Impactful Giving and Getting:
The Nuts and Bolts of Effective Grantmaking and Grantseeking

BY CHRISTINE MURAKAMI NOONAN

Talk has changed. Years ago, philanthropists assumed they were making a difference just by writing checks to their favorite charities; any donation to a nonprofit was thought to be a good use of resources. “Good” is no longer enough. Grantmakers and nonprofits alike say it’s imperative that we push for maximum impact.

This is driving change in philanthropy. Minnesota grantmakers are examining all of their strategies and operations—demanding as much from themselves as they are from the nonprofits they support. Rather than continue with grantmaking as usual, United Way of Olmsted County, for example, remade how it engages stakeholders in solving issues that weren’t budgeting. And, when the Carolyn Foundation determined that its guidelines were hindering—rather than inspiring—impactful grantmaking, it sharpened its focus.

Despite deep rearrangements for both funders and nonprofits, grantmakers say these are the types of impact-inspiring changes that are needed.

**United Way of Olmsted County Fuels Collaboration**

In the early 2000s, a giant thermometer marking progress toward a fundraising goal was the most prominent symbol of the United Way of Olmsted County. The organization worked hard to raise money, then award grants to area nonprofits.

But complex issues facing southern Minnesota communities were not getting solved. Simple financial transactions with nonprofits were inadequate. “It was no longer sufficient to keep doing what we were doing,” recalls Karen Erlenbusch, president of United Way of Olmsted County.

**Tips for Successful Community Collaboration**

- Understand that significant, wide-reaching community issues are best solved when the community owns the problems collectively.
- Share the power and influence. Focus on the collective outcome of the group.
- Show up and participate; change is made by those who do both.
- Balance the time spent on planning with executing and getting results. It may take a while for a collaboration to get off the ground, but eventually the group has to act.
- Underscore that everyone at the table has something to contribute and something to gain. Solutions are not just about money, but also connections, passion, knowledge and leadership.
- Use collaboration as an opportunity to learn about challenges and successes in the community.
- Build a culture of risk. Be willing to try something and be roughly right rather than attempt to be perfect and never get off go.
- Have the commitment and passion to stay with it—Karen Erlenbusch, President, United Way of Olmsted County.

“We had to build something stronger with nonprofits,” says Erlenbusch. “Instead, our job,” Erlenbusch explains. “Instead, our job was to learn about challenges and successes in the community. Each team of community representatives from nonprofits, business, education and government embodies diverse perspectives and looks cohesively and holistically at solutions to specific issues. The teams have become United Way of Olmsted County’s primary mechanism for setting priorities, distributing resources and measuring results in the areas of basic needs, education, financial stability, health and technology.”

For example, United Way received five grant applications from five nonprofits for five early childhood programs. Prior to using Community Solution Teams, the proposals were evaluated individually. “It was challenging to determine which was doing the best job when they’re all doing a great job,” Erlenbusch explains. “Instead, our solution team for education asked, ‘Is there a way for the five organizations to bring one proposal forward that encompasses the full body of their work?’”

The five nonprofits broke down silos and built programmatic relationships, creating a collaborative that has now been in place for five years. Program quality and care given to children and families in Olmsted County have improved, say the nonprofits involved—Minnesota Child Care Research and Referral Network, Civic League Day Nursery, Good News Children’s Center, Byron Community Education and Tri-Valley Opportunity Council.

The collaborative has developed common curricula and assessments, provided scholarships for low-income families, expanded Head Start participation, offered parenting education, and more.

**Impactful Giving and Getting, continued on Page 8**
Collective Impact

BY JOHN KANIA AND MARK KRAMER

Editor’s Note: Despite heroic efforts by stakeholders in all corners of our communi-
ties, many touchstones are no closer to being in – much less solving – a host of issues. Grantmakers and nonprofits alike know the old way of operating will not yield the magnitude of impact that is desper-
ately needed. Noted authors and consult-

Large-scale social change requires broad cross-sector coordination, yet the social sector remains focused on the isolated in-
tervention of individual organizations. Take education for instance. The scale and complexity of the U.S. public educa-
tion system has thwarted attempted re-
defors for decades. Yet, against daunting odds, a remark-
able exception seems to be emerging in Cincinnati. Strive, a subsidiary of Cincin-
nati-based education foundation Knowl-
edgeWorks, has brought together local leaders to address a multibillion-dollar crisis and improve education throughout greater Cincinnati and northern Kentucky. Why has Strive made progress when so many other efforts have failed? Is it because a core group of community lead-
ers decided to abandon their individual agendas in favor of a collective approach to improving student achievement. More than 300 leaders of local organizations agreed to participate, including the heads of influential private and corporate foun-
dations, city government officials, school district representatives, the presidents of eight universities and community colleges, and the executive directors of hundreds of education-related nonprofit and advocacy groups.

There is scant evidence that the currently prevalent “isolated impact” approach is the best way to solve social problems in today’s complex and inter-
dependent world. No single organization is responsible for any major social problem, nor can any single organization cure it.

These leaders realized that fixing one point on the educational continuum – such as better after-school programs – wouldn’t make much difference unless all parts of the continuum improved at the same time. Their ambitious mission became the coordi-
nation of improvements at every stage of a young person’s life, from “cradle to career.” This is an example of collective impact. Unlike most collaborations, collective im-
pact initiatives involve a centralized infra-
structure, a dedicated staff and a structured process that leads to a common agenda, shared measurement, continuous commu-
nication and mutually reinforcing activities among all participants. This new approach will enable us to solve today’s most seri-
ous social problems with the resources we already have at our disposal.

Isolated Impact

Most funders, faced with the task of choos-
ing a few grantees from many applicants, try to ascertain which organizations make the greatest contribution toward solving a social problem. Grantees, in turn, com-
pete by emphasizing how their individual activities produce the greatest effect. Each organization is judged on its own potential to achieve impact, independent of other organizations that may also influence the issue. And when a grantee is asked to evalu-
ate the impact of its work, every attempt is made to isolate that grantee’s individual influence from all other variables. Despite the prevalence of this “isolated impact” approach, there is scant evidence that this is the best way to solve social problems in today’s complex and inter-de-
pended world. No single organization is responsible for any major social problem, nor can any single organization cure it.

Five Conditions of Collective Success

Common Agenda

Collective impact requires all participants have a common understanding of the problem and a joint approach to solving it through agreed-upon actions. Take a close look at any group of funders and nonprofits that believe they are working on the same issue, and you’ll often find that it is not the same issue at all. Each organization may have a slightly different definition of the problem and the ultimate goal. These differences splinter the efforts and undermine the impact of the field as a whole. Collective impact requires that these differences be discussed and resolved. While every participant need not agree with every other participant on all dimen-
sions of the problem, all participants must agree on the primary goals for the collec-
tive impact initiative as a whole.

Shared Measurement Systems

Agreement on a common agenda is illusory without agreement on the ways success will be measured and reported. Collect-
ing data and measuring results ensures that all efforts remain aligned and enables participants to hold each other accountable and learn from each other’s successes and failures. It may seem impossible to evaluate hun-
dreds of organizations on the same set of measures. But if each type of activity re-
quires a different set of measures, and all organizations engaged in the same type of activity report on the same measures, the results across multiple organizations en-
able participants to spot patterns, find sol-
lutions and implement them rapidly.

Mutually Reinforcing Activities

Collective impact initiatives depend on a diverse group of stakeholders working together – not by requiring that all partic-
ipants do the same thing, but by encour-
age each participant to undertake the specific activities at which it excels in a way that supports and is coordinated with the actions of others. The power of collective action comes not from the sheer number of participants or the uniformity of their efforts, but from the coordination of their differentiated ac-
tivities through a mutually reinforcing plan of action.

Continuous Communication

Developing trust among nonprofits, cor-
porations and government agencies is a monumental challenge. Participants need years of regular meetings to build enough experience with each other to recognize and appreciate the common motivation be-
hind their different efforts, and to see that decisions will be made based on objective evidence and the best solution to the prob-
lem, not to favor the priorities of one orga-
nization over another.

Backbone Support Organizations

Creating and managing collective impact requires a separate organization and staff with a very specific set of skills to serve as the backbone for the entire initiative. The expectation that collaboration can occur without a supporting infrastructure is one of the most frequent reasons why it fails. These backbone organizations must em-
body the principles of adaptive leadership: the ability to focus people’s attention and create a sense of urgency, the skill to apply pressure to stakeholders without over-
whelming them, the competence to frame issues in a way that presents opportunities as well as difficulties, and the strength to mediate conflict among stakeholders.

Funding Collective Impact

As successful as Strive has been, it has struggled to raise money, confronting funders’ reluctance to pay for infrastruc-
ture and preference for short-term solu-
tions. Collective impact requires instead that funders support a long-term process of social change without identifying any par-
icular solution in advance. They must be willing to let grantees steer the work and have the patience to stay with an initiative for years, recognizing that social change can come from the gradual improvement of an entire system over time, not just from a single breakthrough by an individual organization.

John Kania is a managing director at non-
profit consulting firm FSG. Mark Kramer, co-founder and a managing director at FSG, is also the co-founder and initial board chair of the Center for Effective Philanthropy. This excerpt is printed with permission of the Stanford Social Innovation Review. To read the full article, visit www.ssireview.org/articles-entry/collective_impact_OFF.

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Grantmakers want to ensure their grants make a strong positive impact so they can reach their – and the community’s – goals. One way grantmakers help nonprofits be strong, effective and sustainable is to provide them with general operating and capacity-building support.

The Minnesota Council on Foundations (MCF) tracks general support in its annual Giving in Minnesota study and recently explored questions about capacity-building support in its five-year Working Towards Diversity IV study.

Operating Support Share Has Declined Over Time
Minnesota grantmakers devoted about two and a half times more money to program support than to general support in 2008, the latest year for which complete data are available. Grantmakers gave $189.6 million for general support, compared to $470.0 million for program support. Gen-

eral support includes general/operating and annual campaign support.

The share of total grant dollars that was allocated to general support increased slightly from 20.9 percent in 2007 to 22.6 percent in 2008, but this represented the first share increase in this category since 2004, when the share of grant dollars for general support was 29 percent.

Since 2002, the share of grant dollars given for general support has decreased (see Figure A). It is interesting to note, however, that Minnesota grantmakers have consistently given a higher percentage of grant dollars to general support than the national average, which has remained at 19 percent since 2006.

Private foundations have consistently provided the highest levels of general support to Minnesota nonprofits. In 2008, private foundations gave $85.7 million in general support, which was flat compared to 2007. Corporate grantmakers increased general support by 3 percent, to $59 mil-

lion. Community/public foundations in-
creased general support by 28 percent, to $45 million, but this jump was due in part to two large general operating grants.

Capacity Issues in Small, Constituent-Led Nonprofits
Another way to think about nonprofit support is through the lens of capacity build-

ing. Small nonprofits and constituent-led organizations often face challenges with low budgets for such activities as training, education, equipment, strategic planning, organizational and board development and fundraising.

While a funder may believe that a small or constituent-led nonprofit is uniquely po-
sitioned to provide services within a particu-

lar community, that organization may not have the capacity to work as effectively or comprehensively as larger, mainstream or-

ganizations. That’s where capacity-building grants can make a difference.

MCF examined capacity-building sup-
port by grantmakers, especially as it ap-
plies to constituent-led organizations, in Working Towards Diversity IV. Several study participants identified the funda-

mental importance of minority leadership of nonprofits serving minority constitu-

groups. One respondent encapsulated this by noting: “Systems and institutions in these unsettling times, general operating support is needed to keep essential nonprofit services oper-

ating. One important strategy our state’s president, notes, “As Minnesota continues to face state budget cuts, it is important for grantmakers to assess their strategies to keep essential nonprofit services operating. One important strategy our state’s grantmakers should consider is whether, in these unsettling times, general operat-

ing support might be a better approach to meeting community needs and sustaining community capacity.”

Operating and Capacity-Building Support: Are Minnesota Funders Assuring Nonprofit Success?

For more in-depth information about grantmaking by support type, see the full Giving in Minnesota report at www.mcf.org/research/giving. To read more about capacity building within the context of diversity, explore Working Towards Diversity IV at www.mcf.org/research/ diversity. GF

Anne Bauers is MCF’s research manager.
Turning a Dollar’s Worth of Impact Into Two

Nancy Jacobs, Co-Founder, Sundance Family Foundation

Through my work with the Sundance Family Foundation (SFF), I feel immense joy in seeing our dollars make a real difference in families’ lives or help an organization do its work better and reach more people.

Over the years our board of trustees has learned that, no matter how well-placed our grants, our dollars can only go so far. We’re a small foundation with less than one full-time staff member. Our giving is under $1 million each year. So, we remain committed to making every dollar that we contribute count as two – to multiply the impact of our small foundation.

Media Extends Impact of Small Assets

As we look for effective ways to advance our foundation’s mission of supporting and strengthening family stability worldwide, we’ve embraced the power of film and social media. These vehicles are extending the impact of our unfolding philanthropic priority: youth social entrepreneurship (YSE) – youth using innovation, creativity and problem solving to build real-life businesses that contribute to the well-being of their communities.

We commissioned a film, Changemakers: Teens Who Learn and Earn, about Minnesota youth entrepreneurs and the organizations that support them. We hired award-winning videographer Dawn Mikelson from Emergence Pictures, and we collaborated with Twin Cities Public Television (TPT) in the production. Shown on TPT in 2011, the film is now screening in film festivals around the country, in classrooms and at philanthropic conferences. This film deepens knowledge about the values of YSE work and how it affects teens, depicts the needs of organizations that support YSE initiatives, and tells how funders can support these programs.

Instead of solely waiting for proposals to come to us, we’re adopting current, impactful strategies, forging into new sectors and responding to needs and opportunities as they arise.

This summer, we hired an intern to use social media to bring more resources and awareness to the worldwide field of YSE. Over time this will provide a popular forum for teens, leaders and interested supporters to share best YSE practices and to ask questions and build support for YSE.

We’re also working on a second, shorter film that highlights the transformational YSE journey of two or three youth. We believe the compelling stories will inspire youth-oriented organizations, schools and mentors to develop more YSE programs and perhaps motivate funders.

We’re venturing further beyond traditional grantmaking and sending youth entrepreneurs and staff of YSE organizations to the annual Youth Venture summit in July, and we’re supporting the development of a youth entrepreneurship fair that will host teen-led workshops. These atypical approaches keep us on a progressive, innovative path. We’re more flexible and responsive in our work. Instead of solely waiting for proposals to come to us, we’re adopting current, impactful strategies, forging into new sectors and responding to needs and opportunities as they arise.

Gathering Sparks Ideas, Energy

SFF’s keen interest in YSE arose from my work in the field of parent education and now as a parent of teenagers. My heart goes out to teens who have few resources and limited access to opportunities. They face long odds and deserve a shot at developing their dreams, beliefs and skills to become passionate, capable and effective leaders, as well as change agents within their families and communities.

In the earliest stages of SFF’s YSE initiative, we made grants to programs where youth developed personal and professional skills that enhanced their employment potential, increased self-esteem and sparked the impetus to become community leaders. It was a joy to observe the enthusiasm of these youth as they experienced a sense of accomplishment, set even greater goals and grow in confidence. Often, after seeing YSE teens make their own money and enjoy the thrill of being young entrepreneurs, peers and siblings would ask, “How can we get involved too?” This was the multiplier effect we wanted!

Our grantmaking inspired several of our grantees to ask us to host a symposium to deliver YSE resources to improve their work. In partnership with them, we developed the content and invited youth development specialists, mentors, youth entrepreneurs, policy makers and funders. Connections made and knowledge shared at that half-day symposium launched several initiatives:

• Two grantees are collaborating to bring YSE programming to younger youth.
• A youth entrepreneur who heard about a successful YSE used clothing store is starting this venture at the youth center in her neighborhood.
• A community garden and community-supported agriculture program in St. Paul is inspiring a North Minneapolis YSE program to plan something similar.

Prior to the symposium, many of the practitioners, youth and leaders had not had the time or resources to learn what others were doing, exchange ideas or offer technical advice. It became clear to SFF that funder-led convenings could empower YSE organizations to gain energizing insights and valuable resources to advance their efforts to greater heights.

As our foundation explores opportunities to more fully invest in YSE work, we strive to increase the depth and longevity of our grant dollars, which in turn, allows YSE organizations to create a larger footprint in the community. This work has been, and is, an exhilarating journey.

Nancy would like to acknowledge Mary Karen Lynn-Klimenko, SFF foundation manager, as a collaborator in writing this article.

DVDs of Changemakers: Teens Who Learn and Earn are available from www.sundancefamilyfoundation.org. All proceeds go directly to local YSE organizations.

Effective Grant Evaluation: A Funder’s Tips

Sharon M. DeMark, Program Officer, Minnesota Community Foundation and The Saint Paul Foundation

These days almost every grant award requires an evaluation. For grantmakers, it’s imperative to learn to what extent their investment extended a nonprofit’s impact.

Here are some tips for grantees to consider when preparing evaluations. I wrote these as part of my comments as a panelist at League of American Orchestras’ national conference this year:

1. Foundations make investments in nonprofits. And like a financial institution, they need to show their boards a return on investment. The difference is that this return is all about the social bottom line as opposed to the financial bottom line. Evaluation helps foundations show this return with the equation: Nonprofit Program + Financial Support = Improvement of Community.
2. But funders don’t expect every plan to hit all its marks. If you don’t reach your
Survey

Grant recipients were asked to rank the importance of a wide range of options in their decision-making process. Here are the results:

- 90% of recipients agreed that understanding their goals and having a plan to achieve them was important.
- 85% agreed that having a clear idea of what they wanted to do was crucial.
- 75% said that understanding the impact of their work was important.
- 60% believed that understanding the needs of their community was essential.
- 50% felt that having a clear understanding of their goals was vital.

From these results, it is clear that recipients placed a high value on understanding their goals and the impact of their work. This underscores the importance of clear planning and goal-setting in the grant-making process.

Voices in Philanthropy, continued on Page 6

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and aimed to communicate frankly and openly about two staff-wide furloughs in 2010. We’ve also shared program evaluation results with our grantees, giving every- one as much information as possible about how our research connected with any resulting program changes.

Although CEP’s survey results indi- cate McKnight’s website is a high-value communications tool, the most important communications opportunities are clearly discussions between staff and grantees. So, we pleased that in this area of com- munications, we did see a slight uptick in 2009 in how our grantees view their inter- actions with McKnight staff. We will con- tinue to emphasize spontaneous communication.

Maintain Our Efforts to Seek Grantee Feedback

Although CEP’s grantee perception survey has been a major instrument for McKnight, we also look for other, more regular opportunities to hear from our grantees. For instance, when we introduced online grant applications last year, we included an anonymous feedback survey asking our grantees about new processes, which led to revisions in how we gather financial information.

Site visits for every grant, regardless of size, also provide regular opportunities for our staff to solicit feedback from grantees. By adding “commenting” on our web- site and engaging in social media, we’re encouraging anyone to sound off in real-time or as questions.

We believe ongoing evaluation is healthy. We will continue to share the re- sulting action plans with grantees, so we all better understand our approach and shared impact. 

How a Proposal Becomes a Grant

Kerrie Blevins, Patrick and Aimee Butler Family Foundation and Private Philanthropy Services

There’s an old adage in the field of phi- lanthropy that if you know one foundation, you know one founda- tion. I have worked in the field for almost 15 years, as director of the Patrick and Aimee But- ler’s initial screening process will re- move duplicative or inappropriate applica- tions before entering into new relationships. The final decision regarding funding requests to Butler and other private foundations:

1. Keep these points in mind when applying to Butler and other private foundations: 
   a. Know the grant deadline: Is the deadline rolling or firm? Is it a postmark deadline or received-by date? These details are the gateway to receiving consideration.
   b. Visit the foundation’s website: While there are several great secondary resources, such as the Minnesota Council on Foun- dations’ Minnesota Grantmakers Online (MGO) database, the foundation’s website is the best source of information on its own grantmaking.
   c. Be clear about your fit with the foun- dation’s funding interests: The founda- tion intentionally sets its funding priorities, geographic limits and types of support (for instance, general operating, program or capital). We do not consider proposals out- side our giving areas.
   d. At Butler, I am available to respond to pre-application inquiries to help grant- seekers assess their fit with our priority areas. It’s important to note, however, that many foundations don’t have the capacity or willingness to provide this pre-application guidance.

   Please note that foundations have internal considerations: Applicants must first and foremost fit the foundation’s grant guidelines and follow application proce- dures. But the foundation may also need to consider how many grant dollars are available, whether existing funding rela- tionships will be renewed, and other fac- tors before entering into new relationships. Organizations that progress through Butler’s internal screening process will re- ceive a full review that includes: analyzing the proposal submitted, with an emphasis on financial analysis; reviewing the foun- dation’s history with the applicant; visiting websites and conducting internet research; and conducting a site visit.

Organizations that rise to the top are those that not only respond to important so- cial needs and demonstrate programmatic strength, but are well managed, financially healthy and have strong board and staff leadership (see Figure B). My job, as foundation director for But- ler, is to evaluate each proposal by ask- ing many crucial questions, such as those in the accompanying box “Answer These Questions,” and then make funding recom- mendations to Butler’s board of trustees. Sometimes I recommend funding at the full amount or no funding at all. More often, however, I recommend partial funding or additional assistance for capacity building and other support.

With all recommendations, I seek to make a strong case for the organizations that I feel best reflect the foundation’s in- terests and demonstrate the program and organizational capacity to succeed at our stated goals of community change and betterment. The final decision regarding funding rests with the board of trustees.

While this is a glimpse at the practices of just the Butler Foundation, I think you’ll find commonality with many foundations: a commitment to purpose and mission, intentionality in practices, and desire to invest in strong partner organizations. 

Sources: “Making Sound Funding Decisions,” Kerrie Blevins, Private Philanthropy Services

Answer These Questions When Evaluating Grant Proposals

Programs and Past Performance

• What community need or issue is the organization addressing?
• What evidence of community need is presented?
• How will the organization address the need?
• What are the project’s measurable objectives?
• Is the organization using promising practices from the field?
• How successful has this organization been in implementing pro- grams in the past?

Board and Staff Capacity

• Is the board so large or so small it would be a challenge to exercise its legal and fiduciary responsibilities?
• Does any board member hold more than one board position?
• Do staff serve on the board in what capacity? Is the board sufficiently diverse ethnically, professionally, etc.?
• What is each staff member’s qualifications for his/her role in the organization?

Financial Health and Budget

• Are the budgets complete, and are revenue and expenses reasonable and feasible?
• Does the budget support the ac- tivities outlined in the program de- scription? Does it make common sense?
• How does the current budget com- pare to past actual expenditures?
• Are indirect costs a reasonable per- centage of the total?
• What is the past ratio of overhead to program expenses?
• Can the organization support its core operating needs, as well as projects and initiatives?
• What is the organization’s overall financial status? Are assets and cash sufficient for operations?
• Is there a pattern of generating a surplus or operating with a deficit?
• Does the organization have reliable funding sources?
• Can the organization achieve its fundraising goals based on past performance and board and staff capacity?
• Is it clear from the plan what fund- ing is already committed and what is pending?

Figure B: Components of a Strong Candidate for Funding

Social Need/ Issue Addressed

Program Capabilities

Financial Viability & Management Capacity


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Impactful Giving and Getting

Carolyn Foundation’s Focused Guidelines Improve Grant Review

While United Way of Olmsted County is boosting its efforts by pushing nonprofit orgs to join together and focus, the Carolyn Foundation is pushing itself to focus. Until December 2010, the Carolyn Foundation thought its Minneapolis chil-
dren and youth funding area was “focu-
sed.” The guidelines cited education, youth development, health, arts, family support and quality arts serving newboards through age 20.

Each grant cycle, the foundation was inundated with requests.

“Our family members are very thoughtful and take their grant review responsi-
bility very seriously,” says Becky Erdahl, Carolyn Foundation’s executive director.

“Our ability to do high-quality grant re-
view was frustrated by the overwhelming number of proposals, the complexity of evaluating a wide range of programs with different goals serving various constitu-
ents, and the comparisons to best practices that were almost as wide-ranging as the proposals.”

So, the foundation sharpened the focus of its guidelines, a change inspired by com-
munity leaders in New Haven, Conn., one of the foundation’s geographic focus areas. They expressed concern about diminishing funding for children ages 12 to 14. These youth age out of child care programs but aren’t old enough to participate in high school programs or obtain a job.

Carolyn Foundation family members affirmed that this was a compelling fund-
area, prompting the trustees to form a committee to research needs in its Min-
neapolis giving area. They explored best practices of programs specifically serving middle-school aged youth and talked to nonprofits working with this age group.

The foundation still supports education, youth development, healthy lifestyles, family support and quality arts, but this focus now emphasizes on economically dis-
advantaged middle schoolers.

“Our grants committee members can research the well-
documented best practices for this age group. Understanding these enables them to evaluate proposals fairly and consist-
tently,” Erdahl explains.

In June 2011, the foundation completed its first grant round under its new guide-
lines. “We have an outstanding slate of grants that reflects best practices and the type of effective work that the foundation strives to fund,” Erdahl says.

Importance of Best Practices

When grantmakers change their guidelines to increase the potential for impact, non-
profits must adjust their fund development activities as well.

It’s imperative that grantseekers thor-
oughly read a funder’s guidelines and understand the priorities. Then, Erdahl strongly advises, applicants should show in their proposal how they apply research-
based, best practices to their organization’s work.

“As a smaller foundation, the way we know if we’re funding effective pro-
gress is to assess them against principles and practices that have been proven to de-
liver high-quality outcomes,” Erdahl says.

Erdahl recognizes that nonprofit staffs are strapped, so it’s challenging to stay on top of the latest about excellence in their fields. “That’s okay. We don’t want pro-
posals that are essentially research papers,” she suggests. “But, for example, you can

To assist their potential grantees, the Carolyn Foundation bulked up its website, providing links to articles and data on best practices in middle school programs.

“Because there’s more and more re-
search on best practices, I think you’ll find funders shifting away from programs that require the submission of any data to show that they work,” Erdahl predicts.

Today, the goal is to achieve the great-
ness impact, some impact is no longer ad-
cuatie. This requires grantmakers and grantseekers alike to reexamine their work to yield more effective solutions.

Streamlining to Relieve the Burden on Nonprofits

Grantmaking efficiency has always been a topic of interest to members of MCF’s Grants Managers Network. In recent years, the group has explored ideas from Project Streamline, an initiative that grew out of a report, Draw-
ning to Paperwork: Distracted From Pur-
pose, and is now a national collaboration of grantmaking and grantseeking organiza-

tions and grant application and reporting practices.

Project Streamline has issued a challenge: “What can grantmakers do to reduce the burden on nonprofits and free up more time and money for mission-based activities?”

Its core principles for grantmakers center on four action steps:
- Start Fresh: Take a fresh look at your organization’s application and report-

ing requirements. Conduct a rigorous assessment of what information is really needed to make grantmaking decisions. Ask: Are we really going to use this? Is there something else we can do that
we sufficiently explained to our grantees why we need it?
- Right-size Grant Expectations: Ensure that the effort that grantseekers expend to get a grant is proportionate to the size of the grant, appropriate to the type of grant, and takes into account any existing relationship with the grantee.
- Relieve the Burden: Minimize the amount of time, effort and money that grantseek-
ers spend getting and administering grants, creating more time for mission.
- Improve Communication: Make communi-
cations and grantmaking processes clear and straightforward.

Changes at the Medica and the McNeely foundations illustrate the ongoing streamlin-
ing work of Minnesota grantmakers.

Medica Foundation Increases Efficiency for Streamlined Grantseekers

Incubators for ideas, catalysts for systems change and innovative solutions. These are the types of programs that the Medica Foundation strives to support through its grantmaking, but these also describe how the foundation views its role in streamlining its grantmaking processes.

These efforts are paying off for the foun-
dation and its grant applicants, says JoAnn Birkholz, foundation manager. For example, in 2007, Medica Foundation had 90 LOIs (letters of in-
quiry) to work through. Applicants first submit a letter of inquiry (LOI), which includes a high-level look at the proposed project, key activities and measurement strategies.

No full narrative, logic model, needs assessment, financials, board lists, com-
plete evaluation plan or risk assessment are needed unless the proposal moves forward.

In a typical grant round, the foundation may receive 60 LOIs. These are pre-screened for eligibility, eliminating five to 10 on ave-
rage. The remaining LOIs are forwarded to the 13-member grant review committee, which includes program staff and executives from various Medica business units. The committee narrows the group to 10 to 12 finalists from whom complete applications are requested. The committee typically funds about 80 percent of the final proposals.

Prior to using the LOI process, all appli-
cants submitted research goals, and the review committee combated them all. Moving to the two-step process has saved nonprofits and grant reviewers countless hours. Medica further streamlined its work when it moved to online applications in 2008, a process that has led to increased efficiency for Medica and the foundation’s grant applications entered by grantseekers feeds into a standardized for-
mat, resulting in the foundation spending less of its budget to pay staff to do data entry. The uniform format makes it easier for the grant review committee to compare and evaluate the many varied proposals. Because prepar-
ing materials for grant review is more effi-
cient, the committee has more time to review proposals, resulting in a higher quality grant review.

Nonprofits adapted to the online process immediately, reports Heather Craig, Med-
ica foundation program coordinator. And, even though the foundation has offered al-
terative traditional submission options, no nonprofit has opted out of the online process.

In conjunction with the move online, Medica implemented an eligibility quiz—
four questions that let applicants know if they meet the basic criteria to qualify for a grant.

“If grantseekers answer these questions cor-
rectly upfront, they won’t spend time prepar-
ing an LOI only to be denied later,” explains Craig. “We’re seeing a decrease in the num-
ber of ineligible requests we receive.”

In early 2011, Medica took its latest on-
line step. Grant recipients can now complete their status reports online. Many of the data and narrative fields are extracted from the application and dropped into the report form, so nonprofits don’t have to reenter this information.

“We’re constantly looking for ways to improve the process for nonprofits,” Birkholz says. “Medica is striving to be on the fore-
front of the streamlining movement.”

McNeely Foundation: Incorporating Final Reports Into New Grant Proposals

After a recent discussion among grants man-
agers about bold streamlining initiatives, Karen Reynolds, McNeely Foundation’s administrator and grants manager, was in-
spired to make an adventurous change in the foundation’s grant evaluation process.

The foundation is now working to incor-
porate nonprofits’ final reports on current grant projects into their proposals for

Reynolds explains that currently McNeely stipulates that, if a nonprofit receives a proj-
ect grant, it is required to complete a final report for that project before applying for a grant the next year. But if evaluation of the initial project is not complete or the founda-
tion’s deadline hits before the project end date, the nonprofit needs to write an interim report to be eligible for the next grant, and then turn it in with a full report later.

“That seems daunting to ask a nonprofit to write two reports on one project,” Reynolds says. Eighty to 90 percent of McNeely’s grant recipients report they’d beート funding in sub-
sequent cycles. “I think we can obtain the information we need without duplicating re-
porting efforts, but it will take some flexibility and communication on both sides to make this work.”

She continues: “As a funder, what we re-
ally want to know is how their current project is going, how the outcomes compare to the original goals, and what affect this all has on what’s proposed in the new application. We don’t need a full-blown final report to learn this. So it seems to make sense to con-
nect what a grantee achieved with one grant to what they want to achieve with their next grant.”

For larger commitment, multiyear grants, however, the foundation would still request annual evaluation reports and a final report work up.

The McNeely Foundation is revamping its website and plans to introduce new reporting guidelines when the new site is launched.

“I think grantmakers are excited about im-
pacting new streamlining standards. We realize that not everything we ask of nonprof-
it is necessary, and I know my colleagues are exploring a variety of things we can do to save grantseekers time and resources that could be better spent developing their constitu-
ents,” Reynolds says. GF
Re: the commonly held assumption that ambition and altruism are mutually exclusive.
More Than Doing Good: ROI Measures Social Services in Dollars

It started with a simple question that led to revolutionary execution and first-of-its-kind results: Can financial analysis tools be used to measure the return on investment (ROI) in workforce development?

Peter Heegaard, retired Wells Fargo executive, proposed the idea of measuring ROI in nonprofit job training and placement programs to the advisory committee of the North Star Fund of The Minneapolis Foundation. Fund leaders spearheaded the development of a research project with Greater Twin Cities United Way (United Ways), the Minnesota Department of Employment and Economic Development (DEED) and other partners. And, the fund provided the anchor grant of $50,000 and additional grants totaling $155,000.

The initiative began by clarifying outcomes. “In social services, we talk about numbers served, those who complete job programs,” says Brian Paulson, United Way program manager. “But low-income job seekers come to us for a job and to increase their earnings. So we should measure that bottom line: Are participants obtaining a job that pays well and that they stick with for years?”

Thirty-six United Way-funded job training and placement programs joined the initiative. DEED established a wage data collection system to track information on more than 20,000 program participants who gave consent for DEED to access their wage information in its unemployment insurance database system.

The results are compelling, says Eric Anderson, donor services adviser at The Minneapolis Foundation. Wages were measured in 2010 for people who participated in jobs programs in 2008 and were placed in employment in 2009. Preliminary findings show that for every $1 invested in job training programs by philanthropy, United Way and DEED, there is a return within one year of $.99 in increased individual wages and taxes paid and avoidance of public housing, food support, medical assistance and incarceration. If graduates of jobs programs maintain their employment, the estimated return over 10 years is $4.30.

“With this solid analysis, we don’t need to speculate about the value of providing services like job training,” emphasizes Luke Weisberg of LukeWorks, who managed the project on behalf of the partners. “While job-related services for doing good is still valid, now we can also make the case that services like workforce development clearly return money to the economy. There’s no more guessing.”

The findings are changing the way United Way does its work. “Now that we’ve looked at the results in aggregate, we’re digging into each of the 36 programs and looking at effectiveness and efficiency and how different programs are doing their business to produce a higher ROI,” Paulson says.

Collaboration Yields Accurate Analysis and Broad Implications

Collaboration by several organizations was crucial to the project’s success. In addition to United Way and the North Star Fund of The Minneapolis Foundation, DEED’s involvement was critical. Anderson explains, “It is difficult to catch up to program participants 12, 24 and 36 months later. Through DEED, we can access real—not self-reported—wage data, and we can look at the long-term return of providing intense job-related services.”

An advisory council of economists, program evaluators and business people also added its insight. As this first-of-its-kind collaboration took shape, Weisburg notes that success depended on each organization, including the 36 job programs, being able to first meet its own needs and those of its constituents—be they job seekers, employers or tax payers—and understanding how the findings could positively impact them.

This cleared the way for honest, effective collaboration. Heegaard reiterates why collaboration is essential. “The key is to pull together a team of players with the expertise to solve the problem at hand, who could benefit from successful outcomes and who will stick together to get the job done. It’s not just about talking to the right people; it’s about the dialogue between those individuals that creates lasting solutions to challenging problems.”

The ROI study is beginning to have broad public policy implications. United Way is an adviser to the Governor’s Workforce Development Council, which is creating a statewide ROI framework for publicly funded workforce development programs.

The study also is being used in the current discussion of human capital performance bonds, which encourage proactive investments in high-performing social service programs that reduce future costs to the state—the idea that we pay now so we don’t pay later.

Steve Rothschild, founder of Twin Cities RISE!, who helps low-income people and convicted felons find gainful employment, testified on the bonds in March before the Minnesota House Government Operations and Elections Committee, which approved a bill to create a pilot program. While the bill stalled in the 2011 Legislative Session, elevated interest in the ROI work will spark conversations and continued action to demonstrate how creating social good can also generate economic value.

Allianz Life Partners with Neighbor for Impact

A mere matter of minutes is all that separated the North American headquarters of Allianz Life Insurance Company of North America (Allianz Life) and the doorsteps of PRISM (People Responding in Social Ministr y), a social service agency that provides families in Golden Valley, Minn., with food, financial assistance, transportation and other services in times of financial hardship.

Ten years ago, Allianz Life began working with PRISM and launched its Spirit of Giving campaign so employees could have a tangible impact in the community. “Employees have embraced this campaign,” says Laura Juergens, senior community relations specialist at Allianz Life. “They’re engaged because they know they’re making a real difference, and their impact is measurable.”

In November and December 2010, Allianz Life exceeded campaign giving goals by 30 percent, collecting $32,303 pounds of food, $22,251 pounds of clothing, and $48,000.

Dialogue Identifies Needs

But the partnership extends beyond the Spirit of Giving campaign. Allianz Life and PRISM maintain an open dialogue about how the two organizations can work together and collectively make a difference. Meeting senior transportation needs is one example, says Juergens.

According to the National Center on Senior Transportation, mobility—getting to the doctor, the store, the community center to participate in community life—is a primary factor determining whether an individual can live independently at home. As the population ages, more transportation options are needed so seniors can remain in their own homes.

Demand for PRISM Express transportation services has increased dramatically, partially due to significant budget cuts at other social service agencies that eliminated an estimated 150,000 rides for seniors Twin Cities-wide. Allianz Life donated $100,000, enabling PRISM to acquire a new van and transportation routing software, thereby increasing its efficiency and capacity to provide more rides to homeless seniors in the Golden Valley area.

PRISM and Allianz Life are expanding their partnership in other ways as well. Allianz Life contributed desktop computers to PRISM. An Allianz Life executive has joined the PRISM board of directors, and company employees will offer their experi-
As grantmakers seek avenues to achieve greater impact, the role of “convener” has become prevalent. Undoubtedly, convenings generate initial energy boosts for an issue, but is this sustained? Can convenings launch change?

Consider the ripple effects of a convening titled Uneven Pain: More than a Buzz Word? How Funders and Nonprofits Attack Workforce Disparities. The convening featured titles such as: ‘The multi-sector commitment to tackle work force development efforts a sense of shift that we need to try to affect. This has been important for nonprofits to hear from those that have strong resumes and work histories but lack job training and education assistance.” This is similar to the work of the City of Minneapolis’ Equity for Employment, which United Way has participated in for three years. Beginning in June 2011, United Way changed the demographic information it collects for job training grants. “We used to collect data on all participants served through our programs,” explains Brian Paulson, United Way program manager. “But now we’re focusing on the demographics of people placed in employment, realizing that certain populations have greater challenges in accessing employment even after participating in job training programs.”

The Uneven Pain convening also drove home the revelation that funders and nonprofits can’t go about their work the same way and expect different results in addressing disparities. “This is an opportunity for innovation,” says Shaw Lewis, advisory board member with the Pan African Community Endowment, a fund of The Saint Paul Foundation. “Part of that innovation means having different players at the table.” In particular, Lewis thinks insight from individuals directly experiencing the disparities – African Americans with high school, college and advanced degrees who have strong resumes and work histories but have been unable to find jobs – will help funders and nonprofits dig deeper.

“Lewis sees an opportunity for the Pan African Endowment to garner these personal perspectives. “I’d like the endowment’s board to consider expanding our disparities work by getting more and different voices into the conversation and search for solutions.” This would be a valuable next step to augment the endowment’s ongoing work of engaging local and state officials, funders and nonprofits in conversations about addressing the high unemployment rate of black men in the Twin Cities, an issue the endowment has been concerned with for years. Uneven Pain continues to serve as the impetus for stronger work.”

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HIRE Minnesota, a coalition of diverse organizations working to lift people out of poverty and reduce racial disparities, rallies for public investments in infrastructure and renewable energy to translate to the hiring of women and people of color. A convening of nonprofits and grantmakers, coordinated by the Minnesota Council on Foundations and the Alliance for Metropolitan Stability, which supports organizations such as HIRE Minnesota, has fueled tangible outcomes, continued collaboration and unabating momentum to tackle what research has shown is the highest unemployment disparity between whites and blacks in the country.

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Lutheran Community Foundation: Deploying All Assets for Impact

As long as we continue to think of ourselves as grantmakers, we’re going to be seeking one solution to achieve mission – and that is only through grants. We need to think of ourselves more broadly than grants,” stresses Chris Andersen, president of the Lutheran Community Foundation (LCF).

When the foundation’s assets reached $106 million in the mid-2000s, the LCF formalized an investing-for-mission initiative with a goal of achieving change not only by distributing grants from its charitable funds, but also through investing gift assets while maintaining long-term financial returns for the LCF. “Our investments and our endowments are the engines that drive our grantmaking, but it seemed like we could be doing more,” Andersen explains. “Why not till the 95 percent that wasn’t our grantmaking toward mission as well?”

The LCF became a member of the Leaders Circle of the More for Mission campaign, which challenges foundations to increase the percentage of their endowment funds allocated to mission investments. The LCF also launched a three-pronged approach for mission investing: community bank deposits, program-related invested (PRIs) and a mission portfolio. First, in 2007, the LCF deposited its cash assets in community banks in geographies with concentrations of LCF donors, focusing on areas that would be well-served by ongoing economic development efforts. Locally owned, these banks use the deposits to meet the lending needs of communities in which they operate.

In 2009, the LCF made its first PRI. It lent $250,000 to Lutheran Social Service of Minnesota to expand its financial counseling services, a 21-year-old program that was experiencing unprecedented demand for budgeting, debt and credit, housing, financial education and bankruptcy assistance. The Lutheran Social Service pays the LCF a below-market interest rate on the loan, enabling the organization to acquire a much-needed infusion of financing at a lower cost than a traditional loan. In exchange, the LCF supports a program that aligns with its mission while still earning a return. In the coming months, Andersen says the foundation is planning to venture further into PRIs.

In April 2011, the LCF launched the third prong of its mission-investing strategy – the creation of the LCF Mission Portfolio. It joins the foundation’s three other more traditional investment options for donors’ charitable funds. Like the LCF’s Growth Portfolio, the new Mission Portfolio is growth oriented, but also offers a social return by investing more than half of its assets in pooled investments that include companies working to create positive impact in environmental, social and government-related issues.

The LCF used $8 million of its now $250-million endowment to seed the portfolio and is inviting current and new donors to add to it. Because this portfolio is expected to earn market returns, attracting new assets will increase the funds available for grantmaking, fueling the LCF’s traditional funding role. A full circle.

“Philanthropy, like many fields, is both innovative and simultaneously very traditional,” Andersen reflects. “In order to achieve mission, we need to think beyond our traditional roles, labels and work that we do.”

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Avoiding Pet Peeves

• Don’t wait until the last minute to submit your proposal. Computer glitches are not acceptable excuses for a late application.

• Provide what is requested without reminders. Promptly return calls and requests for information.

• Visit websites first; don’t call for information that can be found online. Use what you learned online to show you’ve prepared well.

• Make sure the name of the grantmaker to which you’re applying is correct throughout your application, especially if you’re reusing text that you’ve also submitted to another funder. And, make sure the name is spelled correctly.

• Use page numbers.

• Don’t act as if you’re entitled to funding. There are many worthwhile needs that deserve support.

• Don’t claim to be the only organization doing XYZ without backing this up with data or proof.

• Don’t over-promise results.

• Make sure budget numbers add up.

• Submit all the information that’s requested. If something isn’t available, note the requirement and why it isn’t met. For instance, if your latest audit will be ready in a month, say you’ll send it then, but submit last year’s in the interim.

• Say thank you after receiving a grant.

• Immediately following receipt of a grant, take time to collaborate with your funder in your shared work. It’s hard to feel like genuine partners when the only time a nonprofit contacts the foundation is when it wants money.
Minnesota Initiative Foundations Celebrate 25 Years of Making Minnesota Greater

The past 25 years have proven that the Initiative Foundations, Minnesota’s homegrown experiment in philanthropy, worked: 23,000 nonprofit grants totaling $140 million; 3,600 business loans totaling $193 million; 40,000 quality jobs secured.

The McKnight Foundation launched six independent “funds” in 1986 as a philanthropic experiment in response to the drastic declines of the farming, logging and mining industries. Through a combination of grants, business loans and staff assistance, local leaders directed funds to projects that could stimulate and diversify the struggling rural economy.

Today, the six temporary funds have evolved into permanent foundations, with collective endowments of $191 million and business financing assets of $55 million. They work in 80 Greater Minnesota counties to make each of their regions stronger and more prosperous. Each foundation’s priorities are decided by people in its own region, with grants and loans supporting economic development; leadership development; community building; children, youth, families and older adults; environmental issues; and workforce development.

The Minnesota Initiative Foundations are: Initiative Foundation in Little Falls; Northland Foundation in Duluth; Northwest Minnesota Foundation in Bemidji; Southern Minnesota Initiative Foundation in Owatonna; Southwest Initiative Foundation in Hutchinson; and West Central Initiative in Fergus Falls.

Duluth Superior Area Community Foundation Awarded First Minnesota Ethical Citizens Award

Speak Your Peace: The Civility Project earned Duluth Superior Area Community Foundation the first Minnesota Ethical Citizens Award, given by the Synergy & Leadership Exchange.

Speak Your Peace, which has received state and national acclaim, urges Duluth-Superior citizens — from elected officials to parents on the sidelines of youth sporting events — to communicate in a more respectful and effective way, avoiding personal attacks and unhealth debate.

The award recognizes work that exhibits evidence of community-wide collaboration, can be replicated, and demonstrates impact on the development of good character and ethical leadership.

Target, Cargill, General Mills and Medtronic Fund Student Success Initiatives

Over $13 million in corporate grants from Target, Cargill, General Mills and Medtronic will help further strategic plan priorities in Minneapolis Public Schools through 2014 in areas across the K-12 academic continuum.

Supporting students at all ages and levels of their educational careers, the funding priorities include early literacy; science, technology, engineering and math; Advancement via Individual Determination, a national program that helps low-income students and students of color prepare for college; AchieveMpls Career and College Centers in high schools; and leadership and human capital development for Minneapolis principals and administrators.

For more Minnesota grantmaker news, visit www.mcf.org/news

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Duluth Superior Area Community Foundation

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Appointments

Kelly Acker named community relations specialist at U.S. Bancorp Foundation.
Lindsay Bjorkquist appointed communications coordinator at Southern Minnesota Initiative Foundation.
Don Bullert named business finance officer at Initiative Foundation.
Judi Gleeman is WCA Foundation administrative and accounting manager.
Amy Hertel named The Minneapolis Foundation’s manager of strategic development, research and evaluation.
Dane Jensen joined Delta Dental of Minnesota as program officer and Sherry Fisher executive assistant and project coordinator.
My Lo hired as The McKnight Foundation’s international program administrator.
Northwest Area Foundation named Christianne Lind program officer and Sherry Fisher executive assistant and project coordinator.
My Lo hired as The McKnight Foundation’s international program administrator.

Promotions

Chad Brown now vice president of foundations and special initiatives at Greater Twin Cities United Way.
PFund Foundation promoted Ryan Kroening to events and outreach coordinator and Alfonso Wenker to director of development and communications.
Susan Lorenzo promoted to Central Minnesota Community Foundation director of programs.
William Nelson, president of CHS Foundation, now also vice president of corporate citizenship.

Recognitions

Dixie Ewing, board chair of Woodbury Community Foundation, received Washington County 2011 Community Involvement Award.
John E. Larsen awarded PFund’s first Power of Philanthropy Award and Minnesota Community Foundation and Social Venture Partners Minnesota’s 2011 Engaged Philanthropist Award.

Boards

Dale Crosby-Newman, Brooke Reed and Caroline Walker joined the Carolyn Foundation board.
Peter J. Frey, Sarah F. Wilson and Andrew Frey Wolfe joined Frey Foundation board.
Patrick Medure appointed to Mardag Foundation board.
Sherry Ristau, Southwest Initiative Foundation president/CEO, elected to national Council on Foundations’ board.

In Memoriam

Peter King, founder of Peter J. King Family Foundation, passed away at age 83.
Central Corridor Supporters


Highly Affordable Housing: Ctr. for Trans Orient Defined; Central Corridor Affordable Housing Partnership; Local Initiatives Support Corp.; Ctr. for Transportation Studies.

The McKnight Foundation

In second quarter 2011, the foundation awarded The McKnight Foundation for performing artists and artistic communities:

For details.

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Friday, September 9 – December 9, 2011; 8:00 a.m. – 4:00 p.m.

Mini MBA for Nonprofit Organizations

Tuesdays, September 13 – December 13, 2011; 8:00 a.m. – 4:00 p.m.

New Revenue Streams for Nonprofits

Tuesdays, September 13 – October 4, 2011; 3:30 p.m. – 8:00 p.m.

Symposium on Social Entrepreneurship

Thursday, October 13, 2011; 8:00 a.m. – 7:30 p.m.

Charter School Board Training

Saturday, August 27, 2011; 8:00 a.m. – 4:00 p.m.

Saturday, December 10, 2011; 8:00 a.m. – 4:00 p.m.

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Charter School Board Training, Center for Nonprofit Management. Aug. 27, 9am-4pm, 1000 LaSalle Ave, Mpls. $155. FFI: 651.962.4600, stthomas.edu/execed.
Communications/Technology
Fundraising
Fundraising
Fundraising: Organizational and Personal Leadership, Center for Nonprofit Management. Sep. 8, 8am-4pm, 1000 LaSalle Ave, Mpls. $145. FFI: 651.962.4600, stthomas.edu/execed.
Fundraising for Beginners seminar will help you:
• Be more effective in researching potential sources for grant support.
• Gain an understanding of good proposal development processes, and pinpoint key elements and information to include in your grant proposals.
To register: Visit www.mcf.org/givingforum-seminars, or contact MCF at 612.338.1989, info@mcf.org.

Grantwriting for Beginners, Minnesota Council of Nonprofits. Sep. 8, 8am-4pm, 1000 LaSalle Ave, Mpls. $145. FFI: 651.962.4600, stthomas.edu/execed.
Fundraising: Getting Grants & Gifts, UW-Superior. Sep. 29, 9-4am, UWS Yellowjacket Union, Superior, WI. $125/$110 if enrolled. FFI: 715.394.8469, uwsuper.edu/seminars.

Human Resources
Fundraising: How to Win a $50 Gift Card!, Help MCF shape Giving Forum to meet your needs! Give us your feedback on Giving Forum and enter to win a $50 Barns and Noble gift card! www.mcf.org/reader-survey

WIN A $50 GIFT CARD!
Help MCF shape Giving Forum to meet your needs!
Give us your feedback on Giving Forum and enter to win a $50 Barns and Noble gift card!
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mcf.org

Receiving Duplicates? Incorrect Address? New Staff?
Fax changes to 612.337.5089
mail to the address above or e-mail info@mcf.org. Please make note of corrections or duplications.

Grantwriting Clinic for Beginners, Minnesota Council of Nonprofits. Sep. 15, 9am-12pm, 2314 University Ave W, Ste 20, St Paul. $85 members. FFI: 651.642.1904, minnesotanonprofits.org.
Fundraising: Laying the Foundation for Fund Development, Center for Nonprofit Management. Sep. 16, 8am-4pm, 1000 LaSalle Ave, Mpls. $145. FFI: 651.962.4600, stthomas.edu/execed.
Fundraising: Basics & Beyond, UW-Superior. Sep. 22, 9am-4pm, UWS Yellowjacket Union, Superior, WI. $125/$110 if enrolled. FFI: 715.394.8469, uwsuper.edu/seminars.
Fundraising: Grant Writing Essentials, Center for Nonprofit Management. Sep. 23, 8am-4pm, 1000 LaSalle Ave, Mpls. $145. FFI: 651.642.1904, minnesotanonprofits.org.
Fundraising: How to Get Grants & Gifts, UW-Superior. Sep. 29, 9am-4pm, UWS Yellowjacket Union, Superior, WI. $125/$110 if enrolled. FFI: 715.394.8469, uwsuper.edu/seminars.

Leadership/Management
Starting a Successful Nonprofit, Minnesota Council of Nonprofits. Sep. 9, 8-12pm, 2314 University Ave W, Ste 20, St Paul. $85. FFI: 651.642.1904, minnesotanonprofits.org.

Public Policy

Volunteerism
Volunteer Management, Recruitment & Retention, UW-Superior. Sep. 28, 9-4am, UWS Yellowjacket Union, Superior, WI. $125/$110 if enrolled. FFI: 715.394.8469, uwsuper.edu/seminars. GF

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