

Grantee Perception Report[®]

PREPARED FOR
Deaconess Foundation

June 2017



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EFFECTIVE PHILANTHROPY

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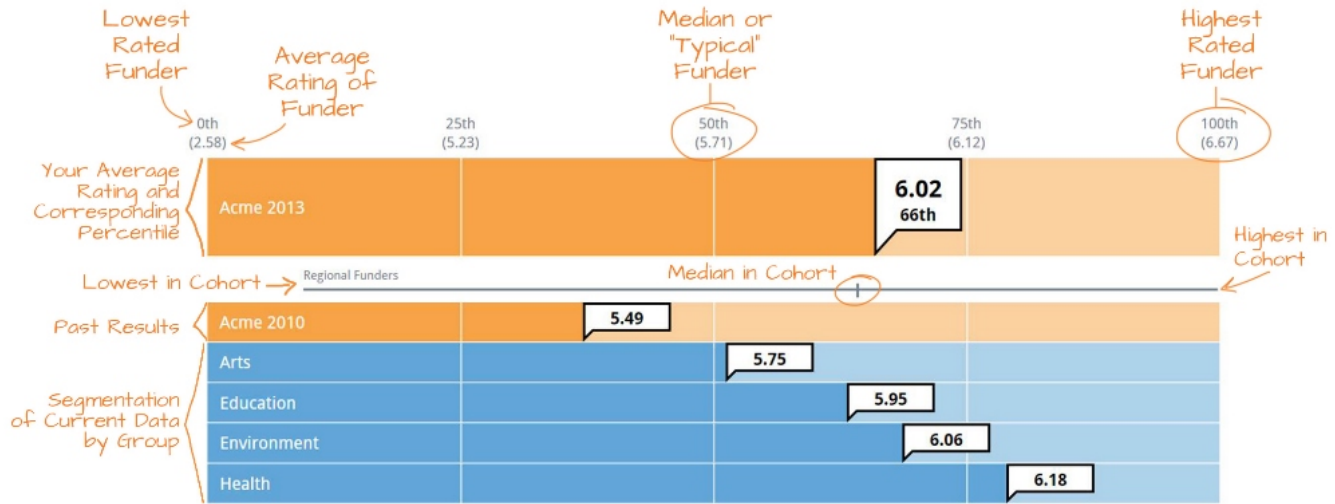
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The online version of this report can be accessed at cep.surveymresults.org.

Interpreting Your Charts

Many of the charts in this report are shown in this format. See below for an explanation of the chart elements.



Missing data: Selected grantee ratings are not displayed in this report due to changes in the survey instrument, or when a question received fewer than 5 responses.

STATISTICAL SIGNIFICANCE OF CHANGES OVER TIME

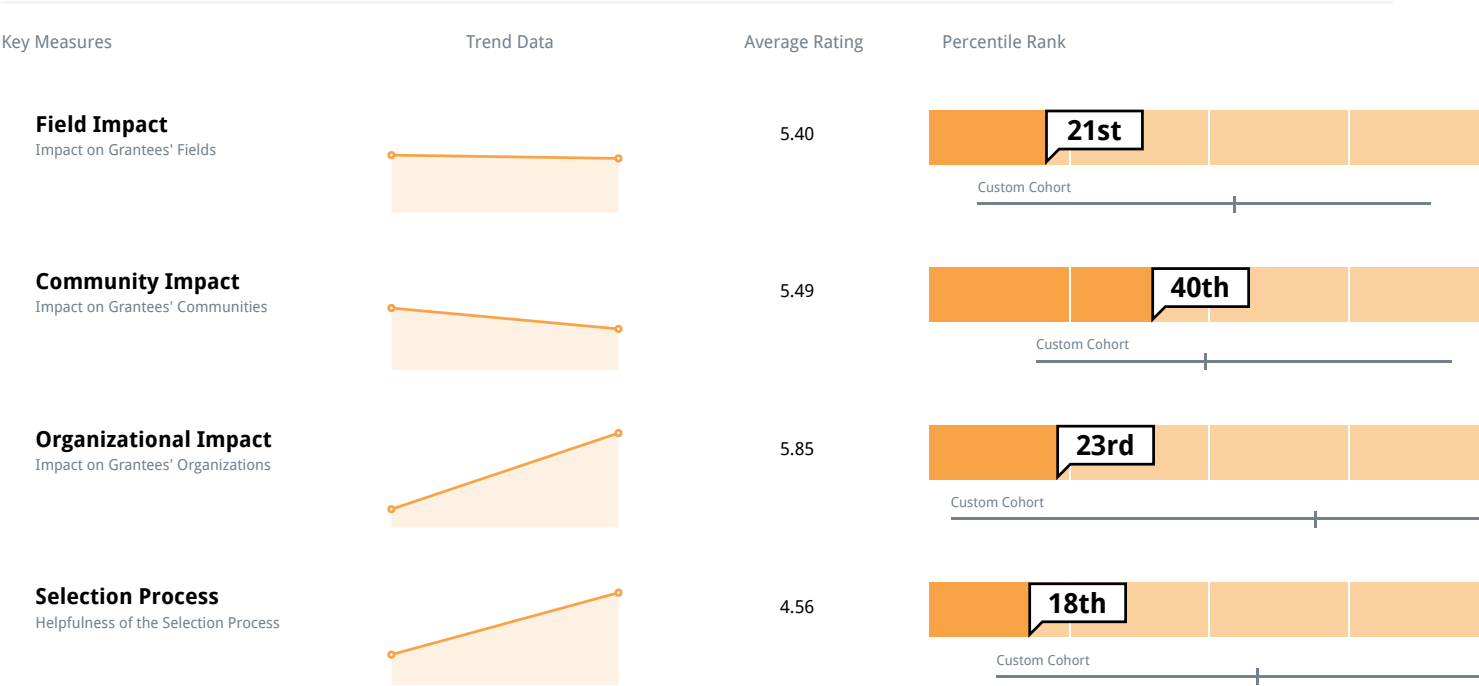
CEP compares your past ratings to your current ratings, testing for statistically significant differences. An asterisk in your current results denotes a statistically significant difference between your current rating and the previous rating.



Note: A few survey measures were added to CEP's core survey since 2015 and do not have trend data.

Key Ratings Summary

The following chart highlights a selection of your key results. Each of these data points corresponds to an individual survey measure that is displayed with additional detail in the subsequent pages of this report.



Word Cloud

Grantees were asked, "At this point in time, what is one word that best describes the Foundation?" In the "word cloud" below, the size of each word indicates the frequency with which it was written by grantees. The color of each word is stylistic and not indicative of its frequency. Six grantees described Deaconess as "Advocate," the most commonly used word.



This image was produced using a free tool available at www.tagxedo.com. Copyright (c) 2006, ComponentAce. <http://www.componentace.com>.

Survey Population

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
Deaconess 2017	February and March 2017	59	41	69%
Deaconess 2015	September and October 2015	43	38	88%

Survey Year	Year of Active Grants
Deaconess 2017	2016
Deaconess 2015	2014 and 2015

Throughout this report, Deaconess Foundation's survey results are compared to CEP's broader dataset of more than 40,000 grantees built up over more than a decade of grantee surveys of more than 250 funders. The full list of participating funders can be found at <http://www.effectivephilanthropy.org/assessments/gpr-apr/>.

In order to protect the confidentiality of respondents results are not shown when CEP received fewer than five responses to a specific question.

Subgroups

In addition to showing Deaconess's overall ratings, this report shows ratings segmented by Grant Type.

Grant Type	Number of Responses	Survey Response Rate
Community Capacity Building (CCB)	29	73%
Deaconess Impact Partners (DIP)	10	63%

Note: The CCB subgroup consists of grantees who received 2015, 2016, and 2015 & 2016 CCB grants. The DIP subgroup consists of the Foundation's Round 1, Round 2, and Round 3 DIP grantees' responses.

In order to ensure the confidentiality of grantee responses, grantee subgroup breakdowns exclude the two grantees from grant types with fewer than five grantees responses.

Summary of Differences by Subgroup

Grant Type: The two types of grants shown in this report – Deaconess Impact Partnerships (DIP) and Community Capacity Building (CCB) – differ greatly in structure and purpose. Across many measures in this report, grantees' perceptions vary by the type of grant they received.

DIP grants, designated primarily for organizational capacity building, are typically much larger and longer than CCB grants: \$550k, on average, compared to \$20k, and over 3 years, compared to 1.4 years. What's more, most DIP grantees (80%) are not currently receiving funding from the Foundation.

DIP grantees experienced more frequent interactions with Foundation staff members, were more likely to receive comprehensive non-monetary assistance, and reported spending a greater amount of time on Foundation processes than CCB grantees. Finally, DIP grantees' ratings are significantly lower than CCB grantees' ratings when asked to rate the Foundation's ability to advance knowledge and affect public policy in their fields.

Comparative Cohorts

Customized Cohort

Deaconess selected a set of 15 funders to create a smaller comparison group that more closely resembles Deaconess in scale and scope.

Custom Cohort

Deaconess Foundation
Endowment for Health
Ewing Marion Kauffman Foundation
First 5 Alameda - Every Child Counts
Health Care Foundation of Greater Kansas City
Mary Reynolds Babcock Foundation
Missouri Foundation for Health
Ms. Foundation for Women
REACH Healthcare Foundation
St. Louis County Children's Service Fund
The Clowes Fund
The Fund for New Jersey
The HealthPath Foundation of Ohio
The Hyams Foundation, Inc.
The Raymond John Wean Foundation

Standard Cohorts

CEP also included 16 standard cohorts to allow for comparisons to a variety of different types of funders.

Strategy Cohorts

Cohort Name	Count	Description
Small Grant Providers	36	Funders with median grant size of \$20K or less
Large Grant Providers	72	Funders with median grant size of \$200K or more
High Touch Funders	32	Funders for which a majority of grantees report having contact with their primary contact monthly or more often
Intensive Non-Monetary Assistance Providers	28	Funders that provide at least 30% of grantees with comprehensive or field-focused assistance as defined by CEP
Proactive Grantmakers	62	Funders that make at least 90% of grants proactively
Responsive Grantmakers	60	Funders that make at most 10% of grants proactively
International Funders	38	Funders with an international scope of work

Annual Giving Cohorts

Cohort Name	Count	Description
Funders Giving Less Than \$5 Million	55	Funders with annual giving of less than \$5 million
Funders Giving \$50 Million or More	53	Funders with annual giving of \$50 million or more

Foundation Type Cohorts

Cohort Name	Count	Description
Private Foundations	140	All private foundations in the GPR dataset
Family Foundations	62	All family foundations in the GPR dataset
Community Foundations	35	All community foundations in the GPR dataset
Health Conversion Foundations	30	All health conversation foundations in the GPR dataset
Corporate Foundations	20	All corporate foundations in the GPR dataset

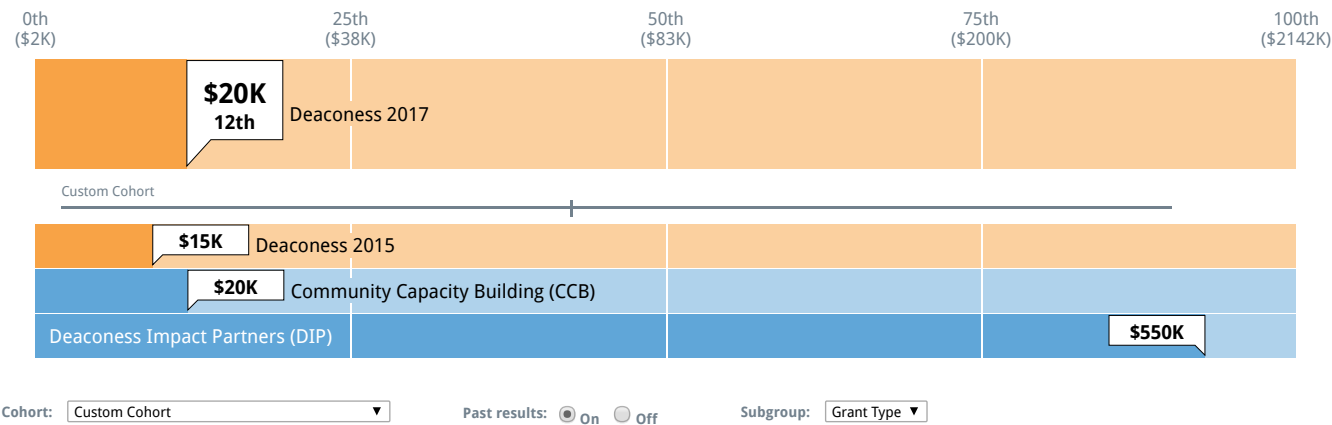
Other Cohorts

Cohort Name	Count	Description
Funders Outside the United States	22	Funders that are primarily based outside the United States
Recently Established Foundations	60	Funders that were established in 2000 or later

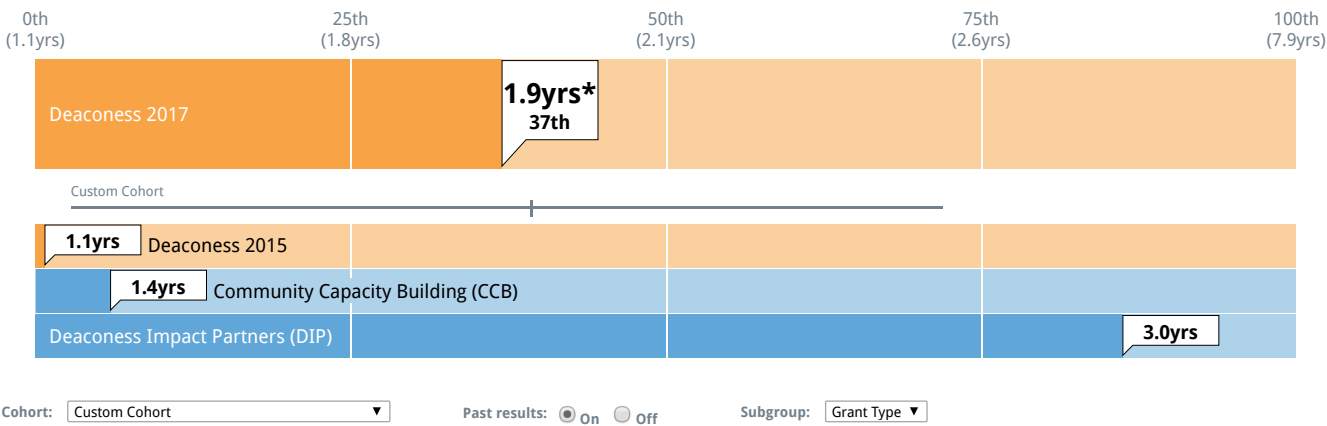
Grantmaking Characteristics

Foundations make different choices about the ways they organize themselves, structure their grants, and the types of grantees they support. The following charts and tables show some of these important characteristics. The information is based on self-reported data from funders and grantees, and further detail is available in the Contextual Data section of this report.

Median Grant Size

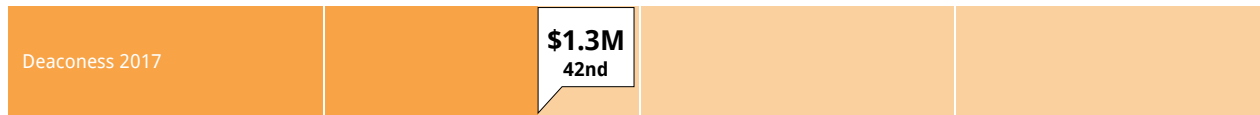


Average Grant Length

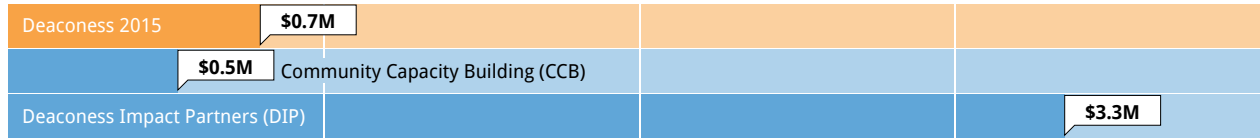


Median Organizational Budget

0th (\$0.0M) 25th (\$0.8M) 50th (\$1.5M) 75th (\$2.5M) 100th (\$30.0M)



Custom Cohort



Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Grant Type ▼

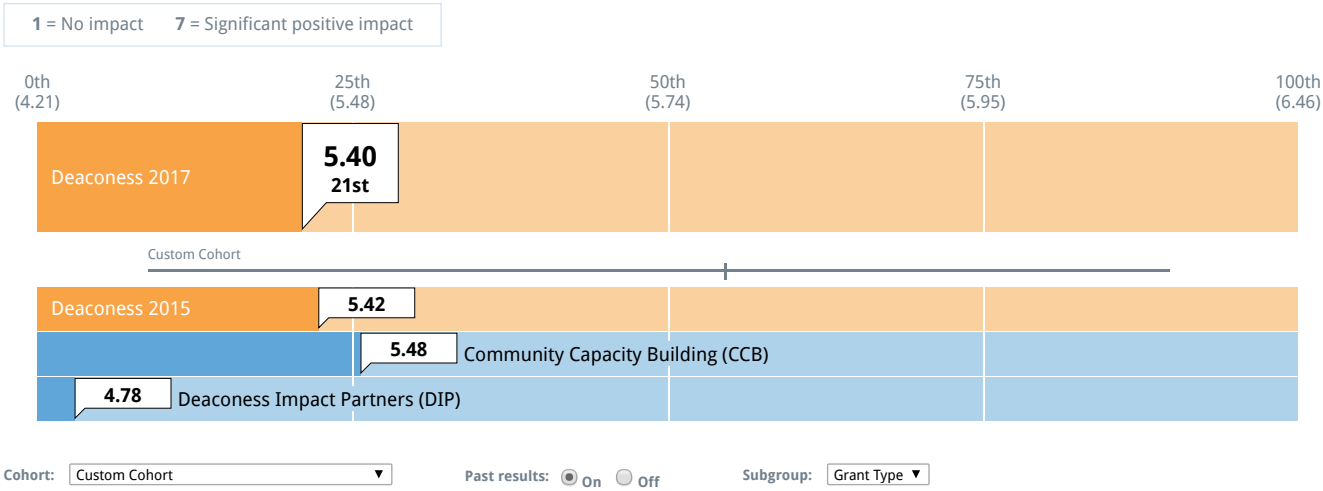
Type of Support	Deaconess 2017	Deaconess 2015	Average Funder	Custom Cohort
Percent of grantees receiving general operating/core support	22%	16%	21%	21%
Percent of grantees receiving program/project support	46%	76%	65%	67%
Percent of grantees receiving other types of support	32%	8%	14%	12%

Grant History	Deaconess 2017	Deaconess 2015	Average Funder	Custom Cohort
Percentage of first-time grants	33%	41%	29%	25%

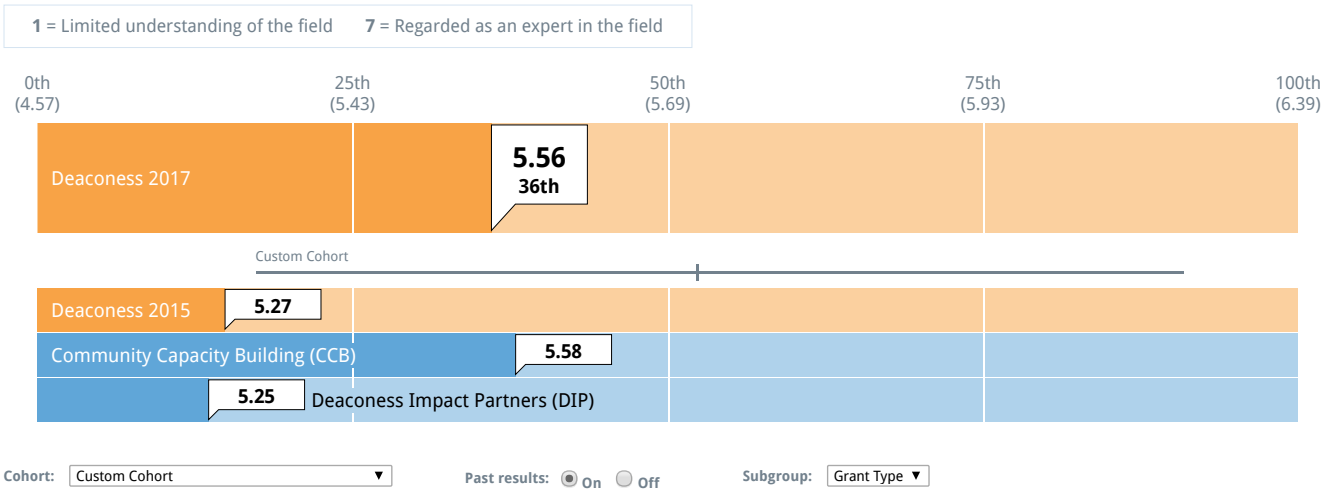
Program Staff Load	Deaconess 2017	Deaconess 2015	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	\$0.7M	\$0.7M	\$2.6M	\$1.2M
Applications per program full-time employee	45	30	31	38
Active grants per program full-time employee	25	18	33	33

Impact on and Understanding of Grantees' Fields

“Overall, how would you rate the Foundation’s impact on your field?”

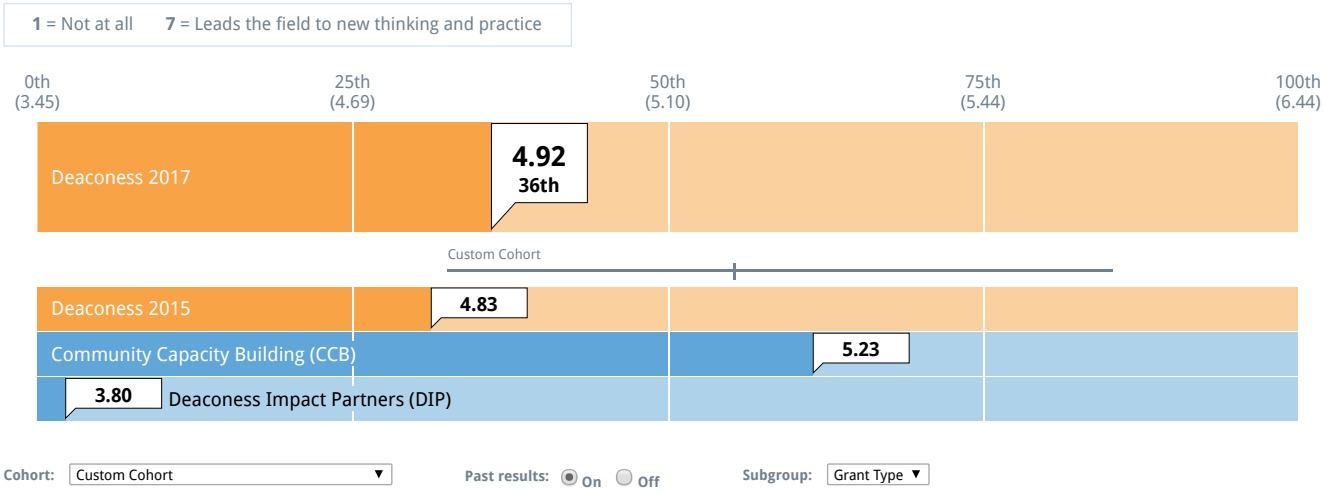


“How well does the Foundation understand the field in which you work?”

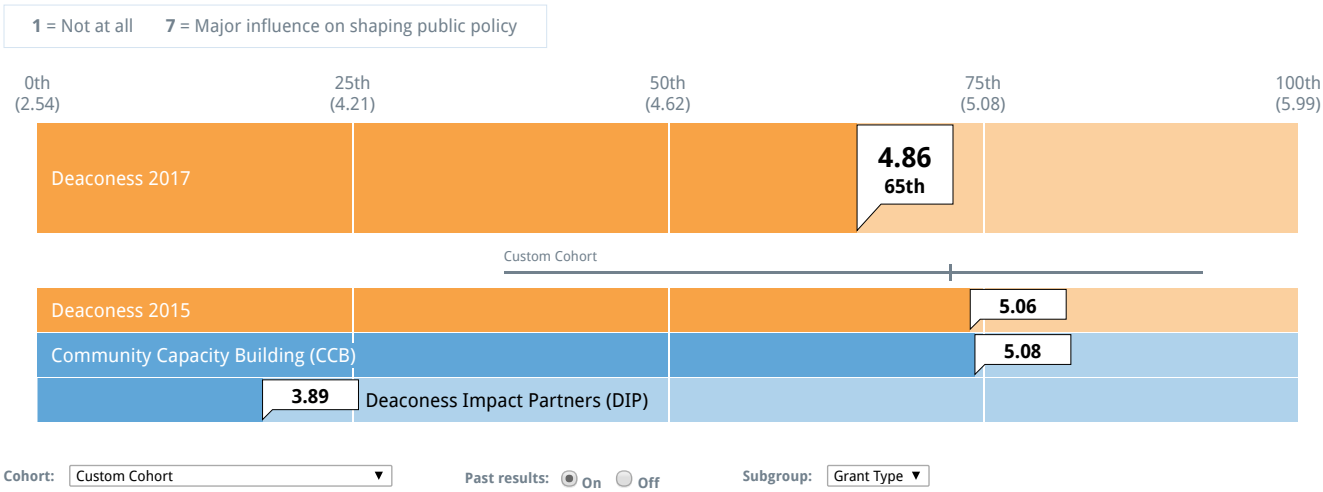


Advancing Knowledge and Public Policy

"To what extent has the Foundation advanced the state of knowledge in your field?"

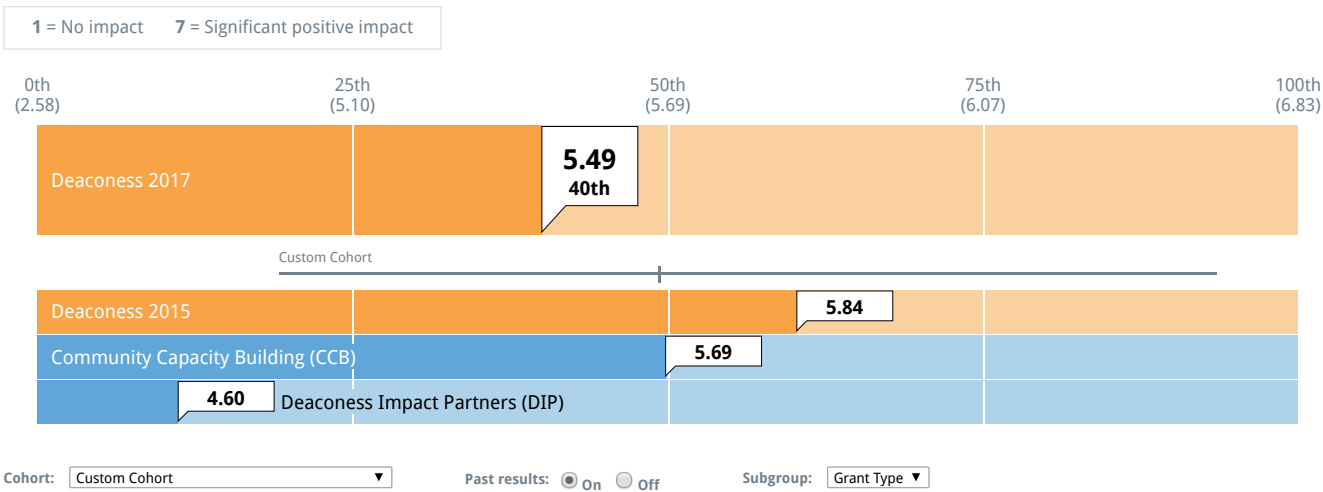


"To what extent has the Foundation affected public policy in your field?"

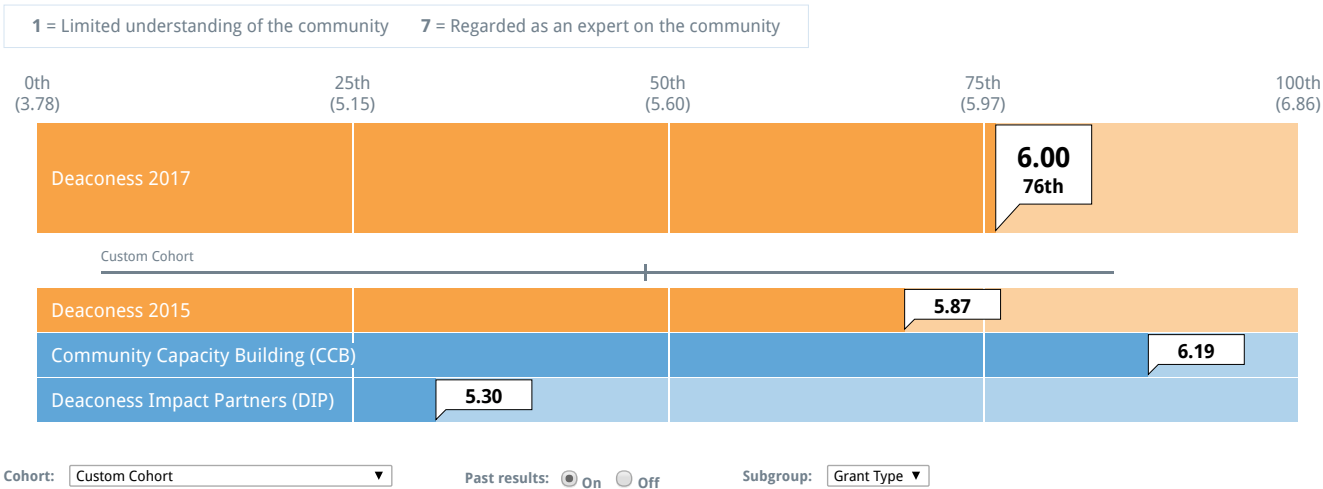


Impact on and Understanding of Grantees' Local Communities

“Overall, how would you rate the Foundation’s impact on your local community?”



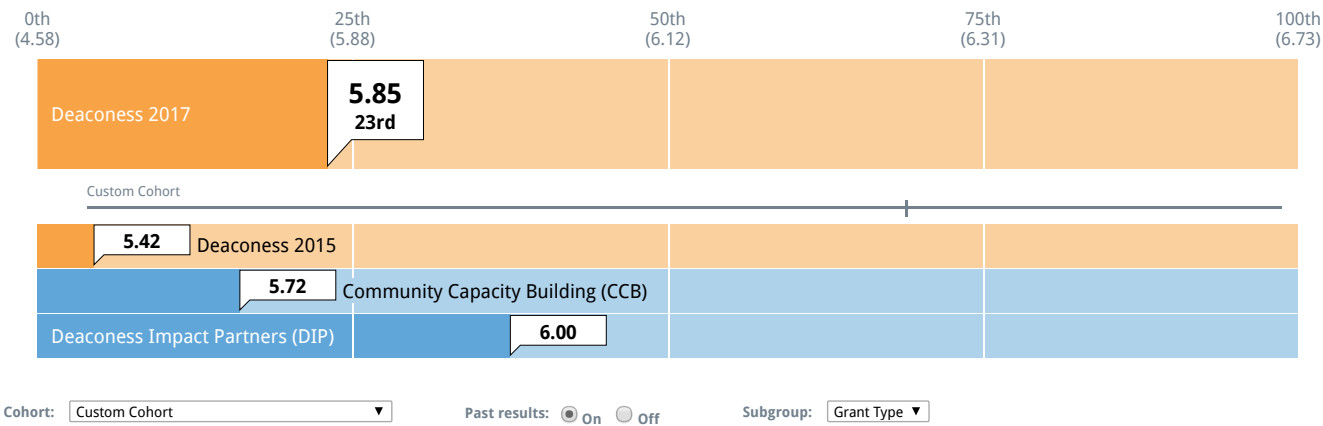
“How well does the Foundation understand the local community in which you work?”



Impact on and Understanding of Grantees' Organizations

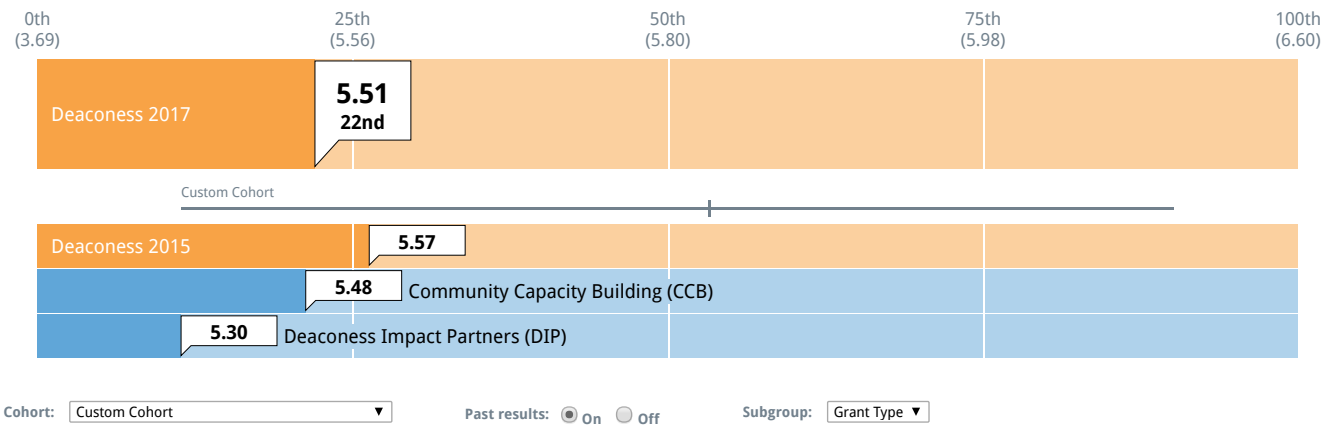
“Overall, how would you rate the Foundation’s impact on your organization?”

1 = No impact 7 = Significant positive impact



“How well does the Foundation understand your organization’s strategy and goals?”

1 = Limited understanding 7 = Thorough understanding



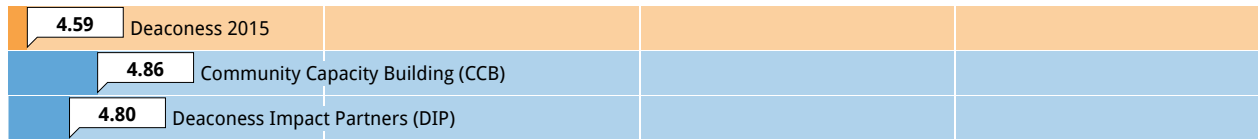
"How much, if at all, did the Foundation improve your ability to sustain the work funded by this grant in the future?"

1 = Did not improve ability 7 = Substantially improved ability

0th (4.07) 25th (5.20) 50th (5.47) 75th (5.69) 100th (6.27)



Custom Cohort



Cohort: Custom Cohort ▼

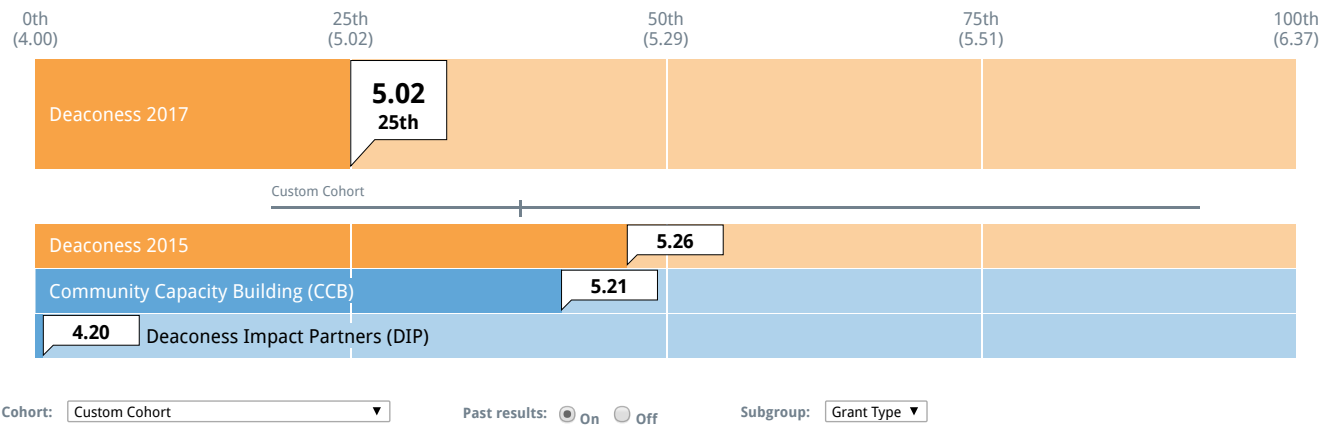
Past results: ☒ On ☐ Off

Subgroup: Grant Type ▼

Grantee Challenges

"How aware is the Foundation of the challenges that your organization is facing?"

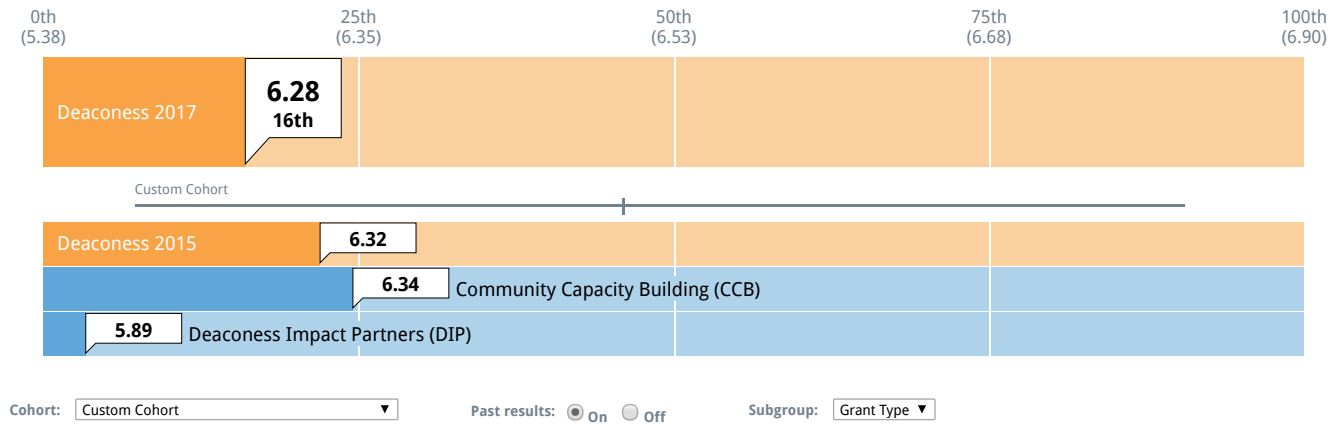
1 = Not at all aware 7 = Extremely aware



Funder-Grantee Interactions

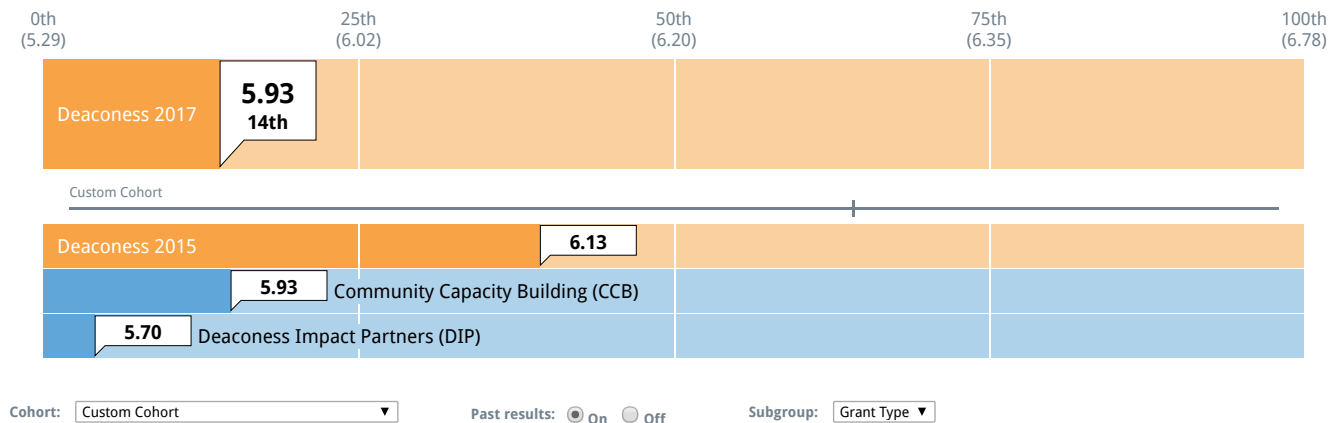
“Overall, how fairly did the Foundation treat you?”

1 = Not at all fairly 7 = Extremely fairly



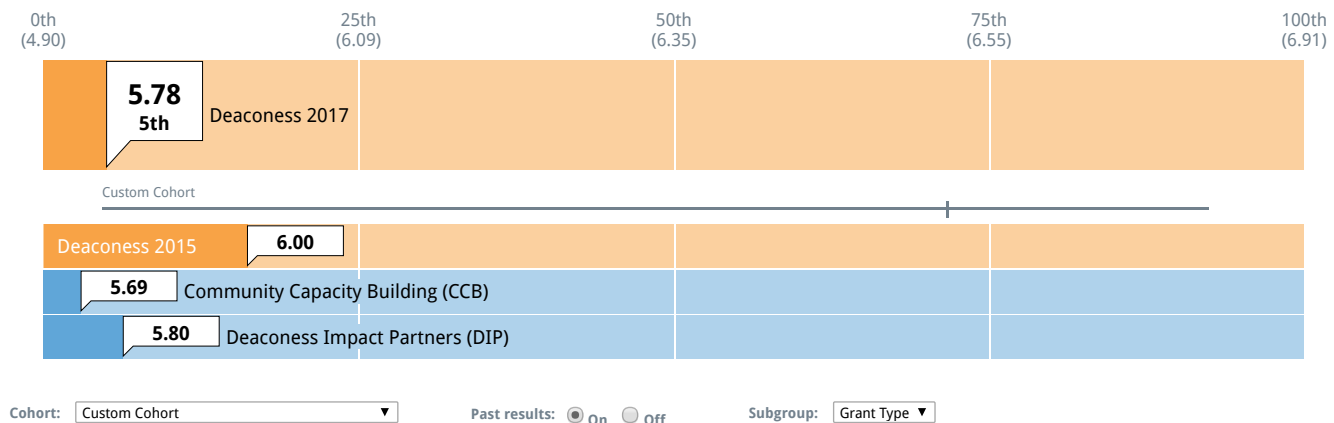
“How comfortable do you feel approaching the Foundation if a problem arises?”

1 = Not at all comfortable 7 = Extremely comfortable



“Overall, how responsive was the Foundation staff?”

1 = Not at all responsive 7 = Extremely responsive



Interaction Patterns

"How often do/did you have contact with your program officer during this grant?"

Frequency of Contact with Program Officer	Deaconess 2017	Deaconess 2015	Average Funder	Custom Cohort
Weekly or more often	5%	5%	3%	1%
A few times a month	7%	3%	11%	11%
Monthly	15%	29%	15%	14%
Once every few months	54%	42%	52%	58%
Yearly or less often	20%	21%	18%	16%

Frequency of Contact with Program Officer (By Subgroup)	Community Capacity Building (CCB)	Deaconess Impact Partners (DIP)
Weekly or more often	0%	20%
A few times a month	7%	10%
Monthly	7%	40%
Once every few months	66%	10%
Yearly or less often	21%	20%

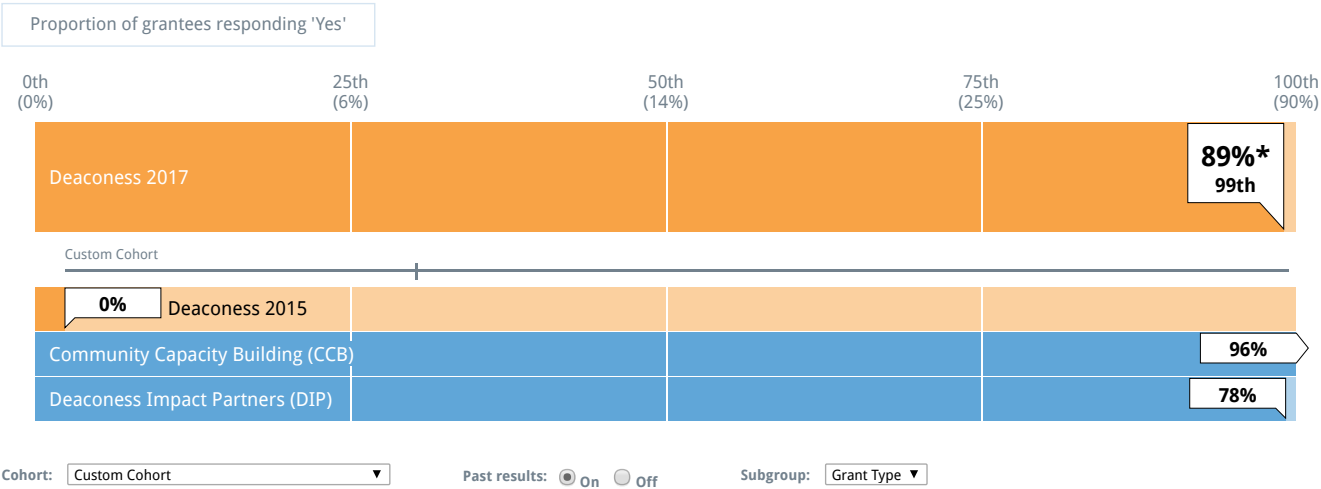
"Who most frequently initiated the contact you had with your program officer?"

Initiation of Contact with Program Officer	Deaconess 2017	Deaconess 2015	Average Funder	Custom Cohort
Program Officer	18%	21%	15%	18%
Both of equal frequency	38%	42%	50%	52%
Grantee	44%	36%	35%	30%

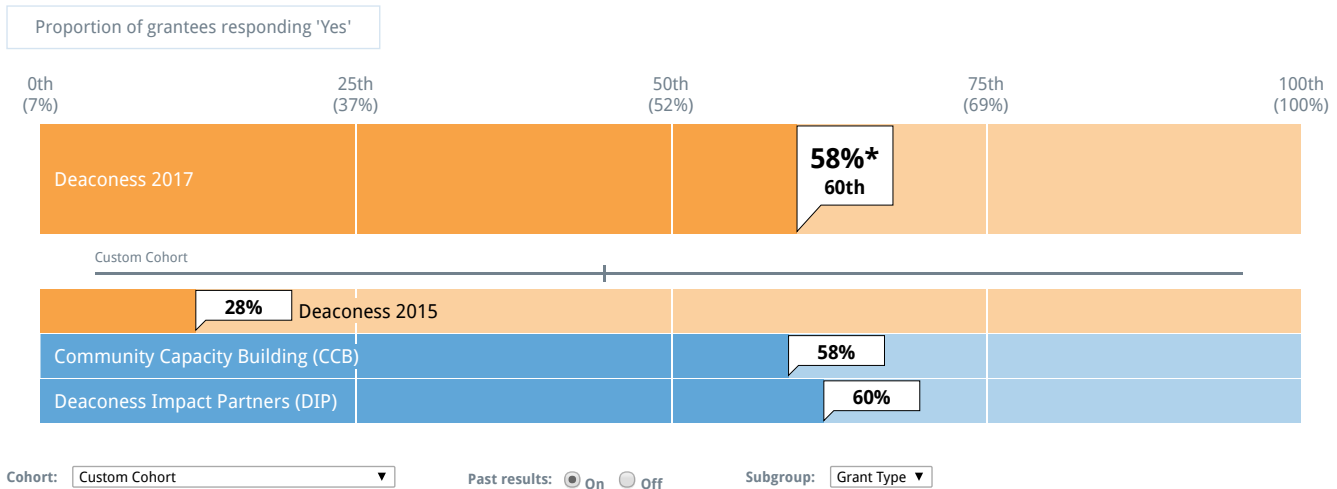
Initiation of Contact with Program Officer (By Subgroup)	Community Capacity Building (CCB)	Deaconess Impact Partners (DIP)
Program Officer	15%	20%
Both of equal frequency	37%	50%
Grantee	48%	30%

Contact Change and Site Visits

“Has your main contact at the Foundation changed in the past six months?”



“Did the Foundation conduct a site visit during the course of this grant?”

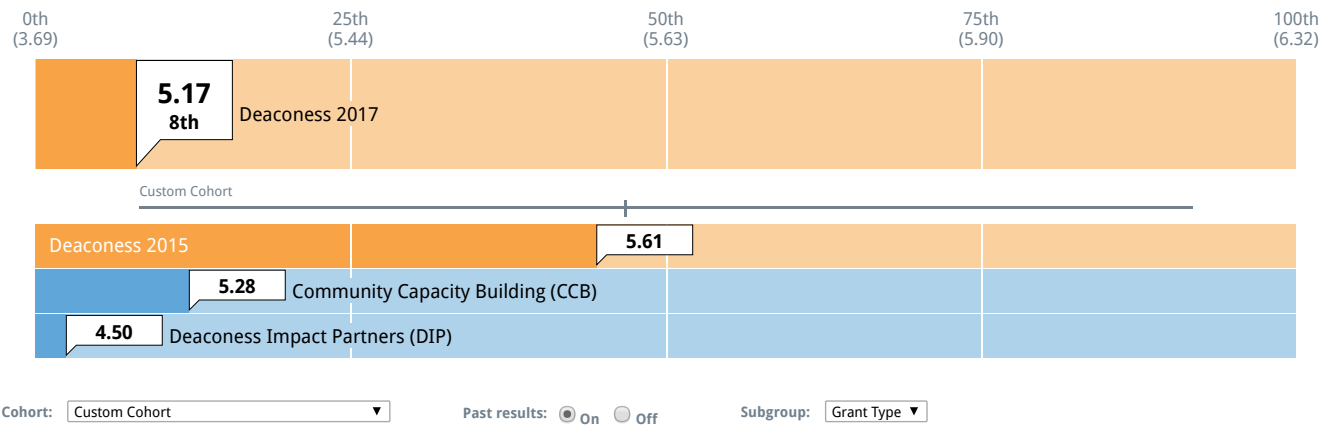


Behind the numbers: The 58% of grantees that report receiving a site visit from Deaconess rate the Foundation's responsiveness and transparency significantly higher, and are more likely to have discussed their assessment with staff than grantees that do not report receiving a site visit.

Funder Transparency

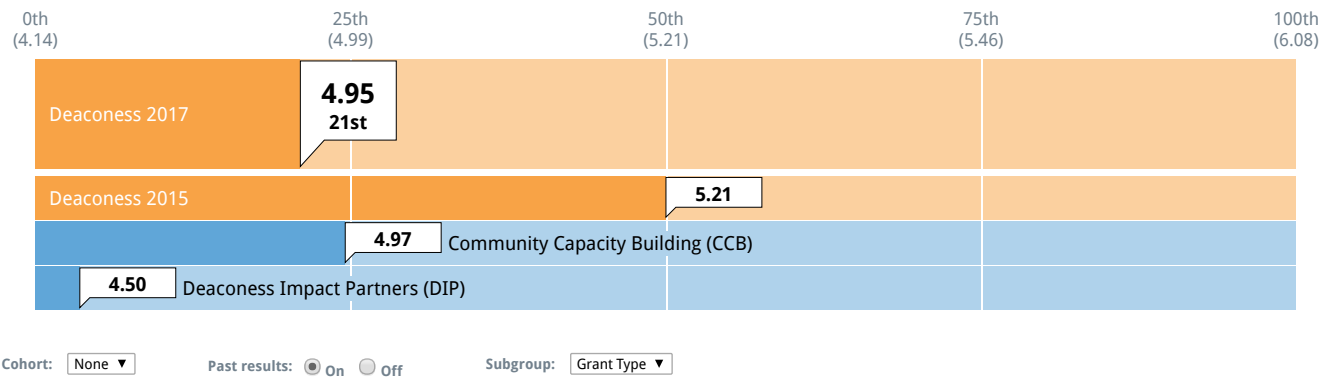
"Overall how transparent is the Foundation with your organization?"

1 = Not at all transparent 7 = Extremely transparent



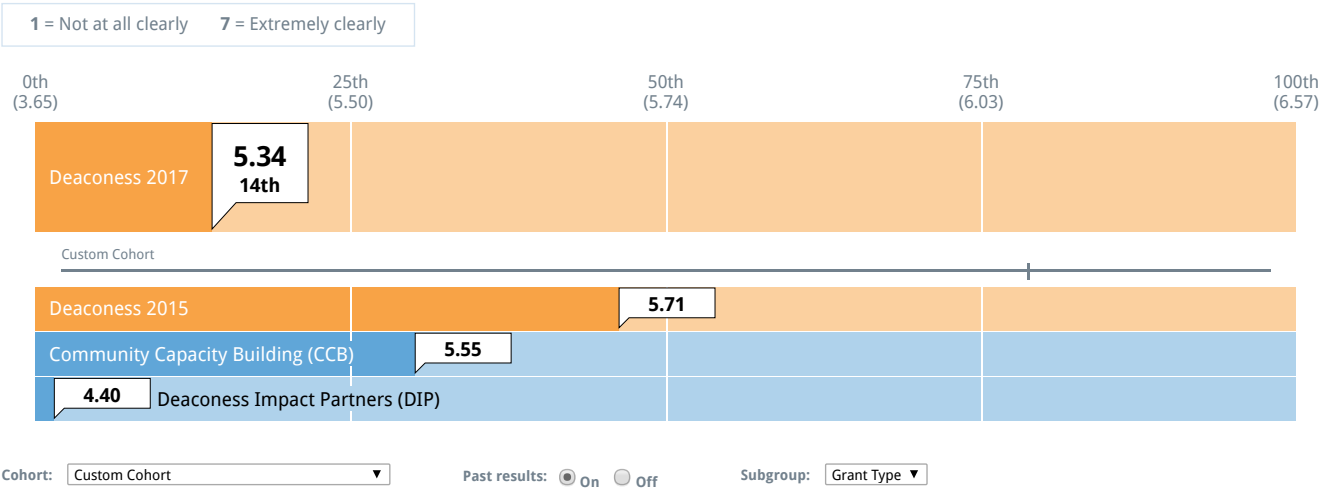
"To what extent is the Foundation open to ideas from grantees about its strategy?"

1 = Not at all 7 = To a great extent

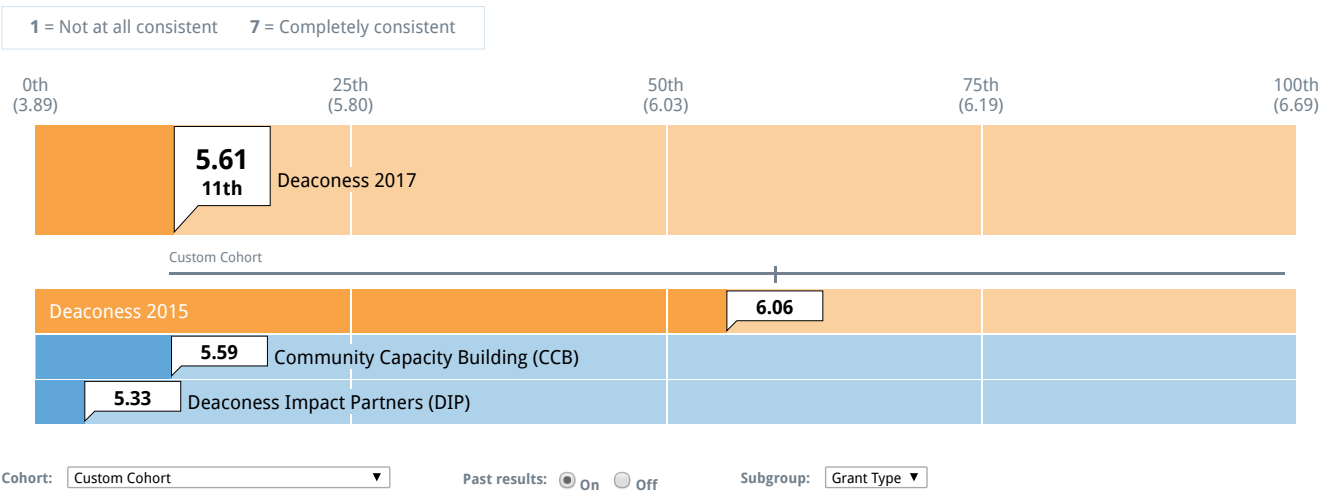


Foundation Communications

“How clearly has the Foundation communicated its goals and strategy to you?”



“How consistent was the information provided by different communications resources, both personal and written, that you used to learn about the Foundation?”

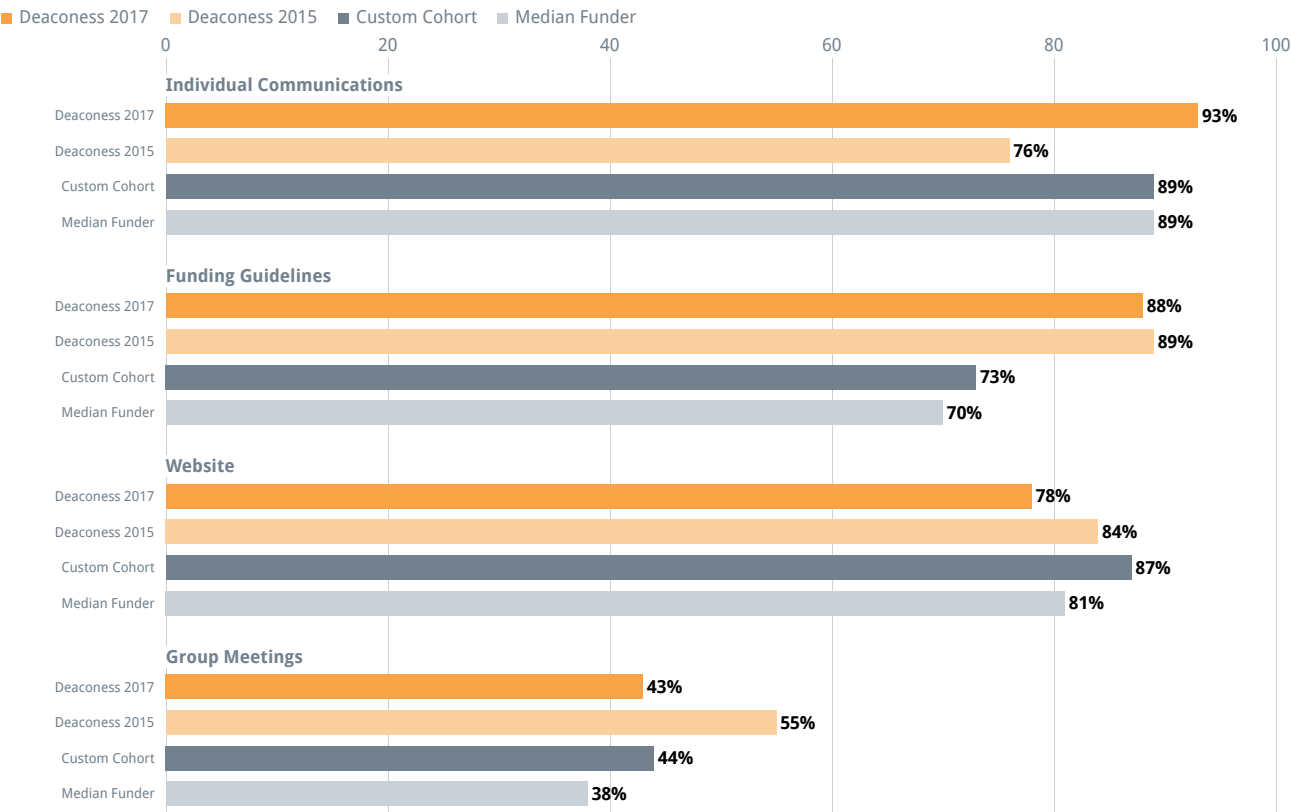


Communication Resources

Grantees were asked whether they used each of the following communications resources from Deaconess and how helpful they found each resource. This chart shows the proportion of grantees who have used each resource.

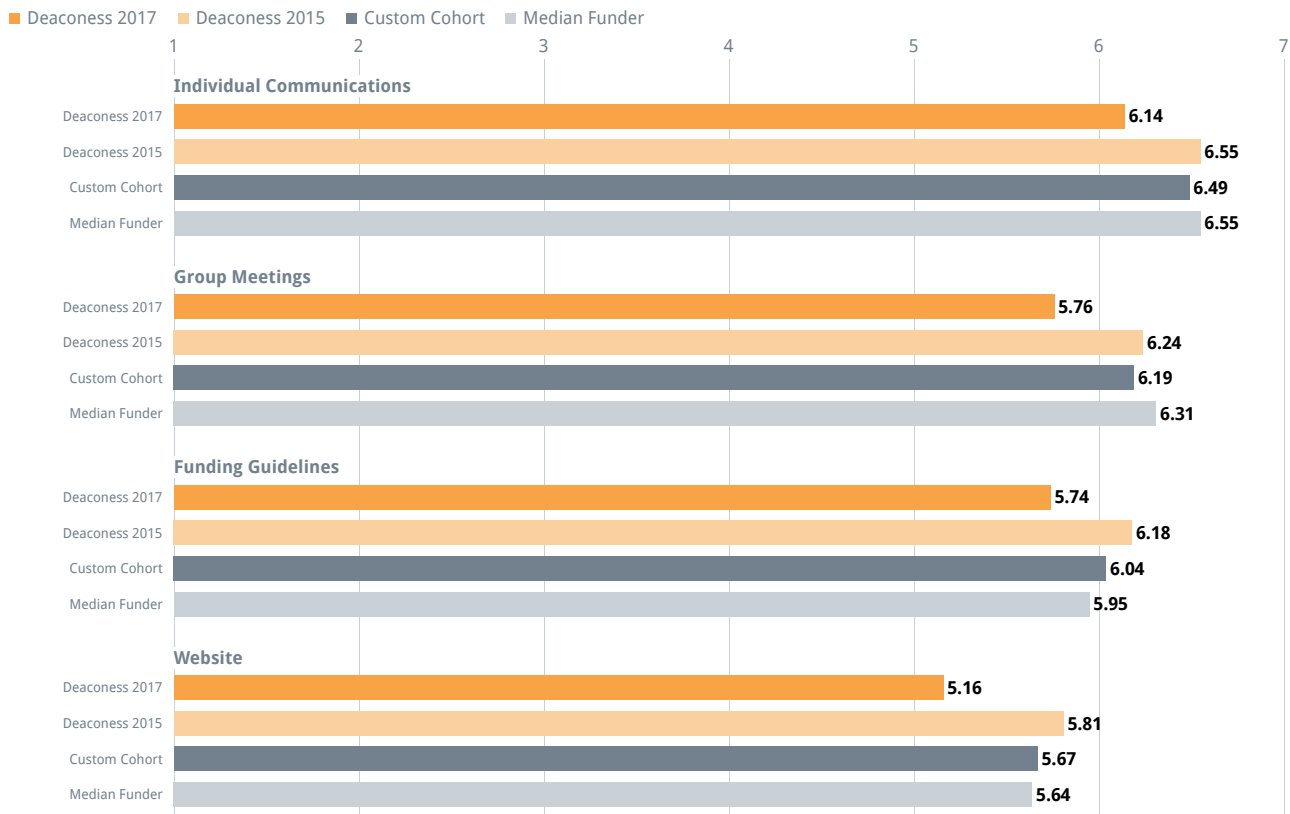
"Please indicate whether you used any of the following resources, and if so how helpful you found each."

Usage of Communication Resources - Overall



Helpfulness of Communication Resources - Overall

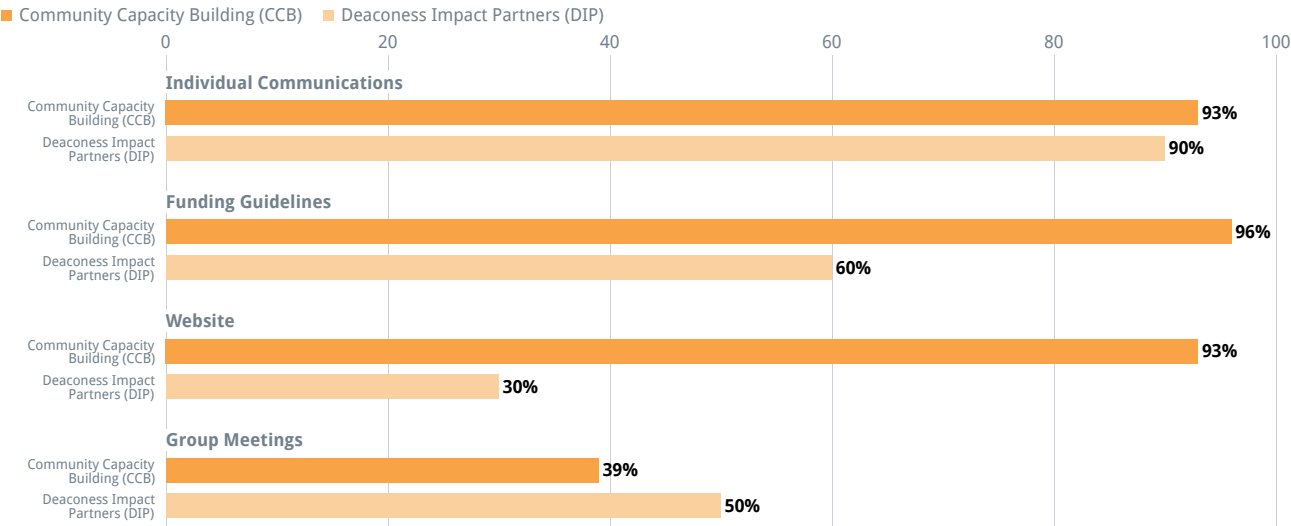
1 = Not at all helpful 7 = Extremely helpful



The following charts show the usage and helpfulness of communications resources segmented by subgroup.

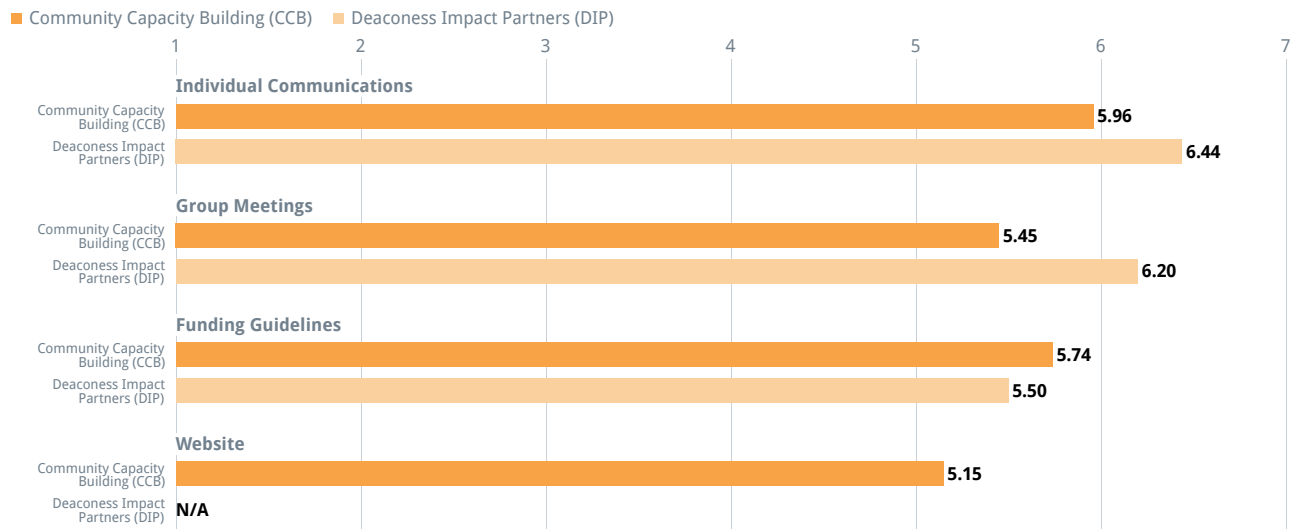
"Please indicate whether you used any of the following resources, and if so how helpful you found each."

Usage of Communication Resources - By Subgroup



Helpfulness of Communication Resources - By Subgroup

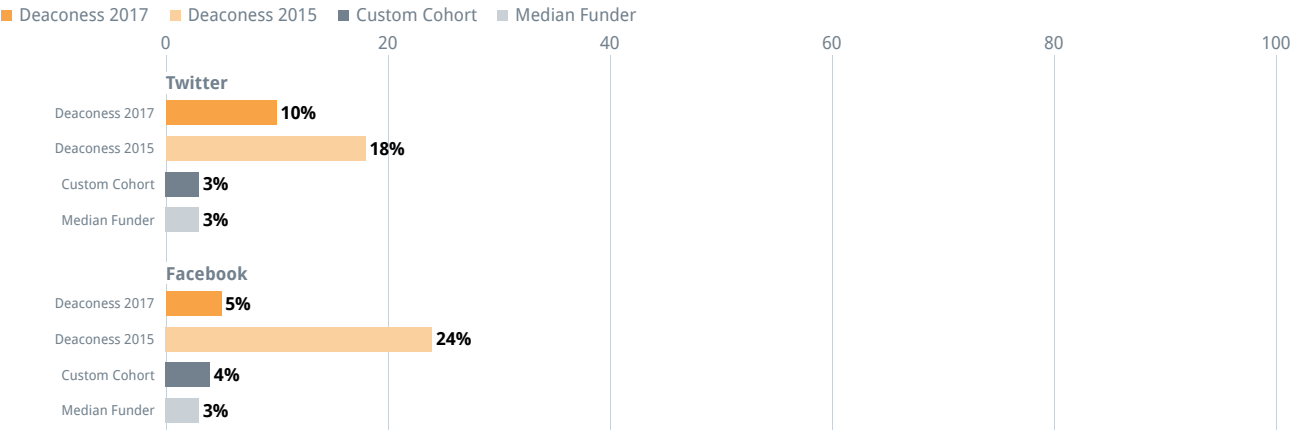
1 = Not at all helpful 7 = Extremely helpful



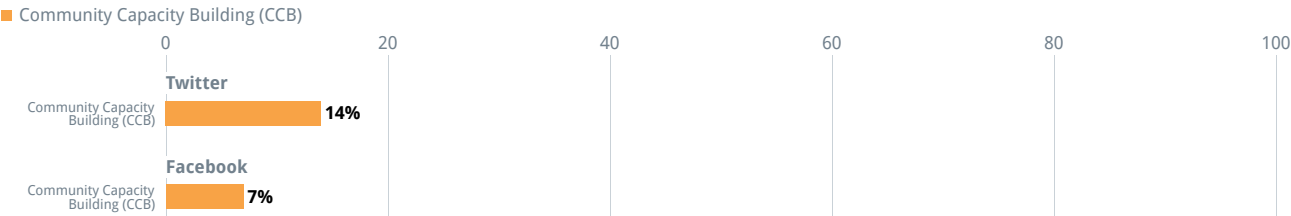
Social Media

Grantees were asked whether they used each of the following communications resources from Deaconess and how helpful they found each resource. This chart shows the proportion of grantees who have used each resource. Note: too few grantees reported using social media resources to display ratings for their perceived helpfulness overall or by subgroup.

Usage of Social Media Resources - Overall

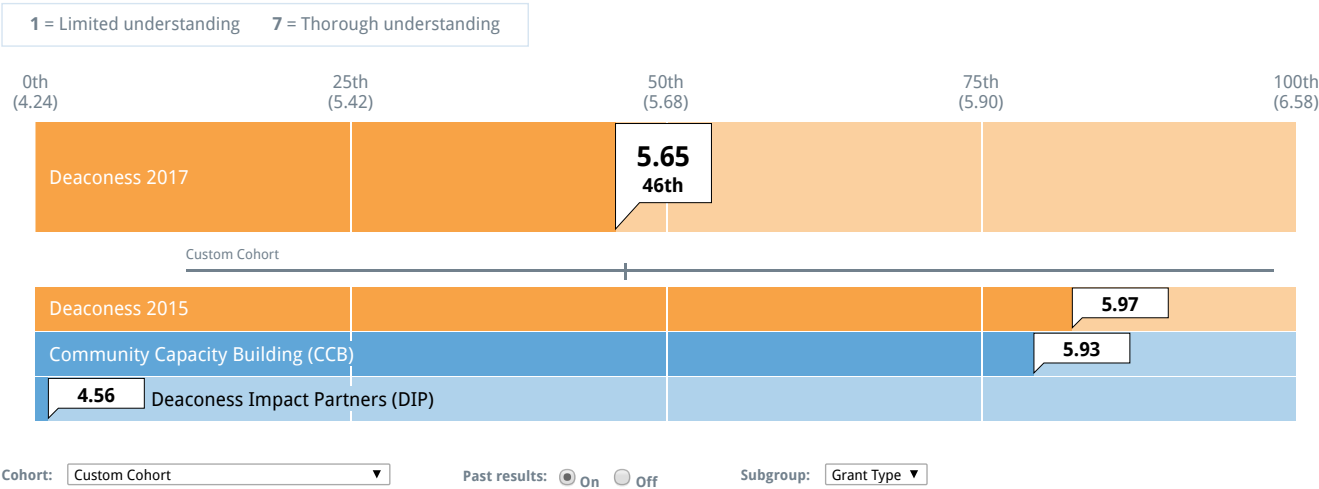


Usage of Social Media Resources - By Subgroup



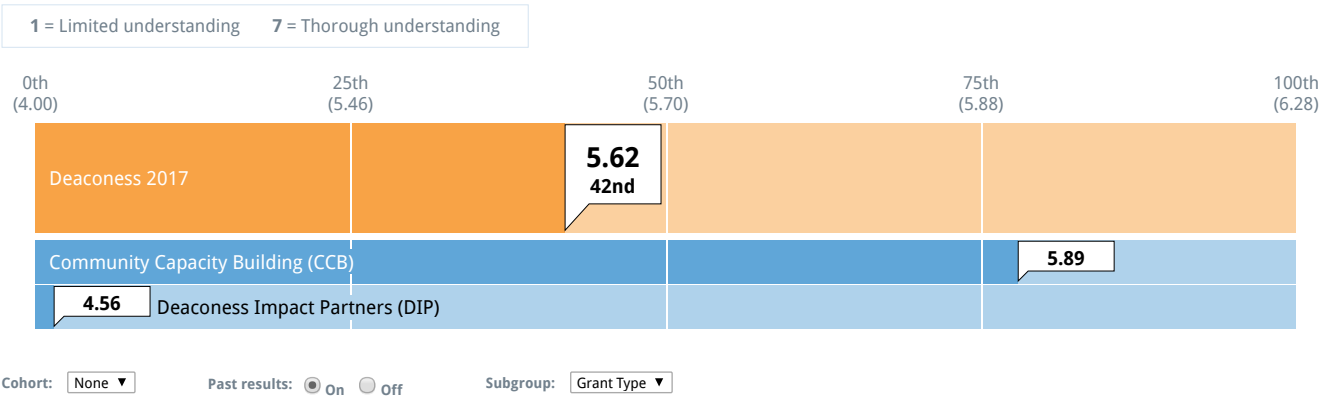
Beneficiary and Contextual Understanding

"How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?"

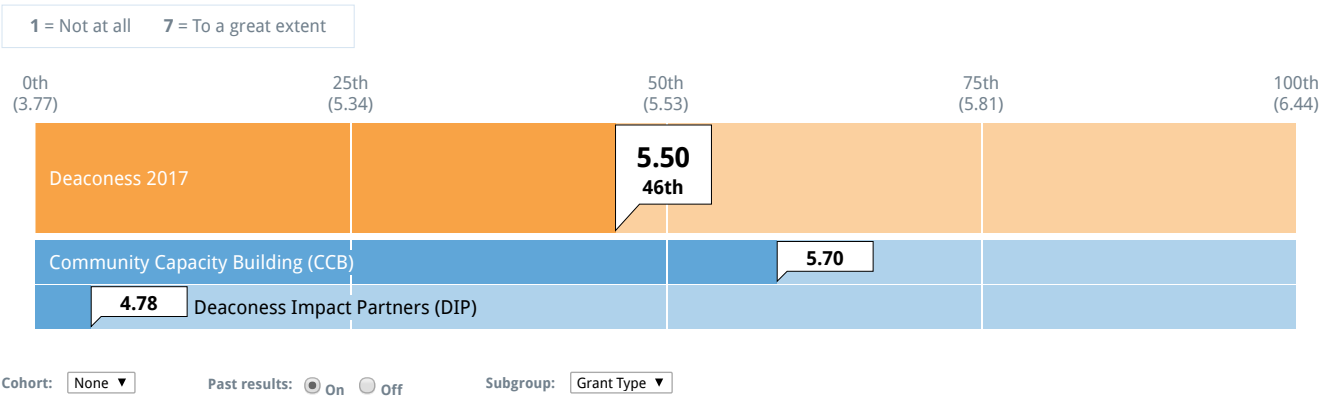


In the following questions, we use the term "beneficiaries" to refer to those your organization seeks to serve through the services and/or programs it provides. Beneficiaries are often called end users, clients, or participants.

"How well does the Foundation understand your intended beneficiaries' needs?"



"To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?"

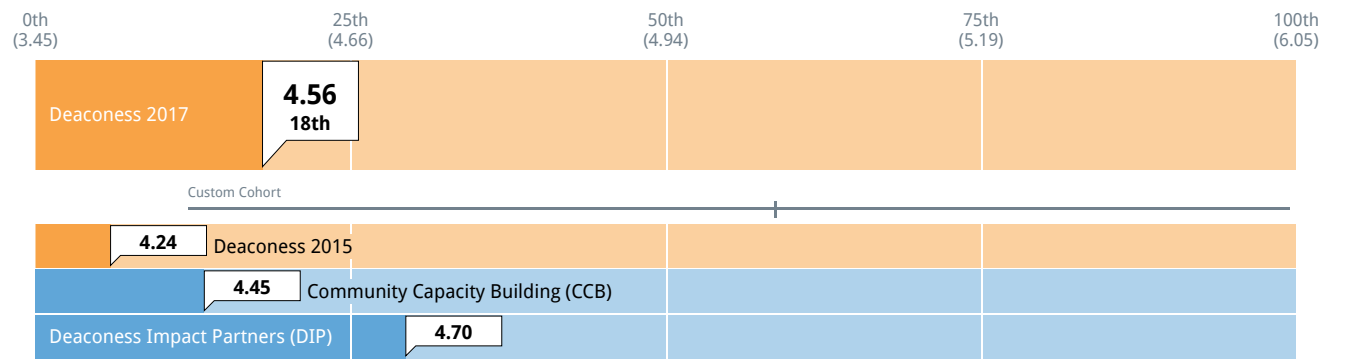


Selection Process

Did you submit a proposal for this grant?	Deaconess 2017	Deaconess 2015	Average Funder	Custom Cohort
Submitted a Proposal	95%	97%	95%	95%
Did Not Submit a Proposal	5%	3%	5%	5%

“How helpful was participating in the Foundation’s selection process in strengthening the organization/program funded by the grant?”

1 = Not at all helpful 7 = Extremely helpful

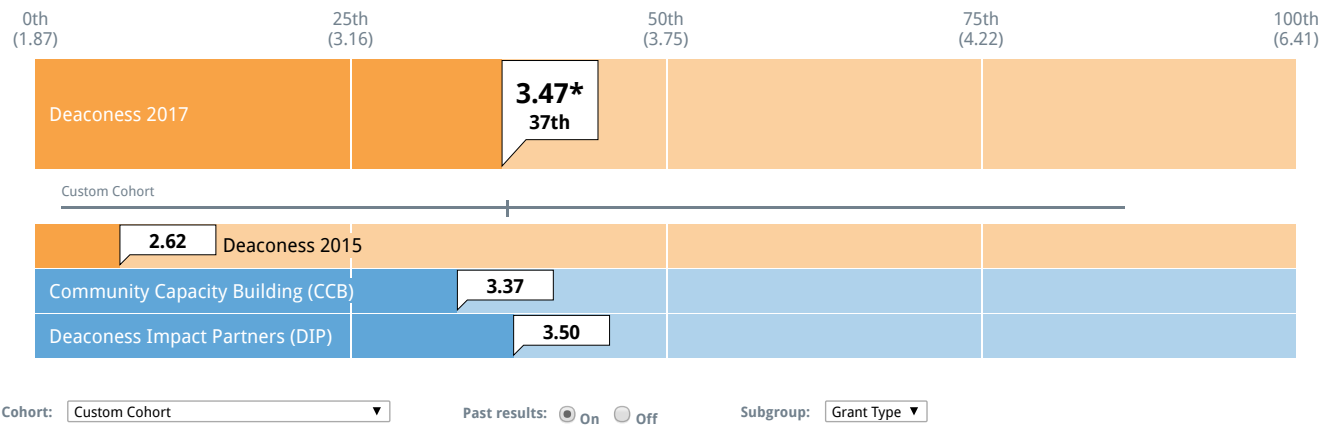


Cohort: Custom Cohort Past results: ☒ On ☐ Off Subgroup: Grant Type

Foundation Involvement in Proposal Development

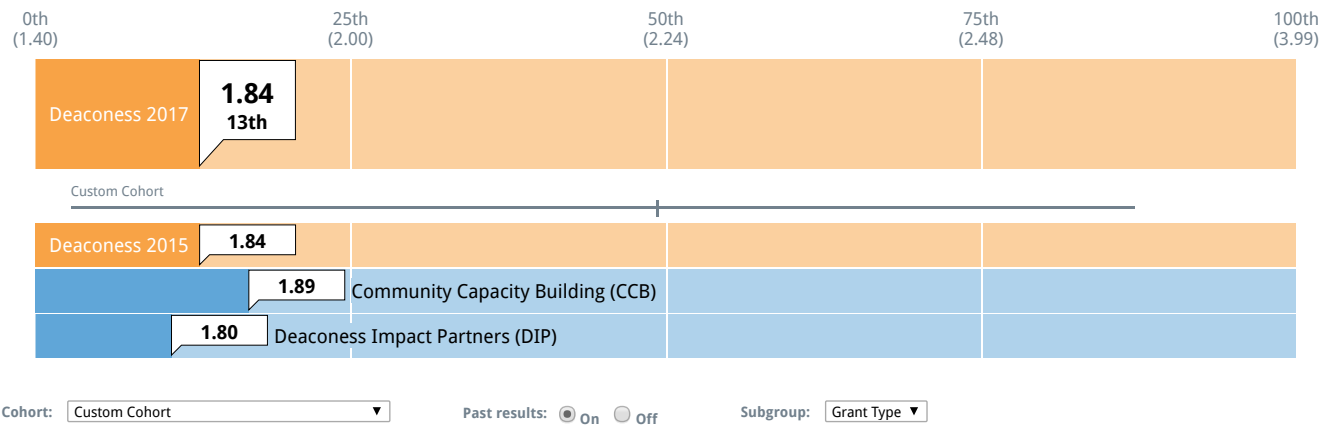
“How involved was the Foundation staff in the development of your proposal?”

1 = No involvement 7 = Substantial involvement



“As you developed your grant proposal, how much pressure did you feel to modify your organization’s priorities in order to create a grant proposal that was likely to receive funding?”

1 = No pressure 7 = Significant pressure



Time Between Submission and Clear Commitment

“How much time elapsed from the submission of the grant proposal to clear commitment of funding?”

Time Elapsed from Submission of Proposal to Clear Commitment of Funding	Deaconess 2017	Deaconess 2015	Average Funder	Custom Cohort
Less than 1 month	3%	6%	6%	6%
1 - 3 months	59%	63%	55%	60%
4 - 6 months	31%	31%	30%	29%
7 - 9 months	3%	0%	5%	3%
10 - 12 months	3%	0%	2%	1%
More than 12 months	0%	0%	2%	1%

Time Elapsed from Submission of Proposal to Clear Commitment of Funding (By Subgroup)	Community Capacity Building (CCB)	Deaconess Impact Partners (DIP)
Less than 1 month	4%	0%
1 - 3 months	65%	38%
4 - 6 months	30%	38%
7 - 9 months	0%	13%
10 - 12 months	0%	13%
More than 12 months	0%	0%

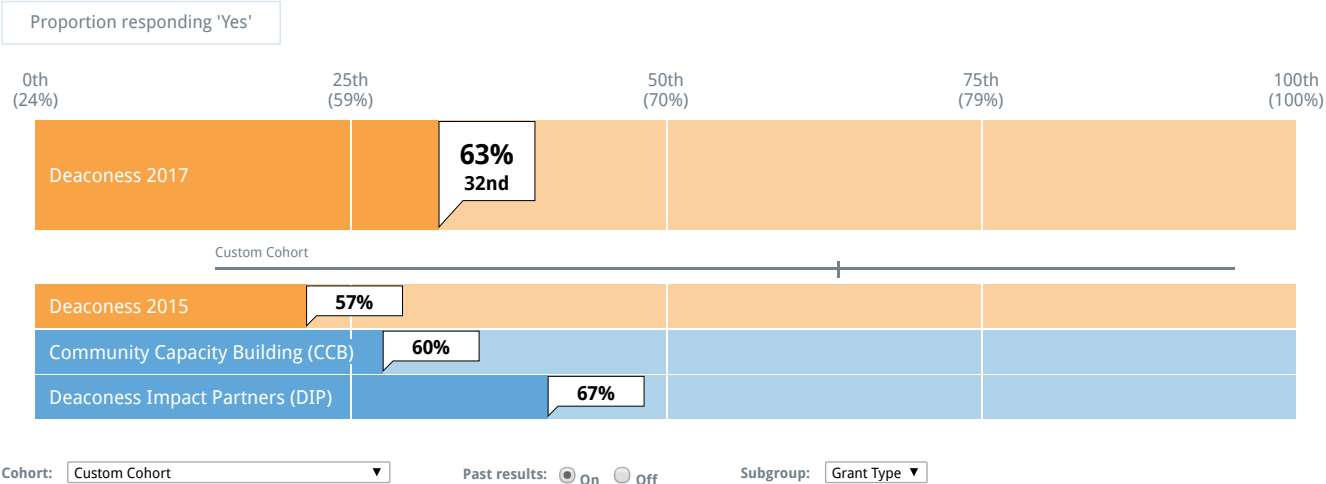
Reporting and Evaluation Process

*The following questions were recently added to the grantee survey and depict comparative data from 18 funders in the dataset.

Participation in Reporting and/or Evaluation Processes	Deaconess 2017	Average Funder
Participated in a reporting process only	46%	57%
Participated in an evaluation process only	3%	1%
Participated in both a reporting and an evaluation process	31%	29%
Participated in neither a reporting nor an evaluation process	21%	13%

Participation in Reporting and/or Evaluation Processes (By Subgroup)	Community Capacity Building (CCB)	Deaconess Impact Partners (DIP)
Participated in a reporting process only	57%	11%
Participated in an evaluation process only	0%	0%
Participated in both a reporting and an evaluation process	18%	78%
Participated in neither a reporting nor an evaluation process	25%	11%

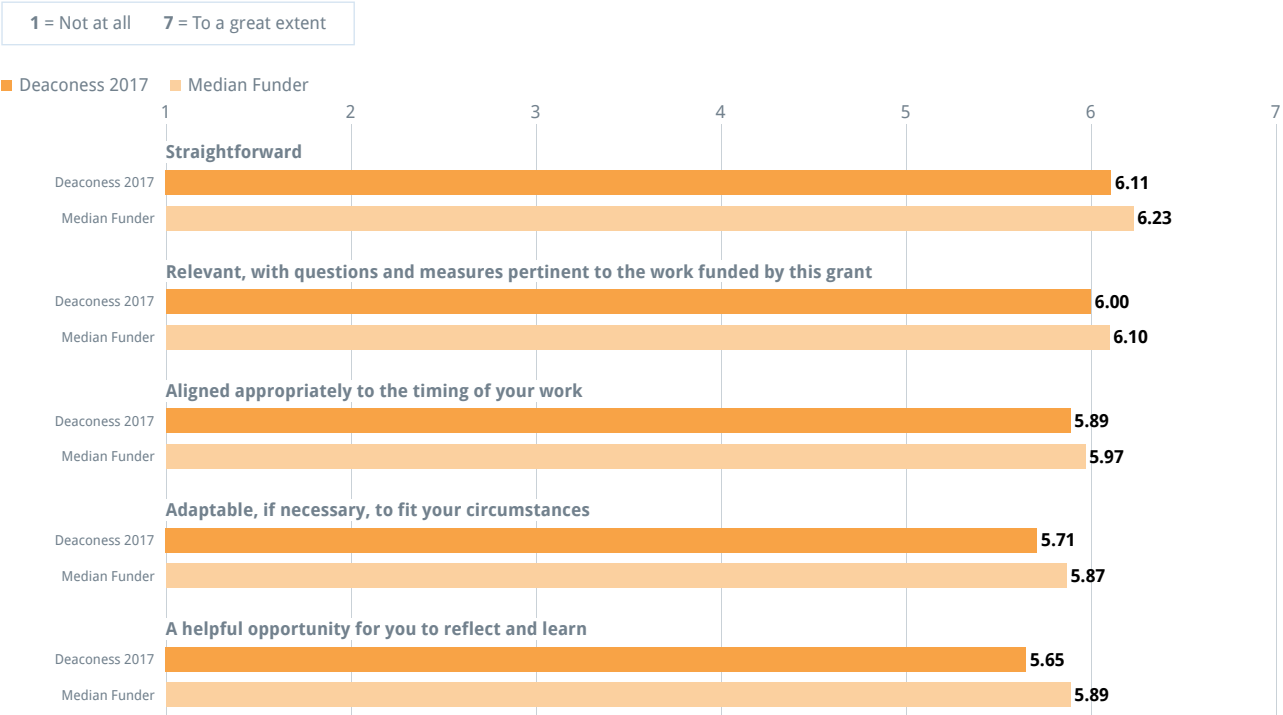
“At any point during the application or the grant period, did the Foundation and your organization exchange ideas regarding how your organization would assess the results of the work funded by this grant?”



Reporting Process

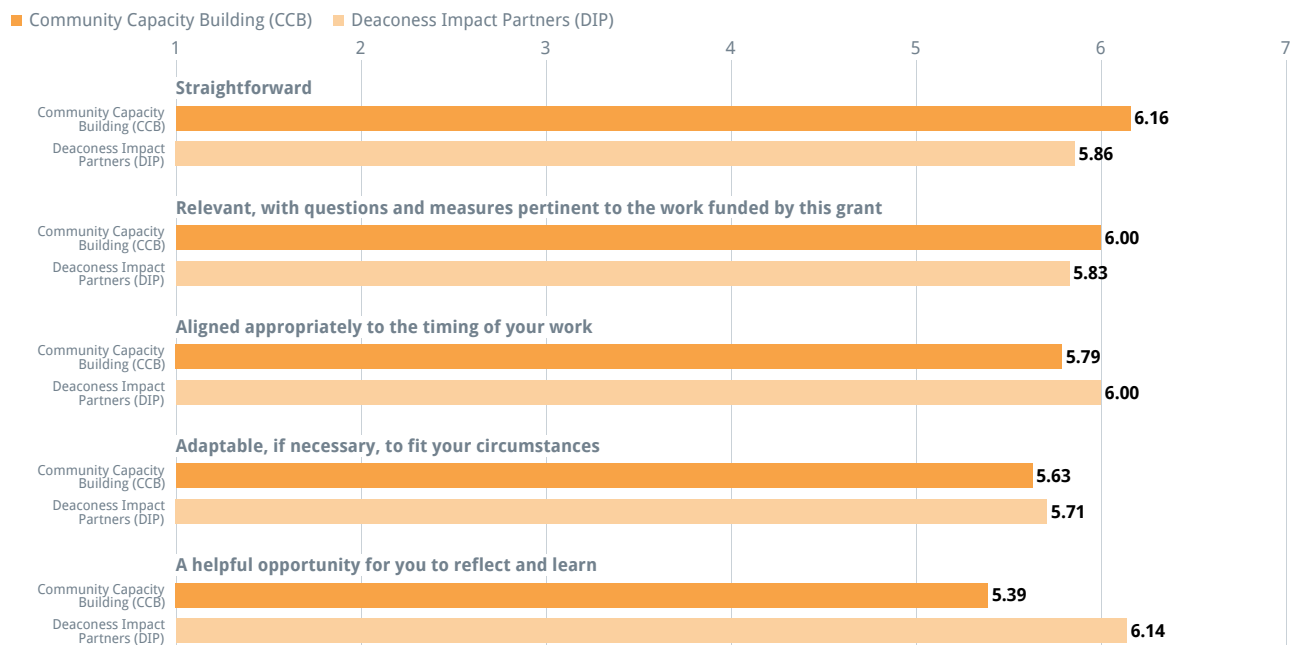
*The following questions were recently added to the grantee survey and depict comparative data from 18 funders in the dataset.

"To what extent was the Foundation's reporting process..." - Overall

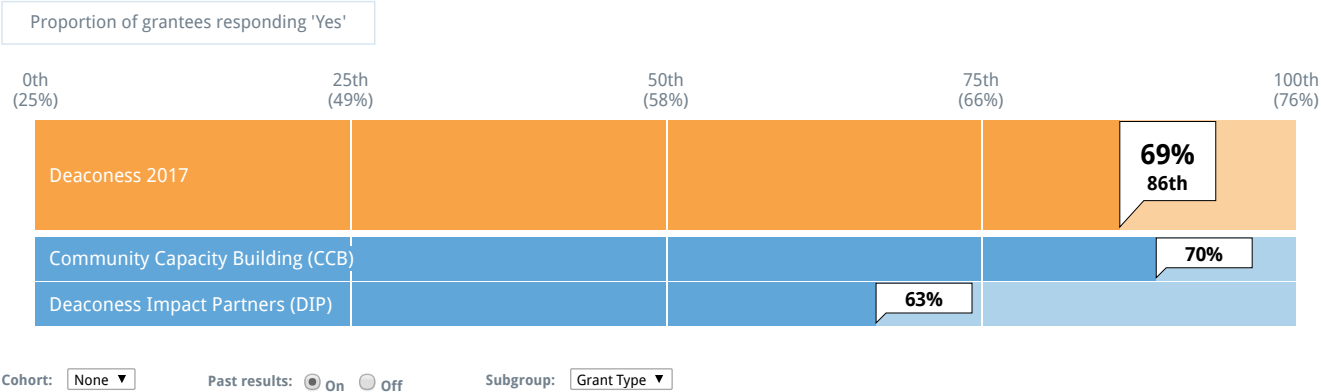


"To what extent was the Foundation's reporting process..." - By Subgroup

1 = Not at all 7 = To a great extent



"At any point have you had a substantive discussion with the Foundation about the report(s) you or your colleagues submitted as part of the reporting process?"



Evaluation Process

*The following questions were recently added to the grantee survey and depict comparative data from 18 funders in the dataset.

"Who was primarily responsible for carrying out the evaluation?"	Deaconess 2017	Average Funder
Evaluation staff at the Foundation	17%	19%
Evaluation staff at your organization	58%	58%
External evaluator, chosen by the Foundation	25%	13%
External evaluator, chosen by your organization	0%	10%

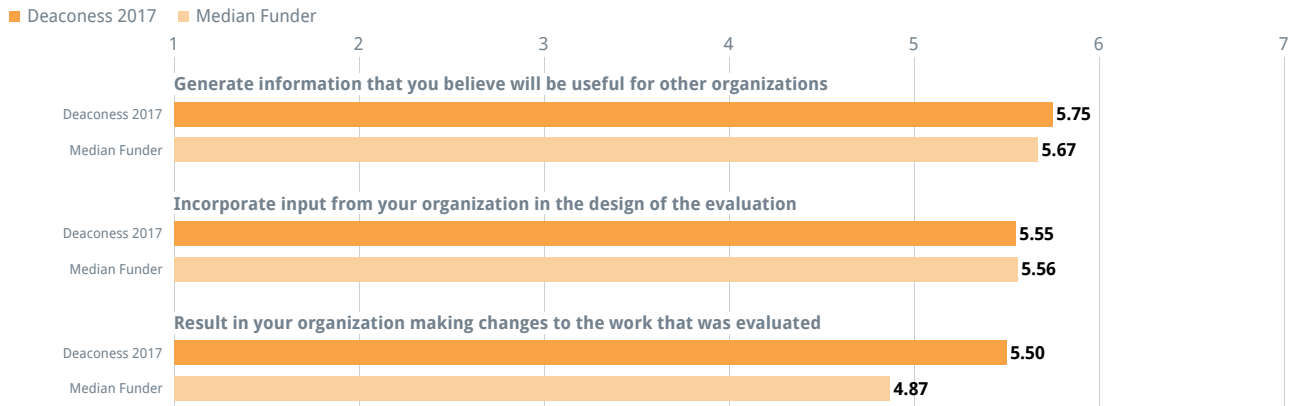
"Who was primarily responsible for carrying out the evaluation?" (By Subgroup)	Community Capacity Building (CCB)	Deaconess Impact Partners (DIP)
Evaluation staff at the Foundation	40%	0%
Evaluation staff at your organization	60%	67%
External evaluator, chosen by the Foundation	0%	33%
External evaluator, chosen by your organization	0%	0%

"Did the Foundation provide financial support for the evaluation?"	Deaconess 2017	Average Funder
Yes, the evaluation's costs were fully funded by the Foundation	30%	27%
Yes, the evaluation's costs were partially funded by the Foundation	20%	17%
No, the evaluation's costs were not funded by the Foundation	50%	55%

"Did the Foundation provide financial support for the evaluation?" (By Subgroup)	Community Capacity Building (CCB)	Deaconess Impact Partners (DIP)
Yes, the evaluation's costs were fully funded by the Foundation	N/A	40%
Yes, the evaluation's costs were partially funded by the Foundation	N/A	20%
No, the evaluation's costs were not funded by the Foundation	N/A	40%

"To what extent did the evaluation..." - Overall

1 = Not at all 7 = To a great extent



"To what extent did the evaluation..." - By Subgroup

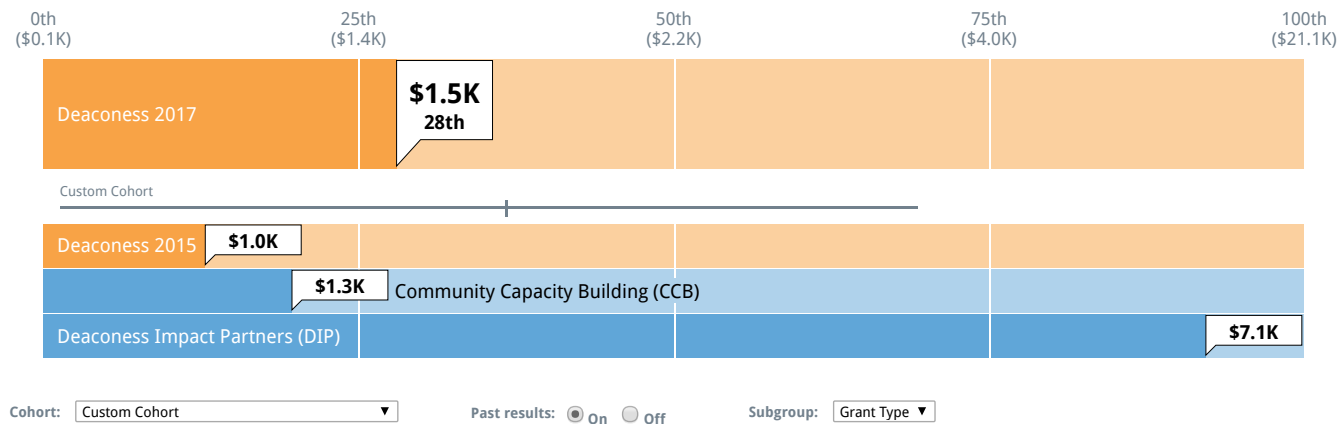
1 = Not at all 7 = To a great extent



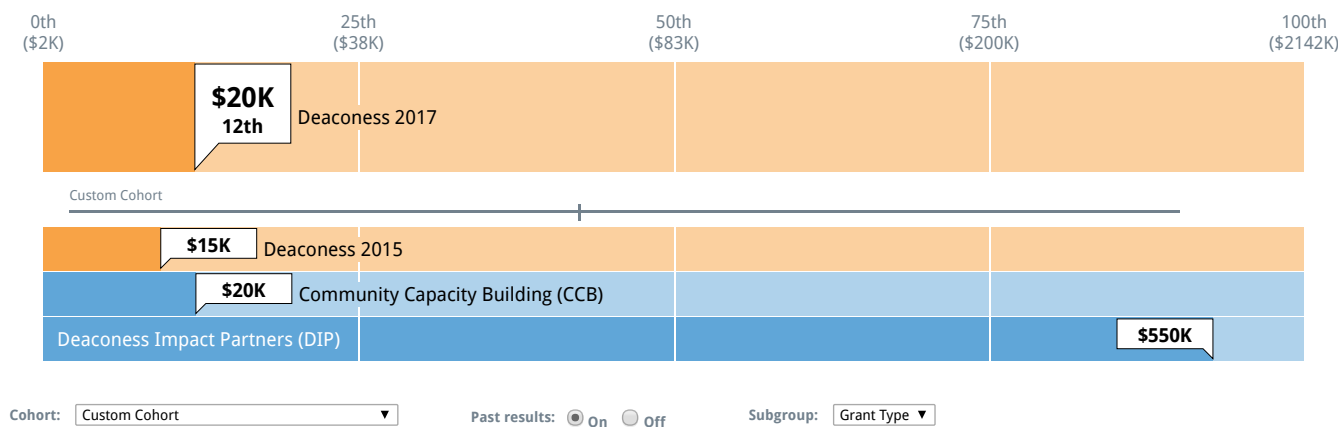
Dollar Return and Time Spent on Processes

Dollar Return: Median grant dollars awarded per process hour required

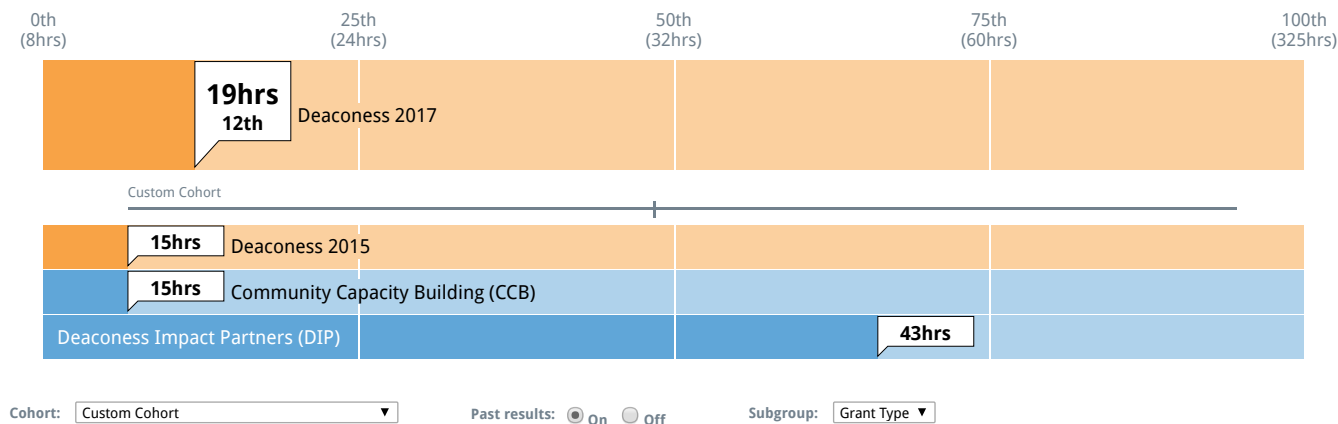
Includes total grant dollars awarded and total time necessary to fulfill the requirements over the lifetime of the grant



Median Grant Size

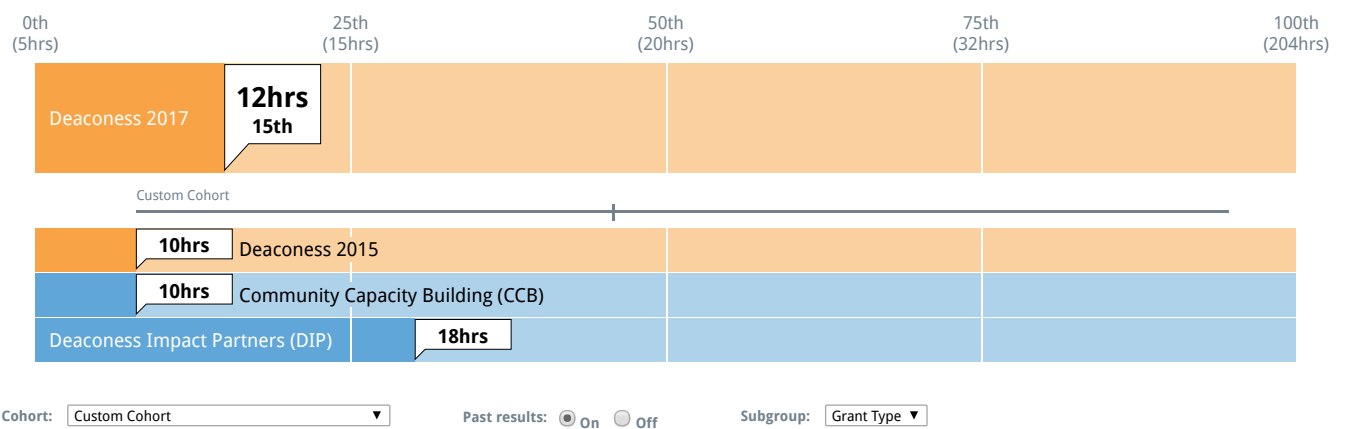


Median hours spent by grantees on funder requirements over grant lifetime



Time Spent on Selection Process

Median Hours Spent on Proposal and Selection Process

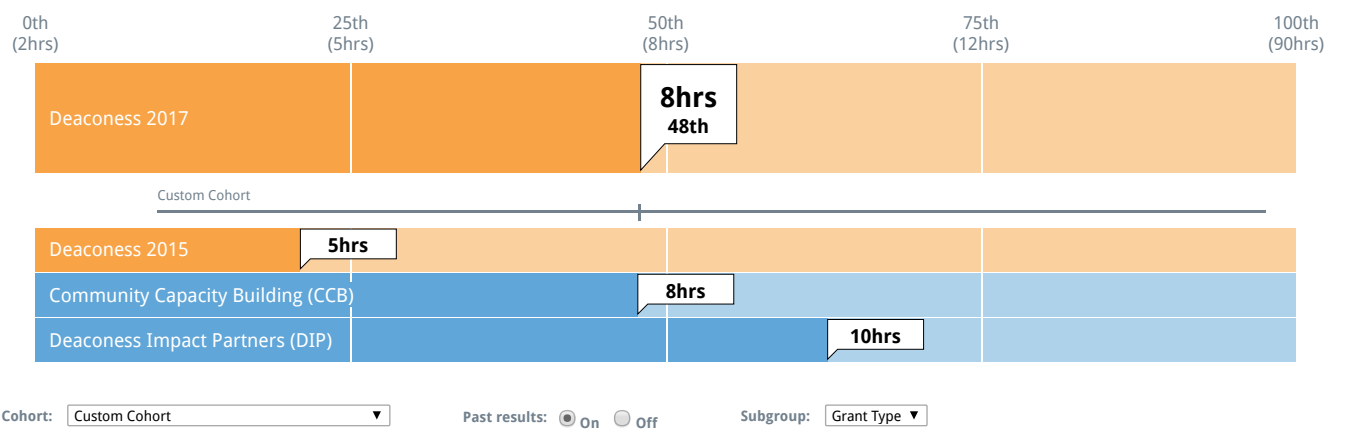


Time Spent On Proposal And Selection Process	Deaconess 2017	Deaconess 2015	Average Funder	Custom Cohort
1 to 9 hours	33%	32%	20%	19%
10 to 19 hours	31%	42%	21%	24%
20 to 29 hours	21%	21%	18%	20%
30 to 39 hours	0%	0%	8%	7%
40 to 49 hours	10%	3%	12%	13%
50 to 99 hours	3%	3%	12%	11%
100 to 199 hours	3%	0%	6%	5%
200+ hours	0%	0%	4%	1%

Time Spent On Proposal And Selection Process (By Subgroup)	Community Capacity Building (CCB)	Deaconess Impact Partners (DIP)
1 to 9 hours	37%	30%
10 to 19 hours	37%	20%
20 to 29 hours	22%	10%
30 to 39 hours	0%	0%
40 to 49 hours	0%	30%
50 to 99 hours	4%	0%
100 to 199 hours	0%	10%
200+ hours	0%	0%

Time Spent on Reporting and Evaluation Process

Median Hours Spent on Monitoring, Reporting and Evaluation Process Per Year



Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized)	Deaconess 2017	Deaconess 2015	Average Funder	Custom Cohort
1 to 9 hours	64%	75%	52%	49%
10 to 19 hours	32%	20%	20%	21%
20 to 29 hours	4%	5%	11%	12%
30 to 39 hours	0%	0%	4%	5%
40 to 49 hours	0%	0%	4%	4%
50 to 99 hours	0%	0%	5%	5%
100+ hours	0%	0%	5%	4%

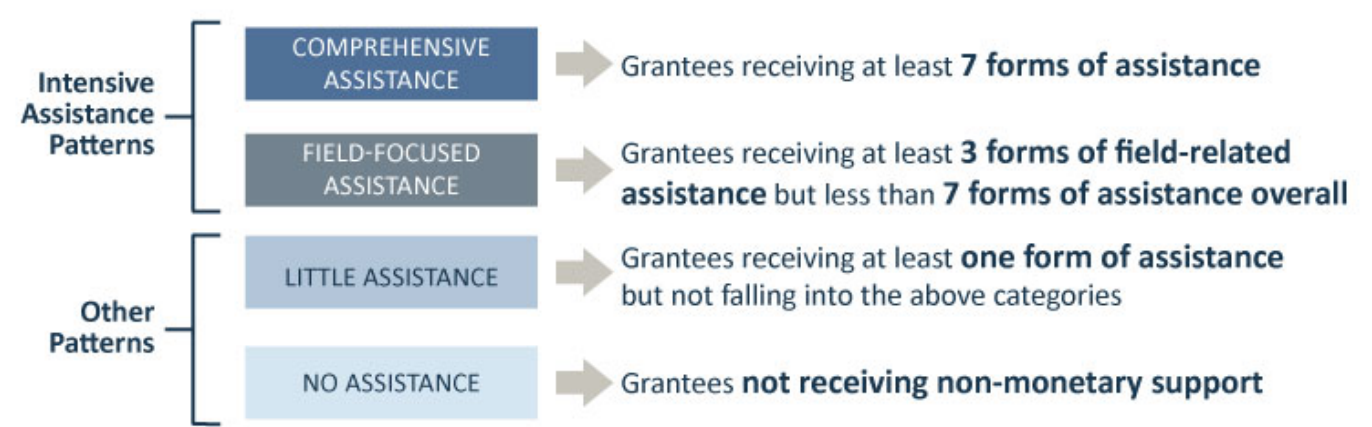
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	Community Capacity Building (CCB)	Deaconess Impact Partners (DIP)
1 to 9 hours	68%	43%
10 to 19 hours	32%	43%
20 to 29 hours	0%	14%
30 to 39 hours	0%	0%
40 to 49 hours	0%	0%
50 to 99 hours	0%	0%
100+ hours	0%	0%

Non-Monetary Assistance

Grantees were asked to indicate whether they had received any of the following fourteen types of assistance provided directly or paid for by the Foundation.

Management Assistance	Field-Related Assistance	Other Assistance
General management advice	Encouraged/facilitated collaboration	Board development/governance assistance
Strategic planning advice	Insight and advice on your field	Information technology assistance
Financial planning/accounting	Introductions to leaders in field	Communications/marketing/publicity assistance
Development of performance measures	Provided research or best practices	Use of Foundation facilities
	Provided seminars/forums/convenings	Staff/management training

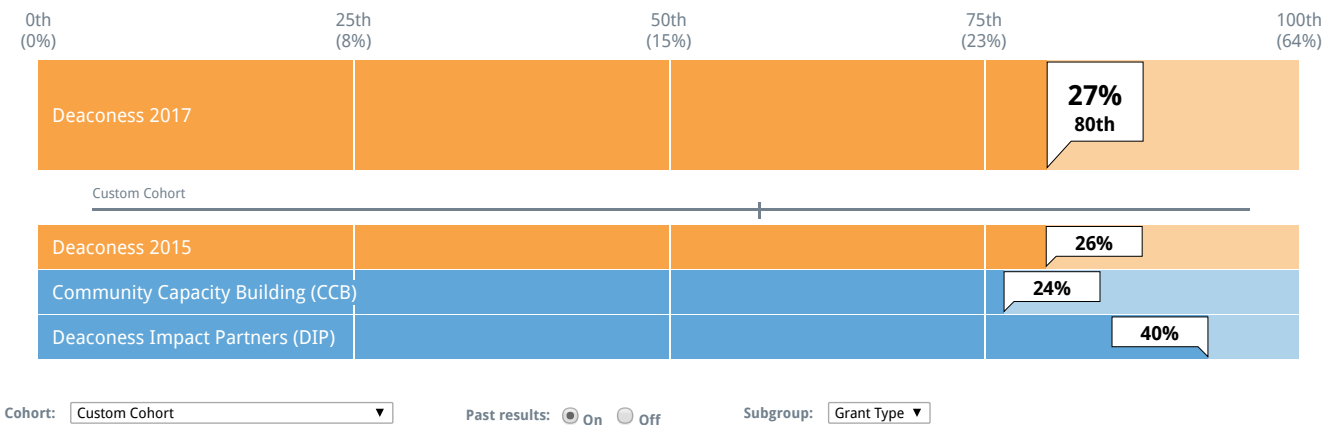
Based on their responses, CEP categorized grantees by the pattern of assistance they received. CEP's analysis shows that providing three or fewer assistance activities is often ineffective; it is only when grantees receive one of the two intensive patterns of assistance described below that they have a substantially more positive experience compared to grantees receiving no assistance.



Non-Monetary Assistance Patterns	Deaconess 2017	Deaconess 2015	Average Funder	Custom Cohort
Comprehensive	15%	8%	7%	8%
Field-focused	12%	18%	11%	11%
Little	44%	45%	39%	43%
None	29%	29%	43%	38%

Non-Monetary Assistance Patterns (By Subgroup)	Community Capacity Building (CCB)	Deaconess Impact Partners (DIP)
Comprehensive	7%	40%
Field-focused	17%	0%
Little	48%	40%
None	28%	20%

Proportion of grantees that received field-focused or comprehensive assistance

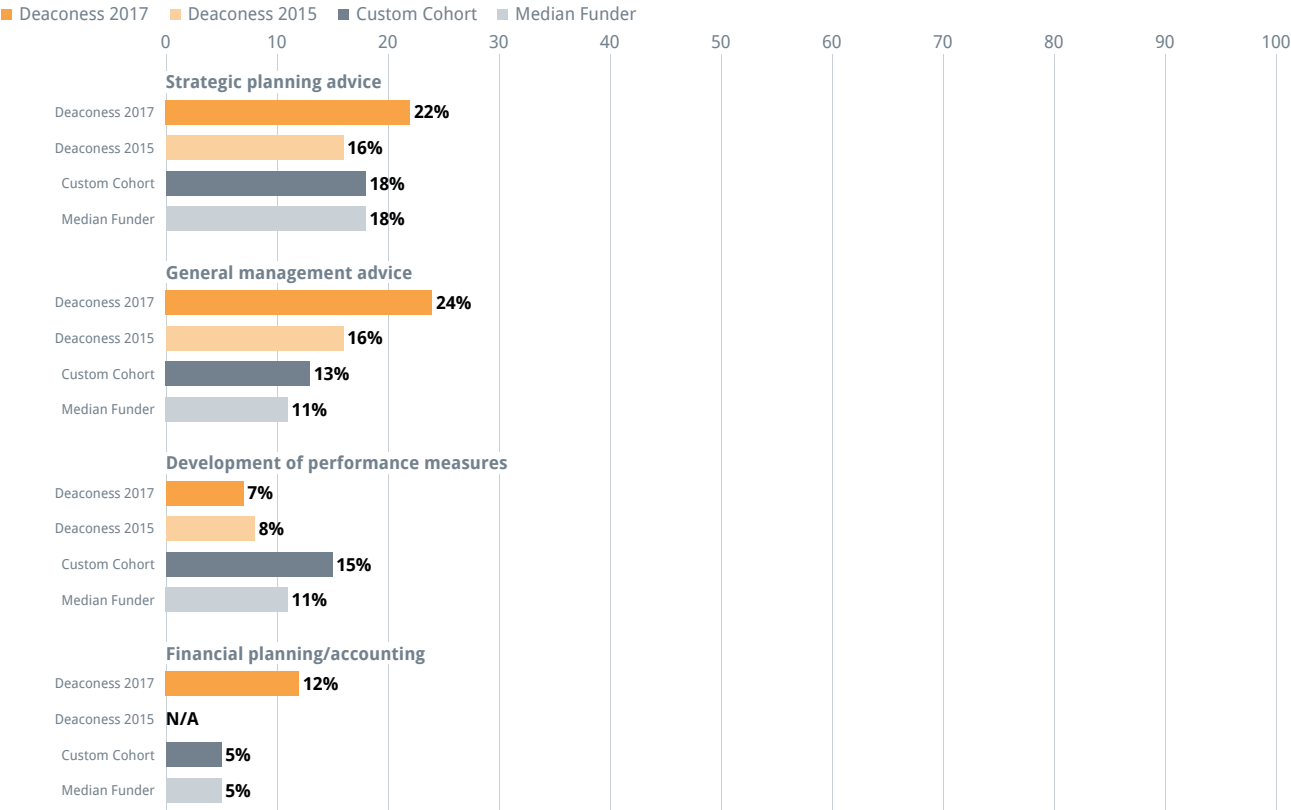


Behind the numbers: The 27% of grantees that report receiving field-focused or comprehensive assistance rate the Foundation significantly more positively than grantees that do not report receiving these patterns of assistance on several measures. These include Deaconess' understanding of their fields, local communities, and organizational goals and strategies, as well as the Foundation's effect on public policy, clarity of Foundation communications, and overall transparency.

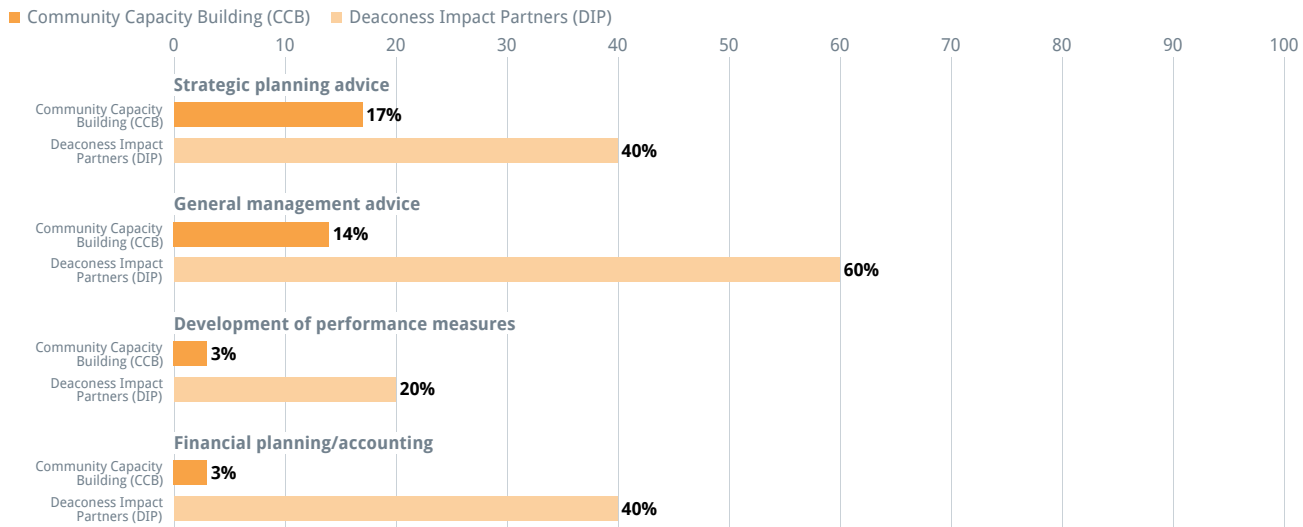
Management Assistance Activities

"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by the Foundation) associated with this funding."

Percentage of Grantees that Received Management Assistance - Overall



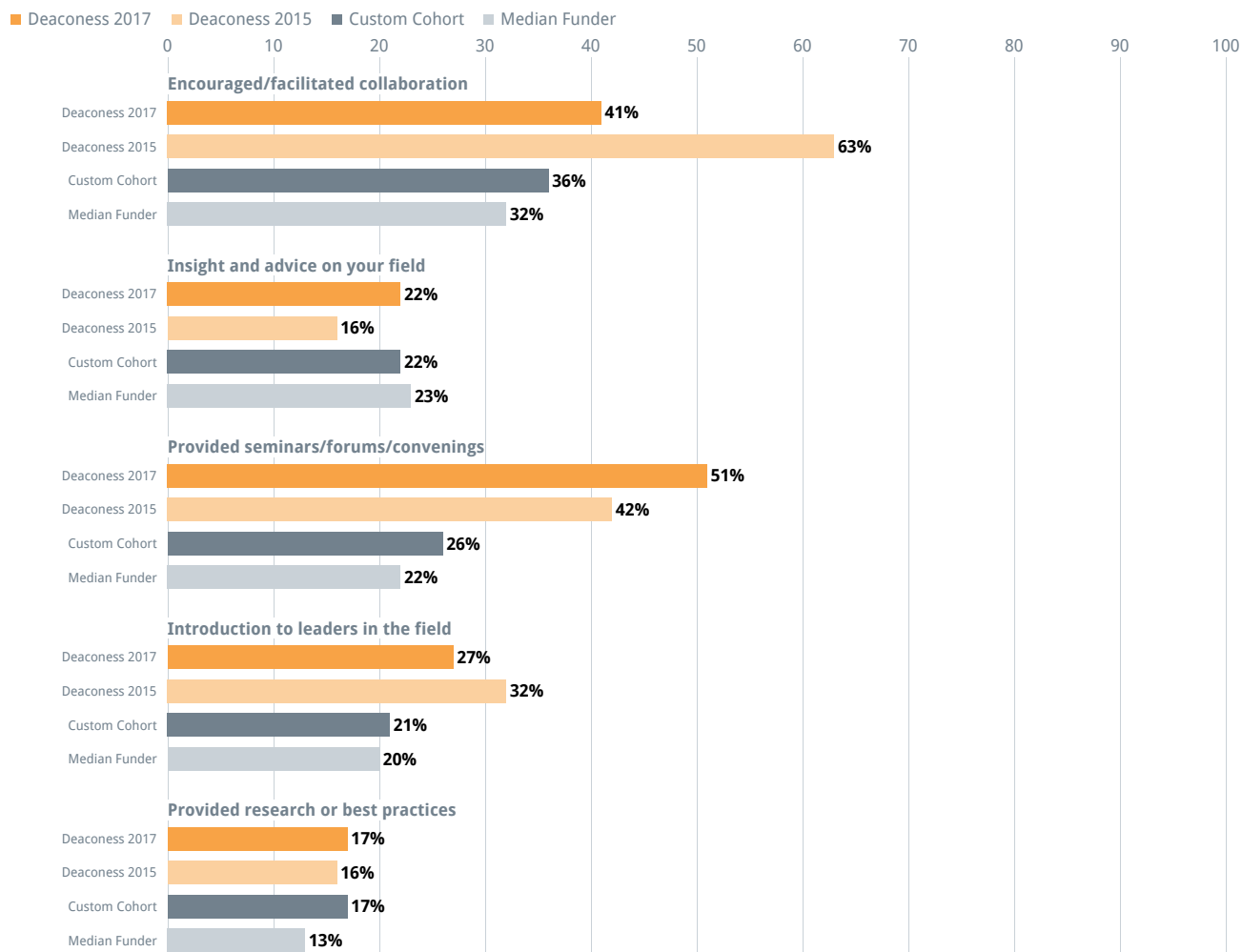
Percentage of Grantees that Received Management Assistance - By Subgroup



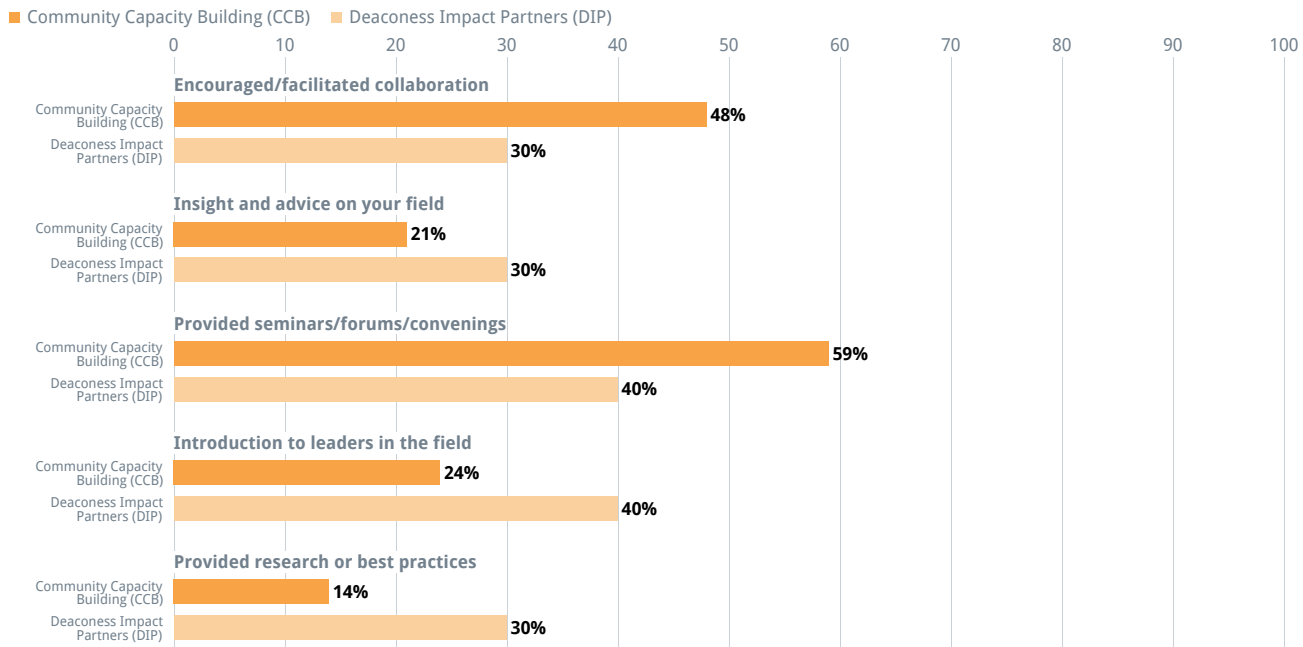
Field-Related Assistance Activities

"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by the Foundation) associated with this funding."

Percentage of Grantees that Received Field-Related Assistance - Overall



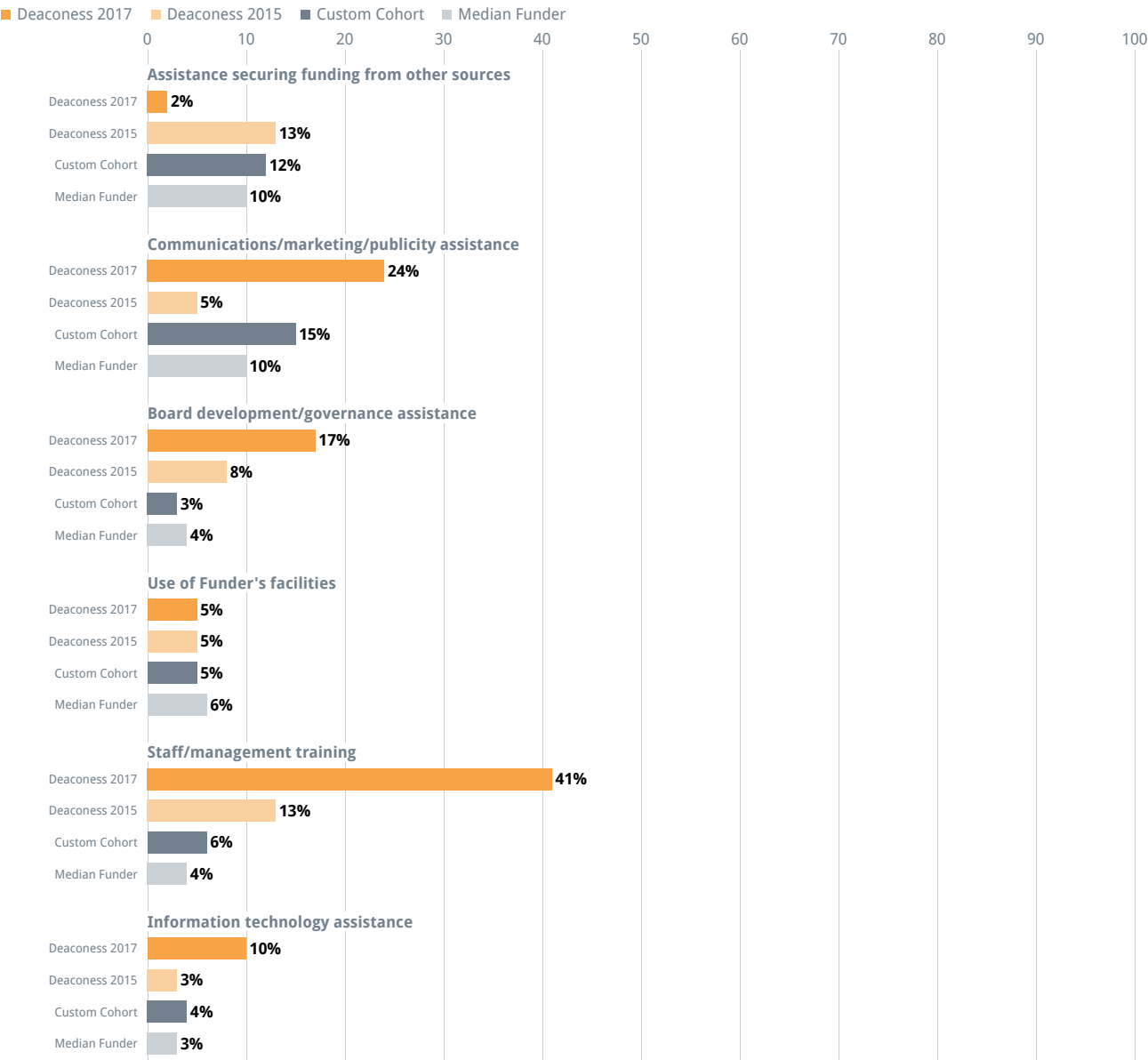
Percentage of Grantees that Received Field-Related Assistance - By Subgroup



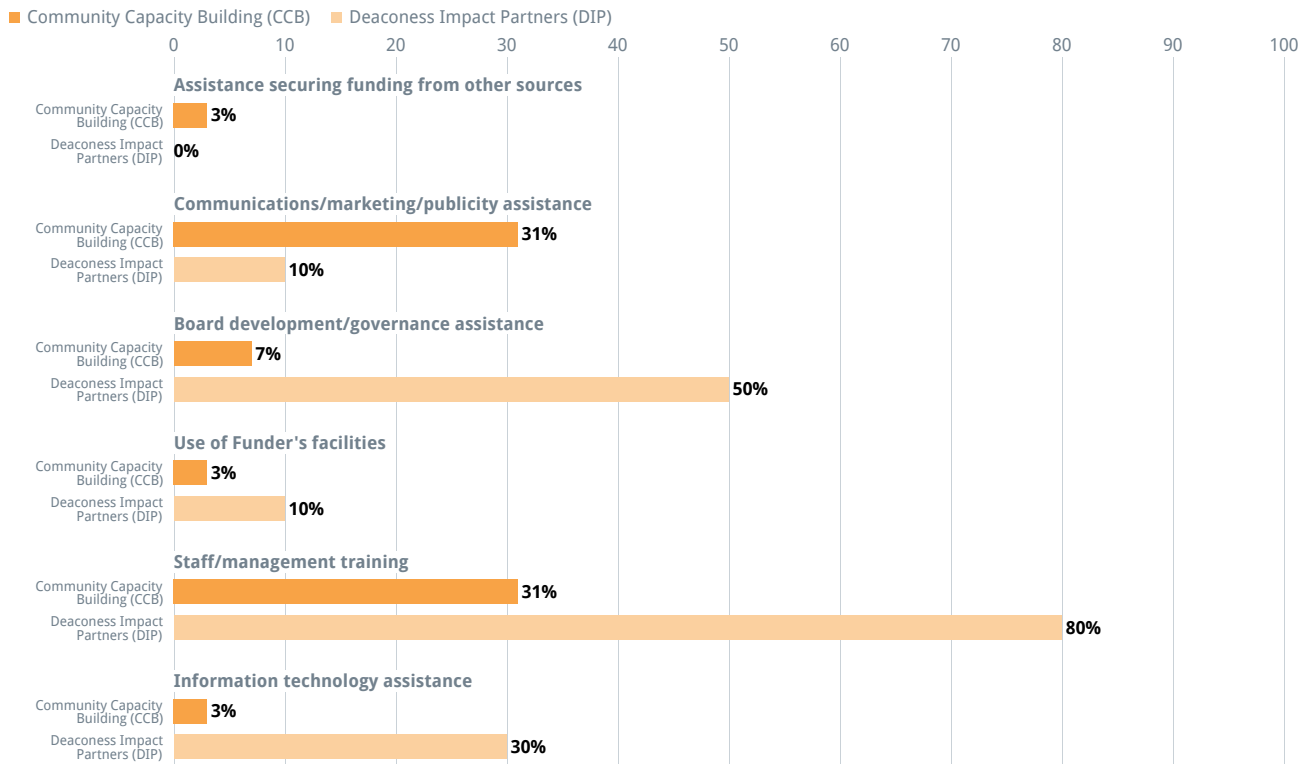
Other Assistance Activities

"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by the Foundation) associated with this funding."

Percentage of Grantees that Received Other Assistance - Overall



Percentage of Grantees that Received Other Assistance - By Subgroup



Grantee Suggestions for the Foundation

Grantees were asked to provide any suggestions for how the Foundation could improve. These suggestions were then categorized by CEP and grouped into the topics below.

To download the full set of grantee comments and suggestions, please refer to the "Downloads" dropdown menu at the top right of your report. Please note that some comments have been edited to protect the confidentiality of respondents.

Proportion of Grantee Suggestions by Topic

Topic of Grantee Suggestion	Number of Responses	Percent of Responses
Interactions with Staff	8	32%
Grantmaking Characteristics	6	24%
Foundation Communications	3	12%
Non-Monetary Assistance	3	12%
Selection and Reporting Processes	3	12%
Other Suggestions	2	8%

Grantee Comments

Grantees were asked to provide any suggestions for how the Foundation could improve. These suggestions were then categorized by CEP and grouped into the topics below.

Interactions with Staff (N=8, 32%)

- **Staff Transitions (N=6)**
 - "Consistency in direction and staff."
 - "Greater staff stability."
 - "It will be very helpful if they would communicate with the grantees on their staff changes."
 - "Staff changes have made it a bit more difficult to communicate with the Foundation. It would be helpful if a listing of new contacts could be sent to grantees."
 - "Staff transitions need to be smoother."
 - "We do not currently have a Program Officer; and so it would be helpful to have a Program Officer soon and to know to whom we should turn to during the interim."
- **Other Interactions Suggestions (N=2)**
 - "Ensure all staff have a solid understanding of grantees and the nuts and bolts of their respective work."
 - "Regularly ask for feedback from grantees/the broader community."

Grantmaking Characteristics (N=6, 24%)

- **Grant Length (N=4)**
 - "More multi-year or renewable grants."
 - "Multi-year funding commitments."
 - "Multi-year funding opportunities."
 - "Multi-year grants."
- **Grant Size (N=1)**
 - "Larger, sustained grants."
- **Grant Type (N=1)**
 - "Grants to address critical policy issues and promote child advocacy."

Foundation Communications (N=3, 12%)

- **Clarity of Communication about the Foundation's Transition and/or Strategy (N=3)**
 - "Clarify the organization's strategic direction and goals and how partner agencies can contribute to those."
 - "Clearer connections between the vision of the Foundation, funding priorities, and where staff are investing time and influence."
 - "The Foundation is presently in a period of transition... Clarity would help Deaconess partners understand what, if any, changes will be made to Deaconess' leadership and funding roles."

Non-Monetary Assistance (N=3, 12%)

- **Assistance Securing Additional Funding (N=1)**
 - "Help with generating funding from other sources."
- **Collaboration Opportunities (N=1)**
 - "Offer more opportunities to partner with other funded agencies."
- **Training Opportunities (N=1)**
 - "Keep providing training opportunities (but ask grantees what training they need)."

Selection and Reporting Processes (N=3, 12%)

- **Clarify Aspects of Processes (N=2)**
 - "Clarify specific deliverables."
 - "I'm unclear on the format and frequency of evaluations and program feedback/updates."
- **Streamline Selection Process (N=1)**
 - "[We would like the] ability to submit one application for multiple grant focus areas."

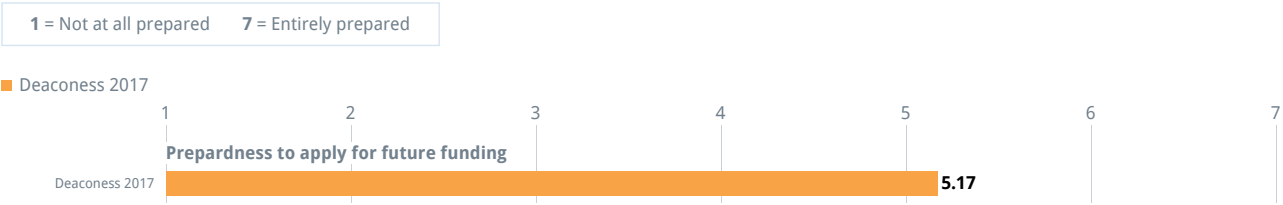
Other Suggestions (N=2, 8%)

- "Greater...presence in the community."
- "We understand Deaconess isn't sitting on a huge endowment but it feels like Starsky is really seen as a leader. Can he help his colleagues get clearer? Not just in STL but in some of the work he does nationally?"

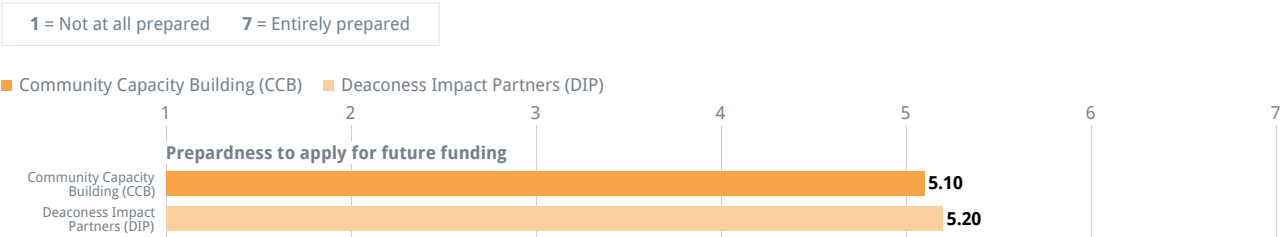
Deaconess-Specific Questions

"How prepared do you feel to apply for future Deaconess funding?"

Preparedness to Apply for Future Funding - Overall



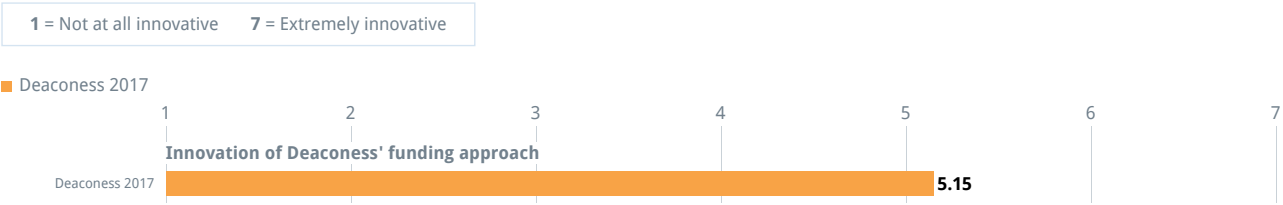
Preparedness to Apply for Future Funding - By Subgroup



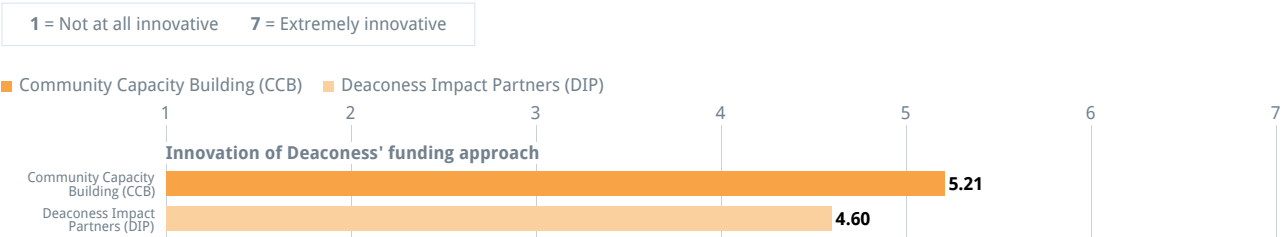
"Deaconess staff are stewards, called to embody the Deaconess Spirit through the practice of innovative philanthropy.

How innovative would you characterize Deaconess' funding approach?"

Innovation of Funding Approach - Overall



Innovation of Funding Approach - By Subgroup



Deaconess-Sponsored Training

"Have you participated in Deaconess-sponsored training in the past?"

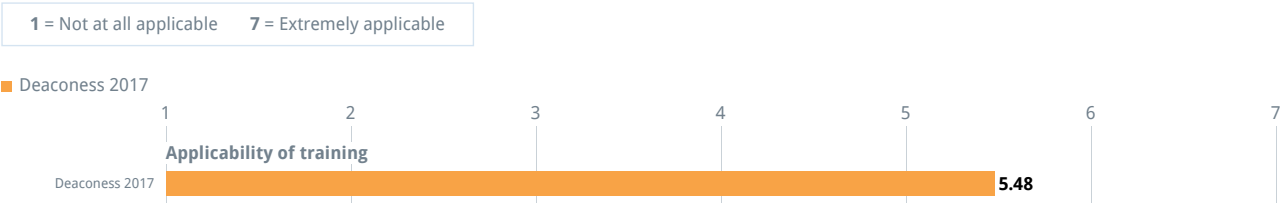
Have you participated in Deaconess-sponsored training in the past?	Deaconess 2017
Yes	80%
No	20%

Have you participated in Deaconess-sponsored training in the past? (By Subgroup)	Community Capacity Building (CCB)	Deaconess Impact Partners (DIP)
Yes	79%	100%
No	21%	0%

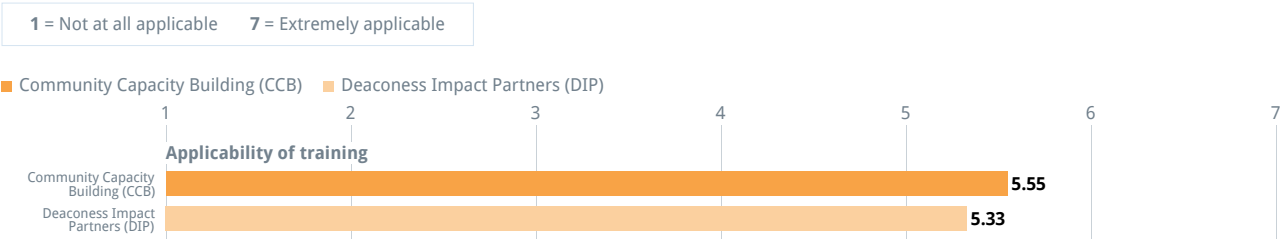
Note: the following question was asked only of grantees that indicated they had participated in Deaconess' sponsored training in the past.

"How applicable was the training to your work?"

Applicability of Training - Overall

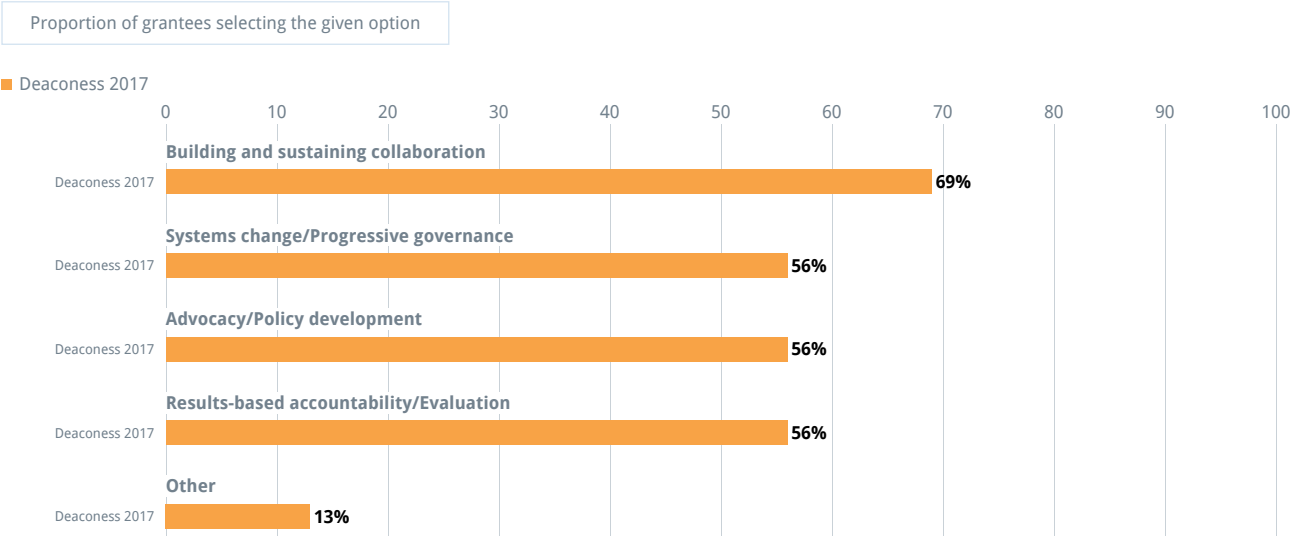


Applicability of Training - By Subgroup



"What training topics would be valuable to you in the future?"

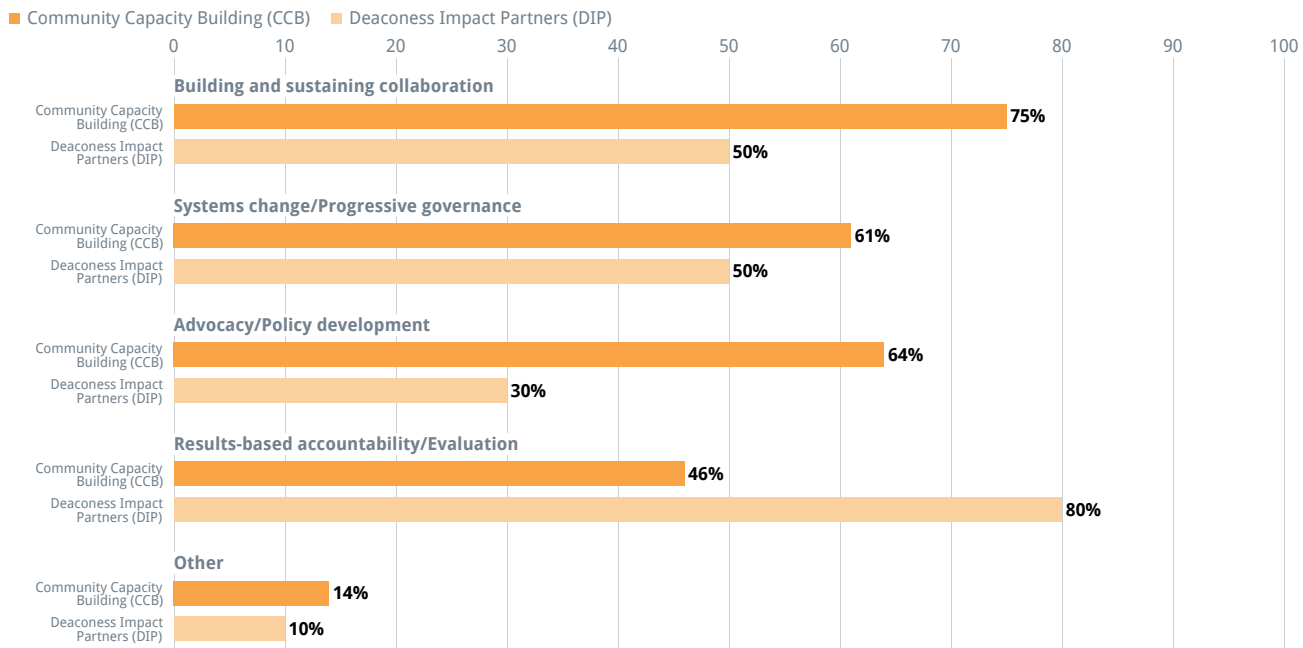
Value of Future Training Topics - Overall



Note: Five grantees designated "Other" and wrote in a custom choice: ethical leadership (x3), fundraising, and leadership development.

Value of Future Training Topics - By Subgroup

Proportion of grantees selecting the given option

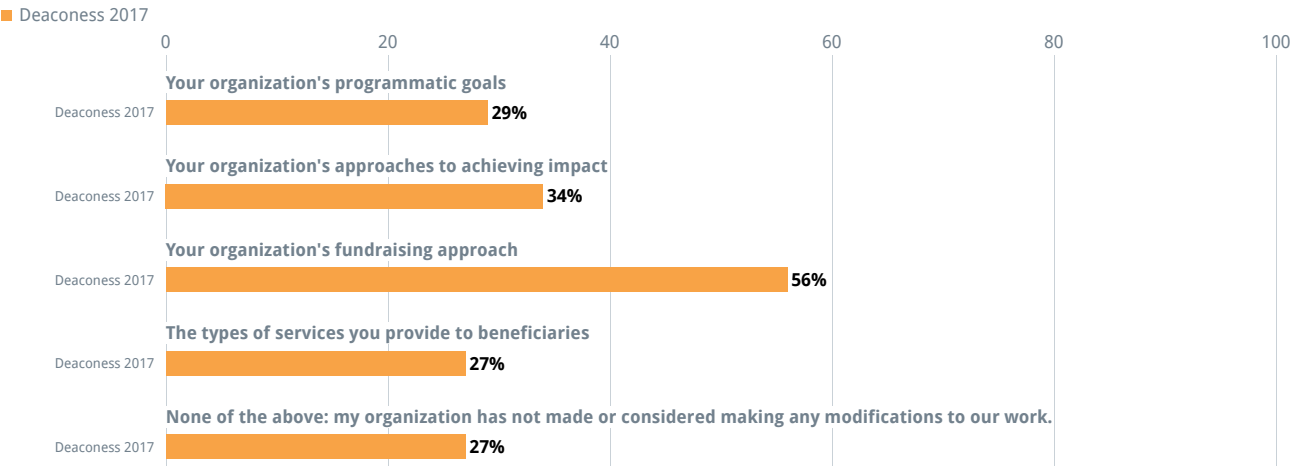


Response to 2016 Elections

*The following questions were recently added to the grantee survey and depict comparative data from 7 funders in the dataset.

"What impact do you anticipate the changing U.S. political landscape will have on your organization's ability to carry out its mission?"	Deaconess 2017
Generally positive impact	7%
No impact/Neutral	7%
Generally negative impact	86%

"Has your organization modified or made plans to modify your work in any of the following areas as a result of the changing U.S. political landscape?"



(If grantees indicated making at least one modification above)

"In response to the changing U.S. political landscape, is your organization changing or planning to change the emphasis of its work in the following areas:"

Direct service work	Deaconess 2017
Increasing emphasis	33%
No change in emphasis	67%
Decreasing emphasis	0%

Policy/advocacy work	Deaconess 2017
Increasing emphasis	60%
No change in emphasis	40%
Decreasing emphasis	0%

Collaboration with other nonprofit organizations	Deaconess 2017
Increasing emphasis	70%
No change in emphasis	30%
Decreasing emphasis	0%

Collaboration with other sectors

Deaconess 2017

Increasing emphasis	57%
No change in emphasis	43%
Decreasing emphasis	0%

Local community engagement efforts

Deaconess 2017

Increasing emphasis	63%
No change in emphasis	37%
Decreasing emphasis	0%

Collecting input from your beneficiaries

Deaconess 2017

Increasing emphasis	61%
No change in emphasis	39%
Decreasing emphasis	0%

"Has the changing U.S. political landscape had any impact on your organization's ability to raise funds in support of your work?"

Ability to raise funds from foundations	Deaconess 2017
Generally positive impact	9%
No impact/Neutral	68%
Generally negative impact	23%

Ability to raise funds from other sources (e.g., public funders, individual donors)	Deaconess 2017
Generally positive impact	21%
No impact/Neutral	54%
Generally negative impact	25%

"Have you received any of the following communications from the Foundation related to the changing U.S. political landscape?"

Public communication from the Foundation (e.g., blog post, mass email, newsletter)	Deaconess 2017
Yes	25%
No, and I would like to receive this communication	63%
No, and I don't think this communication would be helpful	13%

Communication with your program officer about your organizations's work	Deaconess 2017
Yes	25%
No, and I would like to receive this communication	75%
No, and I don't think this communication would be helpful	0%

Communication with your program officer about the Foundation's work	Deaconess 2017
Yes	38%
No, and I would like to receive this communication	63%
No, and I don't think this communication would be helpful	0%

Response to 2016 Elections - By Subgroup

"What impact do you anticipate the changing U.S. political landscape will have on your organization's ability to carry out its mission?" (By Subgroup)

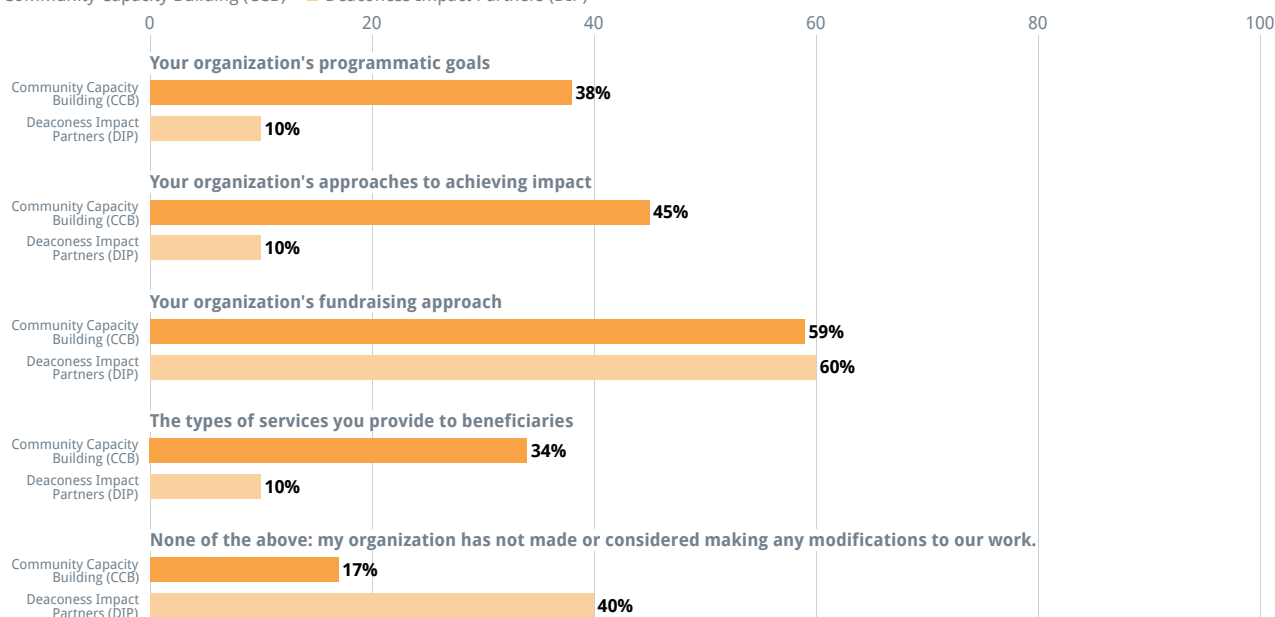
Community Capacity Building (CCB)

Deaconess Impact Partners (DIP)

Generally positive impact	9%	0%
No impact/Neutral	5%	14%
Generally negative impact	86%	86%

"Has your organization modified or made plans to modify your work in any of the following areas as a result of the changing U.S. political landscape?" - By Subgroup

■ Community Capacity Building (CCB) ■ Deaconess Impact Partners (DIP)



(If grantees indicated making at least one modification above)

"In response to the changing U.S. political landscape, is your organization changing or planning to change the emphasis of its work in the following areas:"

Direct service work (By Subgroup)	Community Capacity Building (CCB)	Deaconess Impact Partners (DIP)
Increasing emphasis	33%	33%
No change in emphasis	67%	67%
Decreasing emphasis	0%	0%

Policy/advocacy work (By Subgroup)	Community Capacity Building (CCB)	Deaconess Impact Partners (DIP)
Increasing emphasis	54%	83%
No change in emphasis	46%	17%
Decreasing emphasis	0%	0%

Collaboration with other nonprofit organizations (By Subgroup)	Community Capacity Building (CCB)	Deaconess Impact Partners (DIP)
Increasing emphasis	71%	67%
No change in emphasis	29%	33%
Decreasing emphasis	0%	0%

Collaboration with other sectors (By Subgroup)

Community Capacity Building (CCB)

Deaconess Impact Partners (DIP)

Increasing emphasis	58%	50%
No change in emphasis	42%	50%
Decreasing emphasis	0%	0%

Local community engagement efforts (By Subgroup)

Community Capacity Building (CCB)

Deaconess Impact Partners (DIP)

Increasing emphasis	58%	83%
No change in emphasis	42%	17%
Decreasing emphasis	0%	0%

Collecting input from your beneficiaries (By Subgroup)

Community Capacity Building (CCB)

Deaconess Impact Partners (DIP)

Increasing emphasis	59%	67%
No change in emphasis	41%	33%
Decreasing emphasis	0%	0%

"Has the changing U.S. political landscape had any impact on your organization's ability to raise funds in support of your work?"

Ability to raise funds from foundations (By Subgroup)	Community Capacity Building (CCB)	Deaconess Impact Partners (DIP)
Generally positive impact	7%	14%
No impact/Neutral	64%	71%
Generally negative impact	29%	14%

Ability to raise funds from other sources (e.g., public funders, individual donors) (By Subgroup)	Community Capacity Building (CCB)	Deaconess Impact Partners (DIP)
Generally positive impact	19%	29%
No impact/Neutral	44%	71%
Generally negative impact	38%	0%

"Have you received any of the following communications from the Foundation related to the changing U.S. political landscape?"

Public communication from the Foundation (e.g., blog post, mass email, newsletter) (By Subgroup)	Community Capacity Building (CCB)	Deaconess Impact Partners (DIP)
Yes	36%	0%
No, and I would like to receive this communication	59%	67%
No, and I don't think this communication would be helpful	5%	33%

Communication with your program officer about your organizations's work (By Subgroup)	Community Capacity Building (CCB)	Deaconess Impact Partners (DIP)
Yes	29%	20%
No, and I would like to receive this communication	71%	80%
No, and I don't think this communication would be helpful	0%	0%

Communication with your program officer about the Foundation's work (By Subgroup)	Community Capacity Building (CCB)	Deaconess Impact Partners (DIP)
Yes	45%	22%
No, and I would like to receive this communication	55%	78%
No, and I don't think this communication would be helpful	0%	0%

Contextual Data

Grantmaking Characteristics

Length of Grant Awarded	Deaconess 2017	Deaconess 2015	Median Funder	Custom Cohort
Average grant length	1.9 years	1.1 years	2.1 years	1.9 years

Length of Grant Awarded	Deaconess 2017	Deaconess 2015	Average Funder	Custom Cohort
1 year	62%	92%	46%	51%
2 years	8%	3%	24%	28%
3 years	10%	5%	18%	11%
4 years	18%	0%	4%	4%
5 or more years	3%	0%	8%	6%

Type of Grant Awarded	Deaconess 2017	Deaconess 2015	Average Funder	Custom Cohort
Program / Project Support	46%	76%	65%	67%
General Operating / Core Support	22%	16%	21%	21%
Capital Support: Building / Renovation / Endowment Support / Other	2%	0%	6%	1%
Technical Assistance / Capacity Building	24%	8%	4%	7%
Scholarship / Fellowship	2%	0%	2%	2%
Event / Sponsorship Funding	2%	0%	2%	2%

Grantmaking Characteristics - By Subgroup

Length of Grant Awarded (By Subgroup)	Community Capacity Building (CCB)	Deaconess Impact Partners (DIP)
Average grant length	1.4 years	3 years

Length of Grant Awarded (By Subgroup)	Community Capacity Building (CCB)	Deaconess Impact Partners (DIP)
1 year	75%	33%
2 years	11%	0%
3 years	14%	0%
4 years	0%	67%
5 or more years	0%	0%

Type of Grant Awarded (By Subgroup)	Community Capacity Building (CCB)	Deaconess Impact Partners (DIP)
Program / Project Support	66%	0%
General Operating / Core Support	28%	10%
Capital Support: Building / Renovation / Endowment Support / Other	0%	0%
Technical Assistance / Capacity Building	7%	80%
Scholarship / Fellowship	0%	0%
Event / Sponsorship Funding	0%	10%

Grant Size

Grant Amount Awarded	Deaconess 2017	Deaconess 2015	Median Funder	Custom Cohort
Median grant size	\$20K	\$15K	\$82.5K	\$60K

Grant Amount Awarded	Deaconess 2017	Deaconess 2015	Average Funder	Custom Cohort
Less than \$10K	18%	8%	10%	15%
\$10K - \$24K	35%	84%	13%	11%
\$25K - \$49K	18%	0%	13%	18%
\$50K - \$99K	8%	3%	16%	18%
\$100K - \$149K	3%	5%	9%	10%
\$150K - \$299K	3%	0%	16%	16%
\$300K - \$499K	3%	0%	8%	5%
\$500K - \$999K	13%	0%	7%	4%
\$1MM and above	3%	0%	8%	3%

Median Percent of Budget Funded by Grant (Annualized)	Deaconess 2017	Deaconess 2015	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	4%	2%	4%	3%

Grant Size - By Subgroup

Grant Amount Awarded (By Subgroup)	Community Capacity Building (CCB)	Deaconess Impact Partners (DIP)
Median grant size	\$20K	\$550K

Grant Amount Awarded (By Subgroup)	Community Capacity Building (CCB)	Deaconess Impact Partners (DIP)
Less than \$10K	14%	30%
\$10K - \$24K	46%	10%
\$25K - \$49K	25%	0%
\$50K - \$99K	11%	0%
\$100K - \$149K	4%	0%
\$150K - \$299K	0%	0%
\$300K - \$499K	0%	0%
\$500K - \$999K	0%	50%
\$1MM and above	0%	10%

Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)	Community Capacity Building (CCB)	Deaconess Impact Partners (DIP)
Size of grant relative to size of grantee budget	4%	5%

Grantee Characteristics

Operating Budget of Grantee Organization	Deaconess 2017	Deaconess 2015	Median Funder	Custom Cohort
Median Budget	\$1.3M	\$0.7M	\$1.5M	\$1.1M

Operating Budget of Grantee Organization	Deaconess 2017	Deaconess 2015	Average Funder	Custom Cohort
<\$100K	5%	17%	9%	8%
\$100K - \$499K	29%	29%	20%	21%
\$500K - \$999K	12%	6%	13%	18%
\$1MM - \$4.9MM	32%	23%	30%	31%
\$5MM - \$24MM	22%	23%	18%	16%
>=\$25MM	0%	3%	11%	6%

Grantee Characteristics - By Subgroup

Operating Budget of Grantee Organization (By Subgroup)	Community Capacity Building (CCB)	Deaconess Impact Partners (DIP)
Median Budget	\$0.5M	\$3.3M

Operating Budget of Grantee Organization (By Subgroup)	Community Capacity Building (CCB)	Deaconess Impact Partners (DIP)
<\$100K	7%	0%
\$100K - \$499K	41%	0%
\$500K - \$999K	17%	0%
\$1MM - \$4.9MM	17%	80%
\$5MM - \$24MM	17%	20%
>=\$25MM	0%	0%

Funding Relationship

Pattern of Grantees' Funding Relationship with the Foundation	Deaconess 2017	Deaconess 2015	Average Funder	Custom Cohort
First grant received from the Foundation	33%	41%	29%	25%
Consistent funding in the past	55%	32%	52%	59%
Inconsistent funding in the past	13%	27%	19%	16%

Funding Status and Grantees Previously Declined Funding	Deaconess 2017	Deaconess 2015	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from the Foundation	66%	74%	80%	74%
Percent of grantees previously declined funding by the Foundation	50%	42%	31%	45%

Funding Relationship - By Subgroup

Pattern of Grantees' Funding Relationship with the Foundation (By Subgroup)	Community Capacity Building (CCB)	Deaconess Impact Partners (DIP)
First grant received from the Foundation	25%	50%
Consistent funding in the past	64%	30%
Inconsistent funding in the past	11%	20%

Funding Status and Grantees Previously Declined Funding (By Subgroup)	Community Capacity Building (CCB)	Deaconess Impact Partners (DIP)
Percent of grantees currently receiving funding from the Foundation	79%	20%
Percent of grantees previously declined funding by the Foundation	50%	50%

Grantee Demographics

Job Title of Respondents	Deaconess 2017	Deaconess 2015	Average Funder	Custom Cohort
Executive Director	59%	62%	47%	49%
Other Senior Management	15%	14%	15%	12%
Project Director	5%	11%	12%	13%
Development Director	10%	8%	9%	10%
Other Development Staff	5%	3%	7%	5%
Volunteer	0%	0%	1%	1%
Other	7%	3%	9%	9%

Gender of Respondents	Deaconess 2017	Deaconess 2015	Average Funder	Custom Cohort
Female	67%	76%	64%	72%
Male	33%	24%	36%	28%

Race/Ethnicity of Respondents	Deaconess 2017	Deaconess 2015	Average Funder	Custom Cohort
Multi-racial	0%	0%	3%	2%
African-American/Black	35%	9%	7%	13%
Asian (incl. Indian subcontinent)	0%	0%	3%	2%
Hispanic/Latino	0%	3%	5%	3%
American Indian/Alaskan Native	0%	0%	1%	0%
Pacific Islander	0%	0%	0%	0%
Caucasian/White	63%	88%	80%	78%
Other	3%	0%	1%	1%

Funder Characteristics

Financial Information	Deaconess 2017	Deaconess 2015	Median Funder	Custom Cohort
Total assets	\$51.6M	\$54M	\$227.6M	\$73.9M
Total giving	\$1.8M	\$2.2M	\$15.7M	\$3.9M

Funder Staffing	Deaconess 2017	Deaconess 2015	Median Funder	Custom Cohort
Total staff (FTEs)	6	6	15	8
Percent of staff who are program staff	42%	50%	40%	44%

Grantmaking Processes	Deaconess 2017	Deaconess 2015	Median Funder	Custom Cohort
Proportion of grants that are proactive	5%	N/A	44%	42%
Proportion of grantmaking dollars that are proactive	5%	0%	60%	18%

Additional Survey Information

On many questions in the grantee survey, grantees are allowed to select “don’t know” or “not applicable” if they are not able to provide an alternative answer. In addition, some questions in the survey are only displayed to a select group of grantees for which that question is relevant based on a previous response.

As a result, there are some measures where only a subset of responses is included in the reported results. The table below shows the number of responses included on each of these measures. The total number of respondents to Deaconess's grantee survey was 41.

Question Text	Count of Responses
Overall, how would you rate the Foundation's impact on your field?	40
How well does the Foundation understand the field in which you work?	36
To what extent has the Foundation advanced the state of knowledge in your field?	38
To what extent has the Foundation affected public policy in your field?	37
How well does the Foundation understand the local community in which you work?	39
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	40
How well does the Foundation understand your organization's strategy and goals?	39
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	38
Did the Foundation conduct a site visit during the selection process or during the course of this grant?	38
Has your main contact at the Foundation changed in the past six months?	38
Did you submit a proposal to the Foundation for this grant?	40
As you developed your grant proposal, how much pressure did you feel to modify your organization's priorities in order to create a grant proposal that was likely to receive funding?	38
How involved was Foundation staff in the development of your grant proposal?	38
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	32
Have you ever been declined funding from the Foundation?	32
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	40
How well does the Foundation understand your intended beneficiaries' needs?	39
To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?	38
Have you participated in a reporting or evaluation process?	39
To what extent was the Foundation's reporting process...Adaptable, if necessary, to fit your circumstances	24
To what extent was the Foundation's reporting process...A helpful opportunity for you to reflect and learn	26
To what extent was the Foundation's reporting process...Relevant, with questions and measures pertinent to the work funded by this grant	26
To what extent was the Foundation's reporting process...Straightforward	27
To what extent was the Foundation's reporting process...Aligned appropriately to the timing of your work	27
Did the Foundation provide financial support for the evaluation	10
To what extent did the evaluation...Result in you making changes to the work that was evaluated	10
To what extent did the evaluation...Incorporate your input in the design of the evaluation	11
To what extent did the evaluation...Generate information that you believe will be useful for other organizations	12
Have you participated in Deaconess-sponsored training in the past?	40
How applicable was the training to your work?	29

About CEP and Contact Information

Mission:

To provide data and create insight so philanthropic funders can better define, assess, and improve their effectiveness – and, as a result, their intended impact.

Vision:

We seek a world in which pressing social needs are more effectively addressed.

We believe improved performance of philanthropic funders can have a profoundly positive impact on nonprofit organizations and the people and communities they serve.

Although our work is about measuring results, providing useful data, and improving performance, our ultimate goal is improving lives. We believe this can only be achieved through a powerful combination of dispassionate analysis and passionate commitment to creating a better society.

About the GPR

Since 2003, the Grantee Perception Report® (GPR) has provided funders with comparative, candid feedback based on grantee perceptions. The GPR is the only grantee survey process that provides comparative data, and is based on extensive research and analysis. Hundreds of funders of all types and sizes have commissioned the GPR, and tens of thousands of grantees have provided their perspectives to help funders improve their work. CEP has surveyed grantees in more than 150 countries and in 8 different languages.

The GPR's quantitative and qualitative data helps foundation leaders evaluate and understand their grantees' perceptions of their effectiveness, and how that compares to their philanthropic peers.

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