

COMMUNITY FOUNDATIONS: RENEWED OPPORTUNITY FOR IMPACT

Diversity-inclusion has always been at the forefront of Bridge Partners' conversations with our nonprofit and philanthropy clients - a mission-critical issue in their work and in ours, as we all seek to increase impact through the recruitment and development of outstanding, diverse leaders.

Through the diversity, inclusion and equity lens, this edition of Insights highlights some of the innovative initiatives and approaches to problem-solving that exemplify the critical role community foundations are playing in reaching out to, supporting, and convening diverse community stakeholders.

The role of community foundations as anchor institutions at the heart of communities is amplified by the social and political environment we currently find ourselves in. There is a real, recognized need for their continued innovative work in creating impactful solutions for the communities they serve.

Our goal in this edition is to encourage robust discussion around the importance of bringing diversity-inclusion to the forefront of community leadership teams' strategic thinking, engagement with the community, and talent development initiatives. Particularly, highlighting the importance of recruiting diverse leaders into community foundations and their grantees, and supporting their continued development for future impact.



A community foundation's mission is typically broad – working to improve the quality of life in a given region. However as Clotilde Perez-Bode Dedecker, CEO of the Community Foundation for Greater Buffalo points out, “Community Foundations carry out significant leadership activities that are highly contextualized and very nuanced, given the unique nature of each community.” ⁽¹⁾

Demographic trends in the U.S. continue to strongly support the case for diverse leadership and inclusive work environments. According to much-cited Pew Research Center demography-related findings, “Americans are more racially and ethnically diverse than in the past, and the U.S. is projected to be even more diverse in the coming decades.” ⁽²⁾

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Bridge Partners is an executive search firm with unique expertise in attracting and retaining senior, diverse executives



D5 Coalition Director, Kelly Brown comments “Philanthropy faces a similar challenge. The face of America is changing rapidly. In two states - New Mexico and California - Latinos have surpassed whites as the largest racial/ethnic group. Women make up 51% of the workforce. One million more voters identified as LGBT in 2012 than 2008. In order for foundations to serve their constituencies effectively and maximize their impacts, they must change with them.”⁽³⁾

Although there is still work to be done, community foundations across the U.S. have responded to the call for a continued focus on diversity and inclusion as it relates to: recruitment and retention of diverse leaders and teams, supporting and guiding resident engagement and empowerment, spearheading innovative cross-sector collaboration, grant making, policy & advocacy, capacity-building, and program development that addresses specific needs of constituent groups.

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Recruiting and retaining diverse leadership teams has remained an imperative to support these initiatives. “The Minnesota Council on Foundations (MCF), whose 182 grantmaking members distributed more than \$1 billion in 2014, or about three-fourths of the foundation giving in the state, is a trailblazer in the movement to advance diversity, equity, and inclusion in philanthropy.”⁽⁴⁾

“MCF’s most recent initiative to advance diversity, equity, and inclusion tackles the under-representation of people of color among foundation leaders. It is building a pipeline of talented professionals who can, in time, rise to executive positions. Diverse leadership that more fully reflects the nation’s diversity can help foundations fulfill their missions to have positive community impact. Or, as the president of MCF Trista Harris puts it, “The idea is that people closest to the problems are the people closest to the solutions.”⁽⁵⁾

In turn, these types of diversity-inclusion recruitment and retention initiatives sustain and encourage an increased focus on, and support for, resident engagement and grassroots efforts in addressing community challenges.

One such example is the El Monte Community Building Initiative (CBI) based in Los Angeles County. The California Community Foundation (CCF), in partnership with multiple community stakeholders, helped to launch and fund CBI – an innovative multi-year, multi-million dollar investment in programs focused on education, career opportunities, and health success specifically serving the families and children in the city of El Monte. “The goals and objectives were identified through a community participation process...and generated a community-wide strategic plan that guides the program and other initiatives in El Monte.”⁽⁶⁾ CBI provides a role model for how to build strong sustainable communities through resident engagement and community empowerment.

The Evergreen Cooperative Initiative, also known as The Cleveland Model, is another example of cutting-edge cross-sector collaboration focused on creating living-wage jobs in six low-income neighborhoods known as the Greater University Circle. The Initiative, launched in 2008 by the Cleveland Foundation and other anchor institutions including the Cleveland Clinic, University Hospitals, Case Western Reserve University, and the municipal government is thriving. It is a first of its kind in the U.S. and is now recognized globally as an innovative model for sustainable economic development and empowering residents to become employee-owners in low-wealth communities.

In our June 2014 Insights publication Ronn Richard, the President & CEO of the Cleveland Foundation commented, “We also recognize that with the changing demographics, there is a need to build and/or strengthen bridges across the social divides of class, culture, and age in our community. Our work continues to emphasize big and bold visions, risk-taking, collaborative and transformative relationships, and neutral spaces for honest and constructive debate and discussion.”⁽⁷⁾

As this relates to the Foundation itself, we also asked Mr. Richard “How do you position the Cleveland Foundation as an employer of choice?” His response: “As an anchor institution in our community, the

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integrity of the Cleveland Foundation rests within the people who represent us. I always want my staff to experience the foundation as a place where they can bring their full selves to their team and individual roles. Our ability to create this type of environment depends on our consistent investment in a corporate culture that is welcoming and inclusive of all staff, regardless of background, beliefs, and identity.”⁽⁸⁾

The current social and political environment has made many people apprehensive about the foundation of our democratic values and systems. Citizens who

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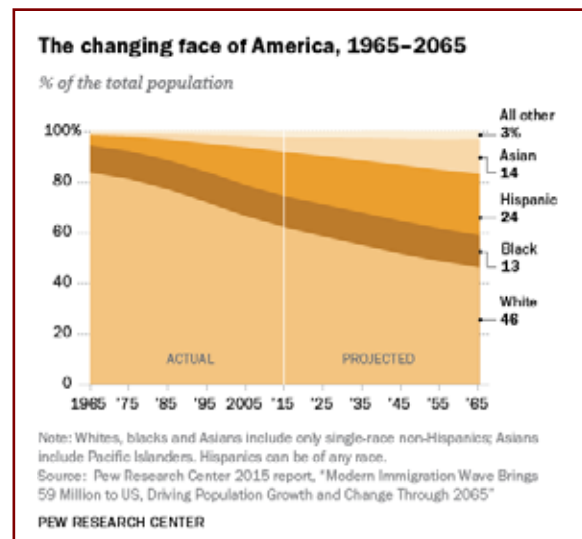
are more directly affected by current or potential policy and funding changes feel threatened and fearful about their family’s, and their community’s, safety and well-being. As a result, many community foundations across the U.S. are amplifying their efforts to support nonprofit organizations operating in the front lines, establishing funds, engaging in listening tours, providing a safe and supportive place to convene, and much more.

For continued impact, those community foundations must vigilantly continue to focus on diversity and inclusion in recruitment, retention and leadership development in their own organizations, their grantees, and the wider nonprofit community.

As Aaron Dorfman CEO of the National Committee for Responsive Philanthropy, Cathy Cha VP of Programs at the Evelyn and Walter Hass, Jr. Fund, Jacqueline Martinez Garcel, CEO of the Latino Community Foundation, and Lateefah Simon President of the Akonadi Foundation reiterate: “In an increasingly diverse society, foundations can stand as models for how to invest in building power among people who have too long been disenfranchised and ignored. This is a time to consider increasing our investments in institutions led by women and people of color and in efforts to bring more of the people most affected by structural and institutional racism into the leadership of our movement for social change. As the country’s demographics continue to shift, it is critical that

foundations take stock of who, and not just what, we’re investing in.”⁽⁹⁾

Bridge Partners could not agree more.



FOOTNOTES

1. Charles Stewart Mott Foundation, U.S. community foundations at the crossroads of change, October 2, 2012
2. Pew Research Center, 10 demographic trends that are shaping the U.S. and the world, D’Vera Cohn and Andrea Caumont, March 31, 2016
3. D5, State of the Work, Stories from the Movement to Advance Diversity, Equity, and Inclusion, A Proven Playbook For Increased Effectiveness, Kelly Brown, April, 2016
4. D5, State of the Work, Stories from the Movement to Advance Diversity, Equity, and Inclusion, Building A Diverse Leadership Pipeline To Tackle The Issue Of Equity, April 2016
5. D5, State of the Work, Stories from the Movement to Advance Diversity, Equity, and Inclusion, Building A Diverse Leadership Pipeline To Tackle The Issue Of Equity, April 2016
6. Here for Good, Community Foundations and the Challenges of the 21st Century – 2014 Editors Terry Mazany and David C. Perry. Chapter 14 What is the Appropriate Role of Today’s Community Foundation? Our Conclusion: Take on the Tough Issues, Create Public Space, Democratize Philanthropy, and Lead, Antonia Hernandez, The California Community Foundation.
7. Insights, A Publication by Bridge Partners, LLC. June 2014
8. Insights, A Publication by Bridge Partners, LLC. June 2014
9. The Chronicle of Philanthropy, Opinion: 5 Questions Grant Makers Should Ask About the First 100 Days of the Trump Era. Aaron Dorfman, Cathy Cha, Jacqueline Martinez Garcel, and Lateefah Simon, May 03, 2017
10. Pew Research Center, 10 demographic trends that are shaping the U.S. and the world, D’Vera Cohn and Andrea Caumont, March 31, 2016

q&a

JEFF HIROTA

CEO, Community Foundation Boulder County

Jeff Hirota joined the Community Foundation Boulder County as CEO in January 2017. Previously, he served as Vice President of Programs for The Denver Foundation (2006-16) where he directed all programs and discretionary grantmaking. At The Denver Foundation since 2003, Jeff also played an integral role in the foundation's fundraising and donor stewardship efforts. Prior to his work at The Denver Foundation, Jeff was Director of Brand Development for ABC affiliate Denver's 7, and Executive Director of the Five Points Media Center. Jeff also worked in radio, television, and feature film production around the country; and was an independent documentary producer. Additionally, Jeff is an ordained United Methodist pastor appointed to serve in community.

Community foundations play an essential role in our current political climate. What connection are you seeing between national and local issues?

In our community, national issues are amplifying existing local priorities such as the well-being of immigrants and refugees, GLBTQ rights, women's health, care of the environment, and the importance of the arts. These are not new priorities to our community foundation. In fact, these are the very issues and partnerships in which we have invested since our inception. We recognize too the structural inequities of poverty and race that are the root of many of Boulder County's challenges.

These unpredictable times call us to our own values and strengthen our resolve to embody the literal meaning of philanthropy – love of humanity – now and for the future.



We crafted a statement of affirmation (see www.commfound.org) to append our signatures in daily communications and broadly define our role in the community.

Do you see the role of community foundations as neutral conveners?

The Community Foundation Boulder County - as it strives to demonstrate its values of standing with the most vulnerable, advancing equity, and championing resident leadership – is not neutral.

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At the same time, I believe “we the people” must find in our community’s foundation a nonpartisan and honest broker of our concerns and solutions. In a conversation with a local leader about the challenges we’re facing in our nation and community, he mused, “We’ll survive these times, but will we survive each other?”

I was immediately reminded of Dr. Vincent Harding, the late freedom rights pioneer, who observed:

“We are absolutely amateurs at this matter of building a democratic nation made up of many, many peoples, of many kinds, from many connections and convictions and from many experiences. And to know how, after all the pain that we have caused each other, how to carry on

democratic conversation that, in a sense, invites us to hear each other’s best arguments and best contributions so that we can then figure out, ‘How do we put these things together to create a more perfect union?’”⁽¹⁾

“Some years ago, I was advised not to aspire to lead the community foundation in my city because a person of my cultural and class background would never be selected to do so. Since that time, many foundations have intentionally engaged in an active discussion of diversity. More significantly, they are working along a spectrum from diversity to inclusiveness, to equity”

We’re answering this call together – through the programs and initiatives of our community foundation. This year, for example, the foundation will publish its biennial TRENDS Report, which combines quantitative data on prevailing

issues in Boulder County with original qualitative research. The Community Foundation is also embarking on a listening tour in which people from various communities across our county will have the opportunity to openly discuss their concerns and ideas during more than fifty sharing sessions.

A community foundation can help people, in the words of Parker Palmer, “rediscover that we are members of one another, and embrace the conflicts that threaten democracy as openings to new life for us and for our nation.”⁽²⁾

The people of Boulder County, in partnership with their community foundation, are walking boldly together into a compassionate and hopeful future.

What was your path to a career in philanthropy? Do you think there are multiple paths in to the sector?

A friend and mentor in the field said, “If you’ve seen one foundation, you’ve seen one foundation.” Likewise, I’m not aware of a single path to

philanthropic leadership.

Although work in any sector can build wide-ranging skills, I’ve found my management experience in both the private and nonprofit sectors continually useful.

My most challenging role was the executive directorship of a small community-based nonprofit organization, managing everything from its programs to a multi-tenant building, and raising the funds for its work. This experience instilled my abiding gratitude and respect for organizations sometimes known as grantees, but better understood as partners.

However, my work as a senior manager in broadcasting required a bottom-line financial understanding and discipline; and I never worked harder than as an independent media consultant constantly worried about my next contract.

Of course, my experience at a community foundation was invaluable – first as a volunteer, then as a trustee, frontline program officer, senior manager, and donor-fundholder. These various roles helped me understand the community foundation, among many working metaphors, as a financial institution accomplishing a social mission.

Now that community organizations are more proactively discussing diversity-inclusion and have a strong desire to represent the constituencies they serve, has that influenced the talent on leadership teams?

Some years ago, I was advised not to aspire to lead the community foundation in my city because a person of my cultural and class background would never be selected to do so. Since that time, many foundations have intentionally engaged in an active discussion of diversity. More significantly, they are working along a spectrum from diversity to inclusiveness to equity.

As philanthropy continues to value diverse backgrounds and inclusive representation, it must strive for equity - that reality when it is not possible to predict a person’s status based on her or his race, class, sexual orientation, and a host of other categories by which we are too often classified and limited.

We have not yet achieved equity, but today I’m happy to note women of color are the chief executives of some of the most powerful philanthropic institutions in our region.

1. Interview of Dr. Vincent Harding
On Being with Krista Tippett
November 10, 2016

2. Healing the Heart of Democracy
Parker J. Palmer

Q&A

SHERECE WEST-SCANTLEBURY, PhD
PRESIDENT & CEO, WINTHROP ROCKEFELLER FOUNDATION

The Winthrop Rockefeller Foundation is a private, independent foundation whose mission is to improve the lives of all Arkansans in three interrelated areas: economic development; education; and economic, racial and social justice.

Involved in philanthropy for 25 years, Dr. West-Scantlebury served as CEO at the Foundation for Louisiana and as a program associate at the Annie E. Casey Foundation. Her professional career includes nearly 30 years of experience in community development, public policy and advocacy, and public service.

In addition to running the Winthrop Rockefeller Foundation, Dr. West is active in a number of nonprofits and philanthropy organizations. She has a PhD from University of Maryland, Baltimore County, an MA in Public Policy from University of Michigan Gerald R. Ford School of Public Policy, and a Bachelor's degree from Bowie State University.

You previously worked with Annie E Casey Foundation and the Foundation for Louisiana – how have you seen the diversity-inclusion leadership conversation develop across your roles and experiences?

The diversity-inclusion leadership conversation has transitioned from counting the number of people who represent various diverse groups, to intentionally recruiting members from diverse groups because they help leadership make better decisions to complex problems. Counting the number of people of color, women, LGBTQ, and other groups may be where we started and an interesting exercise. But counting did not get to the heart of the issue of inclusion or recognize the real value of the voices, knowledge and experience of individuals to comprehensively inform vision, programs and initiatives.



You play an active role in other philanthropy organizations – what do you hear as being the most pressing conversation with regard to talent and diversity-inclusion in the sector as a whole?

One topic we discuss quite a bit within the philanthropic organizations in which I have the privilege to serve as a board member of, is the lack of diversity at the CEO and COO level. Most in philanthropy would describe themselves as institutions trying to elevate civic society. The idea that elite organizations like foundations would not reflect civic society sends a message to growing communities of color that they are not part of the solution but simply the subjects of the solution. This lack of diversity and inclusion at the C suite level communicates louder than anything else we can do or say with grant dollars.

(this piece is extracted from a longer Q&A featured in our June 2014 edition of Insights)

Bridge Partners recently completed the following national place-based senior leadership searches:

Jeff Hirota, formerly VP Programs at The Denver Foundation, was appointed as the CEO at the Community Foundation Boulder County succeeding dynamic and well-respected leader Josie Heath. Jeff has a passion for service and a deep commitment to community. He has an exceptional reputation as a relationship builder with a deep understanding of community foundation best practices.

Formerly the CEO at Childhaven, Maria Chavez Wilcox was appointed as CEO at the YWCA Seattle, the nation's second largest YWCA association, to deliver on a new strategic plan and mission framework with a deep focus on race and social justice. Maria will build on the legacy of the former CEO to eliminate racism, empower women, and stand up for social justice in the community.

Maeghan Jones succeeded retiring President Pete Cooper at the Community Foundation of Greater Chattanooga. Formerly the President at the Chattanooga Area Food Bank, she was brought on board due to her multi-sector experience, thought leadership and, vision. Maeghan has dedicated her career to making a positive difference in the community.

After a targeted West Coast search, Kristin Winkel formerly a senior leader at King County Housing Authority was appointed COO at Jewish Family Service of Seattle. She brings deep experience in providing holistic services for people facing complex challenges and will partner with the CEO to propel JFS into its next chapter of service.

Gina Crumbliss formerly SVP Private Banking at First Bank in Chattanooga was appointed President of the Chattanooga Area Food Bank. Gina brings a blend of nonprofit and private sector experience to the role and was chosen after a nationwide search to find an executive to lead the Food Bank in achieving its bold goal of eliminating hunger in the region by 2025.

Spotlight on Janet Albert, Partner



Janet leads our U.S. nonprofit practice and works on senior-level search assignments for foundation, government and nonprofit organizations, across all functions, including Executive Directors/CEO's and their leadership teams.

Clients range from private, community and family foundations, to economic development organizations, to both large national and local nonprofits. Reflecting our corporate diversity mission and focus, many of these nonprofit clients serve disadvantaged populations or disinvested communities.

She has been in executive search for over 20 years. Before joining Bridge Partners in 2010, Janet was a Senior Director in the executive search practice of The Bridgespan Group, a nonprofit consulting firm that helps nonprofit leaders to develop strategies and build organizations that inspire and accelerate social change.

Earlier in her career, Janet worked in Leeds, UK and Boston with her Bridge Partners colleagues, while at Whitehead Mann.

Janet graduated from Ithaca College with a BA in Anthropology and received a MA in International Relations from The University of Sheffield. She formerly served as a volunteer mentor for Year Up, and currently volunteers locally in her community.

About Bridge Partners

Bridge Partners is a retained executive search firm with unique expertise in attracting and retaining senior, diverse executives.

Clients include major corporations, nonprofits, public sector, and entrepreneurial organizations across the U.S. and around the world. What they have in common is a desire to adapt to a changing global market and diversify their leadership teams in order to reflect their employee base, as well as the constituents they serve.

They retain Bridge Partners to leverage our innovative search approach and our track-record of presenting the highest caliber executives.

Diversity-Inclusion

Diversity-inclusion is not an “initiative” for us. It is what we do.

As a minority-owned business, our team reflects a commitment to diversity in all its forms, embedding this core value in every aspect of our own culture and practice.

We have grown our business based on the knowledge that a diverse leadership team is critical to our clients – not just to reflect employee base, clients and constituents served, but also to encourage innovation and progressive decision-making.

We have a proven track record of building effective leadership teams by:

- Providing a higher level of service, embedding diversity and inclusion into every aspect of our client work
- Raising the degree of expectation regarding inclusion in our candidate slates
- Partnering with clients to ensure they gain access to the very best executives in the marketplace, remaining focused on ability as the top priority, regardless of race, gender, or any other defining characteristics

CLIENT LIST

Case studies and details of specific searches can be found on our website at www.bridgepartnersllc.com

Select For Profit Client List

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 Barnes & Noble
 Campbell Soup Company
 Charter Communications
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 CVS Caremark
 Edward Jones
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 Kaiser Permanente
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 Starwood Hotels & Resorts Worldwide
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 TJX Companies
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Select Nonprofit Client List

Acumen
 Benwood Foundation
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 Cape Abilities
 Cape Cod Child Development
 Chattanooga Area Food Bank
 City Harvest
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 Communities in Schools
 Cradles to Crayons
 Digital Green
 Dudley Street Neighborhood Initiative
 Education for Employment
 Gallaudet University
 Global Health Corps
 Habitat for Humanity
 Innovations for Poverty Action
 Jackie Robinson Foundation
 JCCA
 Jewish Family Service of Seattle
 Kripalu Center for Yoga & Health
 Lovell Foundation
 NAMIC
 Network for Teaching Entrepreneurship
 New Jersey Performing Arts Center
 Robins Foundation
 Safe Routes to School National Partnership
 Simons Foundation
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 TIAA-CREF
 Turnaround for Children
 Union of Concerned Scientists
 Vermont Foodbank
 Woods Hole Oceanographic Institution
 YMCA
 YWCA

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