

Grantee Perception Report[®]
prepared for
The John A. Hartford Foundation
Spring 2008

Excerpt Prepared for the Board of Directors

VERSION 11/13/2008



THE CENTER FOR
EFFECTIVE PHILANTHROPY

- ◆ Since February 2003, the Center for Effective Philanthropy (CEP) has conducted surveys of grantees on their perceptions of their foundation funders both on behalf of individual foundations and independently. The purpose of these surveys is two-fold: to gather data that is broadly useful – forming the basis of research reports such as *Listening to Grantees: What Nonprofits Value in Their Foundation Funders* (2004), *Foundation Communications: The Grantee Perspective* (2006), and *In Search of Impact: Practices and Perceptions in Foundations' Provision of Program and Operating Grants to Nonprofits* (2006) – and to provide individual foundations with Grantee Perception Reports.

- ◆ **The Grantee Perception Report® (GPR) shows an individual foundation its grantee perceptions relative to a set of perceptions of other foundations whose grantees were surveyed by CEP.**
 - Overall, assessing foundation performance is challenging and a range of data sources is required. The GPR provides one set of perspectives that can be particularly useful in understanding foundation 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 unique strategy of the foundation.
 - The survey covers many areas in which grantees' perceptions might be useful to a foundation. Each foundation should place emphasis on the areas covered according to the foundation's specific priorities.
 - Low ratings in an area that is not core to a foundation's strategy may not be concerning to a foundation. For example, a foundation 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, foundation structural characteristics – such as type, asset size, focus, and age – are not strong predictors of grantee perceptions, suggesting that it is possible for all foundations to attain high ratings from grantees.

Methodology (1)

- ◆ The Center for Effective Philanthropy (CEP) has surveyed more than 50,000 grantees of 214 foundations since spring 2003. Please see the Appendix for a list of all foundations whose grantees CEP has surveyed.

- ◆ This Grantee Perception Report® (GPR) contains data collected over the last three years, and includes almost 17,000 grantee responses of 111 foundations.¹
 - CEP surveyed 101 fiscal year 2006 and 2007 grantees of the John A. Hartford Foundation (“Hartford”) during February and March 2008. CEP received 79 completed responses, a 78 percent response rate.
 - Hartford provided grantee contact information.
 - CEP independently surveyed 81 fiscal year 2004 grantees of Hartford during February and March 2006. CEP received 48 completed responses, a 61 percent response rate. Whenever possible, these grantees’ responses are shown.
 - CEP obtained grantee contact information from Hartford’s 2004 990-PF.
 - The average and/or median rating for these respondents is shown throughout this report.
 - Significant differences² between Hartford’s 2008 and 2006 results are denoted by a black star:★.
 - Grantees submitted responses via mail and the Web.³

- ◆ Selected grantee comments are 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 foundation leadership a wide range of perspectives.

1: The average response rate for individual foundations over the last three years of surveys is 67 percent.

2: Statistical significance testing is conducted at a 90% confidence level.

3: There are no differences of meaningful magnitude between responses received via the mail or the Web.

Methodology (2)

- ◆ Hartford is also compared to a cohort of foundations chosen by the Foundation to represent its peers. The 17 foundations that comprise this group are:
 - Colorado Trust
 - Doris Duke Charitable Foundation
 - Kansas Health Foundation
 - Marguerite Casey Foundation
 - Northwest Health Foundation
 - Surdna Foundation, Inc.
 - The Atlantic Philanthropies
 - The Broad Foundation
 - The Colorado Health Foundation
 - The Duke Endowment
 - The Fan Fox and Leslie R. Samuels Foundation
 - The John A. Hartford Foundation
 - The Robert Wood Johnson Foundation
 - The Wallace Foundation
 - Virginia G. Piper Charitable Trust
 - W. K. Kellogg Foundation
 - Winter Park Health Foundation

- ◆ Proportion of currently funded grantees
 - The proportion of surveyed grantees who are currently receiving funding from the Foundation is larger than typical. Across all foundations, grantees currently receiving funding rate foundations higher than grantees who are no longer receiving funding.
 - To ensure that the larger than typical proportion of currently funded respondents in Hartford's survey population did not distort results, we compared Hartford grantees that are currently receiving funding to other foundations' grantees that are currently receiving funding. Hartford's ratings relative to other foundations' ratings are largely unchanged when viewed in this manner, indicating that comparisons between Hartford and other foundations throughout this report are appropriate.
 - Throughout this report, measures on which the proportion of currently funded respondents in the survey population affects comparisons between Hartford and other foundations are noted.

Key Findings

The John A. Hartford Foundation (“Hartford”) is rated highly by grantees on many key measures. Grantees rate the Foundation above all other foundations in the comparative set for its impact on and ability to advance knowledge in their fields. In addition, the foundation is rated much higher than typical for its understanding of grantees’ fields, its ability to effect public policy in their fields, and its impact on their organizations. Finally, grantees rate Harford above the median foundation for its understanding of their goals and strategies and on its effectiveness in creating social impact.

Hartford grantees are less satisfied than grantees of the median foundation, and a larger than typical proportion report that they are less satisfied with the Foundation this year than they were last year. In addition, on a summary of interactions – grantees’ comfort approaching the Foundation if a problem arises, responsiveness of Foundation staff, and fairness of treatment of grantees – Hartford is lower than typical when the ratings of its currently funded grantees are compared to the ratings of currently funded grantees at other foundations. Hartford is rated above the median foundation for the clarity of its communication of its goals and strategy, but below the median for the consistency of its communications resources. Grantees comment that “overall processes” could be more “transparent” and that “program officers are at times vague with regard to specifics.”

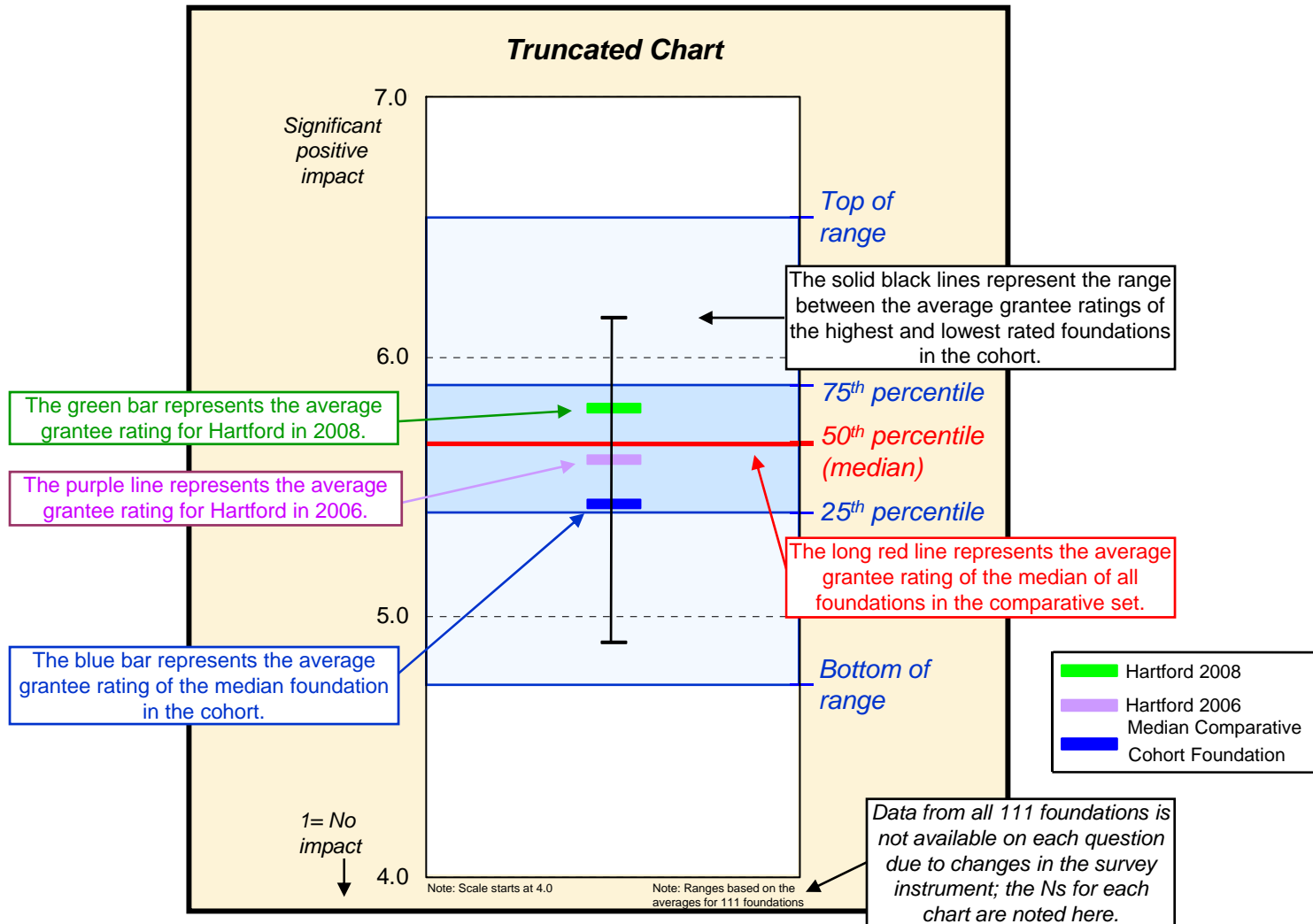
The Foundation provides substantially more non-monetary assistance to its grantees than the typical foundation in the comparative set. Hartford also provides much more assistance securing funding from other sources than other foundations, and the impact of that assistance is rated more positively than that of seventy-five percent of foundations in the comparative set.

Hartford’s selection process is significantly more helpful in strengthening grantees’ organizations than that of other foundations in the comparative set. The foundation is also much more involved and provides greater levels of information about the process than is typical. At the same time, grantees feel much more pressure to modify their proposals than grantees at other foundations. Hartford’s evaluation process is also rated more helpful in strengthening grantees than that of ninety percent of all foundations in the data set, and the Foundation discusses completed reports with a much higher proportion of its grantees than other foundations.

Hartford grantees spend more total time on administrative processes, at the median, than grantees of all other foundations in the comparative set. The median grant size awarded is much larger than that of most other foundations, so grantees still receive more dollars per hour spent on administrative time than grantees of other foundations in the comparative set. Hartford also awards a higher proportion of program support grants which are larger and longer than those of the median foundation.

Reading GPR Charts

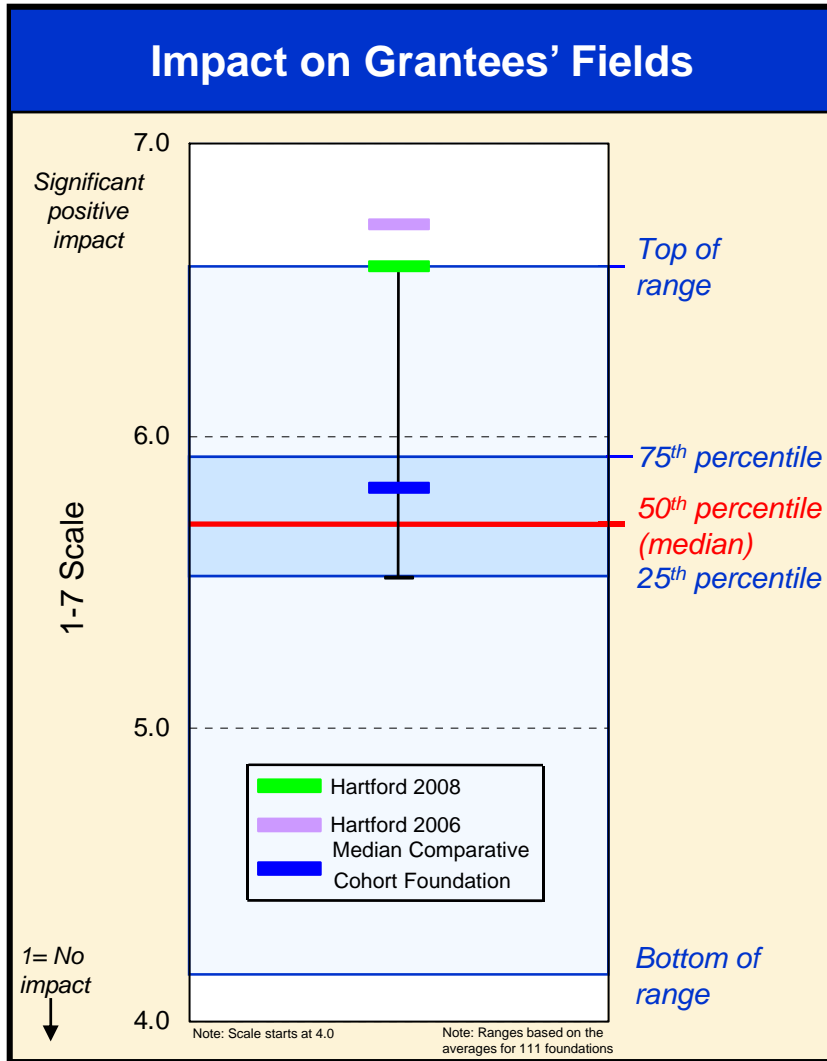
Much of the grantee perception data in the GPR is presented in the format below. These graphs show the average of grantee responses for Hartford, over a background that shows percentiles for the average ratings for the full comparative set of 111 foundations. **Throughout the report, many charts in this format are truncated from the full scale because foundation averages fall within the top half of the absolute range.**



Impact on Grantees' Fields

On impact on grantees' fields, Hartford is rated:

- higher than all other foundations in the comparative set
- higher than all other cohort foundations



Selected Grantee Comments

- ♦ “JAHF has had a tremendous impact on the field of geriatric social work. Whereas the field was struggling prior to investment by JAHF, it has now become the model for other areas of social work education wishing to better respond to increased demand.”
- ♦ “The Foundation has been a leader in faculty development and training in medicine. This leadership has been primarily in academic institutions and limited attention has been paid to the external environment.”
- ♦ “It is unbelievable how often I hear about JAHF projects in venues I didn’t even know they supported, but by using geriatrics as a target population, they have changed the field of medicine for all patients of all ages.”
- ♦ “They have stuck to their knitting in the aging field for more than two decades and have been responsible for a generation of new leaders now making their way to the tops of organizations and disciplines.”
- ♦ “Hartford is the unequivocal foundation leader in aging. It has powerfully influenced the care elders receive through their sustained and broad programs in education, research, and new clinical care programs.”

Note: This question includes a “don’t know” response option; 0 percent of Hartford respondents answered “don’t know” in 2008 compared to 9 percent at the median foundation, 2 percent of Hartford respondents in 2006, and 4 percent at the median cohort foundation.

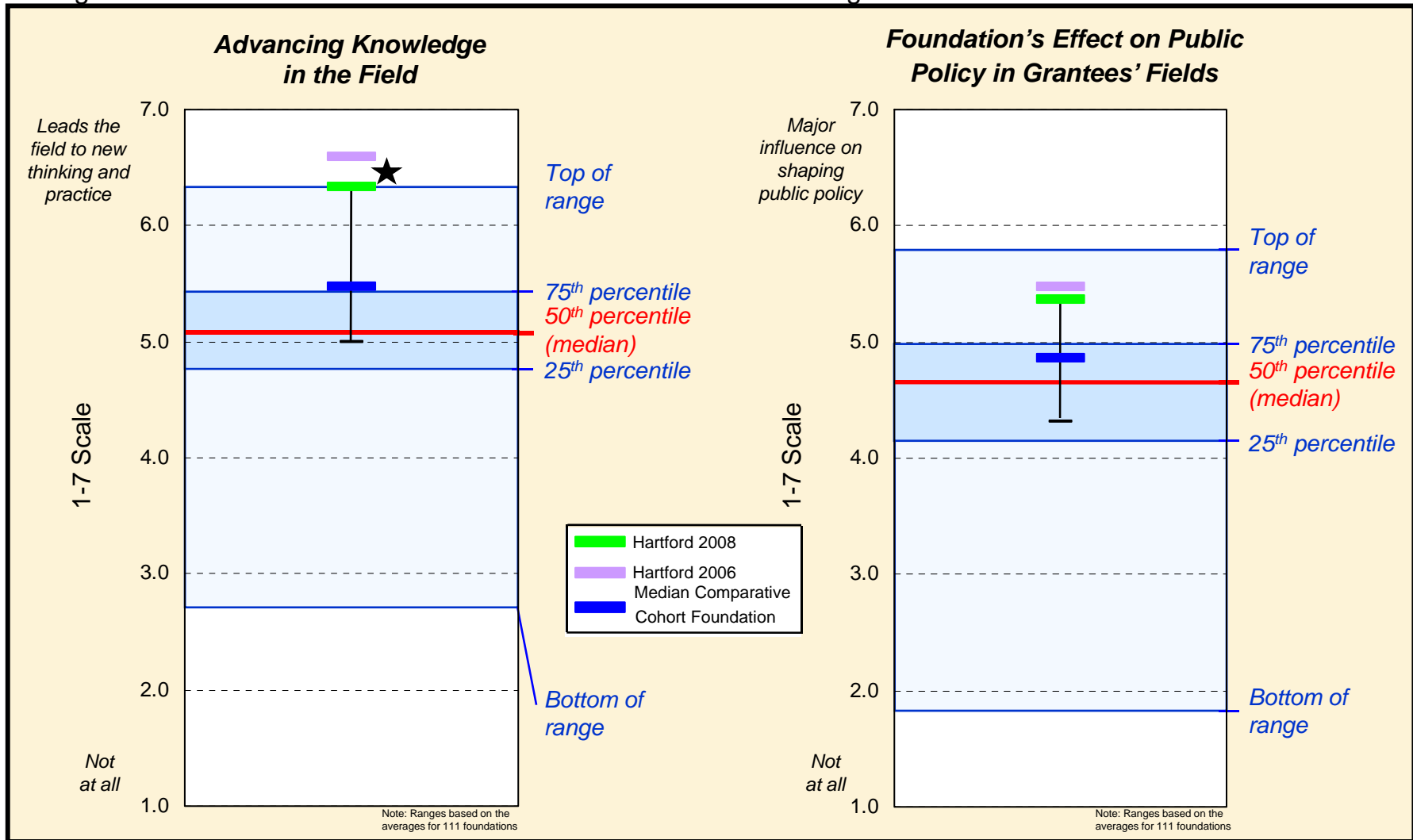
Advancing Knowledge in Fields and Effect on Public Policy

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

- higher than all other foundations in the comparative set
- higher than all other cohort foundations

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

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



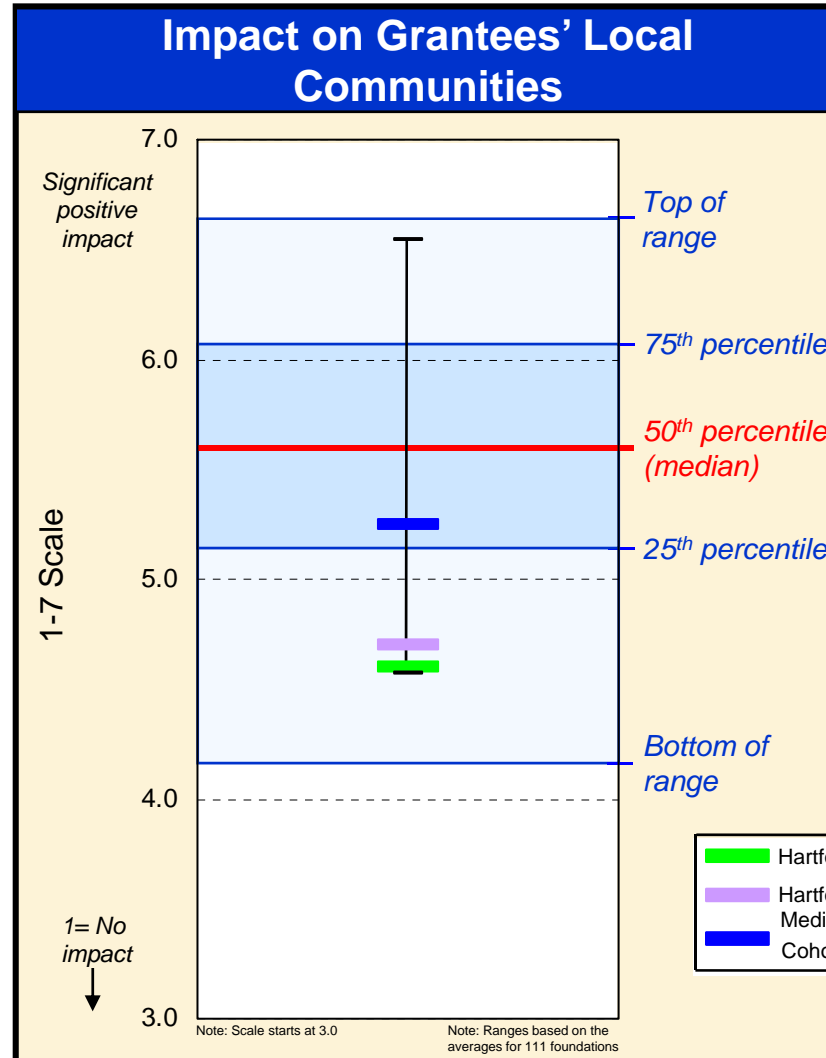
Note: The questions depicted on these charts include a "don't know" response option. In the left-hand chart, 1 percent of Hartford respondents answered "don't know" in 2008 compared to 23 percent at the median foundation, 2 percent of Hartford respondents in 2006, and 13 percent at the median cohort foundation. In the right-hand chart 9 percent of Hartford respondents answered "don't know" in 2008 compared to 37 percent at the median foundation, 15 percent of Hartford respondents in 2006, and 27 percent at the median cohort foundation.

★ : Hartford 2008 is rated significantly lower than Hartford 2006 (90% confidence level).

Impact on Grantees' Local Communities

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

- lower than ninety percent of foundations in the comparative set
- below the median cohort foundation

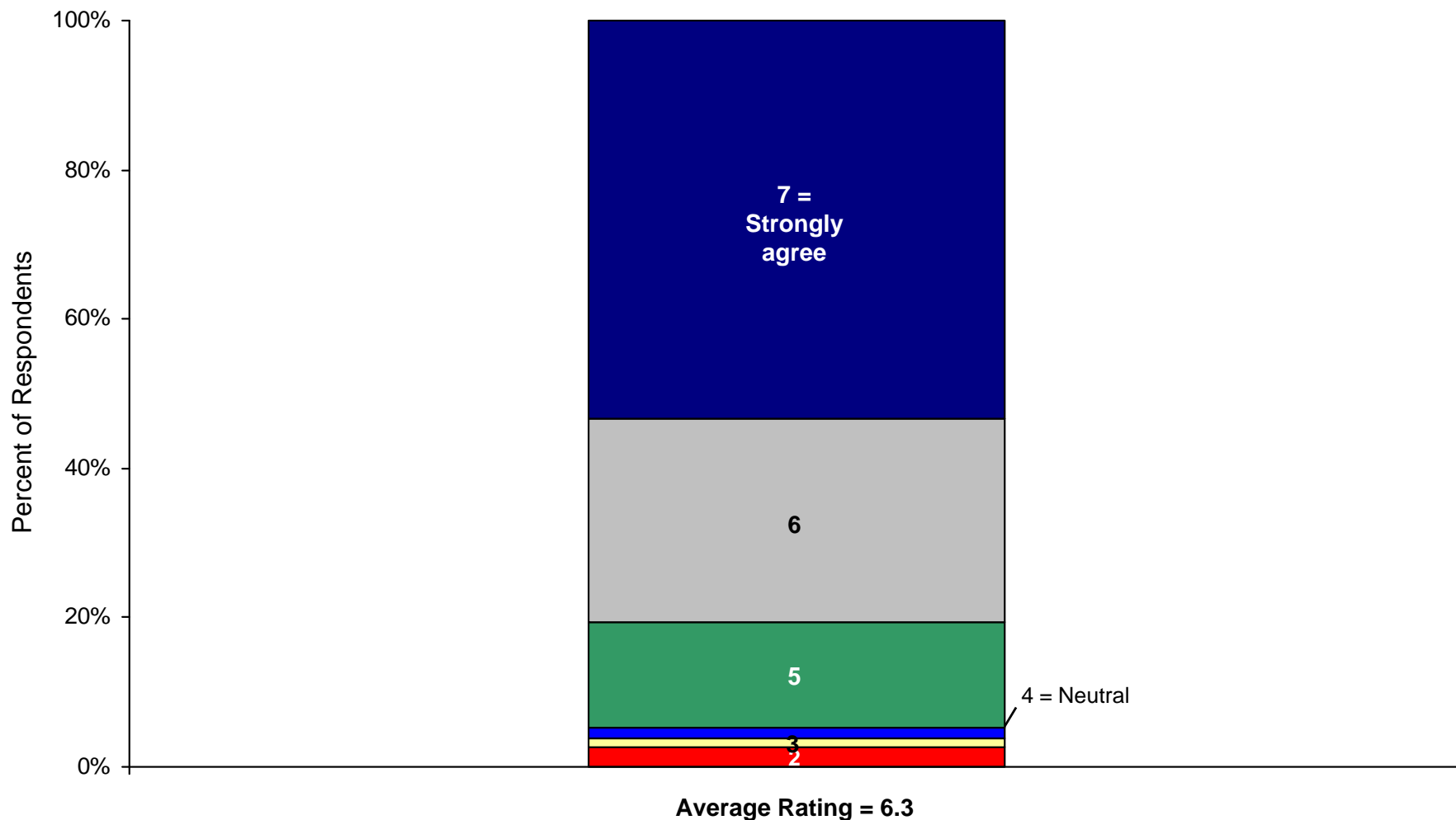


Note: This question includes a "don't know" response option; 27 percent of Hartford respondents answered "don't know" in 2008 compared to 11 percent at the median foundation, 20 percent of Hartford respondents in 2006, and 16 percent at the median cohort foundation.

Improving the Health of Aging Populations

On average, Hartford grantees agree that the Foundation is on the right track to improve the health of aging populations.

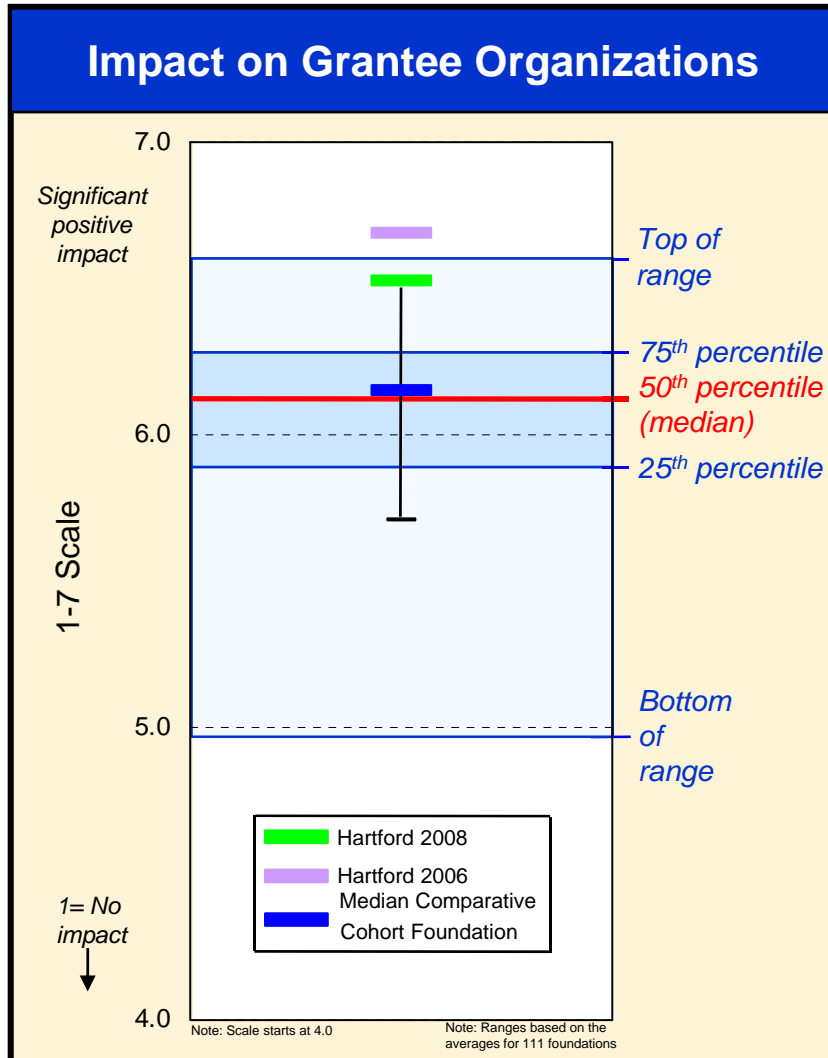
“Thinking about the Foundation’s work over the last few years, how much would you agree with the statement ‘The Foundation is on the right track to improve the health of aging populations?’”



Impact on Grantee Organizations

On impact on grantee organizations, Hartford is rated:

- higher than ninety percent of foundations in the comparative set
- higher than all other cohort foundations



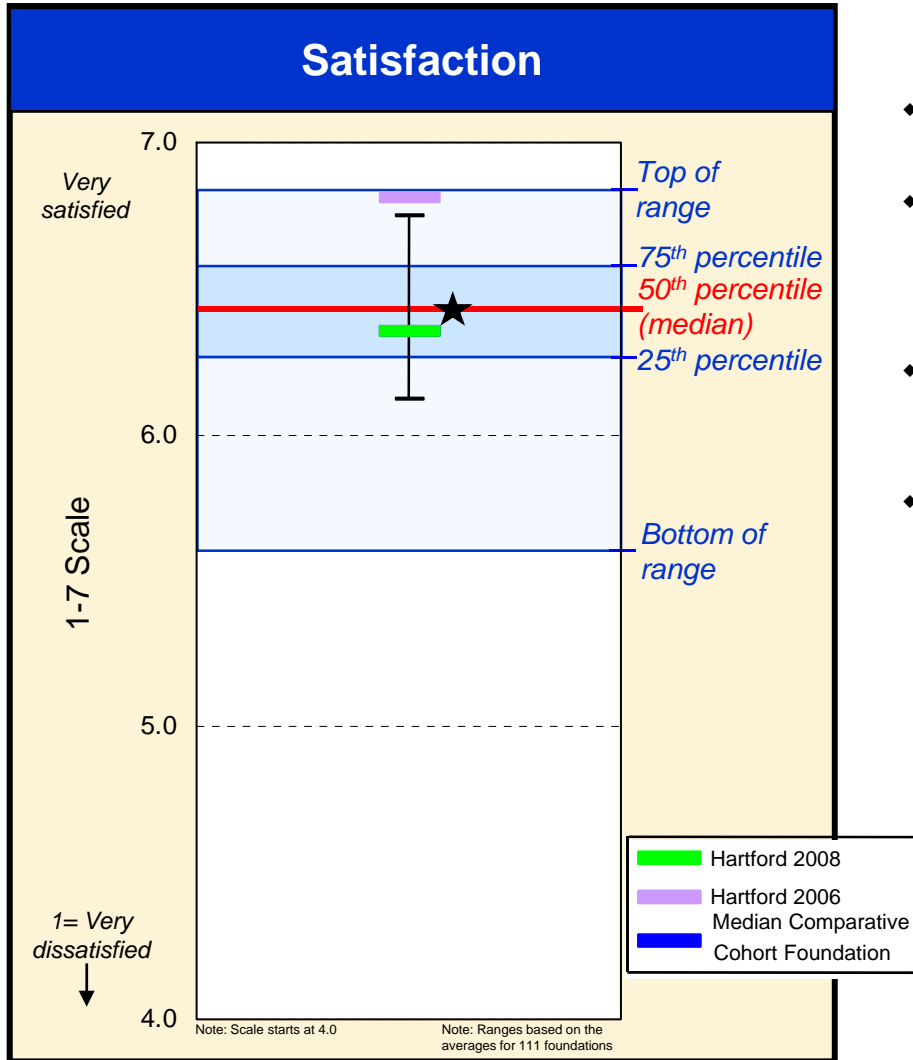
Selected Grantee Comments

- ♦ *“Although our organization has had sustained commitment to aging, the funding gave opportunity to enhance the focus with substantial support and prestige rather than compete with other important priorities.”*
- ♦ *“Tremendous impact in bringing our academic geriatrics program local and national recognition and respect. Has greatly helped in ability to recruit excellent fellows and faculty. The foundation has challenged us to excel in all aspects of our program and especially research and the recruitment and development of academic geriatricians (teachers and researchers).”*
- ♦ *“The Foundation has made a significant impact in the attention given to [our organization] in [our field]. The products that will be available to [our] providers as a result of JAHF funding will greatly improve their capacity to [do our work] and to work more effectively with multiple government partners.”*
- ♦ *“Impact is great and on so many different levels, from changing individuals’ lives and careers to changing institutional perception of geriatrics and aging research.”*

Satisfaction

On overall satisfaction, Hartford is rated:

- similarly to the median foundation¹
- similarly to the median cohort foundation



Selected Grantee Comments

- ◆ “In general, the Foundation runs a tight, ethical ship with a clear concern for quality.”
- ◆ “The foundation is very professional in all of their operations, processes, etc. The staff is very helpful and informative. The information we receive is always precise and direct.”
- ◆ “I have been consistently impressed with the quality of the JAHF and its staff. It is a high class operation and it is a pleasure doing business with them.”
- ◆ “Email communication with Foundation staff is occasionally delayed or without response. Overall processes, commitments and interactions could be more transparent and consistent. Occasionally seems like the Foundation plays favorites regarding specific individuals and programs/projects. Overall quality is very good to excellent with above caveats.”

Survey-Wide Analysis Fact: Three dimensions best predict grantee perceptions of satisfaction with their foundation funders: 1) *Quality of Interactions with Foundation Staff:* fairness, responsiveness, approachability; 2) *Clarity of Communication of a Foundation’s Goals and Strategy:* clear and consistent articulation of objectives; 3) *Expertise and External Orientation of the Foundation:* understanding of fields and communities of funding and ability to advance knowledge and affect public policy. For more on these findings and resulting management implications, please see CEP’s report, *Listening to Grantees: What Nonprofits Value in Their Foundation Funders.*

¹: Hartford grantees rate the Foundation in the 38th percentile on this measure. When Hartford’s currently funded grantees are compared to the median foundation’s currently funded grantees, Hartford is rated in the 19th percentile.

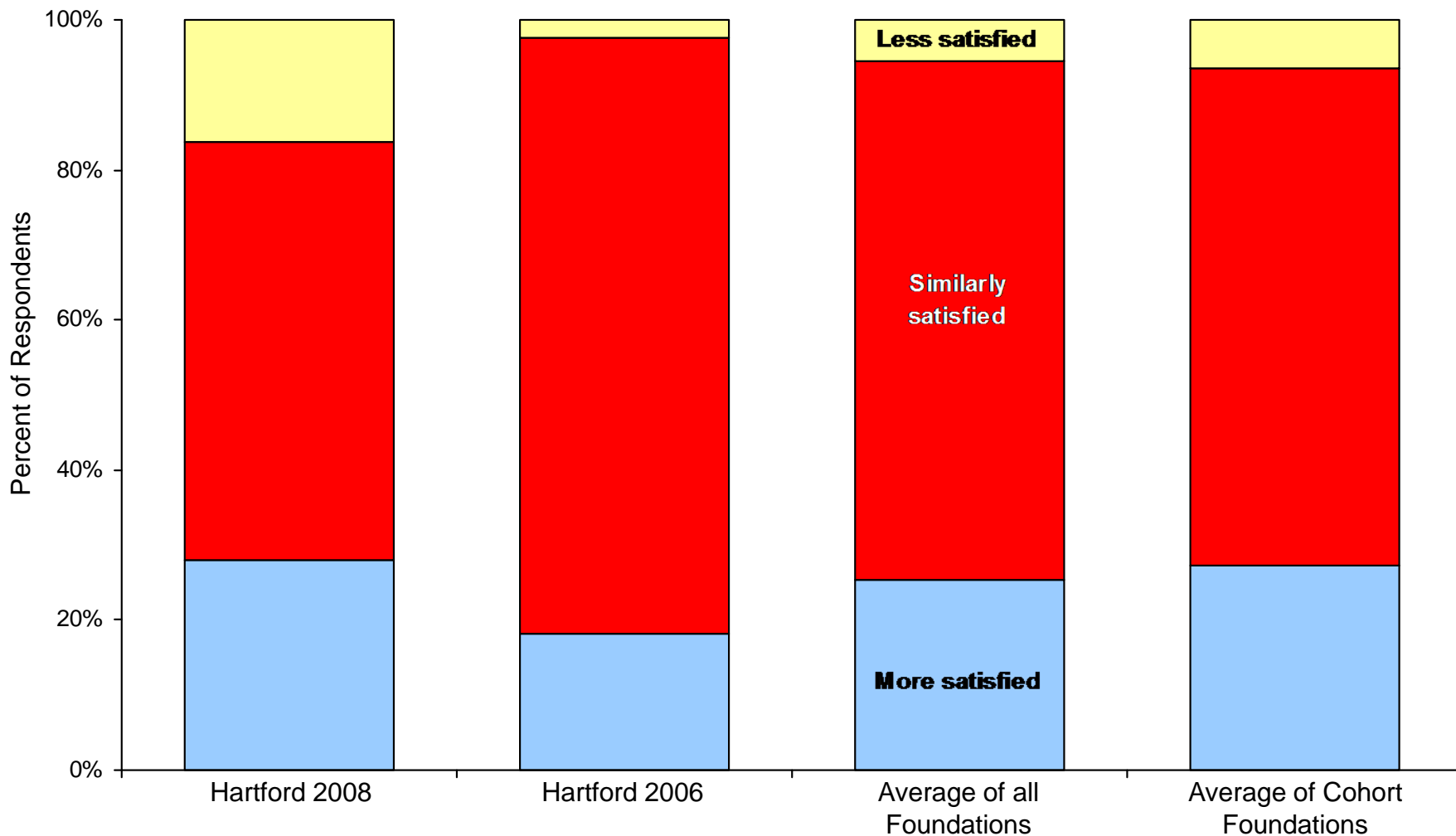
★: Hartford 2008 is rated significantly lower than Hartford 2006 (90% confidence level).

Satisfaction Relative to Last Year (1)

The proportion of Hartford grantees that are less satisfied this year with the Foundation than they were last year is:

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

Change in Satisfaction with the Foundation from Last Year

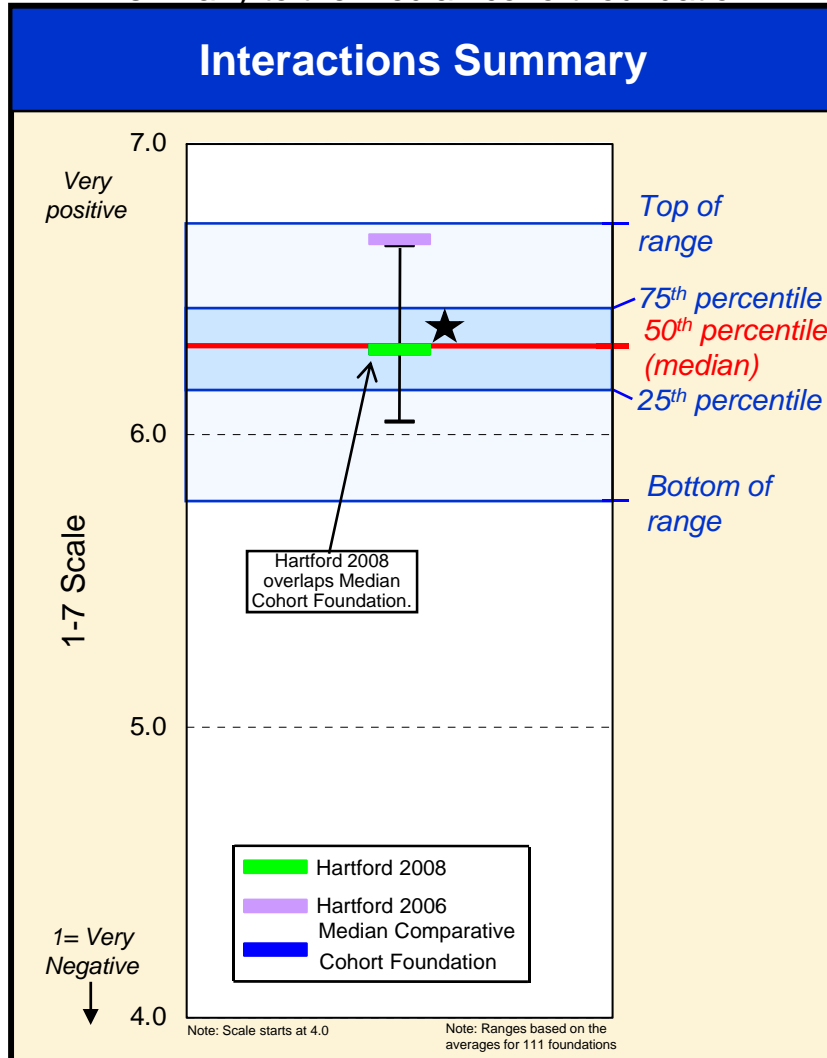


Note: Question asked of grantees that were receiving funding from the Foundation last year as well as this year. This chart includes data about 111 foundations.

Grantee Interactions Summary

On this summary that includes grantees' comfort approaching the Foundation if a problem arises, responsiveness of Foundation staff, and fairness of the Foundation's treatment of grantees Hartford is rated:

- similarly to the median foundation¹
- similarly to the median cohort foundation



Selected Grantee Comments

- ♦ *"We have had a delightful, supportive, collegial relationship with the Foundation staff and trustees. Their flexibility and trust has been an important quality in the success of our projects."*
- ♦ *"My only issue is that the program officer is very busy and sometimes overwhelmed by other duties/travels."*
- ♦ *"At times the exchanges between Foundation staff and our staff are difficult. The tone of these conversations with the Hartford is often unnecessarily confrontational."*
- ♦ *"[Our program officer] at times displays high anxiety in her fear of making mistakes herself, or in the grantee making mistakes – perhaps due to the culture within the foundation of a fear of being punished for mistakes. However, [our program officer] has shown herself to be open to criticism, and is very desirous of being helpful."*
- ♦ *"Always felt that I could approach Foundation staff and that the processes and requirements were clear. The work I was doing was appreciated and valued."*

¹: Hartford grantees rate the Foundation in the 45th percentile on this measure. When Hartford's currently funded grantees are compared to the median foundation's currently funded grantees, Hartford is rated in the 29th percentile.

Note: Index created by averaging grantee ratings of comfort approaching the Foundation if a problem arises, responsiveness of the Foundation staff, and fairness of the Foundation's treatment of grantees – ratings that are highly correlated.

★ : Hartford 2008 is rated significantly lower than Hartford 2006 (90% confidence level).

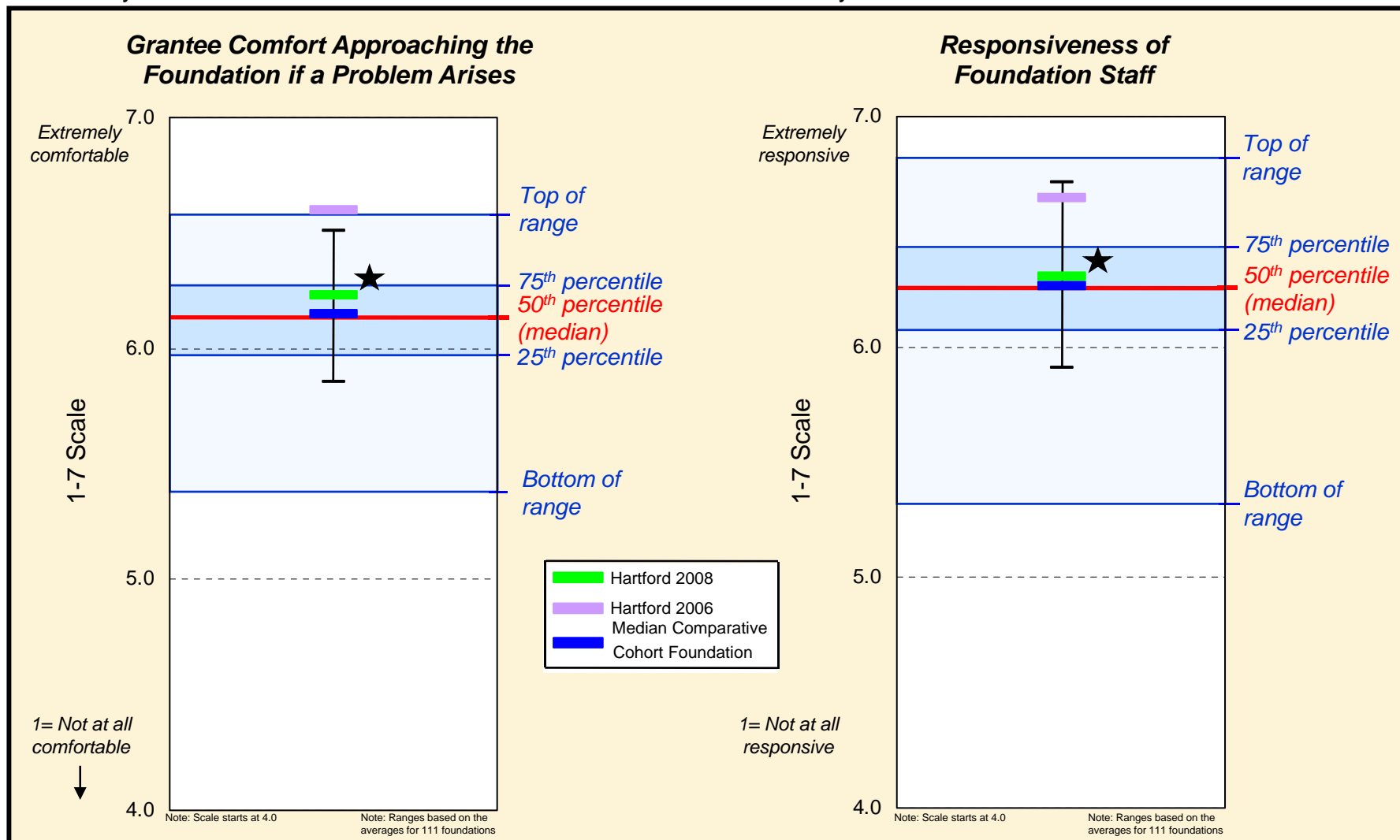
Interactions Measures (1)

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

- above the median foundation¹
- similarly to the median cohort foundation

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

- similarly to the median foundation²
- similarly to the median cohort foundation



1: Hartford grantees rate the Foundation in the 68th percentile on this measure. When Hartford's currently funded grantees are compared to the median foundation's currently funded grantees, Hartford is rated in the 46th percentile.

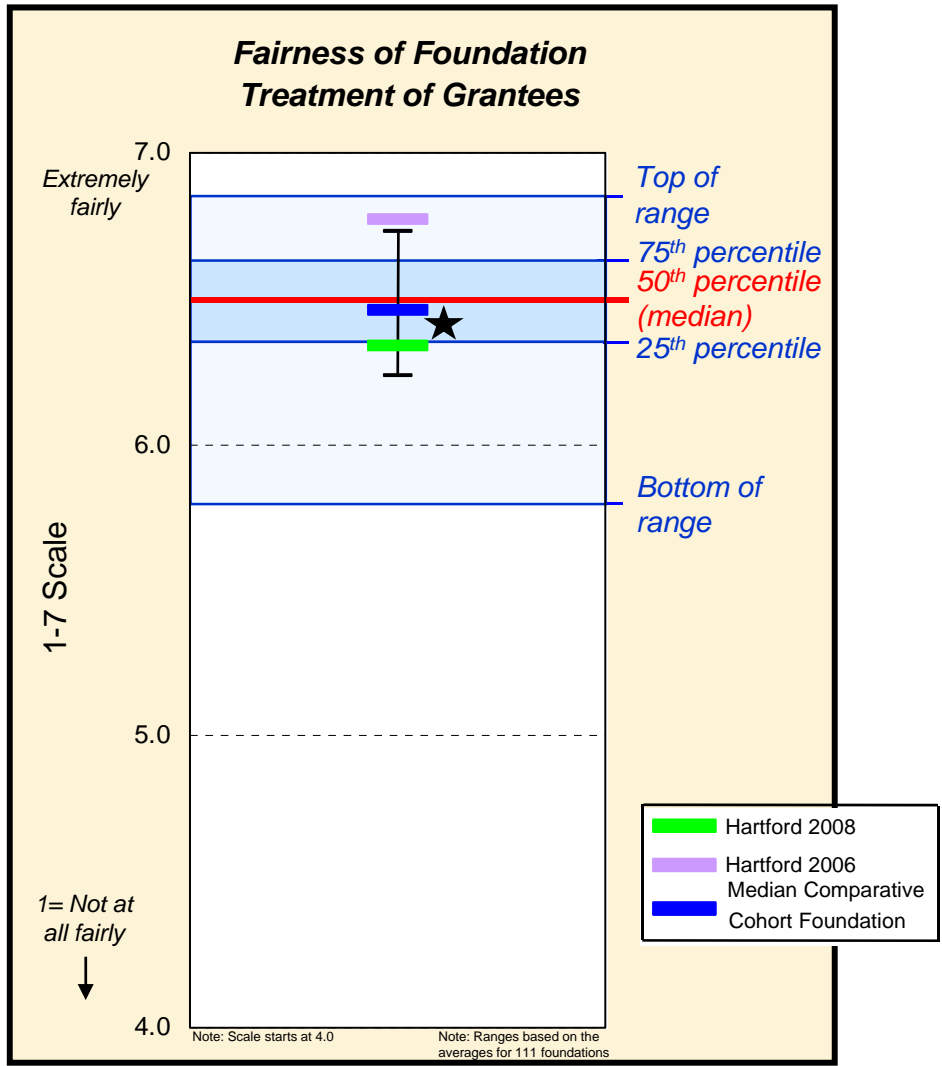
2: Hartford grantees rate the Foundation in the 57th percentile on this measure. When Hartford's currently funded grantees are compared to the median foundation's currently funded grantees, Hartford is rated in the 39th percentile.

★ : Hartford 2008 is rated significantly lower than Hartford 2006 (90% confidence level).

Interactions Measures (2)

On fairness of treatment of grantees, Hartford is rated:

- below the median foundation¹
- below the median cohort foundation



¹: Hartford grantees rate the Foundation in the 23rd percentile on this measure. When Hartford's currently funded grantees are compared to the median foundation's currently funded grantees, Hartford is rated in the 7th percentile.

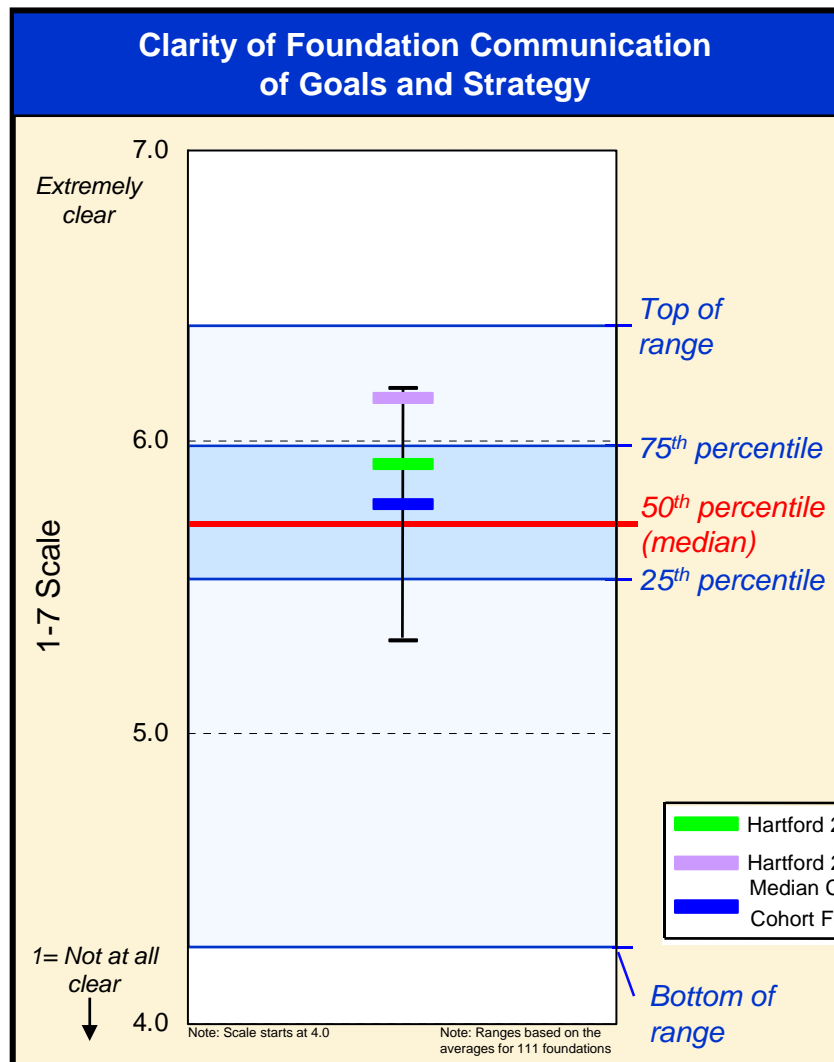
★: Hartford 2008 is rated significantly lower than Hartford 2006 (90% confidence level).

Communication of Goals and Strategy

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

- above the median foundation
- above the median cohort foundation

Selected Grantee Comments

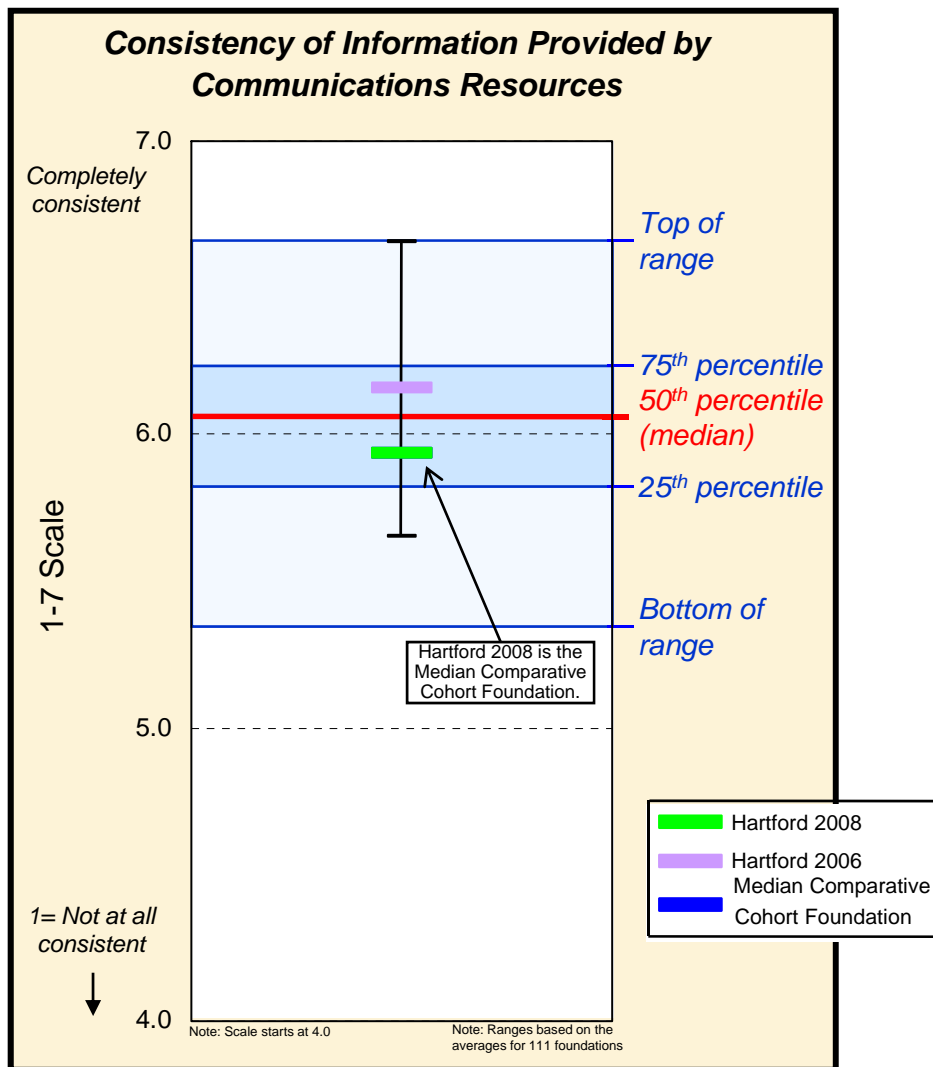


- ♦ “The clear message (need for excellence in health professions training targeting older adults), visibility and consistency of the message has had an influence on government funders, on policy agencies such as the AAMC, and on other nonprofits, and on deans and department chairs.”
- ♦ “Overall quality of these areas has improved in last year. There is often a disconnect between communications from individual program officers working on the medicine portfolio. Messages are inconsistent and confusing ... Foundation operations are not so clear when in the preliminary stages of planning a proposal as the program officers are not consistent with messaging.”
- ♦ “The foundation is clearly top down; program officers are at times vague with regard to specifics.”
- ♦ “The Hartford foundation people are focused on their mission and go to great lengths to achieve it and to help us achieve it. The communication is very reasonable.”

Consistency of Communications

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

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



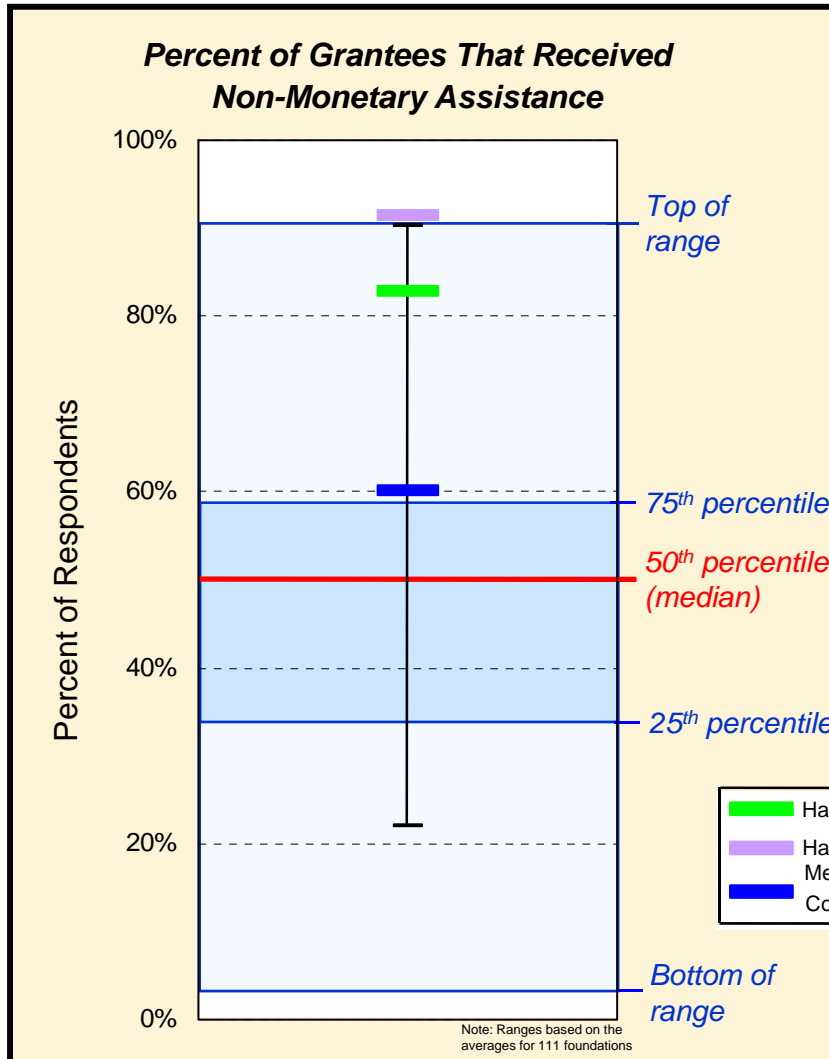
*Survey-Wide Analysis Fact: Consistency of Communications, both personal and written, is the best predictor of grantee ratings of a foundation's clarity of communication of its goals and strategy. Other predictors are 1) Quality of Interactions with Foundation Staff: fairness, responsiveness, approachability and 2) The helpfulness of a foundation's selection and reporting/evaluation processes in strengthening grantees' programs and/or organizations – key moments that can reinforce or undermine foundation messages. For more on these findings, key resources most valued by grantees, and management implications, please see CEP's report, *Foundation Communications: The Grantee Perspective*.*

Non-Monetary Assistance

The proportion of Hartford grantees receiving any non-monetary assistance is:

- larger than that of ninety percent of foundations in the comparative set
- larger than that of the median cohort foundation

Selected Grantee Comments

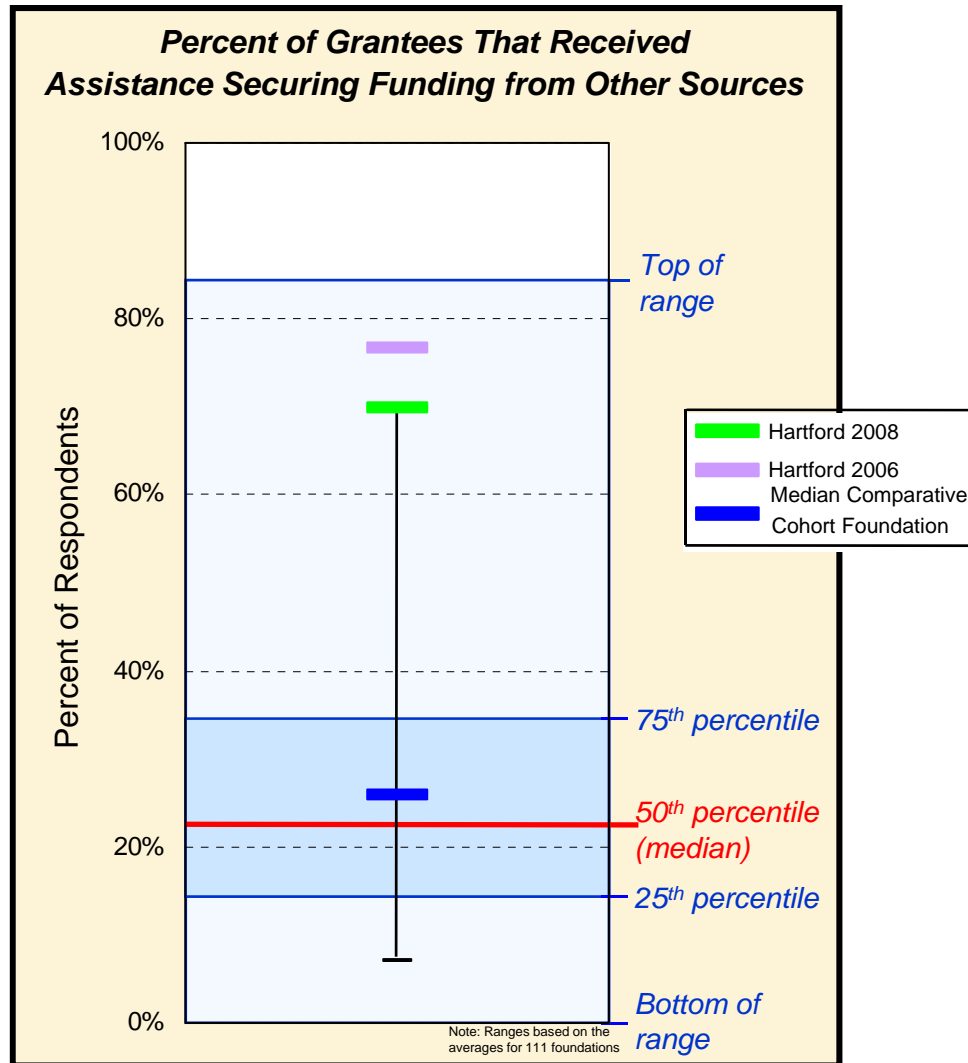


- ♦ *“Two areas in which the foundation has been extremely helpful in its non-monetary assistance are: 1) Help with presenting at a significant national conference and 2) significant advice on the field.”*
- ♦ *“Foundation staff have been extraordinarily helpful in helping us set and maintain our strategic focus, asking pointed questions to ensure that proposed changes are well thought through and connecting us with potential partners for this and other work. We think big, but even bigger, and more clearly because of the foundation.”*
- ♦ *“The Foundation has sponsored a number of leadership retreats that has had an incubator effect on the community. This has led to major papers, strategies and friendships.”*
- ♦ *“Hartford serves as a role model for helping advance training in geriatric research including being an example of how one can forge a partnership between NIH and Foundations.”*

Proportion of Grantees Obtaining Assistance Securing Funding from Other Sources

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

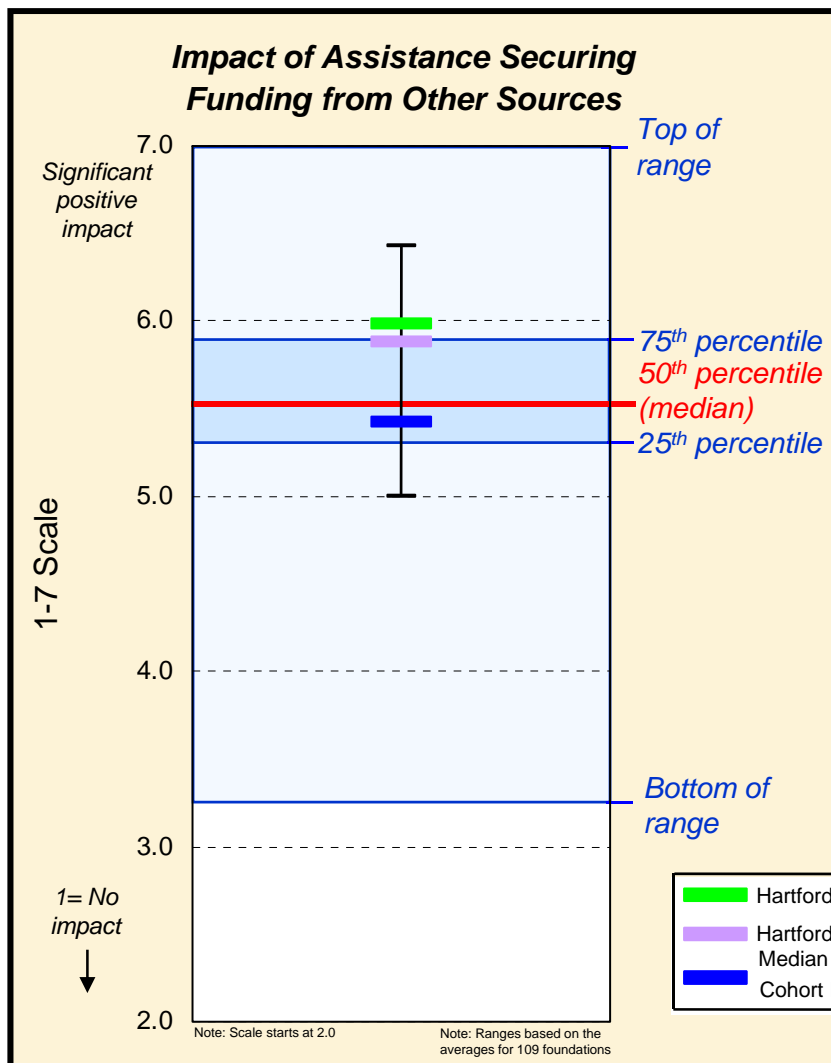
- larger than that of ninety percent of foundations in the comparative set
- larger than that of all other cohort foundations



Impact of Assistance Securing Funding from Other Sources

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

- above the median foundation
- above the median cohort foundation



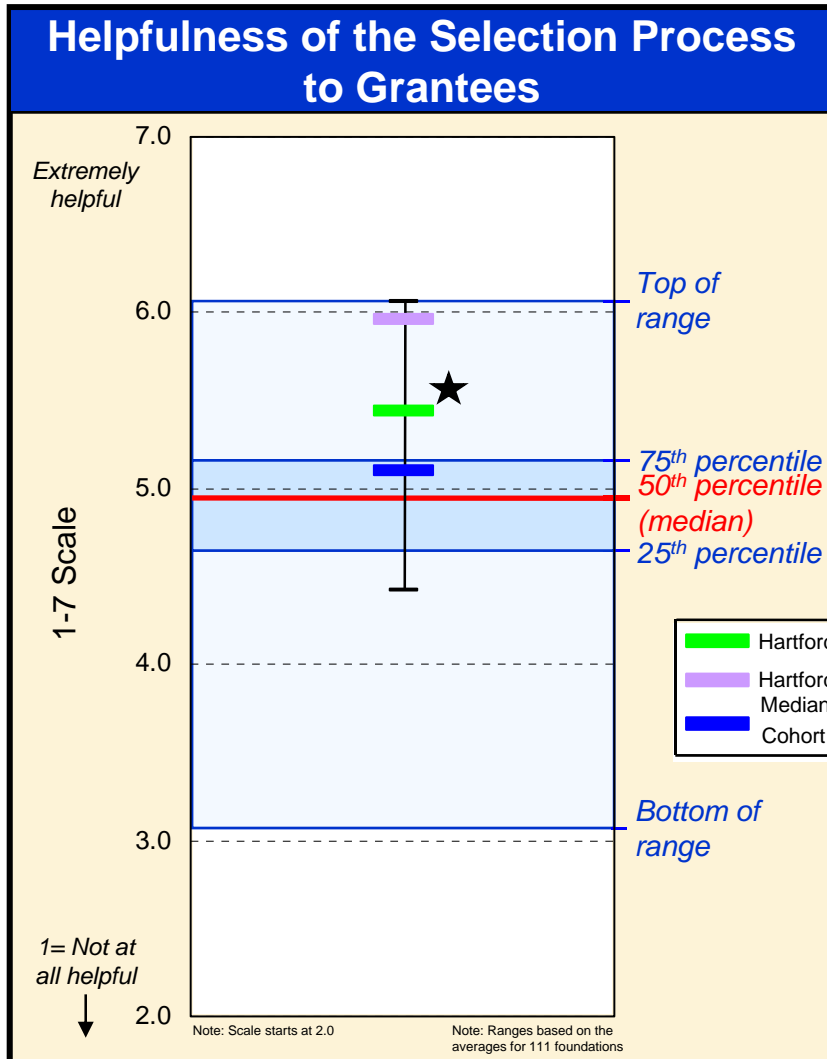
Selected Grantee Comments

- ♦ “During the first 5 years of funding we were also able to leverage our Hartford grant for [funding greater than ten times its value].”
- ♦ “Peer reviewed grant award positively influenced institutional and private gifts to sustain the program.”
- ♦ “In the past, foundation program officers have been helpful in raising additional funding for this effort. This is not currently the case with program officer assigned to this project.”
- ♦ “Foundation staff made appropriate introductions that strengthened program and its sustainability.”
- ♦ “There is a degree of prestige that accompanies a JAHF grant, and that prestige has helped to (1) get the attention of federal partners, (2) increase interest across many varied disciplines, (3) add [our work] to the agendas of many public and private organizations involved in [our field], and (4) opened doors to funding opportunities through CDC-funded state training grants.”

Helpfulness of Selection Process

On helpfulness of the Foundation's selection process in strengthening the grantee, Hartford is rated:

- higher than ninety percent of foundations in the comparative set
- above the median cohort foundation



Selected Grantee Comment

- ♦ *“Excellent communication throughout grant application process; kept us informed of each step of the process and when we could expect to hear back about the status of our application.”*

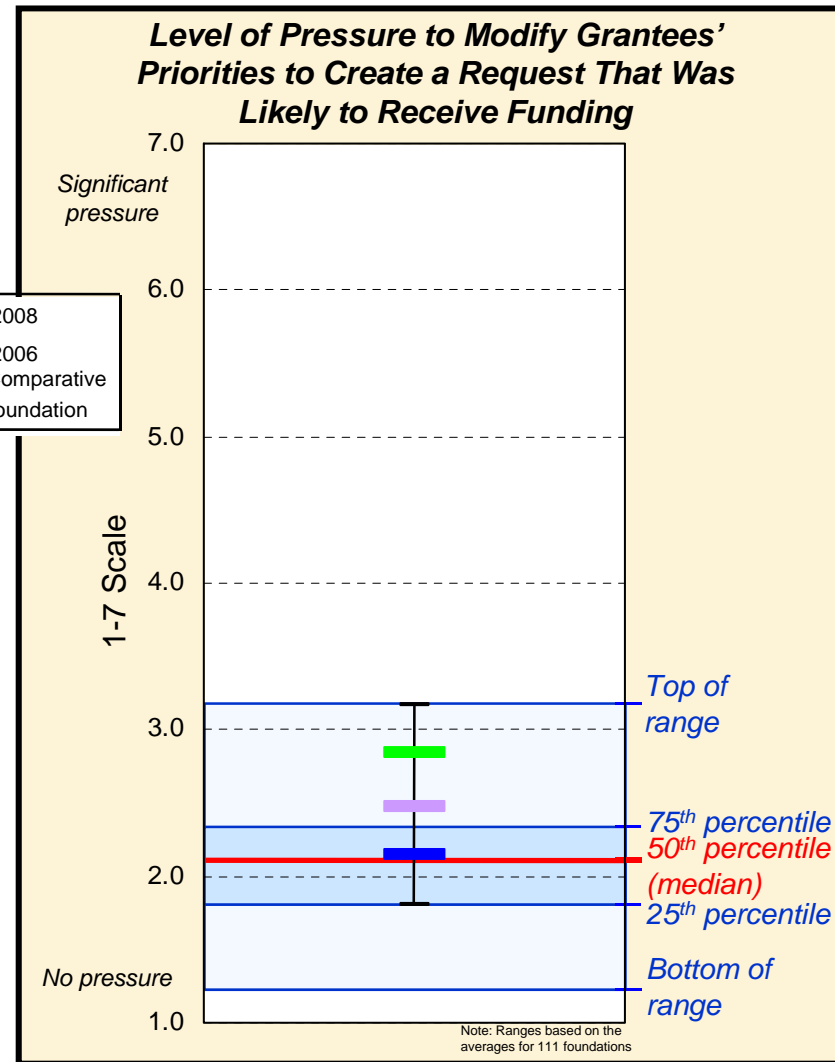
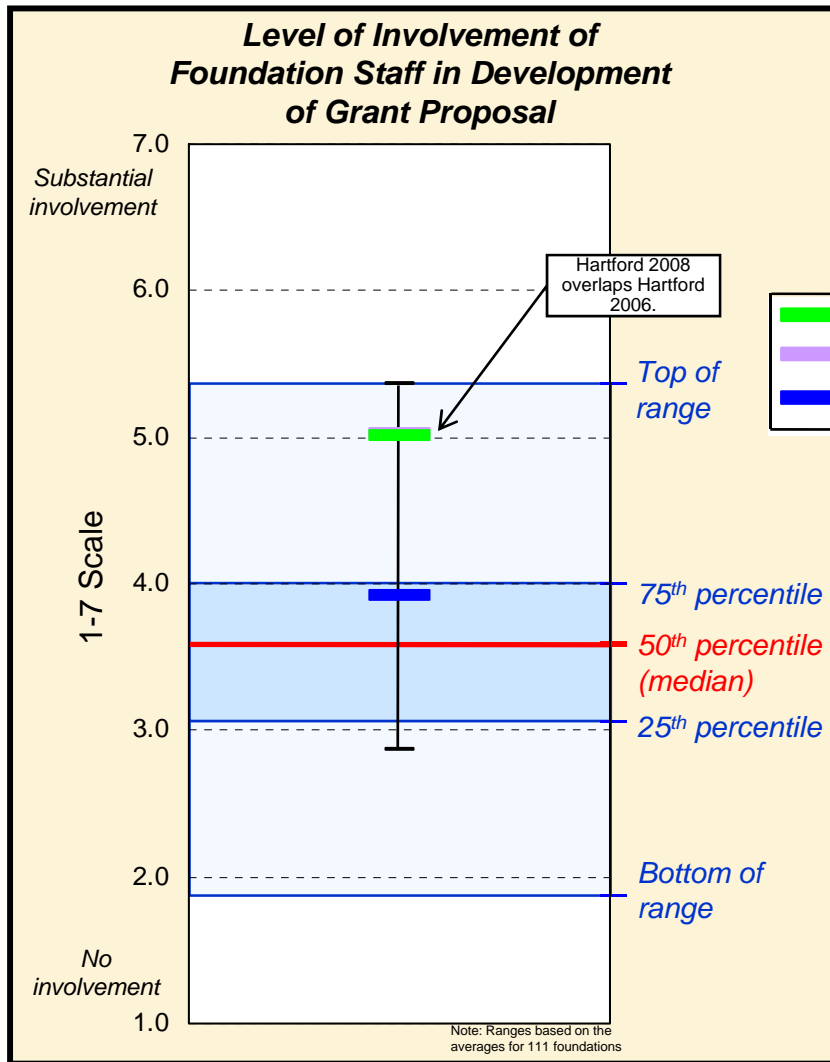
Foundation Involvement and Pressure in Selection Process

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

- higher than ninety percent of foundations in the comparative set
- above the median cohort foundation

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

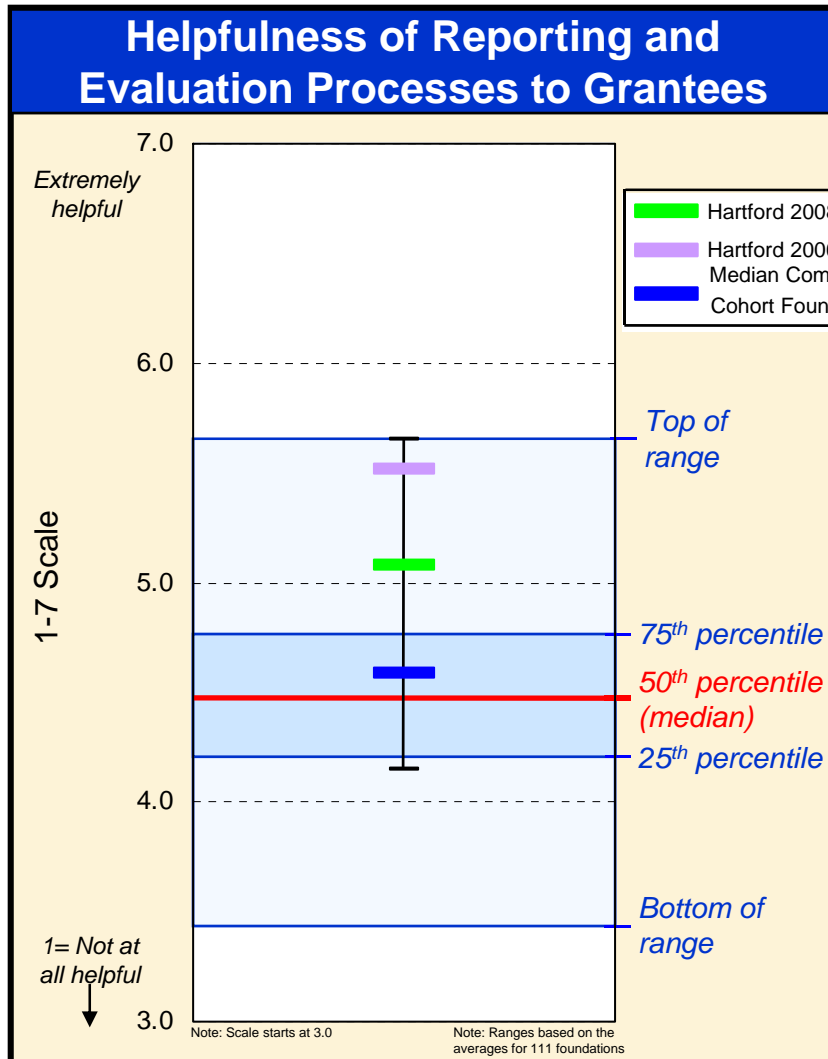
- higher than ninety percent of foundations
- above the median cohort foundation



Helpfulness of Reporting and Evaluation Processes

On helpfulness of the Foundation's reporting/evaluation process in strengthening the grantee, Hartford is rated:

- higher than ninety percent of foundations in the comparative set¹
- above the median cohort foundation



Selected Grantee Comments

- ♦ *“Highly interactive, with great benefit to the program and its standing.”*
- ♦ *“Reports can be inconsistent with grant terminology. Some fields in reports are open to wide interpretation. Ad-hoc report requests from the Foundation are often unclear and requested at short notice.”*
- ♦ *“The annual reports require too much time of staff – maybe they will get easier with time. It might make sense for Foundation staff to work with staff who complete the reports to make them easier to complete. This would also enhance their consistency from one site to another.”*
- ♦ *“The financial reporting structure of the Foundation is overly exacting, and provides little value to either the Foundation or the grantee.”*

Grantees that reported discussing their evaluations with Foundation staff gave an average rating of 5.8 (the 95th percentile). Grantees that did not discuss their evaluation gave an average rating of 3.2 (lower than the average rating of any other foundation in the comparative set).

¹: Hartford grantees rate the Foundation in the 95th percentile on this measure. When Hartford's currently funded grantees are compared to the median foundation's currently funded grantees, Hartford is rated in the 85th percentile.

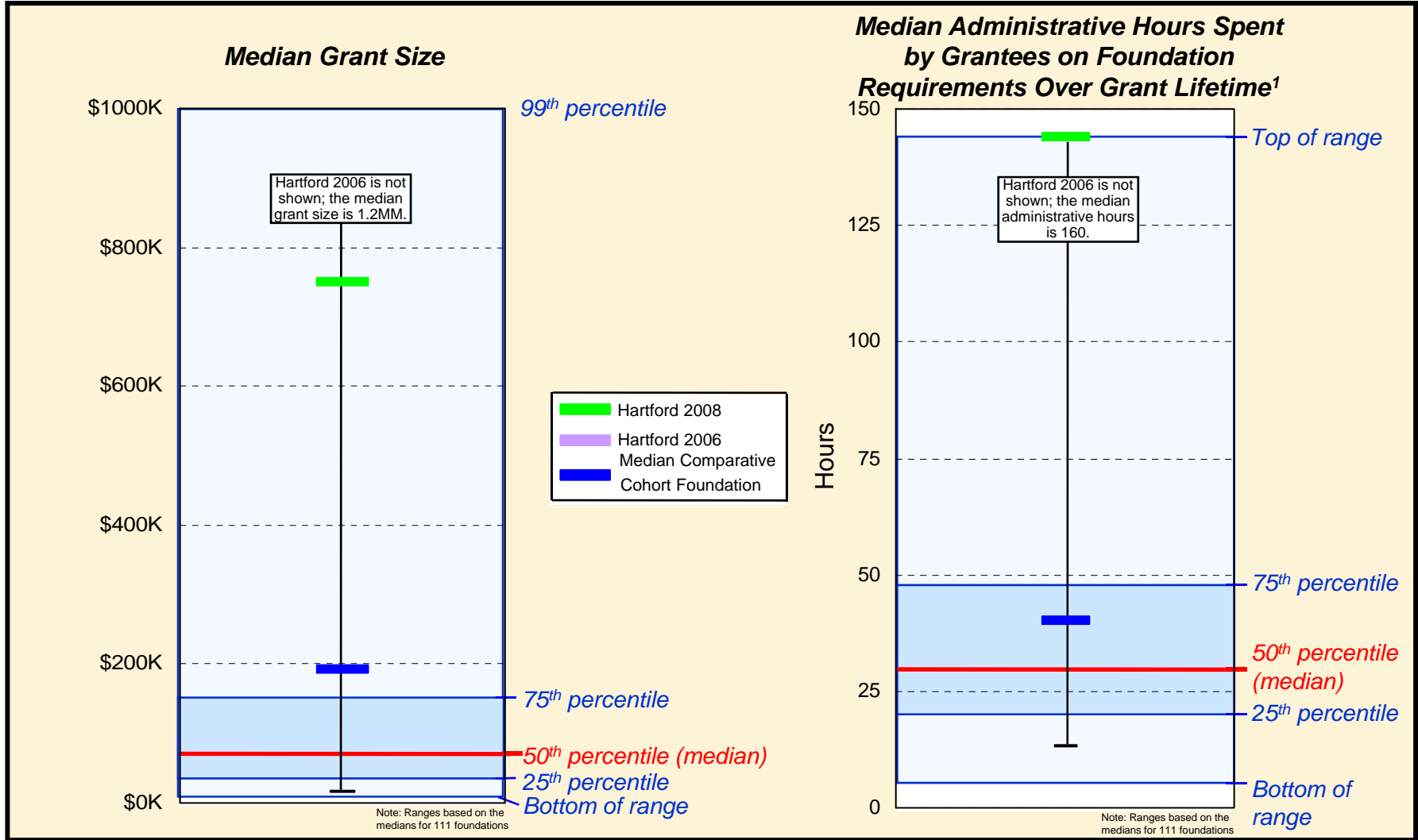
Grant Size and Administrative Time

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

- larger than that of ninety percent of foundations
- larger than that of the median cohort foundation

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

- greater than the time spent by all other foundations
- greater than the time spent by grantees of all other cohort foundations

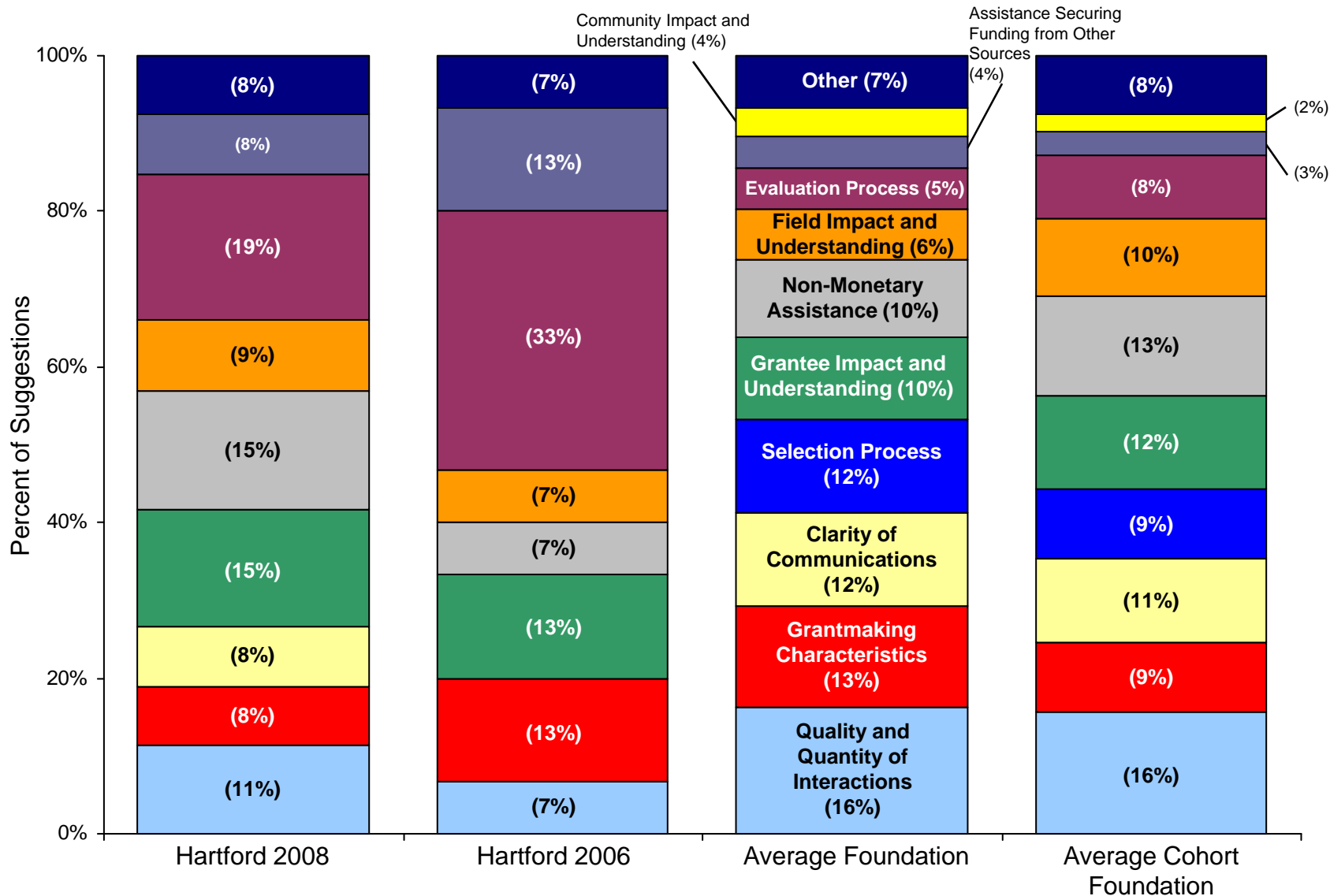


1: Chart displays total grant proposal creation, evaluation, and monitoring hours spent over the life of the grant; each of these events did not necessarily occur for each individual grantee. Chart does not show data from one foundation whose median administrative hours exceeds 125 hours.

Grantee Suggestions for the Foundation (1)

Grantees were asked to provide any suggestions for how the Foundation could improve. A larger than typical proportion of Hartford's suggestions concern the evaluation process, non-monetary assistance, and grantee impact and understanding.

Topics of Grantee Suggestions



Review of Findings (1)

Chart shows Hartford 2008's (◆), Hartford 2006's (◇), and the Median Cohort Foundation's (◆) percentile rank among all foundations in the comparative set.

Indicator	Percentile					Description
	0th	25th	50th	75th	100th	
Impact on the Field						Grantees were asked to rate the foundation's impact on their fields.
Impact on the Community						Grantees were asked to rate the foundation's impact on their local communities.
Overall Effectiveness in Creating Social Impact ¹						Grantees were asked to rate the foundation's overall effectiveness in creating social impact.
Impact on the Grantee Organization						Grantees were asked to rate the foundation's impact on their organizations.
Satisfaction						Grantees were asked to rate their satisfaction with their funder.
Quality of Interactions						This summary includes grantee ratings of foundation fairness, responsiveness, and grantee comfort approaching the foundation if a problem arises.
Clarity of Communication of Goals and Strategy						Grantees were asked to rate the clarity of the foundation's communication of its goals and strategy.
Non-Monetary Assistance						This summary includes the frequency of provision and ratings of helpfulness of 14 individual activities, including management and field-related assistance.
Assistance Securing Funding from Other Sources						This summary includes the frequency of provision of foundation assistance in obtaining funding from other sources, and ratings of the impact of those efforts.
Selection Process						Grantees were asked to rate the helpfulness of the foundation's selection process for their organizations.
Reporting and Evaluation Processes						Grantees were asked to rate the helpfulness of the foundation's reporting and evaluation processes for their organizations.
Dollar Return on Grantee Administrative Hours						This summary is calculated by dividing the dollar value of individual grants by the time required of grantees to fulfill the foundation's administrative requirements.

1: Hartford 2006 and Median Cohort Foundation not shown due to changes in the survey instrument.

Analysis and Discussion (1)

- ◆ Positive Ratings on Field and Organizational Impact
 - Grantees rate the Foundation higher than all other foundations in the comparative set on the measures of its impact on and ability to advance knowledge in their fields. They also rate the Foundation above ninety percent of foundations in the comparative set for its ability to effect public policy in those fields.
 - In addition, grantees rate Hartford higher than ninety percent of foundations in the comparative set on its impact on their organizations and above the median foundation for its understanding of their goals and strategies, although nine percent of grantee suggestions indicate that the Foundation could be more active in the public policy realm.
 - *How can the Foundation continue to ensure a high level of impact on its grantees' fields and organizations?*

- ◆ Low Ratings on Satisfaction and a Decrease on Several Measures
 - Grantees' rating of their satisfaction with the Foundation is below grantees' satisfaction ratings at the median foundation, although similar to the median cohort foundation. When the ratings of Hartford's currently funded grantees are compared to the ratings of currently funded grantees at other foundations, the foundation is rated below both the median foundation and the median the cohort foundation.
 - A larger proportion of grantees are less satisfied than they were last year and grantees are also significantly¹ less satisfied than they were in 2006.
 - Since 2006, Hartford's ratings have stayed the same or decreased on several measures, including key predictors of future impact – grantee satisfaction, quality of grantee interactions, and consistency of communications resources.
 - *Have there been changes in Foundation strategy, structure, staff, or key processes that would lead to this drop in grantee satisfaction?*

1: The differences in ratings are statistically significant at a 90 percent confidence level.

2: The differences in ratings are statistically significant at a 90 percent confidence level.

Analysis and Discussion (2)

- ◆ Grantee Interactions
 - Across the CEP dataset, grantee's ratings on the three dimensions of interactions – fairness, comfort, and responsiveness - are highly correlated with their ratings of satisfaction. CEP research also indicates that the quality of interactions between foundations and grantees is a key predictor of a foundation's impact on grantee organizations, fields, and communities.
 - On a summary measure of interactions the Foundation is similar to the median foundation, while program staff manage fewer grants than is typical. When the ratings of Hartford's currently funded grantees are compared to the ratings of currently funded grantees at other foundations, Hartford is below the median on this summary of interactions and the measures from which it is composed – fairness of treatment of grantees, responsiveness of Foundation staff, and grantees' comfort approaching the Foundation if a problem arises.
 - On all three components that make up the interactions summary Hartford is rated significantly less positively than it was in 2006. In addition to commenting on transparency, grantees provide mixed comments including that, program officers seem “overwhelmed” and “communication with staff can be difficult.”
 - Several grantee comments and suggestions refer to the impact of changes in program staff. Grantees state, “our project officer has changed twice in the past four years” and “when a person leaves, an automated email response [should be] sent to the person trying to contact him or her telling him or her of the departure and to whom they should direct their questions.”
 - *Can the Foundation review how program staff are spending their time with an eye to enabling appropriate time devoted to ensuring high quality interactions?*
 - *Can the Foundation implement processes to ensure a positive experience for grantees during times of program staff transitions?*

Analysis and Discussion (3)

- ◆ Consistency of Communications Resources
 - Hartford is rated below the median foundation on the consistency of its communications resources, both personal and written. This measure is the most important predictor of a foundation's clarity of communication of its goals and strategy.
 - A larger than typical proportion of Hartford grantees report using individual communications with Foundation staff. The helpfulness rating of the Foundation's website is much lower than typical. Grantees comment that there is a "disconnect between communications from individual program officers" and that "program officers are at times vague with regard to specifics."
 - *Can the Foundation improve the helpfulness of its written communications resources, particularly its website?*
 - *How can Hartford increase the consistency of its communication resources?*

- ◆ Assistance Securing Funding from Other Sources
 - Hartford provides assistance securing funding from other sources to nearly 75% of its grantees - a proportion that is larger than that of ninety percent of foundations in CEP's comparative set. Grantees rate the impact of this assistance higher than typical.
 - Grantees also indicate the Foundation's reputation has significant impact on their ability to secure funding from other sources.
 - *Can the Foundation provide a greater number of grantees assistance securing funding from other sources to further leverage its grant dollars?*

Analysis and Discussion (4)

- ◆ The Selection and Reporting Processes
 - Hartford grantees rate the helpfulness of the Foundation's selection and reporting/evaluation processes in strengthening their organizations as more helpful than those of ninety percent of foundations in the comparative set. However, the 144 hours that the typical grantee spends on administrative processes is higher than that of any other foundation in the comparative set. The Foundation is much more involved in the proposal creation process and grantees feel significantly more pressure to modify their own priorities to create a proposal that is likely to receive funding than grantees of the typical foundation in the comparative set. Grantees also indicate receiving a substantially greater level of information from the Foundation during the selection process.
 - Despite spending significantly longer time completing administrative processes, the number of dollars awarded per hour of administrative time spent by Hartford grantees is higher than nearly all funders within CEP's dataset. This is the result of the foundation awarding larger-than-typical grants.
 - Grantees more frequently report participating in all aspects of the reporting/evaluation process than is typical, including discussing their evaluations with Foundation staff. The 72 percent of Hartford grantees who do so rate the helpfulness of the reporting/evaluation process a 5.8 (the 95th percentile) on average, while the 28 percent of grantees that did not discuss their evaluations give an average rating of 3.2 (lower than the average rating of any other foundation in the comparative set).
 - In response to open-ended questions, grantees comment negatively on the Foundation's reporting/evaluation process and 19 percent of suggestions concern this area. Grantees state, "Ad-hoc report requests from the Foundation are often unclear and requested at short notice," and "the financial reporting structure of the Foundation is overly exacting, and provides little value to either the Foundation or the grantee."
 - *Although its selection and reporting processes are valued as extremely helpful, can the Foundation review the utility of all of the information it requests of grantees to reduce burden on grantees and free up staff time?*
 - *Is the large amount of time spent by grantees on administrative processes consistent with the Foundation's goals and strategies?*
 - *Given the large disparity in the ratings of the Foundation's reporting/evaluation process, would the Foundation consider dedicating the resources to discuss completed reports with an even larger proportion of grantees?*

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.

- ◆ This report was produced for the John A. Hartford Foundation by the Center for Effective Philanthropy in May, 2008.

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