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EXECUTIVE SUMMARIES



VOL. 2 ISSUE 2 *Diversity*

TOOLS

- 12** Social Movements and Philanthropy: How Foundations Can Support Movement Building
Barbara Masters, M.A., MastersPolicyConsulting; and Torie Osborn, M.B.A., The California Alliance

Foundations can fund movements, not create them. The authors identify five core elements to movement building: organizing an authentic base; leadership; vision and ideas; alliances; and advocacy infrastructure. Because a funder's role should focus on supporting movement building, it should, likewise, focus on outcomes and benchmarks related to progress associated with developing the five core components of movement building.

doi: 10.4087/FOUNDATIONREVIEW-D-10-00015

- 28** Designing an Evaluation of a New Initiative: A Practical Approach to Ensure Evaluation Use
Linda M. Bosma, Ph.D., Bosma Consulting, LLC; Chris Matter, B.A., ClearWay Minnesota; Jaime Martinez, M.Ed., ClearWay Minnesota; Nicole Toves, ClearWay Minnesota; and Joanne D'Silva, M.P.H., ClearWay Minnesota

In order to maximize evaluation use, the unique context of a program must be considered. This paper describes the design of an evaluation of a tobacco use reduction effort in an American Indian community. The foundation used a group with expertise in participatory evaluation and an understanding of American Indian culture to design the evaluation as a separate process from conducting the evaluation.

doi: 10.4087/FOUNDATIONREVIEW-D-10-00019

SECTOR

- 39** Paradigm Shift: A Foundation/Grantee Partnership Using Data to Drive Neighborhood Revitalization and Assess Impact

Lois W. Greco, B.A., Wachovia Regional Foundation; Margaret Grieve, B.A., Success Measures at NeighborWorks America; and Maggie McCullough, M.A., The Reinvestment Fund

A participatory evaluation approach was used to create a framework for planning and evaluation that is now being used in a variety of community improvement planning and implementation efforts. The community engagement process was facilitated by the use of data at the neighborhood level, presented in visually appealing and understandable

formats. This focus on data helped to focus and evaluate the redevelopment process.

[doi: 10.4087/FOUNDATIONREVIEW-D-09-00054](https://doi.org/10.4087/FOUNDATIONREVIEW-D-09-00054)

55 Sustainability Is Made, Not Born: Enhancing Program Sustainability Through Reflective Grantmaking

Ann L. McCracken, Ph.D., and E. Kelly Firesheets, Psy.D., The Health Foundation of Greater Cincinnati

The Health Foundation of Greater Cincinnati emphasizes sustainability from the beginning of a grant and provides capacity building support in key areas. They regularly survey past grantees to identify what has been sustained and what supported that sustainability. This strategy was developed as a result of a reflective grantmaking process in which foundation staff regularly considers how to best ensure sustainability.

[doi: 10.4087/FOUNDATIONREVIEW-D-10-00012](https://doi.org/10.4087/FOUNDATIONREVIEW-D-10-00012)

66 Who Becomes a Foundation CEO? An Analysis of Hiring Patterns, 2004-2008

Renée B. Branch, M.S., Council on Foundations; Michael P. Moody, Ph.D., Johnson Center for Philanthropy, Grand Valley State University; Sue Marx Smock, Ph.D., Sue Marx Smock Consulting; and Donna N. Bransford, B.A., DNB Strategic Consulting

This study provides baseline data about the professional and individual characteristics of 440 candidates selected to be the top executive in a grantmaking institution during a five-year study period (2004-2008), and about the hiring patterns of foundations. The hiring patterns of certain foundation types and sizes varied according to the race, ethnicity, and gender of the appointee. The majority of new foundation CEO's in this study came from outside philanthropy. [doi: 10.4087/FOUNDATIONREVIEW-D-10-00006](https://doi.org/10.4087/FOUNDATIONREVIEW-D-10-00006)

85 Moving Diversity Up the Agenda: Lessons and Next Steps From the Diversity in Philanthropy Project

Jessica Bearman, M.S.O.D., Bearman Consulting; Henry A. J. Ramos, M.P.A., J.D., Mauer Kunst Consulting; and Anna-Nanine S. Pond, M.P.A., Anna Pond Consulting

The Diversity in Philanthropy Project (DPP) was a three-year voluntary effort of leading foundation trustees, senior staff, and philanthropy support organization executives committed to increasing diversity and inclusive practice across organized philanthropy's boards, staff, grantmaking, contracting, and investing. The initiative broadened the knowledge base and tools for enhancing diversity and inclusiveness, but experienced challenges in getting enough stakeholders to actively engage and in measuring results.

[doi: 10.4087/FOUNDATIONREVIEW-D-10-00005](https://doi.org/10.4087/FOUNDATIONREVIEW-D-10-00005)

100 Building the Bridge for Diversity and Inclusion: Testing a Regional Strategy

Vicki Rosenberg, M.B.A., Council of Michigan Foundations; Lynn Perry Wooten, Ph.D., University of Michigan; Mary McDonald, Ph.D., University of San Diego; and Kimberly Burton, B.A., Council of Michigan Foundations

This article examines the Council of Michigan Foundations' (CMF) six-year, multifaceted initiative, Transforming Michigan Philanthropy through Diversity and Inclusion. In addition to seeking to engage member organizations, CMF is working to improve its own diversity and inclusiveness. The ability to adapt to feedback and learn by doing are critical components in this work.

[doi: 10.4087/FOUNDATIONREVIEW-D-10-00007](https://doi.org/10.4087/FOUNDATIONREVIEW-D-10-00007)