

# The Foundation Review

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## Executive Summaries

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# Executive Summaries

## Results

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### 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.

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### 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.

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## Sector

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### 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.

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## Tools

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### 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.

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

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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.

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## Reflective Practice

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## 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.

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