We hope you had a great summer! We want to share a few quick updates on the Packard Foundation's **Organizational Effectiveness and Philanthropy Program** (OEP).

OEP Explores Ways to Support and Develop Nonprofit Leaders

We've been thinking a lot this year about how best to nurture and grow nonprofit leaders in the fields that the Packard Foundation cares about most. A recent **post on the Social Velocity blog** from OEP Director Kathy Reich shares some of our ideas, and this year we've been putting them into action by supporting a number of leadership development efforts.

One example: we recently launched a cohort with Third Plateau Social Impact Strategies and nonprofit guru **Beth Kanter** to support emerging leaders in U.S.-based conservation organizations. The project aims to help these leaders build skills that are critical to nonprofit success, including self-management, networking, and online engagement. A new **Playbook** serves as the curriculum for the cohort--it's free and full of helpful tips no matter what stage you are in your career.

New Project Educates Funders and Nonprofits on the Real Costs of Great Outcomes

We are pleased to support the **Real Cost Project**, which educates funders and nonprofits about how to estimate and finance the "real costs" of

nonprofit operations--that is, all of the necessary investments for a nonprofit organization to deliver on mission and be sustainable over the long term. The website provides a robust list of resources and reference materials on the conversation about the best way to fund nonprofits.

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Evaluation Finds Long-Term Positive Impacts from Packard OE Grants

For the second year, we commissioned an evaluation of the long-term effect of OE grants on our nonprofit grantee partners. *2015 Lasting Change*, a report by the Vallarta Institute, analyzes 19 OE grantee interviews conducted one to two years after the grants closed to determine post-grant impacts on organizations and challenges to sustaining results.

In the 2015 evaluation, all grantee partners report some lasting capacity increase one to two years after their grants close. OE grants also spur grantee partners to invest their own resources in organizational capacity after the completion of the grant. Grantee partners attribute both direct and indirect programmatic impacts to OE grants, especially a year or two after grant completion.

We've posted the full report on our wiki. All questions and feedback welcome! Special thanks to the grantee partners who participated in the interviews and shared their insights with our evaluators.

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Linda Gargiulo Joins OEP Team as Program Associate

The OEP team is delighted to welcome Linda Gargiulo as a new Program Associate! Linda comes to us from Foundation grantee partner Palo Alto Art Center Foundation, where she was the manager of member and administrative services. You can reach her at lgargiulo@packard.org.

All best wishes,

The Organizational Effectiveness Team
Kathy Reich, Linda Baker, Kai Carter, Cheryl Chang, Linda Gargiulo,
Jamaica Maxwell, and Prithi Trivedi

Visit Our OE Wiki

Our OE wiki includes links to some of our favorite resources for nonprofits-everything from network development to branding to evaluation. This summer we've added new resources on Innovation, Physical and Digital Security, and Leadership and Coaching.

The OE Wiki is open source. Please feel free use whatever you find there, and to share favorite resources of your own!