

W.K. Kellogg Foundation: Building an Aligned Learning and Evaluation System Using Collaborative and Empowerment Approaches to Evaluation



OVERVIEW

Concepts Guiding Overall Approach

- Improvement
- Inclusive – enterprise wide
- Evidence-based
- Capacity Building
 - helping people help themselves
 - strategic thinking
- Organizational Learning – individual, team, & community
- Accountability
- Sustainability



Common Techniques

- Participation, Cooperation & Collaboration
- Program Theory – Theory of Change – Theory of Action (Logic Models and Work Plans)
- Data Collection, Analysis, Dialogue & Reporting
- Monitoring
 - Baseline, Milestones & Goals
- Feedback Loops



Roles

- Collaborative Role – consult and collaborate
- Empowerment Role – critical friend or coach
 - Overlapping Role: helping people help themselves



Accountability

- Did you do it?
 - Internal
 - External
 - Short term, intermediate, and long-term



Team Presentations



Linh Nguyen



**Huilan
Krenn
Ph.D.**



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**Kimberly James
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**Pennie
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Ph.D.**



**David
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**W.K. Kellogg's Approach to Learning and
Impact: Building an Aligned Learning and
Evaluation System**

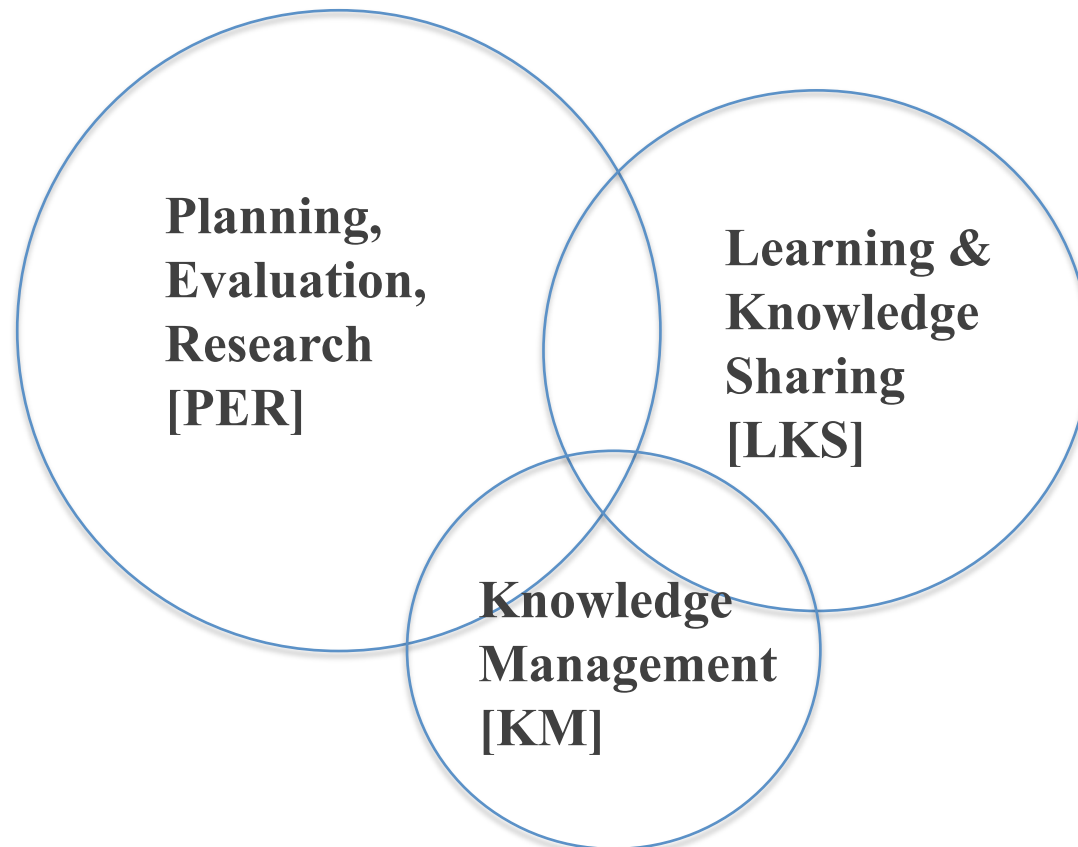
**Linh Nguyen
W. K. Kellogg Foundation**

**American Evaluation Association, October 15-18, 2014,
Denver, CO**

WKKF's Learning & Impact Practice

- Learning and Impact's mission is rooted in our core values, first among them:
“We believe in helping people help themselves through the practical application of knowledge and resources to improve their quality of life and that of future generations.”
- Learning and Impact represents the W.K. Kellogg Foundation's commitment to integrated and collaborative planning, measurement and evaluation.
- Our aim is to optimize the foundation's programmatic investments in partnership with grantees and others through the use of data, insight, and learning to improve the lives of vulnerable children.

Core Roles



Execution Excellence

Learning Culture

Strategic Scope

1

Governance

Policy Governance

Foundation-Wide Strategy

Common Dashboard

Performance Accountability

2

Methods and Tools

Integrated Planning

Data and Measurement

Multi-Faceted Evaluation

Insight and Learning

3

Capacity Building (Internal & External)

Competency Development

Knowledge Sharing

Technical Assistance

Intentional Investments

4

Infrastructure

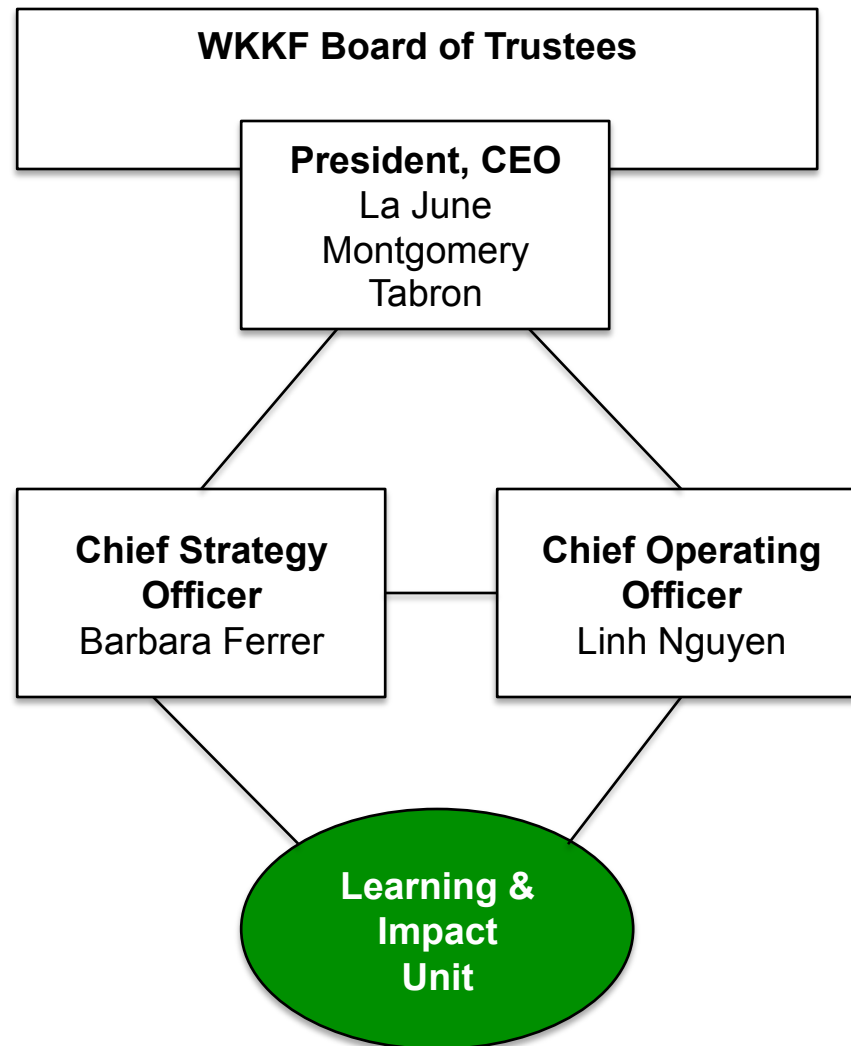
Organizational Architecture

Technical Architecture

Data Architecture

Knowledge Architecture

Tightly Linked Leadership



W.K. Kellogg Foundation: Embedding Practice into Place - Using a Theory of Change and Action

**Tony Berkley
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**American Evaluation Association, October 15-18, 2014,
Denver, CO**

An Integrated Approach to Planning, Evaluation and Research

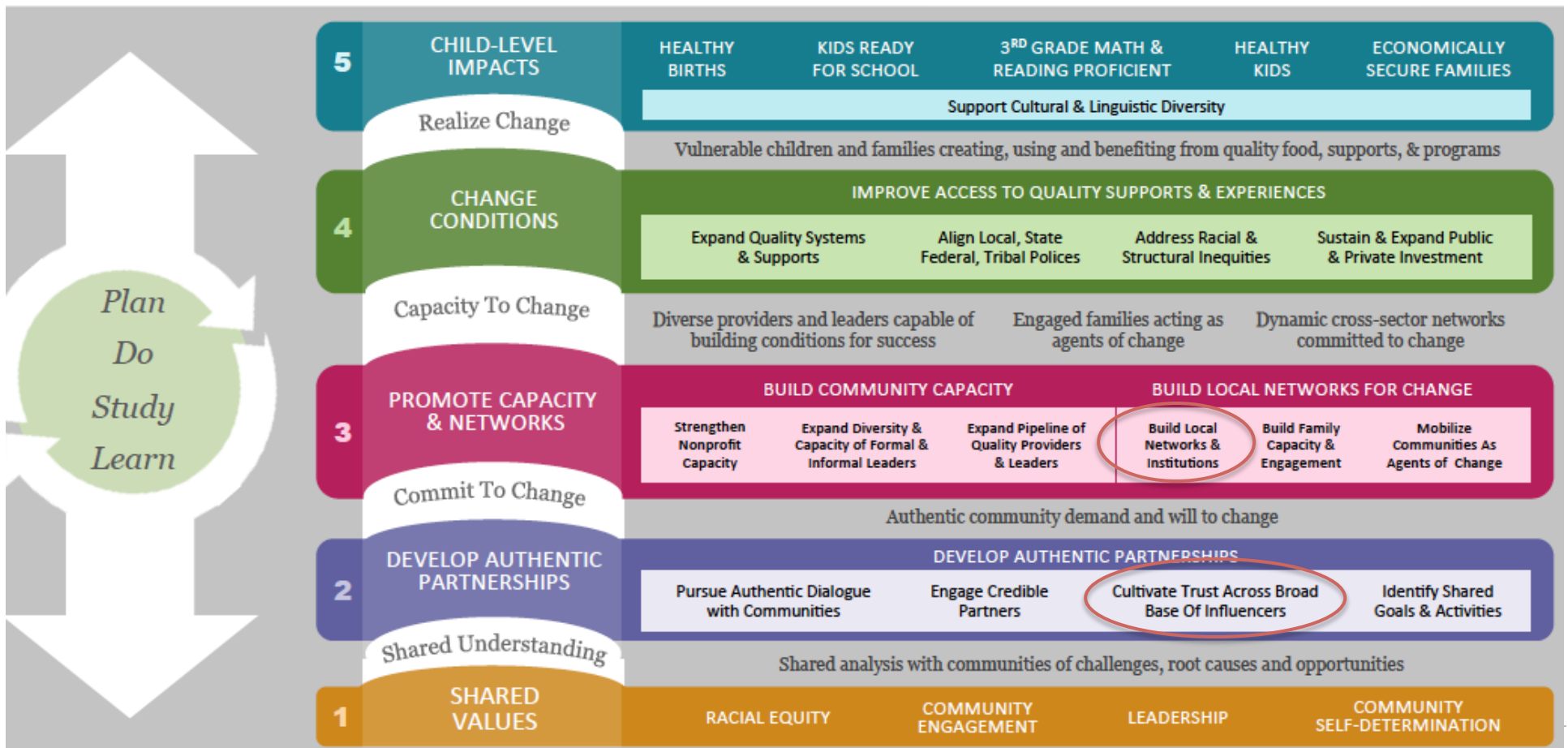
- Four target places: Michigan, Mississippi, New Orleans, New Mexico
- A Collaborative Process
 - The Place Team
 - Place-Based Evaluation Team
- Tools and Templates
 - Theory of change
 - Theory of action
 - Logic Models
 - Work Plans

Defining our Terms

- Theory of Change
 - How do we think change happens?
 - What will it take to promote change within this place?
 - What will emerge as a result of these changes?
- Theory of Action
 - Part 1: Logic Models
 - What will we DO to promote this change process in order to achieve our targeted ends?
 - How will we DO this?
 - What outcomes will emerge as result of these efforts?
 - Part 2: Work Plan
 - What specific funding and other activities will we do as a result of this planning

Place Team Theory of Change

Emerging Theory of Change



Theory of Action Part 1: Logic Model

END: HEALTHY KIDS □								
↓ ↓ PRIORITY INDICATOR ↓ ↓ <i>We want to achieve this ...</i> ↓ ↓ □	↓ ↓ CHANGE LEVERS ↓ ↓ <i>So we plan to leverage change by ...</i> □	↓ ↓ CONTEXT ↓ ↓ <i>And given the reality of our current place ...</i> □	↓ ↓ CHANGE STRATEGIES ↓ ↓ <i>We will do this ...</i> □	ACTIVITIES: ↓ <i>By doing this ...</i> □		How will you know if your efforts are on track? □		
				Funding Activities □	Other Activities □	Short-term Outcomes ↓ <i>Which will first lead to this ... (1-3 years)</i> □	Intermediate Outcomes ↓ <i>Which will then lead to this ... (3-5 years)</i> □	Lasting Outcomes ↓ <i>Which will result in this ... (5 or more years)</i> □

Key Strategic Review Questions for Logic Model

- Do our proposed strategies “make sense” given our current context and prioritized indicators?
- Are the proposed strategies sufficient for producing our targeted outcomes? If not, what needs to be added or taken away?
- Are we trying to do too much? If so, what needs to be taken away?

Theory of Action Part 2: Work Plan

TARGETED END:Healthy kids.....WORKPLAN													
PRIORITIZED INDICATORS	Change Levers <i>WKKF Change Levers selected to achieve targeted ends</i>	Strategies <i>What will be done to pursue these levers?</i>	Activities <i>How will strategies be implemented? List each specific activity. Label each as a FUNDING or OTHER Activity</i>	YEAR 1				Y 2	Y 3	WHO <i>Who will implement or oversee these activities?</i>	% TIME of WKKF staff	BUDGET	NOTES
				Q 1	Q 2	Q 3	Q 4						

Theory of Action Part 2: Workplan

TARGETED END:.....Healthy kids.....WORKPLAN														
PRIORITIZED INDICATORS	Change Levers <i>WKKF Change Levers selected to achieve targeted ends</i>	Strategies <i>What will be done to pursue these levers?</i>	Activities <i>How will strategies be implemented? List each specific activity. Label each as a FUNDING or OTHER Activities</i>	YEAR 1				Y 2	Y 3	WHO <i>Who will implement or oversee these activities</i>	% TIME of WKKF staff	BUDGET	NOTES	
				Q 1	Q 2	Q 3	Q 4							
# of Baby friendly hospitals	Align policies at the individual hospital level Expand quality Programs and Services to make Baby Friendly hospitals accessible to NM micro regions	Building local networks and institutions	Grants to New Mexico Breastfeeding Taskforce	X	X	X	X	X	X	XX	X	X	X more hospitals certifiable by the end of the year	
			Additional grants to support BF work (Zuni Hospitals, Mountain View Hospitals)	X	X	X	X	X	X	YY	X	X		
			Strategic communications to raise awareness about baby friendly hospitals (hospital leaders, parenting groups, businesses)	X	X	X	X	X	X	XX	X	X		
	Build Partnerships to promote Baby Friendly Hospitals	Cultivate trust across broad base of influencers	Strategic meetings with hospital administrators and others	X	X	X	X	X	X	AAA	X	X		Potential to work with XXX hospital
			Identify potential intermediary to strengthen baby friendly certified hospitals	X	X	X	X	X	X	AAA	X	X		
			Develop relationship with	X	X	X	X	X	X	AAA	X	X		

Lessons Learned

- Mutual creation of a TOC within a team is valuable
 - Makes explicit the implicit practices
 - Promotes shared language and shared understanding
- Shifting to an outcomes focus – and aligning strategies around targeted priorities – challenges traditional grant making approaches.
- Creating safe space for critical reflection and critical inquiry is essential.
- It takes time and effort to be strategic!

W.K. Kellogg Foundation: The Use of CARES's Community Commons Tools to Provide Baseline and Progress Data

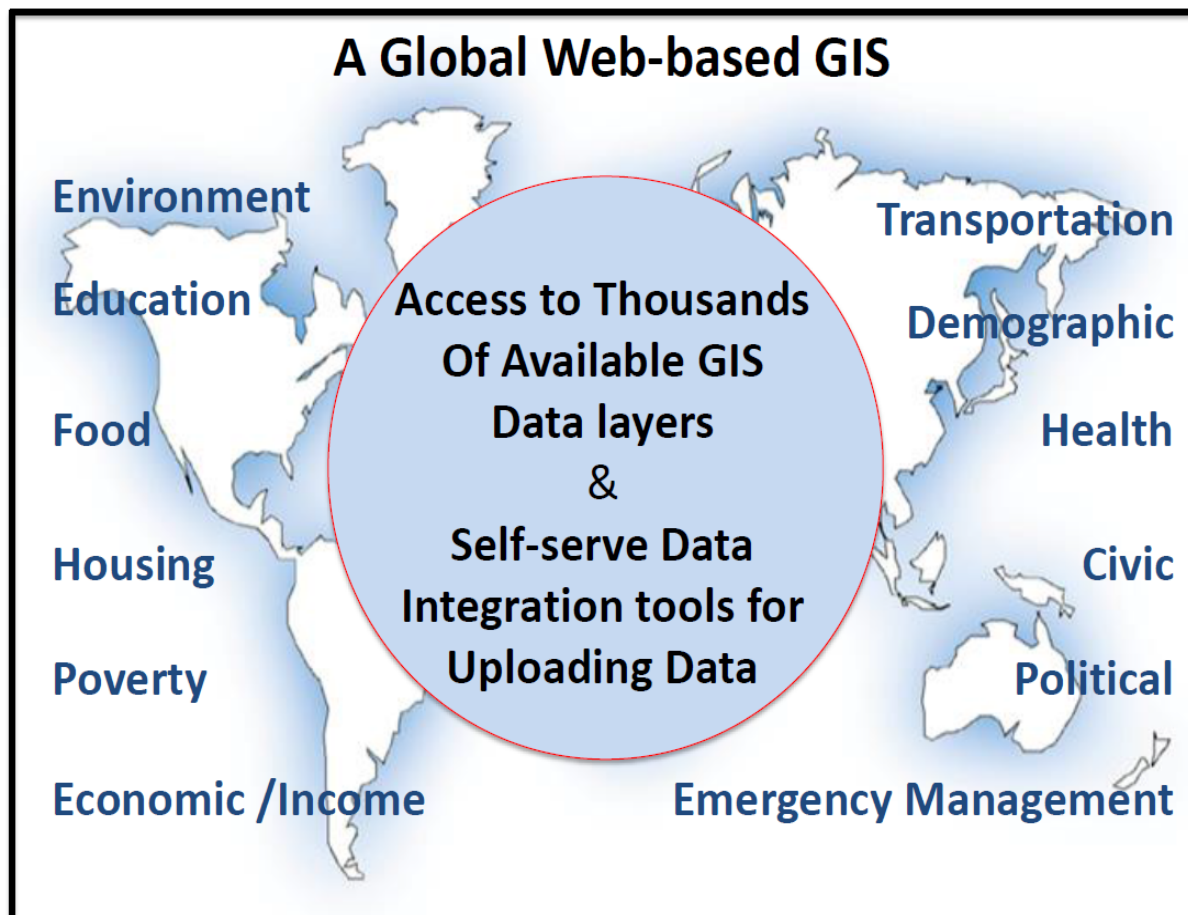
**Kimberly M. James
W.K. Kellogg Foundation**

American Evaluation Association, Denver, CO - October 17, 2014

Overview of Community Commons / CARES

Community Commons: Data Management System

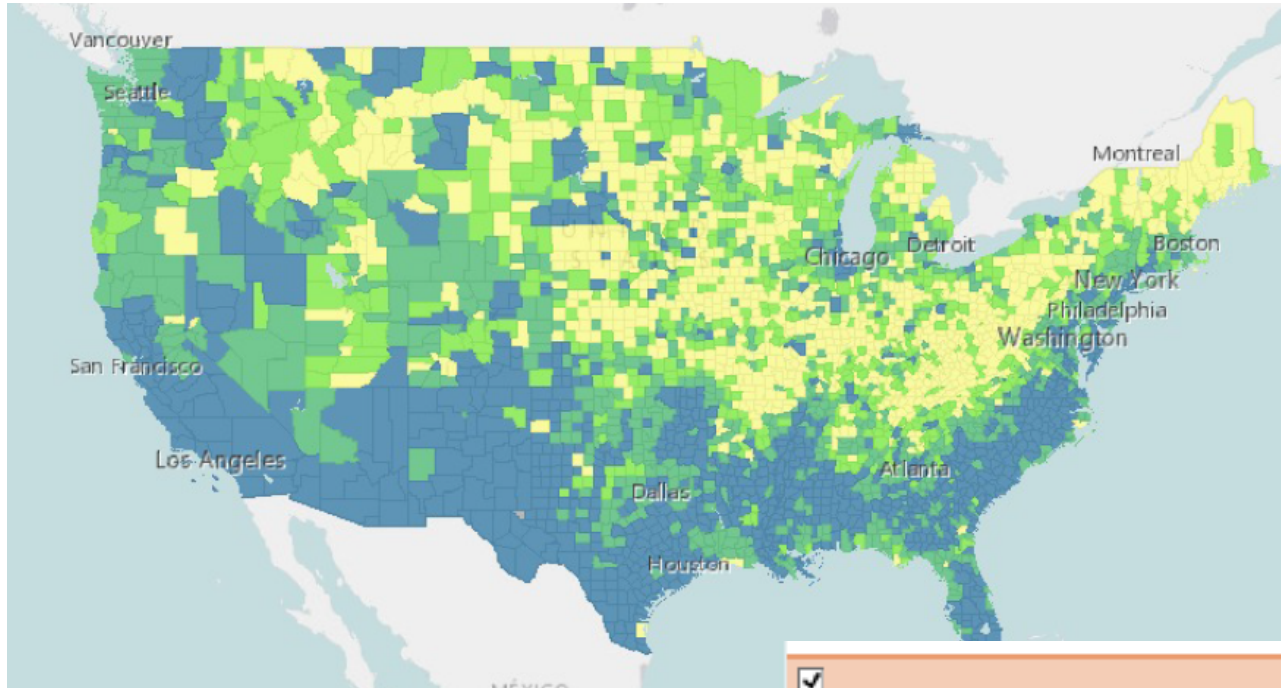
(CARES: Center for Applied Research & Environmental Sciences-Univ of Missouri)



Key Features:

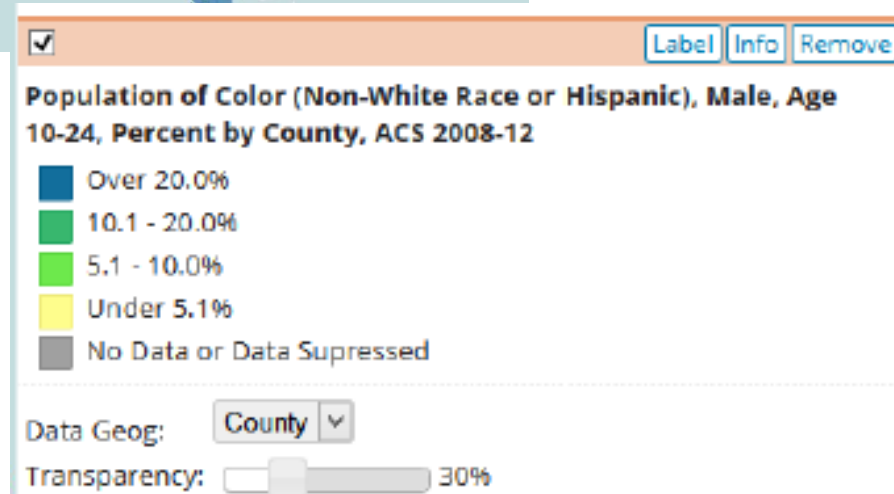
- Access data
- Upload data
- Compare data
- Share data

Boys and Males of Color Map – U.S.



National
Data

Disaggregating
data by race



Doña Ana County, NM: Community Needs Assessment (CNA) data

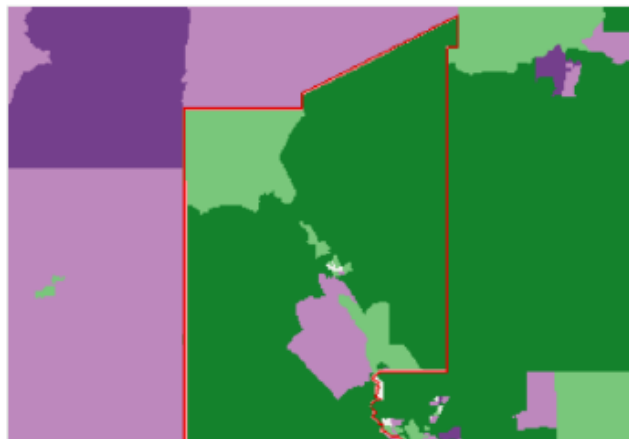
Change in Total Population

According to the U.S. Census Bureau Decennial Census, between 2000 and 2010 the population in the report area grew by 34,551 persons, a change of 19.78%. A significant positive or negative shift in total population over time impacts healthcare providers and the utilization of community resources.

[Download Data](#)

Report Area	Total Population, 2000 Census	Total Population, 2010 Census	Total Population Change, 2000-2010	Percent Population Change, 2000-2010
Doña Ana County, NM	174,682	209,233	34,551	19.78%
New Mexico	1,819,046	2,059,179	240,133	13.20%
United States	280,421,907	307,745,539	27,323,632	9.74%

Data Source: US Census Bureau, [Decennial Census: 2000 - 2010](#). Source geography: Tract.



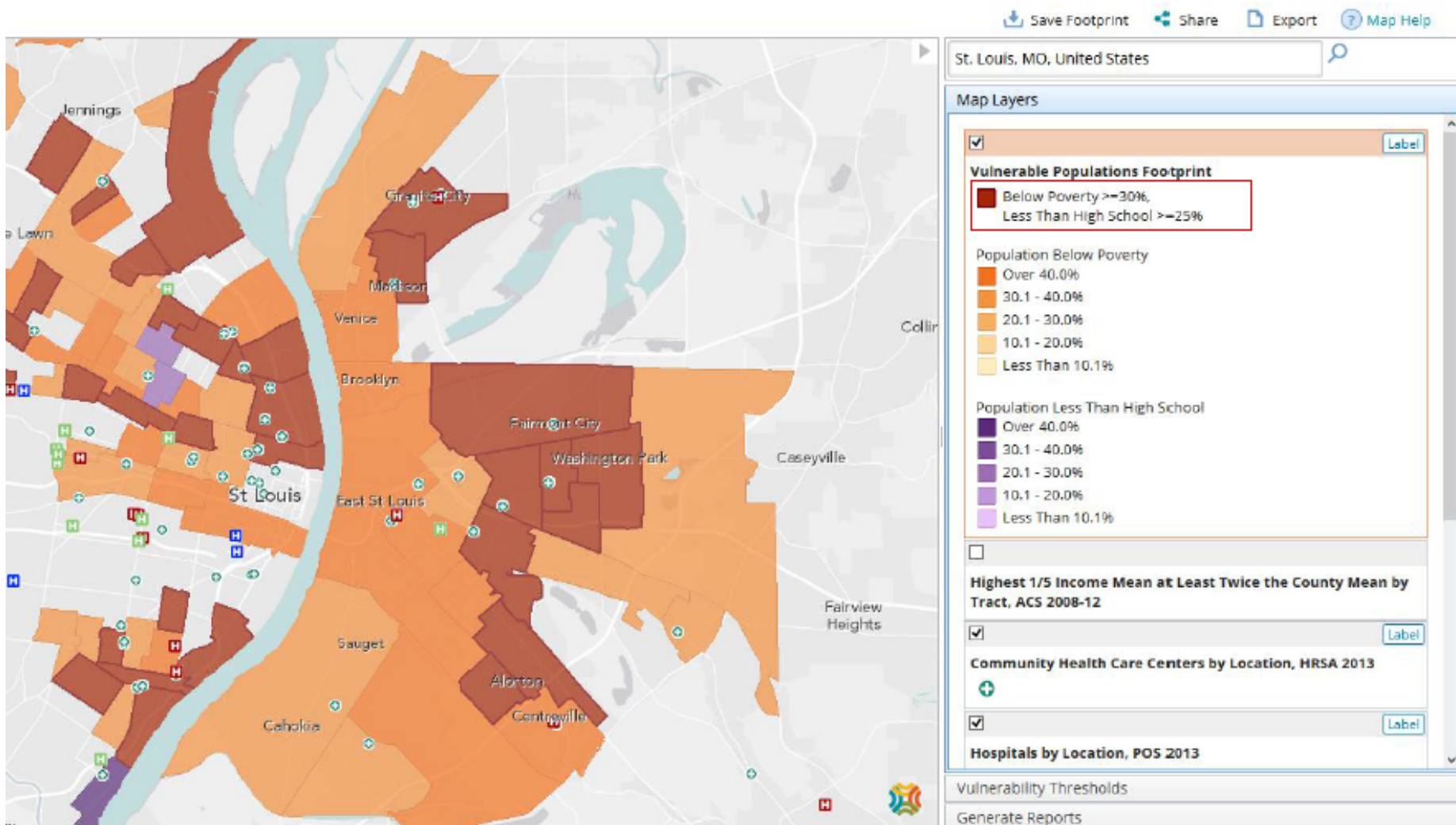
Population Change, Percent by Tract, US Census 2000 - 2010

- Over 10.0% Increase (+)
- 1.0 - 10.0% Increase (+)
- Less Than 1.0% Change (+/-)
- 1.0 - 10.0% Decrease (-)
- Over 10.0% Decrease (-)
- No Population or No Data

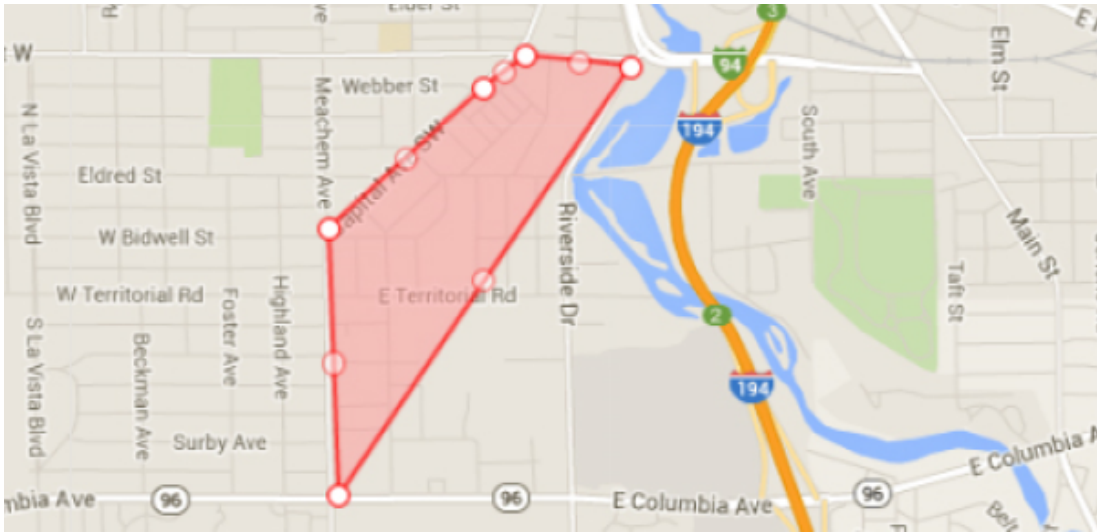
**National,
State &
County
Data Sets**

Vulnerable Populations Footprint

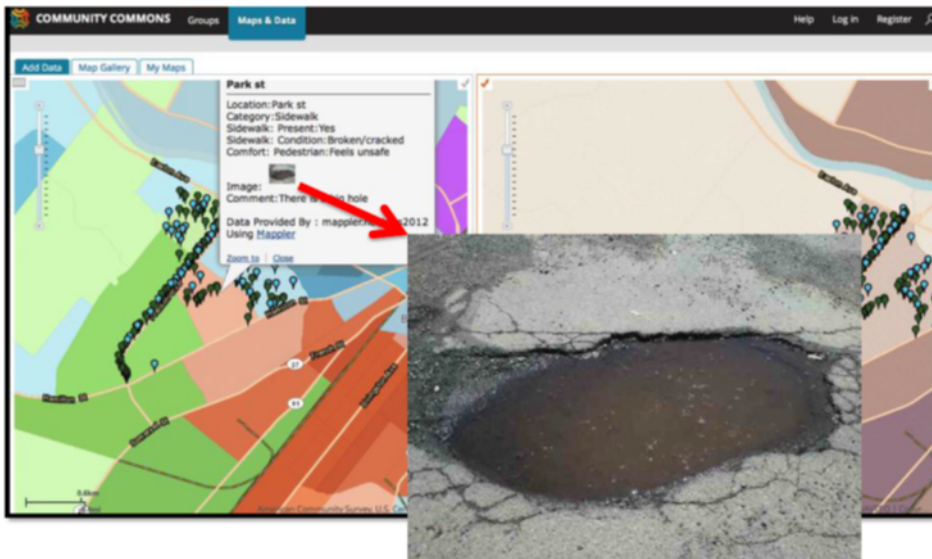
St. Louis and East St. Louis, Missouri



Accessing Local Data - Examples



Drawing a Custom Area



Uploading local data

Collaborative Data Hub: Project Battle Creek



Battle Creek, Michigan

Home

Activity

Maps & Reports

Hub Library

Members 15

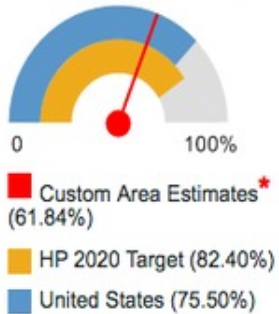
Hublets

Send Invites

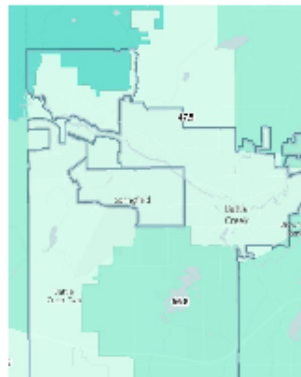
Admin

Talent Development

On-Time Graduation Rate

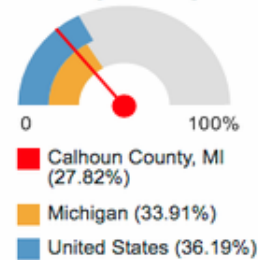


Graduation Rate



Language Arts Proficiency

Percent Population Age 25+ with Associate's Degree or Higher



Population with Associate's Degree

Additional Related Maps & Data

- [NAEYC-Accredited Child Care, 2010](#)
- [Math Proficiency, 2011](#)
- [Population with High School Diploma, 2008-2012](#)
- [Locations of Primary Care Physicians, 2012](#)

Create a New Map

www.communitycommons.org

**W.K. Kellogg Foundation: The Use of
Webinars and Face-to-Face Evaluation
Training to Build a Common Language and
Contribute to a Knowledge Management
System**

**David Fetterman
Fetterman & Associates**

**American Evaluation Association, October 15-18, 2014,
Denver, CO**

Commitment: Alignment & Education

- Aligning learning and evaluation systems
- Building capacity
- Developing and implementing an educational program to ensure the use of a common evaluation language or lexicon
 - Internal evaluation capacity building, e.g. webinars and face-to-face evaluation training
 - Board, Program Officers, and Staff Members



Board Presentation

A Culture of Measurement & Evaluation



W.K. Kellogg Foundation Board Presentation
Professor David Fetterman, Ph.D.
University of Charleston, San Jose State University
Formerly , Stanford University (25 years)
Past-president, American Evaluation Association

September 18, 2013

Aligned Evaluation @ WKKF

Words to Give By:
Evaluation terms and what they mean to WKKF

An evaluation lexicon is a list of common evaluation terms. It is the vocabulary of evaluation practice.

GOAL

MONITORING

OUTCOME

BASELINE

IMPACT

MILESTONE

INDICATOR

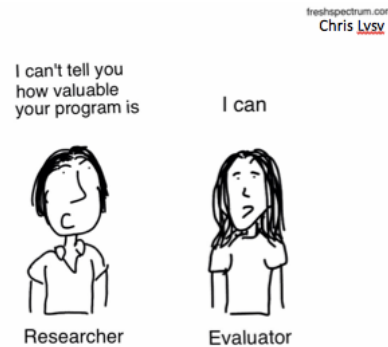
TARGET

EVALUATION

Webinar

“Evaluation and Monitoring” Definitions & Differences - May 28, 2014

What is evaluation vs. research?



Indicators: The Art & Science Behind Good Indicators

- July 8, 2014



Selection, Creation & Use of Indicators

Webinars

Face-to-Face Evaluation Training



Mexico



Chicago



COO

