FINAL

Grantee Perception Report®

prepared for

The James Irvine Foundation

October 2010

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Executive Summary – Key Findings (1)

Note: Findings referring to "Irvine" are drawn from the results of Irvine Core grantees, unless otherwise noted.

The James Irvine Foundation ("Irvine"), compared to other funders whose grantees the Center for Effective Philanthropy has surveyed, receives very high ratings from its Core grantees on many aspects of its work. The Foundation's ratings have also improved since 2006 in many areas, including on key measures related to relationships with grantees and the helpfulness of the Foundation's selection process in strengthening grantees and their work. Grantees refer to the Foundation as "outstanding," "strategic, and "insightful," and many note that their "partnerships" with Irvine have "helped strengthen individual organizations as well as the [field] in general."

Overall, grantees report a strong impact on their fields and organizations, but they rate Irvine lower for its effect on their communities. Irvine is rated above 75 percent of funders in CEP's dataset for its impact on grantees' organizations, and just at the 75th percentile for its impact on grantees' fields. These findings are similar to those from a 2006 survey of grantees, suggesting a sustained, strong impact from Irvine's programs. Grantees frequently comment about the Foundation's positive impact in their fields, and ability to "create real social change" through its innovative grantmaking and research. Grantees also describe Irvine's role as a "catalyst" in strengthening and improving their organizations. Irvine's ratings on measures related to its work in grantees' local communities are lower than other impact ratings, and these community-related ratings have not changed substantially since 2006.

Irvine receives typical ratings for relationships with grantees, with moderate improvement since 2006. On two measures related to interactions with the Foundation – fairness of treatment of grantees and responsiveness of Foundation staff, Irvine grantees are more positive than they were in 2006, and Irvine is now rated similarly to the typical funder in CEP's dataset. For the clarity of communication of Irvine's goals and strategies, grantees' ratings have slightly improved, and the Foundation is rated higher than typical. However, Irvine grantees continue to give less positive ratings than do grantees of the median funder on related measures of their comfort approaching the Foundation if a problem arises and for the consistency of the Foundation's written and personal communications resources. In addition, almost 20 percent of Irvine grantees – a larger than typical proportion – have experienced a change in their primary contact at the Foundation in the last 6 months, and these grantees rate significantly less positively on important measures across the survey than do grantees that have not experienced a change.

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Executive Summary – Key Findings (2)

Irvine grantees that receive some or most of their non-monetary assistance from a third party rate the foundation significantly lower on key measures across the survey compared to grantees that receive most of their assistance from the Foundation. Irvine provides a larger than typical proportion of grantees with intensive patterns of nonmonetary assistance, frequently through a third party. For most foundations, grantees receiving intensive nonmonetary assistance rate their funder more positively on impact measures than do grantees receiving just a few forms of assistance. However this is not the case in Irvine's data. At Irvine, a larger than typical proportion of grantees report receiving at least some of their non-monetary assistance from a third party, which seems to drive grantee ratings lower.

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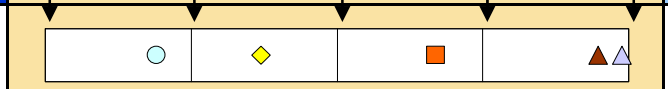
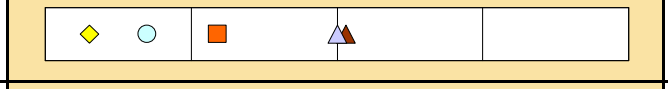
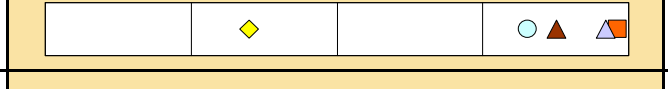
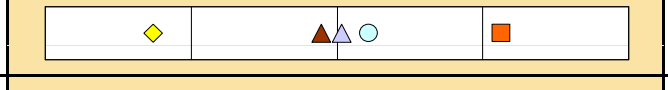
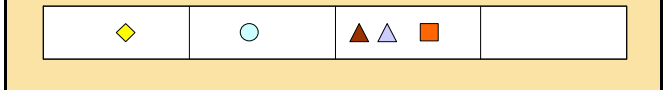
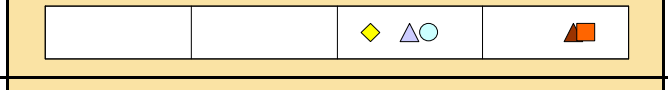
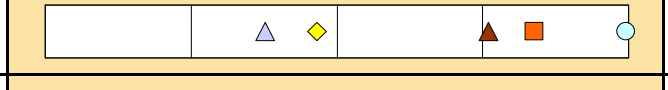
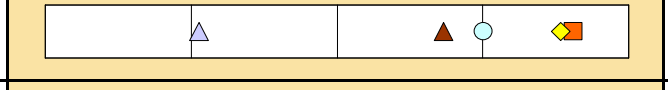
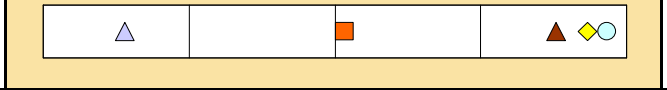
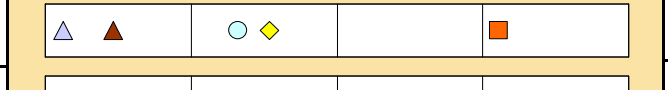
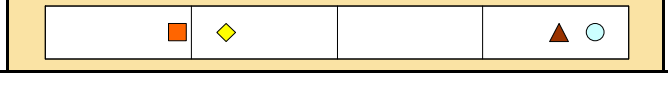
Executive Summary – Preview of Findings (1)

Chart shows the percentile rank of Irvine Core 2010 (◆), Irvine Core 2006 (◇), and the median comparative cohort foundation (◆) among all funders in the comparative set.

Indicator	Percentile Rank on Indicator (0th, 25th, 50th, 75th, 100th)	Description of Indicator
Impact on the Field		Grantees were asked to rate the funder's impact on their fields.
Impact on the Community	Irvine Core 2006 overlaps Median Comparative Cohort Foundation.	Grantees were asked to rate the funder's impact on their local communities.
Impact on the Grantee Organization		Grantees were asked to rate the funder's impact on their organizations.
Satisfaction		Grantees were asked to rate their satisfaction with their funder.
Quality of Relationships		This summary includes grantee ratings of funder fairness, responsiveness, grantee comfort approaching the funder if a problem arises, clarity of funder communication of its goals and strategy, and consistency of information provided by its communications resources.
Selection Process		Grantees were asked to rate the helpfulness of the funder's selection process for their organizations.
Reporting and Evaluation Processes		Grantees were asked to rate the helpfulness of the funder's reporting and evaluation processes for their organizations.
Dollar Return on Grantee Administrative Hours	Irvine Core 2010 overlaps Median Comparative Cohort Foundation.	This summary is the calculation of number of dollars received divided by the time required of grantees to fulfill the funder's administrative requirements.
Percent Receiving Field or Comprehensive Non-Monetary Assistance		The funder's percentile rank on the proportion of grantees receiving higher impact field-focused or comprehensive assistance.
Assistance Securing Funding from Other Sources – **% Receiving**		The funder's percentile rank on the proportion of grantees receiving assistance securing funding from other sources.
Assistance Securing Funding from Other Sources – **Impact**	Irvine Core 2010 overlaps Median Comparative Cohort Foundation.	Grantees were asked to rate the impact of the funder's assistance securing funding from other sources.

Executive Summary – Preview of Findings (2)

Chart shows the percentile rank of Arts (▲), California Democracy (■), Youth (◆), Special Initiatives (●), and Creative Connections Fund (△) grantees among all funders in the comparative set.

Indicator	Percentile Rank on Indicator (0th, 25th, 50th, 75th, 100th)	Description of Indicator
Impact on the Field		Grantees were asked to rate the funder's impact on their fields.
Impact on the Community		Grantees were asked to rate the funder's impact on their local communities.
Impact on the Grantee Organization		Grantees were asked to rate the funder's impact on their organizations.
Satisfaction		Grantees were asked to rate their satisfaction with their funder.
Quality of Relationships		This summary includes grantee ratings of funder fairness, responsiveness, grantee comfort approaching the funder if a problem arises, clarity of funder communication of its goals and strategy, and consistency of information provided by its communications resources.
Selection Process		Grantees were asked to rate the helpfulness of the funder's selection process for their organizations.
Reporting and Evaluation Processes		Grantees were asked to rate the helpfulness of the funder's reporting and evaluation processes for their organizations.
Dollar Return on Grantee Administrative Hours		This summary is the calculation of number of dollars received divided by the time required of grantees to fulfill the funder's administrative requirements.
Percent Receiving Field or Comprehensive Non-Monetary Assistance		The funder's percentile rank on the proportion of grantees receiving higher impact field-focused or comprehensive assistance.
Assistance Securing Funding from Other Sources – % Receiving		The funder's percentile rank on the proportion of grantees receiving assistance securing funding from other sources.
Assistance Securing Funding from Other Sources – Impact[1]		Grantees were asked to rate the impact of the funder's assistance securing funding from other sources.

1: Creative Connections Fund rating not shown because fewer than five responses to the question were received.

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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.[1]

- **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.

1: For a full list of research publications refer to part C of the Appendix.

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Methodology – The Foundation's Grantee Survey

- The Center for Effective Philanthropy (CEP) surveyed the grantees of The James Irvine Foundation ("Irvine") during May and June 2010. **The primary focus of this report is "Irvine Core," which represents grantee responses from all Irvine grant programs except Irvine's Creative Connections Fund (CCF) program.** CEP has also surveyed Irvine's grantees in the past. Where possible, ratings from these surveys are also shown in the report. The details of Irvine's surveys are as follows:

Survey	Fiscal Year	Survey Period	Grant Type	Number of Grantees Surveyed	Number of Responses Received	Survey Response Rate[1]
Irvine 2010	2009	May and June 2010	Irvine Core	318	232	73%
			Creative Connections Fund	94	73	78%
Irvine 2006	2005	September and October 2006	Irvine Core	136	107	79%
			New Connections Fund[2]	100	59	59%

- In addition to showing Irvine Core's overall ratings and the Creative Connection Fund's overall ratings, this report also shows Irvine Core's ratings segmented by the grantees' Program Areas. Please note that "Arts" excludes Creative Connections Fund grantees. The number of respondents in each group is as follows:

Program Areas (Irvine Core)	Respondents
Arts	125
California Democracy	30
Youth	37
Special Initiatives	39

- 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.

1: The median response rate for individual funders over the last six years of surveys is 68 percent.
2: The ratings received from New Connections fund grantees in 2006 are not included in this GPR.
3: 1 grantee response is not shown in the segmentation because the grantee indicated he or she is in the "Special Opportunities" program. This responses is included in the Irvine Core overall average rating.

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Methodology – Comparative Data

- Irvine'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 six years. Please see Appendix B for a list of all funders whose grantees CEP has surveyed.

Full Comparative Set	
Grantee Responses	37,199 grantees
Philanthropic Funders	253 funders

- Irvine's ratings are also compared to a group of 15 comparative cohort foundations. The 15 foundations that comprise this group are:

Comparative Cohort Foundations	
Bill & Melinda Gates Foundation	The James Irvine Foundation (Core Programs)
The California Endowment	Lumina Foundation for Education, Inc.
The David and Lucile Packard Foundation	Rockefeller Brothers Fund
Doris Duke Charitable Foundation	Surdna Foundation, Inc.
The Duke Endowment	The Wallace Foundation
Evelyn and Walter Haas, Jr. Fund	The William and Flora Hewlett Foundation
The Ford Foundation	Weingart Foundation
The Heinz Endowments	

- Text in this document generally refers to "Irvine Core," which represents grantee responses from all Irvine grant programs except Irvine's Creative Connections Fund (CCF) program.

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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, Irvine Core provides larger and longer grants. However, the Foundation provides a smaller than typical proportion of its grantees with operating support.

Survey Item	Irvine Core 2010	Irvine Core 2006	Full Dataset Median	Comparative Cohort Foundation Median
Grant Size				
Median grant size	$300K	$318K	$60K	$200K
Grant Length				
Average grant length	2.8 years	2.5 years	2.1 years	2.4 years
Percent of grantees receiving multi-year grants	90%	83%	49%	70%
Type of Support				
Percent of grantees receiving operating support	9%	13%	19%	19%
Percent of grantees receiving program/project support	70%	70%	65%	67%
Percent of grantees receiving other types of support	21%	17%	16%	14%

Note: CEP research indicates that grant size, type, or length alone are not key predictors of impact on grantee's organizations. For the full range of data on these survey items refer to part B of the Appendix.

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Structural Characteristics of Grantees

Grantee Perception Report®

- 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, Irvine Core grantees tend to be larger, more established organizations that are less likely to be first-time grant recipients.

Survey Item	Irvine Core 2010	Irvine Core 2006	Full Dataset Median	Comparative Cohort Foundation Median
Budget of Funded Organizations				
Typical organizational budget	$2.0MM	$1.8MM	$1.4MM	$1.8MM
Duration of Funded Program and Grantee Organization				
Programs conducted 6 years or more[1]	33%	N/A	33%	31%
Median length of establishment of grantee organizations	28 years	24 years	24 years	22 years
First-Time Grantees[2]				
Percentage of first-time grants	25%	N/A	33%	N/A

1: Represents data from 97 funders. Irvine Core 2006 data not available due to changes in the survey instrument.
2: Represents data from 28 funders. Irvine Core 2006 and comparative cohort foundation data not available due to changes in 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 part B of the Appendix.

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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.

- Irvine staff manage a similar number of active grants compared to program staff at the typical funder.

Survey Item	Irvine 2010	Irvine 2006	Full Dataset Median	Comparative Cohort Foundation Median
Program Staff Load[1]				
Dollars awarded per professional program staff full-time employee	$5.2MM	$6.1MM	$3.6MM	$5.2MM
Applications per professional program full-time employee	39 applications	70 applications	38 applications	33 applications
Grants awarded per professional program full-time employee	23 grants	41 grants	30 grants	20 grants
Active grants per professional program full-time employee	48 grants	55 grants	50 grants	49 grants

1: Program staff load data reflects both Irvine Core and Creative Connections Fund grantmaking.

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, please refer to part B of the Appendix.

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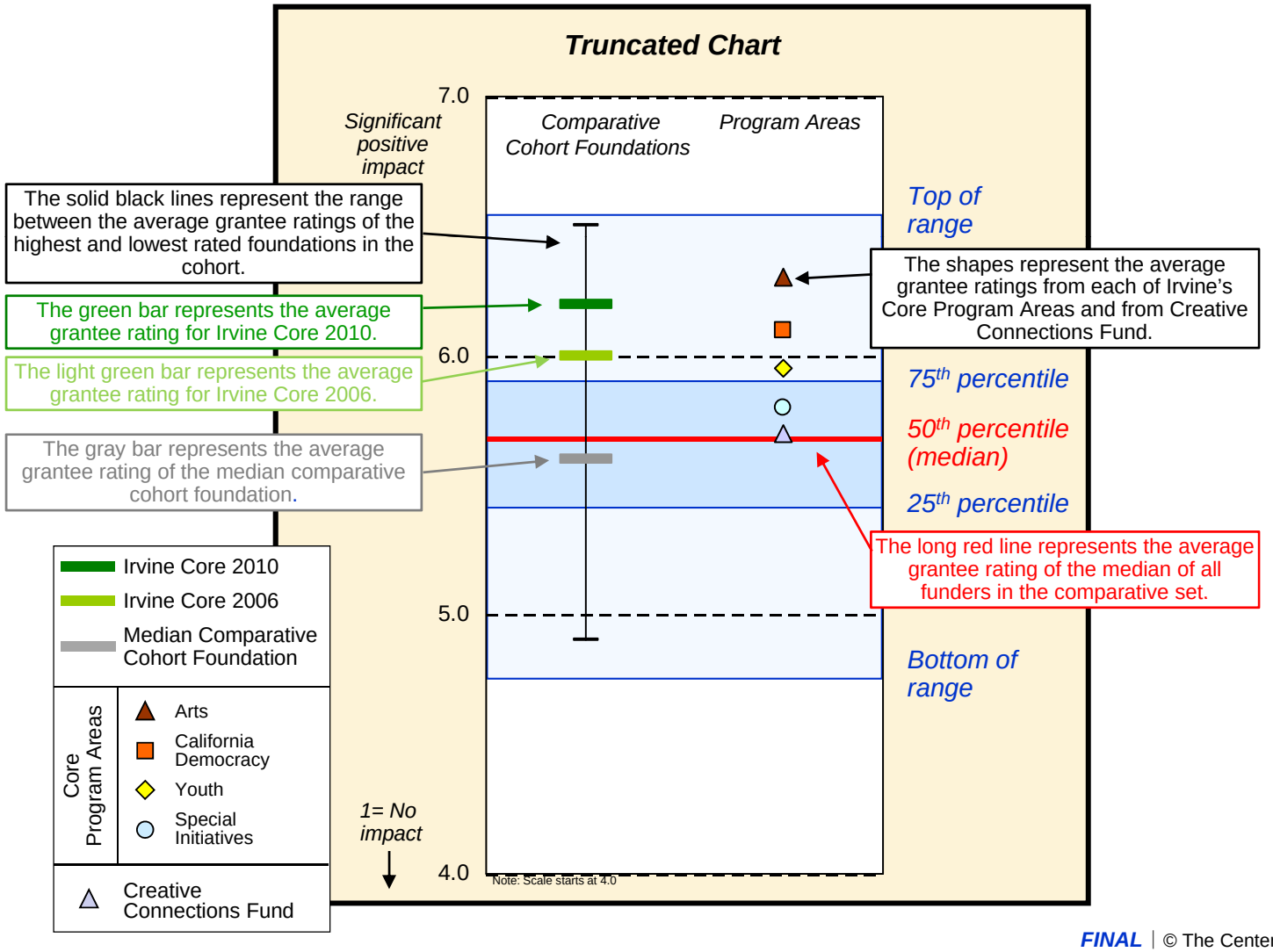
Reading GPR Charts

Much of the grantee perception data in the GPR is presented in the format below. These graphs show the average of grantee responses for Irvine, over a background that shows percentiles for the average ratings for the full comparative set of 253 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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Overview of Report Structure

- This Grantee Perception Report displays grantees' responses to 66 individual survey questions. Responses are organized thematically into sections, as outlined in the Table of Contents found on page 1.
- The charts and tables in this report reflect individual survey questions, with the exception of three composite measures. These composite measures aggregate grantee responses from two or more survey questions, and can be found on the following pages:
  - Page 32: Relationships Summary. This measure aggregates five separate survey questions related to the Foundation's interactions and communications.
  - Page 59: Dollar Return Summary. This measure is a calculation based on the size of grants awarded and the total time grantees report spending on administrative processes.
  - Page 67: Non-Monetary Assistance Summary. Grantees were asked to indicate whether they had received each of 14 different non-monetary assistance activities, and CEP categorized grantee responses into four patterns of assistance displayed in this summary.
- The report identifies a set of key findings, which can be found on pages 2 and 3, as well as at the end of each relevant section. The report concludes with these same key findings and a set of discussion questions on pages 90-93.
- Irvine grantees were asked a number of Irvine-specific "custom questions," and responses to the majority of these questions are shown in tables in Appendix A. These can be found on pages 98-101.
- Irvine grantees were also asked a series of questions related to diversity. Responses to these questions can be found on pages 95-97.

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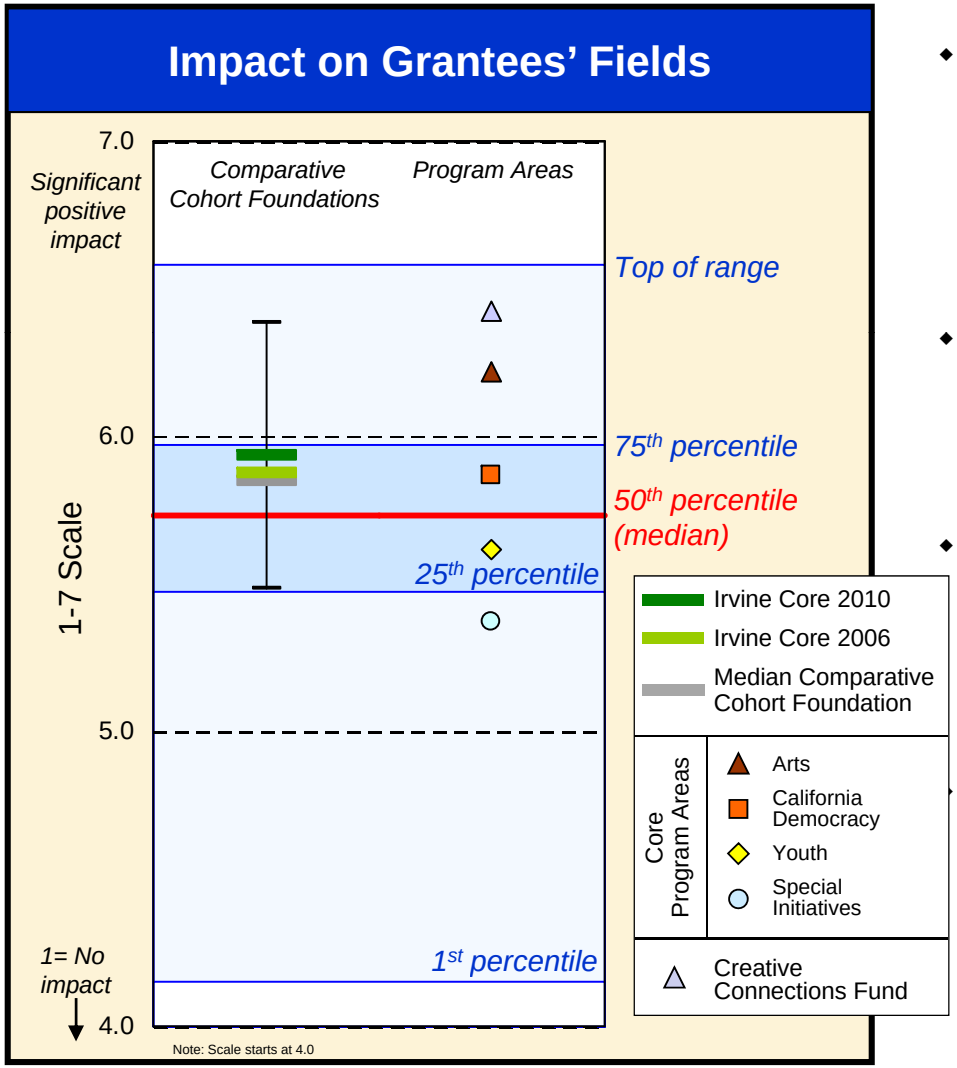
Impact on Grantees' Fields

On impact on grantees' fields, Irvine Core is rated:

- above the median funder
- similarly to the median comparative cohort foundation



Selected Grantee Comments

- *"The Foundation has challenged our field to address uncomfortable issues and has encouraged a process for addressing these issues that is simple, adaptable, participatory, and replicable. The entire field nationwide has been impacted by this work and it has set in motion real social change."*
  – Arts Grantee
- *"I believe the Foundation is having an impact through its strategy to invest in community foundations to help them grow philanthropic assets, grantmaking abilities and community leadership."*
  – Special Initiatives Grantee
- *"The Foundation's impact on policy initiatives has been extensive and impressive. However, the Foundation may want to lean more on hard data-based measures of the effectiveness of its initiatives prior to building out the policy agenda."*
  – Youth Grantee

"The most important impact is the arts research that the Irvine Foundation supports – it is extensive and has been used in public policy."
– Creative Connections Fund Grantee

Note: This question includes a "don't know" response option; 5 percent of Irvine Core 2010 respondents answered "don't know", compared to 9 percent at the median funder, 6 percent of Irvine Core 2006 respondents, and 5 percent of respondents at the median comparative cohort foundation. Chart does not show data from one funder whose field impact rating is less than 4.0.

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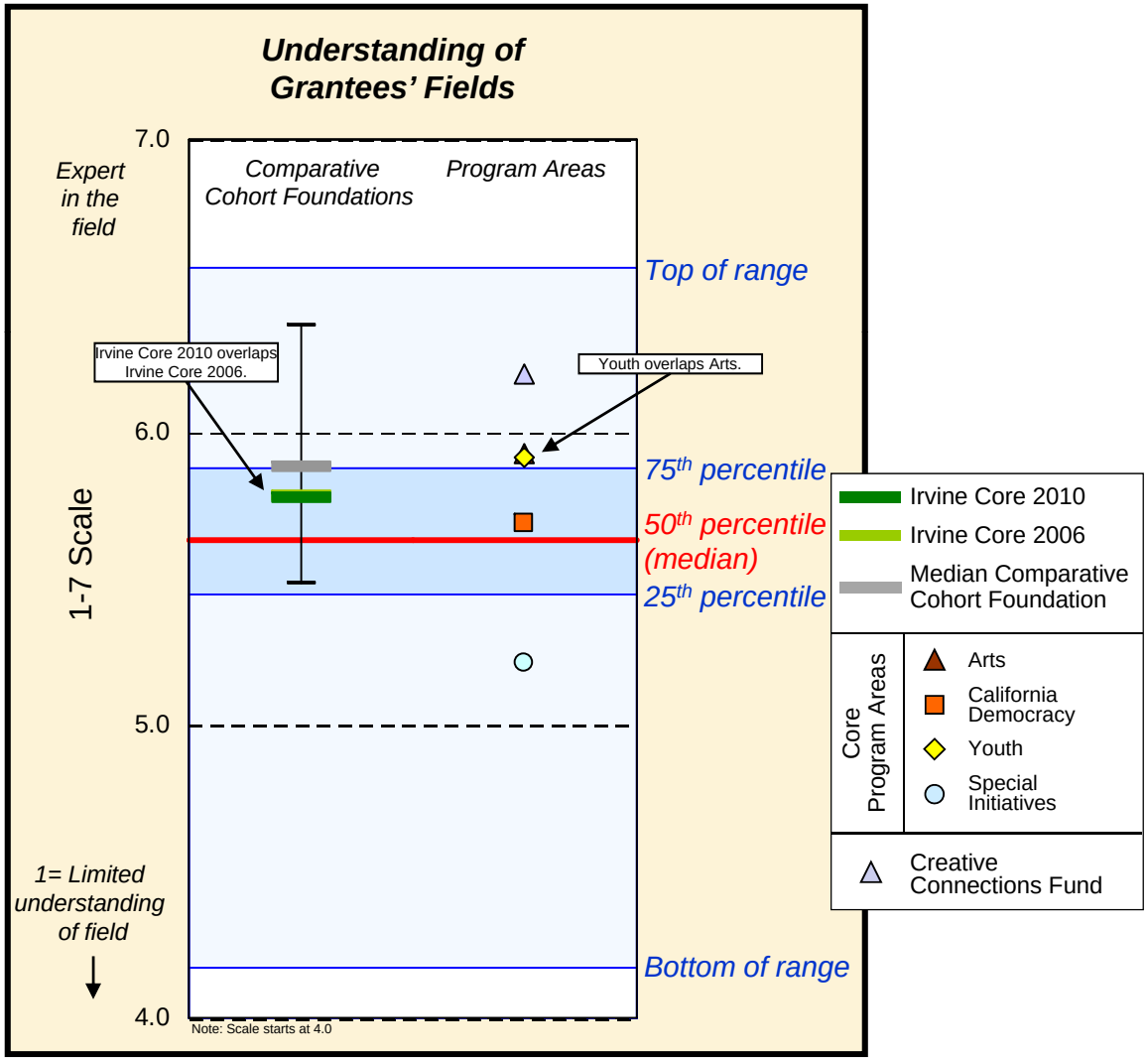
Understanding of Grantees' Fields

On understanding of grantees' fields, Irvine Core is rated:

- above the median funder
- similarly to the median comparative cohort foundation



Note: This question includes a "don't know" response option; 3 percent of Irvine Core 2010 respondents answered "don't know", compared to 7 percent at the median funder, 5 percent of Irvine Core 2006 respondents, and 3 percent of respondents at the median comparative cohort foundation.

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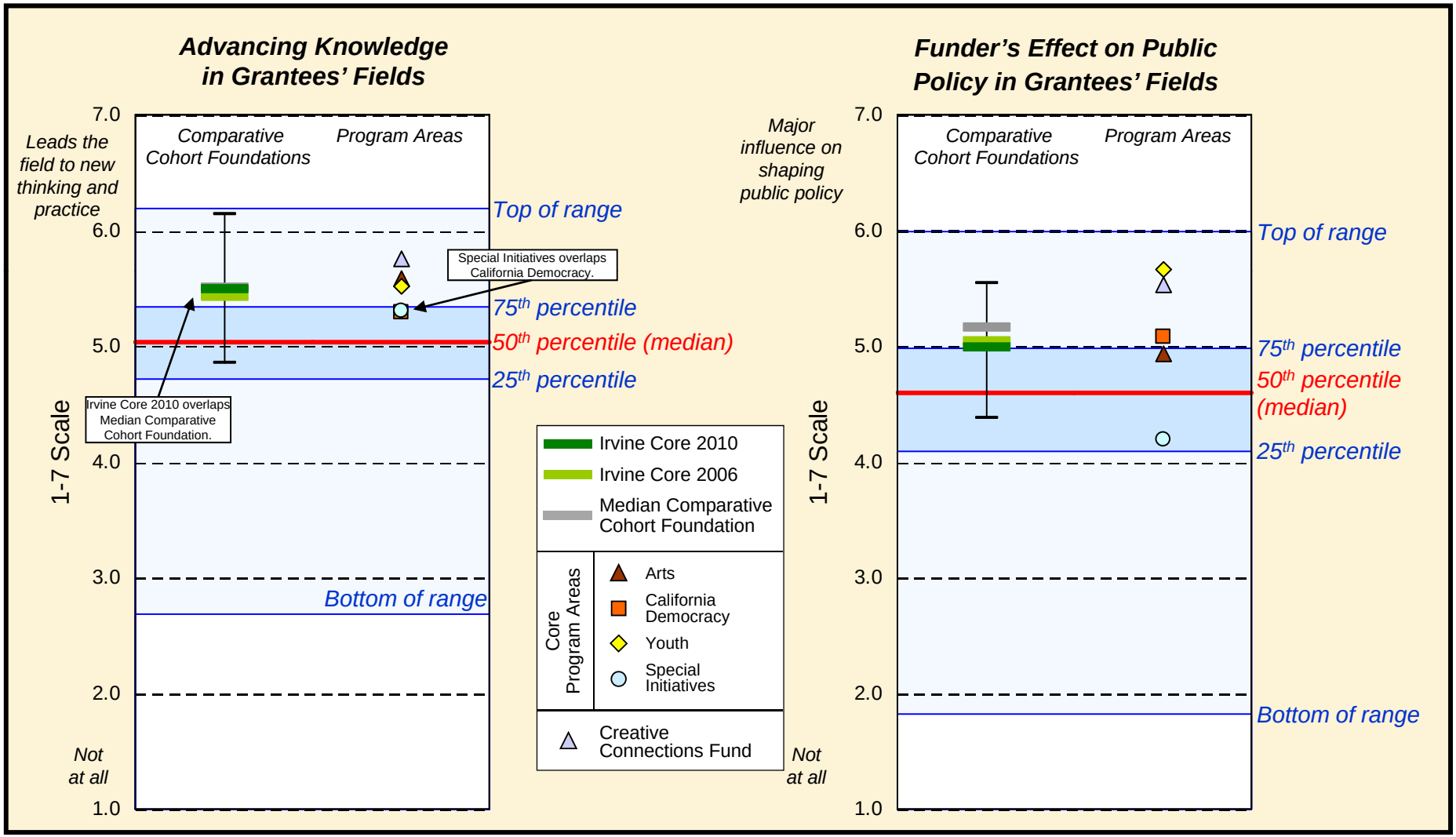
Advancing Knowledge in Fields and Effect on Public Policy

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

- above the median funder
- similarly to the median comparative cohort foundation

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

- above the median funder
- similarly to the median comparative cohort foundation



Note: The questions depicted on these charts include a "don't know" response option. In the left-hand chart, 8 percent of Irvine Core 2010 respondents answered "don't know", compared to 25 percent at the median funder, 20 percent of Irvine Core 2006 respondents, and 13 percent of respondents at the median comparative cohort foundation. In the right-hand chart, 28 percent of Irvine Core 2010 respondents answered "don't know", compared to 41 percent at the median funder, 36 percent of Irvine Core 2006 respondents, and 25 percent of respondents at the median comparative cohort foundation.

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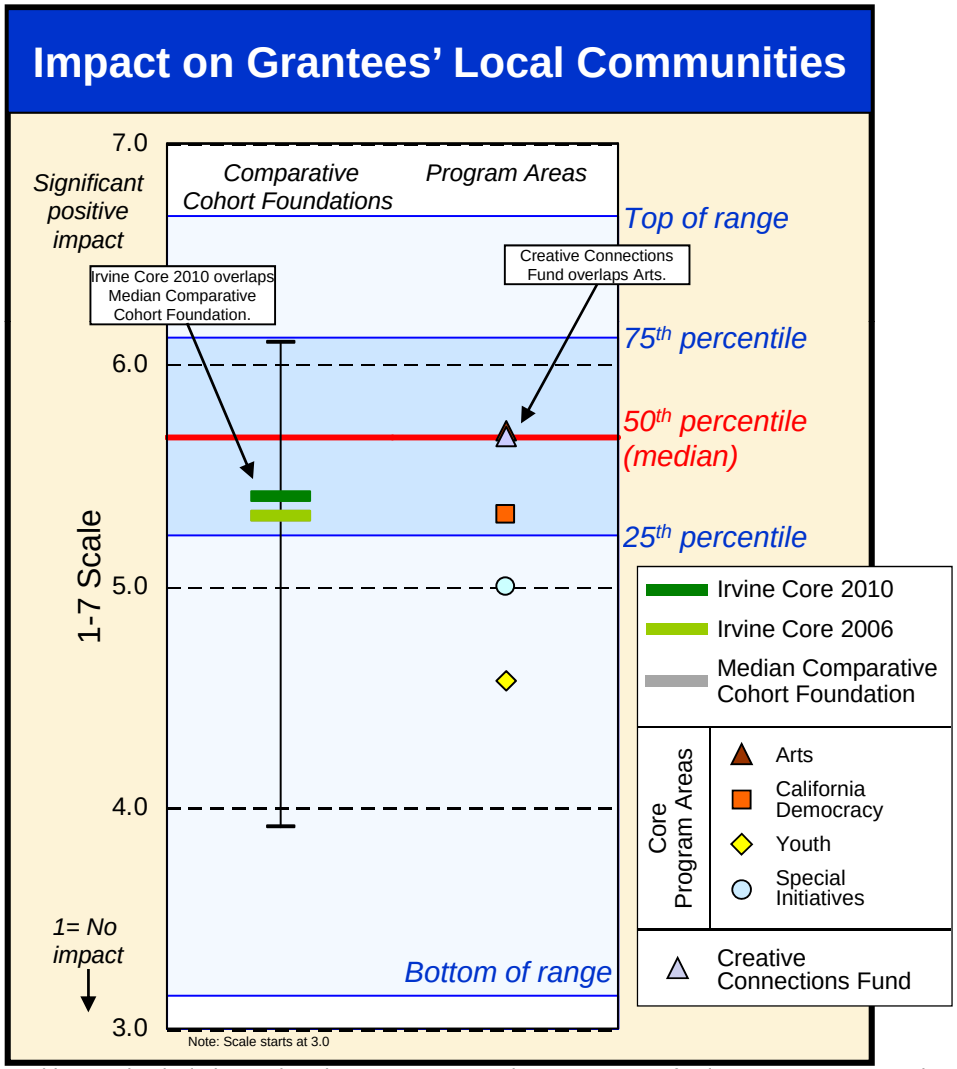
Impact on Grantees' Local Communities

On impact on grantees' local communities, Irvine Core is rated:

- below the median funder
- similarly to the median comparative cohort foundation



Selected Grantee Comments

- *"The Foundation supports a number of organizations and initiatives that have a very positive impact on the success of our field in our community. While its priorities have been shifting away from our geographic area in recent years, it continues to be an important presence."*
  – Arts Grantee
- *"Having worked with different staff at different times, my experience has been varied. In general, the better the connection to our region, work, and community, the better the experience has been."*
  – California Democracy Grantee
- *"It is important to recognize where the artistic production takes place in the Latino community and the Irvine Foundation has a real sense of that."*
  – Creative Connections Fund Grantee

Note: This question includes a "don't know" response option; 13 percent of Irvine Core 2010 respondents answered "don't know", compared to 11 percent at the median funder, 8 percent of Irvine Core 2006 respondents, and 18 percent of respondents at the median comparative cohort foundation.

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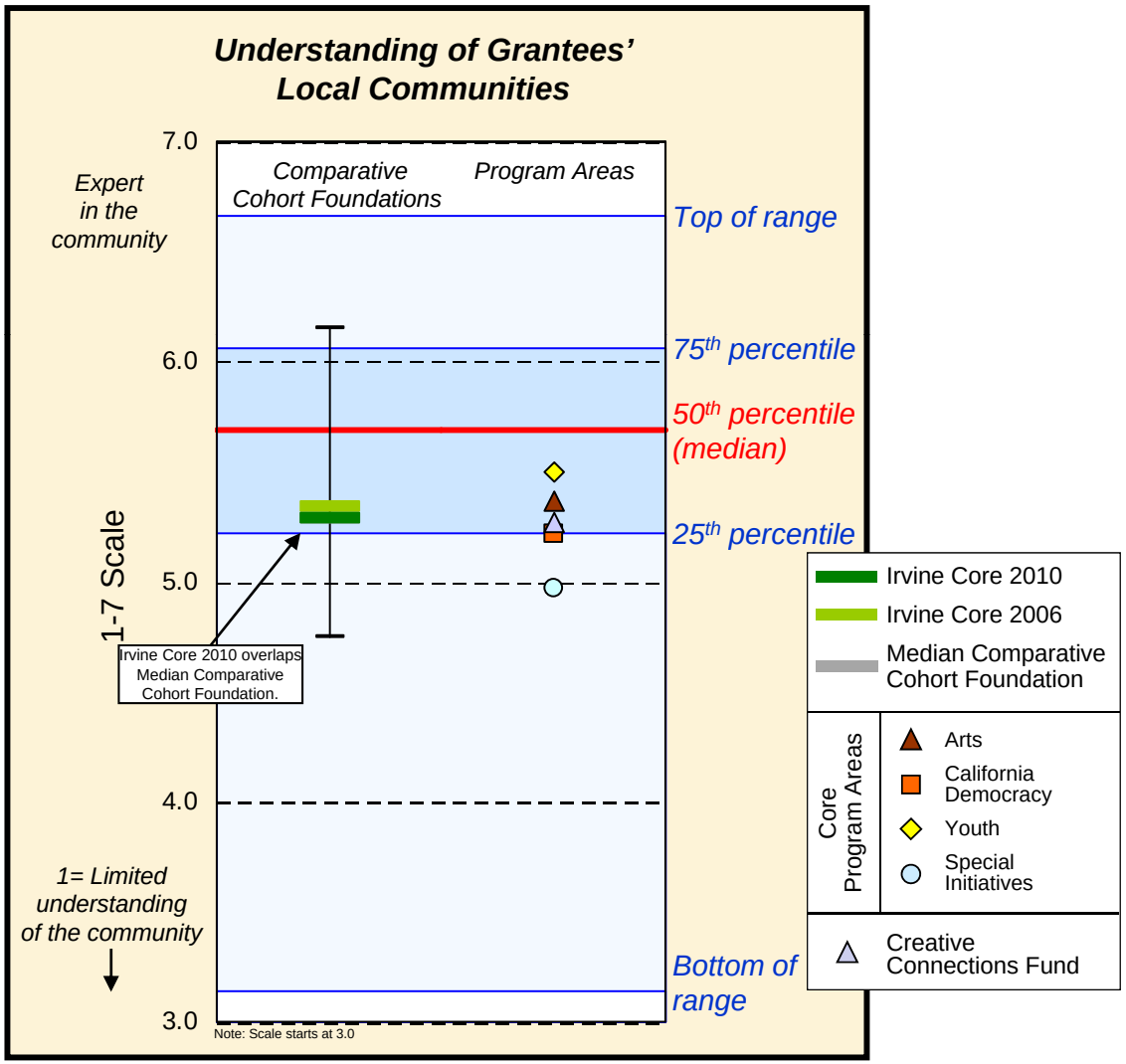
Understanding of Grantees' Local Communities

On understanding of grantees' local communities, Irvine Core is rated:

- below the median funder
- similarly to the median comparative cohort foundation



Note: This question includes a "don't know/not applicable" response option; 14 percent of Irvine Core 2010 respondents answered "don't know/not applicable", compared to 13 percent at the median funder, 15 percent of Irvine Core 2006 respondents, and 19 percent of respondents at the median comparative cohort foundation.

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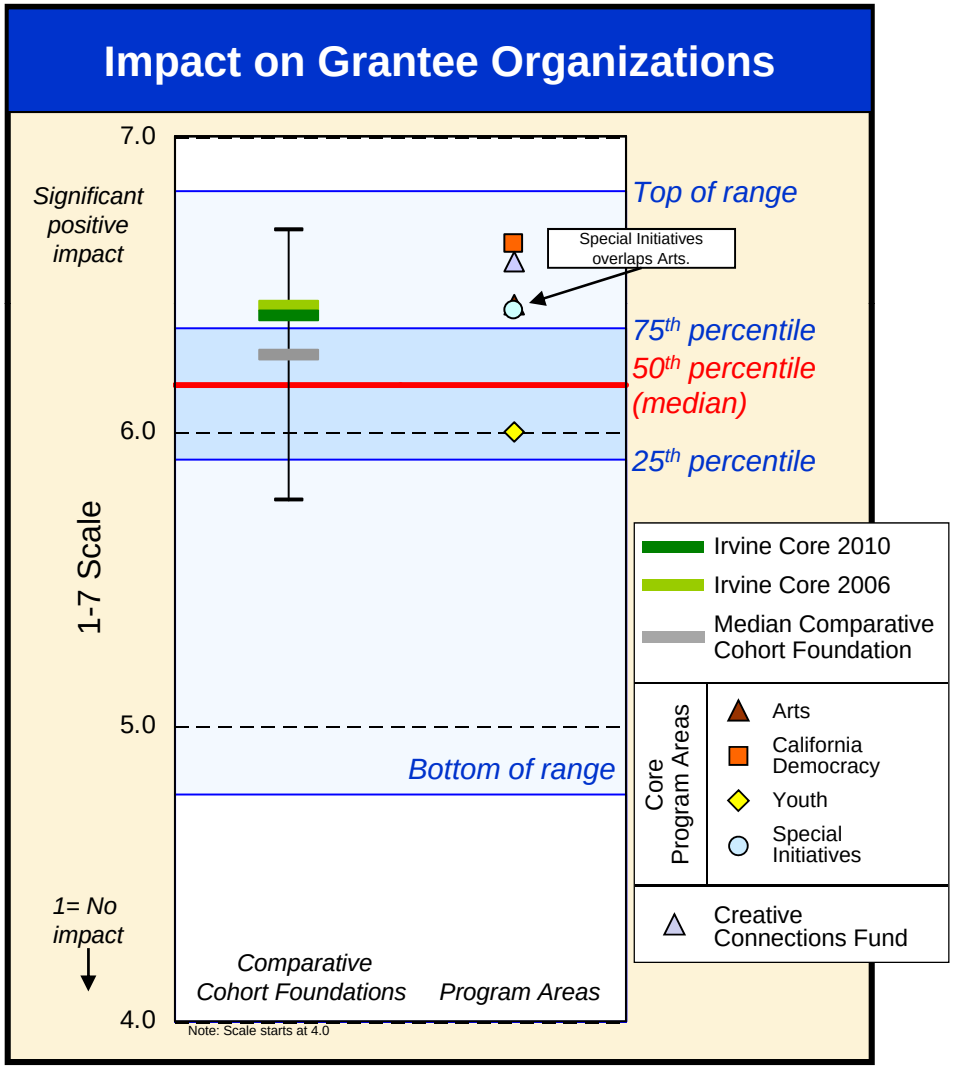
Impact on Grantee Organizations

On impact on grantee organizations, Irvine Core is rated:

- above the median funder
- above the median comparative cohort foundation



Selected Grantee Comments

- *"The funding has allowed our organization, and others in our cohort, to focus on longer-range priorities in a very challenging economy. As a [leader], it has been invaluable to have this support that is specific to the things that we have identified as critical to our long-range success."*
  – Arts Grantee
- *"It was very balanced and effective; enabling us to strategically align our work with the direction of the Foundation but still empowering our group to maintain the core ethos and movement aesthetic that help us uniquely engage with youth."*
  – Youth Grantee
- *"What is wonderful about our grant is that the Foundation asked us what we think we need to strengthen our capacity; the Foundation did not try to make us conform to some industry model or industry best practices."*
  – Special Initiatives Grantee
- *"Strengthening Organizations has been a great process, and we really appreciate the foundation's commitment to organizational and staff development."*
  – California Democracy Grantee
- *"General feeling is that Irvine Foundation has been a catalyst in getting organizations to reconsider outdated operating and governance modes of thinking. This may be most impactful on staff so far, but movement among Board members in forward, adaptable, and strategic thinking is beginning to have impact."*
  – Arts Grantee

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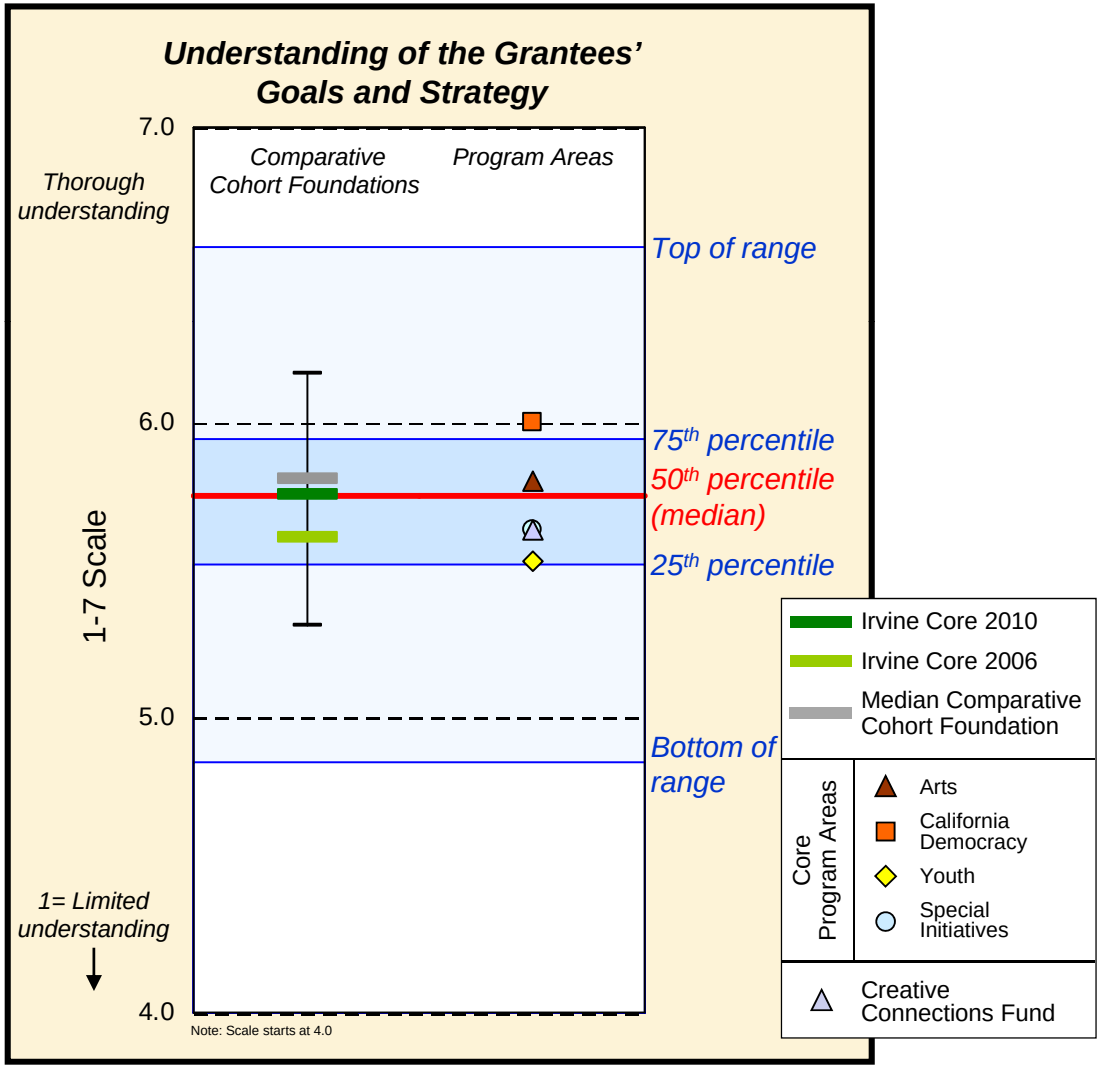
Understanding of Grantees' Goals and Strategy

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

- similarly to the median funder
- similarly to the median comparative cohort foundation



Note: This question includes a "don't know" response option; 4 percent of Irvine Core 2010 respondents answered "don't know", compared to 7 percent at the median funder, 7 percent of Irvine Core 2006 respondents, and 5 percent of respondents at the median comparative cohort foundation.

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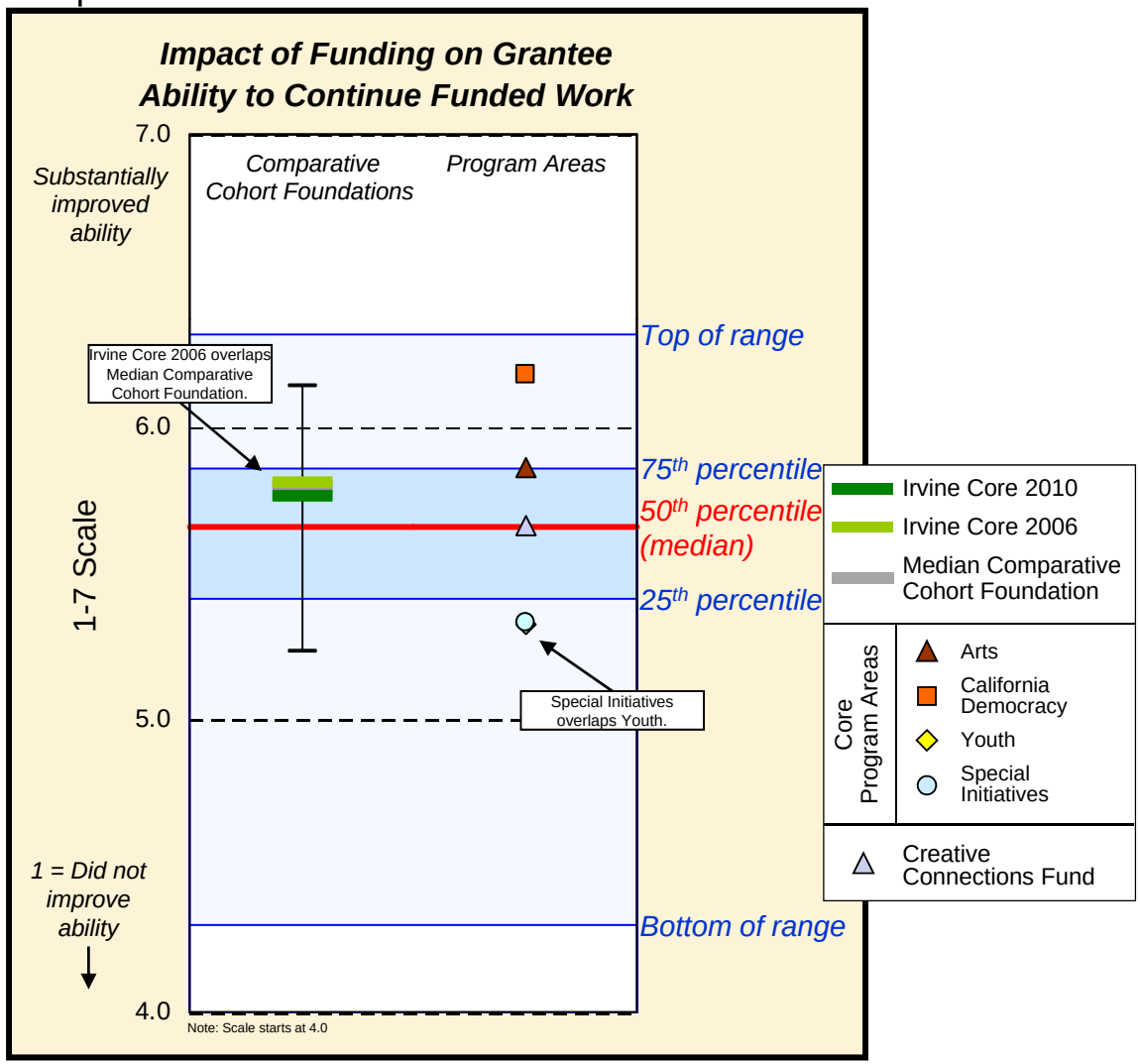
Impact on Sustainability of Funded Work

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

- above the median funder
- similarly to the median comparative cohort foundation



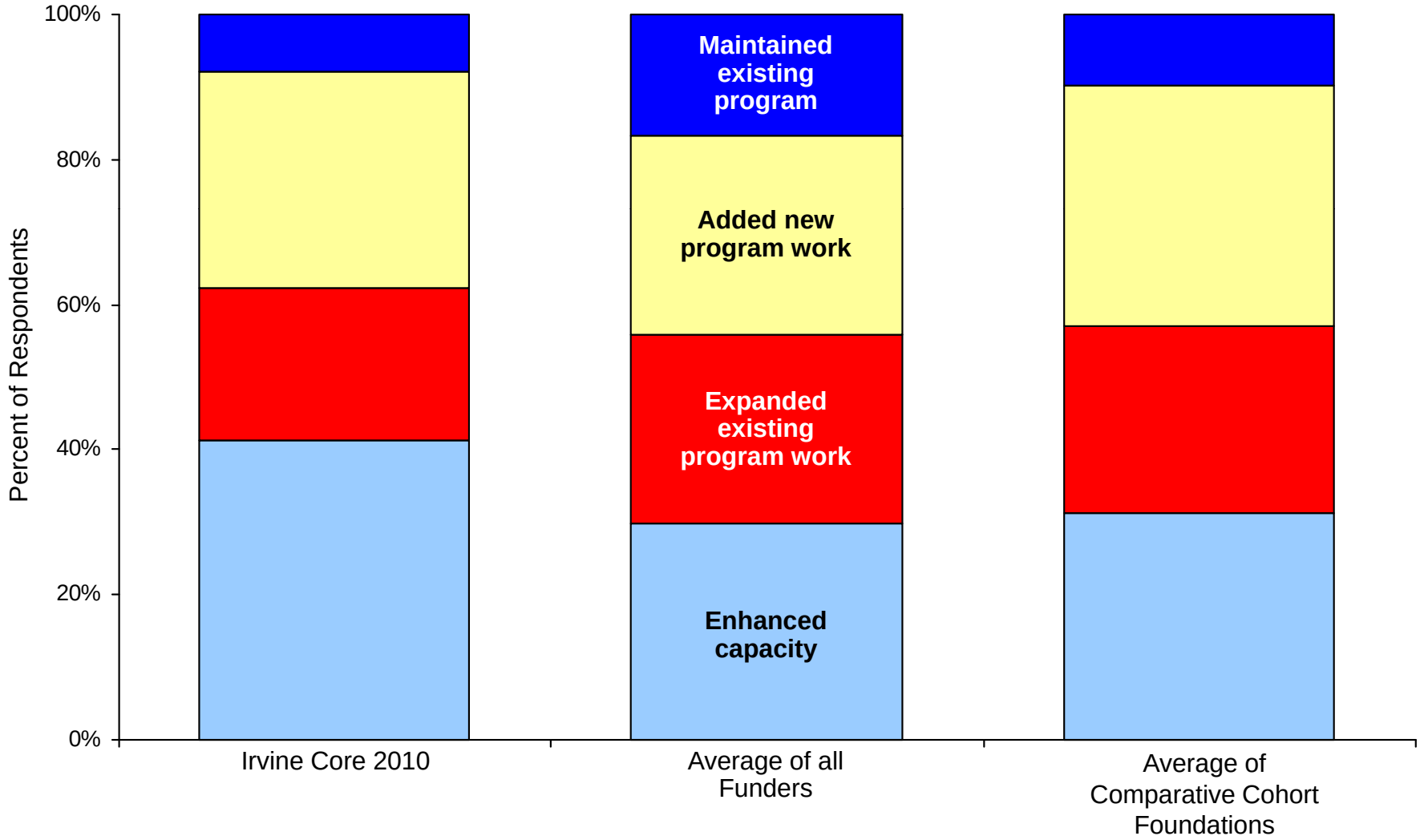
Note: This question includes a "don't know/not applicable" response option; 11 percent of Irvine Core 2010 respondents answered "don't know/not applicable", compared to 11 percent at the median funder, and 9 percent of respondents at the median comparative cohort foundation.

Grant Effect (1)

The proportion of Irvine Core grantees that used the Foundation's grant primarily to enhance capacity is:

- larger than that of the average funder
- larger than that of the average comparative cohort foundation

Primary Effect of Grant on Grantee's Organization



Note: Represents data from 86 funders. Irvine Core 2006 data not available due to changes to the survey instrument.

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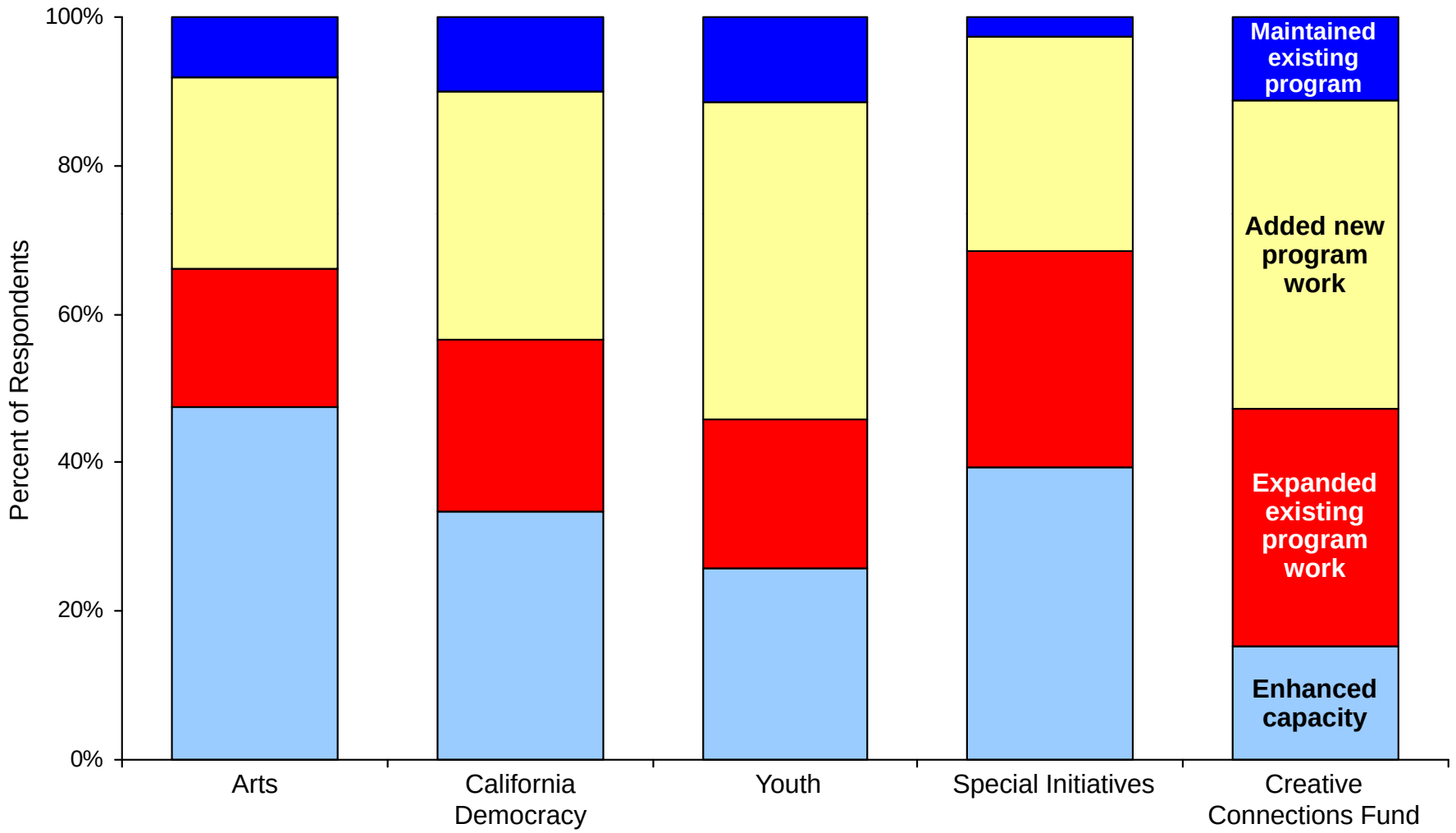
Grant Effect (2)

Primary Effect of Grant on Grantee's Organization



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Funder Impact Key Finding

Note: Findings referring to "Irvine" are drawn from the results of Irvine Core grantees, unless otherwise noted.

- **Overall, grantees report a strong impact on their fields and organizations, but they rate Irvine lower for its effect on their communities.**
  - Grantees indicate that, compared to other funders, Irvine has a strong impact on their fields and organizations. Irvine is rated higher than 75 percent of funders in CEP's dataset for its impact on grantees' organizations and just at the 75th percentile for its impact on grantees' fields. These findings are similar to those from a 2006 survey of grantees, suggesting a sustained strong impact from Irvine's Core programs.
  - As seen in the Irvine 2006 GPR, grantees frequently comment about the Foundation's positive impact in their fields. Many note Irvine's ability to challenge their fields and "create real social change" through its innovative grantmaking and research. For the extent to which they agree that Irvine is regarded as a leader in their fields over 80% of grantees rate the Foundation a 6 or 7 on a 1 to 7 scale where 1 = "Not at all" and 7 = "To a great extent." Grantees also describe Irvine's role as a "catalyst" in strengthening and improving their organizations. Notably, a number of grantees comment specifically on Irvine's ability to strengthen and empower individual organizations while playing a leadership role in its fields of work.
  - Irvine's ratings on measures related to its work in grantees' local communities are lower than other impact ratings, and these community-related ratings have not changed substantially since 2006. For both its impact on and understanding of grantees' local communities Irvine is rated just above the 25th percentile. Compared to the frequency with which they comment on Irvine's work in their fields, grantees make relatively few comments about the Foundation's impact on their communities.

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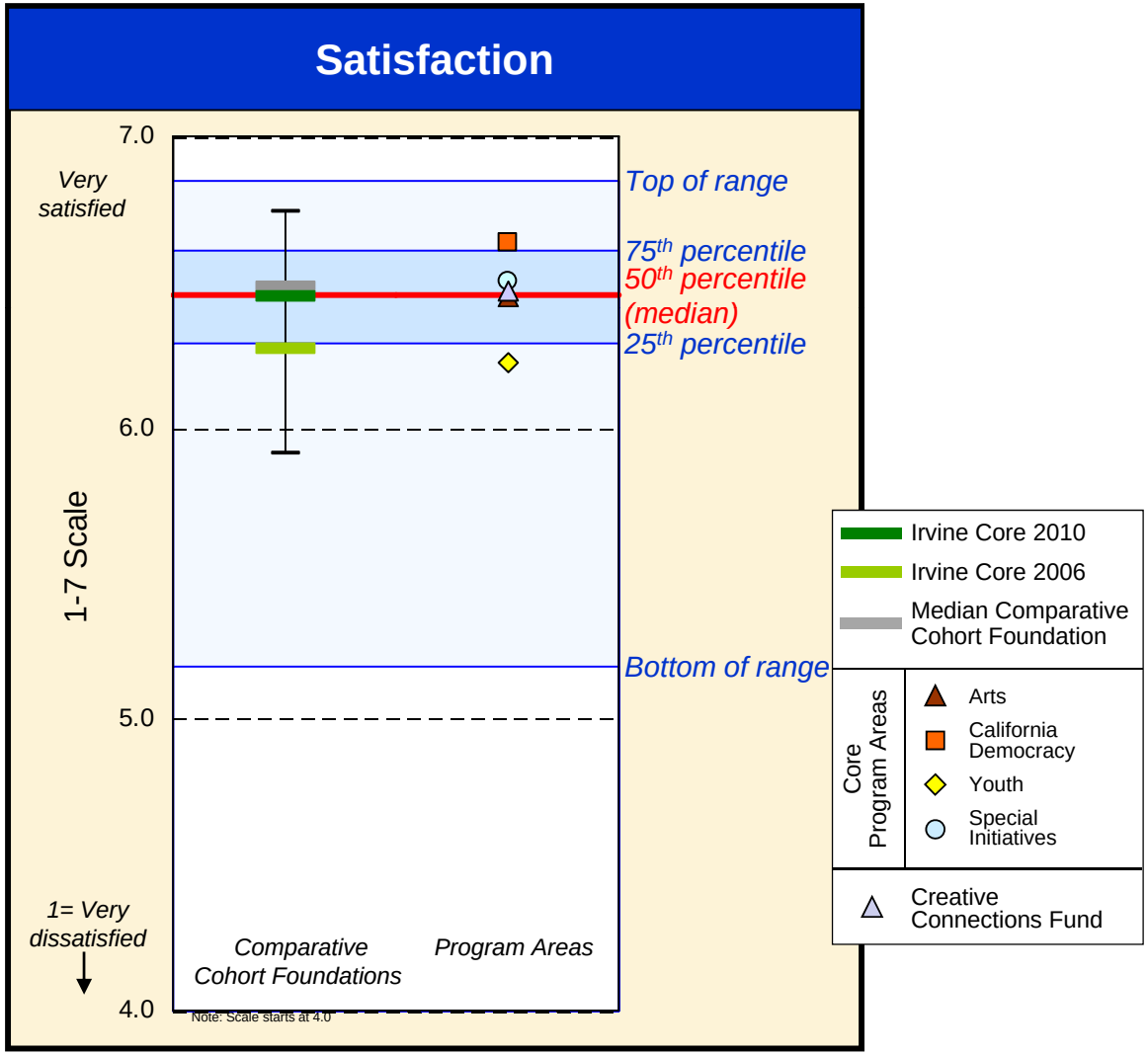
Satisfaction

On overall satisfaction, Irvine Core is rated:

- similarly to the median funder
- similarly to the median comparative cohort foundation



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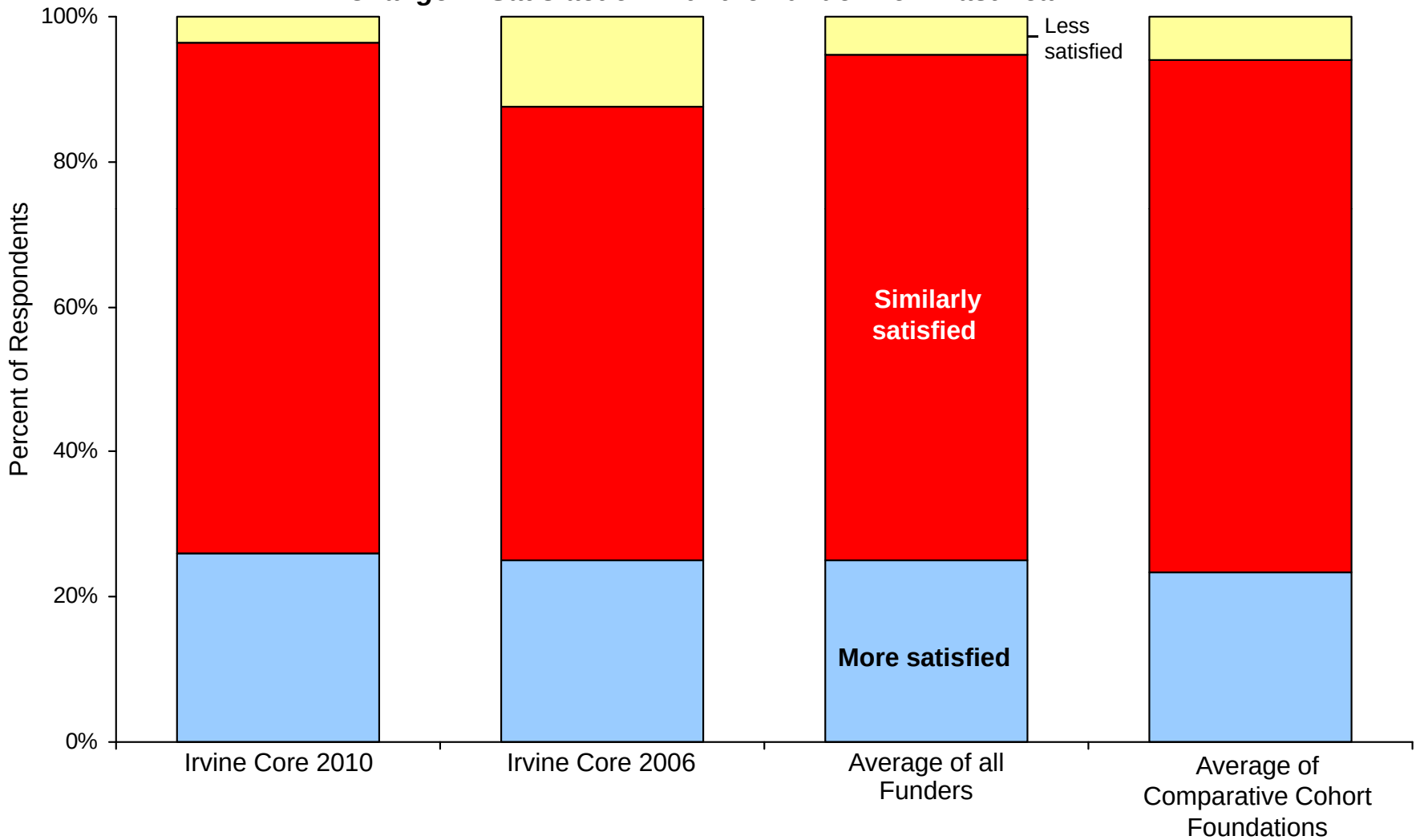
Satisfaction Relative to Last Year (1)

The proportion of Irvine Core grantees that are more satisfied this year with the Foundation than they were last year is:

- similar to that of the average funder
- similar to that of the average comparative cohort foundation

Change in Satisfaction with the Funder from Last Year



Note: Question asked of grantees that were receiving funding from the Foundation last year as well as this year.

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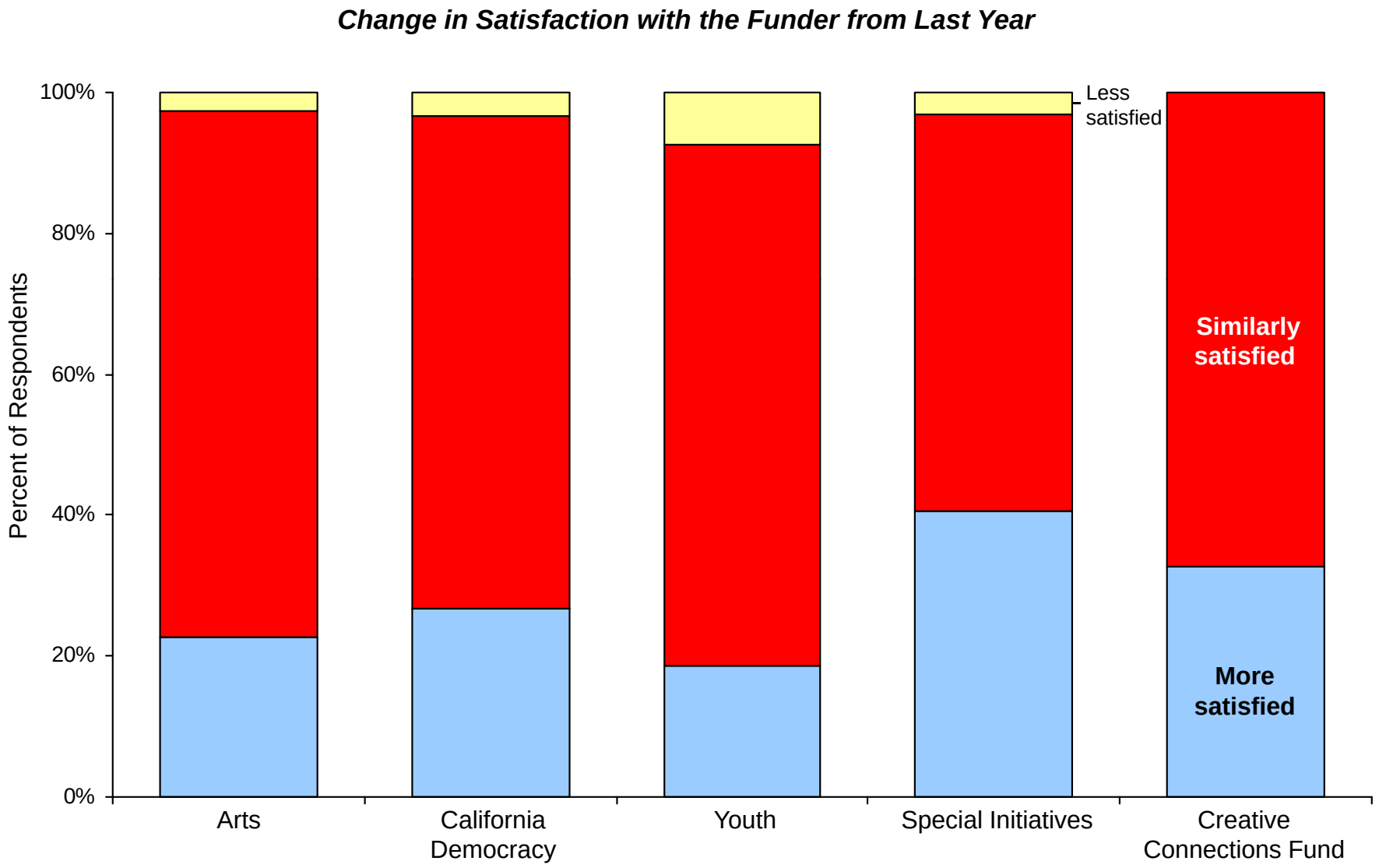
Satisfaction Relative to Last Year (2)



Note: Question asked of grantees that were receiving funding from the Foundation last year as well as this year.

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Foundation Descriptors

Grantees were asked to list three words or phrases that best describe the Irvine Foundation. Three hundred Irvine grantees listed 880 words to describe the Foundation. The most frequently mentioned words are "California," "innovative," "supportive," and "generous."

"In your opinion, what three words or phrases best describe the James Irvine Foundation?"[1]

Note: The size of each word indicates the frequency with which it was written by grantees.

1: Picture reflects words from both Irvine Core and Creative Connections Fund grantees.
Note: For the creation of the image above, CEP cleaned and redacted words listed by grantees. In addition, words mentioned by fewer than 4 grantees were removed. The above "word cloud" was produced using a free tool available a www.wordle.net. Images created by the Wordle.net web application are licensed under a Creative Commons Attribution 3.0 United States License.

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Funder-Grantee Relationships Summary

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

- similarly to the median funder
- similarly to the median comparative cohort foundation

Note: This measure is an 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. These measures are shown individually on the pages following this summary.

Key Components of Funder-Grantee Relationships Measure

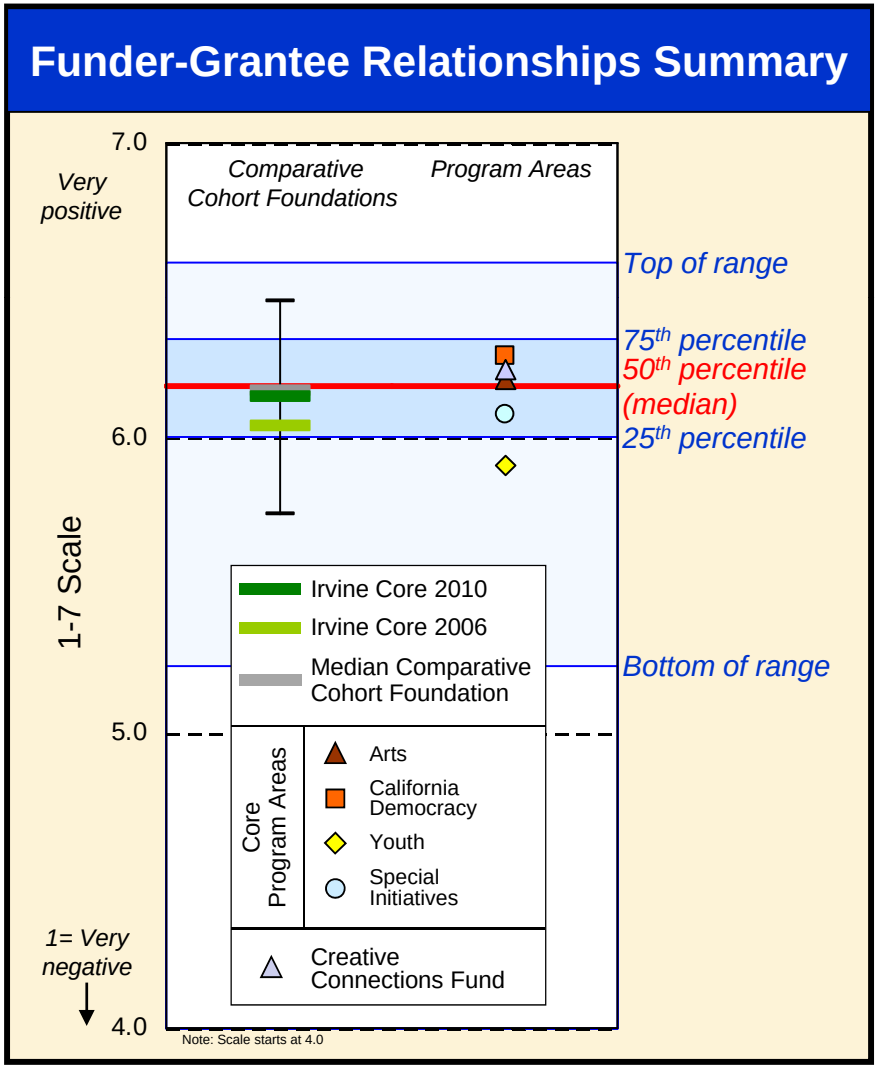
INTERACTIONS

- **Fairness of treatment by funder**
- **Comfort approaching funder if a problem arises**
- **Responsiveness of funder staff**

COMMUNICATIONS

- **Clarity of communication of funder's goals and strategy**
- **Consistency of information provided by different communications**

Survey-Wide Analysis Fact: What best predict 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.*



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Interactions Measures

On fairness of treatment of grantees, Irvine Core is rated:

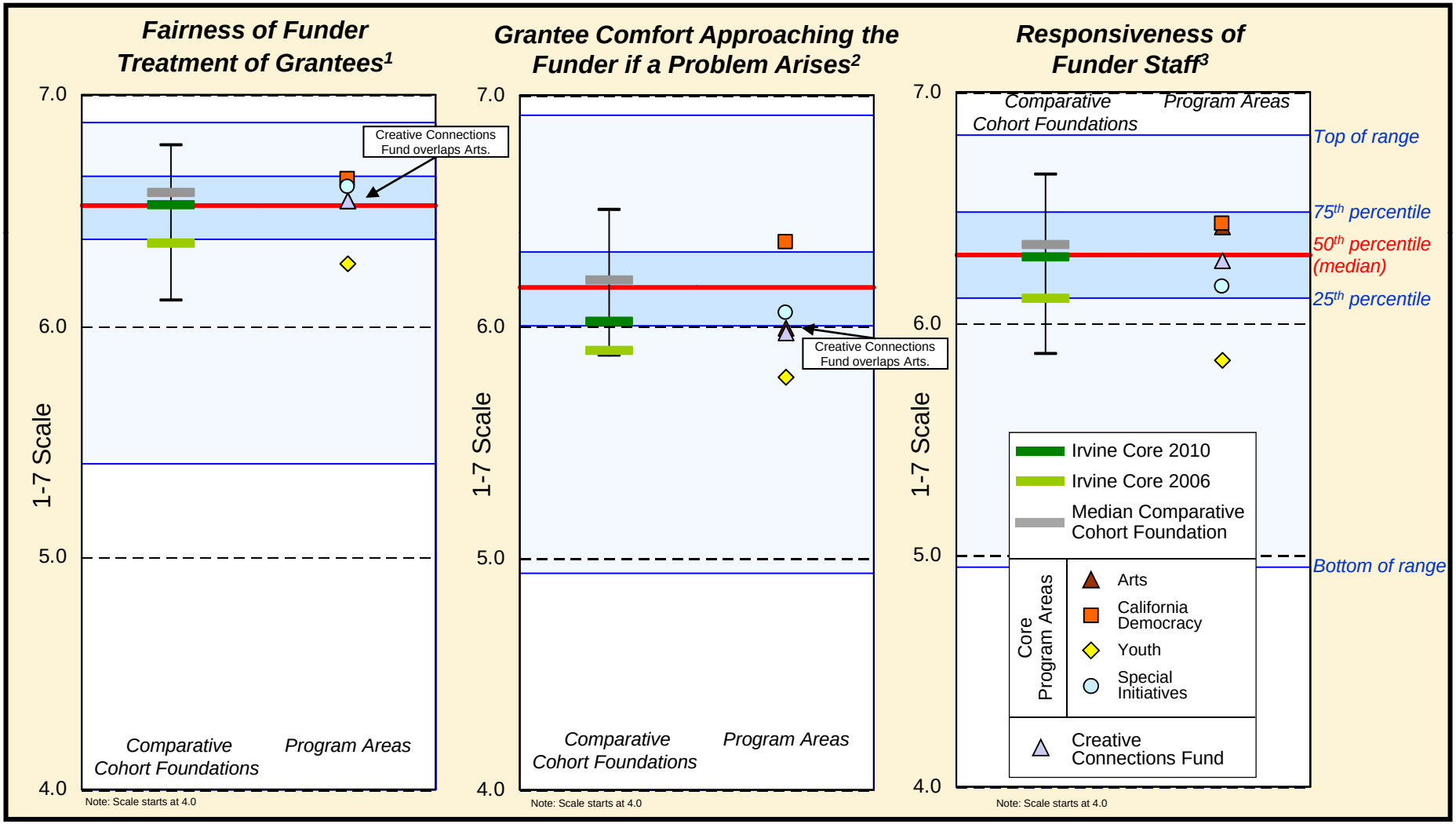
- similarly to the median funder
- similarly to the median comparative cohort funder

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

- below the median funder
- below the median comparative cohort foundation

On responsiveness of Foundation staff to grantees, Irvine Core is rated:

- similarly to the median funder
- similarly to the median comparative cohort funder



1: Grantees answered question on a 1 to 7 scale, where 1 = Not at all fairly and 7 = Extremely fairly.
2: Grantees answered question on a 1 to 7 scale, where 1 = Not at all comfortable and 7 = Extremely comfortable.
3: Grantees answered question on a 1 to 7 scale, where 1 = Not at all responsive and 7 = Extremely responsive.

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Interactions Comments

Selected Grantee Comments

- *"The staff pushed me to clarity on the issues that needed to be addressed. They were thoughtful, gracious, and responsive. The sessions have been very thought-provoking and have helped our organization."*

  – California Democracy Grantee

- *"When I call, I feel like the staff cringes. There has been a condescending attitude that makes communication difficult and unpleasant."*

  – Arts Grantee

- *"Irvine staff have been extremely thoughtful, well informed and willing to interact with our project staff as much as needed, and have taught us much about how the culture sector in California works. I have been on both sides of the funder-grantee relationship for many years now, and I can say without exaggeration that our relationship with the Irvine Foundation is the best I have experienced."*

  – Arts Grantee

- *"Since our Program Officer's departure in December 2009, we've have had limited interaction with Foundation staff. This is in spite of changes in strategic focus around youth giving and after various attempts to schedule meetings."*

  – Youth Grantee

- *"Foundation staff [are] consistently available which is unusual for a foundation of this size. [The] CEO [is] also consistently approachable and available, which is highly unusual and very welcome."*

  – California Democracy Grantee

- *"TCC Group has at times seemed to create more of a barrier to direct interaction than a facilitator."*

  – Arts Grantee

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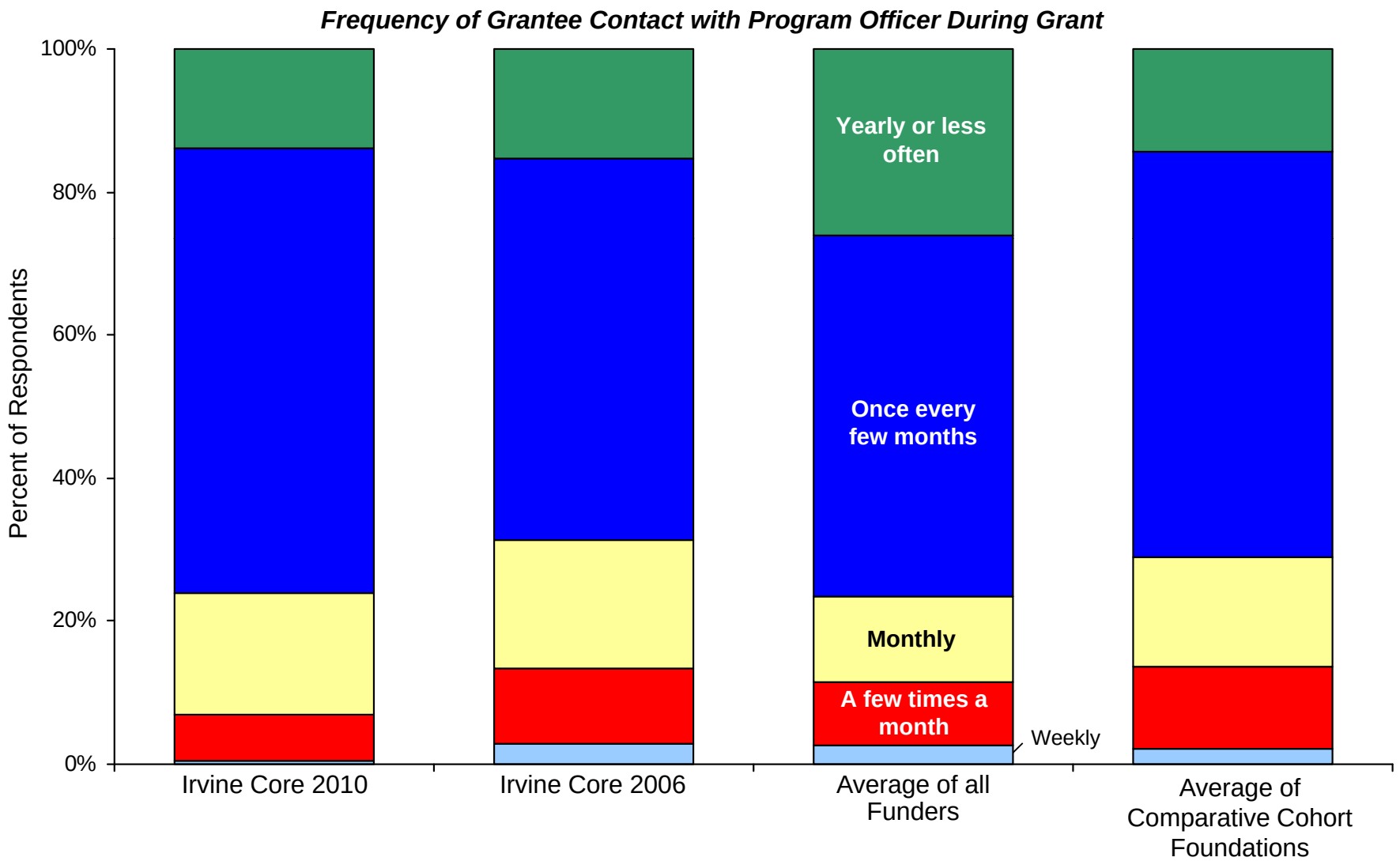
Frequency of Interactions (1)

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

- smaller than that of the average funder
- similar to that of the average comparative cohort foundation



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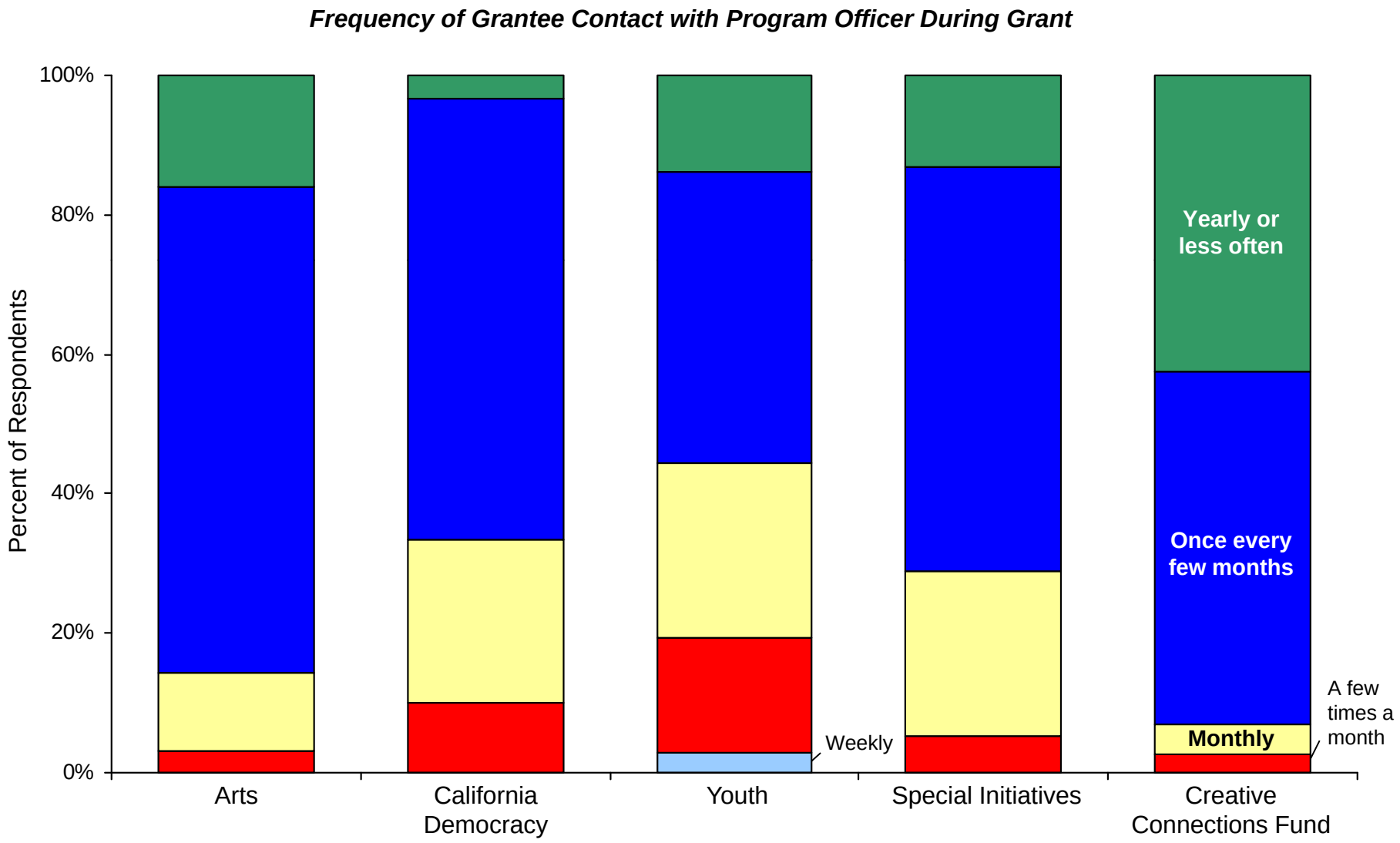
Frequency of Interactions (2)



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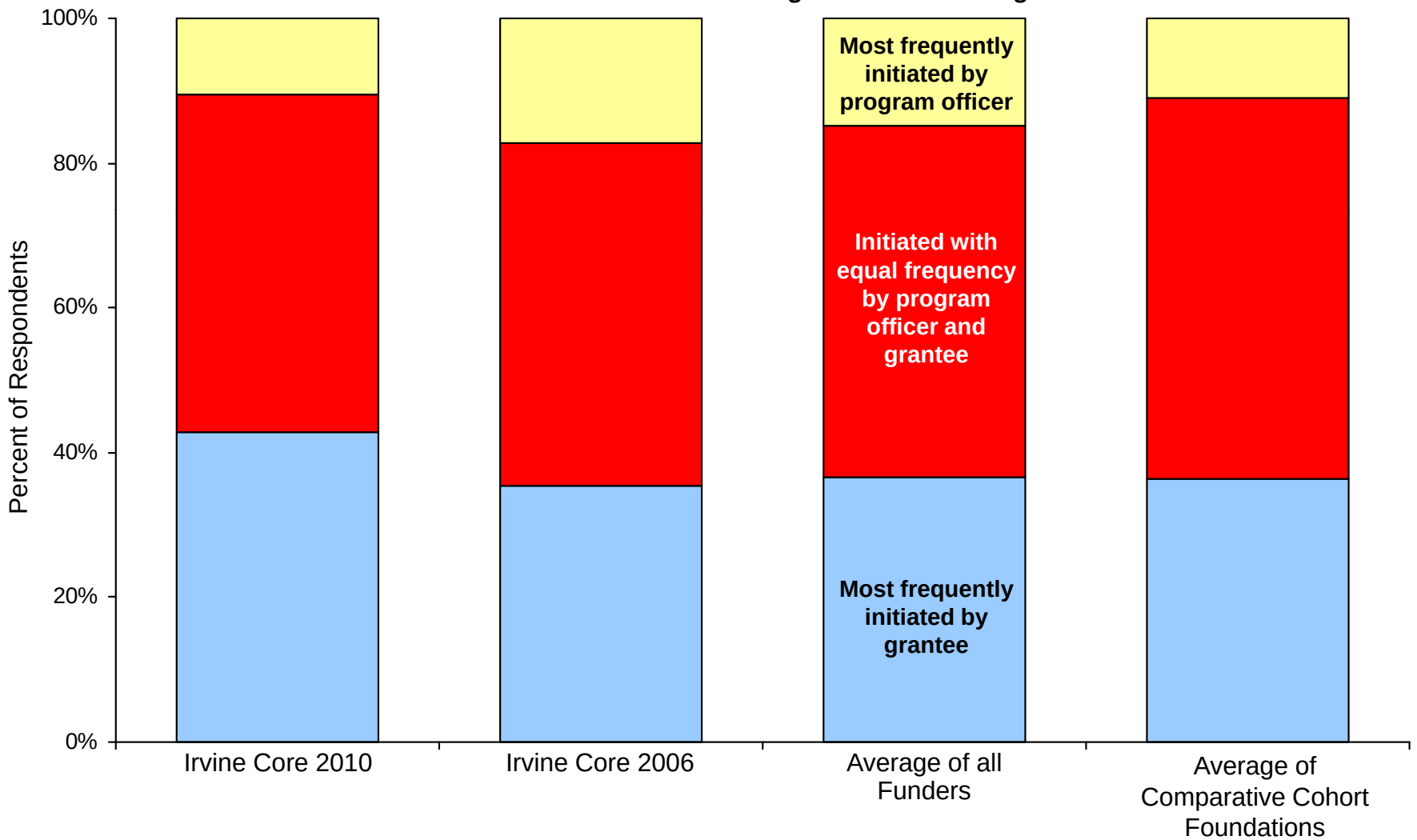
Initiation of Interactions (1)

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

- similar to that of the average funder
- similar to that of the average comparative cohort foundation

Initiation of Grantee Contact with Program Officer During Grant



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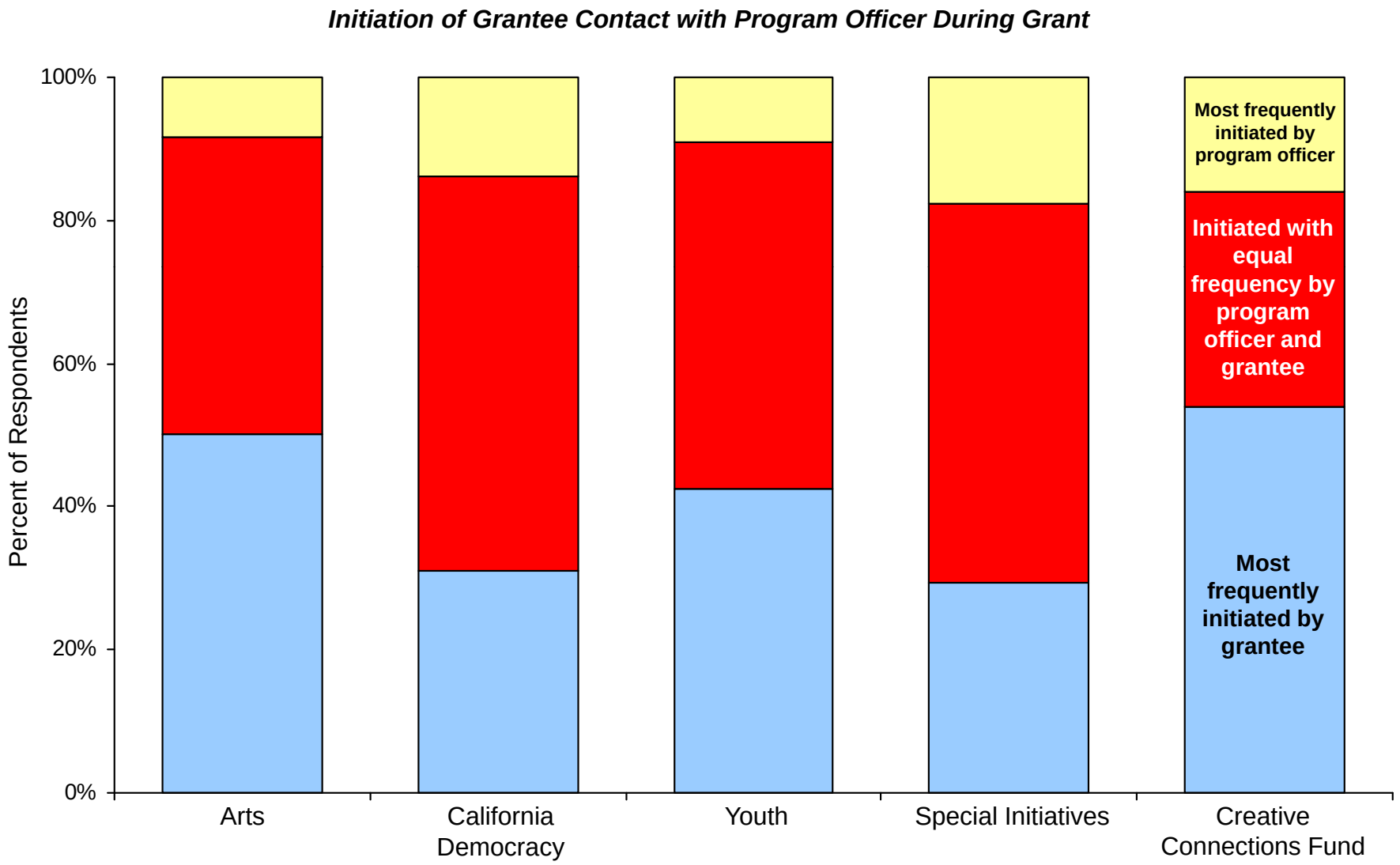
Initiation of Interactions (2)



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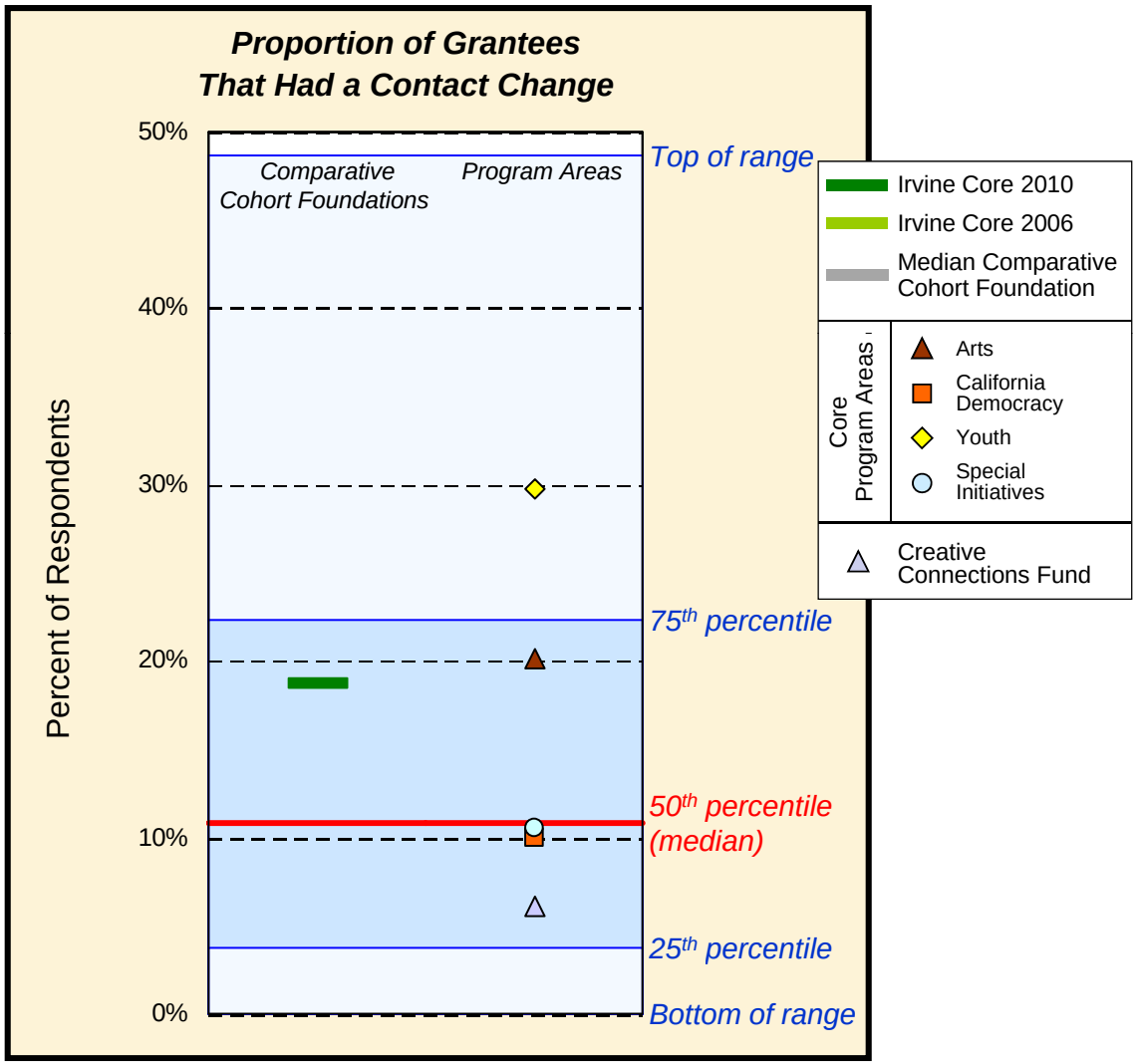
Proportion of Grantees That Had a Change in Primary Contact

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

- larger than that of the median funder



Behind the numbers: Grantees that experienced a change in their primary contact in the last six months rate significantly lower than do other Irvine Core grantees on many measures across this survey.

Note: Represents data from 48 funders. Irvine Core 2006 and comparative cohort foundation data not available due to changes to the survey instrument.

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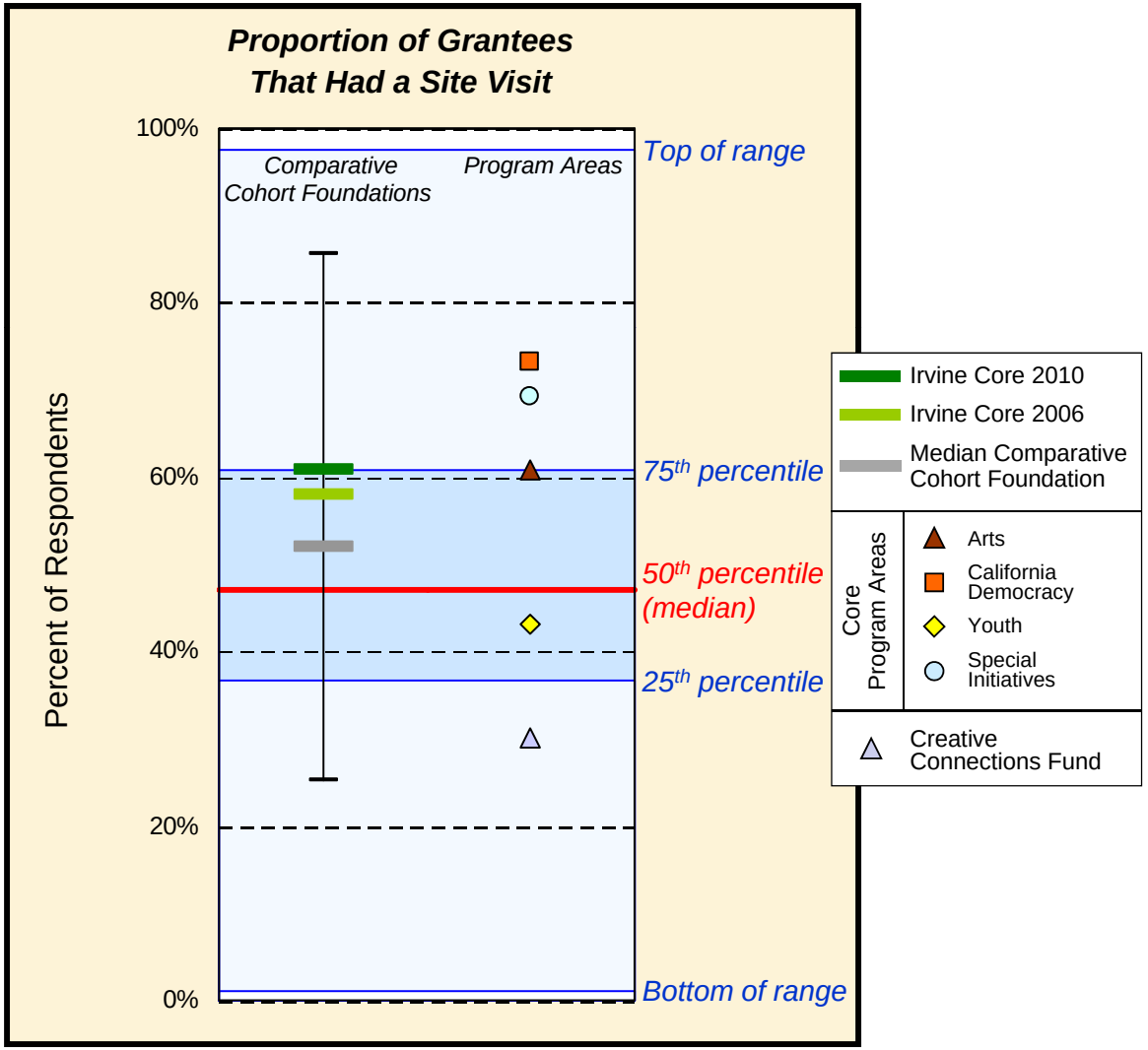
Proportion of Grantees That Had a Site Visit

The proportion of Irvine Core grantees receiving a site visit is:

- larger than that of the median funder
- larger than that of the median comparative cohort foundation



Note: Chart created by aggregating data about site visits that occurred during the selection, reporting and evaluation processes, and during the course of the grant.

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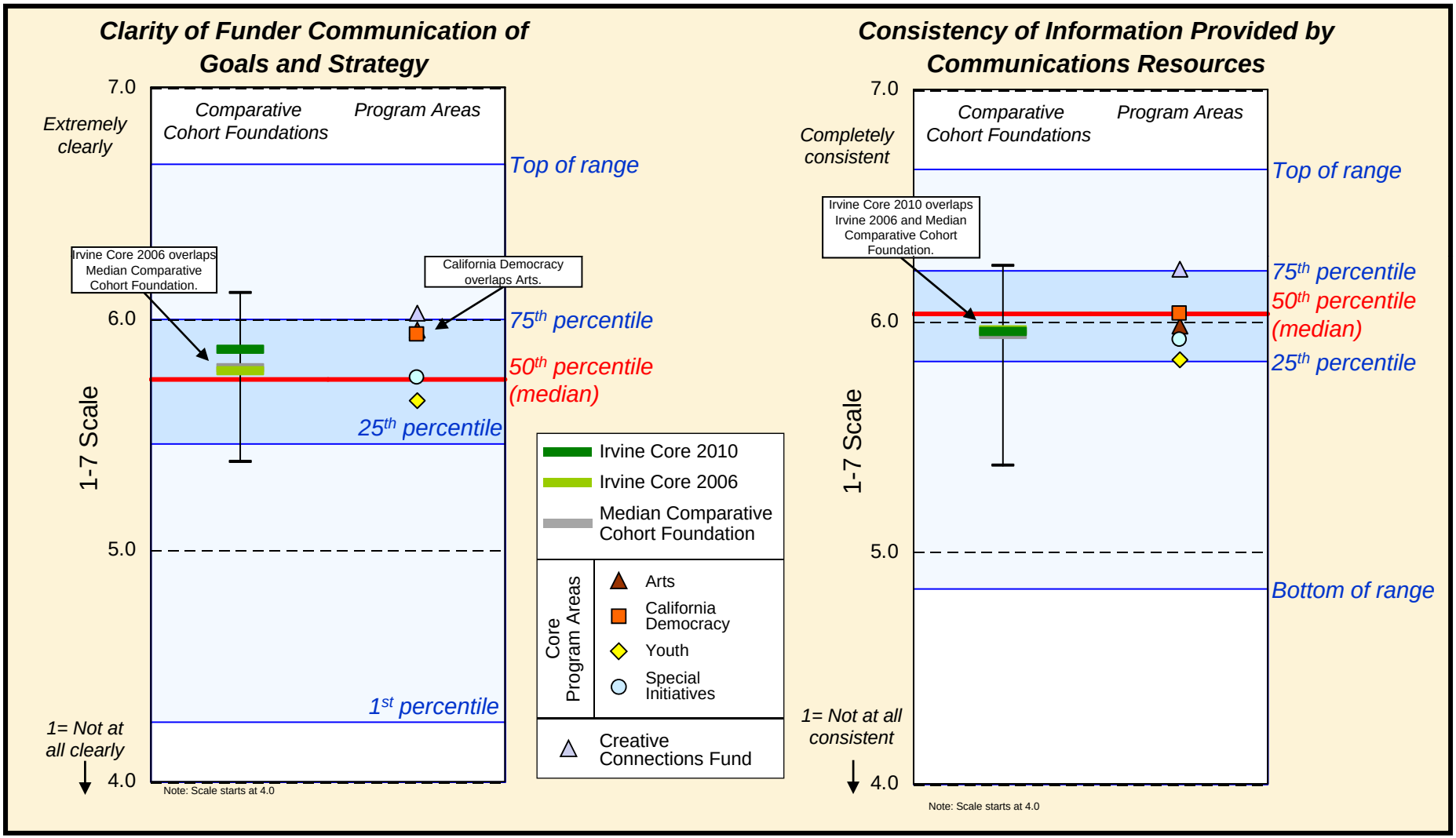
Communications Measures

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

- above the median funder
- above the median comparative cohort foundation

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

- similarly to the median funder
- similarly to the median comparative cohort foundation



Note: Left-hand chart does not show data from one funder whose clarity of communication rating is less than 4.0. The right-hand chart includes a "used one or no resources" response option; 3 percent of Irvine Core 2010 respondents indicated they had used one or no resources, compared to 5 percent at the median funder, 6 percent of Irvine Core 2006 respondents, and 4 percent of respondents at the median comparative cohort foundation.

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Communications Comments

Selected Grantee Comments

- *"There were inconsistencies between what our Irvine-provided coach informed us and what the Foundation directly said."*

  – Arts Grantee

- *"Both the website and my conversations with program officers have been clear and helpful. The Foundation is a large and complex organization, with complex programs which I have been sometimes unable to completely understand through the website. Program officers have been very helpful in sorting out other necessary information."*

  – Creative Connections Fund Grantee

- *"Our program officer is often very hard to read and communicates very little in meetings concerning the Foundation's state of mind or priorities. The language used by the Foundation to describe its priorities changes periodically, but unless we monitor the site, we miss these changes, and sometimes the actual grants given are narrower than the broader sweep of the website's language."*

  – California Democracy Grantee

- *"The communications are clear, helpful, and consistent."*

  –Arts Grantee

- *"The Creative Connections fund category seems to be confusing. We have applied in this fund prior to getting funded and perhaps the guidelines have changed over time."*

  – Creative Connections Fund Grantee

- *"There were inconsistencies in feedback from different Foundation staff."*

  – Youth Grantee

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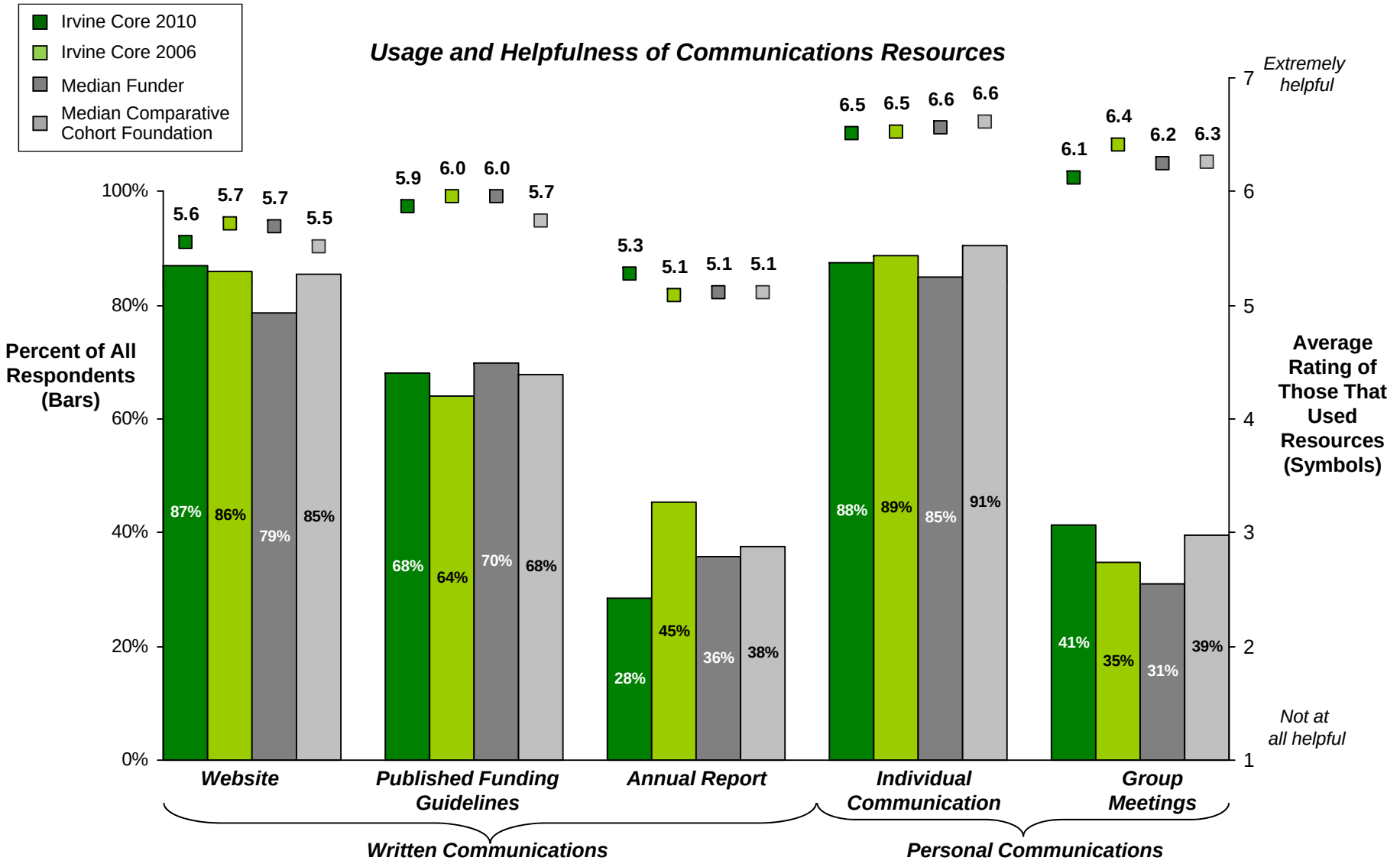
Communications Resources (1)

Compared to the median philanthropic funder, a larger proportion of Irvine Core grantees report using the Foundation's website and group meetings to learn about the Foundation.



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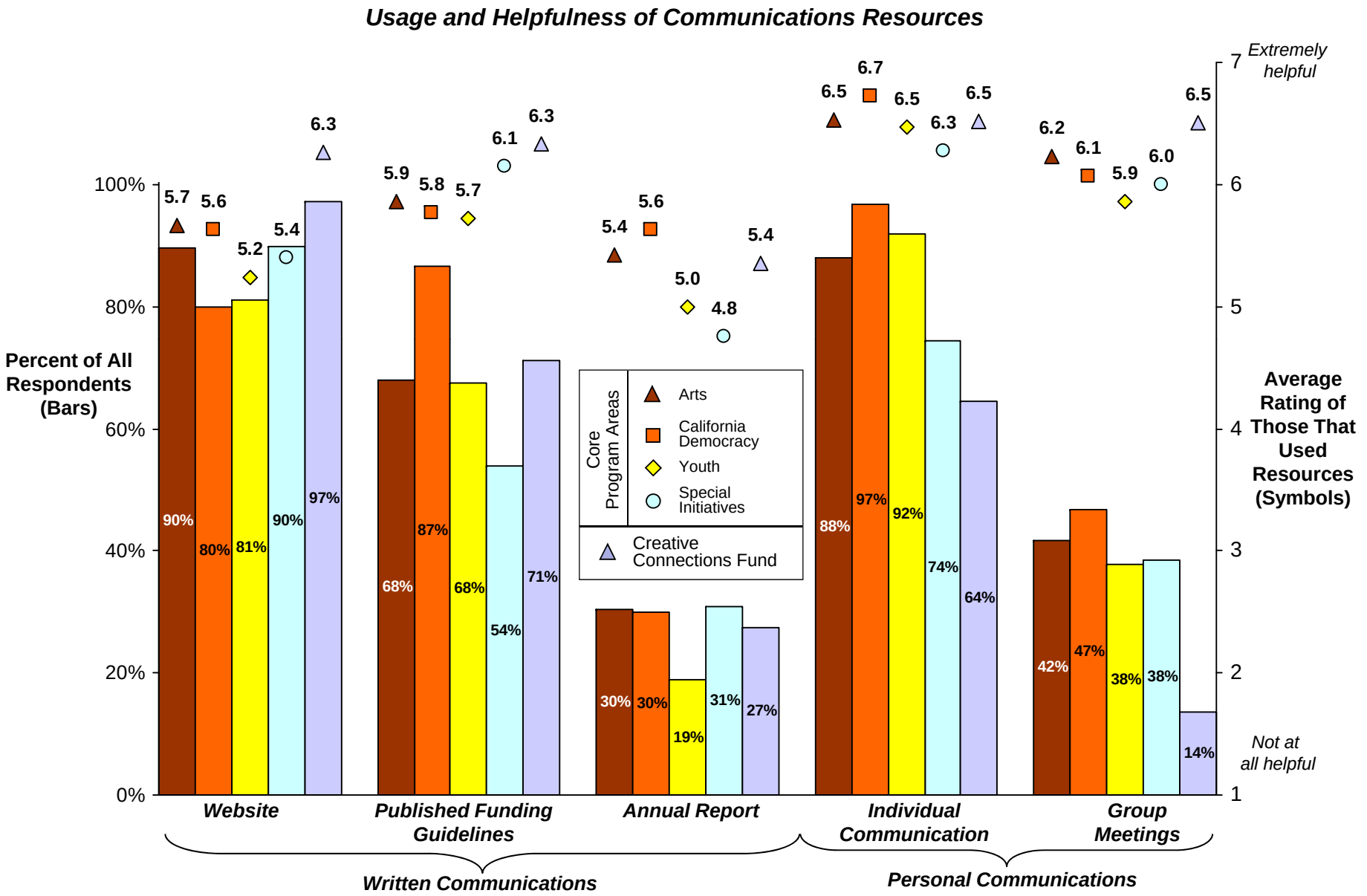
Communications Resources (2)



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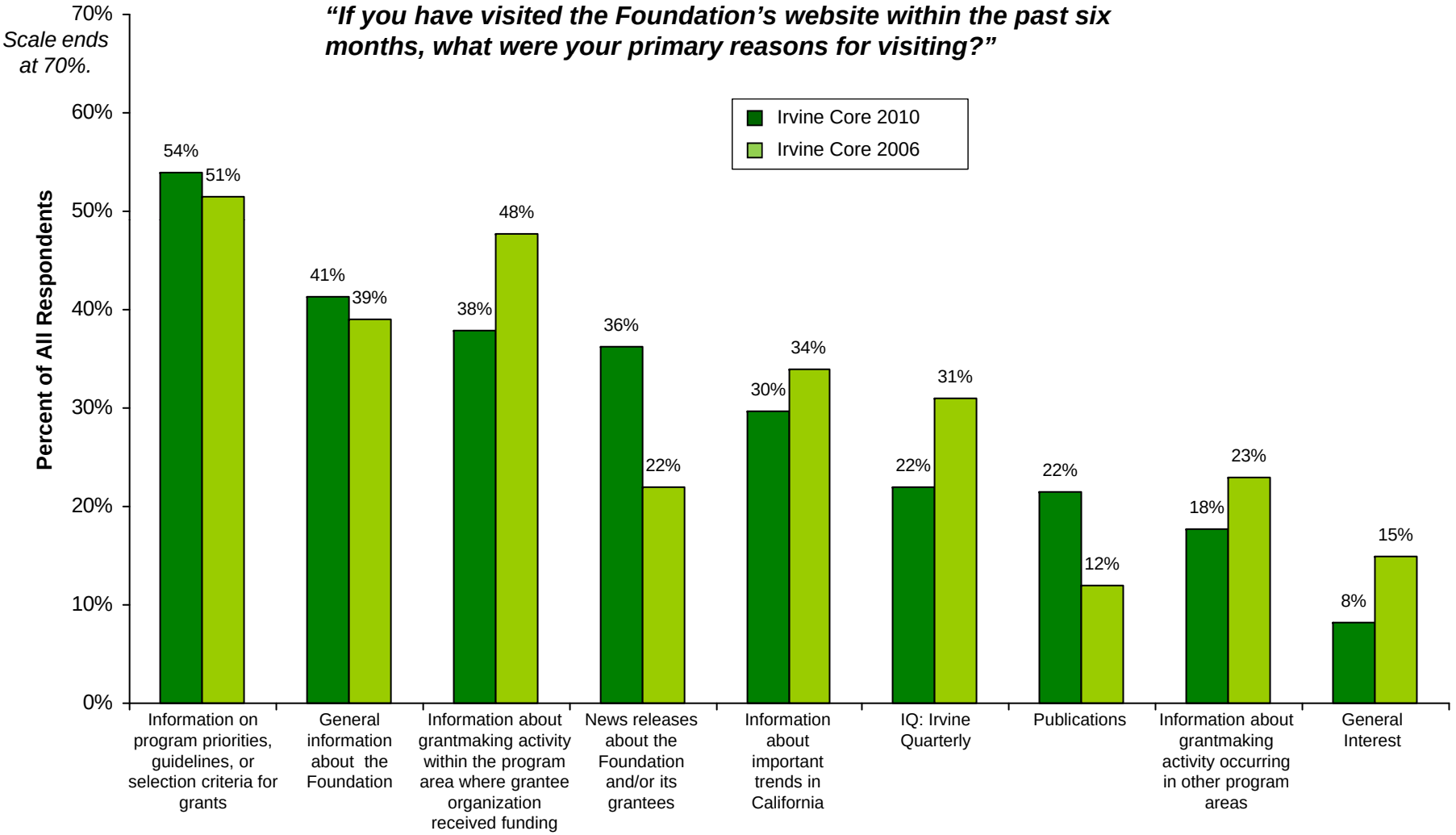
Use of Irvine's Website

Eighty-five percent of Irvine Core grantees have visited the Foundation's website. They report most frequently visiting the Foundation's website to obtain information on program priorities, guidelines, or selection criteria for grants and to obtain general information about the Foundation (i.e., contact information, staff names, directions, etc.).

"If you have visited the Foundation's website within the past six months, what were your primary reasons for visiting?"



Note: Comparative data not available because this question was only asked of Irvine grantees. Chart excludes responses from Irvine Creative Connections Fund grantees.

Funder-Grantee Relationships Key Finding (1)

- **Irvine receives typical ratings for relationships with grantees, with moderate improvement since 2006.**
  - CEP's research, Working with Grantees, identifies two key components of strong funder-grantee relationships: high quality interactions and clear, consistent communication. For its relationships with grantees, grantees rate Irvine similarly to the median funder and just slightly above Irvine's average from 2006. On two measures related to interactions with the Foundation – fairness of treatment of grantees and responsiveness of Foundation staff, Irvine grantees are more positive than they were in 2006, and Irvine now rates similarly to the typical funder in these areas. Similarly, for the clarity of communication of Irvine's goals and strategies, grantees' ratings have slightly improved, and the Foundation is rated higher than typical.

Approachability of Foundation Staff

- Despite improvement to typical ratings in two areas of quality of interactions – fairness of treatment of grantees and responsiveness of Foundation staff, Irvine grantees continue to give less positive ratings than do grantees of the median funder for their comfort approaching the Foundation if a problem arises – a key component of high quality funder-grantee relationships. Additionally, ratings on a related measure of the pressure grantees' feel to modify their priorities in order to receive funding are trending in the wrong direction, and Irvine grantees report higher levels of pressure than do grantees of ninety percent of the funders in CEP's dataset.
- Irvine grantees make many positive comments about the availability and approachability of Foundation staff. However, some grantees comment on an "arms length sensibility that permeates conversations with staff," and in their suggestions for the Foundation's improvement, a number of grantees request clearer expectations regarding access to program staff. While in many cases, these comments are clearly about deeper engagement from Irvine staff, in some cases the lack of clarity seems to be around whether to interact with the Foundation through an Irvine provided consultant or to approach Foundation staff directly.

Consistency of Communication

- Consistency of communication from the Foundation is another key component of funder-grantee relationships. For the consistency of the Foundation's written and personal communications resources Irvine is rated similarly to the median funder, and the Foundation's ratings have not changed since 2006. Many grantees praise the "guidance" program officers provide in navigating the Foundation's programs and funding priorities. However, a number of grantees note inconsistencies in information and feedback either from different Irvine staff members, Irvine contacts and third party consultants, or the Foundation's website and Foundation staff members.

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Funder-Grantee Relationships Key Finding (2)

Grantee Perception Report®

- **Irvine receives typical ratings for relationships with grantees, with moderate improvement since 2006. (continued)**

  Change of Primary Contact at the Foundation

  - Almost 20 percent of Irvine grantees – a larger than typical proportion – have experienced a change in their primary contact at the Foundation in the last 6 months. Grantees who have experienced a change in primary contact rate significantly lower for their comfort approaching the Foundation if a problem arises, the consistency of the Foundation's written and personal communications resources, and other key measures across the survey than do Irvine grantees that have not experienced a change.

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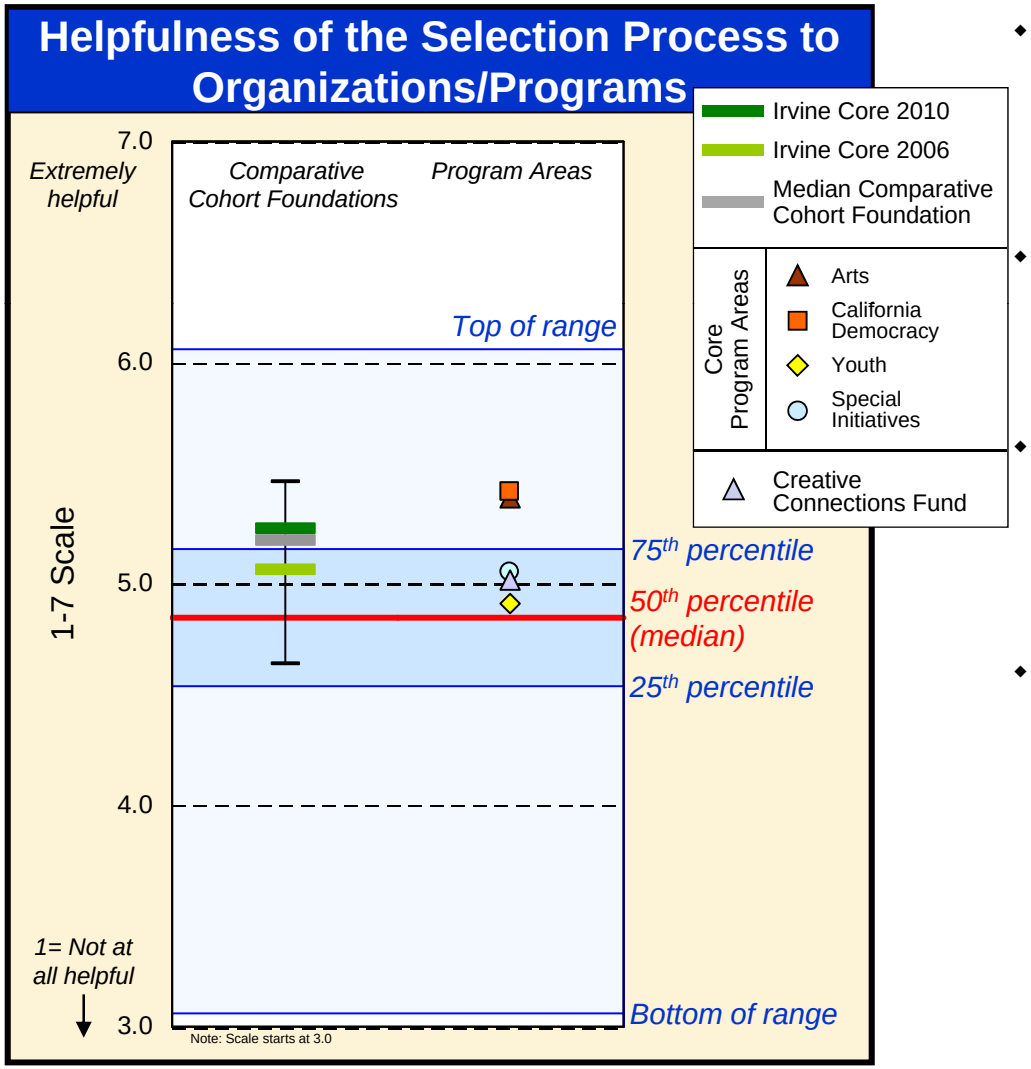
Helpfulness of Selection Process

On helpfulness of the Foundation's selection process in strengthening funded organizations/programs, Irvine Core is rated:

- above the median funder
- similarly to the median comparative cohort foundation



Selected Grantee Comments

- *"The Foundation is much more supportive of grantees through the proposal process than most other Foundations I've worked with – expectations are clear, questions get answered, and there's an appreciation of the work involved in meeting the requirements."*
  – Youth Grantee
- *"For the most part the Foundation was available and very helpful. I think the use of a 3rd party coach did cause some confusion as to what was required by us, especially when writing the grant proposal."*
  – Arts Grantee
- *"It was difficult for us to determine what proposals the Foundation would consider and what proposals the Foundation would not consider. We changed and rewrote our proposal at least 4 times before we were successful."*
  – Youth Grantee
- *"The ability to speak with a Program officer before submitting a proposal was helpful – saving time on our end and on the reviewing end."*
  – Creative Connections Fund Grantee

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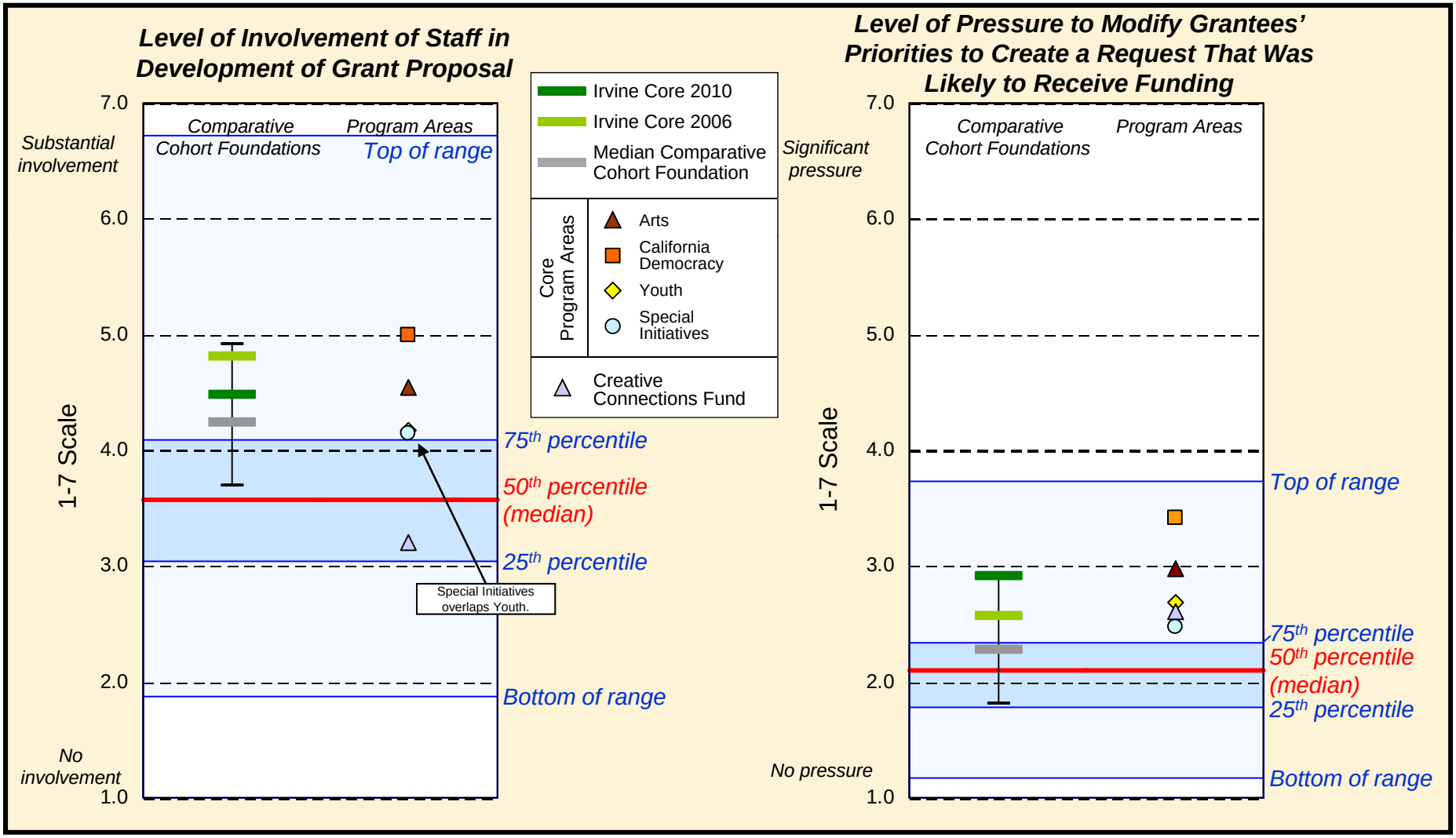
Funder Involvement and Pressure in Selection Process

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

- above the median funder
- above the median comparative cohort foundation

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

- higher than ninety percent of funders
- higher than all other comparative cohort foundations



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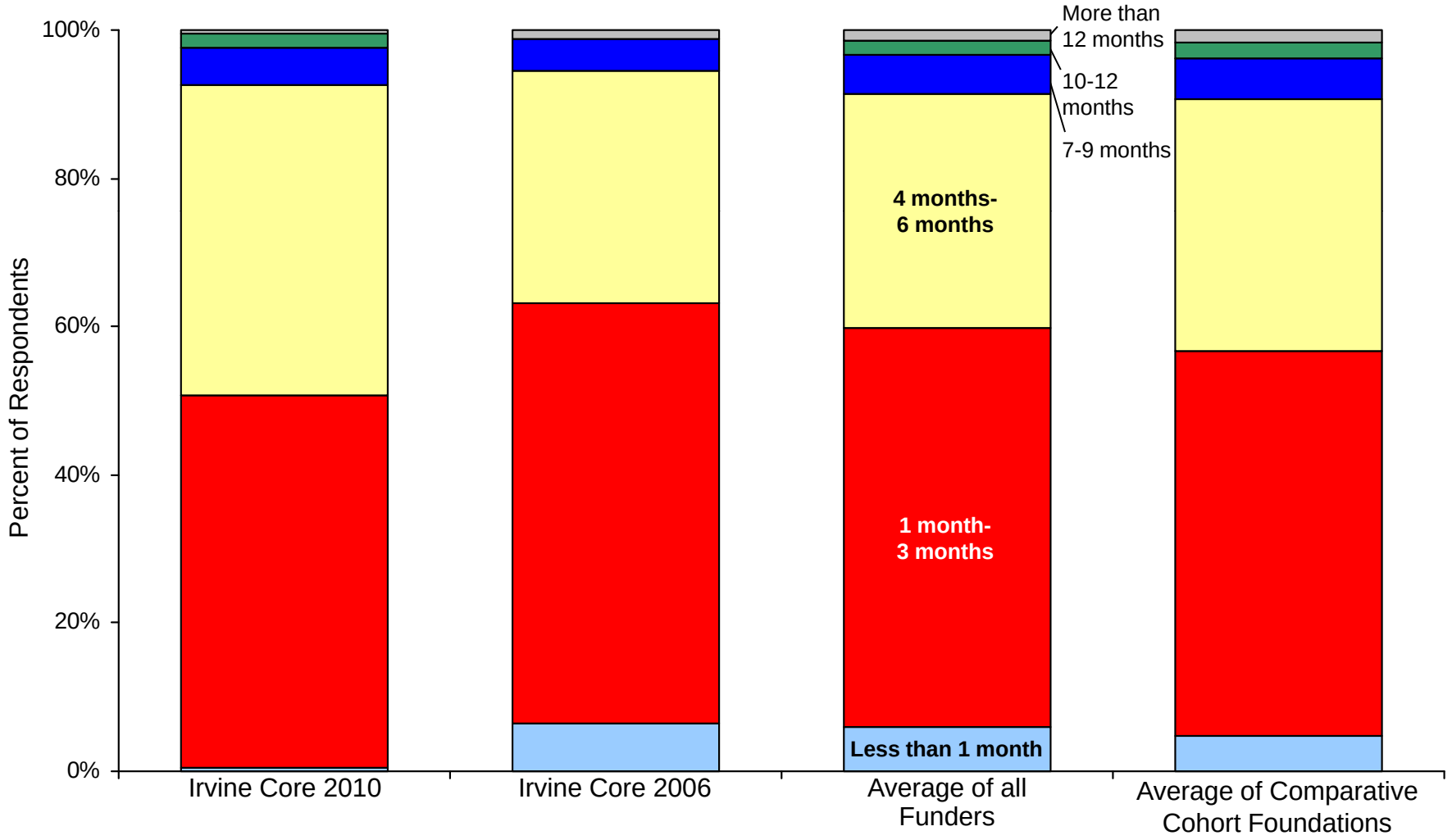
Time Between Submission and Clear Commitment (1)

The proportion of Irvine Core grantees that report that three months or more elapsed between submission of proposal and clear commitment of funding is:

- larger than that of the average funder
- larger than that of the average comparative cohort foundation

Time Elapsed Between Proposal Submission and Clear Commitment



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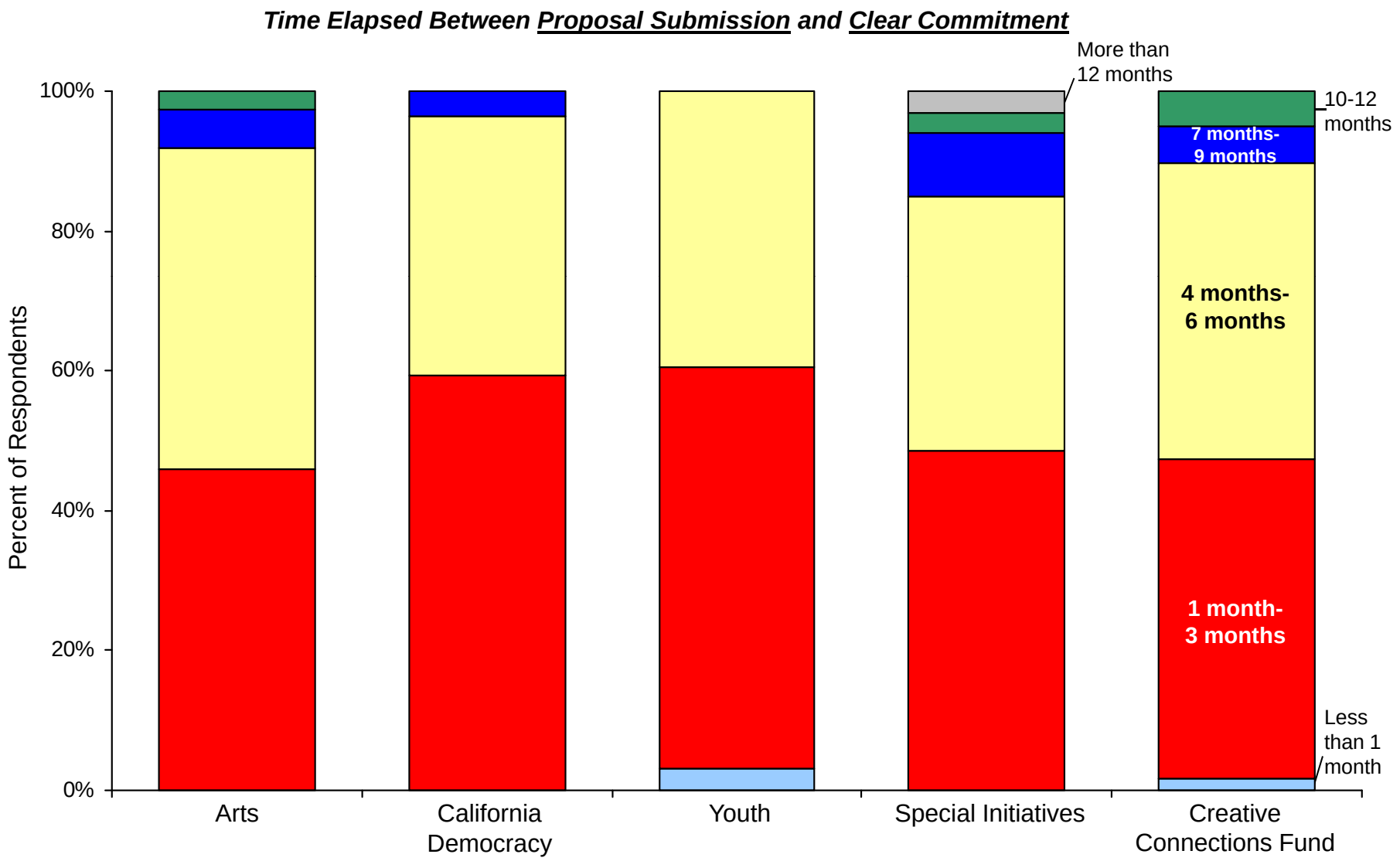
Time Between Submission and Clear Commitment (2)



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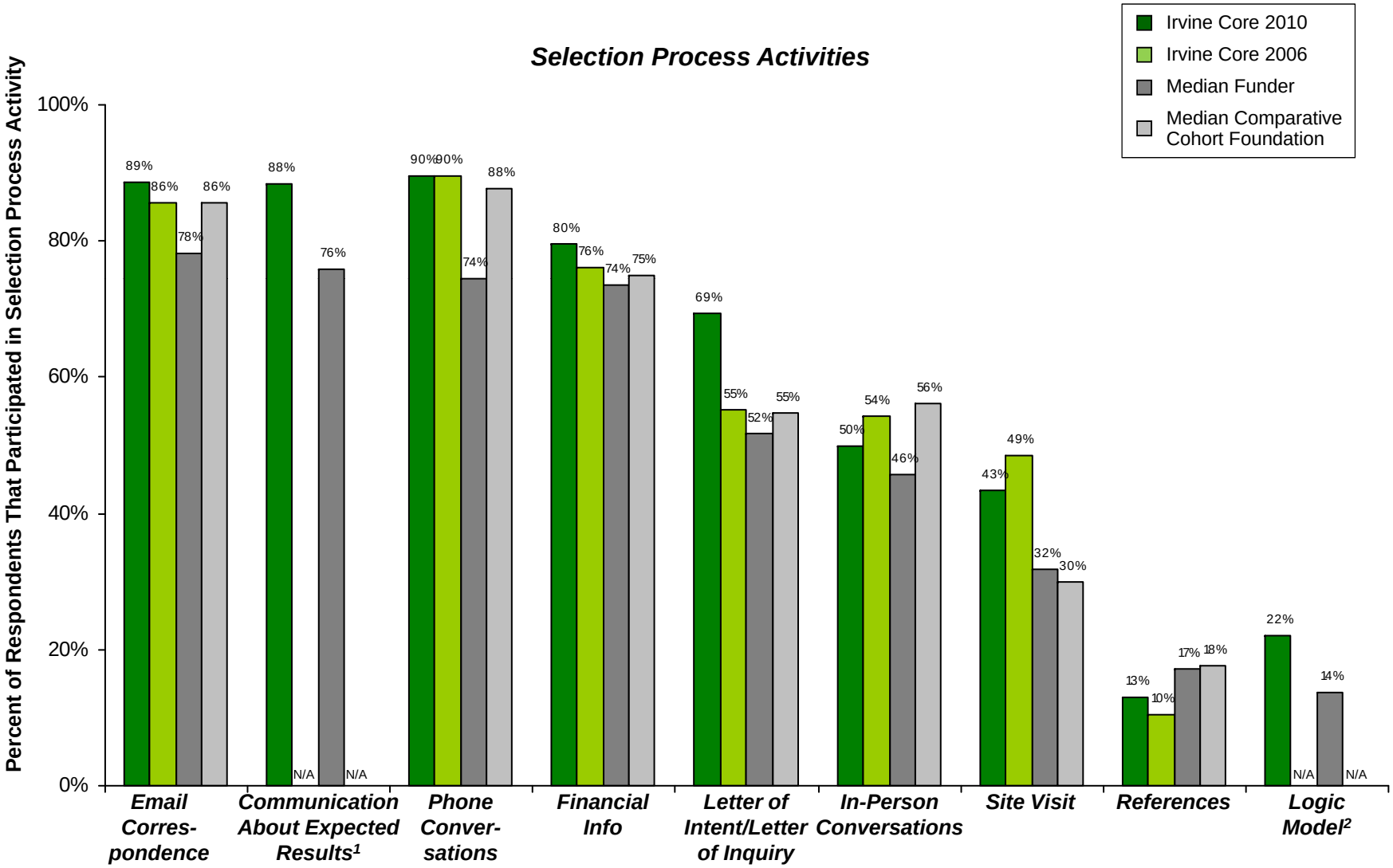
Selection Process Activities (1)

Compared to grantees of the median philanthropic funder, Irvine Core grantees more frequently report engaging in all of the activities below, except for submitting references, as part of the selection process.



1: Represents data from 42 funders. Irvine Core 2006 and comparative cohort foundation data not available due to changes in the survey instrument.

2: Represents data from 28 funders. Irvine Core 2006 and comparative cohort foundation data not available due to changes in the survey instrument.

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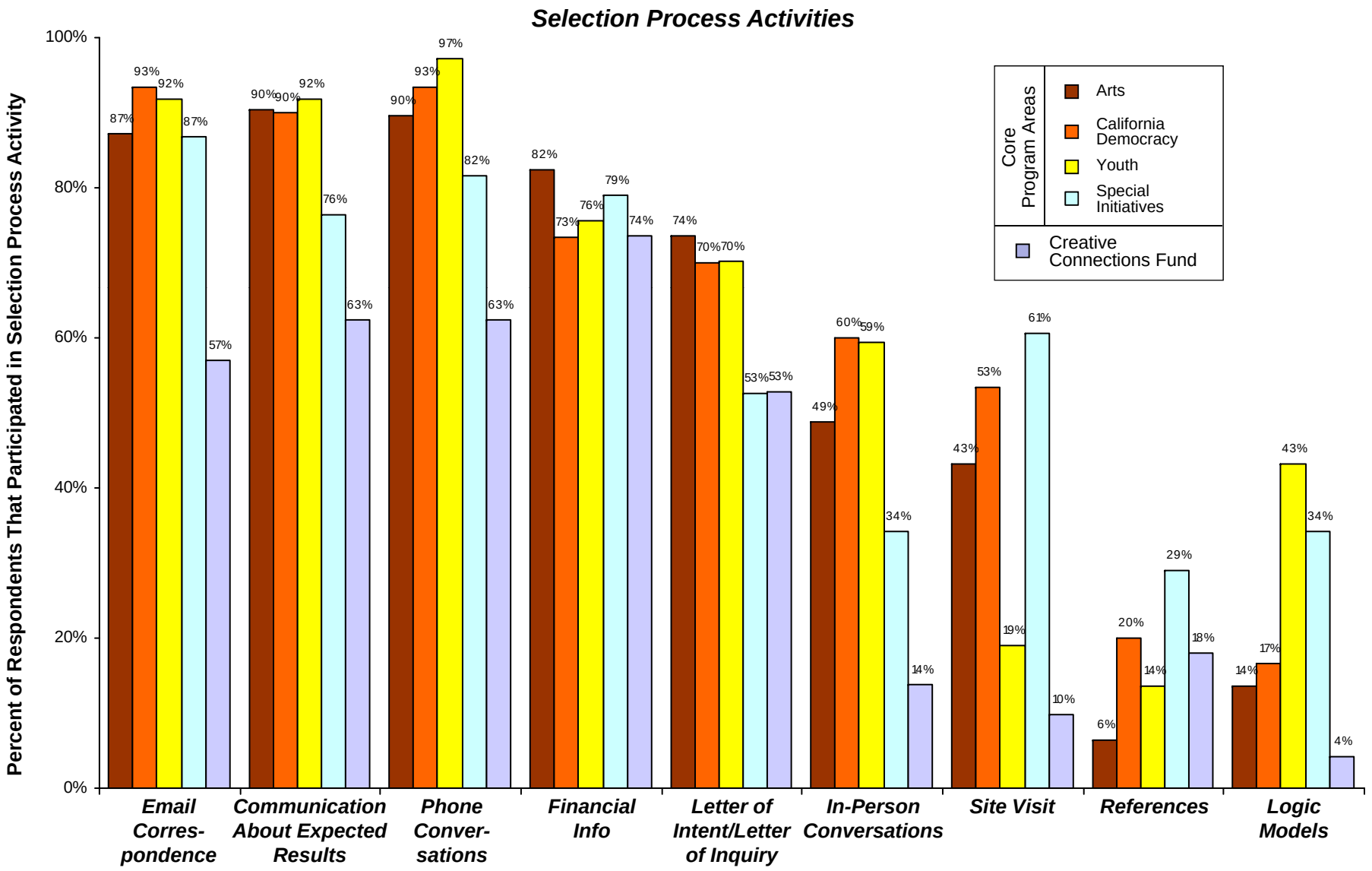
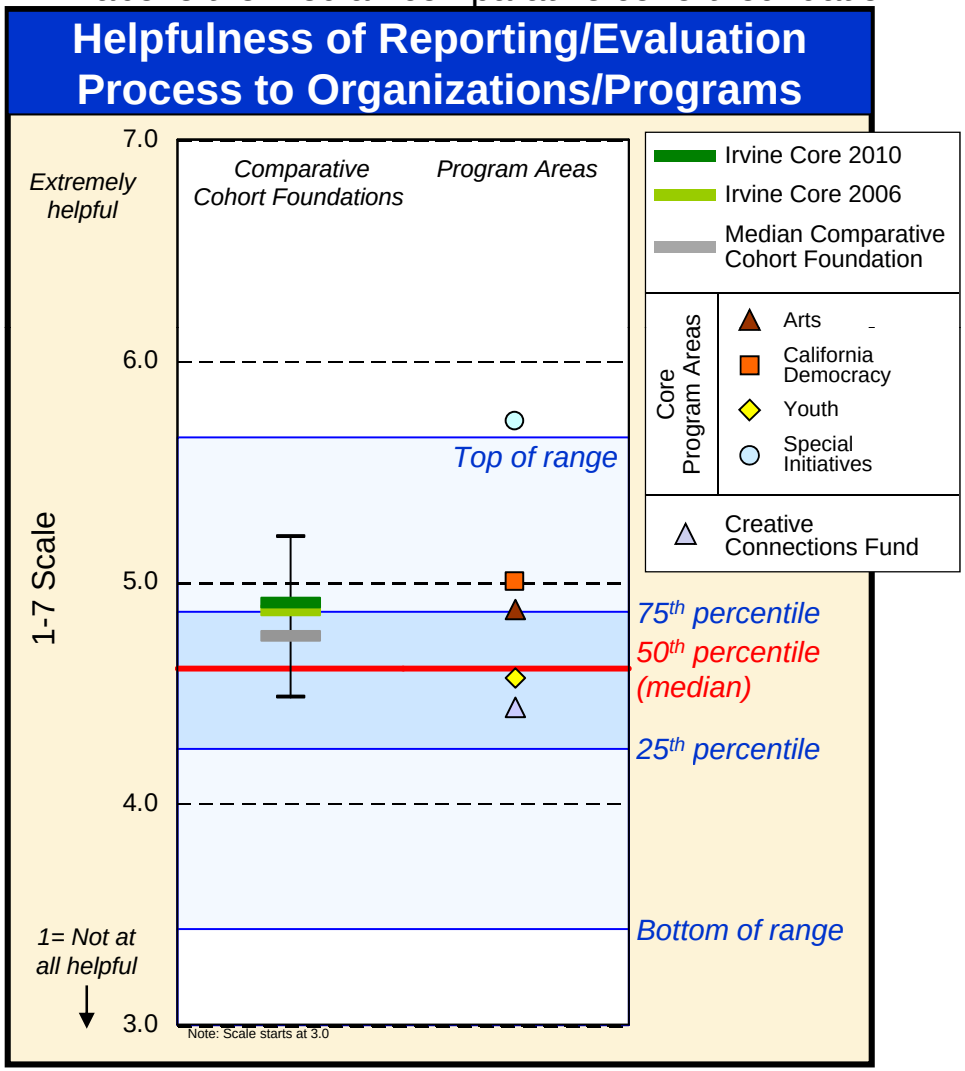
Selection Process Activities (2)



Helpfulness of Reporting and Evaluation Processes

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

- above the median funder
- above the median comparative cohort foundation



Selected Grantee Comments

- *"It's good that the Foundation prioritizes evaluation and provides those resources instead of making the grantees take care of it."*
  – California Democracy Grantee
- *"We hope we're doing a good job (and we've been consistently funded), but there's no real feedback to our grant or reports to let us know how we fit in to the bigger picture and if we're helping meet the Foundation's goals."*
  – Creative Connections Fund Grantee
- *"The organization has a streamlined reporting process and I see them using the information provided."*
  – Special Initiatives Grantee

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 Irvine Core 2010, 62 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, 69 percent of Irvine Core 2006 respondents, and 62 percent of respondents at the median comparative cohort foundation. `

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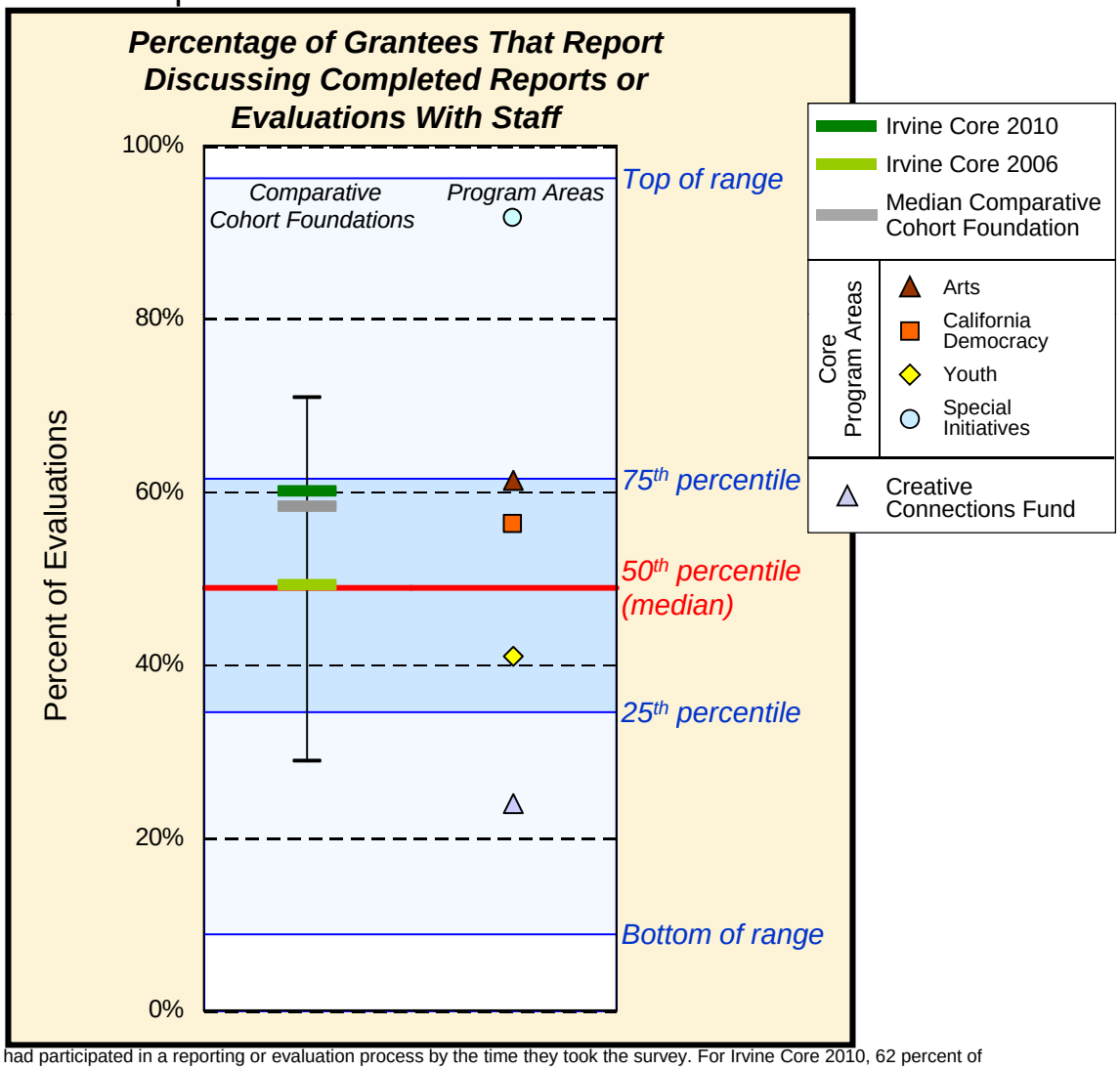
Reporting and Evaluation Processes

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

- larger than that of the median funder
- similar to that of the median comparative cohort foundation



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 Irvine Core 2010, 62 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, 69 percent of Irvine Core 2006 respondents, and 62 percent of respondents at the median comparative cohort foundation.

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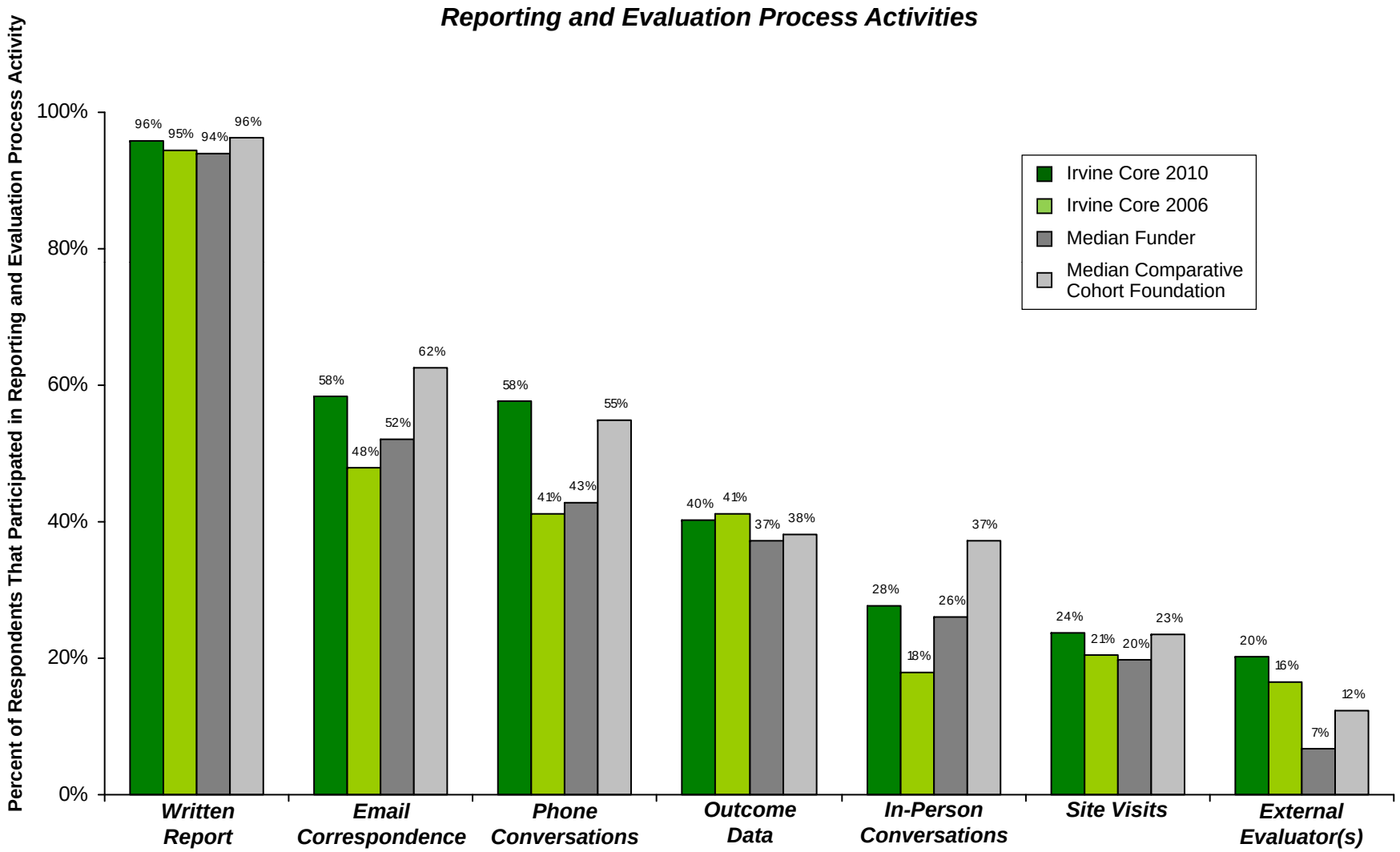
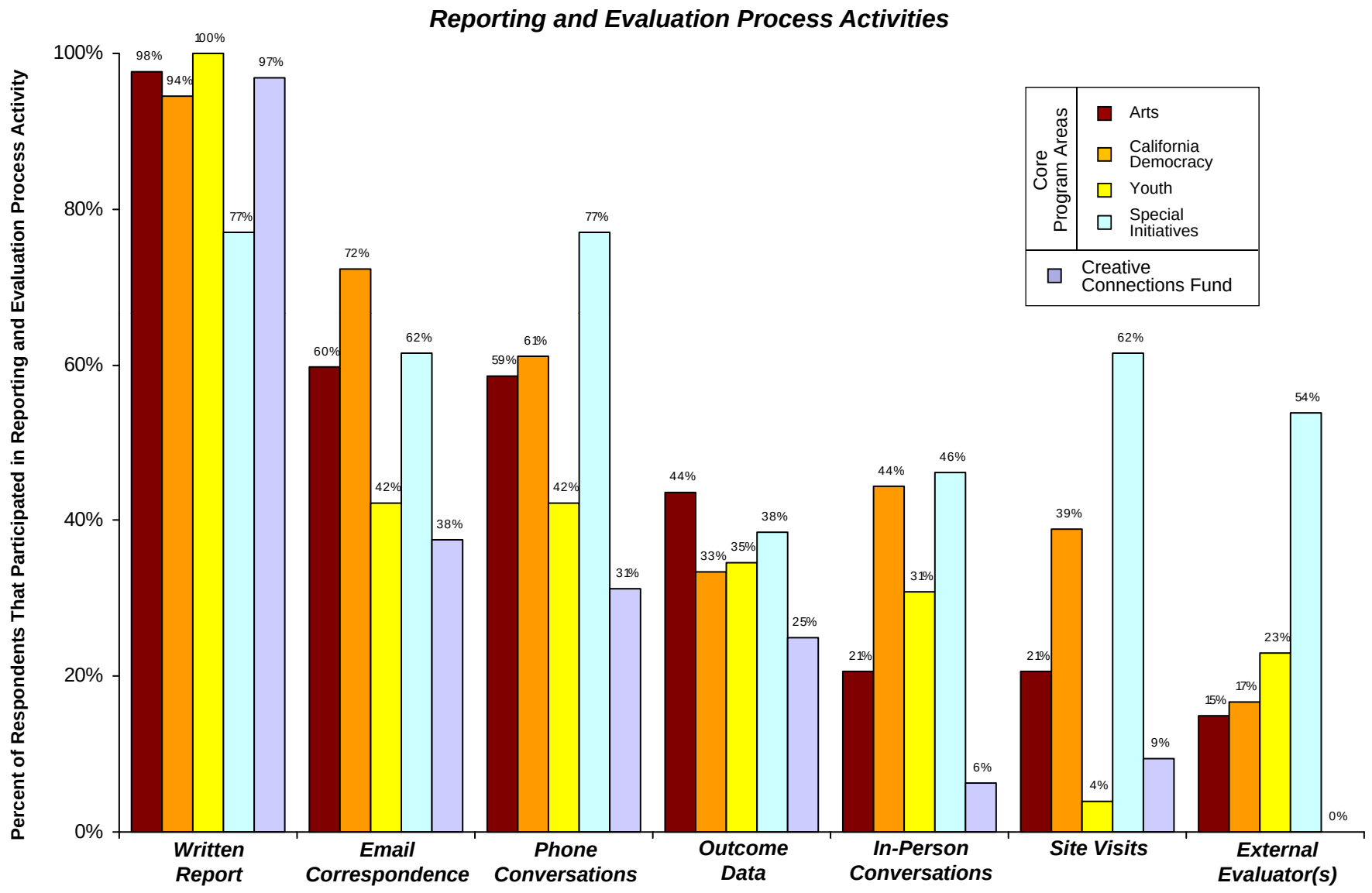
Reporting and Evaluation Process Activities (1)

Irvine Core grantees report more frequently engaging in all of the below activities as part of the reporting and evaluation processes than is typical.



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 Irvine Core 2010, 62 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, 69 percent of Irvine Core 2006 respondents, and 62 percent of respondents at the median comparative cohort foundation.

Reporting and Evaluation Process Activities (2)



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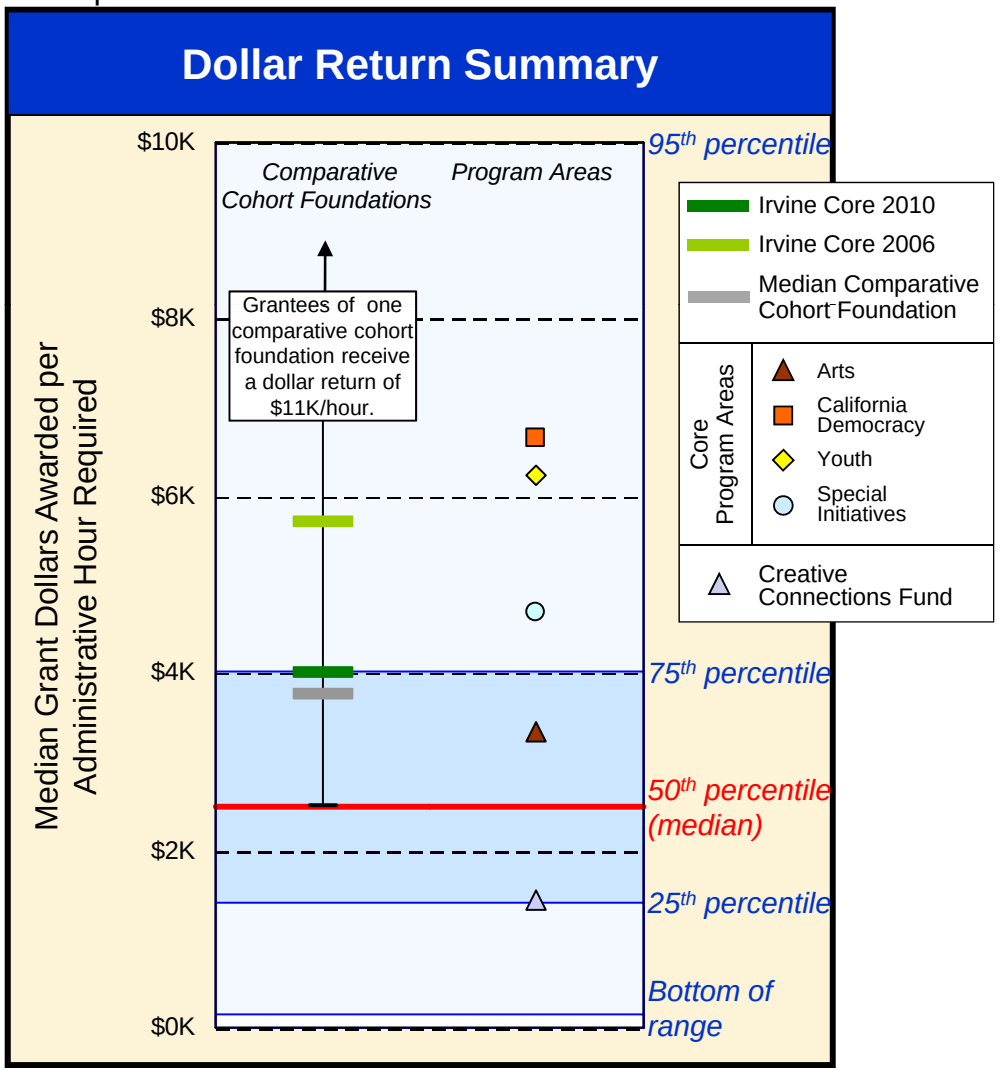
Dollar Return Summary

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 Irvine Core grantees is:

- greater than that of the median funder
- similar to that of the median comparative cohort foundation

Note: This summary measure is created by dividing the size of the grant awarded by the total time spent by each grantee on administrative processes. These measures are shown individually on the pages following this summary.



Note: Dollar Return on Grantee Administrative Hours is calculated for each grantee and aggregated by philanthropic funder for the Dollar Return Summary. The median dollars awarded and time spent on administrative processes are shown individually on pages following this summary. Chart does not show data from nine funders whose Dollar Return on Grantee Administrative Hours exceeds $10K.

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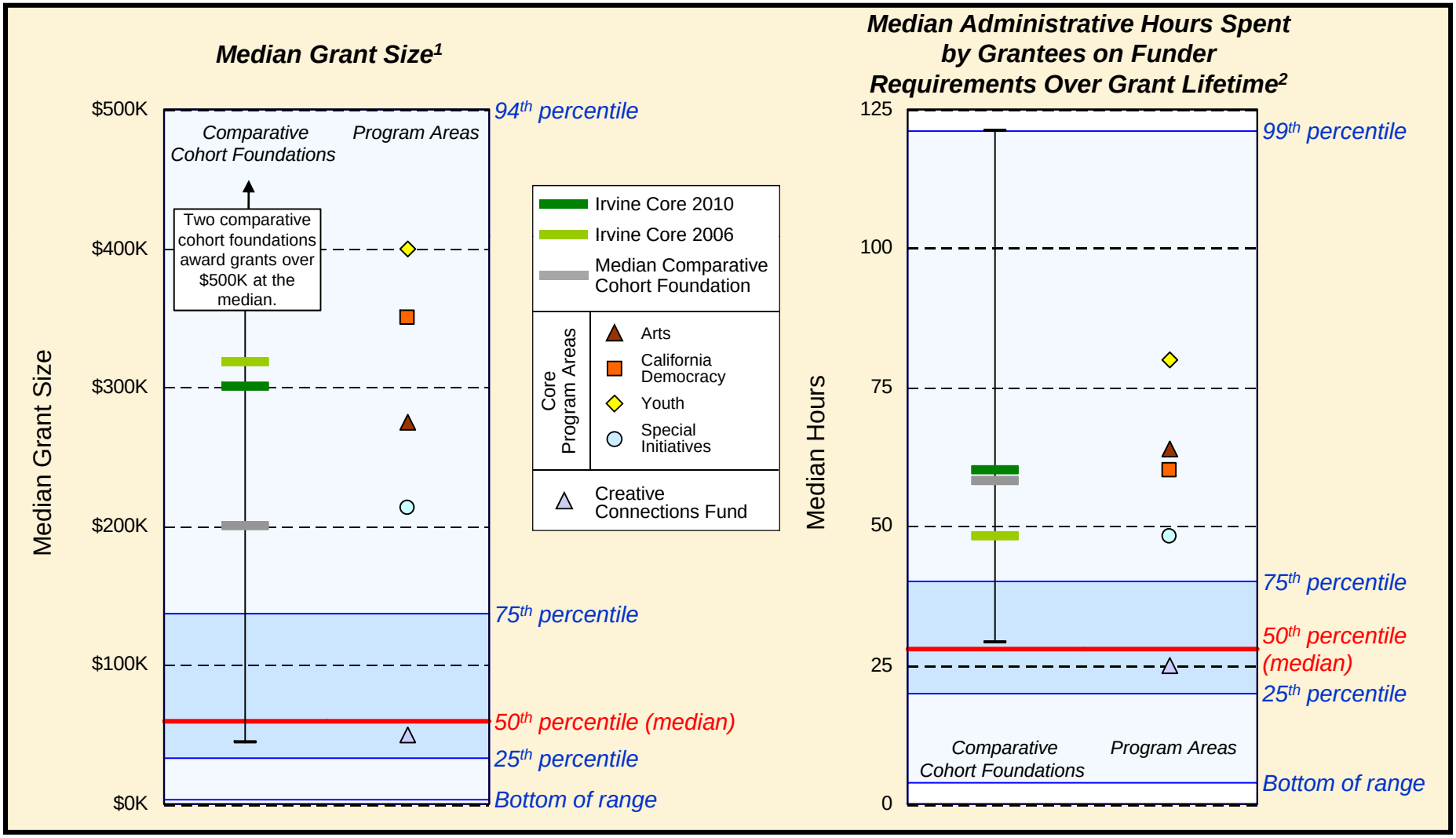
Grant Size and Administrative Time

At the median, the grant size reported by Irvine Core grantees is:

- larger than that of the median funder
- larger than that of the median comparative cohort foundation

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

- greater than the time spent by grantees of the median funder
- similar to the time spent by grantees of the median comparative cohort foundation



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 one funder whose median administrative hours exceeds 125 hours.

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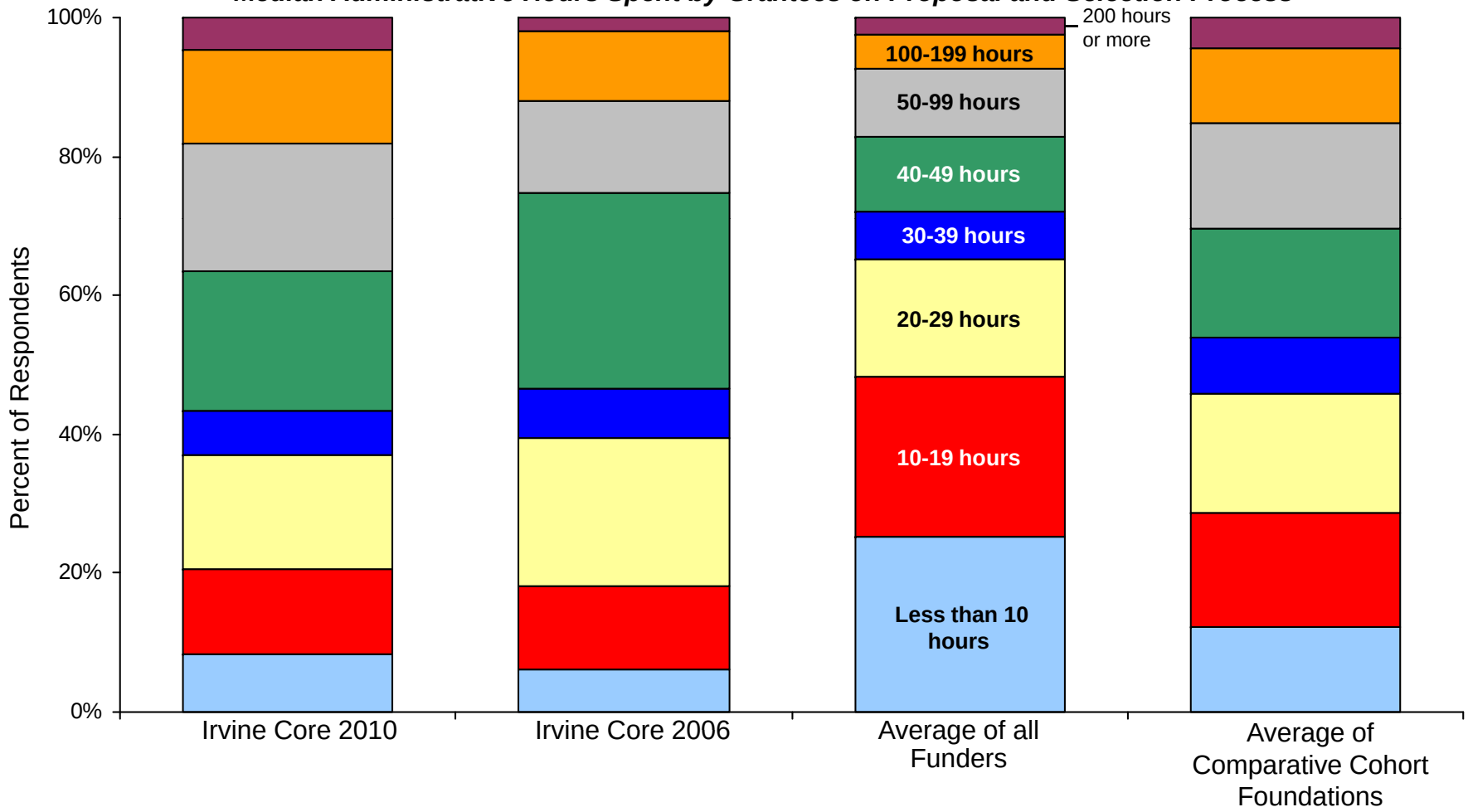
Administrative Time – Proposal and Selection Process (1)

Grantee Perception Report®

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

- greater than the time spent by grantees of the median funder
- similar to the time spent by grantees of the median comparative cohort foundation

Median Administrative Hours Spent by Grantees on Proposal and Selection Process



	Irvine Core 2010	Irvine Core 2006	Average of all Funders	Average of Comparative Cohort Foundations
Median Hours	**40**	**40**	**20**	**40**

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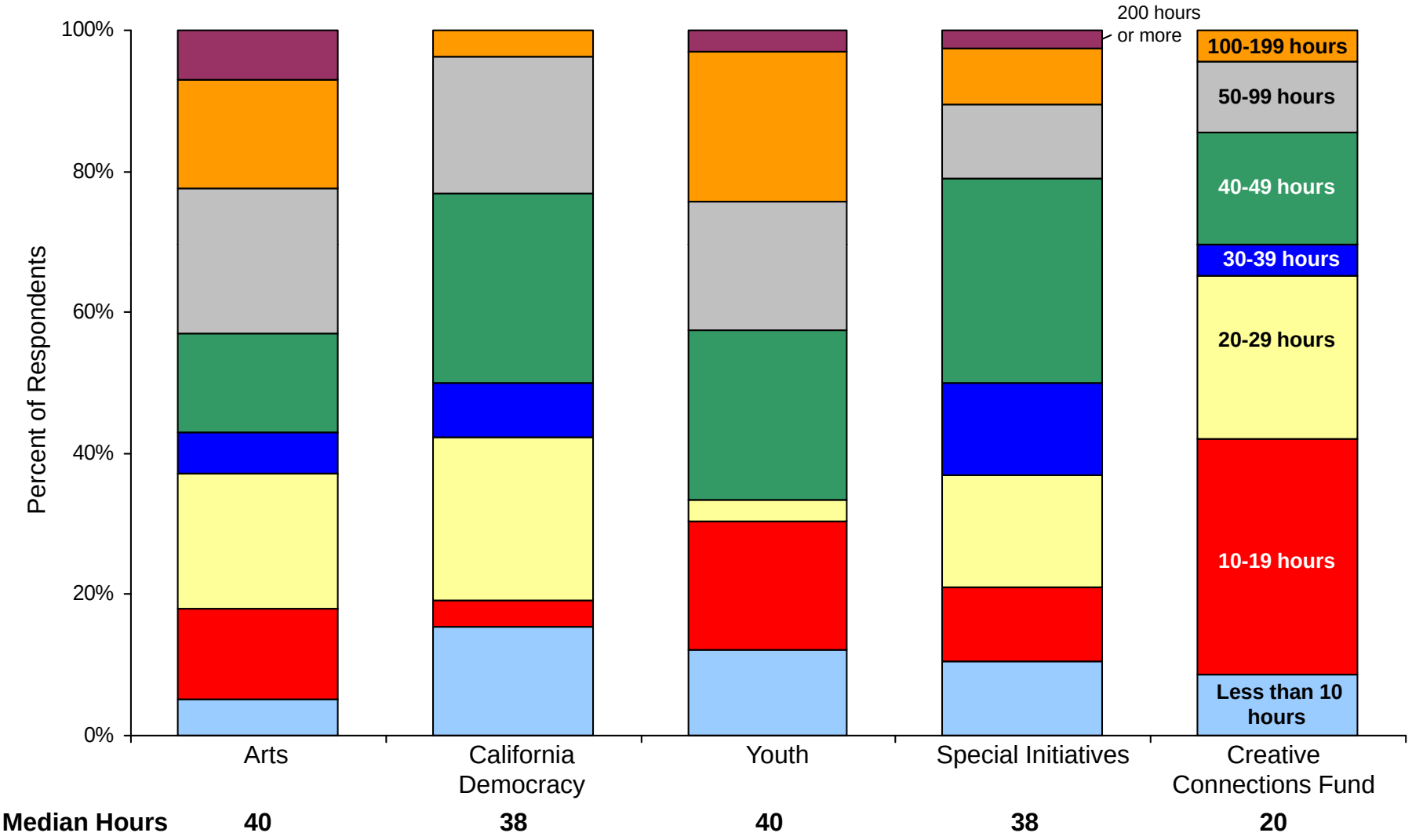
Administrative Time – Proposal and Selection Process (2)

Grantee Perception Report®

Median Administrative Hours Spent by Grantees on Proposal and Selection Process



	Arts	California Democracy	Youth	Special Initiatives	Creative Connections Fund
Median Hours	**40**	**38**	**40**	**38**	**20**

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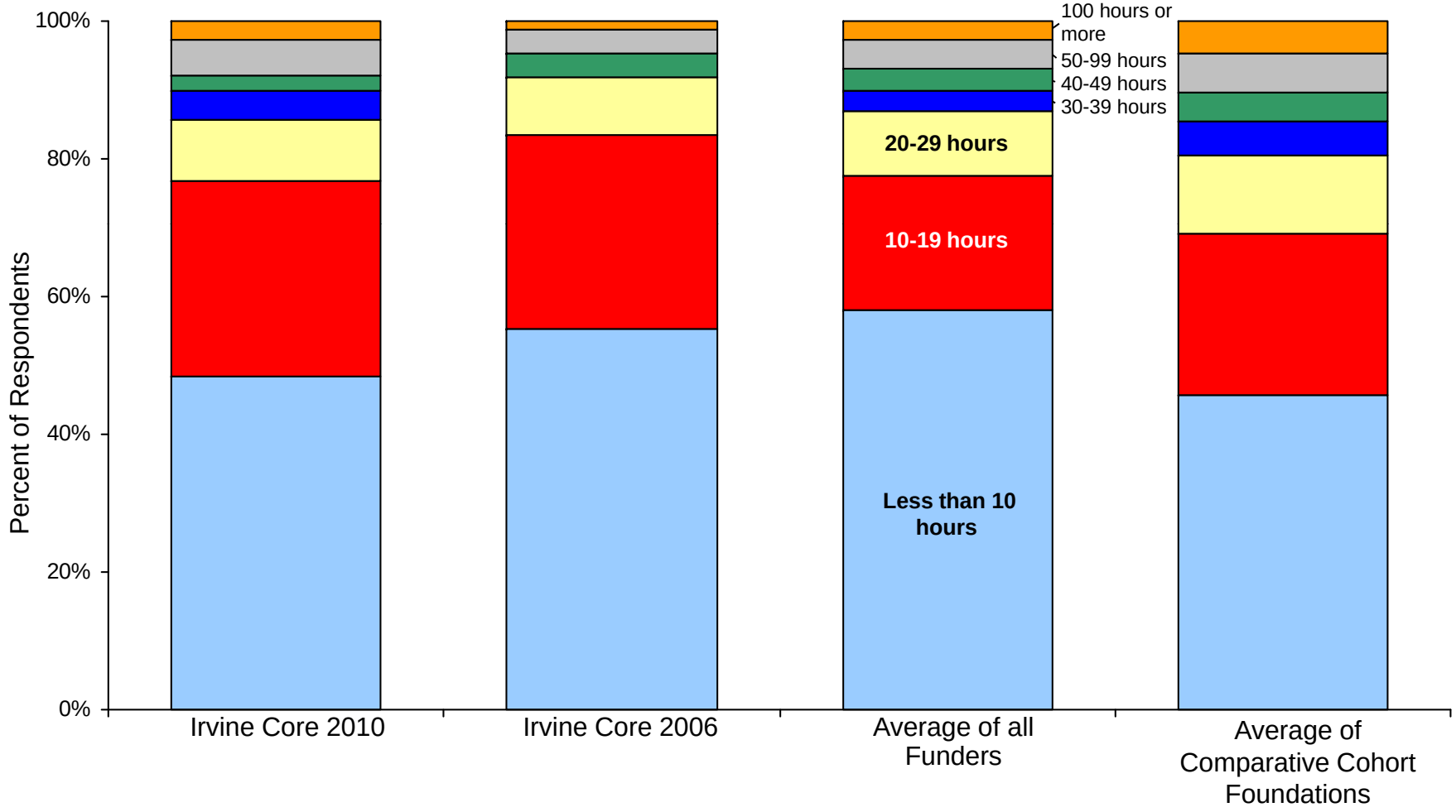
Administrative Time – Reporting and Evaluation Processes (1)

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

- greater than the time spent by grantees of the median funder
- similar to the time spent by grantees of the median comparative cohort foundation

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



	Irvine Core 2010	Irvine Core 2006	Average of all Funders	Average of Comparative Cohort Foundations
Median Hours	**10**	**7**	**7**	**10**

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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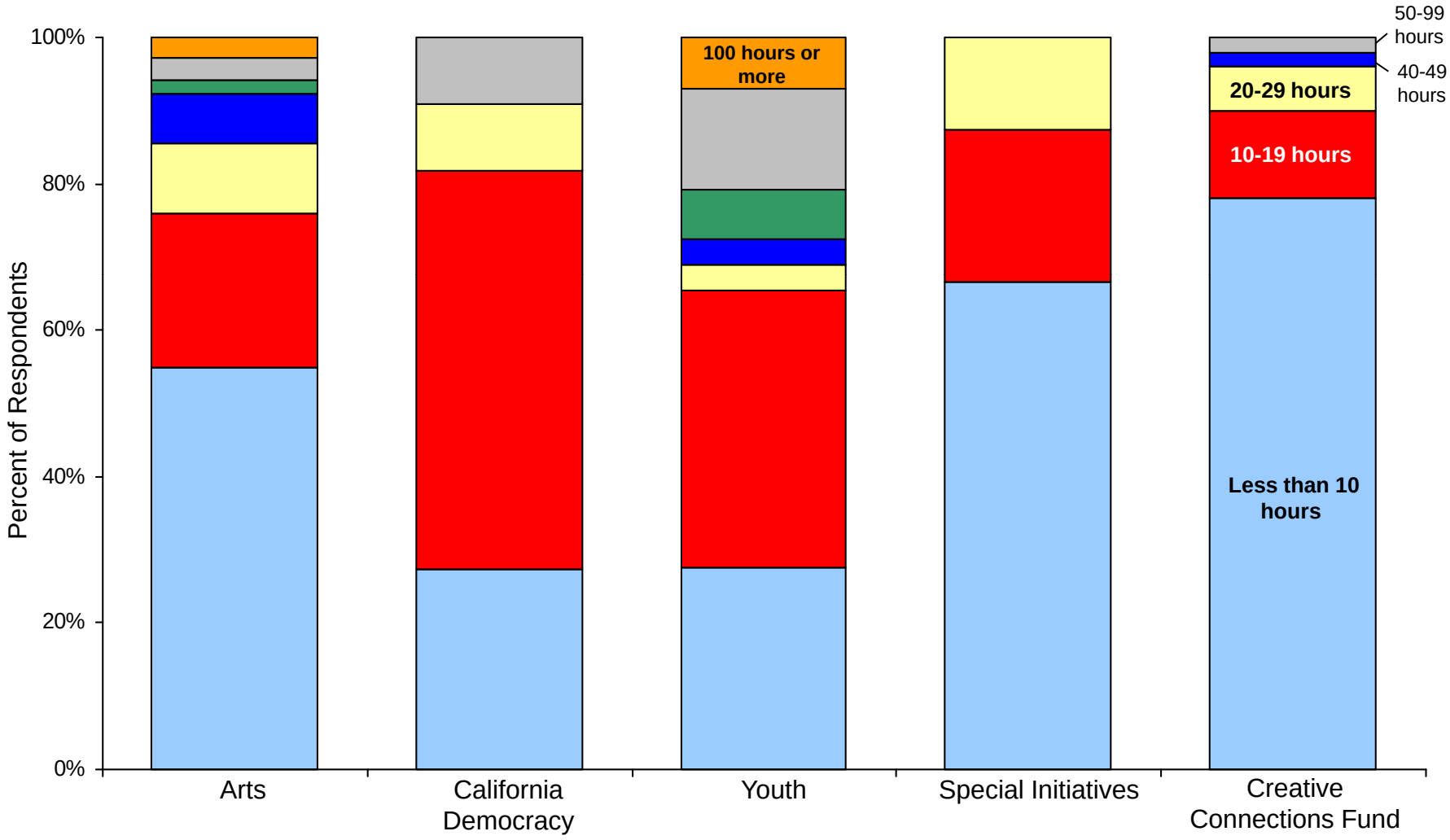
Administrative Time – Reporting and Evaluation Processes (2)

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



	Arts	California Democracy	Youth	Special Initiatives	Creative Connections Fund
Median Hours	**8**	**11**	**13**	**7**	**4**

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.

Note: The Non-monetary Assistance Summary includes the 14 activities listed below. Grantees were asked to indicate whether they had received each type of assistance. CEP categorized grantee responses into four patterns of assistance displayed in this summary.

Non-Monetary Assistance Activities Included in Summary

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

FIELD-RELATED ASSISTANCE
- Encouraged/facilitated collaboration
- Insight and advice on your field
- Introductions to leaders in field
- Provided research or best practices
- Provided seminars/forums/ convenings

OTHER ASSISTANCE
- Board development/ governance assistance
- Information technology assistance
- Communications/marketing/ publicity assistance
- Use of Foundation facilities
- Staff/management training

Definitions of Patterns of Assistance

Comprehensive Assistance
Grantees receiving at least 7 forms of assistance

Field-Focused Assistance
Grantees receiving at least 3 forms of field-related assistance but less than 7 forms of assistance overall

Little Assistance
Grantees receiving at least one form of assistance but not falling into the above categories

No Assistance
Grantees not receiving non-monetary support

Selected Grantee Comments

- *"Regular visits from the consultant encourage staff to think about the program in new ways."*
  – Arts Grantee
- *"The access to technical assistance and the 'learning cohort' were as valuable as the grant money. We felt the Irvine Foundation was committed to our success."*
  – Special Initiatives Grantee
- *"Being part of an Irvine initiative provides real value added in the opportunities the Foundation creates for peer exchange and learning. This commitment to capacity building is a major plus."*
  – Arts Grantee

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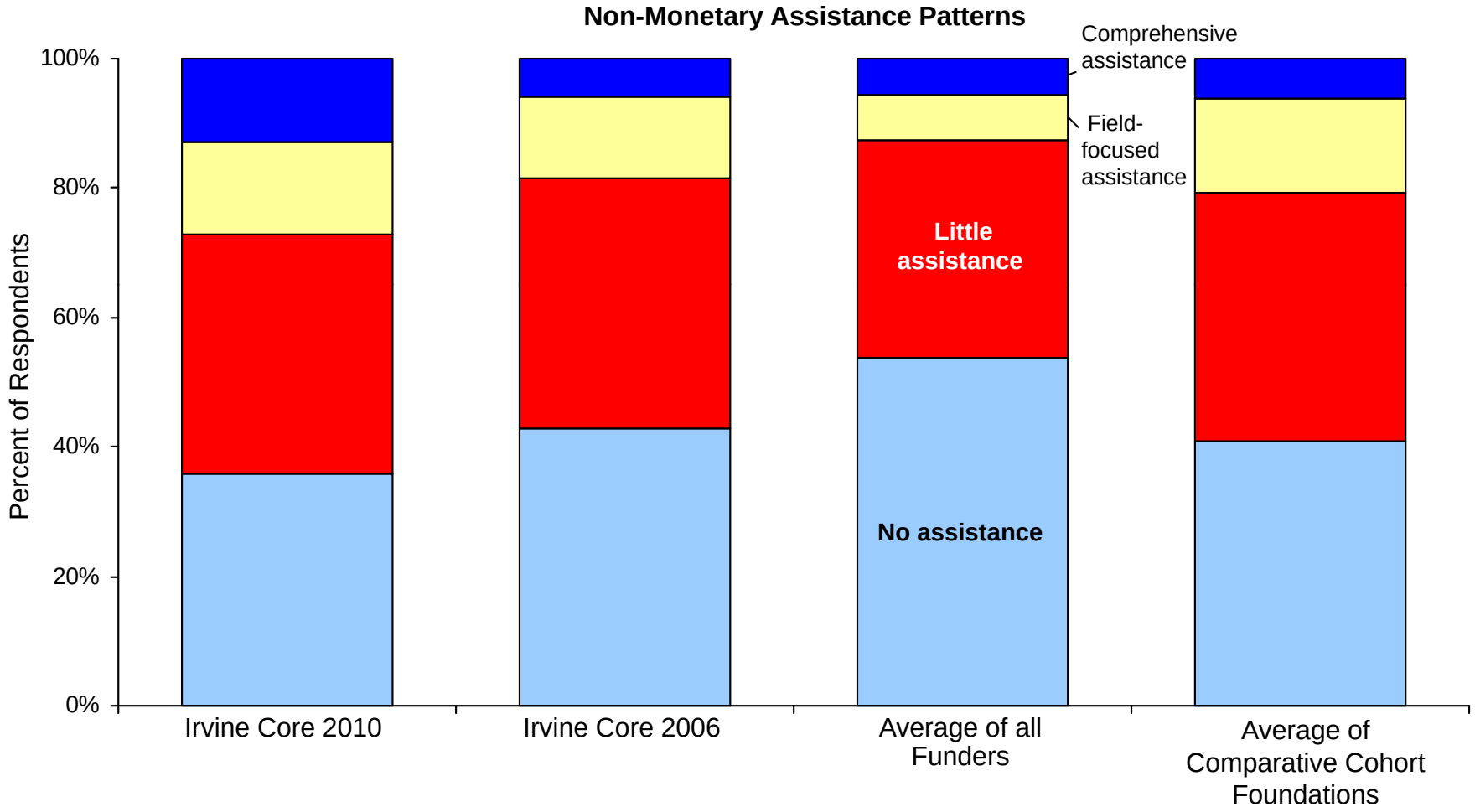
Non-Monetary Assistance Summary (2)

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

- larger than that of the median funder
- larger than that of the median comparative cohort foundation



Survey-Wide Analysis Fact: Providing just two or three types of assistance appears to be ineffective; it is only in the minority of cases 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.*

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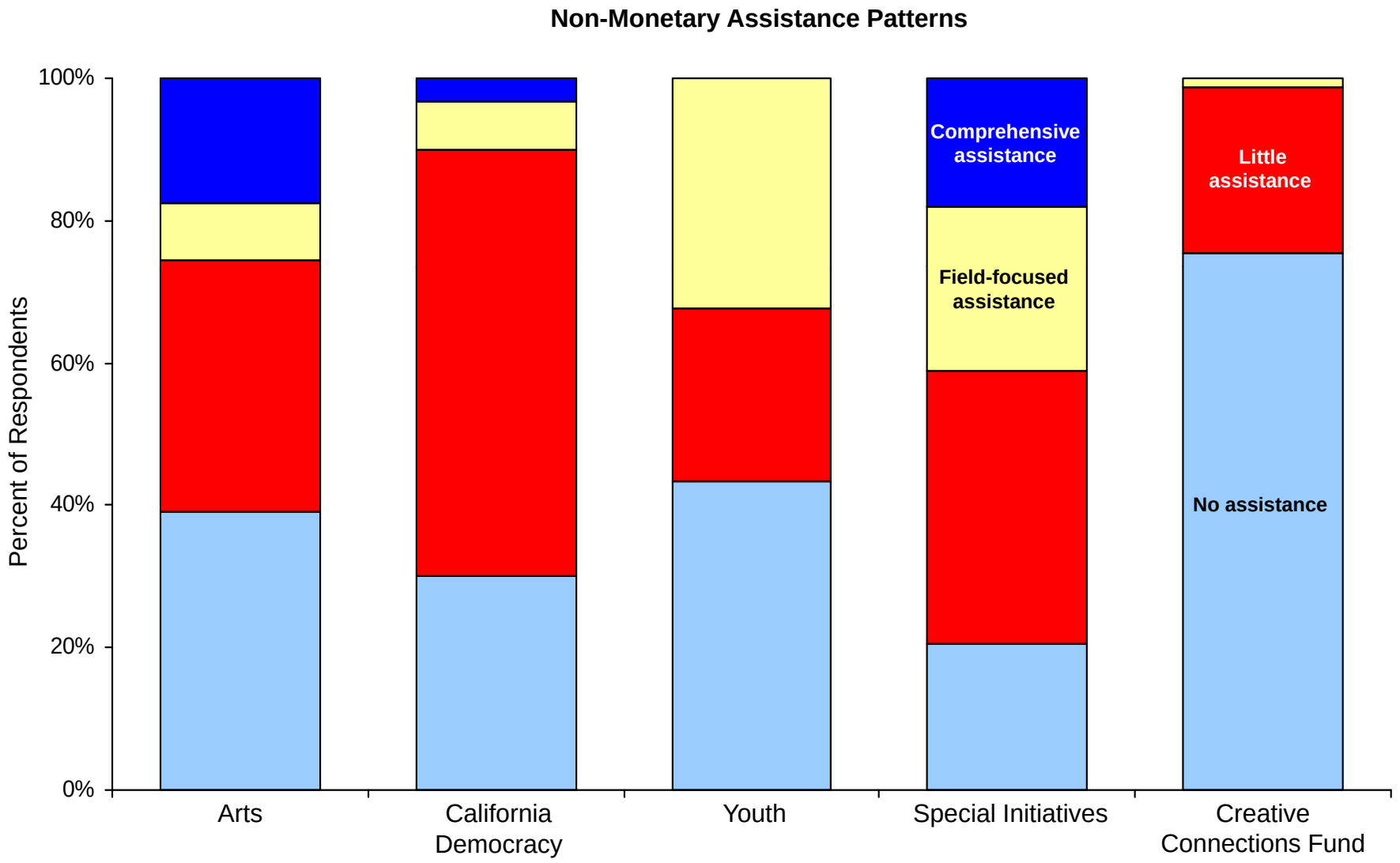
Non-Monetary Assistance Summary (3)



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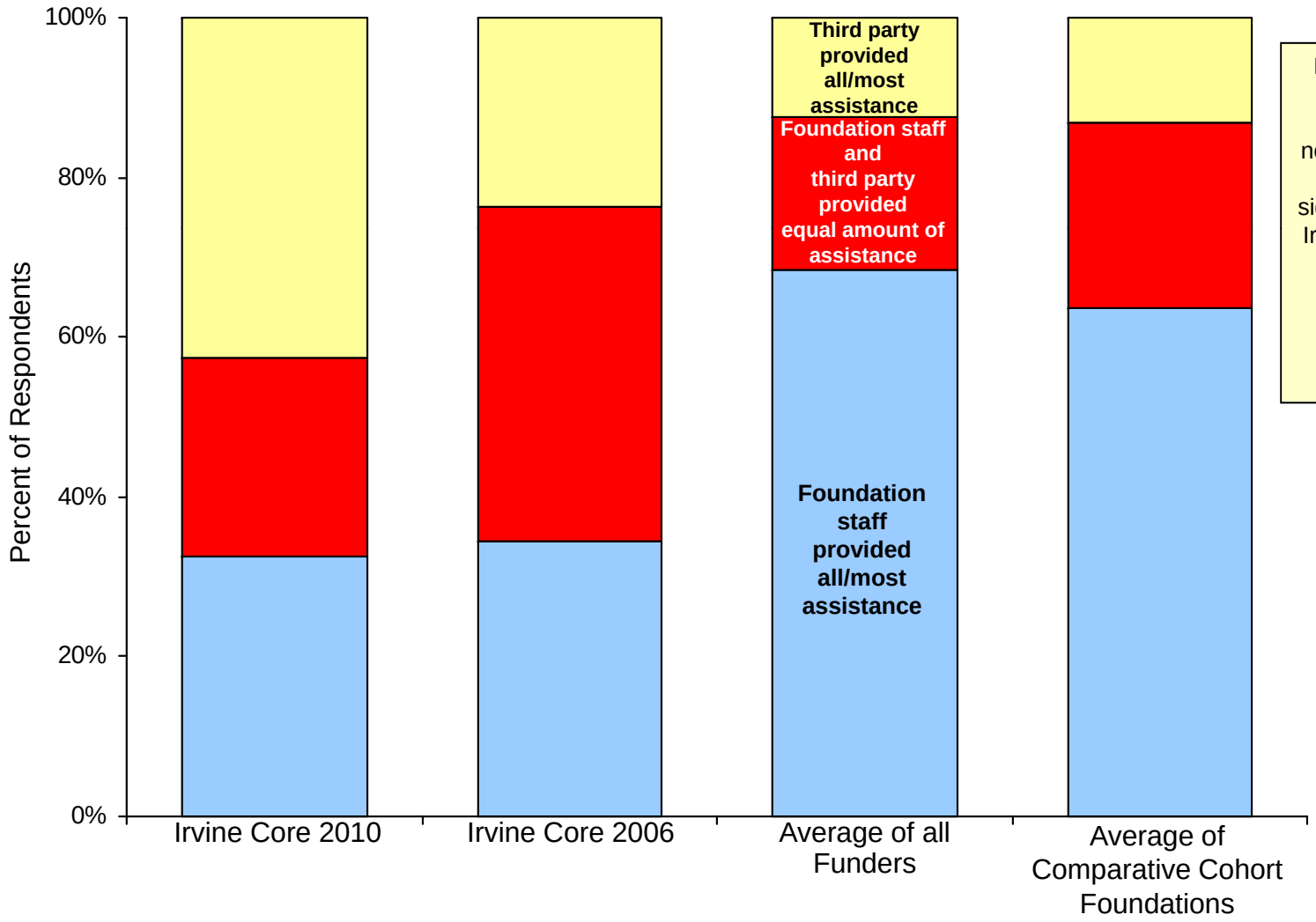
Who Provided Non-Monetary Assistance (1)

The proportion of Irvine Core grantees that report that Foundation staff provided all or most of the assistance they received is:

- smaller than that of the average funder
- smaller than that of the average comparative cohort foundation

Who Provided Non-Monetary Assistance



Behind the numbers: Grantees that receive some or most of their non-monetary assistance from a third party rate significantly lower than do Irvine Core grantees that receive all of their assistance from the Foundation on key measures across this survey.

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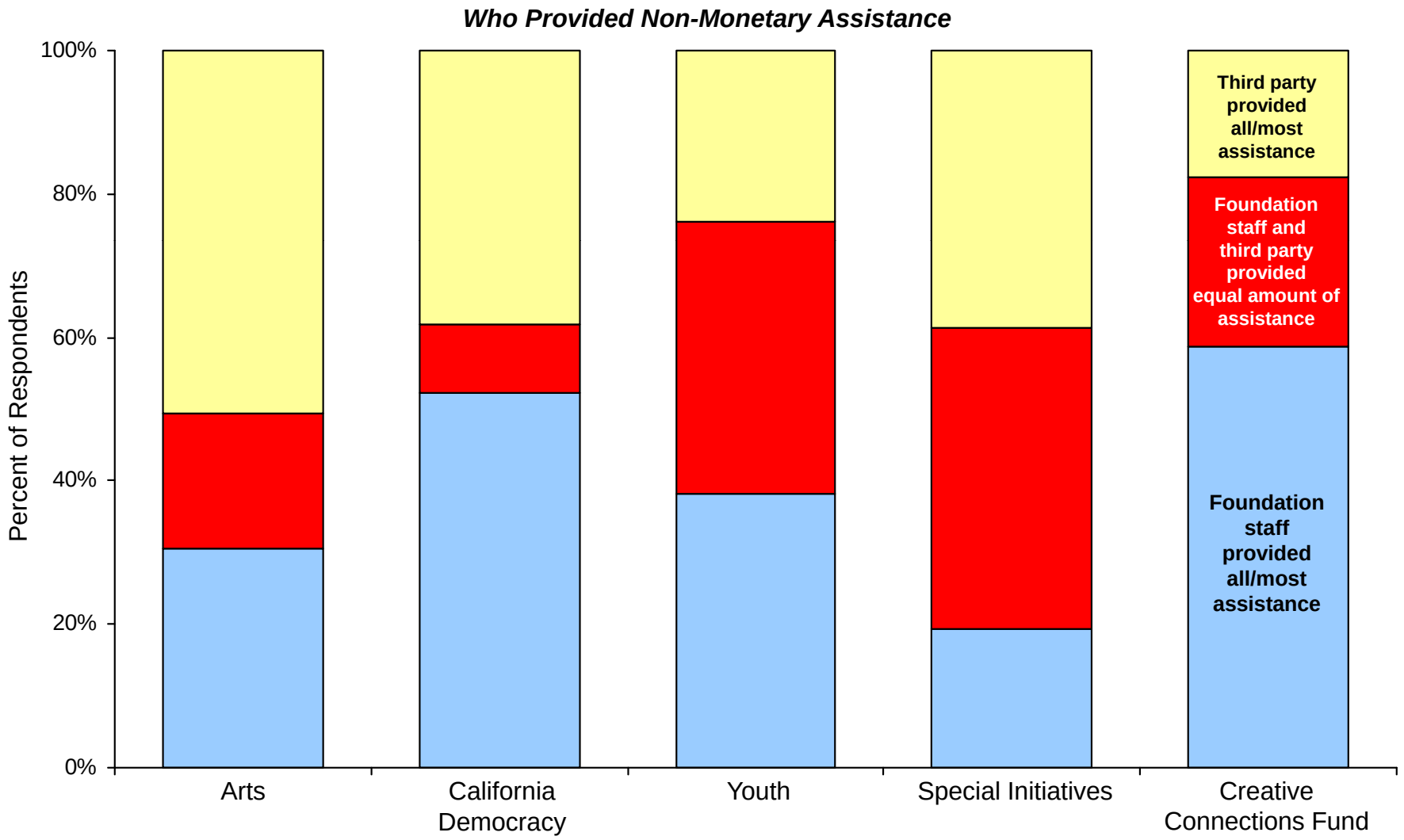
Who Provided Non-Monetary Assistance (2)



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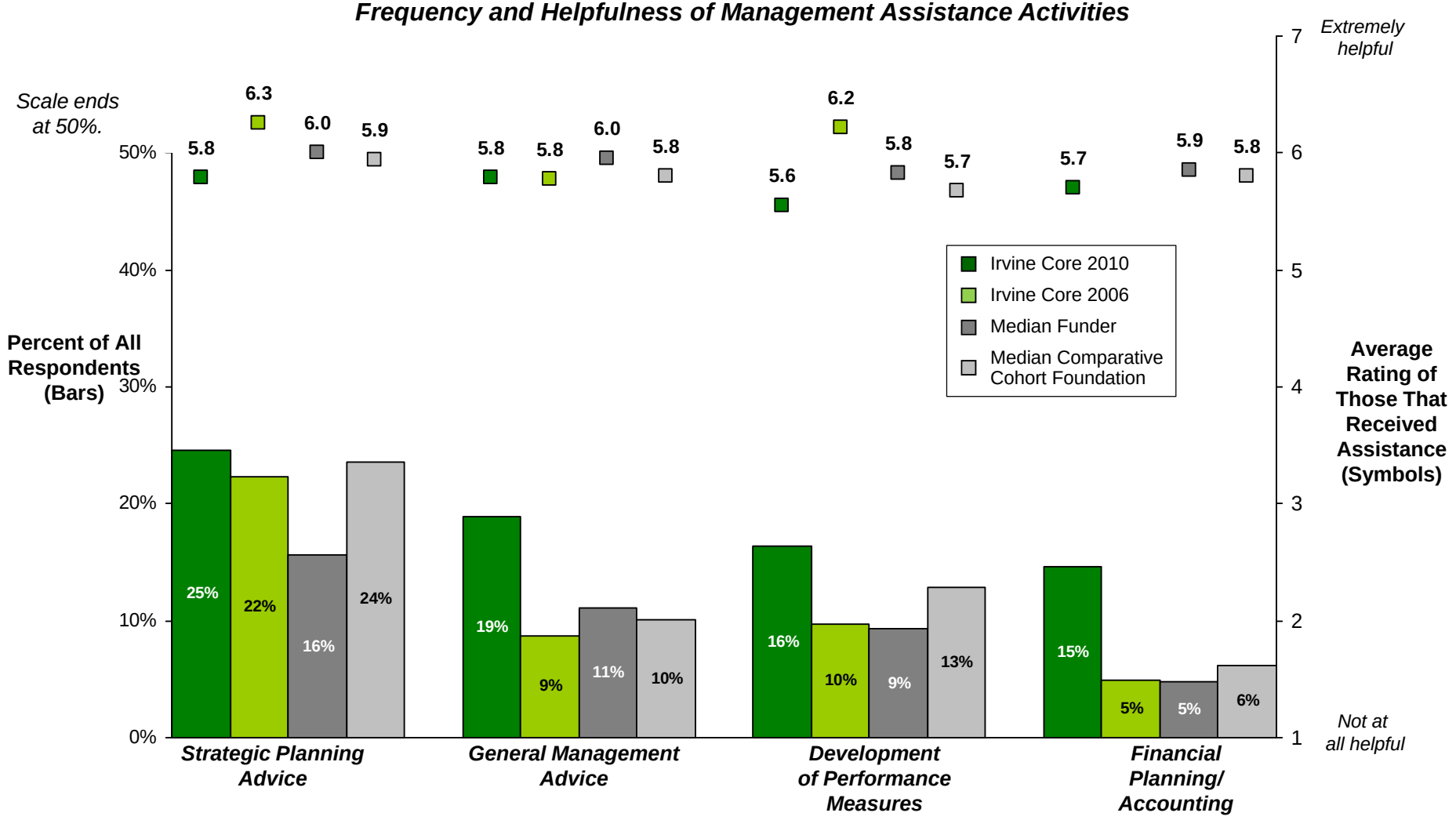
Management Assistance Activities & Helpfulness (1)

A larger proportion of Irvine Core grantees report receiving management assistance than grantees of the typical philanthropic funder. Irvine Core grantees rate the strategic planning advice and development of performance measures to be less helpful compared to the helpfulness of these activities in 2006.

Frequency and Helpfulness of Management Assistance Activities



Note: Helpfulness ratings not shown when fewer than five responses to the question were received..

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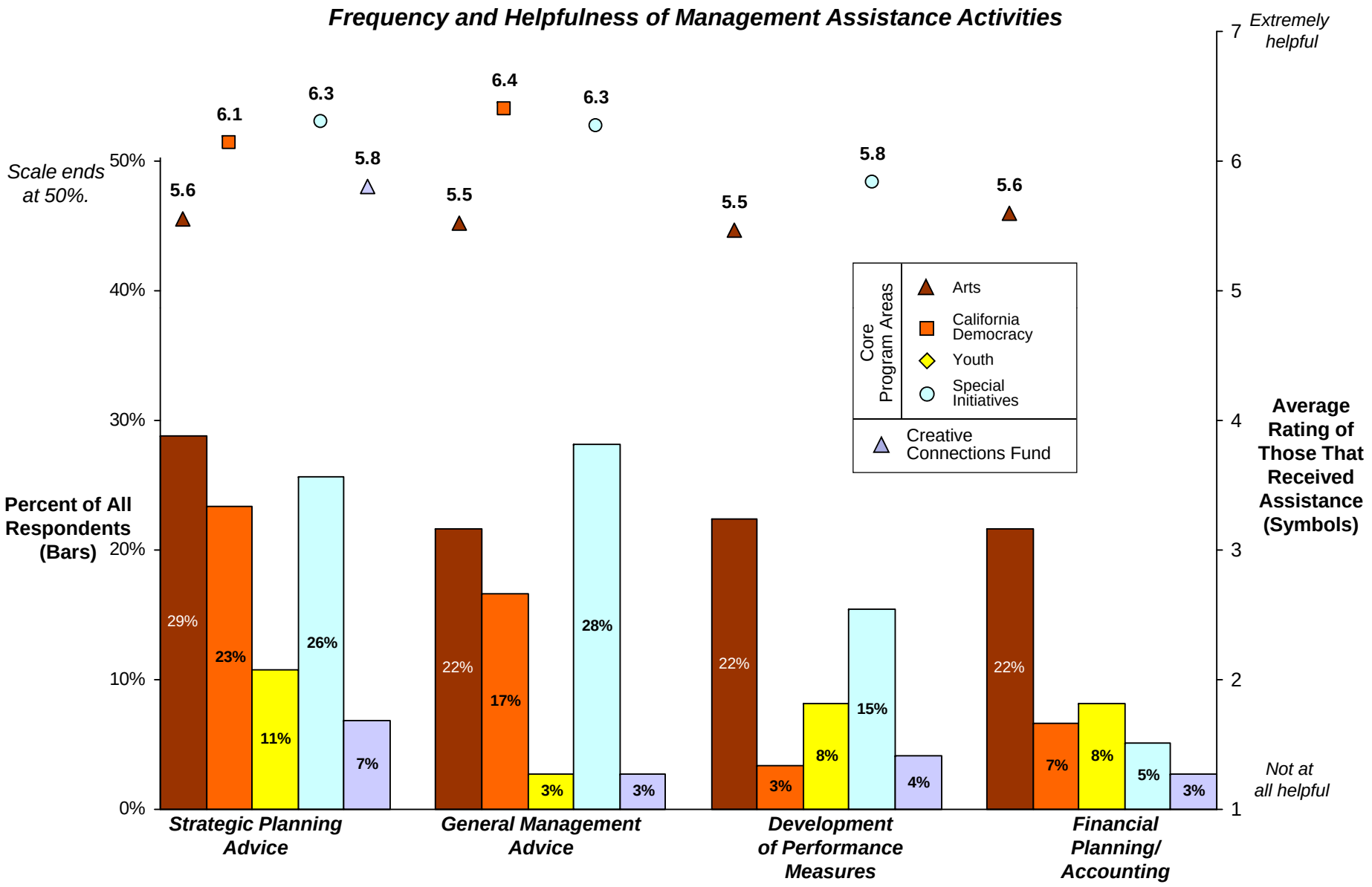
Management Assistance Activities & Helpfulness (2)

Grantee Perception Report®



Note: Helpfulness ratings not shown when fewer than five responses to the question were received..

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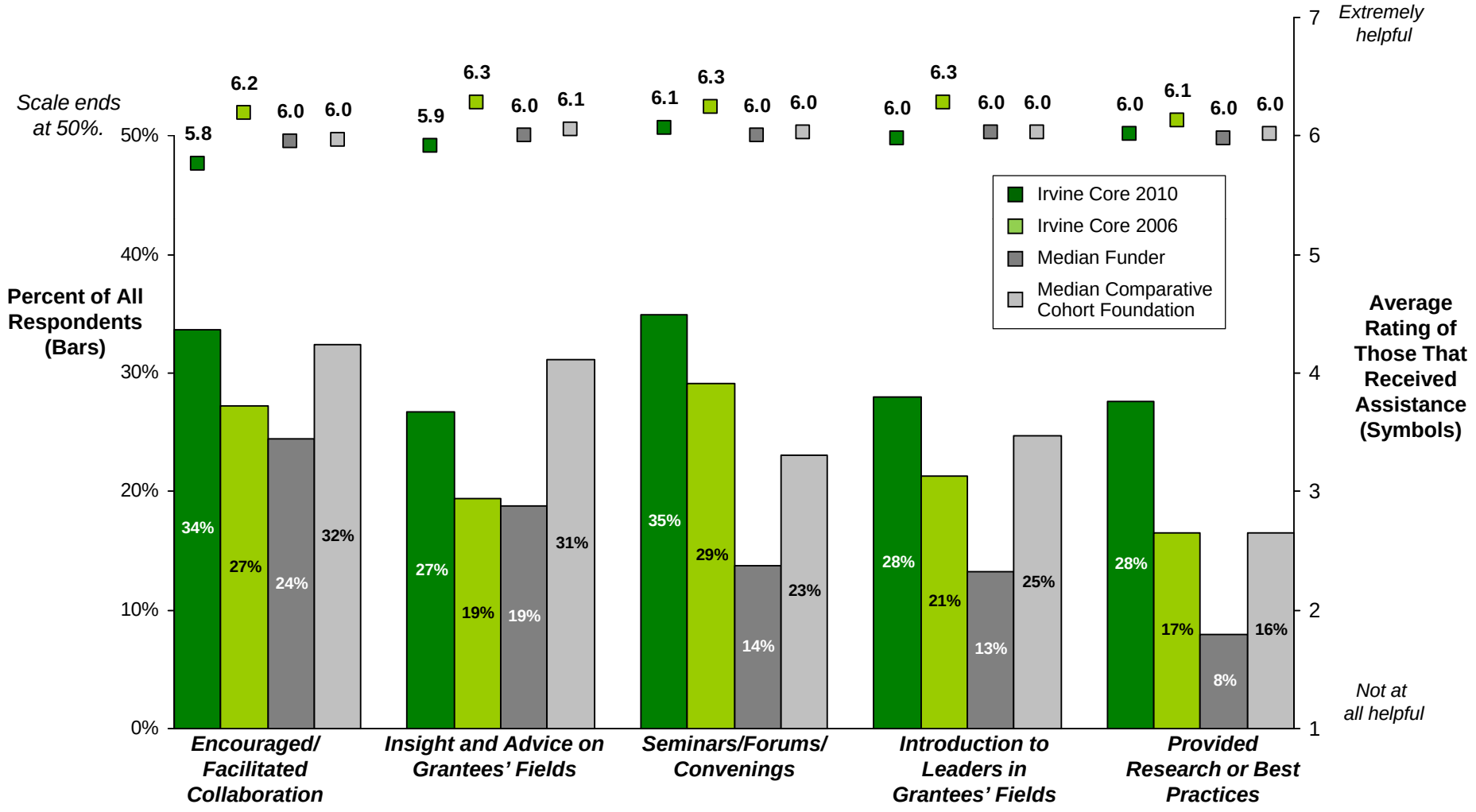
Field-Related Assistance Activities & Helpfulness (1)

A larger proportion of Irvine Core grantees report receiving field-related assistance than is typical. Irvine Core grantees tend to rate the helpfulness of this field-related assistance to be less helpful than was similar assistance in 2006.

Frequency and Helpfulness of Field-Related Assistance Activities



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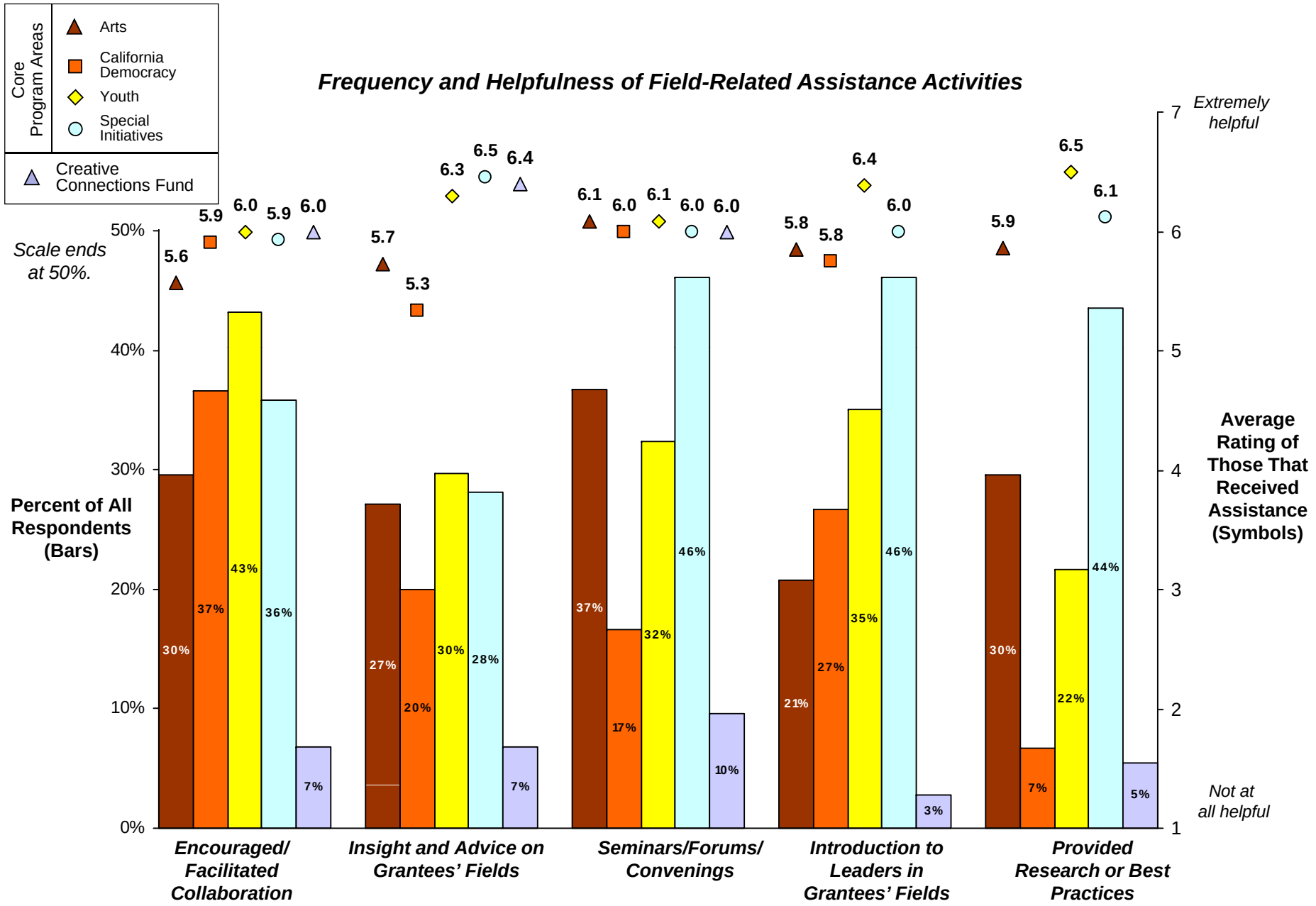
Field-Related Assistance Activities & Helpfulness (2)



Note: Helpfulness ratings not shown when fewer than five responses to the question were received..

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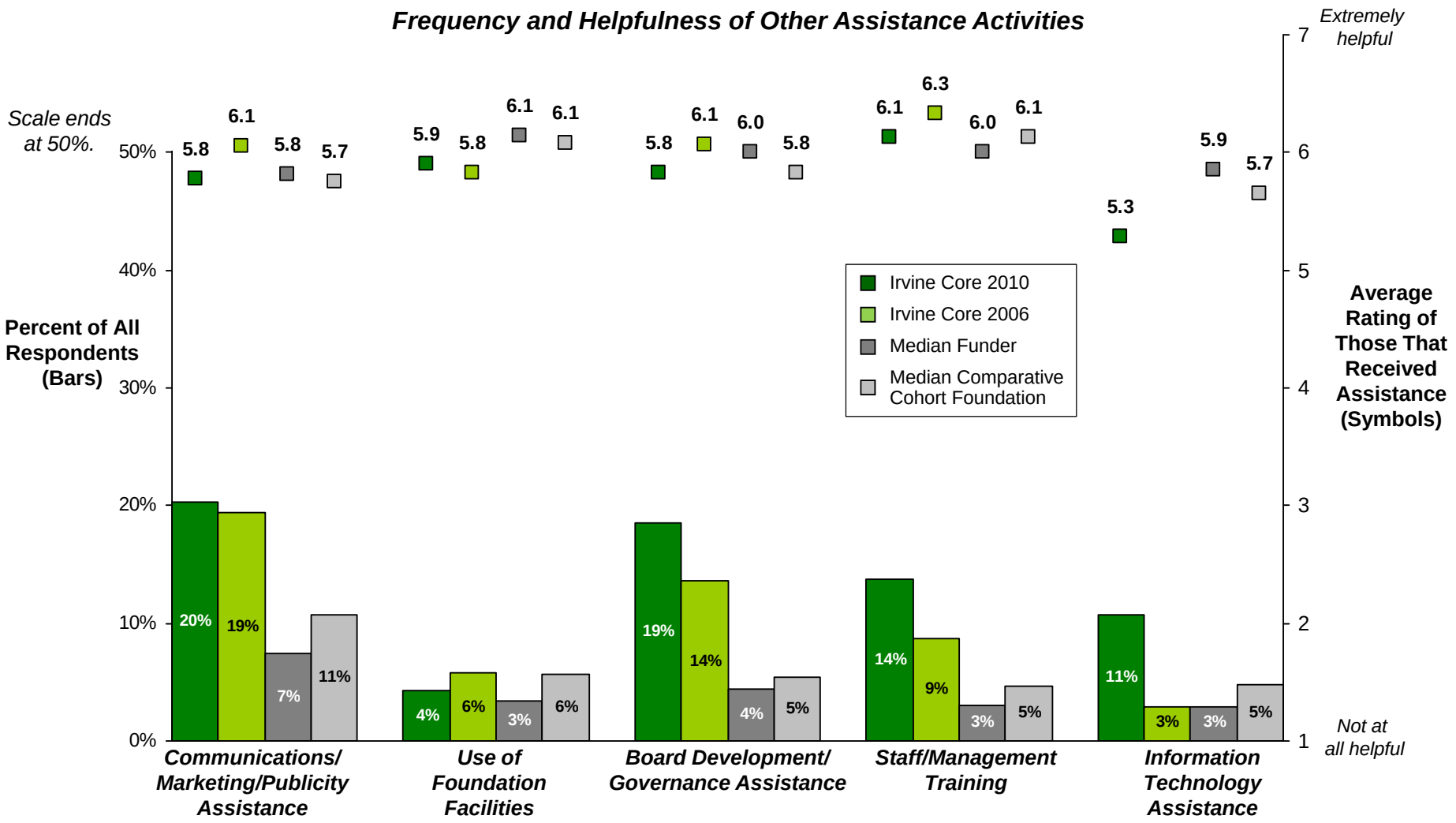
Other Support Activities & Helpfulness (1)

A larger proportion of Irvine Core grantees report receiving the other forms of non-monetary assistance shown below than is typical.



Note: Helpfulness ratings not shown when fewer than five responses to the question were received..

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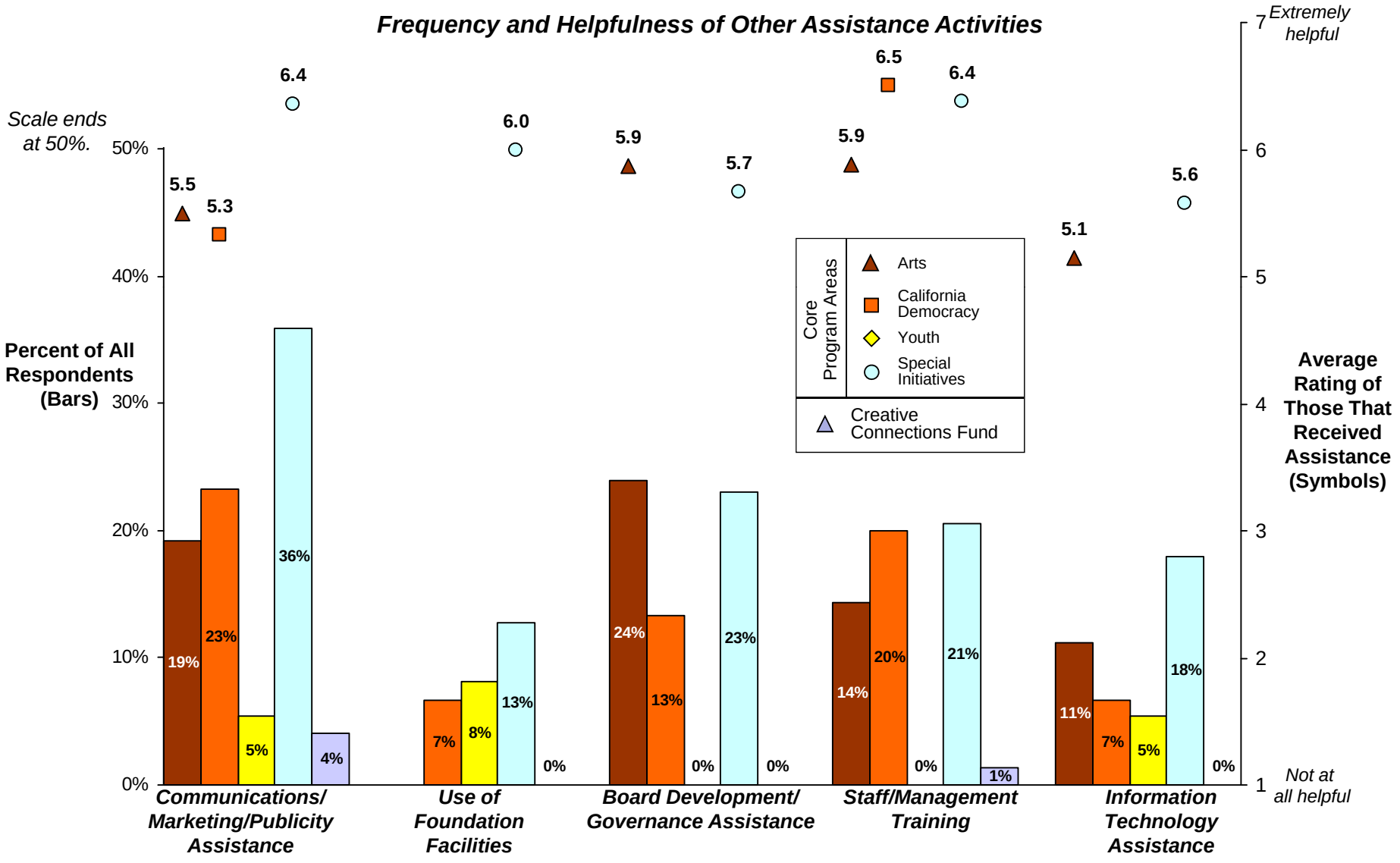
Other Support Activities & Helpfulness (2)



Note: Helpfulness ratings not shown when fewer than five responses to the question were received..

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Impact of Assistance Securing Funding from Other Sources

The proportion of Irvine Core grantees receiving active assistance from the Foundation in securing funding from other sources is:

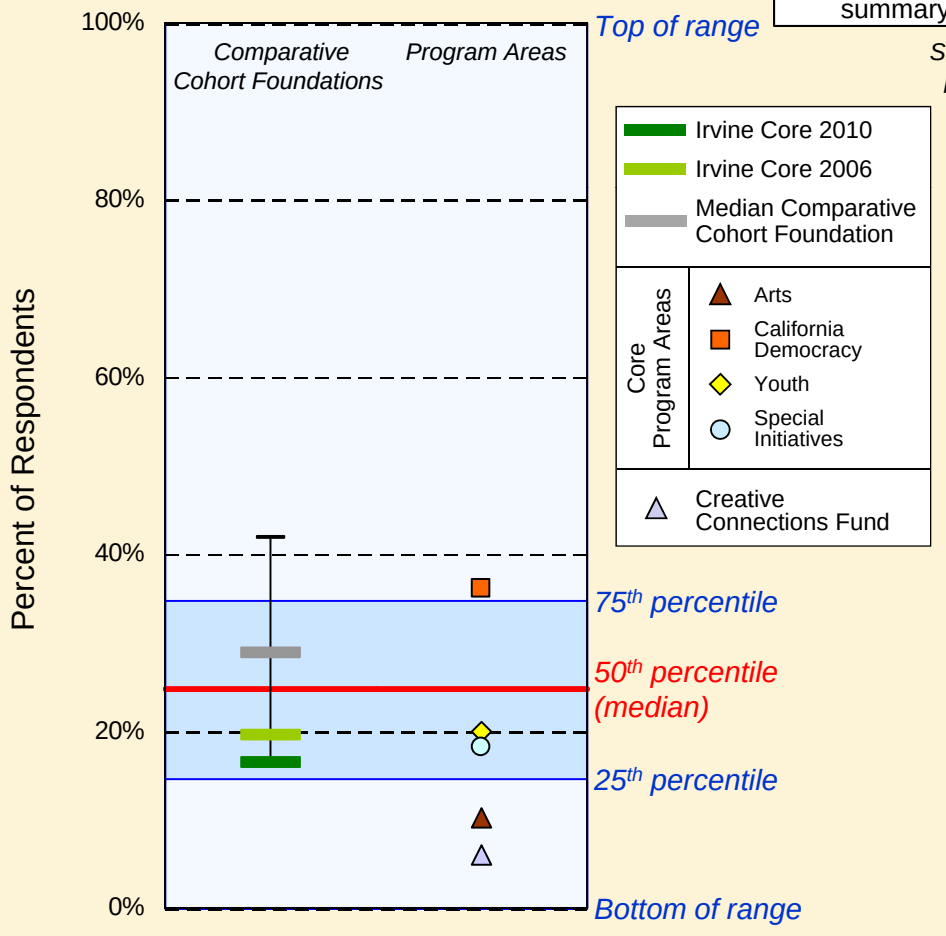
- smaller than that of the median funder
- smaller than that of all other comparative cohort foundations

On impact of the Foundation's assistance in securing funding from other sources, Irvine Core is rated:

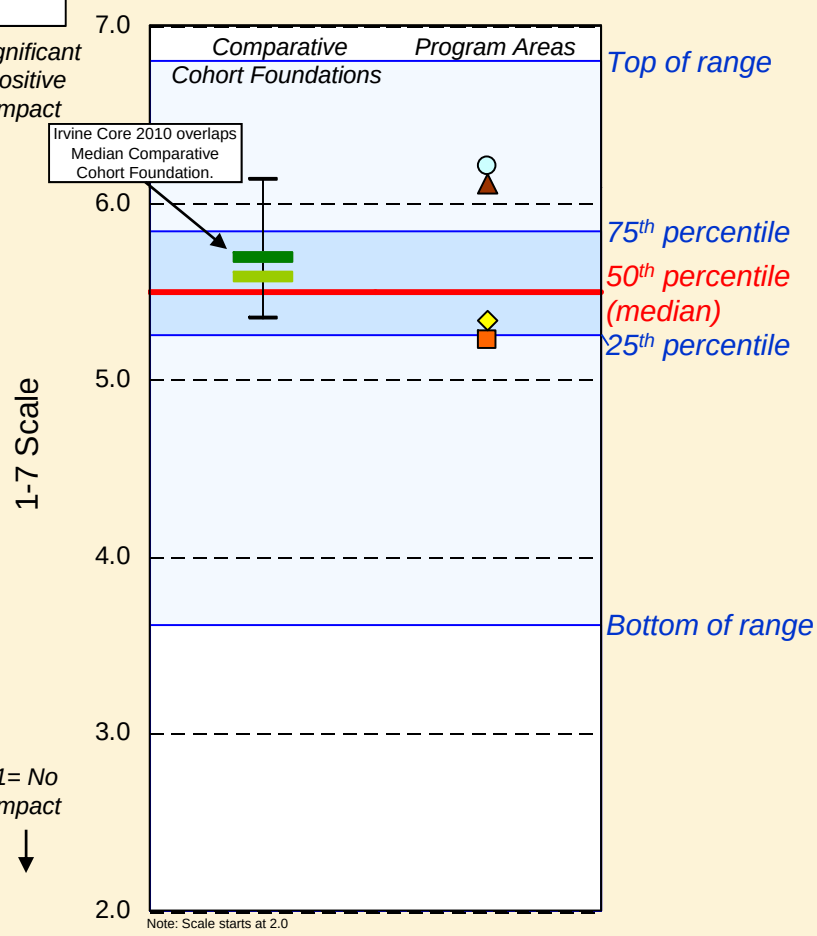
- above the median funder
- similarly to the median comparative cohort foundation

Note: These measures are not included in the non-monetary assistance summary.

Percent of Grantees That Received Assistance Securing Funding from Other Sources



Impact of Assistance Securing Funding from Other Sources



Note: In the right hand chart, Creative Connections Fund rating not shown because fewer than 5 responses to the question were received.

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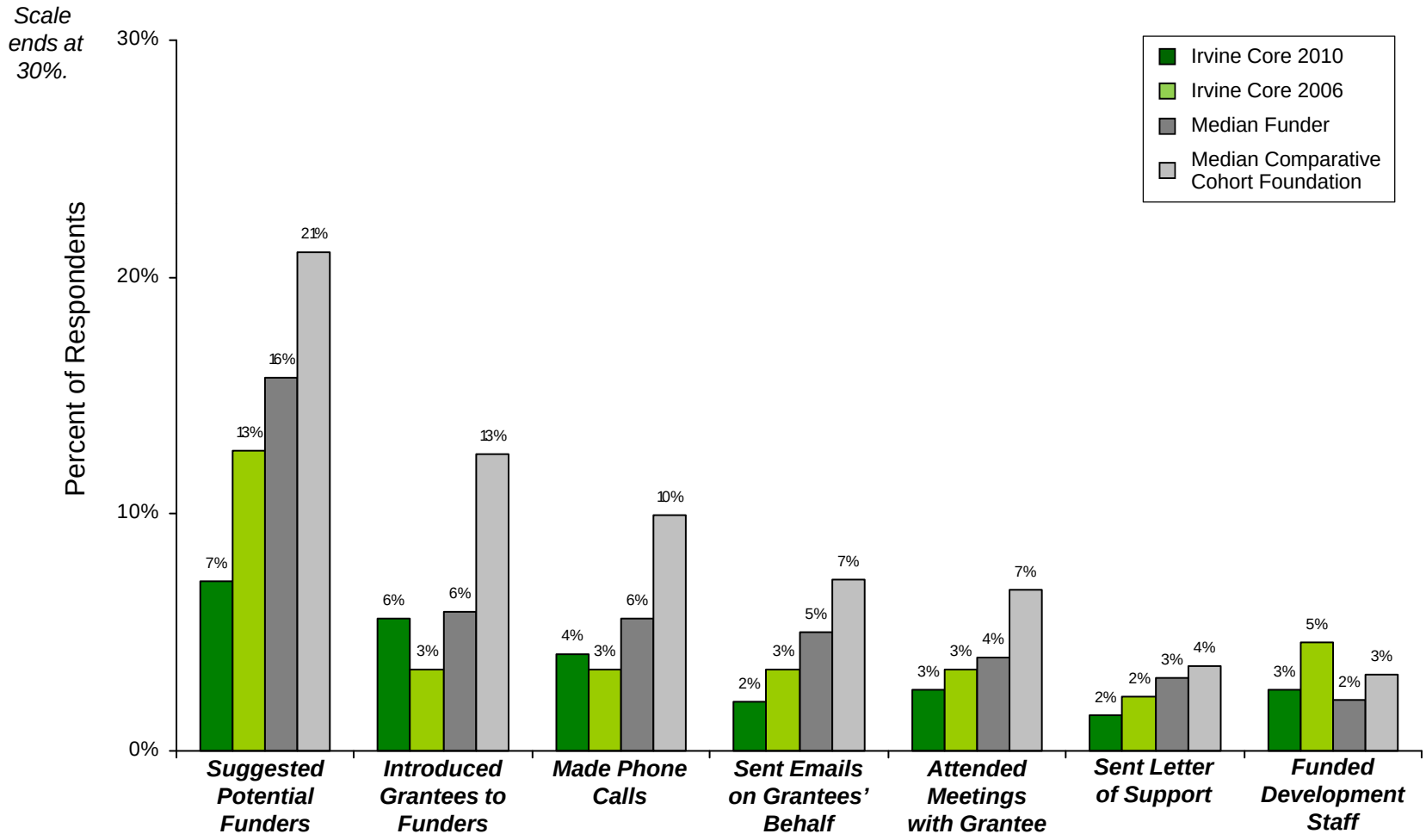
Frequency of Assistance Securing Funding from Other Sources (1)

A smaller than typical proportion of Irvine Core grantees report receiving suggestions for other potential funders, emails on their behalf, and letters of support from the Foundation.

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



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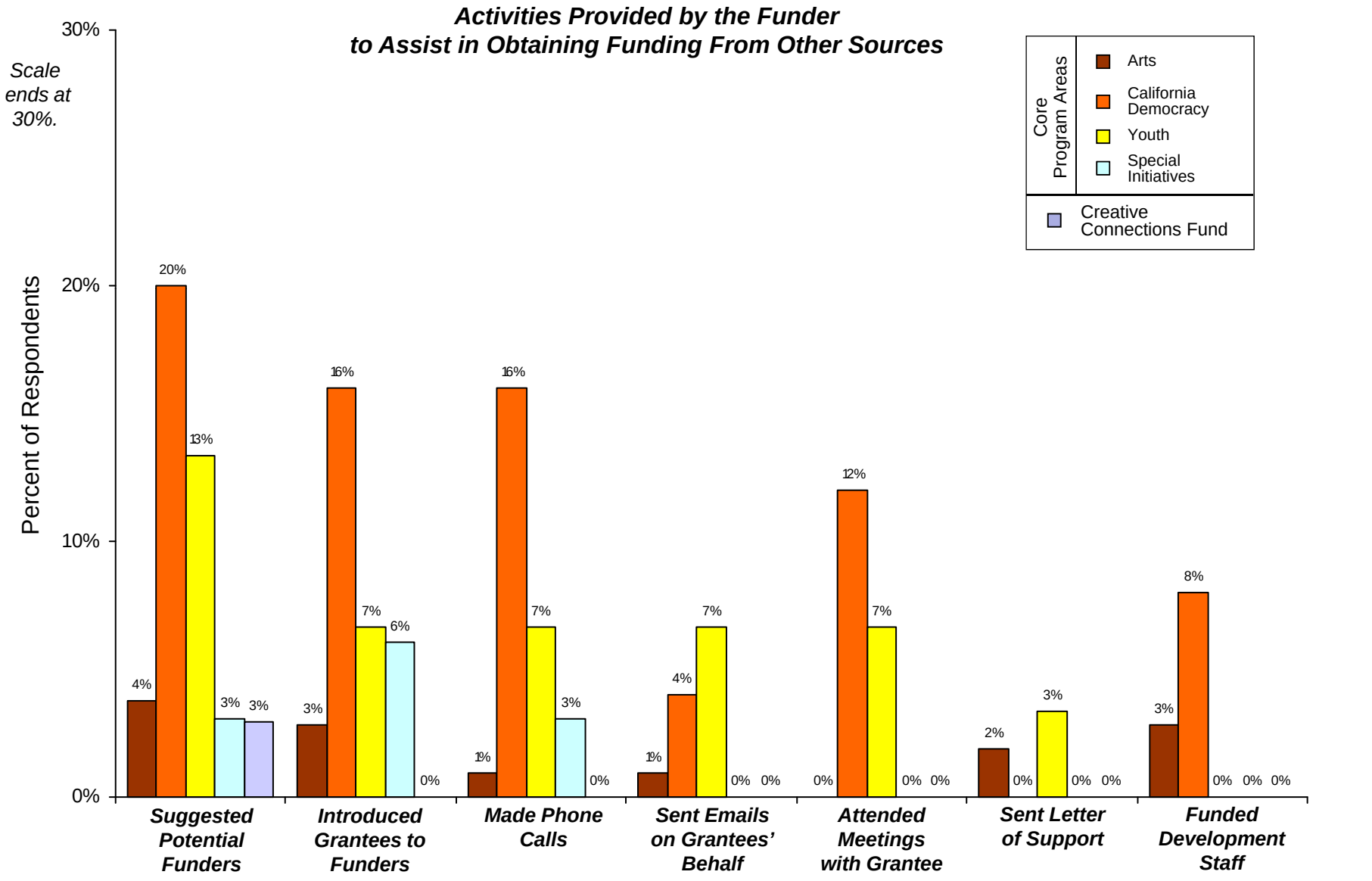
Frequency of Assistance Securing Funding from Other Sources (2)



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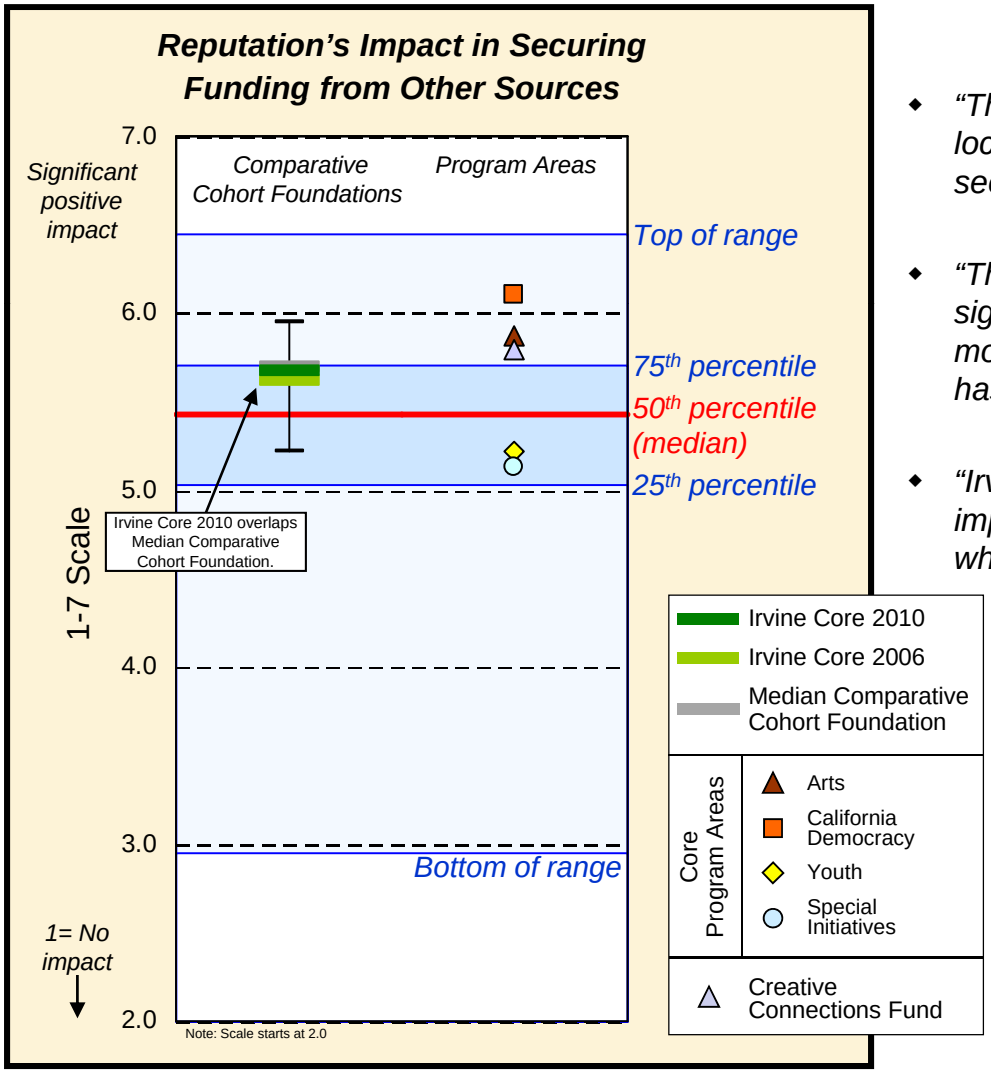
Impact of Reputation

On impact of the Foundation's reputation on grantees' ability to secure funding from other sources, Irvine Core is rated:

- above the median funder
- similarly to the median comparative cohort foundation



Selected Grantee Comments

- *"The more the Foundation does in the arts, the larger the local impact. Therefore, a grant from the Foundation is seen as a stamp of approval."*
  – Creative Connections Fund Grantee
- *"The Foundation's monetary contribution is very significant to our organization not only because the money but also because the reputation the Foundation has. It is seen as credibility for the organization "*
  – Youth Grantee
- *"Irvine is a respected leader, trendsetter and has strong impact on encouraging other foundations to follow suit when Irvine grants are made."*
  – Arts Grantee

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Non-Monetary Assistance Key Finding

- **Irvine grantees that receive some or most of their non-monetary assistance from a third party rate the foundation significantly lower on key measures across the survey compared to grantees that receive most of their assistance from the Foundation.**
  - Irvine provides a larger than typical proportion of grantees with more intensive patterns of non-monetary assistance – what CEP has defined as "field-focused" or "comprehensive" patterns of non-monetary assistance – frequently through a third party. Field-wide, grantees that receive these patterns of assistance rate more positively on impact measures than do grantees receiving just a few forms of assistance from the Foundation. However, this is not the case at Irvine. At Irvine, a larger than typical proportion of grantees report receiving at least some of their non-monetary assistance from a third party, which seems to drive grantee ratings lower.
  - Many grantees comment positively about the "helpful visits" and assistance they receive from third parties. However, some describe how third party consultants caused confusion "as to what was required" and about "definitions" or "terminologies."

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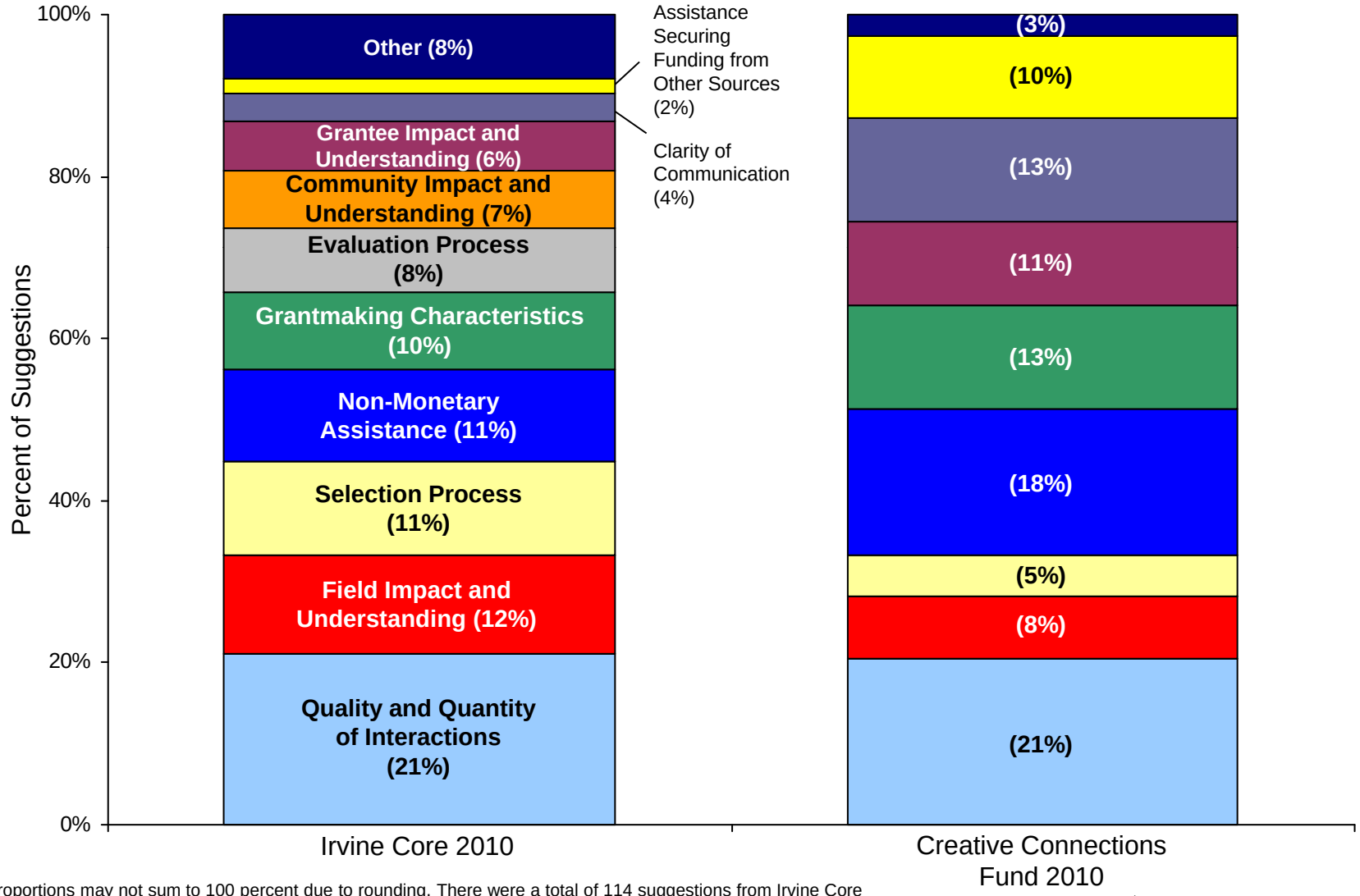
Grantee Suggestions for the Foundation (1)

Grantees were asked to provide any suggestions for how the Foundation could improve. The most frequent theme in suggestions from Irvine grantees concerns the quality and quantity of interactions with grantees.

Topics of Grantee Suggestions



Note: Proportions may not sum to 100 percent due to rounding. There were a total of 114 suggestions from Irvine Core grantees and 39 from Creative Connections Fund grantees.

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Grantee Suggestions for the Foundation (2)

Irvine Core grantees made a total of 114 suggestions for the Foundation's improvement. A sample, representative by theme is shown below.

% Grantee Suggestions		Irvine Core Grantee Suggestions
Topic of Grantee Suggestion	**Irvine Core**	**Sub-Themes and Sample of Comments**
Quality and Quantity of Interactions	**21%**	**Conduct Site Visits (n=9):** "Would love to have an Irvine program officer attend one of our programs." "We have not had any formal site visits from Foundation staff, which would be a nice addition to the relationship." **Approachability (n=8):** "Although I'm free to contact our Irvine representative, I feel that I should use the coach that Irvine is paying to talk to me. I've never been really sure how much Irvine wanted me to contact them and how much they would prefer if I contacted the coach." "Continue to work to break down the mis-perception that program officers shouldn't be bothered because they are too busy." **Provide More Access to Staff (n=4):** "A more collaborative relationship with program officers would help." "Program staff are knowledgeable and helpful. More available time with them would strengthen our work as they serve as tremendous resources." "Better access to grants officers." **Other (n=3):** "It would be great if once we have a program officer, we could keep [the same individual]...changing program officers is always tenuous." "More timely responses to emails, even if from a program or administrative assistant."
Field Impact and Understanding	**12%**	**Shift Orientation of Funding (n=5):** "More support of 'intermediaries' and sector service agencies in our region, in particular." "Look at grants that encourage failure and risk taking in relation to artistic development." **Demonstrate Understanding of the Field (n=4):** "Better understanding of research as well as promoting practice." "More visibility of program staff representing themselves and the Foundation in areas of expertise." **Other (n=5):** "Drawing on relationships with key grantees, and their Boards, as the Foundation identifies future directions in its strategic planning processes could result in more effective and creative programmatic evolution." "Align focus areas to encourage more integrated approach to the work of the Foundation."
Selection Process	**11%**	**Streamline (n=6):** "Consider streamlining the grant application process further." "I think that the Foundation should try to reduce our workload rather than increase it through their lengthy applications, especially from previously funded grantees." **Improve Consultant Process (n=2):** "When using consultants to work with organizations on grant preparation, make sure consultants are accurately communicating foundation criteria and priorities." **Other (n=5):** "We probably could use more information about how the Foundation selects its grantees." "Would like a clearer idea of the Foundation's attitude about continuity."

Note: There were a total of 114 suggestions from Irvine Core grantees. 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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Grantee Suggestions for the Foundation (3)

% Grantee Suggestions		Irvine Core Grantee Suggestions
Topic of Grantee Suggestion	**Irvine Core**	**Sub-Themes and Sample of Comments**
Non-monetary Assistance	**11%**	**Convene Grantees (n=6):** "I think Irvine could fund more meetings and round table discussions among leaders in the fields it funds to share ideas and lessons learned." "Some type of gathering with all local Irvine recipients that disseminates info about all the places locally Irvine is working.... I'd like to see if I can partner up with other Irvine supported groups." **Improve Consultant Process (n=2):** "Regarding ARI, I think the only area that could use improving is the coaching process. I think a better alternative might be to give the individual organization money to hire consultants that could be more in line with what the organization needs." **Other (n=5):** "It would be great if the Foundation provided webinars or other forms of technical assistance on non-profit financial management and maintaining non-profit status." "It might be interesting for Irvine to play more of a role in connecting grantees with other resources -- from potential funders, to technical assistance, to leadership development, etc."
Grantmaking Characteristics	**10%**	**More Operating Support (n=4):** "More general operations support." "Encourage the funding field to offer more general operating and sustainability grants at higher funding levels" **Longer Grants (n=2):** "More multi-year grants to the arts." **Other (n=5):** "I believe the Foundation should make available a significant amount of funds without specific purpose defined for organizations to compete for innovative ways to address social issues." "More flexibility in use of funds to allow for mid-project changes and/or responsiveness."
Evaluation	**8%**	**Provide More Information (n=3):** "We probably could use more information about how the Fdn evaluates its grantees." "Provide feedback in response to grant reports." **Allow Flexibility (n=3):** "Our only struggle revolved around our need for flexibility in the implementation phase of our grant award. Our recommendation would be that the foundation require well defined goals, but adopt a less rigid approach to the tactical details in achieving those goals." "My organization received unfavorable comments [about our work]…when we still had 8 months to complete many of the goals we had set, which would (and did) dramatically increase the overall impact. We felt discouraged by…the pre-evaluation of what our achievements were likely to be." **Streamline (n=3):** "Consider streamlining the grant reporting process further."
Community Impact and Understanding	**7%**	**(n=8):** "I wish they provided more funding opportunities to the Central Valley. We are restricted in the opportunities for which we may apply." "Encourage awareness of differences in socio-economic status across individual communities in the Inland Empire, and continue to direct funding to less affluent areas." "The Foundation has a limited understanding of San Diego and the border communities as they have not made many grants in the region. I would encourage exploring opportunities with other organizations to expand the impact of the Foundation on the region."

Note: There were a total of 114 suggestions from Irvine Core grantees. 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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Grantee Suggestions for the Foundation (4)

% Grantee Suggestions		Irvine Core Grantee Suggestions
Topic of Grantee Suggestion	**Irvine Core**	**Sub-Themes and Sample of Comments**
Grantee Impact and Understanding	**6%**	**(n=7):** "With foundation funding limitations in our area, it would be helpful to have a long term collaborative strategy with the Foundation -- one that may include other Foundations as well -- to address core issues." "The Foundation could do a better job of understanding the strategies and processes of grantees in order to take full advantage of their skills and expertise." "Not always clear, however, when a grantee is expected to subordinate its organizational goals and objectives to those of the Foundation, particularly if there is a potential conflict or the Foundation's strategy and objectives were not fully developed at the outset of a grant or the strategies and objectives change over the life of the grant."
Clarity of Communication	**4%**	**(n=4):** "I suggest that the Foundation look at what they are doing in relation to their stated mission…. Under mission there lists the following goal: 'Enhance mutual understanding and communication among diverse racial, ethnic and socioeconomic groups.' Doing this would be great to see – but it has not been what has occurred in the past." "Make the expectations a bit clearer." "More access to the knowledge and strategies that the Foundation has developed about its fields of interest in California." "Communications are always hard when coordinating between several actors, but some harmonization of official Foundation/consultant messages before directing grantees on how to take action would be welcomed."
Assistance Securing Funding from Other Sources	**2%**	**(n=2):** "I wish the Irvine Foundation could influence other funders in the arts to understand the importance of giving core operating support for the most essential things, like paying dancers. This has the single greatest impact on the ability of a dance company to do its work." "More support on developing other funding sources in the foundation world for our organization and region."
Other	**8%**	**(n=8):** "Please teach your peer organizations to respond in a respectful manner. California Community Foundation, The California Endowment, and others could learn from the Irvine Foundation." "I would like other foundations to learn from Irvine, especially how support is provided to underdeveloped areas that otherwise would not benefit from philanthropy." "We are fascinated to see how the ARI project plays itself out and what the results are and would love to have access to information and research on that specific project."

Note: There were a total of 114 suggestions from Irvine Core grantees. 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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Grantee Suggestions for the Foundation (5)

Creative Connections Fund grantees made a total of 39 suggestions for the Foundation's improvement. A sample, representative by theme is shown below.

% Grantee Suggestions		Creative Connections Fund Grantee Suggestions
Topic of Grantee Suggestion	**Creative Connections Fund**	**Sub-Themes and Sample of Comments**
Quality and Quantity of Interactions	**21%**	**Establish a Closer Relationship (n=4):** "More contact and relationship with program officer." "Having never established a rapport with my advisor, I'm nervous that I will in some way compromise the grant…I feel if a rapport had been established at the onset of the grant, I might be able to move forward with more confidence." **Conduct Site Visits (n=2):** "We would like them to do a site visit for the program they funded. Generally, we would hope they come more often to [our] County." **Other (n=1):** "It feels like an adversarial relationship instead of a partnership."
Non-monetary Assistance	**18%**	**Requests for Various Types of Assistance (n=4):** "I was not aware that the staff and/or the Foundation is available for guidance in non-monetary ways. I am concerned about how to continue funding at the end of my grant." "More capacity building with selected organizations in the Creative Connections Fund to help them build stronger programs and sustainable organizational infrastructures." **Convenings (n=2):** "Would like to see the Foundation facilitate opportunities for peer-to-peer sharing. Sometimes feel that the Foundation relies heavily on consultants to establish priorities instead of soliciting feedback from the ranks of creative leaders!" **Other(n=1):** "The coaching process doesn't work perfectly.... Generally coach interactions are structured in such a way that it can become an added 'task' rather than support."
Clarity of Communication	**13%**	**(n=5):** "It would be helpful to receive quarterly updates via email, with more information about opportunities for funding and artistic collaboration." "Broader discussions about Irvine goals and areas of interest." "While the website is filled with valuable information it can take some digging to find it. The Foundation's website could be easier to navigate."
Grantmaking Characteristics	**13%**	**(n=5):** "I would like to see grantmaking with fewer specific guidelines around project parameters, and more focus on qualities. My organization feels it cannot receive support for its core programs from the Foundation, and needs to develop special projects (which are extensions of core programming) in order to qualify. It would be refreshing to see funding for the 'essential,' not the 'special.'" "Allow organizations to have funding for more than three years at a time."
Grantee Impact and Understanding	**10%**	**(n=4):** "A deeper and more meaningful way of creating projects/programs/ proposals that have longevity and potential to build on one another for long term success." "Do not like the California data project. Not helpful for smaller organizations who don't fit its mold."

Note: There were a total of 39 suggestions from Creative Connections Fund grantees. 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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Grantee Suggestions for the Foundation (6)

% Grantee Suggestions		Creative Connections Fund Grantee Suggestions
Topic of Grantee Suggestion	**Creative Connections Fund**	**Sub-Themes and Sample of Comments**
Assistance Securing Funding from Other Sources	**10%**	**(n=4):** "I would love to have the sense that the staff are available as a resource to help us advance the program and solicit additional funding. Compared to our relationship with the Hewlett Foundation, for instance, this is a very distant and hands-off relationship." "I would love to have help in approaching other funders."
Field Impact and Understanding	**8%**	**(n=3):** "Although the Irvine supported extensive research for the arts in general, I would like to see more in depth research in the field of arts for cultural communities, and how the arts affects the ecology of these communities." "More funding for the arts and small-mid size arts organizations."
Selection Process	**5%**	**(n=2):** "Some sort of feedback to us, specific to the grant allocation, about what we're doing that's important for their goals. We might be able to leverage that info into other local grant applications."
Other	**3%**	**(n=1):** "I'd love for them to devote more resources to Creative Connections!"

Note: There were a total of 39 suggestions from Creative Connections Fund grantees. 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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Analysis and Discussion (1)

Note: These findings are a repeat of the "key findings" interspersed throughout the report, with the addition of questions for discussion.

- **Overall, grantees report a strong impact on their fields and organizations, but they rate Irvine lower for its effect on their communities.**
  - Grantees indicate that, compared to other funders, Irvine has a strong impact on their fields and organizations. Irvine is rated higher than 75 percent of funders in CEP's dataset for its impact on grantees' organizations and just at the 75th percentile for its impact on grantees' fields. These findings are similar to those from a 2006 survey of grantees, suggesting a sustained strong impact from Irvine's Core programs.
  - As seen in the Irvine 2006 GPR, grantees frequently comment about the Foundation's positive impact in their fields. Many note Irvine's ability to challenge their fields and "create real social change" through its innovative grantmaking and research. For the extent to which they agree that Irvine is regarded as a leader in their fields over 80% of grantees rate the Foundation a 6 or 7 on a 1 to 7 scale where 1 = "Not at all" and 7 = "To a great extent." Grantees also describe Irvine's role as a "catalyst" in strengthening and improving their organizations. Notably, a number of grantees comment specifically on Irvine's ability to strengthen and empower individual organizations while playing a leadership role in its fields of work.
  - Irvine's ratings on measures related to its work in grantees' local communities are lower than other impact ratings, and these community-related ratings have not changed substantially since 2006. For both its impact on and understanding of grantees' local communities Irvine is rated just above the 25th percentile. Compared to the frequency with which they comment on Irvine's work in their fields, grantees make relatively few comments about the Foundation's impact on their communities.

    CEP questions for the Foundation:

    - » *What policies or practices have led to such high ratings for impact on grantees' field and organizations? How can the Foundation ensure that the philosophies, policies, and practices that lead to these high ratings are maintained in the future?*
    - » *Is the Foundation concerned by these lower ratings for its work in grantees communities? If so, how can the Foundation create more awareness among grantees of its impact in grantees' communities?*

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Analysis and Discussion (2)

- **Irvine receives typical ratings for relationships with grantees, with moderate improvement since 2006.**
  - CEP's research, Working with Grantees, identifies two key components of strong funder-grantee relationships: high quality interactions and clear, consistent communication. For its relationships with grantees, grantees rate Irvine similarly to the median funder and just slightly above Irvine's average from 2006. On two measures related to interactions with the Foundation – fairness of treatment of grantees and responsiveness of Foundation staff, Irvine grantees are more positive than they were in 2006, and Irvine now rates similarly to the typical funder in these areas. Similarly, for the clarity of communication of Irvine's goals and strategies, grantees' ratings have slightly improved, and the Foundation is rated higher than typical.

Approachability of Foundation Staff

- Despite improvement to typical ratings in two areas of quality of interactions – fairness of treatment of grantees and responsiveness of Foundation staff, Irvine grantees continue to give less positive ratings than do grantees of the median funder for their comfort approaching the Foundation if a problem arises – a key component of high quality funder-grantee relationships. Additionally, ratings on a related measure of the pressure grantees' feel to modify their priorities in order to receive funding are trending in the wrong direction, and Irvine grantees report higher levels of pressure than do grantees of ninety percent of the funders in CEP's dataset.
- Irvine grantees make many positive comments about the availability and approachability of Foundation staff. However, some grantees comment on an "arms length sensibility that permeates conversations with staff," and in their suggestions for the Foundation's improvement, a number of grantees request clearer expectations regarding access to program staff. While in many cases, these comments are clearly about deeper engagement from Irvine staff, in some cases the lack of clarity seems to be around whether to interact with the Foundation through an Irvine provided consultant or to approach Foundation staff directly.

CEP questions for the Foundation:

» *How can Irvine ensure that all grantees feel comfortable reaching out to their program officers when issues arise while setting and maintaining realistic expectations about the level of engagement available from Foundation staff?*

» *Can the Foundation provide additional clarity to all grantees who are assigned outside consultants to minimize confusion about when and why it is appropriate to contact the Foundation directly – especially in the context of potential problems related to the grant and the grantees' work?*

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Analysis and Discussion (3)

- **Irvine receives typical ratings for relationships with grantees, with moderate improvement since 2006. (continued)**

Consistency of Communication

- Consistency of communication from the Foundation is another key component of funder-grantee relationships. For the consistency of the Foundation's written and personal communications resources Irvine is rated similarly to the median funder, and the Foundation's ratings have not changed since 2006. Many grantees praise the "guidance" program officers provide in navigating the Foundation's programs and funding priorities. However, a number of grantees note inconsistencies in information and feedback either from different Irvine staff members, Irvine contacts and third party consultants, or the Foundation's website and Foundation staff members.

CEP questions for the Foundation:

» *How can the Foundation increase the consistency of the information and feedback being provided to grantees across all of Irvine's written and in-person communications, especially around the communication of funding guidelines and Foundation priorities?*

Change of Primary Contact at the Foundation

- Almost 20 percent of Irvine grantees – a larger than typical proportion – have experienced a change in their primary contact at the Foundation in the last 6 months. Grantees who have experienced a change in primary contact rate significantly lower for their comfort approaching the Foundation if a problem arises, the consistency of the Foundation's written and personal communications resources, and other key measures across the survey than do Irvine grantees that have not experienced a change.

CEP questions for the Foundation:

» *Does the Foundation have a standard process for managing program officer transitions? When possible, can the Foundation communicate ahead of time with grantees about the change of contact, and ensure that relevant knowledge is passed on from one program officer to the next?*

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Analysis and Discussion (4)

- **Irvine grantees that receive some or most of their non-monetary assistance from a third party rate the foundation significantly lower on key measures across the survey compared to grantees that receive most of their assistance from the Foundation.**
  - Irvine provides a larger than typical proportion of grantees with more intensive patterns of non-monetary assistance – what CEP has defined as "field-focused" or "comprehensive" patterns of non-monetary assistance – frequently through a third party. Field-wide, grantees that receive these patterns of assistance rate more positively on impact measures than do grantees receiving just a few forms of assistance from the Foundation. However, this is not the case at Irvine. At Irvine, a larger than typical proportion of grantees report receiving at least some of their non-monetary assistance from a third party, which seems to drive grantee ratings lower.
  - Many grantees comment positively about the "helpful visits" and assistance they receive from third parties. However, some describe how third party consultants caused confusion "as to what was required" and about "definitions" or "terminologies."

    CEP questions for the Foundation:

    - » *Is the Foundation concerned that grantees receiving non-monetary assistance through a third party are having a different experience than their counterparts receiving their assistance through the Foundation?*
    - » *How can the Foundation achieve even greater impact by leveraging the time, knowledge, and expertise of outside consultants while strengthening grantees' relationships with the Foundation?*

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Racial Diversity (1)

The following section reflects the results of questions related to diversity. These questions are meant to address communication about and relevance of diversity related work.

- Please note: These questions were recently added to CEP's grantee survey. As a result, this table only contains data from 25 funders.
- 77 percent of Irvine's grantees indicate that the work funded by this grant addresses topics in which racial diversity is a relevant component.

Measure	Irvine Core 2010				Full Dataset Median			
Foundation Communication Related to Racial Diversity[1]								
Has the Foundation communicated with you about racial diversity related to:	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.)	15%	38%	17%	30%	12%	45%	15%	27%
The Foundation's programmatic work (funding, mission, programs)	48%	21%	13%	19%	34%	27%	16%	23%
The grantee's organization (staff, board, etc.)	38%	32%	10%	20%	21%	40%	14%	25%
The work associated with this grant in particular	50%	26%	7%	17%	30%	35%	12%	23%
Impact of Communication Related to Racial Diversity *(only asked of grantees who indicated 'yes' to the relevant question above)*[1]								
Impact of communication on grantee's **organization** *(1="Negative impact", 4="Neither positive nor negative impact", and 7="Positive impact")*	5.3				5.1			
Impact of communication on grantee's **work** *(1="Negative impact", 4="Neither positive nor negative impact", and 7="Positive impact")*	5.4				5.2			
Relevance of Racial Diversity to Funded Work[1]								
Percent of grantees who indicate that the work funded by this grant addresses topics in which racial diversity is a relevant component	77%				56%			

Note: Irvine Core 2006, and comparative cohort foundation data not available due to changes to the survey instrument.
1: Represents data from 25 funders.

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Racial Diversity (2)

Measure	Arts				California Democracy				Youth			
Foundation Communication Related to Racial Diversity												
Has the Foundation communicated with you about racial diversity related to:	Yes	No, but not relevant	No, but Foundation should	Don't know	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.)	14%	45%	12%	29%	17%	20%	23%	40%	14%	50%	8%	28%
The Foundation's programmatic work (funding, mission, programs)	47%	26%	9%	18%	63%	7%	10%	20%	41%	30%	11%	19%
The grantee's organization (staff, board, etc.)	37%	36%	7%	20%	43%	17%	20%	20%	19%	47%	8%	25%
The work associated with this grant in particular	48%	27%	8%	17%	63%	10%	3%	23%	41%	41%	5%	14%
Impact of Communication Related to Racial Diversity ***(only asked of grantees who indicated 'yes' to the relevant question above)***												
Impact of communication on grantee's **organization** *(1="Negative impact", 4="Neither positive nor negative impact", and 7="Positive impact")*	5.1				5.4				5.0			
Impact of communication on grantee's **work** *(1="Negative impact", 4="Neither positive nor negative impact", and 7="Positive impact")*	5.2				5.6				5.7			
Relevance of Racial Diversity to Funded Work												
Percent of grantees who indicate that the work funded by this grant addresses topics in which racial diversity is a relevant component	68%				85%				97%			

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Racial Diversity (3)

Measure	Special Initiatives				Creative Connections Fund			
Foundation Communication Related to Racial Diversity								
Has the Foundation communicated with you about racial diversity related to:	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.)	18%	21%	33%	28%	11%	43%	24%	22%
The Foundation's programmatic work (funding, mission, programs)	46%	8%	26%	21%	35%	24%	23%	18%
The grantee's organization (staff, board, etc.)	54%	21%	10%	15%	32%	28%	21%	19%
The work associated with this grant in particular	56%	21%	10%	13%	46%	23%	17%	14%
Impact of Communication Related to Racial Diversity ***(only asked of grantees who indicated 'yes' to the relevant question above)***								
Impact of communication on grantee's **organization** *(1="Negative impact", 4="Neither positive nor negative impact", and 7="Positive impact")*	5.7				5.1			
Impact of communication on grantee's **work** *(1="Negative impact", 4="Neither positive nor negative impact", and 7="Positive impact")*	5.6				5.0			
Relevance of Racial Diversity to Funded Work								
Percent of grantees who indicate that the work funded by this grant addresses topics in which racial diversity is a relevant component	81%				75%			

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Irvine Custom Questions – Core Ratings (1)

Measure	Irvine Core 2010	Irvine Core 2006
"From your experience, how much do you agree or disagree that the Irvine Foundation is regarded as a leader among foundations in your field?"		
Average Rating	6.3	6.2
Percent "Don't know"	5%	4%
"From your experience, how much do you agree or disagree that the Irvine Foundation understands the region that you work in?"		
Average Rating	5.9	6.0
Percent "Don't know"	2%	2%
"From your experience, how much do you agree or disagree that the Irvine Foundation serves as a credible information resource on significant issues and trends in California?"		
Average Rating	5.9	5.7
Percent "Don't know"	5%	8%
"From your experience, how much do you agree or disagree that the Irvine Foundation has program staff who offer content expertise to you?"		
Average Rating	5.7	5.6
Percent "Don't know"	2%	3%
"From your experience, how much do you agree or disagree that the Irvine Foundation demonstrates creativity and innovation in its grantmaking?"		
Average Rating	5.9	5.8
Percent "Don't know"	3%	2%
"From your experience, how much do you agree or disagree that the Irvine Foundation encourages candor and constructive criticism about its policies and programs from its grantees?"		
Average Rating	5.5	5.4
Percent "Don't know"	10%	13%
"From your experience, how much do you agree or disagree that the Irvine Foundation has program staff who are easily accessible?"		
Average Rating	6.0	6.0
Percent "Don't know"	0%	0%
"From your experience, how much do you agree or disagree that the Irvine Foundation is transparent in how it communicates about the Foundation, including governance, financial information, and grantmaking process?"		
Average Rating	5.7	5.6
Percent "Don't know"	5%	6%

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Irvine Custom Questions – Core Ratings (2)

Measure	Irvine Core 2010	Irvine Core 2006
"From your experience, how much do you agree or disagree that the Irvine Foundation publicly acknowledges grantmaking strategies that have not been effective and shares lessons learned through effective communication and dissemination?"		
Average Rating	5.1	4.8
Percent "Don't know"	23%	25%
"From your experience, how much do you agree or disagree that the Irvine Foundation takes a public stance on issues of importance to its mission and programs, even in the face of potential criticism?"		
Average Rating	5.4	5.1
Percent "Don't know"	21%	22%
"How reasonable do you find the time and effort required to complete the Foundation's proposal and selection process to be, relative to the dollar award you received?		
Average Rating	5.6	5.5
"From your experience, how much do you agree or disagree that the Irvine Foundation has program staff who link you to new opportunities, resources, and partners?"		
Average Rating	5.3	5.2
Percent "Don't know"	2%	9%

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Irvine Custom Questions – Program Ratings (1)

Grantee Perception Report®

Measure	Arts	California Democracy	Youth	Special Initiatives	Creative Connections Fund
"From your experience, how much do you agree or disagree that the Irvine Foundation is regarded as a leader among foundations in your field?"					
Average Rating	6.4	6.4	6.0	6.2	6.3
Percent "Don't know"	6%	7%	5%	3%	7%
"From your experience, how much do you agree or disagree that the Irvine Foundation understands the region that you work in?"					
Average Rating	5.9	5.9	6.0	5.8	5.8
Percent "Don't know"	2%	0%	5%	3%	4%
"From your experience, how much do you agree or disagree that the Irvine Foundation serves as a credible information resource on significant issues and trends in California?"					
Average Rating	6.0	5.8	5.6	5.9	5.9
Percent "Don't know"	4%	7%	5%	8%	8%
"From your experience, how much do you agree or disagree that the Irvine Foundation has program staff who offer content expertise to you?"					
Average Rating	5.9	5.9	5.1	5.4	5.5
Percent "Don't know"	2%	3%	0%	3%	7%
"From your experience, how much do you agree or disagree that the Irvine Foundation demonstrates creativity and innovation in its grantmaking?"					
Average Rating	6.1	5.9	5.5	5.9	6.0
Percent "Don't know"	0%	3%	11%	3%	4%
"From your experience, how much do you agree or disagree that the Irvine Foundation encourages candor and constructive criticism about its policies and programs from its grantees?"					
Average Rating	5.6	5.5	5.0	5.6	5.4
Percent "Don't know"	10%	17%	5%	10%	8%
"From your experience, how much do you agree or disagree that the Irvine Foundation has program staff who are easily accessible?"					
Average Rating	6.1	6.4	5.6	6.0	5.9
Percent "Don't know"	0%	0%	0%	3%	1%
"From your experience, how much do you agree or disagree that the Irvine Foundation is transparent in how it communicates about the Foundation, including governance, financial information, and grantmaking process?"					
Average Rating	5.8	5.7	5.5	5.7	5.6
Percent "Don't know"	4%	0%	11%	8%	12%

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Irvine Custom Questions – Program Ratings (2)

Grantee Perception Report®

Measure	Arts	California Democracy	Youth	Special Initiatives	Creative Connections Fund
"From your experience, how much do you agree or disagree that the Irvine Foundation publicly acknowledges grantmaking strategies that have not been effective and shares lessons learned through effective communication and dissemination?"					
Average Rating	5.2	4.6	4.4	5.7	5.2
Percent "Don't know"	19%	23%	27%	31%	21%
"From your experience, how much do you agree or disagree that the Irvine Foundation takes a public stance on issues of importance to its mission and programs, even in the face of potential criticism?"					
Average Rating	5.4	5.1	5.6	5.4	5.1
Percent "Don't know"	22%	13%	19%	26%	26%
"How reasonable do you find the time and effort required to complete the Foundation's proposal and selection process to be, relative to the dollar award you received?					
Average Rating	5.7	6.1	5.8	5.1	5.9
"From your experience, how much do you agree or disagree that the Irvine Foundation has program staff who link you to new opportunities, resources, and partners?"					
Average Rating	5.2	5.6	5.1	5.5	4.6
Percent "Don't know"	2%	0%	3%	3%	14%

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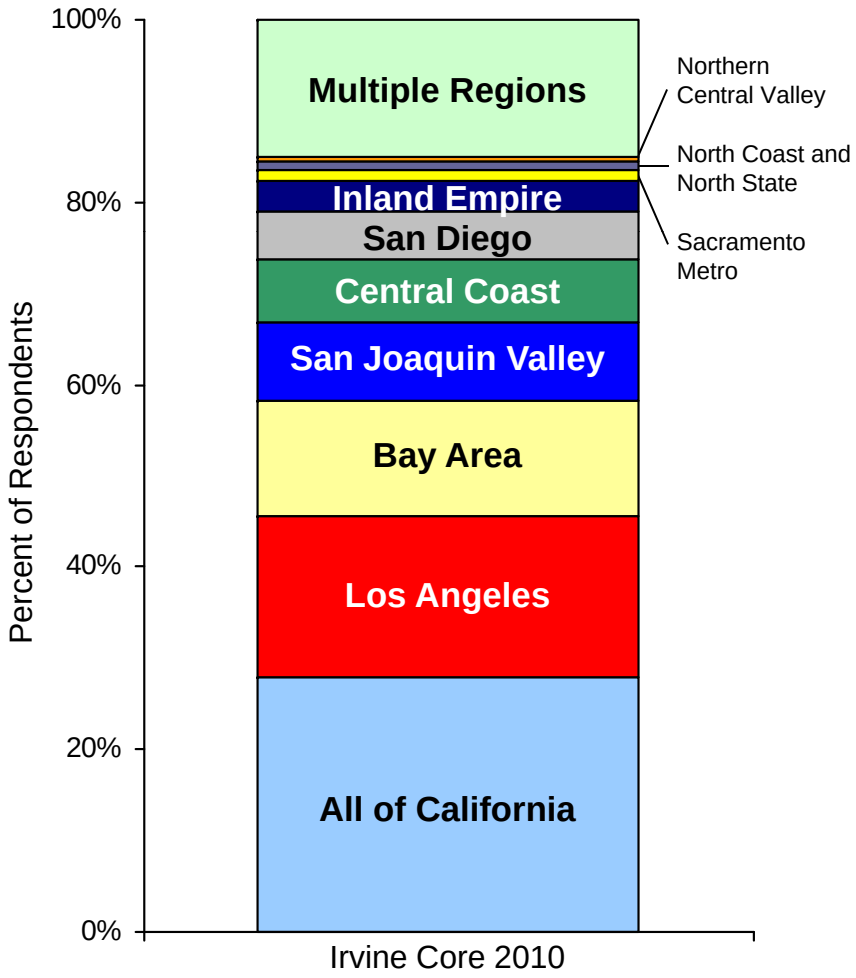
Regions Served and Foundation Initiatives

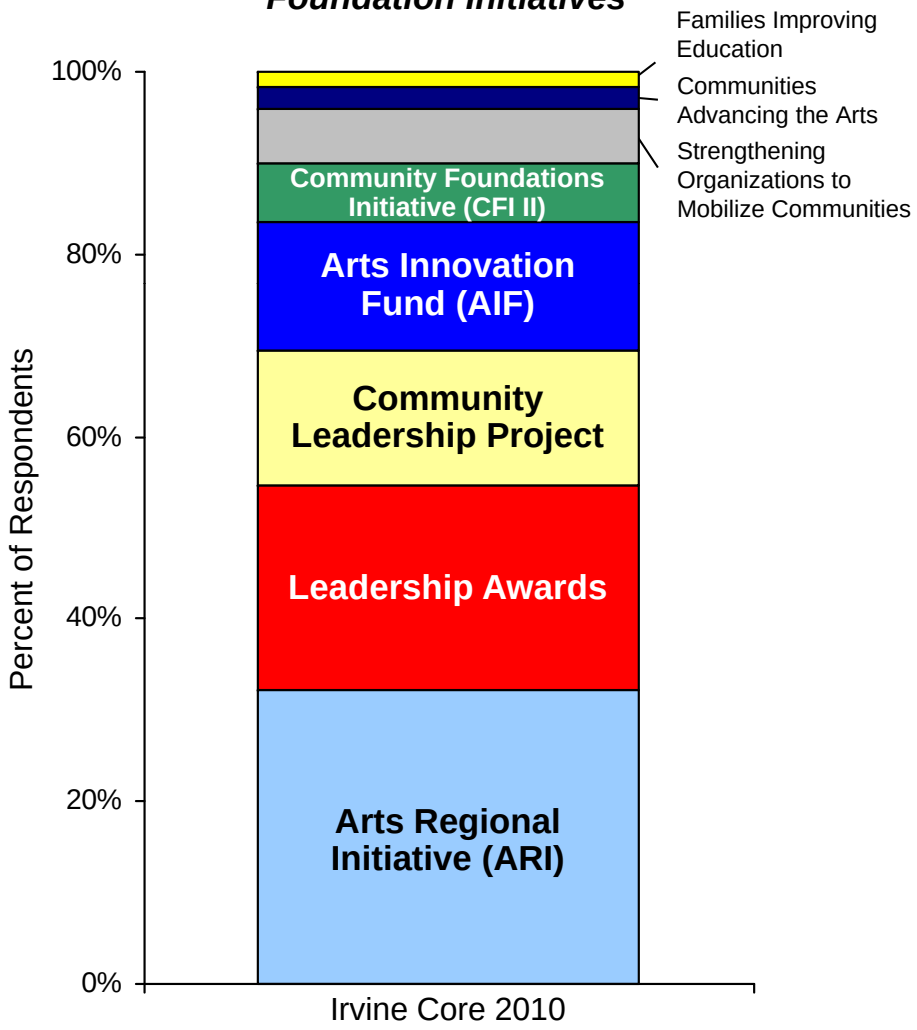
Irvine Core grantees were asked to identify the region(s) served by their organizations through their current Irvine grants.

Irvine Core grantees were asked to identify in which Irvine initiative they had participated. The chart below includes responses from 121 Irvine Core grantees (53% of Irvine Core).

Regions Served



Foundation Initiatives



Note: Comparative data not available because this question was only asked of Irvine grantees. Chart excludes responses from Irvine Creative Connections Fund grantees.

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Grantmaking Characteristics (1)

Measure	Irvine Core 2010	Irvine Core 2006	Full Dataset Median	Comparative Cohort Foundation Median
Length of Grant Awarded				
Average grant length	*2.8 years*	*2.5 years*	*2.1 years*	*2.4 years*
1 year	10%	17%	51%	30%
2 years	22%	35%	20%	29%
3 years	59%	42%	17%	27%
4 years	4%	1%	4%	6%
5 or more years	5%	5%	8%	7%
Type of Grant Awarded				
Program/Project Support	70%	70%	65%	67%
General Operating Support	9%	13%	19%	19%
Technical Assistance	19%	14%	5%	6%
Building/Renovation	1%	0%	7%	2%
Other Capital Support	0%	1%	2%	1%
Scholarship/Fellowship	0%	2%	1%	1%
Endowment Support	0%	0%	1%	2%
Event/Sponsorship Funding[1]	0%	N/A	N/A	N/A
Grant Amount Awarded				
Median grant size	*$300K*	*$318K*	*$60K*	*$200K*
Less than $10K	0%	0%	11%	2%
$10K - $24K	0%	0%	15%	5%
$25K - $49K	3%	2%	15%	7%
$50K - $99K	8%	14%	17%	14%
$100K - $149K	8%	7%	9%	11%
$150K - $299K	28%	18%	13%	21%
$300K - $499K	31%	33%	7%	13%
$500K - $999K	12%	16%	6%	12%
$1MM and above	9%	10%	7%	16%
Median Percent of Budget Funded By Grant (Annualized)				
Size of grant relative to size of grantee budget	5.6%	6.7%	3.3%	5.0%

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 42 funders for which data is available, the average percent of grantees indicating they received event/sponsorship funding was 2 percent.

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Grantmaking Characteristics (2)

Measure	Arts	California Democracy	Youth	Special Initiatives	Creative Connections Fund
Length of Grant Awarded					
Average grant length	*3.1 years*	*2.5 years*	*2.3 years*	*3.0 years*	*2.0 years*
1 year	8%	10%	11%	18%	6%
2 years	8%	43%	49%	21%	86%
3 years	78%	43%	32%	38%	7%
4 years	3%	0%	8%	5%	1%
5 or more years	3%	3%	0%	18%	0%
Type of Grant Awarded					
Program/Project Support	64%	77%	72%	46%	89%
General Operating Support	6%	17%	17%	18%	1%
Technical Assistance	26%	7%	11%	36%	10%
Building/Renovation	2%	0%	0%	0%	0%
Other Capital Support	1%	0%	0%	0%	0%
Scholarship/Fellowship	1%	0%	0%	0%	0%
Endowment Support	0%	0%	0%	0%	0%
Event/Sponsorship Funding	1%	0%	0%	0%	0%
Grant Amount Awarded					
Median grant size	*$275K*	*$350K*	*$400K*	*$213K*	*$50K*
Less than $10K	0%	0%	0%	0%	1%
$10K - $24K	1%	0%	0%	0%	15%
$25K - $49K	4%	0%	0%	6%	32%
$50K - $99K	7%	3%	8%	19%	41%
$100K - $149K	8%	0%	8%	11%	1%
$150K - $299K	34%	31%	11%	19%	7%
$300K - $499K	33%	34%	31%	22%	1%
$500K - $999K	10%	17%	17%	14%	0%
$1MM and above	4%	14%	25%	8%	0%
Median Percent of Budget Funded By Grant (Annualized)					
Size of grant relative to size of grantee budget	5.1%	12.4%	8.3%	2.3%	5.3%

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Grantee Characteristics (1)

Measure	Irvine Core 2010	Irvine Core 2006	Full Dataset Median	Comparative Cohort Foundation Median
Operating Budget of Grantee Organization				
Median budget	*$2.0MM*	*$1.8MM*	*$1.4MM*	*$1.8MM*
< $100K	1%	0%	8%	4%
$100K - $499K	8%	13%	20%	15%
$500K - $999K	18%	14%	14%	13%
$1MM - $4.9MM	47%	38%	30%	32%
$5MM - $24.9MM	19%	19%	18%	20%
$25MM and above	6%	15%	11%	16%
Length of Establishment of Grantee Organizations				
Median length of establishment	*28 years*	*24 years*	*24 years*	*22 years*
Less than 5 years	4%	4%	7%	6%
5 - 9 years	10%	16%	14%	14%
10 -19 years	21%	21%	22%	22%
20 - 49 years	47%	40%	35%	35%
50 - 99 years	16%	15%	12%	12%
100 years or more	2%	5%	9%	10%

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Grantee Characteristics (2)

Measure	Arts	California Democracy	Youth	Special Initiatives	Creative Connections Fund
Operating Budget of Grantee Organization					
Median budget	*$1.7MM*	*$1.6MM*	*$2.1MM*	*$3.0MM*	*$0.4MM*
< $100K	1%	3%	0%	0%	1%
$100K - $499K	9%	3%	0%	13%	60%
$500K - $999K	20%	28%	10%	13%	19%
$1MM - $4.9MM	47%	48%	59%	38%	17%
$5MM - $24.9MM	16%	17%	21%	31%	3%
$25MM and above	7%	0%	10%	5%	0%
Length of Establishment of Grantee Organizations					
Median length of establishment	*35 years*	*21 years*	*11 years*	*19 years*	*23 years*
Less than 5 years	2%	0%	9%	5%	1%
5 - 9 years	5%	14%	29%	8%	15%
10 -19 years	11%	31%	26%	38%	28%
20 - 49 years	56%	48%	24%	41%	48%
50 - 99 years	24%	7%	3%	8%	7%
100 years or more	1%	0%	9%	0%	0%

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Grantee Characteristics (3)

Measure	Irvine Core 2010	Irvine Core 2006	Full Dataset Median	Comparative Cohort Foundation Median
Length of Time Which Grantees Have Regularly Conducted the Funded Programs[1]				
Less than 1 year	17%	N/A	17%	14%
1 - 5 years	50%	N/A	50%	55%
6 - 10 years	14%	N/A	15%	17%
More than 10 years	19%	N/A	18%	14%
Pattern of Grantees' Funding Relationship with the Foundation[2]				
First grant received from the Foundation	25%	N/A	33%	N/A
Consistent funding in the past	51%	N/A	49%	N/A
Inconsistent funding in the past	24%	N/A	18%	N/A
Length of Funding Relationship with the Foundation[3]				
1 - 5 years	41%	N/A	55%	N/A
6 - 10 years	35%	N/A	26%	N/A
More than 10 years	25%	N/A	19%	N/A
Funding Status and Grantees Previously Declined Funding				
Percent of grantees currently receiving funding from the Foundation	95%	93%	75%	86%
Percent of grantees previously declined funding by the Foundation	42%	30%	33%	31%

1: Represents data from 97 funders. Irvine Core 2006 data not available due to changes in the survey instrument.
2: Represents data from 28 funders. This question includes a "don't know" response option; 0 percent of Irvine Core 2010 respondents answered "don't know", compared to 3 percent at the median funder. Irvine Core 2006 and comparative cohort foundation data not available due to changes to the survey instrument.
3: Represents data from 28 funders. This question includes a "don't know" response option; 3 percent of Irvine Core 2010 respondents answered "don't know", compared to 7 percent at the median funder. Irvine Core 2006 and comparative cohort foundation data not available due to changes to the survey instrument.

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Grantee Characteristics (4)

Measure	Arts	California Democracy	Youth	Special Initiatives	Creative Connections Fund
Length of Time Which Grantees Have Regularly Conducted the Funded Programs					
Less than 1 year	9%	13%	32%	41%	30%
1 - 5 years	56%	39%	48%	35%	44%
6 - 10 years	15%	22%	12%	6%	14%
More than 10 years	20%	26%	8%	18%	13%
Pattern of Grantees' Funding Relationship with the Foundation					
First grant received from the Foundation	21%	17%	39%	28%	58%
Consistent funding in the past	57%	73%	33%	33%	24%
Inconsistent funding in the past	22%	10%	28%	38%	18%
Length of Funding Relationship with the Foundation					
1 - 5 years	35%	36%	70%	42%	73%
6 - 10 years	39%	36%	25%	27%	20%
More than 10 years	26%	28%	5%	31%	7%
Funding Status and Grantees Previously Declined Funding					
Percent of grantees currently receiving funding from the Foundation	97%	100%	83%	97%	90%
Percent of grantees previously declined funding by the Foundation	45%	58%	7%	55%	58%

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Grantee Characteristics (5)

Measure	Irvine Core 2010	Irvine Core 2006	Full Dataset Median	Comparative Cohort Foundation Median
Job Title of Respondents[1]				
Executive Director	63%	N/A	48%	N/A
Development Director	8%	N/A	8%	N/A
Other Senior Management	10%	N/A	14%	N/A
Project Director	8%	N/A	14%	N/A
Other Development Staff	5%	N/A	4%	N/A
Volunteer	0%	N/A	2%	N/A
Other	5%	N/A	10%	N/A
Gender of Respondents[2]				
Female	60%	66%	62%	57%
Male	40%	34%	38%	43%
Race/Ethnicity of Respondents[3]				
Caucasian/White	78%	N/A	80%	79%
African-American/Black	4%	N/A	7%	5%
Hispanic/Latino	8%	N/A	4%	7%
Asian (incl. Indian subcontinent)	6%	N/A	3%	5%
Multi-racial	1%	N/A	3%	2%
American Indian/Alaskan Native	0%	N/A	1%	0%
Pacific Islander	0%	N/A	0%	0%
Other	2%	N/A	2%	2%

1: Represents data from 28 funders. Irvine Core 2006 data not available due to changes in 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 Irvine Core 2010 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 6 percent of Irvine Core 2010 respondents selected "prefer not to say," compared to 5 percent at the median funder. Irvine Core 2006 data not available due to changes in the survey instrument.

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Grantee Characteristics (6)

Measure	Arts	California Democracy	Youth	Special Initiatives	Creative Connections Fund
Job Title of Respondents					
Executive Director	65%	63%	46%	74%	60%
Development Director	9%	3%	8%	8%	10%
Other Senior Management	9%	10%	19%	8%	12%
Project Director	6%	0%	22%	8%	3%
Other Development Staff	6%	10%	0%	3%	4%
Volunteer	1%	0%	0%	0%	0%
Other	5%	13%	5%	0%	11%
Gender of Respondents					
Female	60%	55%	63%	59%	68%
Male	40%	45%	37%	41%	32%
Race/Ethnicity of Respondents					
Caucasian/White	83%	67%	84%	63%	68%
African-American/Black	3%	7%	0%	8%	6%
Hispanic/Latino	4%	11%	9%	16%	9%
Asian (incl. Indian subcontinent)	3%	7%	6%	13%	9%
Multi-racial	2%	0%	0%	0%	6%
American Indian/Alaskan Native	1%	0%	0%	0%	3%
Pacific Islander	1%	0%	0%	0%	0%
Other	3%	7%	0%	0%	0%

Funder Characteristics

Measure	Irvine 2010	Irvine 2006	Full Dataset Median	Comparative Cohort Foundation Median
Financial Information				
Total assets	$1433.8MM	$1610.5MM	$262.8MM	$1632.8MM
Total giving	$67.0MM	$73.1MM	$15.0MM	$67.9MM
Administrative Expenses				
Administrative expense as percent of total assets	0.5%	1.0%	1.2%	0.9%
Administrative expense as percent of total giving	11.4%	21.5%	21.6%	19.2%
Funder Staffing				
Total staff (FTEs)	42	36	13	48
Percent of staff working directly with grantees	N/A	61%	93%	80%
Percent of staff who are program staff	38%	44%	56%	49%

1: Chart reflects Irvine as a whole and does not exclude the Creative Connections Fund.
Note: Excludes FTEs devoted to the operation of funder charitable programs.
Source: Self-reported data provided by Irvine and other GPR and Operational Benchmarking Report (OBR) subscribers from 2003-2009 survey rounds.

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Funders in Dataset

The 253 philanthropic funders whose grantees CEP has surveyed are listed below. Those that were independently surveyed are denoted by an asterisk (*).

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

Vision

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

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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:

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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	*Toward a Common Language: Listening to Foundation CEOs and Other Experts Talk About Performance Measurement in Philanthropy* (2002)
	Indicators of Effectiveness: Understanding and Improving Foundation Performance (2002)
	Assessing Performance at the Robert Wood Johnson Foundation: A Case Study (2004)
Funder Strategy	*Beyond the Rhetoric: Foundation Strategy* (2007)
	Lessons from the Field: Becoming Strategic: The Evolution of the Flinn Foundation (2009)
	The Essentials of Foundation Strategy (2009)
	Lessons from the Field: Striving for Transformative Change at the Stuart Foundation (2009)
Funder Governance	*Foundation Governance: The CEO Viewpoint* (2004)
	Beyond Compliance: The Trustee Viewpoint on Effective Foundation Governance (2005)
Funder-Grantee Relationships	*Listening to Grantees: What Nonprofits Value in Their Foundation Funders* (2004)
	Foundation Communications: The Grantee Perspective (2006)
	In Search of Impact: Practices and Perceptions in Foundations' Provision of Program and Operating Grants to Nonprofits (2006)
	Luck of the Draw (2007)
	Working with Grantees: The Keys to Success and Five Program Officers Who Exemplify Them (2010)
Managing Operations	*Lessons from the Field: Improving the Experience at the David and Lucile Packard Foundation* (2008)
	Lessons from the Field: Aiming for Excellence at the Wallace Foundation (2008)
Non-Monetary Assistance	*More than Money: Making a Difference with Assistance Beyond the Grant* (2008)

Note: CEP research can be downloaded for free at www.effectivephilanthropy.org.

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CEP Assessment Tools

Grantee Perception Report®

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

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