

EFFECTIVENESS TEAM



The Foundation strives to be effective across all programs and operations, and to generate knowledge that can benefit other grantmakers and nonprofit organizations.

Serving the Foundation, strengthening the sector

Established in 2013 to support the Foundation and its goals during the spend-down years, the Effectiveness team works closely with the Foundation's program, grants management, and operations staff, and fulfills a range of internal and external responsibilities.

INTERNAL PRIORITIES

Consulting

Advising and augmenting program teams to support effective grantmaking, with a focus on learning through evaluation and on enhancing grantee capacity and resiliency.

As the Foundation ramped up its annual dollar investments and adopted a focus on systems change following its decision to spend down in 2009, it built internal capability to support program teams.

Communications

Managing external communications on behalf of the Foundation, and supporting the needs of individual programs and initiatives.

Encouraged by a group of advisors including funders, grantees, and consultants to nonprofits, the Foundation elevated its communications beginning in 2014, and actively shares knowledge and insights generated through its grantmaking approaches.

Special grantmaking

Making and monitoring capital and other founder-directed grants, and monitoring final grants in areas of work the Foundation has exited.

The Effectiveness team has managed more than 100 concluding grants, as well as dozens of special grants made each year outside of the Foundation's Education and Environment program areas.

EXTERNAL PRIORITIES

Advancing practice

Generating knowledge about effective philanthropy through original and funded research, and investing in organizations that support the field. Publications to date address:

- [Resiliency](#) as an essential characteristic of nonprofit organizations that are built for ongoing success
- [Evaluation](#) practices and resources for the social sector
- [Working with consultants](#) to advance the goals of nonprofits and foundations
- [Capital grantmaking](#) including ways to avoid common pitfalls encountered by funders and their nonprofit partners who are building or renovating facilities

Sharing our story

Documenting, disseminating, and archiving the Foundation's spend-down experience, so that others can learn from it. The Effectiveness team publishes:

- [Knowledge about exits](#) and ways to successfully conclude initiatives and grantee relationships
- [A spend-down timeline](#) documenting the Foundation's journey across its final twelve years

Future publications will include a spend-down handbook for limited-life grantmakers, as well as a narrative of the Foundation's spend-down journey.