



MCF's Collaborative Philanthropy Playbook

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Welcome to MCF's Collaborative Philanthropy Playbook

Dear MCF Members,

I am pleased to share MCF's refreshed collaborative philanthropy model, which aims to better support members in learning, networking, collaborating and acting together. This model builds on MCF's previous network structure.

When I started at MCF in 2015, I was asked to review and refresh our existing network structure in order to increase clarity, create efficiency, generate more member engagement and better connect MCF's network structure with its new strategic vision.

To inform this new model, I spent the first half of 2016 gathering information. I observed and participated in existing networks, talked one-on-one with network leaders, surveyed network listservs, interviewed colleagues at peer organizations across the country, conversed with our staff who were involved in networks, read network literature and reviewed MCF's processes and technology for coordinating networks.

After much learning and data gathering, my colleagues and I drafted MCF's new collaborative philanthropy model. In consultation with members, network leaders and our Programs and Conference Committee, we began to pilot and refine elements of the model with a handful of existing networks in the second half of 2016. We are incredibly grateful for your input and feedback in developing this model with MCF, and we are pleased to roll out our collaborative philanthropy model in 2017.

In these pages you'll find an overview of MCF's collaborative philanthropy model, one-pagers about each component of the model, planning templates and guides for starting a network, working group or collaboration at MCF, other ways we can support peer learning and networking through program partnerships, and a quick-start guide for our new online community "The Hub."

I look forward to hearing from you as we roll out this model. I will take the lead on MCF's new working groups and on a couple of our peer networks, and Leah Lundquist will serve as lead staff for the vast majority of our peer networks. MCF liaisons to affiliated networks and coalitions and MCF staffing for collaborations will be determined based on staff capacity and skill set. Occasionally, MCF will also lead in initiating new groups to advance our strategic framework and fulfill our mission.

We are excited to engage more deeply with all of our members through this new collaborative philanthropy model!

Thank you,

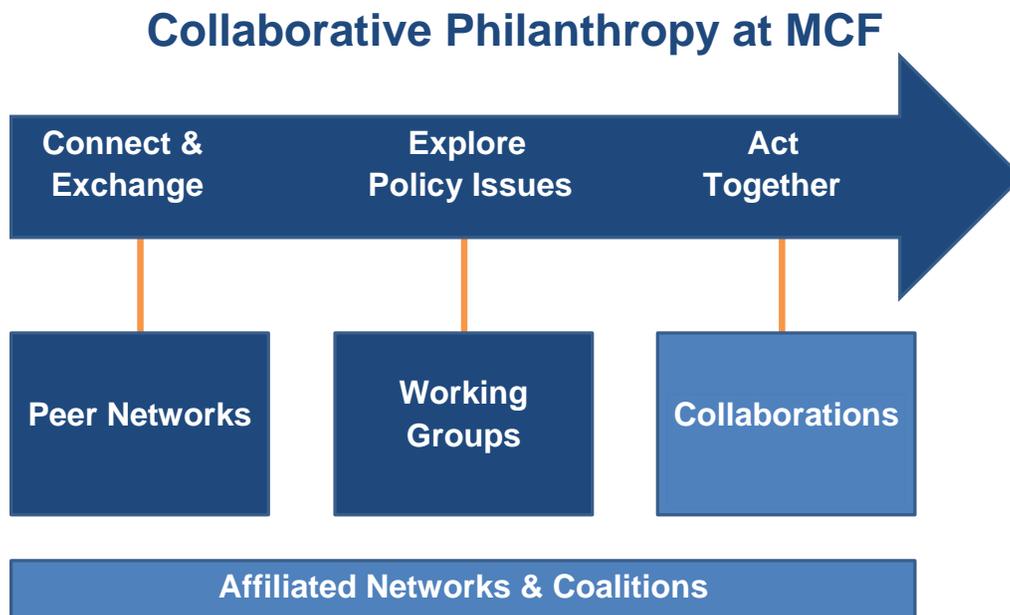
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Collaborative Philanthropy at MCF – An Overview

MCF has refreshed its collaborative philanthropy model to better support members in learning, networking, collaborating and acting together.



Collaborative Philanthropy Opportunities at MCF

- **Peer Networks** are spaces for MCF members who work at the same type of foundation or have similar job responsibilities or social identities to come together to connect with their peers, exchange information and learn from one another. MCF support for peer networks is a member benefit.
- **Working Groups** are places for MCF members to explore issues together from a public policy and systems change angle. Working groups engage in peer learning and networking, promote awareness of the issue among other grantmakers, and develop policy reform recommendations for MCF's public policy agenda. The issue focus of the working group must align with MCF's public policy goal of creating a more prosperous, inclusive and equitable Minnesota by eliminating disparities. MCF support for working groups is a member benefit.
- **Collaborations** provide a vehicle for MCF members and non-members to take action together. Taking action together could involve pursuing a joint project or initiative, pooling or aligning funding, planning a large convening, developing and advocating for an independent policy agenda at the legislature, etc. Collaborations are likely to be more time-intensive and autonomous from MCF than peer networks and working groups. This is also a catch-all category for groups housed at MCF that do not fit as peer networks or working groups. MCF supports collaborations on a below-market fee-for-service basis, working with consultants as needed.
- **Affiliated Networks and Coalitions** are Minnesota-focused philanthropic groups that engage a number of MCF members and are housed outside of MCF. MCF supports affiliated networks and coalitions by providing promotion and meeting space.



Peer Networks Overview

Peer Networks are spaces for MCF members who work at the same type of foundation type or have similar job responsibilities or social identities to come together to connect with their peers, exchange information and learn from one another. MCF support for peer networks is a member benefit.



What does a peer network look like?

- **How to Participate:** Connect in-person at network meetings and online through the Hub
- **Meeting Frequency:** 1 – 4 meetings per year
- **MCF's Role Includes:**
 - Coordinate and schedule network meetings
 - Solicit meeting topics, develop agendas, facilitate and host meetings
 - Recruit members to share content, facilitate or host meetings
 - Promote meetings and take registration
 - Manage MCF's Collaborative Philanthropy Hub
 - Share relevant materials and opportunities and encourage members to do the same
- **Member Leadership Includes:**
 - Volunteer to share knowledge and/or lead a discussion at a network meeting
 - Start conversations and share opportunities via the Hub
 - Host a network meeting
 - Encourage others to join the network
- **Who can Participate:** MCF members only
- **Cost:** Included as a member benefit
- **Guidelines for Starting a Peer Network:**
 - Expressed Interest from 5+ members from different foundations
 - Potential audience is sufficiently large (10+ additional members can be identified that may be interested)
 - MCF has the staff capacity to support a new peer network

If these guidelines are met, MCF will organize a pilot meeting. If the audience and interest is sustained after three successful pilot meetings, MCF will formalize the network.

- **Guidelines for Sunsetting a Peer Network:** MCF will discontinue peer network meetings if attendance and interest wanes (regular attendance of less than 6 members). The peer network will continue to live on the Hub; MCF will sunset the group on the Hub if there is no activity for a year or at MCF's discretion.



Working Groups Overview

Working Groups are places for MCF members to explore issues together from a public policy and systems change angle. Working groups engage in peer learning and networking, promote awareness of the issue among other grantmakers, and develop policy reform recommendations for MCF's public policy agenda. The issue focus of the working group must align with MCF's public policy goal of creating a more prosperous, inclusive, and equitable Minnesota by eliminating disparities. MCF support for working groups is a member benefit.



What does a working group look like?

- **How to Participate:** Connect at working group meetings/calls, in-person at the group's annual issue briefing, online through the Hub, and by email via MCF's Public Policy Updates
- **Meeting Frequency:** 1 – 3 meetings/calls per year plus one issue briefing
- **Chair(s) Role Includes:**
 - Develop and review the working group's annual plan with MCF staff
 - Co-plan and facilitate working group meetings/calls with MCF staff (solicit ideas, develop agendas, identify and recruit members to share content, etc.)
 - Co-plan annual issue briefing with MCF staff
 - Help draft state policy reform recommendations to bring to the public policy committee
 - Serve as decision maker(s) and liaison(s) to MCF and its public policy committee
- **MCF's Role Includes:**
 - Collaborate with chair(s) on annual planning, individual meeting/call design and facilitation, and annual issue briefing
 - Monitor and inform members of policy progress in the state legislature
 - Conduct limited research on policy solutions and proposals to help working group develop state policy recommendations
 - Highlight the working group and its policy focus in MCF communications
 - Handle meeting/call and issue briefing registration, promotion and logistics
 - Manage MCF's Collaborative Philanthropy Hub
 - Share relevant materials and opportunities and encourage members to do the same
- **Member Role Includes:**
 - Develop and contribute ideas for policy reform
 - Volunteer to share knowledge and/or lead a discussion at a meeting/call
 - Start conversations and share opportunities via the Hub



- Encourage others to join the working group
- **Who can Participate:** MCF members only
- **Cost:** Included as a member benefit
- **Guidelines for Starting a Working Group:**
 - Expressed interest from 5+ members from different foundations, with 1-2 willing to serve as chair or co-chairs
 - Potential audience is sufficiently large (5+ additional members can be identified that may be interested)
 - MCF has the staff capacity to support a new working group
 - Group is issue-driven, public policy-focused and in alignment with MCF's public policy goal of creating a more prosperous, inclusive and equitable Minnesota by eliminating disparities

If these guidelines are met, MCF will work with chair(s) to organize a pilot meeting/call. If the audience and interest is sustained after 2-3 successful pilot meetings/calls, MCF will work with chair(s) to formalize the working group by developing a stated group purpose with annual plan of activities, asking the public policy committee to review the group's plan to ensure alignment with MCF's policy goal, and determining a liaison from the group to sit on MCF's public policy committee.

- **Guidelines for Sunsetting a Working Group:** MCF support for working groups will be revisited each year during annual planning. MCF will move to sunset a working group if no volunteer chair(s) emerge, meeting/call attendance and interest wanes (regular attendance of less than 6 members), the group loses interest or focus on policy and systems change, and/or the group no longer aligns with MCF's policy goal. MCF's support for working groups will expire and be up for renewal every two years. MCF staff, co-chairs and the public policy committee will be involved in the renewal process.



Collaborations Overview

Collaborations provide a vehicle for MCF members and non-members to take action together. Taking action together could involve pursuing a joint project or initiative, pooling or aligning funding, planning a large convening, developing and advocating for an independent policy agenda at the legislature, etc. This is also a catch-all category for groups housed at MCF that do not fit as peer networks or working groups.

Collaborations are likely to be more time-intensive, action-oriented and autonomous from MCF than peer networks and working groups. Collaborations are not bound by the same parameters MCF sets for its peer networks and working groups. Collaborations determine their own goals and purpose, membership requirements, funding model, leadership structure, meeting frequency, etc.

A collaboration could be:

- the maturing of a working group into a more action-oriented collaborative
- a spin-off pooled fund, project or initiative from a working group or peer network
- a funder group that wants to develop and advocate for its own independent policy agenda
- a funder group that includes non-members or wants to meet more frequently than four times/year
- a funder group that is ready to hire an external coordinator or other staff



What does a collaboration look like?

- **How to Participate:** Learn about membership for an individual collaboration on MCF's website
- **Collaboration Leadership:** Each collaboration determines its own leadership structure based on its needs. MCF requests 1-2 MCF liaisons be designated for effective service delivery.
- **Who can Participate:** MCF members and non-members, as determined by the collaboration
MCF could provide an agreed upon combination of the following services:
 - Fiscal sponsorship
 - Collaboration staffing and coordination
 - Strategy and work plan development
 - Research and reporting
 - Consultant management
 - Event planning and registration
 - Online community management via MCF's Hub
 - Agenda development and meeting facilitation
 - Work plan implementation and oversight
 - Event promotion via MCF channels and meeting space (free)
- **Cost:** MCF supports collaborations on a below-market fee-for-service basis, working with consultants as needed. *Collaborations will receive the support that an affiliated network or coalition receives until a fee-for-service arrangement is in place (see MCF role for affiliated networks and coalitions).* MCF contracts with collaborations will be revisited on an annual basis.



Affiliated Networks and Coalitions Overview

Affiliated Networks and Coalitions are Minnesota-focused philanthropic groups that engage a number of MCF members and are housed outside of MCF. They could fit anywhere on the collaborative philanthropy spectrum – peer network, working group or collaboration (e.g. a funders collaborative housed at a community foundation, a local chapter of a national affinity group, etc.) MCF supports affiliated networks and coalitions by providing promotion and meeting space.



What do affiliated networks and coalitions look like?

- **How to Participate:** Connect with affiliated networks and coalitions directly via links on MCF's website. Affiliated groups determine their own goals and purpose, membership requirements, funding model, leadership structure, meeting frequency, etc.
- **MCF's Role Includes:**
 - Promote events via MCF channels (e-newsletter, website, etc.)
 - Provide meeting space as requested
 - Include the affiliated network/coalition on MCF's website to encourage member involvement
 - Encourage MCF members to join relevant affiliated networks and coalitions
 - Make connections across the collaborative philanthropy spectrum

**MCF's role does not include coordination/administrative support (e.g. collecting event registrations, printing nametags, staffing events, managing listservs or groups on the Hub, etc.)*
- **MCF Liaison Role Includes:**
 - Connect with MCF on promotional and meeting space needs
 - Reach out with event ideas or opportunities for collaboration, as applicable
- **Who can Participate:** MCF members and non-members, as determined by each affiliated network or coalition
- **Cost:** TBD by each affiliated network or coalition; the MCF support described above is included as a member benefit



Member/Partner Initiated Programs at MCF

MCF hears from members and partners across sectors every day about exciting opportunities for event partnership. We seek to find ways to partner with as many members and other organizations as possible while offering relevant and inspiring content that is responsive to current events and our philanthropic community's needs. We have developed a continuum of event partnerships detailed below. Our decisions are guided by our current strategic framework. Additionally, we do our work at the intersection of diversity/equity/inclusion, public policy and futurism. We're excited to hear your program ideas, as you consider your options, please review the strategy content below.

All program partnership ideas can be sent via e-mail to Camille Cyprian, ccyprian@mcf.org

MCF Strategic Framework

Purpose

We are a vibrant philanthropic community collectively advancing prosperity and equity.

Strategies

- **Deepen** relationships with and among members

Prioritizing in-person interaction, we will build upon our current differentiating strengths by further deepening our connections with members in Minnesota and surrounding communities. We will broker meaningful connections within MCF, emphasizing our ongoing commitment to fostering several pathways to deeper engagement with MCF and among our members.

- **Anticipate** future trends and **Elevate** priority issues and solutions

With our deep understanding of the pressing needs across our members' communities, we will lead our members by identifying future trends and focusing support on priority issues best-aligned with our organizational purpose of advancing prosperity and equity. We will lead and support efforts in civic discourse and public policy.

- **Amplify** and **Share** members' activities, learning and impact

Within our membership, we will focus on promoting learning across members, with meaningful reflection on lessons learned. Broadly, we will champion philanthropy as an important tool toward solving our communities' most pressing challenges.

MCF Program Content Foci

Diversity, Equity, Inclusion - Exploration of social identity development, power and bias, reflection on participation or lack of it among marginalized groups and system design for equitable outcomes.

Public Policy - Understanding of civic ecosystem, its implications for mission/impact and need for philanthropic participation in advocacy.

Futurism - Understanding the changing philanthropic climate and using current trends as guideposts for signals of what is to come.



Partnership Options

There are three options for program partnership. Please review the chart below to determine the best type of program partnership for your event. MCF has limited capacity for sponsored and co-produced programs each year. It is possible that we may choose not to partner, but we strive to partner as best we can as often as possible. Partnership options include:

- **Promoted Ally Programs** - *A non-fundraising event put on by a foundation, philanthropy-serving organization, government entity, business or nonprofit group with the purpose of educating, connecting or mobilizing the philanthropic sector.*
- **Sponsored Programs** - *A non-fundraising event put on by an MCF member foundation, philanthropy-serving organization or member of the Nonprofit Allies group with the purpose of educating, connecting or mobilizing the philanthropic sector in which MCF participates in name or in content.*
- **Co-produced Programs** - *A non-fundraising event initiated by three or more MCF members, and co-created with a member of the MCF staff with the purpose of educating, connecting or mobilizing the philanthropic sector in which MCF plays a significant role.*
 - *Note: For these purposes, we consider a funders collaborative as one member organization. Additionally, given program event volume, we will limit these programs annually and will likely move forward with unique requests versus multiple requests from one member.*

Please review the chart on the next page to determine which type of partnership might work best for you.



	Promoted Ally Programs	Sponsored Programs	Co-produced Programs
Decision to Partner	Any MCF staff member	MCF Programs and Communications Team using current strategic plan, annual priorities and strategy screen. An MCF staff lead will be assigned.	MCF Management Team in consultation with Program and Communications Team using current strategic plan, annual priorities and strategy screen. An MCF staff lead will be assigned.
Lead Time Needed	7 days prior to MCF's Tuesday E-news for placement in the email.	4 - 6 business weeks depending on scope of MCF role.	8 business weeks (with the exception of civic/natural disasters and visits from high profile leaders to Minnesota.)
Room Selection/Food/Set Up	The organization conducting the event.	The organization conducting the event.	MCF
Registrations & Nametags	The organization conducting the event.	The organization conducting the event.	MCF
Event Costs and Revenue	The organization conducting the event.	Mutually agreed upon between MCF and the organization conducting the event.	Revenue and expenses can run through MCF. Net revenue will be allocated in a mutually agreed upon manner.
Promotion, Marketing, Attendee Recruitment	The organization conducting the event leads, with placement in MCF e-news in the "Ally Programs" section.	Mutually agreed upon between MCF and the organization conducting the event.	MCF leads in partnership with initiating members.
Program Content	The organization conducting the event.	Led by the organization conducting the event with input as requested and agreed upon with MCF.	A collaborative group representing MCF staff and initiating members, facilitated by MCF staff.
Use of MCF name or logo	n/a	Mutually agreed upon between MCF and the organization conducting the event.	MCF name or logo will be used in all promotional and event materials.
Day-Of Logistics & Staff Support	The organization conducting the event.	The organization conducting the event.	MCF leads in partnership with initiating members.



Collaborative Philanthropy Hub Quick Start Guide

The Hub is an online community that provides a virtual space for all groups housed at MCF on the collaborative philanthropy spectrum. MCF's Hub facilitates ongoing discussion, troubleshooting and connections in-between meetings. The Hub has replaced listservs as a more robust way for members to connect. On the Hub you can:

- Request assistance on a specific topic, problem or issue
- Pose a question or share an opportunity with your peers (no solicitation, please)
- Comment on posts from peers
- See collated responses to questions you or others have asked
- Upload a file or document
- Discuss timely issues
- View members of the network and their email addresses

Frequently Asked Questions to Get You Started

How do I log in?

1. Go to bit.ly/MCF_hub
2. Enter your email address as your username and enter your password
 - a. If you don't remember your password or it's your first time logging in, use the Forgot Password link
 - b. MCF encourages you to use the same password you use for the MCF website
3. Hit Log In

How do I change my password?

1. Click on the icon next to your name at the top right of the page
2. Click on My Settings
3. At the top left, click on Change Password
4. Enter your current password, and select and verify your new password
5. Click Save

How do I post on the Hub?

1. From the welcome page, click on the name of the group you want to post in
2. Under the Post area, click on the box that reads, "Share an update..."
3. Type your post.
4. To attach a file, click on the clip icon below the text box
5. To mention someone in your post, type @ and begin typing their name. Select them from the list that appears below the text box
6. When you are done composing your post, click Share

How do I join a new group?

1. From the welcome page, click on My Groups, and change the selection to Active Groups
2. Click on the name of the group you want to join
3. Click on the "Ask To Join" button
4. You will receive an email when the group administrator has approved your request

How do I change my notification settings for a group?

1. From the welcome page, click on the name of the group
2. Below the name of the group, click on Manage Notifications
 - a. In some cases, you will have to click on the dropdown arrow to see this button
3. Select the new format in which you would like to receive notifications.



How do I change my general notification settings? [for when people comment or like your posts, etc.]

1. Click on the icon next to your name, at the top right of the page
2. Click on My Settings
3. Scroll down to the Email Notifications area
4. Change your settings, and then click Save

How do I change the visibility of my contact information?

Note: None of the pages in MCF's Collaborative Philanthropy Hub are visible without logging in. By default only your name, title and email address are visible to other members of the Hub. However, you can choose to make additional information, such as an email address, visible to Hub members.

1. Click on the icon next to your name, at the top right of the page
2. Click on My Settings
3. Scroll down to the Profile Visibility section
4. Change the visibility of your contact information
 - a. Restricted – visible only to MCF employees
 - b. Members – visible to other group members of MCF's Collaborative Philanthropy Hub
 - Public –not applicable to the Hub, since MCF doesn't make any pages publicly available

How do I leave or unsubscribe from a group on the Hub?

1. From the welcome page, click on the name of the group
2. In the right-hand corner of the group page, hover over the box that says Member. Once you hover over it, it will change to Leave Group. Click the box.
3. Click Leave Group in the pop-up box to remove yourself from the group.

Discussion Policies

The following policies apply to discussions conducted on MCF's Hub:

1. Participation in MCF's Hub discussions is limited to Hub members; members must be approved by a representative of MCF.
2. Information shared on the Hub should be considered confidential, unless otherwise stated. Hub members should not forward any part of online discussions to others without group approval. MCF staff on the Hub will be held to the same confidentiality requirement. As a courtesy, ask for permission from the source to quote anything posted on the Hub.
3. No organization seeking funding from Hub members will be discussed in relation to its grant proposals.

Disclaimer

Opinions expressed on the Hub are those of the writer, not the Minnesota Council on Foundations (MCF). No material on the Hub may be duplicated electronically or in print form, re-transmitted, redistributed or otherwise used for commercial purposes. In consideration of his or her participation in the Hub, any user who duplicates electronically or in printed form, re-transmits, redistributes or otherwise uses material on this Hub shall be solely responsible for any violations of copyright, proprietary or other personal right, including libel or slander, or any other personal injury. The user hereby agrees to indemnify and hold the MCF harmless from any loss or damage, including attorneys' fees, arising out of any claim or proceeding instituted on the grounds that any of the foregoing rights have been violated.

MCF cautions participants in the Hub that private foundations are prohibited by law from lobbying, promoting a specific candidate or ballot measure or engaging in commercial activities. MCF shall not be responsible for any prohibited activity engaged in by participants of the Hub. MCF reserves the right to terminate access to any user who does not abide by these guidelines.



Starting a Peer Network – Planning Conversation Guide

We're excited that you are interested in starting a peer network! MCF loves supporting peer learning and stronger connections in the field.

To help determine if a peer network is the right vehicle for your interests, please start thinking through the following questions and initiate a conversation with MCF:

- **Who is the target audience for this proposed peer network?**
- **People in this proposed peer network would (choose one):**
 - All work at the same foundation type
 - All have similar job responsibilities
 - All have a shared social identity
 - None of the above

Note: Issue-focused groups do not fit as peer networks in MCF's Collaborative Philanthropy model. Issue-focused groups could be working groups, collaborations or affiliated networks.

- **What is the purpose(s) of this proposed network?**
- **What topics or agenda items would be of interest to this proposed network?**
- **Which members are asking to pilot this potential peer network?** Interest must be expressed from 5+ different member foundations for MCF to consider a pilot. Please list names and organizations below.
 - 1.
 - 2.
 - 3.
 - 4.
 - 5.

If a peer network seems like the best fit based on a discussion of the above questions, MCF will explore the following questions before making a commitment to pilot the network.

- Can MCF identify 10+ additional people in its membership that would likely be interested in this proposed peer network?
- Does MCF have the staff capacity to support a new peer network?
- Is this a unique need or interest that doesn't fit within an already existing group on MCF's collaborative philanthropy spectrum?

If MCF can answer 'yes' to the above questions, it will organize a pilot meeting. If the audience and interest is sustained after three successful pilot meetings, MCF will formalize the peer network.



Annual Planning Template for Peer Networks

Peer Network Name	
Purpose	Peer learning, strengthen connections in the field, exchange information
Target Audience	
Peer Network Membership & Leadership	<p>Any MCF member may join the peer network. MCF asks members to respect peer networks as peer spaces.</p> <p>Members are encouraged to participate in in-person network meetings and engage online through the Hub. Additionally, members can help lead the network by volunteering to share knowledge and lead discussions and peer-learning activities at network meetings. Members can also lead by starting conversations and sharing information via the Hub, hosting a meeting at their office and encouraging others to join the network.</p>
Meeting Frequency, Format & Process for Identifying Meeting Topics	
Annual Meeting Schedule & Topics	
MCF Peer Network Support	<p>MCF staff will coordinate and schedule network meetings annually. Staff will solicit meeting topic ideas, develop agendas and facilitate and host meetings as appropriate. Staff will also recruit members to share content, facilitate and host meetings.</p> <p>Staff will handle network meeting registration, promotion and logistics. Staff will manage MCF's Collaborative Philanthropy Hub and share relevant materials and opportunities and encourage members to do the same.</p>
Meetings Fees	Regular peer network meetings are included as a member benefit. MCF will charge for the network meeting if a meal is being served.
Commitment to Diversity, Equity and Inclusion	<p>MCF believes that grantmakers have an opportunity to increase diversity and inclusion and advance equity through every aspect of their organizations.</p> <p>Peer networks should increase awareness of diversity, equity and inclusion issues and trends, develop member skills for practical application of equity theories and tools, and actively make choices that advance opportunity for people of color, LGBT people and women, including in the selection of speakers/presenters/facilitators, vendors and program partners.</p>
Location on Collaborative Philanthropy Spectrum	This is currently a peer network on the collaborative philanthropy spectrum. If the nature of the network changes, MCF will initiate a conversation about moving the group to the appropriate location on the spectrum. Changes that would prompt this discussion could include interest in meeting more frequently than four times per year, including non-members in the network, taking action together, starting a joint project or initiative, etc.
MCF Peer Network Guidelines & Commitment	MCF support for peer networks will be revisited each year during annual planning. MCF will stop organizing peer network meetings once attendance and interest wanes (regular attendance of less than 6 members). The peer network will continue to live on the Hub; MCF will sunset the group on the Hub if there is no activity for a year or at MCF's discretion.
Staff Contact	



Starting a Working Group – Planning Conversation Guide

We're excited that you are interested in starting a working group! MCF loves supporting member learning and sharing around important issues in the field and exploring public policy and systems change opportunities with members.

To help determine if a working group is the right vehicle for your interests, please start thinking through the following questions and initiate a conversation with MCF:

- **Who is the target audience for this proposed working group?**
- **People in this proposed working group want (choose one):**
 - To explore issue(s) together from a public policy and systems change angle
 - None of the above

Note: Groups that are not issue-driven and public policy-focused do not fit as working groups in MCF's Collaborative Philanthropy model. They may fit as peer networks, collaborations or affiliated networks.

- **What is the purpose(s) of this proposed working group?**
- **Would this group contribute to MCF's public policy goal of creating a more prosperous, inclusive and equitable Minnesota by eliminating disparities? If so, how?**
- **What topics or agenda items would be of interest to this proposed group?**
- **Which members are asking to pilot this potential working group?** Interest must be expressed from 5+ different member foundations for MCF to consider a pilot. Please list names and organizations below. **Please highlight 1-2 people willing to initially chair the group.**

- 1.
- 2.
- 3.
- 4.
- 5.

If a working group seems like the best fit based on a discussion of the above questions, MCF will explore the following questions before making a commitment to pilot the group.

- Can MCF identify 5+ additional people in its membership that would likely be interested in this proposed working group?
- Does MCF have the staff capacity to support a new working group?
- Is this a unique need or interest that doesn't fit within an already existing group on MCF's collaborative philanthropy spectrum?



- Is this group likely to be issue-driven, public policy-focused and in alignment with MCF's public policy goal of creating a more prosperous, inclusive and equitable Minnesota by eliminating disparities?

If MCF can answer 'yes' to the above questions, MCF will organize a pilot meeting. If the audience and interest is sustained after 2-3 successful pilot meetings, MCF will work with chair(s) to formalize the working group by: developing a group purpose and annual activities plan, consulting with government relations and public policy committee to review the group's plan to ensure alignment with MCF's policy goals and determining a strategy for sustaining a liaison relationship between the working group and the government relations and public policy committee.



Annual Planning Template for Working Groups

Working Group Name	
Purpose	Develop public policy and systems change recommendations, raise awareness about the issue to other grantmakers, engage in peer learning and networking
Target Audience	
Working Group Membership	Any MCF member may join the working group. Members are expected to participate in working group meetings/calls, attend the group’s issue briefings, engage online through the Hub and join the distribution list to receive MCF’s public policy email updates. Additionally, members are expected to share knowledge and occasionally lead discussions and peer-learning activities, develop and contribute ideas and information to support development of recommendations for public policy and systems change, start conversations and share information via the Hub and encourage others to join the working group.
Working Group Leadership	The group will designate co-chairs that will serve two-year terms. The co-chairs will work with MCF staff to develop the group’s annual work plan. The co-chairs and MCF staff will also work together to plan and facilitate working group meetings/calls, issue briefings and ongoing communication with MCF’s government relations and public policy committee.
Support for MCF Public Policy	<p>The working group may develop and promote public policy or systems change reform recommendations.</p> <p>The working group may present policy reform recommendations to the MCF government relations and public policy committee for review and consideration to be approved by the MCF board of directors for inclusion in MCF’s public policy agenda. The group will establish a strategy for maintaining ongoing communication with the MCF government relations and public policy committee, which may include designating a group member to serve on the committee.</p> <p>Public policy and system change reforms should support the MCF public policy goals of: expanding philanthropy, charitable giving and Minnesota’s community of grantmakers, and creating a more prosperous, inclusive and equitable Minnesota by eliminating disparities.</p>
Meeting Frequency, Schedule & Process for Planning Meetings	1 – 3 meetings/calls per year plus one issue briefing
Annual Work Plan Priorities	
MCF Working Group Support	<p>MCF staff will collaborate with the co-chairs on annual planning, individual meeting/call design and facilitation, and annual issue briefing. Staff will also conduct limited research on policy solutions and proposals to help working group develop policy recommendations, and will monitor and inform members of policy progress in the federal and state government.</p> <p>Staff will support communication and networking by highlighting the working group and its policy focus in MCF communications, handling meeting/call and issue briefing registration, promoting and logistics, managing MCF’s Collaborative Philanthropy Hub, and sharing relevant materials and opportunities</p>



	and encouraging members to do the same.
Meetings Fees	Regular working group meetings are included as a member benefit. MCF will charge for the meeting if a meal is being served.
Commitment to Diversity, Equity and Inclusion	<p>MCF believes that grantmakers have an opportunity to increase diversity and inclusion and advance equity through every aspect of their organizations.</p> <p>Working groups should increase awareness of diversity, equity and inclusion issues and trends, develop member skills for practical application of equity theories and tools, and actively make choices that advance opportunity for people of color, LGBT people and women, including in the selection of speakers/presenters/facilitators, vendors and program partners.</p> <p>People and communities affected by public policy or systems change reforms should be substantively involved as collaborators.</p>
Location on Collaborative Philanthropy Spectrum	This is currently a working group on the collaborative philanthropy spectrum. If the nature of the network changes, MCF will initiate a conversation about moving the group to the appropriate location on the spectrum. Changes that would prompt this discussion could include interest in meeting more frequently than four times per year, including non-members in the network, taking action together beyond making policy recommendations to MCF, starting a joint project or initiative, a lack of interest in policy and systems change, etc.
MCF Working Group Guidelines & Commitment	MCF support for working groups will be revisited each year during annual planning. MCF will move to sunset a working group if no volunteer chair(s) emerge, meeting/call attendance and interest wanes (regular attendance of less than six members), the group loses interest or focus on policy and systems change, and/or the group no longer aligns with MCF's policy goal. MCF's support for working groups will expire and be up for renewal every two years. MCF staff, co-chairs and members of the public policy committee will be involved in the renewal process.
Staff Contact	



Starting a Collaboration – Planning Conversation Guide

We're excited that you are interested in starting a collaboration! MCF loves supporting member and non-members in taking action together. To help determine if a collaboration is the right vehicle for your interests, please start thinking through the following questions and initiate a conversation with MCF:

- **Who is the target audience for this proposed collaboration?**
- **What is the purpose(s) of this proposed collaboration?**
- **Would non-MCF members be included in this proposed collaboration? If so, how?**
- **Is this proposed collaboration (select all that apply):**
 - the maturing of a working group into a more action-oriented collaborative
 - a spin-off pooled fund, project or initiative from a working group or peer network
 - a funder group that wants to develop and advocate for its own independent policy agenda
 - a funder group that includes non-members or meets more than four times/ year
 - a funder group that is ready to hire an external coordinator or other staff
 - an issue-focused funder group without an emphasis on public policy and systems change
 - an existing funders collaborative that would like to be housed at MCF
 - other
- **What are some activities this proposed collaboration would pursue?**
- **Please share any initial thinking around the collaboration's:**
 - Leadership structure
 - Membership requirements
 - Funding model
- **Which of the following services might MCF provide (for a fee)? Select all that apply:**
 - Fiscal sponsorship
 - Collaboration staffing and coordination
 - Strategy and work plan development
 - Research and reporting
 - Consultant management
 - Event planning and registration
 - Online community management via MCF's Hub
 - Agenda development and meeting facilitation
 - Work plan implementation and oversight
 - Event promotion via MCF channels and meeting space (free)

If a collaboration seems like the best fit based on a discussion of the above questions, MCF will work with the collaboration's leadership to develop a contract for the services requested. MCF supports collaborations on a below market-rate fee-for-service basis, working with consultants as needed.

Collaborations will receive the support that an affiliated network or coalition receives until a fee-for-service arrangement is in place (see MCF role for affiliated networks and coalitions). MCF is not responsible for fundraising for collaborations. MCF contracts with collaborations will be revisited on an annual basis.



Annual Planning Template for Collaborations

Collaboration Name	
Purpose	
Target Audience	
Collaboration Membership	
Collaboration Leadership	
Meeting Frequency, Schedule & Process for Planning Meetings	
Annual Work Plan Priorities	
MCF Collaboration Services	
Funding Model	
Commitment to Diversity, Equity and Inclusion	<p>MCF believes that grantmakers have an opportunity to increase diversity and inclusion and advance equity through every aspect of their organizations.</p> <p>Collaborations should increase awareness of diversity, equity and inclusion issues and trends, develop member skills for practical application of equity theories and tools and actively make choices that advance opportunity for people of color, LGBT people and women, including in the selection of speakers/presenters/facilitators, vendors and program partners.</p> <p>People and communities affected by public policy or systems change reforms should be substantively involved as collaborators.</p>
Location on Collaborative Philanthropy Spectrum	<p>This is currently a collaboration on the collaborative philanthropy spectrum. If the nature of the network changes, MCF or collaboration leadership can initiate a conversation about moving the group to the appropriate location on the spectrum.</p>
MCF Collaboration Guidelines & Commitment	<p>MCF supports collaborations on a below market-rate fee-for-service basis, working with consultants as needed. Collaborations will receive the support that an affiliated network or coalition receives until a fee-for-service arrangement is in place (see MCF role for affiliated networks and coalitions). MCF is not responsible for fundraising for collaborations. MCF contracts with collaborations will be revisited on an annual basis.</p>
Staff Contact	

