



Introduction Class 1 Foundations for Community Foundations

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Estimated time to complete: 1.5 hours

Class Objectives:

- Identify topics of interest and need
- Define Community-Centric Fundraising and how the principles can be incorporated into community foundation’s strategies and approaches
- Explore the foundations of community foundations
- Balancing the grantor/grantee power dynamics

Module 1: Community-Centric Fundraising: A Self-Guided Curriculum

Introduction

Community-Centric Fundraising, a framework created by fundraisers in the Pacific Northwest, is an approach to fundraising that emphasizes the well-being and needs of the community over individual organizational goals. It encourages nonprofits to work collaboratively, view their efforts holistically, and foster mutual support among organizations.

Core Principles and Reflection Activities of Community-Centric Fundraising



1. Prioritize the Collective Community

- **Concept:** The needs and well-being of the community take precedence over the interests of individual organizations.
- **Practice:** Collaborate with other nonprofits, share resources, and support each other's missions to strengthen the community as a whole.
- **Reflection Activity:** List three ways your organization can collaborate with others to address community needs.

2. Foster Mutual Support Among Nonprofits

- **Concept:** Nonprofits should view each other as partners rather than competitors.
- **Practice:** Engage in knowledge sharing, joint initiatives, and collective problem-solving to enhance the impact of all organizations involved.
- **Reflection Activity:** Identify a nonprofit in your area and propose a partnership initiative that could benefit both organizations and the community.



3. Value All Contributions Equally

- **Concept:** All forms of support (time, skills, and financial contributions) are equally important.
- **Practice:** Acknowledge and appreciate volunteers, staff, donors, and community members for their contributions, regardless of the form they take.
- **Reflection Activity:** Create a recognition plan that includes all types of contributions and implement it within your organization.

4. Build Transparent Relationships with Donors

- **Concept:** Donors are partners in the mission and should be engaged in open, honest communication.
- **Practice:** Share organizational goals, challenges, and successes with donors to foster trust and collaboration.
- **Reflection Activity:** Draft a communication piece that transparently discusses a recent challenge your organization faced and how donors can help.

5. Treat All Community Members with Respect

- **Concept:** Every individual, regardless of their role, should feel valued and included.
- **Practice:** Implement respectful practices in all organizational activities, ensuring that all voices are heard and included.
- **Reflection Activity:** Conduct an audit of your organization's events and communications to identify areas for improvement.

6. Emphasize Long-Term Impact Over Short-Term Gains

- **Concept:** Focus on sustainable, long-term benefits for the community rather than immediate, short-term results.
- **Practice:** Develop programs and initiatives that address root causes and promote lasting change.
- **Reflection Activity:** Review a recent project and evaluate its long-term impact on the community. What could have been done differently to enhance sustainability?

7. Engage in Holistic and Transformative Work

- **Concept:** Approach challenges comprehensively, considering all factors and potential outcomes.
- **Practice:** Design programs that address multiple aspects of an issue, leading to transformative change.
- **Reflection Activity:** Select an ongoing initiative and analyze how it addresses various dimensions of the issue at hand. Are there areas that require a more holistic approach?

8. Share Decision-Making Power

- **Concept:** Involve community members in decision-making processes to ensure that their needs and perspectives are considered.
- **Practice:** Create advisory boards or committees that include community representatives to guide organizational decisions.
- **Reflection Activity:** Develop a plan to incorporate community input into your organization's strategic planning process.

9. Recognize the Interdependence of All Roles

- **Concept:** All roles within the organization and community are interconnected and contribute to the overall mission.
- **Practice:** Encourage collaboration and mutual support among staff, volunteers, donors, and community members.
- **Reflection Activity:** Map out the relationships between different roles in your organization and identify opportunities to strengthen interconnections.

10. Commit to Continuous Learning and Adaptation

- **Concept:** Organizations should be open to learning from experiences and adapting practices to better serve the community.
- **Practice:** Regularly assess programs and strategies, seeking feedback and making adjustments as needed.
- **Reflection Activity:** Establish a feedback loop within your organization to gather insights from all stakeholders and implement changes accordingly.

Community-Centric Fundraising: A Final Reflection

After engaging with the principles and activities outlined above, take time to reflect on the following questions:

- How can your organization shift its focus to prioritize the community's needs?
- What steps can be taken to foster more collaborative relationships with other nonprofits?
- In what ways can all contributions be equally valued and recognized within your organization?
- How can transparency and open communication be improved with donors and community members?
- What actions can be implemented to ensure respect for all individuals involved?
- How can your organization focus on long-term, sustainable impact rather than immediate results?
- In what ways can a more holistic approach be applied to your organization's work?
- How can decision-making processes consider community input?
- What strategies can strengthen the interdependence of all roles within your organization?
- How can your organization commit to continuous learning and adaptation to better serve the community?

Being honest and truthful about the realities that we work in can only strengthen our connection to our supporters.

Purpose, Profits, People

- Your **PURPOSE** is the driving force, the thread that stitches together the **PEOPLE** of the community. It brings together the issues of the community that you seek to address. Without a purpose, you might experience mission drift.
- Your **PROFITS** are the means by which you can realize your **PURPOSE**.
- Your **PEOPLE** are the beating hearts of the community you serve, who engage in the **PURPOSE** and who contribute to the **PROFIT**



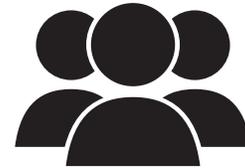
Purpose

The driving force, the thread that stitches together the people of the community



Profits

The means to realize the purpose



People

People of the community engage in the purpose and contribute profit

Module 2: Understanding Purpose

Defining Purpose, Mission, and Values

- *Purpose (Vision)*: The overarching aspiration or impact your foundation aims to achieve; your guiding star.
- *Mission*: A concise statement outlining who you serve and why, detailing how you plan to achieve your purpose.
- *Values*: Core principles that guide your foundation's actions and decisions, reflecting how you operate.

Example from the Community Foundation of Western Massachusetts:

- *Vision*: To be a catalyst for positive change in the region by engaging partners, raising flexible endowment, and leveraging resources to solve problems and contribute to the common good.
- *Mission*: To enrich the quality of life of the people of the region by encouraging philanthropy, developing a perpetual, flexible endowment, assessing and responding to emerging and changing needs, serving as a resource, catalyst, and coordinator for charitable activities, and promoting efficiency in the management of charitable funds.

Application Activity:

- Identify your foundation's purpose: Write a clear statement of your foundation's purpose.
- Align mission and values: Review your mission and values statements. Ensure they align with and support your stated purpose.
- Assess consistency: Evaluate whether your current programs and initiatives consistently reflect your purpose, mission, and values.

Module 3: Aligning Profits with Purpose

Understanding Profits in the Nonprofit Context

In the context of a community foundation, "profits" refer to the financial resources and assets that enable you to fulfill your purpose. These include endowments, donor-advised funds, grants, and other funding sources.

Financial Policies and Practices

- *Investment Policy*: Outlines how your foundation's assets are invested to ensure sustainability and growth.
- *Spending Policy*: Defines how funds are allocated annually to support your mission and programs.

Application Activity

- Review Financial Policies: Examine your foundation's investment and spending policies. Are they aligned with your mission and values?
- Analyze Donor-Advised Funds:
 - Total number of donor-advised fundholders
 - Total assets held in donor-advised funds
 - Average size of assets per fundholder
 - Published fee schedule for donor-advised funds
- Evaluate Alignment: Determine if your financial practices support your foundation's purpose and long-term goals.

Module 4: Engaging People

Identifying Key Stakeholders

People are central to your foundation's success.

Key stakeholders include:

- Community leaders
- Board members
- Staff members
- Volunteers
- Donors
- Beneficiaries



Building Effective Teams

- **Hiring Practices:** Ensure that hiring aligns with your foundation's mission and values.
- **Role Clarity:** Clearly define roles and responsibilities for all team members.
- **Professional Development:** Invest in training and development opportunities to enhance team capabilities.

You don't have to do it all! Consider outsourcing partial roles or projects to consultants or consider sharing an employee with another community foundation.

Application Activity

- **Stakeholder Mapping:** Create a map of all stakeholders involved with your foundation.
- **Assess Engagement:** Evaluate how each stakeholder group contributes to and engages with your foundation's mission.
- **Identify Gaps:** Determine if there are any gaps in stakeholder engagement and develop strategies to address them.

Power Dynamics – Awareness and Management*

Funders must recognize and acknowledge the position of power and privilege in relationship with grantees. Christine Burkhart, Vice President of Strategic Partnerships at Global Fund for Children, suggests these five trust-based behaviors to change power dynamics in philanthropy:

-  Trust your partners
-  Be flexible
-  Be an amplifier
-  Communicate More
-  Be transparent about timing

Self-Reflection: Can you think of an example of what your community foundation is doing that aligns to these five behaviors? Where do you struggle? Are there hurdles (people, processes, policies, other) that may be preventing you from implementing some of these practices or behaviors?

Module 5: Analyzing Strengths and Opportunities

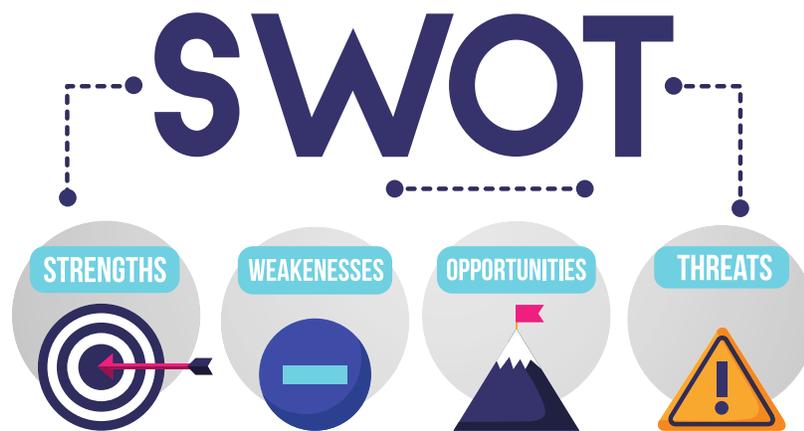
Conducting a SWOT Analysis

A SWOT analysis helps identify internal Strengths and Weaknesses, as well as external Opportunities and Threats.

- *Strengths*: Internal attributes that support your mission.
- *Weaknesses*: Internal challenges that hinder your mission.
- *Opportunities*: External factors that your foundation can leverage.
- *Threats*: External factors that could pose challenges.

Application Activity

- Complete a SWOT Analysis: At the end of this lesson, we provide a SWOT Analysis matrix worksheet. Engage your team in identifying strengths, weaknesses, opportunities, and threats.
- Develop Strategies: Based on the SWOT analysis, develop strategies to leverage strengths and opportunities while addressing weaknesses and threats.



Purpose, Profits, People | SWOT Analysis

Directions: Your purpose is the driving force, the thread that stitches together the people of the community. Use this page to write out your purpose, mission and values.

Purpose Statement/Vision Statement is the aspiration or impact you intend to make in the world.
This is your North Star, your destination.

Mission Statement explains briefly how you will achieve your goals by stating who you serve and why.
This is your map to get to your destination.

Values Statement guide the work and behaviors.
These are the guideposts on the journey to your destination.

Directions: Think about what has been discussed in the READY training about the Foundations of Community Foundations - Purpose, Profits and People - to complete the SWOT analysis.

Internal

STRENGTHS

When you think about the three areas in your community foundation, what is working really well?

WEAKNESSES

When you think about the three areas in your community foundation, what is NOT working well or doesn't exist at all?

External

OPPORTUNITIES

When you think about the three areas in your community foundation and beyond in your community, what are the three greatest opportunities to seize in the next 12-24 months?

THREATS

When you think about the three areas in your community foundation and beyond in your community, what are the three greatest threats or changes that may thwart your strategy and success in the next 12-24 months?