


3-30-2018

## Executive Summaries

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### Recommended Citation

(2018) "Executive Summaries," *The Foundation Review*: Vol. 10: Iss. 1, Article 2.

DOI: <https://doi.org/10.9707/1944-5660.1400>

Available at: <https://scholarworks.gvsu.edu/tfr/vol10/iss1/2>

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# executive summaries

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## Results

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### In a Good Way: Advancing Funder Collaborations to Promote Health in Indian Country

*Linda M. Bosma, Ph.D., Bosma Consulting; Jaime Martínez, M.Ed., and Nicole Toves Villaluz, B.A., ClearWay Minnesota; Christine A. Tholkes, M.P.A., LaRaye Anderson, B.S., and Sarah Brokenleg, M.S.W., Minnesota Department of Health; and Christine M. Matter, B.M., Center for Prevention, Blue Cross and Blue Shield of Minnesota*

Funders continue to be challenged by how to best promote work in American Indian communities that builds health equity, addresses community context, and reduces the disproportionate impact of commercial tobacco. In particular, public health programs that address substance abuse and tobacco control promote the use of evidence-based practices that tend to emphasize a one-size-fits-all approach and that are rarely researched among American Indian populations. This article examines how three organizations collaborated on work to control commercial tobacco use in Minnesota's Indian Country, and shares lessons learned on how they came to incorporate tribal culture, respect traditional tobacco practices, and acknowledge historical trauma to inform their grantmaking.

DOI: 10.9707/1944-5660.1403

## Tools

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### Aligning Evaluation and Strategy With the Mission of a Community-Focused Foundation

*Claudio Balestri, Ph.D., Fondazione Monte dei Paschi di Siena*

Foundations are commonly recognized as having a comparative advantage in supporting forward-looking projects and programs. When a mission is focused more on improving the quality of life in a specific community than on addressing a specific social problem, evaluation of outcomes becomes more challenging. While available methods can provide valuable support to measuring the impact of a foundation's specific program, they are unlikely to provide an overview of the outcomes of a multitude of projects financed over time. This article presents the case of an Italian foundation committed to developing a tailored approach to evaluating the durable benefits of its local philanthropic activity.

DOI: 10.9707/1944-5660.1404

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## PCI: A Reflective Evaluation Framework for Systems Change

*Beverly Parsons, Ph.D., InSites, and Huilan Krenn, Ph.D., W.K. Kellogg Foundation*

Systemic change involves deep shifts in social norms, beliefs, power, and privilege — and seldom, if ever, follows a straightforward, predictable path. Such change also requires incremental, long-term action and evaluation. To better support systemic change, how might a foundation reframe its approach to evaluation? This article explores the interconnected dimensions of the PCI Reflective Evaluation Framework, an approach now in prototype form which is grounded in practical thinking about working within complex social systems. This article focuses on its use in advancing racial equity, describing possible applications to integrate a racial equity lens in unpacking and addressing the complexity of systemic change. DOI: 10.9707/1944-5660.1405

## Sector

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## Crisis Philanthropy: Two Responses to the Pulse Tragedy in Orlando

*Cindy Rizzo, J.D., Arcus Foundation*

This article examines two philanthropic responses to the mass shooting at the Pulse nightclub in Orlando, Florida, on June 12, 2016, a tragedy that particularly impacted the region's growing Latinx LGBT community. The Central Florida Foundation's Better Together Fund and the Our Fund Foundation's Contigo Fund, while organized and operating in different ways, looked to best practices in crisis philanthropy and, in the wake of the massacre, provided the region with resources to address both short- and longer-term needs. Each learned from the other and in doing so, they made important contributions to their community and, in planning and implementation, to the field of crisis philanthropy. DOI: 10.9707/1944-5660.1406

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## Family Foundation Development in China: Two Case Studies

*Shuang Lu, Ph.D., The University of Hong Kong and Chien-Chung Huang, Ph.D., Rutgers University*

This article examines the development of two Chinese family foundations — the Lao Niu Foundation and the Lu Jiaxiang Foundation — using document analyses and semi-structured interviews with foundation leaders. While detailed data on program effectiveness and efficiency is lacking, it is evident that both foundations have generated positive impacts on social development despite an overall lack of support for the foundation sector from Chinese government policy. The case studies indicate that Chinese family foundations are exploring new paths in an increasingly mature philanthropic environment, and suggest several development approaches for family foundations in China and other emerging philanthropic sectors. DOI: 10.9707/1944-5660.1407

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## Foundation Transparency: Opacity – It’s Complicated

*Robert J. Reid, Ph.D., JF Maddox Foundation*

The perception that private foundations lack accountability has led to calls for greater transparency. This article seeks to examine transparent and opaque practice in private philanthropy, studying the literature as well as findings from interviews with foundation staff, trustees, and grantees that sought answers to two relevant questions: Does opacity exist in private philanthropy? Have foundations and grantees developed strategies for overcoming challenges related to opacity? U.S. tax law affords private philanthropy unique discretion regarding transparent practice. It might be productive for private foundations to explore how transparent and opaque practices impact their reputation and inhibit or support their activities.

DOI: 10.9707/1944-5660.1408

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## Becoming Strategic: Finding Leverage Over the Social and Economic Determinants of Health

*Douglas Easterling, Ph.D., and Laura McDuffee, M.P.A., Wake Forest School of Medicine*

This article presents examples of the strategic thinking engaged in by health conversion foundations when they determined how they would address various social determinants of health. Interviews with the leaders of 33 foundations across the U.S. found that these foundations are operating through a multitude of strategic pathways that generally fall into four categories: expanding and improving relevant services, creating more effective systems; changing policy; and encouraging more equitable power structures. The article also considers how a foundation can develop a strategic pathway to address the social determinants of health that fits with its mission, values, philosophy, resources, and sphere of influence.

DOI: 10.9707/1944-5660.1409

## Reflective Practice

### 113 Newfoundland and Labrador's Vital Signs: Portrait of a Foundation-University Partnership

*Ainsley Hawthorn, Ph.D., Community Foundation of Newfoundland and Labrador; and Sandra Brennan, M.A., and Rob Greenwood, Ph.D., Memorial University of Newfoundland*

Vital Signs, a national program of Community Foundations of Canada, produces annual reports of the same name that examine the quality of life in each of Canada's provinces using statistics on fundamental social issues. The *Vital Signs* report for Newfoundland and Labrador is produced in partnership between the Community Foundation of Newfoundland and Labrador and the Leslie Harris Centre of Regional Policy and Development, a university research unit with expertise in both promoting community-based research and making academic information accessible to the general public. This article examines the origins of this collaboration and the lessons that have been learned from it.

DOI: 10.9707/1944-5660.1410

## Book Review

### 130 Review of *Design Thinking for the Greater Good: Innovation in the Social Sector* by Jeanne Liedtka, Randy Salzman, & Daisy Azer

*Reviewed by Brenda Sipe, Kendall College of Art and Design of Ferris State University*

Liedtka, Salzman, and Azer, believe a revolutionary shift is underway today, a move from Innovation I, innovating by designers, to Innovation II, which uncovers multiple possible solutions and involves stakeholders in the process. The authors offer glimpses into design processes at eleven real-world organizations. This is an excellent resource on a practice which has gained popularity in the business press and academic literature. It serves as a practical guide for those who want to undertake organization change from Innovation I to Innovation II, in a social sector environment that focuses on meeting human needs.

DOI: 10.9707/1944-5660.1411