The Foundation Review

Volume 7
Issue 3 *Place-Based Philanthropy- Open Access*

10-2015

Executive Summaries

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Recommended Citation

(2015). Executive Summaries. *The Foundation Review*, 7(3). <https://doi.org/10.9707/1944-5660.1259>

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VOL. 7 ISSUE 3

RESULTS

6 Activating the Power of Place: A Case Study of Market Creek

Elizabeth Castillo, M.A., University of San Diego, and Angela Titus, M.B.A., Jacobs Center for Neighborhood Innovation

Place-based funders seek to improve specific neighborhoods, deploying a variety of resources such as charitable support, technical assistance, social and political connections, and direct services. This article tells the story of a place-based initiative to develop well-being and wealth in the historically underserved Diamond Neighborhood in San Diego. It describes the transformation of a space into place through the development of Market Creek. It also explains the place-based philosophy of the Jacobs Center for Neighborhood Innovation, the operating arm of the Jacobs Family Foundation, and plans to transition ownership to the community when the foundation sunsets in 2030. Key lessons from recent work there include the importance of redevelopment partnerships and accountability, the transformative power of arts and culture, and the adoption of a multilevel, long-term approach to capacity building.

DOI: 10.9707/1944-5660.1252

23 Achieving Community-wide Impact by Changing the Local Culture: Opportunities and Considerations for Foundations

Douglas Easterling, Ph.D., Wake Forest School of Medicine; and Judith L. Millesen, Ph.D., Ohio University

The growing popularity of outcome-oriented philanthropy signifies that foundations are increasingly coming to regard their core business as “changemaking” rather than grantmaking. Most change-oriented philanthropy has a local lens and is often referred to as place-based grantmaking. This article explores the idea of focusing on community culture as a means of achieving large-scale change. The article also reviews a number of instances where foundations have either explicitly or implicitly looked to culture-change as a strategy for achieving large-scale impacts. The authors suggest that this line of work is relatively uncharted and potentially controversial, especially when the foundation is based outside the community whose culture is targeted for change. Community foundations, however, appear to be particularly well positioned to lead local residents toward a new culture that better advances their interests. They illustrate this potential with a case study of the Incourage Community Foundation’s community-change work in central Wisconsin following a series of massive dislocations in the paper-making and cranberry industries.

DOI: 10.9707/1944-5660.1253

51 Investing in Community Change: An Evaluation of a Decade of Data-Driven Grantmaking

Lois Greco, B.A., Wells Fargo Regional Foundation; Maggie Grieve, B.A., Success Measures at NeighborWorks America; and Ira Goldstein, Ph.D., The Reinvestment Fund

The Wells Fargo Regional Foundation's decade long focus on revitalization of low-income neighborhoods in eastern Pennsylvania, Delaware, and New Jersey has helped to shape a resident-driven, collaborative, long-term, and data-informed approach designed to make neighborhoods more attractive for large-scale investment. In 2014, the foundation engaged The Reinvestment Fund and Success Measures at Neighbor-Works America to jointly evaluate the impact of its grantmaking and related programs to determine if practices could be transferred to other regions, and to assess its influence in the field. Based on the findings, the foundation affirmed its mission, revised certain aspects of its Neighborhood Grants Program, and further defined and enhanced its opportunities for collaboration and share learning within the funding community.

DOI: 10.9707/1944-5660.1254

TOOLS

72 The Boston Foundation's Collaborate Boston Prize

Jennifer Aronson, M.B.A., Boston Foundation

The last several years have seen an increase in the use of prizes to incentivize and support innovation in the philanthropic, private, and public sectors. This article describes how the Boston Foundation is leveraging Collaborate Boston, a competition for community-led, cross-sector collaborative ideas that launched in 2013 as a tool for social change. The author offers three key recommendations to funders considering introducing a prize into their practice: create low barriers to entry, leverage the prize platform to raise awareness, and plan to dedicate staff time to work with applicants throughout the process.

DOI: 10.9707/1944-5660.1255

84 Participatory Decision-Making in Contested Societies: Examples From the Field of Community Philanthropy

Avila Kilmurray, Ph.D., *Global Fund for Community Foundation/Global Alliance for Community Philanthropy*

The past 25 years have seen a marked growth in community philanthropy organizations – most notably community foundations, but also place-based women’s funds, youth-run grantmaking committees, and other forms of local, multi-stakeholder grantmaking that mobilize resources for this purpose. This article examines participatory, place-based philanthropy in Northern Ireland and Palestine, drawing on the work of the Community Foundation for Northern Ireland’s Fair Share Programme and the Dalia Association’s Village Decides initiative. The fact that both Northern Ireland and Palestine are politically contested societies is factored into the analysis presented by the author, who conducted interviews with key informants to supplement literature from both community foundations.

DOI: 10.9707/1944-5660.1256

REFLECTIVE PRACTICE

98 The Boys and Men of Color Framework: A Model for Community and Systems Change

Marc Philpart, M.P.A., M.P.H., *Boys and Men of Color Initiatives*, and Judith Bell, M.P.A., *The San Francisco Foundation*, and *PolicyLink*

Residents and leaders in communities across the nation are spearheading efforts to dismantle the barriers facing young men of color and help them reach their full potential. The experiences of PolicyLink and other organizations provide important lessons about the elements of successful efforts on behalf of boys and men of color. This article describes four key elements, shares how they are driving transformative efforts on the ground, and includes reflections on the complexities and challenges involved in building these practices. It also examines the role of the philanthropic community in providing strategic support to advance promising approaches. Within the dynamic context of a growing movement, the local efforts and philanthropic contributions highlighted in this article illustrate that meaningful change is possible when critical ingredients come together.

DOI: 10.9707/1944-5660.1257

RESOURCE REVIEW

- 115** Systems Thinking for Social Change: A Practical Guide to Solving Complex Problems, Avoiding Unintended Consequences, and Achieving Lasting Results, by David Peter Stroh
Reviewed by Hilda Vega, M.A., pfc Social Impact Advisors

In the past decade or so, systems thinking has increasingly made inroads into the nonprofit sector as a more holistic approach to complex social challenges. Using examples, Stroh details the structure of systems thinking and how the set of tools offered by causal loop diagrams can be useful in understanding systems. For Stroh, this approach helps stakeholders see the big picture – the one we often forget to look for – and our role in it.

DOI: 10.9707/1944-5660.1258

This publication is printed
with soy ink.

Printed in USA