

## 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.