Time, Treasure, Talent, & Testimony:

Giving by Women of Color in Chicago

FINAL EVALUATION REPORT | 2020

BECOME

chicago foundation for women

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Cover Image: Willie's Warriors alumnae at a workshop of the program.

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CFW Staff at 2017 Annual Luncheon with Speakers Alicia Garza and Dolores Huerta

Philanthropy is a powerful tool. All people, from a variety of racial, gender and socio-economic backgrounds, can harness the power of philanthropy to become agents of change in their communities. However, the image that is conjured up when one thinks of a 'philanthropist' is usually someone with expansive privilege, someone not steeped in a community or its traditions, with an excess of financial resources, and perhaps someone who comes from generations of wealth. This report tells a different story.

Chicago Foundation for Women (CFW) seeks to use philanthropy and our grantmaking to serve as a tool for uplifting the communities we serve. Our intention when starting this work was to challenge our own assumptions about giving and the capacity to give, develop a body of knowledge that would shine a light on the many amazing ways women of color are leading as philanthropists in their families, communities and throughout our region. As an organization with a legacy and with a future, we desire to be culturally humble as we expand our engagement with and support of communities of color.

Whether giving of their treasure, time, talent or testimony, women of color in Chicago are giving. And, our region is all the better because of it.

- Felicia Davis, President/CEO, Chicago Foundation for Women

Introduction

philanthropy (n.):

c. 1600, from Late Latin philanthropia, from Greek philanthropia "kindliness, humanity, benevolence, love to [human]kind"

In Chicago, the culture and history of philanthropy has left a legacy. From early donations contributed by merchants, industrialists, and financiers, organized giving to charitable causes has been used to build the city's infrastructure, its educational and cultural institutions, and to communicate personal ideas to broader communities (Frumkin, 2005). Over decades, philanthropy has taken various forms; however, it is broadly understood as an act, process, and/or set of institutions that donate money to an organization or cause. Traditionally, philanthropy has been understood and measured by contributions of money and volunteering (i.e., time) to organizations and communities. However, recently, a more expansive understanding includes informal contributions such as food, shelter, money, and clothes to people within a social circle, such as friends, neighbors, or others who may be in need. While this type of giving has not been researched and evaluated to the extent of traditional giving (money and volunteering), there has been a long tradition of informal giving by women and people of color in particular (Mesch et al., 2019) which deserves further exploration. While very diverse, women of color have a common experience of varied marginalization or discrimination in this country. As a consequence, giving may be different for women of color.

Formal giving, a prominent element of philanthropy which receives the most emphasis in research and media, has been predominantly understood as enacted by a set of foundations or individuals that give to organizations, causes, or communities (Lilly Family School of Philanthropy, 2019). With this structure comes power – the power to decide which organizations, causes, and communities receive resources and which do not. It includes the power to decide how funds are used, what programs are supported and implemented, and which strategies are employed. Given the diversity and disproportionate needs and structural challenges in Chicago, it is important for those deciding where resources go to reflect the diversity and interests of the various communities. However, these decision makers too often have not been reflective of the racial and ethnic landscape of Chicago, where people of color constitute 68 percent of the city's residents (US Census Bureau, 2017). Thus, the decisions made around grantmaking and donations are frequently disconnected from the communities who could benefit most from

resources and decision-making power, despite the skill, insight, wisdom, and motivation to contribute to guiding resource allocation in their communities. If this lack of collaboration continues, especially in the current sociopolitical and technology-driven environment, persisting problems, ethnic disparities, exclusion, and structural neglect will likely not only continue but exacerbate (Rothstein, 2017).

Chicago Foundation for Women (CFW) sought to address this gap in their processes and grantmaking – to engage communities (women in particular) of color as philanthropists within and for their communities. They asked themselves, what does a real relationship with the community look like? What does love of the public look like? They characterize philanthropy as donations of time, talents, treasures, or testimony by individuals or groups. Through this "love to [human]kind," they aspire for philanthropy to serve as a tool for uplifting the power within communities while building relationships of symbiosis, trust, and respect with the organization, individual, group, or cause.

CFW wants to manifest the root definition of philanthropy -
love in public.

To explore progress in the area of engaging and partnering with women of color, CFW collaborated with BECOME to evaluate and inform their efforts and learn more about the desires, strengths and diversity around giving among women of color. This report presents the results of this evaluation.

Findings and recommendations for this evaluation are situated in a framework of cultural humility – a mindset of valuing, openness, learning from, and responding to people and communities that are different from one's own. The women who participated in the evaluation also painted a picture of philanthropic participation around these values and actions. They shared their philanthropic drivers, while diverse, as focused on broader structural change in society. They talked about wanting the fundraising nonprofit to know and value, listen to, and build authentic and lasting relationships with them, their intersectional identities, and their communities. Women participants called for person-to-person communication and saw the role of a fundraising nonprofit as facilitating opportunities and building community, providing windows for women to give not just monetary donations, but to share their time, wisdom, and talents. Participants also suggested equipping staff and others as community ambassadors. Advancing towards these recommendations requires cultural humility, closer integration of community members, and capacity building for staff, community ambassadors, and donors alike in listening, organizing and engaging, and critical consciousness.

Members of the South Side Giving Circle of CFW embracing at a Circle event.

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About Chicago Foundation for Women (CFW)

Founded in 1985 to increase resources for women and girls, Chicago Foundation for Women (CFW) invests in women and girls as catalysts to build strong communities for all. CFW supports organizations and individual leaders working to solve the biggest problems facing women and girls: economic insecurity, violence, and access to healthcare and information. CFW envisions a world in which all women and girls have the opportunity to thrive in safe, just, and healthy communities. Since 1985, the Foundation has awarded over 4,000 grants totaling $36 million to organizations and programs that make life better for women and girls.

CFW takes a unique three-pronged approach to achieve its mission: 1) advocating for underserved women and girls; 2) providing grant support to both emerging and established organizations; and 3) offering an innovative array of leadership development and capacity building programming.

Recently, CFW's programs and investments have achieved the following:

CFW's investments have helped over 700 women to increase their annual earnings by $18,000 each. That means nearly 13 million additional dollars in women's pockets each year.

CFW has invested in the growth and development of over 1,300 women leaders in Chicago, with a focus on support for women of color.

CFW has funded efforts behind over 30 legislative victories, including paid sick leave in Cook County, the expansion of reproductive health care coverage for all Illinois women, and help for survivors of human trafficking.

Two-thirds of nonprofits for which CFW was the first institutional or 'seed' funder are still thriving a decade after their first grant.

CFW believes that anyone can be a philanthropist. If you are taking care of loved ones, supporting your house of worship, watching out for your neighborhood kids or writing a check to a nonprofit organization - you are giving to your community. Subsequently, CFW strives to conduct philanthropy in a different way. As a way to be inclusive and to support the decision-making power of diverse communities in the Chicago region, the Foundation convenes, supports and champions Giving Circles and Giving Councils comprised of local women.

About Giving Circles and Giving Councils of Chicago Foundation for Women

The Giving Circles and Giving Councils of CFW are an integral way in which the organization partners with women of color. These groups create funds within CFW. They engage in community-led grantmaking and are membership-based. Grants are awarded through funds brought in by members from their own membership dues and fundraising. These groups are supported by a CFW staff liaison.

Founding members of the South Side Giving Circle of CFW.

The purpose of the Giving Circles and Giving Councils is to:

Build women's philanthropy in the communities that the women serve or live

Foster community-led grantmaking

Identify emerging needs

Introduce CFW and organizations to one another

Increase access of small groups to organizational and leadership development opportunities

Develop pipelines of CFW supporters and ambassadors

CFW sits in a pivotal position, facilitating three affinity-based Giving Councils and three place-based Giving Circles where diversity in the membership collectively has increased dramatically from 18% of members who identified as women of color in fiscal year 2014 to 66% in fiscal year 2019. These groups provide a rich knowledge base where donors can actively reflect on what influences their giving while providing valuable information around their values to cultivate change in desired communities. The Giving Circles and Giving Councils are:

Young Women's Giving Council

Young Women's Giving Council of CFW invests in and empowers girls and young women in the Chicago region to create social change. We are young professionals committed to supporting young women and girls through philanthropic efforts. We utilize our strength as a network of young women to fundraise in order to make grants to local groups annually. In addition, we develop the potential of women as leaders and philanthropists, empowering them through educational programming, leadership opportunities, and professional development.

Photo: Members of the Young Women's Giving Council of CFW at one of their fundraising events

Women United Giving Council

The Women United Giving Council of CFW is a group by and for women of color to hold space for one another and to direct resources to our communities. Together, we meaningfully invest in women and girls of color in the Chicago region. Through individual donations and fundraising efforts, we award grants annually to organizations serving our communities.

Photo: Women United Giving Council of CFW

North Shore Giving Circle

The North Shore Giving Circle of CFW is a group of Chicago-area women who combine their funds to address the needs of women and girls in the northern suburbs. By leveraging the power of collective gifts, our grants create meaningful impact and improve lives.

Photo: Members of the North Shore Giving Circle of CFW at a Foundation event

Western Suburbs Giving Circle

The Western Suburbs Giving Circle of CFW is a group of Chicago-area women who combine their funds to address the needs of women and girls in the western suburbs with a special focus on economic security and freedom from violence. By leveraging the power of collective gifts, our grants create meaningful impact and improve lives.

Photo: Members of the Western Suburbs Giving Circle of CFW at a grant-making meeting

South Side Giving Circle

The South Side Giving Circle of CFW mobilizes philanthropic resources of women primarily on Chicago's south side and in the south suburbs to invest in the economic, social and political power of Black women and girls in metropolitan Chicago.

Photo: Founding members of the South Side Giving Circle of CFW at a celebration of their grantees

LBTQ Giving Council

The LBTQ Giving Council of CFW is committed to fundraising in order to provide grants to organizations and programs benefiting lesbian, bisexual, transgender, queer and questioning women and girls in the Chicago region. Through its Lavender Fund, the LBTQ Giving Council was the first grantmaking entity in the city of Chicago to provide grants exclusively to lesbian com-munities. We have a special focus on access to healthcare and information, freedom from violence and economic security for girl- and women-identified people.

Photo: Members of the LBTQ Giving Council of CFW at their signature fundraising event.

The model for giving councils and circles at CFW began through the creation of affinity-based task forces in the late 1990s. These task forces were the result of CFW's community-based campaign, "Women with a Vision," which was designed to create and strengthen the Foundation's ties to Chicago communities. Originally, these groups were the African American Women's Task Force, the Asian American Leadership Council, the Latina Leadership Council, and the Lesbian Outreach Task Force.

Giving Circles and Councils have been a powerful way to engage community members in philanthropy through peer-to-peer connections and word-of-mouth solicitation. CFW seeks to develop pipeline strategies to continue to steward Giving Circle and Council members once they are no longer members.

Giving Councils & Giving Circles create meaningful impact in the lives of women and girls in the Chicago region.

Background

For years CFW has been committed to directing resources to diverse communities in the Chicago region and has done so through community grantmaking efforts. Building on these practices, CFW sought to further broaden community participation and partnership in philanthropy. In 2014, CFW received a multi-year grant from the W.K. Kellogg Foundation to support this progress (see Kellogg Theory of Change in Appendix A). Subsequently, CFW became part of Kellogg's Catalyzing Community Giving (CCG) grantee community, and thanks to ongoing support and opportunities that were provided through this grant, CFW has increased its own capacity and the capacity of a diverse network of local donors to inspire philanthropy in the name of equity.

> **Over the last three years, CFW has been developing new strategies to:**
>
> Engage and retain new and diverse donors.
>
> Ensure CFW's donors reflect the communities served by CFW and their grantee partners.
>
> Continue to build a more responsible and democratic philanthropic sector through increasing engagement by communities of color.

Through this objective, CFW defines donors as people giving of their time, talent, treasure (i.e., monetary contribution), and testimony (e.g., educating or recruiting others through sharing their experience).

To understand the drivers of diverse donors and the impact of key strategies, CFW collaborated with BECOME to evaluate the effectiveness and impact of fundraising and communication strategies related to the engagement of donors of color, and to better understand what drives philanthropy and giving in communities of color in Chicago.

BECOME is a 501(c)(3) Center for Community Engagement and Social Change with a commitment to racial equity and thriving communities. BECOME helps communities reach their potential by amplifying the impact of resources. The goal is to nourish communities affected by poverty and injustice to make their vision of a thriving community a reality. BECOME contributes to this cause through program evaluation, training, coaching, coalition building, facilitation, and strategic planning.

The goal is to nourish communities affected by poverty and injustice to make their vision of a thriving community a reality.

CFW Goals and Strategies

The original goals to racially/ethnically diversify those donating time, treasure, talent, and testimony to CFW included:

1   Increase the membership of women of color on the Giving Councils and Giving Circles (particularly those not explicitly for women of color).

2   Increase the membership of the Women United Giving Council (by and for women of color).

3   Develop and launch an online giving and community grantmaking campaign focused on investing in communities of color.

4   Increase CFW Board members of color.

The following page describes the more nuanced strategies for achieving these goals.

Attendees enjoying the 33rd Annual CFW Luncheon and Symposium

CFW Strategies and Activities to Engage Diverse Donors and Track Progress

Strategy	Activites
Identify the race/ ethnicity of current donors for a baseline	Welcome series email messages to new donors ask them to self-identify (less than 6% of recipients are responding) Registration for free events asks people to self-identify (Do not yet have the data to share) All Giving Councils and Giving Circles members asked to self-identify (close to 100% response, although a small percentage of total donors)
Engage in racial equity work to operate in ways that cause less harm and enable building stronger relationships	Multi-day staff training "Understanding and Analyzing Systemic Racism" Board and staff retreat on diversity, equity, and inclusion
Giving Circles and Giving Councils	Collecting demographic data on Circle and Council membership Review and analyze membership data annually Incorporate conversations about racial and gender equity, and the position of privilege and power that as funders CFW and members of the GCC have into meetings, trainings and general operations of the groups Share CFW's commitment to action around diversity and elevating community voices Support Circle and Council leadership in their recruitment strategies Provide pathways for leadership for women of color Invest in growth and sustainability of Giving Circles and Giving Councils
Targeted Appeals and Online Giving	Variations on appeal letters to different communities to speak to specific community concerns and values #GivingTuesday campaigns focused on supporting the unique needs of communities of color
Communications	Intentional inclusion of new narratives that celebrate and acknowledge the diversity across CFW's donor base and grantee community.
Initial External Donor Diversity Evaluation	Activities detailed in the Evaluation section

Evaluation

Activities

BECOME used a Culturally Responsive Evaluation (CRE) approach to conduct an evaluation and learning process regarding the strategies CFW was using to diversify its donor base. CRE is facilitated through a lens of culture, context, and community with an overarching component of critical reflection. CRE values and integrates the culture of the communities served and respects diversity and accurate interpretation of results, given cultural inclusion. It strongly encourages partnership with communities affected by a program or policy to provide input into the evaluation and findings and partner towards broader social change.

In collaboration with CFW in the initial phase of the evaluation, BECOME facilitated a visioning session with CFW stakeholders and community members for the purpose of guiding the evaluation and larger vision of CFW. The visioning session included representatives of the Giving Circles and Giving Councils of CFW, Board of Directors, staff, and the community. Participant sampling for this visioning session was facilitated with the aim of equity in representation across all groups. To minimize the impact of power dynamics, the visioning session was conducted in a World Cafe style in which participants randomly sat at tables with no defined leaders or heads of the tables, and they switched tables for each question. Participants were encouraged to speak and listen with their heads and hearts. Those who were accustomed to speaking were asked to be considerate of others, and those who did not speak much were asked to be more vocally and visually expressive. Questions posed to participants in the visioning session were:

Vision for CFW
What would a foundation look like and do for your cousin, mother, grandma, or neighbor to be inspired and invested?

Vision for Evaluation
How could this evaluation spark ownership and engagement in philanthropy with more communities of color?

Vision for Evaluation Questions
What pressing questions emerge as we consider how we can engage in and use CFW for communities' wellbeing?

Willie's Warriors alumnae

The evaluation questions that emerged both from CFW directly and from the visioning process are listed below. The evaluation questions are categorized into four themes, including philanthropic drivers, relationship building, capacity building, and donor supports. As each of these questions is addressed in the report, the icons will indicate where to find the answers.

Philanthropic Drivers
Focus 1:What factors and sources of information, and at what level of importance, influence their decision to give/what drives giving?
Focus 2: Where are people currently giving their time, talent, and treasure?

Relationship Building
Focus 1: How should CFW demonstrate its awareness and value for the whole person (i.e., the various aspects of identity for people)?
Focus 2: What does/would it take for CFW to build lasting relationships and trust with communities of color?

Capacity Building
What are the capacity building needs at CFW in order to sustain and expand this work of engaging diverse communities in philanthropy?

Donor Supports
What are the additional supports (stewardship, training, education, etc.) CFW's diverse donors most need in order to sustain and expand this work?

To answer the evaluation questions, BECOME and CFW:

Reviewed extant data and documents collected by and/or developed by CFW

Convened a Committee for Community Engagement and Evaluation, constituted of Giving Council and Circle members, Board members, and other interested stakeholders, who facilitat-ed interviews and focus groups with colleagues, peers, community leaders, and community members to understand what inspired or would inspire them to donate. Members of the Committee were trained on the general purpose of evaluation, and goals, methodologies, and data collection for this evaluation.

- The Committee conducted in-depth interviews and focus groups with 34 women of color.

Created surveys and disseminated them to CFW partners and their constituents, and members of communities around the Chicago region, with 541 participants completing surveys

Interviewed three CFW staff members to determine current effective strategies

Conducted a strategy session with eight staff members

Conducted a focus group with six Giving Circle and Giving Council members

Participant Demographics

Including interviews, focus groups, and surveys, a total of 592 people participated in the evaluation. The demographics below include only participants who identified as women or female (N=532).

Participants in Surveys

Ages 20s-90s

Under 20
0.2%

20-29
15%

30-39
23.6%

40-49
18.1%

50-59
17.1%

60-69
18.4%

70-79
7.0%

80+
0.6%

Race/Ethnicity

European American[1]
51.1%

Arab American
5.0%

Asian American or Pacific Islander
9.8%

Black or African American
19.3%

Hispanic/ Latino/a
8.3%

Multi-racial
4.0%

Other
1.5%

Native American or American Indian
1.0%

Household

41%
Married or Domestic Partnership

Separated
0.9%

Widowed
2.9%

Never Married
7.8%

Divorced
13.8%

Single
33.4%

[1] We use the term European American instead of "White" to refer to this community to recognize the history and ethnic background of the community, as well as to prevent perpetuating the metaphor of whiteness (e.g., white as pure, innocent, superior) in connection with a group of people.

Income

Income	Percentage
$25k or less	4.5%
$25k-$50K	14%
$50k-$75k	21.2%
$75k-$100k	14.9%
$100k-$150k	20.5%
$150k-$250k	15.8%
$250k-$500k	5%
$500k-$1m	2.5%
$1m+	1.8%

Education

0.2% Some High School
1% High School Diploma
2.9% Associate's Degree
0.8% Some College

35.4% Bachelor's Degree

46.5% Master's Degree

7.9% Doctoral Degree
5.2% Professional Degree (e.g. law)
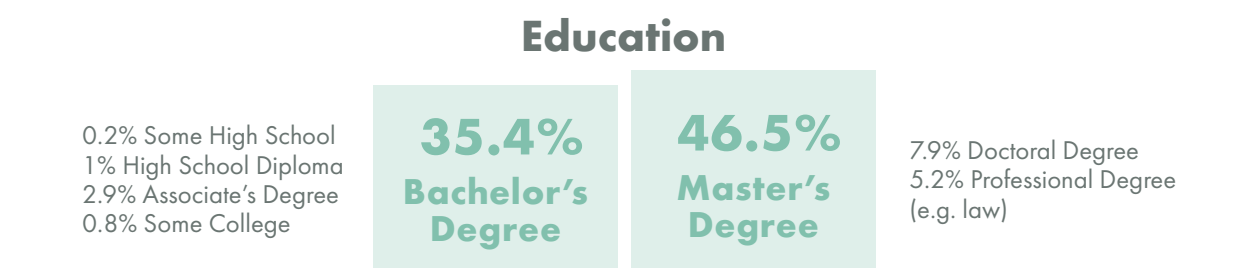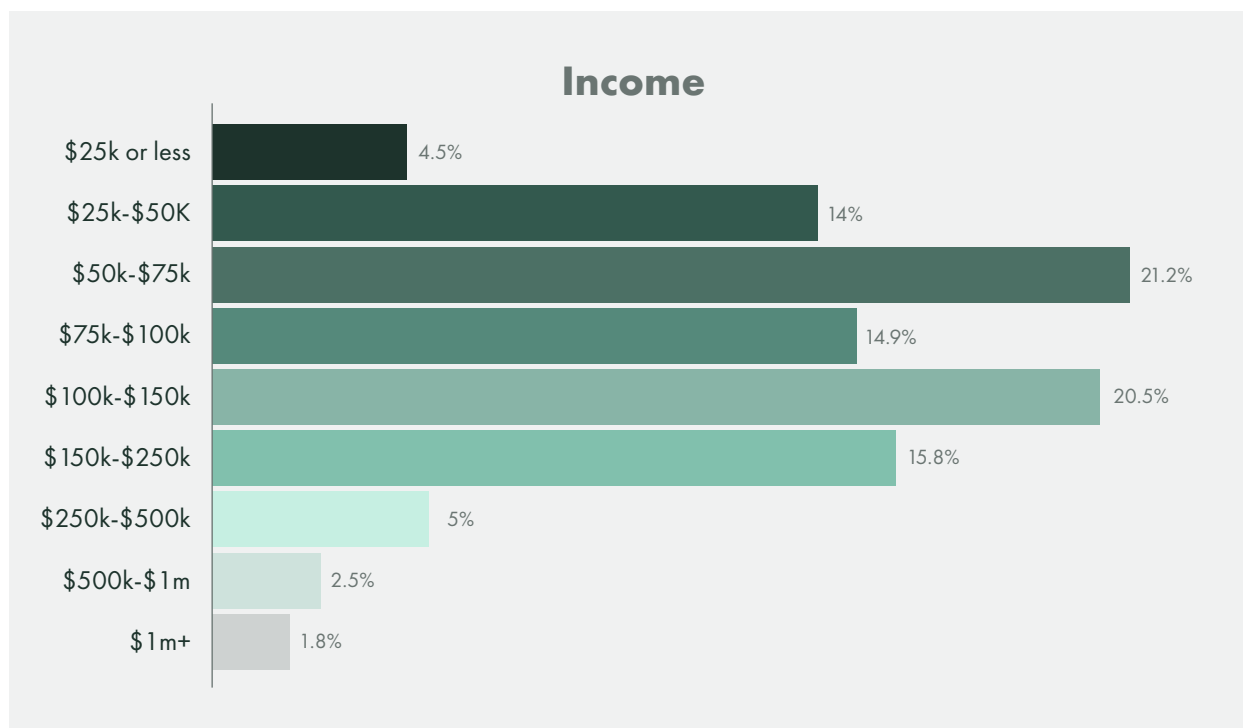
Participants in CFW Staff Interviews & Strategy Meeting

- 55% European American
- 27% Black or African American
- 9% Latino/a
- 9% Asian or Pacific Islander

Participants in Focus Groups and Community Interviews

Members of the Committee for Community Engagement and Evaluation engaged a total of 34 of their friends, former and current colleagues, family members, and community members in interviews and focus groups. The interviewees and focus group participants ranged in age from 20 to 90 years old and lived in various neighborhoods in Chicago, including McKinley Park, Little Village, Englewood, Edgewater, and Garfield Park. They were also ethnically diverse, identifying as African American, Latinx, Indian, or bi- and multi-racial.

For interviews and focus groups, specific demographic information was not collected from all interviewees. However, all interview and focus group participants met several criteria including being women of color. Please see Appendix B for Interview/Focus Group Participant profiles.

Cultural Humility:
A Lens for Understanding the Report Findings

Findings from the evaluation can be interpreted through a broader lens of cultural humility. Cultural humility is at the core of rectifying philanthropy's history of exclusion and building a constructive and loving relationship with communities. Hook, Davis, Owen, Worthington and Utsey (2013) conceptualize cultural humility as the "ability to maintain an interpersonal stance that is other-oriented (or open to the other) in relation to aspects of cultural identity that are most important to the [person or group]" (p. 2). Culture is the shared way of living for a group of people constituted by the values, practices, norms, language, rituals, and behaviors.

It can be constituted by:

▸ Critical self-reflection

▸ Valuing the person/community

▸ Openness and learning from the community

▸ Building a relationship with the community

These aspects are not mutually exclusive; they overlap and are influenced by one another, helping to further define and enhance the other aspects.
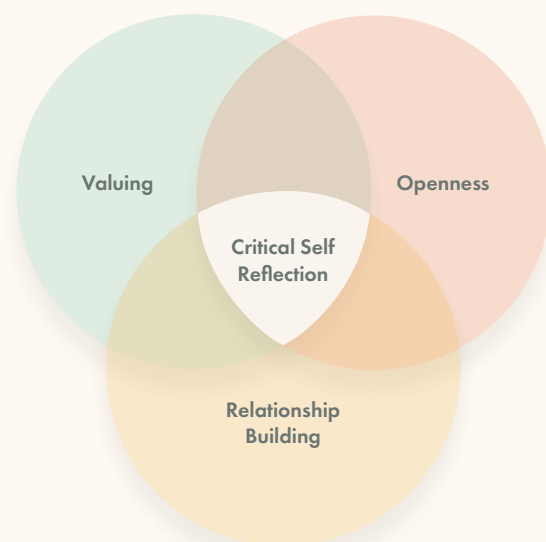
This framing is meant to guide relationship building with all communities of color, though we recognize that there is great diversity within groups. These principles are for engaging with communities of color in general, rather than giving specific direction for particular communities, which may contribute to stereotyping.

Critical self-reflection is at the foundation of cultural humility and necessary for manifesting all other aspects. It is the ongoing reflexivity around what a person or group of people is thinking, associating, and doing (or not doing) around another group of people. If a person or group holds an underlying stereotype, that will influence the extent to which they value, learn about, or build relationships with a community. While this is an essential aspect of cultural humility, it was not explicitly addressed by the evaluation participants. It is, however, specifically identified in the research literature on cultural humility as its basis. Thus, we delve into integrating this into fundraising nonprofit practice in the recommendations section.

Findings

Overall, this evaluation has yielded lessons and a pathway forward for CFW, as well as implications for other fundraising nonprofits. As we sought to answer the evaluation questions, we found that there are certain aspects of donor engagement that are more important for communities of color in comparison with European American communities, as well as other promising practices. CFW has engaged in a variety of successful, innovative, and culturally sensitive activities that have created a strong base upon which to build further efforts. There are also gaps to be filled in developing the equitable foundation CFW is striving to manifest and lessons in these gaps for other fundraising nonprofits.

In general, when determining where and how to give, individuals, groups, and communities, regardless of ethnic background, want to feel valued and understood by organizations. They want to invest in organizations and causes whose values strongly correlate with their own, and those organizations with a close and personal connection to them. However, there was variation by group in how important certain elements are and what priorities they set for giving related to their own time, interest, and ability.

Findings are presented in the following pages, organized by the four evaluation questions they seek to answer.

Participants of a CFW initiative discussing gender equity in the Chicago region

To set the foundation for giving by women of color, it is important to know what their experience has been with giving thus far. In the survey, most women of color who engaged in philanthropy indicated that they had positive experiences with donating money in the past.

Survey Results:
My past experiences donating to organizations/causes have been mostly positive.
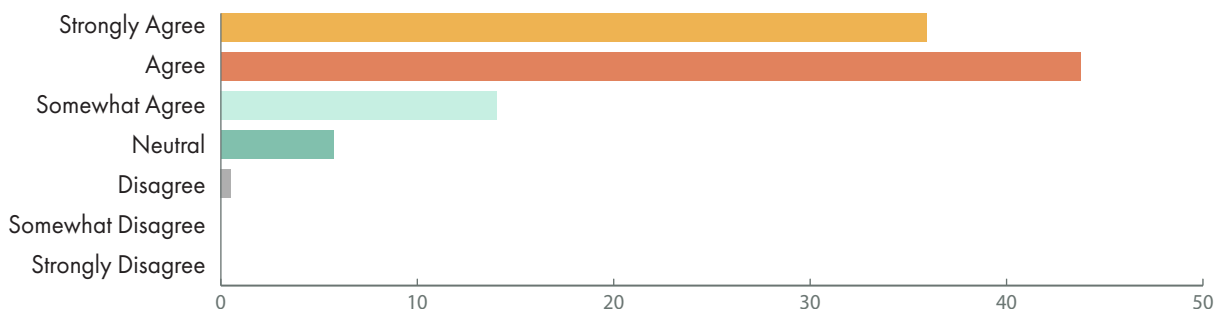
Through the interview, focus group, and survey responses, three themes emerged as important for women of color in the realm of giving:

A focus on building community

Understanding multiple identities and intersectionalities

The importance of non-transactional relationships

Members of the South Side Giving Circle of CFW enjoying a brunch-n-learn

What Drives Giving?

In interviews, focus groups, and surveys of women of color, participants indicated the factors that are important to them when considering where to give. These factors are not prioritized in terms of the emphasis placed on them in the donors' responses. Instead, this list attempts to provide a sense of the range of factors and complex context influencing donors' decisions. This list can be used as a starting point to understand more about communities' giving priorities, as well as a basis for idea generation for the Foundation to communicate tangible reasons to give to CFW and its related grantees.

Personal factors and connections

Donors give to organizations connected to their own personal experiences, to their family members, educational institutions (alma maters), and organizations that have personally benefited them or their families.

> *"I give to the same nonprofits that helped me while I was growing up."*

Alignment with values, beliefs, and identity

Donors give to organizations where they feel they can most align with their values and make the most impact. It is not solely important to know and understand the values of a community, but if, how, to what extent, and when an organization's values align with those of the community. These include organizational mission and values and more tacit values such as the underlying causes that organizations support and establish relationships with. If a community values family, social justice, diversity, racial equity, and inclusion, they want to know that those values are also shared with the organizations with which they affiliate.

Resources and time

For many donors, the decision to contribute financially depends on the financial and time resources they have available to them. Donors described both financial resources and time outside of the workday as factors determining how and where they give. Many donors of color expressed prioritizing financial obligations to family. This context of access and availability also determines whether donors can contribute financially and/or volunteer their time.

> *"I primarily tutor and mentor. I wish I had disposable income to donate!"*

Perceived efficacy

Donors clearly articulated concerns about the efficacy of the organization in terms of the communities they serve. They want to know where and how their money is being used and how money is monitored to make sure that it gets to the people who need it. They want to see how their money is directly impacting the communities that the organization serves.

Organizational leadership

There was a strong sense that the leadership of the organization should reflect the demographics of the communities they serve. Some donors described how there is resistance towards organizations that uphold white supremacy or white savior complex and willingness to donate where there are shared beliefs and power between the organization and those who they serve.

> *"I strongly believe that organizations should reflect the communities they serve -- from entry level to leadership."*

Proximity/familiarity

Donors give to organizations where they work, that are close to where they work, and organizations in the communities where they live.
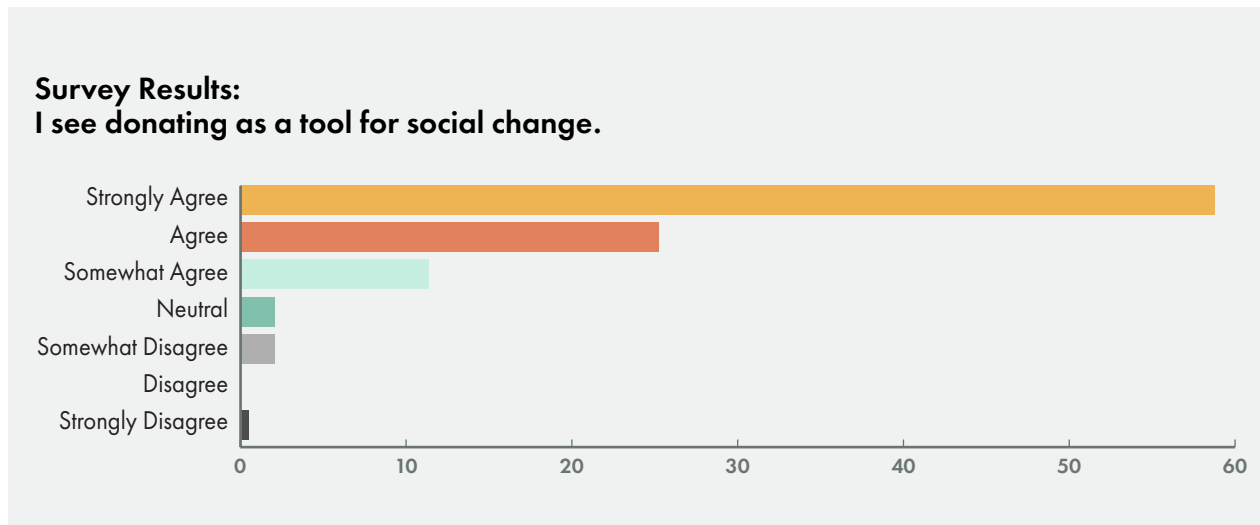
> *"I tend to give to organizations that are in close proximity to me, whether that's in regards to geography or identity."*

The theme of value-based giving and identity-based giving came across strongly in interviews and focus groups with women of color.

The following section takes a closer look at some of the data informing the list on the previous page.

Most women of color agreed that they see donating as a tool for social change, as a way to advocate for causes that are important to them and are more likely to donate to causes that impact them personally or their communities. See the tables below.

Survey Results:
I see donating as a tool for social change.

Response	Value
Strongly Agree	~59
Agree	~25
Somewhat Agree	~12
Neutral	~2
Somewhat Disagree	~2
Disagree	0
Strongly Disagree	~0.5

Survey Results:
I see donating as a way to advocate for causes.

Response	Value
Strongly Agree	~61
Agree	~25
Somewhat Agree	~9
Neutral	~3
Somewhat Disagree	~1.5
Disagree	~0.5
Strongly Disagree	~0.5
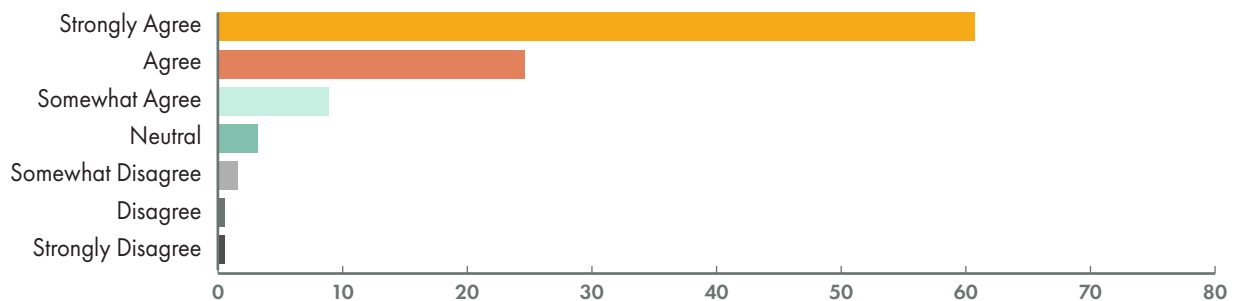
Even with this commitment to broader social or community change, there was still a priority on helping those closest to them and to causes that had impacted them personally. Participants in interviews and focus groups explicitly conveyed also giving their time, talent, and treasure to family members and friends, as well as churches, mosques, and other places of worship. In surveys, most women of color agreed that they are more likely to give to a family member or friend in need than to an organization.

Though most participants disagreed that they are more likely to give to their church or religious institution than an organization in surveys, in focus groups and interviews with women of color, this type of giving was thematic, indicating importance.

22

Survey Results:
I am more likely to donate to causes that have impacted me personally (i.e., illness in family, support for social justice cause based on your personal identity or community you grew up in.)
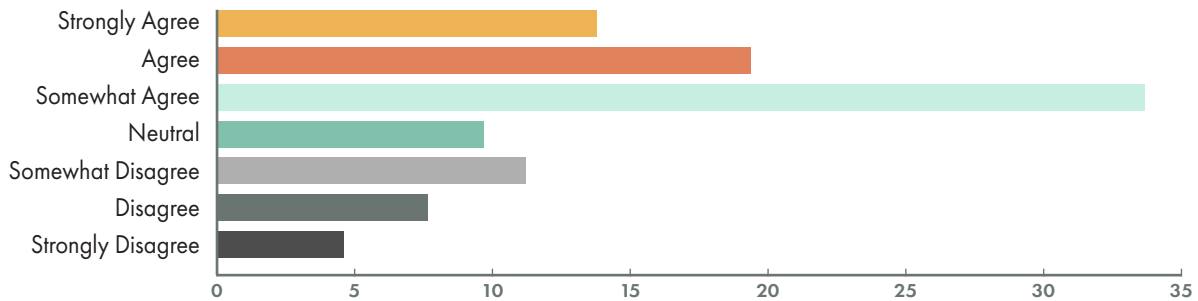
Survey Results:
Are you more likely to give to a church/religious institution, a friend in need, or a family member?
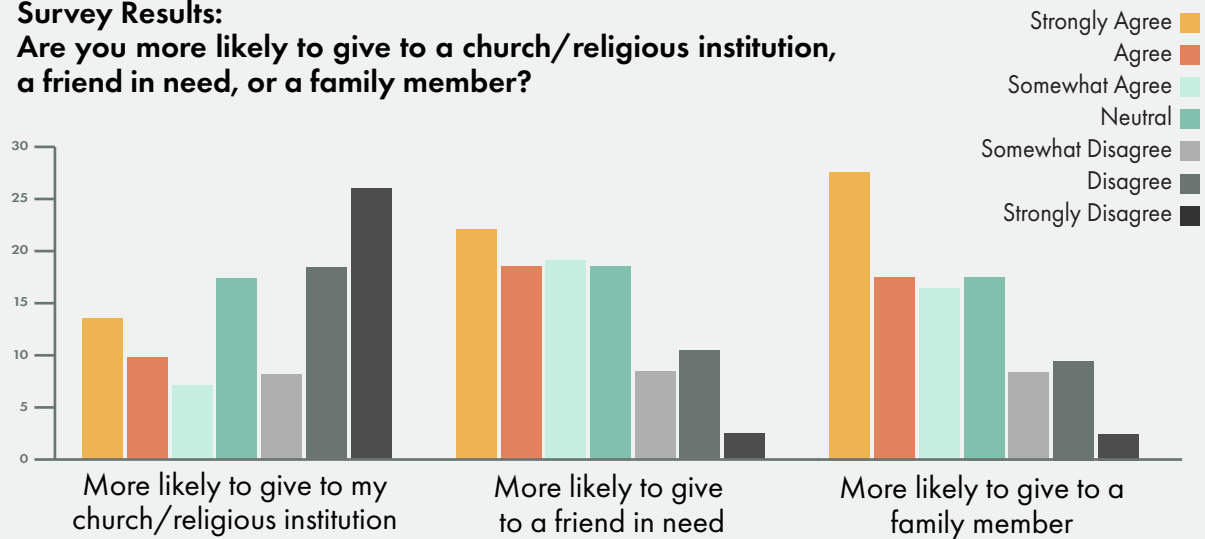
When asked about their likelihood of donating time versus money, respondents had varying preferences and giving patterns. When asked about the allocation of donations of time versus money, women of color almost equally disagreed, agreed, or were neutral. When asked about donations of money versus time, most women of color agreed that they would rather donate money than time to an organization or cause.

Survey Results:
Are you more likely to donate time or money to an organization?

23
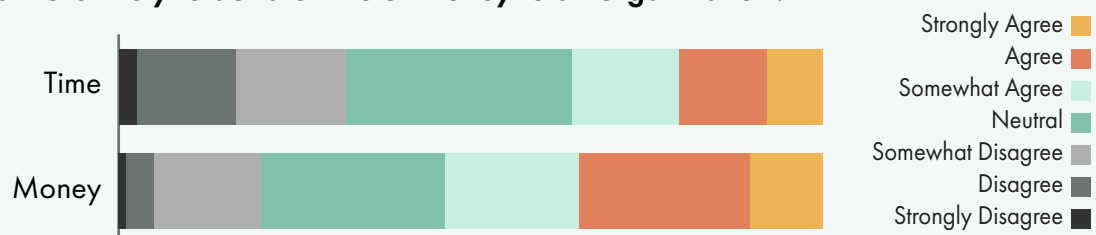
Philanthropic Drivers

Focus 2:
Where are people currently giving their time, talent and treasure?

The table below shows organizations and causes that women of color who participated in the evaluation donated to in order of importance. The rankings are related to the categories of organizations and causes provided in the survey used for this evaluation and, thus, did not include all possible causes or groups to which to donate. While these rankings were expressed through surveys, the theme of value-based giving and identity-based giving came across strongly in interviews and focus groups with women of color. Examples that were frequently given by women of color in response to questions about what charities and organizations they had donated to are included in the table below.

	Org./Cause Type	Description	Examples
1	Education	Organizations, institutions, or causes that serve students and/or makes education more accessible and effective for various groups; causes related to educational programs and services	United Negro College Fund (UNCF), National Association for the Advancement of Colored People (NAACP), DePaul University, University of Chicago, Northwestern University, Pro-literacy causes, Alpha Phi Alpha Scholarship, Providence St. Mel, Little Black Pearl
2	Race/Ethnicity	Organizations, institutions, and causes related to racial or ethnic identities, diversity and inclusion, and creating opportunities for marginalized and underserved communities	Causes that fight against institutional racism, American Civil Liberties Union (ACLU), RefugeeOne, Urban League, Tibet Center, Chinese American Service League, Open Communities, Arab American family services
3	Health	Organizations, institutions, and causes that focus on supporting and treating people who are sick or those with disabilities, finding cures for diseases and promoting awareness of specific health risks	American Heart Society, American Cancer Society, St. Jude Children's Hospital, Red Cross, Black Women for Wellness, Autism Speaks, Planned Parenthood
4	Economic Services	Organizations, institutions, and causes related to providing economic support (including housing and food), bridging income gaps, and decreasing income inequity	Greater Chicago Food Depository, Chicago Home and Aid, Eradicating food deserts, Toys for Tots, Chicago Community Trust
5	Gender Equity	Organizations, institutions, and causes related to gender equity or decreasing disparities. Causes that provide services for issues related to gender.	YWCA, Girl Scouts, Chicago Foundation for Women, gender violence and consent, Rape Victim Advocates, Women Employed, Boys and Girls Clubs of Chicago
6	Environmental	Organization, institutions, and causes whose services focus on ways to promote preservation or nature or animals, appreciation, and sustainable development for the environment	Environmental Social Justice, Lincoln Park Zoo, Paws, Habitat for Humanity, World Wildlife Foundation, Greenpeace
7	LGBTQIA Equity	Organizations, institutions, and causes related to promoting respect, fairness, equity, and general awareness of and support for LGBTQIA needs.	Affinity Community Services, LGBTQIA communities and charities (most participants who donated to LGBTQIA organizations and causes were non-specific in the names of the organizations and causes)
8	The Arts	Organizations, institutions and causes that preserve artistic and cultural histories as well as celebrate the arts and history.	Preservation of Mexican arts and museums, Preservation of Tibetan art, Chicago Museums, Facing History
9	Research	Organizations, institutions and causes related to research across various fields (medical, education, social services, anthropological, etc.)	Breast Cancer Awareness, Alzheimer's research, Lymphoma research, Autism Research, Cancer Research, Epidermolysis Bullosa (EB) Research Partnerships

Relationship Building

Focus 1: What does it take or what would it take for CFW to build lasting relationships and trust with communities of color?
Focus 2: How should CFW demonstrate its awareness and value for the whole person (i.e., the various aspects of identity for people)?

Relationship building, especially with communities, is a complex and ongoing process. Continuously demonstrating awareness of a person and community's value is an especially important part of building lasting relationships of trust with communities of color. Openness and learning from community and directly building a relationship with the community through consistent time and responsiveness are also essential aspects for long-term relationship building. The core relationship-building values of listening, learning, and responding are vital within each section below, both in terms of self-reflection and interpersonal relationships with community members.

Core Processes for Developing Mutually Supportive Relationships with Women of Color

LISTENING — Listening to diverse donors

LEARNING — Learning who they are and what is important to them

EDUCATING — Offering opportunities for training, leadership, and networking

RESPONDING — Responding to the needs, dreams, and strengths of communities

- Increasing investment in community
- Building staff capacity
- Enhancing external relationships with donors and community
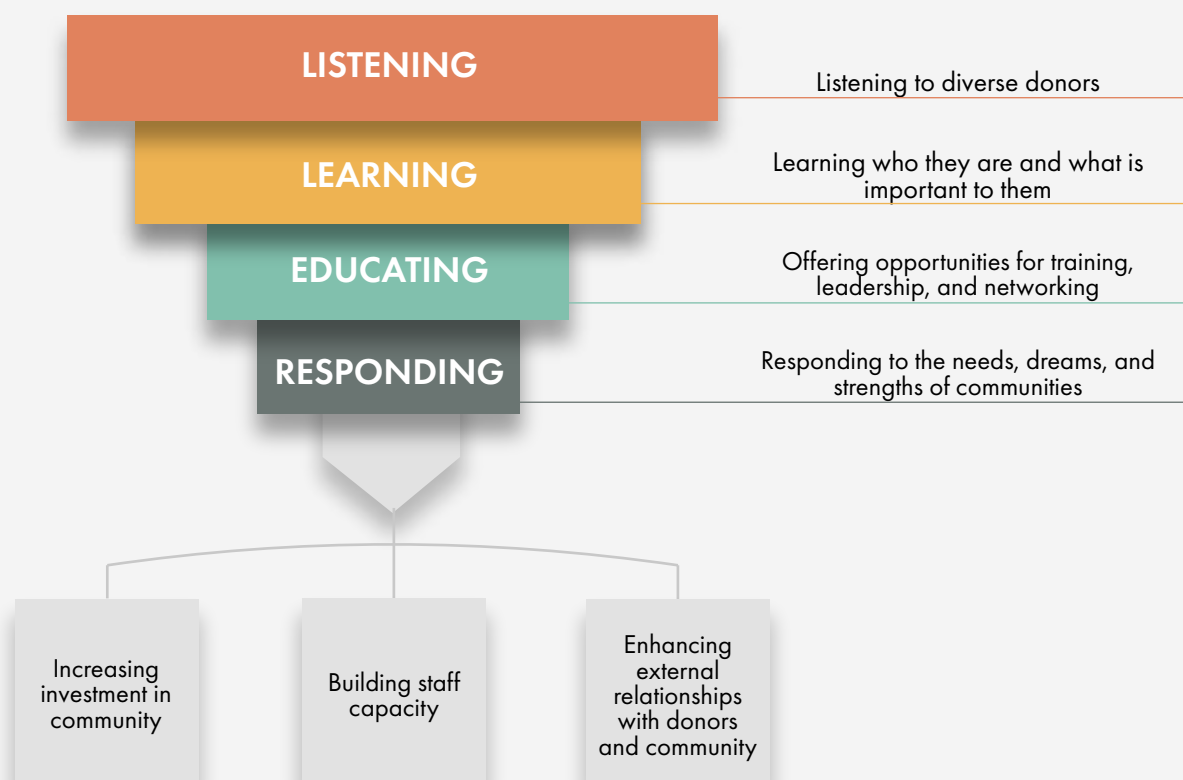
Listening to diverse donors, learning who they are and what is important to them, and responding to their needs can create mutually supportive relationships that can meet the goals of CFW and communities of color.

Valuing the person and community means that there is an intrinsic value that one has for that community, shown through communication and action. It means that a person respects, desires to know, and contributes to a community. For communities of color in the US, this requires considering one's own implicit bias (i.e., an unconscious bias or prejudice against a group of people) and cultural blind spots (i.e., aspects of cultural difference that one does not see because of their own cultural frame or perspective). In the data, valuing the person and community came across in participant's expression of the importance of intersectionality and communication.

> *"Something important for them to know, and I speak from my experience as a Latina immigrant, is to be open to the way we are and our opinions, and how we communicate. Sometimes we communicate in certain ways because of the limited community resources we have, current problems, the struggles we face because of our skin color, race, and/or do not speak the language. Often times our community is automatically stereotyped. Negative assumptions are made about our children and youth. Our community has to endure many tough things and sometimes it leads us to be defensive. Anything makes us quickly jump and try to defend ourselves and sometimes people see it as a negative thing. That is why my recommendation is for them to know us, so when we suddenly react defensive they will understand"* - Interview Participant

Understanding the importance of intersectionality
An organization's awareness and emphasis on valuing the whole person and their intersectional identities can play a key role in the whether people of color engage in philanthropy and how they engage.

> *"I have not given in the past... because an organization lacked an intersectional analysis, or because they were not led by the communities they were working with."*
> *- Survey Respondent*

Participants strongly expressed the value and importance of intersectionality. It is commonly viewed that intersectionality represents the ways in which many facets of a person's identity interact to impact their lived experience, structural barriers, and opportunities, from their age, race or ethnicity, nationality, sex, gender identity, orientation, education level, professions, community, income, religion, or any combination of those things; and most importantly, how these facets of someone's identity interact with systems and institutions. These facets can overlap and intertwine.

"White women don't have to see [intersectionality]. We die if we don't." -Interview Participant

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All people have many facets of their identity; however, the intersectionality of women of color has often been used to marginalize them, historically and presently (Crenshaw, 1994). Thus, intersectionality has a unique impact on women of color. There is no single label nor assumption that can be made about women of color because their identities are also defined through their experiences and affiliations in other ways. The full, true, and authentic identity of women of color is important to understanding and building relationships. One interview participant stated, "White women don't have to see [intersectionality]. We die if we don't."

Communication

Evaluation participants conveyed a value of communication and how the foundation communicates with them. Survey respondents of color ranked in order of preference the ways they like to be communicated with or asked for donations of their time, talents, and treasures, especially when a foundation has already had at least minimal contact with them. These communication channels can be used for both conveying appreciation and the value the foundation has for a community, as well as direct engagement and relationship building.

Preferred Methods of Communication (most preferred to least preferred):

1	Through a fundraising event or an ask for donations made at an event
2	Someone I know personally reaching out on behalf of the organization/cause
3	A personal face-to-face appeal from a staff member of the organization/cause
4	A social media campaign, such as through Facebook or GoFundMe
5	An email appeal from the organization/cause
6	Doing my own research online through the organization's website and resources like charity navigator
7	An appeal sent in the mail
8	A phone call

IN PRACTICE   VALUING THE PERSON AND COMMUNITY

Be consistent and wide-reaching in considering how the organization's actions impact or show value to a person and community. Practices to consider:

☑ Acknowledge and thank donors at all levels.

☑ Actively and regularly seek out diverse community feedback/input (i.e., listening sessions, community participation in committees), beyond staff representation.

☑ Compensate people and organizations for their time and expertise; make honorariums a standard practice across the organization.

☑ Have a presence at community events, allocate necessary time to the event, and share information with community members, as well as listen deeply to what they want and need.

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☑ Build into your work time to reflect fully on how actions do/do not or will/will not value or show value to the person/community.

☑ Create opportunities for community-led grantmaking if you're a foundation.

Openness & Learning from the Community

For an organization to be culturally humble, it must be open and willing to learn from a person or community's culture. Each aspect of cultural humility as described above is an opportunity to learn.

Guiding questions for openness & learning

What are the shared values of this community?

What are the shared strengths of this community?

What is their history and how has that influenced their present?

Hopes and dreams as well as needs and concerns are influenced by and influence a group's nuanced and intersectional culture. These aspects should affect how a community is engaged and how an organization collaborates with them.

In this case, the evaluation participants expressed the importance for a fundraising nonprofit knowing the people, the community, and the history. They wanted to be able to recognize that the fundraising nonprofit knew them as a community and people. They indicated the importance of building relationships through:

Knowledge of the constituency served

Understanding and appreciating the culture and the experiences of the community

Speaking and acting or responding through an understanding of what is important to the community as well as the challenges experienced by the people

Most survey respondents of color indicated that they are more likely to donate to organizations and causes that further the needs of a particular community. Openness and learning from the community and knowledge of the community are important to understanding and helping to further the needs of communities.
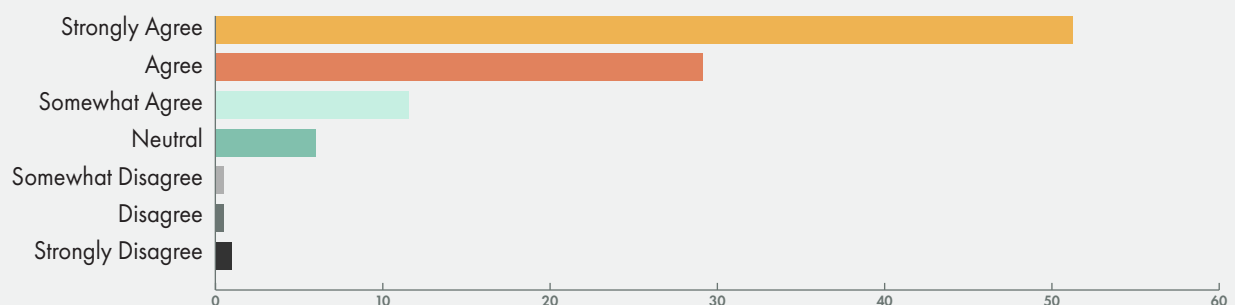
Survey Results:
I am more likely to donate to organizations/causes that further the needs of a particular community.

By formalizing ways of capturing learnings from communities, organizations can reconcile tensions between openness to learning and fears about how to respond and the capacity to respond. Practices to consider:

☑ Create opportunities for open and truthful community feedback. Communicate with participants that feedback provided will not negatively impact their relationship with the organization or ability to access programs/services/grants.

☑ Leverage ways staff is already meeting and communicating to share learnings they have gathered.

☑ Consistent and relationship-oriented listening sessions in communities.

Relationship Building with the Community

Action with the purpose of relationship building was one of the most important aspects of cultural humility for the evaluation participants. To them, it included building relationships with the communities directly as well as supporting relationship building between people. In this case, direct relationship building means redefining contributions to communities through a focus on quality time with the community, creating opportunities for people to connect with one another, and being transparent and authentic in long-term interactions and responsiveness.

Redefine contributions of fundraising nonprofits to communities
Women participating in the evaluation were clear that it is important that philanthropy is not simply a transaction, and not simply giving money. Time is also important. The allocation of face time to communities by foundations is key in the development of lasting relationships.

> *"My recommendation is for [foundations] to directly get involved with the community and community organizations. This will help them to know us better before making a decision that will affect the organization or community or before making a judgment of who we are, or what we need or think. It is important for them to get to know us via an informal way and learn about our thinking process, who we are, and what we need. To clarify, are you saying for them to come to our communities instead of us going to them? Yes- that would be ideal. If they want to build a relationship with the community – that is the best approach."*
> *- Focus Group Participant*

Create opportunities to network
Relationships that are mutually beneficial were important to the evaluation participants. They want to know that through their own philanthropy they can connect with other women of color leaders and community members. The Giving Councils and Giving Circles of CFW are a good example and a space for mutually beneficial relationships to grow.

> "It is important for [the nonprofit] to get to know us via an informal way and learn about our thinking process, who we are, and what we need." -Focus Group Participant

Collaborate with transparency and authenticity
As with any relationship, honesty and authenticity are essential. Evaluation participants wanted to know that there is nothing hidden in the agenda of the organization; and that their time, talent, and treasure are being responsibly allocated toward the desired outcomes.

Survey Results:
I am more likely to donate to organizations/ causes when I know the money will have an impact on organizations/causes.
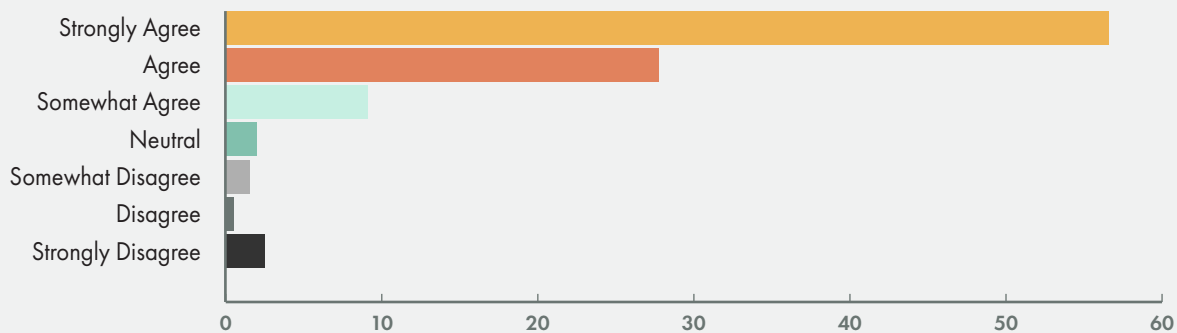
IN PRACTICE

RELATIONSHIP BUILDING

Cultivate an understanding of the people and the places of interest, and participate consistently in these communities. Practices to consider:

- ☑ Identify the communities who are not currently receiving equitable attention and investment; those who could benefit from the organization but are not currently.

- ☑ Hold events and meetings in the communities of interest.

- ☑ Attend community-based events and gatherings to connect with community members in informal ways.

- ☑ Reallocate time so staff members have the space to be present in community.

Capacity Building

What are the capacity building needs at CFW in order to sustain and expand this work of engaging diverse communities in philanthropy?

Participants made suggestions around how to maintain and expand engagement of diverse community members as philanthropists, which included developing and equipping community ambassadors with deep listening and community engagement skills. Due to the focus on communities of color, knowing the overall sociopolitical context and how it influences them within the framework of structural racism is also key to successful engagement and relationship building.

Appoint community ambassadors/community liaisons and create subcommittees
To assist with educating people in the community and building relationships with communities, participants recommended training ambassadors and creating subcommittees based on organizational goals and initiatives as extensions of the nonprofit and the nonprofit's work. Staff should always be community ambassadors, and additional ambassadors could include Giving Council and Giving Circle members and new volunteers. The structure of ambassador engagement would likely take different forms depending on staff or volunteer role. As in the case of the Colorado Health Foundation (see Appendix H), staff were required to spend 40% of their time in and with community members and organizations. Fundraising nonprofits should consider what amount of time works for their team, as well as be willing to stretch and strive towards an ideal. For volunteers, like Giving Council and Giving Circle members, they decide on what amount of time fits for them given the groups' structure and requirements; however, what would shift is the type of training they would receive, as described below.

CFW and other fundraising nonprofits could also develop different types of distributed participation in the nonprofit. For instance, when a foundation awards a grant to a nonprofit, there could be a funding requirement that someone from that community of focus (be it ethnic group, neighborhood, etc.) is employed by the grantee nonprofit. For other types of nonprofits, this could pertain to the development of a program or infusion of a grant to serve their community. This "employment" could happen through a stipend or personal services contract, so that they can directly participate in the administration and evaluation of the project, as well as deeper level community engagement in their community. If there were people with clearly defined roles and responsibilities that interacted with CFW regarding the community-based projects, it would facilitate collaboration and shared ownership of the project. The people in these roles could be called "community liaisons" or "community coordinators." The women involved in the evaluation spoke clearly about the need for a fundraising nonprofit to be present in the communities they serve, to move beyond the transactional relationships that are present between funders and grantees, or organizations and donors. These positions could make the boundaries between a fundraising nonprofit and the communities they serve more fluid and flexible.

IN PRACTICE   BUILDING AMBASSADOR CAPACITY

Ambassador capacity refers to the ability of volunteers and staff to be representatives, advocates, and critical friends (e.g., a voice that holds the nonprofit accountable) for both the fundraising nonprofit and their communities or the communities they serve. Advocates, in this case, will serve as deep listeners, liaisons, and agents of change in response to both community desires and the nonprofit's vision.

To prepare for this new role, training should be conducted for all Giving Council and Giving Circle members/volunteers, as well as staff, on:

☑ Active listening: the skillset necessary to listen well and more deeply engage community members in meaningful interactions, where they leave feeling and being heard.

☑ Community engagement and organizing: the ability to involve community members in different formats and in ways that include all people in a room. This includes one-on-one, small, and large group interactions, as well as creating safe spaces for vulnerable and even painful disclosure. It also includes how to create relationships that help to further engage people in long-term causes and efforts.

☑ Structural racism: the understanding of the history and current operations of structural racism, along with the positioning of people and the fundraising nonprofit in either perpetuating or obstructing it.

☑ Training on organization's impact and messaging of the organization.

Agile organizational infrastructure

CFW, as well as other fundraising nonprofits, may need to alter internal infrastructure in a way that is designed to be more agile in collaborating with community ambassadors and responding to community needs. For instance, fundraising nonprofits should demonstrate a willingness to, when appropriate, respond to current issues and threats by shifting or widening an advocacy or grantmaking focus beyond the traditional target populations. For example, the fundraising nonprofit could join a coalition of funders focused on immigration reform or refugee rights when federal action puts those communities at risk, recognizing that while not explicitly gendered, these issues will impact women and girls. If a nonprofit is not flexible, existing policies and practices can impede authentic relationship building and responsiveness to actual community concerns and experiences, and ultimate impact. This lack of responsiveness has and will harm community's trust in the nonprofit and can contribute to a sense of despondence. Thus, the work of being flexible and responsive is paramount to effective community engagement.

> **If a nonprofit is not flexible, existing policies and practices can impede authentic relationship building and responsiveness to actual community concerns and experiences, and ultimate impact.**

IN PRACTICE BUILDING AN AGILE ORGANIZATION

Fundraising nonprofits should conduct a series of facilitated strategy sessions on designing agile infrastructure and policies:

☑ Include practices that embed community ambassadors as internal team members, so that the voices of participants are at the table when decisions are made.

☑ Create opportunities for grantee and community members to provide input into a fundraising nonprofit's direction and decision-making.

Accountability and transparency

One major gap and barrier to fully realizing substantive cultural humility is a lack of an accountability structure and process. For fundraising nonprofits to lead in a culturally humble way, follow-through and keeping promises to individuals and communities are key to accountability and building trust to create the desired impact within communities and consistent with organizational goals. Part of this accountability structure is identifying and tracking metrics of success, coupled with critical self-reflection, and community ambassadors (serving as community accountability panels).

Participants also conveyed the importance of sustainable, long-term relationships, which meant consistent presence and action in and with communities. They expressed the importance of transparency as well. Grantmaking nonprofits should be open about their grant process, how they make decisions, and how they spend their funds. Given that CFW has conducted considerable work around enhancing their engagement of communities of color, there is a foundation in place for development.

The women involved in the evaluation spoke clearly about the need for a fundraising nonprofit to be present in the communities they serve, to move beyond the transactional relationships that are present between funders and grantees, or organizations and donors.

Meet the Grantees	Lavette Mayes received support from Chicago Community Bond Fund (CCBF) to pay her bail after fourteen months of pretrial incarceration. CCBF operates a fund for people charged with crimes in Cook County who cannot afford to pay bail, while advocating for the end of the money bail system. The Fund prioritizes assistance for those most likely to experience trauma while incarcerated, including Black women and mothers.

Donor Supports

What are the additional supports (stewardship, training, education, etc.) CFW's diverse donors most need in order to sustain and expand this work?

Educate: What does CFW do?

In general, the data revealed a relationship between ethnic affiliation and giving to CFW specifically, as there was no correlation between race and giving to CFW for women of color and a positive correlation between race and giving for European American women. In other words, a relationship between ethnicity and giving to CFW was not present for women of color but was for European American women. Only 38% of women of color surveyed had given to CFW in the past while 63% of European Americans had given to CFW. However, 92% of women of color surveyed and 97% of European American women had given to other causes and organizations in the past. (Note: There was no statistically significant relationship between income, race, and giving.)

There are various possible reasons for this discrepancy of giving to CFW, including the one that motivated this evaluation – CFW's recognition of the disparity between the number of donors of color and European Americans engaged in CFW's activities. Another likely reason is the lack of awareness of CFW, as noted by half of the women participating in Committee focus groups and interviews who had not heard of CFW prior to this engagement. Some participants that know of CFW do not understand the scope of the work done by CFW. Further understanding the mission and values, in addition to the specifics of its work, can be a key factor in stewardship of diverse donors and building relationships with communities of color.

38%
of Women of Color surveyed had given to CFW

63%
of European Americans surveyed had given to CFW

> *"Educate more about the end goal, I know the name but I don't really know who they are serving."* -Interview Participant

Further, most survey respondents agreed that they are more likely to donate when they are familiar with an organization. Education on what the fundraising nonprofit does and the reputation of the fundraising nonprofit are important.

Survey Results:
I am more likely to donate when I am familiar with the organization.
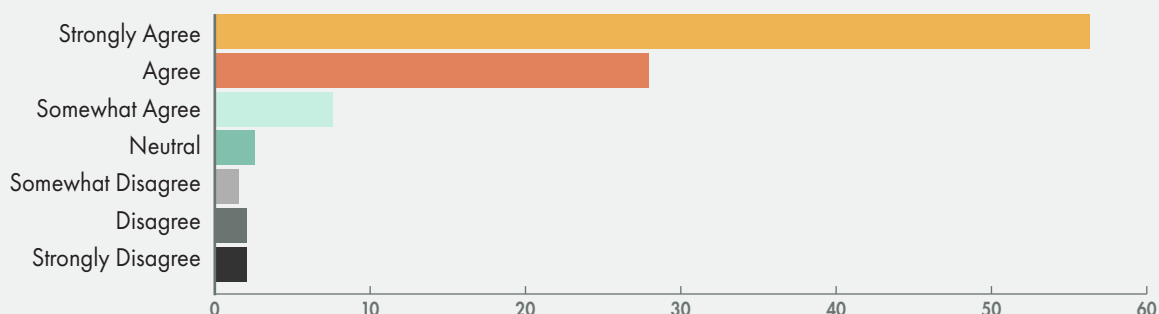
Recommendations for Chicago Foundation for Women

Recommendations are structured in the frame of cultural humility, guided by the experiences and insights of the evaluation participants, analysis of the data, professional reflections on the evaluation process, as well as principles of community engagement. As with the framework of cultural humility, these recommendations are seen as interconnected – no one recommendation is meant to stand alone; they are meant to complement each other for a robust path forward in engaging and serving women (and communities) of color. For CFW to stay in line with the values of philanthropy, it must consider and intentionally address community engagement with a focus on human equity. The recommendations include lessons learned for mindset, nonprofit practice, relationship structure, and accountability.

Valuing the Person and Community

Intersectionality
Given that evaluation participants conveyed the importance of intersectionality, this must be a lens CFW assumes when engaging women of color. As part of this path, CFW must study and define what intersectionality is for itself, as well as engage the people and community of focus to understand what aspects of the individuals and their community are most salient – how they are defining themselves as people and as a community. This could be done through a series of one-on-one conversations in communities or group activities around personal identity and intersectionality at both the individual and community levels, for example.

Intentional communication
CFW seems to be effective in its various methods of communicating to others in stewardship of donors, as demonstrated by increased contributions of time and money, especially through their growing Giving Council and Giving Circle membership. However, there are opportunities to more intentionally use preferred modes of communication such as engaging diverse donors at fundraising events, face-to-face contact, or through word-of-mouth by trusted individuals or personal contacts. CFW should also consider the messaging in their overt and implicit communication to communities at large around what is conveyed, be it intentional or not, to communities of color. For example, who is not communicated with or responded to directly and what does that say about how they are valued by CFW? This can also be seen within who is given grants and who is not.

Openness and Learning from the Community

Given participants emphasized the importance of knowing them as people, as a community, and their history, learning requires both person-to-person/group interaction and listening, as well as study of the historical and sociopolitical context of a community. With communities of color, especially, learning the

history that has influenced their present state can help with how to approach engagement and better grantmaking. CFW has taken steps in listening to and learning from donors and other potential grantees through listening sessions around programming, fundraising, and grantmaking. However, these have been irregular and not focused on specific communities. CFW has also learned from their diverse set of Giving Councils and Giving Circles, especially with having a designated staff member who supports their growth, work, and functioning. CFW should create more frequent opportunities to engage with and learn from communities of color, such as regularly scheduled listening sessions with diverse communities. Planning for these listening sessions should be guided by people within the various communities of focus. These listening sessions could also be integrated into extant community events or convenings. However, as a caveat, CFW must also consider how their presence may influence the community dynamic, especially if not invited and given who from CFW attends (e.g., the mindset, relationship building skills, ethnic background). Relationship building and knowledge of preferred ways of entering a community prior to attendance at events or ceremonies is highly encouraged.

Building a Relationship with the Community

There was a significant number of participants that did not know CFW, which indicates a lack of relationship with them. One of the main lessons from the data around relationship building in the context of philanthropy is to know what is important for people in the community and what drives their giving and participation. Evaluation participants provided their priorities and preferences for giving, as well as how nonprofits communicate with them. The information presented above shows examples of their preferences and can act as a starting point for cultivating relationships around more community-engaged philan-

Meet the Grantees

Youth participants recording a podcast as part of SHE CAST, a for-youth-by-youth feminist podcast focusing on issues affecting young people.

anthropy. For example, these preferences include being asked for donations at a fundraising event, having someone they know personally reaching out on behalf of the organization, or a personal face-to-face appeal from a staff member. To better understand and to build authentic relationships, there must be infrastructure, time, and resources dedicated to relationship building. CFW must be structured in a way that is supportive and conducive to this work. However, given a designated set of resources, CFW must also set priorities, including their focus on communities. This also may require personalizing one's approach depending on new and ongoing donors.

Define community

CFW envisions a world in which all women and girls have the opportunity to thrive in safe, just, and healthy communities. While bold and all encompassing, if CFW seeks to apply a racial equity lens and be a culturally humble organization, there needs to be a more nuanced and explicit definition of the women and girls upon which it focuses. As CFW seeks to build relationships with community, it needs to define community. A more particular definition will help to focus efforts and provide parameters around resource allocation and relationship building. It will help to make learning and relationship building efforts more focused and likely more effective. CFW should decide on priority communities, given the history of inequitable resource allocation for communities of color in Chicagoland, and place more emphasis on time and resources to grow partnerships within those communities.

CFW envisions a world in which all women and girls have the opportunity to thrive in safe, just, and healthy communities.

Meet the Grantees	Lupe is a graduate of Chicago Women in Trades (CWIT) 12-week welding program. "Of everything I've done, welding is the one thing I love," she says. "I enjoy it, and it fits me." Founded by tradeswomen in 1981, Chicago Women in Trades (CWIT) exists to improve women's economic equity by increasing their participation in skilled, blue-collar occupations traditionally held by men.

Critical Self-Reflection

All the aforementioned aspects of cultural humility require a regular practice of critical self-reflection. In other words, one cannot be culturally humble without being critically reflective. In order to follow the wisdom of the evaluation participants, this is a necessary part of the development work. This means that CFW is in regular collective reflection around how it is abiding by its values, effectively conducting the work in a culturally humble way, and around its individual and collective implicit bias, which can show up through who is given grants or time and who is not. While critical self-reflection can be an uncomfortable process of examining implicit bias and areas for improvement, it can yield social cohesion and organizational change that produces real and lasting impact towards human equity and flourishing communities. Below are steps and practices to consider in embedding this into CFW operations.

Racial equity
CFW has started down a path towards racial equity, beginning with engaging diverse communities in a way that supports their empowerment. This direction encourages all stakeholders within CFW to have a commitment to human equity. It also requires a focus on root causes of issues (e.g., health disparities, workforce inequities) and making structural, societal changes. Critical self-reflection is required to have the type of mindset needed to focus on both life changing work in real time as well as long-term system and structural-level strategies. It also requires conducting regular internal evaluation around progress or barriers to these types of goals and understanding. CFW board and staff members have participated in racial equity training in the second half of 2018, which is a significant step. However, one training is not enough for sustainable internal organizational change. Build staff capacity and ability to impact the work through regular, consistent, and intentional conversations around diversity, equity, and inclusion, what it means for staff personally, and what it means to CFW.

Meet the Grantees

Young Women Warriors (YWW) is a group mentoring program for young women from low-income immigrant families in the Chicagoland area. YWW provides young women of color ages 12-18 years old access to older, female professionals of color who help guide mentees throughout high school, college and the beginning of their careers.

All levels of the organization

Critical self-reflection is needed at all levels of the organization, from staff to Board of Directors in order to have sustainable change and potent impact for both the fundraising nonprofit and the communities it serves. CFW should integrate processes and procedures (along with ground rules) for regular sessions at the board level, department level, program level, and volunteer level. They must also consider when discussion is at a critical point of needing to manifest action. For example, after discussion and reflexivity around giving and the extent of equitable decision and grant making, they may deem it time to create a policy driving a more just and inclusive process.

Organizational structure and resources

CFW must also allocate the staff and leadership time and resources to be a critically reflective organization.

IN PRACTICE   CRITICAL SELF-REFLECTION

Critical Self-Reflection Questions to Consider:

- ☑ What is needed to establish ongoing and scheduled staff and board trainings on anti-racism and critical cultural competency?

- ☑ Have resources been allocated in the budget to do this work?

- ☑ How is the organization holding itself accountable?

- ☑ Are staff members, board members and/or volunteers of color being tokenized through the work that is asked of them?

- ☑ What fundraising practices may be uplifted to move away from the 'white savior model' narrative that frames white people as those who give and people of color as those who are in need?

- ☑ Which organizational practices are conducted because "that's the way it's always been done"? What harm is caused from continuing these practices as they are? What are the opportunities to work differently?

Metrics for Tracking Progress and Organizational Change

To maintain and expand these suggested organizational changes, we also recommend establishing an accountability system characterized by a mindset of cultural humility, cultivated by the aforementioned training agenda, along with metrics and tracking progress towards learning and building bidirectional and lasting relationships with communities. Some examples of possible metrics are presented in following table.

Area	Metrics/Action
Valuing	Percent of donors and volunteers shown appreciation for their contributions
	Messages sent to donors, volunteers and community associates on behalf of the fundraising nonprofit recognizing a level of understanding and respect for their successes, resilience, and strengths
Openness & Learning	Number of listening sessions per quarter conducted by leadership (including board members) and staff
	Number of lessons learned on the history and sociopolitical context of the community and on root causes to problems of focus
	Information learned on communities' strengths, needs, dreams, and goals
Relationship Building	Percent of time spent in and with communities by all leadership (including board members) and staff
	Number of relationship-building meetings held with community members by leadership and staff
	Number of events held that cultivate intentional networking and community building elements
Critical Self-Reflection	Organizational policy requiring critical self-reflection at each area of operations – board, leadership, staff
	Team (leadership and staff) time allocated for critical self-reflection, driven by related questions around cultural diversity, inclusion, and equity (e.g., Does the organization genuinely reflect the communities served at every level? Why? Why not? To what extent are we listening to community grantees and members? To what extent are we influenced by them in our decision-making and theory of change?; What are our implicit biases around the community? How have they been showing up in our grant-related decision-making?)
	Number of ongoing workshops/trainings on equity and inclusion (and related topics, such as community engagement) attended by the team
	Culturally Responsive Evaluation activities (e.g., partnering with community to evaluate aspects of grantmaking and program-ming, assessing impact through a sociopolitical contextual lens)

Conclusion

Philanthropy in Chicago has a complicated history with communities of color, often serving them from a distant vantage point. Too frequently, communities have not been included in making the funding decisions that influence their neighborhoods, families, and lives. Thus, communities' deepest concerns, needs, and dreams go unaddressed. CFW sought to see, implement, and support philanthropy in a different way, especially for and with women of color. This evaluation sought to answer questions about where communities of color give; what drives philanthropy for those communities; how a fundraising nonprofit can build relationships with diverse communities; how a fundraising nonprofit can use philanthropy as a tool for creating agency and meeting communities' needs; and, what strategies are promising for engaging diverse donors.

Based on interviews, focus groups, surveys, and analysis of extant data, findings can be interpreted through a frame of cultural humility – a mindset of openness, valuing, learning from, and responding to people and communities that are culturally different from one's own. A culturally humble organization values the people and the community, is open to learning from the community, builds sustainable and reciprocal relationships, responds to the information it receives in a culturally sensitive manner, and engages in critical self-reflection for lasting impact, staying true to a vision and values around genuine community engagement.

The women who participated in this evaluation called for a fundraising nonprofit to exude these values and actions. They want the nonprofit to know them and their community, including their philanthropic drivers, while diverse in area of focus, for many, was fueled by a desire for broader structural change in our society. They wanted fundraising nonprofits to allocate time to listen and build authentic relationships with them and their communities, including how they see themselves as essentially intersectional. This process should be authentic and transparent. They called for person-to-person contact in communication and for fundraising nonprofits to not only create opportunities to learn about the community but also for them to support building community among people. For many communities, contributions come in the form of time, wisdom, and skill, not just money. Therefore, some women also wanted opportunities to give

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A culturally humble foundation values the people and the community, is open to learning from the community, builds sustainable and reciprocal relationships, responds to the information it receives in a culturally sensitive manner, and engages in critical self-reflection.

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in various ways. In this way, a fundraising nonprofit was not only asked to give resources but also called to facilitate opportunity, an act that can showcase the talent and wisdom that exist within diverse communities.

For many organizations, these types of engagements require capacity building. Participants suggested that staff and others be equipped to be community ambassadors, who have the necessary skills in listening, organizing and engagement, and critical consciousness (or seeing the structure around communities and its impact on them). Further, education was identified as another donor support needed to sustain or enhance the relationship with donors specifically.

The data was not the only aspect of this evaluation that yielded lessons for CFW and other fundraising nonprofits. In the process of the evaluation, women exemplified the type of agency and sense of empowerment that exists within communities. The women – all women of color – who constituted the Committee for Community Engagement and Evaluation volunteered their time outside of work to be trained on evaluation and research methods, engage their networks, complete interviews and focus groups, and analyze the data. In this micro-process, they manifested the various forms of philanthropy in community.

Both the product (i.e., data) and process of the evaluation show that taking the time and resources to invest in engaging communities of color in philanthropy can yield:

More informed choices around where to invest/give resources in communities of color (which has greater likelihood of having an impact that communities need and want)

More diverse voices and talent engaged with and working on behalf of the fundraising nonprofit and their communities

However, to become a culturally humble fundraising nonprofit requires a specific mindset, policies and practices, and skillset (see Appendix G for a case example from the Colorado Health Foundation). There must be an investment of resources to create the authentic relationships with communities, especially communities that have been marginalized. CFW has shown remarkable strengths in the areas of cultural humility described above, and there is room for building on these strengths and becoming a more powerful agent of change contributing to empowerment, especially with communities of color. The path that CFW is on with their own lessons learned prior to and out of this evaluation has implications for philanthropy in Chicago at large.
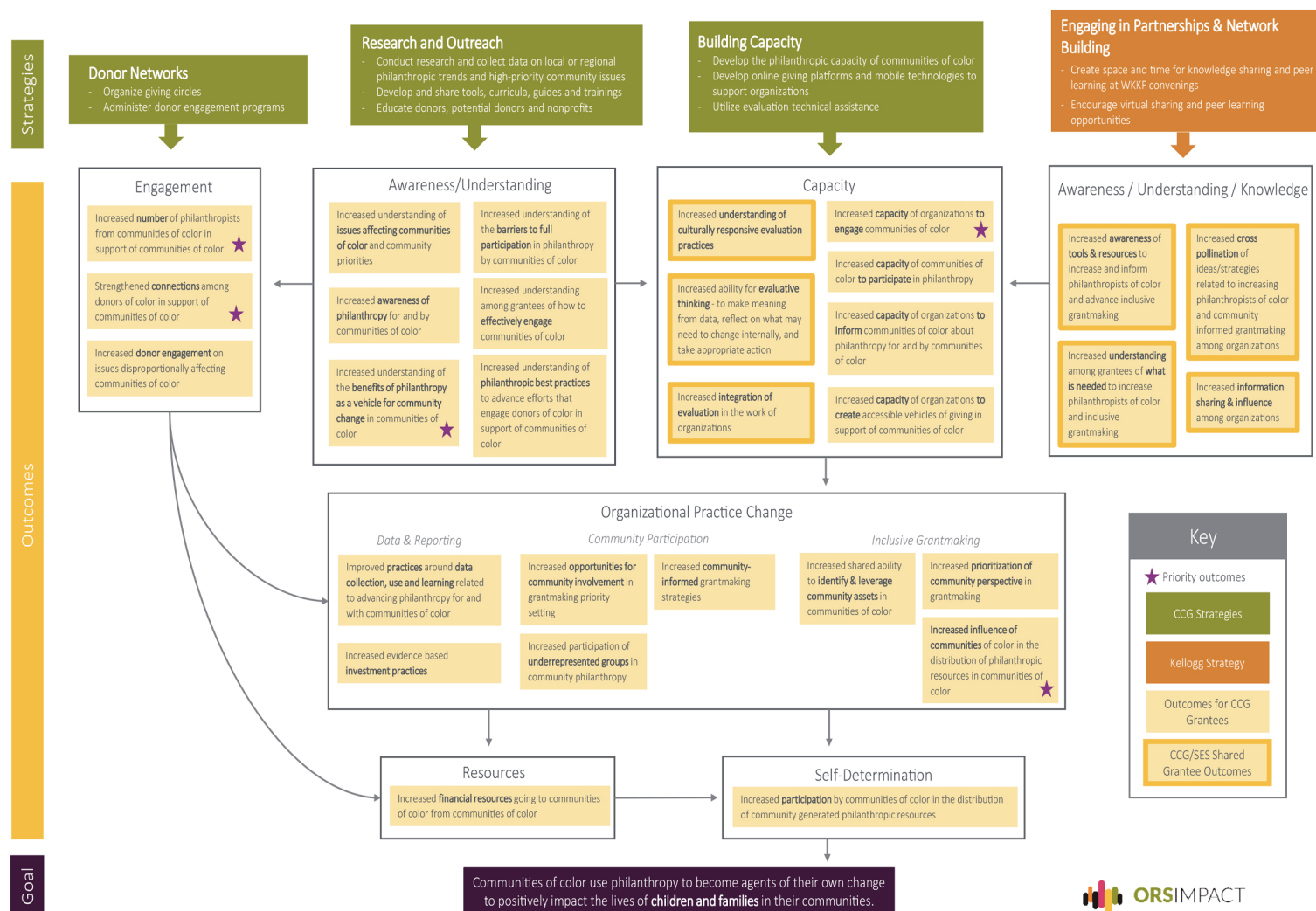
Appendix A:

W.K. Kellogg Foundation, Catalyzing Community Giving Theory of Change

Catalyzing Community Giving Theory of Change

Strategies

Donor Networks
- Organize giving circles
- Administer donor engagement programs

Research and Outreach
- Conduct research and collect data on local or regional philanthropic trends and high-priority community issues
- Develop and share tools, curricula, guides and trainings
- Educate donors, potential donors and nonprofits

Building Capacity
- Develop the philanthropic capacity of communities of color
- Develop online giving platforms and mobile technologies to support organizations
- Utilize evaluation technical assistance

Engaging in Partnerships & Network Building
- Create space and time for knowledge sharing and peer learning at WKKF convenings
- Encourage virtual sharing and peer learning opportunities

Outcomes

Engagement
- Increased **number** of philanthropists from communities of color in support of communities of color ★
- Strengthened **connections** among donors of color in support of communities of color ★
- Increased **donor engagement** on issues disproportionally affecting communities of color

Awareness/Understanding
- Increased understanding of **issues affecting communities of color** and community priorities
- Increased **awareness of philanthropy** for and by communities of color
- Increased understanding of the **benefits of philanthropy as a vehicle for community change** in communities of color ★
- Increased understanding of the **barriers to full participation** in philanthropy by communities of color
- Increased understanding among grantees of how to **effectively engage** communities of color
- Increased understanding of **philanthropic best practices** to advance efforts that engage donors of color in support of communities of color

Capacity
- Increased **understanding of culturally responsive evaluation practices**
- Increased ability for **evaluative thinking** - to make meaning from data, reflect on what may need to change internally, and take appropriate action
- Increased **integration of evaluation** in the work of organizations
- Increased **capacity** of organizations **to engage** communities of color ★
- Increased **capacity** of communities of color **to participate** in philanthropy
- Increased **capacity** of organizations **to inform** communities of color about philanthropy for and by communities of color
- Increased **capacity** of organizations **to create** accessible vehicles of giving in support of communities of color

Awareness / Understanding / Knowledge
- Increased **awareness of tools & resources** to increase and inform philanthropists of color and advance inclusive grantmaking
- Increased **understanding** among grantees of **what is needed** to increase philanthropists of color and inclusive grantmaking
- Increased **cross pollination** of ideas/strategies related to increasing philanthropists of color and community informed grantmaking among organizations
- Increased **information sharing & influence** among organizations

Organizational Practice Change

Data & Reporting
- Improved **practices** around **data collection, use and learning** related to advancing philanthropy for and with communities of color
- Increased evidence based **investment practices**

Community Participation
- Increased **opportunities for community involvement** in grantmaking priority setting
- Increased participation of **underrepresented groups** in community philanthropy
- Increased **community-informed** grantmaking strategies

Inclusive Grantmaking
- Increased shared ability to **identify & leverage community assets** in communities of color
- Increased **prioritization of community perspective** in grantmaking
- Increased **influence of communities** of color in the distribution of philanthropic resources in communities of color ★

Resources
- Increased **financial resources** going to communities of color from communities of color

Self-Determination
- Increased **participation** by communities of color in the distribution of community generated philanthropic resources

Key
- ★ **Priority outcomes**
- CCG Strategies
- Kellogg Strategy
- Outcomes for CCG Grantees
- CCG/SES Shared Grantee Outcomes

Goal

Communities of color use philanthropy to become agents of their own change to positively impact the lives of **children and families** in their communities.

ORS**IMPACT**

Appendix B:

Interviewee/Focus Group Participant Profiles

Interviewee/Focus Group Participant Profiles

When selecting individuals or groups of individuals to participate in interviews, please seek who meet any following:

- The participant is a woman of color

- Socio-economic diversity across participants

- Age diversity across participants

- The participant has donated money to an organization or cause before

- The participant has not donated money to an organization or cause before

- The participant may not have given money before, but may donate their time as a volunteer or may donate other items or resources to an organization or cause

- The participant has donated time, money, or other resources helping family members, friends, or members of their community

Appendix C:

Donor/Potential Donor Interview/Focus Group Protocol

BECOME

seeding social change

Donor/Potential Donor Interview/Focus Group Protocol

Materials
- Donor/Potential Donor Interview/Focus Group Protocol
- Audio Recorder
- Instruments for note taking (pen, paper...)

Introduction:
Hello. My name is _____, and I am part of a special committee for evaluation and community engagement convened on behalf of Chicago Foundation for Women (CFW). Chicago Foundation for Women (CFW) believes that giving - whether that be of one's time, talent or money - can be a powerful tool for individuals to be agents of change within their own communities. By increasing giving by communities of color in support of communities of color, CFW is dedicated to increasing participation by communities of color in the distribution of philanthropic resources as a strategy to advance racial, social, economic and gender justice in the Chicago region.

So we are conducting interviews and focus groups with members of communities of color to find out what is important to you when considering giving your time, talents, and treasures, and how you give or consider giving those things to other people or organizations. I will ask you some questions about your giving on a personal scale and broader level. The information that you provide is confidential. CFW will use your responses to strengthen its relationship with and community-led investments in communities of color, and to inform its giving practices in communities, so please feel free to be as open and honest as possible.

How will the data be used?
Data will be reported in aggregate and used to increase the representation of donors of color to CFW and its initiatives and help CFW build and strengthen lasting relationships and reciprocal trust in communities of color.

What is/are the benefit(s) to you?
Your information will help CFW identify need and what you most care about to inform its investments; This information will be shared with other foundations to advance sector-wide goals of diversity and inclusion, and increasing the representation of people of color in institutional philanthropy. We will discuss ways for individuals who are interested to have a seat at the table in the near future to continue the discussion about philanthropy in communities of color.

Do you mind if I audio record this interview?

Interview Questions
1. Please tell me a little about yourself and your experience giving your time, money, or other resources to people, causes, or organizations.
2. Whether time, money, or other resources, who are some people, organizations, or causes that you have given to in the past that you no longer give to? Why?
3. What things are important to you when you consider where to give your time, money, or other resources? What factors influence or drive your decision to give?
4. Where do you currently give your time, money, or other resources? Why?
   a. Probe around what are the differences around giving of time vs money or other resources, if the person has given both but in different areas.
5. What types of information do you want (or would you want) when considering where to give.
   a. How do you determine if the information is important?
6. What can CFW do to build relationships with women and communities of color to encourage their giving to support women and girls across Chicagoland?

7. What else should CFW consider when engaging and building relationships with individuals and communities of color?
8. Is there anything else you'd like to add or share?

Thank you so much for your time. In addition to this interview, we will also send out a survey to community members. When you receive it we would appreciate if you took the time to complete it. In the meantime, if you have any questions, please don't hesitate to reach out to me.

Appendix D:

Donor Diversity Survey

Donor Diversity Survey

BACKGROUND INFORMATION

Age: [Open-ended]
Preferred Gender Identity: [Open-ended]
Do you identify yourself as LGBTQIA? [Yes/No]
Do you have a disability? [Yes/No]
Ethnicity: [Dropdown (DD): White, Black or African-American, Arab American, Asian/ Pacific Islander, Hispanic/ Latino/a, Native American or American Indian, Multi-racial, Other]
Education: [DD: Some high school, High School/ GED, Associates degree, Some College, Bachelor's degree, Master's degree, Professional degree (e.g., law, medicine), Doctoral degree]
Household: [Single, never married, married or domestic partnership, widowed, divorced, separated]
Income: [DD: 25k or less, 25k-50k, 50k-75k, 75k-100k, 100k-150k, 150k-250k, 250k-500k, 500k-1,000,000, 1,000,000+]
Foundations you have donated to: [Multiple check boxes]

GIVING HISTORY

Please rank, in order, the causes you give to: [Rank: Economic services, Education programs/ services, Health services, Research, Environmental causes/ services, The Arts, Gender equity, Race/ Ethnicity equity, LGBTQIA Equity, Other]

Please rank, in order, the reasons why you continue to give: Please consider the reasons why you continue to give to the causes/ organizations. Among these reasons, rank order the ones that apply to you.

- I believe in/value the mission of the organization/cause.
- The organization/cause has personally touched my life (i.e., family illness, personal community, personal identity, faith).
- I enjoy working with the staff at the organization/ cause (i.e., development director/ executive director).
- I believe in supporting the population served by the organization/cause.
- I believe the organization/cause is effective and efficient.
- Without my donation, the organization/ cause would struggle.
- I have a personal relationship with the staff of the organization/ cause (i.e., friends and family on staff leadership).
- I have a personal relationship with a Board member from the organization/ cause. (i.e., friends, family, colleagues).
- It is fun to give and be a part of this organization/cause.
- I believe I can personally help this organization/cause move forward by donating my time/ resources.

GIVING STRATEGIES

Please rank, in order, the methods by which you commonly give: Please consider the methods that commonly cause you to give to causes/ organizations. Among these methods, rank order the ones that most apply to you.

An email appeal from the organization/cause.
A personal, face-to-face appeal from a staff member of the organization/cause.
Someone I know personally reaching out on behalf of the organization/cause.
An appeal sent in the mail.
A phone call.

A social media campaign, such as through Facebook or GoFundMe.
Through a fundraising event or an ask for donations made at an event.
Doing my own research online through the organization's website and resources like Charity Navigator.

Please respond to the following items using 7-point scales:

I am more likely to give to a family member in need than an organization.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I am more likely to give to a friend in need than an organization.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I am more likely to give to my church / religious institution than an organization.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree
.
I am more likely to donate to organizations/ causes when I know the money will have an impact on orga-nizations/causes.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I am more likely to donate to well-resourced, well-known organizations.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I am more likely to donate to small, under-resourced organizations. Strongly Disagree, Disagree, Some-what Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I am more likely to donate when I am familiar with the organization.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I am more likely to donate to innovative organizations/ programs.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I am more likely to donate when I am informed of the facts, data, and outcomes of an organization.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I am more likely to donate when I hear stories that are inspiring/ motivating.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I am more likely to donate to organizations/ causes when I have a relationship with the organization/-cause staff (i.e., development officer).
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I am more likely to donate to organizations/ causes when I feel the ask is appropriate given my past giving history to the cause/organization.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I am more likely to donate to organizations/ causes when I feel the ask is appropriate given my income.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I donate because I am a giving person.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I donate because I see myself as a good person.

I see donating as a tool for social change.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I see donating as a way to advocate for causes.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I am more likely to donate to organizations/ causes that further the needs of a particular community.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I am more likely to donate to organizations/ causes based on my faith.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I am more likely to donate to organizations/ causes when I have a relationship with the organization/-cause participants (i.e., population served).
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I am more likely to donate time than monetary resources.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I am more likely to donate monetary resources than time.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I only donate to a select few organizations/ causes.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I am more likely to donate to organizations/ causes when there is a pressing and time-sensitive need (i.e., disaster relief, voter registration before an election).
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I donate for tax purposes.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I am more likely to donate when there is a specific financial goal.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I feel better about myself when I donate.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I feel guilty if I do not donate when asked.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I am scared I will be judged if I do not donate.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I am personally motivated to give back to society.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

It is my duty as a citizen to donate time and/ or resources to organizations and causes I support.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I believe donating time/resources is a moral imperative.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I donate only to causes that have impacted me personally (i.e., illness in family, support for social justice cause based on your personal identity, community you grew up in).
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

I am more likely to donate to causes that have impacted me personally (i.e., illness in family, support for social justice cause based on your personal identity, community you grew up in).
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

My past experiences donating to organizations/ causes have been mostly negative.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

What was negative about the past experiences? (Please answer this question if you circled somewhat agree, agree, or strongly agree for the question above)
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree
.
My past experiences donating to organizations/ causes have been mostly positive.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

As long as I like the cause/ organization, I don't need to be personally affected to donate.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

As long as I like the staff behind the cause/ organization, I don't need to be personally affected to donate.
Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree

Please describe why you give: [Open]

Please describe why you did not give in the past: [Open]

Please list any organizations you routinely give to: [Open]

Appendix E:

Results from Survey Likert Items for Women of Color

Results from Survey Likert Items for Women of Color

	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree	
I am more likely to give to a family member in need than an organization.	2.51%	9.55%	8.54%	17.59%	16.58%	17.59%	27.64%	
I am more likely to give to a friend in need than an organization.	2.51%	10.55%	8.54%	18.59%	19.10%	18.59%	22.11%	
I am more likely to give to my church / religious institution than an organization.	25.95%	18.38%	8.11%	17.30%	7.03%	9.73%	13.51%	
I am more likely to donate to organizations/ causes when I know the money will have an impact on organizations/causes.	2.53%	0.51%	1.52%	2.02%	9.09%	27.78%	56.57%	
I am more likely to donate to well-resourced, well-known organizations.	6.53%	10.55%	15.58%	28.64%	15.58%	12.06%	11.06%	
I am more likely to donate to small, under-resourced organizations.	1.52%	3.03%	9.60%	23.23%	20.71%	22.73%	19.19%	
I am more likely to donate when I am familiar with the organization.	2.03%	2.03%	1.52%	2.54%	7.61%	27.92%	56.35%	
I am more likely to donate to innovative organizations/ programs.	2.53%	2.02%	5.56%	22.73%	22.73%	27.78%	16.67%	

	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Somewhat Agree
I am more likely to donate when I hear stories that are inspiring/ motivating.	1.52%	2.02%	2.02%	7.58%	18.18%	26.26%	42.42%
I am more likely to donate to organizations/ causes when I have a relationship with the organization/cause staff (i.e., development officer).	3.52%	6.03%	6.03%	13.57%	20.10%	21.61%	29.15%
I am more likely to donate to organizations/ causes when I feel the ask is appropriate given my past giving history to the cause/organization.	1.53%	2.04%	7.65%	19.90%	18.88%	30.61%	19.39%
I am more likely to donate to organizations/ causes when I feel the ask is appropriate given my income.	1.02%	3.57%	5.10%	18.37%	17.86%	28.57%	25.51%
I donate because I am a giving person.	1.54%	1.03%	3.08%	14.87%	18.46%	28.72%	32.31%
I donate because I see myself as a good person.	2.59%	1.55%	7.77%	26.42%	17.62%	24.87%	19.17%
I see donating as a tool for social change.	0.52%	0.00%	2.06%	2.06%	11.34%	25.26%	58.76%
I see donating as a way to advocate for causes.	0.52%	0.52%	1.57%	3.14%	8.90%	24.61%	60.73%
I am more likely to donate to organizations/causes that further the needs of a particular community.	1.01%	0.50%	0.50%	6.03%	11.56%	29.15%	51.26%

	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
I am more likely to donate to organizations/ causes based on my faith.	21.62%	11.89%	8.11%	24.86%	10.81%	15.14%	7.57%
I have a relationship with the organization/cause participants (i.e., population served).	1.51%	3.02%	3.02%	11.56%	18.09%	30.65%	32.16%
I am more likely to donate time than monetary resources.	2.53%	14.14%	15.66%	32.32%	15.15%	12.63%	7.58%
I am more likely to donate monetary resources than time.	1.01%	4.04%	15.15%	26.26%	19.19%	24.24%	10.10%
I regularly donate to multiple organizations/ causes.	1.03%	6.70%	9.28%	15.46%	16.49%	23.71%	27.32%
I only donate to a select few organizations/ causes.	4.64%	8.76%	12.37%	10.31%	16.49%	29.90%	17.53%
I am more likely to donate to organizations/ causes when there is a pressing and time-sensitive need (i.e., disaster relief, voter registration before an election.	8.12%	7.11%	9.14%	22.34%	23.35%	16.75%	13.20%
I donate for tax purposes.	38.34%	18.13%	7.25%	11.40%	11.92%	6.22%	6.74%
I am more likely to donate when there is a specific financial goal.	12.89%	11.86%	12.37%	25.77%	16.49%	15.46%	5.15%
I feel better about myself when I donate.	4.06%	4.57%	3.55%	23.35%	20.81%	25.89%	17.77%

	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree	
I feel guilty if I do not donate when asked.	11.17%	19.80%	14.72%	15.23%	19.29%	14.72%	5.08%	
I am scared I will be judged if I do not donate.	26.02%	31.63%	12.76%	12.76%	9.18%	6.12%	1.53%	
I am personally motivated to give back to society.	1.04%	0.00%	1.56%	1.56%	7.29%	37.50%	51.04%	
It is my duty as a citizen to donate time and/ or resources to organizations and causes I support.	1.05%	0.52%	1.57%	6.28%	9.95%	36.13%	44.50%	
I believe donating time/resources is a moral imperative.	1.05%	1.05%	3.16%	7.89%	14.74%	27.89%	44.21%	
I donate only to causes that have impacted me personally (i.e., illness in family, support for social justice cause based on your personal identity, community you grew up in).	14.72%	30.96%	16.75%	13.71%	13.20%	7.11%	3.55%	
I am more likely to donate to causes that have impacted me personally (i.e., illness in family, support for social justice cause based on your personal identity, community you grew up in).	4.59%	7.65%	11.22%	9.69%	33.67%	19.39%	13.78%	
My past experiences donating to organizations/ causes have been mostly positive.	0.0%	0.0%	.52%	5.73%	14.06%	43.75%	35.94%	

	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
As long as I like the cause/ organization, I don't need to be personally affected to donate.	1.60%	0.53%	4.79%	3.72%	18.62%	36.17%	34.57%
As long as I like the staff behind the cause/ organization, I don't need to be personally affected to donate.	7.33%	11.52%	10.47%	28.27%	17.28%	16.23%	8.90%
My past experiences donating to organizations/ causes have been mostly negative.	52.31%	29.23%	7.18%	7.69%	2.56%	1.03%	0.00%
I am more likely to donate when I am informed of the facts, data, and outcomes of an organization.	2.01%	2.01%	3.02%	6.53%	17.09%	32.66%	36.68%

Appendix F:

Level of Importance of Priorities of Giving

Level of Importance of Priorities of Giving

	Arab American	Asian or Pacific Islander	Black or African American	Hispanic/ Latinx	Multi-racial	Native American or American Indian	Other	White	Total Women of Color	Total all races/ ethnicities
Education	2.80	2.56	2.85	2.53	2.65	2.80	3.17	3.42	2.76	3.08
Race/Ethnicity	2.58	2.07	2.35	2.95	2.53	4.20	5.50	3.40	3.17	3.00
Health	3.35	3.76	3.89	3.38	3.53	3.00	3.67	3.54	3.51	3.60
Economic Services	2.95	3.33	3.76	3.92	3.88	4.00	3.00	4.32	3.55	3.98
Gender Equity	3.05	2.96	4.01	3.50	3.76	5.00	4.50	3.55	3.83	3.59
Environmental Causes/ Services	4.72	4.82	6.44	5.08	5.29	3.20	4.83	4.67	4.91	5.07
LBGTQIA Equity	4.82	3.77	6.09	4.41	4.82	4.80	6.50	4.69	5.03	4.88
The Arts	6.35	4.43	5.49	5.13	5.59	5.00	6.17	5.39	5.45	5.34
Research	4.82	5.86	6.53	5.56	6.47	5.60	6.33	5.89	5.88	5.97
Other	8.83	6.07	7.62	6.06	8.63	7.50	5.00	6.79	7.10	6.93

Mean ranking scores for importance of cause across race/ethnicity.
Lower numbers = higher rank

Appendix G:

Level of Importance of Reasons to Give

Level of Importance of Reasons to Give	Arab American	Asian or Pacific Islander	Black or African American	Hispanic/ Latinx	Multi-racial	Native American or American Indian	Other	White	Total Women of Color	Total all races/ ethnicities
I believe in/value the mission of the organization/cause.	1.68	1.49	1.75	1.85	1.29	2.40	2.86	1.65	1.90	1.68
I believe in supporting the population served by the organization/cause.	2.47	2.40	2.65	1.85	2.24	1.20	2.86	2.44	2.24	2.41
The organization/cause has personally touched my life (i.e., family illness, personal community, personal identity, faith).	2.21	3.60	2.77	3.26	3.65	3.00	2.86	3.90	3.05	3.50
I believe the organization/-cause is effective and efficient.	3.58	3.20	3.64	2.49	3.41	3.40	3.14	3.05	3.27	3.17
I believe I can personally help this organization/cause move forward by donating my time/resources.	5.16	4.71	4.35	3.49	5.24	5.80	5.29	4.29	4.86	4.38
I enjoy working with the staff at the organization/ cause (i.e., development director/ executive director).	5.32	5.09	6.01	5.18	5.88	5.40	6.00	5.68	5.55	5.63
I have a personal relationship with the staff of the organiza-tion/ cause (i.e., friends and family on staff leadership).	4.68	4.29	5.68	5.08	5.71	6.20	7.57	5.56	5.60	5.42
It is fun to give and be a part of this organization/cause.	4.89	5.9	6.21	5.62	5.65	7.20	5.86	6.20	5.92	6.06
I have a personal relationship with a Board member from the organization/ cause. (i.e., friends, family, colleagues).	6.32	5.49	6.26	6.64	6.82	6.40	6.43	6.18	6.34	6.20
Without my donation, the organization/ cause would struggle	6.47	5.91	6.71	5.46	6.82	7.20	5.86	6.36	6.35	6.33

Mean ranking scores for importance of reason why participants continue to give to organizations or causes. Lower numbers = higher rank. Shaded items indicate significant findings between groups.

Appendix H:

Colorado Health Foundation Teaching Case

BECOME

seeding social change

Colorado Health Foundation Teaching Case
Excerpt from a Teaching Case on their Change towards being a Community Driven Foundation

Rather than topical experts engaging in strategy design and grantee selection from their offices in Denver, they are expected to engage with communities with a "cultivation" mindset that promises a different approach to developing relationships and potential grantees. Staff are expected to be out in the field a minimum of 40 percent of their time, engaging with a variety of people from CEOs of organizations, to community advocates, to people working in schools, health settings, and others, some of whom would not be in the pool of potential grantees. They are expected to gather information and perspectives on community and system needs, opportunities, and dynamics, and then synthesize that information. This deeper level of community engagement, in theory, will increase the foundation's understanding of the larger context, and position them to better respond to factors impacting health and equity at the community level.

Program officers have been re-assigned to cover new focus areas and geographic regions, with almost all of them leaving behind long-standing knowledge, expertise, and relationships in particular fields of work. Instead, they are expected to seek out new views and build relationships with a set of organizations that they may have never interacted with before, on topics they may know nothing about.

They are also expected to do more than rely on grant applications as the mechanism for identifying potential grantees, instead exploring through their work in communities whether and how a potential grantee serves a community in a way that aligns with the foundation's interest and values and the needs of that community. In addition, program officers have been asked to approach their work within communities, and their selection of grantees, with a commitment to health equity—a value that the foundation is working to understand and articulate for the first time.

By taking on this role, the foundation is hypothesizing that it can have a deeper impact because its dollars will be more directly targeted to individuals experiencing the most inequity in health and health care, and will be used in more contextually-specific ways that capitalize on existing energy and community-defined needs and desires.

Enormous change in expectations for staff
This and other new skills required for program officers represented an enormous change in expectations and assumptions about what it meant to perform well and what program staff were now accountable for. In the responsive grantmaking era, program officers' performance had been judged largely on their ability to identify and select grantees from a pool of proposals that could roll up to the 12 measurable results. In its brief stint with the form of strategic grantmaking that resulted from the first strategic refresh, program officers were judged largely on their ability to develop and articulate funding opportunities and then select grantees who could deliver the goals and approaches the foundation outlined.

Expectations of program officers became fairly expansive, emphasizing trust-building, brokering connections, supporting strategic analysis and problem solving within communities, and seeding projects and activities that hopefully lead to bigger, more strategic health improvement projects driven by local groups. Now, program officers were expected to read local contexts and dynamics effectively, and see strategic opportunities to support locally-driven action that was in alignment with the foundation's equity commitment and focus area goals. In addition to gathering information through their community engage-ment, they now became the "quarterback" of a strategic approach. Rather than operating as the individ-ual "owner" of a strategy that other departments support, program officers led an entire cross-functional team, including philanthropy (programs), communications, evaluation, and policy, that took on that responsibility.

This last change relieved some of the pressure program officers felt in bearing the full responsibility for strategy design, as well as some of the tensions from the evaluation department asking hard questions.

But overall, many program officers did not feel prepared for or interested in their new role and a number left the foundation.

Learning comes to the fore again
With this shift in role, and routine messaging from new leadership that uncertainty, "failure," and learning are an expected part of the work, the foundation now talks about itself as testing a more adaptive, itera-tive strategic process. As a result, program officers began asking the evaluation department—now renamed as the learning and evaluation department—to help them with rapid cycle learning. The evalua-tion team has taken those requests and expanded them to set up and oversee comprehensive learning plans over time.

Appendix I:

Limitations of Evaluating Current Strategies

Limitations of Evaluating Current Strategies

There were limitations in evaluating the effectiveness of CFW's current donor and community engagement strategies based on the availability of data on the racial and ethnic makeup of the Foundation's constituents. CFW originally included the evaluation question of "Which strategies correlate with the largest increase in donor buy-in and investment, measured in dollars raised (and thus, grants awarded)?" The Foundation first began asking constituents to share their racial and/or ethnic identity in 2015, and as a result does not have racial or ethnic identity information for a majority of constituents or donors. This created a limitation in tracking and evaluating giving amounts and patterns for CFW donors by race or ethnicity. This was a barrier to accurate data and thus valid assessment of their progress around this question.

Since 2015, survey questions regarding race and ethnicity have had a response rate of about 6 percent, suggesting that while the Foundation will gradually gain a better understanding of its constituent demographic makeup over time, this challenge will persist for CFW.

CFW has seen much greater success in their efforts and accurate data collection through relationship-oriented and community-driven approaches such as the councils and circles.

The structure of the Giving Councils and Circles – self-driven supported by a Foundation liaison – proved to be an effective strategy at the intersection of time, talent, and treasure and has implications for sparking testimony. For example, in Fiscal Year 2018 alone, they had:

- 160 members (87 returning, 73 new)

- 54% identifying as a woman of color

- $120,500 awarded to 17 organizations

- 12 Council and Circle led events

Appendix J:

References

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CFW

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Icons: Clipboard created by ProSymbols from Noun Project, Circle of Hands created by Gabriel Vogel for Noun Project, Handshake created by Creative Stall for Noun Project, Giving Hands created by Adrien Coquet for Noun Project