

Philanthropy Network Greater Philadelphia
2017 Fall Conference

Resource Guide



VISION | VOICE | VALUES

@philanthropyPHL | #PNfallcon17



November 2, 2017
Loews Philadelphia Hotel
Philadelphia, PA



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In Philadelphia, The Pew Charitable Trusts encourages a thriving arts and cultural community, supports the health and welfare of the region's neediest populations, informs policy discussions on important issues facing the city, and invests in civic initiatives that strengthen Philadelphia's appeal to residents and visitors alike.

We are pleased to be part of Philanthropy Network Greater Philadelphia, working together to foster a vibrant civic life in our hometown.

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Sponsor Messages and Advertisements

agenda

8:00 AM-
9:30 AM

COFFEE and CONVERSATION

Take advantage of this time to network with colleagues and visit with our sponsors who provide professional services to philanthropy and nonprofits.

Beverages and light refreshments will be served.

9:30 AM-
11:30 AM

MORNING PROGRAM:

Welcome & Opening Remarks

- **PAUL DILORENZO**, President, Philanthropy Network Greater Philadelphia; Senior Director for Strategic Consulting, Casey Family Programs

Where Do We Go From Here?

- **SIDNEY HARGRO**, Executive Director, Philanthropy Network Greater Philadelphia

Introduction of Keynote Speaker

- **TIFFANY TAVAREZ**, Vice President, Community Relations and Senior Consultant, Wells Fargo

Keynote

- **DeAMON HARGES**, Board Chair, Grassroots Grantmakers; Faculty, Asset Based Community Development (ABCD) Institute at DePaul University; and co-founder, The Learning Tree (Indianapolis, IN)

Town Hall:

Activating Vision, Voice and Values for this Moment

- Facilitated by **DAVID BRADLEY**, Founding Director and Education Curator, LiveConnections

Drawing on the imagery of the iconic American “front porch” as a unique gathering place where neighbors come together to discuss important issues in their community, we will together dive into a deeper discussion about the themes introduced by the morning speakers. We are collectively wrestling with times that call on both philanthropies and nonprofits to respond with new investments and new strategies. In this town hall-style session, we will have the chance to share examples of new approaches and ask questions of the speakers (and each other) about how our actions in this moment can best embody the values we articulate.

11:30 AM-
12:00 PM

BREAK and TRANSITION TO WORKSHOP SESSIONS

Boxed lunches will be available in the back of the breakout rooms. If your name badge indicates you have a special meal, please check in at the main registration desk during the break.

12:00 PM –
1:30 PM

WORKSHOPS

- **Shared Vision: Getting to the Heart of Community Engagement**
-Workshop Leaders: Elizabeth Murphy and Kacy O'Brien, Creative New Jersey

	<ul style="list-style-type: none"> • Storytelling as Leadership -Workshop Leader: Hillary Rea, <i>Tell Me A Story</i> • Inclusive Conversations: Connecting Values, Culture & Identity -Workshop Leaders: Hillary Blecher and Susanna Gilbertson, <i>The Blue Door Group</i>
1:30-1:45 PM	TRANSITION
1:45 PM - 2:30 PM	<p>CLOSING SESSION:</p> <p>In this final session, we'll come together to reflect on the day and hear from storytellers on the themes of vision, voice and values, and how these principles have informed and inspired their work to create positive change in their community.</p> <p>Storytellers</p> <ul style="list-style-type: none"> • VALUES: Miss Nandi Muhammed • VISION: Chinwe Onyekere • VOICE: Omar Woodward <p>Final Reflections</p> <ul style="list-style-type: none"> • SIDNEY HARGRO, Executive Director, Philanthropy Network Greater Philadelphia
2:30 PM	ADJOURN

workshops

Workshop Leaders:

- Elizabeth Murphy, Director, and Kacy O'Brien, Director of Programming, Creative New Jersey

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EQUAL
MEASURE

FINDING
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FUELING
CHANGE

Shared Vision: Getting to the Heart of Community Engagement

Weaving together highly diverse individuals and networks can spark creativity, uncover intersections and reveal common ground that can lead to groundbreaking solutions to community challenges. In order to foster truly thriving communities, we need to push the boundaries of our traditional circles to engage the widest possible range of stakeholders to create and sustain positive change. Using a human-centered design model, participants will learn the principles and practices that empower cross-sector partnerships built on trust, collaboration, and inclusion, and can lead to a shared, multi-faceted vision for the community.

Workshop Leader:

- Hillary Rea, Founder, Tell Me a Story

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Storytelling as Leadership

This interactive presentation will use the basic concepts of storytelling to craft a personal narrative that serves as a leadership tool.

Telling stories leads to a deeper human connection. Use a story from your life to help with your professional communication goals. We'll work with you to strategize what story to tell and how to lead with it -- whether your goal is to build a team, get funding, or advocate for your organization. Attendees will leave with the skills to use their authentic voice to cultivate a narrative that best represents who they are as a person, a leader, and the vision they stand behind.

Workshop Leaders:

- Hillary Blecker and Susanna Gilbertson, Co-Founders, The Blue Door Group

Inclusive Conversations: Connecting Values, Culture & Identity

Understanding that many of our communication challenges with colleagues, funders, grantees, clients and others are due to differing cultural norms, this session will examine the connection between values and cultural identity and how it affects our work. Participants will explore personal social identities - such as race, socioeconomic status, sexual orientation, and gender – and through a process of critical self-reflection, assess their social location in relation to others and help identify communication challenges. Using active listening, participants will begin to uncover personal values and learn how to recognize bias that may influence decision-making or result in missed opportunities for trust-building and impact.

speaker biographies

Keynote

DeAmon Harges



Hailing from Indianapolis, artist and storyteller DeAmon Harges employs the principles and practices of the Asset-Based Community Development (ABCD) to bring together neighbors and institutions to discover the resources that are already in place to help them achieve their vision for a stronger community.

As an artist, DeAmon uses his art for social change and community building. He is the original “Roving Listener” as a neighbor and staff member of the Broadway United Methodist Church, in Indianapolis, where his role is to listen and discover the gifts, passions and dreams of citizens in his community, and to find ways to utilize them in order to build

community, economy, and mutual “delight.” DeAmon’s characterizes his work in general as the practice of “deep listening” and “positive deviance” from the typical models of neighborhood organizing.

He serves on the faculty of the [Asset Based Community Development Institute](#), and is a founder of [The Learning Tree](#), an association of neighbors in Indianapolis that uses ABCD principles to build community. In February 2017, he was named Board Chair of Grassroots Grantmakers, a network of place-based funders in the United States and Canada who support active citizenship and building civic capacity at the block level in their communities with scale-appropriate grants, a highly-relational style of grantmaking, and a learning orientation.

In Philadelphia, DeAmon has worked on community projects with Partners for Sacred Places and The Village of Arts and Humanities.

Morning Plenary

Session leader:

David Bradley

*Founding Director & Education Curator
LiveConnections*



David is a co-founder and curator of educational programming at LiveConnections, whose mission is to create unique programs that inspire learning and build community through collaborative music-making. He brings decades of experience as a producer, theater director, writer and arts educator to his work with LiveConnections. Throughout his career he has specialized in boundary-crossing artistic collaborations which frequently explore civic and community themes.

He is a long-time member of the resident ensemble at People’s Light, where his more than 30 productions include *The Diary of Anne Frank*, *Row After Row*, *Of Mice and Men*, *The Crucible*, *A View From the*

Bridge, Young Lady From Rwanda, Doubt and The Giver. He's the director of A Fierce Kind of Love by Suli Holum, commissioned by Temple University's Institute on Disabilities. The play tells the story of Pennsylvania's intellectual disabilities rights movement, had a sold-out run in Philadelphia and continues to be presented. He was playwright and director of Voices of Voting, commissioned by the Committee of Seventy as part of events surrounding the Democratic National Convention. He is Artistic Director of Living News which since 2006 has dramatized Constitutional issues at the National Constitution Center, where he also directed the exhibition/theater hybrid Fighting for Democracy. For Philadelphia Young Playwrights, he directed The Lost Hour at the Kimmel Center for the 2013 Philadelphia International Festival of the Arts. David has been a participating artist with Outside the Wire, which creates theater projects addressing public health and social issues, and has led and facilitated projects for them at conferences and military bases across the country and in the Middle East. David is a recipient of the Brighter Futures Historical Award from Philadelphia's Intellectual Disability Services for his work with LiveConnections and A Fierce Kind of Love. He teaches at Arcadia University and is a graduate of Yale University.

Workshop Leaders

Hillary Blecker

Co-Founder, The Blue Door Group

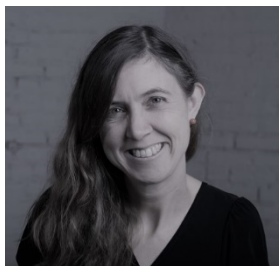


Hillary is a trainer and facilitator with 15 years' experience designing and facilitating community-building trainings. Hillary has developed and facilitated trainings on workplace health and safety, community health and nutrition, diversity and conflict, and legislative advocacy and civic engagement. She has worked for labor unions, community-based organizations, nonprofits, and universities.

Hillary received her B.A. in Public Health from Johns Hopkins University and her M.P.H. in Community Practice from the University of Washington. Hillary earned a Graduate Certificate in Diversity Leadership at Temple University, through which she learned the skills of Transformational Social Therapy (TST). TST is founded in the belief that, without creating space for conflict to arise and be addressed, there is violence. She is passionate about harnessing the power of conflict and dialogue to build relationships between and among people of diverse class, race, and gender identities.

Susanna Gilbertson

Co-Founder, The Blue Door Group



Susanna Gilbertson is a founding partner of The Blue Door Group, a training, facilitation, and consulting group using interactive and participatory approaches to help clients deepen their impact. Susanna teaches in the Behavioral Health and Human Services program at the Community College of Philadelphia, and previously taught courses in Harcum College's Human Services program.

Her previous work includes both supervision and direct service counseling and advocacy on crisis hotlines, in domestic violence and homeless shelters, in an intimate partner violence counseling agency, in schools, and providing medical social work services in people's homes. Susanna has designed and facilitated interactive trainings on intimate partner violence, sexual health,

suicide prevention, ethics, and oppression for youth, professional, and community groups for over 18 years.

Susanna received her Bachelor's Degree from Haverford College in 1998 and earned her Masters of Social Work from San Francisco State University in 2004.

Elizabeth A. Murphy

Director, Creative New Jersey & Principal, The Murphy Group, Inc.



Elizabeth A. Murphy is a recognized strategic thinker and facilitator with over 25 years of experience working in the nonprofit sector (primarily in the arts, healthcare, philanthropy and disaster philanthropy). As an Executive Director, Elizabeth successfully rebuilt two organizations which were nearly defunct, and led two others in achieving their greatest period of sustained financial growth and programmatic success. Her consulting practice (The Murphy Group, Inc.) specializes in designing and facilitating dynamic stakeholder engagement meetings; creating innovative, original projects for philanthropy and nonprofits; program & resource development; and strategy retreats for optimizing missions and

visions.

Since 2012, Elizabeth has led the development and execution of the Geraldine R. Dodge Foundation's statewide initiative Creative New Jersey which focuses on "building better communities through creativity, collaboration and inclusivity". She has developed and facilitated community engagement programs in 12 cities and towns resulting in innovative cross-sector solutions taking hold. In January 2016, she launched The Disaster Philanthropy Playbook, a two-year joint project of the Council of NJ Grantmakers (CNJG) and the Washington DC-based Center for Disaster Philanthropy (www.disasterplaybook.org)

Much of Elizabeth's career has been spent working in the theatre. She has produced over 125 theatrical productions throughout New York City; New Jersey; Belfast & Dublin, Ireland; the UK (London, Liverpool, Edinburgh, and Glasgow); and Sydney, Australia. Elizabeth served for four years as an adjunct professor at Fairleigh Dickinson University, NJ; in addition to teaching as a Guest Instructor at Hofstra University's School of Continuing Education, NY, and at the University of Nevada (Graduate School – Masters Playwriting Program). An active nonprofit Board Member for almost twenty years, she presently serves as the Board Vice President of Passage Theatre (Trenton, NJ), and on the national Creative Economy Coalition.

Born and raised in New York City, Elizabeth holds dual citizenship – Irish and American, and from 2008 to 2012 she lived and worked in Ireland. She holds a Bachelor of Arts degree from St. Mary's College, University of Notre Dame.

Hillary Rea

Founder, Tell Me A Story



Hillary Rea is an award-winning storyteller and founder of **Tell Me A Story**. She is the host of Fibber and Tell Me A Story's live show. Hillary is a New York City Moth StorySlam winner and has performed her stories since 2009. Past shows include How I Learned Series, Story Collider, The Soundtrack Series, Real Characters, Speakeasy DC and more. Hillary is a 2016 Independence Foundation Fellow in the Arts and was a 2011 Artist-in-Residence for

Elsewhere Artist Collaborative in Greensboro, NC. In 2013, Hillary assistant directed 1812 Productions' *It's My Party: The Women and Comedy Project*, an interdisciplinary storytelling and theater piece. She recently performed in 1812's Tribute to Joan Rivers.

In addition to performing and running her own business, Hillary is an independent audio producer. She is currently working toward a certificate in Audio Documentary from Duke University's Center for Documentary Studies. You can listen to her work on [Soundcloud](#) and [PRX](#).

Storytellers

Miss Nandi Muhammad



"Miss Nandi" Muhammad and her husband Khalid are among a handful of residents in the Fairhill-Hartranft neighborhood of North Philadelphia who have taken it upon themselves to create a better community for their fellow citizens. The Muhammads opened the Penny Candy Store out of their home at 12th and Cumberland in 2001 to provide a safe space for kids in the neighborhood. As an informal after-school community center, Penny Candy teaches kids about addition and subtraction, lines of credit, black history, and respect of all kinds. As Miss Nandi says, "Kids are gonna pay attention to candy, so you teach them with candy."

Chinwe Onyekere



Hailing from West Philadelphia, Chinwe's community-based work has focused on reducing health care disparities and identifying innovative ideas for breakthroughs in health care delivery. She has held a variety of roles in nonprofits and philanthropy, including Program Officer at the Robert Wood Johnson Foundation, Executive Director for Health Leads New York and Vice Chair of the board for HealthSpark Foundation. She currently serves as Associate Administrator at Lankenau Medical Center, where she led the development of Deaver Wellness Farm aimed at connecting patients with fresh produce. Chinwe believes, "The role of the provider is not only to address health care, but to address social issues."

Omar Woodard



A North Philadelphia native and resident, Omar is a highly-accomplished leader with expertise in public affairs, philanthropy, and corporate/nonprofit governance and management. Since January 2016, he has led GreenLight Fund Philadelphia, which brings the most promising, ground-breaking programs to Philadelphia to address some of our most challenging poverty-related issues. Omar's Greenlight: "To end the extreme poverty that affects 200,000 Philadelphians by investing in transformative – and collective – efforts across the government, business, and nonprofit sectors."

MONUMENT LAB

Mural Arts Philadelphia is the nation's largest public art program, dedicated to the belief that art ignites change. For 33 years, Mural Arts has united artists and communities through a collaborative process, rooted in the traditions of mural-making, to create art that transforms public spaces and individual lives. Mural Arts engages communities in 50 to 100 public art projects each year, and maintains its growing collection through a restoration initiative. Core Mural Arts programs such as Art Education, Restorative Justice, and Porch Light yield unique, project-based learning opportunities for thousands of youth and adults. Mural Arts' current major project is *Monument Lab*.

Monument Lab: A Public Art and History Project

operates around a central guiding question: What is an appropriate monument for the current city of Philadelphia? This line of inquiry is aimed at building civic dialogue and stoking historical imagination as forces for social change. From September 16 to November 19, Mural Arts and the Monument Lab curatorial team, led by Paul M. Farber and Ken Lum, have installed temporary prototype monuments by 20 artists across 12 sites, predominantly public squares and neighborhood parks. These site-specific, socially engaged artworks are presented together with research labs, where creative monument proposals are collected from Philadelphians and visitors. The proposals will become a dataset of public speculation presented in a final report to the City. During the exhibition, the entire collection is on view at the Morris Gallery at the Pennsylvania Academy of the Fine Arts.

For more information, visit muralarts.org and monumentlab.muralarts.org.



Hank Willis Thomas's "All Power to All People"
(Thomas Paine Plaza, Philadelphia, PA)

articles & reflections

Effective philanthropy: Steadfast in our true values in troubling times

By Grant Oliphant, President, The Heinz Endowments

*Opening address to the 2017 annual conference of the
Center for Effective Philanthropy (CEP) in Boston (April 2017).*

These are, to say the least, strange times, and to have the opportunity to gather with so many fellow travelers right now is a powerful and, for many of us I suspect, much needed gift. It feels good to be with all of you.



It also feels incredibly important. In Werner Herzog's recent documentary "Lo and Behold" there is a wonderful segment when he's interviewing a series of very impressive people like Elon Musk about moving into space and colonizing Mars, and then he turns to the astronomer Lucianne Walkowicz, who tells him, basically, would you please stop it? When are we going to stop searching for ways to move to a vastly inferior planet and start trying to save the incomparably superior one we happen to be on?

When I look around this room, that's what I see—people with the same intense focus on making the one planet we have work for everyone. We are emphatically not neutral on this. **Either philanthropy is about building a more inclusive, sustainable and just society for each and every person in this country and in this world, or it is a mere random agglomeration of money and ego dressed up in the feel-good finery of charity. That's not you—that's not us.**

Yet this gathering comes at a time when so many of the values and priorities we as a field embrace are under attack. The arc of history that many of us may have felt was fitfully but with some hope bending towards justice in our lifetimes feels suddenly as though it has been ripped from the hands of progress by forces that want to bend it backward into some ugly reimagining of a past that never was.

If this feels like a Great Unraveling of all that we believe in, it should. It seethes with raw contempt for so much of what sustains civil society—art, science, math, journalism, free expression, respect for facts, respect for difference, and the basic human decency, civility and moral empathy without which philanthropy itself would be rendered both impossible and meaningless. It is a philosophy captured best, in a very different context, in the popular new podcast S-Town, the impulse just to say "F it," to chuck everything away—people, places, the whole planet—because who really cares and what really matters anyway?

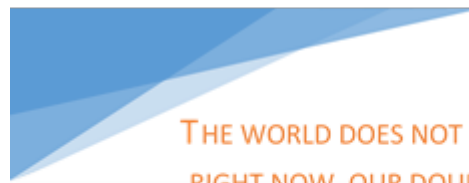
And here we are, a bunch of well-meaning social do-gooders gathering to figure out how to improve our effectiveness. What does that mean now? If we weren't at least a little depressed about our past effectiveness in getting to this point, which the CEP report suggests we already were before the rise of this dark nihilist ethos, or worried how relevant we can be on the road ahead, then we wouldn't really be human.

For my part I have found myself in recent months turning more often to art and literature for inspiration and guidance. One of the works that has preoccupied me is the *Inferno*, Dante's epic tale of a man's journey into Hell—and not just because it feels like a metaphor, although it really, really does. What has held me are the lines that open the story. It begins: "In the middle of the journey of our life I came to myself within a dark wood where the straight way was lost."

That neatly captures how many of us have been feeling, strangers in an unexpectedly bizarre land, pushed out of our neat paths and comfortable assumptions. But those lines also describe the iconic launch into what Joseph Campbell centuries later would describe as the Hero's Journey, the three-part structure that lies at the heart of much of literature and film. You know how this goes: a hero is knocked off the well-worn path into a realm of strange creatures and epic challenges, suffers pain and loss but ultimately wins an important victory, and returns home transformed in ways that benefit others.

At the outset of these journeys, the heroes always feel unequal to the task, always feel overwhelmed, always resist the call. How much easier would it be for them to decide they were never that important after all, or that what they did next matters only on the margins, only in a kind of "moderate" or trivial way? Adversity tempts us down the easier path, toward smaller hopes and lesser deeds.

But that's not what happens in these stories. The heroes move forward anyway, and ultimately the only quality that sets them apart is their willingness to keep moving forward long enough for growth and discovery to happen. That, it turns out, is the true heroic act: **to use the moment when we are at our most lost, our most unsure, to set out to do even more, to stretch beyond what we thought was possible.**



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EVEN BETTER.

And here's the question for all of us and our field: How willing are we to do the same? The world does not need our angst right now, our doubt or misplaced modesty, any more than it needs our indifference or our silence or our timid neutrality. The work and organizations we support, the outcomes we seek, the people we serve can ill afford for us to act like bit players in a bad drama by simply wallowing in the nastiness unfolding around us. They need us to answer the call, to join them on the journey, to take what we do and the roles we are so privileged to play seriously enough to want to do them even better.

That's why we're at this conference, why believing in this thing called effectiveness is especially important right now, because that's the journey we embrace. And for our field it is inevitably going to require us to overcome three uncomfortable challenges, which in various ways we'll be exploring in this conference.

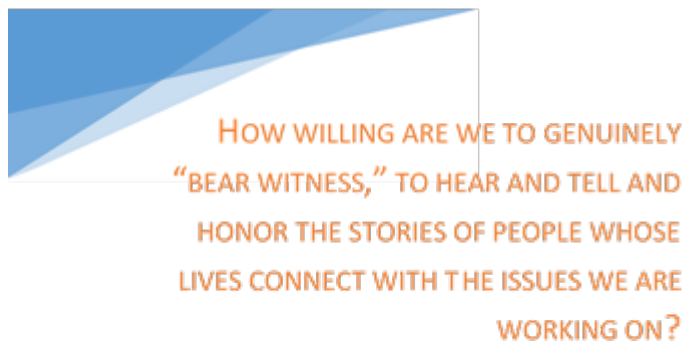
The first is to come into a new relationship with uncertainty. If the first great wave of improving foundation effectiveness was about holding ourselves accountable to strategies and metrics and learning from our experiences, I am increasingly convinced the second great wave will be about holding onto that rigor while letting go of the illusion of control that both it and our privileged position encourage.

Rebecca Solnit, author of *Hope in the Dark*, gave a wonderful dharma talk recently in which she recounted how her partner admonished her to keep faith in her work. “You know what you do,” her partner told her, “but not what you do does.”

I love that phrase – you know what you do but not what you do does – but to be honest that’s difficult for us here. We are a crowd that very much wants to know “what we do does” so we can do it better so it does more. In fact, that’s the whole effectiveness idea in a nutshell. Now if you are familiar with Solnit’s work, you know she is not advocating the sort of mental mushiness that CEP has fought so hard against. But she is promoting a kind of intelligent humility about what we can actually predict and direct.

I see a similar realization already at work in our field’s growing interest in general operating support that expresses trust rather than steering, and in methods of power sharing, design-thinking, and initiatives like [Listen for Good](#) that seek to engage the organizations and people we serve in a process of structured, shared learning. What is emerging is a practice of active listening and co-creation rooted in the inescapable fact that we do not have all the answers nor even often know all the right questions.

The second challenge is to connect our work more deeply with meaning and purpose. Sometimes our field is like that guy, and let’s face it it’s almost always a guy, who tries to communicate with a non-English speaker by raising his voice. We have a charming faith in the obvious virtue of our goals, and sometimes we seem to assume that if we just explained them in more detail or with more vigor everyone else would understand. And how’s that working out?



How willing are we to genuinely “bear witness,” to hear and tell and honor the stories of people whose lives connect with the issues we are working on? To understand what moves them, what tight bundles of dreams and fears make up their sense of purpose? If we really expect people to locate themselves in an increasingly complex world, to see a line from their story to the story of someone they have never met or to a scientific phenomenon that feels distant and unreal, then we had damn well better care about how we support a narrative of shared meaning.

And here again, I think we are learning. Our field’s growing interest in media, documentaries, journalism and communications more generally – along with the data to inform it – are a positive and necessary sign. But we are still way behind on this one, and we need to improve, quickly.


The third challenge is to start seeing ourselves more in the picture we are trying to affect. We are no more immune than anyone else to the devastating consequences of accelerating disparity, economic and racial injustice, environmental destruction, intolerance, or attacks on the freedoms that give us both the insight and the voice without which we are powerless. Why would we not throw ourselves more fully into combatting them?

Our field’s delusion of separateness serves only to protect us from braving the exercise of our full power: the marshaling of our credibility, our individual and collective voices, the voices of those we support, our influence, our much-bragged about capacity to take risks others can only dream of. The folly of that has never been more apparent than it is now, which I think is why we see so many of us rising to speak out, to

help others speak, to collaborate with each other, to build networks and movements, and to fund the sort of independent journalism, legal action, and policy work that these times demand.

We may all see these three challenges differently as we go into the next couple of days, and you may have your own to add. But it matters that we meet them. And I believe we will, because we have to. I actually think we CEOs got it wrong in the CEP survey. I believe there is one issue even more basic than the priorities we identified: the crisis of disconnection that is so much and so ironically a product of our hyper-connected world.

We are doing this work at a time when fundamental issues of human belonging are on the table, and not just because of politics but also because of how technology is changing our relationships with each other, with work, and even with ourselves. All around us questions are being asked that will define the future in the most sweeping of ways: Who is in “our” community, who is inside our circle of “we,” who do we need to care about, and who will we exclude with walls, bans, hatred, violence and, perhaps most terrifying of all, our worsening indifference?



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It is no exaggeration to say we are fighting as never before for the future of this one, vastly troubled but still so precious planet we call home. There is no direct path from our work to that goal. There never was. Dante’s straight way was always a fantasy, a deception we tell ourselves in easier times. What this moment asks of us is the simple courage to keep moving forward anyway, to keep learning and growing, to keep striving for improvement.

In the 9th century a Zen master named Linji commented, “The real miracle is not to walk on water or fire. The real miracle is to walk on the earth.” That is our common and heroic task, not partisan but human, not political but moral: to help society walk on the earth, and keep walking on the earth long after we are gone. ■

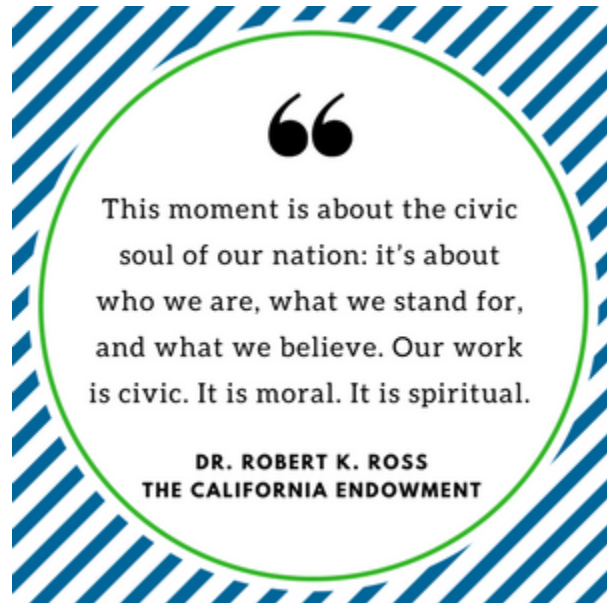
Find this speech online at: <http://www.heinz.org/Interior.aspx?id=480&post=42>

A Gift-Wrapped Call to Action: How Will Philanthropy Respond?

From remarks delivered by Dr. Robert (Bob) K. Ross, CEO of the California Endowment to the annual conference of the United Philanthropy Forum on philanthropy's response to the current moment (July 2017).

1. **Remember where you started.** Take a moment to remember the day before you started your journey in philanthropy. Remember the passion and excitement about the possibilities you envisioned before you then. And find them again. "You took this job because you believe in the power of philanthropy and its role in civil society." Let that belief continue to inspire you.
- 
2. **Wake up.** For equality, equity, opportunity in America...and for philanthropy, the last 12 months have been the best thing that could have happened. "Nothing wakes you up like a punch in the face."
 3. **Get in the game.** "You can sit on the sidelines and wait it out, pretend. But that would make you complicit." Our field is tasked with tackling many daunting challenges — it's easy to feel overwhelmed, but it's not the time to take a seat. We need everyone on board.
 4. **Tell a new story.** Part of our work will mean crafting a new narrative for our country. "It's on us to create an inclusive counter-narrative in the fight for America's civic soul. We need a story of all of us."
 5. **Equity makes the conceptual notion of equality real.** And right now it's just a concept. Dr. Ross reminded us that our country's foundation for equity and civic engagement pales in comparison to the infrastructure that exists to support and train people to lead in capitalism and our economy (MBA programs are abundant, but what is the counterpart to build equitable civic leadership?). Part of our work is filling this gap with similar supports to build our communities.

6. **Make no mistake: this is more than just civics.** “This moment is about the civic soul of our nation: it’s about who we are, what we stand for, and what we believe. Our work is civic. It is moral. It is spiritual.”
7. **Get young people involved.** “Whatever you’re doing to engage young people, double it. If you’re not doing anything, start.” These issues will impact our future, and shape that of the next generation.
8. **This work isn’t negotiable.** Philanthropy’s obligation to support the work of civic engagement is critical for the future of our shared nation. For those funders already supporting this work? Double it and then “supercharge it,” he challenged us.
9. **Remember this when you consider risk:** Someone in your family struggled . . . someone in your family weathered a storm so that you could be here today, with the privilege to do this work. Remember that, and make it count.
10. **Take action.** “Stand up your values — and those of your organization — against those that are shaping our nation’s current political arena and dialogue. Your mission is under attack. Do something.” There are a lot of competing voices in this moment; sometimes finding yours or that of your organization is as simple as going back to your values, and speaking from them.
11. **Our jobs — to improve our communities — are a gift.** And in philanthropy just as in America, we can only be the best we can be together.



Excerpted from a post by Adiel Suarez-Murias, Communications & Marketing Director of PACE: Philanthropy for Active Civic Engagement (PACE). Read the full post at: <https://medium.com/civic-engagement-and-democracy/a-gift-wrapped-call-to-action-how-will-philanthropy-respond-513f9703d67e>



9 self-care strategies

By Vu Le

Hi everyone. I know that it seems indulgent to discuss self-care when people in Puerto Rico are suffering and dying without power or water or baby formula while our president attacks athletes and calls the mayor of San Juan nasty from the safety of his golf course. But all of us are in the work to make the world better, so we have to take care of ourselves. Because, unfortunately, our work is only going to increase. So, here are some self-care tips:

Donate to organizations on the ground. It feels horrible to read the news about people drinking out of creeks and children running out of food and not be able to do anything about it. But we CAN do something about it. Give cash! As much as you can! Here's a bunch of orgs (<https://www.nytimes.com/2017/09/22/world/americas/hurricane-maria-donate-charity.html>) in Puerto Rico you can give to. And remember how much we all hate restricted funding? Make sure your donation is general operating so that these orgs can use it however would be most effective.



Download this kitten. (Chrome extension <https://chrome.google.com/webstore/detail/make-america-kittens-again/klchnmggepglcolikgaekpibclpimgcm?hl=en>) It replaces pictures of 45 with pictures of kittens! That's right, now you can read the news, and instead of getting angry and despondent and losing faith in humanity, you can bask in the cuteness of these adorable kittens! Aw, look at this little kitty and its cute little feet! It makes you almost forget about the potential nuclear war with North Korea.

Watch mindless television. We are in the golden age of television. Take advantage of it. Maybe stay away from serious stuff like *Man in the High Castle*, which is starting to hit a little too close to home. I recommend you try comedic shows like *Unbreakable Kimmy Schmidt*, *Arrested Development*, *Chewing Gum*, *Blackish*, and *Fresh Off the Boat*. The first three are binge-able on Netflix. Also on Netflix is a new animated show called "Big Mouth," which deals hilariously with puberty. Remember how awkward our adolescent years were? I miss those years...

Immerse yourself in nature. Countless studies have shown the direct benefits of being surrounded by trees and water and stuff. Take time to go on a hike. Gaze at the mountains. Stand near the ocean and hear the waves crashing and bathe in the beauty of our natural world. Try not to think that the

administration is actively working to reduce our national monuments, deny science, and prevent progress to halt climate change.

Meditate: Meditation is not just for hippies, and it does not need to be difficult. Here are some free apps (<https://www.mindful.org/free-mindfulness-apps-worthy-of-your-attention/>) to get you started. Try what works for you. It could be as simple as spending five or ten minutes a day breathing in and out deeply. Or do what I do: Sit on the carpet, rocking back and forth and chanting, “It’s just three more years, it’s just three more years...Oh look, a pistachio.” (We really need to vacuum more often)

Read this article (<https://medium.com/@GroundswellFund/americaisburning-4f154e201a3a>). It points out the fact that that racists, white supremacists, anti-Semites, etc., are loudest when they are fearful. *“White supremacists are afraid of us. They are afraid of the tremendous and transformative possibility of a united, multi-racial force. If we, who together overwhelm their numbers 1,000 to 1, ever succeeded in building a united front, we would finally root out their hate and build a truly free and egalitarian society.”* F yeah!

Spend time with your family: Last week, I went to a pumpkin patch with the kids. They happily played in a giant bin full of dried corn. Then we saw a whole bunch of tiny black dots on the surface of the corn. They were grain beetles. Thousands of them. We quickly got the kids out and shook the beetles out of their socks. Wonderful memories like this should be cherished. Find time to hang out with your family.

Be kind and compassionate. When it seems like the world is going down the crapper, the best response is to be kind and to build community. You’d be surprised how stress relieving it is to help a neighbor move, or volunteer at a food bank, or even smaller things like not flipping someone the bird who really deserves it. As MLK Jr. said, “Darkness cannot drive out darkness, only light can do that.” Plus, it really riles up the hate-filled bigots to see people be kind to one another, so that’s a bonus.

Continue your work: Though it seems the work we each do may be too remote or too small or too unconnected to make much of a difference in light of everything, be assured that it does. Last week the Montana Nonprofit Association introduced me to an uplifting essay by poet and author Dr. Clarissa Pinkola Estes, called *“We Were Made for Times Like These.”* Here’s a passage that stuck with me:

“Ours is not the task of fixing the entire world all at once, but of stretching out to mend the part of the world that is within our reach. Any small, calm thing that one soul can do to help another soul, to assist some portion of this poor suffering world, will help immensely. It is not given to us to know which acts or by whom, will cause the critical mass to tip toward an enduring good. What is needed for dramatic change is an accumulation of acts, adding, adding to, adding more, continuing. We know that it does not take everyone on Earth to bring justice and peace, but only a small, determined group who will not give up during the first, second, or hundredth gale.”

Our sector was made for times like these. The work that you do makes a difference. Take care of yourself.

Posted online at:

<http://nonprofitaf.com/2017/10/9-self-care-strategies-in-the-era-of-trump/#more-4609>

A Philanthropic Response to White Supremacy from the Birthplace of Freedom

By Sidney Hargro, Executive Director
Philanthropy Network Greater Philadelphia

August 14, 2017

On Friday night, 256 miles from Philadelphia, hundreds of neo-Nazi, white supremacists descended upon Charlottesville, Virginia to protest the planned removal of a statue of Confederate Gen. Robert E. Lee. They marched to the University of Virginia campus carrying torches reminiscent of Ku Klux Klan marches and surrounded a counter-protest planning meeting and prayer service at St. Paul's Memorial Church chanting Nazi slogans including "Sieg heil", "blood and soil," and gave the Nazi salute. At that moment, a mere protest in favor of saving a statue, an exercise protected under the First Amendment of our U.S. constitution, became a hate-laced act of domestic terrorism. The next day, Heather Heyer, a 32-year-old local woman was killed and 19 others were injured when a rally participant from Ohio, intentionally plowed into the crowd of peaceful counter-protesters.



Although these events did not happen in the greater Philadelphia region, we are not immune to the presence of hate groups nor the racism and bigotry they promote. According to the Southern Poverty Law Center, a nonprofit civil rights and advocacy organization, Pennsylvania has the sixth highest number of [hate groups](#) in the country. Their members live and work in our communities. Groups such as these, who posit the dominance of one race, seek the systematic exclusion of others based on race, and historically have been known to terrorize and silence the voices of those who threaten white supremacist ideology.

In the birthplace of freedom and liberty for the United States, it is imperative that philanthropy responds. To that end, Philanthropy Network Greater Philadelphia condemns hatred and white supremacy, root and branch. White supremacy has no place in a civil society. Likewise, we fully understand that the way of progress does not end here. We are actively working with members to define a full commitment to diversity, equity, and inclusion; considering new ideas for dismantling structural racism and bigotry; and supporting the sector with individual and collective action to achieve results.

After all, advancing equity is not only a moral consideration but an issue of effectiveness in philanthropy. We will not fully realize the social impact we wish to achieve without actively addressing the historical context and modern manifestations of systemic racism and bigotry in our communities and our institutions. Philanthropy Network embraces and affirms the inalienable rights outlined in the Declaration of Independence - life, liberty and the pursuit of happiness - for each and every person. May our work serve as a beacon to help light the path toward an equitable and just future in our community and our country. ■

Bridgespan and Ford Foundation Unveil New “Grantmaking Pyramid” to Reframe Funder/Grantee Conversations

A recent survey showing that half of nonprofit organizations suffer from persistent deficits and scarce reserves underscores need for new approach. In response, the Bridgespan Group and The Ford Foundation unveiled a new “Grantmaking Pyramid” aimed at building strong, resilient nonprofit organizations that can achieve results.

THE GRANTMAKING PYRAMID



Source: The Bridgespan Group

The “Pyramid” illustrates a sequential hierarchy of needs:

- Nonprofits need to build strong **foundational capabilities** to cover actual costs of core functions such as technology, rent, staff development, and other capabilities specific to their service and business model
- Nonprofits need **organizational resilience** based on financial health, which implies accumulating unrestricted net asset balances.
- Nonprofits need to **deliver effective programs**, a springboard for scaling and sustaining impact

The Ford Foundation has made the “Grantmaking Pyramid” the centerpiece of its new BUILD Initiative, a \$1 billion investment over five years to strengthen the resilience and effectiveness of key grantees.

To learn more, read: [Time to Reboot Grantmaking](#) by Michael Etzel & Hilary Pennington (*Stanford Social Innovation Review*, Jun. 27, 2017)

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Top 5 Ways to Make an Impact Beyond Grantmaking

While grantmaking remains one of the most powerful ways for philanthropists to create an impact, new ways of thinking have inspired philanthropists to leverage additional strategies.

1. Become a Strategic Partner, Not Just a Funding Source.

Grantmakers have the ability to impact grantees in a number of ways beyond providing funds. By strategically partnering with your grantees, you can gain a better understanding of the issues and challenges they face. Your partnership may open new opportunities for your grantees through providing access to mentorship, education, training or even new staff and team members. You likely have relationships and other connections that could benefit the organizations you support in a variety of ways.

2. Roll Up Your Sleeves.

Have you ever considered working alongside the organizations that you fund? One of the most mutually beneficial and impactful experiences for organizations and their grantees is to work alongside one another. As a funder, you have the opportunity to get up close and personal with the projects and programs you are supporting while building a deeper connection with your grantees. For grantees, these moments provide an opportunity to see you as more than a funding source and learn more about the mission, vision and values of your organization.

3. Collaborate.

Collaboration among funders can be an incredibly powerful tool. When multiple grantmaking organizations come together to share ideas and learn together, their partnership opens doors to not only increase the financial support for grantees, but also to discover and respond to additional unmet needs of these organizations and magnify the impact of the nonprofits they support. Ultimately, a collaborative take on grantmaking can create the opportunity to develop new strategies and improve the funders' and grantees' ability to make a lasting impact.

4. Align Values and Investments.

Many investors believe that their investment portfolio should align not only with their financial objectives but with their personal values as well. For example, if a grantmaker has a passion for supporting environmental causes, their investment portfolio can be tailored to invest in environmentally friendly companies. By aligning their investment portfolio with their philanthropic goals, grantmakers are able to focus their strategy on making an impact on what is most important to them.

5. Make a Program Related Investment.

Program Related Investments (PRIs) are a great way for grantmakers and philanthropists to invest directly in a cause they believe in. The investments typically come in the form of short-term low interest loans or equity investments. PRIs may be made to non-exempt entities, including for-profit corporations, and a foundation can earn income on their PRI investment; however, the primary purpose of a PRI investment must be to accomplish the foundation's charitable mission.

If you have any questions, don't hesitate to contact us at Top5@glenmede.com.

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A Commitment to Diversity, Equity, and Inclusion

By Meg Long, President, Equal Measure

Almost one year ago, I wrote about the critical and urgent opportunity – the imperative – to place race, equity, and inclusion front and center in our national dialogue, and in the work of the social sector. I challenged many of us in the social sector – practitioners, funders, and movement builders in communities – to engage in productive dialogues about how to eradicate structural inequities, and to collectively identify policies and practices to break down systemic barriers built on race, gender, ethnicity, immigration, poverty, and power.

In that same call-to-action, I shared how Equal Measure, drawing upon our longstanding, deeply ingrained commitment to issues of diversity, equity, and inclusion, would continue to sharpen our own organizational DEI practices. Over the past year, we formalized a “business case” for DEI, making the integration of DEI practices critical to every aspect of our mission – including our engagements with clients, our thought leadership, our talent management, and our administrative operations – rather than simply a “nice thing to do.” We were guided by the objective that to talk cogently about DEI, we must be as specific as possible about how we define diversity, equity, and inclusion and how we plan to further integrate these concepts into our work. We also believed strongly that to be truly authentic about our commitment to DEI, we must be accountable – not just to ourselves, but to our clients and colleagues in the field.

Given those aims, I am pleased to share our **Statement on Diversity, Equity, and Inclusion**. In this public statement, available on our website at www.equalmeasure.org/about/our-dei-commitment/, we lay out how we define diversity, equity, and inclusion; and delineate our commitment to build, refine, and rigorously assess a series of internal and external organizational DEI practices that are central to who we are. We view this statement as both a reflection of our current endeavors, and as an aspirational roadmap. In the coming months, we will publish an overview of our newly developed DEI Metrics, which tie directly to each practice outlined in the statement. These metrics will serve as a gauge of accountability for ourselves, our Board, our clients, and our peers.

While we consider this statement as a mirror of our thinking about diversity, equity, and inclusion, we acknowledge that we are not experts, nor can we truly ever be. As a learning organization, we can take strong stances, but also must prepare ourselves to refine our thoughts or reassess our assumptions along the way. We therefore consider this DEI Statement, and companion Metrics, as steps – albeit important ones – in a more than 30-year journey for Equal Measure. And we invite our clients and colleagues in the field to join us in this evolution.



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Contact Us

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Executive Vice President
O 860.408.2615
E lsherman@chubb.com

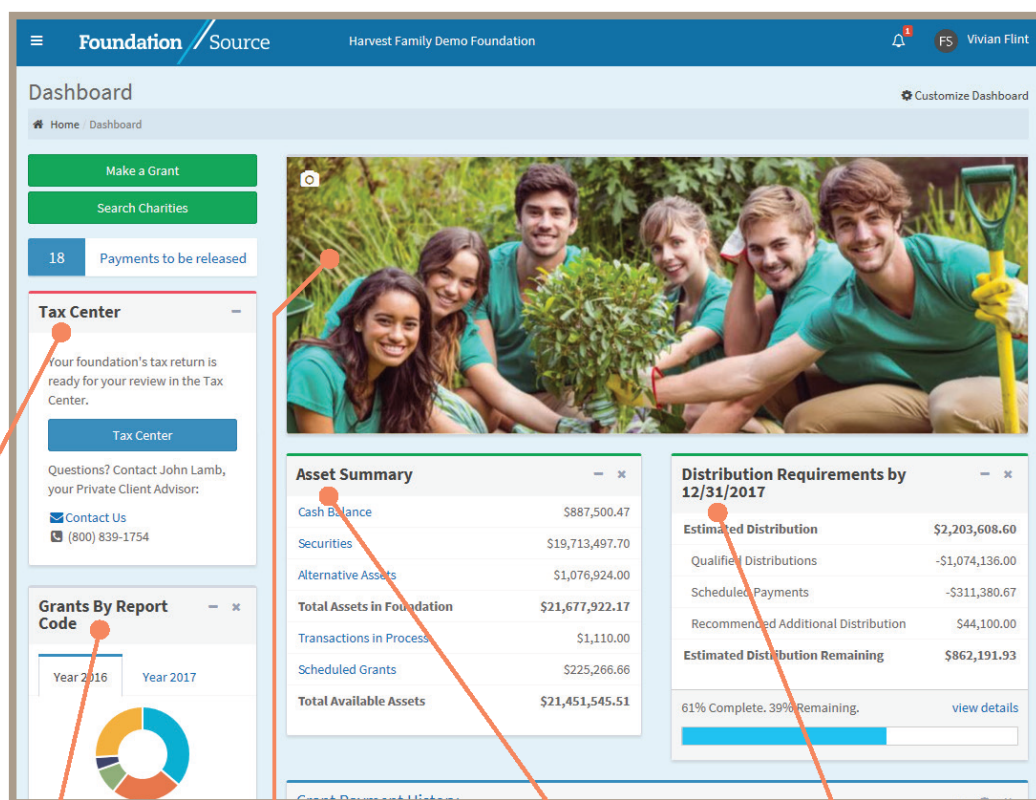
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Boards of trustees face numerous challenges when managing an endowment or foundation, and often lack the time and resources required to closely manage these portfolios on a daily basis. As an independent investment advisor, PFM Asset Management LLC (PFMAM) has the experience and capabilities to assist trustees in meeting their fiduciary duties, allowing them to focus on long-term strategy decisions while delegating the everyday tasks of portfolio management to a professional investment advisor with a 10-year track record.

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- Does our governance structure allow for timely decision making amid the ever-changing market environment?

PFMAM believes that independence and transparency are paramount when providing investment advisory services to endowments and foundations.

Our Services

PFMAM's investment advisory services for endowments and foundations include:

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Collaboration for Impact

Tips for Driving Change in a Collective Impact Initiative



COLLABORATION MODEL – COLLECTIVE IMPACT METHODOLOGY



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In collaboration, every participant's role is to drive change. The “how” is at the heart of collective impact. Here are three tips for being the heart of the collective impact:

- #1 Show up:** Determine the best work group for you. Then put the meetings on your calendar and make them a priority. Prepare for the meetings, read the agenda and other materials, and follow through on your actions. Participate and engage. Be a part of making the meetings rich, meaningful and worthwhile. Show up.
- #2 Make it work for you:** Work group meetings should be beneficial to the collective and beneficial to the individual organization. Let the backbone and others in your work group know why you show up and what your organization can contribute. Also let them know what you need to make participation work for your organization. Talk about the work group meetings with others in your organization so they get the benefit of what you are learning in the work groups. If it's not working, determine why it isn't and address the issue. Try and try again. The issues are important enough to be sure you are putting your all into the collective.
- #3 Step into leadership:** Work group leaders are critical for encouraging engagement, keeping focused on the collective's priorities, fostering authentic dialogue and driving action. Take a leadership role. Lead a collective action that your work group chooses. Be a voice for change—find platforms for sharing about the issue that the collective is addressing, use the collective as a leveraging point to challenge others. Lead a work group.

The transformative work happens at the work group level. When work group participants embrace their role and join the collective in figuring out how to drive change – for their issue in their time and place—they are the essence of making a collective impact.

5 reasons your grant and scholarship applicants deserve a submission portal

1

User profiles.

With grant management platform submission portals, applicants simply hit apply, create a login, and get started. A personal profile collects the identifying information you need and becomes the base information for any application they may submit to that day or in the future.

2

Qualifying questionnaires.

Remember that profile we just mentioned? Add in some qualifying questions to make it even more valuable. Your full form will only display if they meet the basic criteria, ensuring applicants don't waste their time completing an entire application just to be turned away instantly.

3

Clear process steps.

Portals provide a clear map of the work ahead, broken into clear steps like "Project Objectives," "Background Research," "Budget," etc. Applicants can easily open and close each step to see what's required, save as they go, and see how much more they have to complete each time they log in. They can even request items, like letters of reference, from within the portal.

4

Quicker turnarounds.

The applicant flawlessly gets through the process, you easily see all the data you need, and the reviewers get access to their own portal where all the information is displayed beautifully. With less missteps, no one accidentally misplacing files, and reviewers being reminded to finish their scoring, your entire end-to-end process length could be curbed significantly.

5

Easier follow-up & reporting.

The beauty of a submission portal doesn't end when the application process does. That login that got a grantee started can carry them through the full lifespan of their grant. They can take surveys on their progress, submit progress reports or budgets, sign for payment disbursements, and more, all from the same portal.

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