

# Grantee Perception Report<sup>®</sup>

PREPARED FOR  
The Evelyn and Walter Haas, Jr. Fund

DECEMBER 2015



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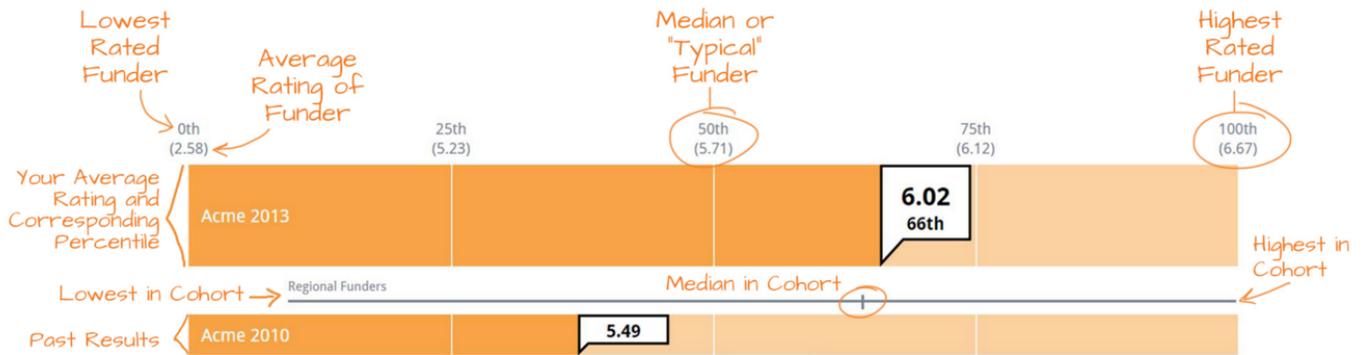
[www.effectivephilanthropy.org](http://www.effectivephilanthropy.org)

The online version of this report can be accessed at [cep.surveymresults.org](http://cep.surveymresults.org).

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# INTERPRETING YOUR CHARTS



## STATISTICAL SIGNIFICANCE OF CHANGES OVER TIME

CEP compares your past ratings to your current ratings, testing for statistically significant differences. An asterisk in your current results denotes a statistically significant difference between your current rating and the previous rating.

5.81\*  
60th

# EXECUTIVE SUMMARY

**The following summary highlights key findings about grantees' perceptions of Evelyn and Walter Haas, Jr. Fund compared to other foundations whose grantees CEP has surveyed.**

Throughout this report, results are described as 'more positive' when an average rating is higher than that of 65 percent of funders in CEP's dataset, and 'less positive' when a rating is lower than that of 65 percent of funders. Improvements or declines over time are reported when ratings are higher or lower by at least 15 percentile points.

**Compared to grantees of the typical funder, Haas grantees in 2015 have:**

**more positive** perceptions regarding the Foundation's:

- » Impact on their fields
- » Impact on their organizations
- » Relationships with grantees
- » Reporting/evaluation process

**similarly positive** perceptions regarding the Foundation's:

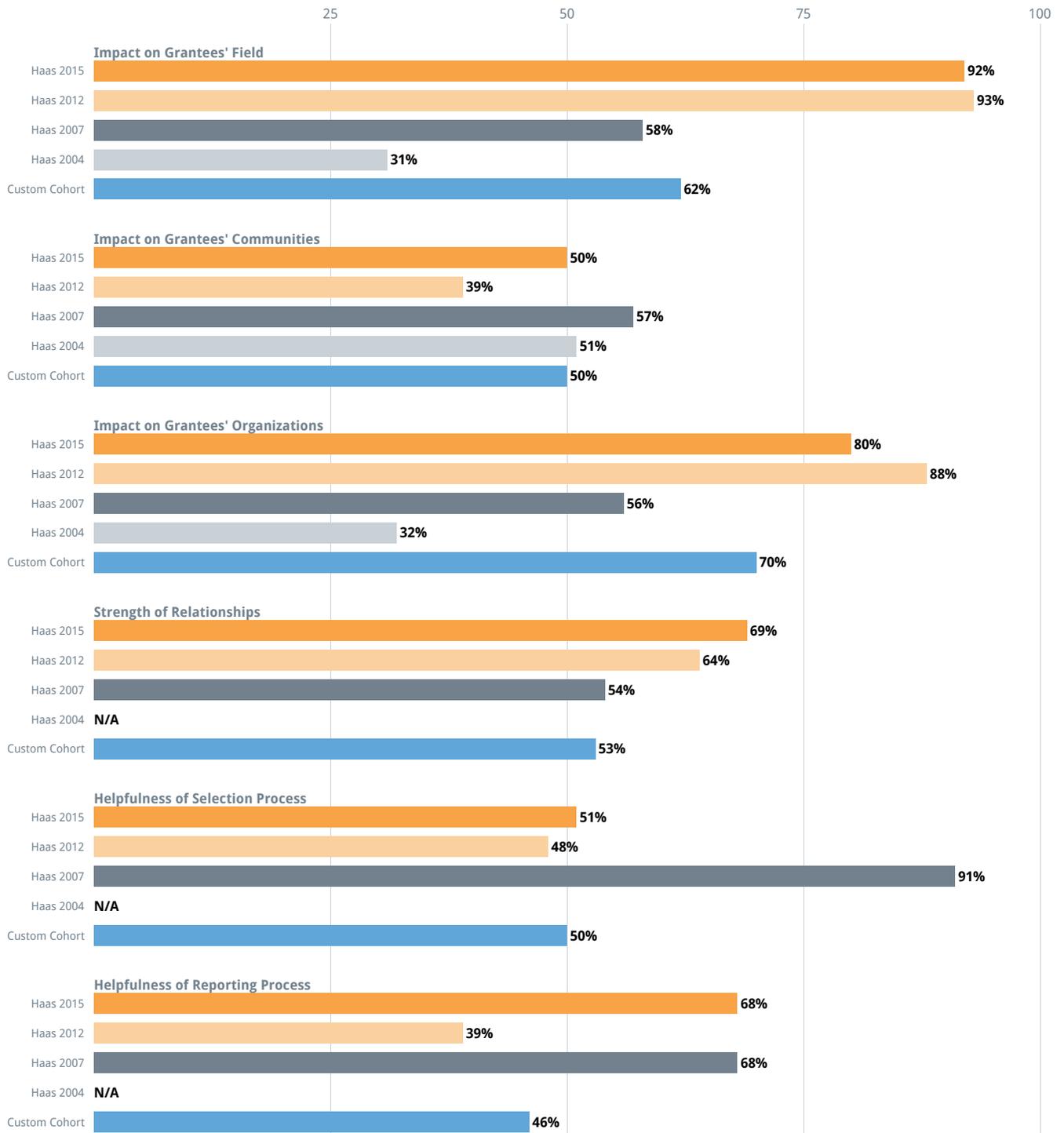
- » Impact on their local communities
- » Selection process

# GPR Ratings Summary

The chart below shows Evelyn and Walter Haas, Jr. Fund's percentile ranking on key areas of the GPR relative to CEP's overall comparative dataset, where 0% indicates the lowest rated funder, and 100% indicates the highest rated funder. Rankings are also shown for Haas's previous GPR data and the median funder in the selected peer cohort.

## Percentile Rank on Key Measures

■ Haas 2015 ■ Haas 2012 ■ Haas 2007 ■ Haas 2004 ■ Custom Cohort



## Word Cloud

Grantees were asked, "At this point in time, what is one word that best describes the Foundation?" In the "word cloud" below, the size of each word indicates the frequency with which it was written by grantees. The color of each word is stylistic and not indicative of its frequency. Six grantees described Haas as "Innovative," the most commonly used word.



This image was produced using a free tool available at [www.tagxedo.com](http://www.tagxedo.com). Copyright (c) 2006, ComponentAce. <http://www.componentace.com>.

## SURVEY POPULATION

Survey	Survey Fielded	Year of Active Grants	Number of Responses Received	Survey Response Rate
Haas 2015	May and June 2015	2014	77	64%
Haas 2012	February and March 2012	2011	83	77%
Haas 2007	February and March 2007	2006	174	63%
Haas 2004	March and April 2004	2003	153	81%

Throughout this report, Evelyn and Walter Haas, Jr. Fund's survey results are compared to CEP's broader dataset of more than 40,000 grantees built up over more than a decade of grantee surveys of more than 250 funders. The full list of participating funders can be found at <http://www.effectivephilanthropy.org/assessment-tools/gpr-apr>.

# COMPARATIVE COHORTS

## Customized Cohort

Haas selected a set of 13 funders to create a smaller comparison group that more closely resembles Haas in scale and scope.

Custom Cohort

Arcus Foundation

Barr Foundation

Evelyn and Walter Haas, Jr. Fund

Marguerite Casey Foundation

S. H. Cowell Foundation

Stuart Foundation

Surdna Foundation, Inc.

The Gill Foundation

The Hyams Foundation, Inc.

The James Irvine Foundation

The Skillman Foundation

Walter and Elise Haas Fund

Weingart Foundation

# Standard Cohorts

CEP also included 16 standard cohorts to allow for comparisons to a variety of different types of funders. A full list of standard cohorts and descriptions is below.

## Strategy Cohorts

Cohort Name	Count	Description
Small Grant Providers	44	Funders with median grant size of \$20K or less
Large Grant Providers	48	Funders with median grant size of \$200K or more
High Touch Funders	21	Funders for which a majority of grantees report having contact with their primary contact monthly or more often
Intensive Non-Monetary Assistance Providers	30	Funders that provide at least 30% of grantees with comprehensive or field-focused assistance as defined by CEP
Proactive Grantmakers	45	Funders that make at least 90% of grants proactively
Reactive Grantmakers	44	Funders that make at most 10% of grants proactively
International Funders	37	Funders with an international scope of work

## Annual Giving Cohorts

Cohort Name	Count	Description
Funders Giving Less Than \$5 Million	52	Funders with annual giving of less than \$5 million
Funders Giving \$50 Million Or More	47	Funders with annual giving of \$50 million or more

## Foundation Type Cohorts

Cohort Name	Count	Description
Private Foundations	125	All private foundations in the GPR dataset
Family Foundations	43	All family foundations in the GPR dataset
Community Foundations	31	All community foundations in the GPR dataset
Health Conversion Foundations	25	All health conversation foundations in the GPR dataset
Corporate Foundations	16	All corporate foundations in the GPR dataset

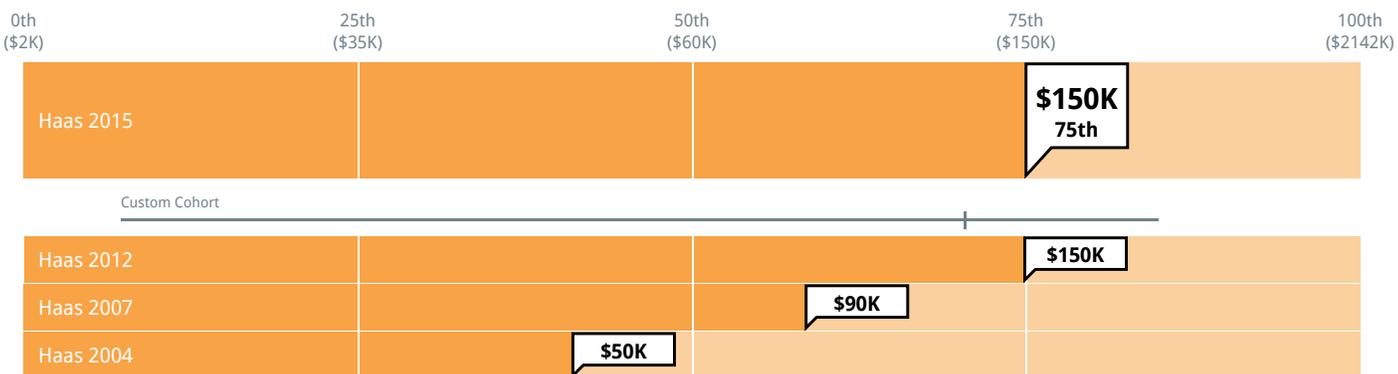
## Other Cohorts

Cohort Name	Count	Description
Funders Outside the United States	20	Funders that are primary based outside the United States
Recently Established Foundations	41	Funders that were established in 2000 or later

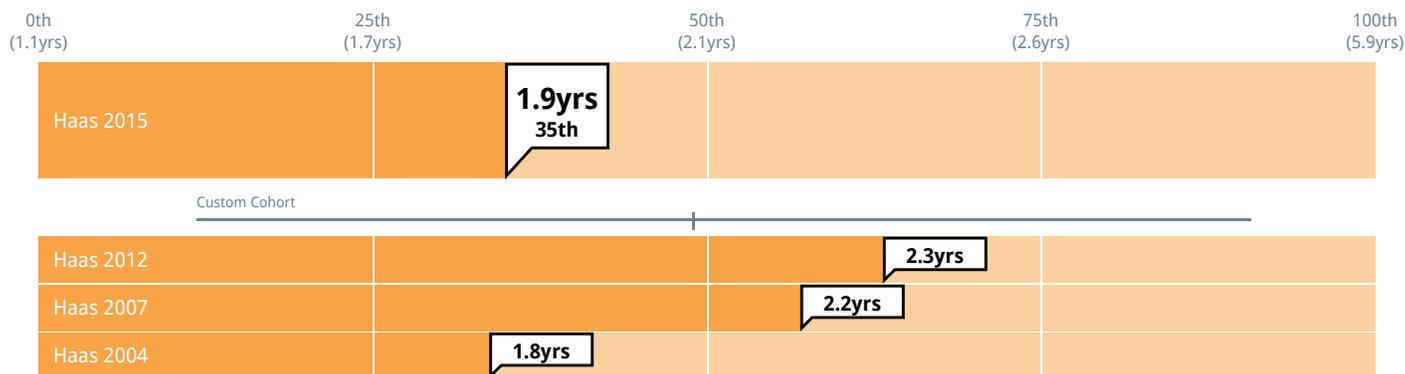
# GRANTMAKING CHARACTERISTICS

Foundations make different choices about the ways they organize themselves, structure their grants, and the types of grantees they support. The following charts and tables show some of these important characteristics. The information is based on self-reported data from funders and grantees, and further detail is available in the Contextual Data section of this report.

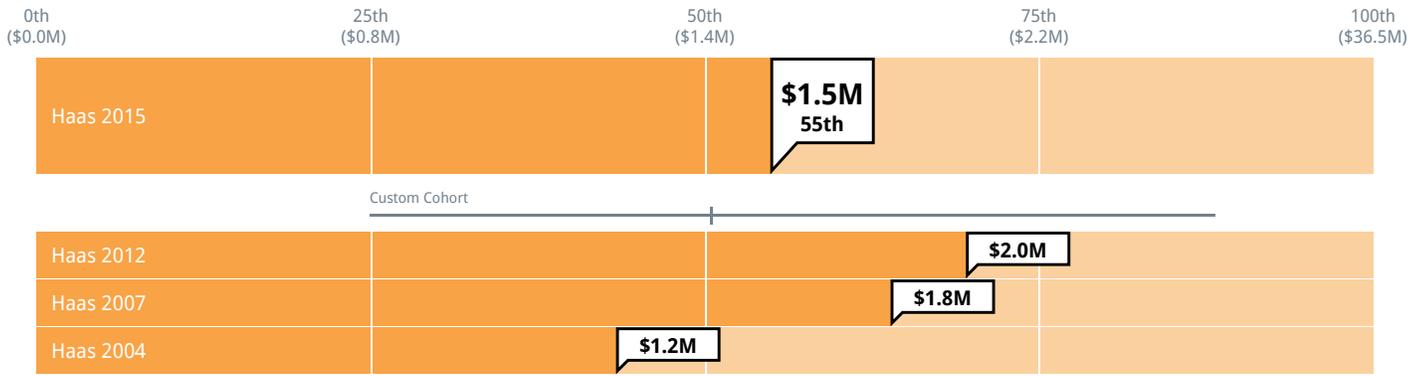
## MEDIAN GRANT SIZE



## AVERAGE GRANT LENGTH



## TYPICAL ORGANIZATIONAL BUDGET



Type of Support (Overall)	Haas 2015	Haas 2012	Haas 2007	Average Funder	Custom Cohort
Percent of grantees receiving general operating/core support	43%	37%	35%	20%	33%
Percent of grantees receiving program/project support	50%	54%	60%	65%	58%
Percent of grantees receiving other types of support	7%	9%	5%	15%	9%

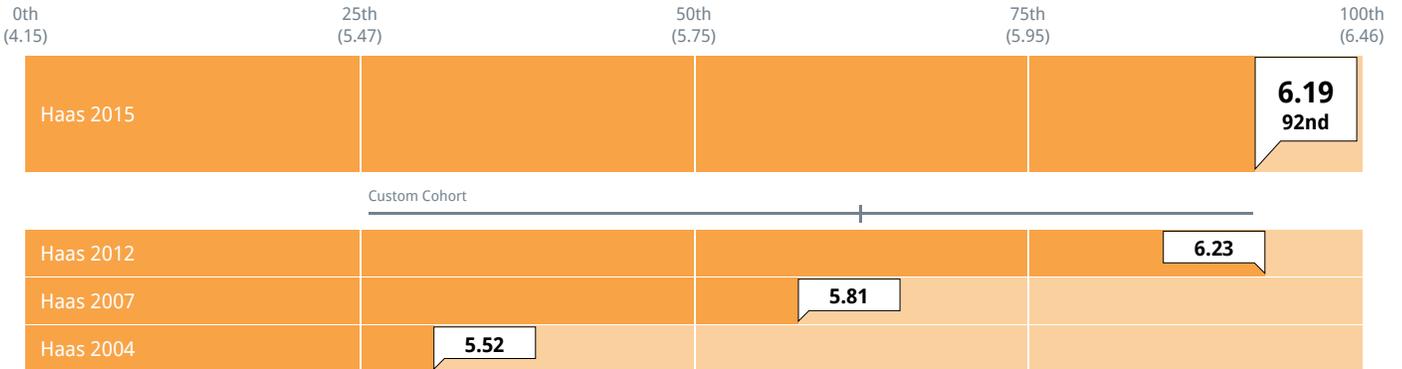
Grant History (Overall)	Haas 2015	Haas 2012	Average Funder	Custom Cohort
Percentage of first-time grants	11%	10%	29%	20%

Program Staff Load (Overall)	Haas 2015	Haas 2012	Haas 2007	Haas 2004	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	\$3.5M	\$2.3M	\$1.7M	\$2.4M	\$2.7M	\$2.9M
Applications per program full-time employee	29	11	15	27	30	32
Active grants per program full-time employee	35	30	52	50	33	34

# IMPACT ON AND UNDERSTANDING OF GRANTEES' FIELDS

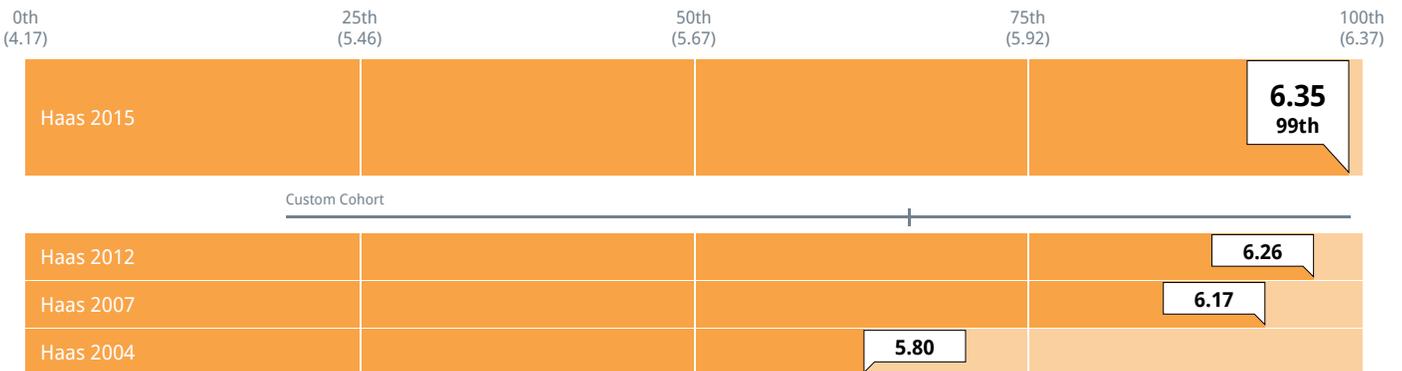
## "Overall, how would you rate the Foundation's impact on your field?"

1 = No impact    7 = Significant positive impact



## "How well does the Foundation understand the field in which you work?"

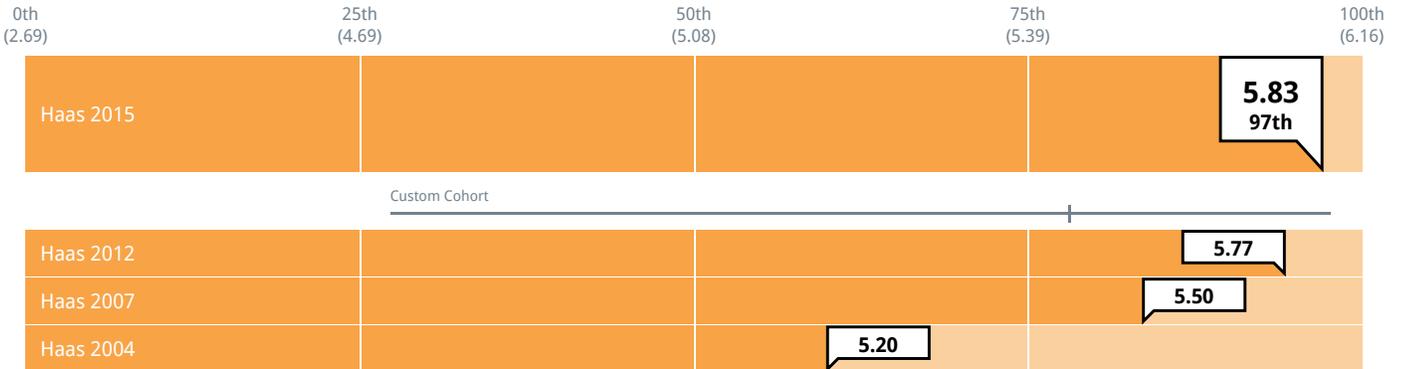
1 = Limited understanding of the field    7 = Regarded as an expert in the field



# Advancing Knowledge and Public Policy

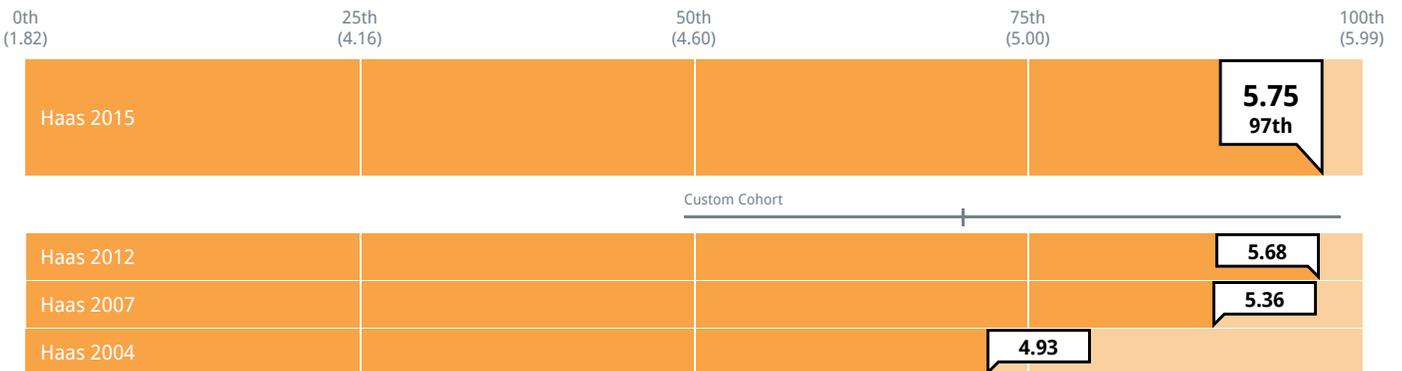
## “To what extent has the Foundation advanced the state of knowledge in your field?”

1 = Not at all    7 = Leads the field to new thinking and practice



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

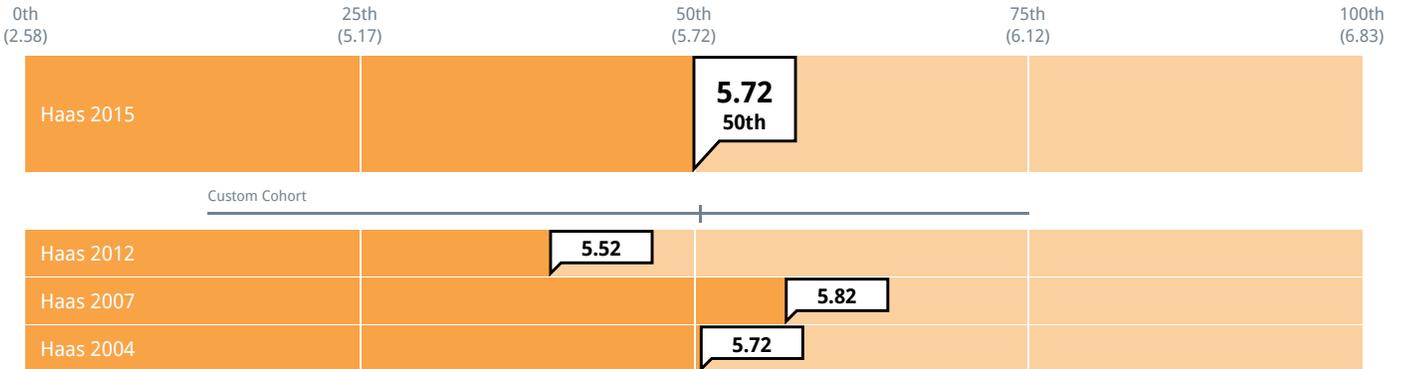
1 = Not at all    7 = Major influence on shaping public policy



# IMPACT ON AND UNDERSTANDING OF GRANTEES' LOCAL COMMUNITIES

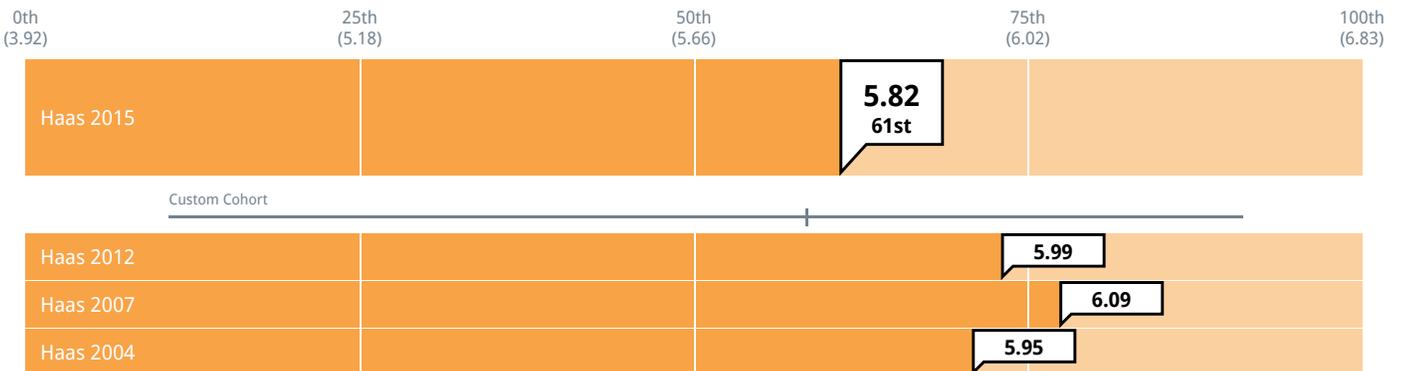
**"Overall, how would you rate the Foundation's impact on your local community?"**

1 = No impact    7 = Significant positive impact



**"How well does the Foundation understand the local community in which you work?"**

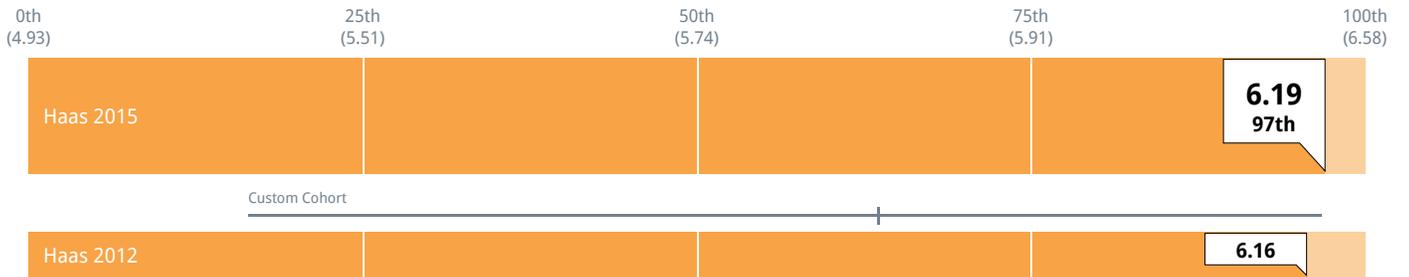
1 = Limited understanding of the community    7 = Regarded as an expert on the community



# Understanding of Contextual Factors

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

1 = Limited understanding    7 = Thorough understanding



# IMPACT ON AND UNDERSTANDING OF GRANTEES' ORGANIZATIONS

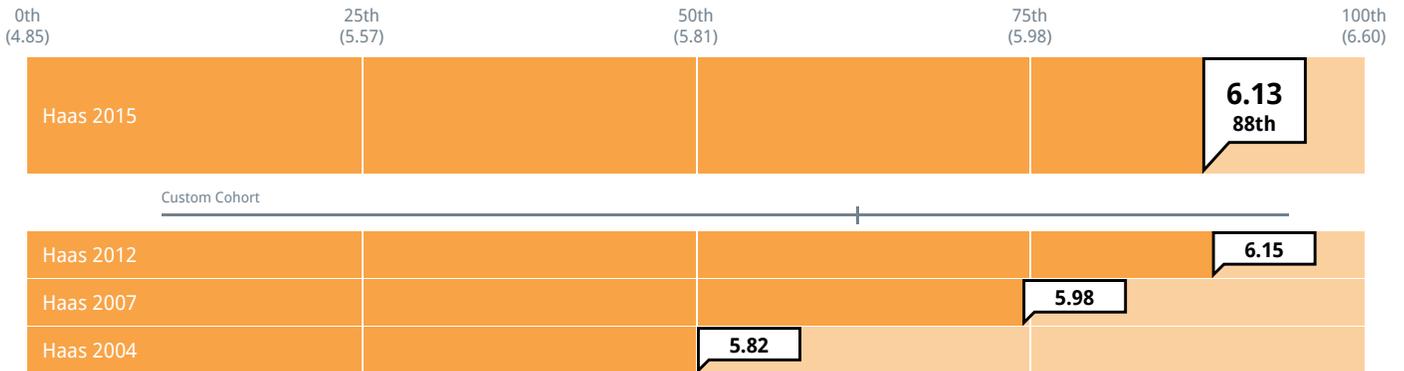
**"Overall, how would you rate the Foundation's impact on your organization?"**

1 = No impact    7 = Significant positive impact



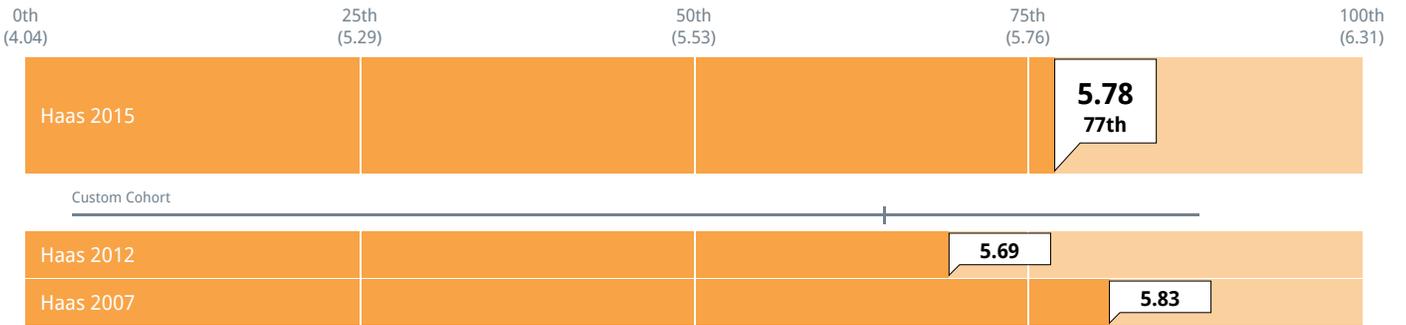
**"How well does the Foundation understand your organization's strategy and goals?"**

1 = Limited understanding    7 = Thorough understanding



**"How much, if at all, did the Foundation improve your ability to sustain the work funded by this grant in the future?"**

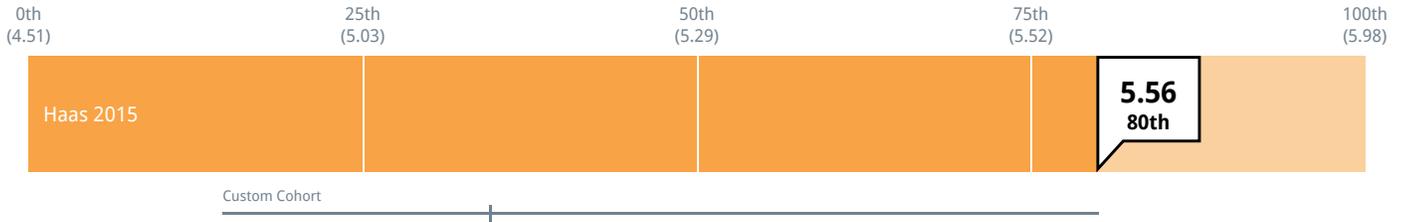
1 = Did not improve ability    7 = Substantially improved ability



# Grantee Challenges

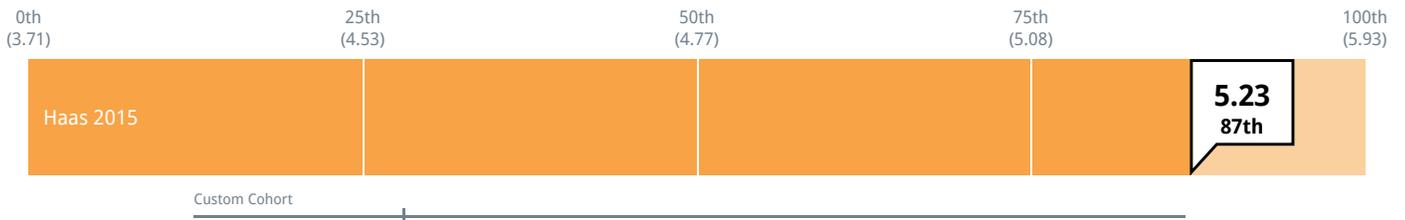
## How aware is the Foundation of the challenges that your organization is facing?

1 = Not at all aware    7 = Extremely aware



## To what extent does the Foundation take advantage of its various resources to help your organization address its challenges?

1 = Not at all    7 = To a very great extent



## Effect of Grant on Organization

"Which of the following statements best describes the primary effect the receipt of this grant had on your organization's programs or operations?"

Primary Effect of Grant on Grantee's Organization (Overall)	Haas 2015	Haas 2012	Average Funder	Custom Cohort
Enhanced Capacity	37%	39%	29%	35%
Expanded Existing Program Work	17%	20%	26%	25%
Maintained Existing Program	27%	13%	20%	19%
Added New Program Work	19%	28%	25%	20%

# FUNDER-GRANTEE RELATIONSHIPS

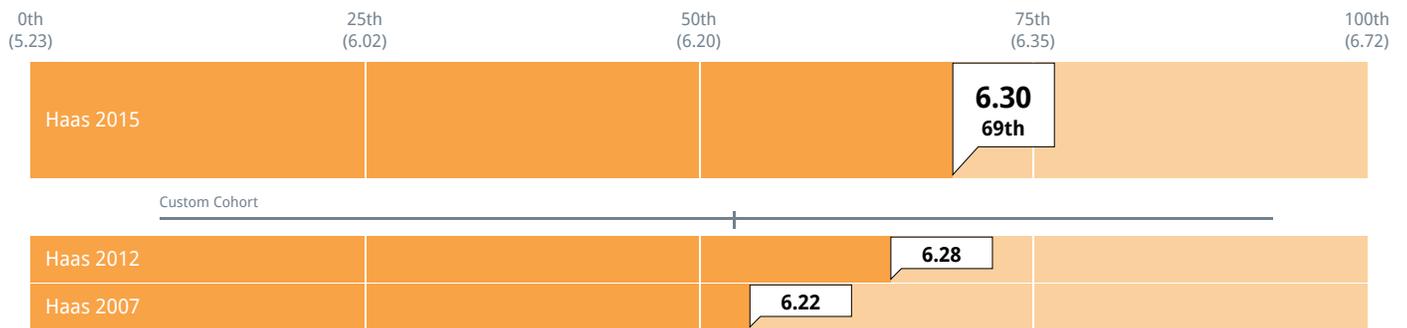
## Funder-Grantee Relationships Summary Measure

The quality of interactions and the clarity and consistency of communications together create the larger construct that CEP refers to as “relationships.” The relationships measure below is an average of grantee ratings on the following measures:

1. Fairness of treatment by the foundation
2. Comfort approaching the foundation if a problem arises
3. Responsiveness of foundation staff
4. Clarity of communication of the foundation’s goals and strategy
5. Consistency of information provided by different communications

## Funder-Grantee Relationships Summary Measure

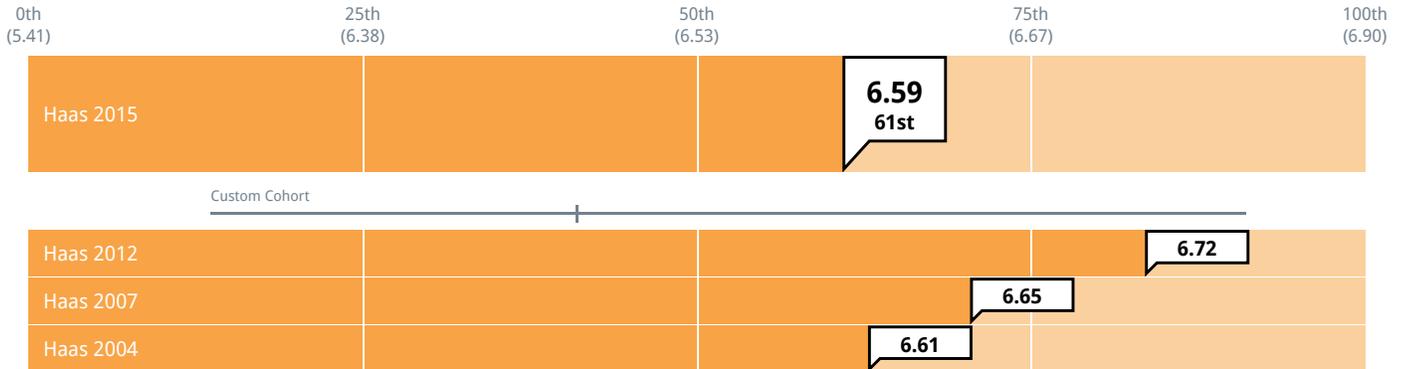
1 = Very negative    7 = Very positive



# Quality of Interactions

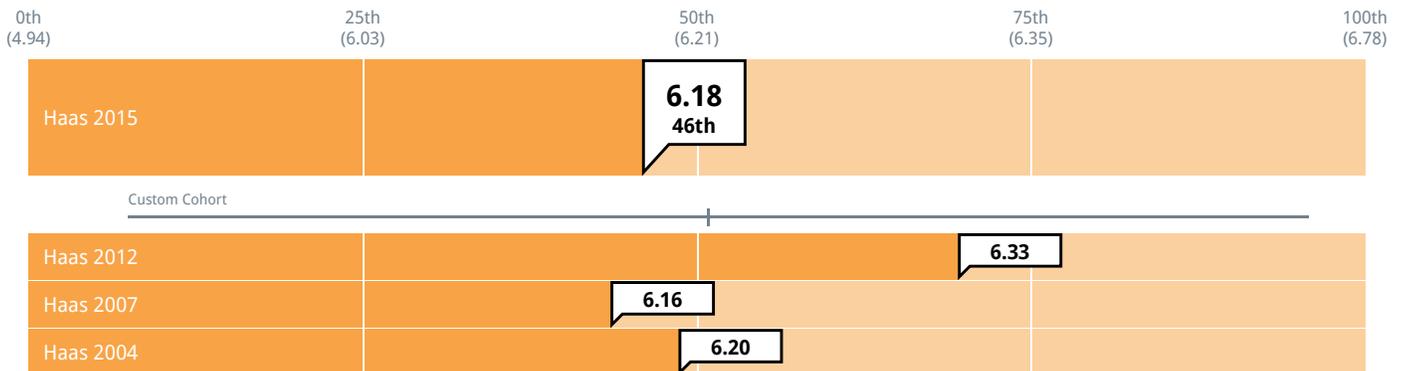
## “Overall, how fairly did the Foundation treat you?”

1 = Not at all fairly    7 = Extremely fairly



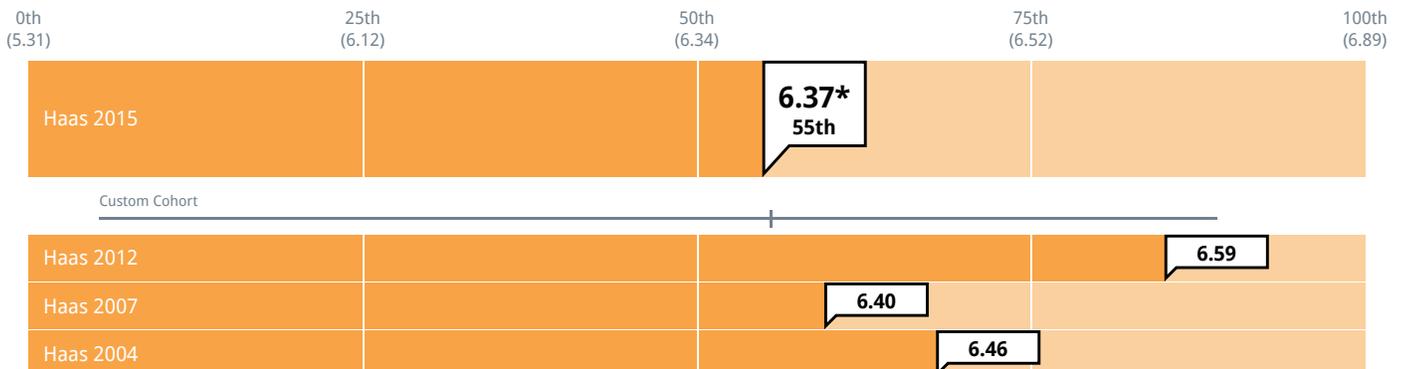
## “How comfortable do you feel approaching the Foundation if a problem arises?”

1 = Not at all comfortable    7 = Extremely comfortable



## “Overall, how responsive was the Foundation staff?”

1 = Not at all responsive    7 = Extremely responsive



## Interaction Patterns

### "How often do/did you have contact with your program officer during this grant?"

Frequency of Contact with Program Officer (Overall)	Haas 2015	Haas 2012	Haas 2007	Haas 2004	Average Funder	Custom Cohort
Weekly or more often	3%	1%	2%	3%	2%	2%
A few times a month	9%	7%	6%	5%	11%	10%
Monthly	22%	33%	9%	11%	14%	16%
Once every few months	64%	55%	59%	63%	51%	59%
Yearly or less often	3%	4%	25%	19%	22%	14%

#### BEHIND THE NUMBERS



Haas grantees who are in contact with their program officer monthly or more often rate the Fund significantly more positively than grantees who are in contact with the Fund every few months or less often on several measures in the report, including responsiveness and comfort approaching the funder if a problem arises.

### "Who most frequently initiated the contact you had with your program officer?"

Initiation of Contact with Program Officer (Overall)	Haas 2015	Haas 2012	Haas 2007	Average Funder	Custom Cohort
Program Officer	11%	14%	14%	15%	14%
Both of equal frequency	64%	53%	47%	49%	52%
Grantee	25%	34%	39%	36%	34%

#### BEHIND THE NUMBERS

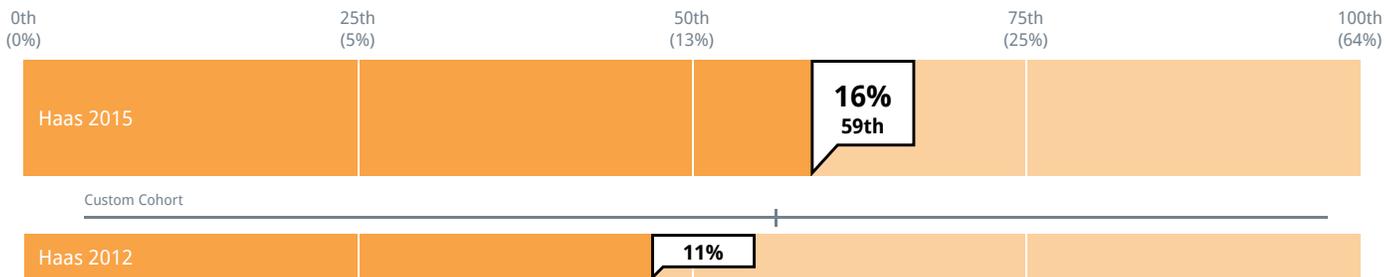


Grantees who indicate their program officer initiates contact as frequently as they do, or more frequently, rate significantly higher for aspects of funder-grantee relationships and impact on grantees' organizations.

# Contact Change and Site Visits

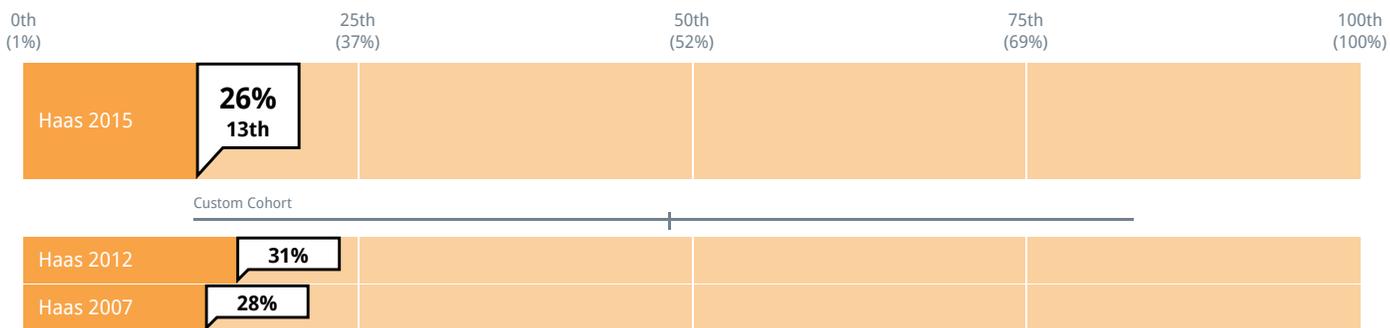
## “Has your main contact at the Foundation changed in the past six months?”

Proportion of grantees responding 'Yes'



## “Did the Foundation conduct a site visit during the course of this grant?”

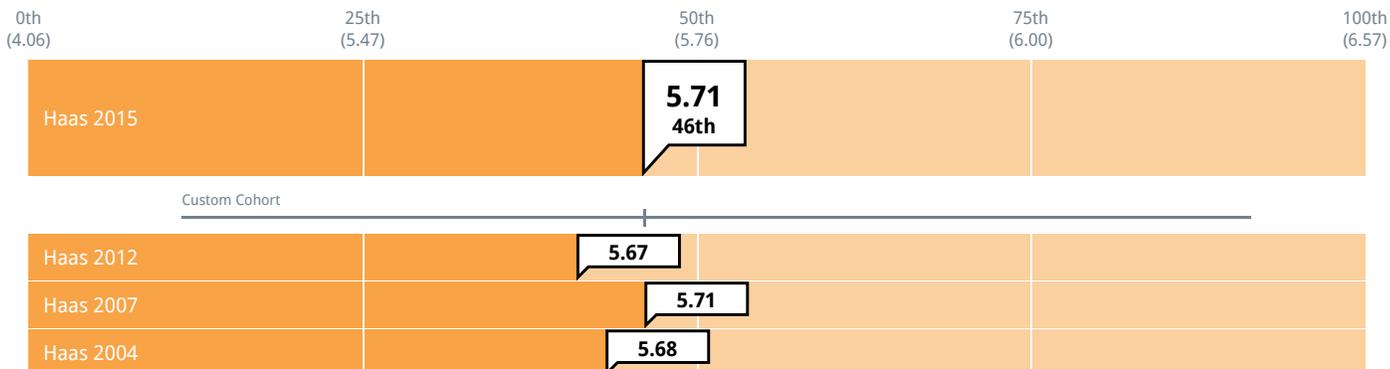
Proportion of grantees responding 'Yes'



# Foundation Communication

**“How clearly has the Foundation communicated its goals and strategy to you?”**

1 = Not at all clearly    7 = Extremely clearly



**“How consistent was the information provided by different communications resources, both personal and written, that you used to learn about the Foundation?”**

1 = Not at all consistent    7 = Completely consistent



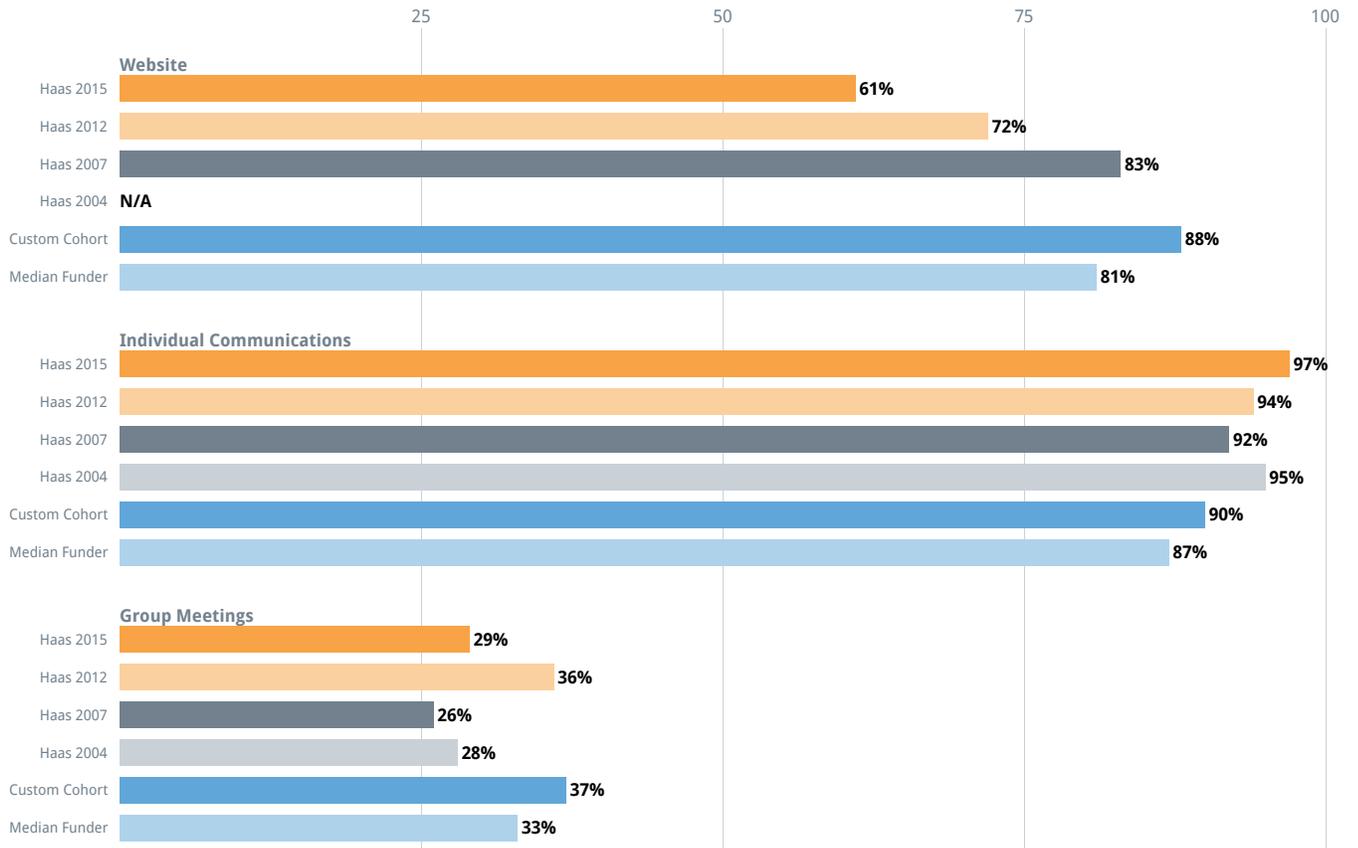
# Communication Resources

Grantees were asked whether they used each of the following communications resources from Haas and how helpful they found each resource. This chart shows the proportion of grantees who have used each resource.

"Please indicate whether you used any of the following resources, and if so how helpful you found each."

## Usage of Communication Resources

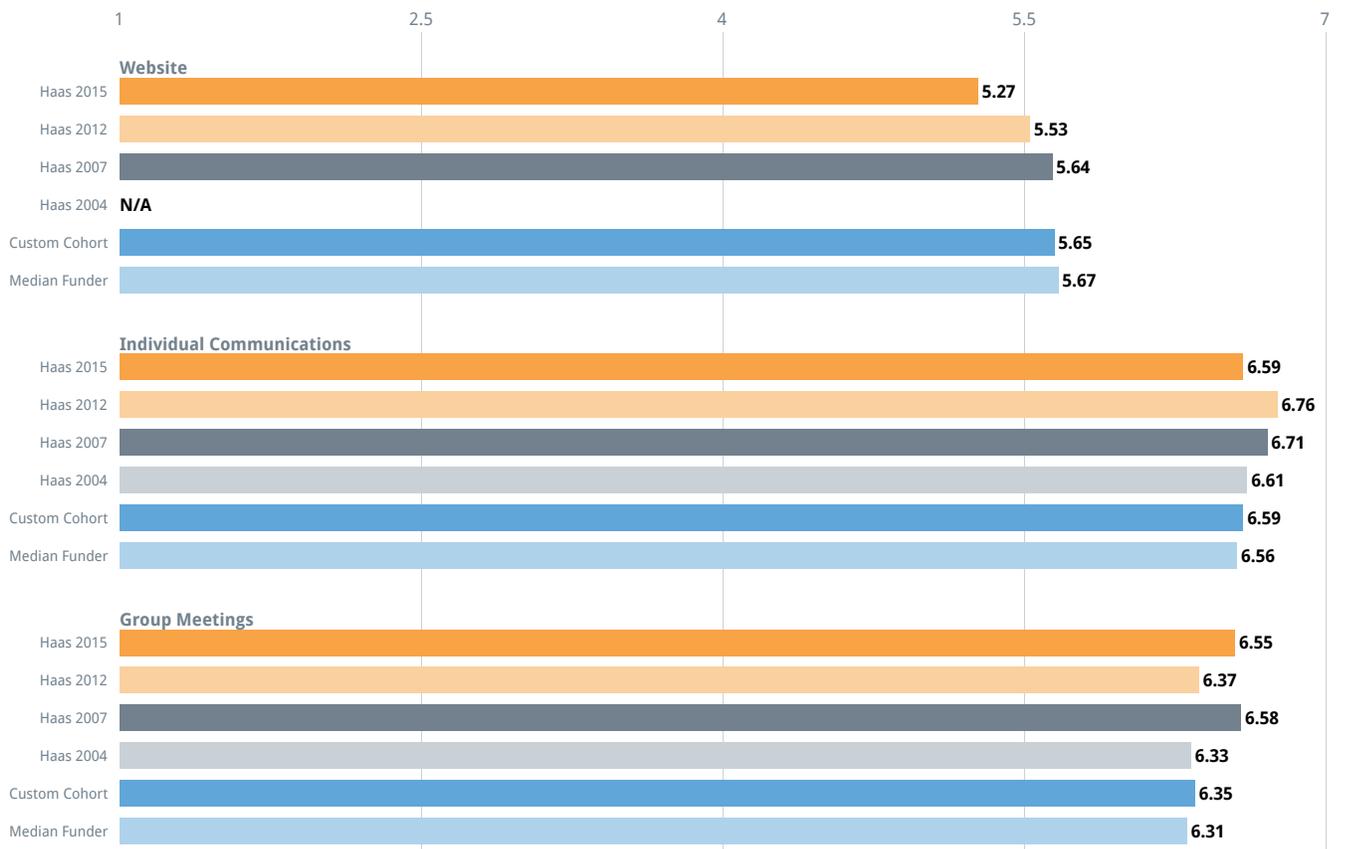
■ Haas 2015 
 ■ Haas 2012 
 ■ Haas 2007 
 ■ Haas 2004 
 ■ Custom Cohort 
 ■ Median Funder



The chart below shows the perceived helpfulness of each resource, where 1 = "Not at all helpful" and 7 = "Extremely helpful."

### Helpfulness of Communication Resources

■ Haas 2015 ■ Haas 2012 ■ Haas 2007 ■ Haas 2004 ■ Custom Cohort ■ Median Funder



# Social Media

Grantees were asked whether they used each of the following communications resources from Haas and how helpful they found each resource. This chart shows the proportion of grantees who have used each resource.

## Usage of Communication Resources

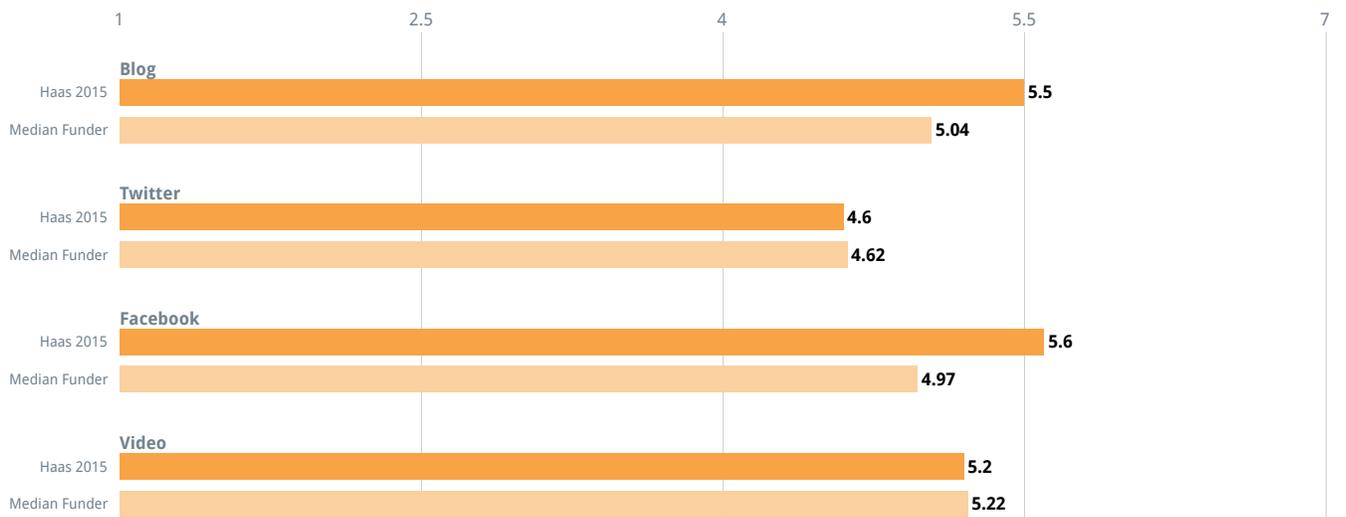
■ Haas 2015 ■ Custom Cohort ■ Median Funder



The chart below shows the perceived helpfulness of each resource, where 1 = "Not at all helpful" and 7 = "Extremely helpful."

## Helpfulness of Communication Resources

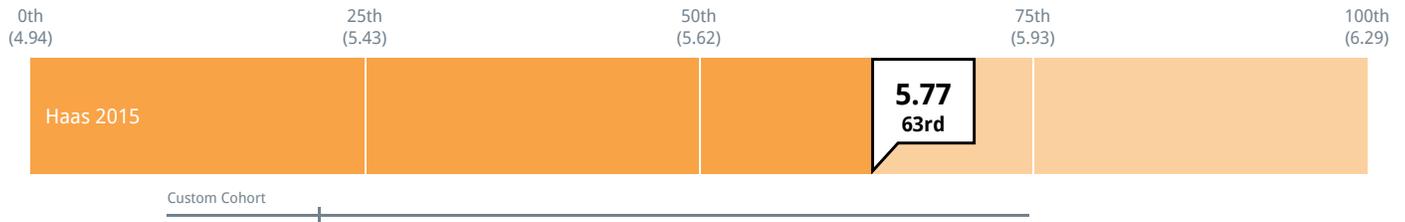
■ Haas 2015 ■ Median Funder



# Funder Transparency

## "Overall how transparent is the Foundation with your organization?"

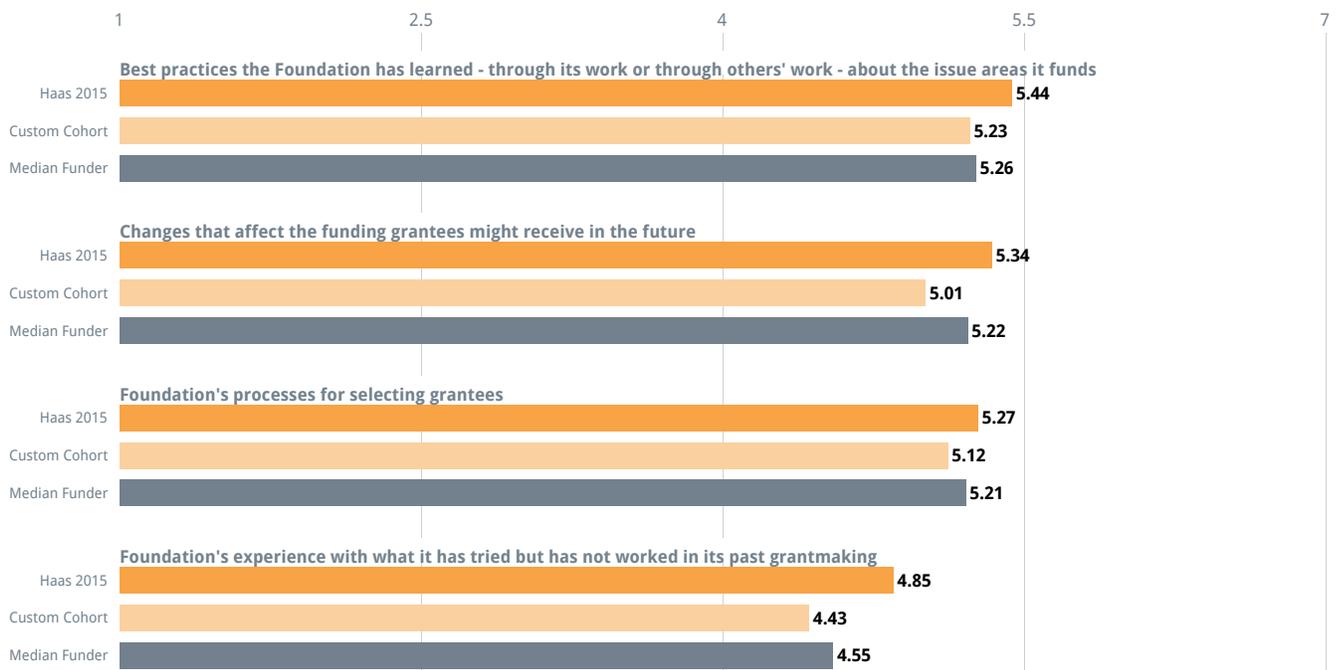
1 = Not at all transparent    7 = Extremely transparent



Grantees were asked to rate how transparent Haas is in the following areas, where 1 = "Not at all transparent" and 7 = "Extremely transparent."

## Foundation Transparency

■ Haas 2015    ■ Custom Cohort    ■ Median Funder

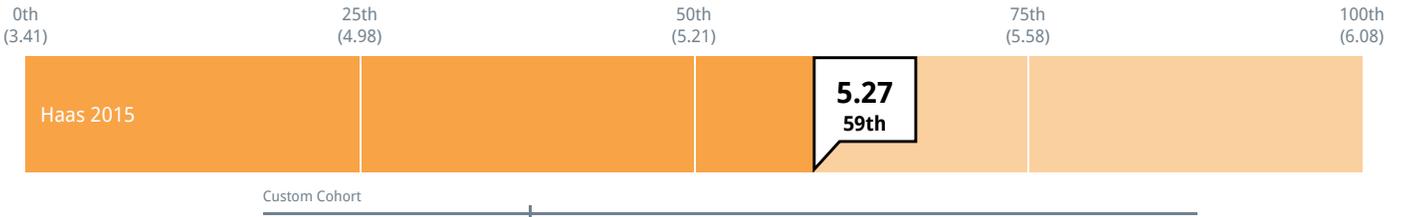


# Aspects of Funder Transparency

The charts below show grantee ratings of Haas's transparency in specific areas of its work.

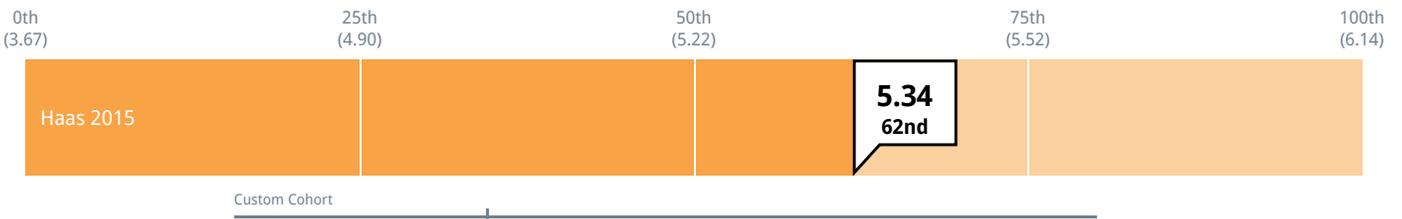
## The Foundation's processes for selecting grantees

1 = Not at all transparent    7 = Extremely transparent



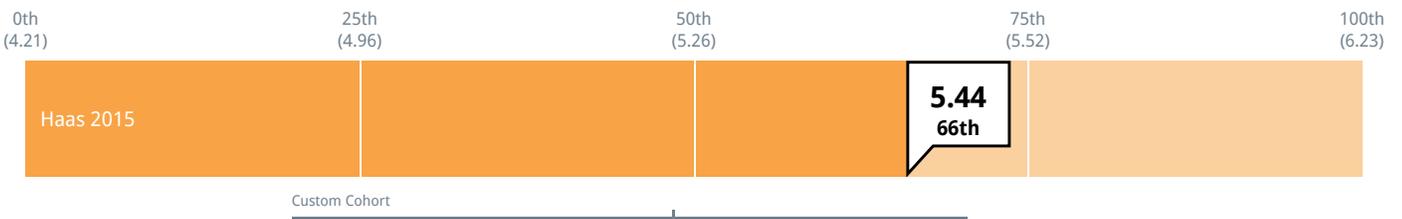
## Any changes that affect the funding your organization might receive in the future

1 = Not at all transparent    7 = Extremely transparent



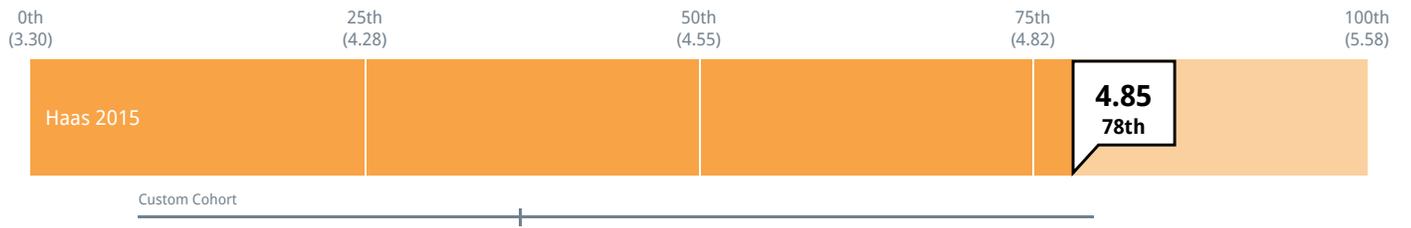
## Best practices the Foundation has learned - through its work or through others' work - about the issue areas it funds

1 = Not at all transparent    7 = Extremely transparent



## The Foundation's experiences with what it has tried but has not worked in its past grantmaking

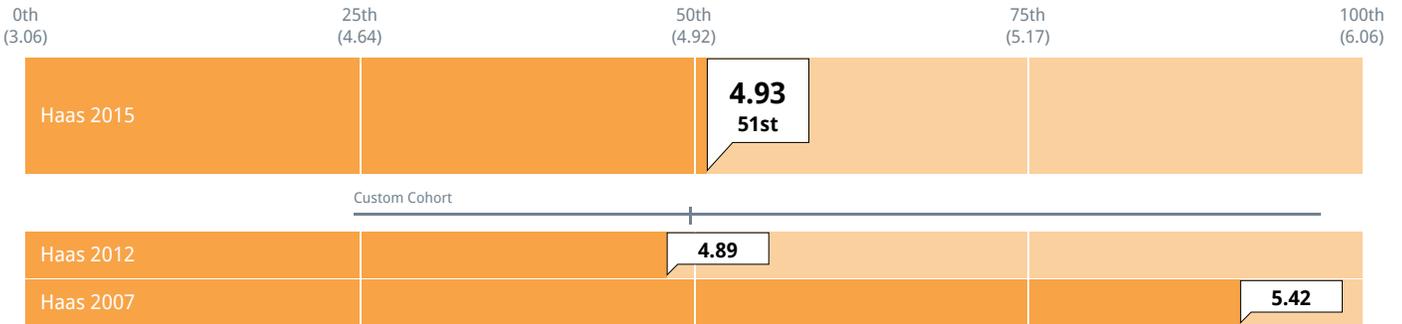
1 = Not at all transparent    7 = Extremely transparent



# GRANT PROCESSES

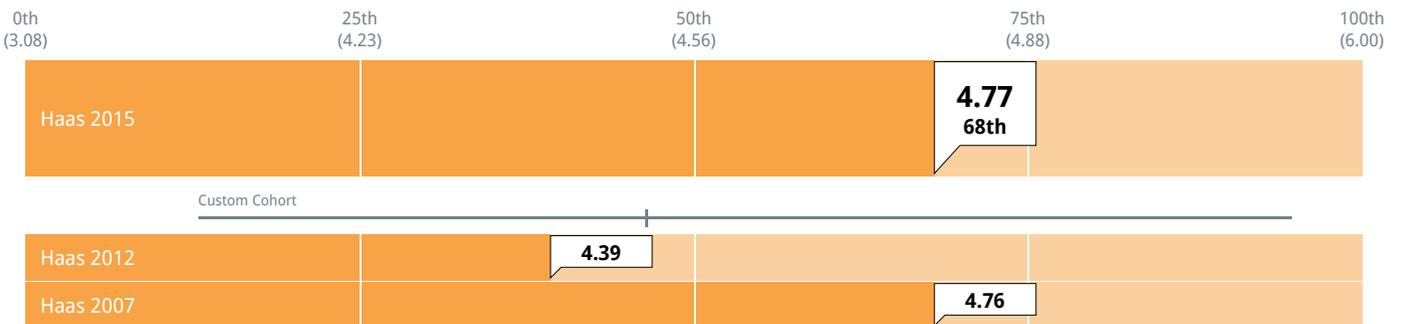
**"How helpful was participating in the Foundation's selection process in strengthening the organization/ program funded by the grant?"**

1 = Not at all helpful    7 = Extremely helpful



**"How helpful was participating in the Foundation's reporting/evaluation process in strengthening the organization/program funded by the grant?"**

1 = Not at all helpful    7 = Extremely helpful

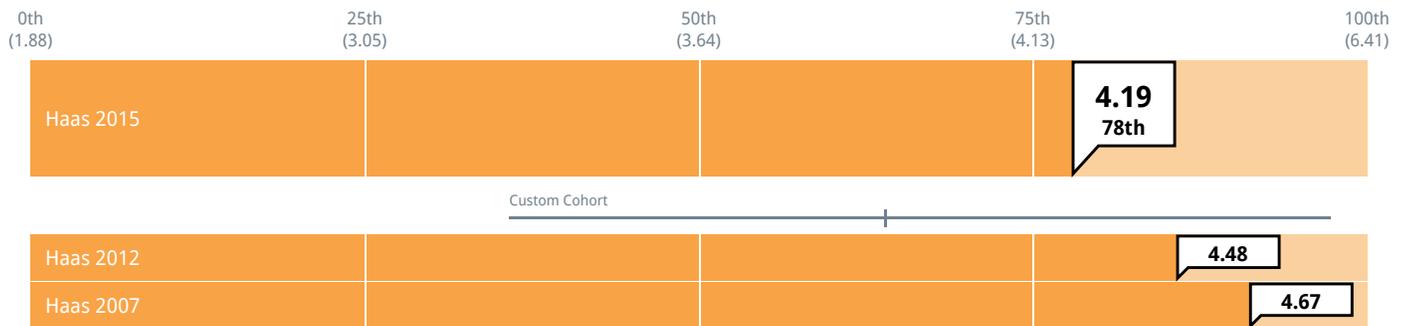


# Selection Process

Did you submit a proposal for this grant? (Overall)	Haas 2015	Haas 2012	Haas 2007	Haas 2004	Average Funder	Custom Cohort
Submitted a Proposal	95%	98%	94%	96%	93%	96%
Did Not Submit a Proposal	5%	2%	6%	4%	7%	4%

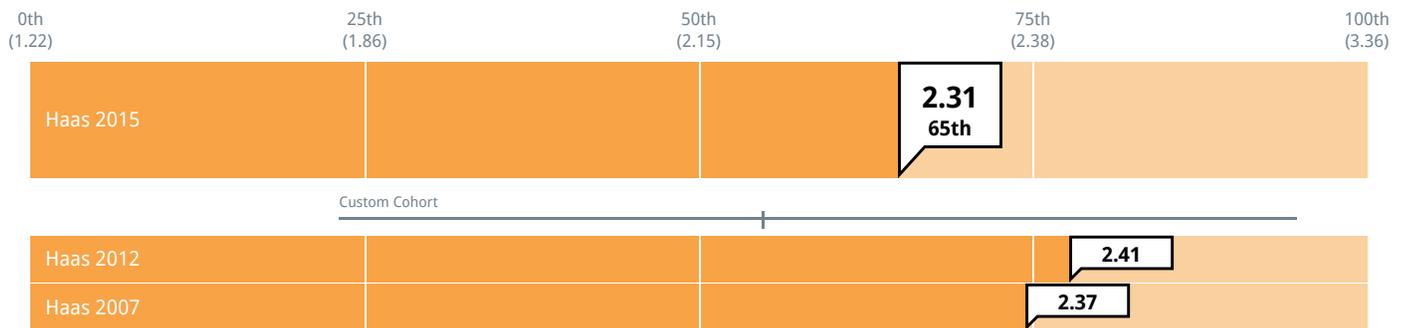
## “How involved was the Foundation staff in the development of your proposal?”

1 = No involvement    7 = Substantial involvement



## “As you developed your grant proposal, how much pressure did you feel to modify your organization’s priorities in order to create a grant proposal that was likely to receive funding?”

1 = No pressure    7 = Significant pressure



## Time Between Submission and Clear Commitment

**“How much time elapsed from the submission of the grant proposal to clear commitment of funding?”**

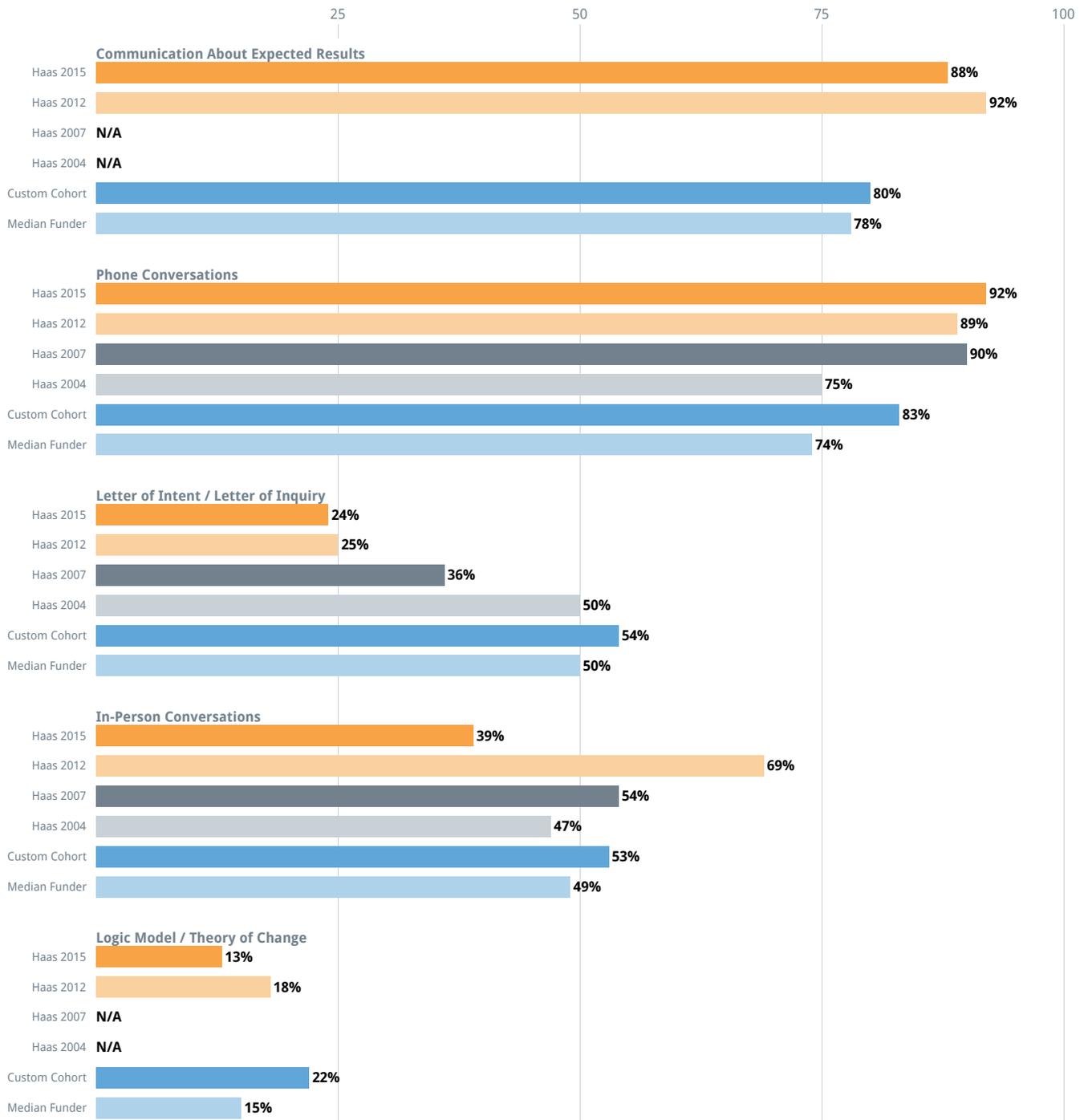
Time Elapsed from Submission of Proposal to Clear Commitment of Funding (Overall)	Haas 2015	Haas 2012	Haas 2007	Haas 2004	Average Funder	Custom Cohort
Less than 1 month	18%	12%	11%	13%	6%	7%
1 - 3 months	69%	64%	70%	70%	55%	58%
4 - 6 months	10%	19%	17%	13%	30%	30%
7 - 9 months	1%	1%	1%	1%	5%	3%
10 - 12 months	0%	3%	0%	2%	2%	1%
More than 12 months	1%	1%	1%	2%	2%	1%

# Selection Process Activities

"Which selection/proposal process activities were a part of your process?"

## Selection Process Activities

■ Haas 2015 
 ■ Haas 2012 
 ■ Haas 2007 
 ■ Haas 2004 
 ■ Custom Cohort 
 ■ Median Funder

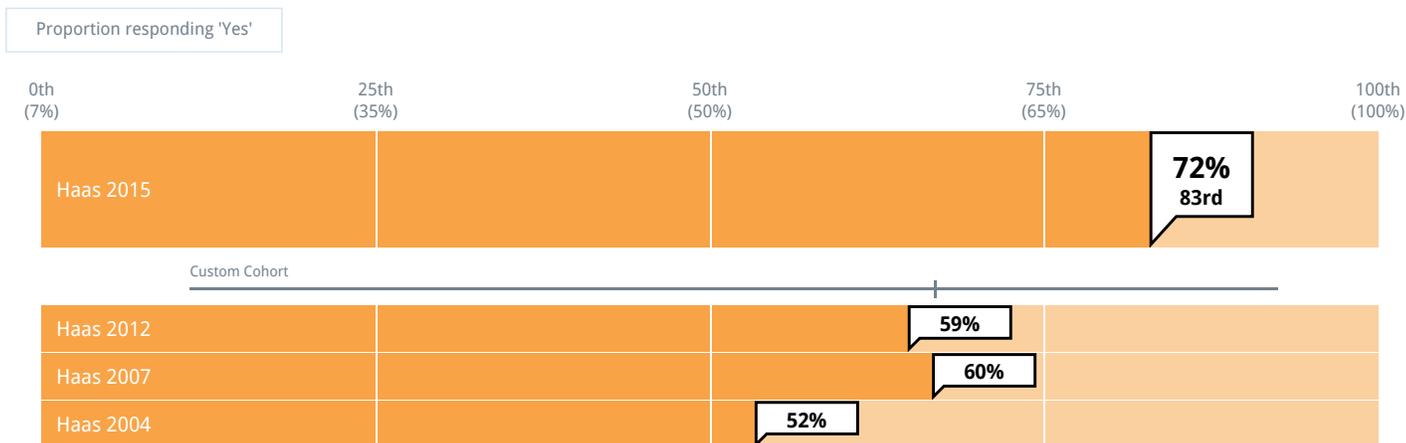


# Reporting and Evaluation Process

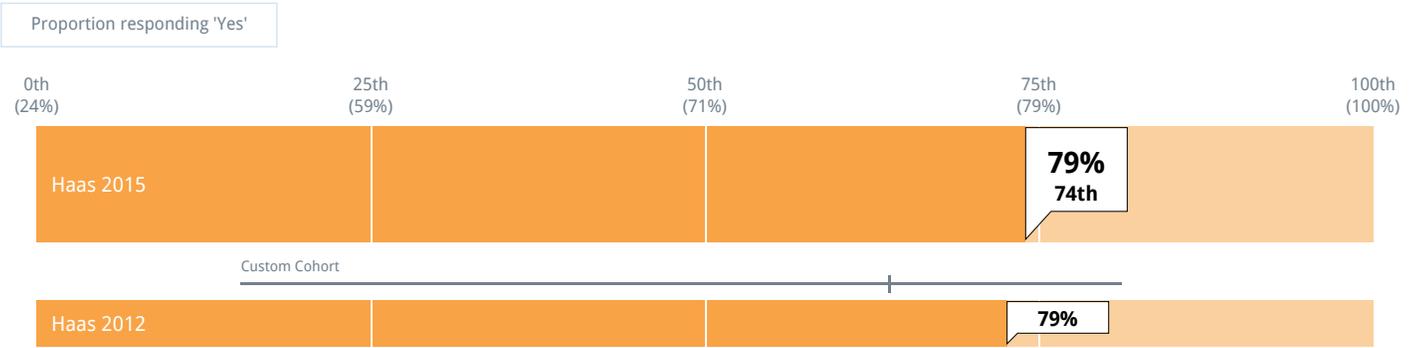
Participation in Reporting and/or Evaluation Processes (Overall)	Haas 2015	Haas 2012	Haas 2007	Haas 2004	Average Funder	Custom Cohort
Participated in a reporting and/or evaluation process	39%	59%	56%	52%	57%	56%
There will be a report/evaluation but it has not occurred yet	58%	37%	39%	46%	35%	40%
There was/will be no report/evaluation	0%	4%	1%	2%	5%	2%
Don't know	3%	0%	3%	0%	4%	2%

Involved External Evaluator in Reporting/Evaluation Process (Overall)	Haas 2015	Haas 2012	Average Funder	Custom Cohort
Yes	11%	7%	20%	17%
No	89%	93%	80%	83%

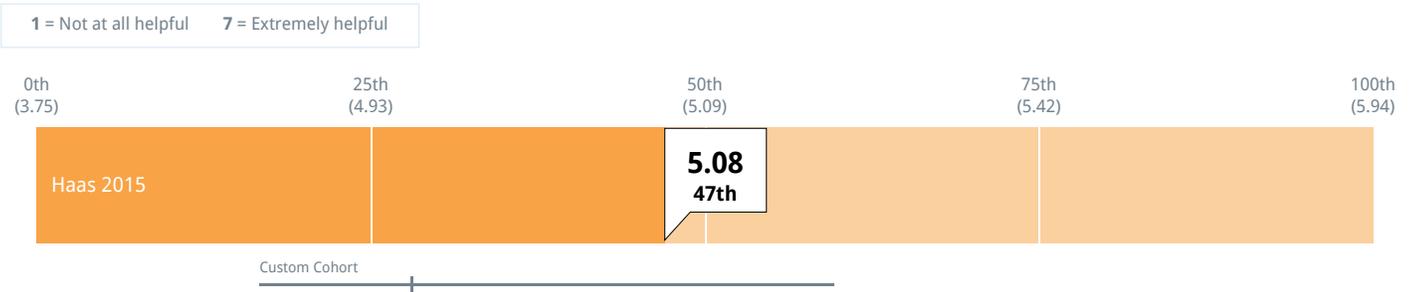
## “After submission of your report/evaluation, did the Foundation or the evaluator discuss it with you?”



**“At any point during the application or the grant period, did the Foundation and your organization exchange ideas regarding how your organization would assess the results of the work funded by this grant?”**



**How helpful has the Foundation been to your organization's ability to assess progress towards your organization's goals?**



Grantees who have exchanged ideas with the Fund regarding how the work funded by the grant would be assessed rate significantly higher for funder-grantee relationships, transparency, and the helpfulness of the selection process.

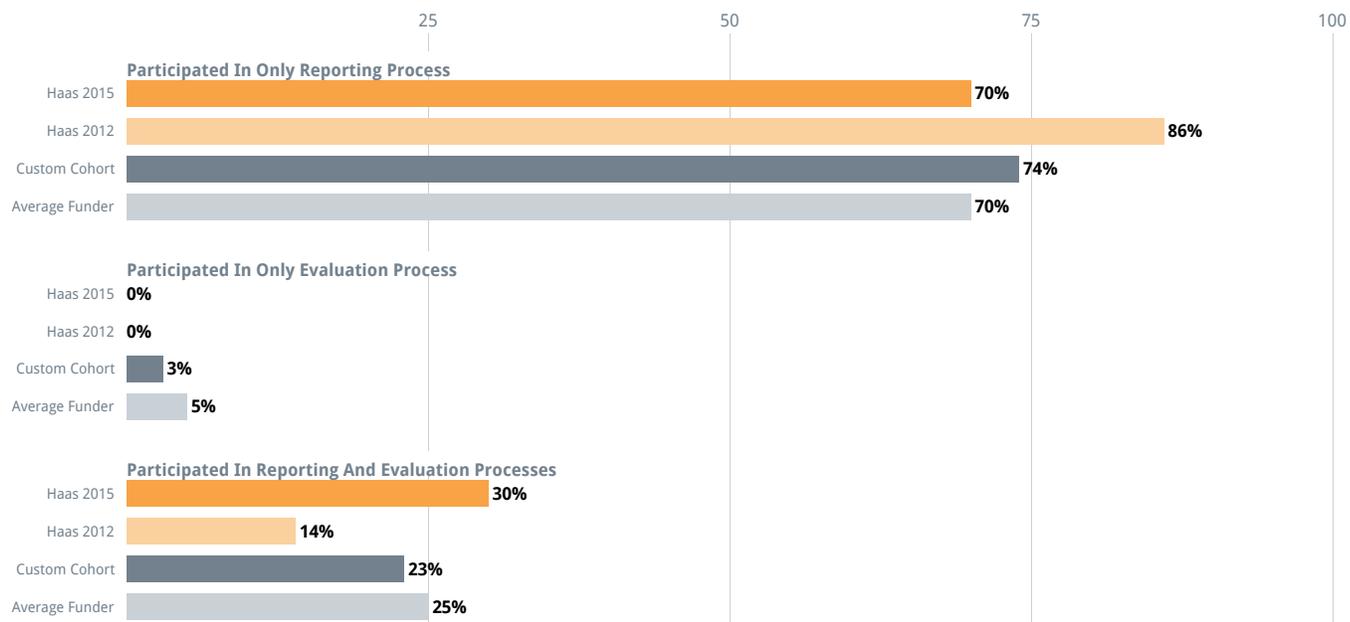
**BEHIND THE NUMBERS**

# Reporting and Evaluation Process Activities

## "Which reporting/evaluation process activities were a part of your process?"

### Reporting and Evaluation Process Activities

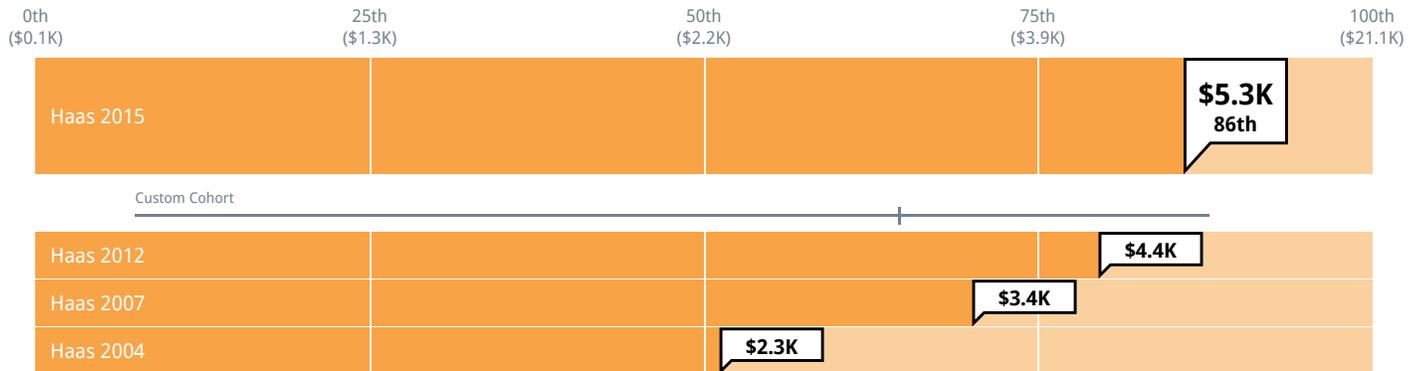
■ Haas 2015 ■ Haas 2012 ■ Custom Cohort ■ Average Funder



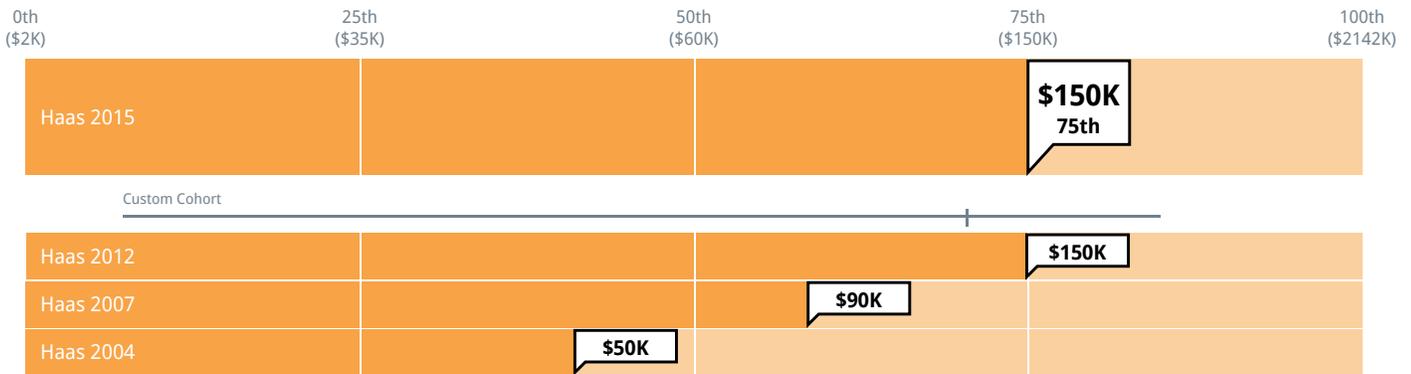
# DOLLAR RETURN AND TIME SPENT ON PROCESSES

## Dollar Return: Median grant dollars awarded per process hour required

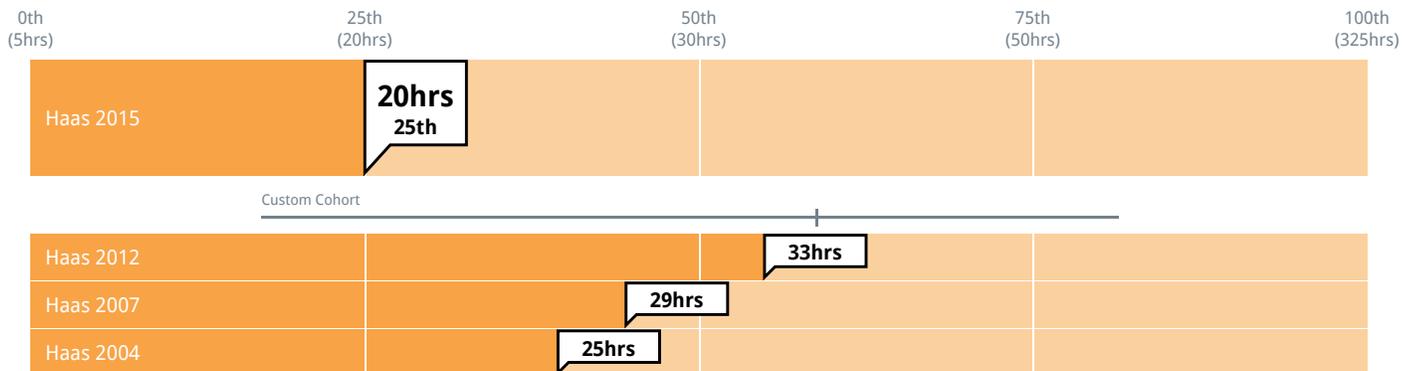
Includes total grant dollars awarded and total time necessary to fulfill the requirements over the lifetime of the grant



## Median Grant Size



## Median hours spent by grantees on funder requirements over grant lifetime



# Time Spent on Selection Process

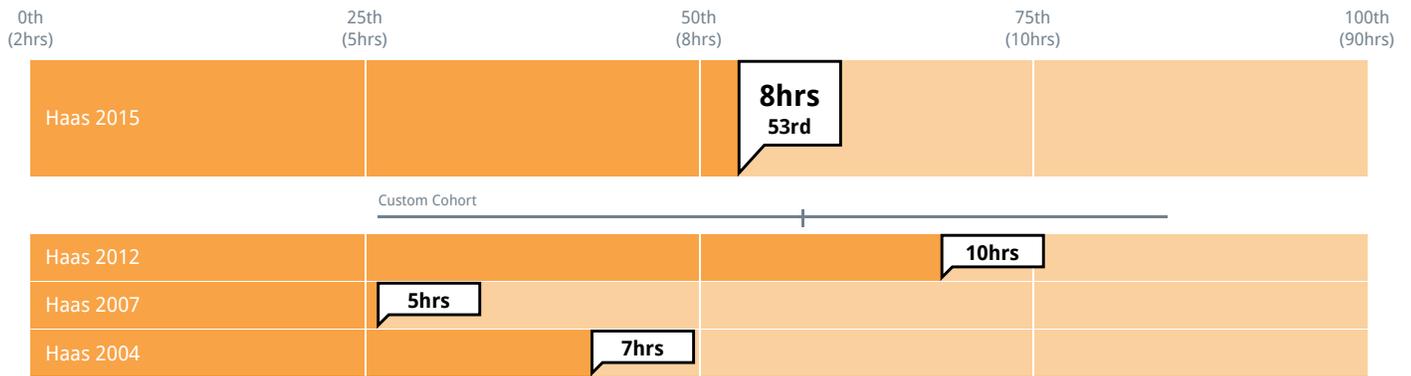
## Median Hours Spent on Proposal and Selection Process



Time Spent On Proposal And Selection Process (Overall)	Haas 2015	Haas 2012	Haas 2007	Haas 2004	Average Funder	Custom Cohort
1 to 9 hours	33%	14%	20%	17%	23%	19%
10 to 19 hours	26%	28%	28%	24%	22%	26%
20 to 29 hours	15%	24%	25%	29%	17%	21%
30 to 39 hours	5%	9%	6%	8%	8%	7%
40 to 49 hours	10%	7%	10%	9%	11%	13%
50 to 99 hours	5%	12%	9%	7%	10%	10%
100 to 199 hours	1%	3%	1%	3%	6%	3%
200+ hours	4%	4%	1%	1%	3%	1%

# Time Spent on Reporting and Evaluation Process

## Median Hours Spent on Monitoring, Reporting and Evaluation Process Per Year



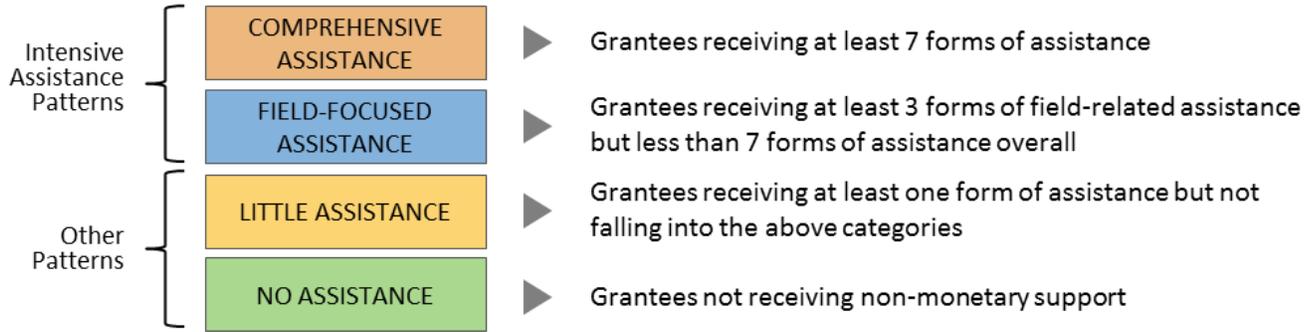
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (Overall)	Haas 2015	Haas 2012	Haas 2007	Haas 2004	Average Funder	Custom Cohort
1 to 9 hours	53%	45%	66%	60%	54%	53%
10 to 19 hours	21%	26%	20%	24%	19%	22%
20 to 29 hours	12%	14%	7%	12%	10%	12%
30 to 39 hours	2%	9%	2%	0%	4%	3%
40 to 49 hours	3%	3%	2%	3%	3%	4%
50 to 99 hours	2%	2%	1%	1%	5%	4%
100+ hours	7%	2%	2%	0%	4%	2%

# NON-MONETARY ASSISTANCE

## Non-Monetary Assistance Patterns

Grantees were asked to indicate whether they had received any of 14 types of assistance provided directly or paid for by the Foundation. The specific types of assistance asked about are listed at the end of this section.

Based on their responses, CEP categorized grantees by the pattern of assistance they received. CEP's analysis shows that providing three or fewer assistance activities is often ineffective; it is only when grantees receive one of the two intensive patterns of assistance described below that they have a substantially more positive experience compared to grantees receiving no assistance.



Non-Monetary Assistance Patterns (Overall)	Haas 2015	Haas 2012	Haas 2007	Haas 2004	Average Funder	Custom Cohort
Comprehensive	9%	14%	2%	5%	6%	6%
Field-focused	13%	13%	7%	3%	9%	12%
Little	52%	51%	46%	48%	37%	41%
None	26%	22%	45%	43%	48%	41%



**BEHIND THE NUMBERS**  
Haas grantees who report receiving comprehensive or field-focused assistance rate the Fund significantly more positively than grantees receiving little or no assistance on most measures throughout the report, including all aspects of the Fund's relationship with grantees and impact on grantees' organizations.

Grantees were asked to select whether they had received any of the following types of assistance provided directly or paid for by the Foundation:

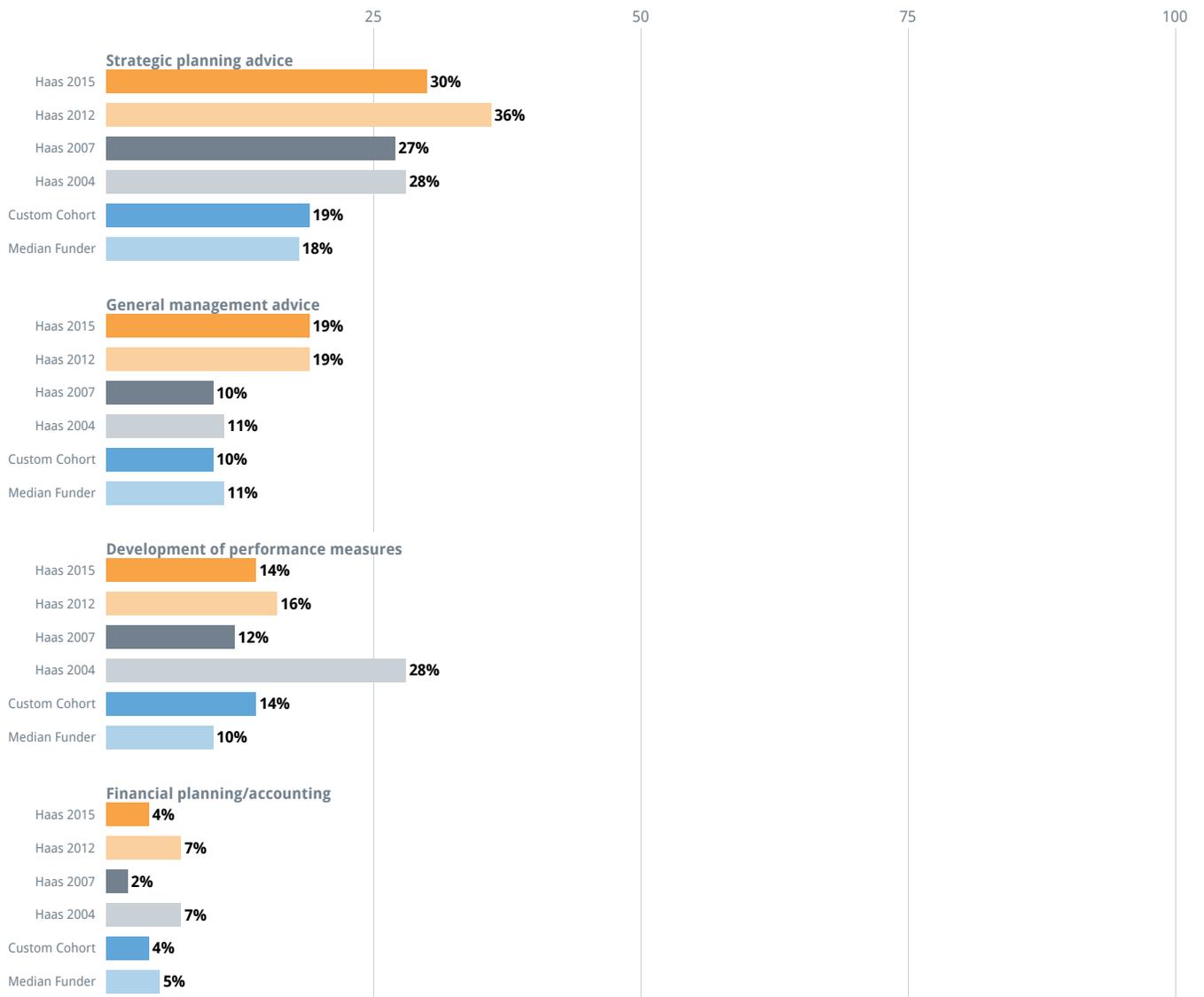
Management Assistance	Field-Related Assistance	Other Assistance
General management advice	Encouraged/facilitated collaboration	Board development/governance assistance
Strategic planning advice	Insight and advice on your field	Information technology assistance
Financial planning/accounting	Introductions to leaders in field	Communications/marketing/publicity assistance
Development of performance measures	Provided research or best practices	Use of Foundation facilities
	Provided seminars/forums/convenings	Staff/management training

# Management Assistance Activities

"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by the Foundation) associated with this funding."

## Percentage of Grantees that Received Management Assistance

■ Haas 2015 ■ Haas 2012 ■ Haas 2007 ■ Haas 2004 ■ Custom Cohort ■ Median Funder

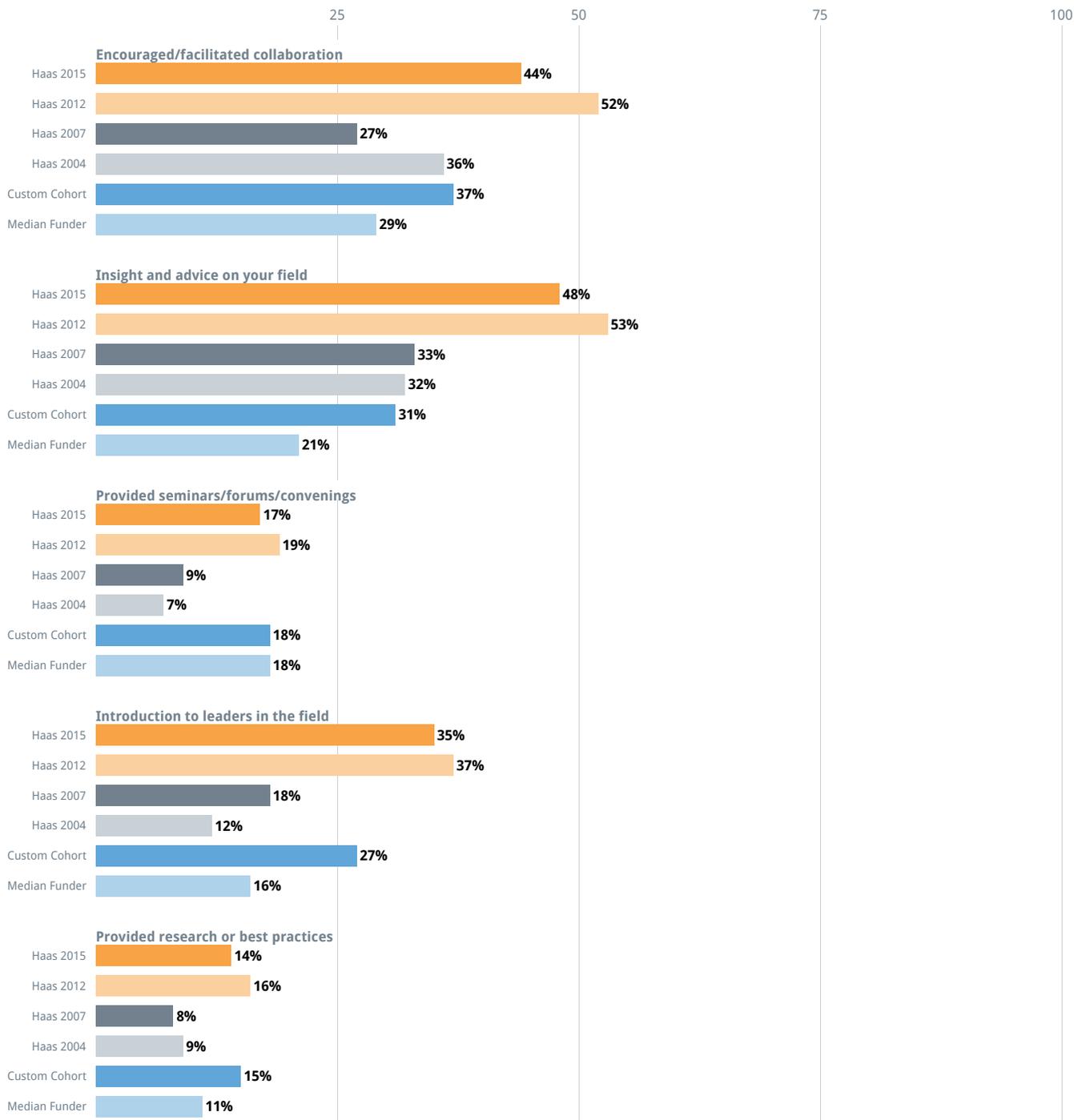


# Field-Related Assistance Activities

"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by the Foundation) associated with this funding."

## Percentage of Grantees that Received Field-Related Assistance

■ Haas 2015 ■ Haas 2012 ■ Haas 2007 ■ Haas 2004 ■ Custom Cohort ■ Median Funder

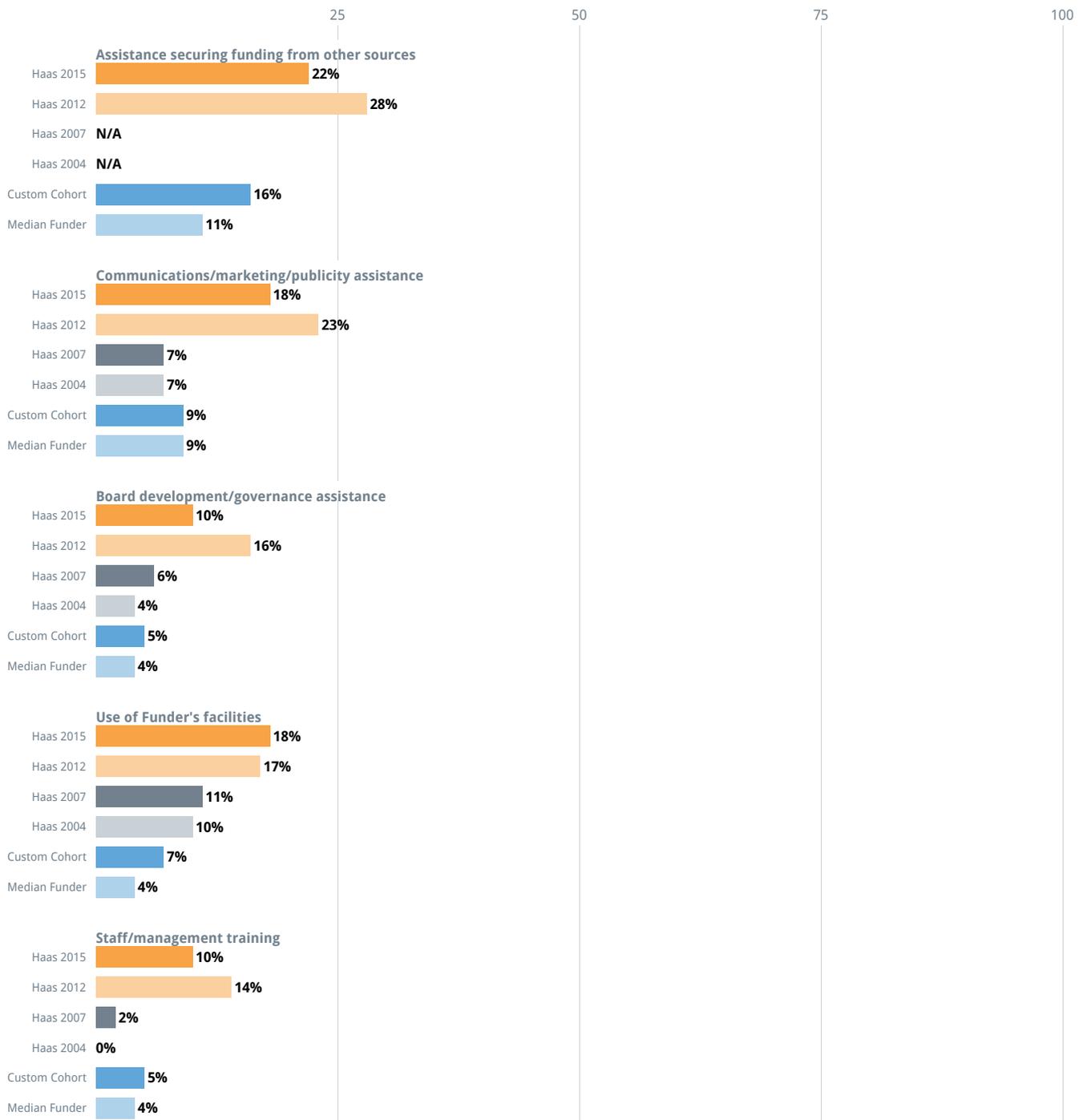


# Other Assistance Activities

"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by the Foundation) associated with this funding."

## Percentage of Grantees that Received Other Assistance

■ Haas 2015 ■ Haas 2012 ■ Haas 2007 ■ Haas 2004 ■ Custom Cohort ■ Median Funder



# GRANTEE SUGGESTIONS FOR THE FOUNDATION

Grantees were asked to provide any suggestions for how the Foundation could improve. These suggestions were then categorized by CEP and grouped into the topics below.

To download the full set of grantee comments and suggestions, please refer to the "Downloadable Materials" page. Please note that comments have been edited or deleted to protect the confidentiality of respondents.

## Proportion of Grantee Suggestions by Topic

Topic of Grantee Suggestion	N
Impact on Grantees' Fields, Communities, and Organizations	8
Quality and Quantity of Interactions	6
Continue	4
Grant Processes	2
Non-Monetary Assistance	2
Impact on Foundation Peers	2
Grantmaking Characteristics	1
Foundation Communications	1
Foundation Operations	1

# HAAS-SPECIFIC QUESTIONS

"How clearly do you understand the specific results *the Fund expects* to achieve through the work funded by this grant?"  
(1 = *Not at all clearly*, 7 = *Extremely clearly*)

## Overall Grantee Ratings

■ Haas 2015



# Leadership Program

Only recipients of a Flexible Leadership Award (FLA) or Introductory-FLA from the Fund's leadership program responded to the following questions.

"When did you first receive a leadership grant from the Fund?" (Overall)	Haas 2015	Haas 2012
Within the last year	15%	25%
One to two years ago	46%	58%
Three or more years ago	38%	17%

"Please rate your level of agreement with each of the following statements regarding your experience with the leadership support from the Fund."  
 (1 = Strongly disagree, 4 = Neither agree nor disagree, 7 = Strongly agree)

## Overall Grantee Ratings

■ Haas 2015 ■ Haas 2012



# CONTEXTUAL DATA

## Grantmaking Characteristics

Length of Grant Awarded (Overall)	Haas 2015	Haas 2012	Haas 2007	Haas 2004	Median Funder	Custom Cohort
Average grant length	1.9 years	2.3 years	2.2 years	1.8 years	2.1 years	2.1 years

Length of Grant Awarded (Overall)	Haas 2015	Haas 2012	Haas 2007	Haas 2004	Average Funder	Custom Cohort
1 year	47%	47%	30%	55%	49%	45%
2 years	39%	36%	55%	37%	22%	28%
3 years	4%	2%	6%	2%	17%	18%
4 years	4%	4%	3%	1%	4%	3%
5 or more years	7%	11%	5%	5%	8%	5%

Type of Grant Awarded (Overall)	Haas 2015	Haas 2012	Haas 2007	Average Funder	Custom Cohort
Program / Project Support	50%	54%	60%	65%	58%
General Operating / Core Support	43%	37%	35%	20%	33%
Capital Support: Building / Renovation / Endowment Support / Other	0%	2%	1%	7%	2%
Technical Assistance / Capacity Building	5%	6%	5%	4%	4%
Scholarship / Fellowship	1%	0%	0%	2%	1%
Event / Sponsorship Funding	0%	0%	0%	2%	3%

Grant Amount Awarded (Overall)	Haas 2015	Haas 2012	Haas 2007	Haas 2004	Median Funder	Custom Cohort
Median grant size	\$150K	\$150K	\$90K	\$50K	\$60K	\$125K

Grant Amount Awarded (Overall)	Haas 2015	Haas 2012	Haas 2007	Haas 2004	Average Funder	Custom Cohort
Less than \$10K	0%	0%	2%	3%	11%	5%
\$10K - \$24K	1%	0%	6%	12%	14%	9%
\$25K - \$49K	11%	5%	16%	27%	14%	14%
\$50K - \$99K	17%	16%	27%	32%	16%	19%
\$100K - \$149K	14%	23%	12%	9%	9%	10%
\$150K - \$299K	34%	36%	22%	13%	15%	21%
\$300K - \$499K	12%	9%	10%	1%	7%	12%
\$500K - \$999K	3%	1%	2%	0%	6%	7%
\$1MM and above	8%	10%	3%	3%	7%	4%

Median Percent of Budget Funded by Grant (Annualized) (Overall)	Haas 2015	Haas 2012	Haas 2007	Haas 2004	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	6%	5%	3%	4%	4%	4%

## Grantee Characteristics

### Grantee Budget

Operating Budget of Grantee Organization (Overall)	Haas 2015	Haas 2012	Haas 2007	Haas 2004	Median Funder	Custom Cohort
Median Budget	\$1.5M	\$2.0M	\$1.8M	\$1.2M	\$1.4M	\$1.4M

Operating Budget of Grantee Organization (Overall)	Haas 2015	Haas 2012	Haas 2007	Haas 2004	Average Funder	Custom Cohort
<\$100K	3%	1%	1%	2%	9%	4%
\$100K - \$499K	17%	7%	14%	25%	20%	20%
\$500K - \$999K	17%	20%	16%	18%	14%	18%
\$1MM - \$4.9MM	43%	44%	39%	34%	29%	36%
\$5MM - \$24MM	17%	15%	24%	17%	17%	17%
>=\$25MM	4%	13%	6%	3%	11%	7%

### Funding Relationship

Pattern of Grantees' Funding Relationship with the Foundation (Overall)	Haas 2015	Haas 2012	Average Funder	Custom Cohort
First grant received from the Foundation	11%	10%	29%	20%
Consistent funding in the past	79%	79%	52%	59%
Inconsistent funding in the past	10%	11%	19%	21%

Funding Status and Grantees Previously Declined Funding (Overall)	Haas 2015	Haas 2012	Haas 2007	Haas 2004	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from the Foundation	93%	91%	92%	95%	78%	84%
Percent of grantees previously declined funding by the Foundation	17%	12%	19%	20%	26%	25%

# Grantee Demographics

Job Title of Respondents (Overall)	Haas 2015	Haas 2012	Haas 2007	Haas 2004	Average Funder	Custom Cohort
Executive Director	61%	66%	54%	63%	47%	57%
Other Senior Management	9%	12%	9%	12%	14%	12%
Project Director	13%	7%	3%	4%	12%	9%
Development Director	8%	2%	17%	11%	10%	9%
Other Development Staff	5%	11%	9%	5%	7%	6%
Volunteer	0%	1%	0%	0%	1%	0%
Other	4%	0%	8%	5%	10%	6%

Gender of Respondents (Overall)	Haas 2015	Haas 2012	Haas 2007	Average Funder	Custom Cohort
Female	45%	49%	66%	63%	62%
Male	55%	51%	34%	37%	38%

Race/Ethnicity of Respondents (Overall)	Haas 2015	Haas 2012	Haas 2007	Average Funder	Custom Cohort
Multi-racial	4%	0%	3%	2%	3%
African-American/Black	8%	9%	7%	7%	13%
Asian (incl. Indian subcontinent)	11%	10%	13%	3%	6%
Hispanic/Latino	13%	10%	11%	5%	9%
American Indian/Alaskan Native	0%	0%	1%	1%	1%
Pacific Islander	0%	0%	1%	0%	0%
Caucasian/White	64%	68%	63%	80%	67%
Other	0%	3%	2%	1%	2%

## Funder Characteristics

Financial Information (Overall)	Haas 2015	Haas 2012	Haas 2007	Haas 2004	Median Funder	Custom Cohort
Total assets	\$557.9M	\$439.5M	\$601.1M	\$516.7M	\$199.5M	\$481.4M
Total giving	\$29.6M	\$28.6M	\$27.8M	\$23.0M	\$13.4M	\$18.8M

Funder Staffing (Overall)	Haas 2015	Haas 2012	Haas 2007	Haas 2004	Median Funder	Custom Cohort
Total staff (FTEs)	24	25	31	10	13	21
Percent of staff (FTEs) actively managing grantee relationships	52%	51%	N/A	N/A	42%	45%
Percent of staff who are program staff	35%	51%	53%	100%	41%	45%

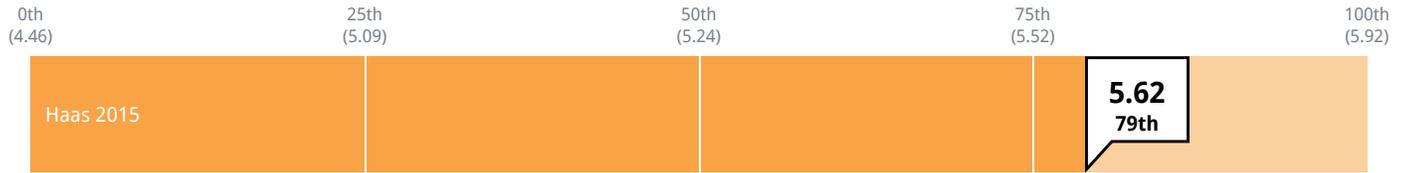
Grantmaking Processes (Overall)	Haas 2015	Haas 2012	Median Funder	Custom Cohort
Proportion of grants that are proactive	50%	50%	39%	90%
Proportion of grantmaking dollars that are proactive	75%	75%	44%	98%

# ADDITIONAL MEASURES

The following measure was added in February 2015 and includes comparative data from only 13 funders.

## "To what extent is the Foundation open to ideas from grantees about its strategy?"

1 = Not at all    7 = To a great extent



## ADDITIONAL SURVEY INFORMATION

On many questions in the grantee survey, grantees are allowed to select “don’t know” or “not applicable” if they are not able to provide an alternative answer. In addition, some questions in the survey are only displayed to a select group of grantees for which that question is relevant based on a previous response.

As a result, there are some measures where only a subset of responses is included in the reported results. The table below shows the number of responses included on each of these measures. The total number of respondents to Haas’s grantee survey was 77.

Question Text	N
Overall, how would you rate the Foundation's impact on your field?	74
How well does the Foundation understand the field in which you work?	75
To what extent has the Foundation advanced the state of knowledge in your field?	69
To what extent has the Foundation affected public policy in your field?	64
Overall, how would you rate the Foundation's impact on your local community?	54
How well does the Foundation understand the local community in which you work?	55
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	73
How much, if at all, did the Foundation improve your ability to sustain the work funded by this grant in the future?	72
How well does the Foundation understand your organization's strategy and goals?	77
Which of the following statements best describes the primary effect the receipt of this grant had on your organization's programs or operations?	75
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	63
Who most frequently initiated the contact you had with your program officer during this grant?	77
Did the Foundation conduct a site visit during the selection process or during the course of this grant?	70
Has your main contact at the Foundation changed in the past six months?	76
Did you submit [a proposal] to the Foundation for this grant?	76
As you developed your grant proposal, how much pressure did you feel to modify your organization's priorities in order to create a grant proposal that was likely to receive funding?	72
How involved was Foundation staff in the development of your grant proposal?	72
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	67
Was there or will there be a reporting/evaluation process?	75
Was an external evaluator involved in your reporting/evaluation process?	28
After submission of your report/evaluation, did the Foundation or the evaluator discuss it with you?	29
At any point during the application or the grant period, did the Foundation and your organization exchange ideas regarding how your organization would assess the results of the work funded by this grant?	68
Have you ever been declined funding from the Foundation?	57
Are you currently receiving funding from the Foundation?	76
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	73
How clearly do you understand the specific results the Fund expects to achieve through the work funded by this grant?	77
When did you first receive a leadership grant from the Fund?	13
Please rate your level of agreement with each of the following statements regarding your experience with the leadership support from the Fund.	13

## ABOUT CEP & CONTACT INFORMATION

### 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.

## About the GPR

Since 2003, the Grantee Perception Report® (GPR) has provided funders with comparative, candid feedback based on grantee perceptions. The GPR is the only grantee survey process that provides comparative data, and is based on extensive research and analysis. Hundreds of funders of all types and sizes have commissioned the GPR, and tens of thousands of grantees have provided their perspectives to help funders improve their work. CEP has surveyed grantees in more than 150 countries and in 8 different languages.

The GPR's quantitative and qualitative data helps foundation leaders evaluate and understand their grantees' perceptions of their effectiveness, and how that compares to their philanthropic peers.

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