

THE DUKE ENDOWMENT

Grantee Perception Survey

Since 2002, The Duke Endowment has worked with the Center for Effective Philanthropy to survey grantees to see how we're doing as a foundation. The 2010 "Grantee Perception Report" has now been released.

The report provides valuable feedback about the Endowment's performance on several measures, including interaction with staff, communication and the grantmaking process.

A sample of 286 grantees received the most recent survey and the Endowment had a 73 percent response rate. The report includes comparisons with 253 funders whose grantees were surveyed in the past six years.

We were happy to see that the Endowment received very high ratings in all the major areas covered in the survey, including the impact on grantees' fields, overall satisfaction, and the quality of our relationships with grantees. According to the report, the Endowment has maintained or improved its high ratings since 2005 in all key categories..

While positive results are affirming, we heard constructive suggestions as well. Both will inform our ongoing efforts to improve.

The confidential grantee survey is one important source of information on how we are doing, and we are big believers in the value of capturing this data as part of our overall assessment. Of course, other evaluation tools – focused on measuring the actual impact of our grantmaking strategies – are also required.

We invite you to study this report. If you would like full survey results, or if you have questions, please contact the Endowment at 704.376.0291.

Sincerely,

Gene Cochrane
President

Excerpt Prepared by The Center For Effective Philanthropy

Grantee Perception Report®

prepared for

The Duke Endowment August 2010



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Executive Summary – Key Findings

Compared to other funders whose grantees that CEP has surveyed, The Duke Endowment (“TDE”) receives very high ratings on an unusually large number of dimensions in this report, including: impact on and understanding of grantees’ fields, overall grantee satisfaction, and the quality of its relationships with grantees (grantees’ comfort approaching the Endowment when a problem arises, responsiveness of staff, fairness of treatment by the Endowment, and the clarity and consistency with which the Endowment communicates its goals and strategy). Grantees describe TDE and its staff as “professional, knowledgeable, helpful, and accessible,” and consider the Endowment “a source of visionary ideas that has improved the [field] across the state.”

TDE has maintained or improved on its high ratings since 2005 on all key dimensions in this report.

Since the time TDE last surveyed its grantees in 2005, the economy has taken a downturn and TDE has experienced changes in staffing and its processes and strategies. It is possible that any or all of those changes could have shifted grantees’ perceptions of the Endowment. However, in 2010 the Endowment continues to receive exceptionally high ratings from its grantees on a large number of dimensions in this report, and in some cases receives improved ratings from 2005, including significantly higher ratings on TDE’s impact on grantees’ organizations and the helpfulness of the reporting/evaluation processes in strengthening grantees’ organizations/programs. This suggests that the Endowment managed substantial change in a way that only reinforced the positive impact grantees perceived the Endowment to have.

Grantees find the Endowment’s selection and reporting/evaluation processes to very helpful. The Endowment is rated above 90 percent of funders for the helpfulness of these processes in strengthening grantees’ organizations or funded programs. While these processes are perceived to be very helpful, grantees suggest that the Endowment continue to improve its online application and evaluation processes. One grantee says “the new online application/evaluation process [is] a bit challenging to navigate. Perhaps the instructions need more clarification.”

The Endowment’s grantmaking characteristics look different from those of many other funders. Grantees receive grants from TDE that are larger and longer than typical. These grants are mostly program and capital grants, and they are used more frequently than typical to add new program work rather than expand grantees’ existing work or enhance grantee capacity. CEP research suggests that the combination of large, longer-term grants with operating support maximizes a funder’s impact on a grantee’s organization, raising the prospect that the Endowment could further increase its already substantial impact by awarding some operating support grants.

The quality of grantees’ relationships with the Endowment is different across program areas. Rural Church grantees, smaller and older than other programs’ grantees, rate higher than typical for the quality of their relationships with TDE. However, they rate lower than grantees from other program areas on this measure. Rural Church grantees also interact less frequently with Endowment staff, and less frequently have personal communication with Endowment staff when learning about TDE. The majority of Rural Church grantees report that they had a change in their primary contact in the last six months.

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.

Methodology – The Endowment’s Grantee Survey

- ♦ The Center for Effective Philanthropy (CEP) surveyed the grantees of The Duke Endowment (“TDE”) during May and June 2010. CEP has surveyed TDE’s grantees in the past. Where possible, ratings from these surveys are also shown in the report. The details of TDE’s surveys are as follows:

Survey	Survey Period	Fiscal Year of Surveyed Grantees	Number of Grantees Surveyed	Number of Responses Received	Survey Response Rate ¹
TDE 2010	May and June 2010	2009	286	210	73%
TDE 2005	September and October 2005	2004	212	163	77%

- ♦ In addition to showing TDE’s overall ratings, this report also shows TDE’s ratings segmented by the grantees’ Program Areas. The number of respondents in each group is as follows:

Program Areas ²	Respondents
Child Care	50
Health Care	78
Higher Education	4
Rural Church	73

- ♦ 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 Endowment 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: Five grantees’ responses are not shown in the segmentations because two indicated they do not know their program area and three did not respond to the question. These responses are included in the Endowment’s overall average rating.

Methodology – Comparative Data

- ◆ TDE’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

- ◆ TDE is also compared to a cohort of 15 large regional foundations. The 15 foundations that comprise this group are:

Large Regional Foundations	
The Ahmanson Foundation	The Heinz Endowments
The Annenberg Foundation	Houston Endowment, Inc.
Barr Foundation	The James Irvine Foundation
The Brown Foundation	The McKnight Foundation
The California Wellness Foundation	Missouri Foundation for Health
The Colorado Health Foundation	Richard King Mellon Foundation
Daniels Fund	William Penn Foundation
The Duke Endowment	

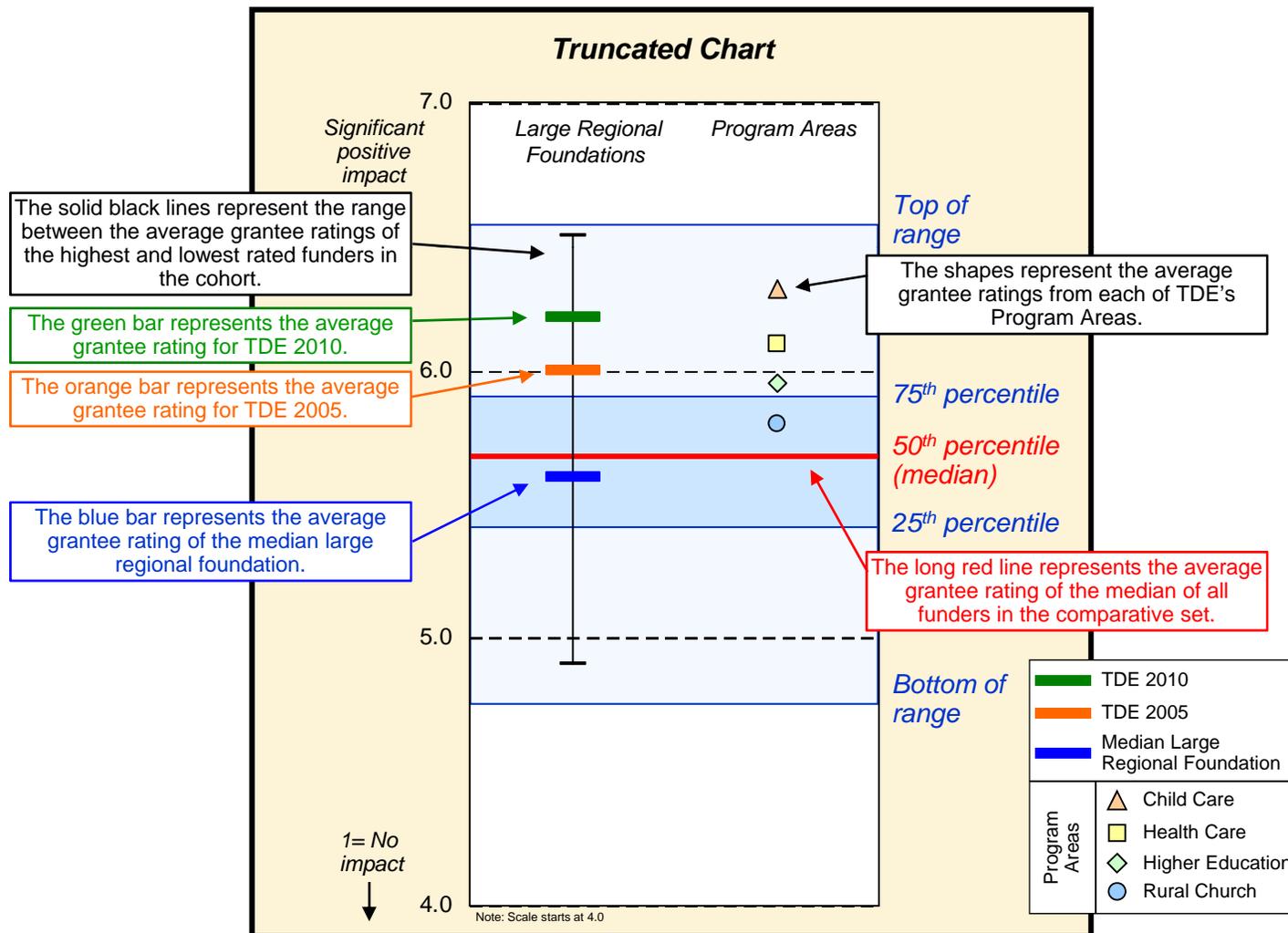
Grantmaking Characteristics

- ◆ This table is intended to provide context to the Endowment 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, TDE tends to provide larger and longer grants. The Endowment also tends to provide a smaller than typical proportion of its grantees with operating support.

Survey Item	TDE 2010	TDE 2005	Full Dataset Median	Large Regional Foundation Median
Grant Size				
Median grant size	\$150K	\$150K	\$60K	\$120K
Grant Length				
Average grant length	2.8 years	2.5 years	2.1 years	2.4 years
Percent of grantees receiving multi-year grants	86%	74%	49%	63%
Type of Support				
Percent of grantees receiving operating support	2%	6%	19%	20%
Percent of grantees receiving program/project support	68%	61%	65%	67%
Percent of grantees receiving other types of support	30%	33%	16%	13%

Reading GPR Charts

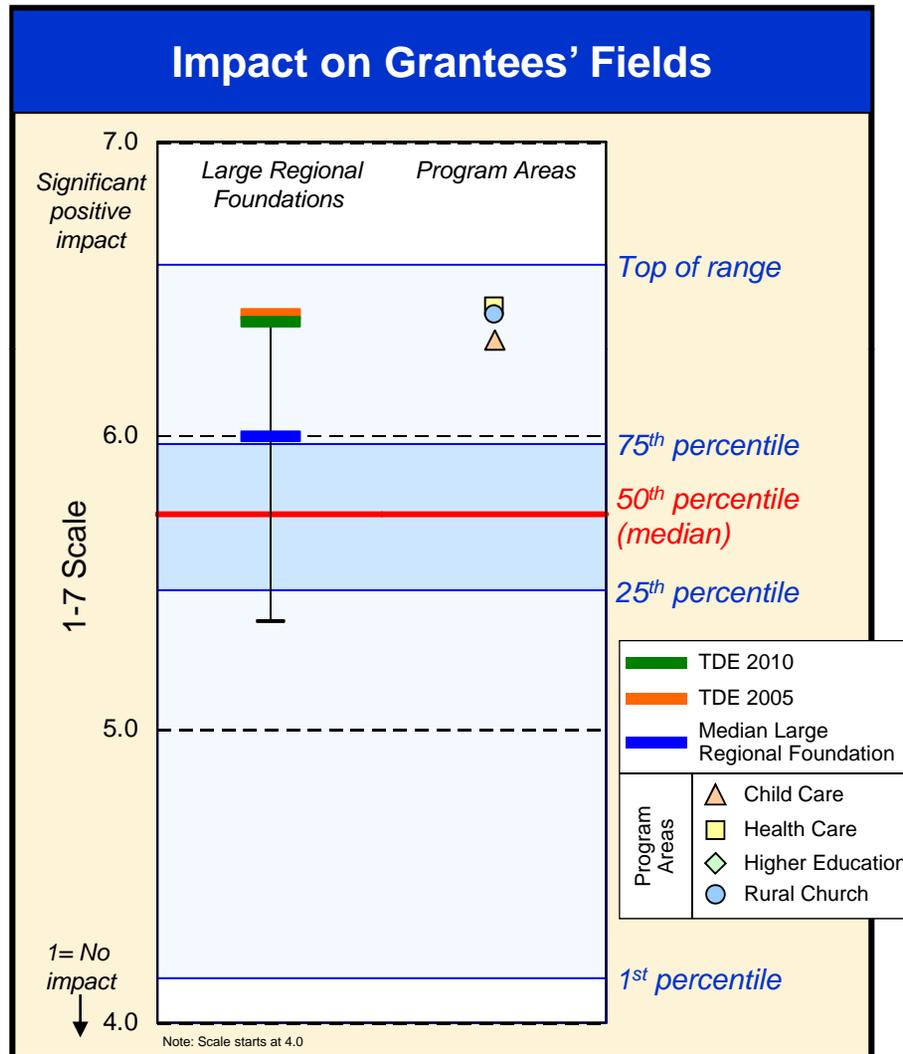
Much of the grantee perception data in the GPR is presented in the format below. These graphs show the average of grantee responses for TDE, over a background that shows percentiles for the average ratings for the full comparative set of 253 philanthropic funders. **Throughout the report, many charts in this format are truncated from the full scale because funder averages fall within the top half of the absolute range.**



Impact on Grantees' Fields

On impact on grantees' fields, TDE is rated:

- higher than ninety percent of funders
- higher than all other large regional foundations



Selected Grantee Comments

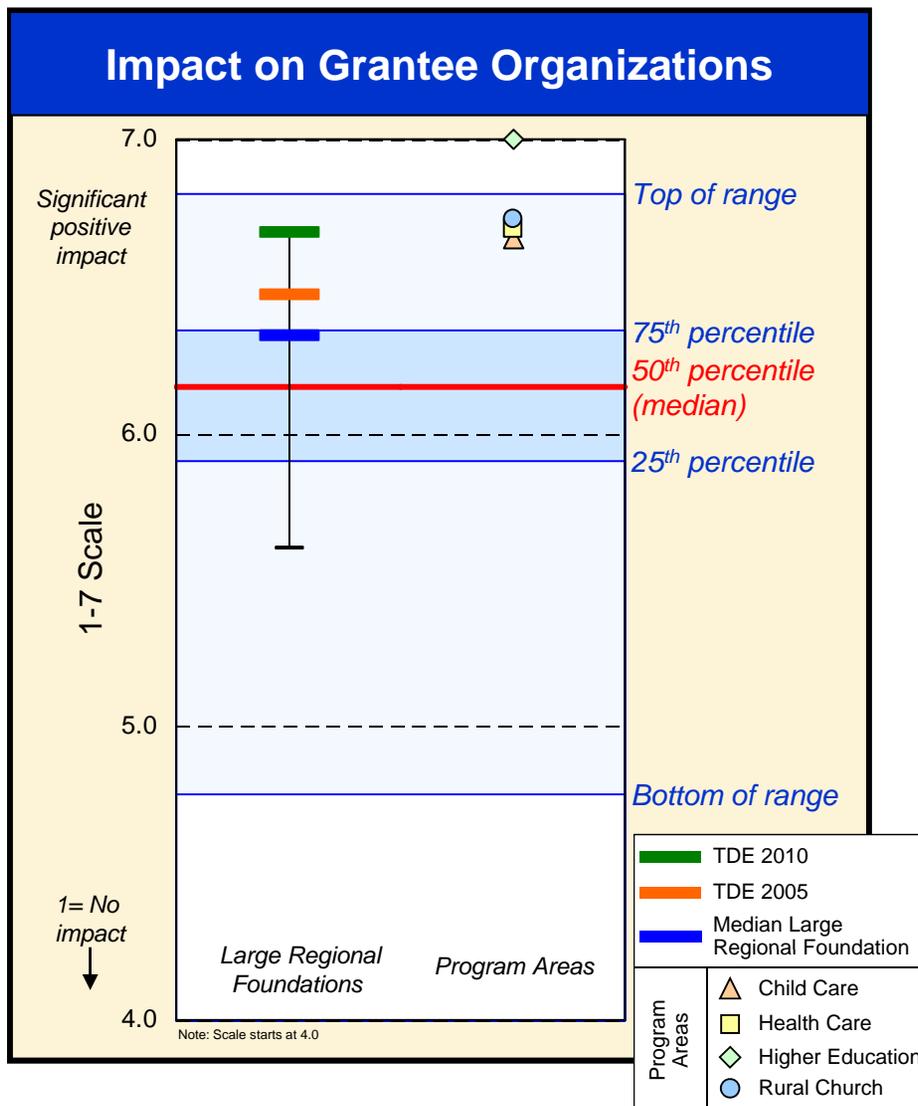
- ♦ “When [the Endowment gets] behind a project...everyone’s work is enhanced because of their vision, perspective, and ability to communicate with broader audiences as a third party expert.”
- ♦ “TDE, years ago, set the bar high for pushing folks towards outcome driven services. They are having more and more influence on public policy as they more regularly interface with our public partners.”

Note: This question includes a “don’t know” response option; 3 percent of TDE 2010 respondents answered “don’t know”, compared to 9 percent at the median funder, 4 percent of TDE 2005 respondents, and 6 percent of respondents at the median large regional foundation. Chart does not show data from one funder whose field impact rating is less than 4.0. Higher Education data not shown because fewer than four responses to the question were received.

Impact on Grantee Organizations

On impact on grantee organizations, TDE is rated:

- higher than ninety percent of funders
- higher than all other large regional foundations



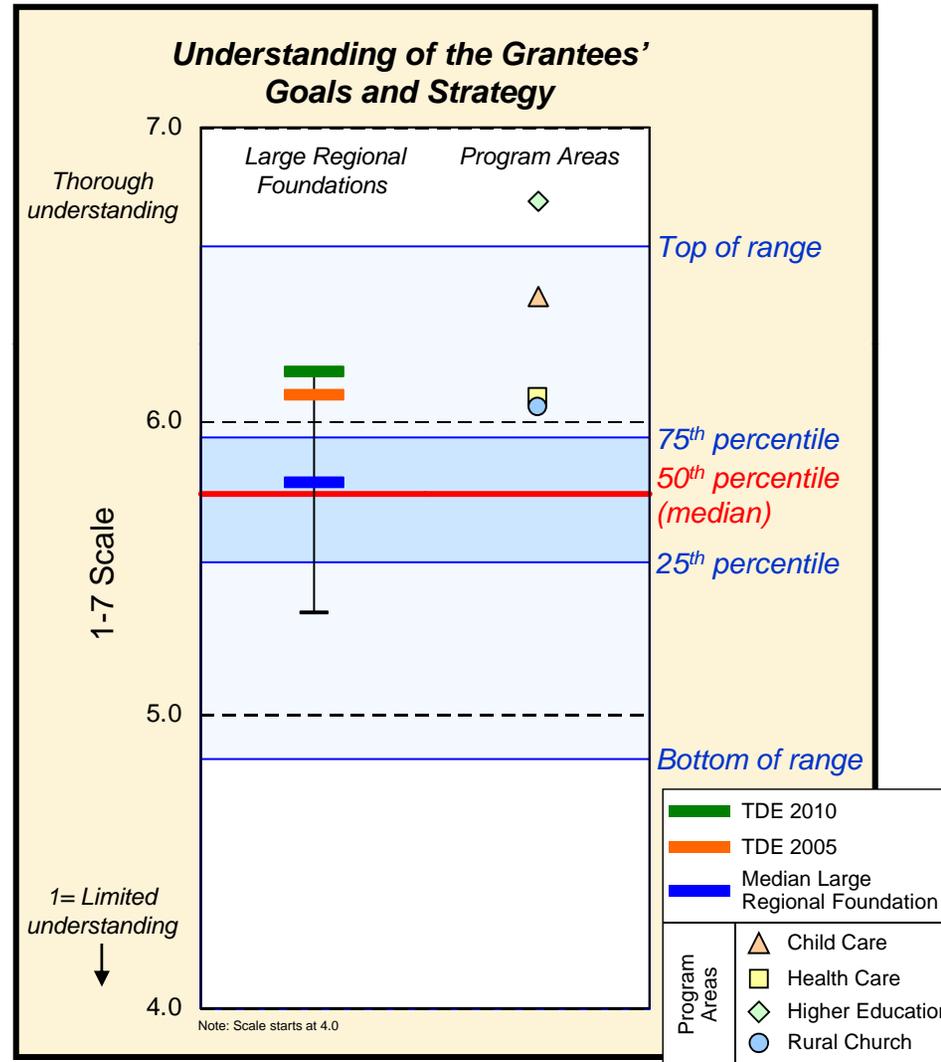
Selected Grantee Comments

- ♦ *“The Duke Endowment has been instrumental in assisting us in moving forward... Although it was difficult for us to recover from their removal of funding to assist with operating expenses, they have offered us many opportunities to become self-sufficient and survive in these tough economic times.”*
- ♦ *“Our experience has been one of mutual respect and support as the Endowment staff is always open to problem solve and brainstorm issues to ensure success of funded projects or programs.”*

Understanding of Grantees' Goals and Strategy

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

- higher than ninety percent of funders
- higher than all other large regional foundations

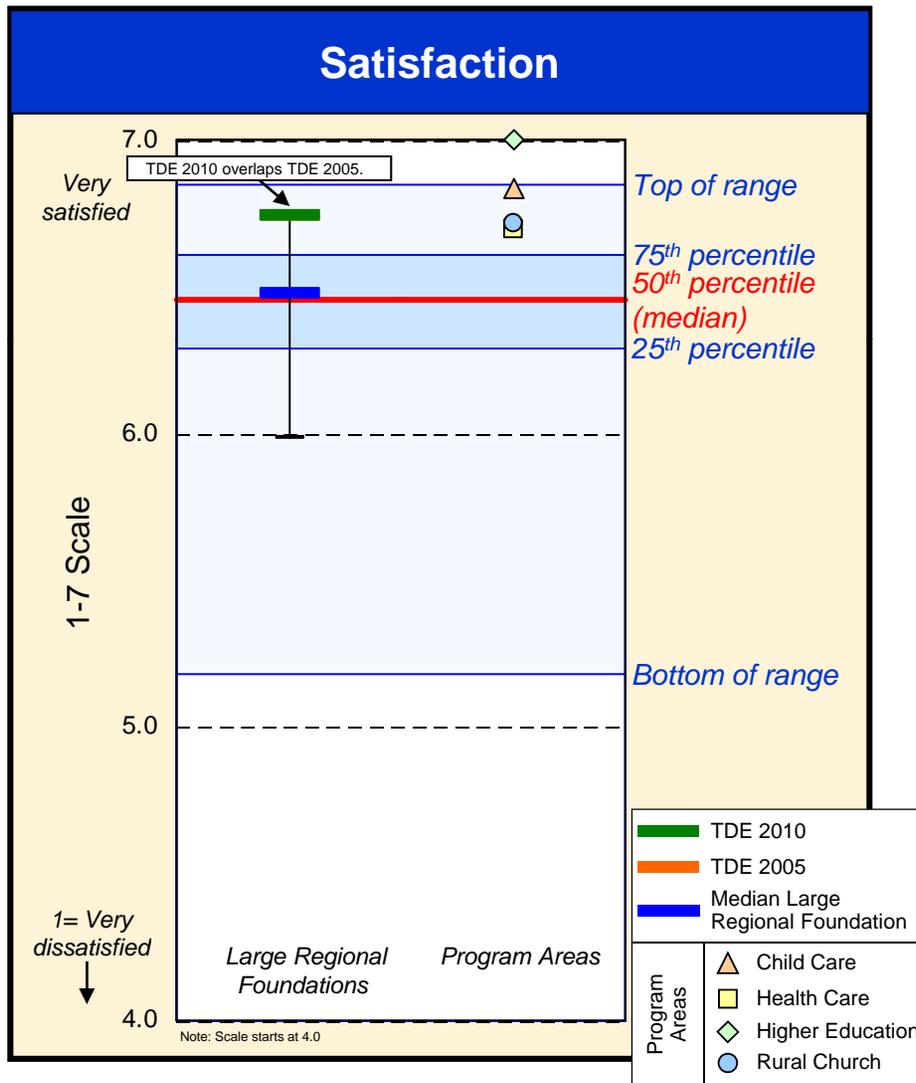


Note: This question includes a "don't know" response option; 3 percent of TDE 2010 respondents answered "don't know", compared to 7 percent at the median funder, 4 percent of TDE 2005 respondents, and 7 percent of respondents at the median large regional foundation.

Satisfaction

On overall satisfaction, TDE is rated:

- higher than ninety percent of funders
- higher than all other large regional foundations



Selected Grantee Comments

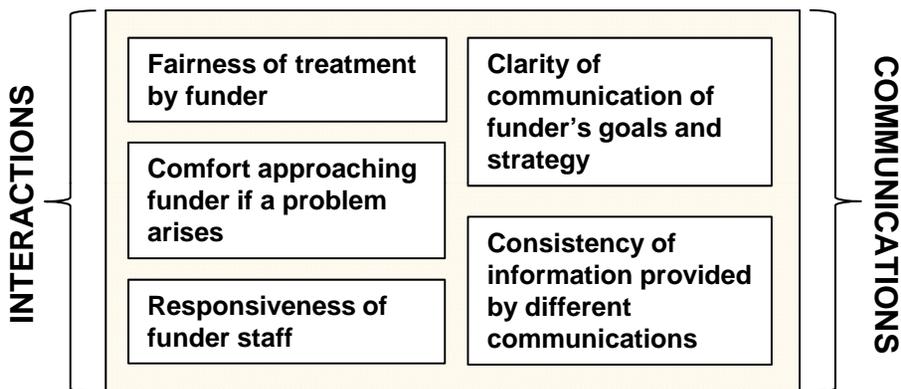
- *“I find the staff to be completely professional, straightforward, and helpful. I believe that I can reach out to them whenever I need to do so, and have complete confidence that they will provide the needed guidance without any negative repercussions.”*
- *“The Endowment does a good job of communicating in general. However, there is not always a perfect match between what they communicate verbally and what is sometimes represented on the website (less a problem with the new site), or between their communications office and the program areas, or between one program area and another.”*

Funder-Grantee Relationships Summary

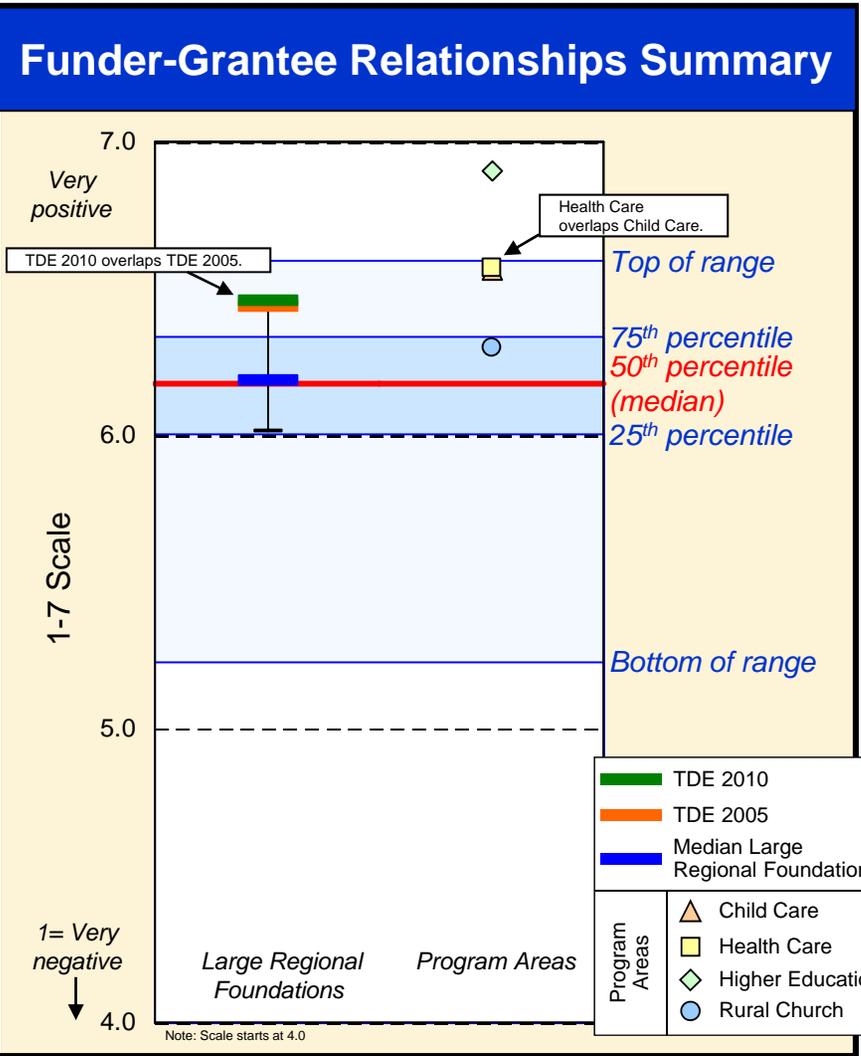
On this summary of key components of funder-grantee relationships, TDE is rated:

- higher than ninety percent of funders
- higher than all other large regional foundations

Key Components of Funder-Grantee Relationships Measure



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*.



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

Interactions Measures

On fairness of treatment of grantees, TDE is rated:

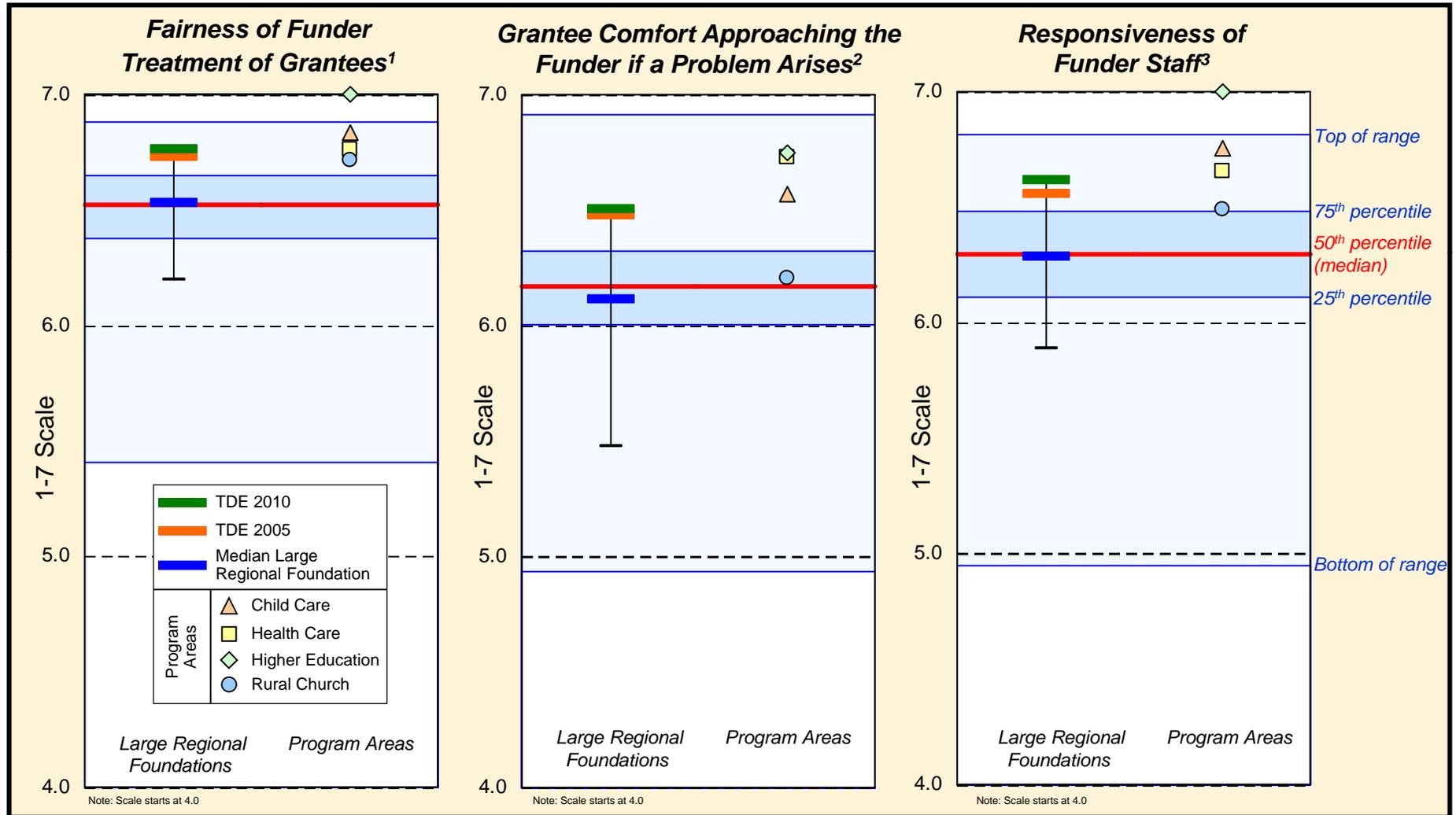
- higher than ninety percent of funders
- higher than all other large regional foundations

On grantees' comfort in approaching the Endowment if a problem arises, TDE is rated:

- higher than ninety percent of funders
- higher than all other large regional foundations

On responsiveness of Endowment staff to grantees, TDE is rated:

- higher than ninety percent of funders
- higher than all other large regional foundations



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

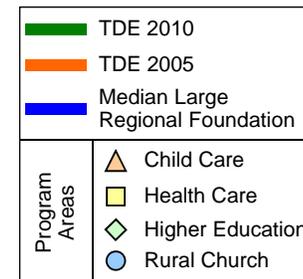
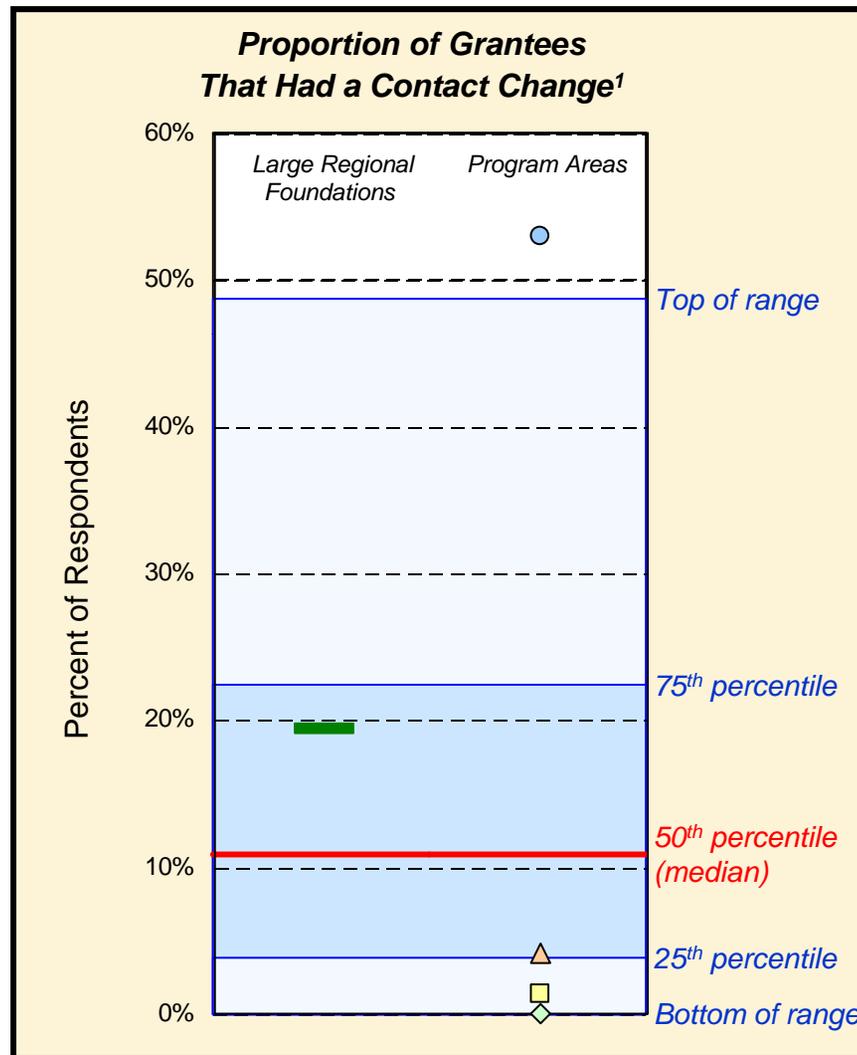
2: Grantees answered question on a 1 to 7 scale, where 1 = Not at all comfortable and 7 = Extremely comfortable.

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

Proportion of Grantees That Had a Change in Primary Contact

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

- larger than that of the median funder



Note: TDE 2005 data and large regional foundation data not available due to changes to the survey instrument.
 1: Represents data from 48 funders.

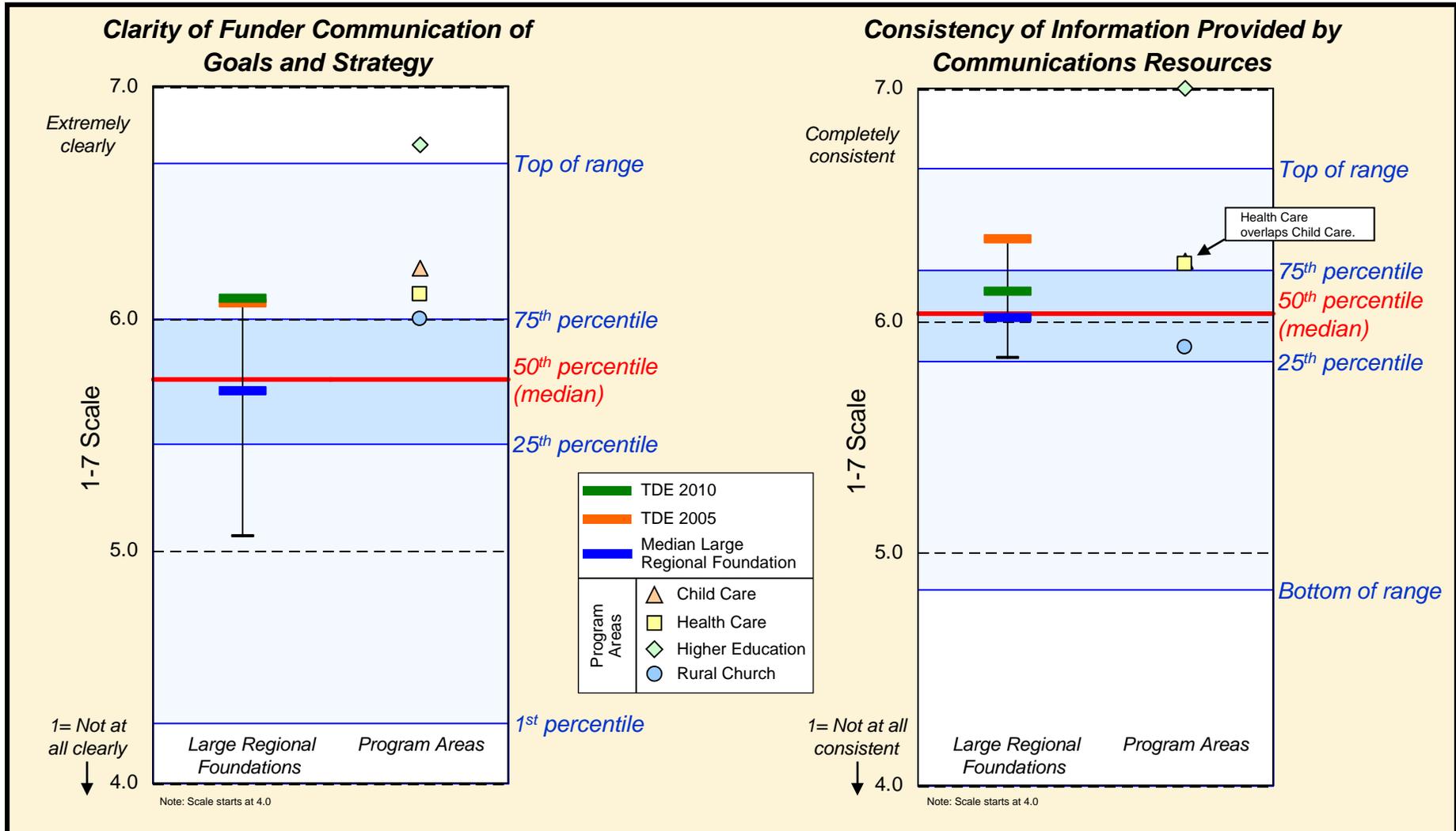
Communications Measures

On clarity of the Endowment's communication of its goals and strategy, TDE is rated:

- above the median funder
- higher than all other large regional foundations

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

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



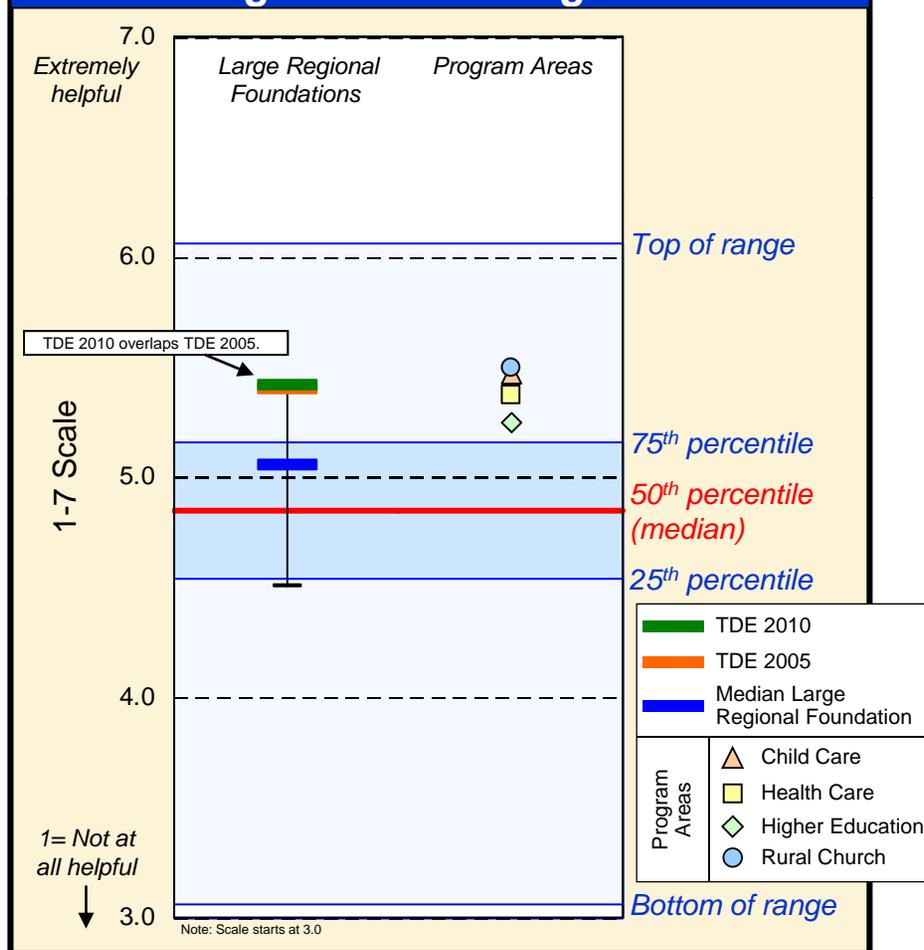
Note: In the left-hand chart, data is not shown from one funder whose clarity of communication rating is less than 4.0. In the right-hand chart, this question includes a "used one or no resources" response option; 4 percent of TDE 2010 respondents indicated they had used one or no resources, compared to 5 percent at the median funder, 7 percent of TDE 2005 respondents, and 4 percent of respondents at the median large regional foundation.

Helpfulness of Selection Process

On helpfulness of the Endowment's selection process in strengthening funded organizations/programs, TDE is rated:

- higher than ninety percent of funders
- higher than all other large regional foundations

Helpfulness of the Selection Process to Organizations/Programs



Selected Grantee Comments

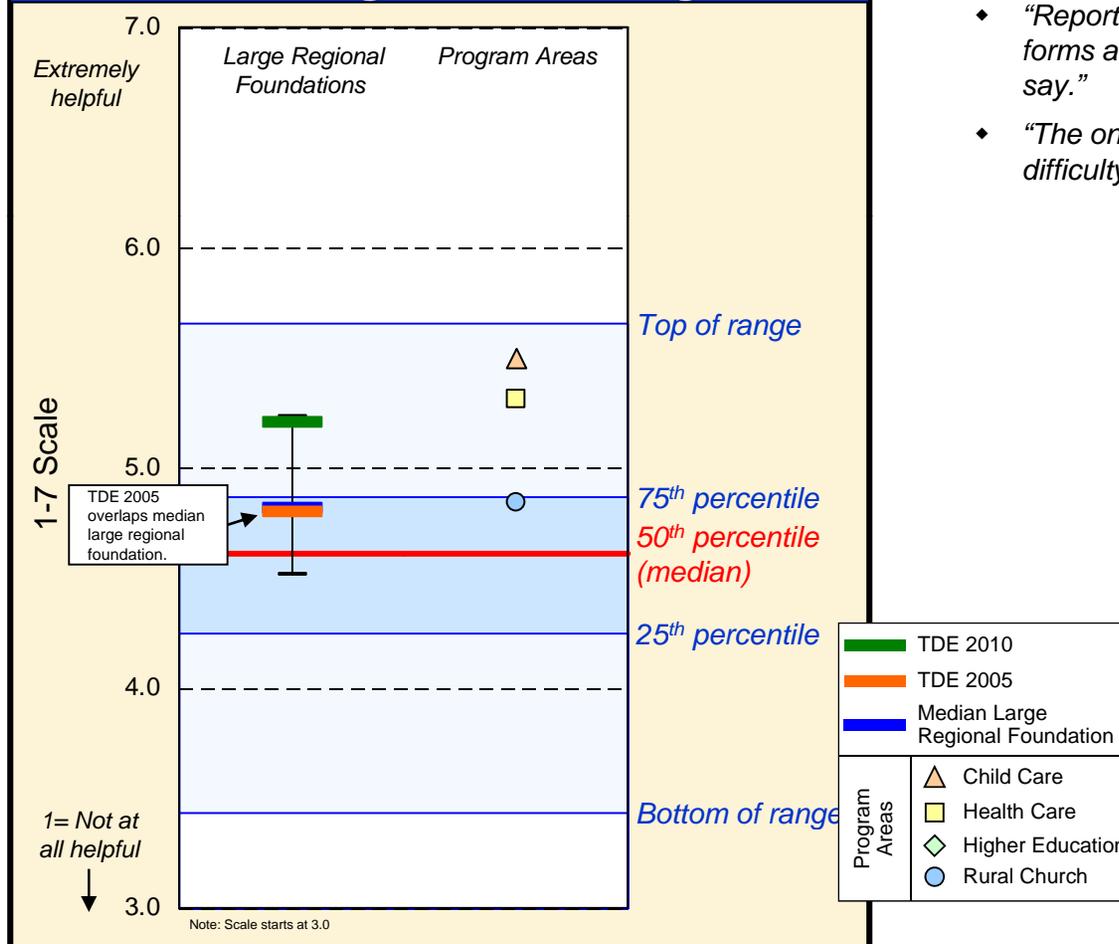
- ♦ “The Endowment was extremely helpful in advising on how to best fill out the grant. They were always available to answer questions and gave precise information that was very helpful in ensuring a successful grant application.”

Helpfulness of Reporting and Evaluation Processes

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

- higher than ninety percent of funders
- above the median large regional foundation

Helpfulness of Reporting/Evaluation Process to Organizations/Programs



Selected Grantee Comments

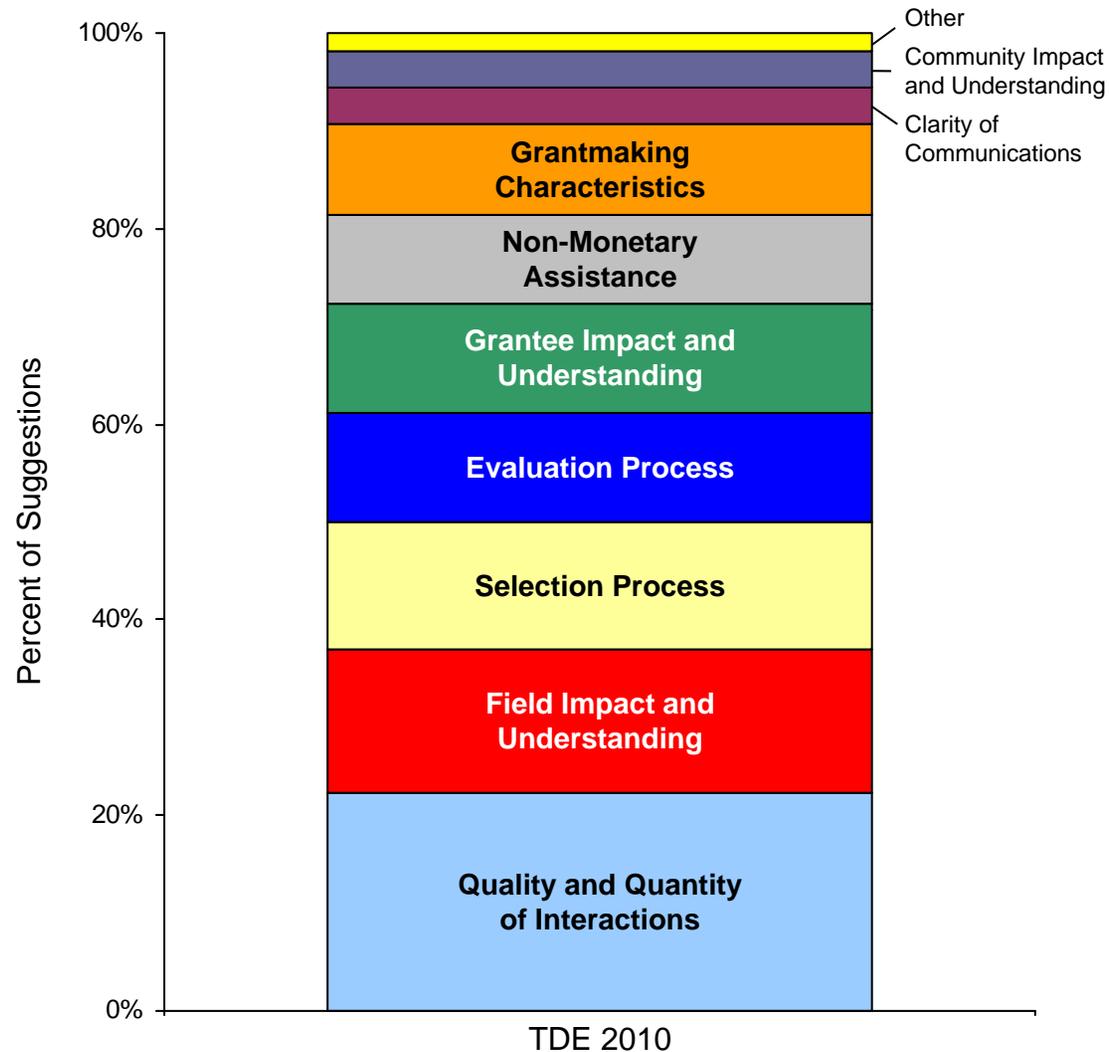
- ♦ "Reporting is...straightforward [and] not full of complicated forms and rules, and we can say directly what we need to say."
- ♦ "The online reporting is wonderful with the exception of the difficulty in uploading files."

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 TDE 2010, 80 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, 77 percent of TDE 2005 respondents, and 64 percent of respondents at the median large regional foundation. Higher Education data not shown because fewer than four responses to the question were received.

Grantee Suggestions for the Endowment (1)

Grantees were asked to provide any suggestions for how the Endowment could improve. The most frequently mentioned suggestion for improvement concerns the quality and quantity of grantee interactions with the Endowment.

Topics of Grantee Suggestions



Note: Proportions may not sum to 100 percent due to rounding. There were a total of 54 grantee suggestions for TDE.

Review of Findings (1)

Chart shows the percentile rank of TDE 2010 (◆), TDE 2005 (◇), and the median large regional foundation (◆) among all funders in the comparative set.

Indicator	Percentile Rank on Indicator					Description of Indicator
	0th	25th	50th	75th	100th	
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.
	Impact					Grantees were asked to rate the impact of the funder's assistance securing funding from other sources.

Contact Information

- ◆ This report was produced for the The Duke Endowment by the Center for Effective Philanthropy in August, 2010.

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