

# The Foundation Review

---

Volume 9 | Issue 4

---

12-2017

## Executive Summaries

Follow this and additional works at: <https://scholarworks.gvsu.edu/tfr>



Part of the [Nonprofit Administration and Management Commons](#), [Public Administration Commons](#), [Public Affairs Commons](#), and the [Public Policy Commons](#)

---

### Recommended Citation

(2017). Executive Summaries. *The Foundation Review*, 9(4). <https://doi.org/10.9707/1944-5660.1394>

Copyright © 2018 Dorothy A. Johnson Center for Philanthropy at Grand Valley State University. The Foundation Review is reproduced electronically by ScholarWorks@GVSU. <https://scholarworks.gvsu.edu/tfr>

# executive summaries

## Results

---

7

### Community Foundation-Led Giving Days: Understanding Donor Satisfaction and Philanthropic Patterns

*Benjamin S. Bingle, Ph.D., DeKalb County Nonprofit Partnership*

Philanthropic giving days have gained popularity as opportunities for community foundations to engage new donors, create excitement about organized philanthropy, and democratize charitable giving. This article examines Give Local America 2016, a giving day beset by a technology failure that created challenges for donors and community foundations throughout the United States, and explores the experiences of donors as giving day participants. Data suggest that giving days are not crowding out donations at other times of the year, but instead are viewed as a supplementary option for the public to engage philanthropically. The article concludes with practical recommendations for community foundations that are considering hosting a giving day.

DOI: 10.9707/1944-5660.1384

20

### Transforming Coalition Leadership: An Evaluation of a Collaborative Leadership Training Program

*Jung Y. Kim, M.P.H., Todd Honeycutt, Ph.D., and Michaella Morzuch, M.P.P., Mathematica Policy Research*

Effective coalitions need leaders who are able to reach beyond individual, group, and sectoral boundaries to advance a shared vision for healthy and thriving communities. The Robert Wood Johnson Foundation partnered with the Center for Creative Leadership to create a one-year pilot, the Community Coalition Leadership Program, to test a new approach to providing training in collaborative leadership. This article discusses the program, whether and how it improved participants' individual and coalition leadership skills, and the implications for foundations and other entities seeking to increase interdependent leadership capacity within community coalitions.

DOI: 10.9707/1944-5660.1385

## Tools

---

41

### Considerations for Measuring the Impact of Policy-Relevant Research

*Megan Collado, M.P.H., Lauren Gerlach, M.P.P., and Caroline Ticse, B.A., AcademyHealth, and Katherine Hempstead, Ph.D., Robert Wood Johnson Foundation*

Philanthropy, and the research and analysis it supports, has an important role to play in informing policy and making government more effective. Yet all too often, foundations and other research funders struggle to understand whether and how their investments have affected policy. This article highlights the findings of an 18-month pilot project conducted by AcademyHealth to help the Robert Wood Johnson Foundation better understand the impact of a subset of the foundation's research grants, across investment types, on health insurance coverage and health reform, and to help inform how the foundation may more systematically track and measure the impact of the research it funds.

DOI: 10.9707/1944-5660.1386

## Sector

---

54

### Inside the Black Box: Investigating Philanthropic Foundation Strategies in a Dynamic Environment

*Amanda J. Stewart, Ph.D., North Carolina State University*

Foundations have been described as black boxes – implying that we know very little about what happens between inputs and outputs. We do know that they operate in dynamic environments and must adopt strategies to be effective in the face of change. This article, which examines the strategies of 29 foundations operating in one southeastern state, provides fresh insights into how foundations fulfill their missions. The article is based on a research study that used semistructured interviews to explore how foundations approached grantmaking. Further, understanding the motivations and adaptations of these strategies helps explain the collective work of the sector.

DOI: 10.9707/1944-5660.1387

65

### Philanthropy: Evidence in Favor of a Profession

*Heather L. Carpenter, Ph.D., Notre Dame of Maryland University*

Philanthropic employees have been cautious in implying that they are pursuing a career in philanthropy. And in this journal, Karl Stauber (2010) presented an argument in support of such caution: that philanthropy failed to meet all seven standards posited by Burton J. Bledstein, that when met, define a profession. This article presents a literature review and findings from a survey of 500 members of the Council on Foundations that offer evidence for the counterargument that philanthropic work requires specialized education and training to master a set of core competencies. While this article does not argue for or against the question, determining whether philanthropy as a field can rightly be considered a profession has important consequences.

DOI: 10.9707/1944-5660.1388

## Reflective Practice

---

76

### Funder Collaborations – Flourish or Flounder?

*William Porter, B.A., Kelly James, J.D., and Robert Medina, M.A., Education First; and Barbara Chow, M.P.P., William and Flora Hewlett Foundation*

Funders regularly collaborate to leverage their influence, channel their funding, and mobilize grantees in the same direction. Our sector's default assumption is that more collaboration is better. Why do some funder collaborations flourish, and others flounder? The William and Flora Hewlett Foundation and Education First participated in a half-dozen joint funding efforts to support the success of the Common Core State Standards in the nation's K-12 public education system. Looking critically at these efforts, we learned lessons about why some collaborations are more effective. Funder collaborations work best when participants recognize key milestones in a partnership and make decisions at distinguishing stages to set up success.

DOI: 10.9707/1944-5660.1389

89

## Looking in the Mirror: Equity in Practice for Philanthropy

Ashlee Young, M.P.H., and Jaime Love, M.Ed., *Interact for Health*; Nancy Csuti, Ph.D., *The Colorado Trust*; and Christopher J. King, Ph.D., *Consumer Health Foundation*

Philanthropy still needs to be reminded that there is no such thing as a post-racial America, and that systemic racism continues to underlie the problems foundation funding attempts to address. While many foundations have found it challenging to address equity in their grantmaking, they have found that process far more comfortable than addressing equity within their own organizations. This article describes the efforts of three foundations in various stages of seeing themselves through an equity lens: the Consumer Health Foundation, The Colorado Trust, and Interact for Health. It is impossible for a foundation to effectively fund with an equity lens unless it commits to doing the necessary internal work around the same issue, and embarks on its own journey toward equity.

DOI: 10.9707/1944-5660.1390

103

## Generative Philanthropy: Long-Term Investments in Economic Opportunity

Robert Giloth, Ph.D., *Annie E. Casey Foundation*

Generative philanthropy is a collaborative investment practice that tests prototypes and identifies new opportunities that, over time, can focus direction and generate momentum for change. It is an incremental, decentralized approach to investment in communities. This article clarifies the theory and practice of generative philanthropy and contrast it with other approaches. It provides an in-depth discussion of the meaning of generative philanthropy, offers five examples of the approach related to economic opportunity, and draws lessons for future practice. Generative philanthropy can hopefully inspire and guide new foundation practices that pay attention to what comes next after the first or second investment of time, money, knowledge, and leadership.

DOI: 10.9707/1944-5660.1391

## Book Review

121

### Review of *Generation Impact: How Next Gen Donors Are Revolutionizing Giving* by Michael Moody and Sharna Goldseker.

Review by Elenore Garton, Ph.D.

*Generation Impact* begins with a bold claim: that rising major donors will be the most significant philanthropists ever. The authors make a compelling argument that Generation X and millennials will change philanthropy for the better, but that getting there could get messy. By understanding these donors and their innovations, the social sector as a whole can evolve to be more effective. Leaders of nonprofits, social entrepreneurs, philanthropic advisors, and philanthropic families and institutions themselves have much to learn from this groundbreaking work.

DOI: 10.9707/1944-5660.1392