

# The Foundation Review

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## Back Matter

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## RESULTS

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### Mission Shift: Using and Evaluating Strategic Communications to Implement Organizational Change

*Taryn Fort, B.A., and Kelci Price, Ph.D., Colorado Health Foundation*

Strategic communications can play a role in implementing organizational change by reinforcing understanding of the changes and encouraging acceptance of those that impact a target audience. The Colorado Health Foundation uses strategic communications as an integral tool in achieving its organizational mission to improve the health of all Coloradans. Evidence reveals that a well-designed communication strategy was critical to successfully announcing and implementing significant changes to how the foundation operates and invests. This article profiles the strategic communications approach, from its inception through the application of learnings gathered from a subsequent evaluation.

DOI: 10.9707/1944-5660.1324

## SECTOR

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### How Do You Measure Up? Finding Fit Between Foundations and Their Evaluation Functions

*Julia Coffman, M.S., and Tanya Beer, M.P.A., Center for Evaluation Innovation*

As the number of foundations has grown, the philosophies and ways of working across the sector have diversified. This variance means that there is no one right model for how a foundation's evaluation function should be designed. It is imperative for a foundation to think carefully about how the structure, position, focus, resources, and practices of its evaluation function can best fit its own needs and aspirations. This article focuses on questions foundations can ask to assess that fit, and the specific considerations that can inform these decisions.

DOI: 10.9707/1944-5660.1325



## REFLECTIVE PRACTICE

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### 44 Tackling Big Issues Together: The Story of One Funders Network Promoting the Mental Health of Young Children

*Whitney Gustin Connor, M.P.A., Rose Community Foundation; Colleen Church, M.P.A., Caring for Colorado; and Barbara Yondorf, M.P.P., Yondorf & Associates*

Funder collaboratives have been a part of the foundation landscape for years. Foundations have recognized the potential to have an impact on the social sector that goes well beyond the sum of each partner's contributions. Rose Community Foundation and the Caring for Colorado Foundation established the Early Childhood Mental Health Funders Network, an organization of more than 12 community, private, and family foundations, to develop shared strategies for promoting the behavioral health of young children and families. This article examines the evolution of the network from a learning collaborative to an incubator for jointly funded initiatives. Among its collaborative funding efforts is LAUNCH Together, a five-year, \$11.4 million initiative to support the behavioral health of young children and their families. DOI: 10.9707/1944-5660.1326

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### 58 Integrating Funders Into a Multisector Transit-Equity Collaborative: Lessons From the Field

*Davian Gagne, M.S.W., Mile High Connects*

With the implementation of its \$7.8 billion FasTracks light- and commuter-rail project, the Denver region has the potential to be a national model for equitable transit and community development. This article examines the efforts of Mile High Connects, a collaborative working to ensure that the transit project benefits low-income communities and communities of color by connecting them to affordable housing, healthy environments, quality education, and good-paying jobs. The collaborative, which includes local and national funders that have coalesced around the central issue of transit equity, has adopted a collective-impact model that has at its core two tools to measure and track its work and to show the social-impact outcomes achieved through its initiatives. DOI: 10.9707/1944-5660.1327

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### Disrupting a Foundation to Put Communities First in Colorado Philanthropy

*Nancy Csuti, Dr.P.H., and Gwyn Barley, Ph.D., The Colorado Trust*

For decades, funders have held the power of the purse and nonprofits have written proposals to secure funding to improve the community. This article explores how The Colorado Trust confronted the fact that the lives of many Coloradans remained fundamentally unchanged after years of nonprofit-led grantmaking and, in response, developed a community-led grantmaking process aimed at achieving a new vision of health equity. Resident groups were empowered to identify the needs in their own communities, and received funding to disperse as they saw fit to implement their plans to address those needs. These residents are also discussing what success will look like for them and how they will know when they achieve it, thus shifting power from the funder to the community in the evaluation process, too.

DOI: 10.9707/1944-5660.1328

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### Reconciling Community-Based Versus Evidence-Based Philanthropy: A Case Study of The Colorado Trust's Early Initiatives

*Douglas Easterling, Ph.D., Wake Forest School of Medicine, and Deborah Main, Ph.D., University of Colorado Denver*

One of the dominant tensions in philanthropy involves the question of whether foundations should focus their grantmaking on projects that come from the community versus projects that have a base of scientific evidence. How a foundation answers this question leads to different strategic orientations. This article describes how this tension was expressed and resolved during The Colorado Trust's early years of initiative-based grantmaking. The community-based philosophy is illustrated through the Colorado Healthy Communities Initiative, while Home Visitation 2000 serves as an exemplar of the evidence-based approach. The Colorado School Health Education Initiative purposefully integrated the two philosophies. The community-based and evidence-based philosophies each have inherent limitations which can be overcome by incorporating the opposing philosophy. This finding is consistent with Barry Johnson's (1992) Polarity Management model and potentially at odds with the principle of strategic alignment.

DOI: 10.9707/1944-5660.1329

# call for papers

## FOR VOLUME 9, ISSUE 3

*The Foundation Review* invites scholars, evaluators and community philanthropy leaders to submit ideas for articles that will advance the field of global community philanthropy for publication in the September 2017 issue of *The Foundation Review* (Volume 9, Issue 3). To be considered for publication, please submit an article abstract of no more than 250 words by November 30, 2016.

Community philanthropies have been among the fastest growing institutional forms of giving around the globe. Between 2000 and 2010, the most common type — community foundations — grew by 86% with an average of 70 institutions created every year and today there are over 1,800 place-based foundations around the world granting more than US\$5 billion annually. Similar growth has been seen in many other areas of global community philanthropy including the spread of giving circles, expansion of global crowdfunding platforms, and rising diaspora giving. While this growth has been dramatic, research and evaluation to inform and improve the field has not kept pace and *The Foundation Review* seeks new articles that will shed light on this growth and improve the practice of global community philanthropy.

### We seek articles for this issue that address issues such as:

- How have community foundations grown or evolved in a specific region or part of the world? What roles are they playing in the community? How are they cultivating local funding support? If/how are they helping to democratize philanthropy?
- How are giving circles launching and adapting around the world, across different cultural, economic and philanthropic environments? How do giving circles engage donors across diverse identities and backgrounds? What models (in-person, online, hybrid) are the most popular and why? What are the impact(s) of giving circles on donors and communities?
- How has online giving expanded the scale of global giving and expanded the options for community giving on a regional or global scale? How have crowdfunding platforms shifted or redefined the parameters for collective giving across borders or oceans? How has giving by diaspora communities evolved?
- What has been the impact of private foundation giving that has supported the spread of community philanthropy efforts around the globe? How are these efforts changing and evolving in the current political and philanthropic environment?

continued on next page

# call for papers (continued)

Submit abstracts to [submissions@foundationreview.org](mailto:submissions@foundationreview.org) by November 30, 2016. If a full paper is invited, it will be due March 31, 2017 for consideration for publication in September 2017.

## Abstracts are solicited in four categories:

- **Results.** Papers in this category generally report on findings from evaluations of foundation-funded work. Papers should include a description of the theory of change (logic model, program theory), a description of the grant-making strategy, the evaluation methodology, the results, and discussion. The discussion should focus on what has been learned both about the programmatic content and about grantmaking and other foundation roles (convening, etc.).
- **Tools.** Papers in this category should describe tools useful for foundation staff or boards. By “tool” we mean a systematic, replicable method intended for a specific purpose. For example, a protocol to assess community readiness for a giving circle would be considered a tool. The actual tool should be included in the article where practical. The paper should describe the rationale for the tool, how it was developed, and available evidence of its usefulness.
- **Sector.** Papers in this category address issues that confront the philanthropic sector as whole, such as diversity, accountability, etc. These are typically empirically based; literature reviews are also considered.
- **Reflective Practice.** The reflective practice articles rely on the knowledge and experience of the authors, rather than on formal evaluation methods or designs. In these cases, it is because of their perspective about broader issues, rather than specific initiatives, that the article is valuable.

**Book Reviews:** *The Foundation Review* publishes reviews of relevant books. Please contact the editor to discuss submitting a review. Reviewers must be free of conflicts of interest.

**Questions?** Contact Jason Franklin, guest editor of *The Foundation Review*, at [jason.franklin@gvsu.edu](mailto:jason.franklin@gvsu.edu), or Teri Behrens, editor in chief, at [behrenst@foundationreview.org](mailto:behrenst@foundationreview.org).

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*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. With a combination of rigorous research and accessible writing, it can help you and your team put new ideas and good practices to work for more effective philanthropy.

**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.

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