

The Foundation Review

Volume 13 | Issue 1

3-2021

Back 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

(2021). Back Matter. *The Foundation Review*, 13(1). <https://doi.org/10.9707/1944-5660.1556>

Copyright © 2021 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

Exploring Needs for Diversity, Equity, and Inclusion Practices in Arts and Culture Nonprofits in Denver, Colorado

Christina McClelland, M.P.A., University of Colorado Denver

The Bonfils-Stanton Foundation partnered with a consultant to explore how to support Denver arts and culture organizations in their work on diversity, equity, and inclusion (DEI). This article summarizes the findings of a survey of leaders from 10 of these nonprofits and discusses them within the context of a review of literature on diversity efforts among other arts organizations in North America. Drawing from these findings, the authors recommend that arts grantmakers can most effectively support nonprofits in their DEI work through building the field, supporting a diverse workforce, and measuring progress.

DOI: 10.9707/1944-5660.1550

21

Placing Bets in a Complex Environment: One Foundation's Approach to the Opioid Epidemic

Jill M. Yegian, Ph.D., Yegian Health Insights LLC

Across the globe, foundations grapple with how to tackle complex, cross-sector societal problems. A major effort by the California Health Care Foundation to reduce opioid-related morbidity and mortality presents an instructive case study of impact. Starting in 2015, the foundation placed several “big bets” on initiatives aimed at stopping overdose deaths and preventing new addiction. That early investment had dramatic returns, laying the groundwork for scaling pilot projects statewide as hundreds of millions of dollars in government funding became available to address the crisis. This article identifies key strategic elements that contributed to impact: bridging across sectors, resources beyond dollars, and co-creation with grantees. It also highlights lessons learned for foundations working to address this and other complex social issues.

DOI: 10.9707/1944-5660.1551

Sector

36

The Development and Operation of Foundations in China

Qun Wang, Ph.D., University of Toledo

As philanthropy becomes increasingly globalized, it is important to understand how funding institutions vary across cultures. Chinese foundations flourished in the 21st century, and empirical studies emerged to address their activities and relations with the government. Yet there has been little research synthetically reviewing their development and operation. As a result, we often lack the knowledge of the context in which these organizations interact with state and society. This article explores the history of Chinese foundations across three time periods. Within those three periods, it also examines overseas foundations and their representative offices in China. The discussion covers the normative and contextualized foundation operations in regard to the legal, political, and economic environment during each phase. This article helps readers understand and interpret findings from research on Chinese foundations, and provides practical information to practitioners who work, or will work, for or with foundations in China.

DOI: 10.9707/1944-5660.1552

Tools

57

Investing in Leadership Development: A Tool for Systems Change in the Community Health Center Field

Michael P. Arnold, Ph.D. Informing Change; Natalie J. Blackmur, B.A., First 5 Contra Costa; Brenda Solórzano, Headwaters Foundation; Carolyn Wang Kong, M.P.H., M.P.P., Blue Shield of California Foundation; Bobbie Wunsch, M.B.A., Pacific Health Consulting Group; and Sunita Mutha, M.D., Healthforce Center at UCSF

Over the course of 12 years, Blue Shield of California Foundation committed nearly \$20 million to growing a pool of community health center leaders who were prepared to be effective agents of change in their organizations and in the safety net field. The Clinic Leadership Institute was implemented in partnership with Healthforce Center at University of California San Francisco in anticipation of a generation of health center leaders beginning to retire. A study spanning 10 cohorts of CLI alumni found that CLI served a critical role in supporting community health center leaders and their organizations in navigating these changes, while also building alumni networks advocating for community health centers. This article explores how the Foundation made the most of this investment in leadership development through intentional funding, design, and strategic considerations.

DOI: 10.9707/1944-5660.1553

Funder-Initiated Communities of Practice as a Means for Sharing and Creating Knowledge in Order to Strengthen the Adaptive Capacity of Systems

Claire Nicklin, M.P.S., I2i Institute; Timothy Chancellor, Ph.D., University of Greenwich; Angelo Garcia, Ph.D., Michigan State University; Linnet Gohole, Ph.D., University of Eldoret; Bettina Haussmann, Ph.D., University of Hohenheim; Prudence Kaijage, Ph.D., Capacity Building and Leadership Institute; Jane Maland Cady, Ph.D., McKnight Foundation; Keith Miller, Ph.D., TerraLuna Collaborative; Marah Moore, M.C.R.P., I2i Institute; Rebecca Nelson, Ph.D., Cornell University; Megan Powers, B.A., McKnight Foundation; Batamaka Somé, Ph.D., International Consultant

Planned communities of practice can be an effective means to create and spread knowledge. This article explores the degree to which CoPs can be initiated by funders, and presents the lessons learned and outcomes achieved from long-term commitments by the McKnight Foundation's Collaborative Crop Research Program. This article shows that a funder can initiate, support, and participate in a CoP comprised of its grantees, which can succeed in sharing and creating knowledge. Factors include long-term investment in convenings and facilitation, as well as relinquishing some control over outcomes. Research shows that the McKnight program's communities of practice have provided a space for various actors in Africa and the Andes region to develop adaptive capacity related to food system research and action through social learning. Well-supported and facilitated CoPs offer a promising approach.

DOI: 10.9707/1944-5660.1554

Reflective Practice

A Mission to Improve Health: Lessons From Missouri's Expanding Coverage Initiative

Anna Saltzman, M.S., and Shayla Spilker, M.S.P.H., Engage R+D; and Megan Klenke-Isgriggs, M.S.W., Missouri Foundation for Health

To support the implementation of the Affordable Care Act, Missouri Foundation for Health launched the Expanding Coverage Initiative in 2013. The five-year effort sought to reduce Missouri's uninsured rate by developing a broad-based state coalition and employing a three-pronged approach: awareness building and outreach, enrollment assistance, and increasing health literacy. The rate of uninsured Missourians dropped to 9% during the ECI's time frame. Coalition members pointed to the value of collaboration, access to expertise, the locally tailored approach of the initiative, and the maintenance of a politically neutral stance in the effort to support implementation of a complex federal policy. This article explores the initiative's lessons and legacy, and shares key insights for other funders looking to support efforts to advance health care coverage.

DOI: 10.9707/1944-5660.1555

Call for Papers

FOR VOLUME 14, ISSUE 2

Philanthropy's Response to the Crises of 2020

Abstracts of up to 250 words are being solicited for Vol. 14, Issue 2, of *The Foundation Review*. This issue is focused on Philanthropy's Response to the Crises of 2020.

Many of the fundamental ways in which society functions were disrupted, challenged, and tested by the events of 2020. The COVID-19 pandemic highlighted the critical role of the nonprofit and philanthropic sector and the need for agility in responding to community crises. It also brought racial disparities into stark relief: The reckoning that began with a focus on policing and criminal justice spread to questioning how all of our institutions perpetuate inequity and injustice. The exploitive practices that enabled the accumulation of wealth — and its concentration among very few, largely white-led and male-led organizations — all came under scrutiny, along with power dynamics between funders and the communities they seek to serve.

This issue will focus on how foundations responded to these events. We are not seeking papers that merely describe what foundations did differently for that year. Papers should address the impact of these changes on communities, nonprofit organizations, and with a particular emphasis on how the foundation's long-term practices have been transformed. Input is welcome from a range of different kinds of foundations (e.g., community foundations' sponsoring funds and collaborations, corporate foundations — some of the biggest givers during 2020, and family foundations).

Papers for this issue might address issues such as:

- How did foundations shift their grantmaking practices to focus on equity? What were the results? What will it take to maintain these shifts?
- What new practices were implemented to support grantees through the pandemic? What old practices were discontinued? What were the results?
- What internal work did foundations do to address equity? How were discussions with trustees influenced by the changing context? Did they reconsider roles, mission, etc. — what did they do differently?
- How did collaborations change during the year? For example, were there new partnerships with the public and private sectors? What did these collaborations focus on and what were the results?
- Were family foundations really “nimble” like they say? How did different generations respond?

Abstracts are due July 5, 2021. If a full paper is invited, it will be due October 31, 2021 for consideration for publication in June 2022. Submit abstracts to submissions@foundationreview.org.

Abstracts are solicited in four categories:

- **Results.** Papers in this category generally report on findings from evaluations of foundation-funded work. Papers should include a description of the theory of change (logic model, program theory), a description of the grant-making strategy, the evaluation methodology, the results, and discussion. The discussion should focus on what has been learned both about the programmatic content and about grantmaking and other foundation roles (convening, etc.).
- **Tools.** Papers in this category should describe tools useful for foundation staff or boards. By “tool” we mean a systematic, replicable method intended for a specific purpose. For example, a protocol to assess community readiness and standardized facilitation methods would be considered tools. The actual tool should be included in the article where practical. The paper should describe the rationale for the tool, how it was developed, and available evidence of its usefulness.
- **Sector.** Papers in this category address issues that confront the philanthropic sector as whole, such as diversity, accountability, etc. These are typically empirically based; literature reviews are also considered.
- **Reflective Practice.** The reflective practice articles rely on the knowledge and experience of the authors, rather than on formal evaluation methods or designs. In these cases, it is because of their perspective about broader issues, rather than specific initiatives, that the article is valuable.

Book Reviews: *The Foundation Review* publishes reviews of relevant books. Please contact the editor to discuss submitting a review. Reviewers must be free of conflicts of interest.

Authors can view full manuscript specifications and standards before submitting an abstract at https://scholarworks.gvsu.edu/tfr/for_authors.html.

Questions? Contact Teri Behrens, editor, at behrenst@foundationreview.org or (734) 646-2874.

THE FoundationReview®

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.

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.

Published Quarterly by the Dorothy A. Johnson Center for Philanthropy at Grand Valley State University

www.thefoundationreview.org

ISSN 1944-5660 | eISSN 1944-5679