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Executive Summary

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RESULTS

6 Maximizing Return: An Evaluation of the Walton Family Foundation's Approach to Investing in New Charter Schools

Matthew Carr, Ph.D., and Marc Holley, Ph.D., Walton Family Foundation

In the 21st century, large new foundations have devoted substantial resources to reforming schools systems by advancing school choice and increasing accountability. One of the Walton Family Foundation's goals is to reform the American K-12 education system by increasing the number of high-quality schools available to low-income students. One of its signature strategies has been to support charter schools. This article presents the findings of a study that suggests the foundation's investment approach to charter school startups has been successful in supporting the creation of high-quality seats for low-income students.

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18 Drugs, Depression, and Dating Violence: Partnering With Schools to Collect and Use Data on Adolescent Risky Behaviors

Rebecca H. Donham, M.P.A., MetroWest Health Foundation, and Shari Kessel Schneider, M.S.P.H., Education Development Center

The greatest threat to the health of American adolescents is the consequences of risky behaviors that can lead to disability, social problems, and even death. The good news is these behaviors are largely preventable. The MetroWest Health Foundation launched a 10-year initiative to conduct the federal Centers for Disease Control and Prevention's Youth Risk Behavior Survey biennially with every high school and middle school student in the foundation's 25-town region. Schools and communities use the data to change school and law enforcement policies, implement new curriculum, educate parents, expand time for school wellness programs, and secure federal grants. The foundation has used the data to measure the impact of its substance abuse and anti-bullying initiatives as well as to develop new funding programs.

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30 Redefining Expectations for Place-Based Philanthropy

Katelyn P. Mack, M.S., FSG, Hallie Preskill, Ph.D., FSG, James Keddy M.A., The California Endowment, Moninder-Mona K. Jhavar, M.P.H., The California Endowment

Many funders over the past three decades have engaged in place-based philanthropy as a way to concentrate investments in a specific locality in order to achieve measurable changes

that advance their goals. This article discusses how The California Endowment has used a midcourse strategic review to refine Building Healthy Communities, a 10-year, billion-dollar effort to create equitable conditions across the state so that children are healthy, safe, and ready to learn. Through interviews, focus groups, surveys, and document review, examples have emerged of how this unique approach is contributing to community change. The review also surfaced tensions created by the design and implementation of the strategy that could impede progress.

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SECTOR

44 What We Have Learned About Grassroots Philanthropy: Lessons From Mexico

Artemisa Castro Felix, Action in Solidarity Fund (Fondo de Accion Solidaria), and A. Scott DuPree, Civil Society Transitions

New community foundations are emerging and there is a growing interest in grassroots philanthropy in Mexico. Given a chronically weak enabling environment for grassroots organizations and their near invisibility, the authors argue that effective support requires conscious effort by philanthropic organizations to build solidarity, which is critical to long-term success. Addressing traditions of authoritarian, top-down social and political management will require patience. The Action in Solidarity Fund has found that it is very possible for philanthropists to reach small grassroots groups with the support they need and to begin to strengthen the social fabric for communities to act on their own behalf. This article shares lessons from the fund's experience..

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65 Peeking Behind the Curtain: The Operations and Funding Priorities of Rural Private Foundations

Dorothy Norris-Tirrell, Ph.D., and Claire Connolly Knox, Ph.D., University of Central Florida and Brandi Blessett, Ph.D., Rutgers University – Camden

Florida is known for its multicultural population, urban areas, and sunny beaches. The state's rural counties, however, face the problems typical of rural areas: high poverty rates, food insecurity, low-paying and low-skill jobs, and a limited economic base. This article examines the operations and funding priorities of Florida's rural private foundations in order to strengthen our understanding of rural-foundation grantmaking and its potential impact on unique challenges to rural communities.

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79 Giving Circles in Asia: Newcomers to the Asian Philanthropy Landscape

Robert John, D.Phil., National University of Singapore

While there are ancient traditions of charitable giving in Asia, the concept of organized philanthropy to affect specific societal benefit is relatively novel, but developing rapidly in several countries. Over the past 10 years a number of giving circles have appeared in the region. Giving circles, a form of philanthropy where individuals pool resources and provide grants to nonprofit organizations in their community, are well known and studied in the U.S. This article examines the phenomenon in Asia and describes both indigenous and transplanted models.

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REFLECTIVE PRACTICE

96 Enabling Community and Trust: Shared Leadership for Collective Creativity

Mohammed Mohammed, Ph.D., and Kurian Thomas, M.P.A., Fetzer Institute

This article discusses a leadership style that bolsters collaboration and co-ownership, which are pivotal for nonprofits and philanthropies. Focusing on factors that maximize staff motivation and trust at the Fetzer Institute, the authors reflect on how bridges were built between values and everyday operational roles and functions. More specifically, this article looks at a new framework for employee empowerment, observed over a year's time, that was grounded in weekly three-hour sessions of open discussion of the intersections of personal and organizational goals.

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