

Community Foundations Initiative II Evaluation Design

Prepared for:

The James Irvine Foundation

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Content

I. CFI II Evaluation Design

II. CFI II Evaluation Tools and Processes

The Irvine Foundation Focuses on Using Evaluation to Refine Program Strategy, Strengthen Grantee Capacity, and Share Knowledge

1. Refine Program Strategy

- Evaluation should inform program decisions and be incorporated into programs for internal decision-making and planning processes
- Evaluation should measure progress toward program outcomes, as well as create better understanding about the organizational and program processes necessary to achieve those outcomes

2. Strengthen Grantee's Capacity for Success

- Evaluation should be participatory and collaborative whenever appropriate, involving grantees and other stakeholders in planning and implementation
- Evaluation should be pragmatic, flexible, and dynamic, reflecting the different needs and priorities of a wide range of programs and audiences

3. Generate New Knowledge and Learning for the Field

- Evaluation should include dissemination of both achievements and shortcomings, with the goal of improving the understanding of practitioners

The Externally Validated Learning Questions Focus the Evaluation on Potential Insights for Irvine and the Field

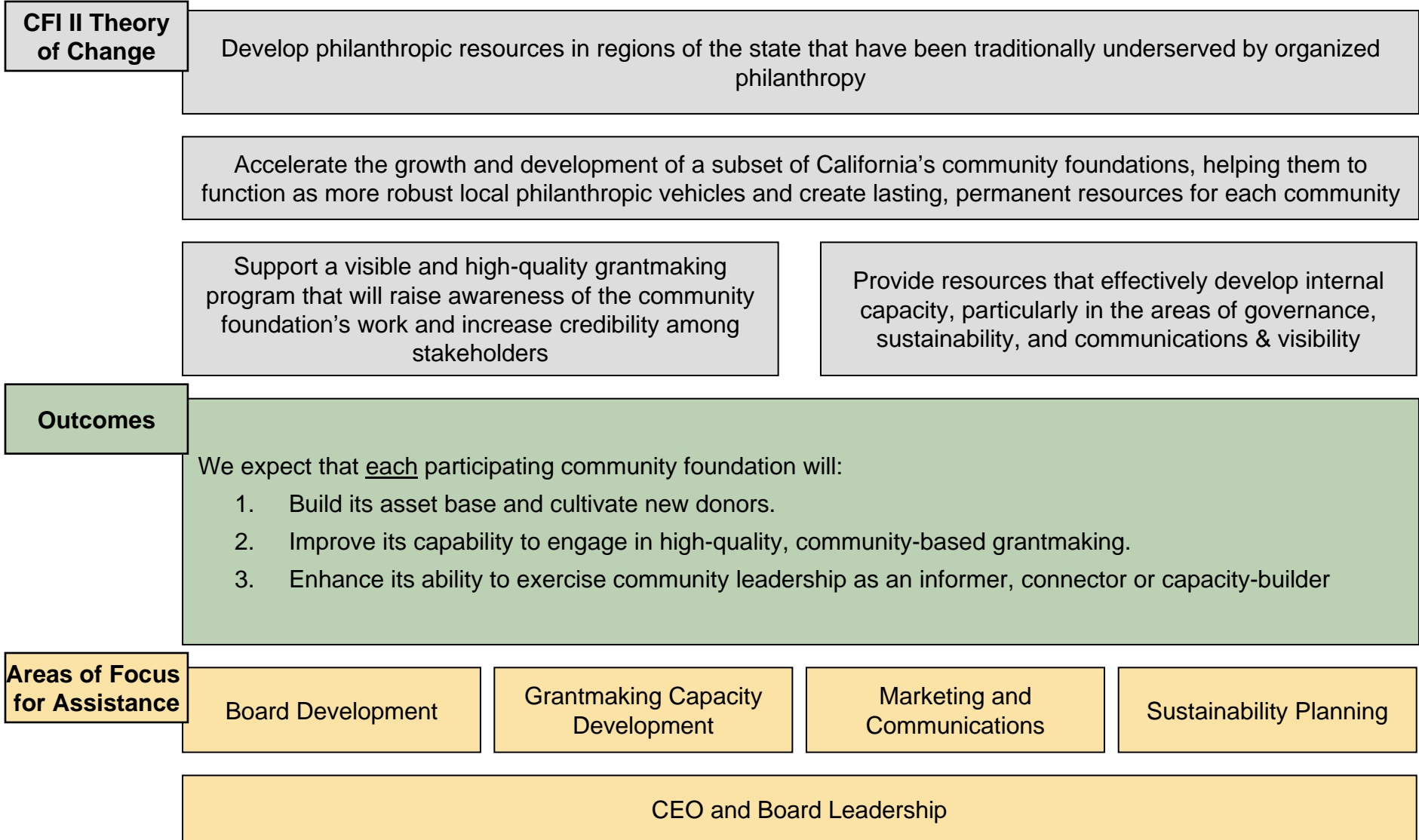
Questions About Progress with Initiative Implementation

- What types of changes take place within each of the participating community foundations and in CFI II overall? What types of success are achieved?
- Does the mix of resources and types of assistance provided help the community foundations achieve the objectives of the initiative and what the community foundations define as success? What are the barriers?

Questions Relevant for the Field

- What are the different paths of development, drivers of growth, and organizational design choices that lead to success for today's emerging community foundations?
- How do emerging community foundations balance the development of core capabilities, recognizing that each cannot fully mature at the same time:
 - Cultivation and engagement of current donors
 - Development of new funds
 - Grantmaking and community leadershipHow does where each foundation places emphasis shape the kind of organization it becomes?
- How are Board roles different for emerging community foundations, particularly in defining priorities and opportunities for the foundation?

The Evaluation Tracks Indicators Designed to Measure Progress Along Several Definitions of Success



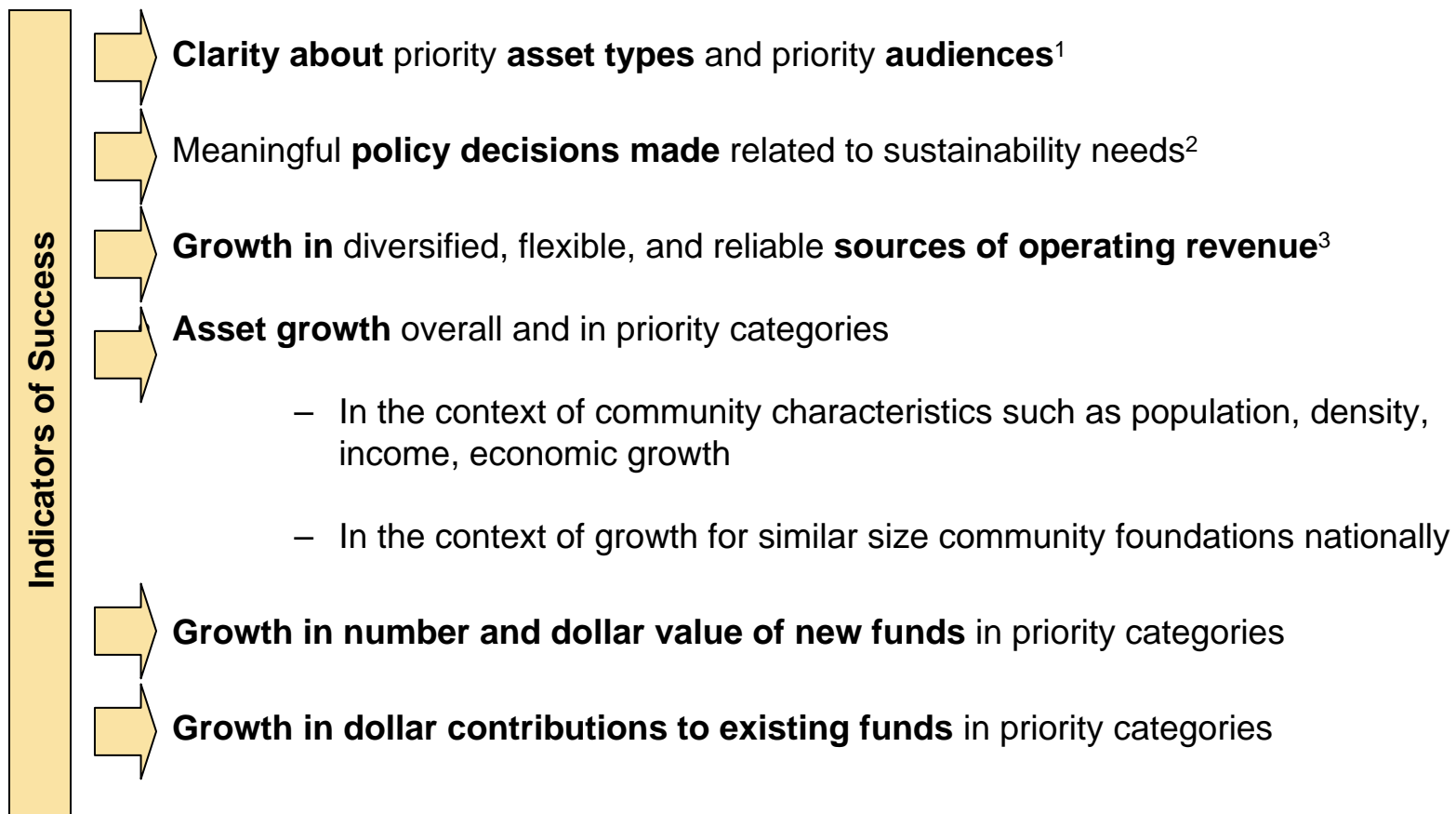
The Evaluation Design Has Been Revised Over Time – New Priorities Place the Greatest Emphasis on Generating Insights for the Field

Shifts in Emphasis of Evaluation Design

- At the initiative’s midpoint, the evaluation indicated that technical assistance resources had been largely effective in helping participating community foundations make significant progress toward intended outcomes. As a result, the evaluation design shifted its emphasis from “Strengthening Grantees’ Capacity for Success” to “Generating New Knowledge and Learning for the Field.”
- The midcourse adjustment to the evaluation design was to:
 - Create a new rubric to more concretely define and quantify progress toward each outcome, specifying competencies that form important building blocks toward success
 - Include field comparisons and context data for quantitative indicators where possible
 - Articulate the strategic choices made by each community foundation, through a survey, in order to correlate these choices with different paths of development, drivers of growth, and organizational designs
 - Develop a leadership assessment to advance skills and abilities of the chief executive, based on mid-term findings on the importance of individual leadership
 - Streamline the evaluation reporting process to share findings with each community foundation’s CEO and board chair, rather than the full board; and to provide modular reports that would facilitate more frequent discussion of emerging themes and results

Outcomes Are Assessed by Collecting Data Related to a Set of Indicators that Document Each CF's Development

Outcome 1: Build asset base and cultivate new donors

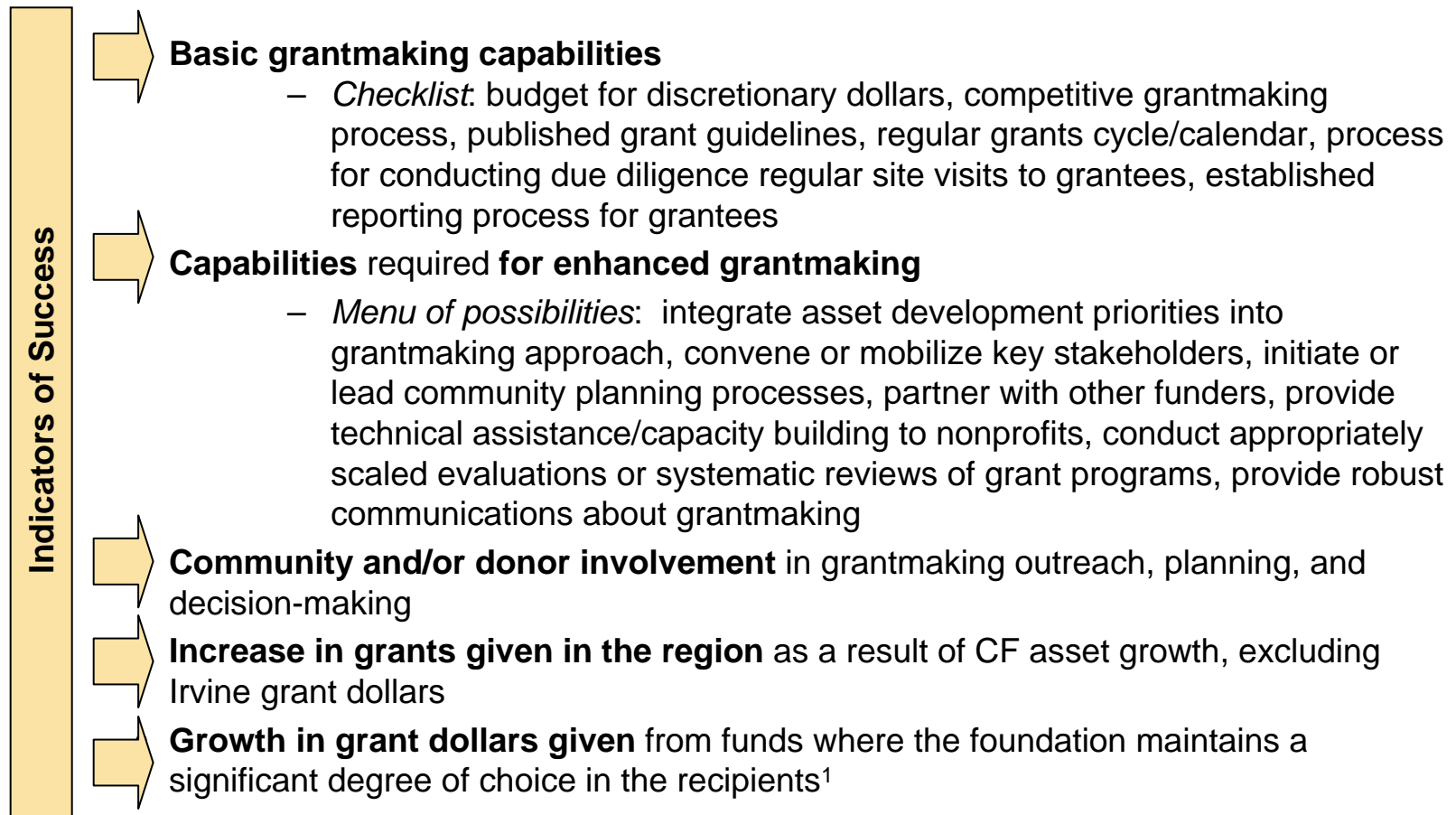


1 Example priority asset types include endowed Field of Interest and Unrestricted funds; example priority audiences include professional advisors and high net-worth individuals

2 Policy decisions could include identifying development priorities, staffing, fee and fund acceptance policy changes

3 For example creation of an operating reserve, administrative endowment, operating gifts and grants, fee-for-service or regrating income

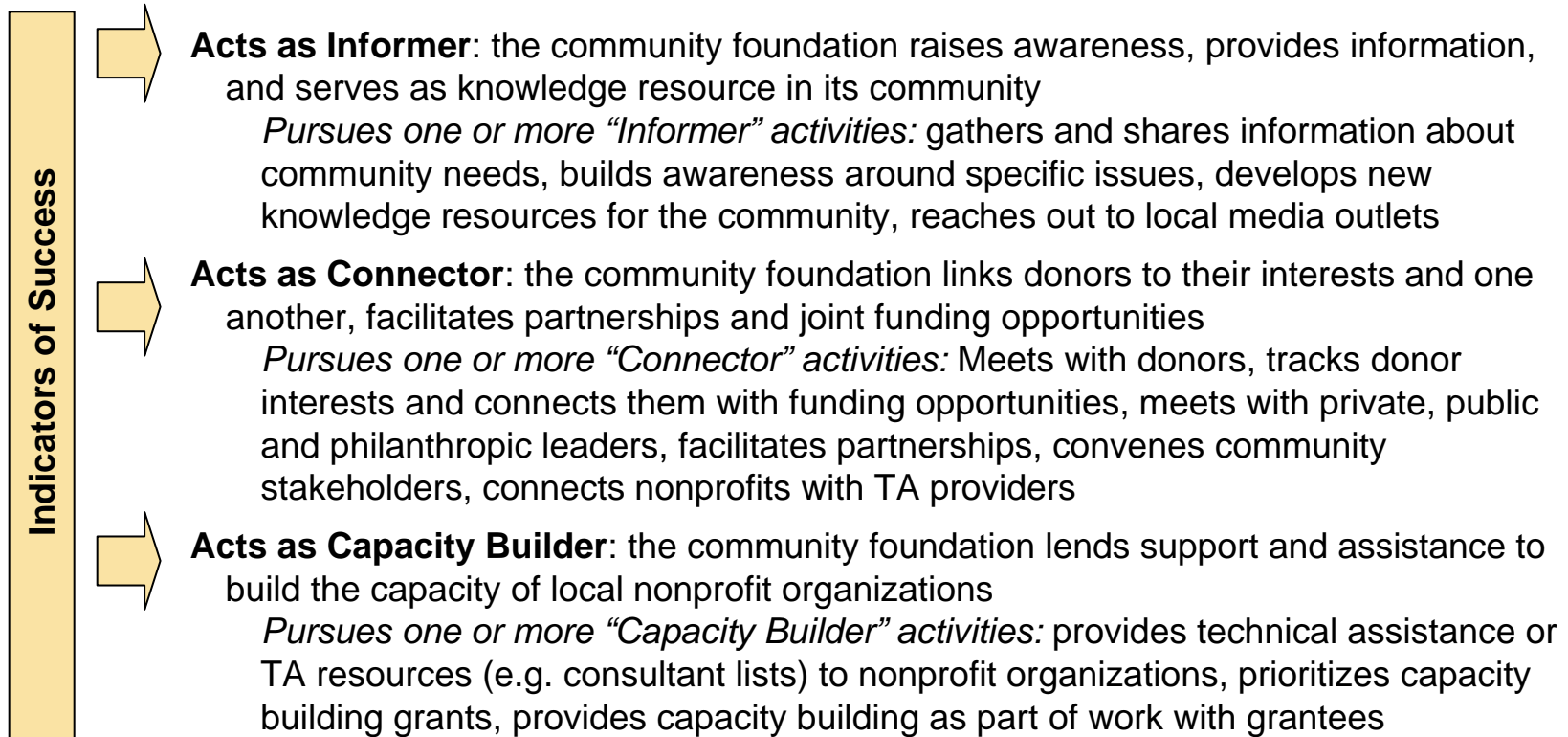
Outcome 2: Improve capability to engage in high-quality community based grantmaking



1 For example Field of Interest Funds (FOI), Unrestricted Funds

Outcome 3: Enhance ability to exercise community leadership as an informer, connector or capacity-builder

Definition: Community foundations are able to increase philanthropic dollars, build nonprofit capacity and harness talent/expertise/political will to respond to community needs. They do so by embodying one or more community leadership roles: informer, connector, and capacity builder. Their ability to play role(s) deepens over time as demonstrated by the scope of activities pursued.



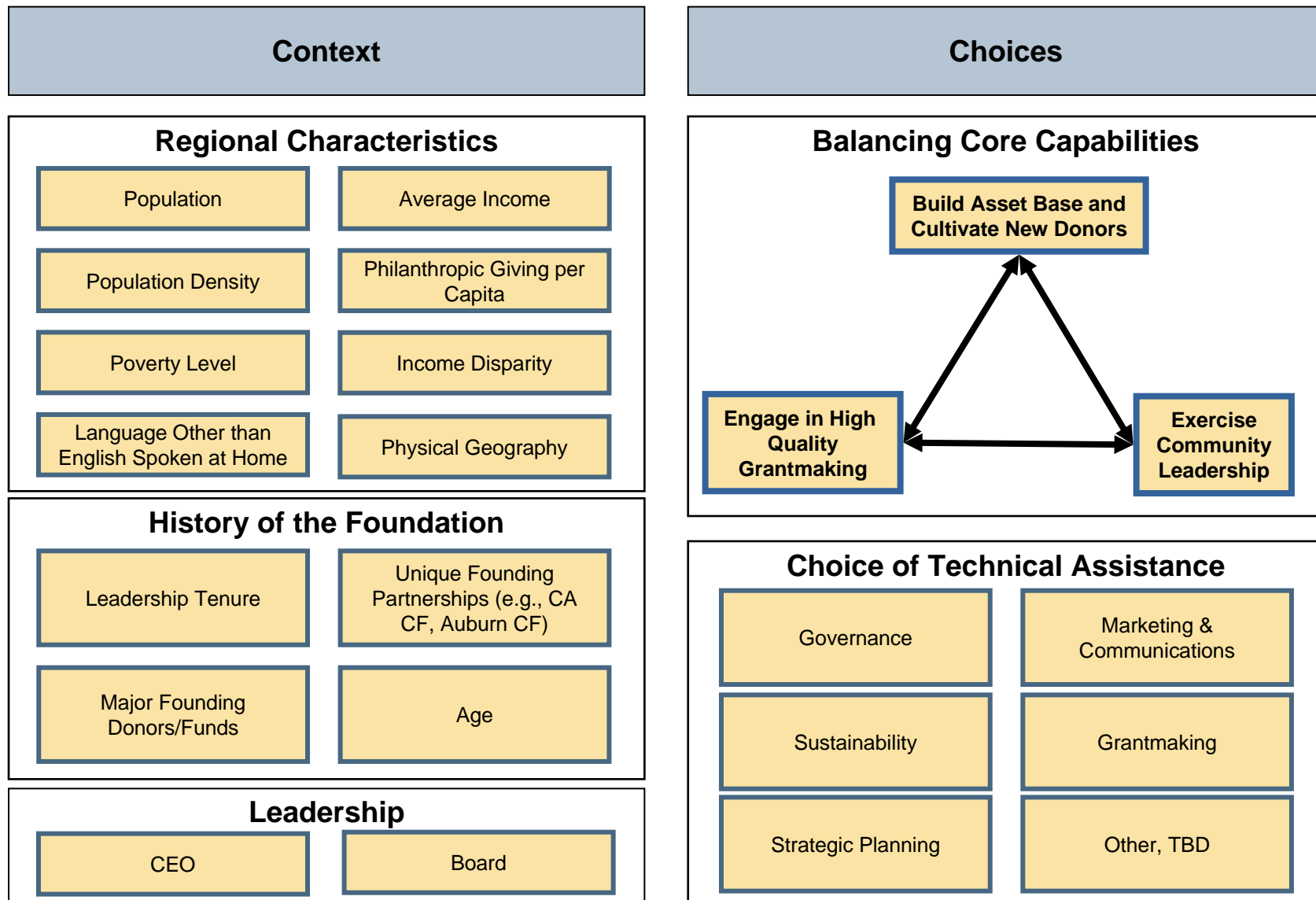
Each Community Foundation Is Expected to Make Substantial Progress Though Not in Every Area

Expectations for Progress of Community Foundations

- Expectations in a few areas are consistent for all participating community foundations
 - Each community foundation's growth in grants exceeds field-wide trends (as compared to US community foundations of similar asset size)
 - Each CF is able to replace 100% of Irvine's annual operating grant¹ with other growing revenue sources
- The expectations for progress in most areas reflect a recognition that each community foundation follows a distinct path and has a unique strategy
 - Each community foundation should make meaningful progress in each goal area
 - The scale from “little or no progress” to “successful results” is broad with high standards for success, and no foundation is expected to achieve “successful results” in every goal area
 - In several areas (e.g., enhanced grantmaking), the hope is for each community foundation to explore a subset of possibilities that make sense for its scale, community context, and vision

¹ Not including re-granting dollars
IRV CFI II Evaluation Design-07.09

FSG Will Also Include an Assessment of the Unique Context and Choices Made by Each Foundation



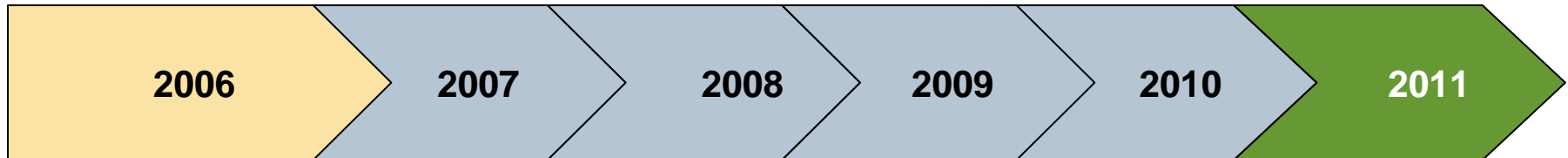
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Evaluation Will Be a Part of the Initiative Through 2011

Evaluation Timeline and Milestones



<p>Evaluation Design:</p> <ul style="list-style-type: none"> • Determine overall approach • Choose meaningful indicators of success • Develop data collection methods and timing 	<p>Evaluation Implementation:</p> <ul style="list-style-type: none"> • Collect information and learnings relevant to evaluation effort <ul style="list-style-type: none"> • Annual tracking of financial information and changing community context within Irvine’s reporting process • Cumulative tracking of TA resource usage • Survey instruments and interviews with TA team, CEO/EDs and Board Chairs focused on informing qualitative assessment on success indicators and balance of choices • Share data and observations/judgments with Irvine in a timely way oriented around distinct deliverables • Participate as a facilitator at convening learning sessions connected with the evaluation • Involve the Evaluation Advisory Team in the design of the assessment instruments and evaluation 	<p>Final Synthesis:</p> <ul style="list-style-type: none"> • Collect 2011 financial information and share with Irvine • Synthesize 2007-2011 information and write modular deliverables addressing Questions for the Evaluation (see p4) • Share deliverables with Irvine, the cohort and priority external audiences
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Deliverables Are Intended to Support Answers to Questions for the Overall Evaluation

Evaluation Question	Deliverable and Timing	Content Description	Data Sources
<p>What types of changes take place within each of the nine participating CFs and in CFI II overall? What types of success are achieved?</p> <p>What are the different paths of development, drivers of growth, and organizational design choices that lead to success for today's emerging community foundations?</p>	<p>Annual Report with modular components:</p> <ul style="list-style-type: none"> • Quantitative Report • Community Context Data • Memo of Qualitative Observations • Capacity Rubric Assessment <p>(Spring-Summer: 2008, 2009, 2010, 2011)</p>	<p>“Modular” report of CFs’ progress toward intended outcomes, with various components delivered to Irvine throughout the spring and summer, and including:</p> <ul style="list-style-type: none"> • Quantitative analysis of financial data (assets, revenues, costs, grants), with benchmark comparisons to similar size community foundations where possible • Community context data with demographic descriptions of each county and resulting expectations vs. performance, data on philanthropy and evolving CFI II CF contribution, and basic data on needs in each county (e.g., poverty) • Qualitative observations of cohort members’ capacity, progress and lessons learned • Assessment of each CF’s capacity, on a 1-4 scale for each qualitative indicator 	<ul style="list-style-type: none"> • Annual data and grantee reports submitted by CFs to Irvine and FSG • Columbus database; Center for Financial Insights database • Census and county data; Irvine report on local philanthropy • Annual CEO/board chair interviews • Bimonthly conference calls with technical assistance team • Annual interviews with each technical assistance team • FSG scoring of each CF on a capacity rubric

Evaluation Deliverables

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<p>What types of changes take place within each of the nine participating CFs and in CFI II overall? What types of success are achieved?</p> <p>What are the different paths of development, drivers of growth, and organizational design choices that lead to success for today's emerging community foundations?</p>	<p>Dashboards for Community Foundations (Summer-Fall: 2008, 2009, 2010, 2011)</p>	<p>The annual report is distilled into dashboards for each CF, focusing on:</p> <ul style="list-style-type: none"> • Financial/grantmaking trends for each organization • Comparative information vs. other foundations in the cohort • Community context data <p>CFs receive the report, together with a facilitated conference call between FSG, the CEO and board chair, to help interpret the dashboard.</p>	<ul style="list-style-type: none"> • Annual data and grantee reports submitted by CFs to Irvine and FSG • Columbus database; Center for Financial Insights database • Census and county data; Irvine report on local philanthropy

Evaluation Deliverables

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<p>Does the mix of resources and types of assistance provided help the community foundations achieve the objectives of the initiative and what the community foundations define as success? What are the barriers?</p>	<p>Synthesis and Assessment of Technical Assistance</p> <p>(One-time: 2011)</p>	<ul style="list-style-type: none"> • Descriptive overview of TA provided to each CF including timing, intensity and topics of each effort • Quantitative analysis of budget allocated and used by each CF annually • Observations and perspectives from FSG on where the community foundations see the most value in the TA assistance in achieving the intended outcomes 	<ul style="list-style-type: none"> • Grantee reports from TA providers submitted to Irvine • Annual interviews with each TA team • Annual CEO/board chair interviews • Self-assessment by TA team of successes, challenges and value relative to intensity • CEO assessment of value relative to intensity of effort for each TA element

Evaluation Deliverables

Evaluation Question	Deliverable	Content Description	Data Sources
<p>How are Board roles different for emerging community foundations, particularly in defining priorities and opportunities for the foundation?</p>	<p>Summary of Observations on Board Roles at Emerging Community Foundations</p> <p>(One time: 2011)</p>	<ul style="list-style-type: none"> • Descriptive overview illustrated by examples and stories from the community foundations and TA assistance providers of the changing role of Board members in supporting the growth and development of the community foundation 	<ul style="list-style-type: none"> • Synthesis of observations from reports by TA providers engaged in Board Development activities • Meta analysis of CEO and Board interviews over the span of the initiative • FSG facilitated reflections by community foundations and TA providers at the conclusion of the initiative