BIGGEST GIVERS   大慈善家

CASE 1:
GATES SMALL HIGH SCHOOLS

I. **About the initiative**
1. Improve graduation rates in US high schools to 80%, especially for low income, minority students
2. From large high schools (1,000 students) to small (300-400 students)
3. School climate 3R's: rigor, relevance, relationships
4. Improve attendance, progression, and achievement gains
5. More than **US$1 billion** from 2003-2007
6. 1,900 schools in more than 40 states
7. Chicago, New York City, California, Ohio, Texas, and Washington
8. Networks of school reform models; some research based

II. **The problem:**
1. U.S. high school graduation rates about 60% or less
2. Only 32% ready for college or work
3. American public schools perceived as broken; unequal

案例1:
盖茨－小型高中

I. 关于倡议
1. 将美国高中毕业率提高到80%，尤其针对低收入的少数族裔学生
2. 从大型高中（1千名学生）到小型高中（300-400名学生）
3. 学校风气的3R：严格的教程、有关的学习机会、良好的师生关系
4. 提高学生出勤率、进步和学业成绩的提高
5. 2003年至2007年，10亿美金以上
6. 40多个州的1900所学校
7. 芝加哥、纽约市、加州、俄亥俄州、德克萨斯州以及华盛顿州
8. 学校改革示范网络；以一定的研究为基础

II. 问题
1. 美国高中毕业率在60%左右或更低
2. 只有32%的学生胜任高等教育或参加工作
3. 美国公里学校被视作问题百出；不平等

CASE 1:
GATES SMALL HIGH SCHOOLS

I. **About the evaluation**
1. Study timeframe: 2001-2004
2. External research organizations: AIR & SRI
3. Quantitative and qualitative methods; statistical comparison groups

II. **Findings**
1. Schools supported by the foundation had higher levels of rigor, relevance, relationships
2. In math, progress no different than other schools
3. Findings were still early; updates in 2012 show some progress in New York City (70% 4-year graduation rate)

III. **Major challenges**
1. Teacher turnover
2. Unsupportive policies
3. Class scheduling
4. Inadequate curriculum
5. Lack of a common vision
6. Leadership changes

案例1:
盖茨－小型高中

I. 关于评估
1. 研究时间段：2001-2004年
2. 外部研究机构：AIR和SRI
3. 定量和定性方法；统计控制的对照组

II. 结果
1. 基金会所支持的学校更严格的教程、更相关的学习机会、和更好的师生关系
2. 数学方面的进步和其他学校无异
3. 结果较初步；2012年的新数据表面在纽约市呈现出一些进步（70%的4年毕业率）

III. 主要挑战
1. 教师流动性
2. 政策缺乏支持性
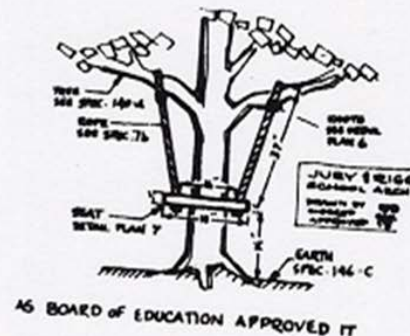3. 排课
4. 教程不足
5. 缺少共同目标
6. 领导层的变化

SCHOOL REFORM, SIMPLE? 学校改革, 简单就如?

As teachers requested it
如教师要求的

As principals ordered it
如校长指定的

As central office designed it
如地方教育局设计的

As the board of education approved it
如省级教育局批准的

As maintenance installed it
如后勤处安装的

What the students wanted
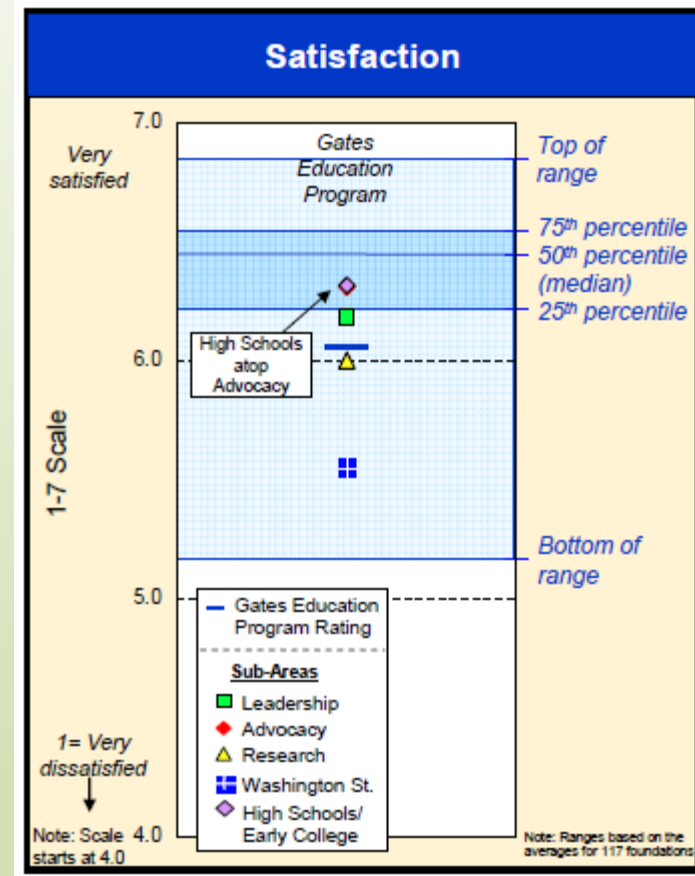学生想要的是什么

CONSUMER REVIEW PLATFORMS 消费者评论平台
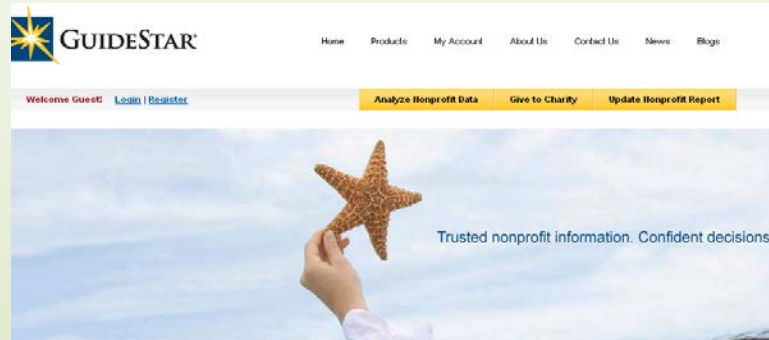
GuideStar - 1994

Great Nonprofits - 2007

Center for Effective Philanthropy

Grantee Perception Reports - 2001

MAIN POINTS

I. **Evaluation in U.S. philanthropy grew rapidly in late 1990's**
   1. New philanthropic foundations from business entrepreneurs
   2. New thinking on strategic philanthropy
   3. Media attention

II. **The practice of evaluation in philanthropy has challenges**
   1. Unclear purpose for evaluation
   2. Limited staff capacity
   3. Lack of culture of transparency, learning

III. **Recommendations**
   1. Encourage experimentation
   2. Build networks
   3. Share results; learn from failure

要点概述

I. 美国慈善事业的评估在90年代后期快速发展
   1. 企业家的新慈善基金会
   2. 战略性慈善的新思想
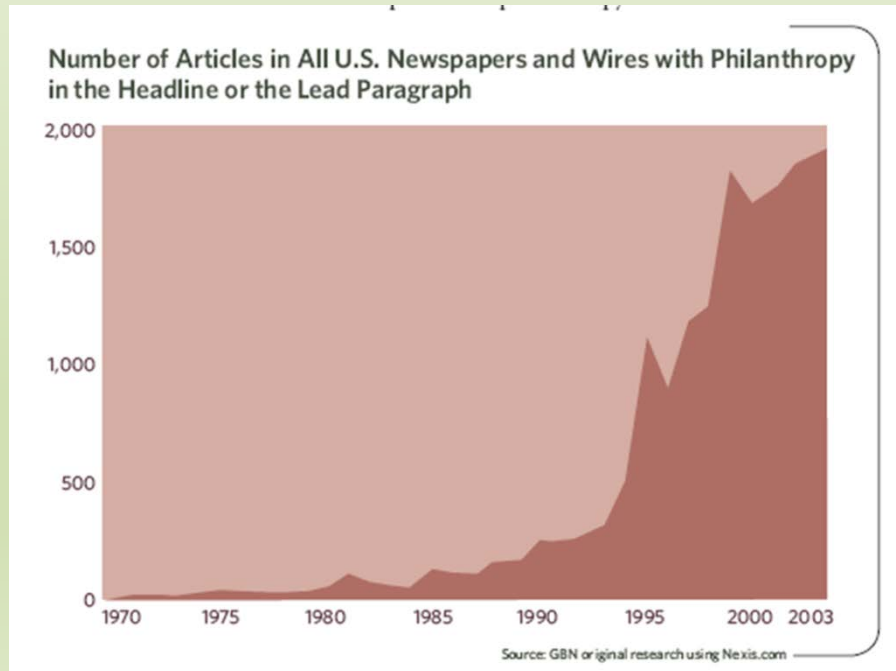   3. 媒体关注

II. 慈善事业评估在实践的挑战
   1. 评估目的不明确
   2. 人员能力有限
   3. 缺少透明度和学习性文化

III. 建议
   1. 鼓励实验
   2. 建立网络
   3. 共享结果；从失败中学习

MEDIA ATTENTION

- **News articles about philanthropy grew in the late 1990's**
    1. Very large foundations established
    2. Wealthy businessmen, celebrities
    3. Media attention can be used positively

- 有关慈善的新闻报道在90年代后期增加
    1. 大规模基金会的建立
    2. 富有商人和名人
    3. 可以积极利用媒体关注

Number of Articles in All U.S. Newspapers and Wires with Philanthropy in the Headline or the Lead Paragraph

2,000
1,500
1,000
500
0
1970 1975 1980 1985 1990 1995 2000 2003

Source: GBN original research using Nexis.com

DECEMBER 26, 2005 / JANUARY 2, 2006   www.time.com AOL Keyword: TIME

PERSONS OF THE YEAR

TIME

THE GOOD SAMARITANS
BILL GATES
BONO
MELINDA GATES

SECTOR STATISTICS

I. Characteristics: U.S. Foundations

1. 86,192 foundations in US (2013)
2. **US$55 billion** in giving: foundations
3. **US$316 billion** in private giving: foundations, individuals, corporations
4. Types: independent (most), operating, corporate, community
5. Largest: Bill & Melinda Gates with **US$34 billion** dollars in assets

II. Issue areas

1. Education: **US$5 billion**
2. Arts and culture: **US$3 billion**
3. Health: **US$6 billion**

III. Education

1. U.S. all spending on education: **US$1 trillion**
2. Gates education spending: **US$400 million** (<1%)

行业数据

I. 美国基金会的特征

1. 美国有86192个基金会（2013年）
2. 550亿美金捐赠：基金会
3. 3160亿美金私人捐赠：基金会、个人、公司
4. 种类：独立基金会（占多数）、运作基金会、公司基金会、社区基金会
5. 最大的基金会：比尔和梅琳达·盖茨基金会拥有340亿美金资产

II. 领域

1. 教育：50亿美金
2. 艺术与文化：30亿美金
3. 卫生：60亿美金

III. 教育

1. 美国所有教育支出：1万亿美金
2. 盖茨基金会教育支出：4亿美金（<1%）

MOTIVATIONS FOR GIVING 慈善捐赠的动机

行业动机
—教育
—卫生
—发展
—艺术和文化
—权利

Affiliation
– Community
– Religion
– Country

从属动机
—社区
—宗教
—国家

Sector
– Education
– Health
– Development
– Arts & Culture
– Rights

Impact
– Social Impact
– Social Return on
– Major Problems
– Underserved Problems

影响动机
—社会影响
—社会回报
—主要问题
—资源不足的问题

Pragmatism
– Individual Benefit
– Family Benefit
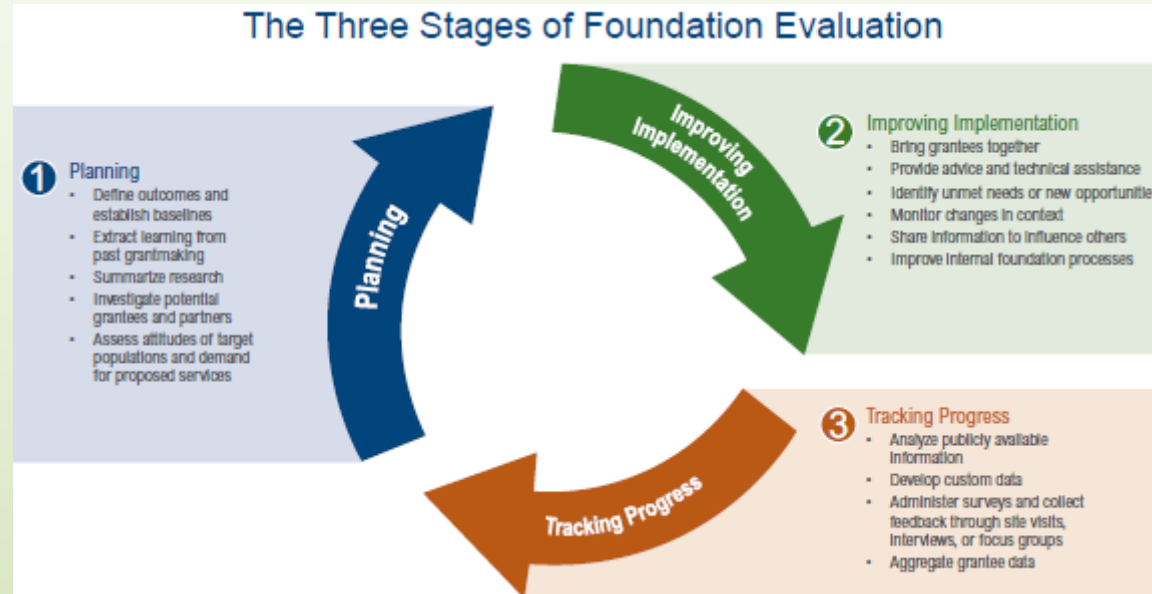– Business Benefit
– Political Factors

实用动机
—个人利益
—家庭利益
—商业利益
—政治利益

2011 UBS INSEAD Study on Family Philanthropy in Asia, p. 24

A STRATEGY FRAMEWORK

战略框架

The Three Stages of Foundation Evaluation

❶ Planning
- Define outcomes and establish baselines
- Extract learning from past grantmaking
- Summarize research
- Investigate potential grantees and partners
- Assess attitudes of target populations and demand for proposed services

❷ Improving Implementation
- Bring grantees together
- Provide advice and technical assistance
- Identify unmet needs or new opportunities
- Monitor changes in context
- Share information to influence others
- Improve internal foundation processes

❸ Tracking Progress
- Analyze publicly available information
- Develop custom data
- Administer surveys and collect feedback through site visits, interviews, or focus groups
- Aggregate grantee data

FSG From Insight to Action, 2007

VK GLOBAL ADVISING

McKinsey Learning for Social Impact White Paper, Foundation Evaluation Cycle, 2010

Bill & Melinda Gates Foundation, The Strategy Lifecycle: A Guide, 2011
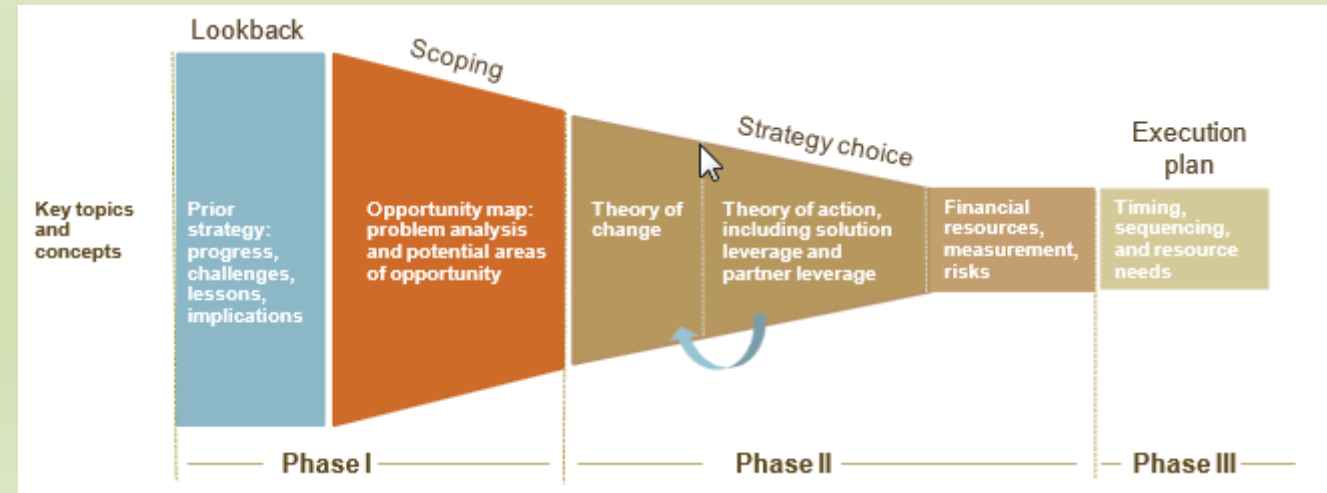
COSTS FOR EVALUATION AMONG U.S. FOUNDATIONS

美国基金会的评估成本

I. **Small foundations: 7%**
- Less than **US$50M** in grants each year
- 7% of program budget for evaluation

II. **Medium foundations: 2%**
- **US$50M - $200M** in grants each year
- About 2% of program budget for evaluation

III. **Large foundations: 2%**
- More than $200M in grants each year
- About 2% of program budget for evaluation

I. **小型基金会：7%**
1. 每年少于5千万的捐赠
2. 项目预算的7%用于评估

II. **中型基金会：2%**
1. 每年5千万至2亿的捐赠
2. 大约2%的项目预算用于评估

III. **大型基金会：2%**
1. 每年捐赠大于2亿
2. 大约2%的项目预算用于评估

COSTS FOR EVALUATION OF SELECT PROJECT TYPES

所选项目种类的评估成本

I. Project evaluations: 10-15%
1. Develop logic model, questions
2. Collect and analyze data
3. Reporting, learning events

II. Donor Engagement: 1-4%
1. Design and conduct survey
2. Collect and analyze data
3. Reporting, learning events

III. Scholarship, Donor Advised: 3-7%
1. Develop questions
2. Collect and analyze data
3. Reporting, learning events

I. 项目评估：10%－15%
1. 提出逻辑模型和问题
2. 收集和分析数据
3. 报告和学习活动

II. 捐赠者参与度：1%－4%
1. 设计和发放问卷
2. 收集和分析数据
3. 报告和学习活动

III. 奖学金、捐赠者指示：3%－7%
1. 提出问题
2. 收集和分析数据
3. 报告和学习活动

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