

*CONFIDENTIAL*

**Grantee Perception Report®**  
prepared for the  
**Lumina Foundation for Education**  
Spring 2006

VERSION 6/27/06



THE CENTER FOR  
EFFECTIVE PHILANTHROPY

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# Background

- ♦ 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 useful on a field-wide basis – forming the basis of research reports such as *Listening to Grantees: What Nonprofits Value in Their Foundation Funders* (2004) and *Foundation Communications: The Grantee Perspective* (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. Although grantee perceptions are not definitive evidence of a foundation’s end social impact, they can be helpful in assessing a foundation’s overall performance and progress.**
  - 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 interesting 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 35,000 grantees of 180 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 six rounds of surveys, and includes more than 23,000 grantee responses of 156 foundations.<sup>1</sup>
  - 158 fiscal year 2005 grantees of the Lumina Foundation for Education (“Lumina”) were surveyed from February – April 2006.
  - 111 completed responses were received, representing a 70 percent response rate.
  - Responses were submitted via mail and the Web.
- ◆ Contact information for fiscal year 2005 grant recipients was provided by Lumina.
- ◆ Selected grantee comments are shown throughout this report. As with grantee ratings, grantee comments are generally positive. This selection of comments highlights major themes, and reflect 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: Response rates from foundations surveyed vary by round, but do not have any bearing on grantee ratings, which remain consistent – and comparable – among rounds in terms of average and range. The overall response rate for the survey was 66 percent in the September 2003 round, 65 percent in the March 2004 survey round, 65 percent in the September 2004 survey round, 67 percent in the March 2005 round, 64 percent in the September 2005 round, and 68 percent in the February 2006 round. There are no meaningful differences between responses received via the mail or the Web.

## Methodology (2)

- ◆ Whenever possible, Lumina grantees' average responses from the CEP's 2003 survey (Lumina fiscal year 2002 grant recipients) and CEP's 2005 survey (Lumina fiscal year 2004 grant recipients) are shown.
  
- ◆ Throughout this report, Lumina is compared to a benchmarking group of foundations. These foundations were selected to be comparable in terms of size/structure. The thirteen foundations that comprise this group are:
  - Alfred P. Sloan Foundation
  - Bradley Foundation
  - The California Wellness Foundation
  - Carnegie Corporation of New York
  - Charles Stewart Mott Foundation
  - Daniels Fund
  - John D. and Catherine T. MacArthur Foundation
  - Lumina Foundation for Education (2006)
  - The Pew Charitable Trusts
  - The Robert Wood Johnson Foundation
  - Rockefeller Brothers Fund
  - Surdna Foundation
  - W. K. Kellogg Foundation
  
- ◆ CEP also analyzed the responses of grantees that are part of the Foundation's Achieving the Dream initiative, comparing them to the responses of other grantees. There are no significant<sup>1</sup> differences in perceptions between the groups.

# Key Findings

CEP has conducted three surveys of Lumina grantees – one in Spring 2003, one in Spring 2005 and one in Spring 2006. The results of the Spring 2005 survey suggested many significant<sup>1</sup> improvements between 2003 and 2005. The Foundation's 2006 results continue to show the Foundation trending towards higher ratings across some dimensions of foundation effectiveness, although the differences in results are less substantial than the comparison between 2003 and 2005. This is a positive finding as ratings for foundations whose grantees have been surveyed at more than one point in time do not always indicate improvement.

As in 2005, the Foundation receives very high marks for its impact on grantees' fields. The Foundation is also highly rated for its understanding of and ability to advance knowledge in these fields, as well as its effect on public policy. Over half of Lumina's grantees consider Lumina to be one of the top three foundations making the most positive impact in their fields. The Foundation is rated less positively for its impact on and understanding of grantees' organizations and also receives ratings below that of the median foundation for its impact on and understanding of grantee's communities. Both of these ratings are consistent with those received by the Foundation in 2005.

Grantees rate their satisfaction with Lumina similar to the rating of the median foundation and they rate the quality of their interactions with the Foundation – comfort approaching Foundation staff if a problem arises, responsiveness of Foundation staff, fairness of treatment of grantees – above the rating received by the median foundation, and also above the ratings received by Lumina in 2003 and 2005. Lumina grantees perceive the Foundation's communications about its goals and strategy to be clearer than that of the median foundation. Grantees also rate Lumina's communications resources to be more consistent than typical.

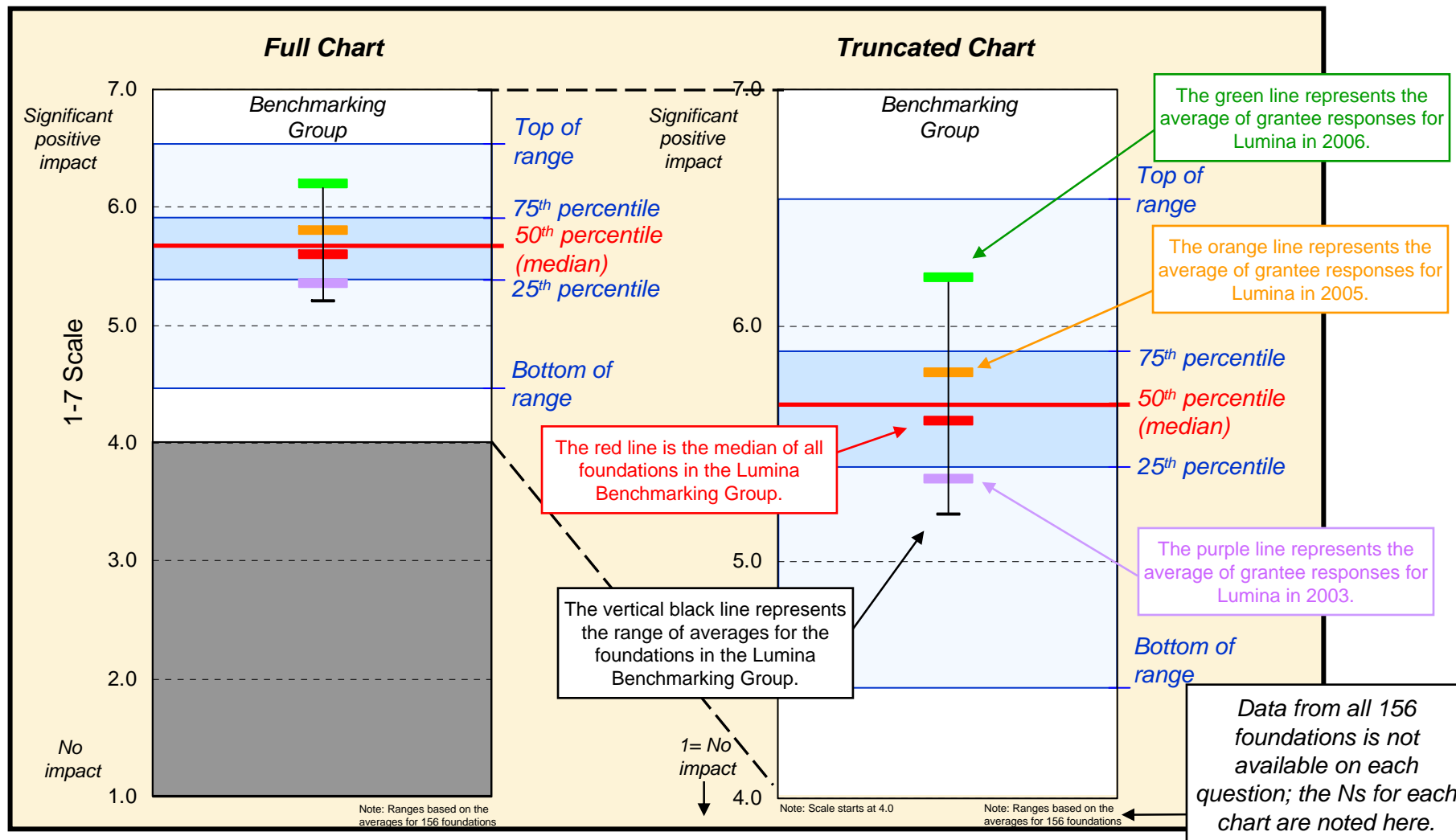
Lumina has improved in provision of non-monetary assistance and in providing assistance to grantees in their efforts to secure funding from other sources. The Foundation provides management-related and field-related non-monetary assistance to a larger proportion of its grantees than typical. This assistance is perceived to be as helpful as or more helpful than that provided by the median foundation. The Foundation also provides active assistance in helping grantees secure additional funding to about 20 percent of its grantees, a typical proportion as at the median foundation, but larger than the proportion receiving this assistance from Lumina in 2005. The impact of this assistance is rated more highly than it was in 2005 and above the rating of the assistance provided by the median foundation.

Lumina's proposal and reporting/evaluation processes are perceived to be more helpful than at other foundations. The processes at Lumina require more hours than typical and Lumina grantees are often asked for more types of data than the grantees of other foundations, although the Foundation does tend to award larger grants than are typical, offsetting these time requirements.

Finally, the caseloads of Lumina program officers appears to be increasing over time – a finding that could be important to recognize as the Foundation thinks about changes it may want to consider.

# Reading GPR Graphs

Much of the grantee perception data in the GPR is presented in the format below. These graphs show average ratings of grantee responses for individual foundations, over a background that shows percentiles for the overall sample of grantee ratings of all 156 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 range.**



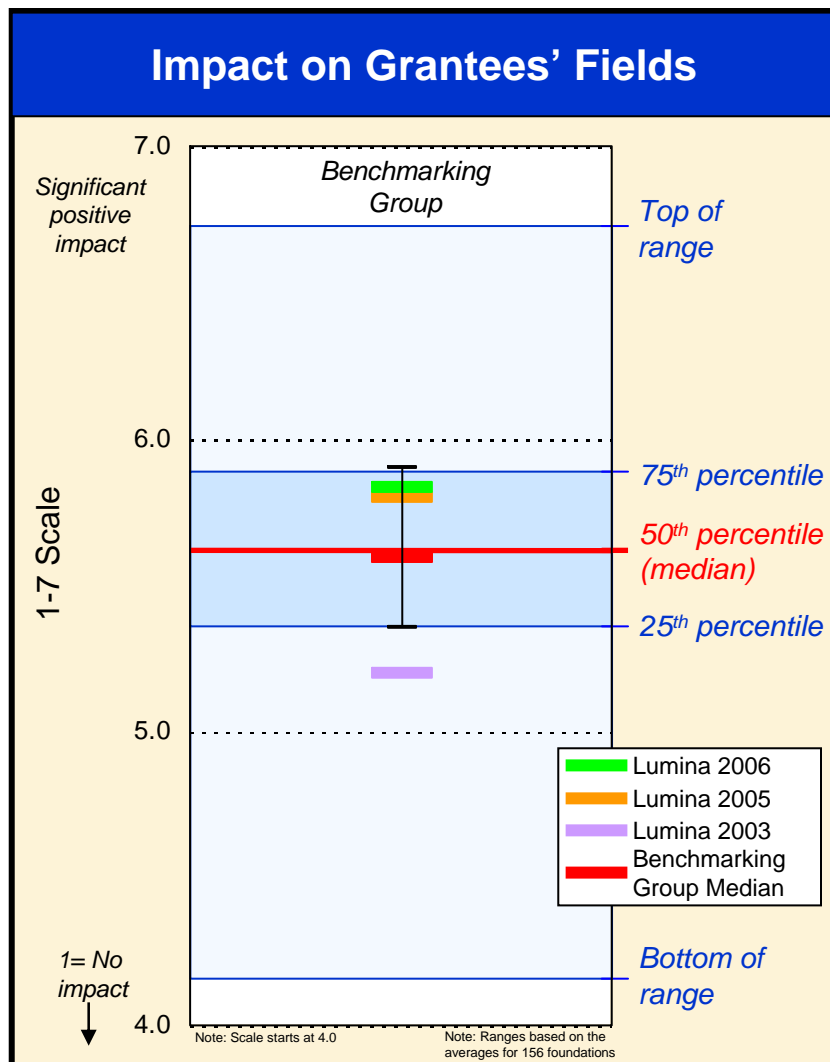
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# Impact on Grantees' Fields

This rating highlights grantees' perceptions of foundations' impact on the fields<sup>1</sup> in which grantees operate.

- ◆ Overall, Lumina grantees rate the Foundation's impact on their fields more positively than do grantees of the median foundation.

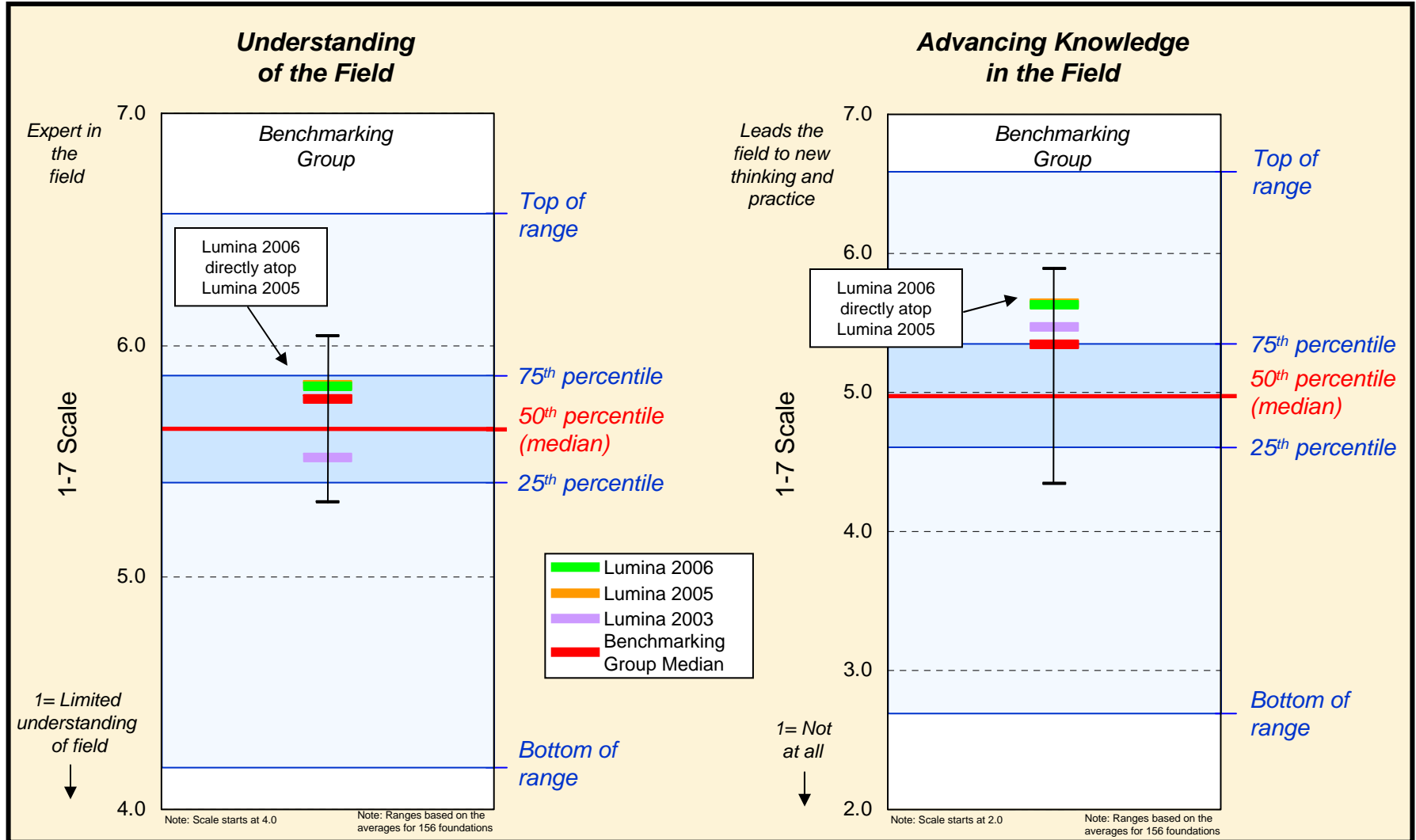


## Grantee Comments on Field Impact

- ◆ “The Foundation is examining our subject as a part of its larger mission revolving around access to higher education. It is trying to increase understanding of a complicated subject. This needs to be done.”
- ◆ “Lumina's support for higher education research is second to none in terms of the level of resources and its focus on community colleges and underserved students. Most higher education funders support programs rather than research, and emphasize elite colleges and universities.”
- ◆ “Lumina Foundation for Education is a national organization that is extremely impactful in the fields of college readiness and retention. Lumina has provided a public arena for discussions about college readiness and retention [that] is not only accepted but sought after.”
- ◆ “Lumina has [helped] to develop strength and influence in the area of education policy.”
- ◆ “[Lumina Foundation] is the biggest and most influential funder in this field in the country.”

# Understanding and Advancing Knowledge in the Field

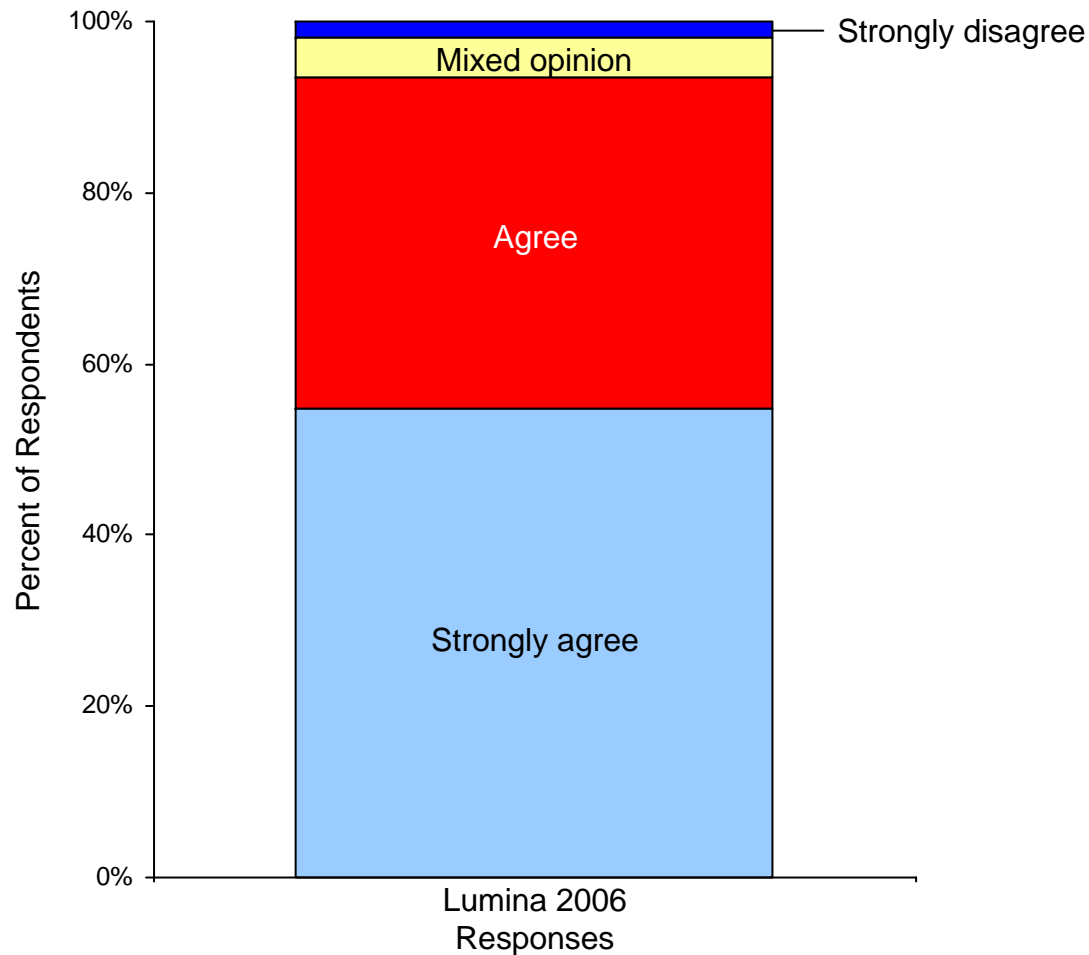
Grantees perceive Lumina to have an *understanding of its fields of funding* that is above the rating of the median foundation and similar to the rating of the median foundation in the benchmarking group. Grantees perceive Lumina to have an *ability to advance knowledge in those fields* that is above the rating of the median foundation.



# Lumina Staff Understanding of Postsecondary Education

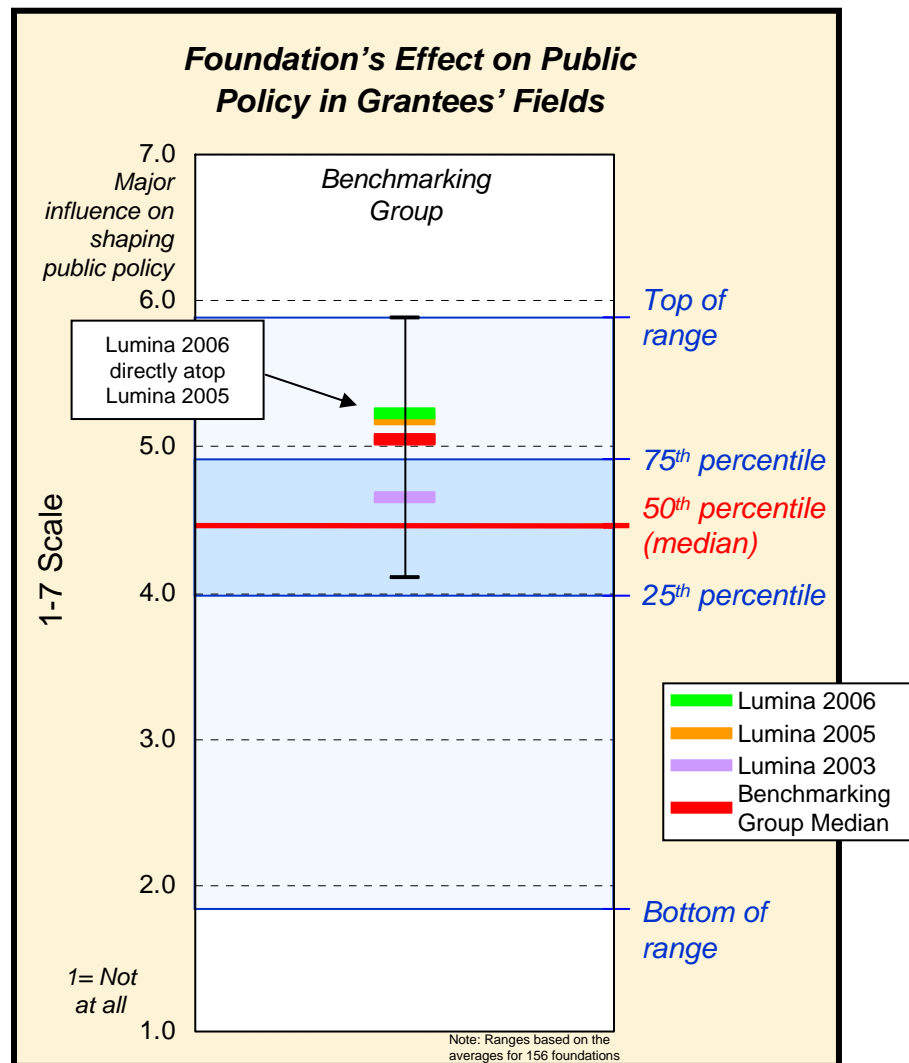
Over ninety percent of Lumina grantees agree or strongly agree that Lumina Foundation staff are “knowledgeable about postsecondary education.”

**Grantees’ Agreement With the Statement, “Lumina Foundation staff are knowledgeable about postsecondary education”**



# Effect on Public Policy

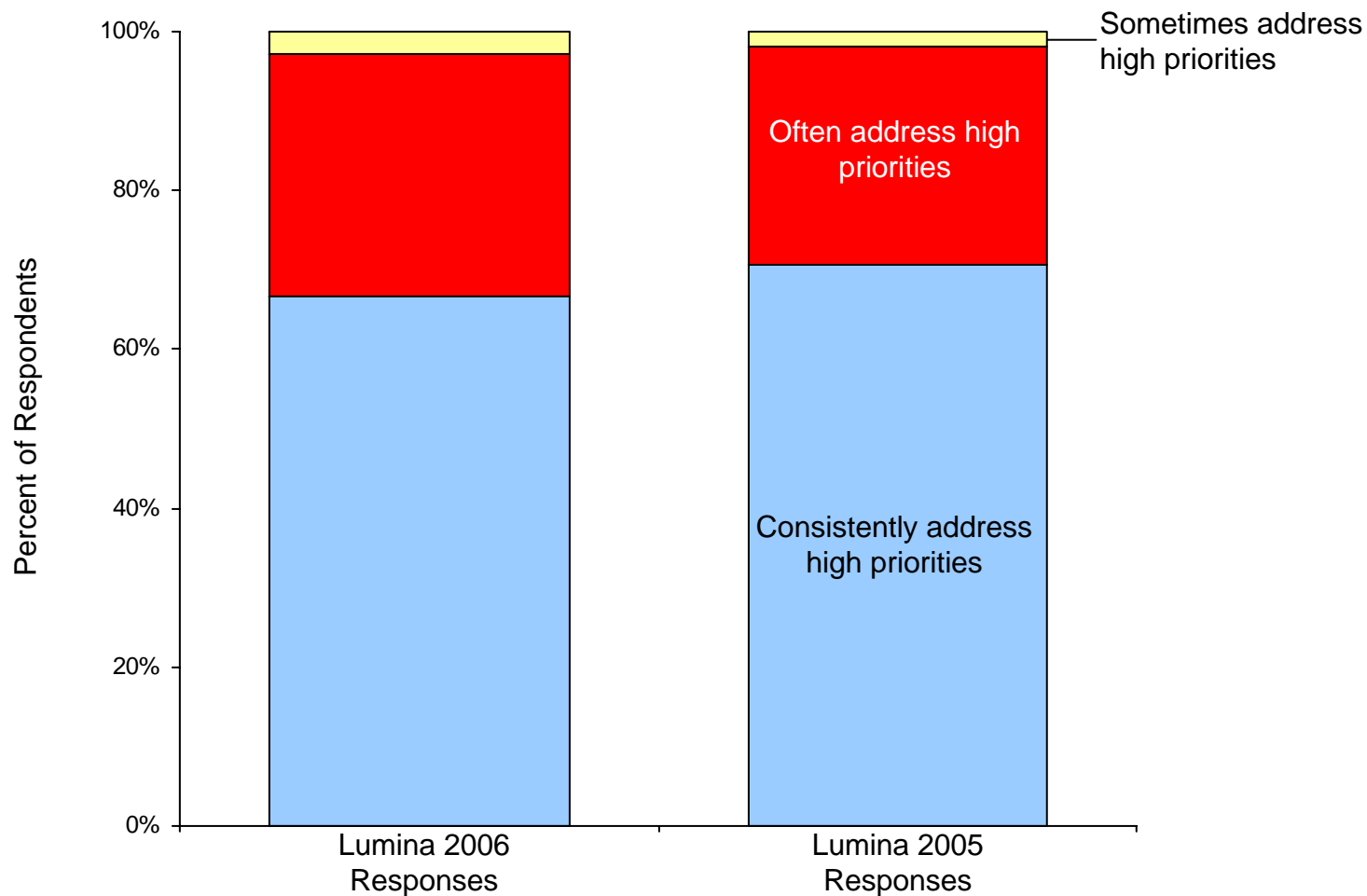
Lumina is seen as having more influence on public policy in its fields than the median foundation.



# Lumina's Addressing of High Priority Issues

The majority of Lumina grantees perceive the Foundation's grants and research as consistently addressing high priority issues.

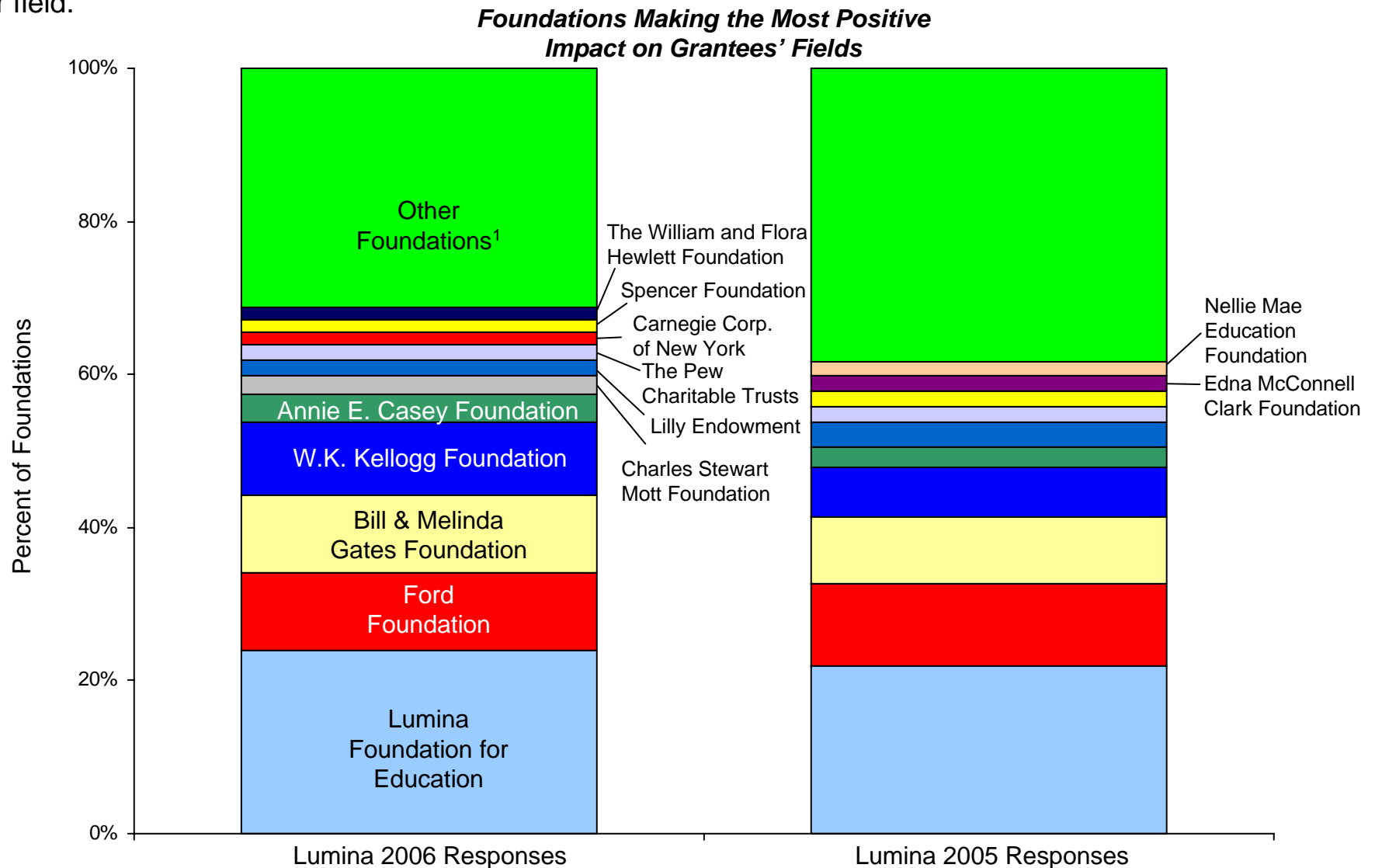
*Degree to Which Lumina Foundation's Grants and Research Address High Priority Issues*



12 Note: This question was only asked of Lumina grantees in 2005 and 2006. No respondents from either year indicated that Lumina "rarely addresses high priorities."

# Foundations Making the Most Positive Impact on Grantees' Fields

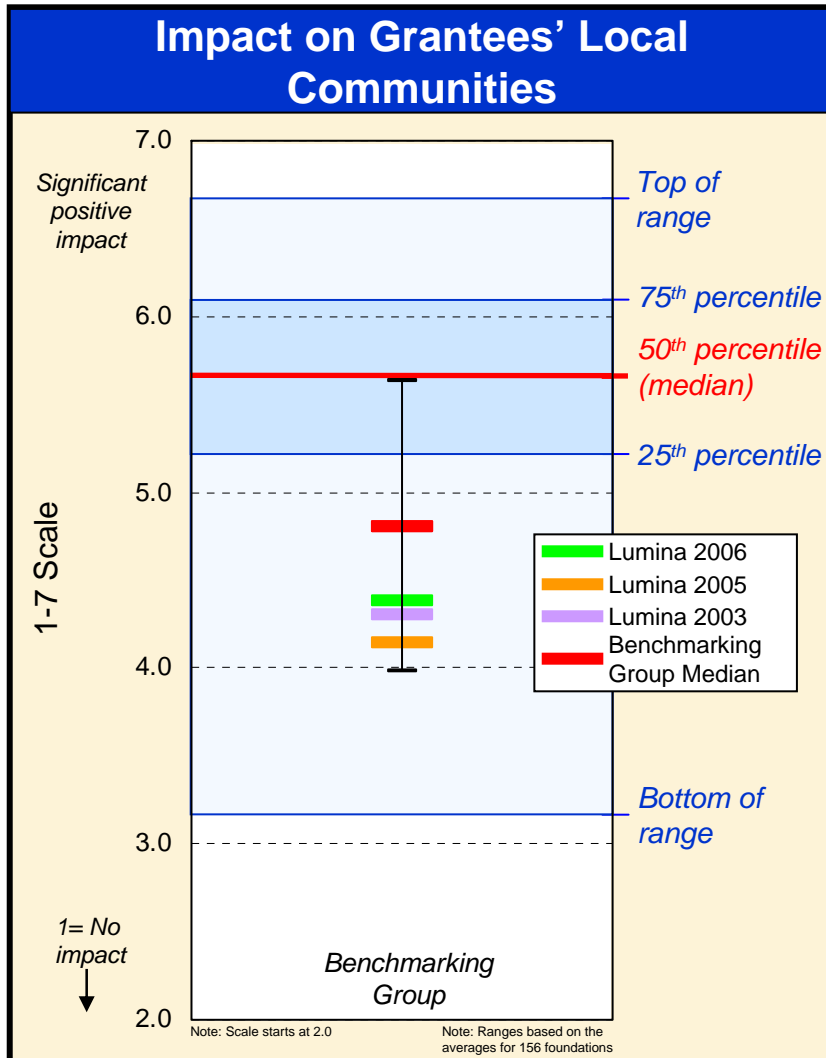
Lumina grantees were asked to name up to three foundations that they feel are making the most positive impact on their fields. 2006 grantees provided the names of 77 individual foundations. Fifty-three percent of Lumina grantees in 2006 cite the Foundation as one of the foundations making the most positive impact on their field.



# Impact on Grantees' Local Communities

This measure highlights grantees' perceptions of foundations' impact on their local communities.

- ◆ *Lumina grantees rate the Foundation's impact on their local communities below the average rating received by the median foundation.*

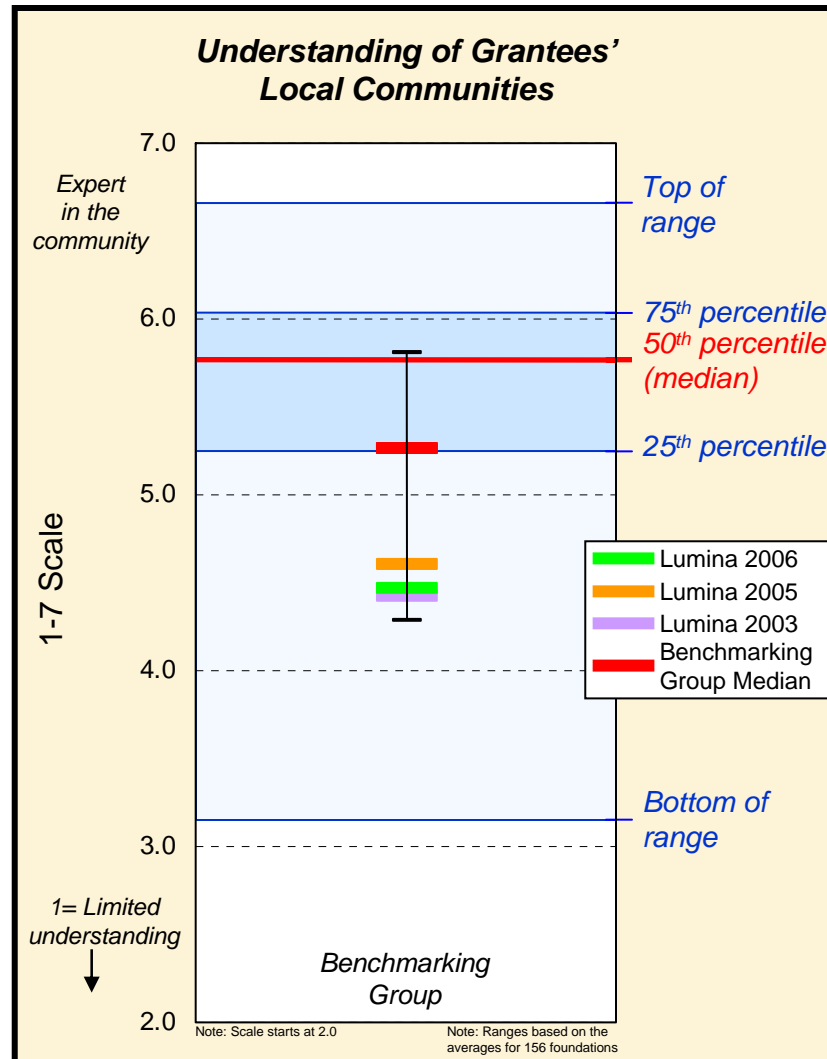


## Grantee Comments on Community Impact

- ◆ *"The fact that we are encouraged to study what our institutional data are telling us, and that we are supported in our efforts to do that, will positively affect our local communities in terms of a better quality of life for our students and future employees. The higher level of skills obtained by our students will yield greater opportunities for themselves and their families and a stronger economy for our communities."*
- ◆ *"[Their] publications need to have sensitivity to how [they] communicate about poor communities. Statements characterizing place need to avoid negative descriptions. Use of data is more appropriate in characterizing disparities."*
- ◆ *"The Achieving the Dream grants are attracting a lot of attention to student success within education but our community is not more aware than [it was before]. The projects need more time to produce results and be evaluated."*
- ◆ *"The Foundation has had a significant impact on our field and on our organization; the impact on the local community in which we are located is less."*

# Understanding of Grantees' Local Communities

Lumina grantees rate the Foundation's understanding of their communities below the rating of the median foundation.



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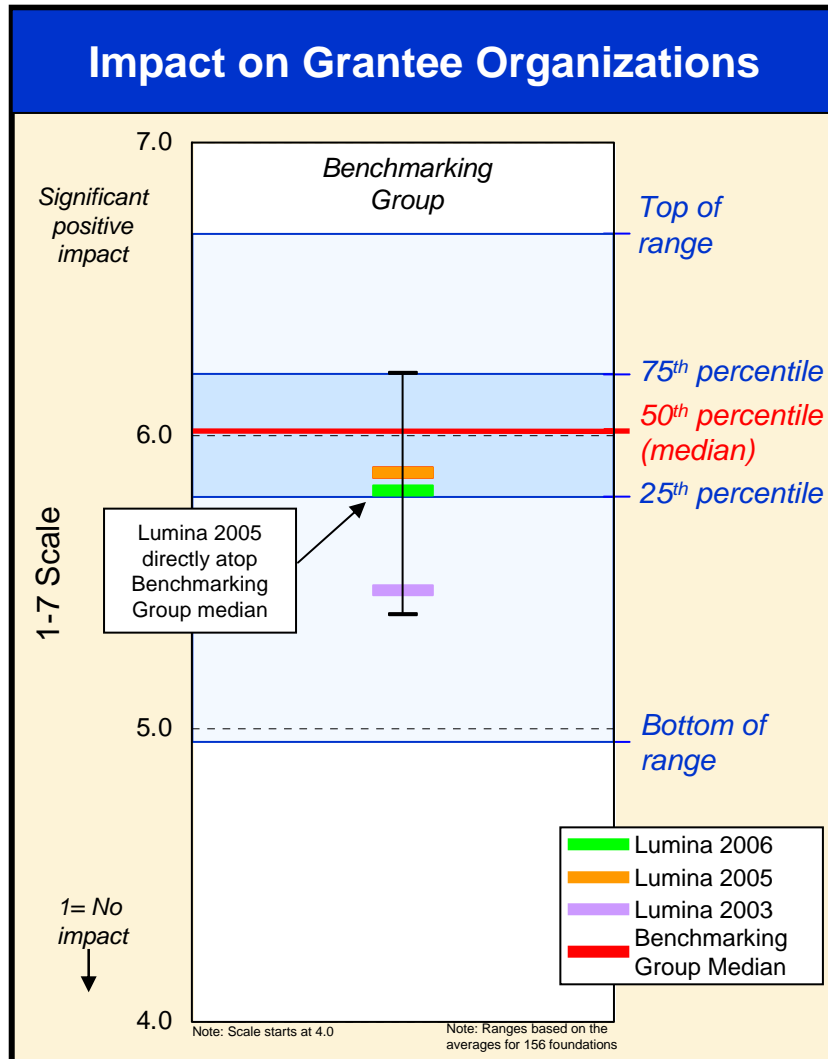
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# Impact on Grantee Organizations

Lumina grantees rate the Foundation's impact on their organizations less positively than the median foundation is rated by its grantees, but similar to the rating received by the median foundation in the benchmarking group.

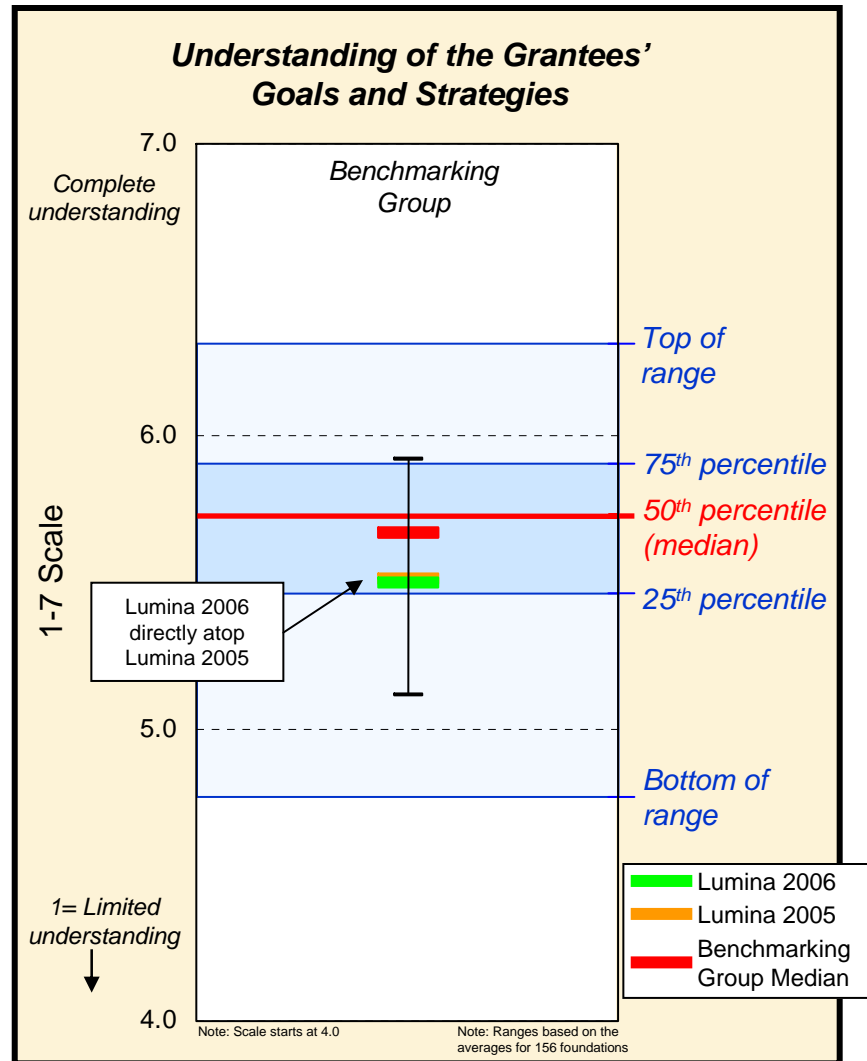


## Grantee Comments on Organizational Impact

- ♦ *“The Foundation understands our organization's capacity and supports ways to strengthen it for longer-term impact in the field. Moral support is sometimes as significant as the financial support.”*
- ♦ *“Lumina has enabled my organization to establish a presence in higher education that we did not have before our first Lumina grant. We now have a division devoted to post secondary work, buy-in from our board and leadership, and numerous funders. We are in higher education to stay. None of this would have happened without Lumina.”*
- ♦ *“The impact on our organization has come mostly via dollars (the grant was modest, yet important) as opposed to some of our donors who become true partners in building our organizational capacity.”*
- ♦ *“The Lumina Foundation Achieving the Dream initiative allowed our organization to frame the strategies that were already in place. This allowed us to highlight the importance of the issues at a national level. This gave us the opportunity to demonstrate that we can be leaders in addressing the issues and finding solutions. It also gave us the opportunity to make courageous decisions using data rather than denying the data.”*
- ♦ *“I do find that there is a lack of knowledge in staff of many education program operations, which has led to some micro-managing. It has been disruptive to program operations.”*

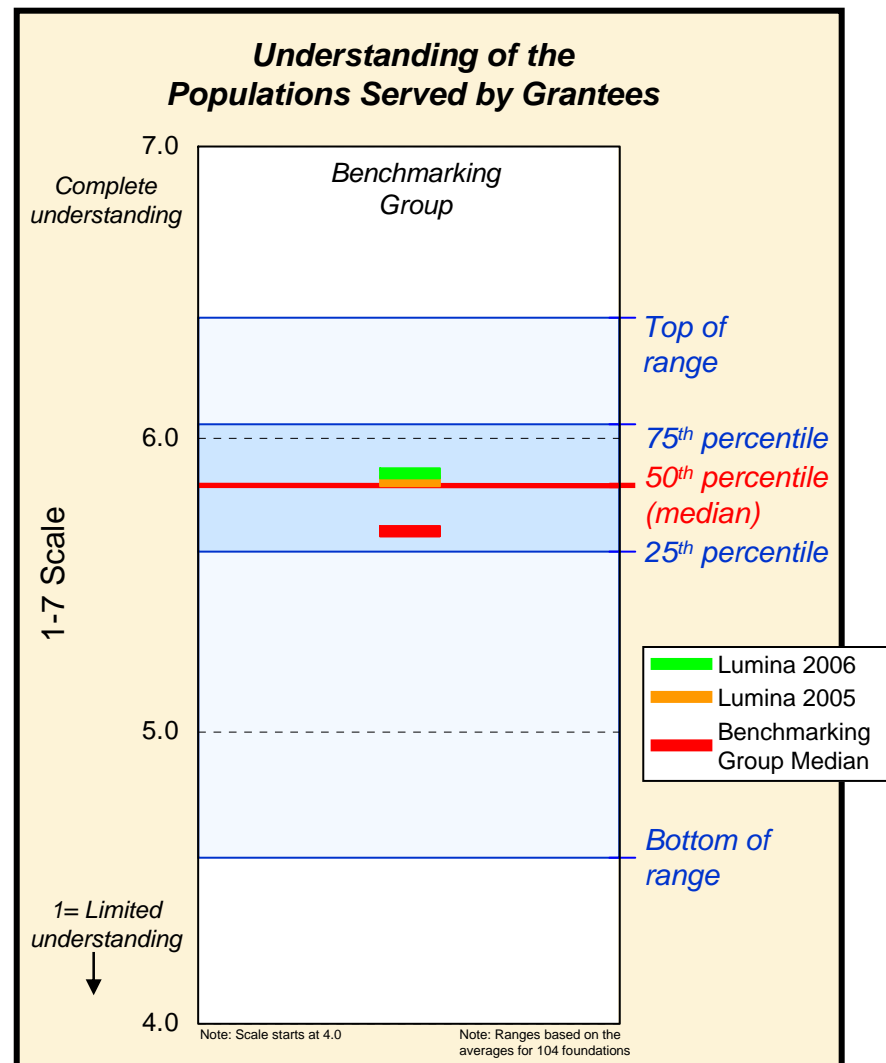
# Understanding of Grantees' Goals and Strategies

Lumina grantees rate the Foundation's understanding of their organizations' goals and strategies below the rating received by the median foundation.



# Understanding of the Populations Served by Grantees

Lumina grantees rate the Foundation's understanding of the population(s) served by the grantee similarly to the rating received by the median foundation, and above the median foundation in the benchmarking group.

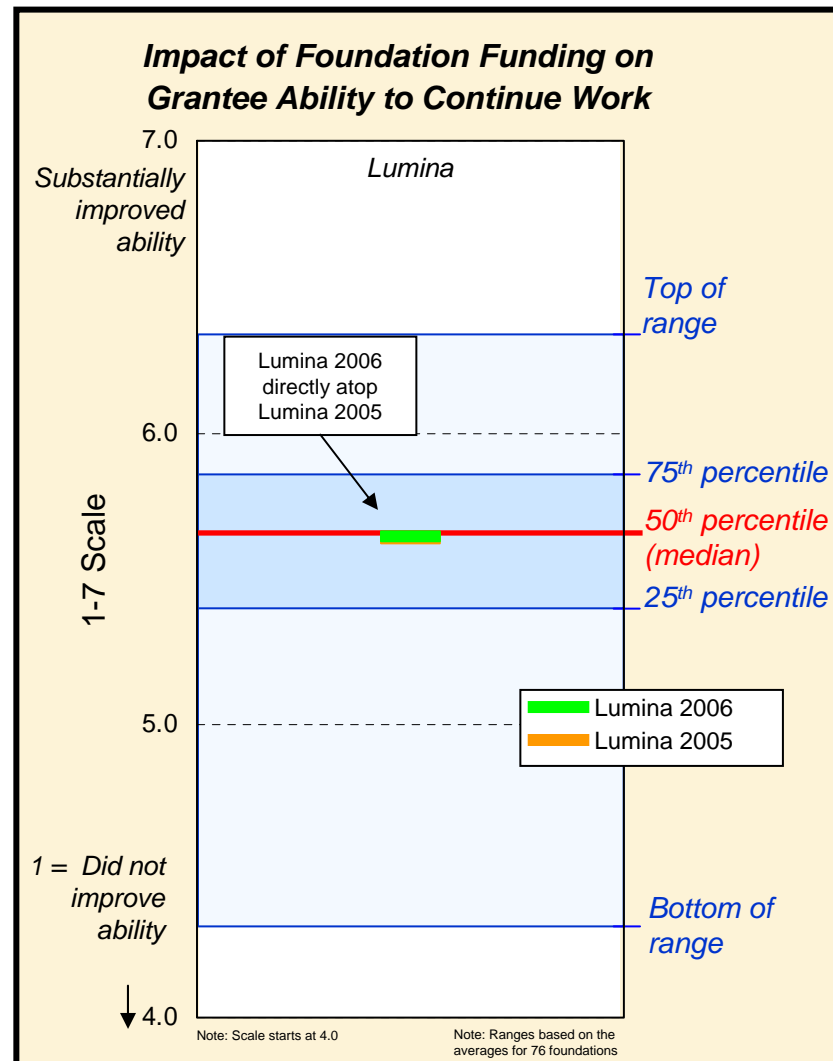
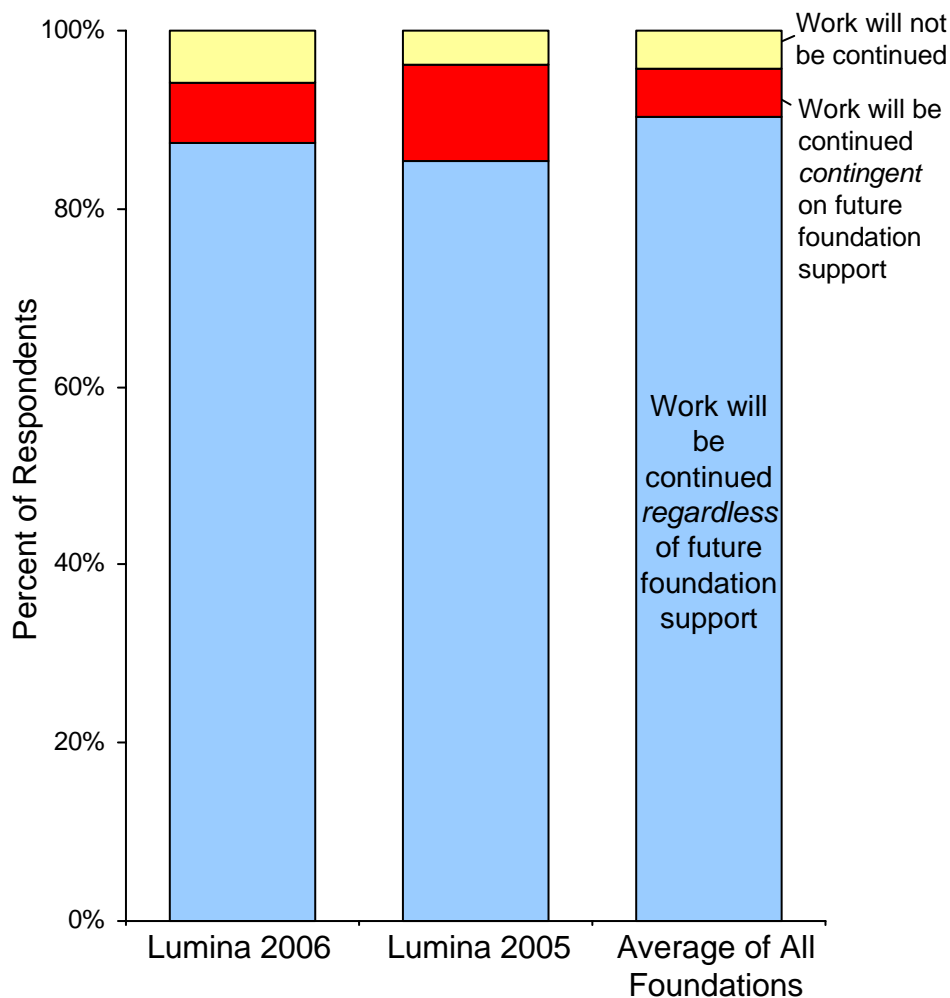


Note: Range of foundation averages not shown for benchmarking group, due to only five benchmarking foundations participating in a survey round with this question. Lumina 2003 data unavailable due to changes to survey instrument.

# Sustainability of Funded Work

A typical proportion of Lumina grantees state that the work funded by their grant from the Foundation will be continued beyond the grant period *regardless* of future foundation support. Lumina grantees' rating of the Foundation's impact on their ability to continue their work is similar to the rating received by the median foundation.

**Plans for Funded Work Beyond the Grant Period**



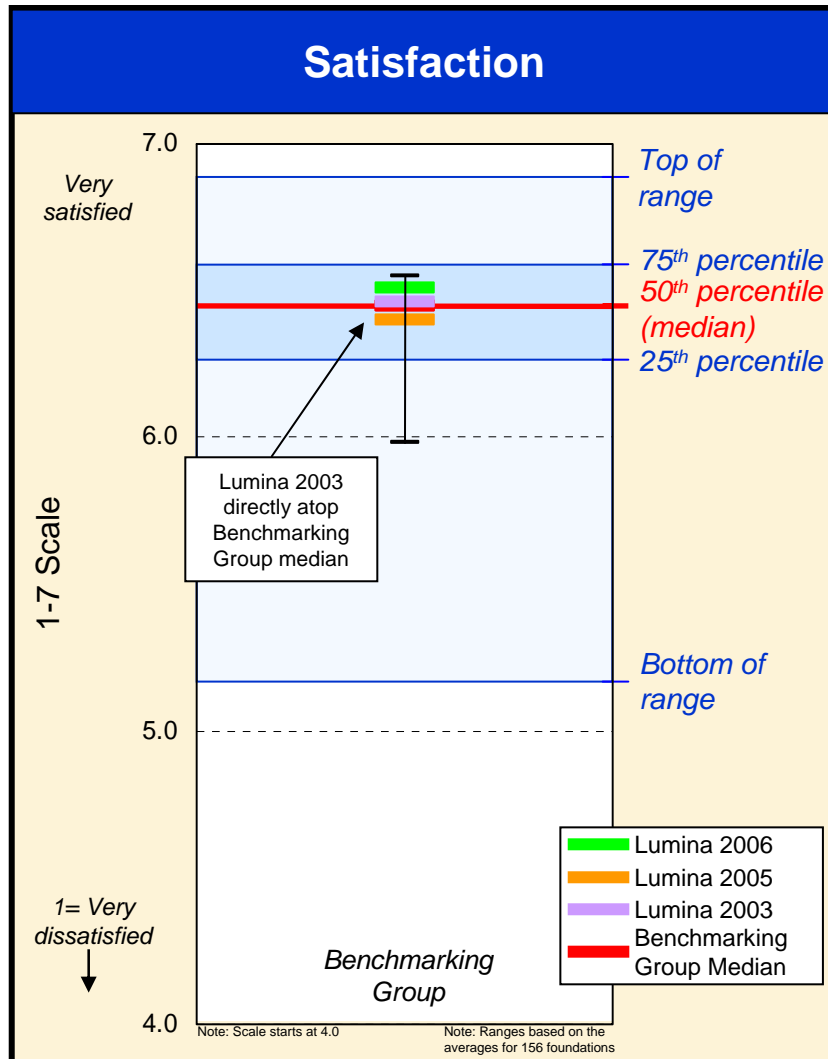
Note: Left-hand chart includes data about 76 foundations. Benchmarking group data and Lumina 2003 data unavailable in both charts due to changes to survey instrument.

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# Satisfaction with the Foundation

Lumina grantees are as satisfied with their experience with the Foundation as grantees of the median foundation.



## Grantee Comments on Overall Satisfaction

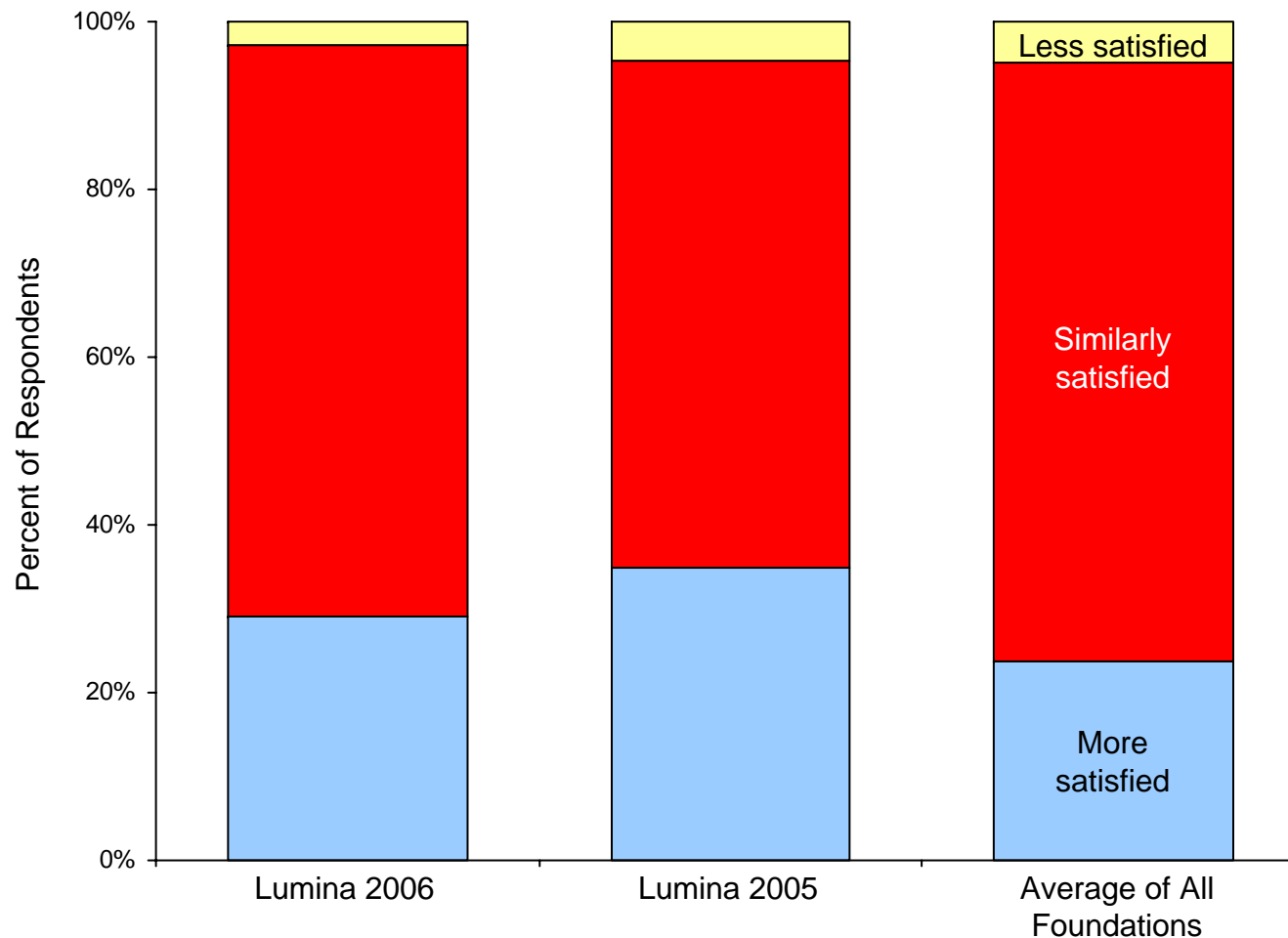
- ♦ “[They are] highly professional [and] grantee friendly. They behave like a learning organization. They treat their grantees with dignity. [Lumina] staff are outstanding communicators, very mission focused.”
- ♦ “[They] made us feel welcome with our project and gave us confidence in what we were trying to achieve with the grant.”
- ♦ “The program officer is very helpful. I do find that there is a lack of knowledge in staff of many education program operations, which has led to some micro-managing. It has been disruptive to program operations.”
- ♦ “I think they are the strongest Foundation I have dealt with.”

**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 Communications 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.*

# Satisfaction Relative to Last Year

A typical proportion of Lumina grantees report that they are similarly satisfied with the Foundation as they were last year.

*Change in Satisfaction with the Foundation from Last Year*

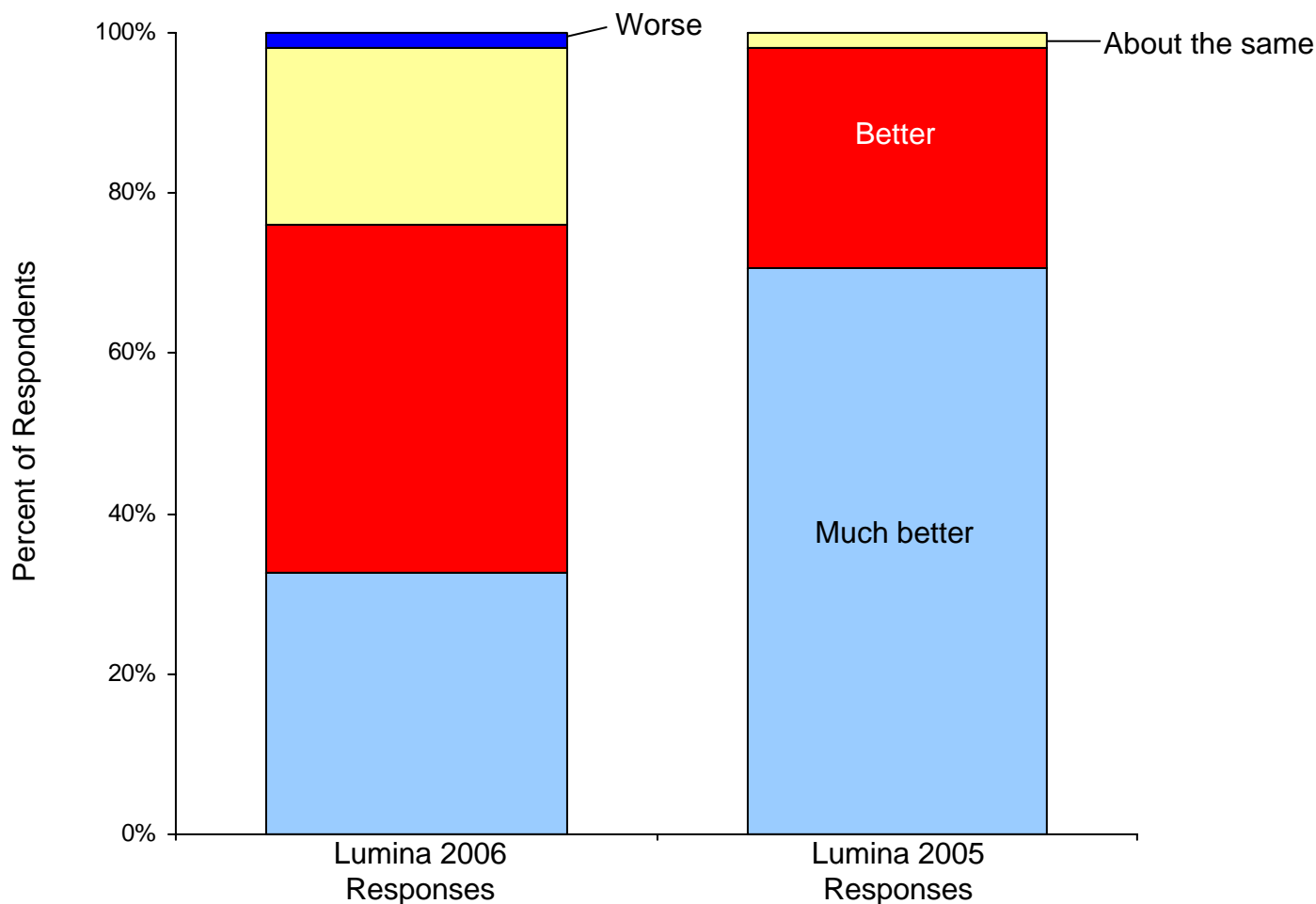


Note: Question asked of grantees that were receiving funding from the Foundation last year as well as this year.  
This chart includes data about 76 foundations. Benchmarking group data and Lumina 2003 not shown in chart due to changes to survey instrument.

# Overall Experience at the Foundation

The majority of Lumina grantees report that their experience working with Lumina is better than their experience working with other funders. Compared to Lumina 2005 grantees, fewer grantees describe the foundation to be much better and a higher proportion say that working with Lumina is about the same as working with other funders.

**Comparison of Grantees' Overall Experience of Working with Lumina to Working with Other Funders**



Note: This question was only asked of Lumina grantees in 2005 and 2006. No respondents indicated that working with Lumina was "much worse" than working with other funders.

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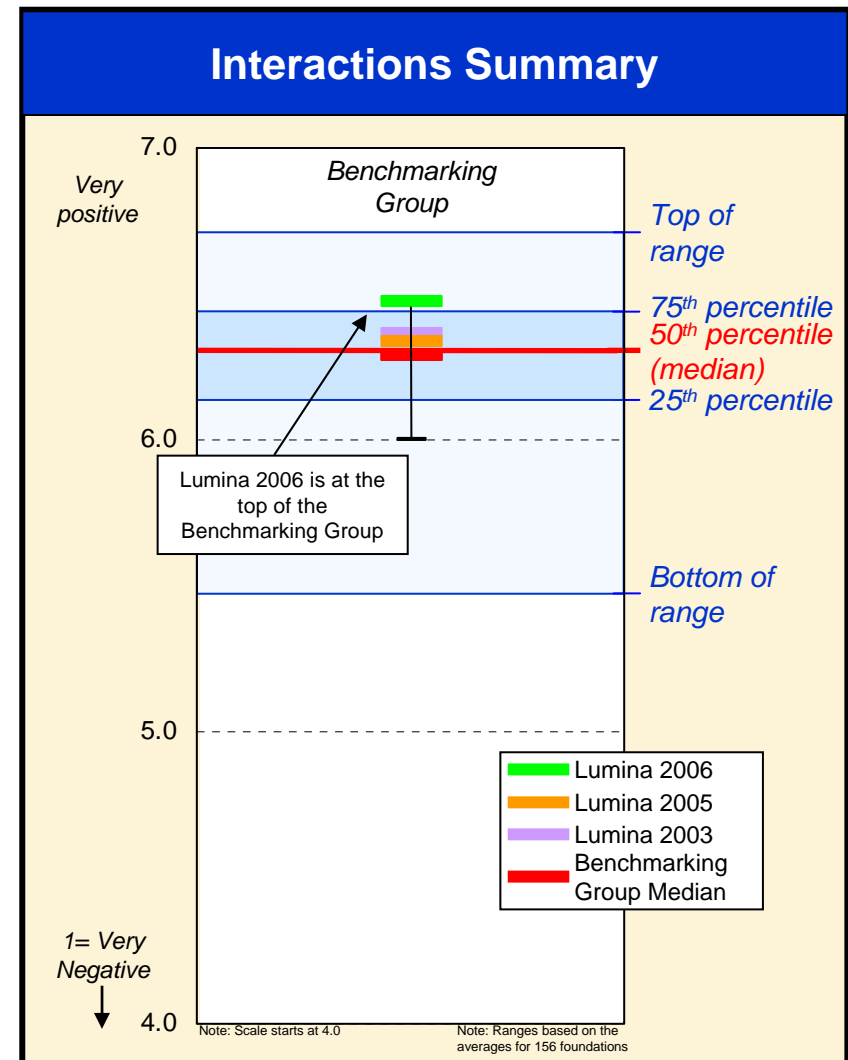
# Grantee Interactions Summary

The Grantee Interactions Summary describes grantees' perceptions of their interactions with foundations.

- ◆ *Grantees rate Lumina more positively than the median foundation is rated by its grantees in terms of the quality of interactions with the Foundation.*

This composite measure includes:

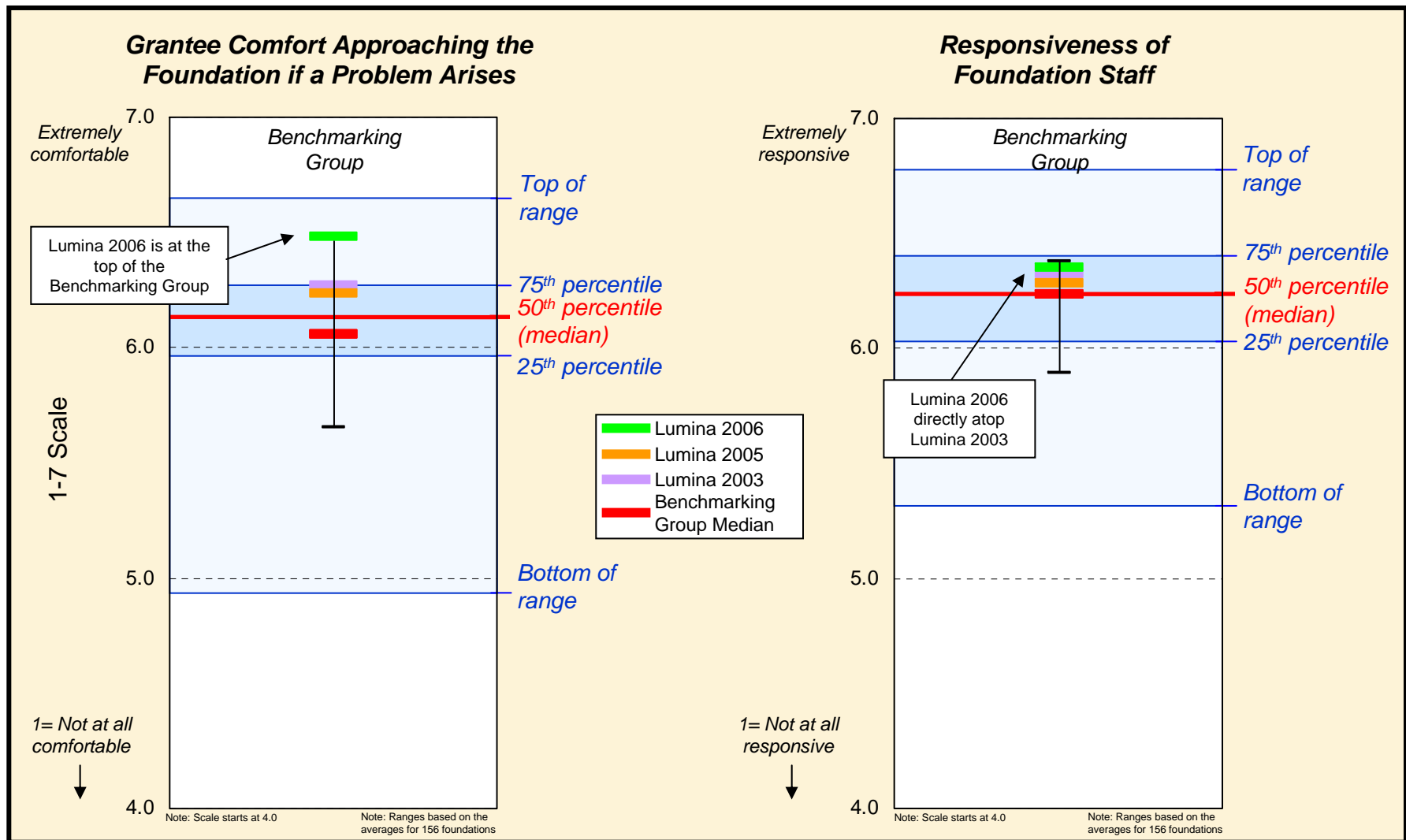
- *How comfortable grantees feel approaching the Foundation if a problem arises*
- *Overall responsiveness of the Foundation staff*
- *Overall fairness of the Foundation's treatment of grantees*



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

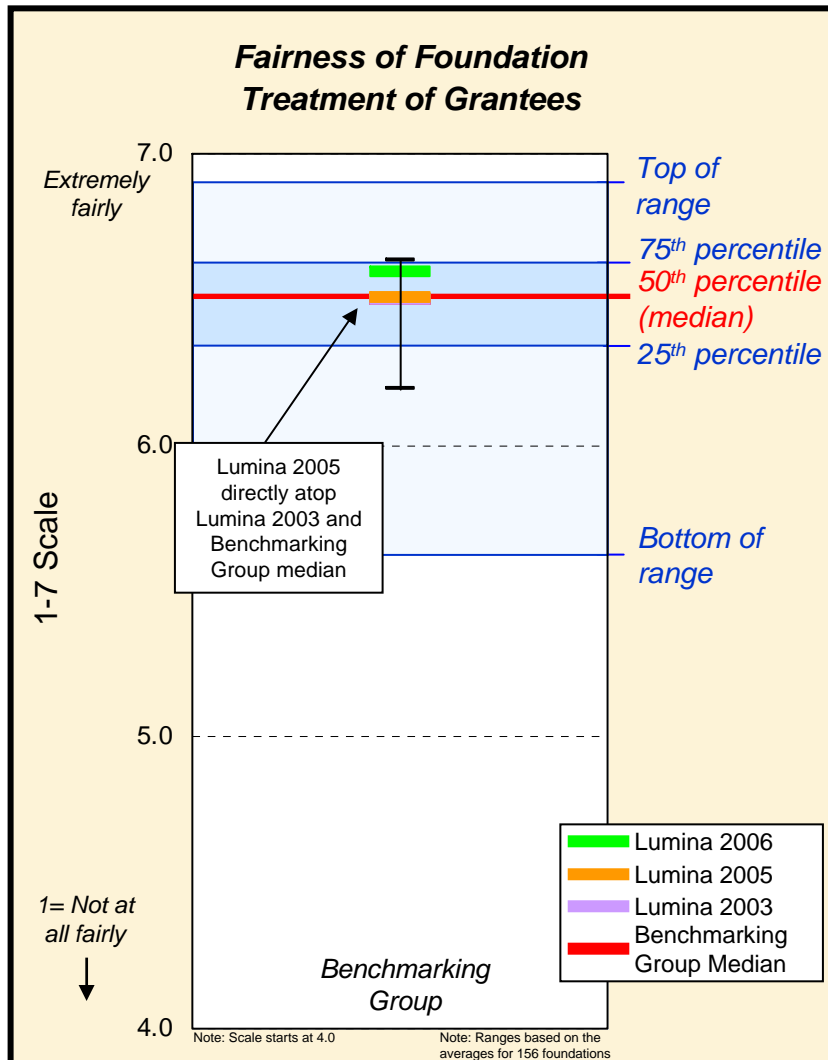
# Interactions Measures (1)

Lumina grantees rate the Foundation more positively than the median foundation is rated by its grantees in terms of *comfort in approaching the Foundation if a problem arises* and *responsiveness of Foundation staff*.



## Interactions Measures (2)

Lumina grantees rate the Foundation more positively than the median foundation is rated by its grantees in fairness of treatment of grantees.



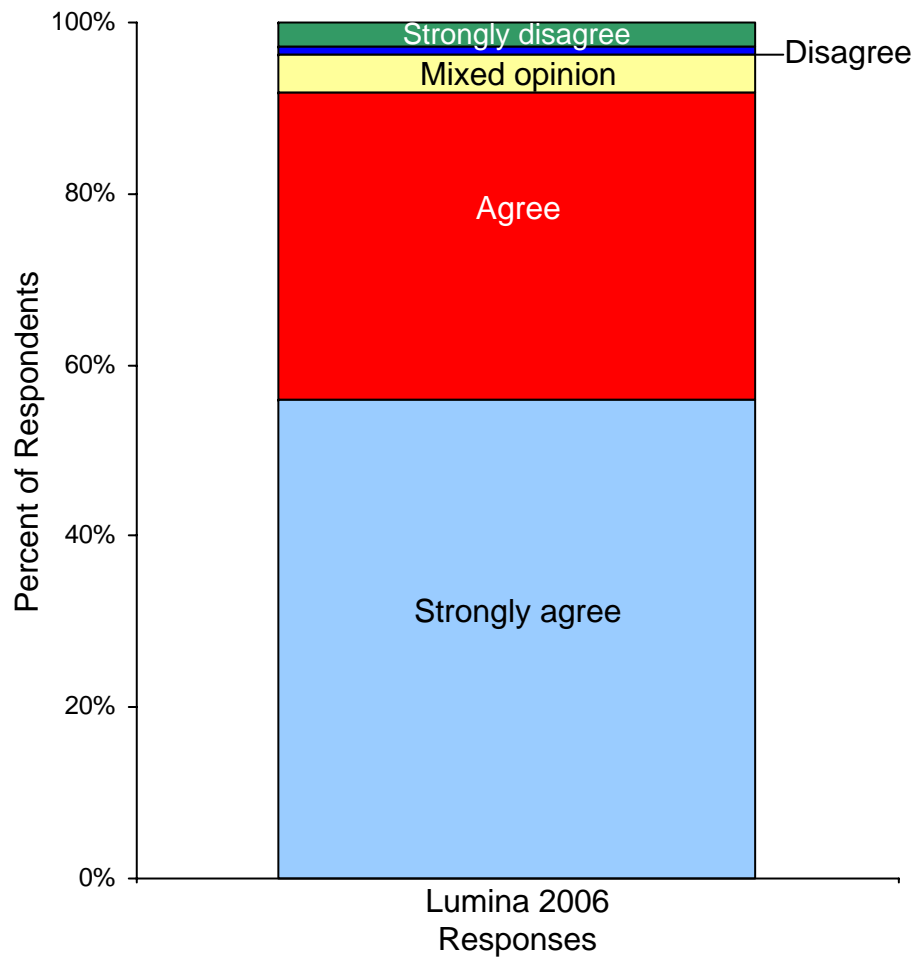
### Grantee Comments on Interactions

- ◆ “Every aspect of our association with the Foundation has been excellent. Our [program officer] has gone beyond the call of duty. She is exceptional and is in constant communication.”
- ◆ “The dedicated communication between Lumina and its grantee agencies exceeds the expectations of the funder-agency relationship.”
- ◆ “The program officers have been very accessible and have gone above and beyond what I’ve experienced elsewhere. [They are] willing to serve as mentors.”
- ◆ “The positive impact of the ‘Coach’ has been immeasurable. The concept of coaching in this initiative probably assured the successful implementation more than any other single factor.”
- ◆ “[I’ve] enjoyed working with the Foundation’s staff. [They are] very approachable.”
- ◆ “My program officer changed in between when I submitted my grant proposal and when I received funding. The first program officer was highly communicative and very helpful; the second has not been (e.g., wouldn’t return phone calls, emails, etc.).”

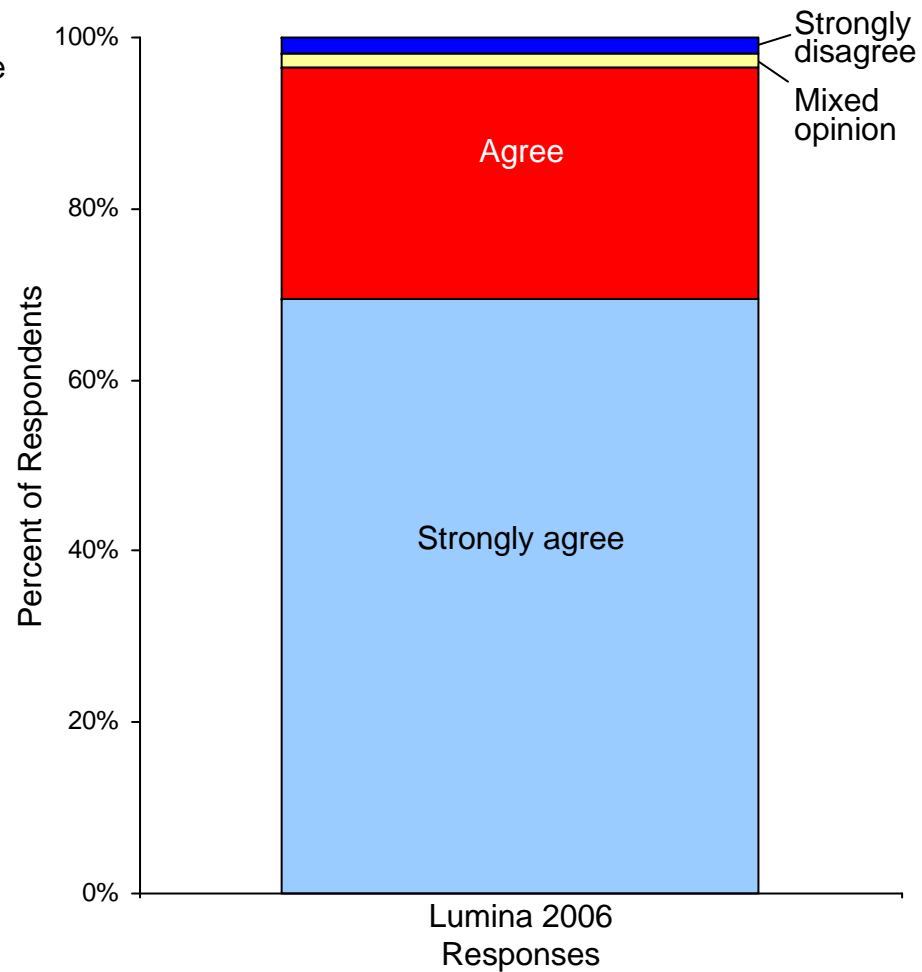
# Program Officer Accessibility and Courteousness

The majority of Lumina grantees strongly agree that Foundation program staff are accessible and courteous.

**Grantees' Agreement with the Statement, "Lumina Foundation staff are accessible"**



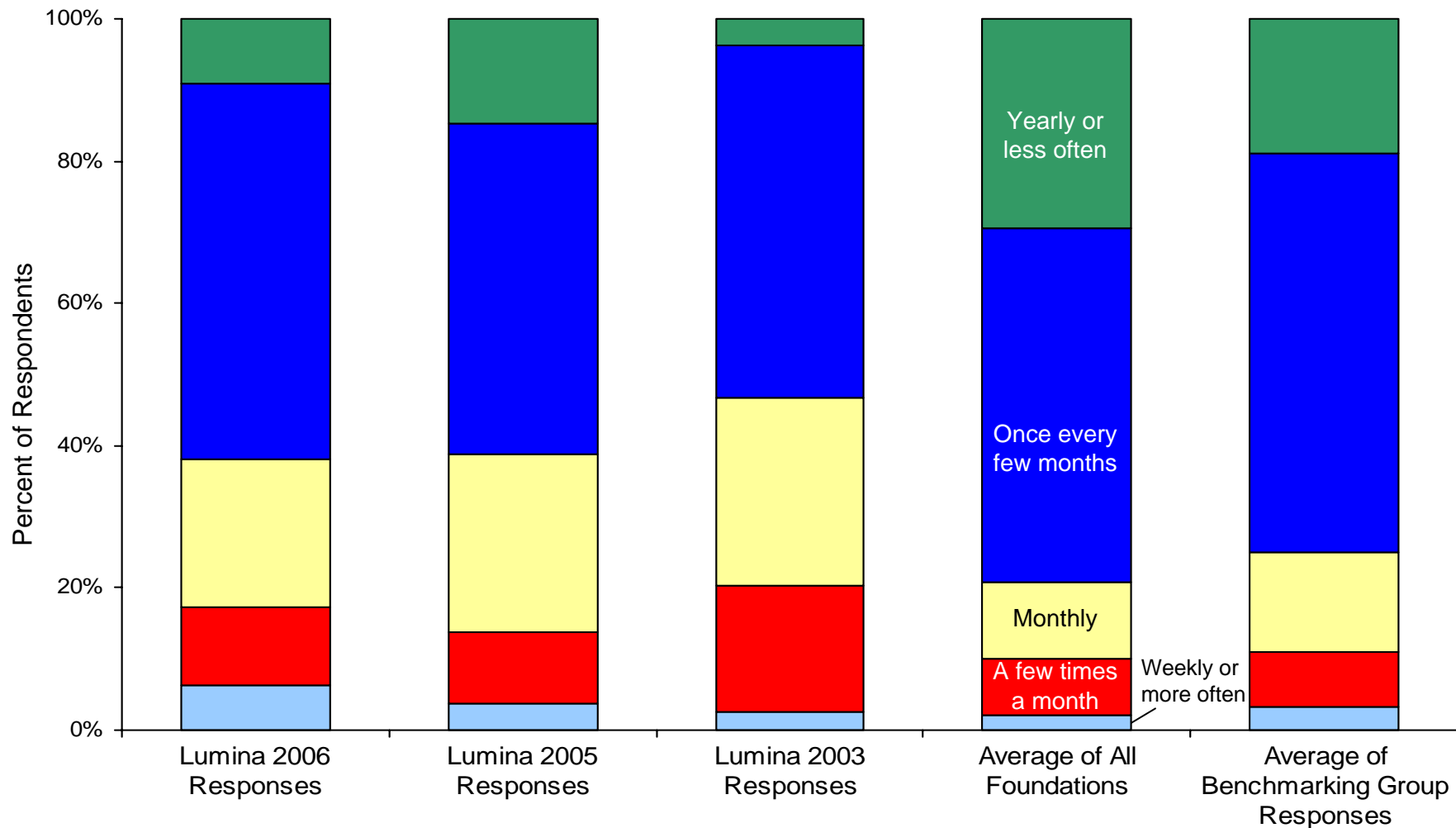
**Grantees' Agreement with the Statement, "Lumina Foundation staff are courteous"**



# Frequency of Interactions

Lumina grantees typically report interacting with their program officers once every few months or more often. A smaller than typical proportion report yearly or less frequent contact.

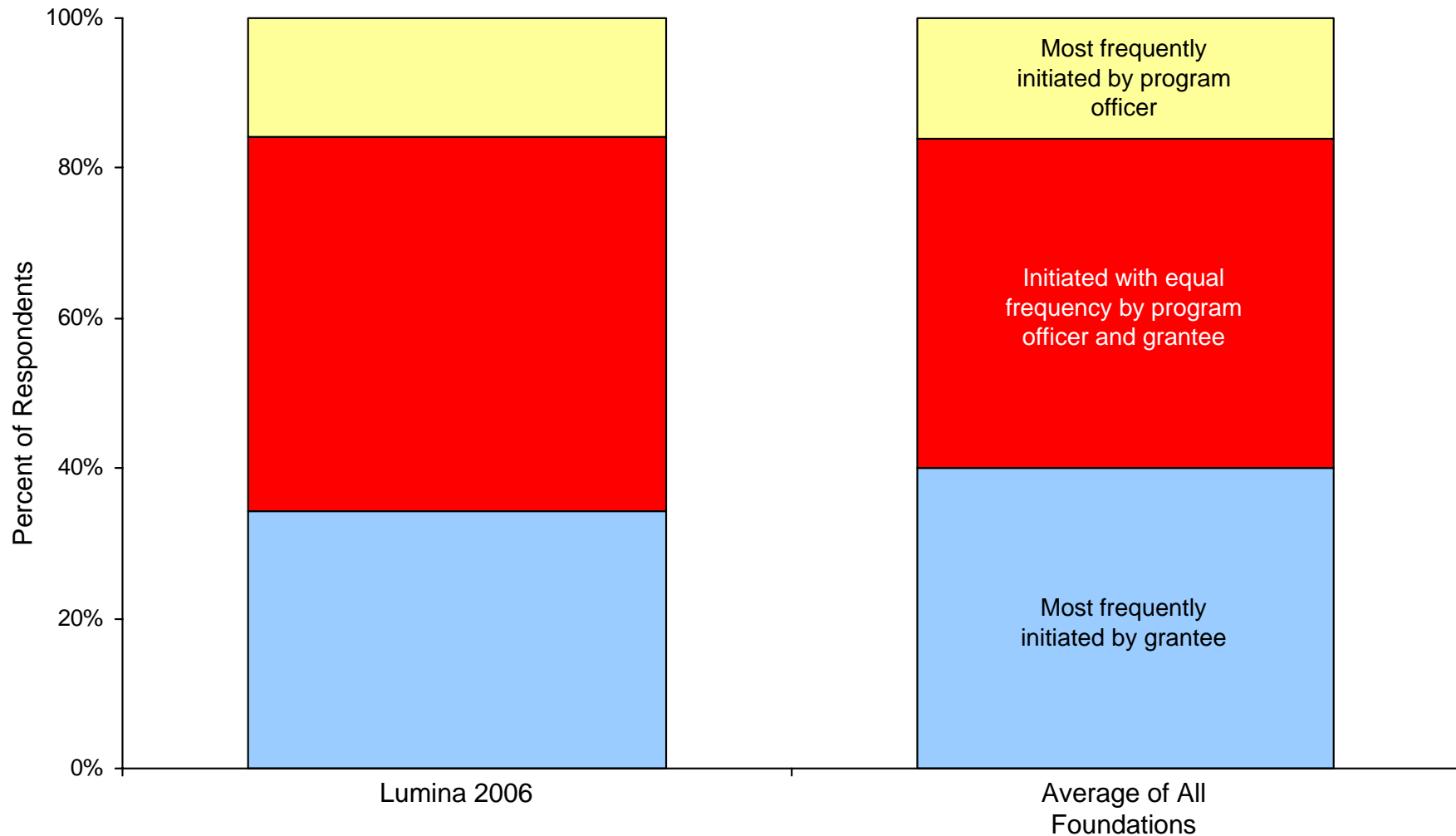
*Frequency of Grantee Contact with Program Officers During Grant*



# Initiation of Interactions

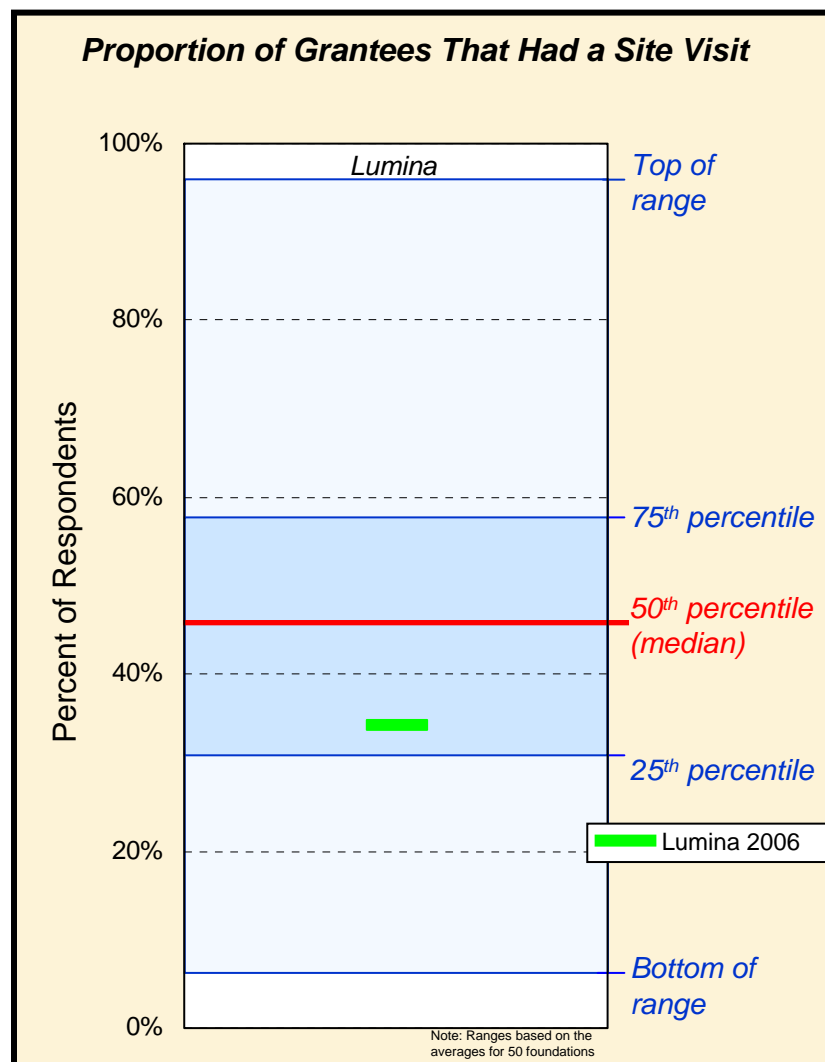
The majority of Lumina grantees report that interactions with Foundation staff were initiated with equal frequency by program officer and grantee, typical of interactions at other foundations.

*Initiation of Grantee Contact with Program Officers During Grant*



# Proportion of Grantees That Had a Site Visit

Lumina conducts site visits to a smaller proportion of its grantees than typical.



Grantees that received a site visit do not rate the Foundation any differently from those that did not receive a site visit on the dimensions of impact on the grantee organization or satisfaction with the Foundation.

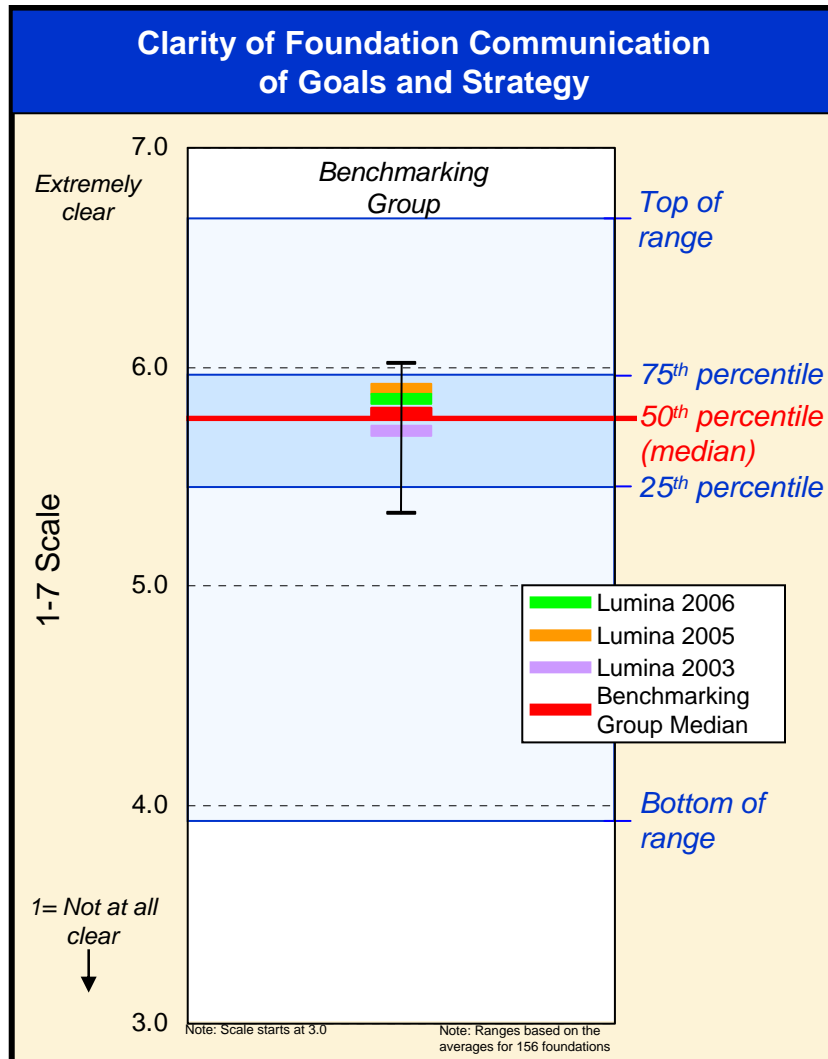
Note: Chart created by aggregating data about site visits that occurred during the selection, reporting, and evaluation processes and during the course of the grant. Benchmarking group and Lumina 2003 and 2005 data unavailable due to changes to survey instrument.

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# Communication of Goals and Strategy

Lumina grantees rate the Foundation's clarity of communication of its goals and strategy about the same as the rating of the median foundation.

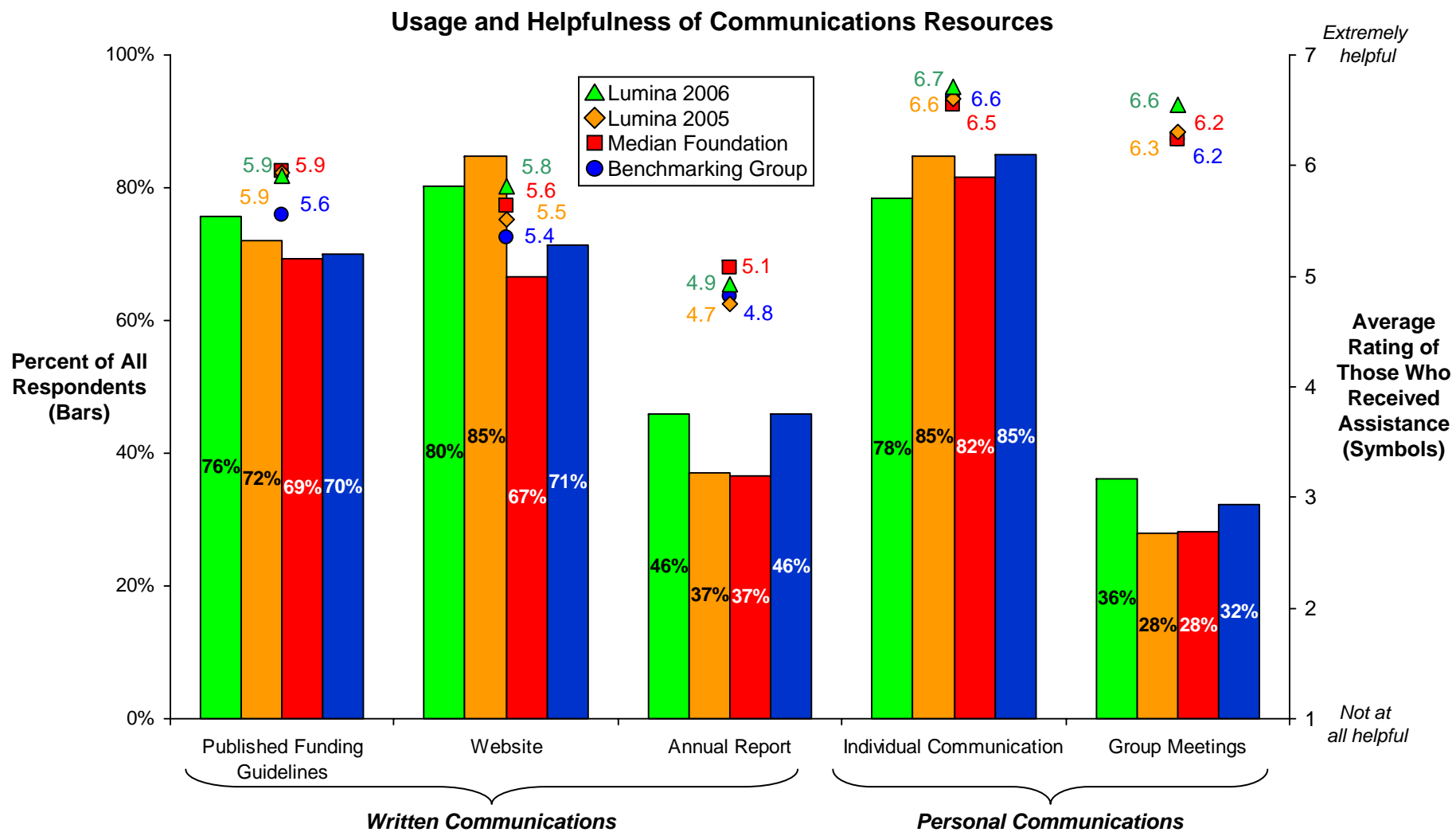


## Grantee Comments on Clarity of Communications

- ♦ "I continue to be very impressed with the web site and publications of the Lumina Foundation for Education. The web site is easy to navigate, pleasant to look at, and full of pertinent information. The publications we receive from Lumina help define the scope of the Foundation's work and brings the field closer to us."
- ♦ "We are well informed through written communications, e-mail [and] meetings."
- ♦ "Lumina Foundation has a very consistent message about [its] goals [and] funding guidelines."
- ♦ "Public relations materials were not as useful as they might have been if more tailored and specific."

# Communications Resources

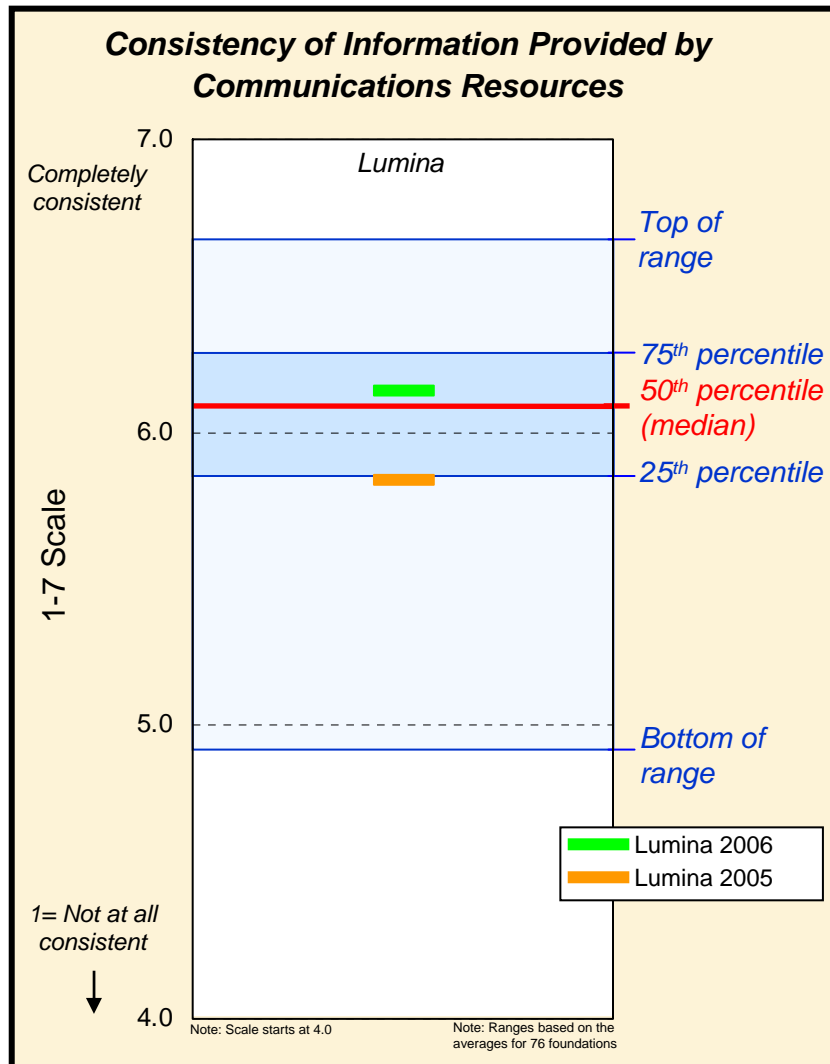
Larger proportions of Lumina grantees than typical report using the Foundation's different communications resources to learn about the Foundation. Ratings of the helpfulness of these resources vary.



Note: This chart includes data about 156 foundations. Lumina 2003 data unavailable due to changes to survey instrument.

# Consistency of Communications

Lumina grantees rate the Foundation's communication resources to be as consistent as the communications resources of the median foundation. This is a significant<sup>1</sup> improvement over the Foundation's 2005 rating on this measure.

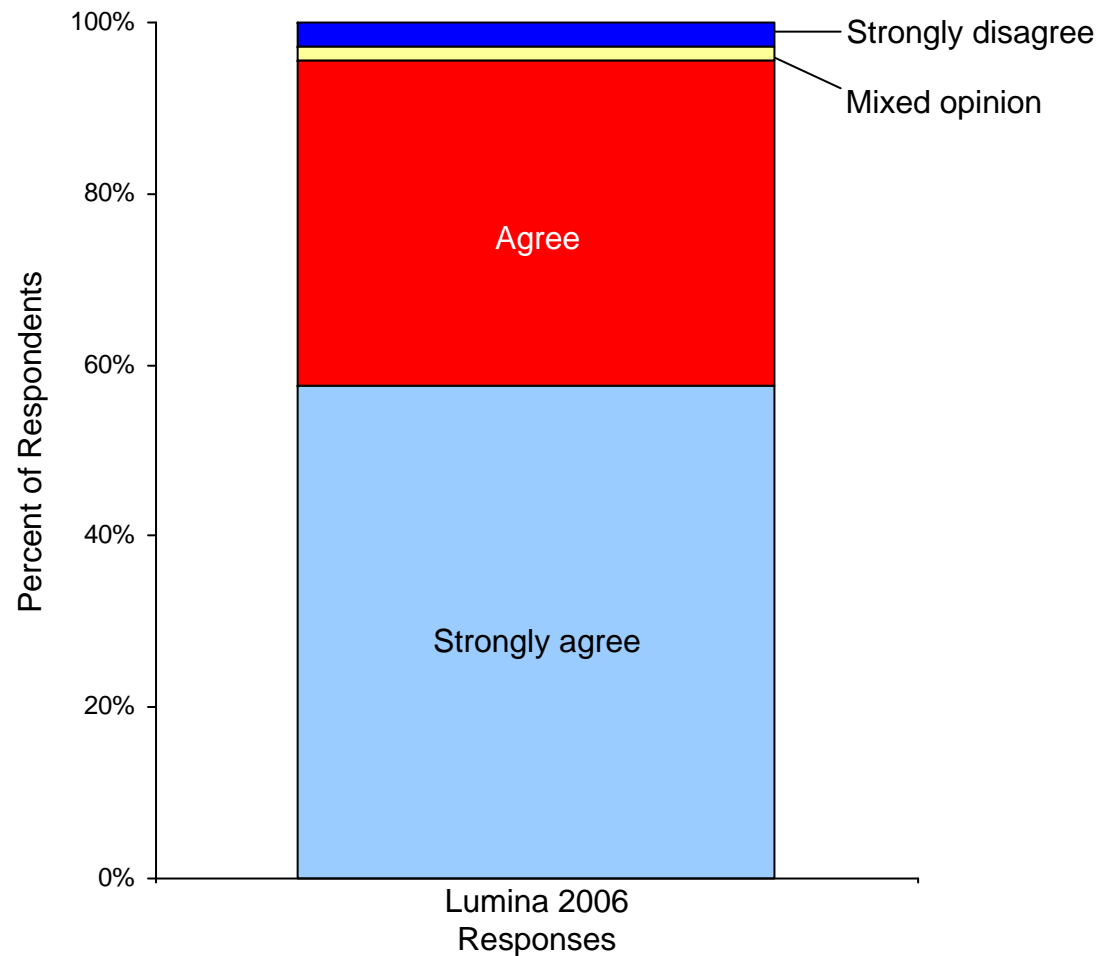


*Survey-Wide Analysis Fact: Consistency of Communications, both personal and written, is the best predictor of grantee ratings of a foundation's clarity of communication of its goals and strategy. Other predictors are 1) Quality of Interactions with Foundation Staff: fairness, responsiveness, approachability 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*.*

# Communication of Foundation Mission

Over ninety percent of Lumina grantees agree or strongly agree that the Foundation has done a good job of communicating its mission.

**Grantees' Agreement With the Statement, "Lumina Foundation has done a good job of communicating its mission to you."**



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# Non-Monetary Assistance Summary

The Non-Monetary Assistance Summary describes the frequency and value of a foundation's provision of assistance beyond the grant check.

- ♦ *Lumina is above average compared to the median foundation on this measure.*

## 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

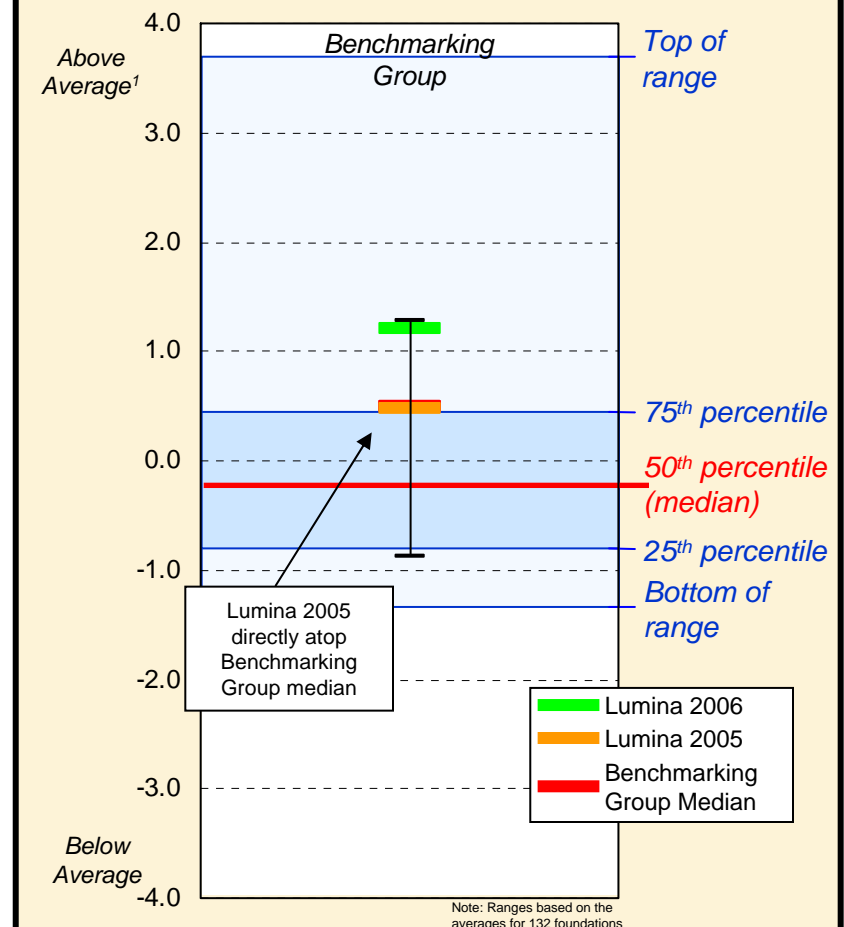
### OTHER ASSISTANCE

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

This composite measure includes:

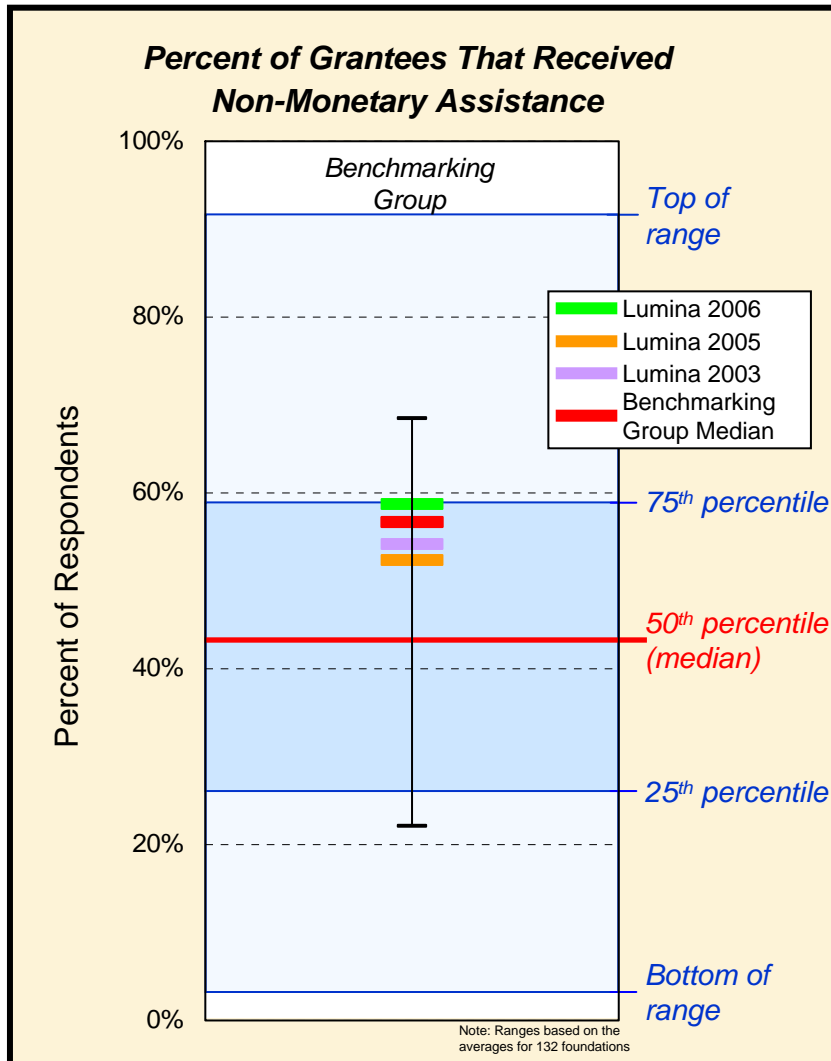
- *Whether grantees received individual assistance activities from the foundation or third parties*
- *Ratings of helpfulness of assistance activities*

## Non-Monetary Assistance Summary



# Non-Monetary Assistance

Nearly 60 percent of Lumina grantees report receiving non-monetary assistance, a higher proportion than is typical, but consistent with the proportion of grantees of the foundations in the benchmarking group that receive additional assistance beyond the grant check.

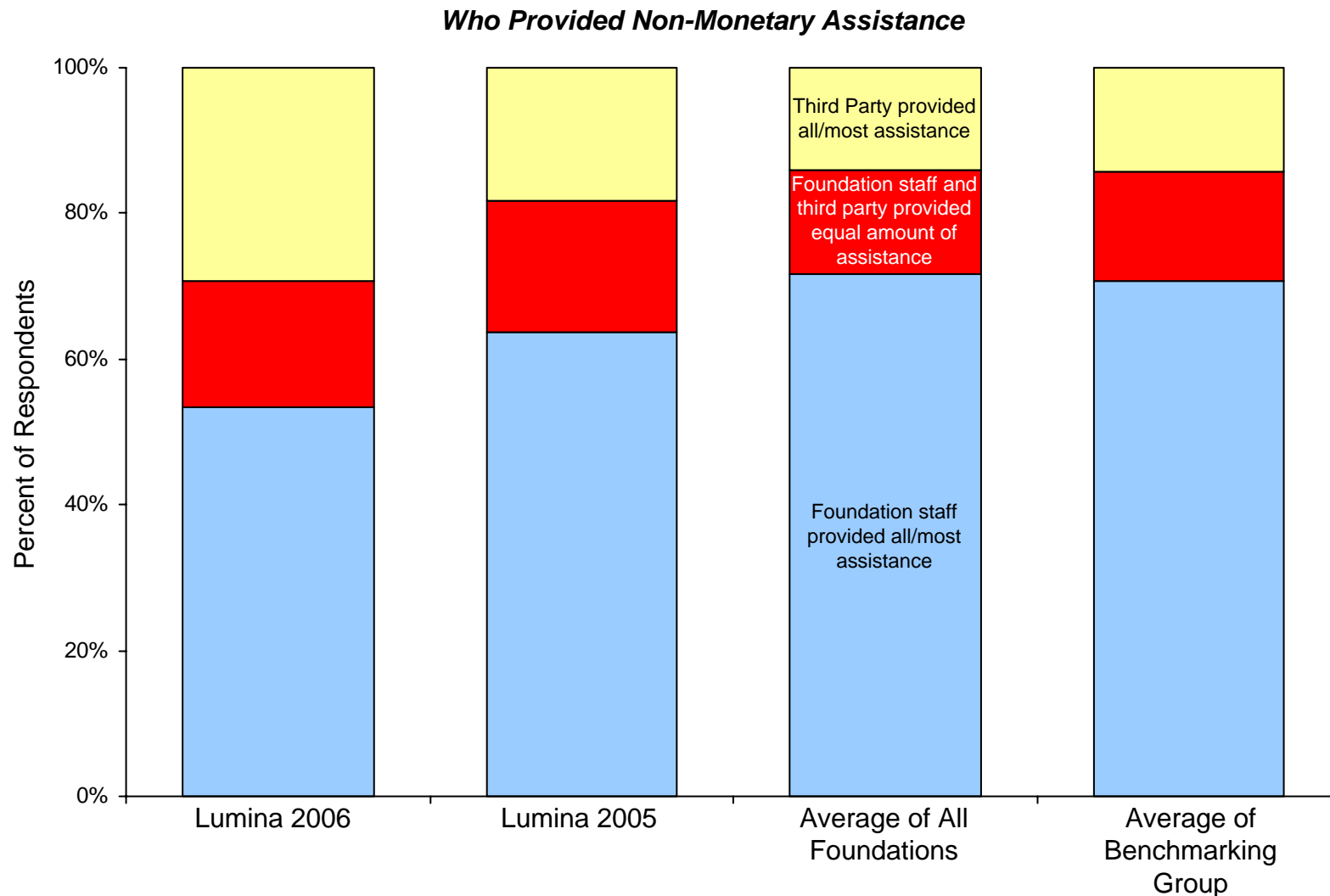


## Grantee Comments on Non-Monetary Assistance

- ◆ *“The knowledge base of our grant director was invaluable. We were able to connect with leaders in the field of our project and that meant we were able to produce an overall better service than we had originally planned.”*
- ◆ *“The Foundation provided us access to experts in the field that we never had access to before.”*
- ◆ *“The Foundation has suggested that other grantees contact us which has led to new collaborative projects.”*
- ◆ *“Good training and information, but we could have used it a little earlier in the project. I’m sure it will be more timely next year.”*
- ◆ *“Our program officer and the evaluation staff at Lumina have been extremely helpful as we are beginning the work. They have connected us to best practices, research, partners in [the state] and are helping us and the communities think about process and outcome measures.”*

# Who Provided Non-Monetary Assistance

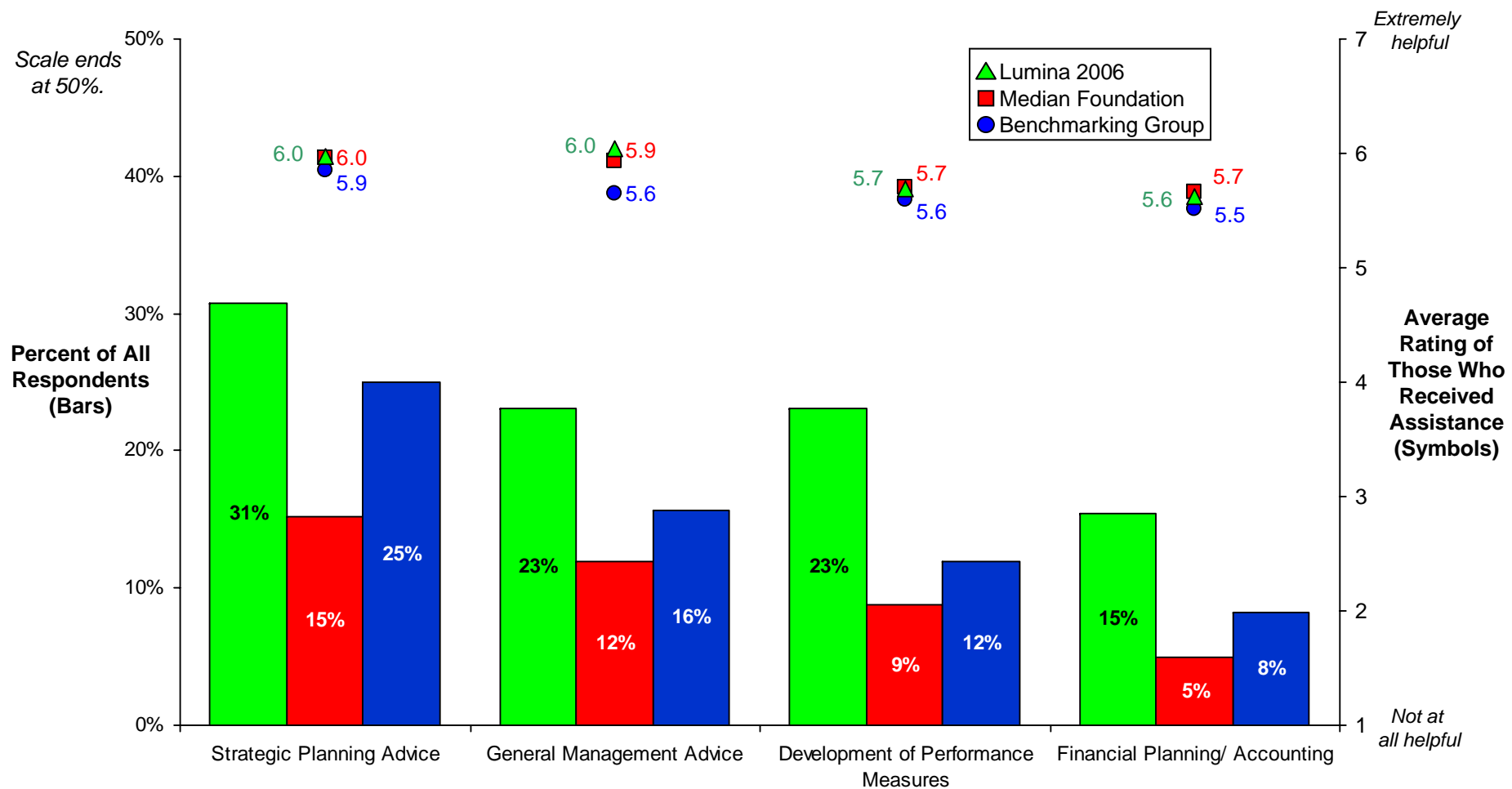
A higher proportion of Lumina grantees than typical report that third parties provided all or most of the assistance they received.



# Management Assistance Activities & Helpfulness (1)

A larger proportion of Lumina grantees report receiving management assistance than grantees of other foundations. The helpfulness of different management assistance activities is rated similarly to the ratings received by the median foundation.

Frequency and Helpfulness of Management Assistance Activities

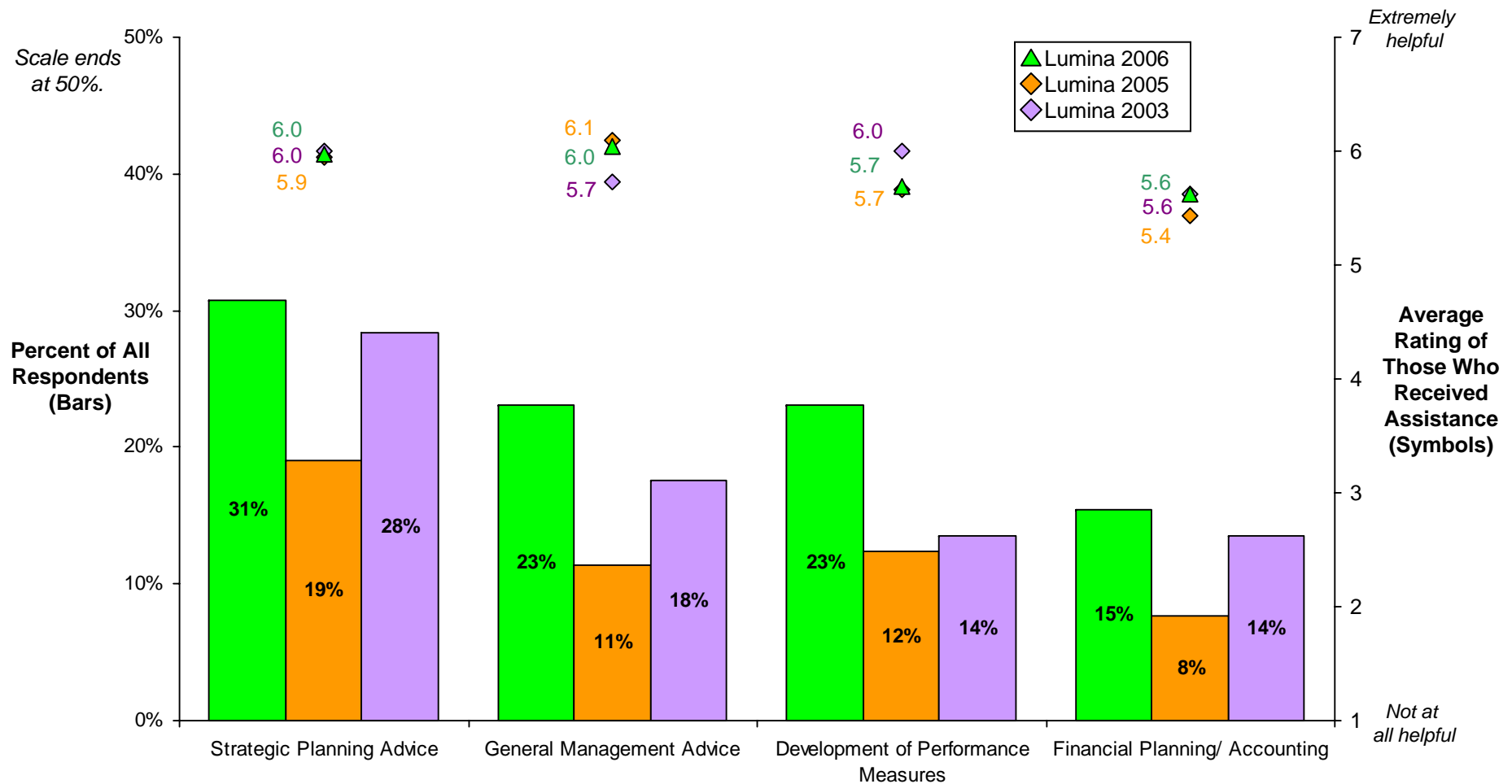


Note: Percent of grantees receiving non-monetary assistance is an overall percentage including those who answered that they did not receive assistance from the foundation. This chart includes data about 132 foundations.

# Management Assistance Activities & Helpfulness (2)

A larger proportion of Lumina grantees report receiving management assistance in 2006 compared to 2005. The helpfulness of different management assistance activities is seen to vary relative to the ratings received by the foundation in 2005.

Frequency and Helpfulness of Management Assistance Activities

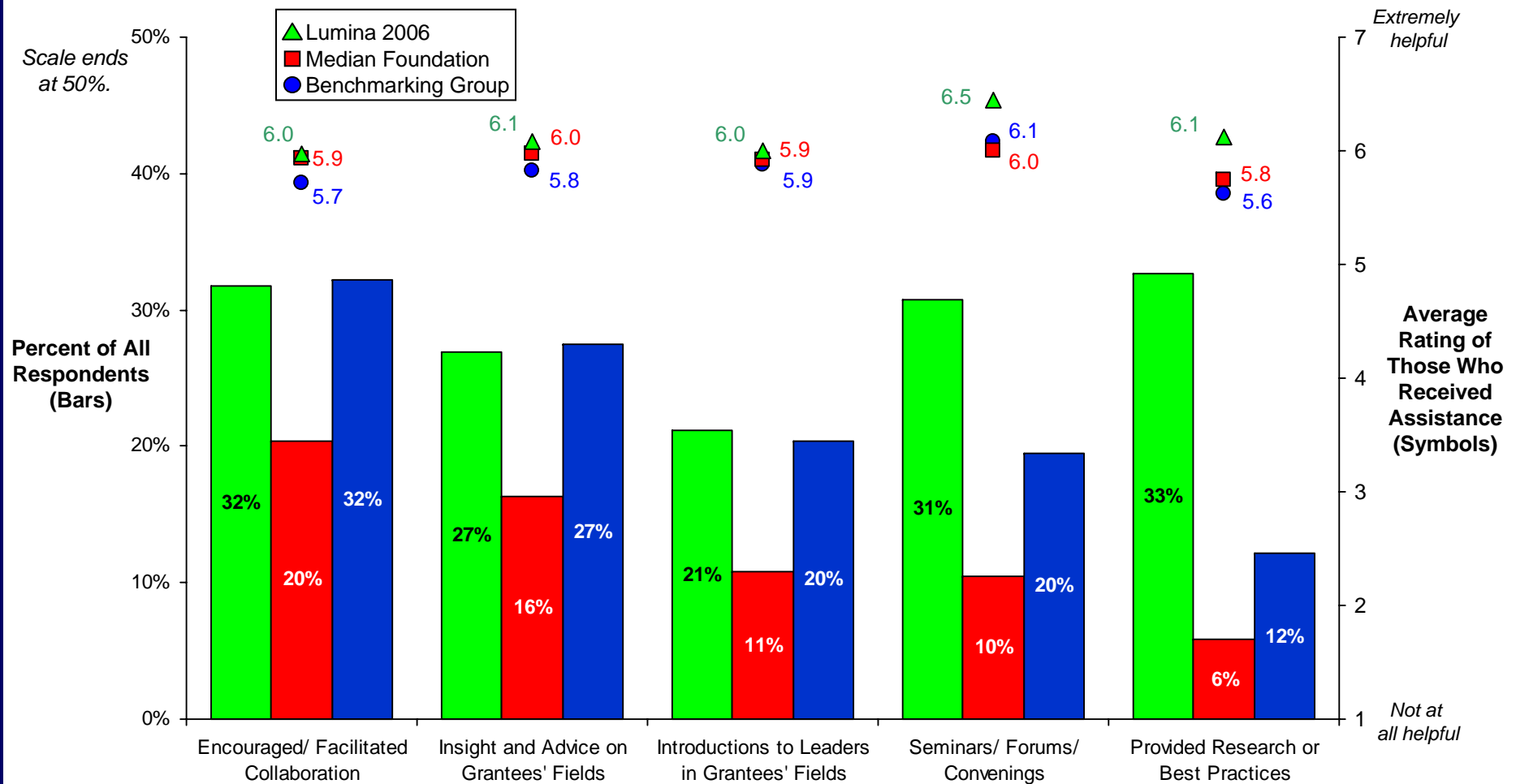


Note: Percent of grantees receiving non-monetary assistance is an overall percentage including those who answered that they did not receive assistance from the foundation. This chart includes data about 132 foundations.

# Field-Related Assistance Activities & Helpfulness (1)

A larger proportion of Lumina grantees are provided field-related assistance, and the helpfulness of these activities is rated similarly to or above the activities provided by the median foundation.

Frequency and Helpfulness of Field-Related Assistance Activities

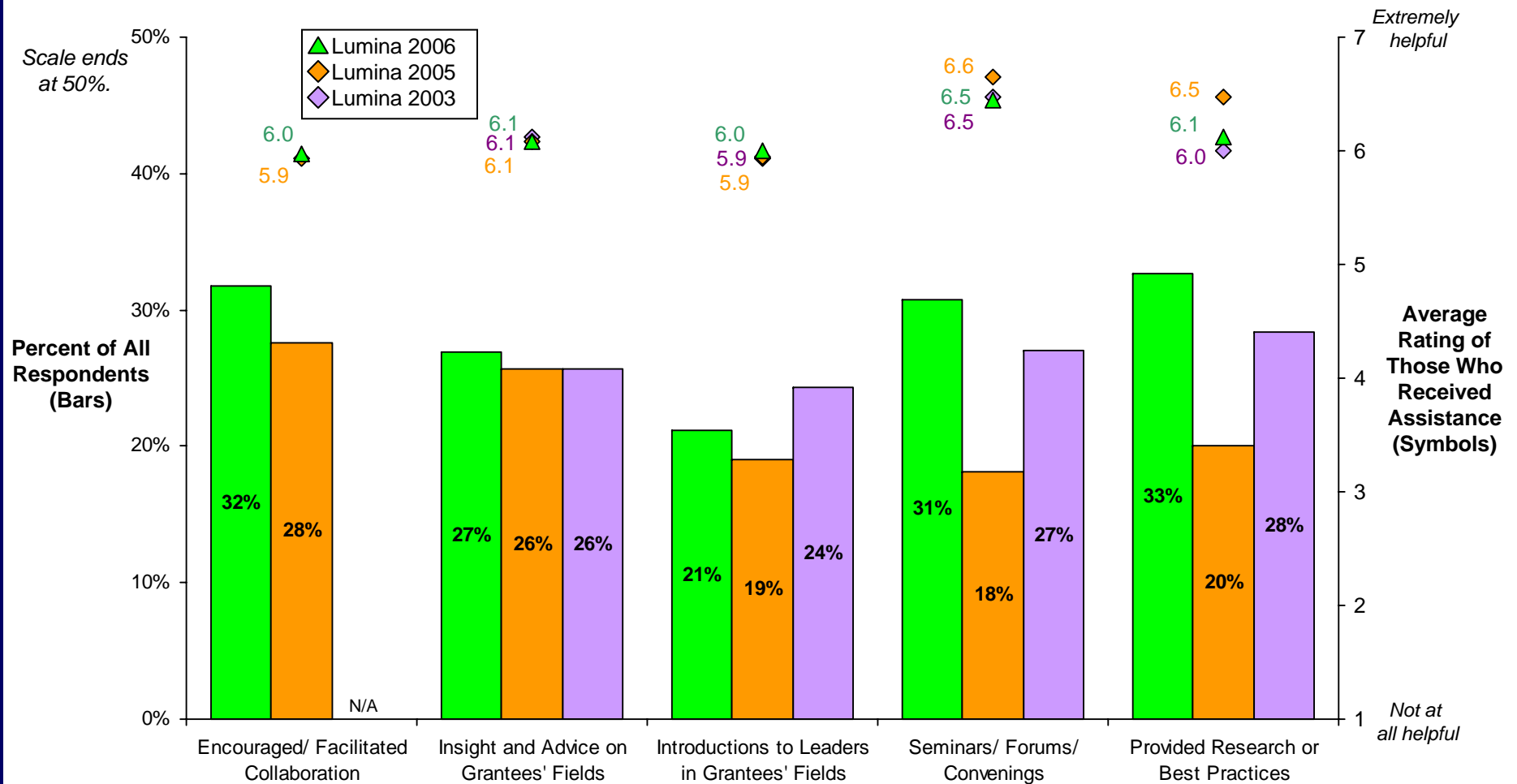


Note: Percent of grantees receiving non-monetary assistance is an overall percentage including those who answered that they did not receive assistance from the foundation. This chart includes data about 132 foundations.

# Field-Related Assistance Activities & Helpfulness (2)

A larger proportion of Lumina grantees in 2006 are provided field-related assistance compared to 2005. The helpfulness of these activities is seen to vary relative to past ratings received by the Foundation.

Frequency and Helpfulness of Field-Related Assistance Activities

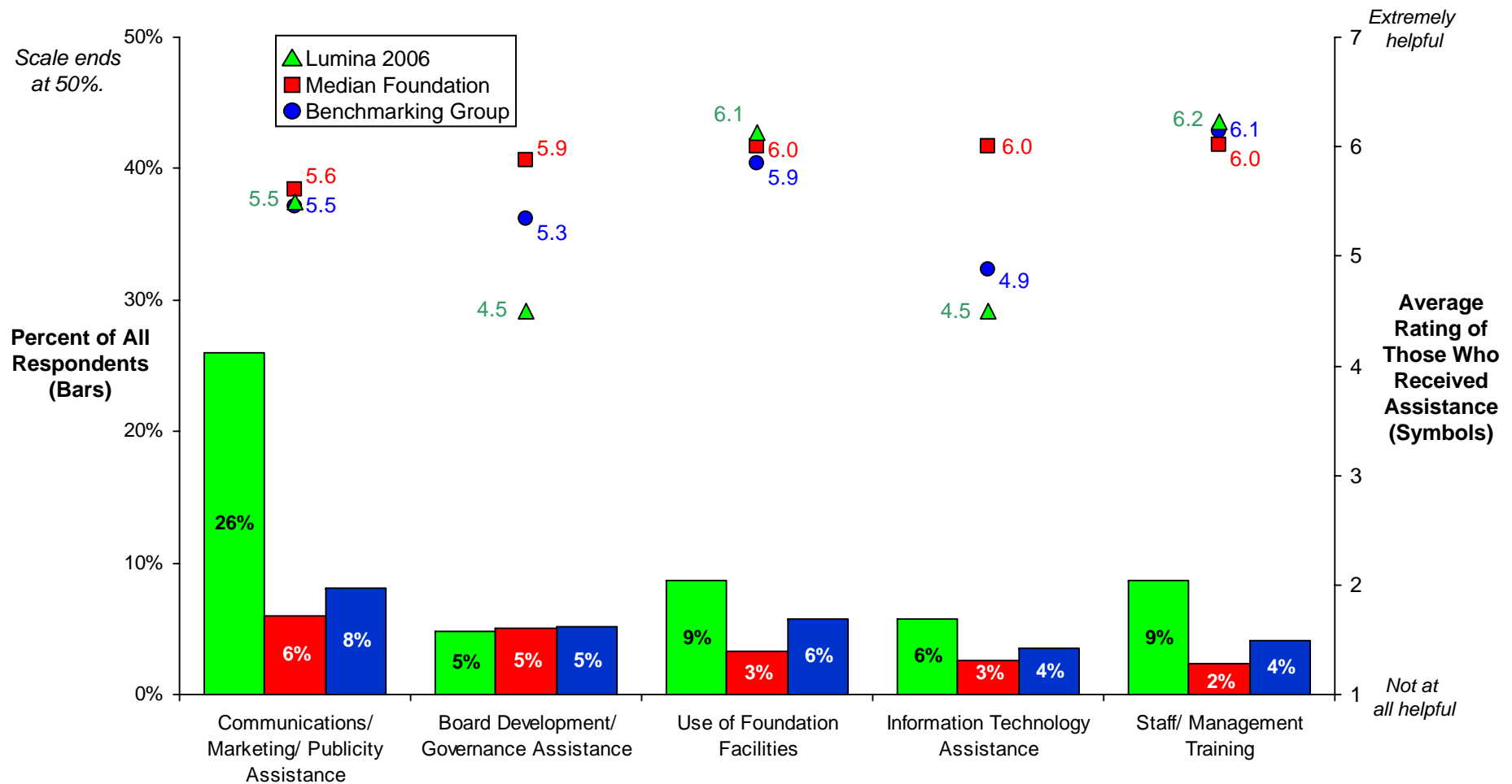


Note: Percent of grantees receiving non-monetary assistance is an overall percentage including those who answered that they did not receive assistance from the foundation. This chart includes data about 132 foundations.

# Other Support Activities & Helpfulness (1)

Lumina provides other support activities more frequently than the median foundation. Ratings for these activities are seen to vary.

Frequency and Helpfulness of Other Assistance Activities

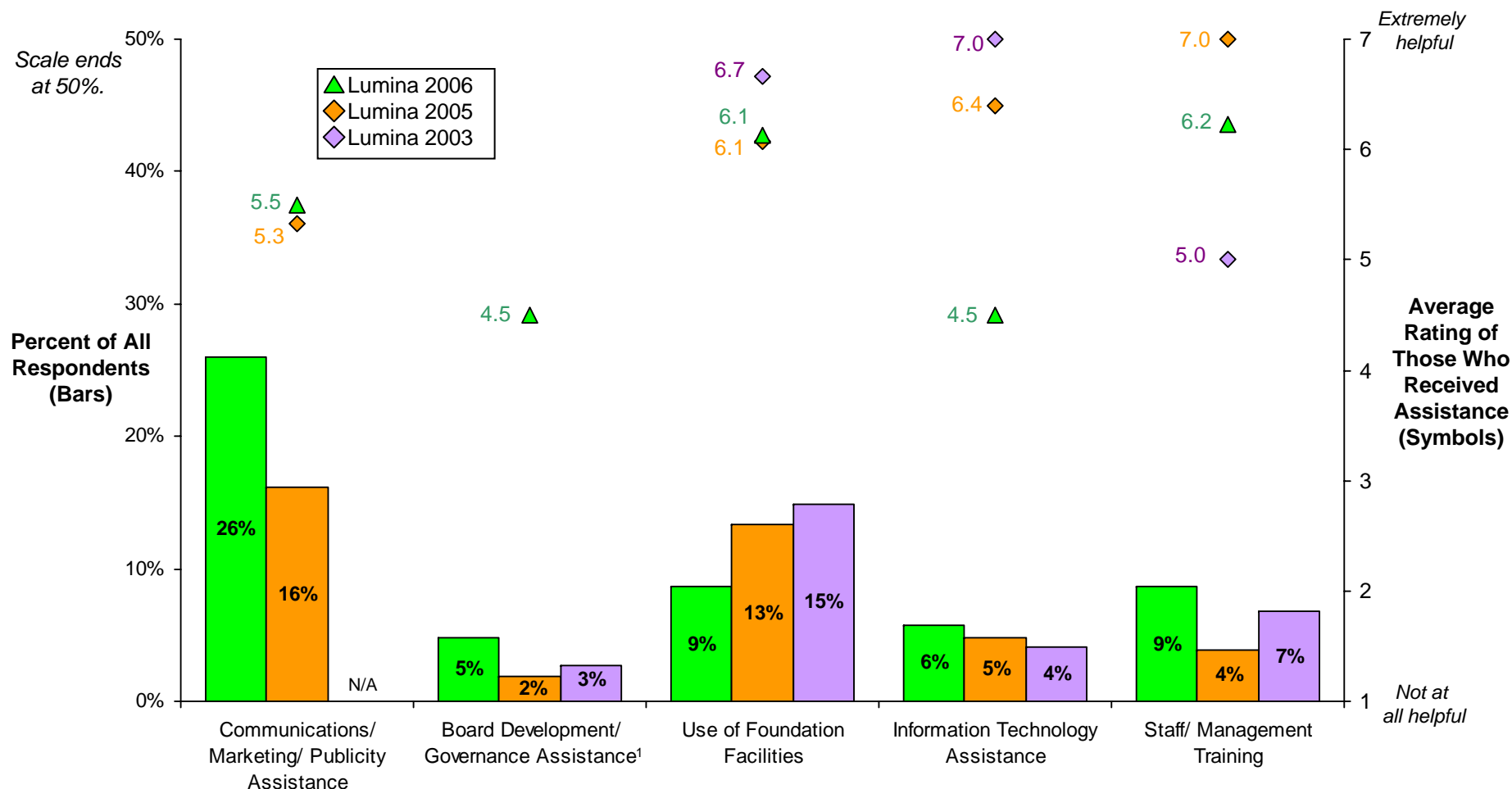


Note: Percent of grantees receiving non-monetary assistance is an overall percentage including those who answered that they did not receive assistance from the foundation. This chart includes data about 132 foundations.

# Other Support Activities & Helpfulness (2)

Lumina provides communications/marketing/publicity assistance and staff/management training more often than in 2005. Ratings for these activities are seen to vary.

Frequency and Helpfulness of Other Assistance Activities



1: Ratings for Lumina 2003 and Lumina 2005 not shown because of too few responses.

Note: Percent of grantees receiving non-monetary assistance is an overall percentage including those who answered that they did not receive assistance from the foundation. This chart includes data about 132 foundations.

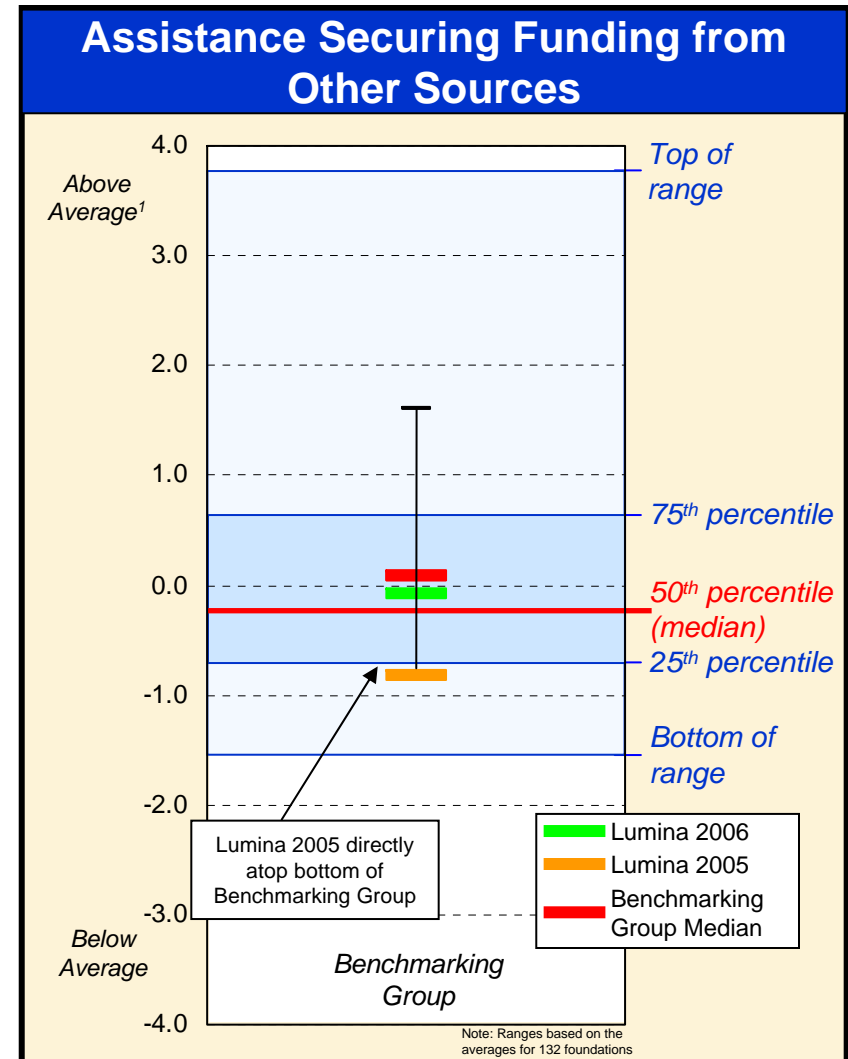
# Assistance Securing Funding from Other Sources

This summary highlights grantees' perceptions of a foundation's help in grantees' efforts to secure additional funding from other sources.

- ♦ *Lumina is rated similarly to the median foundation on this measure, but higher than it was rated in 2005.*

This composite measure includes:

- *Frequency of active foundation assistance in obtaining additional funding from other sources*
- *The impact of those efforts*

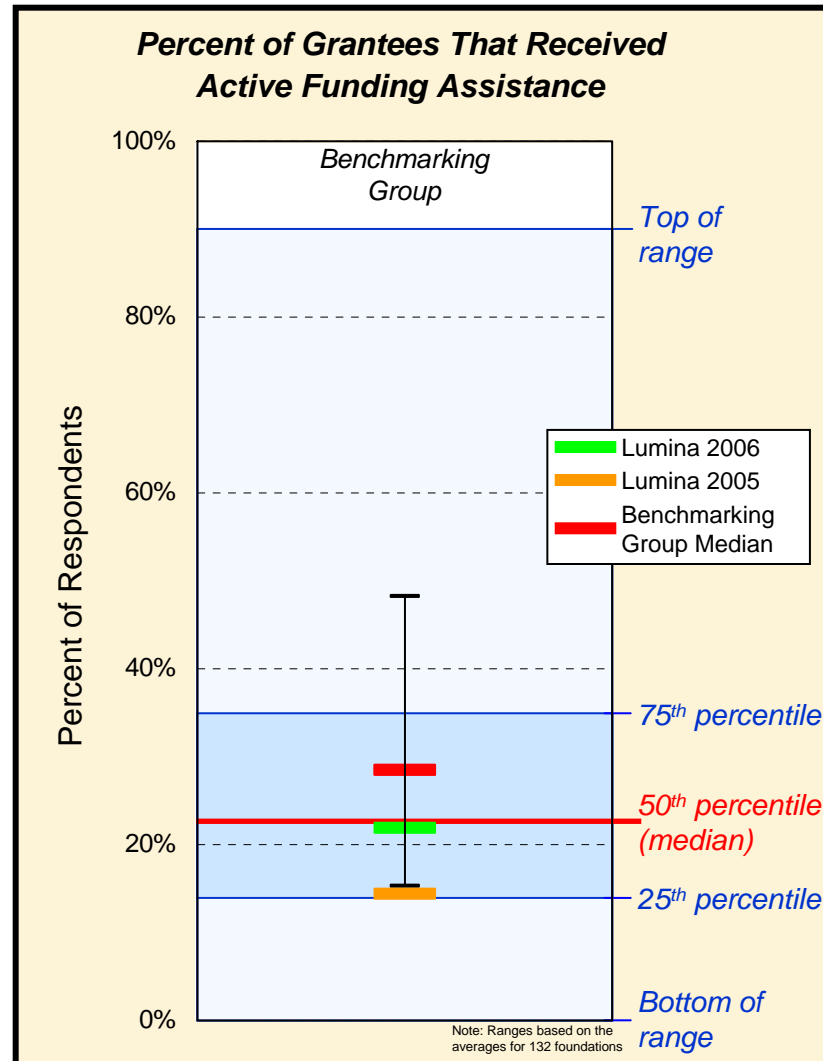


1: Each unit in the summary graph is one standard deviation.

Note: Lumina 2003 data unavailable due to changes to survey instrument.

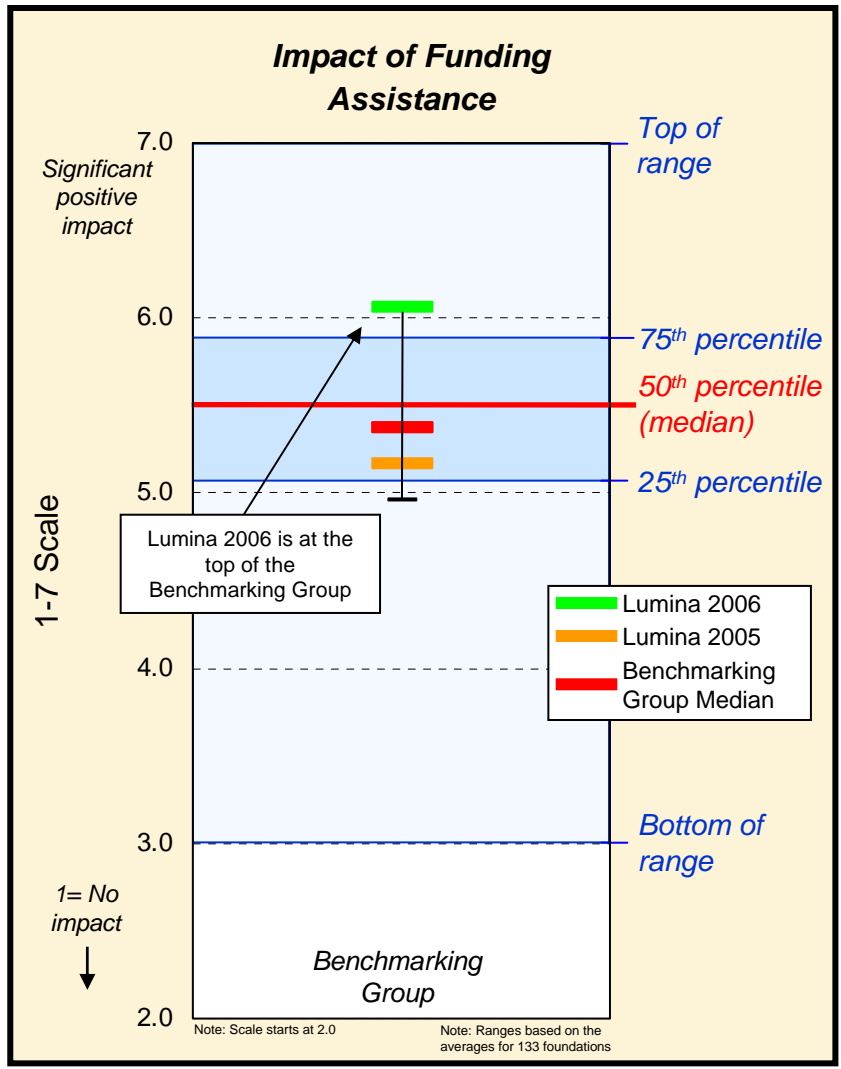
# Active Help in Securing Funding from Other Sources (1) Grantee Perception Report®

A typical proportion of Lumina grantees report receiving active funding assistance from the Foundation, but a smaller proportion than at the median foundation in the benchmarking group.



# Active Help in Securing Funding from Other Sources (2) Grantee Perception Report®

The impact of Lumina’s funding assistance is rated above the rating received by the median foundation.



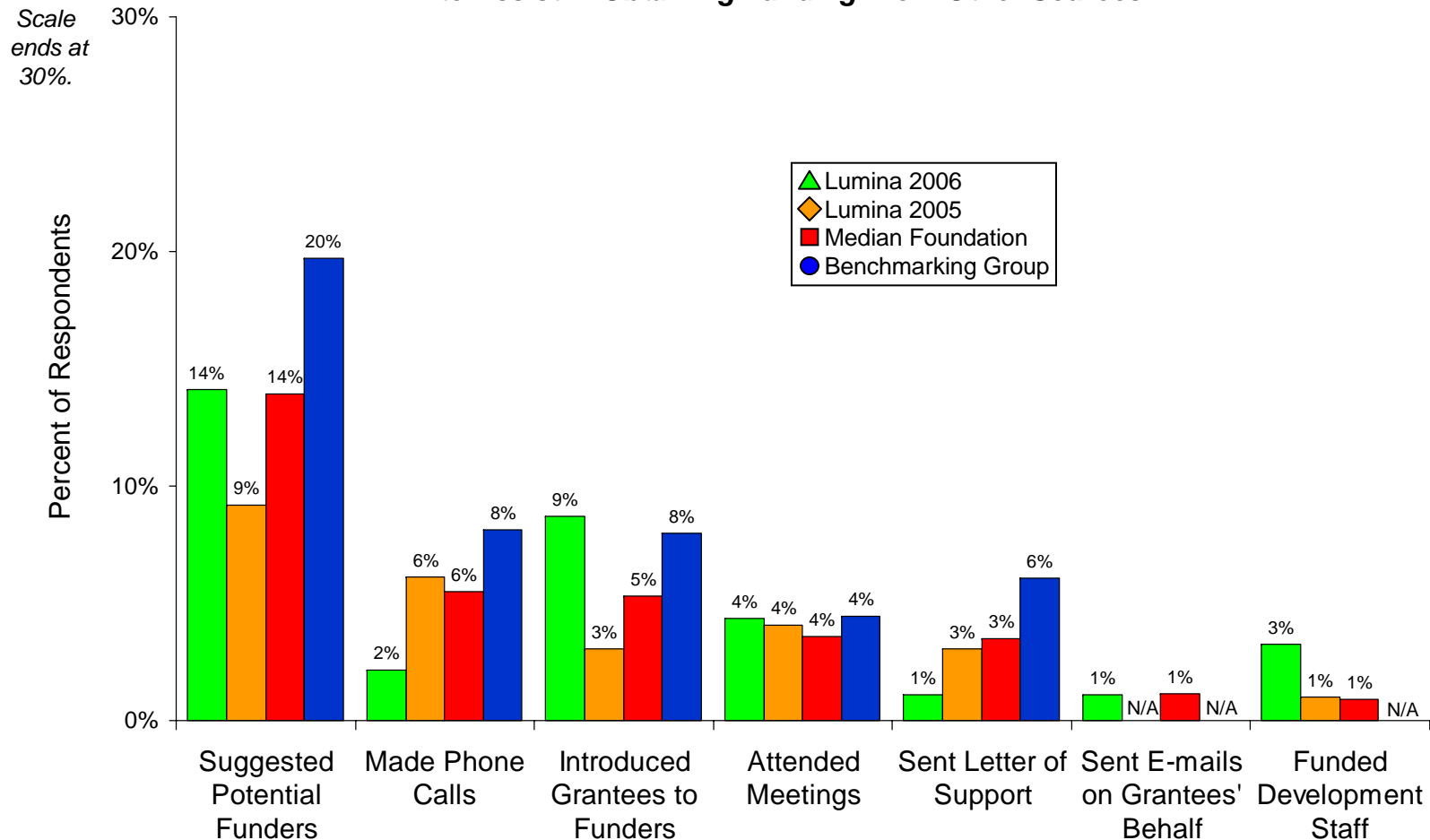
## Grantee Comments on Funding Assistance

- ♦ “[Lumina has played] an integral part in securing other foundation assistance. It helps to have Lumina Foundation's name attached to our organization.”
- ♦ “Lumina made the lead gift to a [program] we are planning. Once that grant was secured, it was easier to generate other grant support.”
- ♦ “Because Lumina Foundation is a national foundation, they gave us credibility to receive funding from local sources.”

# Active Help in Securing Funding from Other Sources (3)

Compared to the median foundation, Lumina introduces more grantees to potential funders but is less likely to make phone calls or send letters of support on behalf of grantees.

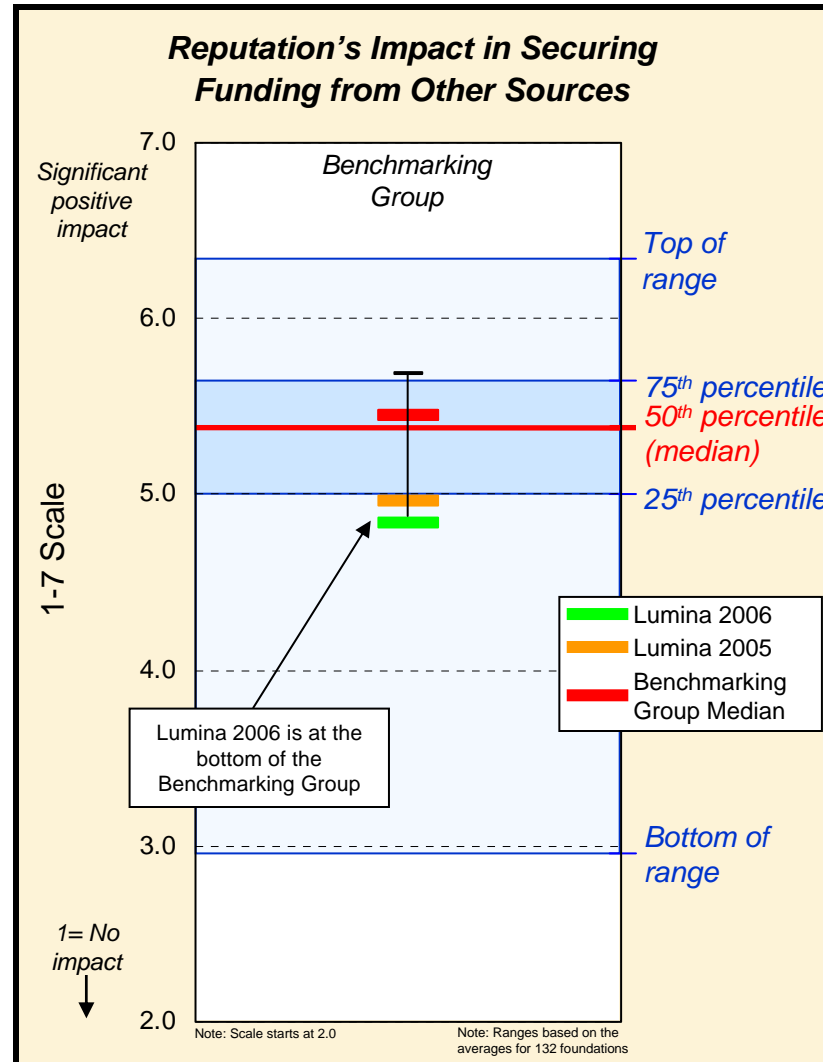
**Activities Provided by the Foundation to Assist in Obtaining Funding From Other Sources**



Note: This chart includes data about 132 foundations, with the exception of two categories: "funded development staff" includes data about 76 foundations, and "sent e-mails on your behalf" includes data about 25 foundations. Lumina 2003 data unavailable due to changes to survey instruments. Benchmarking group data unavailable for "funded development staff" and "sent e-mails on your behalf" due to changes to survey instrument.

# Impact of Reputation in Securing Funding from Other Sources

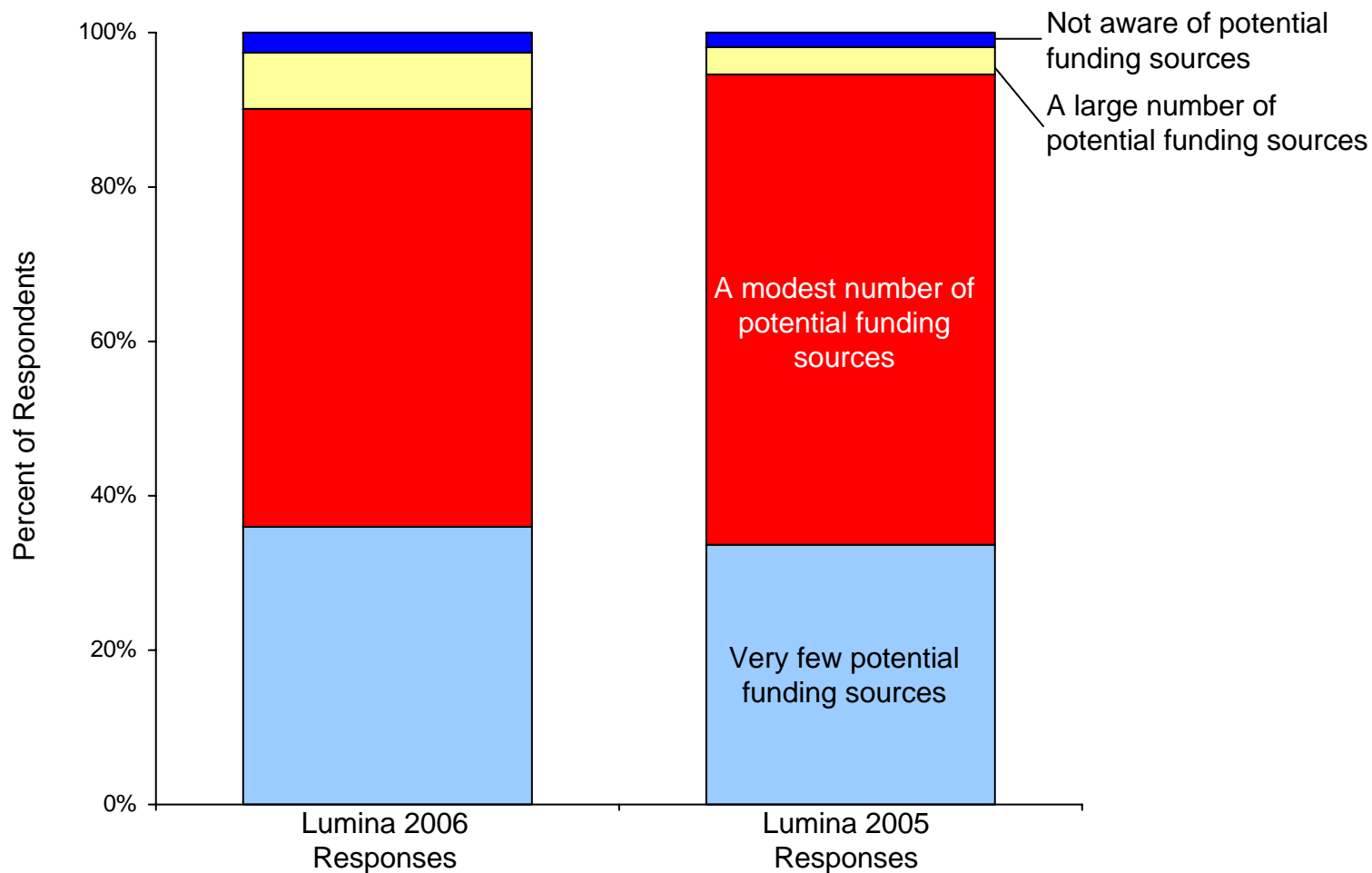
Lumina grantees rate the impact of the Foundation's reputation in securing funding from other sources less positively than the ratings received by the median foundation.



# Characterization of Other Funding Opportunities

Most Lumina grantees report a modest number or very few potential funding sources for the type of work funded by their Lumina grant.

*Grantees' Characterization of Funding Opportunities for the Type of Work Funded by their Lumina Grant*



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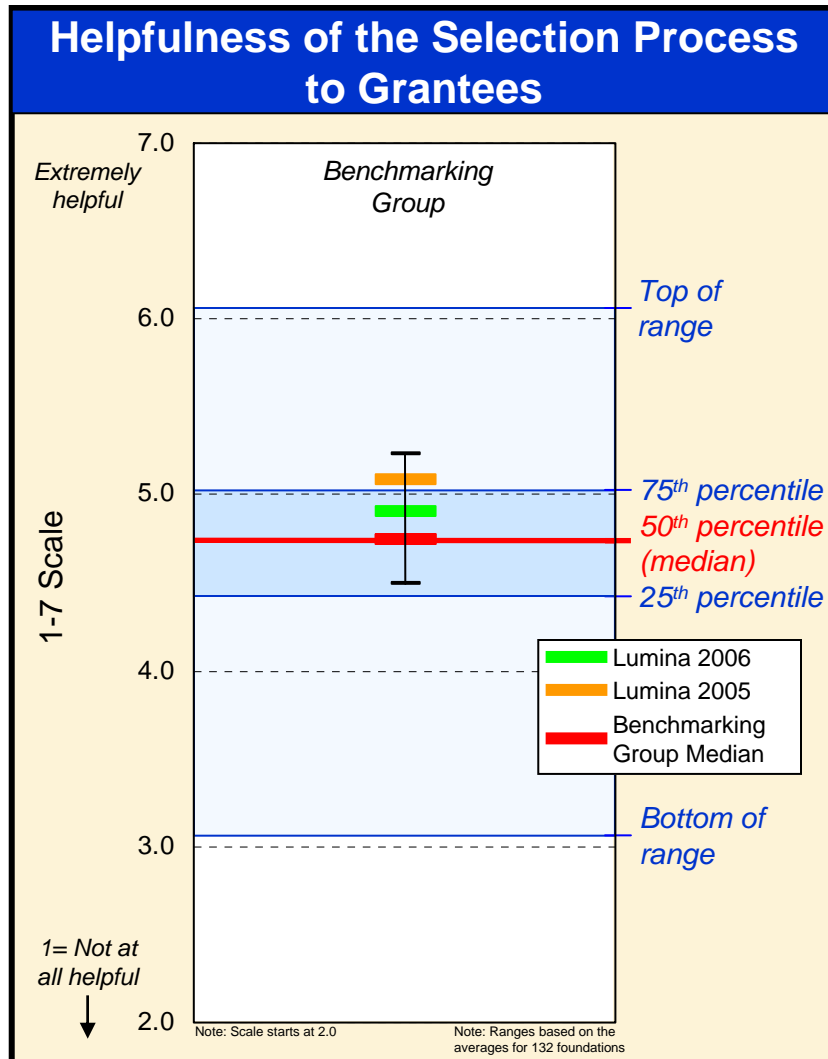
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# Helpfulness of Selection Process

Participating in the selection process at Lumina is seen to be more helpful in strengthening the grantee than the process of the median foundation.

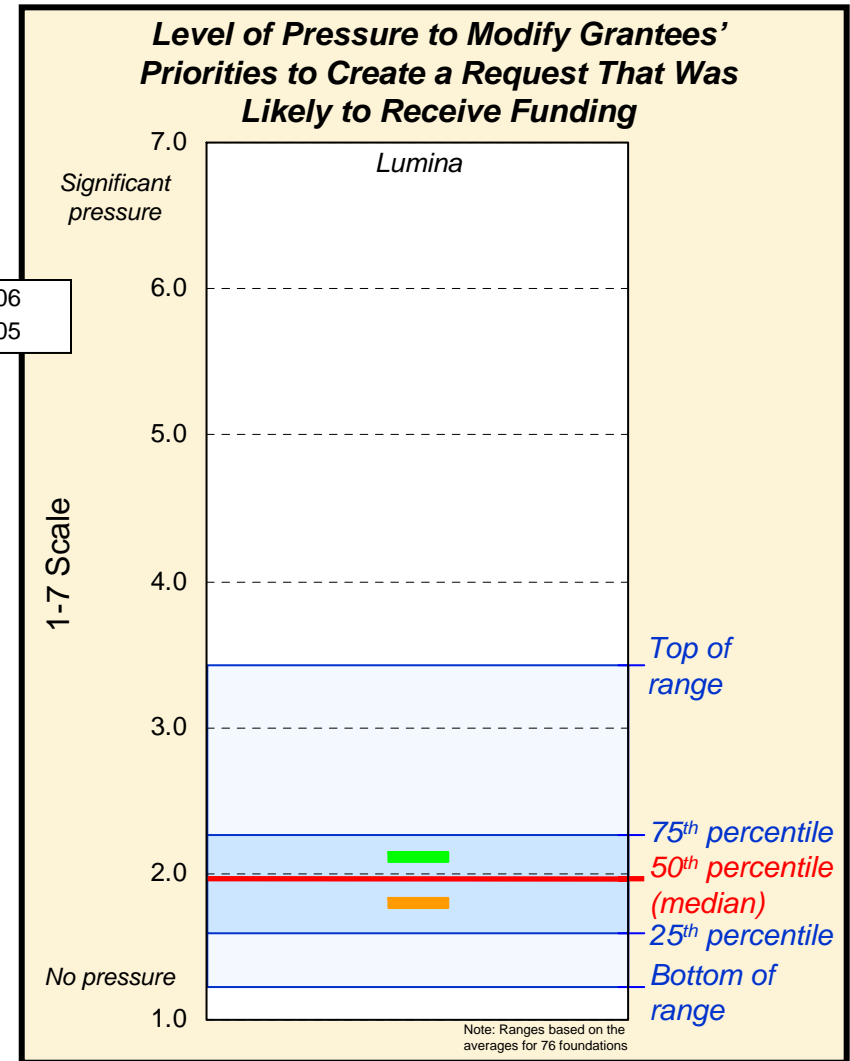
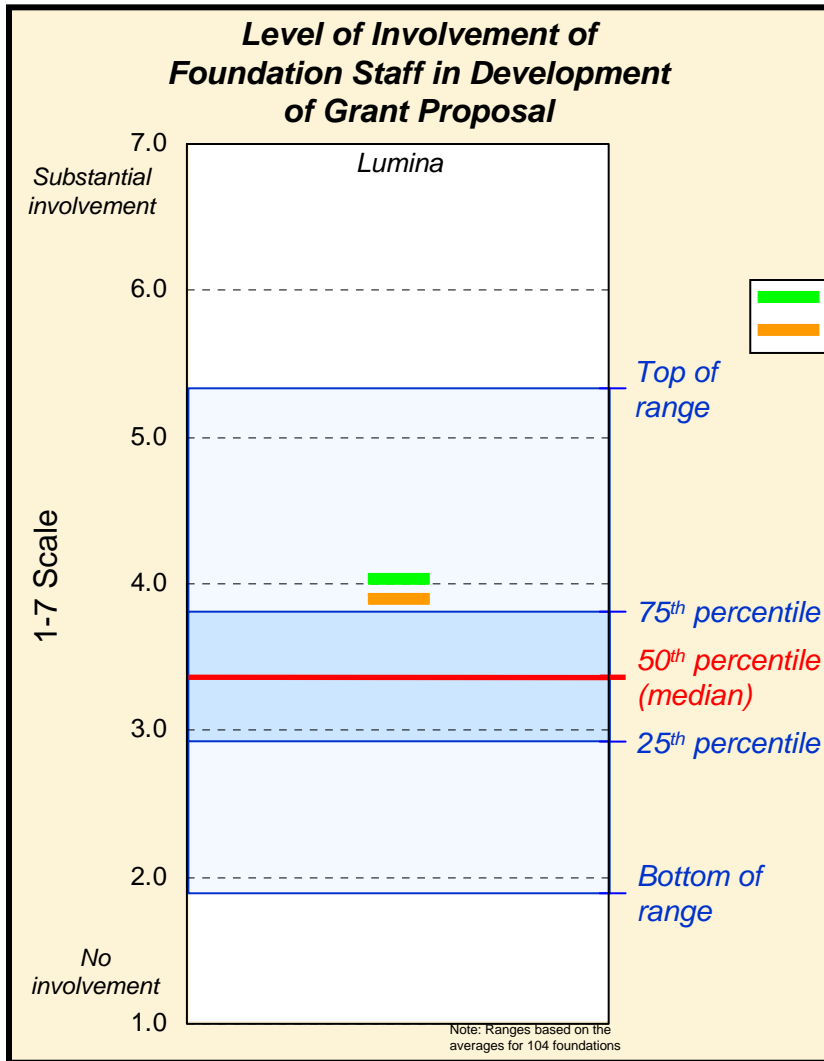


## Grantee Comments on the Selection Process

- ♦ *“The three-page letter of inquiry was particularly helpful. We did not have to put dozens of hours of work into a project before knowing if it would be funded – those hours occurred after we had the initial tentative commitment when we prepared the full application. The three-page letter of inquiry also made us be very focused on what we were trying to do.”*
- ♦ *“I was very impressed with the Foundation's willingness to work with us on the grant application. When we budgeted for an item for which the Foundation will not pay, I was contacted and advised to change my budget in order to secure funding.”*
- ♦ *“There is no due date for grant requests; reviewed on Foundation schedule. There is a long time between submittal and acknowledgement of review. Submitted proposal objectives are not part of formal online request.”*
- ♦ *“Their processes are unnecessarily cumbersome and extremely time consuming – particularly in relationship to the amount of funding they offer. In other words, this is a high-maintenance grant from the moment application begins, but the grant size is small in relation to overall organizational budget.”*

# Impact of Foundation on Proposal Development

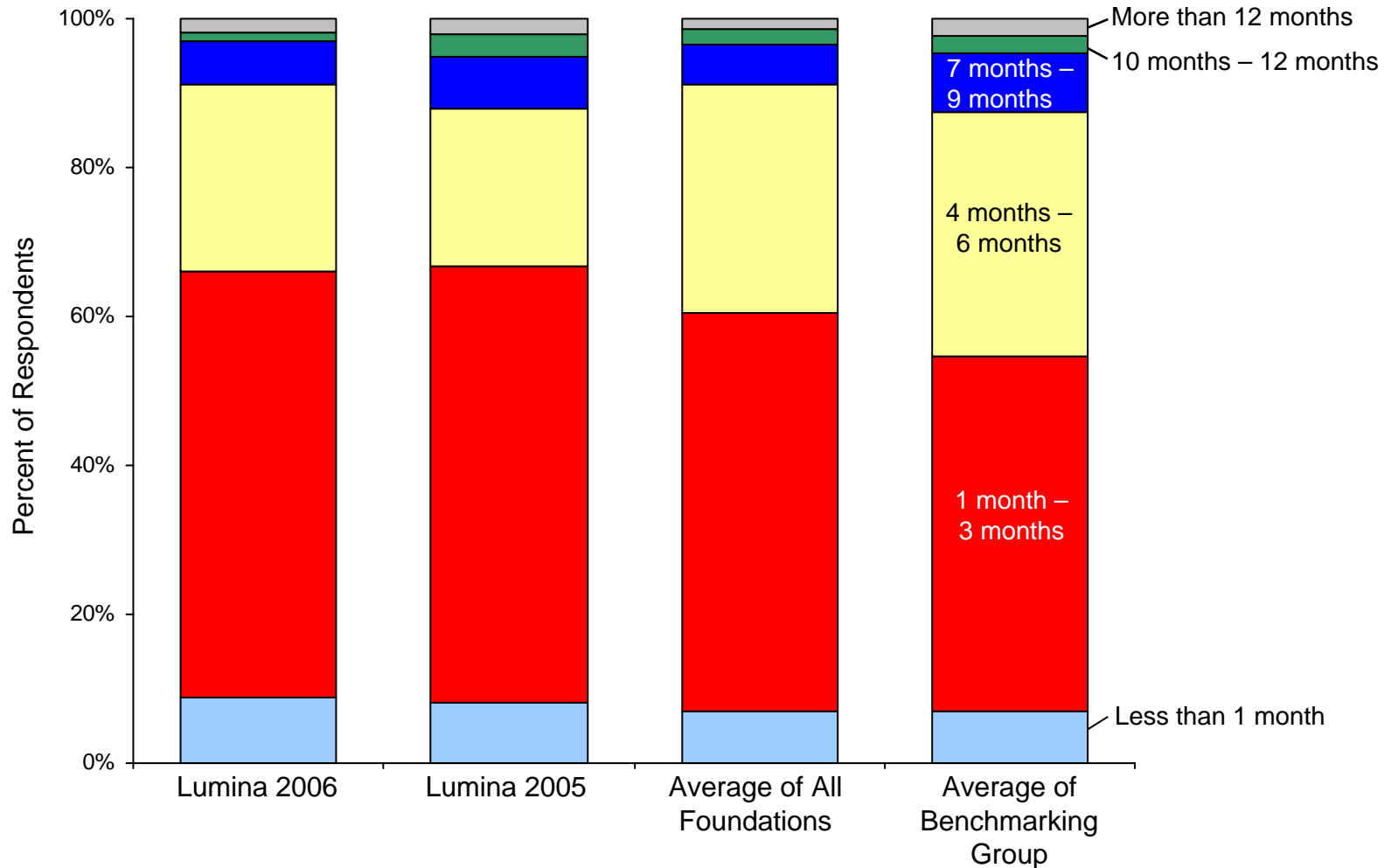
Grantees rate Lumina staff as more involved in proposal development than the median foundation is rated by its grantees. Lumina grantees' ratings of the level of pressure they perceived to modify their priorities in order to receive funding is similar to the ratings of the median foundation.



# Time Between Submission and Clear Commitment

Sixty-six percent of Lumina grantees report three months or less elapsing between submission of proposal and clear commitment of funding from the Foundation, a typical proportion.

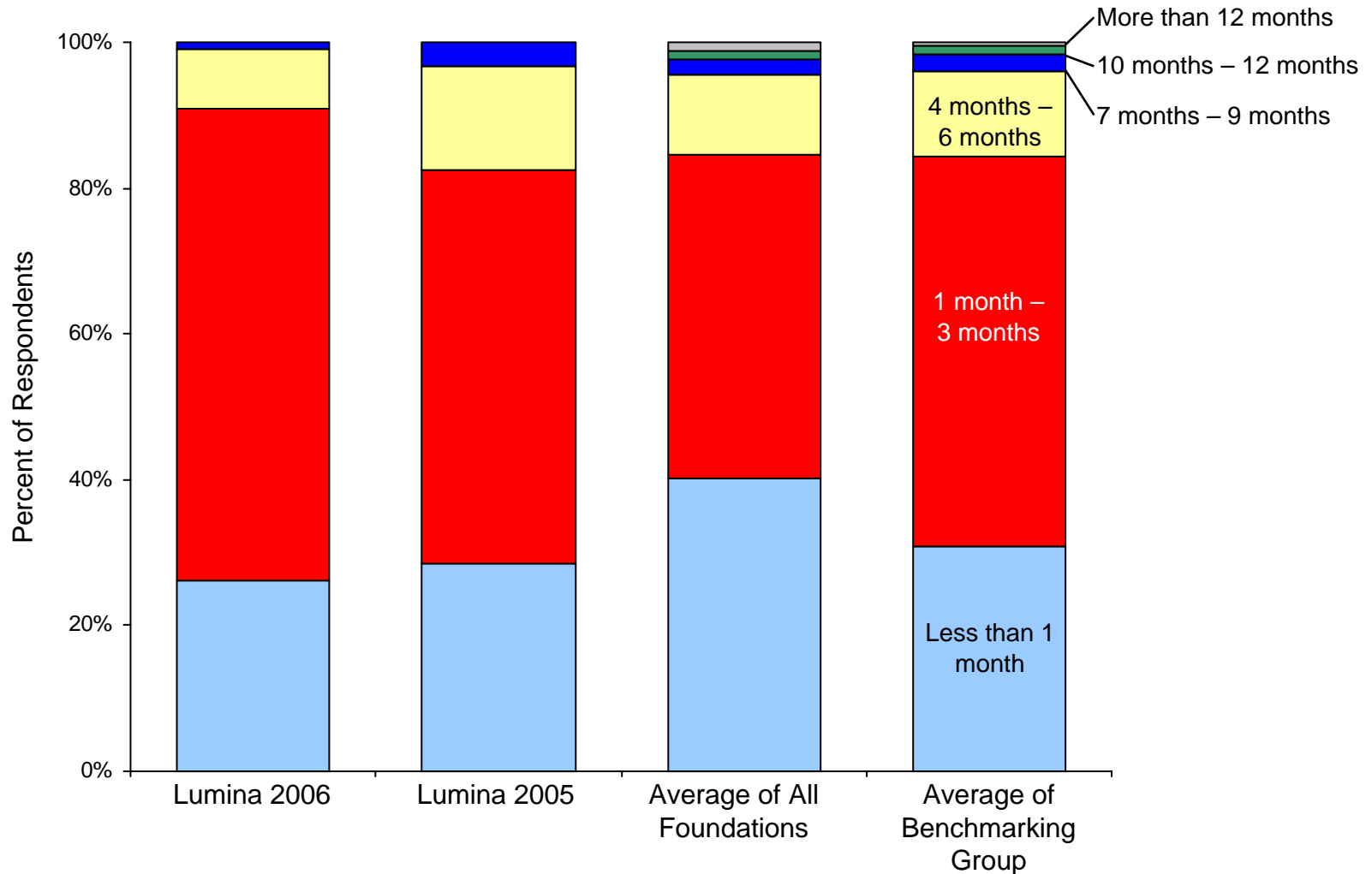
*Time Elapsed Between Proposal Submission and Clear Commitment*



# Time Between Clear Commitment and Receipt of Funds

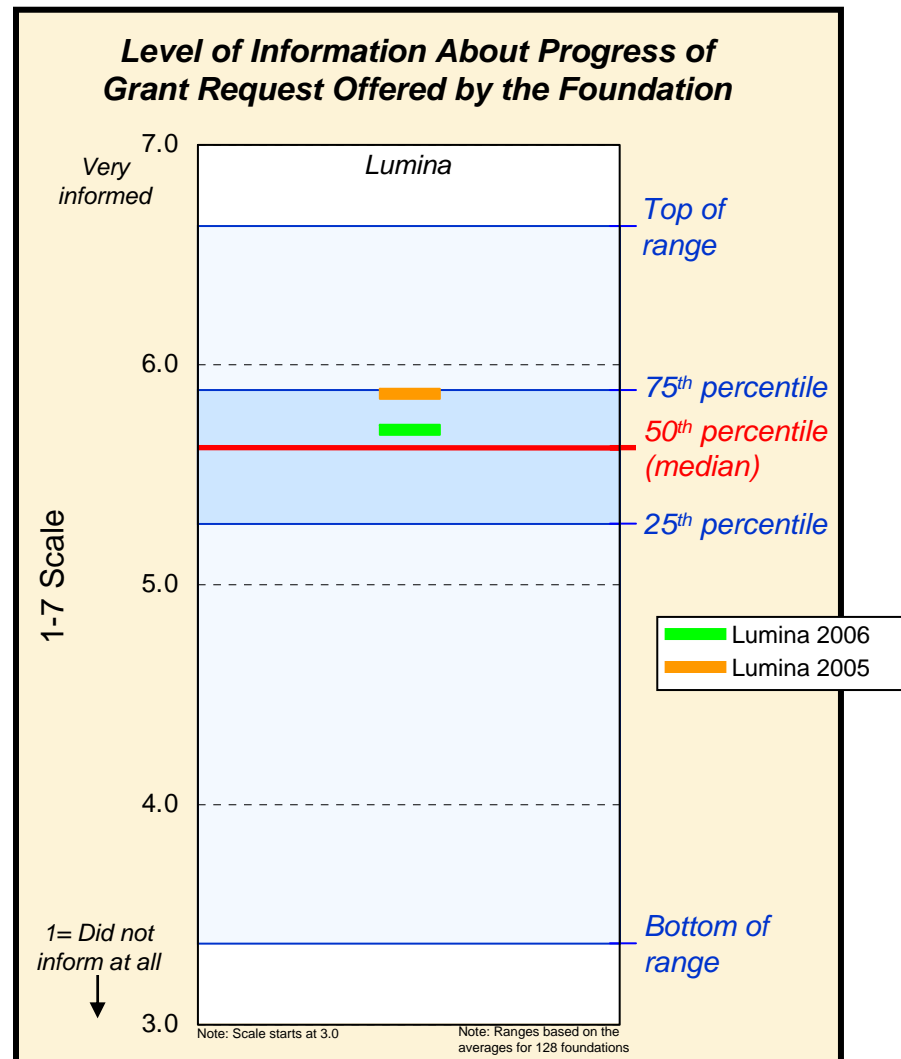
Ninety-one percent of Lumina grantees report three months or less elapsing between clear commitment of funding and receipt of funds from the Foundation.

***Time Elapsed Between Clear Commitment and Receipt of Funds***



# Communication During Selection Process

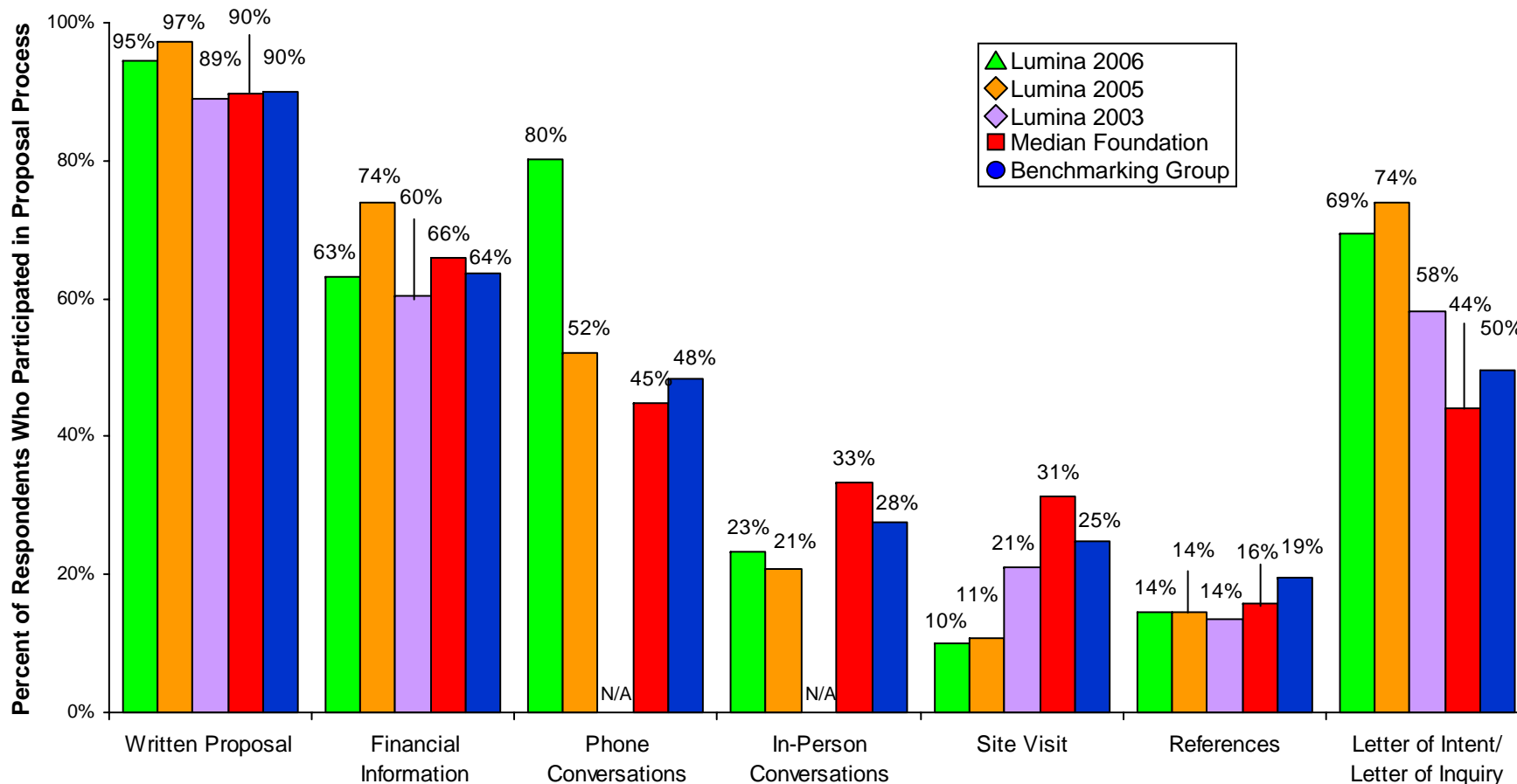
Lumina keeps its grantees as well-informed about the progress of their grant request as typical during the selection process.



# Data Requested During Selection Process

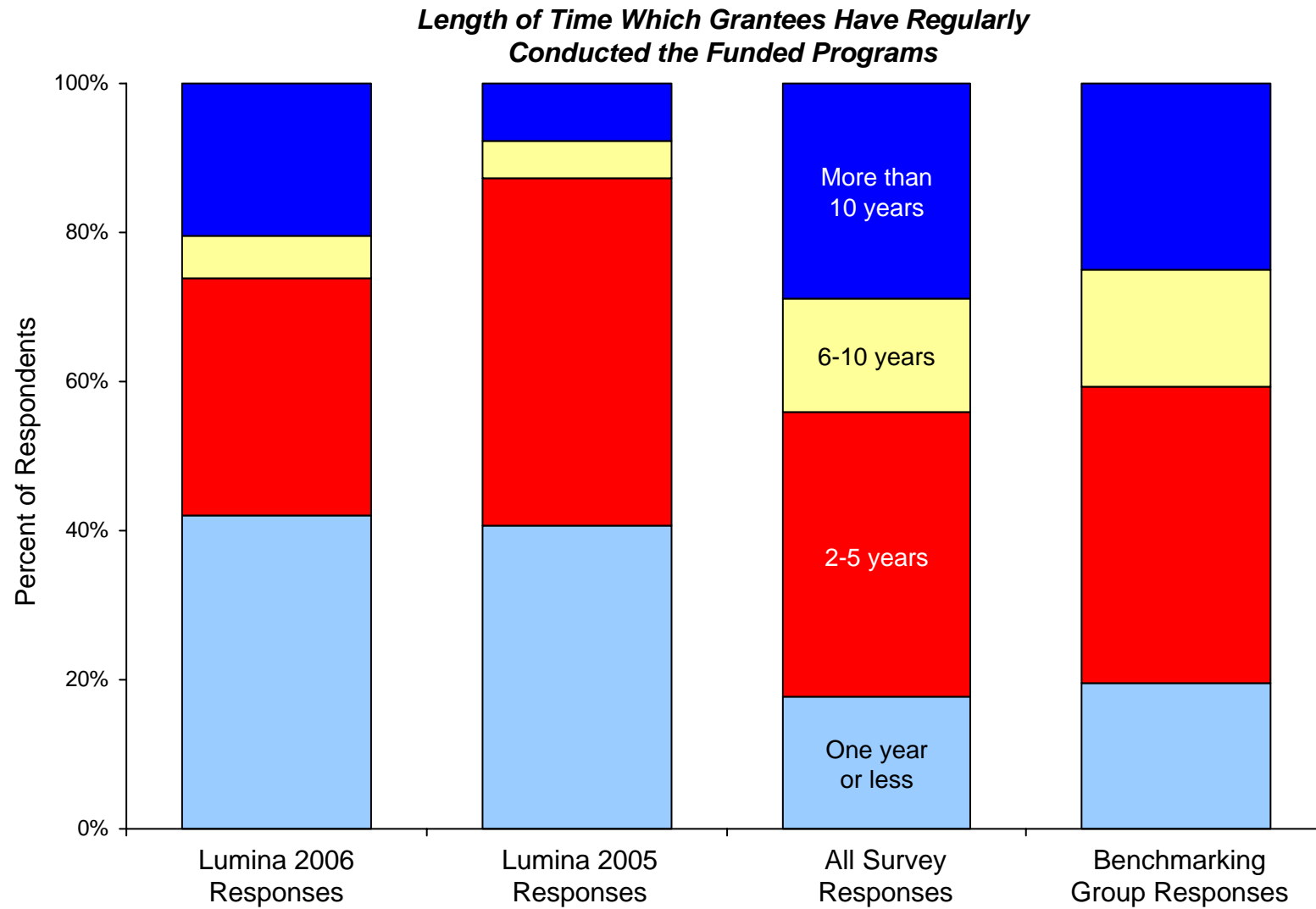
Lumina grantees more frequently report submitting a letter of intent/letter of inquiry and engaging in phone conversations with Foundation staff as part of the selection process. Lumina grantees are less likely to receive a site visit during the selection process than typical.

**Data Requested by the Foundation During the Selection Process**



# History of Grantee Programs (1)

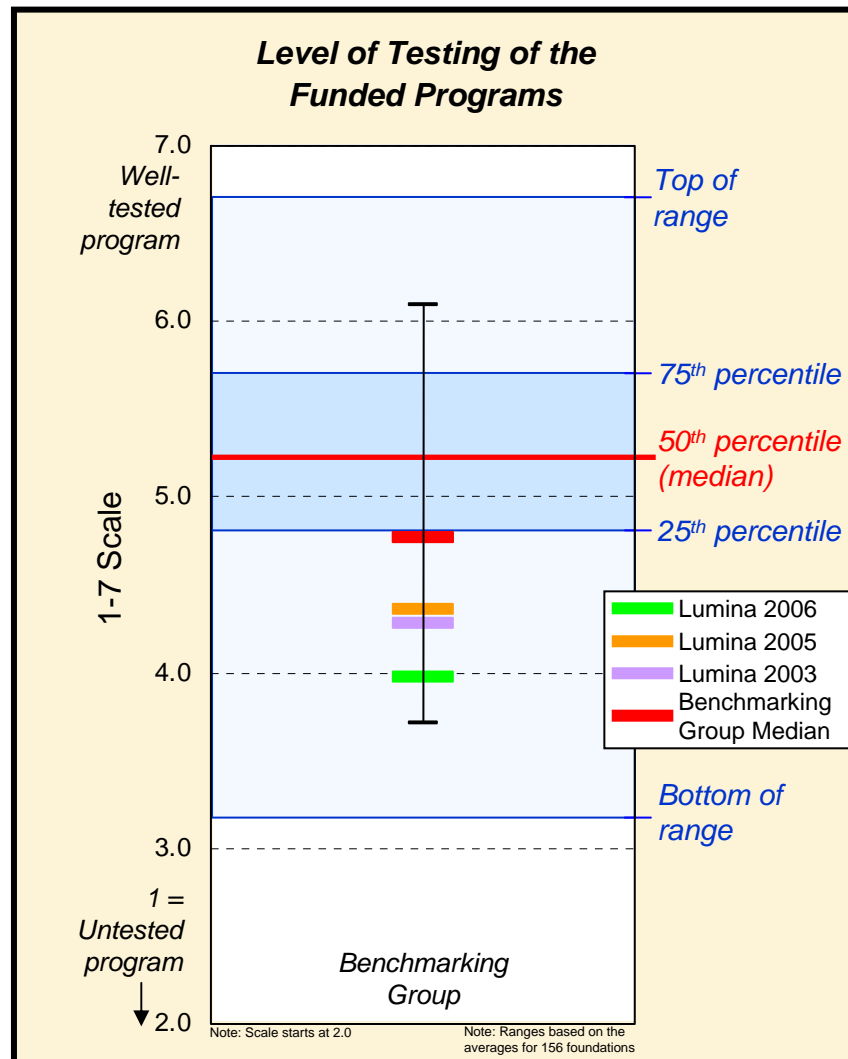
Lumina funds programs with a shorter history of implementation than typical.



Note: Lumina 2003 proportions not available because of changes to the survey instrument between rounds. Survey responses in chart shown in this chart includes data from 57 foundations. Lumina 2003 data unavailable due to changes to survey instrument.

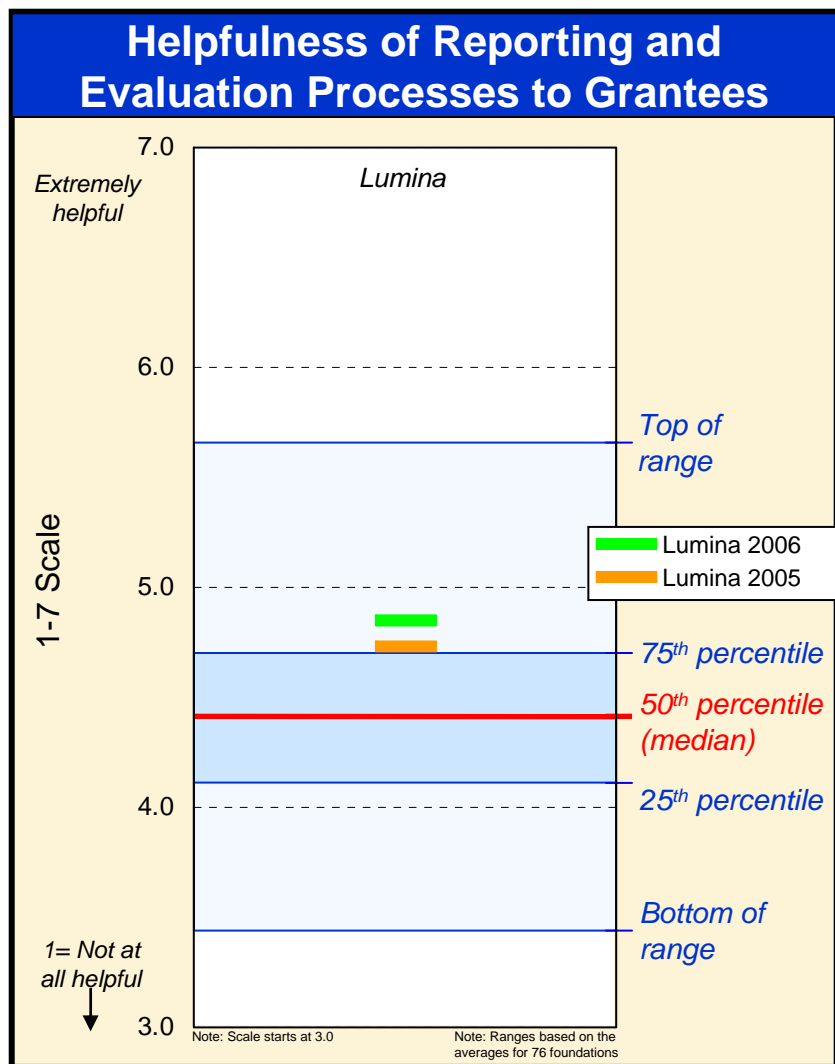
# History of Grantee Programs (2)

The programs funded by Lumina are described by grantees as less well-tested than those of grantees of the median foundation. Grantees describe well-tested programs as those that are not new, untested programs. One interpretation of this finding is that Lumina is more risk-embracing in its grantmaking.



# Helpfulness of Reporting and Evaluation Processes

Lumina's reporting and evaluation<sup>1</sup> processes are seen to be more helpful in strengthening grantees than the processes of the median foundation.



## Grantee Comments on Reporting and Evaluation Processes

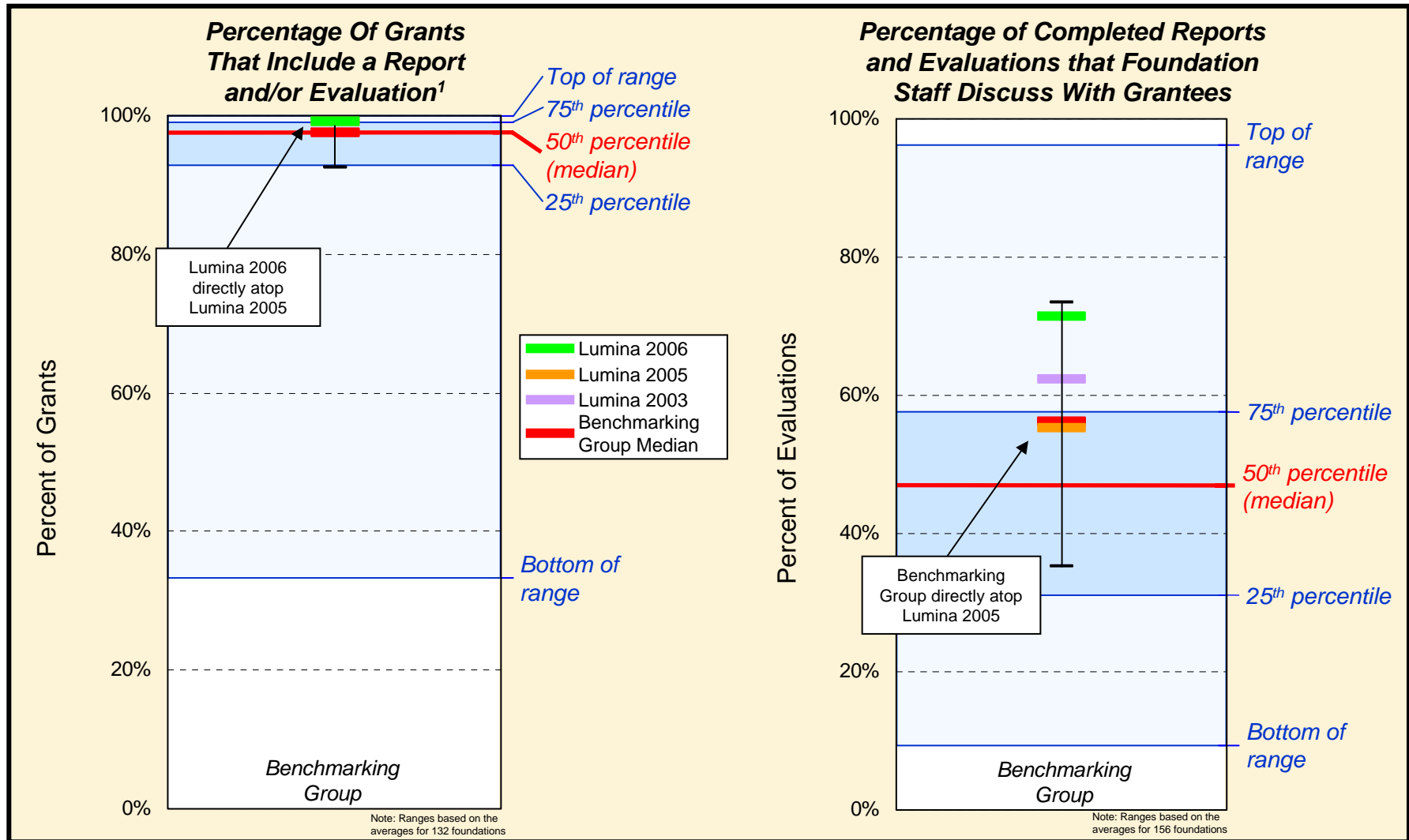
- ♦ *“Foundation reporting guidelines were helpful in improving our own evaluation methods and practices.”*
- ♦ *“The processes are made more effective by their consistent openness and support in communications so that honest reporting of bumps in the road and discussion of midcourse corrections are constructively received and considered. End 'reporting' and progress monitoring communications are unusually clear [and] consistent.”*

1: “Evaluation” in the survey includes any activity considered by grantees to be part of an evaluation, and does not necessarily correspond to foundation definition.

Note: Benchmarking group data and Lumina 2003 data unavailable due to changes to survey instrument.

# Reporting and Evaluation Processes

Ninety-nine percent of Lumina grantees report that their grant includes a report/evaluation. Of those grantees, 71 percent report discussing completed reports/evaluations with Foundation staff.

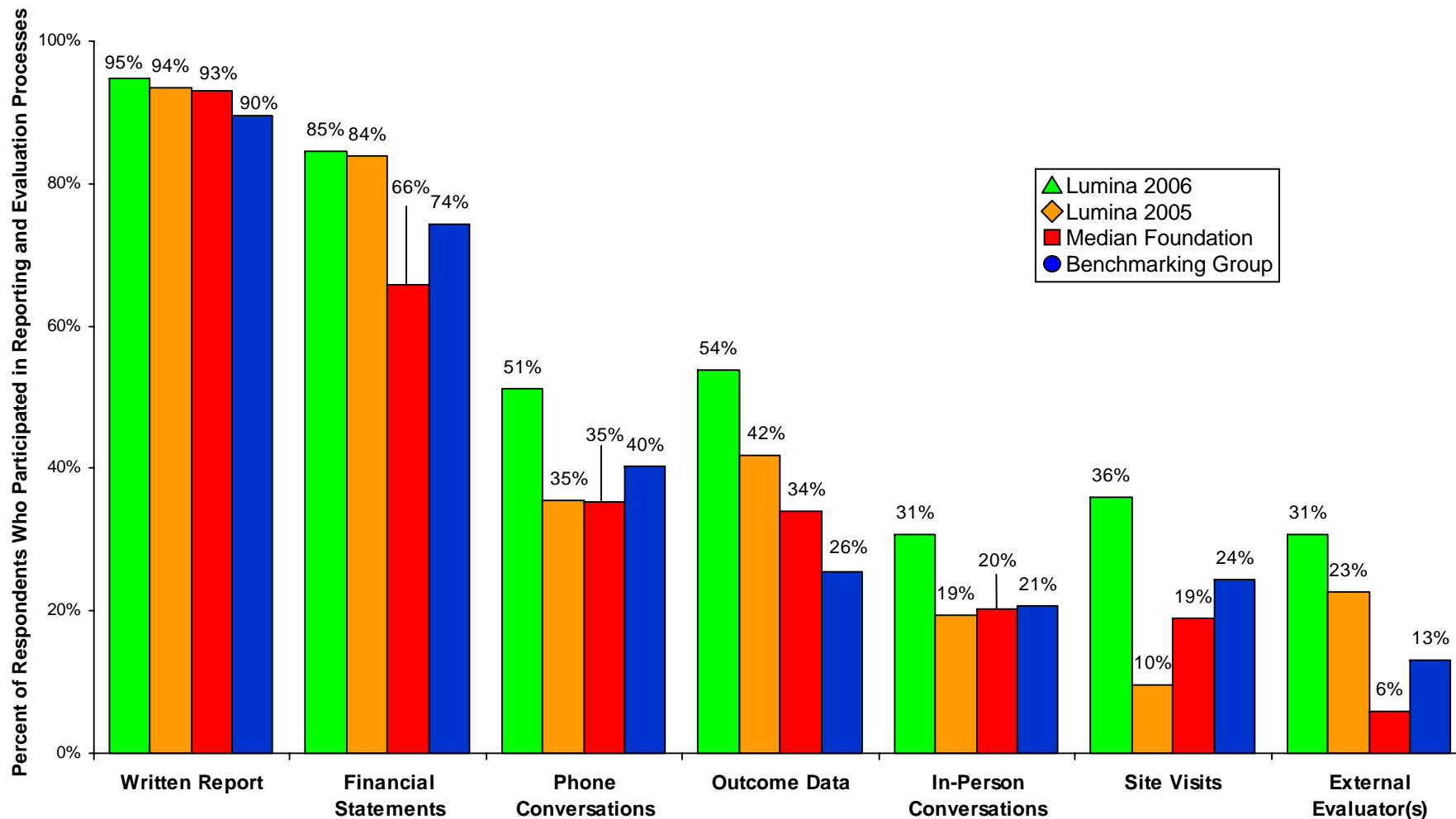


1: "Evaluation" in the survey includes any activity considered by grantees to be part of an evaluation, and does not necessarily correspond to foundation definition. Lumina 2003 data unavailable in left-hand chart due to changes to survey instrument.

# Data Requested During the Reporting and Evaluation Processes

Lumina requests all types of data during the reporting and evaluations processes more frequently than the median foundation, with the exception of written reports.

*Data Requested by the Foundation During the Reporting and Evaluation Processes*



Note: This chart includes data about 132 foundations. Lumina 2003 data unavailable due to changes to survey instrument.

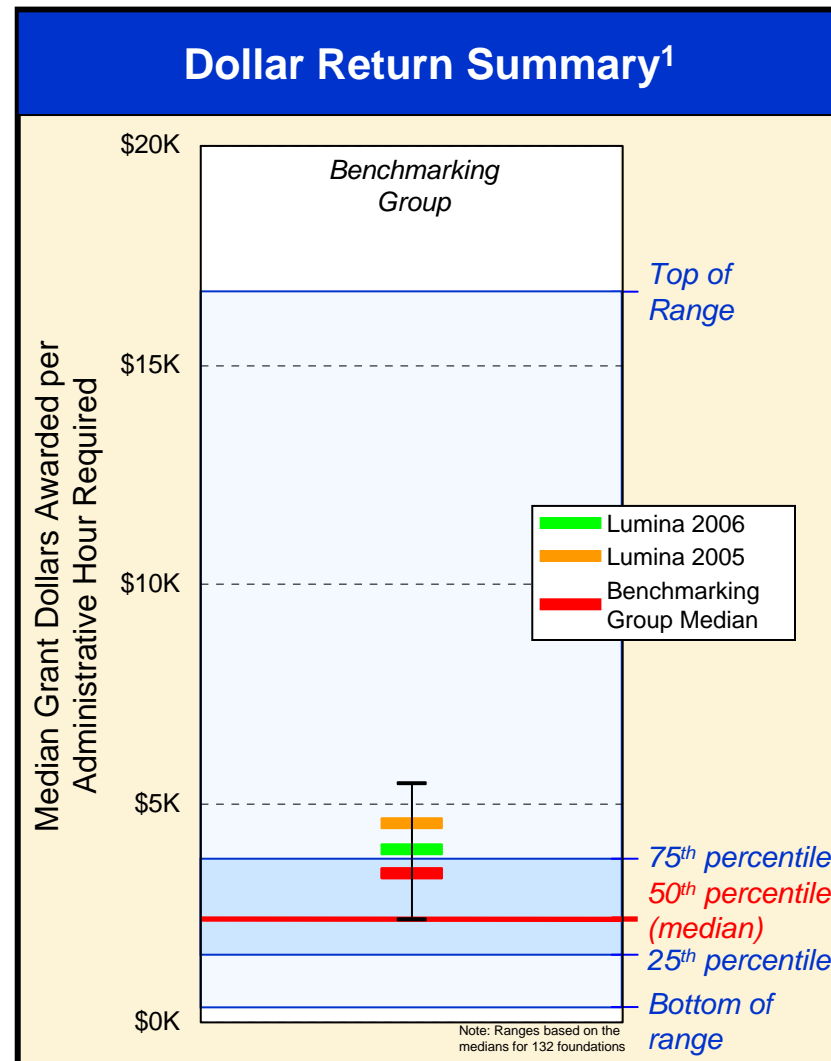
# Dollar Return on Grantee Administrative Hours

The Dollar Return Summary describes grant dollars awarded to grantees in comparison to administrative requirements on grantee.

- ♦ *Lumina awards a greater number of dollars per administrative hour required of grantees.*

This composite measure includes:

- *The total grant dollars awarded*
- *The total time necessary to fulfill the administrative requirements over the lifetime of the grant.*

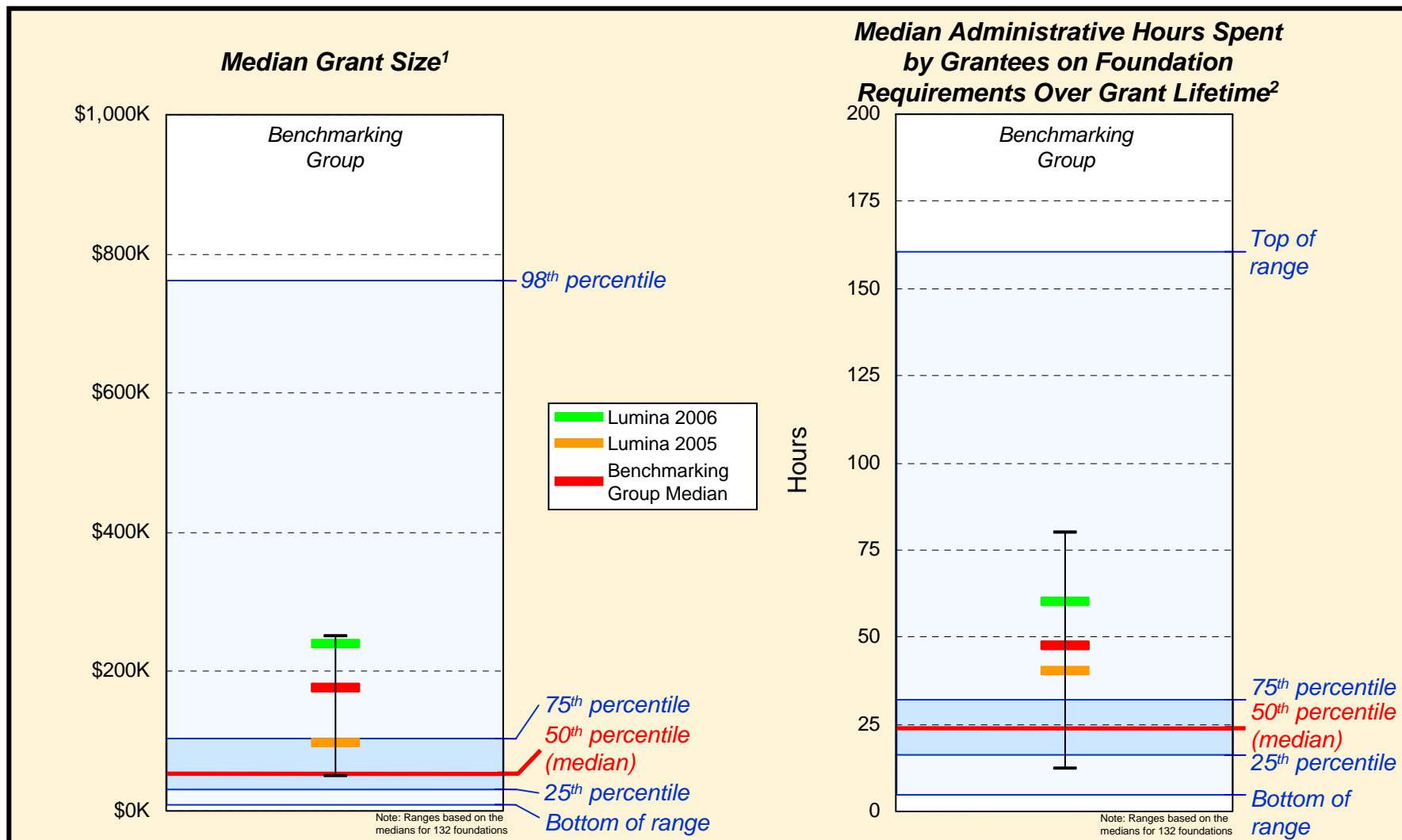


1: Dollar Return on Grantee Administrative Hours is calculated for each grantee and aggregated by foundation for the Dollar Return Summary.

Note: Lumina 2003 data unavailable due to changes to survey instrument.

# Grant Size and Administrative Time Required

Lumina awards larger grants (at the median) than the median foundation. The Foundation's grants require more administrative time of grantees than the typical grant awarded by other foundations.



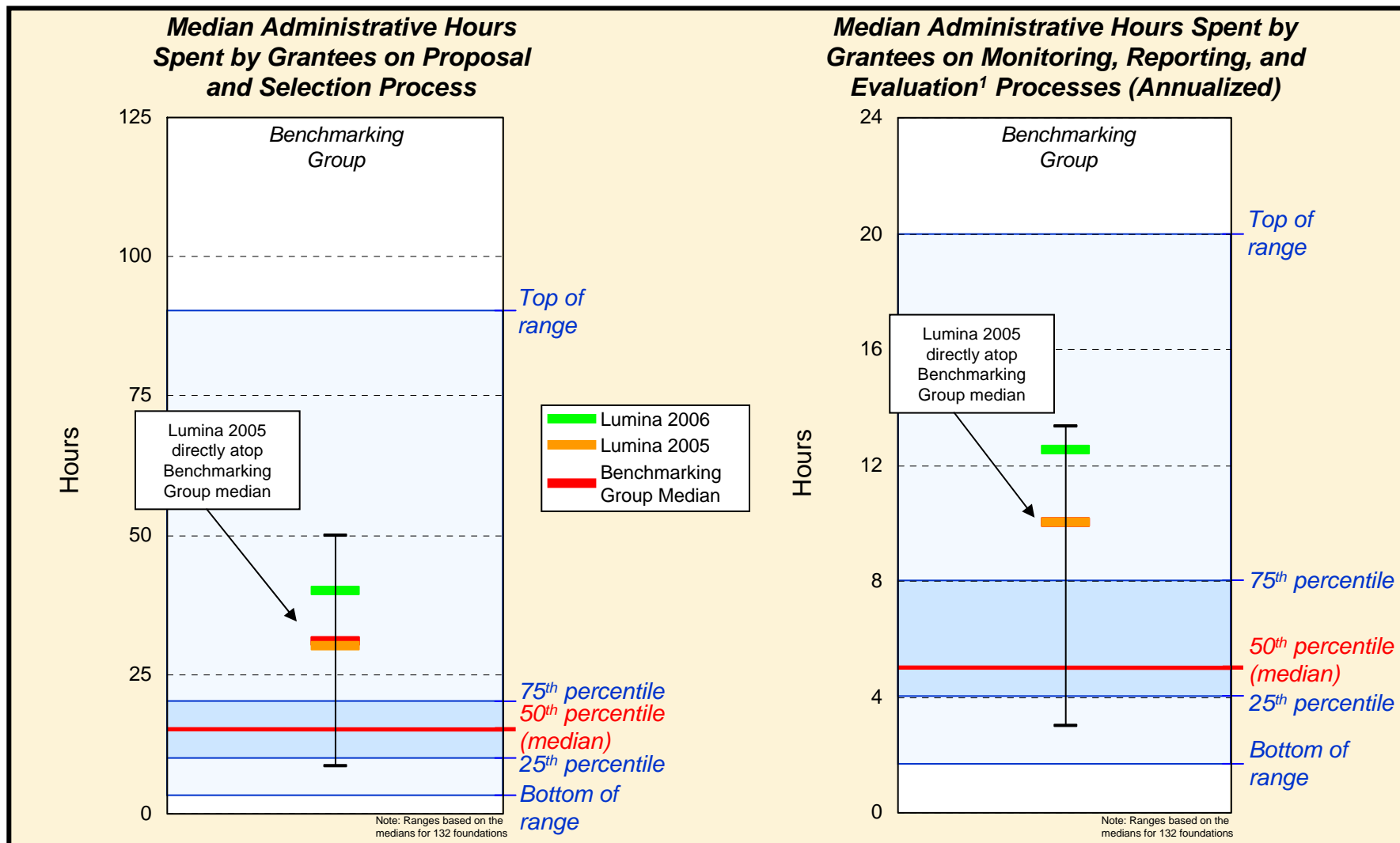
1: Chart does not include data from one foundation whose median grant size exceeds \$1,000K.

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.

Note: Lumina 2003 data unavailable due to changes to survey instrument.

# Administrative Time

The application process requires more time from Lumina grantees relative to what is required of grantees of the median foundation. The time required during this process is also significantly more than in 2005. Annual foundation-related monitoring, reporting, and evaluation of the grant also are more time-intensive.



1: "Evaluation" in the survey includes any activity considered by grantees to be part of an evaluation, and does not necessarily correspond to foundation definition.

Note: Lumina 2003 data unavailable due to changes to survey instrument.

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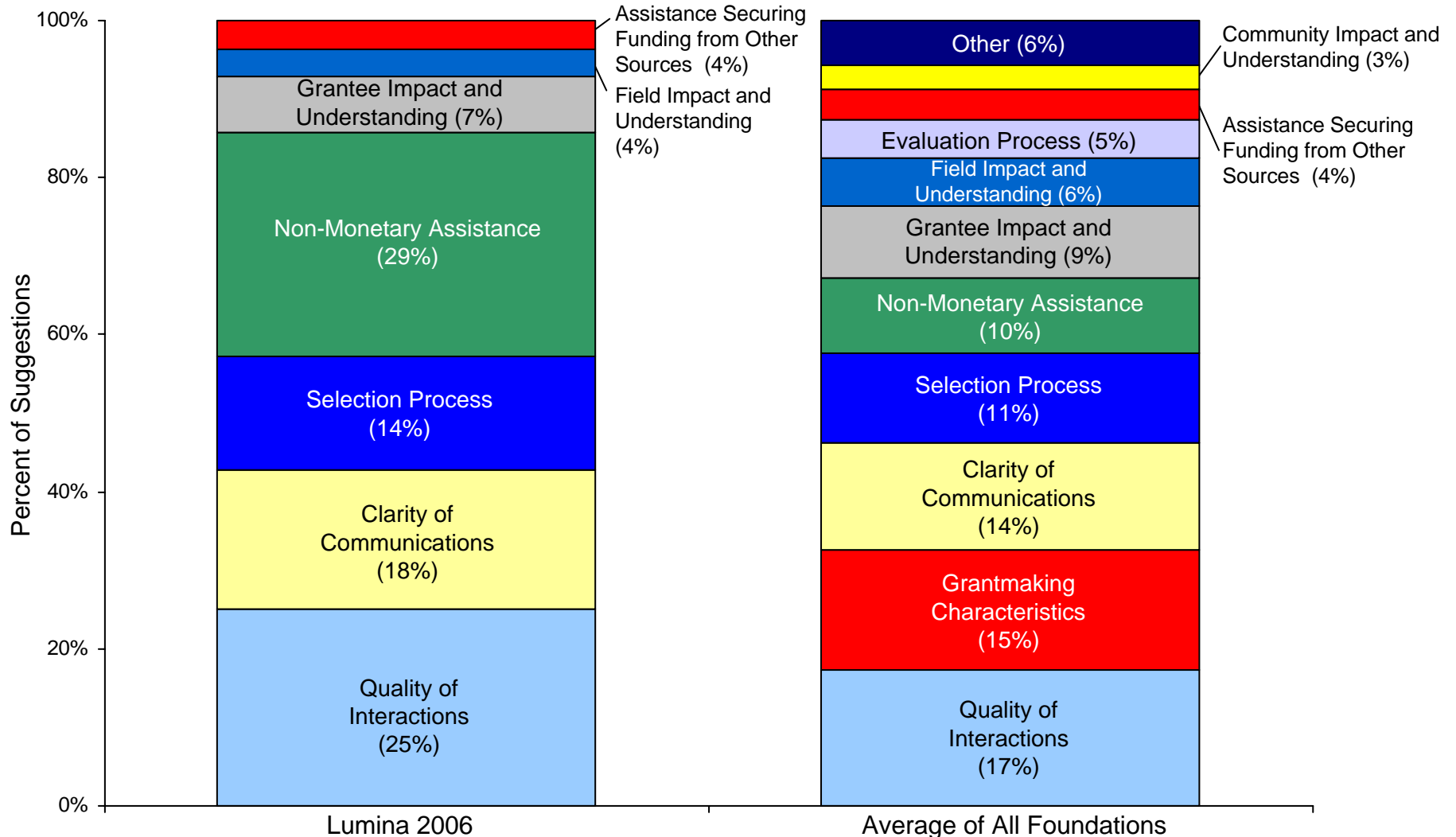
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# Grantee Suggestions for the Foundation (1)

Grantees were asked to provide any suggestions for how the Foundation could improve. A greater than typical proportion of Lumina's suggestions concern non-monetary assistance and quality of interactions. No Lumina suggestions address the Foundation's grantmaking characteristics.

**Topics of Grantee Suggestions**



## Grantee Suggestions for the Foundation (2)

The chart below shows the areas in which Lumina’s grantees made suggestions for the Foundation’s improvement.

Topic of Grantee Suggestion	% of Lumina Grantee Suggestions	% Average Foundation Suggestions	Lumina Grantee Suggestions
Non-monetary Assistance	29%	10%	“I’d like to see regular grantee meetings where we could learn what others are doing and share experiences.” “I would have liked ... more time to talk to the other programs ... and learn from them.” “[We would like] more advice and input from program officers [as well as] help in connecting with similar grantees.” “There is enormous expertise within the Foundation staff and its resources. Unfortunately, those of us in the field are pressed to even stay abreast of new research and findings that could make a difference. Executive summaries of important publications would be very helpful in keeping up with the tide of information. Equally, an annual conference sharing Lumina information (not just directed at a particular project audience) would be a superb venue for bringing together individuals engaged in this important work.” “Their grantee conference was an exciting model in terms of bringing grantees together to learn and build capacity, but their curriculum was way too basic and did not offer much for high-performing agencies where there is still room to grow but where a solid foundation of practice exists.” “Gather more input from grantees before designing the database that will be used to ultimately report the outcomes of this initiative.” “Use of many partners adds to complexity/challenges in carrying out the work.” “[I would like] some help with financial forms, especially for moving between purposes.”
Quality of Interactions	25%	17%	“Everyone faces scheduling challenges, but more face-to-face conversations would be helpful if dedicated time could be found.” “[We would like] more access to program officers.” “[We would like] more frequent communication.” “[We would like] more on-site engagement.” “Have other foundation staff available to give answers when working in a short time line. Commit to a reasonable response time to email or phone communication of two business days from time of message.” “Grant officer does not respond to e-mails in a timely fashion, but does typically respond to phone calls.” “All staff are not always on the same page. Need training on the difference between funding and managing.”

Total number of Lumina  
Grantee Suggestions

31

## Grantee Suggestions for the Foundation (3)

The chart below shows the areas in which Lumina’s grantees made suggestions for the Foundation’s improvement.

Topic of Grantee Suggestion	% of Lumina Grantee Suggestions	% Average Foundation Suggestions	Lumina Grantee Suggestions
Clarity of Communications	<b>18%</b>	14%	“Clarify if the Foundation is providing a grant to carry out the Foundation’s program (which may be viewed as seeking service provider) or providing a grant to carry out the grant recipients program (grant).” “[We would like] quarterly update meetings or opportunities to maintain the partnership and collaboration before, during and after the grant period.” “Guidelines about how to communicate grantee needs and questions to Foundation staff are needed.”
Selection Process	<b>14%</b>	11%	“Keep perfecting the web application. It was great to complete – but I could not help feeling that I was not provided enough room to tell the story of our program.” “[We would like] more information on how [the] grant is moving through the process.” “Give funds sooner in the project timeline.” “They need to streamline their process to make it less time-consuming for grantees.”
Grantee Impact and Understanding	<b>7%</b>	9%	“Provide more funding directly to colleges. There should be strong guidelines as to how the funds can be expended but more assistance to low-income students has the potential of enhancing student success.” “An improvement would be to allow yearly funding opportunities for programs with a solid track record.”
Field Impact and Understanding	<b>4%</b>	6%	“[They need] better content experts on staff.”
Assistance Securing Funding from Other Sources	<b>4%</b>	4%	“[We would like] help in obtaining additional funding.”

Total number of Lumina  
Grantee Suggestions

**31**

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# Review of Findings

Chart shows Lumina Foundation's 2006 (◆), 2005 (◇) and 2003 (◇) percentile rank among all foundations in comparative set as well as the percentile rank of the median foundation in the benchmarking group (◆) within 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.
Impact on the Grantee Organization	◆	◆◆	◆◆			Grantees were asked to rate the foundation's impact on their organizations.
Satisfaction			◆◆	◆◆◆		Grantees were asked to rate their overall satisfaction with their funder.
Interactions			◆◆	◆◆◆	◆	This summary includes grantee ratings of foundation fairness, responsiveness, and grantee comfort approaching the foundation if a problem arises.
Clarity of Communications of Goals and Strategy			◆◆	◆◆◆		Grantees were asked to rate the clarity of the foundation's communication of its goals and strategy.
Non-Monetary Assistance <sup>1</sup>				◆◆◆	◆	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 <sup>1</sup>		◆		◆◆◆		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 <sup>1</sup>			◆◆	◆◆◆	◆	Grantees were asked to rate the helpfulness of the foundation's selection process for their organizations.
Reporting and Evaluation Processes <sup>1</sup>				◆◆◆	◆	Grantees were asked to rate the helpfulness of the foundation's reporting and evaluation processes for their organizations.
Dollar Return on Grantee Administrative Hours <sup>1</sup>				◆◆◆		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: Lumina 2003 comparison unavailable due to changes to survey instrument.

## Areas for Discussion (1)

### ♦ Continued Improvement Across Several Dimensions

- Lumina grantees in 2006 rate the Foundation similarly to or above ratings received by the Foundation from its grantees in 2003 and 2005. Although there are few differences that are statistically significant between 2005 and 2006 compared to the many significant<sup>1</sup> differences between 2005 and 2003, the Foundation continues to trend towards higher marks on several dimensions.
- As in 2005, the Foundation is highly rated for the clarity with which it communicates its goal and strategies to grantees. However, grantees in 2006 rate the information provided by various Foundation resources to be significantly<sup>1</sup> more consistent than 2005 grantees. This is a positive finding, especially because Lumina grantees also report using more resources to learn about the Foundation than typical.
- Grantees in 2006 rate the Foundation's funding assistance activities as having more of an impact than in 2005, and they now rate that impact above the rating of the assistance provided by the median foundation. The Foundation provided this assistance to a larger proportion of its 2006 grantees than it did in 2005 and now provides this type of assistance to a typical proportion of grantees (about 20%).
- Lumina receives higher marks on each of the dimensions of interactions explored in the grantee survey – comfort approaching the Foundation if a problem arises, responsiveness of Foundation staff, and fairness of treatment of grantees. Grantees' ratings of comfort are significantly<sup>1</sup> higher than they were in 2005. These dimensions are correlated with several other important measures such as overall satisfaction.

## Areas for Discussion (2)

### ♦ Impact on Grantee Organizations

- Lumina continues to be rated below the median foundation for its impact on grantee organizations. The Foundation is also viewed as having less of an understanding of these organizations' goals and strategies than typical.
- Analysis of grantee ratings of the Foundation's impact on their organizations indicate strong relationships of ratings of impact on the grantee organization to clarity of the foundation's communication of its own goals and strategy and helpfulness of the evaluation process to grantees. And, Lumina grantees that receive additional assistance beyond the grant check, especially active funding assistance<sup>1</sup>, give the Foundation higher ratings for its impact on their organizations.
- Lumina funds programs that are viewed by grantees as less well-tested than typical. While this implies that the Foundation is willing to take risks on innovative programs, grantees conducting less well-tested programs perceive the Foundation to have less of an understanding about their goals and strategies.
  - *How can the Foundation increase its ratings of impact on grantee organizations?*
    - *Can the Foundation take additional steps to learn more about grantee goals and strategies, particularly of those organizations that are conducting programs that are less well-tested?*
    - *Can the Foundation improve – or continue to improve – related dimensions of communication and evaluation?*
  - *Can the Foundation provide active funding assistance to more grantees?*

## Areas for Discussion (3)

### ◆ Time Spent Fulfilling Administrative Requirements

- Grantees give the Foundation high ratings for its selection and reporting/evaluation processes. However, Lumina grantees spend more time on each of these processes compared to grantees of the median foundation or compared to other foundations within the benchmarking group. The time spent on these processes by grantees is increasing.
- The Foundation requires more types of data from its grantees than typical, particularly during the reporting/evaluation processes.
  - *Should the Foundation consider streamlining its processes?*
  - *Could the Foundation request fewer types of data from grantees without compromising the helpfulness of these processes to grantees?*

### ◆ Non-monetary Assistance

- Lumina provides non-monetary assistance to a larger proportion of its grantees than is typical. The Foundation uses a combination of staff and third party to provide this assistance to grantees, and the helpfulness of this assistance to grantees is typically rated at or above the median rating of that provided by the median foundation.
- The largest proportion of suggestions for the Foundation concerned non-monetary assistance, in many cases asking for more, especially around grantees gathering to discuss important topics and learn from each other.
  - *Is the Foundation interested in continuing to increase the non-monetary assistance it provides to grantees? If so, is the Foundation appropriately staffed for increased provision of assistance to grantees beyond the grant check, given that staff appear to be carrying higher grant loads than previously. (see page 98)*

## Areas for Discussion (3)

### ◆ Staff Case Load

- Lumina awards more multi-year grants than typical. The number of active grants per program officer is increasing and is now above the median. The ratio of active grants per program officer will continue to increase in the near term if the Foundation continues to award the number of new grants that it does each year, while also committing to multi-year funding for many grantees.
- Staff currently provide much of the non-monetary assistance received by grantees. They also provide high quality interactions and have more frequent contact with grantees than typical. Personal communications are frequently used by grantees in learning about the Foundation.
  - *Is the Foundation appropriately staffed to maintain or improve in areas requiring considerable staff time?*

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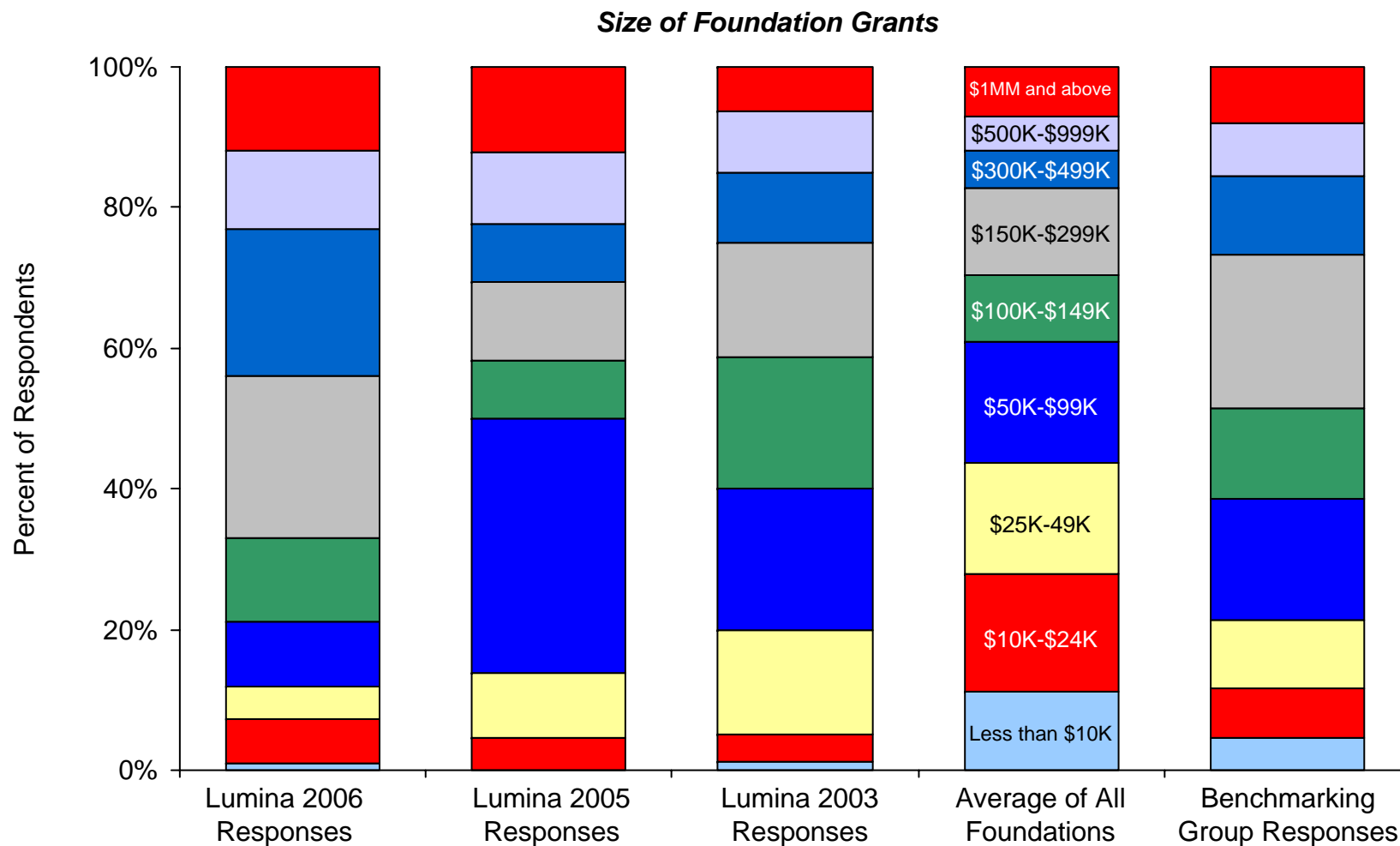
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# Size of Foundation Grants

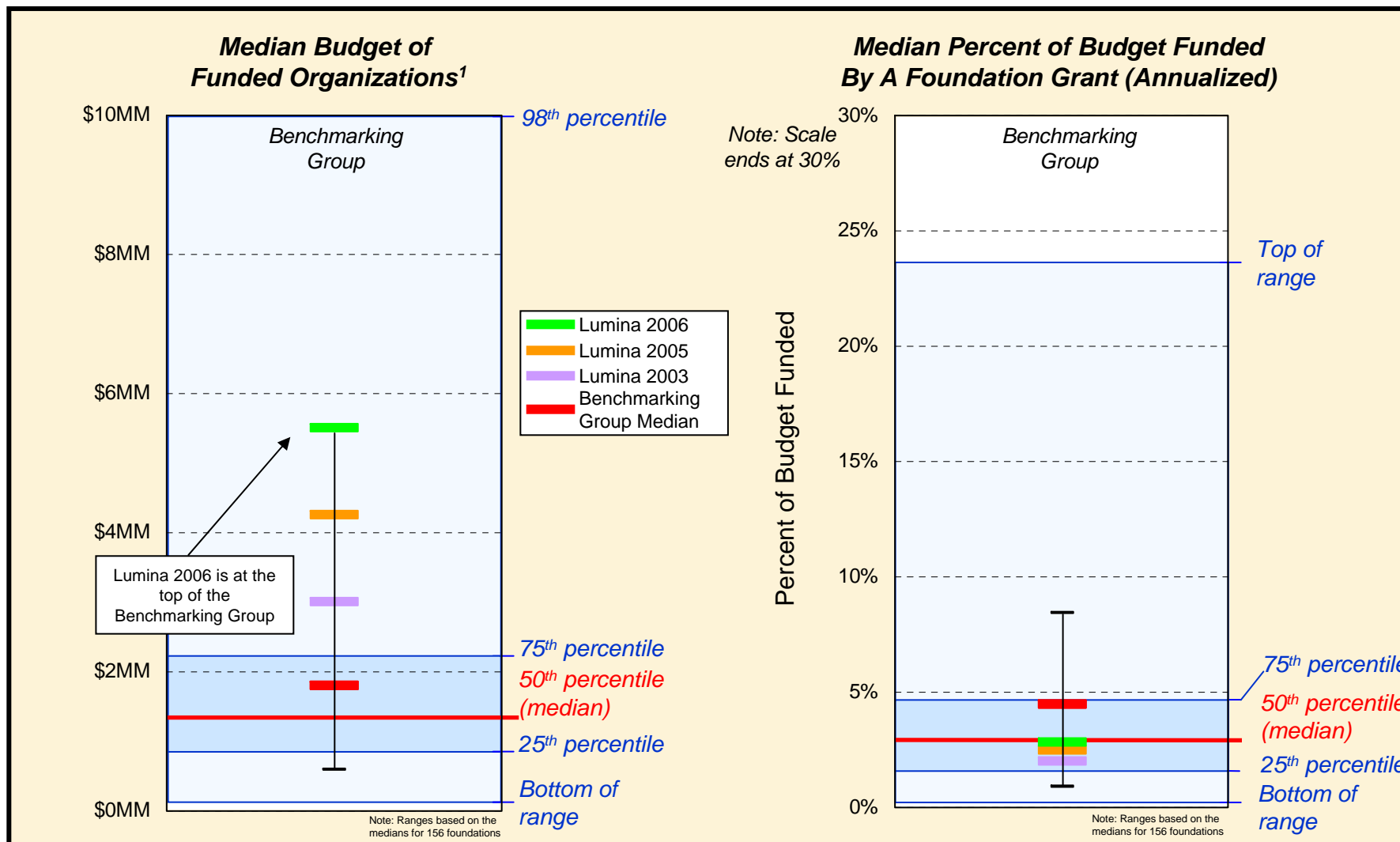
Lumina grantees receive grants that are larger at the median compared to other grantees in the sample.



<b>Population Average</b>	\$619K	\$416K	\$271K	\$572K	\$451K
<b>Population Median</b>	\$240K	\$97K	\$103K	\$50K	\$150K

# Size of Organizations Funded Relative to Grant

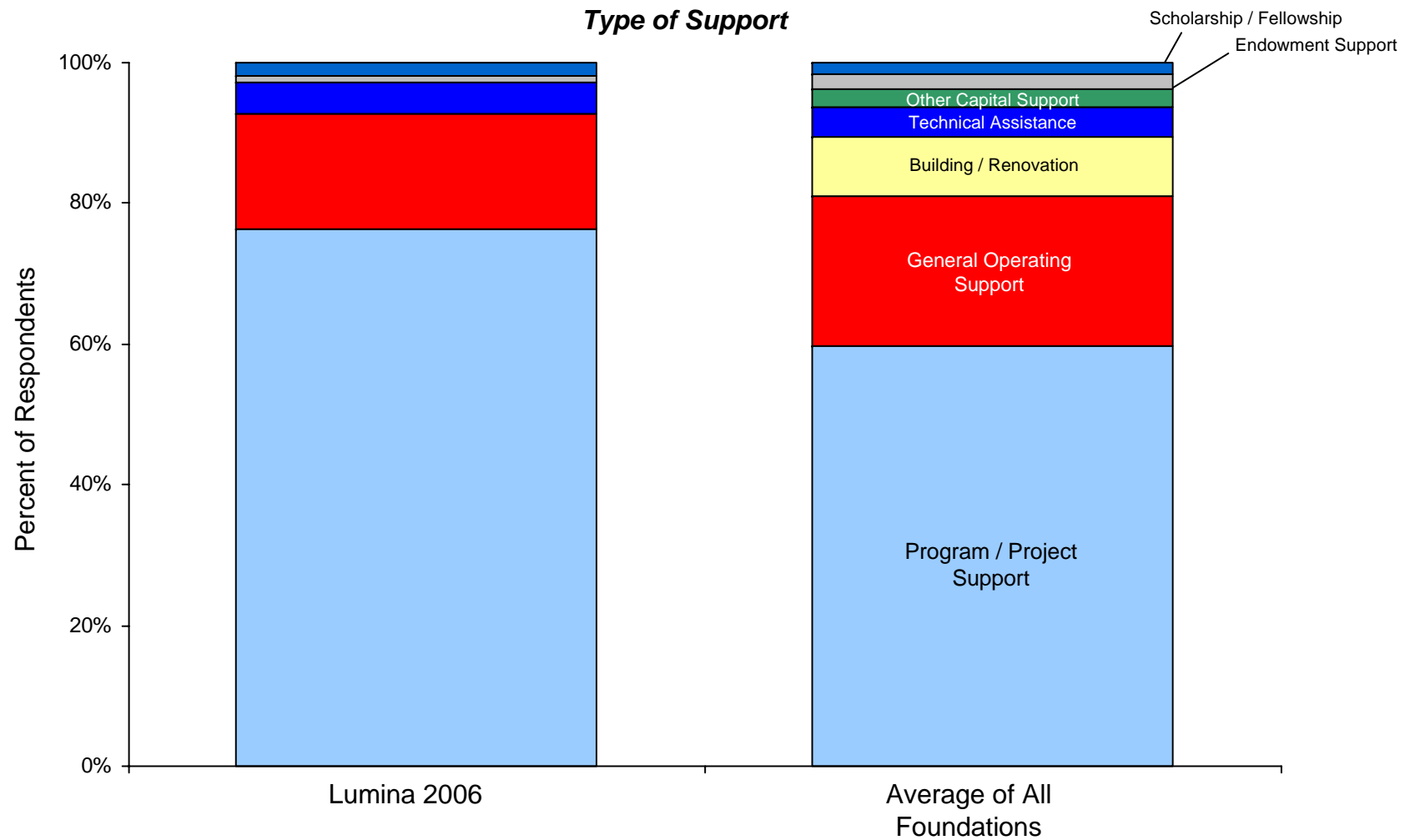
Lumina funds larger organizations than other foundations in the comparative set. Lumina funding represents a typical percentage of grantees' budgets compared to the funding of the median foundation, but a lower percentage than the median foundation in the benchmarking group.



1: Chart range does not include three individual foundation medians of more than \$10MM.

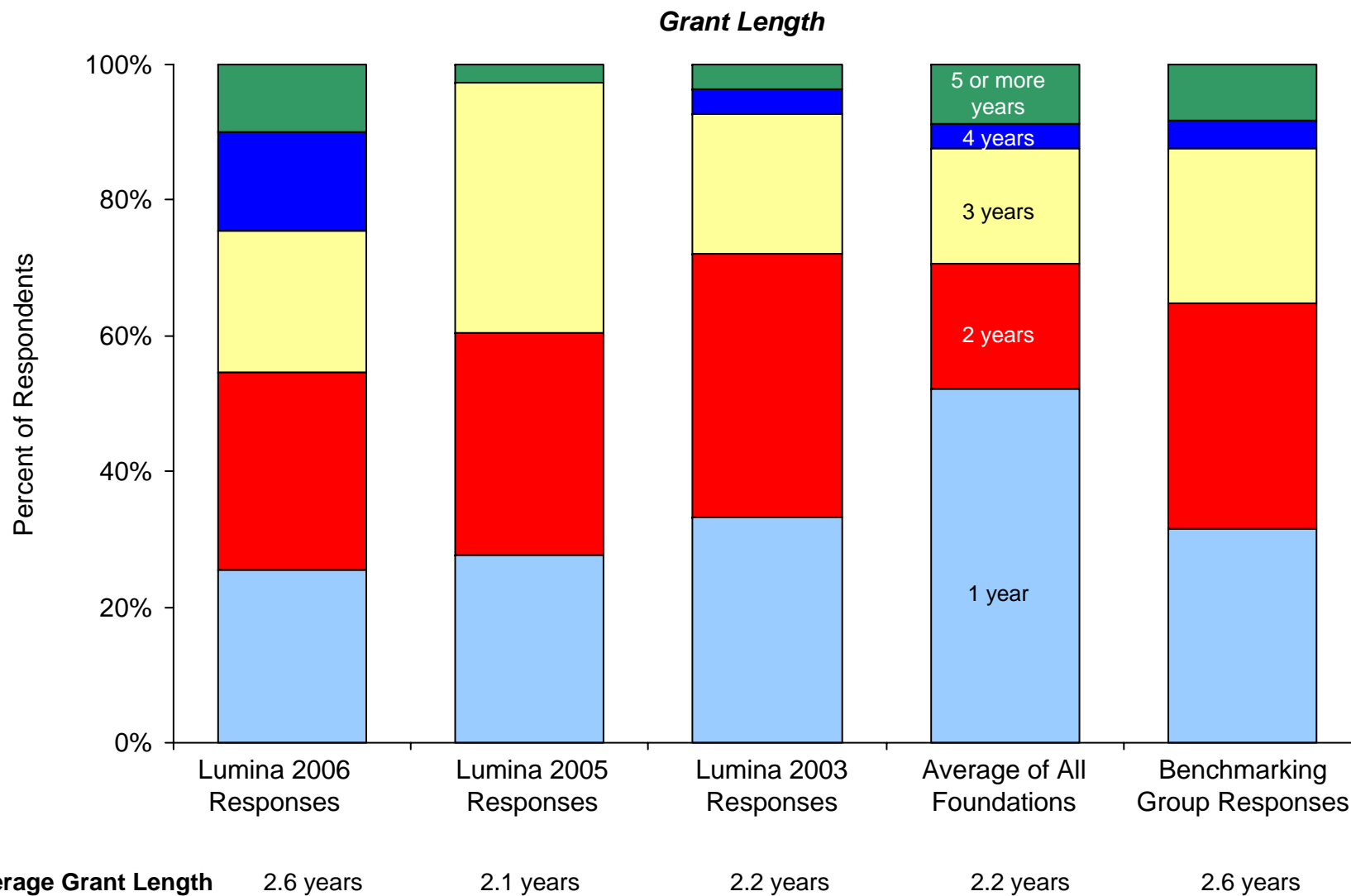
# Type of Support

Lumina awards a larger proportion of program support grants than typical.



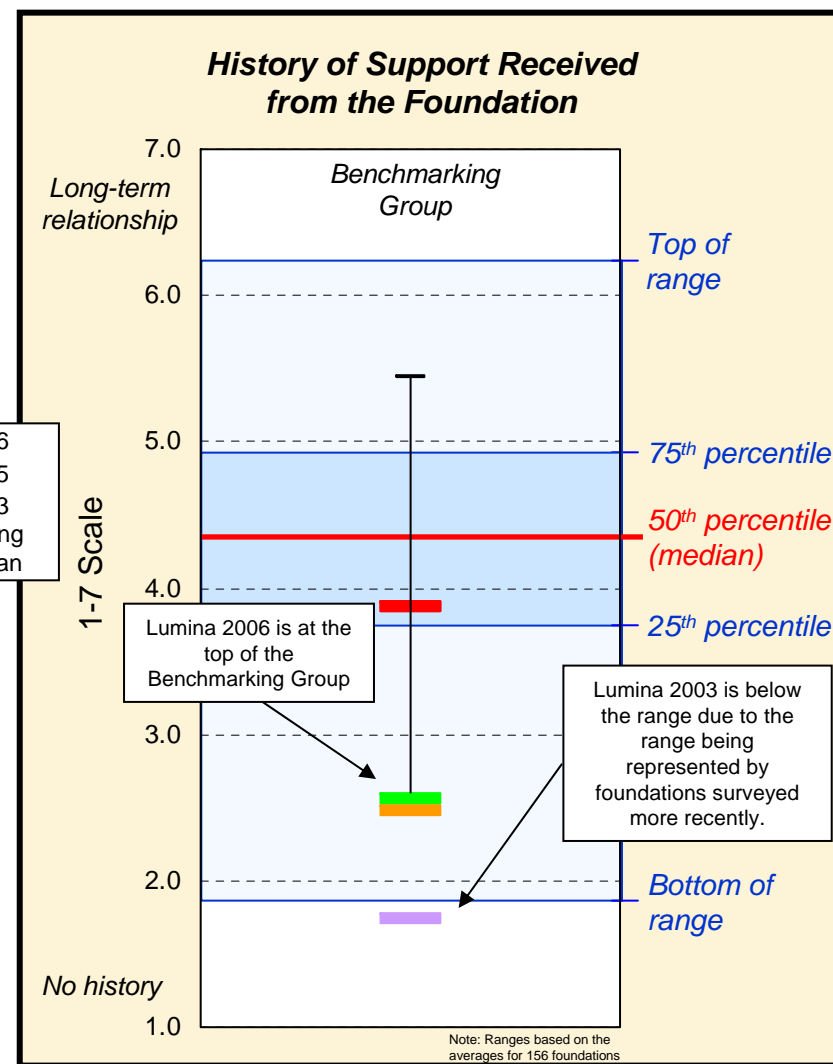
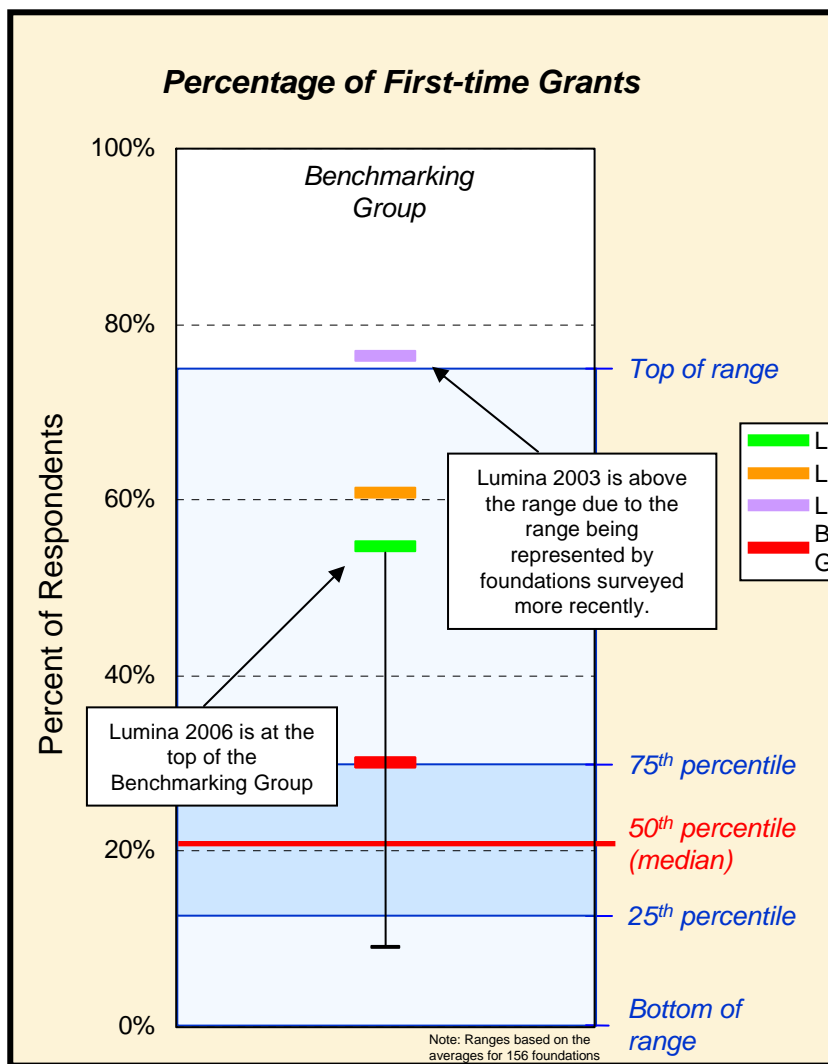
# Grant Length

Lumina awards a greater proportion of multi-year grants than the median foundation, but a proportion typical of foundations in the benchmarking group.



# History of Foundation Support

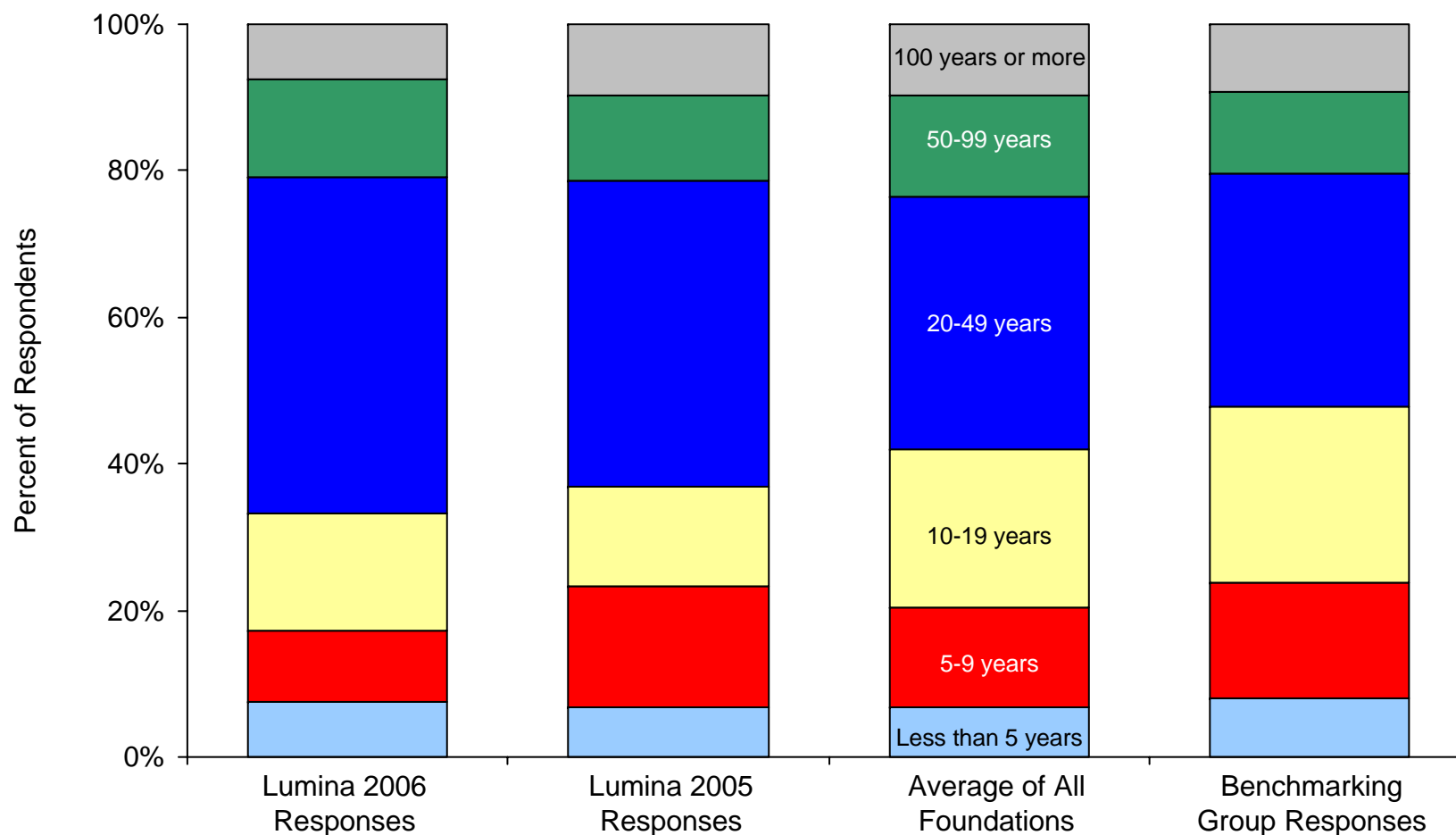
A larger proportion of Lumina grants are first-time grants than at the median foundation, and the Foundation's history of support is shorter than typical.



# Length of Establishment of Grantee Organizations

Lumina grantees are more established than grantees of the median foundation.

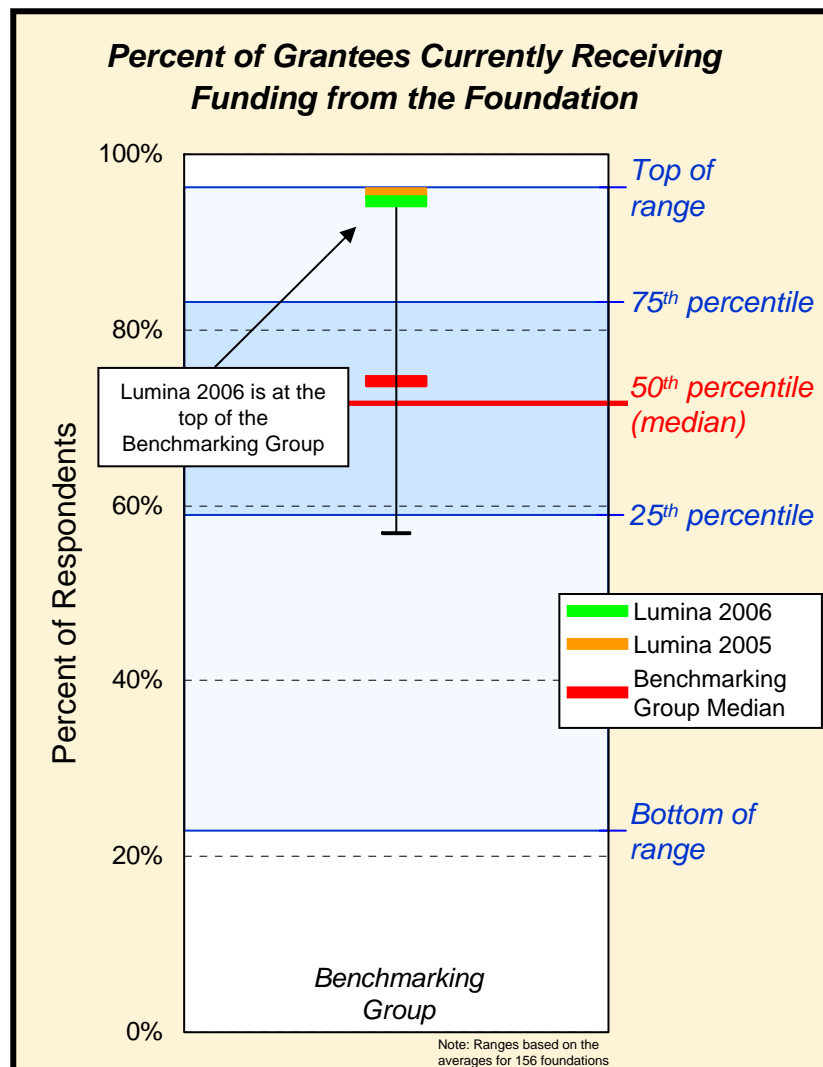
*Length of Establishment of Grantee Organizations*



	Lumina 2006 Responses	Lumina 2005 Responses	Average of All Foundations	Benchmarking Group Responses
<b>Average Length of Establishment</b>	40 years	40 years	37 years	37 years
<b>Median Length of Establishment</b>	32 years	26 years	23 years	20 years

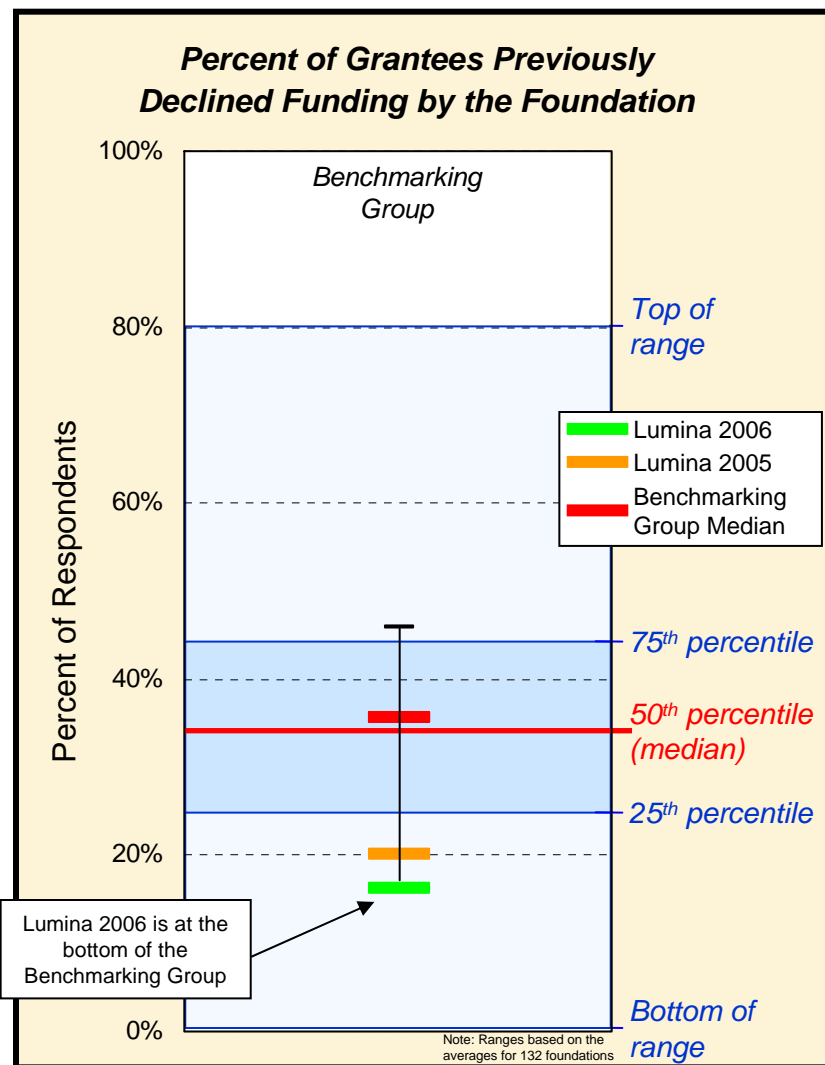
# Funding Status

Ninety-five percent of Lumina respondents were receiving funding from the Foundation at the time they completed the survey.



# Grantees Previously Declined Funding

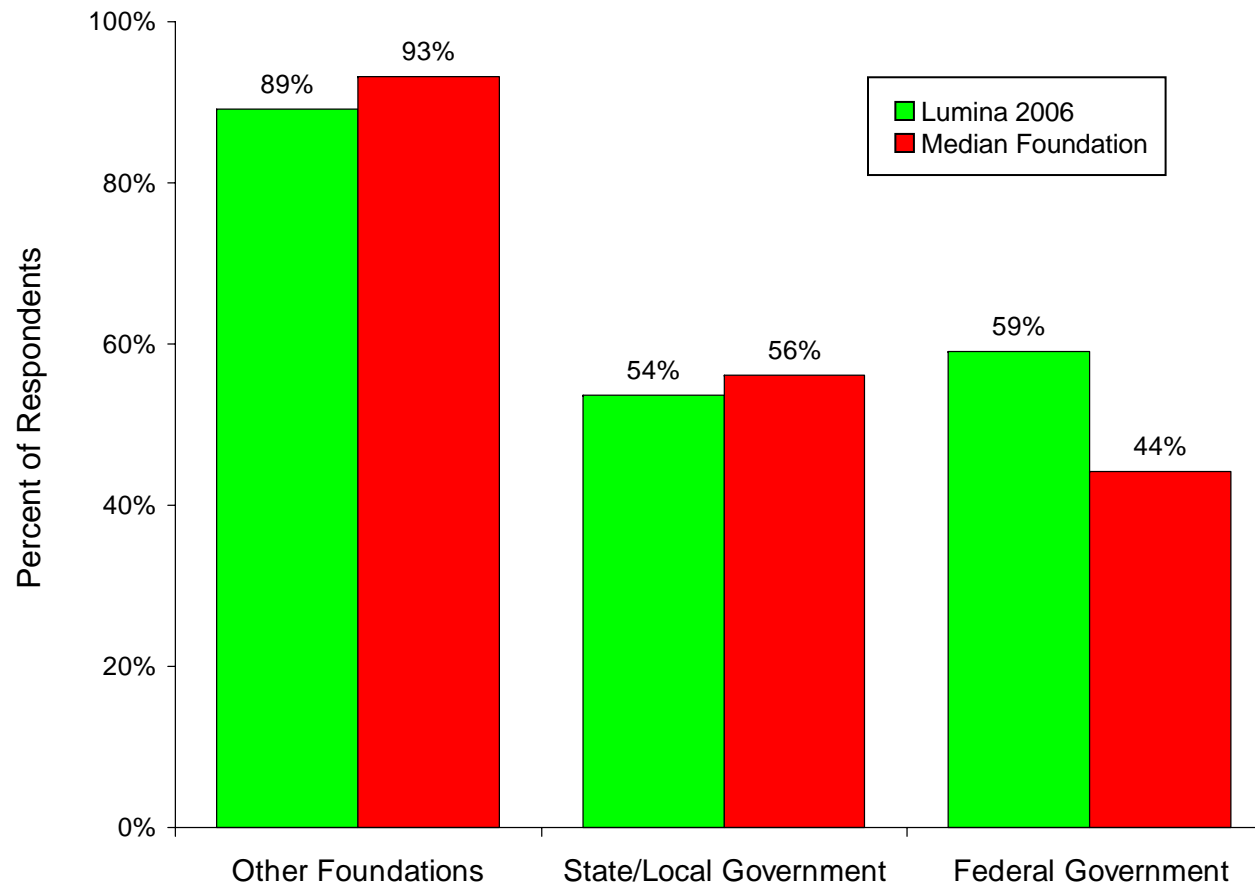
Sixteen percent of Lumina grantees report having previously been declined funding from the Foundation.



# Other Sources of Grants

A larger than typical proportion of Lumina grantees report receiving funding from federal government.

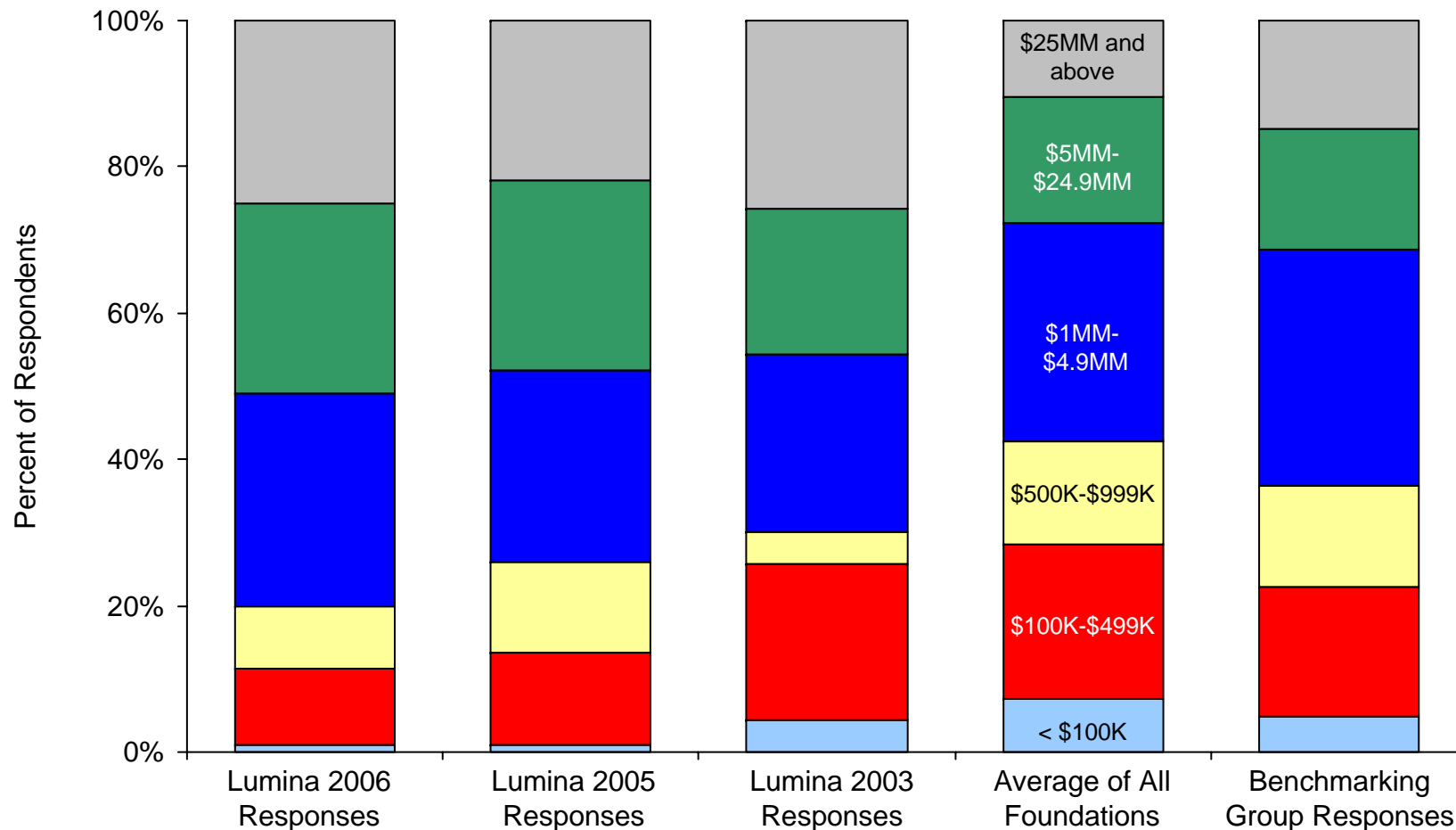
*Other Funding Sources Providing Grants*



# Grantee Operating Budget

Lumina grantees are larger (in terms of operating budget) than grantees of other foundations in our sample.

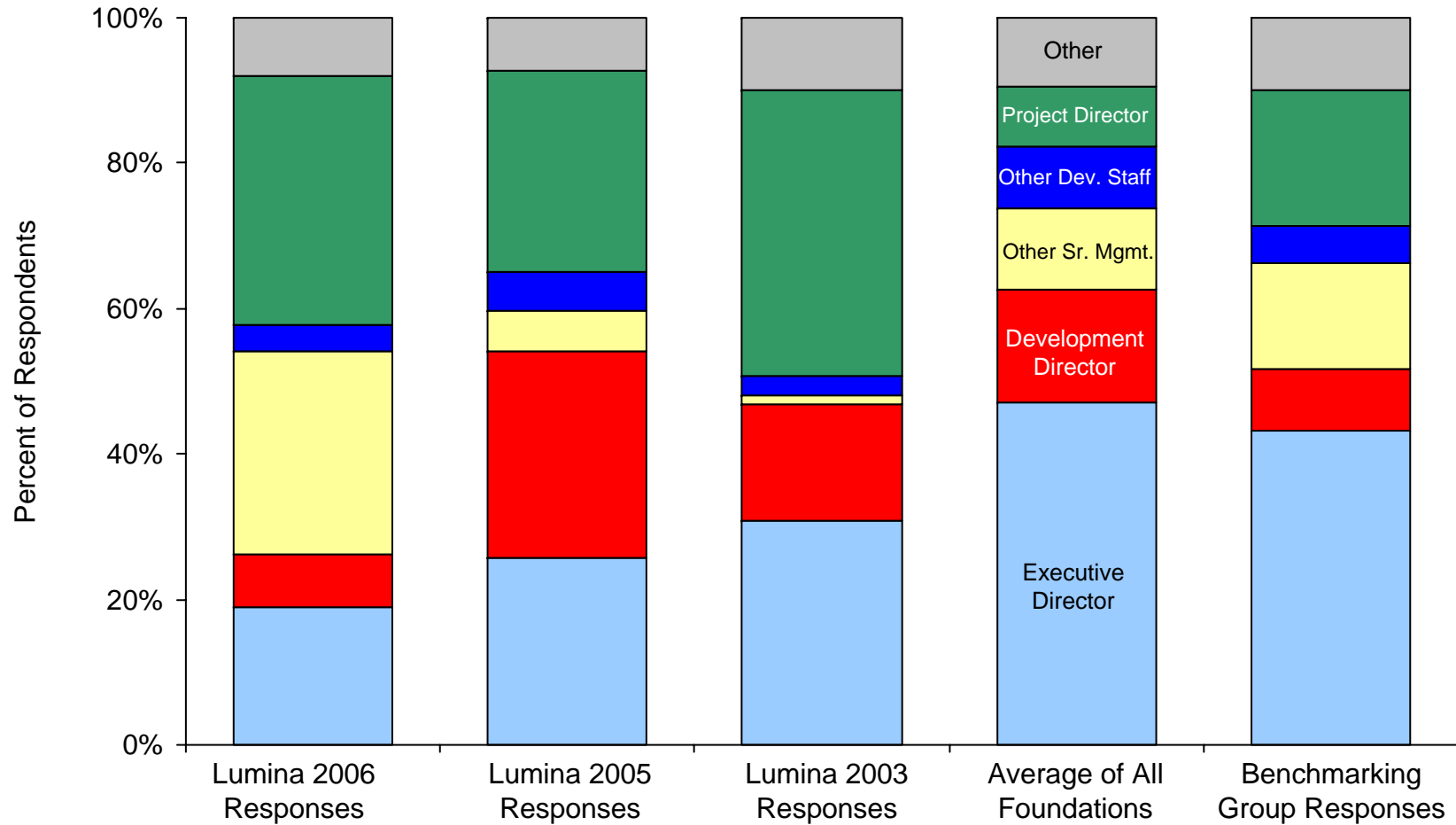
**Grantee Operating Budget**



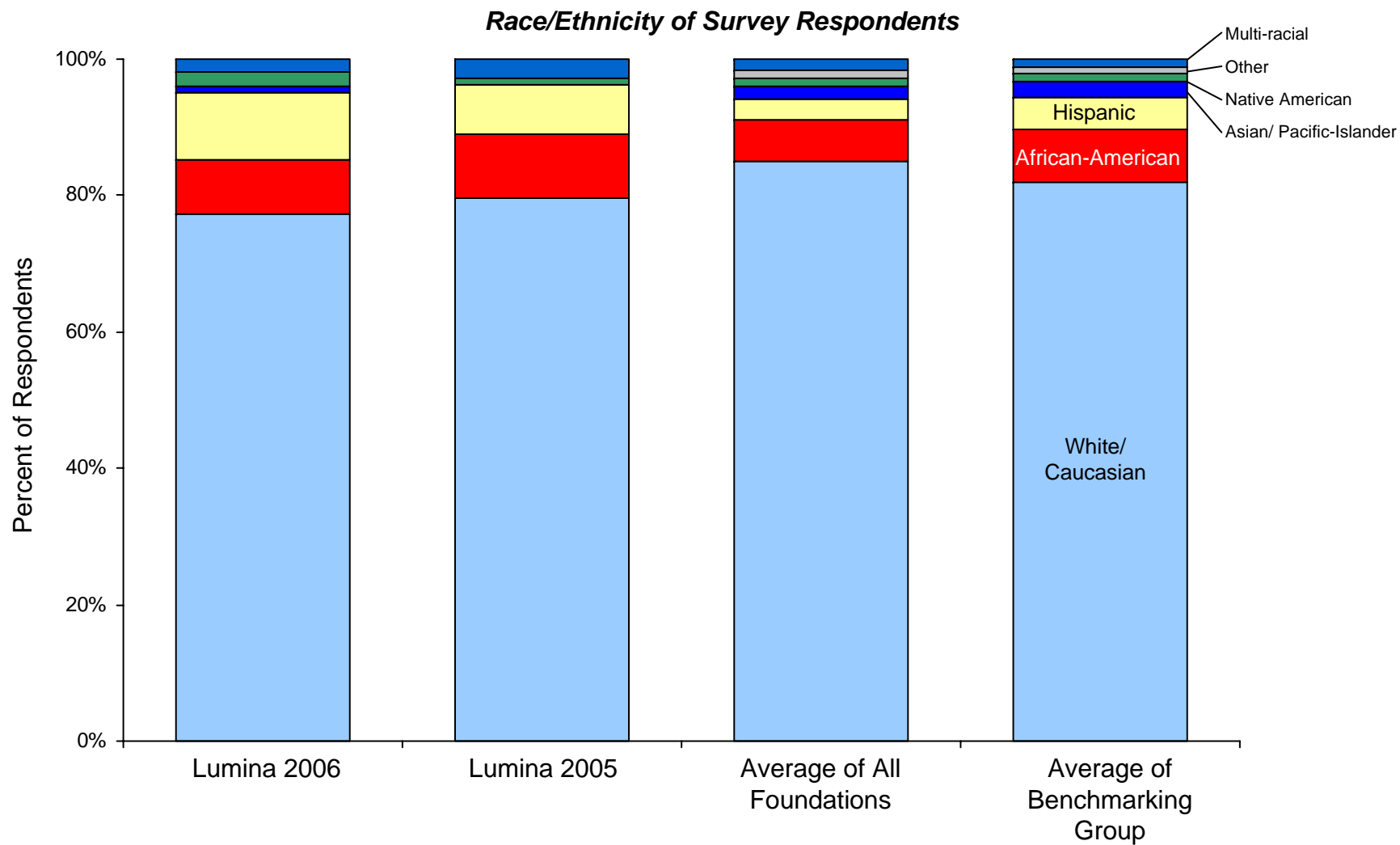
<b>Population Average</b>	\$63.4MM	\$146.8MM	\$101.1MM	\$49.5MM	\$47.4MM
<b>Population Median</b>	\$5.5MM	\$4.3MM	\$3.0MM	\$1.3MM	\$1.5MM

# Job Title of Respondents

Job Title of Survey Respondents



# Race/Ethnicity of Respondents



# Gender of Respondents

*Gender of Survey Respondents*



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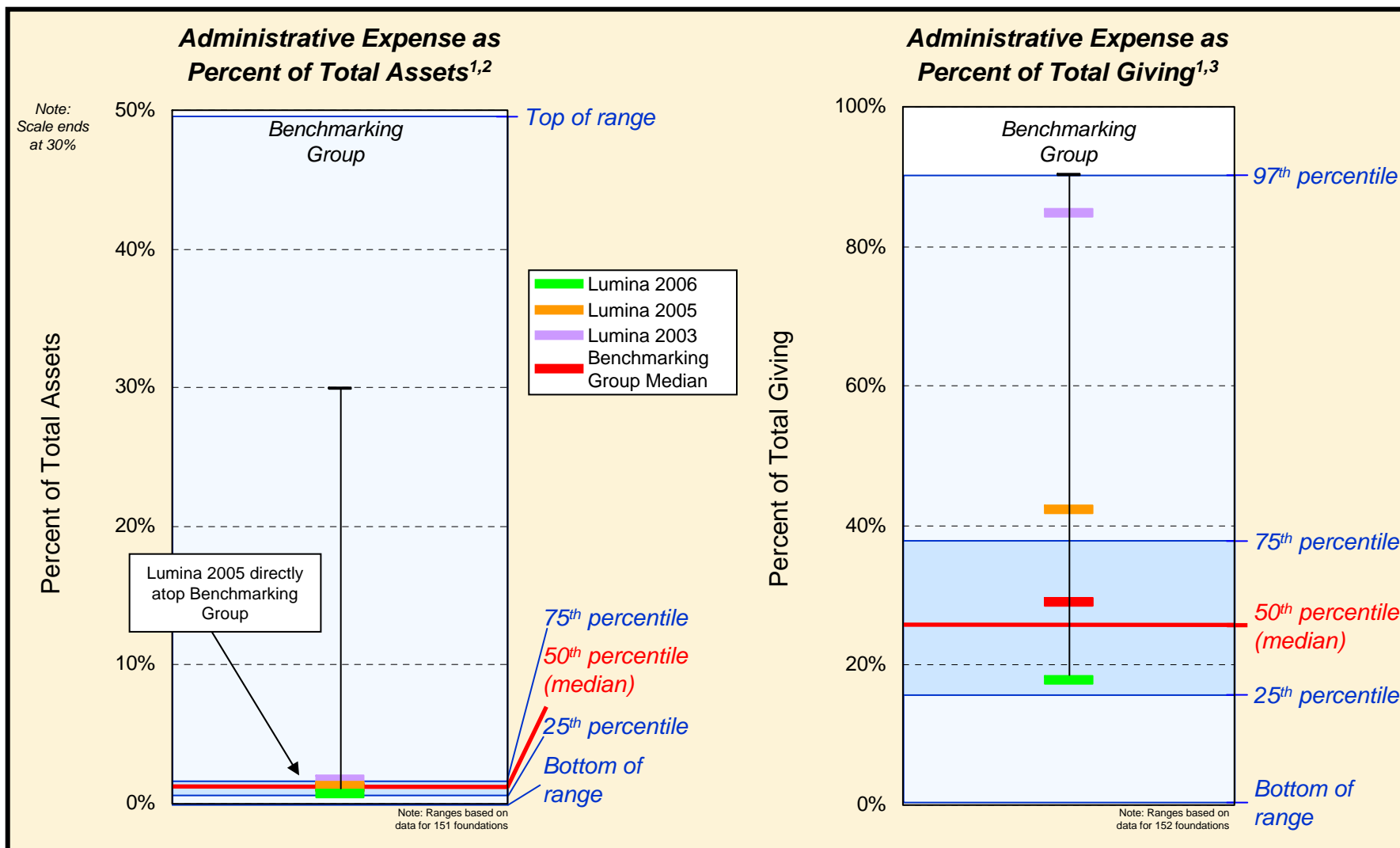
# Excerpt of Operational Benchmarking Report (OBR) Operational Benchmarking Report Excerpt



- ◆ The following section is an excerpt of CEP's Operational Benchmarking Report (OBR).
  - It contains charts based on data supplied by foundations that subscribe to the GPR and the OBR. This data is both from IRS tax filings as well as self-reported information.
- ◆ These pages are intended to provide context to the Foundation in thinking about its GPR results relative to its grantmaking and staffing.
  - Foundations of different sizes and focuses choose to structure their foundations 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.

# Total Administrative Expense

Lumina spends a below median amount on administrative expenses as a percentage of total assets and on administrative expenses as a percentage of total giving.

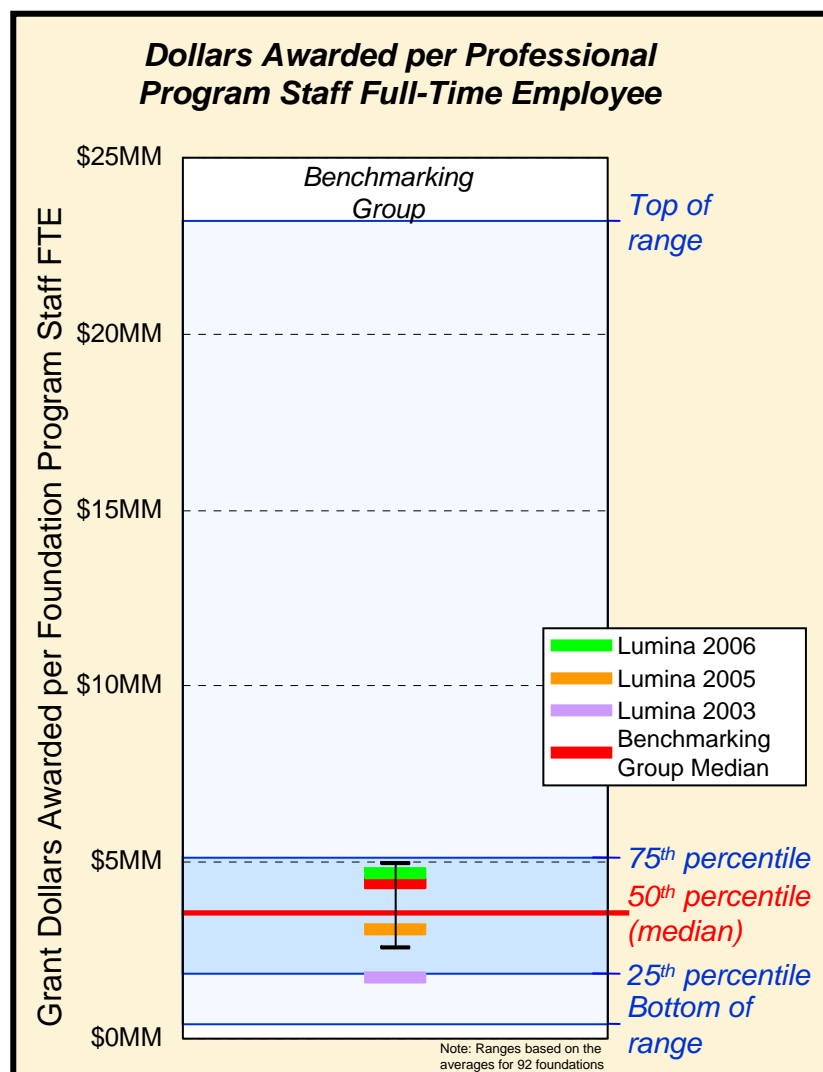


1: Total assets is in Box I on the 990-pf (line 21 on the 990), total administrative expense is line 24a (line 44a subtracting 22a on the 990), and total giving is line 25d (22a on the 990).

2: Five values of over 100% not shown.

# Staff to Giving Ratio

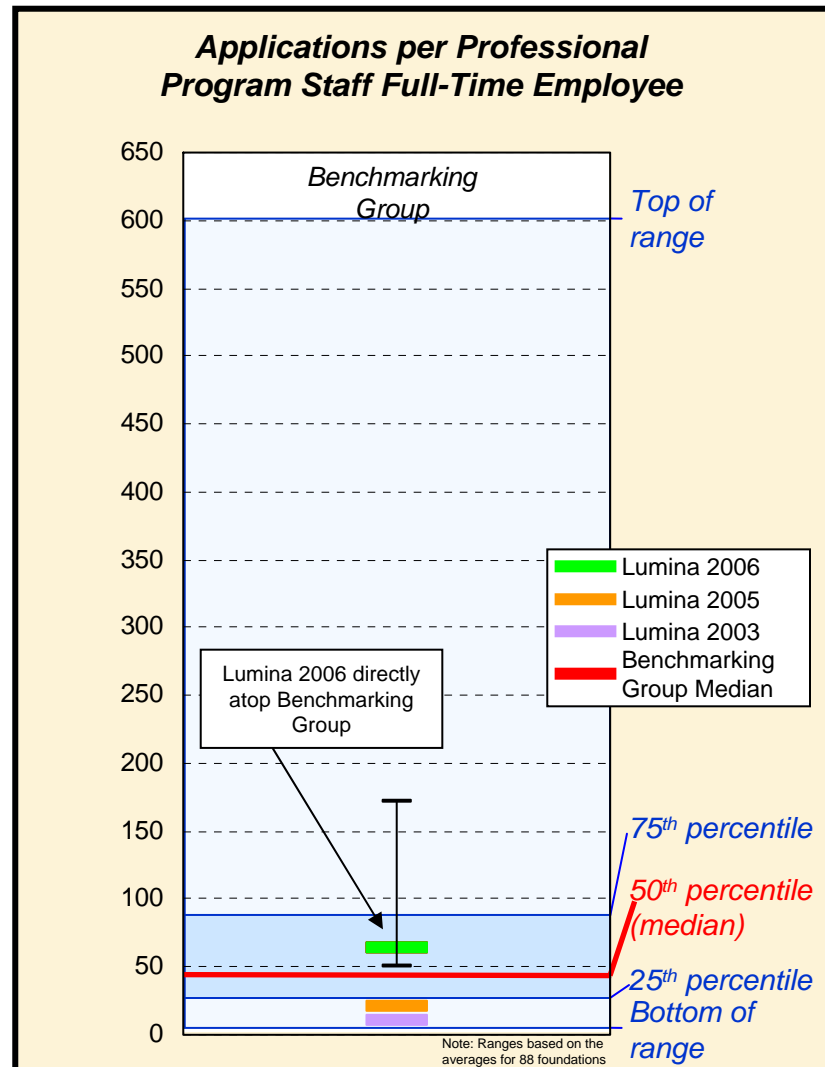
Lumina awards a greater than typical number of dollars per professional program staff full-time employee, but similar to the median foundation in the benchmarking group.



Source: Self-reported data provided by Lumina and other GPR and Operational Benchmarking Report (OBR) subscribers from 2003-2006 survey rounds.

# Program Staff Load (1)

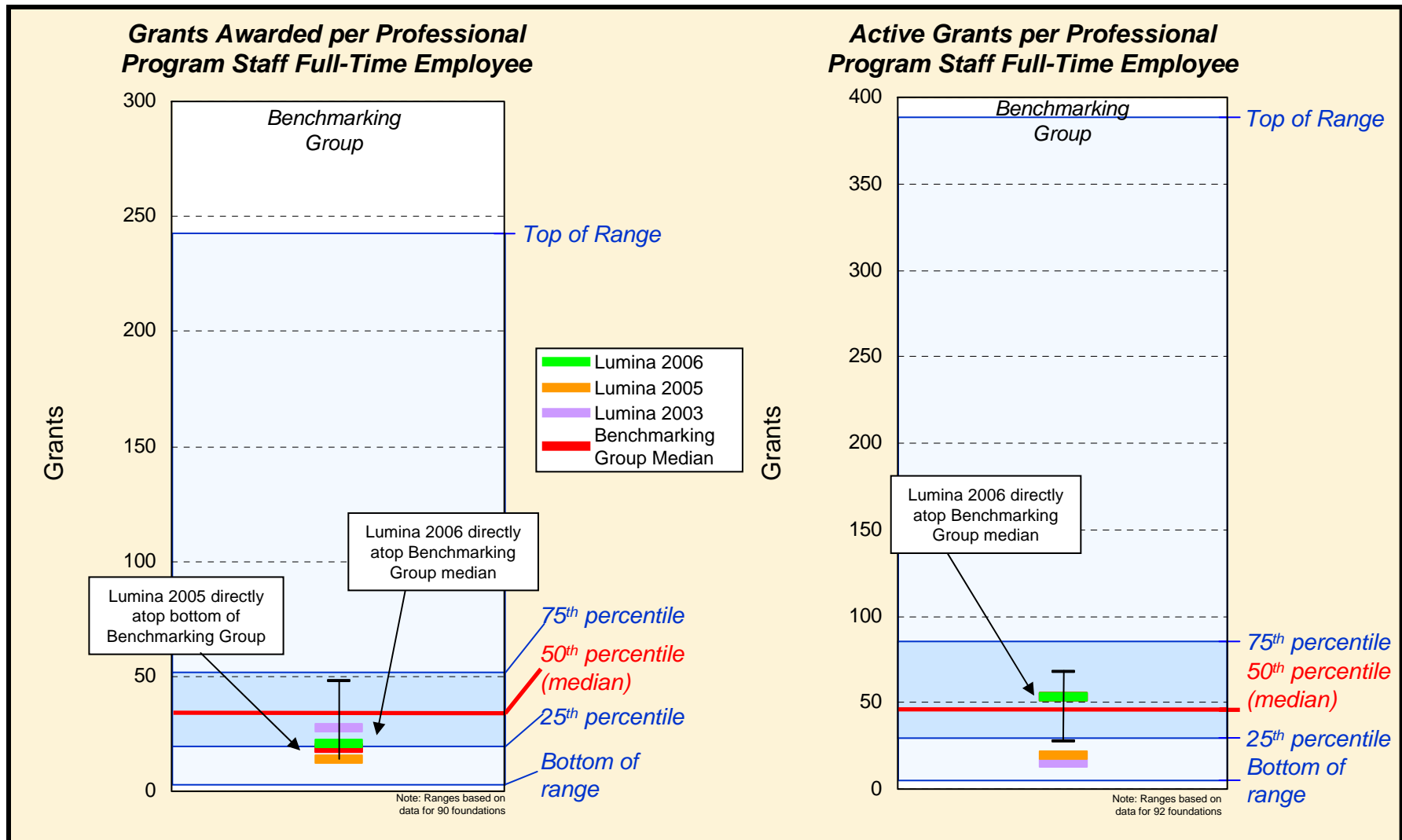
Lumina staff have a larger number of applications per program staff full-time employee, but a typical number compared to the median foundation in the benchmarking group.



Source: Self-reported data provided by Lumina and other GPR and Operational Benchmarking Report (OBR) subscribers from 2003-2006 survey rounds.

# Program Staff Load (2)

Lumina is below the median in the number of grants awarded per professional program staff full-time employee and at the median for active grants per professional program staff full-time employee.



Source: Self-reported data provided by Lumina and other GPR and Operational Benchmarking Report (OBR) subscribers from 2003-2006 survey rounds.

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# Foundations Included in Comparative Set (1)

The 156 foundations whose grantee ratings are included in the comparative set of this Grantee Perception Report are:

The Abell Foundation  
 Adolph Coors Foundation  
 The Ahmanson Foundation  
 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  
 The Assisi Foundation of Memphis★  
 The AVI CHAI Foundation★  
 Baptist Community Ministries  
 Barr Foundation★  
 Bill & Melinda Gates Foundation★  
 Blandin Foundation★  
 Blue Cross Blue Shield of Massachusetts Foundation★  
 Blue Shield of California Foundation★  
 The Boston Foundation★  
 Bradley Foundation  
 Bradley-Turner Foundation  
 The Broad Foundation★  
 The Brown Foundation★  
 Bush Foundation★

The California Wellness Foundation  
 The Cannon Foundation, Inc.  
 Carnegie Corporation of New York★  
 Carrie Estelle Doheny Foundation  
 The Case Foundation★  
 The Champlin Foundations  
 Charles and Helen Schwab Foundation★  
 Charles and Lynn Schusterman Family Foundation★  
 Charles Stewart Mott Foundation★  
 The Christensen Fund★  
 Claude Worthington Benedum Foundation★  
 The Clowes Fund★  
 The Collins Foundation  
 Community Foundation Silicon Valley★  
 Community Memorial Foundation★  
 Connecticut Health Foundation★  
 Daniels Fund  
 The David and Lucile Packard Foundation★  
 Dekko Foundation  
 Doris Duke Charitable Foundation★  
 The Duke Endowment★  
 E. Rhodes & Leona B. Carpenter Foundation  
 Eden Hall Foundation  
 The Educational Foundation of America  
 El Pomar Foundation  
 Endowment for Health★

# Foundations Included in Comparative Set (2)

- Evelyn and Walter Haas, Jr. Fund★
- The F.B. Heron Foundation★
- The Fan Fox and Leslie R. Samuels Foundation
- Fannie Mae Foundation★
- The Ford Family Foundation★
- France-Merrick Foundation
- The Frist Foundation
- The GAR Foundation★
- Gates Family Foundation
- The George Gund Foundation★
- Geraldine R. Dodge Foundation
- The Gill Foundation
- The Goizueta Foundation★
- Gordon and Betty Moore Foundation★
- The Grable Foundation★
- Grand Rapids Community Foundation★
- Gulf Coast Community Foundation of Venice★
- Hall Family Foundation
- The Health Foundation of Greater Cincinnati★
- The Heinz Endowments★
- Hess Foundation, Inc.
- HRJ Consulting (for an anonymous foundation)★
- The Hyams Foundation★
- J.A. & Kathryn Albertson Foundation
- The J. Willard and Alice S. Marriott Foundation
- The Jay and Rose Phillips Family Foundation
- Jessie Ball duPont Fund★
- Jessie Smith Noyes Foundation★
- The John A. Hartford Foundation, Inc.
- John D. and Catherine T. MacArthur Foundation★
- John P. McGovern Foundation
- The John R. Oishei Foundation★
- Kalamazoo Community Foundation★
- Kansas Health Foundation★
- Kronkosky Charitable Foundation★
- The Lenfest Foundation, Inc.
- Levi Strauss Foundation★
- Longwood Foundation
- The Louis Calder Foundation
- Lucile Packard Foundation for Children's Health★
- Lumina Foundation for Education★
- Maine Health Access Foundation★
- Mathile Family Foundation
- The McKnight Foundation★
- Michael Reese Health Trust★
- The Minneapolis Foundation★
- Missouri Foundation for Health★
- The Morris and Gwendolyn Cafritz Foundation
- The Mt. Sinai Health Care Foundation★
- The Nathan Cummings Foundation★
- The New Hampshire Charitable Foundation★
- The New York Community Trust★

## Foundations Included in Comparative Set (3)

- |   |  |
|---|--|
| Nina Mason Pulliam Charitable Trust ★                   | The Saint Paul Foundation ★                |
| The Nord Family Foundation ★                            | Santa Barbara Foundation ★                 |
| Omidyar Foundation ★                                    | SC Ministry Foundation ★                   |
| The Overbrook Foundation                                | Shelton Family Foundation                  |
| Partnership for Excellence in Jewish Education (PEJE) ★ | The Shubert Foundation                     |
| Paul G. Allen Foundations ★                             | The Skillman Foundation                    |
| Peninsula Community Foundation ★                        | Skoll Foundation ★                         |
| PetSmart Charities ★                                    | Stuart Foundation ★                        |
| The Philadelphia Foundation ★                           | Surdna Foundation ★                        |
| Polk Bros. Foundation ★                                 | T.L.L. Temple Foundation                   |
| Public Welfare Foundation                               | The Vermont Community Foundation ★         |
| Quantum Foundation                                      | Victoria Foundation                        |
| The Ralph M. Parsons Foundation                         | Virginia G. Piper Charitable Trust ★       |
| Rasmuson Foundation ★                                   | W.K. Kellogg Foundation ★                  |
| The Rhode Island Foundation ★                           | Waitt Family Foundation                    |
| Richard M. Fairbanks Foundation, Inc. ★                 | The Wallace Foundation ★                   |
| Robert R. McCormick Tribune Foundation                  | Wellington Management Charitable Fund ★    |
| Robert Wood Johnson Foundation ★                        | Wilburforce Foundation ★                   |
| Rockefeller Brothers Fund ★                             | The William and Flora Hewlett Foundation ★ |
| The Rockefeller Foundation ★                            | The William K. Warren Foundation           |
| Rollin M. Gerstacker Foundation                         | The William Randolph Hearst Foundations    |
| Rose Community Foundation ★                             | The William Stamps Farish Fund             |
| The Russell Family Foundation ★                         | William T. Kemper Foundation               |
| Ruth Mott Foundation ★                                  | Windgate Charitable Foundation, Inc.       |
| S & G Foundation, Inc.                                  | Winter Park Health Foundation ★            |
| S. H. Cowell Foundation ★                               | Woods Fund of Chicago ★                    |

# Foundations Previously Included in Comparative Set

In Spring of 2003, CEP surveyed the grantees of the following foundations. The average responses for these foundations are not included in the comparative set because CEP has opted to provide only more recently collected data – that which was collected over the last six survey rounds (three years) – in Grantee Perception Reports.

Alfred P. Sloan Foundation  
The Clark Foundation  
The Cleveland Foundation ★  
The Columbus Foundation ★  
Dyson Foundation ★  
F. M. Kirby Foundation, Inc.  
The George S. and Dolores Dore Eccles Foundation  
The Greater Cincinnati Foundation ★  
The Harry and Jeanette Weinberg Foundation, Inc.  
Horace W. Goldsmith Foundation  
Houston Endowment ★  
J. Bulow Campbell Foundation  
James Graham Brown Foundation, Inc.  
Kate B. Reynolds Charitable Trust  
Meyer Memorial Trust  
The Pew Charitable Trusts  
Pritzker Foundation  
Richard & Rhoda Goldman Fund ★  
Richard King Mellon Foundation  
The Sherman Fairchild Foundation, Inc.  
Wayne & Gladys Valley Foundation ★  
Weingart Foundation  
The William Penn Foundation ★  
Z. Smith Reynolds Foundation

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# About the Center for Effective Philanthropy (CEP)

## Mission

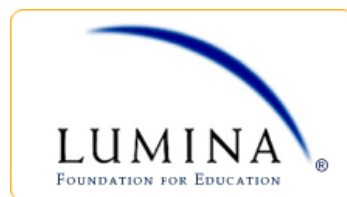
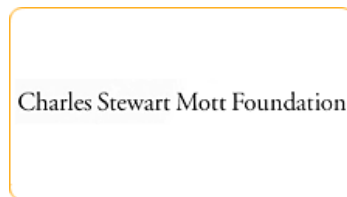
**To provide management and governance tools to define, assess, and improve overall foundation performance.**

## Vision

**A world in which pressing social needs are more effectively addressed. We believe improved performance of foundations can have a profoundly positive impact on non-profit organizations and the people and communities they serve.**

# 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:



## CEP Research

CEP's research and creation of comparative data sets leads to the development of assessment tools, publications serving the foundation field, and programming. CEP's research initiatives focus on several subjects, including:

- **Overall Performance Assessment**
- **Foundation Program Strategy**
- **Foundation Governance**
- **Foundation-Grantee Relationships**
- **Operational Benchmarking**

## CEP Assessment Tools

CEP provides foundation leaders with assessment tools – utilizing comparative data – that inform overall performance assessment:

- **Grantee Perception Report® (GPR):** an assessment tool that provides foundation CEOs, boards, and staff with comparative data on grantee perceptions of foundation 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):** a self-assessment tool for foundations that provides data on board structure and trustee perceptions of board effectiveness
- **Staff Perception Report (SPR):** explores foundation staff members' perceptions of foundation effectiveness and job satisfaction on a comparative basis
- **Operational Benchmarking Report (OBR):** provides comparative data, relative to a selected peer group of foundations, on aspects of foundation operations – including foundation staffing, program officer workload, grant processing times, and administrative costs

## Contact Information

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