

Grantee Perception Report®

prepared for

Doris Duke Charitable Foundation Medical Research Program

Fall 2008



THE CENTER FOR
EFFECTIVE PHILANTHROPY

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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.

Methodology (1)

- ◆ The Center for Effective Philanthropy (CEP) has surveyed almost 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 customized Grantee Perception Report® (GPR) contains data collected over the last three years, and includes almost 20,000 grantee responses of about 114 philanthropic funders.¹
 - CEP surveyed 77 fiscal year 2007 grantees of the Doris Duke Charitable Foundation-Medical Research Program (“DDCF-MRP”) during September and October 2008. CEP received 64 completed responses, a 83 percent response rate. The survey used for the MRP Program is customized from CEP’s grantee standard survey.
 - The average and/or median rating for these respondents is shown throughout this report.
 - Grantees submitted responses via mail and the Web.
- ◆ DDCF-MRP 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 DDCF-MRP in order to offer funder leadership a wide range of perspectives.
- ◆ Throughout this report, whenever possible, the average rating for DDCF-MRP responses is compared to other sources of comparative data gathered by CEP. Comparisons have been made between data from very similar or identical questions from a survey of DDCF grantees from other programs. Where questions were not identical, the differences are noted. The comparisons that are presented in this report are:
 - The ranges of average ratings of grantee responses for the 114 individual foundations whose grantees CEP has surveyed from 2006 through 2008.
 - The average response for DDCF grantees outside the Foundation’s Medical Research Program.

Methodology (2)

- ◆ Throughout this report, DDCF average ratings are shown segmented by affiliation based on the type of award received.¹
 - Distinguished Clinical Science Award (n=8)²
 - Clinical Scientists Development Award (n=47)²
 - Clinical Research Fellowship Program (n=8) ²
 - Note: One respondent did not indicate his/her affiliation. The ratings of this respondent are not part of the awardee breakdown but are included the Foundation's overall average.

1: Awardees indicate their affiliation by responding to the question: "Describe the award from the Foundation about which you are responding."

2: Awardee affiliation data is not shown in the report when fewer than five awardees responded.

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Key Findings

The Doris Duke Charitable Foundation Medical Research Program (“DDCF-MRP”) is rated highly by awardees on many measures of this Grantee Perception Report, including their overall satisfaction with their experience with the Foundation. Awardees perceive the Foundation’s effect on their field very positively, particularly its impact on physician-scientists and the extent to which awardees believe the Foundation’s reputation enhances their career advancement or training program. The Foundation’s impact on awardees’ recognition within their institution and field, however, is rated somewhat lower in comparison to these other field-related measures, but still quite positively overall.

In terms of its impact on their work, 96 percent of awardees report that they expect to sustain their work beyond the award period and most say that the Foundation’s award significantly improved their ability to obtain additional support. Awardees also report an overall shift in the focus of their research after receiving the award toward translational clinical research. Yet, while there was an overall positive move toward translational clinical research, the majority of individual respondents do not indicate a shift in their work.

MRP awardees rate their interactions with the Foundation very positively, including the accessibility of MRP staff and the helpfulness of MRP staff in answering questions and resolving problems.

DDCF’s MRP proposal and creation process is more time consuming than that of the median funder and that of other DDCF programs. It receives somewhat less positive ratings for its transparency, with awardees frequently asking for greater feedback from reviewers.

Awardees also shared their views on the greatest unmet need in clinical research that could be addressed by a private foundation. Most responses center on grantmaking practices with 35 percent of comments specifically requesting that private foundations provide more funding for junior researchers.

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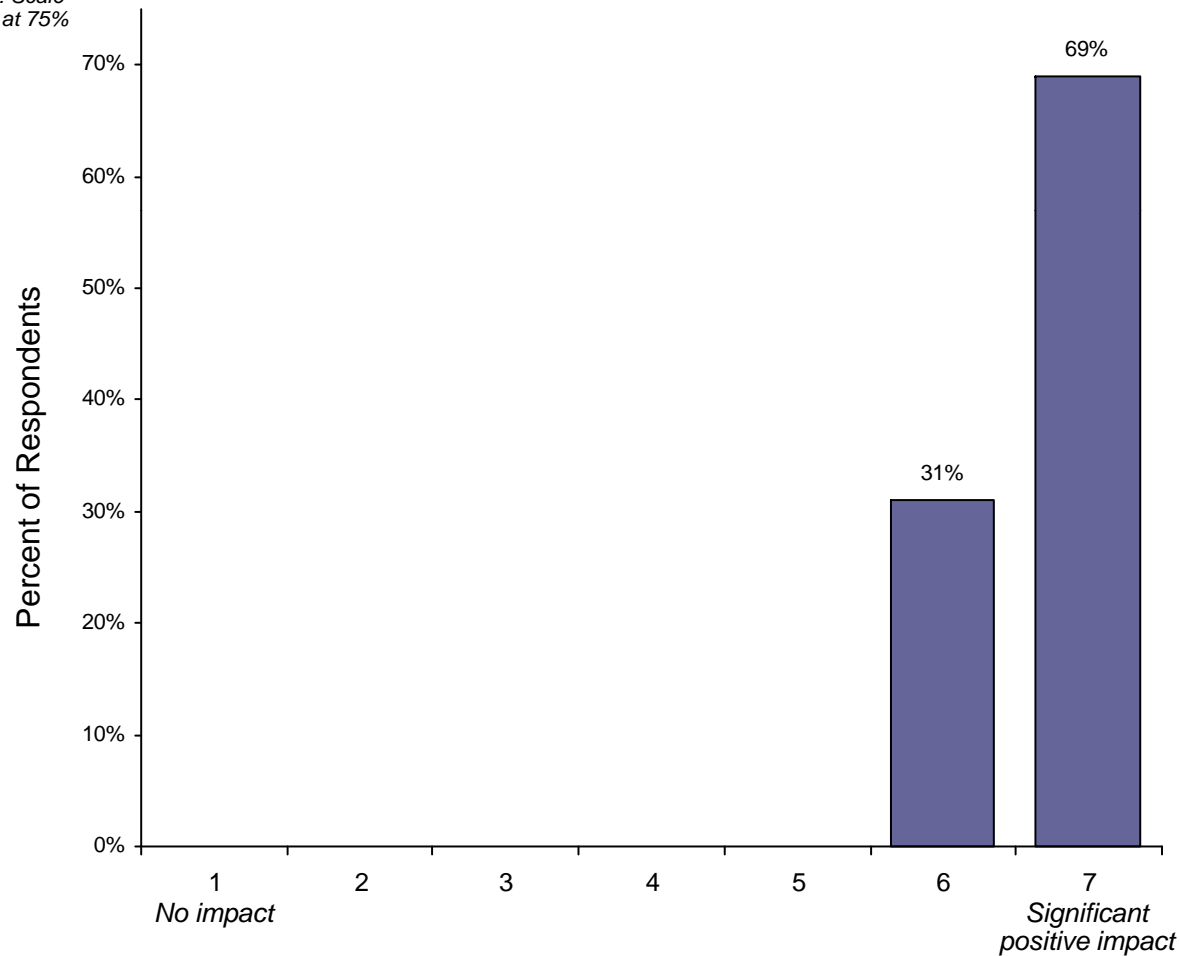
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Impact on Physician-Scientists

- ◆ DDCF-MRP awardees rate the Foundation’s impact on the support of physician-scientists a 6.7 on a 1 to 7 scale where 1=No impact and 7=Significant positive impact.

“Overall, how would you rate the Foundation's impact on the support of physician-scientists?”

Note: Scale ends at 75%



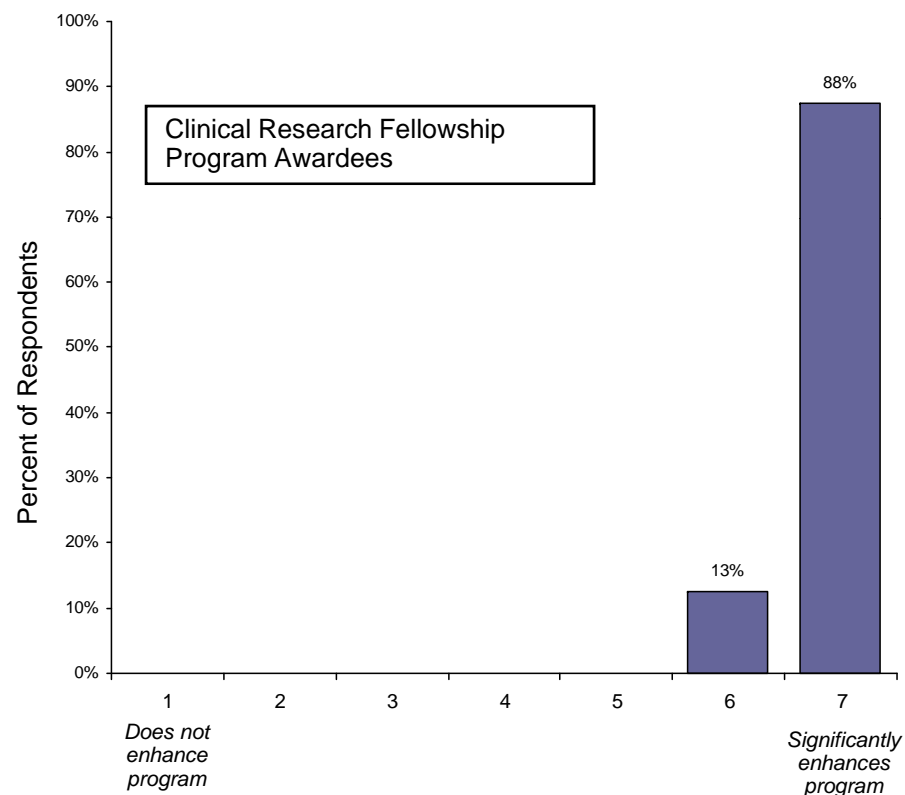
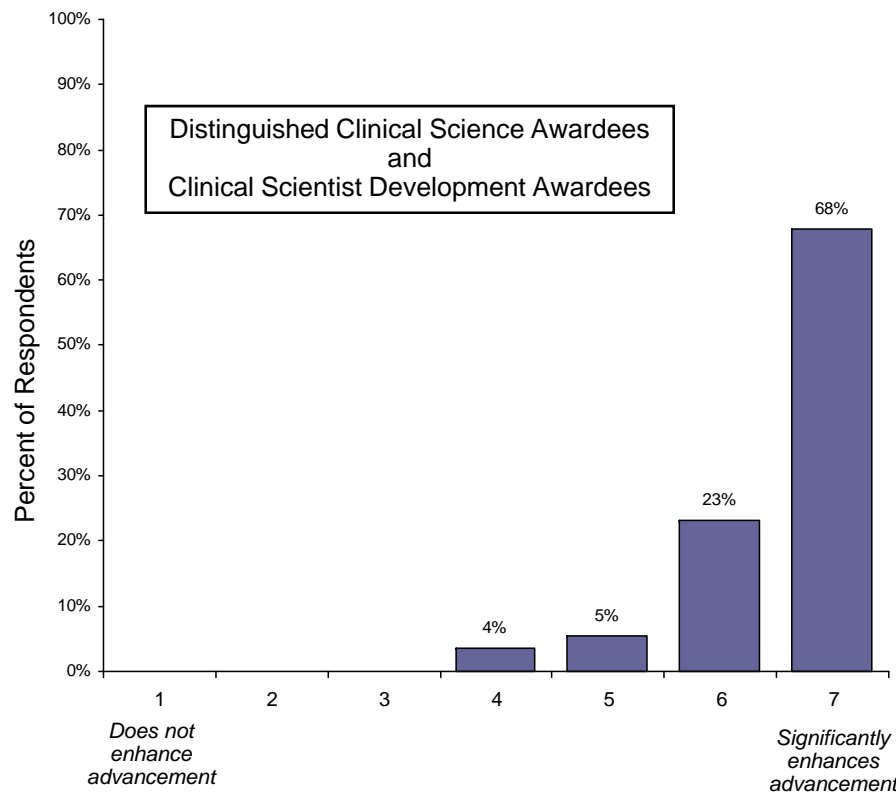
Awardee Affiliation	Average Rating
Overall DDCF-MRP	6.7
Distinguished Clinical Science Awardees	6.8
Clinical Scientist Development Awardees	6.7
Clinical Research Fellowship Program Awardees	6.5

Foundation Reputation

- ◆ DDCF-MRP awardees rate the extent to which they believe the Foundation’s reputation enhances their career advancement or training program a 6.6 on a 1 to 7 scale where 1=Does not enhance advancement and 7=Significantly enhances advancement.

“To what extent do you believe the Foundation’s reputation enhances –Your career advancement?”

“To what extent do you believe the Foundation’s reputation enhances –Your training program?”



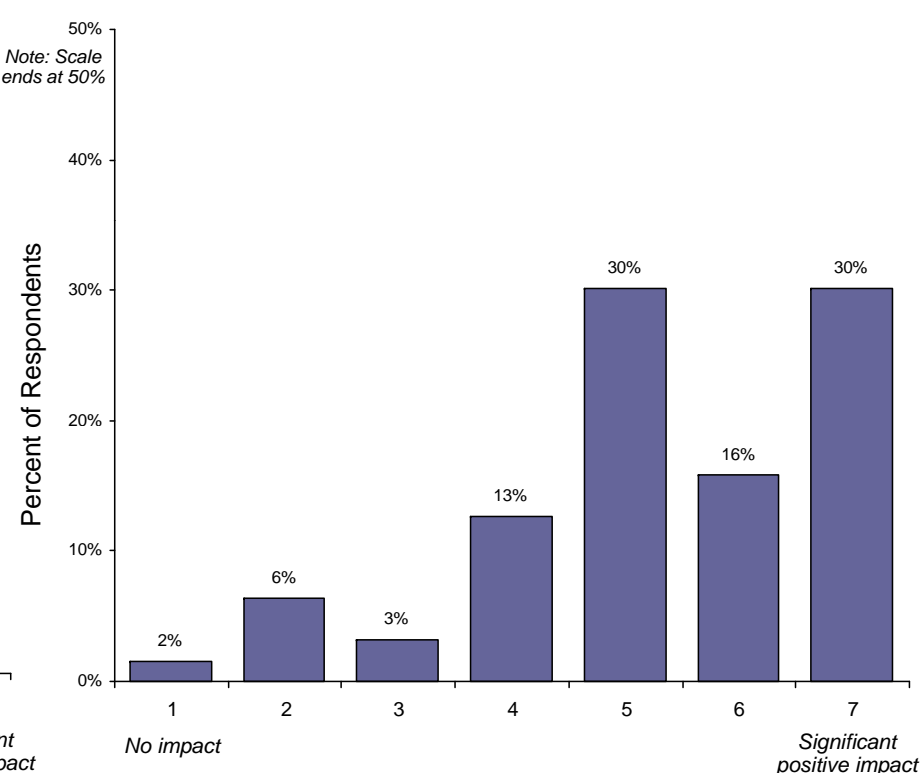
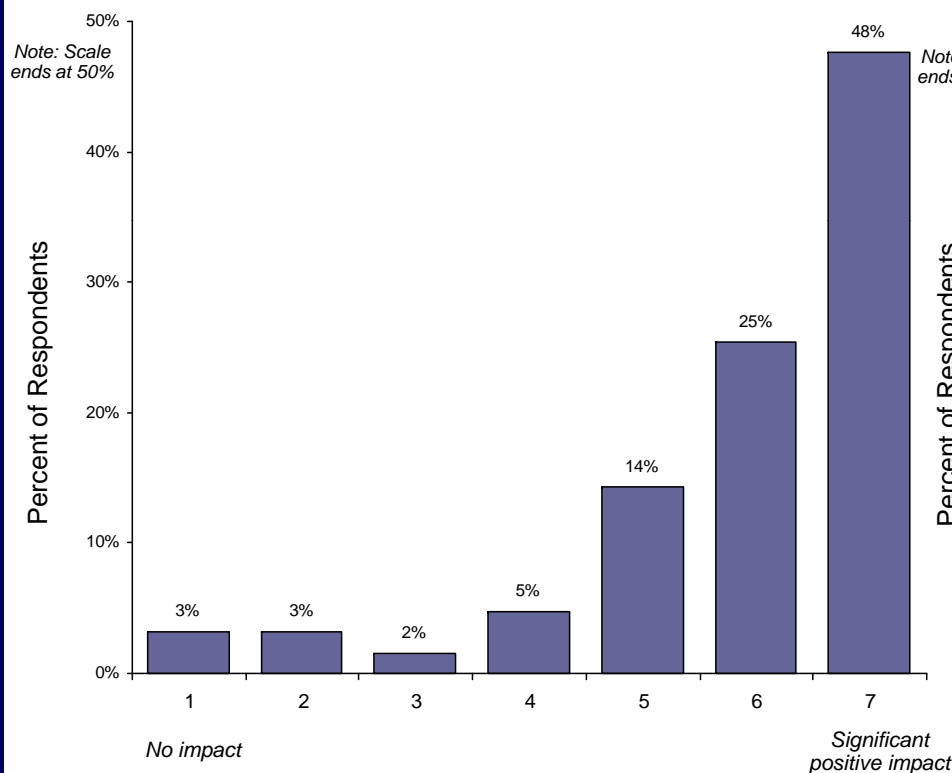
Awardee Affiliation	Average Rating
Overall DDCF-MRP	6.6
Distinguished Clinical Science Awardees	6.6
Clinical Scientist Development Awardees	6.5
Clinical Research Fellowship Program Awardees	6.9

Recognition within the Institution and Field

- DDCF-MRP awardees rate the Foundation's impact on their recognition within their institution a 5.9 on a 1 to 7 scale where 1=No impact and 7=Significant positive impact. Awardees rate the Foundation's impact on their recognition within their field a 5.3.

"How has receipt of the award from the Foundation impacted your recognition within your institution?"

"How has receipt of the award from the Foundation impacted your recognition within your field?"



Awardee Affiliation	Average Rating on Recognition in Institution	Average Rating on Recognition in Field
Overall DDCF-MRP	5.9	5.3
Distinguished Clinical Science Awardees	5.9	5.8
Clinical Scientist Development Awardees	5.8	5.3
Clinical Research Fellowship Program Awardees	6.6	5.0

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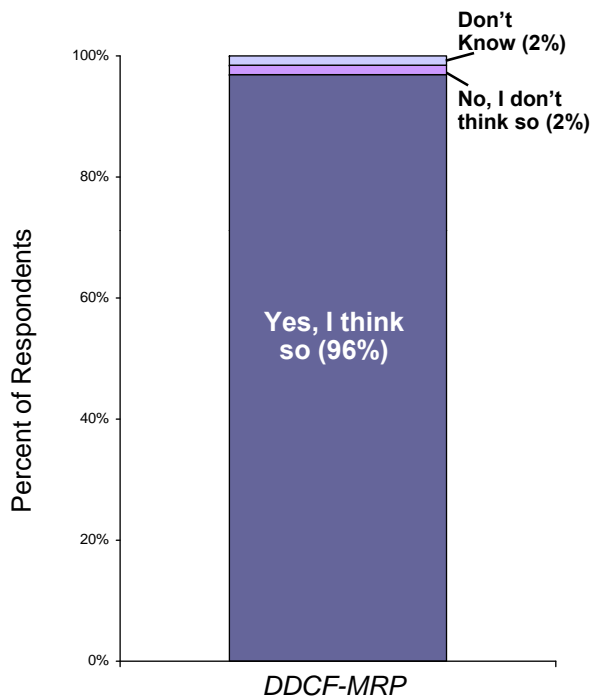
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Plans to Sustain Work

- ◆ 96% of DDCF-MRP awardees say that they plan to sustain work funded by this award beyond the award period. DDCF-MRP awardees rate how much the Foundation’s award improves their ability to obtain additional support for this work a 6.5 on a 1 to 7 scale where 1=Limited improvement and 7=Significant improvement.

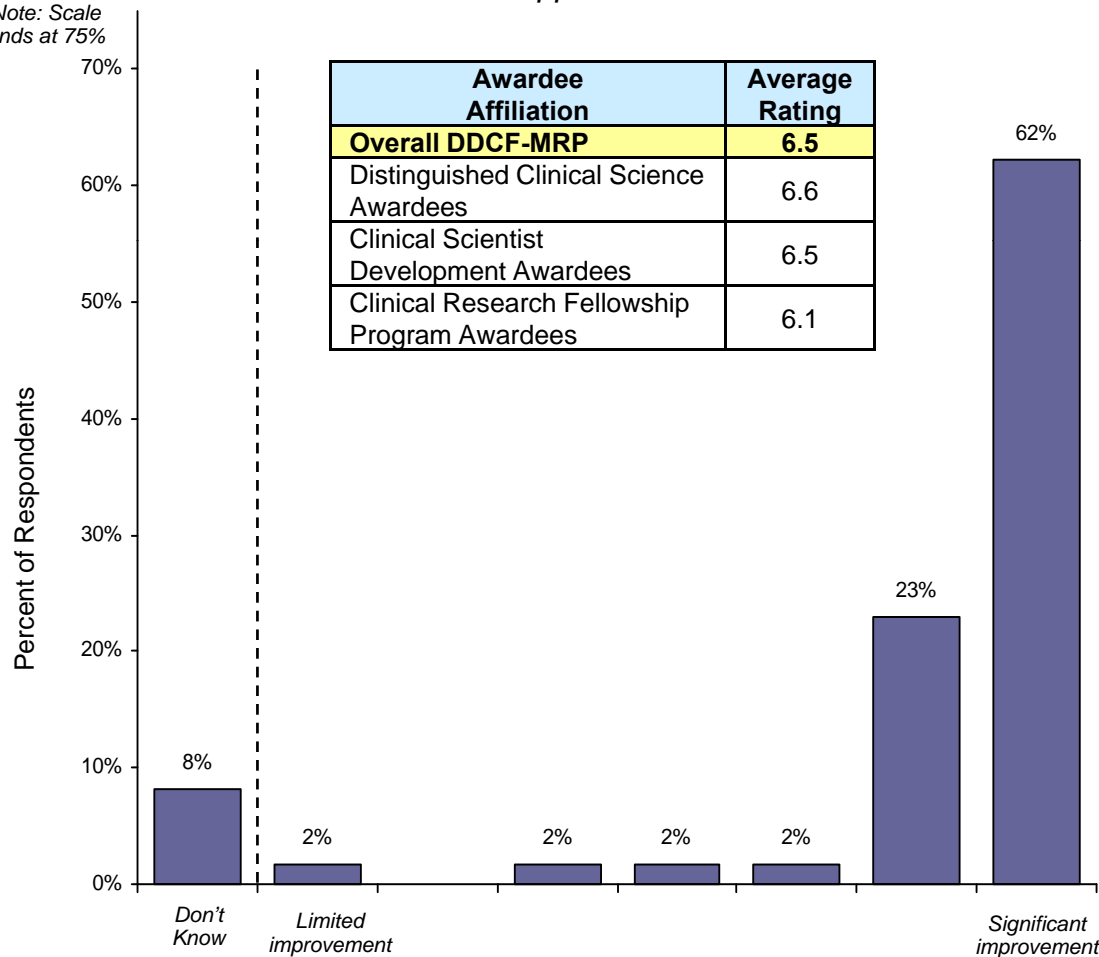
“Do you plan to sustain the work funded by this award beyond the award period?”



Awardee Affiliation	% Yes
Overall DDCF-MRP	96%
Distinguished Clinical Science Awardees	100%
Clinical Scientist Development Awardees	96%
Clinical Research Fellowship Program Awardees	100%

“How much will the Foundation’s award improve your ability to obtain additional support for this work?”

Note: Scale ends at 75%



Awardee Affiliation	Average Rating
Overall DDCF-MRP	6.5
Distinguished Clinical Science Awardees	6.6
Clinical Scientist Development Awardees	6.5
Clinical Research Fellowship Program Awardees	6.1

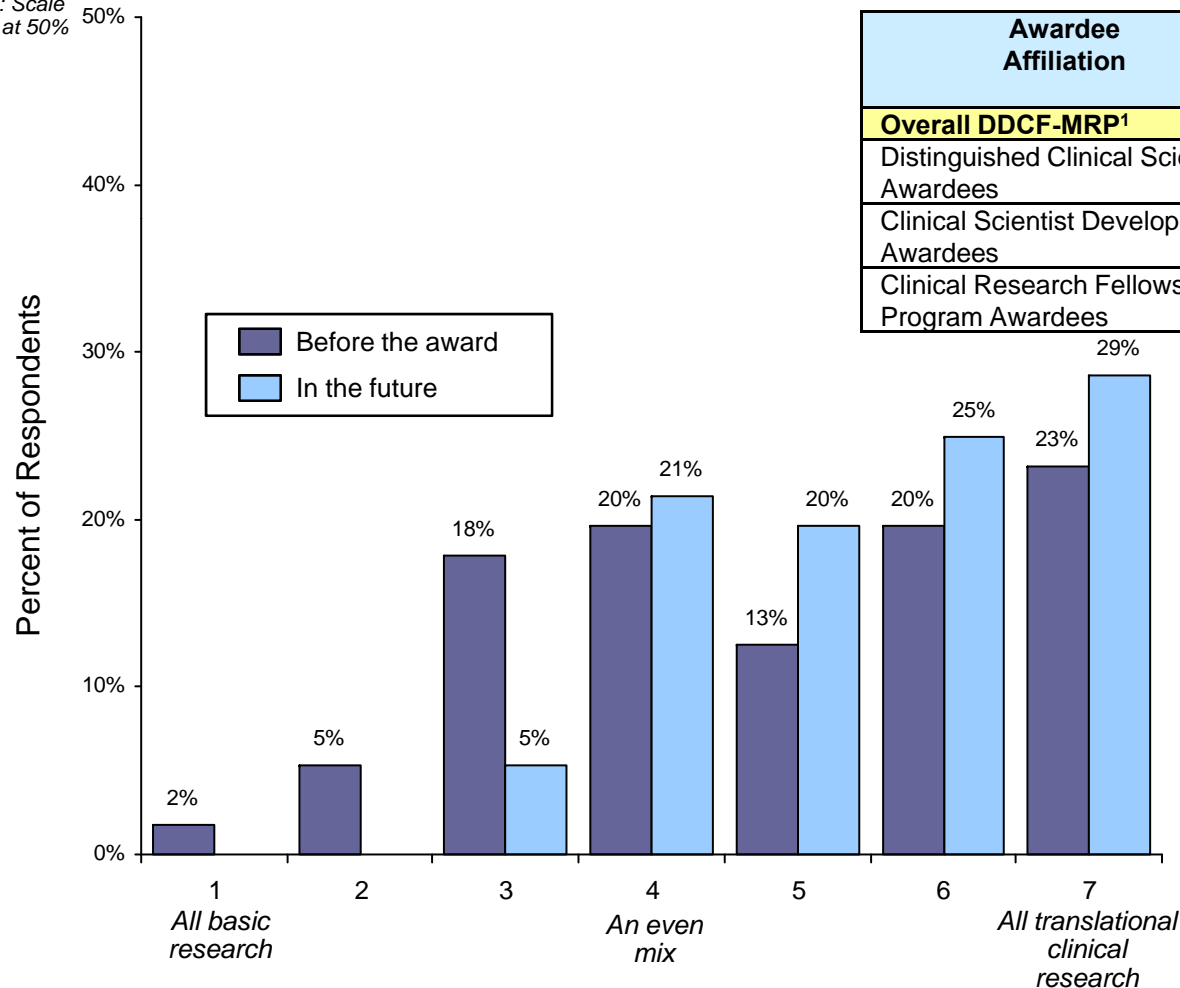
Note: Number of respondents = 64. Percentages may not add up to 100% due to rounding.

Basic versus Clinical Research (1)

- ◆ Before the award, Distinguished Clinical Science and Clinical Science Development Awardees rate the extent to which their research focused on basic research vs. translational clinical research a 4.9 on a the on a 1 to 7 scale where 1=All basic research, 4=An even mix, and 7=All clinical translational research. Awardees rate the extent to which their research will focus on basic vs. translational clinical research a 5.5.

Extent to which research focused (will focus) on basic science research and/or training versus translational clinical research and/or training.¹

Note: Scale ends at 50%



Awardee Affiliation	Average Rating Before	Average Rating Future	Percent increase in rating
Overall DDCF-MRP¹	4.9	5.5	12%
Distinguished Clinical Science Awardees	4.1	5.4	31%
Clinical Scientist Development Awardees	5.0	5.6	12%
Clinical Research Fellowship Program Awardees	N/A	N/A	N/A

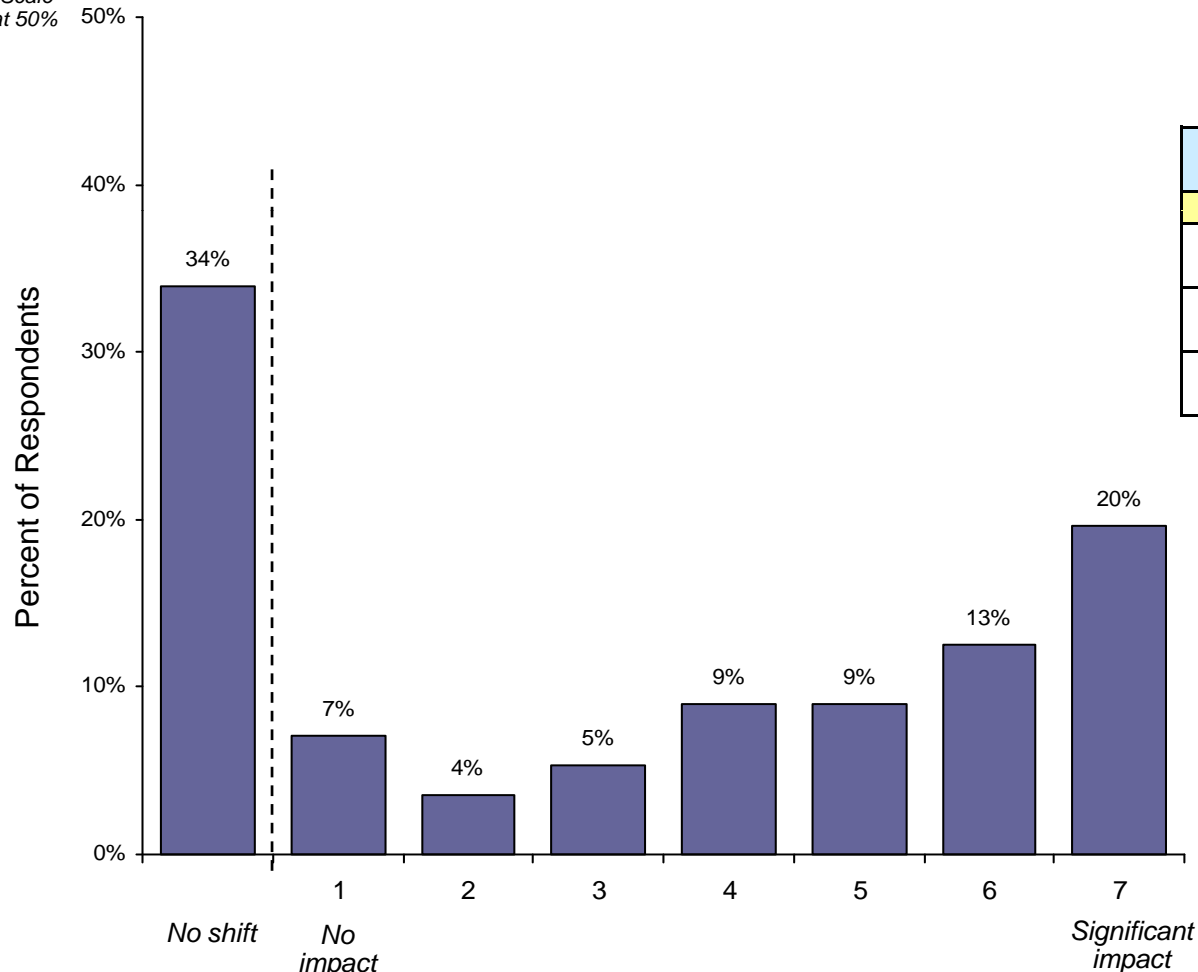
1: Clinical Research Fellowship Program Awardees not included in ratings on this measure.
 Note: Number of respondents = Before-56, Future-56. Percentages may not add up to 100% due to rounding.

Basic versus Clinical Research (2)

- ◆ DDCF-MRP awardees rate the impact of the Foundation’s award on any shift in their focus from basic science to translational clinical research a 4.9 on a 1 to 7 scale where 1=No impact and 7=Significant positive impact. 34% of MRP awardees report no shift in their research focus, however.

“What impact did the Foundation’s award have on any shift in your focus from basic science research to translational clinical research?”

Note: Scale ends at 50%



Awardee Affiliation	Average Rating
Overall DDCF-MRP	4.9
Distinguished Clinical Science Awardees	5.9
Clinical Scientist Development Awardees	4.6
Clinical Research Fellowship Program Awardees	N/A

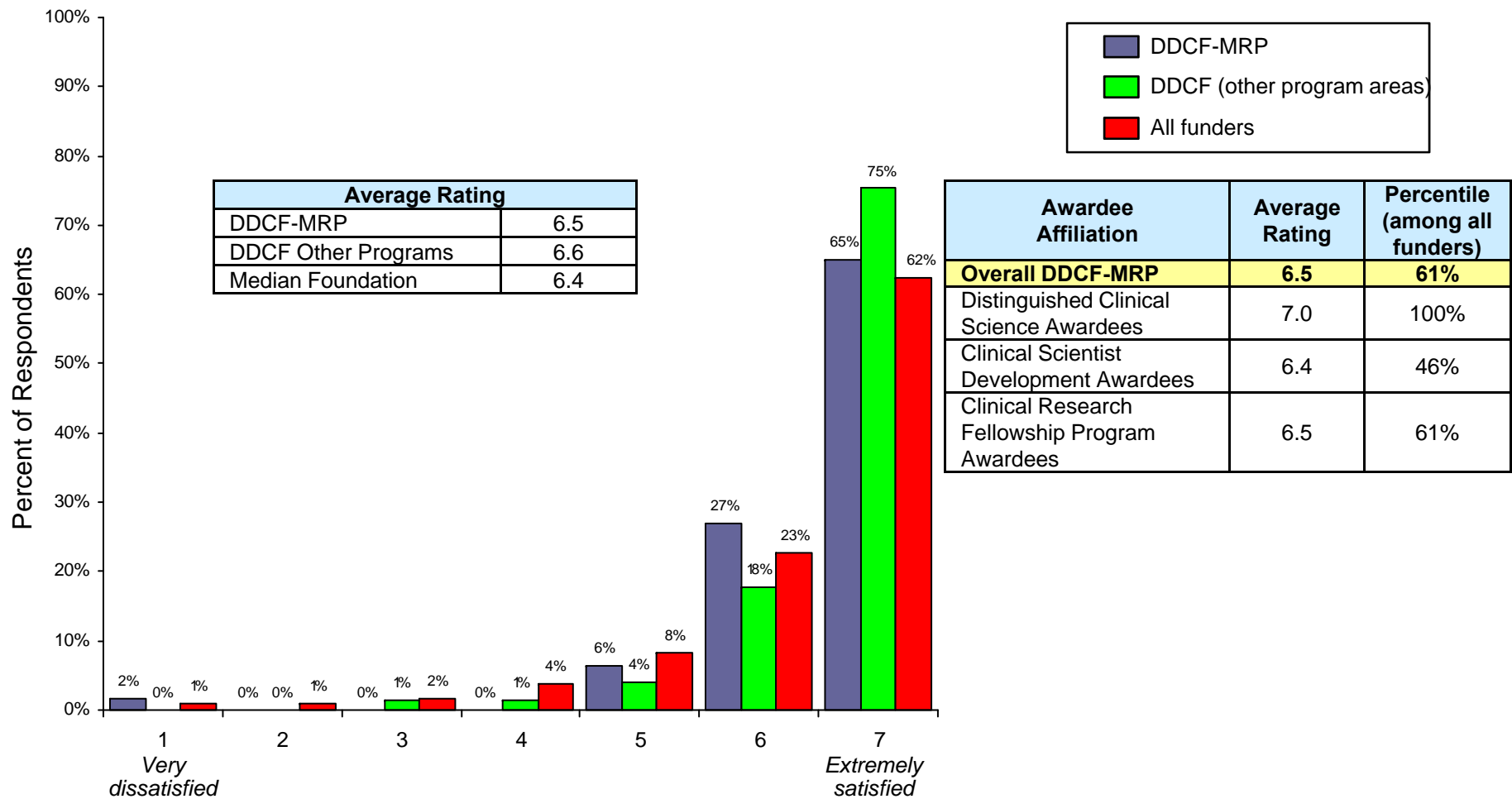
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Satisfaction

- DDCF-MRP awardees rate their overall satisfaction with their experience with the Foundation a 6.5 on a 1 to 7 scale where 1=Very dissatisfied and 7=Extremely satisfied.

“Overall, how satisfied are you with your experience with the Foundation?”



Note: Number of respondents = 63. Percentages may not add up to 100% due to rounding.

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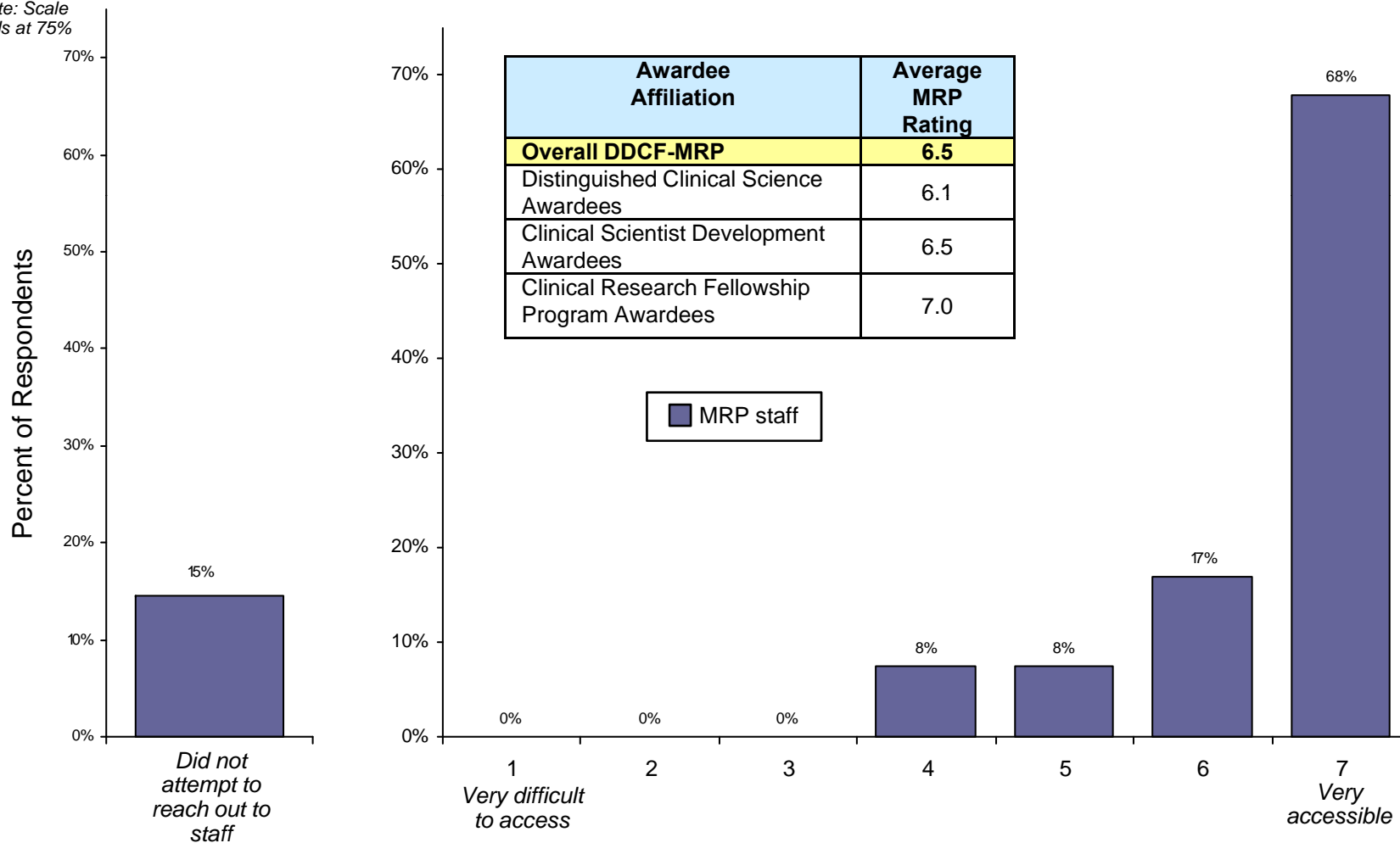
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Accessibility

- DDCF-MRP awardees rate the accessibility of MRP staff to awardees a 6.5 on a 1 to 7 scale where 1=Very difficult to access and 7=Very accessible.

“How accessible do you believe MRP staff is to awardees?”

Note: Scale ends at 75%

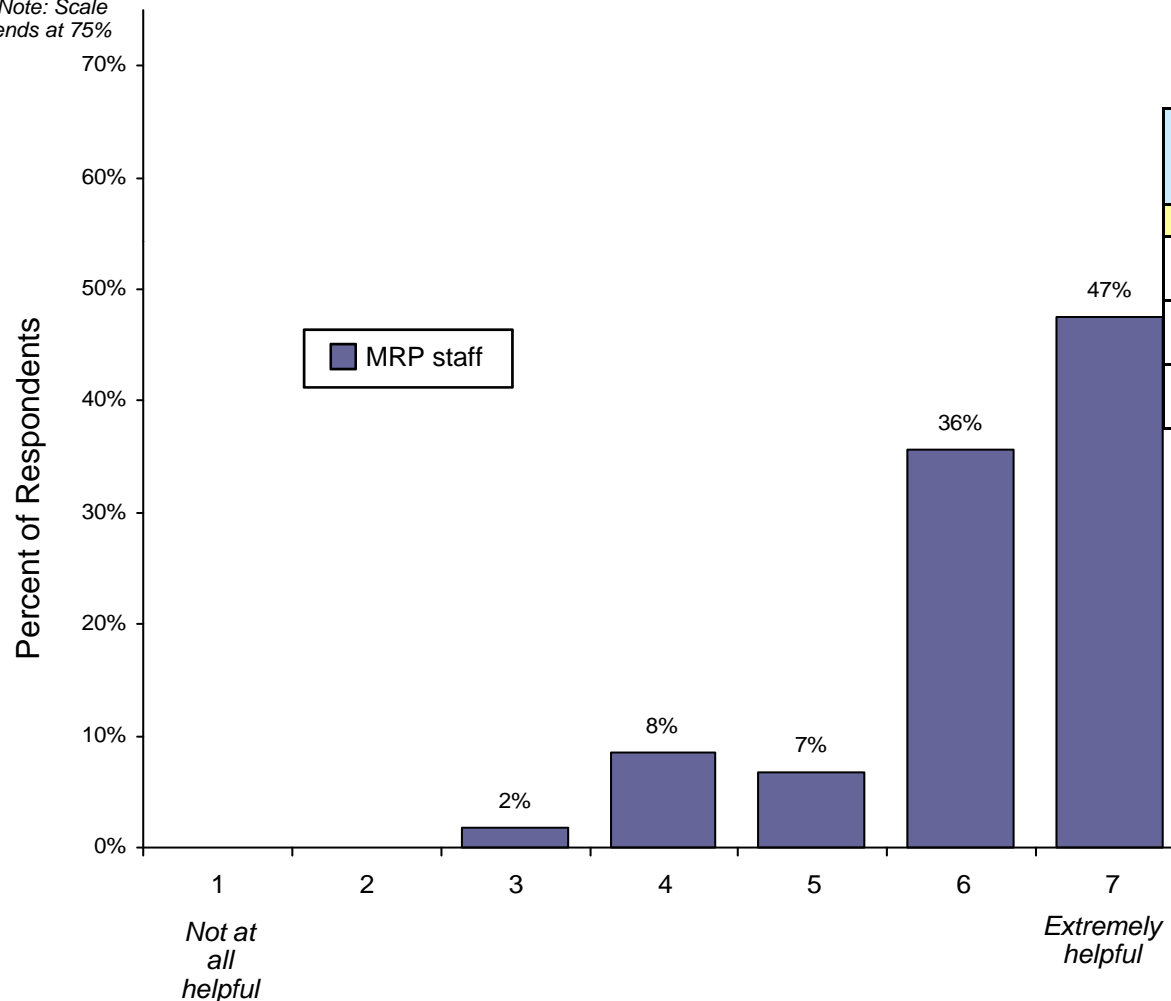


Answering Questions and Solving Problems

- ◆ DDCF-MRP awardees rate the helpfulness of MRP staff in answering questions and resolving problems a 6.2 on a 1 to 7 scale where 1=Not at all helpful and 7=Extremely helpful.

“How helpful do you believe MRP staff is to awardees in answering questions and resolving problems?”

Note: Scale ends at 75%



Awardee Affiliation	Average MRP Rating
Overall DDCF-MRP	6.2
Distinguished Clinical Science Awardees	6.0
Clinical Scientist Development Awardees	6.1
Clinical Research Fellowship Program Awardees	6.7

Selected Comments on the quality of MRP's operations, processes, interactions and communications:

General Satisfaction with MRP:

- ♦ *“Outstanding in all respects.”*
- ♦ *“Outstanding, even exemplary. All foundations should emulate this model.”*

Interactions with MRP staff:

- ♦ *“Communications with MRP staff have always been prompt, efficient, and helpful.”*
- ♦ *“The program officers of the Foundation...are top quality persons dedicated to the awardees' success.”*
- ♦ *“When needed (only 3-4 times in my case), the staff has consistently been efficient and prompt in responding to requests.”*
- ♦ *“Responsive to my inquiries and needs as a junior investigator/awardee. Interactions [are] helpful.”*
- ♦ *“Very good, but it was sometimes difficult to correspond with [my] program officer given high turnover.”*

MRP Processes:

- ♦ *“Sometimes the reporting mechanisms and questions are a bit redundant and belabored.”*
- ♦ *“They are also flexible with grant management, which is a big plus, as medical research runs best with an appreciation that original budgets may require changes over time.”*
- ♦ *“MRP's operation are clear and simple, processes fast.”*

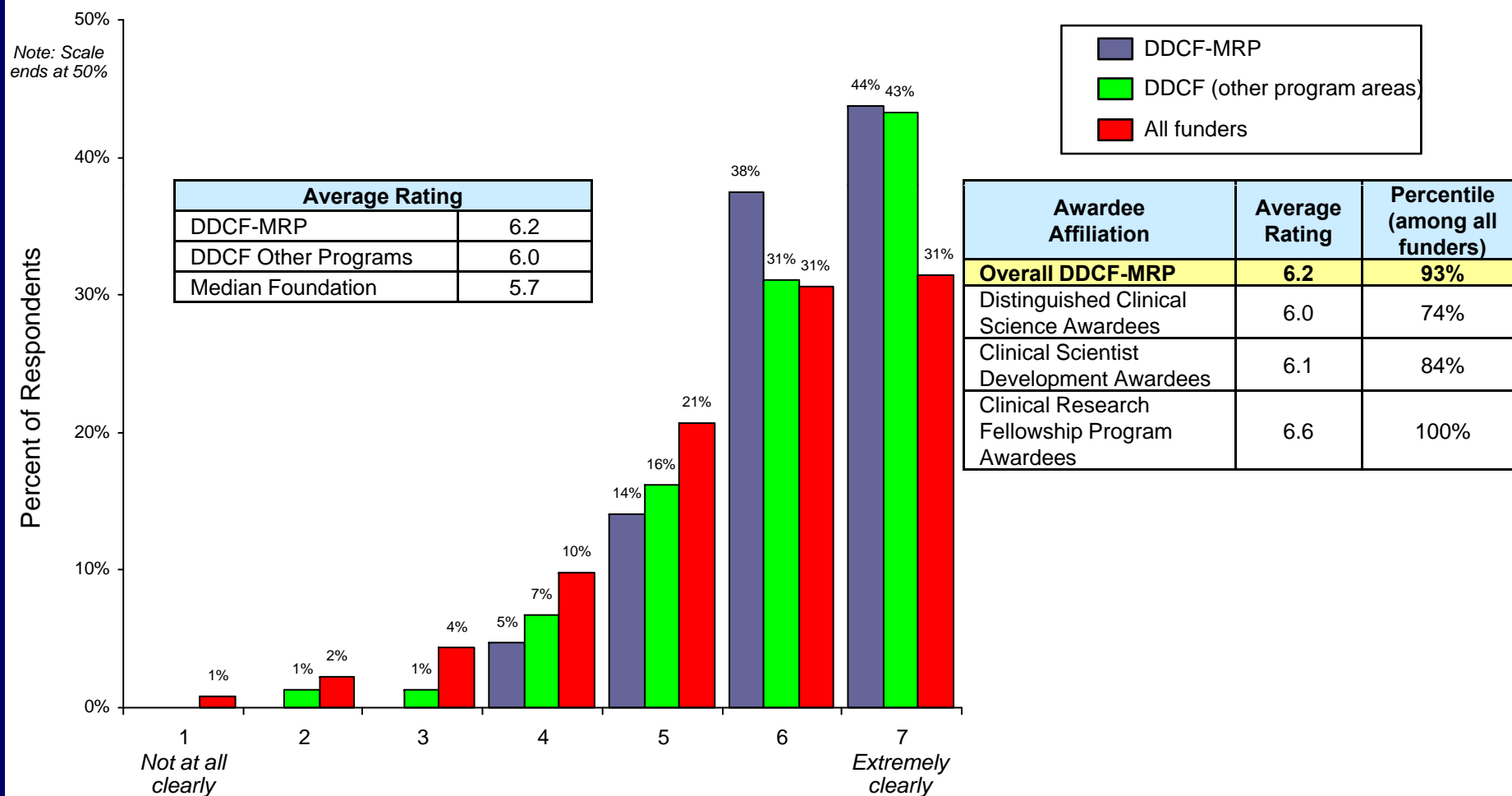
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Communication of Goals and Strategy

- DDCF-MRP awardees rate the Foundation's clarity of communications of its goals and strategy a 6.2 on a 1 to 7 scale where 1=Not at all clearly and 7=Extremely clearly.

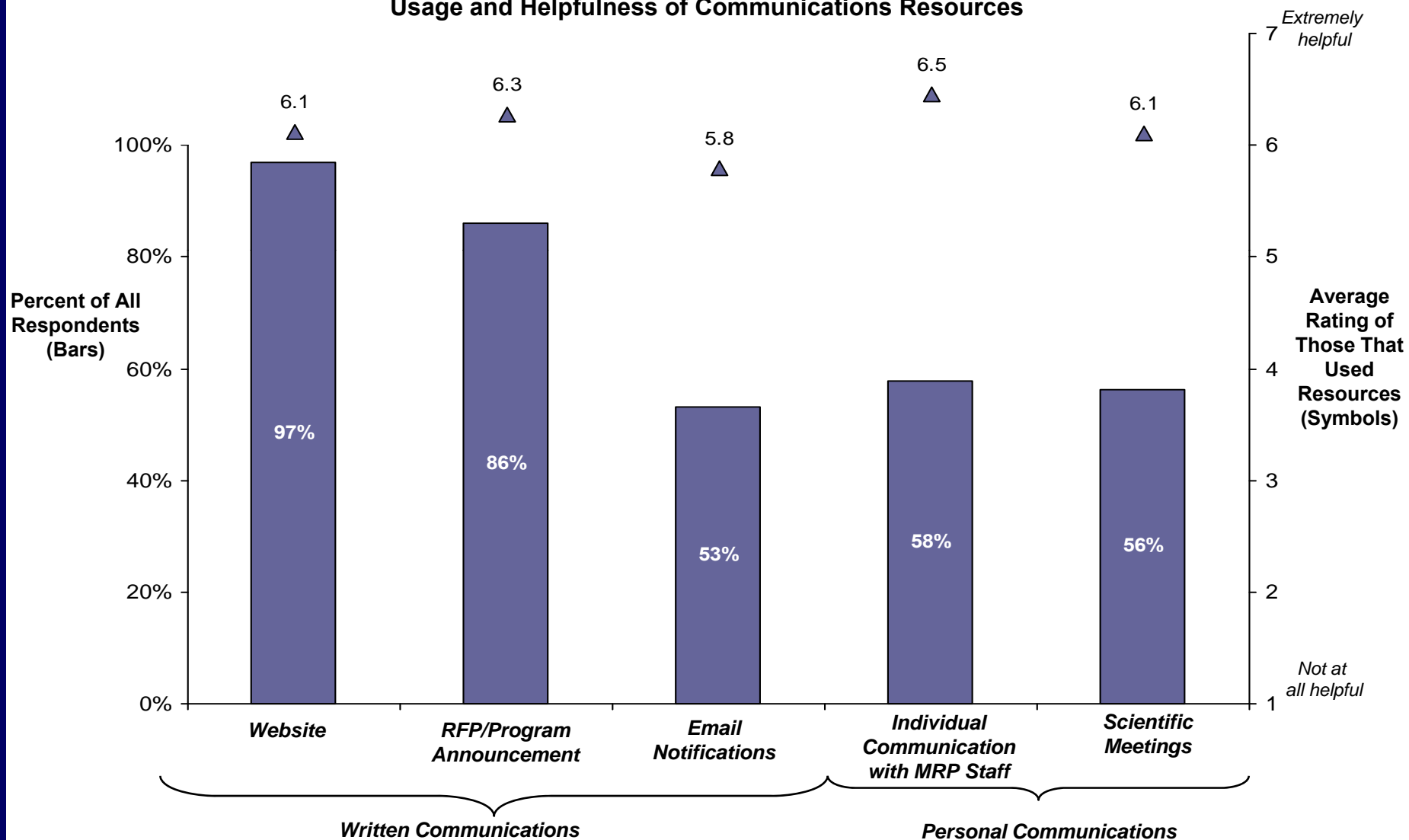
"How clearly has the Medical Research Program (MRP) communicated its goals and strategy to you?"



Communications Resources

The largest proportion of DDCF-MRP awardees report using the Foundation’s website and RFP program announcement to learn about the Foundation. They rate the individual communications with MRP staff as the most helpful communication resource.

Usage and Helpfulness of Communications Resources



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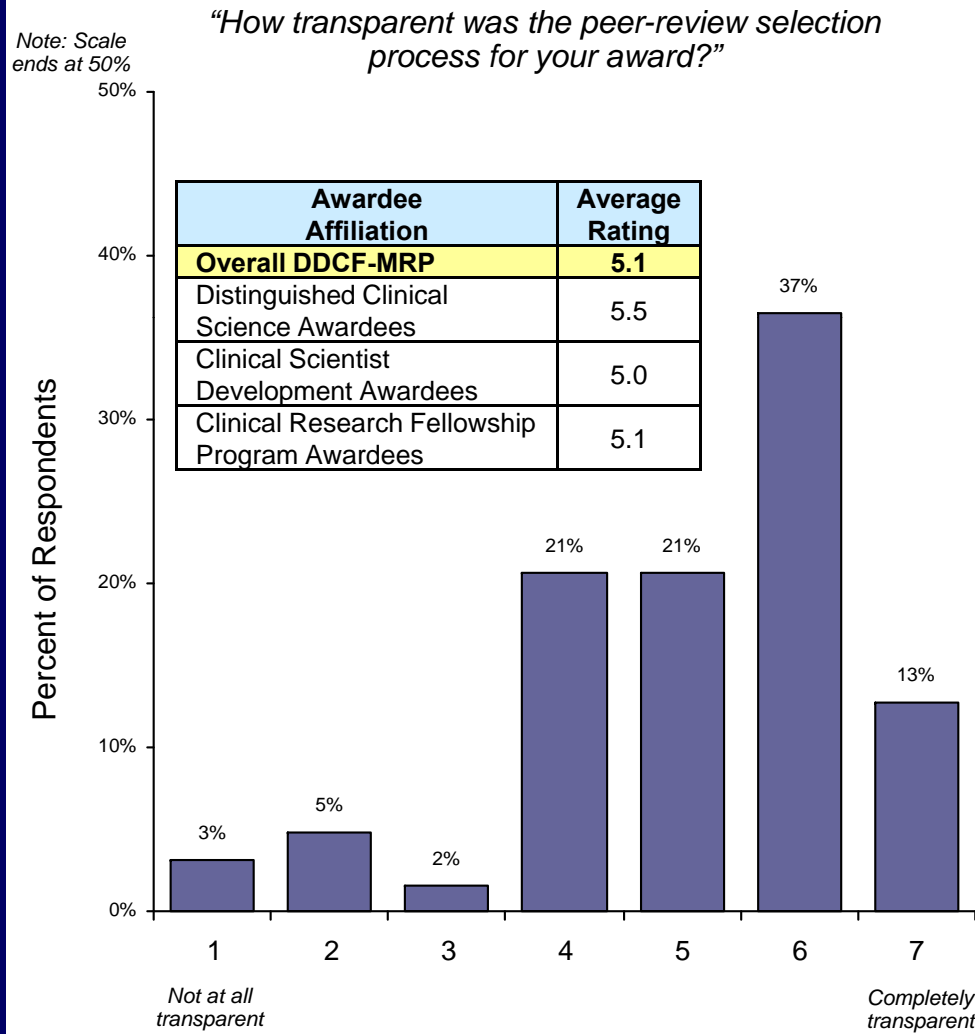
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Award Selection

- ◆ DDCF-MRP awardees rate the transparency of the peer-review selection process a 5.1 on a 1 to 7 scale where 1=Not at all transparent and 7=Completely transparent.



Selected Comments on the Peer-Review Selection Process:

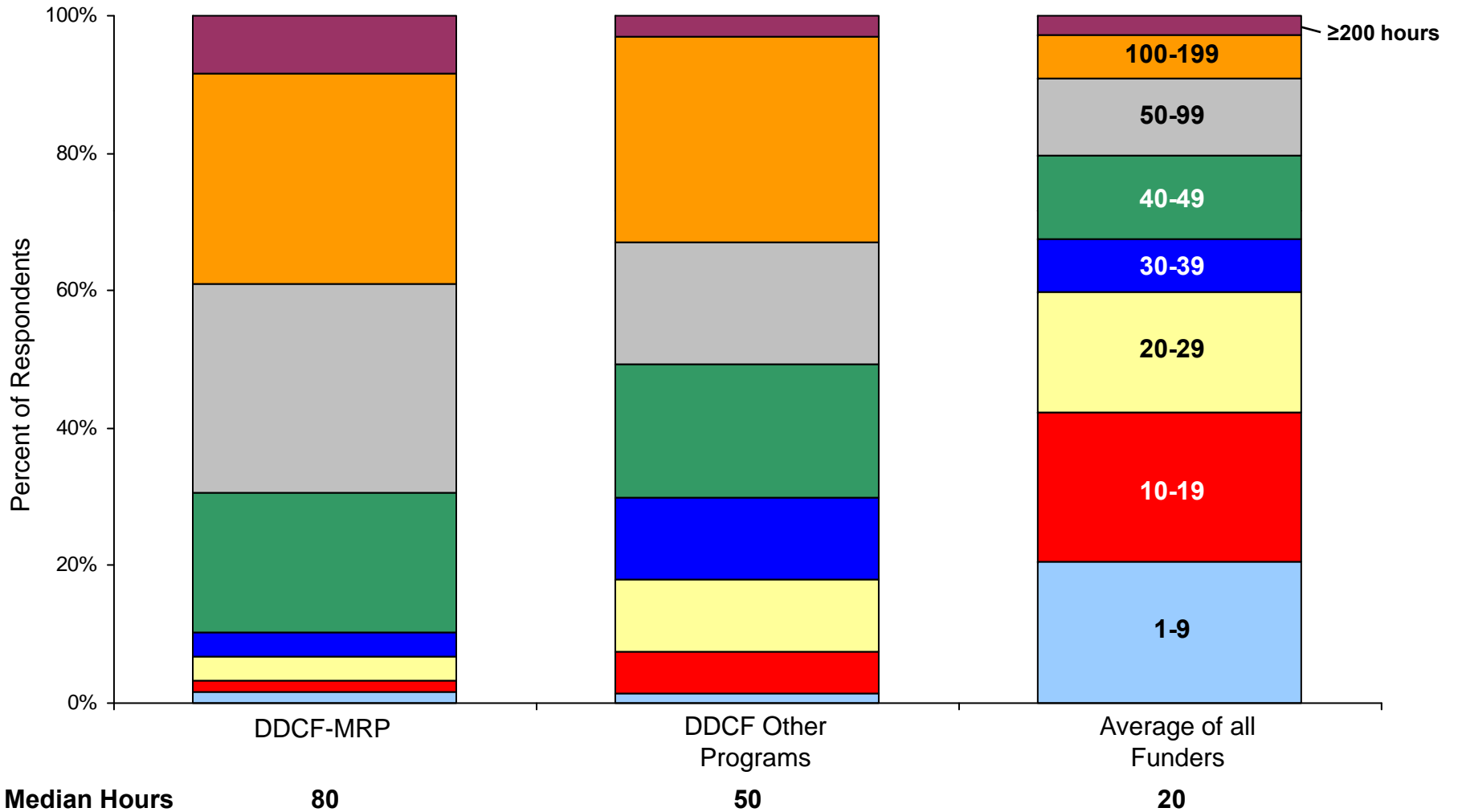
- ◆ *“I think the process was fair and the reviews/decision were timely.”*
- ◆ *“I did not receive the comments from the reviewers. I was lucky and my application was funded. However, in case of a negative result, it is important to receive the comments from the reviewers to modify the grant for other applications.”*
- ◆ *“Comments on the grant proposal were thoughtful and encouraging.”*
- ◆ *“It would have been nice to have peer-review critiques so that I could understand what portions of my proposal needed to be strengthened.”*
- ◆ *“It was fair and reasonable, but quite onerous, involving 3 steps, including a cross-country flight for an in-person interview.”*
- ◆ *“The selection process is slightly opaque.”*

Proposal Creation and Award Process – Administrative Time (1)

At the median, the number of hours of administrative time spent by DDCF-MRP awardees on proposal creation and the award process is:

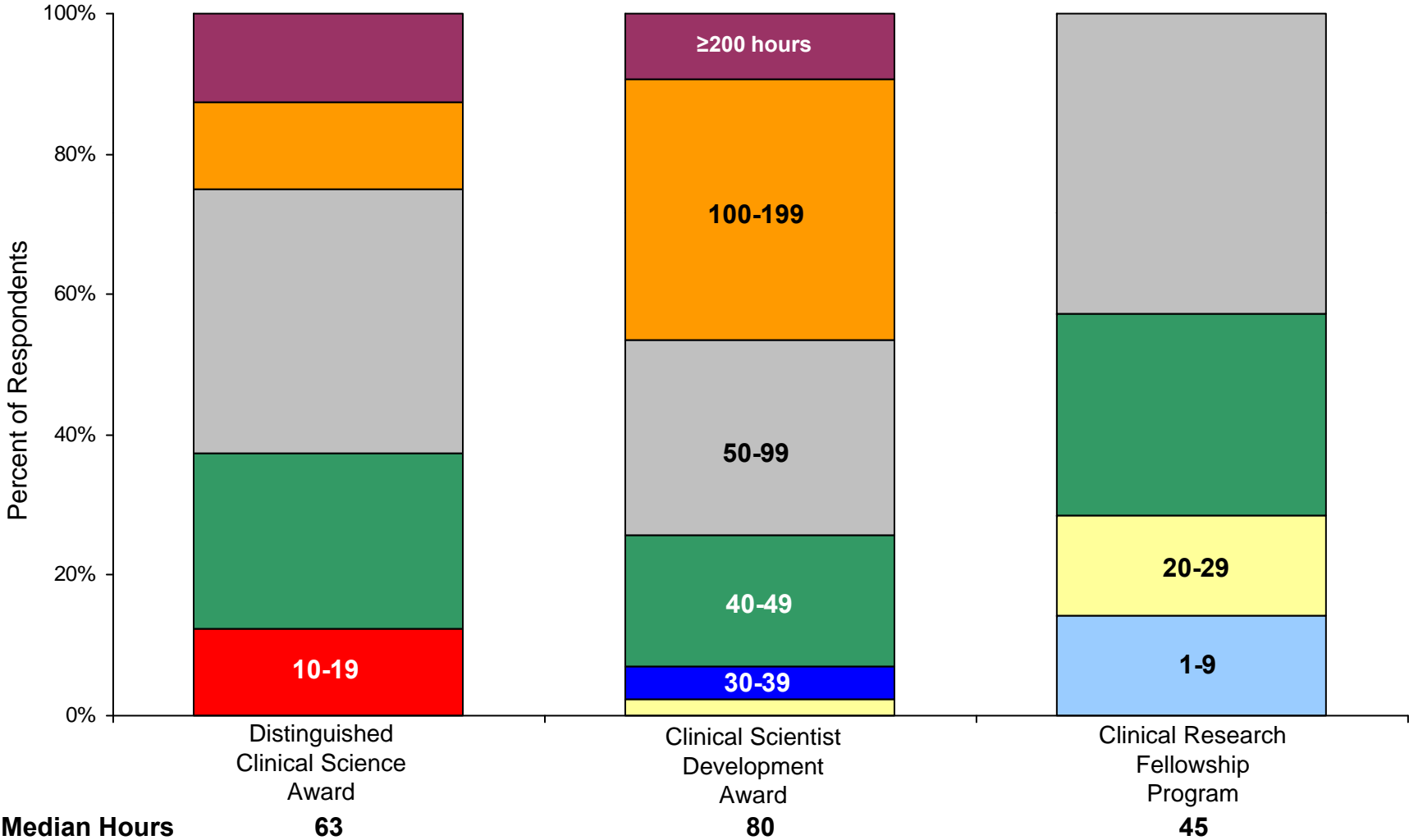
- greater than the time spent by the median DDCF grantee
- greater than the time spent by grantees of the median funder

Median Administrative Hours Spent by Grantees on Proposal and Award Process



Proposal Creation and Award Process – Administrative Time (2)

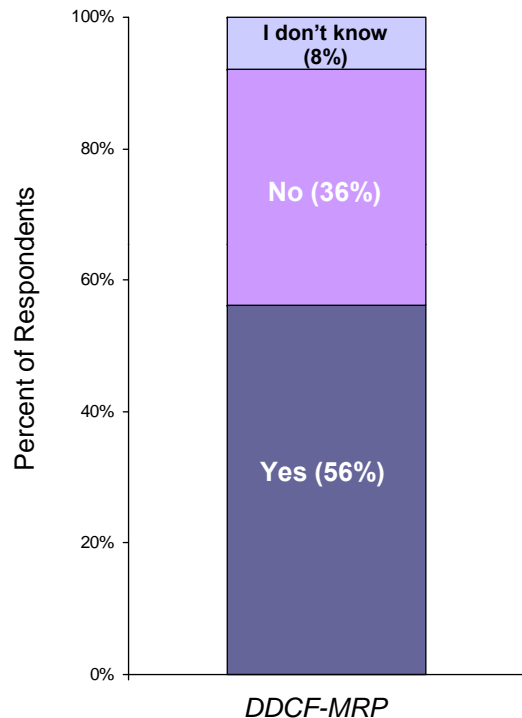
Median Administrative Hours Spent by Grantees on Proposal and Award Process



Reporting and Evaluation

- ◆ 56% of DDCF-MRP awardees have participated in the reporting/evaluation process. DDCF-MRP awardees who have participated in the reporting process rate the clarity of the Foundation's reporting requirements a 5.7 on a 1 to 7 scale where 1=Not at all clear and 7=Extremely clear.

"Have you participated in a reporting/evaluation process?"

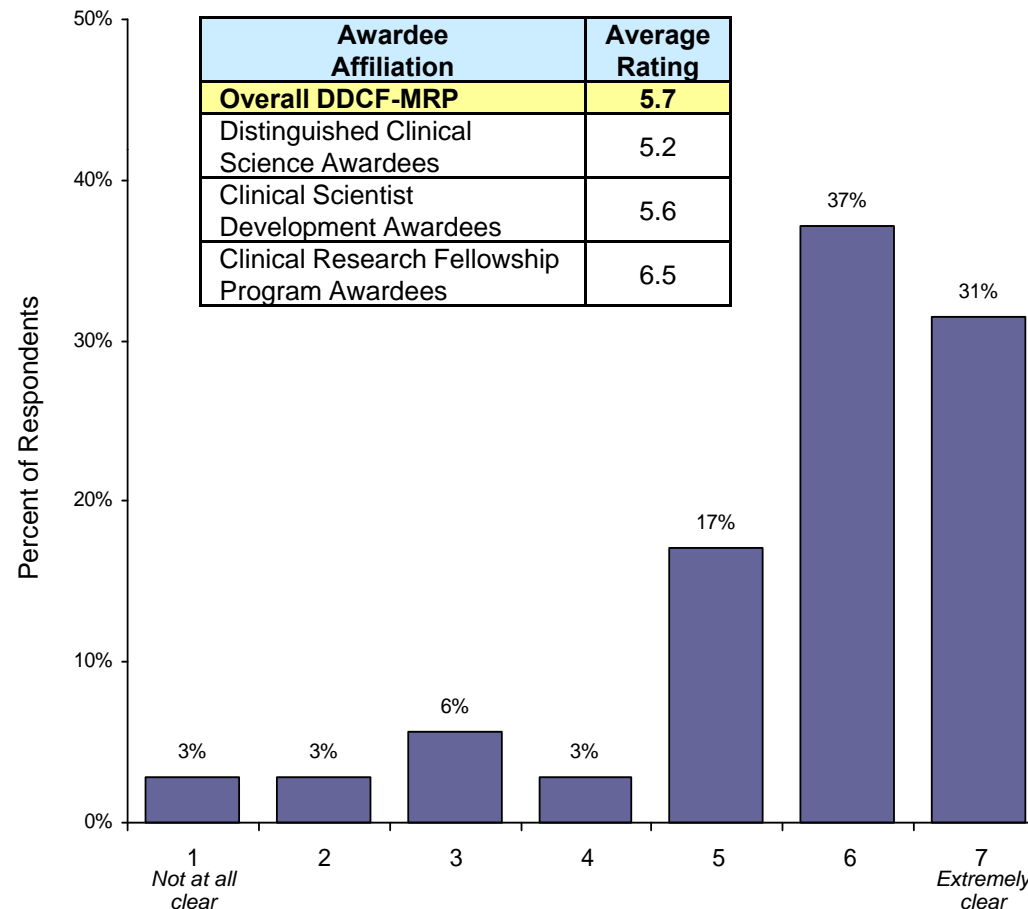


Awardee Affiliation	% Yes
Overall DDCF-MRP	56%
Distinguished Clinical Science Awardees	88%
Clinical Scientist Development Awardees	49%
Clinical Research Fellowship Program Awardees	75%

Note: Number of respondents = 64.

"Prior to starting the reporting process, how clear were the Foundation's reporting requirements?"

Note: Scale ends at 50%



Awardee Affiliation	Average Rating
Overall DDCF-MRP	5.7
Distinguished Clinical Science Awardees	5.2
Clinical Scientist Development Awardees	5.6
Clinical Research Fellowship Program Awardees	6.5

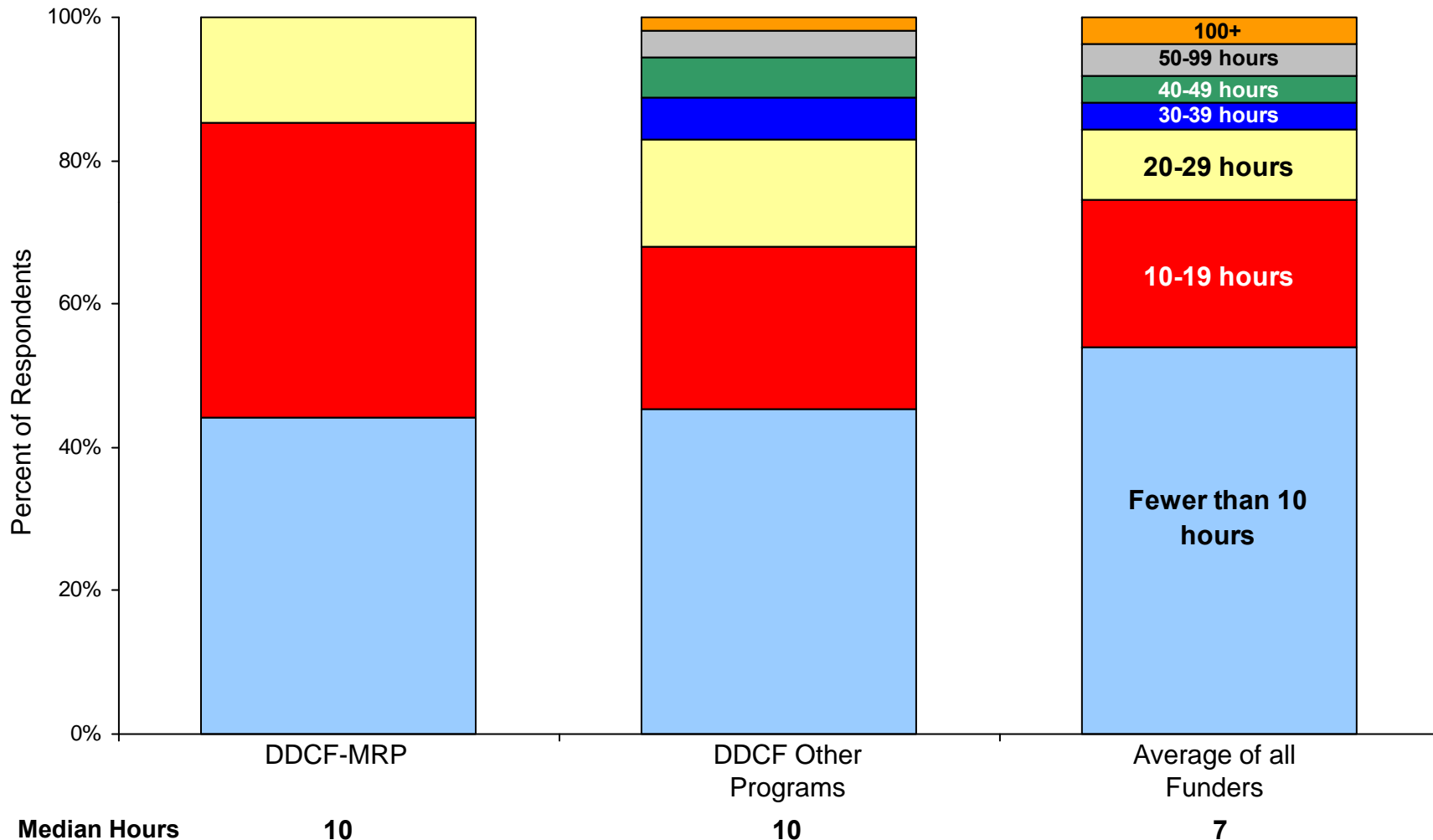
Note: Number of respondents = 35.

Reporting and Evaluation – Administrative Time

At the median, the number of hours of administrative time spent by DDCF-MRP awardees on Foundation-required progress reporting per reporting period is:

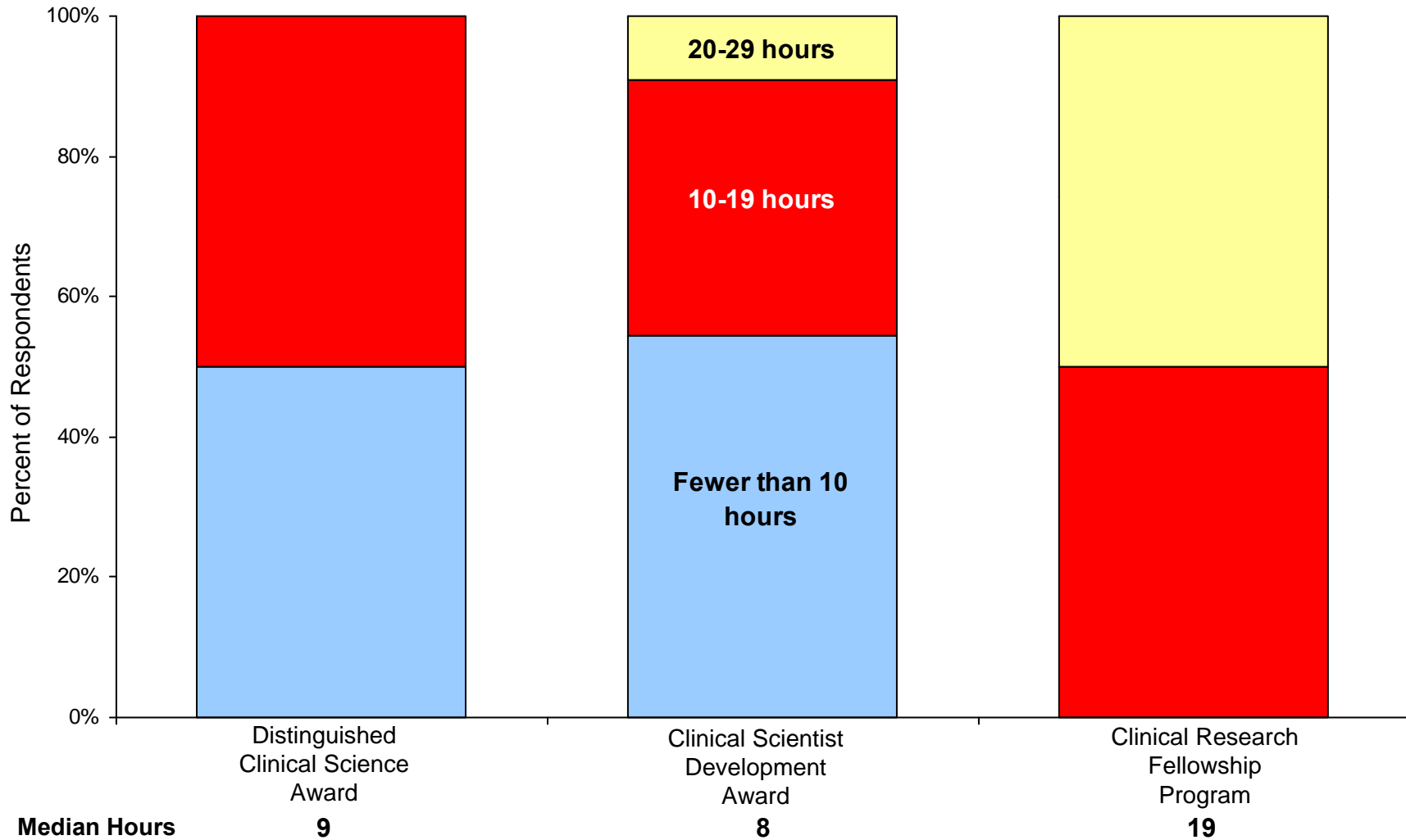
- similar to the time spent by the median DDCF grantee
- greater than the time spent by grantees of the median funder

Median Administrative Hours Spent on Foundation-required Progress Reporting Per Reporting Period



Reporting and Evaluation – Administrative Time (2)

Median Administrative Hours Spent on Foundation-required Progress Reporting Per Reporting Period

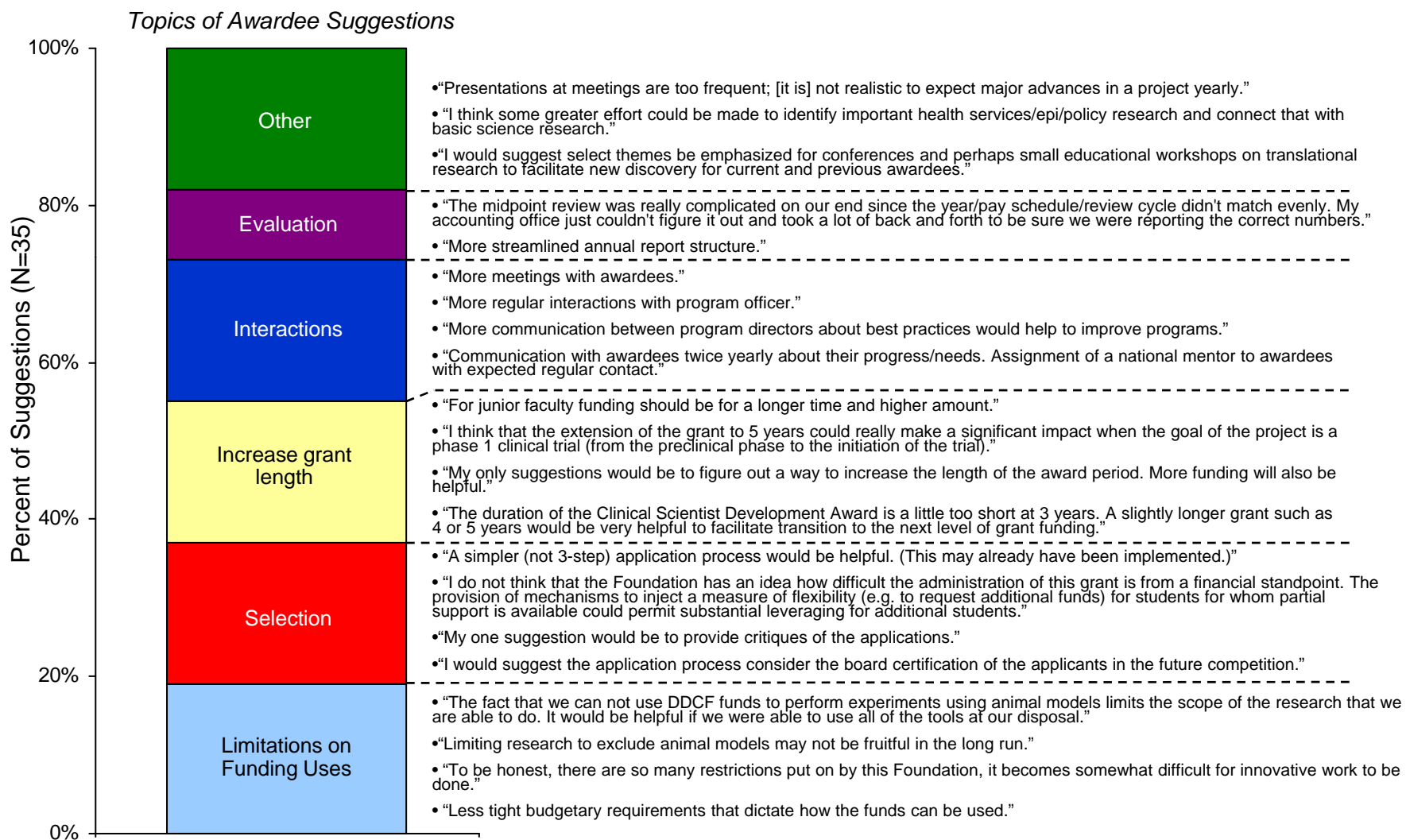


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Suggestions for Improvement

Awardees were asked to provide suggestions for ways DDCF could improve. CEP characterized the 35 suggestions provided by DDCF-MRP awardees into common themes.



Clinical Research Needs

Awardees were asked to provide what they believe to be the greatest unmet need in clinical research that could be addressed by a private foundation. CEP characterized the 43 answers provided by DDCF awardees into common themes.



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Analysis and Discussion (1)

Impact on Awardees' Work

- ◆ Awardees were asked before and after the award to what extent their research focused on basic research versus translational clinical research, from 1 to 7 where 1=All basic research, 4=An even mix, and 7=All translational clinical research. Before the award, 41 percent of awardees rated themselves at a 6 or 7 on that scale. After the award 53 percent rated a 6 or 7. On average, awardees rated 0.6 points higher on their research focus, toward translational clinical research, after receiving the award.
- ◆ However, while there was a positive shift toward translational clinical research overall, 34 of the 61 respondents to the questions report no shift on the scale and two moved back toward basic research. Only 8 awardees moved more than a point toward translational clinical research.
- ◆ One quarter of MRP awardees report that before the grant their research was already all translational clinical research.
- ◆ On the question of what impact the Foundation's award had on any shift from basic to translational clinical research, 28 percent of awardees who report a shift in their work rate a 7, significant impact. 63 percent rate the Foundation above the midpoint on the scale.
 - How core to the DDCF-MRP strategy is seeing a shift in the focus of its awardees toward translational clinical research after receiving a DDCF award?
 - Is the Foundation satisfied with the extent of the shift that awardees are reporting?
 - If not, how can the selection process be adjusted to target applicants that will make the shift from basic to translational research to a greater extent?

Impact on Awardees' Fields

- ◆ While DDCF-MRP awardees rate the Foundation's impact on the support of physician-scientists and the extent to which the Foundation's reputation enhances their career or training program very positively, they rate the impact that the award has made on their recognition in the field somewhat lower.
 - What level of impact does the Foundation hope to be making on awardees recognition in the field? What steps could the Foundation take to increase the level of recognition associated with the award?

Analysis and Discussion (2)

Interactions: MRP

- ◆ MRP awardees rate the accessibility and helpfulness of MRP staff very highly, close to the top of the scale. They comment that staff is “responsive,” “friendly,” “professional,” and “effective.” In suggestions for improvement, some awardees ask for more frequent interaction with the Foundation.

Proposal/Creation Process

- ◆ MRP awardees rate the transparency of the peer-review selection process a 5.1 on a 1-7 scale (1=Not at all transparent and 7=Completely transparent). Awardees comment that they would appreciate feedback about their proposal and/or a chance to see the comments from reviewers.
- ◆ At the median, DDCF-MRP awardees spend 80 hours on the proposal creation and award process compared to 50 hours spend by DDCF grantees in other programs and 20 hours at the median funder. Grantees comment that the process is “difficult” and could be “simpler.”
 - *Can the Foundation provide reviewer comments or feedback of some kind on awardees’ proposals?*
 - *How can the Foundation simplify and streamline the proposal/creation process without sacrificing what is most important to the Foundation?*
 - *Why is the MRP proposal and creation process more time consuming than that of other DDCF programs?*
 - *Do repeat awardees have a shorter/simpler proposal process? If not, can they?*

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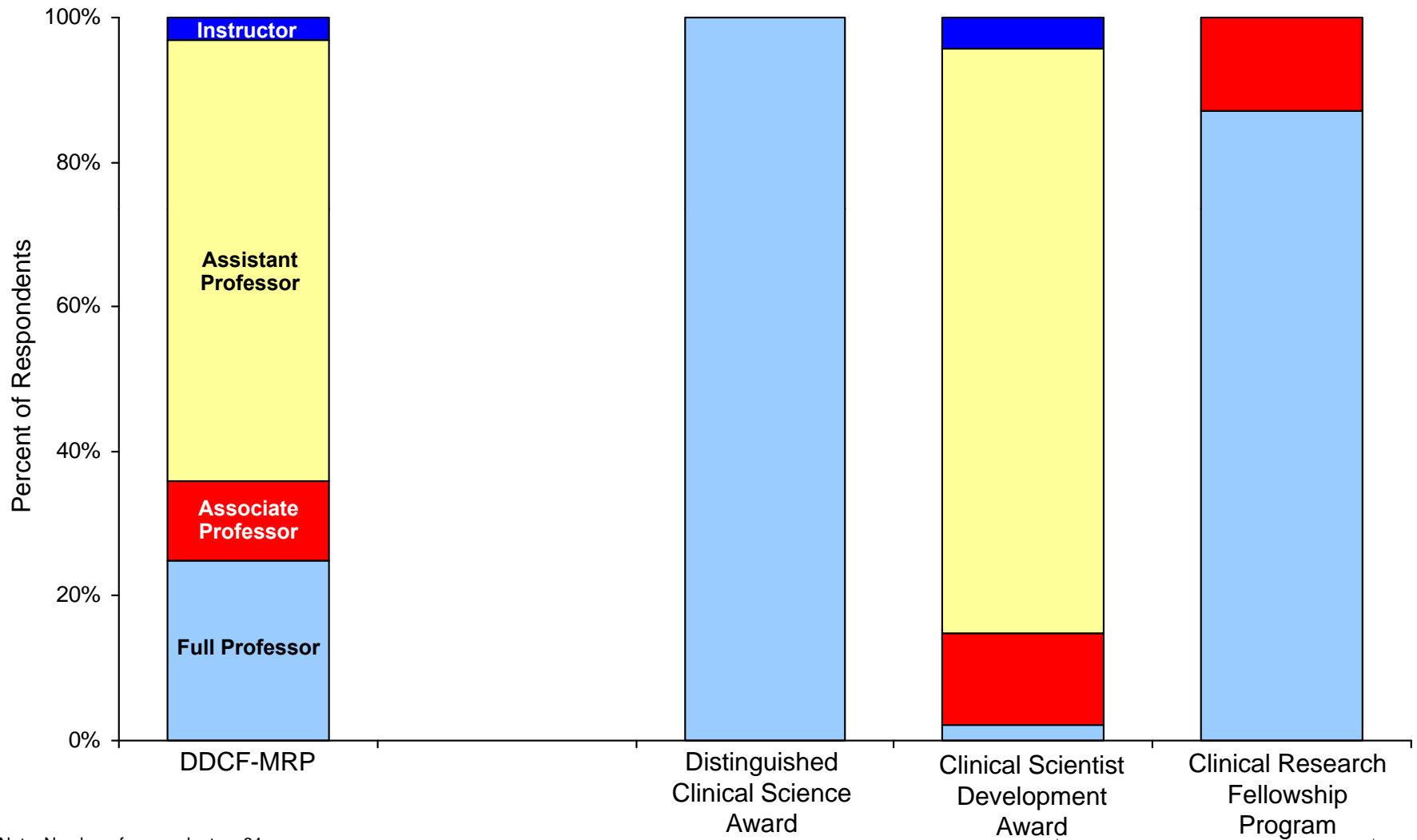
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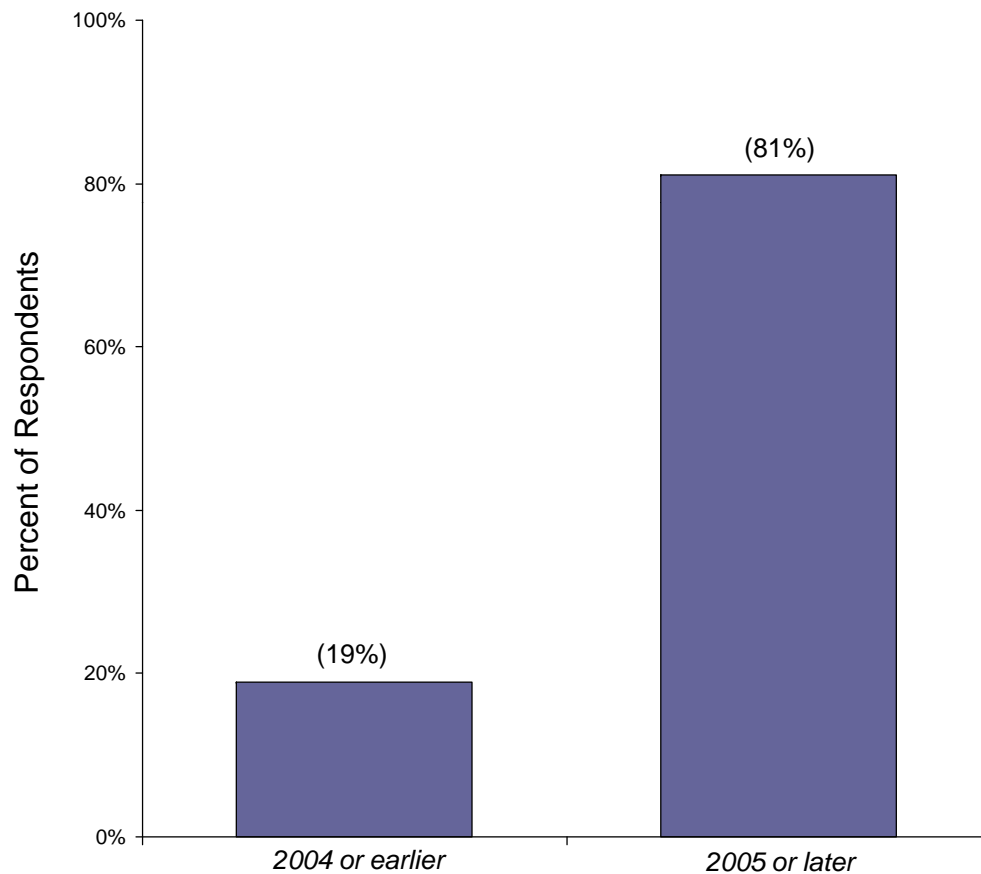
Position of Respondents

Position of Survey Respondents



Award Period

"In what period did you receive your active award?"



Awardee Affiliation	% 2004 or earlier	% 2005 or later
Distinguished Clinical Science Awardees	38%	62%
Clinical Scientist Development Awardees	2%	98%
Clinical Research Fellowship Program Awardees	100%	0%

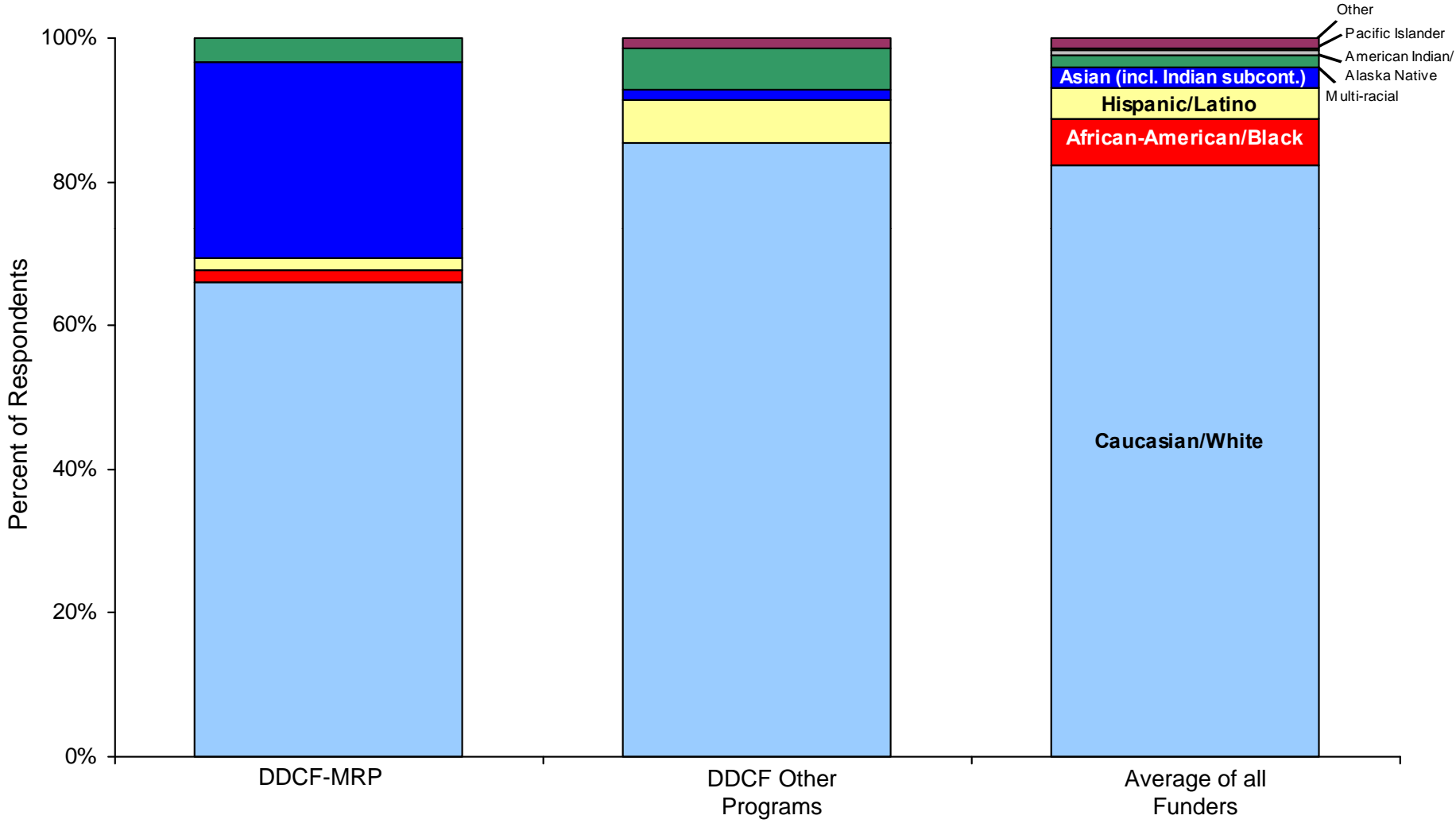
Awardees that report receiving funding in 2004 or earlier rate the Foundation higher on the clarity of communications of its goals and strategy (6.6 average compared to 6.1).¹

Note: Number of respondents = 64.

1. Differences noted are statistically significant at a 90% confidence level.

Race/Ethnicity of Respondents (1)

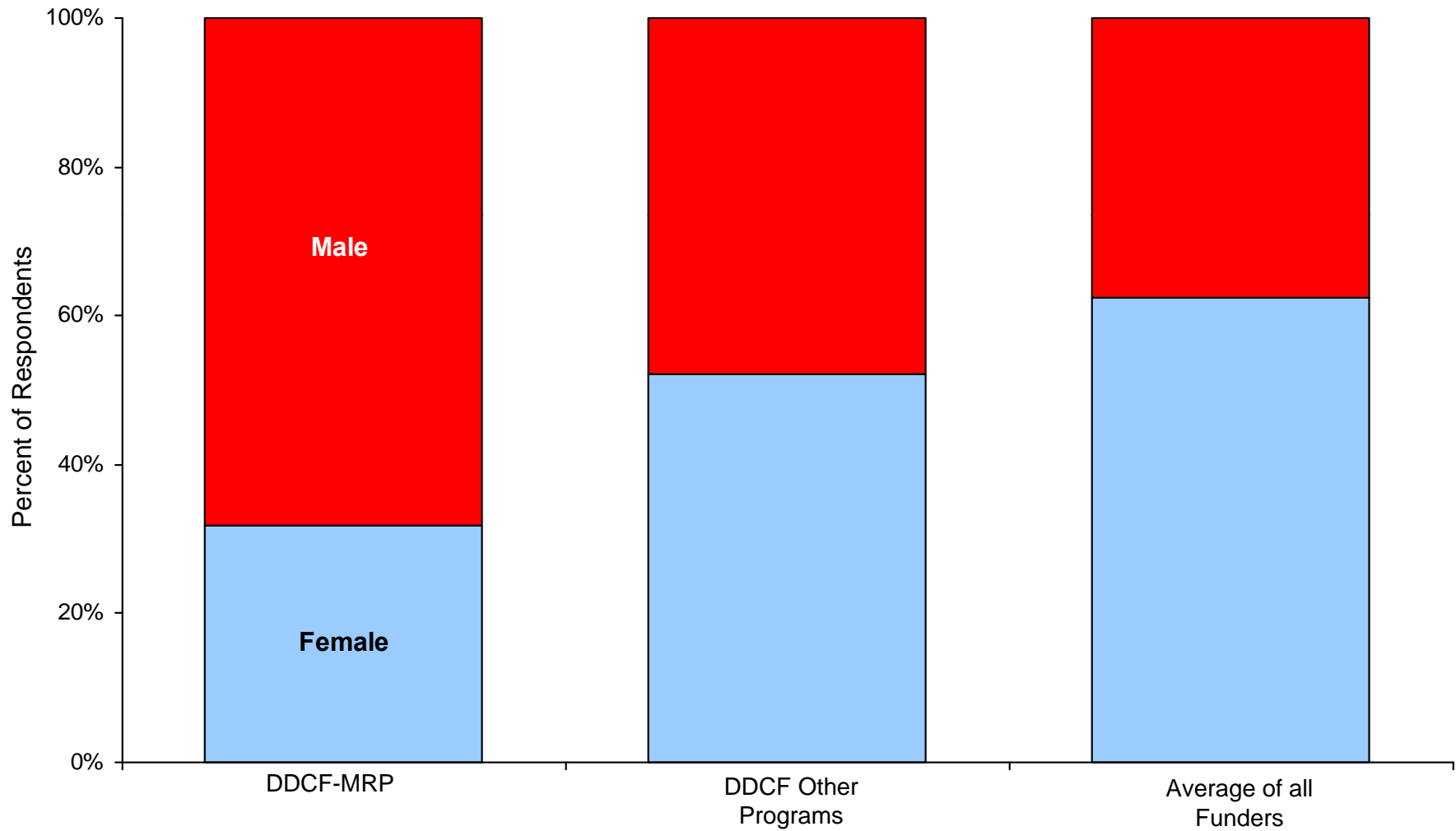
Race/Ethnicity of Survey Respondents



Note: Number of respondents = 64.

Gender of Respondents (1)

Gender of Survey Respondents



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About the Center for Effective Philanthropy (CEP)

Mission

To provide data and create insight so philanthropic funders can better define, assess, and improve their effectiveness and impact.

Vision

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

CEP Funders

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

Bill & Melinda Gates
Foundation

blue  of california

Charles Stewart Mott Foundation

The David and Lucile Packard
Foundation

THE
Edna McConnell
Clark FOUNDATION

the James Irvine foundation
Expanding Opportunity for the People of California

Gordon and Betty
MOORE
FOUNDATION

KAUFFMAN
Foundation


LUMINA®
FOUNDATION FOR EDUCATION

MACARTHUR


marguerite casey foundation

Robert Wood Johnson Foundation 

 Rockefeller
Brothers Fund
Philanthropy for an Interdependent World

STUART FOUNDATION
INVESTING IN CHILDREN & YOUTH

 SURDNA
FOUNDATION

THE WILLIAM
AND FLORA HEWLETT
FOUNDATION

CEP Research

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

- **Overall Performance Assessment**
- **Funder Strategy**
- **Funder Governance**
- **Funder-Grantee Relationships**
- **Managing Operations**

CEP Assessment Tools

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

- **Grantee Perception Report® (GPR):** provides CEOs, boards, and staff with comparative data on grantee perceptions of funder performance on a variety of dimensions
- **Applicant Perception Report (APR):** a companion to the GPR that provides comparative data from surveys of declined grant applicants
- **Comparative Board Report (CBR):** provides data on board structure and trustee perceptions of board effectiveness on a comparative basis
- **Staff Perception Report (SPR):** explores philanthropic funder staff members' perceptions of funder effectiveness and job satisfaction on a comparative basis
- **Operational Benchmarking Report (OBR):** provides comparative data, relative to a selected peer group of funders, on aspects of philanthropic funder operations – including organization staffing, program officer workload, grant processing times, and administrative costs
- **Stakeholder Assessment Report (STAR):** delivers insight about a funder's effectiveness by surveying stakeholders a funder seeks to influence as part of its strategy
- **Multidimensional Assessment Process (MAP):** provides an integrated assessment of performance, assimilating results and data from all of CEP's assessment tools into key findings, implications, and recommended action steps for greater effectiveness

Contact Information

- ◆ This report was produced for Doris Duke Charitable Foundation by the Center for Effective Philanthropy in January, 2009.

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