

# MELINDA T. TUAN

---

P.O. Box 805  
Narberth, PA 19072

phone: 610-368-1462  
email: mtuan@melindatuan.com  
web: www.melindatuan.com

---

## PROFESSIONAL

### Melinda Tuan Consulting

Narberth, PA

*A consulting firm partnering with philanthropic leaders around the country to craft, promote, and implement the best strategies for effective grantmaking, capacity building, and program impact.*

Principal

2003 - present

Recent clients and projects include:

- Fund for Shared Insight: serve as managing director for a funder collaborative working to meaningfully connect foundations with the people and communities they seek to help
- 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 an 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 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 - 2003

- With George R. Roberts of KKR, co-founded and developed all aspects of internationally recognized venture philanthropy fund
- Managed portfolio of 15 nonprofit organizations running over 30 different businesses employing over 2,000 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

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 - 2009
Senior Advisor, <i>Bridgestar/An Initiative of The Bridgespan Group</i>	2005 - 2008

## DIRECTORSHIPS

Advisory Board, Social Venture Partners Philadelphia	2020 - present
Board of Managers, Rush Creek Lodge	2016 - 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, <i>Legacy Works Foundation</i>	2013 - 2015
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</i> <i>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
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

## 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. "How to Make a Major Gift: An Overview." *Goldman Sachs Philanthropy Fund*. April, 2022.

Tuan MT. "Joining a Nonprofit Board of Directors." *Goldman Sachs Philanthropy Fund*. April, 2022.

Tuan MT. "Families and Philanthropy: An Overview for Donors." *Goldman Sachs Philanthropy Fund*. October, 2021.

Tuan MT. "High-Impact Strategies to Help You Find a Focus for Your Philanthropy." *Goldman Sachs Philanthropy Fund*. June, 2021.

Tuan MT. "Effective Philanthropy in a Time of Crisis." *Goldman Sachs Philanthropy Fund*. June, 2020.

Tuan MT. "Measuring and Maximizing the Results of Your Philanthropy." *Goldman Sachs Philanthropy Fund*. May, 2020.

Tuan MT. "Ramping Up Your Philanthropy." *Goldman Sachs Philanthropy Fund*. February, 2018.

Tuan MT. "Engaging the Next Generation in Your Philanthropy." *Goldman Sachs Philanthropy Fund*. January, 2018.

Tuan MT. "Transitions in Family Philanthropy." *Goldman Sachs Philanthropy Fund*. June, 2017.

Tuan MT. "Investing for Impact." *Goldman Sachs Philanthropy Fund*. November, 2016.

Tuan MT. "Crafting Your Charitable Mission Statement." *Goldman Sachs Philanthropy Fund*. June, 2016.

Tuan MT. "Getting Started with Your Philanthropy: An Overview for Donors." *Goldman Sachs Philanthropy Fund*. April, 2016.

Tuan MT. "Finding and Funding Effective Nonprofit Organizations: An Overview for Donors." *Goldman Sachs Philanthropy Fund*. April, 2016.

Tuan MT. "How to be an Effective Nonprofit Board Member." *Goldman Sachs Philanthropy Fund*. March, 2016.

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

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 Blog Posts**

**Tuan MT,** "Who Chooses? Shifting And Sharing Power With People Most Impacted By Philanthropy's Decisions." *Center for Effective Philanthropy*, March 2022.

**Tuan MT,** "Moving From Deceit To Trust: The Necessity of Listening." *Center for Effective Philanthropy*, June 2021.

**Tuan MT,** "Amplified Needs Require Amplifying Voices." *Center for Effective Philanthropy*, July 2020.

**Tuan MT, Threlfall Valerie, Twersky Fay.** "Fulfilling Philanthropy's COVID-19 Pledge: Listening In A Time Of Crisis." *Center for Effective Philanthropy*, April 2020.

**Tuan MT,** "Insights From An Equity, Diversity, And Inclusion Journey." *Center for Effective Philanthropy*, October 2019.

**Tuan MT,** "How Can You Help Us If You Don't Know Us?" *Center for Effective Philanthropy*, June 2019.

**Tuan MT,** "The People We Seek To Help." *Center for Effective Philanthropy*, October 2018.

**Tuan MT,** "When They Hear My Voice." *Center for Effective Philanthropy*, September 2018.

**Tuan MT,** "Get Proximate: The Potential Power of Feedback Loops." *Center for Effective Philanthropy*, April 2017.

**Tuan MT,** "A New Year For Openness." *Center for Effective Philanthropy*, January 2017.

### **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.