

ATTITUDES AND
PRACTICES
CONCERNING
EFFECTIVE
PHILANTHROPY
SURVEY REPORT

Francie Ostrower



THE URBAN INSTITUTE

CENTER ON NONPROFITS AND PHILANTHROPY

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Funded by

The David and Lucile Packard Foundation

in partnership with

Grantmakers for Effective Organizations



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Foreword

Never 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

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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.¹

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.² 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.³ Sixty percent of the independent foundations are family foundations, in which two or more trustees are donors/and or family members of the donor.⁴ 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.⁵ 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.⁶ 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.

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- 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 grantmaking 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.

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- 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 Survey⁷

- 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 Involvement⁸ (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. Communications⁹ (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.)

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- 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.

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- 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

Foundation 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.

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- 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.¹⁰
 - 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.

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- 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.¹¹
- 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:

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- 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

Foundations 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.

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- 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.

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- 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).

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- 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

Foundations 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.¹² 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.

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- 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).

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- 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 scales¹³ 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.

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- *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.

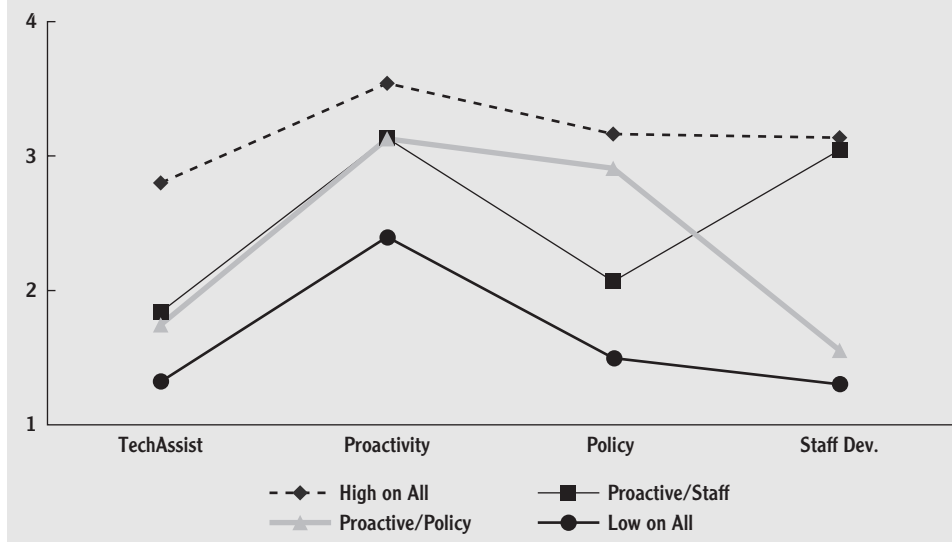
Utilizing a statistical technique called cluster analysis,¹⁴ we then identified four discrete clusters, or groups of foundations, according to how they ranked on all four of these scales. The four groups are:

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.

FIGURE 1. Foundation Clusters: Means on Four Scales



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).

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- 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

This 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.¹⁵ 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.¹⁶
- 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.

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- 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.

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- 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 | % |
| I. Ideas about Foundation Effectiveness | | | | | | |
| How important is each to achieving effectiveness?(1) | | | | | | |
| Establish focused and limited grantmaking areas*** | | | | | | |
| 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 |
| Maintain a broad grants program*** | | | | | | |
| 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 |
| Actively seek out social needs to address*** | | | | | | |
| 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 |
| Respond to social needs identified by grant applicants*** | | | | | | |
| 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 |
| Engage in activities beyond grantmaking to increase impact*** | | | | | | |
| 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 |
| Become actively involved in grant implementation*** | | | | | | |
| 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 |
| Adhere to founding donor's wishes*** | | | | | | |
| 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 |
| Focus on root causes of major problems** | | | | | | |
| 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 | % |
| Influence public policy*** | | | | | | |
| 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 |
| Publicize the foundation and its work*** | | | | | | |
| 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 |
| Solicit advice from those outside the foundation*** | | | | | | |
| 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 |
| Conduct formal evaluations of funded work*** | | | | | | |
| 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 |
| Have a strong organizational infrastructure*** | | | | | | |
| 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 |
| Have an involved board*** | | | | | | |
| 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 |
| Employ minimal staff*** | | | | | | |
| 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 |
| Collaborate with external groups/organizations*** | | | | | | |
| 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 |
| Join grantmakers' associations*** | | | | | | |
| 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 | % |
| II. Approaches to Grantmaking | | | | | | |
| How influential were the following in formulating the foundation's grantmaking program priorities?(2) | | | | | | |
| Founding donor(s)*** | | | | | | |
| 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 |
| Current donor(s)*** | | | | | | |
| 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 |
| Board | | | | | | |
| 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 |
| Staff*** | | | | | | |
| 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 |
| Community input*** | | | | | | |
| 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 |
| What does the foundation try to achieve in grantmaking? | | | | | | |
| Strengthen particular organization(s) | | | | | | |
| 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 |
| Strengthen particular field(s) of activity*** | | | | | | |
| 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 |
| Strengthen particular group(s)*** | | | | | | |
| 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 | % |
| Strengthen the foundation's local community or region*** | | | | | | |
| 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 |
| Strengthen social change and/or strategies for change*** | | | | | | |
| 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 |
| During the past two fiscal years, how often did the foundation make grants for the following purposes? | | | | | | |
| General operating support*** | | | | | | |
| 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 |
| Organizational/management development*** | | | | | | |
| 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 |
| Research*** | | | | | | |
| 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 |
| Advocacy** | | | | | | |
| 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 |
| Foundation-designed initiatives*** | | | | | | |
| 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 |
| Unsolicited proposals | | | | | | |
| 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 | % |
| During the past two fiscal years how often did the foundation make grants of three years or longer?*** | | | | | | |
| 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 |
| During the past two fiscal years how often did the foundation provide the following types of non-financial support to grantees? | | | | | | |
| Board Development*** | | | | | | |
| 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 |
| Strategy and planning*** | | | | | | |
| 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 |
| Fundraising assistance*** | | | | | | |
| 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 |
| Communications and public relations*** | | | | | | |
| 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 |
| Technology-related training*** | | | | | | |
| 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 |
| Host grantee convenings*** | | | | | | |
| 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 | % |
| 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 | 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 |
| Written grant guidelines were available to public*** | | | | | | |
| 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 |
| A common application form was accepted | | | | | | |
| 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 |
| Applications were accepted electronically | | | | | | |
| 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 |
| Summary proposal encouraged/required prior to full proposal*** | | | | | | |
| 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 |
| Staff helped applicants develop proposals*** | | | | | | |
| 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 |
| Staff conducted site visits | | | | | | |
| 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 | % |
| Trustees conducted site visits*** | | | | | | |
| 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 |
| Applicants of rejected proposals were notified* | | | | | | |
| 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 |
| How important were the following criteria in the foundation's grantmaking decisions during the past two fiscal years? | | | | | | |
| Strength of proposal** | | | | | | |
| 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 |
| Fit with foundation's pre-set priorities*** | | | | | | |
| 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 |
| Donor(s) interest in cause*** | | | | | | |
| 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 |
| Board member(s) interest in cause*** | | | | | | |
| 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 |
| Staff input*** | | | | | | |
| 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 |
| Availability of matching funds*** | | | | | | |
| 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 | % |
| Presence of measurable outcomes* | | | | | | |
| 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 |
| Innovativeness*** | | | | | | |
| 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 |
| Low risk of failure*** | | | | | | |
| 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 |
| Ethnic/racial diversity of applicant's board/staff*** | | | | | | |
| 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 |
| Gender diversity of applicant's board/staff*** | | | | | | |
| 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 |
| IV. Monitoring and Evaluation | | | | | | |
| How does the foundation monitor whether grant funds are used as specified? | | | | | | |
| Site visits | | | | | | |
| 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 |
| Interim reports required | | | | | | |
| 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 |
| Final reports required*** | | | | | | |
| 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 | % |
| Puts representative on grantee board*** | | | | | | |
| 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 |
| Puts representative on grantee advisory committee*** | | | | | | |
| 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 |
| By its ongoing involvement in the community/field*** | | | | | | |
| 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 |
| Does the foundation require grantees to collect information on outcomes of their work?* | | | | | | |
| 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 |
| Does the foundation ever formally evaluate the work that it funds? | | | | | | |
| No(3) | 140 | 60.09 | 55 | 59.78 | 460 | 55.16 |
| Yes | 93 | 39.91 | 37 | 40.22 | 374 | 44.84 |
| 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 |
| 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 |
| Learn about implementation of funded work | | | | | | |
| 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 |
| Learn about outcomes of funded work | | | | | | |
| 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 | % |
| Contribute to knowledge in the field | | | | | | |
| 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 |
| Strengthen organizational practices in the field | | | | | | |
| 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 |
| Strengthen public policy | | | | | | |
| 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 |
| Strengthen its future grantmaking** | | | | | | |
| 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 |
| For whom are the results of the foundation's evaluations intended?(4) | | | | | | |
| Grantee organizations*** | | | | | | |
| 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 |
| Other nonprofits in the grantee's field** | | | | | | |
| 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 |
| Foundation staff | | | | | | |
| 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 |
| Foundation board | | | | | | |
| 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 |
| Policymakers | | | | | | |
| 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 | % |
| Other foundations | | | | | | |
| 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 |
| How often are the results of the foundation's evaluations made public?(4)* | | | | | | |
| 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 |
| How are evaluation results distributed?(5) | | | | | | |
| Website | | | | | | |
| No | 38 | 63.33 | 9 | 52.94 | 106 | 63.86 |
| Yes | 22 | 36.67 | 8 | 47.06 | 60 | 36.14 |
| Published papers and reports | | | | | | |
| No | 32 | 53.33 | 7 | 41.18 | 70 | 42.17 |
| Yes | 28 | 46.67 | 10 | 58.82 | 96 | 57.83 |
| Other foundation publications*** | | | | | | |
| No | 29 | 48.33 | 12 | 70.59 | 124 | 74.70 |
| Yes | 31 | 51.67 | 5 | 29.41 | 42 | 25.30 |
| Conferences/meetings | | | | | | |
| No | 26 | 43.33 | 3 | 17.65 | 65 | 39.16 |
| Yes | 34 | 56.67 | 14 | 82.35 | 101 | 60.84 |
| Press releases*** | | | | | | |
| No | 34 | 56.67 | 8 | 47.06 | 131 | 78.92 |
| Yes | 26 | 43.33 | 9 | 52.94 | 35 | 21.08 |
| Other major distribution outlets | | | | | | |
| No | 55 | 91.67 | 17 | 100.00 | 149 | 89.76 |
| Yes | 5 | 8.33 | 0 | 0.00 | 17 | 10.24 |
| During the past two years did the foundation engage in any of the following activities to help evaluate or strengthen its own performance? | | | | | | |
| Conduct a strategic planning process*** | | | | | | |
| No | 72 | 30.25 | 40 | 43.48 | 518 | 61.89 |
| Yes | 166 | 69.75 | 52 | 56.52 | 319 | 38.11 |
| Conduct a board retreat*** | | | | | | |
| No | 75 | 31.51 | 80 | 86.96 | 547 | 65.35 |
| Yes | 163 | 68.49 | 12 | 13.04 | 290 | 34.65 |
| Conduct formal reviews of staff performance*** | | | | | | |
| 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 | % |
| Review grants for consistency with stated foundation priorities*** | | | | | | |
| No | 129 | 54.20 | 32 | 34.78 | 325 | 38.83 |
| Yes | 109 | 45.80 | 60 | 65.22 | 512 | 61.17 |
| Compare itself to other foundations*** | | | | | | |
| No | 82 | 34.45 | 35 | 38.04 | 497 | 59.38 |
| Yes | 156 | 65.55 | 57 | 61.96 | 340 | 40.62 |
| Conduct a needs assessment of its field or community*** | | | | | | |
| No | 141 | 59.24 | 73 | 79.35 | 669 | 79.93 |
| Yes | 97 | 40.76 | 19 | 20.65 | 168 | 20.07 |
| Solicit anonymous feedback from grantees*** | | | | | | |
| No | 172 | 72.27 | 77 | 83.70 | 734 | 87.69 |
| Yes | 66 | 27.73 | 15 | 16.30 | 103 | 12.31 |
| Solicit non-anonymous feedback from grantees*** | | | | | | |
| No | 173 | 72.69 | 80 | 86.96 | 695 | 83.03 |
| Yes | 65 | 27.31 | 12 | 13.04 | 142 | 16.97 |
| Other | | | | | | |
| No | 223 | 93.70 | 87 | 94.57 | 788 | 94.15 |
| Yes | 15 | 6.30 | 5 | 5.43 | 49 | 5.85 |
| Number of activities undertaken to evaluate or strengthen the foundation's own performance during the past two years*** | | | | | | |
| 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 |
| V. Investments | | | | | | |
| During FY 2001 and FY 2002 did the foundation engage in any of the following investment practices? | | | | | | |
| Make loans or investments for projects related to the foundation's philanthropic mission | | | | | | |
| No | 199 | 83.61 | 78 | 85.71 | 689 | 82.81 |
| Yes | 39 | 16.39 | 13 | 14.29 | 143 | 17.19 |
| Invest, or avoid investing, in a company/business sector because of its social, political, or environmental practices*** | | | | | | |
| No | 216 | 91.53 | 74 | 83.15 | 661 | 80.02 |
| Yes | 20 | 8.47 | 15 | 16.85 | 165 | 19.98 |
| Vote proxies or join with other shareholders to influence a company's social, political, or environmental practices** | | | | | | |
| 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 | % |
| VI. Collaboration and Professional Involvement | | | | | | |
| Collaboration Activities (during the past two fiscal years) | | | | | | |
| Participate in a formal co-funding arrangement*** | | | | | | |
| No | 103 | 43.46 | 61 | 66.30 | 465 | 55.23 |
| Yes | 134 | 56.54 | 31 | 33.70 | 377 | 44.77 |
| Exchange information about prospective grantees with other funders** | | | | | | |
| No | 55 | 23.21 | 37 | 40.22 | 229 | 27.20 |
| Yes | 182 | 76.79 | 55 | 59.78 | 613 | 72.80 |
| Discuss issues in the foundation's interest areas with government officials*** | | | | | | |
| No | 87 | 36.71 | 62 | 67.39 | 532 | 63.18 |
| Yes | 150 | 63.29 | 30 | 32.61 | 310 | 36.82 |
| Belong to a local or regional association of grantmakers*** | | | | | | |
| No | 25 | 10.55 | 25 | 27.17 | 237 | 28.15 |
| Yes | 212 | 89.45 | 67 | 72.83 | 605 | 71.85 |
| Belong to a national association of grantmakers** | | | | | | |
| No | 68 | 28.69 | 42 | 45.65 | 310 | 36.82 |
| Yes | 169 | 71.31 | 50 | 54.35 | 532 | 63.18 |
| Convene people from outside the foundation to inform foundation activities*** | | | | | | |
| No | 59 | 24.89 | 53 | 57.61 | 488 | 57.96 |
| Yes | 178 | 75.11 | 39 | 42.39 | 354 | 42.04 |
| Other | | | | | | |
| No | 217 | 91.56 | 87 | 94.57 | 788 | 93.59 |
| Yes | 20 | 8.44 | 5 | 5.43 | 54 | 6.41 |
| During the past two fiscal years did the foundation actively encourage grantees to collaborate?*** | | | | | | |
| No | 32 | 13.91 | 29 | 32.22 | 294 | 35.68 |
| Yes | 198 | 86.09 | 61 | 67.78 | 530 | 64.32 |
| Did the foundation require the grantees to collaborate?(6) | | | | | | |
| 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 |
| VII. Communication | | | | | | |
| Communication Activities (during the past two fiscal years) | | | | | | |
| Have a foundation website*** | | | | | | |
| No | 27 | 11.34 | 22 | 23.91 | 383 | 45.98 |
| Yes | 211 | 88.66 | 70 | 76.09 | 450 | 54.02 |
| Post application procedures on foundation website*** | | | | | | |
| 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 | % |
| Publish annual reports*** | | | | | | |
| No | 15 | 6.30 | 46 | 50.00 | 463 | 56.12 |
| Yes | 223 | 93.70 | 46 | 50.00 | 362 | 43.88 |
| Publish newsletters*** | | | | | | |
| No | 52 | 21.94 | 75 | 81.52 | 736 | 89.21 |
| Yes | 185 | 78.06 | 17 | 18.48 | 89 | 10.79 |
| Send staff to make external presentations*** | | | | | | |
| No | 34 | 14.35 | 30 | 32.61 | 410 | 49.70 |
| Yes | 203 | 85.65 | 62 | 67.39 | 415 | 50.30 |
| Actively solicit press coverage*** | | | | | | |
| No | 14 | 5.91 | 49 | 53.26 | 635 | 76.97 |
| Yes | 223 | 94.09 | 43 | 46.74 | 190 | 23.03 |
| Hire a public relations consultant*** | | | | | | |
| No | 167 | 70.46 | 80 | 86.96 | 752 | 91.15 |
| Yes | 70 | 29.54 | 12 | 13.04 | 73 | 8.85 |
| Publish reports about foundation-sponsored work*** | | | | | | |
| No | 139 | 58.65 | 66 | 71.74 | 689 | 83.52 |
| Yes | 98 | 41.35 | 26 | 28.26 | 136 | 16.48 |
| Other** | | | | | | |
| No | 219 | 92.41 | 82 | 89.13 | 791 | 95.76 |
| Yes | 18 | 7.59 | 10 | 10.87 | 35 | 4.24 |
| Number of communication activities during the past two fiscal years*** | | | | | | |
| 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 |
| 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? | | | | | | |
| Computers/technology*** | | | | | | |
| 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 |
| Internal management*** | | | | | | |
| 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 | % |
| Grantmaking*** | | | | | | |
| 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 |
| IX. Self-Assessment of Foundation Effectiveness | | | | | | |
| How would you rate your foundation's effectiveness in the following areas? | | | | | | |
| Asset management | | | | | | |
| 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 |
| Grant quality*** | | | | | | |
| 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 |
| Staffing | | | | | | |
| 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 |
| Grantee relations | | | | | | |
| 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 |
| Communications/public relations*** | | | | | | |
| 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 |
| Leveraging resources to achieve greatest impact | | | | | | |
| 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 |
| Fundraising (community foundations only) | | | | | | |
| 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 | % |
| I. Ideas about Foundation Effectiveness | | | | | | | | |
| How important is each to achieving effectiveness?(1) | | | | | | | | |
| Establish focused and limited grantmaking areas | | | | | | | | |
| 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 | | | | | | | | |
| Maintain a broad grants program | | | | | | | | |
| 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 | | | | | | | | |
| Actively seek out social needs to address | | | | | | | | |
| 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 | | | | | | | | |
| Respond to social needs identified by grant applicants | | | | | | | | |
| 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 | | | | | | | | |
| Engage in activities beyond grantmaking to increase impact | | | | | | | | |
| 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 | | | | | | | | |
| Become actively involved in grant implementation | | | | | | | | |
| 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 | | | | | | | | |
| Adhere to founding donor's wishes | | | | | | | | |
| 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 | | | | | | | | |
| Focus on root causes of major problems | | | | | | | | |
| 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 | | | | | | | | |
| Influence public policy | | | | | | | | |
| 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 | ** | | | | | | | |
| Publicize the foundation and its work | | | | | | | | |
| 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 | ** | | | | | | | |
| Solicit advice from those outside the foundation | | | | | | | | |
| 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 | | | | | | | | |
| Conduct formal evaluations of funded work | | | | | | | | |
| 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 | | | | | | | | |
| Have a strong organizational infrastructure | | | | | | | | |
| 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 | * | | | | | | | |
| Have an involved board | | | | | | | | |
| 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 | | | | | | | | |
| Employ minimal staff | | | | | | | | |
| 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 | | | | | ** | | | | |
| Collaborate with external groups/organizations | | | | Community input | | | | | |
| 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 | | | | | | | | | |
| Join grantmakers' associations | | | | What does the foundation try to achieve in grantmaking? | | | | | |
| Not at all | 41 | 12.50 | 48 | 9.58 | Strengthen particular organization(s) | | | | |
| 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 |
| Maintain family unity (family foundations only) | | | | Significance | | | | | |
| 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 | | | | |
| II. Approaches to Grantmaking | | | | | | | | | |
| How influential were the following in formulating the foundation's grantmaking program priorities?(2) | | | | | | | | | |
| Founding donor(s) | | | | | | | | | |
| Not at all | 15 | 5.05 | 15 | 3.08 | Strengthen particular group(s) | | | | |
| 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 |
| Current donor(s) | | | | | | | | | |
| Not at all | 17 | 25.76 | 12 | 5.43 | Significance | | | | |
| Not very | 6 | 9.09 | 5 | 2.26 | Strengthen the foundation's local community or region | | | | |
| 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 |
| Board | | | | | | | | | |
| 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 | Strengthen social change and/or strategies for change | | | | |
| 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 |
| Staff | | | | | | | | | |
| 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 | | | | |
| During the past two fiscal years, how often did the foundation make grants for the following purposes? | | | | | | | | | |
| General operating support | | | | | | | | | |
| 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 | 69 | 21.23 | 79 | 16.19 | |
| Often | 90 | 27.44 | 224 | 45.53 | 13 | 4.00 | 25 | 5.12 | |
| Significance | *** | | | | | | | | |
| Organizational/management development | | | | | Strategy and planning | | | | |
| 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 | | | | |
| Research | | | | | Fundraising assistance | | | | |
| 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 | | | | |
| Advocacy | | | | | Communications and public relations | | | | |
| 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 | | | | |
| Foundation-designed initiatives | | | | | Technology-related training | | | | |
| 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 | | | | |
| Unsolicited proposals | | | | | Host grantee convenings | | | | |
| 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 | * | | | |
| During the past two fiscal years how often did the foundation make grants of three years or longer? | | | | | III. Application and Review Process | | | | |
| Never | 92 | 28.22 | 126 | 25.35 | How often did each of the following apply to the foundation's application and review process during the past two years? | | | | |
| Rarely | 76 | 23.31 | 132 | 26.56 | Unsolicited applications received serious consideration | | | | |
| 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 |
| During the past two fiscal years how often did the foundation provide the following types of non-financial support to grantees? | | | | | Always | 125 | 38.94 | 147 | 29.58 |
| Board Development | | | | | Significance | ** | | | |
| Never | 198 | 60.92 | 307 | 62.91 | Written grant guidelines were available to public | | | | |
| 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 | * | | | | | | | |
| A common application form was accepted | | | | | | | | |
| 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 | | | | | | | | |
| Applications were accepted electronically | | | | | | | | |
| 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 | | | | | | | | |
| Summary proposal encouraged/required prior to full proposal | | | | | | | | |
| 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 | * | | | | | | | |
| Staff helped applicants develop proposals | | | | | | | | |
| 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 | | | | | | | | |
| Staff conducted site visits | | | | | | | | |
| 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 | | | | | | | | |
| Trustees conducted site visits | | | | | | | | |
| 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 | | | | | | | | |
| Applicants of rejected proposals were notified | | | | | | | | |
| 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 | | | | | | | | |
| How important were the following criteria in the foundation's grantmaking decisions during the past two fiscal years? | | | | | | | | |
| Strength of proposal | | | | | | | | |
| 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 | | | | | | | | |
| Fit with foundation's pre-set priorities | | | | | | | | |
| 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 | | | | | | | | |
| Donor(s) interest in cause | | | | | | | | |
| 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 | *** | | | | | | | |
| Board member(s) interest in cause | | | | | | | | |
| 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 | *** | | | | | | | |
| Staff input | | | | | | | | |
| 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 | | | | | | | | |
| Availability of matching funds | | | | | | | | |
| 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 | % |
| Presence of measurable outcomes | | | | | | | | |
| 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 | | | | | | | | |
| Innovativeness | | | | | | | | |
| 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 | | | | | | | | |
| Low risk of failure | | | | | | | | |
| 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 | * | | | | | | | |
| Ethnic/racial diversity of applicant's board/staff | | | | | | | | |
| 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 | | | | | | | | |
| Gender diversity of applicant's board/staff | | | | | | | | |
| 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 | | | | | | | | |
| Sometimes | | | | | | | | |
| Often | 49 | 15.26 | 86 | 17.62 | | | | |
| Always | 136 | 42.37 | 157 | 32.17 | | | | |
| Significance | * | | | | | | | |
| Final reports required | | | | | | | | |
| 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 | * | | | | | | | |
| Puts representative on grantee board | | | | | | | | |
| 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 | | | | | | | | |
| Puts representative on grantee advisory committee | | | | | | | | |
| 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 | | | | | | | | |
| By its ongoing involvement in the community/field | | | | | | | | |
| 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 | ** | | | | | | | |
| IV. Monitoring and Evaluation | | | | | | | | |
| How does the foundation monitor whether grant funds are used as specified? | | | | | | | | |
| Site visits | | | | | | | | |
| 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 | | | | | | | | |
| Interim reports required | | | | | | | | |
| Never | 29 | 9.03 | 67 | 13.73 | | | | |
| Rarely | 40 | 12.46 | 66 | 13.52 | | | | |
| Does the foundation require grantees to collect information on outcomes of their work? | | | | | | | | |
| 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 | ** | | | | | | | |
| Does the foundation ever formally evaluate the work that it funds? | | | | | | | | |
| 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 | % | |
| Why does the foundation conduct formal evaluations? How important are the following?(4) | | | | | For whom are the results of the foundation's evaluations intended?(4) | | | | |
| Learn whether original objectives were achieved | | | | | Grantee organizations | | | | |
| 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 | | | | | Other nonprofits in the grantee's field | | | | |
| Learn about implementation of funded work | | | | | 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 | Foundation staff | | | | |
| Significance | | | | | Not at all | 10 | 6.62 | 6 | 2.93 |
| Learn about outcomes of funded work | | | | | 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 | Foundation board | | | | |
| Very | 122 | 78.21 | 165 | 79.71 | Not at all | 2 | 1.30 | 2 | 0.95 |
| Significance | | | | | Somewhat | 25 | 16.23 | 35 | 16.59 |
| Contribute to knowledge in the field | | | | | 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 | Policymakers | | | | |
| 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 |
| Strengthen organizational practices in the field | | | | | Significance | | | | |
| Not at all | 15 | 9.93 | 20 | 9.71 | Other foundations | | | | |
| 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 | | | | |
| Strengthen public policy | | | | | How often are the results of the foundation's evaluations made public?(4) | | | | |
| 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 |
| Strengthen its future grantmaking | | | | | Significance | | | | |
| Not at all | 10 | 6.54 | 6 | 2.90 | How are evaluation results distributed?(5) | | | | |
| Not very | 9 | 5.88 | 20 | 9.66 | Website | | | | |
| 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 | | | | | | | | |
| Published papers and reports | | | | | | | | |
| No | 32 | 41.03 | 38 | 44.19 | | | | |
| Yes | 46 | 58.97 | 48 | 55.81 | | | | |
| Significance | | | | | | | | |
| Other foundation publications | | | | | | | | |
| No | 57 | 73.08 | 65 | 75.58 | | | | |
| Yes | 21 | 26.92 | 21 | 24.42 | | | | |
| Significance | | | | | | | | |
| Conferences/meetings | | | | | | | | |
| No | 27 | 34.62 | 37 | 43.02 | | | | |
| Yes | 51 | 65.38 | 49 | 56.98 | | | | |
| Significance | | | | | | | | |
| Press releases | | | | | | | | |
| No | 56 | 71.79 | 74 | 86.05 | | | | |
| Yes | 22 | 28.21 | 12 | 13.95 | | | | |
| Significance | * | | | | | | | |
| Other major distribution outlets | | | | | | | | |
| No | 73 | 93.59 | 74 | 86.05 | | | | |
| Yes | 5 | 6.41 | 12 | 13.95 | | | | |
| Significance | | | | | | | | |
| During the past two years did the foundation engage in any of the following activities to help evaluate or strengthen its own performance? | | | | | | | | |
| Conduct a strategic planning process | | | | | | | | |
| No | 208 | 63.41 | 301 | 61.05 | | | | |
| Yes | 120 | 36.59 | 192 | 38.95 | | | | |
| Significance | | | | | | | | |
| Conduct a board retreat | | | | | | | | |
| No | 216 | 65.85 | 322 | 65.31 | | | | |
| Yes | 112 | 34.15 | 171 | 34.69 | | | | |
| Significance | | | | | | | | |
| Conduct formal reviews of staff performance | | | | | | | | |
| No | 177 | 53.96 | 298 | 60.45 | | | | |
| Yes | 151 | 46.04 | 195 | 39.55 | | | | |
| Significance | | | | | | | | |
| Review grants for consistency with stated foundation priorities | | | | | | | | |
| No | 112 | 34.15 | 207 | 41.99 | | | | |
| Yes | 216 | 65.85 | 286 | 58.01 | | | | |
| Significance | * | | | | | | | |
| Compare itself to other foundations | | | | | | | | |
| No | 187 | 57.01 | 299 | 60.65 | | | | |
| Yes | 141 | 42.99 | 194 | 39.35 | | | | |
| Significance | | | | | | | | |
| Conduct a needs assessment of its field or community | | | | | | | | |
| No | 256 | 78.05 | 399 | 80.93 | | | | |
| Yes | 72 | 21.95 | 94 | 19.07 | | | | |
| Significance | | | | | | | | |
| Solicit anonymous feedback from grantees | | | | | | | | |
| No | 273 | 83.23 | 447 | 90.67 | | | | |
| Yes | 55 | 16.77 | 46 | 9.33 | | | | |
| Significance | ** | | | | | | | |
| Solicit non-anonymous feedback from grantees | | | | | | | | |
| No | 258 | 78.66 | 422 | 85.60 | | | | |
| Yes | 70 | 21.34 | 71 | 14.40 | | | | |
| Significance | ** | | | | | | | |
| Other | | | | | | | | |
| No | 304 | 92.68 | 469 | 95.13 | | | | |
| Yes | 24 | 7.32 | 24 | 4.87 | | | | |
| Significance | | | | | | | | |
| Number of activities undertaken to evaluate or strengthen the foundation's own performance during the past two years | | | | | | | | |
| 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 | | | | | | | | |
| V. Investments | | | | | | | | |
| During FY 2001 and FY 2002 did the foundation engage in any of the following investment practices? | | | | | | | | |
| Make loans or investments for projects related to the foundation's philanthropic mission | | | | | | | | |
| No | 269 | 82.01 | 407 | 83.23 | | | | |
| Yes | 59 | 17.99 | 82 | 16.77 | | | | |
| Significance | | | | | | | | |
| Invest, or avoid investing, in a company/business sector because of its social, political, or environmental practices | | | | | | | | |
| 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 | | | | Two or more family trustees | | | |
|--|-----------------------------|-------|-----|-------|-----------------------------|---|-----|---|
| | No | | Yes | | No | | Yes | |
| | N | % | N | % | N | % | N | % |
| Vote proxies or join with other shareholders to influence a company's social, political, or environmental practices | | | | | | | | |
| No | 304 | 93.54 | 436 | 90.27 | | | | |
| Yes | 21 | 6.46 | 47 | 9.73 | | | | |
| Significance | | | | | | | | |
| VI. Collaboration and Professional Involvement | | | | | | | | |
| Collaboration Activities (during the past two fiscal years) | | | | | | | | |
| Participate in a formal co-funding arrangement | | | | | | | | |
| No | 174 | 53.21 | 284 | 56.91 | | | | |
| Yes | 153 | 46.79 | 215 | 43.09 | | | | |
| Significance | | | | | | | | |
| Exchange information about prospective grantees with other funders | | | | | | | | |
| No | 79 | 24.16 | 148 | 29.66 | | | | |
| Yes | 248 | 75.84 | 351 | 70.34 | | | | |
| Significance | | | | | | | | |
| Discuss issues in the foundation's interest areas with government officials | | | | | | | | |
| No | 182 | 55.66 | 341 | 68.34 | | | | |
| Yes | 145 | 44.34 | 158 | 31.66 | | | | |
| Significance | | *** | | | | | | |
| Belong to a local or regional association of grantmakers | | | | | | | | |
| No | 99 | 30.28 | 131 | 26.25 | | | | |
| Yes | 228 | 69.72 | 368 | 73.75 | | | | |
| Significance | | | | | | | | |
| Belong to a national association of grantmakers | | | | | | | | |
| No | 131 | 40.06 | 173 | 34.67 | | | | |
| Yes | 196 | 59.94 | 326 | 65.33 | | | | |
| Significance | | | | | | | | |
| Convene people from outside the foundation to inform foundation activities | | | | | | | | |
| No | 177 | 54.13 | 299 | 59.92 | | | | |
| Yes | 150 | 45.87 | 200 | 40.08 | | | | |
| Significance | | | | | | | | |
| Other | | | | | | | | |
| No | 310 | 94.80 | 464 | 92.99 | | | | |
| Yes | 17 | 5.20 | 35 | 7.01 | | | | |
| Significance | | | | | | | | |
| During the past two fiscal years did the foundation actively encourage grantees to collaborate? | | | | | | | | |
| No | 101 | 31.56 | 187 | 38.24 | | | | |
| Yes | 219 | 68.44 | 302 | 61.76 | | | | |
| Significance | | | | | | | | |
| Did the foundation require the grantees to collaborate?(6) | | | | | | | | |
| No | 125 | 57.34 | 182 | 60.87 | | | | |
| Yes, sometimes | 89 | 40.83 | 111 | 37.12 | | | | |
| Yes, always | 4 | 1.83 | 6 | 2.01 | | | | |
| Significance | | | | | | | | |
| VII. Communication | | | | | | | | |
| Communication Activities (during the past two fiscal years) | | | | | | | | |
| Have a foundation website | | | | | | | | |
| No | 143 | 43.87 | 237 | 47.88 | | | | |
| Yes | 183 | 56.13 | 258 | 52.12 | | | | |
| Significance | | | | | | | | |
| Post application procedures on foundation website | | | | | | | | |
| No | 164 | 50.46 | 265 | 53.86 | | | | |
| Yes | 161 | 49.54 | 227 | 46.14 | | | | |
| Significance | | | | | | | | |
| Publish annual reports | | | | | | | | |
| No | 158 | 48.62 | 301 | 61.30 | | | | |
| Yes | 167 | 51.38 | 190 | 38.70 | | | | |
| Significance | | *** | | | | | | |
| Publish newsletters | | | | | | | | |
| No | 282 | 86.77 | 447 | 91.04 | | | | |
| Yes | 43 | 13.23 | 44 | 8.96 | | | | |
| Significance | | | | | | | | |
| Send staff to make external presentations | | | | | | | | |
| No | 152 | 46.77 | 254 | 51.73 | | | | |
| Yes | 173 | 53.23 | 237 | 48.27 | | | | |
| Significance | | | | | | | | |
| Actively solicit press coverage | | | | | | | | |
| No | 221 | 68.00 | 409 | 83.30 | | | | |
| Yes | 104 | 32.00 | 82 | 16.70 | | | | |
| Significance | | *** | | | | | | |
| Hire a public relations consultant | | | | | | | | |
| No | 282 | 86.77 | 464 | 94.50 | | | | |
| Yes | 43 | 13.23 | 27 | 5.50 | | | | |
| Significance | | *** | | | | | | |
| Publish reports about foundation-sponsored work | | | | | | | | |
| No | 255 | 78.46 | 427 | 86.97 | | | | |
| Yes | 70 | 21.54 | 64 | 13.03 | | | | |
| Significance | | ** | | | | | | |
| Other | | | | | | | | |
| 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 | % |
| Number of communication activities (during the past two fiscal years) | | | | | | | | |
| 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 | *** | | | | | | | |
| 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? | | | | | | | | |
| Computers/technology | | | | | | | | |
| 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 | | | | | | | | |
| Internal management | | | | | | | | |
| 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 | | | | | | | | |
| Grantmaking | | | | | | | | |
| 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 | | | | | | | | |
| IX. Self-Assessment of Foundation Effectiveness | | | | | | | | |
| How would you rate your foundation's effectiveness in the following areas? | | | | | | | | |
| Asset management | | | | | | | | |
| 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 | | | | | | | | |
| Grant quality | | | | | | | | |
| Poor | 0 | 0.00 | 0 | 0.00 | | | | |
| Fair | 6 | 1.84 | 15 | 3.01 | | | | |
| Good | | | | | | | | |
| Excellent | | | | | | | | |
| Significance | | | | | | | | |
| Staffing | | | | | | | | |
| 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 | | | | | | | | |
| Grantee relations | | | | | | | | |
| 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 | | | | | | | | |
| Communications/public relations | | | | | | | | |
| 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 | * | | | | | | | |
| Leveraging resources to achieve greatest impact | | | | | | | | |
| 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 | % |
| I. Ideas about Foundation Effectiveness | | | | | | | | | | |
| How important is each to achieving effectiveness?(1) | | | | | | | | | | |
| Establish focused and limited grantmaking areas | | | | | | | | | | |
| 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 |
| Maintain a broad grants program* | | | | | | | | | | |
| 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 |
| Actively seek out social needs to address*** | | | | | | | | | | |
| 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 |
| Respond to social needs identified by grant applicants** | | | | | | | | | | |
| 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 |
| Engage in activities beyond grantmaking to increase impact*** | | | | | | | | | | |
| 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 |
| Become actively involved in grant implementation | | | | | | | | | | |
| 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 |
| Adhere to founding donor's wishes | | | | | | | | | | |
| 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 |
| Focus on root causes of major problems*** | | | | | | | | | | |
| 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 | % |
| Influence public policy*** | | | | | | | | | | |
| 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 |
| Publicize the foundation and its work | | | | | | | | | | |
| 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 |
| Solicit advice from those outside the foundation*** | | | | | | | | | | |
| 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 |
| Conduct formal evaluations of funded work*** | | | | | | | | | | |
| 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 |
| Have a strong organizational infrastructure*** | | | | | | | | | | |
| 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 |
| Have an involved board | | | | | | | | | | |
| 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 |
| Employ minimal staff*** | | | | | | | | | | |
| 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 |
| Collaborate with external groups/organizations*** | | | | | | | | | | |
| 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 |
| Join grantmakers' associations*** | | | | | | | | | | |
| 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 | % | |
| II. Approaches to Grantmaking | | | | | | | | | | | |
| How influential were the following in formulating the foundation's grantmaking program priorities?(2) | | | | | | | | | | | |
| Founding donor(s) | | | | | | | | | | | |
| 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 | |
| Current donor(s) | | | | | | | | | | | |
| 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 | |
| Board* | | | | | | | | | | | |
| 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 | |
| Staff*** | | | | | | | | | | | |
| 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 | |
| Community input | | | | | | | | | | | |
| 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 | |
| What does the foundation try to achieve in grantmaking? | | | | | | | | | | | |
| Strengthen particular organization(s)*** | | | | | | | | | | | |
| 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 | |
| Strengthen particular field(s) of activity | | | | | | | | | | | |
| 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 | |
| Strengthen particular group(s) | | | | | | | | | | | |
| 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 | % |
| Strengthen the foundation's local community or region* | | | | | | | | | | |
| 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 |
| Strengthen social change and/or strategies for change*** | | | | | | | | | | |
| 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 |
| During the past two fiscal years, how often did the foundation make grants for the following purposes? | | | | | | | | | | |
| General operating support** | | | | | | | | | | |
| 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 |
| Organizational/management development*** | | | | | | | | | | |
| 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 |
| Research*** | | | | | | | | | | |
| 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 |
| Advocacy*** | | | | | | | | | | |
| 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 |
| Foundation-designed initiatives*** | | | | | | | | | | |
| 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 |
| Unsolicited proposals*** | | | | | | | | | | |
| 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 |
| During the past two fiscal years how often did the foundation make grants of three years or longer?*** | | | | | | | | | | |
| 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 | % | |
| Written grant guidelines were available to public*** | | | | | | | | | | | |
| 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 | |
| A common application form was accepted | | | | | | | | | | | |
| 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 | |
| Applications were accepted electronically** | | | | | | | | | | | |
| 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 | |
| Summary proposal encouraged/required prior to full proposal*** | | | | | | | | | | | |
| 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 | |
| Staff helped applicants develop proposals*** | | | | | | | | | | | |
| 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 | |
| Staff conducted site visits*** | | | | | | | | | | | |
| 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 | |
| Trustees conducted site visits*** | | | | | | | | | | | |
| 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 | |
| Applicants of rejected proposals were notified | | | | | | | | | | | |
| 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 |
| How important were the following criteria in the foundation's grantmaking decisions during the past two fiscal years? | | | | | | | | | | |
| Strength of proposal*** | | | | | | | | | | |
| 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 |
| Fit with foundation's pre-set priorities | | | | | | | | | | |
| 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 |
| Donor(s) interest in cause*** | | | | | | | | | | |
| 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 |
| Board member(s) interest in cause** | | | | | | | | | | |
| 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 |
| Staff input*** | | | | | | | | | | |
| 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 |
| Availability of matching funds** | | | | | | | | | | |
| 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 |
| Presence of measurable outcomes*** | | | | | | | | | | |
| 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 |
| Innovativeness*** | | | | | | | | | | |
| 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 | % | |
| Low risk of failure*** | | | | | | | | | | | |
| 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 | |
| Ethnic/racial diversity of applicant's board/staff*** | | | | | | | | | | | |
| 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 | |
| Gender diversity of applicant's board/staff*** | | | | | | | | | | | |
| 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 | |
| IV. Monitoring and Evaluation | | | | | | | | | | | |
| How does the foundation monitor whether grant funds are used as specified? | | | | | | | | | | | |
| Site visits*** | | | | | | | | | | | |
| 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 | |
| Interim reports required*** | | | | | | | | | | | |
| 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 | |
| Final reports required*** | | | | | | | | | | | |
| 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 | |
| Puts representative on grantee board* | | | | | | | | | | | |
| 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 | |
| Puts representative on grantee advisory committee** | | | | | | | | | | | |
| 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 |
| By its ongoing involvement in the community/field | | | | | | | | | | |
| 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 |
| Does the foundation require grantees to collect information on outcomes of their work?*** | | | | | | | | | | |
| 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 |
| Does the foundation ever formally evaluate the work that it funds?*** | | | | | | | | | | |
| 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 |
| 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 |
| 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 |
| Learn about implementation of funded work | | | | | | | | | | |
| 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 |
| Learn about outcomes of funded work | | | | | | | | | | |
| 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 |
| Contribute to knowledge in the field*** | | | | | | | | | | |
| 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 |
| Strengthen organizational practices in the field*** | | | | | | | | | | |
| 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 | % | |
| Strengthen public policy*** | | | | | | | | | | | |
| 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 | |
| Strengthen its future grantmaking* | | | | | | | | | | | |
| 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 | |
| For whom are the results of the foundation's evaluations intended?(4) | | | | | | | | | | | |
| Grantee organizations*** | | | | | | | | | | | |
| 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 | |
| Other nonprofits in the grantee's field*** | | | | | | | | | | | |
| 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 | |
| Foundation staff | | | | | | | | | | | |
| 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 | |
| Foundation board | | | | | | | | | | | |
| 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 | |
| Policymakers*** | | | | | | | | | | | |
| 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 | |
| Other foundations*** | | | | | | | | | | | |
| 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 | |
| How often are the results of the foundation's evaluations made public?(4)*** | | | | | | | | | | | |
| 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 | % | |
| How are evaluation results distributed?(5) | | | | | | | | | | | |
| Website*** | | | | | | | | | | | |
| 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 | |
| Published papers and reports*** | | | | | | | | | | | |
| 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 | |
| Other foundation publications | | | | | | | | | | | |
| 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 | |
| Conferences/meetings | | | | | | | | | | | |
| 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 | |
| Press releases | | | | | | | | | | | |
| 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 | |
| Other major distribution outlets | | | | | | | | | | | |
| 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 | |
| During the past two years did the foundation engage in any of the following activities to help evaluate or strengthen its own performance? | | | | | | | | | | | |
| Conduct a strategic planning process*** | | | | | | | | | | | |
| 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 | |
| Conduct a board retreat*** | | | | | | | | | | | |
| 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 | |
| Conduct formal reviews of staff performance*** | | | | | | | | | | | |
| 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 | |
| Review grants for consistency with stated foundation priorities*** | | | | | | | | | | | |
| 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 | |
| Compare itself to other foundations*** | | | | | | | | | | | |
| 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 | |
| Conduct a needs assessment of its field or community*** | | | | | | | | | | | |
| 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 | % | |
| Solicit anonymous feedback from grantees*** | | | | | | | | | | | |
| 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 | |
| Solicit non-anonymous feedback from grantees*** | | | | | | | | | | | |
| 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 | |
| Other | | | | | | | | | | | |
| 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 | |
| Number of activities undertaken to evaluate or strengthen the foundation's own performance during the past two years*** | | | | | | | | | | | |
| 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 | |
| V. Investments | | | | | | | | | | | |
| During FY 2001 and FY 2002 did the foundation engage in any of the following investment practices? | | | | | | | | | | | |
| Make loans or investments for projects related to the foundation's philanthropic mission*** | | | | | | | | | | | |
| 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 | |
| Invest, or avoid investing, in a company/business sector because of its social, political, or environmental practices | | | | | | | | | | | |
| 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 | |
| Vote proxies or join with other shareholders to influence a company's social, political, or environmental practices | | | | | | | | | | | |
| 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 | |
| VI. Collaboration and Professional Involvement | | | | | | | | | | | |
| Collaboration Activities (during the past two fiscal years) | | | | | | | | | | | |
| Participate in a formal co-funding arrangement*** | | | | | | | | | | | |
| 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 | |
| Exchange information about prospective grantees with other funders*** | | | | | | | | | | | |
| 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 | |
| Discuss issues in the foundation's interest areas with government officials*** | | | | | | | | | | | |
| 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 | |
| Belong to a local or regional association of grantmakers*** | | | | | | | | | | | |
| 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 | % | |
| Belong to a national association of grantmakers*** | | | | | | | | | | | |
| 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 | |
| Convene people from outside the foundation to inform foundation activities*** | | | | | | | | | | | |
| 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 | |
| Other | | | | | | | | | | | |
| 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 | |
| During the past two fiscal years did the foundation actively encourage grantees to collaborate?*** | | | | | | | | | | | |
| 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 | |
| Did the foundation require the grantees to collaborate?(6)*** | | | | | | | | | | | |
| 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 | |
| VII. Communication | | | | | | | | | | | |
| Communication Activities (during the past two fiscal years) | | | | | | | | | | | |
| Have a foundation website*** | | | | | | | | | | | |
| 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 | |
| Post application procedures on foundation website*** | | | | | | | | | | | |
| 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 | |
| Publish annual reports*** | | | | | | | | | | | |
| 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 | |
| Publish newsletters*** | | | | | | | | | | | |
| 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 | |
| Send staff to make external presentations*** | | | | | | | | | | | |
| 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 | |
| Actively solicit press coverage*** | | | | | | | | | | | |
| 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 | |
| Hire a public relations consultant*** | | | | | | | | | | | |
| 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 | % | |
| Publish reports about foundation-sponsored work*** | | | | | | | | | | | |
| 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 | |
| Other | | | | | | | | | | | |
| 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 | |
| Number of communication activities (during the past two fiscal years)*** | | | | | | | | | | | |
| 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?

| | | | | | | | | | | | |
|--------------------------------|-----|-------|-----|-------|----|-------|----|-------|----|-------|--|
| Computers/technology*** | | | | | | | | | | | |
| 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 | |
| Internal management*** | | | | | | | | | | | |
| 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 | |
| Grantmaking*** | | | | | | | | | | | |
| 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?

| | | | | | | | | | | | |
|-------------------------|-----|-------|-----|-------|----|-------|----|-------|----|-------|--|
| Asset management | | | | | | | | | | | |
| 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 | |
| Grant quality** | | | | | | | | | | | |
| 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 | % | |
| Staffing | | | | | | | | | | | |
| 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 | |
| Grantee relations | | | | | | | | | | | |
| 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 | |
| Communications/public relations | | | | | | | | | | | |
| 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 | |
| Leveraging resources to achieve greatest impact | | | | | | | | | | | |
| 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 | % |
| I. Ideas about Foundation Effectiveness | | | | | | | | |
| How important is each to achieving effectiveness?(1) | | | | | | | | |
| Establish focused and limited grantmaking areas*** | | | | | | | | |
| 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 |
| Maintain a broad grants program*** | | | | | | | | |
| 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 |
| Actively seek out social needs to address* | | | | | | | | |
| 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 |
| Respond to social needs identified by grant applicants | | | | | | | | |
| 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 |
| Engage in activities beyond grantmaking to increase impact | | | | | | | | |
| 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 |
| Become actively involved in grant implementation* | | | | | | | | |
| 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 |
| Adhere to founding donor's wishes | | | | | | | | |
| 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 |
| Focus on root causes of major problems | | | | | | | | |
| 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 |
| Influence public policy* | | | | | | | | |
| 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 |
| Publicize the foundation and its work*** | | | | | | | | |
| 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 |
| Solicit advice from those outside the foundation** | | | | | | | | |
| 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 |
| Conduct formal evaluations of funded work | | | | | | | | |
| 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 |
| Have a strong organizational infrastructure | | | | | | | | |
| 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 |
| Have an involved board | | | | | | | | |
| 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 |
| Employ minimal staff | | | | | | | | |
| 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 |
| Collaborate with external groups/organizations** | | | | | | | | |
| 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 |
| Join grantmakers' associations | | | | | | | | |
| 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 | % |
| II. Approaches to Grantmaking | | | | | | | | |
| How influential were the following in formulating the foundation's grantmaking program priorities?(2) | | | | | | | | |
| Founding donor(s)* | | | | | | | | |
| 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 |
| Current donor(s) | | | | | | | | |
| 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 |
| Board | | | | | | | | |
| 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 |
| Staff* | | | | | | | | |
| 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 |
| Community input** | | | | | | | | |
| 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 |
| What does the foundation try to achieve in grantmaking? | | | | | | | | |
| Strengthen particular organization(s) | | | | | | | | |
| 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 |
| Strengthen particular field(s) of activity | | | | | | | | |
| 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 |
| Strengthen particular group(s) | | | | | | | | |
| 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 | % |
| Strengthen the foundation's local community or region*** | | | | | | | | |
| 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 |
| Strengthen social change and/or strategies for change* | | | | | | | | |
| 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 |
| During the past two fiscal years, how often did the foundation make grants for the following purposes? | | | | | | | | |
| General operating support* | | | | | | | | |
| 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 |
| Organizational/management development | | | | | | | | |
| 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 |
| Research*** | | | | | | | | |
| 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 |
| Advocacy*** | | | | | | | | |
| 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 |
| Foundation-designed initiatives* | | | | | | | | |
| 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 |
| Unsolicited proposals | | | | | | | | |
| 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 |
| During the past two fiscal years how often did the foundation make grants of three years or longer? | | | | | | | | |
| 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 | % |
| Written grant guidelines were available to public | | | | | | | | |
| 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 |
| A common application form was accepted* | | | | | | | | |
| 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 |
| Applications were accepted electronically | | | | | | | | |
| 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 |
| Summary proposal encouraged/required prior to full proposal* | | | | | | | | |
| 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 |
| Staff helped applicants develop proposals | | | | | | | | |
| 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 |
| Staff conducted site visits** | | | | | | | | |
| 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 |
| Trustees conducted site visits | | | | | | | | |
| 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 |
| Applicants of rejected proposals were notified* | | | | | | | | |
| 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 |
| How important were the following criteria in the foundation's grantmaking decisions during the past two fiscal years? | | | | | | | | |
| Strength of proposal* | | | | | | | | |
| 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 |
| Fit with foundation's pre-set priorities** | | | | | | | | |
| 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 |
| Donor(s) interest in cause* | | | | | | | | |
| 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 |
| Board member(s) interest in cause* | | | | | | | | |
| 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 |
| Staff input** | | | | | | | | |
| 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 |
| Availability of matching funds | | | | | | | | |
| 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 |
| Presence of measurable outcomes | | | | | | | | |
| 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 |
| Innovativeness | | | | | | | | |
| 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 | % |
| Low risk of failure | | | | | | | | |
| 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 |
| Ethnic/racial diversity of applicant's board/staff | | | | | | | | |
| 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 |
| Gender diversity of applicant's board/staff | | | | | | | | |
| 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 |
| IV. Monitoring and Evaluation | | | | | | | | |
| How does the foundation monitor whether grant funds are used as specified? | | | | | | | | |
| Site visits | | | | | | | | |
| 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 |
| Interim reports required* | | | | | | | | |
| 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 |
| Final reports required | | | | | | | | |
| 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 |
| Puts representative on grantee board | | | | | | | | |
| 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 |
| Puts representative on grantee advisory committee | | | | | | | | |
| 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 |
| By its ongoing involvement in the community/field** | | | | | | | | |
| 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 |
| Does the foundation require grantees to collect information on outcomes of their work? | | | | | | | | |
| 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 |
| Does the foundation ever formally evaluate the work that it funds? | | | | | | | | |
| 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 |
| 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 |
| 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 |
| Learn about implementation of funded work | | | | | | | | |
| 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 |
| Learn about outcomes of funded work | | | | | | | | |
| 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 |
| Contribute to knowledge in the field | | | | | | | | |
| 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 |
| Strengthen organizational practices in the field | | | | | | | | |
| 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 | % |
| Strengthen public policy | | | | | | | | |
| 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 |
| Strengthen its future grantmaking | | | | | | | | |
| 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 |
| For whom are the results of the foundation's evaluations intended?(4) | | | | | | | | |
| Grantee organizations | | | | | | | | |
| 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 |
| Other nonprofits in the grantee's field | | | | | | | | |
| 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 |
| Foundation staff | | | | | | | | |
| 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 |
| Foundation board | | | | | | | | |
| 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 |
| Policymakers | | | | | | | | |
| 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 |
| Other foundations* | | | | | | | | |
| 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 |
| How often are the results of the foundation's evaluations made public?(4) | | | | | | | | |
| 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 | % |
| How are evaluation results distributed?(5) | | | | | | | | |
| Website | | | | | | | | |
| 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 |
| Published papers and reports | | | | | | | | |
| 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 |
| Other foundation publications | | | | | | | | |
| 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 |
| Conferences/meetings | | | | | | | | |
| 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 |
| Press releases | | | | | | | | |
| 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 |
| Other major distribution outlets | | | | | | | | |
| 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 |
| During the past two years did the foundation engage in any of the following activities to help evaluate or strengthen its own performance? | | | | | | | | |
| Conduct a strategic planning process** | | | | | | | | |
| 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 |
| Conduct a board retreat** | | | | | | | | |
| 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 |
| Conduct formal reviews of staff performance* | | | | | | | | |
| 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 |
| Review grants for consistency with stated foundation priorities* | | | | | | | | |
| 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 |
| Compare itself to other foundations* | | | | | | | | |
| 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 |
| Conduct a needs assessment of its field or community* | | | | | | | | |
| 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 | % |
| Solicit anonymous feedback from grantees | | | | | | | | |
| 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 |
| Solicit non-anonymous feedback from grantees | | | | | | | | |
| 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 |
| Other | | | | | | | | |
| 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 |
| Number of activities undertaken to evaluate or strengthen the foundation's own performance during the past two years*** | | | | | | | | |
| 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 |
| V. Investments | | | | | | | | |
| During FY 2001 and FY 2002 did the foundation engage in any of the following investment practices? | | | | | | | | |
| Make loans or investments for projects related to the foundation's philanthropic mission | | | | | | | | |
| 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 |
| Invest, or avoid investing, in a company/business sector because of its social, political, or environmental practices*** | | | | | | | | |
| 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 |
| Vote proxies or join with other shareholders to influence a company's social, political, or environmental practices | | | | | | | | |
| 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 |
| VI. Collaboration and Professional Involvement | | | | | | | | |
| Collaboration Activities (during the past two fiscal years) | | | | | | | | |
| Participate in a formal co-funding arrangement | | | | | | | | |
| 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 |
| Exchange information about prospective grantees with other funders | | | | | | | | |
| 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 |
| Discuss issues in the foundation's interest areas with government officials | | | | | | | | |
| 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 | % |
| Belong to a local or regional association of grantmakers | | | | | | | | |
| 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 |
| Belong to a national association of grantmakers** | | | | | | | | |
| 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 |
| Convene people from outside the foundation to inform foundation activities | | | | | | | | |
| 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 |
| Other | | | | | | | | |
| 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 |
| During the past two fiscal years did the foundation actively encourage grantees to collaborate? | | | | | | | | |
| 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 |
| Did the foundation require the grantees to collaborate?(6) | | | | | | | | |
| 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 |
| VII. Communication | | | | | | | | |
| Communication Activities (during the past two fiscal years) | | | | | | | | |
| Have a foundation website | | | | | | | | |
| 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 |
| Post application procedures on foundation website | | | | | | | | |
| 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 |
| Publish annual reports*** | | | | | | | | |
| 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 |
| Publish newsletters*** | | | | | | | | |
| 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 |
| Send staff to make external presentations*** | | | | | | | | |
| 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 |
| Actively solicit press coverage*** | | | | | | | | |
| 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 | % |
| Hire a public relations consultant | | | | | | | | |
| 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 |
| Publish reports about foundation-sponsored work | | | | | | | | |
| 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 |
| Other | | | | | | | | |
| 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 |
| Number of communication activities (during the past two fiscal years)* | | | | | | | | |
| 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?

| | | | | | | | | |
|-----------------------------|-----|-------|-----|-------|-----|-------|-----|-------|
| Computers/technology | | | | | | | | |
| 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 |
| Internal management | | | | | | | | |
| 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 |
| Grantmaking | | | | | | | | |
| 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?

| | | | | | | | | |
|-------------------------|-----|-------|-----|-------|-----|-------|-----|-------|
| Asset management | | | | | | | | |
| 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 |
| Grant quality** | | | | | | | | |
| 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 |
| Staffing | | | | | | | | |
| 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 |
| Grantee relations | | | | | | | | |
| 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 |
| Communications/public relations* | | | | | | | | |
| 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 |
| Leveraging resources to achieve greatest impact | | | | | | | | |
| 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 | % |
| I. Ideas about Foundation Effectiveness | | | | | | | | | | | | | | | | |
| How important is each to achieving effectiveness?(1) | | | | | | | | | | | | | | | | |
| Establish focused and limited grantmaking areas | | | | | | | | | | | | | | | | |
| 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 | | | ** | | | | | | *** | | | | * | | | |
| Maintain a broad grants program | | | | | | | | | | | | | | | | |
| 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 | | | *** | | | | | | *** | | | | * | | | |
| Actively seek out social needs to address | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | |
| Respond to social needs identified by grant applicants | | | | | | | | | | | | | | | | |
| 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 | | | *** | | | | | | *** | | | | ** | | | |
| Engage in activities beyond grantmaking to increase impact | | | | | | | | | | | | | | | | |
| 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 | % |
| Become actively involved in grant implementation | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | ** | | | | | | | |
| Adhere to founding donor's wishes | | | | | | | | | | | | | | | | |
| 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 | * | | | | | | | | | | | | | | | |
| Focus on root causes of major problems | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | * | | | | ** | | | |
| Influence public policy | | | | | | | | | | | | | | | | |
| 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 | ** | | | | | | | | *** | | | | | | | |
| Publicize the foundation and its work | | | | | | | | | | | | | | | | |
| 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 | * | | | | | | | | * | | | | * | | | |
| Solicit advice from those outside the foundation | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | |
| Conduct formal evaluations of funded work | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | |
| Have a strong organizational infrastructure | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | |
| Have an involved board | | | | | | | | | | | | | | | | |
| 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 | * | | | | | | | | * | | | | * | | | |
| Employ minimal staff | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | |
| Collaborate with external groups/organizations | | | | | | | | | | | | | | | | |
| 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 | * | | | | | | | | | | | | | | | |
| Join grantmakers' associations | | | | | | | | | | | | | | | | |
| 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 | % | |
| II. Approaches to Grantmaking | | | | | | | | | | | | | | | | | |
| How influential were the following in formulating the foundation's grantmaking program priorities?(2) | | | | | | | | | | | | | | | | | |
| Founding donor(s) | | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | | |
| Current donor(s) | | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | ** | | | | * | | | | |
| Board | | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | | |
| Staff | | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | | |
| Community input | | | | | | | | | | | | | | | | | |
| 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?

| | | | | | | | | | | | | | | | | |
|--|-----|-------|-----|-------|-----|-------|-----|-------|-----|-------|-----|-------|-----|-------|----|-------|
| Strengthen particular organization(s) | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | |
| Strengthen particular field(s) of activity | | | | | | | | | | | | | | | | |
| 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 | *** | | | | | | | | *** | | | | | | | |
| Strengthen particular group(s) | | | | | | | | | | | | | | | | |
| 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 | *** | | | | | | | | * | | | | ** | | | |
| Strengthen the foundation's local community or region | | | | | | | | | | | | | | | | |
| 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 | *** | | | | ** | | | | *** | | | | *** | | | |
| Strengthen social change and/or strategies for change | | | | | | | | | | | | | | | | |
| 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?

| | | | | | | | | | | | | | | | | |
|----------------------------------|-----|-------|-----|-------|-----|-------|-----|-------|-----|-------|----|-------|-----|-------|----|-------|
| General operating support | | | | | | | | | | | | | | | | |
| 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 |
| Organizational/management development | | | | | | | | | | | | | | | | |
| 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 |
| Research | | | | | | | | | | | | | | | | |
| 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 |
| Advocacy | | | | | | | | | | | | | | | | |
| 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 |
| Foundation-designed initiatives | | | | | | | | | | | | | | | | |
| 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 |
| Unsolicited proposals | | | | | | | | | | | | | | | | |
| 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?

| | | | | | | | | | | | | | | | | |
|--|-----|-------|-----|-------|-----|-------|-----|-------|-----|-------|-----|-------|-----|-------|----|-------|
| Board Development | | | | | | | | | | | | | | | | |
| 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 | | | | | ** | | | | | | | | ** | | | |
| Strategy and planning | | | | | | | | | | | | | | | | |
| 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 | | | | | * | | | | | | | | | | | |
| Fundraising assistance | | | | | | | | | | | | | | | | |
| 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 | | | | | * | | | | ** | | | | | | | |
| Communications and public relations | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | * | | | | | | | |
| Technology-related training | | | | | | | | | | | | | | | | |
| 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 |
| Host grantee convenings | | | | | | | | | | | | | | | | |
| 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 |
| | | | | | *** | | | | | | | | | | | |
| 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 | 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 |
| | ** | | | | | | | | * | | | | | | | |
| Written grant guidelines were available to public | | | | | | | | | | | | | | | | |
| 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 |
| A common application form was accepted | | | | | | | | | | | | | | | | |
| 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 | * | | | | | | | | | | | | | | | |
| How important were the following criteria in the foundation's grantmaking decisions during the past two fiscal years? | | | | | | | | | | | | | | | | |
| Strength of proposal | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | |
| Fit with foundation's pre-set priorities | | | | | | | | | | | | | | | | |
| 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 | ** | | | | | | | | | | | | | | | |
| Donor(s) interest in cause | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | |
| Board member(s) interest in cause | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | |
| Staff input | | | | | | | | | | | | | | | | |
| 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 |
| Availability of matching funds | | | | | | | | | | | | | | | | |
| 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 |
| Presence of measurable outcomes | | | | | | | | | | | | | | | | |
| 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 |
| Innovativeness | | | | | | | | | | | | | | | | |
| 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 |
| Low risk of failure | | | | | | | | | | | | | | | | |
| 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 |
| Ethnic/racial diversity of applicant's board/staff | | | | | | | | | | | | | | | | |
| 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 |
| Gender diversity of applicant's board/staff | | | | | | | | | | | | | | | | |
| 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 | % | |
| IV. Monitoring and Evaluation | | | | | | | | | | | | | | | | | |
| How does the foundation monitor whether grant funds are used as specified? | | | | | | | | | | | | | | | | | |
| Site visits | | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | | |
| Interim reports required | | | | | | | | | | | | | | | | | |
| 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 | ** | | | | | | | | *** | | | | | | | | |
| Final reports required | | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | | |
| Puts representative on grantee board | | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | | |
| Puts representative on grantee advisory committee | | | | | | | | | | | | | | | | | |
| 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 | % |
| Learn about outcomes of funded work | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | |
| Contribute to knowledge in the field | | | | | | | | | | | | | | | | |
| 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 | | | *** | | | | | | | | ** | | | | | |
| Strengthen organizational practices in the field | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | |
| Strengthen public policy | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | |
| Strengthen its future grantmaking | | | | | | | | | | | | | | | | |
| 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)

| | | | | | | | | | | | | | | | | |
|--|-----|-------|-----|-------|-----|-------|-----|-------|-----|-------|----|-------|-----|-------|----|-------|
| Grantee organizations | | | | | | | | | | | | | | | | |
| 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 | | | | | | | * | | | | | | | | | |
| Other nonprofits in the grantee's field | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | * | | | | | |
| Foundation staff | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | |
| Foundation board | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | |
| Policymakers | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | |
| Other foundations | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | |
| How are evaluation results distributed?(5) | | | | | | | | | | | | | | | | |
| Website | | | | | | | | | | | | | | | | |
| 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 | | | *** | | | | ** | | | | | | | | | |
| Published papers and reports | | | | | | | | | | | | | | | | |
| 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 | | | | | | | * | | | | | | | | * | |
| Other foundation publications | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | |
| Conferences/meetings | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | |
| Press releases | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | |
| Other major distribution outlets | | | | | | | | | | | | | | | | |
| 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?

| | | | | | | | | | | | | | | | | |
|--|-----|-------|-----|-------|-----|-------|-----|-------|-----|-------|-----|-------|-----|-------|----|-------|
| Conduct a strategic planning process | | | | | | | | | | | | | | | | |
| 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 | | | | | * | | | | | | | | | | | |
| Conduct a board retreat | | | | | | | | | | | | | | | | |
| 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 | | | | | * | | | | ** | | | | | | | |
| Conduct formal reviews of staff performance | | | | | | | | | | | | | | | | |
| 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 | * | | | | *** | | | | | | | | | | | |
| Review grants for consistency with stated foundation priorities | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | |
| Compare itself to other foundations | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | |
| Conduct a needs assessment of its field or community | | | | | | | | | | | | | | | | |
| 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 | | | | | * | | | | | | | | | | | |
| Solicit anonymous feedback from grantees | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | |
| Solicit non-anonymous feedback from grantees | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | | |
| Number of activities undertaken to evaluate or strengthen the foundation's own performance during the past two years | | | | | | | | | | | | | | | | | |
| 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 | | | | | *** | | | | | | | | | | | | |
| V. Investments | | | | | | | | | | | | | | | | | |
| During FY 2001 and FY 2002 did the foundation engage in any of the following investment practices? | | | | | | | | | | | | | | | | | |
| Make loans or investments for projects related to the foundation's philanthropic mission | | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | ** | | | | |
| Invest, or avoid investing, in a company/business sector because of its social, political, or environmental practices | | | | | | | | | | | | | | | | | |
| 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 | *** | | | | | | | | | | | | *** | | | | |
| Vote proxies or join with other shareholders to influence a company's social, political, or environmental practices | | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | *** | | | | |
| VI. Collaboration and Professional Involvement | | | | | | | | | | | | | | | | | |
| Collaboration Activities (during the past two fiscal years) | | | | | | | | | | | | | | | | | |
| Participate in a formal co-funding arrangement | | | | | | | | | | | | | | | | | |
| 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 | | | | | * | | | | ** | | | | | | | | |

| | | | | | | | | | | | | | | | | |
|--|-----|-------|-----|-------|-----|-------|-----|-------|-----|-------|-----|-------|------|-------|----|-------|
| Exchange information about prospective grantees with other funders | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | |
| Discuss issues in the foundation's interest areas with government officials | | | | | | | | | | | | | | | | |
| 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 | * | | | | | | | | ** | | | | | | | |
| Belong to a local or regional association of grantmakers | | | | | | | | | | | | | | | | |
| 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 | *** | | | | | | | | ** | | | | ** | | | |
| Belong to a national association of grantmakers | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | |
| Convene people from outside the foundation to inform foundation activities | | | | | | | | | | | | | | | | |
| 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 | | | | | ** | | | | | | | | | | | |
| Other | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | |
| During the past two fiscal years did the foundation actively encourage grantees to collaborate? | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | |
| Did the foundation require the grantees to collaborate?(6) | | | | | | | | | | | | | | | | |
| 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 | % |
| VII. Communication | | | | | | | | | | | | | | | | |
| Communication Activities (during the past two fiscal years) | | | | | | | | | | | | | | | | |
| Have a foundation website | | | | | | | | | | | | | | | | |
| 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 | *** | | | | ** | | | | * | | | | | | | |
| Post application procedures on foundation website | | | | | | | | | | | | | | | | |
| 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 | *** | | | | *** | | | | | | | | | | | |
| Publish annual reports | | | | | | | | | | | | | | | | |
| 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 | | | | | * | | | | | | | | | | | |
| Publish newsletters | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | ** | | | | | | | |
| Send staff to make external presentations | | | | | | | | | | | | | | | | |
| 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 | | | | | * | | | | | | | | | | | |
| Actively solicit press coverage | | | | | | | | | | | | | | | | |
| 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 | * | | | | | | | | *** | | | | * | | | |
| Hire a public relations consultant | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | |
| Other | | | | | | | | | | | | | | | | |
| 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?

| | | | | | | | | | | | | | | | | |
|-----------------------------|-----|-------|-----|-------|-----|-------|-----|-------|-----|-------|----|-------|-----|-------|----|-------|
| Computers/technology | | | | | | | | | | | | | | | | |
| 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 | | | | | * | | | | | | | | | | | |
| Internal management | | | | | | | | | | | | | | | | |
| 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 | | | | | ** | | | | | | | | * | | | |
| Grantmaking | | | | | | | | | | | | | | | | |
| 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 | % | |
| IX. Self-Assessment of Foundation Effectiveness | | | | | | | | | | | | | | | | | |
| How would you rate your foundation's effectiveness in the following areas? | | | | | | | | | | | | | | | | | |
| Asset management | | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | | |
| Grant quality | | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | | |
| Staffing | | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | | |
| Grantee relations | | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | | |
| Communications/public relations | | | | | | | | | | | | | | | | | |
| 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 | % |
| I. Ideas about Foundation Effectiveness | | | | | | | | |
| How important is each to achieving effectiveness?(1) | | | | | | | | |
| Establish focused and limited grantmaking areas | | | | | | | | |
| 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 |
| Maintain a broad grants program*** | | | | | | | | |
| 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 |
| Actively seek out social needs to address ▲ *** | | | | | | | | |
| 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 |
| Respond to social needs identified by grant applicants*** | | | | | | | | |
| 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 |
| Engage in activities beyond grantmaking to increase impact ▲ *** | | | | | | | | |
| 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 |
| Become actively involved in grant implementation*** | | | | | | | | |
| 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 |
| Adhere to founding donor's wishes | | | | | | | | |
| 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 |
| Focus on root causes of major problems ▲ *** | | | | | | | | |
| 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 |
| Influence public policy ▲ *** | | | | | | | | |
| 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 |
| Publicize the foundation and its work*** | | | | | | | | |
| 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 |
| Solicit advice from those outside the foundation ▲ *** | | | | | | | | |
| 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 |
| Conduct formal evaluations of funded work*** | | | | | | | | |
| 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 |
| Have a strong organizational infrastructure ▲ *** | | | | | | | | |
| 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 |
| Have an involved board*** | | | | | | | | |
| 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 |
| Employ minimal staff*** | | | | | | | | |
| 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 |
| Collaborate with external groups/organizations ▲ *** | | | | | | | | |
| 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 |
| Join grantmakers' associations ▲ *** | | | | | | | | |
| 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 | % |
| II. Approaches to Grantmaking | | | | | | | | |
| How influential were the following in formulating the foundation's grantmaking program priorities?(2) | | | | | | | | |
| Founding donor(s)*** | | | | | | | | |
| 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 |
| Current donor(s)** | | | | | | | | |
| 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 |
| Board | | | | | | | | |
| 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 |
| Staff*** | | | | | | | | |
| 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 |
| Community input*** | | | | | | | | |
| 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 |
| What does the foundation try to achieve in grantmaking? | | | | | | | | |
| Strengthen particular organization(s)*** | | | | | | | | |
| 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 |
| Strengthen particular field(s) of activity*** | | | | | | | | |
| 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 |
| Strengthen particular group(s)*** | | | | | | | | |
| 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 | % |
| Strengthen the foundation's local community or region*** | | | | | | | | |
| 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 |
| Strengthen social change and/or strategies for change ▲ *** | | | | | | | | |
| 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 |
| During the past two fiscal years, how often did the foundation make grants for the following purposes? | | | | | | | | |
| General operating support*** | | | | | | | | |
| 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 |
| Organizational/management development ▲ *** | | | | | | | | |
| 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 |
| Research*** | | | | | | | | |
| 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 |
| Advocacy ▲ *** | | | | | | | | |
| 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 |
| Foundation-designed initiatives ▲ *** | | | | | | | | |
| 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 |
| Unsolicited proposals*** | | | | | | | | |
| 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 |
| During the past two fiscal years how often did the foundation make grants of three years or longer?*** | | | | | | | | |
| 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 | % |
| Written grant guidelines were available to public*** | | | | | | | | |
| 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 |
| A common application form was accepted | | | | | | | | |
| 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 |
| Applications were accepted electronically*** | | | | | | | | |
| 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 |
| Summary proposal encouraged/required prior to full proposal*** | | | | | | | | |
| 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 |
| Staff helped applicants develop proposals*** | | | | | | | | |
| 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 |
| Staff conducted site visits*** | | | | | | | | |
| 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 |
| Trustees conducted site visits** | | | | | | | | |
| 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 |
| Applicants of rejected proposals were notified*** | | | | | | | | |
| 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 |
| How important were the following criteria in the foundation's grantmaking decisions during the past two fiscal years? | | | | | | | | |
| Strength of proposal*** | | | | | | | | |
| 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 |
| Fit with foundation's pre-set priorities | | | | | | | | |
| 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 |
| Donor(s) interest in cause | | | | | | | | |
| 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 |
| Board member(s) interest in cause*** | | | | | | | | |
| 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 |
| Staff input*** | | | | | | | | |
| 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 |
| Availability of matching funds*** | | | | | | | | |
| 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 |
| Presence of measurable outcomes ▲ *** | | | | | | | | |
| 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 |
| Innovativeness*** | | | | | | | | |
| 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 | % |
| Low risk of failure*** | | | | | | | | |
| 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 |
| Ethnic/racial diversity of applicant's board/staff*** | | | | | | | | |
| 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 |
| Gender diversity of applicant's board/staff*** | | | | | | | | |
| 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 |
| IV. Monitoring and Evaluation | | | | | | | | |
| How does the foundation monitor whether grant funds are used as specified? | | | | | | | | |
| Site visits*** | | | | | | | | |
| 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 |
| Interim reports required*** | | | | | | | | |
| 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 |
| Final reports required*** | | | | | | | | |
| 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 |
| Puts representative on grantee board* | | | | | | | | |
| 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 |
| Puts representative on grantee advisory committee*** | | | | | | | | |
| 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 |
| By its ongoing involvement in the community/field*** | | | | | | | | |
| 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 |
| Does the foundation require grantees to collect information on outcomes of their work?*** | | | | | | | | |
| 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 |
| Does the foundation ever formally evaluate the work that it funds?*** | | | | | | | | |
| 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 |
| 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 |
| 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 |
| Learn about implementation of funded work** | | | | | | | | |
| 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 |
| Learn about outcomes of funded work* | | | | | | | | |
| 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 |
| Contribute to knowledge in the field*** | | | | | | | | |
| 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 |
| Strengthen organizational practices in the field*** | | | | | | | | |
| 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 | % |
| Strengthen public policy*** | | | | | | | | |
| 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 |
| Strengthen its future grantmaking*** | | | | | | | | |
| 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 |
| For whom are the results of the foundation's evaluations intended?(4) | | | | | | | | |
| Grantee organizations*** | | | | | | | | |
| 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 |
| Other nonprofits in the grantee's field*** | | | | | | | | |
| 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 |
| Foundation staff*** | | | | | | | | |
| 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 |
| Foundation board* | | | | | | | | |
| 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 |
| Policymakers*** | | | | | | | | |
| 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 |
| Other foundations*** | | | | | | | | |
| 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 |
| How often are the results of the foundation's evaluations made public?(4)*** | | | | | | | | |
| 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 | % |
| How are evaluation results distributed?(5) | | | | | | | | |
| Website** | | | | | | | | |
| 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 |
| Published papers and reports* | | | | | | | | |
| 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 |
| Other foundation publications | | | | | | | | |
| 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 |
| Conferences/meetings* | | | | | | | | |
| 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 |
| Press releases | | | | | | | | |
| 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 |
| Other major distribution outlets | | | | | | | | |
| 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 |
| During the past two years did the foundation engage in any of the following activities to help evaluate or strengthen its own performance? | | | | | | | | |
| Conduct a strategic planning process*** | | | | | | | | |
| 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 |
| Conduct a board retreat*** | | | | | | | | |
| 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 |
| Conduct formal reviews of staff performance*** | | | | | | | | |
| 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 |
| Review grants for consistency with stated foundation priorities*** | | | | | | | | |
| 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 |
| Compare itself to other foundations*** | | | | | | | | |
| 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 |
| Conduct a needs assessment of its field or community*** | | | | | | | | |
| 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 | % |
| Solicit anonymous feedback from grantees*** | | | | | | | | |
| 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 |
| Solicit non-anonymous feedback from grantees*** | | | | | | | | |
| 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 |
| Other | | | | | | | | |
| 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 |
| Number of activities undertaken to evaluate or strengthen the foundation's own performance during the past two years*** | | | | | | | | |
| 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 |
| V. Investments | | | | | | | | |
| During FY 2001 and FY 2002 did the foundation engage in any of the following investment practices? | | | | | | | | |
| Make loans or investments for projects related to the foundation's philanthropic mission*** | | | | | | | | |
| 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 |
| Invest, or avoid investing, in a company/business sector because of its social, political, or environmental practices*** | | | | | | | | |
| 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 |
| Vote proxies or join with other shareholders to influence a company's social, political, or environmental practices* | | | | | | | | |
| 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 |
| VI. Collaboration and Professional Involvement | | | | | | | | |
| Collaboration Activities (during the past two fiscal years) | | | | | | | | |
| Participate in a formal co-funding arrangement*** | | | | | | | | |
| 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 |
| Exchange information about prospective grantees with other funders*** | | | | | | | | |
| 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 |
| Discuss issues in the foundation's interest areas with government officials*** | | | | | | | | |
| 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 | % |
| Belong to a local or regional association of grantmakers*** | | | | | | | | |
| 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 |
| Belong to a national association of grantmakers*** | | | | | | | | |
| 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 |
| Convene people from outside the foundation to inform foundation activities*** | | | | | | | | |
| 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 |
| Other*** | | | | | | | | |
| 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 |
| During the past two fiscal years did the foundation actively encourage grantees to collaborate?*** | | | | | | | | |
| 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 |
| Did the foundation require the grantees to collaborate?(6)*** | | | | | | | | |
| 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 |
| VII. Communication | | | | | | | | |
| Communication Activities (during the past two fiscal years) | | | | | | | | |
| Have a foundation website*** | | | | | | | | |
| 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 |
| Post application procedures on foundation website*** | | | | | | | | |
| 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 |
| Publish annual reports*** | | | | | | | | |
| 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 |
| Publish newsletters*** | | | | | | | | |
| 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 |
| Send staff to make external presentations*** | | | | | | | | |
| 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 |
| Actively solicit press coverage*** | | | | | | | | |
| 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 | % |
| Hire a public relations consultant*** | | | | | | | | |
| 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 |
| Publish reports about foundation-sponsored work*** | | | | | | | | |
| 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 |
| Other | | | | | | | | |
| 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 |
| Number of communication activities (during the past two fiscal years)*** | | | | | | | | |
| 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?

| | | | | | | | | |
|-----------------------------------|-----|-------|-----|-------|-----|-------|-----|-------|
| Computers/technology ▲ *** | | | | | | | | |
| 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 |
| Internal management ▲ *** | | | | | | | | |
| 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 |
| Grantmaking ▲ *** | | | | | | | | |
| 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?

| | | | | | | | | |
|-------------------------|-----|-------|-----|-------|-----|-------|-----|-------|
| Asset management | | | | | | | | |
| 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 |
| Grant quality* | | | | | | | | |
| 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 |
| Staffing** | | | | | | | | |
| 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 |
| Grantee relations*** | | | | | | | | |
| 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 |
| Communications/public relations*** | | | | | | | | |
| 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 |
| Leveraging resources to achieve greatest impact*** | | | | | | | | |
| 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 | % |
| Type of Foundation*** | | | | | | | | |
| 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 |
| Family Foundation (Independent Foundations only)*** | | | | | | | | |
| 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 |
| Area Served | | | | | | | | |
| Local* | | | | | | | | |
| 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 |
| Regional** | | | | | | | | |
| 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 |
| National** | | | | | | | | |
| 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 |
| International | | | | | | | | |
| 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 |
| Market value of foundation's assets at the end of FY 2002*** | | | | | | | | |
| \$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 |
| Census Region | | | | | | | | |
| 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 |
| Number of Professional Staff (FTE)*** | | | | | | | | |
| 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> | Not at all | Not very | Some-what | Very | Should not do |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 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 | Some-times | 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> | Not at all | Somewhat | Mainly |
|---|--------------------------|--------------------------|--------------------------|
| 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"/> |

X. Background Information

30) What type of foundation is this? (Please check one box only.)

- Community foundation
- Other public foundation
- Corporate foundation
- Independent (Private) foundation → Is the primary donor living?
 - No
 - Yes

31) What are the current plans for the foundation's longevity?

- Unlimited life
- Limited life
- Undecided

32) Is this primarily a local, regional, national, or international foundation?

- Local
- Regional
- National
- International
- Other. Please specify: _____

33) How many grants did the foundation make in FY 2002?

| | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|
| | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|

How many grants did the foundation make in FY 2001?

| | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|
| | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|

34) What was the total dollar amount the foundation paid out in grants in FY 2002?

| | | | | | | | | | | | | | | | | | | | |
|----|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| \$ | | | | | | | | | | | | | | | | | | | |
|----|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|

What was the total dollar amount the foundation paid out in grants in FY 2001?

| | | | | | | | | | | | | | | | | | | | |
|----|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| \$ | | | | | | | | | | | | | | | | | | | |
|----|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|

35) What was the market value of the foundation's assets at the end of FY 2002?

| | | | | | | | | | | | | | | | | | | | |
|----|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| \$ | | | | | | | | | | | | | | | | | | | |
|----|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|

36) What year was the foundation established?

| | | | | |
|--|--|--|--|--|
| | | | | |
|--|--|--|--|--|



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