



THE CENTER
FOR EFFECTIVE
PHILANTHROPY

Grantee Perception Report

Prepared for
Z. Smith Reynolds Foundation
November 2015

CEP MISSION

The mission of the Center for Effective Philanthropy is to **provide data and create insight** so philanthropic funders can better define, assess, and improve their effectiveness – and, as a result, their intended impact.

Overall Grantee Survey Population

Survey	Survey Fielded	Grantees from Active Year	Number of Responses Received	Survey Response Rate
2015	May and June 2015	2014	159	69%
2011	May and June 2011	2010	153	71%
2007	February and March 2007	2006	209	72%

Subgroups

- Regional focus; grant length; grant type; grant status; GOS; grant size

Comparative Data

- ~300 funders across the world, with ~50,000 grantees
- Funders range from \$314,000 - \$34.6 billion USD in assets

Grantee Custom Cohort

A set of 15 funders that more closely resembles ZSR in scale and scope.

Blandin Foundation

Richard M. Fairbanks Foundation, Inc.

Claude Worthington Benedum Foundation

Stuart Foundation

Evelyn and Walter Haas, Jr. Fund

The Eugene and Agnes E. Meyer Foundation

Geraldine R. Dodge Foundation

The Ford Family Foundation

Jessie Ball duPont Fund

The George Gund Foundation

Meyer Memorial Trust

Virginia G. Piper Charitable Trust

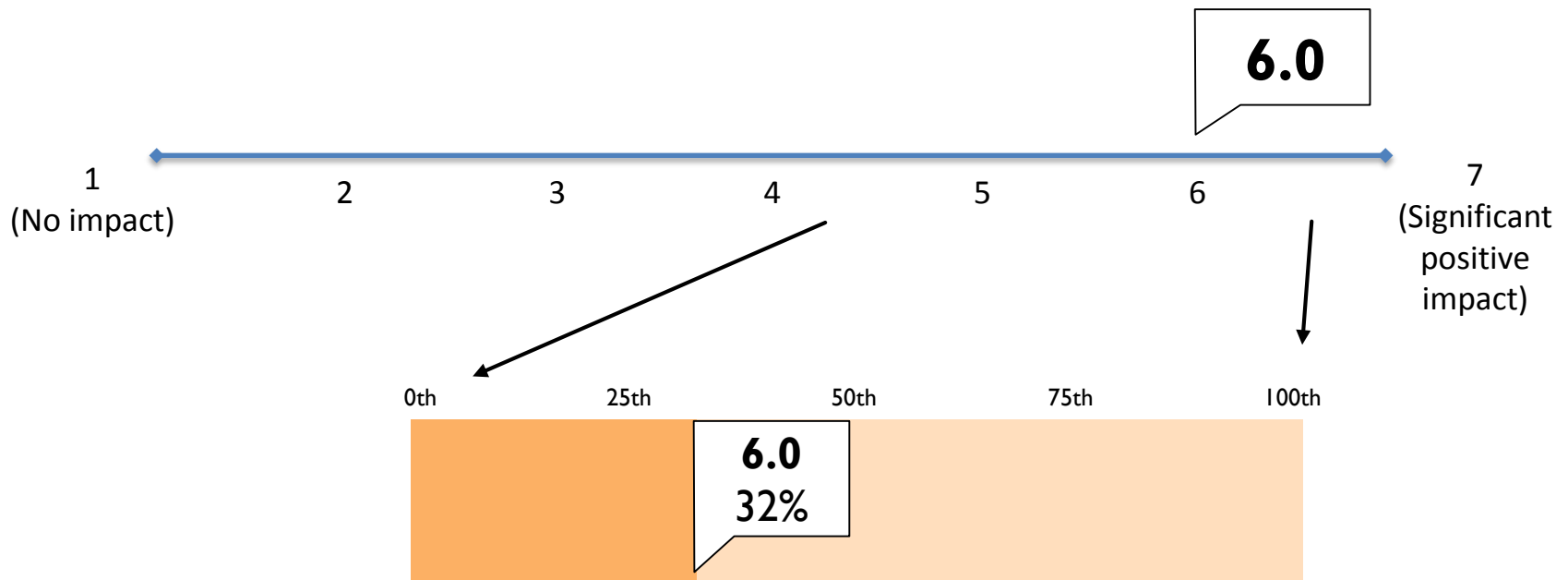
Peter Kiewit Foundation

Walter and Elise Haas Fund

Z. Smith Reynolds Foundation, Inc.

Comparative Data Matters

“Overall, how would you rate the Foundation’s impact on your organization?”



Comparative Data Matters



“Communications with staff were very helpful. They provided insight...Our site visit was the most helpful within the overall process. The ZSR representative asked very thought provoking questions.” – Grantee rating a 7



“I don't have much communication with ZSR until our grant is up for renewal. There aren't many opportunities to discuss strategy with them in an informal way; every meeting feels more like an interview where I would be best served to gloss over or explain away problems rather than really engage them about challenges.” – Grantee rating a 4

Key Findings

On key measures, ratings are similar to or more positive than typical, relative to CEP's dataset, though are lower than in 2011.

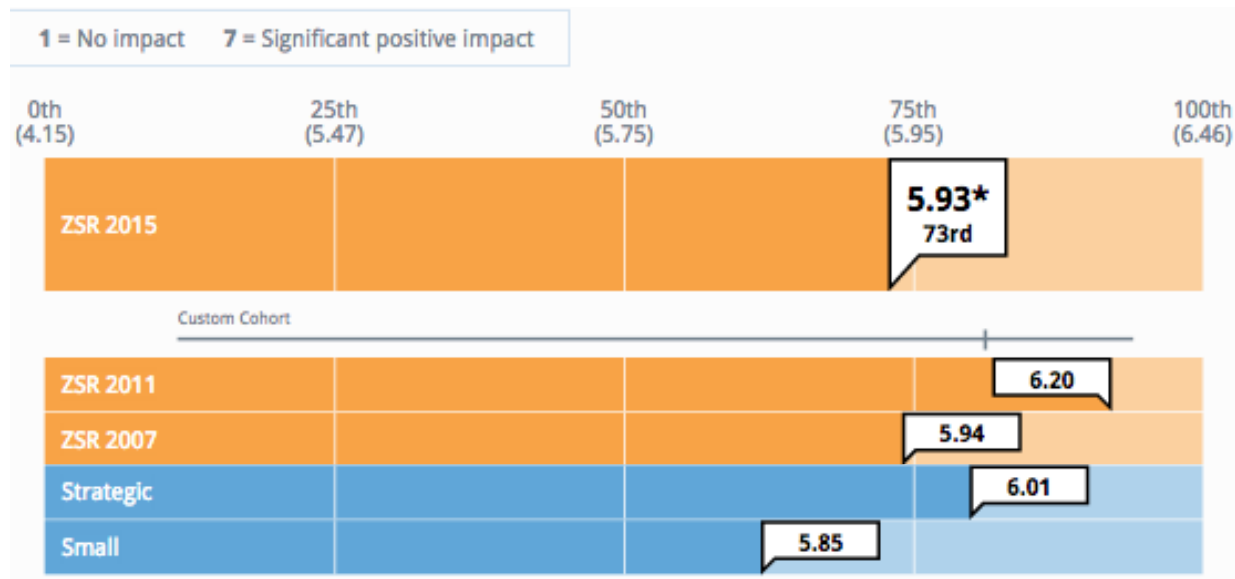
- › **Field Impact:** Higher than typical, decline over 2011
- › **Community Impact:** Similar to typical funder & 2011
- › **Impact on Grantee Organizations:** Higher than typical, decline over 2011
- › **Relationships – Interactions & Communications:** Similar to typical funder & to 2011
- › **Processes:** Similar to typical funder, decline over 2011

Impact on Grantee's Fields & Communities



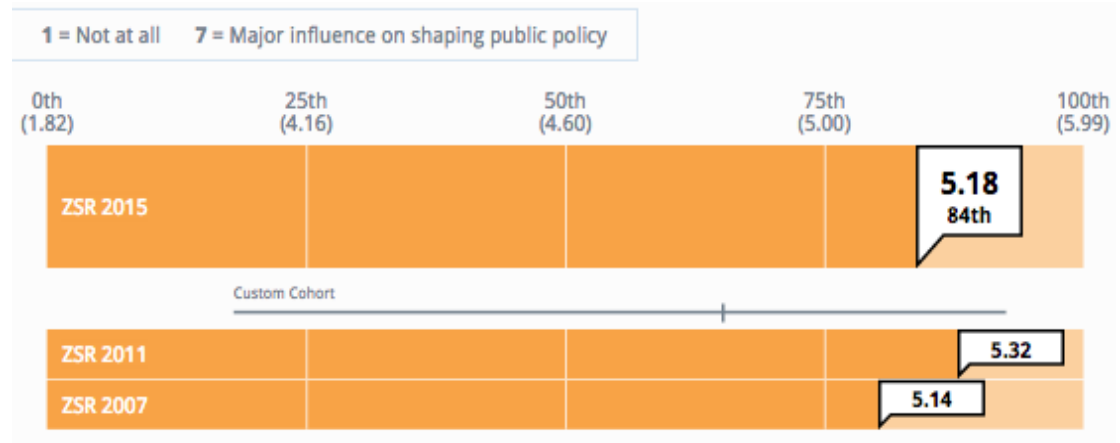
Field Understanding & Impact

“Overall, how would you rate the Foundation’s impact on your field?”

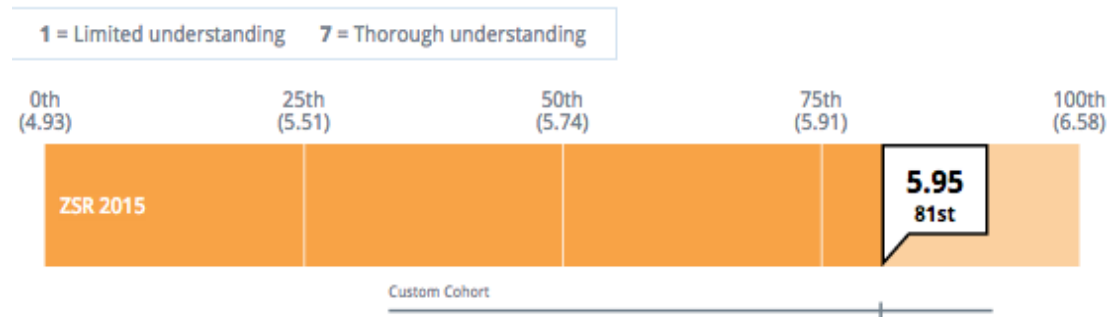


Field Understanding & Impact (continued)

“To what extent has the Foundation affected public policy in your field?”



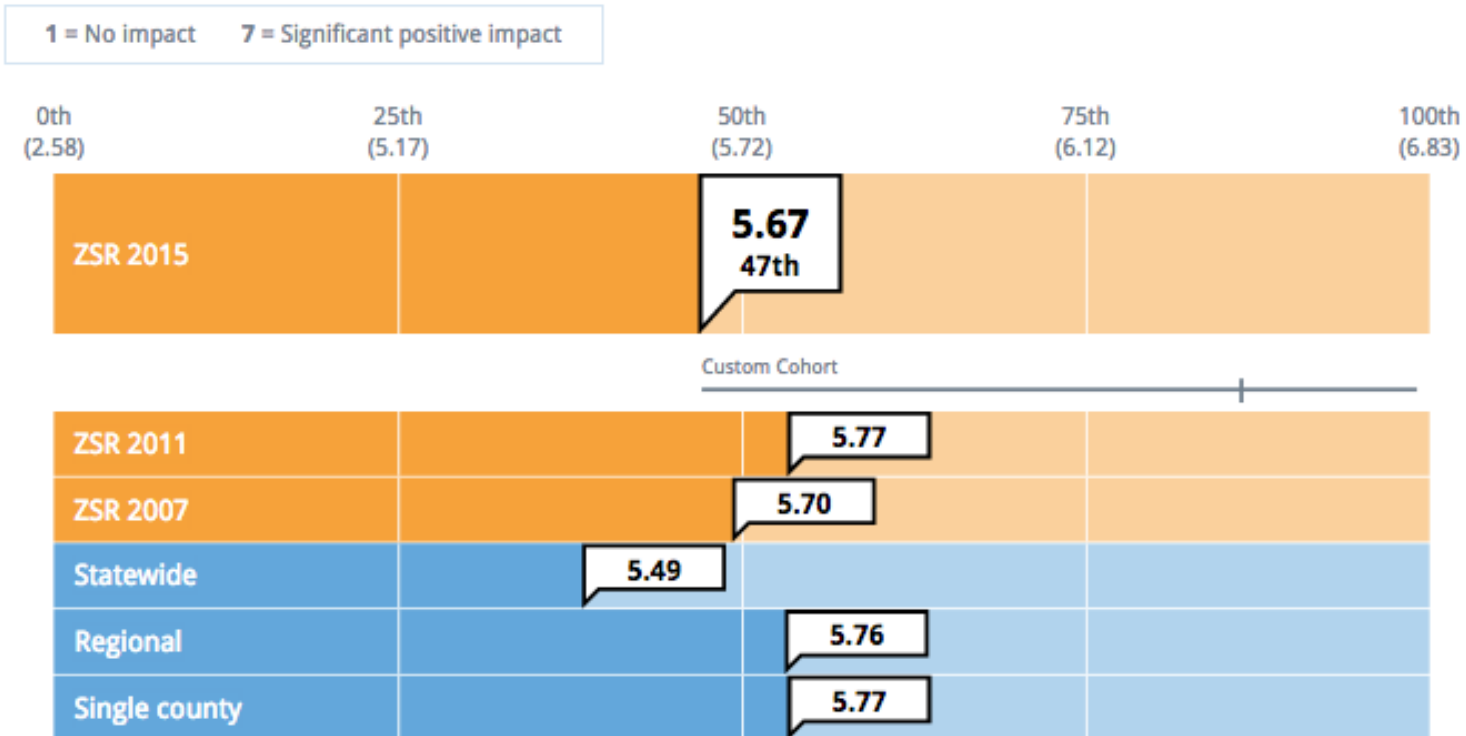
“How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?”



- **87%** of respondents report that their **organization has altered its approach or work** in response to changing trends in North Carolina.

Community Understanding & Impact

“Overall, how would you rate the Foundation’s impact on your local community?”



Creating Change in North Carolina

In North Carolina, which of the following has the most potential to drive positive change?

65%

Cross-sector collaborations

61%

Grassroots efforts

56%

Nonprofit sector

53%

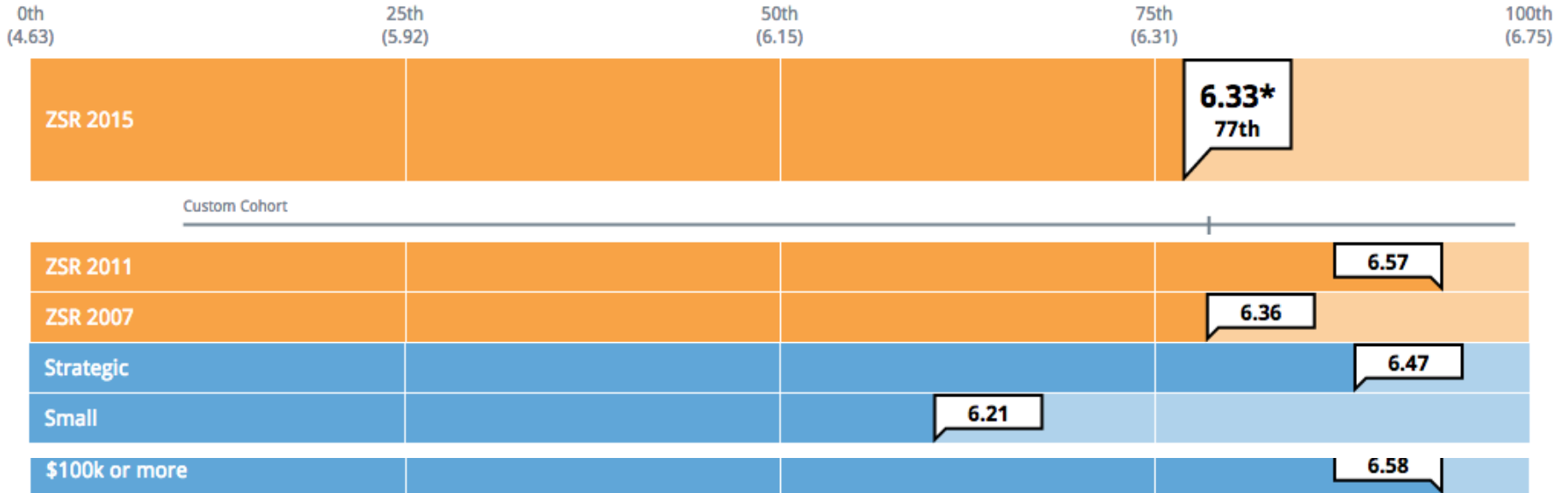
think positive change for North Carolina is most likely to come from **Local Policy-Makers** in the future

Impact on Grantee's Organizations



“Overall, how would you rate the Foundation’s impact on your organization?”

1 = No impact 7 = Significant positive impact



Grantmaking Characteristics

	ZSR 2015	ZSR 2011	Average Funder	Custom Cohort
Grant Size				
Median Grant Size	\$48k	\$60k	\$60k	\$49k
Length of Funding				
Receiving Multi-Year Grants	54%	55%	51%	43%
Type of Funding				
General Operating/Core Support	58%	57%	20%	29%
Organizational Budget				
Grant size relative to grantee budget	10%	12%	4%	3%

Contextual Data: Funder Characteristics

Program Staff Load

Applications per program full-time employee
Active grants per program full-time employee

ZSR 2015	Average Funder	Custom Cohort
53	29	48
82	33	54

\$453.8M

ZSR's 2014 annual giving

577

Total active grants in 2014

7

Total FTE program staff

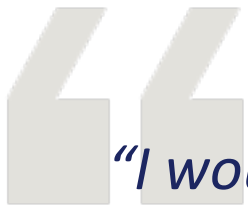
Patterns of Non-Monetary Support

Type of Support	ZSR 2015	ZSR 2011	Average Funder	Custom Cohort
Comprehensive	6%	3%	6%	4%
Field-focused	11%	8%	9%	5%
Little	46%	41%	37%	35%
None	38%	49%	48%	56%

Patterns of Intensive Non-Monetary Support



“The Foundation has a more comprehensive view of what's going on in communities across the state than most individual organizations, so it's helpful when they can highlight the work of their grantees, provide introductions, etc, in ways intended to foster collaborations.”



“I would like to be able to consult with the Foundation on capacity building and strategy, or get recommendations for staff development.”

Relationships with Grantees



Funder-Grantee Relationships

STRONG RELATIONSHIPS

INTERACTIONS

Fairness of treatment by foundation

Comfort approaching foundation if a problem arises

Responsiveness of foundation staff

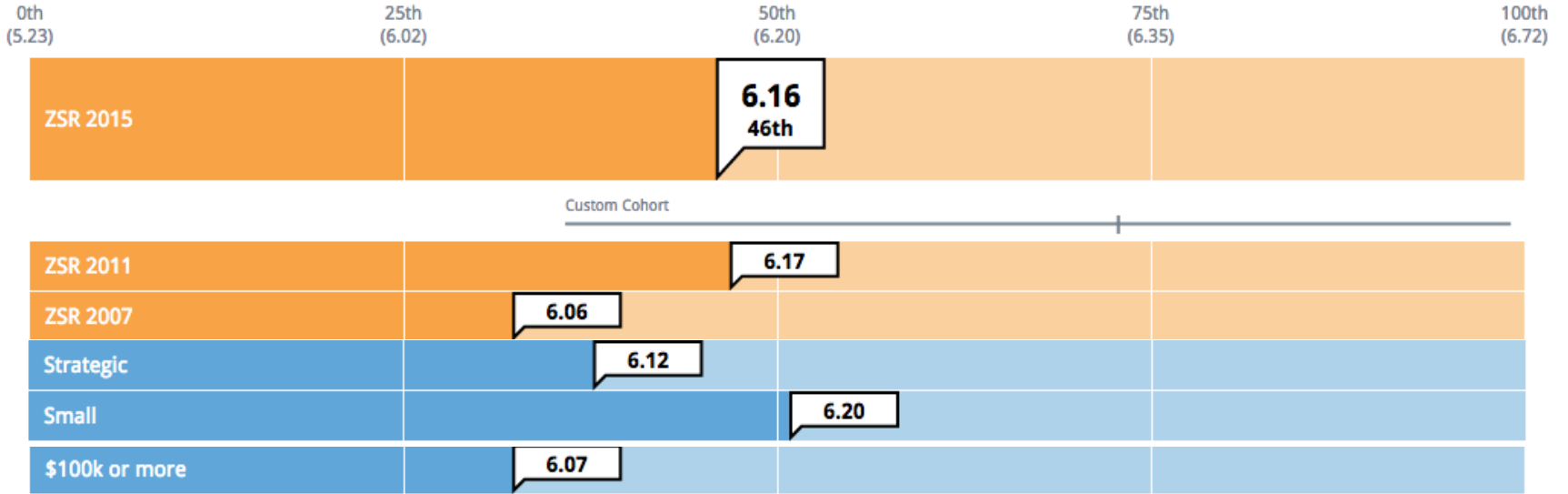
Clarity of communication of foundation's goals and strategy

Consistency of information provided by different communications

COMMUNICATIONS

Funder-Grantee Relationships Summary Measure

1 = Very negative 7 = Very positive



Contact with Foundation

	ZSR 2015	ZSR 2011	Average Funder	Custom Cohort
Who Initiated Contact				
Grantee most frequently initiated	45%	37%	36%	40%
Frequency of Contact				
Yearly or less often	25%	25%	22%	30%



“Periodic “check-in's” from the project officer would be helpful. Announcements and forwards of other grant opportunities and/or leads and contacts, conferences etc. We would welcome guidance about any shifting funding priorities as well.”



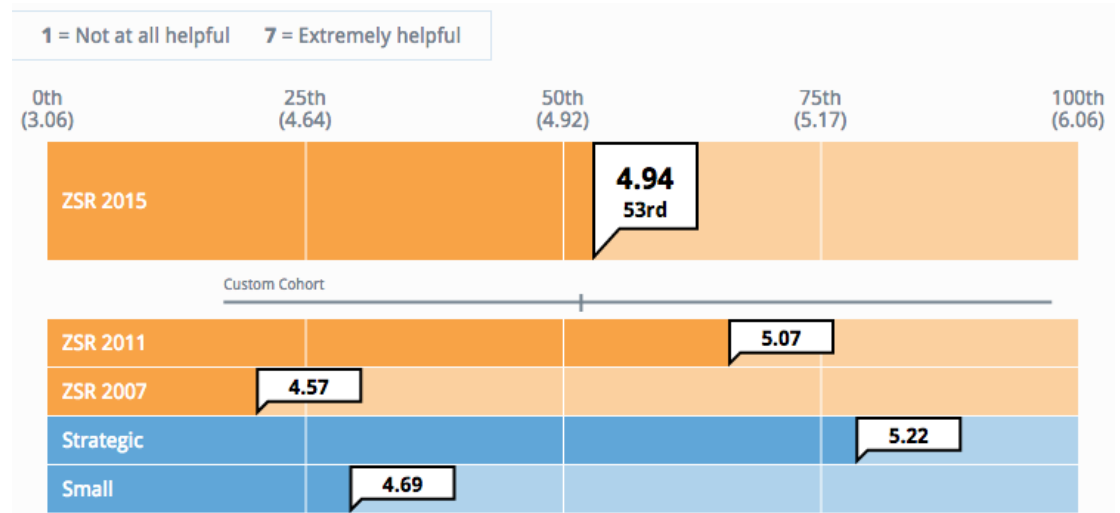
*“We would welcome **more frequent interactions** so that the foundation can better understand our operations.”*

Foundation Processes

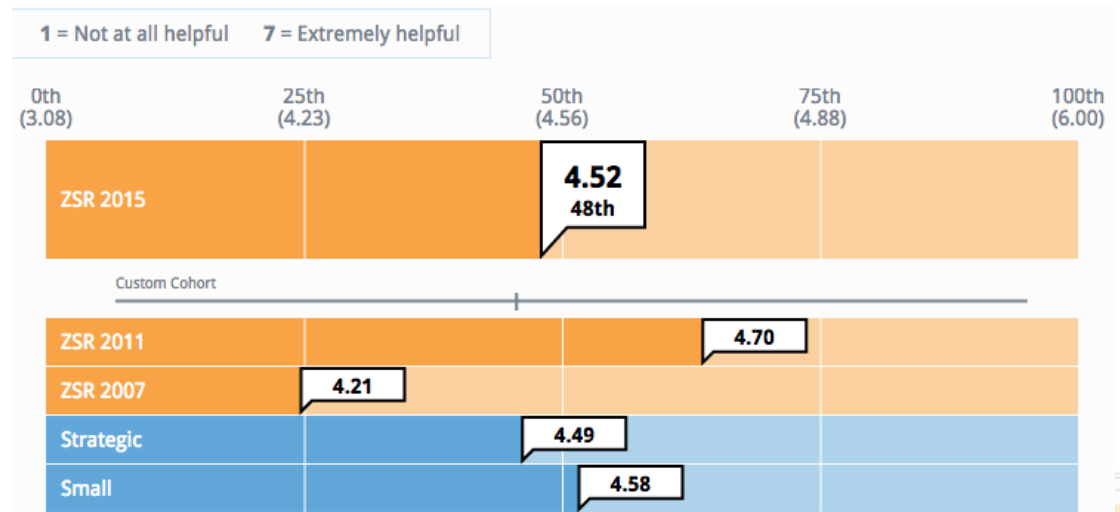


Helpfulness of Processes

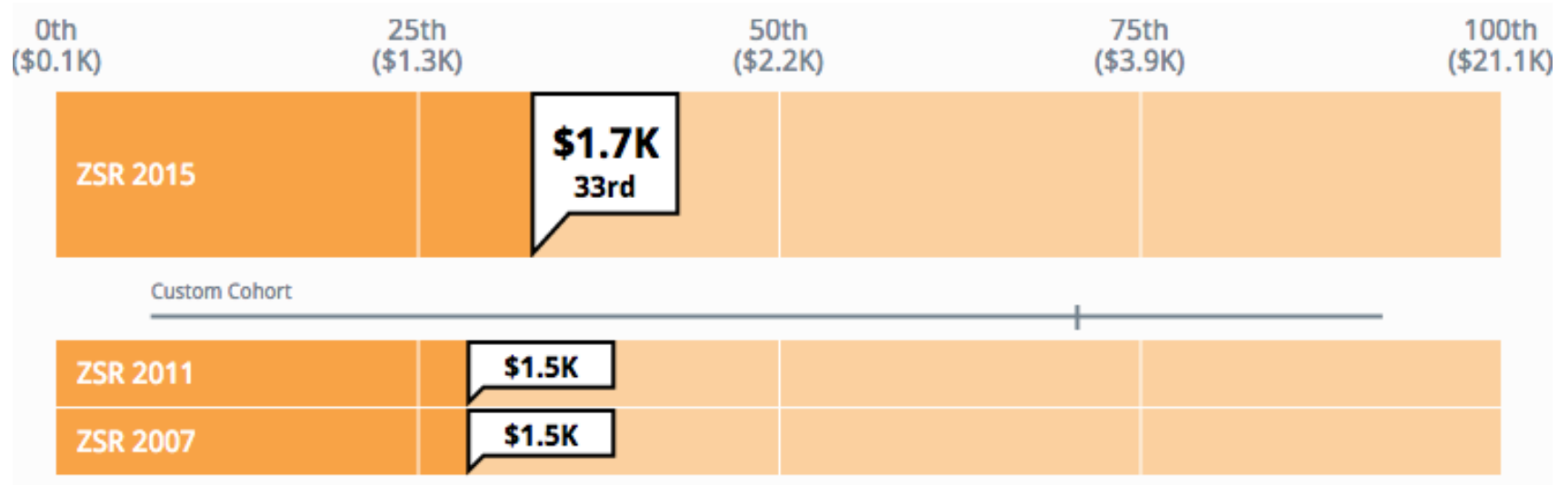
“How helpful was participating in the Foundation’s selection process in strengthening the organization / program funded by the grant?”



“How helpful was participating in the Foundation’s reporting/evaluation process in strengthening the organization / program funded by the grant?”



Dollar Return: Median grant dollars awarded per process hour required
Includes total grant dollars awarded and total time necessary to fulfill the requirements over the lifetime of the grant



- Grantees spend **35** hours on ZSR requirements over grant lifetime, **24** of which are during the proposal/selection process

Key ZSR Strengths

ZSR is rated more positively than typical on the following measures:

- › **Field Impact: 73%**
- › **Impact on Grantee Organizations: 77%**
- › **Understanding of grantee organization's strategy and goals: 75%**
- › **Effect on public policy: 84%**
- › **Understanding of the social, cultural, or socioeconomic factors that affect grantees work: 81%**
- › **Consistency of communication: 68%**
- › **Transparency with regard to the Foundation's processes for selecting grantees: 65%**

Recommendations to Consider from CEP

- › Explore the **decline in field impact ratings** and work to **deepen and demonstrate understanding of fields**
- › Assess the **grantmaking characteristics** offered to most aligned grantees
- › Considering cost-benefit considerations, **initiate interactions more frequently** and **increase frequency of contact** with grantees
- › Consider making grantmaking processes increasingly helpful by **reducing their demands while maintaining their value** to the Foundation

Q&A and Discussion



Discussion Questions

- › What questions do you have about the data? Any questions of clarity and meaning?
- › Which findings came as a surprise to you? Why?
- › Which findings resonate with you? Why?
- › Where do you want more information?
- › Do you have any other hypotheses about these grantee findings?

What CEP Has Seen Drive Change

- › Prioritize the way you work with grantees
- › Be open and transparent with staff about the results
- › Engage staff in identifying areas of focus and action plans
- › Focus: select a manageable number of areas for focused attention – for the short and long term
- › Set concrete goals and develop an action plan
- › Accountability: be clear that feedback will be gathered again

