

# Performance Metrics and Evaluation in Large Foundations

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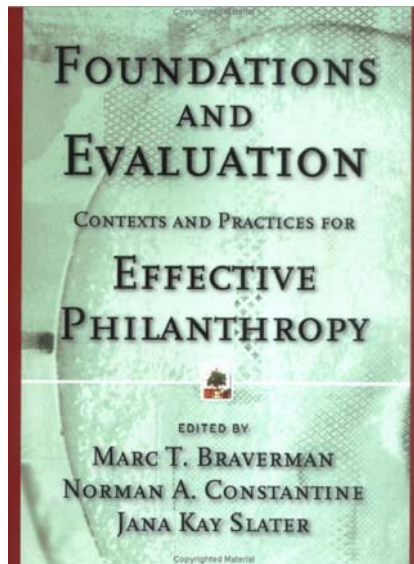
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# Presentation Outline

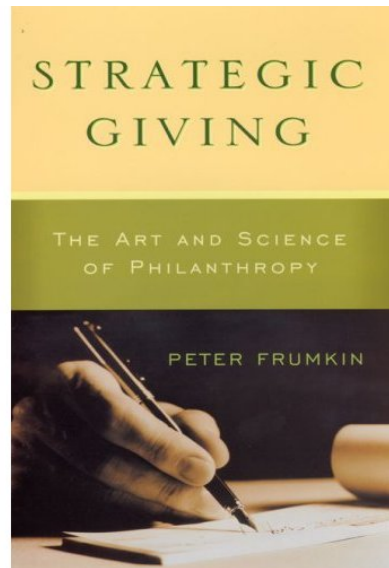
- Historical Overview
- Methodological Overview
- Performance Metrics in Foundations
- Considerations for the Future

# Historical Overview

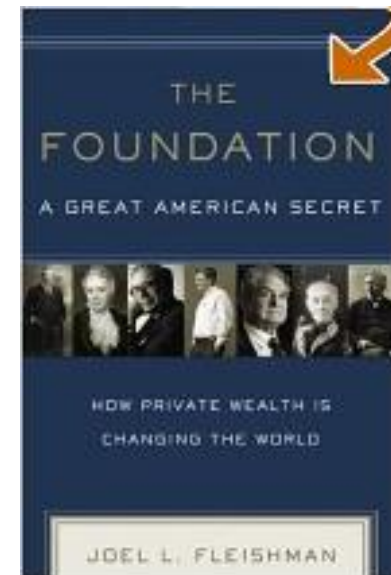
Evaluation has become ubiquitous in foundations.



Dobkin Hall, 2004  
In Braverman et al.



Frumkin, 2006



Fleishman, 2007

History

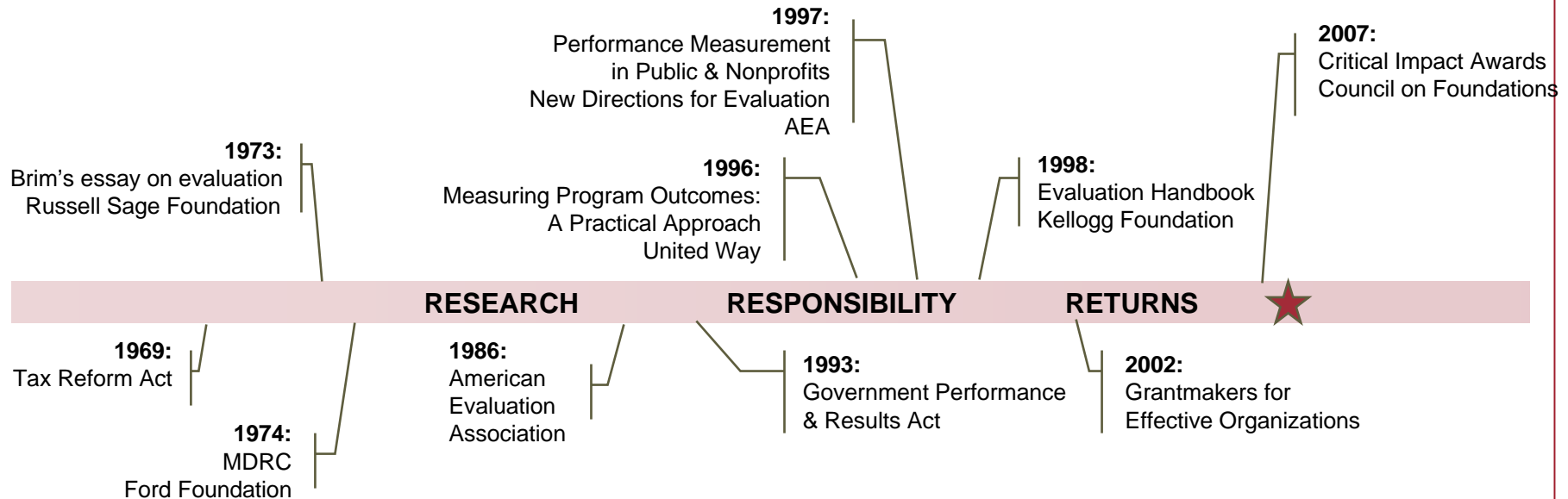
Methodology

Performance Metrics

Future

# Historical Overview

Evaluation's presence in philanthropy has a history marked by laws, formalized associations, and publications. Where do Performance Metrics fall?



History	Methodology	Performance Metrics	Future
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# Methodological Overview

Evaluation methodologies also are varied. Where do performance metrics and social indicators fall? (Brown & Corbett, 1997)



Monitoring

Theory-Driven

Quasi-Experiments

Experiments

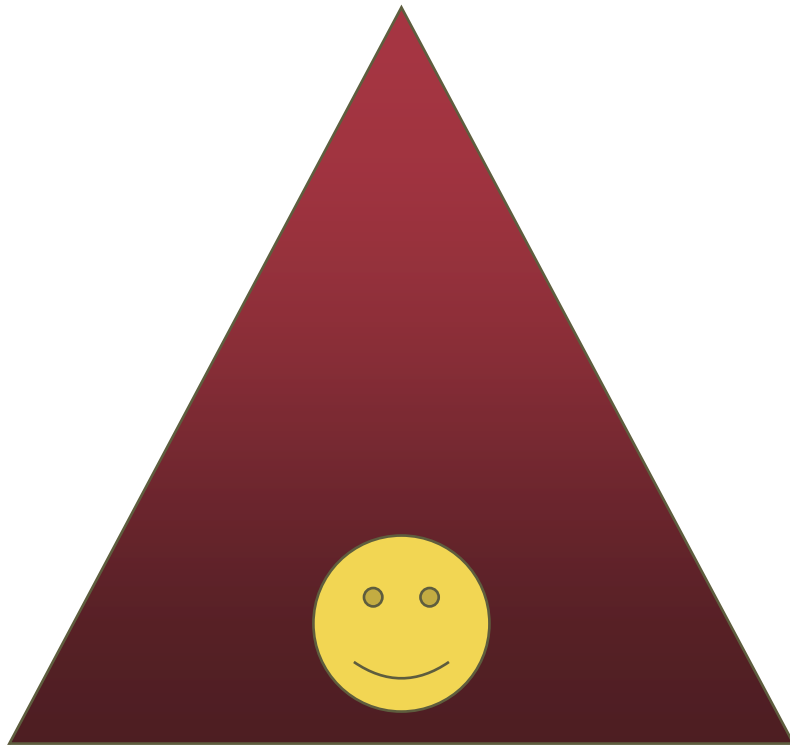
History

Methodology

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# Methodological Overview



Causal

Sampling

Knowledge



Judgment/  
Summative

Descriptive

Census

Improvement/  
Formative

History

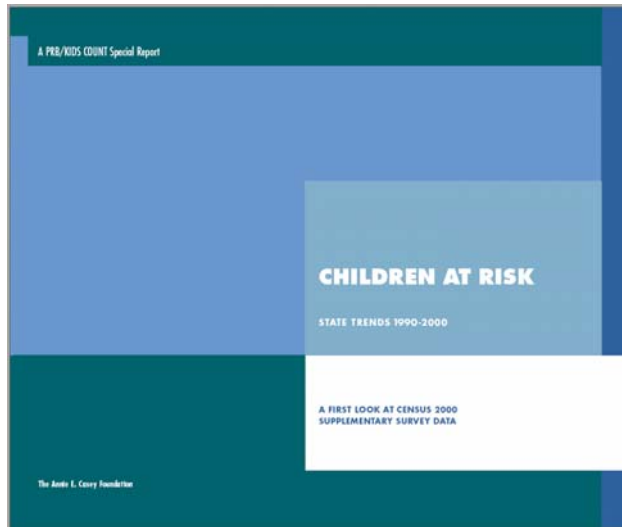
Methodology

Performance Metrics

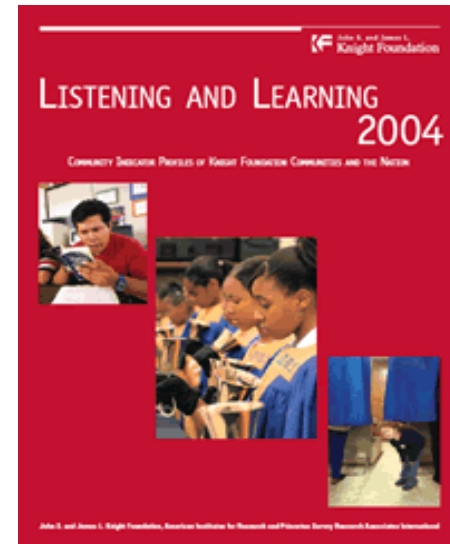
Future

# Social Metrics

There are some good examples of social metrics developed and used by foundations.



Kids Count - 1990  
Annie E. Casey Foundation



Community Indicators Project - 2001  
John S. and James L. Knight Foundation

History

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Future

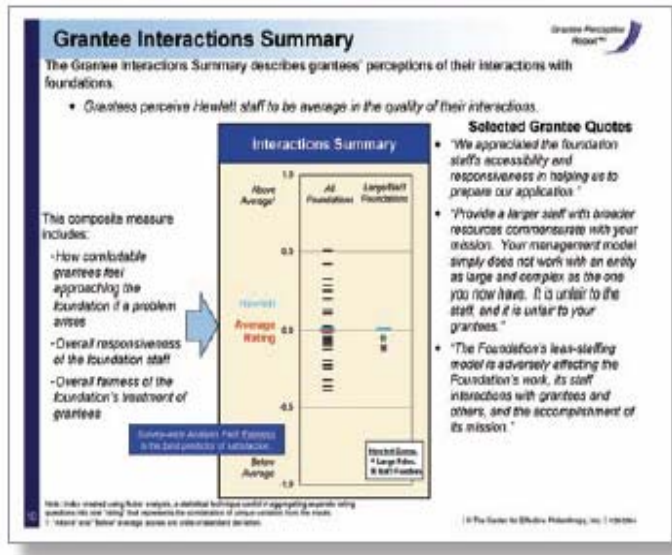
# Performance Metrics

- External vs. Internal Focus
- Business & Management
  - » Balanced Scorecard (Kaplan & Norton, 1992)
    - Financial
    - Customer satisfaction
    - Internal business
    - Innovation and learning

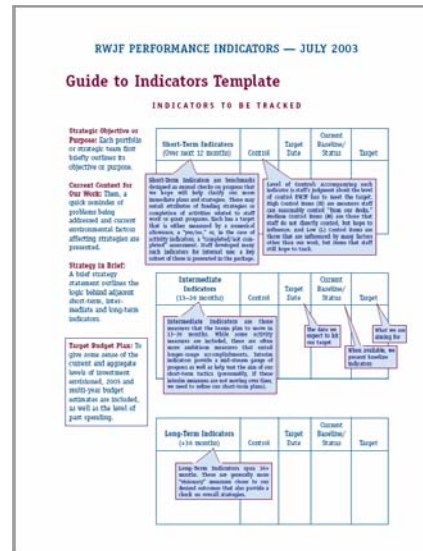


# Performance Metrics

There are some emerging examples of performance metrics being developed by some foundations.



**Grantee Perception Report**  
Center for Effective Philanthropy



**Impact Framework**  
Robert Wood Johnson



**Dashboard**  
Gates Education Program

History

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# Considerations for the Future

- **Will Performance and Social Metrics Dominate?**
  - » Not likely (my opinion!)
  - » Doesn't make decision-making easier (Platntz, Greenway, Hendricks, NDE 1997)
  - » Internal focus goes against instinct and best-practices of building external capacity in the field and among grantees.
  
- **Trends**
  - » 70's: social science research
  - » 90's: accountability
  - » 00's: managerial and organizational effectiveness, professionalism
  - » 10's: ???

History

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Future

# Considerations for the Future

- **Foundations Will Continue to Seek Legitimacy**
  - » Foundations have no mandate to evaluate, or to evaluate in a certain way
  - » They will respond to environmental pressures and to one another (Powell & DiMaggio, 1983).
  - » They seek innovation in programs and in operations
  
- **Evaluators Working With Foundations Should Be Comfortable with Diverse Analytic Approaches**
  - » Diagnose and adapt to changing internal & external needs
  - » Philanthropy will draw from a wide-range of evaluation professionals

# Considerations for the Future

- What is “Impact”? (Fleishman, 2007)
  - » Major benefits to the public
    - 911, Robert Wood Johnson
  - » Expansion of knowledge
    - Green Revolution, food production, Rockefeller
  - » Movements
    - Civil Rights litigation, Ford
  - » Scaling a Model
    - Micro-finance, micro-loans, Ford and others
  - » Physical Buildings
    - Libraries, Carnegie
  
- Will Performance and Social Metrics get us to impact?