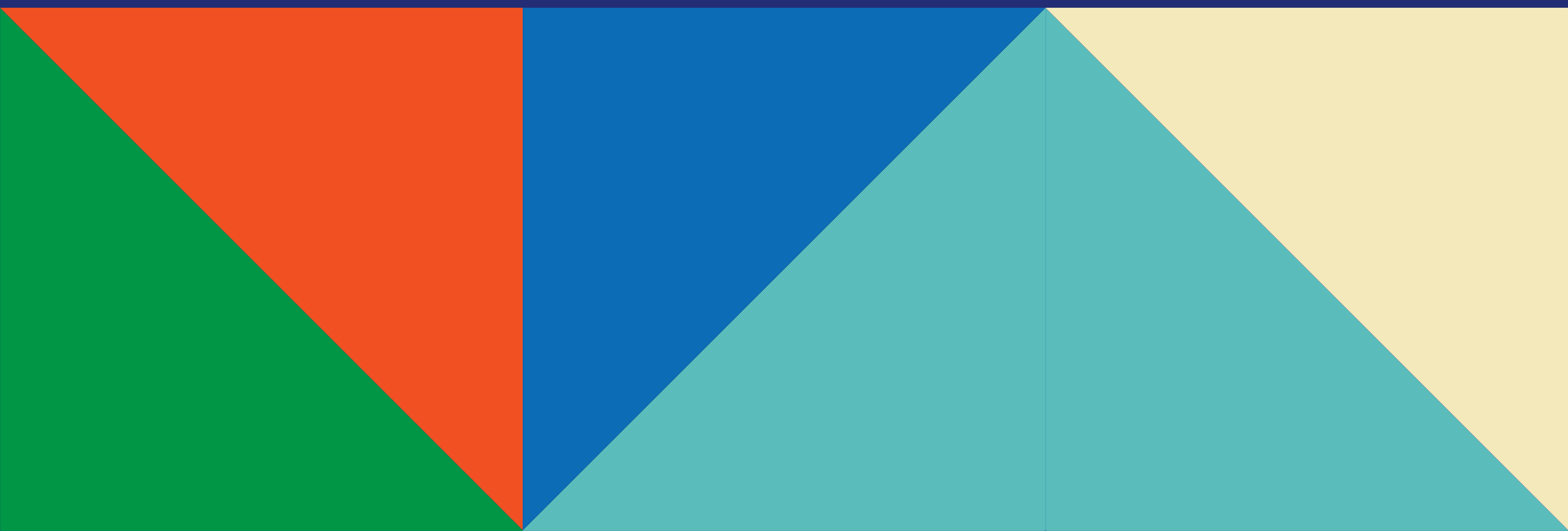


**CFLeads**

Community Foundations  
Leading Change

# Community Leadership Field Guide for Community Foundations

July 2021



# 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 *Framework* 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 [cfleads.org](https://cfleads.org).

## 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** showcases the three community leadership strategies that the community foundation field has identified as having the potential for greatest community impact.

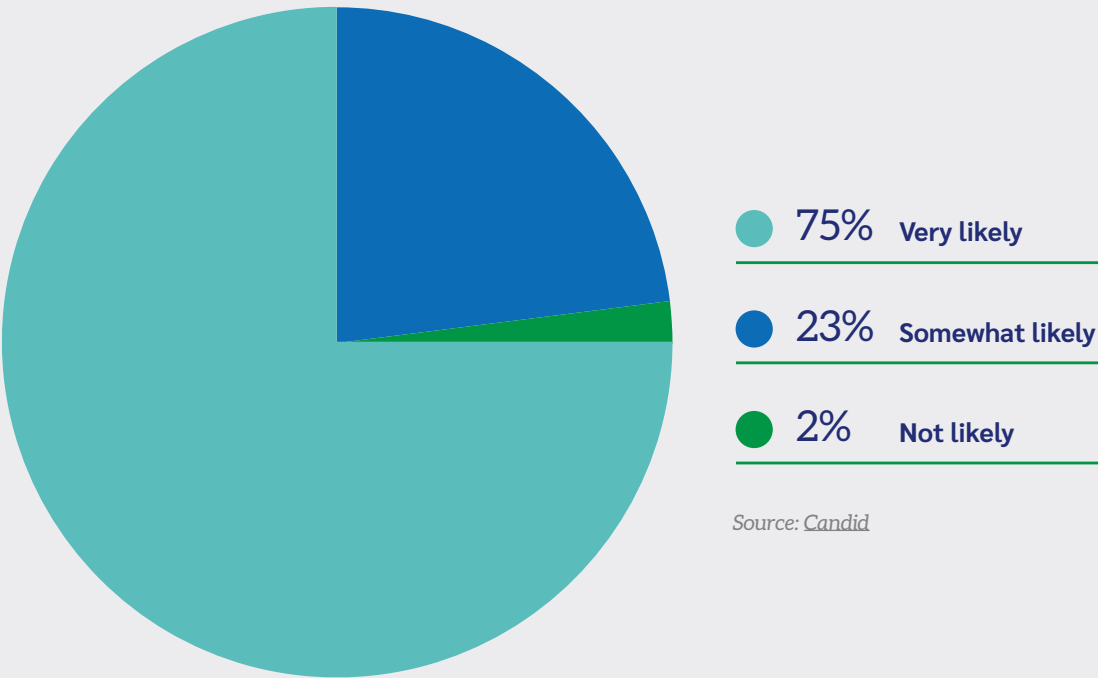
These strategies emerged from a research project conducted by CFLeads in 2019, where we set out to understand the environment in which community foundations are working and where they can add further value. We conducted a field-wide survey in partnership with Candid and heard from 152 community foundation 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.**

**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?**



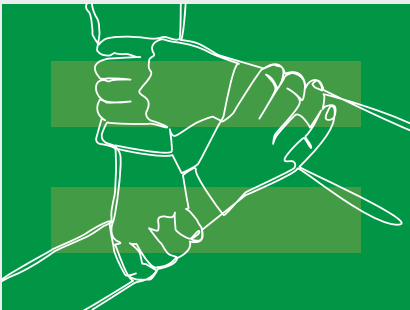
This astonishing finding demonstrates the universal recognition by community foundations of their important community leadership role. No longer focused solely on good grantmaking and serving as charitable banks, community foundations from coast to coast are leaning into the many other actions they can 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 [Going All In web portal](#), 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.**

AREAS OF MOMENTUM



**Insisting on Racial Equity**



**Amplifying Community Voice**



**Influencing Public Policy & Systems**

To learn more about each of these resources, please visit [cflleads.org](#).



# 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.

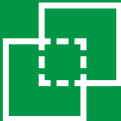
ELEMENTS OF EFFECTIVE COMMUNITY LEADERSHIP



**Engaging 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



**Shaping public policy**, recognizing that government systems have a significant impact on the lives of every resident



**Marshalling resources** beyond the foundation’s own grants — from private foundations as well as from local, state and federal government — to address community needs





# 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

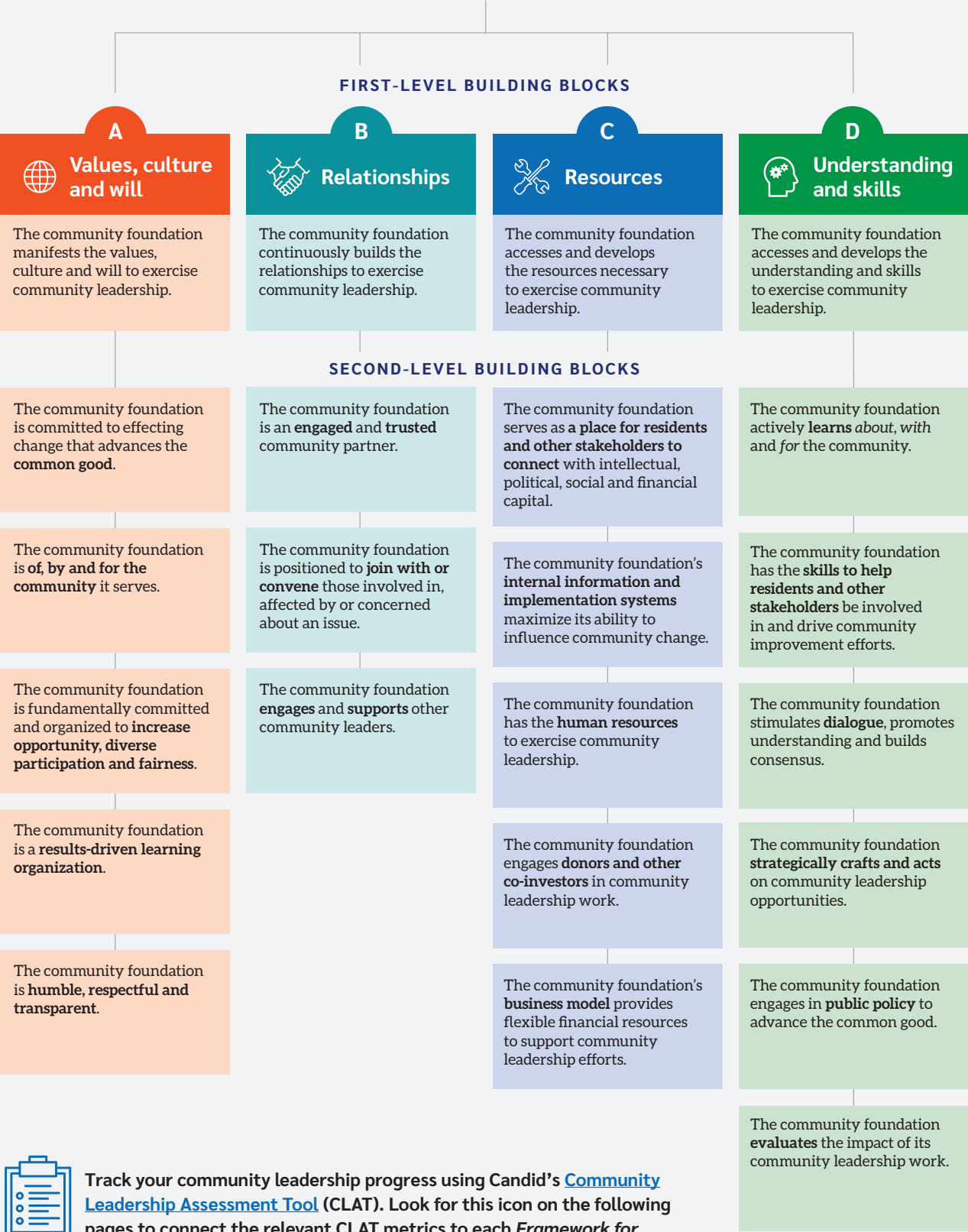
This acknowledges how the community foundation goes about its business: in the open and ensuring broad participation. It also recognizes that the community foundation is well suited to assemble and leverage resources.

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.



# 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.

Ivy 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 Communities, Stanford University*

Henry Izumizaki, Learning Director  
*The Russell Family Foundation*

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*

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*

Andrew J. Morikawa, Executive Director  
*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*

### 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.

Carolyn Abdullah, Director of Community Assistance  
*Everyday Democracy*

Ivy 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*

**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*

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