

Grantee Perception Report®

prepared for

Doris Duke Charitable Foundation

Fall 2008

Excerpt



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Background

- ♦ Since February 2003, the Center for Effective Philanthropy (CEP) has conducted surveys of grantees on their perceptions of their philanthropic funders both on behalf of individual funders and independently. The purpose of these surveys is two-fold: to gather data that is broadly useful – forming the basis of research reports such as *Listening to Grantees: What Nonprofits Value in Their Foundation Funders* (2004), *Foundation Communications: The Grantee Perspective* (2006), and *In Search of Impact: Practices and Perceptions in Foundations' Provision of Program and Operating Grants to Nonprofits* (2006) – and to provide individual philanthropic funders with Grantee Perception Reports.

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

Page numbers correspond to the page number in the full report prepared for and presented to DDCF.

Methodology (1)

- ◆ The Center for Effective Philanthropy (CEP) has surveyed over 60,000 grantees of 231 philanthropic funders since spring 2003. Please see the Appendix for a list of all funders whose grantees CEP has surveyed.
- ◆ This Grantee Perception Report® (GPR) contains data collected over the last three years, and includes over 20,000 grantee responses regarding 114 philanthropic funders.¹
 - CEP surveyed 86 fiscal year 2007 grantees of Doris Duke Charitable Foundation (“DDCF”) during September and October 2008. CEP received 74 completed responses, an 86 percent response rate.
 - CEP surveyed 106 fiscal year 2004 grantees of DDCF during September and October 2005. CEP received 92 completed responses, an 87 percent response rate. Whenever possible, these grantees’ responses are shown.
 - The average and/or median rating for these respondents is shown throughout this report.
 - Grantees submitted responses via mail and the Web.²
- ◆ DDCF provided grantee contact information.
- ◆ Selected grantee comments are shown throughout this report. This selection of comments highlights major themes and reflects trends in the data. These selected comments over-represent negative comments about the Foundation in order to offer a wide range of perspectives.

Key Findings

Overall, Doris Duke Charitable Foundation (“DDCF”) grantees rate the Foundation higher than the median funder on nearly all dimensions in this report and – on some measures, above the 90th percentile of all funders in CEP’s dataset. Overall grantees’ ratings, on a comparative and absolute basis, are extremely positive. Additionally, the Foundation demonstrated strong improvements in areas highlighted by DDCF’s 2005 Grantee Perception Report, with significant progress in its interactions and satisfaction ratings, with each now rated at the 90th percentile.¹ DDCF grantees comment the Foundation has provided “thought leadership” in their respective fields through its “forward looking” collaborations, initiatives, and staff.

Twenty-six percent of grantees also receive comprehensive or field-related non-monetary assistance – a typical proportion. Grantees that report receiving these types of assistance, which they describe as “extremely helpful” to their organizations, rate the Foundation significantly higher than grantees receiving little or no assistance on many measures in the survey, including field impact, impact on the organization, and impact on the sustainability of funded work. The quality of DDCF staff is also apparent in this area – those grantees that receive assistance from staff rather than third-parties, find the assistance significantly more valuable.

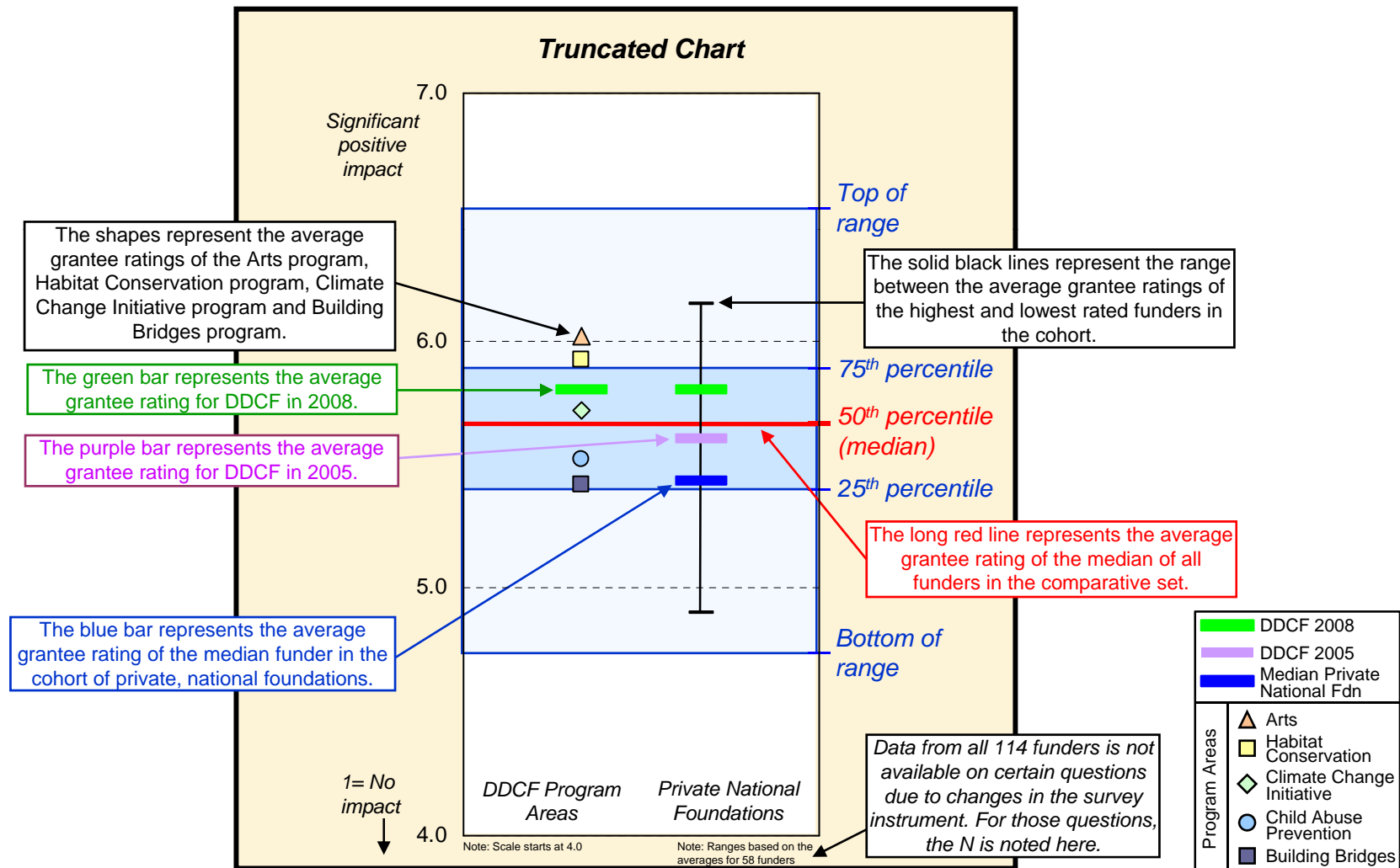
While ratings on the helpfulness of the selection and evaluation processes have improved since 2005, they continue to be time consuming for grantees. One-third of grantees spend 100 hours or more during the proposal and selection process, compared to 9 percent at the average funder, and grantees rate the helpfulness of the reporting and evaluation processes only similar to the median funder. Suggestions for enhancing these processes comprise about a third of suggestions grantees made for DDCF’s improvement. Grantees note proposal and reporting requirements “seem to focus on smaller details,” and funding gaps during the “evaluation phase” make it “difficult” to continue work.

Many of DDCF’s positive ratings are driven by the exceptionally positive experiences of repeat grantees. The 39 percent of DDCF’s grantees that are first-time grantees (a higher than typical proportion) rate DDCF similarly to the ratings of first-time grantees of other funders. DDCF’s repeat grantees, however, rate the Foundation significantly higher than other funder’s repeat grantees rate them. Across CEP’s dataset, repeat grantees typically rate their funders more positively than first-time grantees, reflecting the value added from a longer relationship. But, the larger than typical differences in experiences and perceptions between these groups at DDCF highlight the possibility of further improvement through a focus on the experiences of first-time grantees.

Differences in ratings among program areas suggest opportunities for intra-foundation learning. Arts and Habitat Conservation grantees consistently rate the Foundation highly in most areas. However, grantees from Child Abuse Prevention, Climate Change Initiative and Building Bridges, which are smaller program areas, rate the Foundation less positively on various measures.

Reading GPR Charts

Much of the grantee perception data in the GPR is presented in the format below. These graphs show the average of grantee responses for DDCF, over a background that shows percentiles for the average ratings for the full comparative set of 114 philanthropic funders. **Throughout the report, many charts in this format are truncated from the full scale because funder averages fall within the top half of the absolute range.**



Review of Findings (1)

Chart shows DDCF's 2008 (◆) percentile rank, DDCF's 2005 (◇) percentile rank, and the percentile rank of the median private national foundation (◆) among all funders in the comparative set.



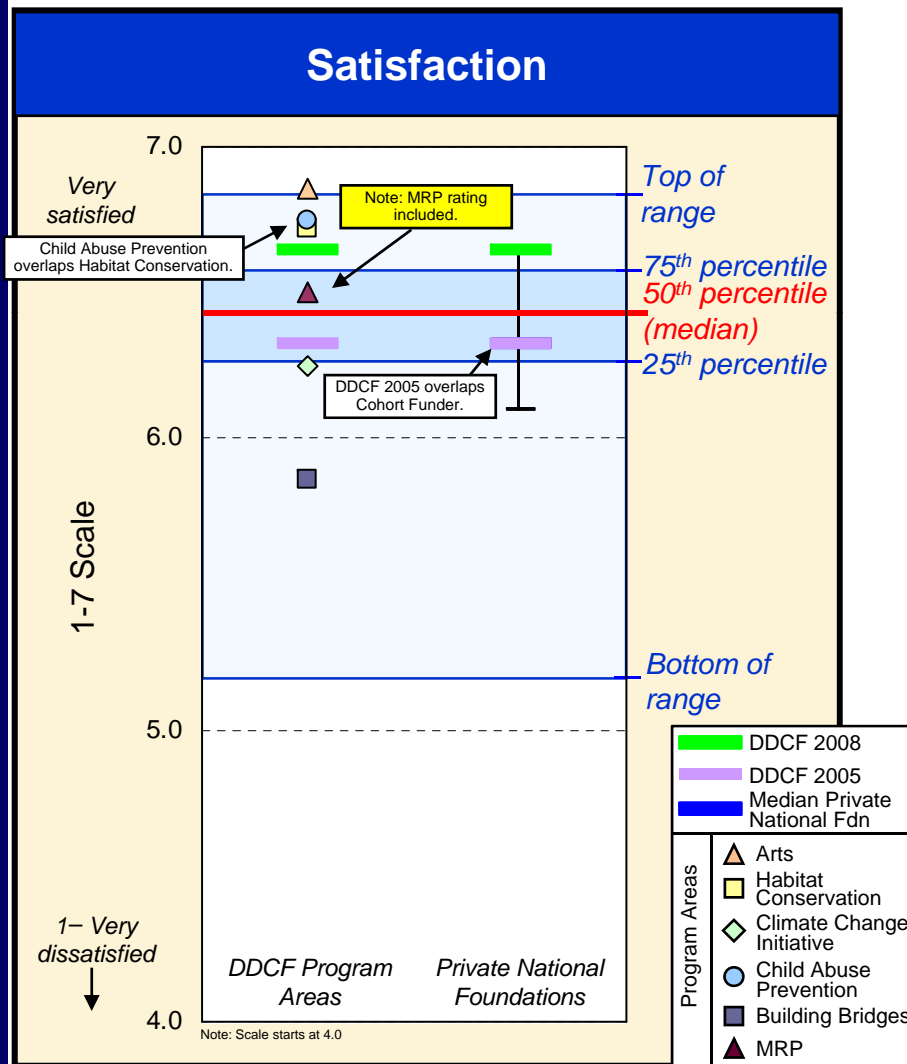
X. Review of Findings and Analysis and Discussion

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

Satisfaction

On overall satisfaction, DDCF is rated:

- above the median funder
- higher than all other private national foundations



Selected Grantee Comments

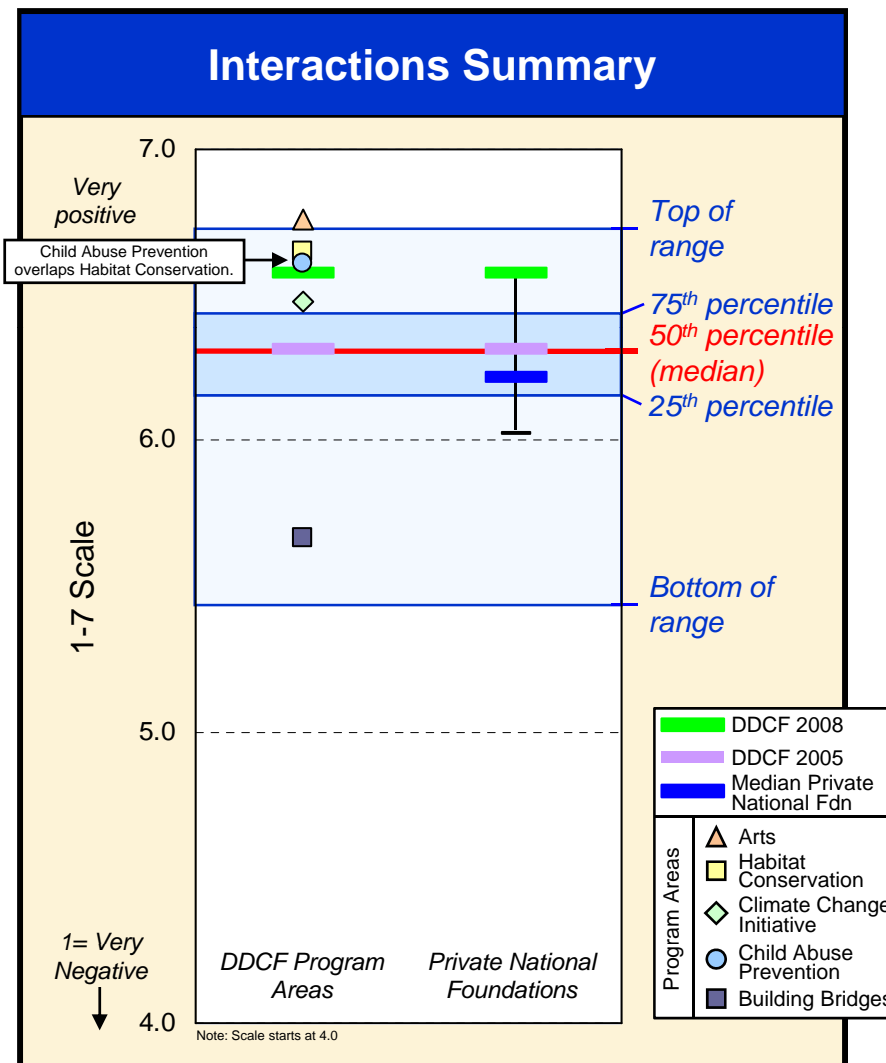
- ◆ “DDCF is one of the most concerned and best managed foundations in the arts field. The staff is first rate.”
- ◆ “This is the first grant our organization has received from DDCF and we highly value their interest and commitment in the work of our field. We consider the DDCF grant to be a prestigious source of support.”
- ◆ “Foundation staff have served as genuine partners with our organization.”

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

Grantee Interactions Summary

On this summary that includes grantees' comfort approaching the Foundation if a problem arises, responsiveness of Foundation staff, and fairness of the Foundation's treatment of grantees, DDCF is rated:

- higher than ninety percent of funders whose grantees CEP has surveyed
- higher than all other private national foundations



Selected Grantee Comments

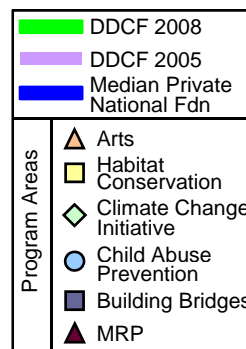
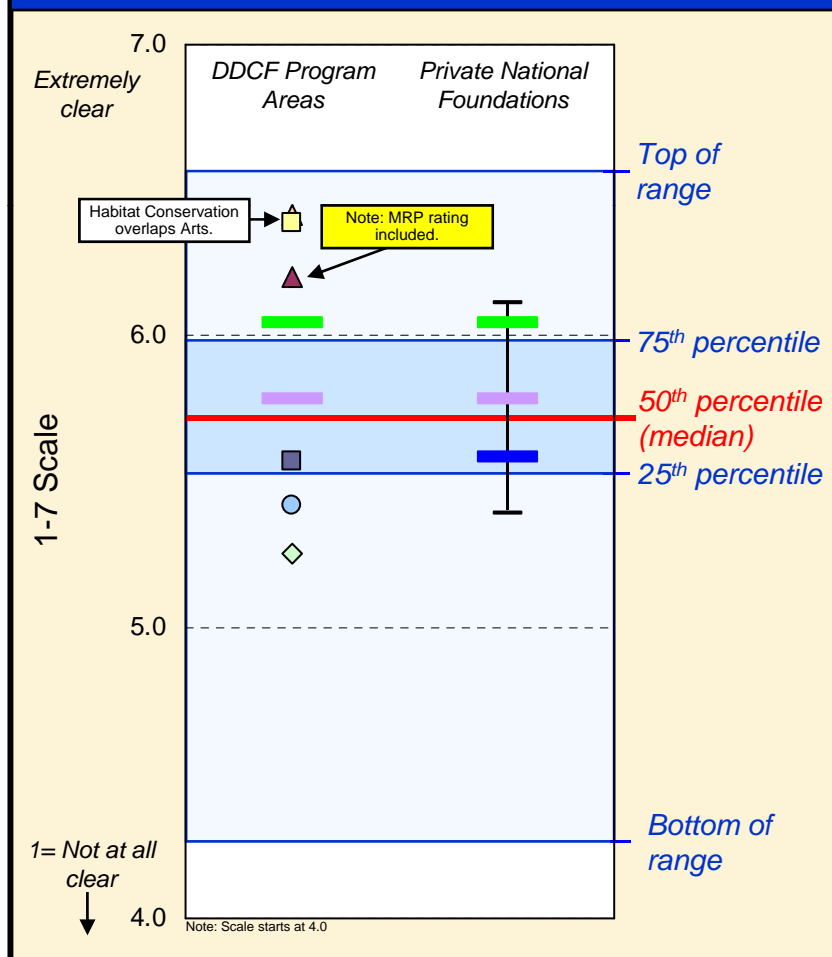
- ♦ *"I have found the Foundation to be an excellent, respectful and supportive partner in this work. I have received clear direction regarding what to expect and have found that very helpful. It has been and is a pleasure to work with the Foundation staff. Their expertise in this area of work has contributed to the success of our initiative."*
- ♦ *"All staff have been supportive, helpful and knowledgeable about our project. Their expertise has been extremely useful as the project has come together."*
- ♦ *"Staff is very efficient and responsive despite their small numbers."*
- ♦ *"Our program officer knows our project extremely well, asks very insightful questions, and assesses strengths and needs with great skill. She links projects of similar interests together. Because of her knowledge of our project and her broader knowledge of the field, she is an invaluable resource and consultant. All of my other contacts with the Foundation have been positive as well. I have found the DDCF to be one of the most well-run, intelligent, and forward-looking organizations with which I have worked."*

Communication of Goals and Strategy

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

- above the median funder
- above the median private national foundation

Clarity of Funder Communication of Goals and Strategy



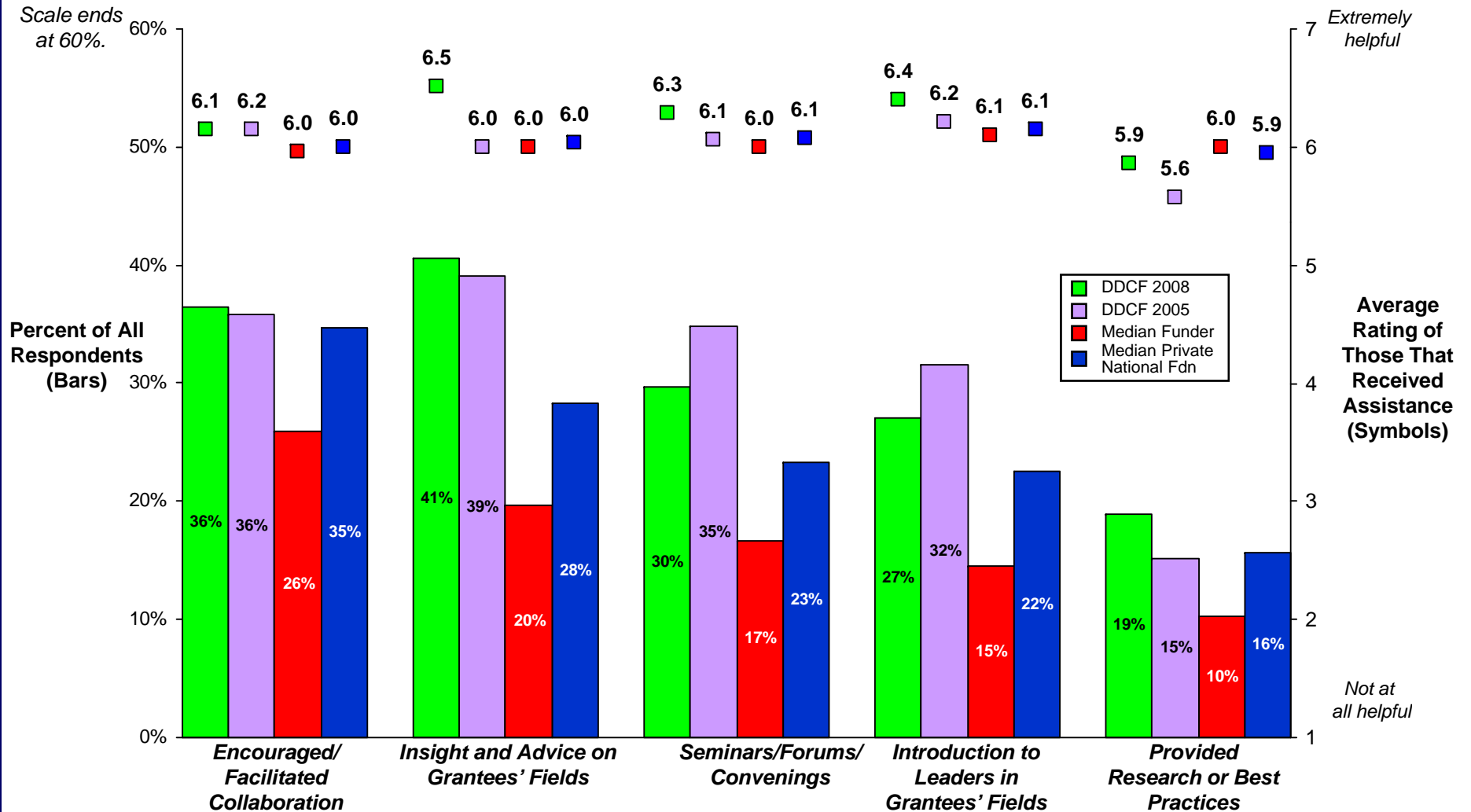
Selected Grantee Comments

- “The Foundation cares deeply about its work and wanted to work closely with us to ensure that we were working well together to meet our mutual goals.”
- “The Foundation has successfully galvanized a broad community of support and interest nationwide, focused on achieving primary goals in our field.”
- “The Foundation has drawn attention to the need for strategic investment in land conservation throughout the natural resources community nationally.”
- “I am still unclear about how the foundation arrived at its overall strategic direction in the grant area we are involved with.”

Field-Related Assistance Activities & Helpfulness

A larger proportion of DDCF grantees are provided field-related assistance than grantees of other philanthropic funders. The helpfulness of these activities is rated above or similar to the activities provided by the median funder.

Frequency and Helpfulness of Field-Related Assistance Activities



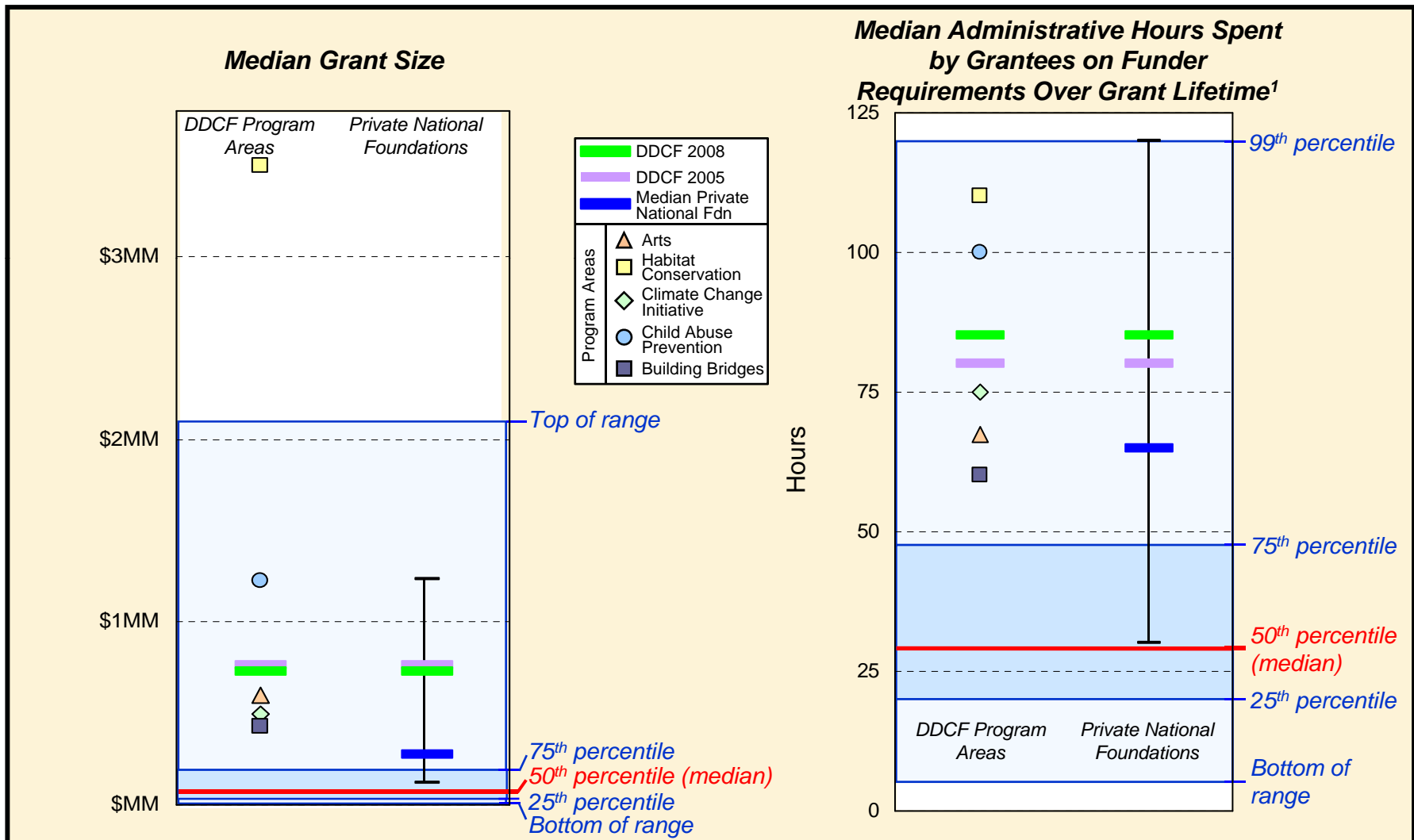
Grant Size and Administrative Time

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

- larger than that of ninety percent of funders whose grantees CEP has surveyed
- larger than that of the median private national foundation

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

- greater than that of ninety percent of funders whose grantees CEP has surveyed
- greater than that of the median private national foundation



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

Grant Amount (1)

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

- larger than that of ninety percent of funders whose grantees CEP has surveyed
- larger than that of the median private national foundation

Size of Grants

