

Grantee Perception Report®

prepared for

The Heinz Endowments

Fall 2007

VERSION 03/03/08



THE CENTER FOR
EFFECTIVE PHILANTHROPY

675 Massachusetts Avenue ♦ Seventh Floor ♦ Cambridge, MA 02139
Tel: 617-492-0800 ♦ Fax: 617-492-0888 ♦ www.effectivephilanthropy.org

Contents

I.	Introduction	2
II.	External Orientation	
	a) Effectiveness in Creating Social Impact	8
	b) Field-Focused Measures	9
	c) Community-Focused Measures	12
III.	Impact on Grantee Organizations	16
IV.	Satisfaction	21
V.	Interactions	24
VI.	Communication	31
VII.	Assistance Beyond the Grant Check	
	a) Management and Field-Related Assistance	35
	b) Assistance Securing Funding from Other Sources	42
VIII.	Grant Processes and Administration	
	a) Selection Process	48
	b) Reporting and Evaluation Processes	55
	c) Dollar Return on Grantee Administrative Hours	58
IX.	Grantee Suggestions for the Foundation	64
X.	Review of Findings and Analysis and Discussion	70
	<u>Appendix</u>	
A.	Grantmaking/Grantee Characteristics	75
B.	Excerpt of Operational Benchmarking Report (OBR)	91
C.	List of Foundations in Dataset	98
D.	About the Center for Effective Philanthropy	101

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 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 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.**
 - Overall, assessing foundation 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 foundation 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 foundation.
 - The survey covers many areas in which grantees' perceptions might be useful 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 (CEP) has surveyed more than 40,000 grantees of 208 foundations since spring 2003. Please see the Appendix for a list of all foundations whose grantees CEP has surveyed.
- ◆ This Grantee Perception Report® (GPR) contains data collected over the last three years, and includes almost 19,000 grantee responses of 123 foundations.¹
 - CEP surveyed 265 fiscal year 2006 grantees of The Heinz Endowments (“Heinz”) during September and October 2007. CEP received 181 completed responses, a 68 percent response rate.
 - CEP surveyed 278 fiscal year 2004 grantees of Heinz during September and October 2005. CEP received 214 completed responses, a 77 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
- ◆ Heinz 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 foundation leadership a wide range of perspectives.

Methodology (2)

- ◆ Heinz is also compared to a cohort of 15 large, regional foundations chosen by the Endowments to represent its peers. The large, regional foundations that comprise this group are:
 - The Ahmanson Foundation
 - The Annenberg Foundation
 - Barr Foundation
 - The Brown Foundation
 - The California Endowment
 - The California Wellness Foundation
 - Daniels Fund
 - The Duke Endowment
 - The Heinz Endowments
 - Houston Endowment, Inc.
 - The James Irvine Foundation
 - The McKnight Foundation
 - Missouri Foundation for Health
 - Richard King Mellon Foundation
 - The William Penn Foundation

Key Findings

The Heinz Endowments is rated similarly to or above the median foundation and the median large, regional foundation on most measures in the grantee survey. Grantees rate the Endowments higher than the median foundation on the quality of their interactions with the Endowments – fairness of treatment of grantees, their comfort approaching the Endowments when a problem arises, and the responsiveness of foundation staff. Grantees refer to interactions as “overwhelmingly positive and productive” when commenting on their relationship with Heinz.

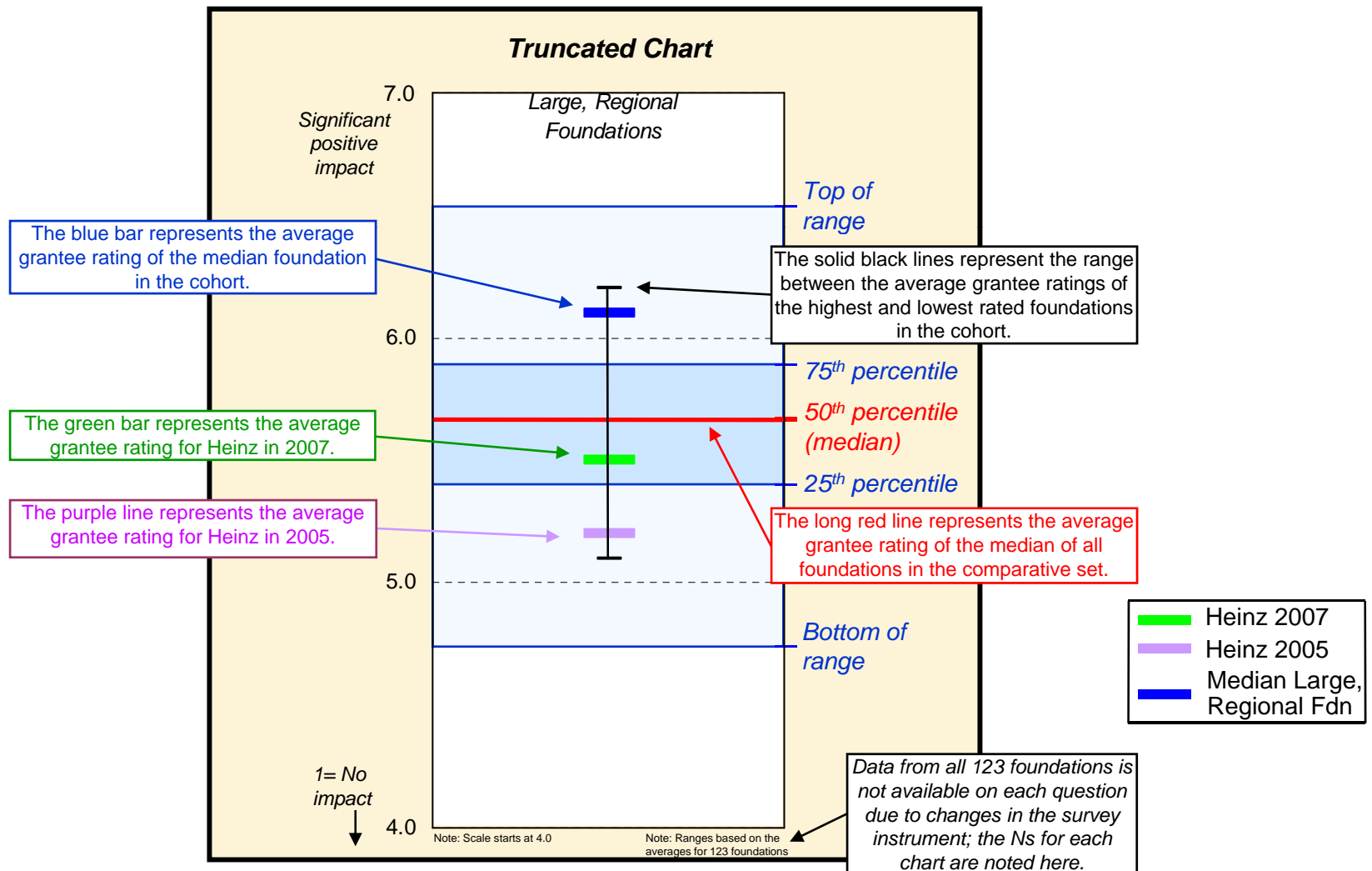
Heinz is rated above the median foundation for its effectiveness in creating social impact. Grantees also rate it higher than typical for its impact on grantees’ fields, local communities and organizations, for advancing knowledge in their fields, for its effect on public policy, and for its understanding of their goals and strategies.

Grantees are as satisfied with the Endowments as typical, but a larger proportion of grantees than typical are less satisfied with the Endowments than they were last year. On most measures that drive satisfaction Heinz is rated above the median foundation. However, on one important predictor – consistency of communication resources – grantees rate the Endowments similarly to the median foundation. Heinz’s personal communications are rated higher than typical for their helpfulness to grantees, but the helpfulness of its written communications are rated less positively than those of the median foundation. Overall, on the measure of clarity of communications of goals and strategy, grantees rate the Endowments above the median foundation.

Heinz gives both more non-monetary support and more assistance securing funding from other sources than the median foundation, and Heinz’s reputation is more helpful for securing funding from other sources than typical. Grantees rate the selection process as more helpful than typical and evaluation process as helpful as typical. Grantees spend as much time as grantees of the median foundation on administrative requirements for their Heinz grant, and Heinz’s median grant size is larger than that of the median foundation. This results in a dollar return on grantee administrative hours that is larger than typical.

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 Heinz, over a background that shows percentiles for the average ratings for the full comparative set of 123 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.**



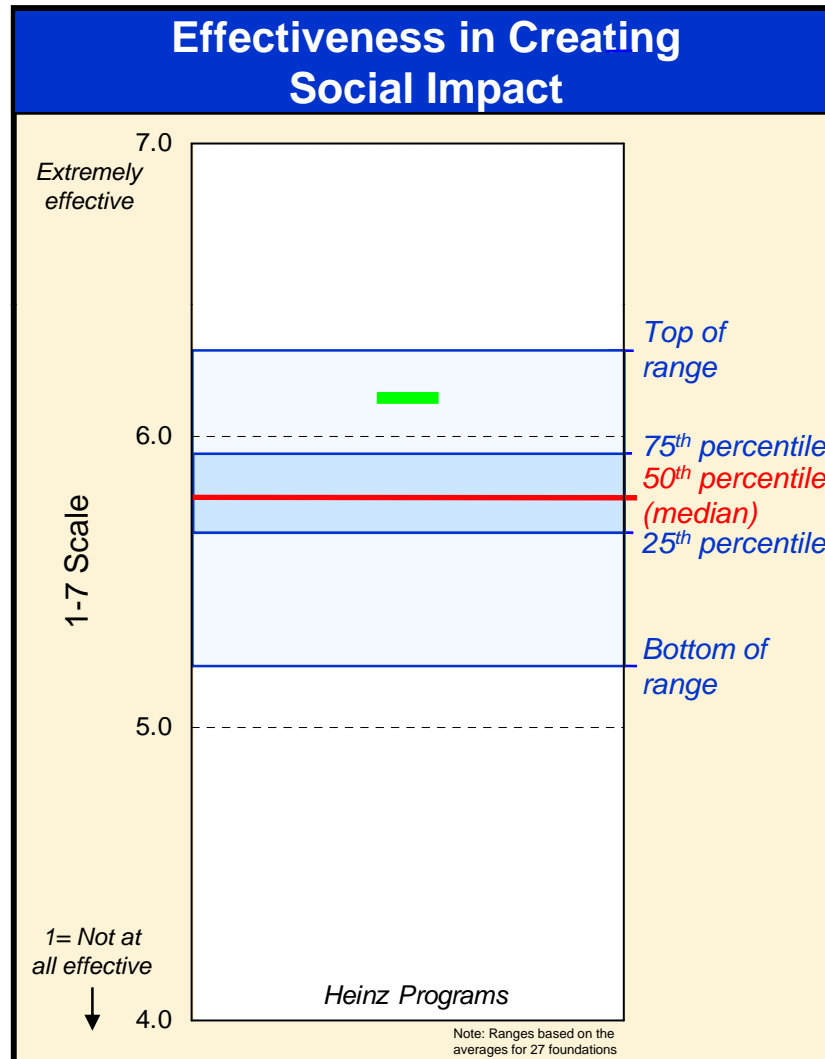
Contents

I.	Introduction	2
II.	External Orientation	
	a) Effectiveness in Creating Social Impact	8
	b) Field-Focused Measures	9
	c) Community-Focused Measures	12
III.	Impact on Grantee Organizations	16
IV.	Satisfaction	21
V.	Interactions	24
VI.	Communication	31
VII.	Assistance Beyond the Grant Check	
	a) Management and Field-Related Assistance	35
	b) Assistance Securing Funding from Other Sources	42
VIII.	Grant Processes and Administration	
	a) Selection Process	48
	b) Reporting and Evaluation Processes	55
	c) Dollar Return on Grantee Administrative Hours	58
IX.	Grantee Suggestions for the Foundation	64
X.	Review of Findings and Analysis and Discussion	70
	<u>Appendix</u>	
A.	Grantmaking/Grantee Characteristics	75
B.	Excerpt of Operational Benchmarking Report (OBR)	91
C.	List of Foundations in Dataset	98
D.	About the Center for Effective Philanthropy	101

Effectiveness in Creating Social Impact

On effectiveness in creating social impact, Heinz is rated:

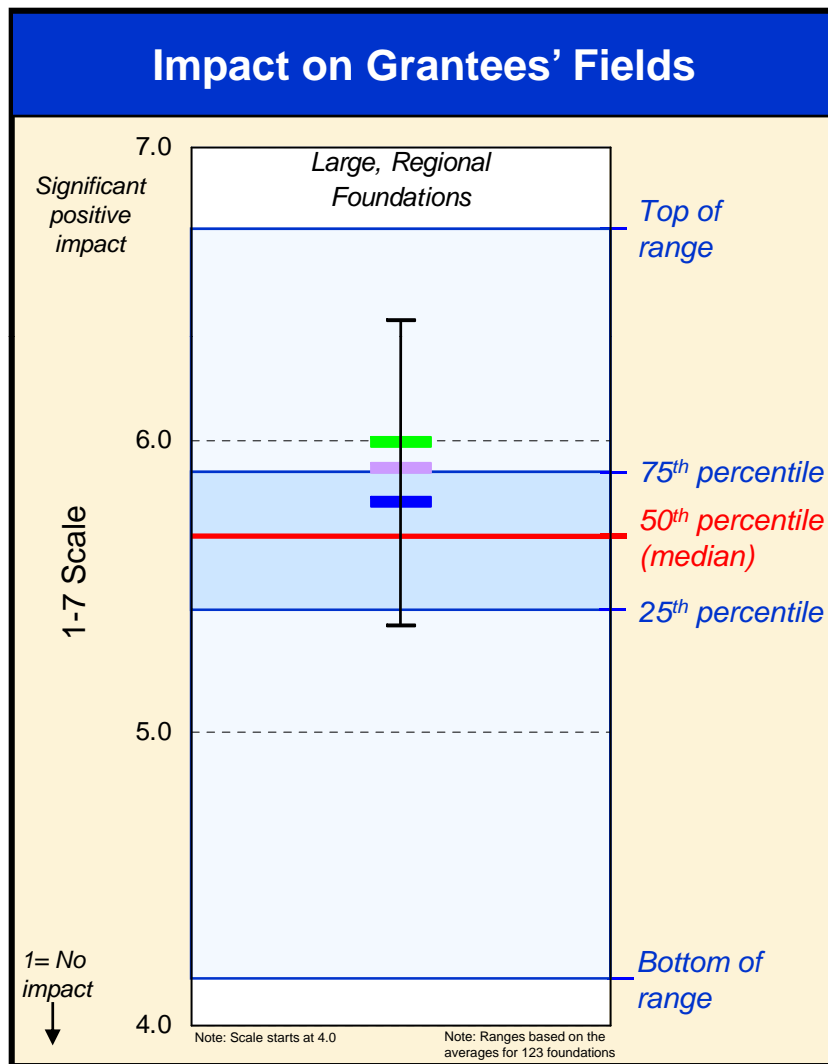
- higher than ninety percent of surveyed foundations



Impact on Grantees' Fields

On impact on grantees' fields, Heinz is rated:

- above the median foundation
- above the median large, regional foundation



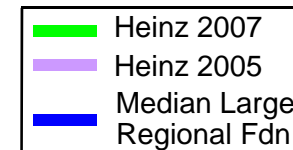
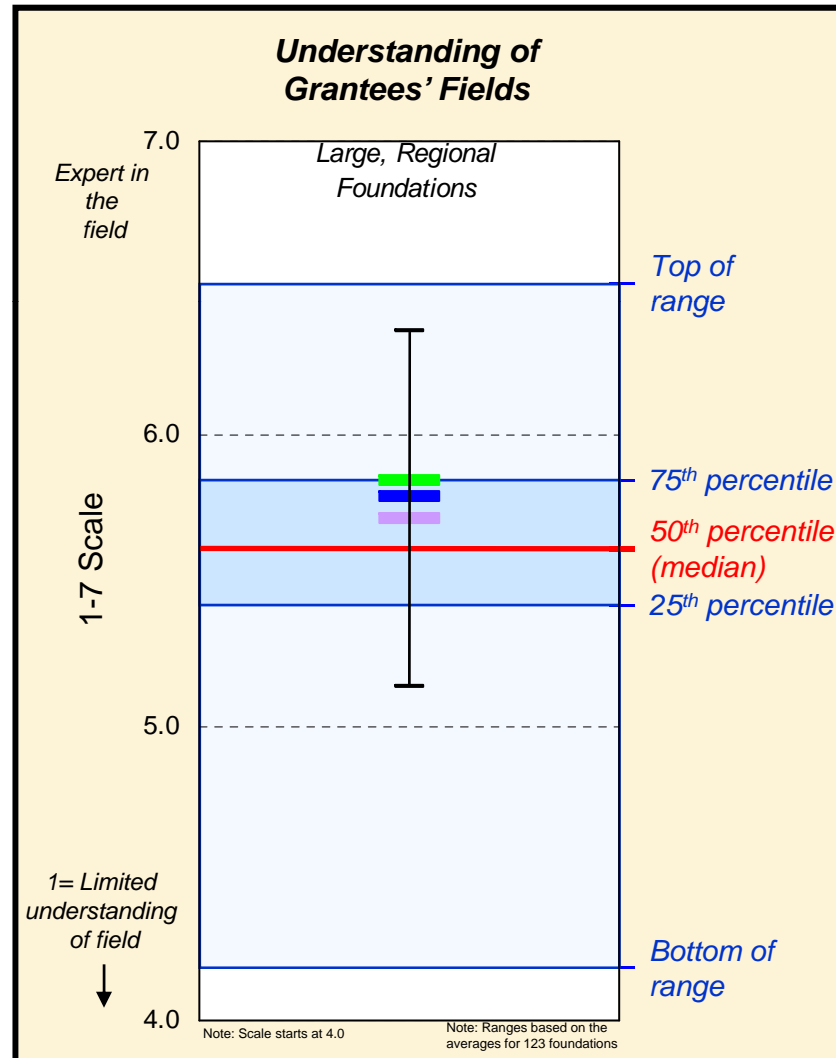
Selected Grantee Comments

- ♦ “The Heinz Endowments has been a leader in Environmental projects and policies in this region – and across the country.”
- ♦ “The Program Officer who understood community colleges recently left. I am not sure how her replacement or others in the Endowments understand our field.”
- ♦ “The economic development community in Southwestern PA has been fortunate to receive significant foundation funding over the past decade. Tracking of metrics, data, and results have generally been lacking. The innovation economy is critical to our region’s success. As a major funder of this sector, the Endowments has the opportunity to drive greater accountability and results.”
- ♦ “The Endowments is in tune with the field of arts and culture programming in which [our organization] operates, underserved communities.”

Understanding of Grantees' Fields

On understanding of grantees' fields, Heinz is rated:

- above the median foundation
- similarly to the median large, regional foundation



Note: This question includes a "don't know" response option; in 2007 8 percent of Heinz respondents answered "don't know," compared to 2 percent in 2005 and 7 percent at the median foundation.

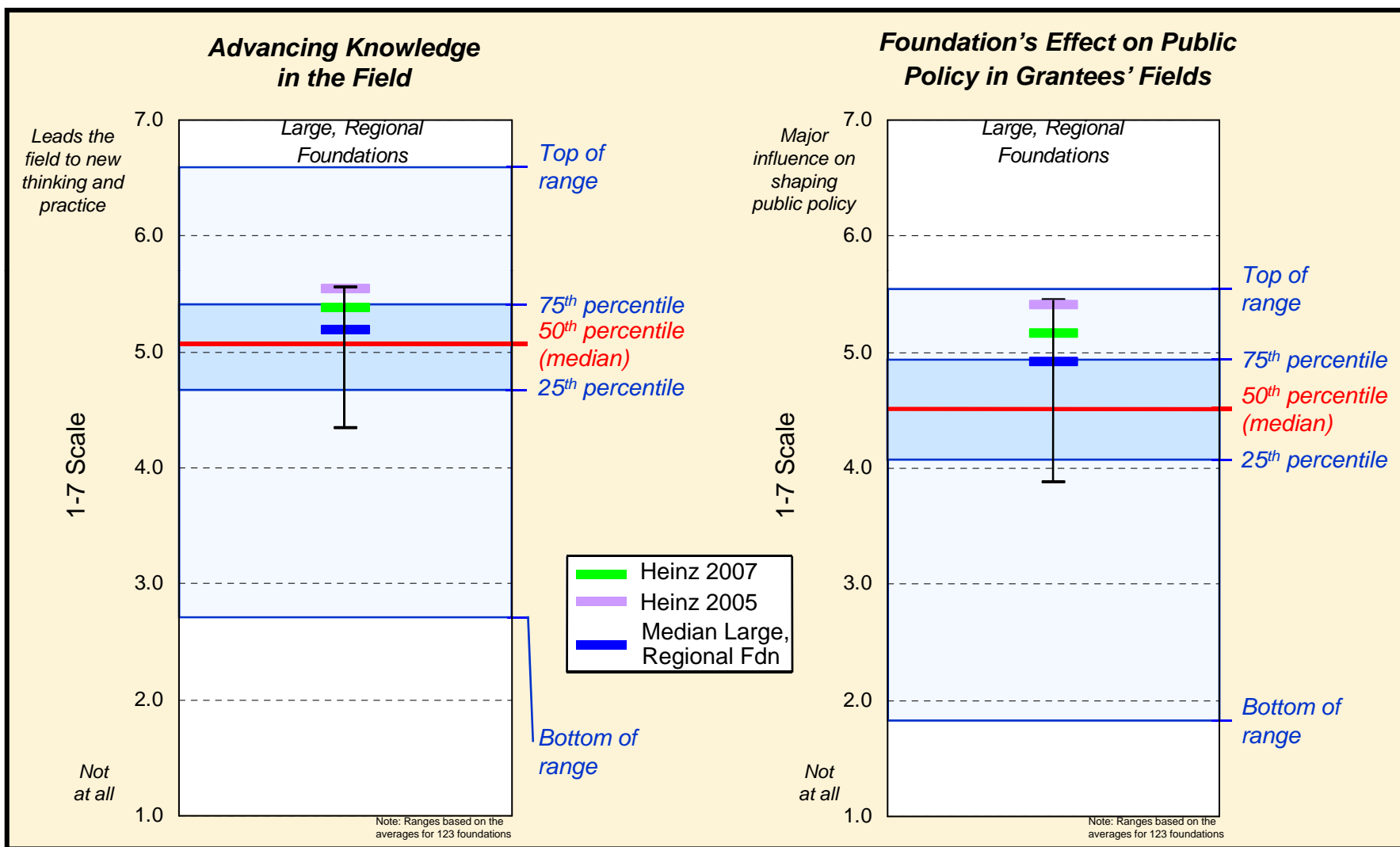
Advancing Knowledge in Fields and Effect on Public Policy

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

- above the median foundation
- above the median large, regional foundation

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

- above the median foundation
- above the median large, regional foundation

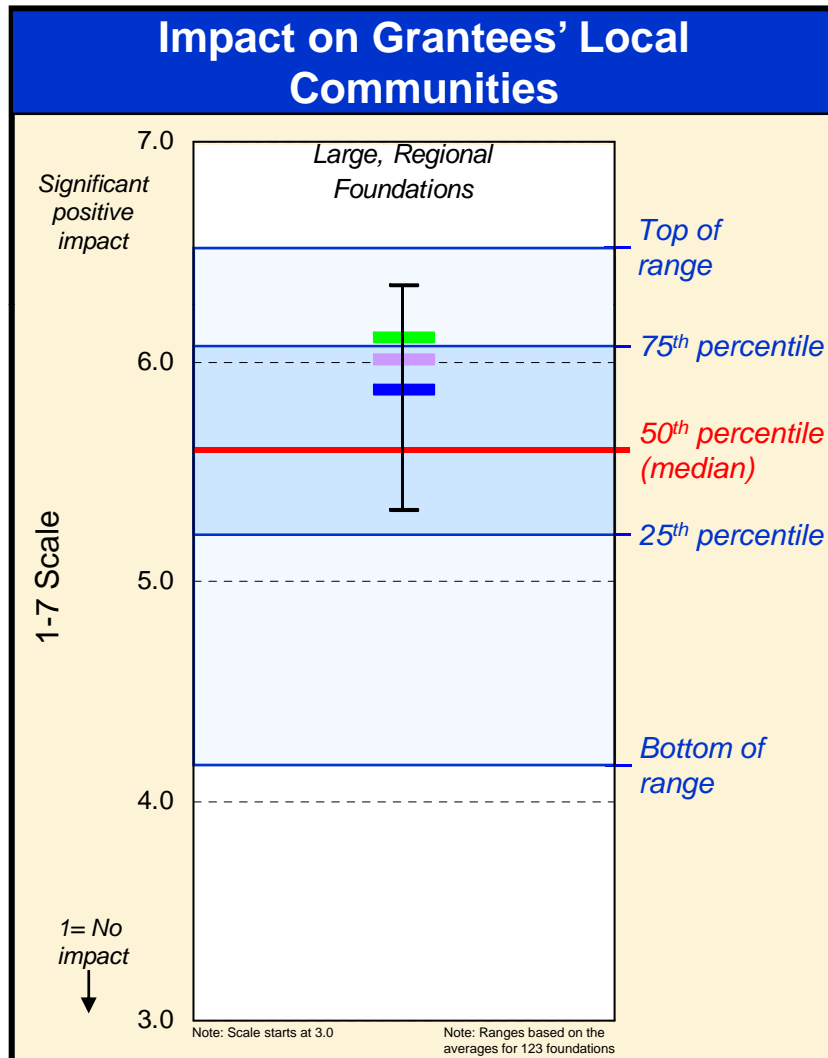


Note: The questions depicted on these charts include a "don't know" response option. In the left-hand chart, in 2007 20 percent of Heinz respondents answered "don't know," compared to 14 percent in 2005 and 27 percent at the median foundation. In the right-hand chart in 2007 37 percent of Heinz respondents answered "don't know," compared to 21 percent in 2005 and 44 percent at the median foundation.

Impact on Grantees' Local Communities

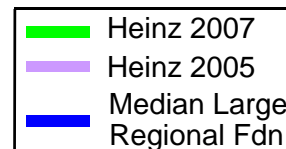
On impact on grantees' local communities, Heinz is rated:

- above the median foundation
- above the median large, regional foundation



Selected Grantee Comments

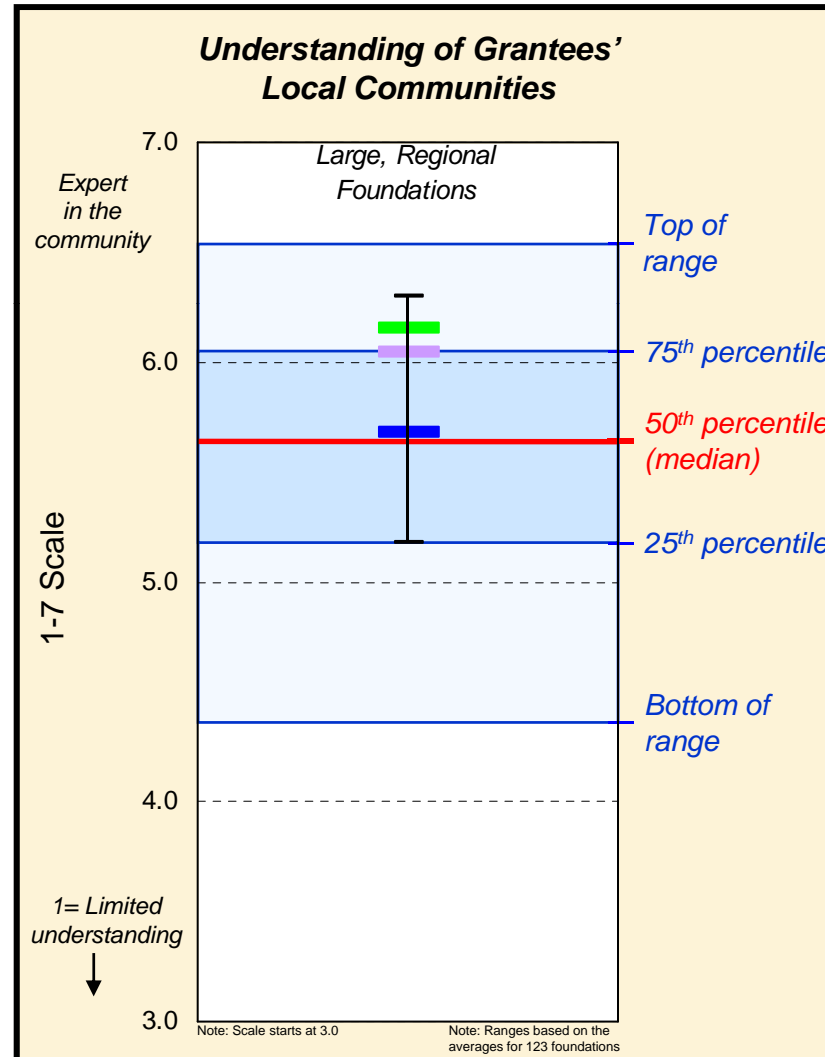
- ♦ *"The Heinz Endowments has a tremendous power to focus community resources on the areas of interest. The program managers have excellent interface with the community and have excellent insight into needs and capabilities for initiatives."*
- ♦ *"We see Heinz as a community leader and a key player in stimulating the regional economy."*
- ♦ *"The Heinz Endowments has been a leader in shaping and impacting our community, particularly on the environment and community development. It does not appear, however, that they have been as involved in the field of historic preservation. I see it changing – they are supporting the restoration of a local theater – but I'd like to see it expand into other communities much more extensively."*
- ♦ *"I can't say enough about what they do for our region even outside the support they give to us. They make us happier to live here!"*



Understanding of Grantees' Local Communities

On understanding of grantees' local communities, Heinz is rated:

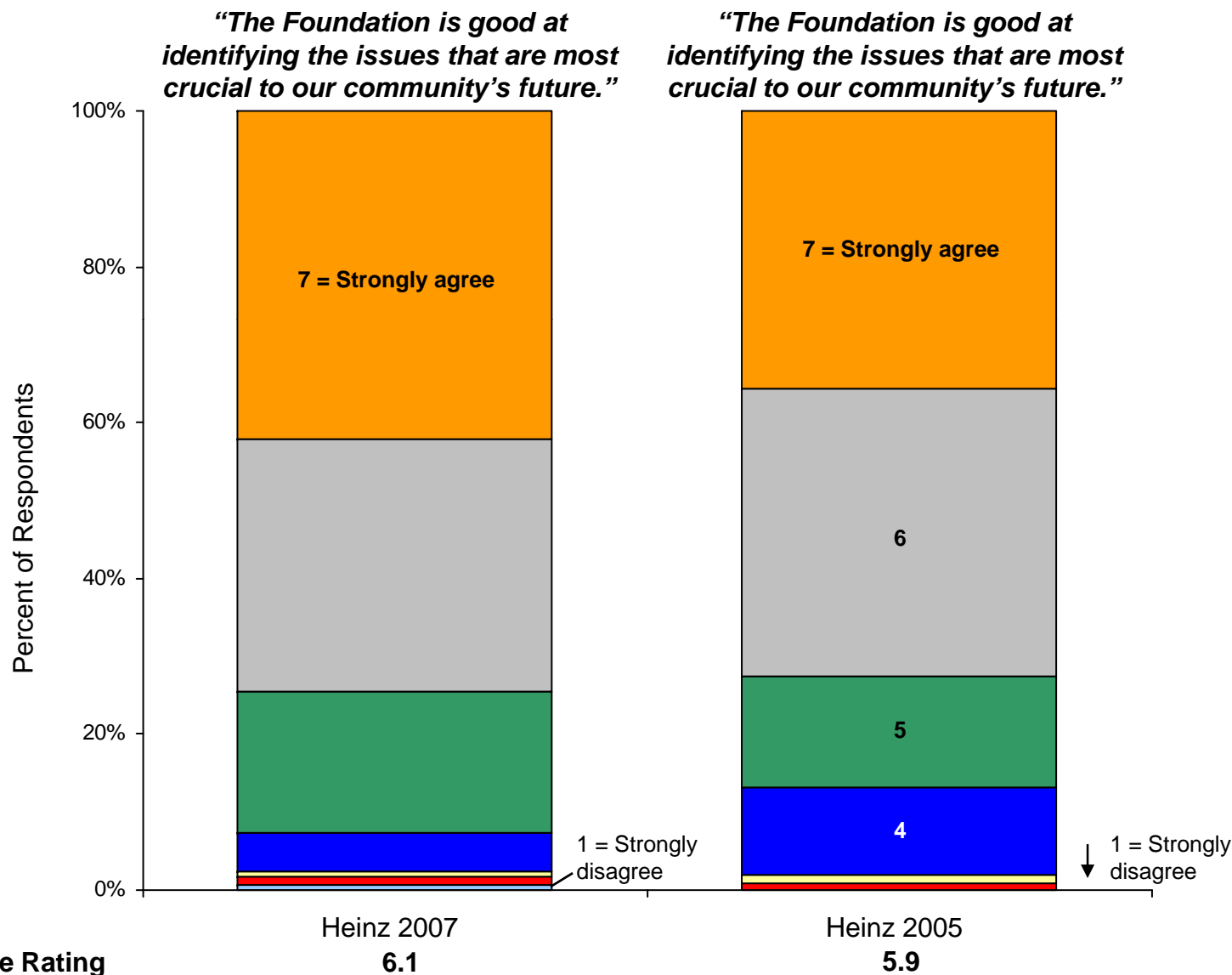
- above the median foundation
- above the median large, regional foundation



Note: This question includes a "don't know" response option; in 2007 21 percent of Heinz respondents answered "don't know," compared to 10 percent in 2005 and 14 percent at the median foundation.

Identification of Community Priorities

Heinz Grantees were asked how much they agreed that the Foundation is good at identifying the issues that are most crucial to their communities' futures. On average grantees rated the foundation a 6.1 where 1 = "strongly disagree" and 7 = "strongly agree."



Note: No comparative data is available because this question was only asked of Heinz grantees in 2007 and 2005.

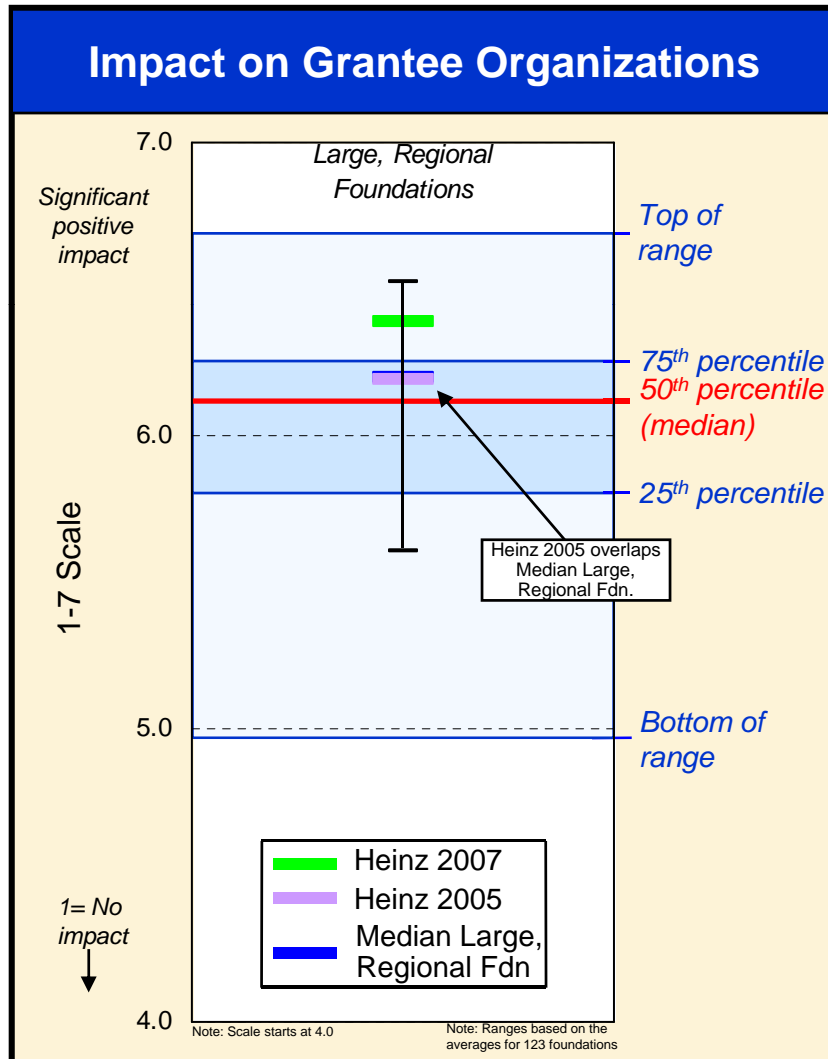
Contents

I.	Introduction	2
II.	External Orientation	
	a) Effectiveness in Creating Social Impact	8
	b) Field-Focused Measures	9
	c) Community-Focused Measures	12
III.	Impact on Grantee Organizations	16
IV.	Satisfaction	21
V.	Interactions	24
VI.	Communication	31
VII.	Assistance Beyond the Grant Check	
	a) Management and Field-Related Assistance	35
	b) Assistance Securing Funding from Other Sources	42
VIII.	Grant Processes and Administration	
	a) Selection Process	48
	b) Reporting and Evaluation Processes	55
	c) Dollar Return on Grantee Administrative Hours	58
IX.	Grantee Suggestions for the Foundation	64
X.	Review of Findings and Analysis and Discussion	70
 <u>Appendix</u>		
A.	Grantmaking/Grantee Characteristics	75
B.	Excerpt of Operational Benchmarking Report (OBR)	91
C.	List of Foundations in Dataset	98
D.	About the Center for Effective Philanthropy	101

Impact on Grantee Organizations

On impact on grantee organizations, Heinz is rated:

- above the median foundation
- above the median large, regional foundation



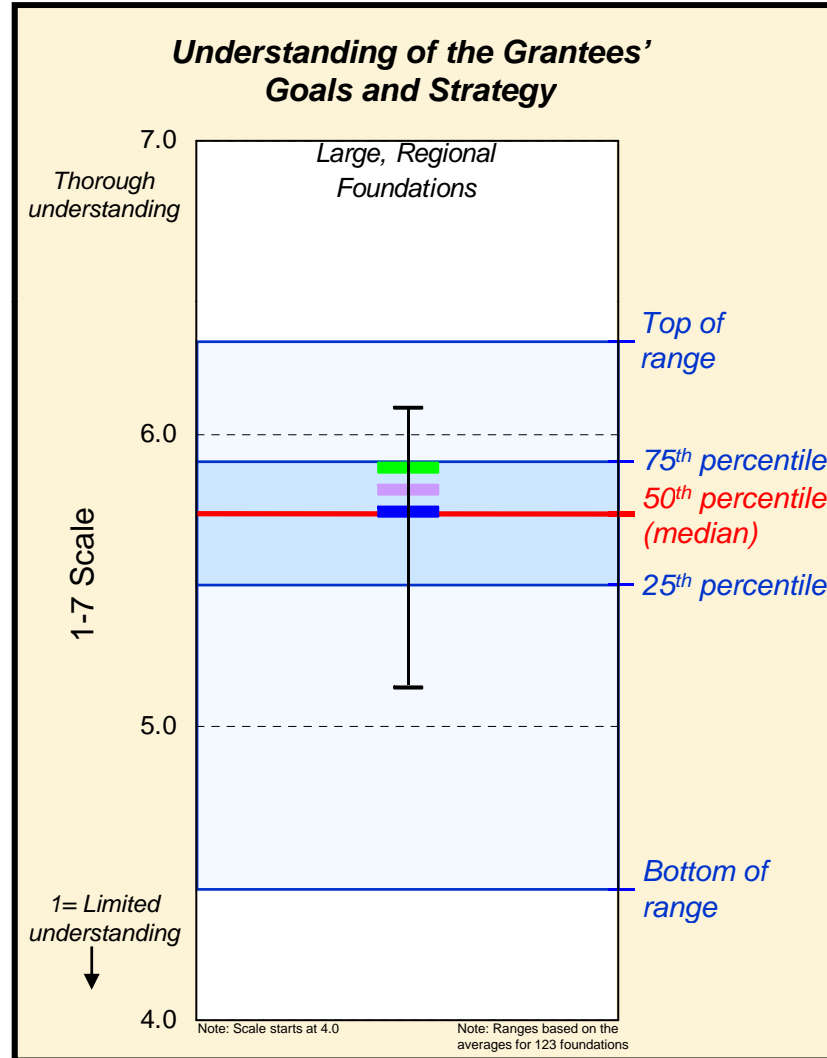
Selected Grantee Comments

- ♦ “The Program Manager consistently pushes for excellence, and for stretching the capabilities of the organization to higher planes of achievement.”
- ♦ “I believe the Endowments has missed significant opportunities to help strengthen our board and improve internal processes, despite the fact that they were aware of difficulties we faced.”
- ♦ “The Endowments has had an enormous impact on our organization. Board governance has improved, measures and evaluation processes have improved tremendously, students are receiving deeper and more valuable experiences. Staff training and staffing patterns have improved.”
- ♦ “Sometime it feels like (especially on multi-year commitments) that our organization has mission creep because we need to meet specific Endowments requirements in order to secure funds.”
- ♦ “Usually very supportive, informational and helpful. However, they still don’t seem to grasp the relevance of what we do.”
- ♦ “The Endowments has helped us round out our perspective to include the whole community, not just the client or the theorists, by keeping us focused on impacts.”

Understanding of Grantees' Goals and Strategy

On understanding of grantees' goals and strategies, Heinz is rated:

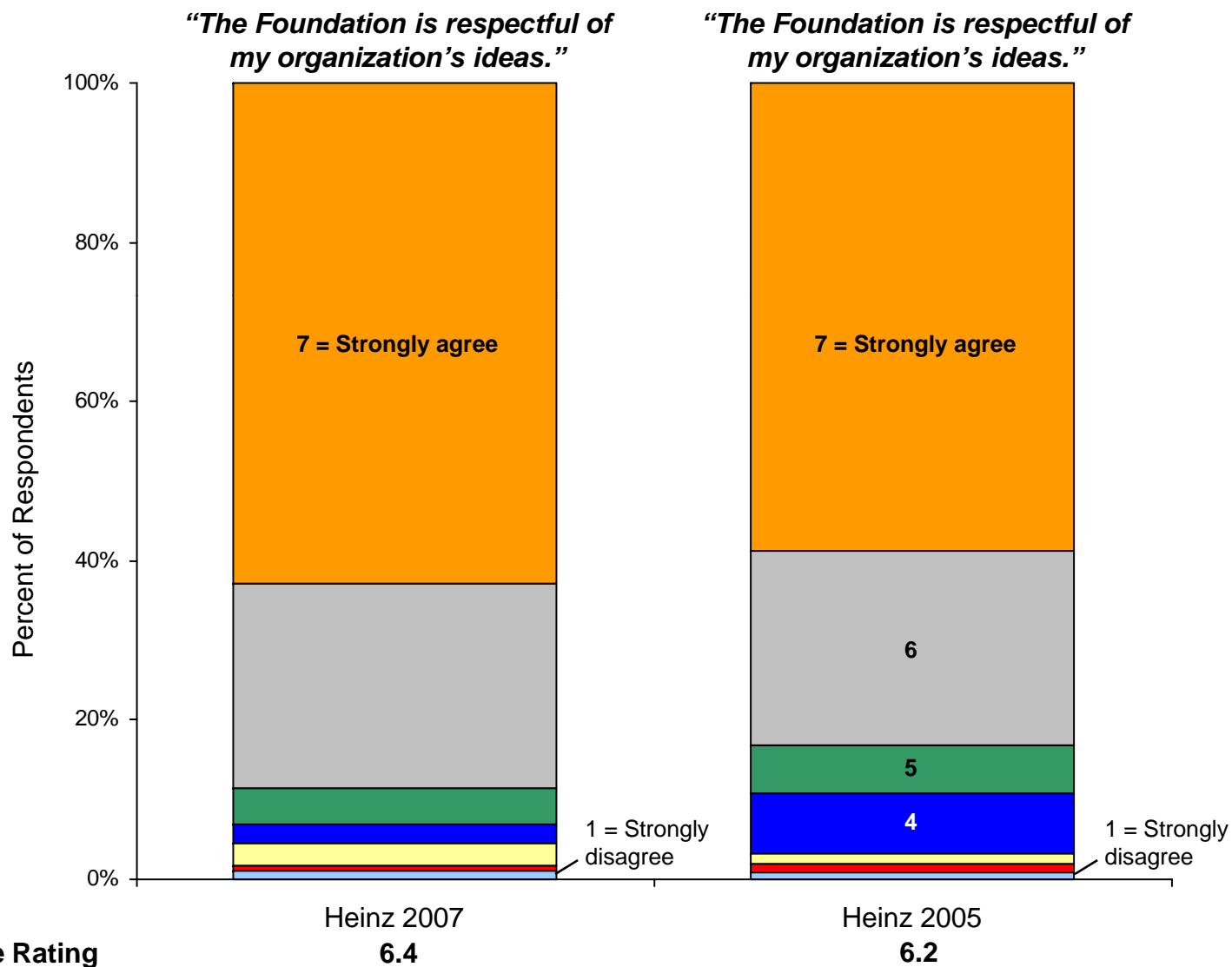
- above the median foundation
- above the median large, regional foundation



Note: This question includes a "don't know" response option; in 2007 8 percent of Heinz respondents answered "don't know," compared to 6 percent in 2005 and 8 percent at the median foundation.

Respect of Grantee Organization's Ideas

Heinz Grantees were asked how much they agreed that the Foundation is respectful of their organizations' ideas. On average grantees rated the Endowments a 6.4 where 1 = "strongly disagree" and 7 = "strongly agree."

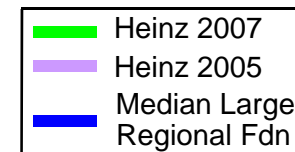
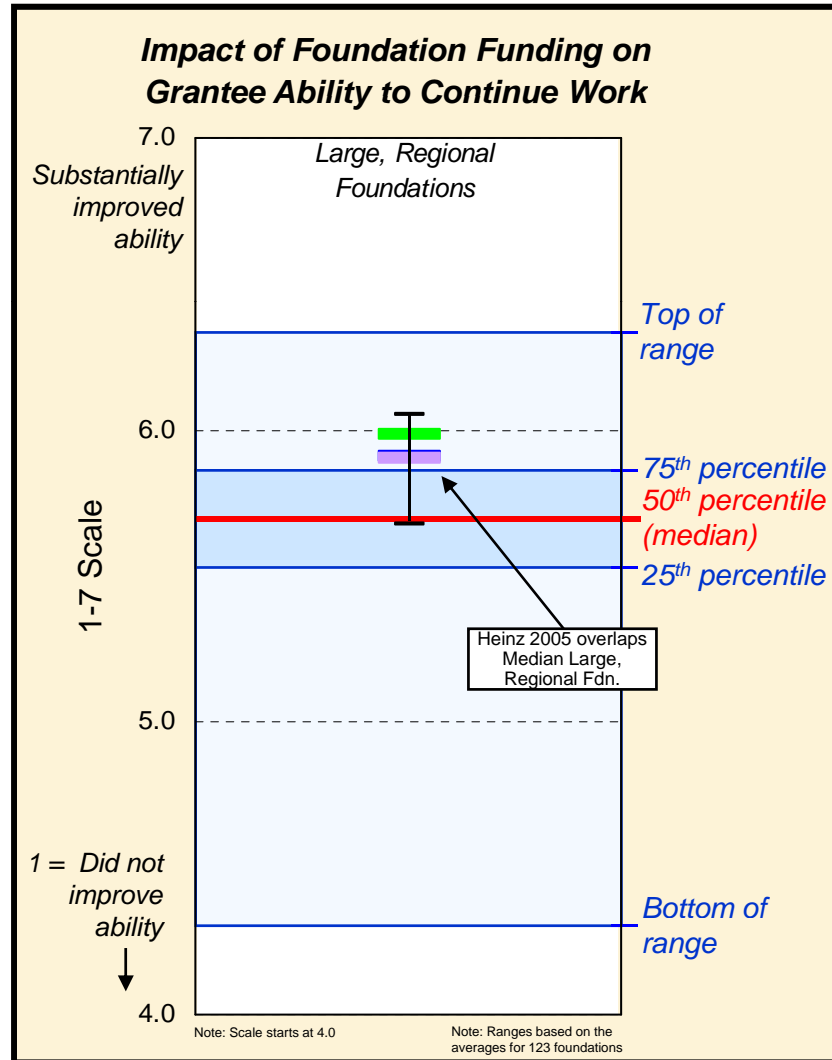


Note: No comparative data is available because this question was only asked of Heinz grantees in 2007 and 2005.

Impact on Sustainability of Funded Work

On the effect of the Endowments' funding on grantees' ability to sustain their work in the future, Heinz is rated:

- above the median foundation
- above the median large, regional foundation



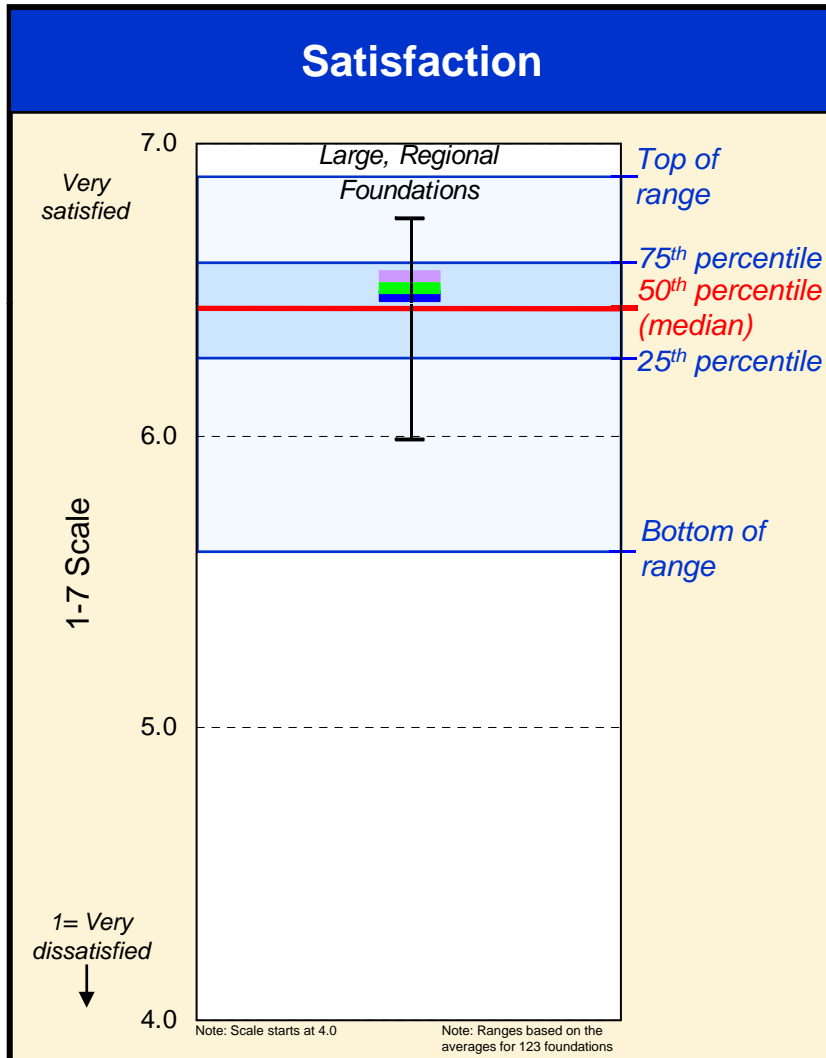
Contents

I.	Introduction	2
II.	External Orientation	
	a) Effectiveness in Creating Social Impact	8
	b) Field-Focused Measures	9
	c) Community-Focused Measures	12
III.	Impact on Grantee Organizations	16
IV.	Satisfaction	21
V.	Interactions	24
VI.	Communication	31
VII.	Assistance Beyond the Grant Check	
	a) Management and Field-Related Assistance	35
	b) Assistance Securing Funding from Other Sources	42
VIII.	Grant Processes and Administration	
	a) Selection Process	48
	b) Reporting and Evaluation Processes	55
	c) Dollar Return on Grantee Administrative Hours	58
IX.	Grantee Suggestions for the Foundation	64
X.	Review of Findings and Analysis and Discussion	70
 <u>Appendix</u>		
A.	Grantmaking/Grantee Characteristics	75
B.	Excerpt of Operational Benchmarking Report (OBR)	91
C.	List of Foundations in Dataset	98
D.	About the Center for Effective Philanthropy	101

Satisfaction

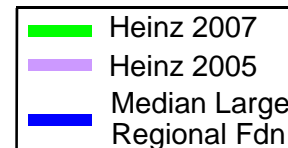
On overall satisfaction, Heinz is rated:

- similarly to the median foundation
- similarly to the median large, regional foundation



Selected Grantee Comments

- ◆ *“This is a highly-professionally managed foundation with great community engagement and a great sense of the human service needs of our region. They are smart, engaging and thoughtful.”*
- ◆ *“They are a joy to work with, and helpful and affect us in many ways besides funding. We feel like they are very knowledgeable, and that they respect us. We are honored to be associated with their work overall in our region.”*
- ◆ *“This foundation, to the outsider and many who have benefited from it, seems to run like a well-oiled machine.”*



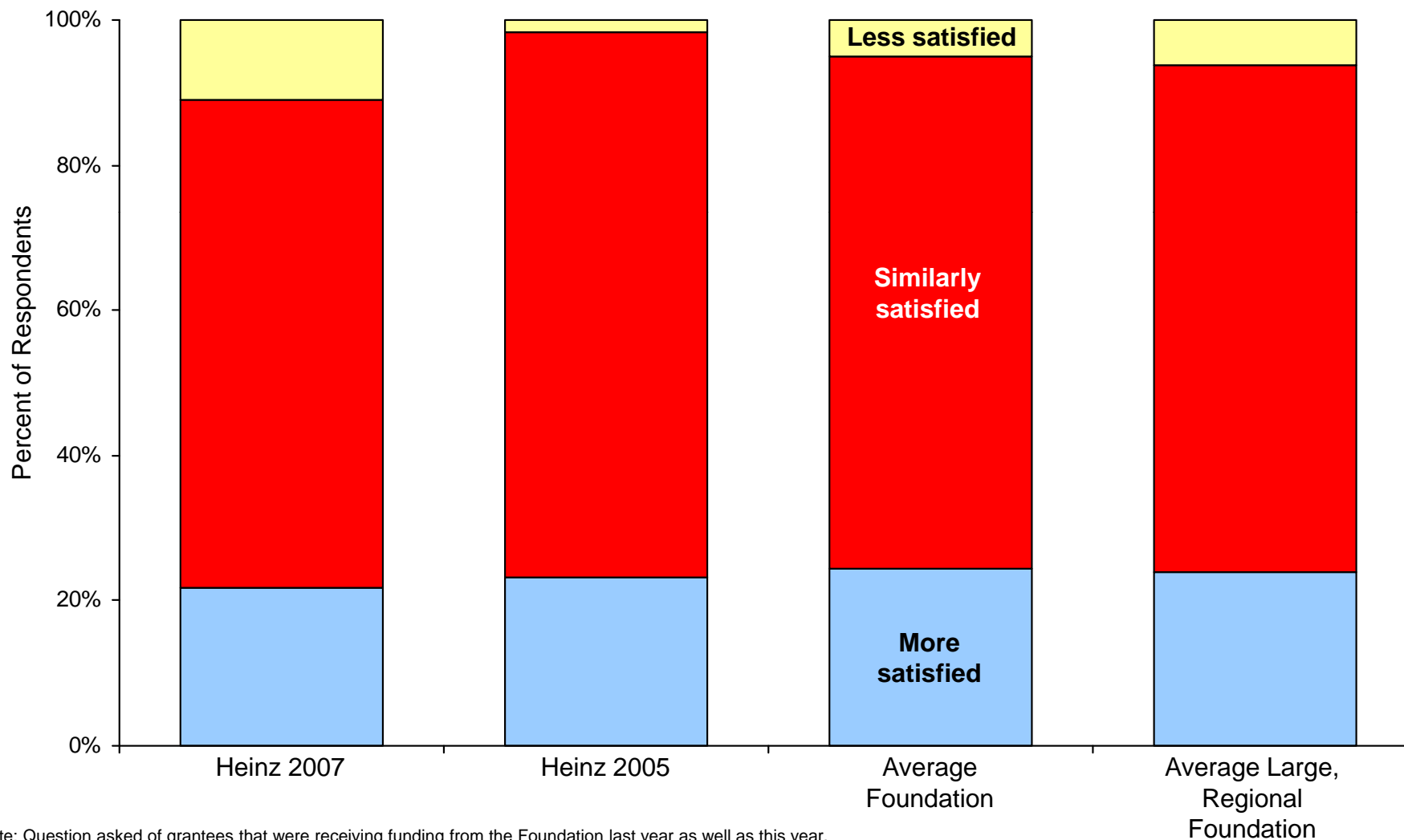
Survey-Wide Analysis Fact: Three dimensions best predict grantee perceptions of satisfaction with their foundation funders: 1) *Quality of Interactions with Foundation Staff:* fairness, responsiveness, approachability; 2) *Clarity of Communication of a Foundation’s Goals and Strategy:* clear and consistent 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.*

Satisfaction Relative to Last Year (1)

The proportion of Heinz grantees that are less satisfied this year with the Endowments than they were last year is:

- larger than that of the average foundation
- larger than that of the average large, regional foundation

Change in Satisfaction with the Foundation from Last Year



Note: Question asked of grantees that were receiving funding from the Foundation last year as well as this year. This chart includes data about 123 foundations.

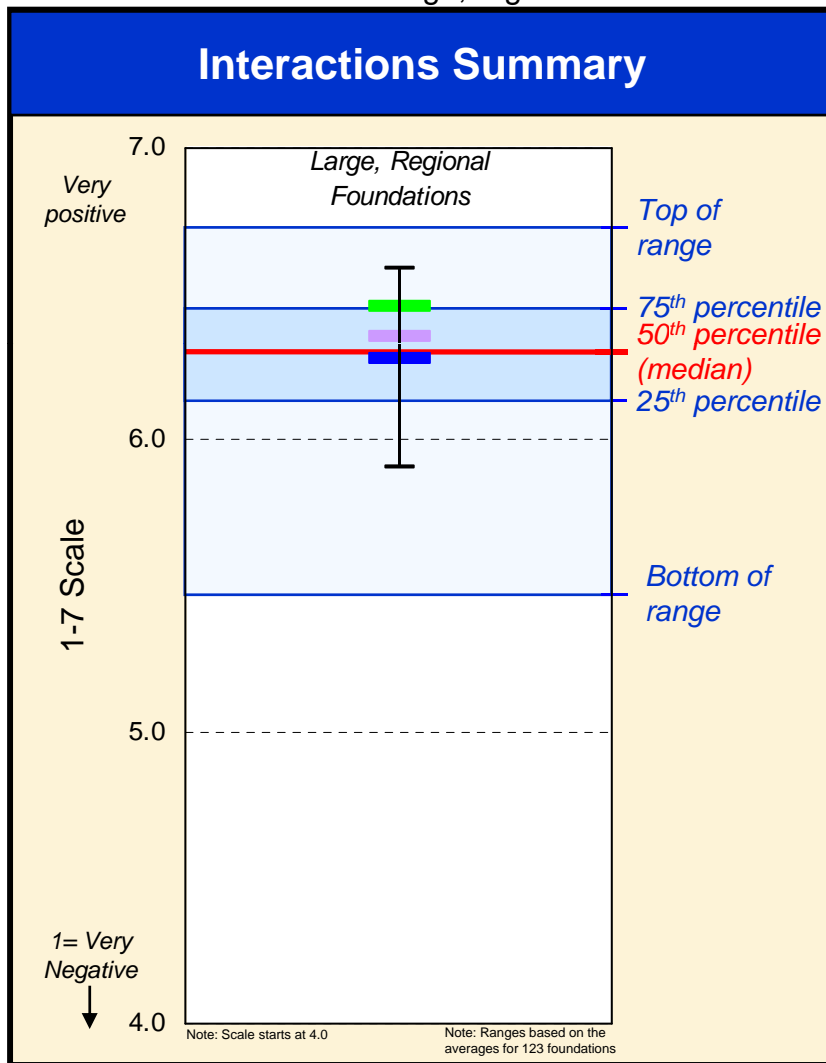
Contents

I.	Introduction	2
II.	External Orientation	
	a) Effectiveness in Creating Social Impact	8
	b) Field-Focused Measures	9
	c) Community-Focused Measures	12
III.	Impact on Grantee Organizations	16
IV.	Satisfaction	21
V.	Interactions	24
VI.	Communication	31
VII.	Assistance Beyond the Grant Check	
	a) Management and Field-Related Assistance	35
	b) Assistance Securing Funding from Other Sources	42
VIII.	Grant Processes and Administration	
	a) Selection Process	48
	b) Reporting and Evaluation Processes	55
	c) Dollar Return on Grantee Administrative Hours	58
IX.	Grantee Suggestions for the Foundation	64
X.	Review of Findings and Analysis and Discussion	70
 <u>Appendix</u>		
A.	Grantmaking/Grantee Characteristics	75
B.	Excerpt of Operational Benchmarking Report (OBR)	91
C.	List of Foundations in Dataset	98
D.	About the Center for Effective Philanthropy	101

Grantee Interactions Summary

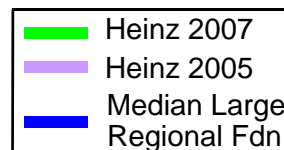
On this summary that includes grantees' comfort approaching the Endowments if a problem arises, responsiveness of Endowments staff, and fairness of the Endowments' treatment of grantees Heinz is rated:

- above the median foundation
- above the median large, regional foundation



Selected Grantee Comments

- ◆ “[Our Program Officer] has been a fabulous mentor and friend since he came to Heinz. He has been thoughtful and well read always. I am lucky to know him and call him my friend.”
- ◆ “I have felt that the Endowments staff have honestly discussed ideas and opportunities with me.”
- ◆ “There have been occasions when inappropriate avenues of communication have been used to contact us and alert us of large issues pending.”
- ◆ “Staff provide easy access to information, follow up on requests and very comfortable interactions. Expectations are clear and deadlines are provided in advance.”
- ◆ “The Program Manager consistently pushes for excellence and for stretching the capabilities of the organization to higher planes of achievement. Meetings with my program manager are always challenging and exciting, and I leave them feeling motivated and inspired to act.”



Note: Index created by averaging grantee ratings of comfort approaching the Foundation if a problem arises, responsiveness of the Foundation staff, and fairness of the Foundation's treatment of grantees – ratings that are highly correlated.

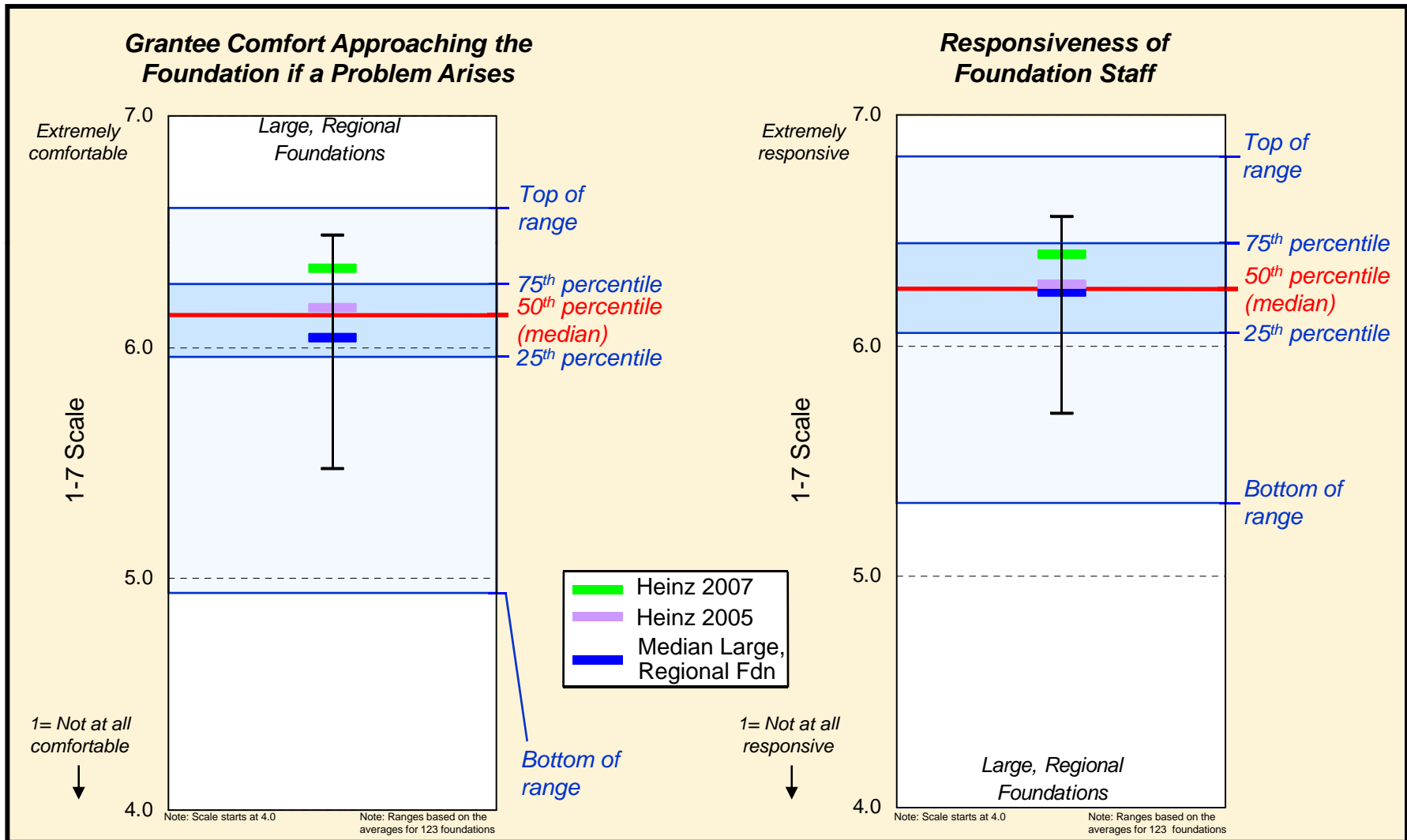
Interactions Measures (1)

On grantees' comfort in approaching the Endowments if a problem arises, Heinz is rated:

- above the median foundation
- above the median large, regional foundation

On responsiveness of Endowments staff to grantees, Heinz is rated:

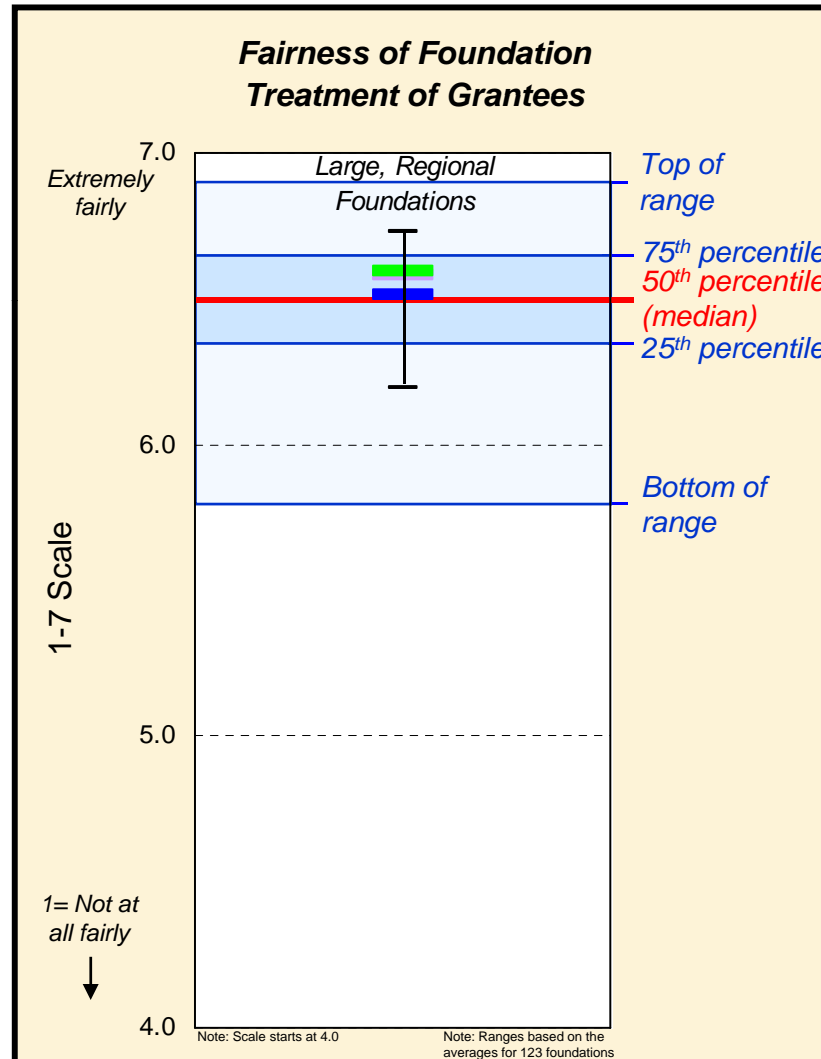
- above the median foundation
- above the median large, regional foundation



Interactions Measures (2)

On fairness of treatment of grantees, Heinz is rated:

- above the median foundation
- above the median large, regional foundation

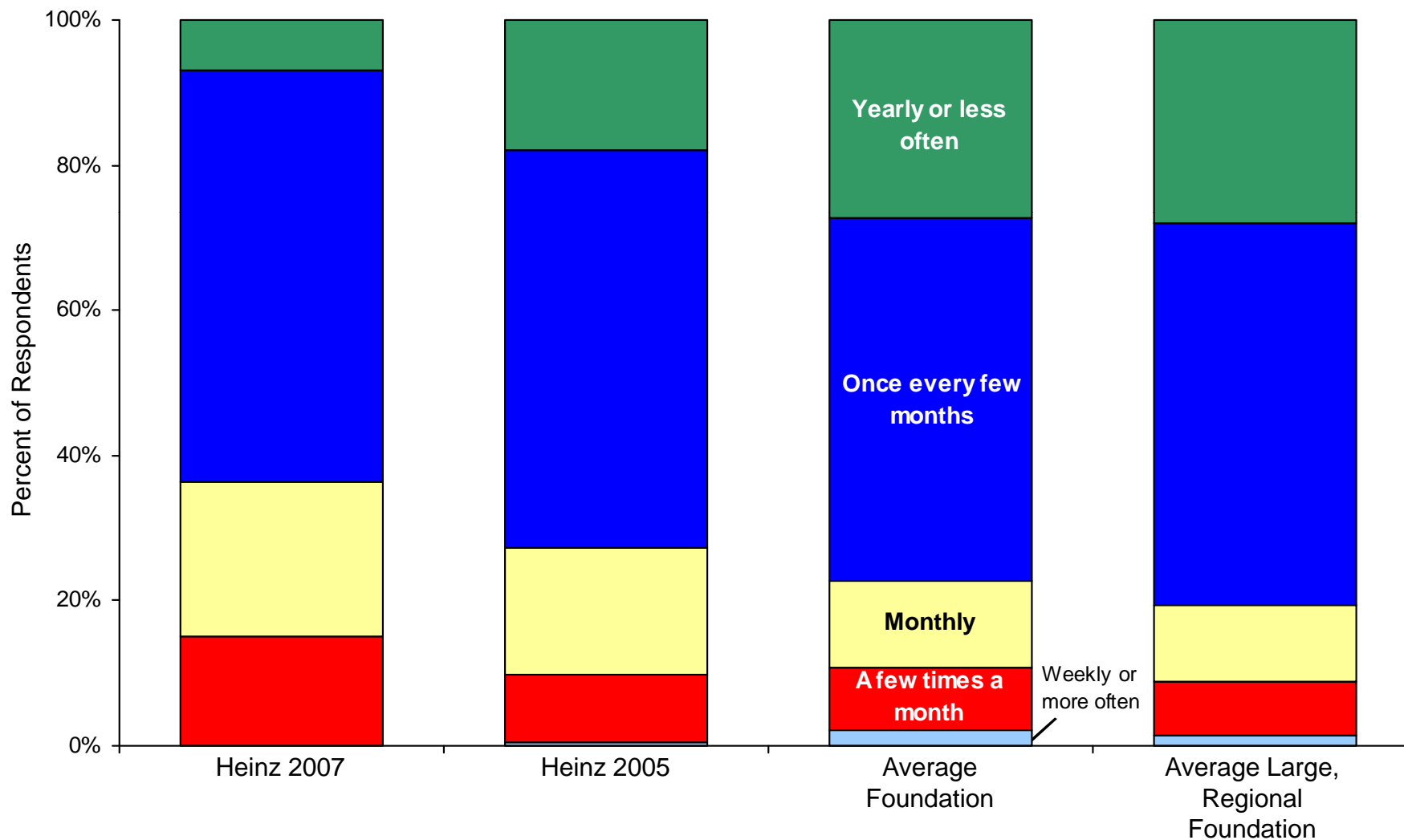


Frequency of Interactions (1)

The proportion of Heinz grantees that report interacting with their program officers monthly or more frequently is:

- larger than that of the average foundation
- larger than that of the average large, regional foundation

Frequency of Grantee Contact with Program Officers During Grant



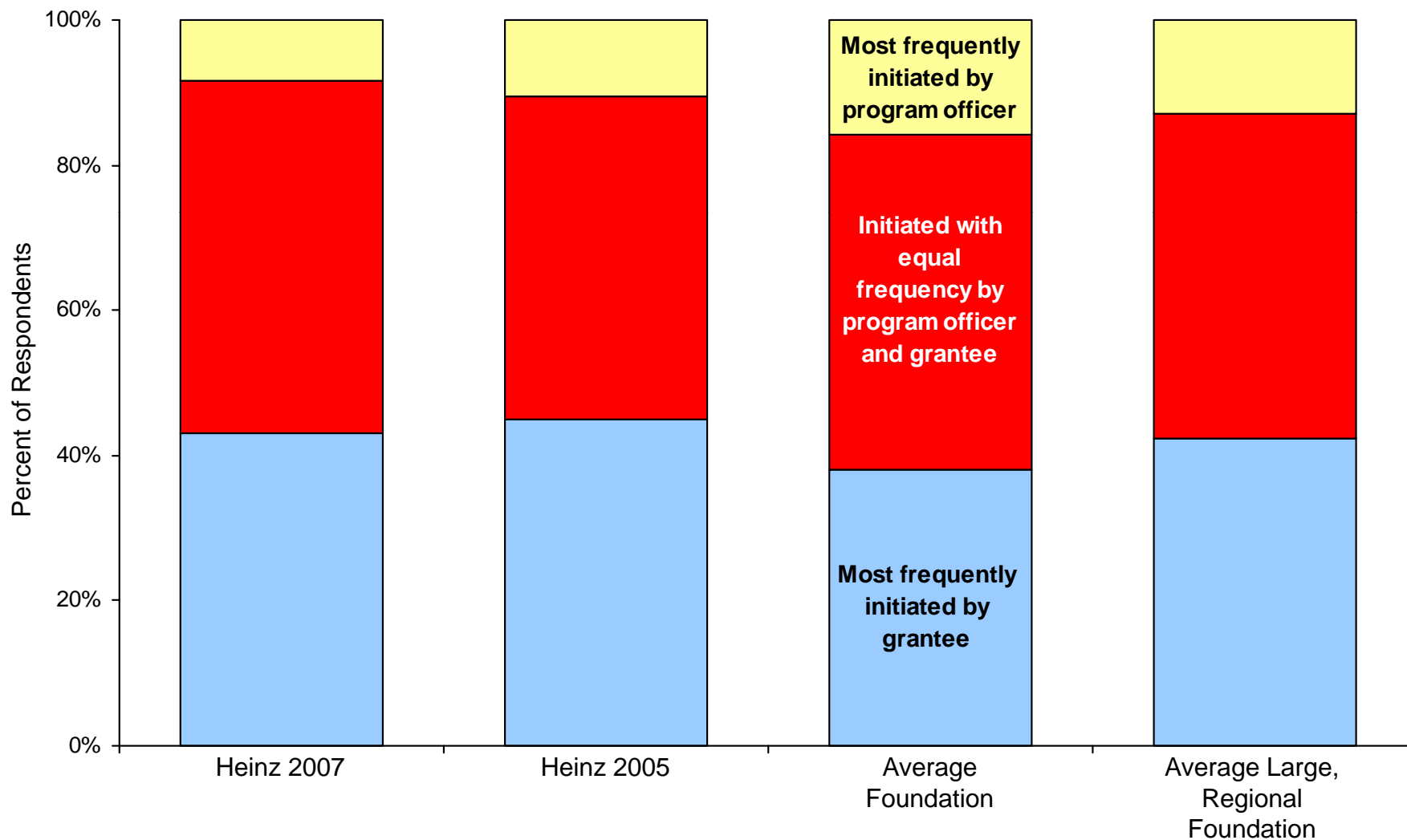
Note: This chart includes data about 123 foundations.

Initiation of Interactions (1)

The proportion of Heinz grantees that report that they initiated most interactions between themselves and their program officers is:

- similar to that of the average foundation
- similar to that of the average large, regional foundation

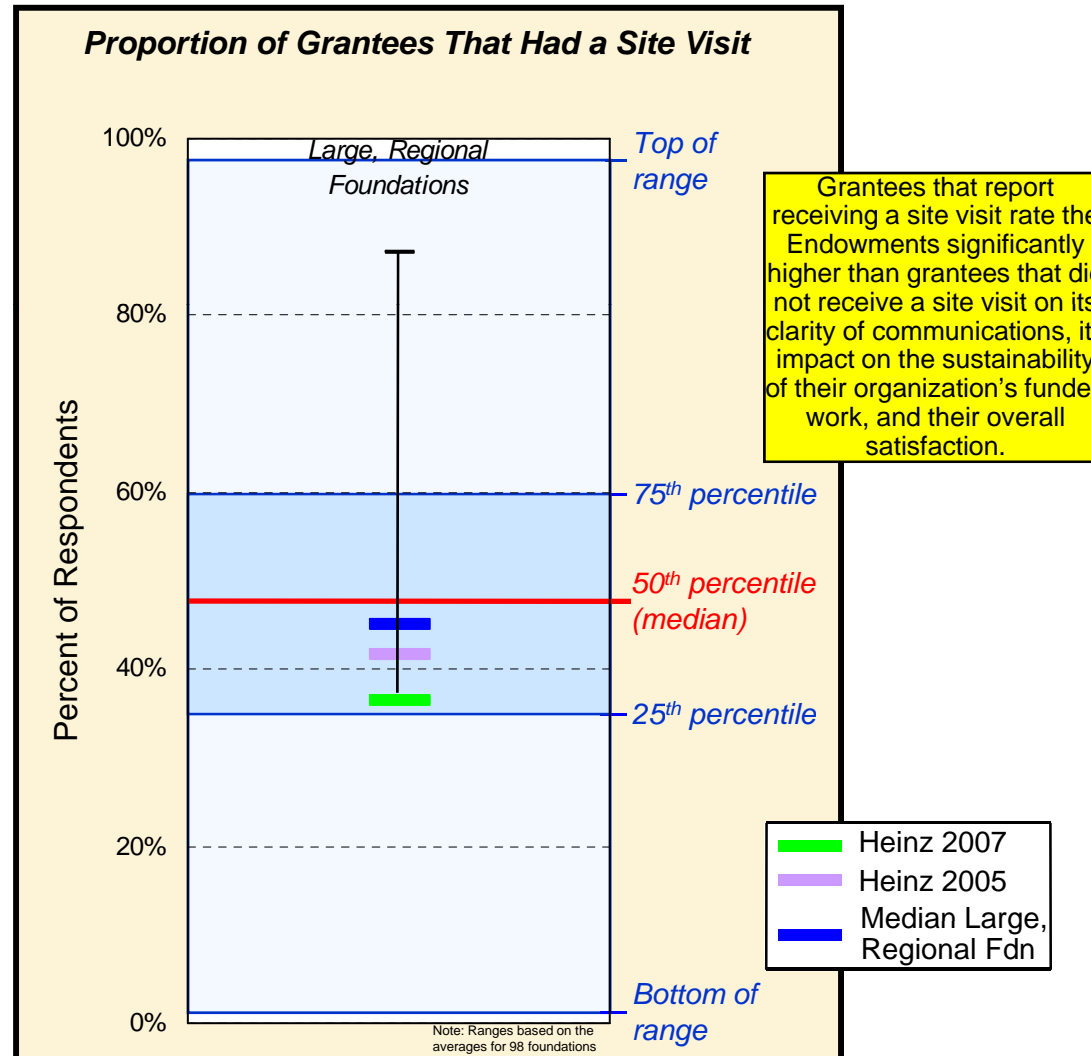
Initiation of Grantee Contact with Program Officers During Grant



Proportion of Grantees That Had a Site Visit

The proportion of Heinz grantees receiving a site visit is:

- smaller than that of the median foundation
- smaller than that of all other large, regional foundations



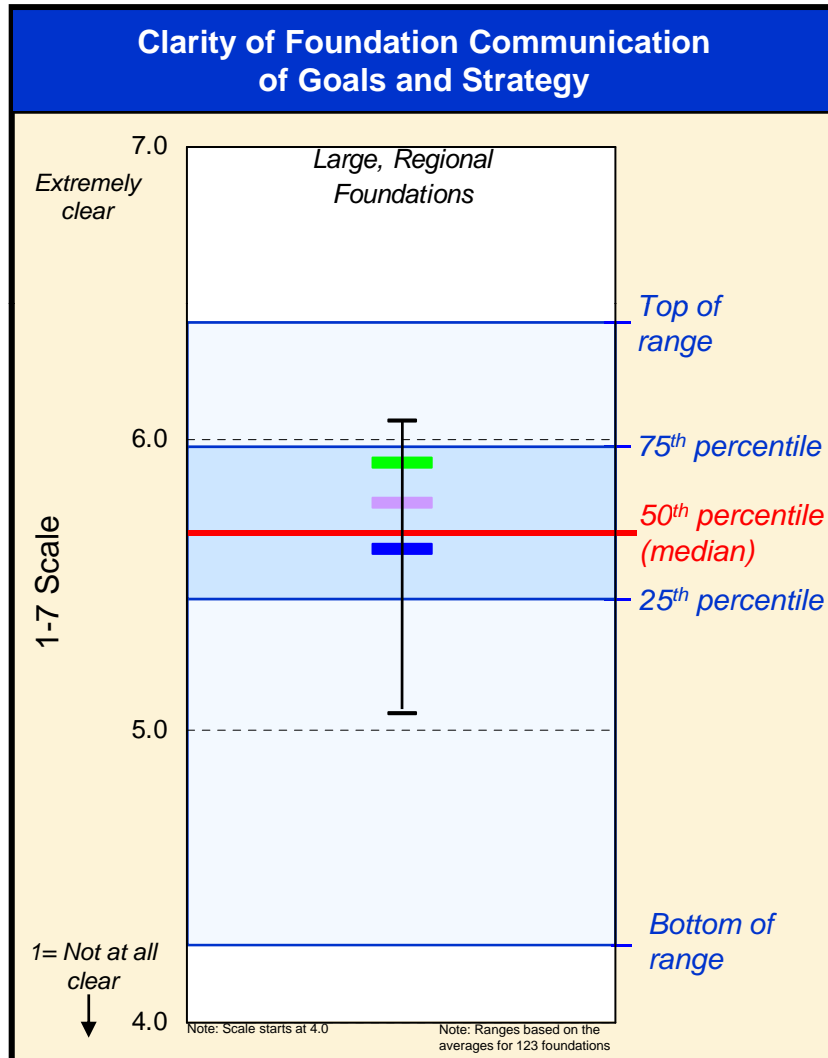
Contents

I.	Introduction	2
II.	External Orientation	
	a) Effectiveness in Creating Social Impact	8
	b) Field-Focused Measures	9
	c) Community-Focused Measures	12
III.	Impact on Grantee Organizations	16
IV.	Satisfaction	21
V.	Interactions	24
VI.	Communication	31
VII.	Assistance Beyond the Grant Check	
	a) Management and Field-Related Assistance	35
	b) Assistance Securing Funding from Other Sources	42
VIII.	Grant Processes and Administration	
	a) Selection Process	48
	b) Reporting and Evaluation Processes	55
	c) Dollar Return on Grantee Administrative Hours	58
IX.	Grantee Suggestions for the Foundation	64
X.	Review of Findings and Analysis and Discussion	70
 <u>Appendix</u>		
A.	Grantmaking/Grantee Characteristics	75
B.	Excerpt of Operational Benchmarking Report (OBR)	91
C.	List of Foundations in Dataset	98
D.	About the Center for Effective Philanthropy	101

Communication of Goals and Strategy

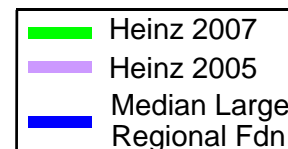
On clarity of the Endowments' communication of its goals and strategy, Heinz is rated:

- above the median foundation
- above the median large, regional foundation



Selected Grantee Comments

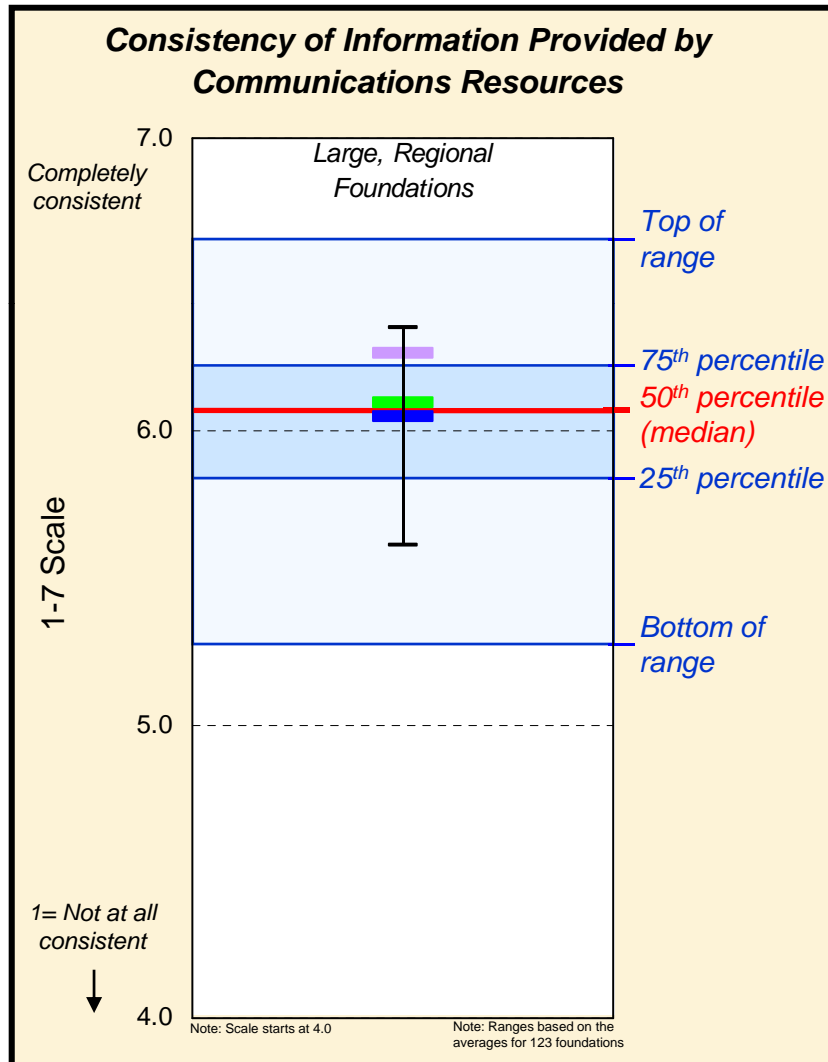
- ♦ “The communication level has been enough to ensure that we comply with what is required of us, but with enough freedom for us to run the program to meet the community need we serve.”
- ♦ “Turnover of Program Officers created more obstacles to effective communication.”
- ♦ “The Endowments recently underwent a re-evaluation of its charitable giving objectives, developing a new approach to the majority of their philanthropy. The full extent of this new approach, and what kinds of projects the Endowments will now consider, has not been communicated clearly.”
- ♦ “Highly professional, consistent from one contact to the next, including both the program officer as well as her staff.”



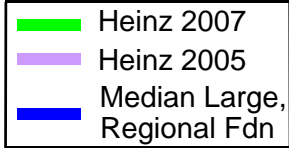
Consistency of Communications

On consistency of the Endowments' communications resources, both personal and written, Heinz is rated:

- similarly to the median foundation
- similarly to the median large, regional foundation



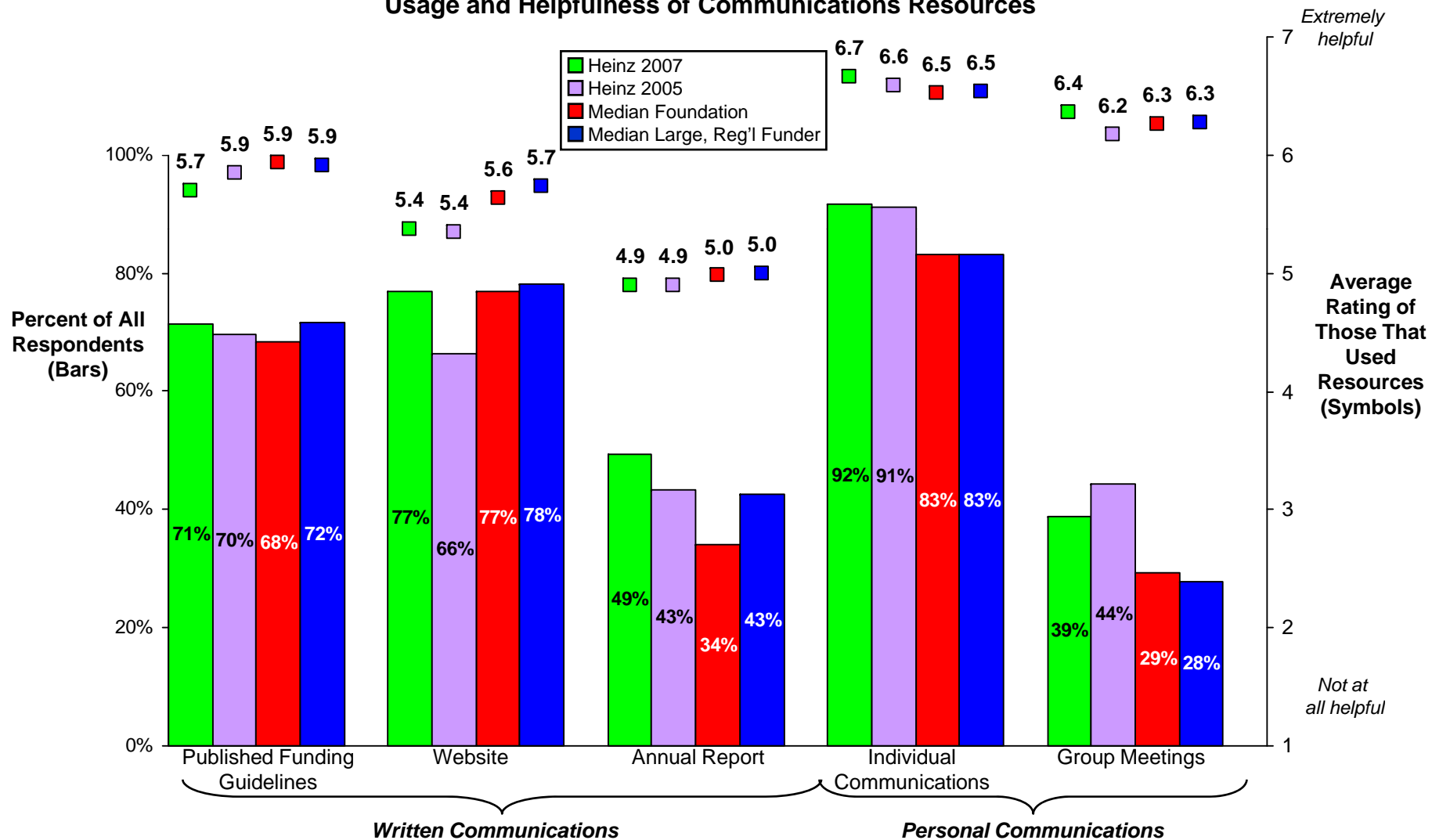
*Survey-Wide Analysis Fact: Consistency of Communications, both personal and written, is the best predictor of grantee ratings of a foundation's clarity of communication of its goals and strategy. Other predictors are 1) Quality of Interactions with Foundation Staff: fairness, responsiveness, approachability and 2) The helpfulness of a foundation's selection and reporting/evaluation processes in strengthening grantees' programs and/or organizations – key moments that can reinforce or undermine foundation messages. For more on these findings, key resources most valued by grantees, and management implications, please see CEP's report, *Foundation Communications: The Grantee Perspective*.*



Communications Resources (1)

Compared to the median foundation, a larger than typical proportion of Heinz grantees report using the Endowments' annual report, individual communications, and group meetings to learn about the Endowments. The Endowments' personal communications are rated above the median on their helpfulness to grantees.

Usage and Helpfulness of Communications Resources



Note: This chart includes data about 123 foundations.

Contents

I.	Introduction	2
II.	External Orientation	
	a) Effectiveness in Creating Social Impact	8
	b) Field-Focused Measures	9
	c) Community-Focused Measures	12
III.	Impact on Grantee Organizations	16
IV.	Satisfaction	21
V.	Interactions	24
VI.	Communication	31
VII.	Assistance Beyond the Grant Check	
	a) Management and Field-Related Assistance	35
	b) Assistance Securing Funding from Other Sources	42
VIII.	Grant Processes and Administration	
	a) Selection Process	48
	b) Reporting and Evaluation Processes	55
	c) Dollar Return on Grantee Administrative Hours	58
IX.	Grantee Suggestions for the Foundation	64
X.	Review of Findings and Analysis and Discussion	70
 <u>Appendix</u>		
A.	Grantmaking/Grantee Characteristics	75
B.	Excerpt of Operational Benchmarking Report (OBR)	91
C.	List of Foundations in Dataset	98
D.	About the Center for Effective Philanthropy	101

Non-Monetary Assistance Summary

On this summary that includes whether grantees received individual assistance activities from the Endowments or third parties and ratings of helpfulness of assistance activities Heinz is:

- above the median foundation
- similar to the median large, regional foundation

Non-Monetary Assistance Activities Included in Summary

MANAGEMENT ASSISTANCE

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

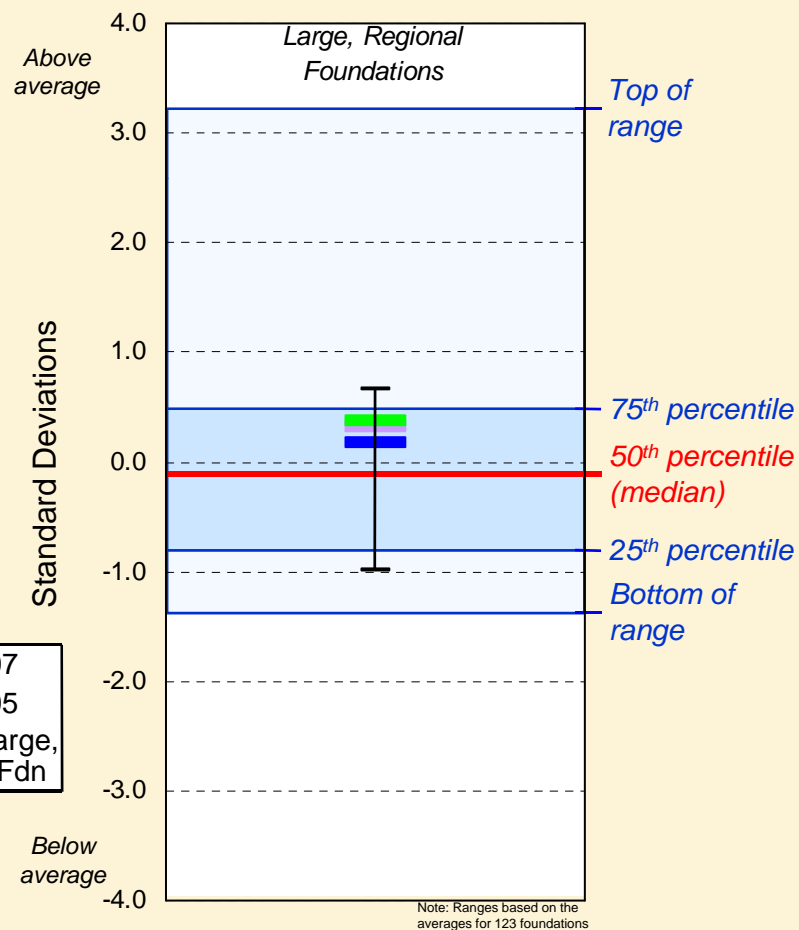
FIELD-RELATED ASSISTANCE

- 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

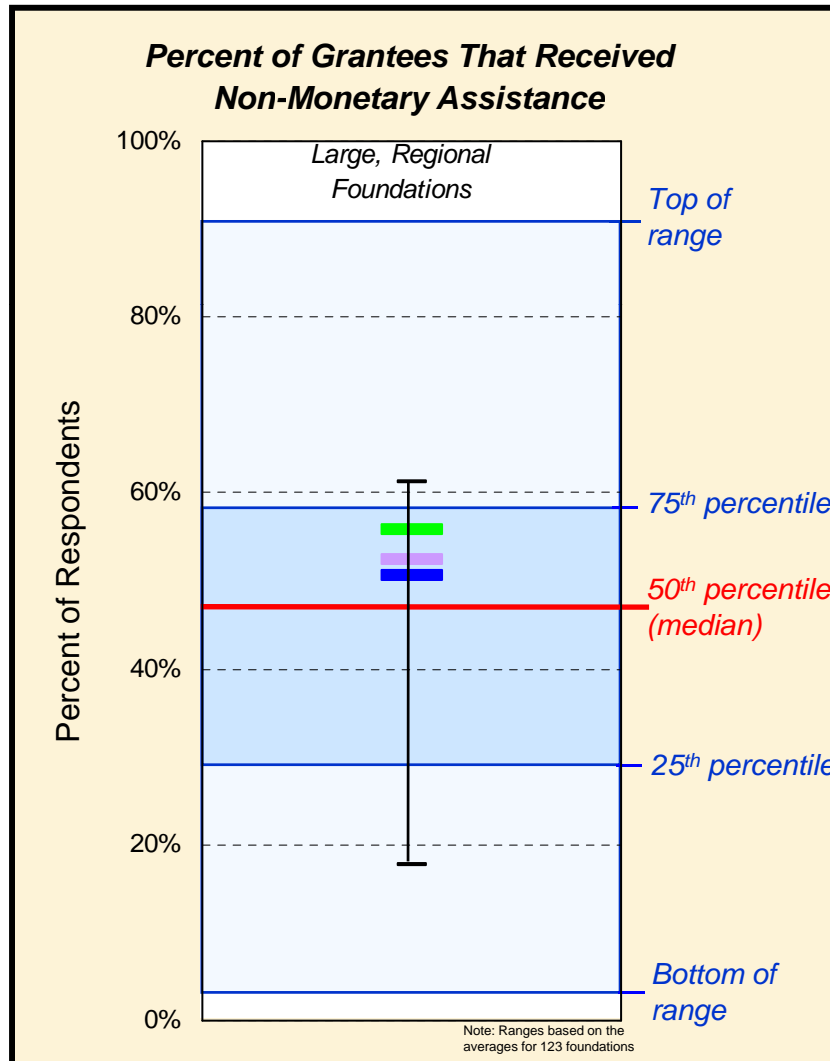
Non-Monetary Assistance Summary



Non-Monetary Assistance

The proportion of Heinz grantees receiving non-monetary assistance is:

- larger than that of the median foundation
- larger than the median large, regional foundation



Selected Grantee Comments

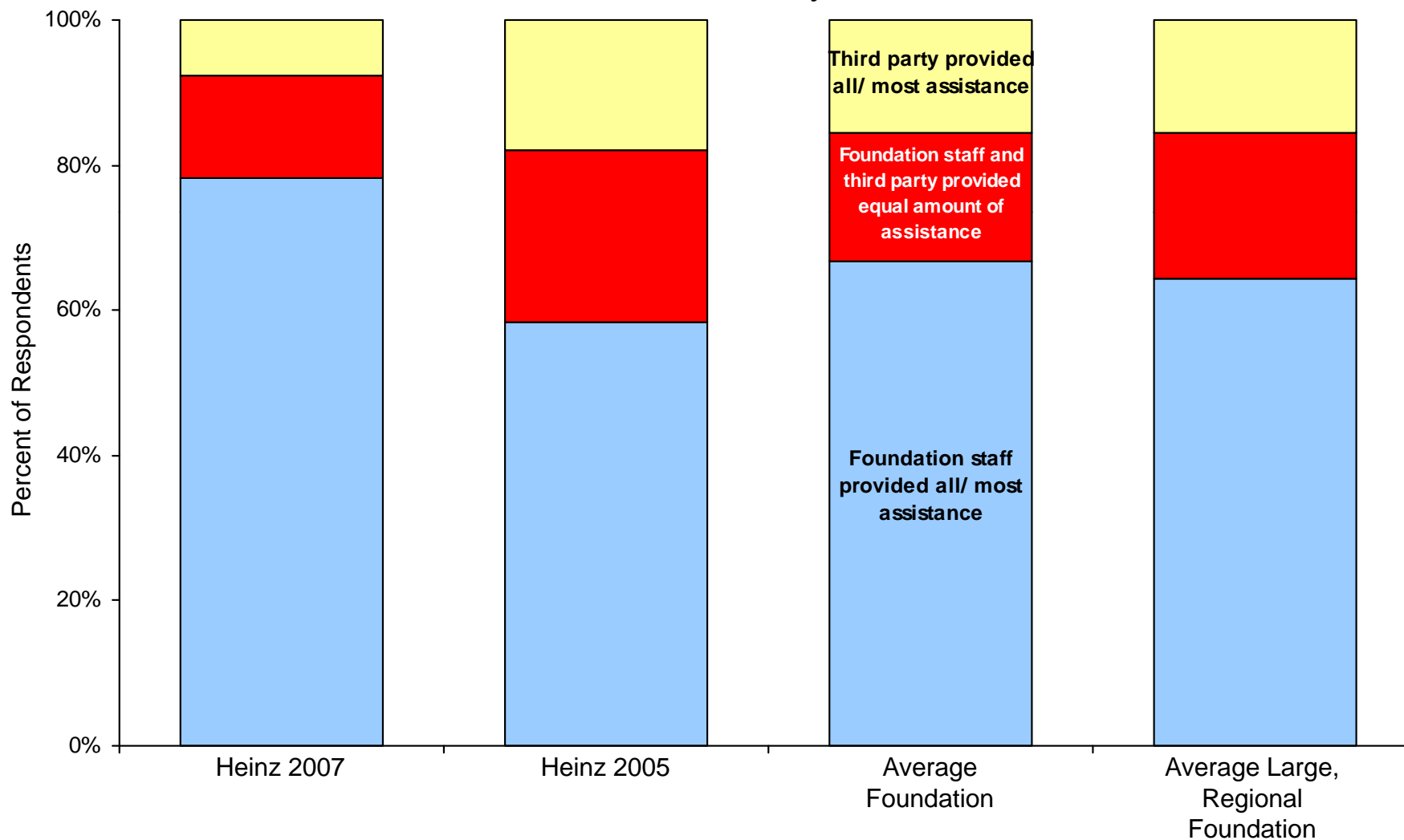
- “Grantmaking in this sense is not only dollar-oriented but also oriented to creating a ‘thought’ infrastructure across all sectors – connecting policymakers to program experts in a manner that lifts all actions and results in a more effective level and more programmatic, usable results that do move changes forward in the region.”
- “They should have encouraged (and possibly financially enabled) us to seek professional non-profit guidance on structural deficiencies within our organization.”
- “Linking us with others doing complementary work has been invaluable. Providing brain-storming sessions and offering good suggestions has also been very valuable for us.”

Who Provided Non-Monetary Assistance (1)

The proportion of Heinz grantees that report that program staff provided all or most of the assistance they received is:

- larger than that of the average foundation
- larger than that of the average large, regional foundation

Who Provided Non-Monetary Assistance

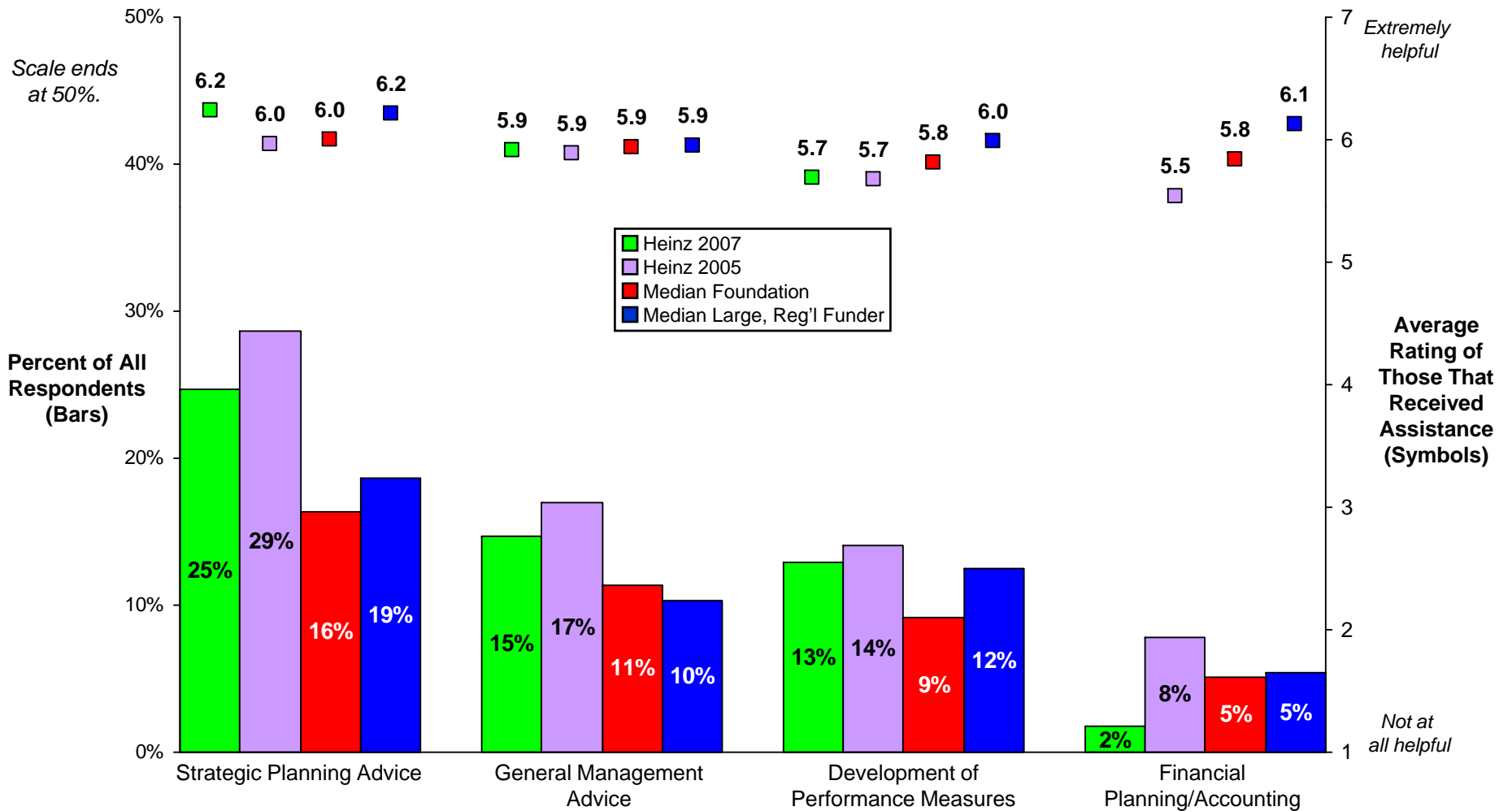


Note: This chart includes data about 123 foundations.

Management Assistance Activities & Helpfulness (1)

A larger proportion of Heinz grantees report receiving advice in strategic planning and general management than grantees of the median foundation. The helpfulness of different management assistance activities varies compared to the ratings received by the median foundation.

Frequency and Helpfulness of Management Assistance Activities

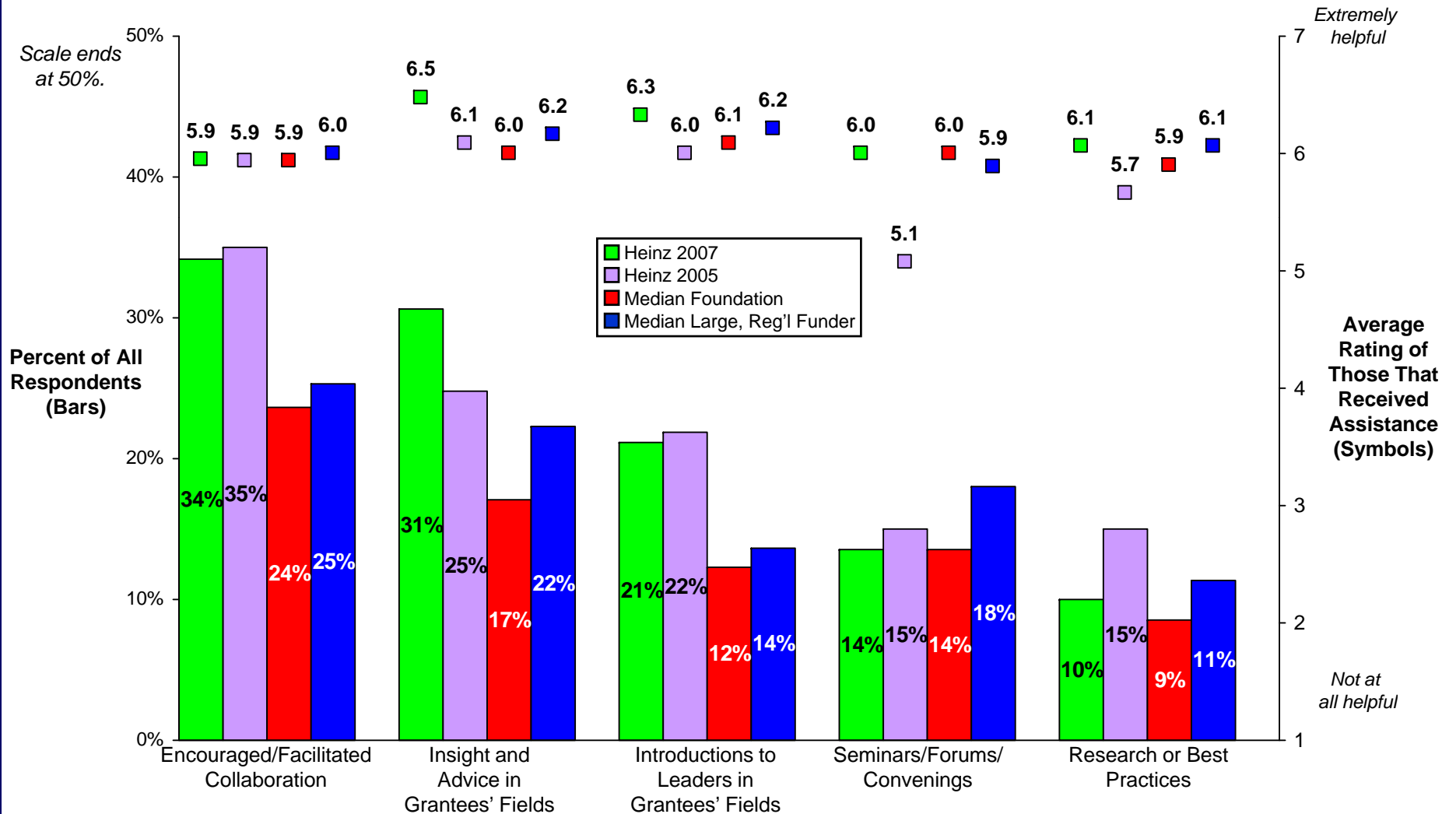


Note: This chart includes data about 123 foundations. Average rating of helpfulness not shown when five or fewer grantees reported receiving assistance activity.

Field-Related Assistance Activities & Helpfulness (1)

A larger proportion of Heinz grantees are provided assistance with collaboration encouragement/facilitation, insight and advice, and introductions to leaders in their fields. The insight and advice and introductions to leaders are rated as more helpful than similar activities provided by the median foundation.

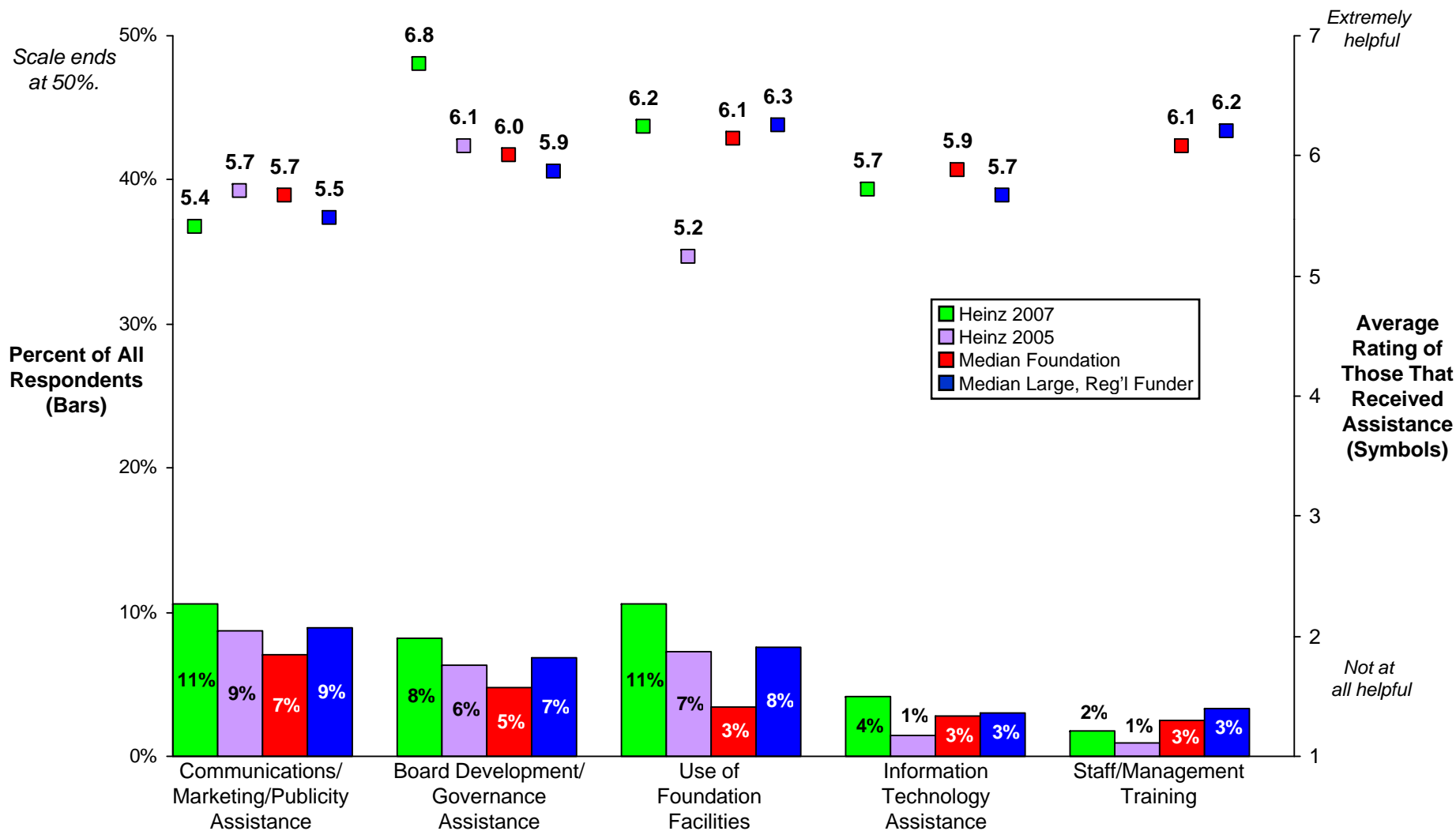
Frequency and Helpfulness of Field-Related Assistance Activities



Other Support Activities & Helpfulness (1)

Heinz provides a larger than typical proportion of grantees with communications/marketing/publicity assistance and use of foundation facilities. The helpfulness of these other support activities varies compared to the activities provided by the median foundation.

Frequency and Helpfulness of Other Assistance Activities

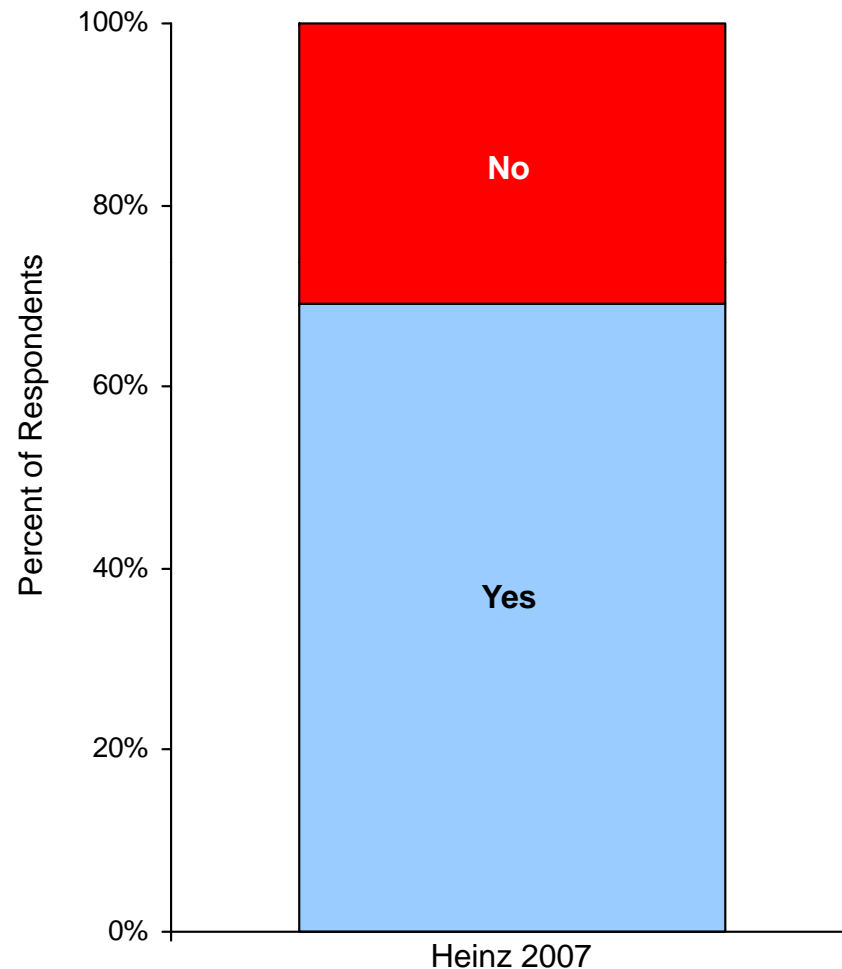


Note: This chart includes data about 123 foundations.

Technical Assistance

Heinz grantees were asked if evaluation-related technical assistance provided by the Endowments would meet a need in their organizations. Sixty-one percent of respondents reported that it would:

“If the Foundation were to offer you technical assistance around evaluation issues, would this meet a need in your organization?”

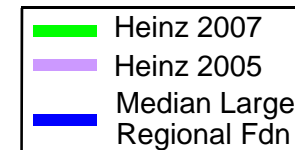
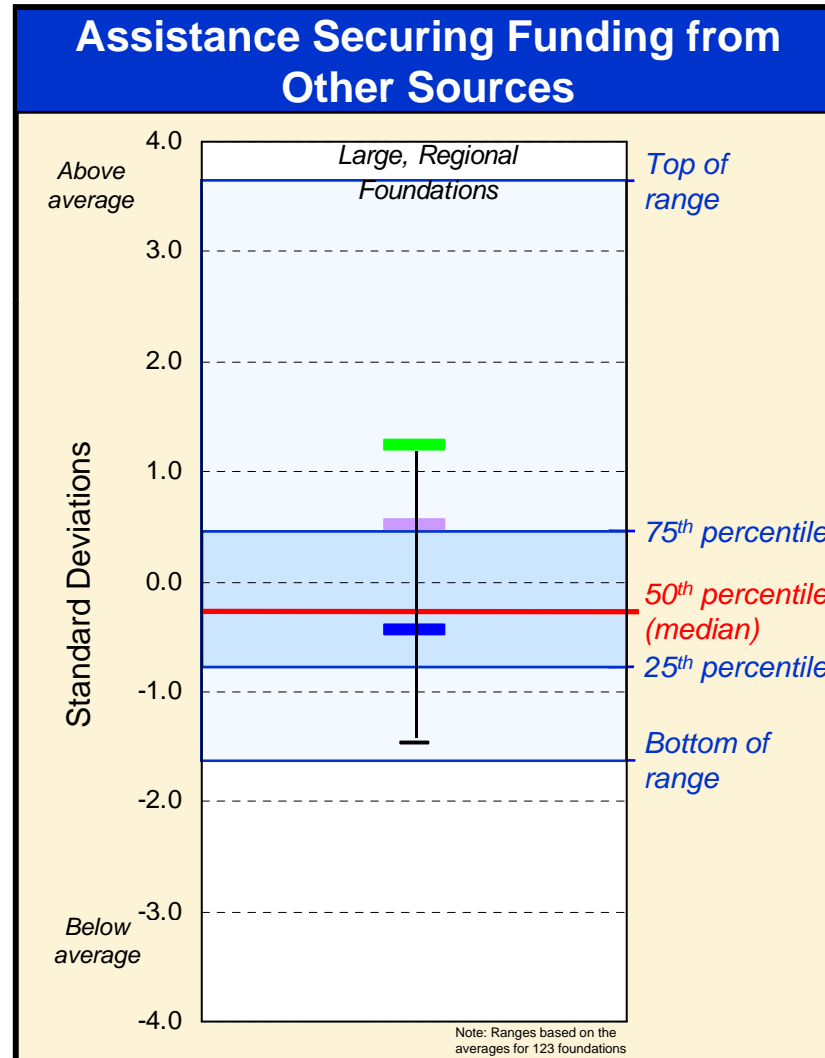


Note: No comparative data is available because this question was only asked of Heinz grantees in 2007. This question included a “Don’t know” response option; 15 percent of grantees answered “Don’t know.”

Assistance Securing Funding from Other Sources

On this summary that includes the frequency of active foundation assistance in obtaining additional funding from other sources and the impact of those efforts Heinz is:

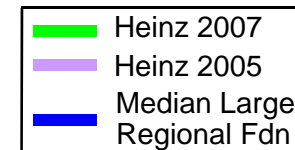
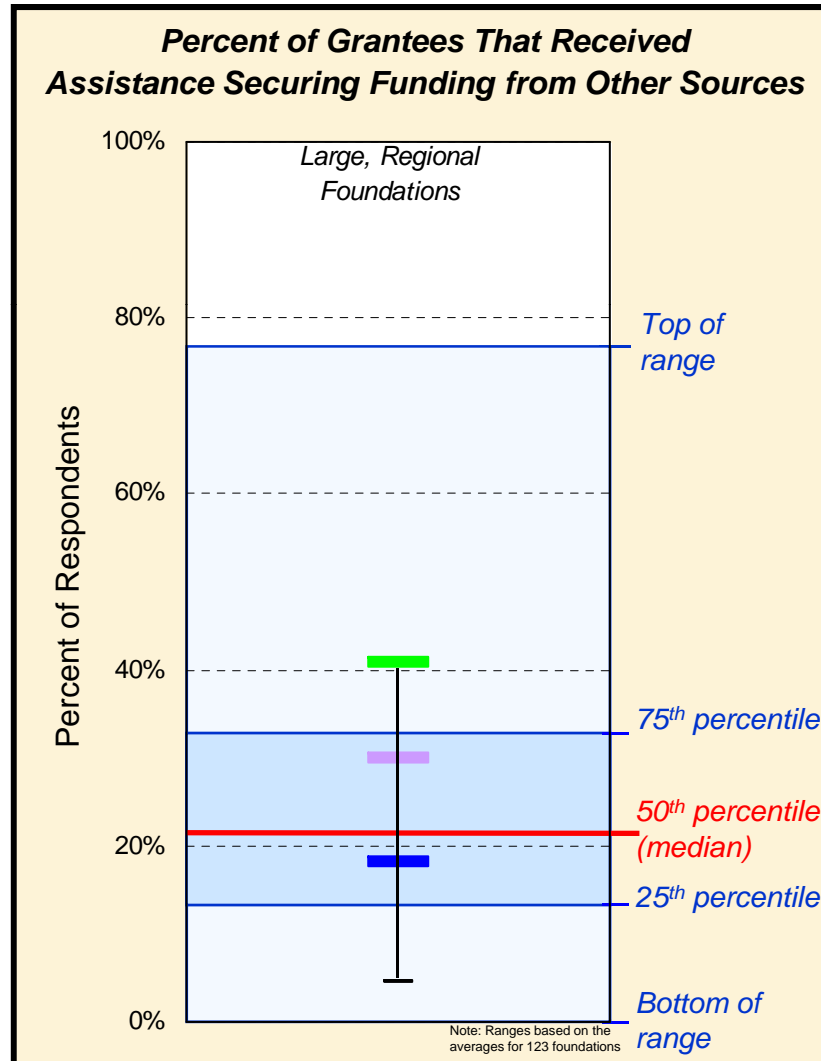
- higher than ninety percent of surveyed foundations
- higher than all other large, regional foundations



Proportion of Grantees Obtaining Assistance Securing Funding

The proportion of Heinz grantees receiving active assistance from the Endowments in securing funding from other sources is:

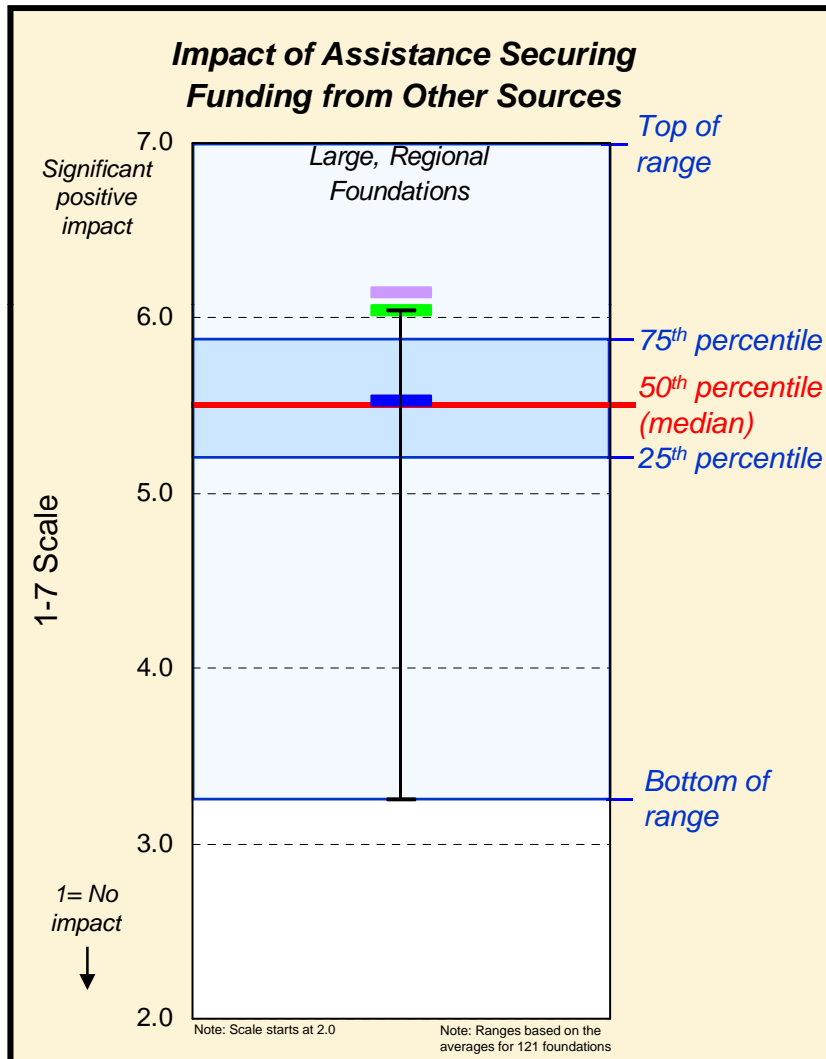
- larger than that of the median foundation
- larger than that of all other large, regional foundations



Impact of Assistance Securing Other Funding

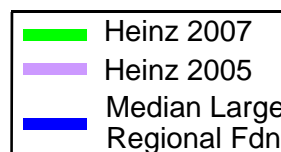
On impact of the Endowments' assistance in securing funding from other sources, Heinz is rated:

- above the median foundation
- above the median large, regional foundation



Selected Grantee Comments

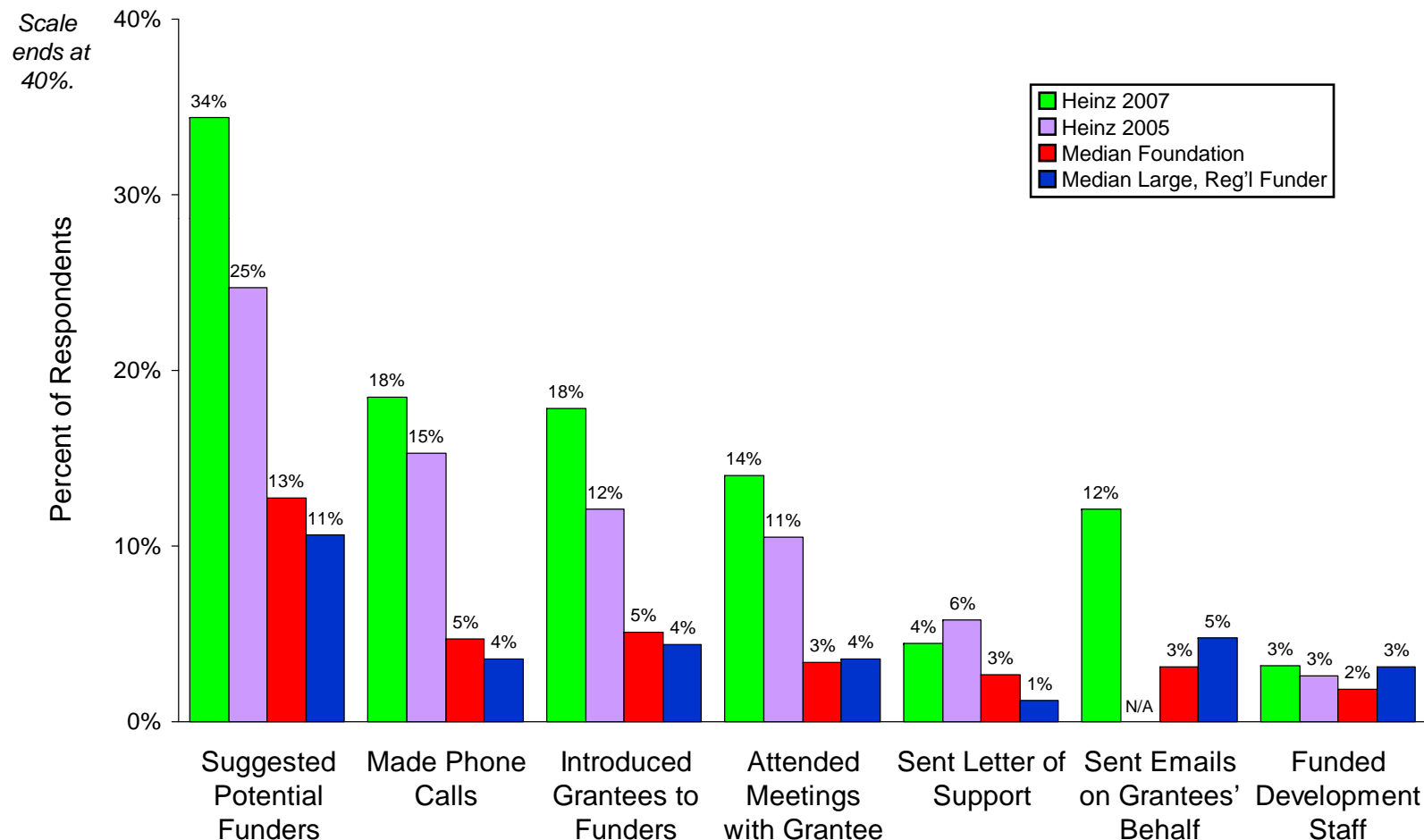
- ♦ “[Our Program Officer’s] help to encourage other players in the city to engage in the projects of [our environmental] campaign has been key.”
- ♦ “The foundation was the first entity to support our efforts ... The legitimacy of funding from Heinz has opened the doors to other funding entities. I feel that we really got our start towards professional work from their support.”
- ♦ “[The Endowments] helped us lay the foundation for becoming a strong artistic entity in Pittsburgh, as well as gain credibility among other organizations.”
- ♦ “[The Endowments] are extremely valuable in helping to leverage other funds by providing the match.”



Frequency of Assistance Securing Funding (1)

Heinz grantees more frequently report receiving these types of assistance securing funding from other sources from the Endowments, except for sending letters of support and funding of development staff.

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

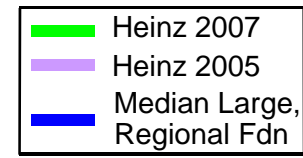
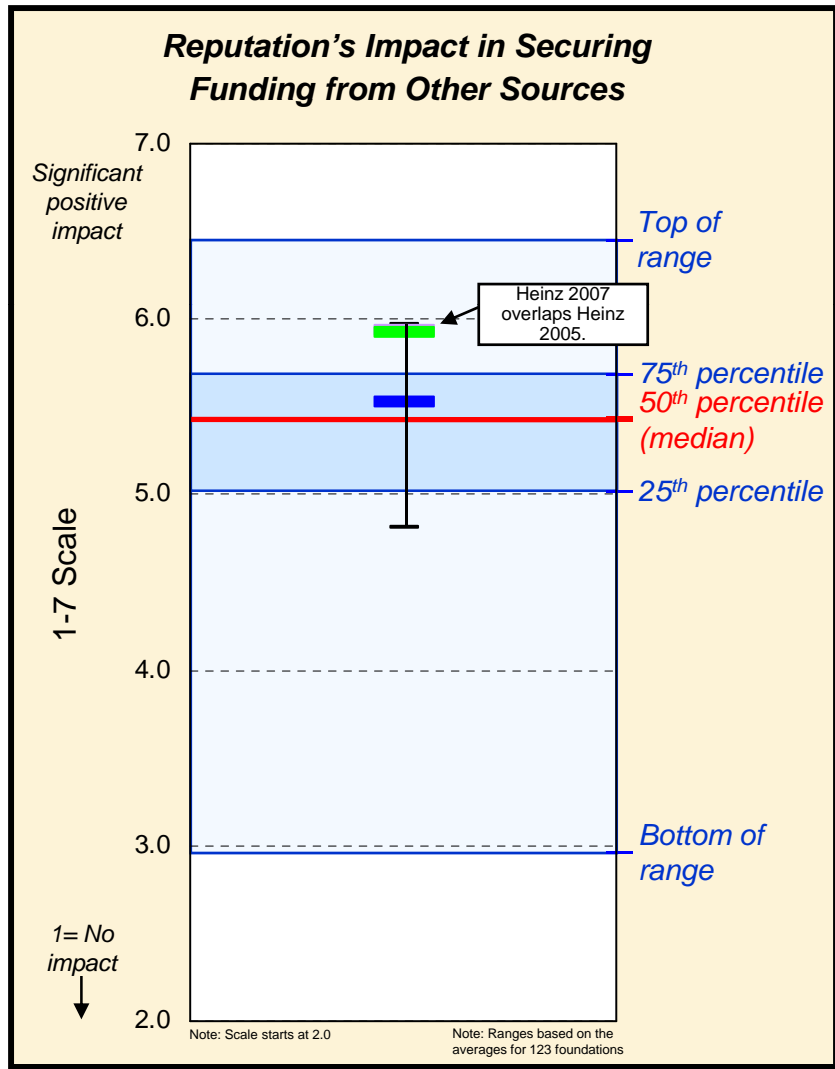


Note: This chart includes data about 123 foundations, with the exception of "sent emails on grantees' behalf" which includes data about 74 foundations and "funded development staff" which includes data about 98 foundations. "sent emails on grantees' behalf" does not have data for Heinz 2005 due to changes in the survey instrument.

Impact of Reputation

On impact of the Endowments' reputation on grantees' ability to secure funding from other sources, Heinz is rated:

- above the median foundation
- above the median large, regional foundation



Contents

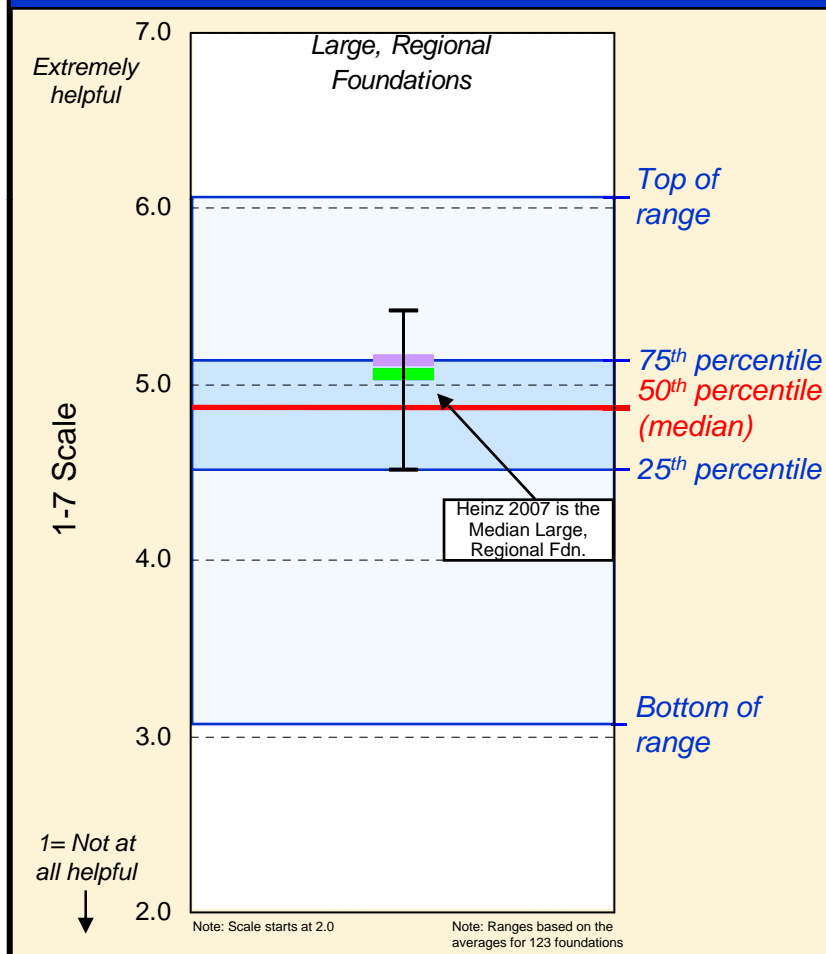
I.	Introduction	2
II.	External Orientation	
	a) Effectiveness in Creating Social Impact	8
	b) Field-Focused Measures	9
	c) Community-Focused Measures	12
III.	Impact on Grantee Organizations	16
IV.	Satisfaction	21
V.	Interactions	24
VI.	Communication	31
VII.	Assistance Beyond the Grant Check	
	a) Management and Field-Related Assistance	35
	b) Assistance Securing Funding from Other Sources	42
VIII.	Grant Processes and Administration	
	a) Selection Process	48
	b) Reporting and Evaluation Processes	55
	c) Dollar Return on Grantee Administrative Hours	58
IX.	Grantee Suggestions for the Foundation	64
X.	Review of Findings and Analysis and Discussion	70
 <u>Appendix</u>		
A.	Grantmaking/Grantee Characteristics	75
B.	Excerpt of Operational Benchmarking Report (OBR)	91
C.	List of Foundations in Dataset	98
D.	About the Center for Effective Philanthropy	101

Helpfulness of Selection Process

On helpfulness of the Endowments' selection process in strengthening the grantee, Heinz is rated:

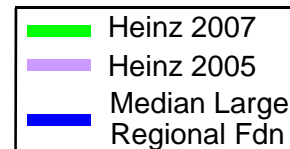
- above the median foundation
- similarly to the median large, regional foundation

Helpfulness of the Selection Process to Grantees



Selected Grantee Comments

- ♦ *“The requirements for the LOI and the grant were straightforward. We were given the latitude we wanted to frame the grant to meet our needs and those of the foundation.”*
- ♦ *“The on-line application form is still overly repetitive regarding some of the questions. It does not allow for generating a flowing logical narrative to make your case for your program.”*
- ♦ *“The application process can be confusing. The on-line application which we have been asked to use for the last 2 grant cycles is confusing and not user-friendly. Also, we still need to submit paper documents of some aspects of the proposal which makes me think that the benefit of an on-line proposal is lessened for both parties.”*



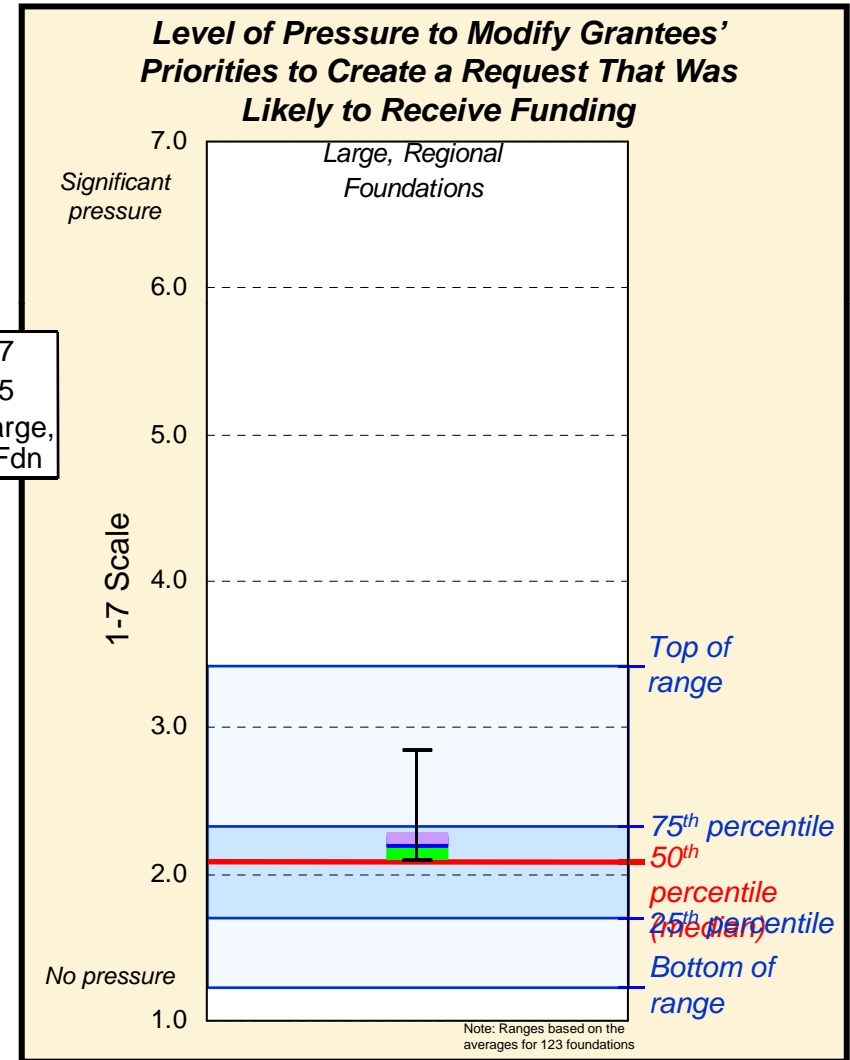
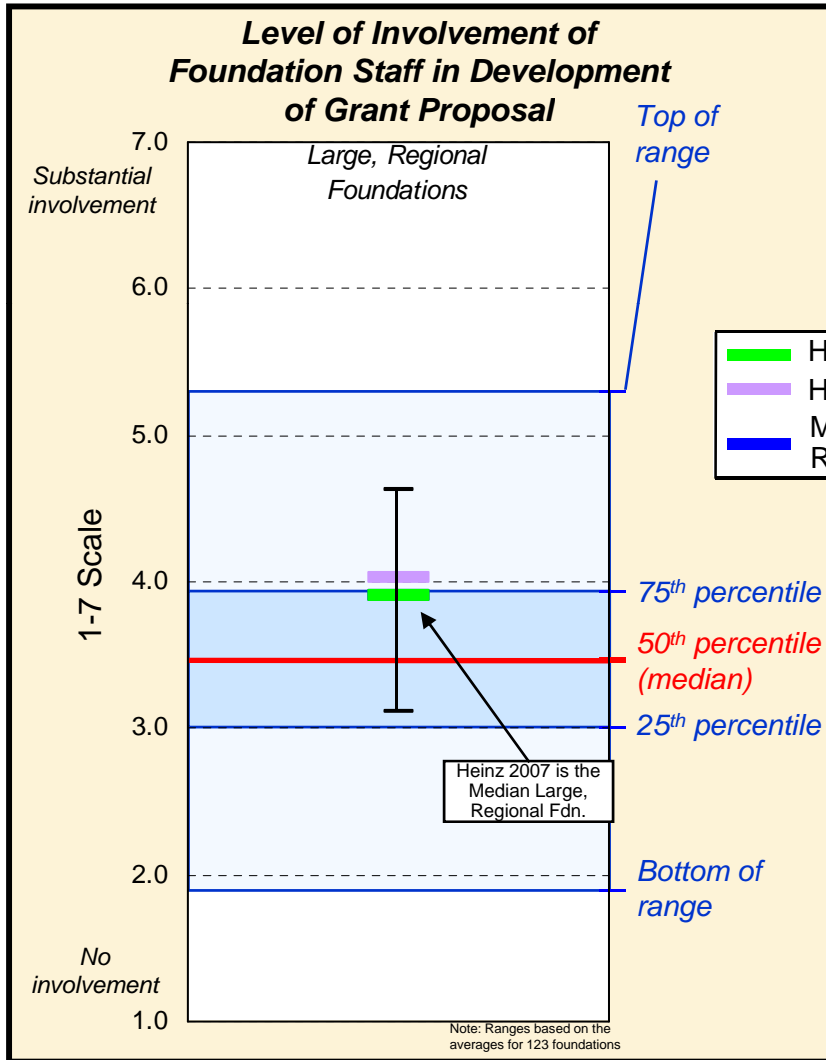
Foundation Involvement and Pressure in Selection Process

On the level of involvement in the development of grantees' proposals, Heinz is rated:

- above the median foundation
- similarly to the median large, regional foundation

On the level of pressure grantees felt to modify their priorities to create a proposal that was likely to receive funding, Heinz is rated:

- similarly to the median foundation
- similarly to all other large, regional foundations surveyed

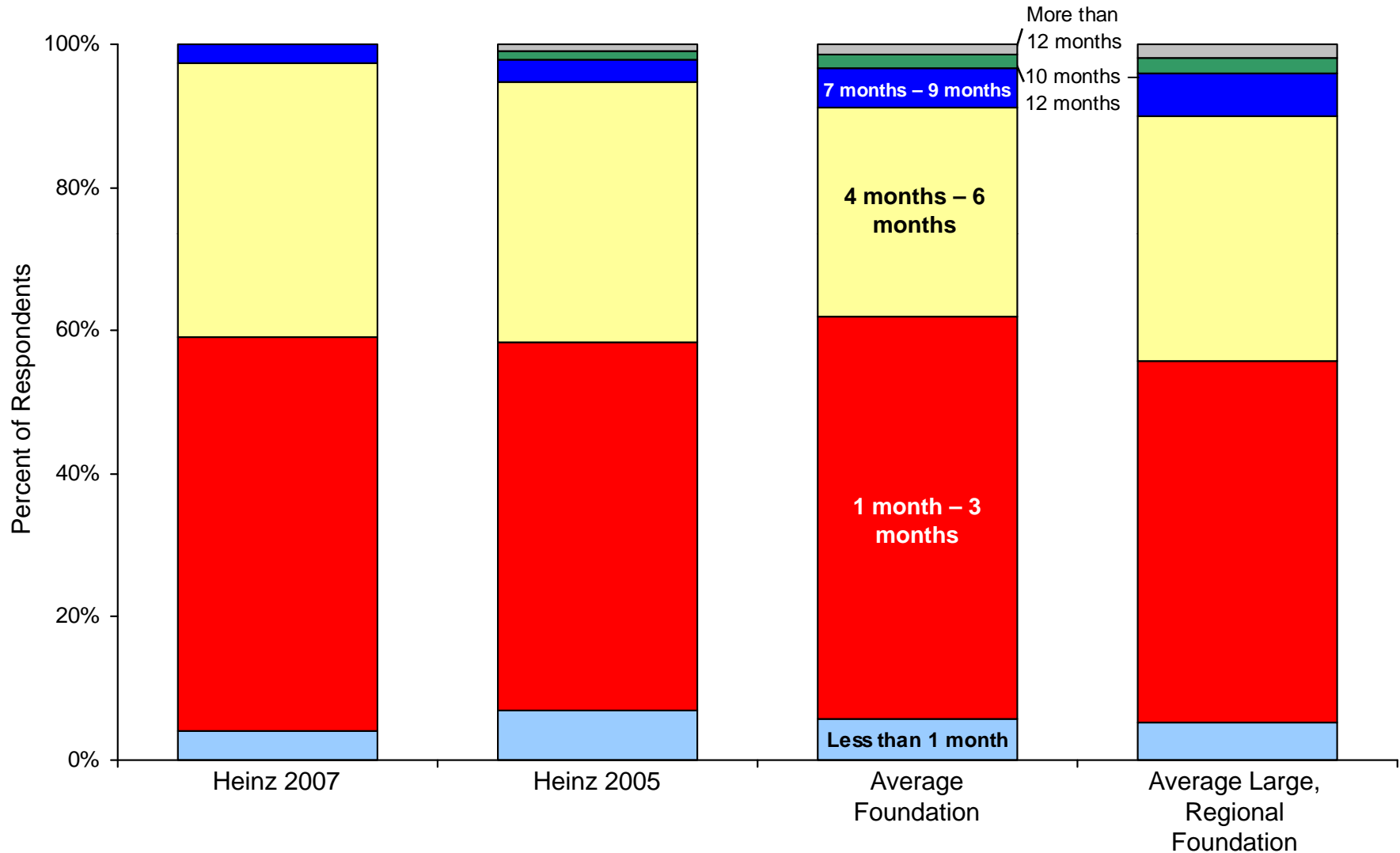


Time Between Submission and Clear Commitment (1)

The proportion of Heinz grantees that report that seven months or more elapsed between submission of proposal and clear commitment of funding is:

- smaller than that of the average foundation
- smaller than that of the average large, regional foundation

Time Elapsed Between Proposal Submission and Clear Commitment



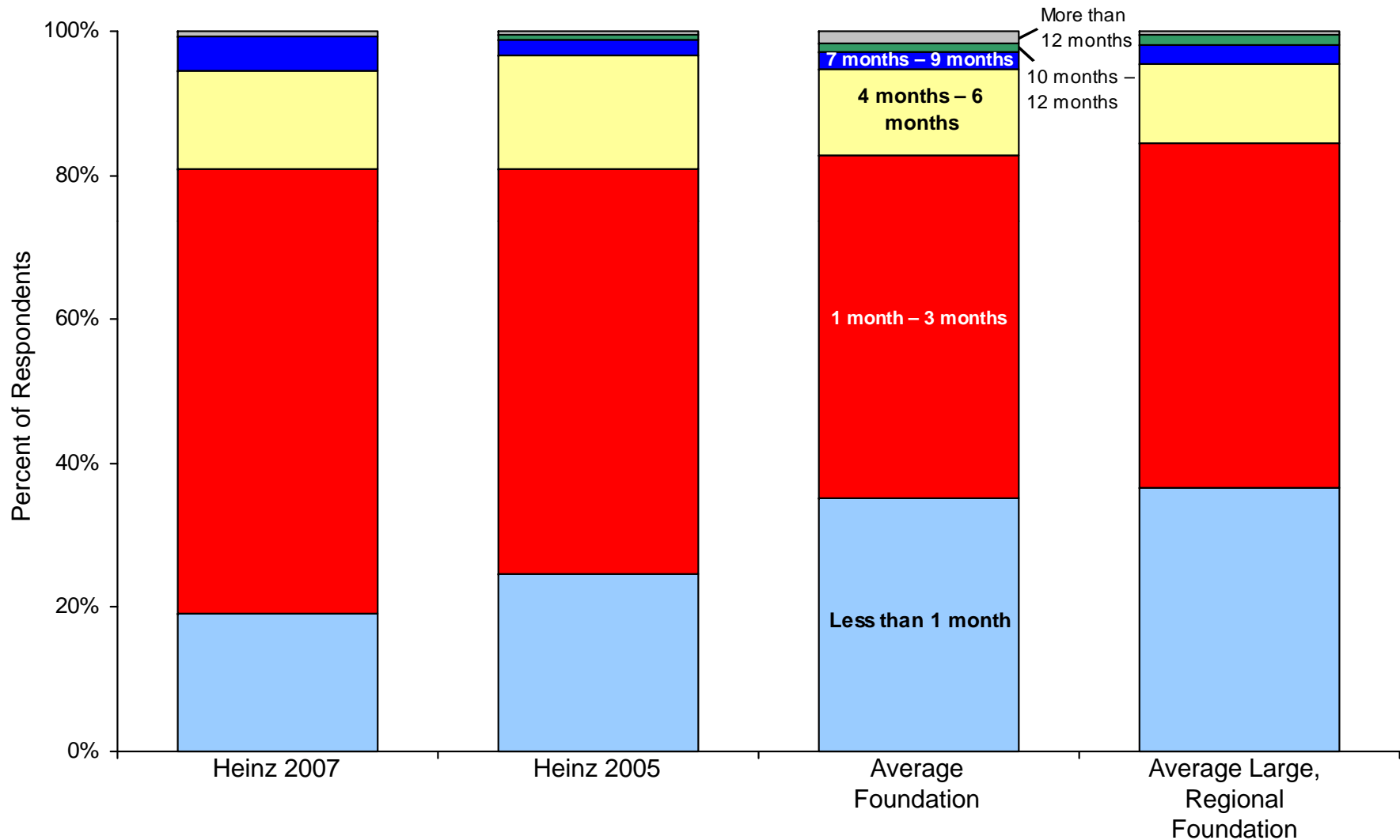
Note: This chart includes data about 123 foundations.

Time Between Clear Commitment and Receipt of Funds (1)

The proportion of Heinz grantees that report seven months or more elapsing between clear commitment of funding and receipt of funds from the Endowments is:

- similar to that of the average foundation
- similar to that of the average large, regional foundation

Time Elapsed Between Clear Commitment and Receipt of Funds

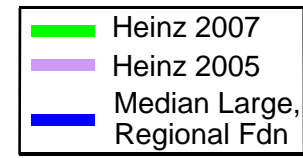
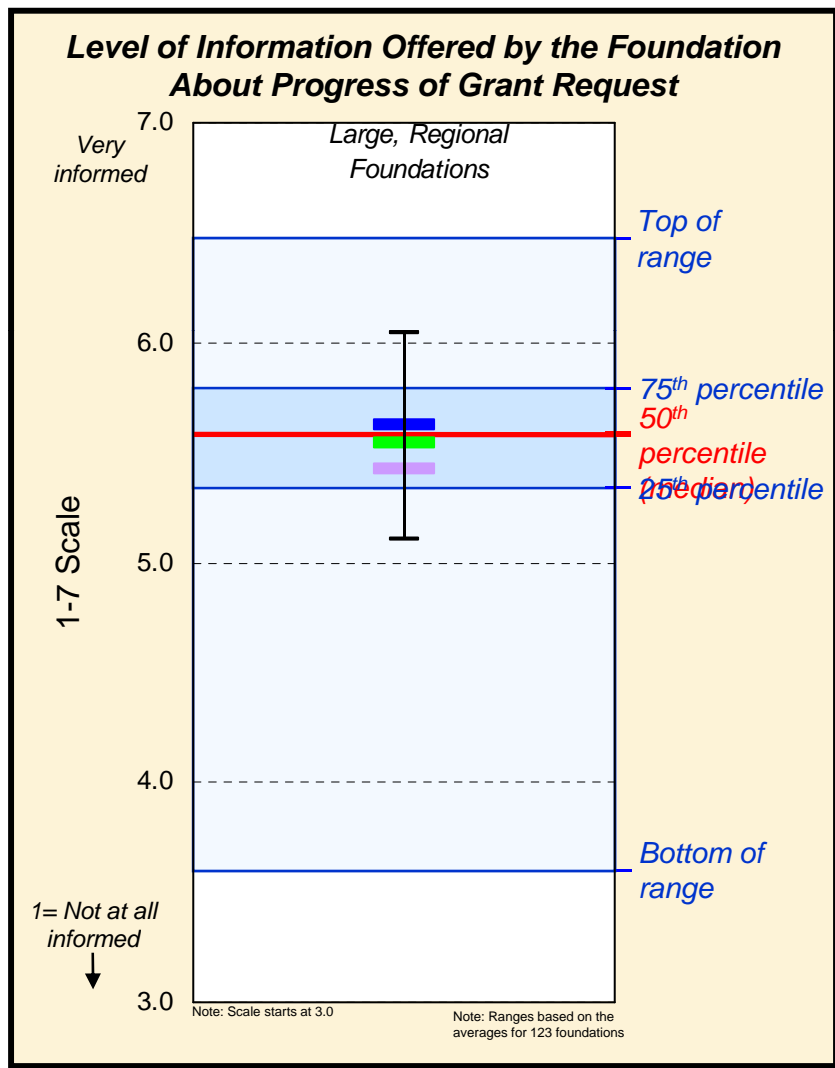


Note: This chart includes data about 123 foundations.

Communication During Selection Process

On the level of information that the Endowments provides about the progress of the grant request, Heinz is rated:

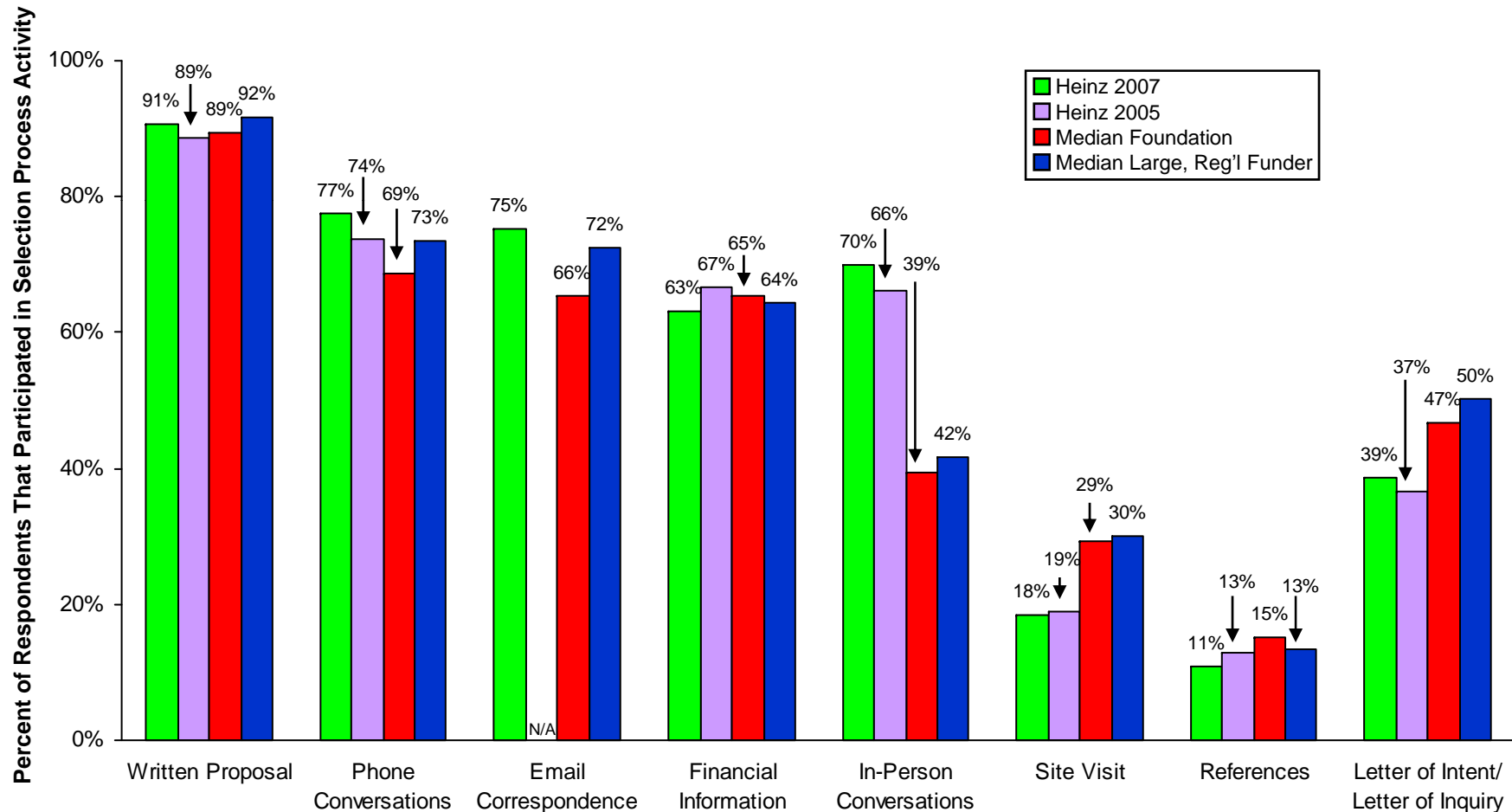
- similarly to the median foundation
- similarly to the median large, regional foundation



Selection Process Activities (1)

Compared to grantees of the median foundation, Heinz grantees more frequently report engaging in phone conversations, email correspondence, and in-person conversations and with Endowments staff as part of the selection process.

Selection Process Activities

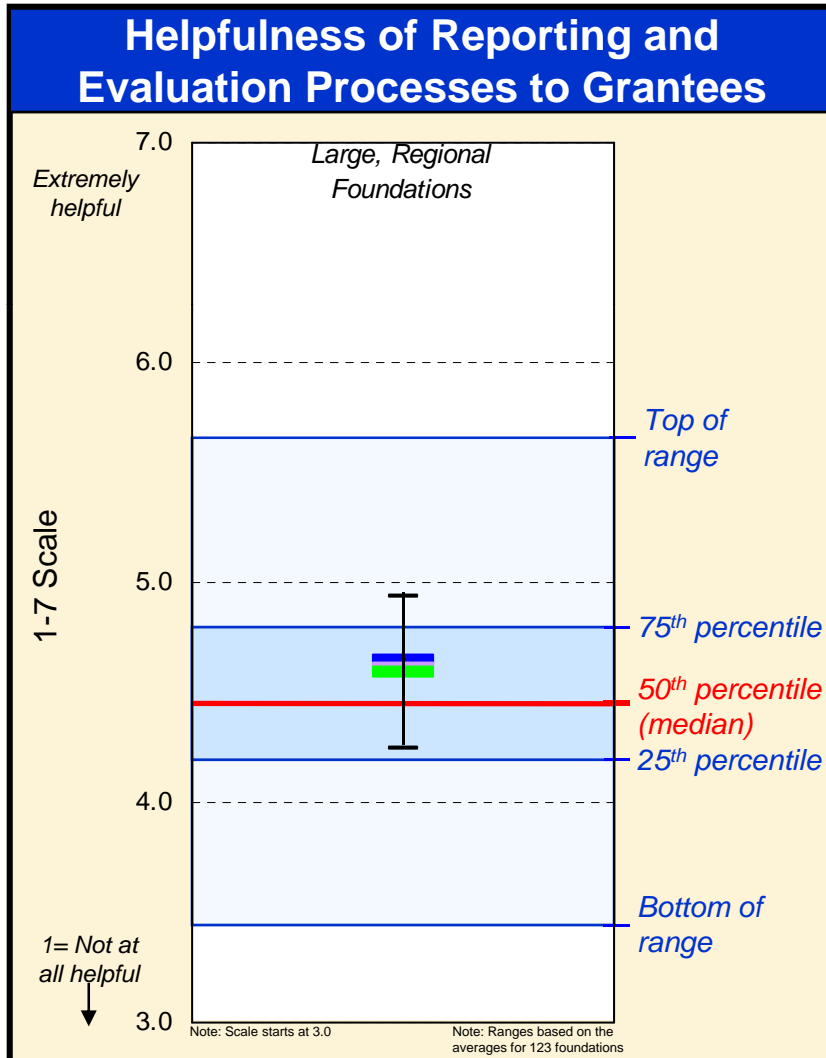


Note: This chart includes data about 123 foundations, with the exception of one category: "email correspondence" includes data about 52 foundations. "Email correspondence" contains no data from Heinz 2005 due to changes in the survey instrument.

Helpfulness of Reporting and Evaluation Processes

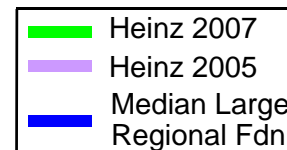
On helpfulness of the Endowments' reporting/evaluation process in strengthening the grantee, Heinz is rated:

- similarly to the median foundation
- similarly to the median large, regional foundation



Selected Grantee Comments

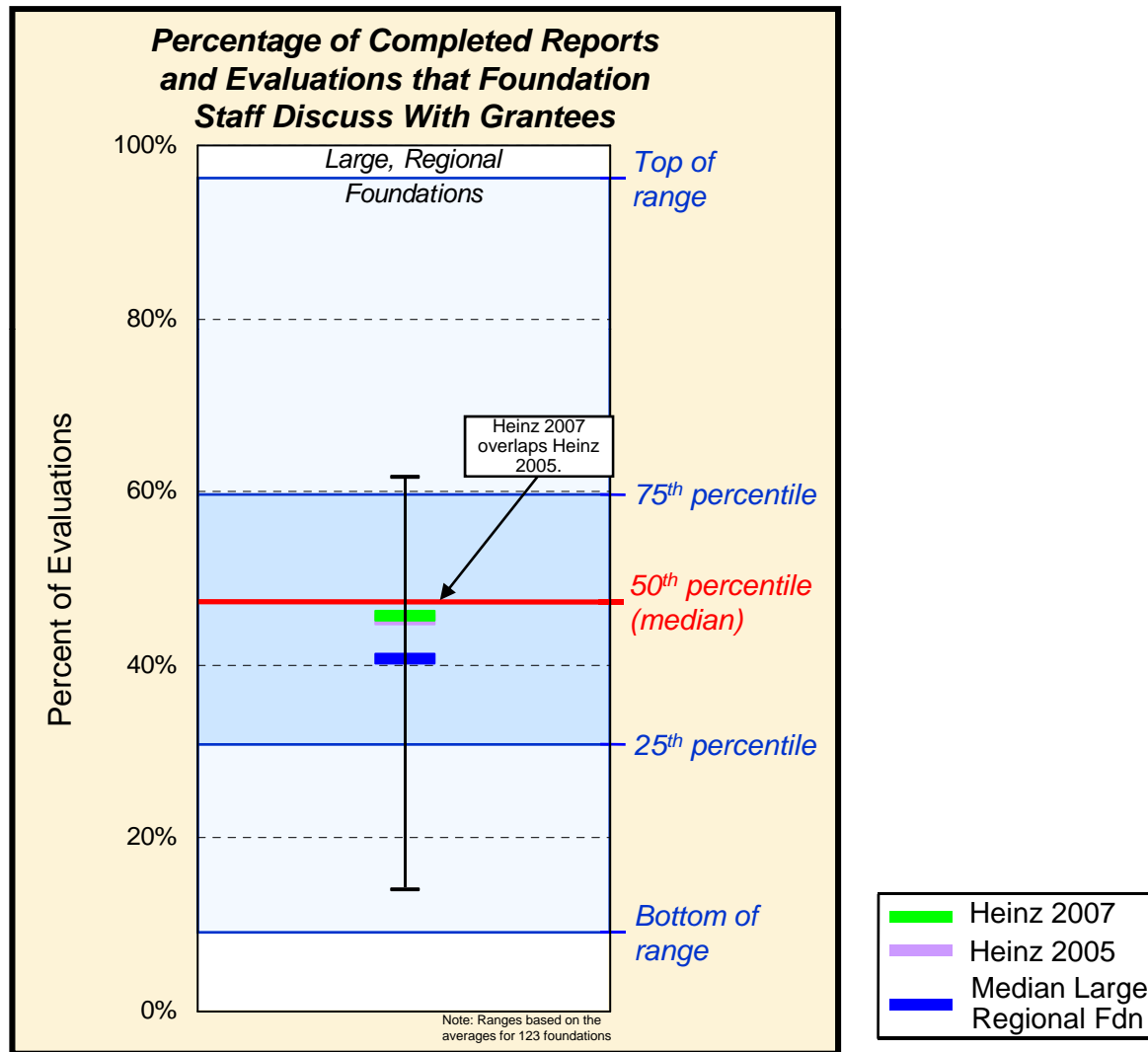
- ♦ “The evaluation questionnaire is a good tool to sharpen our discussion of impact and we appreciate it.”
- ♦ “The supplemental evaluation questions in many ways felt like rewriting the entire grant. The process took as long as the original application. These questions should be folded into the original application to increase efficiency and reduce duplication.”
- ♦ “Our program officer is the most data driven, knowledgeable, and informed member of the region’s foundation community involved in the innovation economy. In general, it has been discouraging to see how much funding other organizations have received without clearly documented impact and performance metrics on our community.”



Reporting and Evaluation Processes

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

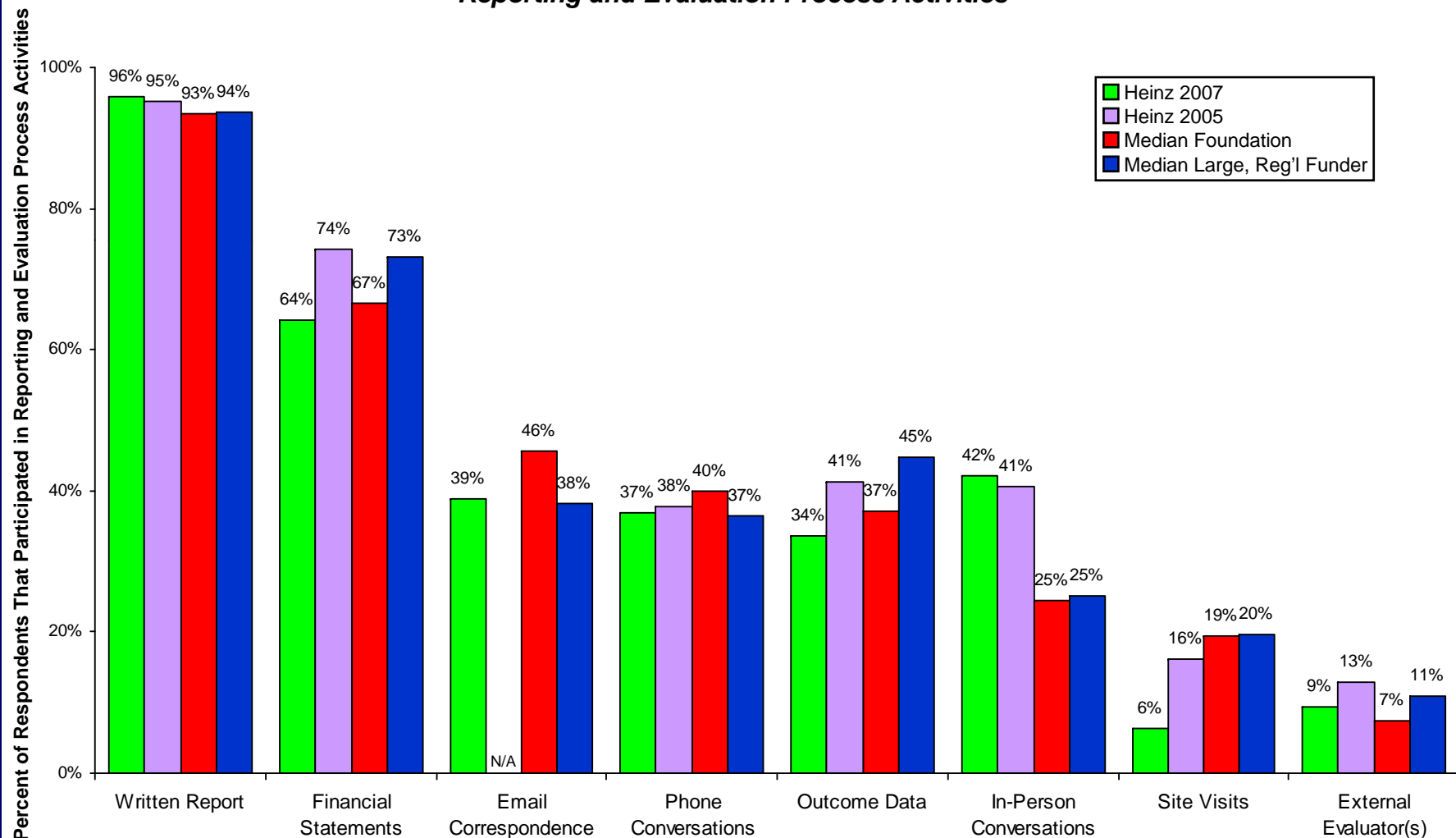
- similar to that of the median foundation
- similar to the median large, regional foundation



Reporting and Evaluation Process Activities (1)

Heinz grantees more frequently report engaging in in-person conversations with Endowments staff as part of the reporting and evaluation processes than is typical.

Reporting and Evaluation Process Activities

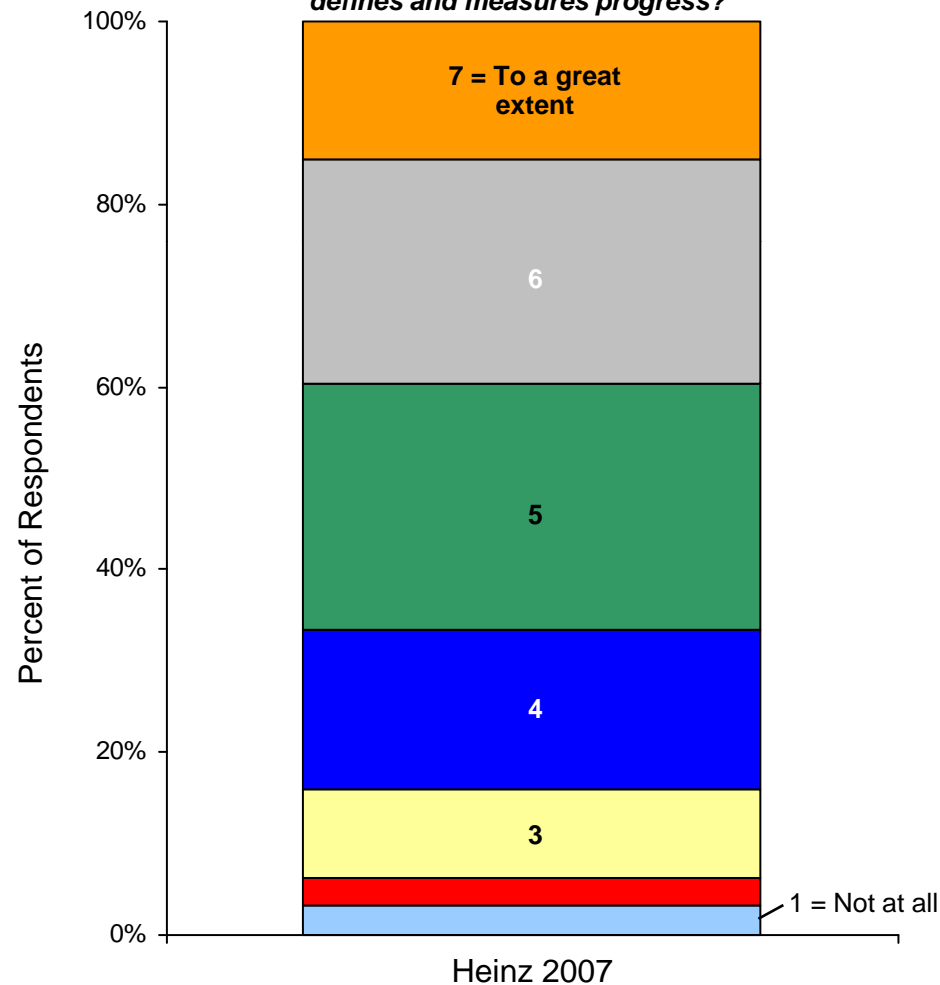


Note: This chart includes data about 123 foundations, with the exception of one category: "email correspondence" includes data about 52 foundations. "Email correspondence" contains no data from Heinz 2005 due to changes in the survey instrument.

Additional Evaluation Questions

Heinz Grantees who received grants over \$50K were asked if the additional set of evaluation questions helped their organizations better communicate how they define and measure progress. On average grantees rated the Endowments a 5.0 where 1 = “Not at all” and 7 = “To a great extent.”

“In addition to the standard application, recipients of grants over \$50K have recently been asked to answer a set of evaluation questions. Have these questions helped your organization better communicate how it defines and measures progress?”



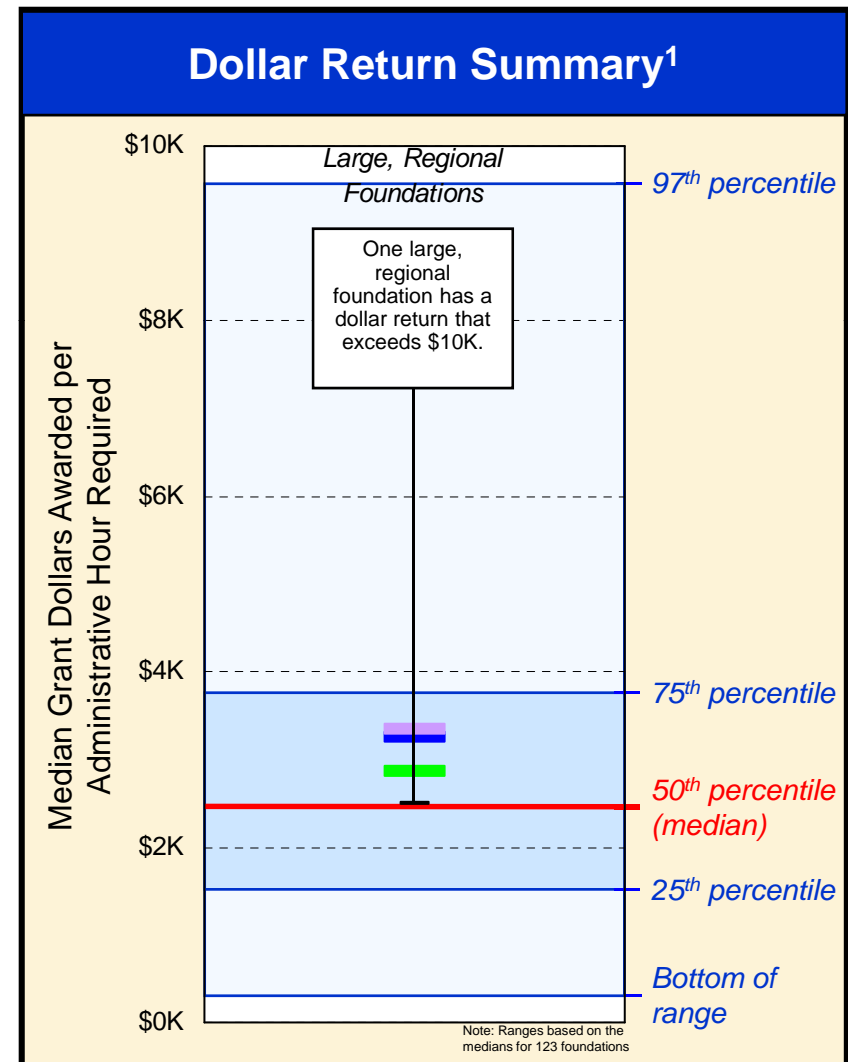
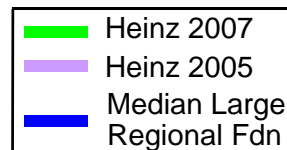
Dollar Return Summary

At the median, the number of dollars awarded per hour of administrative time spent by Heinz grantees is:

- larger than that of the median foundation
- less than that of the median large, regional foundation

This summary includes:

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



¹: Dollar Return on Grantee Administrative Hours is calculated for each grantee and aggregated by foundation for the Dollar Return Summary. Chart does not show data from three foundations whose Dollar Return on Grantee Administrative Hours exceeds \$10K.

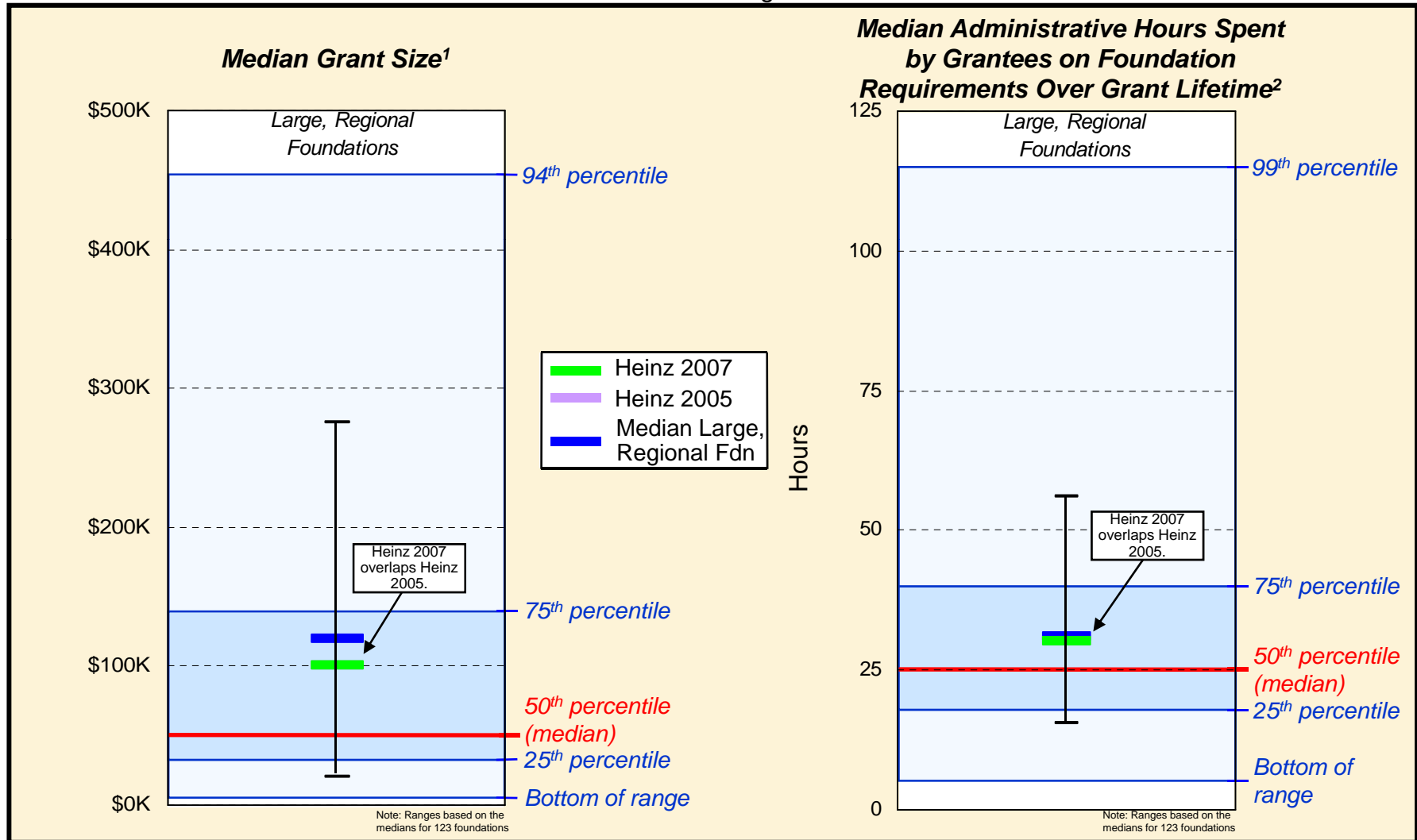
Grant Size and Administrative Time

At the median, the grant reported by Heinz grantees is:

- larger than that of the median foundation
- smaller than that of the median large, regional foundation

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

- similar to the time spent by grantees of the median foundation
- similar to the time spent by grantees of the median large, regional foundation



1: Chart does not show data from seven foundations whose median grant size exceeds \$500K.

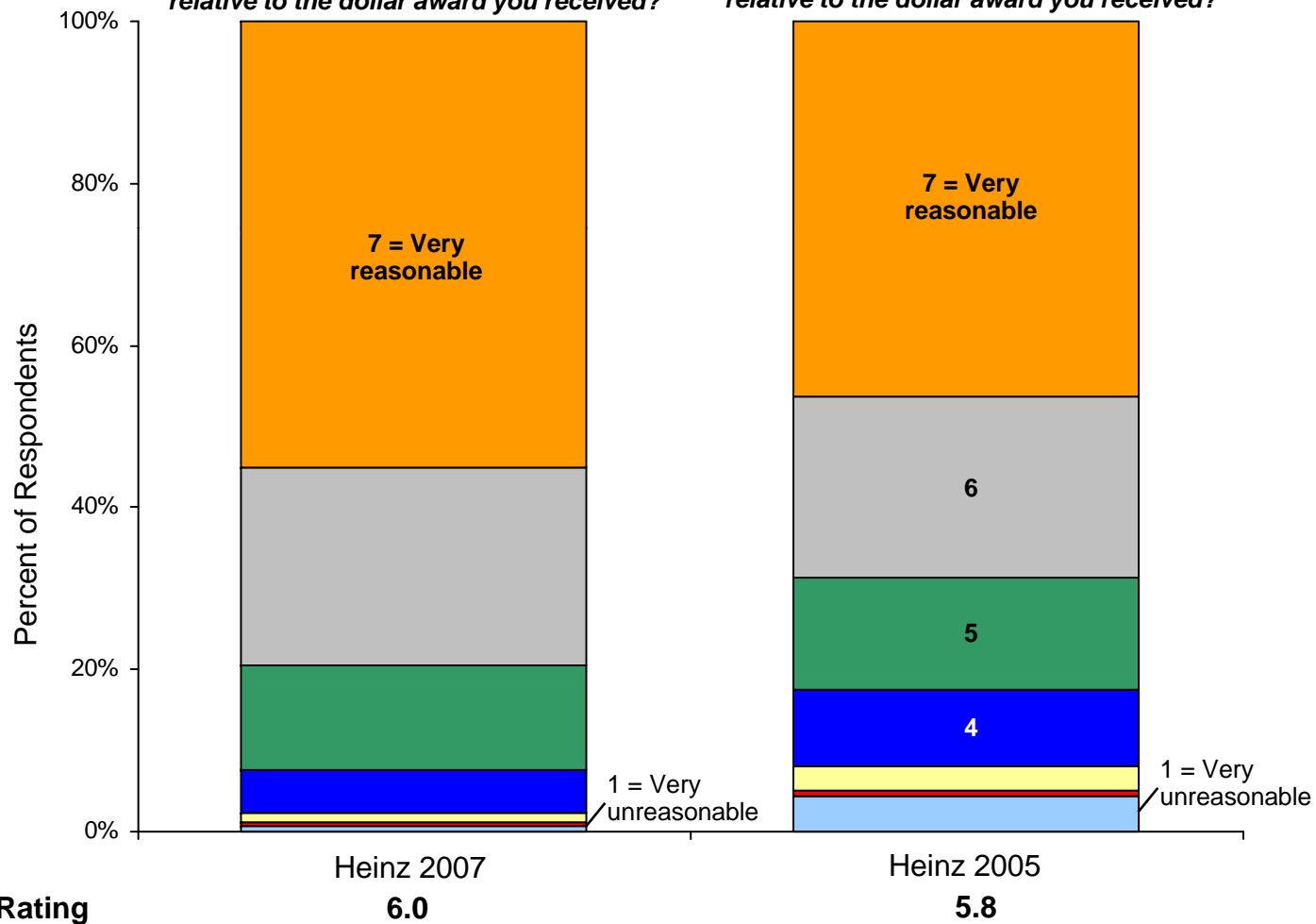
2: Chart displays total grant proposal creation, evaluation, and monitoring hours spent over the life of the grant; each of these events did not necessarily occur for each individual grantee. Chart does not show data from one foundation whose median administrative hours exceeds 125 hours.

Administrative Requirements

Heinz Grantees were asked to judge how reasonable the time and effort required to complete the Endowments' application and follow-up requirements was relative to the dollar awards that they received. On average grantees rated the Endowments a 6.0 where 1 = "Very unreasonable" and 7 = "Very reasonable."

"How reasonable are the time and effort required to complete the Foundation's application and follow-up requirements, relative to the dollar award you received?"

"How reasonable are the time and effort required to complete the Foundation's application and follow-up requirements, relative to the dollar award you received?"



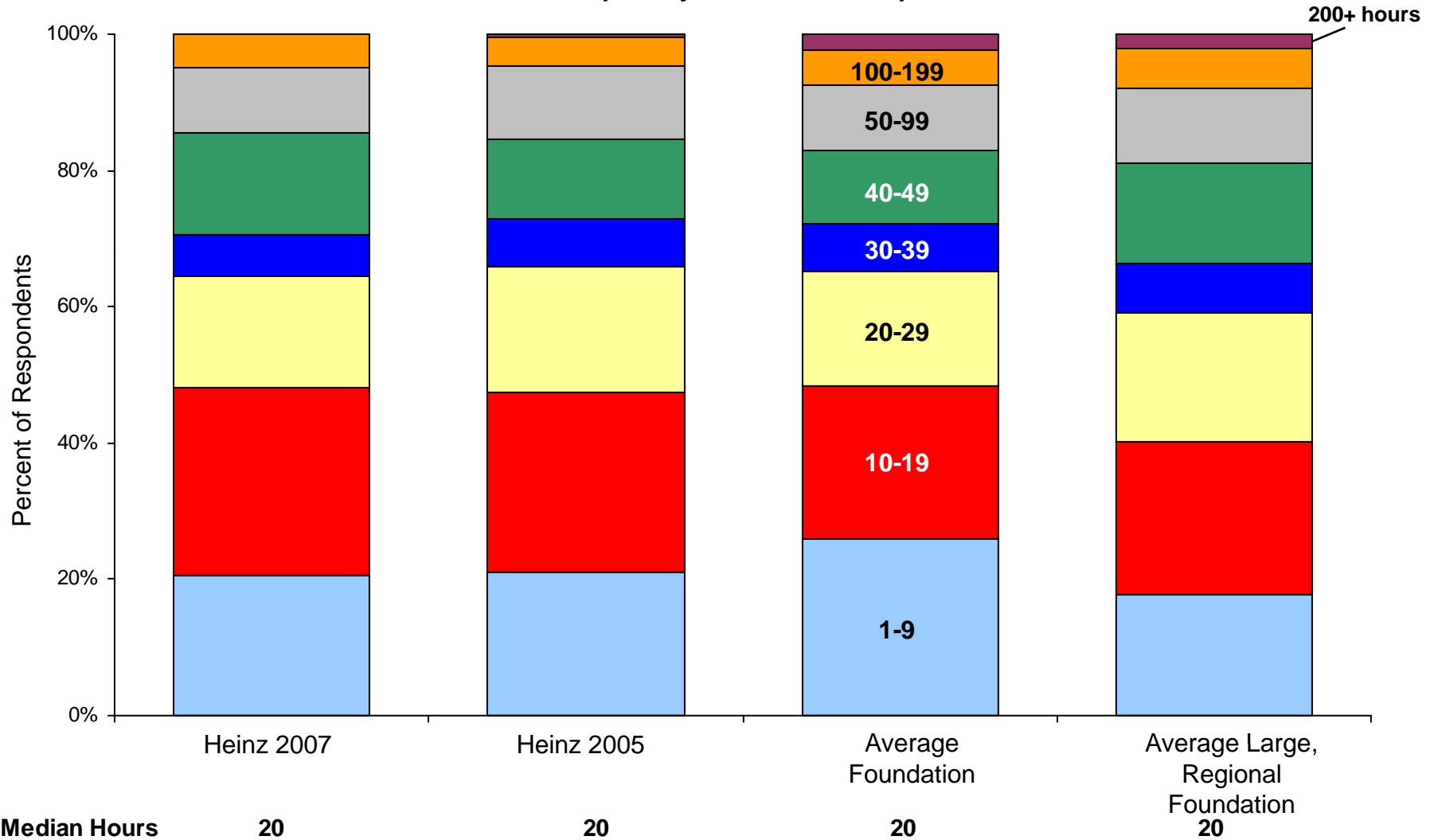
Note: In 2007 three percent of respondents answered "Have not participated in these processes/Don't know" and in 2005 five percent answered "Have not participated in these processes/Don't know."

Administrative Time – Proposal and Selection Process (1)

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

- similar to the time spent by grantees of the median foundation
- similar to the time spent by grantees of the median large, regional foundation

Median Administrative Hours Spent by Grantees on Proposal and Selection Process

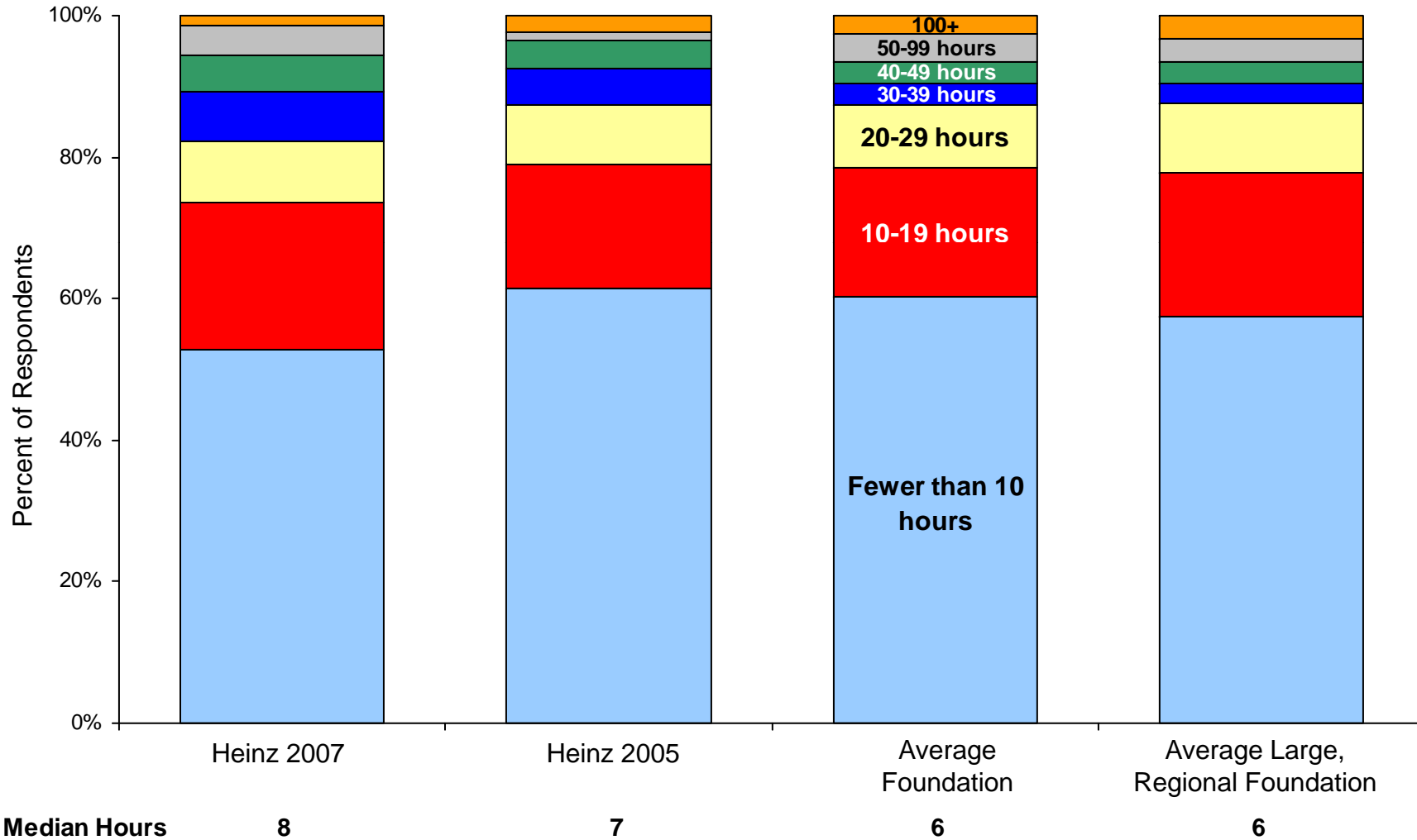


Administrative Time – Reporting and Evaluation Processes (1)

At the median, the number of hours of administrative time spent by grantees per year on the reporting/evaluation process is:

- similar to the time spent by grantees of the median foundation
- similar to the time spent by grantees of the median large, regional foundation

Median Administrative Hours Spent by Grantees on Monitoring, Reporting, and Evaluation Processes (Annualized)¹



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

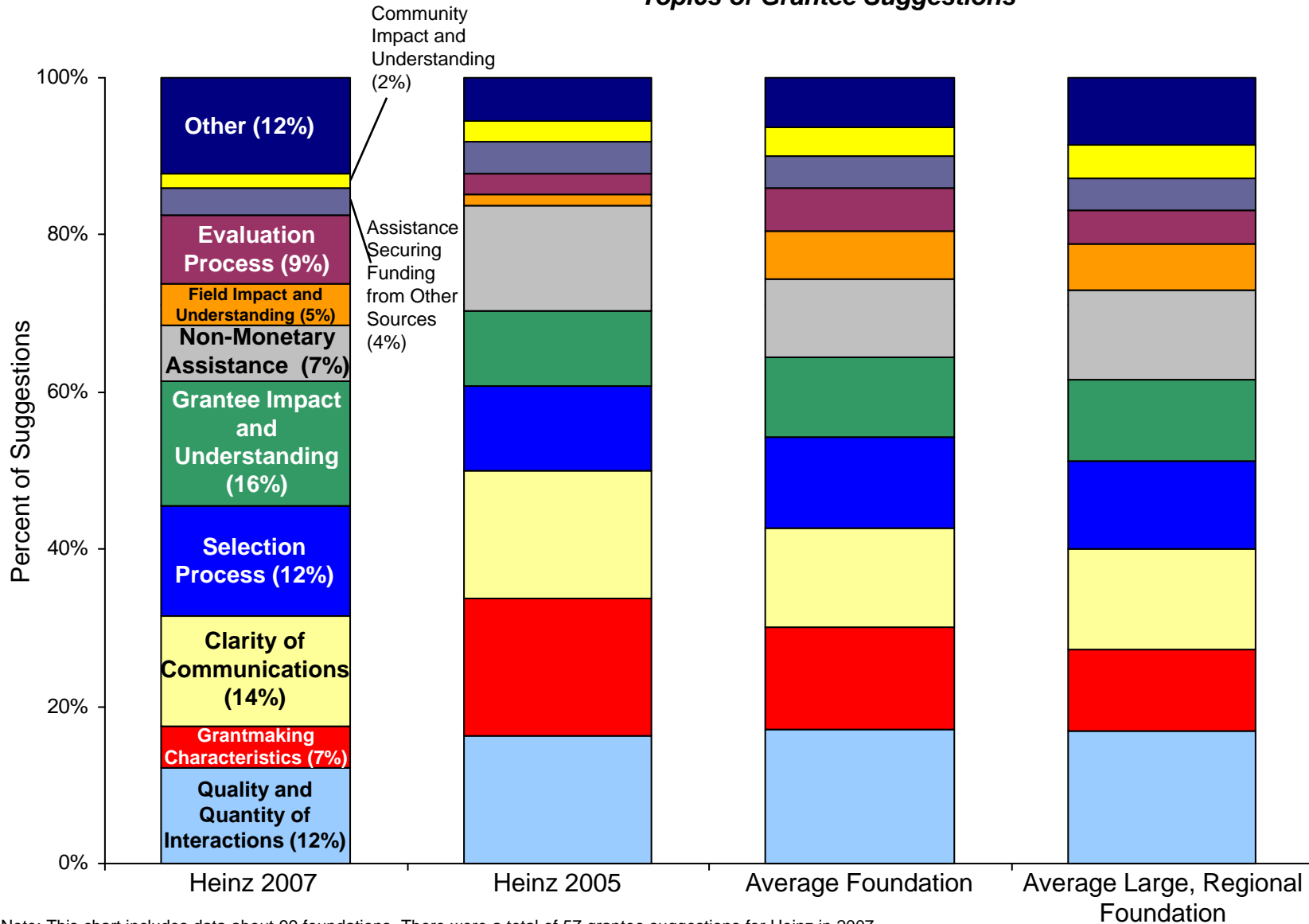
Contents

I.	Introduction	2
II.	External Orientation	
	a) Effectiveness in Creating Social Impact	8
	b) Field-Focused Measures	9
	c) Community-Focused Measures	12
III.	Impact on Grantee Organizations	16
IV.	Satisfaction	21
V.	Interactions	24
VI.	Communication	31
VII.	Assistance Beyond the Grant Check	
	a) Management and Field-Related Assistance	35
	b) Assistance Securing Funding from Other Sources	42
VIII.	Grant Processes and Administration	
	a) Selection Process	48
	b) Reporting and Evaluation Processes	55
	c) Dollar Return on Grantee Administrative Hours	58
IX.	Grantee Suggestions for the Foundation	64
X.	Review of Findings and Analysis and Discussion	70
 <u>Appendix</u>		
A.	Grantmaking/Grantee Characteristics	75
B.	Excerpt of Operational Benchmarking Report (OBR)	91
C.	List of Foundations in Dataset	98
D.	About the Center for Effective Philanthropy	101

Grantee Suggestions for the Foundation (1)

Grantees were asked to provide any suggestions for how the Endowments could improve. A larger than typical proportion of Heinz's suggestions concern grantee impact and understanding and the evaluation process.

Topics of Grantee Suggestions



Note: This chart includes data about 99 foundations. There were a total of 57 grantee suggestions for Heinz in 2007 and 74 in 2005.

Grantee Suggestions for the Foundation (2)

Heinz grantees made a total of 57 suggestions for the Endowments' improvement.

Topic of Grantee Suggestion	% of Heinz 2007 Grantee Suggestions	% of Heinz 2005 Grantee Suggestions	% Average Foundation Suggestions	Heinz 2007 Grantee Suggestions
Grantee Impact and Understanding	16%	9%	10%	<p>Longer or More Flexible Funding: "I also feel they could continue to improve on better knowing an organization like ours and then trusting our judgment on how the grant funds should be expended to meet our mutual goals." "[Our organization] has been in service to [underserved] communities for the past 30 years. We think with a reputation such as this, a multi-year financial support would be something to consider." "I would welcome more opportunities to offer suggestions for future directions that can amplify the next phase of projects. The evolution of issues as the needs change requires adaptation for both organizations and funders. I sometimes feel that my organization has been cast into a mold, with few options to grow and expand to broader issues." "The Foundation has pressured our organization to be accountable to them at the cost of being accountable to the population we serve. Enabling us to work to the best of our abilities would not have compromised our accountability, but telling us where to direct our priorities has." "Sometimes the Foundation is too prescriptive, but 99 percent of the time they are extremely thoughtful and helpful." "More investment in our mission and more financial and non-financial support."</p> <p>Other: "Hope that the issues of growing, mid-sized organizations, as presented by Program Officers, are considered by board." "Address the issue of growth for smaller, newer non-profit organizations, such as ours, that have the potential to go to scale but not the resources."</p>

Grantee Suggestions for the Foundation (3)

Topic of Grantee Suggestion	% of Heinz 2007 Grantee Suggestions	% of Heinz 2005 Grantee Suggestions	% Average Foundation Suggestions	Heinz Grantee Suggestions
Quality and Quantity of Interactions	12%	16%	17%	<p>More Information During PO Transfer: “Since our officer left we have not been contacted by the Foundation regarding our current contact. We would like to meet the person in whose area our grant falls.” “I usually deal with [our PO] but this year some areas have been transferred to [a new PO] so I was assigned to a contractor working for [our new PO]. [Our old PO] is way too busy so that made sense, but overall I felt much less in touch with staff.” “New program officer must reach out given our [old Program Officer’s] departure.” “Continuity and care and feeding when a program officer leaves the foundation so that the former grantees know who to approach in the new structure.”</p> <p>More Regular Communication: “It can be very difficult to reach our primary contact because of the press of business at the foundation. Contacts (phone seems to be preferred) were hit-and-miss.” “I would like a little more regular communication with our grant officer to make sure that we are meeting the foundation’s expectations so that we can continue the relationship in the future.”</p> <p>Site Visits: “ ... it would be nice to know someone at the Foundation saw the actual art. We understand the demands on their time is great but it would be nice if they saw what they made possible.”</p>
Clarity of Communications	14%	16%	13%	<p>Consistent Messages Over Time and Across the Organization: “The Foundation’s materials seem to underscore its connections to western PA and made grant seeking from eastern PA seem like it would be a poor use of time.” “I mentioned earlier, for projects that cut across program areas, it is not easy to know who to approach. Perhaps there could be a process that organizations could request a central contact/program manager.” “Improve communication between project officer and program. More explicit guidance and expectations from project officer.” “As much as possible, it would help to keep a member of our organization’s central development team apprised of discussions with our individual components when they occur.” “Losing two effective Program Officers without a mechanism for continued, uninterrupted communication is ineffective.”</p> <p>Clarity During Transition: “Clarification of the kinds of projects they are willing to support under their new philosophy would be very helpful.”</p> <p>Other: “Better website.” “It would be helpful for the Foundation to hold an annual forum to talk about their plans and interests for the upcoming 1-3 years. We would like to know what they see as the top priorities for the community and region.”</p>

Grantee Suggestions for the Foundation (4)

Topic of Grantee Suggestion	% of Heinz 2007 Grantee Suggestions	% of Heinz 2005 Grantee Suggestions	% Average Foundation Suggestions	Heinz Grantee Suggestions
Selection Process	12%	11%	11%	<p>Difficulty with Meeting Board Schedule: “I don’t think this is possible, but it would be helpful if there weren’t such a long time between when we wrote the proposal and when the funds are received to begin that work. Hopefully, a lot of progress is being made every few months, so if one has to write a proposal for a Board meeting that is several months away there’s a degree of guesswork as to where the project will be at that point.” “Any foundation time line is often difficult on large asks due to the twice annual board meeting. We have to plan way ahead for big idea projects. I wonder if providing program managers with a larger authorization beyond \$50K makes any sense?”</p> <p>Scheduling of Application Deadlines: “Operating support deadline coincides with [another major deadline] deadline. This created a ‘time crunch’ to complete both critical applications.” “It would also be helpful if the various program areas of the Endowments were to adopt a common schedule for proposal submissions.”</p> <p>Other: “Regarding the application process: For long term applicants, it would be easier for both the applicant and the foundation to streamline the application process. Particularly for General Operating grants.” “Having online grant application was a very welcome addition. However, my first use of this system for some reason did not ‘go through.’ It was not clear that the process would not be complete until I received a reference number. I’d recommend greater emphasis for applicants to confirm they receive it to ensure process was completed.” “I feel that the individuals who vote on the various grants should have had to have been to the venue personally before making judgments on programming.” “Keep application & report processes and forms as simple as possible.”</p>
Evaluation Process	9%	3%	6%	<p>More Metrics: “Greater accountability and reporting of results from grant recipients.” “An increased focus on measured outcomes in the areas of Arts and Culture will always lead to false hopes and expectations that cannot be met in a direct way. However, this does not mean that the goals are not real or meaningful. The issue is how to measure them.”</p> <p>State-wide Metrics: “It would be nice if the many foundations with which we deal – or at least those in the same state – would combine their evaluation forms. We spend a lot of time twisting information to fit into slightly different boxes and categories.”</p> <p>Frequent Updating of Metrics: “The template design for the evaluation, for example, is really very helpful to mid-level organizations, but could potentially be limiting in terms of complex studies, etc. ... test the templates periodically to see if they are working as the foundation actually assumes them to be.”</p>

Grantee Suggestions for the Foundation (5)

Topic of Grantee Suggestion	% of Heinz Grantee Suggestions		% Average Foundation Suggestions	Heinz Grantee Suggestions
Non-Monetary Assistance	7%	14%	10%	More Convening: "Would like Endowments staff to be more engaged in linking grantees with similar goals and be more interactive with us during the course of the grant." "I would like to see the foundation act as a convener for small environmental groups to help us strengthen our core operations methods." "It would be helpful to have an opportunity to talk with other grantees to see how others are handling the challenges of fundraising in an increasingly competitive arena."
Grantmaking Characteristics	7%	18%	13%	Types of Grants "General operating support is severely needed as was as support for staff development and technical assistance/consultants in day administrative and back office operative." "Multi-year funding for organizations with strong performance and track record."
Field Impact and Understanding	5%	1%	6%	"I still feel that the program directors and officers don't do a good enough job talking across program areas." "We continue to be concerned that Heinz is playing too great a role in 'running' the development of environmental health work, as opposed to openly inviting organizations that Heinz has been funding to develop new programs in these areas." "Find program officers and leaders who are experts/virtuosos in the individual program areas. Program officers should be well educated, if not scholars, in the areas that they affect."
Assistance Securing Funding from Other Sources	4%	4%	4%	"I will discuss with [my Program Officer]: what other funders does she suggest who may help us with the continued development of the project which the Heinz Endowment has funded." "Help to make connections to possible other funding sources."
Community Impact and Understanding	2%	3%	4%	"Provide individuals with a vested interest in the community."
Other	12%	5%	6%	"As always, to not be afraid of risks or unconventional philanthropy." "Would appreciate having the Foundation recommend areas they feel need to be expanded by [our organization]." "More staff support to meet high demand." "More openness to international developments, and more dialogue on big issues." "Closer contact in differentiating similar initiatives and in longer-range strategic planning." "Generate more program officers like [ours] through hiring, mentoring, etc."

Note: One suggestion from "grantee characteristics" is not shown due to identifying characteristics.

Contents

I.	Introduction	2
II.	External Orientation	
	a) Effectiveness in Creating Social Impact	8
	b) Field-Focused Measures	9
	c) Community-Focused Measures	12
III.	Impact on Grantee Organizations	16
IV.	Satisfaction	21
V.	Interactions	24
VI.	Communication	31
VII.	Assistance Beyond the Grant Check	
	a) Management and Field-Related Assistance	35
	b) Assistance Securing Funding from Other Sources	42
VIII.	Grant Processes and Administration	
	a) Selection Process	48
	b) Reporting and Evaluation Processes	55
	c) Dollar Return on Grantee Administrative Hours	58
IX.	Grantee Suggestions for the Foundation	64
X.	Review of Findings and Analysis and Discussion	70
 <u>Appendix</u>		
A.	Grantmaking/Grantee Characteristics	75
B.	Excerpt of Operational Benchmarking Report (OBR)	91
C.	List of Foundations in Dataset	98
D.	About the Center for Effective Philanthropy	101

Review of Findings (1)

Chart shows Heinz's 2007 (◆), Heinz's 2005 (◇), and the median large, regional foundation's (◆), percentile rank among all foundations in the comparative set.



Indicator	Percentile					Description	
	0th	25th	50th	75th	100th		
Overall Effectiveness ¹					◆	Grantees were asked to rate the foundation's overall effectiveness in creating social impact.	
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 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 Communication 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	Heinz 2007 overlaps Median Large, Regional Foundation					◆	Grantees were asked to rate the helpfulness of the foundation's selection process for their organizations.
Reporting and Evaluation Processes	Median Large, Regional Foundation overlaps Heinz 2005					◆	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: Median large, regional foundation and Heinz 2005 not shown due to changes in the survey instrument.

Analysis and Discussion (1)

♦ High Ratings on All Measures and Improvement Since 2005

- On most measures of the grantee survey Heinz is rated similarly to or higher than the median foundation and the median large, regional foundation in the comparative set. It is rated above 90 percent of other foundations on two measures: effectiveness in creating social impact and the summary of the frequency and impact of assistance in securing funding from other sources.
- Heinz's ratings are higher than they were in 2005 across many measure with especially large increases on:
 - Impact on grantees' organizations
 - Fairness of treatment of grantees
 - Responsiveness of foundation staff

Analysis and Discussion (2)

◆ Site Visits

- As mentioned in 2007, the Heinz Endowments conducts fewer site visits than the median foundation and the median large, regional foundation. Grantees that report receiving a site visit rate the Endowments significantly higher on its clarity of communications, its impact on the sustainability of their organization's funded work, and their overall satisfaction, than grantees that did not receive a site visit.
 - *Can the Foundation conduct more site visits?*

◆ Consistency of Communications

- Grantees rate the Heinz Endowments similarly to the median foundation for the consistency with which it communicates. Grantees mention that staff sometimes use "their personal expertise or past affiliations to critique an idea," and that "the full extent of [the new grantmaking] approach and what kinds of projects the Endowments will now consider" has not been explained.
- Heinz's personal communications are rated above those of the median foundation for their helpfulness to grantees, but the Endowments' written communications are rated below those of the median foundation.
 - *How can Heinz be more consistent in its communication with grantees?*
 - *Can Heinz bring some of the strategies it uses when communicating in person with grantees to its written resources to make all communications more helpful?*

Analysis and Discussion (3)

♦ Impact on and Understanding of Grantees

- Sixteen percent of suggestions concern impact on and understanding of the grantee; this is an unusually number of suggestions regarding this topic. Grantees suggest that the foundation could “get to know them better,” and that they are damaged by the Endowments “telling us where to direct our priorities.”
- Heinz gives shorter grants at the average than other foundations even though the level of testing of funded programs is typical. In addition, Heinz’s history of support of grantee organizations is longer than typical and it gives less first time grants.
 - *Can Heinz give longer grants, especially to the grantees that it has been supporting for a number of years?*
 - *Is the Endowments interested in giving more first time grants?*

Contents

I.	Introduction	2
II.	External Orientation	
	a) Effectiveness in Creating Social Impact	8
	b) Field-Focused Measures	9
	c) Community-Focused Measures	12
III.	Impact on Grantee Organizations	16
IV.	Satisfaction	21
V.	Interactions	24
VI.	Communication	31
VII.	Assistance Beyond the Grant Check	
	a) Management and Field-Related Assistance	35
	b) Assistance Securing Funding from Other Sources	42
VIII.	Grant Processes and Administration	
	a) Selection Process	48
	b) Reporting and Evaluation Processes	55
	c) Dollar Return on Grantee Administrative Hours	58
IX.	Grantee Suggestions for the Foundation	64
X.	Review of Findings and Analysis and Discussion	70

Appendix

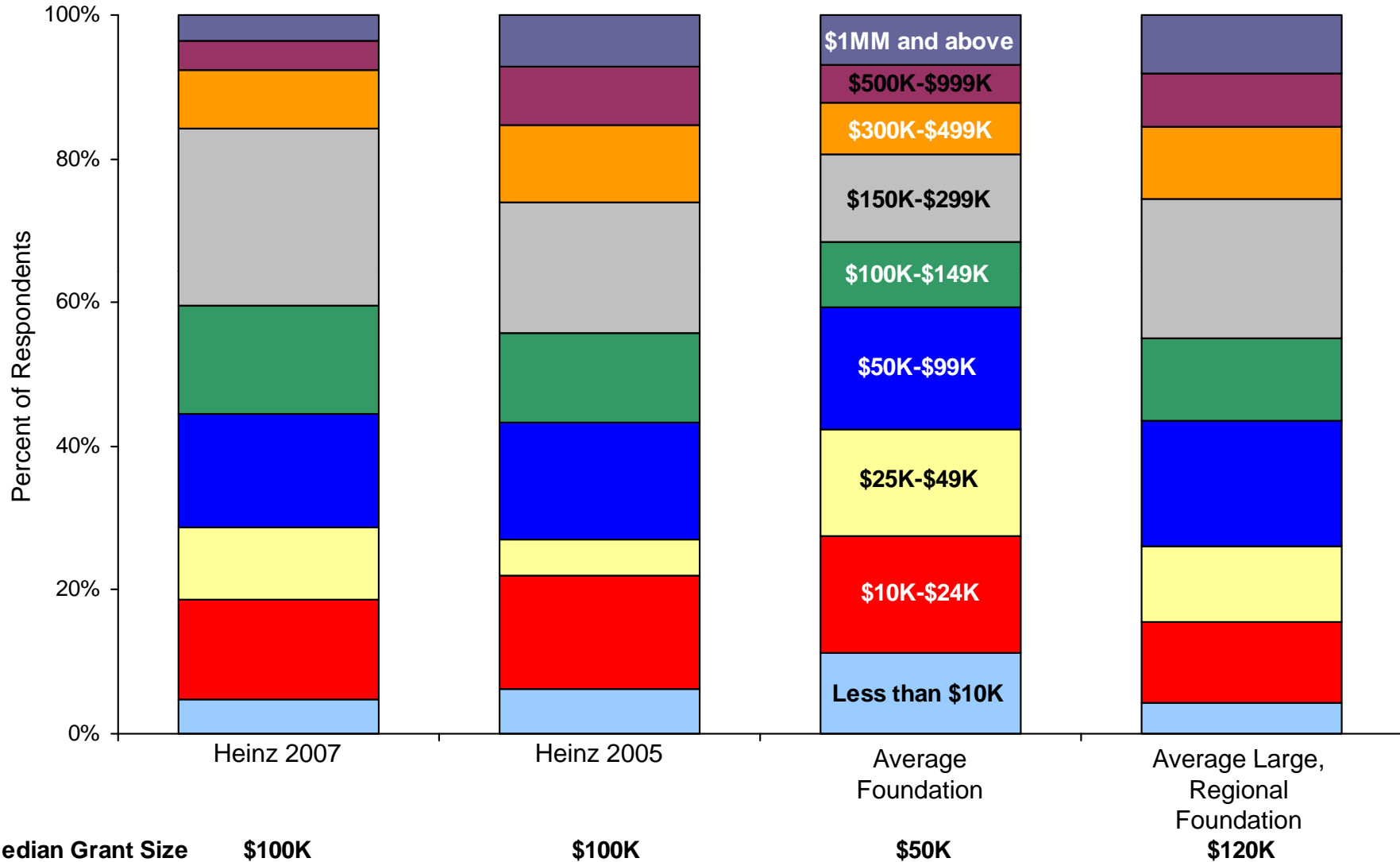
A.	Grantmaking/Grantee Characteristics	75
B.	Excerpt of Operational Benchmarking Report (OBR)	91
C.	List of Foundations in Dataset	98
D.	About the Center for Effective Philanthropy	101

Grant Amount (1)

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

- larger than that of the median foundation
- smaller than that of the median large, regional foundation

Size of Foundation Grants



Median Grant Size **\$100K**

\$100K

\$50K

\$120K

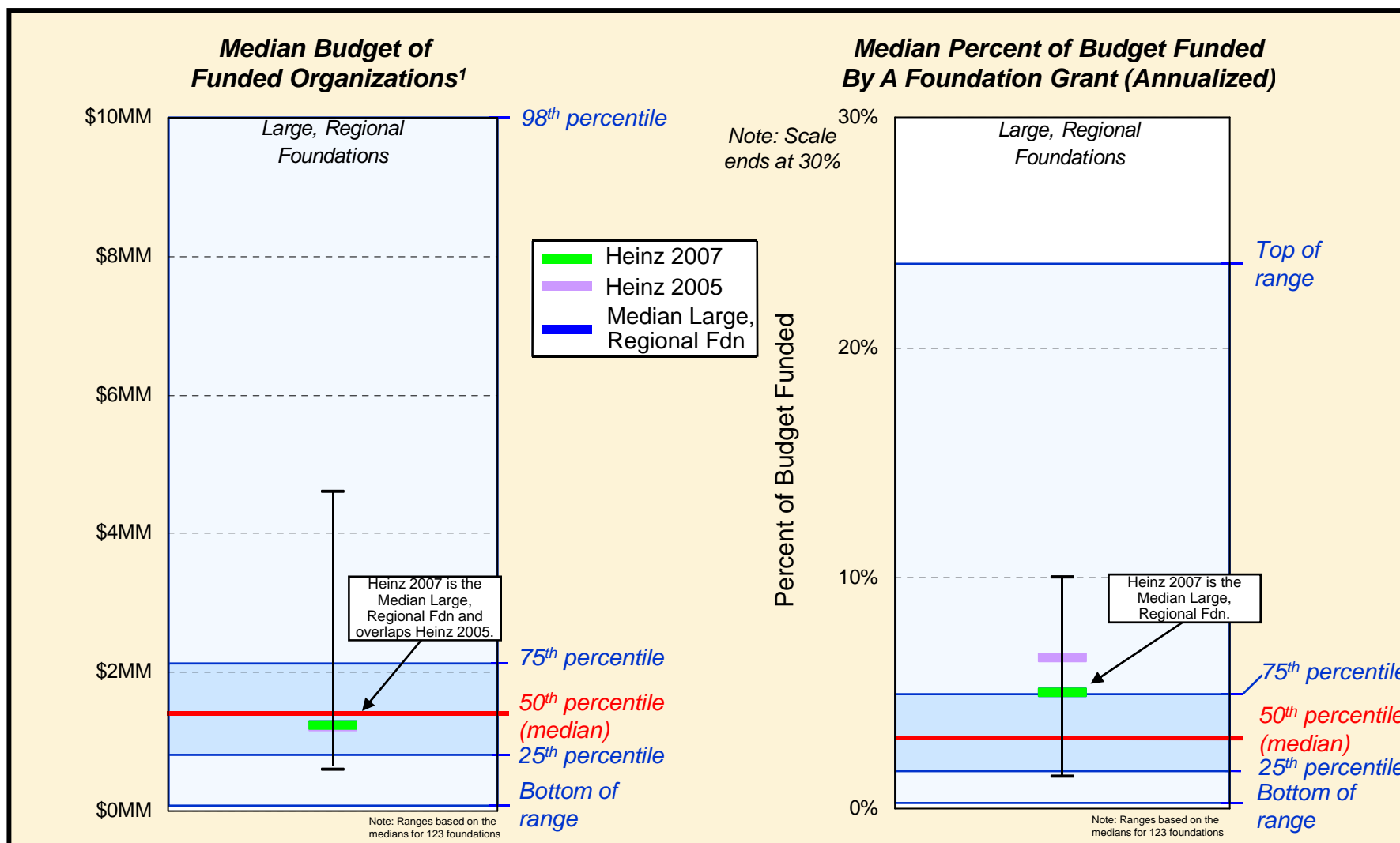
Size of Grantee Budget Relative to Size of Grant

The median budget of Heinz grantees is:

- similar to that of the median foundation
- similar to that of the median large, regional foundation

The median proportion of grantees' budgets funded by Heinz is:

- greater than that of the median foundation
- similar to that of the median large, regional foundation



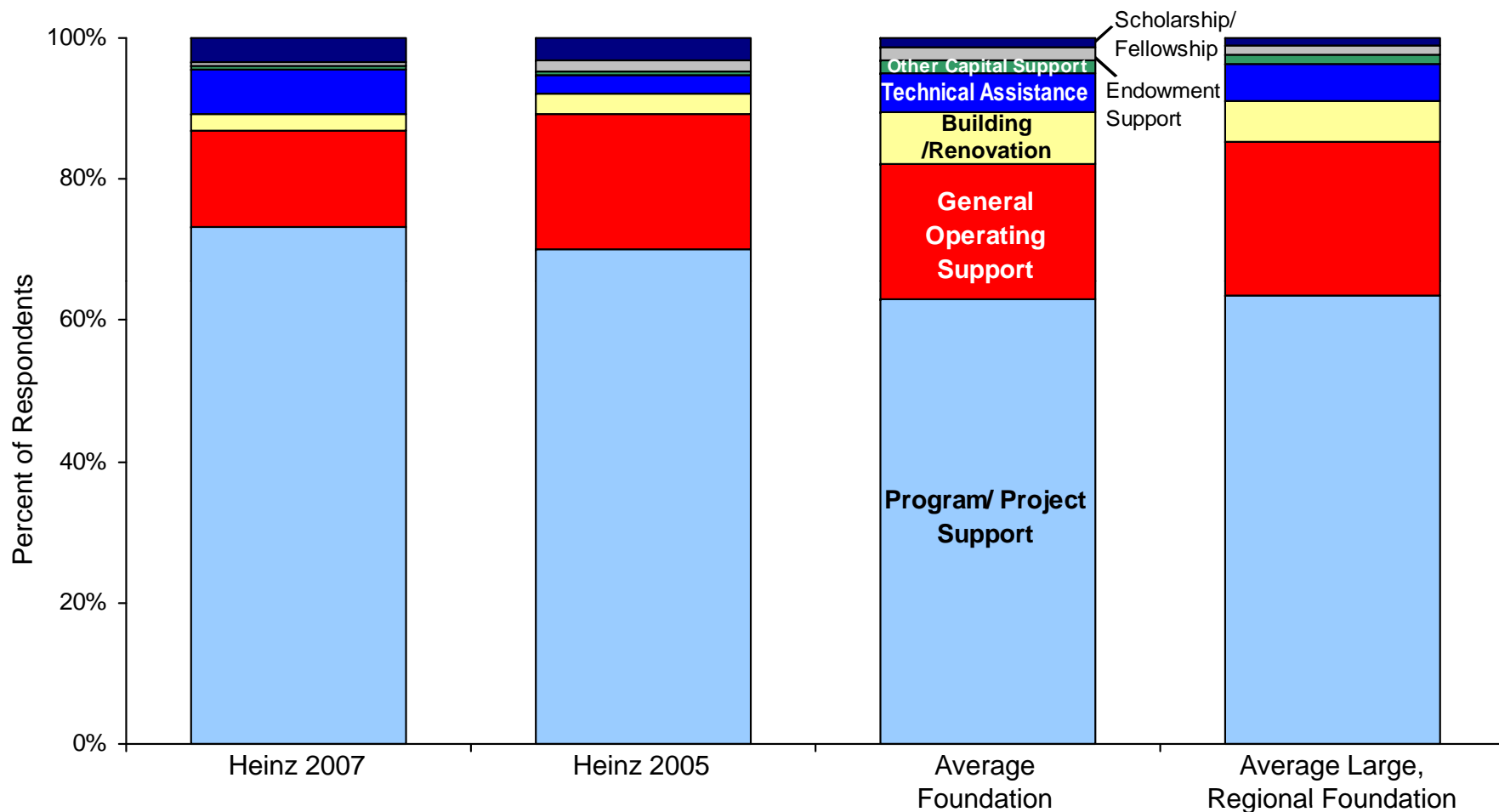
1: Chart range does not show two individual foundation medians of more than \$10MM.

Type of Support (1)

The proportion of Heinz grantees that were awarded a program support grant is:

- larger than that of the average foundation
- slightly larger than that of the average large, regional foundation

Type of Support



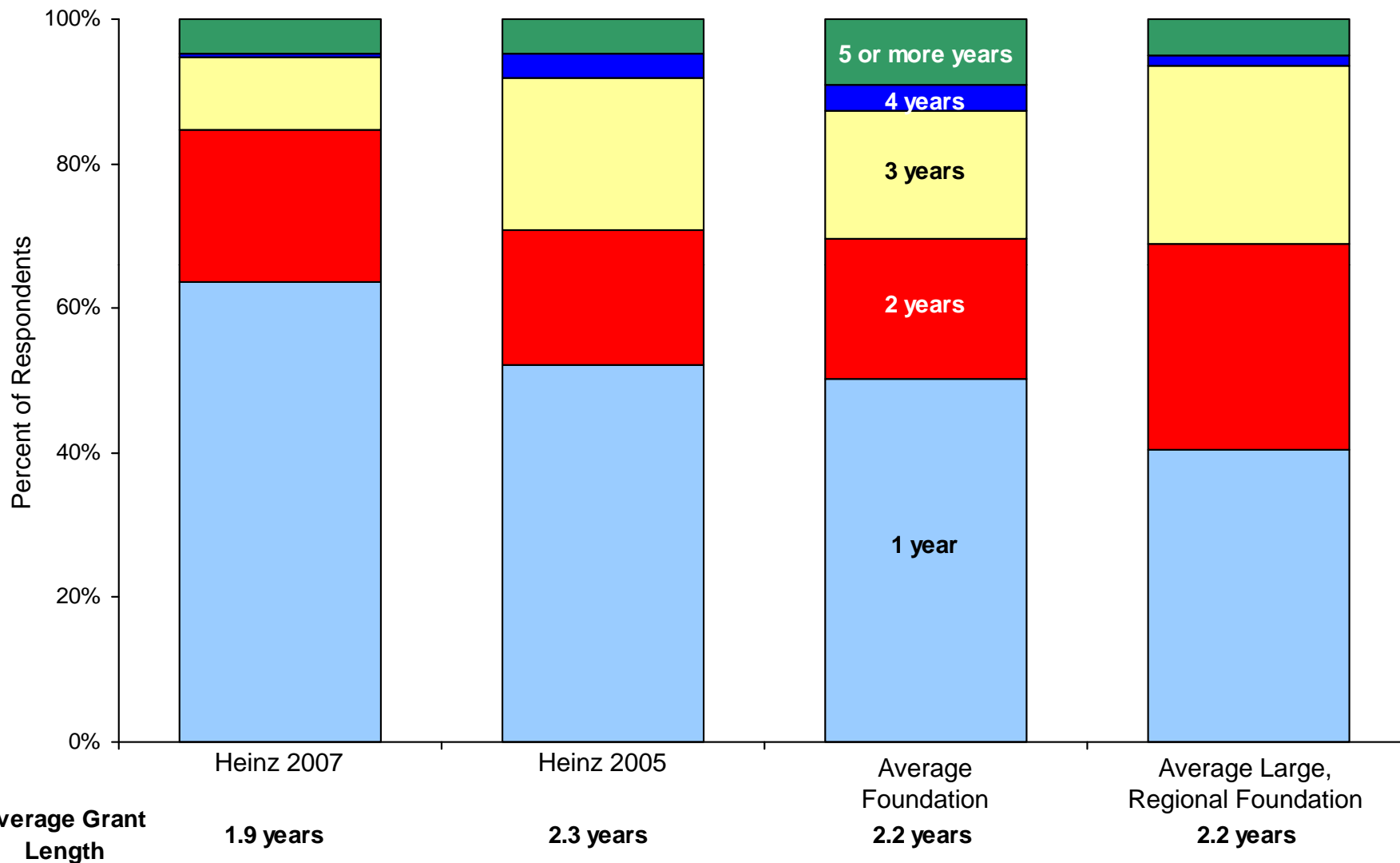
Survey-Wide Analysis Fact: By itself, type of grant awarded is not an important predictor of grantees' ratings of a foundation's impact on their organizations. However, ratings of impact on the grantee organization are higher for operating than program support grantees when those operating support grants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

Grant Length (1)

The proportion of Heinz grantees that were awarded multi-year grants is:

- smaller than that of the average foundation
- smaller than that of the average large, regional foundation

Grant Length



Note: This chart includes data about 123 foundations. Grant lengths in chart are rounded to the nearest year.

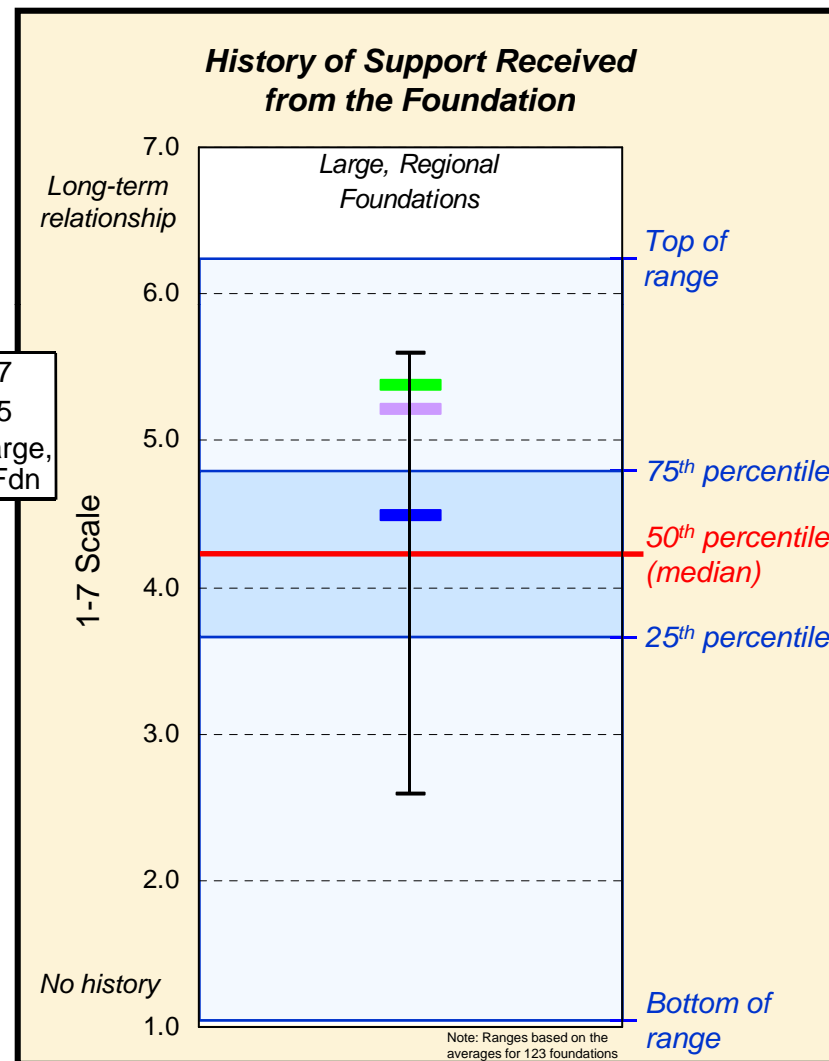
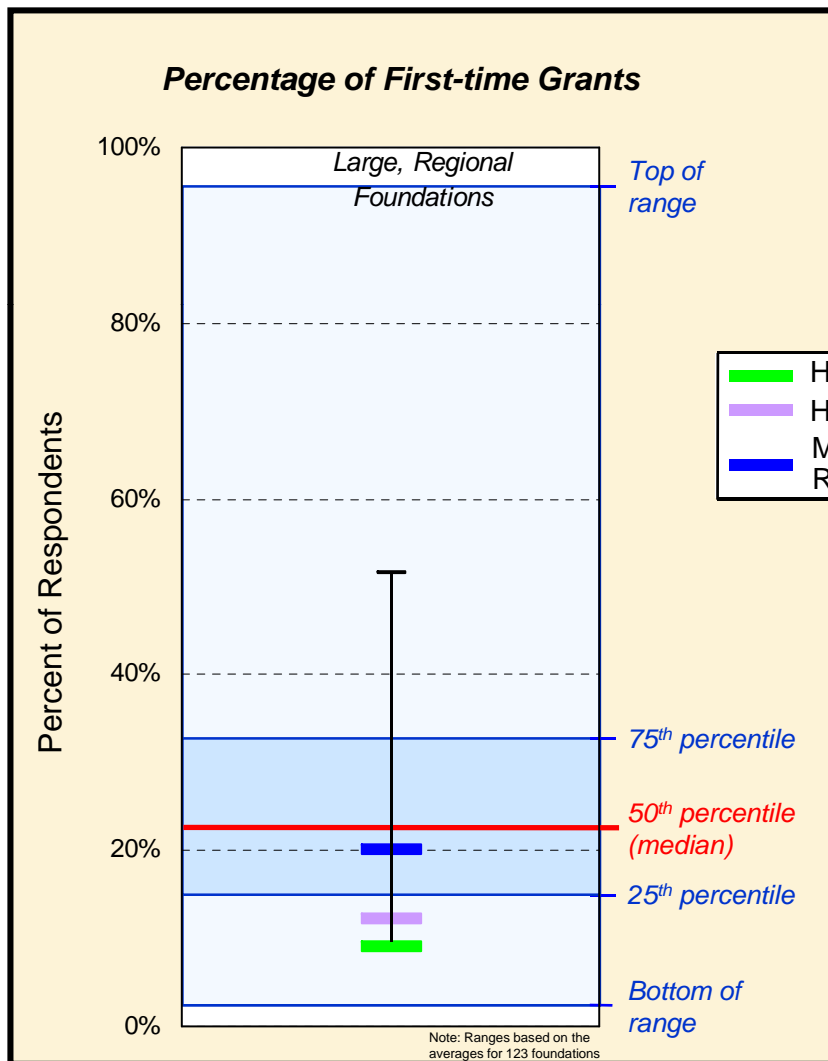
History of Foundation Support

The proportion of first-time grant recipients from the Heinz is:

- smaller than that of the median foundation
- smaller than that of all other large, regional foundations

The history of the support provided to grantees at Heinz is:

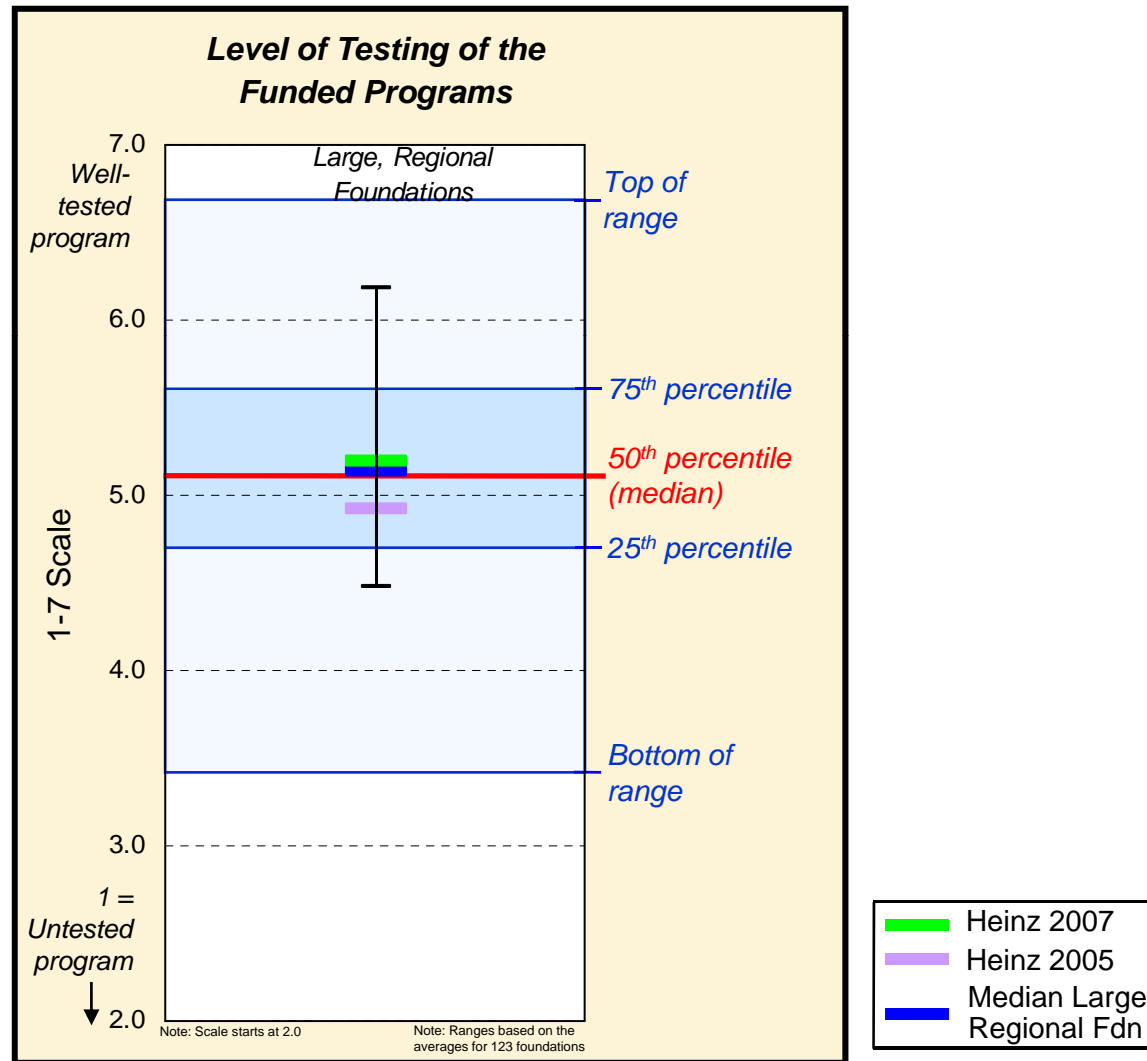
- longer than that of the median foundation
- longer than that of the median large, regional foundation



Level of Testing of Funded Programs

The average level of testing of projects funded by the Endowments is:

- similar to that of the median foundation
- similar to that of the median large, regional foundation

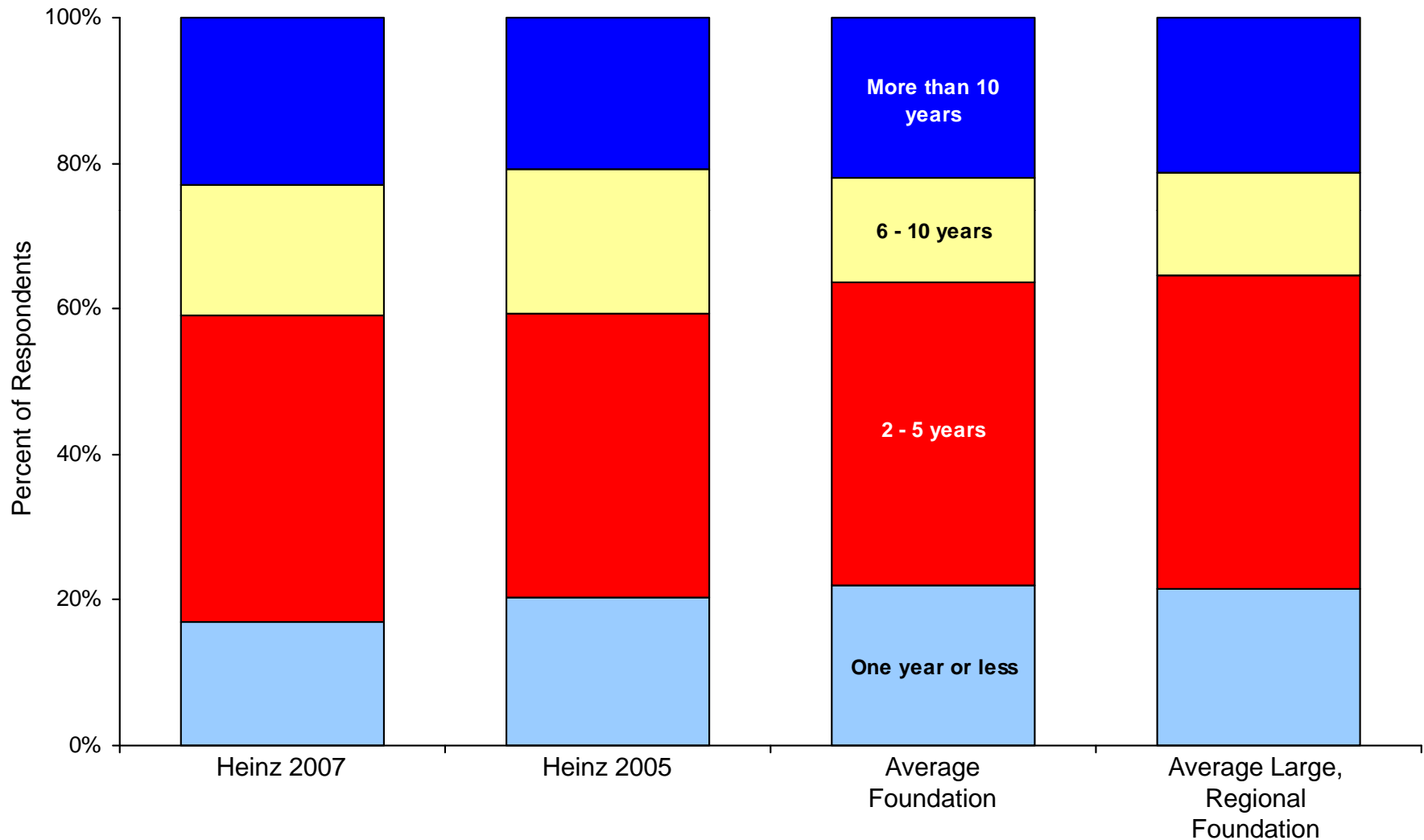


History of Funded Programs (1)

The proportion of Heinz grantees that report having conducted funded programs for six years or more is:

- larger than that of the average foundation
- larger than that of the average large, regional foundation

Length of Time Which Grantees Have Regularly Conducted the Funded Programs



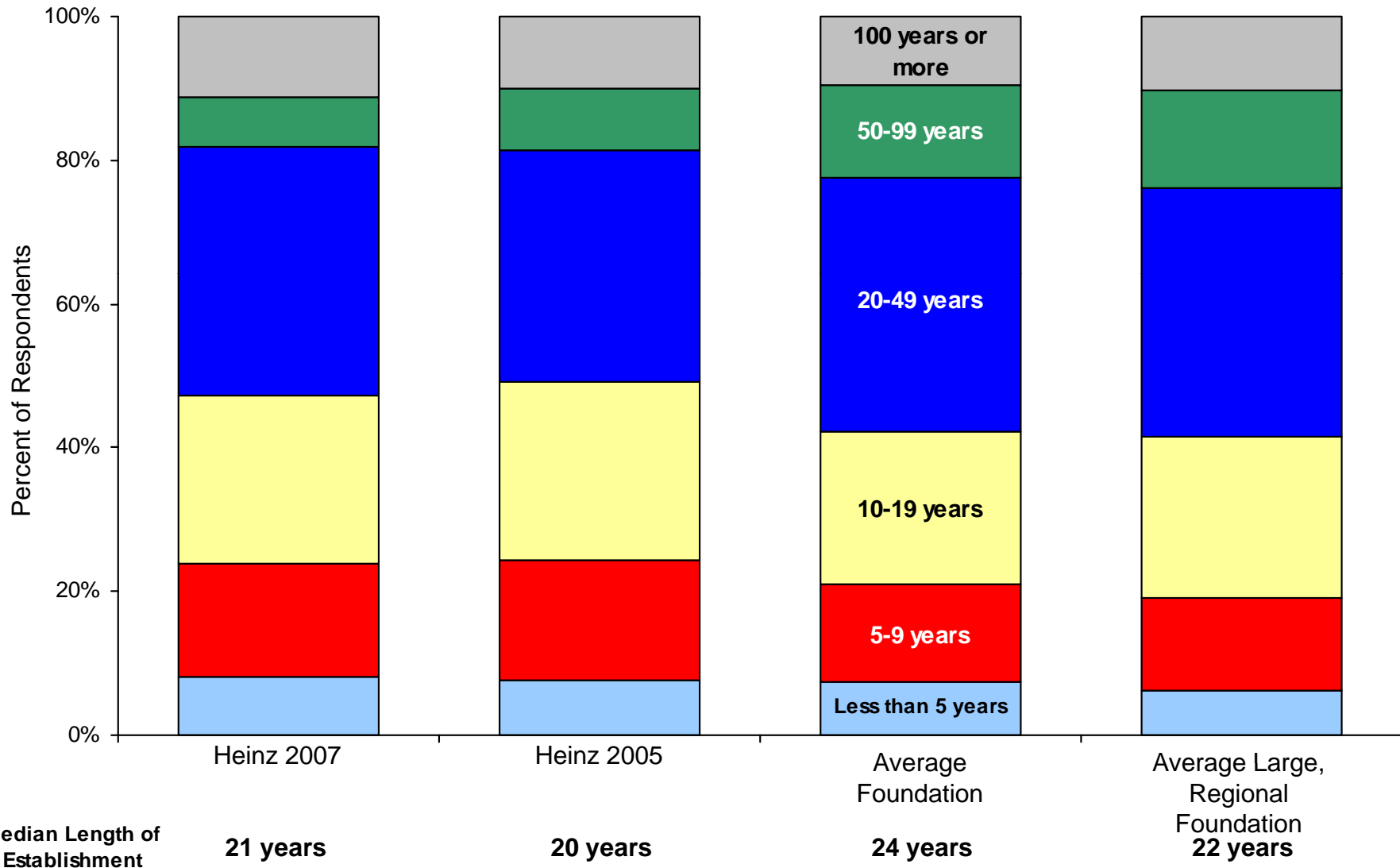
Note: This chart includes data about 123 foundations.

Length of Establishment of Grantee Organizations (1)

At the median, the length of establishment of Heinz grantees' organizations is:

- similar to that of the median foundation
- similar to that of the median surveyed large, regional foundation

Length of Establishment of Grantee Organizations

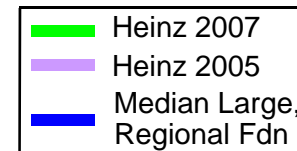
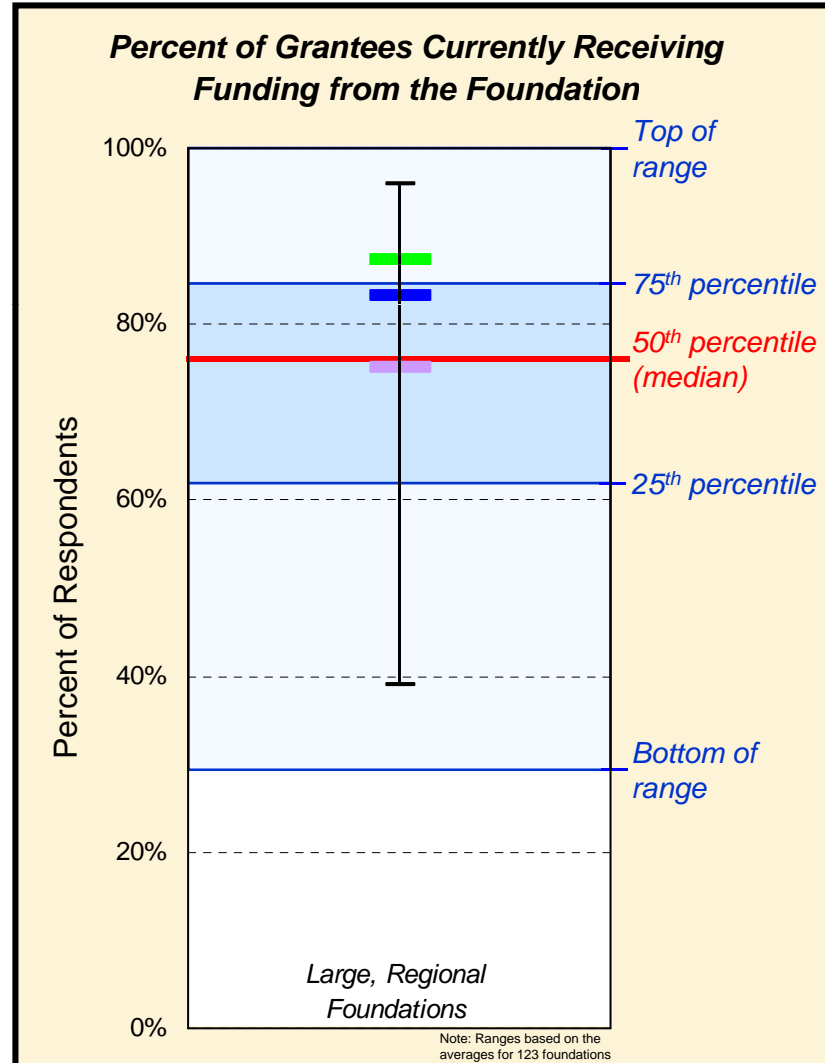


Note: This chart includes data about 123 foundations.

Funding Status

The proportion of Heinz grantees that were currently receiving funding at the time of the survey is:

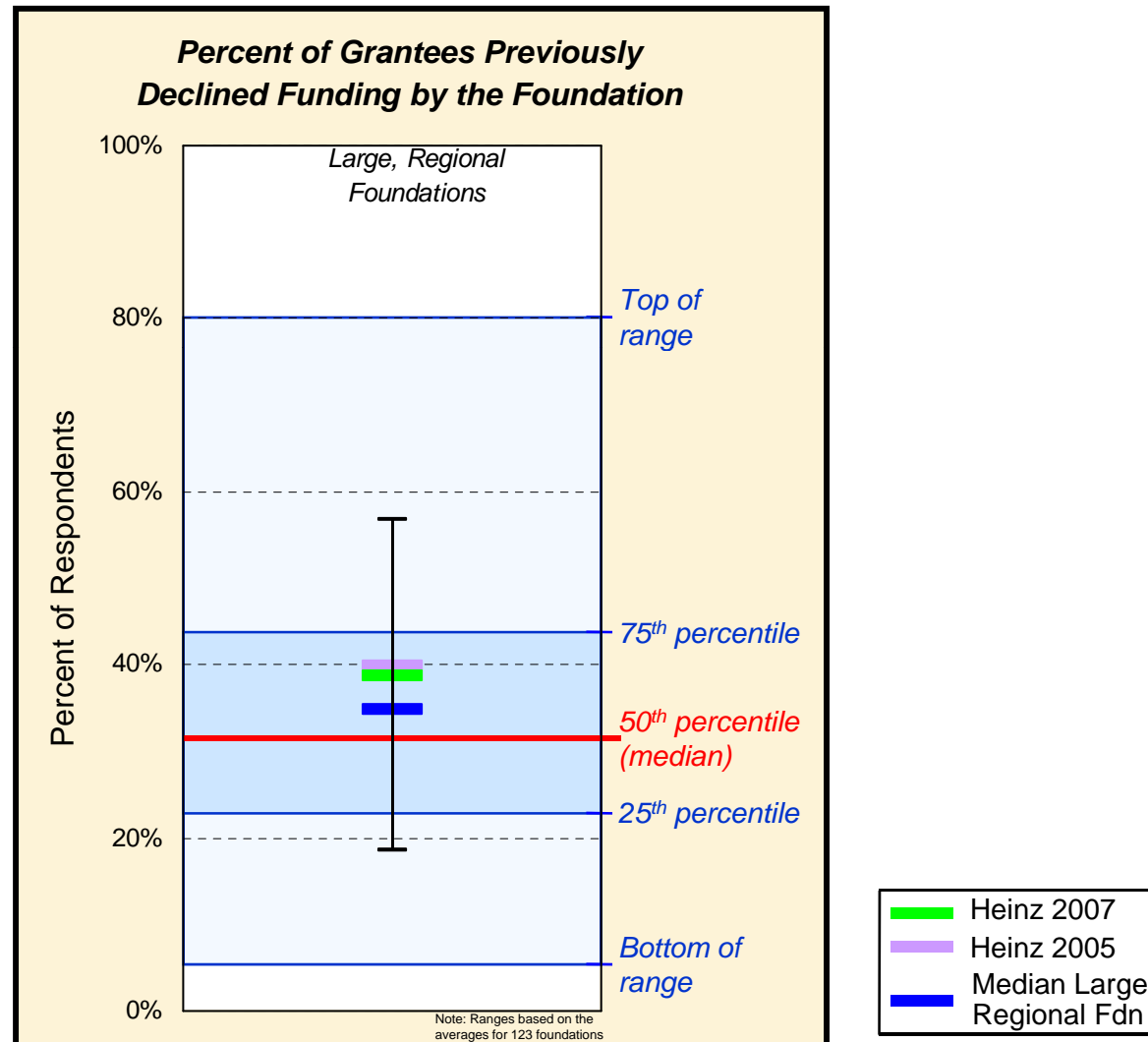
- larger than that of the median foundation
- larger than that of the median large, regional foundation



Grantees Previously Declined Funding

The proportion of Heinz grantees that had previously been declined funding from the Endowments is:

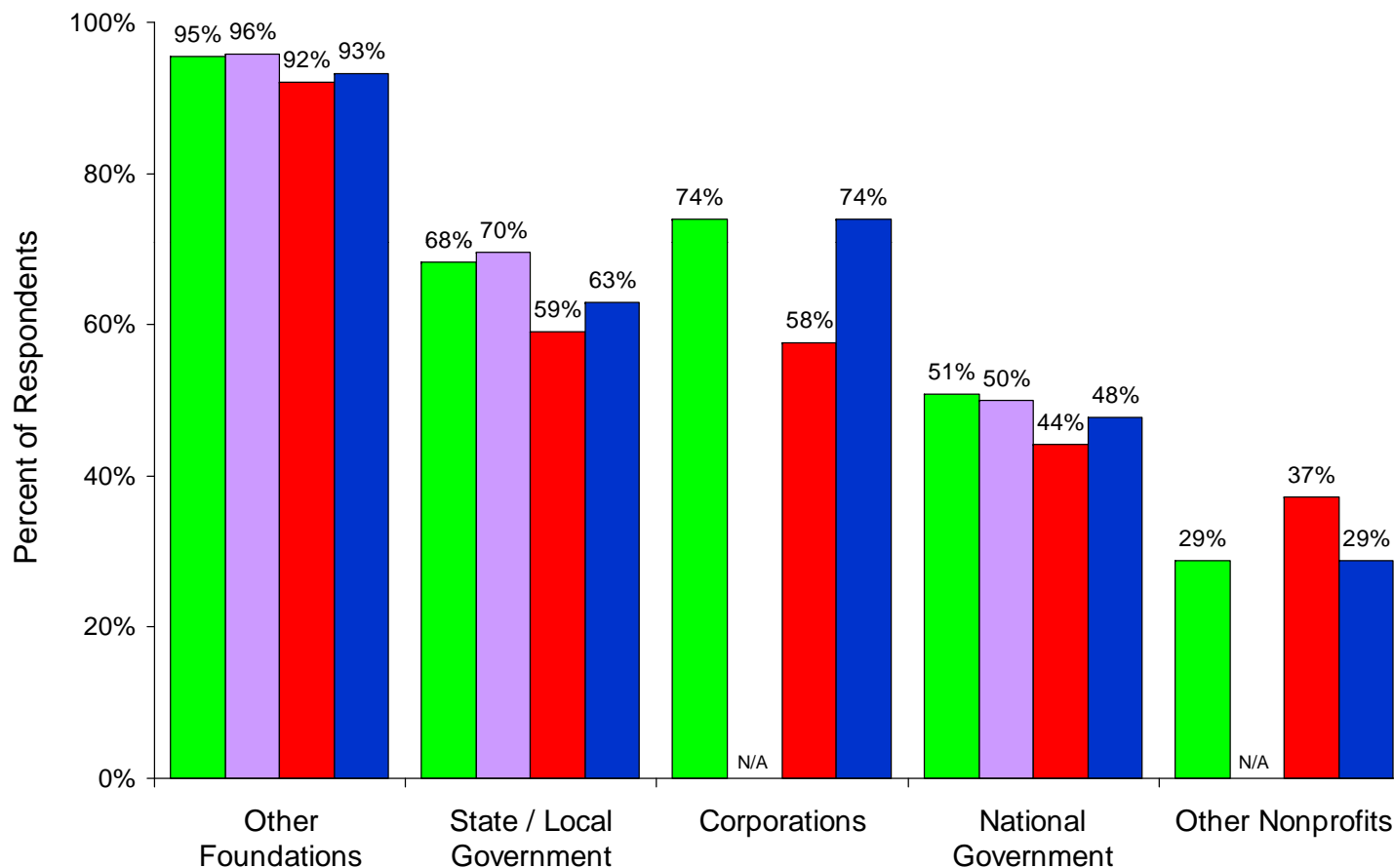
- larger than that of the median foundation
- larger than that of the median large, regional foundation



Other Sources of Grants (1)

Heinz grantees more frequently report receiving state/local, national governments, and corporations than typical.

Other Funding Sources Providing Grants



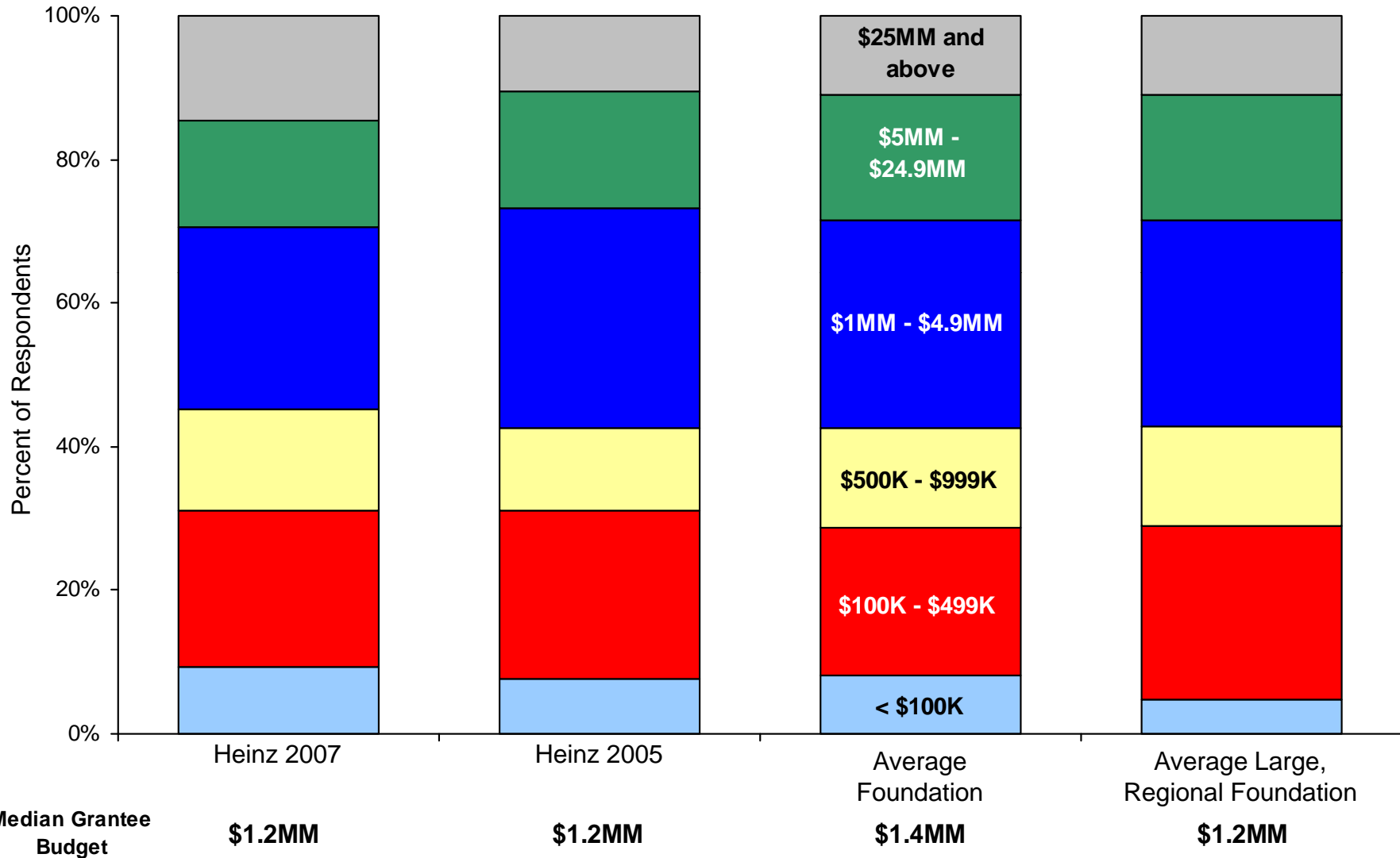
Note: This chart includes data about 98 foundations, except for the categories “corporations” and “other nonprofits,” which both include data about 16 foundations. Heinz 2005 data not shown in “corporations” and “other nonprofits” due to changes in the survey instrument.

Grantee Operating Budget (1)

The median budget of Heinz grantees is:

- similar to that of the median foundation
- similar to that of the median large, regional foundation

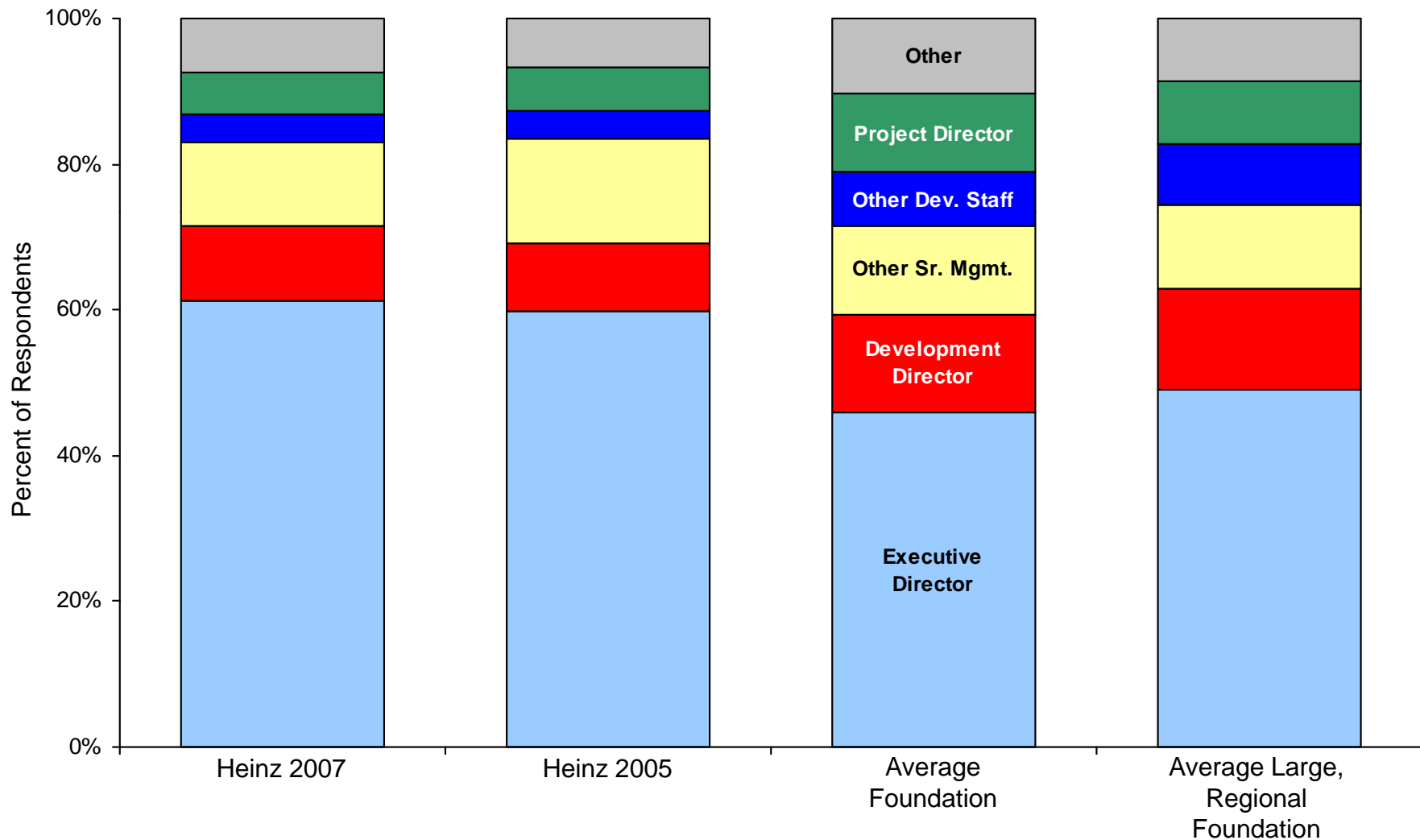
Grantee Operating Budget



Note: This chart includes data about 123 foundations.

Job Title of Respondents (1)

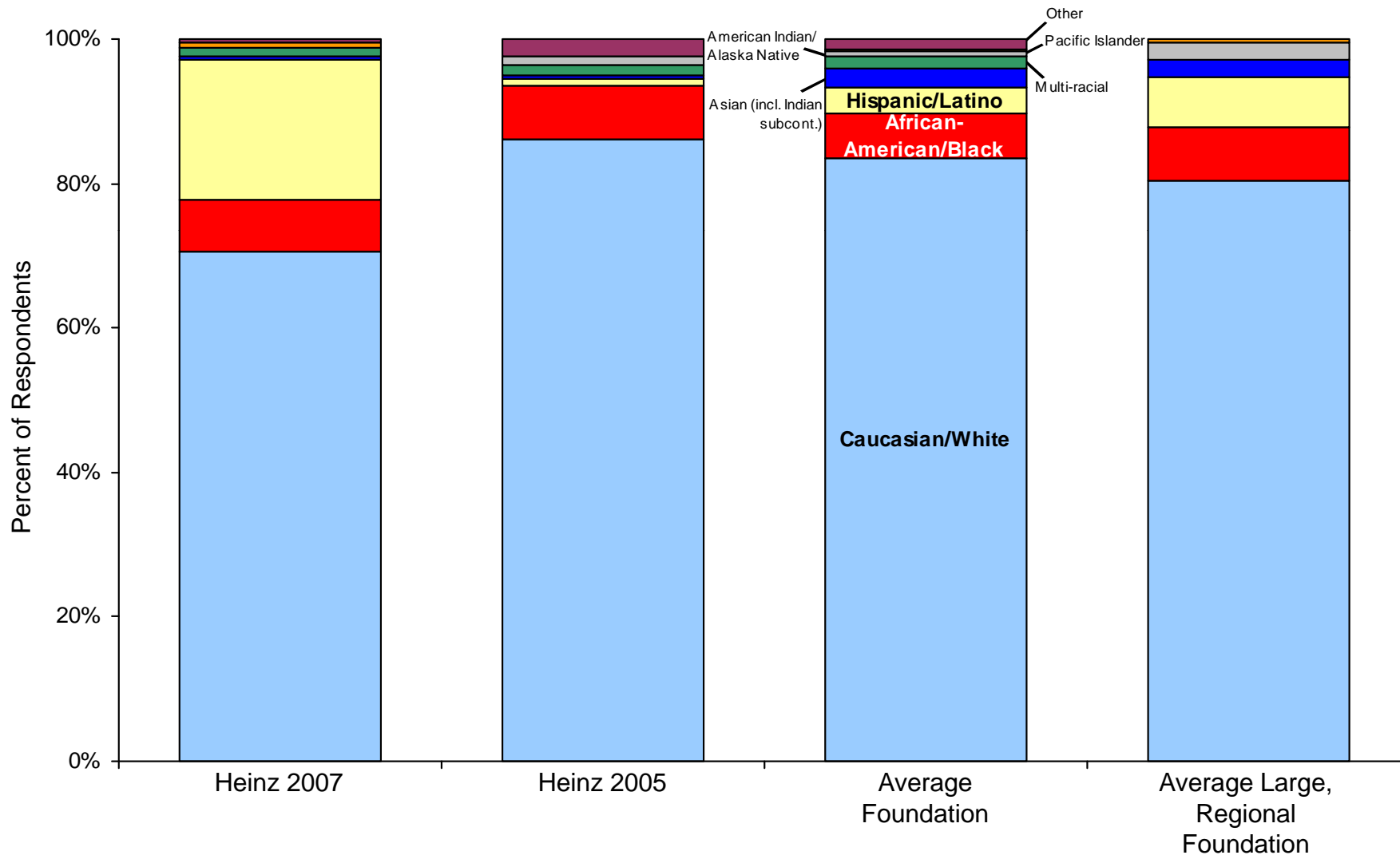
Job Title of Survey Respondents



Note: This chart includes data about 123 foundations.

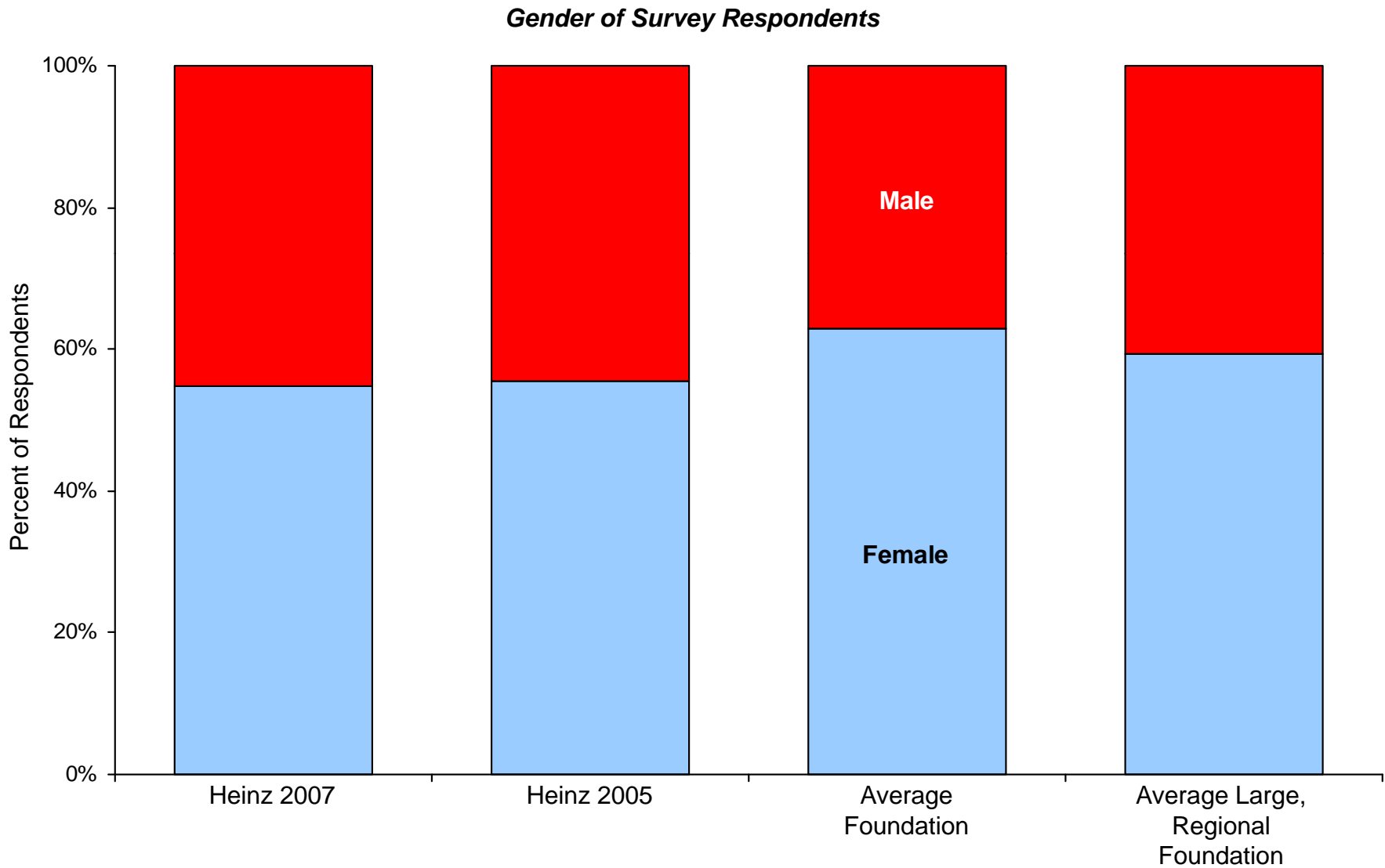
Race/Ethnicity of Respondents (1)

Race/Ethnicity of Survey Respondents



Note: This chart includes data about 123 foundations.

Gender of Respondents (1)



Note: This chart includes data about 98 foundations.

Contents

I.	Introduction	2
II.	External Orientation	
	a) Effectiveness in Creating Social Impact	8
	b) Field-Focused Measures	9
	c) Community-Focused Measures	12
III.	Impact on Grantee Organizations	16
IV.	Satisfaction	21
V.	Interactions	24
VI.	Communication	31
VII.	Assistance Beyond the Grant Check	
	a) Management and Field-Related Assistance	35
	b) Assistance Securing Funding from Other Sources	42
VIII.	Grant Processes and Administration	
	a) Selection Process	48
	b) Reporting and Evaluation Processes	55
	c) Dollar Return on Grantee Administrative Hours	58
IX.	Grantee Suggestions for the Foundation	64
X.	Review of Findings and Analysis and Discussion	70
 <u>Appendix</u>		
A.	Grantmaking/Grantee Characteristics	75
B.	Excerpt of Operational Benchmarking Report (OBR)	91
C.	List of Foundations in Dataset	98
D.	About the Center for Effective Philanthropy	101

Excerpt of Operational Benchmarking Report (OBR)

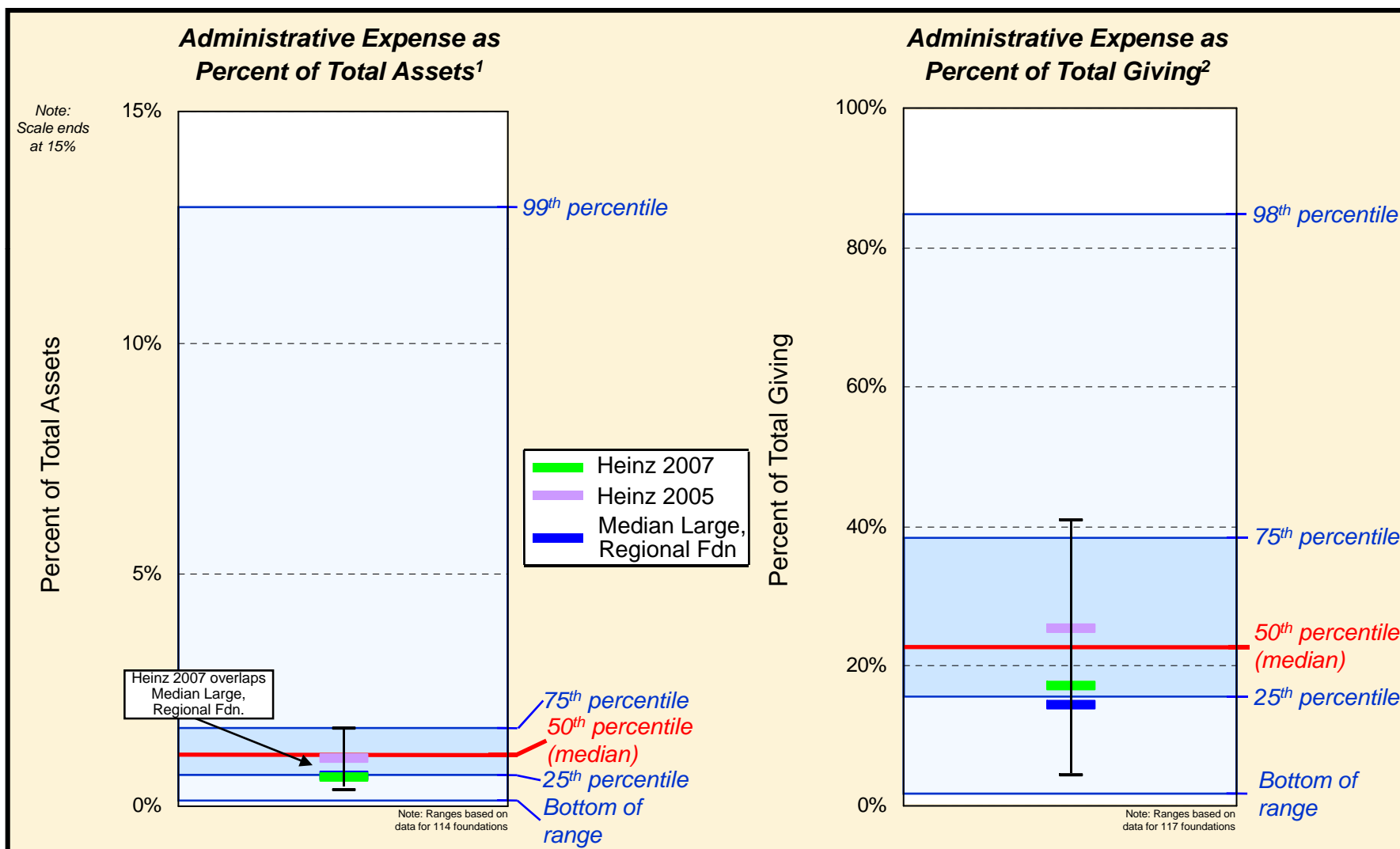
- ◆ The following section is an excerpt of CEP's Operational Benchmarking Report (OBR).
 - It contains charts based on data supplied by foundations that subscribe to the GPR and the OBR. This data is both from IRS tax filings as well as self-reported information.
- ◆ These pages are intended to provide context to the Foundation in thinking about its GPR results relative to its grantmaking and staffing.
 - Foundations of different sizes and focuses choose to structure their foundations differently – so, as with all the information contained in this report, the Foundation should interpret data in this section in light of its distinctive goals and strategy.

Total Administrative Expense

Heinz's administrative expenses as a proportion of its assets are: Heinz's administrative expenses as a proportion of its giving are:

- smaller than those of the median foundation
- similar to those of the median large, regional foundation

- smaller than those of the median foundation
- similar to those of the median large, regional foundation



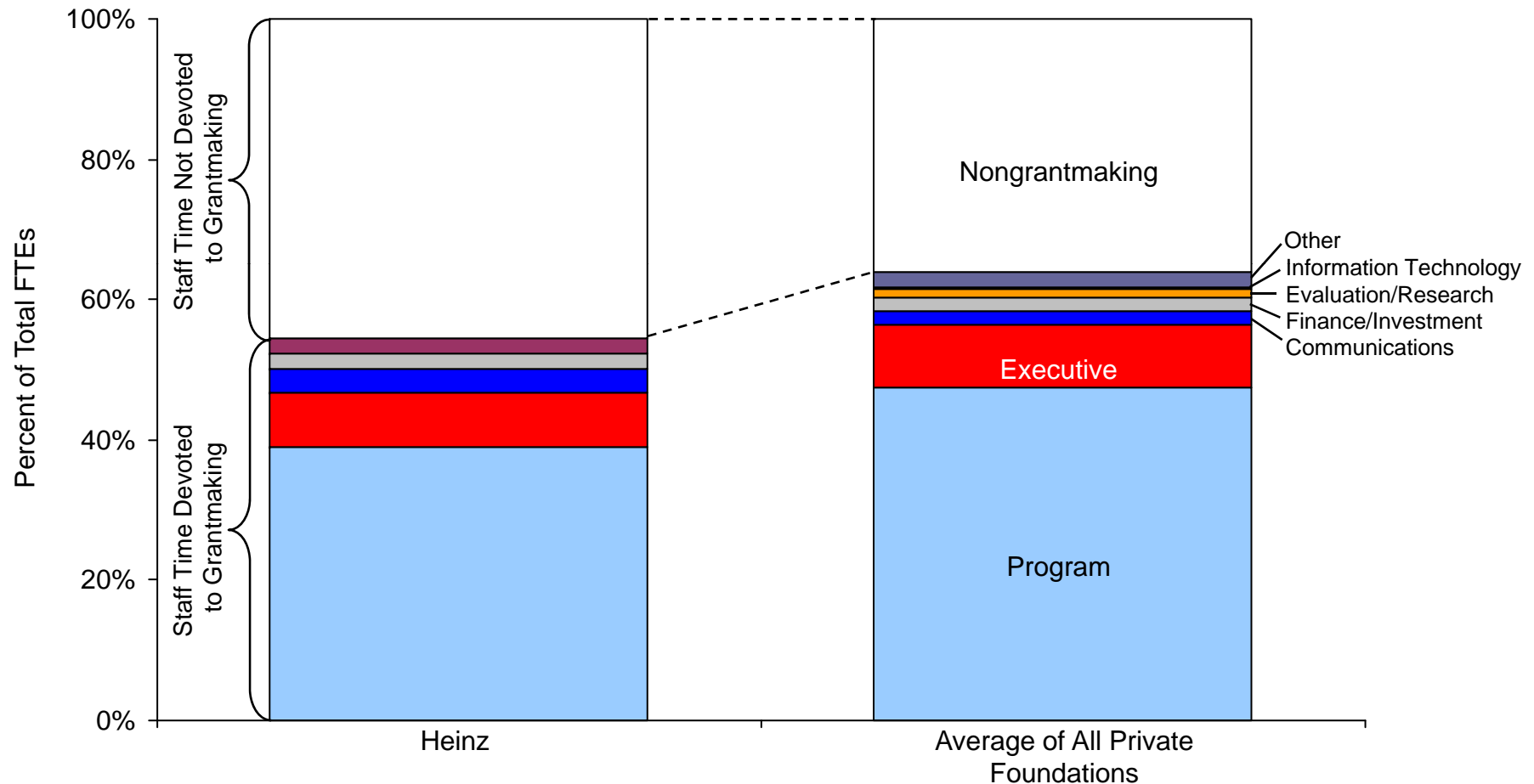
1: Total assets is in Box I on the 990-pf (line 21 on the 990), total administrative expense is line 24a (line 44a subtracting 22a on the 990), and total giving is line 25d (22a on the 990).

2: On the left-hand chart, one value over 15% is not shown. On the right-hand chart, two values over 100% are not shown.

Foundation Staffing

Heinz staff devote a smaller proportion of their time to grantmaking compared to the other foundation staffs in our sample.

Proportion of Staff Time Spent on Grantmaking vs. Nongrantmaking Activities



Proportion of Staff Time Devoted to Grantmaking

54%

64%

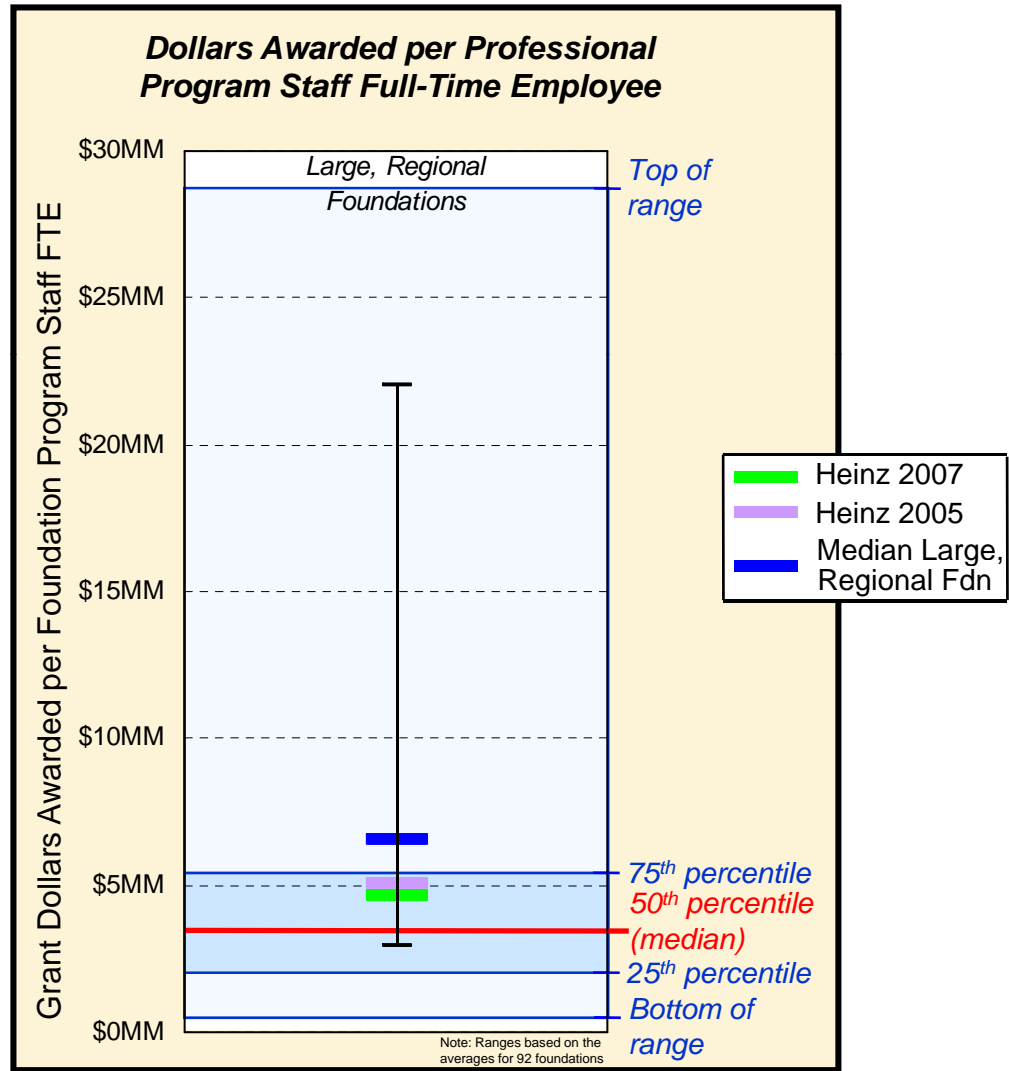
Note: Excludes FTEs devoted to the operation of foundation charitable programs. This chart includes data about 57 foundations.

Source: Self-reported data provided by Heinz and other GPR and Operational Benchmarking Report (OBR) subscribers from 2005-2007 survey rounds.

Staff to Giving Ratio

The number of dollars awarded per professional program staff full-time employee at Heinz is:

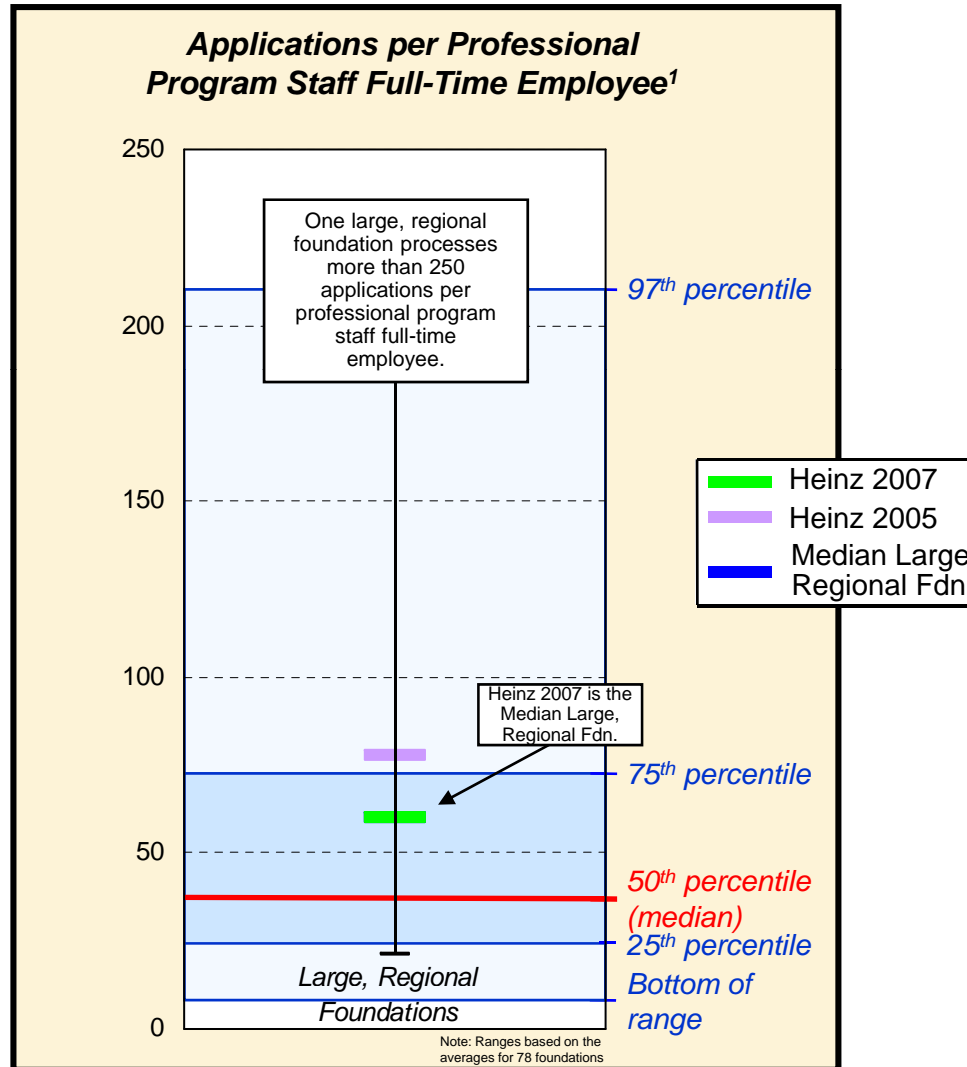
- similar to that of the median foundation
- smaller than that of the median large, regional foundations



Program Staff Load (1)

The number of grant applications processed per professional program staff full-time employee at Heinz is:

- larger than that of the median foundation
- similar to that of the median large, regional foundation



Note: Chart does not show data from two foundations who's program staff load is over 250.
Source: Self-reported data provided by Heinz and other GPR and Operational Benchmarking Report (OBR) subscribers from 2004-2006 survey rounds.

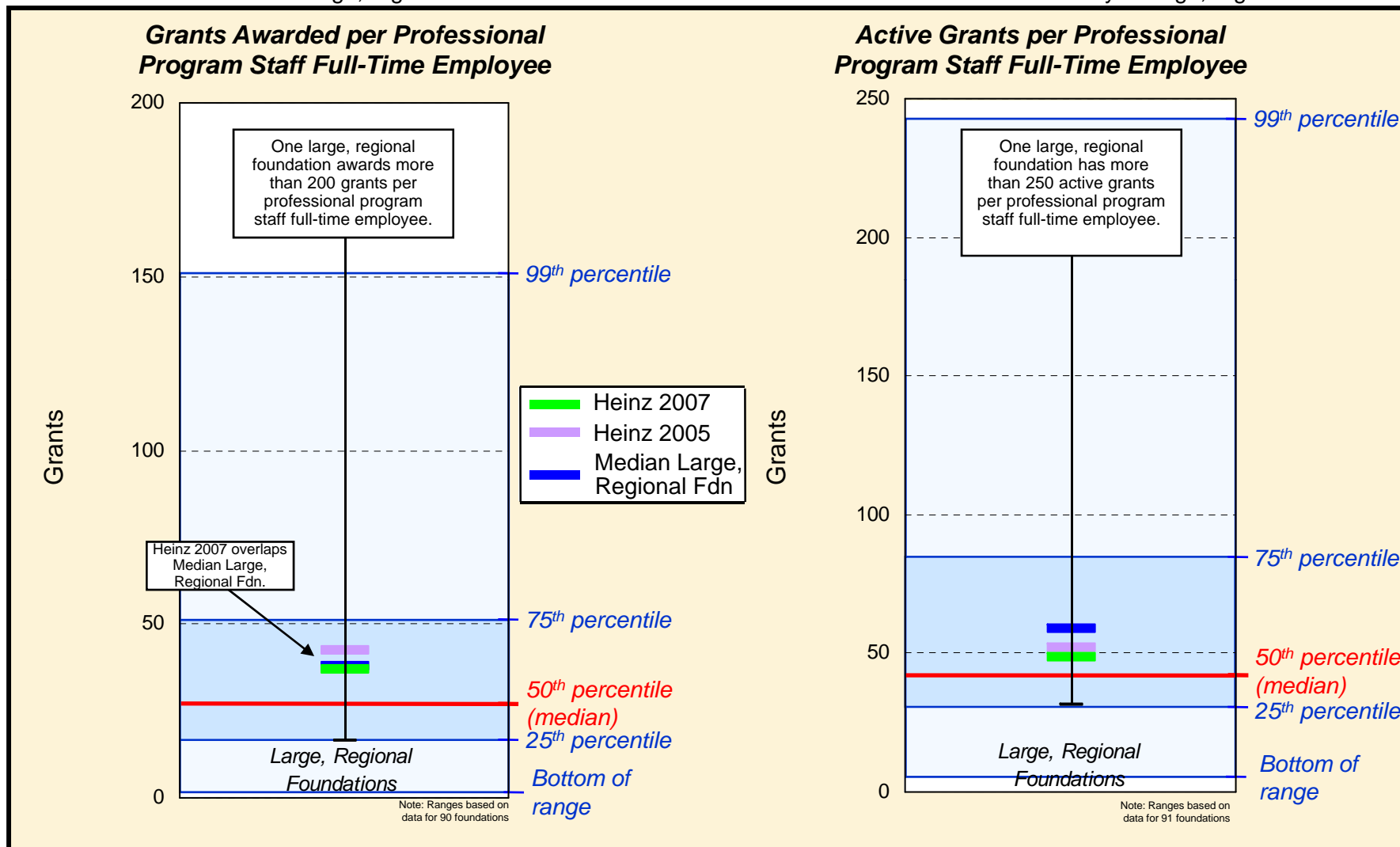
Program Staff Load (2)

The number of grants awarded per professional program staff full-time employee at Heinz is:

- larger than that of the median foundation
- similar to that of the median large, regional foundation

The number of active grants per professional program staff full-time employee at Heinz is:

- similar to that of the median foundation
- similar to that of the median surveyed large, regional foundation



Note: Charts do not show data from one foundation who's grants awarded and active grants are over 200 and 250, respectively.

Source: Self-reported data provided by Heinz and other GPR and Operational Benchmarking Report (OBR) subscribers from 2004-2006 survey rounds.

Contents

I.	Introduction	2
II.	External Orientation	
	a) Effectiveness in Creating Social Impact	8
	b) Field-Focused Measures	9
	c) Community-Focused Measures	12
III.	Impact on Grantee Organizations	16
IV.	Satisfaction	21
V.	Interactions	24
VI.	Communication	31
VII.	Assistance Beyond the Grant Check	
	a) Management and Field-Related Assistance	35
	b) Assistance Securing Funding from Other Sources	42
VIII.	Grant Processes and Administration	
	a) Selection Process	48
	b) Reporting and Evaluation Processes	55
	c) Dollar Return on Grantee Administrative Hours	58
IX.	Grantee Suggestions for the Foundation	64
X.	Review of Findings and Analysis and Discussion	70
 <u>Appendix</u>		
A.	Grantmaking/Grantee Characteristics	75
B.	Excerpt of Operational Benchmarking Report (OBR)	91
C.	List of Foundations in Dataset	98
D.	About the Center for Effective Philanthropy	101

Foundations Included in Comparative Set (1)

The 123 foundations whose grantee ratings are included in the comparative set of this Grantee Perception Report are:

The Abell Foundation	Connecticut Health Foundation*
Adolph Coors Foundation	Conrad N. Hilton Foundation*
The Ambrose Monell Foundation	The David and Lucile Packard Foundation*
Amelia Peabody Foundation	Dekko Foundation*
Andersen Foundation	Doris Duke Charitable Foundation*
Ann Arbor Area Community Foundation*	The Duke Endowment*
The Anschutz Foundation	E. Rhodes & Leona B. Carpenter Foundation
The Atlantic Philanthropies*	East Bay Community Foundation*
The Assisi Foundation of Memphis*	Endowment for Health*
The AVI CHAI Foundation*	Evelyn and Walter Haas, Jr. Fund*
Barr Foundation*	The Fan Fox and Leslie R. Samuels Foundation
Bill & Melinda Gates Foundation*	France-Merrick Foundation
Blandin Foundation*	Gates Family Foundation
Blue Cross Blue Shield of Massachusetts Foundation*	Gaylord and Dorothy Donnelley Foundation*
Blue Shield of California Foundation*	General Mills Foundation*
The Boston Foundation*	The George Gund Foundation*
The Broad Foundation*	The Gill Foundation*
The California Endowment*	Grand Rapids Community Foundation*
The Cannon Foundation	Gulf Coast Community Foundation of Venice*
Carrie Estelle Doheny Foundation	Hall Family Foundation
The Case Foundation*	Harold K.L. Castle Foundation
The Champlin Foundations	Hartford Foundation for Public Giving*
Charles and Helen Schwab Foundation*	The Harvest Foundation of the Piedmont*
Charles Stewart Mott Foundation*	The Heinz Endowments*
The Christensen Fund*	Hess Foundation
Claude Worthington Benedum Foundation*	HRJ Consulting (for an anonymous foundation)*
The Clowes Fund*	The Jacob and Valeria Langeloth Foundation*
The Collins Foundation	The James Irvine Foundation*
The Colorado Trust*	Jessie Smith Noyes Foundation*
Community Memorial Foundation*	The John A. Hartford Foundation
Community Technology Foundation of California*	The John D. and Catherine T. MacArthur Foundation*

Foundations Included in Comparative Set (2)

John P. McGovern Foundation
The John R. Oishei Foundation*
The John S. and James L. Heinz Foundation*
Kalamazoo Community Foundation*
Kansas Health Foundation*
The Kresge Foundation*
The Lenfest Foundation
Levi Strauss Foundation/Levi Strauss & Co.*
The Louis Calder Foundation
Lucile Packard Foundation for Children's Health*
Lumina Foundation for Education*
Maine Community Foundation*
Marguerite Casey Foundation*
The McHeinz Foundation*
Medina Foundation*
MetroWest Community Health Care Foundation
Michael Reese Health Trust*
The Minneapolis Foundation*
Missouri Foundation for Health*
The Nathan Cummings Foundation*
Nellie Mae Education Foundation*
The New York Community Trust*
New York State Health Foundation*
Nina Mason Pulliam Charitable Trust*
Nord Family Foundation*
Northwest Health Foundation*
The Overbrook Foundation
Partnership for Excellence in Jewish Education (PEJE)*
The Peter and Elizabeth C. Tower Foundation*
PetSmart Charities*
The Philadelphia Foundation*
Polk Bros. Foundation*
The Ralph M. Parsons Foundation
The Rhode Island Foundation*
Richard M. Fairbanks Foundation*
Robert Wood Johnson Foundation*
Robin Hood Foundation*
The Rockefeller Foundation*
Rollin M. Gerstacker Foundation
The Russell Family Foundation*
Ruth Mott Foundation*
The Saint Paul Foundation*
Shelton Family Foundation
Skoll Foundation*
Stuart Foundation*
T.L.L. Temple Foundation
Thrivent Financial For Lutherans Foundation*
Vancouver Foundation*
The Vermont Community Foundation*
W.K. Kellogg Foundation*
Wachovia Regional Foundation*
The Wallace Foundation*
Walter & Elise Haas Fund*
Wellington Management Charitable Fund*
Wilburforce Foundation*
The William and Flora Hewlett Foundation*
The William Penn Foundation*
William T. Kemper Foundation
Windgate Charitable Foundation
Winter Park Health Foundation*
Z. Smith Reynolds Foundation*

Contents

I.	Introduction	2
II.	External Orientation	
	a) Effectiveness in Creating Social Impact	8
	b) Field-Focused Measures	9
	c) Community-Focused Measures	12
III.	Impact on Grantee Organizations	16
IV.	Satisfaction	21
V.	Interactions	24
VI.	Communication	31
VII.	Assistance Beyond the Grant Check	
	a) Management and Field-Related Assistance	35
	b) Assistance Securing Funding from Other Sources	42
VIII.	Grant Processes and Administration	
	a) Selection Process	48
	b) Reporting and Evaluation Processes	55
	c) Dollar Return on Grantee Administrative Hours	58
IX.	Grantee Suggestions for the Foundation	64
X.	Review of Findings and Analysis and Discussion	70
 <u>Appendix</u>		
A.	Grantmaking/Grantee Characteristics	75
B.	Excerpt of Operational Benchmarking Report (OBR)	91
C.	List of Foundations in Dataset	98
D.	About the Center for Effective Philanthropy	101

About the Center for Effective Philanthropy (CEP)

Mission

To provide management and governance tools to define, assess, and improve foundation performance.

Vision

A world in which pressing social needs are more effectively addressed. We believe improved performance of foundations can have a profoundly positive impact on non-profit 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

Charles Stewart Mott Foundation

The David and Lucile Packard
Foundation

THE Edna McCONNELL
Clark FOUNDATION

Gordon and Betty
MOORE
FOUNDATION

KAUFFMAN
Foundation

LUMINA®
FOUNDATION FOR EDUCATION

MACARTHUR

OMIDYAR
NETWORK

Robert Wood Johnson Foundation

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 foundation field, and programming. CEP's research initiatives focus on several subjects, including:

- **Overall Performance Assessment**
- **Foundation Program Strategy**
- **Foundation Governance**
- **Foundation-Grantee Relationships**
- **Operational Benchmarking**

CEP Assessment Tools

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

- **Grantee Perception Report® (GPR):** an assessment tool that provides foundation CEOs, boards, and staff with comparative data on grantee perceptions of foundation 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):** a self-assessment tool for foundations that provides data on board structure and trustee perceptions of board effectiveness
- **Staff Perception Report (SPR):** explores foundation staff members' perceptions of foundation effectiveness and job satisfaction on a comparative basis
- **Operational Benchmarking Report (OBR):** provides comparative data, relative to a selected peer group of foundations, on aspects of foundation operations – including foundation staffing, program officer workload, grant processing times, and administrative costs
- **Multidimensional Assessment Process (MAP):** provides foundations with an integrated assessment of performance based on comparative data collected from a variety of different sources, including grantees, declined applicants, foundation staff, and foundation board members

Contact Information

- ◆ This report was produced for the Heinz Endowments by the Center for Effective Philanthropy in December 2007.

- ◆ Please contact CEP if you have any questions:
 - Kevin Bolduc, Vice President-Assessment Tools
617-492-0800 ext. 202
kevinb@effectivephilanthropy.org

 - Sally Smyth, Research Analyst
617-492-0800 ext. 227
sallys@effectivephilanthropy.org