

Bridgespan 2020 Annual Report



Jeffrey L. Bradach
Managing Partner &
Co-founder



Thomas J. Tierney
Chairman & Co-founder

Dear Friends...

What a year 2020 was. It laid bare inequities and injustices while also opening our eyes to possible pathways to a better future. Bridgespan, like so many organizations, struggled to find the right balance between helping leaders respond to urgent needs—like addressing food insecurity as it skyrocketed in the pandemic or adapting service models to be virtual—and, at the same time, build back better so that we have a more equitable, just, and sustainable world in the future. Both kinds of work are crucial, and we feel honored and humbled to serve so many extraordinary people and organizations that have met this moment with such impact, care, and hope for the future.

This annual report shares the range of activities Bridgespan has undertaken in 2020. While much of the focus was on helping organizations navigate the compounding crises of 2020, there was an equal measure of work focused on long-time systemic inequities such as illuminating racial barriers to philanthropic capital in the United States, addressing the health care needs of tribal populations in India, and empowering women to support the development of other women in Africa. Like so many we serve, Bridgespan's work is a continuous interplay between making better what is while imagining and working towards what can be.

We are deeply grateful to the clients, colleagues, and funders whose trust in Bridgespan propels our work, to our teams for their passion and commitment, and to the many individuals across these groups who continued to work tirelessly for a better world even as they were directly affected by the challenges of this period.

As we cross into our third decade, we remain deeply rooted in the question that has animated our work from the beginning: How can we best contribute to make the world more equitable, just, and sustainable? We commit to do all we can to make it so.

With gratitude,

Boston | Johannesburg | Mumbai | New York | San Francisco

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Clients & Collaborators

In 2020, The Bridgespan Group had the privilege to work with over 300 mission-driven organizations, leaders, movements, philanthropists, investors, and foundations through Advisory, Leading for Impact[®], and Bridgespan Leadership Accelerator engagements to help scale their social impact.

2020 Bridgespan Client List

The Bridgespan Group is privileged to have collaborated in more than 1,000 engagements with leading mission-driven organizations, leaders, movements, philanthropists, investors, and foundations across a wide range of strategy advisory, philanthropy and investor advisory, Leading for Impact®, and Bridgespan Leadership Accelerator engagements to help scale their social impact. A selected list of clients with whom we engaged in 2020 is listed below.

Nonprofit Advisory

Alliance for Safety and Justice
American Civil Liberties Union
American Jewish Joint Distribution Committee
Audacious Project
Beyond 12
Black Ambition
Black Girls Code
BRAC and BRAC International
Camfed International
Caminar
Center for Employment Opportunities
Center for Policing Equity
Children's Health Fund
Children's Home Society of North Carolina
Chronicle of Philanthropy
Clark University
College Transition Collaborative
Dasra
Dave Thomas Foundation for Adoption
Eden Housing Inc.
Educate Girls
Education Finance Institute
EL Education
Emerson Collective
First Tee
Fountain House
Global Citizen Year
Help Me Grow
Institute for Career Development

International Justice Mission
Jed Foundation
Johns Hopkins University
Kingmakers of Oakland
Last Mile Health
Lend A Hand India
Low Income Investment Fund
Management Leadership for Tomorrow
Merit America
National Academy Foundation
National Geographic Society
National Public Radio
Native Forward Scholars Fund
Nutrition International
OneTen
Operation Smile
ORGANIZE
Piramal Swasthya
Planned Parenthood Federation of America
PolicyLink
Pressley Ridge
Project ECHO at UNM
Project Transformation
Shining Hope for Communities
Society to Improve Diagnosis in Medicine
StriveTogether
Student Experience Research Network
TechnoServe
TED: The Audacious Project

TGR Foundation
Thorn
Truth Initiative
Underwriters Laboratories
UnidosUS
United Way of Greater China
Venture Philanthropy Partners
Vision to Learn
World Health Organization
Year Up
Youth Villages
YWCA USA
Zero To Three

Philanthropy and Investor Advisory

1954 Fund
abc World Asia †
Alphadyne
Axis Bank Foundation
Bain Capital, Inc. - Double Impact Fund †
Bill & Melinda Gates Foundation
Blue Meridian Partners
Blue Shield of California Foundation
Broad Institute of MIT/Harvard
CareQuest Institute for Oral Health
Charter School Growth Fund

2020 Bridgespan Client List

Children's Investment Fund Foundation
ClimateWorks Foundation
Co-Impact
David and Lucile Packard Foundation
Einhorn Family Charitable Trust
Federal Reserve Bank of New York
Ford Foundation
Google.Org
Heising-Simons Foundation
HT Parekh Foundation
Lever for Change
Lime Rock New Energy +
Listen4Good
Lupin Foundation
MacKenzie Scott and Dan Jewett
Morgan Stanley Foundation
Nesta
Omidyar Network
Palladium Equity Partners +
Peter G. Peterson Foundation
Raikes Foundation
Silicon Valley Community Foundation
The Kresge Foundation
The Pew Charitable Trusts
Union of Concerned Scientists
Valhalla Charitable Foundation
Youth Hope Foundation

+Notes cases served through Bridgespan Social Impact, Inc., a wholly owned subsidiary of The Bridgespan Group.

Leading for Impact®

A Better Chicago

A Place Called Home
Access Living
Boston Area Rape Crisis Center
Boston Chinatown Neighborhood Center
Boston Harbor Now
Boys & Girls Club of Southeastern Michigan
Breakthrough
Cambridge Family and Children's Service
Carole Robertson Center for Learning
Chicago Community Loan Fund
Chicago Lawyers' Committee for Civil Rights
Children's Center of Wayne County, Inc.
Chrysalis
City Colleges of Chicago
City Year Detroit
Concordia Place
Consultant team
Daniel Murphy Scholarship Fund
Deborah's Place
Detroit Police Athletic League
Development Centers
Easterseals Michigan
Esperanza Health Centers
Facing Forward to End Homelessness
FamilyAid Boston
Generations Incorporated
Greenpath Financial Wellness
High Jump
HomeStart, Inc.
Howard Brown Health
Jenesse Center, Inc.
Judson Center

Lakeview Pantry
Lighthouse
Matrix Human Services
Mercy Housing Lakefront
Michigan Advocacy Program
New Moms
Northwest Side Housing Center
Oakland Family Services
One Hope United
Para Los Niños
Services To Enhance Potential
Southwest Organizing Project
St. Joseph Center
Starfish Family Services
The Food Project
The Guidance Center
The Home for Little Wanderers
The New England Aquarium
The People's Music School
VOCEL
Women Employed
YWCA Glendale

Leadership Accelerator

2020 Mom
Aflatoun International
Alternatives in Action
Big Brothers Big Sisters of Middle Tennessee
Brent's Place
Brooklyn Community Services
Camfed International
Cameron House
Chinese-American Planning Council
Collaborative for Children

2020 Bridgespan Client List

Community Action Board of Santa Cruz County, Inc.	Hagar's Sisters	Partnership for Southern Equity
Complete College America	Hawaii Primary Care Association	Project Bread
COOP Careers	Heading Home	RIZE Massachusetts
CORO Southern California	Ibis Reproductive Health	Ryther
Creative Center for Community Mobilisation (CRECCOMM)	IMPACCT Brooklyn	Seattle Neighborhood Group
Fei Yue Community Services	Inclusive Communities Project	SF Parks Alliance
Forum for African Women Educationalists (FAWE) Africa	Jewish Vocational Service	Sinai Grace Guild Community Development Corporation
Four Oaks Family & Children's Services	Kids in Need of Defense (KIND)	Southwest Youth and Family Services
Fresh Approach	Kutch Mahila Vikas Sangathan (KMVS)	Storycatchers Theatre
Friends of the Children - LA Educate!	LA MAS	Study Hall Educational Foundation
Education is Freedom	LIFT NY	The Community Group
EnCorps STEM Teachers	Lively Minds	The Education Trust - West
Georgia Budget and Policy Institute	Midland Center for the Arts	Tia Chucha's Centro Cultural
Georgia Justice Project	Monarch Services	Wellspring Family Services
Girl Scouts of Northern CA	National Lead for America	Youth Outside
Global Health Corps	Open Path Counseling Center	
Greater Farallones Association	Palo Alto Art Center Foundation	
Greenbelt Alliance	Participatory Budgeting Project	
	Partners in Development Foundation	

What Our Clients Say

“Bridgespan strikes a rare balance in their client engagement work to drive impact. They are brutal in the rigor of their analysis and utterly humane in their execution.”*

Dan Cardinali, President and CEO, Independent Sector



“In my two years of leading the Tribal Health Collaborative, Piramal Swasthya’s partnership with Bridgespan has been a highlight. Their contribution in shaping Anamaya, the Tribal Health Collaborative is immense, both from a strategic point of view as well as networking and forging partnerships. They played the role of a true partner and took ownership of Anamaya. The entire Bridgespan team worked in perfect sync with our internal team as a single unit to develop the strategy and operating model of Anamaya. My interactions with each member of their team was enriching as they brought a blend of national and international experiences while keeping the tribal beneficiary in the centre. Their value system aligned perfectly with the value system of Piramal Swasthya and played a major role in the launch of Anamaya. Today, as we embark on the next phase of Anamaya, we look forward to a stronger partnership with Bridgespan.”

Shailendra Hedge, Senior Vice President & Head, Public Health Innovations, Piramal Swasthya Management and Research Institute

“Bridgespan has been a critical partner for 15 years, helping the Harlem Children’s Zone turn ideas into innovative programs to help thousands of children and families. Much of what we have done has been without precedent. Bridgespan was invaluable in helping us move through uncharted territory. Through their thoughtful counsel, we rolled out initiatives that are now models for organizations across the country.”*

Geoffrey Canada, President, Harlem Children’s Zone



What Our Clients Say

“For more than a decade, Bridgespan has been an invaluable partner in helping to make the critically important work of UnidosUS and our affiliate network more focused, more strategic, and more impactful. The caliber of their staff and the quality of their analysis and thinking have been consistently exceptional.”*

Janet Murguia, President and CEO, UnidosUS



“Bridgespan has a unique ability to bridge theory and practice - to help clients shape and convert big ideas into pragmatic plans. One of their unique strengths is an ability to bring strong analytics - and passion and heart - to helping clients solve big problems. In my experience, Bridgespan has the most talented team of philanthropic advisors in our sector.”*

Darren Walker, President, Ford Foundation

“The Bridgespan Group has been an outstanding partner to the Edna McConnell Clark Foundation and Blue Meridian Partners for the past 20 years. As a result of our partnership, we and our grantees are making smarter strategic decisions and producing greater impact for our nation’s most disadvantaged children and youth.”*

Nancy Roob, CEO, Blue Meridian Partners and President and CEO, Edna McConnell Clark Foundation



* Collected as part of Bridgespan's 20th anniversary report project.

Featured Clients: Stories of Impact

The stories of impact found on our website represent some of the remarkable projects, organizations, and individuals with whom we are grateful to have collaborated.

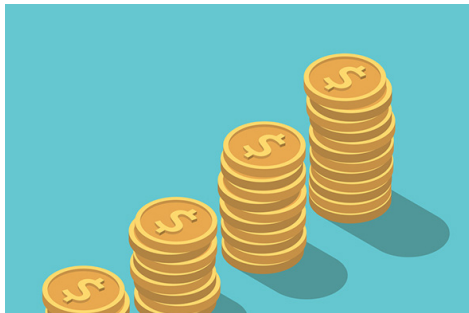


[Read More](#)

Publications & Media

We collaborate with a broad range of social sector leaders to develop and share ideas, tools, and insights that can drive breakthrough social impact.

Our Top Articles of 2020



Overcoming the Racial Bias in Philanthropic Funding

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

Featured in *Stanford Social Innovation Review*



Racial Equity and Philanthropy: Disparities in Funding for Leaders of Color Leave Impact on the Table

By Cheryl Dorsey, Jeff Bradach and Peter Kim

Featured on Bridgespan.org



Making Sense of Uncertainty: Nonprofit Scenario Planning During a Crisis

By Lindsey Waldron, Robert Searle and Alexandra Jaskula-Ranga

Featured on Bridgespan.org



Guiding a Giving Response to Anti-Black Injustice

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

Featured on Bridgespan.org

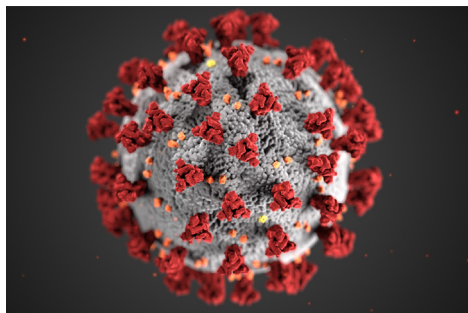


What Are Intended Impact and Theory of Change and How Can Nonprofits Use Them?

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

Featured on Bridgespan.org

Our Top Articles of 2020



Memo: Opportunities for Philanthropic Response to the Coronavirus (COVID-19) Crisis

By Sonali Madia Patel, Alexandra Hughes Smith and Katie Bollbach

Featured on [Bridgespan.org](https://bridgespan.org)



Philanthropic Collaboratives in India: The Power of Many

By Pritha Venkatachalam and Kashyap Shah

Featured on [Bridgespan.org](https://bridgespan.org)



Field Building for Population-Level Change

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

Featured on [Bridgespan.org](https://bridgespan.org)



Research Brief: The Landscape of Large-Scale Giving by African Philanthropists

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

Featured on [Bridgespan.org](https://bridgespan.org)



When Peers Work Together to Drive Social Change

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

Featured on *Stanford Social Innovation Review* online

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, 6/24/20

- 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), 6/30/20

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

Knowledge at a Glance



PUBLICATIONS

58

Blogs, short articles, op-eds, case studies

18

Major articles



NEWSLETTER

70K

Subscribers



WEB

1M

Website visitors

2.5M

Page views



VIRTUAL SPEAKING ENGAGEMENTS

75

Conferences, speaking engagements & webinars



SOCIAL

36K

LinkedIn followers

38K

Twitter followers

6K

Facebook followers

Bridgespan in the News

A selection of our media coverage from 2020 is listed below:



How African Philanthropy Responds in a Crisis

Features a synopsis of Bridgespan’s article, “The Landscape of Large-Scale Giving by African Philanthropists”

Featured in Alliance Magazine



The Week in Impact Investing: Independence

Quotes Bridgespan Partner Michael Etzel and Bridgespan Consultant Willie Thompson and cites their ImpactAlpha piece, “How to Unlock the Value of Diversity and Inclusion in Impact Investing”

Featured in ImpactAlpha



Answering Your Questions on Race in the Workplace

Video interview with Bridgespan Senior Director of Diversity, Equity, and Inclusion, Raël Nelson James, that discusses navigating discussions of race at work. Hosted by Stephanie Sy. Written article, “5 Ways to Approach Racial Equity at Work,” drawn from the interview

Featured in PBS News Hour



In Philanthropy, Race is Still a Factor in Who Gets What, Study Shows

Features Bridgespan and Echoing Green’s research on racial equity in funding, as well as Echoing Green President and Bridgespan Board member Cheryl Dorsey

Featured in The New York Times



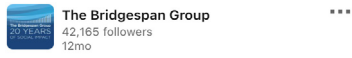
Rise of Philanthropic Collaboratives is Tackling Complex Social Challenges

Pick up of press release on Bridgespan’s report, “Philanthropic Collaboratives in India”

Featured in India CSR

Top Social Media Posts of 2020

1



It's new hire season here at Bridgespan! 🥰 Now that we're working from home, one tradition that Bridgespan Boston is missing is "Welcome Bagels."

Welcome Bagels is self-explanatory: it was many new hires' carb-loaded first chance to meet and greet with the Bridgefam.

AC Sebastián is helping keep our bread-centric traditions alive. He welcomed his roommate Mahdi, who is joining Bridgespan this week as an AC, to work with... what else? Some Panera bagels.



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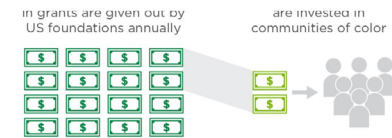


It's no secret that many philanthropists want to make the world a better place.

But what happens when you disaggregate #philanthropy's biggest success stories by race? They tell quite a different tale. Without a racial #equity lens, we risk not solving problems for the most marginalized people.

New research with **Echoing Green**: The racial disparity in philanthropic funding is clear. Funders cannot make population-level impact without funding more leaders of color and funding them more deeply.

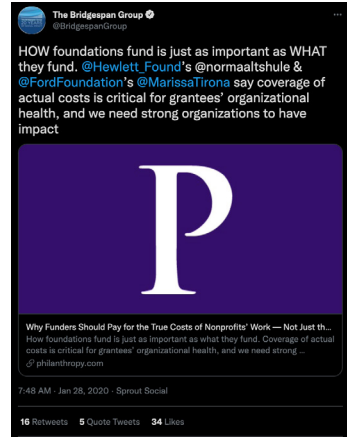
We provide background research and 3 steps for funders who are ready to take action on this critical problem in our sector: <https://bspan.org/ZSAfmg>



Overcoming the Racial Bias in Philanthropic Funding (SSIR)

ssir.org
👍❤️🗨️ 4 Comments

3



4



Biggest virtual Bridgespan dance class ever?

Last week Bridgespan's Asian/Asian-American Pacific Islander Affinity Group held a virtual celebration of #Diwali 🌸. A highlight was the bhanga dance workshop - on Zoom, being a great dancer is 90% enthusiasm!

Thank you to everyone who organized this event 🙌



👍❤️🗨️ 82 · 1 Comment

Like Comment Share

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What's New

In 2020, we transitioned to fully remote working, furthered our racial equity journey, welcomed two new Fellows and three new Board members, and strengthened our organization with a wave of new talent - all via Zoom.

Bridgespan Goes Virtual

Like many other organizations around the world, Bridgespan went suddenly remote at the beginning of March 2020 due to the COVID-19 pandemic. Originally, the thought was that the change would be temporary, and staff would return to offices in a few weeks. Little did we know at the time we would be working virtually for the remainder of 2020, well into 2021, and perhaps into 2022. Once it became clear that staff would not be returning to our offices any time soon, Bridgespan immediately got to work on figuring out how to successfully set up Bridgespanners to work from afar and support those on our team being directly affected by 2020's compounding challenges. Despite these operational adjustments, we continued to serve and support our clients, many of whom were experiencing significant challenges brought on by the pandemic.



Bridgespan's culture and people have always fueled our mission and propelled our impact. As it soon became clear that returning to the office safely would not be possible in the near-term, Bridgespanners quickly found creative ways to keep our culture alive—via virtual costume contests, surprise birthday celebrations via Zoom, processing spaces for world events, and socially distanced, masked meet-ups. Participating in these sometimes challenging, sometimes joyful moments together kept us connected during a time of such isolation and global devastation, strengthening our ability to team with one another and advise and collaborate with many of the world's extraordinary social change leaders.



Deepening Our Racial Equity Efforts

Racial equity is central to Bridgespan's work and mission. We are on our journey, doing the vital learning and self-reflection required to center racial equity in our work, recognizing that we have not always understood how to actually center racial equity in all that we do. In 2016, building on more than a decade of work of the equity champions within our own organizations—primarily staff of color—Bridgespan elevated racial equity as inextricably linked to our intended impact and began to invest in increasing the ability of all staff to bring a racial equity mindset to their work. This led us to develop a theory of change based on [four types of equity investments](#), which has become the basis for our racial equity strategy.

As the US grappled more deeply with issues of race in 2020, Bridgespan recommitted itself to the criticality of this work. In May 2020, Bridgespan collaborated with [Echoing Green](#) to publish an article on disparities in philanthropic funding for leaders of color, paired with [a reflection](#) by our Co-Founder and Managing Partner, Jeff Bradach, on Bridgespan's own racial equity journey. In June 2020, following the murders of George Floyd, Breonna Taylor, and others, Bridgespan posted [a statement](#) in solidarity with Black people, outlining the work our organization seeks to do to fight structural racism and white supremacy culture. In August 2020, a collaboration with ABFE led to the creation of a [philanthropic guide](#) for responding to anti-Black injustice.

Over the year, the substance of much of Bridgespan's direct work with clients also reflected the disparities, past and present, brought into sharp relief by the year's events. Nonprofits and philanthropies sought assistance on unlocking supports and ensuring that urgent relief was reaching those communities most impacted by COVID-19, largely communities of color, as well as on how to seize the moment to drive systemic change.

Bridgespan 2020 Fellows



Ann Mei Chang

April 2020-September 2021

Fellowship Goal:

To develop a framework for operationalizing and funding innovation for social impact.

Fellowship Publication:

[“Beyond Survival: Five Keys to Unlock Social Innovation Amid the COVID-19 Crisis”](#), Bridgespan.org, 5/5/20



Matt Bannick

September 2020-September 2021

Fellowship Goal:

To inspire more family offices to grow their impact investments, especially catalytic investments in market-creating ventures, by taking on higher perceived risk or lower expected returns in pursuit of impact.

Fellowship Publication:

[“Back to the Frontier: Investing that Puts Impact First”](#), Bridgespan.org, 4/2/21

Meet the New Board Members



Kara Gruver
Director
Bain & Company

Kara Gruver is a director at Bain and served as the Boston office head for six years. She joined the firm in 1986 and in 1992 became one of the founding members of the Chicago office, spending three years investing in the local clients and team to create a scale presence in the market. Before stepping into leadership of the Boston office, Kara served as the head of the North American consumer products practice. Kara now is the head of Bain’s talent development and is managing its transformation as the head of the Full Potential office.

Kara has spent the last 10 years focused on serving clients in the consumer products and retail industries. Kara serves as a strategic business advisor to her clients, supporting them on a wide range of issues including corporate strategy, pricing and trade strategy, M&A, innovation, supply chain restructuring, and organizational effectiveness. Kara has developed deep expertise working with a broad set of clients across multiple industries on operating model, decision effectiveness, and innovation. She recently published an article in *Harvard Business Review* on “Innovation in Turbulent Times.”

Kara holds an MBA from the Darden School at the University of Virginia where she was selected a Shermet Scholar. She graduated magna cum laude from Dartmouth College with a BA in Computer Science.



Greg Gunn
Founder
Lingo Ventures

Greg Gunn is a leader in using technology, innovation, and venture capital investing to promote progress in education. As co-founder of Lingo Ventures, he makes early-stage investments in education and workforce technologies.

In 2000, Mr. Gunn also co-founded Wireless Generation (now called Amplify), a leading educational software company serving millions of students annually with groundbreaking assessment and instruction products. As president of Wireless Generation, Mr. Gunn built the company’s product development, sales and analytics divisions and launched the award-winning mCLASS® platform.

Meet the New Board Members

Mr. Gunn is a trustee of the Nellie Mae Education Foundation, Education Leaders of Color, and FHI 360. He serves as an expert-in-residence at Harvard University’s Innovation Lab and is on the faculty of the Harvard Graduate School of Education. Mr. Gunn was named one of Fast Company magazine’s “100 Most Creative People in Business” in 2012.

Mr. Gunn holds a Bachelor’s degree in Physics from the University of Chicago. He obtained a Master of Science in Management and a Master of Science in Electrical Engineering and Computer Science from the Massachusetts Institute of Technology. He was a Rhodes Scholar at Oxford University.



Rebecca W. Rimel Senior Advisor and Emeritus Trustee The Pew Charitable Trusts

Rebecca W. Rimel is senior advisor and an emeritus trustee of The Pew Charitable Trusts. Rimel joined Pew in 1983 as a health program manager, became executive director five years later, and served as president and chief executive officer of The Pew Charitable Trusts from 1994 to 2020.

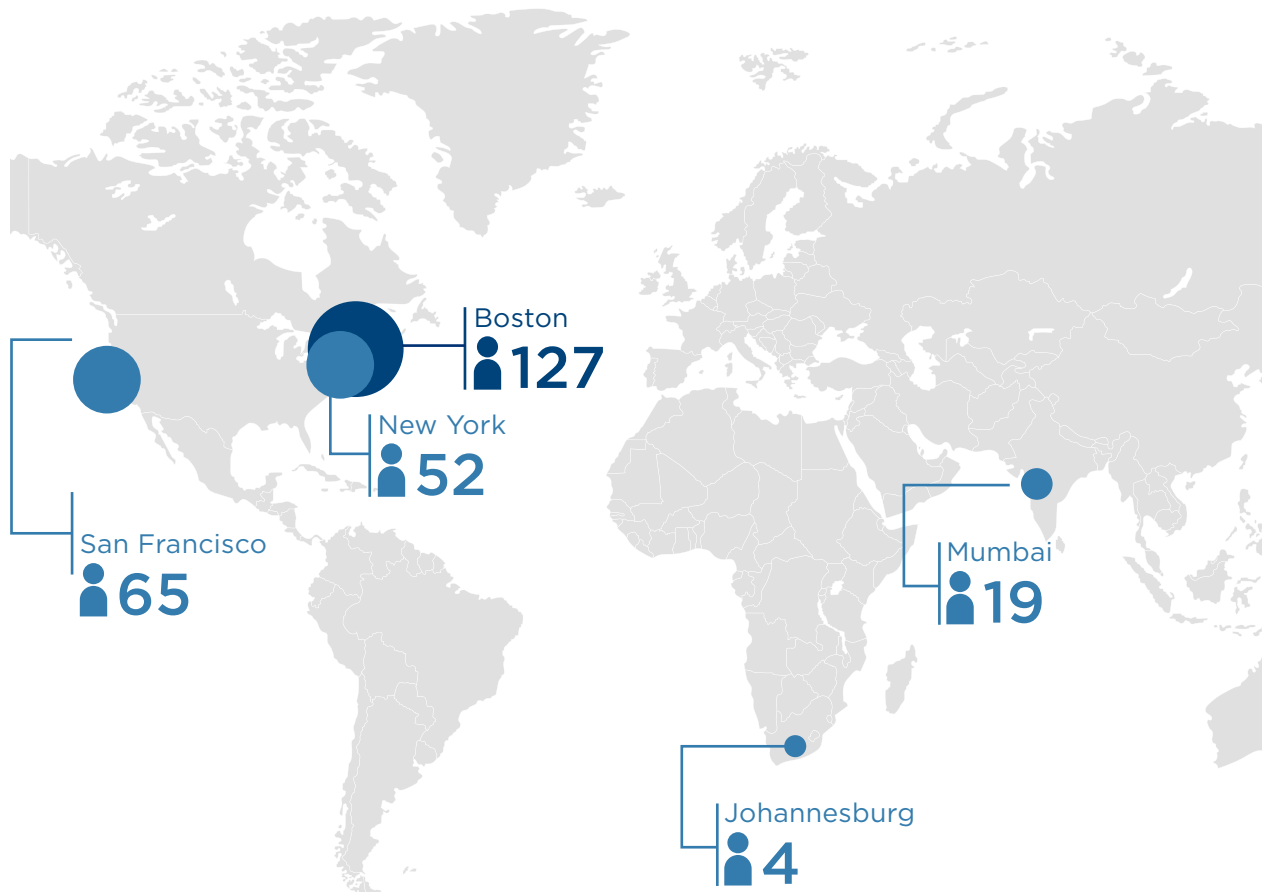
Prior to joining Pew, Rimel built an exemplary career in health care. She was the first nurse to hold a faculty position at the University of Virginia’s (UVA) medical school, serving as an assistant professor in the Department of Neurosurgery. She was head nurse of the emergency department at the University of Virginia Hospital and has authored numerous scientific articles on head injury. The Rebecca W. Rimel Dean’s Chair in the UVA School of Nursing was established by the Pew Charitable Trusts in 2020 to honor her contributions during her 37-year tenure. She is the recipient of the Distinguished Nursing Alumni Award from UVA and the UVA Women’s Center Distinguished Alumni Award. She was also awarded a Kellogg National Fellowship, a four-year professional enrichment opportunity for emerging leaders.

Rimel earned a Bachelor of Science degree, with distinction, from the UVA School of Nursing and a Master of Business Administration from James Madison University. She serves on the board of directors for Becton, Dickinson and Co., DWS Mutual Funds, and BioTelemetry Inc. She also is a fellow of the College of Physicians of Philadelphia, and a member of both the American Academy of Arts and Sciences and the American Philosophical Society, along with its prestigious Wistar Association.

Offices and Awards



Bridgespan Count by Office



Appendix

Mission & Values

Mission

We work to build a better world by strengthening the ability of mission-driven organizations and philanthropists to achieve breakthrough results in addressing society’s most important challenges and opportunities.

Values

Impact

We value performance and results. We set and hold ourselves accountable for high standards.

Respect

We listen to and learn from our clients, funders, and one another. We value diverse perspectives and strive to incorporate them in our work. We act with humility, certain we have as much to learn as to contribute.

Candor

Good choices are grounded in good information. We value facts and feedback, speak our minds, and understand that hard choices and difficult trade-offs are often necessary.

Collaboration

We work as a team within The Bridgespan Group and with our clients. We share what we know and try to align our efforts with those of others who are dedicated to achieving social impact.

Passion

We are committed to making a difference through our work. We seek to understand what can be, not simply what is.

2020 Board of Trustees

The Bridgespan Board of Trustees includes distinguished leaders from diverse fields in the for-profit and nonprofit sectors.

Bob Bechek
Partner
Bain & Company

Fred Blackwell
CEO
The San Francisco Foundation

Jeffrey L. Bradach
Managing Partner and Co-founder
The Bridgespan Group

Steve Denning
Chairman
General Atlantic

John Donahoe
President and CEO
Nike, Inc.

Cheryl Dorsey
President
Echoing Green

Steve Ellis
Managing Partner
Texas Pacific Group

Kara Gruver
Partner
Bain & Company

Greg Gunn
Co-Founder
Lingo Ventures

Julia Lopez
Former President and CEO
College Futures Foundation

Nitin Nohria
Dean of Faculty
Harvard Business School

Mark Nunnally
Former Secretary of the Office of Technology
Services and Security
Commonwealth of Massachusetts

Rebecca Rimel
Senior Advisor and Emeritus Trustee
The Pew Charitable Trusts

Thomas J. Tierney
Chairman and Co-Founder
The Bridgespan Group

2020 Funders, Supporters, and Financials

We are indebted to the funders who support Bridgespan. Grants from these organizations and individuals have been committed to our leadership work, to our knowledge work, and to discretionary funds earmarked for clients that might otherwise be unable to engage our services.

The Bridgespan Group Funders 2020

Anita and Josh Bekenstein	Mary Menell Zients
Anonymous (5)	Polk Bros. Foundation
Arrow Impact	Pritzker Foundation
Bain & Company	Pritzker Traubert Foundation
Ballmer Group	Raikes Foundation
Barb and Ted Rouse	Ralph C. Wilson Jr. Foundation
Barbara and Amos Hostetter	Rob Stewart
Bill and Melinda Gates Foundation	Steve and Roberta B. Denning
Bill Lewis	Tim Schwertfeger and the Best Portion Foundation
Children's Investment Fund Foundation	The Atlantic Philanthropies
Deborah and Steve Quazzo	The David and Lucile Packard Foundation
Ford Foundation	The Edna McConnell Clark Foundation
John and Eileen Donahoe	The Ford Foundation
Josh & Lisa Bernstein	The JPB Foundation
Kathy Surace-Smith and Brad Smith	The Lynch Foundation
Krehbiel Family	The Omidyar Network
Laurene and Scott Sperling	The Ralph M. Parsons Foundation
Lewis Sebring Family Foundation	The Robertson Foundation
MacKenzie Scott and Dan Jewett	The William and Flora Hewlett Foundation
Maggie Walker	Wendy Goldberg
Mark Nunnally and Denise Dupré	
Mary and Paul Finnegan	

2020 Funders, Supporters, and Financials

Statement of Activities

Audited Financials-2020

Dollars in thousands

	Unrestricted	Temporarily Restricted	Total
Revenue, Grants and Other Support			
Consulting Fees	43,107	-	43,107
Grants	-	74,702	74,702
Assets released from prior restrictions	14,002	(14,002)	-
Interest and other income	2,079	-	2,079
Total Funding	59,188	60,700	119,888
Expenses			
Salaries and Benefits	44,634	-	44,634
General Office	4,674	-	4,674
Occupancy	3,573	-	3,573
IT	1,724	-	1,724
Total Expenses	54,605	-	54,605
Change in Net Assets	4,583	60,700	65,283
Net Assets at beginning of year	31,828	17,963	49,791
Net Assets at end of year	36,411	78,663	115,074

2020 Funders, Supporters, and Financials

Statement of Financial Position

Audited Financials-2020

Dollars in thousands

ASSETS	2020	2019
Cash and Cash Equivalents	15,209	10,948
Cash and Cash Equivalents - Use Restricted	50,784	3,656
Accounts Receivable	7,077	7,042
Unbilled Work in Progress	3,889	3,181
Grants Receivable	27,879	14,707
Prepays and Deposits	1,648	1,685
Investments	15,733	9,107
Certificates of Deposits	9,705	13,815
Property and Equipment, Net	3,780	4,608
Total Assets	135,704	68,749
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts Payable and Accrued Expenses	4,836	4,383
Deferred Rent and Lease Incentives	3,555	2,484
Deferred Compensation	2,240	8,012
Deferred Revenue	9,999	4,083
Total Liabilities	20,630	18,962
Net Assets		
Unrestricted	36,411	31,824
Temporarily Restricted	78,663	17,963
Total Net Assets	115,074	49,787
Total Liabilities and Net Assets	135,704	68,749

Diversity, Equity, & Inclusion Commitments

At Bridgespan, our vision for a society characterized by equity and justice manifests as a commitment to diversity, equity, and inclusion.

Racial equity lives at the center of this commitment, given the intersections of race and racism with inequity and injustice in the US and globally. This commitment increases the impact we have with our clients, strengthens our teams, and aligns with our values.

Impact Take an intentionally anti-racist approach to our work

Collaboration Seek proximity to, partner with, and learn from experts and communities

Candor Locate ourselves within systems and be self-aware of our own role as an organization and individuals in perpetuating racism

Respect Take an asset-based approach to our work with communities of color

Passion Relentlessly focus on a vision of justice, and be brave to pursue this vision

Bridgespan’s racial equity strategy rests on four intersecting pillars:



Right Work

How we seek to confront issues of structural discrimination and inequity through our work.



Leadership

How we invest in educating our management team around topics of racial equity.



Right Team

How we work to have Bridgespan reflect the diversity of the broader community.



Culture

How we provide resources to support all employees in their racial equity journeys.

Note: This reflects Bridgespan’s 2020 commitments. In 2021, Bridgespan updated its racial equity strategy, which will be shared in future annual reports.



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