

Council on Foundations

# EVALUATION FOUNDATIONS

CONCEPTS, CASES,  
GUIDELINES,  
AND RESOURCES



© 2000 by the Council on Foundations. All rights reserved. Printed in the United States of America. This publication is intended to provide information only and is not intended to constitute an offer of insurance or any other financial product. For more information, please contact your insurance broker or the Council on Foundations.

# Evaluation For Foundations Concepts Cases Guidelines And Resources

**Ellen Condliffe Lagemann**



## **Evaluation For Foundations Concepts Cases Guidelines And Resources:**

Evaluation for Foundations Council on Foundations, 1993-05-04 Shows how foundations can use evaluation to strengthen their own and their grantees programs Introduces the concept of evaluation and offers practical how to advice for foundations interested in or beginning to formulate a strategy for evaluation Part one describes the issues a foundation should consider and provides guidance for developing an evaluation plan and interpreting evaluation results Part two uses nine case studies to illustrate how real foundations faced with choices for evaluating projects or programs made those choices what kinds of evaluations were conducted by whom and what they found and what the foundations and others thought of the results The conclusion distills from the case studies thirty five keys to effective evaluating for foundations Includes a glossary of terms and an annotated bibliography

**Foundations and Evaluation** Marc T. Braverman, Norman A. Constantine, Jana Kay Slater, 2004-07-29 Gathered together in this unique book on evaluation and effective foundation practice are the experienced based perspectives and measured insights of both seasoned practitioners and key philanthropic thought leaders Foundations and Evaluation is a substantial think piece for grantmakers of any size Dorothy S Ridings president and CEO Council on Foundations Foundations and Evaluation explores the intersection between organizational effectiveness and evaluation and demonstrates the need for commitment to evaluation throughout the foundation A good read for both newcomers to evaluation and those with more experience written by some of the most highly respected leaders in the field Kathleen P Enright executive director Grantmakers for Effective Organizations

*Evaluation Theory, Models, and Applications* Daniel L. Stufflebeam, Chris L. S. Coryn, 2014-09-26 The golden standard evaluation reference text Now in its second edition Evaluation Theory Models and Applications is the vital text on evaluation models perfect for classroom use as a textbook and as a professional evaluation reference The book begins with an overview of the evaluation field and program evaluation standards and proceeds to cover the most widely used evaluation approaches With new evaluation designs and the inclusion of the latest literature from the field this Second Edition is an essential update for professionals and students who want to stay current Understanding and choosing evaluation approaches is critical to many professions and Evaluation Theory Models and Applications Second Edition is the benchmark evaluation guide Authors Daniel L Stufflebeam and Chris L S Coryn widely considered experts in the evaluation field introduce and describe 23 program evaluation approaches including new to this edition transformative evaluation participatory evaluation consumer feedback and meta analysis Evaluation Theory Models and Applications Second Edition facilitates the process of planning conducting and assessing program evaluations The highlighted evaluation approaches include Experimental and quasi experimental design evaluations Daniel L Stufflebeam s CIPP Model Michael Scriven s Consumer Oriented Evaluation Michael Patton s Utilization Focused Evaluation Robert Stake s Responsive Stakeholder Centered Evaluation Case Study Evaluation Key readings listed at the end of each chapter direct readers to the most important references for each topic Learning objectives review

questions student exercises and instructor support materials complete the collection of tools Choosing from evaluation approaches can be an overwhelming process but Evaluation Theory Models and Applications Second Edition updates the core evaluation concepts with the latest research making this complex field accessible in just one book     Essentials of Utilization-Focused Evaluation Michael Quinn Patton,2012 Provides both an overall framework and concrete advice for how to conduct useful evaluations that actually get used preface     *Handbook for Continuous Improvement* Corporation for National Service (U.S.),1994     **Utilization-Focused Evaluation** Michael Quinn Patton,2008-06-18 The Fourth Edition of the bestselling Utilization Focused Evaluation provides expert detailed advice on conducting program evaluations from one of leading experts Chock full of useful pedagogy including a unique utilization focused evaluation checklist this book presents Michael Quinn Patton s distinctive opinions based on more than thirty years of experience Key Features of the Fourth Edition Provides thoroughly updated materials including more international content new references new exhibits and sidebars and new examples stories and cartoons Includes follow up exercises at the end of each chapter Features a utilization focused evaluation checklist Gives greater emphasis on mixed methods Analyzes the pluses and minuses of the increased emphasis on accountability and performance measurement in government at all levels Details the explosion of international evaluation Intended Audience Both theoretical and practical this core text is an essential resource for students enrolled in Program Evaluation courses in a variety of disciplines including public administration government social sciences education and management Practitioners will also find this text invaluable     *Philanthropic Foundations* Ellen Condliffe Lagemann,1999-07-22 Foundations are socially and politically significant but this simple fact has mostly been ignored by students of American history This collection represents an important contribution to an emerging field Kenneth Prewitt Social Science Research Council     Effective Fund-Raising Management Kathleen S. Kelly,2012-12-06 In a ground breaking departure from existing works almost all of which are how to manuals based on anecdotal evidence this is the first academic textbook on fund raising By integrating practical knowledge with social science theory and research it presents a comprehensive approach to the function from its legal and ethical principles to the managerial process by which gifts are raised Territory previously uncharted in the literature is explored such as the historical and organizational contexts of contemporary practice Explanations of programs techniques and publics introduce a new system for understanding fund raising s major concepts Unlike efforts in established fields most of the material represents original scholarship undertaken to produce a first time text The book s main purpose is to teach students about fund raising a high demand high paying occupation that will continue to expand into the 21st century as the need for trained practitioners exceeds the supply During the last decade fund raising education moved into the formal classroom and away from an apprenticeship tradition of senior practitioners mentoring newcomers Yet until now there has not been a textbook to support this evolving professionalism Faculty have been reluctant to define fund raising as an academic subject in the absence of a theory based teaching resource

and courses usually have been assigned to part time instructors hired from the practice This textbook addresses the void It is designed for graduate and upper level undergraduate courses dealing with fund raising as a primary or secondary subject Among its features each chapter points out research gaps and opportunities such as problems and theories for master s theses and doctoral dissertations and ends with a list of suggested readings The text is appropriate for the diverse academic areas in which fund raising nonprofit management and philanthropy are taught including public administration management arts and humanities education social work economics and sociology Because of its public relations orientation it is particularly suited for courses offered in that discipline Additional audiences are practitioners enrolled in professional development programs CEOs trustees and others interested in self study and scholars who need serious literature on the subject

**Assessing Impact** Joellen Killion,2008 Discusses planning and performing staff evaluations and evaluating staff development programs in order to improve staff training and overall student achievement

**HIV/AIDS Prevention** Doreen D. Salina,2014-03-05 Develop a positive working relationship between researchers and community groups focusing on HIV AIDS prevention and discover how to evaluate HIV AIDS programs An indispensable manual for everyone involved with HIV AIDS research prevention techniques and the needs of individuals with HIV AIDS HIV AIDS Prevention Current Issues in Community Practice covers everything from the likelihood of condom usage by college women to the psychological effects on minority men infected with the HIV AIDS virus Essential reading for psychologists research scientists who work with communities or who are involved in AIDS prevention programs and for care takers of people with HIV AIDS Contemporary Topics in HIV AIDS Prevention covers the necessary collaborative steps needed to create a positive researcher community based organization COB partnership that will benefit researchers and those affected by the disease In HIV AIDS Prevention you will examine many different models designed to effectively foster a positive researcher CBO relationship while learning how to overcome problems you may encounter when researching a social issue or working with a researcher This book also explains how and why many HIV prevention programs have been poorly evaluated due to a lack of funds and social politics In addition you will discover how you can obtain and or perform a true evaluation of an HIV prevention program In HIV AIDS Prevention you will explore many important issues and factors that help create successful programs including factors necessary for valid HIV AIDS prevention program evaluations assessments of coping strategies psychological variables and the physical well being of African American and Latino men living with HIV AIDS steps for the collaborative process between researchers and community groups making a good match between community based organizations and researchersHIV AIDS Prevention gives you pertinent information and guidelines for selecting a community based organization to work with and the steps to creating a successful relationship This book will give you the strategies and information you need in order to give pastoral support and prevention education to at risk individuals You will discover what is necessary for a true HIV AIDS prevention program evaluation

**Third Sector Policy at the Crossroads** Helmut K. Anheier,Jeremy Kendall,2012-10-02

The nonprofit sector occupies an ever more central role in economic and social policies from the redesign of welfare system in the U S or UK to fostering democracy in Central and Eastern Europe At the same time non profit organizations face increased public scrutiny and calls for more efficiency and greater accountability Against this background this revealing book explore keys policy issues such as Is the nonprofit sector in crisis What are the common themes and patterns in current policy debates concerning the future of the nonprofit sector What policy models are being discussed and what are their implications How can nonprofit organizations negotiate a course between commercialization and tighter government regulation As this sector is confronted with often conflicting demands of new public management tight budgeting and greater competition it arrives at a crucial crossroad in its development Through the detailed investigations presented in this key book postgraduate students of business and politics can fully explore this significant sector and analyze it s position in today s society

**Corporate and Foundation Fund Raising** Eugene A. Scanlan,1997 If you truly want to be successful in raising money from foundations and corporations there are many steps you must take before a proposal goes out the door And there are many things you must do after it is in the hands of the potential funder And that s why you should have a copy of Corporate and Foundation Fund Raising A Compete Guide from the Inside It s the only step by step guide that provides a total and comprehensive strategic approach to fund raising You ll get a wealth of hands on techniques strategy tips real life examples war stories time saving forms suggested readings a glossary and an extensive bibliography

**Teaching Evaluation Using the Case Method** Michael Quinn Patton,2005-04-04 The absence of readily available teaching cases has been a significant gap in the field of evaluation This volume aims to begin filling that gap by presenting high quality evaluation cases developed specifically for use with the case method The volume begins by reviewing evaluation issues that cases can be used to surface and provides guidance for using the case method Three in depth cases are then presented for quite different evaluation situations Each has been taught field tested and refined in line with participant feedback Each case ends with teaching questions and key evaluation points those questions are aimed at elucidating Following the case chapters a professional evaluator reflects on his experiences with the cases and offers lessons learned about evaluation teaching and training including exercises for extrapolating lessons illuminating ethical dilemmas understanding and applying alternative evaluation models and conducting metaevaluations among other uses This is the 105th issue of the quarterly report series New Directions for Evaluation

**The Literature of the Nonprofit Sector** ,1989 The first volume was a cumulative volume which contained the Foundation Center collection Subsequent editions include all the Foundation Center acquisitions acquired annually as well as other current literature

**The Making of Outcome Accountability in United Way Funding Requirements** Jill Arlen Shannon,2004

**Annual Report - Commonwealth Fund** Commonwealth Fund,1998

**Selected Water Resources Abstracts** ,1989 **Resources in Education** ,2001-10 **Foundation News** ,1993 **The Narrative**

**Enlarging** Verle H. Waters,1995

If you ally compulsion such a referred **Evaluation For Foundations Concepts Cases Guidelines And Resources** ebook that will have the funds for you worth, acquire the unconditionally best seller from us currently from several preferred authors. If you desire to humorous books, lots of novels, tale, jokes, and more fictions collections are along with launched, from best seller to one of the most current released.

You may not be perplexed to enjoy all books collections Evaluation For Foundations Concepts Cases Guidelines And Resources that we will enormously offer. It is not not far off from the costs. Its more or less what you obsession currently. This Evaluation For Foundations Concepts Cases Guidelines And Resources, as one of the most energetic sellers here will agreed be in the midst of the best options to review.

[http://industrialmatting.com/files/book-search/Documents/Explaining\\_The\\_At.pdf](http://industrialmatting.com/files/book-search/Documents/Explaining_The_At.pdf)

## **Table of Contents Evaluation For Foundations Concepts Cases Guidelines And Resources**

1. Understanding the eBook Evaluation For Foundations Concepts Cases Guidelines And Resources
  - The Rise of Digital Reading Evaluation For Foundations Concepts Cases Guidelines And Resources
  - Advantages of eBooks Over Traditional Books
2. Identifying Evaluation For Foundations Concepts Cases Guidelines And Resources
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Evaluation For Foundations Concepts Cases Guidelines And Resources
  - User-Friendly Interface
4. Exploring eBook Recommendations from Evaluation For Foundations Concepts Cases Guidelines And Resources
  - Personalized Recommendations
  - Evaluation For Foundations Concepts Cases Guidelines And Resources User Reviews and Ratings

- Evaluation For Foundations Concepts Cases Guidelines And Resources and Bestseller Lists
- 5. Accessing Evaluation For Foundations Concepts Cases Guidelines And Resources Free and Paid eBooks
  - Evaluation For Foundations Concepts Cases Guidelines And Resources Public Domain eBooks
  - Evaluation For Foundations Concepts Cases Guidelines And Resources eBook Subscription Services
  - Evaluation For Foundations Concepts Cases Guidelines And Resources Budget-Friendly Options
- 6. Navigating Evaluation For Foundations Concepts Cases Guidelines And Resources eBook Formats
  - ePub, PDF, MOBI, and More
  - Evaluation For Foundations Concepts Cases Guidelines And Resources Compatibility with Devices
  - Evaluation For Foundations Concepts Cases Guidelines And Resources Enhanced eBook Features
- 7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Evaluation For Foundations Concepts Cases Guidelines And Resources
  - Highlighting and Note-Taking Evaluation For Foundations Concepts Cases Guidelines And Resources
  - Interactive Elements Evaluation For Foundations Concepts Cases Guidelines And Resources
- 8. Staying Engaged with Evaluation For Foundations Concepts Cases Guidelines And Resources
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Evaluation For Foundations Concepts Cases Guidelines And Resources
- 9. Balancing eBooks and Physical Books Evaluation For Foundations Concepts Cases Guidelines And Resources
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Evaluation For Foundations Concepts Cases Guidelines And Resources
- 10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
- 11. Cultivating a Reading Routine Evaluation For Foundations Concepts Cases Guidelines And Resources
  - Setting Reading Goals Evaluation For Foundations Concepts Cases Guidelines And Resources
  - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Evaluation For Foundations Concepts Cases Guidelines And Resources
  - Fact-Checking eBook Content of Evaluation For Foundations Concepts Cases Guidelines And Resources
  - Distinguishing Credible Sources



13. Promoting Lifelong Learning
  - Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
14. Embracing eBook Trends
  - Integration of Multimedia Elements
  - Interactive and Gamified eBooks

### **Evaluation For Foundations Concepts Cases Guidelines And Resources Introduction**

In the digital age, access to information has become easier than ever before. The ability to download Evaluation For Foundations Concepts Cases Guidelines And Resources has revolutionized the way we consume written content. Whether you are a student looking for course material, an avid reader searching for your next favorite book, or a professional seeking research papers, the option to download Evaluation For Foundations Concepts Cases Guidelines And Resources has opened up a world of possibilities. Downloading Evaluation For Foundations Concepts Cases Guidelines And Resources provides numerous advantages over physical copies of books and documents. Firstly, it is incredibly convenient. Gone are the days of carrying around heavy textbooks or bulky folders filled with papers. With the click of a button, you can gain immediate access to valuable resources on any device. This convenience allows for efficient studying, researching, and reading on the go. Moreover, the cost-effective nature of downloading Evaluation For Foundations Concepts Cases Guidelines And Resources has democratized knowledge. Traditional books and academic journals can be expensive, making it difficult for individuals with limited financial resources to access information. By offering free PDF downloads, publishers and authors are enabling a wider audience to benefit from their work. This inclusivity promotes equal opportunities for learning and personal growth. There are numerous websites and platforms where individuals can download Evaluation For Foundations Concepts Cases Guidelines And Resources. These websites range from academic databases offering research papers and journals to online libraries with an expansive collection of books from various genres. Many authors and publishers also upload their work to specific websites, granting readers access to their content without any charge. These platforms not only provide access to existing literature but also serve as an excellent platform for undiscovered authors to share their work with the world. However, it is essential to be cautious while downloading Evaluation For Foundations Concepts Cases Guidelines And Resources. Some websites may offer pirated or illegally obtained copies of copyrighted material. Engaging in such activities not only violates copyright laws but also undermines the efforts of authors, publishers, and researchers. To ensure ethical downloading, it is advisable to utilize reputable websites that prioritize the legal distribution of content. When downloading Evaluation For Foundations Concepts Cases Guidelines And Resources, users should also consider the potential

security risks associated with online platforms. Malicious actors may exploit vulnerabilities in unprotected websites to distribute malware or steal personal information. To protect themselves, individuals should ensure their devices have reliable antivirus software installed and validate the legitimacy of the websites they are downloading from. In conclusion, the ability to download Evaluation For Foundations Concepts Cases Guidelines And Resources has transformed the way we access information. With the convenience, cost-effectiveness, and accessibility it offers, free PDF downloads have become a popular choice for students, researchers, and book lovers worldwide. However, it is crucial to engage in ethical downloading practices and prioritize personal security when utilizing online platforms. By doing so, individuals can make the most of the vast array of free PDF resources available and embark on a journey of continuous learning and intellectual growth.

### **FAQs About Evaluation For Foundations Concepts Cases Guidelines And Resources Books**

1. Where can I buy Evaluation For Foundations Concepts Cases Guidelines And Resources books? Bookstores: Physical bookstores like Barnes & Noble, Waterstones, and independent local stores. Online Retailers: Amazon, Book Depository, and various online bookstores offer a wide range of books in physical and digital formats.
2. What are the different book formats available? Hardcover: Sturdy and durable, usually more expensive. Paperback: Cheaper, lighter, and more portable than hardcovers. E-books: Digital books available for e-readers like Kindle or software like Apple Books, Kindle, and Google Play Books.
3. How do I choose a Evaluation For Foundations Concepts Cases Guidelines And Resources book to read? Genres: Consider the genre you enjoy (fiction, non-fiction, mystery, sci-fi, etc.). Recommendations: Ask friends, join book clubs, or explore online reviews and recommendations. Author: If you like a particular author, you might enjoy more of their work.
4. How do I take care of Evaluation For Foundations Concepts Cases Guidelines And Resources books? Storage: Keep them away from direct sunlight and in a dry environment. Handling: Avoid folding pages, use bookmarks, and handle them with clean hands. Cleaning: Gently dust the covers and pages occasionally.
5. Can I borrow books without buying them? Public Libraries: Local libraries offer a wide range of books for borrowing. Book Swaps: Community book exchanges or online platforms where people exchange books.
6. How can I track my reading progress or manage my book collection? Book Tracking Apps: Goodreads, LibraryThing, and Book Catalogue are popular apps for tracking your reading progress and managing book collections. Spreadsheets: You can create your own spreadsheet to track books read, ratings, and other details.

7. What are Evaluation For Foundations Concepts Cases Guidelines And Resources audiobooks, and where can I find them? Audiobooks: Audio recordings of books, perfect for listening while commuting or multitasking. Platforms: Audible, LibriVox, and Google Play Books offer a wide selection of audiobooks.
8. How do I support authors or the book industry? Buy Books: Purchase books from authors or independent bookstores. Reviews: Leave reviews on platforms like Goodreads or Amazon. Promotion: Share your favorite books on social media or recommend them to friends.
9. Are there book clubs or reading communities I can join? Local Clubs: Check for local book clubs in libraries or community centers. Online Communities: Platforms like Goodreads have virtual book clubs and discussion groups.
10. Can I read Evaluation For Foundations Concepts Cases Guidelines And Resources books for free? Public Domain Books: Many classic books are available for free as they're in the public domain. Free E-books: Some websites offer free e-books legally, like Project Gutenberg or Open Library.

### Find Evaluation For Foundations Concepts Cases Guidelines And Resources :

**explaining the at**

**exploring psychology in modules by myers 6th edition study guide**

**exploring space with camera**

experiments in organic chemistry from microscale to macroscale

~~exploring science in the elementary schools~~ rand menally education series

~~exportimport basics the legal financial transport aspects of international trade ice publication~~

**export subsidies by developing countries ibues of policy commercial policy ibues s**

**exploring science in early childhood education**

exporting a basic guide

expo 98 architecture lisbon

*exploring health policy development in europe*

**exploring surveys and information from sam**

~~exporting american architecture~~

exploration for rock engineering volume two

*exploring the frontier a sourcebook on the american west*

### Evaluation For Foundations Concepts Cases Guidelines And Resources :

Reading free Meet rosina kids whole story (2023) : resp.app Jul 24, 2023 — Yeah, reviewing a ebook meet rosina kids whole story could accumulate your near connections listings. This is just one of the. meet rosina kids whole story - resp.app Jun 19, 2023 — Recognizing the exaggeration ways to get this books meet rosina kids whole story is additionally useful. You have remained in right site to ... 2nd Grade - Meet Rosina Common Core Leveled Tests This is a Common Core aligned leveled selection test for the Treasures reading story, Meet Rosina. Each test is 3 pages long in length. Meet rosina This is a common core assessment for the story " Meet Rosina " from the second grade Treasures reading series. ... kids · SpanishDict. Grade 1-McGraw Hill Literature Anthology Unit 4.pdf Meet Rosina. Text Evidence. 1. How is Rosina like you? How is she different? Author's Purpose. 2. Why do you think the author wrote this book? Why do you ... MEET ROSINA ppt video online download Jul 8, 2017 — They wanted deaf children to have summer camp fun just like hearing children. Relatives of deaf children started the camp. 17 At the end of each ... Caries Management - Science and Clinical Practice A comprehensive approach to modern caries management. This systematic approach to modern caries management combines new, evidence-based treatment techniques ... Caries Management - Science and Clinical Practice A comprehensive approach to modern caries management. This systematic approach to modern caries management combines new, evidence-based treatment techniques ... Caries Management-Science and Clinical Practice Caries Management-Science and Clinical Practice · The Disease: 1 Ecology of the Oral Cavity · The Disease: 2 Etiology and Pathogenesis of Caries · The Disease: ... Caries Management - Science and Clinical Practice Covering the science behind the diseasea comprehensive approach to modern caries managementThis systematic approach to modern caries management combines new ... Caries Management, An Issue of Dental Clinics of This issue of Dental Clinics of North America focuses on Caries Management and is edited by Drs. Sandra Guzmán-Armstrong, Margherita Fontana, Marcelle Matos ... Caries Management-Science and Clinical Practice Dental Caries: Science and Clinical Practice puts scientific principles into clinical action for the best results and is an essential resource for a ... Caries Management Clinical Practice Guidelines A series of ADA guidelines with clinical recommendations for nonrestorative and restorative dental caries treatment, dental caries prevention, and dental ... [(Caries Management - Science and Clinical Practice) ... It is an essential resource for a complete, proactive approach to caries detection, assessment, treatment, management, and prevention in contemporary dental ... Caries Management - Science and Clinical Practice Nov 21, 2012 — It is an essential resource for a complete, proactive approach to caries detection, assessment, treatment, management, and prevention in ... Caries Management - Science and Clinical Practice ... This knowledge alongside the work of Keyes affirms our understanding that dental caries is an entirely preventable disease, in an otherwise healthy ... How to identify mammal skulls - BBC Wildlife How to identify mammal skulls - BBC Wildlife Identify animal skulls How to identify an animal skull! Found a bird skull or mammal bone in the UK? Take a look at our ID guide to work out what

your animal bones might be. Animal Skull Identification Guide Our Comprehensive animal skull identification guide with over 100 animal skull photos will help you identify animal skulls from around the world. How to Identify a Skull The most effective means of identifying a skull to species is with the use of a dichotomous key. A dichotomous key allows a person, through a series of ... What Do We Have Here? | How To Identify Animal Skulls Jan 13, 2022 — You can tell whether the skull you're holding belonged to a predator species or a prey species just by looking at certain characteristics of the ... How to Identify a Skull | Skeleton Museum The most effective means of identifying a skull and determining the correct species is with the use of a dichotomous key. A dichotomous key allows a person, ... Become a Skull Detective, Alaska Department of Fish and Game If you are serious about learning more about skulls, you should consider this extensive skull guide: Animal Skulls, A Guide to North American Species by Mark ... Animal Skulls American beaver. (Castor canadensis). Page 2. American beaver top. Page 3. American beaver bottom. Page 4. American beaver front. Page 5. American beaver.