

**March 2: Achieving Impact and Measuring Results**

**In-Class**

- Guest Speaker: Bea Boccia, Associate Faculty, Center for Public & Nonprofit Leadership
- Students will be given time to discuss the measurement challenges they are having in writing their grant proposals.

**Required Readings (listed in the order they should be read):**

Porter, Michael E. and Mark R. Kramer. "Philanthropy's New Agenda: Creating Value." *Harvard Business Review*, November-December 1999, pp. 121-130. Online: [http://www.hbs.edu/philanthropy/New\\_Agenda.pdf](http://www.hbs.edu/philanthropy/New_Agenda.pdf)

Jagpal, Nita L. *Criteria for Philanthropy at Its Best: Benchmarks to Assess and Enhance Grantmaker Impact*. National Committee for Responsive Philanthropy, pp. 31-50. Online: [http://www.ncrpf.org/files/ncrpf-0606c\\_09m1.pdf](http://www.ncrpf.org/files/ncrpf-0606c_09m1.pdf)

Kramer, Mark and Sarah Cooch. "The Power of Strategic Mission Investing." *Stanford Social Innovation Review*, Fall 2007, pp. 45-51. Online: [http://www.ssiireview.org/images/articles/2007FA\\_Kramer\\_Cooch.pdf](http://www.ssiireview.org/images/articles/2007FA_Kramer_Cooch.pdf)

- For full report including extensive data, see Cooch, Sarah and Mark Kramer. *Compensating Impact: Mission Investing by US Foundations*. Boston: FSG Social Impact Advisors, 2007. <http://www.fsgimpact.org/app/compensatingimpact>

Kramer, Mark. *From Insight to Action: New Directions in Foundation Evaluation*. Foundation Strategy Group, pp. 5-46. Online: [http://www.fsg-impact.org/app/compensatingimpact/118\\_FoundationAction\\_NewDirectionsinFoundationsEvaluation.pdf](http://www.fsg-impact.org/app/compensatingimpact/118_FoundationAction_NewDirectionsinFoundationsEvaluation.pdf)

Sawhill, John and David Williamson. "Measuring What Matters in Nonprofits." *McKinsey Quarterly* 2011 42, pp. 98-107. <http://www.mckinsey.com/quarterly/articles/T103/MQ411E/Sawhill.pdf>

Saibbe, Alan Comer. "Downing in Data." *Stanford Social Innovation Review*, Lehigh University, 2006, pp. 39-45. Online: [http://www.ssiireview.org/files/2006FA\\_Saibbe.pdf](http://www.ssiireview.org/files/2006FA_Saibbe.pdf)

Bradach, Jeffrey L., Thomas J. Tierney, and Nancy Stone. "Delivering on the Promise of Nonprofits." In *The Justice-Risk Reader on Nonprofit and Public Leadership*, edited by James L. Perry. San Francisco: Jossey-Bass, 2008, pp. 222-238.

York, Peter. Chapter 4. "Step-by-Step Strategies for Supporting the Use of Evaluation as a Capacity-Building Tool." In *A Funder's Guide to Evaluation: Leveraging Evaluation to Improve Nonprofit Effectiveness*. San Paul: Fishstone Alliance, 2005, pp. 55-101.

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