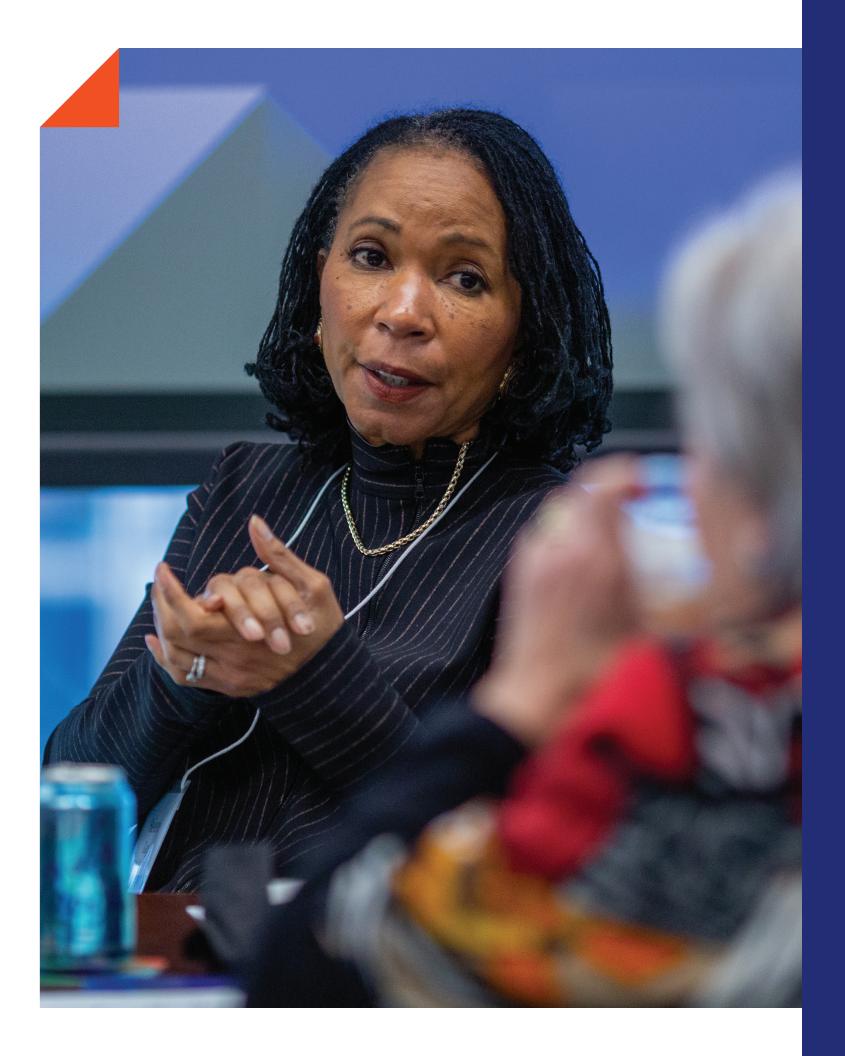


# Community Leadership Field Guide for Community Foundations

July 2021



## **Table of Contents**

Community Leadership Field Guide for Community Foundations

O6 Going All In

Pive Competencies

Framework for Community Leadership by a Community Foundation

Acknowledgments

# Community Leadership Field Guide for Community Foundations

This document outlines the core practices, competencies and strategies needed for effective community leadership by community foundations. It serves as a visual explanation for how the different community leadership documents and resources created by CFLeads work together to help community foundations advance their work.

## Framework for Community Leadership

The <u>Framework</u> serves as a foundational document for the field, using building blocks to outline the **PRACTICES** essential to consistent and effective leadership.

## **Five Competencies**

Building on the practices, the five **COMPETENCIES** represent what is needed to be most effective in advancing community leadership strategies.

## Going All In

Going All In highlights three **STRATEGIES** that the community foundation field has identified as having the potential for greatest community impact.



To learn more about each of these resources, please visit <u>cfleads.org</u>.

## **Community Leadership Compass**





Track your community leadership progress using the **Community Leadership Assessment Tool**, which measures progress around these practices, competencies and strategies.

Going All In

# Going All In

Going All In showcases the three community leadership strategies that the community foundation field has identified as having the potential for greatest community impact.

These strategies emerged from a research project conducted by CFLeads in 2019, where we set out to understand the environment in which community foundations are working and where they can add further value.

We conducted a field-wide survey in partnership with Candid and heard from 152 community foundation leaders, well distributed by asset size, staff size and geography. We also interviewed dozens of

community foundation leaders and worked with an advisory committee to review, refine and disseminate the input and ideas we received from the field.

Our research unveiled a key finding:

**98%** of community foundations plan to expand or deepen their community leadership work over the next few years.

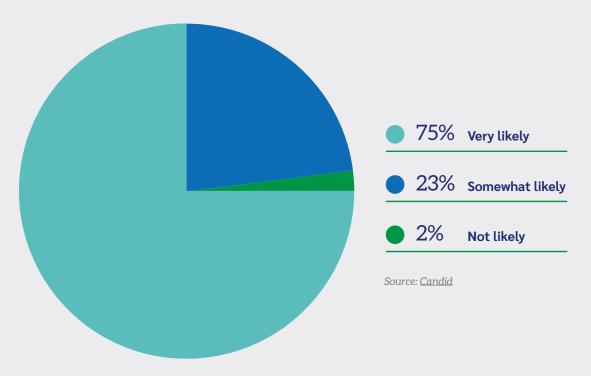
This astonishing finding demonstrates the universal recognition by community foundations of their important community leadership role. No longer focused solely on good grantmaking and serving as charitable banks, community foundations from coast to coast are leaning into the many other actions they can take to help build strong communities and push for better outcomes for all. Notably, this is not limited to those community foundations with greater assets; the commitment to community leadership is sector-wide.

With the <u>Going All In web portal</u>, we are lifting up three interdependent areas in which we see momentum in the field.

Community foundation leaders have identified these focus areas that, taken together, are critical to creating resilient, equitable and prosperous communities where all can thrive.

This astonishing finding demonstrates the universal recognition by community foundations of their important community leadership role.

How likely is it that your foundation will be expanding or deepening its work in the area of community leadership in the next few years?



## AREAS OF MOMENTUM



Insisting on Racial Equity



Amplifying Community Voice



Influencing Public Policy & Systems



To learn more about each of these resources, please visit <u>cfleads.org</u>.

 $^{6}$ 

# **Five Competencies**

As a part of our ongoing community leadership work, we have identified five competencies that are critical to advancing effective community leadership strategies. These competencies build on the practices outlined in our *Framework for Community Leadership*. Taken together, they help community foundations achieve positive community outcomes across issues.

**ELEMENTS OF EFFECTIVE COMMUNITY LEADERSHIP** 



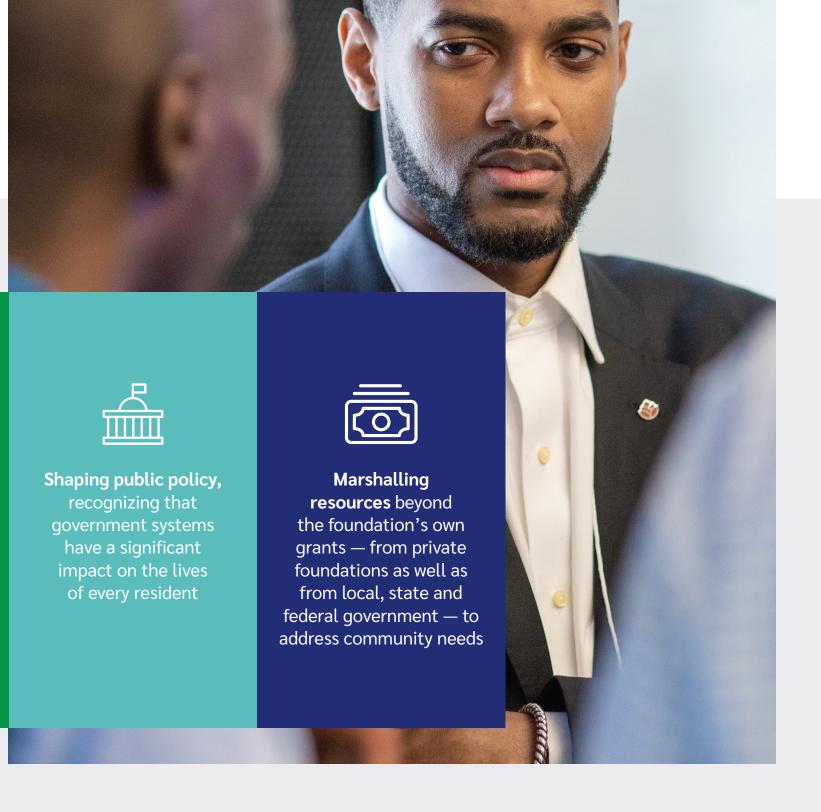
residents to hear their concerns, lift up their ambitions and harness their talents.



Commissioning and disseminating local data and research to help understand the nuances of community challenges and provide information to help solve problems



Working across sectors
because the challenges
facing communities are
multifaceted and
interconnected and
cannot be solved
by any one entity
or sector



# Framework for Community Leadership by a Community Foundation

The community foundation is a community partner that creates a better future for all by pursuing the community's greatest opportunities and addressing the most critical challenges, inclusively uniting people, institutions and resources from throughout the community, and producing significant, widely shared and lasting results.

## The community foundation...

#### is a community partner

This acknowledges that the community foundation does not act in isolation. It acts in concert with other community members, sometimes taking the lead, sometimes following, sometimes paving the way for new leaders.

#### that creates a better future for all

This acknowledges that the community foundation's constituency is the entire community. Every issue, every cause it embraces, has some connection to the greater good while being mindful of how race, class, culture and power influence and affect decisions.

by pursuing the community's greatest opportunities and addressing the most critical challenges This acknowledges that the community foundation can be counted on to pursue the things that matter the most, no matter how challenging or difficult.

## inclusively uniting people, institutions and resources from throughout the community

This acknowledges how the community foundation goes about its business: in the open and ensuring broad participation. It also recognizes that the community foundation is well suited to assemble and leverage resources.

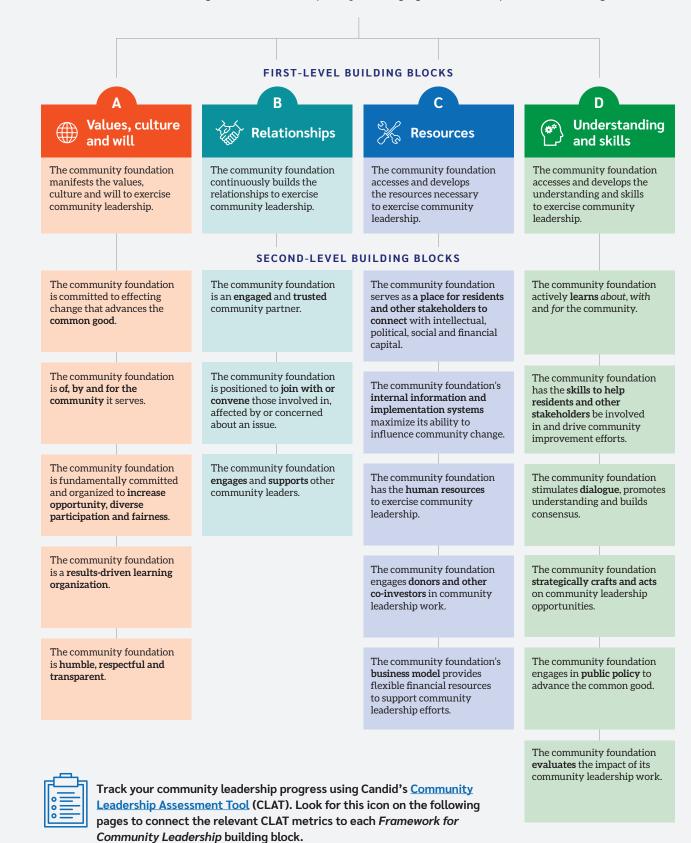
## and producing significant, widely shared and lasting results

This acknowledges that the community foundation looks beyond quick fixes and innovative pilot projects, and that it has the staying power to reach long-term results.

## **Community Leadership by a Community Foundation**

#### **DEFINITION AND OUTCOME**

The community foundation is a community partner that creates a better future for all by pursuing the community's greatest opportunities and addressing the most critical challenges, inclusively uniting people, institutions and resources from throughout the community, and producing significant, widely shared and lasting results.





## **Building Block A**

The community foundation manifests the VALUES, CULTURE AND WILL to exercise community leadership.

#### Second-level building blocks

- The community foundation is committed to effecting change that advances the common good.
- 2A: Mission
- The community foundation is of, by and for the community it serves.

- 4A: Diverse Representation
- The community foundation is fundamentally committed and organized to increase opportunity, diverse participation and fairness.
- 2C: Equity
  - 2C: Inclusion of Underserved Communities
  - 2C: Role of Power
  - 4A: Diverse Representation

## Third-level building blocks

- 1a The community foundation's mission includes community betterment.
- 1b The community foundation consistently acts on clearly articulated values that undergird community betterment.
- 1c The board, staff and volunteers are passionately committed to creating a better future for all.
- 1d The community foundation subordinates the self-interest of its board, staff, volunteers and donors to the common good.
- The community foundation supports broad community involvement in and community ownership of the shaping of community visions, possible solutions and collective actions around common concerns.
- 2b The community foundation board and committees are made up of people who have demonstrated a passion for the community's well-being.
- 2c The community foundation board, committees and staff are generally drawn from throughout the community and seen as being part of the community.
- 2d The community foundation staff have an understanding of their community and the ability to work comfortably in multiple settings and places and at multiple levels.
- 3a The community foundation examines and articulates its values of increasing opportunity, diverse participation and fairness.
- 3b The community foundation understands that diversity and inclusion enhance credibility and improve effectiveness.
- **3c** The community foundation's internal policies and practices reflect and support diversity and inclusion.
- 3d The community foundation uses inclusion and equity values in choosing its community leadership issues and actions.
- 3e The community foundation recognizes and addresses race, class, culture and other power imbalances in its work with diverse constituencies.
- The community foundation advocates for and commits resources to inclusion and equity in all of its work.
- 3g The community foundation respects and accounts for the differences, needs, resources and interests of specific constituencies.

## **Building Block A** (continued)

The community foundation manifests the VALUES, CULTURE AND WILL to exercise community leadership.

## Second-level building blocks

The community foundation is a results-driven learning organization.



2A: Criteria

2A: Goals/Outcomes

2D: Influence of Learning Culture

2D: Long-Term Focus

5 The community foundation is humble, respectful and transparent.



2E: Humility

## Third-level building blocks

- 4a The community foundation focuses its community leadership efforts on issues with significant or long-term impact on the community.
- 4b The community foundation determines the nature and duration of its community leadership engagement in terms of the outcomes it seeks.
- The community foundation examines itself and makes internal changes to increase its impact and effectiveness.
- The community foundation learns from and adapts its actions based on routine examination of successes and failures.
- 5a The community foundation is prompt, courteous and caring in all of its interactions with the community.
- The community foundation is respectful when it disagrees
- 5c The community foundation shares or declines to take credit when necessary to advance community leadership goals.
- 5d The community foundation accepts criticism and admits

## Building Block B

The community foundation continuously builds the **RELATIONSHIPS** to exercise community leadership.

#### Second-level building blocks

The community foundation is an engaged and trusted community partner.



- 2B: Engagement
  - 2E: Community Interactions
  - 2E: Response to Feedback
  - 3A: Asset-Based (vs. Deficit-Based) Perspective
  - 3B: Collaboration
  - 3C: Consultation With Community Members

The community foundation is positioned to join with or convene those involved in. affected by or concerned about an issue.



- 2B: Engagement
  - 2C: Inclusion of Underserved Communities
  - 2E: Community Interactions
  - 3B: Collaboration
  - 3C: Consultation With Community Members
  - 4A: Board Development/Education

## Third-level building blocks

- 1a The community foundation demonstrates respect for the assets (e.g., knowledge, relationships, experience, capacities, etc.) of residents and community partners.
- 1b The community foundation engages diverse people, including people who have not historically been engaged and people who have been under-engaged, from all parts of the community in setting goals and solving community problems.
- 1c The community foundation meets residents and other stakeholders where and when it is convenient for them.
  - The community foundation understands and acknowledges community members' multiple viewpoints and perspectives.
- The community foundation actively listens to the community, 1e creates opportunities for continuous feedback and follows

through on commitments made to realize shared goals.

- 2a Relationship building and outreach are core expectations for community foundation staff, board and volunteers. 2b The community foundation has access to a diverse group of
  - leaders through its board, staff, donors, volunteers, grantees and partners. 2c The community foundation is actively and directly involved
  - in those neighborhoods and places where it is doing community leadership work.
  - 2d The community foundation engages the vulnerable and voiceless in community problem-solving.
  - 2e The community foundation builds relationships with those outside the community whose connections, resources, interests and abilities may support community leadership work.

The community foundation engages and supports other community leaders.



3C: Leadership and Development

- 3a The community foundation follows or joins efforts initiated and led by others.
- 3b The community foundation works to build the capacity of leaders throughout the community.
- 3c The community foundation engages and supports new leaders, especially from groups underrepresented in the community's leadership structure, to succeed and gain influence.
- 3d The community foundation believes that groups within the community should choose their own leaders.

The Framework: Building Block C - Resources

## **Building Block C**

The community foundation accesses and develops the **RESOURCES** necessary to exercise community leadership.

#### Second-level building blocks

- The community foundation serves as a place for residents and other stakeholders to connect with intellectual, political, social and financial capital.
- 3A: Meeting Times and Spaces
  - 3B: Collaboration
  - 3C: Consultation with Private Sector
  - 3C: Leadership and Development
  - 5B: Networks
  - 5B: Coordination Among Networks
- The community foundation's internal information and implementation systems maximize its ability to influence community change.
- 5D: Roles
- 3 The community foundation has the human resources to exercise community leadership.
- 4A: CEO Evaluation
  - 4A: Staff Structure
  - 4A: Professional Development
  - 4A: Board Development/Education
  - 5E: Capacity to Engage in Policy Change

#### Third-level building blocks

- 1a The community foundation offers convening space while making it clear that they are ready to meet residents and other stakeholders where and when it is convenient for the residents and other stakeholders.
- 1b The community foundation joins with the community in facilitating, creating, commissioning and sharing research, data and metrics that help strengthen planning, advocacy and implementation efforts.
- 1c The community foundation facilitates connections among residents, government, corporate and nonprofit decision makers.
- 1d The community foundation makes connections among people from different cultural, racial/ethnic and socioeconomic backgrounds.
- 1e The community foundation helps leverage financial and other resources from residents, other private funders and the public sector.
- The community foundation integrates its community leadership efforts across all functional areas.
- 2b The community foundation has a consultative process in place to identify emerging, critical or persistent community issues.
- 2c The community foundation has a system to match donor interests with community leadership needs and issues.
- 2d The community foundation aligns its grantmaking systems and operational processes to support community leadership.
- The community foundation is user-friendly in all of its processes.
- The community foundation's information systems are transparent and accessible.
- The board, staff, volunteers, donors, grantees and vendors are broadly reflective of the community and its shifting demographics.
- 3b The board uses community leadership as a primary criterion in selecting and evaluating the CEO.
- The board and staff are entrepreneurial, take risks and learn from their mistakes.
- 3d The board and staff take new or courageous stands, when necessary, to move an issue forward.
- The board reflects the diverse points of view and levels of influence necessary to effect change.
- The community foundation provides ongoing professional development for board, staff and volunteers around community leadership.
- The board, staff and volunteers are able to relate to the cultures that make up their community.

## **Building Block C** (continued)

The community foundation accesses and develops the **RESOURCES** necessary to exercise community leadership.

## Second-level building blocks

⚠ The community foundation engages donors and other co-investors in community leadership work.

#### Third-level building blocks

- 4a The community foundation systematically helps current and prospective donors deepen their understanding of community
- 4b The community foundation connects donors and potential co-investors to opportunities to increase the impact of their
- 4c The community foundation's donors use their influence and connections to advance community leadership efforts.
- 4d The community foundation provides feedback to donors and other co-investors about the impact of their support.
- The community foundation encourages donors to structure gifts in ways that can flexibly address changing community needs
- The community foundation provides donors with philanthropic options outside the community foundation when donor interests are incompatible with its values.
- 5 The community foundation's business model provides flexible financial resources to support community leadership efforts.

4B: Donor Education

4B: Donor Leadership

- 4C: Awareness of Costs for Community Leadership 4C: Support for Community Leadership

- **5a** Operations are efficient, freeing resources for community
- 5b The community foundation has income-generating, budgeting and leveraging strategies to support community leadership,
  - · Fees from donor funds
  - · Earned income
  - · Unrestricted endowment income
  - · Public sector funds
  - · Corporate and foundation grants
  - · Annual campaigns and special events
- 5c The community foundation knows the cost of each service it provides relative to the revenue it generates, and aligns subsidies as needed to serve community leadership efforts.
- 5d The community foundation knows how to use community and portfolio investments outside of grantmaking to support community leadership efforts.



## **Building Block D**

The community foundation accesses and develops the UNDERSTANDING AND SKILLS to exercise community leadership.

#### Second-level building blocks

The community foundation actively learns about, with and for the community.



- 2D: Influence of Learning Culture
  - 3C: Consultation With Community Members
  - 5A: Community Context and History
  - 5A: Research
- The community foundation has the skills to help residents and other stakeholders be involved in and drive community improvement efforts.



- 2C: Role of Power
  - 3B: Collaboration
  - 3C: Consultation with Private Sector
  - 5B: Networks
  - 5B: Coordination Among Networks
- 3 The community foundation stimulates dialogue, promotes understanding and builds consensus.



- 2B: Engagement
  - 3A: Asset-Based (vs. Deficit-Based Perspective
  - 3C: Consultation With Community Members
  - 5C: Communications Strategy
  - 5C: Goal and Message Alignment
  - 5C: Dissemination

## Third-level building blocks

- 1a The community foundation has current and historical knowledge of the institutions, leadership, economy, demographics, natural and built environment, and culture of its area.
- 1b The community foundation reaches out to people in the community to understand their perspectives, gain their knowledge and engage them in identifying solutions.
- 1c The community foundation finds or generates objective information it needs but may not have.
- 1d The community foundation looks beyond current strategies for solutions.
- 2a The community foundation understands the influence of race, class, culture and power, and has the competencies to facilitate ongoing dialogue about these and other issues.
- 2b The community foundation understands the networks of organizations, individuals and associations working on community improvement.
- 2c The community foundation understands the processes (e.g., community organizing, formal public engagement processes, organizational change efforts, etc.) that support community improvement.
- 2d The community foundation is able to cultivate an understanding of relevant systems (e.g., education, public health, community economic development, etc.) that provide services and shape the context for the health and well-being of the community.
- **2e** The community foundation helps to ensure coordination and collaboration among processes and systems that support community improvement and when necessary, works to reform or strengthen those systems.
- The community foundation has the skills and ability to use convening to produce results.
- 3b The community foundation has the skills, strategies and capacity to effectively tell community leadership stories.
- **3c** The community foundation tailors its communications to diverse audiences.
- 3d The community foundation uses non-traditional communication outlets and new media to ensure community-wide reach and
- The community foundation frames issues in ways that resonate with those who can make change happen.
- The community foundation stays current with communication
- 3g The community foundation is a trusted source and provider of information about the community.

## **Building Block D** (continued)

The community foundation accesses and develops the UNDERSTANDING AND SKILLS to exercise community leadership.

## Second-level building blocks

⚠ The community foundation strategically crafts and acts on community leadership opportunities.



- 2A: Criteria
- 4C: Investments Outside of Grantmaking
- 4C: Social Impact Investing
- 5D: Roles

## Third-level building blocks

- 4a The community foundation understands the multiple roles and range of tools it can use to leverage change.
- 4b The community foundation identifies the ways it is willing and able to add value to a community leadership issue.
- 4c The community foundation knows when to work behind the scenes, when to take a stand, when to partner and when to build the capacity of others to effect change.
- 4d The community foundation nimbly anticipates and responds to emerging opportunities and challenges.
- 4e The community foundation sustains its efforts to achieve its outcomes.
- 5 The community foundation engages in public policy to advance the common good.



- 3C: Consultation With Policymakers
- 5E: Influencing Policy
- 5E: Capacity to Engage in Policy Change
- 6 The community foundation evaluates the impact of its community leadership work.



- 2A: Goals and Outcomes
- 2D: Long-Term Focus
- 5E: Evaluation

- 5a The community foundation understands the public policy process and resource streams.
- 5b The community foundation cultivates relationships in all three branches of government and at the federal, state and local levels.
- 5c The community foundation knows when and how to effectively participate in the policy process.
- 5d The community foundation knows and takes advantage of the range of advocacy options the law allows to 501(c)(3) organizations.
- 6a The community foundation has a long-range vision, plan and outcome-oriented goals for its community leadership work.
- 6b The community foundation gathers data, information and community feedback to measure, inform and adjust its community leadership work.

Acknowledgments

# **Acknowledgments**

The practices, competencies and strategies outlined in this guide have emerged through deliberate and organized discussion among community foundation leaders in the field. We are grateful to those that contributed to the development and design of the Framework for Community Leadership and the Going All In research project.

## Framework for Community Leadership

## National Task Force on Community Leadership

This task force of community foundation leaders helped create the Framework in 2008.

Ivye Allen, President
Foundation for the Mid South

Brian T. Byrnes, Former President & CEO
The Vermont Community Foundation

Phyllis Campbell, President & CEO
The Seattle Foundation

Emmett D. Carson, CEO & President Silicon Valley Community Foundation

Lauren Casteel, Vice President, Philanthropic Partnerships The Denver Foundation

Roger Doughty, Executive Director Horizons Foundation

Lewis M. Feldstein, President

New Hampshire Charitable Foundation

Ellen Gilligan, Vice President
Community Investment
The Greater Cincinnati Foundation

Sandra R. Hernández, MD, CEO The San Francisco Foundation

Michael Howe, Chair, National Task Force on Community Leadership John W. Gardner Center for Youth and Their

Henry Izumizaki, Learning Director The Russell Family Foundation

Communities, Stanford University

Douglas M. Jansson, President Greater Milwaukee Foundation

Benjamin Jealous, President The Rosenberg Foundation

Felecia L. Jones, Executive Director
The Black Belt Community Foundation

Douglas F. Kridler, President & CEO
The Columbus Foundation

Jennifer Leonard, President & Executive Director

Rochester Area Community Foundation

Kelly Lucas, President & CEO

Community Foundation of South Wood County

 ${\bf Milbrey\ W.\ McLaughlin, Professor}$ 

Stanford University Founding Director

The John W. Gardner Center for Youth and

Their Communities

Kathryn E. Merchant, President & CEO

The Greater Cincinnati Foundation

Cultivating Community Engagement Panel

This panel revised the Framework in 2013, placing a greater emphasis on the importance of resident engagement. This is the current and most widely used version of the Framework today.

Carolyne Abdullah, Director of Community Assistance Everyday Democracy

**Ivye Allen, President**Foundation for the Mid-South

Kathleen Annette, President & CEO
Blandin Foundation

Ian Bautista, President
United Neighborhood Centers of America

**Derek Barker, Program Officer** *Kettering Foundation* 

Roque Barros, Former Chief Program Officer for the Jacobs Center for Neighborhood Innovation Jacobs Family Foundation Andrew J. Morikawa,
Executive Director
Community Foundation of

Community Foundation of the New River Valley

Ruben Orduña, Vice President for Development The Boston Foundation

Monica Patten, President & CEO Community Foundations of Canada

Peter H. Pennekamp, Executive Director Humboldt Area Foundation

Lucy Bernholz, Managing Partner
Arabella Advisors
Visiting Scholar and Practitioner
Center on Philanthropy and Civil Society
Stanford University

Grace Cainoy Weltman, Associate Director of Policy and Planning City of Los Angeles Homeless Services Authority

Lauren Casteel, Vice President Philanthropic Partnerships The Denver Foundation

Steve Clift, Executive Director E-DEMOCRACY

**Dudley Cocke, Director** *Roadside Theater* 

Stuart Comstock-Gay, President & CEO Vermont Community Foundation

Clotilde Dedecker, President & CEO
(Panel Chair)

Community Foundation for Greater Buffalo

Nick Deychakiwsky, Program Officer Charles Stewart Mott Foundation

Acknowledgments

**Deborah Ellwood, Executive Director** *CFLeads (Resource Team)* 

Paula Ellis, Vice President, Strategic Initiatives (Retired) John S. and James L. Knight Foundation

Janis Foster Richardson, Executive Director Grassroots Grantmakers

Christopher Gates, Executive Director PACE – Philanthropy for Active Civic Engagement

Cynthia Gibson, Principal Cynthesis Consulting

Antonia Hernández, President & CEO California Community Foundation

Joseph Hoereth, Director

Institute for Policy and Civic Engagement (IPCE), College of Urban Planning and Public Affairs, University of Illinois at Chicago

Michael M. Howe

Howe & Associates (Resource Team)

Mike Huggins, Retired City Manager Eau Claire, WI

Doug Jansson, CEO

Greater Milwaukee Foundation (Retired)

Matt Leighninger, Executive Director
Deliberative Democracy Consortium

Darryl Lester, Founding Partner Community Investment Network

John McKnight, Professor of Education and Social Policy, Co-Director, Asset-Based Community Development Institute Institute for Policy Research, Northwestern University Caroline Merenda, Program Director CFLeads

Linda Nguyen, Director, Civic Engagement Alliance for Children and Families

Cynthia Parker, Senior Associate
Interaction Institute for Social Change

Peter Pennekamp, Executive Director Emeritus Humboldt Area Foundation

Peter Peterson, Executive Director

Davenport Institute, Pepperdine University

Carleen Rhodes, President & CEO
The Saint Paul Foundation and Minnesota
Community Foundation

Gloria Rubio-Cortes, President National Civic League

Kelly Ryan, President & CEO Incourage Community Foundation

Deanna Silke, Executive and Program Administrator CFLeads (Retired)

Nancy Van Milligen, President & CEO Community Foundation of Greater Dubuque

Sandra Vargas, President & CEO The Minneapolis Foundation

Alandra Washington, Deputy Director W.K. Kellogg Foundation

Jen Willsea, Senior Associate
Interaction Institute for Social Change

Garland Yates, Interim Executive Director Neighborhood Funders Group

Jeffrey Yost, President & CEO Nebraska Community Foundation

## Going All In

An advisory committee made up of community foundation leaders from across the country helped guide the research project that led to Going All In from 2019 to 2020.

**Ivye L. Allen, President**Foundation for the Mid South

Fred Blackwell, President & CEO San Francisco Foundation

Clotilde Perez-Bode Dedecker,
President & CEO
Community Foundation for Greater Buffalo

Helene D. Gayle, President & CEO The Chicago Community Trust

Ellen M. Gilligan, President & CEO, Advisory Committee Chair Greater Milwaukee Foundation

Paul S. Grogan, President & CEO
The Boston Foundation

Douglas F. Kridler, President & CEO The Columbus Foundation

**Tony Mestres, President & CEO**Seattle Foundation

Shelly O'Quinn, CEO Innovia Foundation

Richard Ober, President & CEO
New Hampshire Charitable Foundation

Isaiah M. Oliver, President & CEO
Community Foundation of Greater Flint

Pedro A. Ramos, President & CEO The Philadelphia Foundation

Randy Royster, President & CEO
Albuquerque Community Foundation

Ashley Swearengin, President & CEO Central Valley Community Foundation

**Steven G. Seleznow, President & CEO**Arizona Community Foundation

