



Policy Patrons: Philanthropy, Education Reform, and the Politics of Influence

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Transformations au cours des 20 dernières années aux É-U

-Augmentation du nombre de « méga-fondations » - dont le capital est supérieur à 1 milliard de dollars

-Formation de coalition de fondations sur certains dossiers

Forte concentration de la richesse créant:

Un rapport de force majeur

Une homogénéisation des pratiques: les pratiques managériales comme "sens commun"

**Quel rôle pour les fondations
dans la réforme des politiques
publiques en éducation ?**

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Méthodologie

Approche inductive: Théorisation ancrée

Croisement de 4 études de cas parmi les top 20 plus grandes fondations en éducation: Fondation Ford, Fondation W.K. Kellogg, Fondation Bill and Melinda Gates et Fondation Eli and Edythe Broad

60aine d'entrevues avec des hauts dirigeants du milieu philanthropique, des observateurs externes (académique, politiques publiques, groupes financés)

Fondations à l'étude

TABLE 2.1 The four foundations

	Bill and Melinda Gates Foundation	Eli and Edythe Broad Foundation	W. K. Kellogg Foundation	Ford Foundation
Date of founding	2000	1999	1930	1936
Size of endowment (2015)	\$41.3 billion	\$2.6 billion	\$7.3 billion	\$12.4 billion
Geographic location	Seattle, WA	Los Angeles, CA	Battle Creek, MI	New York, NY

**Le rapport des fondations à la
réforme des politiques
publiques: Une fin ou un
moyen ?**

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"There are basically two kinds of foundations"

FIGURE 3.1 Outcome-oriented versus field-oriented approaches

Outcome-oriented approach		Field-oriented approach	
Managing grantees			
Centralized <ul style="list-style-type: none">▪ Control of an initiative is maintained by the foundation		Decentralized <ul style="list-style-type: none">▪ Foundation delegates more control to grantee organizations	
Selecting partners			
Grasstops <ul style="list-style-type: none">▪ Foundations prefer to work with elite and/or expert organizations		Grassroots <ul style="list-style-type: none">▪ Foundations prefer to work with community-based organizations	
Framing problems			
Technical <ul style="list-style-type: none">▪ Foundations pursue problems that are amenable to technical solutions with a clear line of causality		Adaptive <ul style="list-style-type: none">▪ Foundations pursue problems that are complex and multifaceted with less clear solutions	
Evaluating results			
Quantifiable <ul style="list-style-type: none">▪ Foundations prefer metrics that are calculable and prove impact		Integrated <ul style="list-style-type: none">▪ Foundations use both qualitative and quantitative metrics to show plausibility rather than proof	

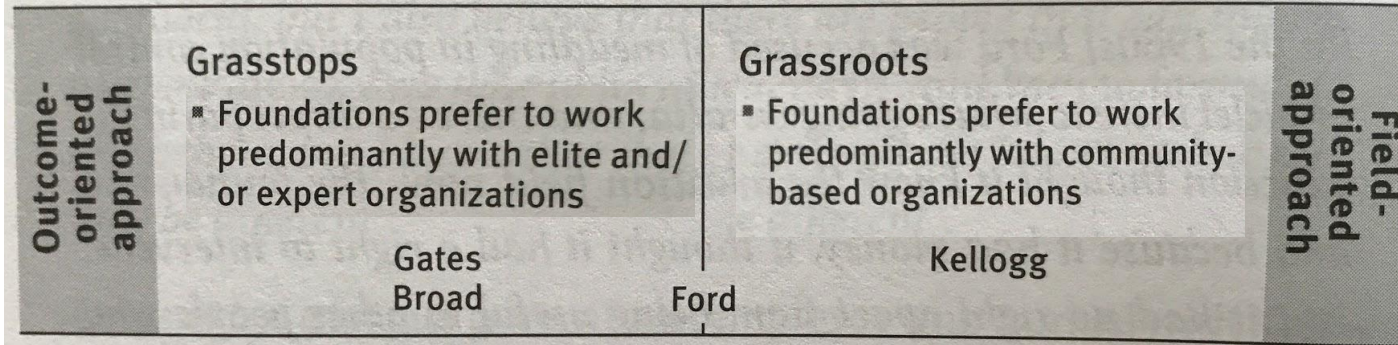
(1) Rapport aux donataires

FIGURE 4.1 Managing grantees: Centralized versus decentralized

Outcome-oriented approach	Centralized	Decentralized	Field-oriented approach
	<ul style="list-style-type: none">▪ Foundation retains strategic oversight of grantees, who are held accountable to negotiated outcomes	<ul style="list-style-type: none">▪ Foundation delegates control and direction predominantly to grantee organizations	
	Gates Broad	Kellogg Ford	

(2) La sélection des partenaires

FIGURE 4.2 Selecting partners: Grassroots versus grasstops



(3) La définition des problèmes

FIGURE 5.1 Framing problems: Technical versus adaptive

Outcome-oriented approach	Technical <ul style="list-style-type: none">▪ Foundations pursue initiatives that have a causal link between a problem and a solution and may be solved by technical interventions	Adaptive <ul style="list-style-type: none">▪ Foundations pursue initiatives that are more complex, multifaceted, and caused by multiple factors	Field-oriented approach
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(4) L'évaluation des résultats

FIGURE 5.2 Evaluating results: Quantifiable versus integrated

Outcome-oriented approach	Quantifiable <ul style="list-style-type: none">▪ Foundations prefer to evaluate initiatives using quantitative data to establish proof of impact	Integrated <ul style="list-style-type: none">▪ Foundations value both qualitative and quantitative data in their assessment of programs	Field-oriented approach
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Débats et enjeux démocratiques

Durabilité des efforts: *Qu'arrive-t-il lorsque la fondation change d'idée ? Lorsqu'un sénateur est remplacé ?*

Manque de redevabilité au public

Quelle inclusion pour les communautés ?