



Putnam Consulting Group

Confident Giving • Dramatic Return

The Ohio State Bar Foundation

CHALLENGE

Determine whether a multi-year, multi-million dollar grant program is worth additional support.

APPROACH

Engage in an intensive evaluation process that gets beyond the numbers and into the on-the-ground perspectives that illustrate program impact.

OUTCOME

The Ohio State Bar Foundation learned much more about the Law & Leadership Institute it funded - including areas for improvement - and made a decision to continue funding with great confidence.

Use Evaluation Results to Make Confident Investments

STOP AND THINK

Although the Ohio State Bar Foundation (OSBF) had been around for nearly half a century, it took a bold step forward in 2008 with its first-ever multi-year, multi-million dollar grant to support the Law & Leadership Institute (LLI). LLI is a initiative in collaboration with the legal community that introduces rising 9th-grade students from underserved communities to the wide array of legal careers and works with them over four years to prepare to obtain a law degree. Students attend classes during the five-week LLI Summer Institute and on Saturdays during the school year at law schools in eight Ohio cities.

LLI is a big program, involving multiple stakeholders at law schools, metropolitan bar associations and individual law firms. With so many stakeholders, so much money and so much time invested in LLI, OSBF needed to know whether the programs outcomes would merit further investment after the initial four-year commitment was finished. To find out, they called on Putnam Consulting Group to provide an evaluation and recommendations.

"We selected Putnam because of their experience in the field of evaluation, and because they had experience working with all types of foundations," says Alison

"In my view, this evaluation was the most significant endeavor our organization has had in its lifetime. It helped our board see the importance of looking beyond just awarding money."

- ALISON BELFRAGE, EXECUTIVE DIRECTOR, THE OHIO STATE BAR FOUNDATION

Belfrage, Executive Director. "Kris and her team asked probing questions, things that made us think more deeply about what we were trying to accomplish.

DIG DEEP WITH PROBING QUESTIONS

Putnam reviewed the full suite of reports and other materials produced by LLI during the grant period, and conducted in-depth interviews with nearly 40 stakeholders to determine the full level of the program's effectiveness and where improvements might be made. The interviews were a critical part of the evaluation, providing keen insights and opportunities that a cursory review of numbers could never supply. In addition, Putnam collected additional data through an online survey of

44 law firms that hosted LLI students for internships.

"In asking Putnam to interview these key leaders, we were placing our reputation on the line, and they represented OSBF extremely well," says Belfrage.

MOVE AHEAD WITH SURETY

Putnam's national perspective proved valuable to OSBF's board, says Belfrage. "We needed that - to think more broadly about our context. That helped us think through aspects of the last four years that had worked well, and helped us understand what other organizations in this area were doing that we might want to consider."

After Putnam presented its findings to the trustees, the board had the information it needed to confidently extend funding for LLI into the future, and a deeper understanding of the impact of their grant. They also shared evaluation findings with LLI, which has begun implementing several of the recommendations made.

"In my view, this evaluation was the most significant endeavor our organization has had in its lifetime," says Belfrage. "It helped our board see the importance of looking beyond just awarding money. I'm looking forward to doing more evaluations as we mature."



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Putnam Consulting Group is a national, award-winning, philanthropy consulting firm. Since 1999, we've been honored to deliver results for foundations of all sizes and types. From developing powerful initiatives, to evaluating impact, to sharing the story of your success, we provide experienced consultation and guidance, logistics support and communications savvy to any or all of your grantmaking team or foundation leadership.

WHY PUTNAM?

Simply put, Putnam provides a full range of expertise and services to help philanthropic organizations achieve dramatic results with confidence and clarity. With our assistance, foundations and nonprofits visualize, design, implement, evaluate and share programs and ideas effectively and in ways that inspire.

Since our inception, we've worked with more than 50 foundations on more than 100 projects specifically designed to increase their impact and deliver dramatic results. Our clients include leading national foundations and smaller regional and local foundations that want to improve their practice and make a deeper difference in the communities they serve.

We don't just rely on ourselves. Instead, we spend time getting to know your organization, your values, your stakeholders and

your environment — in depth. And we seek the perspectives and opinions of and engage discussions among those who influence your success, from internal staff to external partners.

Our nimble, flexible approach means your project receives the constant attention and specialized expertise it deserves — every time.

"Putnam provided several program investment strategies with clear delineation of the pros and cons. As a result, we were able to identify new funding opportunities and invest with confidence."

— JANE LOWE, SENIOR ADVISOR,
ROBERT WOOD JOHNSON FOUNDATION

OUR LEADERSHIP



Kris Putnam-Walkerly is a recognized leader in philanthropic program design, implementation, evaluation and communication. She specializes in helping foundations embrace new and more effective

approaches to solving social problems. Her focus on actionable solutions and recommendations provide her clients with clear direction for maximum impact.

Kris is a master communicator, and has produced innumerable blogs, articles and essays that deliver meaningful, relevant

insights to the field. She has been quoted in the Washington Post, BusinessWeek and other media outlets. She helps her clients communicate their stories — through her vast network of contacts and Twitter followers — thereby enriching the collective wisdom in philanthropy.

Kris chairs the steering committee of the National Network of Consultants to Grantmakers, serves on the board of the Community Foundation of Lorain County and the advisory committee of the Foundation Center in Cleveland, and is a member of the Society for Advancement of Consulting.

LET US HELP YOU

DEVELOP INNOVATIVE PROGRAMS

- Design grantmaking strategies and new funding initiatives
- Conduct environmental scans
- Create theories of change
- Engage stakeholders
- Pinpoint funding gaps
- Identify funding partners
- Incorporate best practices

ALLOCATE FUNDS WISELY

- Develop and manage the RFP process
- Identify and support intermediary organizations
- Train internal program leaders
- Manage and implement grant programs

EVALUATE IMPACT

- Assess evaluation needs
- Determine evaluation readiness
- Incorporate qualitative and quantitative measurement
- Conduct evaluations
- Translate evaluation results into clear recommendations

COMMUNICATE RESULTS

- Craft compelling case studies
- Build toolkits to support your issue
- Share lessons learned
- Circulate articles for newsletters or national press
- Produce videos that tell your story
- Present at board meetings or national conferences
- Post on various social media outlets
- Record podcasts
- Post blogs to increase exposure