

MACJANNET FOUNDATION

Program Evaluation Committee

SUBJECT: Annual Program Evaluation Process – Guidelines and Deadlines
(as of August 1, 2004)

A. Background

At the June 11-12, 2004 MacJannet Foundation (MJF) Board meeting, Board members noted that the MJF never really was solely a grant-making institution. Such foundations have a corpus, receive requests for funding from outside entities, and decide which requests to fund based on foundation criteria. The MJF has never entertained grant requests from outside entities and has never contemplated doing so. All MJF programs have been conceived by MFJ Board members based on their ideas for achieving MFJ objectives. The programs have been carried out by partners who have been chosen and funded by the MJF, either fully or partially. MJF Board members have closely followed the programs to insure that MJF objectives were achieved, thus ensuring close MJF interest in each program.

In essence, the MFJ is a hybrid organization, comprising elements of an operating foundation and a grant-making foundation. It establishes its vision and mission, creates its own programs to realize that vision and mission, funds the programs from its own corpus or from resources it finds elsewhere, establishes partnerships as appropriate to carry out the programs, and monitors/evaluates the results. It is very much a “hands on” operation, as opposed to the relatively passive approach of a grant-making institution.

Given this situation, and in order to more systematically and effectively manage its programs, the MFJ established a Program Evaluation Committee at its June 2004 annual business meeting, to be chaired by John King. Committee members are Bob Jerome, George Halsey, Gabriella Goldstein and John Iglehart. Additional members are welcome (please volunteer your name to the MJF President, Bob Jerome). The purpose of the Committee is to evaluate MJF programs submitted to it and to make recommendations to the MJF Trustees concerning their disposition and funding.

The purpose of this memo is to set forth standardized procedural guidelines for doing so.

B. List of Programs

A list of current MJF programs, both actual and proposed, has been posted on the web at www.macjannet.org. This list represents the basic inventory control of programs to be reviewed by the Program Evaluation Committee prior to the next annual MJF Board meeting, although new programs may be added in the interim. The Committee chair will

periodically revise the list. The current list was prepared based on available information as of the June 11-12, 2004 annual MJF Board meeting.

C. Program Proposal Document

Every program proposed for evaluation by the Committee must be described in a Program Proposal document. The MJF Board member who prepares this document is, in effect, the Program Leader for it and acts as its “champion” on the MJF Board. The Program Proposal document outlines the basic information about the program that is essential for its complete review by the Committee. The Program Proposal document, when filled out, is much like a “business plan” since it describes the program’s objectives, traits, costs, partners (if any), funding sources, and other basic information. Every MJF program must have a Program Leader, and the Program Evaluation Committee must review every program – new and existing - every year. The Program Proposal document is the basic method by which the Committee evaluates programs.

The blank Program Proposal document is, at the moment, available only in paper form; although it has been posted at www.macjannet.org, it must be printed out and filled out manually. We are working on a program that will allow this document to be filled out directly on the Internet and then submitted by e-mail to the Program Evaluation Committee chair (see paragraph E below). Stay tuned for this improvement.

D. Program Scorecard

The “scorecard” developed by George Halsey is the basic tool used by the Committee in evaluating and prioritizing all MJF programs. The scorecard will be periodically revised based on program evaluation experience gained by the Committee. The MJF Board can also use this scorecard in reviewing the recommendations of the Program Evaluation Committee, should that be necessary.

The scorecard is also available at www.macjannet.org where it can be filled out by Program Leaders and Program Evaluation Committee members on the Internet and submitted to the Committee chair (see paragraphs E. 1, 2 and 4 below).

E. Annual Program Evaluation Cycle and Schedule

The Program Evaluation Committee must review all MJF programs in time to make recommendations to the MJF President for consideration and approval by the MJF Trustees at their annual Board meeting in June. In order for the Committee to carry out its work in a timely way, an annual evaluation and review cycle and schedule has been established that will enable the full cycle to take place in an orderly fashion. The elements of the annual program evaluation cycle are as shown below:

1. **New Program Proposal Preparation:** any MJF Board member can initiate new programs at any time during the cycle. Normally, the person who initiates a program proposal becomes the Program Leader for the

program. The Program Leader must complete a Program Proposal document and submit it to the chair of the Program Evaluation Committee (John King). The Program Proposal must be accompanied by a Program Scorecard filled in by the Program Leader as a self-assessment exercise. Program Proposal documents submitted after March 1 will most likely have to be reviewed during the following annual cycle.

2. **Existing “Core” Program Proposal Preparation:** Program Leaders for the existing four “core” programs will *not* have to submit Program Proposal documents *unless they wish their programs to have increased funding*. Should increased funding or any other major program change be desired, Program Leaders will have to submit a Program Proposal document and self-assessment Scorecard describing the purpose and effect of the additional funding and/or program change. This can be done at any time during the annual evaluation cycle. The same deadlines apply as for new programs.
3. **March 1: Closing date for submitting Program Proposal documents each year.** The Program Evaluation Committee chair, having collected Program Proposal documents and scorecards during the year, then sends them by e-mail to Committee members for evaluation and ranking.
4. **March 31:** Committee members e-mail their completed ratings and copies of their scorecards to the Committee chair. Should there be a MJF Board meeting in connection with Talloires Night (usually held in April every other year in New York), Committee members could meet on the margins to discuss their program evaluations.
5. **April 15:** The Committee chair circulates by e-mail to Committee members for their review and comment a draft report that contains recommendations to the MJF Trustees on all the evaluated programs. This draft report compiles and synthesizes all the Committee member reports.
6. **May 1:** Committee members e-mail their comments/approval on the report back to the Committee chair. The Committee chair then e-mails the final program evaluation report and Committee recommendations to the MJF president for circulation to the Trustees for study prior to the annual June Board meeting.
7. **Annual Meeting:** The Trustees discuss the recommendations submitted by the Program Evaluation Committee and decide on funding and any other related issues for each program. (N.B.: The existing four “core” programs will continue to be funded at current levels, unless there is a request for a change from a Program Leader – see paragraph E.2 above.)

F. Program Leaders

Program Leaders are the crucial element in making MJF programs effective. One or more MJF Board members can be Leaders of the same program, or of several programs. A Program Leader, besides undertaking the procedural steps noted above, is the person who insures that the program s/he is responsible for is an effective one that is properly managed. The Program Leaders are the Board members who maintain liaison with program partners who actually operate the programs, to guarantee MJF oversight. Possibly in conjunction with other MJF Board members, Program leaders might seek funding from sources outside the MJF's corpus, if necessary to fully fund their programs. Program Leaders and/or partners may be asked to report on their programs to the annual Board meetings, as determined by the MJF president.

G. General Comments

1. These guidelines and procedures are subject to modification/simplification at any time.
2. There is a certain amount of "bureaucracy" here, but these sorts of procedures are essential if all programs are to be evaluated in a thorough and even-handed manner. In any event, the President has the authority to be flexible concerning the application of these procedures on a case-by-case basis should the circumstances warrant and the Trustees agree.
3. As much of the evaluation process as possible should be done by e-mail for speed and simplification.
4. New program ideas should constantly be reviewed and discussed by whatever means. Program Leaders should volunteer or be appointed by the MJF president to insure that new ideas considered worthy are followed up and converted into programs.
5. Existing programs should not be taken for granted and should be constantly reviewed. Occasionally, existing programs can even be dropped (e.g., International House) if they no longer meet MJF objectives.
6. There are four core programs that were established by the MJF's founders. These core programs will have to be maintained unless overriding circumstances dictate that they be modified or dropped. These core programs are indicated on the List of Programs. (See E.2 above)
7. The MJF Trustees are ultimately responsible for the funding and operation or oversight of each of the Foundation's programs, taking any necessary decisions at the annual Board meeting. Trustees are also responsible for reviewing annually the results of each approved Program.