Strategy and Evaluation in Grantmaking is a two-day learning experience designed to help you develop or refine your grantmaking strategy and to develop evaluation approaches that support learning, strategy improvement, and promote equitable evaluation practices.

This course gives you the opportunity to examine the history, strategy, design, and theory behind the process of programmatic and strategy evaluation and helps equip you with the necessary tools to respond to the diverse nature of evaluation in foundations.

What you’ll learn in this course:

- How to use evaluation as a tool to promote equity and learn about strategy
- How to leverage a foundation’s toolkit to implement strategy
- Models for strategy development
- Evaluation design and how to determine purpose and approach
- How to manage external evaluation

The Grantmaking School

Developed by philanthropic leaders, The Grantmaking School helps foundation staff and donors succeed by providing essential skills, knowledge, tools, and resources.

Highly rated by foundations from across the nation, The Grantmaking School is designed to help grantmakers rediscover or re-examine key philanthropic functions and concepts.

Bring The Grantmaking School to your organization!

Are you interested in training your organization’s staff or donor family, or in supporting your regional network by hosting a local offering of The Grantmaking School?

Call (616) 331-7585 or email tgs@gvsu.edu to learn more about our custom courses!

“Great examples and opportunities to engage and ask questions. This was a great training!”

Participant from the Ralph C. Wilson Jr. Foundation

“Really great stuff! Helped me think about strategy, grantmaking, and evaluation more thoughtfully.”

Participant from the Kresge Foundation
Course Overview

DAY ONE
Overview of Strategic Philanthropy
• Overview of Various Grantmaking Philosophies
• The Impact of Strategic Philanthropy
• Effective Strategy
• Strategy Implementation
Emergent Strategy
• What It Is
• Key Components
• How It Works
• Examples
• Developing an Emergent Strategy
Theory of Change
• What It Is
• How it is Used
• Elements of a Theory of Change
• Examples
• How to Develop a Theory of Change
Logic Model
• What it is
• How it Works
• Pieces of a Logic Model
• Examples
• How to Develop a Logic Model
Learning About Strategy
• Using Knowledge to Advance Strategy
• Strategy Refinement
• Emergent Learning

DAY TWO
Purposes of Evaluation
• Assessing
• Generating Knowledge
• Facilitating Learning
Levels of Evaluation
• Evaluation in Grantmaking
• Evaluating Individual Project Grants
• Evaluating Groups of Projects
• Strategy Evaluation
Approaches to Evaluation
• Formative
• Summative
Types of Evaluation
• Needs Assessment
• Process Evaluation
• Outcome Evaluation
Evaluation Questions
• Determining Guiding Evaluation Questions
• Kinds of Data
• Data Collection Methods
• Sampling
Equitable Evaluation
• Equity in Philanthropy
• The Evaluation and Equity Ecosystem
• Emerging Principles of Equitable Evaluation
• Equity-Focused Evaluation Practice
Managing Evaluations
• Internal vs. External Evaluations
• Right-Sizing Evaluation
• Designing an RFP/RFQ
• Budgeting for an Evaluation
Learning from Evaluation
• Linking Strategy and Evaluation
• Data Analysis
• Learning from Evaluation

Learn More
JohnsonCenter.org/theGrantmakingSchool