

*CONFIDENTIAL*

# Grantee Perception Report®

prepared for

## Oak Foundation

August 2011



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EFFECTIVE PHILANTHROPY

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# Executive Summary – Key Findings

Oak Foundation (“Oak”) is rated similarly to or higher than the typical funder whose grantees CEP has surveyed on most measures within this report. Grantees most frequently describe the Foundation as, “flexible,” “supportive,” and “innovative.” Many grantee comments are very positive about the Foundation’s impact, for example, “Oak’s strategy in the U.S. and abroad shows a true depth of understanding.” Grantees make many positive comments about Oak staff, calling them “intelligent,” “professional,” and “accessible.”

**Oak’s selection process is rated more helpful than typical in strengthening grantees’ organizations/programs, but grantees suggest opportunities for improvement in a number of aspects of the process.** A larger than typical proportion of Oak grantees indicates that seven months or more elapsed between the submission of their proposal and a clear commitment of funding by the Foundation. One grantee comments, “Long time lags between initial contact and the final decision is the one thing that grantees all report as a problem.” Grantees also express frustration regarding the “clarity about the expected timing of [Oak’s] internal processes” and suggest streamlining the “long and repetitive” application forms. Oak grantees spend more than twice as many administrative hours on the proposal and selection process than is typical.

**Grantee ratings of Oak indicate it may be well-positioned to form stronger relationships with grantees – a key predictor of grantee perceptions and experiences.** Oak is rated typically for the quality of interactions with grantees – fairness of treatment, comfort approaching the Foundation when a problem arises, and responsiveness of staff – and grantees also rate typically for the clarity of Oak’s communication of its goals and strategy. However, Oak is rated lower than typical for the consistency of information provided by the Foundation’s communication resources. In particular, grantees find Oak’s written resources such as its website and published funding guidelines to be less help than typical when learning about the Foundation, and find their personal communications with the Foundation as much more helpful. As rated by its grantees, Oak performs well on the four predictors of strong funder-grantee relationships: understanding of grantees, selection process, possession of expertise, and patterns of contact, which may suggest that the Foundation has opportunities to further strengthen its relationships with grantees.

**The Foundation could potentially create more impact through increased provision of assistance beyond the grant check.** Only ten percent of Oak grantees receive comprehensive or field-focused patterns of non-monetary assistance – patterns that CEP’s research indicates lead to higher impact on grantee organization ratings. Although this is a typical proportion, Oak grantees that receive non-monetary assistance in one of these two patterns rate significantly higher than those who did not on most measures across the survey. Grantees ask for more non-monetary assistance, specifically around field-related assistance such as facilitating collaboration in grantees’ fields and convening grantees.

**Oak is rated typically for its impact on grantees’ organizations, but receives lower than typical ratings for the effect of its funding on grantees’ ability to continue their funded work in the future.** Compared to grantees of the typical funder, Oak grantees are more likely to indicate they used funding to expand an existing program, and less likely to use Oak’s grant to enhance their general capacity. Oak grantees that indicate the effect of the grant was to increase their capacity rate significantly higher for Oak’s impact on their organizations and effect of Oak’s funding on their ability to sustain their work. Nearly three-quarters of grantees rate neutral or lower for the extent to which the Foundation’s co-funding requirement benefited their organization. However, the 11 percent of Oak grantees that indicate Oak provided assistance securing funding from other sources rate the co-funding requirement as more beneficial to their organizations and grantee suggestions indicate a desire for more of this type of assistance.

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# Background

- ♦ Since February 2003, the Center for Effective Philanthropy (CEP) has conducted surveys of grantees on their perceptions of their philanthropic funders both on behalf of individual funders and independently. The purpose of these surveys is two-fold: to gather data that is useful to individual funders and to form the basis for broadly applicable research reports.<sup>1</sup>
  
- ♦ **The Grantee Perception Report® (GPR) shows an individual philanthropic funder its grantee perceptions relative to a set of perceptions of other funders whose grantees were surveyed by CEP.**
  - Assessing funder performance is challenging and a range of data sources is required. The GPR provides one set of perspectives that can be useful in understanding philanthropic funder performance.
  - It is important to note that, on most questions, grantee ratings cluster toward the high end of an absolute scale. Grantee perceptions must be interpreted in light of the particular strategy of the funder.
    - The survey covers many areas in which grantees' perceptions might be useful to a philanthropic funder. Each funder should place emphasis on the areas covered according to the funder's specific priorities.
    - Low ratings in an area that is not core to a philanthropic funder's strategy may not be concerning. For example, a funder that does not focus efforts on public policy would likely receive lower than average ratings in this area if it is adhering to its strategy.
  - Finally, across most measures in this report, structural characteristics – such as funder type, asset size, focus, and age – are not strong predictors of grantee perceptions, suggesting that it is possible for all funders to attain high ratings from grantees.

# Methodology – The Foundation’s Grantee Survey

- ◆ The Center for Effective Philanthropy (CEP) surveyed the grantees of Oak Foundation (“Oak”) during May and June 2011. The details of Oak’s survey are as follows:

Survey	Survey Period	Fiscal Year of Surveyed Grantees	Number of Grantees Surveyed	Number of Responses Received	Survey Response Rate <sup>1</sup>
Oak	May and June 2011	2010	390	302	77%

- ◆ Selected grantee comments are also shown throughout this report. This selection of comments highlights major themes and reflects trends in the data. These selected comments over-represent negative comments about the Foundation in order to offer a wide range of perspectives.

## Methodology – Comparative Data

- ♦ Oak’s average and/or median grantee ratings are compared to the average and/or median ratings from grantees in CEP’s dataset, which contains data collected over the last seven years. Please see Appendix B for a list of all funders whose grantees CEP has surveyed.

Full Comparative Set	
Grantee Responses	39,884 grantees
Philanthropic Funders	269 funders

- ♦ Oak is also compared to a cohort of 12 large internationally-focused funders. The 12 funders that comprise this group are:

Large Internationally-Focused Funders	
The Atlantic Philanthropies	Harry and Jeanette Weinberg Foundation
Carnegie Corporation of New York	John D. and Catherine T. MacArthur Foundation
Charles Stewart Mott Foundation	Oak Foundation
The David and Lucile Packard Foundation	The Rockefeller Foundation
The Ford Foundation	The William and Flora Hewlett Foundation
Gordon and Betty Moore Foundation	W.K. Kellogg Foundation

- ♦ Within this report, CEP describes the comparison between Oak grantee ratings and grantee ratings of other funders based on the percentile rank of Oak. On measures with a 1-7 scale, grantee ratings for Oak are described as “above typical” or “above the median funder” when they fall above the 65<sup>th</sup> percentile, and “below typical” or “below the median funder” when they fall below the 35<sup>th</sup> percentile. Proportions of Oak grantees are described as “larger than typical” or “smaller than typical” when the proportion being referenced falls above or below the 65<sup>th</sup> or 35<sup>th</sup> percentile.

# Grantmaking Characteristics

- ♦ This table is intended to provide context to the Foundation in thinking about its GPR results relative to its grantmaking practices. The information is based on self-reported data from grantees about the size, duration, and types of grants that they received.
- ♦ Compared to the typical funder, Oak awards larger and longer grants, but awards a smaller than typical proportion of its grantees with operating support.

Survey Item	Oak	Full Dataset Median	Large Internationally-Focused Funders		
			Bottom of Range	Median	Top of Range
<b>Grant Size</b>					
Median grant size	\$300K	\$60K	\$150K	\$233K	\$1400K
<b>Grant Length</b>					
Average grant length	2.8 years	2.1 years	1.7 years	2.5 years	3.3 years
Percent of grantees receiving multi-year grants	88%	50%	N/A	75%	N/A
<b>Type of Support</b>					
Percent of grantees receiving operating support	12%	20%	N/A	16%	N/A
Percent of grantees receiving program/project support	82%	64%	N/A	72%	N/A
Percent of grantees receiving other types of support	6%	16%	N/A	12%	N/A

# Structural Characteristics of Grantees

- This table is intended to provide context to the Foundation in thinking about its GPR results relative to the structural characteristics of its grantees. The information is based on self-reported data from grantees about the characteristics of their organizations.
- Compared to grantees of the typical funder, Oak grantees are younger organizations who are more likely to be first-time grant recipients of the Foundation.

Survey Item	Oak	Full Dataset Median	Large Internationally-Focused Funders		
			Bottom of Range	Median	Top of Range
<b>Budget of Funded Organizations</b>					
Typical organizational budget	\$1.4MM	\$1.4MM	\$0.8MM	\$2.1MM	\$8.8MM
<b>Duration of Funded Program and Grantee Organization</b>					
Programs conducted 6 years or more	38%	33%	N/A	30%	N/A
Median length of establishment of grantee organizations	18 years	24 years	16 years	21 years	31 years
<b>First-Time Grantees<sup>1</sup></b>					
Percentage of first-time grants	43%	31%	N/A	N/A	N/A

1: Represents data from 68 funders. Large internationally-focused funder data not available due to changes to the survey instrument.

Note: In most cases, the structural characteristics of grantees are not strong predictors of how grantees perceive funders, suggesting that it is possible for funders with even a unique set of grantees to attain high ratings. For additional information on grantee characteristics related to these survey items refer to Appendix B.

# Structural Characteristics of Funders

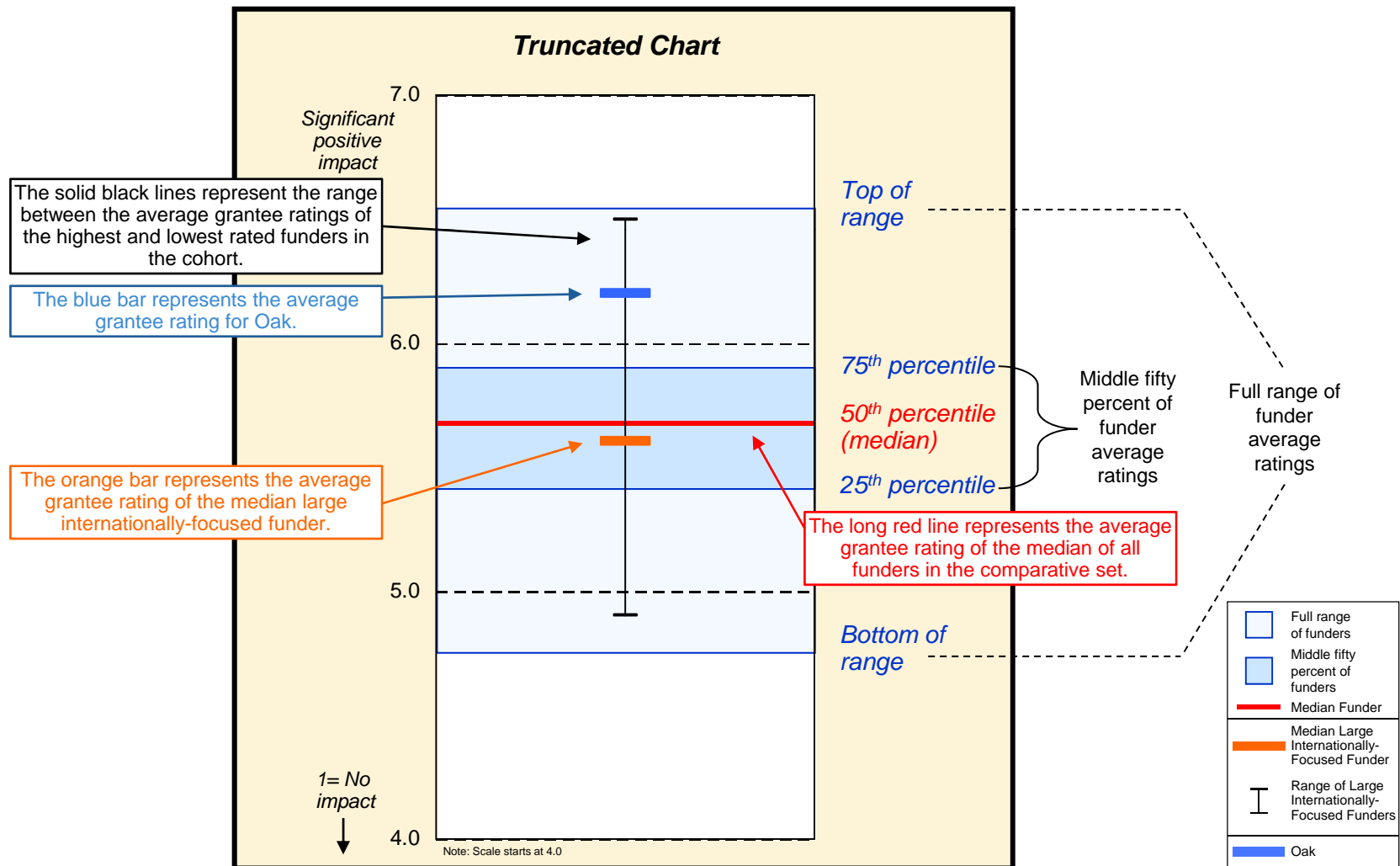
- ◆ This table is intended to provide context to the Foundation in thinking about its GPR results relative to its grantmaking and staffing. This information is based on IRS filings and data supplied by philanthropic funders that have subscribed to the GPR.
- ◆ The number of grants processed and managed per professional program staff full-time employee at Oak is smaller than that of the typical funder.

Survey Item	Oak	Full Dataset Median	Large Internationally-Focused Funders		
			Bottom of Range	Median	Top of Range
<b>Program Staff Load</b>					
Dollars awarded per professional program staff full-time employee	\$4.0MM	\$3.6MM	\$2.6MM	\$7.1MM	\$13.5MM
Applications per professional program full-time employee	12 applications	39 applications	3 applications	15 applications	59 applications
Grants awarded per professional program full-time employee	10 grants	30 grants	5 grants	15 grants	41 grants
Active grants per professional program full-time employee	27 grants	49 grants	12 grants	34 grants	60 grants

Note: Funders of different sizes and focuses choose to structure their organizations 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. For additional information on funder characteristics related to these survey items refer to Appendix B.

# 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 Oak, over a background that shows percentiles for the average ratings for the full comparative set of 269 philanthropic funders. **Throughout the report, many charts in this format are truncated from the full scale because funder averages fall within the top half of the absolute range.**



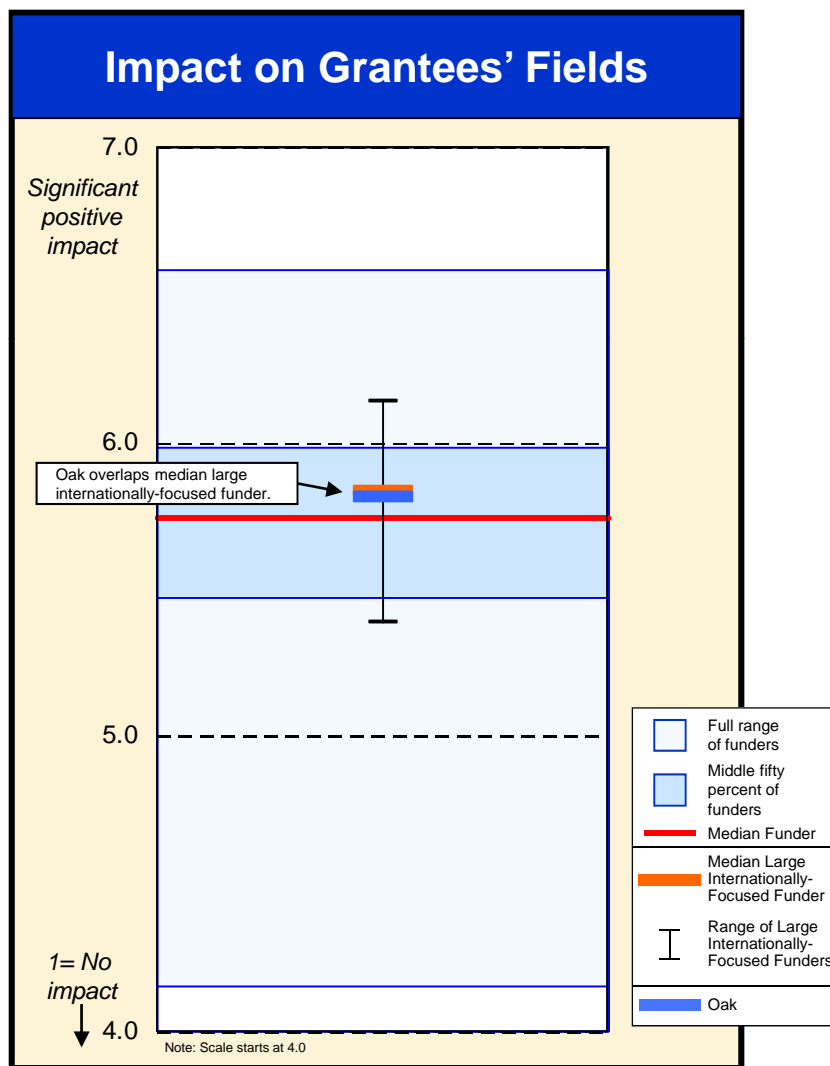
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# Impact on Grantees' Fields

On impact on grantees' fields, Oak is rated:

- above 58 percent of funders
- below 55 percent of large internationally-focused funders in the cohort



## Selected Grantee Comments

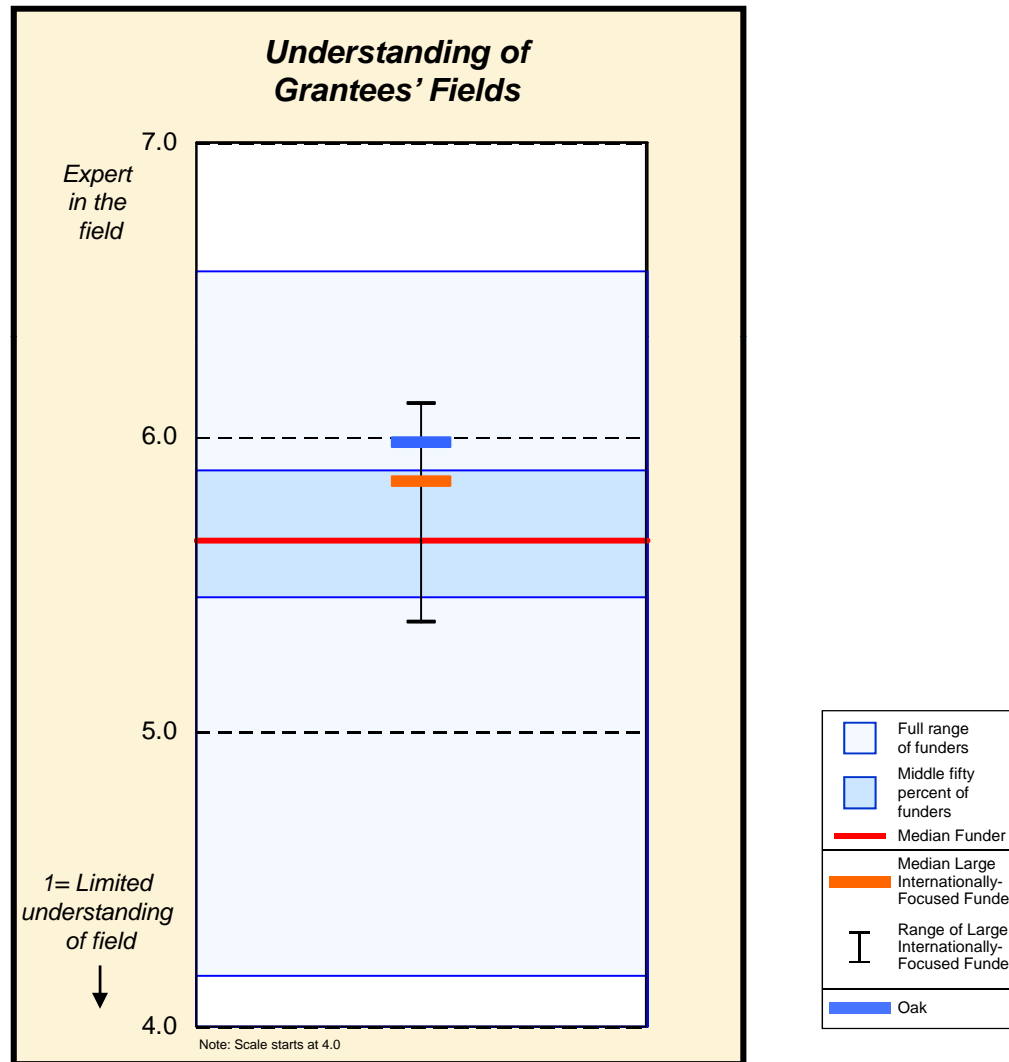
- ♦ “The Oak Foundation staff employed from my field had a good grasp of the field as a whole and was able to identify trends and overarching issues that we as a service provider...couldn’t see on our own.”
- ♦ “[Oak] has a traditional...approach to climate and is becoming a monopoly in the NGO led climate discussion. This limited focus may discourage more innovative approaches to climate change.”
- ♦ “It is a leader in the field of child abuse. Long-term well-funded projects are central to its mission and it helps advance knowledge in this field.”
- ♦ “The Foundation is heavily skewed towards the delivery of quantitative change at the local level. The long-term institutionalized changes being sought at the level of national states are not well understood.”
- ♦ “Oak’s commitment to the human rights of women and girls is very visible and important in the philanthropic sector. Oak is showing clear leadership in the field in a number of ways.”
- ♦ “Oak’s strategy in the U.S. and abroad shows a true depth of understanding about how the problem looks at the ground level and how that has to roll up into solutions at the policy level.”

Note: This question includes a “don’t know” response option; 7 percent of Oak respondents answered “don’t know”, compared to 9 percent at the median funder, and 5 percent of respondents at the median large internationally-focused funder. Chart does not show data from one funder whose field impact rating is less than 4.0.

# Understanding of Grantees' Fields

On understanding of grantees' fields, Oak is rated:

- above 84 percent of funders
- above 73 percent of large internationally-focused funders in the cohort



Note: This question includes a "don't know" response option; 2 percent of Oak respondents answered "don't know", compared to 6 percent at the median funder, and 3 percent of respondents at the median large internationally-focused funder.

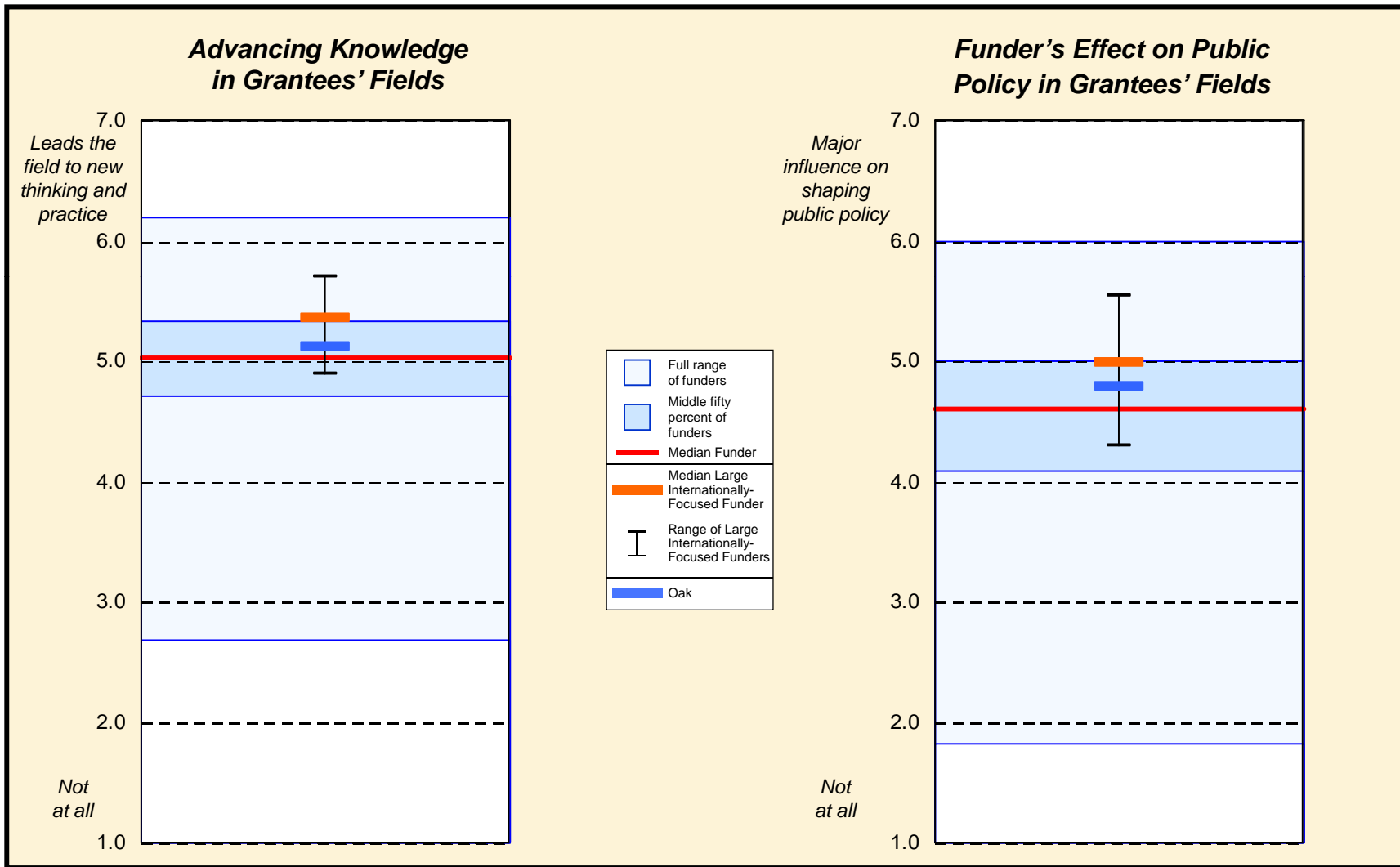
# Advancing Knowledge in Fields and Effect on Public Policy

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

- above 56 percent of funders
- below 82 percent of large internationally-focused funders in the cohort

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

- above 63 percent of funders
- below 82 percent of large internationally-focused funders in the cohort

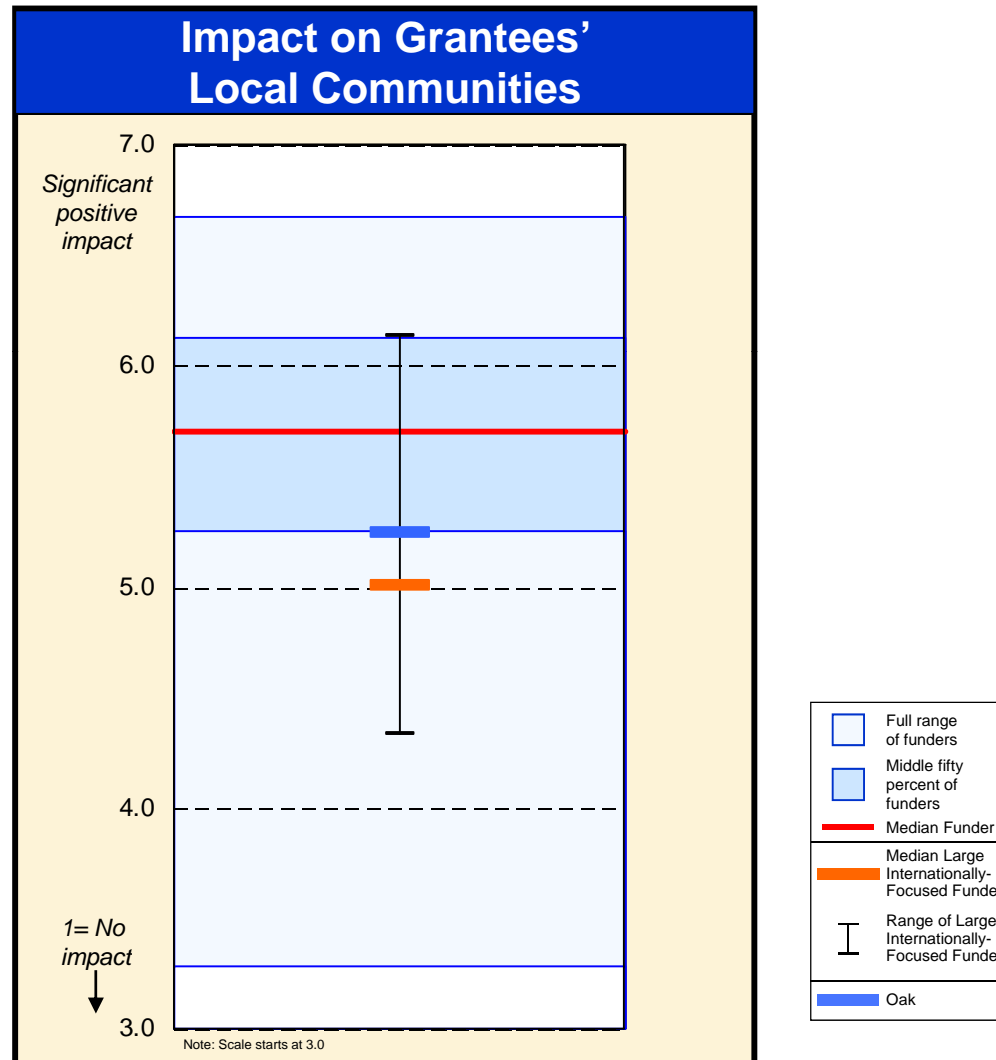


Note: The questions depicted on these charts include a "don't know" response option. In the left-hand chart, 20 percent of Oak respondents answered "don't know", compared to 24 percent at the median funder, and 12 percent of respondents at the median large internationally-focused funder. In the right-hand chart, 25 percent of Oak respondents answered "don't know", compared to 40 percent at the median funder, and 24 percent of respondents at the median large internationally-focused funder.

# Impact on Grantees' Local Communities

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

- below 75 percent of funders
- above 82 percent of large internationally-focused funders in the cohort

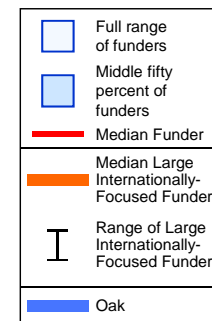
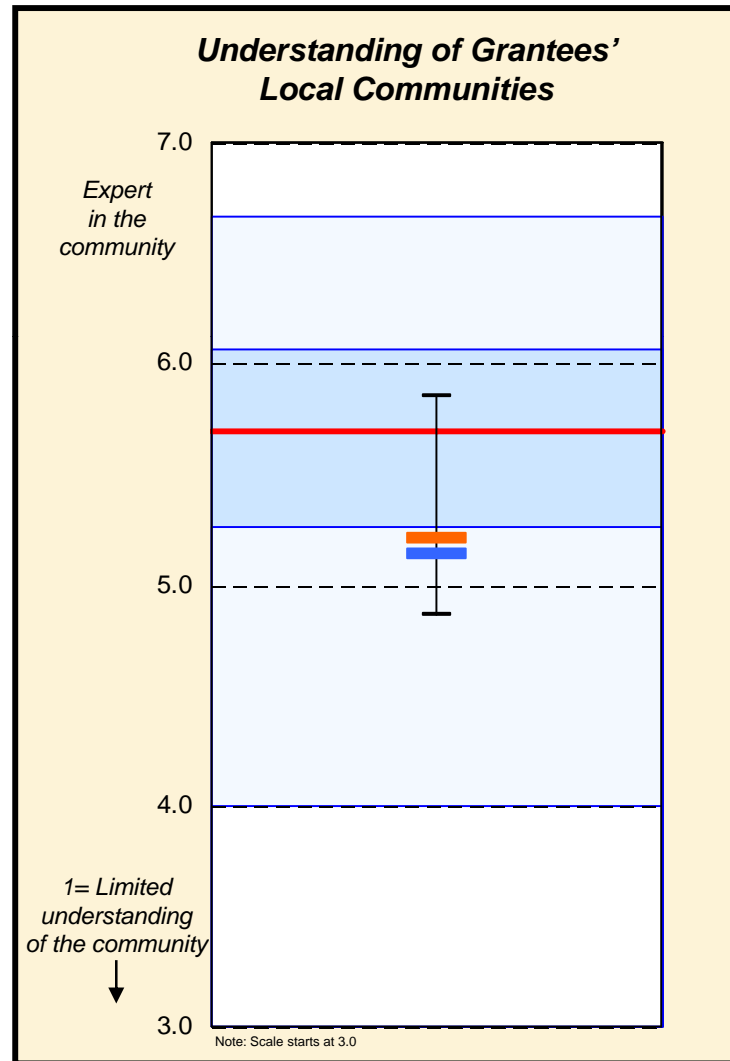


Note: This question includes a "don't know" response option; 24 percent of Oak respondents answered "don't know", compared to 10 percent at the median funder, and 24 percent of respondents at the median large internationally-focused funder. Chart does not show data from one funder whose community impact rating is less than 3.0.

# Understanding of Grantees' Local Communities

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

- below 81 percent of funders
- below 64 percent of large internationally-focused funders in the cohort



Note: This question includes a "don't know/not applicable" response option; 25 percent of Oak respondents answered "don't know/not applicable", compared to 13 percent at the median funder, and 26 percent of respondents at the median large internationally-focused funder.

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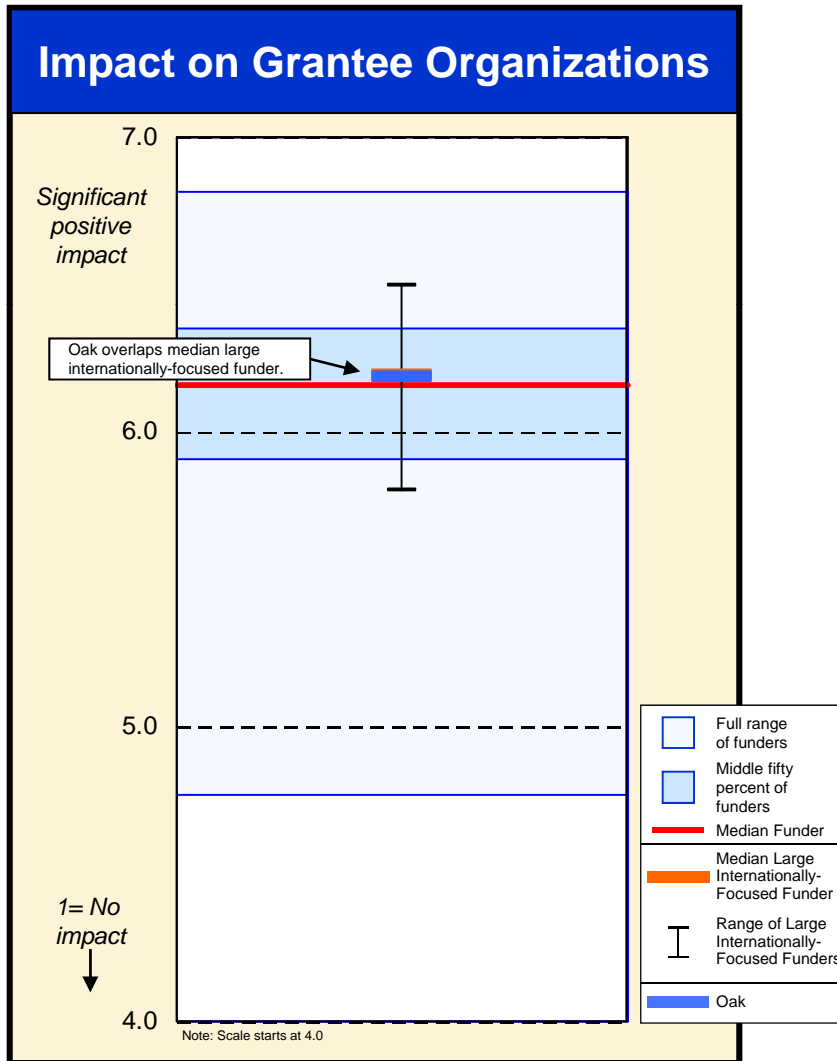
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# Impact on Grantee Organizations

On impact on grantee organizations, Oak is rated:

- above 55 percent of funders
- below 55 percent of large internationally-focused funders in the cohort



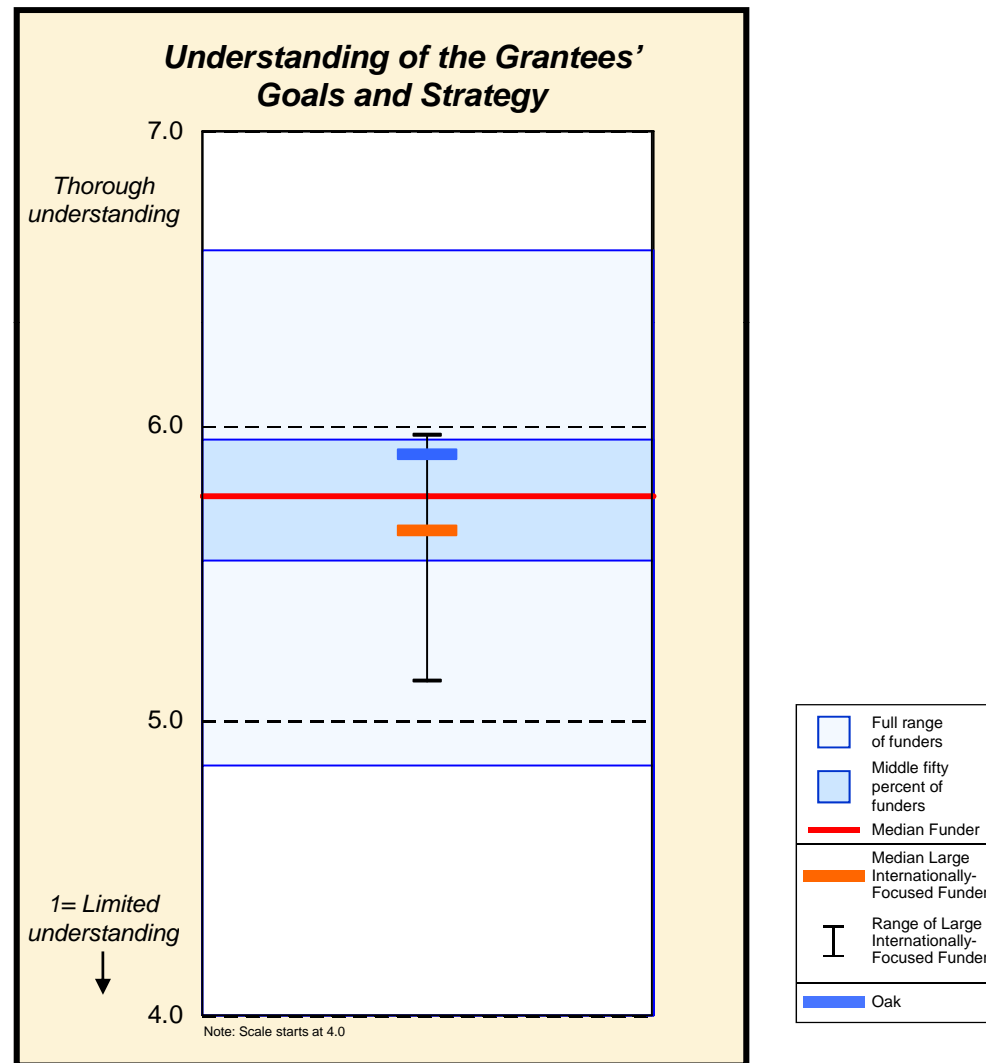
## Selected Grantee Comments

- ♦ “This has been one of the most productive relationships we have ever had with a foundation. Their questions are insightful and their assistance, counsel, and expertise have helped our organization become better at what we do.”
- ♦ “Oak...surprised us by funding only half of the project, requiring us to scramble to raise funds from other parties to carry it out. The program was fairly successful, but exhausting and nerve-wracking, as we started it without full funding and kept it going by finding supporters. Oak showed no interest in continuing the project.”
- ♦ “Oak has been an excellent partner in helping us expand our management capacity and expand programs. Their grants tend to be substantial and multi-year in nature, which provides the time and resources necessary to undertake ambitious initiatives.”
- ♦ “The bottom line is, we could not have done this work without this grant. The sad fact is, continued funds for this work are scarce, and our program, despite being strengthened by Oak, may not continue beyond the final grant year.”
- ♦ “Our experience with Oak Foundation is that they are open to learning and gaining knowledge from their grantees, they do not try to influence the objectives and views of the organizations they fund.”
- ♦ “I am not aware of what Oak is doing with our ENGOs [in my country], but for us the support has been instrumental.... It is unfortunate that, just as we are about to reach our goal, we are on an exit grant.”

# Understanding of Grantees' Goals and Strategy

On understanding of grantees' goals and strategy, Oak is rated:

- above 68 percent of funders
- above 82 percent of large internationally-focused funders in the cohort

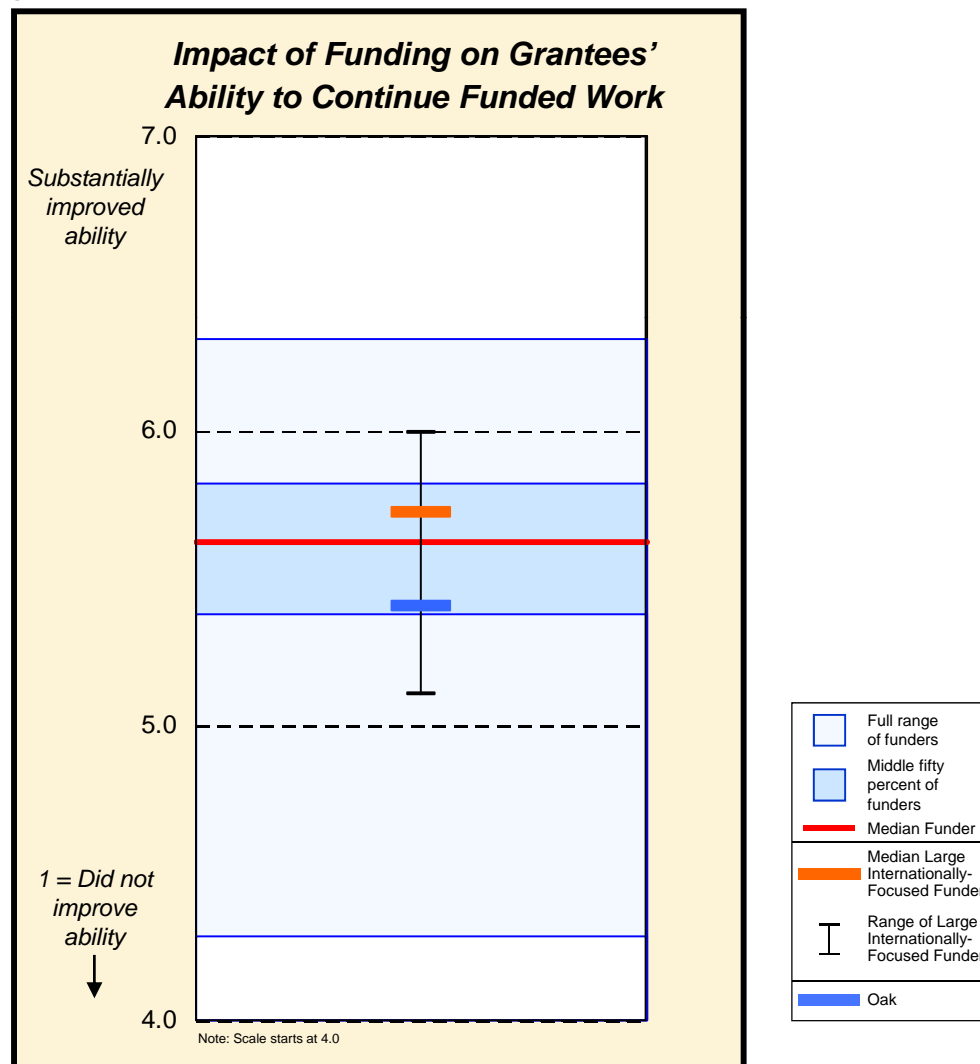


Note: This question includes a "don't know" response option; 2 percent of Oak respondents answered "don't know", compared to 6 percent at the median funder, and 5 percent of respondents at the median large internationally-focused funder.

# Impact on Sustainability of Funded Work

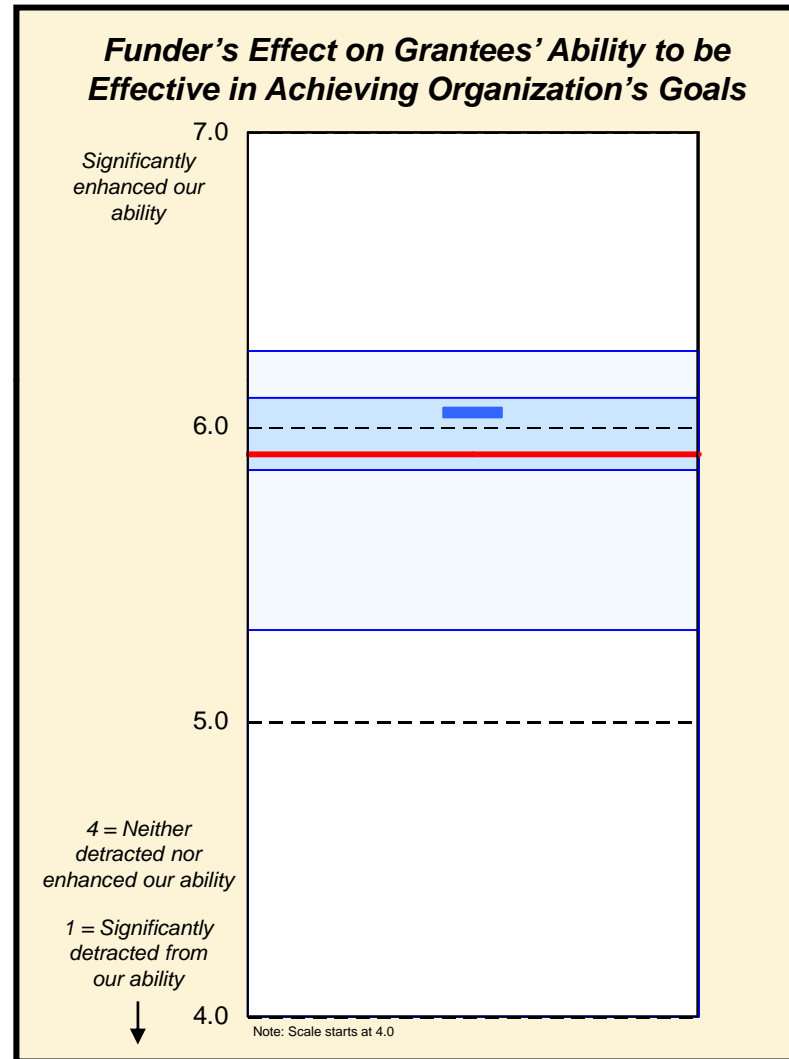
On the effect of the Foundation's funding on grantees' ability to sustain the work funded by the grant in the future, Oak is rated:

- below 70 percent of funders
- below 70 percent of large internationally-focused funders in the cohort



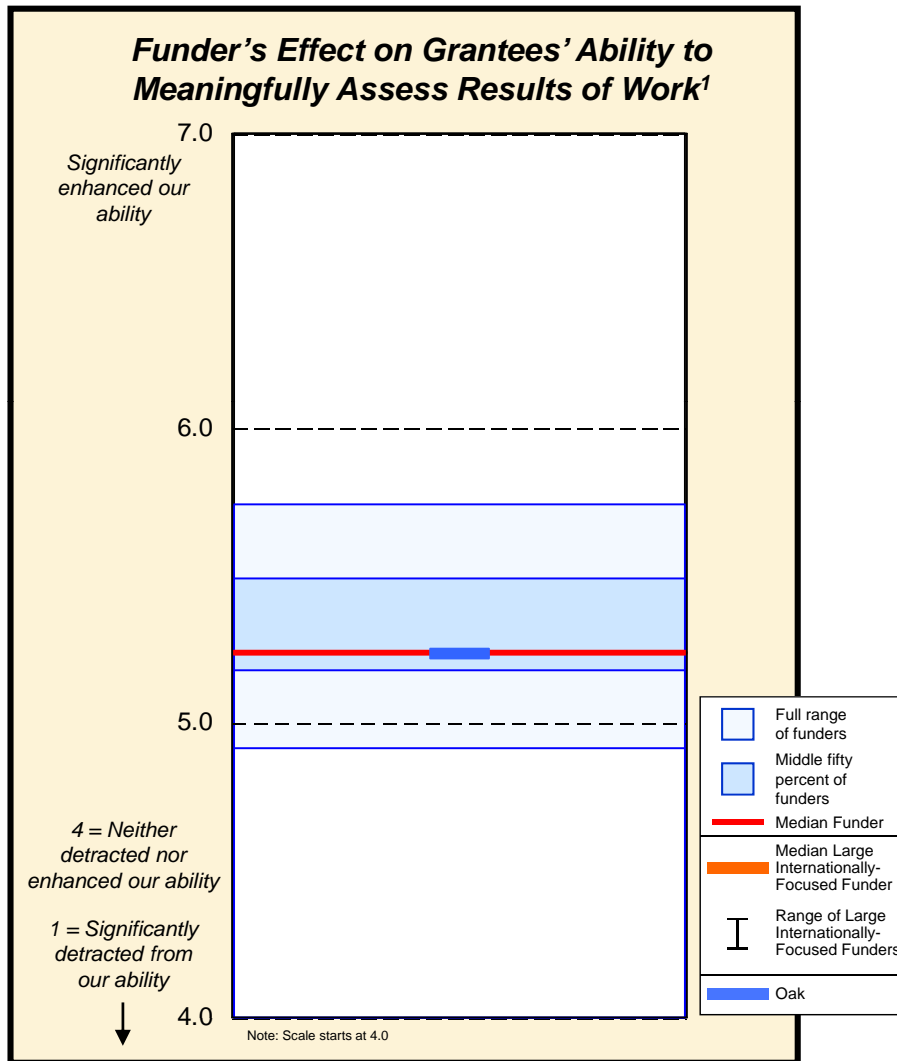
Note: This question includes a "don't know/not applicable" response option; 7 percent of Oak respondents answered "don't know/not applicable", compared to 8 percent at the median funder, and 8 percent of respondents at the median large internationally-focused funder. **CONFIDENTIAL** | © The Center for Effective Philanthropy | 9/8/2011

# Effect on Grantees Achieving Their Goals



Note: This chart represents data from 24 funders.  
Large internationally-focused funder data not available due to changes to the survey instrument.

# Effect on Grantees Assessing Results



## Selected Grantee Comments

- ♦ “Oak was very flexible in allowing us to develop means of measuring the program, which allowed for innovation in the scope and design of our program.”
- ♦ “[Throughout the course of our relationship with Oak], we have had mixed experiences of evaluation, assessment, etc. I would say that designing, commissioning evaluations, and supporting implementation of recommendations is an area of improvement.”
- ♦ “By asking assessment questions from the start, Oak puts grantees on notice to be paying attention throughout the grant period and to honestly assess results.”
- ♦ “Here is one area of weakness...for Oak. There is a discussion about goals and impact and assessment but there is not an intense engagement with the grantee, that I have seen. Our organization would benefit from a greater push and guidance Oak.”
- ♦ “Oak recognized the need for us to evaluate our program and provided additional support for such an evaluation. This is greatly appreciated!”
- ♦ “Perhaps more assistance with evaluation would have been helpful. Providing the funding for us to work with a consultant however was very useful in helping us meet our goals.”

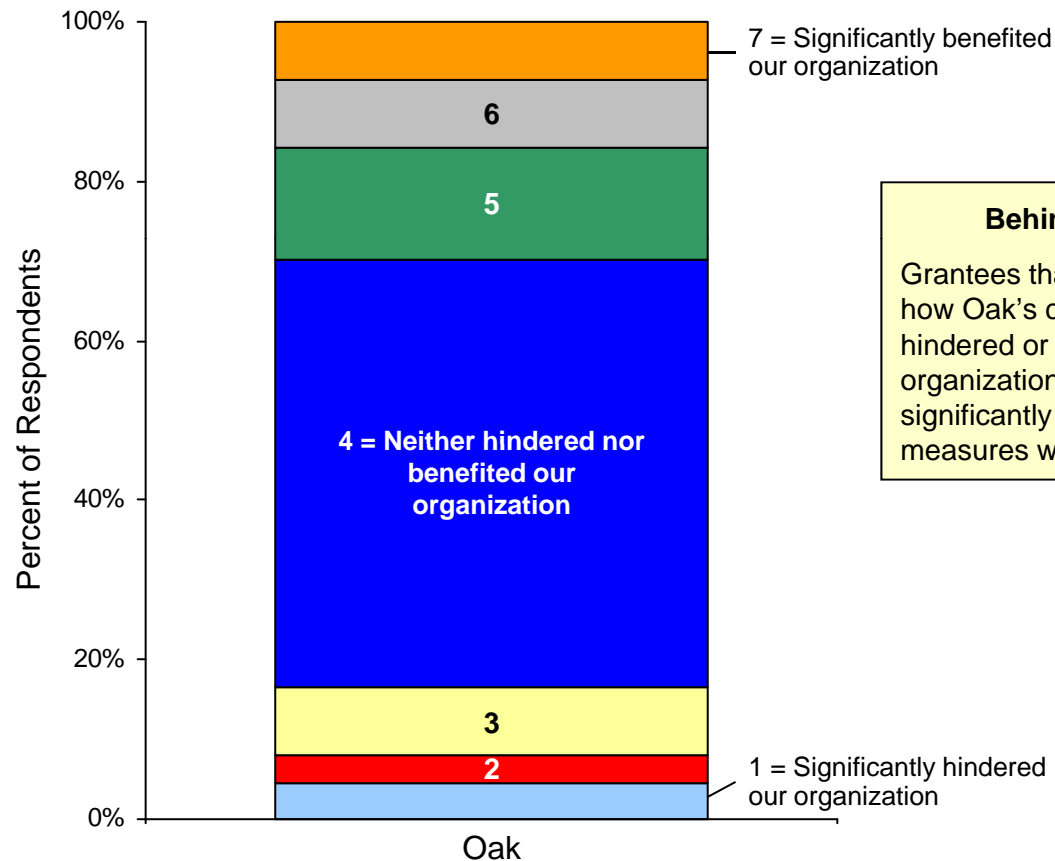
Note: This question was only asked of those grantees that indicated they exchanged ideas with the Foundation regarding how their organization would assess the results of the work funded by the grant. For Oak, 81 percent of grantees indicated that they had exchanged ideas about how to assess the results of the work, compared to 69 percent at the median funder. Large internationally-focused funder data not available due to changes to the survey instrument.

1: Represents data from 24 funders.

# Effect of Co-Funding on Grantee Organization

Oak grantees were asked to rate how Oak’s co-funding requirement hindered or benefited their organization. Seventy percent of grantees rate a 4 or lower on this measure, with “1 = Significantly hindered our organization,” “4 = Neither hindered nor benefited our organization,” and “7 = Significantly benefited our organization.”

**“In general, Oak has a co-funding requirement. If such a condition applied to your grant, how did this hinder or benefit your organization, if at all?”**



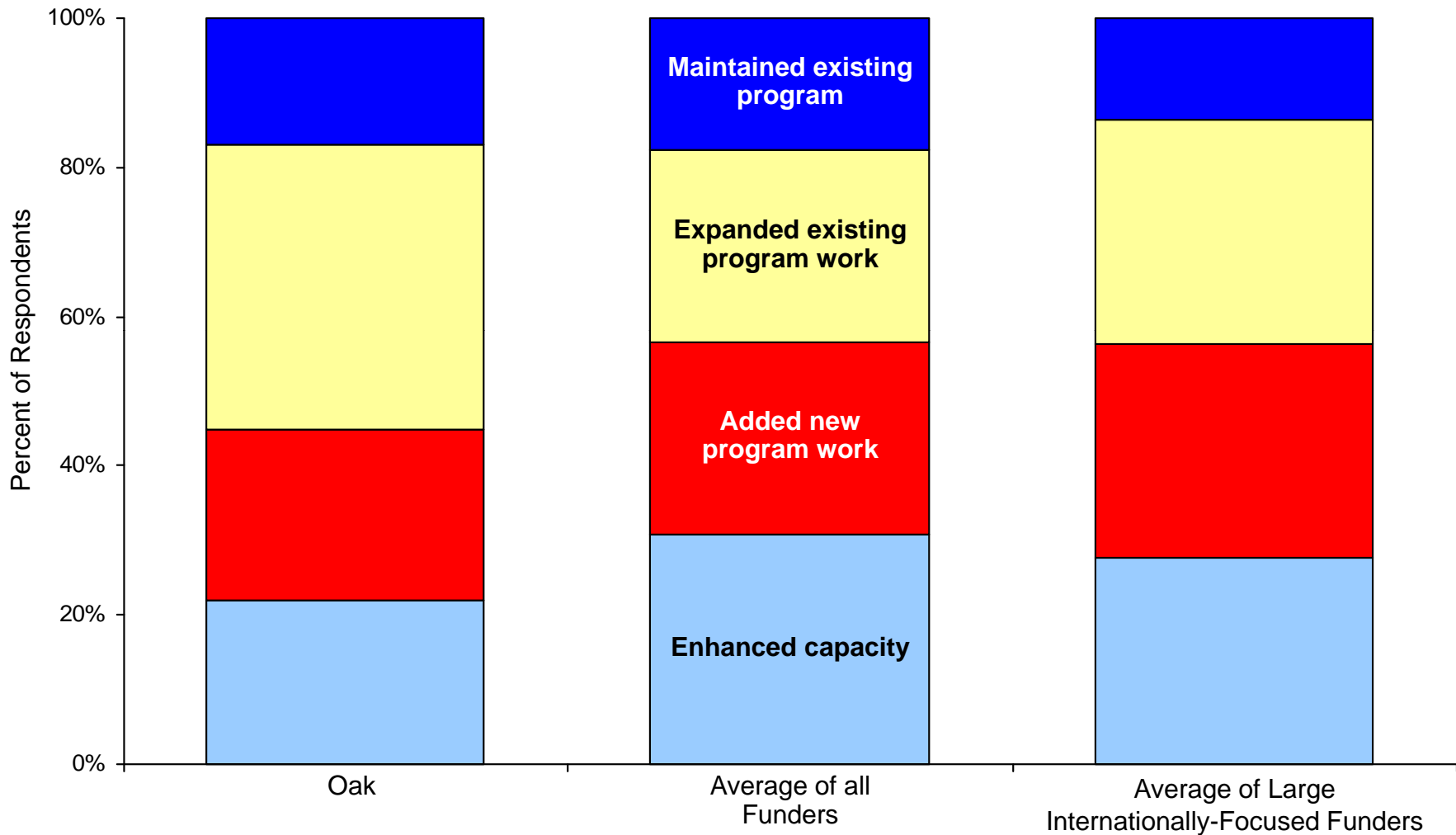
**Behind the Numbers**  
Grantees that rate a 5 or higher for how Oak’s co-funding requirement hindered or benefited their organization rate the Foundation significantly *higher* on most measures within this report.

Oak Average Rating	4.2
% Not applicable	17%

Note: No comparative data available because this question was asked only of Oak grantees.

# Grant Effect

Primary Effect of Grant on Grantee's Organization



Oak grantees that indicate they used the grant to expand an existing program rate the Foundation significantly *lower* than other Oak grantees for the Foundation's impact on their organizations. Oak grantees that indicate they used the grant to enhance capacity rate the Foundation significantly *higher* than other Oak grantees for the Foundation's impact on their organizations and effect of Oak's funding on their ability to sustain the work in the future.

# Grant Patterns Summary (1)

The grant patterns summary segments a funder’s grantmaking by grant characteristics that, across CEP’s dataset, are associated with higher and lower ratings of a funder’s impact on a grantee’s organization. The grant patterns take into account the size and duration of the funder’s grants as well as whether they have provided a recipient with general operating or program/project support.<sup>1</sup>

<b>Field-Wide Findings on Impact on Grantee Organization Ratings</b>		<b>Grant Patterns<sup>2</sup></b>
<b>Highest Ratings on Impact on Grantee Organization</b>	General operating support grant + Grant size \$25K or greater + Multi-year in length	
<b>Moderate Ratings on Impact on Grantee Organization</b>	Program/Project grant + Grant size \$25K or greater + Multi-year in length	
	OR	
	Program/Project grant + Grant size \$150K or greater + One year in length	
	OR	
<b>Lowest Ratings on Impact on Grantee Organization</b>	General operating support grant + Grant size \$10K-\$149K + One year in length	
	OR	
	Program/Project grant + Grant size \$25K-\$149K + One year in length	
	OR	
<b>Lowest Ratings on Impact on Grantee Organization</b>	Program/Project grant + Grant Size less than \$25K + Less than 5 years in length	
	OR	
<b>Lowest Ratings on Impact on Grantee Organization</b>	General operating support grant + Grant size less than \$10K + One year in length	

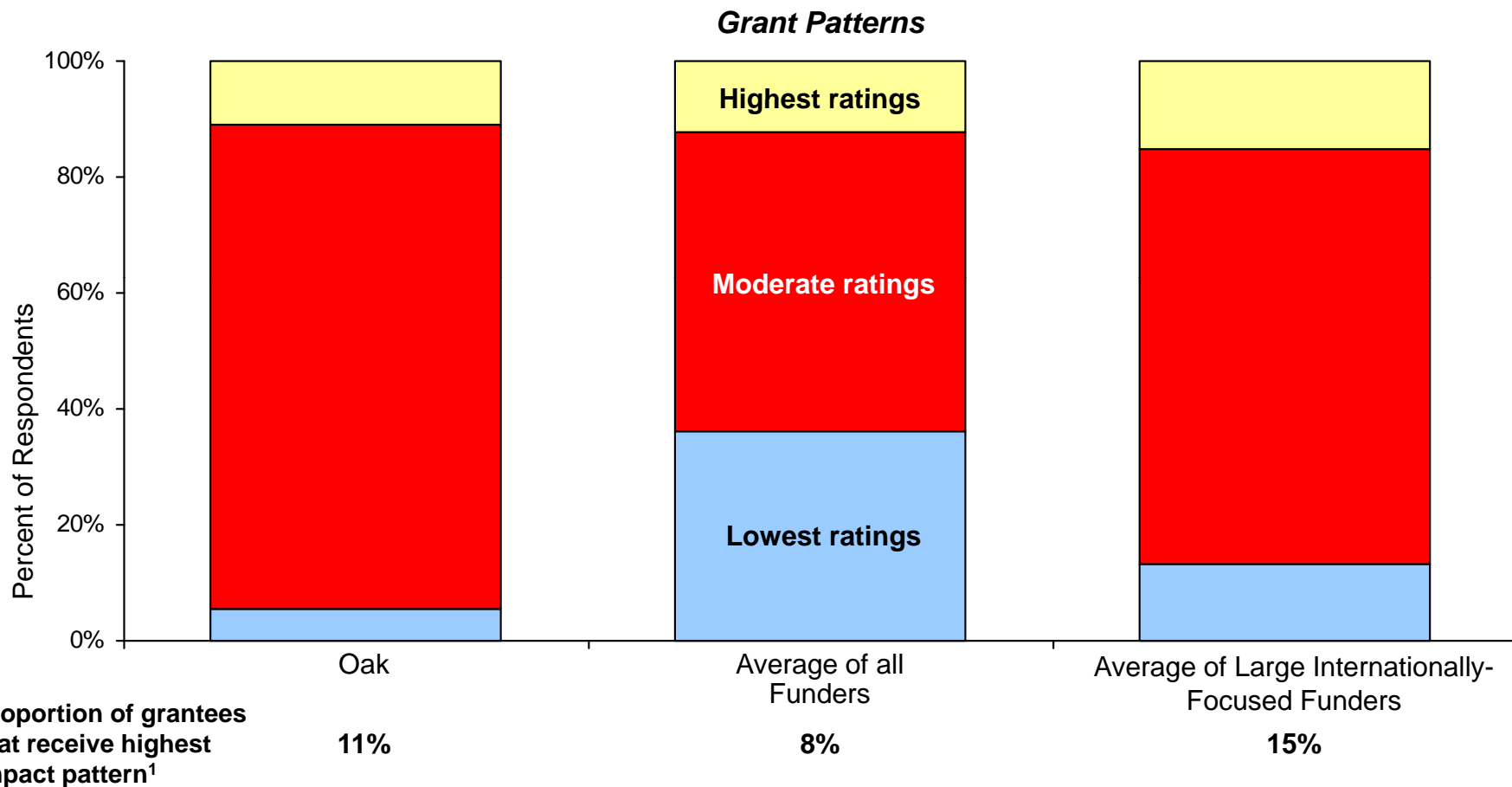
1: All other types of funding are excluded from the grant patterns.

2: Grant patterns listed are representative of the majority of grants that fall within each group. Some patterns are not shown because they are infrequently awarded to grantees.

# Grant Patterns Summary (2)

The proportion of Oak grantees that report receiving the grant pattern CEP field-wide research has found is associated with the highest impact on grantee organization ratings is:

- larger than that of 58 percent of funders
- smaller than that of 60 percent of large internationally-focused funders in the cohort



*Survey-Wide Analysis Fact:* By itself, type of grant awarded is not an important predictor of grantees' ratings of a philanthropic funder'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 funders 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*.

Note: Only respondents who received general operating or program/project support are included in the grant patterns.

1: The proportion shown for "Average of all Funders" and "Average of Large Internationally-Focused Funders" is a median. **CONFIDENTIAL** | © The Center for Effective Philanthropy | 9/8/2011



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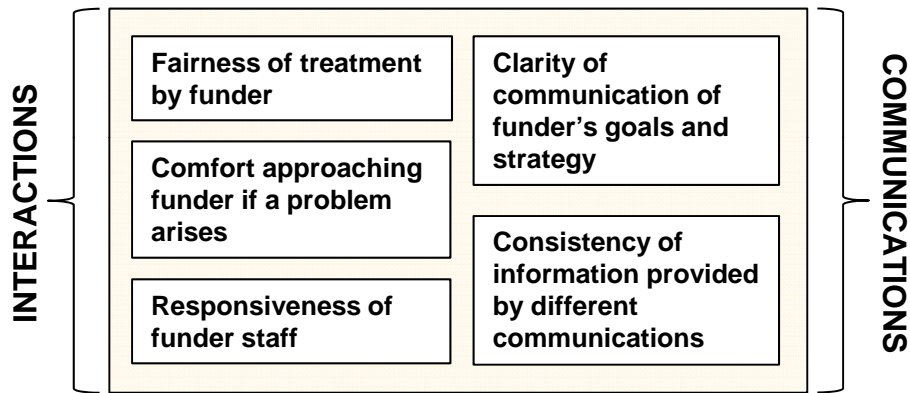
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# Funder-Grantee Relationships Summary

On this summary of key components of funder-grantee relationships, Oak is rated:

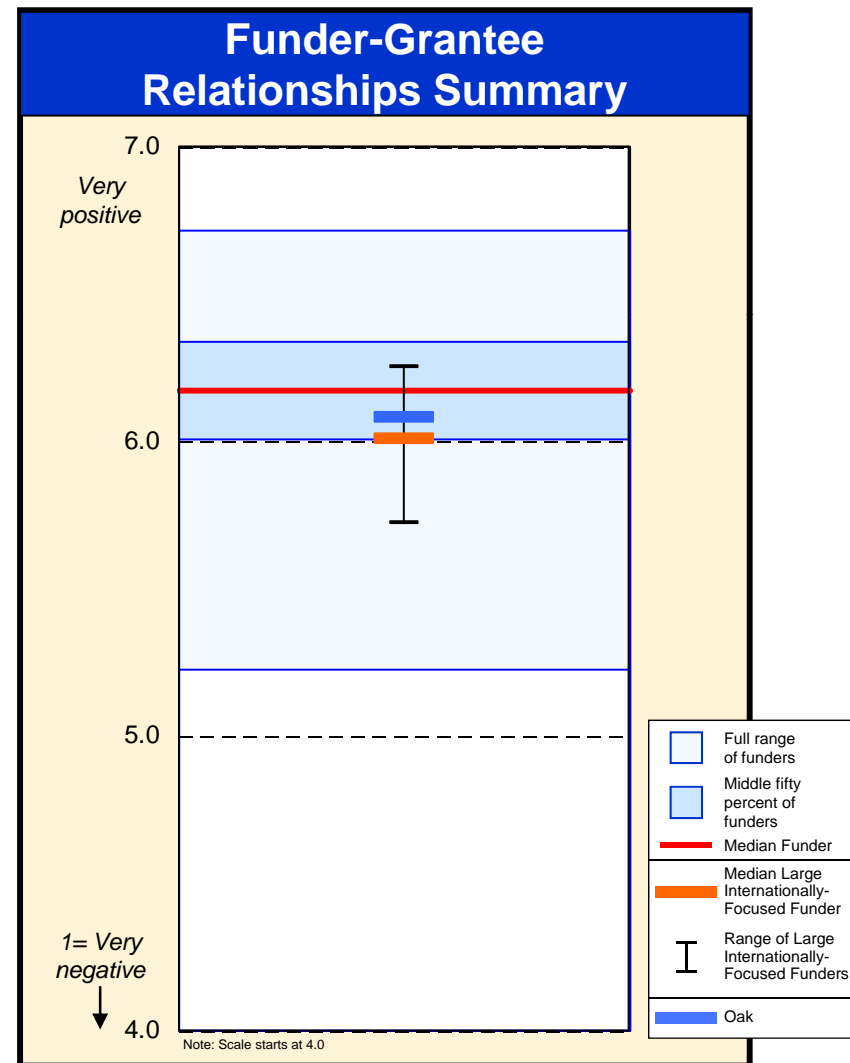
- below 66 percent of funders
- above 70 percent of large internationally-focused funders in the cohort

## Key Components of Funder-Grantee Relationships Measure



Survey-Wide Analysis Fact: What best predicts grantee ratings on the *Funder-Grantee Relationships Summary*? 1) *Understanding*: Understanding of funded organizations' goals and strategies; 2) *Selection*: Helpfulness of selection process and mitigation of pressure to modify priorities; 3) *Expertise*: Understanding of fields and communities; 4) *Contact*: Initiation of contact and with appropriate frequency. For more on these findings and resulting management implications, please see CEP's report, *Working with Grantees: The Keys to Success and Five Program Officers Who Exemplify Them*.

Note: Index created by averaging grantee ratings of comfort approaching the Foundation if a problem arises, responsiveness of the Foundation staff, fairness of the Foundation's treatment of grantees, clarity of communication of the Foundation's goals and strategy, and the consistency of information provided by different communication resources. The data above reflects only the responses of grantees who answered all five of these questions.



# Interactions Measures

On fairness of treatment of grantees, Oak is rated:

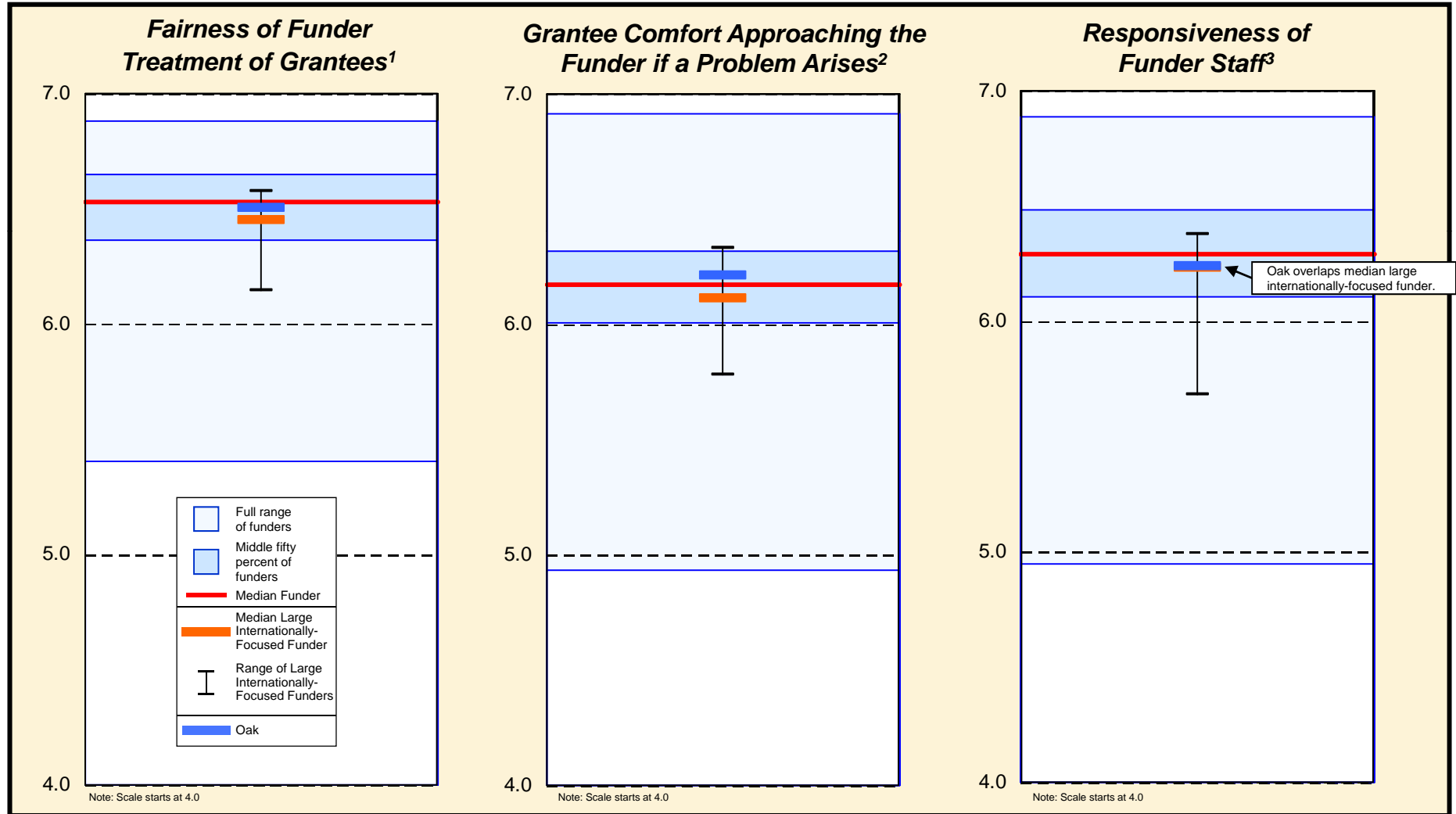
- below 55 percent of funders
- above 64 percent of large internationally-focused funders in the cohort

On grantees' comfort in approaching the Foundation if a problem arises, Oak is rated:

- above 57 percent of funders
- above 91 percent of large internationally-focused funders in the cohort

On responsiveness of Foundation staff to grantees, Oak is rated:

- below 59 percent of funders
- above 55 percent of large internationally-focused funders in the cohort



1: Scale goes from 1 = Not at all fairly to 7 = Extremely fairly.  
 2: Scale goes from 1 = Not at all comfortable to 7 = Extremely comfortable.  
 3: Scale goes from 1 = Not at all responsive to 7 = Extremely responsive.

## Selected Grantee Comments

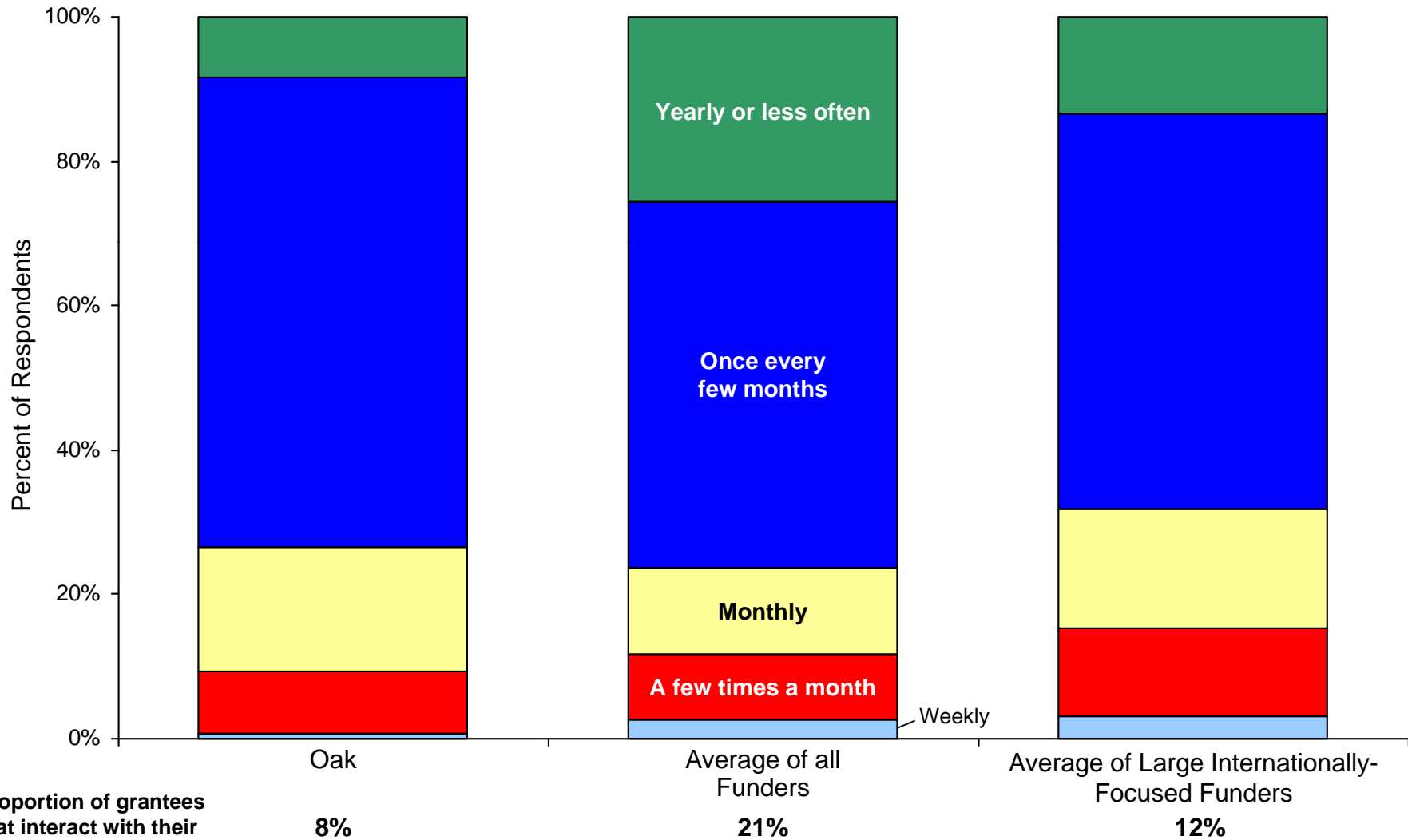
- ◆ *“Very good relationship with program manager who has always been extremely helpful in answering questions and facilitating access to the resources of the foundation.... Overall, the Foundation has been very supportive.”*
- ◆ *“Local officers are unapproachable and dismissive.... Communications are infrequent and seldom initiated by Oak officers.”*
- ◆ *“Any interaction and communication with Oak staff has been extremely helpful. The Oak staff has been accessible and very patient.”*
- ◆ *“Our program officer was sometimes difficult to get hold of. Conversations with her were always valuable and informative, and we would have benefited from more regular communication.”*
- ◆ *“Help is never far away and e-mails are answered promptly. The staff are keen to engage in phone dialogues which clears up any problems immediately.”*
- ◆ *“Our Program Officer is highly qualified and educated about our unique field and is a resource for us, but is hard to reach.”*
- ◆ *“Given the size and reputation of the Foundation, I was pleasantly surprised at how personal the interactions have been, and how quickly the team can respond to queries.”*

# Frequency of Interactions

The proportion of Oak grantees that report interacting with their program officer yearly or less often is:

- smaller than that of 84 percent of funders
- smaller than that of 73 percent of large internationally-focused funders in the cohort

**Frequency of Grantee Contact with Program Officer During Grant**

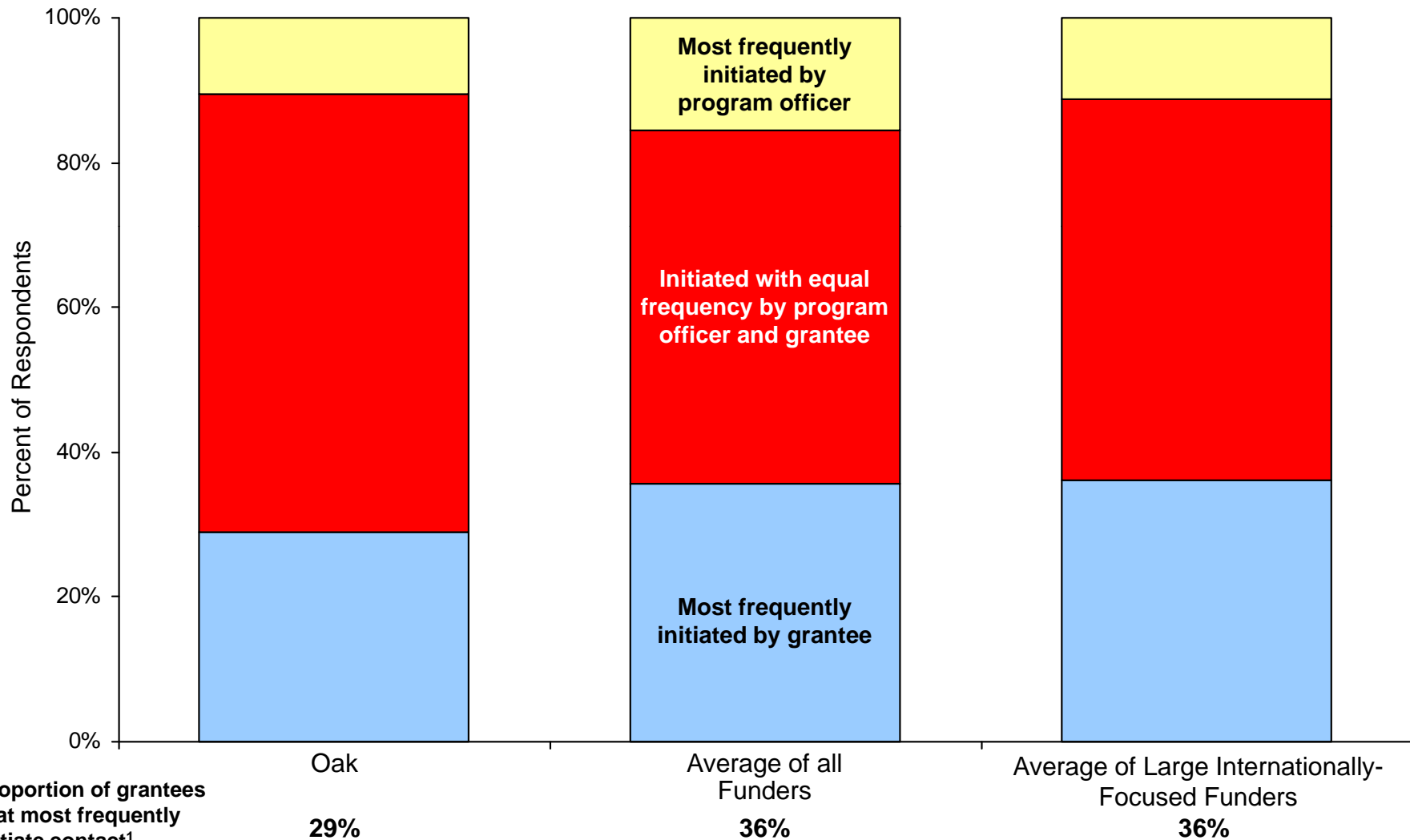


# Initiation of Interactions

The proportion of Oak grantees that report that they most frequently initiate interactions with the Foundation is:

- smaller than that of 70 percent of funders
- smaller than that of 90 percent of large internationally-focused funders in the cohort

**Initiation of Grantee Contact with Program Officer During Grant**



Proportion of grantees that most frequently initiate contact<sup>1</sup>

29%

36%

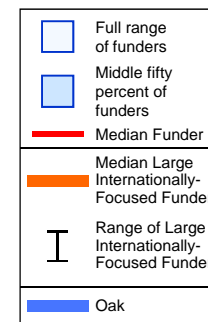
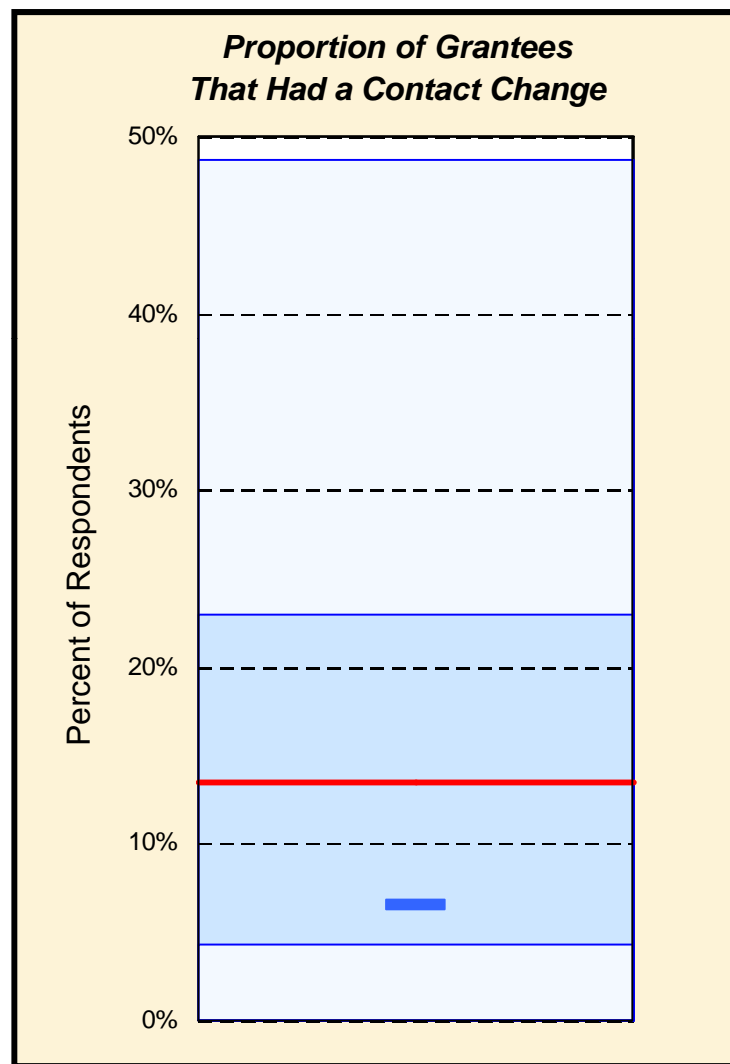
36%

<sup>1</sup>: The proportion shown for "Average of all Funders" and "Average of Large Internationally-Focused Funders" is a median. **CONFIDENTIAL** | © The Center for Effective Philanthropy | 9/8/2011

# Proportion of Grantees That Had a Change in Primary Contact

The proportion of Oak grantees who had a change in their primary contact in the last six months is:

- smaller than that of 72 percent of funders

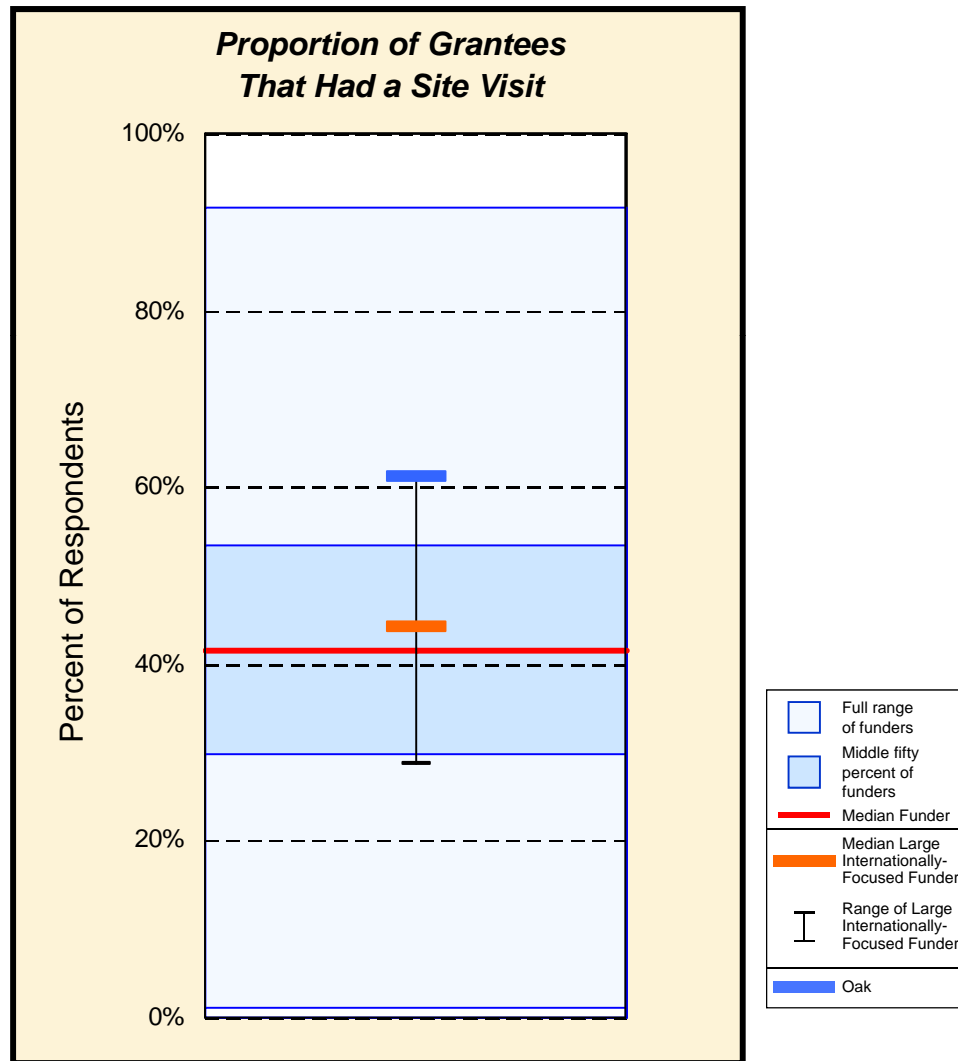


Note: This chart represents data from 87 funders.  
 Large internationally-focused funder data not available due to changes to the survey instrument.

# Proportion of Grantees That Had a Site Visit

The proportion of Oak grantees receiving a site visit is:

- larger than that of 83 percent of funders
- larger than that of all other large internationally-focused funders in the cohort



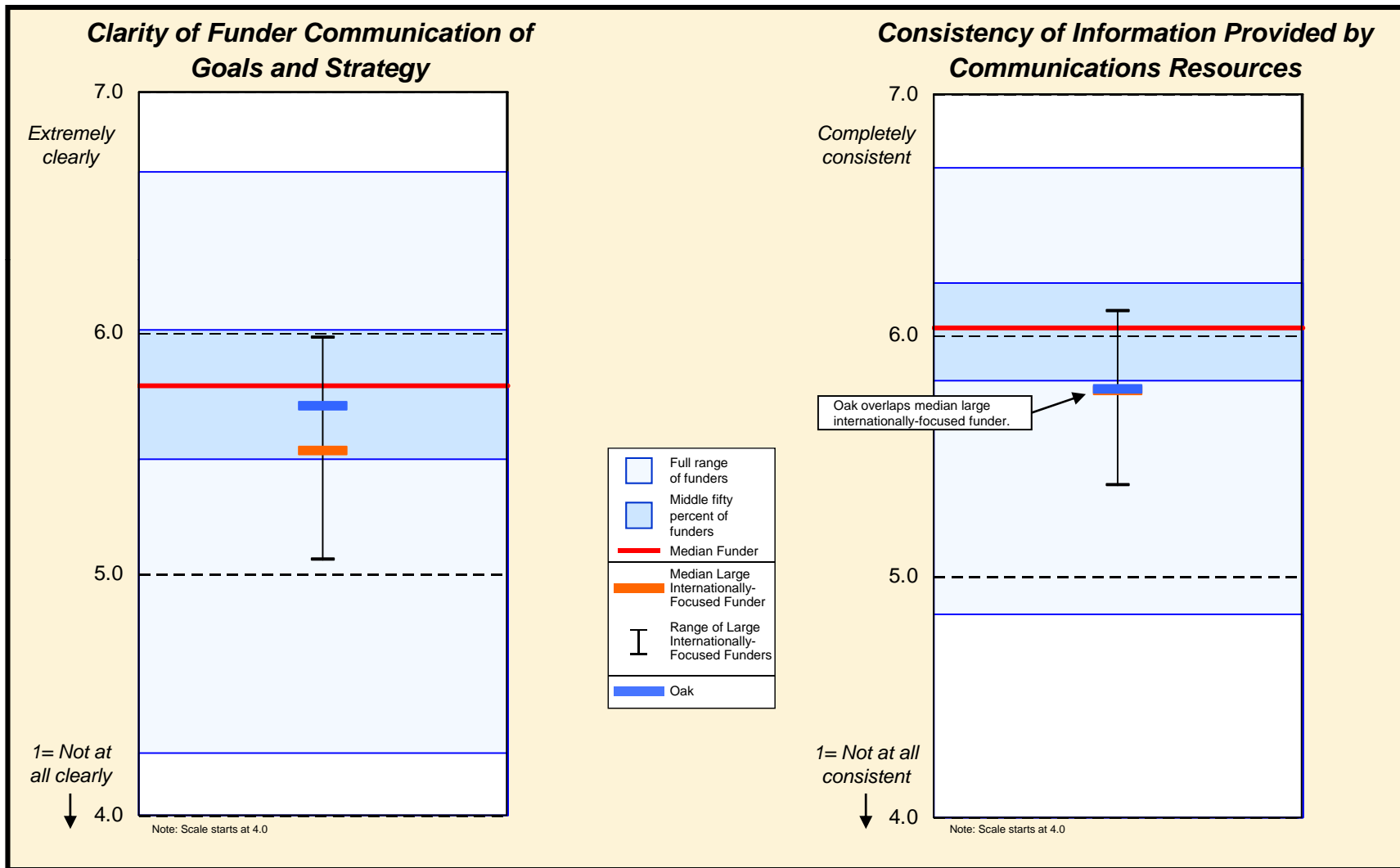
# Communications Measures

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

- below 56 percent of funders
- above 82 percent of large internationally-focused funders in the cohort

On consistency of the Foundation's communications resources, both personal and written, Oak is rated:

- below 79 percent of funders
- above 60 percent of large internationally-focused funders in the cohort

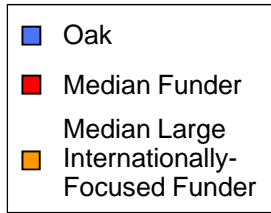


Note: In the right-hand chart, this question includes a "used one or no resources" response option; 4 percent of Oak respondents indicated they had used one or no resources, compared to 4 percent at the median funder, and 4 percent of respondents at the median large internationally-focused funder.

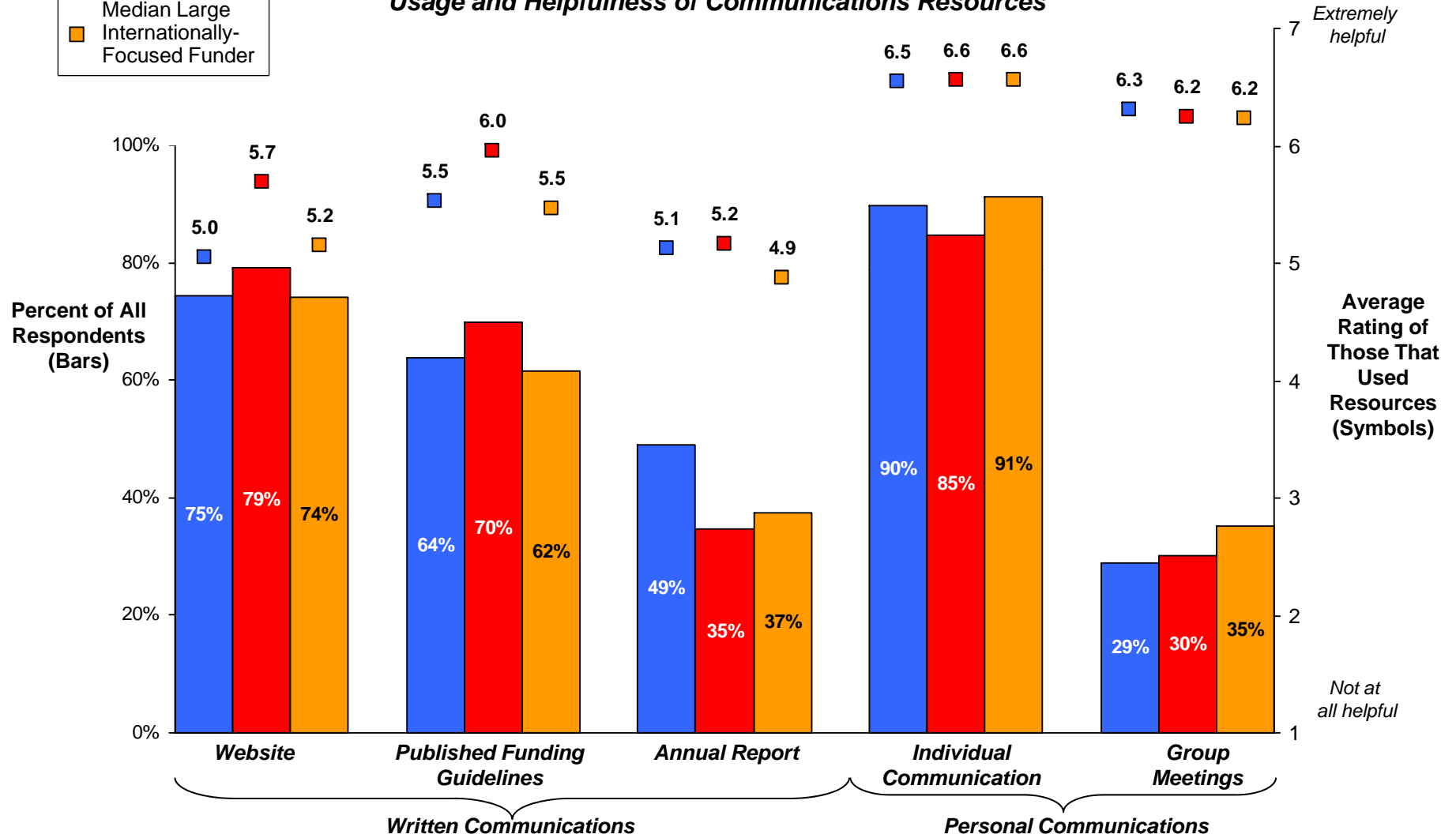
## Selected Grantee Comments

- ◆ *“We were very well served by excellent communication with the program officer. We felt that he provided a clear understanding of the board’s priorities...and let us know what would best clarify our proposal to answer the questions or concerns the board would have.”*
- ◆ *“In some instances, communication on the Oak Foundation’s priorities may vary. This may be influenced by internal discussions around the Foundation’s program strategies but an impact of this is that the organization may not always have clarity on the Oak Foundation’s priorities.”*
- ◆ *“The program officers have been an excellent resource for understanding the priorities for the Foundation, which have shifted over time. They have also been helpful in exploring different ideas with us to match our needs with the Foundation’s priorities.”*
- ◆ *“When requests for additional information are made, it is not always clear who is requesting the information or how it will fit in to the decision-making process. We do not have a sense of how Oak’s grant to our organization fits in to the larger child abuse portfolio.”*
- ◆ *“We were presenting a new program idea to the Foundation and they were extremely helpful in communicating their priorities and were very straightforward in how much we should ask for, and what type of information they would need to make a decision.”*
- ◆ *“As our grant falls under the ‘special interest program,’ it was not always easy to find clear information on this, as the program funds a wide range of differing projects (and there is limited information available on Oak’s website).”*

# Communications Resources



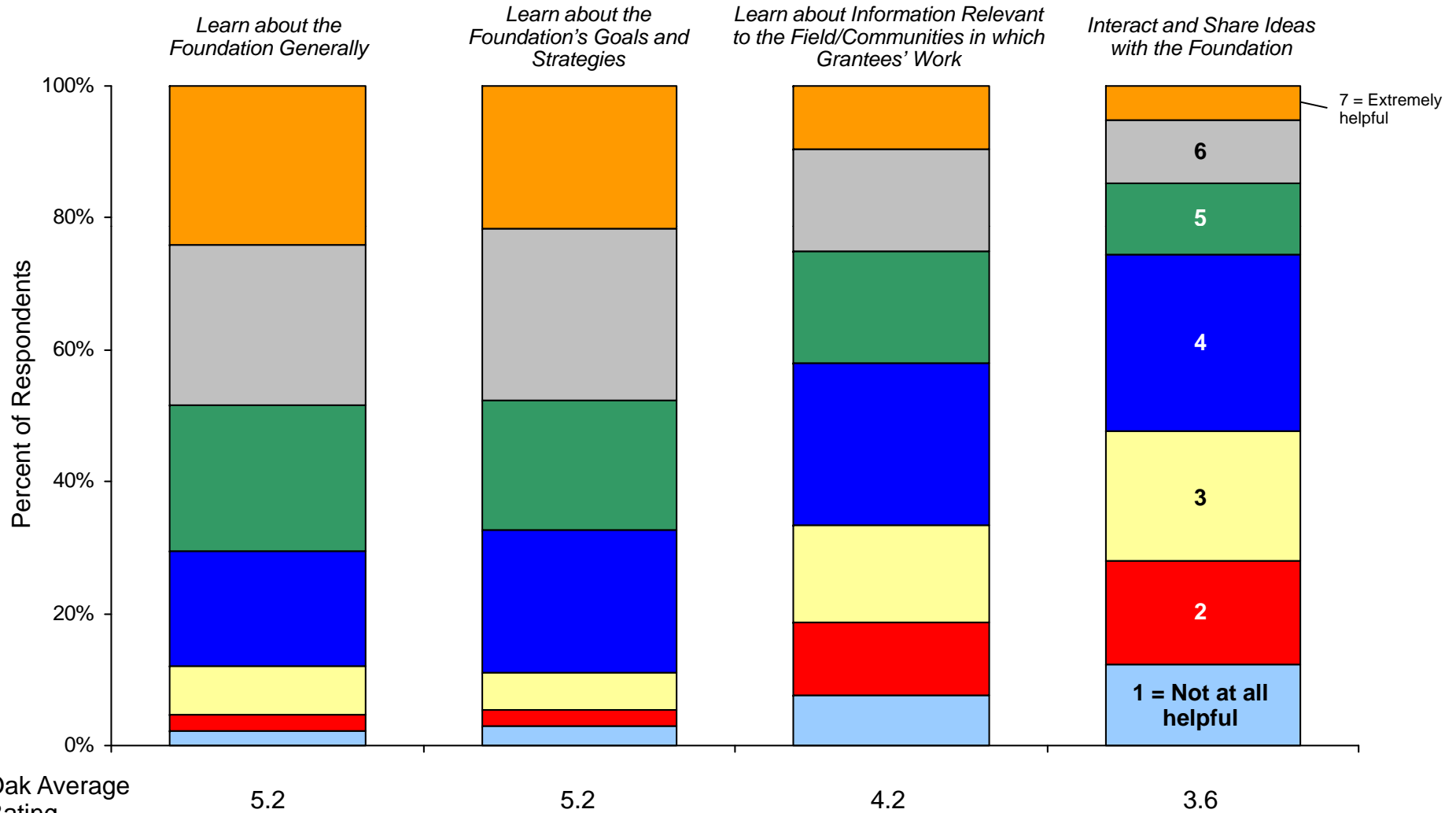
Usage and Helpfulness of Communications Resources



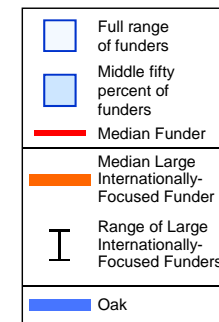
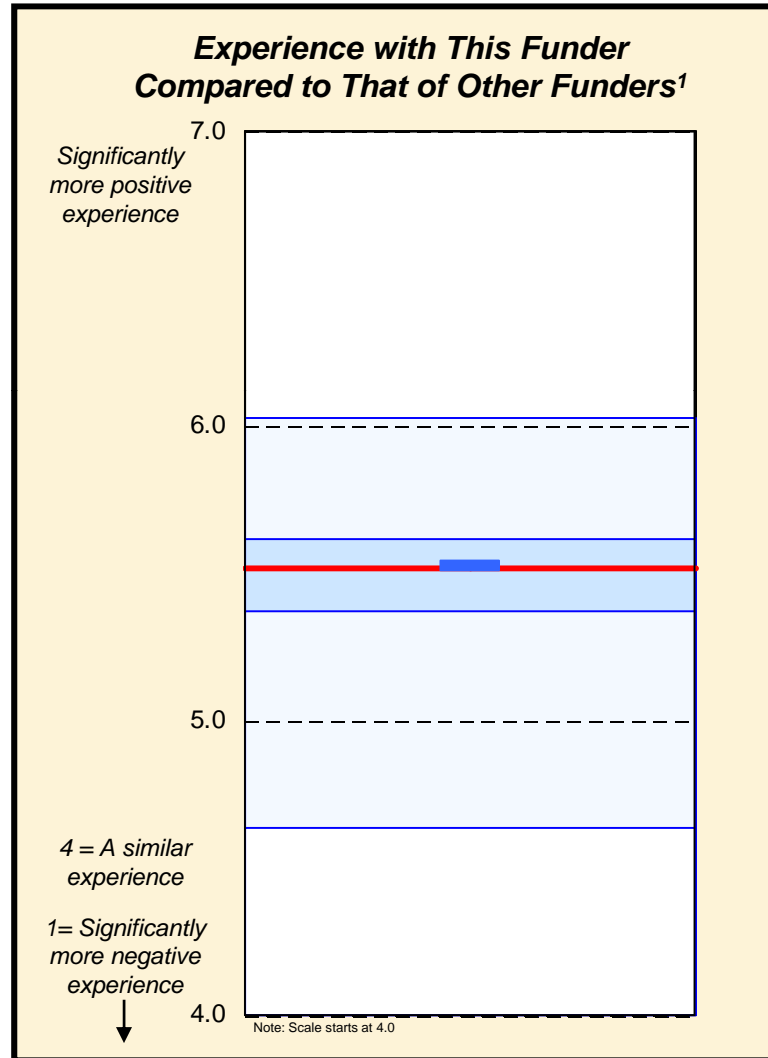
# Helpfulness of Website

Oak grantees were asked to rate the helpfulness of Oak’s website for a variety of activities, with “1 = Not at helpful” and “7 = Extremely helpful.” Grantees rate Oak’s website to be most helpful for learning about the Foundation generally and about the Foundation’s goals and strategies.

**“How helpful do you find Oak’s website for the following activities?”**



# Experience with Other Funders



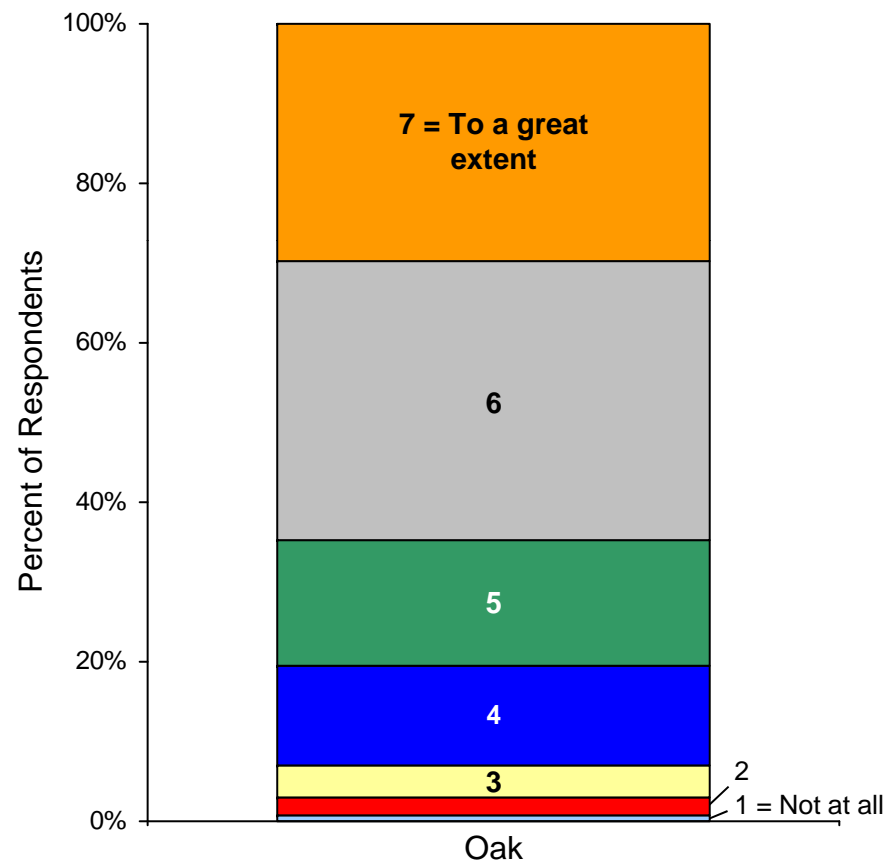
Note: This question includes a “N/A – I have never received a grant from another funder” response option; 2 percent of Oak respondents indicated they have never received a grant from another funder, compared to 3 percent at the median funder.  
Large internationally-focused funder data not available due to changes to the survey instrument.

1: Represents data from 24 funders.

# Staff Collaboration on Grantee Challenges

Oak grantees were asked to rate how collaboratively Oak staff worked with them to overcome challenges during their grant. Sixty-five percent of grantees rate a 6 or a 7, with “1 = Not at all” and “7 = To a great extent.”

*“If you experienced challenges during your grant, to what extent did you feel Oak staff worked collaboratively with you to overcome them?”*



Oak Average Rating 5.6  
% Not applicable 21%

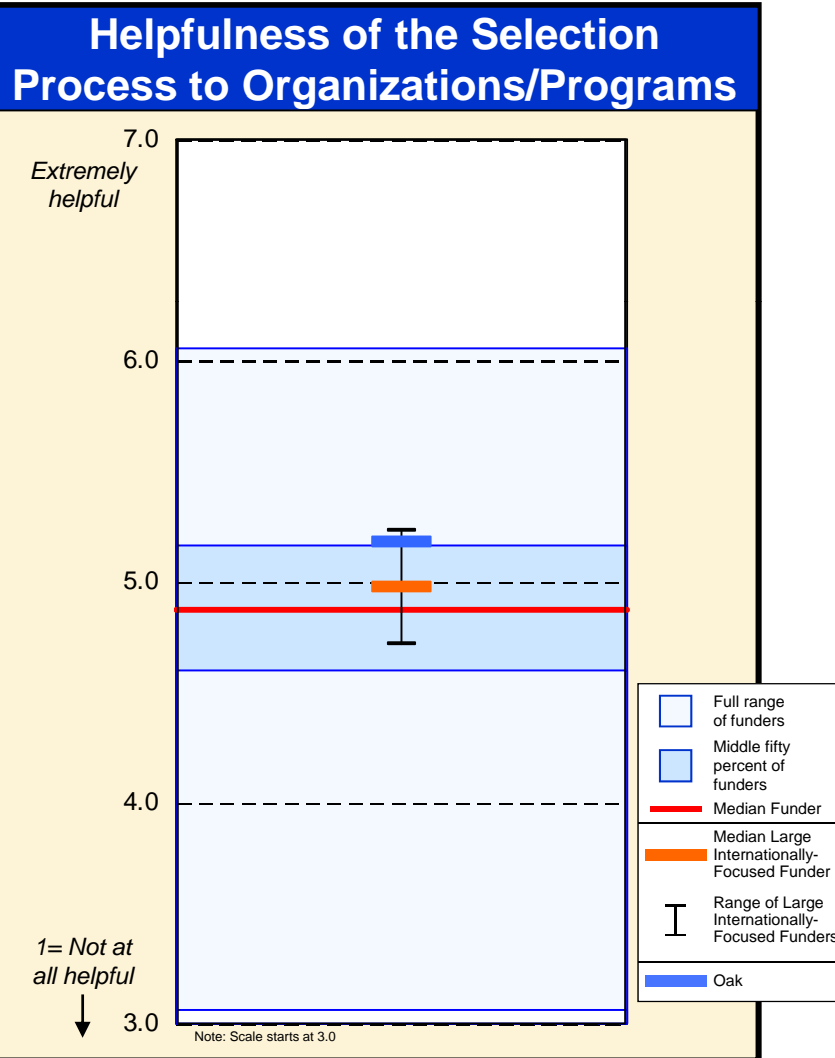
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# Helpfulness of Selection Process

On helpfulness of the Foundation’s selection process in strengthening funded organizations/programs, Oak is rated:

- above 76 percent of funders
- above 73 percent of large internationally-focused funders in the cohort



## Selected Grantee Comments

- ♦ *“The process of applying for a grant for me and the organization was a valued learning experience. The process prompted and encouraged me to think through and examine the detail of our organization and more importantly the work.”*
- ♦ *“My only criticism would be the amount of time and little information that passed between the submission of the application and hearing the grant had been accepted.”*
- ♦ *“Though the proposal writing and budgeting process were...onerous – and we significantly reworked our proposal to reflect the wishes of our Oak program officer – the resulting proposal was admittedly much stronger than what we would have produced on our own.”*
- ♦ *“The slow moving bureaucracy in Switzerland can be a real problem. The application is long, complex, and onerous. We have gotten odd questions in the past and decision making is often painfully slow by the central organization.”*
- ♦ *“I find program staff to be extremely knowledgeable and helpful in both thinking through strategies and work as well as in drafting proposals. Oak pushed [my organization] to articulate how our work promotes human rights both at the international and domestic level.”*
- ♦ *“I found the interaction with staff extremely helpful. They consistently provided thoughtful feedback and good questions that improved the quality of our program and proposal. However, the process from submission to updates to review was quite a lengthy process. It would have been helpful to have streamlined some steps.”*

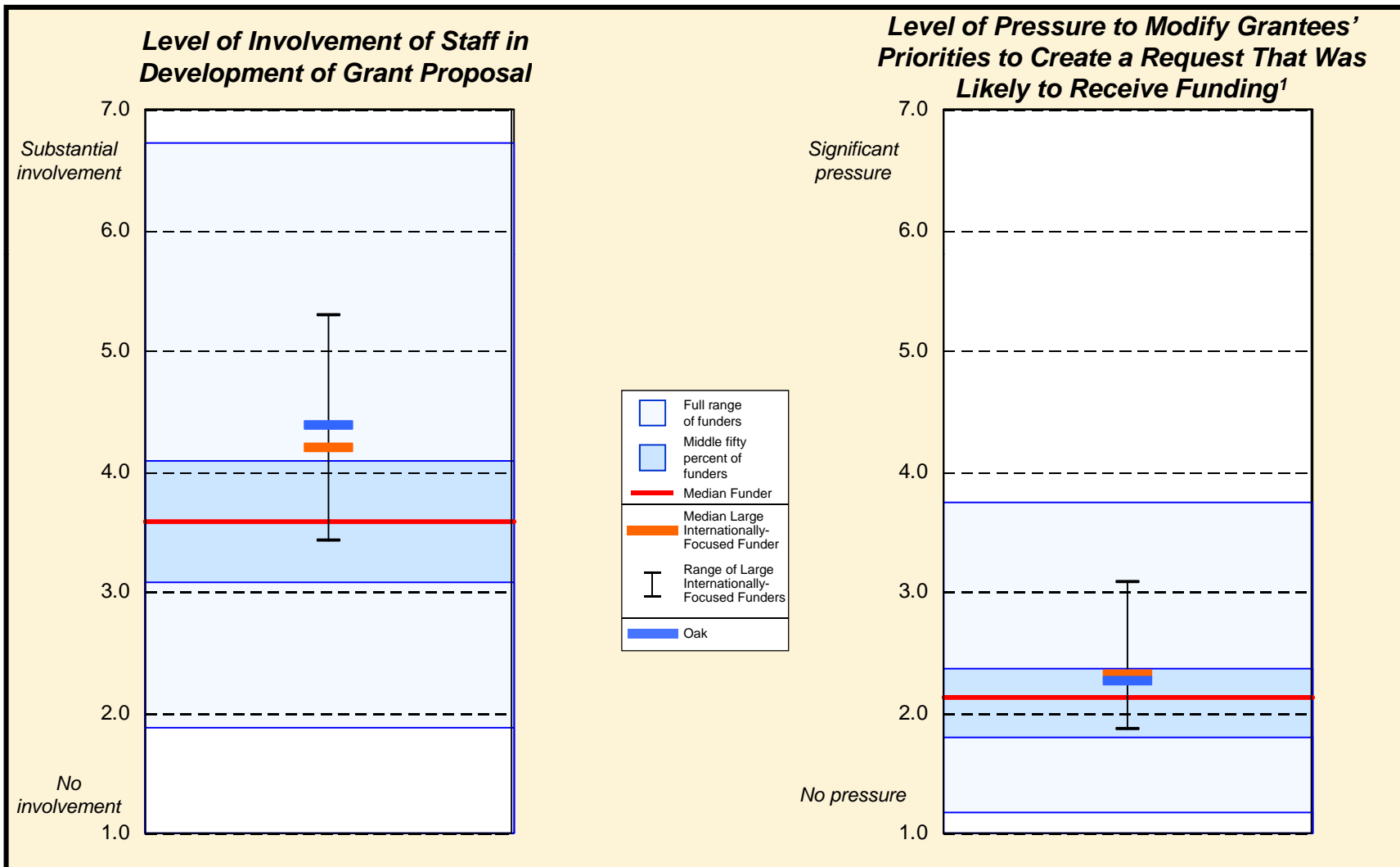
# Funder Involvement and Pressure in Selection Process

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

- above 89 percent of funders
- above 80 percent of large internationally-focused funders in the cohort

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

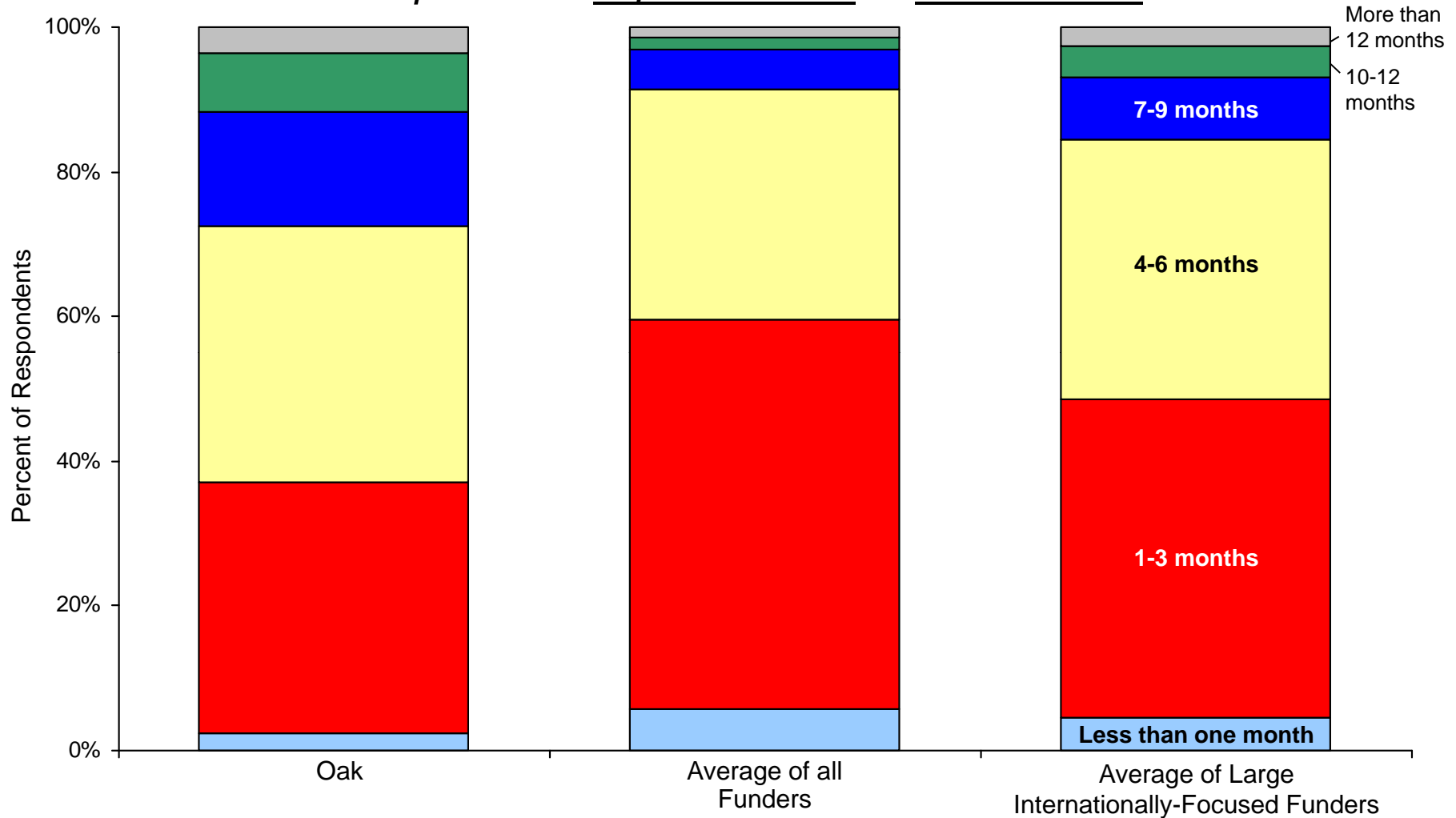
- above 62 percent of funders
- below 80 percent of large internationally-focused funders in the cohort



Note: These questions were only asked of grantees that indicated they submitted a proposal for their grant. For Oak, 99 percent of grantees indicated that they had submitted a proposal for their grant, compared to 95 percent at the median funder, and 97 percent of respondents at the median large internationally-focused funder.

# Time Between Submission and Clear Commitment

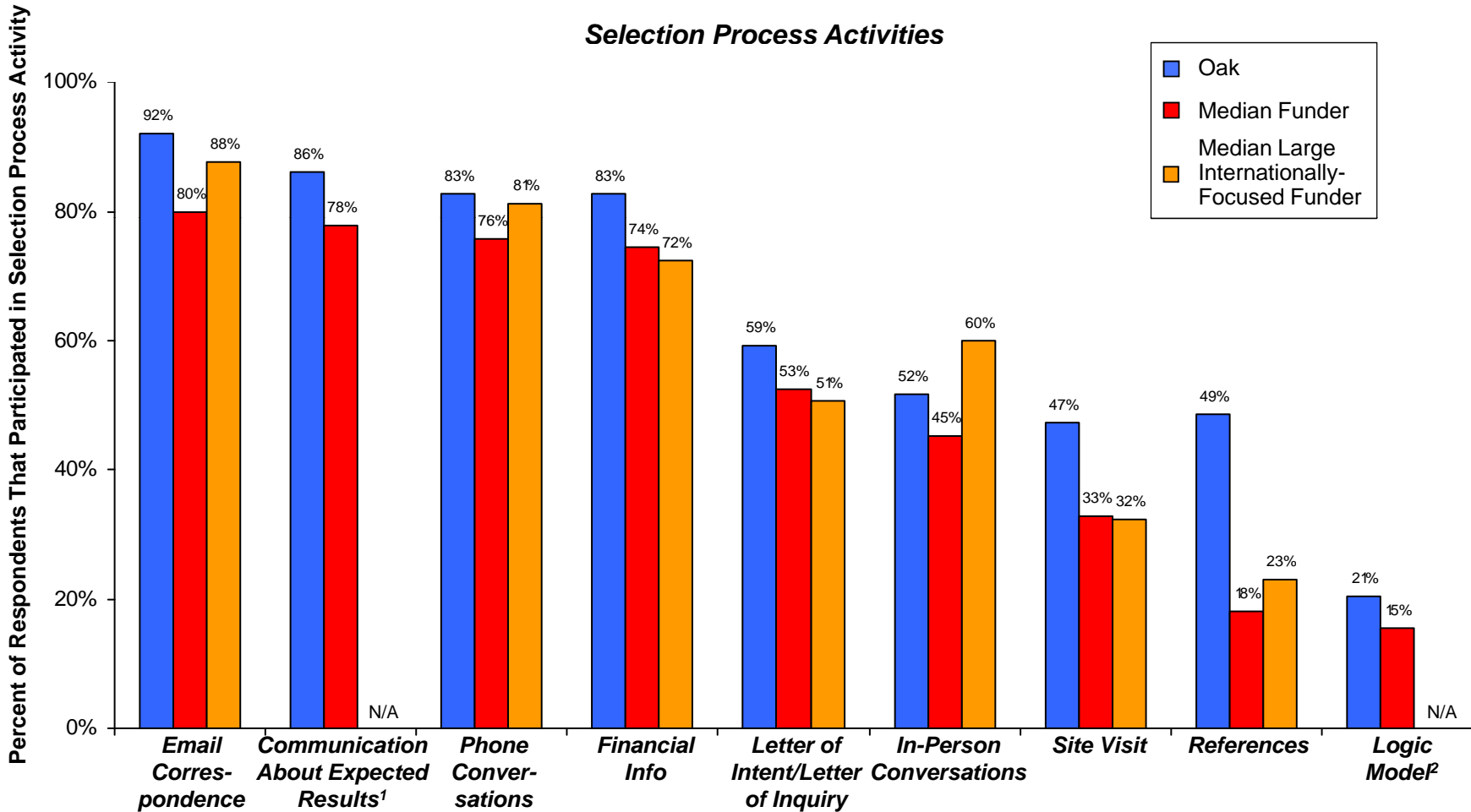
*Time Elapsed Between Proposal Submission and Clear Commitment*



The 27 percent of Oak grantees that indicate seven months or more elapsed from the submission of the grant proposal to clear commitment of funding rate the Foundation significantly *lower* on measures including the helpfulness of the selection process in strengthening grantees' organizations/programs and the quality of interactions with the Foundation.

Note: This question was only asked of grantees that indicated they submitted a proposal for their grant. For Oak, 99 percent of grantees indicated that they had submitted a proposal for their grant, compared to 95 percent at the median funder, and 97 percent of respondents at the median large internationally-focused funder.

# Selection Process Activities



1: Represents data from 82 funders.  
 Large internationally-focused funder data not available due to changes to the survey instrument.

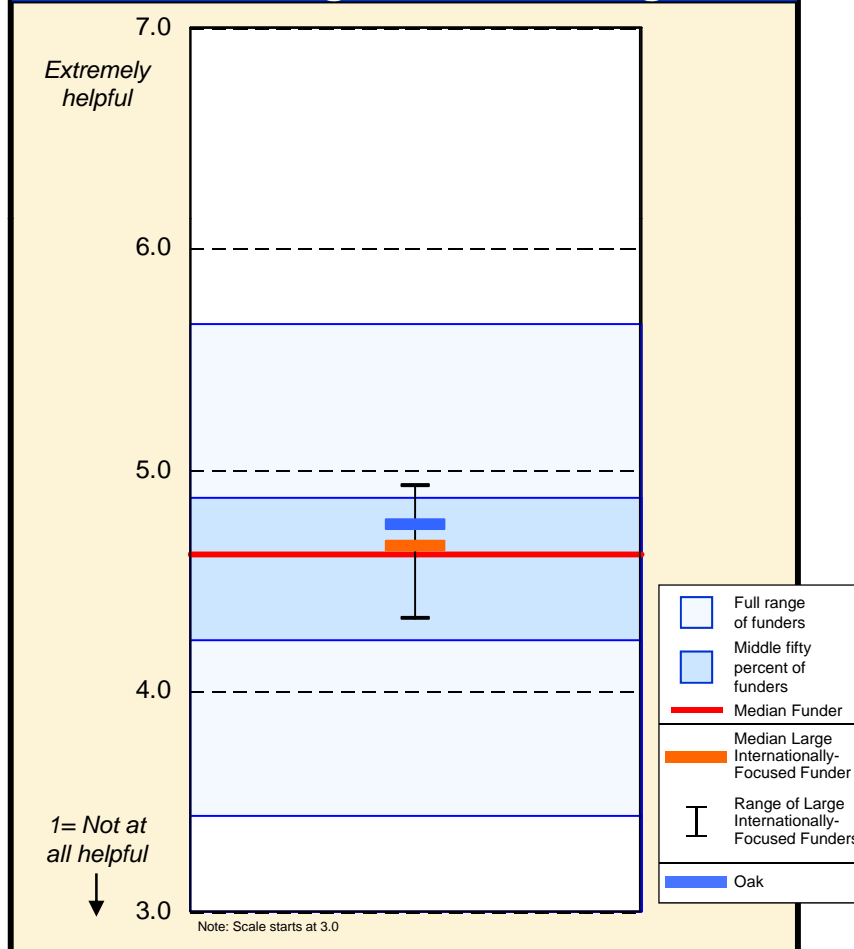
2: Represents data from 68 funders.  
 Large internationally-focused funder data not available due to changes to the survey instrument.

# Helpfulness of Reporting and Evaluation Processes

On helpfulness of the Foundation's reporting/evaluation process in strengthening funded organizations/programs, Oak is rated:

- above 63 percent of funders
- above 80 percent of large internationally-focused funders in the cohort

## Helpfulness of Reporting/Evaluation Process to Organizations/Programs



## Selected Grantee Comments

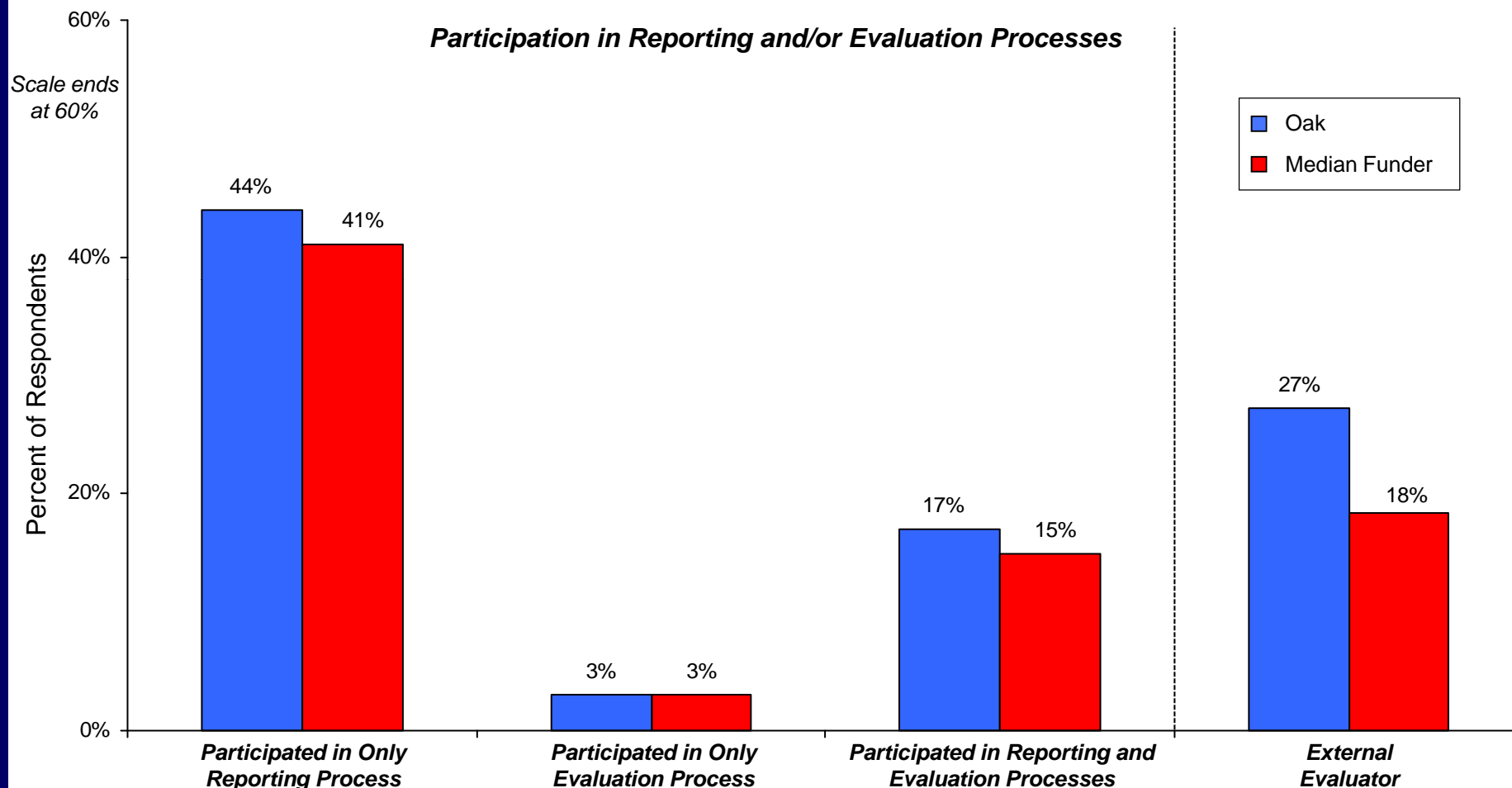
- ♦ *“The application and reporting forms are onerous. They require more work than do other proposals and reports for other foundations.”*
- ♦ *“One of the issues that became obvious throughout the process of applying for a grant and the evaluation process was the need for [my organization] to upgrade and improve our processes for reporting. The whole experience was extremely informative and positive and we have learnt a great deal through participation.”*
- ♦ *“We could have used more information and communication on a regular basis regarding...reporting requirements.”*
- ♦ *“We very much appreciated Oak’s application and reporting process, with clear deadlines and forms. Because we have so much to write, we would welcome the opportunity to write more than the page limits allow.”*
- ♦ *“We have had difficulty understanding the Foundation’s reporting guidelines – even if the award letter says annually, it has been communicated that it should typically follow spending.”*
- ♦ *“Questions following submission of progress report indicate Oak staff [is] very thorough.”*

Note: This question was only asked of those grantees that had participated in a reporting or evaluation process by the time they took the survey.

For Oak, 63 percent of grantees indicated that they had participated in a reporting or evaluation process by the time they took the survey, compared to 61 percent at the median funder and 63 percent of respondents at the median large internationally-focused funder. **CONFIDENTIAL** | © The Center for Effective Philanthropy | 9/8/2011

# Reporting and Evaluation Processes

Oak grantees were asked if they participated in or will participate in the Foundation’s reporting and/or evaluation processes. Of those grantees that did participate in one or both processes, 27 percent – a larger than typical proportion – indicate that their reporting/evaluation process involved an external evaluator.



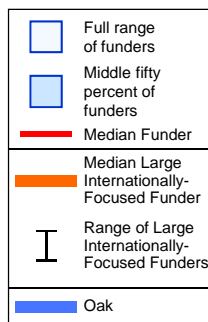
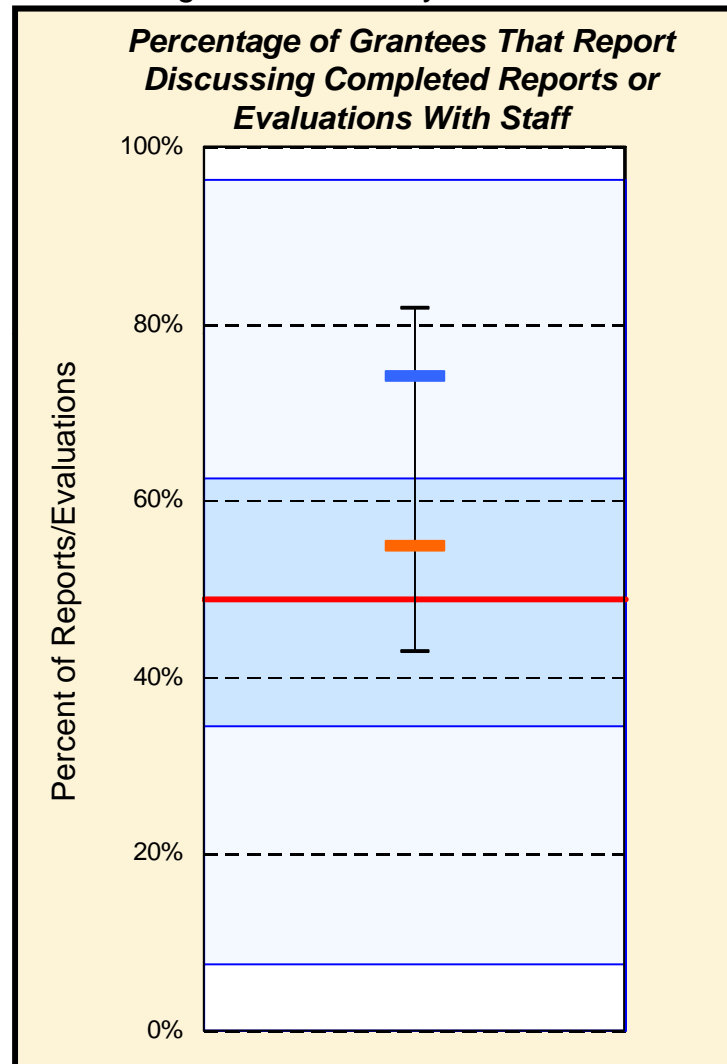
Oak grantees that indicate there was an external evaluator involved in their reporting/evaluation process rate significantly *higher* than other Oak grantees for the helpfulness of the reporting/evaluation process in strengthening their organizations/programs.

Note: This chart represents data from 13 funders. Large internationally-focused funder data not available due to changes to the survey instrument.

# Discussion of Report or Evaluation

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

- larger than that of 89 percent of funders
- larger than that of 91 percent of large internationally-focused funders in the cohort



## Behind the Numbers – Variation by Discussion of Report/Evaluation

Grantees that report discussing their completed reports/evaluations with Foundation staff rate the Foundation significantly *higher* on most measures within the report, including:

- Impact on and understanding of grantees' fields and organizations
- Strength of funder-grantee relationships
- Helpfulness of the reporting/evaluation process in strengthening grantees' organizations/programs

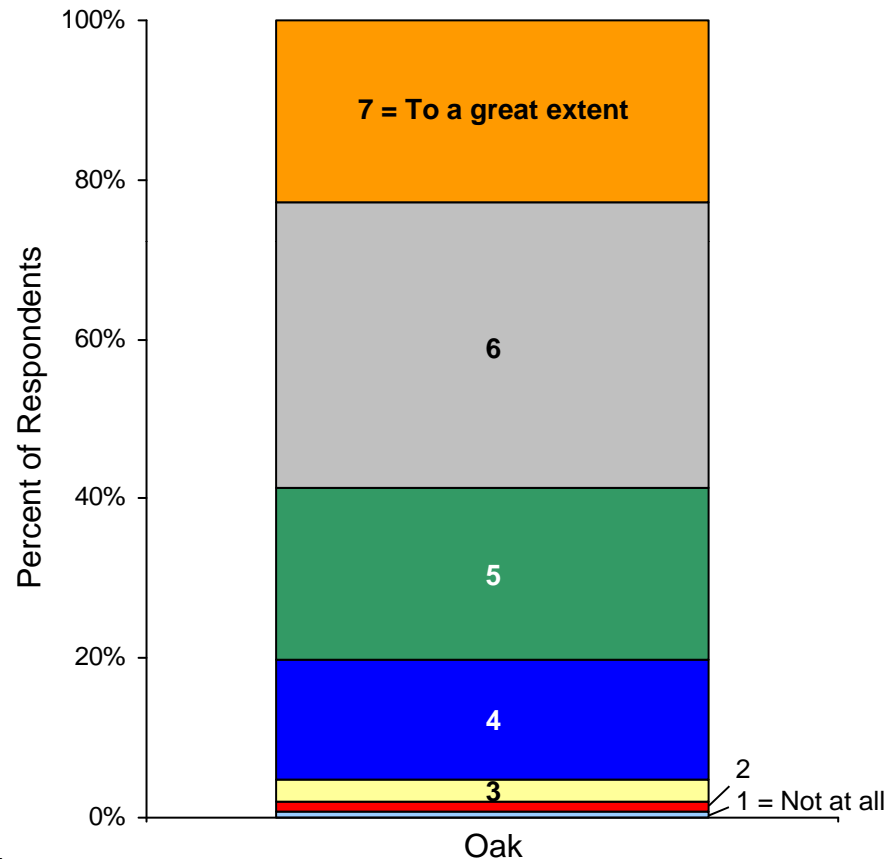
**Survey-Wide Analysis Fact:** The helpfulness of the reporting or evaluation process is the lowest rated measure by grantees in CEP's dataset. However, grantees who have a discussion about their reports or evaluations with the foundation tend to find the reporting or evaluation process to be significantly more helpful in strengthening their organizations. For more on these findings and resulting management implications, please see CEP's report, *Grantees Report Back: Helpful Reporting and Evaluation Processes*.

Note: This question was only asked of those grantees that had participated in a reporting or evaluation process by the time they took the survey. For Oak, 63 percent of grantees indicated that they had participated in a reporting or evaluation process by the time they took the survey, compared to 61 percent at the median funder and 63 percent of respondents at the median large internationally-focused funder.

# Reporting Practices

Oak grantees were asked to rate the extent to which Oak’s progress report allows grantees to communicate the successes/challenges of the grant in a representative way. Fifty-eight percent of grantees rate a 6 or a 7 with “1 = Not at all” and “7 = To a great extent.”

**“To what extent does Oak’s progress report allow you to communicate the successes/challenges of your grant in a way that accurately represents your work?”**



Oak Average Rating 5.5  
% Not applicable 12%

**“Of the funders you have worked with, which one has the best reporting practices, and why?”<sup>1</sup>**

- ♦ “Big Lottery Fund reporting is very detailed but continuous dialogue limits scope for misunderstandings and provides greater opportunity to build understanding.”
- ♦ “HIVOS...has best reporting practices...because they comment on our reports, they participate in working on the indicators, and they really followed up on the success of the work.”
- ♦ “The Energy Foundation asks about the challenges we’ve faced but is less onerous in its requirements for the report.”
- ♦ “On the basis that the reports are required both to adequately report back to the Foundation while ensuring that the reporting burden is not disproportionately onerous for the organization receiving the grant, the Foyle Foundation and the John Ellerman Foundation are good examples in the UK.”
- ♦ “The Curtis and Edith Munson Foundation and The Henry Foundation. Although you are asked to detail the results, it is a very flexible and open format that allows the grantee to provide information outside of a restrictive structure.”

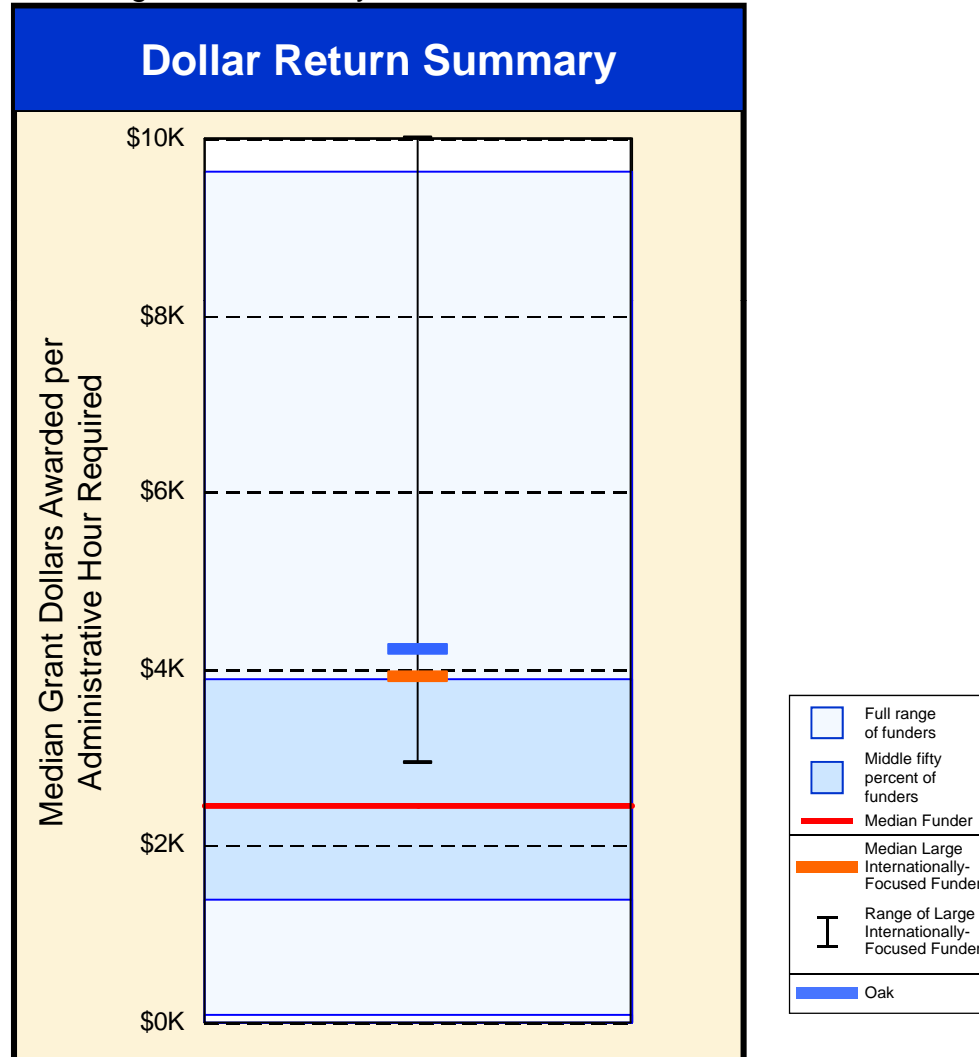
Note: No comparative data available because this question was asked only of Oak grantees.

1: The majority of respondents to this question indicated that Oak has the best reporting practices of the funders they have worked with.

# Dollar Return Summary

This summary measure includes the total grant dollars awarded and the total time necessary to fulfill the administrative requirements over the lifetime of the grant. At the median, the number of dollars awarded per hour of administrative time spent by Oak grantees is:

- greater than that of 78 percent of funders
- greater than that of 55 percent of large internationally-focused funders in the cohort



Note: Dollar Return on Grantee Administrative Hours is calculated for each grantee and aggregated by philanthropic funder for the Dollar Return Summary. Chart does not show data from six funders whose Dollar Return on Grantee Administrative Hours exceeds \$10K.

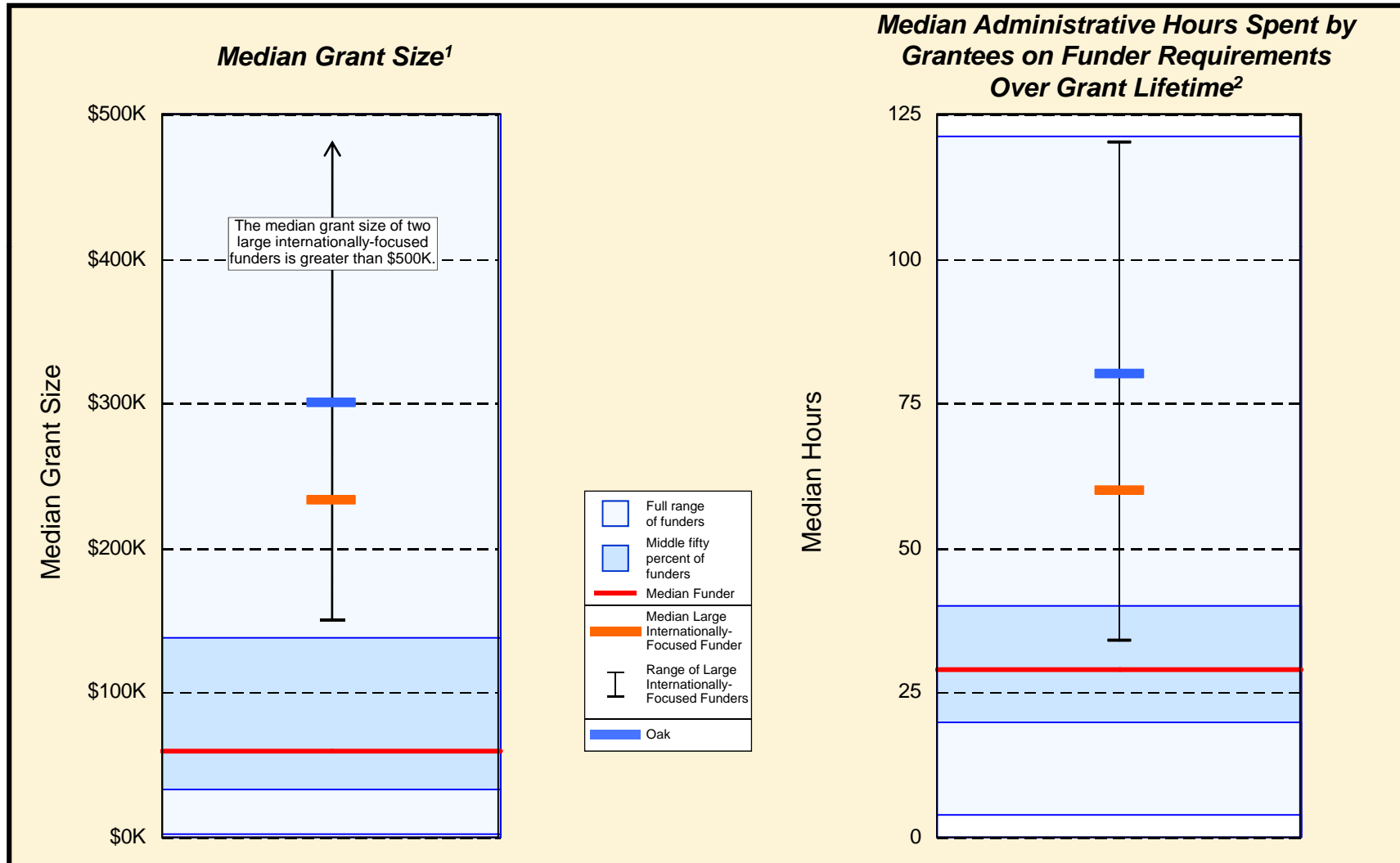
# Grant Size and Administrative Time

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

- larger than that of 90 percent of funders
- larger than that of 64 percent of large internationally-focused funders in the cohort

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

- greater than the time spent by grantees of 92 percent of funders
- greater than the time spent by grantees of 82 percent of large internationally-focused funders in the cohort



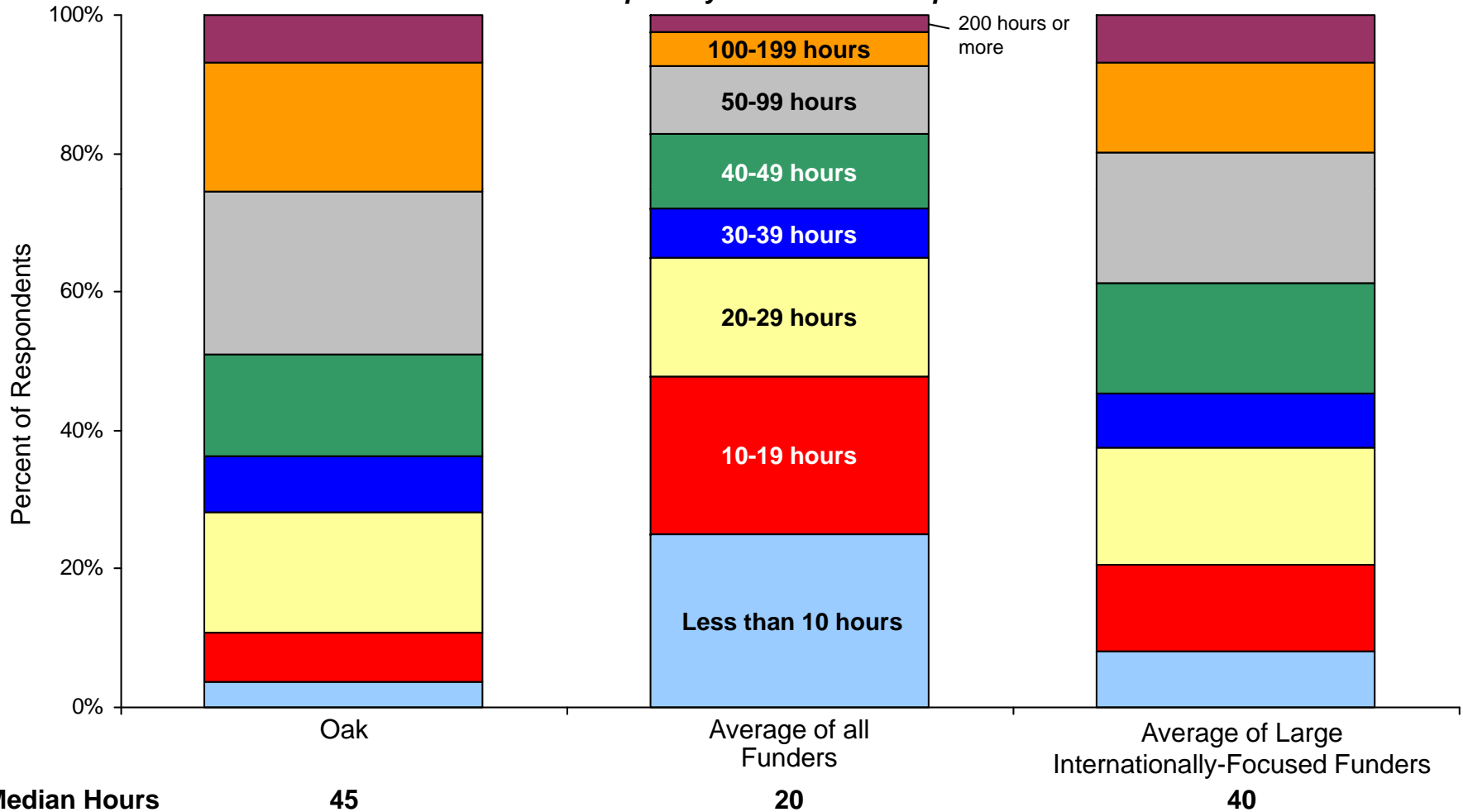
1: Chart does not show data from 12 funders whose median grant size exceeds \$500K.  
 2: Chart displays total grant proposal creation, evaluation, and monitoring hours spent over the life of the grant; each of these events did not necessarily occur for each individual grantee. Chart does not show data from three funders whose median administrative hours exceed 125 hours.

# Administrative Time – Proposal and Selection Process

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

- greater than the time spent by grantees of 95 percent of funders
- greater than the time spent by grantees of 82 percent of large internationally-focused funders in the cohort

**Median Administrative Hours Spent by Grantees on Proposal and Selection Process**

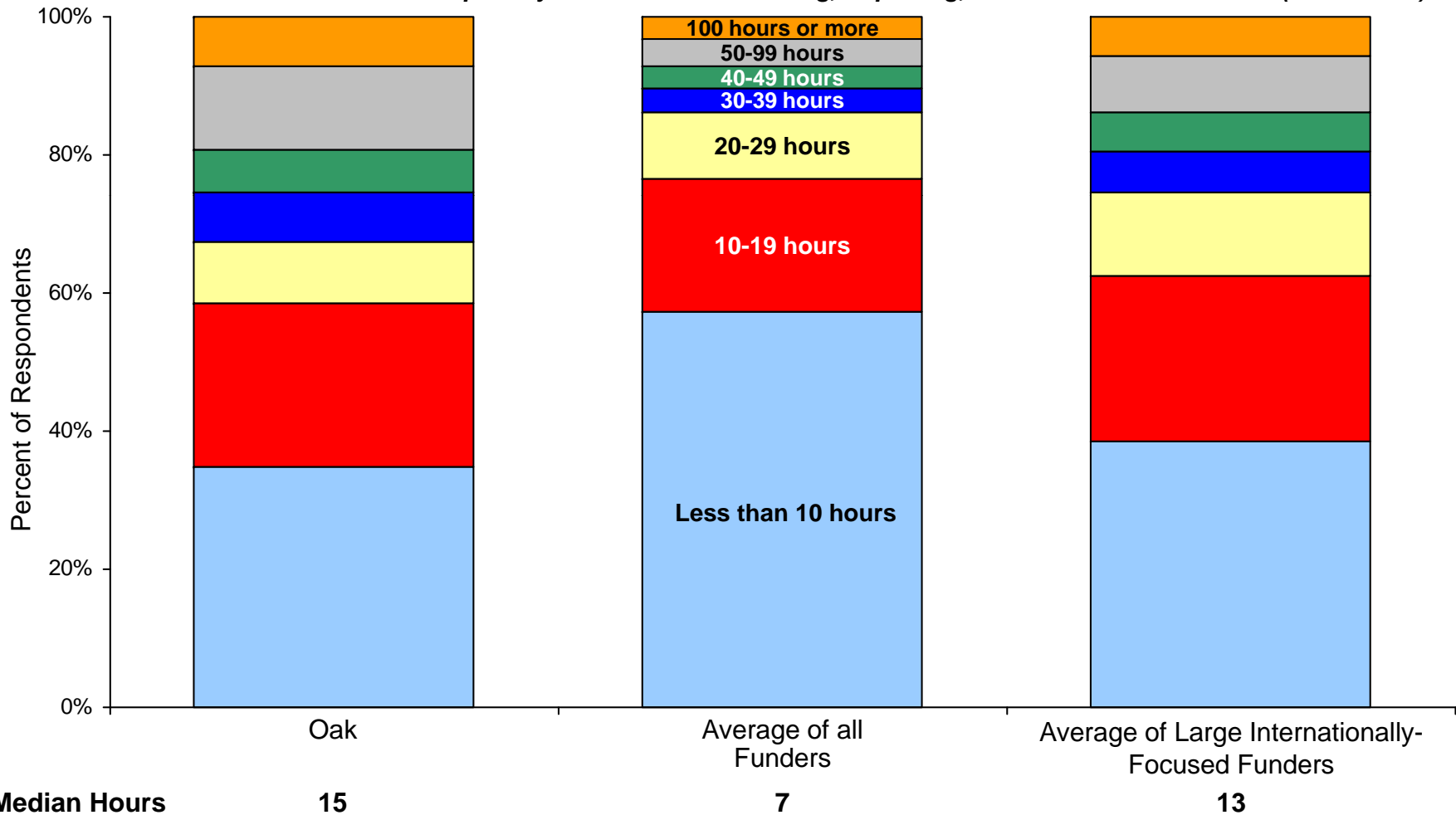


# Administrative Time – Reporting and Evaluation Processes

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

- greater than the time spent by grantees of 91 percent of funders
- greater than the time spent by grantees of 55 percent of large internationally-focused funders in the cohort

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



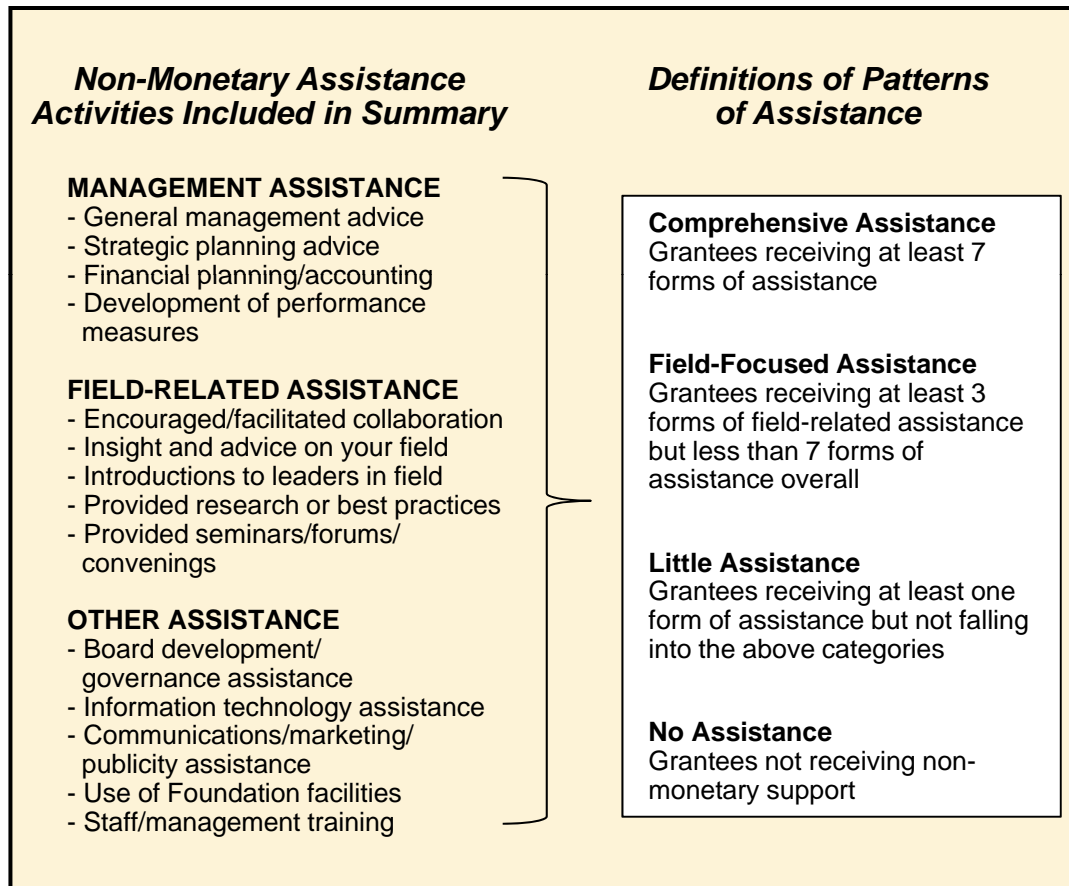
Note: "Evaluation" in the survey includes any activity considered by grantees to be part of an evaluation, and does not necessarily correspond to the Foundation's definition.

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# Non-Monetary Assistance Summary (1)

The non-monetary assistance summary includes the fourteen activities listed below. Provision of assistance patterns fall into the four categories: comprehensive assistance, field-focused assistance, little assistance, and no assistance.



## Selected Grantee Comments

- ◆ *“Oak convened a workshop...which was very helpful in gathering organizations working in the same field to collaborate, share ideas, and promote leadership. Also brought in experts to share their experiences and advice – very helpful.”*
- ◆ *“Oak should endeavor to link all its partners in a particular region that are implementing the same theme... This they can do through periodic biannual partners meetings.... Bringing all partners together regionally and thematically will enhance cross learning, tap into new synergies, and avoid duplication.”*
- ◆ *“Oak is becoming an increasingly important player in the field, specifically with their focus on learning and evidence-based programming. They could improve their facilitation of bringing different actors (particularly their grantees) together to share learning and move forward some of their priorities.”*
- ◆ *“The Foundation is influencing the sector of philanthropy by communicating with our current and prospective foundation supporters, and helping to introduce us, when appropriate, to new foundations.”*

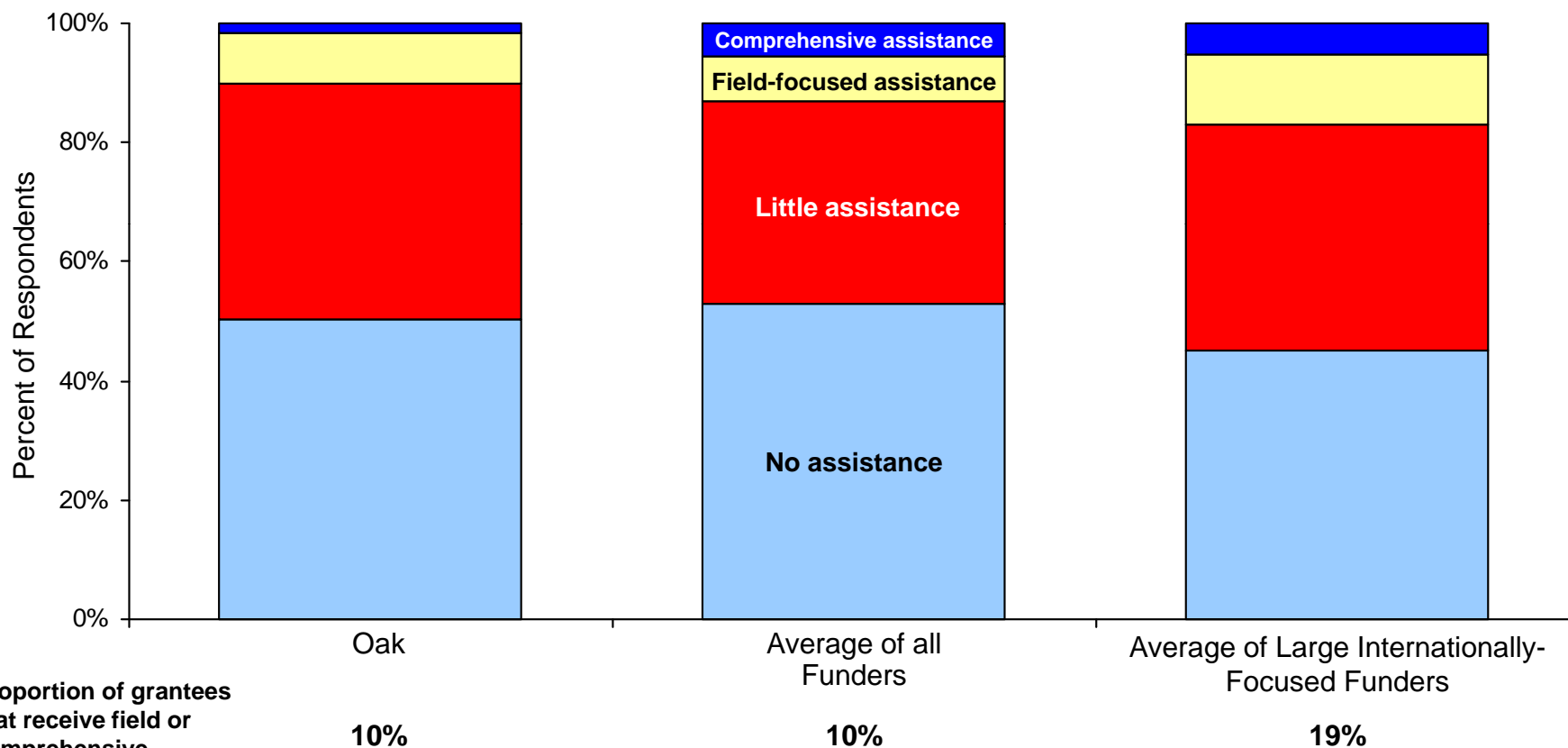
# Non-Monetary Assistance Summary (2)

The proportion of Oak grantees that report receiving comprehensive or field-focused assistance is:

- smaller than that of 51 percent of funders
- smaller than that of 91 percent of large internationally-focused funders in the cohort

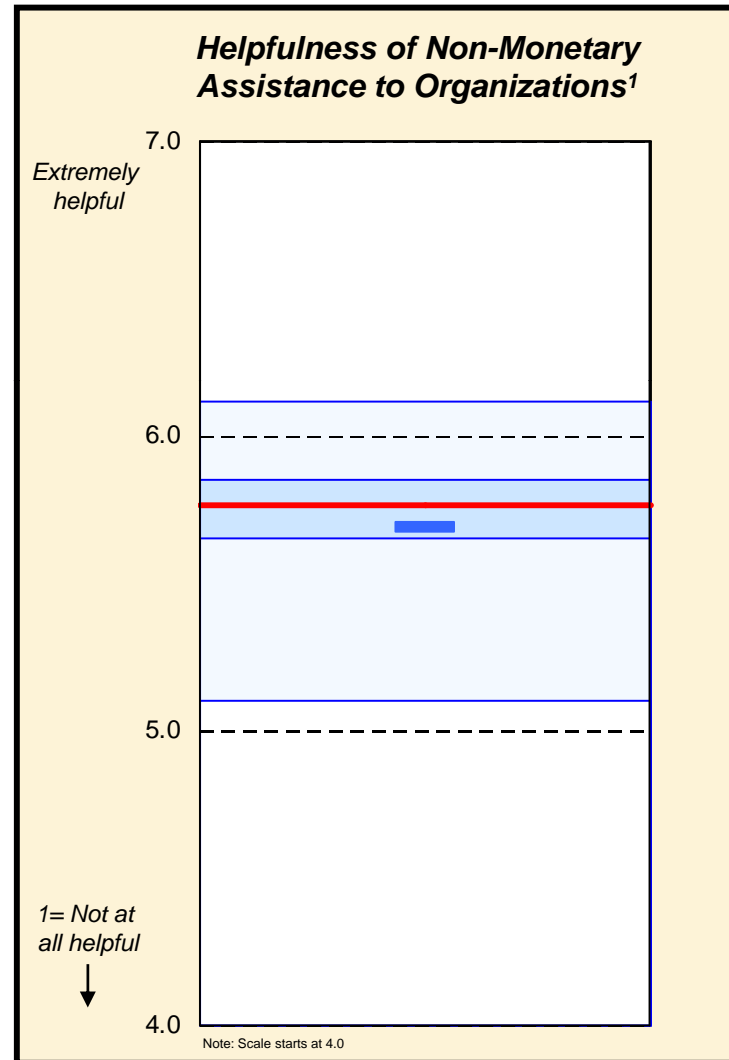
Oak grantees that indicate they received non-monetary assistance in a comprehensive or field-focused pattern rate significantly *higher* than Oak grantees who did not on most measures across the survey, including the Foundation's impact on their fields and organizations, the effect of the Foundation's funding on their ability to sustain the work in the future, and the strength of funder-grantee relationships.

**Non-Monetary Assistance Patterns**



*Survey-Wide Analysis Fact:* Providing just two or three types of assistance appears to be ineffective; it is only when grantees receive either a comprehensive set of assistance activities or a set of mainly field-focused types of assistance that they have a substantially more positive and productive experience with their foundation funders than grantees receiving no assistance. For more information on these findings, please see CEP's report, *More than Money: Making a Difference with Assistance Beyond the Grant Check*.

# Helpfulness of Non-Monetary Assistance

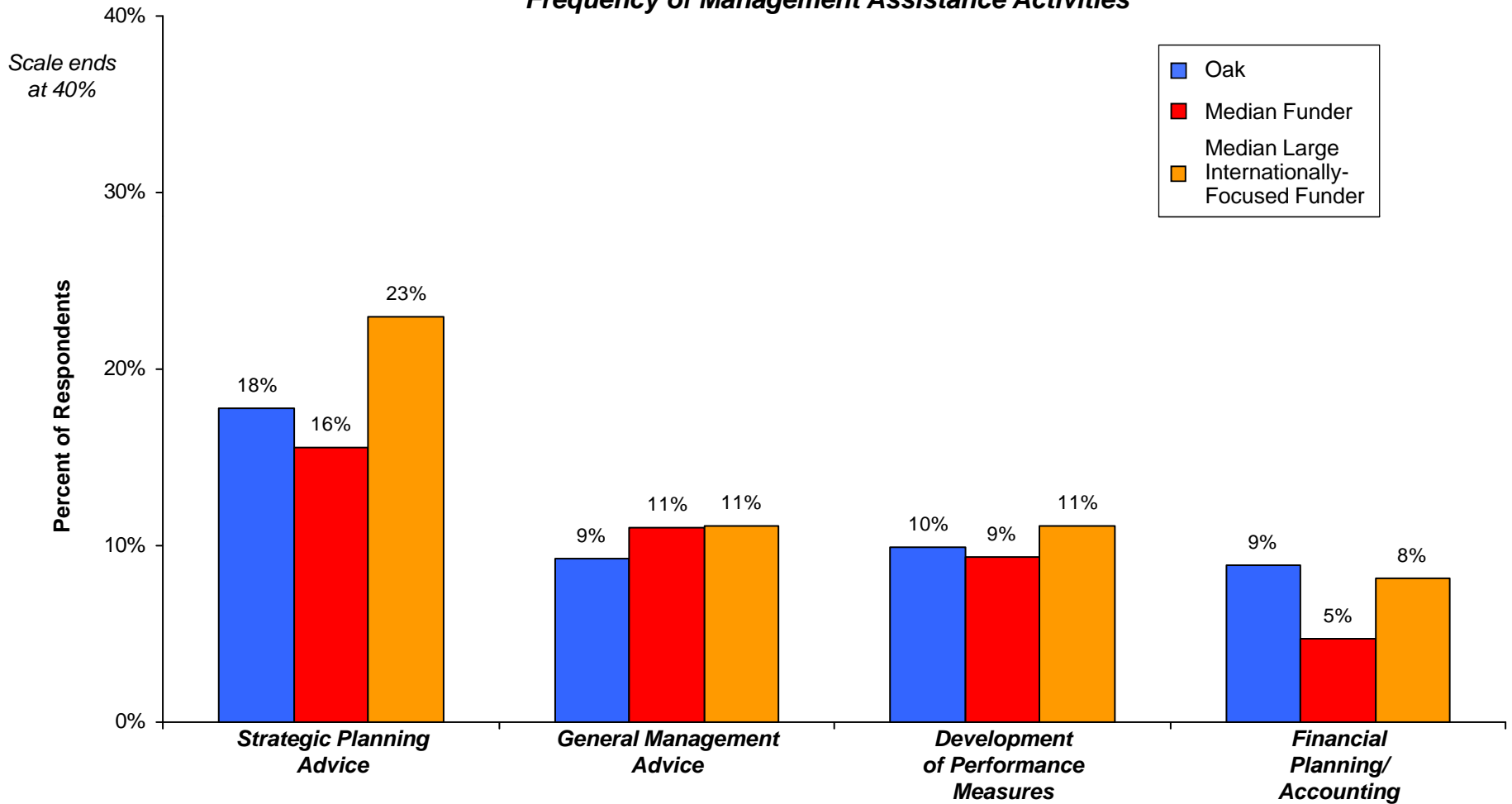


Note: This question was only asked of those grantees that indicated they received non-monetary assistance from staff or a third party paid for by the Foundation.  
 Large internationally-focused funder data not available due to changes to the survey instrument.

1: Represents data from 24 funders.

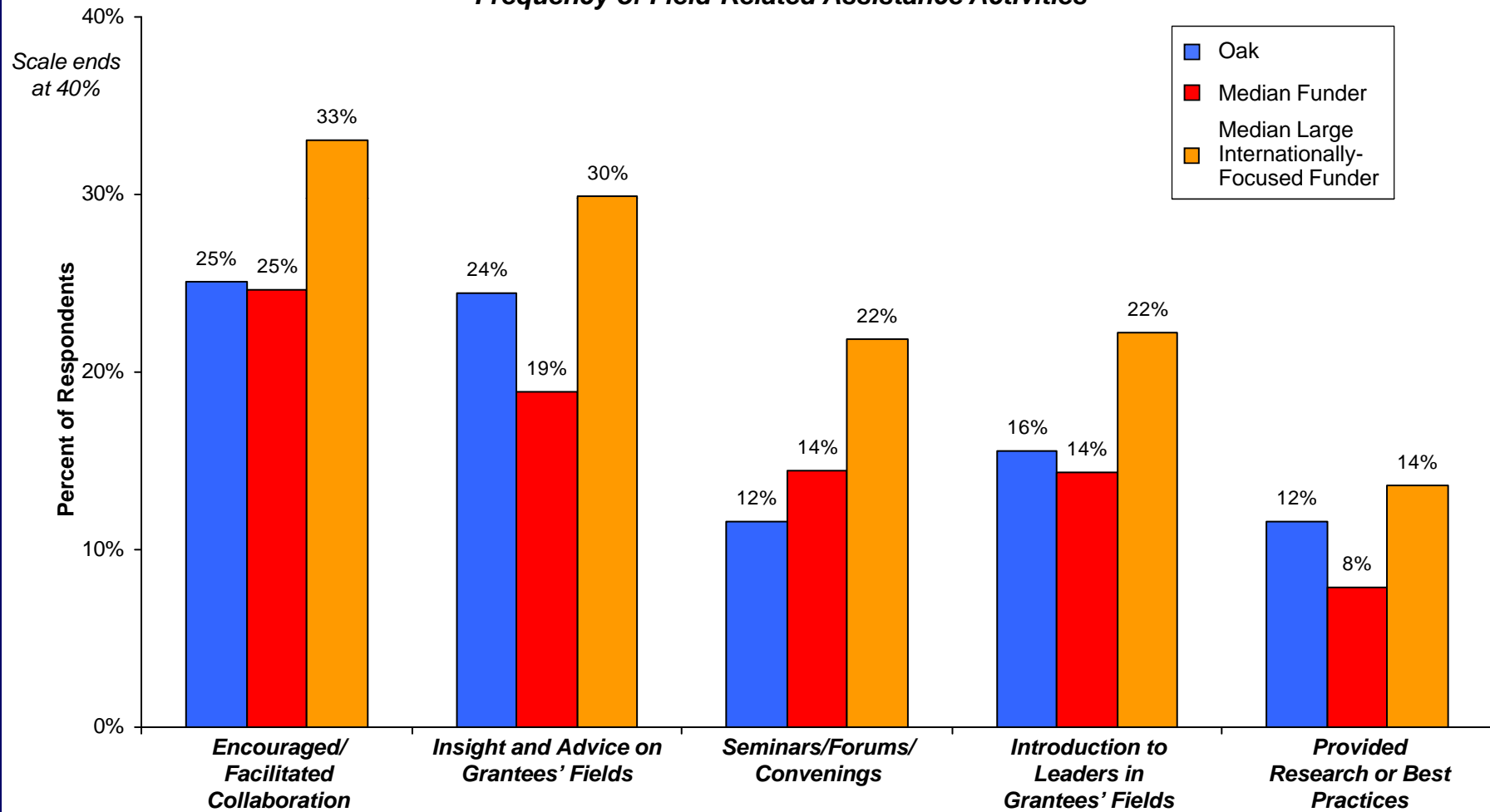
# Management Assistance Activities

Frequency of Management Assistance Activities



# Field-Related Assistance Activities

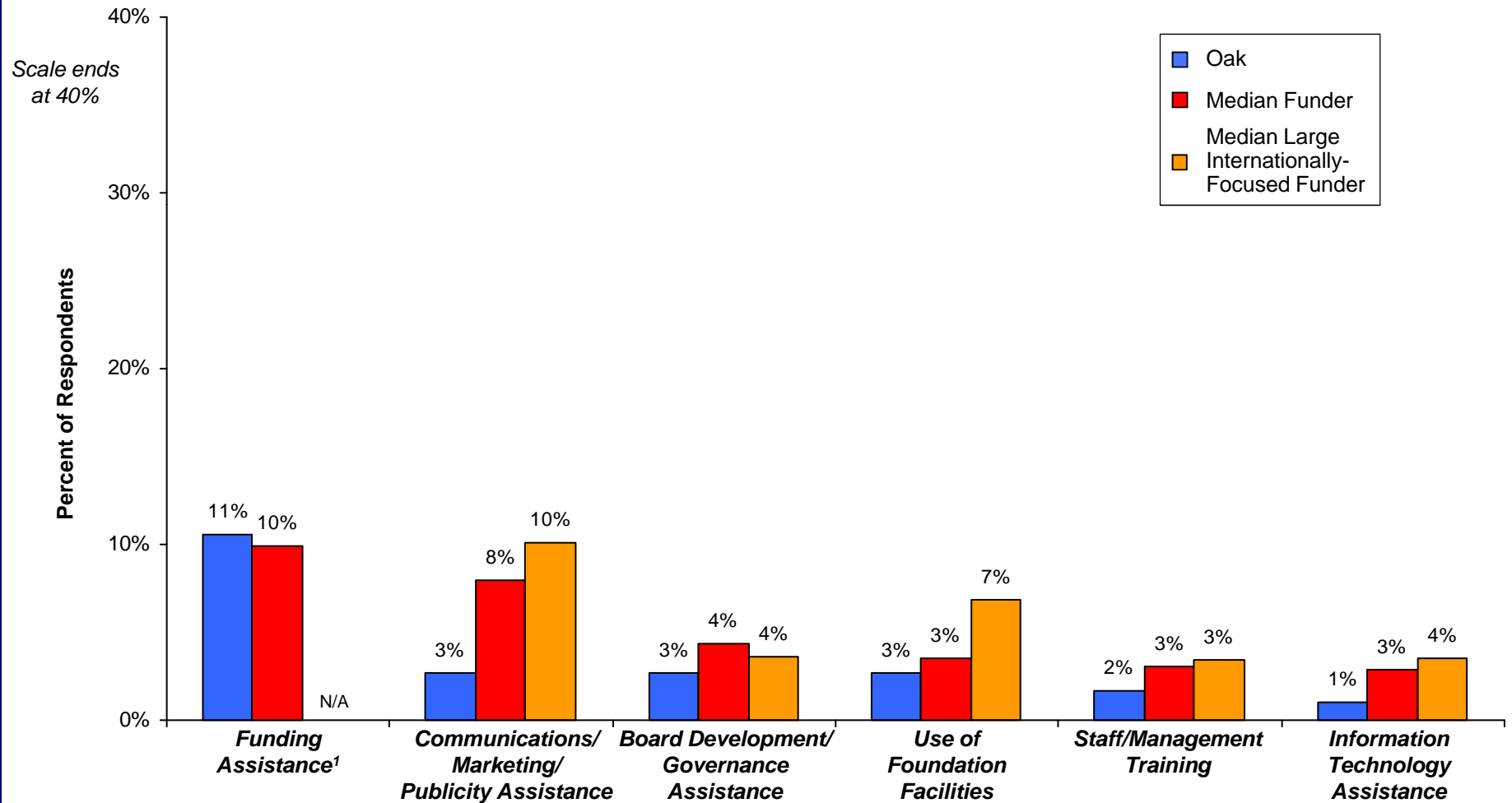
Frequency of Field-Related Assistance Activities



# Other Support Activities

The 11 percent of Oak grantees that indicate the Foundation provided assistance securing funding from other sources rate the Foundation significantly *higher* on most measures within this report including the extent to which the Foundation's co-funding requirement benefited their organization.

**Frequency of Other Assistance Activities**



<sup>1</sup>: Represents data from 24 funders.  
Large internationally-focused funder data not available due to changes to the survey instrument.

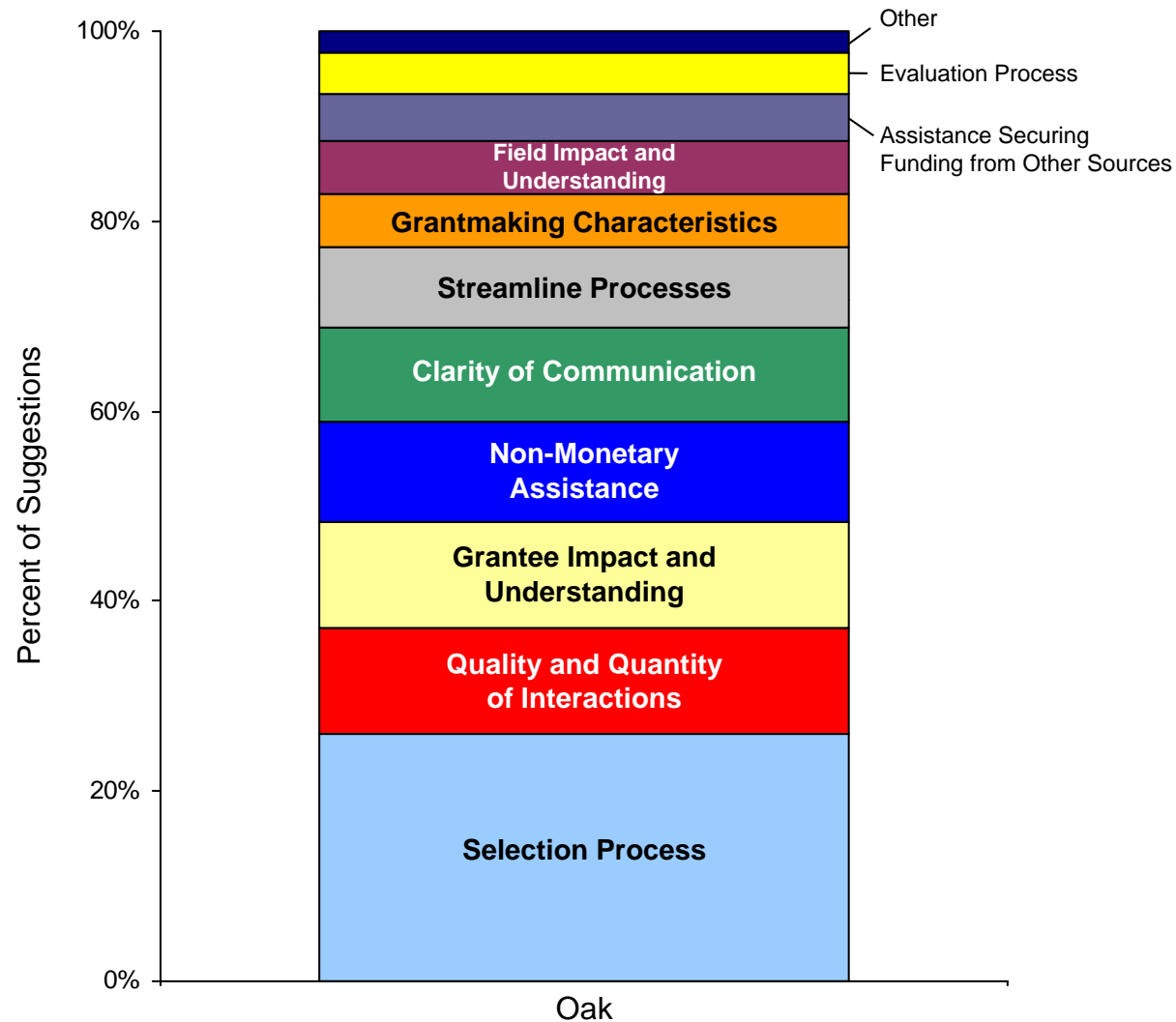
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# Grantee Suggestions for the Foundation (1)

Grantees were asked to provide any suggestions for how the Foundation could improve. The most frequently mentioned suggestions for improvement concern the Foundation's selection process.

*Topics of Grantee Suggestions*



Note: There were a total of 180 grantee suggestions for Oak.

# Grantee Suggestions for the Foundation (2)

% Grantee Suggestions		Oak Grantee Suggestions
Topic of Grantee Suggestion	Oak	Sub-Themes and Sample of Comments
Selection Process	26%	<b>Decrease Time Between Submission of Proposal and Receipt of Funds (n=13):</b> "Reduce lag time between application and funding decision." "The application process is very slow. Funding is always late and uncertain. Even funds promised have to be asked for." "Long time lags between initial contact and the final decision is the one thing that grantees all report as a problem."
		<b>Clearer Communication on Timelines and Expectations (n=12):</b> "Ideally Oak would have program officers who are all responsive and clear about the application process and time frame around this and expectations." "More clarity on the website about the application process and timelines." "Clearer information on process and timelines regarding submission, review, and approval of grant proposals."
		<b>Better Application Forms (n=12):</b> "I believe the financial page of the application could be improved." "I struggle to fit our budget into the categories in the 'budget explanation' documents and I am not sure that the layout helps Oak to easily understand how the grant is spent." "The proposal formats could be more friendly." "We would like to see a clearer guideline for the financial proposal format we submit."
		<b>Renewal Grants Process (n=4):</b> "It would also be helpful to have clearer timing and process for potential renewal grants." "Figuring out how to have the review cycle permit consistent funding without the gap would be helpful." "Faster and easier procedure for former grantees."
		"Perhaps more time could be spent developing a proposal before initial submission, rather than post-submission."
Quality and Quantity of Interactions with Foundation Staff	11%	<b>More Frequent Interactions (n=8):</b> "More constant contact through life of grant." "I would appreciate it very much if there were more personal meetings." "Wish we could show first-hand...all the progress that has been made (in-person meetings, etc.)." "Aside from communicating with the country program director, I believe that it would be great to have a working relationship with the Geneva staff!"
		<b>More Site Visits (n=6):</b> "We consider that is important to do more visits to the project to know the advances and exchange experiences." "Whilst we appreciate the geographic limitations – it would be good to have at least one face-to-face meeting with our Oak representative each year – it feels very 'detached' dealing with people by phone and email only."
		<b>Foundation Staff Capacity (n=4):</b> "We greatly appreciate Oak's understanding and commitment to our work, however sometimes it takes a while to get a reply as staff seem overstretched." "Now they are overworked and too busy. From an outsider's view, it borders burnout."
		"It would be helpful to have better communication with program staff, and other kinds of programmatic support." "Stop asking grantees and potential grantees to spend time with you when you've already decided to not fund them."

Note: There were a total of 180 grantee suggestions for Oak. A sample of the suggestions are shown here. The full set of suggestions, redacted to protect grantee anonymity, will be provided with the GPR.

# Grantee Suggestions for the Foundation (3)

% Grantee Suggestions		Oak Grantee Suggestions
Topic of Grantee Suggestion	Oak	Sub-Themes and Sample of Comments
Grantee Impact and Understanding	11%	<b>Co-Funding Requirements (n=5):</b> "Our organizations seems to be a very good fit and we could do a lot more together if the co-financing we have to contribute would be lowered." "The match requirement is quite difficult to raise. A one to one match is very demanding."
		"Increase support toward achieving sustainability." "There is some concern that [my organization's] new programs and directions...may not be fully understood by Oak, since we understand that we are seen as no longer fitting with the Foundation's interests." "The Foundation should be prepared to provide core funding for key organizations over a sustained period and not force these organizations to invent projects in order to maintain what are essentially core activities and difficult to find new donors for."
Non-Monetary Assistance	11%	<b>Encourage and Facilitate Collaboration/Convene Grantees (n=10):</b> "Oak should link Oak funded projects/organizations working in the same field in order to encourage joint work and avoid overlapping of efforts." "Oak should encourage local networking, collaboration, and coordination among its grantees." "A greater sharing of information amongst grantees and the opportunity to learn from their experiences. I also feel that Oak could help by providing leadership through convening more sessions on major issues."
		"It would be great if Oak can provide more information on activities/strategies being carried out by its other grantees." "We do have interest in management assistance and we will follow-up to approach our Oak program officers." "It would be good to see Oak being more engaged in guiding and directing grantees re: evaluation of results. This is talked about but not diligently and so often is neglected."
Clarity of Communication	10%	<b>More Communication on the Foundation's Goals and Strategy (n=8):</b> "The strategy of Oak Foundation should be better known." "Earlier communication about shifts in the Foundation's strategic priorities and how that might impact our relationship." "They might spend a little more time explaining their funding strategy."
		<b>Improve Resources/Information on Website (n=7):</b> "Updating or redesigning the website to provide more detailed information about the grantmaking and decision process would be most helpful." "Expanded resources in the Learning Differences section of the Oak Foundation website would be helpful." "I think the website could be much more inviting and informative."
		"It could be helpful to have more consistent messaging around the Foundation's priorities."
Streamline Processes	8%	"The application process is a bit cumbersome." "Limit the time/resource to fill the form and the requirements expected, because it tends to discourage people working on the field." "Would be great if things could be speeded up a little, it took such a long time to refine the grant application." "I think it would be helpful if the proposal and reporting forms/processes were streamlined a bit and shortened." "It could streamline and simplify some of its due diligence and reliance on outside evaluators in the grant invitation, selection, and reporting processes." "Given the larger size and broader scope of our grant, there were instances where the processes were mismatched." "Oak asks too much for the amount of money they provide."

Note: There were a total of 180 grantee suggestions for Oak. A sample of the suggestions are shown here. The full set of suggestions, redacted to protect grantee anonymity, will be provided with the GPR.

# Grantee Suggestions for the Foundation (4)

% Grantee Suggestions		Oak Grantee Suggestions
Topic of Grantee Suggestion	Oak	Sub-Themes and Sample of Comments
Grantmaking Characteristics	6%	<b>Size and Length of Grants (n=4):</b> "I suggest building of long-term oriented (10 years) partnership based on structural needs." "Perhaps, a larger grant ceiling could be helpful for us."
		<b>More Operating Support Grants (n=3):</b> "It might also be interesting for them to consider providing more unrestricted support to some of its long-term partners." "Grants for general operating support or capacity-building activities are extremely valuable."
		"Having some flexibility to carry forward funds year-upon-year and having flexibility in reallocating funds might be helpful as things are always changing in [my field]."
Field Impact and Understanding	6%	"In violent urban areas, unless the authorities attempt new strategies in place of the old failed strategies, violence will increase and with it the exploitation and abuse of children.... Oak should always bear in mind these larger and important contextual issues as it shapes its particular programs." "More sharing of the staff's expertise on issues of interest would be terrific as well." "While it is understandable that the Foundation has clear guidelines on how to focus their efforts, they also may be limiting to more innovative approaches. In other words, Oak could be stronger focusing on desired outcomes, with less limitations on the strategic path."
Assistance Securing Funding from Other Sources	5%	<b>More Assistance Securing Funding from Other Sources (n=9):</b> "Oak often requires matches for their grants but in our experience does not assist organizations in making connections with other funders with common interests who could help provide those matches and increase capacity for the project." "Any feedback on current attitudes of other related funders towards [my organization] or notification of potential for new approaches for support from other funders would always be greatly appreciated." "The only thing that could possibly be more helpful is helping us make connection to other funders/partners."
Evaluation Process	4%	"Clarify reporting guidelines." "Help would be welcome in reporting the use of the funds." "It would be helpful if the staff were more responsive and gave feedback on reporting."
Other	3%	"The fact that we don't fit in to traditional areas was the one 'difficulty' we encountered – perhaps Oak might consider a special fund for new organizations and/or organizations addressing topics that do not fit into existing grant areas."

Note: There were a total of 180 grantee suggestions for Oak. A sample of the suggestions are shown here. The full set of suggestions, redacted to protect grantee anonymity, will be provided with the GPR.

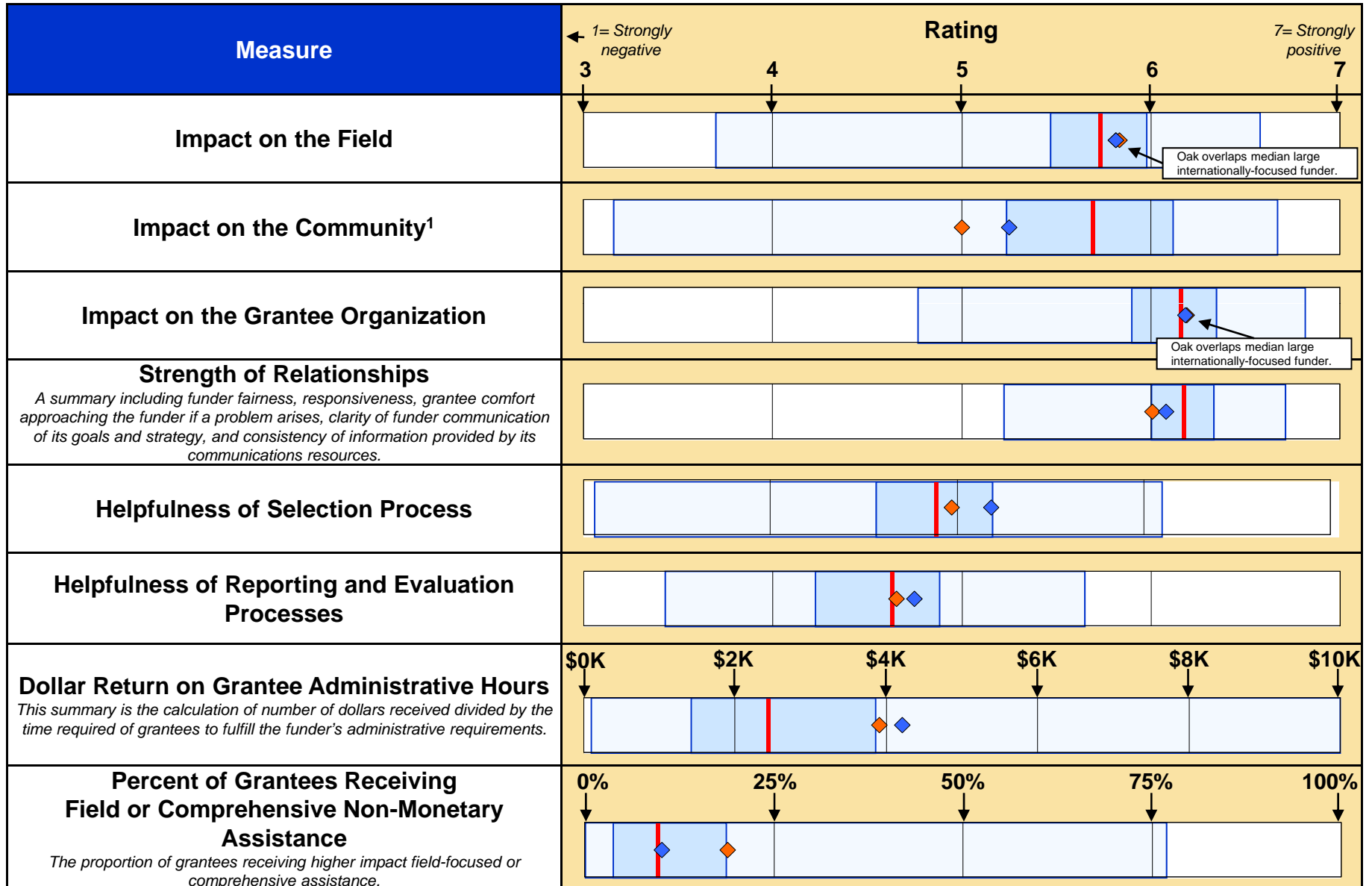
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# Review of Findings



1: Chart does not show data from one funder whose community impact rating is less than 3.0.

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# Analysis and Discussion (1)

## Opportunities to Improve the Selection Process

Oak grantees' ratings and comments paint a picture of a helpful application/selection process but suggest opportunities for improvement in the process regarding the effort required, the timing of fund receipt, and the Foundation's communication about requirements of the process.

For the helpfulness of Oak's selection process in strengthening grantees' organizations/programs, Oak grantees rate higher than 75 percent of funders whose grantees CEP has surveyed. Grantees particularly value the higher than typical level of staff involvement during the development of the proposal, making comments like, "I found the interaction with staff extremely helpful. They consistently provided thoughtful feedback and good questions that improved the quality of our program and proposal."

While the selection process is helpful to Oak grantees in strengthening their work, they indicate dissatisfaction about the time it takes to receive funds after their application is submitted. More than 25 percent of Oak grantees – compared to nine percent at the typical foundation – report that seven months or more elapsed between the submission of their proposal and a clear commitment of funding by the Foundation; these grantees rate significantly lower than other Oak grantees for the helpfulness of the selection process and the quality of their interactions with the Foundation. One grantee says, "The only frustrating experience was actually getting the promised funds each year in a timely manner. I usually had to call about the status of the funds after all the grant paperwork or reports had been submitted."

Grantees also desire "more clarity about the expected timing of [Oak's] internal processes" and comment on the Foundation's "long, complex, and onerous" application that could be streamlined and improved through "[simplifying] the financial form" and "faster decision making." At the median, Oak grantees spend 45 administrative hours on the proposal and selection process, compared to 20 hours typically. There is also significant variation across grantees in time spent on this process, with 25 percent of Oak grantees spending 100 or more hours.

- *What steps can the Foundation take to further streamline its administrative processes? Has it recently reviewed the necessity of all information it collects?*
- *Can the Foundation identify common reasons that applicants have waited more than three to four months for a decision?*
- *Could Oak commit to a regular time frame, and perhaps a standardized method, for updates and check-ins to update applicants who have submitted their applications more than three to four months ago?*

## Analysis and Discussion (2)

### Strengthening Funder-Grantee Relationships

Overall, Oak is rated lower than two-thirds of funders for the strength of its relationships with grantees but may be well-positioned to form stronger relationships with grantees. CEP's research *Working with Grantees* highlights the importance of funder-grantee relationships – the quality of interactions and the clarity and consistency of a funder's communication – as a key predictor of grantee perceptions and experiences, including of a funder's impact on grantees.

For the quality of its interactions with grantees – fairness of treatment, grantee comfort approaching the Foundation if a problem arises, and responsiveness of Foundation staff – Oak is rated typically. On the communications dimension of relationships, Oak is rated similarly to the typical funder for the clarity of its communication of its goals and strategy, but grantees rate the consistency of information provided across the Foundation's communication resources, both personal and written resources, lower than 75 percent of funders.

In particular, grantees find Oak's written resources such as its website and published funding guidelines to be less helpful in their efforts to learn about the Foundation than typical. In contrast, grantees rate their personal communications with the Foundation as much more helpful – and similar to the ratings provided by grantees at the typical funder. Grantees make suggestions about the information available on Oak's website specifically, saying, "The website could have additional information and forms posted" and "while its simplicity is welcome, it actually feels quite thin on any real information. You don't get much of a sense of how interesting, important, and impactful the Oak Foundation and its work are."

On the four predictors of strong funder-grantee relationships described in CEP's research – understanding of grantees, selection process, possession of expertise, and patterns of contact – Oak performs well according to its grantees. For understanding of grantees' goals and strategy, Oak is rated above the typical funder. Oak's selection process is rated as more helpful than typical and grantees indicate they feel only a typical, low, level of pressure to modify their own priorities to create a request more likely to receive funding. Oak is also rated more positively than typical for its understanding of grantees' fields, and it initiates contact with grantees at frequencies associated in CEP's research with stronger relationships. Nevertheless, the overall strength of the Foundation's relationships is not rated as comparatively positively as these predictive measures.

- *How can Oak translate its deep understanding of grantees' goals and strategies and its expertise to form even stronger relationships?*
- *When did the Foundation last formally review its written materials to ensure they align with staff's communications? How else can written materials be made clearer and easier to use?*

## Analysis and Discussion (3)

### Non-Monetary Assistance

Throughout this report, grantees' ratings and comments indicate that deeper engagement with Foundation staff results in a more positive grantee experience, and grantees frequently request even more engagement and more frequent interactions from Oak. This suggests that the Foundation could potentially create more impact in and through its relationships with grantees if staff had other opportunities to interact with grantees, such as through the provision of assistance beyond the grant check.

Only ten percent of Oak grantees receive comprehensive or field-focused patterns of non-monetary assistance – patterns that CEP's research indicates lead to higher impact on grantee organization ratings. This proportion is similar to that of the typical foundation, but smaller than that of the typical large internationally-focused funder. Oak grantees that receive non-monetary assistance in one of these two patterns rate significantly higher than those who did not on most measures across the survey, including the Foundation's impact on their fields and organizations, the effect of the Foundation's funding on their ability to sustain the work in the future, and the strength of funder-grantee relationships.

However, grantees ask for more, specifically around field-related assistance such as facilitating collaboration in grantees' fields and convening grantees. Grantees make a number of suggestions surrounding the provision of non-monetary assistance, such as, "I encourage Oak to convene strategy meetings for organizations that receive grants to work on the same issue or issues" and "Oak is uniquely positioned, with its presence in many countries to create national/international opportunities for knowledge sharing among its grantees.... It just seems that there could be some real opportunities for grantees to learn from one another." In addition, when asked to rate how successful Oak is in providing helpful convening and networking opportunities, grantees rate a 4.3 on average, with more than two-thirds of grantees rating a 5 or lower. Among eight specific Oak characteristics that grantees were asked to rate, this characteristic related to convenings was rated as least successful.

- *How can the Foundation respond to grantees' request for more opportunities to collaborate or convene with their peers?*
- *High levels of non-monetary assistance require significant investments of time and attention from staff members. If the Foundation wants to raise the level of current assistance, are Oak staff members appropriately resourced to provide these increased activities?*

## Analysis and Discussion (4)

### Impact on Grantees and Sustainability of their Work

Oak grantees rate typically for the Foundation's impact on their organizations and they describe the Foundation as "an excellent partner," "insightful," and "creative and engaged." However, Oak receives lower than typical ratings for the effect of its funding on grantees' ability to continue their funded work in the future.

When asked about the primary effect that receiving Oak's grant had on their organizations, a larger than typical proportion of Oak grantees reports that they used the grant to expand an existing program, and a smaller than typical proportion indicates that they used the funding to enhance their general capacity. Grantees that indicate the former rate significantly lower than other Oak grantees for the impact the Foundation has on their organization. Those grantees who say the effect of their Oak grant was to increase their capacity rate significantly higher for the impact on their organizations and effect of Oak's funding on their ability to sustain their work.

At the median, the size of Oak's grant relative to the size of grantees' budget is much larger than typical – ten percent at Oak versus three percent typically. And, 70 percent of Oak grantees rate neutral or lower for the extent to which the Foundation's co-funding requirement hindered or benefited their organization. One grantee that indicates the co-funding requirement significantly hindered their organization comments, "The match requirement is quite difficult to [achieve]. A one to one match is very demanding" while another comments, "I understand the Foundation's requirement about co-funding, but it would be helpful if it were more flexible." However, the 11 percent of Oak grantees that indicate the Foundation provided assistance securing funding from other sources rate the co-funding requirement as more beneficial to their organization compared to grantees that did not receive this assistance. And, Oak grantees also make a number of suggestions asking for more assistance, such as "helping...make connections to other funders/partners."

- *Is it a priority for the Foundation to be a source of core, long-term funding for its grantees? If not, what policies and practices does the Foundation have in place to ensure that grantees' programs and organizations can be sustained beyond Oak's funding?*
- *How does the co-funding requirement fit into the Foundation's goals and strategy? How are grantees made aware of the purpose of the requirement? What assistance does the Foundation provide, if any, to help grantees meet this requirement?*

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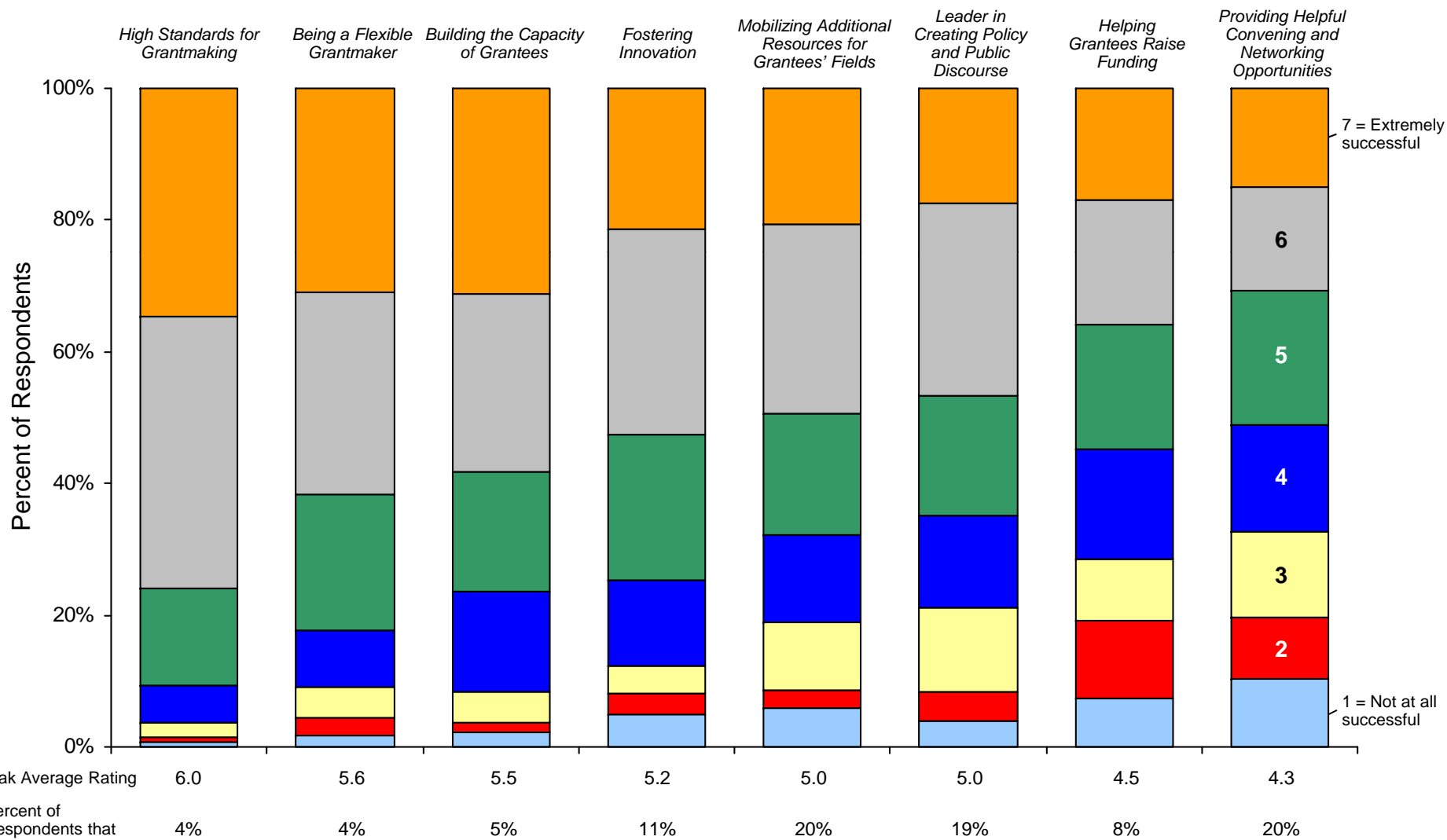
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# Success in Achieving Certain Activities

Oak grantees were asked to rate the extent to which the Foundation is successful in certain areas, with “1 = Not at all successful” and “7 = Extremely successful.” Grantees rate the Foundation to be most successful in having high standards for its grantmaking and least successful in providing grantees with helpful convening and networking opportunities.

“Overall, how successful is Oak in achieving the following?”

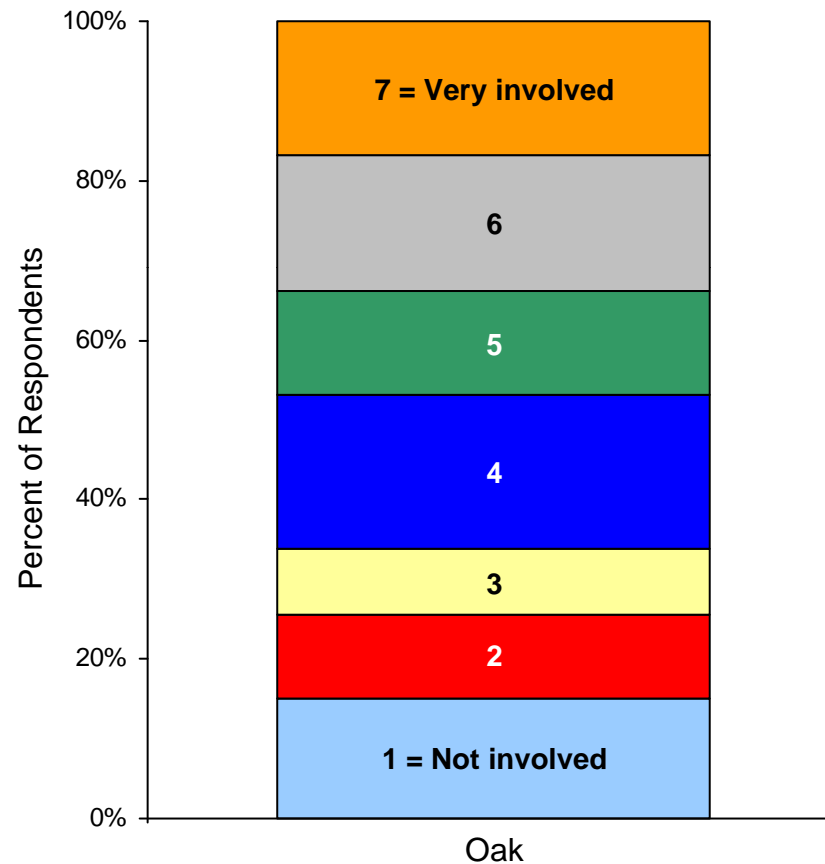


Note: No comparative data available because this question was asked only of Oak grantees.

# Involvement of Foundation Trustees

When Oak grantees were asked to indicate how involved the Foundation Trustees were in their specific grant(s), 45 percent of grantees reported they “Don’t know.”

**“In your experience with Oak, how involved were the Foundation Trustees in your specific grant(s)?”**



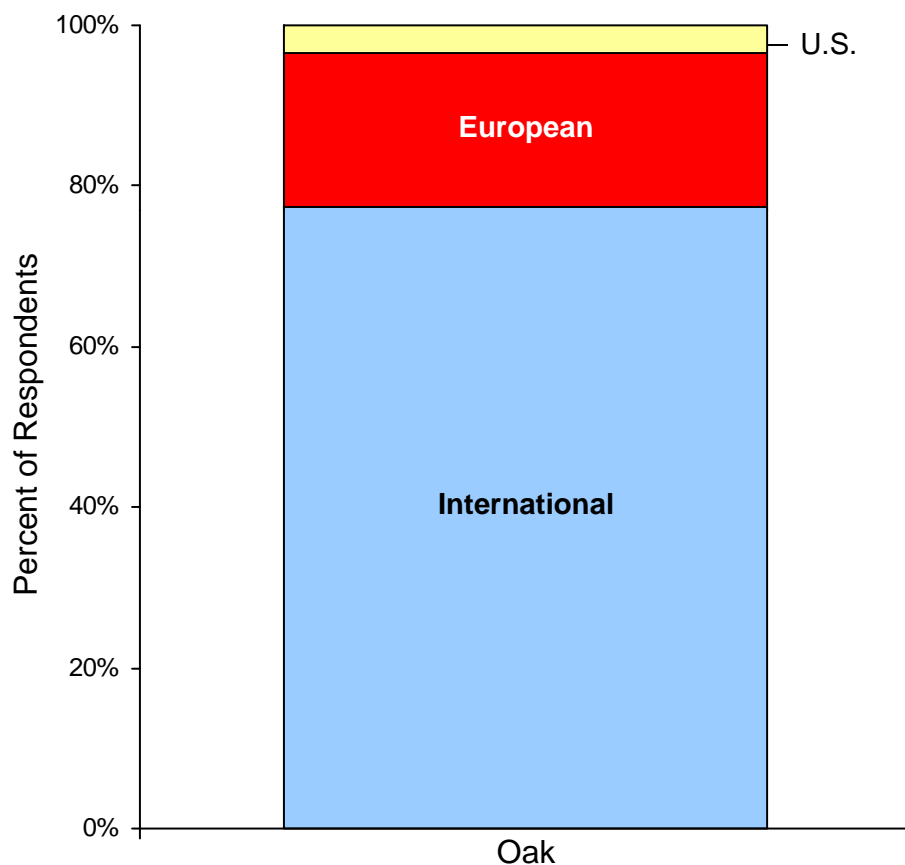
**Behind the Numbers**  
Grantees that rate a 6 or a 7 for how involved the Foundation Trustees were in their specific grant(s) rate the Foundation significantly *higher* on measures including understanding of grantees’ goals and strategy and strength of funder-grantee relationships.

Oak Average Rating	4.2
% Don’t know	45%

# Geography Association

Seventy-seven percent of Oak grantees indicate that they perceive Oak as being an international foundation, as opposed to a European or U.S. foundation.

**“Do you perceive Oak as being a U.S., European, or International foundation?”**



**“Please explain.”**

- ♦ “An international foundation, meaning, they are knowledgeable and concerned on a wide array of issues prevailing in different countries [and] different regions.”
- ♦ “Located in Europe and personnel we dealt with were in Europe, so the perception is [of a] European foundation [that works] internationally.”
- ♦ “The whole grant process is done in a way that is very American (pragmatic, very organized) which can sometimes be a challenge for us!”
- ♦ “I know headquarters are in Switzerland, and automatically consider it a European organization.”
- ♦ “Based in Switzerland, fund projects all over, global in outlook – especially in terms of result dissemination and replication.”
- ♦ “I perceive Oak is influenced by an American culture in its structure, with feet rooted in Europe and a true international mindset. The international component prevails as the Foundation seems more impact driven on a global scale than geographically set.”

# Online Media

Measure	Oak
<b><i>“Do you think you would utilize the following online resources if they were available from Oak or its staff?”</i></b>	
Video Sharing (e.g., YouTube)	45%
Blog(s)	41%
Facebook	36%
Twitter	22%
<b><i>“Does your organization currently utilize any of the following online media resources to communicate about its own work? (grantees were asked to check all that apply)”</i></b>	
Facebook	74%
Video Sharing (e.g., YouTube)	57%
Twitter	49%
Blog(s)	46%
Other	12%
None of the above	13%

# Racial Diversity

The following questions related to diversity were only asked of Oak grantees based in the United States.

Measure	Oak				Full Dataset Median			
<b>Foundation Communication Related to Racial Diversity</b>								
<i>Has the Foundation communicated with you about racial diversity related to:</i>	Yes	No, but not relevant	No, but Foundation should	Don't know	Yes	No, but not relevant	No, but Foundation should	Don't know
The Foundation itself (staff, board, etc.)	4%	53%	18%	25%	14%	43%	16%	26%
The Foundation's programmatic work (funding, mission, programs)	23%	36%	18%	22%	37%	26%	16%	21%
The grantee's organization (staff, board, etc.)	16%	42%	17%	25%	27%	37%	14%	22%
The work associated with this grant in particular	24%	35%	18%	22%	36%	32%	12%	20%
<b>Impact of Communication Related to Racial Diversity (only asked of grantees who indicated 'yes' to the relevant question above)</b>								
Impact of communication on grantee's <b>organization</b> (1="Negative impact", 4="Neither positive nor negative impact", and 7="Positive impact")	4.9				5.1			
Impact of communication on grantee's <b>work</b> (1="Negative impact", 4="Neither positive nor negative impact", and 7="Positive impact")	4.8				5.2			
<b>Relevance of Racial Diversity to Funded Work</b>								
Percent of grantees who indicate that the work funded by this grant addresses topics in which racial diversity is a relevant component	48%				58%			

Note: This table includes data from 62 funders.  
Large internationally-focused funder data not available due to changes to the survey instrument.

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# Grantmaking Characteristics

Measure	Oak	Full Dataset Median	Large Internationally-Focused Funder Median
<b>Length of Grant Awarded</b>			
<i>Average grant length</i>	2.8 years	2.1 years	2.5 years
1 year	12%	50%	25%
2 years	27%	21%	32%
3 years	51%	17%	29%
4 years	3%	4%	4%
5 or more years	7%	8%	9%
<b>Type of Grant Awarded</b>			
Program/Project Support	82%	64%	72%
General Operating Support	12%	20%	16%
Capital Support: Building/Renovation/ Endowment Support/Other	3%	9%	5%
Technical Assistance	3%	5%	4%
Scholarship/Fellowship	1%	2%	2%
Event/Sponsorship Funding <sup>1</sup>	0%	N/A	N/A
<b>Grant Amount Awarded</b>			
<i>Median grant size</i>	\$300K	\$60K	\$233K
Less than \$10K	1%	11%	1%
\$10K - \$24K	1%	15%	3%
\$25K - \$49K	2%	15%	5%
\$50K - \$99K	4%	17%	11%
\$100K - \$149K	9%	10%	10%
\$150K - \$299K	29%	13%	23%
\$300K - \$499K	26%	6%	16%
\$500K - \$999K	12%	6%	12%
\$1MM and above	17%	7%	20%
<b>Median Percent of Budget Funded By Grant (Annualized)</b>			
Size of grant relative to size of grantee budget	10.0%	3.3%	6.1%

*Survey-Wide Analysis Fact:* By itself, type of grant awarded is not an important predictor of grantees' ratings of a philanthropic funder'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 funders 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*.

1: Comparative and trend data not available for event/sponsorship funding because this option was added to the survey in the fall of 2009. For the 82 funders for which data is available, the average percentage of grantees indicating they received event/sponsorship funding was 1 percent.

# Grantee Characteristics (1)

Measure	Oak	Full Dataset Median	Large Internationally-Focused Funder Median
<b>Operating Budget of Grantee Organization</b>			
<i>Median budget</i>	\$1.4MM	\$1.4MM	\$2.1MM
< \$100K	4%	8%	4%
\$100K - \$499K	24%	20%	16%
\$500K - \$999K	13%	14%	12%
\$1MM - \$4.9MM	30%	30%	32%
\$5MM - \$24.9MM	16%	18%	20%
\$25MM and above	13%	11%	17%
<b>Length of Establishment of Grantee Organizations</b>			
<i>Median length of establishment</i>	18 years	24 years	21 years
Less than 5 years	7%	7%	7%
5 - 9 years	12%	14%	13%
10 -19 years	35%	23%	26%
20 - 49 years	36%	36%	34%
50 - 99 years	7%	12%	12%
100 years or more	4%	8%	8%

# Grantee Characteristics (2)

Measure	Oak	Full Dataset Median	Large Internationally-Focused Funder Median
<b>Length of Time Which Grantees Have Regularly Conducted the Funded Programs</b>			
Less than 1 year	13%	16%	15%
1 - 5 years	48%	51%	55%
6 - 10 years	22%	14%	15%
More than 10 years	16%	19%	15%
<b>Pattern of Grantees' Funding Relationship with the Foundation<sup>1</sup></b>			
First grant received from the Foundation	43%	31%	N/A
Consistent funding in the past	42%	51%	N/A
Inconsistent funding in the past	15%	18%	N/A
<b>Length of Funding Relationship with the Foundation<sup>2</sup></b>			
1 - 5 years	47%	53%	N/A
6 - 10 years	43%	28%	N/A
More than 10 years	10%	19%	N/A
<b>Funding Status and Grantees Previously Declined Funding</b>			
Percent of grantees currently receiving funding from the Foundation	82%	75%	83%
Percent of grantees previously declined funding by the Foundation	14%	33%	28%

1: Represents data from 68 funders. This question includes a "don't know" response option; 1 percent of Oak respondents answered "don't know", compared to 2 percent at the median funder. Large internationally-focused funder data not available due to changes to the survey instrument.

2: Represents data from 68 funders. This question includes a "don't know" response option; 3 percent of Oak respondents answered "don't know", compared to 5 percent at the median funder. Large internationally-focused funder data not available due to changes to the survey instrument.

# Grantee Characteristics (3)

Measure	Oak	Full Dataset Median	Large Internationally-Focused Funder Median
<b>Job Title of Respondents<sup>1</sup></b>			
Executive Director	37%	45%	N/A
Other Senior Management	15%	14%	N/A
Project Director	14%	14%	N/A
Development Director	11%	9%	N/A
Other Development Staff	11%	6%	N/A
Volunteer	0%	1%	N/A
Other	11%	10%	N/A
<b>Gender of Respondents<sup>2</sup></b>			
Female	67%	63%	54%
Male	33%	37%	46%
<b>Race/Ethnicity of Respondents<sup>3</sup> (only asked of U.S. based grantees)</b>			
Caucasian/White	86%	80%	72%
African-American/Black	5%	7%	6%
Hispanic/Latino	0%	4%	4%
Asian (incl. Indian subcontinent)	3%	3%	4%
Multi-racial	1%	3%	1%
American Indian/Alaskan Native	3%	1%	1%
Pacific Islander	0%	0%	0%
Other	1%	1%	2%

1: Represents data from 68 funders.

Large internationally-focused funder data not available due to changes to the survey instrument.

2: In spring of 2009 CEP removed the word “optional” from this question but added an “other” response choice and a “prefer not to say” response choice. Previously this question was only infrequently skipped and so we have maintained comparative data in spite of the question change. In response to this question, a total of 3 percent of Oak respondents selected “other” or “prefer not to say,” compared to 3 percent at the median funder.

3: In spring of 2009 CEP removed the word “optional” from this question but added a “prefer not to say” response choice. Previously this question was only infrequently skipped and so we have maintained comparative data in spite of the question change. In response to this question, a total of 9 percent of Oak respondents selected “prefer not to say,” compared to 5 percent at the median funder.

# Funder Characteristics

Measure	Oak	Full Dataset Median	Large Internationally-Focused Funder Median
<b>Financial Information</b>			
Total assets	N/A	\$258.4MM	\$4418.1MM
Total giving	\$116.7MM	\$15.3MM	\$234.9MM
<b>Administrative Expenses</b>			
Administrative expense as percent of total assets	N/A	1.2%	1.1%
Administrative expense as percent of total giving	8.6%	22.4%	20.2%
<b>Funder Staffing<sup>1</sup></b>			
Total staff (FTEs)	52	13	92
Percent of staff (FTEs) actively managing grantee relationships <sup>2</sup>	67%	38%	N/A
Percent of staff who are program staff	67%	56%	53%

1: Excludes FTEs who are volunteers or unpaid staff members.

2: Includes data from 41 funders.

Large internationally-focused Funder data not available due to changes to the survey instrument.

Source: Self-reported data provided by Oak and other GPR and Operational Benchmarking Report (OBR) subscribers from 2003-2011 survey rounds.

# Funders in Dataset

The 269 philanthropic funders whose grantees CEP has surveyed are listed below. Those that were independently surveyed are denoted by an asterisk (\*).

The Abell Foundation, Inc.*	The Clowes Fund	Gulf Coast Community Foundation of Venice	Mathile Family Foundation*	The Robin Hood Foundation
Adolph Coors Foundation*	College Access Foundation of California	Hall Family Foundation*	The McKnight Foundation	Rochester Area Community Foundation
The Ahmanson Foundation*	The Collins Foundation*	Hampton Roads Community Foundation	Medina Foundation	Rockefeller Brothers Fund
Alaska Mental Health Trust Authority	The Colorado Health Foundation	Harold K.L. Castle Foundation	MetroWest Community Health	Rockefeller Foundation
Alfred P. Sloan Foundation*	The Colorado Trust	The Harry and Jeanette Weinberg Foundation, Inc	Care Foundation	Rollin M. Gerstacker Foundation*
Alliance for California Traditional Arts	The Columbus Foundation	Hartford Foundation for Public Giving	Meyer Memorial Trust*	Rose Community Foundation
Alphawood Foundation*	and Affiliated Organizations	The Harvest Foundation of the Piedmont	Michael Reese Health Trust	Russell Family Foundation
Altman Foundation*	Community Foundation Silicon Valley	Health Foundation of Greater Cincinnati	The Minneapolis Foundation	Ruth Mott Foundation
The Ambrose Monell Foundation*	Community Memorial Foundation	The Heinz Endowments	Missouri Foundation for Health	S & G Foundation, Inc.*
Amelia Peabody Foundation*	Community Technology Foundation of California	Helen Andrus Benedict Foundation	The Morris and Gwendolyn	S. H. Cowell Foundation
Amon G. Carter Foundation*	Connecticut Health Foundation, Inc.	Henry H. Kessler Foundation	Cafritz Foundation	Saint Luke's Foundation of Cleveland, Ohio
Andersen Foundation*	Conrad N. Hilton Foundation	Hess Foundation, Inc.*	Ms. Foundation for Women	The Saint Paul Foundation Inc.
Ann Arbor Area Community Foundation	Cultural Council of Santa Cruz County	Horace W. Goldsmith Foundation*	The Mt. Sinai Health Care Foundation	Santa Barbara Foundation
The Annenberg Foundation*	Daniels Fund*	The Horizon Foundation for New Jersey	The Nathan Cummings Foundation	SC Ministry Foundation
The Anschutz Foundation*	Danville Regional Foundation	Houston Endowment, Inc.	Nellie Mae Education Foundation	Sea Change Foundation
Arcus Foundation	The David and Lucile Packard Foundation	HRJ Consulting	The New Hampshire Charitable Foundation	Shelton Family Foundation*
Arts Council Silicon Valley	Dekko Foundation, Inc.	Humanity United	New Profit, Inc.	The Sherman Fairchild Foundation, Inc.*
The Assisi Foundation of Memphis, Inc.	Doris Duke Charitable Foundation	The Hyams Foundation, Inc.	New York Community Trust	The Shubert Foundation*
The Atlantic Philanthropies	The Duke Endowment	J.A. & Kathryn Albertson Foundation*	New York State Health Foundation	The Skillman Foundation
AVI CHAI Foundation	Dyson Foundation	J. Bulow Campbell Foundation*	Nina Mason Pulliam Charitable Trust	The Skoll Foundation
Baptist Community Ministries*	E. Rhodes & Leona B. Carpenter Foundation*	The J. Willard and	Nord Family Foundation	Sobrato Family Foundation
Barr Foundation	East Bay Community Foundation	Alice S. Marriott Foundation*	Northern Rock Foundation	Stuart Foundation
Beldon Fund	Eden Hall Foundation*	Jacob and Valeria Langeloth Foundation	Northwest Area Foundation	Surdna Foundation, Inc.
Bill & Melinda Gates Foundation	Edison International	James Graham Brown Foundation, Inc.*	Northwest Health Foundation	Susan G. Komen for the Cure
Blandin Foundation	The Educational Foundation of America	The James Irvine Foundation	Oak Foundation	T.L.L. Temple Foundation*
Blue Cross and Blue Shield of	El Pomar Foundation*	The Jay and Rose	Omidyar Foundation	Thrivent Financial for Lutherans Foundation
North Carolina Foundation	Endowment for Health	Phillips Family Foundation*	One Foundation	United Way of Massachusetts Bay
Blue Cross Blue Shield of	The Energy Foundation	Jessie Ball duPont Fund	Ontario Trillium Foundation	Vancouver Foundation
Massachusetts Foundation	The Erie Community Foundation	Jessie Smith Noyes Foundation	The Overbrook Foundation*	The Vermont Community Foundation
Blue Shield of California Foundation	Eugene and Agnes E. Meyer Foundation	The Jim Joseph Foundation	Partnership for Excellence in	Victoria Foundation, Inc.*
Boston Foundation, Inc.	Evelyn and Walter Haas, Jr. Fund	The Josiah Macy, Jr. Foundation	Jewish Education (PEJE)	Virginia G. Piper Charitable Trust
Bradley Foundation*	F. M. Kirby Foundation, Inc.*	The John A. Hartford Foundation, Inc.	Paul G. Allen Foundations	W. K. Kellogg Foundation
Bradley-Turner Foundation*	The F.B. Heron Foundation	John D. and Catherine T.	Paul Hamlyn Foundation	Wachovia Regional Foundation
The Brainerd Foundation	The Fan Fox and	MacArthur Foundation	Peninsula Community Foundation	Waitt Family Foundation*
The Brinson Foundation	Leslie R. Samuels Foundation*	John H. and Wilhelmina D. Harland	The Pears Foundation	The Wallace Foundation
The Broad Foundation	Fannie Mae Foundation	Charitable Foundation, Inc.	The Peter and	Walter & Elise Haas Fund
The Brown Foundation	First 5 Alameda	John P. McGovern Foundation*	Elizabeth C. Tower Foundation	Wayne & Gladys Valley Foundation
Bush Foundation	County – Every Child Counts	The John R. Oishei Foundation	PetSmart Charities	Weingart Foundation*
California Community Foundation	The Ford Family Foundation	John S. and James L. Knight Foundation	The Pew Charitable Trusts*	Wellington Management Charitable Fund
The California Endowment	The Ford Foundation	Kalamazoo Community Foundation	Philadelphia Foundation	Wilburforce Foundation
California HealthCare Foundation	France-Merrick Foundation*	Kansas Health Foundation	The Pittsburgh Foundation	William Caspar Graustein Memorial Fund
The California Wellness Foundation*	Friends Provident Foundation	Kate B. Reynolds Charitable Trust*	Polk Bros. Foundation	The William and Flora Hewlett Foundation
The Cannon Foundation, Inc.*	The Frist Foundation*	Kendeda Fund	Pritzker Foundation*	The William K. Warren Foundation*
Caring for Colorado Foundation	The GAR Foundation	The Kresge Foundation	PSEG Foundation and	William Penn Foundation
Carnegie Corporation of New York	Gates Family Foundation*	Kronkosky Charitable Foundation	Corporate Responsibility Department	The William Randolph Hearst Foundations*
Carrie Estelle Doheny Foundation*	Gaylord and Dorothy	The Lenfest Foundation, Inc.*	Public Welfare Foundation*	The William Stamps Farish Fund*
The Case Foundation	Donnelley Foundation	Levi Strauss Foundation	Quantum Foundation	William T. Kemper Foundation*
Central Indiana Community Foundation	General Mills Foundation	Lloyd A. Fry Foundation	The Ralph M. Parsons Foundation*	Williamsburg Community
The Champlin Foundations*	The George Gund Foundation	Longwood Foundation	Raskob Foundation for	Health Foundation
Charles and Helen Schwab Foundation	The George S. and Dolores	The Louis Calder Foundation*	Catholic Activities, Inc.	Windgate Charitable Foundation, Inc.*
Charles and Lynn Schusterman	Dore Eccles Foundation*	Lucile Packard Foundation	Rasmuson Foundation	Winter Park Health Foundation
Family Foundation	Geraldine R. Dodge Foundation	for Children's Health	The Raymond John Wean Foundation	Woods Fund of Chicago
Charles Stewart Mott Foundation	The Gill Foundation	Lumina Foundation for Education, Inc.	Resources Legacy Fund	Yad Hanadiv
The Chicago Community Trust	The Goizueta Foundation	Maine Community Foundation	The Rhode Island Foundation	Z. Smith Reynolds Foundation, Inc.
The Christensen Fund	Gordon and Betty Moore Foundation	Maine Health Access Foundation	Richard & Rhoda Goldman Fund	Zeist Foundation
The Clark Foundation*	Gable Foundation	Marguerite Casey Foundation	Richard King Mellon Foundation*	
Claude Worthington Benedum Foundation	Grand Rapids Community Foundation	Marin Community Foundation	The Robert Wood Johnson Foundation	
The Cleveland Foundation	The Greater Cincinnati Foundation	Mary Reynolds Babcock Foundation		

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# About the Center for Effective Philanthropy (CEP)

## Mission

**To provide data and create insight so philanthropic funders can better define, assess, and improve their effectiveness – and, as a result, their intended impact.**

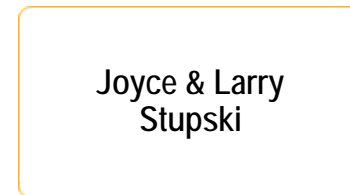
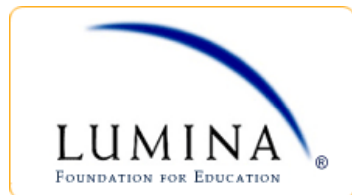
## Vision

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

**Although our work is about measuring results, providing useful data, and improving performance, our ultimate goal is improving lives. We believe this can only be achieved through a powerful combination of dispassionate analysis and passionate commitment to creating a better society.**

# 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:



# CEP Research

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

Research Focus	CEP Publication
Performance Assessment	<i>Toward a Common Language: Listening to Foundation CEOs and Other Experts Talk About Performance Measurement in Philanthropy</i> (2002)
	<i>Indicators of Effectiveness: Understanding and Improving Foundation Performance</i> (2002)
	<i>Assessing Performance at the Robert Wood Johnson Foundation: A Case Study</i> (2004)
Funder Strategy	<i>Beyond the Rhetoric: Foundation Strategy</i> (2007)
	<i>Lessons from the Field: Becoming Strategic: The Evolution of the Flinn Foundation</i> (2009)
	<i>The Essentials of Foundation Strategy</i> (2009)
	<i>Lessons from the Field: Striving for Transformative Change at the Stuart Foundation</i> (2009)
Funder Governance	<i>Foundation Governance: The CEO Viewpoint</i> (2004)
	<i>Beyond Compliance: The Trustee Viewpoint on Effective Foundation Governance</i> (2005)
Funder-Grantee Relationships	<i>Listening to Grantees: What Nonprofits Value in Their Foundation Funders</i> (2004)
	<i>Foundation Communications: The Grantee Perspective</i> (2006)
	<i>In Search of Impact: Practices and Perceptions in Foundations' Provision of Program and Operating Grants to Nonprofits</i> (2006)
	<i>Luck of the Draw</i> (2007)
	<i>More than Money: Making a Difference with Assistance Beyond the Grant</i> (2008)
	<i>Working with Grantees: The Keys to Success and Five Program Officers Who Exemplify Them</i> (2010)
	<i>A Time of Need: Nonprofits Report Poor Communication and Little Help from Foundations During the Economic Downturn</i> (2010)
	<i>Lessons from the Field: From Understanding to Impact</i> (2010)
	<i>Grantees Report Back: Helpful Reporting and Evaluation Processes</i> (2011)
	<i>Can Feedback Fuel Change at Foundations?</i> (2011)
Managing Operations	<i>Lessons from the Field: Improving the Experience at the David and Lucile Packard Foundation</i> (2008)
	<i>Lessons from the Field: Aiming for Excellence at the Wallace Foundation</i> (2008)

# CEP Assessment Tools

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

- **Grantee Perception Report® (GPR):** provides CEOs, boards, and staff with comparative data on grantee perceptions of funder performance on a variety of dimensions
- **Applicant Perception Report (APR):** a companion to the GPR that provides comparative data from surveys of declined grant applicants
- **Comparative Board Report (CBR):** provides data on board structure and trustee perceptions of board effectiveness on a comparative basis
- **Staff Perception Report (SPR):** explores philanthropic funder staff members' perceptions of funder effectiveness and job satisfaction on a comparative basis
- **Operational Benchmarking Report (OBR):** provides comparative data, relative to a selected peer group of funders, on aspects of philanthropic funder operations – including organization staffing, program officer workload, grant processing times, and administrative costs
- **Stakeholder Assessment Report (STAR):** delivers insight about a funder's effectiveness by surveying stakeholders a funder seeks to influence as part of its strategy
- **Multidimensional Assessment Process (MAP):** provides an integrated assessment of performance, assimilating results and data from all of CEP's assessment tools into key findings, implications, and recommended action steps for greater effectiveness
- **Donor Perception Report (DPR):** creates insight, on a comparative basis, about donors' perceptions of the community foundations to and through which they contribute or establish funds
- **Beneficiary Perception Report (BPR):** informs the work of funders and grantees by providing comparative feedback from those whose lives funders seek to improve – the ultimate beneficiaries of funders' philanthropic efforts
- **Strategy Landscape Tool (SLT):** an online interactive visualization tool, developed by Monitor Institute and delivered with CEP, that allows users to easily see and understand grantmaking strategies and patterns within and across institutions so they can make better decisions in pursuit of their goals

# Contact Information

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