

# MELINDA T. TUAN

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## PROFESSIONAL

### Independent Consultant

Narberth, PA

*Create positive social change by providing strategy consulting, knowledge creation and management, and program evaluation to help nonprofit and philanthropic organizations be more effective*

Recent clients and projects include: 2003 - present

- Goldman Sachs Philanthropy Fund: write a series of white papers on effective individual philanthropic practices for donor-advised fund clients
- Edna McConnell Clark Foundation: conduct evaluation of their capital aggregation strategy
- Bill & Melinda Gates Foundation: advised senior management on issues related to overall strategy development and philanthropic impact measurement
- Robert Wood Johnson Foundation: advised senior management on measuring the social impact of program-related investments and strategic collaborations
- Rockefeller Philanthropy Advisors: created content on topics including innovations in philanthropy, effective philanthropy, and transforming art into philanthropic capital
- Bridgestar/Bridgespan Group: researched and developed content for and about for-profit individuals bridging into the nonprofit sector and nonprofit CFOs
- Eagles Youth Partnership (charitable wing of Philadelphia Eagles Football Club): conducted evaluation of Eagles Eye Mobile program

**REDF (formerly The Roberts Enterprise Development Fund) - [www.redf.org](http://www.redf.org)** San Francisco, CA  
*A social venture capital fund of that invests in a portfolio of nonprofits running social purpose enterprises, providing employment opportunities to low-income and homeless individuals*

Co-Founder/Managing Director/Associate Director (1997 - 1999) 1997 - 2003

- With George R. Roberts of KKR, co-founded and developed all aspects of internationally recognized venture philanthropy fund
- Managed portfolio of fifteen nonprofit organizations running over thirty different businesses employing over 2000 formerly homeless, low-income individuals over seven-year period
- Supervised seven staff and team of five consulting firms to provide business, management, social outcome and technology assistance to portfolio enterprises
- Provided hands-on assistance to portfolio members in talent recruitment, executive coaching, strategic planning, business development, fundraising, and board development
- Recruited and coordinated efforts of business leaders to provide pro bono services and mentoring to portfolio members
- Created internship and fellowship program to engage MBAs in social enterprise
- Managed design and development process for cutting edge comprehensive social impact measurement system (OASIS) and social return on investment (SROI) model

### The Partnership for Organ Donation

Boston, MA

*A national nonprofit organization dedicated to solving the nationwide organ donor shortage*

Manager of Site Support and Education/Site Development Specialist (1992 - 1993) 1994 - 1995

### Corporate Decisions, Inc.

Boston, MA

*An international strategy management consulting company specializing in growth strategies*

Associate Consultant 1990 - 1992

## EDUCATION

Stanford Graduate School of Business	MBA, Certificate in Nonprofit Management	1997
Harvard University	AB, <i>magna cum laude</i> , Social Studies	1990

## AFFILIATIONS

Senior Fellow, <i>Center for High Impact Philanthropy</i>	2011 - present
Senior Fellow/Affiliated Advisor, <i>Rockefeller Philanthropy Advisors</i>	2005 - present
Senior Advisor, <i>Bridgestar/An Initiative of The Bridgespan Group</i>	2005 - 2008

## DIRECTORSHIPS

Board of Directors, <i>Legacy Works Foundation</i>	2013 - present
Advisory Council, <i>REDF</i>	2003 - present
Board of Managers, <i>Evergreen Lodge - a social mission based company</i>	2002 - present
Board of Directors/Advisory Council, <i>SeaChange/Social Enterprise Alliance</i>	2000 - 2005
Advisory Council, <i>Sustainable Jobs Fund Advisory Services</i>	2003 - 2004
Board of Advisors, <i>Center for Advancement of Social Entrepreneurship Fuqua School of Business, Duke University</i>	2002 - 2004
Board of Directors, <i>Grantmakers for Effective Organizations</i>	2002 - 2004
Board of Directors, <i>Northern California Grantmakers</i>	2003
Board of Directors, <i>Stanford Business School Alumni Association</i>	2001 - 2003

## HONORS AND AWARDS

Public Management Certificate, Stanford Graduate School of Business	1997
National Merit Scholar, John Harvard Scholar	1986 - 1990

## MEMBERSHIPS IN PROFESSIONAL SOCIETIES

Grantmakers for Effective Organizations	2002 - present
National Gathering for Social Entrepreneurs/Social Enterprise Alliance	1998 - 2003
Neighborhood Funders Group	1997 - 2003
Northern California Grantmakers	1997 - 2003

## TEACHING ACTIVITIES - GUEST LECTURES

"Performance Management in the Nonprofit Sector", <i>Haas School of Business</i>	2009 - present
"Strategic Business Planning for Nonprofits", <i>The Wharton School</i>	2008 - 2013
"Philanthropic Strategies in Funding Social Enterprises", <i>The Wharton School</i>	2008
"Social Entrepreneurship", <i>Fuqua School of Business, Duke University</i>	2004
"Social Entrepreneurship", <i>Stanford Graduate School of Business</i>	1998 - 2003
"Women and Business", <i>Stanford Graduate School of Business</i>	2003
"Social Innovation and the Social Entrepreneur", <i>Stanford University</i>	2002
"Strategic Philanthropy", <i>Stanford Graduate School of Business</i>	2001
"Nonprofit Management", <i>Haas School of Business, University of CA, Berkeley</i>	1998
"Strategic Management of Nonprofits", <i>Stanford Graduate School of Business</i>	1997

## SELECTED INVITED PRESENTATIONS

"Strategy + Measurement = Impact: A Practice Guide to Measuring Impact" PRI Makers Network National Conference <i>Seattle, WA</i>	May, 2012
"Spreading Good Ideas" Jewish Funders Network International Conference <i>Philadelphia, PA</i>	March, 2011
"Addressing the Needs of Vulnerable Families" Center for High Impact Philanthropy Donor Education Seminar <i>Philadelphia, PA</i>	November, 2010
"When to Invest and When to Give" Social Capital Markets Conference <i>San Francisco, CA</i>	October, 2010
"Foundation Strategy Development: Emergent and Systems Approaches" Philanthropy Northwest/Social Venture Partners/Evans Center for Nonprofits & Philanthropy <i>Seattle, WA</i>	January, 2010
"The Possibilities and Limitations around Measuring Social Value Creation" Keynote Address Social Venture Partners International Annual Conference <i>Dallas, TX</i>	October, 2009
"Mission-Related Investing" Grantmakers for Effective Organizations/Nonprofit Finance Fund: Money Matters Conference <i>New York, NY</i>	October, 2008
"Going Beyond Grants: Using PRIs and MRIs to Achieve Your Philanthropic Goals" Delaware Valley Grantmakers session <i>Philadelphia, PA</i>	September, 2007
"New Donors + Next Generation Trustees + Leading Edge Issues = High Impact Philanthropy" Council on Foundations Family Foundations Conference <i>Baltimore, MD</i>	February, 2007
"Alternate Career Paths: How Women Can Follow a Passion and Successfully Take the Road Less Traveled" Wharton Women in Business Conference <i>Philadelphia, PA</i>	November, 2006
"Philanthropy's New Sweet Spot: Implications for the Field" Finding Philanthropy's New Sweet Spot: Powerful and Innovative Ideas for Grantmakers, Investors and Nonprofits <i>New York, NY</i>	May, 2006
"Evaluating Capacity Building Efforts" Grantmakers for Effective Organizations <i>Seattle, WA</i>	March, 2004

## PUBLICATIONS

### Selected Journal Articles/Essays

Tuan MT, Twersky Fay. "Tackling Vision Care Disparities: How One Nonprofit Uses an NFL Team's Celebrity to Improve Poor Children's Eyesight - and Life Chances." *Stanford Social Innovation Review*, Winter 2005, p. 68.

Tuan MT. "The Dance of Deceit." *Stanford Social Innovation Review*, Summer 2004, p. 75.

### Selected Foundation/Nonprofit Published Articles

Tuan MT. "Crafting Your Charitable Mission Statement." *Goldman Sachs Philanthropy Fund*. May 2014.

Tuan MT. "A Midpoint Report on the True North Fund." *The Edna McConnell Clark Foundation*. February 2014.

Tuan MT. "Finding and Funding Effective Nonprofit Organizations: An Overview for Donors." *Goldman Sachs Philanthropy Fund*. August 2013.

Tuan MT. "Families and Philanthropy: An Overview for Donors." *Goldman Sachs Philanthropy Fund*. October 2012.

Tuan MT. "Getting Started with Your Philanthropy: An Overview for Donors." *Goldman Sachs Philanthropy Fund*. July 2012.

Tuan MT. "External Evaluation Advisory Committee Scoping Project: Findings and Recommendations." *David and Lucile Packard Foundation*. February, 2012.

Tuan MT. "Impact Capital Measurement: Approaches to Measuring the Social Impact of Program-Related Investments." *Robert Wood Johnson Foundation*. November, 2011.

Tuan MT. "Measuring and/or Estimating Social Value Creation: Insights into Eight Integrated Cost Approaches." *Bill & Melinda Gates Foundation*. December, 2008.

Tuan MT, Miller C, Fine G, Stone N. "CFO Fitness Quiz: Are You Tough Enough for the Caring Sector?" *Leadership Matters. Bridgestar/An Initiative of the Bridgespan Group*. September 2007.

### Selected Business School Cases

Emerson J, Tuan MT, Dutton L. "The Roberts Enterprise Development Fund: Implementing a Social Venture Capital Approach to Philanthropy." *Stanford University Graduate School of Business*. S-E-45, October 1998.

Dutton, L, Tuan MT. "Asian Neighborhood Design." *Stanford University Graduate School of Business*. S-E-44, March 1998.

### Book Chapters

Tuan MT. "Capacity Builders." In *New Frontiers of Philanthropy*. New York: Oxford University Press, 2014.

Tuan MT. "Cultivating a Culture of Measurement." In *Grantmakers for Effective Organizations Funding Effectiveness: Lessons in Building Nonprofit Capacity*. San Francisco: Jossey-Bass, January 2004.