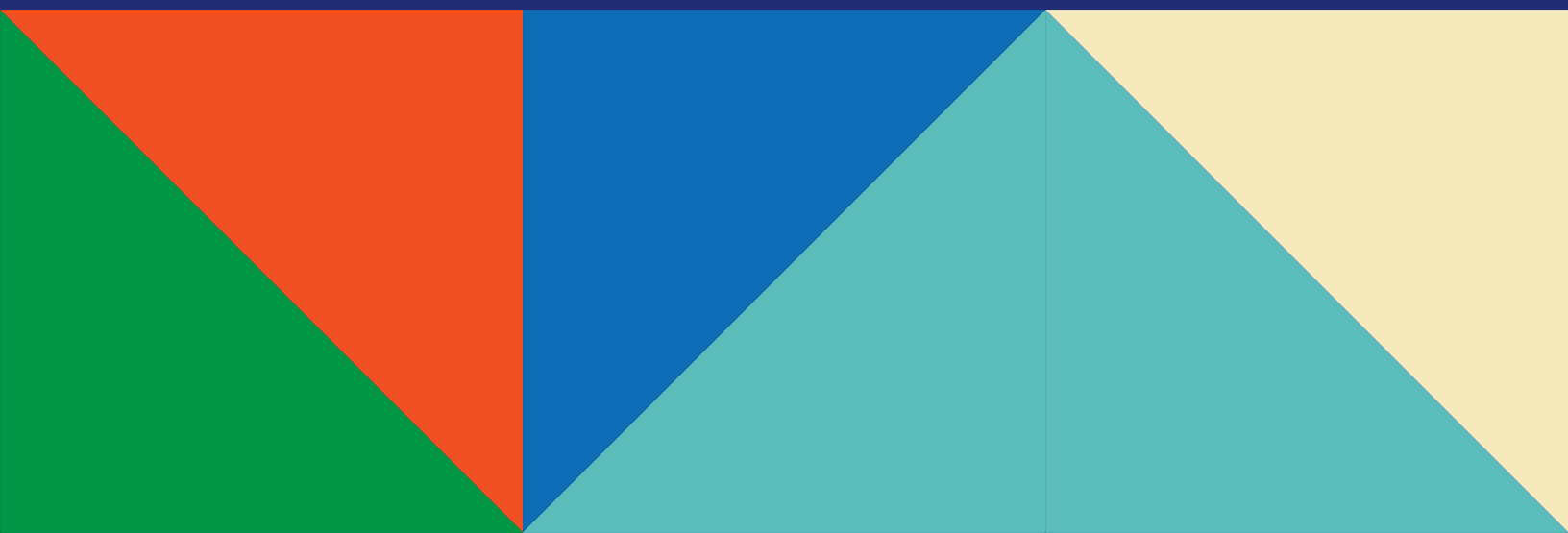


CFLeads

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.

Community Leadership Compass



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.

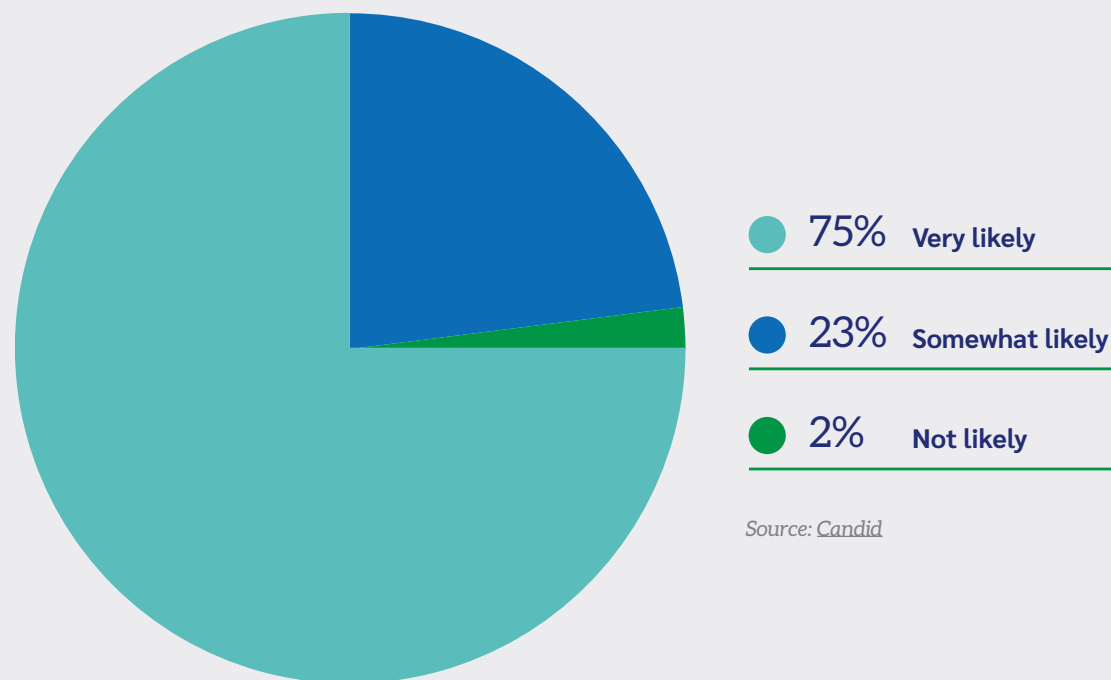
These strategies emerged from a research project conducted by CFLeads in 2019, where we set out to understand the environment in which community foundations are working and where they can add further value. We conducted a field-wide survey in partnership with Candid and heard from 152 community foundation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

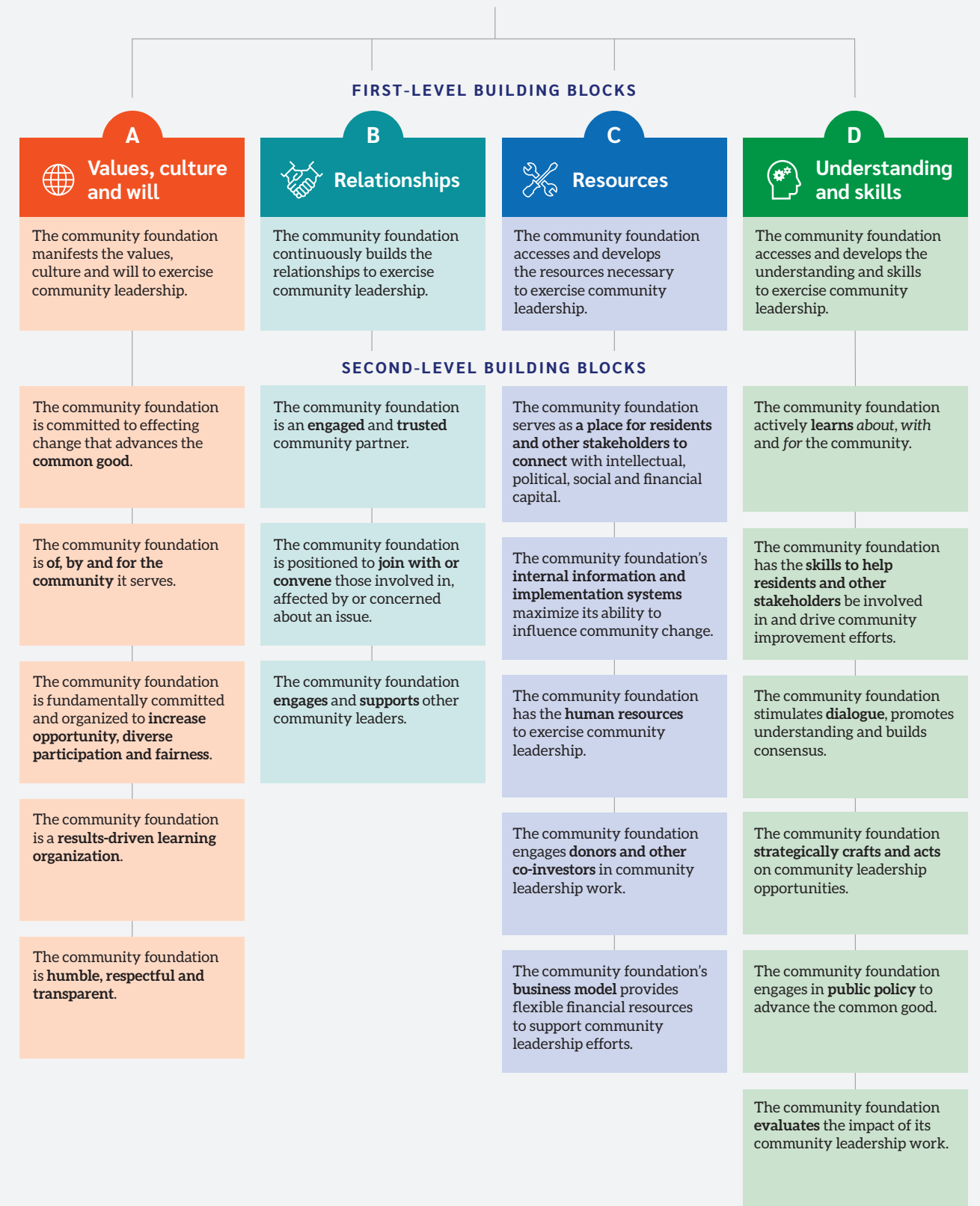
and producing significant, widely shared and lasting results

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 Founding Director
Stanford University
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
Encourage 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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