



GUIDE TO COLLABORATIVE PHILANTHROPY

MEGAN THOMAS

*Senior Director of
Collaborative Philanthropy*
San Diego Grantmakers

SEPTEMBER 2016

san diego
Grantmakers
Strengthening Philanthropy

TABLE OF CONTENTS

Collaborative Philanthropy Framework 3

 Introduction 3

 Active San Diego Grantmakers Collaborations . . . 4

 Learn-Plan-Act Continuum 4

 Learn-Plan-Act Continuum Characteristics Table. . 6

Collaborative Philanthropy Toolkit 7

 How does San Diego Grantmakers
 Support Collaboration? 7

 Proposal to create a new collaborative 8

 Scoring considerations for proposals 9

 Chair Job Description 10

 Learning Communities &
 Member-Led Programming. 11

 Member-led Program Proposal Form 12

 Decision Making Processes. 13

 Charter Template & Guidance. 14

 Communication Agreements Sample. 15

 Logic Model/Theory of Change Guidance 16

 Evaluation Guidance. 17

 Agenda Template. 18

 Notes Template 19



ACKNOWLEDGEMENTS

Thanks to our colleagues who shared their collaborative experiences with us, in particular those at Association of Baltimore Area Grantmakers, Connecticut Council for Philanthropy, Evelyn & Walter Haas, Jr. Fund (Bolder Together), Philanthropy Ohio, and Philanthropy New York; the resources developed by Grantmakers for Effective Organizations; and the thought partnership of a task force comprised of current and past chairs of San Diego Grantmakers collaborations. We are also grateful to Jennifer James and Harder+Co for developing the initial concept for this guide. We hope this work will contribute to the growing field of collaborative philanthropy. Please use, share and borrow liberally to advance your own work. We would love to hear your thoughts, so feel free to contact us at info@sdgrantmakers.org.



COLLABORATIVE PHILANTHROPY FRAMEWORK

INTRODUCTION

Many hands make for lighter work...and greater impact. That's why San Diego Grantmakers (SDG) helps funders work together and with other stakeholders to address important community issues. Whether they're engaged in shared learning or combining resources for action, SDG provides the support and facilitation necessary to make collaborative work possible.

An Example of Successful Collaboration: Military Transition Support Project

The Military Transition Support Project (MTSP) was an unprecedented year-long collaboration among San Diego's military, government agencies, elected officials, nonprofits, businesses, and philanthropic institutions to develop a comprehensive plan to better coordinate community resources for veterans, and to connect those resources to military personnel as early in the process of transitioning from active to civilian duty as possible. An additional year was spent securing the initial funding and a Memorandum of Understanding with Navy Region Southwest to inform service members about these resources during federally mandated transition classes. On January 5, 2015, after more than two years of planning, advocacy, and fundraising, the MTSP Community Plan launched in the form of a new organization called zero8hundred (www.zero8hundred.org). In its first year of operation, zero8hundred reached more than 5,700 members of the Navy, Coast Guard, and Marines.

HOW SAN DIEGO GRANTMAKERS APPROACHES COLLABORATION

Education Funders

Funders Together to End Homelessness - San Diego

Military Family Support Working Group

San Diego Food Funders

San Diego Impact Investors Network

Social Equity Funders

Transition Age Youth Funders

San Diego Grantmakers is an association for organizations and individuals who are strategic about philanthropy and provide significant funding to multiple nonprofits, and the facilitation of collaborative efforts is one of our core services to members.

We know that collaboration among different stakeholders does not come quickly or easily. This guide, with its **Collaborative Philanthropy Framework** and **Collaborative Philanthropy Toolkit sections**, was developed to outline the levels of service provided by SDG to support collaboration and the responsibilities of members involved. They identify best practices gleaned from interviews with regional associations of grantmakers, foundations, and consultants across the nation, as well as published research on effective collaborative work.

The goal of these documents is to help our members efficiently and effectively form and sustain effective collaborations that have significant positive impacts in communities.

THE LEARN-PLAN-ACT CONTINUUM

The **Learn-Plan-Act Continuum** is the guiding principle for San Diego Grantmakers' collaborative efforts. Members are asked to identify the purpose of their group at a given time and match the resources needed to achieve its goals.



Learning Community

A funders-only group engaged in learning about a topic of common interest to improve each organization's philanthropic practice in that area. While common interests are shared, no explicit intent to coordinate or collaborate is articulated. *This may be a precursor to or component of collaborative work, but is not itself what SDG considers a collaboration.* SDG believes exploratory learning is critical to continued excellence in grantmaking and supports members in coordinating meetings and developing a series of member-led programs to learn together, but this alone does not represent a critical mass of partners prepared for planning or acting collaboratively.

LEARN

In early 2016, several members expressed interest in bringing nationally renowned philanthropist JB Pritzker and economist James Heckman to speak in San Diego about early childhood education. The members coordinated participation with the speakers, and SDG helped with venue and logistics, marketing, and organizing a funders' discussion afterward.

Funder Collaboration

A funders-only group with the explicit intent to develop a shared strategic approach to a community issue and coordinate funding (aligned, pooled and/or secured from outside sources). Exploration and planning activities may include: targeted learning agenda to hone their understanding of the shared objective; funding a liaison in the community who attends relevant meetings and gathers information; developing a common request for proposals for a project that members will review and fund collectively; etc.

LEARN

In early 2011, a group of SDG members began meeting to explore how they might collectively support local active military personnel, veterans, and their families. In 2012, the group formalized as the Military Family Support Working Group and focused on helping with the difficult transition from active duty to civilian status. In 2013, after multiple meetings of the funders and other stakeholders, the cross-sector Military Transition Support Project emerged.

PLAN

ACT

Funders Together to End Homelessness San Diego is a regional collaboration of grantmakers that combine and align resources to actively end homelessness in the county. Its goal is to build a San Diego County network of funders who are committed to solving homelessness through leadership, education, and advocacy; strategic collaboration, alignment and focus of resources; and effective promotion and replication of evidence based practices.

ACT

Cross-Sector Projects

These groups are similar to the activities of a Funder Collaboration, but with the added element of engaging multiple sectors and/or stakeholders (e.g., business, government, nonprofit, academia, residents) in structured problem solving and collaborative action. Their projects have finite goals and/or aim to become self-sustaining outside the structure of SDG.

Several members of the Military Family Support Working Group formed the Military Transition Support Project (MTSP), an unprecedented year-long collaboration among San Diego's military, government agencies, elected officials, nonprofits, businesses, and philanthropic institutions to develop a plan to better coordinate community resources for transitioning military personnel, and to connect them to those resources as early in the transition process as possible. An additional year was spent securing initial funding as well as a Memorandum of Understanding with Navy Region Southwest to inform service members about these resources during federally mandated transition classes. A new independent collaborative group, zero8hundred, emerged and MTSP disbanded with its goal achieved.

BASIC CHARACTERISTICS AND COMMITMENTS OF SDG COLLABORATIONS ALONG THE LEARN-PLAN-ACT CONTINUUM

PURPOSE	LEARNING ONLY	COLLABORATION		
	LEARN	PLAN	ACT	ACT
Group Form	Learning Community	Funder Collaboration	Funder Collaboration	Cross-Sector Collaboration
Who	<ul style="list-style-type: none"> SDG members with a common interest but no explicit intent to collaborate Potential members (may attend two sessions before joining SDG) 	<ul style="list-style-type: none"> Any SDG member committed to exploring collaborative action 	<ul style="list-style-type: none"> Funders interested in investing in solutions identified in the Plan phase (i.e., with a commitment to fund or help acquire funding) 	<ul style="list-style-type: none"> Funders committed to fund or help acquire funding Cross-sector partners w/ relevant expertise and influence <ul style="list-style-type: none"> o Service providers o Government agencies o Residents/participants o Academia o Business
Activities	<ul style="list-style-type: none"> Educational programs Networking / sharing 	<ul style="list-style-type: none"> Hone shared interest to a goal that will be addressed collaboratively Needs assessment; understand community needs via research and cross-sector inquiry to develop a theory of change &/or logic model 	<ul style="list-style-type: none"> Aligned funding: communicate funding decisions and fund the same/ complementary projects Pooled funding: shared decision-making to allocate pooled funds 	<ul style="list-style-type: none"> Needs assessment Project development Advocacy agenda Aligned/pooled funding
Key Decisions	<ul style="list-style-type: none"> Topic Speakers 	<ul style="list-style-type: none"> Whether level of financial commitment influences decision-making authority 	<ul style="list-style-type: none"> If funds are pooled, how decisions are made (vote equal/weighted, consensus/ unanimous, etc.) 	<ul style="list-style-type: none"> Strategic design/priorities Funding decisions Advocacy positions
Support	See member-led program guide <ul style="list-style-type: none"> Funders coordinate program SDG provides venue, registration and evaluation 	<ul style="list-style-type: none"> SDG manages group meetings, with chair leadership Additional funding required for extensive research or subject matter expertise, attending community meetings 	<ul style="list-style-type: none"> SDG manages group meetings, with chair leadership Additional funding required for grant RFP and/or project/financial mgmt 	<ul style="list-style-type: none"> Additional funding required for project management
Transition Criteria	Propose a new collaboration if: multiple funders are committed to exploring collaborative action on a specific issue	Move from Plan to Act if: a unique opportunity is identified and multiple funders are committed to financially supporting action	Explore cross-sector collaboration if goals would be better served; dissolve if discrete goals have been accomplished	Dissolve or spin-off if: Goals are achieved or long-term implementation is needed

COLLABORATIVE PHILANTHROPY TOOLKIT

HOW DOES SAN DIEGO GRANTMAKERS SUPPORT COLLABORATION?

SDG facilitates member collaboration along all stages of a Learn-Plan-Act Continuum.

LEARNING COMMUNITIES

- Consulting in planning educational briefings via Member-Led Programs as detailed in the enclosed guidelines for the Member-Led Programs
- Publicity, registration, evaluation and other logistical support
- Subject to availability, the SDG conference room to seat a maximum of 30 persons, or assistance in sourcing another space

FUNDER COLLABORATIVES

- Meeting location and scheduling, RSVP management
- Agenda-building and coordination with speakers: coordinate and facilitate up to 6 meetings/year with speakers identified by members
- Note-taking and archiving
- Coordination across other member collaborative groups for intersectional opportunities (i.e., recommend and coordinate joint learning/planning – transition age youth and education, transitioning military and workforce development)
- SDG maintains an online presence for each group on the SDG website
- Share activities, accomplishments and lessons learned with other SDG members
- External communications to share stories and attract additional participation and/or funding
- Activities to recruit regional/national funder participation
- Accept and administer funds granted to support operations
- SDG will work with the collaboration to plan, fundraise for, and oversee greater frequency or additional activities, and will perform additional duties at a mutually agreed upon project or hourly rate. Examples include: meeting more frequently than 6/year, pooled funds and/or a grant RFP process, or overseeing a consultant acting as a researcher or community liaison
- Depending on circumstances, SDG may create a fiscal sponsor relationship with the group

CROSS SECTOR PROJECTS

SDG will work with the cross-sector group to plan and manage activities. Depending on capacity and expertise, SDG may perform some aspects of the project at a mutually agreed upon project or hourly rate or oversee consultant(s).

- Development of a fundraising plan, in close coordination with group leaders, including a project budget and participation in initial fundraising outreach
- Development of project framework, goals, metrics
- Coordination of case for support and fundraising activities
- Acceptance and administration of funds granted to support operations and/or grantmaking
- Event planning other than group meetings
- External communications
- Oversight of consultants (e.g., research, subject matter, facilitator, grant-writer, events)
- Depending on circumstances, SDG may create a fiscal sponsor relationship with the group

PROPOSAL TO CREATE A NEW COLLABORATION

The SDG Board of Directors reviews each proposal and SDG staff will support groups that secure board approval. Submit a 1-3 page proposal that answers each question below. Please work with Senior Director of Collaborative Philanthropy Megan Thomas to prepare your proposal. She can be reached at megan@sdgrantmakers.org and 858-875-3332.

Submitted by (Chair/Co-chairs):

Other key champions/leaders:

Other founding members, committed to long-term active participation:

Note, at least 5 total chairs + champions + founding members are required.

Key Group Characteristics

1. **What form will the group take?**
 - a. learning community [skip this form and see Member-Led Programs]
 - b. funder collaboration
 - c. cross-sector project
2. **What issue will you address and why is coordinated philanthropic attention necessary at this point in time?**
3. **What related efforts are underway in the San Diego region? State? Nation? How will you leverage/connect with them? Why is a new group in San Diego needed?**
4. **What initial activities will be undertaken? What, if any, coordinated activity has already taken place among members?**
5. **If this group anticipates the need for capacity beyond the standard support outlined in “SDG support of collaborative groups,” does funding exist? Include a basic budget.**
6. **How will this group advance equity in the San Diego region? What opportunities to build power through systems change or civic engagement exist?**
7. **Do you foresee pursuing any form of advocacy? If so, please describe.**

SDG believes that equity is a moral imperative that both stimulates and shapes philanthropy. We believe in fairness and equal access and opportunity, and that society as a whole advances when people, regardless of race, class, or other social differences, are able to achieve a better quality of life. A connection to equity is required and groups with the desire or plan to explicitly incorporate language, strategies, and partnerships that demonstrate a commitment to equity will be given preference. We are particularly interested in hearing about efforts to address civic engagement and systems change. Members should explore connections and ways to leverage existing SDG collaborations and member programming that addresses equity issues. Staff can help you identify these connections.

SDG holds connection and collaboration in high esteem.

Creating a collaborative effort is all about finding ways to unite, elevate, and activate one another. It requires a sometimes long process of trust-building. Explore how your effort will or could connect to San Diego Grantmakers members and other stakeholders in the work and how you will foster that connection.

8. **What connection do you anticipate with other SDG collaborations (Education, Food, Homelessness, Impact Investors Network, Military, Social Equity, Transition Age Youth)?**
9. **Will any non-members participate? If so, what role will they play?**

Scoring Considerations for Proposals

Please work with Senior Director of Collaborative Philanthropy Megan Thomas to prepare your proposal. She can be reached at megan@sdgrantmakers.org and 858-875-3332.

Using information shared in your proposal and discussions with founding members, San Diego Grantmakers staff will provide the board the proposal, plus an assessment that includes:

1. Recommendation to approve, seek more information or decline
2. Contribution to SDG's mission and core value of equity
3. Effect on SDG's ability to add value to local social change efforts and the statewide California Philanthropy Alliance (SDG, Southern California Grantmakers, Northern California Grantmakers)
4. Risks, if any, to SDG's operations or reputation (note: risk-taking is often necessary to affect change and is not a disqualifying trait, but should be identified to the extent it is known)
5. Estimated resources for 1) facilitation, 2) admin/operations, 3) fundraising and communications
6. Ability of SDG to meet needs, including through pledged funding and volunteer contributions

Key Elements of Success

We look for the three key characteristics of successful funder collaboration identified in Grantmakers for Effective Organizations' "Building Collaboration from the Inside Out."

- Supportive climate with strong interpersonal networks
 - o Minimum of five active members, plus cross sector-partners where appropriate
 - o A clear role for philanthropy is identified
- Credible champion with time, energy, and resources
- Ripe or unusual opportunity
 - o A clear rationale for formalizing at SDG
 - o A thorough survey of existing efforts (citing outreach performed) that demonstrates a gap or opportunity to connect with and complement other efforts

CHAIR JOB DESCRIPTION

Each collaboration must have a designated chair or co-chairs (no more than two) that work directly with the Senior Director of Collaborative Philanthropy. Together they will support the group to engage in effective discussion, identify needed learning and capacity, and honor each individual, while addressing the group's collective strengths, needs, and goals.

The chair will be passionate about the subject matter, willing to learn from colleagues and experts, and be accountable to the objectives of the collaboration, as well as to San Diego Grantmakers and their personal/organizational objectives.

In their role as chairperson, they will:

- Attend meetings
- Set the meeting agenda
- Review and contribute to notes
- Maintain a member-focus, i.e., ensure the goals and contributions of each participant are recognized and considered
- Lead members' participation in setting a learning agenda and recruiting speakers
- Ensure evaluation activities take place and drive decision making
- Work with the group and Sr. Director of Collaborative Philanthropy to develop a group charter and decision rules

Work with SDG staff to:

- Recruit and onboard new group members and maintain their ongoing engagement in the group
- Monitor and evaluate progress towards the identified goal(s)
- Finalize meeting and other communication materials in a timely manner
- Ensure appropriate capacity is maintained to achieve identified goals
- Actively participate in any fundraising effort

The chair, and others, may also be a **vocal champion** in the community.

- Issue-focused, i.e., be passionately dedicated to identifying solutions
- Highly credible/influential with various stakeholder groups
- A spokesperson/advocate for the issue and this group's role in the community
- Continuously seeking systems-connections

LEARNING COMMUNITIES & MEMBER PROGRAMMING

When a group of members shares an interest in a subject matter, issue or current event, but does not anticipate any planning or action, we encourage them to identify themselves as a Learning Community and plan a learning event or a series of member-led briefings.

Through **Member Briefings**, groups of members may themselves initiate and produce issue-based programming that offers funders throughout the region additional opportunities to learn from one another and from distinguished leaders and resource persons outside the funding community.

Any group of three (3) or more member organizations can present a Member Briefing. The briefings are intended to be educational in nature and *not* a forum to highlight or raise money for a particular organization or project. We request that the briefings be free-of-charge and open to our members and other funders. Briefings should seek to enrich intellectual discourse on the topic at hand.

San Diego Grantmakers (SDG)'s role is to provide at your request:

- **Consulting** in planning the briefing
- **Publicity, registration, evaluation and other logistical support** as detailed in these guidelines
- **Subject to availability, the SDG conference room** to seat a maximum of 30 persons, or assistance in sourcing another space

For more information about Member Briefings and other programming opportunities, refer to the Member Briefing Guidelines and/or contact Beeta Jahedi, Senior Director of Learning and Programs 858-875-3336, beeta@sdgrantmakers.org.

MEMBER BRIEFING PROPOSAL FORM

1. **Your Name:**
2. **Your Organization:**
3. **Your Email:**
4. **Program Title:**
5. **Date/Time:**
6. **Proposed Location** (Please include the location's maximum audience size):
7. **San Diego Grantmakers member** (name, title, organization) serving as lead organizer:
8. **Additional SDG Member Co-Sponsors:**
NOTE: A minimum of two additional SDG members must co-sponsor a Members Briefing
9. **Goal(s) of the program: What do you see as the session's outcomes? What "next steps" could be taken by the organizers and the audience?**
10. **Format: Choose the method that will work best for your particular briefing, especially in terms of encouraging dialogue and audience participation.**
 - Interactive workshop
 - Roundtable discussion
 - Panel
 - Teleconference
 - Lecture
 - Other
11. **Possible speakers/content:**

San Diego Grantmakers emphasizes the importance of having a diversity of perspectives in all of the programs it supports, the better to educate and inform. How will the program be structured to balance ideas and program alternatives? How will speakers approach the topic from multiple perspectives? How will the program promote inclusivity of special populations?
12. **Intended audience** (Check all that apply)
 - Funders & Philanthropic Advisors
 - Government Officials
 - Media Representatives
 - Other
13. **Groups that will be asked to co-sponsor/help publicize the briefing**
 - San Diego Grantmakers' Collaboratives
 - National Affinity Groups
 - Other:
14. **Reaching "the audience beyond the room"**
 - Resource materials (articles, books, website addresses, etc.) provided before, during and/or after the briefing on SDG's website
 - A blog post about the program

DECISION MAKING PROCESSES

An agreement about how decisions will be made and commitment to abide by decisions that are made through that process is critical. Below are some options or the group can determine its own process.

San Diego Grantmakers encourages a consensus-building process that ensures all voices are heard, offers an option to dissent without blocking, and supports positive progress towards goals. A consensus decision is one that is acceptable to all, even if it is not everyone's first choice.

Some Tools to Assess Consensus

No objections: Each decision is presented clearly to the group; all participants are given an opportunity to voice and discuss objection. If none exist, the proposal moves forward. Note: this requires that trust has been established among group members to ensure that the invitation to voice dissent is one that will be used.

Fist of Five: Following discussion, a proposal is presented and those present vote, simultaneously, with their fingers, showing a score of 1-5. If anyone indicates a 1 or 2, they are invited to explain their view.

- 1: Strongly dissent. I will not agree to this option. If any one person shows a '1' the group must resume discussion, divert the problem to a sub-group, or take some other course
- 2: I have some concerns, but I think we can resolve them with more discussion
- 3: I will support the idea, but I have some concerns or I'm right in the middle
- 4: Agree
- 5: Strongly agree! I'll champion this idea

Thumbs: To assess readiness to vote or to get a quick sense of agreement

Thumb up: agree or ready to vote

Thumb sideways: neutral/not blocking or need more information

Thumb down: disagree or not ready to vote

Other Options

RAPID® decision making (described here) allows input from numerous individuals but assigns decision-making to an individual or small group. This may be appropriate in some cases, but be open and intentional with the authority assigned to the decision-maker and potential for alienation of others.

Majority voting is most appropriate for making a decision between consensus-supported options. In cases where one option has opposition, it ignores the possibility of compromise and sets up one or more factions as losers.

- **Simple majority:** on a vote between options, if more than half of those present votes the same way, their preference prevails
- **Super majority:** on a vote between options, if more than a pre-determined percentage (>50%, usually 67%) vote the same way, their preference prevails

CHARTER TEMPLATE & GUIDANCE

SDG collaborations will develop a charter that identifies important group norms through a facilitated group process that involves all available members of the group. The charter is reviewed annually. Specific work plan information (e.g., timelines, budgets) should appear in a separate document.

Elements of a Collaboration Charter

Purpose/Goal

This should be a high-level assessment – supporting objectives, tactics and metrics would appear in a work plan.

Operations

Governance

- State that there will be a chair or co-chairs, their term of office, and how they are selected
- State that the collaboration will adhere to the SDG public policy guidelines regarding advocacy
- Consider noting:
 - o How the group ensures ongoing leadership (a pipeline of chairs and champions)
 - o How decisions will be made (e.g., consensus, majority, or gradation of agreement)
 - o If, when and how the group will evaluate funding and advocacy opportunities

Membership

- State that participation is open to all SDG members who meet participation criteria
- State participation criteria and consequences of missing meetings, deadlines, etc.; consider
 - o Time commitment (attendance)
 - o Financial commitment

Meetings & Committees

- State that meetings are documented using the SDG collaboration notes template, which are archived and available from SDG (and online, starting late 2016)
- Consider
 - o Minimum meeting frequency
 - o What interaction agreements ensure inclusive and democratic discussion
 - o If there will be standing and/or ad hoc sub-committees

Grants, Resources, and Funding

- State known resource needs (i.e., beyond standard SDG help) and related funding needs

Evaluation

- Identify metrics for group effectiveness (e.g., number of members, participation)
- Identify process to evaluate community impact (if applicable), including funded projects
- This section may refer to other processes, e.g., using SDG annual survey results or grant reports

Termination

- Identify what “success” looks like if the group has terminal goals
- Identify what would trigger a group to spin out from SDG, if that is a possibility
- Identify an exit strategy, if applicable

COMMUNICATION AGREEMENTS SAMPLE

From the Public Conversations Project

Regarding the spirit of our speaking & listening

We will speak for ourselves and from our own experience

We will not criticize the views of other participants or attempt to persuade them

We will listen with resilience, “hanging in” when what is said is hard to hear

Regarding the form of our speaking & listening

We will participate within the time frames agreed upon

We will not interrupt except to indicate that we cannot hear a speaker

We will “pass” if we do not wish to speak

LOGIC MODEL/THEORY OF CHANGE GUIDANCE

Collaborative groups may want to develop a logic model/theory of change to describe how it will improve the issue it seeks to address and provide clarity about the group’s goal and metrics. Where possible, the model should be informed by research and tested with nonprofit and community members. It may change over time and should be reviewed at least annually. San Diego Grantmakers can help the group develop this model during one or more group meetings or working sessions.

Basic Logic Model

Many logic model formats exist. This is the most basic, but W.K. Kellogg Foundation offers a nice overview and downloadable step-by-step guide that can help you select and develop a specific model for your goals and situation. Articulate equity elements, wherever possible.

Baseline condition that we are attempting to influence:				
Resources/Inputs	Activities	Outputs	Outcomes <i>(short and long term)</i>	Impact
<i>In order to complete this work, we require these resources be available (staff, access, funds, etc.)</i>	<i>To achieve our goals we will do these things</i>	<i>Evidence of service delivery (# participants, etc.)</i>	<i>As a result of our activities the target population or circumstance will change as follows:</i> <i>1) short-term (0-3yrs) and</i> <i>2) long-term (3-5yrs)</i>	<i>How will society be affected? What impact on social equity is achieved?</i>
Assumptions and Influencing Factors: 1. 2. 3.				

EVALUATION GUIDANCE

We agree with Grantmakers for Effective Organizations' 2012 *Four Essentials for Evaluation*: "Good evaluation systems depend on clear and reliable indicators. But grantmakers should be careful not to overdo it when it comes to developing metrics to assess their performance and that of their grantees." We support successful collaboration and continuous improvement by measuring key processes and outcomes, using metrics that groups develop during their formation and planning. We build reflection and adaptation into each annual cycle so that evaluation does not become an end in and of itself.

Each year, groups will:

1. Review and edit/affirm its evaluation questions
2. Participate in internal process evaluation (group dynamics)
3. Conduct community impact evaluation (goal attainment), if relevant
4. Review results, celebrate successes and identify adjustments

Groups may wish to form an ad hoc evaluation committee to lead evaluation, present its summary and hold the group accountable for adjustments to which it commits. Below are sample questions.

Internal Process

Supportive climate with strong interpersonal networks

- Meeting attendance (# at each meeting, % of listserv that participates in meetings, change since last year) [required/SDG to track and provide these numbers]
- Financial commitment (# and % group members committing funds, \$ committed) [required/SDG to track and provide these numbers]
- Trust among members: "I feel comfortable expressing my viewpoint, even if it is different than that of the majority." "I feel that my opinion matters in the group." [Always/Sometimes/Seldom]
- Participation: "I speak up, when I have something to say." [Always/Sometimes/Seldom]
- Responsiveness: "My opinion is taken into account by the group." [Always/Sometimes/Seldom]

Credible champion with time energy and resources

- The chair fulfills the responsibilities outlined in the chair job description
- Staff provide appropriate support
- Collaboration members understand the group's goals and theory of change
- Pace of movement towards goal: "I feel we are moving [too quickly, at the right pace, not quickly enough] towards our goal of X."

A ripe or unusual opportunity

- External opinions: put a few key questions to external partners about their interaction with the group, e.g., responsiveness, expectations versus outcome
- Do all members understand the groups goals—and have the same understanding
- Have any external circumstances changed that affect the groups' goals

Community Impact

- At minimum, measure progress on each element of the group's logic model or other framework
- If more extensive evaluation is desired, identify who will perform this evaluation and how it will be funded (if funding is necessary)

COLLABORATION MEETING AGENDA TEMPLATE

Agenda will be developed with the group chair and distributed at least one week prior to the meeting. If chair has not provided input one week prior to the meeting, draft agenda will be distributed.

[Group logo if it exists or SDG logo if appropriate]

[Collaborative Group Name]

MEETING AGENDA

Month Day, Year

XX:XXAM/PM-XX:XXAM/PM

[Location and address or Dial in information]

Group mission/vision statement

Expected: Names

Absent: Names

Guests: Names

Staff: Names

- A. Welcome/introductions** (time-time)
- B. Agenda review & minutes approval** (time-time)
 - a. If meeting minutes exist and require approval
- C. Discussion/action Items**
 - b. Topic [Name of person leading discussion] (time-time)
 - i.
 - c. Topic [Name of person leading discussion] (time-time)
- D. Updates**
 - d. Topic [Name of person leading discussion] (time-time)
 - i.
 - e. Topic [Name of person leading discussion] (time-time)
- E. Other Business** (time-time)

Materials

List materials being distributed for review prior to meeting

Next Meeting Date(s)

List, including location if not SDG, and topic /speaker if known

COLLABORATION MEETING NOTES TEMPLATE

Meeting notes will be sent to chair within three business days for review and to group members within one week of meeting. If chair provides no feedback within 24 hours, draft notes will be distributed.

[Group logo if it exists or SDG logo if appropriate]

[Collaborative Group Name]

MEETING NOTES

Date

XX:XXAM/PM-XX:XXAM/PM

Note if via phone

Group mission/vision statement

Present:

Not in Attendance:

Guests:

Staff:

ACTION ITEMS

Name: to do item

Name: to do item

NOTES

TOPIC 1

Notes, using easy-to-read format with bullets and images, where applicable. Level of detail to be determined with group chair

- Notes
- Notes
- Notes

TOPIC 2

- Notes
- Notes
- Notes

ETC

Next meeting dates:

Adjourned XX:XXAM/PM