

The Foundation Review

Volume 7
Issue 2 *Open Access*

6-30-2015

Front Matter

Follow this and additional works at: <https://scholarworks.gvsu.edu/tfr>



Part of the [Nonprofit Administration and Management Commons](#), and the [Public Affairs, Public Policy and Public Administration Commons](#)

Recommended Citation

(2015). Front Matter. *The Foundation Review*, 7(2). <https://doi.org/10.9707/1944-5660.1244>

Copyright © 2015 Dorothy A. Johnson Center for Philanthropy at Grand Valley State University. The Foundation Review is reproduced electronically by ScholarWorks@GVSU. <https://scholarworks.gvsu.edu/tfr>

THE

FoundationReview

VOL. 7 ISSUE 2

IN THIS ISSUE

TOOLS

- 6 Strategy Design Amid Complexity
- 22 Network Evaluation in Practice

SECTOR

- 38 Embracing the Publisher Within

REFLECTIVE PRACTICE

- 51 Philanthropy in Indian Country
- 65 Innovation for Impact



VOL. 7 ISSUE

2

THE FoundationReview

2015

The Peer-Reviewed Journal of Philanthropy

Published Quarterly by the Dorothy A. Johnson Center for Philanthropy at
Grand Valley State University

THE Foundation Review

VOL. 7 ISSUE 2

JUNE, 2015

Editor in Chief

Teresa R. Behrens

Associate Editor

Pat Nanzer

The Foundation Review is the first peer-reviewed journal of philanthropy, written by and for foundation staff and boards and those who work with them implementing programs. Each quarterly issue of *The Foundation Review* provides peer-reviewed reports about the field of philanthropy, including reports by foundations on their own work.

Our mission: To share evaluation results, tools, and knowledge about the philanthropic sector in order to improve the practice of grantmaking, yielding greater impact and innovation.

The Foundation Review is a proud product of the Johnson Center for Philanthropy at Grand Valley State University.

Editorial Advisory Board

Robert F. Ashcraft, Ph.D., Lodestar Center for Philanthropy and Nonprofit Innovation, Arizona State University

Carol Goss, M.S.W., Harvard University Advanced Leadership Initiative

Kathy Palumbo, Ph.D., Director of Programs, The Community Foundation for Greater Atlanta

Patricia Patrizi, Principal, Patrizi Associates

Michael Quinn Patton, Ph.D., Utilization-Focused Evaluation

Hallie Preskill, Ph.D., FSG Social Impact Consultants

Patrick Rooney, Ph.D., Lilly Family School of Philanthropy, Indiana University

Statement of the Editorial Advisory Board

We believe that the forthright sharing of information among foundations and nonprofits builds a knowledge base that strengthens their ability to effectively address critical social issues. We encourage foundation donors, boards, and staff to honor this transparency in their own practices and to support others who do so.

**Photo credits:**

All photos courtesy of Dan Robinson.



JOHNSON CENTER
AT GRAND VALLEY STATE UNIVERSITY



**GRAND VALLEY
STATE UNIVERSITY**
www.gvsu.edu

© Copyright 2015 by the Dorothy A. Johnson Center for Philanthropy at Grand Valley State University

DEAR READERS

In reading the articles in this issue, I was struck by the richness and complexity of the work done by foundations and their partners. Regardless of the size or type of foundation, working with grantees to improve conditions in communities requires foundation staff to have a variety of tools in their kits.

Work in communities requires the ability to learn and adapt to changing conditions and circumstances. **Snow, Lynn, and Beer** have developed frameworks to help foundations think about and design adaptive strategies and their evaluation. They take into account the need to balance adaptability with accountability and flexibility with consistency.



One approach that has gained a great deal of attention by foundations is supporting networks, rather than (or in addition to) individual organizations. **Taylor, Whatley, and Coffman** share new and practical knowledge about how to build and support effective networks. Their framework highlights the need to consider the role of the network in order to assess its success and identify the right network metric to use in evaluation.

While foundations have begun to actively engage in many forms of change work beyond grant-making (advocacy, convening, etc.), **Brook and Fitz** identify a new role: publisher. Either through funding of external research or authoring their own research and evaluation, many foundations are now great repositories of information. The authors describe advances in publishing practices, such as open licensing, digital object identifiers, open access repositories, and Schema.org, that together might help foundations and the social sector more broadly to create better access to this “grey” literature.

Not the least among the challenges in philanthropy is working in culturally appropriate ways. **Kintopf, Villaluz, Martínez, Schillo, and Rasmussen** share what they learned about working in American Indian communities. Issues of sovereignty, historical trauma, poverty, epidemic disease, isolation, and mistrust mean that what works in the general population may not in Indian Country. While this article focuses on tobacco use, the authors suggest that it could be useful to organizations attempting to reduce disparities for American Indians in health, substance abuse, economic equity, and more.

Finally, **Warner** highlights the unique position of community foundations to focus on community challenges and stimulate other nonprofit organizations and funders to develop local solutions. The Community Foundation for the Fox Valley Region used a combination of funding, partnership with grantees, creative use of evaluation, and design of advocacy tools to promote and strengthen youth arts programming. The author offers eight insights for others interested in using innovative methods to lead large initiatives designed for broad community impact.

We hope the practical knowledge embodied in these articles helps you to improve your own practices in navigating the complexities of your role!



Teresa R. Behrens, Ph.D.

EDITOR IN CHIEF

THE FoundationReview

TOOLS

- 6** Strategy Design Amid Complexity: Tools for Designing and Implementing Adaptive Funding Strategies
Erica Snow, M.S., M.P.A., Colorado Health Foundation; Jewlya Lynn, Ph.D., Spark Policy Institute; and Tanya Beer M.P.A., M.A., Center for Evaluation Innovation
- 22** Network Evaluation in Practice: Approaches and Applications
Madeleine Taylor, Ph.D., and Anne Whatley, M.S., Network Impact; Julia Coffman, M.S., Center for Evaluation Innovation

SECTOR

- 38** Grey Matter(s): Embracing the Publisher Within
Lisa Brooks, B.A. and Gabriela Fitz, M.A., Foundation Center

REFLECTIVE PRACTICE

- 51** Building an Organizational Culture That Supports Philanthropy in Indian Country: A Funder's Story
Adam Kintopf, B.A., Nicole Toves Villaluz, B.A., Jaime Martínez, M.Ed., Barbara Schillo, Ph.D., ClearWay Minnesota; Y. Elaine Rasmussen, M.S., Native Americans in Philanthropy
- 65** Catalytic Funding, Partnership, Evaluation, and Advocacy: Innovation Strategies for Community Impact
Lora Warner, Ph.D., University of Wisconsin-Green Bay

82 Executive Summaries

85 Call For Papers

contents



SUBSCRIPTIONS

Annual subscription costs:

Individuals: \$98, Institutions: \$325, Libraries: \$649. Please add \$50 for international subscriptions.

Bulk discounts, sponsored sales, and online-only discounts are available. Go to subscribe.foundationreview.org for information.

ADVERTISING

Call 616-331-7593 or email nanzerp@foundationreview.org for print, online, and sponsorship opportunities.

PERMISSIONS

Abstracting is permitted with credit to the source. Permission may be requested to photocopy or reproduce materials published in this journal by contacting the Copyright Clearance Center at <http://www.copyright.com>, or by sending an email to info@copyright.com. Please contact nanzerp@foundationreview.org with any questions.

***The Foundation Review* PARTNERS**

If you are a member of the following organizations, please use the discount code below when subscribing:

American Evaluation Association (AEA15) www.eval.org

Association of Black Foundation Executives (ABFE15)
www.abfe.org

The Communications Network (CN15) www.comnetwork.org

Emerging Practitioners in Philanthropy (EPIP15)
www.epip.org

Forum of Regional Associations of Grantmakers (FRA15)
www.givingforum.org

Funders' Network (FN15) www.fundersnetwork.org

Grantmakers for Education (GFE15) www.edfunders.org

Grantmakers for Effective Organizations (GEO15)
www.geofunders.org

Grant Managers Network (GMN15) www.gmnetwork.org

National Network of Consultants to Grantmakers (NNCG15)
www.nncg.org