

Philanthropy Network Greater Philadelphia
2018 Fall Conference

Resource Guide



@philanthropyPHL | #PNfallcon18



November 2, 2018
Hilton Philadelphia at Penn's Landing
Philadelphia, PA



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Philanthropy Network Greater Philadelphia 2018 Fall Conference:

ONRAMPS to EQUITY in ACTION

November 2, 2018

Hilton Philadelphia at Penn's Landing | Philadelphia, PA

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Sponsor Messages and Advertisements

Agenda

7:30 AM	REGISTRATION OPENS
7:30 AM-9:00 AM	COFFEE and CONVERSATION Beverages and light refreshments will be served
9:00 AM-10:20 AM	MORNING PLENARY: Welcome & Opening Remarks <ul style="list-style-type: none"> • JENNIFER PEDRONI, President, Philanthropy Network Greater Philadelphia, and Vice President of Administration, HealthSpark Foundation <i>Performance by Flyground</i> <ul style="list-style-type: none"> • SIDNEY HARGRO, Executive Director, Philanthropy Network Greater Philadelphia Keynote <ul style="list-style-type: none"> • DR. RAMI NASHASHIBI, Founding & Executive Director, Inner-City Muslim Action Network (IMAN); Trustee, Marguerite Casey Foundation; and MacArthur Foundation 2017 "Genius Award" Fellow
10:20 AM-10:30 AM	<i>Transition to Concurrent Sessions</i>
10:30 AM-11:15 AM	CONCURRENT SESSIONS: ROUND 1 <i>(participants select one)</i> <ul style="list-style-type: none"> • Investing in News and Information to Ignite Civic Engagement <i>Sponsored by The Foundation for Delaware County</i> • Forging Effective Partnerships: Strategies to Advance Systems Change <i>Sponsored by ComcastNBCUniversal</i> • CEO/Trustee Dialogue: REAL Talk: Philanthropy's Role in Addressing Our Region's Most Enduring Problem* <i>Sponsored by SEI</i> <p><i>*NOTE: This is a funder-only session and will run from 10:30 AM – 12:15 PM</i></p>

11:15 AM- 11:30 AM	<i>Break/Transition</i>
11:30 AM- 12:15 PM	<p>CONCURRENT SESSIONS: ROUND 2 <i>(participants select one)</i></p> <ul style="list-style-type: none"> • The Future of Corporate Partnerships <i>Sponsored by Wells Fargo</i> • Making Connections: The Social Impact of the Arts <i>Sponsored by Glenmede</i> • The Equity Imperative <i>Sponsored by Your Part-Time Controller</i>
12:15 PM- 12:30 PM	<i>Transition to main ballroom and pick up boxed lunch</i>
12:30 PM- 1:45 PM	<p>LUNCH PLENARY</p> <p>Keynote</p> <ul style="list-style-type: none"> • TRABIAN SHORTERS, Founder, BMe
1:45 PM- 2:00 PM	<i>Transition to afternoon workshops</i>
2:00 PM- 3:30 PM	<p>AFTERNOON WORKSHOPS:</p> <ul style="list-style-type: none"> • Engineering Equity into Your Organization • Raising All Boats: Cross Sector Collaborations <i>Sponsored by TD Bank</i> • Using Design Thinking to Deconstruct the Power Dynamic
3:30 PM- 4:00 PM	<p>CLOSING PLENARY</p> <p>Final Reflections</p>
4:00 PM	ADJOURN

Concurrent Sessions & Workshops

Morning Sessions

Concurrent Sessions Round 1: 10:30 - 11:15 AM

NOTE: Specific room assignments for the breakout sessions will be provided separately.

PRESENTERS:

Molly de Aguiar, Managing Director,
News Integrity Initiative, CUNY
Graduate School of Journalism

Jean Friedman-Rudovsky and **Cassie Haynes**, Co-Executive Directors,
Resolve Philadelphia

Nasha Taylor, Community
Engagement Director, PhillyCAM

Bryan Mercer, Executive Director,
Media Mobilizing Project

Session Sponsor:



Investing in News and Information to Ignite Civic Engagement

How and to what degree we stay informed about our communities is critical to creating solutions for the challenges we face and assuring access to opportunity for all residents. This session will highlight inspiring local news and information examples that are being leveraged to advance civic engagement in Greater Philadelphia, as well as explore how funders and nonprofit partners can participate.



PRESENTERS:

Susan Reilly and **Paul DiLorenzo**,
Senior Directors for Strategic
Consulting, Casey Family Programs

Session Sponsor:



Forging Effective Partnerships: Strategies to Advance Systems Change

Seattle-based Casey Family Programs is the largest operating foundation in the nation focused on collaborating with public and private agencies to improve the nation's child welfare system. This session will highlight the foundation's partnerships in the Philadelphia region and in York County, PA – part of Casey's [2020 Building Communities of Hope](#) - share lessons learned about multi-sector partnerships, and describe the strategies that have resulted in systemic change and improvements to increase the wellbeing of children and families.

MODERATOR:

Nadya K. Shmavonian, Director,
Nonprofit Repositioning Fund and
Partner, SeaChange Capital Partners

SEI New ways.
New answers.® Session
Sponsor:

CEO/Trustee Dialogue: REAL Talk: Philanthropy's Role in Addressing Our Region's Most Enduring Problem*

How can philanthropy be a catalyst to advance economic opportunity in our region? How are philanthropy leaders thinking about poverty in the context of their funding priorities? This engaging regional conversation is designed to explore current thinking, ideas, and approaches to this most persistent issue. The session was designed with guidance from foundation CEOs and trustees in Greater Philadelphia.

****NOTE: This is a funder-only session and will run
from 10:30 AM – 12:15 PM***

Concurrent Sessions Round 2: 11:30 AM -12:15 PM

PRESENTERS:

Lorina Marshall-Blake, President,
Independence Blue Cross Foundation

Deborah O'Brien, SVP, Market
Manager, Bank of America Charitable
Foundation

Rashanda Perryman, Program
Officer, Community Stewardship
Program, The Vanguard Group

Suzanne Quigley, Community Affairs
Manager, QVC

Session Sponsor:



The Future of Corporate Partnerships

Regional corporate philanthropy leaders will discuss creative approaches to impact through partnerships and offer their predictions for the future of corporate partnerships in Greater Philadelphia.

PRESENTERS:

Michael Norris, Chief Strategy Officer,
and **Anne Marie Rhoades**, Vice
President of Advocacy & Strategic
Partnerships, Greater Philadelphia
Cultural Alliance

Mel Regn, Senior Manager for
Institutional Relations, Mural Arts
Program

John Orr, Executive Director, Art-Reach

Sarah Cooper, Director of Community
Engagement, Pennsylvania Ballet

Making Connections: The Social Impact of the Arts

Arts and culture organizations are deeply engaged in social issues than most people realize—including their own audiences and funders. Programming offered by cultural organizations actively helps people who are homeless, returning citizens, LGBTQ, veterans or active military, new Americans, disabled or those on the Autism spectrum to gain skills, make connections and find their own voice. The arts also empower people to learn about, understand and address ever-evolving complex social problems such as hunger, violence and racism. Using data (*cont.*)

Session Sponsor:

GLENMEDE

Founded on ideals.
Built on ideas.

from the Greater Philadelphia Cultural Alliance's Social Impact Census, attendees will learn the surprising extent of the cultural sector's social impact efforts and what that work means for organizations, audiences, funders, communities and our region's future.

PRESENTERS:

Diane Cornman-Levy, Executive Director, WOMEN'S WAY

Staci Moore, Steering Committee, Women's Economic Security Initiative

Cynthia Estremera, Community Engagement & Marketing Associate, Strategy Arts

Session Sponsor:



The Equity Imperative

In order to ensure the highest level of equitable and effective practices, it is essential that we include the voices of those most impacted by any issue in creating solutions. Framed by a successful case study of WOMEN'S WAY's Women's Economic Security Initiative, this session will provide attendees with a deeper understanding of how equity informs engagement and programs for nonprofit service providers, funding decisions and other sectors and institutions who work with individuals with lived experience; strategies to deeply and equitably engage with the community; and how to develop an internal culture within their own organization that operationalizes equity through transparency.

Afternoon Workshops

Concurrent Workshops 2:00 – 3:30 PM

PRESENTER:

Daria Torres, Founder, Walls Torres Group

Engineering Equity into Your Organization

Organizational leaders across the philanthropic and nonprofit landscape are increasingly striving to embrace an equity mindset, yet we struggle when faced with tackling the deeper, systemic challenges that exist within our own organizations. In this session, participants will be introduced to the Equity Maturity Model (EqMM), a strikingly simple tool that enables organizations to institutionalize their commitment to the assurance of equity. The model identifies 12 measurable dimensions of performance and behavior that constitute equity maturity. Participants will learn how to leverage the EqMM framework in practice, identify obstacles they may experience in attempting to advance organizational equity, and better understand how an equity orientation can be systematically built and engineered to last.

PRESENTERS:

Jamaine Smith, Chief Commons Director, and **Beth Warshaw**, Community Director, CultureWorks Greater Philadelphia

Using Design Thinking to Deconstruct the Power Dynamic

The inherent power imbalance in funding relationships often serves as a barrier to transparency, equity and, ultimately, greater impact. Design Thinking is a methodology that provides a solution-based approach to solving complex problems – in this case, how funders and requesters can become more open with each other and recognize how each brings equally necessary resources to their shared work. Invoking the five stages of Design Thinking – Empathize, (cont.)

Define, Ideate, Prototype, and Test – session participants will generate potential solutions to issues identified in real time based on collective feedback.

PRESENTERS:

Beth Feldman Brandt, Executive Director, Stockton Rush Bartol Foundation (moderator)

Melissa Kim, Senior Program Officer, LISC Philadelphia/CDC

Mindy Early, Director of Education & Program Services, Philadelphia Young Playwrights/Bartol Trauma-Informed Practice Training Lead Facilitator

Eli Goldblatt, Professor, Temple University

Session Sponsor:



Raising All Boats: Cross Sector Collaborations

Organizations large and small are increasingly recognizing the advantages of cross-sector collaborations as a tool to increase their impact. This session will share strategies for crossing boundaries of focus areas, between grantees and funders, and among organizations with shared goals. Participants will be led through a process to create a multi-disciplinary diagram to investigate the shared goals and unique resources that each would bring to a collaboration. This session will inform not only arts groups but those who are interested in adding the arts to their toolbox to address areas such as community development, literacy or human services.

Speaker Biographies

Morning Keynote

Dr. Rami Nashashibi

Executive Director, Inner-City Muslim Action Network

Trustee, Marguerite Casey Foundation

[@RamiNashashibi](#) | [@CaseyGrants](#) | [@imancentral](#)



Dr. Rami Nashashibi is a board member of the Seattle-based Marguerite Casey Foundation, the founding and executive director of Chicago's Inner-City Muslim Action Network (IMAN) and a 2017 MacArthur "Genius Grant" Fellow.

As a community leader, Nashashibi builds bridges across racial, religious, and socioeconomic divides to confront the challenges of poverty and disinvestment in urban communities. Nashashibi is an advisor to a number of strategic initiatives across the country and is invited regularly to address national and international forums

speaking to a number of issues around faith, identity, social justice, the arts and community-led development.

His experience as a Palestinian-American Muslim, training as a sociologist, and skills as a community organizer inform his role as executive director of the Inner-City Muslim Action Network. Founded in the ethnically and religiously diverse working-class neighborhood of Marquette Park on Chicago's South Side, IMAN fosters community health, wellness and healing. IMAN's numerous programs include a community clinic that provides primary health care and behavioral health services to a largely uninsured and underinsured population and a job training initiative that equips formerly incarcerated individuals with green construction skills through the renovation of foreclosed homes.

Nashashibi received a B.A. from DePaul University and a Ph.D. from the University of Chicago. He has served as co-founder and executive director of IMAN since its incorporation in 1997 and taught at a number of colleges and universities across the Chicagoland area, most recently as a visiting assistant professor at the Chicago Theological Seminary. In 2016, President Barack Obama appointed him to serve on the President's Advisory Council on Faith-Based and Neighborhood Partnerships.

Lunch Keynote

Trabian Shorters

Founder/CEO, BMe Community

[@JoinBMe](#) | [@BMeCommunity](#)



Trabian Shorters is a *New York Times* Bestselling author, social entrepreneur, and the Founder/CEO of BMe Community. A leading authority in matters of Diversity, Equity and Inclusion, Shorters conceived Asset Framing - the shift to narratives that define a people by their aspirations and assets rather than their challenges and deficits.

Former Vice President of the John S. & James L. Knight Foundation, he founded BMe Community out of the necessity to revise the narrative of Black men. By reflecting their incredible strength, leadership, and contributions, BMe promotes positive community engagement in matters of race,

cities and America's future. With 194 BMe Community Genius Fellows who work in education, health and wellness, human rights, economic development, justice reform, and more, BMe Community is the largest social entrepreneur fellowship for Black men in the US. Under the leadership of Shorters, BMe Community has recruited 40,000+ Community Builders, touched over 2 million families, won 67 awards, and has a boundless impact on sharing authentic narratives of diverse populations.

Named among the world's leading social entrepreneurs and changemakers for his pioneering efforts in Asset Framing, Shorters was awarded the Pahlara-Aspen Education Fellowship, Ashoka Fellowship, and opportunity to work with the Commission for Security & Cooperation in Europe. Shorters has introduced Asset Framing to leading organizations such as the Bill & Melinda Gates Foundation, The Heinz Endowments, The Aspen Institute, and Stanford Social Innovation Review.

Performance

Performative/Interactive Social Action

Ensemble: Lela Aisha Jones | FlyGround (www.flygroundera.com)

Artistic Director: Lela Aisha Jones

Artists/Facilitators: Amanda L. Edwards (Movement/Voice), Henrietta Morgan (Voice), Norma Porter (Movement/Voice), Aigner Picou (Movement/Voice), Alex Shaw (Music/Voice), Anssumane Silla (Music/Voice), Les Rivera (Film)

Artist Statement: Lela Aisha Jones | FlyGround will facilitate and perform a short live movement and music based, interactive action grounded in our artistic and community organizing work from 2012-2018. The foundation of this offering, and much of our work, is committed to deep archival and excavation of individual and collective lived experiences of diasporic blackness as it is received by and transmitted through the body towards a collective humanity.



Articles & Reflections



The Equity Manifesto

PolicyLink

*The Equity Manifesto has been inspired by the work, commitments, insights, and resolve of the many partners with whom **PolicyLink** has shared this journey. Please use it, share it, and reflect on it in your lives, your work, your struggle. Just please don't change it.*

It begins by joining together, believing in the potency of inclusion, and building from a common bond.

It embraces complexity as cause for collaboration, accepting that our fates are inextricable.

It recognizes local leaders as national leaders, nurturing the wisdom and creativity within every community as essential to solving the nation's problems.

It demands honesty and forthrightness, calling out racism and oppression, both overt and systemic.

It strives for the power to realize our goals while summoning the grace to sustain them.

It requires that we understand the past, without being trapped in it; embrace the present, without being constrained by it; and look to the future, guided by the hopes and courage of those who have fought before and beside us.

THIS IS EQUITY: Just and fair inclusion into a society in which all can participate, prosper, and reach their full potential. Unlocking the promise of the nation by unleashing the promise in us all.

Building Community on the Back of Belief

TERESA MATHEW | OCT 12, 2017

MacArthur grant recipient Rami Nashashibi talks about how interfaith activism can galvanize cities.

Rami Nashashibi is a community organizer propelled by faith. He is the Executive Director of the Inner-City Muslim Action Network (IMAN), a Chicago nonprofit that deals with city issues ranging from food justice to affordable housing and arts programs. In the announcement about his award, the MacArthur Foundation lauds Nashashibi for “confronting the challenges of poverty and disinvestment in urban communities through a Muslim-led civic engagement effort that bridges race, class, and religion.” We spoke to Nashashibi about the role of interfaith connections and religious groups in cities and communities.



What drew you to interfaith work in Chicago?

I didn't set out to do interfaith per se—I became a person who was deeply absorbed in the challenges and opportunities confronting people in low-income neighborhoods. The process of bringing the Muslim community together developed organically. We were organizing events across the state: not one-off events, but campaigns to change housing conditions and mentorship to develop programs we were working on. Through that process, a fluid set of relationships with synagogues and Pentecostal and Catholic churches just emerged as a very organic part of our DNA.

I've learned a tremendous amount from people across all faith lines. The legacy of Jewish-American activism in a place like Chicago had a huge influence on me. And black Pentecostal churches organize in criminal justice reform—some of them showed us the ropes and brought us in.


How has the American Muslim community in Chicago impacted your work there?

The larger role of Muslim identity in the African-American community, and what it did to inform the way I work and build relationships, has been instrumental to my own identity and evolution as an organizer. I was a person brought up in an areligious household, and when I first started doing this work part of it was exploring and understanding the role that Islam and Muslim identity had in everything from hip hop to street organizations. A number of those organizations were trying to lead people coming out of prisons whose lives were transformed through Muslim identity. That transformed the way I thought about my faith and the work we do together—it informed the way I go about this whole endeavor of community organizing.

What role do you think interfaith activism can play in building better cities and communities?

I think it's critical. For example, [right now] I'm sitting in a rehabilitated flat that was the epicenter of some of the worst violence in the community. A woman was sexually assaulted here in the middle of the day, and we went to the church and said this is beyond anything we should tolerate. Our

“It's important to get beyond abstractions and large philosophical points...and pin them to practical examples on the ground.”



religious communities must get out of the sanctuaries, the comforts of our walls, and bring passionate commitment to seeing our values transfer to life around us. It brought together the [priest], the synagogue, local community leaders. We brought it to the courts together, acquired the home, and now this very block five years later is perhaps one of the best in the area. And that's just one block in one city.

But it's important to get beyond abstractions and large philosophical points when we answer these questions,

and pin them to practical examples on the ground. The work we're doing—whether in homes or campaigns—is really, genuinely strengthened by diverse faith communities challenging themselves and [each other] to live up to their highest ideals.

As more young Americans identify as non-religious, how can groups like IMAN affect people and communities who don't identify as religious or don't see a place for religion in their lives?


IMAN has been a kind of alternative space for people coming from all different kinds of backgrounds. We don't identify particularly as religious; we're community-based, where faith and spirituality are deeply rooted. Bringing people together, engaging them, finding ways in which spiritual space is created without having to make campaigns that are declarations of your own beliefs, is an important part of the way faith can be lived and appreciated.

People are very spiritual—they just may not fully identify with one iteration of a tradition and so may be reluctant to fill out that box. But I think our organization has lifted up a different model of faith identity and expression of the work that gets accomplished every day: community work, community campaigns. No one's giving you a litmus test when you walk in the door. There'll be a time to pray, and if you don't want to pray, other brothers may just sit and meditate, other sisters may have their own practices. But it's organically integrated into the spaces we work in and the campaigns and issues we're committed to.

Do you think religious organizations have a responsibility to address inequity in their cities?

I think it depends on how you interpret your spiritual tradition. I was exposed to a particular type of American Muslim experience that made this type of work nonnegotiable. Commitment to a dignified quality of life for all communities means an investment in those issues. I guess one version of this spiritual engagement is deeply embedded in that commitment. There are other commitments that are equally important. But I say if you're going to live out some of those higher values and ideals, working in communities where such profound disparities exist, you have to find some way to continue to agitate to bring attention to that and be part of the hope and change that rectifies that problem.

“But I say if you’re going to live out some of those higher values and ideals, working in communities where such profound disparities exist, you have to find some way to continue to agitate to bring attention to that and be part of the hope and change that rectifies that problem.”



How are you hoping to use your grant?

On one level, I'm hoping the work is a validation of an extraordinary legacy that I'm a very privileged beneficiary of: the movement of American Muslim organizing. We're hoping this award in part lifts that up, and makes what is a relatively underappreciated and unknown legacy something that people have a better recognition of: who the American Muslim community is and what contributions there have been domestically. That legacy goes to everything from the extraordinary community developers like Kenny Gamble to a phenomenal woman in Jackson, Mississippi, who's led this kind of work and built the first [national Muslim museum](#). [Muslim] people in South Central [Los Angeles] were part of the first gang truce between the Crips and the Bloods. You can find a version of this legacy in many urban centers across the country. Not only the African American Muslim community, but immigrants and refugees of all backgrounds have been a part of that phenomenal institutional building.

I'm also hoping the grant institutionalizes this work, builds out a capacity for endowments and reserve funds, and attracts new supporters. We still need a tremendous amount from donors and supporters.

And from a spiritual standpoint, I, like anyone else who does this for a long time, find myself coveting spiritual rejuvenation. So among the things I've immediately committed to doing is performing the haj. That was the first thing that popped into my head, and this is a special year to do it because it'll be the 40th anniversary of the first haj led by an African-American imam: Warith Deen Mohammed, the late son of the founding member of the Nation of Islam.

Published by CityLab as part of a series of short conversations with several MacArthur Foundation 2017 fellows. Online at: <https://www.citylab.com/life/2017/10/rami-nashashibi-genius-grant/542700/>

Forbes

Driving Social Impact Through Community and Storytelling

By Jessica Pliska, Contributor | Aug. 9, 2018

What does it take for an organization to push social change forward? Trabian Shorters, founder and CEO of BMe Community, is showing that it might start in an unassumed place – rethinking our understanding of stories. Here, we chat about his previous career in software, how “hacking a narrative” shapes his work and what other organizations and companies committed to change can take from BMe.

Jessica Pliska: What were some of the early influencers in your career?

Trabian Shorters: My grandparents and mother played a huge part in how I see the world and approach my work. They demonstrated the transformative power of love and instilled in me its importance. My home environment personified the power of care and togetherness. I must’ve been about five when my grandfather taught me “God requires us to love each other the way God loves us.” Those words remain powerful for me. Seeing the world according to this idea of “love as essential” continues to shape how I think about my work and the people it intends to impact.

Pliska: What’s been the propelling force throughout your career?

Shorters: A belief in the principle of “freedom.” Freedom is our indelible right and responsibility. American-racism fundamentally undermines this sacred principle. Growing up, I thought racism was really just a matter of misunderstanding. But when I realized racism is actually about a group of folks who base their identity on subjugating others, a deep sense of urgency accompanied my professional journey. That’s why now, at BMe, we create a space for black men to be recognized as the caring, committed, community-builders they have always been for all of society – not just the black community. If you can grasp this truth about black men, you’ll be able to hold onto similar truths about all people.

Pliska: Speaking of BMe, could you tell me about the work and goals of the organization?

Shorters: BMe is geared toward building more caring and prosperous communities inspired by black men. One of the things driving BMe is an insight I took from my time working in the software world: in order to hack something, you have to understand the system well enough to get it to do something it wasn’t intended to do.

At BMe, we are hacking culture. Human beings are hardwired to create and act upon narratives. We crave the moral direction stories provide. And whether we know it or not, we constantly default to these narratives, which often place white men at the front of history. Sure, it's a very exciting and empowering narrative to those born white and male, but for everyone else, it raises questions about their own value in the world.



Recognizing this alongside the growing diversity of our country, BMe is working to recognize the maximum amount of people as heroes in our country's narrative; we help people realize America's narrative is plural. We do this through training and consulting work for other organizations, our Genius Fellowship and Community Builders Network. These pathways help folks "hack" the toxic and pervasive narrative that centers black men as a detriment to their larger society since we know the reality is black men are living out lives as local and national assets every day.

Pliska: This is such a powerful approach. What are some of the programming and internal structures that bring this to life at BMe?

Shorters: "Asset-Framing" - defining people by their aspirations and contributions, not by the challenges they may face, is the guiding principle for all the work we do at BMe. I cannot overstate the importance of this. I was speaking recently to a BMe community partner working in Maryland's minority business program and they shared with me that the business plans by black men very

often include some sort of giveback component, some effort to support their communities – it's just normal for them. This is just one example.

Because of an asset-frame, they no longer viewed all things associated with the community they are looking to serve as needing "intervention," and in the process, they were able to recognize the opportunity for collaboration.

The truth is black men are doing amazing things every day to build up their communities and the larger society. They are both the most engaged fathers in America and the most likely to enlist and serve this nation in uniform. BMe is working to amplify that true narrative of dedication to the greater good. This is why we call the

black men in BMe's network "community builders." Everything we do is geared toward drawing out that natural inclination to build community.

Pliska: Is there a moment from your work with BMe that really captures the power of shifting to an asset-based approach?

Shorters: At BMe, we help organizations commit to asset-framing as an institutional practice. When we helped a major nonprofit approach their core issue – poverty – through an asset-frame, they were able to see minority-owned banks as crucial allies. Because of an asset-frame, they no longer viewed all things associated with the community they are looking to serve as needing "intervention," and in the process, they were able to recognize the opportunity for collaboration.

BMe has put this to practice, too. OneUnited Bank, a black-owned bank, received a million-dollar deposit from us a couple of years ago and they turned our deposit into \$2.5 million dollars in property loans in low-to-moderate-income communities. Fighting poverty through an asset-frame costs nothing because depositing in a black-owned bank costs nothing.

When you define people and places by their aspirations and contributions, it is much **easier to see that FDIC-insured** black-owned banks, like OneUnited, are natural partners for stabilizing communities and building wealth – at zero risk to that nonprofit depositor who says they want those same things. Asset-framing is the key to breakthroughs like these. It paves a way for us to live out narratives, based in fact, that value all members of the human family and increase equity and opportunity for all.



Tips for Your Organization's Racial Equity Journey

Excerpted from a [blog post](#) by Fiona Kanagasingam, Director of Consulting for Talent Management and Innovation, Community Resource Exchange

Lessons learned from one organization on their racial equity journey:

- **Start with a point of view.** Diversity, inclusion, and equity mean different things. In our case, we framed our goals around equity. Diversity and inclusion are meaningful only if they advance equity, which in turn requires an analysis of, and challenge to, the historical, systemic, and persistent factors that create unequal conditions and opportunities for certain groups of people. What follows from this frame of reference is quite different from one focused, for example, on simply embracing diversity within teams.
- **Focus on race intentionally but not exclusively.** There is a tendency when focusing on race to debate why it takes precedence over other organizational priorities or other identities like gender or class, but these debates get us nowhere. Race is often a blind spot, and without an intentional focus, it slips off the radar in ways that revenue and efficiency and other organizational outcomes do not. I have also come to believe that until social justice organizations see racial equity as a non-negotiable priority for impact, the work cannot be done because there will always be competing priorities.
- **Embrace discomfort (and imperfection).** Race is deeply personal and complex, and predictably difficult to talk about, especially in multiracial environments. This discomfort may show up as defensiveness, fear or shame, especially (though not necessarily) among white staff when discussions inevitably broach topics of privilege, implicit bias, or racism. There is no alternative to this discomfort; choosing comfort only maintains the status quo, while embracing discomfort is the only way to really learn and begin to take action. At the same time, beginning this work does not mean we will always get it right. Being able to have honest conversations about how our individual and organizational imperfections may be experienced, and being able

to acknowledge there is no “perfect” end point makes all the difference when starting and moving through this work.

- **Acknowledge differentials in power and emotional investment.** While the goal is to take a learning perspective in a conversation on race, not everyone enters this on equal footing. What may serve as privileged objective learning for one person is a daily painful lived experience for another. Acknowledging these differences and centering the experiences of those with the largest emotional investment are important ways to model anti-racist practice even in the process of facilitating dialogues on race.
- **Engage white allies.** It is a cliché to observe that diversity initiatives within organizations are mostly led by people of color. This work can be exhausting, especially for those who already experience race in personal and painful ways, and upon whom the burden to organize and educate disproportionately falls. Many who lead such internal initiatives describe the work as being regarded as non-core or unrecognized, and to require expending their social and political capital with their leadership to push for change. For all of these reasons, the active participation of white allies and especially white decision makers who are willing to prioritize the work, leverage their own capital, and share their experiences with other white people who are in different places in their journeys is crucial.
- **Celebrate small wins.** Not everyone from board to leadership to line staff needs to be “woke” before you can begin the work. For example, tweaking your recruitment process with a racial equity lens can have a ripple effect. So can making it standard procedure to run your communications platforms or messages by people of color. Pursuing and celebrating incremental changes helps stave off the helplessness that often descends when considering the magnitude of structural racism.



CRE is a nonprofit consulting firm that provides the strategies and tools needed to build sustainable, high-performing organizations that improve people’s lives and drive social change. We partner with nonprofits, foundations, and government agencies to set ambitious goals for success – and then we help them get there. Together, we work to reduce poverty, promote equity, and increase opportunity. Visit CRE online at <https://www.crenyc.org/>

How Board Members Can Advance Diversity, Equity, and Inclusion in Foundations

Trustees and Board members of foundations are uniquely positioned to advance Diversity, Equity and Inclusion in philanthropy. Below are some recommendations for foundation Trustees and Board members to support progress on DEI, which were developed by a group of Philanthropy Network members who participated in a year-long peer cohort to examine opportunities to support progress on DEI within their organizations. We encourage you to explore and adopt ideas that you can implement in your own foundation.

- **Authorizing environment:** Make DEI an institutional priority; e.g., include as a goal in your strategic plan or a statement in your guiding principles; dedicate resources to building an inclusive culture at the staff and board levels; define what diversity means for your organization
- **CEO expectation:** Include performance around DEI as a measure of effectiveness; i.e., your CEO is expected to prioritize DEI and show progress, such as in grantmaking, community engagement, hiring, recruiting volunteers
- **Executive hiring:** Mandate to search firms that DEI is a priority in searches; interview diverse candidates; develop strategies to ensure diverse recruitment at executive and non-executive levels; ask all candidates about how they will approach DEI issues
- **Vendors:** Hire vendors with diverse staff and an explicit commitment to DEI; e.g., fund managers, investment advisors, legal firms, consultants, accounting firms, venues for meetings and events
- **Investment strategy:** Apply a diversity, equity, and inclusion lens to investment strategies
- **Evaluation of organizational impact:** Evaluate the effectiveness of your work with a DEI lens; e.g., analyze who is benefiting from your work by collecting and using data that tracks distinct populations (e.g., gender, ability, sexual orientation, race/ethnicity)
- **Board diversity:** Implement structures that expand entry points for potential Board members, such as committees that create spaces for diverse voices; mentor and develop the leadership of diverse Board members; nominate and appoint diverse candidates as successors to Board chairs
- **Community engagement:** Expand networks through intentional outreach and participation in communities (e.g., site visits, volunteering and being involved in communities served); ask for and act on input from the communities you serve
- **Grants and programs:** Commit resources to explicit DEI work and grants; ask grantees to submit their staff, Board and program DEI profiles and policies as part of the grant application
- **Nonprofits as partners:** Encourage greater responsiveness among nonprofits to DEI issues and work with them as partners; i.e., set the expectation that DEI is a priority and provide resources for it, such as capacity building around DEI issues and tools; build learning relationships with nonprofit partners to strengthen your foundation's connections to and understanding of diverse communities; welcome nonprofit leaders on your foundation's Board and committees
- **Strategic communications:** Use strategic communications to share your DEI work and to promote it as a priority in the nonprofit and philanthropic fields.

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THE READY COMMITMENT



Andrea Barrack

Q&A with TD's Vice President,
Global Corporate Citizenship

What's the context for renewing your corporate citizenship strategy?

The world is changing at an increasingly rapid pace, **undermining people's confidence in their ability to live well** today and succeed in the future. Now more than ever, people are concerned that they – or their kids – will be left behind, excluded from the social and economic opportunities of the future. Helping to create the conditions so everyone has the chance to succeed and participate fully in what the future has to offer is a responsibility we take to heart at TD.

Why is this new platform important?

At TD, enriching lives is our purpose. We acknowledge that **we have a responsibility to invest in the future of our society**; to fund and to actively participate in the programs and causes that we believe will have the greatest impact. On the flip side, if we do nothing to help individuals and society prepare for the future, we risk increasing isolation, inequity, exclusion and divisions which will have impacts on our individual health and security, our community cohesion and the resilience of our environment.

What is TD going to do about it?

TD has developed an enterprise-wide citizenship platform that delivers on the bank's purpose to enrich the lives of our customers, communities and colleagues. Our strategy outlines four key drivers that will support building a more **inclusive future in a differentiated, meaningful, authentic and measurable way**.

Working together for a more inclusive future.



What is your ambition with *The Ready Commitment*?

We want to open the doors for an inclusive tomorrow. This is a bold and critical ambition that requires working with **others in the private, public and not-for-profit sectors to achieve**. We are committed to working collaboratively to drive positive change that will enrich the lives of our customers, communities and colleagues. We will focus on areas where we believe we can make the greatest impact to support change, nurture progress, and contribute to making the world around us a better place to live. These distinct and interconnected drivers are:

- Financial Security
- Vibrant Planet
- Connected Communities
- Better Health

When combined together, they can help create the conditions **to build confidence in an inclusive future for everyone**.

And as part of this commitment, we will also refocus our community giving, targeting \$1 billion (CAD), in total by 2030, to maximize our impact.

Through this new platform, TD has the ambition to address the complex problem of helping build inclusive futures for everyone, while acknowledging that we can't do it alone. We are acutely aware that TD's long-term future success as a business depends upon the communities we serve. That's why The Ready Commitment aspires to be an enterprise-wide commitment, meaning that it goes beyond our community giving and it touches on many aspects of our business across the bank.

Questions? Email us: thereadycommitment@td.com

GLENMEDE top five

Considerations for Hiring an OCIO—Take the “T” Test

The term “Outsourced Chief Investment Officer” (OCIO) has gained popularity in the investment industry as investment consultants, banks and small wealth management firms are now offering OCIO services to foundations, endowments and nonprofits. You may be considering this model instead of the self-managed or consultant model used in the past. Below, we include the “T” test to help your organization evaluate potential OCIO providers.

1. Time Tested: *Does the OCIO have an investment philosophy and process that is time-tested, disciplined and proven?*

Your OCIO should have an investment philosophy that is well-articulated, research-driven, and time-tested as well as an investment process that is explainable, repeatable, and disciplined. The strongest OCIO firms can clearly explain where ideas are generated, who evaluates ideas, and how portfolios are constructed. Their philosophy and process should prove consistent over the long term, not wavering or chasing the latest fad.

2. Team: *Does the OCIO have a team of experts solely dedicated to serving organizations that are similar to yours—in size, scope, mission, goals, objectives and time-horizon?*

OCIOs that lack depth of team, show high levels of instability and turnover, or have a retail focus should raise flags during your evaluation. It is important to find a partner who has deep understanding of the unique challenges faced by charitable organizations and is able to leverage a multitude of resources to help you meet those challenges.

3. Transparency: *Is the OCIO transparent about the services offered to your organization and the fees associated with those services?*

During your evaluation the OCIO should be clear and transparent about fees; it should be easy to understand account-level fees, underlying manager fees, and any additional fees that may be assessed based on the services provided.

4. True Value: *Does the OCIO offer value-added services to enhance your client experience and help your organization fulfill its mission?*

As competition within the investment management industry increases, it is important that your OCIO offers services that complement their investment process. A firm that understands how to enhance your organization’s existing efforts in areas like board education and governance, transition and leadership succession planning, grantmaking, donor development, or planned giving and stewardship will bring significant value to the relationship and make the lives of your Board and Staff easier.

5. Track Record: *Does the OCIO have a history of helping clients meet their goals and objectives?*

The organizations you evaluate should show a history of meeting client goals and objectives. Beyond performance, OCIOs should demonstrate the ability to preserve principal, achieve capital appreciation, and generate a total return to meet distribution/spending requirements over the long-term.

If your organization is interested in learning more about the benefit of partnering with an OCIO, please do not hesitate to contact our Endowment and Foundation Management Team at efsolutions@glenmede.com or 215-419-6990.

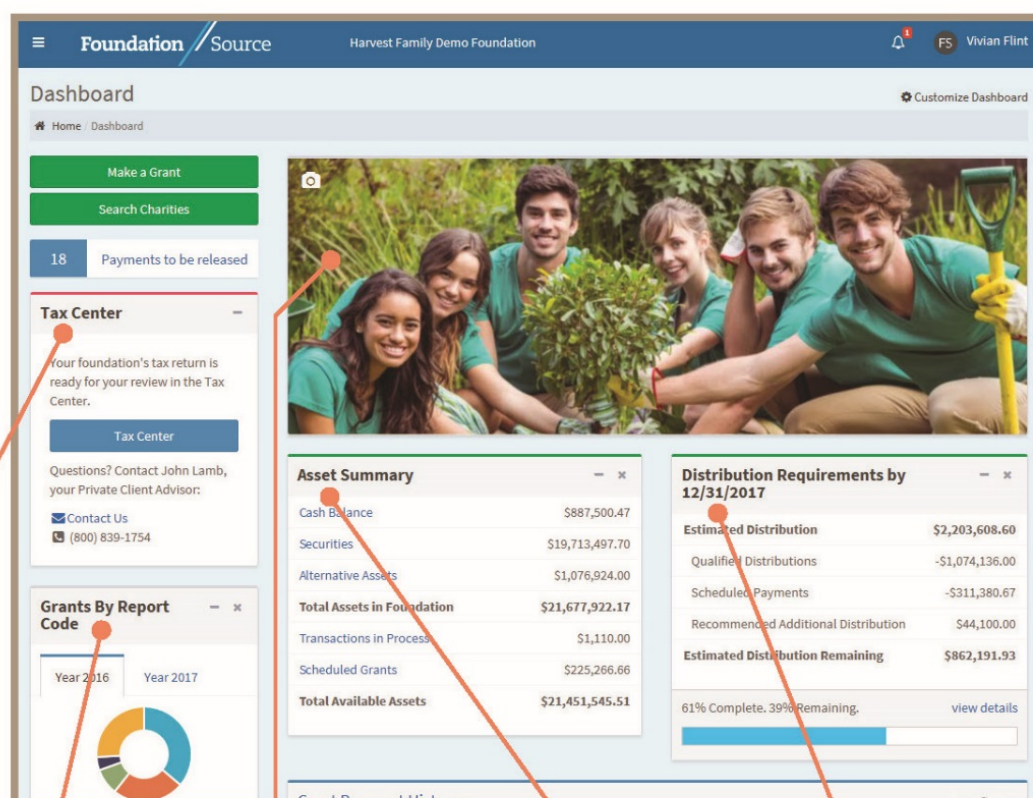
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1

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2

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Provides a snapshot of where your foundation's grant dollars have been spent.

3

Customized Photo:

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4

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5

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The Lenfest Institute for Journalism & Its Importance For Philanthropy

In 2016, when Gerry Lenfest purchased *The Philadelphia Inquirer*, *Daily News* and *philly.com*, he rededicated them to the service of the community, reorganizing them as a public-benefit corporation charged with reporting independently, solely in the public interest. He then donated his ownership to The Philadelphia Foundation, creating The Lenfest Institute for Journalism, dedicated to investing in the future of local news in Philadelphia and nationwide. The *Inquirer* is now the largest American newspaper operating as a public-benefit corporation, owned by a nonprofit, and Philadelphia is at the epicenter of a national effort to protect and transform local news in the digital age.

Gerry knew that a great city needs and deserves a great news organization, and recognized that local journalism was in financial crisis, just when our democracy needed it most.

"Of all the things I've done, this is the most important. Because of the journalism," Gerry said at the time.

Gerry passed away in August at the age of 88, and The Lenfest Institute is more committed than ever to his mission of investing in local journalism both in Philadelphia and nationally to help create an informed and engaged citizenry and to develop a sustainable business model for the field. These are goals that are critical to policy and systems work supported by philanthropy as well as the organizations that philanthropy supports.

"You can't fix what you don't know about," notes Pedro A. Ramos, President & CEO of The Philadelphia Foundation. "The voices that the community hears from – including those heard by philanthropy -- need to be diverse and rooted in neighborhoods. The topics covered by local media need to reflect the specific day-to-day concerns of citizens in the region. Journalism needs to hold local officials accountable for making appropriate changes."

While the Institute has had significant national impact – including building widespread awareness of the importance of sustaining local journalism throughout the country -- in Philadelphia, its groundbreaking work has set the pace by broadening the voices heard from and the range of topics addressed.

Its grants to the *Inquirer* through have, among other things, helped the paper hire six emerging journalists of color as part of a new *Lenfest Fellowship*. The Institute supported

the *Resolve Philadelphia* collaborative reporting project, a WHY? initiative to introduce more diverse voices on its air.

It has also expanded the *Inquirer's* investigative reporting team to 11 full-time journalists. *Spotlight PA*, a unique collaboration between the *Inquirer*, the *Pittsburgh Post-Gazette*, and Lancaster's LNP Media Group, has formed a 12-person investigative newsroom covering Pennsylvania state government.

The Institute recently launched the *Lenfest Local Lab*, a new interdisciplinary team that will build and experiment with products that help citizens learn about and connect with their communities.

Institute-supported reporting generates results. After the *Inquirer* reported on elevated levels of asbestos and other toxins in Philadelphia's public schools, Pennsylvania Gov. Tom Wolf announced \$15.6 million in new emergency funding for up to 40 Philadelphia schools.



Last month, together with Knight Foundation, the Institute announced a new \$20 million fund to advance local journalism here in Philadelphia and beyond. The fund will focus on three key areas: Continuing the work of the Knight-Lenfest Newsroom Initiative, which helps facilitate the digital transformation of legacy metro newsrooms and a shared resource hub for best practices in technology and product development; and expanded support of the Philadelphia news ecosystem.

The Institute also recently launched the *Philadelphia Ecosystem Collaboration Fund*, which will give \$150,000 in planning or prototype grants of up to \$25,000 each to collaborative projects, including those done by nonprofits that are related to information-sharing in the region.

The news industry is changing with unprecedented speed, and traditional media outlets must reinvent themselves to offer the high quality, independent local journalism that is fundamental to our democracy, and essential to building free and fair communities.

Gerry Lenfest understood this, and so do the organizations and individuals who have already committed to ensure that local journalism remains vibrant and prosperous. Local journalism is building a new and dynamic future — and you as philanthropists can be part of it. Join the Institute by providing support, and in doing so, take a stand to affirm the critical role that a free press plays in American democracy. ■

Money Talks: What do you want yours to say?

Money has Power. When it is earned, when it is spent, when it is gifted - money has the power to send messages and impact others. The same is true about money invested in the public and private markets.

What happens when an organization looks at its investments through the lens of its mission and seeks to have its interaction with money reflect those values?

Socially Responsible Investing (SRI) allows individuals and institutions to approach their investments consistently and holistically.

- The practice of SRI is a sophisticated, risk-based and values-aware approach to investing. It is an investment approach that considers environmental, social and corporate governance (ESG) criteria to generate long-term competitive financial returns and positive societal impact. ESG factors often represent risks or opportunities related to corporate social responsibility and best practices.

Who uses this approach? Why would an organization like mine consider employing SRI?

- As of April 2018, nearly 2,000 global asset owners, asset managers, and service providers, had committed to encouraging an economically efficient, sustainable global financial system that rewards long-term responsible investment and benefits the environment and society as a whole.¹
- Some investors pursue this approach because of their organization's values and goals stemming from its institutional mission. Why should a foundation fund projects to decrease childhood obesity, while its investments support

For more than 40 years, the professionals at 1919 Investment Counsel (a wholly-owned subsidiary of Stifel Financial Corp.) have been working together with clients to implement socially responsible investing portfolios. We offer an approach that combines prudent, active portfolio management with proprietary research, integrated in a customized portfolio that reflects each client's unique ethical and social principles.

**We understand that money talks.
What do you want yours to say?**

food companies specifically targeting children with ads for high-fat, high-sugar foods?

- Others pursue SRI because they believe their investments can contribute to societal advancements. Does your organization promote gender and racial equality in the workplace? Perhaps you'd like to specifically invest in companies with strong diversity programs.

How about investment performance and our fiduciary duty?

- Long-term investors are rightly interested in long-term returns. Research shows that SRI investment strategies have performed comparably to traditional market indices.²
- We believe ESG risk is low, and that investors' return on investment will not be sacrificed when they also assert their values and concerns for the planet, society, or corporate behavior.

How do I get started?

Your organization's mission will be your lodestar, but choosing the right partner is key. Look for an investment manager partner who has experience and commitment. Some questions you may want to ask:

- What is your experience in working with SRI?
- Can you avoid companies that are not in line with our mission, but also look for companies that are providing a positive impact?
- What nonfinancial values are used in selecting investments?
- How do you report on investments aside from financial performance? Will you report on non-financial characteristics such as greenhouse gas emissions, or other areas with respect to our mission?
- Can you manage across all the asset classes and provide a comprehensive SRI solution?

¹ www.unpri.org accessed 12 Oct 2018.

² Hale, Jon. "Sustainable Investing Research Suggests No Performance Penalty." *Morningstar Direct*, Nov. 2016. Accessed 17 Jan. 2017.

INDEPENDENCE BLUE CROSS FOUNDATION

FOUNDATION IMPACT: 2017

WHO WE ARE

The Independence Blue Cross Foundation (Foundation) was established in 2011 with a mission to lead sustainable solutions that improve the health and well-being of the community. In its first six years, the Foundation awarded grants totaling nearly \$35 million to non-profits that improved access to care for underserved populations, advanced the nursing workforce, addressed national health issues locally, and supported healthier communities.



\$4.8 MILLION
AWARDED THROUGH GRANTS IN 2017

125 TOTAL GRANTS

384,451
PEOPLE REACHED

25
NEW
GRANTEES



**CONVENED
COALITION U**
TO BUILD CAPACITY
OF OVER **60**
NONPROFITS

INDEPENDENCE BLUE CROSS
FOUNDATION

Independence 

AREAS OF FOCUS

Access to Care

The Blue Safety Net program builds the capacity of nonprofit health centers that provide access to affordable health care in medically underserved communities.

Nursing Education & Leadership

The Bolstering the Health Care Workforce initiatives advance the education and professional development of nurses and nurse leaders to prepare them to transform the future of health care delivery.

National Health Trends

The Foundation's Supporting Treatment and Overdose Prevention (STOP) initiative increases awareness and access to effective community-based opioid treatment and prevention.

Community Organizations

Building Healthier Communities supported organizations that positively impacted the health and wellness of the community through education, fitness, awareness, technology, and research.

FOLLOW OUR PROGRESS

Stay up-to-date on funding opportunities and browse the following publications at ibxfoundation.org:

- **Journal of Change:** An award-winning publication that showcases initiatives that positively affect the way people live
- **Community Report:** An annual impact story that highlights the Foundation's funding and collective impact

- **In Focus:** A blog that features recent news from the voice of Foundation leadership, staff, and partners
- **Newsletter:** A quarterly snapshot of need-to-know information about grants and Foundation activity

Contact Information

Phone

Call: 1-855-422-3386

Mail

Independence Blue Cross Foundation
1901 Market Street
37th Floor
Philadelphia, PA 19103-1480

Email

ibxfoundation@ibx.com

Website

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INDEPENDENCE BLUE CROSS
FOUNDATION



2018 Investment Fiduciary Checklist

In working with clients, we at PFM have found establishing an annual investment checklist with boards to be a valuable tool to help effectively monitor the key activities of a foundation's investment program. Even for organizations with dedicated investment staff or investment committees, establishing an annual checklist enables boards to set an investment agenda for the year. This proactive approach helps to maintain a disciplined structure for evaluating new investment strategies and changing donor needs along with benchmarking key success drivers to help ensure that the investment program is managed in an efficient and effective manner.

To that end, we have provided a list of seven key items and questions that may help your board develop its own annual investment fiduciary checklist.

1 Revisit the Spending Policy

- ☐ Is it flexible and structured for the long term?
- ☐ Does our organization rely greatly on the income generated from the endowment portfolio?
- ☐ How could future investment market performance influence our spending plans?
- ☐ Have we evaluated different methods of calculating spending policy?

2 Update the Investment Policy Statement

- ☐ Have we created a process to annually review the investment policy statement?
- ☐ How might the implementation of new investment strategies affect the policy?
- ☐ How does our investment policy structure compare to our peers?
- ☐ Have we adopted the Uniform Prudent Management of Institutional Funds Act (UPMIFA) in our policy, if applicable?

3 Discuss any Regulatory/Financial Reporting Updates

- ☐ How will the new tax plan impact the economy and, ultimately, our program?
- ☐ How will the new tax plan impact our donors?

4 Perform an Annual Fee Benchmarking Study

- ☐ What are our total investment expenses (advisor, fund managers, custody and trading fees)?
- ☐ Are the endowment's investment returns greater than our annual investment fees over time?
- ☐ How might we adjust the portfolio to help drive down investment expenses?
- ☐ Have our alternative investments been beneficial net of fees over more liquid options?



5 Assess Investment Performance vs. Foundation Objectives and vs. Peers

- ☐ Do our performance benchmarks accurately measure our strategic investment goals?
- ☐ Are the portfolio returns exceeding performance objectives over three-, five- and 10-year periods?
- ☐ How do our returns compare against our peers or others with similar long-term goals?
- ☐ How do we evaluate whether or not our portfolio is still structured appropriately to achieve our long-term expectations?
- ☐ Are donors pleased with the returns? Does our staff have the resources and expertise to answer donor questions about performance?

6 Evaluate Investment Committee's Governance Structure

- ☐ Does the investment committee have the breadth of resources and time to efficiently make timely decisions for the endowment portfolio?
- ☐ Have we documented procedures to effectively onboard individuals as they transition onto and off of the investment committee?
- ☐ Should we use a consulting or discretionary advisor model? What's the difference?
- ☐ Have we considered performing an independent review of our investment program and policies within the past three to five years?

7 Learn About New Investment Topics and Trends

- ☐ Is socially responsible investing (SRI) or impact investing right for us and our stakeholders?
- ☐ How can we successfully navigate a rising interest rate environment?
- ☐ Is our alternatives portfolio full of equity risk or credit risk?
- ☐ Should all endowed funds be invested using the same asset allocation?
- ☐ What conferences/seminars should our board members attend to facilitate the exchange of ideas amongst peers?

Bikram Chadha
Senior Managing Consultant
1735 Market Street
43rd Floor
Philadelphia, PA 19103

215.814.1942
chadhab@pfm.com
pfm.com

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ARE YOU GETTING 'THE FINANCIAL REPORTING BASELINE' FROM YOUR ACCOUNTING DEPARTMENT?

7 BASIC FUNCTIONS YOU SHOULD BE GETTING FROM YOUR ACCOUNTING DEPARTMENT

- 1 MONTHLY REPORTING PACKAGE:** Your accounting department prepares a monthly financial reporting package consisting of, at the very minimum, a Balance Sheet, a Statement of Activities (commonly called an income statement), and a Cash Flow Statement.
- 2 TIMELINESS:** Your monthly financial reporting package is prepared on a "timely" basis. If it takes more than two or three weeks, it is no longer timely.
- 3 RECONCILED:** Your accounting department reconciles all bank and investment accounts every month. If this is not done you really do not know how much money you have.
- 4 RESTRICTED FUNDS:** Your accounting department tracks and clearly reports the status of your donor restricted funds.
- 5 DIFFERENT LEVELS OF DETAIL:** Your accounting department produces financial reports in different levels of detail: your Board gets very summary level information, your finance committee gets more detail, and your executive director gets all the details.
- 6 DEPARTMENT AND PROGRAM DATA:** Are you able to easily get your financial information segmented by departments and programs. We refer to this as "horizontal" presentations.
- 7 BUDGETING:** Does your accounting department budget on both a cash and accrual basis? If you budget only on an accrual basis, you lose information about your cash flows. If you budget only on a cash basis, your budget may not line up properly with your actual performance which reduces the helpfulness of budget to actual analyses.

These 7 basic functions apply whether your organization has a budget of \$500,000 or \$500M. They are in fact so basic that if your accounting department cannot do these things it calls into question the quality of information you are receiving to run your organization.

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Top 10 Questions to Consider when Evaluating OCIOs

What's missing from your OCIO Checklist? Don't skip these in your next review.

As a financial professional, you're aware of the OCIO buzz in the marketplace. Increased popularity in OCIO or discretionary investment models has led to additional competition among providers. Finding the best match for your organization can be challenging. Whether you solicit the help of a consultant or evaluate providers by issuing an RFP, it's easy to miss some important criteria. Here are the 10 questions you won't want to skip:

- › **1. What is the focus area of the provider?** Because of the increased OCIO trend, many investment providers are dipping their toes into the OCIO waters. But do they solely offer discretionary investment outsourcing service? Or do they specialize in investment consulting and have recently expanded to include OCIO?
- › **2. How long have they been delivering discretionary services?** A long-term track record is important. An experienced provider that has offered OCIO services for decades can bring the latest technology, resources and methodologies to the investment outsourcing model. A well-tested program can help bring lasting success to your organization.
- › **3. How many institutional clients similar to your size and scope are part of the client base?** You want to be in good company. Knowing that other organizations like yours have selected the same provider is comforting. It lets you know that the provider understands your business, challenges and goals. And on top of that, they're good at it.
- › **4. Does the provider create a custom approach based on each client's needs?** Every organization has different goals. Whether your goal is maintaining full funded status, achieving spending needs or minimizing volatility, it is important. That's why a one-size-fits-all approach to OCIO often can't address the intimate needs of each client. A custom approach with flexibility in investment styles, implementation and portfolio composition allows for more opportunity to meet each client's needs.
- › **5. Are flexible levels of discretion offered?** Choosing to delegate your portfolio is a big step. An OCIO that offers flexible levels of discretion can make the transition smoother. While all clients start with delegating manager-level discretion, as their needs change, many decided to delegate more discretion at the asset allocation level.
- › **6. Does the provider have the scale to allow for access to industry-leading products and managers?** Regardless of the size of your portfolio, gaining access to top-tier managers can be challenging. But with the right OCIO, you leverage experience, relationships and resources to incorporate some of the best established and emerging managers at the same weight regardless of size or time of funding.
- › **7. How much do they invest in research, technology and talented professionals?** Investing back in a program shows support to the client and openness to evolve and keep pace with industry changes. Access to a variety of data sources coupled with a competitive technology platform enables the provider to bring the most leading edge solutions to clients. In order to remain at the forefront of the industry, an OCIO should dedicate significant expenditures to enhancements in technology, new products/services and resources.
- › **8. Do they perform modeling to better understand the impact of changes to the portfolio on the overall organization?** Understanding how the portfolio might behave in the best and the worst market scenarios is critical. Portfolio modeling can help understand the impact of asset allocation changes on portfolio values, liabilities and key financial metrics. A provider that uses robust modeling and risk management systems can provide invaluable insight and decision-making support.
- › **9. Does the provider have a clear governance process that allows for timely decision-making and due diligence?** A good governance process helps to reduce risk and streamline the decision-making process. The right OCIO can bring nimbleness, efficiency, strategic focus and uniform philosophy through established processes and monitoring. Ensure that the investment decisions and portfolio execution meet the fiduciary obligations of the committee with an established governance process.
- › **10. Does it offer comprehensive reporting that tracks progress against goals and monitors the level of risks across the entire portfolio?** Would a real-time review of your portfolio's progress towards goals help your strategic planning? Look for an OCIO with frequent monitoring and pre-determined trigger/de-risking points that send notifications when met so that action can quickly be taken as changes occur. Receive custom reports that show key portfolio metrics and a clear snap-shot of your portfolio.

For more information, visit: www.seic.com/ocio.

Information provided by SEI Investments Management Corporation (SIMC), a registered investment adviser and wholly owned subsidiary of SEI Investments Company.

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of smarter giving
for greater good.

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