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RESULTS

14 Practice, Practice, Practice: Preliminary Findings From an Evidence-Based Practice Funding Initiative at The Peter and Elizabeth C. Tower Foundation

Nicholas G. Randell, M.B.A., The Peter and Elizabeth C. Tower Foundation

This article documents the Tower Foundation's experience funding evidence-based practice (EBP) programs and its work to measure the success of these initiatives. After funding EBPs in five consecutive grant years, it was time to take stock and assess the drivers of program success and failure. Learning from these, the foundation may better understand the demands and expectations that they put on grantees. Looking forward, foundations can assist, as Tower did, with direct support of implementations. They can also do things to make communities more EBP ready and EBPs more generally viable and affordable.

doi: 10.4087/FOUNDATIONREVIEW-D-11-00025

30 Using Civic Engagement and Collaboration to Create Community Change: Lessons From Charlotte, N.C.

Joanne G. Carman, Ph.D., and Rebecca A. Hefner, M.P.A., University of North Carolina-Charlotte

The authors examine one community's effort to use a large-scale civic engagement process to improve the health, safety, and education of children. In doing so, they describe the challenges that foundations can face in trying to sustain a cross-sector collaborative process while working to produce highly visible outcomes in a relatively short period of time. The findings from this study illustrate important lessons for foundations that are funding and leading cross-sector collaborative efforts – lessons related to the importance of communication and transparency, the need for shared leadership, the limits to voluntary collaboration, and the need for a sustainable structure to maintain the commitment and effort over time.

doi: 10.4087/FOUNDATIONREVIEW-D-12-00002.1

44 Evaluation for Models and Adaptive Initiatives*Heather Britt, M.A., and Julia Coffman, M.S., Center for Evaluation Innovation*

The authors concentrate on how the nature of the intervention affects evaluation design. They outline a framework for selecting evaluation approaches for two types of grantmaking programs used to achieve far-reaching impact: models and adaptive initiatives. Evaluation that is attuned to the transformations in models and adaptive initiatives will continue to help fuel these two powerful engines of social change.

doi: [10.4087/FOUNDATIONREVIEW-D-12-00001.1](https://doi.org/10.4087/FOUNDATIONREVIEW-D-12-00001.1)

59 Building the Capacity of Networks to Achieve Systems Change*Douglas Easterling, Ph.D., Wake Forest School of Medicine*

This article describes the network-building strategy of the Mary Reynolds Babcock Foundation and the role that network officers play in carrying out this strategy. The author then assesses whether this strategy adds value for networks and discusses a range of complications that the strategy introduces, especially with regard to the grantmaker-grantee relations. Assuming that the foundation can meet these challenges, this approach may turn out to be the most effective way for a foundation to assist networks in achieving their full potential.

doi: [10.4087/FOUNDATIONREVIEW-D-11-00023.1](https://doi.org/10.4087/FOUNDATIONREVIEW-D-11-00023.1)

72 Corporate Giving Gets Smarter: ConAgra Foods Foundation Fights Childhood Hunger*Lisa Wyatt Knowlton, Ed.D., and Cynthia Phillips, Ph.D., Phillips Wyatt Knowlton, Inc.*

The authors capture the work from the ConAgra Foods Foundation and grantee perspective. They describe emerging dynamics in corporate social responsibility that influence corporate giving and articulate relevant lessons for organizational performance. Ultimately, consumer awareness and community action across the country are key to progress on the issue of childhood hunger in America. Along the way, savvy corporate funders and their colleagues will get farther faster on complex social issues with the use of potent tools and processes.

doi: [10.4087/FOUNDATIONREVIEW-D-11-00034.1](https://doi.org/10.4087/FOUNDATIONREVIEW-D-11-00034.1)

84 Bridging Silos, Improving Systems*Deidre Johnson, M.B.A., and Phillip Chung, M.S.W., The Colorado Trust; Jennifer Schroeder, Ph.D., JAS Associates Inc.; and Judith Meyers, Ph.D., Children's Fund of Connecticut*

Using case examples from The Colorado Trust and the Children's Fund of Connecticut, this article explores the challenges and lessons learned in systems-building, a dynamic process of improving how the "parts" of a system or set of systems operate and interact with one another to achieve long-term, sustained change. Both foundations invested in supporting communities to assess resources, identify gaps to be filled, and minimize the duplication of services.

doi: [10.4087/FOUNDATIONREVIEW-D-11-00020.1](https://doi.org/10.4087/FOUNDATIONREVIEW-D-11-00020.1)