



Dear Grantees and Partners,

We hope that you are having a great summer. We wanted to share a few quick updates on the Packard Foundation's Organizational Effectiveness Program. Below are a few ways we're enhancing our work this summer to better serve your needs:

Jamaica Maxwell joins OE as Program Officer

We are thrilled to have Jamaica join our team, where she will make grants to current Packard Foundation grantees to strengthen their leadership, organizations, and networks. She also will provide training and mentorship to Packard Foundation staff on organizational effectiveness and capacity building. Jamaica has deep experience providing strategic and organizational guidance to nonprofits, foundations, and businesses, with particular expertise in energy/climate change, biodiversity conservation, and agriculture/food systems. [Read the Foundation's press release about Jamaica.](#)

As we transition grants over to Jamaica in the next few weeks, we will contact grantees affected by this change to let you know directly and to introduce Jamaica to you. In the meantime, if you have any questions, you can contact the OE program at oe@packard.org. If you'd like to reach out to Jamaica directly, you can contact her any time at jmaxwell@packard.org.

OE Publishes "Year End Learning Reports" on 2012 Grants

Each year, the OE program reflects on what we've learned from the Organizational Effectiveness projects our grantees have completed in the previous year: whether grants met their objectives, what challenges they encountered, what advice they give to grantees contemplating similar work, and how we might adjust our grantmaking as a result. Just one example of a key lesson learned from the 99 OE grants that closed in 2012: fundraising grants can

About the OE Program

The OE program partners with grantees, helping them strengthen their fundamentals so they can focus on achieving their missions.

We pursue our goal through two major strategies:

1. We make grants to key grantees of the Foundation to build their core strengths in areas like strategic and business planning, financial management, board and executive leadership, and communications capacity.
2. We make grants to build these capacities among groups of leaders and cohorts of grantees--so that nonprofit leaders can share knowledge, learn from their peers, and grow their networks.

New Resources Posted on OE Wiki

Our [OE wiki](#) includes links to some of our favorite resources for nonprofits --everything from network development to branding to evaluation.

One helpful new resource to check out: [GATHER: The Art and Science of Effective](#)

succeed. Previous evaluations found that grants for fund development are less successful than grants for other purposes, such as strategic planning. But this year, two fund development grants were among our most successful grants. The secret to success? High engagement in the projects from the executive director and board members. Fundraising is everyone's job, not just the job of a development director or a campaign consultant. We will be looking for that level of engagement in fund development proposals that we consider in the future.

[Convening](#), a new hands-on guidebook from Monitor Institute.

The OE Wiki is a wiki-please feel free to share and collaborate!

We've posted a summary of our [2012 Learning Reports on our wiki](#). We welcome questions and feedback!

As always, we're glad to partner with you in strengthening your fundamentals so that you focus on achieving your mission. Hope to hear from you soon!

All best wishes,

The Organizational Effectiveness Team
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