

Grantee Perception Report®

summary prepared for

Charles Stewart Mott Foundation

August 2004



THE CENTER FOR
EFFECTIVE PHILANTHROPY

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- ◆ Since February 2003, the Center for Effective Philanthropy has conducted surveys of grantees on their perceptions of their foundation funders both on behalf of individual foundations and independently. The purpose of these surveys is two-fold: to gather data that is useful on a field-wide basis – forming the basis of research reports such as *Listening to Grantees: What Nonprofits Value in Their Foundation Funders* (April 2004) – and to provide individual foundations with Grantee Perception Reports.
- ◆ The Grantee Perception Report (GPR) reports perceptions of grantees. Although perceptions will not provide definitive evidence of a foundation’s end social impact, they can provide important insights into aspects of performance.
- ◆ Grantee perceptions must be interpreted in light of the unique strategy of the foundation.
 - The survey covers many areas in which grantees’ perceptions might be interesting to a foundation. Each foundation should place emphasis on the areas covered according to the foundation’s specific priorities.
 - Low ratings in an area that is not core to a foundation’s strategy may not be concerning to a foundation. For example, a foundation that does not focus efforts on public policy should receive low ratings in this area if it is adhering to its strategy.

- ◆ The Center for Effective Philanthropy surveyed 5,268 grantees of 29 foundations from March 2004 – April 2004. Grantees could respond to the survey via mail or the web. 3,513 completed responses were received, representing a 67 percent response rate.
 - 596 grantees of the Charles Stewart Mott Foundation (Mott) were surveyed.
 - 469 completed responses were received, a 79 percent response rate.

- ◆ Mott provided contact information for all active grantees from fiscal year 2003 and the Center for Effective Philanthropy created a random selection of 596 to serve as the survey target population.

- ◆ Internationally located grantees were surveyed via email/web response only. Domestic grantees were given the option of responding online or via a paper response.

- ◆ Throughout this report, selected grantee comments are shown. This group of comments was selected to be representative of the 1,300 comments the Center received about Mott.

Twenty-nine foundations were included in this survey round. This is the group against which Charles Stewart Mott Foundation is compared throughout this Grantee Perception Report. In general, the Center has found very few systematic differences in ratings based on asset size or focus of a foundation.

Assets of more than \$500MM – Nationally Focused

- **Charles Stewart Mott Foundation**
- The David and Lucile Packard Foundation
- Robert R. McCormick Tribune Foundation
- Robert Wood Johnson Foundation
- Surdna Foundation
- W. K. Kellogg Foundation

Assets of less than \$500MM – Nationally Focused

- Omidyar Foundation
- Wilburforce Foundation

Assets of more than \$500MM – Regionally Focused

- The Ahmanson Foundation (CA)
- Bush Foundation (MN)

Assets of \$250MM - \$500MM – Regionally Focused

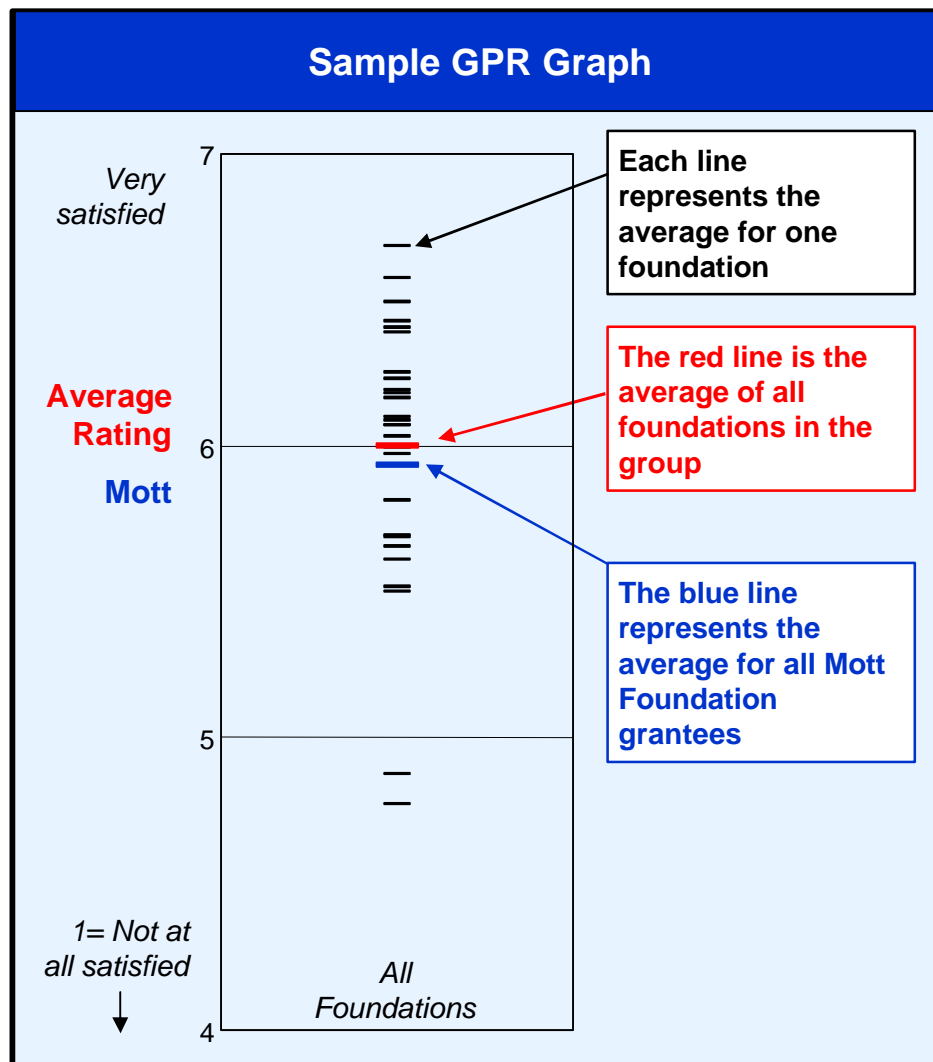
- Evelyn and Walter Haas, Jr. Fund (CA)
- The J. Willard and Alice S. Marriott Foundation (DC)
- The Morris and Gwendolyn Cafritz Foundation (DC)

Assets less than \$250MM – Regionally Focused

- The Assisi Foundation of Memphis (TN)
- Baptist Community Ministries (LA)
- Bradley-Turner Foundation (GA)
- Connecticut Health Foundation (CT)
- Eden Hall Foundation (PA)
- Endowment for Health (NH)
- The GAR Foundation (OH)
- Victoria Foundation (NJ)
- Health Foundation of Greater Cincinnati (OH)
- Kalamazoo Community Foundation (MI)
- Maine Health Access Foundation (ME)
- New Hampshire Charitable Foundation (NH)
- Paul G. Allen Foundations (Pacific Northwest)
- Quantum Foundation (FL)
- Rose Community Foundation (CO)
- The William Stamps Farish Fund (TX)

Reading GPR Graphs

Much of the grantee perception data in the GPR is presented in the format below. These graphs show aggregated *average* values of grantee responses *by foundation*, with each foundation shown as a line. The Mott Foundation is highlighted in blue, and the overall average is portrayed in red.



The grantees of the Charles Stewart Mott Foundation rate the Foundation very positively along many important measures of perceived impact as well as along nearly all relationship ratings. The vast majority of open-ended comments are very positive, often using words like collaborative; partner; vital; leader; committed; thoughtful; and helpful.

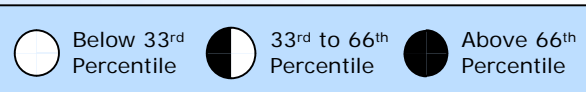
Grantees often reference Mott's ability to understand and support an entire field with synergistic grants and field-building activities – a finding quantitatively reflected in Mott grantees' well above average ratings of the Foundation on measures of understanding and advancing grantees' fields.












Program officers are viewed to play crucial roles in connecting grantees and providing advice: Mott receives superior interactions and strong assistance ratings. Likely because Mott grantees derive substantial non-monetary value from their relationship with program officers, they often request even more interaction, especially in person.

On almost all measures, Mott is rated above average relative to other foundations. Nonetheless, grantees do have suggestions for improvement in the efficiency of administrative aspects of the selection and reporting processes. Both the reporting and selection processes are more time intensive at Mott than is typical of other foundations. However, grantees say these same processes are valuable in helping them improve.

At all levels of grant size, the monetary return in terms of grant dollars raised relative to the time grantees spend on required administrative processes is lower than typical at other foundations. There is little correlation between the number of hours Mott grantees spend on administrative processes and the size of the grant received.

Key Findings

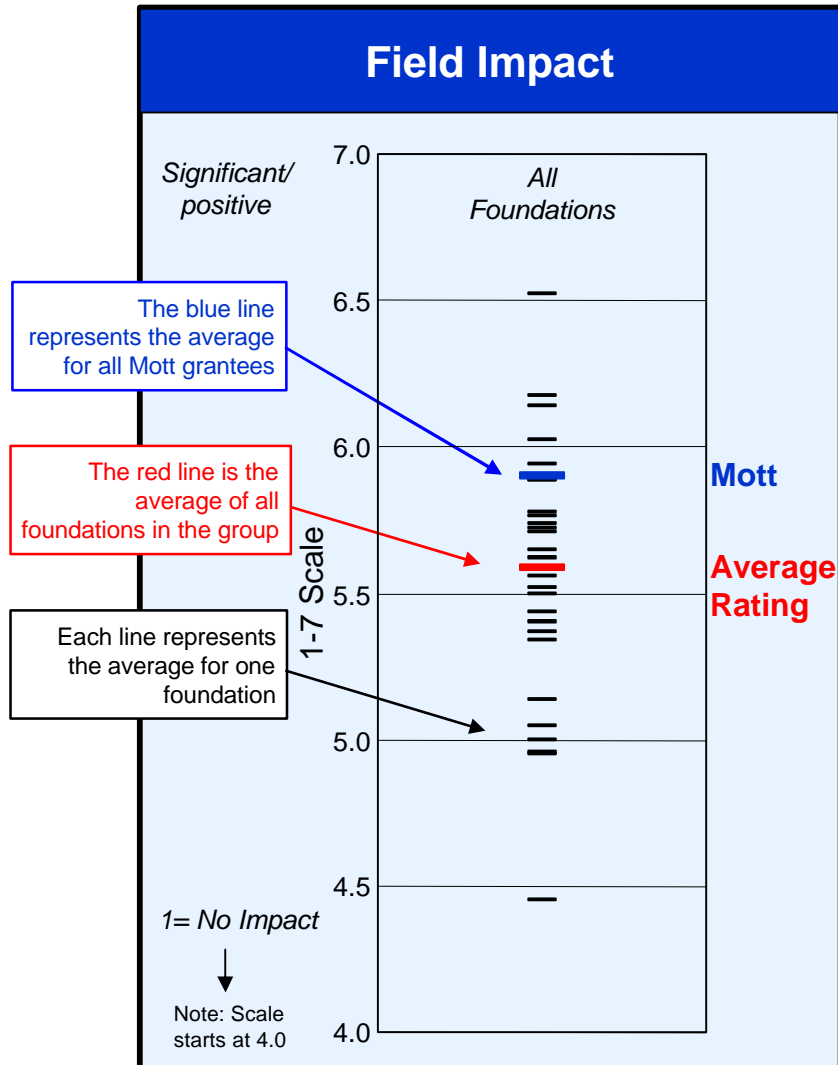


Indicator	Comparison to Foundations in Concurrent Survey	What Grantees Say About Charles Stewart Mott Foundation
Impact on the Field	 82 nd percentile	<p>“The Foundation has provided significant support for important research, policy analysis, public education, and advocacy in the field.”</p>
Impact on the Community	 18 th percentile	<p>“Foundation has had immense impact on the Flint community.”</p>
Impact on the Grantee Organization	 79 th percentile	<p>“I found the quality of Mott’s staff, operations and processes extremely professional, helpful and effective - enabling our organization not only to [receive] funding but also to improve our own programs and operations, making them more effective.”</p>
Satisfaction	 71 st percentile	<p>“I rate the C.S. Mott Foundation as the very highest quality foundation we interact with (in a group of 20-30 foundations). Without exception, program staff are honest, very insightful about programming, constructive in a straight-forward way, and highly innovative and creative in grantmaking. I give the C.S. Mott Foundation an A+ rating!”</p>
Interactions	 89 th percentile	<p>“Very clear communication and interaction, immediate responses to all the requests and questions, clear and full answers, much attention and friendliness.”</p>
Clarity of Foundation Communication of Goals and Strategy	 71 st percentile	<p>“Mott is the leading philanthropy when it comes to strategic grant making. They explain the relationship of your grant to the other grants and to the overall strategy in an area.”</p>
Non-Monetary Assistance	 71 st percentile	<p>“Leadership and I.T. staff have assisted us, with foundation leadership strongly urging collaboration among colleagues in our field. I.T. staff gave advice on [our] website and also defining credentials needed for [our] I.T. hire. Both very helpful.”</p>
Assistance Securing Other Funding	 75 th percentile	<p>“The Mott Foundation helped opening doors with other funders and also introduced us to other practitioners. Its been a huge boost to our work.”</p>
Dollar Return on Grantee Administrative Hours	 64 th percentile	<p>“Pleasant relations but rather inefficient.”</p>
Selection Process	 82 nd percentile	<p>“We participated in a site visit in which the foundation representative raised good questions that influenced our thinking and direction. It was a helpful interaction for us.”</p>
Reporting and Evaluation Processes	 82 nd percentile	<p>“Probably the greatest impact in recent years -- besides the grant itself -- is the evaluation process, which has pushed us to collect info, and which includes a membership survey we expect to be revealing.”</p>

Field Impact Measures

This measure describes grantees' perceptions of a foundation's impact on the issues associated with the fields in which grantees operate. *Relative to grantees' ratings of other foundations, Mott grantees believe it has an above average impact on its fields of funding.*

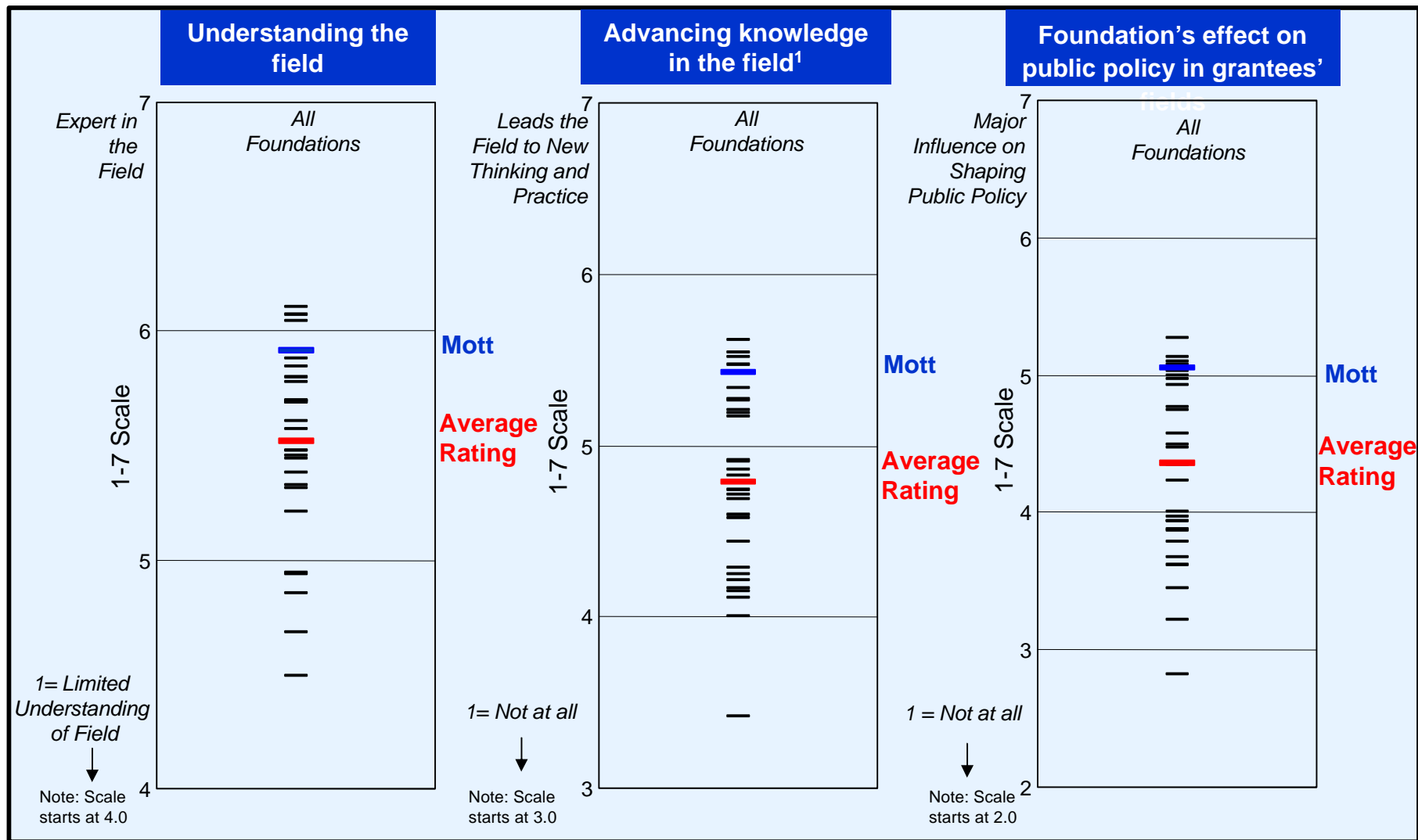
Selected Grantee Quotes



- ♦ *“Mott took the lead in bringing our public policy findings to the public, to elected officials and to the media. We believe Mott was influential in creating a climate in which a progressive land use reform could be passed.”*
- ♦ *“Extremely good foundation staff. [Because they have] knowledge of the field, staff are a resource to us who have our head in the field and don't have the broad perspective.”*
- ♦ *“The C. S. Mott Foundation has supported the emergence of completely new field – that of the ‘ethics’ of globalization – in a pioneering way. The C. S. Mott Foundation has made needed links and been willing to seed new work and new thinking in an untested field.”*
- ♦ *“Mott's funding of several organization working in the same area allows them to connect efforts strategically that might otherwise operate in isolation. This synergy benefits the whole and each component.”*

Field Impact Measures

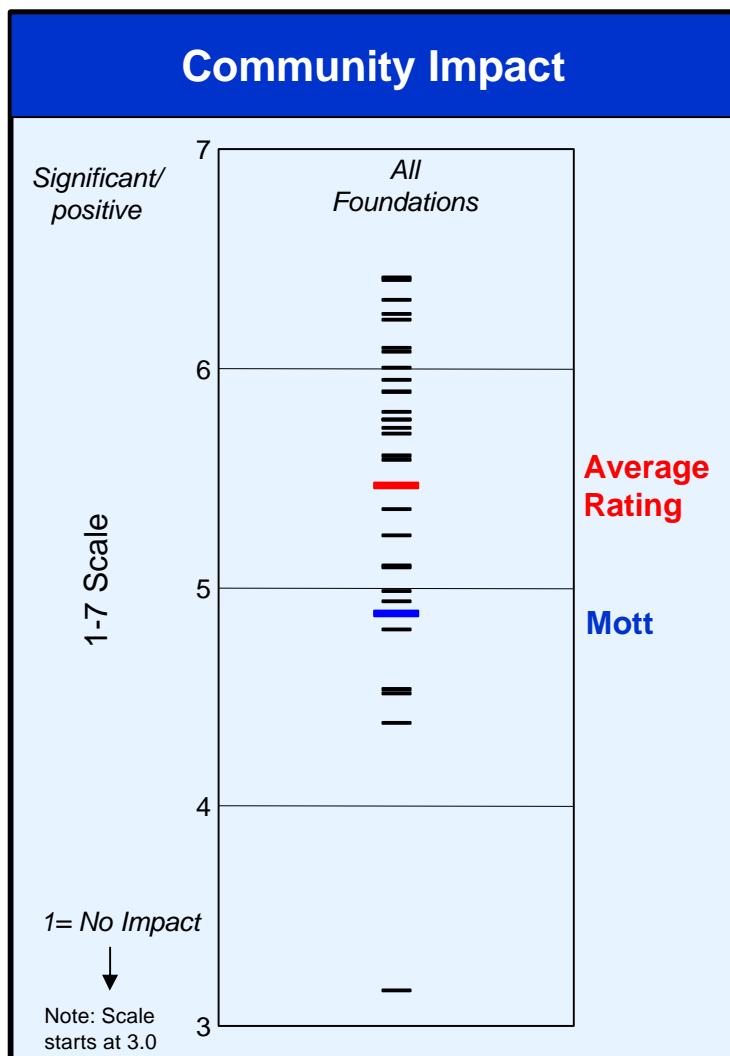
Grantees perceive Mott to have an above average understanding of its fields of funding and effect on advancing knowledge in the field. The Foundation is rated by grantees as being above average in influencing public policy in their fields.



Community Impact Measures

This measure highlights grantees' perceptions of foundations' impact on their local communities. Compared to other foundations, Mott is perceived by its grantees to have a below average impact on grantees' communities, a finding typical for nationally/internationally focused foundations. However, the Flint Area program is rated very highly.

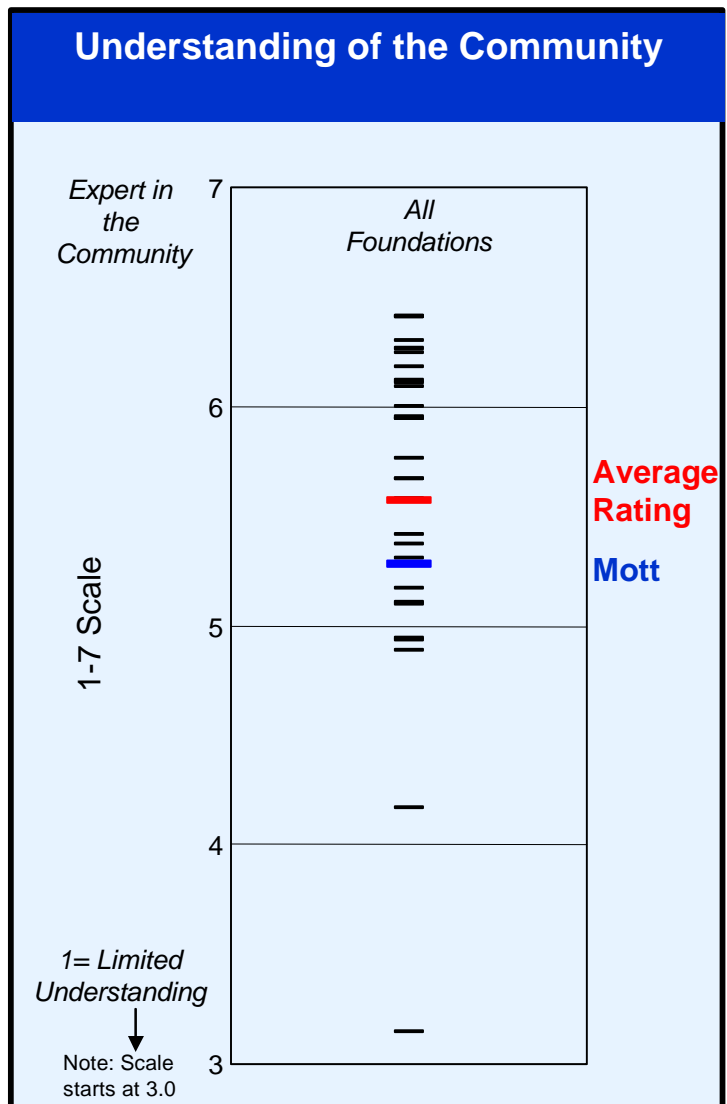
Selected Grantee Quotes



- ♦ *“Mott's sterling and heroic work with the greater Flint area has expanded the knowledge, understanding and visibility of the economic challenges faced by distressed automotive communities all across the upper Midwest in the U.S. It's a tough problem Mott has helped enormously and everyone knows it.”*
- ♦ *“The foundation is very knowledgeable of the field situation and is sensitive to the local culture and tradition.”*
- ♦ *“The foundation has had an enormous and very positive impact in the field (civil society). Its impact on the community is, as far as I know, through its innovative and important contributions to the field of civil society.”*
- ♦ *“Our program began as a pilot project. The foundation must believe in us because they have funded us for 7 years. The foundation's impact in the community is tremendous. We would be plagued by many more disparities in the economic, social and political health of our community, were it not for the foundation.”*
- ♦ *“The Mott Foundation has a long and established presence in the region. Its impact simply cannot be overestimated. It has been a crucial player in efforts to build civil society in the region. More than almost any other funder it's known for its reliable long-term commitment.”*

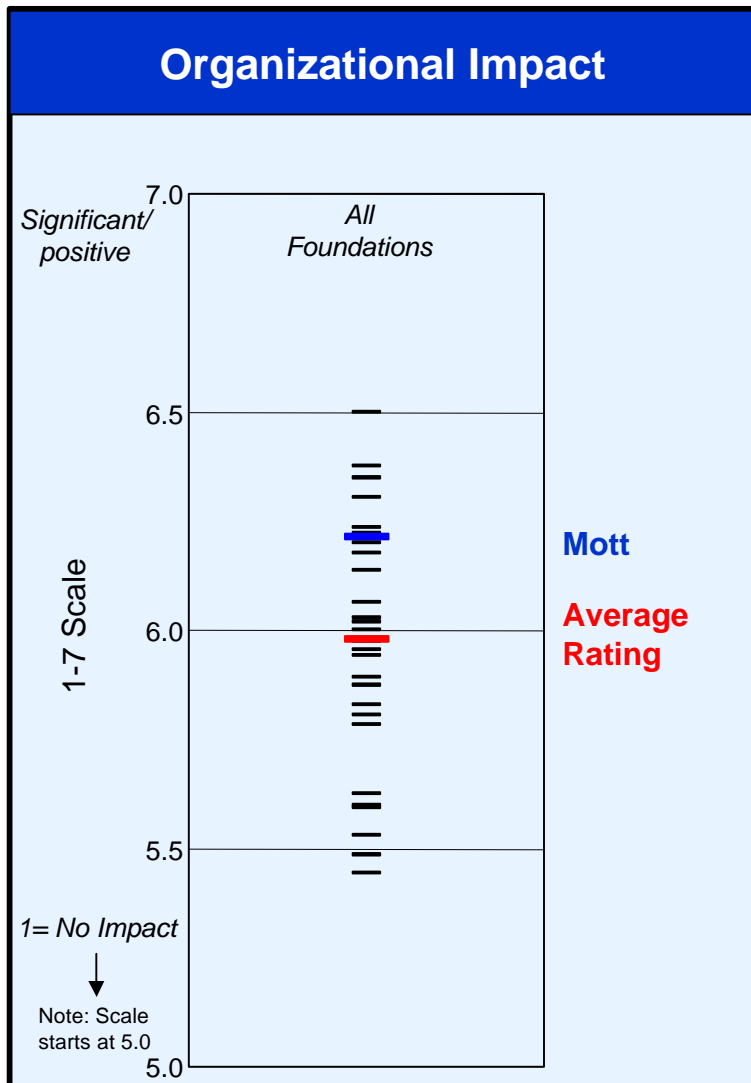
Community Impact Measures

Mott grantees perceive the Foundation as understanding grantees' communities less well than the typical foundation in our study, except in the case of the Flint Area program.



Survey-wide Analysis Fact: Survey results show a trade-off between field and community understanding. Higher understanding of the field correlates strongly with lower understanding of (and impact on) grantees' communities.

Mott grantees rate the Foundation's impact on their organizations as above average relative to other foundations.



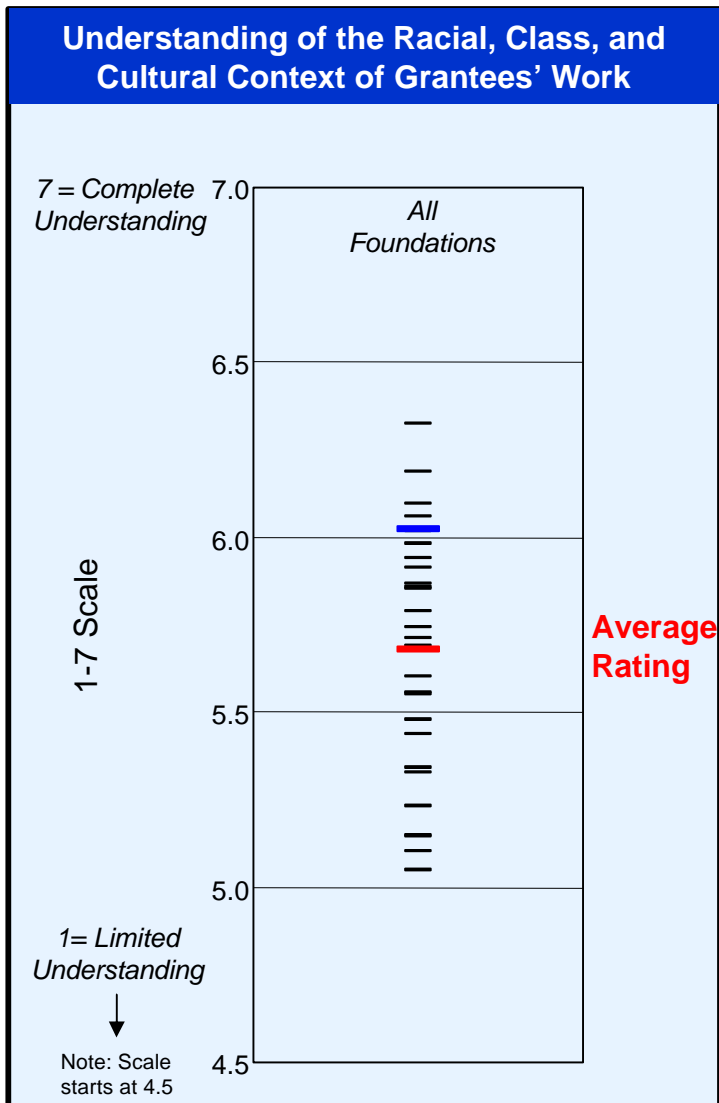
Selected Grantee Quotes

- ♦ Mott may not be our largest funder at this point, but they have more impact on our work than any others.”
- ♦ “The program officer was extremely helpful, even daring, in support of our project. More helpful and dependable than any of the other foundations we have worked with.”
- ♦ “Mott is an amazing foundation with a real understanding of the challenges that we face 'on the ground.' Our main contact is also good at establishing dialogues with us and the larger conservation community about key issues. His enthusiasm for our work is apparent, and this gives us a tremendous boost.”
- ♦ “Mott has been a consistent and substantial supporter. It is willing to make big bets and take some risks that other national funders often shy away from. Mott also prides itself on developing long-term relationships with grantees -- something that is increasingly rare.”

Understanding of Grantees' Socioeconomic Context

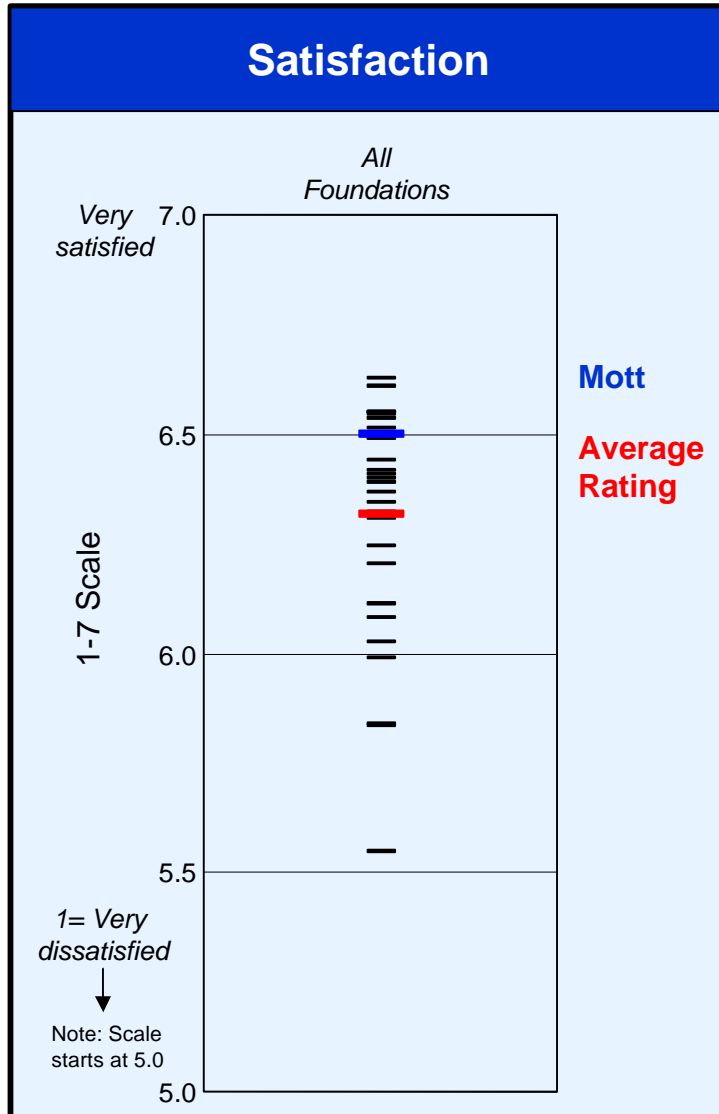
Mott grantees report that the Foundation has an above average understanding of the racial, class, and cultural context of their work.

Selected Grantee Quotes



- ◆ *“We are extremely satisfied with the way foundation cooperates, communicates, interacts with its grantees. It is such a relief to communicate with the people who know the situation of the country where the grant is given, who know the way people function, mentality, who show the respect towards the people in the country. Thank you!!!”*
- ◆ *“We have found interactions with Project Staff (both current and previous) extremely helpful; They have good knowledge of the region we are working in, they are willing to listen and share ideas.”*
- ◆ *“The Foundation’s staff are professional, service oriented and very friendly. The process has been very interactive and the feedback invaluable. One Foundation staff member was very familiar with local conditions and the Foundation’s projects in the area which helped us to see through strengths, weaknesses and working partnerships.”*
- ◆ *“Most important is the time and efforts of the Foundation's staff to try and understand the community we work in and to build local trust.”*
- ◆ *“Very competent coordinator. He knows the Russian conditions very well.”*

Mott grantees are more satisfied with the Foundation than grantees of other surveyed foundations.



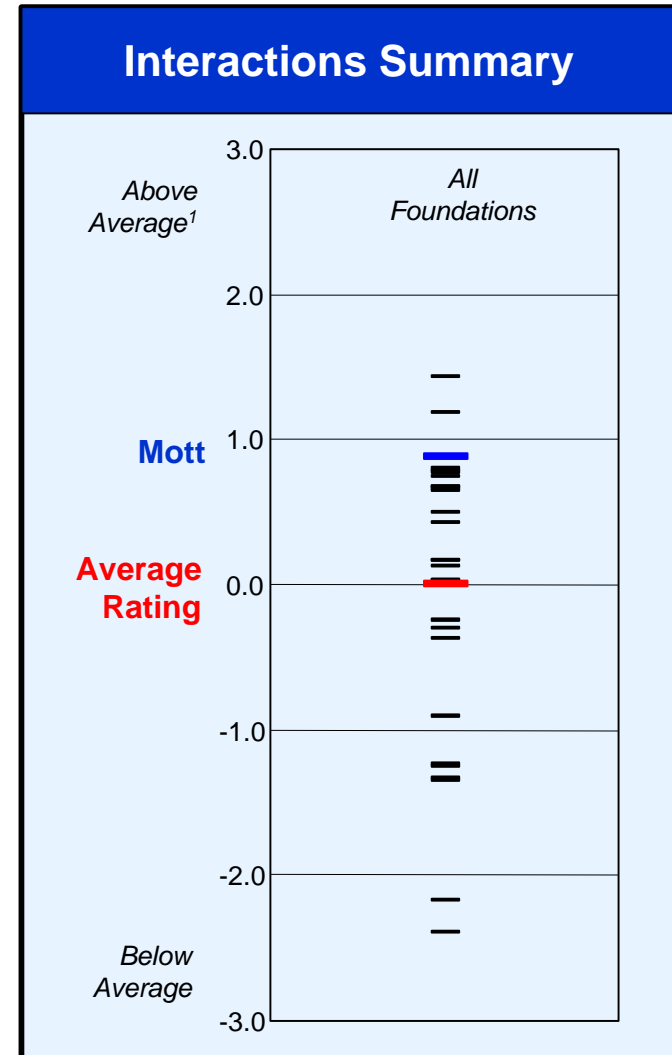
Selected Grantee Quotes

- ♦ *“We love the operational methods of The Mott Foundation. It is the mixture of the trust and the deep understanding of our work. No bureaucracy!!! The meetings with our supervisor are very helpful. No delay in communication via e-mail. We get immediate responses on our questions.”*
- ♦ *“Mott is always a pleasure to work with--well organized, responsive, clear about expectations, flexible. The program staff is highly professional, confident, and approachable. I especially appreciate their creative approaches to funding and their knowledge of the region.”*
- ♦ *“Staff very friendly and encouraging. Their approach and manner created a very good feeling of support and trust. I am sure I would feel comfortable to approach the Foundation should difficulties with the project implementation arise. This, in my experience, is quite rare.”*
- ♦ *“The collaboration with the Foundations works well. However, there is almost no transparency with respect to the internal decision-making process. Even for a long-time grantee, the foundations still appears to be a 'black box.'”*
- ♦ *“I find the Foundation very easy to work with overall. The processes are clear and fair. Our interaction is always rooted in advancing our common goals -- even when we disagree about tactics, we find common ground in purpose.”*
- ♦ *“The biggest impact of the Foundation is in its flexible approach which allows us to react to the dynamic changes in our political and social life. It is an open Foundation, which we perceive as a partner and not as a donor that imposes its priorities. We would like other funders to be like them.”*

The Grantee Interactions Summary describes grantees' perceptions of their interactions with foundations. *Grantees perceive Mott staff to be above average in the quality of their interactions.*

This composite measure includes:

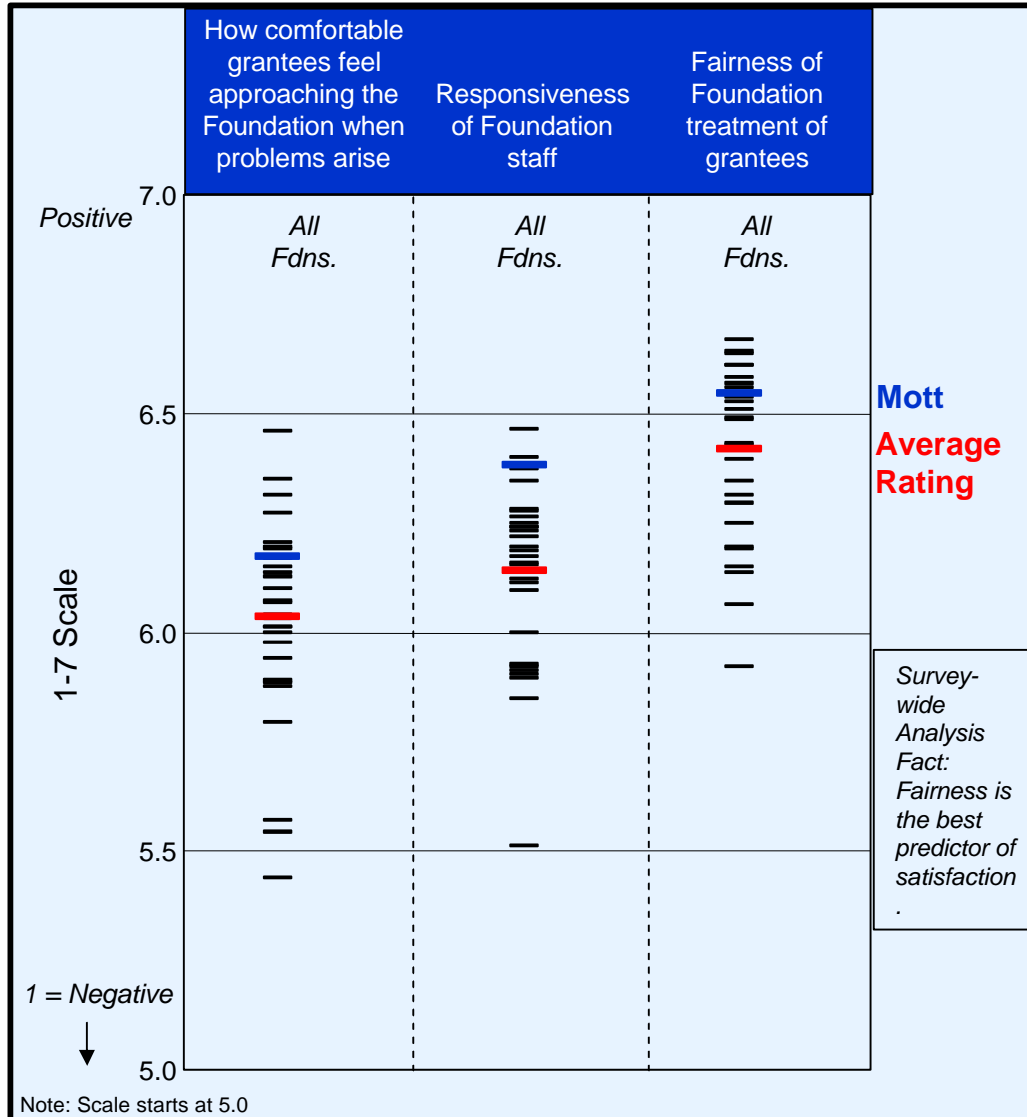
- *How comfortable grantees feel approaching the foundation if a problem arises;*
- *Overall responsiveness of the foundation staff; and*
- *Overall fairness of the foundation's treatment of grantees.*



Note: Index created using factor analysis, a statistical technique useful in aggregating separate rating questions into one "rating" that represents the combination of unique variation from the inputs.

1: "Above" and "Below" average scores are units of standard deviation.

Mott grantees rate the Foundation above average across all interactions dimensions, with responsiveness being a particular strength.



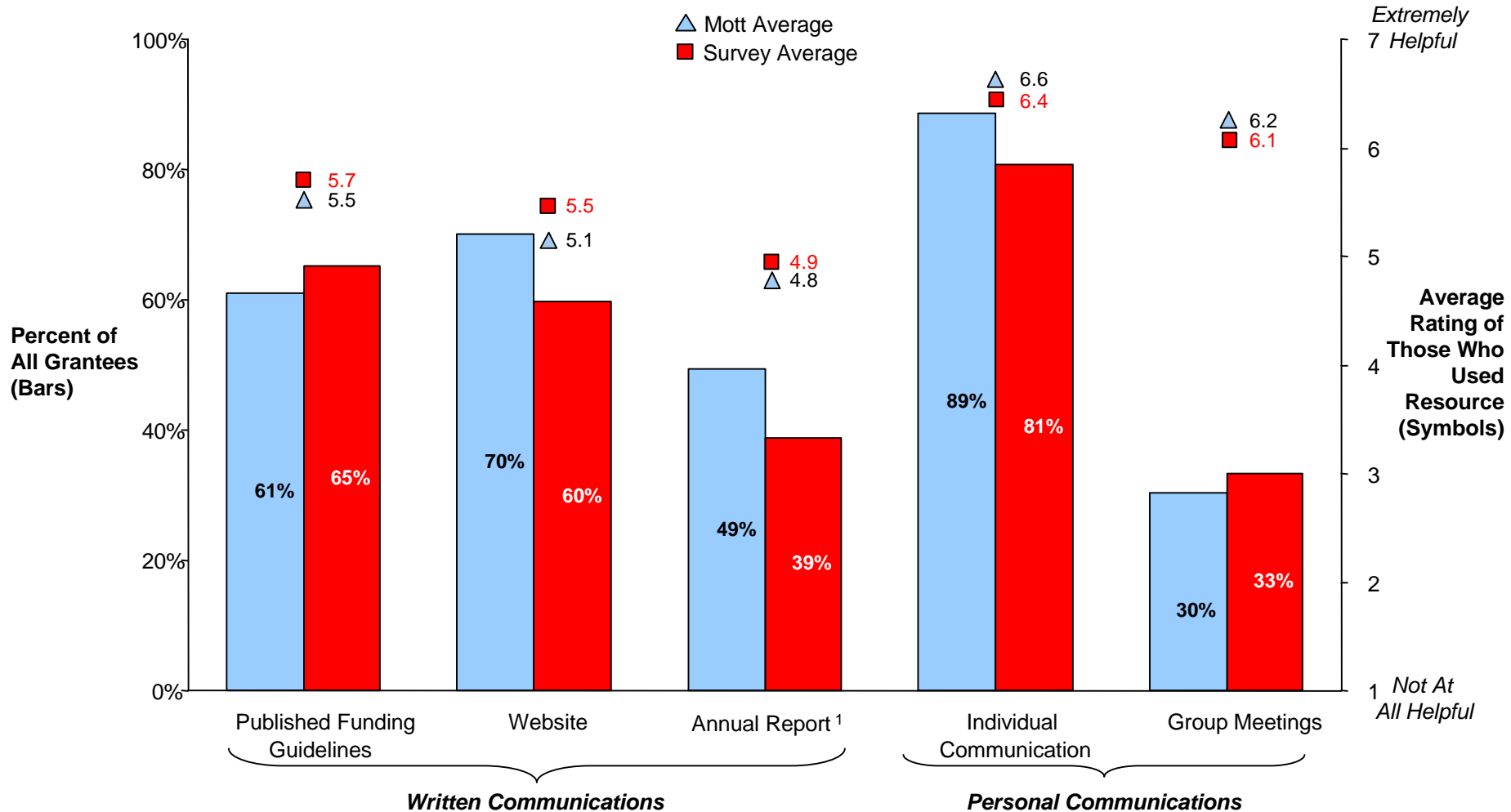
Selected Grantee Quotes

- ◆ *“With all [processes], we have found the Mott Foundation to be thorough, prompt, and helpful.”*
- ◆ *“The program officer never returned my calls.”*
- ◆ *“In 12 years of not for profit grant work, I have encountered no foundation staff more devoted to personal interaction with their grant recipients. This is particularly remarkable given the number of grants made.”*
- ◆ *“The foundation appears to be rather bureaucratic, but our program officer is fantastic--available to answer questions, responds when we give her information, dialogue, etc.”*
- ◆ *“The Mott Foundation and its staff are extremely professional, clear, and responsive to the needs of grantees. The staff are extremely good listeners and thinkers, and create an environment for honest dialogue and respect between grant seeker and grant maker.”*
- ◆ *“Excellent. We get reaction from the Foundation staff very quickly. All the people are always ready to help and answer our questions.”*

Communications Resources

Mott grantees are more likely than grantees of other foundations to utilize the Foundation's website, and an above average proportion report individual communications with Foundation staff. Mott's formal communication resources are rated average to below average in helpfulness.

Usage and Helpfulness of Communications Resources



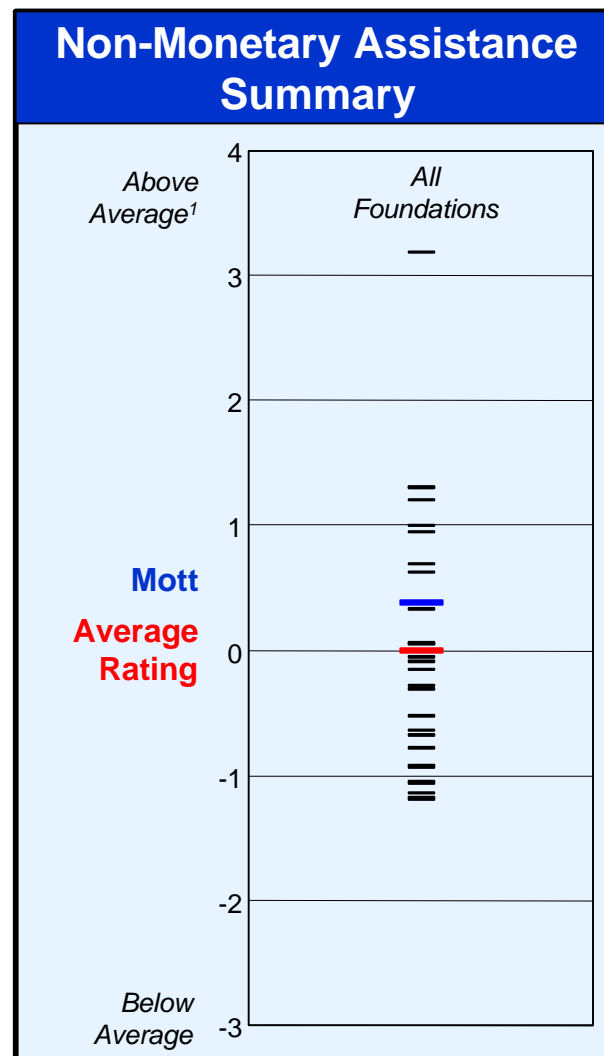
1: Grantees sometimes interpret 990-pf tax filings or grants lists as annual reports.

Non-Monetary Assistance Summary

The Non-Monetary Assistance Summary describes the frequency and value of a foundation's provision of assistance beyond the grant check. *Mott is about average on this measure.*

This composite measure includes:

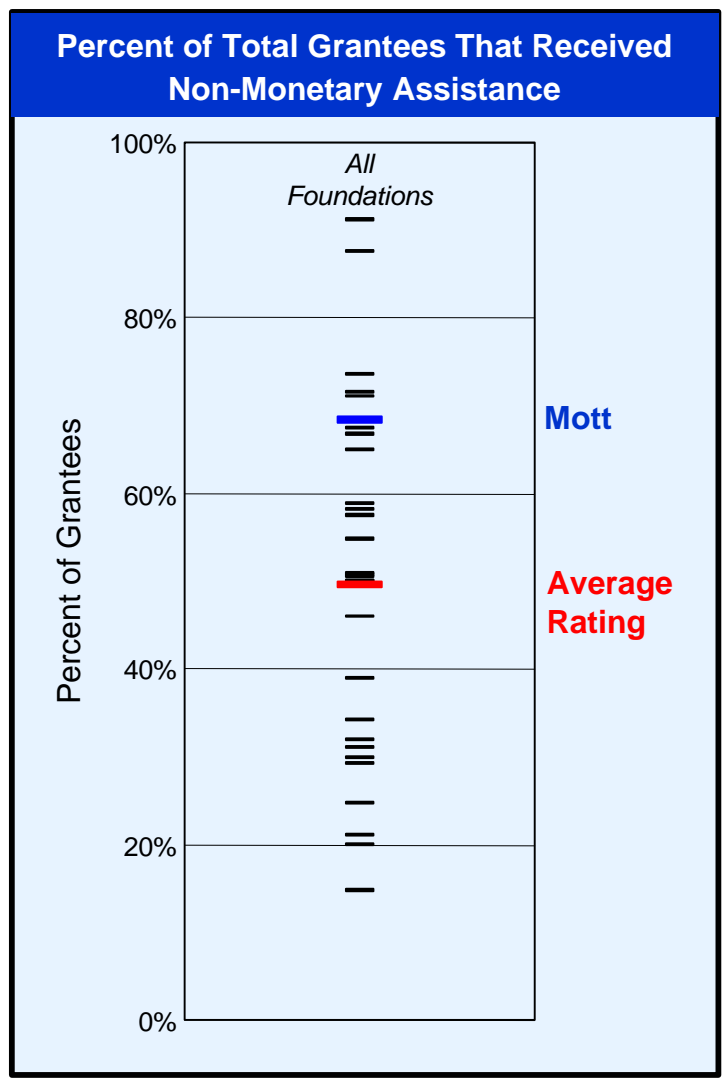
- *Whether grantees received assistance from the foundation; and*
- *How helpful that assistance was to them.*



Percent of Grantees Receiving Non-Monetary Assistance

An above average proportion of Mott grantees report receiving non-monetary assistance.

Selected Grantee Quotes



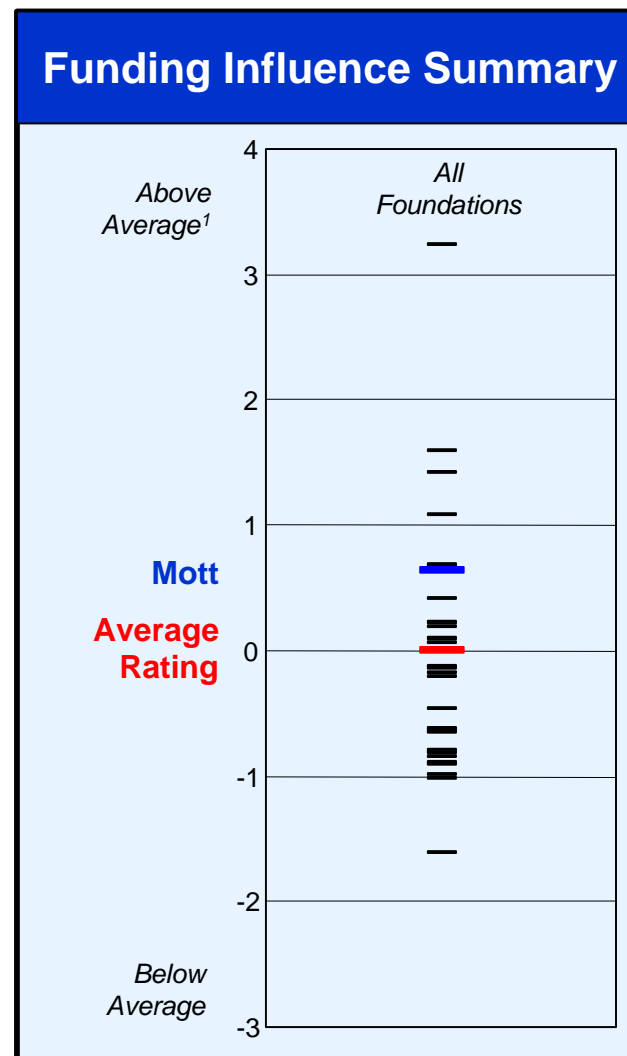
- ◆ *“Mott has found, through diligence, great effort, sincerity, and care, excellent partners around the Balkans. By encouraging and enabling collaboration between these partners, a much greater impact is created. I call this 'Mott glue', putting together the right people to work on issues. It is impressive and a life-lesson for me.”*
- ◆ *“We could have used assistance beyond funding. I did not know it was available.”*
- ◆ *“The Foundation has been very strategic in this field, bringing much intellectual and strategic guidance to grantees by facilitating relationship-building through long-term support and networking, among other things, such as facilitating information exchange and learning on issues...”*
- ◆ *“Reports on the status of NPOs in the country funded by Mott has provided useful insight in strategically positioning our organization within the sector.”*
- ◆ *“The foundation supported us with advice and contacts to other similar organizations and to best practice documents. This gave us a good insight view for further development and new ideas, especially concerning the development of a community foundation, where we are total newcomers.”*

Funding Influence Summary

This summary highlights grantees' perceptions of a foundation's help in grantees' efforts to secure additional funding from other sources. *Mott is above average on this measure.*

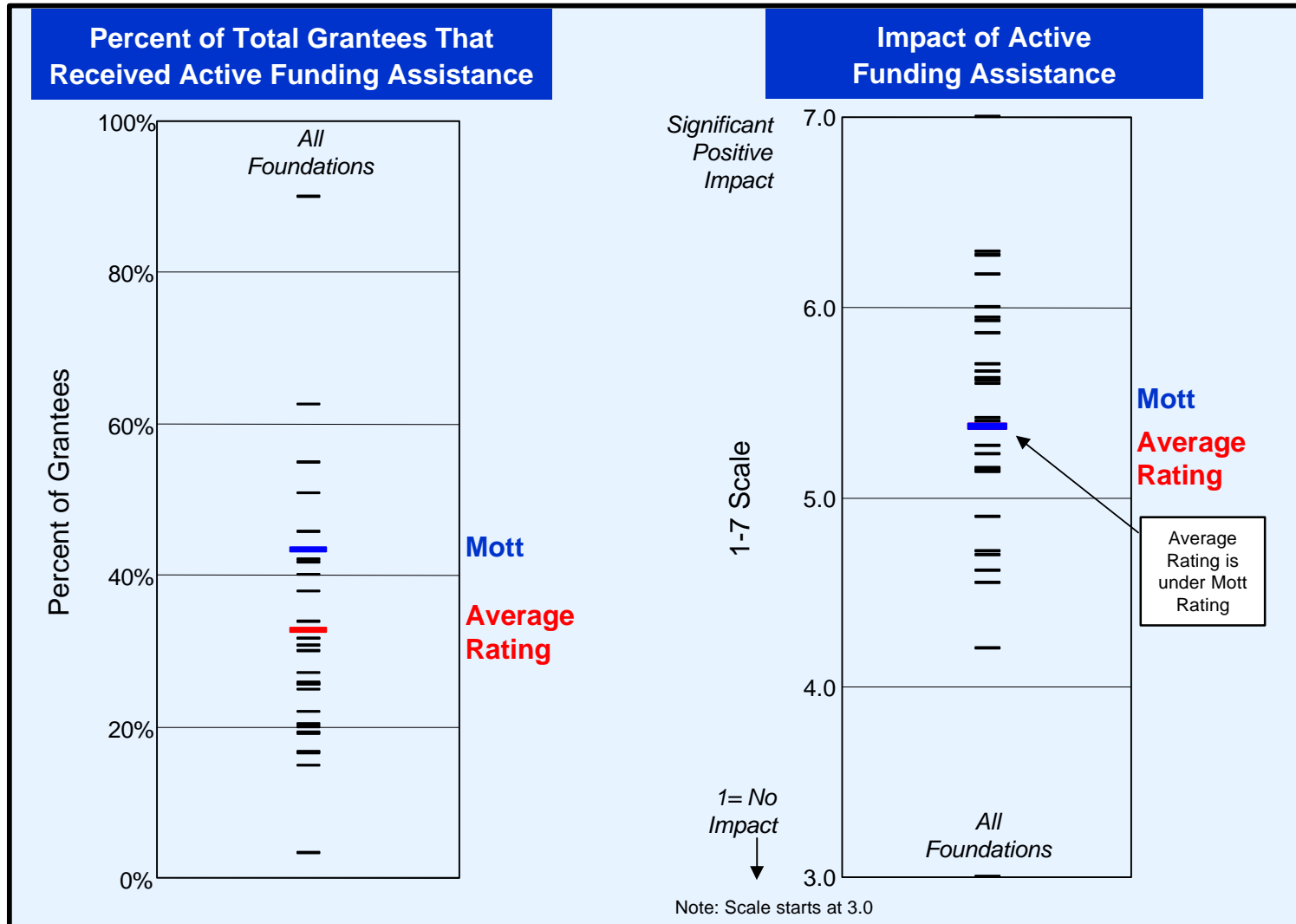
This composite measure includes:

- *Frequency of active foundation assistance in obtaining additional funding; and*
- *The impact of those efforts.*



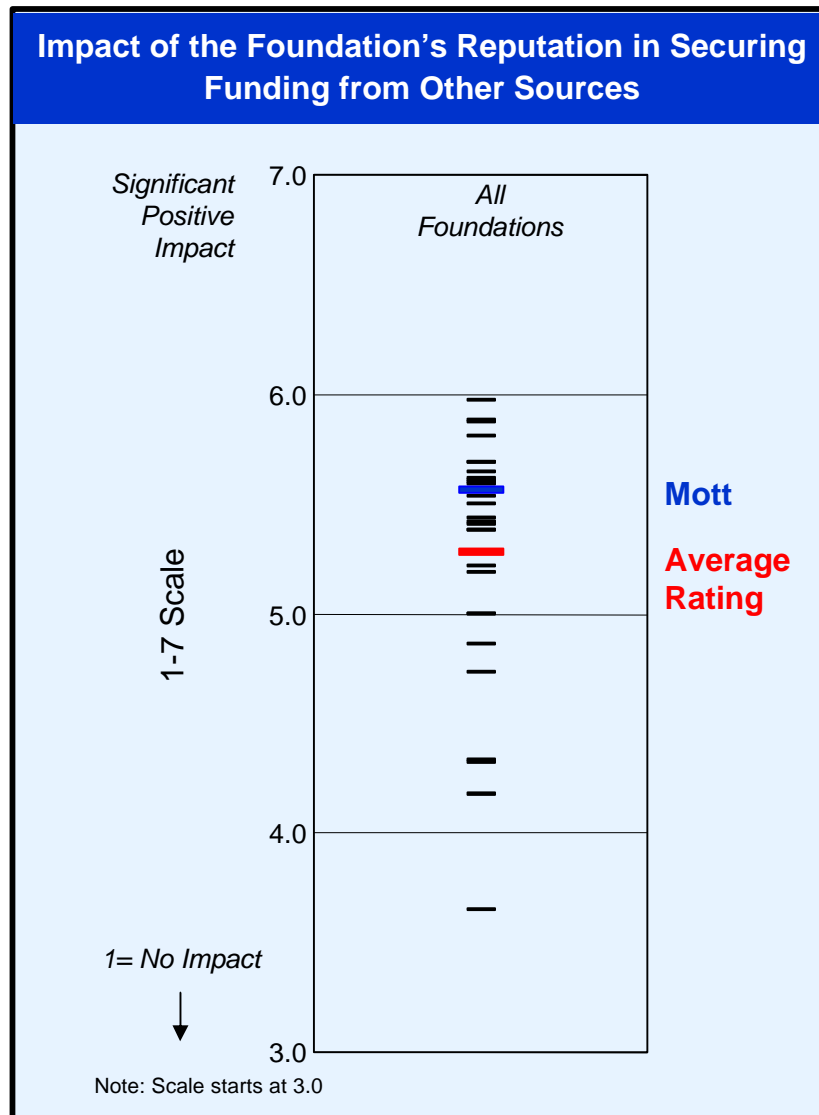
Active Help in Securing Funding from Others

A higher proportion of Mott grantees report receiving active assistance in their efforts to secure funding from other sources than grantees of other foundations. The impact of this assistance is rated average.



Reputation of the Foundation

Mott grantees perceive the Foundation's reputation as being of above average impact in securing funding from other sources.

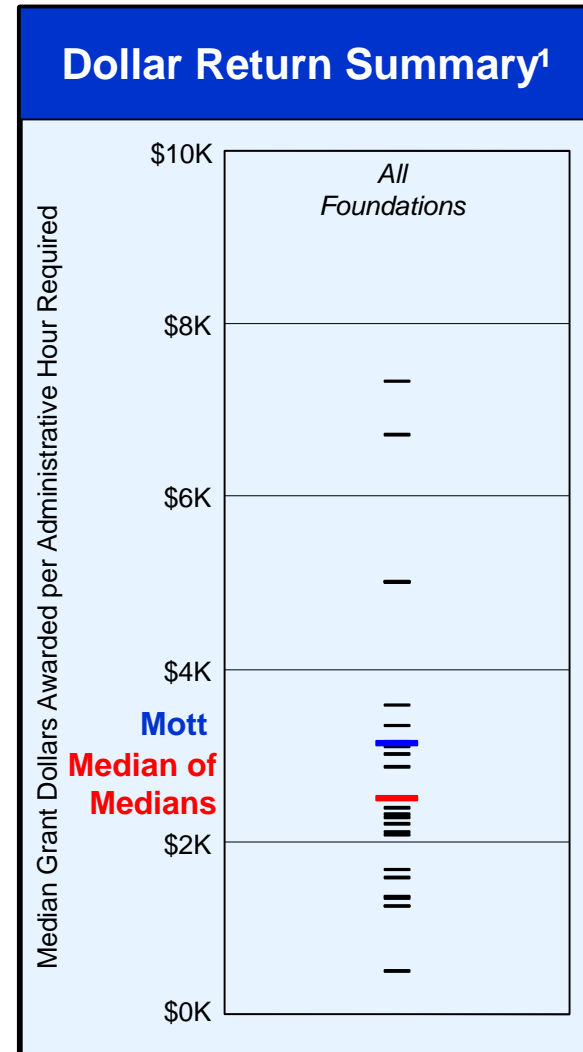


Dollar Return on Grantee Administrative Hours

The Dollar Return Summary describes grant dollars awarded to grantees in comparison to administrative requirements on grantee. *Mott awards a higher than median level of dollars per administrative hour required of grantees relative to other foundations in our sample.*

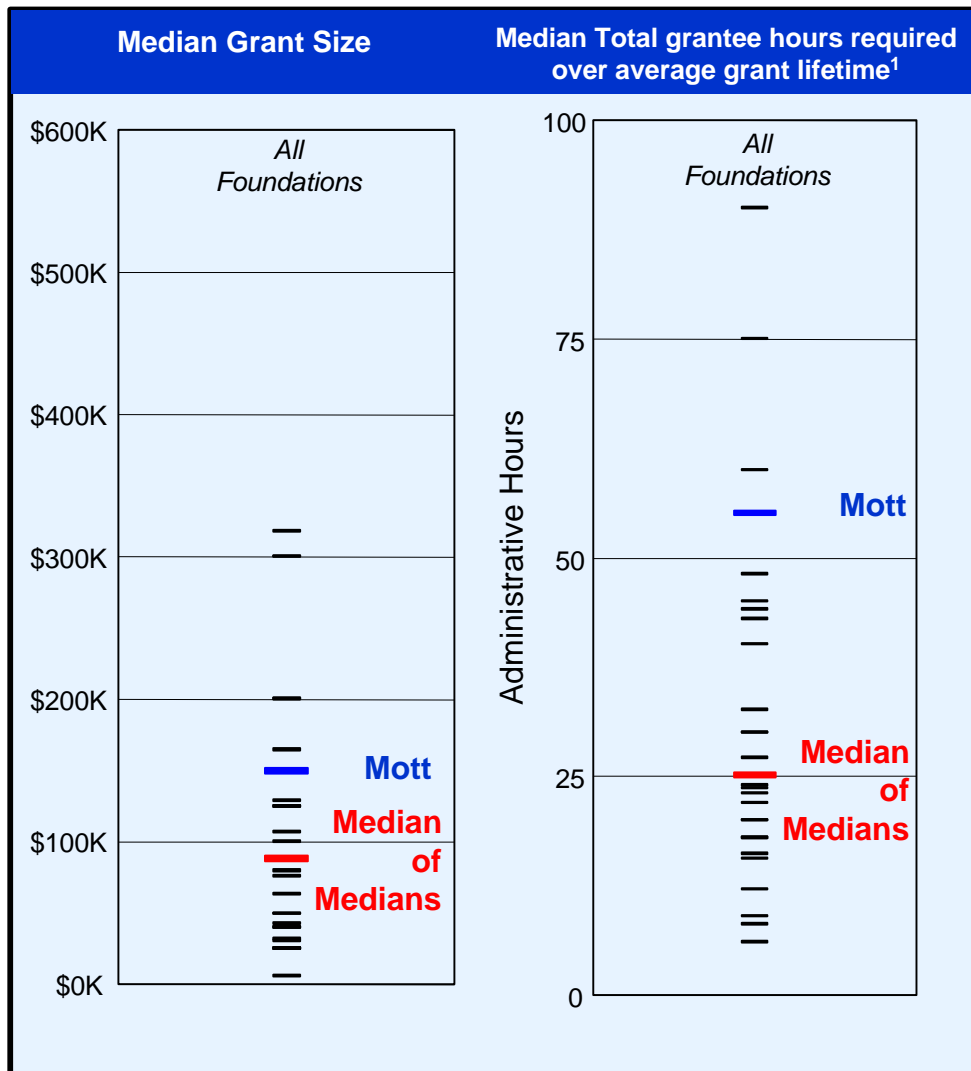
This composite measure includes:

- *The total monetary value of the grant awarded; and*
- *The total time necessary to fulfill the administrative requirements of the grant.*



Grant Size and Administrative Time Required

Mott makes larger grants (on median) than other foundations surveyed. The administrative time it requires of grantees is substantially greater than typical.



Selected Grantee Quotes

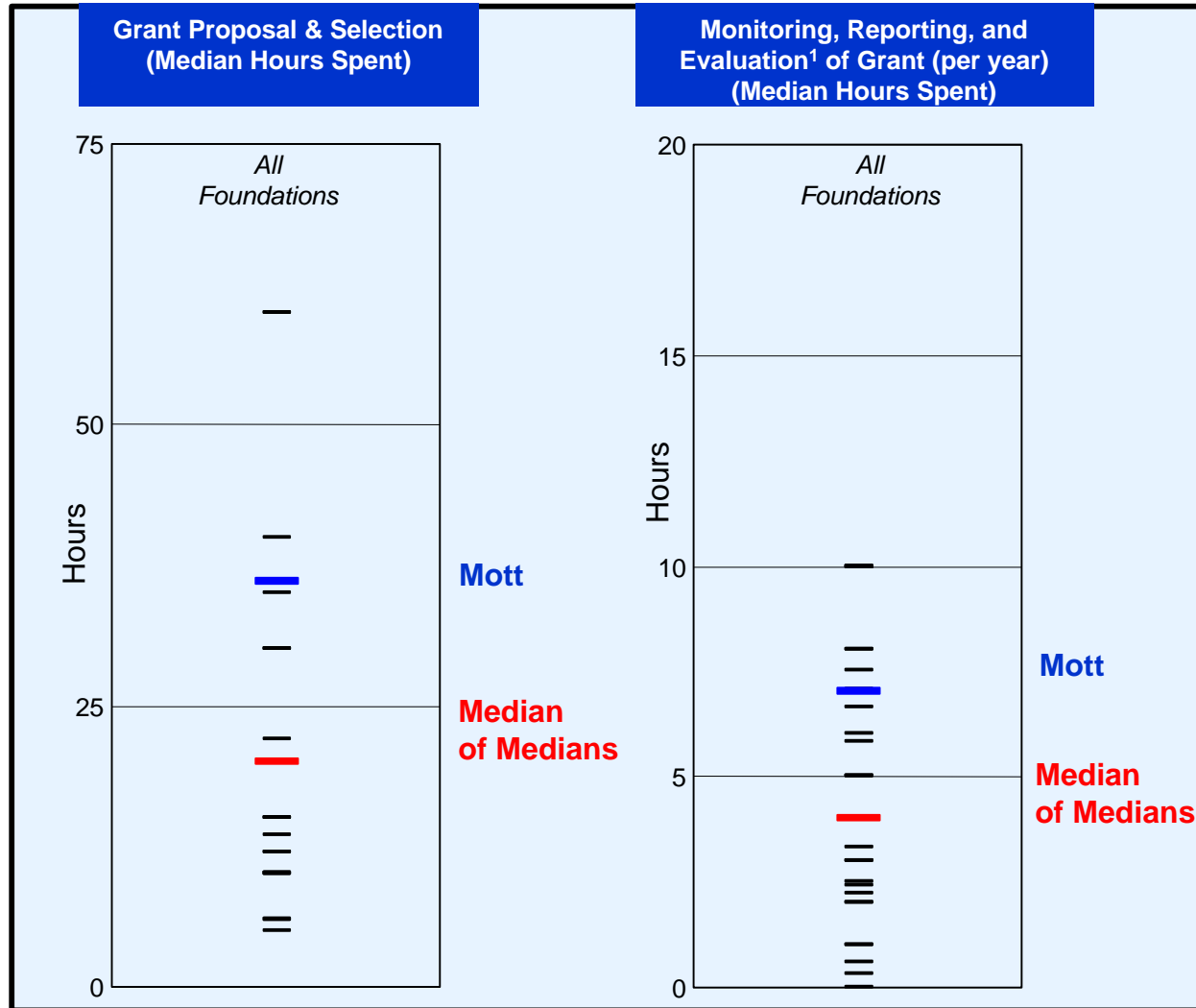
- ♦ *“The financial reporting requirements are very rigorous - and notorious. They require full program accounting as opposed to grant specific accounting. It's particularly hard when the grant covers multiple programs”*
- ♦ *“Sometimes our proposals and reports sit on their desks for weeks while they are traveling or preparing for board meetings. Recently, we've had a lot of trouble negotiating about our overhead rate, and now there are new administrative issues related to compliance with the Patriot Act.”*
- ♦ *“Always extremely professional and helpful. ... One for our best funders in terms of hassle factor.”*
- ♦ *“Their website is clear and easy to navigate, and the staff is willing to be helpful and answer questions. The funding process is easy but responsible -- they require information and feedback from the grantee (as is fitting for an investor) but the application and stewardship processes are not onerous.”*

Survey-wide Analysis Fact: Neither increasing grant size nor dollar return on grantee administrative hours – except at the extremes – predict increased ratings of impact on the grantee or satisfaction as well as improved interactions and communications.

1: Chart displays total grant proposal creation, evaluation and monitoring hours spent over the life of the grant; each of these events did not necessarily occur for each individual grantee.

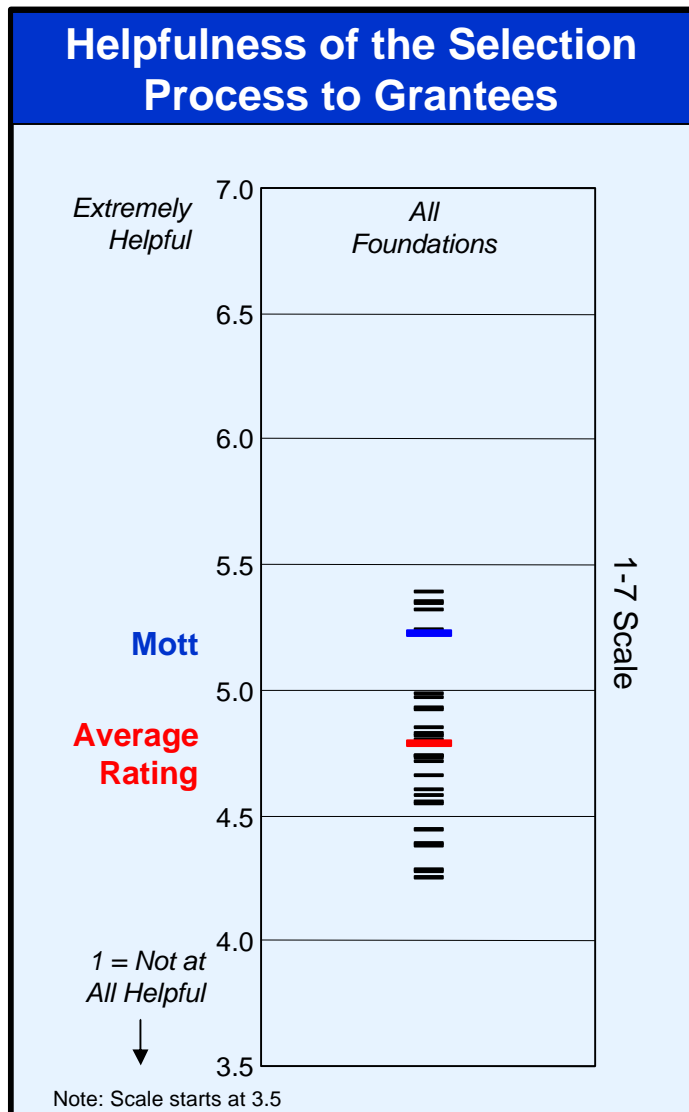
Administrative Time

The application process requires an above average amount of time for Mott grantees relative to grantees of other foundations. Annual foundation-related monitoring, reporting and evaluation of the grant also takes a larger amount of grantee administrative time.



1: "Evaluation" is defined as any activity considered by grantees to be part of an evaluation, and may not correspond to foundation definition.

Participating in the selection process at Mott is seen as being of above average helpfulness to the grantee, relative to grantee ratings of other foundations' selection processes.

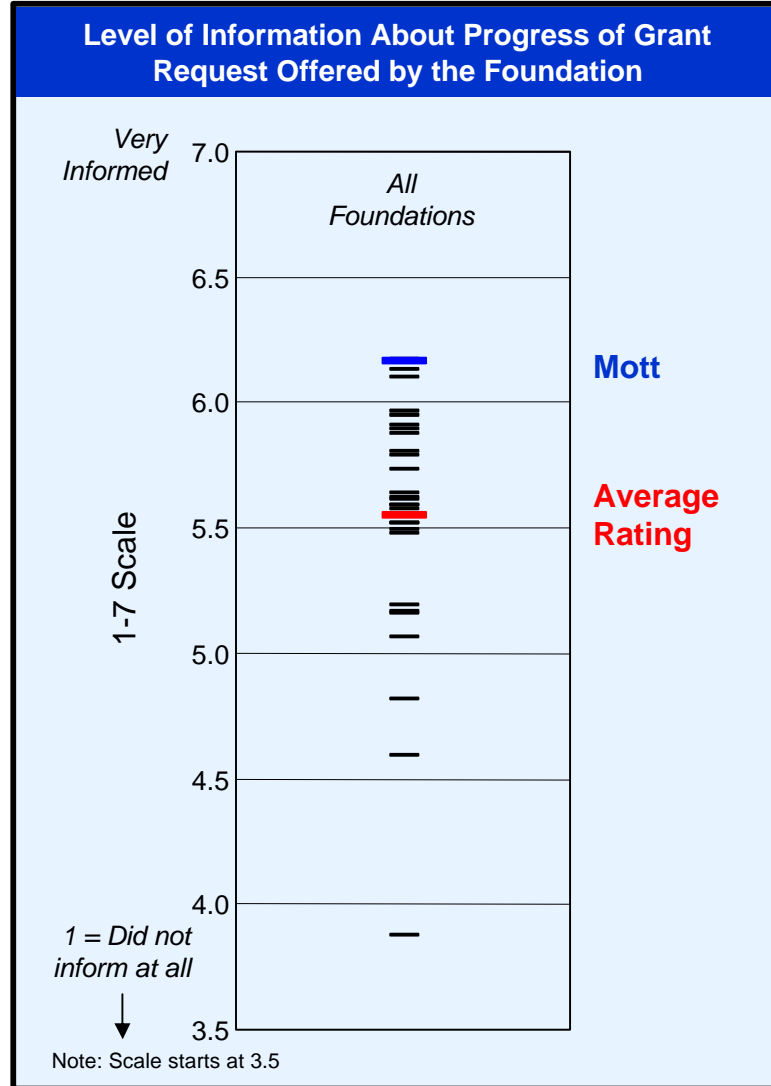


Selected Grantee Quotes

- ♦ *"I have found the proposal and review process to be useful as a learning process – particularly in the interaction with our program officer and other Mott staff."*
- ♦ *"The Mott Foundation's planning process, while time consuming on the front end, is very helpful in ensuring successful timelines and realistic goals and objectives. We as an organization spent time discussing with program officers the goals, objectives and outcomes we wanted to achieve with the funding. It made implementation easier to have good planning on the front end of the process."*
- ♦ *"I have found the Foundation to be very straightforward and constructive. Their application process is clear and relatively brief and yet allows for a shared understanding of the goals and activities of the program."*
- ♦ *"Let me just say that our foundation is trying to adopt in its daily work most of the techniques used by Mott in the selection process with us. Great job, congratulations!"*
- ♦ *"The Foundation staff responded with professionalism and understanding to the problems encountered. The operations and processes were such that the funds which were needed urgently were processed with urgency by the Foundation staff who expedited the process. The Foundation staff engaged us throughout the processes and kept us informed at all times. Their operations, interactions and communication throughout this process were excellent."*

Communication During Selection Process

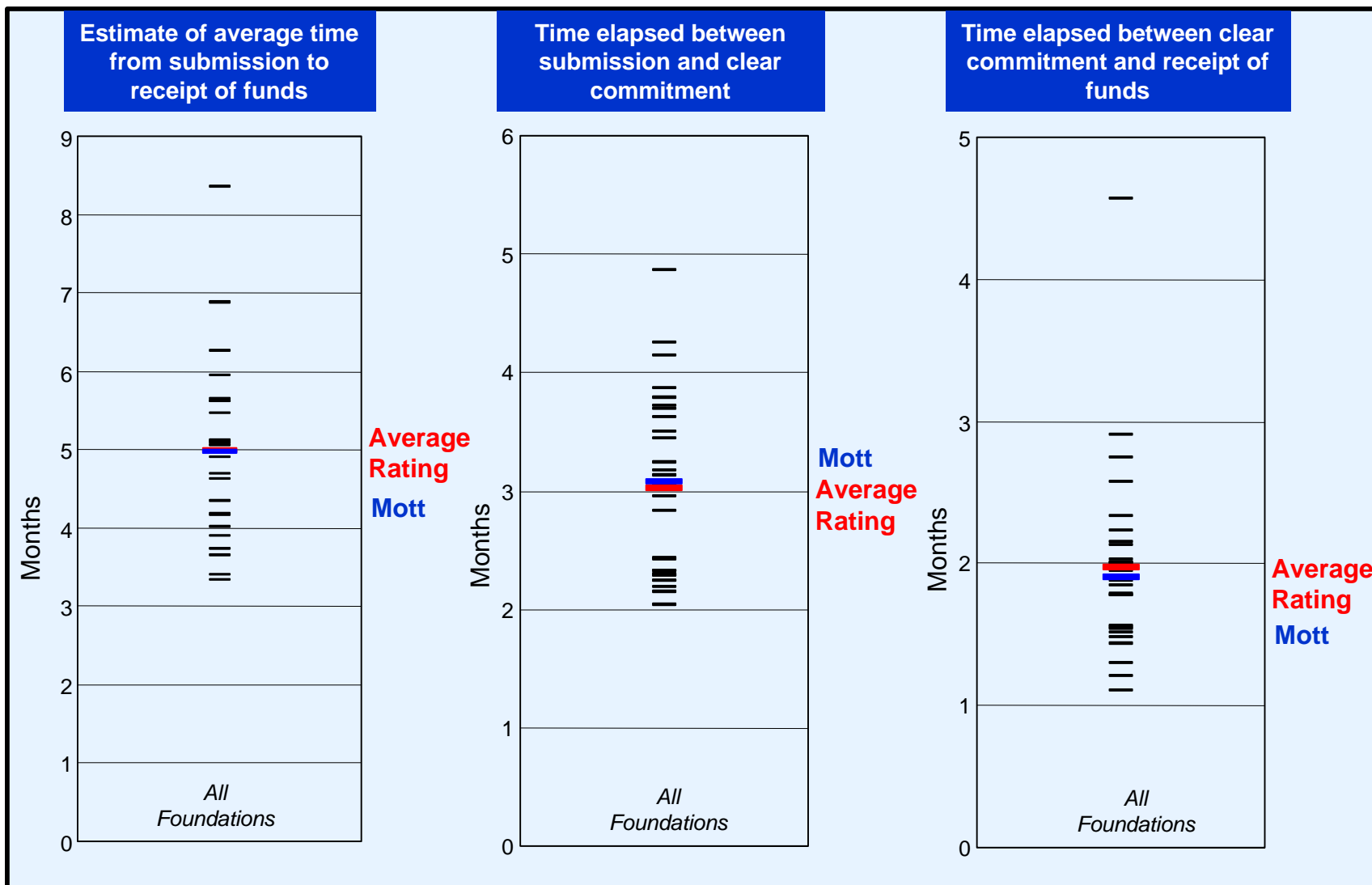
Mott keeps its grantees more informed during the selection process than average: Mott is the second highest rated foundation in our sample on this measure.¹



1: One other foundation is rated slightly higher than Mott on this measure but is obscured by the Mott symbol.

Length of Selection Process

The selection process at Mott is about the same length as at the typical foundation in this study.

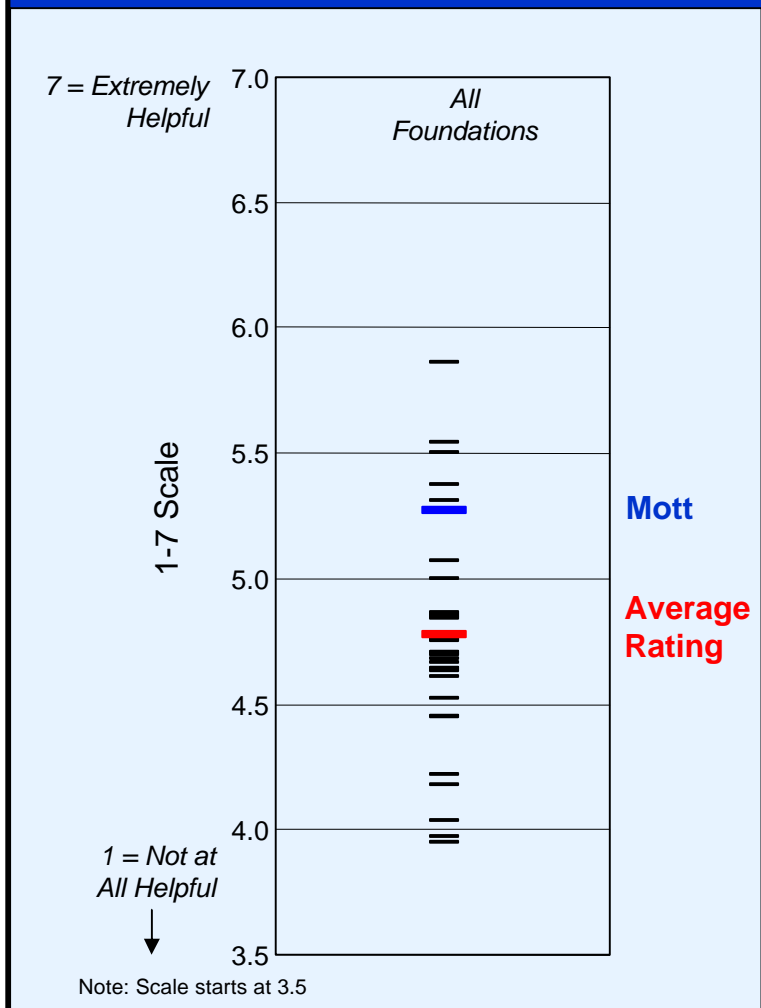


Helpfulness of Reporting and Evaluation Processes

Relative to other foundations, Mott's evaluation¹ process is reported to be of above average helpfulness to grantees.

Selected Grantee Quotes

Helpfulness of Reporting/ Evaluation Processes to Grantees

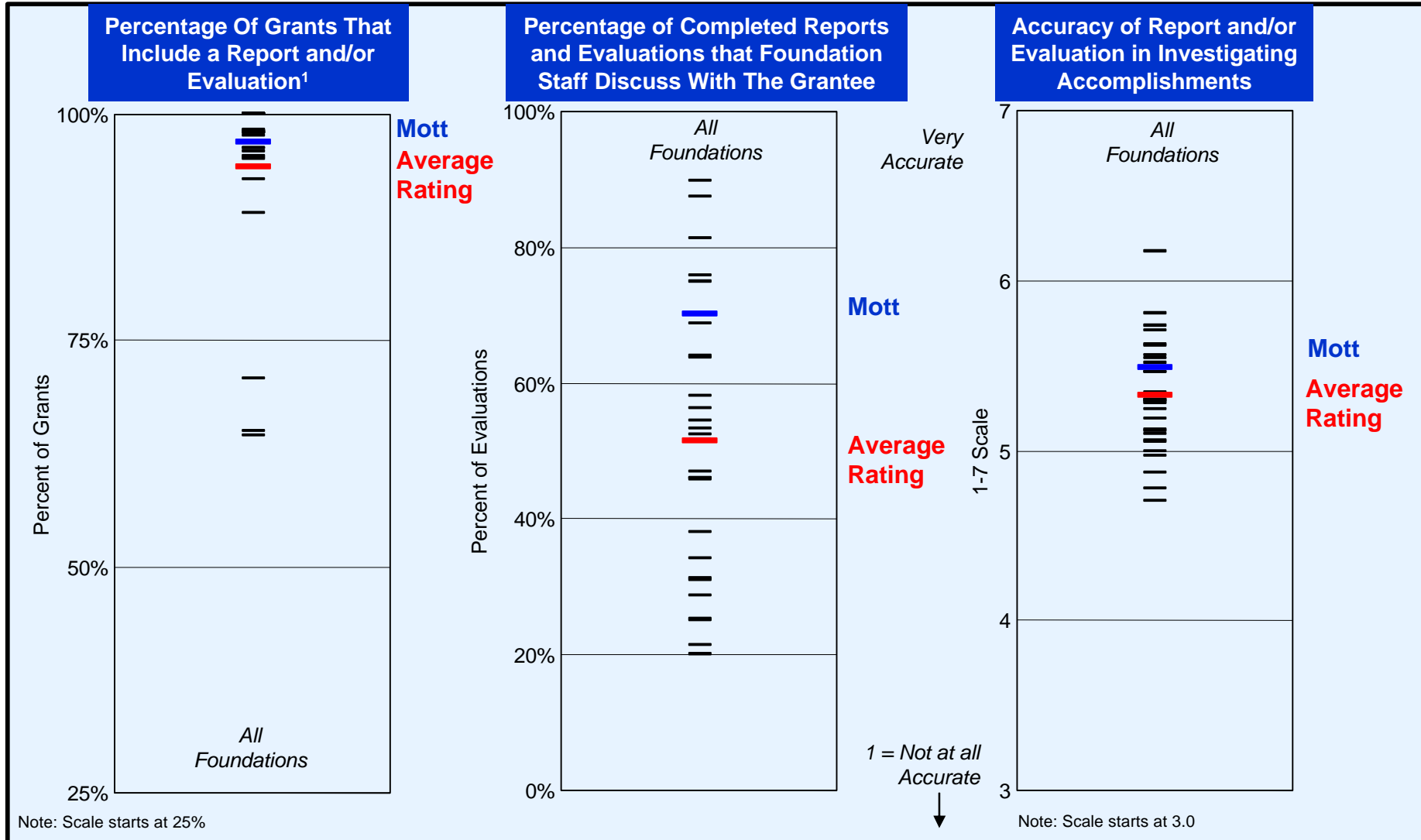


- ♦ *“They are very clear about their expectations-which leads to clear goals. It is very easy to evaluate and report progress, with clear goals.”*
- ♦ *“We have also benefited from a few trips to the foundation to present our work and get feedback. These memorable trips provide an essential mechanism for interaction with the foundation. They help both sides--grantor and grantee--get a better feel for expectations and accomplishments.”*
- ♦ *“In terms of the submitting of annual reports (the 1st of February of each year) is too [early in the year] for us, but the form is very good....”*
- ♦ *“The foundation's approach to grantmaking is very conducive to the catalytic type program we run. They are helpful when it matters, un-intrusive when they should be and focused on the types of outcomes that are relevant to actual progress.”*
- ♦ *“Grant reporting requirements are somewhat rigid and do not suit all types of projects. Grant oversight (by program staff) is excellent and highly responsive, helping to ensure that any problems, including relating to the application and reporting process, are easily addressed.”*
- ♦ *“The Mott Foundation appears to rely more on the judgment and flair of its staff than on standardized assessment and evaluation procedures, which we believe is the right approach in the complex, often subjective fields in which we work, where accurate measurement of performance is not realistic.”*

¹ “Evaluation” is defined as any activity considered by grantees to be part of an evaluation, and may not correspond to foundation definition.

Reporting and Evaluation Process

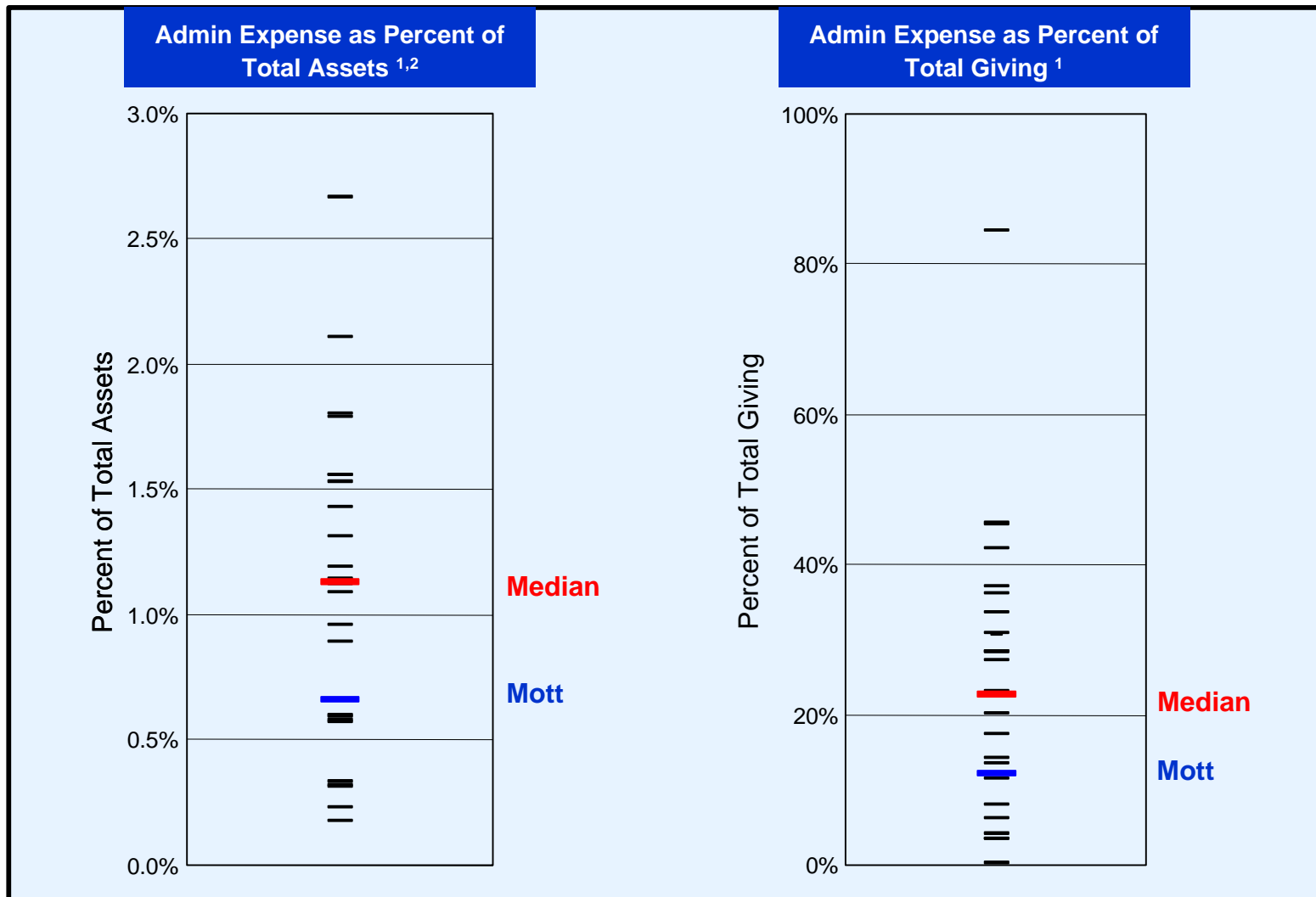
Nearly all Mott grantees report that their grant includes a report/evaluation. About 70 percent of grantees report discussing completed reports/evaluations with Foundation staff. Mott grantees believe these reports are average in accuracy.



1: "Evaluation" is defined as any activity considered by grantees to be part of an evaluation, and may not correspond to foundation definition.

Total Administrative Expense

Mott spends less on administrative expenses as a percentage of assets and giving than other foundations.



1: Total administrative expense is line 24a on the 990-pf (line 44a subtracting 22a on the 990); qualifying administrative expense is line 24d (44b subtracting 22b on the 990), and total giving is line 25d (22a on the 990). All data is from most recent tax filings available (2001 and 2002). 2: Excludes one value of over 16%.

Overall, grantees' perceptions of Charles Stewart Mott Foundation are positive relative to grantees' perceptions of other foundations. Mott is rated among the top foundations in this study on ratings of field impact, impact on the grantee, interactions, assistance to grantees in securing funding from other sources, and the helpfulness of the application/selection and reporting/evaluation processes. Open ended comments about the Foundation and individual program officers are almost uniformly positive.

- In the Center's experience, it is unusual for a funder to be rated so highly across so many dimensions of foundation effectiveness. Determining methods to maintain the current high levels of effectiveness will be important as staff, strategies, or context change over time.

Dollar return on grantee administrative hours

- Grantees state that they spend a greater than typical amount of time on the administrative processes that Mott requires, including the application process and the reporting/evaluation process.
- For all sizes of grants, administrative processes require more time than typical at other foundations, and there is no relationship between the size of the grant received from Mott and the amount of time grantees spend on processes – meaning that smaller grants are much costlier for grantees than grants of larger size.
- *Are there ways that Mott could consider streamlining administrative processes, especially for recipients of smaller grants?*

Clarity of communications of goals and strategy

- Overall, Mott Foundation is rated relatively positively by grantees in terms of the clarity of its communication of goals and strategy.
- However, grantees say that inter-personal communications are much more helpful and frequently used than formal, written communications in understanding the Foundation and its goals. Mott's published funding guidelines and its website are both rated below average in terms of helpfulness.
- Some grantees say that they do not understand Mott-wide goals or the coherence between programs or even within the many grantees of a program.
- Some grantees also request that Mott be more public as an advocate for the causes in which it believes and funds, independent of grantees' own activity.
- *Could there be ways to improve formal communication materials that would serve the purpose of increasing grantees' understanding of the Foundation while simultaneously increasing the forcefulness with which Mott articulates the strategies it has chosen and the reasons for funding in its chosen fields?*

Greater levels of interaction with and assistance to grantees

- Given the quality of interactions and assistance grantees receive from program officers, it is probably unsurprising that grantees frequently request even more interaction.
- *Mott has a slightly below typical program officer caseload, but should it consider further increasing staffing (especially internationally based staff) to provide even greater levels of service to grantees? (Mott also has a relatively low administrative spending level.)*

The Center is a nonprofit, nonpartisan organization that received initial funding in the summer of 2001.

Mission: To improve the practice of philanthropy by providing management and governance tools to define, assess, and improve overall foundation performance.

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

This report was produced for the Charles Stewart Mott Foundation by the Center for Effective Philanthropy. Please feel free to contact the Center with any questions about this report.

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