are handled professionally, efficiently (for both parties), and effectively. [Our organization] is enriched by the interaction it has with RBF.”*
- ◆ *“We had the pleasure to work with a highly committed and skilled program officer who represents RBF in my mind – I think this was the best part of our experience with the RBF.”*
- ◆ *“Quality varies enormously depending on program officers. Some are extremely helpful and informative, others verge on non-responsive.”*

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

Grantee Comments on the RBF Experience

In a custom question, RBF grantees were asked whether there “has been any particular aspect of your experience working with the Rockefeller Brothers Fund that was especially positive or negative.” Of 130 comments from grantees, 112 comments (86 percent) were positive. Themes of both positive and negative comments are summarized below.

Positive Aspects of the RBF Experience
Professionalism, Supportiveness, and Commitment of Staff <i>(88 comments)</i>
Assistance Securing Funding from Other Sources <i>(7 comments)</i>
Extensive Staff Understanding of Fields of Funding <i>(7 comments)</i>
Transparency of Administrative Processes <i>(6 comments)</i>
Helpfulness of Selection Process and Staff During Proposal Process <i>(4 comments)</i>

Negative Aspects of the RBF Experience
Difficulty Scheduling Meetings and Calls with Busy Staff <i>(9 comments)</i>
Lack of Clarity of Foundation Communication of Goals and Strategy, Particularly of Changed Program Goals <i>(9 comments)</i>

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	b) About the Center for Effective Philanthropy	90

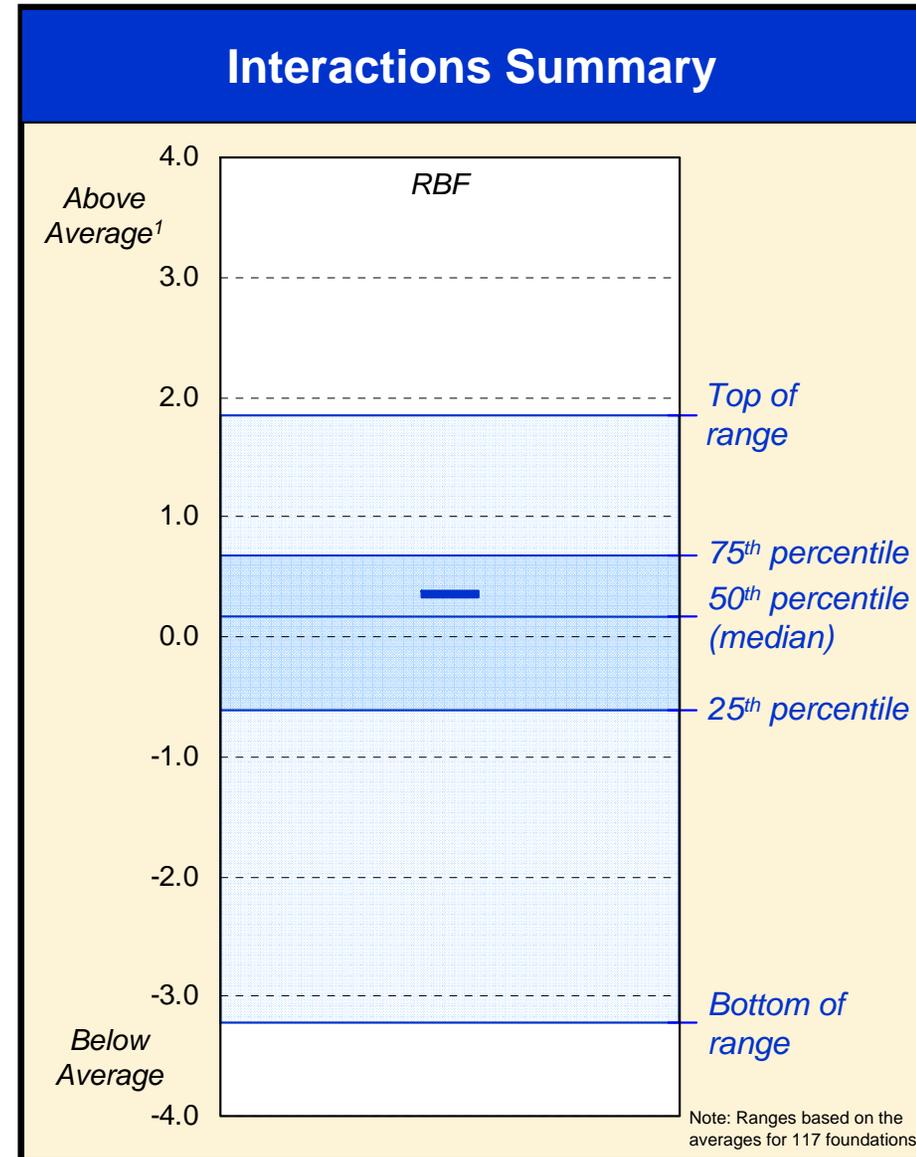
Grantee Interactions Summary

The Grantee Interactions Summary describes grantees' perceptions of their interactions with foundations.

- ♦ Grantees perceive RBF staff to be slightly above the median in the quality of their interactions.

This composite measure includes:

- How comfortable grantees feel approaching the Foundation if a problem arises
- Overall responsiveness of the Foundation staff
- Overall fairness of the Foundation's treatment of grantees

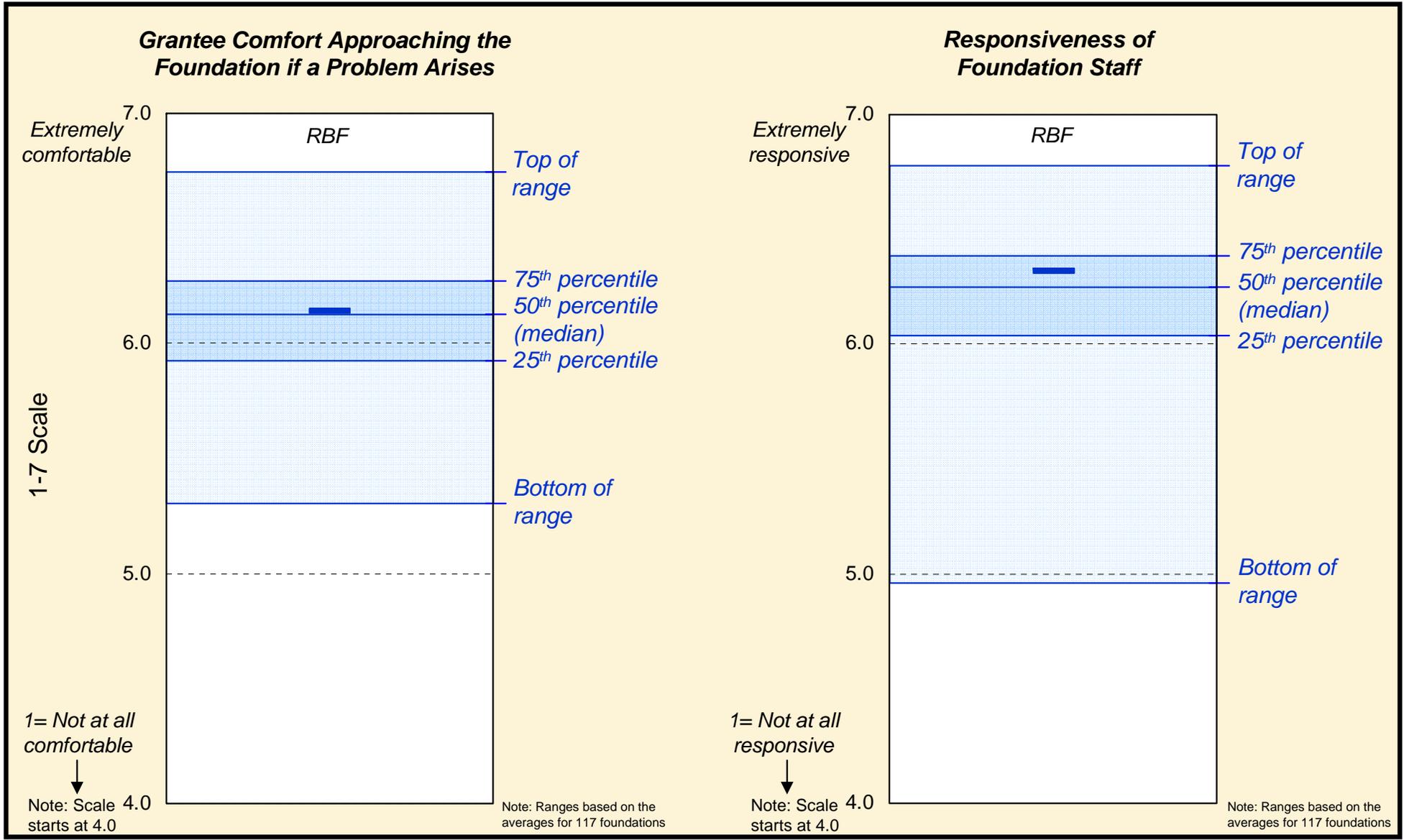


Note: Index created using factor analysis, a statistical technique useful in aggregating separate rating questions into one "rating" that represents the combination of unique variation from the inputs.

1: "Above" and "Below" average scores are units of standard deviation.

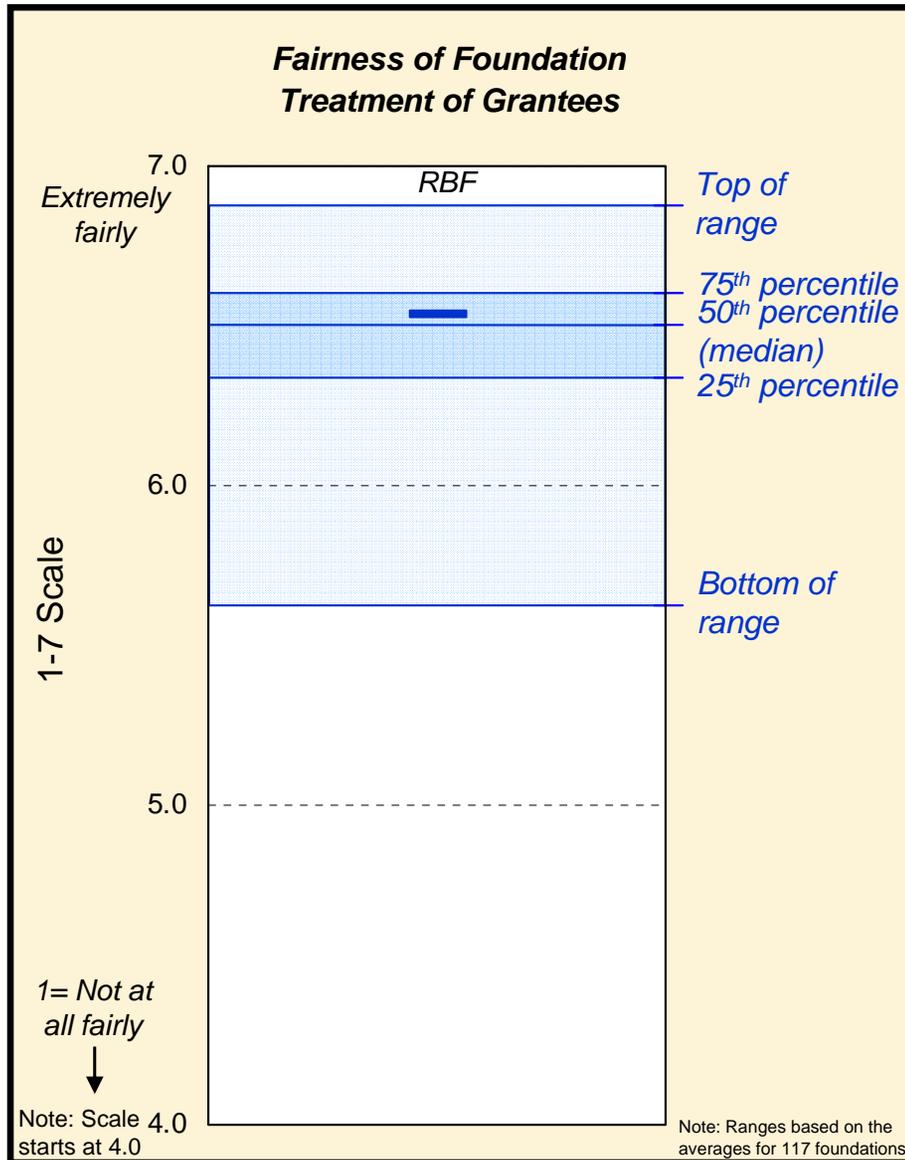
Interactions Measures (1)

RBF grantees rate the Fund at the median in *comfort in approaching the Foundation if a problem arises* and above the median in *responsiveness of foundation staff*.



Interactions Measures (2)

RBF grantees rate the foundation slightly above the median in the fairness of the foundation's treatment of grantees.



Grantee Comments on Interactions

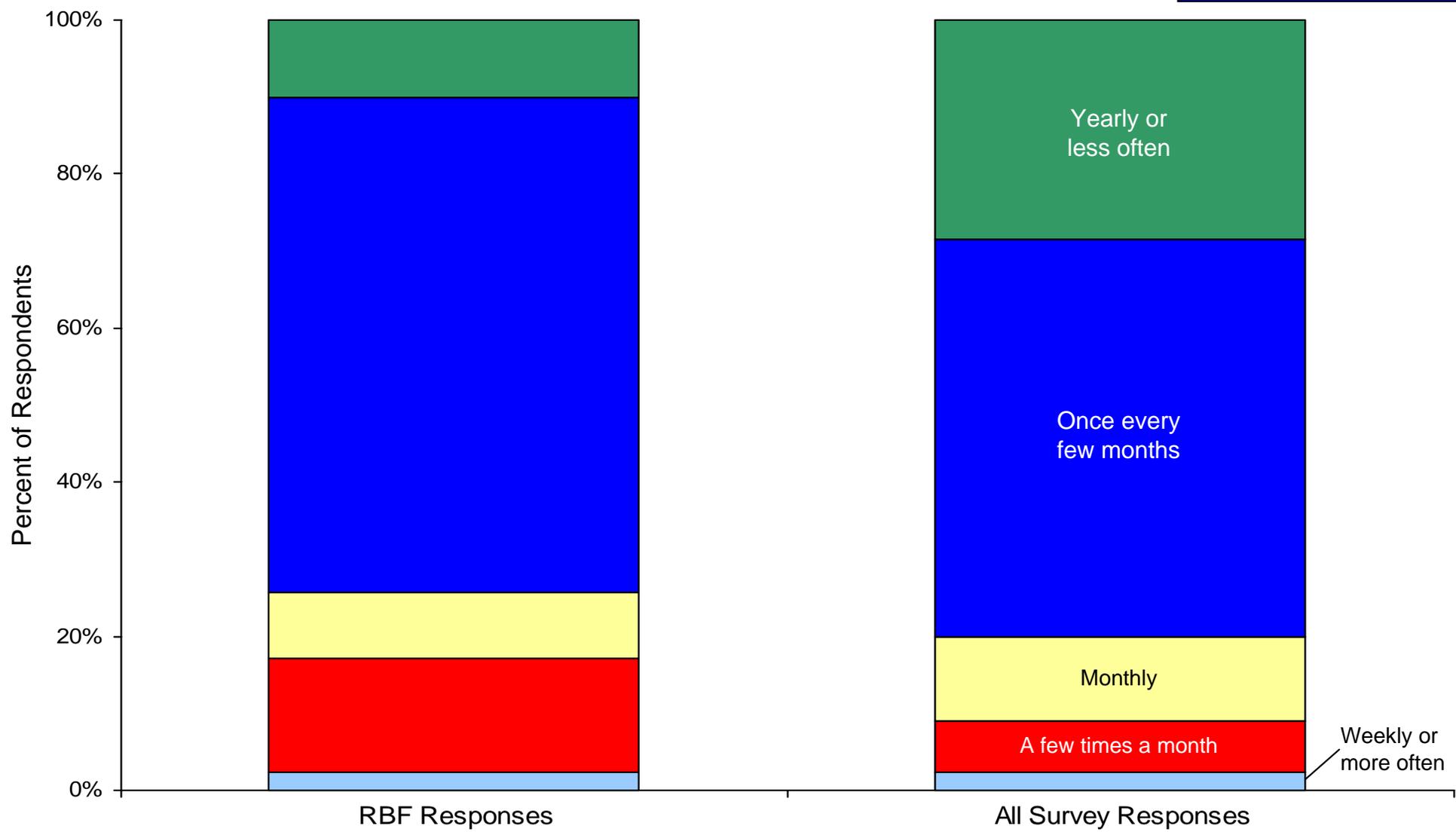
- ♦ *"I had the opportunity to meet and work with two officers. They were well-informed about our issues, accessible, personable and made us feel like the foundation was a true partner in our work."*
- ♦ *"I have found the foundation extremely open, gracious and responsive to work with – perhaps the most effective among many in our work."*
- ♦ *"Extremely professional and friendly as well as very helpful. They always made time for us when we had questions and made us feel welcome to ask. Their interest in what we do was very obvious. They are great."*
- ♦ *"When they are good, they are very good. But over time they can be uneven. In my experience, it is important for the grantee to maintain the foundation's level of interest – which can be challenging when senior staff is also the primary program staff for the work being funded... It is more incumbent on the grantee to maintain that contact regarding RBF than with other foundations by which we are supported."*
- ♦ *"Staff is very committed, but frequently seems overwhelmed. People at assistant level are very good at bringing issues to the attention of the program officer and president."*

Frequency of Interactions

The majority of RBF grantees interact with Fund staff once every few months.

Survey-wide Analysis Fact:
Frequency of interactions do not predict quality of interaction until frequency falls to yearly or less.

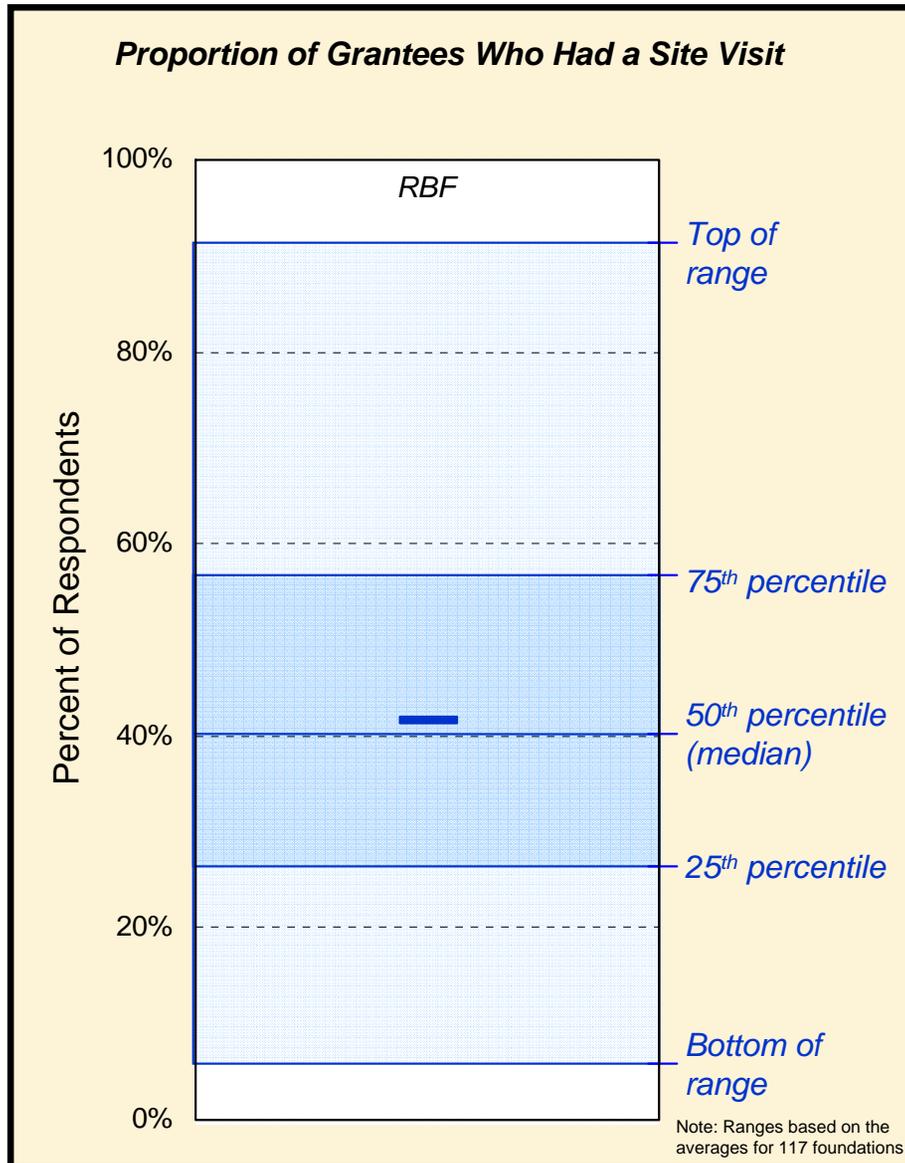
Frequency of Grantee Contact with Program Officers During Grant



Note: Survey responses shown in this chart includes data from 117 foundations

Proportion of Grantees Who Had a Site Visit

RBF conducts site visits to a median proportion of its grantees.



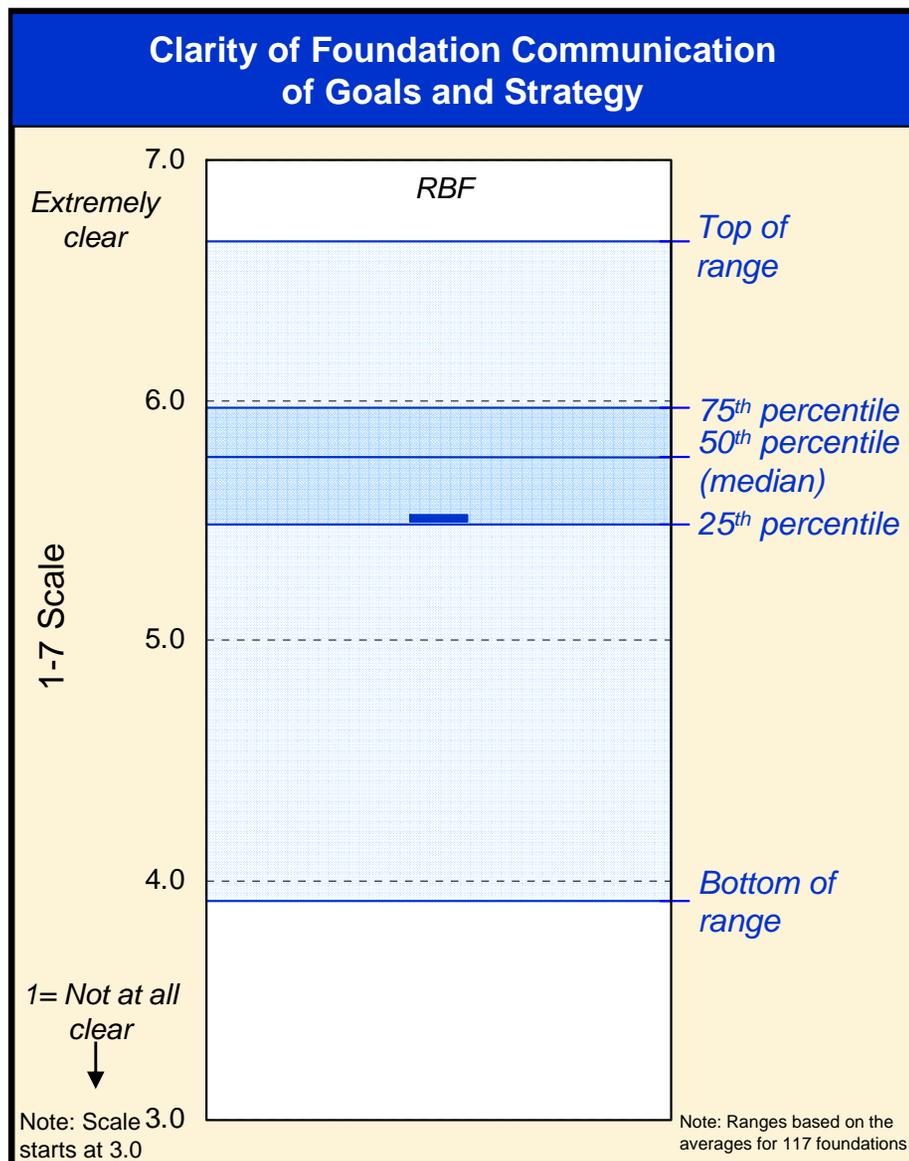
Grantee Comments on Site Visits

- ♦ *“The program officers have taken a very personal and enthusiastic interest in our work, with site visits and attendance at performances. I wish all foundation officers were so involved!”*
- ♦ *“We appreciate the fact that foundation staff visit as often as they can. It would be nice to have them spend longer, so that we can take them in to see conditions facing children in impoverished rural areas.”*
- ♦ *“I would encourage the foundation to make more site visits to grantees. I think site visits are nice in demonstrating a commitment from the Foundation to the grantee. It gives the grantee a real good opportunity to showcase intangibles that may not come across in a written report.”*
- ♦ *“The program officer NEVER does site visits and shows little interest in our work. It appears and feels totally random as to why or why not we are funded. He has turned down MANY offers to meet the members of the organization he is funding.”*

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Communication of Goals and Strategy

RBF grantees report having a perception of the Fund's clarity of communications of its goals and strategies that is below the median.



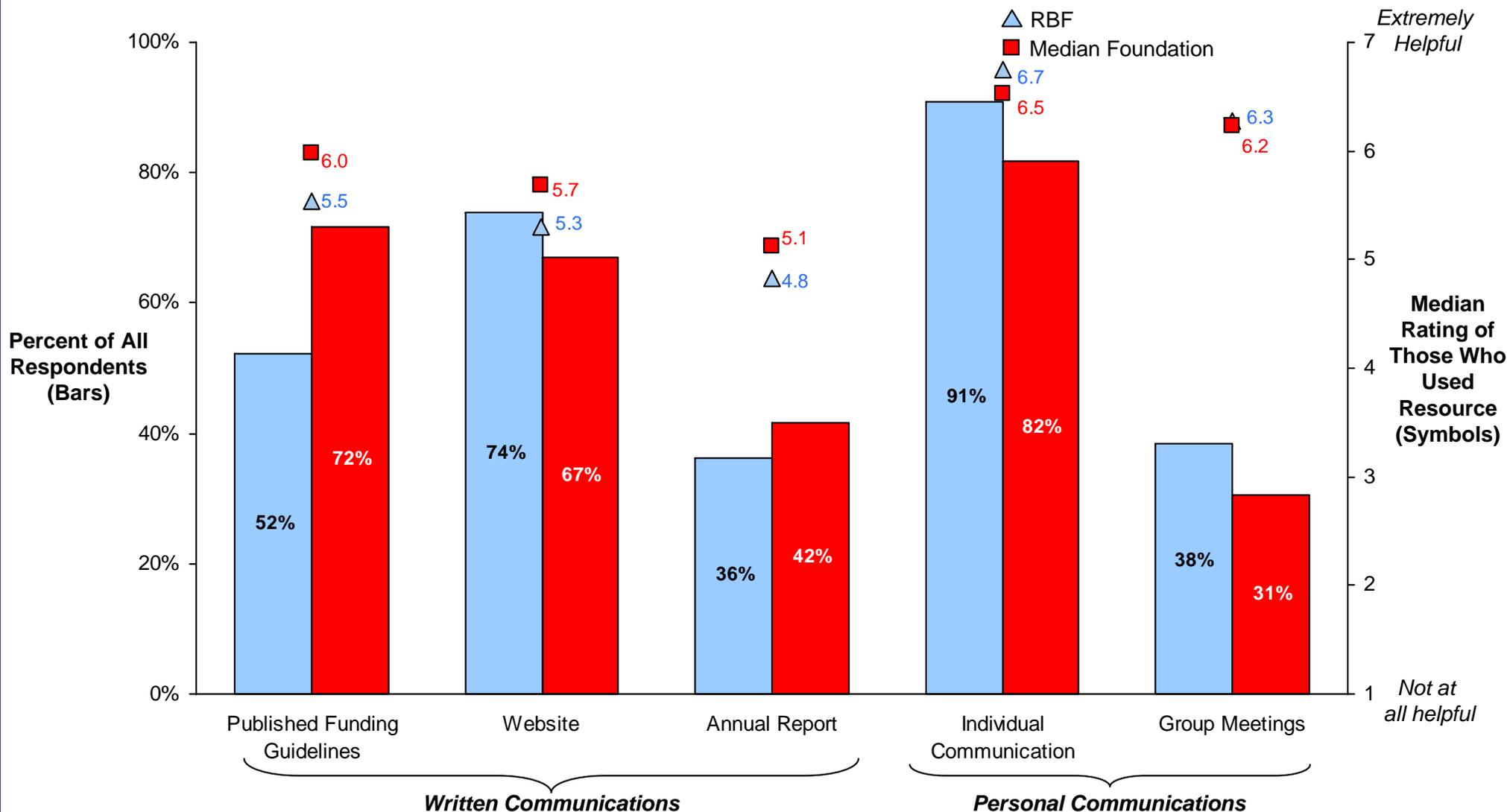
Grantee Comments on Clarity of Communications

- ◆ *“We found that we had a very professional, organized, and positive experience working with RBF. Program officers provided important insight into the foundation's goals which helped to frame our proposal.”*
- ◆ *“It would be helpful to have a window on what further interaction is available from the foundation...some ‘how are you doing’ communication [could help] develop a two-way relationship.”*
- ◆ *“It would be helpful to hear about annual priorities in funding fields (i.e., within Human Advancement in New York City, is there a focus on a particular borough?)”*
- ◆ *“[I would like to see more] up-to-date information on the Web site, and if possible a clearer explanation of programs and priorities on the site, as we have had difficulty seeing why we don't fit in given the information that is currently there.”*
- ◆ *“When there is change of key staff such as program officers, the foundation should attempt to ensure that there is continuity with the new staff in place. Also, there should be more communication between the foundation and grantees beyond the program officer in charge... The foundation could make a greater effort to discuss such relationships with its grantees, and be open about its own priorities and interests.”*

Communications Resources

RBF grantees are more likely than grantees of other foundations to utilize the Fund's personal communications. RBF's *personal* communications are rated slightly above the median in helpfulness, while *written* communications are rated below the median in helpfulness.

Usage and Helpfulness of Communications Resources



Note: Survey responses shown in this chart includes data from 87 foundations

I.	Introduction	2
II.	External Orientation	
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Non-Monetary Assistance Summary

The Non-Monetary Assistance Summary describes the frequency and value of a foundation's provision of assistance beyond the grant check.

- ◆ *RBF is above the median on this measure.*

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

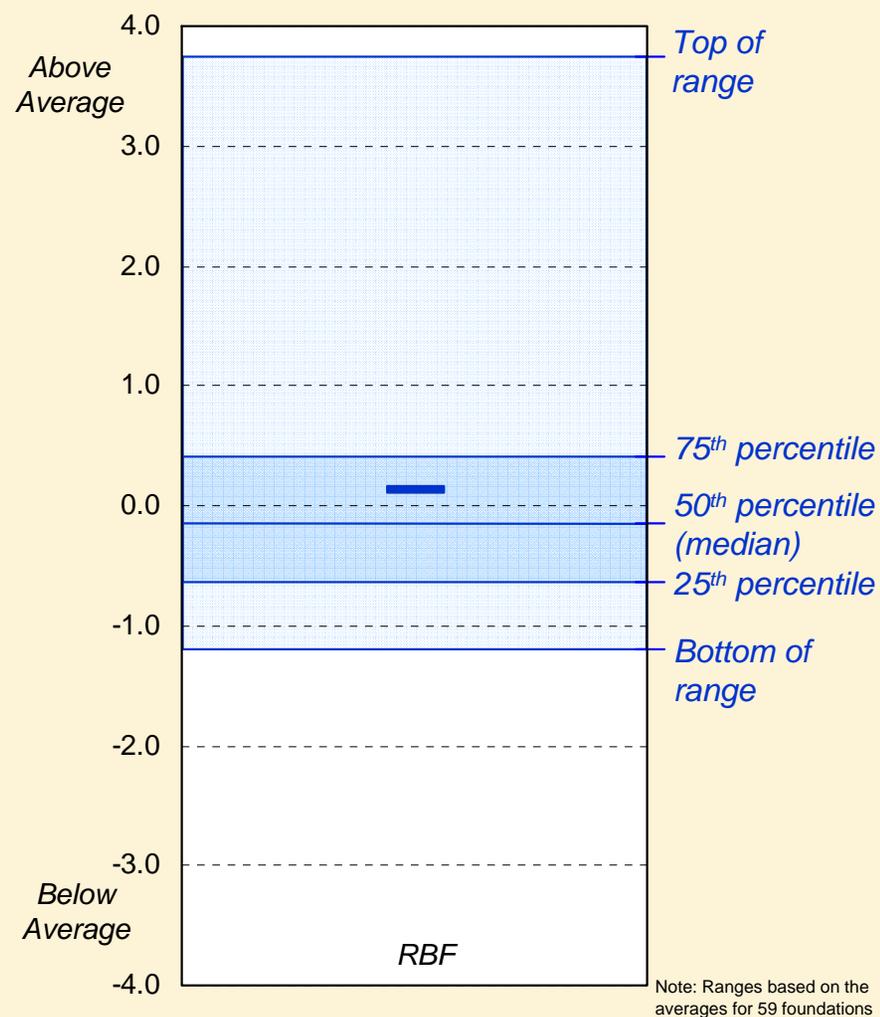
OTHER ASSISTANCE

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

This composite measure includes:

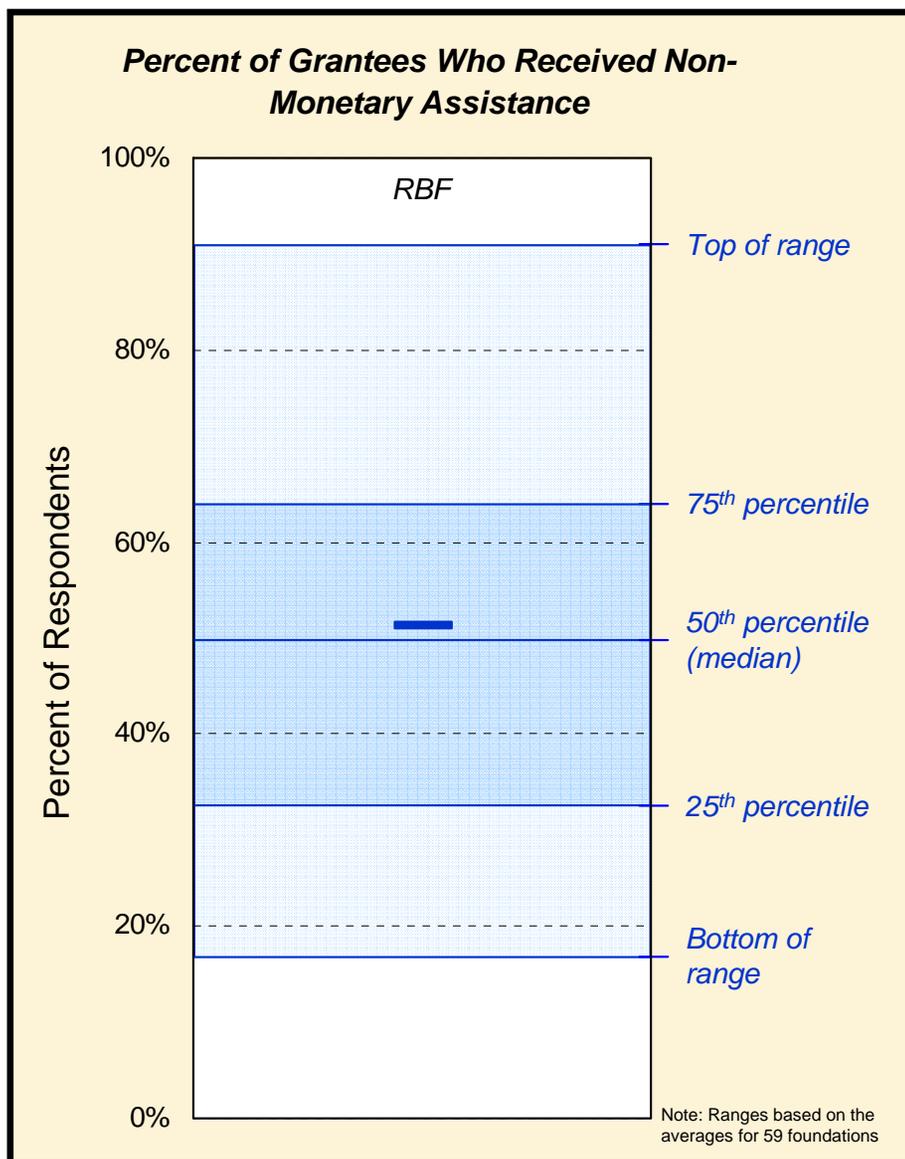
- *Whether grantees received individual assistance activities from the foundation or third parties*
- *Ratings of helpfulness of assistance activities*

Non-Monetary Assistance Summary



Percent of Grantees Receiving Non-Monetary Assistance

Compared to other foundations, a slightly greater proportion of RBF grantees report receiving non-monetary assistance.

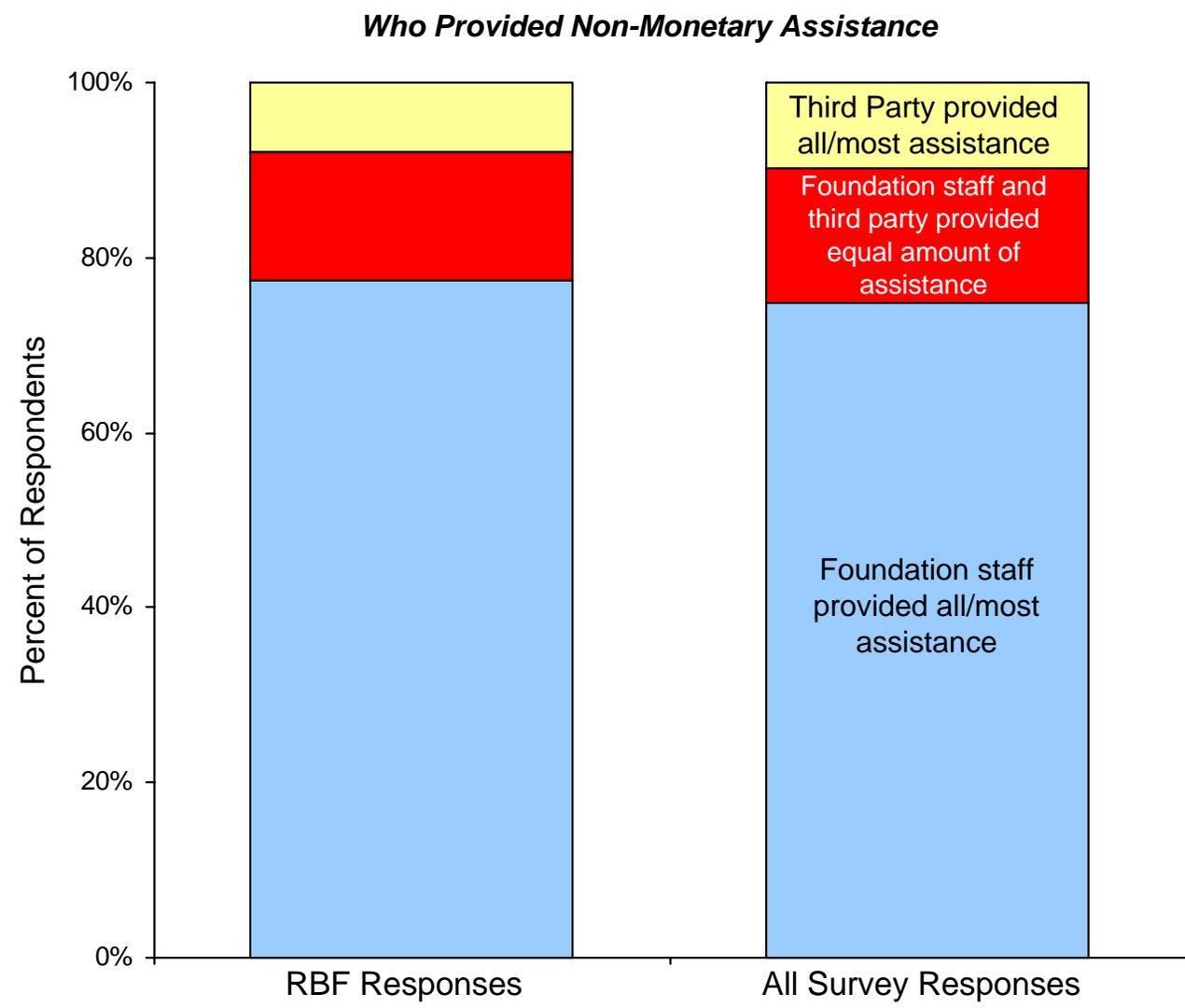


Grantee Comments on Non-Monetary Assistance

- ♦ *“I often use RBF staff as an expert in my field and bounce critical strategic and other large decisions off of our grant officer. It is helpful to me to have a neutral third party that I can communicate with openly and honestly about high level decisions that may have long-term impacts on [my organization]. Other non-monetary assistance has also been helpful to [my organization]. Networking, group meetings and strategic discussions all come to mind.”*
- ♦ *“RBF staff facilitated connections with others in [my country] doing similar work and this has been very beneficial.”*
- ♦ *“The staff person we worked with when we first began receiving assistance from RBF was very helpful in introducing us to a network of other people with similar interests and setting our activities in a regional context. He was also very good for bouncing ideas for future directions/activities. We have been completely satisfied with and thankful for the foundation's contribution to our organization.”*
- ♦ *“It would be nice to have more regular dialogue and conversations with RBF staff and other grantees working on similar or related topics – facilitated by the foundation.”*

Who Provided Non-Monetary Assistance

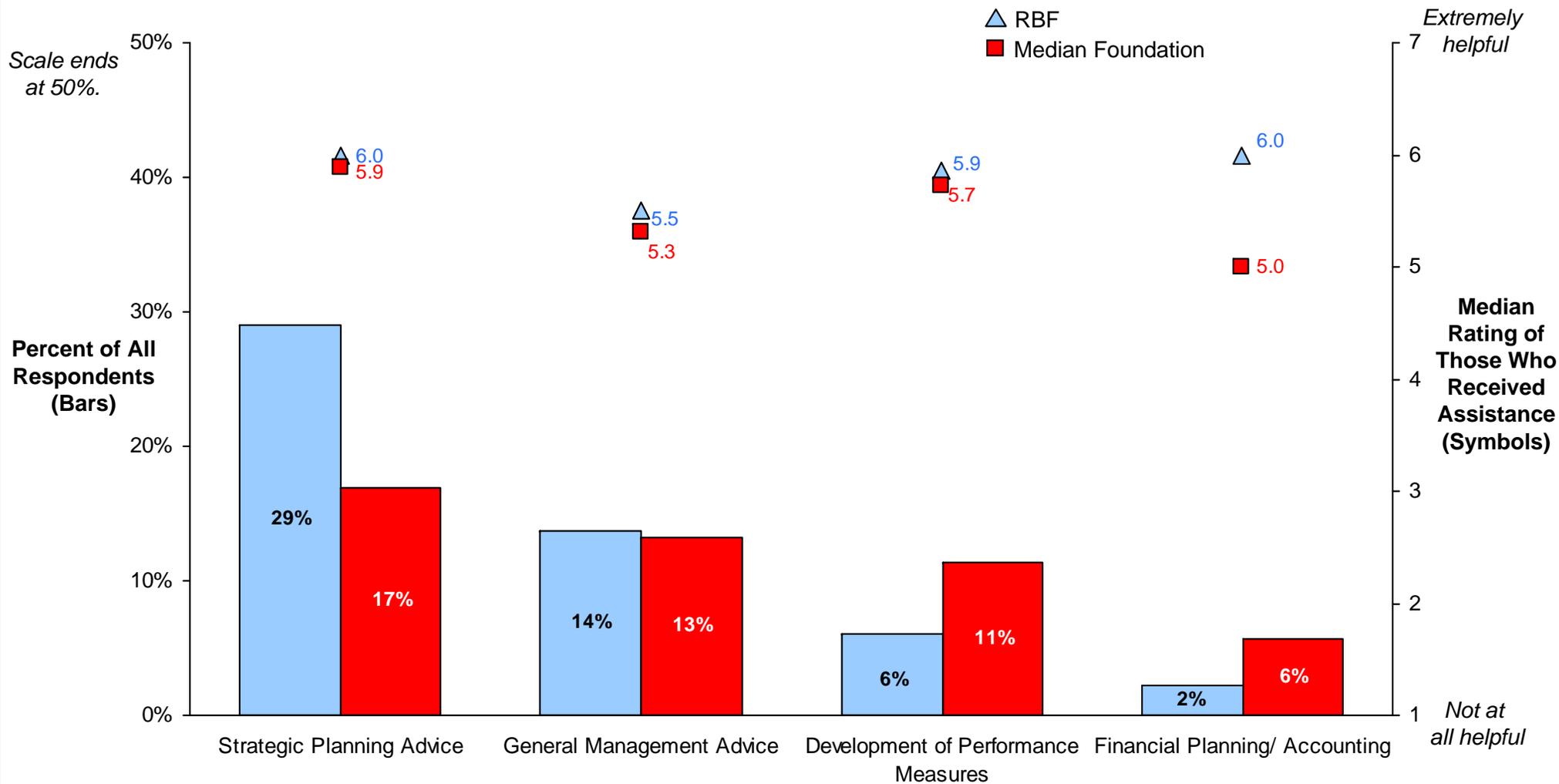
Compared to grantees of other foundations, RBF grantees report a similar mix of provision of non-monetary assistance by foundation staff and third parties.



Management Assistance Activities & Helpfulness

A larger proportion of RBF grantees report receiving strategic planning advice than grantees of other foundations. This assistance is rated at the median in its helpfulness. RBF provides other types of management assistance as frequently or less frequently than the median foundation.

Frequency and Helpfulness of Management Assistance Activities

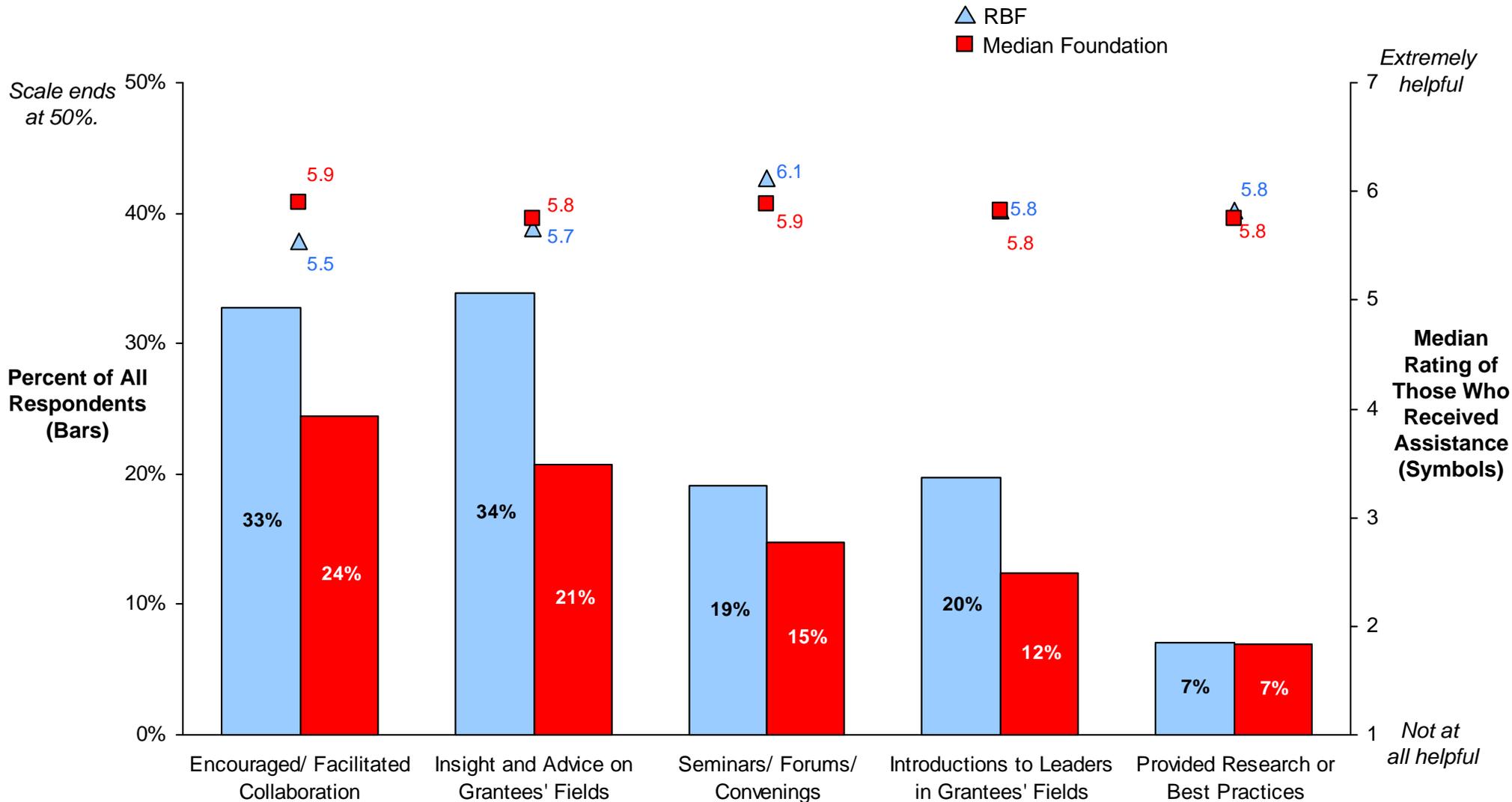


Note: Percent of grantees receiving non-monetary assistance is an overall percentage including those who answered that they did not receive assistance from the Foundation. Survey responses shown in this chart include data from 59 foundations.

Field-Related Assistance Activities & Helpfulness

A much larger proportion of RBF grantees receive field-related assistance compared to grantees of the median foundation. Ratings of the helpfulness of this assistance vary.

Frequency and Helpfulness of Field-Related Assistance Activities

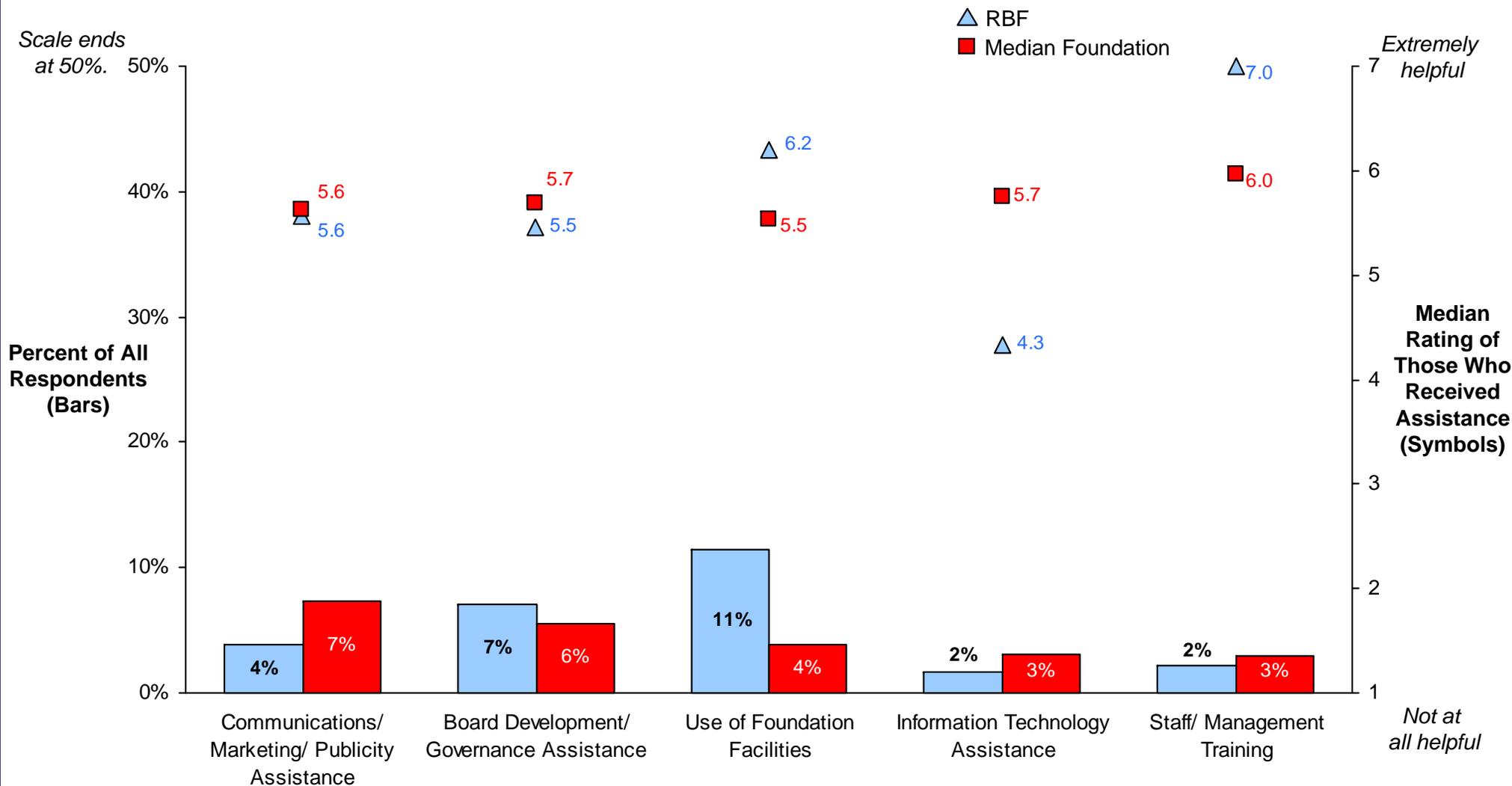


Note: Percent of grantees receiving non-monetary assistance is an overall percentage including those who answered that they did not receive assistance from the Foundation. Survey responses shown in this chart include data from 59 foundations.

Other Support Activities & Helpfulness

Like other foundations, RBF does not often provide other types of non-monetary assistance activities to its grantees.

Frequency and Helpfulness of Other Support Assistance Activities



Note: Percent of grantees receiving non-monetary assistance is an overall percentage including those who answered that they did not receive assistance from the Foundation. Survey responses shown in this chart include data from 59 foundations.

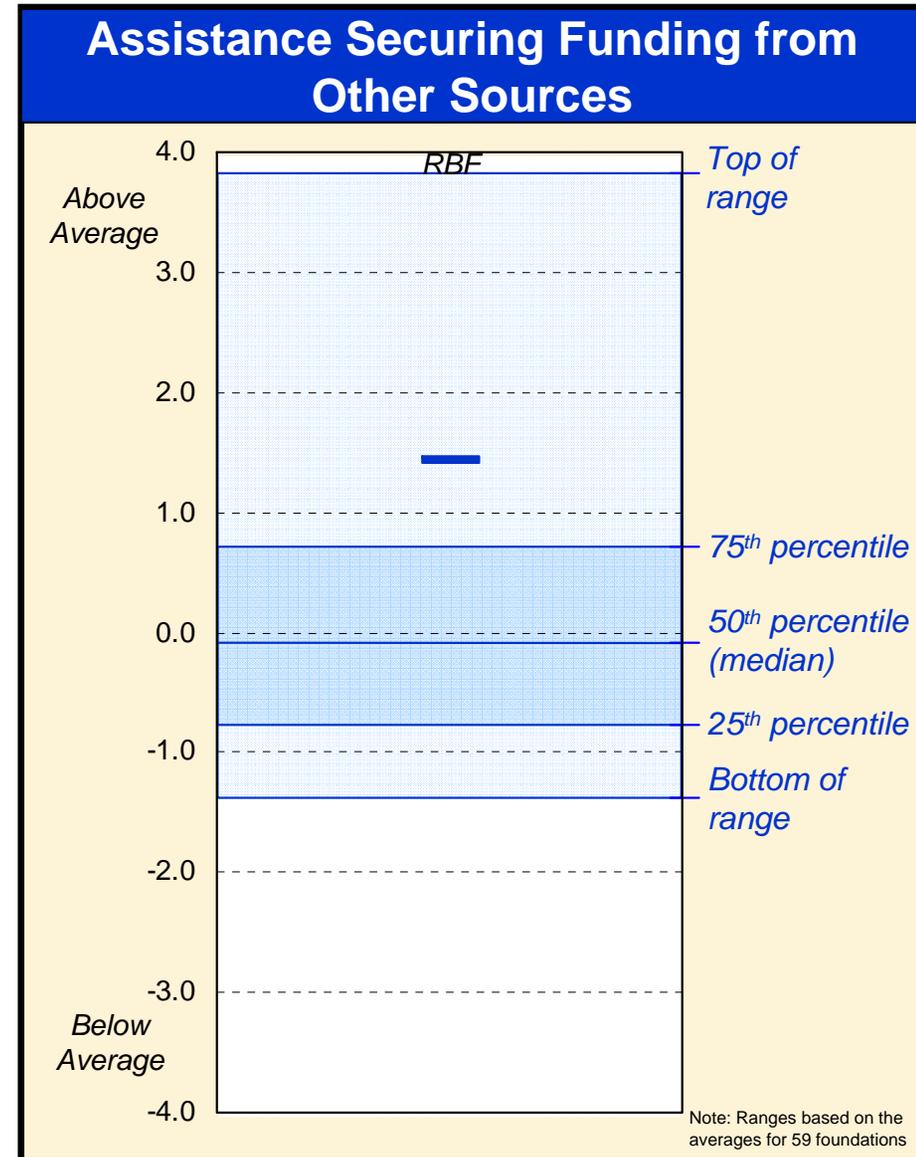
Assistance Securing Funding from Other Sources

This summary highlights grantees' perceptions of a foundation's help in grantees' efforts to secure additional funding from other sources.

- ♦ *RBF is far above the median on this measure.*

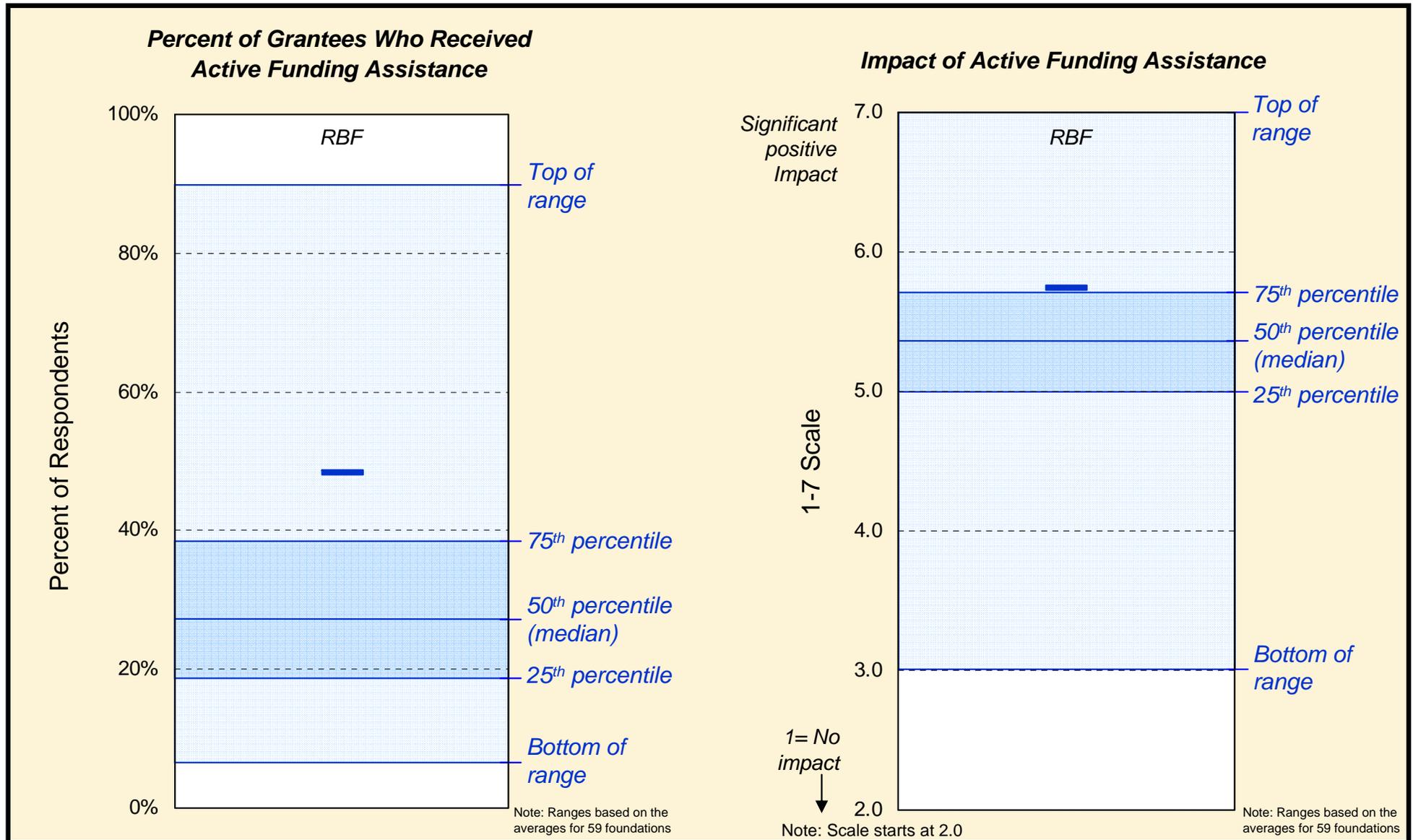
This composite measure includes:

- *Frequency of active foundation assistance in obtaining additional funding from other sources*
- *The impact of those efforts*



Active Help in Securing Funding from Other Sources

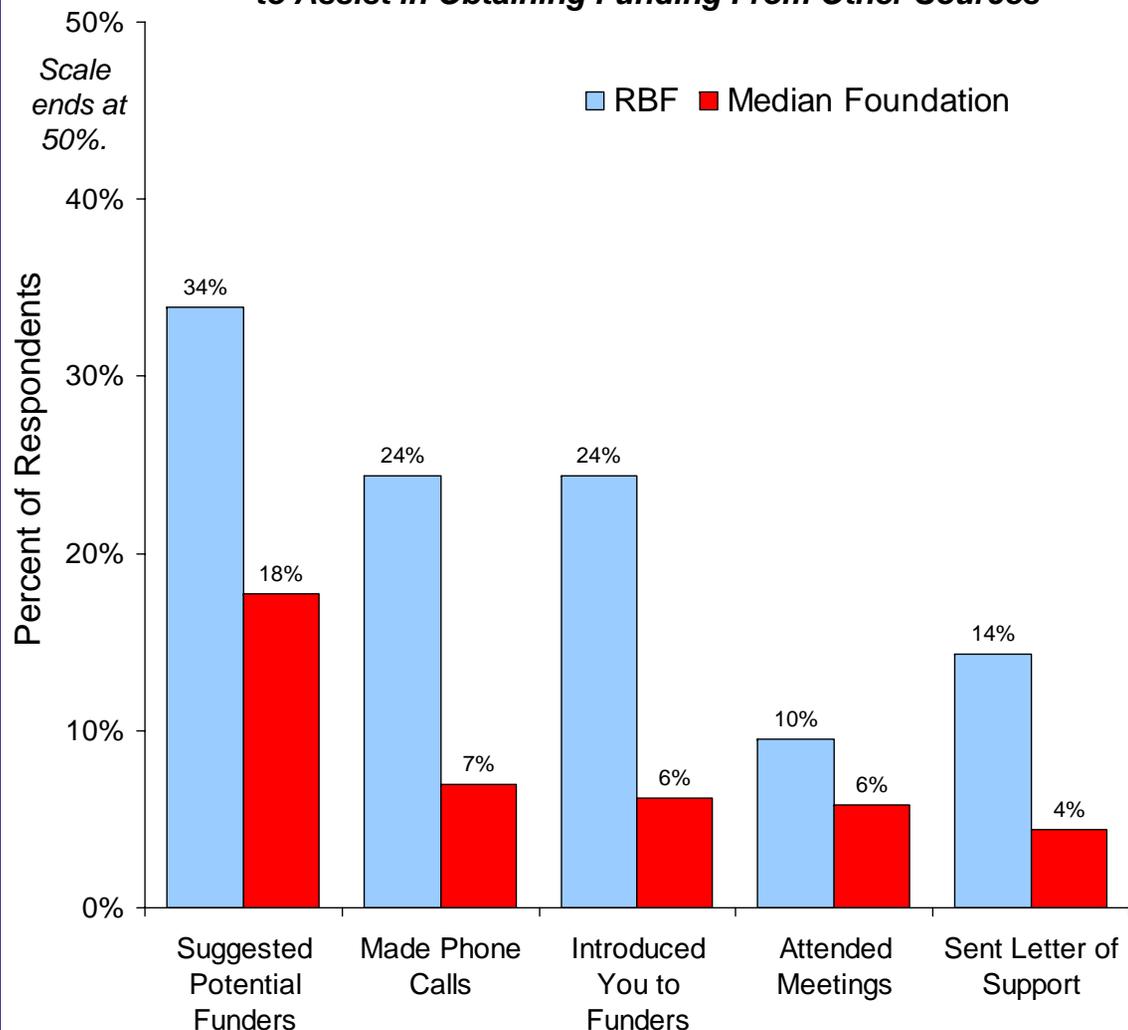
A much higher proportion of RBF grantees report receiving active assistance in their efforts to secure funding from other sources than at the median foundation. The impact of this assistance is rated above the median.



Active Help in Securing Funding from Other Sources

RBF grantees report that the Fund is much more active in offering assistance securing funding from other sources than the median foundation.

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

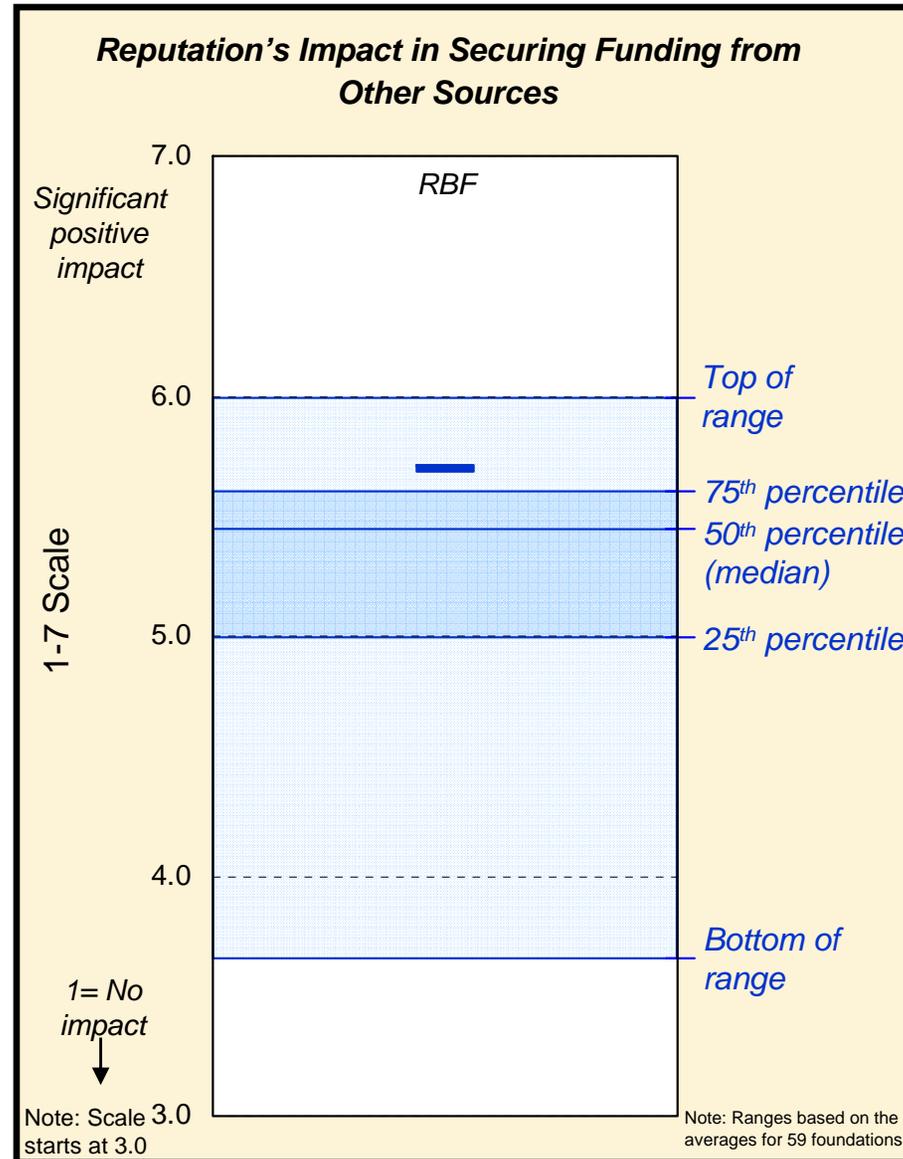


Grantee Comments on Foundation Assistance Securing Funding from Other Sources

- ♦ *“They understand our goals and support those goals enthusiastically. Not only gave us a major grant but hosted a... luncheon to introduce us to other funding sources. And they speak to everyone on our behalf in an articulate and enthusiastic manner.”*
- ♦ *“The involvement of the program officers in funding circles... is immensely helpful. They are very well informed.”*
- ♦ *“The foundation staff kindly sent a letter of recommendation to another foundation... As a result, that foundation increased its trust of our organization.”*
- ♦ *“The grant received was not only significant in its amount, but also communicated invaluable confidence in the organization and its leadership during a very challenging time. This foundation is recognized for its due diligence in making grants; its grant made a positive impression on other foundation officers considering proposals and led to other significant grants.”*

Impact of Reputation in Securing Funding from Other Sources

RBF grantees rate the impact of the Fund's reputation in securing funding from others sources as above the median.



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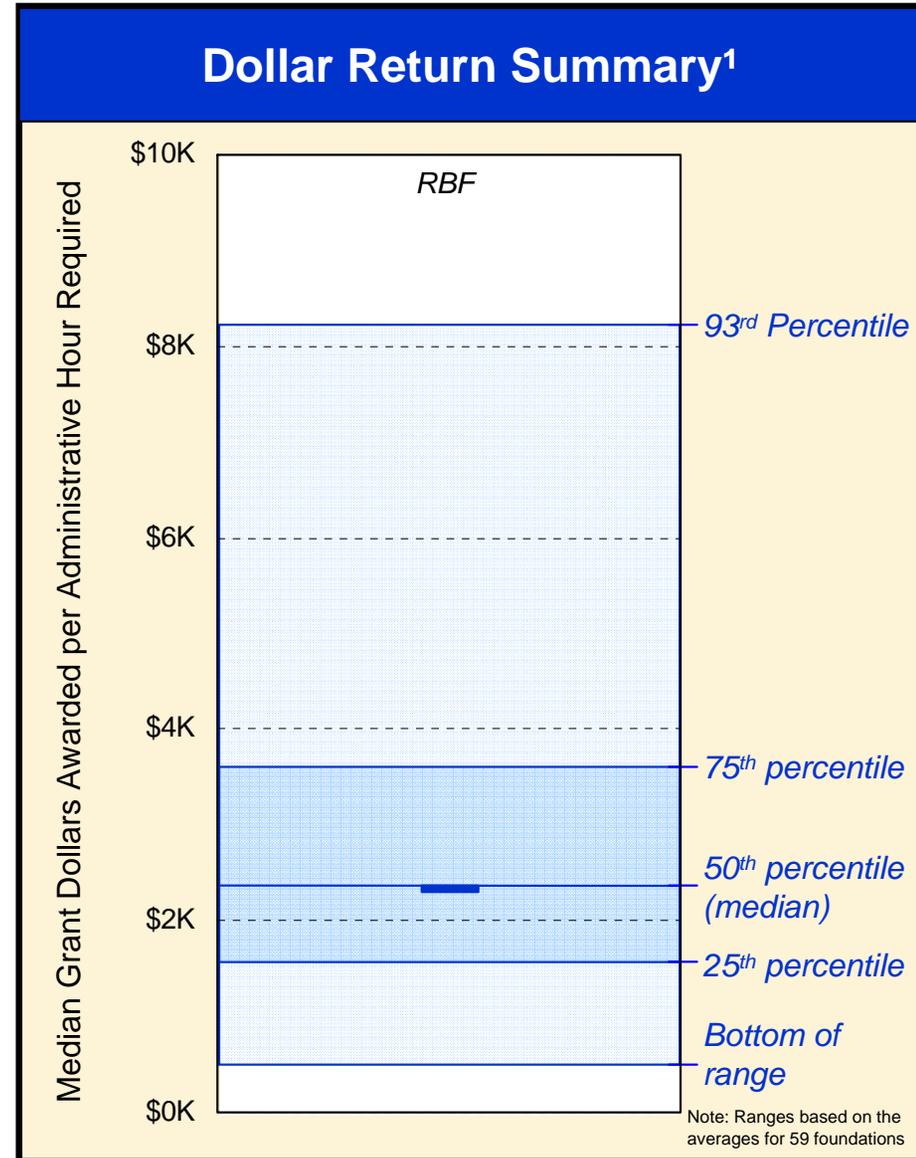
Dollar Return on Grantee Administrative Hours

The Dollar Return Summary describes grant dollars awarded to grantees in comparison to administrative requirements on grantee.

- ♦ *RBF awards a typical dollar amount per administrative hour required of grantees.*

This composite measure includes:

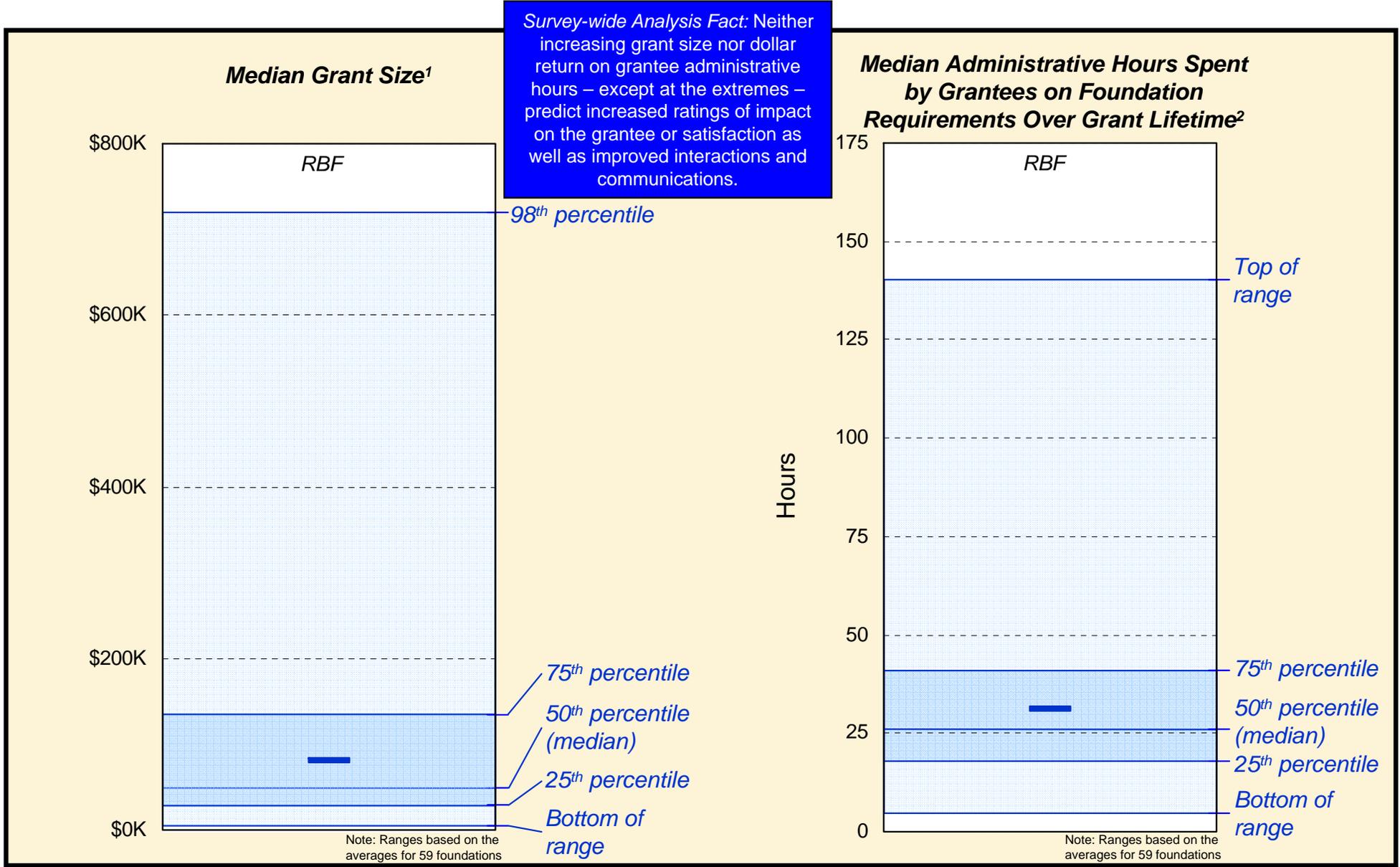
- *The total grant dollars awarded*
- *The total time necessary to fulfill the administrative requirements over the lifetime of the grant.*



1: Chart range excludes four foundation medians of greater than \$10K.

Grant Size and Administrative Time Required

RBF makes larger grants than the median foundation. The Fund's grants require more administrative time than the typical grant awarded by other foundations.

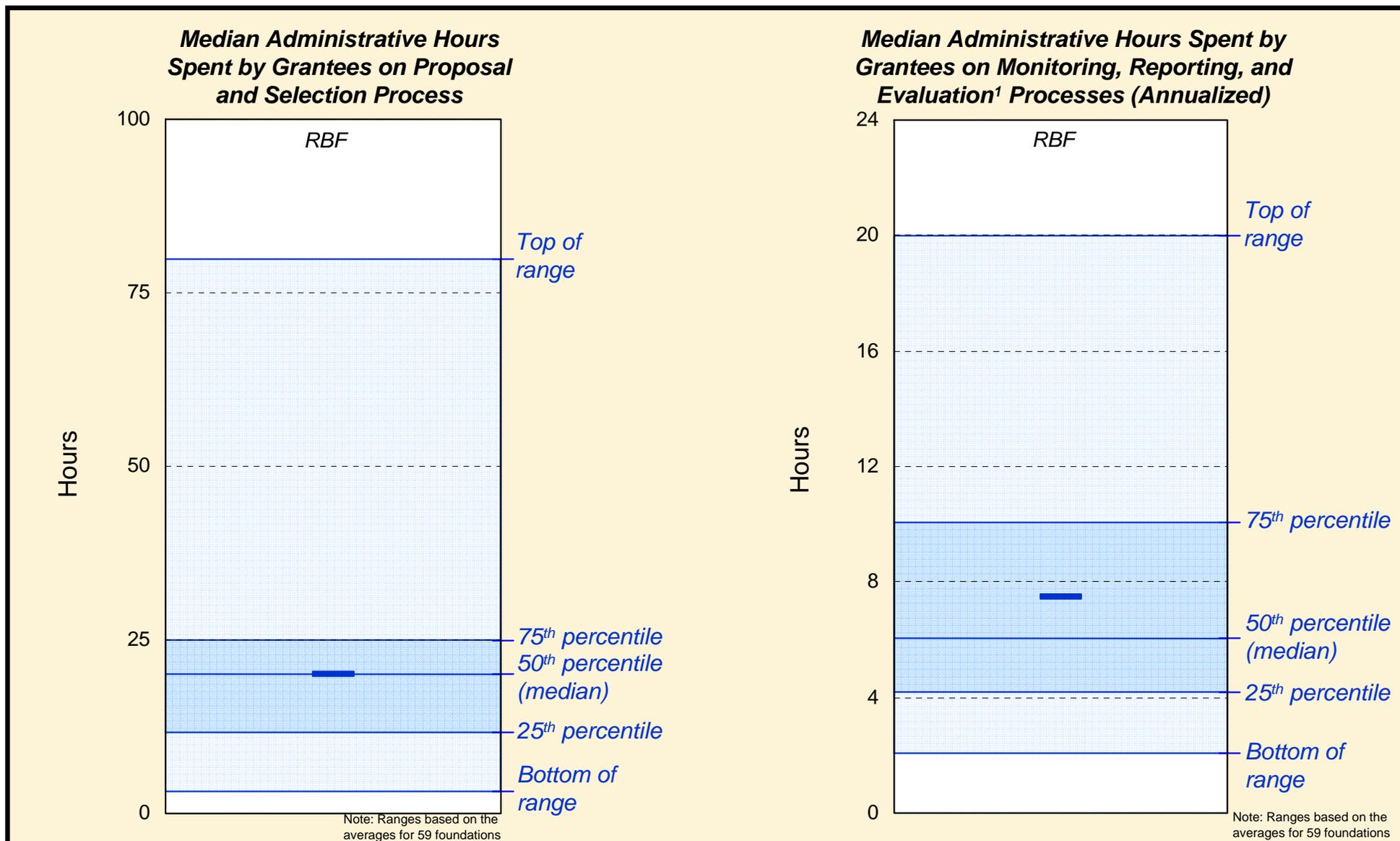


1: Chart range excludes one foundation median of \$1.6MM.

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.

Administrative Time

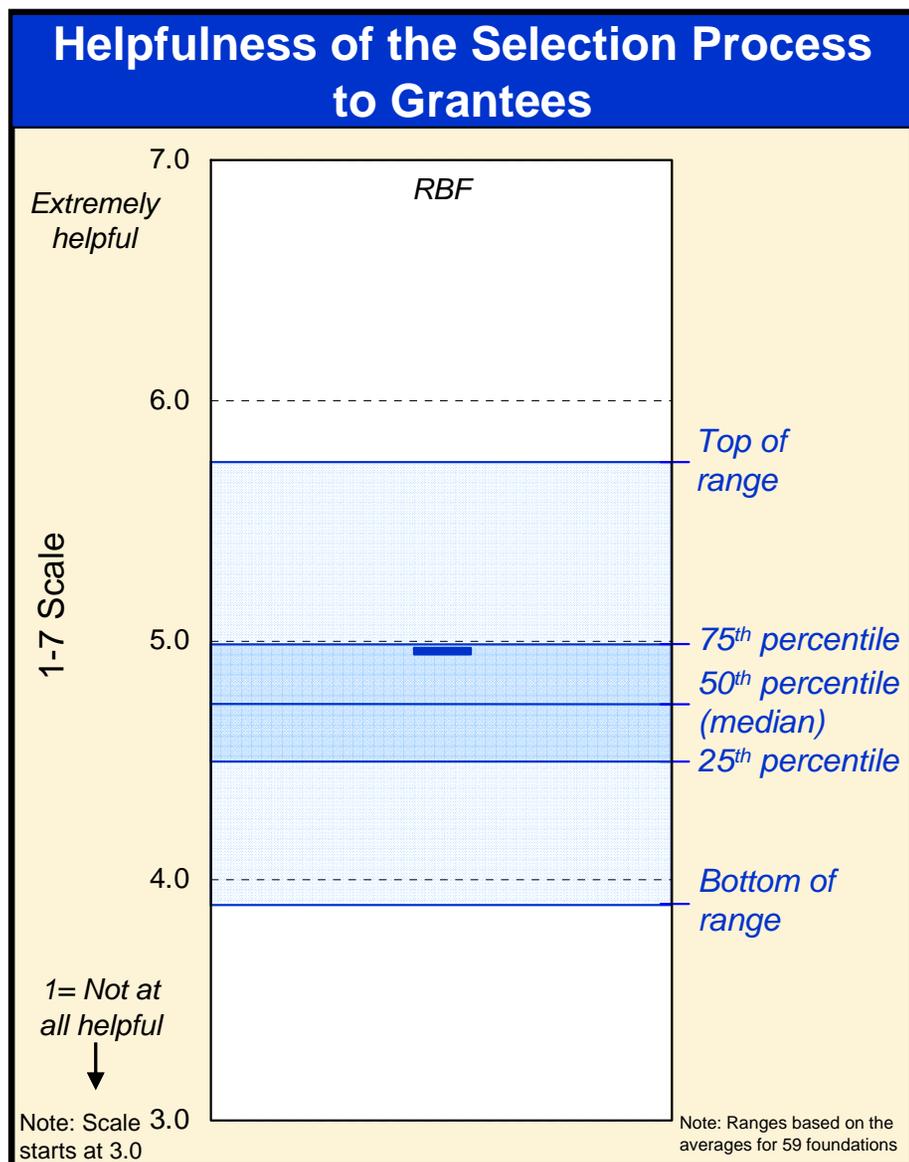
The application process requires a typical amount of time of RBF grantees relative to what is required of grantees of most other foundations. Annual foundation-related monitoring, reporting and evaluation of the grant are more time-intensive.



1: "Evaluation" is defined as any activity considered by grantees to be part of an evaluation, and may not correspond to foundation definition.

Helpfulness of Selection Process

Participating in the selection process at RBF is seen as being as more helpful to the grantee than the selection process at the median foundation.



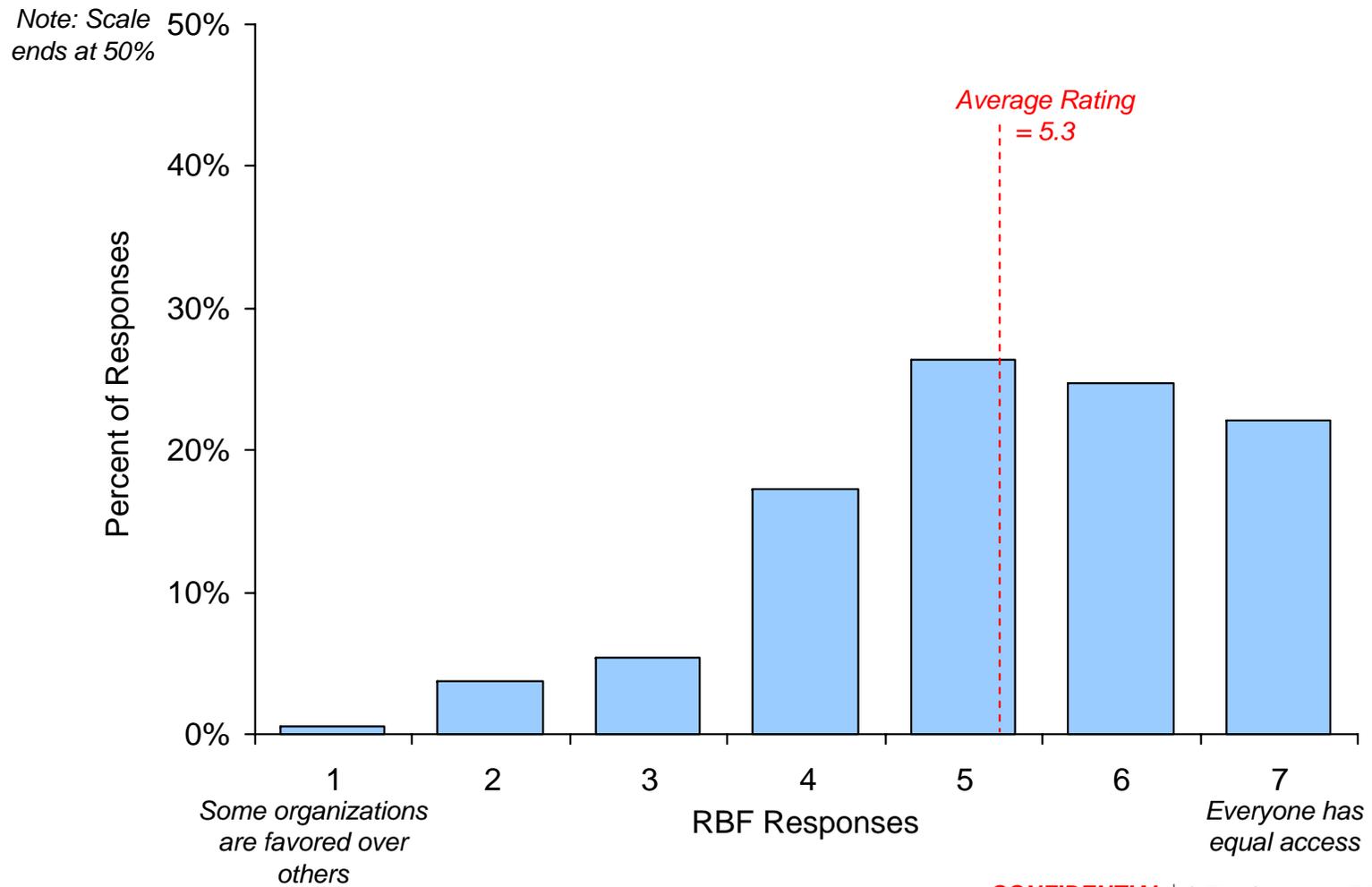
Grantee Comments on the Selection Process

- ♦ *“Very straightforward. We were given a clear assessment of our chances and the timing for the grant that succeeded as well as a realistic assessment of other proposed activities that would not succeed.”*
- ♦ *“The foundation is enormously sensitive as to how to match the mission of a non-profit to its own grant making priorities.”*
- ♦ *“I found the program officer truly enthusiastic about the work we do, very interested. And I appreciate the clear process”*
- ♦ *“The foundation's publications clearly outline its mission and objectives. Our program officer was integrally involved in all stages of our application. This developed understanding of our mission, accomplishments, and future goals proved invaluable to us and have greatly influenced successful implementations.”*
- ♦ *“Communication with foundation staff is weak. The program officer appears to be too busy to get to know grantees beyond reading written proposals and reports. Grant time tables – when to submit and what to prioritize in the proposal in a given year are unclear because the program officer has not gotten to know the group. The program officer's feedback when given is helpful but abrupt and sometimes particularly harsh with little explanation of the critique. This has been difficult to manage because without better understanding the critique it is difficult to improve the written product or speak more to the program officer's concern in a proposal or report.”*

Accessibility of the Foundation to Applicants

Grantees were asked how accessible RBF is to applicants and potential applicants. Grantee responses skewed toward the high end of the scale, where “everyone has equal access.” *Ratings of accessibility are significantly correlated with ratings on two other questions: clarity of communications and responsiveness of foundation staff.*

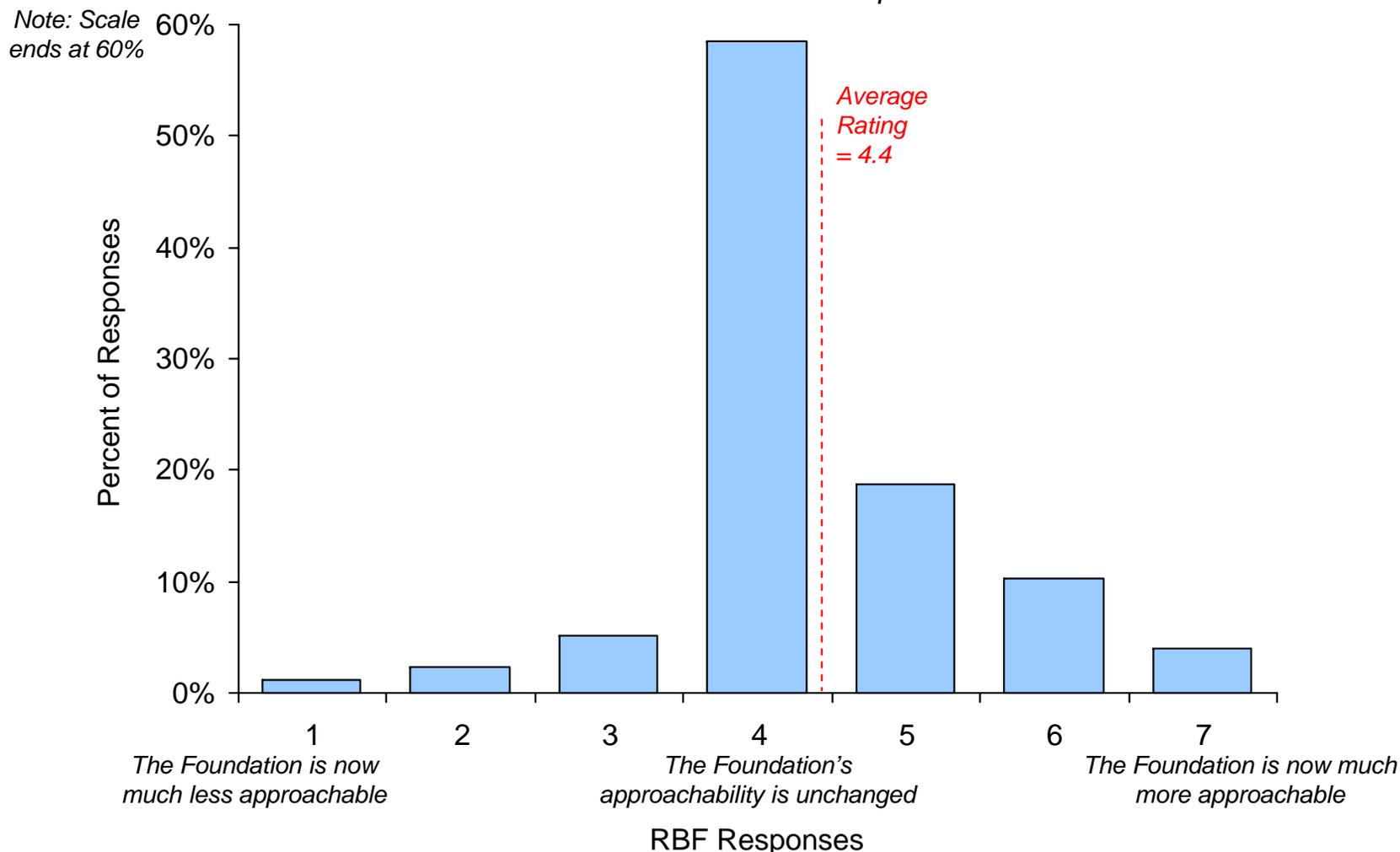
Accessibility of the Foundation to Applicants and Potential Applicants
 Custom Question: No Comparative Data



Approachability of the Foundation

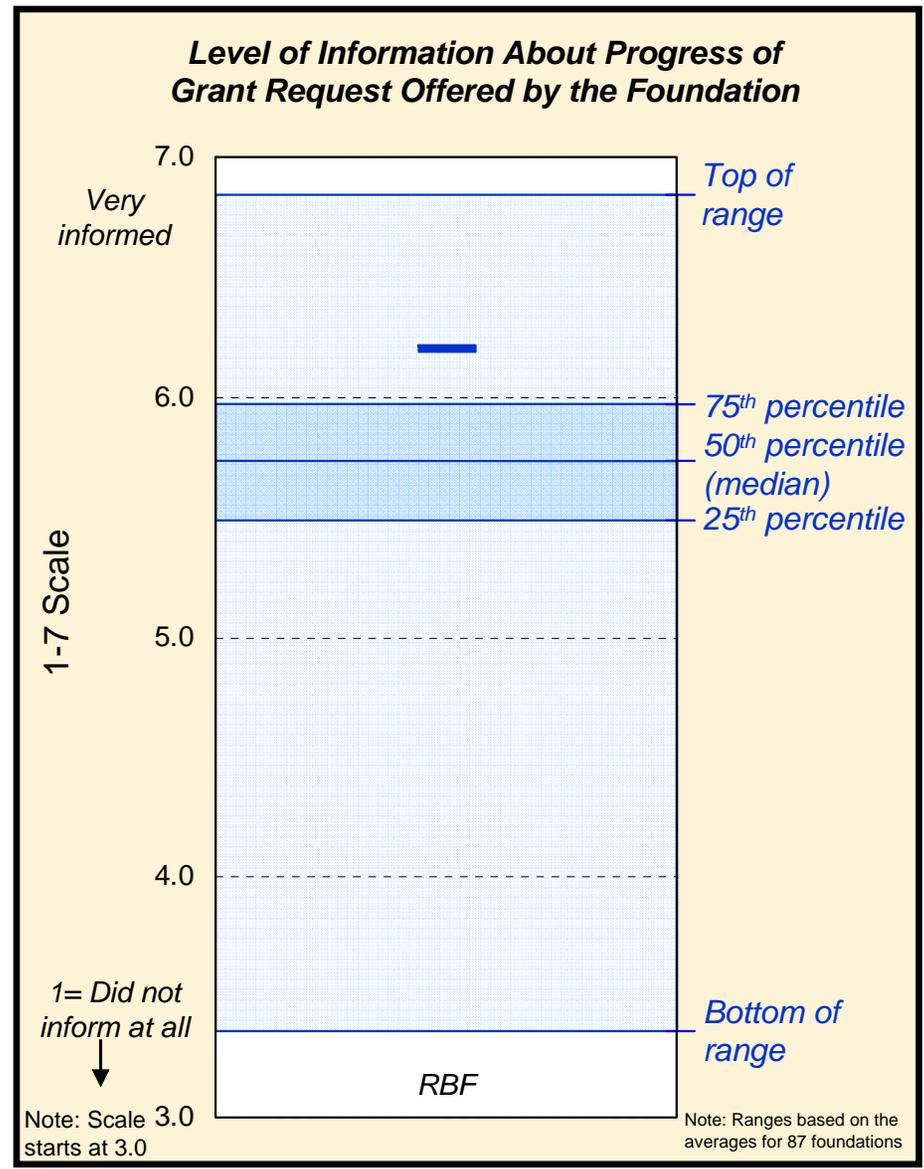
Grantees were asked how the approachability of RBF has changed – if at all – over the last “two to three years.” 59 percent of grantees answered that the foundation’s approachability is unchanged, 33 percent of grantees answered that the foundation is more approachable (rating the change a 5, 6, or 7), and 9 percent of grantees answered that the foundation is less approachable (rating the change a 1, 2, or 3).

Change in the Foundation’s Approachability
 Custom Question: No Comparative Data



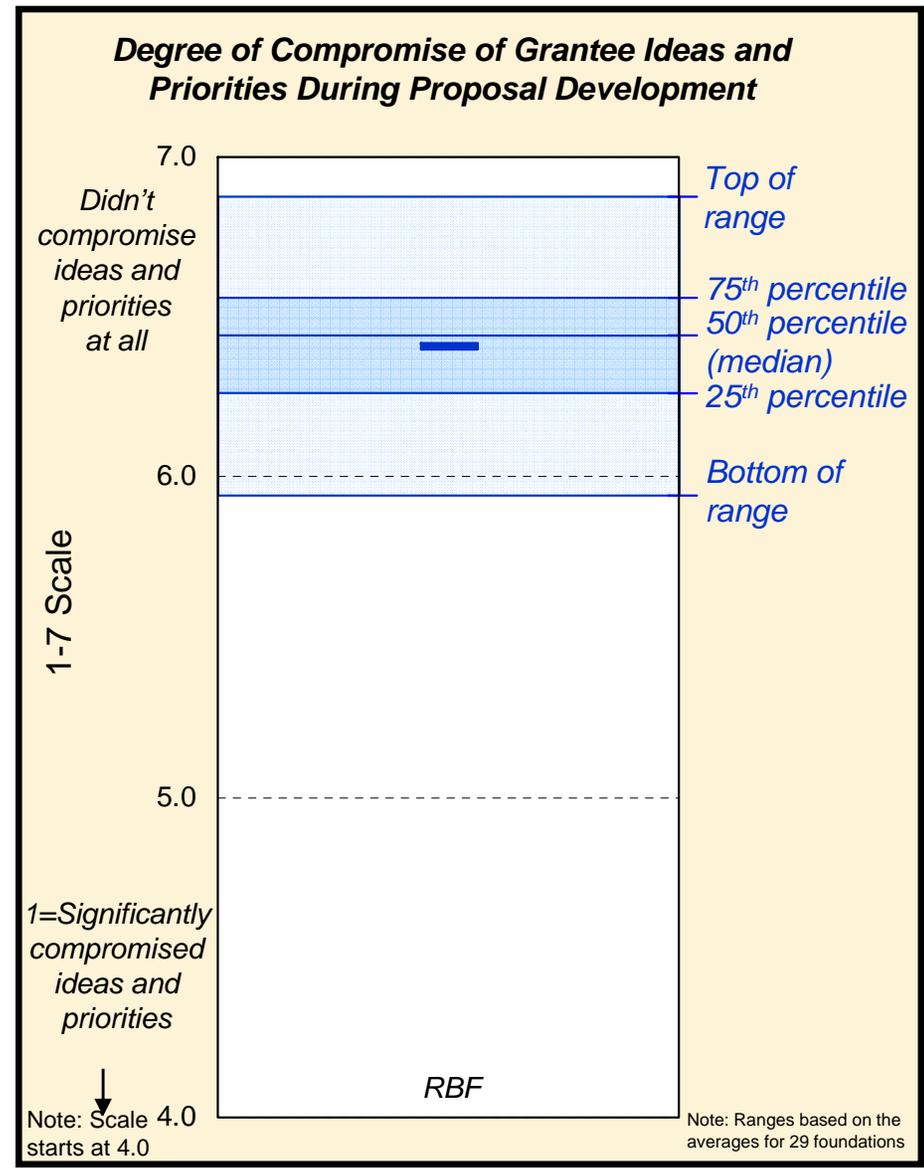
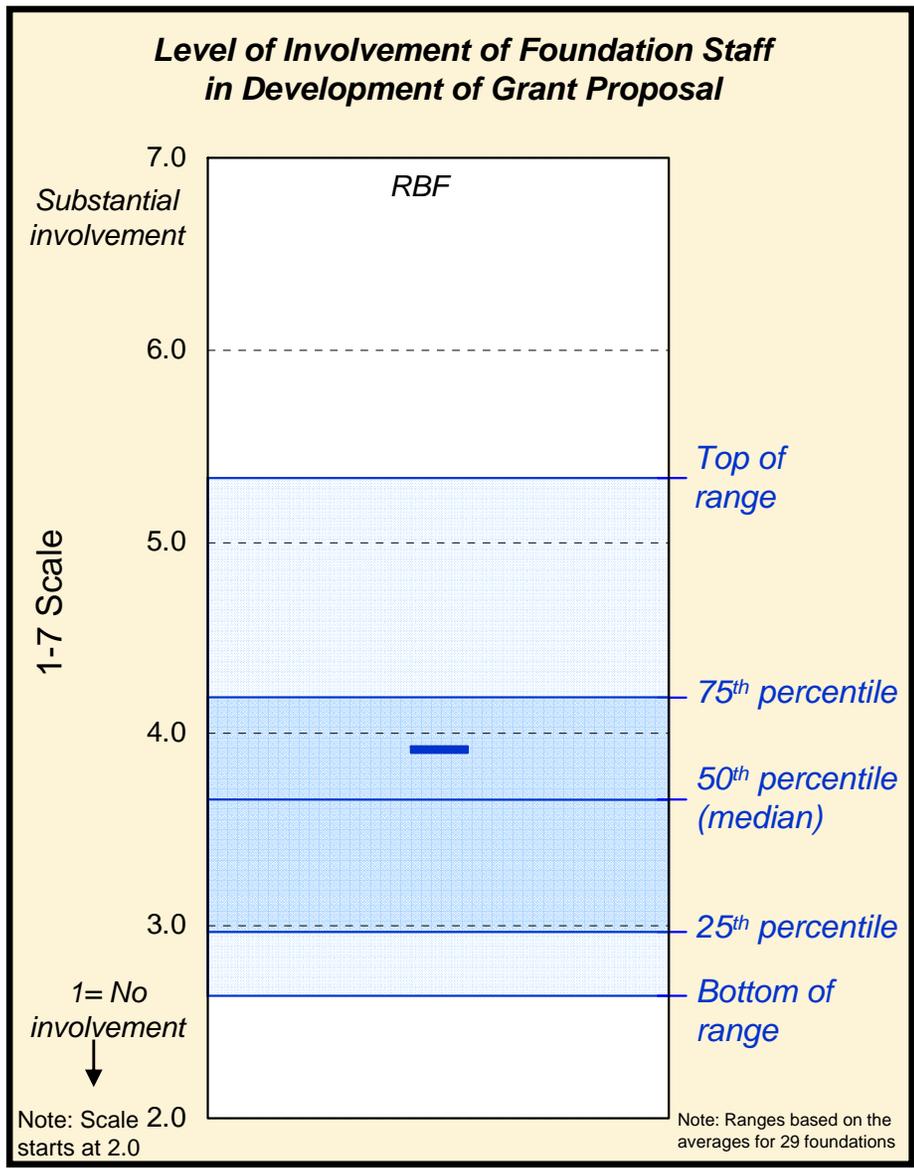
Communication During Selection Process

RBF keeps its grantees more well-informed during the selection process than most other foundations.



Impact of Foundation on Proposal Development

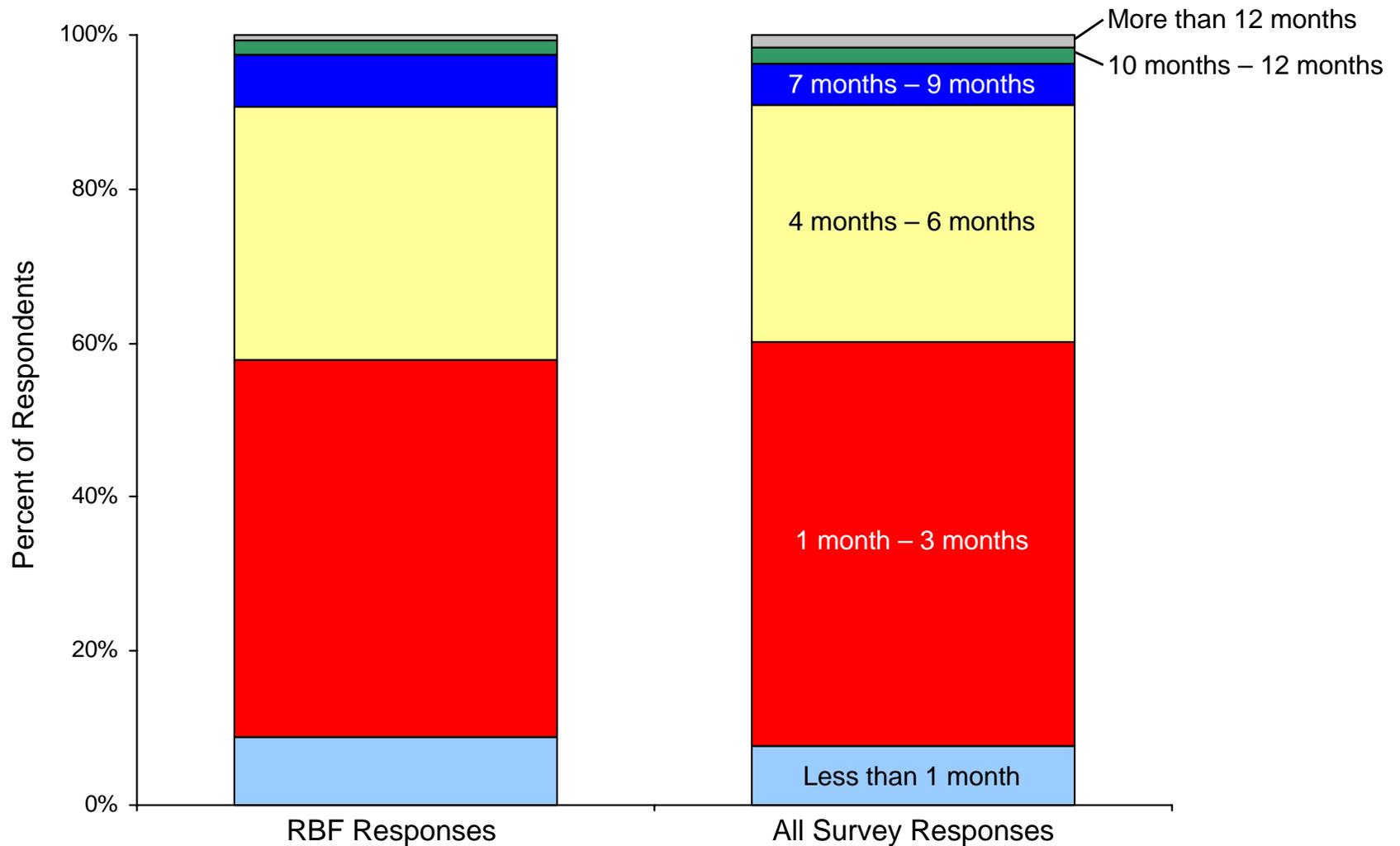
Grantees rate the level of involvement of Fund staff in proposal development above the median. RBF grantees rate the level of compromise of their ideas and priorities during the proposal development process at the median.



Time Between Submission and Clear Commitment

91 percent of RBF grantees reported that the elapsed time from proposal submission to a clear commitment of funding was six months or less, a similar timeframe as the median foundation.

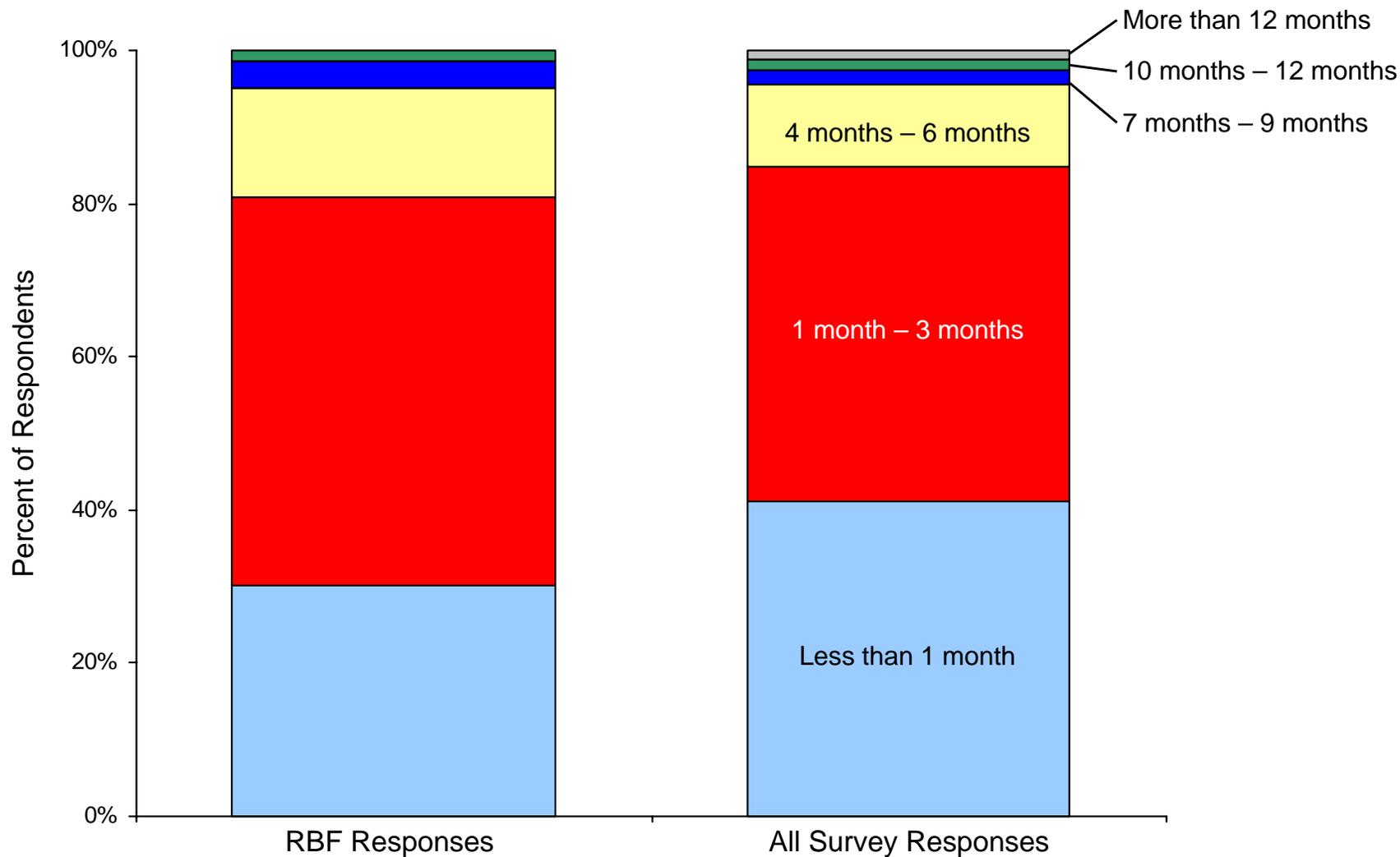
Time Elapsed Between Proposal Submission and Clear Commitment



Time Between Clear Commitment and Receipt of Funds

95 percent of RBF grantees reported that the elapsed time from a clear commitment of funding to receipt of those funds was six months or less, a similar timeframe as the median foundation.

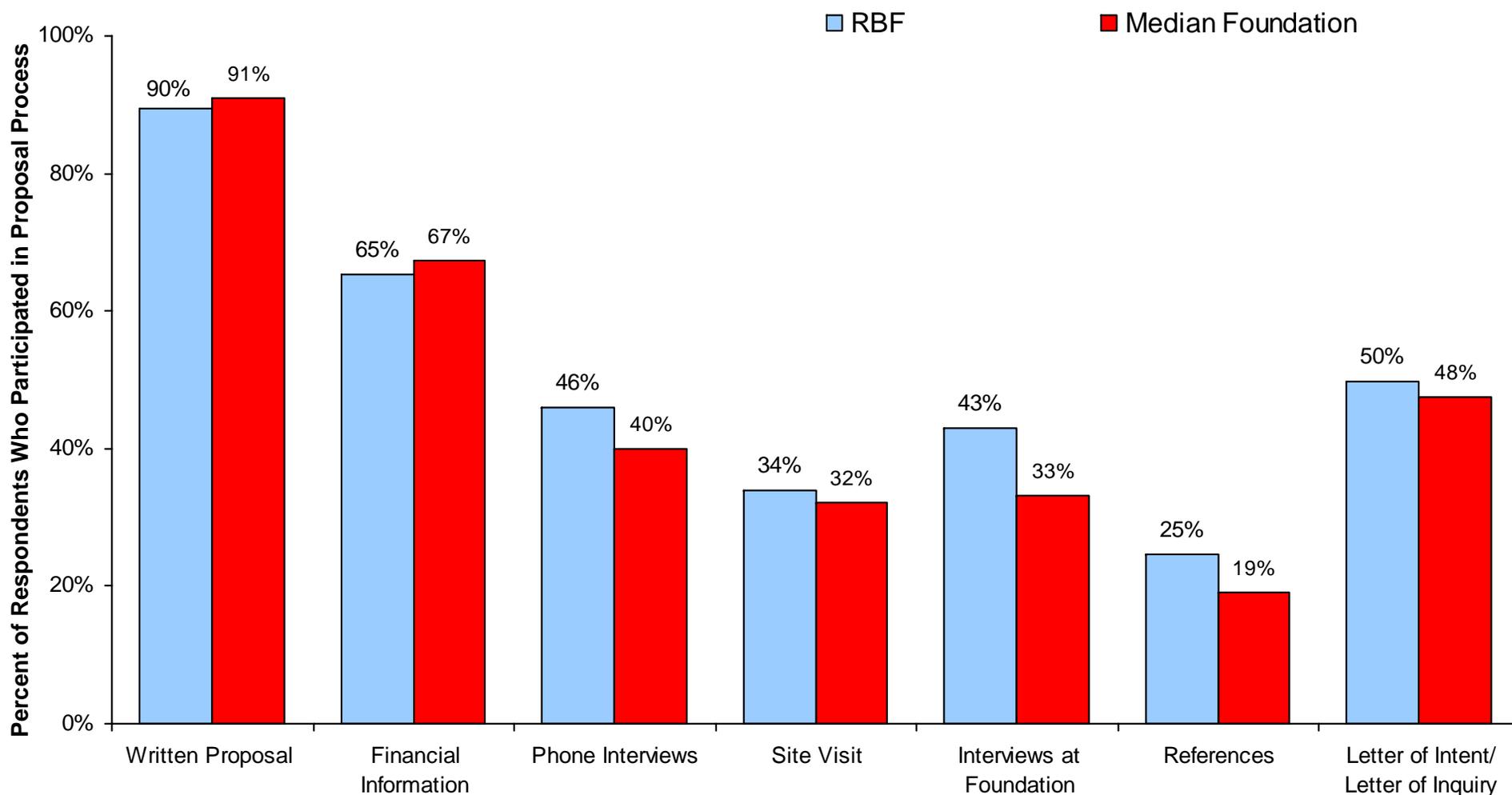
Time Elapsed Between Clear Commitment and Receipt of Funds



Data Requested During Selection Process

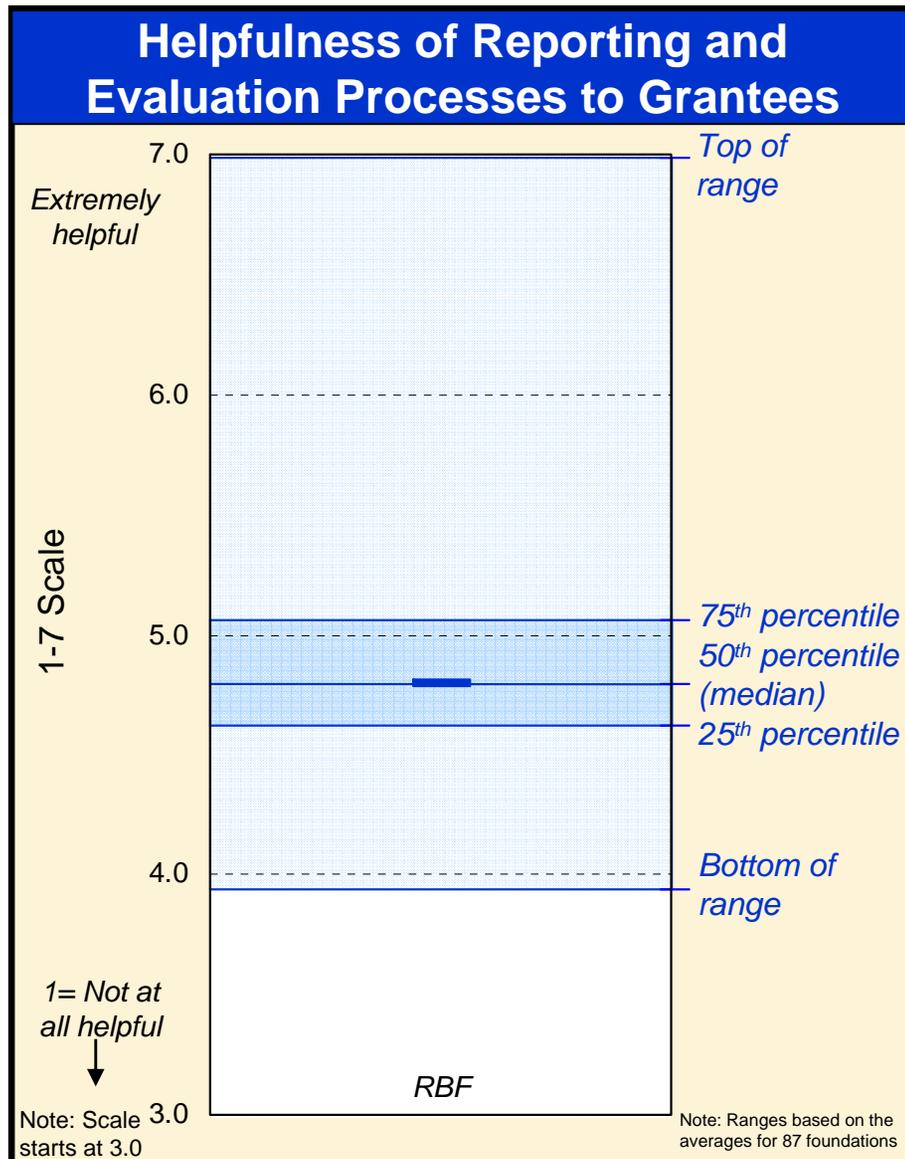
RBF requests a typical amount information from grantees during the selection process.

Data Requested by the Foundation During the Selection Process



Helpfulness of Reporting and Evaluation Processes

RBF's evaluation¹ process is seen to be about as helpful as the process at the median foundation.



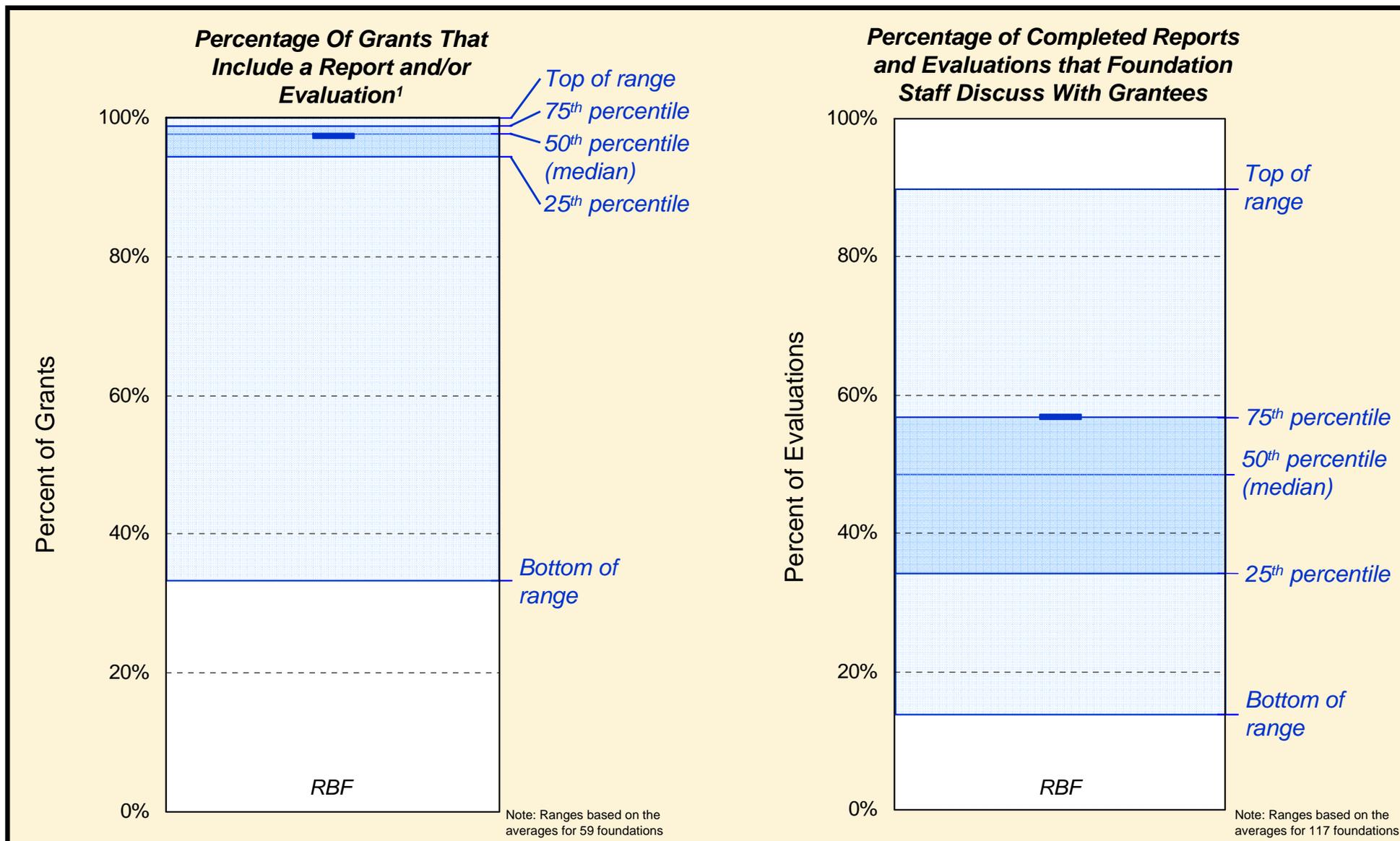
Grantee Comments on Reporting and Evaluation Processes

- ♦ *"I've always felt that the administrative support was excellent and that they went out of their way to help me when needed. I've also appreciated the feedback from the progress reports."*
- ♦ *"We would like to see more interaction between RBF and their grantees. This past year they have apparently have been going through some financial restructuring, which has resulted in inconsistencies regarding payment and reporting schedules."*
- ♦ *"They are a pleasure to work with. We were grateful that we weren't burdened by unnecessary paperwork and reports!"*

1: "Evaluation" is defined as any activity considered by grantees to be part of an evaluation, and may not correspond to foundation definition.

Reporting and Evaluation Processes (1)

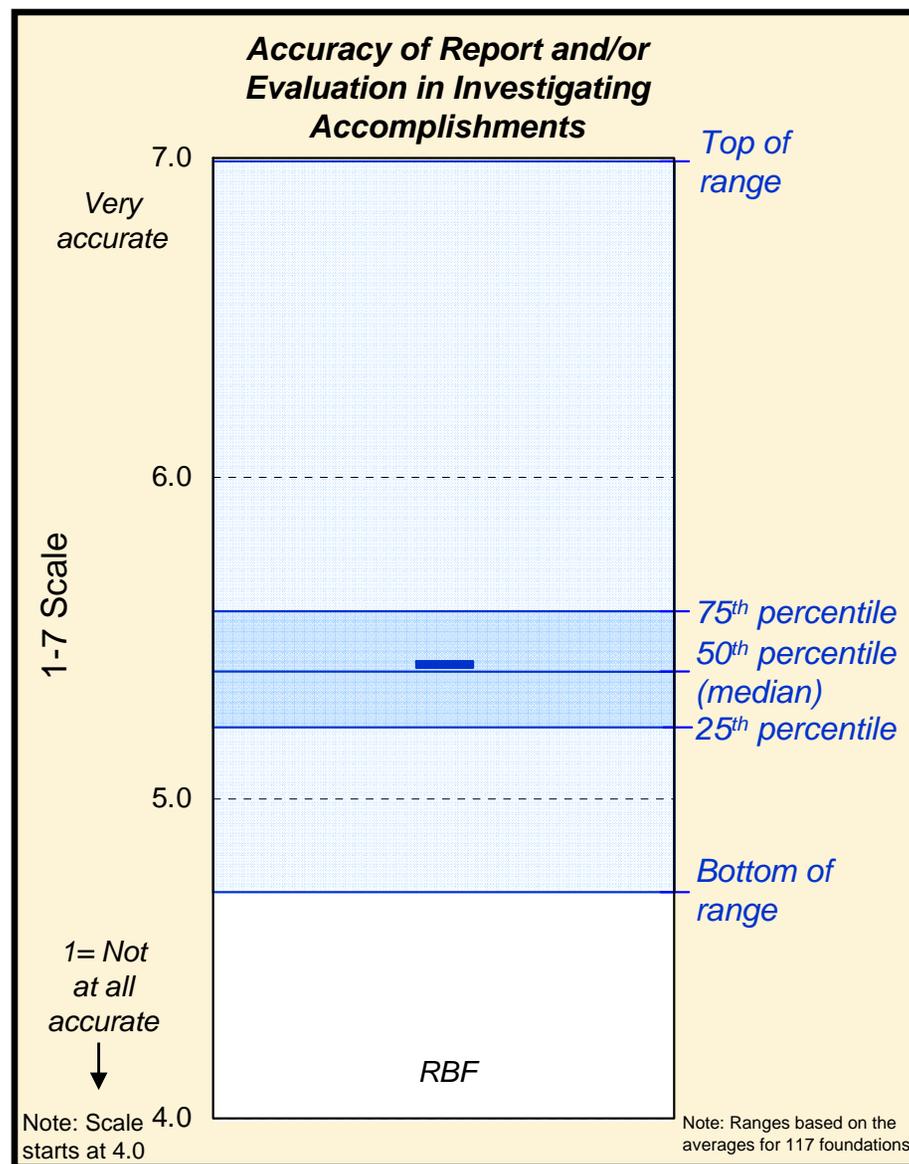
Ninety-seven percent of RBF grantees report that their grant includes a report/evaluation. About 57 percent report discussing completed reports/evaluations with Foundation staff, a proportion that is above the median.



1: "Evaluation" is defined as any activity considered by grantees to be part of an evaluation, and may not correspond to foundation definition.

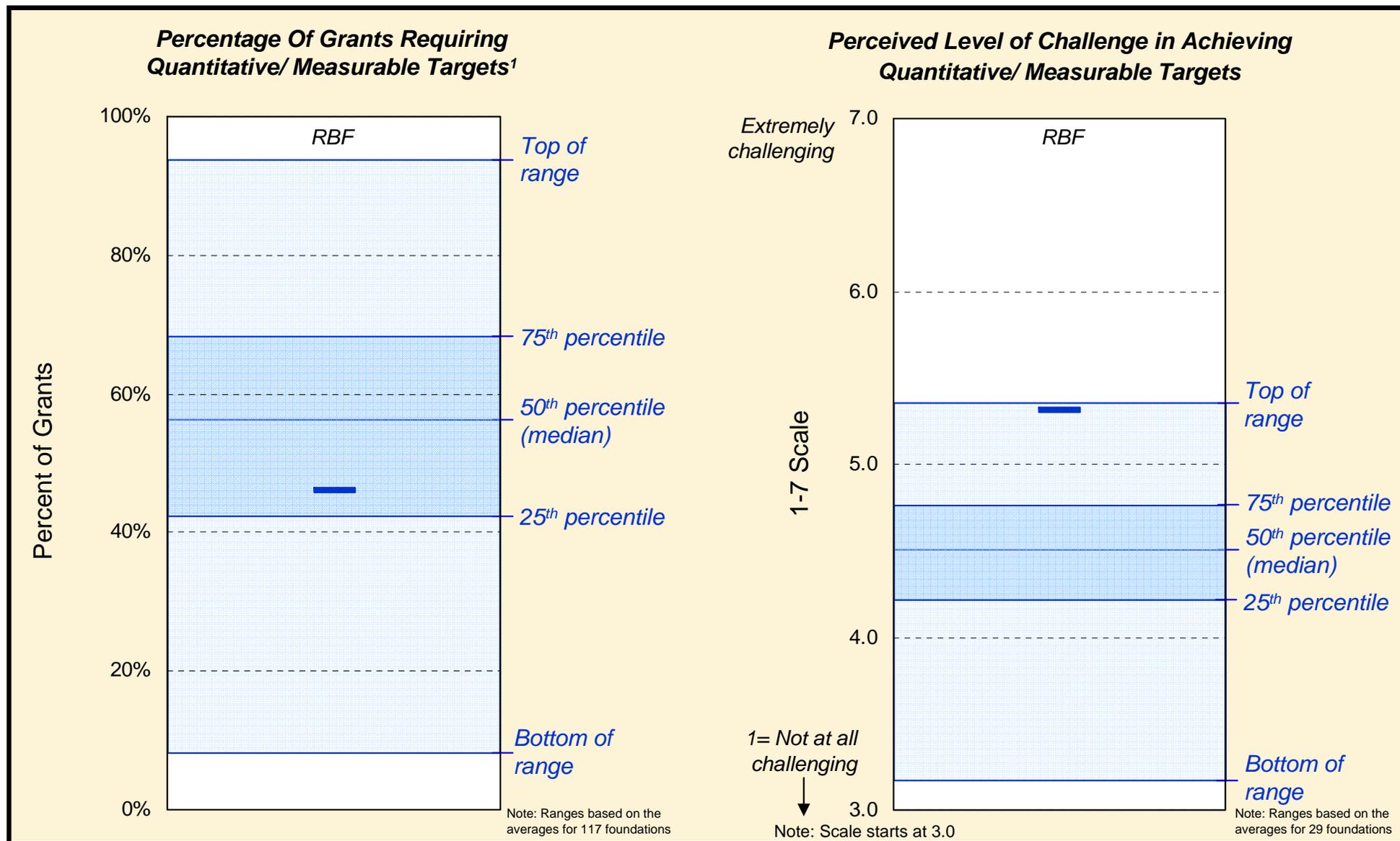
Reporting and Evaluation Processes (2)

RBF grantees rate the foundation's reporting and evaluation processes as similar in accuracy as processes of the median foundation.



Quantitative/Measurable Targets (1)

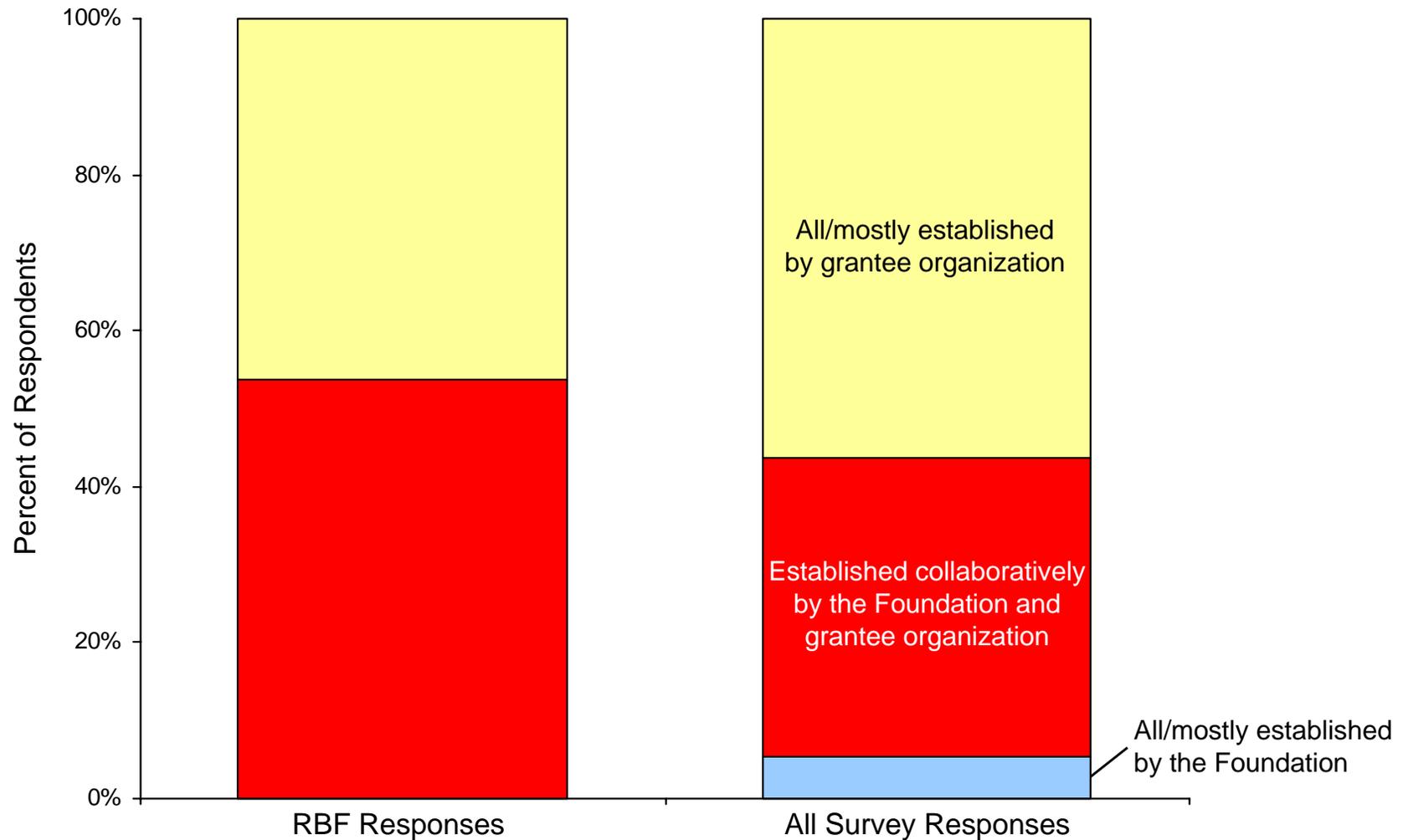
RBF requires grantees to report against quantitative targets for a lower proportion of grants than is typical. These targets are perceived as being much more challenging than is typical.



Quantitative/Measurable Targets (2)

RBF grantees report establishing targets in collaboration with the foundation or completely on their own.

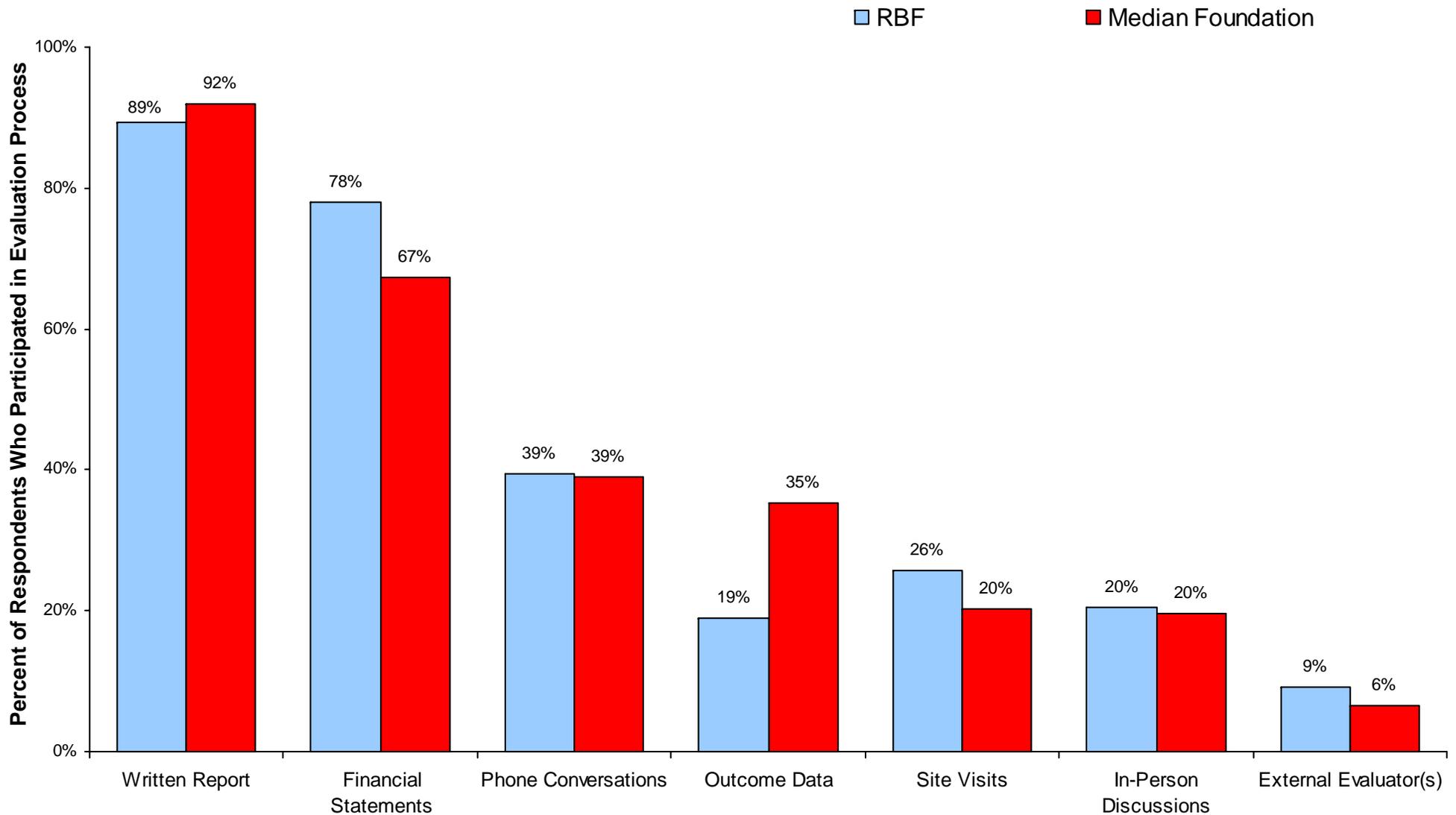
Who Established Quantitative/Measurable Targets



Data Requested During the Evaluation Process

RBF requires more financial statements and less outcome data of its grantees compared to the median foundation.

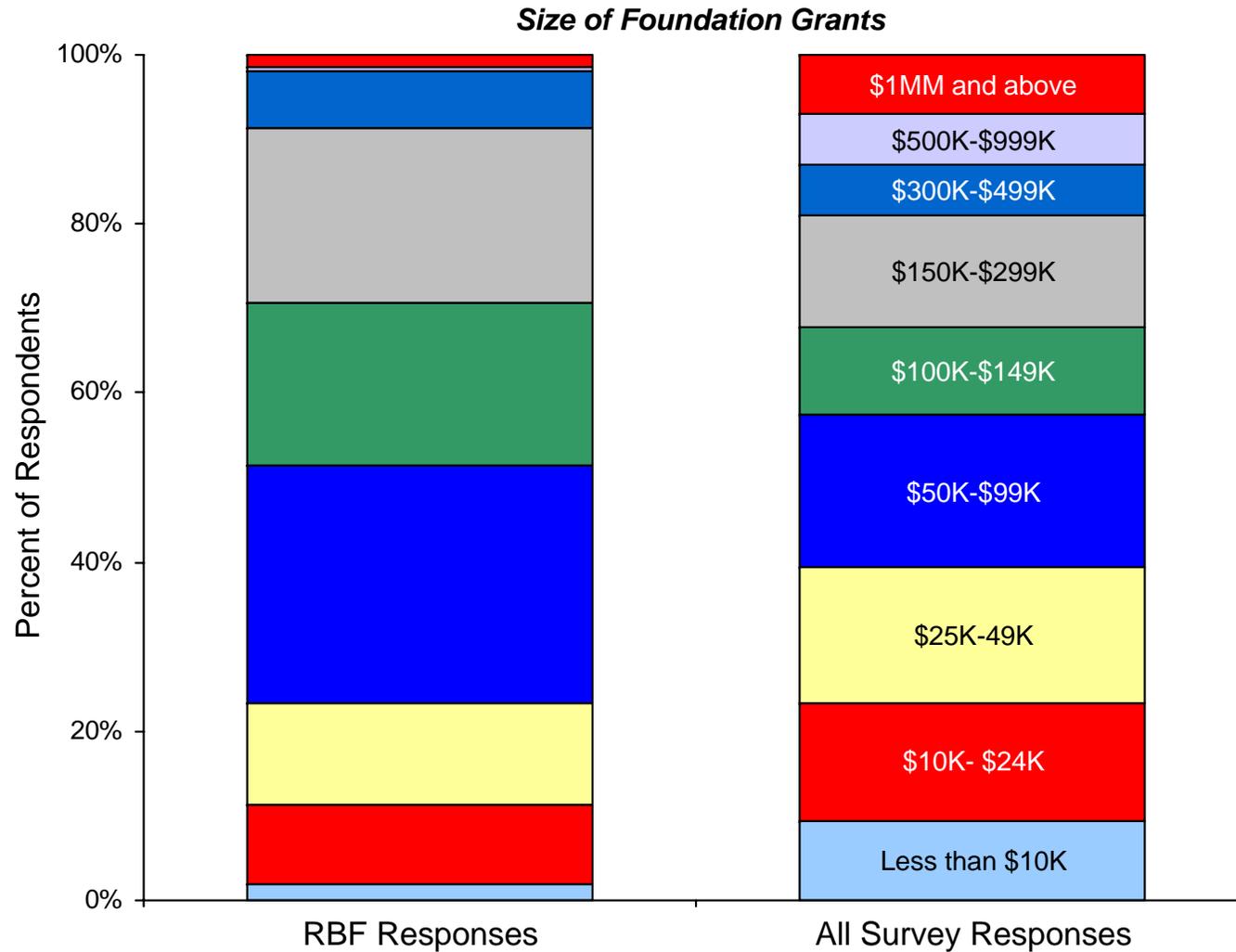
Data Requested by the Foundation During the Evaluation Process



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Size of Foundation Grants

RBF grants are larger at the median than other grants included in the survey sample.



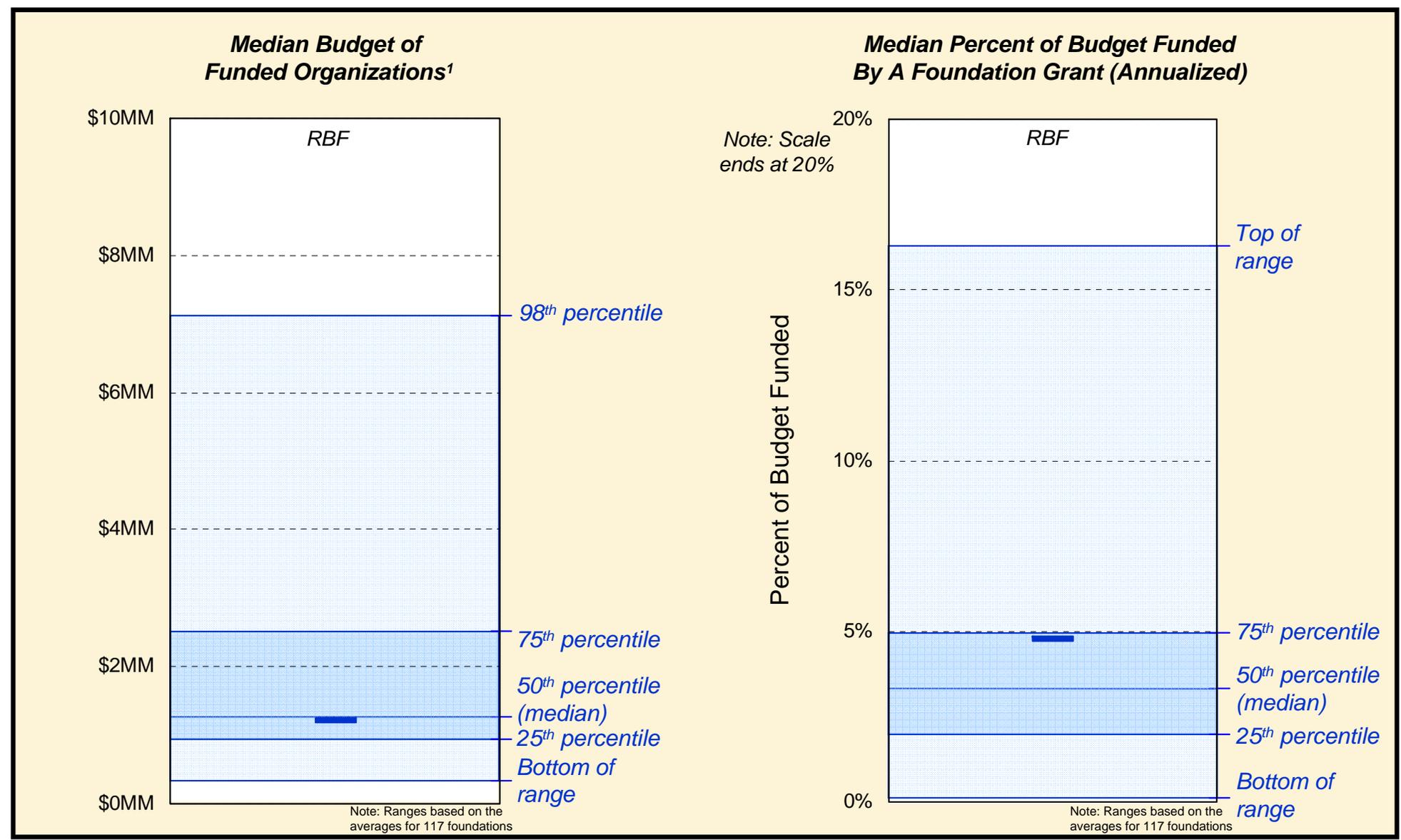
Population Average
Population Median

\$122K
\$80K

\$464K
\$60K

Size of Organizations Funded Relative to Grant

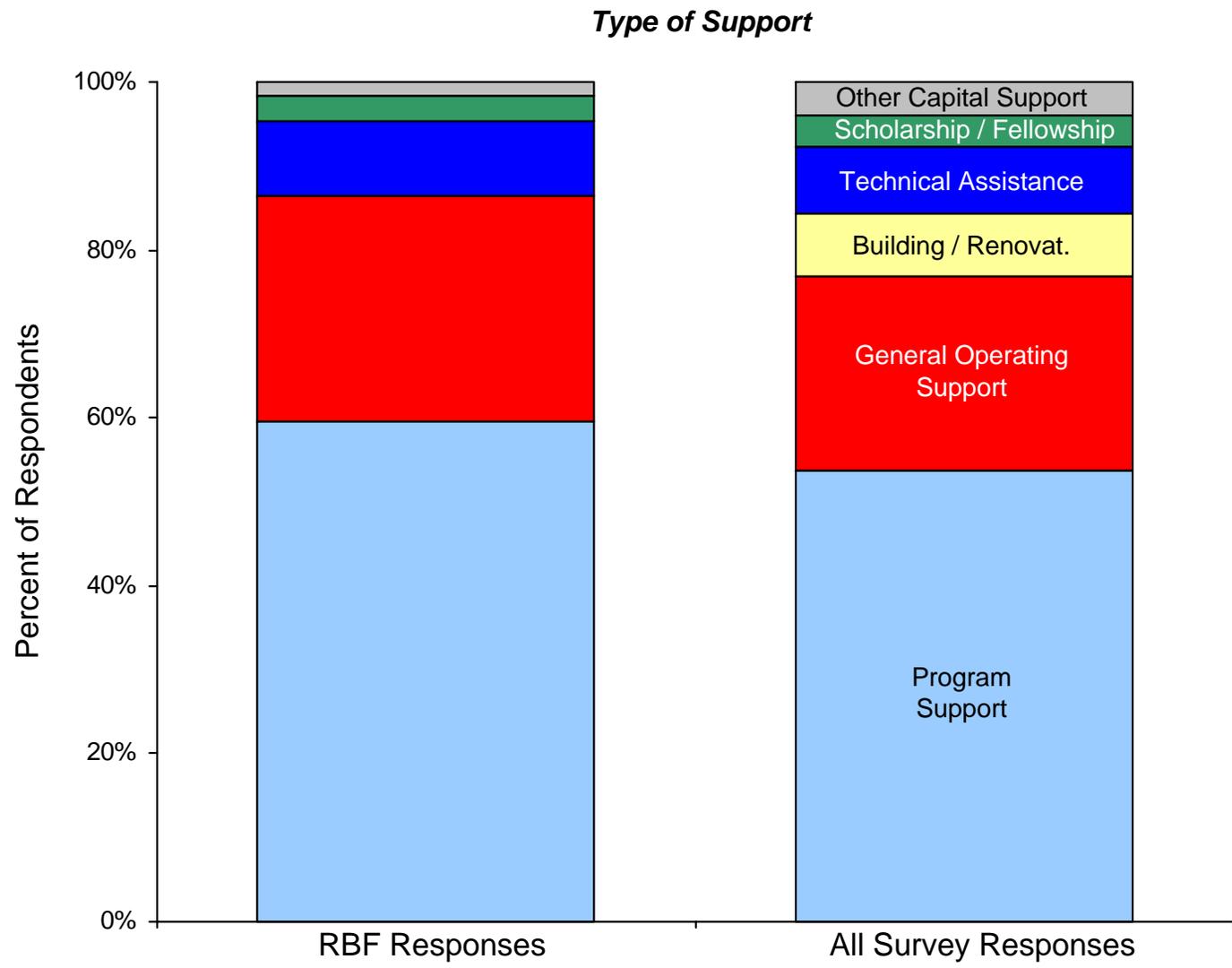
RBF funds organizations with similar budgets as grantees funded by other foundations. RBF funding represents a larger than typical percentage of grantees' budgets.



1: Chart range does not include two individual foundation medians of more than \$10MM.

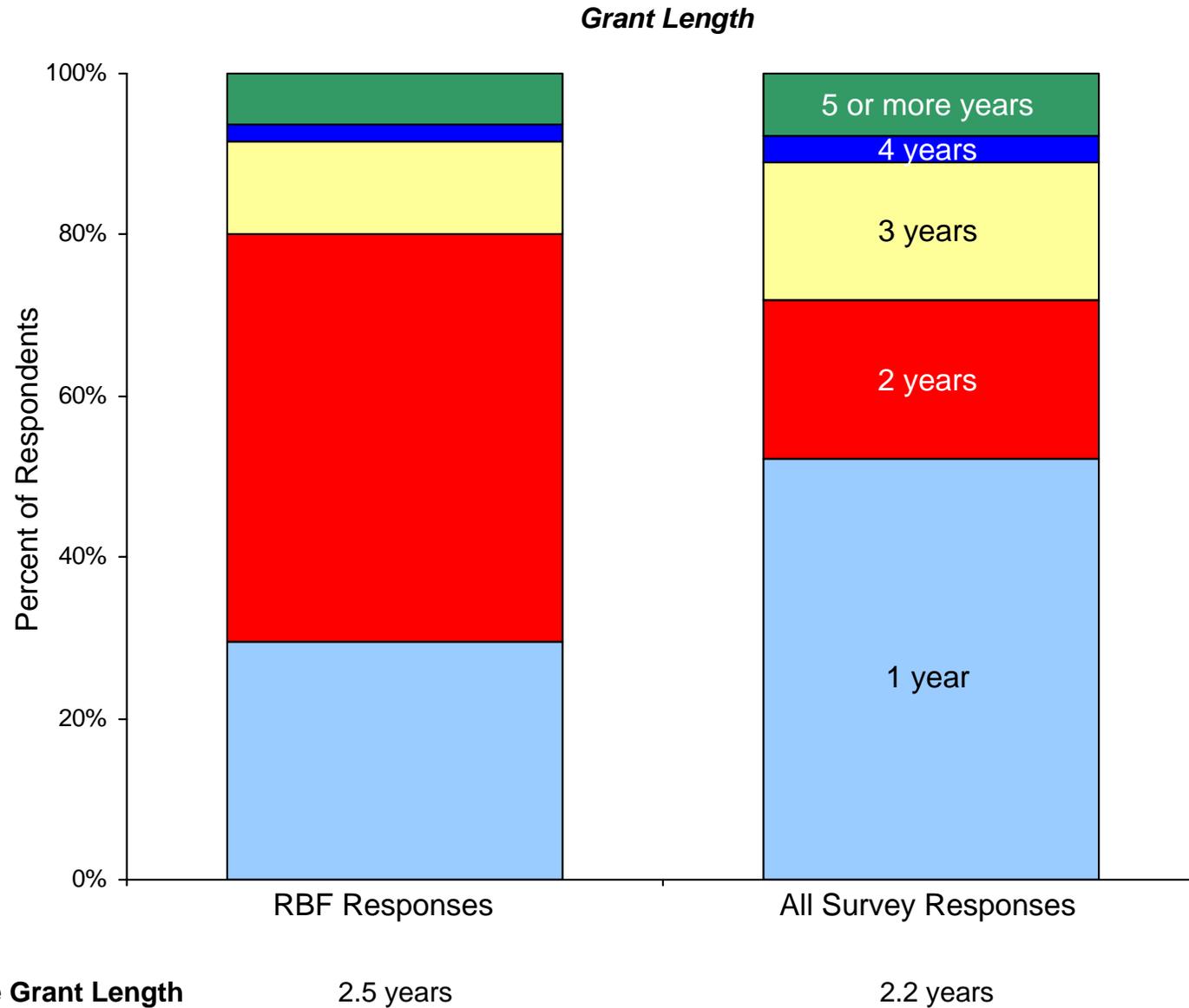
Type of Support

RBF awards a larger than typical proportion of general operating support grants.



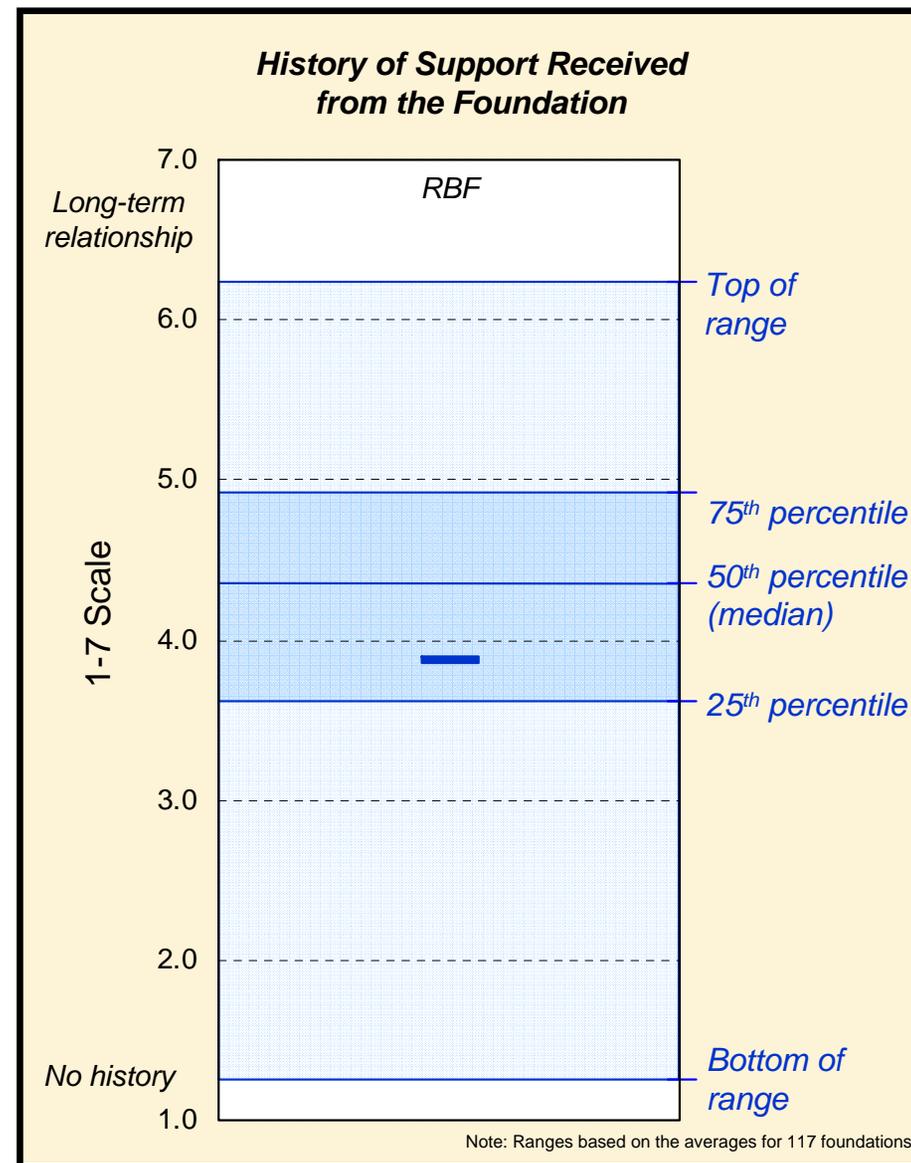
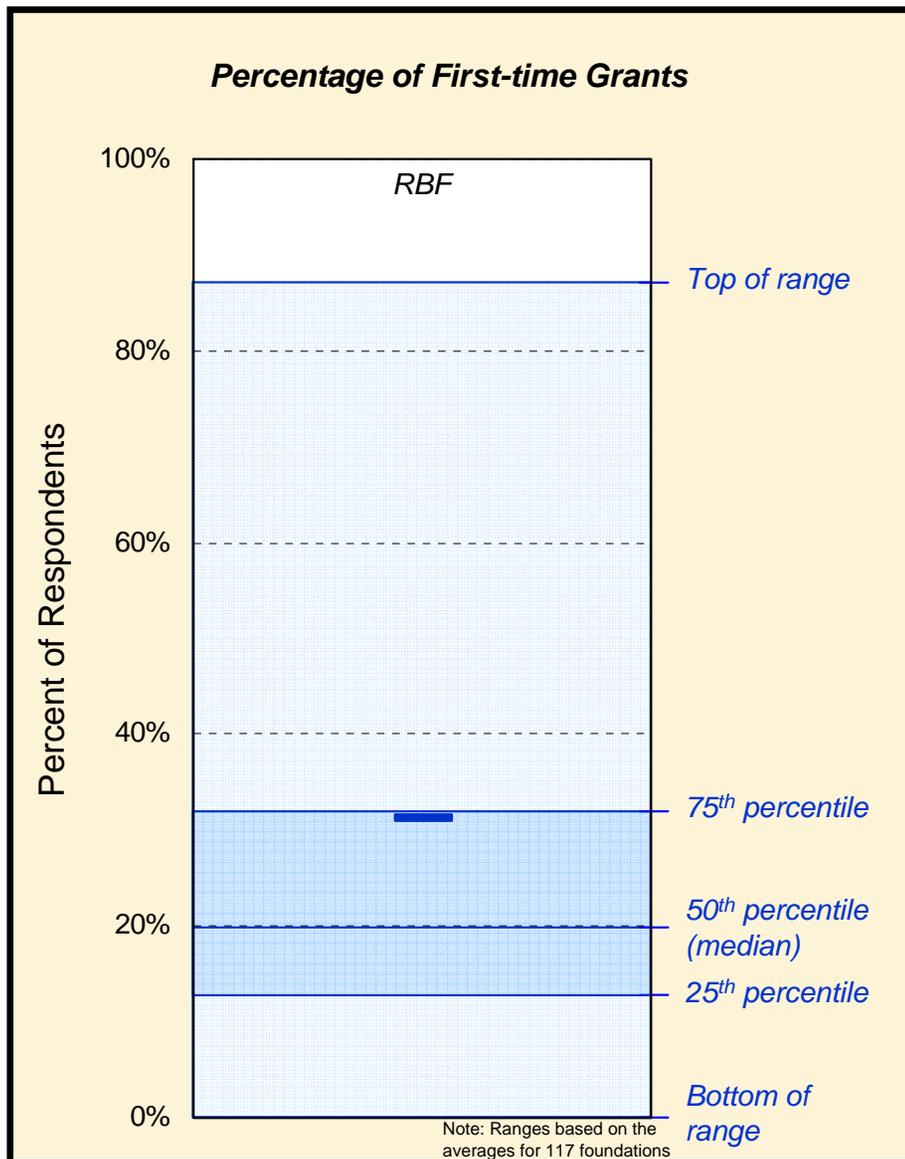
Grant Length

RBF more often awards multi-year grants.



History of Foundation Support

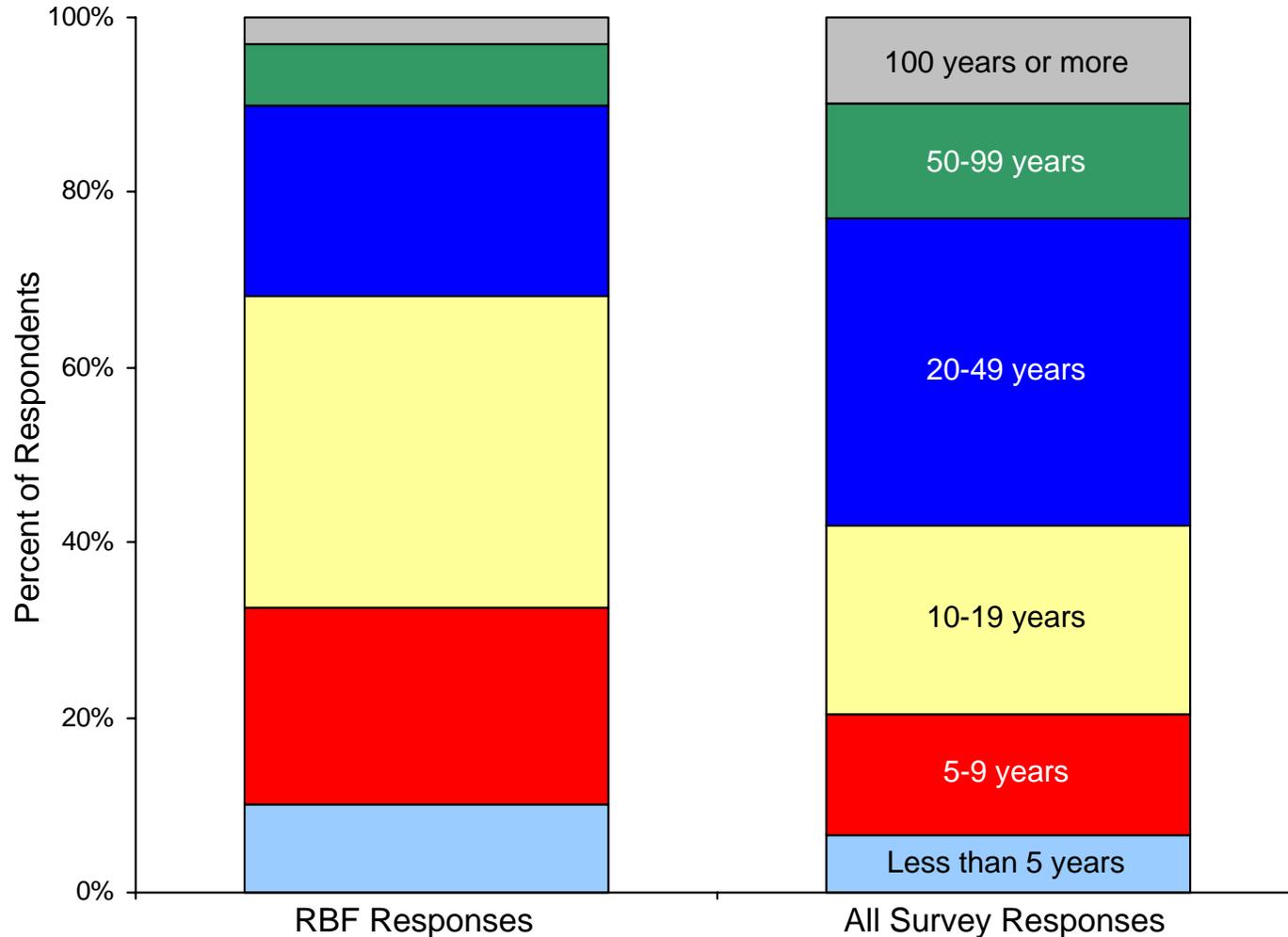
A larger than median proportion of RBF grants are first-time grants, and the Fund's history of support of grantees is shorter than is typical.



Length of Establishment of Grantee Organizations

RBF grantees are more recently established than grantees of the median foundation.

Length of Establishment of Grantee Organizations



Average Length of Establishment
Median Length of Establishment

RBF Responses

23 years

15 years

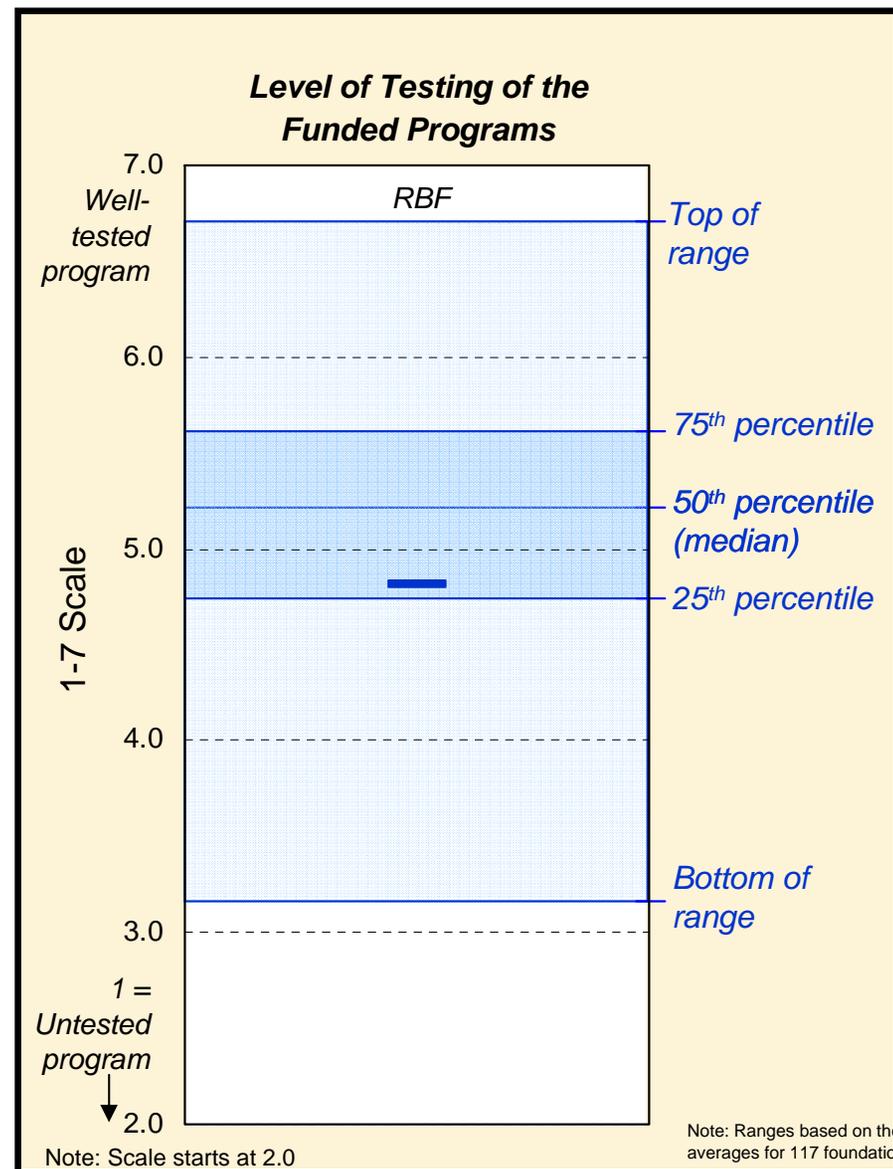
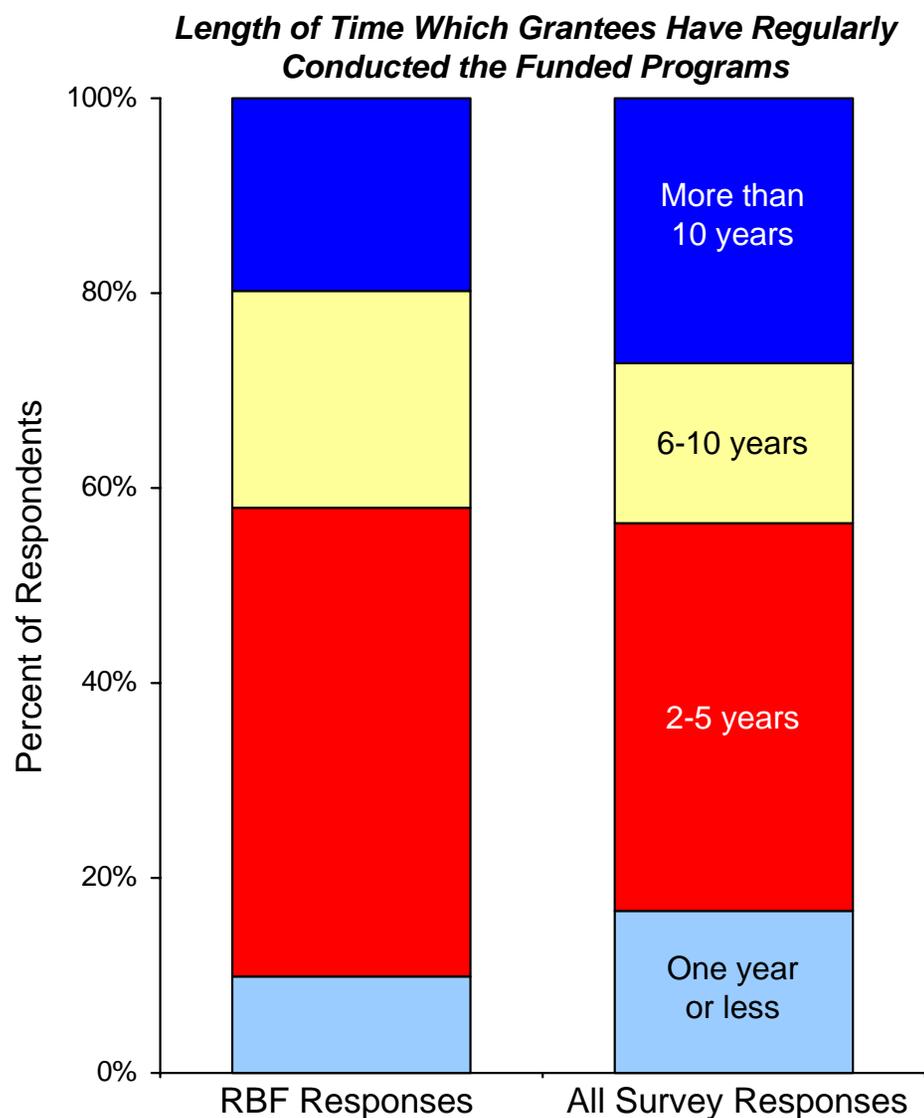
All Survey Responses

36 years

23 years

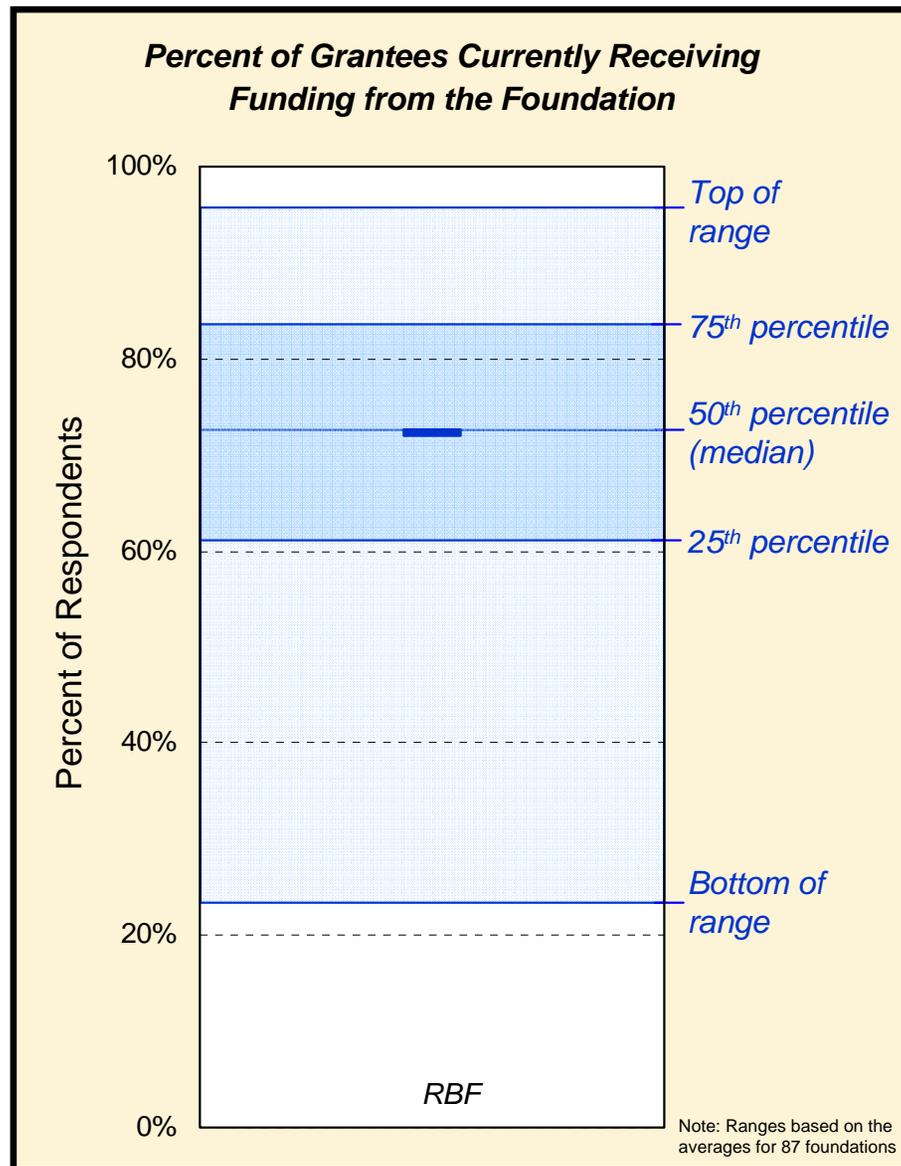
History of Grantee Programs

RBF funds programs with a similar history of implementation as other foundations. The programs funded are described by grantees as less well-tested than programs funded by the typical foundation.



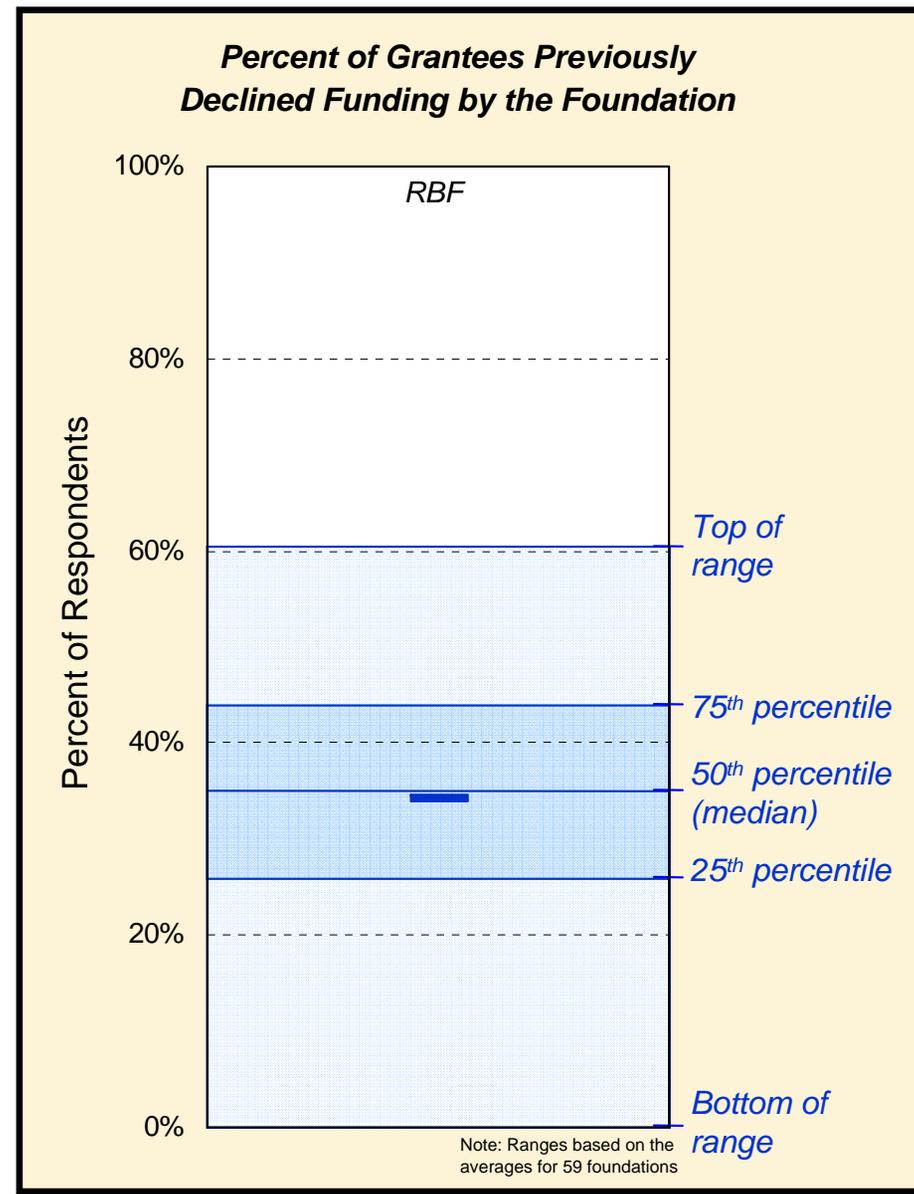
Funding Status

Seventy-two percent of RBF respondents were currently receiving funding from the Fund at the time they completed the survey.



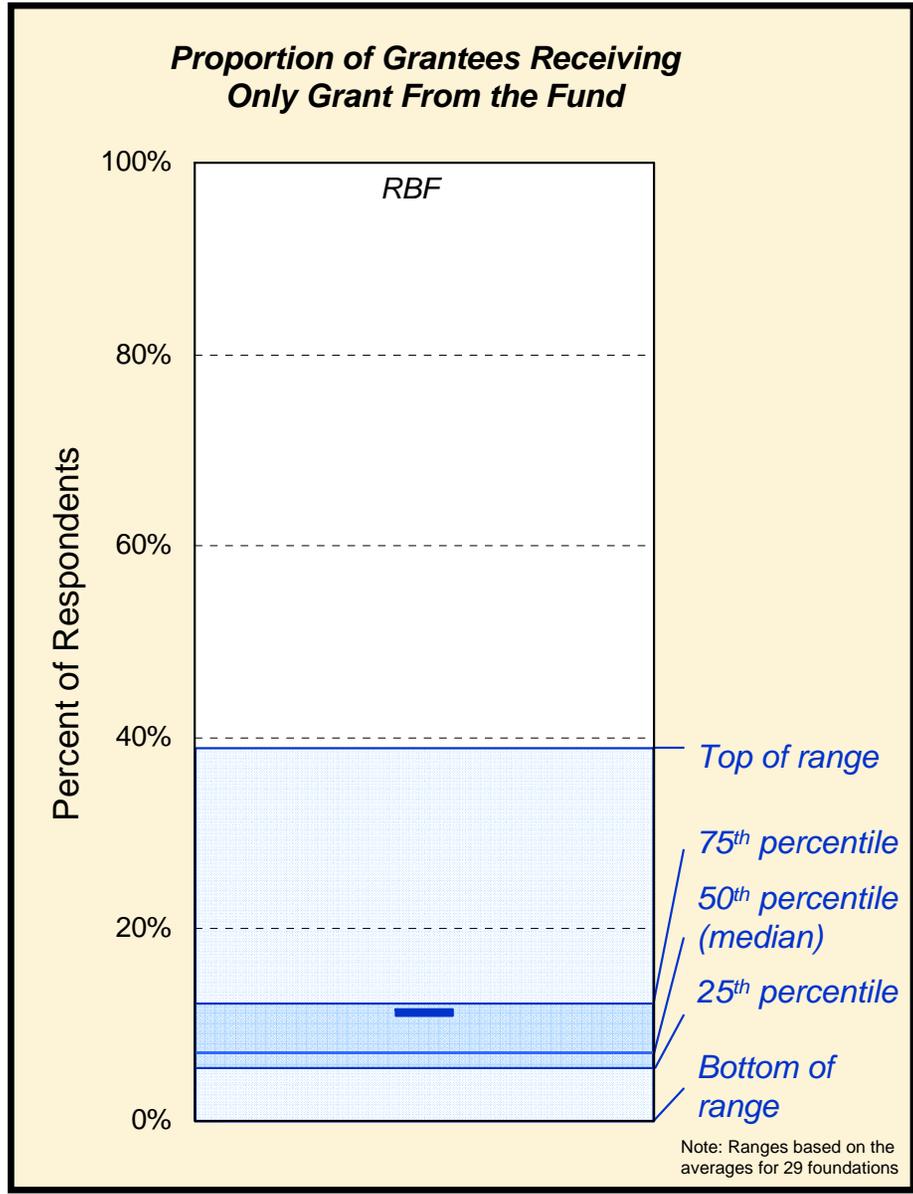
Grantees Previously Declined Funding

Thirty-four percent of RBF grantees report having previously been declined funding from the Fund, a typical proportion.



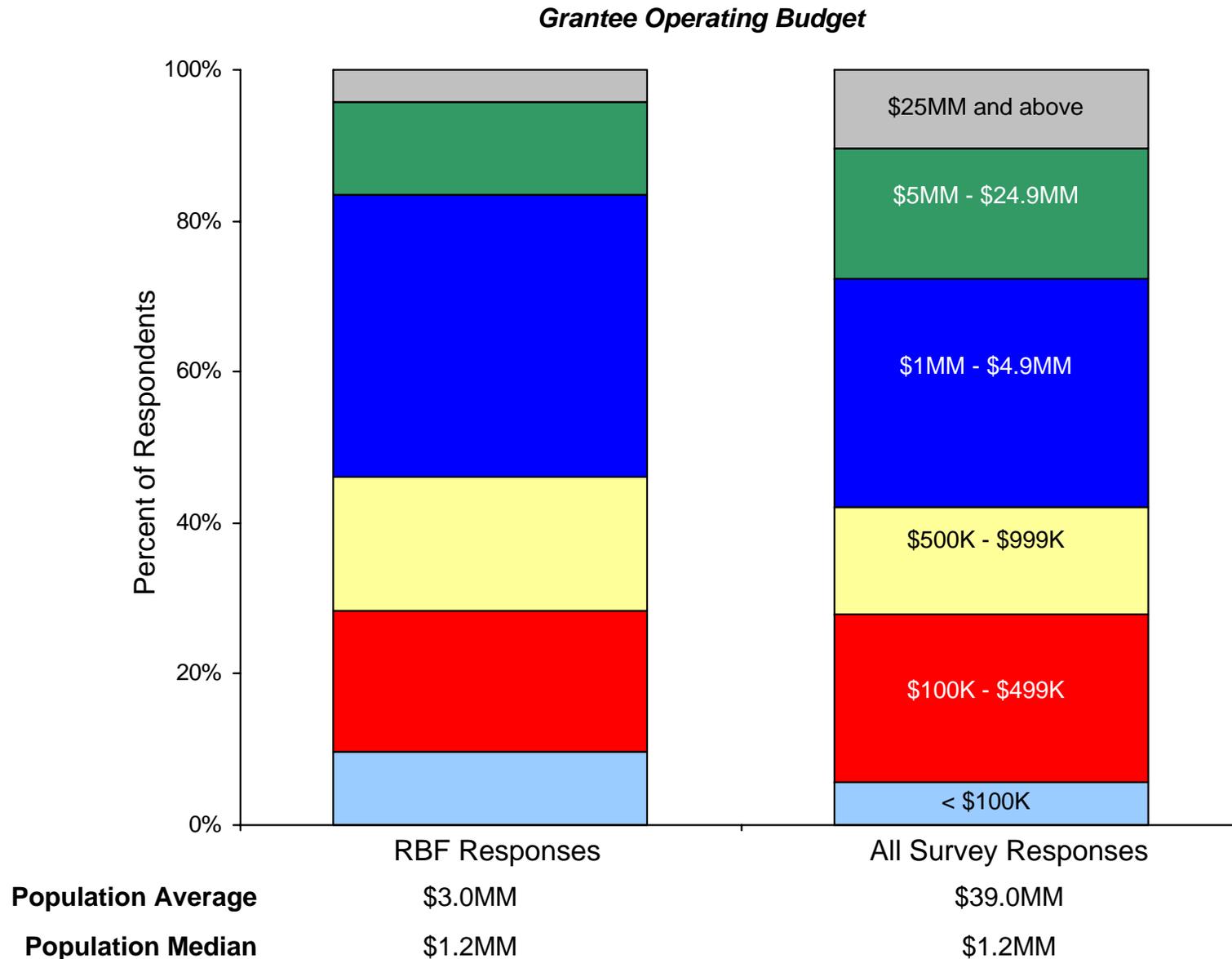
Funding from Other Foundations

Very few RBF grantees report that the Fund is their only foundation funder.



Grantee Operating Budget

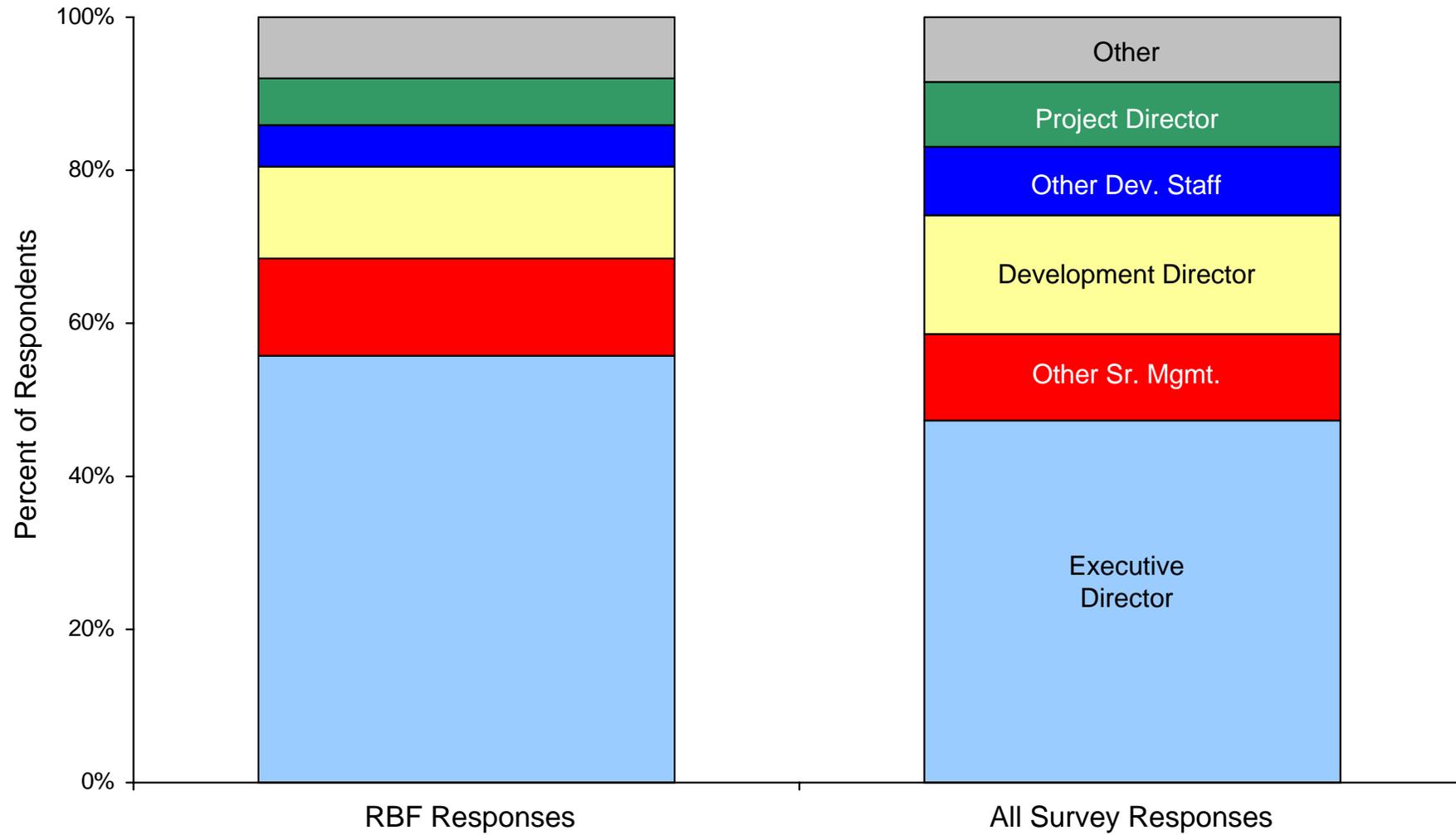
RBF grantee operating budgets are similar at the median compared to grantees of other foundations in our sample.



Note: Survey responses shown in this chart includes data from 117 foundations

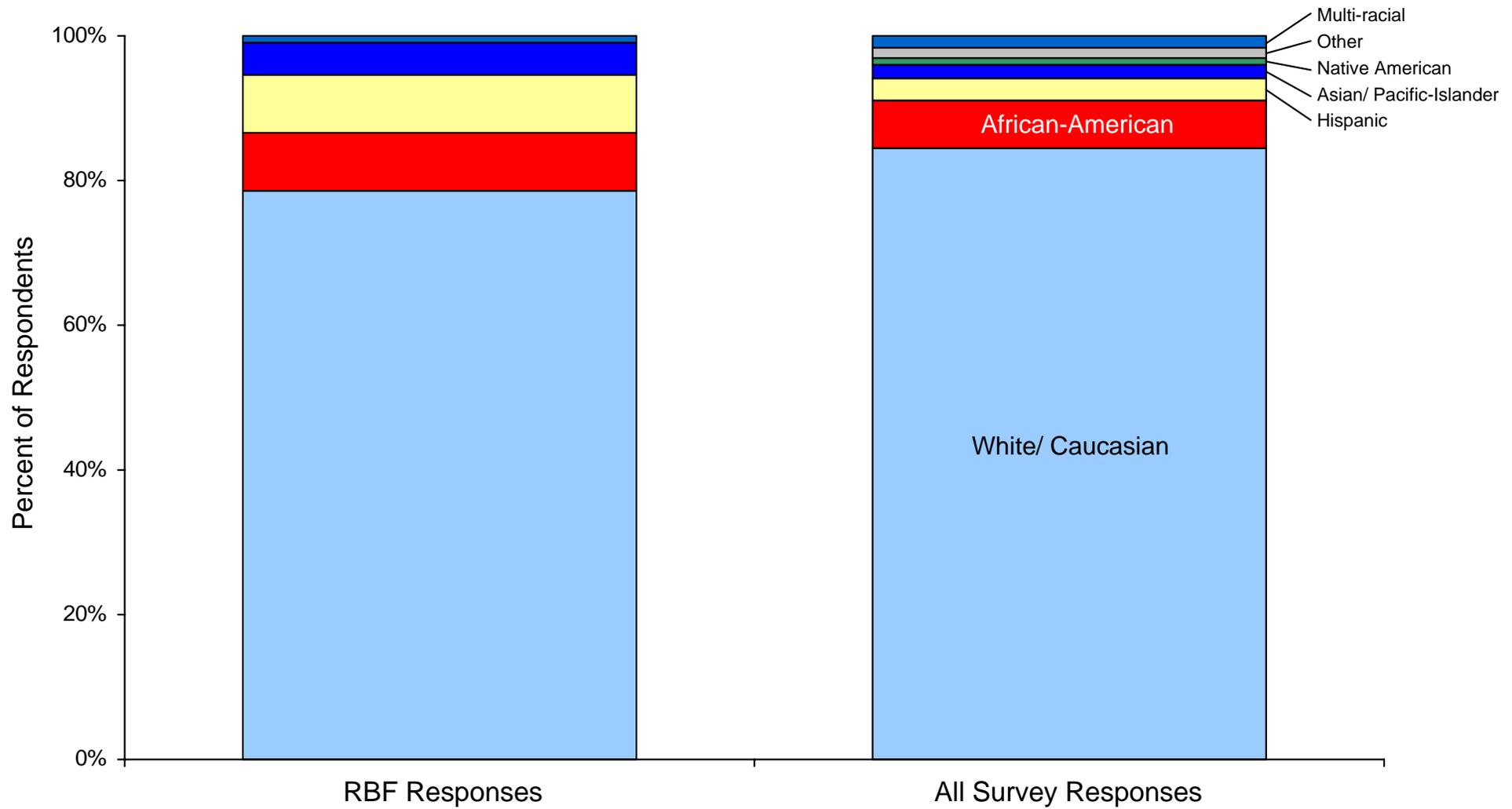
Job Title of Respondents

Job Title of Survey Respondents



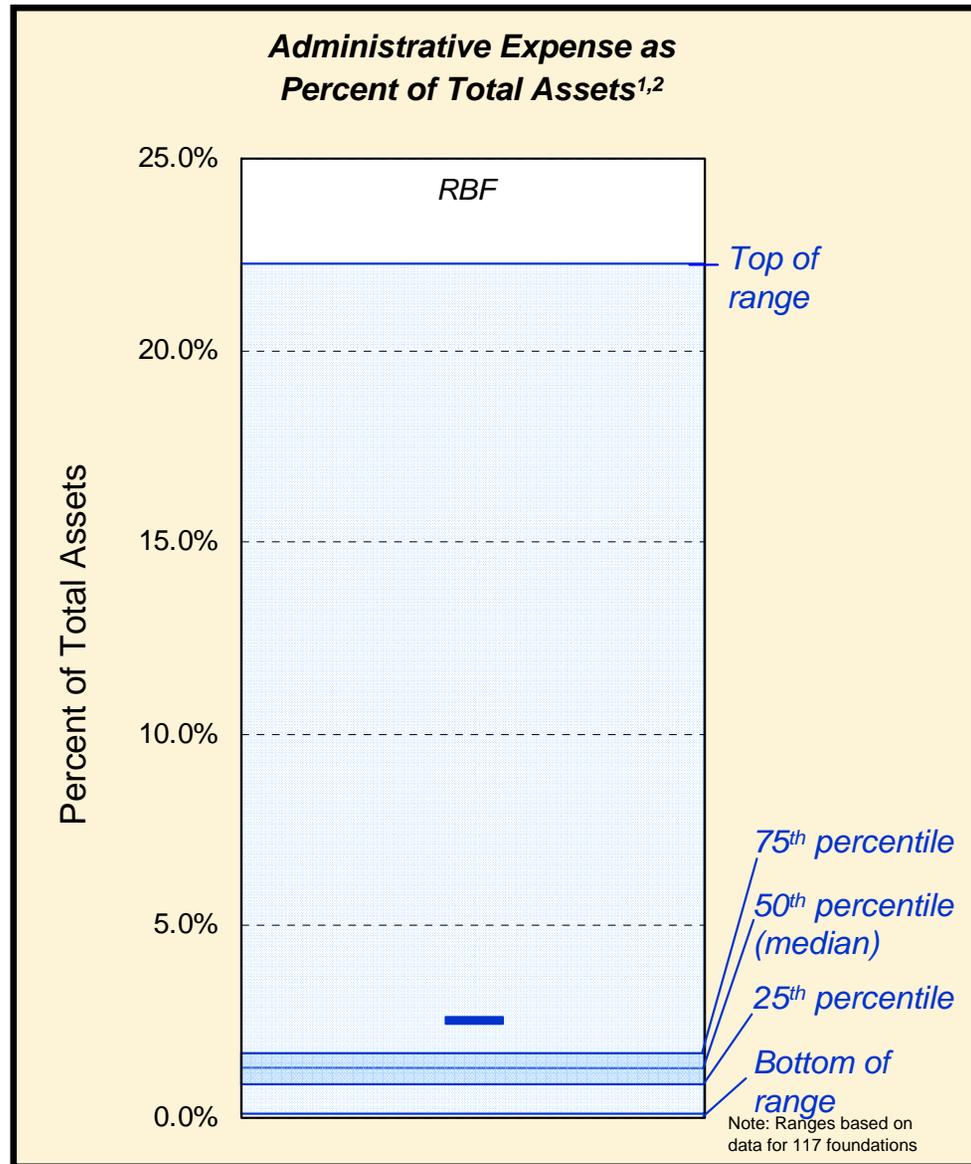
Ethnicity of Respondents

Ethnicity of Survey Respondents



Total Administrative Expense

RBF spends more on administrative expenses as a percentage of total assets.



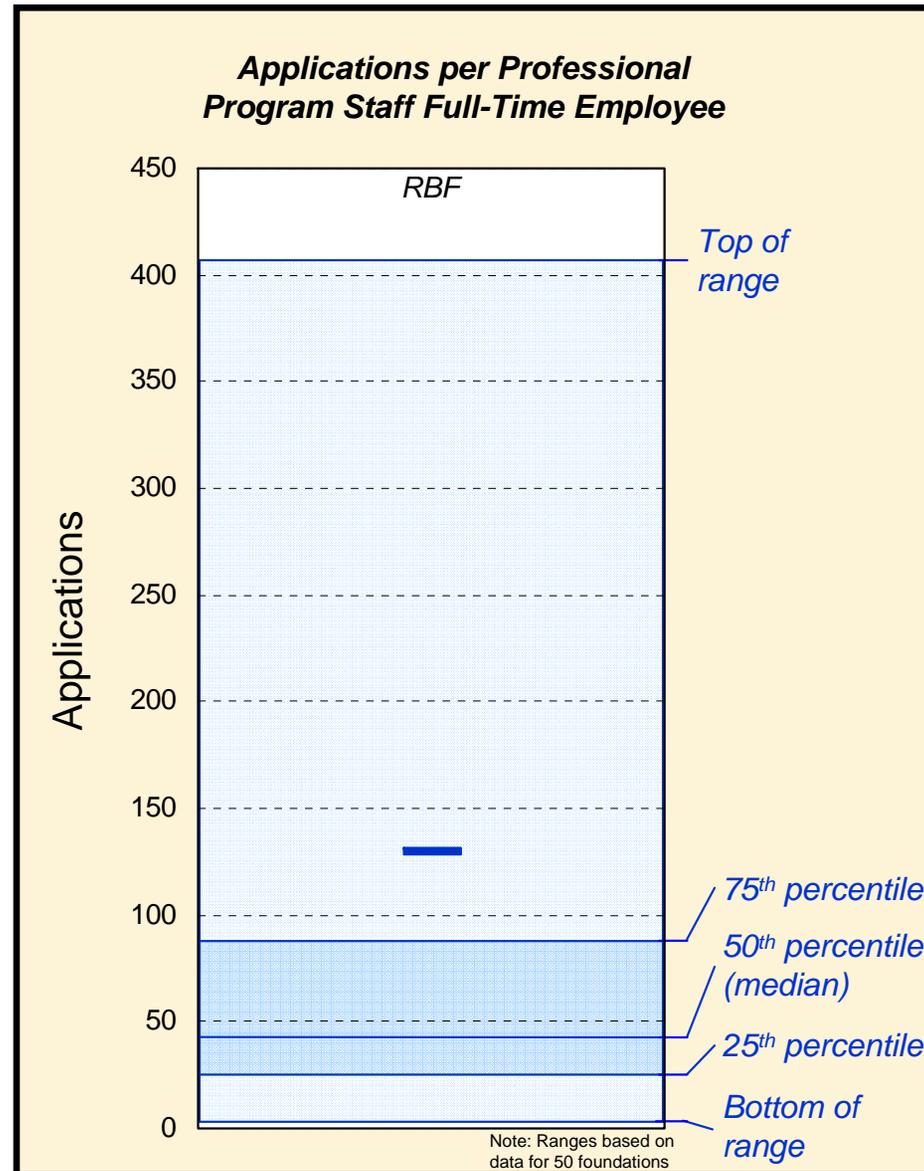
1: Total administrative expense is line 24a on the 990-pf (line 44a subtracting 22a on the 990); qualifying administrative expense is line 24d (44b subtracting 22b on the 990), and total giving is line 26d (22a on the 990).

All data is from most recent tax filings available (2001 and 2002).

2: Excludes one value of over 16%.

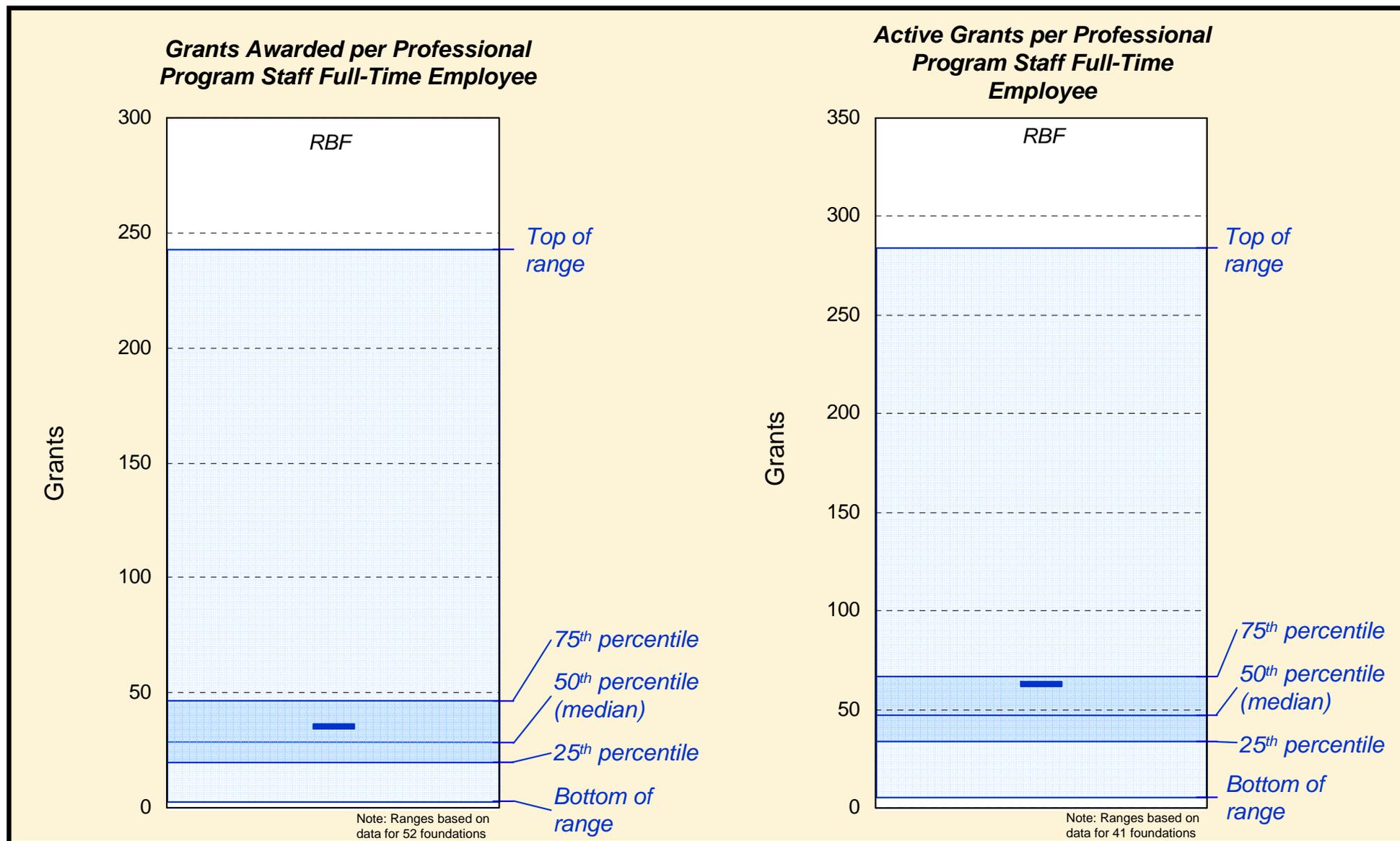
Program Staff Load (1)

RBF's staff have a higher number of applications per program staff full-time employee.



Program Staff Load (2)

RBF awards more grants per professional program staff full-time employee and has more active grants per professional program staff full-time employee.

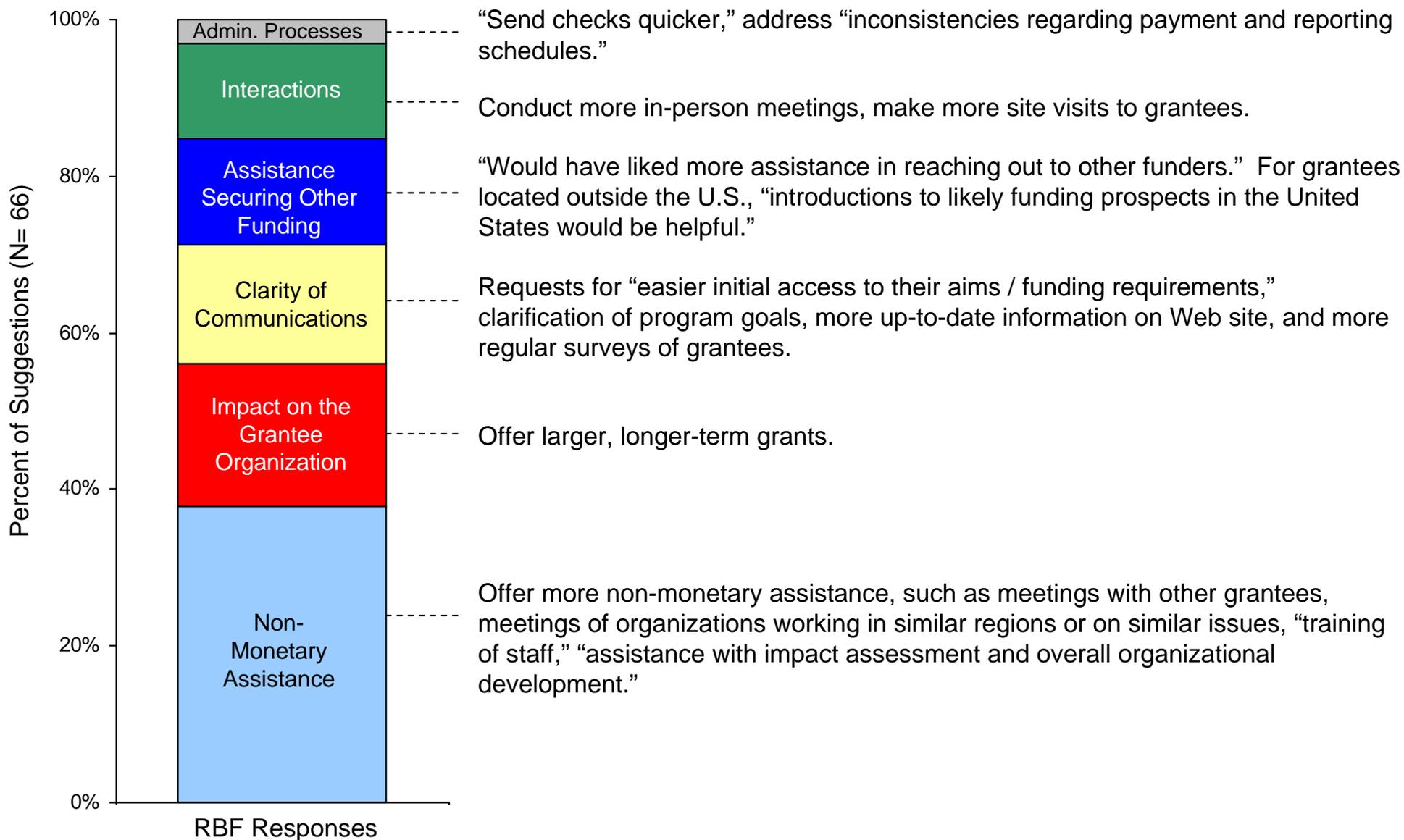


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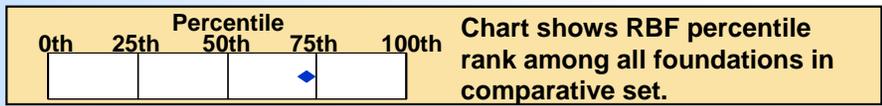
Grantee Suggestions for the Foundation

Grantees were asked to provide any suggestions for how the Fund could improve. The Center characterized the 66 suggestions provided by grantees into common areas. Summaries of the suggestions are presented below.

Topics of Grantee Suggestions



Review of Findings



Indicator	Percentile					Description
	0th	25th	50th	75th	100th	
Impact on the Field						Grantees were asked to rate the foundation's impact on their fields.
Impact on the Community						Grantees were asked to rate the foundation's impact on their local communities.
Impact on the Grantee Organization						Grantees were asked to rate the foundation's impact on their organizations.
Satisfaction						Grantees were asked to rate their overall satisfaction with their funder.
Interactions						This summary includes grantee ratings of foundation fairness, responsiveness, and grantee comfort approaching the foundation if a problem arises.
Clarity of Communications of Goals and Strategy						Grantees were asked to rate the clarity of the foundation's communication of its goals and strategy.
Non-Monetary Assistance						This summary includes the frequency of provision and ratings of helpfulness of 15 individual activities, including management and field-related assistance.
Assistance Securing Funding from Other Sources						This summary includes the frequency of provision of foundation assistance in obtaining funding from other sources, and ratings of the impact of those efforts.
Dollar Return on Grantee Administrative Hours						This summary is calculated by dividing the dollar value of individual grants by the time required of grantees to fulfill the foundation's administrative requirements.
Selection Process						Grantees were asked to rate the helpfulness of the foundation's selection process for their organizations.
Reporting and Evaluation Processes						Grantees were asked to rate the helpfulness of the foundation's reporting and evaluation processes for their organizations.

Areas for Discussion (1)

◆ Overall Satisfaction and Assistance Beyond the Grant Check

- Grantees report that they are highly satisfied with the foundation overall, and have high regard for the staff's professionalism and the transparency of the foundation's operations. A larger proportion of grantees receive field-related assistance from the foundation than is typical, and nearly half of grantees receive active assistance in securing funding from other sources, a very high proportion compared to other foundations. This assistance with other funders is very frequently cited by grantees in response to a question about the most positive aspect of their experience with RBF.

◆ Clarity of Communications

- Grantees rate RBF's clarity of communications of its goals and strategy below the median. In addition, while the foundation's personal communications are rated slightly above the median in helpfulness, its written communications are rated below the median.
 - *Are there ways the foundation can make its communications clearer, particularly its written communications?*
 - *In learning about the foundation, grantees are currently much more likely to use personal communications than written communications. Are there ways to encourage grantees to refer to written resources in addition to personal communications?*

Areas for Discussion (2)

◆ Consistency of Interactions

- Overall, RBF is rated slightly above the median in its interactions with grantees, and grantee comments often focus on the extraordinary commitment of foundation staff. However, there are a few comments about inconsistent treatment and difficulties reaching particular staff. Several grantee suggestions focus on a perception that staff may be over-burdened with responsibilities.
 - *While some of these inconsistencies may in part be due to changes in grantmaking priorities, are there ways the foundation can ensure consistency in its treatment of grantees?*
 - *RBF program staff are responsible for a greater number of active grants relative to staff of other foundations; are there ways the foundation could free up program officer time to interact with grantees?*
 - » *Foundations that perform highly in offering grantees field-related assistance and assistance securing funding from other sources typically employ more staff relative to grantmaking, and often utilize third party assistance to a greater degree than does RBF. RBF bucks this trend, and the foundation may wish to consider this in thinking about appropriate staffing.*

Areas for Discussion (3)

◆ Reporting and Evaluation Processes

- RBF's reporting and evaluation processes require more administrative time of grantees than is typical. Although the processes are rated at the median in their helpfulness, the time spent by grantees during the processes somewhat offsets the foundation's comparatively large grants.
 - *Could the foundation consider streamlining its reporting and evaluation processes without sacrificing what is important to the foundation?*
 - *Are there ways to make the reporting and evaluation processes more helpful to grantees?*

◆ Profile of Grantee Organizations

- RBF funds grantees that are more recently-established than grantees of other foundations, and that describe their programs as less well-tested than grantees of the typical foundation.

I.	Introduction	2
II.	External Orientation	
	a) Field-Focused Measures	7
	b) Community-Focused Measures	10
III.	Impact on Grantee Organization	13
IV.	Overall Satisfaction	17
V.	Interactions	20
VI.	Communication	26
VII.	Assistance Beyond the Grant Check	
	a) Management and Field-Related Assistance	29
	b) Assistance Securing Funding from Other Sources	35
VIII.	Grant Processes and Administration	
	a) Dollar Return on Grantee Administrative Hours	40
	b) Selection Process	43
	c) Reporting and Evaluation Processes	51
IX.	Grantmaking Characteristics	
	a) Grant Characteristics	58
	b) Respondent Characteristics	62
	c) Foundation Structure	71
X.	Areas for Discussion	75
XI.	Appendix	
	a) Profiles of Foundations Included in Comparative Set	81
	b) About the Center for Effective Philanthropy	90

Profiles of Foundations Included in Comparative Set (1)

Foundation	Description
The Ahmanson Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Private, Family Foundation with assets of \$832MM and giving of \$32MM (as of 2003) • The foundation gives in the areas of arts and culture, the disadvantaged, education, the environment, and medicine and health care, primarily in California.
Alfred P. Sloan Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Private, Non-Family Foundation with assets of \$1.2B and giving of \$59MM (as of 2002) • The foundation funds initiatives based on 1) Science and Technology research; 2) Standard of Living and Economic Performance; and 3) Education and Careers in Science and Technology, across the U.S.
Alphawood Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2004 • Private, Family Foundation with assets of \$141MM and giving of \$5MM (as of 2003) • Primary areas of funding include the arts, arts education for children, institutional advocacy, domestic violence intervention programs, architecture, and preservation, primarily in Illinois and Indiana.
Altman Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2004 • Private, Non-Family Foundation with assets of \$235MM and giving of \$11MM (as of 2003) • The foundation focuses on initiatives such as arts and culture, education, health, and strengthening communities, primarily in New York.
Amon G. Carter Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2004 • Private, Family Foundation with assets of \$281MM and giving of \$15MM (as of 2002). • The foundation funds the arts, education, health care, social service and youth agencies, programs for the aged, and civic and community endeavors that enhance the quality of life, primarily in Texas.
The Annenberg Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2004 • Private, Family Foundation with assets of \$2.7B and giving of \$192MM (as of 2003) • The foundation supports education (including public school restructuring and reform), the arts and culture, and civic affairs, on an international basis.
The Assisi Foundation of Memphis	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Health Conversion Foundation with assets of \$203MM and giving of \$7MM (as of 2003) • The foundation funds education, health & human services, community improvement, and religion, primarily in Tennessee.
Baptist Community Ministries	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Health Conversion Foundation with assets of \$211MM and giving of \$12MM (as of 2003) • The foundation serves the physical and spiritual needs of the Louisiana community by funding in the areas of education, health, public safety, and government oversight.
Barr Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2003 • Private, Family Foundation with assets of \$715MM and giving of \$39MM (as of 2002) • Primary areas of funding are education and the environment, in Massachusetts.
Bill & Melinda Gates Foundation	<ul style="list-style-type: none"> • Education program area grantees surveyed in Fall 2004 • Private, Family Foundation with assets of \$27B and giving of \$1.2B (as of 2003) • The foundation clusters its giving around four program areas: global health, education, libraries, and the Pacific Northwest, on an international basis.
Blue Cross Blue Shield of Massachusetts Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2004 • Private, Non-Family Foundation with assets of \$34MM and giving of \$3MM (as of 2002) • The mission of the foundation is to expand access to health care by broadening health coverage and reducing barriers to care, primarily in Massachusetts.
The Boston Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Community Foundation with assets of \$572MM and giving of \$48MM (as of 2003) • Key categories of funding include health, education, jobs/income, housing, active citizenship, capacity building, and community fabric, primarily in Massachusetts.
Bradley Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2004 • Private, Non-Family Foundation with assets of \$485MM and giving of \$28MM (as of 2002) • The foundation funds citizenship efforts as reflected in demonstrations with national significance; public policy research; or media and public education undertakings, on an international basis.
Bradley-Turner Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Private, Family Foundation with assets of \$164MM and giving of \$29MM (as of 2002) • The foundation mainly funds higher education, religious associations, and youth and social service agencies, primarily in Georgia.

Profiles of Foundations Included in Comparative Set (2)

Foundation	Description
The Brown Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2003 • Private, Family Foundation with assets of \$1.2B and giving of \$36MM (as of 2003) • The foundation supports the encouragement of and assistance to education, arts, and community service projects focused on the needs of children and youth, primarily in Texas.
Bush Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Private, Non-Family Foundation with assets of \$651MM and giving of \$33MM (as of 2003) • The foundation supports the arts, education, human services, healthcare, and minority opportunity, primarily in Minnesota, North Dakota and South Dakota.
The California Wellness Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2003 • Health Conversion Foundation with assets of \$1.0B and giving of \$40MM (as of 2003) • The foundation's mission is to improve the health of the people of California by making grants for health promotion, wellness education, and disease prevention.
Carnegie Corporation of New York	<ul style="list-style-type: none"> • Surveyed in Fall 2003 • Private, Non-Family Foundation with assets of \$1.8B and giving of \$75MM (as of 2003) • The foundation funds 1)Education, including teacher education and liberal arts education; 2)International Peace and Security; 3)International Development; and 4)Democracy, on an international basis.
Charles and Lynn Schusterman Family Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2004 • Private, Family Foundation with assets of \$80MM and giving of \$3MM (as of 2003) • The foundation primarily emphasizes religion, education, federated giving programs, and international affairs in its giving, which is on an international basis.
Charles Stewart Mott Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Private, Family Foundation with assets of \$2.4B and giving of \$104MM (as of 2003) • The foundation's mission is to support efforts that promote an equitable and sustainable society in the areas of civil society, the environment, and poverty, on an international basis.
The Clark Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Private, Family Foundation with assets of \$444MM and giving of \$19MM (as of 2003) • The foundation supports health, educational, youth, cultural, environmental, and community organizations and institutions, primarily in New York.
The Cleveland Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Community Foundation with assets of \$968MM and giving of \$70MM (as of 2002) • The foundation awards grants in seven program areas: arts and culture, civic affairs, economic development, education, the environment, health, and social services, primarily in Ohio.
The Columbus Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Community Foundation with assets of \$628MM and giving of \$50MM (as of 2002) • The foundation funds the arts & humanities, urban affairs, conservation & environmental protection, education, health, mental health & the developmentally disabled, and social services, primarily in Ohio.
Community Foundation Silicon Valley	<ul style="list-style-type: none"> • Surveyed in Fall 2004 • Community Foundation with assets of \$307MM and giving of \$50MM (as of 2003) • The foundation funds education, health and social services, the fine and performing arts, community development and urban affairs, and the environment, primarily in California.
Connecticut Health Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Health Conversion Foundation with assets of \$133MM and giving of \$5MM (as of 2003) • The mission is to improve the health status of people by increasing access, promoting wellness, and encouraging the wise use of health care resources, primarily in Connecticut.
Daniels Fund	<ul style="list-style-type: none"> • Surveyed in Fall 2003 • Private, Family Foundation with assets of \$949MM and giving of \$30MM (as of 2003) • The foundation funds programs dealing with early childhood education, the elderly, homelessness and self-sufficiency, health, amateur athletics, and people with physical disabilities, primarily in Colorado, New Mexico, Utah and Wyoming.
The David and Lucile Packard Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Private, Family Foundation with assets of \$6B and giving of \$278MM (as of 2003) • The foundation gives in the areas of children, families and communities, population, science, and conservation, on an international basis.

Profiles of Foundations Included in Comparative Set (3)

Foundation	Description
Dyson Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Private, Family Foundation with assets of \$287MM and giving of \$14MM (as of 2003) • The foundation funds nonprofit organizations in the Mid-Hudson Valley of New York in a variety of fields, in addition to a national program in community pediatrics training.
Eden Hall Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Private, Non-Family Foundation with assets of \$161MM and giving of \$XXMM (as of 2003) • The foundation supports programs in higher education, prevention of disease, social welfare, and improvement of the conditions of the poor and needy, primarily in Pennsylvania.
The Educational Foundation of America	<ul style="list-style-type: none"> • Surveyed in Fall 2003 • Private, Family Foundation with assets of \$204MM and giving of \$10MM (as of 2003) • The foundation awards grants for the arts, education, energy and the environment, reproductive health and rights, population, and education programs benefiting Native Americans, across the U.S.
El Pomar Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2004 • Private, Non-Family Foundation with assets of \$441MM and giving of \$12MM (as of 2003) • The foundation awards grants to nonprofit organizations for public, educational, arts & humanities, health, and welfare (child welfare, the disadvantaged, and housing) purposes, primarily in Colorado.
Endowment for Health	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Health Conversion Foundation with assets of \$78MM and giving of \$503,703 (as of 2003) • The mission of the foundation is to improve New Hampshire residents' health by funding projects dealing with complete physical, mental, and social well-being.
Evelyn and Walter Haas, Jr. Fund	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Private, Family Foundation with assets of \$443MM and giving of \$16MM (as of 2002) • The fund's emphasis is on strengthening children, youth, families, the elderly, neighborhoods, as well as promoting diversity and enhancing nonprofit leadership, primarily in California.
The F.B. Heron Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2003 • Private, Non-Family Foundation with assets of \$258MM and giving of \$9MM (as of 2003) • The fund emphasizes wealth-creation strategies for low-income families and communities: access to capital, childcare, community and enterprise development, and home ownership, across the U.S.
F.M. Kirby Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Private, Family Foundation with assets of \$434MM and giving of \$18MM (as of 2003) • The foundation is dedicated to providing support for education, health, community programs, historic preservation, religious organizations, social services, conservation, public policy organizations, and family planning, across the U.S.
Fannie Mae Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Private, Non-Family Foundation with assets of \$333MM and giving of \$38MM (as of 2002) • The foundation creates affordable homeownership and housing opportunities through innovative partnerships and initiatives that build healthy, vibrant communities, across the U.S.
The Ford Family Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2003 • Private, Family Foundation with assets of \$342MM and giving of \$19MM (as of 2003) • The mission of the foundation is to help individuals, through organized learning opportunities, to be contributing and successful citizens, and to enhance the vitality of rural communities in Oregon and Siskiyou County, California.
The Frist Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2004 • Health Conversion Foundation with assets of \$178MM and giving of \$9MM (as of 2003) • The fund awards grants to strengthen the capacity of Nashville, Tennessee-based nonprofit agencies in order to serve the community.
The GAR Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Private Foundation with assets of \$136MM and giving of \$7MM (as of 2002) • The foundation funds in the areas of arts, economics, the economically disadvantaged, education, homelessness, and human services, primarily in Ohio.
The George Gund Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Private, Family Foundation with assets of \$448MM and giving of \$19MM (as of 2003) • The foundation funds (with emphasis on disadvantaged) education, economic development, human services, employment opportunities, housing, ecology, civic affairs, and the arts, primarily in Ohio.

Profiles of Foundations Included in Comparative Set (4)

Foundation	Description
The George S. and Dolores Dore Eccles Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Private, Family Foundation with assets of \$452MM and giving of \$30MM (as of 2002) • The foundation emphasizes higher education, hospitals and medical research, the performing and visual arts, and social service and youth agencies in its giving, which is primarily in Utah.
Geraldine R. Dodge Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2003 • Private Foundation with assets of \$271MM and giving of \$23MM (as of 2002) • The mission of the foundation is to support and encourage educational, cultural, social, and environmental values, primarily in New Jersey.
The Gill Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2004 • Private, Family Foundation with assets of \$165MM and giving of \$8MM (as of 2003) • The fund gives primarily for gay and lesbian issues, and AIDS education and prevention, across the U.S.
The Goizueta Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2003 • Private, Family Foundation with assets of \$499MM and giving of \$28MM (as of 2003) • The primary focus of the foundation is to assist organizations that empower individuals and families, through educational opportunities, to improve the quality of their lives, primarily in Georgia.
Gordon and Betty Moore Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2004 • Private, Family Foundation with assets of \$93MM and giving of \$90MM (as of 2002) • The foundation forms and invests in partnerships in order to achieve significant and measurable results in environmental conservation, science, and higher education, on an international basis.
Grable Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2004 • Private, Family Foundation with assets of \$232MM and giving of \$9MM (as of 2003) • The foundation provides funding for organizations that improve educational opportunities, strengthen families, and support community efforts that create an environment in which children can succeed, primarily in Pennsylvania.
Grand Rapids Community Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2004 • Community Foundation with assets of \$135MM and giving of \$7MM (as of 2003) • The foundation provides support through grants for social needs, youth agencies, cultural programs, health, recreation, neighborhood development, the environment, and education, primarily in Michigan.
The Greater Cincinnati Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Community Foundation with assets of \$367MM and giving of \$30MM (as of 2003) • The foundation funds the arts and culture, community progress, environmental needs, education, health, and social and human services, including youth agencies, primarily in Ohio, Indiana and Kentucky.
The Harry and Jeanette Weinberg Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Private, Family Foundation with assets of \$1.8B and giving of \$101MM (as of 2003) • The foundation contributes to charitable organizations who will benefit those whose financial resources are less than 50% of the members of their relevant community, across the U.S.
Health Foundation of Greater Cincinnati	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Health Conversion Foundation with assets of \$204MM and giving of \$9MM (as of 2002) • The mission of the foundation is to promote the health of the people of Ohio, Kentucky, and Indiana by funding projects that improve community health, healthcare delivery, and access.
Horace W. Goldsmith Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Private Foundation with assets of \$792MM and giving of \$38MM (as of 2003) • The foundation provides support for cultural programs, including the performing arts and museums; Jewish welfare funds and temple support; hospitals and a geriatric center; and education, in the U.S.
Houston Endowment	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Private, Family Foundation with assets of \$1.2B and giving of \$68MM (as of 2002) • The foundation supports any charitable, educational, or religious undertaking, primarily in Texas.
The Hyams Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2004 • Private, Non-Family Foundation with assets of \$99MM and giving of \$6MM (as of 2002) • The mission of the foundation is to increase economic and social justice and power within low-income communities by supporting civic participation, promoting economic development, etc., primarily in Massachusetts.
J. A. & Kathryn Albertson Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2003 • Private, Family Foundation with assets of \$475MM and giving of \$14MM (as of 2003) • The foundation gives primarily for pre-K-12 education, specifically to improve education in Idaho.

Profiles of Foundations Included in Comparative Set (5)

Foundation	Description
J. Bulow Campbell Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Private, Family Foundation with assets of \$644MM and giving of \$30MM (as of 2003) • Broad purposes include privately-supported education, human welfare, youth development, the arts, and Christian church-related agencies, primarily in Georgia.
The J. Willard and Alice S. Marriott Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Private, Family Foundation with assets of \$269MM and giving of \$14MM (as of 2002) • The foundation provides funding for medical research and the treatment of human diseases; education; employment opportunities for disabled and disadvantaged; and the preservation of America's heritage and culture, primarily in Washington, D.C.
James Graham Brown Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Private, Non-Family Foundation with assets of \$407MM and giving of \$17MM (as of 2003) • The fund gives for higher education, civic organizations, community and economic development, museums, youth, and human service organizations, primarily in Kentucky.
The Jay and Rose Phillips Family Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2004 • Private, Family Foundation with assets of \$191MM and giving of \$10MM (as of 2003) • Primary areas of giving include health, human services, education, programs for people with disabilities, and programs to combat discrimination, primarily in Minnesota.
Jessie Ball duPont Fund	<ul style="list-style-type: none"> • Surveyed in Fall 2003 • Private, Non-Family Foundation with assets of \$279MM and giving of \$11MM (as of 2003) • The fund emphasizes higher and secondary education institutions; cultural and historic preservation programs; social service organizations; hospitals; health agencies; churches; and church-related agencies, primarily in Delaware, Florida and Virginia.
John D. and Catherine T. MacArthur Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2004 • Private, Non-Family Foundation with assets of \$3.8B and giving of \$196MM (as of 2002) • The foundation fosters the development of knowledge, individual creativity, institutions, public policy, and public-interest media, on an international basis.
Kalamazoo Community Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Community Foundation with assets of \$232MM and giving of \$15MM (as of 2003) • The foundation primarily funds in the areas of economic development, education, and community and youth engagement in greater Kalamazoo, Michigan.
Kansas Health Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Health Conversion Foundation with assets of \$376MM and giving of \$12MM (as of 2002) • The foundation's mission is to improve the health of all residents through strategic grantmaking; funding areas include public health, children's health, and leadership, primarily in Kansas.
Kate B. Reynolds Charitable Trust	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Private, Non-Family Foundation with assets of \$477MM and giving of \$24MM (as of 2003) • The foundation supports healthcare and projects that benefit poor and needy residents, primarily in North Carolina.
Kronkosky Charitable Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2003 • Private, Non-Family Foundation with assets of \$271MM and giving of \$11MM (as of 2003) • The mission of the foundation is to produce profound good that is tangible and measurable in Texas by funding projects related to health & human services and culture.
Longwood Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2003 • Private, Family Foundation with assets of \$645MM and giving of \$28MM (as of 2003) • The primary obligation of the fund is the support of Longwood Gardens; limited grants are given to educational institutions, hospitals, social service and youth agencies, and culture, primarily in Delaware.
Lumina Foundation for Education	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Private, Non-Family Foundation with assets of \$876MM and giving of \$17MM (as of 2002) • The fund primarily gives to support access to postsecondary education (access, retention and attainment, and non-traditional learners), across the U.S.
Maine Health Access Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Health Conversion Foundation with assets of \$102MM and giving of \$XXMM (as of 2003) • The foundation's mission is to promote affordable and timely access to quality health care and to improve the health of every Maine resident.

Profiles of Foundations Included in Comparative Set (6)

Foundation	Description
Mathile Family Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2003 • Private, Family Foundation with assets of \$274MM and giving of \$21MM (as of 2003) • The foundation's focus is placed on three main areas: children, education, and the meeting of basic human needs, primarily in Ohio.
The McKnight Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2003 • Private, Family Foundation with assets of \$1.5B and giving of \$87MM (as of 2002) • The fund emphasizes its grantmaking in the areas of human and social services, arts, environment, and housing, primarily in Minnesota; in addition, it supports nationwide scientific research programs.
Meyer Memorial Trust	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Private, Non-Family Foundation with assets of \$402MM and giving of \$17MM (as of 2003) • The fund provides general purpose grants for education, the arts and humanities, health, and social welfare in Oregon and Washington. In addition, the fund's Support for Teacher Initiatives Program provides awards to teachers.
The Minneapolis Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Community Foundation with assets of \$313MM and giving of \$28MM (as of 2003) • The purpose of the foundation is to join with others to strengthen the community, in measurable and sustainable ways, for the benefit of all citizens, especially those who are disadvantaged, primarily in Minnesota.
Missouri Foundation for Health	<ul style="list-style-type: none"> • Surveyed in Fall 2003 • Health Conversion Foundation with assets of \$841MM and giving of \$10MM (as of 2002) • The mission of the foundation is to empower Missouri communities in order to achieve equal access to quality health services that promote prevention and encourage healthy behaviors.
The Morris and Gwendolyn Cafritz Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Private, Family Foundation with assets of \$353MM and giving of \$16MM (as of 2003) • The foundation is committed to building a stronger community for residents of the Washington, DC area through support of programs in arts and humanities, community services, education, and healthcare.
Mt. Sinai Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2004 • Health Conversion Foundation with assets of \$104MM and giving of \$6MM (as of 2002) • The fund supports the purposes of The Jewish Community Federation of Cleveland and activities designed to improve the health status of Ohio residents, as well as support of their needs.
The Nathan Cummings Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2003 • Private, Family Foundation with assets of \$352MM and giving of \$20MM (as of 2002) • This foundation is rooted in the Jewish tradition and committed to democratic values & social justice, a socially & economically just society, humane health care, and arts & culture, on an international basis.
The New Hampshire Charitable Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Community Foundation with assets of \$193MM and giving of \$15MM (as of 2002) • The foundation gives for charitable and educational purposes in the arts, humanities, environment, and conservation, primarily in New Hampshire.
Nina Mason Pulliam Charitable Trust	<ul style="list-style-type: none"> • Surveyed in Fall 2003 • Private, Family Foundation with assets of \$341MM and giving of \$13MM (as of 2003) • The trust seeks to help people in need, especially women, children and families; to protect animals and nature; and to enrich community life in Indianapolis, Indiana and Phoenix, Arizona.
Omidyar Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Private, Family Foundation with assets of \$113MM and giving of \$8MM (as of 2003) • The foundation's mission is to provide leadership that will inform, inspire and engage individuals; be a catalyst for connectivity; and create environments to cultivate community effectiveness, primarily in California and Massachusetts.
Paul G. Allen Foundations	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Private, Family Foundation with assets of \$12MM and giving of \$20MM (as of 2002) • The foundation focuses on vulnerable populations, families and the arts in the Northwest, music programs, the environment, education, and health care, across the U.S.
Peninsula Community Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2004 • Community Foundation with assets of \$382MM and giving of \$65MM (as of 2002) • The fund's mission is to support cultural, educational, social service, and health programs, primarily in California.

Profiles of Foundations Included in Comparative Set (7)

Foundation	Description
The Pew Charitable Trusts	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Private, Family Foundation with assets of \$2.5B and giving of \$160MM (as of 2002) • The foundation supports nonprofit activities in the areas of culture, education, the environment, health and human services, public policy, and religion, across the U.S.
Polk Brothers Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2003 • Private, Family Foundation with assets of \$329MM and giving of \$15MM (as of 2003) • The foundation emphasizes programs that work with populations of need - particularly children; grants are made in four program areas: social services, education, culture and health, primarily in Illinois.
Pritzker Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Private, Family Foundation with assets of \$305MM and giving of \$16MM (as of 2002) • Grants are awarded largely for higher education, including medical education; religious welfare funds; hospitals; temple support; and cultural programs, across the U.S.
Public Welfare Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2003 • Private Foundation with assets of \$413MM and giving of \$18MM (as of 2003) • The foundation supports organizations that address human needs in disadvantaged communities through advocacy, strategy, services, and public policy, across the U.S.
Quantum Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Health Conversion Foundation with assets of \$128MM and giving of \$7MM (as of 2002) • The foundation seeks to advance the health, education, and community for every resident of Palm Beach County, Florida.
Rasmuson Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2004 • Private, Family Foundation with assets of \$211MM and giving of \$9MM (as of 2002) • Primary areas of funding include health/human services, arts/cultural programs, organizational capacity building, community development, and education, primarily in Alaska.
The Rhode Island Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Community Foundation with assets of \$325MM and giving of \$14MM (as of 2001) • The foundation provides funding in education, health care, arts and culture, youth, the aged, social services, urban affairs, historic preservation, and the environment, primarily in Rhode Island.
Richard & Rhoda Goldman Fund	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Private, Family Foundation with assets of \$432MM and giving of \$47MM (as of 2002) • The fund gives to programs that will have a significant positive impact on the environment, population, Jewish affairs, children and youth, social and human services, and the elderly, on an international basis.
Richard King Mellon Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Private, Family Foundation with assets of \$1.4B and giving of \$62MM (as of 2002) • Local grants emphasize conservation, education, families and youth, economic development, and system reform in Pennsylvania; in addition, the foundation supports the conservation of natural areas and wildlife in the U.S.
Robert R. McCormick Tribune Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Private, Non-Family Foundation with assets of \$1.8B and giving of \$95MM (as of 2002) • The foundation is dedicated to improving the social and economic environment, encourage free and responsible discussion, enhance the effectiveness of education, and stimulate responsible citizenship, across the U.S.
The Robert Wood Johnson Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Private, Family Foundation with assets of \$8.0B and giving of \$359MM (as of 2002) • The foundation provides funding to health and health care, particularly concentrating on access, quality of care for people with chronic health conditions, healthy communities and lifestyles, and substance abuse, across the U.S.
Rockefeller Brothers Fund	<ul style="list-style-type: none"> • Surveyed in Fall 2004 • Private, Family Foundation with assets of \$623MM and giving of \$23MM (as of 2002) • The fund supports efforts to expand knowledge, clarify values and critical choices, nurture creative expression, shape public policy, and enhance cultural diversity and ecological integrity, on an international basis.
Rose Community Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Health Conversion Foundation with assets of \$202MM and giving of \$6MM (as of 2003) • The foundation aims to enhance quality of life in the community by supporting programs in the areas of child and family development, education, aging, health, and Jewish life, primarily in Colorado.
S & G Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2004 • Private, Family Foundation with assets of \$177MM and giving of \$9MM (as of 2003) • The foundation gives primarily for arts and educational institutions and organizations, across the U.S.

Profiles of Foundations Included in Comparative Set (8)

Foundation	Description
S. H. Cowell Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2004 • Private, Non-Family Foundation with assets of \$136MM and giving of \$7MM (as of 2002) • The mission of the foundation is to improve the quality of life of children and families living in poverty in northern California.
Santa Barbara Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2004 • Community Foundation with assets of \$135MM and giving of \$6MM (as of 2002) • The foundation supports the arts, children/youth services, community development, education, environment, health care, and human services for Santa Barbara County, California.
SC Ministry Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2003 • Private, Non-Family Foundation with assets of \$164MM and giving of \$4MM (as of 2003) • The mission of this foundation is to promote the mission and ministry of the Sisters of Charity of Cincinnati and the organizations they fund, primarily in Ohio.
The Sherman Fairchild Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Private Foundation with assets of \$383MM and giving of \$15MM (as of 2002) • The foundation places an emphasis on higher education, fine arts and cultural institutions, medical research, and social welfare, across the U.S.
The Shubert Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2003 • Private Foundation with assets of \$249MM and giving of \$14MM (as of 2003) • The foundation is dedicated to sustaining and advancing the live performing arts in the United States, with a particular emphasis on theatre and a secondary focus on dance.
The Skillman Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2003 • Private Foundation with assets of \$418MM and giving of \$19MM (as of 2002) • The foundation is a resource for improving the lives of children in metropolitan Detroit, MI. Children in disadvantaged situations are of special concern.
Stuart Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2003 • Private, Family Foundation with assets of \$267MM and giving of \$16MM (as of 2002) • The foundation's mission is to help children and youth become responsible citizens by strengthening public schools, the child welfare system, and communities in order to support families, primarily in California and Washington.
Surdna Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Private, Family Foundation with assets of \$605MM and giving of \$29MM (as of 2003) • The foundation focuses nationally on the areas of arts, community revitalization, effective citizenry, environment, and nonprofit sector support.
Victoria Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Private, Family Foundation with assets of \$200MM and giving of \$9MM (as of 2003) • The foundation focuses its grantmaking primarily on urban activities and education programs in Newark, New Jersey.
Virginia G. Piper Charitable Trust	<ul style="list-style-type: none"> • Surveyed in Fall 2004 • Private, Family Foundation with assets of \$436MM and giving of \$19MM (as of 2003) • The foundation supports four initiatives: early childhood, youth, the elderly, and arts and culture, primarily in Arizona.
W. K. Kellogg Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Private, Non-Family Foundation with assets of \$400MM and giving of \$176MM (as of 2003) • The foundation funds programs in development, health, youth and education, and philanthropy and volunteerism, on an international basis.
Waitt Family Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2004 • Private, Family Foundation with assets of \$157MM and giving of \$7MM (as of 2003) • The foundation's goal is to empower communities, leverage partnerships with other organizations/projects, and to communicate new ideas to communities and families, across the U.S.
The Wallace Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2004 • Private, Non-Family Foundation with assets of \$646MM and giving of \$16MM (as of 2002) • The mission of the foundation is to develop effective educational leaders in order to improve student learning; provide informal learning opportunities for children and families; and increase participation in the arts, across the U.S.
Wayne & Gladys Valley Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Private, Family Foundation with assets of \$591MM and giving of \$23MM (as of 2003) • Primary areas of funding include higher, secondary, and other education; medicine; hospitals; youth; and local Catholic schools and charities, primarily in California.

Profiles of Foundations Included in Comparative Set (9)

Foundation	Description
Weingart Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Private, Non-Family Foundation with assets of \$678MM and giving of \$36MM (as of 2003) • The foundation provides support for community and social services, education, and health care, with strong emphasis on programs for children and youth, primarily in California.
Wilburforce Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Private, Non-Family Foundation with assets of \$7MM and giving of \$8MM (as of 2002) • The foundation funds environmental issues in Western United States and Western Canada.
The William and Flora Hewlett Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2003 • Private, Non-Family Foundation with assets of \$5.1B and giving of \$195MM (as of 2002) • Funding is given for conflict resolution, the environment, performing arts, education, population studies, family and community development, and U.S.-Latin American relations, on an international basis.
The William K. Warren Foundation	<ul style="list-style-type: none"> • Surveyed in Fall 2003 • Private, Family Foundation with assets of \$398MM and giving of \$14MM (as of 2002) • The foundation awards grants for local Catholic health care facilities, education, and social services in Oklahoma; substantial support for a medical research program in OK as well.
The William Penn Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Private, Family Foundation with assets of \$1.1B and giving of \$56MM (as of 2003) • The foundation provides the funding of efforts that foster rich cultural expression, strengthen children's futures, and deepen connections to nature and community, primarily in Pennsylvania.
The William Randolph Hearst Foundations	<ul style="list-style-type: none"> • Surveyed in Fall 2003 • Private, Family Foundation with assets of \$521MM and giving of \$27MM (as of 2002) • The mission of the foundation is to provide opportunities to underserved and underrepresented populations in the fields of education, health, social services, and culture, across the U.S.
The William Stamps Farish Fund	<ul style="list-style-type: none"> • Surveyed in Spring 2004 • Private, Family Foundation with assets of \$158MM and giving of \$8MM (as of 2003) • The fund gives primarily for education and medical research in Houston, TX.
Woods Fund of Chicago	<ul style="list-style-type: none"> • Surveyed in Fall 2004 • Private Foundation with assets of \$67MM and giving of \$3MM (as of 2003) • Funding is concentrated into two main program areas: Community Organizing, and Public Policy in Illinois. In addition, a limited number of grants are awarded for Arts and Culture, primarily in Illinois.
Z. Smith Reynolds Foundation	<ul style="list-style-type: none"> • Surveyed in Spring 2003 • Private, Family Foundation with assets of \$17MM and giving of \$18MM (as of 2003) • The foundation provides funding for community building and economic development, environment, governance, public policy and civic engagement, pre-collegiate education, and social justice and equity, primarily in North Carolina.

The Center for Effective Philanthropy

The Center is a nonprofit, nonpartisan organization that received initial funding in the summer of 2001.

Mission

To improve the practice of philanthropy by providing management and governance tools to define, assess, and improve overall foundation performance.

Vision

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

The Center's research reports can be downloaded from our Web site:
www.effectivephilanthropy.org

Our Funders

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



Grantee Perception Report Subscribers

To date, 65 foundations have commissioned the GPR from the Center. Their participation has allowed the Center to conduct independent surveying and conduct analyses on field-wide implications.

- Barr Foundation
- Bill & Melinda Gates Foundation
- Blue Cross Blue Shield of Massachusetts Foundation
- The Boston Foundation
- The Brown Foundation
- Bush Foundation
- Carnegie Corporation of New York
- Charles and Lynn Schusterman Family Foundation
- Charles Stewart Mott Foundation
- The Cleveland Foundation
- The Columbus Foundation
- Community Foundation Silicon Valley
- Connecticut Health Foundation
- The David and Lucile Packard Foundation
- Dyson Foundation
- Endowment for Health
- Evelyn and Walter Haas, Jr. Fund
- The F.B. Heron Foundation
- Fannie Mae Foundation
- The Ford Family Foundation
- The GAR Foundation
- The George Gund Foundation
- The Goizueta Foundation
- Gordon and Betty Moore Foundation
- Grand Rapids Community Foundation
- The Greater Cincinnati Foundation
- The Health Foundation of Greater Cincinnati
- Houston Endowment
- The Hyams Foundation
- Jessie Ball duPont Fund
- John D. and Catherine T. MacArthur Foundation
- Kalamazoo Community Foundation
- Kansas Health Foundation
- Kronkosky Charitable Foundation
- Lumina Foundation for Education
- Maine Health Access Foundation
- The McKnight Foundation
- The Minneapolis Foundation
- Missouri Foundation for Health
- Mt. Sinai Foundation
- The Nathan Cummings Foundation
- The New Hampshire Charitable Foundation
- Nina Mason Pulliam Charitable Trust
- Omidyar Foundation
- Paul G. Allen Foundations
- Peninsula Community Foundation
- Rasmuson Foundation
- The Rhode Island Foundation
- Richard & Rhoda Goldman Fund
- The Robert Wood Johnson Foundation
- Rockefeller Brothers Fund
- Rose Community Foundation
- S. H. Cowell Foundation
- Santa Barbara Foundation
- SC Ministry Foundation
- Stuart Foundation
- Surdna Foundation
- Virginia G. Piper Charitable Trust
- The Wallace Foundation
- Wayne & Gladys Valley Foundation
- Wilburforce Foundation
- The William and Flora Hewlett Foundation
- The William Penn Foundation
- Woods Fund of Chicago

The Center's research and creation of comparative data sets leads to the development of assessment tools, publications serving the foundation field, and programming. A number of important initiatives are underway:

- ◆ **Performance Assessment:** The Center's work focuses on practical research to inform foundation performance assessment. The Center's publication, *Indicators of Effectiveness: Understanding and Improving Foundation Performance*, proposes a framework for foundation performance assessment, outlining 17 key performance questions and suggesting potential data sources to inform answers to those questions. The Center continues to highlight effective practices in performance assessment through the development of case studies.
- ◆ **Foundation-Grantee Relationship:** The Center is analyzing the results of grantee surveys for a new publication that builds on *Listening to Grantees: What Nonprofits Value in Their Foundation Funders* and examines the variation that exists within foundations in their dealings with grantees.
- ◆ **Foundation Governance Project:** The Center is in the midst of a landmark study of foundation governance practices, with 55 foundations participating in a study that includes an examination of their boards' operations as well as a comprehensive survey of their trustees. The objective is to identify effective practices in foundation governance and create a new assessment tool, the Comparative Board Report (CBR), that helps foundation boards assess their performance.
- ◆ **Staff Perceptions:** The Center has worked with the Robert Wood Johnson Foundation (RWJF) and the Charles and Helen Schwab Foundation to pilot a new assessment tool, the Staff Perception Report, based on the perceptions of foundation staff on a number of important dimensions.
- ◆ **Operational Benchmarking:** The Center is working to expand the operational benchmarking data available to foundation leaders on a comparative basis. Examples of the kind of operational benchmarking data the Center is developing include program officer workload (e.g., active grants per program officer FTE) and process data related to the grant selection process (e.g., percentage of applications approved).
- ◆ **Programming:** The Center's programming highlights effective practices and provides a first look at emerging Center research. The Center's next seminar is in San Francisco, March 17-18, and is entitled: *Higher Impact: Improving Foundation Performance*.

For more information on all of these initiatives, see www.effectivephilanthropy.org.

Contact the Center for Effective Philanthropy

- ◆ This report was produced for Rockefeller Brothers Fund by the Center for Effective Philanthropy. Please feel free to contact the Center with any questions about this report.
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