

Volume 9, Issue 1, Lineup

## RESULTS

### **The Legacy of a Philanthropic Exit: Lessons from the Evaluation of the Hewlett Foundation's Nuclear Security Initiative**

*Anne Gienapp, M.P.A., Jane Reisman, Ph. D, ORS Impact., and Amy Arbreton, Ph.D., William and Flora Hewlett Foundation*

This article describes the initiative and its theory of change, evaluation methods and approaches, findings, and how these informed the foundation's planning for initiative exits and approach to measurement of time-bound investments. Although time-bound philanthropic initiatives are a well-established practice, the approach merits closer examination in order to discern effective ways to implement, evaluate, and wind down these types of investments.

### **Partnership With Government: An Exit Strategy for Philanthropies?**

*Colin Knox, Ph. D, Zazarbayex University and Ulster University, and Padraic Quirk, ph. D., Second Change Initiative*

This article draws on qualitative data gathered through interviews with key stakeholders – the funder, government officials, and NGOs – and considers the consequences of this approach for sustaining and mainstreaming policies and practices. It also offers both specific and general lessons on partnering with government as an exit strategy.

## TOOLS

### **Evaluation at Sunset: Considerations When Evaluating a Program as it Concludes**

*Blair Beadnell, ph.D., Holly Carminchael Djang, M.A., Jan Vanslyke, Ph.D., and Tatiana Masters, Ph.D., Evaluation Specialists, and Barbara Anderson, M.P.A., Santa Barbara Foundation*

This article uses the evaluation of the Orfaea Foundation's initiative to provide a case example of a rigorous and useful sunset evaluation, and discusses other possible extensions of these kinds of methods.

## SECTOR

### **Breaking Up Is Hard to Do**

*Barbara Kibbe, J.D., S.D. Bechtel, Jr. Foundation*

This article aims to offer practical insights that may help improve what is all too often an uncomfortable, confusing, and potentially damaging process, and, it is hoped, will spur continued research and contribute to a sustained dialogue about how to preserve, or even extend, value in the context of a foundation exit.

### **Exiting From Large-Scale Initiatives: Lessons and Insights From a National Scan of Philanthropy**

*Hanh Cao Yu, Ph.D., and Moninder-Mona K. Jhawar, M.P.H., The California Endowment, and Daniela Berman, M.P.P., Social Policy Research Associates*

The research shows that even though an exit is inherently difficult, it is possible to carry out in a way that does not undermine the accomplishments of the initiative and leaves the foundation and its grantee partners in strengthened positions.



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## REFLECTIVE PRACTICE

### **End-Game Evaluation: Building A Legacy Of Learning In A Limited-Life Foundation**

*Ashleigh Halverstadt, M.P.A., S.D. Cechtel, Jr. Foundation, and Benjamin Kerman, Ph.D., The Atlantic Philanthropies*

The article argues that systematically capturing and sharing knowledge – about programs, as well as social-change methods and grantmaking practices – can increase a foundation’s influence and impact during its final years and beyond

### **Changing in Place: The Skillman Foundation, Detroit, and the Good Neighborhoods Initiative**

*Maire Colombo, The Skillman Foundation, and Bob Tobin, Williams Group*

The initiative concluded in 2016, ultimately spanning 11 years and involving \$122 million in grants, which represented 67 percent of the Foundation’s total grant spending in this time frame. Along the way, the foundation reset its strategy and sharpened its goal – in response to seismic shifts in the local context and informed by indicators of progress.

## COMMENTARY

### **Exiting is a Natural Part of Philanthropy – Learning From it? Not so Much**

*Debra Joy Perez, Ph.D.*

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Questions or comments about content and submitting papers, contact Teri at [behrenst@foundationreview.org](mailto:behrenst@foundationreview.org)

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