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Editorial

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EDITORIAL

DEAR READERS

This edition of *The Foundation Review* delves into an important source of human and intellectual capital that is playing an increasing role in promoting the effectiveness of philanthropy: philanthropic consulting.

Philanthropic consulting has emerged over the past four decades from a cottage industry to a strong, diverse field of professionals working with all types of grantmakers throughout the United States and internationally. Today, consultants are engaged in the formation of new philanthropies and deepening the impact of established grantmakers. They work on core institutional issues of governance, leadership, and strategic planning as well as providing targeted expertise that complements internal foundation expertise. In the last decade, philanthropic consulting has grown exponentially, and the time is right to begin examining ways in which grantmakers engage consultants, standards of quality, and levels of impact.



The National Network of Consultants to Grantmakers (NNCG) is honored to co-edit this edition of *The Foundation Review*. NNCG was created in direct response to the needs of grantmakers to identify qualified and appropriate consultants who could support and enhance their work. Our organization exists to increase the quality, effectiveness and capacity of grantmakers by mobilizing and strengthening the work of knowledgeable, ethical and experienced consultants.

NNCG's membership is comprised of distinguished professionals from many backgrounds and areas of expertise who share a passion for philanthropy. Some have spent substantial periods of their careers as foundation staff. Others have focused their skills in communication, human resources, planning, evaluation and other areas specifically on the foundation field because of their deep belief in the work of philanthropy. We are pleased to share a sampling of their collective knowledge in these pages.

Within this edition, you'll discover which foundations are using consultants, as well as how and why (**McGill, Henry-Sanchez, Wolcheck and Reibstein**). You'll also learn how to identify when and how your own foundation can best use consulting (**Leslei, Noonan, and Nohavec**), examine the ways in which consultants can extend a foundation's core competencies (**Walden, Marra, and Briddell**) and take a particular look at how family foundations have used consultants at various stages of their evolution (**Nemon, Jacobs, Phillips, and Sneath**).

The articles contained in this issue also speak to the nuances and challenges that shape foundation-consultant relationships, from roles and expectations (**Kibbe**), to working in partnership (**Irie, Howard, Sengupta, and Orensten**). We'll take a look at what kinds of expertise consultants bring to foundation engagements and how they cultivate it (**Cardona**), and we'll explore two specific examples of how consultants can help achieve foundation goals around policy advocacy (**Margolis, Ersoylu**) and creating a learning culture (**Raynor, Blanchard, Spence**).

NNCG is deeply grateful to the Foundation Center for undertaking the first national study of the use of consultants by philanthropy, summarized herein. Funding for NNCG's editorial role was provided by the David and Lucile Packard Foundation. We thank the consultant and foundation authors for their exceptional contributions to this publication and to the field. Their ideas and questions stimulate us to probe deeper and understand how we are furthering the field of philanthropy – together.

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