

TEACHING NOTES

If you had a lot of money to spend on social issues, how would you spend it? How would you strategize about this? How would you manage grants?

Why are there foundations, what role to they play?

To whom are foundations responsible? What types of foundations are there?

What was EMCF doing before Bailyn? Success or failure? How did they know?

What was Bailyn's critique of the old strategy? What are his critiques of "systems reform?"

How is "institution building" different than "systems reform?" Do you buy this?

How did he go about selling his strategy to the Board? Did the Board play a proper role?

What do you make of his, and the Foundation's, relationship to Canada? Who was playing whom?

How will you (he) know if the new strategy succeeds?