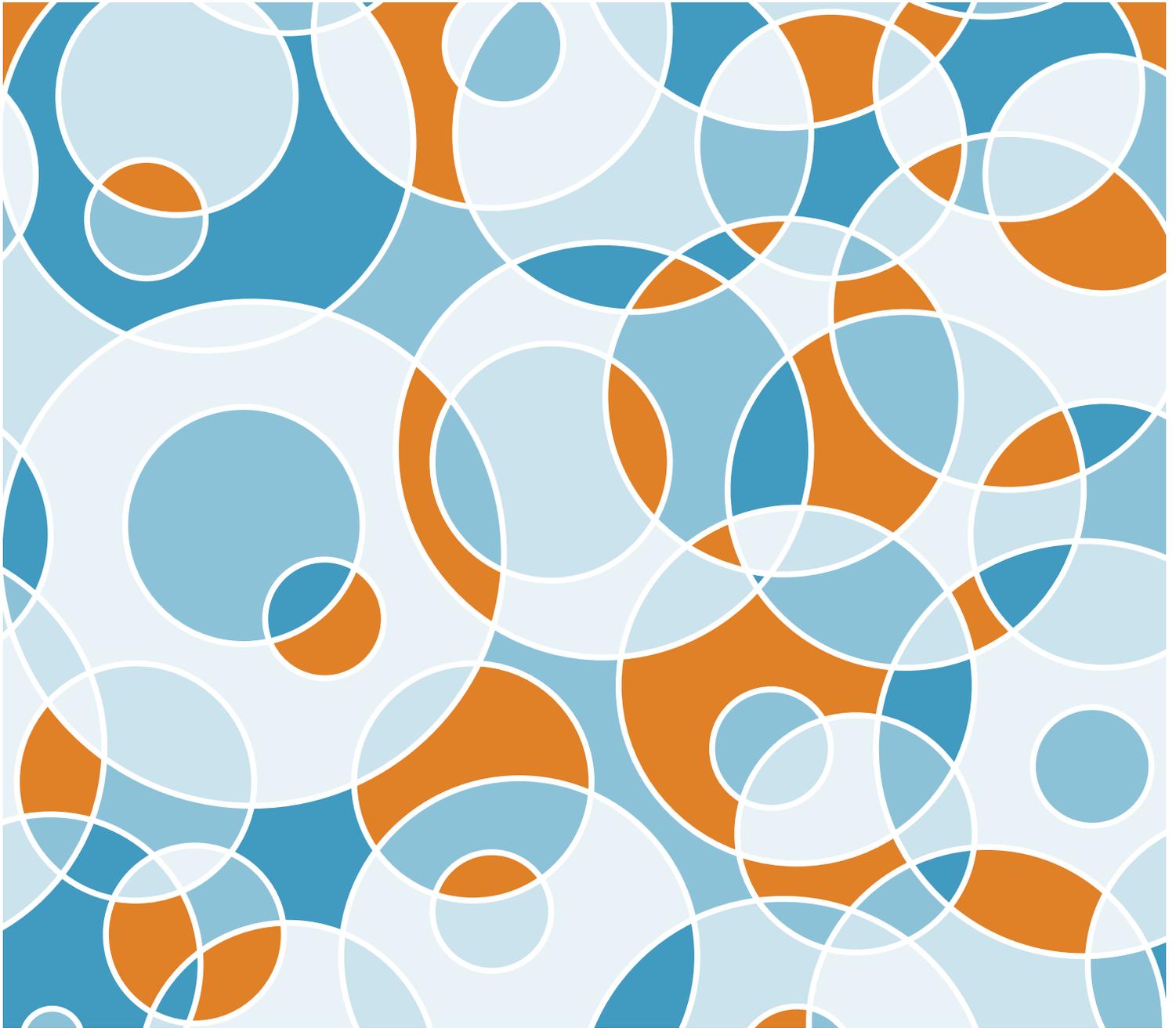


APPROACHING THE INTERSECTION

Will a Global Pandemic and National Movement for Racial Justice
Take Philanthropy Beyond Its Silos?



About TCC Group

TCC Group collaborates with leaders to solve complex social problems. As a mission-driven consulting firm and certified B Corporation dedicated to creating a more equitable and just society, TCC Group partners with organizations to propel positive social change through strategy, capacity building, initiative design, strategic communication, management, and evaluation.

We design and implement solutions for social impact by immersing ourselves in interconnected communities and systems, co-creating innovative and effective processes, and applying and sharing our experience with the field.

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The Kids and Place Generative Conversation and Learning Project builds on conversations with several funders that were generated out of [Raising Places](#), an earlier project led by Greater Good Studios and funded by the Robert Wood Johnson Foundation. Raising Places worked with six communities to catalyze local momentum in building healthier communities where all children and their families can thrive, particularly when “better neighborhoods” and “better childhood” perspectives were brought together. The concluding convening made funders wonder how this type of work might be playing out across philanthropy. Participating funders included: Matthew Barry, formerly of Gary Community Investments; Dirk Butler, formerly of the Annie E. Casey Foundation; Steffanie Clothier, Gary Community Investments; Monica Cordova, Funders Collaborative for Youth Organizing; Jorge Garza, J.W. McConnell Family Foundation; Heather Murphy, the Health Foundation; Alma Rodriguez, formerly of the Chicago Community Trust; and the late Beatriz Solis, the California Endowment. We acknowledge this genesis and their contributions to shaping our initial direction and reflections along the way.

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Executive Summary

How is the philanthropic sector responding to the interconnected inequities laid bare by the COVID-19 pandemic and the national movement against policy brutality and racism? Is this time of acute social upheaval leading funders to reevaluate their generally siloed approaches and consider what it will take to address today's challenges in transformational ways?

Approaching the Intersection: Will a Global Pandemic and National Movement for Racial Justice Take Philanthropy Beyond Its Silos? explores these questions through conversations with place-based funders and national philanthropy-serving organization (PSO) leaders. It presents a snapshot of a sector that appears receptive to new ways of working, has access to approaches that suggest promise for making transformational change, but is moving cautiously and at times hesitantly toward undertaking the types of fundamental institutional realignment that will enable approaches with the greatest promise for delivering systemic equity and justice.

The following key findings highlight research insights and offer funders across the philanthropic sector an opportunity to consider how the experiences of place-based and national foundations align with their own during this rapidly evolving time.

Finding 1

Changes in funder practice in response to the COVID-19 pandemic generally mirror earlier crisis-response funding patterns.

In the philanthropic community's immediate response to the COVID-19 pandemic, it has shown nimbleness, adaptability, an openness to new learning, and a willingness to collaborate that bely characterizations of the sector as being slow to respond and less innovative and flexible than the organizations it supports. At the same time, loosening grantee requirements, providing unrestricted support, directing resources to pooled funds, and other ways that funders have responded to the current crisis are consistent with the response of the philanthropic community to past crises, especially the Great Recession.

It remains uncertain whether philanthropic practice changes adopted in response to the current pandemic will last beyond the immediate crisis. Exceptional practices adopted in response to the 2008 economic crisis had little-to-no impact on funders' long-term grantmaking priorities and approaches.

Finding 2

The COVID-19 pandemic is nonetheless unique in its scale, unpredictable duration, and disproportionate impact on traditionally marginalized communities. This uniqueness raises new opportunities (and challenges) for funders.

The immediacy, universality, and relative longevity of the COVID-19 pandemic has resulted in unmatched levels of speculation as to whether and, if so, how the priorities and practices of the philanthropic sector may be transformed by this crisis. It will be years before this question can be answered, but the minimal impact of the Great Recession on long-term funder practices suggests the need for a tempering of expectations. Nonetheless, funders and PSO leaders are focusing on specific potential changes that may have a stronger likelihood of being reflected in funder priorities and practices in the future, such as building more sturdy and reciprocal relationships with communities and increasing support for policy, advocacy, community organizing, and systems change. Whether these changes will be sustained beyond the pandemic will depend in part on the extent to which funders and the organizations who support them provide mutual accountability for commitments that have been made.

Finding 3

Existing disparities highlighted by the COVID-19 pandemic, combined with the national movement for racial justice, have expanded philanthropy's commitment to supporting work to advance racial justice.

The interconnected crises of COVID-19 and racism—particularly anti-Black racism—were cited in conversations with place-based funders and national PSO leaders as having strengthened and accelerated funders' commitment to addressing racial inequity. They acknowledged that meaningfully advancing racial justice through foundation practice will require a commitment to, among other priorities: changing the systems, practices, and mindsets within their own institutions that inadvertently perpetuate inequities; adopting new approaches, such as being guided by community priorities and investing in building the power of communities most impacted by inequities and injustice; deepening collaboration among funders to advance equitable change; and accessing existing resources to support foundations' racial justice learning journeys. Making a multi-year and, potentially, multi-decade commitment to change will also be essential to advancing racial justice for the long term.

Finding 4

Despite their far-reaching impacts, the COVID-19 pandemic and national movement for racial justice appear as yet unlikely to weaken most funding silos.

Calls for the philanthropic sector to move beyond single-issue investments to approaches that support the fullness of people's lives are not new. Many "intersectional" efforts are already being supported by funders that take into account people's multiple identities—e.g., ethnicity, age, gender identity, sexuality—as well as their diverse needs—e.g., economic security, adequate housing, high-quality education, sustained health and well-being, and more. The pandemic has undeniably revealed the ways in which these various needs and identities are interconnected. Nonetheless, conversations with place-based funders and PSO leaders suggest the pandemic and national racial justice movement have not so far substantially incentivized funders to move beyond funding silos toward approaches that transcend a single issue.

Finding 5

Moving beyond funding silos will require fundamental changes in how philanthropy conceives of and undertakes its role, including letting community power lead.

Embracing and instituting more intersectional work among foundations is likely to take time and a multiplicity of approaches—from conversations with boards about the opportunities inherent in more intersectional work to learning among staff across discrete program areas to participating in funder networks that engage members from diverse institutions to exploring funding strategies and grantmaking models in which communities lead.

The needs and priorities of communities are inherently intersectional. In this context, embracing community leadership as a value, strategy, and funding priority is perhaps first and foremost in embracing a more intersectional mindset. Models already exist for funders interested in adopting approaches that let community power lead, such as participatory grantmaking and trust-based philanthropy.

For funders seeking support in understanding and adopting approaches that move beyond existing silos, PSOs are an essential resource. Funders can also benefit from engaging in shared learning across the issue silos that exist within their own institutions. Connecting boards more directly with grantee partners can be another critical approach that illuminates the potential value of addressing the fullness of peoples' lives in more integrated and sustainable ways.

Introduction

So called “funding silos” exist for a host of understandable reasons. A donor has a singular passion for the ballet or cancer research or food banks. A board wants to ensure fidelity to a deceased founder’s wishes. A leadership team seeks to demonstrate quantifiable impact from its grants. A program officer hopes to maximize finite resources by homing in on a specific priority area.

All of this grantmaking undoubtedly provides public benefit—artistic performances take place, new pathogens are isolated, more families are fed. Philanthropic institutions have demonstrated their value. At the same time, it remains unclear whether such narrowly focused funding can catalyze and sustain transformational change in the lives of the individuals that funders ultimately seek to benefit. As Audre Lorde observed, “There is no such thing as a single-issue struggle, because we do not live single-issue lives.”

Why does transformational change matter? As the past year filled with the COVID-19 pandemic, economic dislocation, police brutality, rising calls for racial justice, and political uncertainty has amply demonstrated, the current economic, social, and political system fundamentally fails to meet many Americans’ basic needs for sustainable health and well-being—including among other things reliable sustenance, quality healthcare access and outcomes, economic and housing security, and more.

For members of the philanthropic sector, the question raised by the country’s current crisis is whether tackling interdependent challenges in siloed ways can help to achieve sustained, systemic improvement in the well-being of our society. Can efforts to build low-income housing make a lasting difference to individuals and communities if the families living in that housing cannot find work and provide quality education for their children? Can programs to ensure maternal and newborn health result in better lifetime outcomes if families have no access to reliable

childcare and children have no safe places in their communities to play? Will access to equitable healthcare be meaningful for people lacking enough to eat? Will single-issue programs change the underlying policies, structures, and environments that are creating disparities?

To begin to explore how this time of acute social upheaval may be leading funders to reevaluate the ways they conceive of their work and what it will take to address today’s challenges in transformational ways, the authors initiated an exploration of how place-based funders, as well as the philanthropy-serving organizations (PSOs) that support them, are responding to the interconnected inequities laid bare by the COVID-19 pandemic and national outcry against policy brutality and anti-Black racism.

Through these conversations, we sought to learn what heightened awareness of today’s complex challenges may mean for how place-based funders approach their work going forward. Among the overarching questions we sought to examine were:

- Have the COVID-19 pandemic and national movement for racial justice catalyzed changes in funders’ typical focus areas, strategies, and practices, and might we expect to see these changes sustained over time?
- How are funders navigating between addressing overwhelming immediate needs and ensuring long-term systemic change?
- Appreciating that the philanthropic sector has recognized the value of strengthening intersectionality for some time, might we see greater “wind in the sails” for this objective?

Through conversations with place-based grantmakers and national philanthropic leaders, we have compiled a snapshot of a sector that appears receptive to new ways of working, has access to approaches that suggest promise for making transformational change, but is moving cautiously and at times hesitantly toward undertaking the types of fundamental institutional realignment that will enable approaches with the greatest promise for delivering systemic equity and justice.

Various funders explicitly committed to a social justice agenda have been advancing innovative approaches for some time to drive systemic reforms, e.g., trust-based, participatory grantmaking, intersectional work, and supporting community of color-led grassroots organizing, to name just a few. The philanthropic sector as a whole is increasingly interested in these and other approaches. Nonetheless, our research suggests that many funders are moving gradually at best toward these kinds of practices.

The following five key findings highlight what we learned and will, ideally, offer members of the funding community the opportunity to reflect on how the experiences of peer funders align with their own during this rapidly evolving

time. The first two findings focus specifically on the philanthropic response to the COVID-19 pandemic, while the third examines the response to the national movement for racial justice. Although these crises are interrelated, separating out the COVID-19 response by funders enables a more precise examination of how the pandemic response compares with prior disasters. Similarly, considerations of the sector's evolving focus on racial justice can helpfully be understood in the context of its prior efforts to advance diversity, equity, and inclusion (DEI).

The fourth finding considers the potential effect that the COVID-19 pandemic and national movement for racial justice may have on the ability of funders to move beyond their current issue silos. Finally, the fifth finding offers ideas and insights for those seeking to activate more transformative change that will move them beyond their existing silos. Ideally, this type of change will lead the philanthropic sector toward broader engagement with solutions that embrace the powerful interconnectedness of individuals and communities and address the underlying factors and structures that are creating disparities in health and well-being.

UNDERSTANDING THE EVOLVING ROLE OF PLACE-BASED FUNDERS

The *Approaching the Intersection* inquiry sought the perspective of place-based funders focused on community building and development, as well as those focused on children, youth, and families, to understand how the interconnected crises of COVID-19 and the national movement for racial justice were impacting their grantmaking priorities and approaches in the near and longer term. Place-based funders provide essential support addressing fundamental needs in their communities year after year and, consequently, are on the front lines in supporting these communities in times of crisis. Place-based funders also represent the overwhelming majority of foundations in the United States.

To understand how the experiences of funders in the three participating regions (Colorado, North Carolina, and

Washington, DC metro area) compared to place-based funders in other regions, as well as with national funders, we invited leadership from the Neighborhood Funders Group and the Early Childhood Funders Collaborative (networks relevant to the interests of convened funders) to listen in on regional conversations and offer remarks about how themes raised locally resonated with their members across the country. We also conducted interviews with a set of national PSO leaders. Overall, the challenges, concerns, and opportunities lifted up by place-based funder participants in the learning conversations showed tremendous consistency both across the three regions included, as well as with the patterns in other regions and nationally identified by the PSO leaders. (See the Methodology in Appendix A for additional details.)

Finding 1

Changes in funder practice in response to the COVID-19 pandemic generally mirror earlier crisis-response funding patterns.

A number of national studies have already sought to track how the philanthropic sector has responded to the overwhelming humanitarian needs resulting from the COVID-19 pandemic.¹ Their findings correspond to what we learned through conversations with place-based funders and national PSO leaders. In its immediate response, the funding community has shown nimbleness, adaptability, an openness to new learning, and a willingness to collaborate that bely characterizations of the sector as being slow to respond and less innovative and flexible than the organizations it supports.

RESPONDING QUICKLY

Across three funder learning conversations, participants spoke about engaging in grantmaking practices that have allowed their institutions to respond to community needs in timely and adaptive ways. Participants specifically referenced making changes such as converting project grants into unrestricted support, issuing automatic grant renewals, minimizing reporting requirements, and other changes in practice consistent with a trust-based philanthropy approach.² They also talked about undertaking activities such as making emergency-response awards and engaging in pooled funding, which are not among the tactics many employ in their regular grantmaking.

Several participants also spoke about modifying their internal processes to enable timely action. For example, one participant described completing a grants cycle in 10 days that would typically have taken five months. Another participant described how their foundation agreed to serve as a fiscal agent for the local county government to enable it to distribute crisis-response funds more quickly.

LEVERAGING RELATIONSHIPS

Funders have been leveraging peer and cross-sector relationships and their convening power in response to the COVID-19 pandemic. According to learning

conversation participants, existing local relationships within the philanthropic sector and with community partners have been essential in supporting the rapid response of funders to the COVID-19 pandemic. In Colorado, for example, funders utilized the region's pre-existing philanthropic infrastructure to "move quickly and take risks together," such as making grants totaling \$1 million to meet communities' needs within one week of a statewide stay-at-home order.

Participants also shared a number of observations about what is needed to build strong collaborative partnerships between funders, such as considering the strengths of each foundation not just in terms of resources but also in terms of knowledge expertise and networks. At the same time, participants did flag several impediments to efforts to build partnerships among funders, including the perennial challenges of the time needed to build relationships and individual funders wanting too much ownership and control.

The COVID-19 pandemic has also provided opportunities for funders to build collaborative relationships and develop collective responses with corporate and government partners, and for energizing partnerships that failed to ignite prior to the current crisis. They specifically highlighted the essential role that funders can play in various types of partnerships by providing up-front financial support for trust building between different types of organizations (e.g., government, business, non-profits), as well as for ongoing collaboration among these organizations. This can be especially important for enabling collaboration with government agencies, which control vastly greater resources than the philanthropic sector but often have limited access to flexible, discretionary funds.

However, not all learning conversation participants agreed that there was enhanced cross-sector relationship building happening. For example, recent turnover in government, philanthropic, and nonprofit leadership in one region

¹ See the selected bibliography in Appendix D for a listing of several of these reports.

² See the Trust-based Philanthropy project at <https://trustbasedphilanthropy.org/>.

meant that many of these relationships needed to be rebuilt from the ground up—a perennial problem in the sector, but one with added urgency in the pandemic and arguably with more dire consequences. An additional challenge specific to this time is the difficulty of trying to establish and build new relationships over phone and video, rather than in person.

MIRRORING PAST CRISIS RESPONSES

With the disruption that the COVID-19 pandemic creates in daily lives, it is perhaps not surprising that the scale of current philanthropic engagement far exceeds the response of the sector to any of the many major crisis of the past two decades—from the 9/11 terrorist attacks to the Indian Ocean tsunami to the Gulf Coast Hurricanes to the Great Recession.³ Beyond the overwhelming need being experienced by unprecedented numbers of individuals in communities around the country, funders themselves are being directly affected in ways that has not been true of most prior crises. Yet, despite the massive scale of this crisis, the ways that funders have responded reflect in many ways the response of the philanthropic community to past crises, especially the Great Recession of 2008.

The financial collapse of more than a decade ago resulted in massive unemployment, while mass foreclosures displaced millions of Americans.⁴ Although most foundations experienced double-digit losses in the value of their endowments, many stepped up to provide exactly the types of flexible and adaptive support funders are now providing in response to the COVID-19 pandemic to shore up their longtime grantees and support communities in greatest need. Examples of their response to the Great Recession included eliminating restrictions on existing grants; exceeding their payout requirements to provide exceptional support for food, housing, and other critical services through grants to emergency-response organizations; and setting up and supporting pooled funds at community foundations, United Ways, and other institutions.⁵

What did not change as a result of the Great Recession were the grantmaking priorities of the funding community.⁶

Beyond their immediate response to humanitarian needs, which typically focused on the regions and communities in which they were headquartered, foundation interests and approaches stayed consistent. Arts funders did not become human services funders, and environmental funders did not become workforce development funders. They also did not sustain the higher payout levels and increased use of unrestricted support seen in the immediate response to the crisis. In fact, many foundations reduced their giving and pulled back from making multi-year commitments in subsequent years as they sought to rebuild their endowments.⁷

This reality was to be expected. Crisis-response funding is by its very nature *exceptional* funding, falling outside of the well-established priorities of the vast majority of grantmakers. And for an organization working in a funder's priority area—be it public health or early childhood education or animal welfare—one of the values of having support from an institutional funder is that, while its priorities and guidelines may evolve over time, it will not fundamentally change priorities with each new crisis. This relative stability in focus and approach, especially in comparison to what is often the case for individual donors, can be considered a strength of institutional philanthropy.

³ For figures on the philanthropic commitment to COVID-19 response efforts to date, see <https://candid.org/explore-issues/coronavirus>.

⁴ See Investopedia's "How the 2008 Housing Crash Affected the American Dream," at <https://www.investopedia.com/ask/answers/062515/how-was-american-dream-impacted-housing-market-collapse-2008.asp>.

⁵ See Lawrence, S., *Foundations Address the Impact of the Economic Crisis*, Foundation Center, 2009.

⁶ See Lawrence, S., *Do Foundation Giving Priorities Change in Times of Economic Distress?*, Foundation Center, 2008, and Lawrence, S., *Past Economic Downturns and the Outlook for Foundation Giving*, Foundation Center, 2008.

⁷ See Lawrence, S., *Moving Beyond the Economic Crisis: Foundations Assess the Impact and Their Response*, Foundation Center, 2010.

Finding 2

The COVID-19 pandemic is nonetheless unique in its scale, unpredictable duration, and disproportionate impact on traditionally marginalized communities. This uniqueness raises new opportunities (and challenges) for funders.

Most disasters are viewed as discrete events, affecting a limited number of people in a bounded period of time: a tornado touches down, a hurricane makes landfall, a terrorist attack takes place. While the repercussions may linger for years, the sense of urgency the philanthropic sector feels in response to a dramatic “event” shifts over time, and there are established strategies for funders seeking to support immediate relief, mid-term recovery, and long-term rebuilding.⁸ The global COVID-19 pandemic differs markedly in that it is far from a discrete event, presenting an imminent risk to everyone’s health. The crisis will also last more than a year, with the nexus of impacts—economic, educational, and more—expected to carry on far longer.

The immediacy, universality, and relative longevity of the COVID-19 pandemic has resulted in unmatched levels of speculation as to whether and, if so, how the priorities and practices of the philanthropic sector may be transformed by this crisis. As opposed to previous, more “discrete” crises, will funders continue to give beyond the minimum percentage of their assets required by law after vaccines are widely available? Will they shift away from funding specific projects toward offering unrestricted support? Will they continue to support an “ecosystem” of change strategies, potentially encompassing direct service, advocacy, and organizing? Will mission investing—i.e., the use of foundation assets to advance programmatic goals—finally achieve critical mass? Will funders reflect on the benefits and shortcomings of the changes they made in immediate response to the crisis? And what might enable or impede sustaining new strategies and practices—and will they last?

It will be years before these questions can be answered, but the minimal impact of the Great Recession on long-term funder priorities suggests the need for a tempering of expectations. Nonetheless, funders and PSO leaders are focusing on specific challenges and identifying particular

insights and opportunities that may have a stronger likelihood of being reflected in funder priorities and practices in the future.

CONNECTING WITH COMMUNITIES

One of the challenges identified by funders engaged in responding to the COVID-19 pandemic has been a sense of not having sturdy and reciprocal relationships with the communities they seek to help and support. (As place-based funders, the funders we spoke with referred to communities here in two interconnected ways—individuals living in the specific geographic regions they support, and constituencies most impacted by the pandemic, i.e., low-income communities of color.) Some funders lack connections to communities altogether and are only limitedly aware of communities’ strengths, as well as communities’ needs. Others have relationships steeped in the traditional power hierarchies of philanthropy—i.e., the funders have the resources, control who receives them, and have a say in how they are used.

Given the scale of the pandemic and its uncertain duration, many more funders have expressed an interest in shifting these dynamics by partnering with communities more deeply than was true in the past. However, several participants in the funder learning conversations raised questions about how best to develop authentic relationships given their general “lack of proximity to the communities and issues affecting people on the ground.” Some participants characterized this disconnect as a longstanding problem that has become more readily apparent in the context of the COVID-19 pandemic. It may also reflect the challenge of funders seeking to provide support outside of their usual priority areas and discovering that the needs of their local communities may be far more complex than they realized.

⁸ See resources available from the Center for Disaster Philanthropy at <https://disasterphilanthropy.org/>.

One learning conversation participant observed the historical disconnect and power hierarchy between funders and communities can lead to funders knowing too little about how to engage community assets and priorities to best build on their strengths and support their needs and aspirations. This lack of knowledge can result in grantmaking approaches that are at best ineffective and at worst alienating or problematic for communities served. In this context, funders are increasingly considering new ways to learn from and with communities, engaging them regularly and often in the foundation’s own practice. While still an approach pursued by relatively few institutions in the sector, practices like community engagement committees, participatory grantmaking, grant partners meeting regularly with staff or board, and other approaches, are increasingly being explored.⁹

Embracing such an orientation requires that funders shift how they understand and respect their own place and role within the local ecosystem. Decision-making power should rest with community organizations and leaders, which are best equipped to know what will be most effective in local contexts. This commitment typically entails funding strategies and organizations in direct relationship with those most directly affected by a problem—i.e., base-building organizations—and investing in their capacity to build and sustain power in their communities.

DEFINING COMMUNITY LEADERSHIP

Community leadership is often referred to by different names, such as base-building, grassroots or community organizing, community power building, and more. While there may be slight nuances in meaning across these terms, for the purposes of this report we use them interchangeably.

Learning conversation participants acknowledged that these approaches require a commitment to long-term relationship-building. Others noted that early investments in these types of models allowed their institutional response to be quicker and more adaptive to the new needs presented by the COVID-19 pandemic. One funder also spoke about the critical importance of evolving the thinking within philanthropic institutions so that supporting community-led efforts are no longer seen as “risky investments.”

At least one of the PSO leaders expressed strong optimism about shifting philanthropic norms and the potential for funders to build stronger relationships with communities. “We’re hearing from members we never expected to be talking about community leadership,” the leader noted. “I feel like this has gone hand-in-hand with COVID-19 and the racial reckoning. Funders have come to the conclusion that we can’t do this without community. They are figuring out how to get funds as close to the ground as possible and don’t want as much space between themselves and the community.”

LEVERAGING PUBLIC ENGAGEMENT

In the wake of the COVID-19 pandemic, the philanthropic sector is showing greater openness to providing support for policy, advocacy, community organizing, and systems change. Several learning conversation participants spoke to how the disparities illuminated by the crisis have helped to move some funders past their reluctance to engage.¹⁰ As one learning conversation participant remarked, “We’re not as wary as we were in the past about whether we should be advocating or convening around systems issues.” This new openness stems from a growing belief that prevailing social, economic, and political structures enable and exacerbate inequities and must be systemically reformed.

⁹ See Fine, M., and M. Shultz-Hafid, *How Philanthropy Support Organizations Understand & Advance Community Power Building*, TCC Group, 2020. Also see Ranghelli, L., et al., *Power Moves: Your Essential Philanthropy Assessment Guide for Equity and Justice*, National Committee for Responsive Philanthropy, 2018.

¹⁰ Similarly, Foundation Center (now Candid) research showed an increase in the number of large foundations that expected to engage in advocacy as a result of the Great Recession. However, the Foundation Center did not ask whether they would fund it more heavily. See Lawrence, S., *Foundations Address the Impact of the Economic Crisis*, 2009. The eight practice changes of the “pledge” include loosening or eliminating current grant restrictions, making new grants as unrestricted as possible, reducing what is asked of nonprofit partners, contributing to community-based emergency response funds, communicating proactively about decision-making, committing to listening to partners, supporting grantee partners advocating for policy changes, and learning from emergency practices. See <https://www.fordfoundation.org/the-latest/news/top-foundations-pledge-flexible-funding-to-grantees-in-wake-of-covid-19-crisis/> for the complete list.

Participants also indicated that funders increasingly understand the importance of leveraging their funds to inform policy, given government's vastly greater resources and impact compared to private philanthropy. Because public investment accounts for the overwhelming majority of COVID-19 relief, philanthropy can support efforts to challenge the public sector to step up and commit to longer-term recovery and resiliency, thereby supporting systems change while also ensuring that immediate needs are being met. Some participants, especially those working within smaller foundations, indicated that they already recognized that engaging in the policy arena is critical to their effectiveness as a foundation.

Several of the PSO leaders spoke about the importance of public policy-related funding being accompanied by support for community organizing—a key vehicle for achieving policy change. As one of the leaders commented, “People think policy is made from having the best argument and most statistics, and that’s not actually how it works. We’re talking about power. Advocacy groups are essential, but power is voter engagement and constituency power.” However, insufficient understanding of the role of community power building, coupled with hesitancy to engage in perceived “risky” strategies (as noted earlier) still hinders foundations in providing this kind of support.

These perspectives suggest a critical need and opportunity for PSOs and others to continue to support learning and exploration as more institutions in the philanthropic sector consider how to respond productively to the pandemic, embracing an ecosystem of strategies (policy, advocacy, and community organizing) likely to enable sustainable results. This support and encouragement will be especially critical in helping funders to navigate a polarized political discourse, nurture support from their boards, and build partnerships.

ENSURING ACCOUNTABILITY

The response of philanthropy to prior crises, including one as far-reaching as the Great Recession, suggests most changes in practice will not be lasting. However, there may be real potential for an ongoing shift in funder practice coming out of the COVID-19 pandemic, if funders and the organizations who support them provide mutual accountability for the commitments that have been made. Several PSOs are joining together to do exactly that.

Following up on the pledge spearheaded by the Ford Foundation to encourage funders to adopt eight practice changes in response to the COVID-19 pandemic,¹¹ a group of PSOs has begun working together to track how funders who have signed on are fulfilling their pledges. As one of the participating PSO leaders noted, while these pledges send a valuable signal to the philanthropic community, “What’s challenging is that there’s not a rigor of accountability.” In order to change practice, “[funders] have to be more clear about accountability and be more vulnerable and transparent about their stumbles and how they want to resolve them and support peer learning.”

Some nonprofits are also seeking to ensure changes in foundation practice. A PSO leader spoke about seeing organizations in the current environment “pushing back on philanthropy in ways I’ve not seen before. They may be sacrificing support but are willing to take those risks. There is an awful lot of willingness to challenge philanthropy that is unprecedented.”

¹¹ The eight practice changes of the “pledge” include loosening or eliminating current grant restrictions, making new grants as unrestricted as possible, reducing what is asked of nonprofit partners, contributing to community-based emergency response funds, communicating proactively about decision-making, committing to listening to partners, supporting grantee partners advocating for policy changes, and learning from emergency practices. See <https://www.fordfoundation.org/the-latest/news/top-foundations-pledge-flexible-funding-to-grantees-in-wake-of-covid-19-crisis/> for the complete list.

Finding 3

Existing disparities highlighted by the COVID-19 pandemic, combined with the national movement for racial justice, have expanded philanthropy's commitment to supporting work to advance racial justice.

The disproportionate impact of COVID-19 on Black and Brown communities has irrefutably shown the nation how systemic racism directly impacts physical health, including access to care, work and living conditions, and more. Simultaneously, the ongoing killing of unarmed Black men and women by police has grown from isolated local protests led by communities of color into a national, multiethnic movement to end police brutality and advance racial justice.

In this unprecedented time, more members of the philanthropic community are stepping up in support of efforts to end racial injustice. Across our conversations with funders and PSO leaders, racial justice was at the forefront of how the sector needs to adapt going forward. The interconnected crises of COVID-19 and racism were cited as having strengthened and accelerated funders' commitment to addressing racial inequity. As one learning conversation participant put it succinctly, in the current context "all foundations want to do equity work."

TRANSFORMING INSTITUTIONS

Fundamental to ensuring that philanthropy can serve to advance racial justice will be undertaking changes in practice within institutions in keeping with those described under the first two findings of this report. Many learning conversation participants acknowledged that meaningfully advancing racial justice through foundation practice also requires a simultaneous commitment to changing the systems, practices, and mindsets within their own institutions that inadvertently perpetuate inequities. As one PSO leader concluded, "There has to be a willingness to be criticized and not take it personally. It's about the institution. It's also a mindset shift. You can't continue to do things the same way and expect different outcomes."

This internal work may include grappling with a foundation's own historical legacy of racism, acknowledging how the founders of a foundation came into wealth, and making an explicit case for equity within the institution. One learning conversation participant also emphasized that it is essential to embed equity work into everything a funder does and not treat it as a separate program.

A WORD ABOUT OUR TERMS

Throughout our learning conversations with funders and interviews with PSO leaders, the terms "racial equity" and "racial justice" were often used interchangeably. For this report, we generally use the term racial justice (which is inclusive of racial equity), consistent with the definition developed by the Philanthropic Initiative for Racial Equity*:

Important features of a **racial equity** lens:

- Analyzes data and information about race and ethnicity.
- Understands disparities and the reasons they exist.
- Looks at structural root causes of problems.
- Names race explicitly when talking about problems and solutions.

Additional features of a **racial justice** lens:

- Understands and acknowledges racial history.
- Creates a shared affirmative vision of a fair and inclusive society.
- Focuses explicitly on building civic, cultural, and political power by those most impacted.
- Emphasizes transformative solutions that impact multiple systems.

*See Sen, R., and L. Villarosa, *Grantmaking with a Racial Justice Lens: A Practical Guide*, Philanthropic Initiative for Racial Equity, 2019.

Funders also identified possible impediments to advancing a racial justice agenda within their philanthropic institution. These may include the time needed to advance institutional change at all levels—from staff and board learning to changing operational practices (e.g., how foundation investments are identified and made) to rethinking grant commitments. Consistent with this observation, one learning conversation participant noted that by “not investing for positive social impact, we are contributing to inequitable outcomes.” To address this, funders will need to adopt new approaches, such as investing in building the power of communities most impacted by inequities and injustice.

PRIORITIZING COMMUNITIES

Several participants and PSO leaders emphasized the importance of foundations being guided by community priorities in advancing their institutional commitment to racial equity. This includes exploring strategies, such as investing in community organizing (also referred to as “base building” or “community power building” here), and adopting participatory grantmaking approaches that redistribute decision-making power to communities for who gets grants to advance equity. One PSO leader referenced an increasing focus within the philanthropic sector on asking, “What is the role of community voice and leadership?” Another PSO leader added, “I think there’s more and more an understanding and appreciation of sharing power [with communities] because you’re seeing the outcome of not having done that.”

One PSO leader observed that funders nationally are grappling with how to engage in meaningful ways with local communities to center equity. She offered that these relationships require first developing awareness, analysis, and action within funding institutions, and then accountability to communities. Therefore, a commitment to advancing equity will look different across grantmaking institutions, depending on where funders are in this process. While the sector has actively engaged in these approaches before “the twin viruses,” this focus has been heightened in the context of the COVID-19 pandemic and national movement for racial justice.¹²

BUILDING ON PARTNERSHIPS

Several learning conversation participants observed that national protests against racial injustice have further encouraged funders to deepen collaboration with each other to advance equitable change. One learning conversation participant specifically referenced how funder collaborations have come together around the COVID-19 response and are staying together around advancing racial justice. Another participant spoke to how new partnerships formed during the current crises have also provided an opportunity for sharing equity work that predated the crises with a broader array of institutions. Among the other potential benefits of funder partnerships can be leveraging resources for greater impact, as well as engaging in approaches—such as supporting community organizing—that may feel “riskier” for some grantmakers.

Appreciating that funders across their region are at different points along an equity “spectrum,” one learning conversation participant suggested that funders work together to embrace equity priorities *and* hold funder peers accountable for advancing respective equity goals. Looking beyond philanthropy, another participant offered that philanthropy could model community- and race-centered approaches for state and local governments, which may not be as agile in responding to systemic inequities.

ACCESSING EXISTING RESOURCES

Funders seeking to advance racial justice will need support for ongoing institutional learning and practice change. In fact, all of the funders participating in the three learning conversations expressed the perspective that they are engaged in an ongoing racial justice learning journey.

PSOs represent a key resource for funders seeking to make a commitment to racial justice. For example, a number of national identity-focused grantmaker networks are members of Change Philanthropy, which seeks to integrate diversity, inclusion, and social justice into philanthropic practice, transforming the sector’s culture to be one that embraces equity. Numerous issue, practice, and regionally focused PSOs have also established workgroups

¹² For an array of philanthropy resources and tools to support community power building, see for example the resource inventory in the appendix of Fine, M., and M. Schultz Hafid, *How Philanthropy Support Organizations Understand & Advance Community Power Building*, TCC Group, 2020.

and developed resources to help their members and other funders advance racial equity within their institutions and their grantmaking.

Funders may also be able to draw upon learning that is taking place within different parts of their own institutions. For example, a specific program may be experimenting with equity-based approaches, such as participatory grantmaking and trust-based philanthropy. Their learnings could be shared with other programs within the same institution but often are not, according to one PSO leader. This leader suggests that funders consider whether they are “bringing the lessons back up the food chain and using [these approaches] at scale.”

REMAINING FOCUSED

Essential to advancing racial justice going forward will be a multi-year and, potentially, multi-decade commitment to change by the philanthropic sector. The current COVID-19 pandemic and national movement for racial justice undoubtedly represent the greatest potential catalyst for change since the civil rights movement of the 1950s and 1960s. As one PSO leader stated, “Members think this is different. They don’t think once there’s a vaccine there will be business as usual. They expect this will be transformative for philanthropy as well.”

Yet, philanthropy has encountered other crises that have encouraged a broad-based sector response but not necessarily lasting engagement. For example, at the outset of the prior presidential administration in 2017, anti-immigrant policies led a number of foundations to make public statements and award grants in support of organizations working to ensure the rights of immigrants and refugees.¹³ However, according to one PSO leader, the source of this funding was primarily “president’s funds or board funds and was a one-time response” to what was viewed as a “discrete crisis.” Another PSO leader expressed a related concern that funders now focusing on racial equity are not “increasing the pie but thinking about how to cut the pie in the same way,” with funders “moving dollars to Black Lives Matter and away from immigration...and not from white-led work.”

¹³ Fine, M., and S. Lawrence, *(Un)precedented: The First Year of a New Presidency Moves Philanthropy to Action*, TCC Group, 2018.

Finding 4

Despite their far-reaching impacts, the COVID-19 pandemic and national movement for racial justice appear unlikely to weaken most funding silos.

Only time can reveal the specific ways that crises, even those as potentially transformational as the COVID-19 pandemic and the national movement for racial justice, will ultimately change the priorities and practices of the philanthropic sector. For example, while there does appear to be a growing intention within the funding community to advance racial justice, it will take years to determine in what ways and how extensively this intention has taken root. By comparison, we found no indication that these crises are directly catalyzing funders to consider moving from existing funding silos toward approaches that transcend a single issue.

REINFORCING SILOS

Calls for the philanthropic sector to move beyond single-issue approaches to ones that capture the fullness of people's lives are not new.¹⁴ Many "intersectional" efforts, which take into account how people's identities—e.g., ethnicity, age, gender identity, sexuality—and basic needs—e.g., shelter, economic security, education, health and well-being—are already being supported by funders.¹⁵ But according to one of the PSO leaders, "grantmaking that is intersectional is still pretty nascent."

Many PSO leaders are working actively with members to help to support their journey toward more intersectional approaches. All of these leaders agreed on the critical importance of moving beyond existing silos for philanthropy to realize its true potential. "We can't thrive together unless we understand the nuanced elements of gender identity, race, and place," remarked one PSO leader.

The increased focus among funders on racial justice resulting from the COVID pandemic and the national movement for racial justice could ultimately lead more funders to consider approaches that move beyond single-issue silos. However, a focus on racial justice alone is not necessarily intersectional. As one PSO leader observed, "Funders in this moment are reacting to a race frame—not race and gender, not race and disability, not race and age. Funders think it's intersectional because it's combining a race lens with health or something else. I would challenge that that's not intersectional in practice because it doesn't acknowledge the fullness of people's lives."

When asked to identify factors that may be contributing to the persistence of single-issue approaches by the philanthropic sector, PSO leaders posited a range of factors:

DEFINING INTERSECTIONALITY

Intersectionality has been defined as "the inter-connected nature of social categorizations such as race, class, and gender, regarded as creating overlapping and interdependent systems of discrimination or disadvantage."¹⁶ While this concept has older roots, the originator of the term "intersectionality" itself, legal scholar Kimberlé Crenshaw, offered it as "a prism to bring to light dynamics within discrimination law that

weren't being appreciated by the courts."¹⁷ For the purposes of this report, we expand upon this definition to include efforts to address discrimination or disadvantage around overlapping and interdependent needs, such as health and well-being, housing, employment, and education.

¹⁴ See for example Jagpal, N., and K. Laskowski, *Smashing Silos: Multi-Issue Advocacy and Organizing for Real Results*, National Committee for Responsive Philanthropy, 2013.

¹⁵ See for example Dobson, C., and S. Lawrence, *Our Voices, Our Environment: The State of Funding for Women's Environmental Action*, Global Greengrants Fund and Prospera International Network of Women's Funds, 2018.

► Foundation Leadership

The boards and CEOs of foundations typically do not reflect the communities being served, which limits their ability to understand the fullness of their strengths and needs. “They don’t know what it means to be a person of color and a refugee or immigrant and have that lived experience,” observed one PSO leader. “Until there is representation in leadership that brings that lens and continues to emphasize political education and practices that are intersectional, it’s going to be slow.” Another PSO leader reinforced the importance of feeling a direct connection and remarked, “If you see the work [you’re supporting] as just the work of the organization and don’t take it personally, there’s a disconnect.” This should not suggest that program staff within grantmaking institutions are not exploring intersectional approaches. Yet, “...even our most progressive members still see barriers to working with an intersectional lens,” noted a PSO leader. “This group is not CEOs.”

► Guidelines and Metrics

The focus on narrow funding priorities, theories of change, and evaluation metrics that often characterizes current philanthropic “best practice” reinforces funding silos by reifying data specific to a given foundation’s priorities, and therefore constraining consideration of potentially relevant, different elements that peer funders or grant partners may be addressing. As one PSO leader said, “Each foundation has its own strategic plan and metrics and theory of change. Where there’s overlap, they’re happy to work on it. But at the end of the day, they report back to the board on their metrics and theory of change...At some point [foundations] got so metric driven. And newer foundations want to run their philanthropy like they run their businesses. That will be in the way.” Even for program staff that who want to adopt intersectional approaches, it “has to be done under the radar,” concluded another PSO leader. “[They] would fund in more comprehensive ways if they could. But if a program is K-12, it’s hard to fight for a grant that’s not that.”

► Systems Change and Direct Services

While funders overall support direct service more than they do community organizing, it is helpful to consider the interdependence of these strategies rather than pit them against one other. Funders favoring one approach over another may not realize how a lack of access to basic resources could impede their specific systems change strategies. For example, one PSO leader shared that, “funders want to fund us for our organizing but not direct service. [But] you can’t separate them. You can’t get someone to vote if their pantry is bare. You can’t do the work of community organizing if you don’t deliver what people actually need.” This imperative to consider how direct service needs may intersect with foundation objectives has been made more apparent by the COVID-19 pandemic. As one PSO leader offered, “If a student coming to school has lost a parent to COVID and no longer has housing, talking about test prep is almost a ridiculous conversation.”

► Status Quo

Even funders who are exploring more intersectional approaches may still fund in siloed ways. One PSO leader spoke about “people being happy to ‘work in context’... They say, ‘thank you for helping me understand context’ but don’t necessarily change what they’re doing and funding.” Another PSO leader believes that more funders are understanding the importance of moving beyond silos, “but as with any new way of understanding, there’s always the fallback of what’s most comfortable for people.”

Finding 5

Moving beyond funding silos will require fundamental changes in how philanthropy conceives of and undertakes its role, including letting community power lead.

Embracing and instituting more intersectional work across a foundation is likely to take time and a multiplicity of approaches—from conversations with boards about the opportunities inherent in more intersectional work to learning among staff across discrete program areas to participating in funder networks that engage members from diverse institutions to exploring funding strategies and grantmaking models in which communities lead.¹⁶ Yet, wherever their journey begins, one PSO leader observed that, “To change the way they do grantmaking to be more intersectional, [funders] will need to change the way their organizations are structured.”

LETTING COMMUNITY POWER LEAD

Perhaps first and foremost in embracing a more intersectional mindset is embracing community leadership as a value, strategy, and funding priority for a foundation’s work. The response of community organizations to the COVID-19 pandemic and national movement for racial justice has reinforced the disconnect between how many funders approach their grantmaking and the actual work taking place in communities. As one learning conversation participant observed, “The COVID-19 pandemic surfaced how un-siloed grantees are”—for example, public schools pivoting to undertaking food distribution—and many organizations serving the Black community take a multi-pronged approach. Philanthropy should take note and align its funding to grantee needs.”

The needs and priorities of communities are inherently intersectional. Therefore, reconceptualizing funder approaches away from “bringing the answers” and toward emphasizing community leadership will increase the potential for philanthropy to identify innovative solutions with the likelihood of lasting impact. Models already exist for funders interested in adopting approaches that let community power lead, such as participatory grantmaking¹⁷ and trust-based philanthropy.¹⁸

Several learning conversation participants affirmed this perspective, with one explicitly emphasizing the need for funders to “trust communities and nonprofits and put power with them, because they’ll create solutions that we can’t think

of because we’re not connected.” A PSO leader concurred in remarking that, “If you invest in [community] power, that yields benefits for people’s lives that is not about just one part. This gets to the intersectionality piece.”

BENEFITING FROM EXISTING RESOURCES AND RELATIONSHIPS

For funders seeking support in understanding and adopting approaches that move beyond existing silos, PSOs are an essential resource. A number of PSO leaders spoke in detail about how their organizations are helping members and other grantmakers to consider and adopt more intersectional approaches. One PSO leader referenced “the importance and value of networks and trust and relationship building to help create conditions for difficult conversations and work around intersecting issues, including racial equity and systems transformation.” PSOs are prepared for the fact that “funders may enter these conversations through different doors...but [can then] find themselves engaged in broader, intersectional conversations.”

Funders can also benefit from engaging in shared learning across the issue silos that exist within their own institutions. Understanding the priorities and strategies of institutional colleagues will likely suggest opportunities for collaboration on approaches that can begin to bridge siloed funding areas.

ENGAGING BOARDS

A critical challenge in moving beyond silos will undoubtedly be foundation leadership. As one PSO leader commented, “The hard nut to crack is the boards...it’s not an easy thing to do.” Connecting boards more directly with grantee partners can be one critical approach to beginning to support learning around the potential value of moving beyond silos. Alternatively, if boards are not engaged, they “can become excuses” for not adopting a more intersectional approach.

¹⁶ See Fine, M., and M. Schultz Hafid, *How Philanthropy Support Organizations Understand & Advance Community Power Building*, TCC Group, 2020; and Fine, M., L. Jacobs, and L. Nguyen, *Greater Power, Lasting Impact: Effective Grantmaking Strategies from the Communities for Public Education Reform Fund (CPEF)*, NEO Philanthropy, 2014.

¹⁷ See for example Gibson, C., and J. Bokoff, *Deciding Together: Shifting Power and Resources Through Participatory Grantmaking*, GrantCraft, 2018.

¹⁸ See the Trust-based Philanthropy project at <https://trustbasedphilanthropy.org/>.

Conclusion

The seeds of transformational change can only be understood in hindsight. Will the adaptive response of the philanthropic sector to the immediate needs of the COVID-19 pandemic and national movement for racial justice be seen as the catalyst for a fundamental rethinking of how funders structure their work? Will a deepened understanding of the toll of systemic racial, economic, and gender injustice spur a movement among grantmakers toward community-led solutions? Or will it be a return to business as usual for philanthropy once vaccines have been widely administered? It will take years, and perhaps decades, to truly answer these questions.

What is clear in this tumultuous time is that a far broader cross-section of the philanthropic sector has proved to itself that it has the capacity to be nimble, flexible, and rethink the way it does its work well beyond what it might have believed possible just a few months prior. In complement, funders are demonstrating an openness to new learning, grants processes have been streamlined, and new priorities have been funded by scores of place-based and national funders. Earlier crisis responses by grantmakers suggest that these changes may not be lasting. At the same time, the scale, reach, and duration of the current crises are unmatched in most of our lifetimes and may lead to a different outcome.

For those funders seeking to rethink how they approach their grantmaking or to expand innovative approaches throughout their institutions, resources exist to support them. PSOs provide one ready-made source to help funders connect, learn from peers and thought leaders, and make the case for structural change within their institutions that can result in transformational change beyond their walls. Funder collaboratives offer the means for grantmakers to experiment with and learn from new ways of approaching their work. Knowledge partners (peer funders, grant partners, academics, and consultants) are also ready to offer customized support to funders undertaking this journey.

Ensuring that the post-pandemic world delivers equity and justice will require place-based and national funders to commit to moving beyond their silos and centering the full, interconnected lives of those they seek to benefit. While the barriers to a fundamental rethinking and restructuring of their work may be substantial for funders, the dislocation of the current time likely offers the greatest potential for beginning to make that change. As one learning conversation participant expressed, “I hope that this moment is opening windows and there is more willingness to go out on a limb and do something transformative rather than continuing to do something incrementally. I hope it’s an opportunity to really reimagine philanthropy together.”

Appendix A - Methodology

To understand how the philanthropic sector is responding to the interconnected crises of COVID-19 and racial injustice and what this may mean for the adoption of priorities and approaches that move beyond current funding silos, TCC Group coordinated funder learning conversations in three regions, along with one-on-one conversations with a range of national philanthropy-serving organization (PSO) leaders. Overall, the challenges, concerns, and opportunities lifted up by place-based funder participants in the three learning conversations showed tremendous consistency both across the three regions included, as well as with the patterns in other regions and nationally identified by the PSO leaders. Learnings from these conversations serve as the basis for the analysis presented in this report.

FUNDER LEARNING CONVERSATIONS

TCC Group designed and facilitated funder learning conversations in three regions, working in close collaboration with two PSO hosts and one funder host. These conversations brought together place-based funders generally focused in the areas of supporting children, youth, and families and funders supporting community building and development. (See Appendix B for a list of learning conversation participants.) Participants in the conversations included:

- Colorado funders, hosted by the Rose Community Foundation on September 8, 2020.
- North Carolina funders, hosted by the North Carolina Network of Grantmakers on August 6, 2020.
- Washington, DC Area funders, hosted by the Washington Regional Association of Grantmakers on July 22, 2020.

Representatives of the Early Childhood Funders Collaborative (ECFC)—which provides a place for grantmakers to come together to learn about the latest research, program innovations, and policies affecting young children and their families—and Neighborhood Funders Group (NFG)—which brings funders together to support racial, economic, gender, and climate justice movements in shaping places—were also included in the three learning conversations to offer perspective on how funders’ place-based perspectives resonated with themes raised by their funder members across the country at this time.

PHILANTHROPY-SERVING ORGANIZATION INTERVIEWS

Following the three funder learning conversations, TCC conducted interviews with eight national PSO leaders to gain their insights on (a) how perspectives shared during the learning conversations compared to those of place-based funders in other regions, as well as with national funders and (b) how the philanthropic sector’s response to the COVID-19 pandemic and the national movement for racial justice might be leveraged to foster intersectional relationships. (See Appendix C for a list of interviewees and a copy of the interview guide.)

Appendix B - Learning Conversation Participants

COLORADO

Noah Atencio	Community First Foundation
Christine Benero	Mile High United Way
Kerrie Bentfield	Daniels Fund
Ned Calonge	The Colorado Trust
Lauren Casteel	The Women's Foundation of Colorado
Colleen Church	Caring for Colorado
Lindy Eichenbaum Lent	Rose Community Foundation
Hillary Fulton	The Colorado Health Foundation
Tom Gougeon	Gates Family Foundation
Tatiana Hernandez	Community Foundation Boulder County
Kyle Hybl	El Pomar Foundation
Mike Johnston	Gary Community Investments/Piton
Rena Large	Early Childhood Funders Collaborative
Catherine Lindsey	Rose Community Foundation
Carlos Martinez	Latino Community Foundation of Colorado
Kristi Petrie	AJL Foundation
Lindsay Ryder	Neighborhood Funders Group
Susan Steele	Buell Foundation
Katie Wehr	Robert Wood Johnson Foundation
Dace West	The Denver Foundation

NORTH CAROLINA

Sarah Battersby	Triangle Community Foundation
Ret Boney	North Carolina Network of Grantmakers
Sandra Welch Boren	Cone Health Foundation
Kimberly Breeden	Anonymous Trust
Caitlin Burke	Z. Smith Reynolds Foundation
Dawn Charaba	Reidsville Area Foundation
Katie Eyes	Blue Cross Blue Shield of North Carolina Foundation
Tracey Grayzer	Impact Alamance
Amanda Klinck	Cumberland Community Foundation
Tina Markanda	Foundation for a Healthy High Point
Kellan Moore	John Rex Endowment
Shannon Rudisill	Early Childhood Funders Collaborative
Lindsay Ryder	Neighborhood Funders Group
Meka S. Sales	The Duke Endowment
Tara McKenzie Sandercock	Community Foundation of Greater Greensboro
Cyndi Soter O'Neil	ChildTrust Foundation
Katie Wehr	Robert Wood Johnson Foundation
Sarah Mann Willcox	North Carolina Network of Grantmakers

WASHINGTON, DC METROPOLITAN AREA

Robert Burns	Citi Community Investing & Development
Lindsey Buss	World Bank Group
Carol Thompson Cole	Venture Philanthropy Partners
Mark Constantine	Richmond Memorial Health Foundation
Wendy Goldberg	Goldberg Family Buttons Fund
Gretchen Greiner-Lott	Washington Regional Association of Grantmakers
Kirra Jarratt	DC Bar Foundation
Ruth LaToison Ifill	Washington Regional Association of Grantmakers
Susie Lee	Potomac Health Foundation
Kelly Lynch	Diane and Norman Bernstein Foundation
Patricia Matthews	Northern Virginia Health Foundation
Mardell Moffett	The Morris & Gwendolyn Cafritz Foundation
Heather Peeler	ACT for Alexandria
Shannon Rudisill	Early Childhood Funders Collaborative
Lindsay Ryder	Neighborhood Funders Group
Crystal Carr Townsend	Health Initiative Foundation
Katie Wehr	Robert Wood Johnson Foundation

Appendix C - Interviewees and Interview Guide

INTERVIEWEES

Monica Cordova	Funders Collaborative on Youth Organizing
Carly Hare	Change Philanthropy
Edward Jones	ABFE: A Philanthropic Partnership for Black Communities
Janine Lee	Southeastern Council of Foundations
Adriana Roche	Neighborhood Funders Group
Shannon Rudisill	Early Childhood Funders Collaborative
Patricia Smith	The Funders Network
Kathleen Traphaven	Grantmakers for Thriving Youth

INTERVIEW GUIDE

Philanthropy-Serving Organization (PSO) Perspective on Leveraging Intersectional Relationships in this Moment

We are exploring how the philanthropic sector's response to the COVID-19 pandemic and racial justice reckoning might be leveraged to foster intersectional relationships, especially—but not exclusively—between funders focused on healthy children and families and healthy communities. We'll start with the questions that everyone has been asking and trying to answer for the past seven months.

- In what ways, if at all, have the COVID-19 pandemic and national racial reckoning catalyzed shifts in your members' typical practices and focus—whether in grantmaking, relationship building, advocacy, strategies, anything?
- From your perspective, which of these changes, if any, have potential for being sustained beyond this moment? What will be needed for funders to sustain these changes?

Many funders—especially place-based funders—are contending with the specific challenge of balancing immediate crisis response with support for systemic, equity-focused change.

- How are your members seeking to navigate this tension between supporting immediate needs and systemic change? What is at the top of their agendas right now?

Across the sector, funders often seek to address challenges in “siloeed” ways, even though these challenges are quite often “intersectional” and might be tackled more productively with that perspective.

- Do you see any indications that the COVID-19 pandemic and national racial reckoning are leading to increased intersectional engagement among your members?
- Have you seen examples of this shift specifically at the intersection of healthy children and families and healthy communities? In other areas of focus?
- What, if anything, can be done to support funders who are interested in engaging in and sustaining intersectional approaches?
- What factors might be impeding the engagement of your members with intersectional approaches?
- Beyond intersectional work, what, if anything, can be done to support funders taking on racial equity?

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