

# The Foundation Review

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## Executive Summaries

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## EXECUTIVE SUMMARIES



VOL. 5 ISSUE 2

## TOOLS

### 14 Measuring Dimensions of Network Functioning: The KnowHow2GO Network Survey

*Tania Jarosewich, Ph.D., Censeo Group; Nushina Mir, Ph.D., Bill and Melinda Gates Foundation; and Linda Simkin, M.Phil., Action Research Associates*

This article describes a network survey that was created for Lumina Foundation's KnowHow2GO initiative, which focused on strengthening college-access networks. The survey measures five dimensions of effective networks: network management; sustainable service systems; data-driven decision making; policy and advocacy; and knowledge development and dissemination. The authors suggest that with minor changes, the survey can be applied to other collective-action efforts.

doi: 10.4087/FOUNDATIONREVIEW-D-12-00033.1

## SECTOR

### 36 Benchmarking Evaluation in Foundations: Do We Know What We Are Doing?

*Julia Coffman, M.S., and Tanya Beer, M.A., Center for Evaluation Innovation; and Patricia Patrizi, M.S., and Elizabeth Heid Thompson, B.A., Patrizi Associates*

This article presents new findings about what foundations are doing on evaluation and discusses their implications. It is based on 2012 research that benchmarks the positioning, resourcing, and function of evaluation in foundations, and follows up on a 2009 study that used a similar design. Many evaluation-units now lead a range of evaluation practices that include performance management, knowledge management, organizational learning, and strategic learning. The main challenge is still how to increase evaluation use and the most common response is still to focus on the supply side.

doi: 10.4087/FOUNDATIONREVIEW-D-13-00009.1

**52** Moving From Partnership to Collective Accountability and Sustainable Change: Applying a Systems-Change Model to Foundations' Evolving Roles

*Karen W. Linkins, Ph.D., Desert Vista Consulting; Lynda E. Frost, J.D., Ph.D., Hogg Foundation for Mental Health; Becky Hayes Boober, Ph.D., Maine Health Access Foundation; and Jennifer J. Brya, M.A., M.P.P., Desert Vista Consulting*

The authors discuss three complex initiatives that made sustainable changes in integrated behavioral health and primary care. Using a conceptual framework based on the Building Blocks of Systems Change model, this article focuses on how to achieve collective accountability and sustainable systems change. It highlights common challenges and presents guidelines for funders.

doi: 10.4087/FOUNDATIONREVIEW-D-12-00024.1

**67** Getting to Collective Impact: How Funders Can Contribute Over the Life Course of the Work

*Douglas Easterling, Ph.D., Wake Forest School of Medicine*

Foundations have a long tradition of convening and funding collaborative groups with the hope that this will lead to large-scale impact. Although funder-driven collaboration sometimes leads to breakthrough solutions, foundations have also pushed the participating organizations into artificial, awkward, and unsustainable efforts. This article argues that funders should support naturally emerging networks and should tailor their support to match the network's stage of development. A 5-stage developmental model is introduced and illustrated through a case study of the Central Appalachian Network (CAN).

doi: 10.4087/FOUNDATIONREVIEW-D-12-00002.1

## REFLECTIVE PRACTICE

**84** Funding Leadership-Development Training for Cultural Activists: A Reflective Essay

*Susan J. Erenrich, Ph.D., Cultural Center for Social Change*

Throughout history, artists have led grassroots movements of protest, resistance, and liberation that have culminated in transformational change. Often, these artists have been overlooked or given too little attention by funders. This reflective essay highlights a number of models for leadership-development training for cultural activists. Opportunities for these cultural activists to engage in training can enhance individual campaigns for social justice; provide opportunities for them to network, strategize, and reflect in safe spaces away from the turmoil of day-to-day organizing; and allow them to examine theoretical frameworks related to grassroots crusades, ethical responsibilities, and their role in relation to the communities they serve.

doi: 10.4087/FOUNDATIONREVIEW-D-13-00001.1

96 Implementation Guide for Community Change: Tools from First 5 Marin

*Reviewed by Julia Coffman, M.S., Center for Evaluation Innovation*

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