

The Foundation Review

Volume 11 | Issue 3

9-2019

Front Matter

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

(2019). Front Matter. *The Foundation Review*, 11(3). <https://doi.org/10.9707/1944-5660.1486>

Copyright © 2019 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>

THE FoundationReview®

Since 2009



Results

Community-Based Giving Days..... **7**

Promoting Impactful
Collaboration..... **21**

Tools

A Decision-Making Placemat
to Inform Strategy..... **41**

A Process for Scaling Programs..... **55**

Sector

Publicness and the Identity
of Public Foundations..... **68**

Consulting to Advance Diversity,
Equity, and Inclusion..... **81**

Reflective Practice

Strengthening Support
for Grantees..... **96**

Executive Summaries..... **105**

Call for Papers..... **108**

The Peer-Reviewed Journal of Philanthropy



JOHNSON CENTER
AT GRAND VALLEY STATE UNIVERSITY



The Grantmaking School

Professional Education for Foundation Staff and Donors



Your path to more impactful grantmaking starts here.

Enroll in one of our open courses today, or contact us to learn more about bringing a custom course to your foundation.

Explore all of our programs at:

JohnsonCenter.org/TheGrantmakingSchool

Exclusive Discount!

Use code **TFR** for **20% off** any open course through 2020.

Learn More:

Call (616) 331-7585
or email tgs@gvsu.edu.

Upcoming Courses

Financial Analysis in Grantmaking

Dec. 6 in Detroit

Proposal Analysis in Grantmaking

Feb. 20–21 in Detroit

Persuasive Writing for Grantmakers

Mar. 19–20 in Detroit



JOHNSON CENTER
AT GRAND VALLEY STATE UNIVERSITY

201 Front Ave SW, Ste 200 // Grand Rapids, MI 49504 // Johnsoncenter.org



**GRAND VALLEY
STATE UNIVERSITY**

THE FoundationReview®

PUBLISHED QUARTERLY

VOL. 11 ISSUE 3 | SEPTEMBER 2019

The Foundation Review is the first peer-reviewed journal of philanthropy, written by and for foundation staff and boards and those who work with them implementing programs. Each quarterly issue of *The Foundation Review* provides peer-reviewed reports about the field of philanthropy, including reports by foundations on their own work.

Our mission: To share evaluation results, tools, and knowledge about the philanthropic sector in order to improve the practice of grantmaking, yielding greater impact and innovation.

The Foundation Review is a proud product of the Dorothy A. Johnson Center for Philanthropy at Grand Valley State University.



Front cover photo:

Alumni House
and Visitor Center
at Grand Valley
State University in
Allendale, Mich.

Photographer:

Rachael Mooney



Copyright © 2019 Dorothy A. Johnson Center for Philanthropy at Grand Valley State University. *The Foundation Review* is a registered trademark of Grand Valley State University.

Editor in Chief

Teresa R. Behrens

Associate Editor

Pat Robinson

Art Director

Karen Hoekstra

Editorial Advisory Board

Robert F. Ashcraft, Ph.D.
Lodestar Center for Philanthropy
and Nonprofit Innovation
Arizona State University

Patricia Patrizi
Patrizi Associates

Michael Quinn Patton, Ph.D.
Utilization-Focused Evaluation

Hallie Preskill, Ph.D.
FSG

Patrick Rooney, Ph.D.
Lilly Family School of Philanthropy
Indiana University

**Statement of the
Editorial Advisory Board**

We believe that the forthright sharing of information among foundations and nonprofits builds a knowledge base that strengthens their ability to effectively address critical social issues. We encourage foundation donors, boards, and staff to honor this transparency in their own practices and to support others who do so.

Editorial

Dear readers,

As with many of our unthemed issues, this issue covers a broad range of topics related to the work of philanthropy, from ever-green challenges to emerging approaches to supporting work in communities.

One of the more recent approaches to community philanthropy has been the emergence of community giving days. Typically spear-headed by a community foundation, giving days are an opportunity to encourage philanthropy within a geographic community and raise awareness of the work of nonprofit organizations. **Humphries Brown and Bhati** analyzed the impact of these giving days and found that while the total amount of giving increased between 2009 and 2016, the median amount dropped and the range widened. While the number of giving days is increasing, and they may help increase the number of donors, the expectation about how much money they will raise in any given community should be modest.



Teresa R. Behrens, Ph.D.

Looking at one of the perennial challenges in philanthropy, **Easterling and McDuffee** examine the Health Foundation of Central Massachusetts' experience in supporting collaboration. Through interviews with representatives from successful projects, they identified ways in which the foundation was able to support collaborative efforts in ways that increased impact. They also emphasize that it requires high levels of commitment and the capacity to analyze data.

How to scale successful programs is another frequent challenge in the sector. **Maxwell and Richman** describe a process called SPREE — Scaling Programs with Research Evidence and Effectiveness — that has been found to help grantees scale successfully. Efforts to scale programs need to assess both which interventions are likely to be successfully scaled and which organizations are ready to engage in scaling programs. Systematic use of evaluation is key to success.

How to effectively engage board members in strategic planning is yet another ever-green issue. **Mitton, Mundorf, Putnam-Walkerly, and Krey** developed a decision-making placemat tool to engage the board members of the Sisters of Charity Foundation of Cleveland in revising the strategy for the foundation's place-based program. The tool used scenarios to guide board members toward consensus. After using the tool, board members were better able to articulate the rationale for the shift in strategic direction.

As critiques about philanthropy have increased in recent years, **Williamson and Luke's** exploration of the ways in which a foundation is “public” raises important considerations. They investigated the ways Australia’s public ancillary funds understand their identity as public foundations, and examined how perceptions of publicness inform and influence the practice, conduct, and identity of grantmaking foundations. Two dimensions of publicness were significant: donations, or public money; and grantmaking, or public benefit. Community foundations in the U.S. are similarly situated, needing to consider both dimensions in order to achieve the goal of transparency.

Diversity, equity, and inclusion (DEI) represents a long-standing challenge to philanthropy that in recent years has begun getting the focused attention it needs. Reporting on work done as part of an initiative by the National Network of Consultants to Grantmakers, **Clohesy, Dean-Coffey, and McGill** interviewed consultants about how they have effectively partnered with foundations to advance DEI. Consultants found that they need to help foundations refine their definitions of DEI and put them in the context of the foundation’s mission, vision, and values as they work with foundation staff.

While funders often see a big part of their role as strengthening the nonprofits they support, **Bettis and Pepin** explore issues that are emerging as nonprofits are tasked with addressing systems change. Funders must take into account the dynamic social systems within which the nonprofits they fund aim to effect change. Funders that build partnerships, recognize and respond to grantee business models, ease reporting burdens, and leverage their power to convene are more likely to make significant contributions to improving the resiliency of communities.

We hope you will find something you can use in these articles, as you address challenges old and new.



Teresa R. Behrens, Ph.D.
Editor in Chief, *The Foundation Review*
Executive Director, Dorothy A. Johnson Center for Philanthropy
at Grand Valley State University

Subscribe today!

ONLINE

1 YEAR, 4 ISSUES

Individual \$87 (^{\$89} eff. 1/1/20)

Institutional.....\$360 (^{\$370} eff. 1/1/20)

Student..... \$41 (^{\$42} eff. 1/1/20)

PRINT & ONLINE

1 YEAR, 4 ISSUES

Individual \$107 (^{\$109} eff. 1/1/20)

Institutional.....\$405 (^{\$415} eff. 1/1/20)

HOW TO ORDER

➤ **Go Online:**

www.TheFoundationReview.org

➤ **Send an Email:**

turpinpf@turpin-distribution.com

➤ **Call Us:**

U.S./Canada/Mexico: (860) 350 0041

Rest of the World: +44 (0) 1 767 604951

^{\$30} service fee added to international print orders.

FREE TRIAL SUBSCRIPTION

Start your 90-day free online trial at www.TheFoundationReview.org. You'll also receive a complimentary print copy of the latest issue in the mail.

MULTI-SITE PRICING FOR INSTITUTIONS

Full price for one site, plus a **50% discount** for each additional site

PLUS...

Your subscription includes access to **FREE** quarterly webinars!

Sponsor Subscriptions

If you or your organization are interested in supporting the work of *The Foundation Review*, please contact Teri Behrens at behrenst@foundationreview.org.

Become a Partner

Discounted subscriptions are offered to members of partner organizations. Contact Pat Robinson at pat.robinson@gvsu.edu for more information.

The Foundation Review is the first peer-reviewed journal of philanthropy, written by and for foundation staff and boards and those who work with them. With a combination of rigorous research and accessible writing, it can help you and your team put new ideas and good practices to work for more effective philanthropy.

The Foundation Review is published quarterly by the Dorothy A. Johnson Center for Philanthropy at Grand Valley State University in Grand Rapids, Michigan.

Learn more at www.TheFoundationReview.org.

Contents

VOL. 11 ISSUE 3

Results

- 7** Growth of Community-Based Giving Days in the United States: The Landscape and Effects

Humphries Brown and Bhati

- 21** How Can Foundations Promote Impactful Collaboration?

Easterling and McDuffee

Tools

- 41** Using a Decision-Making Placemat to Inform Strategy

Mitton, Mundorf, Putnam-Walkerly, and Krey

- 55** Scaling Programs With Research Evidence and Effectiveness (SPREE)

Maxwell and Richman

Sector

- 68** Publicness and the Identity of Public Foundations

Williamson and Luke

- 81** Leveraging Effective Consulting to Advance Diversity, Equity, and Inclusion in Philanthropy

Clohesy, Dean-Coffey, and McGill

Reflective Practice

- 96** Strengthening Support for Grantees: Four Lessons for Foundations

Bettis and Pepin

Plus

- 105** Executive Summaries

- 108** Call for Papers

The Institute for Foundation and Donor Learning

Philanthropy is evolving quickly, presenting new opportunities and challenges for effective grantmaking. The Institute for Foundation and Donor Learning at the Dorothy A. Johnson Center for Philanthropy helps grantmakers adopt best practices and interact with other practitioners to strengthen their daily work.

Our programs are designed to meet the learning needs of grantmakers and donors: **The Foundation Review**, **The Grantmaking School**, **LearnPhilanthropy.org**, **OurStateofGenerosity.org**, the **Frey Foundation Chair for Family Philanthropy**, and the **W.K. Kellogg Community Philanthropy Chair**.

Sponsorship and Sponsor Subscriptions

If you or your organization are interested in sponsoring an issue on a particular topic or in supporting the work of *The Foundation Review*, please contact Teri Behrens at behrenst@foundationreview.org.

Permissions

Abstracting is permitted with credit to the source. Sponsored articles and articles that have been in publication for two years or more are unlocked and published open access as a free download. Open access articles are licensed under a Creative Commons Attribution Noncommercial No Derivative Works License. Permission may be requested to photocopy or reproduce materials published in articles that are locked for subscribers by contacting the Copyright Clearance Center at www.copyright.com, or by sending an email to info@copyright.com.

Contact Pat Robinson at pat.robinson@gvsu.edu for more information.

Partner Discounts

Discounted subscriptions are offered to members of partner organizations. If you are a member of the following organizations, please use the discount code below when subscribing at <http://johnsoncenter.org/subscribe>.

Contact Pat Robinson at pat.robinson@gvsu.edu for more information.

- ABFE (ABFE) www.abfe.org
- American Evaluation Association (AEA) www.eval.org
- The Communications Network (CN) www.comnetwork.org
- Council of Michigan Foundations (CMF) www.michiganfoundations.org
- Council on Foundations (COF) www.cof.org
- Emerging Practitioners in Philanthropy (EPIP) www.epip.org
- Funders' Network (FN) www.fundersnetwork.org
- Grantmakers for Education (GFE) www.edfunders.org
- Grantmakers for Effective Organizations (GEO) www.geofunders.org
- Grant Managers Network (GMN) www.gmnetwork.org
- LearnPhilanthropy (LP) www.learnphilanthropy.org
- National Network of Consultants to Grantmakers (NNCG) www.nncg.org
- United Philanthropy Forum (FORUM) www.unitedphilforum.org



This publication is printed with soy ink. Printed in USA