

2020 Bridgespan Publications List

The Bridgespan Group collaborates with a broad range of social sector leaders to develop and share ideas, tools, and insights that can drive breakthrough social impact. A selection of Bridgespan knowledge projects developed during 2020 appears below.

The Bridgespan Group would like to thank The JPB Foundation for its generous and ongoing support of our knowledge creation and sharing work.

COVID-19 Response and Recovery

Bridgespan's **Nonprofits, Funders, and the Coronavirus (COVID-19) Crisis resource collection** offers guidance to nonprofits, philanthropists, and impact investors on navigating the coronavirus (COVID-19) crisis and the expected economic downturn.

Reports from Seattle Nonprofits, Bridgespan.org, 3/12/2020:

- **Jewish Family Service:** Will Berkovitz (CEO)
- **Alliance for Education:** Lisa Chick (President & CEO)
- **Rainier Scholars:** Monica Parker (Associate Executive Director)
- **YouthCare:** Jody Waits (Development & Communications Officer)

What Philanthropy Can Do Today to Support Grantees Through the Coronavirus (COVID-19) Crisis, Bridgespan.org, 3/17/2020

By Betsy Doyle, Michael Etzel and Peter Kim

Three Ways for Impact Investors to Respond to the Coronavirus (COVID-19) Pandemic, Bridgespan.org, 3/27/2020

By Mariah Collins and Michael Etzel

Memo: Opportunities for Philanthropic Response to the Coronavirus (COVID-19) Crisis, Bridgespan.org, 4/8/2020

By Sonali Madia Patel, Alexandra Hughes Smith and Katie Bollbach

Three updates to this memo take in-depth looks at arising areas of philanthropic need and opportunity based on the progression of COVID-19 globally:

- **Mitigating Socioeconomic Impacts in Low- and Middle-Income Countries (LMICs)**, Bridgespan.org, 4/8/2020

By Sonali Madia Patel, Alexandra Hughes Smith, Katie Bollbach and Alina Clarke

- **Addressing the Global Human Rights and Governance Implications of the COVID-19 Pandemic**, Bridgespan.org, 4/8/2020

By Sonali Madia Patel, Alexandra Hughes Smith and Gayle Martin

- **Racial Equity Implications of the COVID-19 Pandemic: Opportunities for Philanthropic Response**, Bridgespan.org, 5/13/2020

By Sonali Madia Patel, Alexandra Hughes Smith and Gayle Martin

Why All Foundations Should Support the Guardians of the Nonprofit World Now, *The Chronicle of Philanthropy*, 4/8/2020

By Dan Cardinali, Fred Blackwell and Jeff Bradach

Four Ways for Community-Focused Philanthropy to Confront the Coronavirus (COVID-19) Crisis, Bridgespan.org, 4/13/2020

By Debby Bielak and Willa Seldon

2020 Bridgespan Publications List

Want to Support Your Community's Equitable Recovery from COVID-19? Invest in Child Care, Bridgespan.org, 4/22/2020

By Kat Kaufmann, Shannon Rudisill and Elise Tosun

Voices from the Field: How City Year Detroit and TSNE MissionsWorks Are Navigating the COVID-19 Crisis, Bridgespan.org, 4/28/2020

By The Bridgespan Group

A Compass for the Crisis: Nonprofit Decision Making in the COVID-19 Pandemic, Bridgespan.org, 4/29/2020

By Lindsey Waldron and Preeta Nayak

Beyond Survival: Five Keys to Unlock Social Innovation Amid the COVID-19 Crisis, Bridgespan.org, 5/5/2020

By Ann Mei Chang

Memo: Philanthropy and the COVID-19 Response in India, Bridgespan.org, 5/18/2020

By Pritha Venkatachalam, Donald Yeh and Niloufer Memon

Why Philanthropic Collaborations Should Thrive and Lead the Battle against COVID-19, YourStory.com, 5/18/2020

By Pritha Venkatachalam and Kashyap Shah

Making Sense of Uncertainty: Nonprofit Scenario Planning in the COVID-19 Pandemic, Bridgespan.org, 5/27/2020

By Lindsey Waldron, Robert Searle and Alexandra Jaskula-Ranga

The Racial Funding Gap Can't Continue in the Pandemic, Philanthropy.com, 6/2/2020

By Cheryl Dorsey, Jeff Bradach and Peter Kim

Nonprofit Innovation for a Post-Crisis Future, Bridgespan.org, 6/10/2020

By Nithin Iyengar and Reilly Kiernan

Philanthropy's Distinctive Role in India's COVID-19 Response, IndiaCSR.in, 6/24/2020

By Pritha Venkatachalam, Donald Yeh and Niloufer Memon

Opinion: Philanthropy's Distinct Role in India's COVID-19 Response, Devex, 7/16/2020

By Pritha Venkatachalam, Donald Yeh and Niloufer Memon

Community Engagement to Tackle COVID-19 in the Slums of Mumbai, Bridgespan.org, 7/29/2020

By Pritha Venkatachalam and Niloufer Memon

In the Pandemic, We're All in This Together. Going It Alone Won't Work, Grant Makers, *The Chronicle of Philanthropy*, 7/30/2020

By Lija Farnham and Zoe Tamaki

Back to the Future: Why Philanthropies Should (Re)turn to CDFIs to Support an Equitable Recovery from COVID-19, Bridgespan.org, 8/4/2020

By Willa Seldon and Isabelle Brantley

Engaging Communities is Critical to the COVID-19 Response, *India Development Review*, 8/7/2020

By Pritha Venkatachalam and Niloufer Memon

Engaging Slum Communities to Combat COVID-19, AVPN, 8/12/2020

By Pritha Venkatachalam and Niloufer Memon

2020 Bridgespan Publications List

Building Back for Equity: Guidance to Inform 2021 Early Childhood Grantmaking, Bridgespan.org, 10/1/2020

A joint project of the Heising-Simons Foundation, The Education Trust, and The Bridgespan Group

Major Publications

Executive Team Effectiveness Toolkit, Bridgespan.org, 1/22/2020

By The Bridgespan Group

Philanthropic Collaboratives in India: The Power of Many, Bridgespan.org, 2/18/2020

By Pritha Venkatachalam and Kashyap Shah

Field Building for Population-Level Change, Bridgespan.org, 3/27/2020

By Lija Farnham, Emma Nothmann, Zoe Tamaki and Cora Daniels

Speeding Up Nonprofit Network Decision Making (article and [tool](#)), Bridgespan.org, 4/16/2020

By Mark McKeag and Lindsey Waldron

Racial Equity and Philanthropy: Disparities in Funding for Leaders of Color Leave Impact on the Table, Bridgespan.org, 5/4/2020

By Cheryl Dorsey, Jeff Bradach and Peter Kim

Overcoming the Racial Bias in Philanthropic Funding, *Stanford Social Innovation Review* online, 5/4/2020

By Cheryl Dorsey, Peter Kim, Cora Daniels, Lyell Sakaue and Britt Savage

Research Brief: The Landscape of Large-Scale Giving by African Philanthropists, Bridgespan.org, 6/15/2020

By Jan Schwier, Craig Wallington, Maddie Holland and Wendy Magoronga

When Peers Work Together to Drive Social Change, *Stanford Social Innovation Review* online, 6/24/20

By Rohit Menezes, Simon Morfit, Willa Seldon and Bill Breen

Guiding a Giving Response to Anti-Black Injustice, Bridgespan.org, 8/25/2020

By Susan Taylor Batten, Edward M. Jones, Leslie MacKrell and Jerry Petit-Frere

Beyond the Grant: Foundations as Impact Investors, Bridgespan.org, 9/23/2020

By Sridhar Prasad, Ben Morley, Alex McCue, Naomi Eisenberg and Roger Thompson

Giving Credit Where Due: A Case for Debt Financing in Indian Impact Enterprises, Bridgespan.org, 10/7/2020

By Sudharshan Sampathkumar, Sam Whittemore, Ramraj Pai and Swasti Saraogi

Transforming Organ Donation in America, Bridgespan.org, 11/19/2020

By Paul Rosenberg, Michael Ciccarone, Bradley Seeman, David Washer, Gayle Martin, Jackson Tse and Erica Lezama

What Are Intended Impact and Theory of Change and How Can Nonprofits Use Them?, Bridgespan.org, 12/16/2020

By Lindsey Waldron, Butch Trusty, Preeta Nayak and Yvonne Bettancourt

2020 Bridgespan Publications List

Intended Impact and Theory of Change Templates and Case Studies, Bridgespan.org, 12/16/2020

By Lindsey Waldron, Butch Trusty, Preeta Nayak and Yvonne Bettancourt

- Templates: **How to Develop Your Intended Impact and Theory of Change**
- Case studies:
 - **The Bail Project**
 - **FAWE**
 - **IMPACCT Brooklyn**

Short Publications and Blogs

Are India's Healthcare Goals Inclusive of Tribal Peoples?, *India Development Review*, 2/11/2020

By Dr. Shailendra Kumar B. Hedge and Pritha Venkatachalam

The 3Cs of Collaboration, *India Development Review*, 2/25/2020

By Pritha Venkatachalam and Kashyap Shah

Philanthropic Collaboratives Show the Power of Many, *The Times of India*, 3/19/2020

By Pritha Venkatachalam

A New Role for Funders in Field Building Toward Social Change: Moving from Driving the Car to Filling the Tank, *GEO*, 3/30/2020

By Lija Farnham

The Role of Evidence in Impact Investing, Bridgespan.org, 4/9/2020

By Michael Etzel and Mariah Collins

The Problem with "Color-Blind" Philanthropy, HBR.org, 6/5/2020

By Cheryl Dorsey, Jeff Bradach and Peter Kim

Peer-Driven Change: How Community-Led Efforts Propel Social Progress, Bridgespan.org, 6/24/2020

- Three case studies by Rohit Menezes, Simon Morfit, Willa Seldon and Bill Breen: **Rwanda, San Francisco and Boston**

How African Philanthropy Responds in a Crisis, WINGS (Worldwide Initiatives for Grantmaker Support), 6/30/2020

By Jan Schwier and Maddie Holland

How to Unlock the Value of Diversity and Inclusion in Impact Investing, ImpactAlpha, 7/2/2020

By Michael Etzel and Willie Thompson

How African Philanthropy Responds in a Crisis, *Alliance Magazine*, 7/12/2020

By Jan Schwier and Maddie Holland

From Principles to Practices: Structuring Your Decision-Making Process, Bridgespan.org, 7/15/2020 (and **Decision-Making Best Practices Checklist**)

By Preeta Nayak and Lindsey Waldron

Why "Peer-Driven Change"—and Why Now?, Bridgespan.org, 7/22/2020

By Rohit Menezes, Simon Morfit and Willa Seldon

Philanthropy's Racial Funding Gap is an Urgent Crisis, *GEO*, 7/27/2020

By Cheryl Dorsey, Peter Kim and Marcus Walton

2020 Bridgespan Publications List

Leadership Transition in a Time of Turmoil: FLY Names a New CEO, Bridgespan.org, 9/1/2020

By Meera Chary and Dave Moore

Opinion: China is Finally Ready for Socially Beneficial Investing, Caixinglobal.com, 9/8/2020

By Yuan Jiakai, Chris Addy and Kate Collins

Create a Succession Plan for Your Leadership Role (article and tool), Bridgespan.org, 9/23/2020

By Brian Keane

Leadership Transition in a Time of Turmoil: Ali Knight Leads FLY into a New Era, Bridgespan.org, 10/6/2020

By Dave Moore

Three Organizational Decision-Making Best Practices That Embrace Inclusivity, Bridgespan.org, 10/21/2020

By Dave Moore

How One Organization Brought Discipline, Inclusivity, and Transparency to Its Decision-Making Process, Bridgespan.org, 10/22/2020

By Dave Moore

Foundations, Invest in Impact, *Alliance Magazine*, 10/24/2020

By Sridhar Prasad and Ben Morley

Overcoming the Barriers to Debt Financing for India's Impact Enterprises, AVPN, 10/28/2020

By Sudarshan Sampathkumar, Sam Whittemore, Ramraj Pai and Swasti Saraogi

How One CEO Increased Her Executive Team's Performance, Bridgespan.org, 11/10/2020

By The Bridgespan Group

How to Adapt Executive Team Practices During a Crisis, Bridgespan.org, 11/10/2020

By Dave Moore

India's Impact Enterprises Need More Debt Financing to Grow: Here's How Businesses, Lenders and Regulators Can Make That Happen, NextBillion, 12/15/2020

By Sudy Sampathkumar and Anuja Kadam

Using Debt for Impact, *India Development Review*, 12/18/2020

By Sudy Sampathkumar, Sam Whittemore and Ramraj Pai