



UNIVERSITY OF SAN FRANCISCO

CHANGE THE WORLD FROM HERE

Inside Out: Internal Equity Within Community Foundations

by

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Abstract

“Historically, community foundations were created to support their communities or specific groups of people rather than make sweeping social change” (Celep, Brenner & Mosher-Williams, 2016). Community foundations have made a revolutionary shift in their impact through community leadership. Equity has become a focus for community foundations across the nation that strive to make an even bigger impact within the communities they serve and as a result, have a greater responsibility to align their external strategies with their internal culture. As the world continues to become more diverse, community foundations must shift their strategies to include equity, diversity and inclusion in order to be effective community leaders. Research recognizes the importance of an internal culture to support external work. As equity becomes a focus area, community foundations must look inward to assess practices, policies and procedures to ensure alignment.

Keywords: community foundation, diversity, equity, inclusion internal equity

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Section 1. Introduction

Community foundations have a rich history of being for and with communities since their inception. As the role of community foundations has shifted, they have become skilled community leaders that participate in public life far beyond grantmaking and asset building. Community foundations continue to evolve and learn how to best create change within the community, especially for those living on the margins of our society. As the world becomes increasingly diverse, community foundations have learned that they can't create impact without looking at the systems that perpetuate inequality. Diversity, equity and inclusion have become focus areas for many community foundations across the nation. As equity comes to the forefront as a focus area, community foundations are tailoring their external strategies to move the work forward.

The purpose of this research is to understand how equity- focused community foundations are looking inward to pursue internal equity as they pursue equity externally and produce a set of recommendations for other community foundations. The recommendations put forth by this research add to what is available for community foundations and other nonprofit organizations to begin the process becoming a more equitable organization.

This research will begin with a literature review that will explore the history of community foundations, their role as community leaders, diversity, equity and inclusion (DEI) work and the operationalization of DEI work. Next, the methods and approaches for this research will be discussed. Lastly, the data analysis of a quantitative content analysis and expert interviews will be discussed along with the research implications and recommendations.

Section 2: Literature Review

Community Foundations Then & Now

Students of philanthropy are familiar with Andrew Carnegie who said, "The man who dies rich thus dies in disgrace" (Carnegie, 1889). Carnegie's views were based in Social Darwinism or more simply, in the idea that within society there are superior men and those superior men are responsible for distributing the wealth within the community for the greater good (Sacks, 2014). Although Carnegie's views are thought to be paternalistic and slightly problematic, he shared a deep concern for the role of wealth in society. Frederick Harris Goff was the originator of the community foundation concept; he was a Cleveland lawyer and banker who managed the estates of wealthy Clevelanders and "although he concurred with much of Carnegie's thinking about the problems of excess wealth, he developed another solution" (Sacks, 2014, p. 10-11).

Goff was born in Blackberry, Illinois in 1858 and moved with his family to Cleveland when he was five or six years old (Sacks, 2014). He worked his way through the University of Michigan and began his own law practice in 1883, he joined another firm in 1896 that handled litigation for John D. Rockefeller- there he began advising his wealthy clients on estate planning (Sacks, 2014). In 1908, Goff began working with Cleveland's Mayor, Tom Johnson to resolve the city's railway crisis, he established a non-profit holding company to acquire private streetcar interests and was named President of the Cleveland Trust company (Sacks, 2014). Through his role as President, Goff promoted the idea of community foundations as an opportunity for trust banks to serve their communities (Sacks, 2014). Goff was a reformer and deeply concerned with issues of social justice, much of his work was focused on reforming banking practices locally and nationally (Sacks, 2014). "Goff's goal was to make banks more accountable to the public, accessible to all levels of society, and financially secure" (Sacks, 2014, p. 12).

The community foundation structure Goff devised was the first of the two major forms of community foundations in the United States – the community trust. The other form, most common today, is corporate form, an independent charitable corporation that gives community foundations the freedom and ability to control their investments and appoint their own boards of directors (Sacks, 2014, p. 13).

Goff's plan was to establish a single trust bank to manage charitable funds and appoint non-partisan citizens that were knowledgeable about community needs and interests (Sacks, 2014). In 1916, the Indianapolis Foundation founded the multiple trust bank form, the New York Community Trust followed in 1920 and after Goff's death in 1923, the Cleveland Foundation converted to a multiple trust bank form (Sacks, 2014). Setting up a community foundation in trust form was relatively easy in the early 1900s, a single trust bank would allocate their own resources to the philanthropic arm of the bank, a multiple trust bank would collectively allocate resources.

The primary advantage of multiple trust bank form was that more potential donors would be made aware of community foundations through the banks' trust officers, acting as financial advisors to the wealthy, and the community foundation would be seen as a community asset rather than controlled by and for one bank. (Sacks, 2014, p. 13).

Goff's idea resonated and began to gain traction, by 1920, 19 out of 21 of the largest cities in the United States had established community foundations. In the same year, the Committee on Community Trusts was established to further promote the concept and serve as a forum for community foundations to share the lessons they learned and provide support; the committee published a bulletin, produced surveys and put on a

conference (Sacks, 2014). “At the conferences attendees learned from each other how to be a community foundation. Boston taught them how to do grantmaking; Chicago how to do fundraising, and Cleveland the larger picture of why community foundations mattered” (Sacks, 2014, p. 16).

The onset of the Great Depression effectively broke the connection between community foundations and trust banks. Ten years after his death, trust bankers were still remembering Goff’s call to service which exemplified the highest duty for trust bankers, and how the lack of bankers with his qualities had brought about this new financial disaster. For U.S. banks, facing an existential crisis, community foundations no longer seemed a high priority. The Committee on Community Trusts shut down. Community foundations struggled to survive the Great Depression. Those that were well established and had money to grant did what they could to deal with the effects of the severe economic downturn. Other community foundations, with diminished support and few resources, did not survive. Some became charitable trusts within their sponsoring banks (Sacks, 2014, p. 16).

After World War II, community foundations entered a new era of growth, in 1949 they established their own member-based organization meant to promote the community foundation concept, provide support, lobby the federal government for tax advantages and share lessons with one another; eventually, the organization opened its membership to all grantmaking entities, changed its name and became the Council on Foundations in 1964 (Sacks, 2014). From that point, community foundations began making a shift to the more modern corporate model by shaking off antiquated board appointment strategies, changing the way they worked with donors, working with donors while they were still living and not solely building assets through deferred gifts (Sacks, 2014). Donor advised funds were introduced in 1931 and commercial donor advised funds emerged in 1991 (Sacks, 2014).

In 2014, there were at least 763 community foundations in the United States (Sacks, 2014). In 2015, 14 community foundations had assets over one billion dollars and two had assets over four billion dollars: the Silicon Valley Community Foundation and the Tulsa Community Foundation (Foundation Center, 2015). According to Giving USA (2018), foundations contributed approximately 65 billion dollars to nonprofit organizations.

In many areas’ community foundations are the largest local foundation and when they are not, they frequently have the largest local impact (Sacks, 2014). Community foundations continue to grow as they raise money from individuals, families, corporations and even other foundations (Sacks, 2014; Council on Foundations, n.d).

Today, there are community foundations all over the country and in the United Kingdom, Western Europe, Germany, Italy, Spain, Ireland and Belgium; the proof of concept is evident in that the community foundation model has been replicated successfully in other parts of the world with histories and traditions that are different than in the United States (Sacks, 2014).

Community foundations raise money and build permanent resources to serve communities in a defined region and while they are non-partisan, they can take a political stand on important issues (Sacks, 2014). In addition to resource development and grantmaking, community foundations take on many roles including: teaching and promoting philanthropy, increasing the accountability and operating standards of nonprofits, focusing resources in times of disaster, acting as an intermediary organization, acting as community leaders, promoting community development, and addressing social justice issues (Sacks, 2014).

Community Foundations as Community Leaders

In 2005, a report titled *On the Brink of New Promise: The Future of U.S. Community Foundations* was published as community foundations were starting to feel pressure from the for-profit commercial donor advised fund market (D. Ellwood, personal communication, March 18, 2019). Ellwood (2019) explained that since community foundations couldn't compete on price, they had to compete in other ways mainly, making a shift to more community building, focusing less on the institution and doing the work in partnership with others and not individually and competitively (personal communication, March 18, 2019).

Since 2005, community foundations have taken on community leadership roles in addition to addressing the most immediate needs of the communities they serve to create impactful change. Community leadership is the bedrock for creating large-scale change and community foundations are inherent community leaders as they are linked to the communities they serve and understand the challenges, need and solutions on a range of important issues (Hamilton, Parzen & Brown, 2004; McGill, Kornberg & Johnson, 2007). Because community foundations sit at the intersection of the public and private sector, they are excellent conveners and can pull diverse stakeholders together around community issues and raise up the voices of the community itself (McGill et al., 2007; Hamilton et al., 2004). According to Ellwood (2012), the current CEO and President of Community Foundations Leading Change (CFLeads), engagement with the public sector and public policy is an important part of community leadership and necessary to tackle society's biggest challenges that go beyond foundation grantmaking or what a foundation can accomplish on its own. "CFLeads is a national network of community foundations committed to building stronger communities through

community leadership” (Community Foundations Leading Change, 2019). The main objectives of the organization is to help advance community leadership practice (through its framework), share knowledge about what they are learning and galvanize community foundations around issues of our time (D. Ellwood, personal communication, March 18, 2019).

In this heightened community leadership role, “the community foundation is a catalyzing force that creates a better future for all by addressing the community’s most critical or persistent challenges, inclusively uniting people, institutions and resources, and producing significant, widely shared and lasting results” (Council on Foundations, CFLeads & Aspen Institute Community Strategies Group, 2008). According to Hamilton et al. (2007, p. 3), “the decision to assume change-making roles is driven by a passionate belief in the potential and responsibility of community foundations to promote positive community change”.

As the communities in which community foundations work are becoming increasingly more complex and fragmented and populations become more ethnically, racially and socioeconomically diverse (McGill et al., 2007; Hamilton et al., 2004), “many community foundations have looked to diversity and inclusion as a pathway to organizational excellence and ultimately sustainable impact” (Rosenberg, Wooten, McDonald & Burton (2010, p. 102). *Leading by Example Diversity, Inclusion, and Equity in Community Foundations* (2004) reported that the number of racial ethnic minorities has grown from 16% to 31% in thirty years. It has increased exponentially since then. The context in which community foundations operate is evolving and to better respond to the changes, they are looking at race and inclusion to increase their effectiveness and build stronger communities for all people (McGill et al., 2007; Scharf, Rubén & Olsen, 2004; The Annie E. Casey Foundation, 2015).

Framework for Community Leadership by a Community Foundation (2013) is a framework developed by Community Foundations Leading Change (CFLeads) in partnership with the Aspen Institute Community Strategies Group and Council on Foundations that can be used by community foundations to define and clarify their practice of community leadership. The framework is divided into first- level building blocks A through D which serve as umbrella value statements. The framework is further divided by second and third-level building blocks. Second and third-level building blocks offer additional value statements that correspond to the overarching first-level building blocks. While the full framework can be found in Appendix A, building block A, 3a- 3g are relevant to this paper because it makes the case that community foundations that wish to exercise their community leadership muscles cannot do so without addressing elements of diversity, equity and inclusion (DEI). Further, building block C, 3a-3g

addresses internal values important to effective community leadership as it relates to DEI principles.

Figure 1.

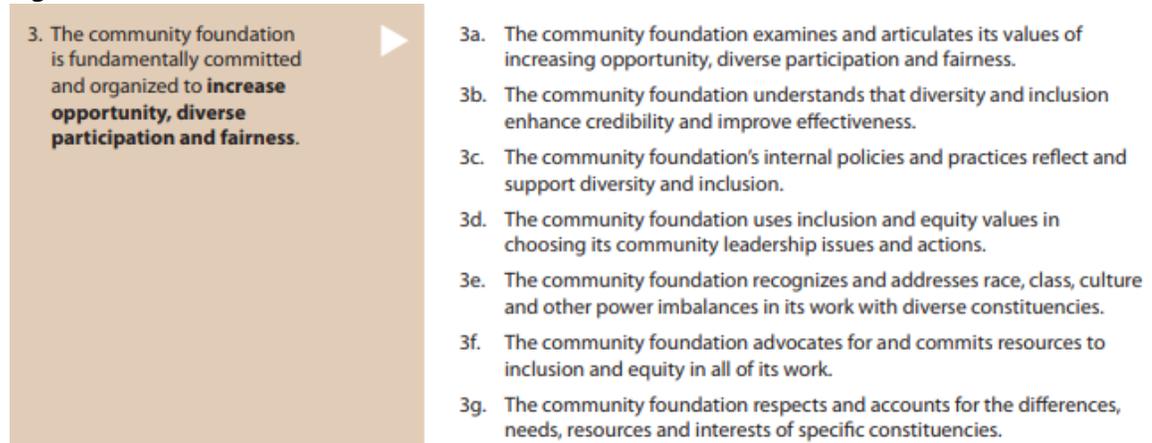
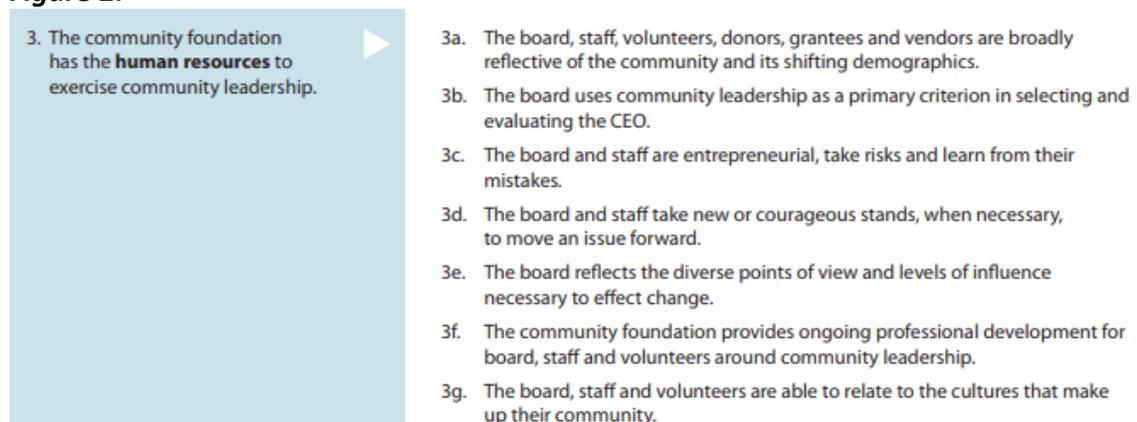


Figure 2.



Community Foundations & Diversity, Equity and Inclusion Work

Community Foundations Take the Lead Promising Approaches to Building Inclusive and Equitable Communities (2007) gives several examples of “community foundations that are building more equitable and inclusive communities” (p. 2) through community leadership and as it relates to diversity, equity and inclusion.

Figure 3.

- > **The Rochester Area Community Foundation** serves as an important ally in the success of the Mosaic Partnerships, one of the main tools for combating racism in Rochester, New York, and surrounding communities. The Partnership creates a network for community stakeholders across racial and class boundaries, placing an emphasis on the significance of social capital and networks to level the playing field for Rochester's underserved communities.

Figure 4.

- > **The Greater Cincinnati Foundation** is one of the lead conveners of Better Together Cincinnati, which focuses on issues related to police-community relations and criminal justice, economic inclusion, and educational achievement. With noted success, the foundation has spearheaded the work since racial tensions threatened to fragment Cincinnati's communities in 2001.

Figure 5.

- > **The Community Foundation in Jacksonville**, in partnership with the public school system in Duval County, Florida, recently launched the Quality Education for All Initiative to improve educational outcomes for school-age children. The Initiative includes specific goals to address the gaps in achievement for low-income students and students of color.

According to Merriam-Webster (2019), equity is justice according to natural law or right. Some might confuse the word equity with equality. Figure 6 illustrates the difference between the two terms. On the left, each person is given the same size box to watch the hockey game. On the right, everyone is given a different size box to watch the hockey game so they can all see it clearly no matter their height. Equity is different than equality because equity gives individuals what they need to get where they want or need to go.

Figure 6.



As equity continues to gain momentum within community foundations nationally, it is important to understand how community foundations are moving the work forward internally.

Operationalizing DEI Work

“Diversity and inclusion work is hard, and it’s not enough to have a vision. The real challenge for organizational members is translating the vision into action” (Rosenberg et al., 2010). Celep et al. (2016) argues that a foundation’s internal culture is critical in achieving social change. Organizational change requires buy-in not only from outside stakeholders but also from the people who will be responsible for moving the work forward from the inside out. To facilitate large-scale change whether it is public policy participation, increased community leadership or a change in focus, community foundations often have to build capacity internally to align their organization with the foundation’s expanding role (Celep et al., 2016; Hamilton et al., 2004). Bolstering internal capacity for the work can include but is not limited to, reorienting staff, trustees, stakeholder and other participants and making changes to internal structures, initiatives, grantmaking, etc. (Hamilton et al., 2004). For community foundations committed to DEI work externally, it is important that the internal culture in regard to diversity, equity and inclusion can support and reflect the external work. Failing to align the external DEI objectives with internal culture and strategy can result in frustration and high turnover (Celep et al., 2016).

Within the available literature, five themes emerged as important elements of operationalizing diversity, equity and inclusion work within community foundations: leadership commitment, establishing a common understanding of key concepts, identifying behaviors associated with key concepts, and creating safe spaces. Creating an internal culture grounded in DEI values requires a strong commitment from the leadership of a community foundation (The Annie E. Casey Foundation, 2017; Pickett-Erway, 2014; Scharf et al., 2004; Dean-Coffey, Casey & Caldwell, 2014). This is important because often, the leaders of the organization set the tone for the organization and having them “on board” can trickle down and throughout the organization. Additionally, individuals might not be able to see themselves within the DEI strategy and it is important for leaders on different teams to also share in the commitment to further disseminate the importance of the work.

Perhaps one of the most important components of operationalizing DEI work internally is for community foundations to articulate definitions and important concepts of diversity, equity and inclusion work to staff so that the organization can learn and establish a common understanding of key concepts to advance their learning as a unit

(The Annie E. Casey Foundation, 2015; Scharf et al., 2004). The Annie E. Casey Foundation (2015) outlined the following core concepts to help their organization develop a shared language of DEI concepts.

- Equity
- Systematic equity
- Inclusion
- Racial justice
- Race
- Internalized racism
- Internalized oppression
- Internalized privilege
- Interpersonal racism
- Institutional racism
- Structural racism (or structural racialization)
- Systematic racialization
- Racial privilege
- Racial oppression

Additionally, articulating the principles and behaviors as it relates to DEI core concepts is important for facilitating internal change (Scharf et al., 2004; Dean-Coffey et al., 2014; Celep et al., 2016; The Annie E. Casey Foundation, 2017). Understanding a key concept by definition is the first step. The second step requires the community foundation to articulate how key concepts play out both internally and externally to bring learning full circle. For example, it would be beneficial for staff to understand what equity means and how it relates to the larger foundation goals, their individual work and internally across the organization.

Scharf et al. (2004) stated that to understand diversity, equity and inclusion fully, it is important to include people of diverse backgrounds and perspectives in the conversation. As community foundations work to create a shared language and values with its staff members and their own lived experiences it is important that everyone participates and it is imperative to create a safe space for learning and sharing of experiences (The Annie E. Casey Foundation, 2017; Rosenberg et al., 2010) because it can be difficult for people to discuss subjects that are generally taboo, uncomfortable and require a level of vulnerability (Pickett- Erway, 2014; The Annie E. Casey Foundation, 2017; Rosenberg et al.,2010). The above-mentioned key concepts can be difficult for individuals to learn about and it can be difficult to understand those concepts in relationship to one's own experiences so it's important for community foundations to prepare for that and support staff in their learning.

According to Dean- Coffey et al. (2014, p. 84), “weaving together individual competencies and organizational capacities strengthens the approach and the attainable results”. A work published by the Annie E. Casey Foundation (2017, p. 6) argued that “achieving equity was the only way to achieve the Foundation’s mission and that equity could not be achieved in the communities Casey served until it was understood and embraced internally”. When an organization can successfully facilitate individual learning and connect to an larger arc of understanding within the organization, the organization can address the change it wishes to see in the world.

Summary & Looking Forward

With a rich history of innovation and community leadership, community foundations are primed to take on the issues of our time. Many community foundations have taken on diversity, equity and inclusion issues to become more effective change-makers with much success. Operationalizing DEI work can be difficult but there are ample resources available to begin the journey forward.

The *Framework for Community Leadership by a Community Foundation (2013)* underscores the importance of not only external DEI practices but internal as well. As community foundation across the nation are zeroing in on equity as a core value, an important area of interest becomes how community foundations are looking inward to assess their own internal equity as they are promoting equity externally. This research aims to understand the following:

Research Questions

- 1. How do community foundations define and pursue equity externally?**
- 2. How do community foundations define and pursue equity internally?**
- 3. Why is focusing on internal equity important for equity focused organizations?**
- 4. What are the best practices in promoting internal equity?**

Subquestions

- 1. Do the community foundation’s internal and external strategies align?**

The research questions above were developed with the intention of identifying themes within community foundation that are focused on equity as a core value and developing potential best practices for other community foundations.

Section 3: Methods and Approaches

The methods and approaches for this research included: a review of existing literature, a quantitative content analysis and expert interviews. The literature review was conducted using Google Scholar, the Gleason Library research database through the University of San Francisco, internet searches on community foundation history and field specific facts and figures, reports and white papers. The Reference Librarian at the University of San Francisco, Penny Scott was instrumental in the research process. Research keywords included: community foundations, equity, inclusion and diversity. The literature review helped to better understand the history of community foundations, the shift that has taken place in the role of community foundations as community leaders and changemakers and the importance of internal culture shifts to support the external work. Although there is research available on community foundations and how they operationalize diversity, equity and inclusion work- there is less research on how community foundations are taking stock of their policies and practices to become more equitable within.

After the literature review was completed, a quantitative content analysis was conducted using the Community Foundation Equity Network's inaugural cohort. The Community Foundation Network was chosen as a focal point for the research for a few reasons. First, the network was created out of demand from the field and provided a finite sample of equity-focused community foundations to assess. Second, CFLeads facilitates the Community Foundation Equity Network and serves as a resource hub for community foundations across the nation. Third, the indicators used to assess each organization were from the *Framework for Community Leadership by a Community Foundation* (2013) which, was developed by CFLeads in partnership with two other organizations.

The Community Foundation Equity Network was a result of a meeting with CFLeads, community foundations and Manuel Pastor; Pastor discussed democracy and where the country was headed as it becomes more diverse (D. Ellwood, personal communication, March 18, 2019). Ellwood went on to explain that after the meeting, several CEOs expressed interest in doing work around equity and needing help in order to accomplish their goals (personal communication, March 18, 2019). Fred Blackwell, the current CEO of The San Francisco Foundation along with Ellwood were instrumental in bringing on community foundations that were interested in equity work. Officially "launched in 2017 in partnership with PolicyLink and the Public Equity Group, the Community Foundation Equity Network is a historic effort to help community foundations advance equity in their communities and to shape the practice and thinking of the broader community foundation field (Community Foundations Leading Change, 2019).

CFLeads provides a wealth of resources for community foundations looking to advance through community leadership.

CFLeads offers conferences, forums, webinars, resources, structured intensive learning opportunities for foundation leaders, and consulting services to the community foundation field. In 2018, CFLeads engaged with more than 750 individuals representing 370 community foundations and their community partners. We are committed to community leadership as a key strategy for delivering community impact. Our results show we learn best from our peers (Community Foundations Leading Change, 2019).

The Community Foundation Equity Network 2017-2018 cohort members include:

- Baltimore Community Foundation
- Community Foundation for Greater Buffalo
- Community Foundation of Greater Dubuque
- The Denver Foundation
- East Bay Community Foundation
- Foundation for the Mid South
- Greater Milwaukee Foundation
- Kalamazoo Community Foundation
- Saint Paul & Minnesota Foundations
- The San Francisco Foundation

*The 2019-2020 cohort of the Community Foundation Equity Network was released after this research was underway.

The quantitative content analysis was conducted using two value statements from the *Framework for Community Leadership by a Community Foundation* (2013) as indicators. Twelve measures (Appendix B) were created to assess each community foundation's website on their central communication of internal and external equity and principle alignment with the tenants of community leadership outlined in the framework specifically in relation to DEI principles and internal practices. The websites of community foundations within the Community Foundation Equity Network were assessed because websites are provide the first point of contact for prospective donors, professional advisors, partners, grantees, employees, etc. The quantitative content analysis also served as a starting point to identify potential foundation interviewees for expert interviews.

Semi-structured interviews were conducted with the following interviewees:

- Galen Maness, Director of Human Resources at The San Francisco Foundation

- Susan Springgate, Vice President of Finance and Administration of the Kalamazoo Community Foundation
- Shanaysha M. Sauls, President & CEO of the Baltimore Community Foundation
- Deborah Ellwood, President & CEO of Community Foundations Leading Change (CFLeads)

Both the quantitative content analysis and semi-structured interviews helped to better understand a specific landscape of community foundations that are focused on equity and to answer the research questions discussed previously. Interviews with individuals from community foundations helped to aggregate insight on their personal and professional experiences regarding internal equity. Deborah Ellwood was interviewed to better understand CFLeads, their mission and the Community Foundation Equity Network.

The result of this research is a set of recommendations for other community foundations and other nonprofits to pursue internal equity. Research in the area of internal equity within community foundations is important because community foundations have a unique position at the intersection of the public and private sector and have the expertise to lead the way. Further, it is important for community foundations and other nonprofit organizations looking to make meaningful community impact to practice what they preach- if equity is important externally, it must be important internally, not only to support the work but to create alignment between the two strategies. Alignment can ultimately lead to better results for everyone.

Section 4. Data Analysis

For the quantitative content analysis, each community foundation website was looked up through an Internet search engine and browsed between 3-5 minutes in order to get familiar with the general layout of the online platform. Then, each measure was coded and marked on a spreadsheet (Appendix C). An X on the spreadsheet denotes the absence of a particular measure in accordance with the indicator, an O denotes the presence of a particular measure in accordance with the indicator.

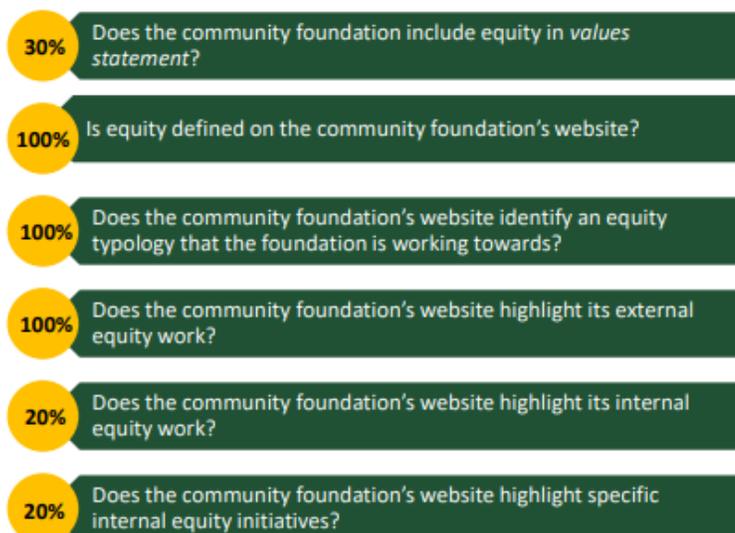
Measures 1-6, 11 and 12 aimed to assess each community foundation's alignment with the following value statement from the *Framework for Community Leadership by a Community Foundation* (2013): the community foundation manifests the values, culture and will to exercise community leadership. The measures assessed if community foundations incorporate equity into their mission, vision and values, define equity, communicate their external equity strategies, identify a specific typology of equity that they are working toward, highlight their internal equity work and highlight specific internal equity initiatives.

Measures 7, 8, 9 and 10 aimed to assess each community foundation's alignment with the following value statement from the *Framework for Community Leadership by a Community Foundation* (2013): the community foundation accesses and develops the resources necessary to exercise community leadership. The measures assessed if community foundations include DEI statements and metrics on their website. The San Francisco Foundation launched its new website on May 1, 2019 which, included DEI statements and metrics. The quantitative content analysis had been completed beforehand therefore, the data does not include the new additions to the website.

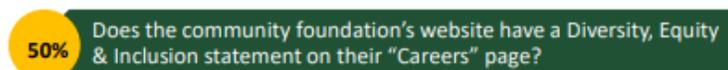
The measures that yielded positive data can be observed in Figure 7.

Figure 7.

The community foundation manifests the values, culture and will to exercise community leadership.



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



Measures 1-3 show that very few community foundations have equity explicitly stated in their mission, vision or values but measures 4-5 show that a much higher percentage of community foundations define equity, outline their external equity strategies and identify a typology of equity that they are working toward through their equity strategies on their website.

Many community foundations did not define equity as “equity is...” but instead, defined and described what equity embodies at its core and more specifically for the organization itself as seen in Figure 8. In a conversation with Deborah Ellwood, it was discussed the many community foundations don’t define equity in a way that makes it clear that equity is a core piece of their work, she agreed and went on to say that for some foundations, community impact might be their mission but that it isn’t achievable without equity (personal communication, March 18, 2019).

Figure 8.

OUR VISION:

A vibrant and inclusive Greater Dubuque
region with resources and opportunities for
all

The Community Foundation of Greater Dubuque did not use the word equity in its vision statement and therefore received an X for measure 2 but received an O for measure 4.

The following equity typologies were identified in the website content analysis:

- Racial
- Ethnic
- Social
- Economic
- Education
- Health
- Community Development

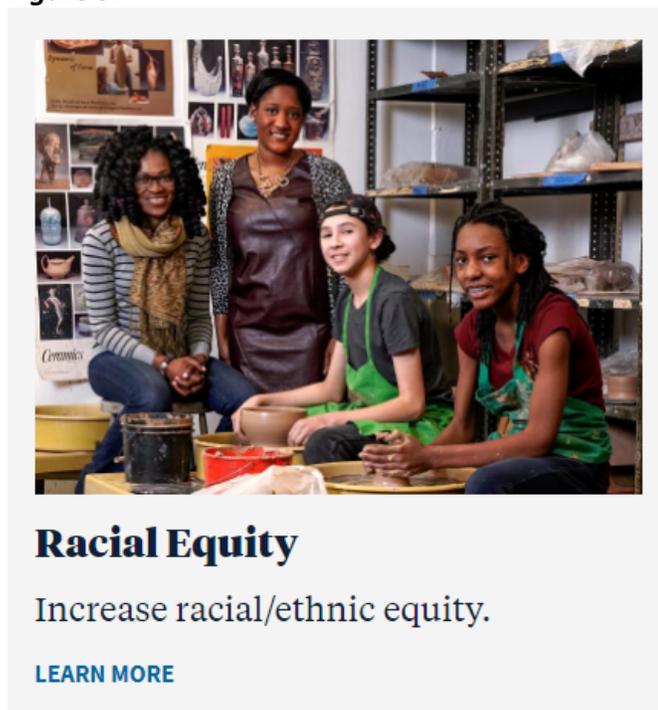
All the foundations within the network highlighted their external equity strategies.

Measures 1-3 showed that while community foundations might not have equity explicitly named in their mission, vision and values statements- they are defining what equity looks like, what types of equity they are interested in addressing and the ways in which they are striving to achieve equity in the typologies identified through their website (measure 4, 5, and 6).

Community foundations are defining and pursuing equity externally in a variety of ways (Research Question #1), the Community Foundation of Greater Buffalo is an excellent

example. The foundation names Community Change as a core tenant and under Community Change are four community goals that are part of their strategic plan: education, racial equity, environment and arts and culture.

Figure 9.



The Racial Equity community goal includes seven initiatives to support achieving racial equity. Most notable is the Greater Buffalo Racial Equity Roundtable. “By partnering with 210 local organizations, the Roundtable looks to create opportunities for all to reach their full potential, recognizing this work requires a collaborative community effort”.

Measures 7-12 begin to move the focus from external to internal to assess how community foundations that are focused on equity communicate diversity, equity and inclusion or DEI principles on their website.

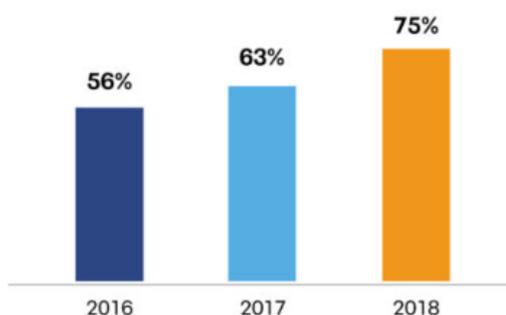
None of the community foundations within the network have DEI statements on their staff page or DEI data related to their staff or board (measure 7, 9 and 10). An example of staff DEI data would be listing the percentage of people of color that are employed by the foundation. As mentioned before, The San Francisco Foundation recently published DEI related data on their website which can be observed in Figure 10.

Figure 10.**Staff**

Since deepening our commitment to equity in 2016, we've been able to attract an increasingly diverse team that better reflects the communities that we serve. In 2016, 56 percent of staff identified as a person of color. By 2018, that number had risen to 75 percent.

PERCENT OF STAFF IDENTIFIED AS PEOPLE OF COLOR*

*Trend data based upon self-identification at the time of hiring.



Measures 8, 11 and 12 yielded slightly more noticeable results.

Of the ten community foundation websites analyzed, 50% of them had a DEI statement on their “Careers” page. This could be geared more toward prospective employees and to showcase a commitment to DEI for individuals looking to work at the foundation. Of the 10 community foundations that were assessed, 20% of the community foundation highlight their internal equity work and specific internal equity initiatives.

Overall, the data collected from the quantitative content analysis suggests that community foundations within the Community Foundation Equity Network are better at communicating its external commitment to equity compared to its communication of its internal commitment to equity. It should be noted that there is a possibility that community foundation are working on internal equity and not including that work on its website.

Based on the results of the quantitative content analysis, three expert interviewees were chosen based on measures 11 and 12 that specifically addressed internal equity practices and Research Question #2.

Interviewees were chosen based on measures 11 and 12 to focus on each community foundation's internal equity work and specific internal equity initiatives highlighted on their website. The Baltimore Community Foundation and the Kalamazoo Community Foundation represent the 20% in measure 11 and 12 and were chosen as interviewees. The San Francisco Foundation was chosen as an additional interviewee because of its high overall "score", its proximity to the University of San Francisco and because of the researcher's current relationship with the foundation. Previously referenced in this paper, an interview was conducted with Deborah Ellwood to get a better understanding of CFLeads, the Community Foundation Equity Network and the equity work that is on the rise in the community foundation field.

Deborah Ellwood's interview was scheduled via email through a mutual colleague. The Baltimore Community Foundation and the Kalamazoo Community Foundation were emailed interview requests. The Executive Assistant to the CEO of the Baltimore Community Foundation scheduled the interview call. The Executive Assistant to the CEO of the Kalamazoo Community Foundation explained that the CEO was unavailable for an interview but suggested Susan Springgate, Vice President of Finance and Administration as an interviewee because of her 24-year tenure at the foundation and her deep involvement with the internal equity work. The Director of Human Resources at The San Francisco, Galen Maness was scheduled for an interview via email.

The interviews were semi-structured and followed an interview protocol that can be found in Appendix D and Appendix E. The interviews were conversational in nature and lasted approximately thirty minutes each.

Expert Interview: The San Francisco Foundation

In 2018, the San Francisco Foundation formed a 12- person group of employees from different levels and departments to focus on internal equity (G. Maness, personal communication, April 11, 2019). Maness explained that the objectives of the internal equity groups was to focus on what internal equity means and to bring the role and definition of internal equity to the larger staff, to create buy-in and alignment, institutionalize internal equity and come up with 3-5 focus areas for the internal equity group to partner on and advance the work (personal communications, April 11, 2019).

The foundation is launching the second generation of the internal equity group in the near future and will continue to work on other projects related to internal equity (G. Maness, personal communication, April 11, 2019). The foundation was intentional about rolling out the external equity first and made the pivot two years after the launch of its equity agenda to focus on internal equity.

Expert Interview: The Kalamazoo Community Foundation

Susan Springgate has been employed at the Kalamazoo Community Foundation for 24 years and explained that the foundation has been on the path (diversity, equity and inclusion) for approximately 18 years which, started when the board approved diversity as a core value, equity and inclusion were added later (S. Springgate, personal communication, April 10, 2019). Springgate explained that the foundation needed to provide training for their staff to foster individual development related to their DEI values; the foundation facilitated peer learnings with trainers, a book club and an anti-racist 2-day training to create a common language (personal communication, April 10, 2019). As a foundation, they are focused on looking at systems that are not providing equity internally, said Springgate (personal communication, April 10, 2019). Springgate stated that the foundation cannot do the equity work externally unless it is living it internally- they are tied together (personal communication, April 10, 2019). Further, a big part of the community foundation's internal equity efforts is undoing the normative and default culture that can be observed in their policies and practices (S. Springgate, personal communication, April 10, 2019). Springgate explained that the foundation completed a review of policies approximately 12 years ago with the diversity committee that included members of the leadership team and every functional area, the group came up with recommendations for change (personal communication, April 10, 2019). The Human Resources Director completed an additional review with an equity lens and another cross-sectional review is planned for the future (S. Springgate, personal communication, April 10, 2019).

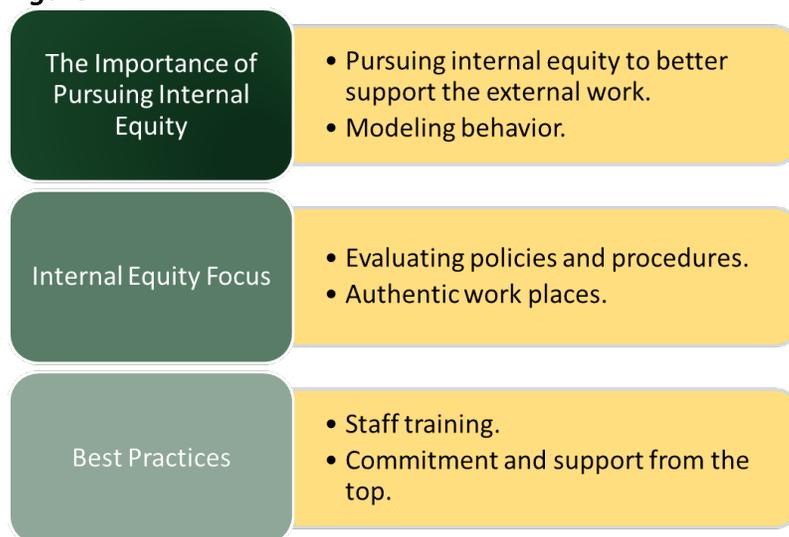
Expert Interview: The Baltimore Community Foundation

Shanaysha M. Sauls has been the President and CEO of the Baltimore Community Foundation for over a year, she succeeded the first and long-time CEO of the Baltimore Community Foundation (S. Sauls, personal communication, April 16, 2019). Sauls explained that in Baltimore, there are chasms in terms of where people live and their access to opportunity that is shaped by race and income (personal communication, April 16, 2019). She explained that the foundation aims to bring people together in a way that is reflective of the community they serve (S. Sauls, personal communication, April 16, 2019). Sauls explained that often, organizations do the external without the internal or focus too much on the internal and can't move the work forward externally; focusing narrowly on internal work can hamper external impact (S. Sauls, personal communication, April 16, 2019). Sauls stated that philanthropy lends legitimacy so foundations should be walking the walk (S. Sauls, personal communication, April 16, 2019). The Baltimore Community Foundation is in the process of revamping their race, equity and inclusion committee, they are implementing a brown bag series to focus on

race and equity and how it influences the staff individually and the work they do professionally (S. Sauls, personal communication, April 16, 2019).

Relevant information from expert interviews was paraphrased and then sorted. Three themes emerged from the expert interviews: the importance of pursuing internal equity, internal equity focus and best practices for pursuing internal equity which can be observed in Figure 11. The full analysis of the expert interviews can be found in Appendix F.

Figure 11.



Interviewees identified two main reasons why it was important for their organization to focus on internal equity (Research Question #2). First, for equity-focused community foundations, it was important to pursue internal equity to support the external work and that there needed to be alignment between the external and internal strategies for that to happen. Second, interviewees explained that if they valued certain behaviors externally, they needed to model the same behavior internally. For example, Susan Springgate from the Kalamazoo Community foundation explained that the foundation could not ask grantees and partners to change the ways they do the work if they were not going to do the same (S. Springgate, personal communication, April 10, 2019).

The focus of internal equity varied for each foundation but evaluating policies and procedures and creating authentic work places emerged as important themes. Galen Maness from the San Francisco Foundation explained that the foundation has done work around making their practices and policies more equitable for their staff, the foundation has looked at their policies around bereavement, sick time and vacation

accrual for exempt and non-exempt staff to create a more equitable work place (G. Maness, personal communication, April 11, 2019). Further, each foundation identified ways they are striving to create more authentic work places. Examples include: training, learning together, disrupting normative culture and empowering their staff to have courageous conversations.

Interviewees identified two best practices in pursuing internal equity (Research Question #3): staff training and commitment and support from the top. Staff training was important in bringing staff along and creating a shared level of understanding about internal equity-related to DEI concepts and principles. Lastly, commitment from senior and executive leadership was cited as an important element of pursuing internal equity.

The San Francisco Foundation and the Kalamazoo Community Foundation touched on the need for alignment between their external and internal strategies. The San Francisco Foundation's external equity strategy is to promote racial equity and economic inclusion. Internally, one of their focus areas is to make their travel policy more equitable between exempt and non-exempt staff. Looking at their external and internal equity strategies side by side, one could make the connection that they are in alignment. The Kalamazoo Community Foundation's is externally focused on making life better for all. Internally, they are aiming to evaluate policies and practices that are based in Eurocentric and normative culture which would effectively, make life better for all. The connection between the two strategies is more obvious perhaps because of their broader external mission. The interpretation of alignment between external and internal equity strategies for this research is subjective in nature.

Section 5: Implications and Recommendations

The findings in this research are important because it reinforces the need for community foundations that are pursuing community impact on a bigger scale need to make shifts internally to support their work. It is especially important for equity-focused community foundations to espouse the values that it promotes externally to create alignment. Alignment between the external and internal equity strategies can lead to better results for all stakeholders. Further, more equitable community foundations could result in higher retention and growth of diverse talent. Community foundations have a unique position and could lead the way to create more equitable workplaces and ultimately, a more diverse and equitable philanthropic sector.

Community foundation define and pursue external and internal equity in a myriad of ways. Focusing on internal equity is important for equity-focused community foundations to support the external work and to model the values and behaviors that

the foundation promotes externally. The best practices in pursuing internal equity included staff training and commitment and support from the executive and senior leadership team.

From this research, a set of recommendations were created for equity-focused community foundation, community foundations and nonprofit organizations that wish to pursue internal equity.

Recommendations:

1. Create clear alignment between external equity and internal equity strategies
2. Mirror external expectations internally
3. Regularly evaluate practices and policies to promote internal equity
4. Continue to explore equity as an organization
5. Provide opportunities for growth (training and development)
6. Ensure senior/executive leadership is in alignment with internal equity work

Section 6: Conclusions

In conclusion, community foundations will continue to make a tremendous impact within the communities they serve. Equity is an important concept for our evolving society and community foundations are leading the way in moving the work forward to ensure a better place for everyone to live, work and play. Equity-focused community foundations have a greater responsibility to espouse the values that it promotes externally and this research touches on some of the ways that community foundations are looking internally to assess their practices and align themselves more closely to equity. The recommendations put forth by this research are in alignment with literature review themes mainly, the importance of leadership commitment through times of change, the establishment of key concepts within the foundation (both to operationalize work and to support internal equity) and to create spaces where staff can share their experiences openly and honestly. This research surveyed a small sample of equity-focused community foundations. Future research could include community foundations outside of the Community Foundation Equity Network to assess how they communicate equity both externally and internally. Further, it would be beneficial to explore different ways that community foundations are pursuing internal equity. The future of community foundations is full of possibilities and as the world continues to evolve, community foundations will lead the way to create a more just world where all people can participate and thrive.

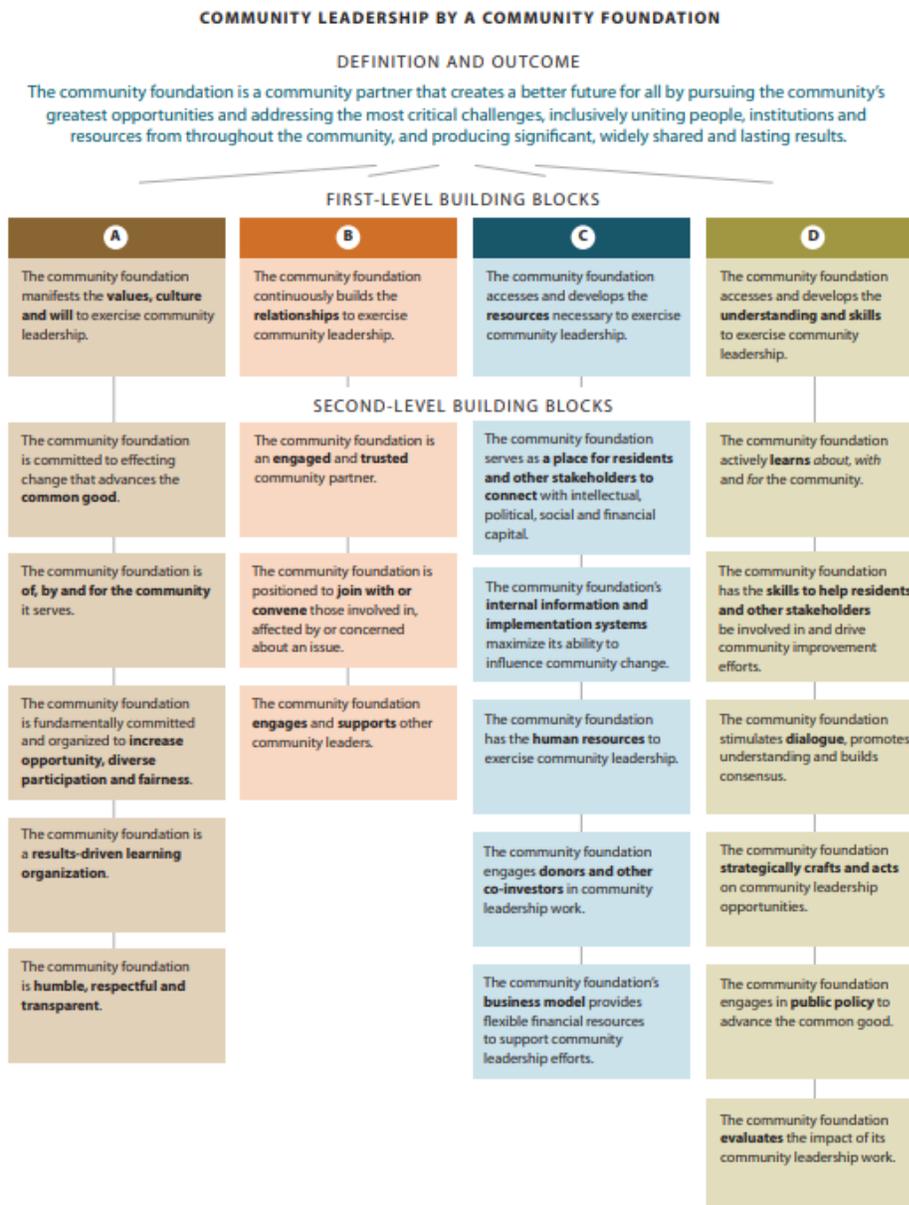
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Appendix A: Framework for Community Leadership by a Community Foundation

The framework can be used to bring clarity to the definition and practice of community leadership by individual community foundations.



Appendix B: Quantitative Content Analysis Indicators and Measures

Indicator 1: The community foundation manifests the values, culture and will to exercise community leadership.

Measures 1-6, 11 & 12:

1. Does the community foundation include equity its mission statement?
2. Does the community foundation include equity its vision statement?
3. Does the community foundation include equity in values statement?
4. Is equity defined on the community foundation's website?
5. Does the community foundation's website identify an equity typology that the foundation is working towards?
6. Does the community foundation's website highlight its external equity work?
11. Does the community foundation's website highlight its internal equity work?
12. Does the community foundation's website highlight specific internal equity initiatives?

Indicator 2: The community foundation accesses and develops the resources necessary to exercise community leadership.

Measures 7-10

7. Does the community foundation's website have a Diversity, Equity and Inclusion statement on their "Staff" page?
8. Does the community foundation's website have a Diversity, Equity & Inclusion statement on their "Careers" page?
9. Does the community foundation's website have staff Diversity Equity & Inclusion data available?
10. Does the website have board Diversity Equity & Inclusion data available?

Appendix C: Quantitative Content Analysis Data

Community Foundation Equity	1	2	3	4	5	6	7	8	9	10	11	12	Total "Score"
Baltimore Community Foundation	X	X	O	O	O	O	X	X	X	X	O	O	6
Community Foundation for Greater	X	X	X	O	O	O	X	O	X	X	X	X	4
Community Foundation of Greater	X	X	X	O	O	O	X	X	X	X	X	X	3
The Denver Foundation	X	X	O	O	O	O	X	X	X	X	X	X	4
East Bay Community Foundation	X	X	X	O	O	O	X	X	X	X	X	X	3
Foundation for the Mid South	X	X	X	O	O	O	X	X	X	X	X	X	3
Greater Milwaukee Foundation	X	X	X	O	O	O	X	O	X	X	X	X	4
Kalamazoo Community Foundation	X	X	X	O	O	O	X	O	X	X	O	O	6
Saint Paul & Minnesota Foundations	X	X	X	O	O	O	X	O	X	X	X	X	4
The San Francisco Foundation	X	X	O	O	O	O	O	O	X	X	X	X	6

Typology
 Race
 Racial/Ethnic
 Disadvantaged
 Leadership/Racial
 Race
 Education/Health
 Social, Economic & Racial
 Education/General
 Racial/Ethnic
 Racial/Economic

Appendix D: Interview Protocol, Deborah Ellwood

Interview #1

Name: Deborah Ellwood

Title: CEO & President of Community Foundations Leading Change (CFLeads)

Completed: 3/18/2019

Questions:

1. How long have been the President and CEO Leads?
2. Could you talk about the history of CF Leads?
3. Can you explain what CF Leads does and its model/framework?
4. Can you talk about the Community Foundation Equity Network?
5. As a leading organization, how do you (CFLeads) define equity?
6. What is your experience in engaging with community foundations in different parts of the nation, maybe ones that are not as diverse?
7. Is CF Leads approaching equity internally?
8. Do you see external and internal as equally important?
9. Why is focusing on internal equity important?

Appendix E: Interview Protocol, Foundation Interviewees

Interview #2

Name: Galen Maness

Title: Director of Human Resources at The San Francisco Foundation

Scheduled: 4/11/2019

Interview #3

Name: Susan Springgate

Title: Vice President, Finance and Administration of the Kalamazoo Community Foundation

Scheduled: 4/10/2019

Interview #4

Name: Shanaysha Sauls

Title: President & CEO of the Baltimore Community Foundation

Scheduled: 4/16/2019

1. Can you talk about your tenure at the [foundation name]?
2. Can you describe the foundation's mission, vision and values?
3. Can you talk about the Community Foundation Equity Network?
4. How do you define equity?
5. How is the [foundation name] approaching equity externally?
6. Is the [foundation name] approaching equity internally?
7. Do you see external and internal as equally important?
8. Why is focusing on internal equity important (generally speaking)?
9. What are the best practices of internal equity work?
10. Why is it important for the [foundation name] to focus on internal equity?
11. What was the turning point to focus on internal equity? What is concurrent with external equity strategy?

Appendix F: Expert Interviews Analysis

Importance of Pursuing Internal Equity

The San Francisco Foundation	The Baltimore Community Foundation	The Kalamazoo Community Foundation
<p>If our employees have a first-class experience first, that will translate externally</p> <p>Internal equity can result in higher rates of retention even in a competitive landscape</p> <p>Staff retention is important in terms of cost benefit</p> <p>We want to retain and grow talent internally</p> <p>If we espouse growth and development, then we should be modeling that behavior internally as well</p>	<p>Walk the walk</p> <p>To be reflective of the community we serve</p> <p>Creating a pipeline</p>	<p>You can't do external work unless you are living it internally</p> <p>We can't ask community partners and grantees to change the ways they do the work if we aren't doing the same</p> <p>We cannot see where equity is missing if we don't have the skillset</p> <p>Cannot perpetuate systems we are trying to undo</p>

Internal Equity Focus

The San Francisco Foundation	The Baltimore Community Foundation	The Kalamazoo Community Foundation
<p>Expanding the definition of family (sick time and bereavement)</p> <p>Trauma-informed workplace</p> <p>Courageous conversations</p> <p>Non-exempt staff will be able to travel outside the immediate area for training, conferences, etc.</p>	<p>Brown bag series (training)</p> <p>Explore and learn how race and equity affects us, our lives and the work we do</p>	<p>Evaluating policies that are based in Eurocentric, American definitions of family (bereavement)</p> <p>Disrupt normative culture so that people can come to work in an authentic way</p> <p>Undoing normative default culture</p>

Best Practices

The San Francisco Foundation	The Baltimore Community Foundation	The Kalamazoo Community Foundation
<p>Commitment from everyone, not just a select group.</p> <p>CEO that is aligned, committed and involved</p> <p>Passion and willingness to go into uncharted waters</p>	<p>Equity isn't a compliance exercise, creating a pipeline and setting people up to be successful within the organization</p>	<p>Staff training and individual development related to DEI</p> <p>Embed into curriculum, staff, training and org</p> <p>Support and ownership by leadership, senior staff and board</p>

Author's Bio

Sascha Rosemond is a Master of Nonprofit Administration candidate in the School of Management at the University of San Francisco. In her current role as the Development and Donor Relations Assistant at The San Francisco Foundation, she works with professional advisors, prospective donors and current donors to advance racial and economic equity in the Bay Area. Sascha strives to be an effective and innovative leader in the philanthropic sector and prides herself on a strong work ethic and passion for making the world a better place for everyone to live. Prior to pursuing her graduate education, Sascha received her Bachelor's of the Arts in Communication Studies and a minor in Sociology from the University of San Francisco. As a proud two-time USF student, she has strong educational background rooted in the values of the university. The university's strong commitment to social justice inspired Sascha to pursue a career that combines the head and the heart. After graduating in May 2015, Sascha moved to Portland, Oregon to work as an AmeriCorps volunteer with Jesuit Volunteer Corps Northwest. She spent a year working with children and families in one of the most diverse neighborhoods in Portland where most families struggled socioeconomically. Sascha's primary responsibilities included but were not limited to managing the after-school homework and enrichment program, social services referrals for families, the Federal supper program, the weekend food backpack program, holiday food and gift drives and all program staff and volunteers. After returning to San Francisco, Sascha worked at the University of San Francisco as a Program Assistant V, Direct Marketing. At the university, she worked closely with the Director of Annual Giving to build and execute a comprehensive direct mail, email and social media strategy for the university's approximately 110,000 solicitable constituents. Sascha's most notable accomplishment at the university was creating and implementing the department's first ever Scholarship Month, a giving campaign during the month of November and December to raise money for student scholarships. The campaign was a success in helping the department reach its annual benchmarks and bringing in scholarship dollars for students in need. The campaign just finished its third year and continues to be a success. In her current role, Sascha works on the Development and Donor Services team at The San Francisco Foundation where she primarily focuses on new business. Sascha has successfully assisted the Director of Development in improving and facilitating the fund opening procedure for new donor advised fund to provide an easy and empowering experience for new donors. Sascha is a dedicated nonprofit professional in the philanthropy and fundraising space. She finds joy in the transfer of philanthropic dollars to organizations working for those living on the margins of our society. Sascha is also a passionate supporter of higher education and women in philanthropy and leadership.