

# The Foundation Review

---

Volume 11 | Issue 4

---

12-2019

## 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(4). <https://doi.org/10.9707/1944-5660.1499>

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

|  |    |
|--|----|
| Coaching for Community Partnerships .....                              | 7  |
| Intersectoral Collaboration in Rural and Appalachian Communities ..... | 25 |
| Nonprofit Capacity: Lessons from the U.S.-Mexico Border .....          | 40 |
| Engaging Community Through Fellowships .....                           | 49 |

## Sector

|                                   |    |
|-----------------------------------|----|
| Capacity-Building Catalysts ..... | 67 |
|-----------------------------------|----|

## Reflective Practice

|  |     |
|--|-----|
| The Competing Demands of Strategic Philanthropy .....      | 84  |
| Strengthening the Capacity-Building Ecosystem .....        | 99  |
| The Cultivation Approach to Place-Based Philanthropy ..... | 110 |

|                           |     |
|---------------------------|-----|
| Executive Summaries ..... | 135 |
|---------------------------|-----|

|                       |     |
|-----------------------|-----|
| Call for Papers ..... | 141 |
|-----------------------|-----|

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](https://JohnsonCenter.org/TheGrantmakingSchool)**

### Exclusive Discount!

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

### Learn More:

Call (616) 331-7585  
or email [tgs@gvsu.edu](mailto:tgs@gvsu.edu).

### Upcoming Courses

#### Financial Analysis in Grantmaking

April 24 in Detroit

#### Strategy & Evaluation in Grantmaking

June 4-5 in Detroit

#### Proposal Analysis in Grantmaking

June 18-19 in Detroit



**JOHNSON CENTER**  
AT GRAND VALLEY STATE UNIVERSITY

201 Front Ave SW, Ste 200 // Grand Rapids, MI 49504 // [Johnsoncenter.org](https://Johnsoncenter.org)



**GRAND VALLEY  
STATE UNIVERSITY**

# THE FoundationReview®

PUBLISHED QUARTERLY

VOL. 11 ISSUE 4 | DECEMBER 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:**

A barn in the Appalachian mountains of Morgan County, Ohio. (Shutterstock)



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 sometimes happens, in this issue we serendipitously have several articles on a common theme; in this case, the theme is capacity building. These articles confirm that while there is no one right way to build capacity, there are some general principles.

**Kim, Schottenfeld, and Cavanaugh** describe the results and implications of an evaluation of a coaching program for multisectoral community partnerships to address health and health inequities. They found that the coaching strengthened some partnerships' capacity, especially their ability to engage in systems change and advocacy. They also note that partnerships are often led by professionals without lived experiences of inequity, and that coaching around inclusion may be less effective than funding partnerships that already prioritize more grassroots leadership.

The Ohio Department of Mental Health and Addiction Services found that many nonprofits lack capacity to collect and use data, preventing them from competing effectively for federally funded prevention services. The department partnered with two nonprofit organizations and a university to create an investment strategy that provided monetary awards to community organizations and included intensive, customized training and technical assistance. **Milazzo, Raffle, and Courser** identified the multi-year, tiered support and peer learning as two of the keys to successful capacity building.

**Loomis, Thomas, and Taylor** discuss the capacity-building funding experiences of Methodist Healthcare Ministries of South Texas, which created a \$1.5 million capacity-building program for organizations doing front-line work at the U.S. — Mexico border. They suggest that funders

need to consider their own role (when to step in and when to step back), how to sustain the results of capacity building, and how to use evaluation to facilitate learning.

Community foundations have the potential to promote collaborative learning in a variety of ways as conveners, funders, and, in some instances, as nonprofit capacity builders. **Bingle** focuses on nonprofit capacity building by Illinois community foundations. He categorizes these efforts as transformation or transactional, noting that different circumstances call for one or the other. Foundations identified lack of time as the biggest barrier to capacity building.

**Altman Smith and Taylor** note that nonprofits often find it challenging to find providers best suited to meet their capacity-building needs, especially true when looking to strengthen racial equity capacity. The Kresge Foundation's Fostering Urban Equitable Leadership program had sought to build both the capacity of grantees and the capacity of providers of capacity development. Among other benefits, bringing capacity builders together enabled greater collaboration and helped them identify opportunities to either expand their offerings or refer to other service providers.

The articles in this issue that do not focus on capacity building all address how funders engage with communities. **Baker and Constantine** describe how a fellowship program supported the Richmond Memorial Health Foundation's transformation from a health legacy foundation focused on access to health care to one promoting regional health equity through a racial and ethnic lens. The trustees' decided to invite community members to inform and advance the health equity strategy through two

distinct community fellowship programs — the Equity + Health Fellowships. This article highlights the outcomes of both programs. The experience enhanced the foundation's impact and learning, and enabled the foundation to identify areas that require strengthening as its transformation continues.

**Wilson, Bromer, and LaRoche** explore the need to balance foundations' internal agenda-setting, intellectual frameworks, and methods with engaging competing voices from the field. The William Penn Foundation has endeavored to achieve this balance in its support for watershed protection and restoration. Based on an evaluation conducted during the first four years of the initiative, the article examines four interrelated tensions and how each of these tensions has played out as the initiative has evolved.

**Easterling, Gesell, McDuffee, Davis, and Patel** describe cultivation as a decentralized approach to place-based philanthropy. Cultivation presumes that the seeds of high-payoff solutions are already circulating somewhere in the community. This article describes the cultivation approaches taken by the Clinton Foundation, Kate B. Reynolds Charitable Trust, and The Colorado Health Foundation, and presents findings from an evaluation of the Clinton

Foundation's Community Health Transformation model. It also introduces a taxonomy of the six roles foundations play in place-based philanthropy, which is useful in clarifying the intent of place-based foundations.

One of the guiding beliefs behind the existence of this journal is that the oft-repeated statement, "When you've seen one foundation, you've seen one foundation" is not true. There is complexity inherent in the variety of types of foundations and the issues they are addressing. We can learn from each other about how to best match what foundations can offer with the needs of grantee organizations, communities, and contexts.

Finally, as we close out Volume 11, I want to thank the many individuals who make TFR possible. Our authors regularly tell me how much they appreciate the constructive reviews from our peer reviewers; this year's are listed on pages 138–139. Our copyeditor, Domenica Trevor, gets frequent kudos from our authors. Kristen Anderson and Allyson King from Allen Press manage our review processes. We think our journal is beautiful; thanks to Karen Hoekstra for her design work. And finally, Pat Robinson is involved every step of the way and keeps it all together. My deepest gratitude to the whole team.



A handwritten signature in dark ink, appearing to read "Teresa R. Behrens".

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 .....   | \$89  |
| Institutional..... | \$370 |
| Student.....       | \$42  |

## PRINT & ONLINE

1 YEAR, 4 ISSUES

|                    |       |
|--------------------|-------|
| Individual .....   | \$109 |
| Institutional..... | \$415 |

## HOW TO ORDER

- **Call Us:**  
(717) 632-3535
- **Send an Email:**  
pubsvc.tsp@sheridan.com

*\*\$30 service fee added to international print orders.*

---

## FREE TRIAL SUBSCRIPTION

Start your 90-day free online trial at [www.TheFoundationReview.org](http://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](mailto:behrenst@foundationreview.org).

### Become a Partner

Discounted subscriptions are offered to members of partner organizations. Contact Pat Robinson at [pat.robinson@gvsu.edu](mailto: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](http://www.TheFoundationReview.org).

## Results

7

### Coaching for Community Partnerships

*Jung Y. Kim, M.P.H., Lisa Schottenfeld, M.P.H., M.S.W., and Michael Cavanaugh, M.A., Mathematica*

25

### Intersectoral Collaboration in Rural and Appalachian Communities

*Laura Milazzo, M.A., and Holly Raffle, Ph.D., Voinovich School of Leadership and Public Affairs at Ohio University, and Matthew Courser, Ph.D., Pacific Institute for Research and Evaluation*

40

### Nonprofit Capacity: Lessons From the U.S.-Mexico Border

*Meg Loomis, M.S.W., and Shirly Thomas, M.P.H.; Methodist Healthcare Ministries of South Texas; and Carla Taylor, Ph.D., Community Wealth Partners*

49

### Engaging Community Through Fellowships

*Saphira M. Baker, M.P.A., Communitas Consulting, and Mark D. Constantine, Ph.D., Richmond Memorial Health Foundation*

## Sector

67

### Capacity-Building Catalysts

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

## Reflective Practice

84

### The Competing Demands of Strategic Philanthropy

*Edward W. Wilson, Ph.D., Edward W. Wilson Consulting; Carol Bromer, M.A., Independent Consultant; and David LaRoche, Ed.M., Independent Consultant*

99

### Strengthening the Capacity-Building Ecosystem

*Caroline Altman Smith, M.A., The Kresge Foundation, and Carla Taylor, Ph.D., Community Wealth Partners*

110

### The Cultivation Approach to Place-Based Philanthropy

*Douglas Easterling, Ph.D., Sabina Gesell, Ph.D., Laura McDuffee, M.P.A., Whitney Davis, M.P.H., and Tanha Patel, M.P.H., Wake Forest School of Medicine*

## Plus

135

### Executive Summaries

141

### Call for Papers



## Foundation and Donor Services at the Dorothy A. Johnson Center for Philanthropy

Philanthropy is evolving quickly. Learning curves do not have to get in the way of your impact. We can help you navigate the changing field with research, knowledge, and training tailored to your needs. If you want to advance your career, strengthen your organization's future, or improve the effectiveness of your giving, we can help.

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](mailto: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](http://www.copyright.com), or by sending an email to [info@copyright.com](mailto:info@copyright.com).

Contact Pat Robinson at [pat.robinson@gvsu.edu](mailto: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](mailto:pat.robinson@gvsu.edu) for more information.

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



*This publication is printed with soy ink. Printed in USA*