

RWJF
ASSESSMENT REPORT

2007



Robert Wood Johnson Foundation

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RWJF Assessment Report 2007

The 2007 RWJF Assessment Report presents our yearly review of the Foundation's performance. This report, derived from surveys of grantees and other important audiences, suggests that RWJF has sustained several improvements in impact and service achieved since 2005 and that grantees view our programs and impact as significant and effective.

Benchmark Summary. In 2004, Foundation management established a set of indicators, with targets, to track annual organizational performance. First, indicators characterized three aspects of RWJF grantmaking: (1) *program development*; (2) *program impact*; and, (3) *customer service*. Second, these indicators needed to reflect and accommodate measurable improvements in performance across the three aspects of its grantmaking. This year indicators have been reviewed and targets updated. These indicators are presented in the Assessment Summary (p. 6).

Organizational Context. In the summer of 2006 the RWJF Board reviewed the Foundation's strategic programming framework, and together with senior management refocused our program priorities. The result of that reorganization is reflected in much of our data. For instance, the number of proposals received in 2006 sharply increased from 2005 (p. 20) after we announced that we would accept fewer unsolicited proposals. The number of unsolicited proposals awarded decreased slightly, but the average dollar amount of an award increased, reflecting our goal to make fewer but larger investments. This past year also saw the implementation of new grantmaking processes intended to be more efficient and responsive to prospective grantees.

Program Development. This first area allows us to gauge whether our decisions about which topics to concentrate on in our grantmaking are similar to the priorities of key stakeholders. In 2007 we surveyed health and health care industry executives in large hospital systems, clinics, specialty facilities, insurance companies and human resource departments. In 2006 we surveyed health policy experts from academia, government and the media. Our grantees, health care industry executives and health policy experts report that their priorities are in line with our program objectives, and rate us highly on characteristics embedded in our *Promise* and *Guiding Principles*, such as addressing issues important to the U.S. and making long-term commitments to those issues. Grantees continue to give us low ratings on responding quickly to emerging issues.

Program Impact. To gauge our impact, we measure whether we have met our program indicators and whether grantees and other stakeholders perceive our programs to be making a difference in health and health care. Overall, we met 69 percent of our performance indicators. This is a lower completion rate than in previous years, reflecting the changes made in our priorities and in team timelines that resulted from our refocusing efforts.

Review of other program impact data suggests we have moderate to strong impact on addressing health and health care issues. Grantee ratings of impact held steady relative to 2006 rates. Sixty-nine percent of health care industry executives were familiar with RWJF and 59 percent felt RWJF had big or moderate impact in our program areas. In our 2006 survey of health policy experts, 85 percent were aware of RWJF and 73 percent felt we had impact in our selected program fields.

Customer Service. Grantee satisfaction with RWJF's customer service in 2007 held steady. In particular, 75 percent of grantees continue to give us one of the top two categories on a 7 point scale on approachability, responsiveness and fairness. Clarity of communication about RWJF's program goals and efficiency in grantmaking are improving but marks are still lower than other measures of customer service. Finally, grantee ratings of our technical assistance remain strong with the range of positive scores falling between 60 percent and 85 percent.

Concluding Comments. The results of the surveys that inform this report give us an opportunity to assess the impact of our programs and our grantmaking processes. 2007 was a year of an unusual level of internal change, with several process improvement efforts coming to fruition and a restructuring of our program areas. From our survey of grantees we see that these changes went fairly well from their perspective, not affecting grantee satisfaction. We did not, however, see major effects among our grantees in their perceptions of our impact or efficiency.

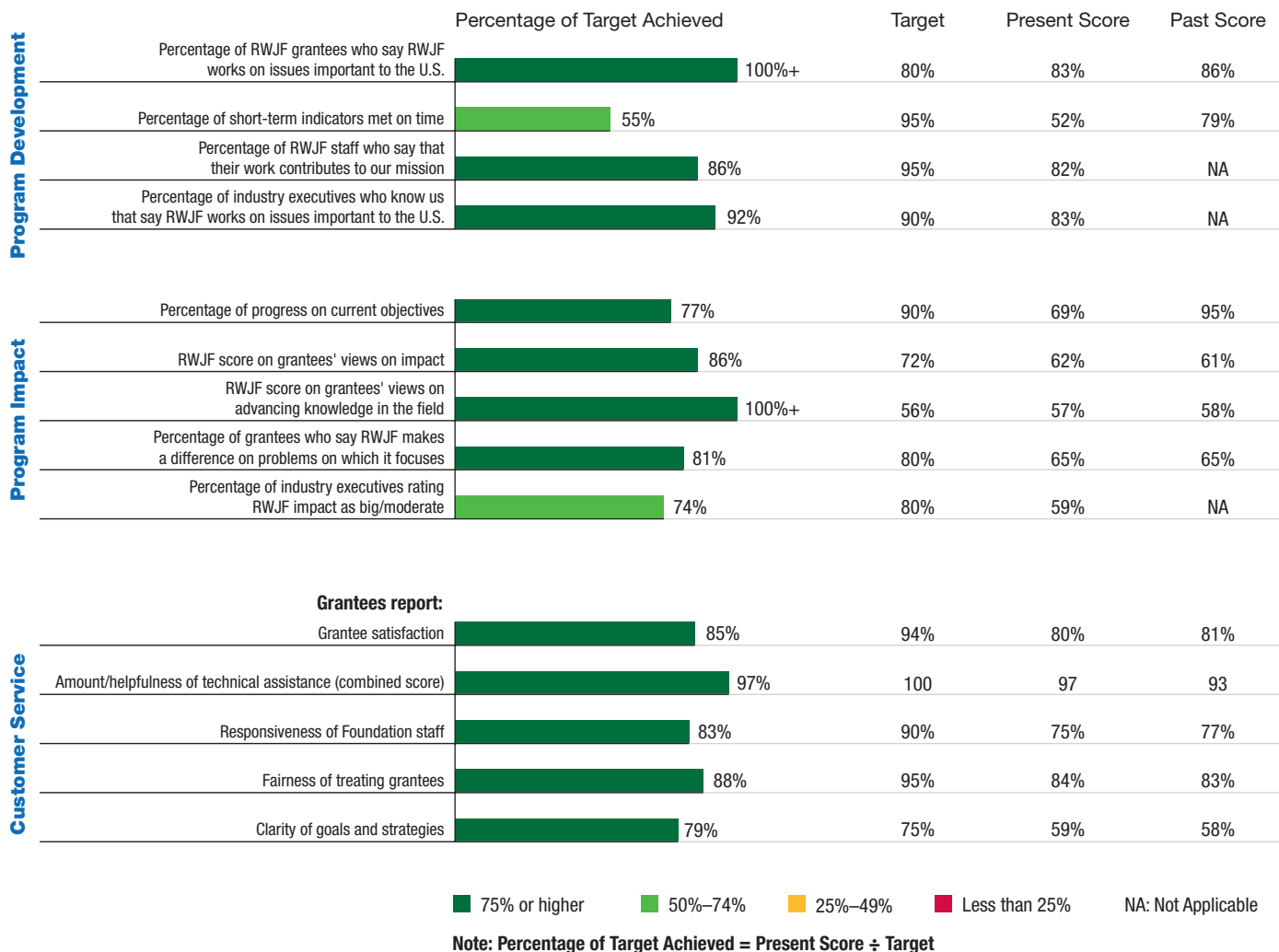
The remainder of this report presents more detailed information on the three areas: program development, program impact and customer service—and provides detail on the number and size of grants by category (awards and output summaries).

A Footnote: The Sources of Data

The grantee survey covers aspects of program development, program impact and service. For the fourth straight year, we commissioned the Center for Effective Philanthropy to survey nearly 400 grantees and track our performance against key comparison foundations. These foundations include The Bill and Melinda Gates Foundation, Carnegie Corporation of New York, The David and Lucile Packard Foundation, The John D. and Catherine T. MacArthur Foundation, W.K. Kellogg Foundation, The Wallace Foundation, The William and Flora Hewlett Foundation, and The Rockefeller Foundation. We receive only aggregated data for these eight foundations. For the purposes of this report we report both average score on a scale of 1 to 7 (with 7 the most positive) and the percentage of grantees who report a 6 or 7, which we consider positive. We also asked experts at Harvard's School of Public Health to conduct a survey in early April 2007 to determine which health issues most resonate with the American public. We regularly track impact internally through our performance indicator system. Finally, we commissioned Princeton Survey Research Associates (PSRA) to conduct a survey of more than 160 industry executives from the health and health care sector and a small group of human resources executives from large companies. This survey was similar to the one done by PSRA in 2006 of 330 health policy experts.

FIGURE 1

2007 Assessment Summary



Targets for RWJF indicators and industry executives are set based on agreed upon goals from senior management.
 Targets for grantee results are set at one standard deviation above the mean for all 124 foundations included in the CEP survey.

Assessing Our Efforts to Create Timely, Relevant Programs

Our program outcomes and impact stem from the underlying strength of the strategies and programs we develop. The Program Development section of this report combines perceptions from the public, our grantees, and for the first time, industry executives in the health and health care fields to help us understand their views of RWJF’s grantmaking strategies and of the relevance of RWJF’s priorities.

Section Highlights: Though national security issues continue to be the top concern for Americans, health care has been rising steadily on the public radar screen since 2002, with 15 percent of Americans viewing it as a key concern. Though affordability remains high on their list, more Americans were worried about the quality of their care in 2007 than in 2006. Views of the importance of RWJF’s issues are varied; however, a majority of the public and industry executives rate each of our priorities as important.

Program Development At-A-Glance	
▲	RWJF grantees say RWJF works on issues important to the U.S.
◆	Short-term indicators were met
▲	RWJF staff say that their work contributes to our mission
▲	Health care industry executives say RWJF works on issues important to the U.S.

▲ 75% or higher ◆ 50%–74% ● 25%–49% ▼ Less than 25%
Percent of target reached.

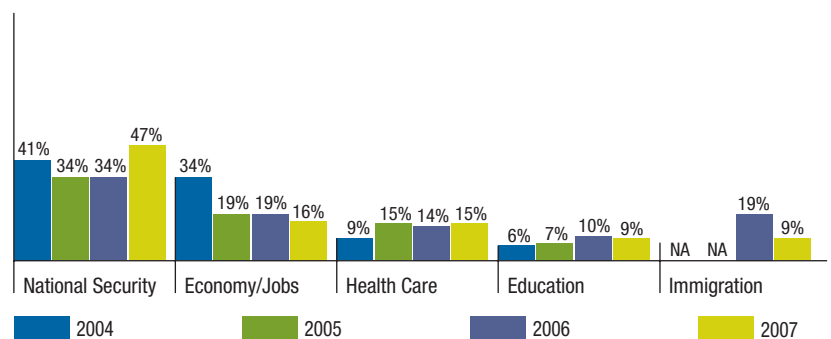
Our public opinion information comes from a nationally-representative sample survey of over 1,000 Americans conducted in the spring of 2007 by the Harvard University School of Public Health.

Health Care Poised to Become Key Domestic Issue.

While *national security* continues to dominate public concerns, *health care* is just behind the *economy* in terms of the domestic agenda.

- Fifteen percent of Americans believe that health care is one of the top issues to be addressed—making it the third most important priority.
- While not nearing the prominence it had during the reform debates in 1993 (when 31% of the public said it was a top priority), health care has made a slow but steady rise since 2002, when only 7 percent viewed it as a top priority.

Chart 1: Americans’ Top Concerns, 2004–2007



Public Continues to Express Concern Over Health Care System, Moves Quality Among Top Issues.

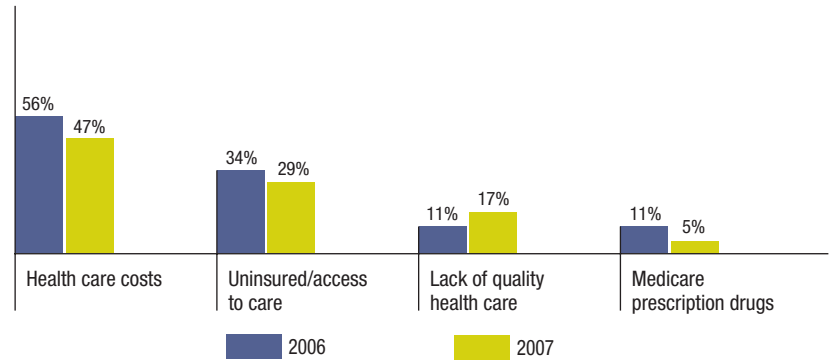
A majority of Americans continues to express dissatisfaction with the *health care* system, with nearly two-thirds (63%) rating it as fair or poor. (Data not shown.)

- Cost still dominates *health care* concerns. Nearly 1 in 5 Americans indicated problems paying medical bills over the past year and 57 percent worried that their own insurance may become too expensive over the next few years.

While cost and access remain prominent among top-of-mind *health care* concerns, 17 percent view quality as a critical problem, compared to 11 percent in 2006.

- While quality is viewed as an increasingly critical problem, more than 80 percent of the public describe their own care as either excellent or good.

Chart 2: Americans' Leading Concerns With the Nation's Health Care System, 2006–2007



Americans Increasingly Dissatisfied With Public Health System.

In the spring of 2007 over 60 percent of the public rated the *public health* system as poor, compared to 53 percent in 2006.

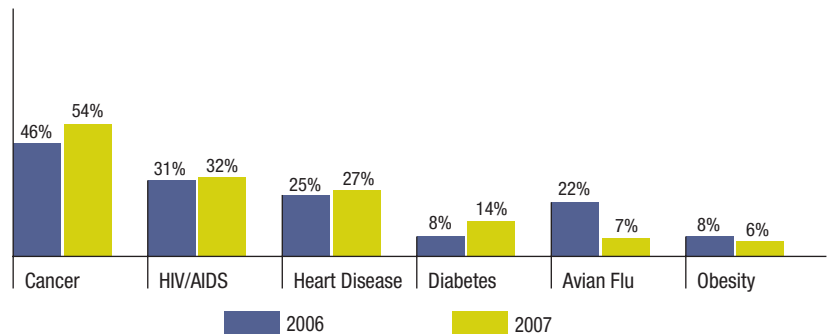
When asked specifically about RWJF priorities, we saw an increase in the percent of Americans who now view *public health* as an extremely important priority (49% versus 40% in 2006).

Top Health Concerns.

Among the public's top-of-mind health threats cancer, HIV/AIDS and heart disease remain high.

- Recent high-profile cases, e.g., Tony Snow, Elizabeth Edwards, may have helped boost cancer concerns in 2007 (cited by 54% as top concern).
- Concerns about avian flu decreased considerably (22% in 2006 to 7% in 2007), most likely due to perceptions of a less immediate threat.
- In terms of RWJF priorities, only *obesity* is among top-of-mind health concerns.

Chart 3: Americans' Top Health Concerns, 2006–2007

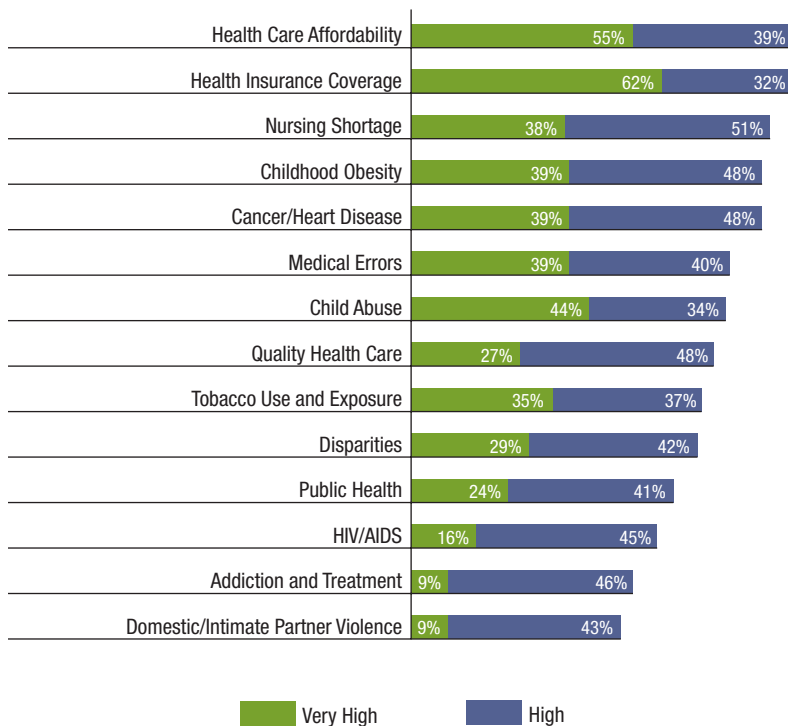


For the first time, RWJF surveyed 161 health care industry executives to understand their perceptions of the Foundation and the importance of the issues we address. This year's group was composed primarily of health care executives from large health systems, specialty hospitals and clinics, and long-term-care facilities, as well as insurance executives and a small sample of human resources executives.

Industry Executives' Top Concerns Generally Mirror Public's.

When industry executives were asked their opinions about key health and health care issues, cost and coverage were rated their top concerns. No RWJF issue had less than 50 percent of executives agreeing that it should be a very high or high priority. Nursing received a high rating by this group with 89 percent viewing it as a high or very high priority.

Chart 4: Industry Executives' Views of Key Issues and RWJF Priorities



Executives Give High Marks to RWJF Priorities, Commitment to Priorities and Innovation.

- Of the executives surveyed who are familiar with RWJF, more than 80 percent feel that the Foundation is working on important issues; is willing to make long-term commitments to those issues; and supports innovative ideas.

While much of our grantee survey focuses on our service, we also ask several questions related to RWJF priorities and our strategies to address them.

Grantees Continue to Rate RWJF Favorably on Its Issues and Commitment.

Compared to 2005, a greater share of RWJF grantees believes that the Foundation is working on the right priorities and has the strength and commitment to make a difference in those areas.

- More than 8 out of 10 grantees say that RWJF is working on important issues.
- Fifty-eight percent gave us high marks on “understanding the field.”
- While overall program development marks are good, grantees continue to be critical of our ability to be agile and move quickly with our average score at 4.7 out of 7. This represents 32 percent of grantees giving us a 6 or 7 (out of 7).

Chart 5: Grantee Associations With RWJF, 2005–2007



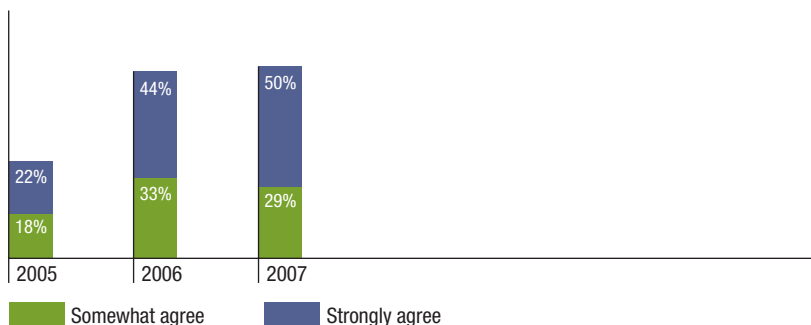
Percentage of grantees reporting a 6 or 7 on a scale of 1 to 7

Grantees View RWJF as Much More Open to New Ideas.

In 2007, 79 percent of grantees believe that RWJF is open to new ideas from the field.

- This is nearly double the 40 percent who said RWJF was open to new ideas in 2005.

Chart 6: Grantees Agree RWJF is Open to New Ideas



Fewer Short-Term Indicators Completed.

In order to gauge how well the Foundation does at meeting program development goals, we are tracking the percent of short-term performance indicators met on time. In July of 2007, 52 percent of short-term indicators were met on time. In July of 2006, 79 percent were met on time. This year’s decrease in completed short-term indicators reflects changes in time line and team focus, attributable in part to restructuring our priorities.

PROGRAM IMPACT

Assessing Progress on Program Objectives and Perceptions of RWJF Impact

This section of the Assessment Report reviews whether we are achieving our programmatic goals, and whether our key constituents—our grantees, and for the first time this year, health care industry executives—perceive RWJF’s work as improving the health and health care of all Americans.

Section Highlights: Completion of our performance indicators was not as high this year due to the restructuring of our teams and portfolios. Our measures of grantee perception of our impact on the field continue to be strong with very few changes (either good or bad) from last year. Most industry executives are familiar with RWJF and grade its impact positively compared to peer foundations.

Program Impact At-A-Glance	
▲	Progress on current objectives
▲	Grantees give positive score on impact on field
▲	Grantees give positive score on advancing knowledge in the field
▲	Grantees say that RWJF makes a difference on problems it addresses
◆	Industry executives rate RWJF impact as big or moderate

▲ 75% or higher ◆ 50%–74% ● 25%–49% ▼ Less than 25%
Percent of target reached.

Overall Completion of Performance Indicators is Lower Than in Previous Years (Figure 2).

During the past 12 months, 29 indicators were targeted for completion across 12 of our grantmaking portfolios. These indicators had original target dates set between August 2006 and July 2007. As a result of the Board retreat held in the summer of 2006, RWJF leadership made recommendations that resulted in some teams refining and developing new strategic objectives, and other teams merging together, refocusing, and as a result, dropping some objectives and replacing them with new ones. This caused a number of adjustments to time horizons and performance measures. As the teams worked to rebuild and refine their measures, there was evidence that some of the original 29 indicators due in the last year would be changed. This is seen in the Childhood Obesity and Coverage teams where three intermediate indicators, scheduled to be completed by July 2007, had their target dates moved forward.

Of the 29 indicators due in the past year:

- 15 indicators were completed on schedule (52%)
- 2 indicators were completed late (7%)
- 3 indicators were partially completed (10%)
- 1 tobacco indicator, *prevalence of adult cigarette use*, did not reach its target and is counted as not complete (3%)
- 5 indicators were dropped (18%)
- 3 indicators were moved into the teams’ new impact framework (10%)—2 indicators relating to childhood obesity and 1 indicator on coverage

As expected, the indicator completion rate for 2006–2007 (69%) fell below the previous year’s rate of 95 percent in 2006, mostly attributable to the restructuring of our teams and portfolios. Looking forward, we anticipate that our completion rate will increase after this transition period.

FIGURE 2

Progress on Current Indicators and Objectives Over Past 12 Months

	Indicators Due	Term	Indicators Completed By Target Date	Indicators Completed Late	Indicators Partially Completed/ In Progress	Indicators Not Completed	Indicators Moved Into 2007 or Dropped
Health							
Addiction Prevention & Treatment	4	4 Short	2 (50%)	—	1 (25%)	—	1 (25%)
Childhood Obesity	4	4 Short	—	—	—	—	4 (100%)
Public Health	3	3 Short	2 (67%)	—	—	—	1 (33%)
Tobacco Use & Exposure	2	2 Short	1 (50%)	—	—	1 (50%)	—
Health Care							
Health Insurance Coverage	1	1 Intermediate	—	—	—	—	1 (100%)
Disparities	3	3 Short	3 (100%)	—	—	—	—
End-of-Life Care	0	—	—	—	—	—	—
Nursing	6	3 Short/ 3 Intermediate	5 (83%)	—	1 (17%)	—	—
Quality Health Care	2	2 Short	1 (50%)	—	—	—	1 (50%)
Building Human Capital	3	3 Milestone	—	2 (67%)	1 (33%)	—	—
Pioneer	1	1 Milestone	1 (100%)	—	—	—	—
Vulnerable Populations	0	—	—	—	—	—	—
TOTAL	29		15 (52%)	2 (7%)	3 (10%)	1 (3%)	8 (28%)

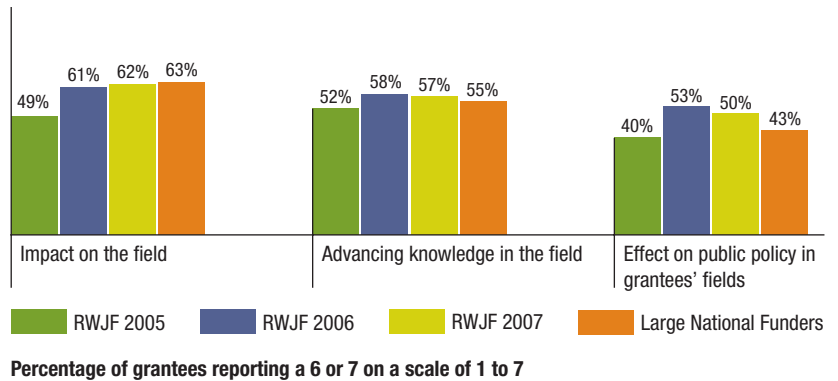
Our grantee perceptions results are from a survey representing 382 grantees with active grants in 2006 conducted by the Center for Effective Philanthropy (CEP) in the spring of 2007. For the purposes of this report, we use both average score on a scale of 1 to 7, with 7 the most positive, and the percentage of grantees reporting a 6 or 7, which we consider very positive. As in past years, we also compare ourselves to our past performance and to eight large national foundations also surveyed by CEP.

Grantees' Perceptions of RWJF's Impact Remain Steady.

RWJF has maintained the gains from last year on all three of the key “field impact” measures, with improvement over 2005 that place us at or above the scores from our eight large comparison foundations. Scores have remained steady from last year’s survey.

- The RWJF average score for “impact on the field” is 5.7 (on a scale of 1 to 7), with 62 percent giving us a 6 or 7.
- This is more favorable than grantees’ perceptions of the Foundation’s effect on public policy in their field, at a score of 5.2 (50% very favorable), but close to comparison foundations.
- As in previous years, grantees funded through our national programs tend to rate us higher on all measures of impact than our independent grantees, who are funded directly through the Foundation.

Chart 7: Grantee Ratings on Key Measures of Impact on the Field, 2005–2007

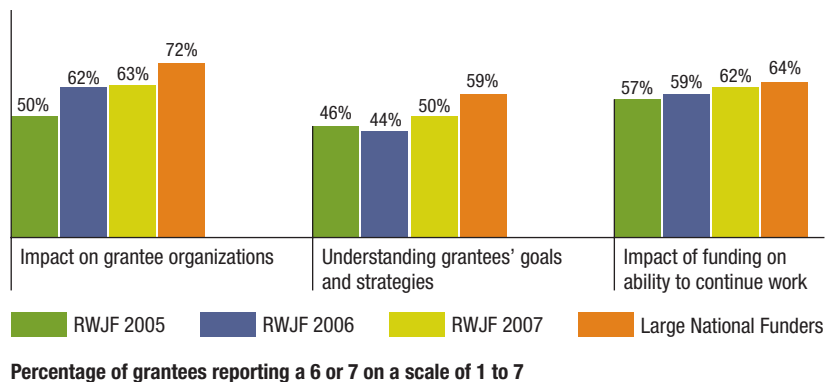


RWJF's Work with Grantee Organizations Improves.

Although lower than those of our comparison foundations, RWJF’s scores on impact on grantees’ organizations (5.7 with 63% positive) and understanding grantees’ goals and strategies (5.3 with 50% positive) show steady improvement.

In contrast to a charitable grantmaking organization, RWJF funds strategic projects—not always tied to strengthening the capacity of our grantees’ organizations. Therefore, we do not expect relatively high scores in this area.

Chart 8: Grantee Ratings on Key Measures of Impact on Organizations, 2005–2007

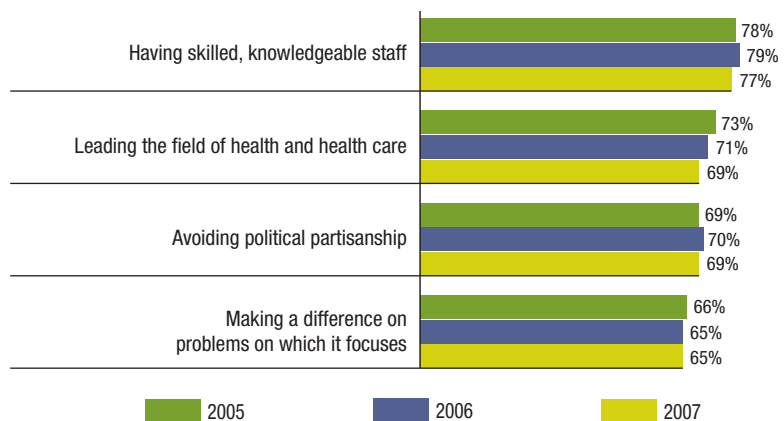


Indirect Impact Measures Similar to 2005.

Indirect measures of impact held steady from 2006 to 2007, maintaining the gains realized since 2005. (Since these questions are asked only of RWJF grantees, there is no comparison group.)

- Seventy-seven percent of grantees rate us highly on “having a skilled, knowledgeable staff,” with an average score of 6.1.

Chart 9: Grantee Associations with RWJF, 2005–2007



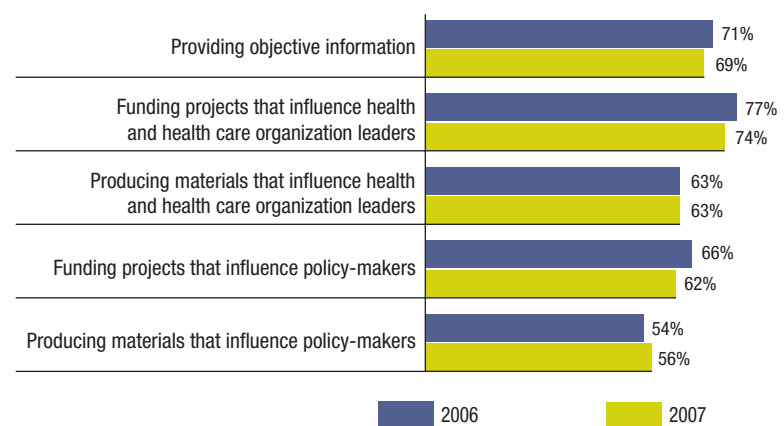
Percentage of grantees reporting a 6 or 7 on a scale of 1 to 7

Grantees’ Perceptions of RWJF Outreach to Key Stakeholders Remain Steady.

Overall, we see fairly steady scores on our outreach. There has been, however, a slight downturn in some of the areas that we have been targeting for improvement.

- As a whole, grantees’ ratings are encouraging, with a score of 5.9 (with 69% reporting positive perceptions) on our ability to provide objective information and an average score of 6.0 (or 74% positive) on our funding of projects that influence health and health care organization leaders.
- While not as strong, grantees give us a score of 5.4 on producing materials that influence policy-makers with 56 percent scoring us positively.

Chart 10: Grantee Associations with RWJF, 2006–2007



Percentage of grantees reporting a 6 or 7 on a scale of 1 to 7

Health and Health Care Leaders Know RWJF Better Than Other Foundations.

In 2007, “Industry Executives” were surveyed. Industry executives were composed primarily of health care executives from large health systems, specialty hospitals and clinics, and long-term-care agencies as well as insurance executives and a small sample of human resources executives.

In 2006, we surveyed a different group of health and health care leaders; we refer to this group as “health policy experts.” In that survey we contacted heads of key health associations, academics, public health officials, Medicaid officials, federal agency staff, state legislators and the media.

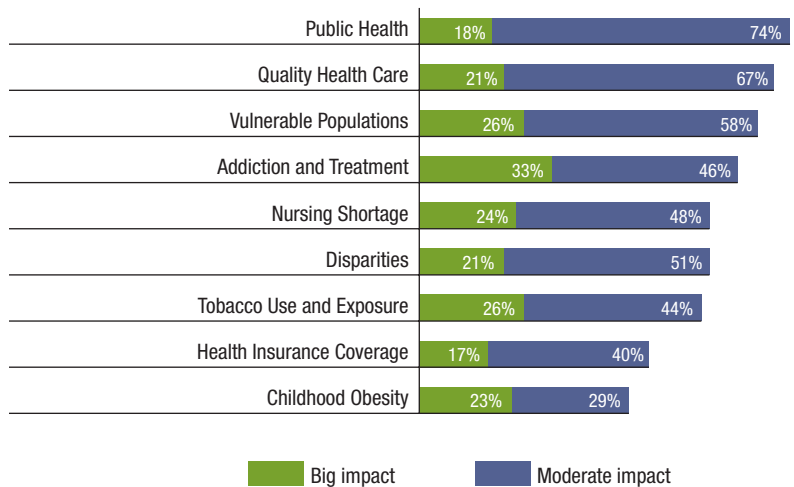
Both industry executives and health policy experts knew RWJF better than they knew other foundations. Sixty-nine percent of industry executives and 85 percent of health policy experts were familiar with RWJF. When asked about RWJF impact, 60 percent of all industry executives surveyed reported that RWJF has big or moderate impact and 75 percent of health policy experts felt the same.

- Those having the most contact with RWJF (e.g., contact with staff and/or a grant) are most likely to say it has big impact.

Industry Executives See Public Health as Area of Biggest Impact.

Industry executives familiar with RWJF rate its highest impact in the area of public health, quality health care, vulnerable populations, and addiction and treatment.

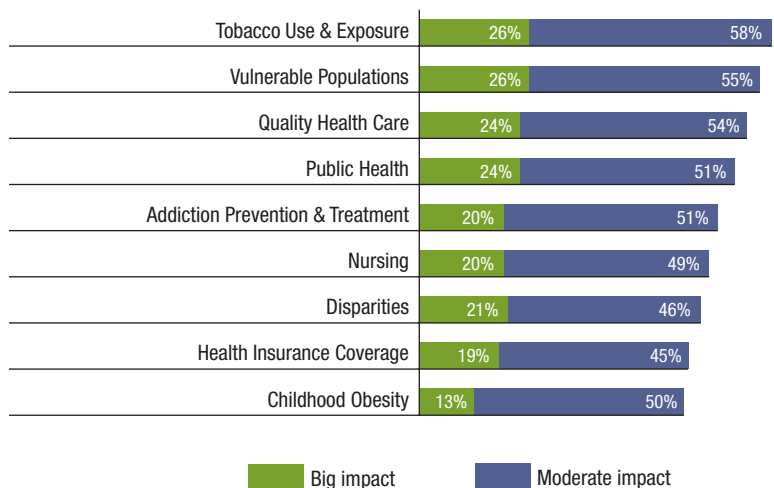
Chart 11: Industry Executives Familiar With RWJF Rate Our Impact, 2007



Health Policy Experts See Tobacco Use and Exposure as Area of Biggest Impact.

Health policy experts surveyed in 2006 had a somewhat different opinion on RWJF’s impact, with tobacco use and exposure, care for vulnerable populations and quality health care topping the list.

Chart 12: Health Policy Experts’ Ratings of RWJF Impact in Priority Areas, 2006

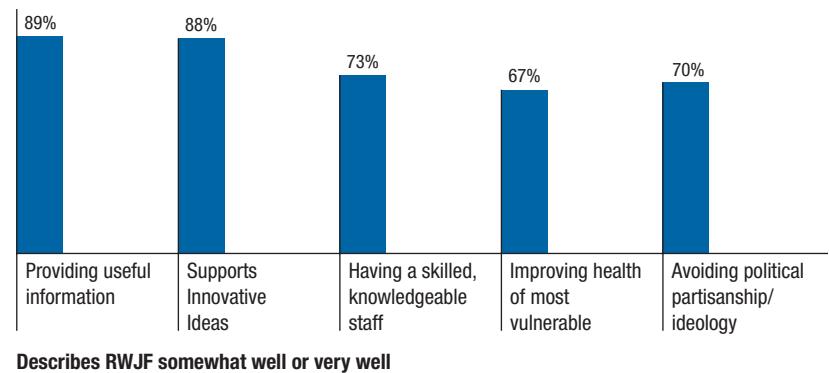


Industry Executives Familiar With RWJF See Us as Providing Useful Information and Supporting Innovative Ideas.

Nine out of 10 executives familiar with RWJF believe we provide useful information and fund innovative ideas. These executives are somewhat less likely to see RWJF as having a skilled staff and avoiding political partisanship, although these scores are still high.

- RWJF does as well or better than comparison foundations on these measures of impact.
- Results were similar last year when we surveyed health policy experts.

Chart 13: Industry Executives Familiar With RWJF Rate Specific Foundation Characteristics, 2007



- Eighty-four percent of industry executives familiar with RWJF felt more confident in information if RWJF was the source.
- Eighty-eight percent of industry executives familiar with RWJF feel the usefulness of RWJF's information is improving or has stayed the same over the last few years.
- Only 27 percent have visited our Web site.

Again, these results are similar to those from our 2006 health policy experts' survey.

CUSTOMER SERVICE

Understanding How We Treat and Serve Our Grantees

This section includes indicators that help us understand how we serve our most important “customers” throughout the lifetime of their grants—from how approachable we are to how well we help grantees sustain their work and funding.

Section Highlights: In large measure, RWJF has held steady on the customer service gains realized over the past couple of years. Most grantees are satisfied and find RWJF staff fair, courteous and helpful. Nevertheless, this year’s survey also reinforces areas for improvement, such as continuing to work on improving our efficiency, as well as building on improvements in our clarity.

Customer Service At-A-Glance	
▲	Grantees are satisfied
▲	Amount and helpfulness of technical assistance
▲	Grantees believe RWJF is responsive
▲	Grantees say RWJF is fair
▲	Grantees believe our goals and strategies are clear

▲ 75% or higher ◆ 50%–74% ● 25%–49% ▼ Less than 25%
Percent of target reached.

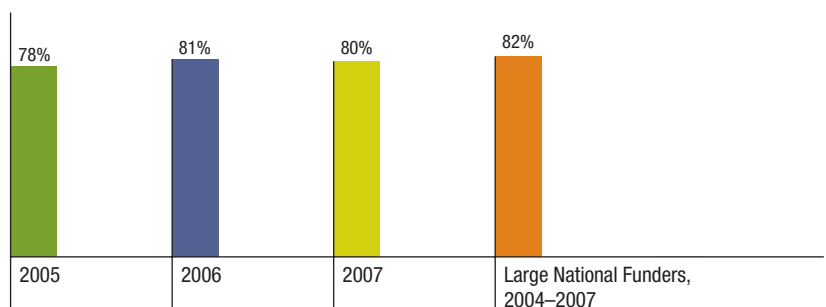
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RWJF Holds Steady on Overall Satisfaction.

Eighty percent of grantees gave positive responses to our question of overall satisfaction in 2007, an average score of 6.2 out of 7.0—level with our 2006 score and similar to other large national foundations.

- According to CEP, “satisfaction is a product of the quality of grantee/staff interactions, clarity of communications and expertise in the field;” all of these indicators have either held steady or improved slightly over the past year for RWJF.
- As in past years, national program grantees are more satisfied than independent grantees that are funded directly from the Foundation (scores are 6.3 versus 6.0).

Chart 14: Overall Grantee Satisfaction, 2005–2007



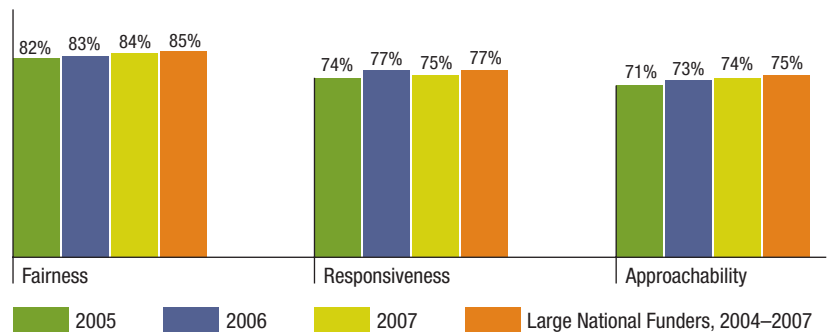
Percentage of grantees reporting a 6 or 7 on a scale of 1 to 7

Grantees Give Strong Marks for Fairness, Responsiveness and Approachability.

Eighty-four percent of grantees give us positive scores in fairness with an average score of 6.3. Responsiveness and approachability also do well, with three-quarters assessing us positively with the scores at 6.0 and 6.1. These are three key elements of foundation/grantee interaction.

- As we saw in the program impact section, grantees from our national programs were also more positive than independent grantees on these measures.

Chart 15: Grantee Views on Staff Fairness, Responsiveness and Approachability, 2005–2007

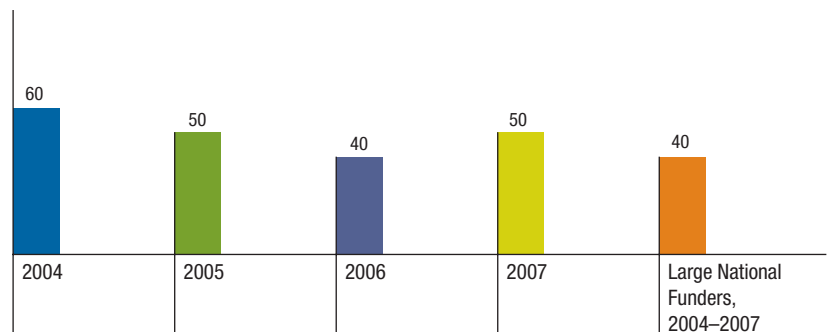


Percentage of grantees reporting a 6 or 7 on a scale of 1 to 7

Efficiency of Processes.

Time spent by grantees on RWJF proposal and selection processes climbs in 2007. The grantees funded independently through the Foundation are spending more time on process than last year with 40 percent spending more than 50 hours this year compared to 30 percent last year.

Chart 16: Median Administrative Hours Spent by Grantees on RWJF Proposal and Selection Process, 2004–2007



Grantees that were awarded their grants in the fourth quarter of 2006 rated Foundation staff more positively for their efficiency relative to grantees that received their grants in the first through third quarters of 2006.

- RWJF staff continues to receive positive ratings for service, with 82 percent of grantees giving positive scores on courteousness (6.2 average score) and good marks on helpfulness with 69 percent scoring us positively (5.8 average score).
- Lower ratings for efficiency with 63 percent giving positive scores (average score 5.6) reflects the increased amount of time spent on proposals and selection process and represent an opportunity for improvement.

Technical Assistance Continues as a Strength.

- In comparison to the scores of our peer foundation cohort we are strong on all components of technical assistance.
- Most scores show improvement from our 2005 scores and are similar to the last two years, with gains in the views of our communications, information technology and board development assistance.

Chart 17: Grantee Ratings of Helpfulness of Select Types of Technical Assistance, 2004–2007

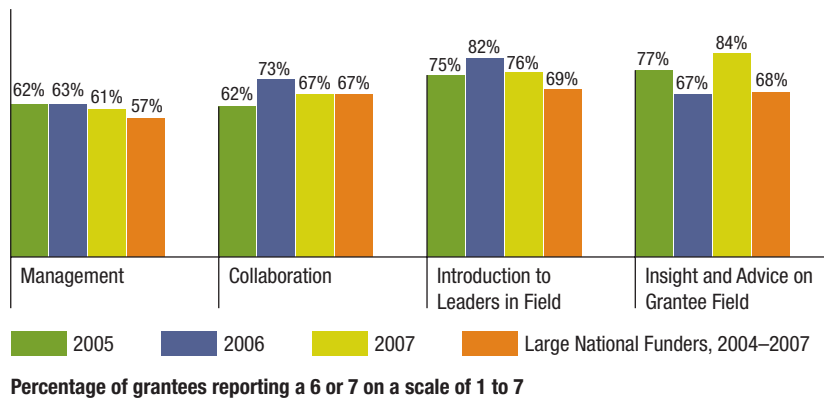
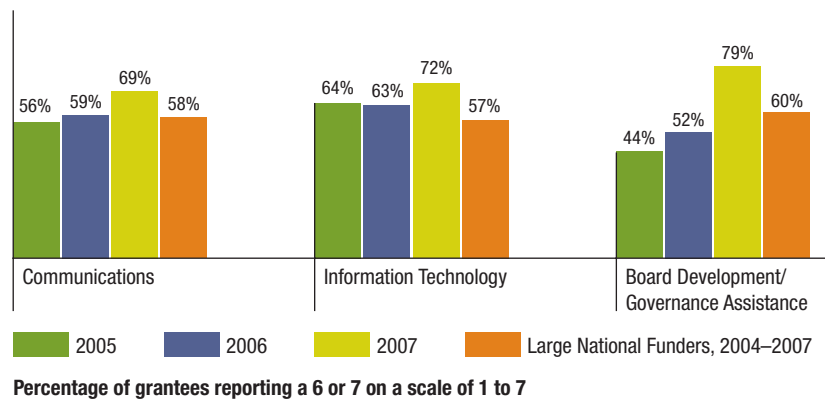


Chart 18: Grantee Ratings of Helpfulness of Select Types of Technical Assistance, 2004–2007



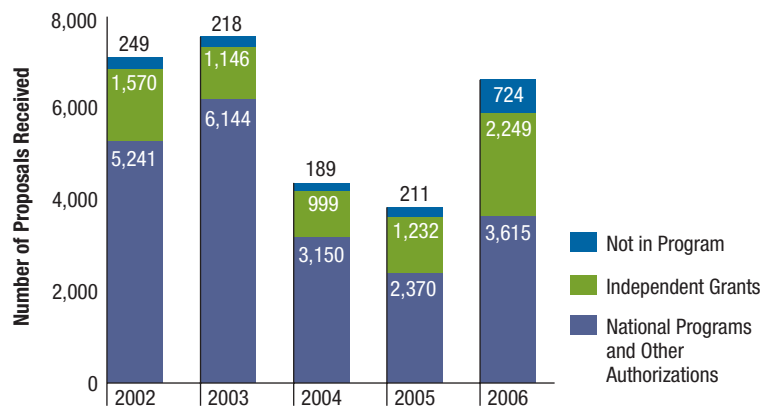
Communication of Goals and Strategies Improves.

- Clarity of Foundation communication of goals and strategies represents an area of improvement but still needs work, with an average score of 5.6 and 59 percent of grantees rating us positively. This score is slightly above the median of 5.5 for other comparison foundations. (Data not shown.)

Awards Summary

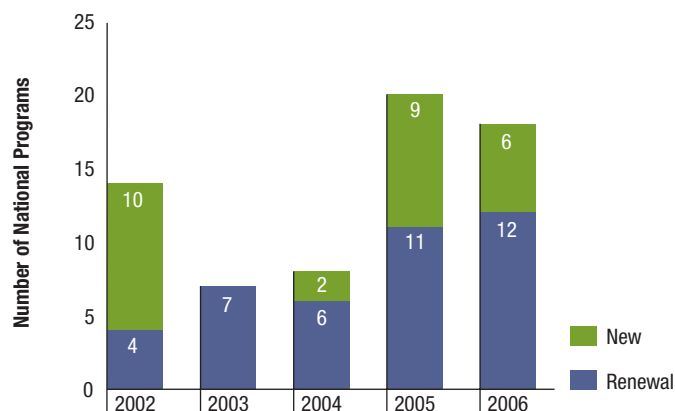
Proposals Received

- The number of proposals received in 2006 (6,588) increased by 73 percent from 2005.
- The number of national program and authorization proposals increased by 53 percent and the number of independent proposals increased by 83 percent from 2005.
- The increase in independent proposals was most likely caused by proposals sent in response to our announcement that the Targeted portfolio would not accept unsolicited proposals after December 31, 2006. In December, 686 proposals were submitted as compared to 138 in December 2005.



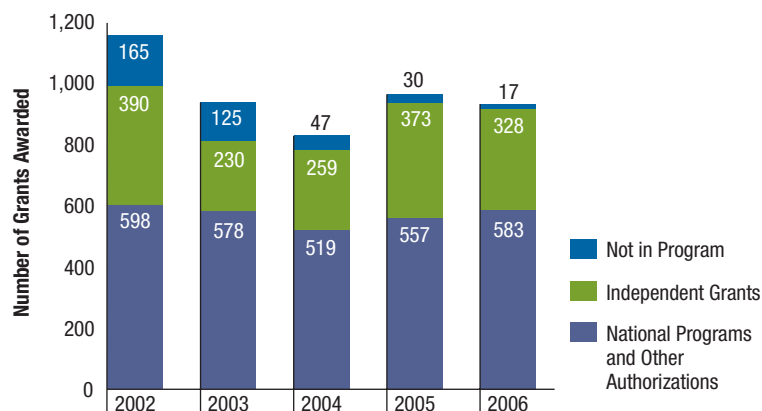
National Programs

- During 2006 six new national programs were authorized and 12 national programs were renewed.
- Major new national programs in 2006 included *Project HealthDesign*, *Public Health Systems Research*, *Wisdom at Work*, *Leadership for Healthy Communities*, *State Health Access Reform Evaluation*, and the *National Demonstration of Early Detection, Intervention and Prevention of Psychosis in Adolescents and Young Adults*.



Number of Grants Awarded

- The number of grants awarded dropped from 960 in 2005 to 928 in 2006.
- In 2006 we awarded \$403 million in grants, an 8.9 percent increase in dollars from 2005 (data not shown).



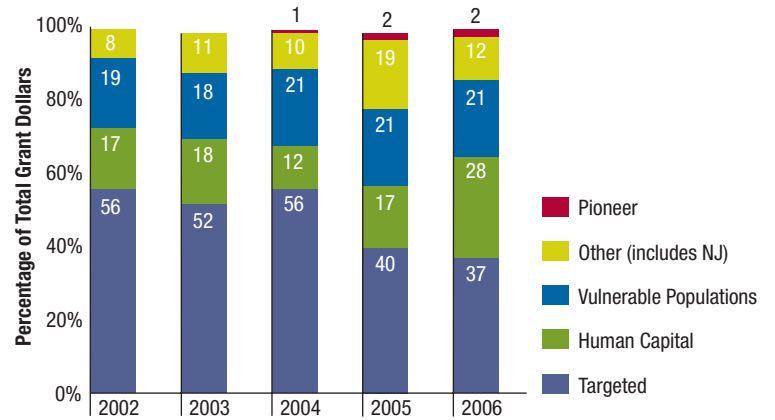
GRANTS MANAGEMENT PERFORMANCE

Awards Summary

Grants by Portfolio

- Twenty-eight percent of grant dollars went to Human Capital initiatives in 2006.
- This higher-than-average amount reflects the renewal of large programs including *Health & Society Scholars* and the *Health Policy Scholars Program*, as well as the establishment of new programs such as *Health Policy Partnerships in Diversity* and *Wisdom at Work*.
- Thirty-seven percent of grant dollars went to the Targeted Portfolio in 2006.

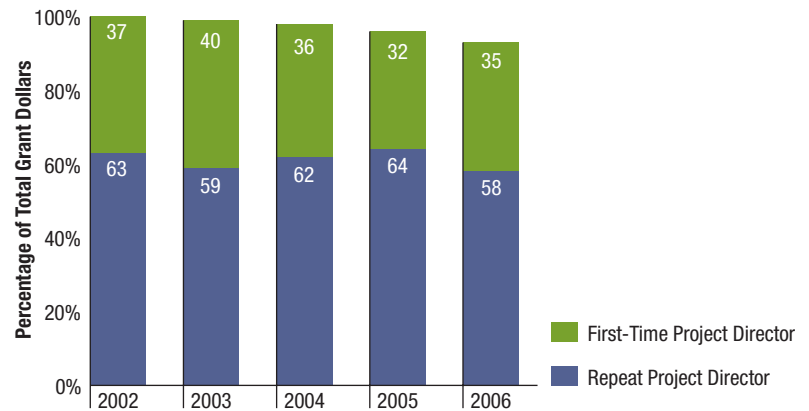
Note: Figures are presented as percentage of total dollars awarded in each year.



Repeat and New Grantees

- The percentage of *grant dollars* going to first-time project directors increased from 32 percent in 2005 to 35 percent in 2006.
- The number of *grants* going to first-time project directors increased to 55 percent, as opposed to 50 percent of grants in 2005 (data not shown).

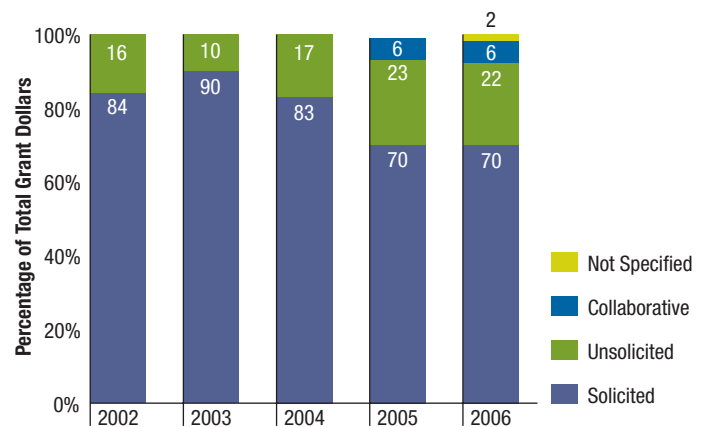
Note: Figures are presented as percentage of total dollars awarded in each year. Grant percentages may be over or not equal to 100 percent due to programs with multiple project directors.



Solicited and Unsolicited Grants

- The percentage of grant dollars going to solicited and unsolicited grants remained relatively constant between 2005 and 2006.

Note: Figures are presented as percentage of total dollars awarded in each year.



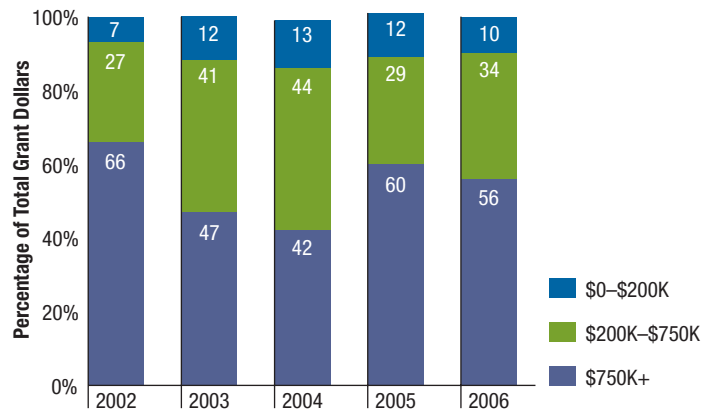
GRANTS MANAGEMENT PERFORMANCE

Awards Summary

Grant Size

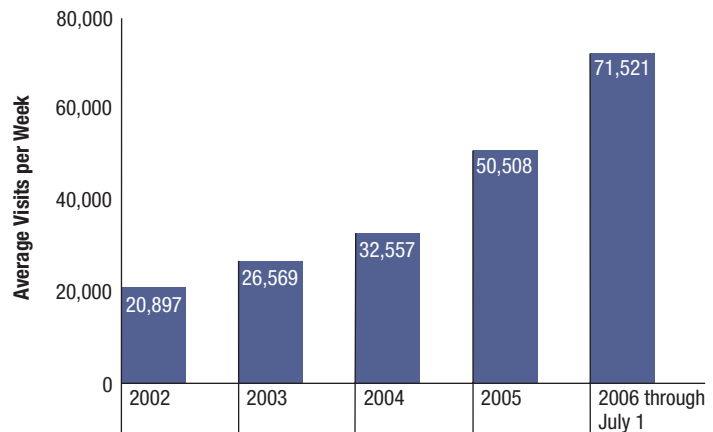
- Average grant size increased from \$383,641 in 2005 to \$434,533 in 2006, although the percentage of grants larger than \$750,000 dropped slightly from 60 percent to 56 percent of grant dollars.

Note: Figures are presented as percentage of total dollars awarded in each year.



www.rwjf.org Visits per Week

- Traffic to the Foundation’s public Web site grew by 55 percent in 2005 and by 42 percent in the first seven months of 2006. After July 1, 2006 a new Web analytics system was installed.
- Much of the traffic increase was potentially driven by growth in the Foundation’s e-mail services. By the end of May 2007, the number of people registered to receive Foundation e-mail alerts had topped 28,000.



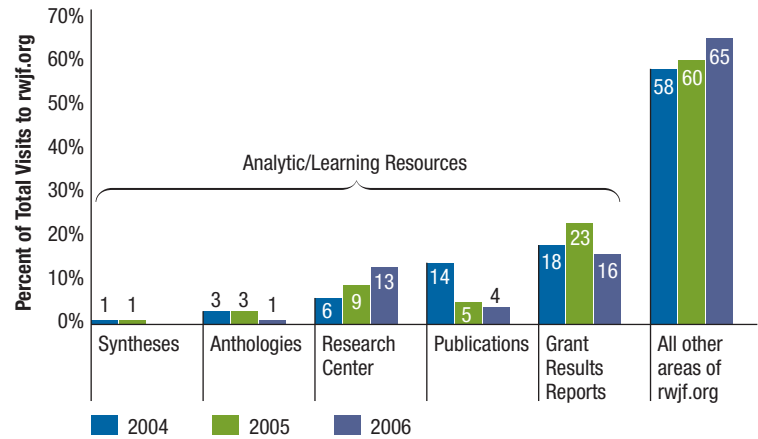
The Web site underwent a major reorganization in 2007 and the categories used in the chart below will change for next year’s report. A new analytic measurement system for the Web, instituted in July 2006, will provide a more comprehensive picture of rwjf.org’s readership and usage in the coming year.

GRANTS MANAGEMENT PERFORMANCE

Awards Summary

Information Resources

- Visits to analytic information and learning resources constituted 35 percent of all visits to rwjf.org in 2006, a drop from 40 percent in 2005.
- Visits to the Research Center increased from 9 percent of all visits in 2005 to 13 percent of all visits in 2006.



Peer-Reviewed Publications

- RWJF-sponsored research and research conducted by RWJF scholar programs is frequently featured in leading health and medical journals.
- RWJF publications in the *American Journal of Public Health* have increased steadily in number through the past five years.

Note: Figure represents numbers of articles funded through RWJF grants as a percentage of total research articles per year. Calculations typically exclude publications such as news updates, book reviews, letters to the editor, op-eds, and narrative pieces.

