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Back Matter

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Donor-Led Community Engagement: A New Model for In-Kind and Philanthropic Giving?

Jessica K. A. Word, Ph.D., and Connor Gahre, M.H.A., University of Nevada–Las Vegas

This article describes the Transformative Impact Model, an approach to donor-led giving employed by the Wynn Resorts Foundation. In support of two capital improvement projects for a pair of nonprofits in Las Vegas, Nevada, the foundation lent its expertise, and leveraged its professional network to encourage and coordinate in-kind donations and cash gifts. In addition, the foundation's engagement of leadership and front-line employees from Wynn Resorts Management in these philanthropic efforts led to new and lasting volunteer relationships with the two nonprofits.

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Lost Causal: Debunking Myths About Causal Analysis in Philanthropy

Jewlya Lynn, Ph.D., PolicySolve; Sarah Stachowiak, M.P.A., ORS Impact; and Julia Coffman, M.S., Center for Evaluation Innovation

What if philanthropic evaluations told us that changes in the world had occurred, as well as how and why they occurred, including whether what foundations funded and grantees did contributed to those changes? This type of learning comes from causal analysis — inquiry that explores cause-and-effect relationships. Currently in philanthropy, few evaluations use robust techniques for understanding causality. This article challenges the myths that hold philanthropy back from causal inquiry.

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Learning Amid Disruption: Bouncing Forward Into a Changed World

Rachel Reichenbach, Ph.D., Humanity United; Jewlya Lynn, Ph.D., PolicySolve; and Jen Heeg, Ph.D., Independent Consultant

The philanthropic sector recognizes the importance of bringing a systems lens to its work, seeking to influence upstream drivers of complex problems, and being adaptive in its approaches instead of implementing static, multiyear plans. Yet, integrating these concepts into practice continues to pose a challenge.. This article explores the journey Humanity United went through in 2020, focusing on the disruption as a moment to bounce forward rather than trying to preserve the past. They rethought their old ways of seeking to change systems and embracing the future as emergent and unpredictable. They pushed at all levels of leadership and staff to understand their role, power, and how to show up differently with their partners in the systems they collectively seek to transform.

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Assessing Philanthropic Impact: How the W.K. Kellogg Foundation's Building Bridges Initiative Supported the Field of Philanthropic and Nonprofit Studies

Peter C. Weber, Ph.D., Auburn University, and Robert Long, Ph.D., Independent Fellow

In the 1990s, nonprofit management education was an emerging discipline. The W.K. Kellogg Foundation's Building Bridges Initiative was a \$13.5 million, five-year program to fund nonprofit academic centers as a strategy to increase the nonprofit sector's capacity. The authors analyze the results of this initiative two decades later. They found that the initiative advanced the institutionalization of nonprofit management education by legitimizing grantees both within and outside universities, supporting program delivery and expansion, and fostering collaborative networks. This study is intended to help foundations understand their impact on large-scale institutions like universities and colleges as well as on narrowly focused program areas.

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Brazilian Foundations and the Responses to COVID-19

Marcos Paulo de Lucca-Silveira, Ph.D., Pietro Rodrigues, Ph.D., Marketa Jerabek, Ph.D., and Marcia Kalvon Woods, B.A., José Luiz Egydio Setúbal Foundation; and João Paulo Vergueiro, M.A., Brazilian Fundraisers Association

Despite its resultant economic and social crisis, the pandemic has sparked an unprecedented wave of philanthropy in Brazil. It is estimated that more than \$1.2 billion has been raised and donated by corporations, corporate and private foundations, crowdfunding, and fundraising campaigns. Foundations, in particular, have played an important role in financing relevant scientific work, supporting public policies, and assisting nonprofit organizations and vulnerable communities. This article provides an analysis of the role of Brazilian foundations and their innovations during the COVID-19 pandemic. The authors suggests that foundations have been subject to three major innovations: use of social intelligence for the provision of donations and social goods, new technology that can coordinate fundraising campaigns and mobilize civil society support, and shifts in the modus operandi of foundations.

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Community Foundations as Community Leaders: The Role of Community Leadership in Creating Change

Colton Strawser, Ph.D., Community Leadership, Engagement, and Research (CLEAR) Institute

Community foundations claim to play an integral role in fostering philanthropy at a local or regional level across the United States, seeking to improve the quality of life for community residents. Their business model has three main components: grantmaking, fundraising, and community leadership. As the newest addition to the community foundation operating model, community leadership remains the least examined component in terms of how these foundations define and pursue it. This article seeks to contribute to the literature on the challenges and benefits community foundations encounter in pursuit of a community leadership role. Utilizing an exploratory design, interviews with leaders at 11 community foundations were conducted. The findings indicate that taking a community leadership role has a positive effect on fundraising outcomes for community foundations and elevates a foundation's local or regional profile.

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The Upswing: How America Came Together a Century Ago and How We Can Do it Again

Book Review by Michael Layton, Ph.D., and Tory Martin, M.A.

In this 2020 work, Robert D. Putnam and co-author Shaylyn Romney Garrett take a simultaneously broad and richly detailed look at the growth and decline of “community connectedness and social solidarity in America.” Over the past 125 years, American community feeling has experienced an “I-We-I” curve. The authors describe and document the I-We-I curve, especially the upswing that created our strong mid-century We. They explore “how America’s last upswing came to be, and hope we might engineer another one today.” The authors make a profoundly important point in *The Upswing*: Americans have come together to heal their society before, and we can do it again. What’s more, we can build something even greater. The hard work of advancing economic equality, creating greater social comity, of generating a stronger and much more inclusive community, is not the work of two individuals, no matter how insightful, but is the common challenge of us all.

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Call for Papers

FOR VOLUME 4, ISSUE 4: Impact Investing

Abstracts of up to 250 words are being solicited for Vol. 14, Issue 4, of *The Foundation Review*. This issue, sponsored by the Max M. & Marjorie S. Fisher Foundation and Mission Throttle, is focused on Impact Investing.

Foundations occupy a unique role in the financial and nonprofit marketplaces. They generally seek to preserve if not grow their corpus, and advance their public charity mission; they invest in the market for financial returns and in nonprofits for social return. More and more these functions are finding common ground through using a foundation's investment portfolio to further the charitable mission of the foundation while still achieving a financial return. The uptake has been inconsistent, yet the lessons learned from those who have done so offers much for the field and for the larger financial marketplace especially in terms of advancing, measuring, and managing social impacts.

The goal of this issue is to disseminate what has been learned about the opportunities, outcomes, barriers, and facilitators of the adoption of impact investing by foundations. Impact investing may include program related investments, mission-related investments, recoverable grants, loans or other financial tools.

Papers for this issue might address issues such as:

- Why do foundations choose to use impact investing as part of their strategy? What are the motivators? What factors do board and staff consider in deciding to adopt impact investing? How are tradeoffs between financial and social returns assessed? How does impact investing fit in the portfolio of limited-life foundations?
- What internal organizational processes need to be in place in order to implement and manage an impact investing portfolio? Investment and grantmaking decisions are typically made by different parts of the foundation. What structures or processes are used to bring these two areas of work together?
- Are, and if so, how, are foundations applying their grant making and management expertise to impact investing? How are they integrating/using theories of change, logic models, evaluation frameworks, and measuring and managing social impacts into their impact investment decisions and management?
- How are foundations working with and supporting their investees and grantees to advance a more robust impact investing ecosystem? Does this include capacity for impact measurement and management? Foundations invest in their grantees for public benefit. Grantees are another partner for foundations to ensure the impact investing ecosystem is working. How do they do so?
- What have been the outcomes of impact investments? Are both financial and social outcomes being measured and achieved? How do the financial returns compare to other investments? How do the social returns compare to those achieved by grantees? What are the internal and external challenges to assessing outcomes?

- How does impact investing interact with other tools for place-based work? Community foundations, family foundations, and corporate foundations with a focus on specific geographies may use impact investing as part of a local community and economic development strategy. How does impact investing fit in a larger theory of place-based change?
- How is impact investing being used in the context of other frameworks? As foundations have adopted frameworks such as collective impact, community-led change approaches, the Sustainable Development Goals and ESG investing, how does impact investing support or interfere with these approaches?
- Are due diligence and monitoring different for these investments than grants? If so, how and why?
- What is the infrastructure needed to support impact investing? What is the current infrastructure and what is needed?

Abstracts are due January 31, 2022. If a full paper is invited, it will be due June 30, 2022 for consideration for publication in January 2023. 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.

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