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## Executive Summaries

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VOL. 4 ISSUE 4

## RESULTS

### 14 How Inclusion and Equity Are Transforming a Foundation and a Community

*Rebecca Arno, M.N.M., Lauren Casteel, B.A., Maria Guajardo, Ph.D., and Adrienne Mansanares, B.A., Denver Foundation*

The Denver Foundation launched what is now known as The Inclusiveness Project in 2002 to help nonprofits, including funders, become more inclusive of people of color. The Project defines diversity as one component of inclusiveness; inclusive organizations are defined as learning-centered organizations that value the perspectives and contributions of all people. An extensive evaluation has shown that there are impacts at individual, organizational and sector-wide levels. These impacts include increasing the number of people of color interested in careers in nonprofits, more organizations incorporating inclusiveness in policies and practices, and greater awareness and attention to disparities on the part of the funding community.

doi: 10.4087/FOUNDATIONREVIEW-12-00014.1

### 28 Shaping Education Policy: The Importance of Clarity, Commitment, and Consensus Building

*Ronald B. Richard, M.A., Helen Williams, Ph.D., and Robert E. Eckardt, Dr.P.H., Cleveland Foundation*

This article describes how foundations in Ohio joined together in a sustained, strategic effort to influence state public policy to improve education, and it reviews the progress that was achieved. The authors detail activities over the past seven years by the Ohio Grantmakers Forum and its Educational Advisory committee. This approach was effective because it adhered to a well-defined agenda, recognized the long-term nature of pursuing policy change, and leveraged members' traditional strength as conveners. The engagement of the coalition ultimately established the philanthropic sector as a respected and credible voice for education reform in Ohio.

doi: 10.4087/FOUNDATIONREVIEW-D-12-00013.1

**45** Impact Investing: A 21st Century Tool to Attract and Retain Donors*Amy L. Cheney, C.P.A., Kathryn E. Merchant, and Robert Killins Jr., Greater Cincinnati Foundation*

The Greater Cincinnati Foundation expanded its thinking about what are now called impact investments, going beyond traditional housing and community-development investments to those that reduce a community's carbon footprint and create jobs. Donor advisors partnered in these investments, recycling donor-advised fund's charitable capital in a way that provided a social return in the community as well as a small financial return. The authors describe the use of this familiar private foundation tool and the community foundation's rewarding and exciting experience. They caution that it is a journey to be taken with full understanding of the costs and benefits.

doi: [10.4087/FOUNDATIONREVIEW-D-12-00009.1](https://doi.org/10.4087/FOUNDATIONREVIEW-D-12-00009.1)**57** Toward a High-Performance Culture: From a Strategy to Strategic Human Capital at The Rhode Island Foundation*Melanie Coon, A.B., Rhode Island Foundation*

The Rhode Island Foundation was part of the Talent Initiative pilot program, an organizational fellowship dedicated to building capacity in the nonprofit sector through strong human-capital management. The foundation had in place a strategic plan that called for a shift from responsive to proactive grantmaking, fundraising, and leadership. The Talent Initiative led to the creation of a strategic human-capital plan, which served as a companion blueprint to the foundation's strategic plan. The author concludes that the most significant challenge is to balance what is critical to preserve from the traditional community foundation model with what is essential to envision and build the community foundation of the future.

doi: [10.4087/FOUNDATIONREVIEW-D-12-00012.1](https://doi.org/10.4087/FOUNDATIONREVIEW-D-12-00012.1)**71** Lessons in Building a Better Community, One Voice at a Time*Erica Wood, B.A., Silicon Valley Community Foundation*

Silicon Valley Community Foundation partnered with area nonprofits and government agencies on a venture-philanthropy model initiative, Envision Bay Area, to engage residents and community leaders in conversations about growth. The community foundation developed an interactive web-based simulation tool, YouChooseBayArea.org, to provide graphic illustrations of the various ways a city can grow. This article examines what was learned about engaging new voices and the challenges that can occur in public forums. The effort brought government and nonprofits together to agree on a common direction for public input to inform important policy decisions around the region's future growth.

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84 Models of Social Change: Community Foundations and Agenda Setting

Nathan Daun-Barnett, Ph.D., and Jessica Wangelin, Ph.D. student, State University of New York at Buffalo; and Haley Lamm, M.P.A., Council of Michigan Foundations

This article focuses on a particular approach to large-scale, community-based educational change — Local College Access Networks in the state of Michigan. A multidimensional framework is developed for understanding social change, and especially the agenda setting function. The authors find that local agendas are influenced by both local pressures to adapt to the community context and state incentives and pressures to conform to a set of programmatic priorities. They conclude that those responsible for managing the change agenda must simultaneously be able to attend to both dimensions.

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REFLECTIVE PRACTICE

98 Managing Expectations When Measuring Philanthropic Impact: A Framework Based on Experience

Frank Ridzi, M.P.A., Ph.D., Central New York Community Foundation and Le Moyne College

Foundations have developed a portfolio of activities ranging from capacity building to venture and catalytic philanthropy. Funders across the nation express dissatisfaction with their ability to prove or demonstrate impact from these activities. Part of this dissatisfaction is due to a disconnect between the expectations of board members, donors, staff, and participants on one hand and what is actually feasible to measure on the other. This article sets forth a framework for measuring impact based on the scale of action taken. The “ripple effect” framework is particularly intended to set the groundwork for discussion with active community members such as community foundation board members who help to oversee and set direction for initiatives but do not implement them.

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