The Foundation Review

Volume 10 | Issue 2

6-2018

Front Matter

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

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

Recommended Citation

(2018). Front Matter. *The Foundation Review*, 10(2). <https://doi.org/10.9707/1944-5660.1421>

Copyright © 2018 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®

Celebrating 10 years!

In this issue:

Results	
Partner-Centered Evaluation Capacity Building.....	7
A Small Foundation's Impact Assessment.....	26
Tools	
Simple Financial Metrics.....	41
Sector	
The Role of Data in Philanthropy...	52
Philanthropy-Private Sector Partnership.....	67
Reflective Practice	
Developmental Evaluation of a Collective Impact Initiative	80
Resilient Funders.....	93
Executive Summaries.....	
Call for Papers	106
	109

The Peer-Reviewed Journal of Philanthropy

Master of Philanthropy and Nonprofit Leadership

Grand Valley State University's Master of Philanthropy and Nonprofit Leadership prepares students for careers or advancement in the nonprofit and philanthropic sector through **classroom study, applied research, professional development, and field experience.**

Students learn to lead and manage philanthropic and nonprofit organizations ethically and effectively, and go beyond traditional boundaries in the pursuit of prosperous, safe, and healthy communities.

Coursework includes:

- Financial management
- Fund development
- Grantmaking
- Marketing
- Nonprofit management
- Program evaluation
- Social entrepreneurship

Visit gvsu.edu/spnha or email Michelle Wooddell at wooddelm@gvsu.edu for more information!

GRAND VALLEY
STATE UNIVERSITY
SCHOOL OF PUBLIC, NONPROFIT, AND
HEALTH ADMINISTRATION

THE FoundationReview®

PUBLISHED QUARTERLY

VOL. 10 ISSUE 2 | JUNE 2018

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 Dorothy A. Johnson Center for Philanthropy at Grand Valley State University.

Front cover photo:
Fountain on the campus of Grand Valley State University.

Photographer:
Valerie Wojciechowski

Copyright © 2018 Dorothy A. Johnson Center for Philanthropy at Grand Valley State University. *The Foundation Review* is a registered trademark of Grand Valley State University.

Editor in Chief
Teresa R. Behrens

Associate Editor
Pat Robinson

Art Director
Karen Hoekstra

Editorial Advisory Board

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

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

Patricia Patrizi
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.

editorial

Dear readers,

As usual with our unthemed issues, this issue includes articles on a broad range of foundation practices, with several focusing on evaluation. We start the issue with **Frantzen, Solomon, and Hollod's** article on building grantees' evaluation capacity using a highly participatory process. While there has been a great deal of emphasis on nonprofit capacity building in recent years, the process used here is somewhat unusual in focus on individual grantee needs and the particular barriers to evaluation that each of them faced.

Two articles share a "less-is-more" approach to foundation work. **Pond, Shah, and Sak** provide a case study of how a small foundation, with limited resources for assessment and impact evaluation, approached the challenge of evaluating their overall impact. The foundation funds youth-led social change, using a cohort model. They found improvements in five of six key outcome areas in the two cohorts they examined. They used the results of their assessment to revise some of their reporting approaches as they expanded their grantmaking to a new city.

Teri Behrens

Polanco and Snow share the Financial Health Analysis Tool that can be used to foster conversation with potential and ongoing grantees about their financial position. The tool presents four years of key financial indicators in graphs and charts that create a kind of dashboard of a nonprofit's financial health over time. This small set of metrics highlights patterns and trends that can help grantmakers and nonprofits see how the financial management of an organization is advancing its mission and strategy.

While most of the emphasis on data in philanthropy has been in the context of evaluation, **Bixler, Zappone, Li, and Atshan** identify the many ways in which data are used by foundations, including needs identification, evaluation and learning, and measuring community impact. They have six recommendations for effective practices in integrating a data perspective into philanthropic work. These include: view evaluation as a tool for learning, create a safe space to share data, clarify what is "good data" and "good evaluation", fund evaluation efforts of partners, support evaluation capacity, and advocate for community data infrastructure.

While there has been a fairly extensive body of work on partnerships between foundations and government, less has been written about partnerships between foundations and private sector organizations. **Scott, Lamont, Wandersman, Snapper, Shah, and Eaker** draw upon an evaluation of the Robert Wood Johnson Foundation and Humana partnership to highlight key insights for forming and implementing a formal partnership between a philanthropy organization and an investor-owned business. They note that many of the basic principles of good partnerships are the same, with some nuances due to the differences in organizational priorities.

Landers, Minyard, and Price share reflections on the Colorado Health Foundation's efforts to create a collective impact initiative to help tackle the state's complex, systems-level health issues. They describe the role of developmental evaluation and a realist framework in aiding both the initiative's steering committee and the Colorado Health Foundation's decision making. Ultimately, the collective impact frame as implemented did not prove to be appropriate and sustainable in this context.

There has been a global shift in political leadership over the past decade that has resulted in increasing pressure on civil society. **Allan and DuPree** reflect on how funders can adapt to changing political environment. They identify three characteristics that are especially critical: flexibility; diversity and redundancy; and resourcefulness and ability to learn. Drawing on lessons from the experience of those working in countries of concern, this article proposes a conceptual framework for weathering threats from changing conditions, with the aim of providing a simple yet powerful way of assessing and improving current practices.

From analyzing the financial data of individual organizations to positioning philanthropy in the context of global political challenges, this issue represents the breadth and depth of the field. The range of knowledge, skills and perspectives needed to be effective in the field continues to change and expand.

We're pleased to be on this journey with you.

Teresa R. Behrens, Ph.D.

Editor in Chief, *The Foundation Review*

Director, Institute for Foundation and Donor Learning,

Dorothy A. Johnson Center for Philanthropy at Grand Valley State University

The Institute for Foundation and Donor Learning

Philanthropy is evolving quickly, presenting new opportunities and challenges for effective grantmaking. The Institute for Foundation and Donor Learning at the Dorothy A. Johnson Center for Philanthropy helps grantmakers adopt best practices and interact with other practitioners to strengthen their daily work.

Our programs are designed to meet the learning needs of grantmakers and donors: **The Foundation Review**, **The Grantmaking School**, **LearnPhilanthropy.org**, **OurStateofGenerosity.org**, the **Frey Foundation Chair for Family Philanthropy**, and the **W.K. Kellogg Community Philanthropy Chair**.

Sponsorship and Sponsor Subscriptions

If you or your organization are interested in sponsoring an issue on a particular topic or in supporting the work of *The Foundation Review*, please contact Teri Behrens at behrenst@foundationreview.org.

Permissions

Abstracting is permitted with credit to the source. Sponsored articles and articles that have been in publication for two years or more are unlocked and published open access as a free download. Open access articles are licensed under a Creative Commons Attribution Noncommercial No Derivative Works License. Permission may be requested to photocopy or reproduce materials published in articles that are locked for subscribers by contacting the Copyright Clearance Center at www.copyright.com, or by sending an email to info@copyright.com.

Contact Pat Robinson at pat.robinson@gvsu.edu for more information.

Partner Discounts

Discounted subscriptions are offered to members of partner organizations. If you are a member of the following organizations, please use the discount code below when subscribing at <http://johnsoncenter.org/subscribe>.

Contact Pat Robinson at pat.robinson@gvsu.edu for more information.

- ABFE (ABFE18) www.abfe.org
- American Evaluation Association (AEA18) www.eval.org
- The Communications Network (CN18) www.comnetwork.org
- Council of Michigan Foundations (CMF18) www.michiganfoundations.org
- Council on Foundations (COF18) www.cof.org
- Emerging Practitioners in Philanthropy (EPIP18) www.epip.org
- Funders' Network (FN18) www.fundersnetwork.org
- Grantmakers for Education (GFE18) www.edfunders.org
- Grantmakers for Effective Organizations (GEO18) www.geofunders.org
- Grant Managers Network (GMN18) www.gmnetwork.org
- LearnPhilanthropy (LP18) www.learnphilanthropy.org
- National Network of Consultants to Grantmakers (NNCG18) www.nnccg.org
- United Philanthropy Forum (FORUM18) www.unitedphilforum.org

This publication is printed with soy ink. Printed in USA

Results

7

Partner-Centered Evaluation Capacity Building: Findings from a Corporate Social-Impact Initiative

Lisa Frantzen, M.B.A., TCC Group; Julie Solomon, Ph.D., J. Solomon Consulting, LLC; and Laura Hollod, M.P.H., Johnson & Johnson Global Community Impact

26

Cricket Island Foundation: A Case Study of a Small Foundation's Impact Assessment

Anna Pond, M.P.A., Anna Pond Consulting; Seema Shah, Ph.D., COMMIVEDA Consulting; and Elizabeth Sak, M.B.A., Cricket Island Foundation

Tools

41

Less Is More: How Grantmakers Are Using Simple Financial Metrics

Hilda H. Polanco, C.P.A., FMA and Luther K. Snow, M.B.A., Independent Consultant

Sector

52

Unpacking the Role of Data in Philanthropy: Prospects for an Integrated Framework

R. Patrick Bixler, Ph.D., University of Texas at Austin; Marisa Zappone, LMSW, Mission Capital; Lin Rui Li, University of Texas at Austin; and Samer Atshan, University of Texas at Austin

67

Learning from the Opportunities and Challenges of a Philanthropy-Private Sector Partnership

Victoria C. Scott, Ph.D., M.B.A., University of North Carolina at Charlotte; Andrea Lamont, Ph.D., MAS, and Abraham Wandersman, Ph.D., University of South Carolina; Leslie Snapper, B.S., University of North Carolina at Charlotte; Mona Shah, Ph.D., M.P.H., Robert Wood Johnson Foundation; and Erik Eaker, M.H.A., Humana, Inc.

Reflective Practice

80

Developmental Evaluation of a Collective Impact Initiative: Insights for Foundations

Glenn Landers, Sc.D., Georgia State University; Kelci Price, Ph.D., Colorado Health Foundation; and Karen Minyard, Ph.D., Georgia State University

93

Resilient Funders: How Funders Are Adapting to the Closing Space for Civil Society

Chris Allan, M.A., Ajabu Advisors, and Scott DuPree, Ph.D., Civil Society Initiatives

Plus

106

Executive Summaries

109

Call for Papers

Subscribe today!

ONLINE

1 YEAR, 4 ISSUES

Individual \$85

Institutional..... \$350

Student \$40

PRINT & ONLINE

1 YEAR, 4 ISSUES

Individual \$105

Institutional..... \$395

HOW TO ORDER

➤ Go Online:

www.TheFoundationReview.org

➤ Send an Email:

tfr@subscriptionoffice.com

➤ Call Us:

(205) 995-1567

§30 service fee added to international print orders.

FREE TRIAL SUBSCRIPTION

Start your 90-day free online trial at **www.TheFoundationReview.org**. You'll also receive a complimentary print copy of the latest issue in the mail.

MULTI-SITE PRICING FOR INSTITUTIONS

Full price for one site, plus a **50% discount** for each additional site

PLUS...

Your subscription includes access to **FREE** quarterly webinars!

Sponsor Subscriptions

If you or your organization are interested in supporting the work of *The Foundation Review*, please contact Teri Behrens at behrenst@foundationreview.org.

Become a Partner

Discounted subscriptions are offered to members of partner organizations. Contact Pat Robinson at pat.robinson@gvsu.edu for more information.

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.

The Foundation Review is published quarterly by the Dorothy A. Johnson Center for Philanthropy at Grand Valley State University in Grand Rapids, Michigan.

Learn more at **www.TheFoundationReview.org**.