

# The Foundation Review

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## Back Matter 14.1 and 14.2

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# Executive Summaries

Volume 14, Issue 1

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## Giving With Pride: Considering Participatory Grantmaking in an Anti-Racist, LGBTQ+ Community Foundation

Elizabeth J. Dale, Ph.D., Seattle University, and Nicole J. Plastino, M.N.P.L., Nonprofit Development Consultant

Participatory grantmaking and trust-based philanthropy are two paradigms that can shift the power dynamics in foundation giving. This article examines how Pride Foundation, a regional LGBTQ+ community foundation in the Pacific Northwest, restructured its grantmaking as part of a broader organization-wide commitment to racial justice. Through an embedded case study, this article documents the foundation's self-study year and details five issues that emerged as pivotal aspects of the grantmaking transition: staffing, communication, community participation, funding restrictions, and organizational readiness.

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## Faith-Based Public Foundations: Identifying the Field and Assessing Its Impact

Allison K. Ralph, Ph.D., Aspen Institute; Brad R. Fulton, Ph.D., Indiana University; and Samuel Allen, B.A., Hobart and William Smith Colleges

Charitable activity is a core tenet of most faith traditions, and many charitable organizations have a religious identity. This article identifies the field of public foundations, differentiates between faith-based and secular foundations, and compares their characteristics by analyzing Form 990 data. An analysis of these data estimates that 24% of all public charities operate as foundations and that 17% of public foundations are faith-based. This article provides an important lens through which to examine the field of public foundations and can help scholars analyze relationships between religion and philanthropy, help grantmakers assess foundations through a faith-based–secular grid, and help grantees identify funders that share a similar orientation toward religion.

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## Grassroots Environmental Justice Work and Philanthropy: Challenges and Opportunities

Jennifer S. Ramirez, Ph.D., Ana I. Baptista, Ph.D., Molly Greenberg, M.S.W., Adrienne Perovich, M.P.A., and Anna Yulsman, M.A., The New School; Antonio Lopez, Ph.D., Chicago Frontlines Funding Initiative, and Andrew Rosenberg, Ph.D., Union of Concerned Scientists

Despite the importance of grassroots environmental justice organizations, the philanthropic sector has devoted the lion's share of environmental funding to more mainstream nonprofits. Building Equity and Alignment for Environmental Justice and the Tishman Environment

and Design Center at The New School conducted a landscape study of environmental funders and grassroots environmental justice organizations in the Gulf South and the Midwest. The foundations examined awarded the bulk of their environmental funding to mainstream organizations and a minuscule fraction to grassroots environmental justice groups. This article offers specific strategies and opportunities for funders to address the misalignments between funders and these grassroots organizations.

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## Lead, Advise, Witness: Shifting Mindsets to Achieving Impact at Scale

Jeffrey Sunshine, Ph.D., and Bernadette Sangalang, Ph.D., David and Lucile Packard Foundation

The David and Lucile Packard Foundation created Starting Smart and Strong, a 10-year, place-based initiative in three California communities, to develop and test solutions that support parents, caregivers, and educators as they prepare young children to be healthy and ready for school. Seven years in, the authors offer key insights into their experiences as program staff managing this complex initiative and how their approach to scaling impact has shifted over the course of the strategy. Listening deeply to communities and honoring how they define scale and drive their scaling efforts through the systems they built resulted in creative, locally owned solutions to achieve impact. The authors offer insights into how they are thinking about supporting communities' ownership of their own scaling journeys to sustain lasting change, and how roles changed as the strategy matured.

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# Executive Summaries

Volume 14, Issue 2: Philanthropy's Response to the Crises of 2020

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## Out of Crisis, Learnings Shape Future Grantmaking

Stacie S. Cherner, M.A., M.S.W., Jim Joseph Foundation

Like other philanthropic organizations during the early weeks of the COVID-19 pandemic, the Jim Joseph Foundation took steps to loosen grant requirements, support CEOs and leadership teams, and provide funding for emergencies and innovations. Another area that required flexibility was in the re-examination of learning plans to take advantage of the “forced experimentation” imposed by the pandemic lockdown. In March 2020, the foundation paused ongoing research and evaluation projects to determine the extent to which the pandemic and economic crisis would impact the quality of the data, and then crafted new learning questions and plans to take advantage of the opportunities in the moment. It pivoted to redeploy resources to assess how the internal foundation team responded to the crisis, how grantees pivoted to online programming, and how the crisis and online programming were experienced by target populations.

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## Immediate Needs and Systemic Solutions: Harnessing a Collective Crisis Response by Regional Philanthropy Alongside Systemic Change

Clotilde Perez-Bode Dedecker, M.A., Community Foundation for Greater Buffalo; and  
Nancy M. Blaschak, M.B.A., Consultant

The Community Foundation for Greater Buffalo, the John R. Oishei Foundation, the Health Foundation for Western & Central New York, and United Way of Buffalo & Erie County convened funders in western New York to respond collectively to the COVID-19 crisis. While emergency funding was the first priority for the group of more than 60 foundations, they also wanted to innovate and strengthen the region's ability to face the future. Proactive systems-change initiatives were quickly launched to address public policy and develop a robust regional food system. A “request for ideas” sought out visionary concepts from nonprofit leaders that were collaborative, included multiple sectors, and addressed persistent challenges by centering race and lived experience. Grants were awarded to develop concepts in housing and homelessness, health equity, education, arts and culture, substance use disorders, criminal justice, digital literacy, and refugee services. This transformational work continues with implementation funding for the majority of the plans, which were selected with community input.

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## How a Community Foundation's Disaster Framework Guided Rapid Pandemic Response

Steven W. Mumford, Ph.D., University of New Orleans, and Isabel Barrios, B.A., and Kellie Chavez Greene, M.F.A., Greater New Orleans Foundation

As intermediaries between donors and local communities, community foundations are well-positioned to lead transformational disaster response. Through its experience with Hurricane Katrina and subsequent disasters in the region, the Greater New Orleans Foundation developed a flexible disaster framework that emphasizes four broad principles — resilience, sustainability, civic participation, and equity. This article describes how the foundation is applying that framework to respond to COVID-19 and concurrent disasters in ways that mitigate immediate harms while laying the groundwork for an equitable long-term recovery.

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## Respectful Tribal Partnership: What Philanthropy Can Learn From the Navajo Nation's Collaborative Response to the COVID-19 Crisis

Nancy Petersen, M.S., Karletta Chief, Ph.D., Toni M. Massaro, J.D., and Nikki Tulley, M.S., University of Arizona; Crystal Tulley-Cordova, Ph.D., Navajo Nation Department of Water Resources, and Jonelle Vold, J.D., University of Arizona Foundation

The COVID-19 pandemic's disparately harsh impact on Indigenous peoples is now well known. U.S. death rates normalized by population, for example, have been far higher for Native Americans than for the white population. This article describes a successful model for collaboration among a tribal nation, funders, and subject-matter experts to address a critical problem — access to clean water for Navajo families — based on respecting the leadership and values of the Navajo Nation and born from the pandemic crisis taking place there. Collaborating partners were connected by honor and respect for the Diné — “The People” — as the Navajo call themselves. This model can be replicated by funders working with multiple experts, agencies, and governments to continue to meet community resilience challenges that do not retreat with the pandemic and to promote equity and justice in any philanthropic venture.

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## Diving Deep on Equity and Power: Exploring Shifts in Philanthropic Practice With the Iceberg Model

Sonia Taddy-Sandino, M.P.I.A., Engage R+D; Kim Ammann Howard, Ph.D., James Irvine Foundation; and Lori Nascimento, M.P.H., The California Endowment

Confronting questions of systemic racism and the fallout from a pandemic requires a look inward at the practices, policies, structures, mindsets, and cultural norms that govern how foundations operate. The experience of The California Endowment and the James Irvine Foundation shows what can be learned from this period of crisis and disruption. This article illustrates how each funder used the iconic iceberg model as a tool to move beyond surface-level responses to explore eight tangible, equity-focused changes in the way they practice philanthropy. This article also reflects on what it takes to shift norms, structures, and power in ways that lead to equitable outcomes and embed equity throughout an organization — and what gets in the way.

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# Call for Papers

## FOR VOLUME 15, ISSUE 2

Abstracts of up to 250 words are being solicited for Volume 15, Issue 2 of *The Foundation Review*. This issue will be an open (unthemed) issue. Papers on any topic relevant to organized philanthropy are invited.

Submit abstracts to [submissions@foundationreview.org](mailto:submissions@foundationreview.org) by **July 31, 2022**. If a full paper is invited, it will be due November 30, 2022 for consideration for publication in June 2023.

### 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](https://scholarworks.gvsu.edu/tfr/for_authors.html).

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

# THE FoundationReview®

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**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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