

ATTITUDES AND  
PRACTICES  
CONCERNING  
EFFECTIVE  
PHILANTHROPY  
*SURVEY REPORT*

Francie Ostrower



THE URBAN INSTITUTE

CENTER ON NONPROFITS AND PHILANTHROPY

ATTITUDES AND  
PRACTICES  
CONCERNING  
EFFECTIVE  
PHILANTHROPY  
*SURVEY REPORT*

Francie Ostrower

*Funded by*

The David and Lucile Packard Foundation

*in partnership with*

Grantmakers for Effective Organizations



**THE URBAN INSTITUTE**

CENTER ON NONPROFITS AND PHILANTHROPY

---

Copyright © September 2004. The Urban Institute. All rights reserved. Except for short quotes, no part of this paper may be reproduced in any form or used in any form by any means, electronic or mechanical, including photocopying, recording or by information storage or retrieval system, without written permission of the Urban Institute.

The nonpartisan Urban Institute publishes studies, reports, and books on timely topics worthy of public consideration. The views expressed are those of the authors and should not be attributed to the Urban Institute, its trustees, and its funders.

---

# Contents

Foreword .....	v
Acknowledgments .....	vii
Introduction .....	1
<b>1</b> Attitudes and Practices among Different Types of Foundations .....	5
<b>2</b> Attitudes and Practices among Foundations of Different Sizes .....	17
<b>3</b> Attitudes and Practices among Foundations in Different Regions of the Country .....	27
<b>4</b> Attitudes and Practices among Local, National, and International Funders .....	33
<b>5</b> Attitudes and Practices among Foundations with Different Effectiveness Frameworks .....	41
Conclusion: Implications and Observations .....	53

---

Appendix A: Tables .....	57
1 Foundations' Attitudes and Practices by Foundation Type .....	58
1A Foundations' Attitudes and Practices by Family and Nonfamily Foundations (Independent Foundations Only) .....	74
2 Foundations' Attitudes and Practices by Size (Assets) .....	83
3 Foundations' Attitudes and Practices by Census Region .....	98
4 Foundations' Attitudes and Practices by Geographical Area Served .....	113
5 Foundations' Attitudes and Practices by Cluster Membership .....	136
5A Cluster Membership Profiles .....	151
Appendix B: Survey Instrument .....	153

---

# Foreword

**N**ever before has such a comprehensive exploration of foundations' attitudes and practices about their own effectiveness been undertaken. This ambitious project was intentionally broad in scope, given that it is the first effort of its kind. The intent was to understand how foundations currently think about and act on improving their effectiveness rather than to prescribe a formula for effective philanthropy.

From the outset, the study was a collaborative effort. The Urban Institute's Center on Nonprofits and Philanthropy, which designed and carried out the research, benefited greatly from the ongoing advice and assistance of Grantmakers for Effective Organizations (GEO). The study's research questions were determined with input from a broad range of foundation staff and trustees through GEO's research task group and individual interviews conducted by the Urban Institute. As financial sponsor, the David and Lucile Packard Foundation has been a close observer and advisor on the project as well.

The analysis of survey data introduces new insights and confirms some things we already believed. The findings reveal that

- The way in which community foundations think about effectiveness is fundamentally different from independent and corporate foundations; and those conceptual differences have strong implications for the ways they approach their work.
- Foundation size is a strong determinant for the level of influence invested in the staff, the likelihood that the organization solicits external feedback from grantees and the community, and the number of communications activities engaged in by the organization
- While foundations located in different regions of the country exhibit some variations in their attitudes and practices, these are fewer and smaller than those found among foundations of different size and type.

It will take some time to fully digest the study's implications, and interpretations will vary depending on the perspective of the reader. For instance, evaluators will come to appreciate the prevalence and intent of evaluation among organizations similar to their own, as well as the intended audiences for evaluation results. Foundation executives and trustees will discover new frameworks for understanding their own approaches to performance improvement. Nonprofit

---

leaders and others who regularly interact with foundations will gain a better understanding of the complexity and diversity of foundation views and activities related to effectiveness.

The report frames a conversation about philanthropy's own performance—how foundations view and act on a commitment to accountability and to achieving results—taking into account the heterogeneity of the field. However, the study reveals some common weaknesses that we can begin to address collectively. For example, findings suggest that foundations can and should pay more attention to communicating with and soliciting feedback from grantees, the media and policymakers; that, by and large, we should expand the circle of those who shape our strategies and grantmaking priorities.

Hopefully, these findings will raise foundations' consciousness about the areas of performance that we value but have paid too little attention to in the past. The findings may spark a discussion about the gap between what foundation leaders believe and what we do. With an increased understanding of our individual and collective performance, we will be better positioned to make improvements.

The survey instrument itself can provide foundation leaders with a quick check to help us ensure that our attitudes about effectiveness are aligned with our practices. As you will see, many foundations do not follow practices that they themselves consider important to their effectiveness. This gap is something that we each can and should work to close.

Funders might consider the following questions when reviewing their own survey responses: Do we engage in the basic practices that we ask our grantees to adopt, such as providing opportunities for staff development and conducting regular reviews of staff performance? Are we making the best use of the information we require from grantees and are there areas where we can streamline reporting requirements? How do we communicate our philosophy about our own performance to grantees and other constituents?

In these efforts and others, we look forward to continuing to benefit from the leadership, research and technical assistance of the Urban Institute's Center on Nonprofits and Philanthropy, and Grantmakers for Effective Organizations. Thank you to all who participated in the survey and to those who endeavor each day to make the best use of philanthropic resources.

Carol Larson  
President and CEO  
David and Lucile Packard Foundation

---

# Acknowledgments

**F**unding for this project was provided by The David and Lucile Packard Foundation and is gratefully acknowledged. Members of the Grantmakers for Effective Organizations Research Task Group served as an advisory committee for the study and their input is gratefully acknowledged. Many thanks to the foundations that participated in the survey and made the study possible. For their assistance, the author also thanks Carol Larson of The David and Lucile Packard Foundation; Barbara Kibbe, Kathleen Enright, Edward Pauly, and Ricardo Millett of Grantmakers for Effective Organizations; and the following current and former members of the Urban Institute: Elizabeth Boris, Chris Hayes, Catherine Herrold, Jeff Krehely, Erica Lagerson, Timothy Triplett, and Janine Zweig.





---

# Introduction

In 2003, The Urban Institute conducted a survey of 1,192 staffed grantmaking foundations in order to construct a wide-ranging and rigorous portrait of attitudes and practices concerning effective philanthropy in the foundation field today. The study was funded by The David and Lucile Packard Foundation in partnership with Grantmakers for Effective Organizations (GEO). Members of the GEO Research Task Group served as an advisory committee for the study. This report presents the results of that survey.<sup>1</sup>

Coming at a time of growing attention to foundation performance and accountability by government, the media, the public, researchers, and funders themselves, the information in this report could not be timelier. If efforts to strengthen philanthropy are to be effective, they must be informed by reliable data on the current state of the field. This volume provides a wide array of such data. The survey results have a great deal to tell us about how foundations today see themselves, how they function, and whether they are fully functioning in ways that they feel they should be. Certain patterns that we uncovered (e.g., in the areas of communication and responsiveness) warrant very careful thought by those seeking to enhance foundation performance, and should assist funders to better appreciate and respond to public demands for greater accountability.

One way this study's findings can help strengthen foundation performance is to show the importance of avoiding broad-brush characterizations of the foundation field. While commonalities *do* exist, foundation practices and beliefs in fact often differ dramatically, notably among foundations of different sizes and types. Indeed, these differences are frequent and substantial enough that it would be misleading to present aggregate findings for the foundation field as a whole. This report, therefore, details findings separately for different categories of foundations according to their size, type, region, and geographical area served. Moreover, this report offers a typology of effectiveness frameworks that we developed, frameworks that cut across demographic characteristics and have profound influences for the individual practices

---

1. A summary overview and examples of findings presented in this report may be found in *Attitudes and Practices Concerning Effective Philanthropy: Executive Summary*. Washington, D.C.: The Urban Institute. April 2004. <http://www.urban.org/url.cfm?ID=310986>.

---

foundations choose to undertake. In short, discussions and debates about effectiveness must recognize variations in the field and target comments and proposals accordingly. In sum, this report is intended to serve the following major purposes:

- Advance the field’s discussion of effectiveness by clarifying the concept of “effectiveness,” offering a typology of effectiveness frameworks, and recognizing that effectiveness has multiple components and usages;
- Provide foundation staff and leaders with a detailed overview of how their peers strive for more effective grantmaking, including practices that may be useful in their own efforts;
- Present findings indicating that substantial numbers of foundations are not engaging in practices that, *according to their own standards*, are important to effectiveness;
- Convey findings highlighting the need for foundations and those seeking to strengthen them to carefully consider their current levels of awareness and responsiveness to external parties (e.g., the media, grantees, the general public);
- Point out the need for foundations to think about the purposes for which they collect information and how they can utilize information they do collect and connect it to their mission and goals;
- Underscore the need to incorporate the role and significance of donors into discussions of effectiveness;
- Provide benchmark data that can be used to track changes in foundation practices over time in order to assess the impact of efforts to strengthen philanthropy; and
- Allow those seeking to foster more effective philanthropy to identify and target their efforts on areas of greatest need.

Given these goals, our purpose is to get the most information out to the field as possible. The degree of response to the survey, expressions of interest in our results, and growing levels of attention to effectiveness issues in the field testify to a widespread desire for information relevant to improving effectiveness. Accordingly, this is a highly data-intensive report. Detailed tables enable readers to focus on results for categories of foundations that may be particularly relevant to them. After presenting a voluminous amount of data and a typology of effectiveness frameworks developed to help us understand these data, the report offers a set of more general initial observations. Mining and analyzing these voluminous data to more fully develop the extensive analytic and practical implications of the material, however, goes well beyond the scope of this report. Our major purpose is to get badly needed information out to the field, information that until now was unavailable. A major task for future analysis is to conduct multivariate analyses to disentangle the impact of multiple foundation characteristics and look for potential interactions among them. There remains much to be done with and learned from these data.

---

## About the Study

We sent the survey to all the staffed grantmaking foundations in the United States that we could identify.<sup>2</sup> The 1,192 respondents represent a wide array of foundations. Of these, 853 (72 percent) are independent foundations, 238 (20 percent) are community foundations, 92 (8 percent) are corporate foundations, and 8 (less than 1 percent) are public foundations other than community foundations.<sup>3</sup> Sixty percent of the independent foundations are family foundations, in which two or more trustees are donors/and or family members of the donor.<sup>4</sup> With respect to size, 444 (37 percent) have \$10 million or less in assets, 426 (36 percent) have between \$10 and \$50 million, 132 (11 percent) have between \$50 and \$100 million, 129 (11 percent) have \$100 to \$400 million, and 59 (5 percent) have more than \$400 million in assets.<sup>5</sup> The geographical distribution of foundations is fairly equal: Approximately 27 percent of the foundations are located in the Midwest, 26 percent are in the South, 25 percent of the foundations are in the Northeast, and 22 percent are in the West.

The response rate to the survey was 35 percent, but response rates varied notably by foundation size. Response rates were 25 percent for foundations with less than \$10 million in assets; 41 percent for foundations in the \$10 to \$50 million range; 48 percent for those in the \$50 to \$100 million range; 51 percent for those in the \$100 to \$400 million range; and 58 percent for those whose assets were in excess of \$400 million. Thus, although the number of the small foundations exceeds the number of very large ones in the study, the response rate was notably lower for the smallest foundations, and thus particular care should be exercised when considering findings for that group.

The focus of this study was ambitious—to survey all foundations that we could identify with at least one staff member. Most foundations in this country, however, do not have any staff and thus the results of this survey cannot be generalized to them. As in all studies, we had to make a trade-off between breadth and depth. Given our wide-ranging purpose and the fact that this was the first survey to attempt to document the state of the field, we opted for breadth. Thus, we included the widest range of practices that have been hypothesized to bear on foundation effectiveness, oftentimes by those with very different perspectives on the matter. The trade-off for this breadth, of course, is that we simply were unable to go into greater depth on individual topics. Likewise, because we included such a variety of foundations in our sample, we had to focus on those questions that would be relevant to the widest range of foundations, and had to forgo many more detailed and specialized questions that would be applicable only to a particular subset. Such specialized studies could eventually prove a quite useful way to build on the present study and to pursue in greater depth some of the variations we found among particular foundation subsets.

---

2. We identified staffed grantmaking foundations from a list obtained from the Foundation Center. In the course of our research, we learned of additional foundations eligible for the study, which we then added to our list. Likewise, as we learned of foundations that were ineligible (because they were operating foundations, had no staff, or had closed down), we deleted them from our list.

3. Data on type are missing for one foundation. Size percentages here sum to slightly more than 100 percent due to rounding error.

4. The status of 18 foundations could not be determined due to missing data.

5. Data on assets are missing for two foundations.

---

The specific attitudes and practices covered in the survey fall under the following general topics:

- Ideas about foundation effectiveness;
- Approaches to grantmaking;
- Grant application and review processes;
- Monitoring and evaluation;
- Investments (program-related investing and social investing);
- Collaboration and professional involvement;
- Communications;
- Staff training and development; and
- Self-assessments of effectiveness.

Keep in mind that these data come from foundation self-reports. As in all such surveys—even those that assure confidentiality, as ours did—respondents may be more inclined to choose answers they perceive as more positive or favorable to their institutions. In the case of this survey, therefore, the percentage of foundations that reported they engaged in particular practices may be biased upwards, and this may be particularly true in the case of practices (e.g., conducting formal evaluation) that are subject to a wider variety of interpretations. There is no reason to believe, however, that any particular subgroup was more or less likely to exhibit this tendency.

# Attitudes and Practices among Different Types of Foundations

Numerous and striking contrasts in attitudes and practices concerning effectiveness exist among community, corporate, and independent foundations.<sup>6</sup> Most often, those differences occur between community foundations and foundations in the other two categories. Indeed, the findings indicate that, in key respects, community foundations and private foundations (corporate and independent) have fundamentally different concepts of what constitutes effectiveness.

This chapter reports on those contrasts and others found among community, corporate, and independent funders, while also taking note of similarities. It looks as well within the world of independent foundations to compare family foundations (those in which two or more voting members are the donor or relatives of the donor by blood, adoption, or marriage) and other independent foundations (Table 1A).

## I. Ideas about Foundation Effectiveness (Table 1, pp. 58–59)

- Independent and corporate foundations are far more likely to rate establishing focused and limited grantmaking areas as very important to achieving effectiveness for foundations such as theirs. Fully 73 percent of independent foundations and 91 percent of corporate grantmakers, but only 28 percent of community foundations, hold this view.
- By contrast, the majority of community foundations (63 percent) say that maintaining a broad grants program is very important to effectiveness—but fewer than 12 percent of corporate or independent foundations share that view.
- Community foundations are more likely than corporate or independent foundations to say it is very important to actively seek out social needs to address, respond to social needs identified by grant applicants, publicize the foundation and its work, solicit advice from those outside the foundation, join grantmakers associations, and collaborate with external groups.

---

6. Eight foundations in the study were public foundations other than community foundations. Since too few cases are available to permit separate treatment, those foundations are excluded from the analyses in this chapter.

- 
- For instance, 84 percent of community foundations say it is very important to publicize the foundation and its work, as compared with 33 percent of corporate and 14 percent of independent foundations. Among independent foundations only, a higher percentage of nonfamily foundations (19 percent) than family foundations (11 percent) expressed this view (Table 1A, p. 74).
  - Independent and corporate foundations are more likely than community foundations to believe that keeping staff size to a minimum is important to achieving effectiveness. Half of independent foundations and 42 percent of corporate foundations hold this view, as compared with 31 percent of community foundations.
  - Higher percentages of community foundations rated more items as very important than did corporate and independent foundations. Thus, four items were rated as very important by more than 80 percent of all community foundations: adherence to the founding donor's wishes, an involved board, a strong organizational infrastructure, and publicizing the foundation and its work. In contrast, only one item (establishing focused and limited grant-making areas) was rated as very important by as many corporate foundations and none were rated very important by that high a percentage of independent foundations. Apparently, a greater heterogeneity in viewpoints exists among independent foundations.
  - Board involvement and a strong organizational infrastructure were rated as very important to achieving effectiveness by a majority of all types of foundations. However, a far higher percentage of community foundations rated each as very important: An involved board was rated as very important by more than 89 percent of community foundations, as compared with 65 and 68 percent of corporate and independent foundations, respectively. A strong organizational infrastructure was rated as very important by 87 percent of community foundations, and by 58 and 51 percent of corporate and independent foundations, respectively.
  - In engaging in activities beyond grantmaking to increase impact, corporate and community foundations resemble one another but differ from independent foundations. Thus, 69 and 62 percent of community and corporate foundations, respectively, believe this is very important, as compared with 37 percent of independent foundations.
  - Corporate foundations are considerably more likely than either community or independent foundations to rate active involvement in grant implementation as very important. Fully 28 percent of corporate foundations expressed this view, as compared with fewer than 15 percent of independent or community foundations.
  - Community foundations and independent foundations are more likely than corporate foundations to rate influencing public policy as very important. This view was held by 23 percent of independent foundations and 20 percent of community foundations, but only 7 percent of corporate foundations.
  - A distinctive factor—maintaining family unity—comes into play for family foundations. Among these foundations, 62 percent rated family unity as very important to achieving effectiveness (Table 1A, p. 75).

---

## II. Approaches to Grantmaking (Table 1, pp. 60–62)

### Influences on Formulation of Grantmaking Program Priorities

- Community input was rated as a very important influence for a considerably higher percentage of community foundations (51 percent) than corporate (27 percent) or independent foundations (13 percent).
- Most foundations of all types said their boards were very influential in setting their grant-making program priorities. Proportions ranged from 71 percent (corporate foundations) to 76 percent (community foundations).
- Donors had a greater reported influence on the formulation of program priorities in independent and corporate foundations than in community foundations. More than 70 percent of independent foundations rated current and founding donors as very influential. Likewise, 70 percent of corporate foundations said the current donor is very influential, and 63 percent reported that opinion about the founding donor. In contrast, 49 percent of community foundations rated the founding donor as very influential, and 47 percent said the same about current donors.
- Within independent foundations, the current donor was very influential for a higher proportion of family foundations (76 percent) than other independent foundations (53 percent). However, the *founding* donor was very influential in formulating priorities among comparably high proportions (more than 72 percent) of foundations in both groups.
- Community and corporate foundations were more likely than independent foundations to report that staff members were very influential in formulating priorities. In fact, 55 and 63 percent of community and corporate foundations, respectively, reported this fact, as compared with 38 percent of independent foundations.
- Among independent foundations only, a lower percentage of family foundations than other independent foundations (33 vs. 46 percent) rated staff as very important.

### Grantmaking Goals

- A higher percentage of corporate and independent foundations (57 and 54 percent, respectively) rated strengthening a particular field of activity as a very important goal as compared with community foundations (40 percent). This goal was rated as very important by the highest percentage of independent foundations.
- Most community foundations (89 percent) rated strengthening their local community or region as a very important goal. No single goal commanded such importance among a comparable percentage of corporate or independent foundations. While the percentage of corporate foundations reporting that strengthening the local community is very important was considerably lower (65 percent), it was also the goal they most frequently chose as very important. Independent foundations were less likely (43 percent) than either community or corporate foundations to report community strengthening as a very important goal.



- 
- Strengthening social change was among the goals least frequently rated as very important by any type of foundation, but it was very important for a higher share of community foundations (30 percent) than corporate (26 percent) or independent foundations (28 percent).

### **Types of Support Provided in the Two Years Prior to the Survey**

- Compared with community foundations (16 percent), higher shares of corporate and independent foundations (37 and 39 percent, respectively) had made grants for general operations. Among independent foundations only, a considerably higher proportion of family foundations (46 percent) than nonfamily foundations (27 percent) had made such grants.
- By contrast, community foundations said they had often made grants for organizational and management development more frequently (24 percent) than corporate (4 percent) or independent foundations (14 percent).
- Independent foundations were more likely to fund advocacy. Only a small share (12 percent) did so often, but it was considerably higher than the 5 percent of community foundations or 3 percent of corporate foundations that funded advocacy. Combining those that sometimes or often funded advocacy, the percentage still remains highest for independent foundations (38 percent), but the gap is narrowed with respect to community foundations (33 percent of which had done so). This type of funding remained least common among corporate foundations, 21 percent of which sometimes or often did it during the past two years. Among independent foundations only, a higher proportion of family foundations than nonfamily foundations sometimes or often funded advocacy (42 vs. 31 percent).
- Corporate foundations were the most likely to have often made grants to support foundation-designed initiatives (34 percent, as compared with 19 and 20 percent for community and independent foundations, respectively). However, if we consider which foundations said they sometimes or often supported such initiatives, the shares for community (65 percent) and corporate foundations (62 percent) are similar, but the proportion for private foundations remains notably lower (47 percent).
- Fewer than one-third of any type of foundation often funded unsolicited proposals. Indeed, between 42 and 47 percent of all types of foundations had never or rarely funded an unsolicited proposal during the past two years.
- Fewer than 13 percent of any type of foundation often funded research, and virtually no community foundations did so. Indeed, a considerable majority of community (82 percent), corporate (70 percent), and independent foundations (64 percent) had never or rarely done so during the past two years.

### **Grant Length**

Corporate and independent foundations were notably more likely than community foundations to have ever made grants of three years or longer during the two years prior to the survey. Fifty-two percent of corporate foundations said they had sometimes or often made such grants, as did 46 percent of independent foundations; however, only 18 percent of community foundations reported doing so.

---

## Nonfinancial Technical Support

- With the exception of technology-related training, higher percentages of community foundations had often provided support for every category of assistance: board development; strategy and planning; communications and public relations; fundraising; and hosting grantee convenings.
- Corporate foundations were most likely to have sometimes or often provided technology-related training (24 percent) as compared with community (20 percent) or independent foundations (14 percent).
- Among independent foundations, a lower percentage of family foundations had sometimes or often hosted grantee convenings (27 percent) than had other independent foundations (35 percent).

The six types of nonfinancial support we asked about were correlated highly with one another, and with giving grants for organizational and management development. Thus, we combined these items into an overall scale measuring technical/management assistance. The scale ranges from 1 to 4: A score of “1” means the foundation never provided any of the types of support during the two years prior to the survey, while a “4” means that it often provided each type. Among community foundations, the average score was 2.4, while the average score among corporate and independent foundations was 1.97 and 1.85, respectively. Thus, although foundations of any type do not commonly provide technical and management assistance, community foundations more often provided these types of assistance. We return to this subject in chapter five.

## III. Application and Review Process (Table 1, pp. 63–65)

- The majority of all types of foundations always made grant guidelines available, though the share was highest for community foundations (90 percent) and lowest for independent foundations (77 percent). Similarly, while most always notified applicants of rejected proposals, about 10 percent of corporate and independent foundations did not, as compared with fewer than 3 percent of community foundations.
- Independent foundations were more likely to encourage or require a summary proposal prior to a full proposal. More than 40 percent of independent foundations did this, as compared with 30 percent of community foundations and 23 percent of corporate foundations.
- Higher percentages of community foundations (34 percent) than independent or corporate foundations (26 and 16 percent, respectively) helped applicants develop their proposals.

## Criteria Used in Grantmaking Decisions

- Only two criteria were rated as very important by a majority of foundations in any group: Strength of a proposal and “fit” with the foundation’s pre-set priorities. However, a far higher share of independent and corporate foundations (88 and 93 percent, respectively) than community foundations (62 percent) rated “fit” as very important. A higher proportion of

---

community foundations (76 percent) rated proposal strength as very important as compared with independent (63 percent) or corporate foundations (62 percent).

- Independent foundations were notably more likely to report board members' interest as a very important criterion than were foundations of the other two types. In fact, fully 41 percent of independent foundations, as compared with fewer than 16 percent of corporate and fewer than 11 percent of community foundations, reported this opinion. Among independent foundations only, more family foundations (49 percent) than other independent foundations (30 percent) reported that board members' interest was very important.
- There was no (statistically) significant difference in the percentage of different types of foundations that rated the donors' interest as very important (the share ranged from 35 percent for corporate foundations to 45 percent for independent foundations). However, among independent foundations, a higher share of family foundations than nonfamily foundations (49 vs. 38 percent) said the donor's interest in a cause was very important.
- Staff input was rated as very important in grantmaking decisions most often by corporate foundations (51 percent), followed by independent (40 percent) and community foundations (29 percent).
- While fewer foundations of any type rated availability of matching funds as a very important criterion, this factor was more important for community foundations (15 percent) than for corporate or independent foundations (6 and 9 percent, respectively).
- Corporate foundations (43 percent) were most likely to say that the presence of measurable outcomes is a very important criterion, followed by community (37 percent) and independent foundations (30 percent).
- Independent foundations were least likely to say that innovativeness is a very important criterion in their grantmaking. Corporate foundations were most likely to say that a low risk of failure is a very important criterion.
- Few foundations of any type rated the ethnic composition of an applicant's board and staff as very important. However, a lower share of corporate foundations (55 percent) than community or independent foundations (66 and 75 percent, respectively) said that ethnic or racial diversity was not at all or not very important.

#### **IV. Monitoring and Evaluation** (Table 1, pp. 65–69)

##### **Monitoring the Use of Grant Funds**

- The most common way that foundations of all types monitor whether grant funds were used as specified is by requiring a final report, but this method was more common among community foundations. Final reports were often or always required by 92 percent of community foundations, 80 percent of independent foundations, and 69 percent of corporate foundations.
- Few foundations of any type regularly put representatives on grantee boards as a way to monitor grant funds, but the practice is more common among corporate funders (9 percent of

---

which often or always do this, as compared with fewer than 2 percent of community or independent foundations). And, while 38 percent of corporate foundations said they follow this practice at least some of the time, fewer than 3 percent of community foundations and fewer than 9 percent of independent foundations reported doing so. Corporate foundations were also more likely to put a representative on grantee advisory committees. This difference is consistent with the higher percentage of corporate foundations reporting that active involvement in grant implementation is very important to effectiveness.

- Community foundations were more likely to say that they often or always monitor grants through their ongoing involvement in their community or field (81 percent vs. 66 and 58 percent for corporate and independent foundations, respectively).

### **Formal Evaluation of Funded Work**

- Comparable proportions of community, corporate, and independent foundations (40, 40, and 45 percent, respectively) said they conduct formal evaluations of their work at least occasionally.

### **Reasons for Conducting Formal Evaluations**

- In general, foundations of different types seem to conduct evaluations for similar reasons. The reasons cited by the highest percentage of all group members (between 77 and 83 percent) were to learn if original grant objectives were achieved and to learn about the outcomes of funded work.
- Community foundations were more likely to also indicate that a very important reason for conducting evaluations was to strengthen future grantmaking. Fully 77 percent of these foundations reported this purpose, as compared with 51 and 54 percent of corporate and independent foundations, respectively.

### **Intended Audiences for Evaluation Results**

Foundations of all types overwhelmingly rated board and staff as among those for whom evaluation results were “mainly” intended. In fact, between 72 and 85 percent of all types of foundations responded this way. No more than one-third of any type of foundation viewed any other group as a main audience.

### **Dissemination of Evaluation Results**

Most foundations of all types do not make the results of their evaluations public; in fact, fewer than 20 percent do so regularly. However, more community foundations (44 percent) than corporate (35 percent) or independent foundations (33 percent) sometimes, often, or always publicize evaluation results.

All three types of foundations disseminate evaluation results most commonly through conferences and meetings. However, community and corporate foundations more frequently issue press releases to publicize findings. In fact, 43 percent of community foundations and 53 percent of corporate foundations, as compared with 21 percent of independent foundations, issue press releases to distribute their evaluation results.

---

### **Activities to Evaluate and Strengthen the Foundation's Own Performance during the Two Years Prior to the Survey<sup>7</sup>**

- Community foundations were more likely than private foundations to have during the past two years engaged in most of the self-evaluation activities asked about on the survey. They were more likely to have conducted a strategic planning process, held a board retreat, formally reviewed staff performance, conducted a needs assessment of their field or community, and solicited anonymous and nonanonymous feedback from grantees.
- Community foundations (41 percent) were twice as likely as corporate (21 percent) or independent foundations (20 percent) to have conducted a needs assessment in their field or community.
- A minority of all types of foundations solicited grantee feedback through surveys, interviews, or focus groups, but the percentage was considerably higher among community foundations. In fact, 28 percent of community foundations had solicited anonymous feedback, as compared with 16 percent of corporate foundations and 12 percent of independent foundations. Moreover, while 27 percent of community foundations solicited nonanonymous feedback, only 13 percent of corporate foundations and 17 percent of independent foundations did so.
- Among independent foundations, family foundations were somewhat less likely than others to solicit anonymous grantee feedback (9 vs. 17 percent) or nonanonymous feedback (14 vs. 21 percent) from grantees.
- In contrast, corporate and independent foundations (65 and 61 percent, respectively) were more likely to have reviewed grants for consistency with stated foundation priorities. This difference is consistent with their greater emphasis on fit with pre-set priorities as a very important grantmaking criterion. However, family foundations (58 percent) were somewhat less likely to have reviewed grants for consistency than other independent foundations (66 percent).
- Community and corporate foundations were more likely than independent foundations to have compared themselves with other foundations as a form of self-evaluation. Thus, while 66 and 62 percent of community and corporate foundations did this, only 41 percent of independent foundations followed this pattern.

### **V. Investments: Program-Related and Social Investing** (Table 1, p. 69)

- Only a minority of all types of foundations had decided for or against investing in a company or business sector in 2001 or 2002 because of its social, political, or environmental practices.

---

7. This was a “check all that apply” item. In 148 cases, no items had been checked. Coding was handled as follows: If any part of the next question (which had three parts) was left incomplete, we coded the blank responses as “missing.” If the next question was fully answered, we coded the blanks as “no.” (Responses to the previous question were not used as a criterion because it was a filter item applicable to few respondents.)

---

This practice was carried out most frequently, however, by independent (20 percent) and corporate foundations (17 percent), and least frequently by community foundations (8.5 percent).

- Likewise, independent foundations were more likely to vote proxies or join with other shareholders to try to influence a company's social practices. The proportion was still quite low (8.4 percent), but significantly higher than the fewer than 3 percent of community foundations that had ever done this.

## **VI. Collaboration and Professional Involvement<sup>8</sup>** (Table 1, p. 70)

- A higher share of community foundations (63 percent) discussed issues in their interest areas with government officials than did either corporate or independent foundations (33 and 37 percent, respectively). Among independent foundations, family foundations were less likely to have discussed issues with government officials (32 percent of family foundations and 44 percent of nonfamily independent foundations had done so).
- Community foundations were far more likely to convene people from outside their organizations to inform their activities. Fully 75 percent, as compared with 42 percent of corporate and independent foundations, had done so.
- Corporate foundations participated less frequently in formal co-funding arrangements than did community or independent foundations. While 34 percent of corporate foundations had done so, 45 percent of independent foundations and 57 percent of community foundations had engaged in this practice.
- Belonging to a local or regional grantmaking association and exchanging information about grantees were the two practices engaged in most frequently by all types of foundations.
- As one might expect, given their geographical focus, community foundations more often belonged to local or regional associations of grantmakers than did corporate and independent foundations. Interestingly, however, a higher proportion of community foundations were also more likely to belong to a national association of grantmakers (71 percent, as compared with 63 percent of independent foundations and 54 percent of corporate foundations).
- Most foundations actively encouraged their grantees to collaborate, but this was especially common among community foundations—86 percent of which did so.
- Community and independent foundations (77 and 73 percent, respectively) had exchanged information about prospective grantees with other funders more often than had corporate

---

8. This was a “check all that apply” question. In 96 cases, respondents had checked none of the items. In these cases, we looked at the previous and following question: If all parts of the previous question and the next question had been answered, we coded these responses as a “no.” However, if there was missing data in the previous or next question, we coded the responses as “missing.”

---

foundations. Still, a majority of corporate foundations (60 percent) had also engaged in this practice.

## VII. Communications<sup>9</sup> (Table 1, p. 70–71)

Once again, community foundations were more likely to engage in larger numbers of activities. Sixty-eight percent of community foundations had engaged in six or more of the activities we asked about, as compared with 17 percent of corporate foundations and 11 percent of independent foundations. Among independent foundations, family foundations (7 percent) were less likely than nonfamily foundations (16 percent) to have engaged in six or more communications activities.

- A lower proportion of independent foundations had web sites (54 percent) as compared with corporate (76 percent) or community foundations (89 percent). Thus, while application procedures can be found on the web sites of most community and corporate foundations (79 and 74 percent, respectively), such procedures are available on the web sites of only 48 percent of independent foundations.
- Publishing an annual report is virtually universal among community foundations (94 percent of which do so). However, only half of corporate foundations and 44 percent of independent ones follow this practice. Among independent foundations, family foundations were less likely to publish an annual report than were nonfamily foundations (39 and 51 percent, respectively). Still, even with family foundations removed from the calculations, the share of independent foundations publishing an annual report is still considerably lower than that for community foundations.
- Virtually every community foundation (94 percent) actively solicited press coverage during the past two years, as compared with 47 percent of corporate foundations and 23 percent of independent foundations. Among independent foundations, fewer family foundations (17 percent) than nonfamily foundations (32 percent) actively solicited press coverage.
- Likewise, a higher share of community foundations (30 percent) hired a public relations consultant (the comparable figure was below 14 percent for corporate and independent foundations).

---

9. This was a “check all that apply” question. Fully 214 respondents had not checked any items, a number far in excess of missing data for other questions, and of the numbers that left all boxes blank in other “check all that apply” items. In the case of one item—whether or not the respondent had a web site—we were able to independently determine (through web searches) whether the data were missing or the response was a true “no.” Only 9 of the 214 cases (4 percent) had web sites, confirming that by far the blanks signified a “no.” Since having a web site was the most common communication activity checked, if it were possible to independently verify the responses to the other check items we would likely have found even fewer than 4 percent. Thus, coding of cases in which no items were checked was handled as follows: If the respondent had completed the previous and next questions, responses were coded as “no.” If the respondent did not answer any part of the previous or next question, we coded the responses as “missing.” (The 9 cases with the web site were coded as “yes” for that item, and missing for the blanks where we could not independently determine the answer.)

- 
- A substantial majority of community foundations (78 percent) publish newsletters, as compared with 18 percent of corporate foundations and 11 percent of independent foundations. Community foundations (41 percent) were also more likely to publish reports about foundation-sponsored work, as compared with 28 percent of corporate foundations and 16 percent of independent foundations. Family foundations (13 percent) were less likely than other independent foundations (22 percent) to publish reports about their work.

### **VIII. Staff Development and Training** (Table 1, pp. 71–72)

Community foundations most often provide opportunities for staff development and training, while independent foundations do so least frequently.

- While 82 percent of community foundations and 67 percent of corporate foundations sometimes or often provided opportunities for training in computers/technology, this practice was characteristic of just 50 percent of independent foundations.
- While 65 percent of community foundations and 55 percent of corporate foundations sometimes or often provided opportunities for training in internal management, only 36 percent of independent foundations did so.
- While 78 percent of community foundations and 70 percent of corporate foundations sometimes or often provided opportunities for training in grantmaking, this pattern was true of only 56 percent of independent foundations.

To capture the overall frequency with which opportunities for staff development were offered, we combined the types of training asked about into a scale. A score of “1” means the foundation never provided training opportunities in any of the three areas, while a “4” signifies that the foundation often provided training opportunities in every area. The average score was 2.9 for community foundations, 2.6 for corporate foundations, and 2.2 for independent foundations. As this indicates, community foundations are most likely, and independent foundations least likely, to provide staff development and training opportunities.

### **IX. Self-Assessment of Effectiveness by Foundations** (Table 1, p. 72)

In general, very high majorities of foundations of all types rated their effectiveness as good or excellent on asset management, grant quality, and staffing. In only two areas (communications and leveraging resources to achieve greatest impact) did more than 15 percent of foundations rate their performance as only fair or poor. Over 25 percent of community foundations also rated their fundraising performance as fair or poor.

Differences in self-assessment were found in two areas:

- A lower share of community foundations rated their grant quality as excellent. Among community foundations, 31 percent rated this quality as excellent, as compared with 43 and 44 percent of corporate and independent foundations, respectively.



- 
- Community foundations rated their effectiveness more highly when it came to communications and public relations. Thus, 23 percent rated their performance as excellent, as compared with 19 percent of corporate foundations and 11 percent of independent foundations. On the other hand, fully 48 percent of independent foundations felt that they were doing a poor or only fairly effective job in this area, while 36 percent of corporate foundations and 28 percent of community foundations felt this way.

# Attitudes and Practices among Foundations of Different Sizes

**F**oundation size, as measured by asset level, is consistently associated with variations in both attitudes and practices, and the differences are often quite large. Typically, higher percentages of the larger foundations engage in the various practices asked about in the survey and more often rated them as very important.

## **A Note on Response Rates among Small Foundations**

Since the response rate was lower (25 percent) for foundations with assets of \$10 million or less as compared with larger institutions (where it ranged from 41 to 58 percent), findings for the smallest foundations should be taken with greater caution. While we cannot be certain, it seems likely that the small foundations that did respond are those that are more likely to be interested in and participate in the types of practices asked about in the survey. Indeed, the lower salience (or perceived relevance) of the subject matter for the smallest foundations may partly account for their lower response rate. Therefore, it seems reasonable to hypothesize that study findings about the smallest foundations—that a lower percentage generally engage in the practices surveyed—would hold true (and perhaps be even more pronounced) among small foundations that did not participate in the survey.

## **I. Ideas about Foundation Effectiveness** (Table 2, pp. 83–84)

Some ideas about effectiveness are held by comparable percentages of foundations of different size, but the importance accorded to many varies markedly:

- The largest foundations (those with more than \$400 million in assets) are far more likely to believe that actively seeking out social needs to address is very important to their effectiveness. Fully 53 percent of these foundations rate this practice as very important, as compared with 32 to 36 percent of foundations in other assets categories.
- The proportion of foundations that believe it is very important to engage in activities beyond grantmaking to increase impact increases among higher asset levels, from a low of 39 percent among the smallest foundations to a high of 71 percent among the largest foundations.

- 
- The share of foundations that believe it is very important to focus on the root causes of major problems grows markedly with asset size, from a low of 37 percent among the smallest foundations to a high of 67 percent among the largest foundations.
  - The percentage of foundations that believe it is very important to influence public policy grows markedly with asset size, from a low of 12 percent among the smallest foundations to a high of 49 percent among the largest foundations.
  - The fraction of foundations that believe it is very important to solicit outside advice increases with asset size, from a low of 40 percent among the smallest foundations to a high of 76 percent among the largest foundations.
  - The proportion of foundations that believe it is very important to have a strong organizational infrastructure is higher among larger foundations, and increases from a low of 50 percent among the smallest foundations to a high of 80 percent among the largest foundations.<sup>10</sup>
  - Among all foundations, a higher percentage of smaller foundations believe that keeping staff size to a minimum is very important to maintaining effectiveness. This view was expressed by a high of 57 percent of the smallest foundations (\$10 million or less in assets) and a low of 14 percent of the largest foundations.
  - Larger foundations more often believe that collaborating with external groups is very important to achieving effectiveness. In fact, 61 percent of the largest foundations hold this view, as compared with 41 percent of the smallest foundations. The primary increase occurs as we move from those foundations with less than \$10 million in assets to the \$10 to \$50 million group, of which 53 percent believe that collaboration is very important. The proportion then rises to 58 percent in the \$100 to \$400 million group with little change beyond that range.
  - Fewer of the very largest foundations believe that joining grantmakers associations is very important to effectiveness for foundations such as theirs. Only 14 percent of foundations with more than \$400 million in assets rate this practice as very important, as compared with 33 to 39 percent of foundations in other size categories.
  - Higher proportions of foundations (41 to 43 percent) in the middle asset groups (between \$10 and \$100 million) believe it is very important to respond to social needs identified by grant applicants. Foundations with more than \$400 million are least likely to share that view (30 percent). Among smaller foundations, 35 percent believe it is very important, while 37 percent of those in the \$100 to \$400 million category hold this view.
  - A majority of foundations in all size categories believe it is very important to adhere to the founding donor's wishes (61 to 73 percent), to establish focused and limited grantmaking areas (58 to 70 percent), and to have an involved board of directors (69 to 78 percent).

---

10. However, the percentage does not increase from the \$50 to \$100 million group (69 percent) to the \$100 to \$400 million group (68 percent), after which it climbs to 80 percent.

- 
- Comparable and modest percentages of foundations in all size categories (26 to 32 percent) believe it is very important to publicize the foundation and its work, or to become actively involved in grant implementation (14 to 18 percent).

## **II. Approaches to Grantmaking** (Table 2, pp. 85–87)

### **Influences on Formulating Grantmaking Program Priorities**

Staff influence is markedly greater among larger foundations. While staff members were characterized as very influential by only 35 percent of the smallest foundations, the figure rises to 59 percent among foundations with assets of \$100 to \$400 million and then jumps to a high of 68 percent among organizations with more than \$400 million in assets.

The board was reportedly very influential in formulating the program priorities of foundations in all size categories (from 64 to 78 percent), as was the founding donor (58 to 71 percent). Current donors (where applicable) were very important for a majority of all but the \$100 to \$400 million group. Community input, however, was very important for a comparably modest range in any group (20 to 27 percent).

### **Grantmaking Goals**

There were some differences in goals among the different size groups:

- A lower proportion of the smallest foundations say that strengthening a particular organization is a very important goal of their grantmaking. A low of 31 percent of foundations with assets of less than \$10 million report this objective, as compared with 44 to 54 percent of foundations in other asset groups.
- The share of foundations reporting that strengthening social change is a very important goal increases with size, from a low of 24 percent among the smallest foundations to a high of 40 percent among foundations with \$400 million or more in assets.
- Higher proportions (55 to 63 percent) of foundations in the middle asset groups say that strengthening the local community or region is very important, as compared with the smallest or largest foundations (47 percent each).
- Even the goals most frequently identified as very important were usually selected by relatively modest majorities (only one was rated as very important by more than 60 percent of foundations in a size category), a fact indicating considerable heterogeneity of goals even within size groups and for which we must seek other explanatory factors.

### **Types of Grants Made during the Two Years Prior to the Survey**

- The percentage of foundations making grants for organizational and management development is higher among larger foundations. While 8 percent of the smallest foundations had made such grants, the figure increases steadily to 28 percent among foundations with \$100 to \$400 million in assets, and then drops somewhat to 24 percent among those with more

---

than \$400 million. A look at those foundations that sometimes or often had made such grants reveals a low of 36 percent among the smallest foundations to 52 percent among foundations with \$10 to \$50 million, after which the proportion increases to a high of 81 percent among the largest foundations.

- The share of foundations that had often given general operating support during the past two years, which ranged between 29 and 38 percent, did not rise or fall consistently among size groups. Combining those foundations that sometimes and often made such support reveals more of a trend, though still a somewhat uneven one.<sup>11</sup>
- Few foundations in any size group had often funded research. Such funding was far more common among the largest foundations, 20 percent of which had often done so, as compared with 8 to 12 percent of foundations in other groups. Among the largest foundations, 56 percent had sometimes or often funded research, as compared with 26 to 37 percent of foundations in other size categories.
- While few foundations had often funded advocacy, the highest proportion (22 percent) occurred among the largest foundations. The second highest group for such funding, however, was not the second largest, but the middle category, with \$50–\$100 million in assets (15 percent). In other groups, 8 or 9 percent had often funded advocacy. If we combine those foundations that had sometimes or often made grants for advocacy, the share does increase more systematically with size—from a low of 29 percent among the smallest foundations to a high of 58 percent among the largest.
- A lower share of the smallest foundations had often funded unsolicited proposals. Twenty-seven percent of those with \$10 million or less in assets did so, as did 32 percent of those with assets of \$10 to \$50 million. The percentage does not grow steadily with size, however: Foundations with \$50 to \$100 million most often had funded unsolicited proposals (46 percent), after which the figure drops to 40 percent among those with \$100 to \$400 million and to 37 percent among those with more than \$400 million.

### Grant Length

Larger foundations are more likely to have made long-term grants. Few foundations with less than \$100 million in assets (fewer than 13 percent) had often made grants of three years or more. In contrast, 24 percent of foundations with \$100 to \$400 million in assets and 40 percent of foundations with more than \$400 million had done so.

If we combine those foundations that had sometimes, often, or always made grants of three years or more, the proportion increases from a low of 37 percent among the smallest foundations to a high of 72 percent among the largest.

---

11. In particular, the smallest foundations were least likely (61 percent) to have made such a grant and the largest ones were most likely (72 percent), but the proportion for groups in between were 65 to 70 percent and did not clearly fall or rise with size.

---

## Nonfinancial Technical Support

The percentage of foundations in any size range that often provided the types of technical support asked about was generally quite low. However, fully 43 percent of the largest foundations often hosted grantee convenings, while fewer than 18 percent of any other group offered such support. Given that so few foundations often engaged in these particular practices, we examine instead those foundations that sometimes or often engaged in them. As we see below, the percentages rise among foundations with greater assets, but the point at which they rise is not always the same. For some practices, the percentages rise for each size category. In others, significant increases do not occur until we reach one of the higher asset groups; in still others, proportions rise and then plateau before the highest asset group. For instance:

- The share of foundations sometimes or often hosting grantee convenings rises from a low of 23 percent among smaller foundations to a high of 78 percent among larger foundations. The proportion providing assistance with strategy and planning rises from 32 to 64 percent.
- The percentage of foundations providing board development rises steadily from a low of 21 percent among the smallest foundations to 42 percent among foundations in the \$100 to \$400 million group and a virtually identical share (43 percent) for the group with more than \$400 million.
- Support for communications and public relations shows a different pattern: The share of foundations that sometimes or often provide this type of assistance is similar (22 to 25 percent) among all size categories under \$400 million but then jumps to 45 percent among the very largest foundations.

## III. Application and Review Process (Table 2, pp. 87–90)

- The great majority of foundations often or always made their written grant guidelines available to the public, but the proportion was lower among the smallest foundations. Thus, 80 percent of the smallest foundations often or always made guidelines publicly available, as compared with 90 to 95 percent of those in other groups.
- In virtually all cases where size was associated with a difference in the frequency with which a practice was engaged in, larger foundations more often followed the practice. That was true of accepting electronic applications, helping applicants develop proposals, and conducting (by staff) site visits as part of the application review process.
- In exception to the general pattern, a higher percentage of smaller foundations reported that trustees often or always conduct site visits. This practice was reported by 20 percent of foundations with less than \$10 million in assets and 22 percent of those with \$10 to \$50 million. The proportion then declines to a low of 10 percent for foundations with assets of more than \$400 million.

## Criteria Used in Individual Grantmaking Decisions

Most foundations of all types said that a project's fit with their pre-set priorities is very important (81 to 90 percent). A majority of foundations in all groups said that the proposal's strength

---

is very important, although the percentage was lower for the smallest foundations (57 percent, vs. 67 to 80 percent among other size groups).

- Board members' interest was a very important criterion for a higher percentage of smaller foundations during the past two years. Such interest was very important to 37 percent of the smallest foundations, a figure that declines to 21 percent among the \$100 to \$400 million group (and then back up slightly to 24 percent among the largest).
- The importance of staff input increases dramatically with size. While 29 percent of smallest foundations report that staff input is very important, that figure steadily rises to a high of 69 percent among the largest foundations.
- Larger foundations place more emphasis on the presence of measurable outcomes as a criterion in grantmaking. While only 26 percent of the smallest foundations said this is a very important criterion, that figure rises to a high of 49 percent among the largest foundations.
- A higher percentage of the very largest foundations use innovativeness as a somewhat or very important criterion; the proportion is between 70 and 78 percent for smaller foundations, but 92 percent for the largest. That pattern does not hold, however, for foundations that consider innovativeness as very important (which ranged only between 19 and 26 percent among foundations and did not rise or fall systematically with size).
- For smaller foundations, a low risk of failure was a somewhat more common criterion. This condition was not very important among many foundations, but it was most frequently rated as such by the smallest foundations (12 percent) and least often by the largest (5 percent). However, 52 to 55 percent of foundations in asset groups of less than \$100 million reported this as at least somewhat important, as compared with 42 percent of those in the \$100 to \$400 million group and 36 percent of those with more than \$400 million in assets.
- A small proportion of foundations said that ethnic/racial diversity is very important, but the percentage was highest among the largest ones, ranging from 5 percent among the smallest to 11 percent among the largest foundations. When we combine those foundations that think such diversity is somewhat or very important, overall size differences remain, though without a consistent upward progression. Thus, 23 percent of the smallest foundations reported this criterion as somewhat or very important, a figure that rises to 42 percent among foundations with \$50 to \$100 million in assets, dropping to 35 percent and increasing to 39 percent in the next two asset groups. Overall, however, the criterion is characterized as somewhat or very important more often by foundations with more than \$50 million in assets.

#### **IV. Monitoring and Evaluation** (Table 2, pp. 90–94)

##### **Monitoring Use of Grant Funds**

Final reports are clearly the most commonly used tool to monitor whether grant funds are used as specified. Such reports are *always* required by most foundations, though the share that

---

always requires them ranges from 56 percent among smaller foundations to 91 percent among the largest. Larger foundations reported a wider array of practices to monitor funds, with a higher percentage requiring interim reports and conducting site visits.

Larger foundations are notably more likely to require grantees to collect information on outcomes of their work. While 47 percent of the smallest foundations often or always required this, the figure steadily rose to a high of 75 percent among the largest foundations.

### **Formal Evaluation of Funded Work**

As one might expect, the use of formal evaluation becomes more common as foundation assets increase—from a low of 31 percent among foundations with \$10 million or less in assets to a high of 88 percent among foundations with more than \$400 million.

### **Reasons for Evaluation**

Across all size groups, reasons commonly held to be very important for conducting evaluation were to learn whether original objectives were achieved (72 to 85 percent), to learn about the outcomes of funded work (75 to 84 percent), and (though to a lesser extent) to learn about the implementation of funded work (60 to 72 percent). Differences by size were also found for other reasons:

- Influencing and/or contributing to some outside group or field (external focus) were identified as reasons to conduct evaluations by higher percentages of larger foundations:
  - The proportion of those foundations that say a very important reason they conduct evaluation is to contribute to knowledge in the field rises from 25 percent among smaller foundations to 56 percent among the largest foundations.
  - Likewise, only 7 percent of smaller foundations say that strengthening public policy is a very important reason for doing evaluation. That proportion rises, however, to 24 percent among foundations with \$100 to \$400 million in assets and to 46 percent for foundations with more than \$400 million.
- Strengthening future grantmaking was also characterized as a very important reason by a higher percentage of large grantmakers. The proportion ranged from 47 percent among the smallest to a high of 76 percent among the largest foundations.

### **Intended Audiences for Evaluation Results**

Overwhelmingly, evaluation results are mainly intended for foundation board and staff; each group was rated as a main audience by 70 to 88 percent of foundations in all size categories. However, a greater share of larger foundations apparently also have other, external audiences in mind:

- Higher percentages of larger foundations view grantee organizations as their main audience. This is true of 41 percent of foundations with \$100 to \$400 million in assets, and 38 percent of those in the highest asset group. In contrast, the proportion is 18 and 20 percent for the



---

two smallest asset groups, and 32 percent for those foundations with \$50 to \$100 million in assets.

- A higher percentage of the largest foundations characterized other nonprofits in the grantee's field as their main audience. Twenty-four percent of those with more than \$400 million reported this opinion, as compared with fewer than 7 percent in any other size category.
- Policymakers are a main audience for 34 percent of foundations with \$400 million and more in assets, but fewer than 15 percent of foundations in other groups.
- Although other foundations are not a main audience for a high percentage of foundations in any size group, the proportion is highest among the largest foundations (16 percent, as compared with fewer than 10 percent for any other group and less than 1 percent of the smallest foundations).

### **Dissemination of Evaluation Results**

Among those foundations that conduct evaluation, a minority in any size category often make their results public. However, the percentage is far higher among the largest foundations when compared with the smaller ones. For foundations with \$100 million or less in assets, the share that often or always makes evaluation results public does not exceed 13 percent in any size group. In contrast, 23 percent of foundations with assets of \$100 to \$400 million and 42 percent of foundations with more than \$400 million said that they often or always make evaluation results public.

### **Activities to Evaluate and Strengthen the Foundation's Own Performance**

The proportion of foundations carrying out each activity was higher among larger foundations. Larger foundations were more likely to have conducted a strategic planning process, held a board retreat, conducted formal reviews of staff performance, reviewed grants for consistency with stated foundation priorities, conducted a needs assessment of its field or community, and solicited nonanonymous and anonymous feedback from grantees. Among the largest foundations, most conduct formal reviews of staff performance (92 percent), review grants for consistency (81 percent), and compare themselves to other foundations (75 percent).

No activity was conducted by a comparably high percentage of other foundations. The most common activity among the smallest foundations was to review grants for consistency with stated foundation priorities (54 percent), while the most uncommon activity was to solicit anonymous feedback from grantees (9 percent). In contrast, even the most uncommon activity among the largest grantmakers (soliciting nonanonymous feedback) was still carried out by 37 percent of foundations, while the most common activity (formal reviews of staff performance) was performed by 92 percent of these foundations.

## **V. Investments: Program-Related and Social Investing** (Table 2, p. 94)

The share of foundations making program-related investment during 2001 and 2002 was higher among larger foundations, rising from 11 percent among the smallest foundations to

---

31 percent among the largest foundations. Size was not consistently associated with the proportion of foundations carrying out social investing, but the share among one group—the largest foundations—was considerably higher (31 percent) than that among other groups (15 to 18 percent).

## **VI. Collaboration and Professional Involvement** (Table 2, pp. 94–95)

All of the activities we asked about were more common among the larger grantmakers. Across the board, activities that were most widely participated in were (percentages in parentheses represent the range from the smallest to the largest foundations):

- The exchange of information about prospective grantees with other funders (59 to 92 percent)
- Membership in a regional association of grantmakers (65 to 93 percent)
- Membership in a national association of grantmakers (50 to 88 percent)

In contrast, 34 percent or fewer of the smallest foundations participated in a formal co-funding arrangement, convened outsiders to inform foundation activities, or discussed issues of interest with government officials. However, more than 77 percent of the largest foundations carried out these activities.

## **VII. Communications** (Table 2, pp. 95–96)

Again, the percentage of foundations engaging in each practice increases with foundation size. None of these communication activities was engaged in by a majority of the smallest foundations, but 48 percent had a web site and 41 to 44 percent published annual reports and sent staff to make external presentations.

In contrast, 41 percent of the largest foundations had carried out the *least* common activity—hiring a public relations consultant. Ninety-three percent had sent staff to external presentations, 83 percent published annual reports, 88 percent had a web site, and 67 percent published reports about foundation-sponsored work. However, it is worth noting that only 66 percent said that they actively solicited press coverage.

The proportion of foundations engaging in large numbers of communications activities (six or more) also increased among size groups, from 12 percent among the smallest to a high of 66 percent among the largest foundations.

## **VIII. Staff Development and Training** (Table 2, p. 96)

Larger foundations offered more formal opportunities for staff development of all types.

## **IX. Self-Assessment of Effectiveness by Foundations** (Table 2, pp. 96–97)

Self-assessments, unlike practices, did not vary consistently by size, but there were some (statistical) relationships:

- 
- The larger foundations were more likely to rate their grant quality very highly. More than 54 percent of foundations in the top two categories rated grant quality as excellent, as compared with 35 percent of smaller foundations. On the other hand, the largest foundations were least likely to rate their grantee relations as excellent; 34 percent of them did so, as compared with 44 percent of the smallest foundations and 50 percent of those in other groups.
  - Although communications and public relations self-assessments are not consistently related to size, it is of interest to note that a considerably higher share of the largest foundations (25 percent) feel they are doing an excellent job in communications and public relations (vs. 10 to 17 percent of others).
  - Among foundations of all sizes, self-assessments were relatively positive. It was in the areas of communications and public relations that the highest proportion of foundations self-rated as poor or fair—including 35 percent of the very largest foundations.

# Attitudes and Practices among Foundations in Different Regions of the Country

**F**oundations were grouped according to the region of the country in which they are located in order to examine whether region was an important correlate of approaches to effectiveness. Using Census classifications, foundations were assigned to one of four categories: Northeast, West, South, and Midwest. Findings show that certain regional differences do exist, but these are fewer in number and smaller in magnitude than those variations seen among foundations of different size and type.

## **I. Ideas about Foundation Effectiveness** (Table 3, pp. 98–99)

- With one exception (among Midwestern foundations, as noted below), the three practices listed below were rated as very important to achieving effectiveness by the highest percentage of foundations in all regions:
  - Having an involved board (69 to 77 percent).
  - Adhering to the founding donors' wishes (67 to 73 percent).
  - Establishing focused and limited grantmaking areas (Northeast, 75 percent; West, 69 percent; South, 61 percent; and Midwest, 58 percent).
- Few foundations in any region reported active involvement in grant implementation as very important to achieving effectiveness (12 to 16 percent). However, a higher share of Northeast foundations (55 percent) rated this activity as at least somewhat or very important, as compared with 41 to 44 percent of foundations in other regions.
- A relatively low proportion of foundations in any region said that influencing public policy is very important (a high of 27 percent in the Northeast to a low of 17 percent in the South). If we look at which foundations believe that this practice is somewhat or very important, the lowest proportion appears among Western foundations (49 percent), while the highest remains the Northeast (58 percent).
- A greater percentage of Midwestern foundations felt it is very important to publicize their work. Fully 40 percent felt this way, as compared with 22 to 27 percent of foundations in other regions.

- 
- Southern foundations (43 percent) were least likely to say it is very important to solicit advice from those outside the foundation, while Midwest foundations were most likely to have this opinion (55 percent).
  - Southern foundations (44 percent) were also least likely, and Midwestern foundations (56 percent) most likely, to say it is very important to collaborate with external groups.

## **II. Approaches to Grantmaking** (Table 3, pp. 100–102)

### **Influences on Formulating Grantmaking Program Priorities**

The founding donor and the board were rated as very influential by the highest percentage of foundations from all regions. Shares of foundations rating their founder as very important ranged from 64 to 71 percent, while those rating their board as very important ranged from 71 to 74 percent. Likewise, the current donor was rated as very influential by 58 to 64 percent of foundations. Differences, however, were reported in the influence of staff and community:

- Community input was reported as very influential by a higher proportion of Midwestern foundations (29 percent) than foundations in other regions (18 to 21 percent). In addition, while 72 percent of Midwestern foundations rated community input as at least somewhat influential, that share ranged from 57 to 60 percent for foundations in other regions.
- A lower proportion of Western and Southern foundations (40 and 41 percent, respectively) rated staff input as having been very influential, as compared with 46 and 47 percent of Northeastern and Midwestern foundations, respectively.

### **Grantmaking Goals**

- The two most important goals among foundations in each region were strengthening particular fields of activity and strengthening the local community. Strengthening activities was rated very important by 45 to 60 percent of foundations from each region, and strengthening the community was characterized as very important by 46 to 63 percent of these foundations.
- While comparatively high among all regions, a greater proportion of Midwestern foundations (63 percent) characterized strengthening the local community or region as very important. Comparable shares in other areas ranged from 46 percent (in the Northeast) to 52 and 53 percent, respectively, in the South and West.
- A higher share of Northeastern foundations (37 percent) said it was very important to strengthen social change, as compared with 25 to 27 percent of foundations in other regions.

### **Types of Support Provided during the Two Years Prior to the Survey**

- Few foundations supported research often. However, compared with foundations (fewer than 9 percent) in other regions of the country, a higher proportion of foundations in the Northeast (18 percent) supported research. Likewise, 43 percent of Northeast foundations

---

had sometimes or often funded research, as compared with 27 to 30 percent of foundations elsewhere.

- Few foundations from any region often supported advocacy, though it was most common among Northeastern foundations (16 percent) and least common in the Midwest (4 percent). Likewise, combining those foundations that had sometimes or often supported advocacy, the lowest proportion remains the Midwest (31 percent) and the highest remains the Northeast (42 percent).
- A lower share of Western foundations (17 percent) had often made grants for foundation-designed initiatives, as compared with grantmakers in other regions (22 to 23 percent). Moreover, fully 36 percent of Western foundations had never made such grants in the past two years, while 30 percent of Northeast foundations and 24 percent of Midwestern and Southern foundations had never done so.

### **III. Application and Review Process** (Table 3, pp. 102–105)

- The lowest proportions of those foundations often or always accepting a common application form were found in the West (24 percent) and South (31 percent). The highest were in the Northeast (37 percent) and the Midwest (36 percent).
- The highest percentage of foundations that said staff often or always do site visits as part of the review process was in the West (58 percent) and the lowest share was in the Midwest (48 percent). Indeed, 25 percent of Western foundations said staff always do site visits as part of the review process, as compared with a low of 11 percent in the Midwest (comparable proportions were 17 and 19 percent for the South and Northeast, respectively).

#### **Criteria Used in Individual Grantmaking Decisions during the Two Years Prior to the Survey**

Strength of proposal and fit with pre-set foundation priorities received the highest percentage of “very important” ratings from foundations in all regions. The share of foundations indicating proposal strength as very important ranged from 60 to 72 percent, while the proportion reporting “fit” ranged from 78 to 89 percent.

- The highest proportion of foundations citing board member interest in a cause was in the South, where 40 percent cited this characteristic as very important. This proportion was lowest in the Midwest, where 26 percent rated interest in a cause as very important.
- Northeast foundations most often rated staff input as very important (44 percent), while Southern foundations did so least often (32 percent).
- Southern foundations least often reported the presence of measurable outcomes as very important (26 percent). Midwestern foundations, however, cited this opinion most often (39 percent).

---

#### **IV. Monitoring and Evaluation** (Table 3, pp. 105–109)

In general, the percentages of those foundations using the bulk of the monitoring and evaluation practices that we asked about did not differ markedly in different parts of the country. There were, however, some more pronounced differences for certain practices.

##### **Monitoring**

- Foundations in the Northeast most frequently (41 percent) said they always require an interim report, while foundations in the Midwest least often (25 percent) require such a report. Comparable proportions were 34 and 35 percent in the South and West, respectively.

##### **Evaluation**

Similar shares of foundations in different regions conduct formal evaluations (42 to 47 percent), but some differences exist in the intended audience for foundations' evaluation results and in their reasons for conducting evaluations:

- Compared with other regions, a higher proportion of Northeast foundations (14 percent) rated other foundations as audiences for whom evaluation results were mainly intended. This opinion was true of fewer than 7 percent of foundations in other areas.
- Midwestern foundations (20 percent) were least likely to say that strengthening organizational practices in the field is a very important reason why they conduct formal evaluations. In contrast, 35 percent of Northeastern foundations (the highest proportion) said this factor is very important, as did 31 and 32 percent of foundations in the South and West, respectively.
- A higher share of Northeastern foundations (23 percent) and a lower share of Midwestern foundations (11 percent) characterized strengthening public policy as a very important reason for conducting evaluations. Corresponding proportions were 17 and 18 percent for Southern and Western foundations, respectively.

##### **Activities to Evaluate and Strengthen the Foundation's Own Performance**

Overall, Midwestern foundations reported engaging in these practices the most, while Southern foundations reported engaging in them the least. Specifically, 65 percent of Midwestern foundations, as compared with 47 percent of Southern foundations, had carried out three or more of the eight activities. Corresponding proportions for the Northeast and West Coast were 53 and 56 percent, respectively.

- The share of foundations that had conducted a strategic planning process in the two years prior to the survey was highest in the Midwest (55 percent) and lowest in the South (40 percent).
- A higher proportion of Midwest and West Coast foundations (46 and 43 percent, respectively) than Southern or Northeastern foundations (35 percent each) had conducted a board retreat.

- A higher share of Midwestern (57 percent) and Western (56 percent) foundations had conducted a formal review of staff performance, as compared with Northeastern (49 percent) or Southern (46 percent) foundations.
- Southern foundations were least likely and Midwestern foundations most likely to have compared themselves with other foundations (40 vs. 53 percent). The proportion was 48 percent for both the Northeast and West.
- Compared with the other regions, a lower percentage of Southern foundations had engaged in many of the activities we asked about. Just 9 percent had engaged in six or more of these practices, as compared with 14 to 15 percent of foundations in other regions. Looking at those foundations engaged in three or more of the practices, the clear high is in the Midwest (65 percent), followed by the West (56 percent), Northeast (53 percent), and the South (47 percent).

#### **V. Investments: Program-Related and Social Investing** (Table 3, p. 109)

- The proportion of foundations that invested or avoided investing in a company or business sector because of its social, political, or environmental practices was highest in the West and Northeast (26 and 20 percent, respectively). This share was lowest in the South (14 percent) and Midwest (11 percent).

#### **VI. Collaboration and Professional Involvement** (Table 3, pp. 109–110)

Lower proportions of Southern (57 percent) and Midwestern (63 percent) foundations belonged to a national association of grantmakers when compared with those foundations in the Northeast (70 percent) and West (68 percent).

#### **VII. Communications** (Table 3, pp. 110–111)

- Foundations in the Midwest were more likely to publish annual reports. Sixty-six percent had done so, as compared with 50 to 51 percent of foundations in other regions.
- Midwest foundations were also more likely to publish newsletters (36 percent), while Northeast foundations were least likely to do so (19 percent). The proportions for Southern and Western foundations were 22 and 24 percent, respectively.
- Compared with foundations in other regions, a higher share of Midwestern foundations actively solicited press coverage (53 percent, vs. 32 to 37 percent elsewhere).
- Higher shares of West Coast and Midwest foundations (64 and 66 percent, respectively) than did Northeastern and Southern foundations (53 percent each) sent staff to make external presentations.
- The most common communications practice among foundations in all regions was operating a web site (60 to 66 percent).



- 
- Compared with other regions, a higher proportion of foundations in the Midwest (30 percent) had engaged in many (six or more) of the communications practices we asked about. Comparable proportions were 21 percent in the South, 22 percent in the West, and 18 percent in the Northeast.

### **VIII. Self-Assessment of Effectiveness by Foundations** (Table 3, pp. 111–112)

Foundation self-assessments were generally high among all groups. However, regional differences emerged in two areas:

- Western foundations rated their grant quality as excellent (51 percent) most often, while Midwestern foundations did so least often (34 percent). Northeast and Southern foundations fell in between (41 and 40 percent, respectively).
- Low percentages of foundations in all regions rated their communications performance as excellent. Compared with foundations from other regions, a higher proportion of Midwestern foundations characterized their performance as excellent in the communications and publications areas (19 percent). The lowest proportion of foundations assessing themselves this way was located in the Northeast (10 percent). Comparable percentages in the South and West were 12 and 16 percent, respectively.

# Attitudes and Practices among Local, National, and International Funders

**F**oundations were asked whether their institution's funding is primarily local, regional, national, or international. Although most foundations fell into one of these categories, some did classify themselves in two categories, the most common combination being local and regional funding.<sup>12</sup> These foundations are included in more than one of the local, regional, national, and international categories.

## I. Ideas about Foundation Effectiveness (Table 4, pp. 113–115)

- A majority of all foundations say that establishing focused and limited grantmaking areas is very important to achieving effectiveness, but the percentage is particularly high among national and international funders. Fully 83 percent of national funders, as compared with 62 percent of non-national funders, hold this view. Likewise, 79 percent of international funders, as compared with 64 percent of those that do not fund internationally, have this attitude.
- National and international funders are less likely to believe that it is very important to maintain a broad grants program. Fewer than 11 percent of national funders, as compared with 24 percent of non-national funders, have this opinion. Likewise, 11 percent of international funders, but 23 percent of non-international funders, hold this view.
- A higher share of local foundations than non-local funders (46 vs. 32 percent) believe it is very important to respond to social needs identified by grant applicants.
- Compared with non-national funders, national foundations are more likely to say it is very important to become actively involved in grant implementation (22 vs. 13 percent).
- National funders say more often than non-national funders (32 vs. 19 percent) that influencing public policy is very important to effectiveness for foundations such as theirs.

---

12. Forty-nine foundations said their primary funding was in multiple areas. Of these, 20 foundations said they fund locally and regionally. No other funding combination was given by more than 8 foundations.

- Higher proportions of national and international foundations (55 and 59 percent, respectively) than local and regional funders (43 percent each) say it is very important to focus on root causes of major problems.
- Lower shares of national (21 percent) and international funders (16 percent) say it is very important to publicize the foundation and its work, as compared with non-national and non-international funders (31 percent each).
- Most foundations said it is very important to have an involved board, though this opinion is more common among local foundations (76 percent) and less so among national funders (68 percent).
- Most foundations said it is very important to adhere to the founding donor's wishes, but this point of view is more common among local foundations (74 percent) and least so among national funders (63 percent).
- Joining grantmakers associations is seen as very important by fewer international foundations (21 percent) than local funders (39 percent). Comparable percentages for regional and national funders were 35 and 28 percent, respectively.
- As noted above, most foundations, regardless of area served, said that it is very important to have focused and limited grantmaking areas, adhere to the founder's wishes, and have an involved board. The overall rankings within funding groups, however, were rather different. Among local funders, higher proportions believe in the importance of adhering to the founder's wishes (74 percent) and having an involved board (76 percent) than believe in the importance of having focused and limited grantmaking areas (61 percent). By contrast, among national funders, 83 percent say it is very important to establish focused areas, 63 percent say it is very important to adhere to the founder's wishes, and 68 percent say having an involved board is vital.

## **II. Approaches to Grantmaking** (Table 4, pp. 116–120)

### **Influences on Formulating Grantmaking Program Priorities**

- Most foundations in each category said the founding donor was very influential in the formulation of grantmaking program priorities. This perspective was most common among international funders (79 percent) and least so among regional funders (63 percent). Likewise, 69 to 76 percent of all foundations said the board was very influential. Comparable but far lower percentages said that staff members were very influential (43 to 47 percent).
- The primary contrast among foundations in different categories was the degree of influence that they attributed to community input, with local and regional foundations far more likely to acknowledge this factor as a very important influence. Thus, 26 percent of local and 23 percent of regional funders, as compared with 12 percent of national and 14 percent of international funders, characterized community input as very influential in the formulation of their grantmaking program priorities.

- 
- A higher share of national (78 percent) and international foundations (80 percent) than local or regional foundations (58 percent each) said current donors were very important.

### **Grantmaking Goals**

- National and international foundations (65 and 62 percent, respectively) were notably more likely to say that it is very important to them to strengthen particular fields of activity. Conversely, local funders least often said this practice is very important (46 percent).
- A majority of local and regional foundations (63 and 62 percent, respectively) said that strengthening their local community or region is very important. It was far less common, however, for national (26 percent) or international foundations (18 percent) to rate this goal as very important.
- National foundations more often said that strengthening social change is a goal of their grantmaking (38 percent, as compared with 27 percent of non-national funders).

### **Types of Support during the Two Years Prior to the Survey**

Geographical focus did not differentiate providers of general support or organizational and management development, but some other differences in funding patterns were found among local, regional, national, and international funders:

- *Research Support:* While 21 percent of national foundations and 31 percent of international foundations had often supported research, this was true of fewer than 9 percent of regional or local funders.
- *Advocacy:* Few funders of any type supported advocacy often, but it was least likely to be practiced by local foundations. Indeed, only 29 percent of local funders had sometimes or often supported advocacy, as compared with 43 to 44 percent of funders in other groups.

### **Nonfinancial Grantee Support during the Two Years Prior to the Survey**

- Regional funders were somewhat more likely to have provided assistance in board development, strategy and planning, and fundraising.
- Regional funders were markedly more likely to have sometimes or often hosted grantee convenings during the past two years. Forty-five percent of regional funders had sometimes or often done this, as compared with 32 to 38 percent among other funders.
- National funders less often provided assistance in fundraising to grantees. Specifically, 32 percent of national funders, but 40 percent of non-national funders, had sometimes or often provided such assistance.

## **III. Application and Review Process** (Table 4, pp. 120–123)

- National funders less often gave serious consideration to unsolicited proposals. Forty-four percent of national funders, as compared with 54 percent of others, had often or always done so.

- Regional and local funders were less likely to accept electronic applications. Fully 68 and 69 percent, respectively, of regional and local funders *never* accepted applications electronically, as compared with 42 percent of international and 52 percent of national funders. Only in the case of international funders did a majority ever accept applications in this form.
- National and international funders encouraged or required a summary proposal prior to accepting a full proposal more often than did local or regional foundations. Thus, 52 and 48 percent of international and national funders, respectively, often or always required a summary proposal, as compared with 39 percent of regional funders and 34 percent of local funders.
- Trustees of local funders most often conducted site visits as part of the review process. Twenty-three percent of local funders said trustees had often or always done this, as compared with 15 to 17 percent at other foundations.

### Criteria Used in Individual Grantmaking Decisions

- The most marked distinction with respect to criteria was that national and international funders reported greater staff influence. Staff members were rated as very important in grantmaking decisions by only 37 and 36 percent, respectively, of local and regional funders, but by 50 percent of national and 47 percent of international funders.
- Local funders paid somewhat greater attention to risk of failure as a criterion; 56 percent of local funders, as compared with 46 percent of other funders, said this issue was somewhat or very important.
- A proposal's strength and its fit with preexisting foundation priorities were cited as very important criteria by the highest percentage of foundations. Strength of proposal was characterized by 64 to 72 percent of foundations as very important, while 80 to 92 percent characterized fit with priorities as very important.

## IV. Monitoring and Evaluation (Table 4, pp. 124–130)

Final reports, the most common tool used to monitor grant funds, were always required by 69 to 79 percent of all foundations. However, differences existed with respect to two other monitoring tools:

- National foundations more often required interim reports, while local funders did so less often. Forty-seven percent of national funders *always* required such reports, as compared with 29 percent of local funders.
- Local funders more often said that they monitor grants by the foundation's ongoing involvement in the community or field. In fact, fully 70 percent of local funders often or always monitor in that way, as compared with 57 percent of non-local funders.
- Few foundations of any type put representatives on grantee boards or advisory committees. However, national foundations were somewhat more likely to put representatives on grantee

---

advisory committees, though most that did said they did so rarely. Therefore, 72 to 74 percent of local, regional, and international funders, as compared with 62 percent of national funders, *never* put a representative on an advisory committee.

### **Formal Evaluation of Funded Work**

International funders were more likely to conduct formal evaluations of work they funded. Fully 57 percent of them did so, while the corresponding proportion for other foundations ranged from 42 to 47 percent. Although some distinctions were found, a funder's geographical area did not overall provide a strong basis for understanding differences in attitudes and practices concerning evaluation.

### **Reasons for Evaluation**

- Among those foundations that conducted evaluations, by far the reasons most often characterized as very important were to learn whether original objectives were achieved and to determine the outcomes of funded work. At least 71 percent of foundations in each category portrayed these objectives as very important.
- National foundations were more likely than others to rate contributing to knowledge in the field as a very important reason for conducting evaluations. This was true of 48 percent of national funders, as compared with 30 percent of other funders.

### **Intended Audiences for Evaluation Results**

Again, intended audiences are fairly comparable across geographic focus, with board and staff by far most often characterized as main audiences for evaluation results. Between 76 and 83 percent of foundations characterized the board as a main audience, and 79 to 86 percent characterized staff in that way. To understand variations in the intended audiences for evaluation, therefore, we clearly need to search for other factors.

### **Dissemination of Evaluation Results**

Likewise, geographical focus does not distinguish whether or not foundations make their evaluation results public. However, those foundations that publicize their evaluation results exhibit some differences in the use of certain dissemination vehicles.

- Local funders less often distributed evaluation results on a web site. Only 26 percent of these funders had done so, as compared with 48 percent of other funders.
- Regional and national funders (65 and 64 percent, respectively) published papers and reports more often than did local and international funders (50 and 30 percent, respectively).

### **Activities to Evaluate and Strengthen the Foundation's Own Performance**

Higher shares of regional foundations conducted more of the types of events that we asked about. Seventeen percent had engaged in six or more activities, as compared with 12 to 13 percent of non-regional funders. The most marked difference with respect to any individual

---

practice was the greater frequency with which regional foundations (61 percent) had conducted formal reviews of staff performance as compared with non-regional funders (48 percent). In addition, national funders (31 percent) were somewhat less likely than non-national funders (42 percent) to conduct board retreats.

## **V. Investments: Program-Related and Social Investing** (Table 4, p. 130)

International funders more often made use of all three of the investment practices that we asked about:

- Fully 27 percent of international funders had made program-related loans or investments, as compared with approximately 16 percent of other foundations.
- Fully 34 percent had invested or avoided investing in a company or business sector because of its social, political, or environmental practices. Among other type of funders, the comparable proportion ranged from a low of 14 percent among local funders to a high of 22 percent among national funders.
- Furthermore, 15 percent of international funders had voted proxies or joined with other shareholders to influence a company's social, political, or environmental practices—a figure that is low, but far higher than the 5 to 10 percent evident among other funders.

## **VI. Collaboration and Professional Involvement** (Table 4, pp. 130–131)

- National funders were less likely than non-national funders to have participated in formal co-funding arrangements (36 vs. 48 percent).
- National funders were also less likely than non-national funders to have spoken with government officials about areas of interest (32 vs. 44 percent).
- Regional foundations more often convened outside experts to inform foundation activities and participated in formal co-funding arrangements.
- Among those foundations that actively encouraged grantee collaborations, regional funders more often had required it (51 percent, as compared with 39 percent of other funders).

## **VII. Communications** (Table 4, pp. 132–133)

- Overall, local foundations engaged in lower numbers of the different communication activities we asked about. Fifty-five percent of local funders had engaged in three or more communication activities, as compared with 65, 61, and 59 percent of regional, national, and international funders, respectively. Twenty-percent of local funders had conducted none of the activities (as compared with 13 to 15 percent of funders in other categories).
- Comparable shares (69 to 70 percent) of regional, national, and international funders had web sites, but the proportion was somewhat lower among local funders (57 percent).

- 
- National and international funders were less apt to actively solicit press coverage. Only 28 percent of national and international funders, as compared with 43 and 44 percent of those in the local and regional funder categories, had done so.
  - Compared with other funders, a greater share of regional funders had sent staff to make presentations—for instance, at conferences (64 vs. 57 percent). A higher share had also hired a public relations consultant (18 percent, vs. 11 percent of non-regional funders).

### **VIII. Staff Development and Training** (Table 4, p. 133)

Compared with other funders, a higher proportion of regional funders sometimes or often provided opportunities for staff development and training in computers/technology (63 vs. 56 percent) and internal management (49 vs. 41 percent).

### **IX. Self-Assessment of Effectiveness by Foundations** (Table 4, pp. 134–135)

A high percentage of international funders rated their communications effectiveness as only fair or poor. Fully 64 percent of international funders, as compared with 41 percent of non-international funders, rated themselves this low.





# Attitudes and Practices among Foundations with Different Effectiveness Frameworks

This chapter turns to a different type of classification, applying a typology of effectiveness frameworks among foundations developed for this research. Doing so permits us to move from discussing individual attitudes and behaviors to analyzing foundations in terms of their overall approaches to effectiveness, as reflected in the sets of generalized and interrelated attitudes and practices that they exhibit. Specifically, this typology classifies foundations not according to whether they think or do any one particular thing, or have any one particular characteristic, but according to their ranking across a set of scales that measure different components of effectiveness. These effectiveness frameworks cut across demographic characteristics and, as we shall see, have profound consequences for the individual practices that foundations value and adopt.

## The Effectiveness Frameworks

Our typology groups foundations according to how they rank across four scales that measure different effectiveness components/approaches. The four scales<sup>13</sup> are:

- *Proactive Orientation*: This scale measures whether foundations view proactivity as important to achieving effectiveness. Foundations that measure high on this scale make grants for foundation-designed initiatives; use the presence of measurable outcomes as an important grantmaking criterion; and believe that it is important to actively seek out social needs to address, to engage in activities beyond grantmaking to increase impact, to focus on root causes of major problems, and to collaborate.

---

13. These scales were developed on the basis of results from factor analysis, a statistical technique we used to determine which sets of attitudes and practices are likely to be found together. All scales range in value from 1 to 4. The value of each scale equals the average of its component items' values. For instance, if a foundation answered '4' (often) for having made grants for organizational/management development, and answered '3' (sometimes) for providing each of the six types of nonfinancial technical support asked about, then the foundation's score on the technical assistance/capacity building scale would be  $(4+(6*3))/7=3.14$ . We calculated scores for foundations only if they had answered at least 75 percent of the items in the scale. Additional methodological details on the factor analysis are provided in the note at the conclusion of this chapter.

- 
- *Technical Assistance/Capacity Building*: This scale measures foundation support for management and capacity development among grantees. Foundations that rank high on this scale make grants for organizational and management development, and provide nonfinancial technical assistance in areas that include board development, strategy and planning, fundraising, communications, technology, and hosting grantee convenings.
  - *Social Policy/Advocacy*: Foundations that rank high on this scale believe that influencing social policy is important to being effective. They make grants in support of advocacy, and a major goal of their grantmaking is to “strengthen social change and strategies for social change.”
  - *Internal Staff Development*: This scale measures foundation support for development and training of its own staff. Foundations that rank high on this scale more often provide opportunities for training and development in use of computers/technology, internal management, and grantmaking. While we hypothesized that the items in this scale and the technical assistance scale might have correlated together and formed one “capacity-building (internal or external)” scale, this was not the case, indicating that support for internal capacity building and support for capacity building among grantees are two distinct sets of activities/priorities.

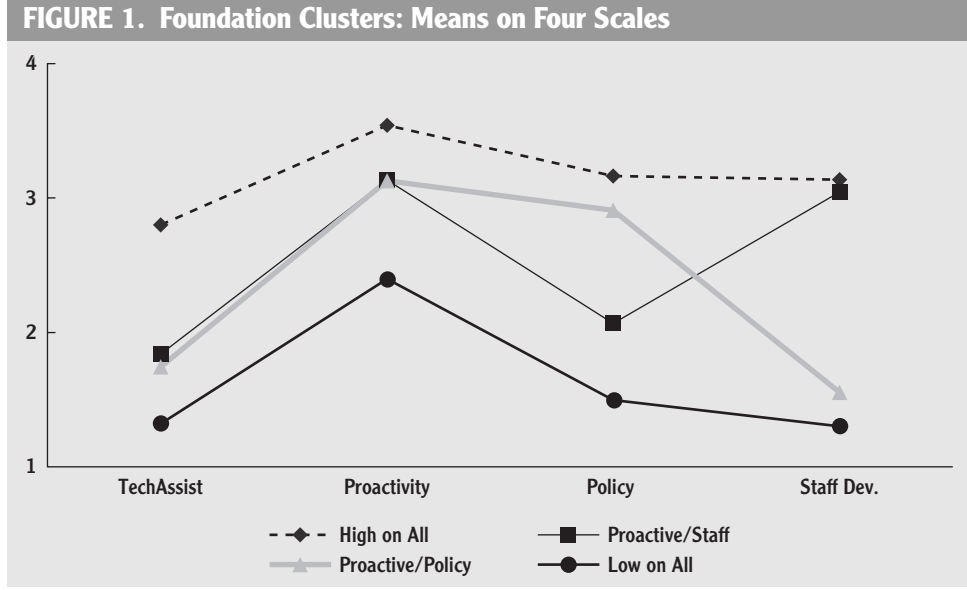
Utilizing a statistical technique called cluster analysis,<sup>14</sup> we then identified four discrete clusters, or groups of foundations, according to how they ranked on all four of these scales. The four groups are:

1. *High on All*: These foundations rated comparatively high on all four of the scales. There were 313 foundations in this group.
2. *Proactive/Policy*: These foundations ranked relatively high on the proactivity and social policy scales, but not on the management/technical assistance or internal staff development scales. There were 296 foundations in this group.
3. *Proactive/Staff*: Foundations in this cluster ranked high on the proactivity and internal staff development scales, but not on the social policy or management/technical assistance scales. There were 230 foundations in this group.
4. *Low on All*: These foundations ranked low on all four of the scales. There were 224 foundations in this group.

Figure 1 shows each cluster’s average ratings on the four scales. As we can see, only the High on All group exhibits relatively high scores on the technical assistance scale. That is, higher levels of support for technical assistance exist only among that group whose members also are proactive *and* oriented toward influencing social policy *and* emphasize internal staff development. As we can again see by the Proactive/Staff group’s low rating on the technical assistance scale, internal capacity building by a foundation through staff development does not necessarily translate into a willingness to provide grantees with funds or technical assistance by which to strengthen their infrastructure.

---

14. For additional methodological details on the cluster analysis, please see the note at the end of this chapter.



The various groups, particularly the High on All and Proactive/Staff clusters, are diverse and include foundations of various types and sizes, although certain subcategories of foundations are more likely to be in the same cluster. For instance, among High on All cluster members, 13 percent have more than \$400 million in assets, but 21 percent have \$10 million or less in assets. Likewise, 58 percent of the High on All group are independent foundations, but 35 percent are community foundations. The least diverse cluster is the Low on All group, which is comprised overwhelmingly of independent foundations (88 percent) and foundations in the two smallest asset categories (90 percent). Table 5A profiles the size, type, region, and geographical focus of foundations in the four clusters. Since two clusters involve a high ranking on a scale related to internal staff training and development, table 5A also breaks down clusters by staff size.

The subcategory of foundations whose members are most likely to be in the same cluster is by far that of foundations with more than \$400 million in assets. Among this subgroup of foundations, fully 71 percent are in the same cluster (High on All). In only one other instance do half or more of foundations of the same size or type belong to the same cluster (53 percent of foundations with \$100 to \$400 million are in the High on All group), although almost half of community foundations are in the High on All group.

**Effectiveness Frameworks and Attitudes and Practices**

The clustering of foundations is based on scales that were constructed from certain items on the questionnaire (e.g., funding foundation-designed initiatives). It is therefore a given that cluster membership is related to responses for those items. As we shall see, however, cluster membership is also associated with a large number of other attitudes and practices—attitudes and practices that did not go into the construction of the scales. This demonstrates that our typology does indeed capture a valid and important source of differentiation among foundations that helps us to understand distinct patterns of attitudes and behavior.

---

## I. Ideas about Foundation Effectiveness (Table 5, pp. 136–137)

Many of the ideas that we asked about were themselves components of the scales upon which the clusters are based. This is particularly true in the case of the proactivity scale. Thus, it is a foregone conclusion that ratings of the importance of those ideas will vary among foundations in different clusters. Still, it is worth noting one or two of these variations to convey the magnitude of the differences in orientation among these groups. (See table 5 for further examples.) For instance:

- Fully 80 percent of High on All foundations believe that it is very important to engage in activities beyond grantmaking to increase impact, while only 11 percent of those in the Low on All group hold that view.
- Fully 57 percent of those in the Proactive/Policy group feel it is very important to focus on root causes of major problems, but only 33 percent of those in the Proactive/Staff group feel that way.

Particularly striking, however, is that cluster membership also bears on how foundations assess other ideas—ideas that played no role in constructing the scales. Statistically significant differences were found in how foundations in different clusters responded to fully seven of the nine different independent items that were unrelated to the scales. For instance:

- A higher share of High on All foundations believe it is very important to publicize the foundation and its work. Fully 45 percent of these foundations hold this view, as compared with 11 percent of those in the Low on All group, and 34 and 25 percent in the Proactive/Staff and Proactive/Policy groups, respectively.
- A far lower percentage of foundations in the Low on All group believe that responding to social needs identified by grant applicants is important to achieving effectiveness. Only 25 percent of foundations in the Low on All group hold that view, as compared with 42 or 43 percent in all other groups.
- A larger percentage of the High on All cluster members believe that conducting formal evaluations of funded work is very important. Fifty-one percent of this group's members held this view, as compared with 35 and 31 percent of Proactive/Staff and Proactive/Policy foundations, respectively, and only 24 percent of Low on All Foundations.
- There was one idea that a far higher percentage of foundations in the Low on All group did rate as very important—namely, keeping staff size to a minimum. Fully 72 percent of these foundations said this practice is very important, and adhering to the founding donor's wishes was the only practice rated as very important to achieving effectiveness by a higher percentage of these foundations. By contrast, keeping staff size minimal was rated as very important by only 48 percent of those in the Proactive/Policy group, and by 38 and 25 percent of those in the Proactive/Staff and High on All groups, respectively.
- Foundations in the High on All group most often said it is very important to maintain a broad grants program (30 percent). Those in the Low on All group were least likely to express this view (12 percent). The Proactive/Staff group was closer to the high end (26 percent), while the Proactive/Policy group was closer to the low end (15 percent).

- Foundations in the High on All cluster more frequently believe it is very important to get actively involved in grant implementation. Twenty-two percent of this group felt this way, as compared with 15 percent of Proactive/Policy foundations, 13 percent of Proactive/Staff foundations, and 10 percent of the Low on All group.
- Although a majority in all groups feel it is very important to have an involved board, the proportion is lower among those in the Proactive/Policy group. Sixty-four percent of these foundations said this, as compared with 79 percent of High on All foundations, 76 percent of Proactive/Staff group members, and 70 percent of those in the Low on All group.
- In two areas, the outlooks of those in different clusters are more similar. The majority of members of every cluster believe it is very important to adhere to the founding donor's wishes (65 to 80 percent) and to establish focused and limited grantmaking areas (60 to 69 percent).

## **II. Approaches to Grantmaking** (Table 5, pp. 138–140)

### **Influences on Formulating Grantmaking Program Priorities**

Comparable members of different clusters rated the board as very influential in formulating program priorities (71 to 75 percent). There were considerable differences, however, in the reported influence of staff and community input:

- Staff input was rated as very influential by a far higher share of High on All foundations (66 percent) than by foundations in the Proactive/Staff and Proactive/Policy groups (40 and 37 percent, respectively) or in the Low on All group (26 percent).
- Community input was rated as very influential by a far lower share of Low on All foundations (3 percent) than foundations in other groups. Comparable proportions were 40 percent for those foundations in the High on All cluster, and 21 and 19 percent for Proactive/Staff and Proactive/Policy members, respectively.
- A majority of each cluster's members rated the founding donor as very influential, but this response was more common in the Low on All group and less common in the High on All group. In fact, fully 79 percent of the Low on All foundations said this, as compared with 55 percent of High on All foundations. Sixty-eight and 69 percent of the Proactive/Staff and Proactive/Policy group members, respectively, reported the founding donor was very influential.

### **Grantmaking Goals**

One of the five goals we asked about—"strengthening social change and/or strategies for change"—was among the items used to construct the Social Policy/Advocacy scale, and thus higher shares of the High on All and Proactive/Policy groups (the two clusters that rated high on that scale) felt this goal is very important. Still, the pronounced differences between these groups and the others emphasize the distinctness of viewpoint among the foundations in the

---

different groups. Fifty-five percent of the High on All group and 42 percent of the Proactive/Policy group said strengthening social change is very important; however, the proportion with this opinion was only 12 percent in the Proactive/Staff group and only 1 percent in the Low on All group.

Differences in outlook were also found in responses to all other items, too, including items that were not used to create the scales:

- Fully 53 percent of the High on All group said that “strengthening particular organizations” was very important, as compared with between 33 and 38 percent of foundations in other groups. This is consistent with the High on All group’s higher rating on the technical assistance/capacity building scale.
- A greater share of High on All foundations (71 percent) said strengthening the local community is a very important goal, as compared with 57 percent of Proactive/Staff, 47 percent of Proactive/Policy, and 35 percent of Low on All group members.
- Higher proportions of High on All and Proactive/Policy members said it is very important to strengthen particular fields of activity (57 and 56 percent, respectively), as compared with 47 and 43 percent of Proactive/Staff and Low on All members, respectively.

### **Types of Support during the Two Years Prior to the Survey**

Significant differences were found in the frequency with which every type of support was provided. This was not only true of the three types that went into the construction of the scales, as one would expect, but of all others as well.

- Few foundations of any type often funded research. However, foundations in the High on All group (39 percent) and the Proactive/Policy group (35 percent) were more likely to have sometimes or often done so than were those in the Proactive/Staff group (25 percent) or the Low on All group (23 percent).
- Fewer foundations in the Low on All group funded unsolicited proposals. Fully 41 percent of them had *never* done so in the past two years, as compared with 17 percent of High on All foundations and 21 and 18 percent of Proactive/Staff and Proactive/Policy group members, respectively, that had not done this. Conversely, 32 to 36 percent of members of other groups, but only 26 percent of Low on All members, had often funded unsolicited proposals.
- Funding organizational/management development was one of the items that comprised the technical assistance scale, on which only those in the High on All group rated comparatively high. Thus, it is consistent that while 36 percent of High on All group members often had given such support, only 7 and 10 percent of Proactive/Staff and Proactive/Policy group members, respectively, and 2 percent of those in the Low on All cluster, often gave such funding. Fully 84 percent of the High on All group had sometimes or often made such grants. Comparable figures are 47 percent for Proactive/Staff and 42 percent for Proactive/Policy group members, but only 19 percent for those in the Low on All category.

---

## Grant Length

Those foundations in the High on All cluster were more likely to often or always make grants of three years or longer (22 percent), as compared with 10 to 13 percent of foundations in other areas. If we consider those that sometimes or more frequently made longer grants, the High on All group still exhibits the highest share, 51 percent. The second highest percentage was in the Low on All group (44 percent). Proportions for the Proactive/Staff and Proactive/Policy groups were 38 and 35 percent, respectively.

## Nonfinancial Technical Support

Support activities highlighted in this section were correlated with one another and all were components of the technical assistance/capacity building scale. Therefore, as expected, higher percentages of the High on All group said they had sometimes or often provided each of the various forms of support. Recall that this was the only group that rated comparatively high on that scale, and percentages were quite low among other groups. Indeed, more than 70 percent of those in the Low on All group, and 40 percent or more of members of the other two groups had never provided each of the types of nonfinancial support asked about during the past two years.

## III. Application and Review Process (Table 5, pp. 140–143)

Cluster membership did not differentiate those foundations that said they accept a common application form or give serious consideration to unsolicited applications, but differences were found in other practices.

- Lower shares of those in the Low on All group (21 percent) and higher shares of those in the High on All cluster (47 percent) often or always encouraged a summary proposal prior to submission of a full proposal.
- Likewise, while staff in only 10 percent of those foundations in the Low on All cluster had often or always helped applicants prepare proposals, 45 percent of those in the High on All group, and 22 and 20 percent of those in the Proactive/Staff and Proactive/Policy groups, respectively, had done so.
- In fully 72 percent of foundations in the High on All group, staff conducted site visits often or always. That was also true of 51 and 48 percent of the Proactive/Staff and Proactive/Policy groups, respectively, but true of only 28 percent of Low on All foundations.

## Criteria Used in Individual Grantmaking Decisions

- Strength of the proposal was very important for a lower proportion of Low on All foundation group members (53 percent). The comparable figures for other groups were 63 percent for Proactive/Policy members, 68 percent for Proactive/Staff members, and 77 percent for those foundations in the High on All cluster.
- Foundations in the Proactive/Policy and Low on All groups were most likely to characterize board members' interest as very important. In fact, fully 43 percent of the members of each



---

of these groups said this, as compared with 25 percent of Proactive/Staff foundations and 23 percent of High on All members.

- Staff input was characterized as very important most often among the High on All group (55 percent) and far less often among the Low on All group (19 percent). Comparable proportions were 41 percent among the Proactive/Policy group and 33 percent of among those in the Proactive/Staff group.
- Innovativeness was rated as very important the most by foundations in the High on All group (34 percent), and the least by those in the Low on All group (10 percent). Twenty-three percent of both Proactive/Staff and Proactive/Policy members rated innovativeness as very important.
- Conversely, those foundations in the High on All group said that risk of failure was a somewhat or very important criterion less often (39 percent), as compared with 53 to 57 percent of other group members.
- Ethnic/racial diversity was not characterized as a very important criterion by many foundations in any group. When we look at those that said it was somewhat or very important, the percentages vary dramatically. While 47 percent of the High on All group said this criterion was somewhat or very important, fewer than 13 percent of the Low on All group felt this way. Within the other two groups, 24 percent gave this response. A comparable ordering was found with respect to gender diversity.

#### **IV. Monitoring and Evaluation** (Table 5, pp. 143–147)

##### **Monitoring Use of Grant Funds**

Typically, monitoring practices were conducted most often by the High on All group and least often by the Low on All group, while the other two groups fell in between. For instance:

- Most foundations said they always require final reports, and this was the most common method of monitoring. However, the Low on All group demonstrated a much smaller majority. Only 52 percent of this group's foundations always require final reports, as compared with 85 percent of the High on All foundations and 70 and 69 percent of the Proactive/Staff and Proactive/Policy groups, respectively.
- The majority of High on All foundations conducted site visits (53 percent) often or always, as compared with 25, 38, and 40 percent of Low on All, Proactive/Staff, and Proactive/Policy group members, respectively.

##### **Formal Evaluation of Funded Work**

A lower share of foundations in the Low on All category (28 percent) conduct formal evaluations, while the highest percentage is in the High on All group (62 percent). Among those foundations that do conduct evaluations, there were variations in the importance of different reasons and intended audiences. For instance:

- Learning whether original objectives were achieved was a very important goal for a higher share of Proactive/Policy and Low on All group members (93 and 90 percent, respectively) than High on All and Proactive/Staff group members (79 and 74 percent, respectively).
- Compared with members of other groups, a higher proportion of those foundations in the Low on All group said that a very important reason they conduct formal evaluation is to learn about the implementation of funded work (83 percent, vs. 66 to 70 percent).
- Foundations in the High on All group far more often said that it is very important to use evaluation results to strengthen future grantmaking (74 percent). By contrast, only 31 percent of those in the Low on All group said this, while about 56 percent of other group members gave this reason.

Members of the High on All and Proactive/Policy groups were more likely to say that it is very important to them to conduct evaluations for reasons that had to do with making some type of external impact. For instance:

- Forty-eight percent of High on All members and 37 percent of Proactive/Policy foundations said that contributing to knowledge in the field is a very important reason why they conduct evaluations. In contrast, only 23 percent of Low on All members and 18 percent of Proactive/Staff members gave this response.
- Likewise, 43 percent of High on All foundations said strengthening organizational practices in the field is a very important reason. The proportion drops, however, to 28 percent among the Proactive/Policy group, 21 percent among the Proactive/Staff group, and 13 percent among the Low on All group.
- Higher shares of those in the High on All and Proactive/Policy groups said that strengthening public policy is a very important reason for evaluation. The proportions are low—32 percent of High on All foundations and 17 percent of Proactive/Policy foundations—but still considerably higher than those for the other two groups, which were both less than 3 percent.

### **Intended Audiences for Evaluation Results**

- Board and staff were rated as main audiences most frequently by members of all groups. However, the share of Low on All group members that say staff members are a main audience is considerably lower (66 percent) than the share of other foundations that gave this response (83 to 84 percent for the other groups). In contrast, the proportion of those foundations that said that board members are a main intended audience is highest for the Low on All group (92 percent), and lowest among High on All group members (77 percent). Proportions for the Proactive/Staff and Proactive/Policy groups were 80 and 89 percent, respectively.
- Grantee organizations are a main audience for 38 percent of High on All funders, but only 15 to 22 percent of those in other groups.

- 
- Policymakers were a main intended audience for 21 percent of the High on All group and 18 percent of the Proactive/Policy group. By contrast, they were a main audience for only 12 percent of the Low on All group and 4 percent of the Proactive/Staff group.
  - Few foundations of any type mainly intended evaluation results for other foundations. However, those in the High on All group were more likely to view other foundations as somewhat or mainly an audience. While 73 percent of High on All group members said this, only 26 percent of Low on All group members expressed this opinion.

### **Dissemination of Evaluation Results**

Except for the High on All group, a majority of foundations never make evaluation results public. Fully 56 percent of the High on All group sometimes, often, or always makes results public, as compared with 17 to 26 percent of foundations in other groups.

### **Activities to Evaluate and Strengthen the Foundation's Own Performance**

- Compared with the two other groups, higher percentages of those foundations in the High on All and Proactive/Staff groups had conducted a strategic planning process, had a board retreat, conducted formal reviews of staff performance, reviewed grants for consistency with stated foundation priorities, and compared themselves with other foundations in the two years prior to the survey. The Proactive/Policy group percentages were consistently higher than those for the Low on All group for all of the activities mentioned above.
- Thirty-four percent of those in the High on All group had engaged in six or more of the practices asked about in this section, while 86 percent had been involved in three or more. Low shares of the other groups had engaged in six or more practices. However, 64 percent of the Proactive/Staff group had engaged in three or more, while this was true of only 40 percent of Proactive/Policy group members and 20 percent of Low on All group members.

## **V. Investments: Program-Related and Social Investing** (Table 5, p. 147)

- The High on All group members far more often made program-related investments. Fully 30 percent did this, as compared with 10 to 13 percent of other group members.
- Greater shares of the High on All and Proactive/Policy group members had invested or avoided investing in a company/business sector because of social, political, or environmental practices. In fact, 22 and 23 percent, respectively, had done this, as compared with fewer than 13 percent from the other groups.
- Very few members of any group voted proxies to influence business practices, but the highest proportion was in the Proactive/Policy group (10 percent), followed by High on All foundations (8 percent). While low, the figure for the Proactive/Policy group is nonetheless twice the share found among the Proactive/Staff and Low on All groups (5 and 4 percent, respectively).

---

## VI. Collaboration and Professional Involvement (Table 5, pp. 147–148)

Once again, foundations in the Low on All group engaged in these practices at notably lower rates. The highest proportion of Low on All group members performing any of these activities was the 43 percent that exchanged information about prospective grantees with other funders. In contrast, over 70 percent of the High on All group had carried out each of the activities and majorities of the other groups' members had engaged in three of them. (Foundations were queried about whether they participated in a co-funding arrangement, exchanged information about prospective grantees with other funders, discussed issues in the foundation's interest areas with government officials, belonged to associations of grantmakers, or convened people from outside the organization.) Differences among those engaging in some of the activities were quite marked:

- Seventy-six percent of High on All members had discussed issues of interest with government officials, a proportion that drops to 37 and 35 percent for Proactive/Staff and Proactive/Policy, respectively (and to 12 percent among the Low on All cluster). The relatively low proportion among the Proactive/Policy group suggests that these foundations may not be fully utilizing a channel suited to pursuing their objectives.
- The Low on All foundations are far less likely to join associations of other grantmakers. For instance, only 41 percent belonged to a local or regional association, as compared with 72 to 93 percent of other foundations. Differences were marked as well for national grantmaker association membership.
- Virtually all (93 percent) of the High on All funders encouraged grantees to collaborate, a figure that drops to 33 percent among the Low on All group. Of those foundations that do encourage such an activity, members of the High on All group are more likely to require collaboration.

## VII. Communications (Table 5, pp. 148–149)

Foundations in the High on All group engaged in the largest number of communication activities, followed by those in the Proactive/Staff, Proactive/Policy, and the Low on All groups. Indeed 43 percent of the Low on All group engaged in *no* communication activities.

Significant differences were found in the proportions participating in all the activities. Commonly, the highest percentage occurred in the High on All group, followed by the Proactive/Staff foundations, the Proactive/Policy group, and finally the Low on All group. In two areas, the differences are particularly striking:

- Only 46 percent of the Proactive/Policy cluster and 29 percent of the Low on All cluster published an annual report. In contrast, an annual report was published by 60 percent of Proactive/Staff foundations and 79 percent of High on All organizations.
- Only 52 percent of the Proactive/Policy group had a web site—considerably higher than the 30 percent of Low on All foundations, but far lower than the 70 and 88 percent of Proactive/Staff and High on All foundations, respectively.

---

## **VIII. Staff Development and Training** (Table 5, p. 149)

All survey questions about how often the foundation provided various types of staff training opportunities were components of the staff development scale, and thus shares of foundations providing training opportunities are considerably higher for the High on All and Proactive/Staff groups because these are two groups that rated high on this scale. It perhaps bears mentioning, however, that substantial percentages of other group members never provide such opportunities. Indeed, 75 percent or more of Low on All group members said they never provided training in computers, internal management, and grantmaking.

## **IX. Self-Assessment of Effectiveness by Foundations** (Table 5, pp. 149–150)

Foundations in all clusters generally rated themselves well in all categories, though to varying degrees more of the High on All group members rated their performance as excellent. For instance, members of the High on All category more often rated themselves as excellent in communications (21 percent) than did others, the lowest being the Proactive/Policy foundations (9 percent).

## **Addendum: Methodological Note on the Factor and Cluster Analyses**

### **Factor Analysis**

We conducted principal components analysis using varimax rotation in order to reduce the items in the data into factors that would represent as much as possible of the original information. All factors with eigenvalues greater than 1 were examined as potential subscales. Factor loadings were examined to determine whether they were meaningfully correlated with the factors. Items were retained in the factor if the scale was determined to be internally consistent, using Cronbach alpha. We examined Cronbach alphas with items removed to determine whether any particular item was adversely influencing the alpha. Cronbach alpha scores ranged from .72 to .84. As noted earlier, composite scale scores were then created based on the mean of the items for the scale that were not missing. Scores were only calculated for foundations that answered at least 75 percent of items in that scale.

### **Cluster Analysis**

SAS was used to perform a cluster analysis using PROC FASTCLUS, a method appropriate for large data sets that identifies disjoint clusters of observations. To assess the stability and replicability of clusters, foundations were randomly divided into two subsamples and cluster analysis was conducted separately on each. The four-cluster solution was chosen for analysis because the four profiles were substantively meaningful and distinct from one another (Tukey tests were conducted to confirm the distinctness of clusters). To test if the cluster analysis replicated similar cluster structures within each subsample, the two sets of means for the four-cluster solutions from each subsample were compared separately. Corresponding cluster groups from each subsample were highly correlated demonstrating stable and reliable clusters ( $r$ 's ranged from .97 to .999). Once it was demonstrated that the four-cluster solution could be successfully replicated in two halves of the sample, the analysis was conducted on the total sample.

---

# Conclusion: Implications and Observations

**T**his report has presented a large volume of data. Within these data we have analyzed a broad array of attitudes and practices among foundations categorized in several different ways. Many of the conclusions that readers draw from this study's findings will depend on their own beliefs concerning the appropriateness and effectiveness of the individual practices queried in the survey. That said, we also believe that a set of general conclusions can be drawn from the myriad specific facts of this study—conclusions that are widely relevant to foundation leaders and staff and others concerned with strengthening foundation effectiveness.

1. *Assessments of and proposals to strengthen foundation effectiveness must recognize the heterogeneity of the foundation field and specify the types of foundations to which the assessments are (or are not) applicable.* Given the variation in foundation attitudes and practices, broad generalizations and aggregate statistics often mask substantial differences among subsets of foundations, and can therefore be very misleading. Do most foundations conduct formal evaluations of their work? For the largest foundations, the answer is “yes.” For the smallest, the answer is “no.” To take another example, a major finding of this study is that, in key respects, community foundations and private foundations have very different ideas about effectiveness. Most corporate and independent foundations believe that establishing limited and focused grantmaking areas is very important to achieving effectiveness—a belief not found among community foundations. In contrast, most community foundations believe it is very important to maintain a broad grants program, but few corporate or independent foundations share that view.
2. *The role and significance of the donor needs to be incorporated into discussions of effectiveness.* Analyzing foundations according to multiple subcategories not only reveals variations, but also helps to identify commonly held attitudes and practices. As many ways as we subdivided the foundation world, again and again we found that, with the exception of corporate foundations, most foundations believe that adhering to the founding donors' wishes is a very important component of effectiveness.<sup>15</sup> Therefore, discussions of founda-

---

15. Corporate foundations were the sole exception. Forty-four percent of corporate foundations believed that adhering to the founding donor's wishes is very important. Our data did not permit us to differentiate foundations

---

tion effectiveness must talk *about* the donor and *to* the donor. If those in foundations view adhering to the founding donors' wishes as very important, then the way that donors formulate and convey their wishes (e.g., the balance between guidance and flexibility) becomes a critical part of implementing effectiveness. The impact of the founders' wishes is certainly recognized in the foundation world, and is a subject that is much addressed by those individuals associated with family foundations. Lacking in the effectiveness literature, however, is the link between the issue of adherence to the founders' wishes and discussions of *organizational* performance. The subject of adherence to the donors' wishes is perhaps a controversial one, and one that may sit uneasily within the organizational focus of the effectiveness literature. However, it is clearly one that needs to be addressed because of its prevalence.

3. *A substantial number of foundations are not engaging in practices that, by their own standards, are important to effectiveness.* For instance:

- Among foundations that say it is very important to have a strong organizational infrastructure in order to be effective, 30 percent never or rarely provided formal opportunities for staff development and training in computers/technology; 45 percent never or rarely provided such opportunities for training in internal management; and 29 percent never or rarely provided opportunities for training in grantmaking.<sup>16</sup>
- Among those that say it is very important to collaborate with external groups, 41 percent had not participated in a formal co-funding arrangement in the past two years, 42 percent had not discussed issues in the foundation's interest areas with government officials, and 34 percent had not convened people from outside the foundation to inform foundation activities.
- Among those that say it is very important to respond to social needs identified by grant applicants, only 30 percent had solicited anonymous or nonanonymous feedback from grantees through interviews, focus groups, and/or surveys during the past two years.
- Among those that say strengthening particular fields of activity is very important to what the foundation is trying to achieve in its grantmaking, only 28 percent had conducted a needs assessment of their field or community during the past two years. Likewise, such a needs assessment had been conducted only by 30 percent of foundations that said it was a very important goal to strengthen the foundation's local community or region.
- Among foundations that say it is very important to establish focused and limited grant-making areas, 29 percent funded in four or more areas.

---

housed in corporations that had been sold, merged, or taken over since the foundation was started, but it would be interesting to examine whether the percentage is higher in corporate foundations where the "founding donor" is also the "current donor."

16. Also among foundations that believe that having a strong organizational infrastructure is very important, 41 percent had rarely or never made grants for organizational/management development during the previous two years.

- Among those that say conducting formal evaluations of funded work is very important to being effective, fully 33 percent do not conduct them (although 9 percent said they plan to begin doing so within the next year).
- Of those that said to be effective it is very important to solicit outside advice, 26 percent said that community input was not at all or not very important in the formulation of their grantmaking program priorities, 32 percent had not convened people from outside the foundation to inform foundation activities, and 62 percent had not solicited anonymous or nonanonymous grantee feedback through surveys, focus groups, or interviews.

These statistics clearly show that one of the most basic and immediate steps that any foundation can do to strengthen its own effectiveness is to review its practices in relation to its stated priorities and values for consistency, and, if these are not consistent, either alter/expand its practices or rethink its priorities.

4. *Foundations and those individuals seeking to strengthen foundations need to consider carefully their level of awareness and responsiveness in relation to their external environment (e.g., media, grantees, the general public).* In various ways, our findings do indicate a level of insularity in the foundation world that seems ill-suited to institutions that—however effectiveness is defined—exist to serve some wider public benefit and that ultimately depend on public legitimacy for their continued existence. Our findings raise questions about whether foundations are adequately taking in information from the outside as the basis for decisions that they make, and whether they are adequately conveying information about themselves to external constituencies. Consider the following examples:

- Only 14 percent of independent foundations and 33 percent of corporate ones believe that it is very important to publicize the foundation and its work. (By contrast, fully 84 percent of community foundations believe this is very important.) Clearly, private foundations have not connected their communication with the broader public to their concept of effectiveness, and this may in part explain the media's negative portrayal of foundations. A considerable portion of foundations (about 43 percent) apparently do feel that they are doing only a fair or poor job in communications and public relations, but unless they believe that doing better is integral to their effectiveness, it is uncertain that they will expend much effort to try to do better. Still, even among those that do believe that publicizing the foundation and its work is very important, 28 percent believe that they are doing only a fair or poor job of it—indicating that this is clearly an area for focus by those seeking to devise ways to help foundations be more effective.
- By far, most foundations said that their grantee relations were good or excellent. However, among those that said they were excellent, only 29 percent had solicited anonymous or nonanonymous grantee feedback through interviews, surveys, or focus groups during the past two years. Among those that said grantee relations were good, only 25 percent had solicited feedback. The finding raises questions about the basis upon which foundations are making this judgment.



- 
- As noted earlier, a low percentage of those that say they value strengthening their local community or a particular field of activity had actually conducted a needs assessment of their field or community. Again, this fact raises questions about how foundations are determining what needs to be done in order to strengthen the local community.
  - Virtually all foundations believe their grant quality is good or excellent, yet only 44 percent conduct formal evaluations of their work.

We do not know what these foundations are doing in their day-to-day programs and activities, and it may be that many of them in fact do have good relationships with grantees and are making good grants—that fact is not something that this survey can determine. What is important, however, is to highlight that foundations appear to be functioning in the area of communications at a level of insularity that bears serious thought by those who run institutions intended to serve a public purpose—and are increasingly being called upon to show that they do.

5. *Foundations should consider what information they really need to pursue their goals (as per above), and how they can better use information that they do collect and connect it to their mission and goals.* This conclusion is indicated not only by findings we have already discussed, but also by responses to survey questions on evaluations. Overwhelmingly, foundations want to learn about whether their original objectives were achieved and about the outcomes of funded work. However, other findings raise questions about what foundations subsequently do or want to do with this information. Only 54 percent of independent foundations and 51 percent of corporate foundations say that a very important reason for conducting formal evaluations is to strengthen future grantmaking (in contrast, 77 percent of community foundations gave this response). On the other hand, foundations apparently are not typically conducting formal evaluations in order to make an external impact—only 15 percent of independent foundations and 19 percent of corporate and community foundations make the results of their evaluations public. Moreover, fewer than 20 percent (of any type) say that a very important reason they conduct evaluations is to strengthen public policy; only 28 percent of independent foundations and 32 percent of community foundations (but 38 percent of corporate foundations) say that a very important reason is to strengthen organizational practices in the field; and 35 percent or fewer of each type say that contributing to knowledge in the field is very important. These findings certainly suggest that foundations might look for more effective ways to utilize evaluation results, whether internally or externally.

These represent some conclusions that we hope may serve to advance efforts to strengthen foundation effectiveness. It is also our hope that the rich and extensive data in this report will enable readers to formulate their own conclusions and to draw suggestions that may be of help to themselves and others.



---

APPENDIX  
Tables **A**

**TABLE 1 Foundations' Attitudes and Practices by Foundation Type**

	Community Foundation		Corporate Foundation		Independent Foundation	
	N	%	N	%	N	%
<b>I. Ideas about Foundation Effectiveness</b>						
<b>How important is each to achieving effectiveness?(1)</b>						
<b>Establish focused and limited grantmaking areas***</b>						
Not at all	35	14.96	0	0.00	18	2.13
Not very	48	20.51	3	3.30	29	3.44
Somewhat	85	36.32	5	5.49	185	21.92
Very	66	28.21	83	91.21	612	72.51
<b>Maintain a broad grants program***</b>						
Not at all	4	1.70	26	28.57	231	27.93
Not very	28	11.91	33	36.26	284	34.34
Somewhat	54	22.98	22	24.18	218	26.36
Very	149	63.40	10	10.99	94	11.37
<b>Actively seek out social needs to address***</b>						
Not at all	3	1.28	10	10.99	123	14.77
Not very	20	8.55	16	17.58	139	16.69
Somewhat	88	37.61	38	41.76	319	38.30
Very	123	52.56	27	29.67	252	30.25
<b>Respond to social needs identified by grant applicants***</b>						
Not at all	2	0.85	11	11.96	76	9.16
Not very	12	5.13	16	17.39	94	11.33
Somewhat	86	36.75	44	47.83	368	44.34
Very	134	57.26	21	22.83	292	35.18
<b>Engage in activities beyond grantmaking to increase impact***</b>						
Not at all	7	2.95	6	6.52	153	18.21
Not very	8	3.38	8	8.70	126	15.00
Somewhat	58	24.47	21	22.83	247	29.40
Very	164	69.20	57	61.96	314	37.38
<b>Become actively involved in grant implementation***</b>						
Not at all	55	23.61	16	17.78	225	26.75
Not very	90	38.63	16	17.78	227	26.99
Somewhat	63	27.04	33	36.67	266	31.63
Very	25	10.73	25	27.78	123	14.63
<b>Adhere to founding donor's wishes***</b>						
Not at all	8	3.51	12	15.19	20	2.40
Not very	4	1.75	7	8.86	52	6.24
Somewhat	26	11.40	25	31.65	186	22.33
Very	190	83.33	35	44.30	575	69.03
<b>Focus on root causes of major problems**</b>						
Not at all	4	1.72	9	9.89	74	8.92
Not very	15	6.47	10	10.99	80	9.64
Somewhat	98	42.24	35	38.46	310	37.35
Very	115	49.57	37	40.66	366	44.10

**TABLE 1 Foundations' Attitudes and Practices by Foundation Type (Continued)**

	Community Foundation		Corporate Foundation		Independent Foundation	
	N	%	N	%	N	%
<b>Influence public policy***</b>						
Not at all	35	14.96	25	27.78	252	30.29
Not very	53	22.65	25	27.78	149	17.91
Somewhat	100	42.74	34	37.78	237	28.49
Very	46	19.66	6	6.67	194	23.32
<b>Publicize the foundation and its work***</b>						
Not at all	1	0.42	7	7.61	202	23.93
Not very	6	2.52	20	21.74	267	31.64
Somewhat	32	13.45	35	38.04	259	30.69
Very	199	83.61	30	32.61	116	13.74
<b>Solicit advice from those outside the foundation***</b>						
Not at all	1	0.42	5	5.43	46	5.47
Not very	8	3.38	12	13.04	95	11.30
Somewhat	53	22.36	38	41.30	333	39.60
Very	175	73.84	37	40.22	367	43.64
<b>Conduct formal evaluations of funded work***</b>						
Not at all	2	0.84	2	2.20	77	9.16
Not very	30	12.66	10	10.99	137	16.29
Somewhat	106	44.73	45	49.45	335	39.83
Very	99	41.77	34	37.36	292	34.72
<b>Have a strong organizational infrastructure***</b>						
Not at all	1	0.42	0	0.00	44	5.28
Not very	2	0.84	10	10.99	119	14.29
Somewhat	28	11.76	28	30.77	249	29.89
Very	207	86.97	53	58.24	421	50.54
<b>Have an involved board***</b>						
Not at all	1	0.42	0	0.00	11	1.30
Not very	0	0.00	6	6.52	48	5.68
Somewhat	23	9.70	26	28.26	209	24.73
Very	213	89.87	60	65.22	577	68.28
<b>Employ minimal staff***</b>						
Not at all	31	13.42	8	8.79	61	7.32
Not very	37	16.02	12	13.19	98	11.76
Somewhat	92	39.83	33	36.26	260	31.21
Very	71	30.74	38	41.76	414	49.70
<b>Collaborate with external groups/organizations***</b>						
Not at all	1	0.42	4	4.35	58	6.91
Not very	5	2.10	6	6.52	110	13.11
Somewhat	47	19.75	31	33.70	315	37.54
Very	185	77.73	51	55.43	356	42.43
<b>Join grantmakers' associations***</b>						
Not at all	3	1.28	6	6.52	92	10.87
Not very	27	11.49	11	11.96	143	16.90
Somewhat	101	42.98	40	43.48	340	40.19
Very	104	44.26	35	38.04	271	32.03

(continued)

**TABLE 1 Foundations' Attitudes and Practices by Foundation Type (Continued)**

	Community Foundation		Corporate Foundation		Independent Foundation	
	N	%	N	%	N	%
<b>II. Approaches to Grantmaking</b>						
<b>How influential were the following in formulating the foundation's grantmaking program priorities?(2)</b>						
<b>Founding donor(s)***</b>						
Not at all	14	6.90	6	8.57	31	3.88
Not very	29	14.29	5	7.14	41	5.13
Somewhat	60	29.56	15	21.43	148	18.52
Very	100	49.26	44	62.86	579	72.47
<b>Current donor(s)***</b>						
Not at all	6	2.68	3	4.76	30	10.14
Not very	28	12.50	2	3.17	11	3.72
Somewhat	85	37.95	14	22.22	45	15.20
Very	105	46.88	44	69.84	210	70.95
<b>Board</b>						
Not at all	1	0.42	1	1.15	11	1.36
Not very	9	3.80	4	4.60	28	3.45
Somewhat	47	19.83	20	22.99	191	23.55
Very	180	75.95	62	71.26	581	71.64
<b>Staff***</b>						
Not at all	5	2.15	2	2.33	77	10.23
Not very	24	10.30	7	8.14	118	15.67
Somewhat	76	32.62	23	26.74	272	36.12
Very	128	54.94	54	62.79	286	37.98
<b>Community input***</b>						
Not at all	5	2.16	9	11.69	155	22.24
Not very	12	5.19	15	19.48	182	26.11
Somewhat	96	41.56	32	41.56	271	38.88
Very	118	51.08	21	27.27	89	12.77
<b>What does the foundation try to achieve in grantmaking?</b>						
<b>Strengthen particular organization(s)</b>						
Not at all	17	7.17	5	5.62	66	8.04
Not very	27	11.39	8	8.99	75	9.14
Somewhat	112	47.26	37	41.57	328	39.95
Very	81	34.18	39	43.82	352	42.87
<b>Strengthen particular field(s) of activity***</b>						
Not at all	5	2.11	2	2.22	40	4.80
Not very	34	14.35	7	7.78	80	9.60
Somewhat	103	43.46	30	33.33	266	31.93
Very	95	40.08	51	56.67	447	53.66
<b>Strengthen particular group(s)***</b>						
Not at all	5	2.13	5	5.68	78	9.54
Not very	40	17.02	10	11.36	144	17.60
Somewhat	122	51.91	34	38.64	299	36.55
Very	68	28.94	39	44.32	297	36.31

**TABLE 1 Foundations' Attitudes and Practices by Foundation Type (Continued)**

	Community Foundation		Corporate Foundation		Independent Foundation	
	N	%	N	%	N	%
<b>Strengthen the foundation's local community or region***</b>						
Not at all	0	0.00	7	7.69	92	11.18
Not very	1	0.42	7	7.69	141	17.13
Somewhat	25	10.55	18	19.78	240	29.16
Very	211	89.03	59	64.84	350	42.53
<b>Strengthen social change and/or strategies for change***</b>						
Not at all	9	3.86	11	12.36	125	15.28
Not very	45	19.31	18	20.22	194	23.72
Somewhat	108	46.35	37	41.57	267	32.64
Very	71	30.47	23	25.84	232	28.36
<b>During the past two fiscal years, how often did the foundation make grants for the following purposes?</b>						
<b>General operating support***</b>						
Never	33	13.98	12	13.19	108	12.92
Rarely	87	36.86	15	16.48	140	16.75
Sometimes	79	33.47	30	32.97	266	31.82
Often	37	15.68	34	37.36	322	38.52
<b>Organizational/management development***</b>						
Never	22	9.28	19	20.88	196	23.87
Rarely	56	23.63	33	36.26	238	28.99
Sometimes	102	43.04	35	38.46	271	33.01
Often	57	24.05	4	4.40	116	14.13
<b>Research***</b>						
Never	97	40.93	42	46.15	267	32.09
Rarely	97	40.93	22	24.18	262	31.49
Sometimes	37	15.61	18	19.78	202	24.28
Often	6	2.53	9	9.89	101	12.14
<b>Advocacy**</b>						
Never	91	38.72	42	46.67	313	38.31
Rarely	67	28.51	29	32.22	193	23.62
Sometimes	66	28.09	16	17.78	214	26.19
Often	11	4.68	3	3.33	97	11.87
<b>Foundation-designed initiatives***</b>						
Never	39	16.53	15	16.67	271	32.97
Rarely	43	18.22	19	21.11	162	19.71
Sometimes	108	45.76	25	27.78	226	27.49
Often	46	19.49	31	34.44	163	19.83
<b>Unsolicited proposals</b>						
Never	57	24.46	17	19.10	193	23.31
Rarely	46	19.74	25	28.09	158	19.08
Sometimes	54	23.18	21	23.60	200	24.15
Often	76	32.62	26	29.21	277	33.45

(continued)

**TABLE 1 Foundations' Attitudes and Practices by Foundation Type (Continued)**

	Community Foundation		Corporate Foundation		Independent Foundation	
	N	%	N	%	N	%
<b>During the past two fiscal years how often did the foundation make grants of three years or longer?***</b>						
Never	108	45.76	17	18.68	222	26.43
Rarely	84	35.59	26	28.57	215	25.60
Sometimes	34	14.41	35	38.46	259	30.83
Often	9	3.81	12	13.19	131	15.60
Always	1	0.42	1	1.10	13	1.55
<b>During the past two fiscal years how often did the foundation provide the following types of non-financial support to grantees?</b>						
<b>Board Development***</b>						
Never	66	28.33	47	52.22	513	61.96
Rarely	45	19.31	15	16.67	125	15.10
Sometimes	98	42.06	24	26.67	152	18.36
Often	24	10.30	4	4.44	38	4.59
<b>Strategy and planning***</b>						
Never	51	22.17	33	36.67	366	43.94
Rarely	46	20.00	18	20.00	154	18.49
Sometimes	96	41.74	35	38.89	229	27.49
Often	37	16.09	4	4.44	84	10.08
<b>Fundraising assistance***</b>						
Never	43	18.30	36	40.45	378	45.76
Rarely	50	21.28	22	24.72	175	21.19
Sometimes	96	40.85	26	29.21	219	26.51
Often	46	19.57	5	5.62	54	6.54
<b>Communications and public relations***</b>						
Never	54	23.38	38	43.68	451	55.20
Rarely	86	37.23	23	26.44	201	24.60
Sometimes	75	32.47	25	28.74	135	16.52
Often	16	6.93	1	1.15	30	3.67
<b>Technology-related training***</b>						
Never	107	46.52	46	52.27	564	68.86
Rarely	77	33.48	21	23.86	143	17.46
Sometimes	36	15.65	16	18.18	86	10.50
Often	10	4.35	5	5.68	26	3.17
<b>Host grantee convenings***</b>						
Never	49	21.03	40	44.44	453	55.11
Rarely	46	19.74	18	20.00	127	15.45
Sometimes	89	38.20	23	25.56	169	20.56
Often	49	21.03	9	10.00	73	8.88



**TABLE 1 Foundations' Attitudes and Practices by Foundation Type (Continued)**

	Community Foundation		Corporate Foundation		Independent Foundation	
	N	%	N	%	N	%
<b>III. Application and Review Process</b>						
<b>How often did each of the following apply to the foundation's application and review process during the past two years?</b>						
<b>Unsolicited applications received serious consideration</b>						
Never	32	13.62	13	14.13	92	11.02
Rarely	42	17.87	20	21.74	125	14.97
Sometimes	44	18.72	14	15.22	165	19.76
Often	39	16.60	21	22.83	174	20.84
Always	78	33.19	24	26.09	279	33.41
<b>Written grant guidelines were available to public***</b>						
Never	4	1.69	9	9.78	76	9.10
Rarely	0	0.00	0	0.00	21	2.51
Sometimes	4	1.69	2	2.17	36	4.31
Often	16	6.78	4	4.35	56	6.71
Always	212	89.83	77	83.70	646	77.37
<b>A common application form was accepted</b>						
Never	110	47.21	35	38.89	380	46.45
Rarely	26	11.16	9	10.00	95	11.61
Sometimes	21	9.01	9	10.00	84	10.27
Often	16	6.87	11	12.22	54	6.60
Always	60	25.75	26	28.89	205	25.06
<b>Applications were accepted electronically</b>						
Never	160	68.09	50	54.95	548	65.79
Rarely	24	10.21	15	16.48	79	9.48
Sometimes	25	10.64	12	13.19	78	9.36
Often	11	4.68	8	8.79	59	7.08
Always	15	6.38	6	6.59	69	8.28
<b>Summary proposal encouraged/required prior to full proposal***</b>						
Never	101	43.16	31	33.70	249	30.11
Rarely	33	14.10	15	16.30	91	11.00
Sometimes	29	12.39	25	27.17	139	16.81
Often	29	12.39	6	6.52	131	15.84
Always	42	17.95	15	16.30	217	26.24
<b>Staff helped applicants develop proposals***</b>						
Never	25	10.59	26	28.26	196	23.67
Rarely	47	19.92	21	22.83	158	19.08
Sometimes	84	35.59	30	32.61	262	31.64
Often	70	29.66	13	14.13	186	22.46
Always	10	4.24	2	2.17	26	3.14
<b>Staff conducted site visits</b>						
Never	16	6.81	9	9.78	105	12.62
Rarely	28	11.91	12	13.04	87	10.46
Sometimes	72	30.64	26	28.26	200	24.04
Often	78	33.19	34	36.96	292	35.10
Always	41	17.45	11	11.96	148	17.79

(continued)

**TABLE 1 Foundations' Attitudes and Practices by Foundation Type (Continued)**

	Community Foundation		Corporate Foundation		Independent Foundation	
	N	%	N	%	N	%
<b>Trustees conducted site visits***</b>						
Never	49	21.03	45	49.45	178	21.37
Rarely	67	28.76	31	34.07	220	26.41
Sometimes	62	26.61	14	15.38	262	31.45
Often	36	15.45	1	1.10	131	15.73
Always	19	8.15	0	0.00	42	5.04
<b>Applicants of rejected proposals were notified*</b>						
Never	0	0.00	2	2.20	18	2.15
Rarely	0	0.00	1	1.10	6	0.72
Sometimes	2	0.85	2	2.20	22	2.62
Often	3	1.28	4	4.40	44	5.24
Always	230	97.87	82	90.11	749	89.27
<b>How important were the following criteria in the foundation's grantmaking decisions during the past two fiscal years?</b>						
<b>Strength of proposal**</b>						
Not at all	0	0.00	2	2.25	26	3.16
Not very	5	2.13	6	6.74	36	4.38
Somewhat	52	22.13	26	29.21	243	29.56
Very	178	75.74	55	61.80	517	62.90
<b>Fit with foundation's pre-set priorities***</b>						
Not at all	7	3.00	2	2.20	5	0.60
Not very	24	10.30	1	1.10	11	1.31
Somewhat	57	24.46	3	3.30	86	10.24
Very	145	62.23	85	93.41	738	87.86
<b>Donor(s) interest in cause***</b>						
Not at all	19	8.30	13	15.66	141	17.74
Not very	31	13.54	6	7.23	91	11.45
Somewhat	92	40.17	35	42.17	206	25.91
Very	87	37.99	29	34.94	357	44.91
<b>Board member(s) interest in cause***</b>						
Not at all	38	16.31	13	14.44	42	5.09
Not very	77	33.05	18	20.00	117	14.18
Somewhat	93	39.91	45	50.00	325	39.39
Very	25	10.73	14	15.56	341	41.33
<b>Staff input***</b>						
Not at all	12	5.13	6	6.74	74	8.97
Not very	24	10.26	8	8.99	112	13.58
Somewhat	130	55.56	30	33.71	311	37.70
Very	68	29.06	45	50.56	328	39.76
<b>Availability of matching funds***</b>						
Not at all	32	13.73	27	30.68	205	24.82
Not very	74	31.76	27	30.68	239	28.93
Somewhat	91	39.06	29	32.95	310	37.53
Very	36	15.45	5	5.68	72	8.72

**TABLE 1 Foundations' Attitudes and Practices by Foundation Type (Continued)**

	Community Foundation		Corporate Foundation		Independent Foundation	
	N	%	N	%	N	%
<b>Presence of measurable outcomes*</b>						
Not at all	3	1.28	3	3.33	49	5.90
Not very	29	12.39	9	10.00	120	14.44
Somewhat	116	49.57	39	43.33	411	49.46
Very	86	36.75	39	43.33	251	30.20
<b>Innovativeness***</b>						
Not at all	5	2.15	3	3.33	66	7.95
Not very	23	9.87	15	16.67	186	22.41
Somewhat	131	56.22	47	52.22	402	48.43
Very	74	31.76	25	27.78	176	21.20
<b>Low risk of failure***</b>						
Not at all	23	9.83	7	7.69	129	15.60
Not very	90	38.46	20	21.98	297	35.91
Somewhat	102	43.59	49	53.85	330	39.90
Very	19	8.12	15	16.48	71	8.59
<b>Ethnic/racial diversity of applicant's board/staff***</b>						
Not at all	65	27.90	23	25.27	380	45.89
Not very	89	38.20	27	29.67	240	28.99
Somewhat	60	25.75	33	36.26	162	19.57
Very	19	8.15	8	8.79	46	5.56
<b>Gender diversity of applicant's board/staff***</b>						
Not at all	78	33.62	28	30.77	403	48.85
Not very	93	40.09	27	29.67	263	31.88
Somewhat	46	19.83	31	34.07	127	15.39
Very	15	6.47	5	5.49	32	3.88
<b>IV. Monitoring and Evaluation</b>						
<b>How does the foundation monitor whether grant funds are used as specified?</b>						
<b>Site visits</b>						
Never	12	5.15	5	5.43	55	6.59
Rarely	31	13.30	15	16.30	103	12.35
Sometimes	111	47.64	34	36.96	327	39.21
Often	62	26.61	29	31.52	238	28.54
Always	17	7.30	9	9.78	111	13.31
<b>Interim reports required</b>						
Never	31	13.30	12	13.19	98	11.86
Rarely	42	18.03	15	16.48	108	13.08
Sometimes	62	26.61	24	26.37	182	22.03
Often	36	15.45	16	17.58	137	16.59
Always	62	26.61	24	26.37	301	36.44
<b>Final reports required***</b>						
Never	1	0.43	5	5.62	41	4.98
Rarely	7	2.98	8	8.99	47	5.70
Sometimes	11	4.68	15	16.85	78	9.47
Often	28	11.91	16	17.98	91	11.04
Always	188	80.00	45	50.56	567	68.81

(continued)

**TABLE 1 Foundations' Attitudes and Practices by Foundation Type (Continued)**

	Community Foundation		Corporate Foundation		Independent Foundation	
	N	%	N	%	N	%
<b>Puts representative on grantee board***</b>						
Never	200	85.84	41	45.05	625	75.03
Rarely	28	12.02	15	16.48	137	16.45
Sometimes	3	1.29	25	27.47	59	7.08
Often	2	0.86	10	10.99	11	1.32
Always	0	0.00	0	0.00	1	0.12
<b>Puts representative on grantee advisory committee***</b>						
Never	192	81.70	36	39.56	600	72.12
Rarely	31	13.19	29	31.87	152	18.27
Sometimes	8	3.40	18	19.78	69	8.29
Often	2	0.85	7	7.69	10	1.20
Always	2	0.85	1	1.10	1	0.12
<b>By its ongoing involvement in the community/field***</b>						
Never	9	3.85	4	4.49	97	11.74
Rarely	3	1.28	9	10.11	61	7.38
Sometimes	33	14.10	17	19.10	192	23.24
Often	110	47.01	41	46.07	318	38.50
Always	79	33.76	18	20.22	158	19.13
<b>Does the foundation require grantees to collect information on outcomes of their work?*</b>						
Never	12	5.08	3	3.26	75	8.92
Rarely	17	7.20	9	9.78	76	9.04
Sometimes	84	35.59	28	30.43	211	25.09
Often	67	28.39	28	30.43	247	29.37
Always	56	23.73	24	26.09	232	27.59
<b>Does the foundation ever formally evaluate the work that it funds?</b>						
No(3)	140	60.09	55	59.78	460	55.16
Yes	93	39.91	37	40.22	374	44.84
<b>Why does the foundation conduct formal evaluations? How important are the following?(4)</b>						
<b>Learn whether original objectives were achieved</b>						
Not at all	0	0.00	0	0.00	0	0.00
Not very	0	0.00	0	0.00	7	1.88
Somewhat	16	17.20	7	18.92	65	17.47
Very	77	82.80	30	81.08	300	80.65
<b>Learn about implementation of funded work</b>						
Not at all	0	0.00	0	0.00	3	0.82
Not very	0	0.00	0	0.00	11	3.01
Somewhat	27	29.03	18	48.65	97	26.50
Very	66	70.97	19	51.35	255	69.67
<b>Learn about outcomes of funded work</b>						
Not at all	0	0.00	0	0.00	2	0.54
Not very	0	0.00	1	2.78	1	0.27
Somewhat	17	18.28	7	19.44	74	20.05
Very	76	81.72	28	77.78	292	79.13

**TABLE 1 Foundations' Attitudes and Practices by Foundation Type (Continued)**

	Community Foundation		Corporate Foundation		Independent Foundation	
	N	%	N	%	N	%
<b>Contribute to knowledge in the field</b>						
Not at all	2	2.17	1	2.70	23	6.27
Not very	17	18.48	4	10.81	74	20.16
Somewhat	47	51.09	19	51.35	146	39.78
Very	26	28.26	13	35.14	124	33.79
<b>Strengthen organizational practices in the field</b>						
Not at all	4	4.30	0	0.00	35	9.67
Not very	14	15.05	5	13.51	79	21.82
Somewhat	45	48.39	18	48.65	147	40.61
Very	30	32.26	14	37.84	101	27.90
<b>Strengthen public policy</b>						
Not at all	14	15.05	4	10.81	90	24.86
Not very	27	29.03	13	35.14	105	29.01
Somewhat	36	38.71	15	40.54	104	28.73
Very	16	17.20	5	13.51	63	17.40
<b>Strengthen its future grantmaking**</b>						
Not at all	1	1.08	0	0.00	16	4.37
Not very	2	2.15	2	5.41	29	7.92
Somewhat	18	19.35	16	43.24	124	33.88
Very	72	77.42	19	51.35	197	53.83
<b>For whom are the results of the foundation's evaluations intended?(4)</b>						
<b>Grantee organizations***</b>						
Not at all	15	16.67	10	28.57	109	30.70
Somewhat	61	67.78	14	40.00	143	40.28
Mainly	14	15.56	11	31.43	103	29.01
<b>Other nonprofits in the grantee's field**</b>						
Not at all	28	30.77	17	48.57	185	53.78
Somewhat	57	62.64	17	48.57	140	40.70
Mainly	6	6.59	1	2.86	19	5.52
<b>Foundation staff</b>						
Not at all	1	1.08	2	5.41	17	4.71
Somewhat	13	13.98	8	21.62	58	16.07
Mainly	79	84.95	27	72.97	286	79.22
<b>Foundation board</b>						
Not at all	2	2.17	0	0.00	4	1.08
Somewhat	14	15.22	10	27.78	61	16.53
Mainly	76	82.61	26	72.22	304	82.38
<b> Policymakers</b>						
Not at all	37	42.05	15	44.12	181	52.16
Somewhat	32	36.36	17	50.00	117	33.72
Mainly	19	21.59	2	5.88	49	14.12

(continued)

**TABLE 1 Foundations' Attitudes and Practices by Foundation Type (Continued)**

	Community Foundation		Corporate Foundation		Independent Foundation	
	N	%	N	%	N	%
<b>Other foundations</b>						
Not at all	35	39.77	16	47.06	153	43.71
Somewhat	43	48.86	17	50.00	175	50.00
Mainly	10	11.36	1	2.94	22	6.29
<b>How often are the results of the foundation's evaluations made public?(4)*</b>						
Never	28	30.11	16	43.24	189	50.94
Rarely	24	25.81	8	21.62	61	16.44
Sometimes	23	24.73	6	16.22	67	18.06
Often	17	18.28	5	13.51	44	11.86
Always	1	1.08	2	5.41	10	2.70
<b>How are evaluation results distributed?(5)</b>						
<b>Website</b>						
No	38	63.33	9	52.94	106	63.86
Yes	22	36.67	8	47.06	60	36.14
<b>Published papers and reports</b>						
No	32	53.33	7	41.18	70	42.17
Yes	28	46.67	10	58.82	96	57.83
<b>Other foundation publications***</b>						
No	29	48.33	12	70.59	124	74.70
Yes	31	51.67	5	29.41	42	25.30
<b>Conferences/meetings</b>						
No	26	43.33	3	17.65	65	39.16
Yes	34	56.67	14	82.35	101	60.84
<b>Press releases***</b>						
No	34	56.67	8	47.06	131	78.92
Yes	26	43.33	9	52.94	35	21.08
<b>Other major distribution outlets</b>						
No	55	91.67	17	100.00	149	89.76
Yes	5	8.33	0	0.00	17	10.24
<b>During the past two years did the foundation engage in any of the following activities to help evaluate or strengthen its own performance?</b>						
<b>Conduct a strategic planning process***</b>						
No	72	30.25	40	43.48	518	61.89
Yes	166	69.75	52	56.52	319	38.11
<b>Conduct a board retreat***</b>						
No	75	31.51	80	86.96	547	65.35
Yes	163	68.49	12	13.04	290	34.65
<b>Conduct formal reviews of staff performance***</b>						
No	44	18.49	32	34.78	484	57.83
Yes	194	81.51	60	65.22	353	42.17

**TABLE 1 Foundations' Attitudes and Practices by Foundation Type (Continued)**

	Community Foundation		Corporate Foundation		Independent Foundation	
	N	%	N	%	N	%
<b>Review grants for consistency with stated foundation priorities***</b>						
No	129	54.20	32	34.78	325	38.83
Yes	109	45.80	60	65.22	512	61.17
<b>Compare itself to other foundations***</b>						
No	82	34.45	35	38.04	497	59.38
Yes	156	65.55	57	61.96	340	40.62
<b>Conduct a needs assessment of its field or community***</b>						
No	141	59.24	73	79.35	669	79.93
Yes	97	40.76	19	20.65	168	20.07
<b>Solicit anonymous feedback from grantees***</b>						
No	172	72.27	77	83.70	734	87.69
Yes	66	27.73	15	16.30	103	12.31
<b>Solicit non-anonymous feedback from grantees***</b>						
No	173	72.69	80	86.96	695	83.03
Yes	65	27.31	12	13.04	142	16.97
<b>Other</b>						
No	223	93.70	87	94.57	788	94.15
Yes	15	6.30	5	5.43	49	5.85
<b>Number of activities undertaken to evaluate or strengthen the foundation's own performance during the past two years***</b>						
0	9	3.78	7	7.61	123	14.70
1 to 2	29	12.18	28	30.43	324	38.71
3 to 5	144	60.50	50	54.35	301	35.96
6 +	56	23.53	7	7.61	89	10.63
<b>V. Investments</b>						
<b>During FY 2001 and FY 2002 did the foundation engage in any of the following investment practices?</b>						
<b>Make loans or investments for projects related to the foundation's philanthropic mission</b>						
No	199	83.61	78	85.71	689	82.81
Yes	39	16.39	13	14.29	143	17.19
<b>Invest, or avoid investing, in a company/business sector because of its social, political, or environmental practices***</b>						
No	216	91.53	74	83.15	661	80.02
Yes	20	8.47	15	16.85	165	19.98
<b>Vote proxies or join with other shareholders to influence a company's social, political, or environmental practices**</b>						
No	229	97.03	88	97.78	754	91.62
Yes	7	2.97	2	2.22	69	8.38

(continued)

**TABLE 1 Foundations' Attitudes and Practices by Foundation Type (Continued)**

	Community Foundation		Corporate Foundation		Independent Foundation	
	N	%	N	%	N	%
<b>VI. Collaboration and Professional Involvement</b>						
<b>Collaboration Activities (during the past two fiscal years)</b>						
<b>Participate in a formal co-funding arrangement***</b>						
No	103	43.46	61	66.30	465	55.23
Yes	134	56.54	31	33.70	377	44.77
<b>Exchange information about prospective grantees with other funders**</b>						
No	55	23.21	37	40.22	229	27.20
Yes	182	76.79	55	59.78	613	72.80
<b>Discuss issues in the foundation's interest areas with government officials***</b>						
No	87	36.71	62	67.39	532	63.18
Yes	150	63.29	30	32.61	310	36.82
<b>Belong to a local or regional association of grantmakers***</b>						
No	25	10.55	25	27.17	237	28.15
Yes	212	89.45	67	72.83	605	71.85
<b>Belong to a national association of grantmakers**</b>						
No	68	28.69	42	45.65	310	36.82
Yes	169	71.31	50	54.35	532	63.18
<b>Convene people from outside the foundation to inform foundation activities***</b>						
No	59	24.89	53	57.61	488	57.96
Yes	178	75.11	39	42.39	354	42.04
<b>Other</b>						
No	217	91.56	87	94.57	788	93.59
Yes	20	8.44	5	5.43	54	6.41
<b>During the past two fiscal years did the foundation actively encourage grantees to collaborate?***</b>						
No	32	13.91	29	32.22	294	35.68
Yes	198	86.09	61	67.78	530	64.32
<b>Did the foundation require the grantees to collaborate?(6)</b>						
No	101	51.53	36	60.00	314	59.70
Yes, sometimes	87	44.39	23	38.33	201	38.21
Yes, always	8	4.08	1	1.67	11	2.09
<b>VII. Communication</b>						
<b>Communication Activities (during the past two fiscal years)</b>						
<b>Have a foundation website***</b>						
No	27	11.34	22	23.91	383	45.98
Yes	211	88.66	70	76.09	450	54.02
<b>Post application procedures on foundation website***</b>						
No	51	21.43	24	26.09	432	52.17
Yes	187	78.57	68	73.91	396	47.83



**TABLE 1 Foundations' Attitudes and Practices by Foundation Type (Continued)**

	Community Foundation		Corporate Foundation		Independent Foundation	
	N	%	N	%	N	%
<b>Publish annual reports***</b>						
No	15	6.30	46	50.00	463	56.12
Yes	223	93.70	46	50.00	362	43.88
<b>Publish newsletters***</b>						
No	52	21.94	75	81.52	736	89.21
Yes	185	78.06	17	18.48	89	10.79
<b>Send staff to make external presentations***</b>						
No	34	14.35	30	32.61	410	49.70
Yes	203	85.65	62	67.39	415	50.30
<b>Actively solicit press coverage***</b>						
No	14	5.91	49	53.26	635	76.97
Yes	223	94.09	43	46.74	190	23.03
<b>Hire a public relations consultant***</b>						
No	167	70.46	80	86.96	752	91.15
Yes	70	29.54	12	13.04	73	8.85
<b>Publish reports about foundation-sponsored work***</b>						
No	139	58.65	66	71.74	689	83.52
Yes	98	41.35	26	28.26	136	16.48
<b>Other**</b>						
No	219	92.41	82	89.13	791	95.76
Yes	18	7.59	10	10.87	35	4.24
<b>Number of communication activities during the past two fiscal years***</b>						
0	3	1.26	9	9.78	190	22.81
1 to 2	5	2.10	16	17.39	258	30.97
3 to 5	69	28.99	51	55.43	297	35.65
6 +	161	67.65	16	17.39	88	10.56
<b>VIII. Opportunities for Staff Training</b>						
<b>During the past two fiscal years how often did the foundation provide formal opportunities for staff development and training in the following areas?</b>						
<b>Computers/technology***</b>						
Never	25	10.96	24	26.97	300	37.88
Rarely	17	7.46	5	5.62	95	11.99
Sometimes	108	47.37	35	39.33	296	37.37
Often	78	34.21	25	28.09	101	12.75
<b>Internal management***</b>						
Never	38	16.96	23	27.06	376	49.28
Rarely	40	17.86	15	17.65	114	14.94
Sometimes	108	48.21	33	38.82	205	26.87
Often	38	16.96	14	16.47	68	8.91

(continued)

**TABLE 1 Foundations' Attitudes and Practices by Foundation Type (Continued)**

	Community Foundation		Corporate Foundation		Independent Foundation	
	N	%	N	%	N	%
<b>Grantmaking***</b>						
Never	25	11.11	18	20.45	265	33.76
Rarely	24	10.67	8	9.09	78	9.94
Sometimes	123	54.67	43	48.86	304	38.73
Often	53	23.56	19	21.59	138	17.58
<b>IX. Self-Assessment of Foundation Effectiveness</b>						
<b>How would you rate your foundation's effectiveness in the following areas?</b>						
<b>Asset management</b>						
Poor	0	0.00	0	0.00	13	1.56
Fair	23	9.79	12	13.79	93	11.15
Good	130	55.32	50	57.47	446	53.48
Excellent	82	34.89	25	28.74	282	33.81
<b>Grant quality***</b>						
Poor	2	0.85	0	0.00	0	0.00
Fair	18	7.66	3	3.33	21	2.50
Good	143	60.85	48	53.33	451	53.75
Excellent	72	30.64	39	43.33	367	43.74
<b>Staffing</b>						
Poor	1	0.43	1	1.11	4	0.49
Fair	13	5.53	6	6.67	37	4.50
Good	106	45.11	44	48.89	370	45.01
Excellent	115	48.94	39	43.33	411	50.00
<b>Grantee relations</b>						
Poor	1	0.43	0	0.00	1	0.12
Fair	10	4.26	5	5.62	36	4.28
Good	114	48.51	38	42.70	415	49.35
Excellent	110	46.81	46	51.69	389	46.25
<b>Communications/public relations***</b>						
Poor	8	3.40	4	4.44	67	8.44
Fair	57	24.26	28	31.11	313	39.42
Good	115	48.94	41	45.56	325	40.93
Excellent	55	23.40	17	18.89	89	11.21
<b>Leveraging resources to achieve greatest impact</b>						
Poor	5	2.16	0	0.00	31	3.85
Fair	65	28.02	22	24.44	203	25.19
Good	111	47.84	50	55.56	385	47.77
Excellent	51	21.98	18	20.00	187	23.20
<b>Fundraising (community foundations only)</b>						
Poor	14	6.09				
Fair	60	26.09				
Good	109	47.39				
Excellent	47	20.43				

Notes:

\* $p \leq 0.05$

\*\* $p \leq 0.01$

\*\*\* $p \leq 0.001$

(1) For the purposes of this analysis, “should not do” and “not at all” were combined. There were very few “should not do” responses, and these responses only exceeded 10% on two parts of question 1: become actively involved in grant implementation and influence public policy.

(2) Foundations that responded “not applicable” to question 2 were excluded from this analysis. In this manner, the following cases were excluded: 87 from “Founding donor(s),” 515 from “Current donor(s),” 21 from “Board,” 74 from “Staff,” and 124 from “Community input.”

(3) Includes 89 foundations that responded “No, but plans to do so within the next 12 months.”

(4) Includes only the 510 foundations that responded “Yes” to “Does the foundation ever formally evaluate the work that it funds?”

(5) Includes only the 510 foundations that responded “Yes” to “Does the foundation ever formally evaluate the work that it funds?” but excludes the 236 foundations that responded “Never” to “How often are the results of the foundation’s evaluations made public?”

(6) Includes only the 793 cases that responded “yes” to question 20a.

**TABLE 1A Foundations' Attitudes and Practices by Family and Nonfamily Foundations (Independent Foundations Only)**

	Two or more family trustees				Two or more family trustees			
	No		Yes		No		Yes	
	N	%	N	%	N	%	N	%
<b>I. Ideas about Foundation Effectiveness</b>								
<b>How important is each to achieving effectiveness?(1)</b>								
<b>Establish focused and limited grantmaking areas</b>								
Not at all	7	2.14	11	2.20				
Not very	8	2.45	21	4.20				
Somewhat	73	22.32	108	21.60				
Very	239	73.09	360	72.00				
Significance								
<b>Maintain a broad grants program</b>								
Not at all	101	31.27	125	25.61				
Not very	104	32.20	174	35.66				
Somewhat	83	25.70	132	27.05				
Very	35	10.84	57	11.68				
Significance								
<b>Actively seek out social needs to address</b>								
Not at all	52	16.35	68	13.65				
Not very	49	15.41	89	17.87				
Somewhat	114	35.85	200	40.16				
Very	103	32.39	141	28.31				
Significance								
<b>Respond to social needs identified by grant applicants</b>								
Not at all	27	8.49	47	9.48				
Not very	32	10.06	60	12.10				
Somewhat	139	43.71	226	45.56				
Very	120	37.74	163	32.86				
Significance								
<b>Engage in activities beyond grantmaking to increase impact</b>								
Not at all	72	22.02	78	15.73				
Not very	46	14.07	80	16.13				
Somewhat	85	25.99	157	31.65				
Very	124	37.92	181	36.49				
Significance								
<b>Become actively involved in grant implementation</b>								
Not at all	96	29.36	120	24.14				
Not very	78	23.85	146	29.38				
Somewhat	98	29.97	164	33.00				
Very	55	16.82	67	13.48				
Significance								
<b>Adhere to founding donor's wishes</b>								
Not at all	9	2.83	11	2.20				
Not very	15	4.72	34	6.81				
Somewhat	65	20.44	117	23.45				
Very	229	72.01	337	67.54				
Significance								
<b>Focus on root causes of major problems</b>								
Not at all	36	11.11	37	7.57				
Not very	27	8.33	52	10.63				
Somewhat	124	38.27	184	37.63				
Very	137	42.28	216	44.17				
Significance								
<b>Influence public policy</b>								
Not at all	116	36.14	134	27.13				
Not very	48	14.95	98	19.84				
Somewhat	76	23.68	154	31.17				
Very	81	25.23	108	21.86				
Significance	**							
<b>Publicize the foundation and its work</b>								
Not at all	63	19.27	133	26.60				
Not very	96	29.36	167	33.40				
Somewhat	107	32.72	147	29.40				
Very	61	18.65	53	10.60				
Significance	**							
<b>Solicit advice from those outside the foundation</b>								
Not at all	19	5.81	27	5.43				
Not very	40	12.23	54	10.87				
Somewhat	122	37.31	202	40.64				
Very	146	44.65	214	43.06				
Significance								
<b>Conduct formal evaluations of funded work</b>								
Not at all	32	9.76	41	8.27				
Not very	54	16.46	81	16.33				
Somewhat	117	35.67	212	42.74				
Very	125	38.11	162	32.66				
Significance								
<b>Have a strong organizational infrastructure</b>								
Not at all	11	3.37	31	6.31				
Not very	34	10.43	83	16.90				
Somewhat	105	32.21	142	28.92				
Very	176	53.99	235	47.86				
Significance	*							
<b>Have an involved board</b>								
Not at all	3	0.92	5	1.00				
Not very	16	4.89	32	6.39				
Somewhat	86	26.30	120	23.95				
Very	222	67.89	344	68.66				
Significance								
<b>Employ minimal staff</b>								
Not at all	27	8.36	34	6.90				
Not very	38	11.76	58	11.76				

**TABLE 1A Foundations' Attitudes and Practices by Family and Nonfamily Foundations (Independent Foundations Only) (Continued)**

	Two or more family trustees				Two or more family trustees				
	No		Yes		No		Yes		
	N	%	N	%	N	%	N	%	
Somewhat	85	26.32	169	34.28	97	32.66	169	38.15	
Very	173	53.56	232	47.06	137	46.13	145	32.73	
Significance					**				
<b>Collaborate with external groups/organizations</b>				<b>Community input</b>					
Not at all	26	7.95	31	6.25	54	20.53	100	23.75	
Not very	37	11.31	72	14.52	58	22.05	122	28.98	
Somewhat	125	38.23	181	36.49	114	43.35	149	35.39	
Very	139	42.51	212	42.74	37	14.07	50	11.88	
Significance									
<b>Join grantmakers' associations</b>				<b>What does the foundation try to achieve in grantmaking?</b>					
Not at all	41	12.50	48	9.58	<b>Strengthen particular organization(s)</b>				
Not very	58	17.68	83	16.57	Not at all	32	9.97	32	6.61
Somewhat	139	42.38	192	38.32	Not very	34	10.59	40	8.26
Very	90	27.44	178	35.53	Somewhat	120	37.38	200	41.32
Significance					Very	135	42.06	212	43.80
<b>Maintain family unity (family foundations only)</b>				<b>Significance</b>					
Not at all			15	3.44	Not at all	21	6.48	18	3.65
Not very			23	5.28	Not very	30	9.26	49	9.94
Somewhat			129	29.59	Somewhat	95	29.32	167	33.87
Very			269	61.70	Very	178	54.94	259	52.54
Significance	N/A				Significance				
<b>II. Approaches to Grantmaking</b>									
<b>How influential were the following in formulating the foundation's grantmaking program priorities?(2)</b>									
<b>Founding donor(s)</b>									
Not at all	15	5.05	15	3.08	<b>Strengthen particular group(s)</b>				
Not very	16	5.39	24	4.93	Not at all	31	9.66	45	9.34
Somewhat	52	17.51	95	19.51	Not very	65	20.25	79	16.39
Very	214	72.05	353	72.48	Somewhat	104	32.40	189	39.21
Significance					Very	121	37.69	169	35.06
<b>Current donor(s)</b>									
Not at all	17	25.76	12	5.43	Significance				
Not very	6	9.09	5	2.26	<b>Strengthen the foundation's local community or region</b>				
Somewhat	8	12.12	37	16.74	Not at all	42	13.13	49	10.04
Very	35	53.03	167	75.57	Not very	51	15.94	86	17.62
Significance	***				Somewhat	82	25.63	153	31.35
<b>Board</b>									
Not at all	6	1.88	5	1.05	Very	145	45.31	200	40.98
Not very	8	2.50	19	3.98	Significance				
Somewhat	71	22.19	116	24.32	<b>Strengthen social change and/or strategies for change</b>				
Very	235	73.44	337	70.65	Not at all	55	17.30	69	14.23
Significance					Not very	88	27.67	104	21.44
<b>Staff</b>									
Not at all	20	6.73	55	12.42	Somewhat	89	27.99	170	35.05
Not very	43	14.48	74	16.70	Very	86	27.04	142	29.28
					Significance				
<b>During the past two fiscal years, how often did the foundation make grants for the following purposes?</b>									
<b>General operating support</b>									
Never	62	18.90	45	9.15					
Rarely	68	20.73	71	14.43					

(continued)

**TABLE 1A Foundations' Attitudes and Practices by Family and Nonfamily Foundations (Independent Foundations Only) (Continued)**

	Two or more family trustees					Two or more family trustees			
	No		Yes			No		Yes	
	N	%	N	%		N	%	N	%
Sometimes	108	32.93	152	30.89	Sometimes	69	21.23	79	16.19
Often	90	27.44	224	45.53	Often	13	4.00	25	5.12
Significance	***				Significance				
<b>Organizational/management development</b>					<b>Strategy and planning</b>				
Never	88	27.33	104	21.49	Never	147	44.95	215	43.88
Rarely	87	27.02	148	30.58	Rarely	50	15.29	100	20.41
Sometimes	103	31.99	162	33.47	Sometimes	99	30.28	123	25.10
Often	44	13.66	70	14.46	Often	31	9.48	52	10.61
Significance					Significance				
<b>Research</b>					<b>Fundraising assistance</b>				
Never	118	36.31	143	29.18	Never	153	47.66	218	44.67
Rarely	95	29.23	160	32.65	Rarely	54	16.82	117	23.98
Sometimes	65	20.00	135	27.55	Sometimes	90	28.04	124	25.41
Often	47	14.46	52	10.61	Often	24	7.48	29	5.94
Significance	*				Significance				
<b>Advocacy</b>					<b>Communications and public relations</b>				
Never	141	44.06	168	34.78	Never	184	58.04	260	53.50
Rarely	79	24.69	113	23.40	Rarely	69	21.77	128	26.34
Sometimes	72	22.50	134	27.74	Sometimes	53	16.72	79	16.26
Often	28	8.75	68	14.08	Often	11	3.47	19	3.91
Significance	*				Significance				
<b>Foundation-designed initiatives</b>					<b>Technology-related training</b>				
Never	108	34.07	156	31.97	Never	227	71.16	328	67.63
Rarely	46	14.51	113	23.16	Rarely	49	15.36	92	18.97
Sometimes	92	29.02	131	26.84	Sometimes	35	10.97	48	9.90
Often	71	22.40	88	18.03	Often	8	2.51	17	3.51
Significance	*				Significance				
<b>Unsolicited proposals</b>					<b>Host grantee convenings</b>				
Never	85	26.40	104	21.22	Never	162	50.47	284	58.44
Rarely	54	16.77	99	20.20	Rarely	48	14.95	73	15.02
Sometimes	66	20.50	132	26.94	Sometimes	74	23.05	95	19.55
Often	117	36.34	155	31.63	Often	37	11.53	34	7.00
Significance	*				Significance	*			
<b>During the past two fiscal years how often did the foundation make grants of three years or longer?</b>					<b>III. Application and Review Process</b>				
Never	92	28.22	126	25.35	<b>How often did each of the following apply to the foundation's application and review process during the past two years?</b>				
Rarely	76	23.31	132	26.56	<b>Unsolicited applications received serious consideration</b>				
Sometimes	97	29.75	159	31.99	Never	41	12.77	49	9.86
Often	55	16.87	74	14.89	Rarely	39	12.15	81	16.30
Always	6	1.84	6	1.21	Sometimes	49	15.26	116	23.34
Significance					Often	67	20.87	104	20.93
<b>During the past two fiscal years how often did the foundation provide the following types of non-financial support to grantees?</b>					Always	125	38.94	147	29.58
<b>Board Development</b>					Significance	**			
Never	198	60.92	307	62.91	<b>Written grant guidelines were available to public</b>				
Rarely	45	13.85	77	15.78	Never	19	5.90	52	10.48
					Rarely	10	3.11	11	2.22

**TABLE 1A Foundations' Attitudes and Practices by Family and Nonfamily Foundations (Independent Foundations Only) (Continued)**

	Two or more family trustees				Two or more family trustees			
	No		Yes		No		Yes	
	N	%	N	%	N	%	N	%
Sometimes	9	2.80	27	5.44				
Often	20	6.21	34	6.85				
Always	264	81.99	372	75.00				
Significance	*							
<b>A common application form was accepted</b>								
Never	149	47.00	217	44.74				
Rarely	37	11.67	58	11.96				
Sometimes	34	10.73	50	10.31				
Often	20	6.31	34	7.01				
Always	77	24.29	126	25.98				
Significance								
<b>Applications were accepted electronically</b>								
Never	221	68.42	314	63.56				
Rarely	24	7.43	54	10.93				
Sometimes	31	9.60	46	9.31				
Often	24	7.43	35	7.09				
Always	23	7.12	45	9.11				
Significance								
<b>Summary proposal encouraged/required prior to full proposal</b>								
Never	112	34.89	131	26.63				
Rarely	38	11.84	51	10.37				
Sometimes	48	14.95	91	18.50				
Often	40	12.46	88	17.89				
Always	83	25.86	131	26.63				
Significance	*							
<b>Staff helped applicants develop proposals</b>								
Never	66	20.75	127	25.76				
Rarely	58	18.24	97	19.68				
Sometimes	105	33.02	150	30.43				
Often	82	25.79	102	20.69				
Always	7	2.20	17	3.45				
Significance								
<b>Staff conducted site visits</b>								
Never	40	12.46	63	12.73				
Rarely	32	9.97	54	10.91				
Sometimes	78	24.30	120	24.24				
Often	117	36.45	167	33.74				
Always	54	16.82	91	18.38				
Significance								
<b>Trustees conducted site visits</b>								
Never	82	25.47	91	18.38				
Rarely	87	27.02	131	26.46				
Sometimes	100	31.06	158	31.92				
Often	40	12.42	88	17.78				
Always	13	4.04	27	5.45				
Significance								
<b>Applicants of rejected proposals were notified</b>								
Never	7	2.15	11	2.21				
Rarely	3	0.92	3	0.60				
Sometimes	2	0.62	19	3.82				
Often	15	4.62	27	5.43				
Always	298	91.69	437	87.93				
Significance								
<b>How important were the following criteria in the foundation's grantmaking decisions during the past two fiscal years?</b>								
<b>Strength of proposal</b>								
Not at all	10	3.15	15	3.07				
Not very	10	3.15	26	5.32				
Somewhat	82	25.87	157	32.11				
Very	215	67.82	291	59.51				
Significance								
<b>Fit with foundation's pre-set priorities</b>								
Not at all	1	0.31	4	0.80				
Not very	4	1.24	7	1.40				
Somewhat	37	11.46	48	9.60				
Very	281	87.00	441	88.20				
Significance								
<b>Donor(s) interest in cause</b>								
Not at all	75	25.42	64	13.17				
Not very	41	13.90	49	10.08				
Somewhat	68	23.05	135	27.78				
Very	111	37.63	238	48.97				
Significance	***							
<b>Board member(s) interest in cause</b>								
Not at all	26	8.23	14	2.83				
Not very	62	19.62	55	11.13				
Somewhat	134	42.41	183	37.04				
Very	94	29.75	242	48.99				
Significance	***							
<b>Staff input</b>								
Not at all	20	6.29	53	10.77				
Not very	46	14.47	65	13.21				
Somewhat	118	37.11	187	38.01				
Very	134	42.14	187	38.01				
Significance								
<b>Availability of matching funds</b>								
Not at all	82	25.71	117	23.73				
Not very	85	26.65	152	30.83				
Somewhat	124	38.87	180	36.51				
Very	28	8.78	44	8.92				
Significance								

(continued)

**TABLE 1A Foundations' Attitudes and Practices by Family and Nonfamily Foundations (Independent Foundations Only) (Continued)**

	Two or more family trustees				Two or more family trustees			
	No		Yes		No		Yes	
	N	%	N	%	N	%	N	%
<b>Presence of measurable outcomes</b>								
Not at all	19	5.92	28	5.65				
Not very	42	13.08	78	15.73				
Somewhat	154	47.98	253	51.01				
Very	106	33.02	137	27.62				
Significance								
<b>Innovativeness</b>								
Not at all	26	8.15	39	7.85				
Not very	72	22.57	111	22.33				
Somewhat	156	48.90	240	48.29				
Very	65	20.38	107	21.53				
Significance								
<b>Low risk of failure</b>								
Not at all	56	17.34	71	14.46				
Not very	99	30.65	193	39.31				
Somewhat	135	41.80	191	38.90				
Very	33	10.22	36	7.33				
Significance	*							
<b>Ethnic/racial diversity of applicant's board/staff</b>								
Not at all	152	47.50	222	45.03				
Not very	96	30.00	138	27.99				
Somewhat	52	16.25	109	22.11				
Very	20	6.25	24	4.87				
Significance								
<b>Gender diversity of applicant's board/staff</b>								
Not at all	159	50.00	238	48.37				
Not very	106	33.33	150	30.49				
Somewhat	39	12.26	87	17.68				
Very	14	4.40	17	3.46				
Significance								
<b>Sometimes</b>								
Often					67	20.87	112	22.95
Always					49	15.26	86	17.62
Significance					136	42.37	157	32.17
					*			
<b>Final reports required</b>								
Never					13	4.05	28	5.76
Rarely					19	5.92	27	5.56
Sometimes					23	7.17	55	11.32
Often					29	9.03	61	12.55
Always					237	73.83	315	64.81
Significance					*			
<b>Puts representative on grantee board</b>								
Never					249	77.09	360	73.02
Rarely					51	15.79	85	17.24
Sometimes					17	5.26	42	8.52
Often					5	1.55	6	1.22
Always					1	0.31	0	0.00
Significance								
<b>Puts representative on grantee advisory committee</b>								
Never					230	71.21	355	72.15
Rarely					67	20.74	83	16.87
Sometimes					22	6.81	47	9.55
Often					3	0.93	7	1.42
Always					1	0.31	0	0.00
Significance								
<b>By its ongoing involvement in the community/field</b>								
Never					45	14.02	50	10.18
Rarely					15	4.67	43	8.76
Sometimes					59	18.38	131	26.68
Often					132	41.12	182	37.07
Always					70	21.81	85	17.31
Significance					**			
<b>IV. Monitoring and Evaluation</b>								
<b>How does the foundation monitor whether grant funds are used as specified?</b>								
<b>Site visits</b>								
Never	24	7.45	31	6.26				
Rarely	36	11.18	65	13.13				
Sometimes	124	38.51	197	39.80				
Often	92	28.57	140	28.28				
Always	46	14.29	62	12.53				
Significance								
<b>Interim reports required</b>								
Never	29	9.03	67	13.73				
Rarely	40	12.46	66	13.52				
<b>Does the foundation require grantees to collect information on outcomes of their work?</b>								
Never	25	7.67	48	9.62				
Rarely	29	8.90	47	9.42				
Sometimes	74	22.70	133	26.65				
Often	85	26.07	160	32.06				
Always	113	34.66	111	22.24				
Significance					**			
<b>Does the foundation ever formally evaluate the work that it funds?</b>								
No(3)	168	51.85	282	57.09				
Yes	156	48.15	212	42.91				
Significance								



**TABLE 1A Foundations' Attitudes and Practices by Family and Nonfamily Foundations (Independent Foundations Only) (Continued)**

	Two or more family trustees				Two or more family trustees				
	No		Yes		No		Yes		
	N	%	N	%	N	%	N	%	
<b>Why does the foundation conduct formal evaluations? How important are the following?(4)</b>					<b>For whom are the results of the foundation's evaluations intended?(4)</b>				
<b>Learn whether original objectives were achieved</b>					<b>Grantee organizations</b>				
Not at all	0	0.00	0	0.00	Not at all	52	33.99	56	28.43
Not very	2	1.29	5	2.37	Somewhat	54	35.29	87	44.16
Somewhat	29	18.71	35	16.59	Mainly	47	30.72	54	27.41
Very	124	80.00	171	81.04	Significance				
Significance					<b>Other nonprofits in the grantee's field</b>				
<b>Learn about implementation of funded work</b>					Not at all				
Not at all	3	1.95	0	0.00	Somewhat	78	53.06	104	54.17
Not very	3	1.95	8	3.86	Mainly	58	39.46	80	41.67
Somewhat	42	27.27	54	26.09	Significance	11	7.48	8	4.17
Very	106	68.83	145	70.05	<b>Foundation staff</b>				
Significance					Not at all	10	6.62	6	2.93
<b>Learn about outcomes of funded work</b>					Somewhat				
Not at all	2	1.28	0	0.00	Mainly	24	15.89	33	16.10
Not very	0	0.00	1	0.48	Significance	117	77.48	166	80.98
Somewhat	32	20.51	41	19.81	<b>Foundation board</b>				
Very	122	78.21	165	79.71	Not at all	2	1.30	2	0.95
Significance					Somewhat	25	16.23	35	16.59
<b>Contribute to knowledge in the field</b>					Mainly				
Not at all	10	6.54	12	5.74	Significance	127	82.47	174	82.46
Not very	33	21.57	40	19.14	<b>Policymakers</b>				
Somewhat	60	39.22	84	40.19	Not at all	75	50.00	105	54.69
Very	50	32.68	73	34.93	Somewhat	53	35.33	62	32.29
Significance					Mainly	22	14.67	25	13.02
<b>Strengthen organizational practices in the field</b>					Significance				
Not at all	15	9.93	20	9.71	<b>Other foundations</b>				
Not very	33	21.85	44	21.36	Not at all	66	44.30	86	43.88
Somewhat	63	41.72	81	39.32	Somewhat	70	46.98	102	52.04
Very	40	26.49	61	29.61	Mainly	13	8.72	8	4.08
Significance					Significance				
<b>Strengthen public policy</b>					<b>How often are the results of the foundation's evaluations made public?(4)</b>				
Not at all	37	24.50	51	24.76	Never	70	45.16	115	54.76
Not very	44	29.14	60	29.13	Rarely	22	14.19	39	18.57
Somewhat	45	29.80	58	28.16	Sometimes	29	18.71	37	17.62
Very	25	16.56	37	17.96	Often	28	18.06	15	7.14
Significance					Always	6	3.87	4	1.90
<b>Strengthen its future grantmaking</b>					Significance				
Not at all	10	6.54	6	2.90	<b>How are evaluation results distributed?(5)</b>				
Not very	9	5.88	20	9.66	<b>Website</b>				
Somewhat	57	37.25	65	31.40	No	46	58.97	59	68.60
Very	77	50.33	116	56.04					
Significance									

(continued)

**TABLE 1A Foundations' Attitudes and Practices by Family and Nonfamily Foundations (Independent Foundations Only) (Continued)**

	Two or more family trustees				Two or more family trustees			
	No		Yes		No		Yes	
	N	%	N	%	N	%	N	%
Yes	32	41.03	27	31.40				
Significance								
<b>Published papers and reports</b>								
No	32	41.03	38	44.19				
Yes	46	58.97	48	55.81				
Significance								
<b>Other foundation publications</b>								
No	57	73.08	65	75.58				
Yes	21	26.92	21	24.42				
Significance								
<b>Conferences/meetings</b>								
No	27	34.62	37	43.02				
Yes	51	65.38	49	56.98				
Significance								
<b>Press releases</b>								
No	56	71.79	74	86.05				
Yes	22	28.21	12	13.95				
Significance	*							
<b>Other major distribution outlets</b>								
No	73	93.59	74	86.05				
Yes	5	6.41	12	13.95				
Significance								
<b>During the past two years did the foundation engage in any of the following activities to help evaluate or strengthen its own performance?</b>								
<b>Conduct a strategic planning process</b>								
No	208	63.41	301	61.05				
Yes	120	36.59	192	38.95				
Significance								
<b>Conduct a board retreat</b>								
No	216	65.85	322	65.31				
Yes	112	34.15	171	34.69				
Significance								
<b>Conduct formal reviews of staff performance</b>								
No	177	53.96	298	60.45				
Yes	151	46.04	195	39.55				
Significance								
<b>Review grants for consistency with stated foundation priorities</b>								
No	112	34.15	207	41.99				
Yes	216	65.85	286	58.01				
Significance	*							
<b>Compare itself to other foundations</b>								
No	187	57.01	299	60.65				
Yes	141	42.99	194	39.35				
Significance								
<b>Conduct a needs assessment of its field or community</b>								
No	256	78.05	399	80.93				
Yes	72	21.95	94	19.07				
Significance								
<b>Solicit anonymous feedback from grantees</b>								
No	273	83.23	447	90.67				
Yes	55	16.77	46	9.33				
Significance	**							
<b>Solicit non-anonymous feedback from grantees</b>								
No	258	78.66	422	85.60				
Yes	70	21.34	71	14.40				
Significance	**							
<b>Other</b>								
No	304	92.68	469	95.13				
Yes	24	7.32	24	4.87				
Significance								
<b>Number of activities undertaken to evaluate or strengthen the foundation's own performance during the past two years</b>								
0	44	13.41	74	15.01				
1 to 2	126	38.41	194	39.35				
3 to 5	114	34.76	182	36.92				
6 +	44	13.41	43	8.72				
Significance								
<b>V. Investments</b>								
<b>During FY 2001 and FY 2002 did the foundation engage in any of the following investment practices?</b>								
<b>Make loans or investments for projects related to the foundation's philanthropic mission</b>								
No	269	82.01	407	83.23				
Yes	59	17.99	82	16.77				
Significance								
<b>Invest, or avoid investing, in a company/business sector because of its social, political, or environmental practices</b>								
No	268	81.96	383	78.97				
Yes	59	18.04	102	21.03				
Significance								

**TABLE 1A Foundations' Attitudes and Practices by Family and Nonfamily Foundations (Independent Foundations Only) (Continued)**

	Two or more family trustees			
	No		Yes	
	N	%	N	%
<b>Vote proxies or join with other shareholders to influence a company's social, political, or environmental practices</b>				
No	304	93.54	436	90.27
Yes	21	6.46	47	9.73
Significance				
<b>VI. Collaboration and Professional Involvement</b>				
<b>Collaboration Activities (during the past two fiscal years)</b>				
<b>Participate in a formal co-funding arrangement</b>				
No	174	53.21	284	56.91
Yes	153	46.79	215	43.09
Significance				
<b>Exchange information about prospective grantees with other funders</b>				
No	79	24.16	148	29.66
Yes	248	75.84	351	70.34
Significance				
<b>Discuss issues in the foundation's interest areas with government officials</b>				
No	182	55.66	341	68.34
Yes	145	44.34	158	31.66
Significance		***		
<b>Belong to a local or regional association of grantmakers</b>				
No	99	30.28	131	26.25
Yes	228	69.72	368	73.75
Significance				
<b>Belong to a national association of grantmakers</b>				
No	131	40.06	173	34.67
Yes	196	59.94	326	65.33
Significance				
<b>Convene people from outside the foundation to inform foundation activities</b>				
No	177	54.13	299	59.92
Yes	150	45.87	200	40.08
Significance				
<b>Other</b>				
No	310	94.80	464	92.99
Yes	17	5.20	35	7.01
Significance				
<b>During the past two fiscal years did the foundation actively encourage grantees to collaborate?</b>				
No	101	31.56	187	38.24
Yes	219	68.44	302	61.76
Significance				

	Two or more family trustees			
	No		Yes	
	N	%	N	%
<b>Did the foundation require the grantees to collaborate?(6)</b>				
No	125	57.34	182	60.87
Yes, sometimes	89	40.83	111	37.12
Yes, always	4	1.83	6	2.01
Significance				
<b>VII. Communication</b>				
<b>Communication Activities (during the past two fiscal years)</b>				
<b>Have a foundation website</b>				
No	143	43.87	237	47.88
Yes	183	56.13	258	52.12
Significance				
<b>Post application procedures on foundation website</b>				
No	164	50.46	265	53.86
Yes	161	49.54	227	46.14
Significance				
<b>Publish annual reports</b>				
No	158	48.62	301	61.30
Yes	167	51.38	190	38.70
Significance		***		
<b>Publish newsletters</b>				
No	282	86.77	447	91.04
Yes	43	13.23	44	8.96
Significance				
<b>Send staff to make external presentations</b>				
No	152	46.77	254	51.73
Yes	173	53.23	237	48.27
Significance				
<b>Actively solicit press coverage</b>				
No	221	68.00	409	83.30
Yes	104	32.00	82	16.70
Significance		***		
<b>Hire a public relations consultant</b>				
No	282	86.77	464	94.50
Yes	43	13.23	27	5.50
Significance		***		
<b>Publish reports about foundation-sponsored work</b>				
No	255	78.46	427	86.97
Yes	70	21.54	64	13.03
Significance		**		
<b>Other</b>				
No	306	94.15	476	96.75
Yes	19	5.85	16	3.25
Significance				

(continued)

**TABLE 1A Foundations' Attitudes and Practices by Family and Nonfamily Foundations (Independent Foundations Only) (Continued)**

	Two or more family trustees				Two or more family trustees			
	No		Yes		No		Yes	
	N	%	N	%	N	%	N	%
<b>Number of communication activities (during the past two fiscal years)</b>								
0	65	19.94	124	25.05				
1 to 2	91	27.91	162	32.73				
3 to 5	118	36.20	176	35.56				
6 +	52	15.95	33	6.67				
Significance	***							
<b>VIII. Opportunities for Staff Training</b>								
<b>During the past two fiscal years how often did the foundation provide formal opportunities for staff development and training in the following areas?</b>								
<b>Computers/technology</b>								
Never	108	35.06	186	39.41				
Rarely	31	10.06	63	13.35				
Sometimes	119	38.64	173	36.65				
Often	50	16.23	50	10.59				
Significance								
<b>Internal management</b>								
Never	152	50.50	216	48.00				
Rarely	43	14.29	70	15.56				
Sometimes	81	26.91	122	27.11				
Often	25	8.31	42	9.33				
Significance								
<b>Grantmaking</b>								
Never	106	34.42	153	32.97				
Rarely	31	10.06	46	9.91				
Sometimes	120	38.96	179	38.58				
Often	51	16.56	86	18.53				
Significance								
<b>IX. Self-Assessment of Foundation Effectiveness</b>								
<b>How would you rate your foundation's effectiveness in the following areas?</b>								
<b>Asset management</b>								
Poor	4	1.23	9	1.81				
Fair	30	9.23	62	12.50				
Good	176	54.15	262	52.82				
Excellent	115	35.38	163	32.86				
Significance								
<b>Grant quality</b>								
Poor	0	0.00	0	0.00				
Fair	6	1.84	15	3.01				
<b>Good</b>								
<b>Excellent</b>								
<b>Significance</b>								
<b>Staffing</b>								
Poor	0	0.00	3	0.61				
Fair	14	4.38	23	4.70				
Good	133	41.56	230	47.03				
Excellent	173	54.06	233	47.65				
Significance								
<b>Grantee relations</b>								
Poor	0	0.00	1	0.20				
Fair	12	3.66	24	4.81				
Good	160	48.78	246	49.30				
Excellent	156	47.56	228	45.69				
Significance								
<b>Communications/public relations</b>								
Poor	22	6.96	43	9.25				
Fair	108	34.18	200	43.01				
Good	143	45.25	176	37.85				
Excellent	43	13.61	46	9.89				
Significance	*							
<b>Leveraging resources to achieve greatest impact</b>								
Poor	9	2.84	22	4.61				
Fair	71	22.40	128	26.83				
Good	154	48.58	225	47.17				
Excellent	83	26.18	102	21.38				
Significance								

**Notes:**

\*p ≤ 0.05

\*\*p ≤ 0.01

\*\*\*p ≤ 0.001

(1) For the purposes of this analysis, "should not do" and "not at all" were combined. There were very few "should not do" responses, and these responses only exceeded 10% on two parts of question 1: become actively involved in grant implementation and influence public policy.

(2) Foundations that responded "not applicable" to question 2 were excluded from this analysis. In this manner, the following cases were excluded: 87 from "Founding donor(s)," 515 from "Current donor(s)," 21 from "Board," 74 from "Staff," and 124 from "Community input."

(3) Includes 89 foundations that responded "No, but plans to do so within the next 12 months."

(4) Includes only the 510 foundations that responded "Yes" to "Does the foundation ever formally evaluate the work that it funds?"

(5) Includes only the 510 foundations that responded "Yes" to "Does the foundation ever formally evaluate the work that it funds?" but excludes the 236 foundations that responded "Never" to "How often are the results of the foundation's evaluations made public?"

(6) Includes only the 793 cases that responded "yes" to question 20a.

**TABLE 2 Foundations' Attitudes and Practices by Size (Assets)**

	\$10,000,000 or Less		\$10,000,001–\$50,000,000		\$50,000,001–\$100,000,000		\$100,000,001–\$400,000,000		Greater than \$400,000,000		
	N	%	N	%	N	%	N	%	N	%	
<b>I. Ideas about Foundation Effectiveness</b>											
<b>How important is each to achieving effectiveness?(1)</b>											
<b>Establish focused and limited grantmaking areas</b>											
Not at all	18	4.09	26	6.15	6	4.65	2	1.57	1	1.75	
Not very	26	5.91	35	8.27	4	3.10	13	10.24	2	3.51	
Somewhat	95	21.59	98	23.17	30	23.26	38	29.92	14	24.56	
Very	301	68.41	264	62.41	89	68.99	74	58.27	40	70.18	
<b>Maintain a broad grants program*</b>											
Not at all	119	27.36	85	20.48	23	18.11	24	19.20	12	20.69	
Not very	136	31.26	109	26.27	40	31.50	42	33.60	21	36.21	
Somewhat	106	24.37	116	27.95	35	27.56	28	22.40	11	18.97	
Very	74	17.01	105	25.30	29	22.83	31	24.80	14	24.14	
<b>Actively seek out social needs to address***</b>											
Not at all	59	13.59	56	13.46	12	9.30	10	7.87	0	0.00	
Not very	78	17.97	68	16.35	8	6.20	20	15.75	3	5.08	
Somewhat	158	36.41	144	34.62	64	49.61	56	44.09	25	42.37	
Very	139	32.03	148	35.58	45	34.88	41	32.28	31	52.54	
<b>Respond to social needs identified by grant applicants**</b>											
Not at all	47	10.83	30	7.21	5	3.88	6	4.72	2	3.51	
Not very	49	11.29	33	7.93	11	8.53	19	14.96	11	19.30	
Somewhat	187	43.09	173	41.59	60	46.51	55	43.31	27	47.37	
Very	151	34.79	180	43.27	53	41.09	47	37.01	17	29.82	
<b>Engage in activities beyond grantmaking to increase impact***</b>											
Not at all	80	18.22	62	14.83	17	12.88	8	6.20	1	1.72	
Not very	62	14.12	56	13.40	13	9.85	7	5.43	5	8.62	
Somewhat	127	28.93	124	29.67	36	27.27	30	23.26	11	18.97	
Very	170	38.72	176	42.11	66	50.00	84	65.12	41	70.69	
<b>Become actively involved in grant implementation</b>											
Not at all	125	28.67	105	25.18	28	21.37	30	23.44	11	18.64	
Not very	115	26.38	111	26.62	49	37.40	45	35.16	16	27.12	
Somewhat	135	30.96	139	33.33	31	23.66	34	26.56	23	38.98	
Very	61	13.99	62	14.87	23	17.56	19	14.84	9	15.25	
<b>Adhere to founding donor's wishes</b>											
Not at all	12	2.78	14	3.44	7	5.60	7	5.47	0	0.00	
Not very	25	5.80	14	3.44	10	8.00	9	7.03	5	8.93	
Somewhat	84	19.49	83	20.39	26	20.80	27	21.09	17	30.36	
Very	310	71.93	296	72.73	82	65.60	85	66.41	34	60.71	
<b>Focus on root causes of major problems***</b>											
Not at all	53	12.27	29	7.02	4	3.08	3	2.34	0	0.00	
Not very	54	12.50	32	7.75	12	9.23	4	3.13	3	5.26	
Somewhat	165	38.19	168	40.68	47	36.15	49	38.28	16	28.07	
Very	160	37.04	184	44.55	67	51.54	72	56.25	38	66.67	

(continued)

**TABLE 2 Foundations' Attitudes and Practices by Size (Assets) (Continued)**

	\$10,000,000 or Less		\$10,000,001–\$50,000,000		\$50,000,001–\$100,000,000		\$100,000,001–\$400,000,000		Greater than \$400,000,000	
	N	%	N	%	N	%	N	%	N	%
<b>Influence public policy***</b>										
Not at all	155	35.96	112	26.99	26	19.85	19	14.96	4	6.78
Not very	99	22.97	80	19.28	20	15.27	22	17.32	7	11.86
Somewhat	127	29.47	140	33.73	44	33.59	44	34.65	19	32.20
Very	50	11.60	83	20.00	41	31.30	42	33.07	29	49.15
<b>Publicize the foundation and its work</b>										
Not at all	98	22.22	68	16.08	22	16.67	16	12.60	6	10.34
Not very	92	20.86	114	26.95	35	26.52	38	29.92	15	25.86
Somewhat	128	29.02	104	24.59	37	28.03	38	29.92	22	37.93
Very	123	27.89	137	32.39	38	28.79	35	27.56	15	25.86
<b>Solicit advice from those outside the foundation***</b>										
Not at all	33	7.48	13	3.12	4	3.03	2	1.56	0	0.00
Not very	67	15.19	36	8.63	5	3.79	6	4.69	2	3.39
Somewhat	166	37.64	157	37.65	53	40.15	41	32.03	12	20.34
Very	175	39.68	211	50.60	70	53.03	79	61.72	45	76.27
<b>Conduct formal evaluations of funded work***</b>										
Not at all	43	9.82	26	6.22	5	3.79	7	5.43	1	1.69
Not very	80	18.26	65	15.55	16	12.12	12	9.30	4	6.78
Somewhat	181	41.32	179	42.82	52	39.39	57	44.19	21	35.59
Very	134	30.59	148	35.41	59	44.70	53	41.09	33	55.93
<b>Have a strong organizational infrastructure***</b>										
Not at all	25	5.77	17	4.08	2	1.53	1	0.78	0	0.00
Not very	68	15.70	43	10.31	7	5.34	9	6.98	4	6.78
Somewhat	123	28.41	112	26.86	31	23.66	31	24.03	8	13.56
Very	217	50.12	245	58.75	91	69.47	88	68.22	47	79.66
<b>Have an involved board</b>										
Not at all	4	0.91	7	1.65	0	0.00	1	0.79	0	0.00
Not very	26	5.92	18	4.24	4	3.03	2	1.57	4	6.90
Somewhat	100	22.78	88	20.71	32	24.24	25	19.69	14	24.14
Very	309	70.39	312	73.41	96	72.73	99	77.95	40	68.97
<b>Employ minimal staff***</b>										
Not at all	23	5.31	28	6.75	15	11.45	23	18.11	12	21.43
Not very	34	7.85	48	11.57	23	17.56	28	22.05	14	25.00
Somewhat	130	30.02	149	35.90	47	35.88	40	31.50	22	39.29
Very	246	56.81	190	45.78	46	35.11	36	28.35	8	14.29
<b>Collaborate with external groups/organizations***</b>										
Not at all	34	7.82	21	4.99	6	4.55	2	1.55	1	1.69
Not very	65	14.94	31	7.36	10	7.58	12	9.30	4	6.78
Somewhat	157	36.09	143	33.97	40	30.30	39	30.23	18	30.51
Very	179	41.15	226	53.68	76	57.58	76	58.91	36	61.02
<b>Join grantmakers' associations***</b>										
Not at all	69	15.65	24	5.69	5	3.79	4	3.15	1	1.72
Not very	78	17.69	60	14.22	13	9.85	20	15.75	12	20.69
Somewhat	150	34.01	181	42.89	63	47.73	53	41.73	37	63.79
Very	144	32.65	157	37.20	51	38.64	50	39.37	8	13.79

**TABLE 2 Foundations' Attitudes and Practices by Size (Assets) (Continued)**

	\$10,000,000 or Less		\$10,000,001–\$50,000,000		\$50,000,001–\$100,000,000		\$100,000,001–\$400,000,000		Greater than \$400,000,000	
	N	%	N	%	N	%	N	%	N	%
<b>II. Approaches to Grantmaking</b>										
<b>How influential were the following in formulating the foundation's grantmaking program priorities?(2)</b>										
<b>Founding donor(s)</b>										
Not at all	21	5.17	13	3.37	5	4.27	10	8.62	2	3.70
Not very	23	5.67	30	7.77	12	10.26	6	5.17	4	7.41
Somewhat	75	18.47	77	19.95	32	27.35	29	25.00	14	25.93
Very	287	70.69	266	68.91	68	58.12	71	61.21	34	62.96
<b>Current donor(s)</b>										
Not at all	17	7.05	12	5.53	5	7.69	4	8.00	2	12.50
Not very	14	5.81	17	7.83	4	6.15	6	12.00	1	6.25
Somewhat	55	22.82	54	24.88	20	30.77	19	38.00	1	6.25
Very	155	64.32	134	61.75	36	55.38	21	42.00	12	75.00
<b>Board*</b>										
Not at all	5	1.21	6	1.43	1	0.80	1	0.79	0	0.00
Not very	20	4.83	18	4.30	3	2.40	0	0.00	0	0.00
Somewhat	108	26.09	80	19.09	26	20.80	27	21.43	21	36.21
Very	281	67.87	315	75.18	95	76.00	98	77.78	37	63.79
<b>Staff***</b>										
Not at all	42	11.05	31	7.91	7	5.69	5	4.00	0	0.00
Not very	61	16.05	64	16.33	10	8.13	13	10.40	3	5.08
Somewhat	143	37.63	132	33.67	49	39.84	33	26.40	16	27.12
Very	134	35.26	165	42.09	57	46.34	74	59.20	40	67.80
<b>Community input</b>										
Not at all	70	19.34	68	18.58	16	14.04	12	10.43	5	9.09
Not very	76	20.99	74	20.22	22	19.30	22	19.13	15	27.27
Somewhat	143	39.50	141	38.52	47	41.23	50	43.48	22	40.00
Very	73	20.17	83	22.68	29	25.44	31	26.96	13	23.64
<b>What does the foundation try to achieve in grantmaking?</b>										
<b>Strengthen particular organization(s)***</b>										
Not at all	51	12.00	25	6.02	5	3.88	4	3.15	2	3.45
Not very	49	11.53	37	8.92	12	9.30	8	6.30	4	6.90
Somewhat	192	45.18	169	40.72	52	40.31	47	37.01	22	37.93
Very	133	31.29	184	44.34	60	46.51	68	53.54	30	51.72
<b>Strengthen particular field(s) of activity</b>										
Not at all	25	5.81	14	3.33	4	3.08	3	2.36	1	1.72
Not very	45	10.47	41	9.74	10	7.69	18	14.17	7	12.07
Somewhat	150	34.88	152	36.10	47	36.15	34	26.77	16	27.59
Very	210	48.84	214	50.83	69	53.08	72	56.69	34	58.62
<b>Strengthen particular group(s)</b>										
Not at all	42	9.84	32	7.77	6	4.76	6	4.76	2	3.51
Not very	78	18.27	62	15.05	23	18.25	23	18.25	9	15.79
Somewhat	153	35.83	172	41.75	54	42.86	54	42.86	25	43.86
Very	154	36.07	146	35.44	43	34.13	43	34.13	21	36.84

(continued)

**TABLE 2 Foundations' Attitudes and Practices by Size (Assets) (Continued)**

	\$10,000,000 or Less		\$10,000,001– \$50,000,000		\$50,000,001– \$100,000,000		\$100,000,001– \$400,000,000		Greater than \$400,000,000	
	N	%	N	%	N	%	N	%	N	%
<b>Strengthen the foundation's local community or region*</b>										
Not at all	53	12.30	27	6.46	8	6.30	8	6.40	5	8.77
Not very	60	13.92	51	12.20	18	14.17	15	12.00	6	10.53
Somewhat	116	26.91	96	22.97	31	24.41	23	18.40	19	33.33
Very	202	46.87	244	58.37	70	55.12	79	63.20	27	47.37
<b>Strengthen social change and/or strategies for change***</b>										
Not at all	87	20.33	44	10.73	10	7.94	5	3.97	1	1.75
Not very	100	23.36	95	23.17	28	22.22	27	21.43	8	14.04
Somewhat	138	32.24	158	38.54	46	36.51	48	38.10	25	43.86
Very	103	24.07	113	27.56	42	33.33	46	36.51	23	40.35
<b>During the past two fiscal years, how often did the foundation make grants for the following purposes?</b>										
<b>General operating support**</b>										
Never	85	19.77	45	10.64	14	10.77	10	7.81	2	3.45
Rarely	84	19.53	85	20.09	31	23.85	28	21.88	14	24.14
Sometimes	130	30.23	132	31.21	44	33.85	46	35.94	25	43.10
Often	131	30.47	161	38.06	41	31.54	44	34.38	17	29.31
<b>Organizational/management development***</b>										
Never	137	32.16	68	16.39	18	13.95	13	10.16	3	5.17
Rarely	135	31.69	131	31.57	33	25.58	24	18.75	8	13.79
Sometimes	118	27.70	153	36.87	50	38.76	55	42.97	33	56.90
Often	36	8.45	63	15.18	28	21.71	36	28.13	14	24.14
<b>Research***</b>										
Never	201	46.96	144	34.12	33	25.38	25	19.53	5	8.47
Rarely	114	26.64	144	34.12	50	38.46	56	43.75	21	35.59
Sometimes	78	18.22	94	22.27	32	24.62	32	25.00	21	35.59
Often	35	8.18	40	9.48	15	11.54	15	11.72	12	20.34
<b>Advocacy***</b>										
Never	204	48.57	156	37.59	40	31.25	41	32.28	9	15.25
Rarely	94	22.38	114	27.47	33	25.78	33	25.98	16	27.12
Sometimes	85	20.24	113	27.23	36	28.13	43	33.86	21	35.59
Often	37	8.81	32	7.71	19	14.84	10	7.87	13	22.03
<b>Foundation-designed initiatives***</b>										
Never	163	38.08	112	27.18	27	21.09	22	17.19	2	3.45
Rarely	80	18.69	87	21.12	23	17.97	27	21.09	9	15.52
Sometimes	100	23.36	148	35.92	45	35.16	41	32.03	25	43.10
Often	85	19.86	65	15.78	33	25.78	38	29.69	22	37.93
<b>Unsolicited proposals***</b>										
Never	137	31.71	92	22.17	12	9.45	20	16.26	8	13.56
Rarely	88	20.37	80	19.28	23	18.11	30	24.39	9	15.25
Sometimes	91	21.06	109	26.27	33	25.98	24	19.51	20	33.90
Often	116	26.85	134	32.29	59	46.46	49	39.84	22	37.29
<b>During the past two fiscal years how often did the foundation make grants of three years or longer?***</b>										
Never	175	40.05	125	29.69	28	21.37	18	14.17	4	6.90
Rarely	101	23.11	125	29.69	49	37.40	38	29.92	12	20.69



**TABLE 2 Foundations' Attitudes and Practices by Size (Assets) (Continued)**

	\$10,000,000 or Less		\$10,000,001–\$50,000,000		\$50,000,001–\$100,000,000		\$100,000,001–\$400,000,000		Greater than \$400,000,000	
	N	%	N	%	N	%	N	%	N	%
Sometimes	108	24.71	125	29.69	38	29.01	41	32.28	19	32.76
Often	46	10.53	44	10.45	14	10.69	27	21.26	22	37.93
Always	7	1.60	2	0.48	2	1.53	3	2.36	1	1.72

**During the past two fiscal years how often did the foundation provide the following types of non-financial support to grantees?**

**Board Development\*\*\***

Never	279	64.73	224	54.11	54	41.86	50	39.06	22	39.29
Rarely	60	13.92	63	15.22	29	22.48	24	18.75	10	17.86
Sometimes	76	17.63	97	23.43	36	27.91	46	35.94	21	37.50
Often	16	3.71	30	7.25	10	7.75	8	6.25	3	5.36

**Strategy and planning\*\*\***

Never	221	51.40	155	37.26	38	29.46	31	24.22	8	14.29
Rarely	71	16.51	82	19.71	25	19.38	28	21.88	12	21.43
Sometimes	106	24.65	131	31.49	50	38.76	52	40.63	24	42.86
Often	32	7.44	48	11.54	16	12.40	17	13.28	12	21.43

**Fundraising assistance\*\*\***

Never	206	48.02	166	40.10	41	31.54	30	23.44	14	25.00
Rarely	83	19.35	78	18.84	36	27.69	39	30.47	14	25.00
Sometimes	111	25.87	122	29.47	40	30.77	49	38.28	23	41.07
Often	29	6.76	48	11.59	13	10.00	10	7.81	5	8.93

**Communications and public relations\*\*\***

Never	236	55.92	201	49.51	58	44.62	40	31.25	10	17.86
Rarely	92	21.80	102	25.12	40	30.77	58	45.31	21	37.50
Sometimes	79	18.72	88	21.67	27	20.77	27	21.09	16	28.57
Often	15	3.55	15	3.69	5	3.85	3	2.34	9	16.07

**Technology-related training\*\*\***

Never	296	69.65	271	66.58	74	58.27	60	47.24	20	34.48
Rarely	78	18.35	82	20.15	37	29.13	33	25.98	13	22.41
Sometimes	40	9.41	41	10.07	13	10.24	25	19.69	19	32.76
Often	11	2.59	13	3.19	3	2.36	9	7.09	6	10.34

**Host grantee convenings\*\*\***

Never	263	61.88	201	48.91	45	34.62	28	21.88	6	10.34
Rarely	63	14.82	78	18.98	20	15.38	24	18.75	7	12.07
Sometimes	77	18.12	89	21.65	45	34.62	54	42.19	20	34.48
Often	22	5.18	43	10.46	20	15.38	22	17.19	25	43.10

**III. Application and Review Process**

**How often did each of the following apply to the foundation's application and review process during the past two years?**

**Unsolicited applications received serious consideration\*\*\***

Never	75	17.28	37	8.83	5	3.85	16	12.60	6	10.17
Rarely	71	16.36	74	17.66	14	10.77	20	15.75	8	13.56
Sometimes	95	21.89	79	18.85	21	16.15	20	15.75	10	16.95
Often	80	18.43	86	20.53	33	25.38	25	19.69	12	20.34
Always	113	26.04	143	34.13	57	43.85	46	36.22	23	38.98

(continued)

**TABLE 2 Foundations' Attitudes and Practices by Size (Assets) (Continued)**

	\$10,000,000 or Less		\$10,000,001–\$50,000,000		\$50,000,001–\$100,000,000		\$100,000,001–\$400,000,000		Greater than \$400,000,000		
	N	%	N	%	N	%	N	%	N	%	
<b>Written grant guidelines were available to public***</b>											
Never	59	13.59	21	5.02	4	3.05	2	1.56	2	3.39	
Rarely	10	2.30	9	2.15	2	1.53	0	0.00	0	0.00	
Sometimes	19	4.38	12	2.87	1	0.76	7	5.47	3	5.08	
Often	38	8.76	23	5.50	5	3.82	9	7.03	2	3.39	
Always	308	70.97	353	84.45	119	90.84	110	85.94	52	88.14	
<b>A common application form was accepted</b>											
Never	203	47.54	186	45.37	59	45.74	55	44.00	27	48.21	
Rarely	46	10.77	47	11.46	15	11.63	14	11.20	9	16.07	
Sometimes	36	8.43	37	9.02	17	13.18	15	12.00	8	14.29	
Often	35	8.20	27	6.59	7	5.43	11	8.80	1	1.79	
Always	107	25.06	113	27.56	31	24.03	30	24.00	11	19.64	
<b>Applications were accepted electronically**</b>											
Never	294	67.90	284	67.94	88	67.18	72	56.25	24	42.86	
Rarely	50	11.55	35	8.37	13	9.92	16	12.50	5	8.93	
Sometimes	37	8.55	44	10.53	12	9.16	15	11.72	8	14.29	
Often	21	4.85	26	6.22	10	7.63	13	10.16	8	14.29	
Always	31	7.16	29	6.94	8	6.11	12	9.38	11	19.64	
<b>Summary proposal encouraged/required prior to full proposal***</b>											
Never	180	41.86	138	33.17	30	23.26	32	25.20	3	5.17	
Rarely	53	12.33	53	12.74	11	8.53	17	13.39	6	10.34	
Sometimes	74	17.21	66	15.87	25	19.38	22	17.32	8	13.79	
Often	49	11.40	55	13.22	24	18.60	23	18.11	17	29.31	
Always	74	17.21	104	25.00	39	30.23	33	25.98	24	41.38	
<b>Staff helped applicants develop proposals***</b>											
Never	138	32.09	80	19.18	15	11.45	13	10.24	3	5.17	
Rarely	78	18.14	92	22.06	27	20.61	23	18.11	6	10.34	
Sometimes	139	32.33	138	33.09	44	33.59	41	32.28	19	32.76	
Often	65	15.12	91	21.82	40	30.53	45	35.43	29	50.00	
Always	10	2.33	16	3.84	5	3.82	5	3.94	1	1.72	
<b>Staff conducted site visits***</b>											
Never	91	21.16	33	7.91	5	3.79	2	1.56	0	0.00	
Rarely	74	17.21	40	9.59	9	6.82	4	3.13	1	1.69	
Sometimes	118	27.44	120	28.78	26	19.70	24	18.75	11	18.64	
Often	103	23.95	152	36.45	57	43.18	61	47.66	33	55.93	
Always	44	10.23	72	17.27	35	26.52	37	28.91	14	23.73	
<b>Trustees conducted site visits***</b>											
Never	124	28.90	78	18.66	23	17.42	29	23.02	20	33.90	
Rarely	96	22.38	106	25.36	53	40.15	46	36.51	19	32.20	
Sometimes	122	28.44	140	33.49	32	24.24	31	24.60	14	23.73	
Often	62	14.45	69	16.51	15	11.36	18	14.29	6	10.17	
Always	25	5.83	25	5.98	9	6.82	2	1.59	0	0.00	
<b>Applicants of rejected proposals were notified</b>											
Never	12	2.77	5	1.19	2	1.52	1	0.78	0	0.00	
Rarely	3	0.69	4	0.95	0	0.00	0	0.00	0	0.00	

**TABLE 2 Foundations' Attitudes and Practices by Size (Assets) (Continued)**

	\$10,000,000 or Less		\$10,000,001–\$50,000,000		\$50,000,001–\$100,000,000		\$100,000,001–\$400,000,000		Greater than \$400,000,000	
	N	%	N	%	N	%	N	%	N	%
Sometimes	17	3.93	6	1.43	2	1.52	1	0.78	0	0.00
Often	27	6.24	15	3.56	3	2.27	5	3.91	1	1.72
Always	374	86.37	391	92.87	125	94.70	121	94.53	57	98.28
<b>How important were the following criteria in the foundation's grantmaking decisions during the past two fiscal years?</b>										
<b>Strength of proposal***</b>										
Not at all	21	4.94	4	0.96	1	0.78	1	0.80	1	1.72
Not very	24	5.65	18	4.34	0	0.00	5	4.00	0	0.00
Somewhat	139	32.71	116	27.95	25	19.38	31	24.80	11	18.97
Very	241	56.71	277	66.75	103	79.84	88	70.40	46	79.31
<b>Fit with foundation's pre-set priorities</b>										
Not at all	10	2.31	3	0.71	1	0.76	0	0.00	0	0.00
Not very	9	2.08	21	4.99	4	3.03	2	1.59	0	0.00
Somewhat	55	12.70	54	12.83	15	11.36	16	12.70	6	10.17
Very	359	82.91	343	81.47	112	84.85	108	85.71	53	89.83
<b>Donor(s) interest in cause***</b>										
Not at all	67	15.95	42	10.63	22	17.46	34	28.33	8	15.38
Not very	42	10.00	39	9.87	23	18.25	15	12.50	11	21.15
Somewhat	125	29.76	134	33.92	30	23.81	34	28.33	14	26.92
Very	186	44.29	180	45.57	51	40.48	37	30.83	19	36.54
<b>Board member(s) interest in cause**</b>										
Not at all	37	8.67	28	6.76	14	10.69	11	8.87	4	6.90
Not very	68	15.93	72	17.39	20	15.27	37	29.84	16	27.59
Somewhat	164	38.41	169	40.82	59	45.04	50	40.32	24	41.38
Very	158	37.00	145	35.02	38	29.01	26	20.97	14	24.14
<b>Staff input***</b>										
Not at all	60	14.18	25	6.02	3	2.29	5	3.97	0	0.00
Not very	64	15.13	59	14.22	14	10.69	8	6.35	1	1.69
Somewhat	178	42.08	178	42.89	54	41.22	45	35.71	17	28.81
Very	121	28.61	153	36.87	60	45.80	68	53.97	41	69.49
<b>Availability of matching funds**</b>										
Not at all	131	30.68	84	20.39	24	18.32	20	16.13	10	16.95
Not very	109	25.53	126	30.58	52	39.69	35	28.23	19	32.20
Somewhat	145	33.96	157	38.11	48	36.64	58	46.77	22	37.29
Very	42	9.84	45	10.92	7	5.34	11	8.87	8	13.56
<b>Presence of measurable outcomes***</b>										
Not at all	37	8.62	17	4.09	0	0.00	0	0.00	1	1.69
Not very	71	16.55	55	13.22	21	16.03	11	8.73	2	3.39
Somewhat	208	48.48	201	48.32	67	51.15	64	50.79	27	45.76
Very	113	26.34	143	34.38	43	32.82	51	40.48	29	49.15
<b>Innovativeness***</b>										
Not at all	44	10.33	23	5.49	3	2.31	2	1.60	2	3.39
Not very	84	19.72	89	21.24	25	19.23	25	20.00	3	5.08
Somewhat	198	46.48	200	47.73	77	59.23	70	56.00	40	67.80
Very	100	23.47	107	25.54	25	19.23	28	22.40	14	23.73

(continued)

**TABLE 2 Foundations' Attitudes and Practices by Size (Assets) (Continued)**

	\$10,000,000 or Less		\$10,000,001–\$50,000,000		\$50,000,001–\$100,000,000		\$100,000,001–\$400,000,000		Greater than \$400,000,000		
	N	%	N	%	N	%	N	%	N	%	
<b>Low risk of failure***</b>											
Not at all	77	17.91	43	10.39	17	13.08	17	13.49	4	6.90	
Not very	130	30.23	143	34.54	47	36.15	56	44.44	33	56.90	
Somewhat	173	40.23	193	46.62	56	43.08	45	35.71	18	31.03	
Very	50	11.63	35	8.45	10	7.69	8	6.35	3	5.17	
<b>Ethnic/racial diversity of applicant's board/staff***</b>											
Not at all	215	50.23	174	41.93	36	27.48	30	23.62	14	24.56	
Not very	113	26.40	130	31.33	40	30.53	53	41.73	21	36.84	
Somewhat	80	18.69	85	20.48	44	33.59	33	25.98	16	28.07	
Very	20	4.67	26	6.27	11	8.40	11	8.66	6	10.53	
<b>Gender diversity of applicant's board/staff***</b>											
Not at all	229	53.76	188	45.52	44	33.59	31	24.41	18	31.58	
Not very	113	26.53	142	34.38	45	34.35	63	49.61	23	40.35	
Somewhat	70	16.43	67	16.22	33	25.19	24	18.90	11	19.30	
Very	14	3.29	16	3.87	9	6.87	9	7.09	5	8.77	
<b>IV. Monitoring and Evaluation</b>											
<b>How does the foundation monitor whether grant funds are used as specified?</b>											
<b>Site visits***</b>											
Never	54	12.53	13	3.11	2	1.54	2	1.56	1	1.69	
Rarely	86	19.95	41	9.81	10	7.69	10	7.81	3	5.08	
Sometimes	162	37.59	194	46.41	46	35.38	50	39.06	21	35.59	
Often	98	22.74	117	27.99	51	39.23	44	34.38	24	40.68	
Always	31	7.19	53	12.68	21	16.15	22	17.19	10	16.95	
<b>Interim reports required***</b>											
Never	84	19.63	48	11.71	7	5.34	4	3.13	1	1.69	
Rarely	84	19.63	53	12.93	18	13.74	10	7.81	0	0.00	
Sometimes	104	24.30	102	24.88	27	20.61	31	24.22	7	11.86	
Often	60	14.02	63	15.37	27	20.61	23	17.97	15	25.42	
Always	96	22.43	144	35.12	52	39.69	60	46.88	36	61.02	
<b>Final reports required***</b>											
Never	34	7.85	9	2.21	2	1.55	3	2.34	0	0.00	
Rarely	35	8.08	20	4.91	5	3.88	2	1.56	0	0.00	
Sometimes	54	12.47	42	10.32	5	3.88	3	2.34	1	1.75	
Often	68	15.70	41	10.07	12	9.30	10	7.81	4	7.02	
Always	242	55.89	295	72.48	105	81.40	110	85.94	52	91.23	
<b>Puts representative on grantee board*</b>											
Never	333	76.91	308	74.58	103	78.63	87	68.50	40	67.80	
Rarely	45	10.39	68	16.46	22	16.79	29	22.83	16	27.12	
Sometimes	44	10.16	29	7.02	5	3.82	8	6.30	2	3.39	
Often	10	2.31	8	1.94	1	0.76	3	2.36	1	1.69	
Always	1	0.23	0	0.00	0	0.00	0	0.00	0	0.00	
<b>Puts representative on grantee advisory committee**</b>											
Never	333	76.91	301	72.36	90	68.70	79	63.20	30	50.85	
Rarely	52	12.01	78	18.75	30	22.90	34	27.20	19	32.20	

**TABLE 2 Foundations' Attitudes and Practices by Size (Assets) (Continued)**

	\$10,000,000 or Less		\$10,000,001–\$50,000,000		\$50,000,001–\$100,000,000		\$100,000,001–\$400,000,000		Greater than \$400,000,000	
	N	%	N	%	N	%	N	%	N	%
Sometimes	36	8.31	31	7.45	9	6.87	11	8.80	8	13.56
Often	9	2.08	5	1.20	2	1.53	1	0.80	2	3.39
Always	3	0.69	1	0.24	0	0.00	0	0.00	0	0.00
<b>By its ongoing involvement in the community/field</b>										
Never	48	11.11	45	10.87	5	3.97	8	6.40	4	6.78
Rarely	36	8.33	17	4.11	6	4.76	8	6.40	6	10.17
Sometimes	89	20.60	89	21.50	29	23.02	28	22.40	9	15.25
Often	175	40.51	164	39.61	58	46.03	51	40.80	23	38.98
Always	84	19.44	99	23.91	28	22.22	30	24.00	17	28.81
<b>Does the foundation require grantees to collect information on outcomes of their work?***</b>										
Never	52	11.87	31	7.38	4	3.05	2	1.56	1	1.69
Rarely	49	11.19	34	8.10	10	7.63	7	5.47	3	5.08
Sometimes	132	30.14	117	27.86	36	27.48	30	23.44	11	18.64
Often	107	24.43	133	31.67	39	29.77	42	32.81	23	38.98
Always	98	22.37	105	25.00	42	32.06	47	36.72	21	35.59
<b>Does the foundation ever formally evaluate the work that it funds?***</b>										
No(3)	300	68.65	248	60.05	64	48.85	39	30.71	7	12.07
Yes	137	31.35	165	39.95	67	51.15	88	69.29	51	87.93
<b>Why does the foundation conduct formal evaluations? How important are the following?(4)</b>										
<b>Learn whether original objectives were achieved*</b>										
Not at all	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Not very	1	0.73	2	1.22	1	1.49	0	0.00	3	6.00
Somewhat	19	13.87	23	14.02	12	17.91	22	25.00	11	22.00
Very	117	85.40	139	84.76	54	80.60	66	75.00	36	72.00
<b>Learn about implementation of funded work</b>										
Not at all	2	1.48	1	0.62	0	0.00	0	0.00	0	0.00
Not very	2	1.48	2	1.24	3	4.55	2	2.27	2	4.00
Somewhat	34	25.19	43	26.71	21	31.82	27	30.68	18	36.00
Very	97	71.85	115	71.43	42	63.64	59	67.05	30	60.00
<b>Learn about outcomes of funded work</b>										
Not at all	1	0.74	1	0.62	0	0.00	0	0.00	0	0.00
Not very	1	0.74	1	0.62	0	0.00	0	0.00	0	0.00
Somewhat	24	17.78	30	18.52	17	25.37	19	21.59	8	16.00
Very	109	80.74	130	80.25	50	74.63	69	78.41	42	84.00
<b>Contribute to knowledge in the field***</b>										
Not at all	11	8.09	11	6.79	3	4.55	1	1.16	0	0.00
Not very	25	18.38	36	22.22	18	27.27	12	13.95	5	10.00
Somewhat	66	48.53	73	45.06	22	33.33	36	41.86	17	34.00
Very	34	25.00	42	25.93	23	34.85	37	43.02	28	56.00
<b>Strengthen organizational practices in the field***</b>										
Not at all	19	14.07	14	8.75	3	4.62	3	3.49	0	0.00
Not very	26	19.26	41	25.63	16	24.62	9	10.47	7	14.00
Somewhat	57	42.22	72	45.00	24	36.92	36	41.86	23	46.00
Very	33	24.44	33	20.63	22	33.85	38	44.19	20	40.00

(continued)

**TABLE 2 Foundations' Attitudes and Practices by Size (Assets) (Continued)**

	\$10,000,000 or Less		\$10,000,001–\$50,000,000		\$50,000,001–\$100,000,000		\$100,000,001–\$400,000,000		Greater than \$400,000,000		
	N	%	N	%	N	%	N	%	N	%	
<b>Strengthen public policy***</b>											
Not at all	35	26.12	44	27.50	15	23.08	14	16.09	2	4.00	
Not very	48	35.82	49	30.63	16	24.62	22	25.29	10	20.00	
Somewhat	41	30.60	51	31.88	20	30.77	30	34.48	15	30.00	
Very	10	7.46	16	10.00	14	21.54	21	24.14	23	46.00	
<b>Strengthen its future grantmaking*</b>											
Not at all	6	4.41	9	5.52	0	0.00	2	2.30	0	0.00	
Not very	10	7.35	12	7.36	4	6.15	7	8.05	0	0.00	
Somewhat	56	41.18	52	31.90	18	27.69	22	25.29	12	24.49	
Very	64	47.06	90	55.21	43	66.15	56	64.37	37	75.51	
<b>For whom are the results of the foundation's evaluations intended?(4)</b>											
<b>Grantee organizations***</b>											
Not at all	49	37.98	52	33.12	15	24.19	14	16.28	4	8.00	
Somewhat	57	44.19	74	47.13	27	43.55	37	43.02	27	54.00	
Mainly	23	17.83	31	19.75	20	32.26	35	40.70	19	38.00	
<b>Other nonprofits in the grantee's field***</b>											
Not at all	77	60.63	88	57.89	29	46.77	25	30.49	15	30.00	
Somewhat	48	37.80	59	38.82	29	46.77	54	65.85	23	46.00	
Mainly	2	1.57	5	3.29	4	6.45	3	3.66	12	24.00	
<b>Foundation staff</b>											
Not at all	11	8.46	7	4.35	1	1.52	1	1.14	0	0.00	
Somewhat	23	17.69	23	14.29	12	18.18	15	17.05	6	12.00	
Mainly	96	73.85	131	81.37	53	80.30	72	81.82	44	88.00	
<b>Foundation board</b>											
Not at all	2	1.49	3	1.82	0	0.00	1	1.15	0	0.00	
Somewhat	16	11.94	24	14.55	12	18.46	18	20.69	15	30.00	
Mainly	116	86.57	138	83.64	53	81.54	68	78.16	35	70.00	
<b>Policymakers***</b>											
Not at all	74	58.73	86	56.95	31	51.67	34	40.00	10	20.00	
Somewhat	36	28.57	43	28.48	23	38.33	42	49.41	23	46.00	
Mainly	16	12.70	22	14.57	6	10.00	9	10.59	17	34.00	
<b>Other foundations***</b>											
Not at all	77	61.60	74	47.44	27	45.00	20	23.53	9	18.37	
Somewhat	47	37.60	67	42.95	28	46.67	61	71.76	32	65.31	
Mainly	1	0.80	15	9.62	5	8.33	4	4.71	8	16.33	
<b>How often are the results of the foundation's evaluations made public?(4)***</b>											
Never	84	61.76	89	53.94	31	46.27	26	29.89	5	10.00	
Rarely	24	17.65	33	20.00	12	17.91	18	20.69	7	14.00	
Sometimes	11	8.09	25	15.15	20	29.85	23	26.44	17	34.00	
Often	14	10.29	13	7.88	4	5.97	17	19.54	19	38.00	
Always	3	2.21	5	3.03	0	0.00	3	3.45	2	4.00	

**TABLE 2 Foundations' Attitudes and Practices by Size (Assets) (Continued)**

	\$10,000,000 or Less		\$10,000,001–\$50,000,000		\$50,000,001–\$100,000,000		\$100,000,001–\$400,000,000		Greater than \$400,000,000		
	N	%	N	%	N	%	N	%	N	%	
<b>How are evaluation results distributed?(5)</b>											
<b>Website***</b>											
No	36	75.00	50	74.63	23	74.19	33	56.90	12	29.27	
Yes	12	25.00	17	25.37	8	25.81	25	43.10	29	70.73	
<b>Published papers and reports***</b>											
No	27	56.25	37	55.22	16	51.61	23	39.66	7	17.07	
Yes	21	43.75	30	44.78	15	48.39	35	60.34	34	82.93	
<b>Other foundation publications</b>											
No	33	68.75	40	59.70	23	74.19	43	74.14	28	68.29	
Yes	15	31.25	27	40.30	8	25.81	15	25.86	13	31.71	
<b>Conferences/meetings</b>											
No	16	33.33	30	44.78	17	54.84	20	34.48	11	26.83	
Yes	32	66.67	37	55.22	14	45.16	38	65.52	30	73.17	
<b>Press releases</b>											
No	34	70.83	44	65.67	24	77.42	41	70.69	31	75.61	
Yes	14	29.17	23	34.33	7	22.58	17	29.31	10	24.39	
<b>Other major distribution outlets</b>											
No	45	93.75	56	83.58	28	90.32	54	93.10	40	97.56	
Yes	3	6.25	11	16.42	3	9.68	4	6.90	1	2.44	
<b>During the past two years did the foundation engage in any of the following activities to help evaluate or strengthen its own performance?</b>											
<b>Conduct a strategic planning process***</b>											
No	259	59.40	247	58.39	61	46.92	47	37.30	18	30.51	
Yes	177	40.60	176	41.61	69	53.08	79	62.70	41	69.49	
<b>Conduct a board retreat***</b>											
No	301	69.04	267	63.12	60	46.15	56	44.44	21	35.59	
Yes	135	30.96	156	36.88	70	53.85	70	55.56	38	64.41	
<b>Conduct formal reviews of staff performance***</b>											
No	274	62.84	212	50.12	49	37.69	22	17.46	5	8.47	
Yes	162	37.16	211	49.88	81	62.31	104	82.54	54	91.53	
<b>Review grants for consistency with stated foundation priorities***</b>											
No	200	45.87	183	43.26	50	38.46	45	35.71	11	18.64	
Yes	236	54.13	240	56.74	80	61.54	81	64.29	48	81.36	
<b>Compare itself to other foundations***</b>											
No	268	61.47	213	50.35	62	47.69	58	46.03	15	25.42	
Yes	168	38.53	210	49.65	68	52.31	68	53.97	44	74.58	
<b>Conduct a needs assessment of its field or community***</b>											
No	357	81.88	328	77.54	94	72.31	78	61.90	30	50.85	
Yes	79	18.12	95	22.46	36	27.69	48	38.10	29	49.15	

(continued)

**TABLE 2 Foundations' Attitudes and Practices by Size (Assets) (Continued)**

	\$10,000,000 or Less		\$10,000,001–\$50,000,000		\$50,000,001–\$100,000,000		\$100,000,001–\$400,000,000		Greater than \$400,000,000		
	N	%	N	%	N	%	N	%	N	%	
<b>Solicit anonymous feedback from grantees***</b>											
No	396	90.83	368	87.00	100	76.92	95	75.40	29	49.15	
Yes	40	9.17	55	13.00	30	23.08	31	24.60	30	50.85	
<b>Solicit non-anonymous feedback from grantees***</b>											
No	382	87.61	349	82.51	102	78.46	83	65.87	37	62.71	
Yes	54	12.39	74	17.49	28	21.54	43	34.13	22	37.29	
<b>Other</b>											
No	413	94.72	399	94.33	124	95.38	116	92.06	54	91.53	
Yes	23	5.28	24	5.67	6	4.62	10	7.94	5	8.47	
<b>Number of activities undertaken to evaluate or strengthen the foundation's own performance during the past two years***</b>											
0	69	15.83	51	12.06	14	10.77	6	4.76	0	0.00	
1 to 2	179	41.06	149	35.22	25	19.23	27	21.43	3	5.08	
3 to 5	159	36.47	182	43.03	65	50.00	62	49.21	29	49.15	
6 +	29	6.65	41	9.69	26	20.00	31	24.60	27	45.76	
<b>V. Investments</b>											
<b>During FY 2001 and FY 2002 did the foundation engage in any of the following investment practices?</b>											
<b>Make loans or investments for projects related to the foundation's philanthropic mission***</b>											
No	385	89.12	361	85.55	95	73.08	90	72.00	41	69.49	
Yes	47	10.88	61	14.45	35	26.92	35	28.00	18	30.51	
<b>Invest, or avoid investing, in a company/business sector because of its social, political, or environmental practices</b>											
No	348	81.69	354	84.29	107	82.95	106	85.48	41	69.49	
Yes	78	18.31	66	15.71	22	17.05	18	14.52	18	30.51	
<b>Vote proxies or join with other shareholders to influence a company's social, political, or environmental practices</b>											
No	399	93.22	394	94.03	114	89.06	119	96.75	52	89.66	
Yes	29	6.78	25	5.97	14	10.94	4	3.25	6	10.34	
<b>VI. Collaboration and Professional Involvement</b>											
<b>Collaboration Activities (during the past two fiscal years)</b>											
<b>Participate in a formal co-funding arrangement***</b>											
No	304	69.72	229	54.01	50	38.17	39	30.47	12	20.34	
Yes	132	30.28	195	45.99	81	61.83	89	69.53	47	79.66	
<b>Exchange information about prospective grantees with other funders***</b>											
No	178	40.83	109	25.71	16	12.21	17	13.28	5	8.47	
Yes	258	59.17	315	74.29	115	87.79	111	86.72	54	91.53	
<b>Discuss issues in the foundation's interest areas with government officials***</b>											
No	324	74.31	253	59.67	53	40.46	44	34.38	13	22.03	
Yes	112	25.69	171	40.33	78	59.54	84	65.63	46	77.97	
<b>Belong to a local or regional association of grantmakers***</b>											
No	154	35.32	100	23.58	19	14.50	12	9.38	4	6.78	
Yes	282	64.68	324	76.42	112	85.50	116	90.63	55	93.22	



**TABLE 2 Foundations' Attitudes and Practices by Size (Assets) (Continued)**

	\$10,000,000 or Less		\$10,000,001–\$50,000,000		\$50,000,001–\$100,000,000		\$100,000,001–\$400,000,000		Greater than \$400,000,000		
	N	%	N	%	N	%	N	%	N	%	
<b>Belong to a national association of grantmakers***</b>											
No	217	49.77	140	33.02	34	25.95	24	18.75	7	11.86	
Yes	219	50.23	284	66.98	97	74.05	104	81.25	52	88.14	
<b>Convene people from outside the foundation to inform foundation activities***</b>											
No	288	66.06	222	52.36	56	42.75	32	25.00	5	8.47	
Yes	148	33.94	202	47.64	75	57.25	96	75.00	54	91.53	
<b>Other</b>											
No	410	94.04	394	92.92	124	94.66	114	89.06	57	96.61	
Yes	26	5.96	30	7.08	7	5.34	14	10.94	2	3.39	
<b>During the past two fiscal years did the foundation actively encourage grantees to collaborate?***</b>											
No	203	47.54	114	27.74	21	16.28	13	10.24	9	15.79	
Yes	224	52.46	297	72.26	108	83.72	114	89.76	48	84.21	
<b>Did the foundation require the grantees to collaborate?(6)***</b>											
No	139	62.61	183	62.24	57	53.27	59	52.21	14	29.17	
Yes, sometimes	76	34.23	103	35.03	46	42.99	52	46.02	34	70.83	
Yes, always	7	3.15	8	2.72	4	3.74	2	1.77	0	0.00	
<b>VII. Communication</b>											
<b>Communication Activities (during the past two fiscal years)</b>											
<b>Have a foundation website***</b>											
No	223	51.86	156	37.14	26	19.70	22	17.05	7	11.86	
Yes	207	48.14	264	62.86	106	80.30	107	82.95	52	88.14	
<b>Post application procedures on foundation website***</b>											
No	254	59.35	184	44.02	33	25.00	30	23.26	9	15.52	
Yes	174	40.65	234	55.98	99	75.00	99	76.74	49	84.48	
<b>Publish annual reports***</b>											
No	251	58.64	185	44.36	46	35.38	34	26.36	10	17.24	
Yes	177	41.36	232	55.64	84	64.62	95	73.64	48	82.76	
<b>Publish newsletters***</b>											
No	343	80.14	313	75.24	98	75.38	90	69.77	24	41.38	
Yes	85	19.86	103	24.76	32	24.62	39	30.23	34	58.62	
<b>Send staff to make external presentations***</b>											
No	240	56.07	172	41.35	44	33.85	16	12.40	4	6.90	
Yes	188	43.93	244	58.65	86	66.15	113	87.60	54	93.10	
<b>Actively solicit press coverage***</b>											
No	286	66.82	257	61.78	77	59.23	61	47.29	20	34.48	
Yes	142	33.18	159	38.22	53	40.77	68	52.71	38	65.52	
<b>Hire a public relations consultant***</b>											
No	403	94.16	371	89.18	107	82.31	91	70.54	34	58.62	
Yes	25	5.84	45	10.82	23	17.69	38	29.46	24	41.38	

(continued)

**TABLE 2 Foundations' Attitudes and Practices by Size (Assets) (Continued)**

	\$10,000,000 or Less		\$10,000,001–\$50,000,000		\$50,000,001–\$100,000,000		\$100,000,001–\$400,000,000		Greater than \$400,000,000		
	N	%	N	%	N	%	N	%	N	%	
<b>Publish reports about foundation-sponsored work***</b>											
No	362	84.58	325	78.13	110	84.62	82	63.57	19	32.76	
Yes	66	15.42	91	21.88	20	15.38	47	36.43	39	67.24	
<b>Other</b>											
No	402	93.93	395	94.72	127	97.69	117	90.70	57	98.28	
Yes	26	6.07	22	5.28	3	2.31	12	9.30	1	1.72	
<b>Number of communication activities (during the past two fiscal years)***</b>											
0	119	27.67	63	15.00	14	10.61	6	4.65	1	1.69	
1 to 2	117	27.21	116	27.62	26	19.70	14	10.85	7	11.86	
3 to 5	143	33.26	151	35.95	56	42.42	57	44.19	12	20.34	
6 +	51	11.86	90	21.43	36	27.27	52	40.31	39	66.10	

**VIII. Opportunities for Staff Training**

**During the past two fiscal years how often did the foundation provide formal opportunities for staff development and training in the following areas?**

<b>Computers/technology***</b>											
Never	203	48.92	123	31.30	18	14.40	5	3.97	2	3.51	
Rarely	48	11.57	48	12.21	9	7.20	8	6.35	4	7.02	
Sometimes	119	28.67	153	38.93	75	60.00	68	53.97	29	50.88	
Often	45	10.84	69	17.56	23	18.40	45	35.71	22	38.60	
<b>Internal management***</b>											
Never	228	55.88	154	40.85	31	26.72	24	19.83	2	3.57	
Rarely	47	11.52	63	16.71	20	17.24	26	21.49	15	26.79	
Sometimes	94	23.04	117	31.03	55	47.41	54	44.63	27	48.21	
Often	39	9.56	43	11.41	10	8.62	17	14.05	12	21.43	
<b>Grantmaking***</b>											
Never	176	42.41	110	28.42	15	12.10	8	6.67	2	3.39	
Rarely	42	10.12	33	8.53	18	14.52	11	9.17	7	11.86	
Sometimes	144	34.70	163	42.12	62	50.00	72	60.00	29	49.15	
Often	53	12.77	81	20.93	29	23.39	29	24.17	21	35.59	

**IX. Self-Assessment of Foundation Effectiveness**

**How would you rate your foundation's effectiveness in the following areas?**

<b>Asset management</b>											
Poor	6	1.39	5	1.21	1	0.76	1	0.79	0	0.00	
Fair	55	12.73	48	11.59	11	8.40	11	8.66	2	3.39	
Good	249	57.64	215	51.93	73	55.73	64	50.39	29	49.15	
Excellent	122	28.24	146	35.27	46	35.11	51	40.16	28	47.46	
<b>Grant quality**</b>											
Poor	0	0.00	2	0.48	0	0.00	0	0.00	0	0.00	
Fair	21	4.83	13	3.12	5	3.82	3	2.33	0	0.00	
Good	264	60.69	230	55.16	72	54.96	54	41.86	27	45.76	
Excellent	150	34.48	172	41.25	54	41.22	72	55.81	32	54.24	

**TABLE 2 Foundations' Attitudes and Practices by Size (Assets) (Continued)**

	\$10,000,000 or Less		\$10,000,001–\$50,000,000		\$50,000,001–\$100,000,000		\$100,000,001–\$400,000,000		Greater than \$400,000,000		
	N	%	N	%	N	%	N	%	N	%	
<b>Staffing</b>											
Poor	2	0.47	3	0.73	1	0.76	0	0.00	0	0.00	
Fair	28	6.60	20	4.85	5	3.82	5	3.91	0	0.00	
Good	211	49.76	183	44.42	51	38.93	46	35.94	29	49.15	
Excellent	183	43.16	206	50.00	74	56.49	77	60.16	30	50.85	
<b>Grantee relations</b>											
Poor	1	0.23	1	0.24	0	0.00	0	0.00	0	0.00	
Fair	24	5.52	19	4.55	1	0.76	6	4.65	2	3.39	
Good	219	50.34	191	45.69	64	48.85	59	45.74	37	62.71	
Excellent	191	43.91	207	49.52	66	50.38	64	49.61	20	33.90	
<b>Communications/public relations</b>											
Poor	37	8.94	28	6.91	5	4.03	4	3.17	4	7.02	
Fair	150	36.23	145	35.80	45	36.29	46	36.51	16	28.07	
Good	178	43.00	166	40.99	62	50.00	55	43.65	23	40.35	
Excellent	49	11.84	66	16.30	12	9.68	21	16.67	14	24.56	
<b>Leveraging resources to achieve greatest impact</b>											
Poor	18	4.30	15	3.69	2	1.59	1	0.78	0	0.00	
Fair	114	27.21	100	24.63	37	29.37	32	25.00	10	17.86	
Good	200	47.73	195	48.03	63	50.00	62	48.44	27	48.21	
Excellent	87	20.76	96	23.65	24	19.05	33	25.78	19	33.93	

Notes:

\*p ≤ 0.05

\*\*p ≤ 0.01

\*\*\*p ≤ 0.001

(1) For the purposes of this analysis, “should not do” and “not at all” were combined. There were very few “should not do” responses, and these responses only exceeded 10% on two parts of question 1: become actively involved in grant implementation and influence public policy.

(2) Foundations that responded “not applicable” to question 2 were excluded from this analysis. In this manner, the following cases were excluded: 87 from “Founding donor(s),” 515 from “Current donor(s),” 21 from “Board,” 74 from “Staff,” and 124 from “Community input.”

(3) Includes 89 foundations that responded “No, but plans to do so within the next 12 months.”

(4) Includes only the 510 foundations that responded “Yes” to “Does the foundation ever formally evaluate the work that it funds?”

(5) Includes only the 510 foundations that responded “Yes” to “Does the foundation ever formally evaluate the work that it funds?” but excludes the 236 foundations that responded “Never” to “How often are the results of the foundation’s evaluations made public?”

(6) Includes only the 793 cases that responded “yes” to question 20a.

**TABLE 3 Foundations' Attitudes and Practices by Census Region**

	Northeast		Midwest		South		West	
	N	%	N	%	N	%	N	%
<b>I. Ideas about Foundation Effectiveness</b>								
<b>How important is each to achieving effectiveness?(1)</b>								
<b>Establish focused and limited grantmaking areas***</b>								
Not at all	9	3.09	14	4.47	17	5.48	13	4.94
Not very	13	4.47	34	10.86	18	5.81	15	5.70
Somewhat	52	17.87	83	26.52	87	28.06	54	20.53
Very	217	74.57	182	58.15	188	60.65	181	68.82
<b>Maintain a broad grants program***</b>								
Not at all	84	29.58	55	17.52	67	22.19	57	21.84
Not very	87	30.63	83	26.43	88	29.14	91	34.87
Somewhat	74	26.06	91	28.98	72	23.84	59	22.61
Very	39	13.73	85	27.07	75	24.83	54	20.69
<b>Actively seek out social needs to address*</b>								
Not at all	32	11.07	27	8.65	47	15.36	31	11.92
Not very	52	17.99	37	11.86	43	14.05	46	17.69
Somewhat	116	40.14	126	40.38	122	39.87	83	31.92
Very	89	30.80	122	39.10	94	30.72	100	38.46
<b>Respond to social needs identified by grant applicants</b>								
Not at all	22	7.72	19	6.05	27	8.82	22	8.46
Not very	27	9.47	29	9.24	34	11.11	33	12.69
Somewhat	138	48.42	148	47.13	116	37.91	101	38.85
Very	98	34.39	118	37.58	129	42.16	104	40.00
<b>Engage in activities beyond grantmaking to increase impact</b>								
Not at all	44	15.22	38	11.99	52	16.88	34	12.93
Not very	38	13.15	28	8.83	36	11.69	41	15.59
Somewhat	77	26.64	98	30.91	80	25.97	72	27.38
Very	130	44.98	153	48.26	140	45.45	116	44.11
<b>Become actively involved in grant implementation*</b>								
Not at all	57	19.72	80	25.40	89	28.90	73	28.08
Not very	74	25.61	97	30.79	93	30.19	72	27.69
Somewhat	111	38.41	90	28.57	78	25.32	84	32.31
Very	47	16.26	48	15.24	48	15.58	31	11.92
<b>Adhere to founding donor's wishes</b>								
Not at all	13	4.61	12	3.96	10	3.30	5	1.92
Not very	20	7.09	13	4.29	17	5.61	13	5.00
Somewhat	61	21.63	56	18.48	67	22.11	55	21.15
Very	188	66.67	222	73.27	209	68.98	187	71.92
<b>Focus on root causes of major problems</b>								
Not at all	21	7.42	21	6.69	26	8.61	21	8.02
Not very	30	10.60	28	8.92	22	7.28	25	9.54
Somewhat	102	36.04	119	37.90	119	39.40	106	40.46
Very	130	45.94	146	46.50	135	44.70	110	41.98
<b>Influence public policy*</b>								
Not at all	63	22.11	82	26.37	88	28.57	82	31.54
Not very	58	20.35	65	20.90	55	17.86	50	19.23

**TABLE 3 Foundations' Attitudes and Practices by Census Region (Continued)**

	Northeast		Midwest		South		West	
	N	%	N	%	N	%	N	%
Somewhat	88	30.88	107	34.41	112	36.36	67	25.77
Very	76	26.67	57	18.33	53	17.21	61	23.46
<b>Publicize the foundation and its work***</b>								
Not at all	54	18.62	35	11.04	71	22.83	50	18.94
Not very	70	24.14	66	20.82	75	24.12	83	31.44
Somewhat	88	30.34	88	27.76	81	26.05	73	27.65
Very	78	26.90	128	40.38	84	27.01	58	21.97
<b>Solicit advice from those outside the foundation**</b>								
Not at all	14	4.86	13	4.11	8	2.57	17	6.46
Not very	26	9.03	15	4.75	46	14.79	28	10.65
Somewhat	101	35.07	114	36.08	123	39.55	91	34.60
Very	147	51.04	174	55.06	134	43.09	127	48.29
<b>Conduct formal evaluations of funded work</b>								
Not at all	20	6.92	13	4.11	21	6.82	28	10.61
Not very	49	16.96	45	14.24	39	12.66	44	16.67
Somewhat	114	39.45	143	45.25	132	42.86	101	38.26
Very	106	36.68	115	36.39	116	37.66	91	34.47
<b>Have a strong organizational infrastructure</b>								
Not at all	14	4.88	9	2.86	12	3.91	10	3.83
Not very	33	11.50	29	9.21	40	13.03	29	11.11
Somewhat	69	24.04	82	26.03	82	26.71	73	27.97
Very	171	59.58	195	61.90	173	56.35	149	57.09
<b>Have an involved board</b>								
Not at all	3	1.03	1	0.32	3	0.96	5	1.91
Not very	9	3.09	12	3.80	16	5.11	17	6.49
Somewhat	73	25.09	61	19.30	67	21.41	58	22.14
Very	206	70.79	242	76.58	227	72.52	182	69.47
<b>Employ minimal staff</b>								
Not at all	32	11.27	18	5.81	32	10.32	19	7.34
Not very	36	12.68	37	11.94	38	12.26	37	14.29
Somewhat	92	32.39	110	35.48	94	30.32	92	35.52
Very	124	43.66	145	46.77	146	47.10	111	42.86
<b>Collaborate with external groups/organizations**</b>								
Not at all	14	4.84	18	5.70	18	5.81	14	5.34
Not very	39	13.49	20	6.33	26	8.39	38	14.50
Somewhat	88	30.45	101	31.96	129	41.61	78	29.77
Very	148	51.21	177	56.01	137	44.19	132	50.38
<b>Join grantmakers' associations</b>								
Not at all	34	11.72	18	5.73	28	8.95	23	8.71
Not very	50	17.24	42	13.38	48	15.34	43	16.29
Somewhat	120	41.38	133	42.36	128	40.89	104	39.39
Very	86	29.66	121	38.54	109	34.82	94	35.61

(continued)

**TABLE 3 Foundations' Attitudes and Practices by Census Region (Continued)**

	Northeast		Midwest		South		West	
	N	%	N	%	N	%	N	%
<b>II. Approaches to Grantmaking</b>								
<b>How influential were the following in formulating the foundation's grantmaking program priorities?(2)</b>								
<b>Founding donor(s)*</b>								
Not at all	15	5.56	9	3.18	12	4.29	15	6.07
Not very	15	5.56	31	10.95	13	4.64	16	6.48
Somewhat	67	24.81	60	21.20	55	19.64	45	18.22
Very	173	64.07	183	64.66	200	71.43	171	69.23
<b>Current donor(s)</b>								
Not at all	14	10.85	7	3.72	6	3.87	13	11.02
Not very	5	3.88	17	9.04	11	7.10	9	7.63
Somewhat	29	22.48	55	29.26	39	25.16	26	22.03
Very	81	62.79	109	57.98	99	63.87	70	59.32
<b>Board</b>								
Not at all	1	0.35	5	1.61	4	1.33	3	1.22
Not very	9	3.15	11	3.55	9	2.99	11	4.47
Somewhat	68	23.78	64	20.65	74	24.58	57	23.17
Very	208	72.73	230	74.19	214	71.10	175	71.14
<b>Staff*</b>								
Not at all	26	9.77	19	6.40	24	8.54	16	6.78
Not very	27	10.15	29	9.76	50	17.79	45	19.07
Somewhat	91	34.21	110	37.04	91	32.38	81	34.32
Very	122	45.86	139	46.80	116	41.28	94	39.83
<b>Community input**</b>								
Not at all	44	18.03	33	11.79	47	17.80	47	20.80
Not very	56	22.95	45	16.07	66	25.00	44	19.47
Somewhat	92	37.70	120	42.86	103	39.02	88	38.94
Very	52	21.31	82	29.29	48	18.18	47	20.80
<b>What does the foundation try to achieve in grantmaking?</b>								
<b>Strengthen particular organization(s)</b>								
Not at all	19	6.71	23	7.37	21	6.86	25	9.80
Not very	21	7.42	34	10.90	32	10.46	23	9.02
Somewhat	111	39.22	142	45.51	125	40.85	104	40.78
Very	132	46.64	113	36.22	128	41.83	103	40.39
<b>Strengthen particular field(s) of activity</b>								
Not at all	9	3.15	15	4.78	13	4.22	10	3.86
Not very	21	7.34	38	12.10	30	9.74	32	12.36
Somewhat	84	29.37	119	37.90	111	36.04	86	33.20
Very	172	60.14	142	45.22	154	50.00	131	50.58
<b>Strengthen particular group(s)</b>								
Not at all	27	9.41	18	5.81	24	8.05	19	7.48
Not very	52	18.12	49	15.81	48	16.11	46	18.11
Somewhat	97	33.80	137	44.19	119	39.93	104	40.94
Very	111	38.68	106	34.19	107	35.91	85	33.46

**TABLE 3 Foundations' Attitudes and Practices by Census Region (Continued)**

	Northeast		Midwest		South		West	
	N	%	N	%	N	%	N	%
<b>Strengthen the foundation's local community or region***</b>								
Not at all	39	13.73	18	5.71	28	9.18	16	6.25
Not very	47	16.55	24	7.62	39	12.79	41	16.02
Somewhat	68	23.94	76	24.13	79	25.90	63	24.61
Very	130	45.77	197	62.54	159	52.13	136	53.13
<b>Strengthen social change and/or strategies for change*</b>								
Not at all	30	10.64	43	13.87	37	12.17	37	14.62
Not very	68	24.11	61	19.68	72	23.68	57	22.53
Somewhat	80	28.37	122	39.35	120	39.47	94	37.15
Very	104	36.88	84	27.10	75	24.67	65	25.69
<b>During the past two fiscal years, how often did the foundation make grants for the following purposes?</b>								
<b>General operating support*</b>								
Never	40	13.70	48	15.19	41	13.44	26	10.12
Rarely	56	19.18	82	25.95	55	18.03	50	19.46
Sometimes	86	29.45	104	32.91	100	32.79	87	33.85
Often	110	37.67	82	25.95	109	35.74	94	36.58
<b>Organizational/management development</b>								
Never	65	22.73	56	17.89	64	21.26	53	20.62
Rarely	70	24.48	98	31.31	91	30.23	72	28.02
Sometimes	102	35.66	114	36.42	101	33.55	94	36.58
Often	49	17.13	45	14.38	45	14.95	38	14.79
<b>Research***</b>								
Never	83	28.62	113	35.87	103	33.44	108	42.35
Rarely	82	28.28	117	37.14	112	36.36	75	29.41
Sometimes	72	24.83	66	20.95	68	22.08	51	20.00
Often	53	18.28	19	6.03	25	8.12	21	8.24
<b>Advocacy***</b>								
Never	104	37.28	129	41.48	108	35.53	109	42.58
Rarely	57	20.43	86	27.65	87	28.62	60	23.44
Sometimes	73	26.16	83	26.69	83	27.30	60	23.44
Often	45	16.13	13	4.18	26	8.55	27	10.55
<b>Foundation-designed initiatives*</b>								
Never	86	29.86	75	24.12	73	24.09	91	35.97
Rarely	47	16.32	56	18.01	72	23.76	51	20.16
Sometimes	93	32.29	112	36.01	89	29.37	67	26.48
Often	62	21.53	68	21.86	69	22.77	44	17.39
<b>Unsolicited proposals</b>								
Never	68	23.78	77	24.76	59	19.60	66	25.48
Rarely	57	19.93	57	18.33	75	24.92	42	16.22
Sometimes	79	27.62	80	25.72	64	21.26	54	20.85
Often	82	28.67	97	31.19	103	34.22	97	37.45
<b>During the past two fiscal years how often did the foundation make grants of three years or longer?</b>								
Never	71	24.48	100	31.75	86	27.74	92	35.38
Rarely	83	28.62	84	26.67	93	30.00	65	25.00

(continued)

**TABLE 3 Foundations' Attitudes and Practices by Census Region (Continued)**

	Northeast		Midwest		South		West	
	N	%	N	%	N	%	N	%
Sometimes	86	29.66	96	30.48	81	26.13	69	26.54
Often	44	15.17	34	10.79	46	14.84	30	11.54
Always	6	2.07	1	0.32	4	1.29	4	1.54

**During the past two fiscal years how often did the foundation provide the following types of non-financial support to grantees?**

**Board Development**

Never	157	55.09	160	51.61	177	57.65	134	52.14
Rarely	48	16.84	51	16.45	47	15.31	41	15.95
Sometimes	65	22.81	83	26.77	68	22.15	61	23.74
Often	15	5.26	16	5.16	15	4.89	21	8.17

**Strategy and planning**

Never	106	36.93	115	37.46	138	44.81	93	36.05
Rarely	53	18.47	59	19.22	60	19.48	47	18.22
Sometimes	92	32.06	107	34.85	77	25.00	87	33.72
Often	36	12.54	26	8.47	33	10.71	31	12.02

**Fundraising assistance**

Never	110	38.87	115	36.86	135	43.97	97	37.89
Rarely	63	22.26	71	22.76	66	21.50	51	19.92
Sometimes	90	31.80	92	29.49	78	25.41	85	33.20
Often	20	7.07	34	10.90	28	9.12	23	8.98

**Communications and public relations**

Never	138	49.11	132	42.86	158	51.97	118	47.20
Rarely	71	25.27	95	30.84	77	25.33	69	27.60
Sometimes	60	21.35	68	22.08	56	18.42	54	21.60
Often	12	4.27	13	4.22	13	4.28	9	3.60

**Technology-related training**

Never	171	60.85	195	63.73	196	64.05	159	63.10
Rarely	59	21.00	69	22.55	64	20.92	52	20.63
Sometimes	36	12.81	35	11.44	40	13.07	27	10.71
Often	15	5.34	7	2.29	6	1.96	14	5.56

**Host grantee convenings**

Never	133	46.83	135	43.83	156	50.81	120	47.24
Rarely	37	13.03	56	18.18	51	16.61	47	18.50
Sometimes	69	24.30	82	26.62	75	24.43	60	23.62
Often	45	15.85	35	11.36	25	8.14	27	10.63

**III. Application and Review Process**

**How often did each of the following apply to the foundation's application and review process during the past two years?**

**Unsolicited applications received serious consideration**

Never	34	11.72	36	11.50	31	10.16	38	14.50
Rarely	42	14.48	52	16.61	54	17.70	41	15.65
Sometimes	70	24.14	58	18.53	59	19.34	38	14.50
Often	52	17.93	67	21.41	62	20.33	55	20.99
Always	92	31.72	100	31.95	99	32.46	90	34.35



**TABLE 3 Foundations' Attitudes and Practices by Census Region (Continued)**

	Northeast		Midwest		South		West	
	N	%	N	%	N	%	N	%
<b>Written grant guidelines were available to public</b>								
Never	30	10.45	16	5.08	20	6.49	23	8.81
Rarely	4	1.39	6	1.90	5	1.62	6	2.30
Sometimes	10	3.48	9	2.86	14	4.55	9	3.45
Often	17	5.92	24	7.62	21	6.82	16	6.13
Always	226	78.75	260	82.54	248	80.52	207	79.31
<b>A common application form was accepted*</b>								
Never	122	43.26	134	43.09	130	43.33	145	56.86
Rarely	33	11.70	36	11.58	41	13.67	21	8.24
Sometimes	22	7.80	30	9.65	35	11.67	27	10.59
Often	17	6.03	29	9.32	22	7.33	13	5.10
Always	88	31.21	82	26.37	72	24.00	49	19.22
<b>Applications were accepted electronically</b>								
Never	183	63.54	197	62.74	210	68.40	172	66.67
Rarely	30	10.42	36	11.46	32	10.42	21	8.14
Sometimes	31	10.76	39	12.42	25	8.14	21	8.14
Often	21	7.29	16	5.10	21	6.84	21	8.14
Always	23	7.99	26	8.28	19	6.19	23	8.91
<b>Summary proposal encouraged/required prior to full proposal*</b>								
Never	73	25.89	113	36.10	115	37.46	82	31.66
Rarely	32	11.35	34	10.86	48	15.64	26	10.04
Sometimes	51	18.09	59	18.85	42	13.68	43	16.60
Often	43	15.25	46	14.70	38	12.38	41	15.83
Always	83	29.43	61	19.49	64	20.85	67	25.87
<b>Staff helped applicants develop proposals</b>								
Never	65	22.73	58	18.47	70	22.80	56	21.79
Rarely	49	17.13	66	21.02	66	21.50	45	17.51
Sometimes	83	29.02	111	35.35	105	34.20	82	31.91
Often	79	27.62	70	22.29	56	18.24	65	25.29
Always	10	3.50	9	2.87	10	3.26	9	3.50
<b>Staff conducted site visits**</b>								
Never	35	12.24	34	10.86	30	9.68	32	12.40
Rarely	32	11.19	40	12.78	36	11.61	20	7.75
Sometimes	72	25.17	90	28.75	81	26.13	56	21.71
Often	94	32.87	116	37.06	111	35.81	85	32.95
Always	53	18.53	33	10.54	52	16.77	65	25.19
<b>Trustees conducted site visits</b>								
Never	73	25.52	85	27.24	58	18.77	58	22.48
Rarely	72	25.17	95	30.45	86	27.83	67	25.97
Sometimes	90	31.47	79	25.32	91	29.45	80	31.01
Often	37	12.94	39	12.50	60	19.42	34	13.18
Always	14	4.90	14	4.49	14	4.53	19	7.36
<b>Applicants of rejected proposals were notified*</b>								
Never	5	1.74	3	0.95	8	2.57	4	1.54
Rarely	3	1.05	0	0.00	4	1.29	0	0.00
Sometimes	10	3.48	3	0.95	11	3.54	2	0.77

(continued)

**TABLE 3 Foundations' Attitudes and Practices by Census Region (Continued)**

	Northeast		Midwest		South		West	
	N	%	N	%	N	%	N	%
Often	19	6.62	9	2.86	14	4.50	9	3.46
Always	250	87.11	300	95.24	274	88.10	245	94.23
<b>How important were the following criteria in the foundation's grantmaking decisions during the past two fiscal years?</b>								
<b>Strength of proposal*</b>								
Not at all	5	1.78	4	1.29	14	4.62	5	1.93
Not very	9	3.20	12	3.87	15	4.95	11	4.25
Somewhat	77	27.40	72	23.23	93	30.69	81	31.27
Very	190	67.62	222	71.61	181	59.74	162	62.55
<b>Fit with foundation's pre-set priorities**</b>								
Not at all	1	0.35	5	1.60	3	0.96	5	1.92
Not very	4	1.39	18	5.75	10	3.22	4	1.54
Somewhat	27	9.38	46	14.70	44	14.15	30	11.54
Very	256	88.89	244	77.96	254	81.67	221	85.00
<b>Donor(s) interest in cause*</b>								
Not at all	40	14.81	46	15.33	47	15.93	40	16.06
Not very	47	17.41	30	10.00	23	7.80	30	12.05
Somewhat	77	28.52	107	35.67	88	29.83	65	26.10
Very	106	39.26	117	39.00	137	46.44	114	45.78
<b>Board member(s) interest in cause*</b>								
Not at all	27	9.68	22	7.05	23	7.49	22	8.56
Not very	48	17.20	68	21.79	46	14.98	52	20.23
Somewhat	111	39.78	141	45.19	115	37.46	98	38.13
Very	93	33.33	81	25.96	123	40.07	85	33.07
<b>Staff input**</b>								
Not at all	28	10.04	25	8.01	28	9.15	12	4.65
Not very	35	12.54	31	9.94	52	16.99	28	10.85
Somewhat	93	33.33	143	45.83	127	41.50	110	42.64
Very	123	44.09	113	36.22	99	32.35	108	41.86
<b>Availability of matching funds</b>								
Not at all	74	26.24	68	21.73	69	22.70	57	22.35
Not very	95	33.69	85	27.16	86	28.29	75	29.41
Somewhat	91	32.27	125	39.94	114	37.50	102	40.00
Very	22	7.80	35	11.18	35	11.51	21	8.24
<b>Presence of measurable outcomes</b>								
Not at all	16	5.63	13	4.15	17	5.57	9	3.46
Not very	41	14.44	36	11.50	44	14.43	39	15.00
Somewhat	133	46.83	143	45.69	164	53.77	128	49.23
Very	94	33.10	121	38.66	80	26.23	84	32.31
<b>Innovativeness</b>								
Not at all	17	6.01	14	4.44	25	8.22	18	6.98
Not very	57	20.14	52	16.51	64	21.05	53	20.54
Somewhat	145	51.24	163	51.75	152	50.00	125	48.45
Very	64	22.61	86	27.30	63	20.72	62	24.03

**TABLE 3 Foundations' Attitudes and Practices by Census Region (Continued)**

	Northeast		Midwest		South		West	
	N	%	N	%	N	%	N	%
<b>Low risk of failure</b>								
Not at all	39	13.93	44	13.97	43	14.14	34	13.08
Not very	105	37.50	102	32.38	106	34.87	96	36.92
Somewhat	119	42.50	136	43.17	123	40.46	106	40.77
Very	17	6.07	33	10.48	32	10.53	24	9.23
<b>Ethnic/racial diversity of applicant's board/staff</b>								
Not at all	125	44.17	112	35.78	130	42.90	103	39.62
Not very	72	25.44	111	35.46	85	28.05	89	34.23
Somewhat	62	21.91	73	23.32	69	22.77	54	20.77
Very	24	8.48	17	5.43	19	6.27	14	5.38
<b>Gender diversity of applicant's board/staff</b>								
Not at all	134	47.69	123	39.30	139	46.03	115	44.40
Not very	79	28.11	118	37.70	98	32.45	91	35.14
Somewhat	50	17.79	58	18.53	54	17.88	43	16.60
Very	18	6.41	14	4.47	11	3.64	10	3.86
<b>IV. Monitoring and Evaluation</b>								
<b>How does the foundation monitor whether grant funds are used as specified?</b>								
<b>Site visits</b>								
Never	16	5.52	20	6.41	15	4.90	21	8.11
Rarely	35	12.07	46	14.74	39	12.75	30	11.58
Sometimes	111	38.28	132	42.31	129	42.16	102	39.38
Often	84	28.97	91	29.17	92	30.07	67	25.87
Always	44	15.17	23	7.37	31	10.13	39	15.06
<b>Interim reports required*</b>								
Never	32	11.31	44	14.10	33	10.86	34	13.18
Rarely	28	9.89	48	15.38	47	15.46	42	16.28
Sometimes	65	22.97	89	28.53	71	23.36	46	17.83
Often	43	15.19	52	16.67	49	16.12	45	17.44
Always	115	40.64	79	25.32	104	34.21	91	35.27
<b>Final reports required</b>								
Never	12	4.21	14	4.49	16	5.28	6	2.35
Rarely	7	2.46	21	6.73	20	6.60	14	5.49
Sometimes	36	12.63	28	8.97	26	8.58	15	5.88
Often	25	8.77	37	11.86	38	12.54	35	13.73
Always	205	71.93	212	67.95	203	67.00	185	72.55
<b>Puts representative on grantee board</b>								
Never	217	74.83	238	76.77	212	69.51	204	78.76
Rarely	51	17.59	41	13.23	55	18.03	34	13.13
Sometimes	15	5.17	25	8.06	31	10.16	17	6.56
Often	6	2.07	6	1.94	7	2.30	4	1.54
Always	1	0.34	0	0.00	0	0.00	0	0.00
<b>Puts representative on grantee advisory committee</b>								
Never	194	67.13	229	73.40	215	70.26	195	75.58
Rarely	70	24.22	52	16.67	54	17.65	38	14.73
Sometimes	17	5.88	26	8.33	33	10.78	19	7.36

(continued)

**TABLE 3 Foundations' Attitudes and Practices by Census Region (Continued)**

	Northeast		Midwest		South		West	
	N	%	N	%	N	%	N	%
Often	7	2.42	4	1.28	3	0.98	5	1.94
Always	1	0.35	1	0.32	1	0.33	1	0.39
<b>By its ongoing involvement in the community/field**</b>								
Never	35	12.15	20	6.49	27	8.88	27	10.51
Rarely	13	4.51	12	3.90	24	7.89	24	9.34
Sometimes	73	25.35	55	17.86	65	21.38	51	19.84
Often	105	36.46	146	47.40	132	43.42	90	35.02
Always	62	21.53	75	24.35	56	18.42	65	25.29
<b>Does the foundation require grantees to collect information on outcomes of their work?</b>								
Never	26	8.97	20	6.35	23	7.40	21	8.05
Rarely	32	11.03	26	8.25	30	9.65	15	5.75
Sometimes	66	22.76	94	29.84	91	29.26	75	28.74
Often	83	28.62	98	31.11	84	27.01	79	30.27
Always	83	28.62	77	24.44	83	26.69	71	27.20
<b>Does the foundation ever formally evaluate the work that it funds?</b>								
No(3)	167	58.19	182	58.15	172	55.84	136	52.51
Yes	120	41.81	131	41.85	136	44.16	123	47.49
<b>Why does the foundation conduct formal evaluations? How important are the following?(4)</b>								
<b>Learn whether original objectives were achieved</b>								
Not at all	0	0.00	0	0.00	0	0.00	0	0.00
Not very	2	1.68	2	1.54	0	0.00	3	2.44
Somewhat	18	15.13	19	14.62	31	22.79	20	16.26
Very	99	83.19	109	83.85	105	77.21	100	81.30
<b>Learn about implementation of funded work</b>								
Not at all	0	0.00	1	0.77	1	0.74	1	0.83
Not very	3	2.56	2	1.54	4	2.96	2	1.67
Somewhat	33	28.21	37	28.46	41	30.37	32	26.67
Very	81	69.23	90	69.23	89	65.93	85	70.83
<b>Learn about outcomes of funded work</b>								
Not at all	0	0.00	1	0.76	1	0.74	0	0.00
Not very	0	0.00	0	0.00	1	0.74	1	0.82
Somewhat	18	15.52	26	19.85	30	22.22	24	19.67
Very	98	84.48	104	79.39	103	76.30	97	79.51
<b>Contribute to knowledge in the field</b>								
Not at all	2	1.71	4	3.10	11	8.21	9	7.38
Not very	19	16.24	28	21.71	23	17.16	26	21.31
Somewhat	53	45.30	66	51.16	51	38.06	46	37.70
Very	43	36.75	31	24.03	49	36.57	41	33.61
<b>Strengthen organizational practices in the field</b>								
Not at all	6	5.22	8	6.20	11	8.33	14	11.48
Not very	21	18.26	28	21.71	27	20.45	23	18.85
Somewhat	48	41.74	67	51.94	53	40.15	46	37.70
Very	40	34.78	26	20.16	41	31.06	39	31.97

**TABLE 3 Foundations' Attitudes and Practices by Census Region (Continued)**

	Northeast		Midwest		South		West	
	N	%	N	%	N	%	N	%
<b>Strengthen public policy</b>								
Not at all	17	14.78	31	24.03	29	21.64	33	27.50
Not very	30	26.09	40	31.01	40	29.85	36	30.00
Somewhat	42	36.52	44	34.11	42	31.34	30	25.00
Very	26	22.61	14	10.85	23	17.16	21	17.50
<b>Strengthen its future grantmaking</b>								
Not at all	1	0.85	3	2.33	6	4.48	7	5.74
Not very	3	2.56	9	6.98	9	6.72	12	9.84
Somewhat	36	30.77	48	37.21	43	32.09	33	27.05
Very	77	65.81	69	53.49	76	56.72	70	57.38
<b>For whom are the results of the foundation's evaluations intended?(4)</b>								
<b>Grantee organizations</b>								
Not at all	27	23.68	29	22.66	42	32.56	36	31.30
Somewhat	56	49.12	58	45.31	57	44.19	51	44.35
Mainly	31	27.19	41	32.03	30	23.26	28	24.35
<b>Other nonprofits in the grantee's field</b>								
Not at all	51	46.36	58	46.03	73	57.94	53	46.90
Somewhat	54	49.09	61	48.41	48	38.10	51	45.13
Mainly	5	4.55	7	5.56	5	3.97	9	7.96
<b>Foundation staff</b>								
Not at all	2	1.74	10	7.69	6	4.55	2	1.67
Somewhat	20	17.39	20	15.38	22	16.67	17	14.17
Mainly	93	80.87	100	76.92	104	78.79	101	84.17
<b>Foundation board</b>								
Not at all	0	0.00	1	0.76	1	0.74	4	3.33
Somewhat	22	18.80	24	18.32	21	15.56	18	15.00
Mainly	95	81.20	106	80.92	113	83.70	98	81.67
<b>Policymakers</b>								
Not at all	47	43.52	54	42.52	71	56.35	63	55.75
Somewhat	41	37.96	55	43.31	39	30.95	34	30.09
Mainly	20	18.52	18	14.17	16	12.70	16	14.16
<b>Other foundations*</b>								
Not at all	39	36.11	59	46.46	63	49.61	47	40.87
Somewhat	54	50.00	64	50.39	58	45.67	60	52.17
Mainly	15	13.89	4	3.15	6	4.72	8	6.96
<b>How often are the results of the foundation's evaluations made public?(4)</b>								
Never	52	43.70	53	40.46	75	55.15	56	46.28
Rarely	24	20.17	26	19.85	23	16.91	21	17.36
Sometimes	27	22.69	29	22.14	19	13.97	22	18.18
Often	12	10.08	20	15.27	16	11.76	19	15.70
Always	4	3.36	3	2.29	3	2.21	3	2.48

(continued)

**TABLE 3 Foundations' Attitudes and Practices by Census Region (Continued)**

	Northeast		Midwest		South		West	
	N	%	N	%	N	%	N	%
<b>How are evaluation results distributed?(5)</b>								
<b>Website</b>								
No	39	65.00	50	70.42	37	63.79	29	50.88
Yes	21	35.00	21	29.58	21	36.21	28	49.12
<b>Published papers and reports</b>								
No	21	35.00	34	47.89	29	50.00	26	45.61
Yes	39	65.00	37	52.11	29	50.00	31	54.39
<b>Other foundation publications</b>								
No	42	70.00	45	63.38	40	68.97	41	71.93
Yes	18	30.00	26	36.62	18	31.03	16	28.07
<b>Conferences/meetings</b>								
No	20	33.33	27	38.03	23	39.66	25	43.86
Yes	40	66.67	44	61.97	35	60.34	32	56.14
<b>Press releases</b>								
No	44	73.33	42	59.15	45	77.59	44	77.19
Yes	16	26.67	29	40.85	13	22.41	13	22.81
<b>Other major distribution outlets</b>								
No	58	96.67	66	92.96	50	86.21	50	87.72
Yes	2	3.33	5	7.04	8	13.79	7	12.28
<b>During the past two years did the foundation engage in any of the following activities to help evaluate or strengthen its own performance?</b>								
<b>Conduct a strategic planning process**</b>								
No	163	56.60	143	44.97	185	59.87	141	54.23
Yes	125	43.40	175	55.03	124	40.13	119	45.77
<b>Conduct a board retreat**</b>								
No	187	64.93	171	53.77	201	65.05	147	56.54
Yes	101	35.07	147	46.23	108	34.95	113	43.46
<b>Conduct formal reviews of staff performance*</b>								
No	146	50.69	136	42.77	166	53.72	114	43.85
Yes	142	49.31	182	57.23	143	46.28	146	56.15
<b>Review grants for consistency with stated foundation priorities*</b>								
No	107	37.15	134	42.14	150	48.54	98	37.69
Yes	181	62.85	184	57.86	159	51.46	162	62.31
<b>Compare itself to other foundations*</b>								
No	151	52.43	148	46.54	184	59.55	134	51.54
Yes	137	47.57	170	53.46	125	40.45	126	48.46
<b>Conduct a needs assessment of its field or community*</b>								
No	223	77.43	226	71.07	251	81.23	187	71.92
Yes	65	22.57	92	28.93	58	18.77	73	28.08

**TABLE 3 Foundations' Attitudes and Practices by Census Region (Continued)**

	Northeast		Midwest		South		West	
	N	%	N	%	N	%	N	%
<b>Solicit anonymous feedback from grantees</b>								
No	243	84.38	265	83.33	266	86.08	214	82.31
Yes	45	15.63	53	16.67	43	13.92	46	17.69
<b>Solicit non-anonymous feedback from grantees</b>								
No	232	80.56	257	80.82	257	83.17	207	79.62
Yes	56	19.44	61	19.18	52	16.83	53	20.38
<b>Other</b>								
No	269	93.40	299	94.03	292	94.50	246	94.62
Yes	19	6.60	19	5.97	17	5.50	14	5.38
<b>Number of activities undertaken to evaluate or strengthen the foundation's own performance during the past two years***</b>								
0	36	12.50	26	8.18	51	16.50	27	10.38
1 to 2	98	34.03	85	26.73	113	36.57	87	33.46
3 to 5	111	38.54	162	50.94	116	37.54	108	41.54
6 +	43	14.93	45	14.15	29	9.39	38	14.62
<b>V. Investments</b>								
<b>During FY 2001 and FY 2002 did the foundation engage in any of the following investment practices?</b>								
<b>Make loans or investments for projects related to the foundation's philanthropic mission</b>								
No	231	80.77	265	83.60	262	85.34	215	83.01
Yes	55	19.23	52	16.40	45	14.66	44	16.99
<b>Invest, or avoid investing, in a company/business sector because of its social, political, or environmental practices***</b>								
No	228	79.72	278	88.82	262	85.90	188	73.73
Yes	58	20.28	35	11.18	43	14.10	67	26.27
<b>Vote proxies or join with other shareholders to influence a company's social, political, or environmental practices</b>								
No	256	91.10	300	95.24	287	94.41	236	91.83
Yes	25	8.90	15	4.76	17	5.59	21	8.17
<b>VI. Collaboration and Professional Involvement</b>								
<b>Collaboration Activities (during the past two fiscal years)</b>								
<b>Participate in a formal co-funding arrangement</b>								
No	147	51.04	157	49.68	186	59.42	143	54.58
Yes	141	48.96	159	50.32	127	40.58	119	45.42
<b>Exchange information about prospective grantees with other funders</b>								
No	77	26.74	96	30.38	93	29.71	59	22.52
Yes	211	73.26	220	69.62	220	70.29	203	77.48
<b>Discuss issues in the foundation's interest areas with government officials</b>								
No	178	61.81	171	54.11	192	61.34	146	55.73
Yes	110	38.19	145	45.89	121	38.66	116	44.27

(continued)

**TABLE 3 Foundations' Attitudes and Practices by Census Region (Continued)**

	Northeast		Midwest		South		West	
	N	%	N	%	N	%	N	%
<b>Belong to a local or regional association of grantmakers</b>								
No	75	26.04	63	19.94	87	27.80	65	24.81
Yes	213	73.96	253	80.06	226	72.20	197	75.19
<b>Belong to a national association of grantmakers**</b>								
No	87	30.21	117	37.03	136	43.45	83	31.68
Yes	201	69.79	199	62.97	177	56.55	179	68.32
<b>Convene people from outside the foundation to inform foundation activities</b>								
No	143	49.65	148	46.84	178	56.87	135	51.53
Yes	145	50.35	168	53.16	135	43.13	127	48.47
<b>Other</b>								
No	270	93.75	296	93.67	293	93.61	240	91.60
Yes	18	6.25	20	6.33	20	6.39	22	8.40
<b>During the past two fiscal years did the foundation actively encourage grantees to collaborate?</b>								
No	94	33.22	90	29.22	105	34.65	71	27.52
Yes	189	66.78	218	70.78	198	65.35	187	72.48
<b>Did the foundation require the grantees to collaborate?(6)</b>								
No	116	61.70	112	52.09	109	55.61	116	62.37
Yes, sometimes	68	36.17	93	43.26	82	41.84	68	36.56
Yes, always	4	2.13	10	4.65	5	2.55	2	1.08
<b>VII. Communication</b>								
<b>Communication Activities (during the past two fiscal years)</b>								
<b>Have a foundation website</b>								
No	99	34.26	111	35.24	125	40.19	100	39.06
Yes	190	65.74	204	64.76	186	59.81	156	60.94
<b>Post application procedures on foundation website</b>								
No	120	41.67	136	43.31	144	46.45	111	43.70
Yes	168	58.33	178	56.69	166	53.55	143	56.30
<b>Publish annual reports***</b>								
No	141	49.30	107	34.19	154	49.68	125	49.21
Yes	145	50.70	206	65.81	156	50.32	129	50.79
<b>Publish newsletters***</b>								
No	232	81.40	200	63.90	243	78.39	194	76.38
Yes	53	18.60	113	36.10	67	21.61	60	23.62
<b>Send staff to make external presentations***</b>								
No	135	47.37	105	33.55	145	46.77	92	36.22
Yes	150	52.63	208	66.45	165	53.23	162	63.78
<b>Actively solicit press coverage***</b>								
No	187	65.61	147	46.96	195	62.90	172	67.72
Yes	98	34.39	166	53.04	115	37.10	82	32.28



**TABLE 3 Foundations' Attitudes and Practices by Census Region (Continued)**

	Northeast		Midwest		South		West	
	N	%	N	%	N	%	N	%
<b>Hire a public relations consultant</b>								
No	252	88.42	263	84.03	273	88.06	219	86.22
Yes	33	11.58	50	15.97	37	11.94	35	13.78
<b>Publish reports about foundation-sponsored work</b>								
No	217	76.14	231	73.80	248	80.00	202	79.53
Yes	68	23.86	82	26.20	62	20.00	52	20.47
<b>Other</b>								
No	270	94.74	297	94.59	291	93.87	242	95.28
Yes	15	5.26	17	5.41	19	6.13	12	4.72
<b>Number of communication activities (during the past two fiscal years)*</b>								
0	50	17.30	40	12.70	64	20.58	49	19.14
1 to 2	70	24.22	64	20.32	82	26.37	65	25.39
3 to 5	116	40.14	118	37.46	100	32.15	85	33.20
6 +	53	18.34	93	29.52	65	20.90	57	22.27

**VIII. Opportunities for Staff Training**

**During the past two fiscal years how often did the foundation provide formal opportunities for staff development and training in the following areas?**

<b>Computers/technology</b>								
Never	93	33.94	80	26.58	101	34.35	78	31.33
Rarely	28	10.22	28	9.30	31	10.54	30	12.05
Sometimes	112	40.88	128	42.52	115	39.12	90	36.14
Often	41	14.96	65	21.59	47	15.99	51	20.48
<b>Internal management</b>								
Never	122	46.92	102	34.34	120	42.86	96	39.51
Rarely	39	15.00	52	17.51	48	17.14	32	13.17
Sometimes	67	25.77	107	36.03	85	30.36	89	36.63
Often	32	12.31	36	12.12	27	9.64	26	10.70
<b>Grantmaking</b>								
Never	92	34.07	66	21.93	82	28.47	71	28.63
Rarely	25	9.26	32	10.63	27	9.38	28	11.29
Sometimes	102	37.78	138	45.85	127	44.10	104	41.94
Often	51	18.89	65	21.59	52	18.06	45	18.15

**IX. Self-Assessment of Foundation Effectiveness**

**How would you rate your foundation's effectiveness in the following areas?**

<b>Asset management</b>								
Poor	3	1.06	2	0.64	4	1.31	4	1.53
Fair	32	11.27	33	10.54	35	11.44	28	10.73
Good	165	58.10	174	55.59	160	52.29	130	49.81
Excellent	84	29.58	104	33.23	107	34.97	99	37.93
<b>Grant quality**</b>								
Poor	0	0.00	0	0.00	0	0.00	2	0.77
Fair	9	3.13	17	5.38	11	3.56	5	1.93

(continued)

**TABLE 3 Foundations' Attitudes and Practices by Census Region (Continued)**

	Northeast		Midwest		South		West	
	N	%	N	%	N	%	N	%
Good	161	55.90	192	60.76	175	56.63	121	46.72
Excellent	118	40.97	107	33.86	123	39.81	131	50.58
<b>Staffing</b>								
Poor	3	1.06	0	0.00	2	0.66	1	0.39
Fair	10	3.55	21	6.77	13	4.28	14	5.41
Good	134	47.52	146	47.10	141	46.38	100	38.61
Excellent	135	47.87	143	46.13	148	48.68	144	55.60
<b>Grantee relations</b>								
Poor	1	0.34	0	0.00	0	0.00	1	0.38
Fair	11	3.79	18	5.71	17	5.56	6	2.29
Good	151	52.07	153	48.57	145	47.39	122	46.56
Excellent	127	43.79	144	45.71	144	47.06	133	50.76
<b>Communications/public relations*</b>								
Poor	19	7.06	21	6.84	20	6.78	19	7.42
Fair	111	41.26	94	30.62	118	40.00	79	30.86
Good	113	42.01	133	43.32	122	41.36	117	45.70
Excellent	26	9.67	59	19.22	35	11.86	41	16.02
<b>Leveraging resources to achieve greatest impact</b>								
Poor	10	3.65	12	3.87	11	3.70	3	1.18
Fair	63	22.99	75	24.19	88	29.63	67	26.27
Good	141	51.46	155	50.00	129	43.43	122	47.84
Excellent	60	21.90	68	21.94	69	23.23	63	24.71

Notes:

\*p ≤ 0.05

\*\*p ≤ 0.01

\*\*\*p ≤ 0.001

(1) For the purposes of this analysis, "should not do" and "not at all" were combined. There were very few "should not do" responses, and these responses only exceeded 10% on two parts of question 1: become actively involved in grant implementation and influence public policy.

(2) Foundations that responded "not applicable" to question 2 were excluded from this analysis. In this manner, the following cases were excluded: 87 from "Founding donor(s)," 515 from "Current donor(s)," 21 from "Board," 74 from "Staff," and 124 from "Community input."

(3) Includes 89 foundations that responded "No, but plans to do so within the next 12 months."

(4) Includes only the 510 foundations that responded "Yes" to "Does the foundation ever formally evaluate the work that it funds?"

(5) Includes only the 510 foundations that responded "Yes" to "Does the foundation ever formally evaluate the work that it funds?" but excludes the 236 foundations that responded "Never" to "How often are the results of the foundation's evaluations made public?"

(6) Includes only the 793 cases that responded "yes" to question 20a.

**TABLE 4 Foundations' Attitudes and Practices by Geographical Area Served**

	Local				Regional				National				International			
	Non-Local		Local		Non-Regional		Regional		Non-National		National		Non-Internat'l		Internat'l	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
<b>I. Ideas about Foundation Effectiveness</b>																
<b>How important is each to achieving effectiveness?(1)</b>																
<b>Establish focused and limited grantmaking areas</b>																
Not at all	19	3.26	33	5.64	33	4.10	19	5.23	51	5.23	1	0.52	50	4.63	2	2.30
Not very	28	4.81	52	8.89	60	7.46	20	5.51	74	7.59	6	3.13	78	7.22	2	2.30
Somewhat	130	22.34	143	24.44	180	22.39	93	25.62	247	25.33	26	13.54	259	23.98	14	16.09
Very	405	69.59	357	61.03	531	66.04	231	63.64	603	61.85	159	82.81	693	64.17	69	79.31
Significance			**						***				*			
<b>Maintain a broad grants program</b>																
Not at all	152	26.62	111	19.10	185	23.30	78	21.79	205	21.20	58	31.35	234	21.91	29	34.52
Not very	191	33.45	156	26.85	230	28.97	117	32.68	279	28.85	68	36.76	321	30.06	26	30.95
Somewhat	124	21.72	166	28.57	208	26.20	82	22.91	250	25.85	40	21.62	270	25.28	20	23.81
Very	104	18.21	148	25.47	171	21.54	81	22.63	233	24.10	19	10.27	243	22.75	9	10.71
Significance			***						***				*			
<b>Actively seek out social needs to address</b>																
Not at all	72	12.54	62	10.65	97	12.17	37	10.31	111	11.48	23	12.17	123	11.50	11	12.79
Not very	85	14.81	90	15.46	127	15.93	48	13.37	140	14.48	35	18.52	166	15.51	9	10.47
Somewhat	230	40.07	214	36.77	287	36.01	157	43.73	377	38.99	67	35.45	416	38.88	28	32.56
Very	187	32.58	216	37.11	286	35.88	117	32.59	339	35.06	64	33.86	365	34.11	38	44.19
Significance																
<b>Respond to social needs identified by grant applicants</b>																
Not at all	60	10.45	29	4.99	60	7.56	29	8.03	68	7.01	21	11.35	77	7.21	12	13.79
Not very	72	12.54	49	8.43	90	11.34	31	8.59	90	9.28	31	16.76	105	9.83	16	18.39
Somewhat	261	45.47	238	40.96	324	40.81	175	48.48	419	43.20	80	43.24	466	43.63	33	37.93
Very	181	31.53	265	45.61	320	40.30	126	34.90	393	40.52	53	28.65	420	39.33	26	29.89
Significance			***						***				**			
<b>Engage in activities beyond grantmaking to increase impact</b>																
Not at all	82	14.07	83	14.21	112	13.90	53	14.68	141	14.49	24	12.37	155	14.35	10	11.49
Not very	67	11.49	75	12.84	106	13.15	36	9.97	117	12.02	25	12.89	134	12.41	8	9.20
Somewhat	163	27.96	164	28.08	226	28.04	101	27.98	275	28.26	52	26.80	304	28.15	23	26.44
Very	271	46.48	262	44.86	362	44.91	171	47.37	440	45.22	93	47.94	487	45.09	46	52.87
Significance																

(continued)

**TABLE 4 Foundations' Attitudes and Practices by Geographical Area Served (Continued)**

	Local				Regional				National				International			
	Non-Local		Local		Non-Regional		Regional		Non-National		National		Non-Internat'l		Internat'l	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
<b>Become actively involved in grant implementation</b>																
Not at all	142	24.53	154	26.42	199	24.81	97	26.94	259	26.70	37	19.27	276	25.63	20	23.53
Not very	158	27.29	176	30.19	226	28.18	108	30.00	287	29.59	47	24.48	316	29.34	18	21.18
Somewhat	184	31.78	176	30.19	249	31.05	111	30.83	294	30.31	66	34.38	328	30.45	32	37.65
Very	95	16.41	77	13.21	128	15.96	44	12.22	130	13.40	42	21.88	157	14.58	15	17.65
Significance									**							
<b>Adhere to founding donor's wishes</b>																
Not at all	22	3.89	18	3.15	28	3.58	12	3.39	32	3.35	8	4.37	36	3.42	4	4.71
Not very	38	6.71	24	4.20	39	4.98	23	6.50	48	5.03	14	7.65	56	5.32	6	7.06
Somewhat	131	23.14	106	18.56	159	20.31	78	22.03	191	20.02	46	25.14	219	20.82	18	21.18
Very	375	66.25	423	74.08	557	71.14	241	68.08	683	71.59	115	62.84	741	70.44	57	67.06
Significance	*															
<b>Focus on root causes of major problems</b>																
Not at all	46	8.01	42	7.27	62	7.80	26	7.28	72	7.51	16	8.29	81	7.60	7	8.14
Not very	47	8.19	57	9.86	74	9.31	30	8.40	88	9.18	16	8.29	92	8.63	12	13.95
Somewhat	209	36.41	232	40.14	292	36.73	149	41.74	386	40.25	55	28.50	425	39.87	16	18.60
Very	272	47.39	247	42.73	367	46.16	152	42.58	413	43.07	106	54.92	468	43.90	51	59.30
Significance									*				**			
<b>Influence public policy</b>																
Not at all	137	23.70	173	30.03	227	28.59	83	23.06	265	27.55	45	23.44	288	26.97	22	25.58
Not very	102	17.65	126	21.88	160	20.15	68	18.89	200	20.79	28	14.58	211	19.76	17	19.77
Somewhat	194	33.56	177	30.73	248	31.23	123	34.17	313	32.54	58	30.21	345	32.30	26	30.23
Very	145	25.09	100	17.36	159	20.03	86	23.89	184	19.13	61	31.77	224	20.97	21	24.42
Significance	**								***							
<b>Publicize the foundation and its work</b>																
Not at all	104	17.84	102	17.35	145	17.95	61	16.80	171	17.52	35	17.95	192	17.70	14	16.28
Not very	153	26.24	139	23.64	210	25.99	82	22.59	234	23.98	58	29.74	262	24.15	30	34.88
Somewhat	175	30.02	152	25.85	221	27.35	106	29.20	265	27.15	62	31.79	299	27.56	28	32.56
Very	151	25.90	195	33.16	232	28.71	114	31.40	306	31.35	40	20.51	332	30.60	14	16.28
Significance	*								*				*			
<b>Solicit advice from those outside the foundation</b>																
Not at all	24	4.13	28	4.77	38	4.71	14	3.88	43	4.41	9	4.64	49	4.53	3	3.45
Not very	51	8.78	62	10.56	82	10.16	31	8.59	99	10.16	14	7.22	106	9.81	7	8.05
Somewhat	214	36.83	210	35.78	303	37.55	121	33.52	342	35.11	82	42.27	389	35.99	35	40.23

Very	292	50.26	287	48.89	384	47.58	195	54.02	490	50.31	89	45.88	537	49.68	42	48.28
Significance																
<b>Conduct formal evaluations of funded work</b>																
Not at all	36	6.16	46	7.89	63	7.85	19	5.22	72	7.39	10	5.18	78	7.22	4	4.65
Not very	83	14.21	93	15.95	122	15.19	54	14.84	153	15.71	23	11.92	163	15.08	13	15.12
Somewhat	255	43.66	230	39.45	328	40.85	157	43.13	401	41.17	84	43.52	448	41.44	37	43.02
Very	210	35.96	214	36.71	290	36.11	134	36.81	348	35.73	76	39.38	392	36.26	32	37.21
Significance																
<b>Have a strong organizational infrastructure</b>																
Not at all	28	4.85	16	2.75	29	3.63	15	4.16	33	3.40	11	5.85	39	3.63	5	5.88
Not very	70	12.13	60	10.31	91	11.40	39	10.80	111	11.43	19	10.11	116	10.80	14	16.47
Somewhat	153	26.52	149	25.60	209	26.19	93	25.76	252	25.95	50	26.60	284	26.44	18	21.18
Very	326	56.50	357	61.34	469	58.77	214	59.28	575	59.22	108	57.45	635	59.12	48	56.47
Significance																
<b>Have an involved board</b>																
Not at all	8	1.37	3	0.51	8	0.99	3	0.82	6	0.61	5	2.56	10	0.92	1	1.16
Not very	29	4.97	25	4.26	42	5.21	12	3.29	45	4.61	9	4.62	45	4.15	9	10.47
Somewhat	144	24.66	113	19.25	167	20.72	90	24.66	209	21.41	48	24.62	242	22.30	15	17.44
Very	403	69.01	446	75.98	589	73.08	260	71.23	716	73.36	133	68.21	788	72.63	61	70.93
Significance	*								*				*			
<b>Employ minimal staff</b>																
Not at all	53	9.20	47	8.16	67	8.47	33	9.14	86	8.91	14	7.49	89	8.35	11	12.79
Not very	87	15.10	61	10.59	93	11.76	55	15.24	118	12.23	30	16.04	141	13.23	7	8.14
Somewhat	189	32.81	194	33.68	260	32.87	123	34.07	322	33.37	61	32.62	355	33.30	28	32.56
Very	247	42.88	274	47.57	371	46.90	150	41.55	439	45.49	82	43.85	481	45.12	40	46.51
Significance																
<b>Collaborate with external groups/organizations</b>																
Not at all	34	5.86	30	5.11	44	5.46	20	5.54	51	5.24	13	6.70	60	5.55	4	4.65
Not very	74	12.76	46	7.84	76	9.43	44	12.19	96	9.87	24	12.37	113	10.45	7	8.14
Somewhat	187	32.24	209	35.60	292	36.23	104	28.81	330	33.92	66	34.02	359	33.21	37	43.02
Very	285	49.14	302	51.45	394	48.88	193	53.46	496	50.98	91	46.91	549	50.79	38	44.19
Significance	*															
<b>Join grantmakers' associations</b>																
Not at all	60	10.29	41	6.98	74	9.16	27	7.46	82	8.41	19	9.74	89	8.22	12	13.79
Not very	104	17.84	78	13.29	123	15.22	59	16.30	145	14.87	37	18.97	165	15.24	17	19.54
Somewhat	240	41.17	242	41.23	334	41.34	148	40.88	398	40.82	84	43.08	442	40.81	40	45.98
Very	179	30.70	226	38.50	277	34.28	128	35.36	350	35.90	55	28.21	387	35.73	18	20.69
Significance	**												*			

(continued)

**TABLE 4 Foundations' Attitudes and Practices by Geographical Area Served (Continued)**

	Local				Regional				National				International				
	Non-Local		Local		Non-Regional		Regional		Non-National		National		Non-Internat'l		Internat'l		
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	
<b>II. Approaches to Grantmaking</b>																	
<b>How influential were the following in formulating the foundation's grantmaking program priorities?(2)</b>																	
<b>Founding donor(s)</b>																	
Not at all	29	5.30	22	4.20	29	3.97	22	6.47	45	5.06	6	3.31	46	4.65	5	6.17	
Not very	39	7.13	36	6.87	46	6.29	29	8.53	64	7.19	11	6.08	73	7.37	2	2.47	
Somewhat	112	20.48	112	21.37	148	20.25	76	22.35	185	20.79	39	21.55	214	21.62	10	12.35	
Very	367	67.09	354	67.56	508	69.49	213	62.65	596	66.97	125	69.06	657	66.36	64	79.01	
Significance																	
<b>Current donor(s)</b>																	
Not at all	17	6.01	23	7.69	27	6.80	13	7.03	35	7.07	5	5.75	39	7.26	1	2.22	
Not very	20	7.07	22	7.36	27	6.80	15	8.11	39	7.88	3	3.45	42	7.82	0	0.00	
Somewhat	65	22.97	82	27.42	97	24.43	50	27.03	136	27.47	11	12.64	139	25.88	8	17.78	
Very	181	63.96	172	57.53	246	61.96	107	57.84	285	57.58	68	78.16	317	59.03	36	80.00	
Significance									**				*				
<b>Board</b>																	
Not at all	7	1.24	6	1.05	9	1.15	4	1.14	10	1.06	3	1.59	12	1.14	1	1.19	
Not very	20	3.55	18	3.16	23	2.94	15	4.29	34	3.60	4	2.12	35	3.34	3	3.57	
Somewhat	147	26.11	115	20.18	174	22.22	88	25.14	219	23.20	43	22.75	245	23.36	17	20.24	
Very	389	69.09	431	75.61	577	73.69	243	69.43	681	72.14	139	73.54	757	72.16	63	75.00	
Significance																	
<b>Staff</b>																	
Not at all	43	8.01	42	7.88	62	8.41	23	6.91	71	7.99	14	7.73	79	7.98	6	7.50	
Not very	69	12.85	78	14.63	99	13.43	48	14.41	128	14.40	19	10.50	136	13.74	11	13.75	
Somewhat	187	34.82	181	33.96	259	35.14	109	32.73	305	34.31	63	34.81	339	34.24	29	36.25	
Very	238	44.32	232	43.53	317	43.01	153	45.95	385	43.31	85	46.96	436	44.04	34	42.50	
Significance																	
<b>Community input</b>																	
Not at all	98	20.08	69	13.35	114	16.67	53	16.51	129	15.11	38	25.17	153	16.38	14	19.72	
Not very	113	23.16	96	18.57	146	21.35	63	19.63	167	19.56	42	27.81	185	19.81	24	33.80	
Somewhat	181	37.09	220	42.55	270	39.47	131	40.81	348	40.75	53	35.10	378	40.47	23	32.39	
Very	96	19.67	132	25.53	154	22.51	74	23.05	210	24.59	18	11.92	218	23.34	10	14.08	
Significance	**								***				*				

**What does the foundation try to achieve in grantmaking?**

<b>Strengthen particular organization(s)</b>																
Not at all	51	8.96	36	6.25	59	7.48	28	7.87	66	6.90	21	11.11	81	7.63	6	7.14
Not very	50	8.79	60	10.42	83	10.52	27	7.58	93	9.73	17	8.99	102	9.61	8	9.52
Somewhat	238	41.83	241	41.84	323	40.94	156	43.82	409	42.78	70	37.04	441	41.56	38	45.24
Very	230	40.42	239	41.49	324	41.06	145	40.73	388	40.59	81	42.86	437	41.19	32	38.10
Significance																
<b>Strengthen particular field(s) of activity</b>																
Not at all	28	4.89	18	3.08	28	3.51	18	5.01	40	4.14	6	3.14	42	3.91	4	4.76
Not very	44	7.68	76	13.01	92	11.53	28	7.80	108	11.18	12	6.28	112	10.44	8	9.52
Somewhat	177	30.89	221	37.84	273	34.21	125	34.82	349	36.13	49	25.65	378	35.23	20	23.81
Very	324	56.54	269	46.06	405	50.75	188	52.37	469	48.55	124	64.92	541	50.42	52	61.90
Significance	***								***							
<b>Strengthen particular group(s)</b>																
Not at all	61	10.80	26	4.52	59	7.53	28	7.87	65	6.80	22	11.96	72	6.82	15	17.86
Not very	90	15.93	103	17.91	139	17.73	54	15.17	164	17.15	29	15.76	179	16.95	14	16.67
Somewhat	212	37.52	244	42.43	317	40.43	139	39.04	394	41.21	62	33.70	431	40.81	25	29.76
Very	202	35.75	202	35.13	269	34.31	135	37.92	333	34.83	71	38.59	374	35.42	30	35.71
Significance	***								*				**			
<b>Strengthen the foundation's local community or region</b>																
Not at all	85	14.99	14	2.40	78	9.82	21	5.90	55	5.71	44	23.53	76	7.14	23	27.06
Not very	94	16.58	54	9.26	107	13.48	41	11.52	103	10.70	45	24.06	132	12.39	16	18.82
Somewhat	134	23.63	149	25.56	208	26.20	75	21.07	233	24.20	50	26.74	252	23.66	31	36.47
Very	254	44.80	366	62.78	401	50.50	219	61.52	572	59.40	48	25.67	605	56.81	15	17.65
Significance	***				**				***				***			
<b>Strengthen social change and/or strategies for change</b>																
Not at all	78	13.76	66	11.54	97	12.39	47	13.20	124	13.03	20	10.70	127	12.03	17	20.48
Not very	108	19.05	150	26.22	184	23.50	74	20.79	232	24.37	26	13.90	243	23.01	15	18.07
Somewhat	199	35.10	211	36.89	284	36.27	126	35.39	340	35.71	70	37.43	384	36.36	26	31.33
Very	182	32.10	145	25.35	218	27.84	109	30.62	256	26.89	71	37.97	302	28.60	25	30.12
Significance	**								**							

**During the past two fiscal years, how often did the foundation make grants for the following purposes?**

<b>General operating support</b>																
Never	80	13.84	76	13.04	110	13.75	46	12.74	126	13.03	30	15.46	141	13.09	15	17.86
Rarely	123	21.28	119	20.41	159	19.88	83	22.99	201	20.79	41	21.13	225	20.89	17	20.24
Sometimes	173	29.93	200	34.31	257	32.13	116	32.13	323	33.40	50	25.77	348	32.31	25	29.76

(continued)

**TABLE 4 Foundations' Attitudes and Practices by Geographical Area Served (Continued)**

	Local				Regional				National				International			
	Non-Local		Local		Non-Regional		Regional		Non-National		National		Non-Internat'l		Internat'l	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Often Significance	202	34.95	188	32.25	274	34.25	116	32.13	317	32.78	73	37.63	363	33.70	27	32.14
<b>Organizational/management development</b>																
Never	132	23.00	104	18.12	163	20.63	73	20.39	188	19.67	48	25.00	214	20.09	22	26.51
Rarely	157	27.35	172	29.97	240	30.38	89	24.86	268	28.03	61	31.77	306	28.73	23	27.71
Sometimes	200	34.84	207	36.06	274	34.68	133	37.15	347	36.30	60	31.25	380	35.68	27	32.53
Often Significance	85	14.81	91	15.85	113	14.30	63	17.60	153	16.00	23	11.98	165	15.49	11	13.25
<b>Research</b>																
Never	164	28.28	241	41.70	285	35.71	120	33.33	358	37.18	47	24.10	392	36.53	13	15.29
Rarely	178	30.69	204	35.29	261	32.71	121	33.61	335	34.79	47	24.10	360	33.55	22	25.88
Sometimes	151	26.03	105	18.17	166	20.80	90	25.00	195	20.25	61	31.28	232	21.62	24	28.24
Often Significance	87	15.00	28	4.84	86	10.78	29	8.06	75	7.79	40	20.51	89	8.29	26	30.59
<b>Advocacy</b>																
Never	209	36.67	236	41.26	315	40.08	130	36.52	384	40.25	61	32.45	415	39.22	30	35.71
Rarely	118	20.70	172	30.07	219	27.86	71	19.94	246	25.79	44	23.40	272	25.71	18	21.43
Sometimes	167	29.30	129	22.55	182	23.16	114	32.02	244	25.58	52	27.66	273	25.80	23	27.38
Often Significance	76	13.33	35	6.12	70	8.91	41	11.52	80	8.39	31	16.49	98	9.26	13	15.48
<b>Foundation-designed initiatives</b>																
Never	160	28.02	163	28.35	225	28.48	98	27.53	266	27.85	57	29.84	303	28.56	20	23.53
Rarely	118	20.67	107	18.61	152	19.24	73	20.51	193	20.21	32	16.75	203	19.13	22	25.88
Sometimes	174	30.47	184	32.00	235	29.75	123	34.55	307	32.15	51	26.70	340	32.05	18	21.18
Often Significance	119	20.84	121	21.04	178	22.53	62	17.42	189	19.79	51	26.70	215	20.26	25	29.41
<b>Unsolicited proposals</b>																
Never	138	24.08	131	22.78	178	22.53	91	25.42	222	23.17	47	24.74	254	23.85	15	18.07
Rarely	127	22.16	100	17.39	151	19.11	76	21.23	183	19.10	44	23.16	208	19.53	19	22.89
Sometimes	135	23.56	141	24.52	194	24.56	82	22.91	233	24.32	43	22.63	254	23.85	22	26.51
Often Significance	173	30.19	203	35.30	267	33.80	109	30.45	320	33.40	56	29.47	349	32.77	27	32.53



**During the past two fiscal years how often did the foundation make grants of three years or longer?**

Never	170	29.31	176	30.14	242	30.21	104	28.65	285	29.35	61	31.61	324	30.03	22	25.88
Rarely	166	28.62	157	26.88	216	26.97	107	29.48	268	27.60	55	28.50	303	28.08	20	23.53
Sometimes	153	26.38	174	29.79	230	28.71	97	26.72	280	28.84	47	24.35	302	27.99	25	29.41
Often	80	13.79	73	12.50	104	12.98	49	13.50	128	13.18	25	12.95	137	12.70	16	18.82
Always	11	1.90	4	0.68	9	1.12	6	1.65	10	1.03	5	2.59	13	1.20	2	2.35
Significance																

**During the pas two fiscal years how often did the foundation provide the following types of non-financial support to grantees?**

<b>Board Development</b>																
Never	309	54.12	313	54.15	457	57.56	165	46.48	504	52.61	118	61.78	564	52.96	58	69.05
Rarely	91	15.94	95	16.44	122	15.37	64	18.03	163	17.01	23	12.04	180	16.90	6	7.14
Sometimes	134	23.47	141	24.39	179	22.54	96	27.04	233	24.32	42	21.99	255	23.94	20	23.81
Often	37	6.48	29	5.02	36	4.53	30	8.45	58	6.05	8	4.19	66	6.20	0	0.00
Significance					**								**			
<b>Strategy and planning</b>																
Never	213	37.17	234	40.55	328	41.31	119	33.43	370	38.66	77	39.90	414	38.87	33	38.82
Rarely	113	19.72	105	18.20	148	18.64	70	19.66	186	19.44	32	16.58	197	18.50	21	24.71
Sometimes	178	31.06	182	31.54	242	30.48	118	33.15	295	30.83	65	33.68	337	31.64	23	27.06
Often	69	12.04	56	9.71	76	9.57	49	13.76	106	11.08	19	9.84	117	10.99	8	9.41
Significance					*											
<b>Fundraising assistance</b>																
Never	233	40.95	218	37.65	330	41.56	121	34.18	357	37.34	94	48.96	412	38.69	39	46.99
Rarely	117	20.56	133	22.97	175	22.04	75	21.19	213	22.28	37	19.27	234	21.97	16	19.28
Sometimes	172	30.23	171	29.53	224	28.21	119	33.62	291	30.44	52	27.08	320	30.05	23	27.71
Often	47	8.26	57	9.84	65	8.19	39	11.02	95	9.94	9	4.69	99	9.30	5	6.02
Significance					*				**							
<b>Communications and public relations</b>																
Never	268	47.69	269	47.11	382	48.91	155	44.03	439	46.46	98	52.13	502	47.76	35	42.68
Rarely	149	26.51	164	28.72	205	26.25	108	30.68	276	29.21	37	19.68	288	27.40	25	30.49
Sometimes	120	21.35	116	20.32	163	20.87	73	20.74	194	20.53	42	22.34	214	20.36	22	26.83
Often	25	4.45	22	3.85	31	3.97	16	4.55	36	3.81	11	5.85	47	4.47	0	0.00
Significance									*							
<b>Technology-related training</b>																
Never	345	61.50	369	64.29	510	65.05	204	58.12	593	62.42	121	65.41	663	63.02	51	61.45
Rarely	119	21.21	124	21.60	155	19.77	88	25.07	211	22.21	32	17.30	226	21.48	17	20.48
Sometimes	74	13.19	62	10.80	94	11.99	42	11.97	109	11.47	27	14.59	125	11.88	11	13.25

(continued)

**TABLE 4 Foundations' Attitudes and Practices by Geographical Area Served (Continued)**

	Local				Regional				National				International			
	Non-Local		Local		Non-Regional		Regional		Non-National		National		Non-Internat'l		Internat'l	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Often Significance	23	4.10	19	3.31	25	3.19	17	4.84	37	3.89	5	2.70	38	3.61	4	4.82
<b>Host grantee convenings</b>																
Never	259	45.44	277	48.43	397	50.70	139	38.72	441	46.18	95	50.80	497	46.98	39	46.43
Rarely	95	16.67	96	16.78	132	16.86	59	16.43	158	16.54	33	17.65	178	16.82	13	15.48
Sometimes	145	25.44	139	24.30	170	21.71	114	31.75	246	25.76	38	20.32	260	24.57	24	28.57
Often Significance	71	12.46	60	10.49	84	10.73	47	13.09	110	11.52	21	11.23	123	11.63	8	9.52
					***											
<b>III. Application and Review Process</b>																
<b>How often did each of the following apply to the foundation's application and review process during the past two years?</b>																
<b>Unsolicited applications received serious consideration</b>																
Never	81	14.01	58	9.97	93	11.64	46	12.74	106	10.96	33	17.10	128	11.91	11	12.94
Rarely	92	15.92	96	16.49	128	16.02	60	16.62	157	16.24	31	16.06	171	15.91	17	20.00
Sometimes	127	21.97	97	16.67	152	19.02	72	19.94	180	18.61	44	22.80	205	19.07	19	22.35
Often	97	16.78	134	23.02	171	21.40	60	16.62	196	20.27	35	18.13	213	19.81	18	21.18
Always Significance	181	31.31	197	33.85	255	31.91	123	34.07	328	33.92	50	25.91	358	33.30	20	23.53
	**								*							
<b>Written grant guidelines were available to public</b>																
Never	47	8.15	41	7.02	67	8.35	21	5.85	70	7.25	18	9.23	78	7.24	10	12.05
Rarely	6	1.04	14	2.40	16	2.00	4	1.11	18	1.86	2	1.03	19	1.76	1	1.20
Sometimes	27	4.68	14	2.40	26	3.24	15	4.18	29	3.00	12	6.15	37	3.43	4	4.82
Often	41	7.11	36	6.16	50	6.23	27	7.52	68	7.04	9	4.62	71	6.59	6	7.23
Always Significance	456	79.03	479	82.02	643	80.17	292	81.34	781	80.85	154	78.97	873	80.98	62	74.70
<b>A common application form was accepted</b>																
Never	261	46.44	266	46.02	365	46.32	162	46.02	435	45.79	92	48.42	485	45.80	42	51.85
Rarely	67	11.92	62	10.73	87	11.04	42	11.93	108	11.37	21	11.05	121	11.43	8	9.88
Sometimes	54	9.61	59	10.21	77	9.77	36	10.23	94	9.89	19	10.00	109	10.29	4	4.94
Often	41	7.30	39	6.75	48	6.09	32	9.09	74	7.79	6	3.16	74	6.99	6	7.41
Always Significance	139	24.73	152	26.30	211	26.78	80	22.73	239	25.16	52	27.37	270	25.50	21	25.93

**Applications were accepted electronically**

Never	352	61.32	402	68.95	512	64.08	242	67.60	654	67.77	100	52.08	719	66.95	35	42.17
Rarely	62	10.80	56	9.61	85	10.64	33	9.22	92	9.53	26	13.54	104	9.68	14	16.87
Sometimes	59	10.28	57	9.78	86	10.76	30	8.38	93	9.64	23	11.98	103	9.59	13	15.66
Often	51	8.89	28	4.80	51	6.38	28	7.82	57	5.91	22	11.46	69	6.42	10	12.05
Always	50	8.71	40	6.86	65	8.14	25	6.98	69	7.15	21	10.94	79	7.36	11	13.25
Significance	*								***				***			

**Summary proposal encouraged/required prior to full proposal**

Never	172	30.02	207	35.69	259	32.58	120	33.52	329	34.31	50	25.77	363	33.89	16	19.51
Rarely	70	12.22	69	11.90	101	12.70	38	10.61	113	11.78	26	13.40	131	12.23	8	9.76
Sometimes	87	15.18	106	18.28	132	16.60	61	17.04	168	17.52	25	12.89	178	16.62	15	18.29
Often	88	15.36	79	13.62	118	14.84	49	13.69	134	13.97	33	17.01	149	13.91	18	21.95
Always	156	27.23	119	20.52	185	23.27	90	25.14	215	22.42	60	30.93	250	23.34	25	30.49
Significance	*								*				*			

**Staff helped applicants develop proposals**

Never	125	21.66	120	20.80	176	22.14	69	19.22	205	21.38	40	20.51	228	21.31	17	20.24
Rarely	112	19.41	111	19.24	151	18.99	72	20.06	180	18.77	43	22.05	209	19.53	14	16.67
Sometimes	192	33.28	187	32.41	257	32.33	122	33.98	315	32.85	64	32.82	351	32.80	28	33.33
Often	131	22.70	138	23.92	185	23.27	84	23.40	226	23.57	43	22.05	248	23.18	21	25.00
Always	17	2.95	21	3.64	26	3.27	12	3.34	33	3.44	5	2.56	34	3.18	4	4.76
Significance																

**Staff conducted site visits**

Never	74	12.85	55	9.47	90	11.26	39	10.89	102	10.58	27	13.99	118	11.01	11	12.94
Rarely	65	11.28	62	10.67	91	11.39	36	10.06	102	10.58	25	12.95	118	11.01	9	10.59
Sometimes	154	26.74	143	24.61	207	25.91	90	25.14	242	25.10	55	28.50	271	25.28	26	30.59
Often	180	31.25	221	38.04	283	35.42	118	32.96	342	35.48	59	30.57	371	34.61	30	35.29
Always	103	17.88	100	17.21	128	16.02	75	20.95	176	18.26	27	13.99	194	18.10	9	10.59
Significance																

**Trustees conducted site visits**

Never	167	29.04	106	18.28	174	21.83	99	27.65	209	21.75	64	32.99	252	23.53	21	25.00
Rarely	147	25.57	170	29.31	225	28.23	92	25.70	264	27.47	53	27.32	295	27.54	22	26.19
Sometimes	165	28.70	172	29.66	230	28.86	107	29.89	292	30.39	45	23.20	309	28.85	28	33.33
Often	77	13.39	90	15.52	123	15.43	44	12.29	141	14.67	26	13.40	157	14.66	10	11.90
Always	19	3.30	42	7.24	45	5.65	16	4.47	55	5.72	6	3.09	58	5.42	3	3.57
Significance	***								**							

**Applicants of rejected proposals were notified**

Never	12	2.08	7	1.20	12	1.49	7	1.95	16	1.65	3	1.54	18	1.67	1	1.18
Rarely	7	1.21	0	0.00	2	0.25	5	1.39	7	0.72	0	0.00	5	0.46	2	2.35

(continued)

**TABLE 4 Foundations' Attitudes and Practices by Geographical Area Served (Continued)**

	Local				Regional				National				International			
	Non-Local		Local		Non-Regional		Regional		Non-National		National		Non-Internat'l		Internat'l	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Sometimes	10	1.73	15	2.57	20	2.49	5	1.39	23	2.38	2	1.03	22	2.04	3	3.53
Often	32	5.54	19	3.25	36	4.48	15	4.18	39	4.03	12	6.15	46	4.27	5	5.88
Always	517	89.45	543	92.98	733	91.28	327	91.09	882	91.21	178	91.28	986	91.55	74	87.06
Significance	*															
<b>How important were the following criteria in the foundation's grantmaking decisions during the past two fiscal years?</b>																
<b>Strength of proposal</b>																
Not at all	19	3.35	9	1.56	14	1.77	14	3.95	24	2.52	4	2.11	27	2.55	1	1.18
Not very	23	4.05	24	4.17	35	4.43	12	3.39	39	4.09	8	4.21	39	3.68	8	9.41
Somewhat	159	27.99	160	27.78	219	27.72	100	28.25	277	29.04	42	22.11	297	28.05	22	25.88
Very	367	64.61	383	66.49	522	66.08	228	64.41	614	64.36	136	71.58	696	65.72	54	63.53
Significance																
<b>Fit with foundation's pre-set priorities</b>																
Not at all	5	0.87	8	1.37	9	1.12	4	1.11	12	1.24	1	0.52	13	1.21	0	0.00
Not very	12	2.08	24	4.10	27	3.37	9	2.50	34	3.51	2	1.04	35	3.25	1	1.18
Somewhat	61	10.59	84	14.36	99	12.36	46	12.78	133	13.73	12	6.25	139	12.92	6	7.06
Very	498	86.46	469	80.17	666	83.15	301	83.61	790	81.53	177	92.19	889	82.62	78	91.76
Significance	**															
<b>Donor(s) interest in cause</b>																
Not at all	87	15.68	84	15.25	113	14.89	58	16.71	138	14.95	33	18.03	162	15.82	9	10.98
Not very	61	10.99	69	12.52	95	12.52	35	10.09	104	11.27	26	14.21	121	11.82	9	10.98
Somewhat	175	31.53	161	29.22	217	28.59	119	34.29	289	31.31	47	25.68	311	30.37	25	30.49
Very	232	41.80	237	43.01	334	44.01	135	38.90	392	42.47	77	42.08	430	41.99	39	47.56
Significance																
<b>Board member(s) interest in cause</b>																
Not at all	52	9.14	39	6.77	56	7.09	35	9.86	76	7.96	15	7.89	81	7.64	10	11.76
Not very	100	17.57	113	19.62	148	18.73	65	18.31	181	18.95	32	16.84	197	18.58	16	18.82
Somewhat	220	38.66	244	42.36	315	39.87	149	41.97	395	41.36	69	36.32	439	41.42	25	29.41
Very	197	34.62	180	31.25	271	34.30	106	29.86	303	31.73	74	38.95	343	32.36	34	40.00
Significance																
<b>Staff input</b>																
Not at all	49	8.64	43	7.44	61	7.68	31	8.83	80	8.38	12	6.32	84	7.92	8	9.41
Not very	69	12.17	75	12.98	98	12.34	46	13.11	121	12.67	23	12.11	136	12.83	8	9.41
Somewhat	219	38.62	249	43.08	321	40.43	147	41.88	408	42.72	60	31.58	439	41.42	29	34.12

Very Significant	230	40.56	211	36.51	314	39.55	127	36.18	346	36.23	95	50.00	401	37.83	40	47.06
<b>Availability of matching funds</b>																
Not at all	148	26.01	118	20.49	189	23.83	77	21.88	213	22.35	53	27.60	246	23.21	20	23.53
Not very	173	30.40	165	28.65	235	29.63	103	29.26	276	28.96	62	32.29	311	29.34	27	31.76
Somewhat	193	33.92	236	40.97	300	37.83	129	36.65	367	38.51	62	32.29	397	37.45	32	37.65
Very Significant	55	9.67	57	9.90	69	8.70	43	12.22	97	10.18	15	7.81	106	10.00	6	7.06
<b>Presence of measurable outcomes</b>																
Not at all	34	5.94	20	3.44	33	4.13	21	5.92	45	4.68	9	4.69	50	4.68	4	4.71
Not very	82	14.34	77	13.23	113	14.14	46	12.96	130	13.51	29	15.10	145	13.56	14	16.47
Somewhat	280	48.95	284	48.80	396	49.56	168	47.32	467	48.54	97	50.52	524	49.02	40	47.06
Very Significant	176	30.77	201	34.54	257	32.17	120	33.80	320	33.26	57	29.69	350	32.74	27	31.76
<b>Innovativeness</b>																
Not at all	41	7.19	32	5.50	43	5.38	30	8.52	65	6.78	8	4.15	69	6.47	4	4.71
Not very	107	18.77	116	19.93	161	20.13	62	17.61	185	19.29	38	19.69	213	19.96	10	11.76
Somewhat	272	47.72	310	53.26	401	50.13	181	51.42	491	51.20	91	47.15	541	50.70	41	48.24
Very Significant	150	26.32	124	21.31	195	24.38	79	22.44	218	22.73	56	29.02	244	22.87	30	35.29
<b>Low risk of failure</b>																
Not at all	93	16.32	66	11.36	108	13.55	51	14.41	128	13.33	31	16.23	141	13.23	18	21.18
Not very	216	37.89	191	32.87	275	34.50	132	37.29	337	35.10	70	36.65	375	35.18	32	37.65
Somewhat	215	37.72	264	45.44	336	42.16	143	40.40	407	42.40	72	37.70	450	42.21	29	34.12
Very Significant	46	8.07	60	10.33	78	9.79	28	7.91	88	9.17	18	9.42	100	9.38	6	7.06
<b>Ethnic/racial diversity of applicant's board/staff</b>																
Not at all	242	42.46	224	38.62	329	41.23	137	38.92	381	39.77	85	44.27	428	40.15	38	45.24
Not very	162	28.42	194	33.45	253	31.70	103	29.26	303	31.63	53	27.60	331	31.05	25	29.76
Somewhat	129	22.63	127	21.90	168	21.05	88	25.00	217	22.65	39	20.31	241	22.61	15	17.86
Very Significant	37	6.49	35	6.03	48	6.02	24	6.82	57	5.95	15	7.81	66	6.19	6	7.14
<b>Gender diversity of applicant's board/staff</b>																
Not at all	261	45.87	245	42.46	358	45.09	148	42.05	412	43.19	94	48.96	464	43.65	42	50.60
Not very	177	31.11	206	35.70	270	34.01	113	32.10	324	33.96	59	30.73	362	34.05	21	25.30
Somewhat	105	18.45	100	17.33	132	16.62	73	20.74	175	18.34	30	15.63	189	17.78	16	19.28
Very Significant	26	4.57	26	4.51	34	4.28	18	5.11	43	4.51	9	4.69	48	4.52	4	4.82

(continued)

**TABLE 4 Foundations' Attitudes and Practices by Geographical Area Served (Continued)**

	Local				Regional				National				International			
	Non-Local		Local		Non-Regional		Regional		Non-National		National		Non-Internat'l		Internat'l	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
<b>IV. Monitoring and Evaluation</b>																
<b>How does the foundation monitor whether grant funds are used as specified?</b>																
<b>Site visits</b>																
Never	43	7.49	29	4.97	46	5.76	26	7.26	58	6.02	14	7.25	65	6.06	7	8.33
Rarely	81	14.11	69	11.84	105	13.14	45	12.57	119	12.34	31	16.06	143	13.33	7	8.33
Sometimes	231	40.24	238	40.82	321	40.18	148	41.34	392	40.66	77	39.90	430	40.07	39	46.43
Often	155	27.00	174	29.85	235	29.41	94	26.26	278	28.84	51	26.42	302	28.15	27	32.14
Always	64	11.15	73	12.52	92	11.51	45	12.57	117	12.14	20	10.36	133	12.40	4	4.76
Significance																
<b>Interim reports required</b>																
Never	64	11.19	77	13.37	101	12.77	40	11.20	115	11.98	26	13.83	134	12.61	7	8.24
Rarely	77	13.46	87	15.10	109	13.78	55	15.41	147	15.31	17	9.04	156	14.68	8	9.41
Sometimes	114	19.93	152	26.39	189	23.89	77	21.57	237	24.69	29	15.43	246	23.14	20	23.53
Often	96	16.78	93	16.15	128	16.18	61	17.09	162	16.88	27	14.36	175	16.46	14	16.47
Always	221	38.64	167	28.99	264	33.38	124	34.73	299	31.15	89	47.34	352	33.11	36	42.35
Significance	**								***							
<b>Final reports required</b>																
Never	26	4.58	22	3.81	36	4.56	12	3.38	37	3.87	11	5.85	46	4.34	2	2.38
Rarely	26	4.58	35	6.07	44	5.57	17	4.79	55	5.75	6	3.19	58	5.47	3	3.57
Sometimes	51	8.98	54	9.36	73	9.24	32	9.01	85	8.88	20	10.64	99	9.33	6	7.14
Often	63	11.09	70	12.13	94	11.90	39	10.99	114	11.91	19	10.11	126	11.88	7	8.33
Always	402	70.77	396	68.63	543	68.73	255	71.83	666	69.59	132	70.21	732	68.99	66	78.57
Significance																
<b>Puts representative on grantee board</b>																
Never	420	72.92	445	76.99	590	74.03	275	77.03	735	76.56	130	67.01	808	75.51	57	67.86
Rarely	99	17.19	81	14.01	125	15.68	55	15.41	143	14.90	37	19.07	165	15.42	15	17.86
Sometimes	47	8.16	40	6.92	64	8.03	23	6.44	66	6.88	21	10.82	75	7.01	12	14.29
Often	10	1.74	11	1.90	17	2.13	4	1.12	15	1.56	6	3.09	21	1.96	0	0.00
Always	0	0.00	1	0.17	1	0.13	0	0.00	1	0.10	0	0.00	1	0.09	0	0.00
Significance																
<b>Puts representative on grantee advisory committee</b>																
Never	394	68.52	431	74.31	566	71.11	259	72.14	706	73.31	119	61.98	766	71.39	59	71.95
Rarely	121	21.04	93	16.03	148	18.59	66	18.38	166	17.24	48	25.00	197	18.36	17	20.73

Sometimes	48	8.35	47	8.10	66	8.29	29	8.08	77	8.00	18	9.38	89	8.29	6	7.32
Often	11	1.91	6	1.03	12	1.51	5	1.39	11	1.14	6	3.13	17	1.58	0	0.00
Always	1	0.17	3	0.52	4	0.50	0	0.00	3	0.31	1	0.52	4	0.37	0	0.00
Significance									*							

**By its ongoing involvement in the community/field**

Never	78	13.61	28	4.87	57	7.20	49	13.76	84	8.79	22	11.46	93	8.73	13	15.66
Rarely	40	6.98	33	5.74	56	7.07	17	4.78	54	5.65	19	9.90	66	6.20	7	8.43
Sometimes	129	22.51	113	19.65	162	20.45	80	22.47	201	21.03	41	21.35	225	21.13	17	20.48
Often	210	36.65	261	45.39	342	43.18	129	36.24	397	41.53	74	38.54	439	41.22	32	38.55
Always	116	20.24	140	24.35	175	22.10	81	22.75	220	23.01	36	18.75	242	22.72	14	16.87
Significance	***				**											

**Does the foundation require grantees to collect information on outcomes of their work?**

Never	44	7.60	46	7.82	62	7.68	28	7.78	76	7.81	14	7.22	84	7.77	6	6.98
Rarely	49	8.46	51	8.67	75	9.29	25	6.94	82	8.43	18	9.28	95	8.79	5	5.81
Sometimes	148	25.56	175	29.76	217	26.89	106	29.44	272	27.95	51	26.29	299	27.66	24	27.91
Often	168	29.02	176	29.93	248	30.73	96	26.67	288	29.60	56	28.87	318	29.42	26	30.23
Always	170	29.36	140	23.81	205	25.40	105	29.17	255	26.21	55	28.35	285	26.36	25	29.07
Significance																

**Does the foundation ever formally evaluate the work that it funds?**

No(3)	313	54.34	340	58.42	452	56.57	201	55.99	550	56.99	103	53.37	616	57.46	37	43.02
Yes	263	45.66	242	41.58	347	43.43	158	44.01	415	43.01	90	46.63	456	42.54	49	56.98
Significance													**			

**Why does the foundation conduct formal evaluations? How important are the following?(4)**

**Learn whether original objectives were achieved**

Not at all	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Not very	4	1.52	3	1.25	5	1.45	2	1.27	6	1.45	1	1.11	6	1.32	1	2.04
Somewhat	45	17.11	42	17.50	63	18.26	24	15.19	68	16.46	19	21.11	74	16.30	13	26.53
Very	214	81.37	195	81.25	277	80.29	132	83.54	339	82.08	70	77.78	374	82.38	35	71.43
Significance																

**Learn about implementation of funded work**

Not at all	3	1.16	0	0.00	0	0.00	3	1.95	3	0.74	0	0.00	3	0.67	0	0.00
Not very	5	1.94	5	2.08	7	2.03	3	1.95	9	2.21	1	1.11	9	2.00	1	2.08
Somewhat	80	31.01	62	25.83	96	27.91	46	29.87	106	25.98	36	40.00	129	28.67	13	27.08
Very	170	65.89	173	72.08	241	70.06	102	66.23	290	71.08	53	58.89	309	68.67	34	70.83
Significance																

(continued)

**TABLE 4 Foundations' Attitudes and Practices by Geographical Area Served (Continued)**

	Local				Regional				National				International			
	Non-Local		Local		Non-Regional		Regional		Non-National		National		Non-Internat'l		Internat'l	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
<b>Learn about outcomes of funded work</b>																
Not at all	2	0.78	0	0.00	0	0.00	2	1.27	2	0.48	0	0.00	2	0.44	0	0.00
Not very	1	0.39	1	0.41	1	0.29	1	0.64	2	0.48	0	0.00	2	0.44	0	0.00
Somewhat	48	18.60	49	20.33	64	18.71	33	21.02	79	19.13	18	20.93	87	19.33	10	20.41
Very	207	80.23	191	79.25	277	80.99	121	77.07	330	79.90	68	79.07	359	79.78	39	79.59
Significance																
<b>Contribute to knowledge in the field</b>																
Not at all	14	5.36	11	4.64	15	4.39	10	6.41	23	5.64	2	2.22	23	5.12	2	4.08
Not very	41	15.71	54	22.78	63	18.42	32	20.51	83	20.34	12	13.33	87	19.38	8	16.33
Somewhat	99	37.93	115	48.52	157	45.91	57	36.54	181	44.36	33	36.67	194	43.21	20	40.82
Very	107	41.00	57	24.05	107	31.29	57	36.54	121	29.66	43	47.78	145	32.29	19	38.78
Significance			***								**					
<b>Strengthen organizational practices in the field</b>																
Not at all	20	7.75	19	8.05	27	7.96	12	7.74	32	7.90	7	7.87	36	8.07	3	6.25
Not very	48	18.60	51	21.61	68	20.06	31	20.00	80	19.75	19	21.35	88	19.73	11	22.92
Somewhat	104	40.31	107	45.34	146	43.07	65	41.94	181	44.69	30	33.71	191	42.83	20	41.67
Very	86	33.33	59	25.00	98	28.91	47	30.32	112	27.65	33	37.08	131	29.37	14	29.17
Significance																
<b>Strengthen public policy</b>																
Not at all	49	18.99	59	25.00	76	22.35	32	20.78	93	22.96	15	16.85	97	21.80	11	22.45
Not very	72	27.91	74	31.36	103	30.29	43	27.92	123	30.37	23	25.84	131	29.44	15	30.61
Somewhat	86	33.33	72	30.51	104	30.59	54	35.06	127	31.36	31	34.83	145	32.58	13	26.53
Very	51	19.77	31	13.14	57	16.76	25	16.23	62	15.31	20	22.47	72	16.18	10	20.41
Significance																
<b>Strengthen its future grantmaking</b>																
Not at all	5	1.94	11	4.60	12	3.51	4	2.58	15	3.69	1	1.11	16	3.56	0	0.00
Not very	14	5.43	19	7.95	26	7.60	7	4.52	27	6.63	6	6.67	27	6.00	6	12.77
Somewhat	83	32.17	75	31.38	106	30.99	52	33.55	137	33.66	21	23.33	141	31.33	17	36.17
Very	156	60.47	134	56.07	198	57.89	92	59.35	228	56.02	62	68.89	266	59.11	24	51.06
Significance																



**For whom are the results of the foundation's evaluations intended?(4)**

<b>Grantee organizations</b>																
Not at all	66	26.29	67	29.00	104	31.23	29	19.46	105	26.52	28	32.56	122	28.05	11	23.40
Somewhat	118	47.01	101	43.72	140	42.04	79	53.02	178	44.95	41	47.67	199	45.75	20	42.55
Mainly	67	26.69	63	27.27	89	26.73	41	27.52	113	28.54	17	19.77	114	26.21	16	34.04
Significance							*									
<b>Other nonprofits in the grantee's field</b>																
Not at all	123	50.20	108	47.79	164	50.31	67	46.21	186	47.81	45	54.88	206	48.36	25	55.56
Somewhat	107	43.67	107	47.35	143	43.87	71	48.97	185	47.56	29	35.37	194	45.54	20	44.44
Mainly	15	6.12	11	4.87	19	5.83	7	4.83	18	4.63	8	9.76	26	6.10	0	0.00
Significance											*					
<b>Foundation staff</b>																
Not at all	9	3.46	11	4.72	15	4.46	5	3.18	18	4.44	2	2.27	18	4.05	2	4.08
Somewhat	39	15.00	38	16.31	54	16.07	23	14.65	62	15.31	15	17.05	72	16.22	5	10.20
Mainly	212	81.54	184	78.97	267	79.46	129	82.17	325	80.25	71	80.68	354	79.73	42	85.71
Significance																
<b>Foundation board</b>																
Not at all	5	1.92	1	0.42	3	0.87	3	1.92	5	1.22	1	1.14	5	1.11	1	2.04
Somewhat	45	17.31	39	16.32	58	16.91	26	16.67	70	17.03	14	15.91	73	16.22	11	22.45
Mainly	210	80.77	199	83.26	282	82.22	127	81.41	336	81.75	73	82.95	372	82.67	37	75.51
Significance																
<b> Policymakers</b>																
Not at all	124	50.61	108	48.00	167	51.23	65	45.14	186	48.19	46	54.76	207	48.82	25	54.35
Somewhat	84	34.29	84	37.33	110	33.74	58	40.28	143	37.05	25	29.76	154	36.32	14	30.43
Mainly	37	15.10	33	14.67	49	15.03	21	14.58	57	14.77	13	15.48	63	14.86	7	15.22
Significance																
<b>Other foundations</b>																
Not at all	105	42.51	99	43.81	147	45.09	57	38.78	167	43.04	37	43.53	181	42.29	23	51.11
Somewhat	126	51.01	110	48.67	158	48.47	78	53.06	195	50.26	41	48.24	215	50.23	21	46.67
Mainly	16	6.48	17	7.52	21	6.44	12	8.16	26	6.70	7	8.24	32	7.48	1	2.22
Significance																

**How often are the results of the foundation's evaluations made public?(4)**

Never	122	46.56	110	45.83	163	47.25	69	43.95	185	44.90	47	52.22	210	46.26	22	45.83
Rarely	48	18.32	45	18.75	66	19.13	27	17.20	81	19.66	12	13.33	78	17.18	15	31.25
Sometimes	53	20.23	44	18.33	61	17.68	36	22.93	82	19.90	15	16.67	88	19.38	9	18.75

(continued)

**TABLE 4 Foundations' Attitudes and Practices by Geographical Area Served (Continued)**

	Local				Regional				National				International			
	Non-Local		Local		Non-Regional		Regional		Non-National		National		Non-Internat'l		Internat'l	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Often	32	12.21	35	14.58	45	13.04	22	14.01	55	13.35	12	13.33	65	14.32	2	4.17
Always	7	2.67	6	2.50	10	2.90	3	1.91	9	2.18	4	4.44	13	2.86	0	0.00
Significance																
<b>How are evaluation results distributed?(5)</b>																
<b>Website</b>																
No	65	52.42	89	73.55	114	69.09	40	50.00	133	64.56	21	53.85	142	63.11	12	60.00
Yes	59	47.58	32	26.45	51	30.91	40	50.00	73	35.44	18	46.15	83	36.89	8	40.00
Significance			***				**									
<b>Published papers and reports</b>																
No	49	39.52	60	49.59	81	49.09	28	35.00	95	46.12	14	35.90	95	42.22	14	70.00
Yes	75	60.48	61	50.41	84	50.91	52	65.00	111	53.88	25	64.10	130	57.78	6	30.00
Significance							*								*	
<b>Other foundation publications</b>																
No	82	66.13	85	70.25	117	70.91	50	62.50	140	67.96	27	69.23	150	66.67	17	85.00
Yes	42	33.87	36	29.75	48	29.09	30	37.50	66	32.04	12	30.77	75	33.33	3	15.00
Significance																
<b>Conferences/meetings</b>																
No	42	33.87	53	43.80	65	39.39	30	37.50	79	38.35	16	41.03	90	40.00	5	25.00
Yes	82	66.13	68	56.20	100	60.61	50	62.50	127	61.65	23	58.97	135	60.00	15	75.00
Significance																
<b>Press releases</b>																
No	90	72.58	84	69.42	120	72.73	54	67.50	143	69.42	31	79.49	157	69.78	17	85.00
Yes	34	27.42	37	30.58	45	27.27	26	32.50	63	30.58	8	20.51	68	30.22	3	15.00
Significance																
<b>Other major distribution outlets</b>																
No	115	92.74	108	89.26	148	89.70	75	93.75	189	91.75	34	87.18	204	90.67	19	95.00
Yes	9	7.26	13	10.74	17	10.30	5	6.25	17	8.25	5	12.82	21	9.33	1	5.00
Significance																

**During the past two years did the foundation engage in any of the following activities to help evaluate or strengthen its own performance?**

<b>Conduct a strategic planning process</b>																
No	298	51.56	328	55.88	451	56.09	175	48.48	519	53.40	107	55.44	588	54.44	38	44.71
Yes	280	48.44	259	44.12	353	43.91	186	51.52	453	46.60	86	44.56	492	45.56	47	55.29
Significance					*											
<b>Conduct a board retreat</b>																
No	355	61.42	344	58.60	502	62.44	197	54.57	566	58.23	133	68.91	645	59.72	54	63.53
Yes	223	38.58	243	41.40	302	37.56	164	45.43	406	41.77	60	31.09	435	40.28	31	36.47
Significance					*				**							
<b>Conduct formal reviews of staff performance</b>																
No	257	44.46	301	51.28	418	51.99	140	38.78	463	47.63	95	49.22	522	48.33	36	42.35
Yes	321	55.54	286	48.72	386	48.01	221	61.22	509	52.37	98	50.78	558	51.67	49	57.65
Significance	*				***											
<b>Review grants for consistency with stated foundation priorities</b>																
No	233	40.31	249	42.42	333	41.42	149	41.27	411	42.28	71	36.79	443	41.02	39	45.88
Yes	345	59.69	338	57.58	471	58.58	212	58.73	561	57.72	122	63.21	637	58.98	46	54.12
Significance																
<b>Compare itself to other foundations</b>																
No	301	52.08	311	52.98	432	53.73	180	49.86	506	52.06	106	54.92	561	51.94	51	60.00
Yes	277	47.92	276	47.02	372	46.27	181	50.14	466	47.94	87	45.08	519	48.06	34	40.00
Significance																
<b>Conduct a needs assessment of its field or community</b>																
No	440	76.12	440	74.96	621	77.24	259	71.75	733	75.41	147	76.17	810	75.00	70	82.35
Yes	138	23.88	147	25.04	183	22.76	102	28.25	239	24.59	46	23.83	270	25.00	15	17.65
Significance					*											
<b>Solicit anonymous feedback from grantees</b>																
No	482	83.39	497	84.67	685	85.20	294	81.44	814	83.74	165	85.49	906	83.89	73	85.88
Yes	96	16.61	90	15.33	119	14.80	67	18.56	158	16.26	28	14.51	174	16.11	12	14.12
Significance																
<b>Solicit non-anonymous feedback from grantees</b>																
No	460	79.58	482	82.11	664	82.59	278	77.01	785	80.76	157	81.35	872	80.74	70	82.35
Yes	118	20.42	105	17.89	140	17.41	83	22.99	187	19.24	36	18.65	208	19.26	15	17.65
Significance					*											

(continued)

**TABLE 4 Foundations' Attitudes and Practices by Geographical Area Served (Continued)**

	Local				Regional				National				International				
	Non-Local		Local		Non-Regional		Regional		Non-National		National		Non-Internat'l		Internat'l		
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	
Other																	
No	549	94.98	548	93.36	753	93.66	344	95.29	915	94.14	182	94.30	1016	94.07	81	95.29	
Yes	29	5.02	39	6.64	51	6.34	17	4.71	57	5.86	11	5.70	64	5.93	4	4.71	
Significance																	
<b>Number of activities undertaken to evaluate or strengthen the foundation's own performance during the past two years</b>																	
0	65	11.25	73	12.44	109	13.56	29	8.03	112	11.52	26	13.47	126	11.67	12	14.12	
1 to 2	182	31.49	199	33.90	278	34.58	103	28.53	316	32.51	65	33.68	353	32.69	28	32.94	
3 to 5	247	42.73	244	41.57	325	40.42	166	45.98	413	42.49	78	40.41	457	42.31	34	40.00	
6 +	84	14.53	71	12.10	92	11.44	63	17.45	131	13.48	24	12.44	144	13.33	11	12.94	
Significance					***												
<b>V. Investments</b>																	
<b>During FY 2001 and FY 2002 did the foundation engage in any of the following investment practices?</b>																	
<b>Make loans or investments for projects related to the foundation's philanthropic mission</b>																	
No	478	82.99	486	83.36	662	82.85	302	83.89	804	83.06	160	83.77	902	83.99	62	72.94	
Yes	98	17.01	97	16.64	137	17.15	58	16.11	164	16.94	31	16.23	172	16.01	23	27.06	
Significance													**				
<b>Invest, or avoid investing, in a company/business sector because of its social, political, or environmental practices</b>																	
No	448	78.46	498	86.16	659	83.21	287	80.39	799	83.14	147	78.19	890	83.65	56	65.88	
Yes	123	21.54	80	13.84	133	16.79	70	19.61	162	16.86	41	21.81	174	16.35	29	34.12	
Significance	***												***				
<b>Vote proxies or join with other shareholders to influence a company's social, political, or environmental practices</b>																	
No	522	91.74	547	94.64	736	93.28	333	93.02	900	93.65	169	90.86	998	93.89	71	84.52	
Yes	47	8.26	31	5.36	53	6.72	25	6.98	61	6.35	17	9.14	65	6.11	13	15.48	
Significance													***				
<b>VI. Collaboration and Professional Involvement</b>																	
<b>Collaboration Activities (during the past two fiscal years)</b>																	
<b>Participate in a formal co-funding arrangement</b>																	
No	316	54.02	311	53.25	452	56.15	175	48.08	504	51.64	123	63.73	583	53.88	44	50.57	
Yes	269	45.98	273	46.75	353	43.85	189	51.92	472	48.36	70	36.27	499	46.12	43	49.43	
Significance					*				**								

<b>Exchange information about prospective grantees with other funders</b>																
No	164	28.03	157	26.88	233	28.94	88	24.18	258	26.43	63	32.64	295	27.26	26	29.89
Yes	421	71.97	427	73.12	572	71.06	276	75.82	718	73.57	130	67.36	787	72.74	61	70.11
Significance																
<b>Discuss issues in the foundation's interest areas with government officials</b>																
No	359	61.37	323	55.31	482	59.88	200	54.95	550	56.35	132	68.39	623	57.58	59	67.82
Yes	226	38.63	261	44.69	323	40.12	164	45.05	426	43.65	61	31.61	459	42.42	28	32.18
Significance	*								**							
<b>Belong to a local or regional association of grantmakers</b>																
No	171	29.23	115	19.69	206	25.59	80	21.98	222	22.75	64	33.16	254	23.48	32	36.78
Yes	414	70.77	469	80.31	599	74.41	284	78.02	754	77.25	129	66.84	828	76.52	55	63.22
Significance	***								**				**			
<b>Belong to a national association of grantmakers</b>																
No	199	34.02	219	37.50	295	36.65	123	33.79	359	36.78	59	30.57	389	35.95	29	33.33
Yes	386	65.98	365	62.50	510	63.35	241	66.21	617	63.22	134	69.43	693	64.05	58	66.67
Significance																
<b>Convene people from outside the foundation to inform foundation activities</b>																
No	287	49.06	310	53.08	434	53.91	163	44.78	492	50.41	105	54.40	551	50.92	46	52.87
Yes	298	50.94	274	46.92	371	46.09	201	55.22	484	49.59	88	45.60	531	49.08	41	47.13
Significance					**											
<b>Other</b>																
No	545	93.16	545	93.32	752	93.42	338	92.86	907	92.93	183	94.82	1012	93.53	78	89.66
Yes	40	6.84	39	6.68	53	6.58	26	7.14	69	7.07	10	5.18	70	6.47	9	10.34
Significance																
<b>During the past two fiscal years did the foundation actively encourage grantees to collaborate?</b>																
No	188	32.98	165	28.85	241	30.74	112	31.28	287	30.05	66	35.29	327	30.97	26	30.23
Yes	382	67.02	407	71.15	543	69.26	246	68.72	668	69.95	121	64.71	729	69.03	60	69.77
Significance																
<b>Did the foundation require the grantees to collaborate?(6)</b>																
No	210	55.41	240	59.55	329	61.38	121	49.19	370	55.81	80	67.23	416	57.54	34	57.63
Yes, sometimes	158	41.69	153	37.97	197	36.75	114	46.34	273	41.18	38	31.93	286	39.56	25	42.37
Yes, always	11	2.90	10	2.48	10	1.87	11	4.47	20	3.02	1	0.84	21	2.90	0	0.00
Significance					**				*							

(continued)

**TABLE 4 Foundations' Attitudes and Practices by Geographical Area Served (Continued)**

	Local				Regional				National				International			
	Non-Local		Local		Non-Regional		Regional		Non-National		National		Non-Internat'l		Internat'l	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
<b>VII. Communication</b>																
<b>Communication Activities (during the past two fiscal years)</b>																
<b>Have a foundation website</b>																
No	180	31.03	251	43.20	320	40.00	111	30.75	373	38.49	58	30.21	405	37.67	26	30.23
Yes	400	68.97	330	56.80	480	60.00	250	69.25	596	61.51	134	69.79	670	62.33	60	69.77
Significance	***				**				*							
<b>Post application procedures on foundation website</b>																
No	217	37.54	289	50.00	376	47.24	130	36.11	434	45.02	72	37.50	469	43.79	37	43.53
Yes	361	62.46	289	50.00	420	52.76	230	63.89	530	54.98	120	62.50	602	56.21	48	56.47
Significance	***				***											
<b>Publish annual reports</b>																
No	264	45.67	258	44.79	375	47.23	147	40.83	424	44.07	98	51.04	481	45.00	41	48.24
Yes	314	54.33	318	55.21	419	52.77	213	59.17	538	55.93	94	48.96	588	55.00	44	51.76
Significance					*											
<b>Publish newsletters</b>																
No	443	76.78	419	72.74	606	76.32	256	71.31	704	73.26	158	82.29	792	74.16	70	82.35
Yes	134	23.22	157	27.26	188	23.68	103	28.69	257	26.74	34	17.71	276	25.84	15	17.65
Significance									**							
<b>Send staff to make external presentations</b>																
No	232	40.21	239	41.49	342	43.07	129	35.93	388	40.37	83	43.23	436	40.82	35	41.18
Yes	345	59.79	337	58.51	452	56.93	230	64.07	573	59.63	109	56.77	632	59.18	50	58.82
Significance					*											
<b>Actively solicit press coverage</b>																
No	368	63.78	326	56.60	492	61.96	202	56.27	555	57.75	139	72.40	633	59.27	61	71.76
Yes	209	36.22	250	43.40	302	38.04	157	43.73	406	42.25	53	27.60	435	40.73	24	28.24
Significance	*								***				*			
<b>Hire a public relations consultant</b>																
No	488	84.58	510	88.54	704	88.66	294	81.89	830	86.37	168	87.50	921	86.24	77	90.59
Yes	89	15.42	66	11.46	90	11.34	65	18.11	131	13.63	24	12.50	147	13.76	8	9.41
Significance	*				**											

**Publish reports about foundation-sponsored work**

No	436	75.56	454	78.82	621	78.21	269	74.93	742	77.21	148	77.08	824	77.15	66	77.65
Yes	141	24.44	122	21.18	173	21.79	90	25.07	219	22.79	44	22.92	244	22.85	19	22.35
Significance																
<b>Other</b>																
No	551	95.33	539	93.58	748	94.09	342	95.26	910	94.69	180	93.26	1009	94.48	81	94.19
Yes	27	4.67	37	6.42	47	5.91	17	4.74	51	5.31	13	6.74	59	5.52	5	5.81
Significance																

**Number of communication activities (during the past two fiscal years)**

0	83	14.31	116	19.97	144	18.00	55	15.24	172	17.75	27	14.06	188	17.49	11	12.79
1 to 2	133	22.93	146	25.13	209	26.13	70	19.39	232	23.94	47	24.48	255	23.72	24	27.91
3 to 5	233	40.17	183	31.50	287	35.88	129	35.73	327	33.75	89	46.35	377	35.07	39	45.35
6 +	131	22.59	136	23.41	160	20.00	107	29.64	238	24.56	29	15.10	255	23.72	12	13.95
Significance	**				**				**							

**VIII. Opportunities for Staff Training**

**During the past two fiscal years how often did the foundation provide formal opportunities for staff development and training in the following areas?**

<b>Computers/technology</b>																
Never	165	29.73	185	33.33	258	33.86	92	26.44	291	31.43	59	32.07	328	31.84	22	27.50
Rarely	55	9.91	61	10.99	80	10.50	36	10.34	97	10.48	19	10.33	108	10.49	8	10.00
Sometimes	226	40.72	214	38.56	300	39.37	140	40.23	362	39.09	78	42.39	403	39.13	37	46.25
Often	109	19.64	95	17.12	124	16.27	80	22.99	176	19.01	28	15.22	191	18.54	13	16.25
Significance					*											
<b>Internal management</b>																
Never	213	39.89	222	41.42	319	43.52	116	34.42	355	39.58	80	46.24	403	40.67	32	40.51
Rarely	94	17.60	76	14.18	114	15.55	56	16.62	140	15.61	30	17.34	149	15.04	21	26.58
Sometimes	163	30.52	181	33.77	230	31.38	114	33.83	294	32.78	50	28.90	324	32.69	20	25.32
Often	64	11.99	57	10.63	70	9.55	51	15.13	108	12.04	13	7.51	115	11.60	6	7.59
Significance					**								*			
<b>Grantmaking</b>																
Never	158	29.04	151	27.31	224	29.75	85	24.71	246	26.77	63	35.39	288	28.26	21	26.92
Rarely	53	9.74	58	10.49	79	10.49	32	9.30	94	10.23	17	9.55	96	9.42	15	19.23
Sometimes	226	41.54	238	43.04	314	41.70	150	43.60	398	43.31	66	37.08	433	42.49	31	39.74
Often	107	19.67	106	19.17	136	18.06	77	22.38	181	19.70	32	17.98	202	19.82	11	14.10
Significance													*			

(continued)

**TABLE 4 Foundations' Attitudes and Practices by Geographical Area Served (Continued)**

	Local				Regional				National				International			
	Non-Local		Local		Non-Regional		Regional		Non-National		National		Non-Internat'l		Internat'l	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
<b>IX. Self-Assessment of Foundation Effectiveness</b>																
<b>How would you rate your foundation's effectiveness in the following areas?</b>																
<b>Asset management</b>																
Poor	6	1.04	7	1.21	11	1.38	2	0.56	10	1.04	3	1.57	10	0.94	3	3.49
Fair	54	9.38	70	12.09	87	10.94	37	10.28	109	11.31	15	7.85	117	10.94	7	8.14
Good	324	56.25	304	52.50	418	52.58	210	58.33	530	54.98	98	51.31	578	54.07	50	58.14
Excellent	192	33.33	198	34.20	279	35.09	111	30.83	315	32.68	75	39.27	364	34.05	26	30.23
Significance																
<b>Grant quality</b>																
Poor	2	0.34	0	0.00	0	0.00	2	0.55	2	0.21	0	0.00	2	0.19	0	0.00
Fair	18	3.09	22	3.79	29	3.63	11	3.03	36	3.72	4	2.04	36	3.34	4	4.71
Good	317	54.37	329	56.72	440	55.00	206	56.75	546	56.46	100	51.02	603	55.94	43	50.59
Excellent	246	42.20	229	39.48	331	41.38	144	39.67	383	39.61	92	46.94	437	40.54	38	44.71
Significance																
<b>Staffing</b>																
Poor	2	0.35	4	0.70	5	0.64	1	0.28	5	0.52	1	0.53	6	0.57	0	0.00
Fair	27	4.70	31	5.42	42	5.34	16	4.46	51	5.33	7	3.68	51	4.81	7	8.14
Good	261	45.47	254	44.41	352	44.73	163	45.40	435	45.50	80	42.11	476	44.91	39	45.35
Excellent	284	49.48	283	49.48	388	49.30	179	49.86	465	48.64	102	53.68	527	49.72	40	46.51
Significance																
<b>Grantee relations</b>																
Poor	2	0.35	0	0.00	1	0.12	1	0.28	2	0.21	0	0.00	1	0.09	1	1.18
Fair	31	5.35	21	3.59	33	4.10	19	5.28	45	4.65	7	3.57	48	4.45	4	4.71
Good	285	49.22	284	48.55	404	50.25	165	45.83	463	47.83	106	54.08	527	48.84	42	49.41
Excellent	261	45.08	280	47.86	366	45.52	175	48.61	458	47.31	83	42.35	503	46.62	38	44.71
Significance																
<b>Communications/public relations</b>																
Poor	36	6.45	40	7.14	61	7.91	15	4.32	63	6.74	13	7.10	64	6.17	12	15.00
Fair	210	37.63	190	33.93	280	36.32	120	34.58	333	35.61	67	36.61	361	34.78	39	48.75
Good	239	42.83	243	43.39	324	42.02	158	45.53	403	43.10	79	43.17	458	44.12	24	30.00
Excellent	73	13.08	87	15.54	106	13.75	54	15.56	136	14.55	24	13.11	155	14.93	5	6.25
Significance																

\*\*\*



**Leveraging resources to achieve greatest impact**

Poor	14	2.48	20	3.55	26	3.35	8	2.27	31	3.30	3	1.59	30	2.87	4	4.88
Fair	140	24.78	152	27.00	210	27.06	82	23.30	248	26.41	44	23.28	267	25.53	25	30.49
Good	274	48.50	271	48.13	365	47.04	180	51.14	451	48.03	94	49.74	509	48.66	36	43.90
Excellent	137	24.25	120	21.31	175	22.55	82	23.30	209	22.26	48	25.40	240	22.94	17	20.73
Significance																

Notes:

\*p ≤ 0.05

\*\*p ≤ 0.01

\*\*\*p ≤ 0.001

(1) For the purposes of this analysis, "should not do" and "not at all" were combined. There were very few "should not do" responses, and these responses only exceeded 10% on two parts of question 1: become actively involved in grant implementation and influence public policy.

(2) Foundations that responded "not applicable" to question 2 were excluded from this analysis. In this manner, the following cases were excluded: 87 from "Founding donor(s)," 515 from "Current donor(s)," 21 from "Board," 74 from "Staff," and 124 from "Community input."

(3) Includes 89 foundations that responded "No, but plans to do so within the next 12 months."

(4) Includes only the 510 foundations that responded "Yes" to "Does the foundation ever formally evaluate the work that it funds?"

(5) Includes only the 510 foundations that responded "Yes" to "Does the foundation ever formally evaluate the work that it funds?" but excludes the 236 foundations that responded "Never" to "How often are the results of the foundation's evaluations made public?"

(6) Includes only the 793 cases that responded "yes" to question 20a.

**TABLE 5 Foundations' Attitudes and Practices by Cluster Membership**

	High on All		High on Pro/Staff		High on Pro/Policy		Low on All	
	N	%	N	%	N	%	N	%
<b>I. Ideas about Foundation Effectiveness</b>								
<b>How important is each to achieving effectiveness?(1)</b>								
<b>Establish focused and limited grantmaking areas</b>								
Not at all	19	6.17	9	3.09	7	3.06	10	4.46
Not very	25	8.12	28	9.62	11	4.80	11	4.91
Somewhat	73	23.70	78	26.80	53	23.14	48	21.43
Very	191	62.01	176	60.48	158	69.00	155	69.20
<b>Maintain a broad grants program***</b>								
Not at all	56	18.36	47	16.15	57	25.45	70	31.39
Not very	86	28.20	90	30.93	67	29.91	65	29.15
Somewhat	71	23.28	78	26.80	66	29.46	61	27.35
Very	92	30.16	76	26.12	34	15.18	27	12.11
<b>Actively seek out social needs to address ▲ ***</b>								
Not at all	8	2.60	25	8.50	14	6.25	73	33.03
Not very	22	7.14	55	18.71	28	12.50	49	22.17
Somewhat	99	32.14	139	47.28	93	41.52	66	29.86
Very	179	58.12	75	25.51	89	39.73	33	14.93
<b>Respond to social needs identified by grant applicants***</b>								
Not at all	9	2.92	12	4.05	15	6.76	45	20.45
Not very	30	9.74	36	12.16	15	6.76	29	13.18
Somewhat	136	44.16	125	42.23	99	44.59	90	40.91
Very	133	43.18	123	41.55	93	41.89	56	25.45
<b>Engage in activities beyond grantmaking to increase impact ▲ ***</b>								
Not at all	2	0.64	23	7.80	22	9.65	98	43.95
Not very	4	1.28	41	13.90	33	14.47	51	22.87
Somewhat	58	18.53	107	36.27	80	35.09	50	22.42
Very	249	79.55	124	42.03	93	40.79	24	10.76
<b>Become actively involved in grant implementation***</b>								
Not at all	48	15.58	73	24.66	59	25.99	85	38.12
Not very	89	28.90	100	33.78	66	29.07	51	22.87
Somewhat	104	33.77	85	28.72	68	29.96	65	29.15
Very	67	21.75	38	12.84	34	14.98	22	9.87
<b>Adhere to founding donor's wishes</b>								
Not at all	12	4.03	14	4.90	6	2.67	6	2.74
Not very	20	6.71	17	5.94	16	7.11	8	3.65
Somewhat	71	23.83	58	20.28	52	23.11	30	13.70
Very	195	65.44	197	68.88	151	67.11	175	79.91
<b>Focus on root causes of major problems ▲ ***</b>								
Not at all	2	0.65	14	4.79	4	1.76	57	25.91
Not very	6	1.94	41	14.04	13	5.73	38	17.27
Somewhat	91	29.35	140	47.95	80	35.24	87	39.55
Very	211	68.06	97	33.22	130	57.27	38	17.27
<b>Influence public policy ▲ ***</b>								
Not at all	4	1.28	96	32.99	22	9.65	160	72.40
Not very	24	7.69	103	35.40	34	14.91	44	19.91

**TABLE 5 Foundations' Attitudes and Practices by Cluster Membership (Continued)**

	High on All		High on Pro/Staff		High on Pro/Policy		Low on All	
	N	%	N	%	N	%	N	%
Somewhat	139	44.55	80	27.49	101	44.30	14	6.33
Very	145	46.47	12	4.12	71	31.14	3	1.36
<b>Publicize the foundation and its work***</b>								
Not at all	12	3.86	42	14.29	33	14.35	89	39.73
Not very	56	18.01	70	23.81	81	35.22	56	25.00
Somewhat	103	33.12	83	28.23	59	25.65	54	24.11
Very	140	45.02	99	33.67	57	24.78	25	11.16
<b>Solicit advice from those outside the foundation ▲ ***</b>								
Not at all	1	0.32	7	2.36	2	0.88	41	18.47
Not very	9	2.88	24	8.11	22	9.65	45	20.27
Somewhat	63	20.13	128	43.24	84	36.84	93	41.89
Very	240	76.68	137	46.28	120	52.63	43	19.37
<b>Conduct formal evaluations of funded work***</b>								
Not at all	1	0.32	15	5.08	10	4.37	41	18.39
Not very	26	8.31	48	16.27	43	18.78	46	20.63
Somewhat	125	39.94	128	43.39	104	45.41	82	36.77
Very	161	51.44	104	35.25	72	31.44	54	24.22
<b>Have a strong organizational infrastructure ▲ ***</b>								
Not at all	1	0.32	1	0.34	8	3.51	27	12.27
Not very	6	1.92	24	8.11	45	19.74	44	20.00
Somewhat	52	16.67	77	26.01	59	25.88	69	31.36
Very	253	81.09	194	65.54	116	50.88	80	36.36
<b>Have an involved board***</b>								
Not at all	1	0.32	1	0.34	5	2.18	1	0.45
Not very	6	1.92	11	3.74	19	8.30	12	5.36
Somewhat	57	18.27	58	19.73	58	25.33	54	24.11
Very	248	79.49	224	76.19	147	64.19	157	70.09
<b>Employ minimal staff***</b>								
Not at all	54	17.53	13	4.48	21	9.29	6	2.71
Not very	62	20.13	43	14.83	27	11.95	8	3.62
Somewhat	114	37.01	123	42.41	70	30.97	47	21.27
Very	78	25.32	111	38.28	108	47.79	160	72.40
<b>Collaborate with external groups/organizations ▲ ***</b>								
Not at all	0	0.00	5	1.69	6	2.62	47	21.27
Not very	2	0.64	29	9.80	22	9.61	54	24.43
Somewhat	65	20.77	100	33.78	83	36.24	96	43.44
Very	246	78.59	162	54.73	118	51.53	24	10.86
<b>Join grantmakers' associations ▲ ***</b>								
Not at all	4	1.29	4	1.36	19	8.26	63	28.38
Not very	24	7.72	44	14.92	42	18.26	57	25.68
Somewhat	140	45.02	127	43.05	92	40.00	70	31.53
Very	143	45.98	120	40.68	77	33.48	32	14.41

(continued)

**TABLE 5 Foundations' Attitudes and Practices by Cluster Membership (Continued)**

	High on All		High on Pro/Staff		High on Pro/Policy		Low on All	
	N	%	N	%	N	%	N	%
<b>II. Approaches to Grantmaking</b>								
<b>How influential were the following in formulating the foundation's grantmaking program priorities?(2)</b>								
<b>Founding donor(s)***</b>								
Not at all	19	6.91	19	6.93	4	1.87	8	3.86
Not very	25	9.09	18	6.57	20	9.35	7	3.38
Somewhat	81	29.45	51	18.61	42	19.63	28	13.53
Very	150	54.55	186	67.88	148	69.16	164	79.23
<b>Current donor(s)**</b>								
Not at all	11	6.25	9	5.56	5	4.10	12	15.19
Not very	12	6.82	19	11.73	7	5.74	3	3.80
Somewhat	52	29.55	33	20.37	34	27.87	12	15.19
Very	101	57.39	101	62.35	76	62.30	52	65.82
<b>Board</b>								
Not at all	2	0.65	0	0.00	7	3.20	3	1.37
Not very	9	2.92	8	2.79	6	2.74	10	4.57
Somewhat	67	21.75	75	26.13	47	21.46	45	20.55
Very	230	74.68	204	71.08	159	72.60	161	73.52
<b>Staff***</b>								
Not at all	2	0.66	12	4.27	17	8.06	41	22.53
Not very	20	6.58	43	15.30	31	14.69	42	23.08
Somewhat	81	26.64	115	40.93	85	40.28	52	28.57
Very	201	66.12	111	39.50	78	36.97	47	25.82
<b>Community input***</b>								
Not at all	16	5.46	42	15.73	34	17.80	64	37.21
Not very	41	13.99	56	20.97	50	26.18	44	25.58
Somewhat	119	40.61	113	42.32	71	37.17	58	33.72
Very	117	39.93	56	20.97	36	18.85	6	3.49
<b>What does the foundation try to achieve in grantmaking?</b>								
<b>Strengthen particular organization(s)***</b>								
Not at all	9	2.92	17	5.82	15	6.55	39	17.65
Not very	17	5.52	34	11.64	29	12.66	25	11.31
Somewhat	118	38.31	129	44.18	110	48.03	84	38.01
Very	164	53.25	112	38.36	75	32.75	73	33.03
<b>Strengthen particular field(s) of activity***</b>								
Not at all	4	1.29	5	1.70	7	3.06	26	11.71
Not very	33	10.65	31	10.54	21	9.17	28	12.61
Somewhat	97	31.29	120	40.82	73	31.88	73	32.88
Very	176	56.77	138	46.94	128	55.90	95	42.79
<b>Strengthen particular group(s)***</b>								
Not at all	9	2.94	17	5.86	18	7.96	40	18.26
Not very	49	16.01	52	17.93	37	16.37	40	18.26
Somewhat	115	37.58	133	45.86	84	37.17	81	36.99
Very	133	43.46	88	30.34	87	38.50	58	26.48

**TABLE 5 Foundations' Attitudes and Practices by Cluster Membership (Continued)**

	High on All		High on Pro/Staff		High on Pro/Policy		Low on All	
	N	%	N	%	N	%	N	%
<b>Strengthen the foundation's local community or region***</b>								
Not at all	17	5.52	10	3.41	24	10.53	44	19.91
Not very	24	7.79	40	13.65	34	14.91	31	14.03
Somewhat	48	15.58	77	26.28	63	27.63	68	30.77
Very	219	71.10	166	56.66	107	46.93	78	35.29
<b>Strengthen social change and/or strategies for change ▲ ***</b>								
Not at all	2	0.65	24	8.28	5	2.21	103	46.61
Not very	19	6.15	103	35.52	34	15.04	72	32.58
Somewhat	118	38.19	127	43.79	92	40.71	43	19.46
Very	170	55.02	36	12.41	95	42.04	3	1.36
<b>During the past two fiscal years, how often did the foundation make grants for the following purposes?</b>								
<b>General operating support***</b>								
Never	14	4.50	43	14.63	25	10.87	59	26.46
Rarely	75	24.12	57	19.39	48	20.87	41	18.39
Sometimes	106	34.08	107	36.39	79	34.35	49	21.97
Often	116	37.30	87	29.59	78	33.91	74	33.18
<b>Organizational/management development ▲ ***</b>								
Never	4	1.28	48	16.27	45	19.91	114	51.82
Rarely	45	14.42	108	36.61	85	37.61	65	29.55
Sometimes	152	48.72	118	40.00	74	32.74	37	16.82
Often	111	35.58	21	7.12	22	9.73	4	1.82
<b>Research***</b>								
Never	66	21.09	117	39.80	72	31.30	124	56.62
Rarely	126	40.26	103	35.03	77	33.48	45	20.55
Sometimes	89	28.43	45	15.31	54	23.48	34	15.53
Often	32	10.22	29	9.86	27	11.74	16	7.31
<b>Advocacy ▲ ***</b>								
Never	40	12.94	166	56.66	38	16.89	165	75.69
Rarely	82	26.54	85	29.01	71	31.56	28	12.84
Sometimes	133	43.04	37	12.63	76	33.78	22	10.09
Often	54	17.48	5	1.71	40	17.78	3	1.38
<b>Foundation-designed initiatives ▲ ***</b>								
Never	34	11.04	73	24.91	66	28.95	126	57.80
Rarely	44	14.29	82	27.99	49	21.49	32	14.68
Sometimes	121	39.29	93	31.74	75	32.89	30	13.76
Often	109	35.39	45	15.36	38	16.67	30	13.76
<b>Unsolicited proposals***</b>								
Never	52	16.94	61	21.03	41	18.14	90	40.72
Rarely	64	20.85	53	18.28	60	26.55	36	16.29
Sometimes	82	26.71	76	26.21	53	23.45	38	17.19
Often	109	35.50	100	34.48	72	31.86	57	25.79
<b>During the past two fiscal years how often did the foundation make grants of three years or longer?***</b>								
Never	62	19.87	88	29.93	76	33.19	86	38.39
Rarely	92	29.49	93	31.63	73	31.88	40	17.86

(continued)

**TABLE 5 Foundations' Attitudes and Practices by Cluster Membership (Continued)**

	High on All		High on Pro/Staff		High on Pro/Policy		Low on All	
	N	%	N	%	N	%	N	%
Sometimes	90	28.85	85	28.91	52	22.71	69	30.80
Often	62	19.87	27	9.18	25	10.92	25	11.16
Always	6	1.92	1	0.34	3	1.31	4	1.79

**During the past two fiscal years how often did the foundation provide the following types of non-financial support to grantees?**

**Board Development ▲ \*\*\***

Never	47	15.06	172	58.11	158	69.30	188	83.93
Rarely	54	17.31	64	21.62	36	15.79	24	10.71
Sometimes	165	52.88	52	17.57	29	12.72	10	4.46
Often	46	14.74	8	2.70	5	2.19	2	0.89

**Strategy and planning ▲ \*\*\***

Never	12	3.87	119	40.20	98	42.79	170	75.89
Rarely	41	13.23	74	25.00	64	27.95	30	13.39
Sometimes	167	53.87	90	30.41	55	24.02	22	9.82
Often	90	29.03	13	4.39	12	5.24	2	0.89

**Fundraising assistance ▲ \*\*\***

Never	27	8.68	119	40.48	101	44.49	165	74.32
Rarely	64	20.58	79	26.87	64	28.19	27	12.16
Sometimes	150	48.23	83	28.23	54	23.79	25	11.26
Often	70	22.51	13	4.42	8	3.52	5	2.25

**Communications and public relations ▲ \*\*\***

Never	30	9.71	145	49.15	132	57.89	188	85.84
Rarely	102	33.01	102	34.58	66	28.95	22	10.05
Sometimes	140	45.31	46	15.59	27	11.84	8	3.65
Often	37	11.97	2	0.68	3	1.32	1	0.46

**Technology-related training ▲ \*\*\***

Never	82	26.62	204	69.15	171	74.35	201	89.73
Rarely	110	35.71	66	22.37	41	17.83	14	6.25
Sometimes	86	27.92	22	7.46	14	6.09	6	2.68
Often	30	9.74	3	1.02	4	1.74	3	1.34

**Host grantee convenings ▲ \*\*\***

Never	25	8.01	144	48.81	131	57.46	189	85.52
Rarely	48	15.38	72	24.41	44	19.30	16	7.24
Sometimes	142	45.51	68	23.05	39	17.11	16	7.24
Often	97	31.09	11	3.73	14	6.14	0	0.00

**III. Application and Review Process**

**How often did each of the following apply to the foundation's application and review process during the past two years?**

**Unsolicited applications received serious consideration**

Never	34	11.11	27	9.18	25	11.01	41	18.64
Rarely	49	16.01	41	13.95	46	20.26	31	14.09
Sometimes	55	17.97	63	21.43	46	20.26	34	15.45
Often	58	18.95	65	22.11	43	18.94	47	21.36
Always	110	35.95	98	33.33	67	29.52	67	30.45

**TABLE 5 Foundations' Attitudes and Practices by Cluster Membership (Continued)**

	High on All		High on Pro/Staff		High on Pro/Policy		Low on All	
	N	%	N	%	N	%	N	%
<b>Written grant guidelines were available to public***</b>								
Never	12	3.87	12	4.14	21	9.25	31	14.03
Rarely	3	0.97	3	1.03	5	2.20	6	2.71
Sometimes	9	2.90	7	2.41	10	4.41	9	4.07
Often	11	3.55	20	6.90	21	9.25	12	5.43
Always	275	88.71	248	85.52	170	74.89	163	73.76
<b>A common application form was accepted</b>								
Never	122	39.87	145	50.35	98	44.55	109	50.46
Rarely	42	13.73	28	9.72	26	11.82	13	6.02
Sometimes	38	12.42	23	7.99	24	10.91	20	9.26
Often	18	5.88	27	9.38	13	5.91	15	6.94
Always	86	28.10	65	22.57	59	26.82	59	27.31
<b>Applications were accepted electronically***</b>								
Never	144	46.75	195	66.55	153	68.00	180	81.45
Rarely	35	11.36	34	11.60	21	9.33	19	8.60
Sometimes	49	15.91	31	10.58	23	10.22	9	4.07
Often	33	10.71	21	7.17	12	5.33	4	1.81
Always	47	15.26	12	4.10	16	7.11	9	4.07
<b>Summary proposal encouraged/required prior to full proposal***</b>								
Never	73	23.70	95	32.76	68	30.09	115	52.04
Rarely	37	12.01	40	13.79	31	13.72	24	10.86
Sometimes	54	17.53	46	15.86	34	15.04	35	15.84
Often	55	17.86	43	14.83	33	14.60	18	8.14
Always	89	28.90	66	22.76	60	26.55	29	13.12
<b>Staff helped applicants develop proposals***</b>								
Never	17	5.50	53	18.21	52	23.11	108	49.09
Rarely	48	15.53	64	21.99	47	20.89	34	15.45
Sometimes	105	33.98	110	37.80	80	35.56	55	25.00
Often	118	38.19	59	20.27	43	19.11	20	9.09
Always	21	6.80	5	1.72	3	1.33	3	1.36
<b>Staff conducted site visits***</b>								
Never	6	1.94	18	6.14	27	11.89	67	30.59
Rarely	16	5.18	34	11.60	36	15.86	36	16.44
Sometimes	65	21.04	93	31.74	56	24.67	55	25.11
Often	128	41.42	103	35.15	75	33.04	43	19.63
Always	94	30.42	45	15.36	33	14.54	18	8.22
<b>Trustees conducted site visits**</b>								
Never	63	20.45	58	19.93	63	27.75	69	31.36
Rarely	105	34.09	96	32.99	51	22.47	41	18.64
Sometimes	84	27.27	81	27.84	68	29.96	69	31.36
Often	34	11.04	42	14.43	35	15.42	29	13.18
Always	22	7.14	14	4.81	10	4.41	12	5.45
<b>Applicants of rejected proposals were notified***</b>								
Never	3	0.98	2	0.68	4	1.75	9	4.07
Rarely	2	0.65	0	0.00	1	0.44	4	1.81
Sometimes	1	0.33	4	1.37	6	2.63	11	4.98

(continued)

**TABLE 5 Foundations' Attitudes and Practices by Cluster Membership (Continued)**

	High on All		High on Pro/Staff		High on Pro/Policy		Low on All	
	N	%	N	%	N	%	N	%
Often	9	2.93	11	3.75	13	5.70	9	4.07
Always	292	95.11	276	94.20	204	89.47	188	85.07
<b>How important were the following criteria in the foundation's grantmaking decisions during the past two fiscal years?</b>								
<b>Strength of proposal***</b>								
Not at all	1	0.33	4	1.38	4	1.79	16	7.37
Not very	4	1.31	11	3.79	11	4.93	13	5.99
Somewhat	66	21.57	79	27.24	68	30.49	72	33.18
Very	235	76.80	196	67.59	140	62.78	116	53.46
<b>Fit with foundation's pre-set priorities</b>								
Not at all	4	1.30	4	1.37	2	0.88	3	1.35
Not very	11	3.57	13	4.45	7	3.10	5	2.25
Somewhat	41	13.31	38	13.01	25	11.06	23	10.36
Very	252	81.82	237	81.16	192	84.96	191	86.04
<b>Donor(s) interest in cause</b>								
Not at all	55	18.77	30	10.60	34	15.67	44	20.95
Not very	40	13.65	34	12.01	23	10.60	21	10.00
Somewhat	88	30.03	97	34.28	61	28.11	54	25.71
Very	110	37.54	122	43.11	99	45.62	91	43.33
<b>Board member(s) interest in cause***</b>								
Not at all	31	10.20	24	8.19	15	6.73	17	7.76
Not very	89	29.28	57	19.45	28	12.56	26	11.87
Somewhat	115	37.83	138	47.10	84	37.67	82	37.44
Very	69	22.70	74	25.26	96	43.05	94	42.92
<b>Staff input***</b>								
Not at all	6	1.96	16	5.48	11	4.91	50	23.26
Not very	15	4.90	31	10.62	36	16.07	48	22.33
Somewhat	116	37.91	150	51.37	86	38.39	76	35.35
Very	169	55.23	95	32.53	91	40.63	41	19.07
<b>Availability of matching funds***</b>								
Not at all	39	12.79	55	18.90	49	21.78	93	42.47
Not very	91	29.84	97	33.33	73	32.44	52	23.74
Somewhat	144	47.21	106	36.43	80	35.56	57	26.03
Very	31	10.16	33	11.34	23	10.22	17	7.76
<b>Presence of measurable outcomes ▲ ***</b>								
Not at all	2	0.65	5	1.70	6	2.64	35	15.98
Not very	25	8.12	41	13.95	35	15.42	41	18.72
Somewhat	146	47.40	155	52.72	118	51.98	98	44.75
Very	135	43.83	93	31.63	68	29.96	45	20.55
<b>Innovativeness***</b>								
Not at all	3	0.98	13	4.45	8	3.54	46	20.91
Not very	36	11.76	64	21.92	39	17.26	57	25.91
Somewhat	162	52.94	148	50.68	126	55.75	95	43.18
Very	105	34.31	67	22.95	53	23.45	22	10.00



**TABLE 5 Foundations' Attitudes and Practices by Cluster Membership (Continued)**

	High on All		High on Pro/Staff		High on Pro/Policy		Low on All	
	N	%	N	%	N	%	N	%
<b>Low risk of failure***</b>								
Not at all	45	14.66	25	8.53	31	13.72	46	20.81
Not very	142	46.25	100	34.13	76	33.63	53	23.98
Somewhat	102	33.22	138	47.10	97	42.92	91	41.18
Very	18	5.86	30	10.24	22	9.73	31	14.03
<b>Ethnic/racial diversity of applicant's board/staff***</b>								
Not at all	56	18.18	112	38.23	103	45.78	148	67.89
Not very	107	34.74	110	37.54	67	29.78	42	19.27
Somewhat	104	33.77	60	20.48	43	19.11	25	11.47
Very	41	13.31	11	3.75	12	5.33	3	1.38
<b>Gender diversity of applicant's board/staff***</b>								
Not at all	68	22.08	125	42.81	113	50.45	150	69.44
Not very	127	41.23	112	38.36	69	30.80	46	21.30
Somewhat	83	26.95	46	15.75	37	16.52	17	7.87
Very	30	9.74	9	3.08	5	2.23	3	1.39
<b>IV. Monitoring and Evaluation</b>								
<b>How does the foundation monitor whether grant funds are used as specified?</b>								
<b>Site visits***</b>								
Never	4	1.30	10	3.39	12	5.38	41	18.55
Rarely	30	9.74	32	10.85	39	17.49	40	18.10
Sometimes	112	36.36	142	48.14	83	37.22	85	38.46
Often	110	35.71	76	25.76	64	28.70	42	19.00
Always	52	16.88	35	11.86	25	11.21	13	5.88
<b>Interim reports required***</b>								
Never	15	4.92	29	9.90	32	14.16	56	25.69
Rarely	30	9.84	57	19.45	30	13.27	35	16.06
Sometimes	66	21.64	64	21.84	60	26.55	46	21.10
Often	60	19.67	44	15.02	35	15.49	26	11.93
Always	134	43.93	99	33.79	69	30.53	55	25.23
<b>Final reports required***</b>								
Never	3	0.98	4	1.39	4	1.78	29	13.30
Rarely	6	1.96	16	5.56	9	4.00	27	12.39
Sometimes	9	2.94	28	9.72	29	12.89	23	10.55
Often	27	8.82	39	13.54	28	12.44	26	11.93
Always	261	85.29	201	69.79	155	68.89	113	51.83
<b>Puts representative on grantee board*</b>								
Never	208	67.97	226	76.61	171	75.33	180	82.57
Rarely	59	19.28	42	14.24	35	15.42	28	12.84
Sometimes	32	10.46	21	7.12	17	7.49	8	3.67
Often	7	2.29	6	2.03	4	1.76	2	0.92
Always	0	0.00	0	0.00	0	0.00	0	0.00
<b>Puts representative on grantee advisory committee***</b>								
Never	176	57.70	213	72.45	167	73.57	187	85.39
Rarely	81	26.56	55	18.71	34	14.98	26	11.87
Sometimes	39	12.79	19	6.46	23	10.13	6	2.74

(continued)

**TABLE 5 Foundations' Attitudes and Practices by Cluster Membership (Continued)**

	High on All		High on Pro/Staff		High on Pro/Policy		Low on All	
	N	%	N	%	N	%	N	%
Often	8	2.62	6	2.04	2	0.88	0	0.00
Always	1	0.33	1	0.34	1	0.44	0	0.00
<b>By its ongoing involvement in the community/field***</b>								
Never	8	2.62	19	6.51	17	7.59	50	22.83
Rarely	7	2.30	22	7.53	21	9.38	19	8.68
Sometimes	52	17.05	69	23.63	52	23.21	52	23.74
Often	137	44.92	131	44.86	89	39.73	68	31.05
Always	101	33.11	51	17.47	45	20.09	30	13.70
<b>Does the foundation require grantees to collect information on outcomes of their work?***</b>								
Never	5	1.61	18	6.08	16	7.02	44	20.00
Rarely	12	3.87	20	6.76	22	9.65	37	16.82
Sometimes	76	24.52	90	30.41	64	28.07	53	24.09
Often	114	36.77	86	29.05	58	25.44	47	21.36
Always	103	33.23	82	27.70	68	29.82	39	17.73
<b>Does the foundation ever formally evaluate the work that it funds?***</b>								
No(3)	119	38.51	169	58.28	143	63.00	159	72.27
Yes	190	61.49	121	41.72	84	37.00	61	27.73
<b>Why does the foundation conduct formal evaluations? How important are the following?(4)</b>								
<b>Learn whether original objectives were achieved*</b>								
Not at all	0	0.00	0	0.00	0	0.00	0	0.00
Not very	3	1.58	2	1.65	0	0.00	0	0.00
Somewhat	37	19.47	29	23.97	6	7.14	6	10.00
Very	150	78.95	90	74.38	78	92.86	54	90.00
<b>Learn about implementation of funded work**</b>								
Not at all	0	0.00	0	0.00	0	0.00	2	3.33
Not very	6	3.16	2	1.67	1	1.22	1	1.67
Somewhat	58	30.53	39	32.50	24	29.27	7	11.67
Very	126	66.32	79	65.83	57	69.51	50	83.33
<b>Learn about outcomes of funded work*</b>								
Not at all	0	0.00	0	0.00	0	0.00	2	3.28
Not very	0	0.00	1	0.83	0	0.00	0	0.00
Somewhat	29	15.34	30	25.00	12	14.63	11	18.03
Very	160	84.66	89	74.17	70	85.37	48	78.69
<b>Contribute to knowledge in the field***</b>								
Not at all	1	0.53	11	9.17	4	4.76	8	13.33
Not very	24	12.83	30	25.00	18	21.43	15	25.00
Somewhat	73	39.04	57	47.50	31	36.90	23	38.33
Very	89	47.59	22	18.33	31	36.90	14	23.33
<b>Strengthen organizational practices in the field***</b>								
Not at all	1	0.53	8	6.84	9	10.84	13	21.67
Not very	21	11.05	25	21.37	21	25.30	23	38.33
Somewhat	86	45.26	59	50.43	30	36.14	16	26.67
Very	82	43.16	25	21.37	23	27.71	8	13.33

**TABLE 5 Foundations' Attitudes and Practices by Cluster Membership (Continued)**

	High on All		High on Pro/Staff		High on Pro/Policy		Low on All	
	N	%	N	%	N	%	N	%
<b>Strengthen public policy***</b>								
Not at all	5	2.63	40	33.33	14	17.28	34	56.67
Not very	44	23.16	51	42.50	17	20.99	19	31.67
Somewhat	80	42.11	26	21.67	36	44.44	6	10.00
Very	61	32.11	3	2.50	14	17.28	1	1.67
<b>Strengthen its future grantmaking***</b>								
Not at all	2	1.05	3	2.48	1	1.22	8	13.79
Not very	3	1.58	12	9.92	8	9.76	3	5.17
Somewhat	44	23.16	38	31.40	27	32.93	29	50.00
Very	141	74.21	68	56.20	46	56.10	18	31.03
<b>For whom are the results of the foundation's evaluations intended?(4)</b>								
<b>Grantee organizations***</b>								
Not at all	23	12.37	35	29.91	25	31.65	37	61.67
Somewhat	92	49.46	62	52.99	37	46.84	14	23.33
Mainly	71	38.17	20	17.09	17	21.52	9	15.00
<b>Other nonprofits in the grantee's field***</b>								
Not at all	53	29.28	66	56.90	46	58.97	47	81.03
Somewhat	107	59.12	48	41.38	30	38.46	11	18.97
Mainly	21	11.60	2	1.72	2	2.56	0	0.00
<b>Foundation staff***</b>								
Not at all	3	1.60	2	1.65	1	1.25	12	19.67
Somewhat	29	15.43	18	14.88	12	15.00	9	14.75
Mainly	156	82.98	101	83.47	67	83.75	40	65.57
<b>Foundation board*</b>								
Not at all	1	0.53	1	0.83	2	2.41	0	0.00
Somewhat	42	22.11	23	19.17	7	8.43	5	8.20
Mainly	147	77.37	96	80.00	74	89.16	56	91.80
<b> Policymakers***</b>								
Not at all	49	26.78	78	68.42	41	52.56	43	72.88
Somewhat	96	52.46	32	28.07	23	29.49	9	15.25
Mainly	38	20.77	4	3.51	14	17.95	7	11.86
<b>Other foundations***</b>								
Not at all	49	26.78	55	47.83	42	53.16	43	74.14
Somewhat	112	61.20	60	52.17	31	39.24	14	24.14
Mainly	22	12.02	0	0.00	6	7.59	1	1.72
<b>How often are the results of the foundation's evaluations made public?(4)***</b>								
Never	44	23.28	65	53.72	51	60.71	46	76.67
Rarely	39	20.63	28	23.14	11	13.10	4	6.67
Sometimes	60	31.75	15	12.40	14	16.67	3	5.00
Often	42	22.22	10	8.26	7	8.33	3	5.00
Always	4	2.12	3	2.48	1	1.19	4	6.67

(continued)

**TABLE 5 Foundations' Attitudes and Practices by Cluster Membership (Continued)**

	High on All		High on Pro/Staff		High on Pro/Policy		Low on All	
	N	%	N	%	N	%	N	%
<b>How are evaluation results distributed?(5)</b>								
<b>Website**</b>								
No	73	52.90	35	74.47	21	72.41	11	84.62
Yes	65	47.10	12	25.53	8	27.59	2	15.38
<b>Published papers and reports*</b>								
No	49	35.51	24	51.06	17	58.62	9	69.23
Yes	89	64.49	23	48.94	12	41.38	4	30.77
<b>Other foundation publications</b>								
No	88	63.77	31	65.96	25	86.21	9	69.23
Yes	50	36.23	16	34.04	4	13.79	4	30.77
<b>Conferences/meetings*</b>								
No	42	30.43	19	40.43	17	58.62	7	53.85
Yes	96	69.57	28	59.57	12	41.38	6	46.15
<b>Press releases</b>								
No	90	65.22	37	78.72	23	79.31	9	69.23
Yes	48	34.78	10	21.28	6	20.69	4	30.77
<b>Other major distribution outlets</b>								
No	129	93.48	44	93.62	25	86.21	11	84.62
Yes	9	6.52	3	6.38	4	13.79	2	15.38
<b>During the past two years did the foundation engage in any of the following activities to help evaluate or strengthen its own performance?</b>								
<b>Conduct a strategic planning process***</b>								
No	98	31.41	144	48.81	148	65.20	169	76.13
Yes	214	68.59	151	51.19	79	34.80	53	23.87
<b>Conduct a board retreat***</b>								
No	116	37.18	159	53.90	160	70.48	192	86.49
Yes	196	62.82	136	46.10	67	29.52	30	13.51
<b>Conduct formal reviews of staff performance***</b>								
No	54	17.31	110	37.29	145	63.88	175	78.83
Yes	258	82.69	185	62.71	82	36.12	47	21.17
<b>Review grants for consistency with stated foundation priorities***</b>								
No	104	33.33	111	37.63	111	48.90	118	53.15
Yes	208	66.67	184	62.37	116	51.10	104	46.85
<b>Compare itself to other foundations***</b>								
No	103	33.01	143	48.47	134	59.03	172	77.48
Yes	209	66.99	152	51.53	93	40.97	50	22.52
<b>Conduct a needs assessment of its field or community***</b>								
No	174	55.77	230	77.97	185	81.50	203	91.44
Yes	138	44.23	65	22.03	42	18.50	19	8.56

**TABLE 5 Foundations' Attitudes and Practices by Cluster Membership (Continued)**

	High on All		High on Pro/Staff		High on Pro/Policy		Low on All	
	N	%	N	%	N	%	N	%
<b>Solicit anonymous feedback from grantees***</b>								
No	203	65.06	250	84.75	209	92.07	216	97.30
Yes	109	34.94	45	15.25	18	7.93	6	2.70
<b>Solicit non-anonymous feedback from grantees***</b>								
No	198	63.46	237	80.34	199	87.67	213	95.95
Yes	114	36.54	58	19.66	28	12.33	9	4.05
<b>Other</b>								
No	289	92.63	278	94.24	218	96.04	210	94.59
Yes	23	7.37	17	5.76	9	3.96	12	5.41
<b>Number of activities undertaken to evaluate or strengthen the foundation's own performance during the past two years***</b>								
0	3	0.96	15	5.08	38	16.74	65	29.28
1 to 2	40	12.82	90	30.51	99	43.61	114	51.35
3 to 5	162	51.92	162	54.92	78	34.36	42	18.92
6 +	107	34.29	28	9.49	12	5.29	1	0.45
<b>V. Investments</b>								
<b>During FY 2001 and FY 2002 did the foundation engage in any of the following investment practices?</b>								
<b>Make loans or investments for projects related to the foundation's philanthropic mission***</b>								
No	217	70.00	260	88.44	195	86.67	199	90.05
Yes	93	30.00	34	11.56	30	13.33	22	9.95
<b>Invest, or avoid investing, in a company/business sector because of its social, political, or environmental practices***</b>								
No	241	78.25	256	87.67	170	76.58	198	90.00
Yes	67	21.75	36	12.33	52	23.42	22	10.00
<b>Vote proxies or join with other shareholders to influence a company's social, political, or environmental practices*</b>								
No	281	91.83	278	95.21	200	89.69	212	95.93
Yes	25	8.17	14	4.79	23	10.31	9	4.07
<b>VI. Collaboration and Professional Involvement</b>								
<b>Collaboration Activities (during the past two fiscal years)</b>								
<b>Participate in a formal co-funding arrangement***</b>								
No	90	28.85	156	52.70	140	61.14	175	79.55
Yes	222	71.15	140	47.30	89	38.86	45	20.45
<b>Exchange information about prospective grantees with other funders***</b>								
No	33	10.58	61	20.61	72	31.44	126	57.27
Yes	279	89.42	235	79.39	157	68.56	94	42.73
<b>Discuss issues in the foundation's interest areas with government officials***</b>								
No	76	24.36	186	62.84	149	65.07	193	87.73
Yes	236	75.64	110	37.16	80	34.93	27	12.27

(continued)

**TABLE 5 Foundations' Attitudes and Practices by Cluster Membership (Continued)**

	High on All		High on Pro/Staff		High on Pro/Policy		Low on All	
	N	%	N	%	N	%	N	%
<b>Belong to a local or regional association of grantmakers***</b>								
No	22	7.05	33	11.15	63	27.51	129	58.64
Yes	290	92.95	263	88.85	166	72.49	91	41.36
<b>Belong to a national association of grantmakers***</b>								
No	48	15.38	93	31.42	101	44.10	141	64.09
Yes	264	84.62	203	68.58	128	55.90	79	35.91
<b>Convene people from outside the foundation to inform foundation activities***</b>								
No	46	14.74	146	49.32	139	60.70	196	89.09
Yes	266	85.26	150	50.68	90	39.30	24	10.91
<b>Other***</b>								
No	277	88.78	282	95.27	216	94.32	216	98.18
Yes	35	11.22	14	4.73	13	5.68	4	1.82
<b>During the past two fiscal years did the foundation actively encourage grantees to collaborate?***</b>								
No	22	7.17	65	22.41	81	36.49	147	66.52
Yes	285	92.83	225	77.59	141	63.51	74	33.48
<b>Did the foundation require the grantees to collaborate?(6)***</b>								
No	129	45.74	141	62.95	90	64.75	49	67.12
Yes, sometimes	143	50.71	76	33.93	47	33.81	23	31.51
Yes, always	10	3.55	7	3.13	2	1.44	1	1.37
<b>VII. Communication</b>								
<b>Communication Activities (during the past two fiscal years)</b>								
<b>Have a foundation website***</b>								
No	37	11.82	88	29.73	105	47.51	156	69.96
Yes	276	88.18	208	70.27	116	52.49	67	30.04
<b>Post application procedures on foundation website***</b>								
No	63	20.19	114	38.51	118	53.64	162	72.65
Yes	249	79.81	182	61.49	102	46.36	61	27.35
<b>Publish annual reports***</b>								
No	67	21.47	119	40.34	119	54.09	159	71.30
Yes	245	78.53	176	59.66	101	45.91	64	28.70
<b>Publish newsletters***</b>								
No	170	54.49	206	69.83	185	84.09	212	95.07
Yes	142	45.51	89	30.17	35	15.91	11	4.93
<b>Send staff to make external presentations***</b>								
No	20	6.41	93	31.53	122	55.45	182	81.61
Yes	292	93.59	202	68.47	98	44.55	41	18.39
<b>Actively solicit press coverage***</b>								
No	103	33.01	161	54.58	157	71.36	193	86.55
Yes	209	66.99	134	45.42	63	28.64	30	13.45

**TABLE 5 Foundations' Attitudes and Practices by Cluster Membership (Continued)**

	High on All		High on Pro/Staff		High on Pro/Policy		Low on All	
	N	%	N	%	N	%	N	%
<b>Hire a public relations consultant***</b>								
No	221	70.83	264	89.49	200	90.91	219	98.21
Yes	91	29.17	31	10.51	20	9.09	4	1.79
<b>Publish reports about foundation-sponsored work***</b>								
No	175	56.09	234	79.32	186	84.55	209	93.72
Yes	137	43.91	61	20.68	34	15.45	14	6.28
<b>Other</b>								
No	292	93.59	280	94.92	211	95.48	210	94.17
Yes	20	6.41	15	5.08	10	4.52	13	5.83
<b>Number of communication activities (during the past two fiscal years)***</b>								
0	2	0.64	29	9.80	50	22.62	95	42.60
1 to 2	27	8.63	68	22.97	69	31.22	81	36.32
3 to 5	129	41.21	133	44.93	71	32.13	45	20.18
6 +	155	49.52	66	22.30	31	14.03	2	0.90

**VIII. Opportunities for Staff Training**

**During the past two fiscal years how often did the foundation provide formal opportunities for staff development and training in the following areas?**

<b>Computers/technology ▲ ***</b>								
Never	9	2.91	13	4.47	144	62.61	168	75.34
Rarely	17	5.50	27	9.28	40	17.39	24	10.76
Sometimes	168	54.37	175	60.14	46	20.00	29	13.00
Often	115	37.22	76	26.12	0	0.00	2	0.90
<b>Internal management ▲ ***</b>								
Never	16	5.25	21	7.50	185	80.79	198	88.79
Rarely	58	19.02	49	17.50	34	14.85	24	10.76
Sometimes	161	52.79	164	58.57	9	3.93	1	0.45
Often	70	22.95	46	16.43	1	0.44	0	0.00
<b>Grantmaking ▲ ***</b>								
Never	8	2.59	4	1.39	114	50.67	170	76.92
Rarely	27	8.74	20	6.94	35	15.56	21	9.50
Sometimes	169	54.69	176	61.11	73	32.44	25	11.31
Often	105	33.98	88	30.56	3	1.33	5	2.26

**IX. Self-Assessment of Foundation Effectiveness**

**How would you rate your foundation's effectiveness in the following areas?**

<b>Asset management</b>								
Poor	2	0.65	2	0.68	4	1.77	4	1.82
Fair	28	9.03	28	9.52	29	12.83	31	14.09
Good	156	50.32	163	55.44	126	55.75	119	54.09
Excellent	124	40.00	101	34.35	67	29.65	66	30.00
<b>Grant quality*</b>								
Poor	0	0.00	0	0.00	2	0.87	0	0.00
Fair	10	3.22	19	6.44	6	2.62	4	1.82

(continued)

**TABLE 5 Foundations' Attitudes and Practices by Cluster Membership (Continued)**

	High on All		High on Pro/Staff		High on Pro/Policy		Low on All	
	N	%	N	%	N	%	N	%
Good	159	51.13	167	56.61	131	57.21	126	57.27
Excellent	142	45.66	109	36.95	90	39.30	90	40.91
<b>Staffing**</b>								
Poor	0	0.00	3	1.01	0	0.00	1	0.47
Fair	12	3.83	10	3.38	17	7.62	11	5.14
Good	118	37.70	138	46.62	111	49.78	107	50.00
Excellent	183	58.47	145	48.99	95	42.60	95	44.39
<b>Grantee relations***</b>								
Poor	0	0.00	0	0.00	2	0.87	0	0.00
Fair	9	2.88	24	8.16	7	3.06	7	3.15
Good	133	42.63	142	48.30	126	55.02	117	52.70
Excellent	170	54.49	128	43.54	94	41.05	98	44.14
<b>Communications/public relations***</b>								
Poor	13	4.17	12	4.11	23	10.55	22	10.84
Fair	98	31.41	116	39.73	89	40.83	72	35.47
Good	137	43.91	123	42.12	87	39.91	83	40.89
Excellent	64	20.51	41	14.04	19	8.72	26	12.81
<b>Leveraging resources to achieve greatest impact***</b>								
Poor	3	0.96	3	1.03	10	4.52	16	7.73
Fair	54	17.25	89	30.58	70	31.67	55	26.57
Good	162	51.76	144	49.48	101	45.70	92	44.44
Excellent	94	30.03	55	18.90	40	18.10	44	21.26

Notes:

\*p ≤ 0.05

\*\*p ≤ 0.01

\*\*\*p ≤ 0.001

(1) For the purposes of this analysis, "should not do" and "not at all" were combined. There were very few "should not do" responses, and these responses only exceeded 10% on two parts of question 1: become actively involved in grant implementation and influence public policy.

(2) Foundations that responded "not applicable" to question 2 were excluded from this analysis. In this manner, the following cases were excluded: 87 from "Founding donor(s)," 515 from "Current donor(s)," 21 from "Board," 74 from "Staff," and 124 from "Community input."

(3) Includes 89 foundations that responded "No, but plans to do so within the next 12 months."

(4) Includes only the 510 foundations that responded "Yes" to "Does the foundation ever formally evaluate the work that it funds?"

(5) Includes only the 510 foundations that responded "Yes" to "Does the foundation ever formally evaluate the work that it funds?" but excludes the 236 foundations that responded "Never" to "How often are the results of the foundation's evaluations made public?"

(6) Includes only the 793 cases that responded "yes" to question 20a.

▲ : Indicates that the variable was used in the creation of the cluster variable.



**TABLE 5A Cluster Membership Profiles**

	High on All		High on Pro/Staff		High on Pro/Policy		Low on All	
	N	%	N	%	N	%	N	%
<b>Type of Foundation***</b>								
Community Foundation	108	34.84	74	25.17	30	13.1	10	4.52
Corporate Foundation	22	7.1	36	12.24	12	5.24	16	7.24
Independent Foundation	180	58.06	184	62.59	187	81.66	195	88.24
<b>Family Foundation (Independent Foundations only)***</b>								
No	74	41.81	66	36.07	56	30.6	100	51.81
Yes	103	58.19	117	63.93	127	69.4	93	48.19
<b>Area Served</b>								
<b>Local*</b>								
No	165	53.23	141	47.64	128	56.14	95	42.79
Yes	145	46.77	155	52.36	100	43.86	127	57.21
<b>Regional**</b>								
No	188	60.65	206	69.59	167	73.25	161	72.52
Yes	122	39.35	90	30.41	61	26.75	61	27.48
<b>National**</b>								
No	262	84.52	252	85.14	175	76.75	196	88.29
Yes	48	15.48	44	14.86	53	23.25	26	11.71
<b>International</b>								
No	291	93.87	276	93.24	203	89.04	208	93.69
Yes	19	6.13	20	6.76	25	10.96	14	6.31
<b>Market value of foundation's assets at the end of FY 2002***</b>								
\$0 to \$10,000,000	64	20.51	93	31.42	105	45.85	132	58.93
\$10,000,001 to \$50,000,000	96	30.77	115	38.85	90	39.30	70	31.25
\$50,000,001 to \$100,000,000	48	15.38	40	13.51	18	7.86	12	5.36
\$100,000,001 to \$400,000,000	65	20.83	39	13.18	10	4.37	9	4.02
Greater than \$400,000,000	39	12.50	9	3.04	6	2.62	1	0.45
<b>Census Region</b>								
Northeast	80	25.56	56	18.92	65	28.26	54	24.11
Midwest	91	29.07	92	31.08	56	24.35	56	25.00
South	82	26.20	76	25.68	56	24.35	63	28.13
West	60	19.17	72	24.32	53	23.04	51	22.77
<b>Number of Professional Staff (FTE)***</b>								
Less than 1	13	4.15	46	15.54	73	31.74	135	60.27
1 to less than 2	59	18.85	107	36.15	88	38.26	66	29.46
2 to less than 4	75	23.96	86	29.05	41	17.83	18	8.04
4 or more	166	53.04	57	19.26	28	12.17	5	2.23

Notes:  
 \*p ≤ 0.05  
 \*\*p ≤ 0.01  
 \*\*\*p ≤ 0.001



---

APPENDIX **B**  
Survey Instrument

**THE URBAN INSTITUTE**

***Knowledge, Attitudes, and Practices Concerning Effective Philanthropy Survey***

***Instructions: The survey should be completed by the CEO or executive director, or, if none, by the person most responsible for the foundation’s overall management. Please answer each question by selecting the most appropriate response. Please write in black or blue ink only, and use an  to indicate your answers.***

***I. Ideas about Foundation Effectiveness***

1) Here are some of the ideas we have heard about what makes foundations effective. For a foundation such as yours, how important do you think each one is to achieving effectiveness? If you believe that a foundation such as yours should not engage in an activity, please check “should not do.” (Check the most appropriate box *for each item*.)

<i>How important is each to achieving effectiveness ...</i>	<b>Not at all</b>	<b>Not very</b>	<b>Some-what</b>	<b>Very</b>	<b>Should not do</b>
Establish focused and limited grantmaking areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintain a broad grants program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Actively seek out social needs to address	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Respond to social needs identified by grant applicants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engage in activities beyond grantmaking to increase impact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Become actively involved in grant implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adhere to founding donor’s wishes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Focus on root causes of major problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Influence public policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Publicize the foundation and its work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Solicit advice from those outside the foundation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conduct formal evaluations of funded work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have a strong organizational infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have an involved board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employ minimal staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collaborate with external groups/organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Join grantmakers’ associations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintain family unity (family foundations only)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other <i>very important</i> practices: _____					

**II. Approaches to Grantmaking**

2) How influential were the following in formulating the foundation’s grantmaking program priorities? (Check the most appropriate box for each item. For corporate foundations, the corporation is the “donor.”)

	Not at all	Not very	Some-what	Very	Not Applicable
Founding donor(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Current donor(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community input	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other <i>strong</i> influences. Please identify: _____					

3) What does the foundation try to achieve in its grantmaking? How important are the following? (Check the most appropriate box for each item.)

	Not at all	Not very	Some-what	Very
Strengthen particular organization(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strengthen particular field(s) of activity (e.g., health, arts)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strengthen particular group(s) (e.g., youth, ethnic minorities)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strengthen the foundation’s local community or region	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strengthen social change and/or strategies for change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other <i>very important</i> things. Please specify: _____				

4) During the past two fiscal years, how often did the foundation make grants for the following purposes? (Check the most appropriate box for each item.)

	Never	Rarely	Some-times	Often
General operating support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organizational/management development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Research	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advocacy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foundation-designed initiatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unsolicited proposals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other purposes <i>often</i> supported: _____				

5) Which field(s) received a significant portion of the foundation's grant dollars during the past two fiscal years? (Check all that apply.)

- Arts and Culture
- Education
- Environment & Animals
- Religion (e.g., missionary societies)
- Human Services
- International Affairs
- Public/Society benefit (e.g., community development, voluntarism)
- Other field. Please specify: \_\_\_\_\_

6) During the past two fiscal years, how often did the foundation make grants of three years or longer?

- Never
- Rarely
- Sometimes
- Often
- Always

7) During the past two fiscal years, how often did the foundation provide the following types of non-financial support ("technical assistance") to grantees? (Check the most appropriate box *for each item*.)

	Never	Rarely	Sometimes	Often
Board development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategy and planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fundraising assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communications and public relations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technology-related training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Host grantee convenings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Please list any other non-financial support that you <i>often</i> provide: _____				

### III. Application and Review Process

8) How often did each of the following apply to the foundation's application and review process during the past two years? (Check the most appropriate box *for each item*.)

	Never	Rarely	Some-times	Often	Always
Unsolicited applications received serious consideration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Written grant guidelines were available to public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A common application form (e.g., from a RAG) was accepted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Applications were accepted electronically	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Summary proposal encouraged/required prior to full proposal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff helped applicants develop proposals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff conducted site visits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trustees conducted site visits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Applicants of rejected proposals were notified	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9) How important were the following criteria in the foundation's grantmaking decisions during the past two fiscal years? (Check the most appropriate box *for each item*.)

	Not at all	Not very	Some-what	Very
Strength of proposal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fit with foundation's pre-set priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Donor(s) interest in cause	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board member(s) interest in cause	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff input	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of matching funds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Presence of measurable outcomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovativeness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low risk of failure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ethnic/racial diversity of applicant's board/staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender diversity of applicant's board/staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other <i>very important</i> criteria. Please specify: _____				

**IV. Monitoring and Evaluation**

10) How does the foundation monitor whether grant funds are used as specified? (Check the most appropriate box for each item.)

	Never	Rarely	Sometimes	Often	Always
Site visits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interim reports required	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Final reports required	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Puts representative on grantee board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Puts representative on grantee advisory committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
By its ongoing involvement in the community/field	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Please list other ways the foundation <i>often or always</i> monitors the use of funds: _____					

11) Does the foundation require grantees to collect information on outcomes of their work?

- Never
- Rarely
- Sometimes
- Often
- Always

12) Does the foundation ever formally evaluate the work that it funds?

- No → please skip to Q17
- No, but plans to do so within the next 12 months → please skip to Q17
- Yes

13) Why does the foundation conduct formal evaluations? How important are the following? (Check the most appropriate box for each item.)

	Not at all	Not very	Somewhat	Very
Learn whether original objectives were achieved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Learn about implementation of funded work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Learn about outcomes of funded work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contribute to knowledge in the field	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strengthen organizational practices in the field	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strengthen public policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strengthen its future grantmaking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Please indicate any other <i>very important</i> reasons: _____				



14) For whom are the results of the foundation's evaluations intended? (Check the most appropriate box *for each item.*)

<i>The results are intended for ...</i>	<b>Not at all</b>	<b>Somewhat</b>	<b>Mainly</b>
Grantee organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other nonprofits in the grantee's field	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foundation staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foundation board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Policymakers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other foundations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Please list others for whom results are <i>mainly</i> intended: _____			

15) How often are the results of the foundation's evaluations made public?

- Never → please *skip to Q17*
- Rarely
- Sometimes
- Often
- Always

16) How are evaluation results distributed? (Check all that apply.)

- Website
- Published papers and reports
- Other foundation publications
- Conferences/meetings
- Press releases
- Other *major* distribution outlets. Please list: \_\_\_\_\_

17) During the past two years, did the foundation engage in any of the following activities to help evaluate or strengthen *its own* performance? (Check all that apply.)

- Conduct a strategic planning process
- Conduct a board retreat
- Conduct formal reviews of staff performance
- Review grants for consistency with stated foundation priorities
- Compare itself to other foundations
- Conduct a needs assessment of its field or community
- Solicit anonymous feedback from grantees through surveys/interviews/focus groups
- Solicit non-anonymous feedback from grantees through surveys/interviews/focus groups
- Other *important* activities. Please specify: \_\_\_\_\_

**V. Investments**

18) During FY 2001 and FY 2002 did the foundation engage in any of the following investment practices? (Check the most appropriate box for each item.)

	No	Yes
Make loans or investments for projects related to the foundation's philanthropic mission (Program Related Investments)	<input type="checkbox"/>	<input type="checkbox"/>
Invest, or avoid investing, in a company/business sector because of its social, political, or environmental practices	<input type="checkbox"/>	<input type="checkbox"/>
Vote proxies or join with other shareholders to influence a company's social, political, or environmental practices	<input type="checkbox"/>	<input type="checkbox"/>

**VI. Collaboration and Professional Involvement**

19) Did the foundation engage in any of the following activities during the past two fiscal years? (Check all that apply.)

- Participate in a formal co-funding arrangement
- Exchange information about prospective grantees with other funders
- Discuss issues in the foundation's interest areas with government officials
- Belong to a local or regional association of grantmakers
- Belong to a national association of grantmakers
- Convene people from outside the foundation to inform foundation activities
- Other *major* collaborative activities. Please list: \_\_\_\_\_

20) During the past two fiscal years, did the foundation actively encourage grantees to collaborate?

- No
- Yes → Did the foundation require the grantees to collaborate?
  - No
  - Yes, sometimes
  - Yes, always

---

**VII. Communication**

21) Which of the following communication activities did the foundation engage in during the past two fiscal years? (Check all that apply.)

- Have a foundation website
  - Post application procedures on foundation website
  - Publish annual reports
  - Publish newsletters
  - Send staff to make external presentations (e.g., at conferences)
  - Actively solicit press coverage (e.g., through press releases)
  - Hire a public relations consultant
  - Publish reports about foundation-sponsored work
  - Other *major* communication activities. Please specify: \_\_\_\_\_
- \_\_\_\_\_

**VIII. Board and Staff**

22) How many voting members are on the foundation's board?

23) How many of the voting board members are either foundation donors or relatives of the donor (by blood, adoption, or marriage)? If none, please write '0'.

24) Which of the following best describes the foundation's CEO?

- Foundation has no paid or volunteer CEO → *Please skip to Q26*
- CEO is a paid professional who does not vote on the board
- CEO is a voting board member who is paid for being CEO
- CEO is a voting board member who serves as CEO on a voluntary basis → *Please skip to Q26*
- Other. Please explain: \_\_\_\_\_

25) Where was the CEO employed prior to becoming CEO of the foundation? (Check one.)

- This foundation
- Another foundation
- University or college
- Other nonprofit organization
- Business
- Law firm
- Government
- Other. Please specify: \_\_\_\_\_

26) How many paid professional and support staff does the foundation employ? (Please count each full-time staff member as '1', each half-time staff member as '.5', and so on.)

Number of full-time equivalent paid professional staff:

Number of full-time equivalent paid support staff:

27) During the past two fiscal years, how often did the foundation provide formal opportunities for staff development and training (e.g., pay for a course, workshop) in the following areas?

	Never	Rarely	Some-times	Often
Computers/technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internal management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grantmaking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other areas in which opportunities for staff development and training were <i>often</i> provided. Please specify: _____				

28) How many women and ethnic minority group members are on the board (as voting members) and professional staff?

	Number on Board (as voting members)	Number on Professional Staff
Women	<input type="text"/>	<input type="text"/>
Racial/ethnic minorities	<input type="text"/>	<input type="text"/>

**IX. Assessment of Foundation Effectiveness**

29) How would you rate your foundation's effectiveness overall in the following areas? (Check the most appropriate box for each item.)

	Poor	Fair	Good	Excellent
Asset management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grant quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staffing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grantee relations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communications/public relations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leveraging resources to achieve greatest impact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fundraising (community foundations only)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>









**The Urban  
Institute**

2100 M Street, NW  
Washington, DC 20037

Phone: 202.833.7200

Fax: 202.429.0687

E-mail: [paffairs@ui.urban.org](mailto:paffairs@ui.urban.org)

<http://www.urban.org>

September 2004