

Grantee Perception Report®

prepared for the

Lucile Packard Foundation for Children's Health

2006

Executive Summary



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 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 CEP. Although grantee perceptions are not definitive evidence of a foundation’s end social impact, they can be helpful in assessing a foundation’s overall performance and progress.**
 - 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 would likely receive lower than average ratings in this area if it is adhering to its strategy.
 - Finally, across most measures in this report, foundation structural characteristics – such as type, asset size, focus, and age – are not strong predictors of grantee perceptions, suggesting that it is possible for all foundations to attain high ratings from grantees.

Methodology (1)

- ◆ The Center for Effective Philanthropy has surveyed more than 31,000 grantees of 163 foundations from 2003 through 2005 (see Appendix for full list of foundations), receiving nearly 20,000 completed responses via mail and the Web.¹
 - 72 June 2003 – June 2005 grantees of the Lucile Packard Foundation for Children’s Health (“LPFCH”) were surveyed from September – October 2005.
 - 47 completed responses were received, representing a 65 percent response rate.

- ◆ Contact information for June 2003 – June 2005 grant recipients was provided by LPFCH.

- ◆ Selected grantee comments are shown throughout this report. As with grantee ratings, grantee comments are generally positive. This selection of comments highlights major themes, and reflect trends in the data. These selected comments over-represent negative comments about the Foundation in order to offer Foundation leadership a wide range of perspectives.

1: Response rates vary by round, but do not have any effect 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, 65 percent in the September 2004 survey round, 67 percent in the March 2005 round, and 64 percent in the September 2005 round. There are no meaningful differences between responses received via the mail or the Web.

Methodology (2)

- ◆ The average response for LPFCH is shown throughout this report relative to the range of responses for all foundations CEP has surveyed from 2003 through 2005.
 - In addition, LPFCH is compared to a cohort of health-focused foundations. The fifteen foundations that comprise this group are:
 - The Assisi Foundation of Memphis, Inc.
 - Baptist Community Ministries
 - Blue Cross Blue Shield of Massachusetts Foundation
 - Connecticut Health Foundation, Inc.
 - Endowment for Health
 - The Frist Foundation
 - Health Foundation of Greater Cincinnati
 - Kansas Health Foundation
 - Lucile Packard Foundation for Children's Health
 - Maine Health Access Foundation
 - Michael Reese Health Trust
 - The Mt. Sinai Health Care Foundation
 - Quantum Foundation
 - Rose Community Foundation
 - Winter Park Health Foundation

Key Findings

The Lucile Packard Foundation for Children’s Health (“LPFCH”) is viewed by many grantees as a “leader” in its fields of funding, and grantees comment frequently – and positively – on its focus on the health and well-being of children. Grantees rate the Foundation’s understanding of their fields above the rating of the median foundation, and LPFCH is rated substantially above the median foundation in its ability to advance knowledge in grantees’ fields. The Foundation is also rated highly in its effect on public policy in grantees’ fields.

Compared to grantees of other foundations, LPFCH grantees are more satisfied with their experience with the Foundation and rate the Foundation more positively in terms of its impact on their organizations. The Foundation is highly rated in the quality of interactions, and Foundation staff are described as “helpful,” “supportive,” and “responsive.” LPFCH is also rated more positively relative to other foundations in the clarity of communication of the Foundation’s goals and strategy. The Foundation’s website and funding guidelines are particularly highly rated in their helpfulness to grantees. Importantly, the different communications resources offered by the Foundation, both written and personal, are rated as consistent in the information they provide about the Foundation’s goals and strategy.

LPFCH provides grantees with more assistance beyond the grant check than is typical. Eighty percent of grantees receive non-monetary assistance, which is a substantial proportion relative to both the overall sample and the cohort of health-focused foundations – a group that more frequently provides non-monetary assistance to grantees. LPFCH also provides more assistance to grantees in securing funding from other sources. The assistance activities provided by the Foundation are seen to vary in their helpfulness, and funding assistance is rated below the median.

The Foundation’s understanding of grantees’ goals and strategy and the populations they serve are rated below the median. LPFCH grantees perceive substantially greater pressure to modify their priorities to create a request that is likely to receive funding, and grantee perceptions of greater pressure are statistically related to less positive perceptions of the Foundation’s understanding of their organizations and the populations they serve.

Finally, LPFCH’s selection and reporting processes are rated more positively in their helpfulness in strengthening grantees than is typical. Compared to grantees of the median foundation, LPFCH grantees report that LPFCH staff is substantially more involved in the selection process, and, when asked about the Foundation’s feedback on proposal drafts, agree that it is “constructive.” Grantees also agree that staff’s feedback on submitted reports and evaluations is “constructive.” However, in response to open-ended questions, grantees frequently comment that the Foundation’s forms are “complicated.” The Foundation’s processes are substantially more time-intensive than those of other foundations, offsetting the substantially larger dollar amount of grants awarded.

Review of Findings

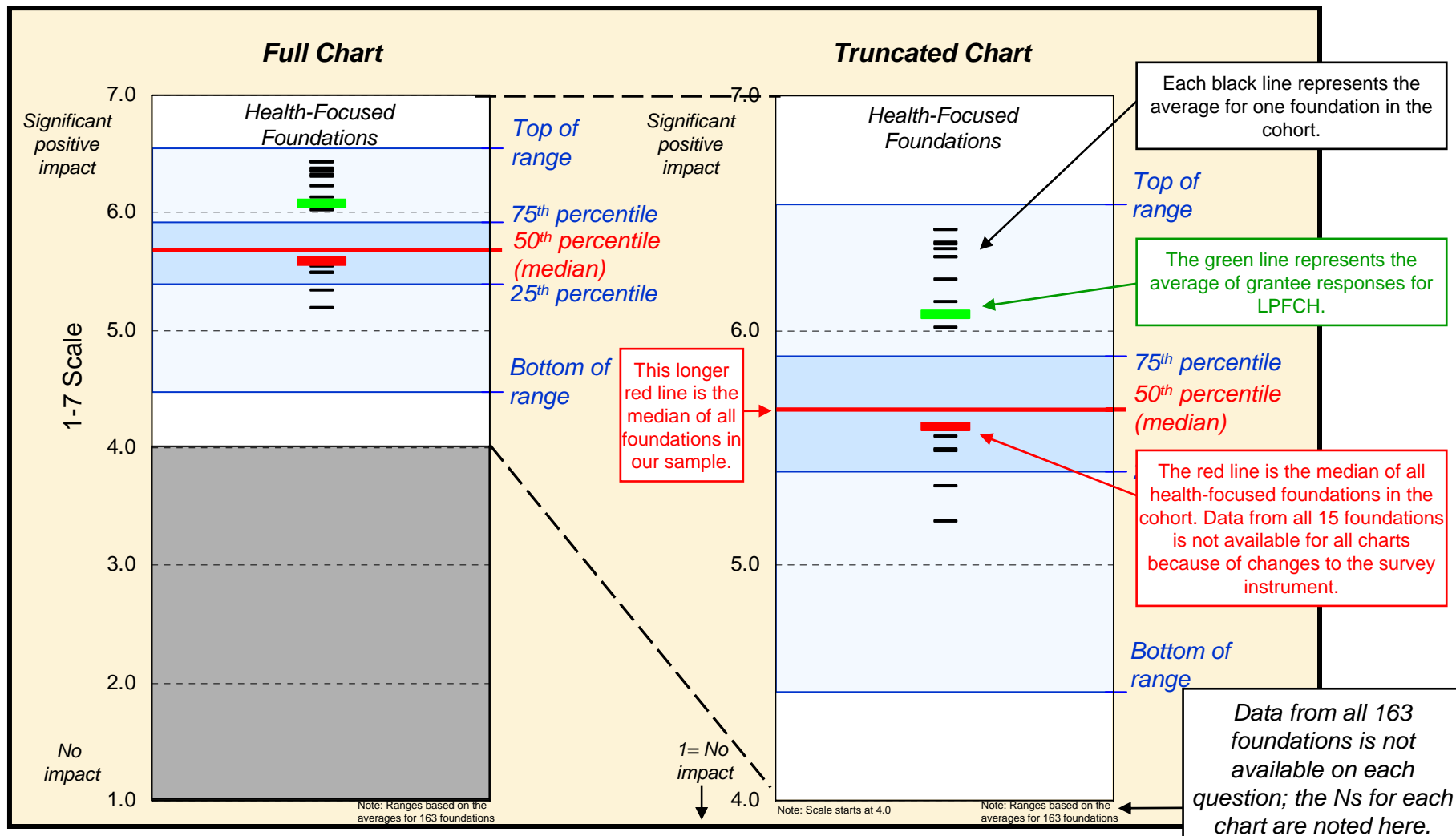
Chart shows LPFCH's (◆) percentile rank among all foundations in comparative set. The median of the health-focused foundation cohort is also depicted (◆).

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 14 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.
Selection Process						Grantees were asked to rate the helpfulness of the foundation's selection process for their organizations.
Reporting and Evaluation Processes ¹						Grantees were asked to rate the helpfulness of the foundation's reporting and evaluation processes for their organizations.
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.

¹: Cohort not shown because of changes to the survey instrument.

Reading GPR Charts

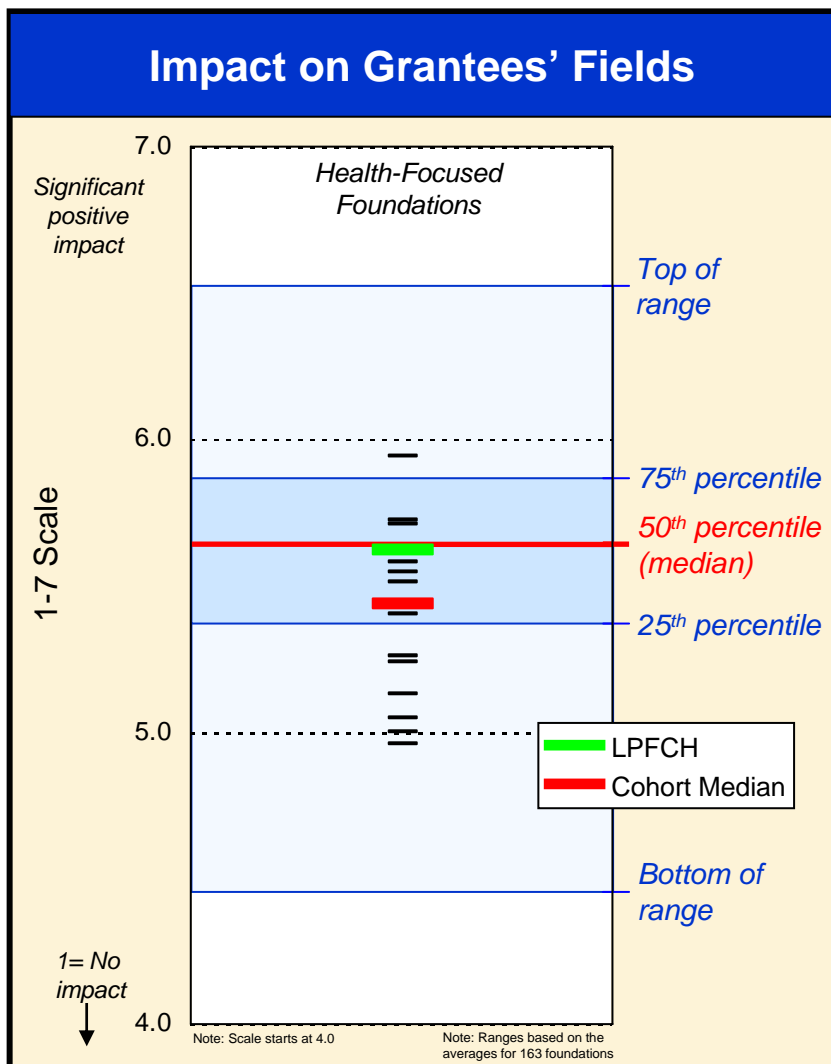
Much of the grantee perception data in the GPR is presented in the format below. These graphs show average ratings of grantee responses for individual foundations, over a background that shows percentiles for the overall sample of grantee ratings of all 163 foundations. **Throughout the report, many charts in this format are truncated from the full scale because foundation averages fall within the top half of the range.**



Impact on Grantees' Fields

This rating highlights grantees' perceptions of foundations' impact on the fields¹ in which grantees operate.

- ◆ *LPFCH grantees rate the Foundation's impact on their fields as positively as the rating of the median foundation, and more positively than the rating of the median health-focused foundation.*



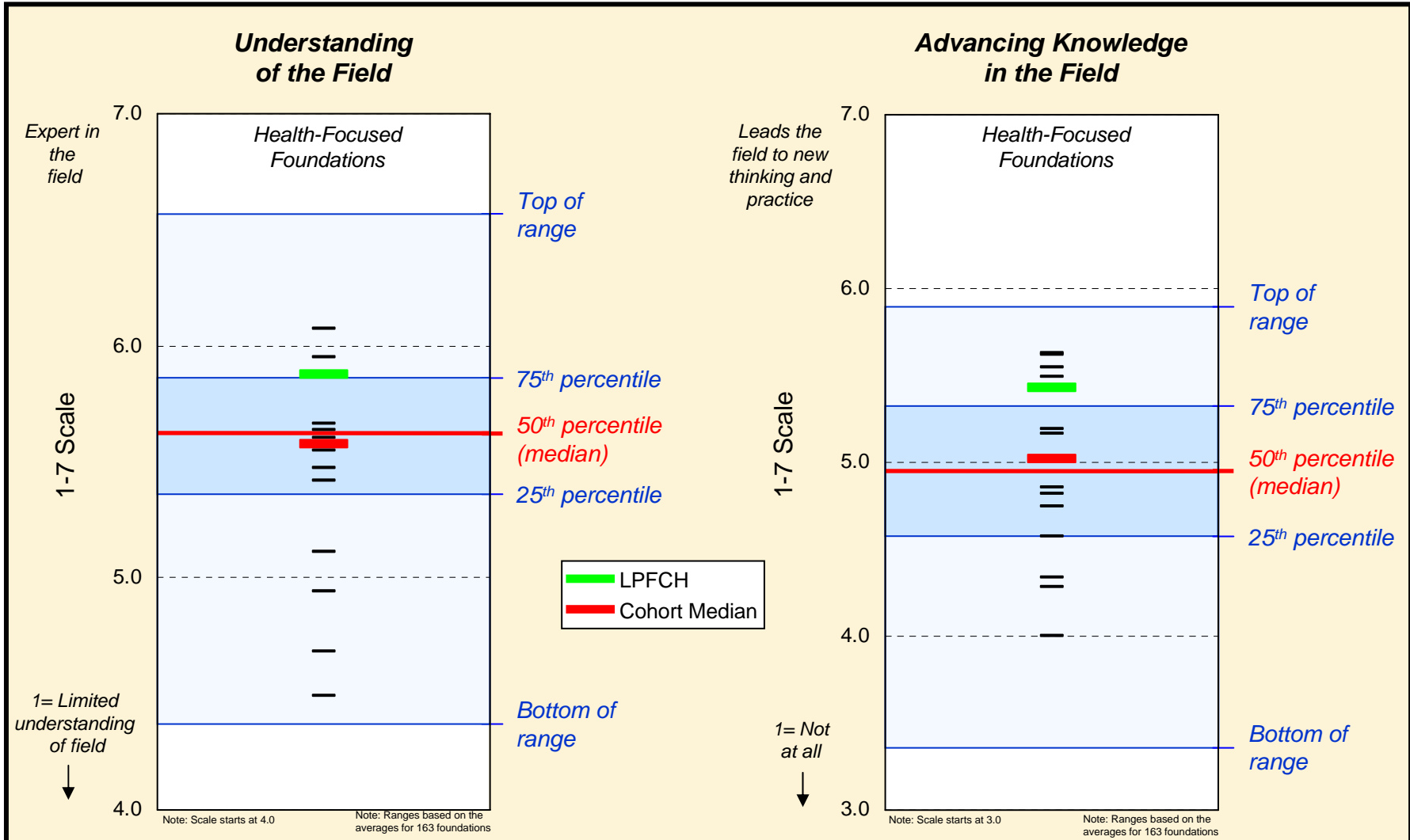
Grantee Comments on Field Impact

- ◆ *“LPFCH provides support and leadership in the field of health and wellness for children – they are a beacon, and organizations look to them for trends and ideas for the future.”*
- ◆ *“They have conducted research that has been very helpful in understanding the needs of the children in our community, and their website gives access to excellent research and information for program planning.”*
- ◆ *“They are leaders in the field and help disseminate new information through [the] Kidsdata [website] and other initiatives.”*
- ◆ *“The Foundation has always been at the forefront of issues and solutions related to the health and well-being of children and families in our community, and they continue to be at the table anytime there is something new or important in the field.”*
- ◆ *“They are one of the first organizations to research and fund the middle school age child.”*

1: “Fields” were self-defined by grantees.
 Note: Rating is based on responses to the question “Overall, how would you rate the Foundation’s impact on your field?”

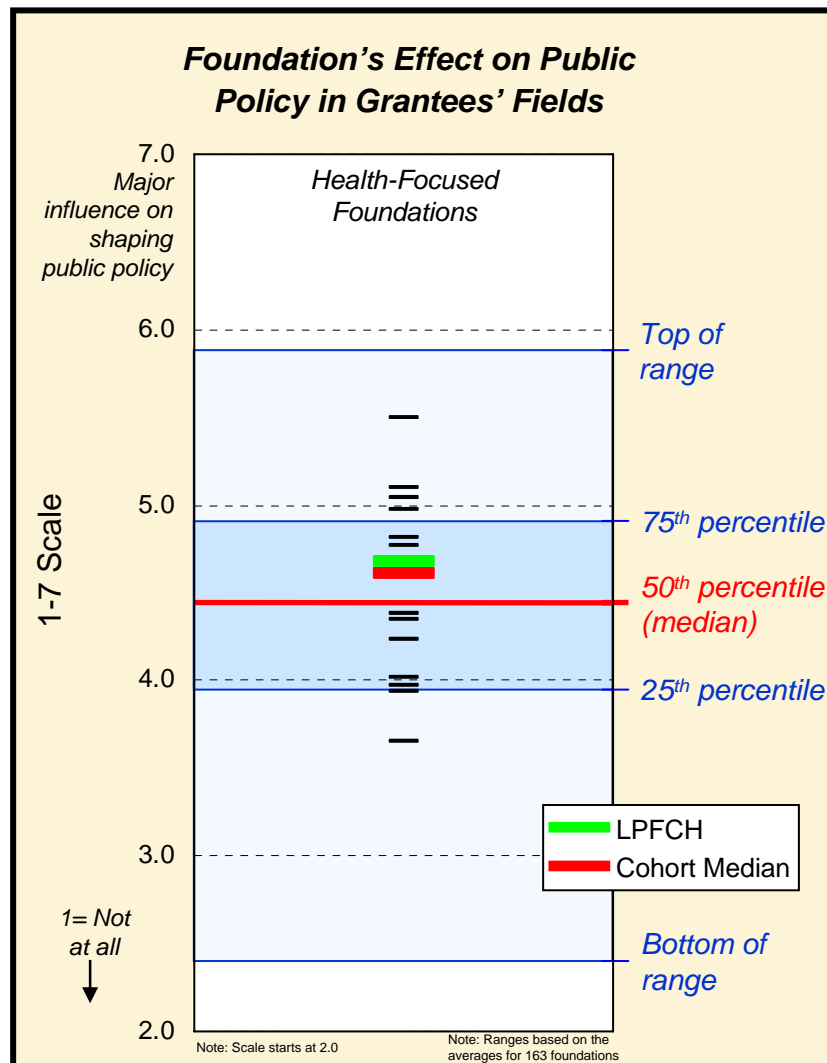
Understanding and Advancing Knowledge in the Field

Grantees perceive LPFCH to have an *understanding of its fields of funding* that is above the rating of the median foundation, and an *ability to advance knowledge in those fields* that is substantially above the rating of the median foundation.



Effect on Public Policy

The Foundation is seen as having more influence on public policy in its fields than the median foundation, and a typical influence compared to the median health-focused foundation.

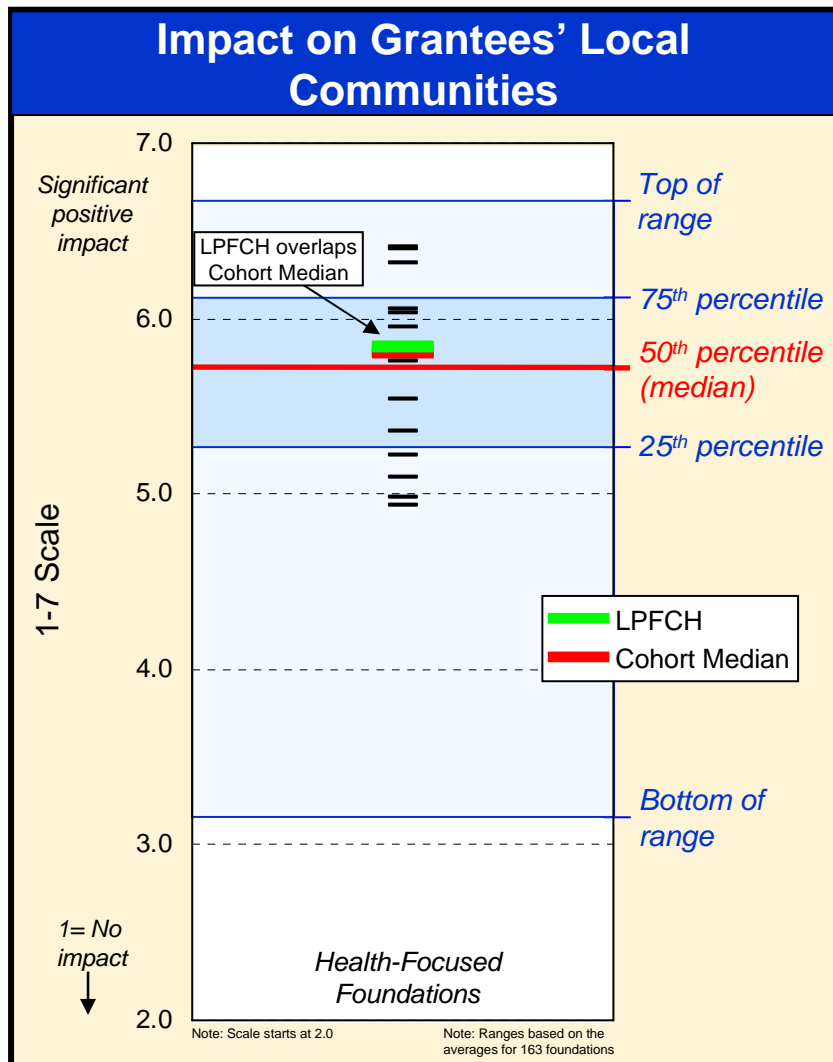


Note: Ratings are based on responses to the question "To what extent has the Foundation affected public policy in your field?"

Impact on Grantees' Local Communities

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

- ◆ *LPFCH grantees rate the Foundation's impact on their local communities similarly to the average rating received by the median foundation.*

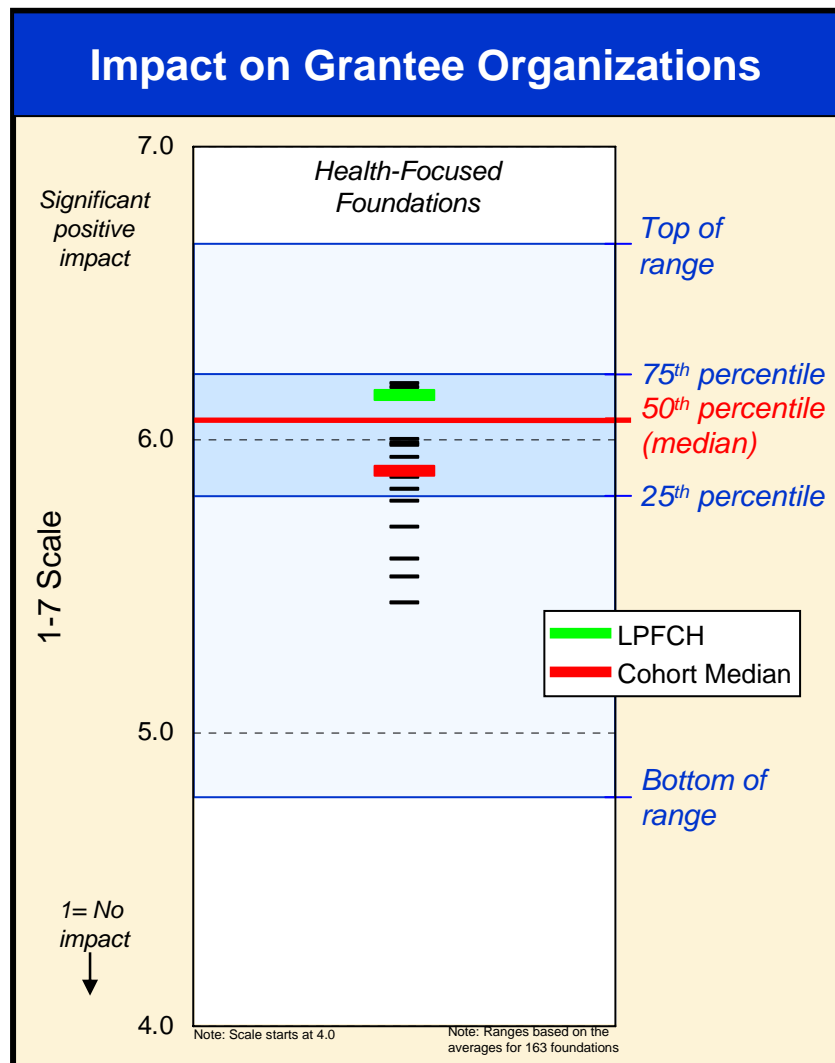


Grantee Comments on Community Impact

- ◆ *"We are aware that the Foundation funds many programs in the community related to the well-being of children and youth, and has a particular concern for disadvantaged young people. Were it not for the Foundation's support, many young children and youth would not receive much-needed services. It is safe to say that the Foundation has a very significant impact on our community and in the field of children and youth services."*
- ◆ *"The Foundation hosts a community calendar of resources, classes, and activities, which are needed and accessed by agencies and families throughout our community."*
- ◆ *"The innovative work supported by the Foundation has had a major impact on both the community and the child safety field."*
- ◆ *"The Foundation sets a positive example of community support for children who are disadvantaged."*

Impact on Grantee Organizations

LPFCH grantees rate the Foundation's impact on their organizations more positively than the median foundation is rated by its grantees, and even more positively than the median health-focused foundation is rated by its grantees.

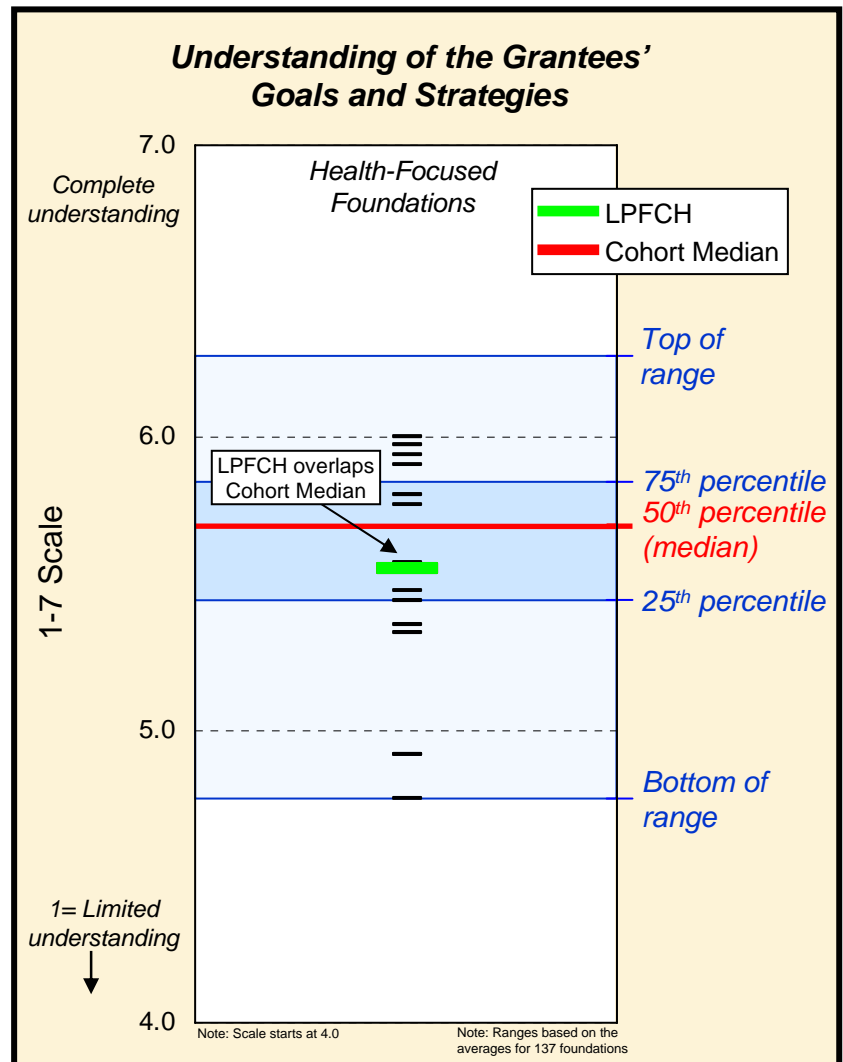


Grantee Comments on Organizational Impact

- ♦ *“Funds jumpstarted our program after it had been declining [and] allowed us to cement relationships with [other nonprofits]! Allowed us to improve protocols, materials, and evaluations.”*
- ♦ *“Our program officer is extremely thorough and dedicated. Her support, suggestions, edits, and fabulous questions were invaluable. We have grown a lot as an organization through this grant process, and the actual grant is facilitating extremely important learning, expansion, and organizational effectiveness, besides bringing our amazing program to so many at risk youth.”*
- ♦ *“The funds received have allowed us to expand our services in the community. This not only facilitates employment and other grant resources, [but] it builds employee pride and agency cohesiveness.”*
- ♦ *“By allowing us to analyze our programming, the LPFCH gave us the chance to really move ahead on future visioning for the agency (directions of programming), and, more specifically for this program, it allowed us to streamline, improve, [and] broaden impact.”*
- ♦ *“The Foundation aided in our program development, expansion, and professional field training.”*

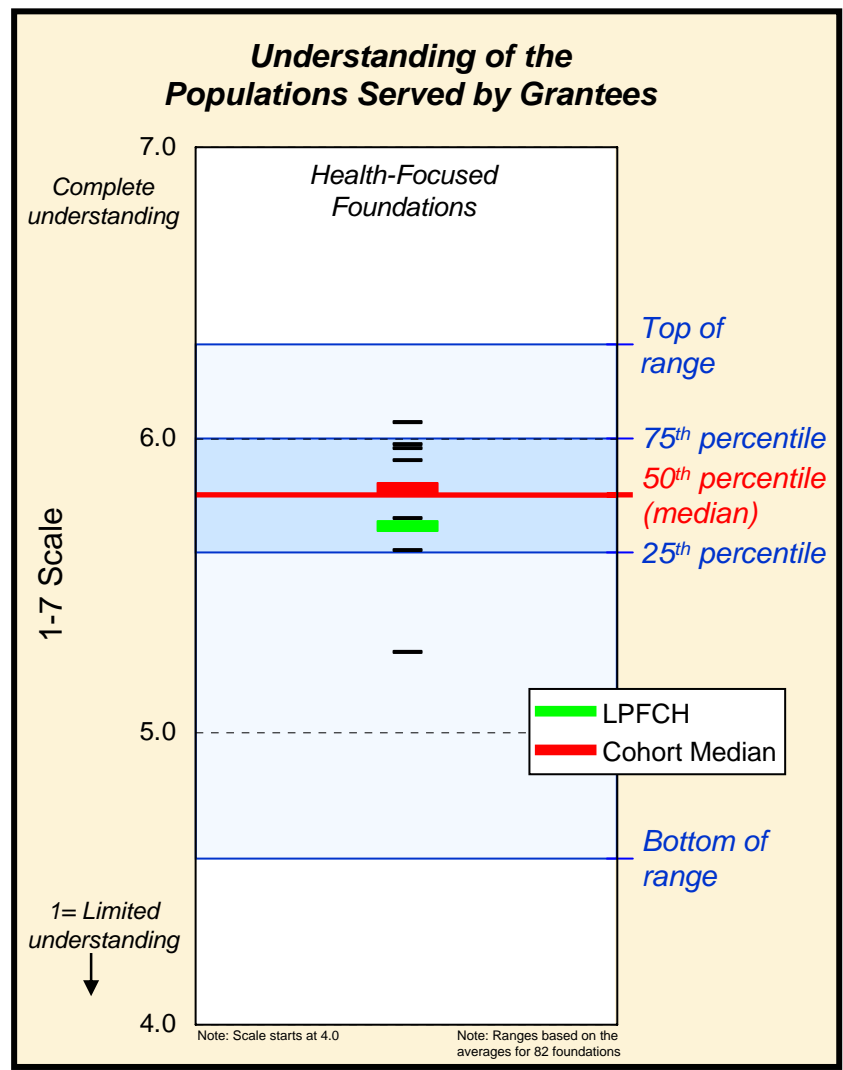
Understanding of Grantees' Goals and Strategies

LPFCH grantees rate the Foundation's understanding of their organizations' goals and strategies below the rating received by the median foundation, and at the rating received by the median health-focused foundation.



Understanding of the Populations Served by Grantees

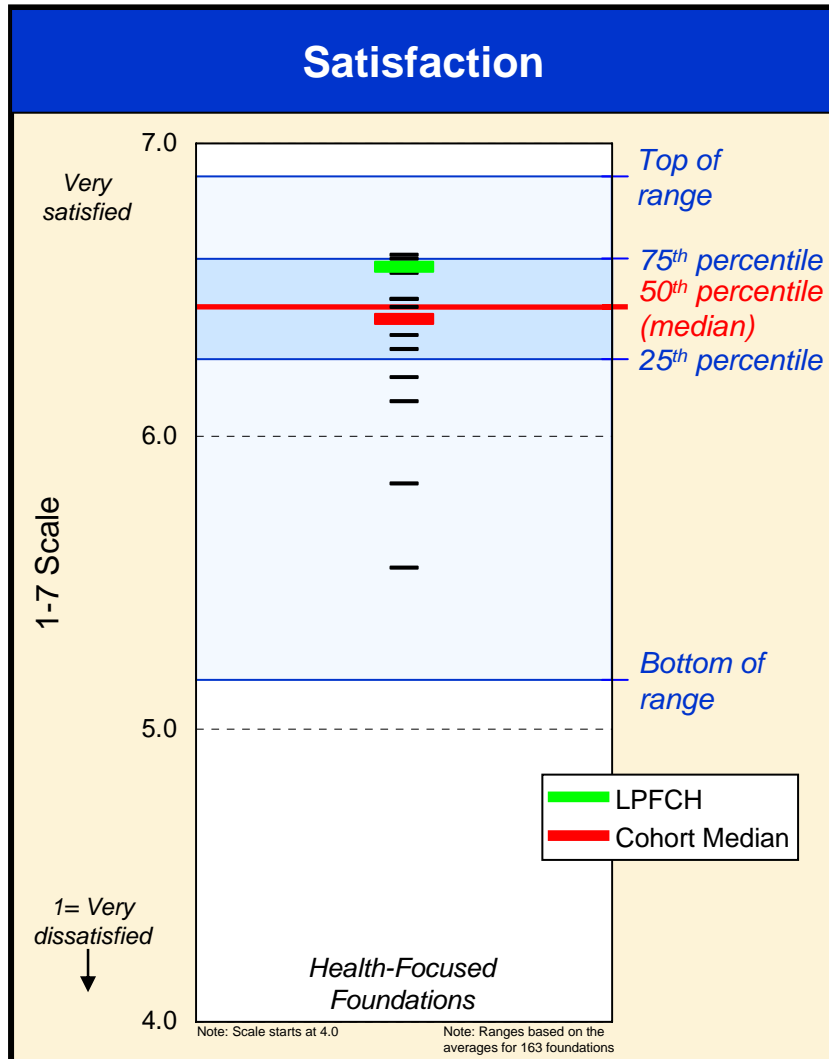
LPFCH grantees rate the Foundation's understanding of the population(s) served by the grantee below the rating received by the median foundation.



Note: Rating is based on responses to the question "How well does the Foundation understand the population(s) served by your organization?"

Satisfaction with the Foundation

LPFCH grantees are more satisfied with their experience with the Foundation than grantees of the median foundation.



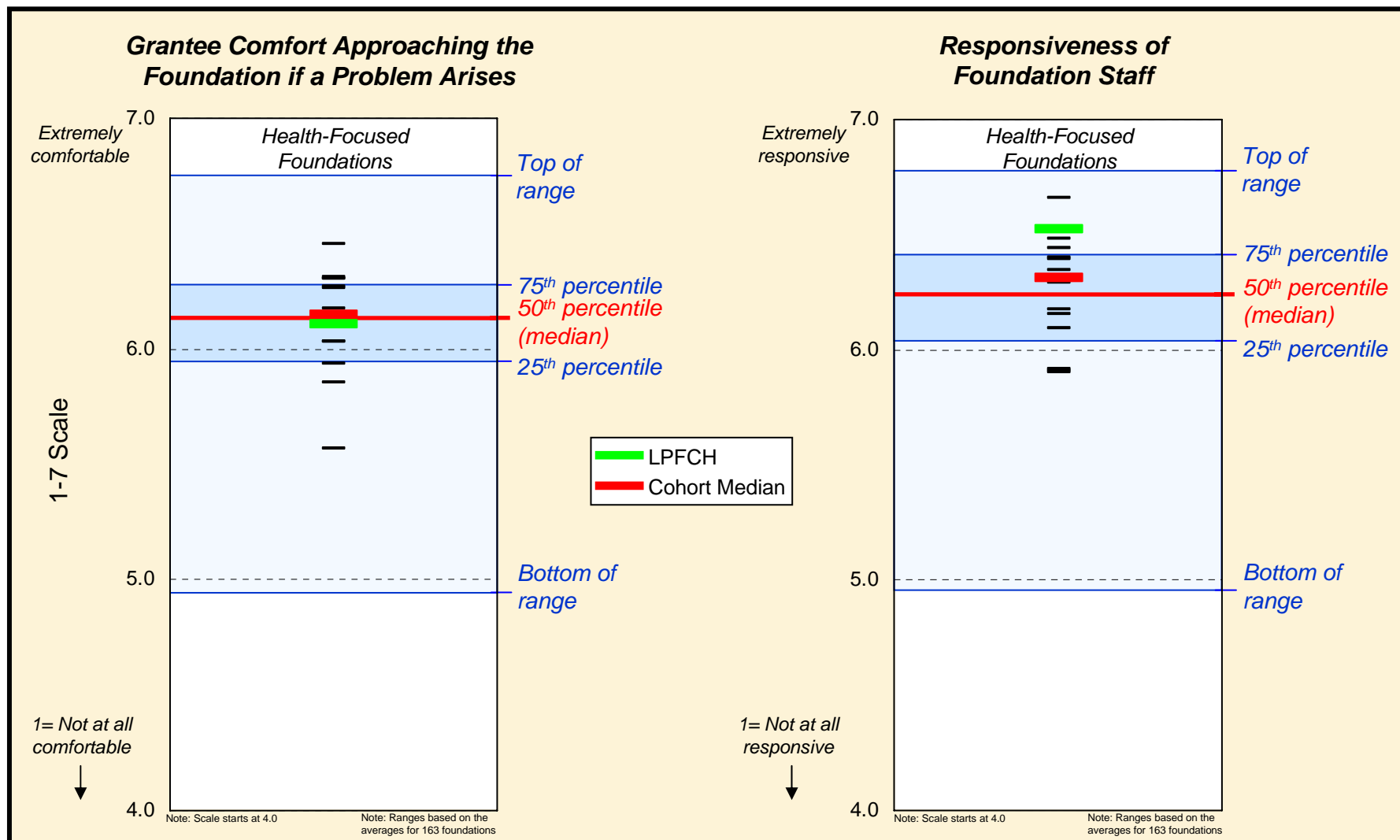
Grantee Comments on Overall Satisfaction

- ♦ *“The quality of the Foundation's operations, processes, interactions, and communications are superior. I think of LPFCH as a model funder and true funding partner. The Foundation has proven time and again that it is willing to work with agencies to best meet the needs of children and families in our communities.”*
- ♦ *“[LPFCH] is an exceptional foundation. I wish every foundation we worked with was committed to the same level of accountability, communication, and competence.”*
- ♦ *“We have found the Foundation to be extremely helpful. Communications are clear and consistent. Expectations and processes are outlined in advance, and are reasonable. The staff is very people friendly, accessible, and have been willing to go the extra mile to assist in resolving issues or concerns.”*

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 CEP's report, *Listening to Grantees: What Nonprofits Value in Their Foundation Funders.*

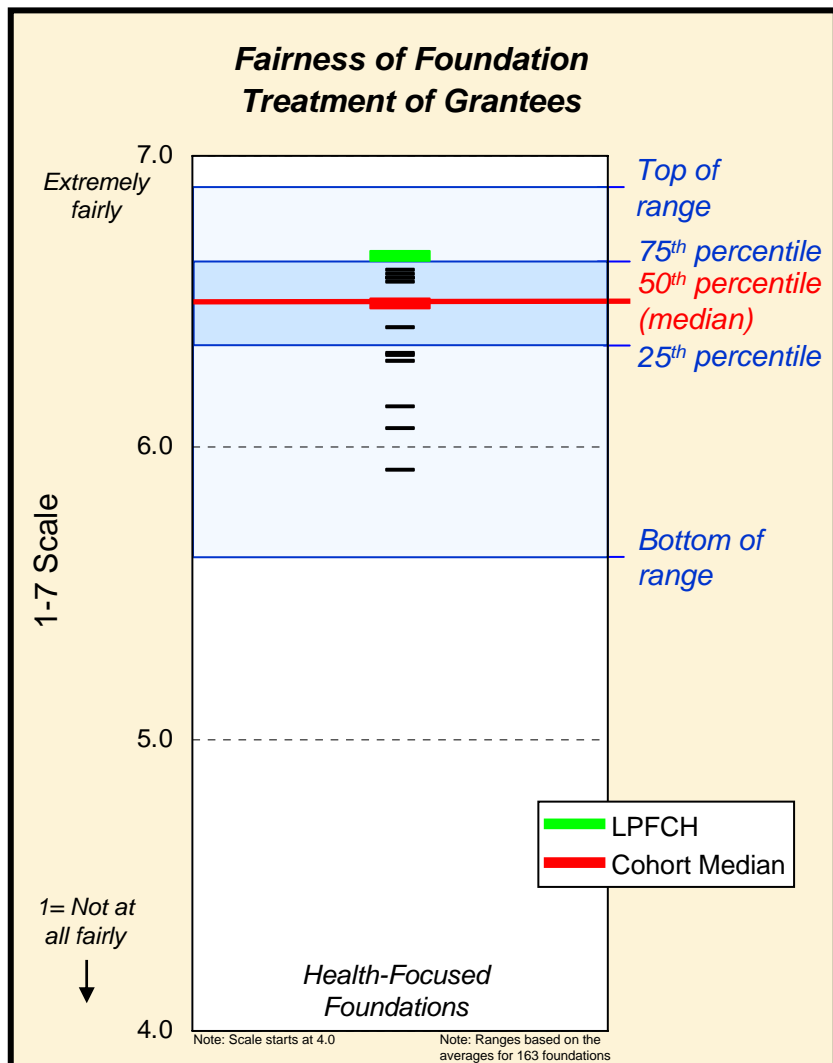
Interactions Measures (1)

LPFCH grantees rate the Foundation as positively as the median foundation is rated by its grantees in terms of *comfort in approaching the Foundation if a problem arises* and substantially more positively than the median foundation in the *responsiveness of Foundation staff*.



Interactions Measures (2)

LPFCH grantees rate the Foundation more positively than the median foundation is rated by its grantees in fairness of treatment of grantees.



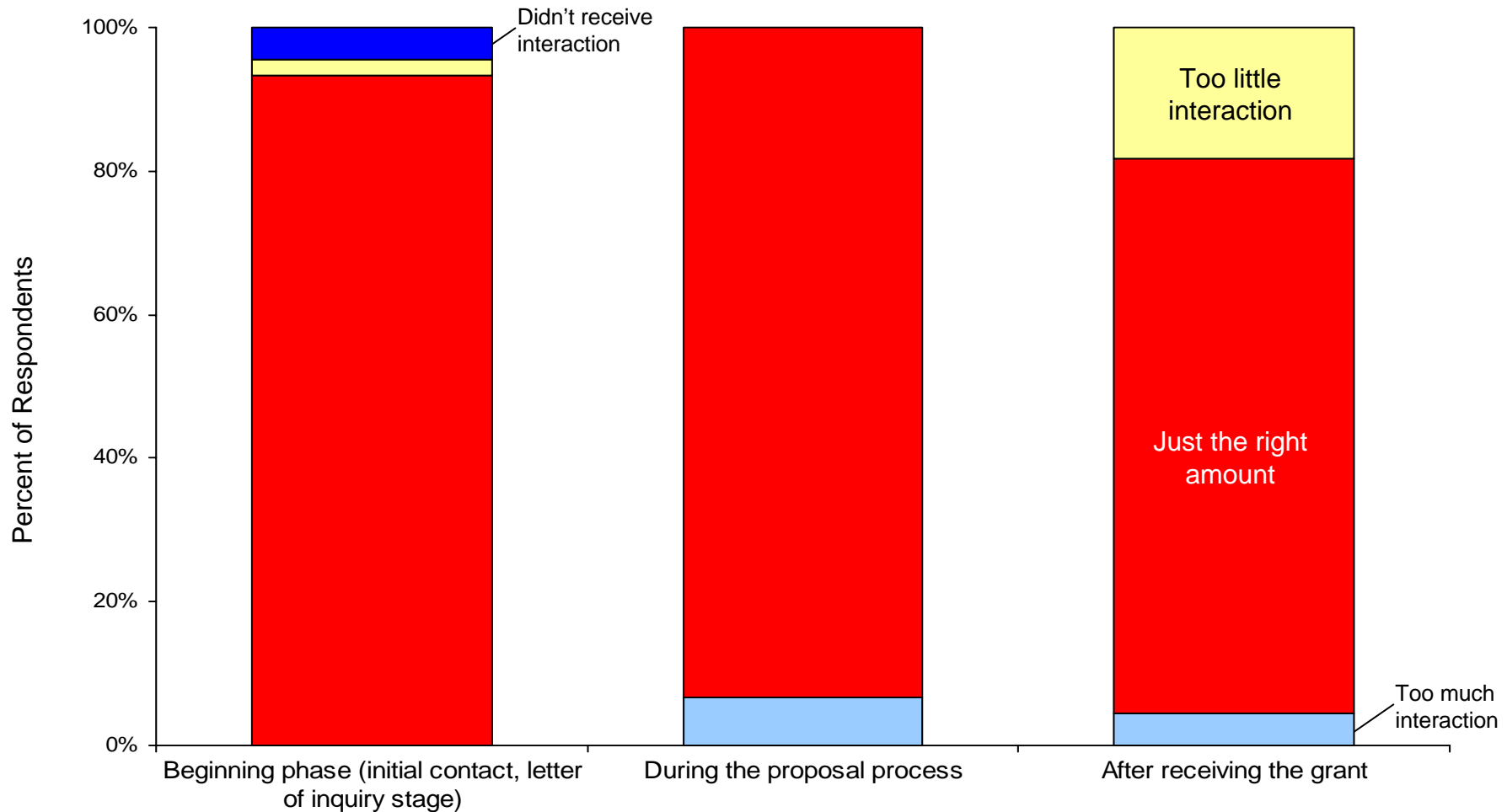
Grantee Comments on Interactions

- ◆ “[Our program officer] has been an invaluable resource, and we appreciate the intelligence, thought, and care she brings to her work.”
- ◆ “We love [our program officer]; she is supportive, clear, and responsive.”
- ◆ “Foundation staff were very helpful, constructively challenging, well-informed, and very thoughtful in doing due diligence.”
- ◆ “Foundation staff was very responsive and supportive at every stage of the process.”
- ◆ “The interactions I have had with the Foundation have been very positive. We do not have a lot of contact with them once the program is funded – this has been my experience over several grants received from them.”
- ◆ “I feel very fortunate to have such an open communication line between me and our monitor. She is easy to talk to and very helpful.”

Level of Foundation Interaction Throughout Grant Process

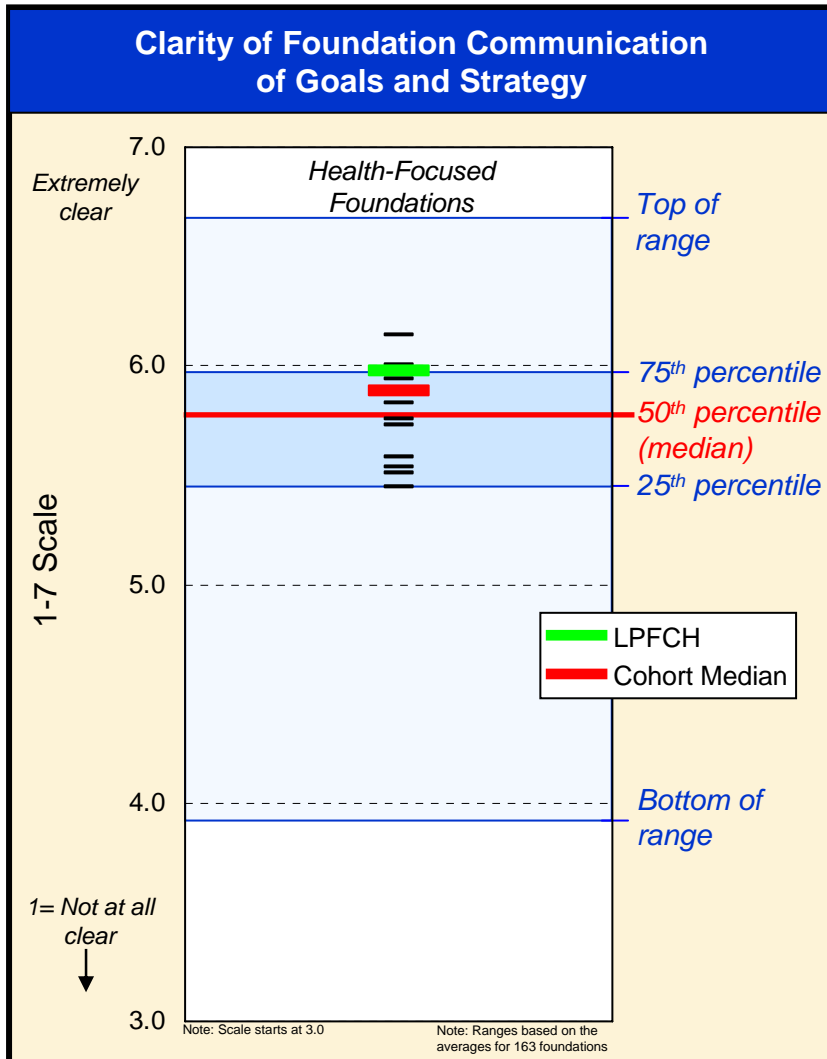
The majority of LPFCH grantees report that the level of Foundation interaction they experienced was “just the right amount” at different phases of the grant process, although 18 percent of grantees report receiving “too little interaction” after receiving their grants.

“Please indicate the level of Foundation interaction you experienced at different phases of the grant process.”



Communication of Goals and Strategy

LPFCH grantees rate the Foundation's clarity of communication of its goals and strategy above the rating of the median foundation.



Grantee Comments on Clarity of Communications

- ♦ *“We've been consistently pleased with the helpfulness and straightforward approach Foundation staff have taken in communicating with us. The process of applying for a grant is very clearly outlined on the website, and the Foundation has also regularly provided additional resources.”*
- ♦ *“To me, the communication offered by the Foundation's staff is the most valuable asset. They are always there to answer questions or get back to you within a day if something needs research. Our primary means of communication was by email.”*
- ♦ *“The individual contact with LPFCH was excellent, and the written information was good as well. But, it was most helpful to have clarification and some expanded understanding of the written information.”*
- ♦ *“There is always clarity and a willingness to answer any questions that might arise.”*

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.

- ♦ *LPFCH is above the median foundation on this measure, and similarly rated to the median health-focused foundation.*

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

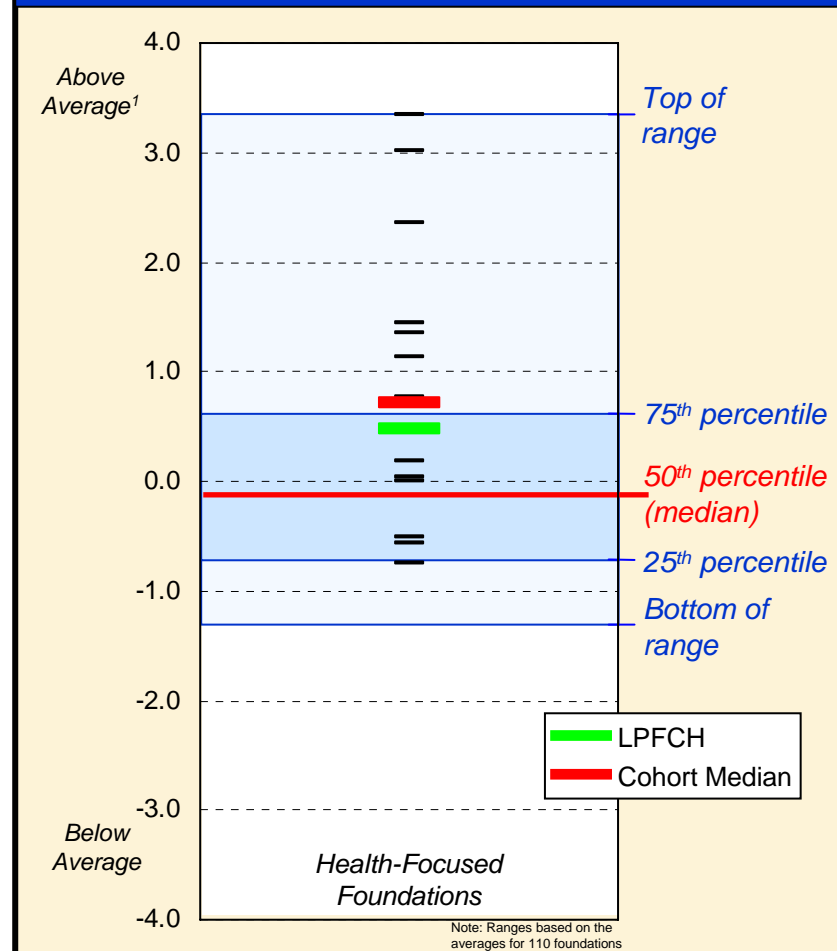
OTHER ASSISTANCE

- 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*

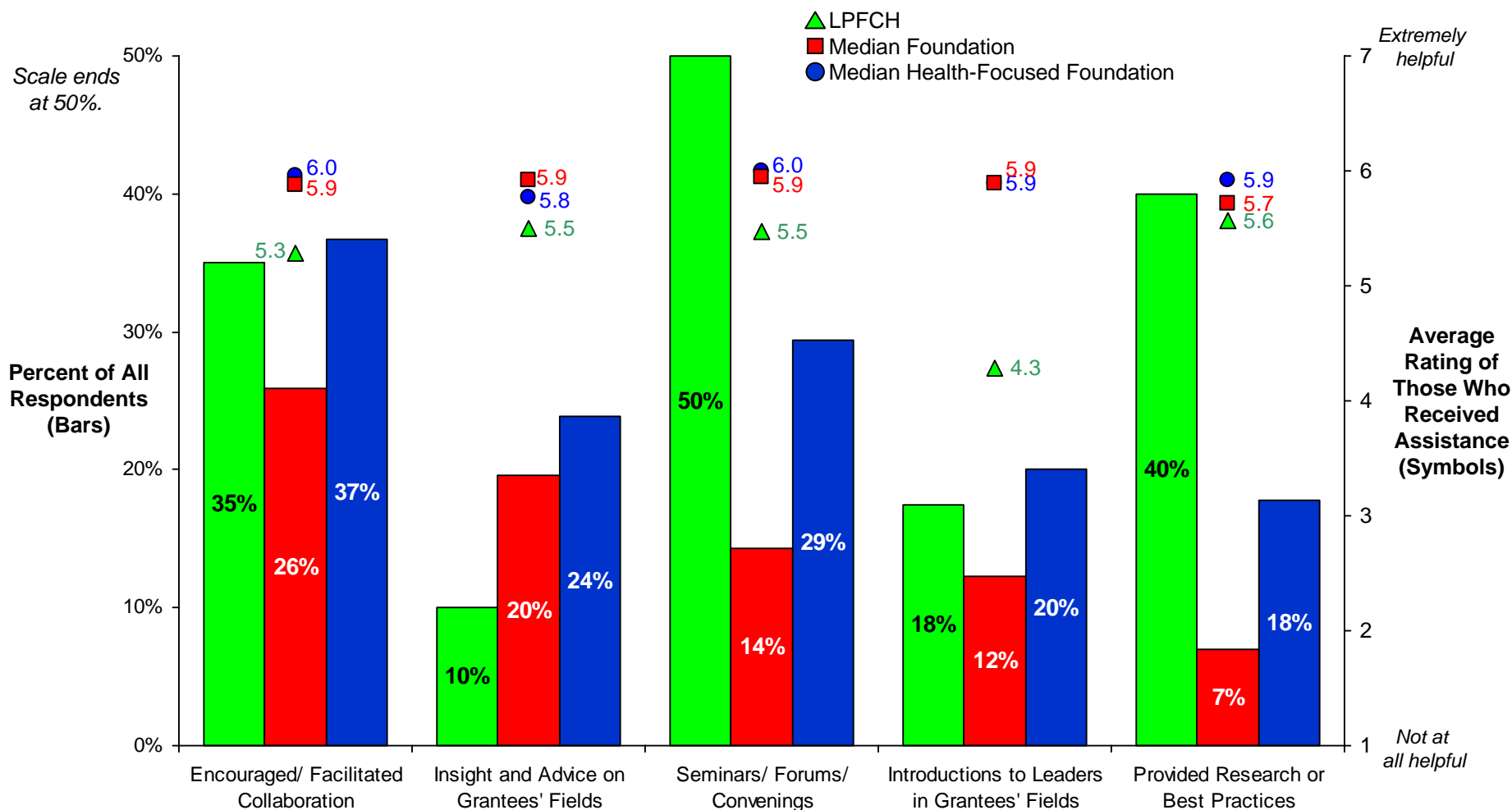
Non-Monetary Assistance Summary



Field-Related Assistance Activities & Helpfulness

A larger than typical proportion of LPFCH grantees report receiving field-related assistance activities, with the exception of insight and advice on grantees' fields. The helpfulness of these activities is rated less positively than the activities provided by the median foundation.

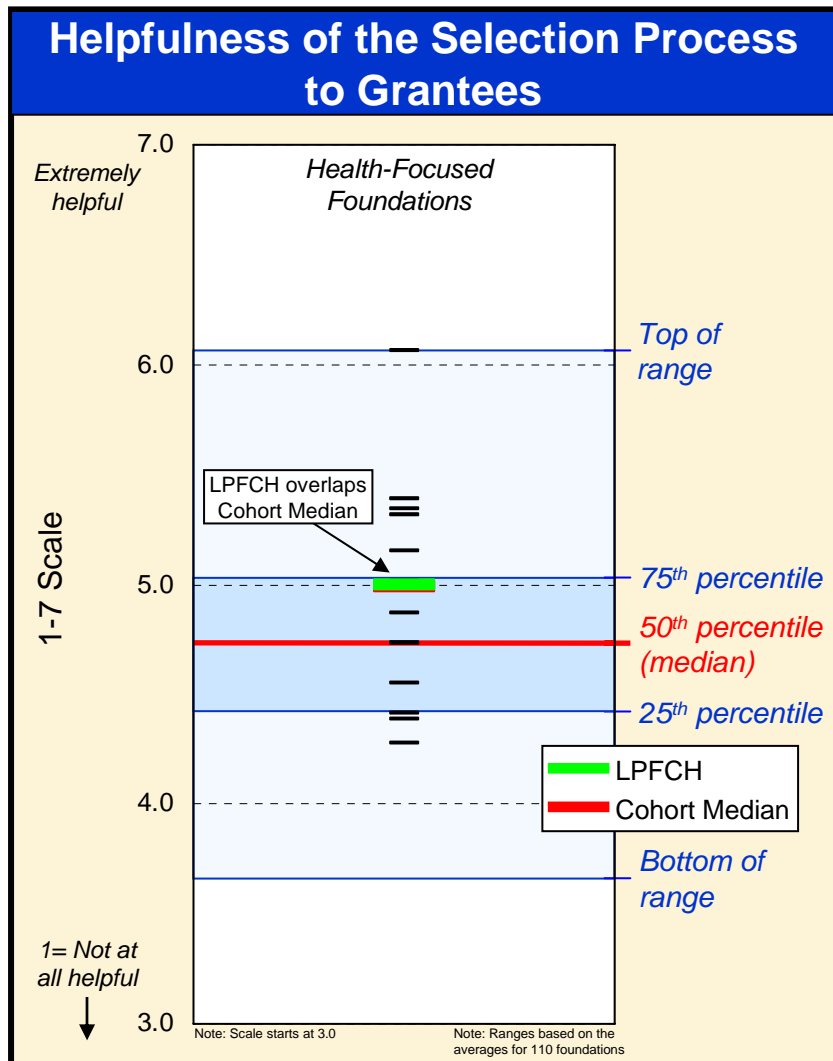
Frequency and Helpfulness of Field-Related Assistance Activities



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. This chart includes data about 110 foundations. Ratings and percentages are based on responses to the question "Please indicate the types of non-monetary assistance, if any, you received (from staff or a third party paid for by the Foundation) associated with this grant and rate how helpful each was."

Helpfulness of Selection Process

Participating in the selection process at LPFCH is seen to be more helpful in strengthening the grantee than the process of the median foundation is perceived to be by its grantees, and as helpful as the process of the median health-focused foundation.

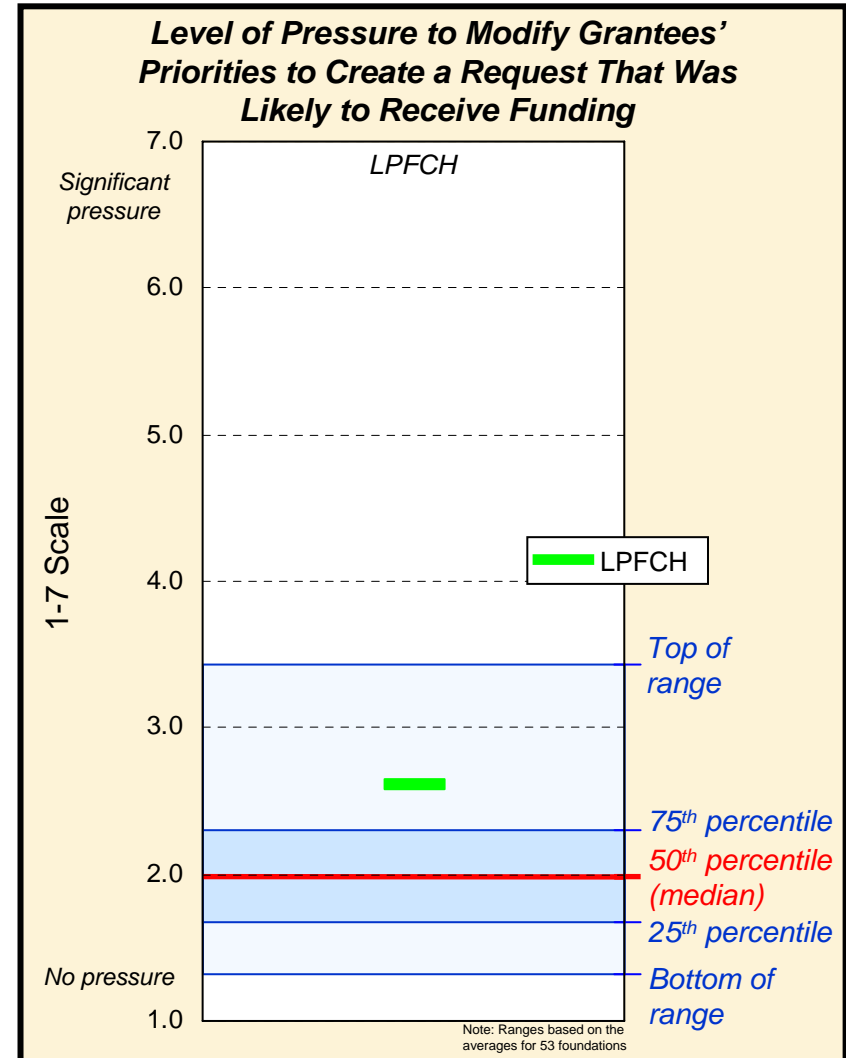
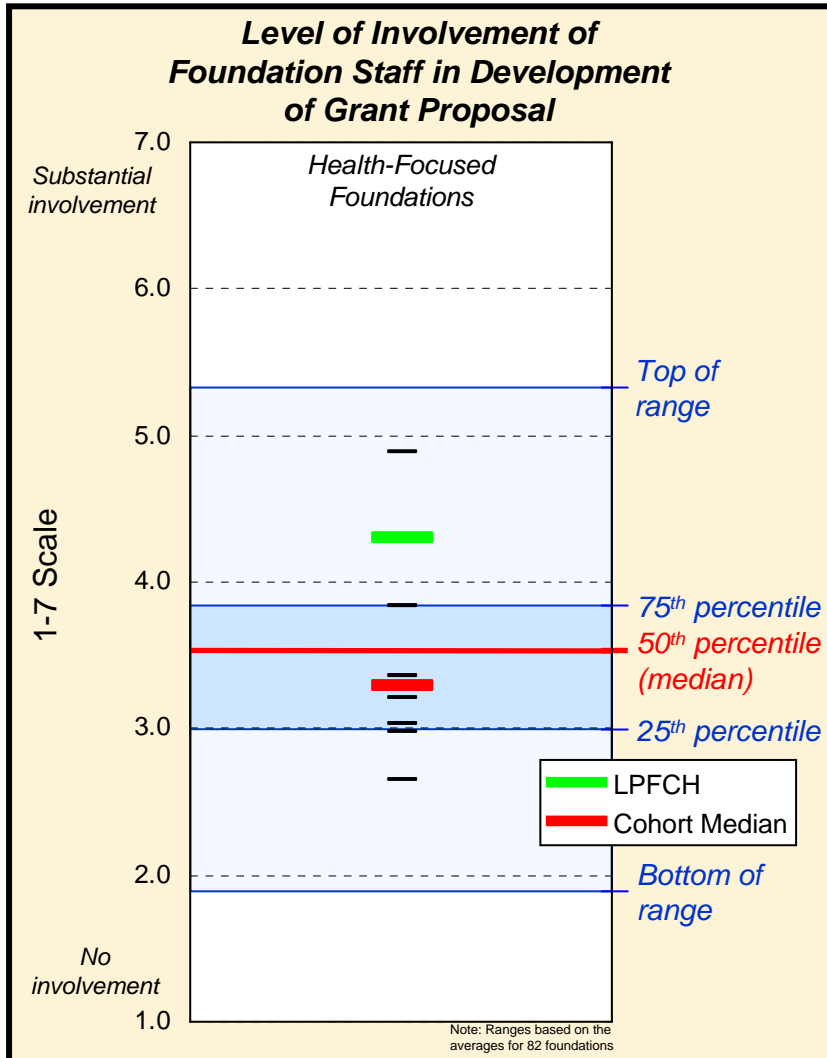


Grantee Comments on the Selection Process

- ◆ *“Foundation staff was extremely helpful in helping agency staff develop a strong proposal.”*
- ◆ *“In my interactions with Foundation staff, I found them to be very professional and straightforward. It was one of the toughest proposals we put together last year, but the staff provided the information and guidance that we needed to get the job done.”*
- ◆ *“Staff are very supportive but forms and procedures [are] the most difficult I have found short of government.”*
- ◆ *“I found [our program officer] to be at all times professional. While information during the course of the proposal process continually needed to be updated and expanded upon, [she] always set clear timelines for each of the requests. [She] always remained positive and forthright.”*
- ◆ *“The budget and financial information part of the grant application was fairly challenging to complete.”*

Impact of Foundation on Proposal Development

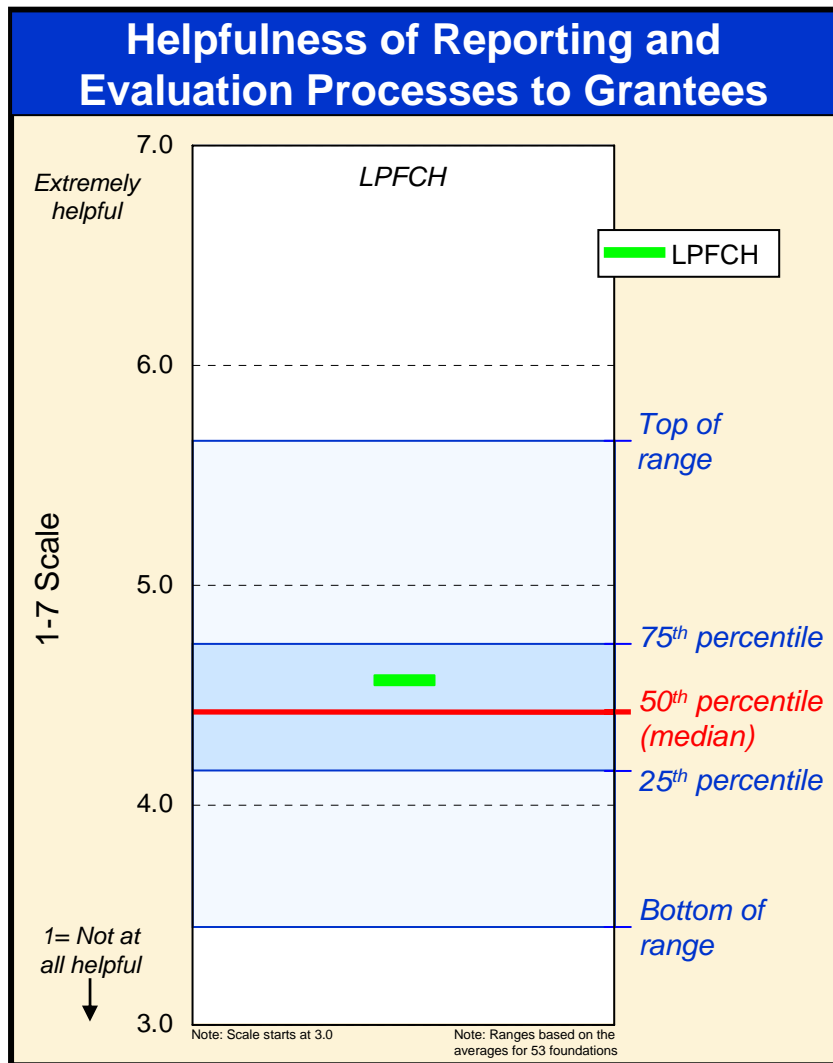
Grantees rate Foundation staff as substantially more involved in proposal development than the median foundation is rated by its grantees. LPFCH grantees' ratings of the level of pressure they perceived to modify their priorities in order to receive funding is substantially above the ratings of the median foundation.



Note: Cohort not shown in right-hand chart because of changes to the survey instrument. Ratings in the left-hand chart are based on responses to the question "How involved was the Foundation staff in the development of your grant proposal?" and ratings in the right-hand chart are based on responses to the question "As you developed your grant proposal, how much pressure did you feel to modify your organization's priorities in order to create a grant request that was likely to receive funding?"

Helpfulness of Reporting and Evaluation Processes

LPFCH's reporting and evaluation¹ processes are seen to be more helpful in strengthening grantees than the processes of the median foundation, and as helpful as the processes of the median health-focused foundation.



Grantee Comments on Reporting and Evaluation Processes

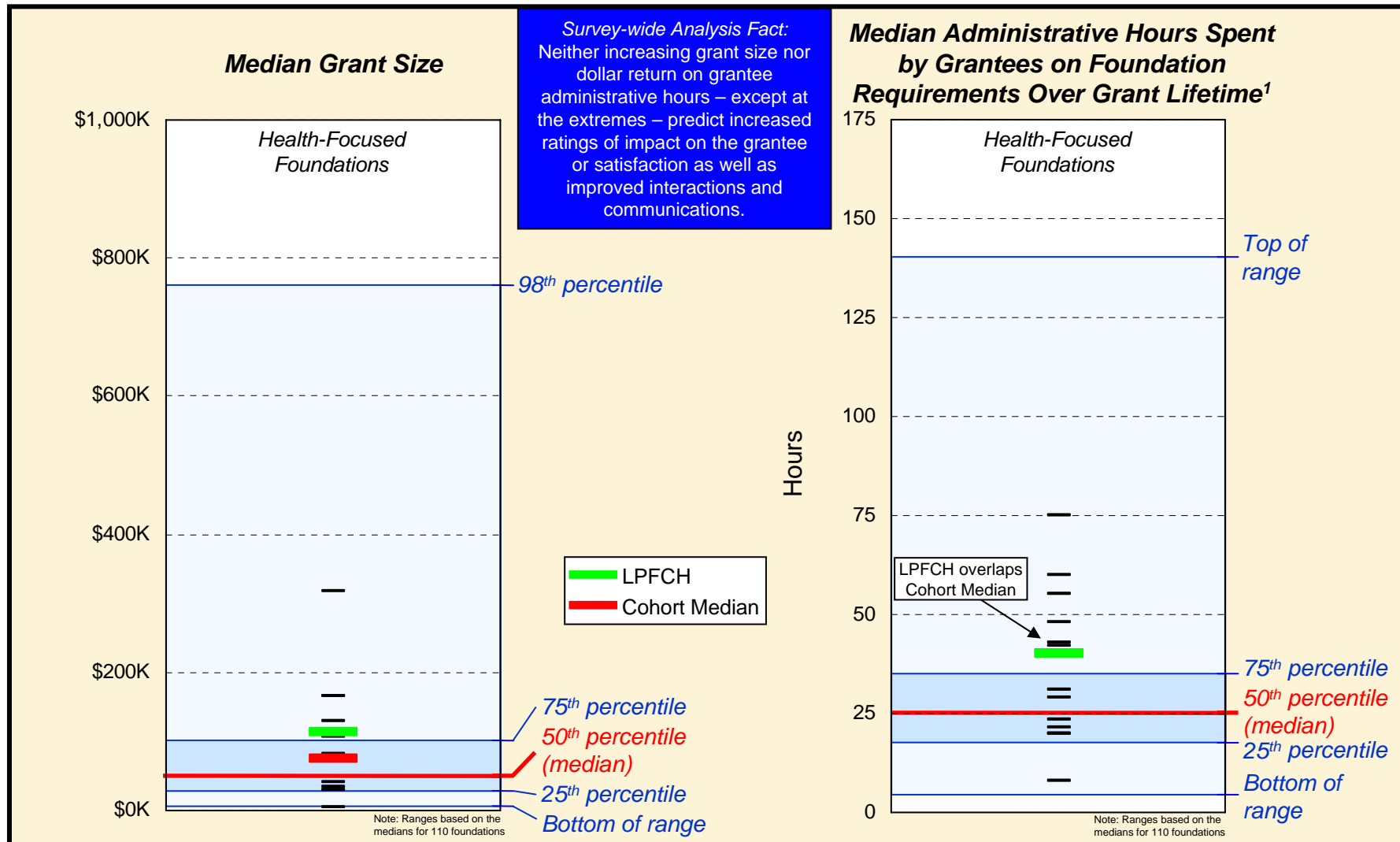
- ♦ *“Program staff was very thorough and challenging in an effort to fine-tune numbers served, specific objectives, and organizational goals.”*
- ♦ *“[We’d prefer] less complicated [forms] – LPFCH forms have a reputation as being the worst!”*
- ♦ *“We have just begun a ... partnership with a Foundation grantee that will be helping us improve our measurement tools and evaluation methods. We believe this will ultimately have a very significant impact on the overall quality of our program.”*

1: “Evaluation” in the survey includes any activity considered by grantees to be part of an evaluation, and does not necessarily correspond to foundation definition.

Note: Cohort not shown because of changes to the survey instrument. Ratings are based on responses to the question “How helpful to you was participating in the Foundation’s reporting/evaluation process in strengthening your organization/program funded by the grant?”

Grant Size and Administrative Time Required

LPFCH awards substantially larger grants (at the median) than the median foundation. The Foundation's grants require substantially more administrative time than the typical grant awarded by other foundations, and a similar amount compared to other health-focused foundations.



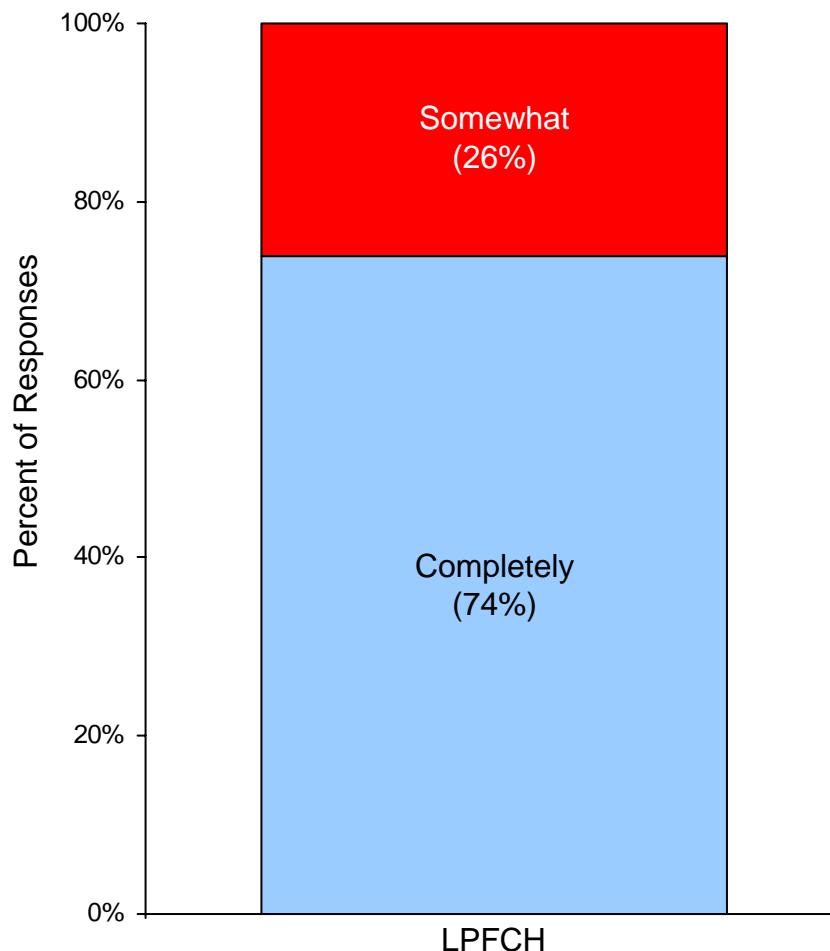
1: Chart displays total grant proposal creation, evaluation, and monitoring hours spent over the life of the grant; each of these events did not necessarily occur for each individual grantee.

Note: Grant size is based on responses to the question "Total funding committed in U.S. dollars for this grant" and administrative hours is based on responses to the question "Please estimate the number of hours you and your staff spent on each of the following activities related to this grant from the Foundation."

Characteristics of Effective Foundation Grantmaking Programs

LPFCH grantees were asked if the Foundation exemplifies the quality or characteristic they listed as most important for an effective foundation grantmaking program. All LPFCH grantees rate the Foundation as “completely” or “somewhat” exemplary of the characteristic they listed.

“Do you feel the Foundation exemplifies this quality or characteristic?”



Note: This custom question was only asked of LPFCH grantees. The question had four possible answer choices: “completely,” “somewhat,” “not at all,” and “don’t know.” No grantees responded “not at all.”

Grantee Suggestions for the Foundation

Grantees were asked to provide any suggestions for how the Foundation could improve. LPFCH grantees provided 25 suggestions, of which a greater than typical proportion concern grantmaking characteristics.

Topic of Grantee Suggestion	% of LPFCH Grantee Suggestions	% Average Foundation Suggestions	LPFCH Grantee Suggestions
Grantmaking Characteristics	36%	14%	“We only hate that we need to take a year off from our funding – but trust they will return as a significant supporter.” “Provide general operating support.” “Lift limitations, such as age restriction.” “Offer long-term funding for operating costs of critical services...” “[Offer] multi-year funding.” “[Offer] funding for technical assistance such as outcomes evaluation and sustainability planning.” “It would be nice if the Foundation were to become a sustained funder.” “Broaden guidelines, so we can apply again!” “[The Foundation should] review [their] forms.”
Selection Process	12%	11%	“A shorter timeframe between LOI to funding decision.” “The budget and financial information part of the grant application was fairly challenging to complete.” “It would have been helpful if there was flexibility on the date the check was issued. Being able to delay by only a few weeks would have significantly improved our agency’s financial standing.”
Non-monetary Assistance	12%	11%	“I would love to see gatherings/seminars open to former grantees as well as current grantees.” “Think about a collaborative initiative for grantees that could be innovative and 5 years long to document impact.” “More convenings of grantees.”
Assistance Securing Funding from Other Sources	12%	5%	“It would be nice if the Foundation published like-minded funders that they may know about in the fields that they focus on and fund.” “Help organizations identify and leverage grant to obtain additional/sustenance funding from other funders.”
Community Impact and Understanding	12%	3%	“Increase funding to San Mateo County agencies.” “Reach out more to ethnic communities. Help promote and encourage culturally sensitive services.” “Hire staff with experience working in communities that they tend to fund programs in.”
Field Impact and Understanding	8%	7%	“The Foundation encourages/supports year-long programming for [the 9 to 12] age group, but the reality is that in low income communities it’s hard to retain youth for this long. There are other models out there that are appropriate for this age group that I think the Foundation could support.” “I would challenge [the Foundation] to think about children in substance abusing families. There are little to no programs or support for them, and they are at so high risk.”
Grantee Impact and Understanding	4%	7%	“Continue funding agencies that perform well under their grant performance measures for longer terms.”
Quality of Interactions	4%	18%	“Follow up with grantees.”