

Grantee Perception Report®

prepared for

Northern Rock Foundation

January 2011

Excerpt for the Board of Trustees

VERSION 02/03/2011



THE CENTER FOR
EFFECTIVE PHILANTHROPY

675 Massachusetts Avenue ♦ Seventh Floor ♦ Cambridge, MA 02139 ♦ Tel: (617) 492-0800 ♦ Fax: (617) 492-0888
100 Montgomery Street ♦ Suite 1700 ♦ San Francisco, CA 94104 ♦ Tel: (415) 391-3070 ♦ Fax: (415) 956-9916
www.effectivephilanthropy.org

Executive Summary – Key Findings

Compared to other funders whose grantees CEP has surveyed, Northern Rock Foundation (“NRF”) receives high ratings from its grantees on many dimensions in this report.

- **NRF is perceived as a strong force in grantees’ fields and local communities**
- **Grantees indicate higher than typical impact on their organisations, but typical impact on their future sustainability.**
- **Opportunities exist to increase the impact of the Foundation’s assistance beyond the grant.**
- **NRF grantees indicate maintaining stronger relationships with the Foundation than is typical.**

Methodology

- ♦ The Center for Effective Philanthropy (CEP) surveyed the grantees of Northern Rock Foundation (“Northern Rock”) during September and October 2010. The details of Northern Rock’s survey are as follows:

Survey	Survey Period	Fiscal Year of Surveyed Grantees	Number of Grantees Surveyed	Number of Responses Received	Survey Response Rate
Northern Rock	September and October 2010	2009	350	272	78%

- ♦ Selected grantee comments are also shown throughout this report. This selection of comments highlights major themes and reflects trends in the data. These selected comments over-represent negative comments about the Foundation in order to offer a wide range of perspectives.

Full Comparative Set	
Grantee Responses	38,081 grantees
Philanthropic Funders	262 funders

- ♦ Northern Rock is also compared to a cohort of 12 corporate funders. The 12 funders that comprise this group are:

Corporate Funders	
Blue Cross Blue Shield of Massachusetts Foundation	Northern Rock Foundation
Fannie Mae Foundation	PetSmart Charities
Friends Provident Foundation	PSEG Foundation
General Mills Foundation	Thrivent Financial for Lutherans Foundation
Horizon Foundation for New Jersey	Wachovia Regional Foundation
Levi Strauss Foundation	Wellington Management Charitable Fund

Grantmaking and Grantees' Structural Characteristics

- ♦ This table is intended to provide context to the Foundation in thinking about its GPR results relative to its grantmaking practices and the structural characteristics of its grantees. The information is based on self-reported data from grantees about the size, duration, and types of grants that they received and the characteristics of their organisations.

Survey Item	Northern Rock	Full Dataset Median	Corporate Funder Median
Grant Size			
Median grant size	£81K	£38K	£23K
Grant Length			
Average grant length	3.1 years	2.1 years	1.9 years
Percent of grantees receiving multi-year grants	89%	49%	41%
Budget of Funded Organisations			
Typical organisational budget	£200K	£894K	£785K
Median percent of budget funded by grant (annualised)	12.8%	3.3%	2.1%

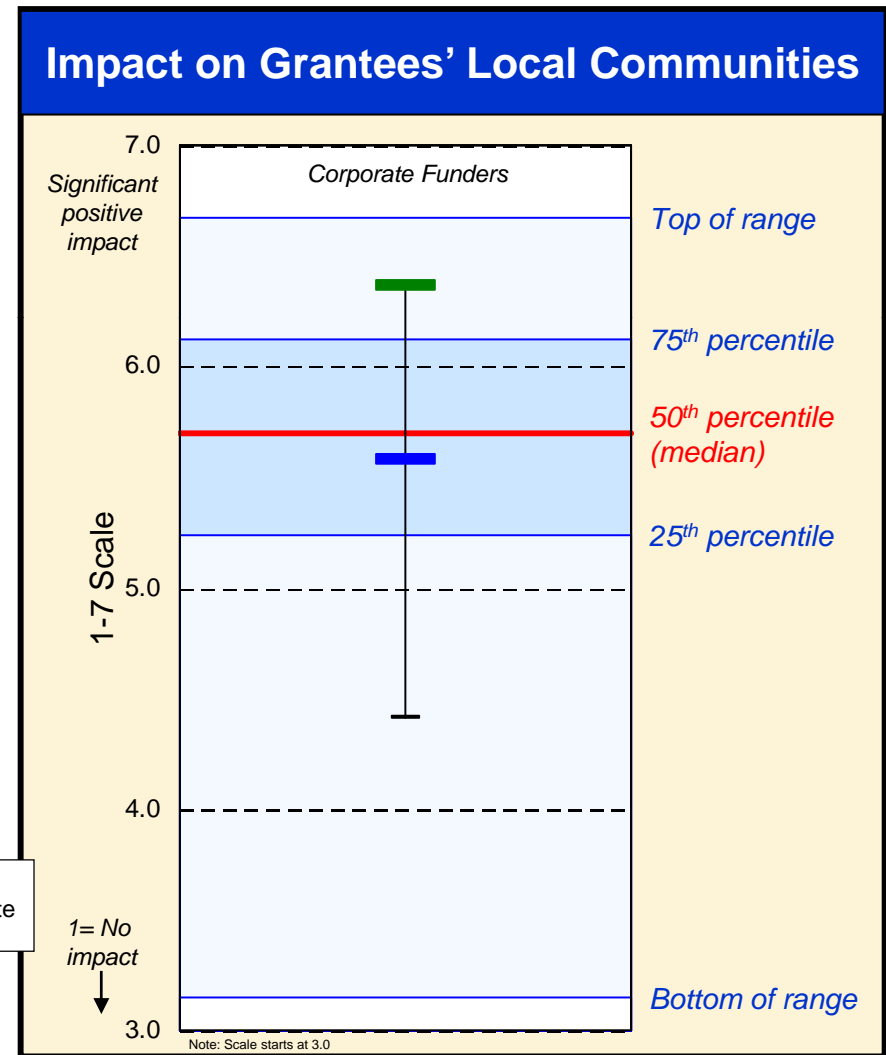
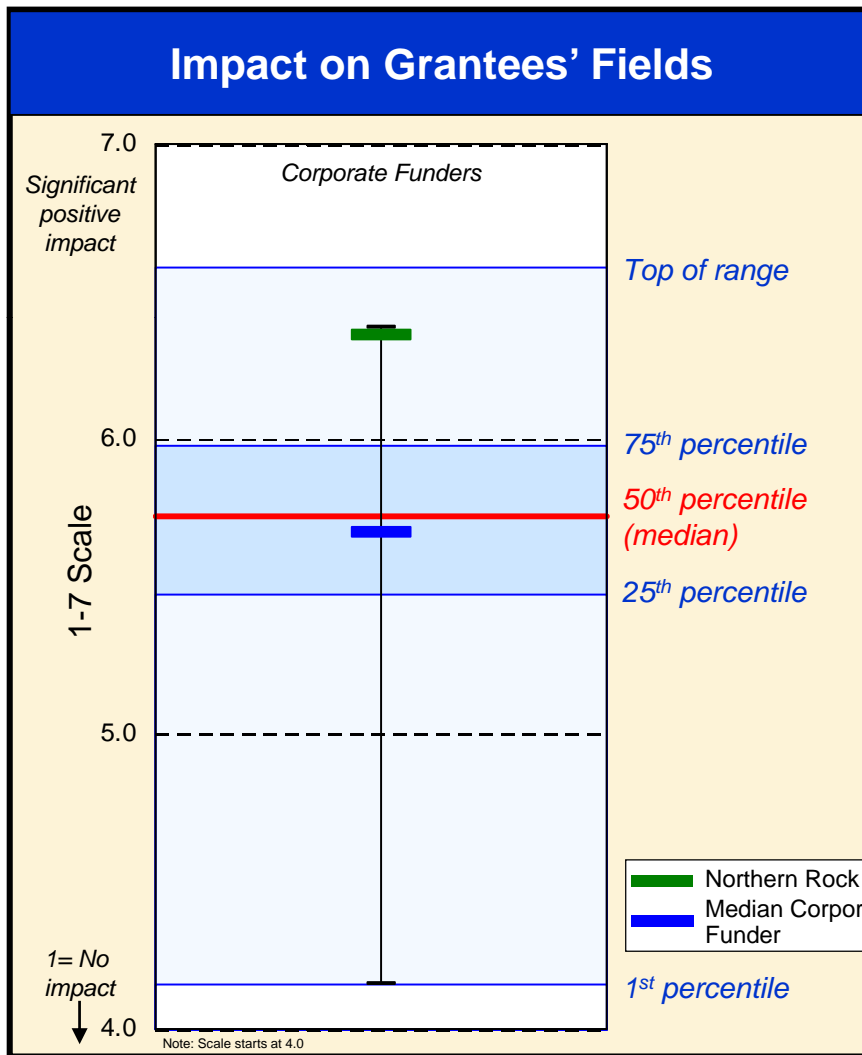
Impact on Grantees' Fields and Local Communities

On impact on grantees' fields, Northern Rock is rated:

- higher than ninety percent of funders
- above the median corporate funder

On impact on grantees' local communities, Northern Rock is rated:

- above the median funder
- higher than all other corporate funders in the cohort



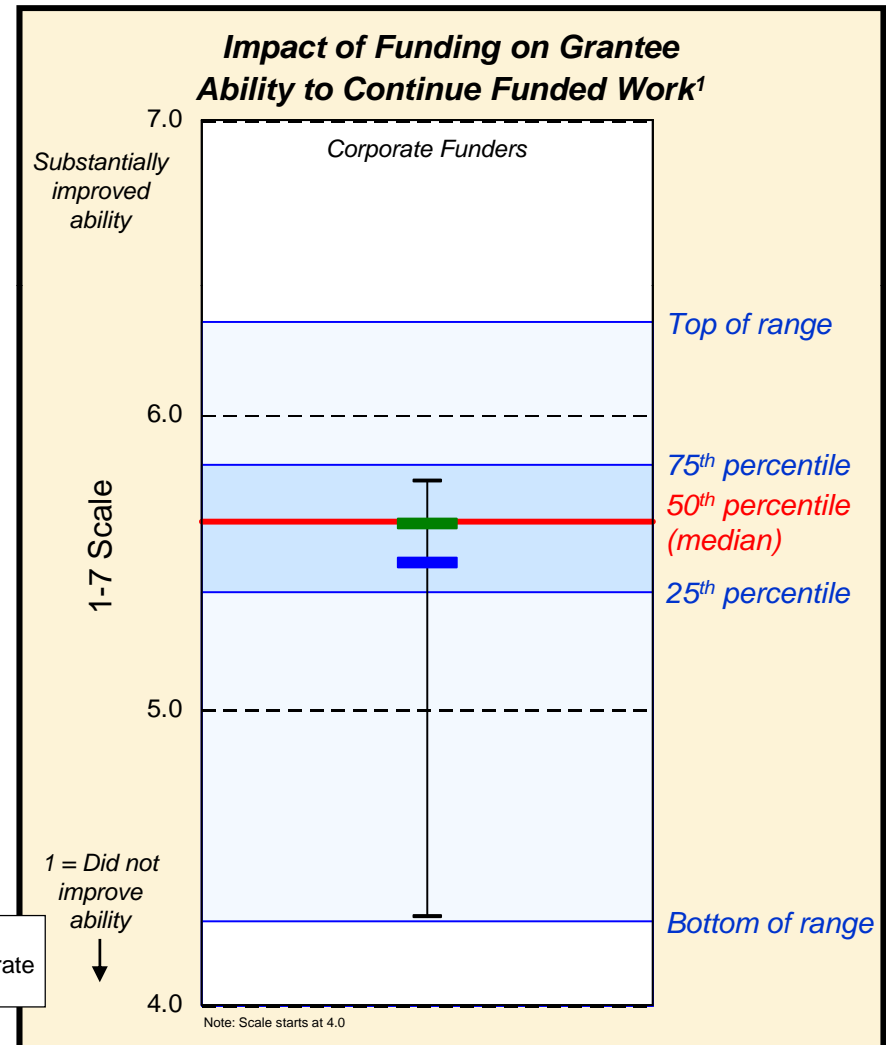
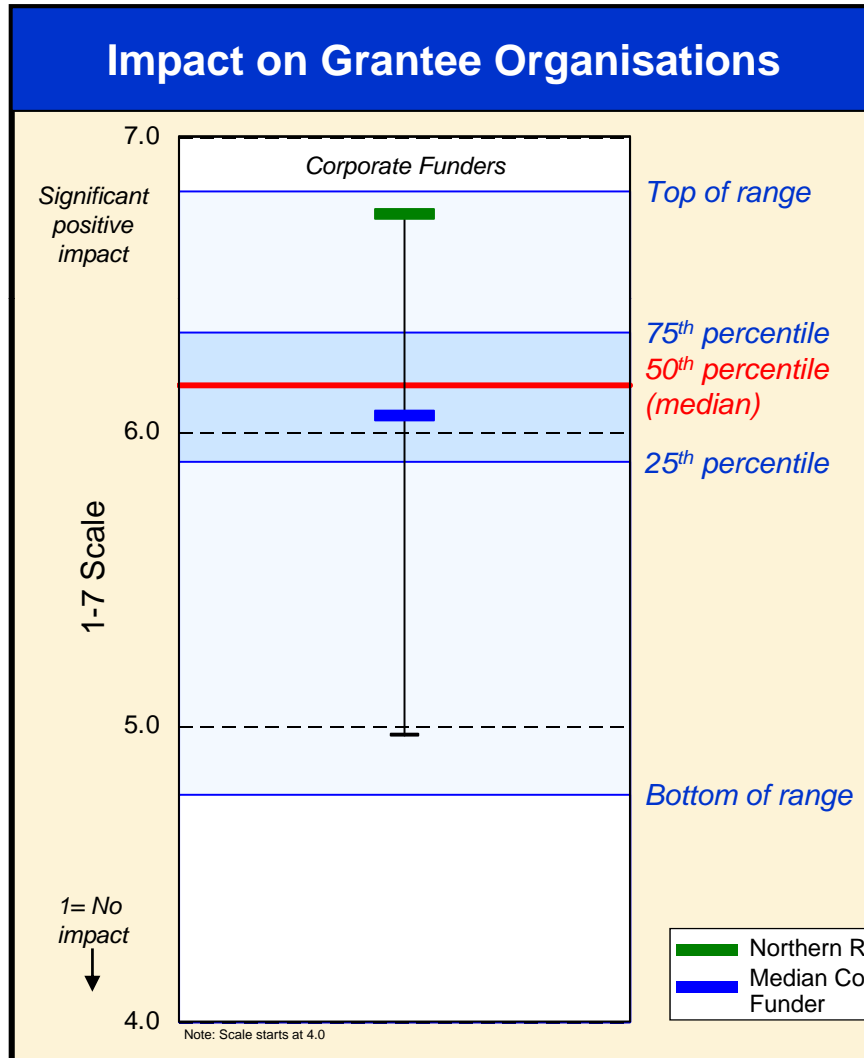
Impact on Grantee Organisations

On impact on grantee organisations, Northern Rock is rated:

- higher than ninety percent of funders
- higher than all other corporate funders in the cohort

On the effect of the Foundation's funding on grantees' ability to sustain the work funded by the grant in the future, Northern Rock is rated:

- similarly to the median funder
- above the median corporate funder

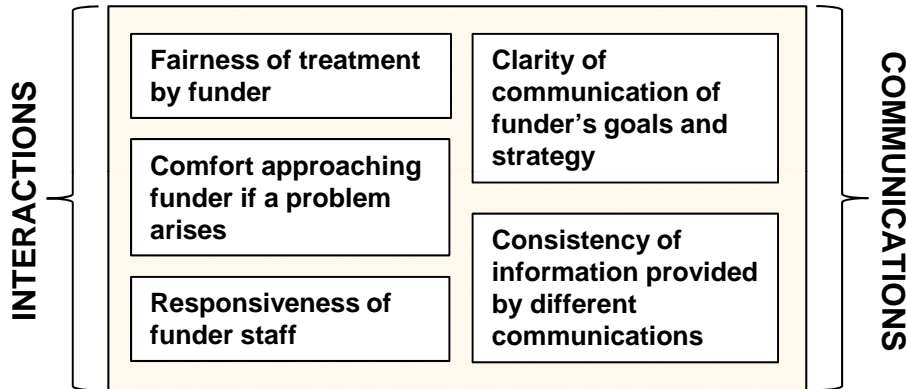


Funder-Grantee Relationships Summary

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

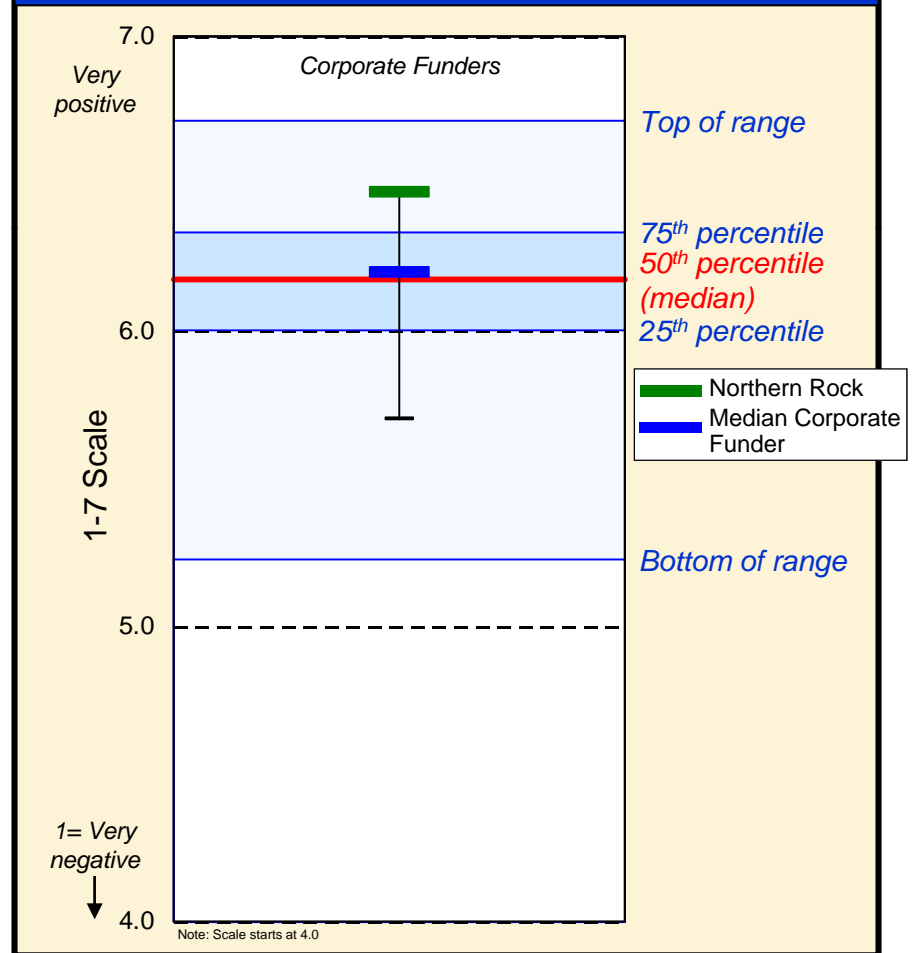
- higher than ninety percent of funders
- higher than all other corporate funders in the cohort

Key Components of Funder-Grantee Relationships Measure



Survey-Wide Analysis Fact: What best predict grantee ratings on the *Funder-Grantee Relationships Summary*? 1) *Understanding*: Understanding of funded organisations' goals and strategies; 2) *Selection*: Helpfulness of selection process and mitigation of pressure to modify priorities; 3) *Expertise*: Understanding of fields and communities; 4) *Contact*: Initiation of contact and with appropriate frequency. For more on these findings and resulting management implications, please see CEP's report, *Working with Grantees: The Keys to Success and Five Program Officers Who Exemplify Them*.

Funder-Grantee Relationships Summary



Review of Findings

Chart shows the percentile rank of Northern Rock (◆) and the median corporate funder (◇) among all funders in the comparative set.

Indicator	Percentile Rank on Indicator					Description of Indicator	
	0th	25th	50th	75th	100th		
Impact on the Field						Grantees were asked to rate the funder's impact on their fields.	
Impact on the Community						Grantees were asked to rate the funder's impact on their local communities.	
Impact on the Grantee Organisation						Grantees were asked to rate the funder's impact on their organisations.	
Satisfaction						Grantees were asked to rate their satisfaction with their funder.	
Quality of Relationships						This summary includes grantee ratings of funder fairness, responsiveness, grantee comfort approaching the funder if a problem arises, clarity of funder communication of its goals and strategy, and consistency of information provided by its communications resources.	
Selection Process						Grantees were asked to rate the helpfulness of the funder's selection process for their organisations.	
Reporting and Evaluation Processes						Grantees were asked to rate the helpfulness of the funder's reporting and evaluation processes for their organisations.	
Pound Return on Grantee Administrative Hours						This summary is the calculation of number of dollars received divided by the time required of grantees to fulfill the funder's administrative requirements.	
Percent Receiving Field or Comprehensive Non-Monetary Assistance						The funder's percentile rank on the proportion of grantees receiving higher impact field-focused or comprehensive assistance.	
Assistance Securing Funding from Other Sources	% Receiving						The funder's percentile rank on the proportion of grantees receiving assistance securing funding from other sources.
	Impact						Grantees were asked to rate the impact of the funder's assistance securing funding from other sources.

Analysis and Discussion (1)

A Strong Force in Grantees' Local Communities and Fields

- ◆ NRF grantees rate the Foundation's impact on their local communities much more positively than typical.
- ◆ NRF also receives ratings higher than seventy-five percent of funders whose grantees CEP has surveyed for its impact on and understanding of grantees' fields.

High Organisational Impact but Typical Sustainability of Funded Work

- ◆ NRF grantees rate the Foundation above ninety percent of funders whose grantees CEP has surveyed for both its impact on grantees' organisations and understanding of their goals and strategies.
- ◆ Nearly one-third of NRF grantees – a much higher than typical proportion – receive the grant pattern CEP research has found to provide the most impact on grantees' organisations – large, multi-year grants of core/operating support.
 - ◆ Grantees receiving this grant pattern have more positive perceptions of NRF, including its impact on grantees' organisations and the sustainability of funded work.
- ◆ Despite high ratings for its impact on and understanding of grantees' organisations, grantees rate the impact of NRF's funding on their ability to sustain their work in the future similar to that of the median funder.
 - ◆ In open-ended comments, many grantees expressed worries about the sustainability of their organisations without the Foundation's support.

Analysis and Discussion (2)

Nonmonetary Support and Funding assistance as Mechanisms for Enhancing Impact on Grantee Organisations and Sustainability

- ◆ Compared to the typical funder, NRF provides a similar proportion of its grantees with assistance securing funding from other sources.
 - ◆ However, a smaller than typical proportion of NRF grantees receives the more helpful forms of active support: assistance beyond simply NRF suggesting other potential funders to the grantee.
 - ◆ Grantees who receive more active forms of funding assistance not only rate the impact of this assistance higher than grantees who have only had other funders suggested to them but also rate more positively for the Foundation's ability to sustain their work in the future.
- ◆ NRF provides a larger than typical proportion of its grantees with the most helpful patterns of non-monetary assistance – those that are field-focused or comprehensive, but also a larger proportion of less helpful little assistance.
 - ◆ NRF grantees who receive more intensive comprehensive or field-focused patterns of assistance rate the Foundation significantly more positively across many dimensions in the report, including the Foundation's understanding of grantees' organisations and its ability to sustain grantees' work in the future.

Analysis and Discussion (3)

Grantee Engagement as a Key to Strong Funder-Grantee Relationships

- ◆ Northern Rock grantees indicate maintaining stronger relationships with the Foundation than is typical.
- ◆ Grantees who are more engaged with the Foundation have more positive impressions of the Foundation
 - ◆ When asked to provide suggestions for Northern Rock's improvement, 22 percent of grantees suggest increasing the frequency of interaction with Foundation staff.
 - ◆ However, Northern Rock staff manage a larger than typical proportion of active grants per professional programme FTE (126 grants versus 49 grants at the median funder) and process a larger number of applications (91 applications versus 38 at the median funder).