



SPRING 2003

## San Diego Grantmakers

**OUR VISION IS TO BUILD A STRONG PHILANTHROPIC COMMUNITY STRENGTHENED BY OUR VIBRANT LEADERSHIP.**

**OUR MISSION IS TO CONNECT, TEACH, AND INSPIRE A DIVERSE GROUP OF FOUNDATIONS AND CORPORATIONS TO DEVELOP AND IMPLEMENT SUCCESSFUL PHILANTHROPY IN THE SAN DIEGO REGION.**

*More information about communications and your organization inside.*

### Inside ...

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## Accountability and Communications

**TRUST IS A MAJOR ISSUE AT EVERY LEVEL OF SOCIETY.**

*Led by the debacle of Enron, even the nonprofit field has experienced its scandals, including San Diego's recent Red Cross.*

Once quiet and intensely private, foundations have recently become fodder for public discourse – even scrutiny and debate. Citing the prospect of increased scrutiny from lawmakers and state and federal regulators, and uncertainty over economics, in The Center for Effective Philanthropy's report, *Indicators of Effectiveness: Understanding and Improving Foundation Performance*, foundation leaders said they are more likely to be held accountable now than in past years.

Is scrutiny inherently bad? Absolutely not. The concern is not that the eyes of the government, media, watchdog organizations, and general public are on the foundation field. Rather, the concern is that in response to the outliers – the few “bad apples” – in our field, we risk that those outside the industry will impose decisions, restrictions, and regulations on us.

Fueling the issue is a recent announcement by the IRS that a handful of foundations will be audited in the coming months as part of a preliminary probe to determine if charitable institutions are

**NO FIELD IS INFALLIBLE.**

### AMERICANS TAKING A CLOSER LOOK AT PHILANTHROPY

- Six in 10 foundation leaders believe that grantmakers will come under increasing scrutiny by government regulators, according to The Center for Effective Philanthropy's report, *Indicators of Effectiveness: Understanding and Improving Foundation Performance*. Nearly 25% predict that over the next 10 years the federal government will increase payout.
- IRS files, including 990-PF's, are now available to anyone with internet access and basic research skills. Salaries, assets, names of trustees, and grant distributions are available to the public around the world.
- *Newsweek*, *Fortune*, *Forbes*, *Business Week*, *Time*, and even the *Union Tribune* have all recently featured philanthropy as a hot topic. Magazines and newspapers across the country have posted a philanthropy beat and the stories abound. Recently, the media has been chasing stories of mounting endowments, misuse of corporate giving funds, and highly paid foundation leaders.

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**San Diego Grantmakers  
would like to  
announce the 2003  
Board of Directors**

**Ruth Lyn Riedel, Ph.D., Chair**  
Alliance Healthcare Foundation

**Marjory Kaplan, Vice Chair**  
Jewish Community Foundation

**Tim McCarthy, Treasurer**  
McCarthy Family Foundation

**Al Panico, Secretary**  
Waite Family Foundation

**Fred Baranowski**  
United Way of San Diego

**Janine Mason Barone**  
Fieldstone Foundation

**Pete Ellsworth**  
Legler Benbough Foundation

**Murray Galinson**  
The Galinson Family Foundation

**Greg Hall**  
The California Endowment

**Robert Kelly**  
The San Diego Foundation

**Judy McDonald**  
The Parker Foundation

**Allison Kelly**  
QUALCOMM Inc.

**Paul B. Thompson**  
Callaway Golf Company Foundation

**Phil White**  
The Hamilton-White Foundation

**San Diego Grantmakers would like  
to welcome our newest member . . .**

● **THE OAK TREE  
PHILANTHROPIC FUND**

# A Wake-up Call for Philanthropy

By William S. White, President, Charles Stewart Mott Foundation, excerpted from the Mott Foundation's 2001 Annual Report. The complete message is available online at [www.mott.org](http://www.mott.org).

Recently Charity Aid, Recovery and Empowerment (CARE) Act of 2003 was approved by the Senate Finance Committee by a vote of 10-1. This piece of legislation contains several important and worthwhile provisions to encourage more private giving for charitable purposes. These include measures to allow non-itemizers to claim deductions for gifts to charity, and charitable rollover provisions for holders of traditional or Roth individual retirement accounts.

What you will not find in the Senate bill as it stands today is a provision to reduce the excise tax that private foundations pay on net investment income from a variable rate of either 1 or 2 percent to a flat rate of 1 percent. I understand there were two reasons this provision fell off the table: first, the loss of revenue from a tax reduction; second, concerns over improper foundation administration and governance practices. Regardless of the final form the CARE Act takes, this omission – if linked to perceived improper conduct – should be a wake-up call for philanthropy.

Overall, I believe the nonprofit sector – including foundations – has a good record of accomplishment, service and management. That is not to say that abuses haven't occurred, but they have been the exception rather than the norm. However, a few abuses can result in serious damage to the nonprofit sector and to philanthropy as a whole. The

field of philanthropy needs to take prompt, forceful steps to address these situations – real or perceived – when they come to light. Let's not wait for the regulators.

Foundations board of trustees must set the highest standards of behavior and operations for their institutions and staffs. We need to take whatever steps are necessary to correct the perception that foundations are unresponsive. Even more importantly, we need to understand the limits of power and money, particularly when they are undisciplined by the democratic process. We need to listen to diverse voices and apply the levers of caring, humility, collaboration and partnership in our decision making and problem-solving.

What are the key issues individual foundations should pay attention to? Let me suggest the following, which I consider to constitute the basics of foundation management and operations.

- Educate trustees about their responsibility as keepers of your foundation's ethics.
- Foundations should adopt policies that support openness and transparency.
- We need to be vigilant about our fiduciary responsibilities as managers of assets that are essentially a public trust.
- Be prepared to go beyond the minimum requirements of the law in your financial and management practices. Make sure you would be comfortable having any aspect of your practices reported on in the national, local or trade media.

***“Strategic communications is much more than a set of tools. It's also a process guided by the relentless pursuit of answers to deceptively simple questions. What do you want to accomplish? Who has to think or act differently for that to happen? What would prompt them to do it? Those are the same questions that also drive good grant making, and that's no surprise.***

***Foundations have two sets of assets – money and information. The former makes an impact with grants; the latter, through communications.”***

***—Frank Karel  
Former Vice President  
at The Robert Wood Johnson  
and Rockefeller Foundations***

## Highlight: New Member Service ...

# SAN DIEGO GRANTMAKERS' NEWEST MEMBER RESOURCE The Library of Sample Documents

As San Diego Grantmakers strives to better serve its members, we offer resources to meet the needs of foundations in San Diego. Learning from other foundations is one of the most valuable resources we have to offer. And what better way to learn than to have access to the forms, policies, and procedures of other foundations?

Our newest resource, the Library of Sample Documents, offers just this opportunity. The contents of this library have been gathered from foundations across the country, including community foundations, family foundations, and corporate foundations. The extensive list of sample documents covers a broad range—from job descriptions to board policies to financial statements.

Sample documents are available to you currently from San Diego Grantmakers directly. In the future, the Library of Sample documents will be made available to you through our website's members only section as well. Sample documents can be provided in either electronic or hard copy format.

To request a sample document please email or contact Sharla Hays at San Diego Grantmakers, [sharla@sdgrantmakers.org](mailto:sharla@sdgrantmakers.org) or (619) 744-2180.

## EXAMPLES OF AREAS OF INTEREST

- **Administration:** job descriptions, employee benefits, insurance coverage, gift acceptance policy, personnel policies, staffing basics, strategic plans
- **Communications:** communication guidelines, new releases, guidelines for logo usage, annual reports, web page layouts, brochures
- **Letters:** confirmation, declination, award
- **Finance and Investment:** budget, audit, bank reconciliation, expense report, investment policy, spending policy, financial statements
- **Governance:** bylaws, board agenda, confidentiality policy, conflict of interest, grievance policy, nominating committee policy, articles of incorporation, mission statement, trust agreements
- **Grantmaking:** grant policies, grant agreement, scholarship policies, site visits, staff report, giving philosophy, guidelines, marketing agreement, proposal submission checklist, grantmaking criteria, report form, youth grantmaking

## TRUST IS A MAJOR ISSUE ... CONTINUED FROM PAGE 1

in compliance with federal law and whether a full-scale investigation of the philanthropic community is warranted.

The legal tests may be the most forgiving. These days, the media, watchdog organizations, and general public are asking the tough questions. The field of philanthropy is experiencing unprecedented examination of methods and motives, not to mention of books and boards.

Given that trust is a major issue, attention to ethics of leadership and integrity in governance is paramount. Foundations and corporate giving programs always need to be exemplary in practice – now they need to demonstrate it.

In a recent discussion of ethics, Rushworth M. Kidder, Executive Director at the Institute of Global Ethics, noted, “as the ethical barometer declines, legislation moves in to fill the void.” It is critical that this field not only works at the highest levels of ethics, but also creates an environment where the public perceives the field of philanthropy as trustworthy. This requires that foundations examine their practices, hold their colleagues accountable, and, again, share stories of ethical and effective grantmaking. Kidder continued “it is imperative that foundations self-regulate or be regulated from the outside.”

## EVERYONE'S TALKING ABOUT ACCOUNTABILITY.

Accountability is a cornerstone to retaining public trust. As the questions and scrutiny continue to rise, foundations are assessing and adopting policies aimed at being more accountable to stakeholders, including grantees and other nonprofits, boards, staff, colleagues, and the community. While there are basic legal requirements for providing information on a foundation's 990-PF, it is important to go beyond the minimum obligation and help the public understand the mission and work of your foundation.

This is a time of opportunity. As foundations emphasize policies, outcomes, and ethics, this is an opportunity to highlight a continuing history of great work. This is a field full of fabulous stories of people and programs dedicated to innovation, to social change, and to improving our world. Effective grantmaking is unequivocally the practiced norm and watchful eyes are welcome. But the government, media, watchdog organizations, and general public only know what we tell them. It is time to tell our story.

# COMMUNICATIONS IS MISSION CRITICAL

By Stephanie Casenza, APR

## *Expand the definition of communication from SAYING SOMETHING to BEING HEARD.*

—Frances Hesselbein  
 Leader to Leader Institute  
 (formerly the Drucker Foundation)

A quick review of local foundation mission statements reveals a preponderance of “to improve, to expand, to increase, to partner or to promote.” To achieve these missions — *to be heard* — each of these foundations must invest in an ongoing communications program, and this program must support and further the mission.

What is communications? This question elicits a myriad of responses, usually revolving around publicity, brochures and websites. In reality, communications is about **relationships**: establishing and maintaining mutually beneficial relationships between an organization and the

publics on whom its success or failure depends (*Effective Public Relations*, 8<sup>th</sup> edition, Cutlip, Center and Broom). These relationships could be with grantees, community leaders, other funders, policy makers or financial contributors, and the communications efforts involve everyone associated with the organization, whether paid or volunteer.

How a foundation establishes and maintains relationships to fulfill and further its mission varies with those publics on whom its success depends. Each public

will have different values and ways of obtaining information. A thoughtful and well-rounded communications program identifies publics and a mix of tactics and messages appropriate for each public. A face-to-face meeting or community forum may be more effective with some publics than a colorful brochure, website or a publicity campaign. Sometimes the simplest and *least* expensive strategies produce the best results.

We work for nonprofits such as foundations because we believe in the mission of that particular organization. Investing in communications is an essential means of supporting and furthering the mission-driven nature of life’s work.

“... communications is about relationships ...”

Stephanie Casenza, APR, is the director of communications for Alliance Healthcare Foundation. She is an accredited public relations professional with 21 years experience in nonprofit, corporate and agency settings.

## Writing an Effective Grantmaker News Release

- Focus on people and communities, not dollars. Capture the attention of reporters and the public with stories of how grants are improving San Diego.
- Don’t mention a dollar figure in the headline of the news release, or even in the first sentence — unless you are reporting your “largest-ever” grant or “first-ever” grants.
- Include quotes from grantees about how the grant helps the nonprofit in its work to improve people’s lives.
- Avoid a list of grants, rather focus on the impact of the projects/programs the grant supports. Write about one or a few notable grants or exemplify a common theme.
- Ensure your website is updated before the sending the release.

It may be appropriate to include further information relevant to your story, especially if the reporter or public is not familiar with philanthropy, foundations, and giving. In order to keep the news release succinct, include a News Packet with the release. If you pull together the background information, this is one additional reason a journalist might pay attention to your story. News packets generally include:

- News Release
- Fact Sheets on your organization or event (one page, bullet points)
- Biographies of key persons involved in the story
- Photographs
- Reproduced copies of previous articles on the topic

# Telling the Story: Communications for Foundations

**“CAN A FOUNDATION BE TRULY EFFECTIVE IF ITS WORK GOES SO UNNOTICED THAT IT DOESN'T CONTRIBUTE TO PUBLIC APPRECIATION OR THE ROLE AND VALUE OF PRIVATE WEALTH USED FOR PUBLIC INTEREST?”**

**— FRANK KAREL, FORMER VICE PRESIDENT  
AT THE ROBERT WOOD JOHNSON AND ROCKEFELLER FOUNDATIONS**

*Communications – telling the foundation story – is a powerful opportunity to leverage grantmaking investments. Various tools of communications, including websites, brochures, and program reports allow you to reach more people, highlight critical regional issues, and share research and results. At a time when budgets are shrinking and society is becoming less trusting, clear communication has become more important than ever. Overall goals of good communications are twofold:*

## 1. STRENGTHEN RELATIONS WITH NONPROFIT PARTNERS

“Spreading the word” or developing various methods to convey the foundation or giving program’s goals, guidelines, processes and procedures, grants funded, project outcomes – whether or not proposals are accepted – allows nonprofit partners to identify whether your foundation is an appropriate potential partner.

A common concern is that communications invite a flood of challenges and grant applications. Evidence proves the contrary, effective communications allow nonprofits to self-select in (or out) of the grant-making cycles as appropriate.

## TOOLS OF THE TRADE: COMMON COMMUNICATION EFFORTS

- Website
- Annual Report
- Newsletter
- Program Reports
- Email Announcements
- Brochure

Consider letters – i.e. grant “no” and “yes” letters – as a communication tool.

## 2. ADVANCE PROGRAMMATIC GOALS

Communications enhance program goals and objectives. The ability of a foundation to articulate what it is trying to accomplish – and why – is essential to effective grant-making. Telling your story – why you’re focusing on a particular story – can serve program objectives by informing and educating colleagues, professionals, and the general public.

## WORKING WITH THE MEDIA TO TELL YOUR STORY

Foundations alone lack the raw spending power to achieve substantial social change, as grantmaking dollars are a fraction of nonprofit, government, and corporate spending. Working with the media allows foundations to engage the public by

- identifying critical regional issues and highlighting efforts to respond
- sharing research, promising practices, and lessons learned
- affecting policy discussions
- attracting public interest and dollars towards a response

Developing relations with news organizations is not a simple proposition. It takes a sustained effort to achieve real benefits. Timing is key. Consider the news value of your projects and the projects of grantees, before the actual program is complete or measured. Shifting from hindsight to foresight in media relations is essential to cultivating relationships with journalists, who want to know what’s happening now or what will happen later. What happened yesterday is considered “old news.”

## Media Database ...

### MEDIA DATABASE AND OTHER COMMUNICATION TOOLS

San Diego Grantmakers continues to develop various tools to support your communication efforts. We have developed a database of San Diego media contacts to assist our member’s communication efforts. Contact San Diego Grantmakers for more information, [www.sdgrantmakers.org](http://www.sdgrantmakers.org).

## People ...


We would like to welcome **Amy Carstensen** with the International Community Foundation. Amy was recently hired at the International Community Foundation as a new program officer. She primarily focuses on grantmaking in Latin America and China with emphasis in educational initiatives. In June, Amy graduated from the Graduate School of International Relations and Pacific Studies at UCSD with a Masters in International Affairs. Previously, she taught high school Spanish and English as a Second Language in Northern California.

We would also like to wish a fond farewell to **Cynthia Young** of both The Rose and The Syntetic Foundations as she moves on to new adventures. Cynthia has served as a valued member of our board for the past four years. She was a charter board member, assisting in the launch of San Diego Grantmakers. Thank you for all of your hard work Cynthia!

## Connecting ... ONLINE RESOURCES

“**Obedience to the Unenforceable**” is the Independent Sector’s discussion of the most important asset of the nonprofit and philanthropic community— trust. This article re-affirms a report done in 1991 on ethical practices for philanthropic institutions and their leaders. [www.independentsector.org/PDFs/obedience.pdf](http://www.independentsector.org/PDFs/obedience.pdf).

**Ethics Newline**, published weekly by the **Institute for Global Ethics**, is the premier online source for news and information on ethics and current events, topics such as trust and transparency and “looking over your shoulder” are addressed. Now in its sixth year, *Newline* gathers news stories on ethics from around the world, digests them into briefs and provides hot-links to the original sources. To view the current edition or to subscribe visit [www.globalethics.org](http://www.globalethics.org).



**Foundationethics.org** outlines ethics training programs for executives, staff, and board members of the nation’s foundations and nonprofit organizations. This program uses interactive segments of text, graphics, audio, and video clips to engage the user in ethical decision making, as well as the incorporation of actual case-study dilemmas from the family foundation and nonprofit communities.

**www.comnetwork.org** Strategic communications helps grantmakers fulfill their organizations, mission and vision. Communications require the integration of knowledge and expertise into an organization’s framework and systems for planning and programming. The Communications Network is an affinity group of grantmakers providing strategic communications leadership, guidance and resources.

## Looking for a Basic Website for Your Foundation?

SDGrantmakers is offering basic website development to any member organizations. We want to provide member foundations with an immediate web presence and to put more foundation information in front of a wider San Diego audience.

Contact Sharla Hays for more information or to sign up your organization: [sharla@sdgrantmakers.org](mailto:sharla@sdgrantmakers.org) or 619/744-2180.

### WHY?

1. You do *great* work and we want to highlight your efforts!
2. The web continues to gain popularity and is rapidly developing as an essential research tool. We think it is important to be accessible and accountable to the community.
3. It’s a form of excellent customer service — helping educate the San Diego’s nonprofit organizations what your mission, priorities, and guidelines are. And it eliminates phone calls and extra mail.
4. Community organizations are contacting us to find you ...

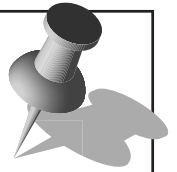
We are happy to provide website development, hosting, site maintenance, and some technical support for a basic web presence. All members of SDGrantmakers are eligible to participate. There is a small annual fee of \$175 to help cover development costs.

### WHAT CAN I PUT ON MY WEBSITE?

Generally speaking, SDGrantmakers will post any text or images provided by a foundation in the proper format. We highly recommend you include:

- mission statements
- program descriptions
- guidelines and deadlines
- samples of previous grants
- contact information
- logos and images
- general comments, i.e. we accept proposals by invitation-only, we do not fund religious institutions, etc. ...

# Calendar of Events . . .



**A CONVENING FOR COMMUNITY INVESTORS AND LEADERS OF THE NONPROFIT SECT**

**CO-SPONSORED BY LEAD SAN DIEGO AND SAN DIEGO GRANTMAKERS**

**NAVIGATING THE BADLANDS:**

**UNDERSTANDING THE CHALLENGES AND CHARTING THE OPPORTUNITIES FOR SAN DIEGO'S NONPROFITS**

**APRIL 2ND, 7:30AM - 10:30AM**

*Joan B. Kroc Institute for Peace & Justice, USD*

*With special guest Mary O'Hara-Deveraux Ph.D., Futurist, Strategist and Author*

Dr. O'Hara-Deveraux is the founder and CEO of Global Foresight, a leading source of strategic information about business and global realities that are shaping the coming decade. This will be an interactive session where you will learn new insights that will improve your performance in leading and investing in the nonprofit sector.

Join us for a **Funder's Breakout Session** following Dr. O'Hara-Deveraux' presentation to discuss the capacity-building program implications from 10:45am-12noon.

## *Distinguished Speaker Series:*

**WHEN BOARDS WORK DIFFERENTLY —**

**TAKING ON NEW LEADERSHIP**

**APRIL 9TH, 2003, 5:30PM - 7:30PM**

**GENEROUSLY SPONSORED BY**

**THE PARKER FOUNDATION**

*Burnham Institute*

*10901 North Torrey Pines Road, La Jolla*

*Featuring Sandra Hughes, Executive Consultant, Board Source (formerly*

*National Center for Nonprofit Boards)*

Last fall, at SDGrantmaker's Annual Conference, we began discussing today's challenging times and "re-thinking our assumptions." "Re-thinking" assumptions is just a start. To work differently in this economic uncertainty and to work differently with our nonprofit partners, require a new form of board leadership. In concept that sounds great – but in the "real" world how does that translate? Boards need to engage in a process to redefine their governance and work to create authentic change. Sandra Hughes joins us from BoardSource in Washington D.C. to provide tools and tactics – it goes beyond strategy to our actual work. Sandra is a premiere national speaker on creating systems and programs that support effective governance. She works extensively with nonprofit and foundation boards, each struggling to respond to dramatic change and to plan for the future.

## **PREVENTION IS CRITICAL, BUT TOO EASY TO CUT:**

**VIOLENCE PREVENTION IN A**

**TIME OF BUDGET SLASHING**

**APRIL 15TH, 11:30AM-1:30PM**

*Family Justice Center*

*707 Broadway, San Diego*

Each year law enforcement agencies document approximately 25,000 domestic violence incidents within the City and County of San Diego. This figure is even more alarming when one considers that experts estimate that only 25% of domestic violence cases are actually reported.

Research suggests that there are strong relationships between different forms of family violence and youth violence. There are thousands of children and women abused each year and hundreds of youth commit acts of violence in San Diego. There has never been enough attention and funding for prevention and current budget cuts will make it worse. It behooves us as funders in San Diego to share what we know about violence prevention in San Diego, the current cuts, and our thought and funding plans in response.

## **COUNCIL ON FOUNDATIONS (COF) 2003 ANNUAL CONFERENCE**

**ACCOUNTABILITY FOR RESULTS:**

**TESTING, PHILANTHROPY AND THE "NO CHILD LEFT BEHIND ACT"**

**APRIL 28-30, 2003**

*Hyatt Regency, Dallas, Texas, [www.cof.org](http://www.cof.org)*

Tuesday, April 29th join us for a California Grantmakers' reception at 6pm.

**San Diego Grantmakers Reserve your seat today!**  
 phone 619/744-2180 • fax 619/744-2182 • [programs@SDGrantmakers.org](mailto:programs@SDGrantmakers.org)

# Thank You for Your Support . . .

Thank you to our **San Diego Grantmakers' Leadership Council**, these are the members who give significant support of \$7,500 and above to San Diego Grantmakers and help us to grow and strengthen philanthropy in San Diego, providing an infrastructure to educate and inspire our members.

- **ALLIANCE HEALTHCARE FOUNDATION**
- **THE CALIFORNIA ENDOWMENT**
- **QUALCOMM INC.**
- **SAN DIEGO NATIONAL BANK**
- **SAN DIEGO WORKFORCE PARTNERSHIP, INC.**
- **WASHINGTON MUTUAL**

*A huge thank you to **San Diego National Bank** for their generous donation of office space. They provide the wonderful environment in which we work.*



## SAN DIEGO GRANTMAKERS PHILANTHROPY LINK

*We encourage members to contribute suggestions, articles ideas, news items, and personnel changes. Submit items or ideas to **Link@SDGrantmakers.org** or mail to the our office.*

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 Strengthening Philanthropy

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