

# General Operating Support: Flexibility, Accountability and the Grantmaker/Nonprofit Relationship

Recently the Minnesota Council on Foundations engaged four member foundations and a representative of the nonprofit community in a roundtable discussion about general operating support. The age-old questions surfaced: How much is enough? What about measuring results? Why don't foundations "get it"? Why don't nonprofits "get it"?

The answers from our roundtable participants might surprise you. We share the insightful perspectives of:

- Kate Barr, Executive Director, Nonprofits Assistance Fund
- John Couchman, Vice President, Grants and Program, The Saint Paul Foundation
- Kathleen Fluegel, Executive Director, HRK Foundation
- Mark Hiemenz, Community Relations Director, Ameriprise Financial Inc.
- Steve Joul, President, Central Minnesota Community Foundation

The foundations represented in our conversation give varying types and levels of support: some devote nearly 50% of their giving to general operating grants; others give very little under the traditional general operating label, yet they provide flexible, sustained giving in other categories, such as capacity building.

MCF President Bill King opened the conversation with a recap of general operating support given by Minnesota grantmakers. (See related story about state and national operating grants on Page 3.)

## General Operating Support: How Much is Enough?

**King:** In a recent meeting I heard a nonprofit colleague state that only 10 percent of Minnesota grant dollars are for general operating support. Our Giving in Minnesota research report tells us that figure is actually about 25 percent. What do you think about nonprofits' perceptions of these numbers?

**Fluegel:** Few, if any, nonprofits think there's enough general operating support. We as funders need to engage with nonprofits in a conversation to understand how we can best work together. One of the things that is happening as we struggle with this recession is a fear on the part of nonprofits that funding is tighter in general and that general operating support will be reduced.

**Barr:** I also think the universal answer from nonprofits is that, no matter the amount of general operating support, it's not enough. The questions to all of us working in the independent sector are what difference does it make, and how does it have an impact on organizations' ability to do their work in the community? Does it matter what you call it if it's appropriate

*Note: Participants' comments have been edited for length and clarity. For audio excerpts of the roundtable conversation, visit [www.mcf.org/givingforum](http://www.mcf.org/givingforum).*



Photo by Scott Shreble

The Blue Cross and Blue Shield of Minnesota Foundation supports community partnerships that advance children's health. The Minnesota Environmental Initiative in Minneapolis is retrofitting Head Start buses to reduce harmful diesel emissions. For more on strategic philanthropy initiatives that go beyond general operating support, turn to Page 4.

support that has the right amount of flexibility so that organizations can do the work they need to do?

## What Does General Operating Mean, Anyway?

**Barr:** One of the biggest issues in the relationship between foundations and nonprofits and intermediaries is language. What exactly do we mean?

**Couchman:** To me, the discussion of general operating vs. program support almost misses the point; they've lost their meaning to some extent. In our guidelines we say we don't make grants for annual operating expenses because we're focusing on specific issues on which we've decided we want to have community impact. In order to do that, we know that we need nonprofit partners in those areas, and we work with those organizations in a variety of ways.

**Hiemenz:** I think a lot of nonprofit executives look at general operating as more flexible than program support. But program does not mean inflexible. How do you define a program? If a program is based on very specific outcomes that are tied more to the grant than to the outcomes of the organization, then you are going to lose flexibility.

**Joul:** There's a fine line between general operating and program support. General operating support is more empowering. As funders we still need to hold nonprofits accountable but at the same time be more empowering in allowing them to apply the funds where they think it's necessary.

**Couchman:** There are lots of ways to partner with nonprofits that are focused on building infrastructure or capacity that are part of a lasting long-term relationship that's more powerful than just providing general operating grants.

## Who Makes the General Operating Decision?

**King:** What about your organizations' decision-making? Is your board engaged in the conversation about how to interact with nonprofits and whether to provide financial or other support?

**Couchman:** Our discussions at the staff level and in board committees center around the issues where we want to have some lasting impact: flexibility and investing more broadly or over a longer range of time with nonprofits to accomplish goals. The old paradigm was three years of general operating or program support and you are out. That's problematic; we need to change the discussion.

**Hiemenz:** The simple rule of thumb that I've always used when talking to nonprofits about our guidelines is that, if the main mission of your organization really fits in with our guidelines, then general operating may make sense. But if you're a multi-service organization, then we'd better see a program application.

## But How Do You Measure Impact?

**King:** This is one of the driving arguments I hear from grantmakers who prefer to give project support: It's easier to measure and demonstrate outcomes to boards of directors than with general operating.

**Couchman:** While we say we don't do annual operating giving, we support a lot of small community-based nonprofits and we don't make them put it into buckets. If you're really making enough of an investment in an organization, whether it's general operating or program support, you

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# Commentary

## General Operating Support: GEO Action Guide

This article contains excerpts from "General Operating Support: GEO Action Guide," 2007, *Grantmakers for Effective Organizations*. For a free download visit <http://www.geofunders.org/geo/publications.aspx>.

### What is general operating support?

Core support. Operating support. Infrastructure support. General-purpose support. These phrases are used interchangeably to refer to the same thing: grants in support of a nonprofit organization's mission rather than specific projects or programs. In this report, we use the phrase general operating support to describe these grants.

General operating support is the "working capital" nonprofits need to sustain their day-to-day operations. Defined as the difference between an organization's assets and liabilities, working capital is a key

barometer of the health of a business. A lack of working capital can prevent organizations from making payroll and meeting basic operational needs. Businesses generate working capital from investors and company profits; in the nonprofit sector it often comes from donors in the form of general operating support. The nonprofit organization can spend it on an array of expenses, including program costs, salaries, administration, office expenses, technology, personnel training, fundraising and marketing.

Despite the unrestricted nature of general operating support, providing it does not mean that grantmakers forfeit the ability to influence how grant dollars are spent or to track the outcomes of their investments.

General operating support should not be confused with funds included in project grants to cover overhead. These funds usually are restricted to operational costs associated with the project in question. Research shows that grantmakers rarely cover all the associated direct and indirect costs of funded projects, making general operating support that much more essential.

### Why should grantmakers provide general operating support?

GEO's research and conversations with philanthropic and nonprofit leaders across the country have highlighted a number of grantmaking practices that boost nonprofit performance, including general operating support. In a series of national focus groups with grantmakers and nonprofits, such support was identified as one of the most effective changes grantmakers could make to improve nonprofit results.

The GEO findings are echoed by other research. For example, "Daring to Lead 2006," a survey of nearly 2,000 nonprofit executives conducted by CompassPoint Nonprofit Services and The Eugene and Agnes E. Meyer Foundation, found that respondents rated more general operating support number one in a list of funder actions that could help them in their work. (Second on the list was "more multiyear support.")<sup>1</sup>

"Providing general operating support is critical to achieving organizational effectiveness," according to Paul Shoemaker, executive director of Social Venture Partners Seattle. General operating support frees up the time nonprofits normally spend on fundraising and reporting, so they can focus on running strong and effective programs.

Nonprofits face an array of competing pressures, including increased demand for services and cutbacks in public-sector support. The "Daring to Lead" study found that relationships with institutional funders can contribute to burnout among nonprofit

## Debunking the Myths

### Myth

"We shouldn't be supporting our grantees' operating costs."

### Reality

Like other organizations, nonprofits need working capital to succeed. If they under invest in salaries and other infrastructure costs, they will be less effective.

"This will only encourage grantees to increase spending on salaries, etc."

Though in isolated cases nonprofit executives have received exorbitant compensation packages, the overwhelming majority of nonprofits invest too little in salaries and operating costs.

"By providing general operating support, we are going to reduce our influence and our impact as problem solvers. We can't help shape programs anymore."

If a grantee contributes to a grantmaker's mission and goals, increased general operating support can lead to greater impact for both parties. General operating support also can strengthen the relationship, leading to more influence for the grantmaker and a more productive partnership. Instead of supporting part of a program, the grantmaker is contributing to the organization as a whole.

"General operating support causes grantee dependency and ultimately hurts sustainability."

General operating support can help nonprofits build the fund-raising, planning and other systems they need to diversify their funding sources and sustain their organizations over time. A grantmaker's chief concern should be to ensure that grantees have the support they need to make a difference for the communities they serve.

executives. General operating support allows nonprofits the flexibility to direct their spending where it is needed and to address key infrastructure issues.

Flexibility. Predictability. Stability. The same words come up again and again in conversations among grantmakers and nonprofits about the benefits of general operating support. Two questions are at the heart of these discussions: How can grantmakers expect nonprofits to deliver on their missions when many of them are struggling just to stay afloat? How can grantmakers expect nonprofits to perform effectively when they don't have the funds they need to invest in decent salaries, technology and other infrastructure?

### What are the consequences of not providing it?

The cost of not providing general operating support is more of the status quo: nonprofits without the infrastructure they need to perform effectively; widespread burnout among nonprofit leaders; and a lack of openness and trust between grantmakers and grantees.

The lack of organizational infrastructure is a barrier to effectiveness. "Infrastructure" refers to staff salaries, technology, office expenses, facilities – everything an organization needs to succeed. For smaller nonprofits in particular, the challenge of building and maintaining an adequate infrastructure can be immense. The Nonprofit Overhead Cost Project at Indiana University found that the small size of many nonprofits, combined with restricted funding, is a "double whammy that appears to almost guarantee inadequate organizational infrastructure."<sup>2</sup>

Inadequate infrastructure leads to inadequate organizational performance. As Sharon King, president of the F.B. Heron Foundation, put it, "In the long run, you can't have strong programs in weak organizations."

Also lamenting the impact of grantmakers' preference for restricted project funding was Pamela David, executive director of the Walter and Elise Haas Fund in San Francisco: "[A]n underlying assumption in many funder-grantee relationships is that the funder can't trust its nonprofit partners to not misuse unrestricted funds. Yet, the result of a steady diet of restricted project-based funding is nonprofits hobbled in their ability to strengthen their infrastructures, have flexibility to respond to new or changing conditions, plan for the long term, invest in staff and technology – all those things that any business ... needs to do to be successful over the long haul."

Nonprofit organizations that find themselves in a financial bind may divert from their missions to make funders happy. An overreliance on program support can create a situation in which organizations design programs not to achieve the best results they can for the populations or the communities they serve, but to coincide with what they perceive as the desires and whims of their funders. They may be more attentive to what will get funded than to what will work.

In "Good to Great and the Social Sectors," Jim Collins summed up the need for general operating support this way: "Restricted giving misses a fundamental point: To make the greatest impact on society requires first and foremost a great organization, not a single great program."<sup>3</sup> **GF**

<sup>1</sup> CompassPoint Nonprofit Services and The Eugene and Agnes E. Meyer Foundation, "Daring to Lead: A National Study of Nonprofit Executive Leadership," 2006.

<sup>2</sup> Nonprofit Overhead Cost Project, "Getting What We Pay For: Low Overhead Limits Nonprofit Effectiveness," August 2004.

<sup>3</sup> Jim Collins, "Good to Great and the Social Sectors: Why Business Thinking is Not the Answer," 2005, p. 25.

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# Giving Trends

## Research Shows General Operating Support Slipping

Each year the Minnesota Council on Foundations conducts a comprehensive analysis of grantmaking in the state. During 2005, the most recent year for which giving data is available, shares of funding for general operating support and capital campaign dropped.

For the third consecutive year, Minnesota grantmakers devoted the largest share of their grant dollars (51 percent) for program support. After a high-water year for general operating support of \$160 million (29 percent share) in 2004, total grant dollars dropped to \$144 million (25 percent share) in 2005.

The year also saw some notable shifts in the types of funding by grantmaker group:

- Private foundations increased program funding in 2005, devoting more than half of their grantmaking to programs/projects, up from 41 percent in 2004.

General operating and capital support experienced a corresponding drop, each declining 5 percent.

- While corporate grantmakers increased their capital giving, they decreased general operating funding from 28 percent in 2004 to 26 percent in 2005.
- Community/public foundations bolstered their program support, but their share of 2005 grant dollars for capital and general operating support declined by 6 percent and 2 percent, respectively. Of the three grantmaker types, community/public foundations posted the smallest drop in general operating support.

### National Share Smaller But Growing

The Foundation Center reports that in 2005 national funding for general operating support totaled \$3.28 billion, exceeding the previous record, but growing only a negligible 1 percent from 2004. General operating giving slipped from its high of 21.8

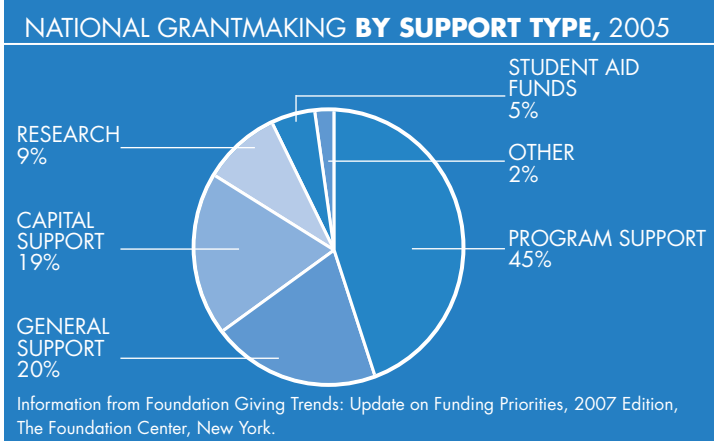
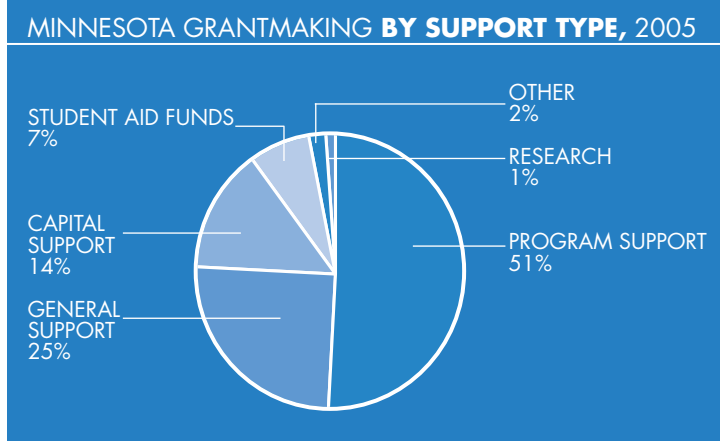
percent share of grant dollars in 2003 to 20 percent in 2005 and continues to rank second to program support in overall grant dollars.

The Foundation Center speculates that the recent increase in general operating giving may be a reaction by foundations to expected increases in need due to reduced funding from government and other sources. It might also reflect foundation interest in capacity building to help improve nonprofit infrastructure and effectiveness.

The share of grant dollars given to general operating support is higher in Minnesota (25 percent) than it is nationally (20 percent). At the national level, large shares go to capital support and research.

MCF and the Foundation Center apply the Grant Classification System (GCS) to code support type. In 2005, the Council was able to code 81 percent of grants in the sample by support type, and the Foundation Center was able to code 73 percent of grants. The remaining grants were unidentifiable by type of support due to lack of information in the grant record.

Grantmaking by support type in Minnesota is based on a sample of the largest 100 grantmakers in the state by grants paid. The Foundation Center reports on a sample of 1,154 larger foundations. For more information go to [www.mcf.org/gim](http://www.mcf.org/gim) or [www.foundationcenter.org/gainknowledge/research/nationaltrends.html](http://www.foundationcenter.org/gainknowledge/research/nationaltrends.html). **GF**



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# Voices in Philanthropy

## Reframing the Debate: Is General Operating or Project Support Better?

**Amy Crawford, Executive Director, The Jay and Rose Phillips Family Foundation**

This is an important question raised by nonprofits, and it has no easy answers. Since



Amy Crawford

we do not provide general operating grants at the Jay and Rose Phillips Family Foundation, we approach this question more contextually in working with grantseekers. As another alternative, the foundation offers organizational effectiveness and transitional grants to nonprofits.

When a grantseeker asks if we provide general operating support, we use the inquiry as an opportunity for our program staff to stay curious and probe beyond the initial question. We encourage callers to share more about their proposed request, their anticipated outcomes, and their sense of the initiative's success a year from now.

This exchange is invaluable. Through the conversation we begin to assess whether there is a potential match between the applicant organization's needs and the founda-

evaluate their impact and see how we could strengthen our work going forward. Organizations that participated in the evaluation reported that the overall impact of their projects was positive and that they made a significant difference. These nonprofits also cited notable differences in their internal functioning, including refined organizational mission/focus, improved staff retention/morale, more effective leadership/management and strengthened programs, among others. The results point to the need for funders to help nonprofits focus on the continuous process of improvement as they deal with the complexity of internal changes and changing community trends.

We understand that nonprofits would generally prefer general operating grants over specific program grants because they provide greater flexibility, help organizations sustain vital programs and keep the lights on and doors open. I would contend that investing in good management and improved functioning is just as critical to helping an organization stay true to its mission, goals and constituents.

### Transitional Support Eases Adaptation to Change

Another effective funding strategy for our foundation is to provide transitional support to help move organizations from one mode or level of operation to another while

they adapt to changes in their environment. Applicants are able to be more transparent about the particular challenges and opportunities they face, and in turn, grant funds provide the critical resources and time needed to prepare for new ways of doing business that are right-sized for their situation.

This type of funding has also allowed the foundation to evaluate desired changes and impact within an organization.

Capacity-building efforts can be very time-consuming, labor-intensive and risky. The organization may choose to pursue a whole new direction as a result of the grant, or it may be unable to carry off the change as hoped. But we see it as a risk worth taking if it means that an organization has learned something that enhances its ability to serve constituents more effectively and is positioned for success.

### Who Will Help Nonprofits Work Outside the Box?

Given the many threats right now to the nonprofit sector, including diminished government funds, the reality is that we need more funders who are willing to help nonprofits work outside the box, strengthen their organizational effectiveness and engage their constituents as part of the decision-making process.

We need to reframe the ongoing – and sometimes polarizing – debate that pushes more funders to provide general operating support, that pits one type of funding against the other and that stifles creative thinking about new ways of supporting the health and vitality of the nonprofit sector. The real question is: “How can we contin-

ue to listen and learn from our grantees and to provide a mix of funding so they can stay mission-centered and prepare for the tough challenges in the future?” That’s a debate with my peers that I welcome. Let’s explore how we can work together to advance thoughtful solutions to our community’s most challenging issues. **GF**

## Moving Upstream: Strategic, Long-Term Health Philanthropy

**Joan Cleary, Vice President, Blue Cross and Blue Shield of Minnesota Foundation**

Working in partnership to create healthy communities for all Minnesotans is our



Joan Cleary

focus at the Blue Cross and Blue Shield of Minnesota Foundation. Over 22 years, we have provided different types of grants to most effectively address important health issues in our state. We have supported planning, feasibility studies, applied research, start-ups, operations, capital purposes, endowment funds, programs and projects, technical assistance, evaluation and sustainability.

Blue Cross and Blue Shield of Minnesota provides general operating support for many eligible nonprofits and schools through our annual community giving campaign, with a 50% match of employee contributions from the foundation. Employees also volunteer their time and talents to many of these organizations.

The foundation's primary funding focus is on strategic philanthropy. Over the past decade, we've moved from broad funding priorities to long-term initiatives, from single-year grants to grants up to three years and from rolling review to specific grant cycles. The type of funding we provide reflects the strategic purpose and focus set by our board, our size and capacity as a foundation and ongoing assessment of to best use our philanthropic resources in view of the priorities, needs and assets in our state. That includes input from nonprofits and communities we support.

Now in our third decade, we are “moving upstream,” beyond the reach of the traditional health-care system, to focus on key social, economic and environmental conditions that have a major impact on health. This strategic direction challenges us to broaden our thinking and adapt our methods to facilitate change. As a result, our role now includes grantmaking, awareness-building and policy support, and leadership development and recognition. In addition to granting targeted working capital, we offer other resources to build the capacity of nonprofits and government agencies that we fund.

Here are some examples of how we approach our exciting work with partners to facilitate change across the state:

### Strengthening Organizational Capacity and Building Community

Since 2005, through our Healthy Together: Creating Community with New Americans initiative, we have supported more than 20

immigrant-led organizations through a combination of small grants, coaching by an organizational development consultant, convenings for training and peer networking, and access to a grantee web portal for online dialogues among grantees, consultants, evaluators and our staff. It's our premise that, with improved capacity and infrastructure to conduct and sustain mission-driven work, these organizations will become stronger and more effective in fostering the healthy social adjustment of the communities they serve. Initial independent evaluations are positive, with coaching cited as particularly valuable.

Healthy Together also supports a variety of community-building efforts across our increasingly diverse state to foster immigrant integration and greater social connectedness – an important social determinant of health. In addition to grant dollars, the Blue Cross Foundation provides technical assistance to help grantees develop skills and plans to successfully carry out this bridging work through a partnership with the Center for Democracy and Citizenship at the Humphrey Institute.

### Building a Field: Community Health Workers

Through our Critical Links Community Health Worker (CHW) project, the Blue Cross Foundation has served as a catalyst to promote the training and use of CHWs as a strategy for improving health; increasing health-care cultural competence; expanding the size and diversity of Minnesota's health-care workforce; reducing health disparities by race, culture and foreign-born status; and lowering health-care costs.

Since 2000, investments in research, grantmaking and partnerships have led to the development of a standardized CHW training program based in the Minnesota State Colleges and Universities System, the formation of a CHW peer network and viable funding options to sustain this emerging paraprofessional role. We are currently



An organizational effectiveness grant from The Jay and Rose Phillips Family Foundation helped Hearing and Service Dogs of Minnesota keep pace with its expanded communications and fundraising needs and increased service demands.

tion's funding priorities. By going deeper, we often find that the organization needs to strengthen its ability to respond to an increased demand for services for its constituents with limited, sometimes declining, resources.

In order to meet new demands, demographic changes or funding shifts, organizations need to build or retool their internal capacity and programs. Activities may involve organizational restructuring, strategic planning, program design and evaluation, fundraising, financial management, board training, staffing, technology planning, site feasibility and/or new partnerships with peer organizations.

### Organizational Effectiveness Funding Makes Positive Impact

The Jay and Rose Phillips Family Foundation provides three types of funding to nonprofits: program, capital and organizational effectiveness grants. Our organizational effectiveness grants are the least well known, but they often have the power for transformative and lasting change.

In 2004, we asked Showalter and Company to review a sample of the foundation's organizational grants from 1999-2002 to



The Blue Cross Foundation promotes training and use of Community Health Workers to expand the size and diversity of Minnesota's health-care workforce and reduce health disparities. Sheena Loth (right) works with Intercultural Mutual Assistance Association in Rochester.

supporting CHW models that foster the mental health of immigrants and refugees.

### Supporting Partnerships for Healthy Kids

Growing Up Healthy: Kids and Communities, a 10-year program now in year two, helps communities work across sectors to create an environment that nurtures the healthy growth and development of children ages 0-5. We're supporting a growing network of partnerships that focus on the connections between health and early childhood development, safe and affordable housing, and the environment. Beginning with planning grants, the partners develop a common vision for a healthier future for their youngest children. Implementation funds are available to support the plans, and evaluations will help us identify progress, lessons and outcomes. **GF**



# Giving Stories

## General Mills: Mission-Driven Giving

For some foundations and corporate giving programs, the commitment to providing general operating support runs deep. For the General Mills Foundation, the commitment has been long embedded in the company's history of community giving.

"It's not a recent decision," says Ellen Goldberg Luger, the foundation's executive director. "We have a long history of providing general operating grants out of belief in the mission of an organization and in trusting those in leadership to be strategic and use funds effectively."



Ellen Goldberg Luger

In fiscal 2007, the General Mills Foundation contributed more than \$20 million in community grants, and a large percentage were committed to general operations.

She emphasizes the importance of long-term relationships. "It's all about building trust: working closely with organizations to understand what their challenges are, knowing what our focus areas are, and determining the best ways we can together make a difference in the community."

### Hawthorne Huddle: Ongoing Dialogue and Evolving Relationships

Luger notes that one way General Mills builds partnerships is being "on the ground" in the community. An example of this work is the company's 10-year commitment to convening monthly gatherings in the Hawthorne neighborhood of North Minneapolis. Known as the Hawthorne Huddle, this community initiative brings General Mills face-to-face with community residents, educators, police, faith leaders and elected officials.

While the monthly forum gives everyone a chance to discuss issues and identify community solutions, it also opens up opportunities for General Mills to partner with neighborhood nonprofits. Over time, relationships have grown and changed. In some cases General Mills started out providing project funding, which later led to long-term operating support.

"It's been an evolution," says Luger about the Hawthorne project. "Different organizations have been at the table, and some newer organizations have found a place there to connect with the same priorities we have." For example, General Mills' focus on K-12 education has led to a long partnership with Nellie Stone Johnson Community School and Achieve! Minneapolis. Other company priorities include youth, nutrition and fitness, and other social services that contribute to the general well being of families and children.

### More Than Financial Resources

General Mills, like many foundations and corporate giving programs, searches for other ways to connect with, understand and support nonprofits. Perhaps, says Luger, it's time to reframe the discussion: "Some of the terms [general operating, project support] are outdated and continue to hang on. What challenges do nonprofits have in meeting their mission? What funding or other resources will best assist our partners in meeting their mission?" She emphasizes that financial support is just one type of resource: "At General Mills, 78 percent of employees volunteer. That's an incredible resource that can generate new ideas, help

nonprofits problem-solve and offer additional support."

### General Operating Doesn't Mean "No Impact"

Luger notes that she has seen a shift in the field of philanthropy toward more accountability and measurement, which in turn has driven organizations to focus more on restricted grants. Despite that change in the giving environment, the commitment of General Mills to general purpose support has not wavered.

Luger agrees with other grantors that accountability is important. "But by making a general operating grant you're not saying you don't want your dollars used in the most impactful way," she explains. "It's about looking at a nonprofit as mission-driven; if you support that mission, you have to look through a broader, not more targeted, lens."

Accountability can be achieved through evaluation, written reports and face-to-face meetings to discuss what was accomplished and what can be learned. But, Luger adds, when making 600 grants a year, it's difficult to talk in-person with everyone. "We're working on a more systematic approach to meet face-to-face with grantees at least every other year, but it's a challenge for everyone, including the nonprofits."

"How can we best assist nonprofits to achieve their mission? How can we most effectively use our limited resources to make a difference in the community?" she concludes. For General Mills, the answers to those questions will emerge from open conversations and trusting relationships.

GF

## The McKnight Foundation: Long-Term Flexibility

When you've established a long-term relationship, general operating funding just makes sense. According to Neal Cuthbert, vice president of program at The McKnight Foundation, mutual goals and good communication lead to more flexible funding.

At McKnight, there is no solid line between consideration of general operating or



Neal Cuthbert

project support. "We try to be as flexible as we can when we're in an ongoing relationship," Cuthbert explains. "After some time funding a project, the program staff and grantee say to each other, 'Are we really talking about operating support?' It naturally evolves."

### General Operating Support Long in the Mix

The McKnight Foundation has offered general operating support for decades to a variety of arts institutions, multi-service human services agencies and other nonprofits. "For instance, we understand that arts groups need general operating support. Look at theater companies. It would be artificial to approach each new play as an individual project or program," he explains.

But each funding relationship and focus area is unique. Cuthbert points out that some of McKnight's social service funding fits into the project model. An organization may propose a program that fits within McKnight's goals. Over time, the project may be repeated, be adjusted, or come to an end as needs and goals change.



The Kulture Klub Collaborative works in youth homelessness and the arts, two areas of interest to The McKnight Foundation. General operating support from McKnight supports activities such as this mural workshop, conducted in collaboration with Juxtaposition Arts.

### Interdependency and Mutual Goals

Cuthbert notes that some funders have shied away from general operating funding because they believe it creates a greater sense of dependency. That concern may be diminishing as more grantmakers embrace greater flexibility.

At McKnight it's more about interdependence than dependency. "It's a mutually interdependent relationship between foundations and nonprofits," emphasizes Cuthbert. "It's not a one-way thing. We all need to acknowledge good work and focus on the work in order for all of us to meet our goals and create community change."

"It comes down to the quality of the relationship," he continues. "The foundation needs to be clear and honest about its goals, and the nonprofits need to be clear about what they are trying to accomplish. If the goals line up, funding may continue for one year, or a decade or more."

### Clear Accomplishments from the Outset

Like many grantmakers, McKnight is searching for new ways for grantees to demonstrate accountability. The organization uses traditional methods, requesting interim and final reports to determine if the purposes of the grants were met. "But that is only one layer of what's going on," comments Cuthbert. "We're actively trying to figure out systematic, practical ways to measure the impact of the work we do."

Cuthbert doesn't believe measuring the impact of general operating grants is any harder than showing the results of program grants. "Program support feels simpler be-

cause there are things to count," he notes. Documenting the outcomes of general operating support requires examination of the overall goals of the foundation and the organization funded, then taking a more holistic view. One key is to be clear going into the funding relationship. The grant proposal should outline proposed accomplishments at the outset, and evaluation can be planned and conducted accordingly.

### Fewer Labels, More Effectiveness

Many McKnight grants don't fit neatly into the general operating and project support buckets. "A good number of our grants are labeled multi-purpose," said Cuthbert. A challenge to grantmakers is the increasing number of nonprofits that work in multiple areas. Cuthbert cites examples: "Youth development and the arts, education and health, environment and community development. We struggle with organizations wearing several hats. The grantee may think they're a better target [because they work in multiple McKnight interest areas], but they run the risk of becoming orphans in our organization. We're actively trying to improve our internal and cross-program communication and information-sharing, so that one organization isn't meeting with one program officer in the morning and another in the afternoon."

Concludes Cuthbert, "Our board is certainly interested in being more effective and responsive and strategic all at once. No one is wed to specific categories; it's not about general operating or program support, it's about how to be more effective." GF

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# Resources

## General Operating Support Resources

### General Operating Support

*Grantmakers for Effective Organizations, 2007. PDF, 44 pages. [www.geofunders.org/generaloperatingsupport.aspx](http://www.geofunders.org/generaloperatingsupport.aspx).*

What is general operating support? How are grantmakers providing it? This document includes quotations from a spirited listserve discussion, as well as anecdotal information from participating grantmakers who shared their experiences and insights.

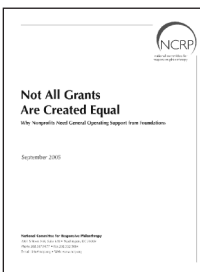


ment includes quotations from a spirited listserve discussion, as well as anecdotal information from participating grantmakers who shared their experiences and insights.

### Not All Grants Are Created Equal: Why Nonprofits Need General Operating Support from Foundations

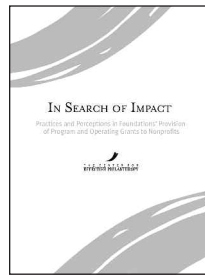
*National Center for Responsive Philanthropy, September 2005. PDF, 31 pages. [www.ncrp.org/downloads/PDF/core-op\\_final\\_low\\_res.pdf](http://www.ncrp.org/downloads/PDF/core-op_final_low_res.pdf).*

Investigates the types of organizations that receive the most general operating support and lays out the case of why nonprofits need general operating support and why foundations are often reluctant to provide it.



### In Search of Impact: Practices and Perceptions in Foundations' Provision of Program and Operating Grants to Nonprofits

*Center for Effective Philanthropy, 2006. PDF, 32 pages. [www.effectivephilanthropy.org/images/pdfs/CEP\\_In\\_Search\\_of\\_Impact.pdf](http://www.effectivephilanthropy.org/images/pdfs/CEP_In_Search_of_Impact.pdf).*



This report examines how support type varies among foundations, how foundations decide which type of support to provide and how support type influences grantees' perceptions of foundations.

### Paying for Overhead: A Study of the Impact of Foundations' Overhead Payment Policies on Educational and Human Service Organizations

*The Center on Philanthropy at Indiana University, March 2007. PDF, 36 pages. [www.philanthropy.iupui.edu/Research/WorkingPapers/PayingforOverhead.pdf](http://www.philanthropy.iupui.edu/Research/WorkingPapers/PayingforOverhead.pdf).*

This study found that most foundations fund nonprofits' overhead expenses, mostly within program grants. Large foundations and those that fund locally were statistically more likely than smaller foundations or those that grant nationwide to fund nonprofits' overhead expenses, controlling for other factors.

### Nonprofit Overhead Cost Study

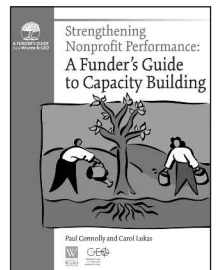
*National Center for Charitable Statistics. [nccsdataweb.urban.org/FAQ/index.php?category=40](http://nccsdataweb.urban.org/FAQ/index.php?category=40).*

How well do organizations track and report expenses? What are the consequences for nonprofits that seek to keep their administrative and fundraising costs to a minimum? Some of the main findings of this study are contained in research briefs and guides with such titles as "The Pros and Cons of Financial Efficiency Standards" and "Special Issues in Nonprofit Financial Reporting."

### Strengthening Nonprofit Performance: A Funder's Guide to Capacity Building

*Fieldstone Alliance, \$41.95. <http://www.fieldstonealliance.org/productdetails.cfm?PC=40>.*

Synthesizes the most recent capacity-building practice and research into a collection of strategies, steps, and examples that funders can use to get started on or improve their funding to strengthen nonprofits.



### Funder's Guide to Organizational Assessment: Tools, Processes, and Their Use in Building Capacity

*Fieldstone Alliance, \$48.95. [www.fieldstonealliance.org/productdetails.cfm?PC=65](http://www.fieldstonealliance.org/productdetails.cfm?PC=65).*

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### Guidelines for the Funding of Nonprofit Organizations

Independent Sector, April 2004.  
[www.independentsector.org/issues/building\\_value/opsupport.html](http://www.independentsector.org/issues/building_value/opsupport.html)

The Washington, D.C. organization calls on funders to provide general operating support over project support whenever it is appropriate, feasible and the goals of the foundation and nonprofit are closely aligned.

### Building Capacity in Nonprofit Organizations

John S. and James L. Knight Foundation, Human Interaction Research Institute, Center on Nonprofits and Philanthropy at The Urban Institute, April 2001. PDF, 102

pages. [www.urban.org/UploadedPDF/building\\_capacity.pdf](http://www.urban.org/UploadedPDF/building_capacity.pdf)

Offers perspective on how nonprofits and funders can build capacity in nonprofit organizations and the sector as a whole.

### The Capacity Building Challenge

Practice Matters: The Improving Philanthropy Project, April 2004. PDF, 81 pages.  
[foundationcenter.org/gainknowledge/research/pdf/practicematters\\_07\\_paper.pdf](http://foundationcenter.org/gainknowledge/research/pdf/practicematters_07_paper.pdf)

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## General Operating Support

continued from page 1

can really say your money has some direct connections to the outcomes that the organization is achieving. I think there is a way to measure it.

**Fluegel:** The members of the family I work with are patient philanthropists; their time frame is very long. Their commitment to general operating support is a family value. It's really a different way of looking at philanthropy that says we are part of this community. While the giving is intentionally quiet and not splashy, the value of consistent investment over a long period of time is what makes a difference.

**Couchman:** I really resonate with the long-term investment and patience to make a real difference.

**Barr:** I think this whole idea of being able to identify the impact of the use of the funds is one of the central questions. Nonprofits do a lousy job when they're thinking about general operating expenses. I hear them say that general operating pays the rent and program support pays for our work; that's the worst accounting I've ever heard.

Why not find a new way to really articulate "we're a great, effective organization and here's what we do"? When nonprofits talk to each other about funding, they get into that "woe is me I can't get general operating" mentality. Who's going to say "here's \$5,000 and do whatever you want with it"? You have to be accountable, to say we ran an effective organization and we impacted people's lives. I think if nonprofits were universally more able to tell that story, we could cut through a lot.

**King:** Grantmakers want to be appreciated and valued for the gift they're giving. The assumption shouldn't be that it is forever.

**Joul:** I haven't found a donor yet that doesn't want to see something happen with their investment or money. As funders we want to see some sort of outcome, short-term or long-term. General operating is that longer term investment.

If you have trust and a relationship, you are believing that there are outcomes; they just might not be outcomes that you'll see right away. We have shifted our whole focus and mission to a social capital metric. Our area is not going to change overnight. We are

partnering with nonprofits that understand our metric and that over time there will be incremental progress toward that larger vision.

**Couchman:** What constitutes an outcome and real results? Nonprofits sometimes don't realize that they need to present their results or impact more clearly. The reverse is also true with funders: they often have unrealistic expectations of what an outcome can be in the short term.

With alignment and a relationship between the nonprofit and the funder, over time they can work together in a variety of ways to have an impact.

### Should Foundations Define Outcomes?

**King:** Some foundations understand long-term commitment, long-term change and how social structures in communities change over time. But some philanthropists – particularly smaller, unstaffed foundations that don't have a lot of money – are looking for a big impact because it feels like their own dollars are being invested.

**Fluegel:** Some venture capitalists moving away from general operating support believe that they are better at running nonprofit than nonprofits are. I disagree. If you believe in an organization, then you believe that they're the best ones to make choices about where the funding goes. That's not to say that nonprofits don't need some help sometimes, which is where capacity building comes in.

**Couchman:** Philanthropy isn't about me as philanthropist. It's about the community and the people who are doing the work.

**Hiemenz:** In the last 10 years, the conventional wisdom has been that corporate philanthropy should be tied to the company's mission. On some levels there are a lot of good things about that, but we need to tie the language of philanthropy to the nonprofit language. Our guidelines used to say "financial well-being for a lifetime," but what does that mean to your average nonprofit that might have a program in financial literacy? We changed our philanthropic language to "meeting basic needs and supporting community vitality." I'm hoping more corporate philanthropists will spend some time looking at philanthropy and marketing and actually make some delineation between the two.



John Couchman



Kate Barr



Mark Hiemenz



Steve Joul



Bill King

**King:** Historically, corporate foundations have been major general operating funders. In the last 15 years corporate folks have been looking for more measurable outcomes – that's the corporate culture.

**Hiemenz:** How are we looking for the results? What about the whole idea that we give you a grant and you send a report? A lot could be accomplished if you sent us a report and then we sat down and talked. Understanding of philanthropic outcomes is going to be shaded by expected outcomes in business, which is totally different from outcomes in the social sector. Any nonprofit organization, no matter the size or sophistication, is going to understand the need for measurable results. But it's also very difficult to understand what's appropriate in reporting those results, what's the bottom line versus the numbers.

### Opportunity for Donor Education?

**Barr:** It depends whether a corporate philanthropist has dedicated staff at a foundation or an employee-driven charitable contributions committee. Most of the foundation people have worked for nonprofits and know how money comes in and goes out and that 60 to 80 percent is spent on salaries. Employees who volunteer on committees want to participate, but when they start looking at budgets they say, "oh my gosh, all the money is going to salaries and we don't want to pay for that." There's a disconnect, and that leads the drive to ask for exact outcomes.

It's the trust factor, the comfort factor, the understanding. And there are things we could be doing with education and training to help overcome that.

**Fluegel:** As new foundations are formed, it's challenging for people who are new to the field and who want to have ways to evaluate. They may not see that at nonprofits – particularly small and midsize nonprofits – fundraising is happening on top of someone's job, and to be forced to jump through hoops for \$3,000 or \$5,000 is disrespectful.

That's not to take away from the importance of those smaller donors. How can we train those donors on how they can be good partners in the work? Is there a way for people to understand how they fit into the ecosystem, how everybody can get respect?

**Joul:** Donors want to make a difference; if they trust that organization and they have a relationship, they do feel they're making a difference. General operating support requires relationships and that kind of trust.

### Can Foundations Trust the Numbers?

**King:** What about the grant proposals? Should we encourage people to build general operating support into proposals?

**Couchman:** It's bad business practice if you don't include administrative overhead. An organization can't run without it. If it's not in a proposal, we would worry about their business capacity to run a self-sufficient, financially health organization.

**Hiemenz:** The vast majority of so many budgets is salaries. Accounting needs to allocate salary to programs. It seems like relatively basic accounting – you should know what your expenses are.

**Fluegel:** It's the capacity issue. There's an increasing gulf in the nonprofit community between organizations that have infrastructure and sophisticated financial and management expertise. In the smaller, very critical community-based organizations, that expertise is not there. Capacity-building programs are another place that grantmakers and the nonprofit community could come together to get the right tools more broadly into the hands of nonprofit workers. All of us need to be more financially literate.

**Barr:** This is at the heart of the trust and relationship question. We have a mission to help nonprofits understand their true program costs. You have to allocate your expenses correctly, not fibbing, not making it up, not saying what you think such-and-such foundation wants to see.

There's a trust issue on both sides of the relationship. Particularly the younger, smaller less-sophisticated nonprofits don't trust the foundations to understand and really support them. They think, "Well, if I cram my numbers this way, maybe they'll think it's okay." I think they're wrong most of the time. Most foundations want to see real capacity, real infrastructure. But when foundations get bad financial information, they start to distrust the nonprofits and it just becomes a terrible circle.

**King:** In our grantseeking seminars we hear that point: they need to fudge the numbers because people will pick them apart. It's partly myth that foundations are this way, but there are a few grantmakers who do this. So it's real-life experience: Who can I trust?

**Barr:** Nonprofits are victims of another myth: that overhead should be no more than 10 percent or 20 percent. They have the same lens and filter problem that a lot of people have: that salaries are too high,

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**Fluegel:** My intuition is that nonprofits look at the real numbers and think "oh, they're too high," so they start playing with the numbers. Then the proposal is funded, but it's not enough, and soon they're subsidizing their own programs. We need to get the information out about what it costs to do this stuff. It's okay. If that's what it costs, that's what it costs.

**Barr:** Add to that the competition among nonprofits: "I only spend 5 cents of every dollar on overhead and they spend 20, so I'm a better use of your donated funds."

### Why Do Foundations Only Want to Fund What's New?

**Barr:** We hear, even on the program grant side, not just with general operating, that foundations want to fund something new and different. But most nonprofits provide some basic community service, so how can nonprofits best communicate to their philanthropic partners how well they do that service and get funding for that next period of time? There is that complicated thing about dependence and reliance versus doing something new. The joke is that every three years you just name it something new. A food shelf is a food shelf. You can call it 'Tomato Month,' but it's still a food shelf. Is that a basic issue or a myth on the nonprofit side?

**Couchman:** It's an issue. A challenge for community foundations is which community issues to fund; the broader the focus, the less ability there is to fund general operating and build long-term relationships.

**Fluegel:** Particularly with family foundations, our reward for long-time operating support of certain organizations is that we also get an opportunity to partner with a nonprofit on something new. If they initiate it, we are conscious of the cost. On the rare occasions when we initiate, we are plugging initial money in because we understand that we are taking their time away from something else. That's the treat. You don't get the treat unless you eat the spinach!

### Any Lessons for Foundations that Prefer Project Grants?

**King:** What advice would you give to your grantmaking colleagues who are solidly committed to project support? How would you make the case to change their minds?

**Couchman:** Continually revisit what you are really trying to accomplish. It's not about general operating vs. program grants. Ask what your larger mission is and then work backwards to the tools that you need to accomplish that.

**Joul:** Build trust between funders and the nonprofits. While we were talking I drew a little graph. The X axis is the identification of outcomes; the Y axis is the foundation/nonprofit relationship or trust. The greater the trust you have, the less need to identify specific outcomes in a short period of time; as that trust goes down, the identification

of those outcomes becomes more important. Putting it in terms of social capital, if we develop some bridges and connecting points between the nonprofits and the funders, that will potentially lead to greater trust and bigger picture outcomes.

**Fluegel:** Take a fundamentally different approach to our community partners. Nonprofits are not groups looking for a handout but partners that have as much or more knowledge than we do. The opportunity to learn from people embedded in the community – who probably have a real good idea of where an investment could be made – is very, very exciting.

**Barr:** Relationships and trust are key. I'm thinking about our organization. The fact that we run loan funds is unique, but we have \$11 million from foundations and banks that does not have any restrictions. There's a reason they trust us: We know what we're doing and do it appropriately and have good reporting.

The flexibility question is also crucial. Build it into whatever type of grantmaking that you do. Maybe it's just built into the relationship, and when a program isn't going well, the nonprofit will feel free and comfortable calling and saying, "This isn't working. Can we do it differently?" Nonprofits are fearful of that, but a good relationship will do it. There's a good reason a certain amount of the budget needs to be flexible. Not no strings attached, not no accountability, but flexible.

**Hiemenz:** It's about flexibility, trust and relationships. The first level of conversation is understanding. Let's get the dialogue going within and across the nonprofit and philanthropic sectors. **GF**

### Want to hear more?

For audio excerpts of the roundtable conversation visit, [www.mcf.org/givingforum](http://www.mcf.org/givingforum).

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# News in Brief

## Funders' Collaborative Launches ArtsLab

To bolster community vitality and cultural life, five major arts funders – the F.R. Bigelow, Bush, Mardag, McKnight, and The Saint Paul foundations – have united behind ArtsLab, a \$1.85 million, multi-year venture. This summer, the collaborative will identify 16 small arts organizations to receive three years of support to build program and operational capacity.

"In each region, this initiative's value

will extend beyond the individual participating organizations," said Kate Wolford, president of The McKnight Foundation. "From local economic benefits to broad impacts on the quality of life, Minnesota's robust cultural sector serves all of us. It is one of our greatest assets, well worth preserving and strengthening."

Program participants will be selected from two regions that were chosen because of relatively high concentrations of local arts engagement: the seven-county Twin Cities metro and 26 counties in northwest Minnesota.

Minnesota's small arts organizations play a key role in the state's cultural life, engaging increasingly diverse audiences through innovative work and unique community relationships. By focusing resources in specific geographic areas with high concentrations of existing arts organizations, the collaborative hopes to foster an engaged peer community, consolidate group resources, and achieve measurable regional outcomes within the program's three-year timeframe.

The ArtsLab collaborative expects to release guidelines and begin seeking applications in May 2008 and to select eight organizations in each target region by late summer 2008.

## Cargill Funds Go Red for Women

Cargill is donating \$77,500 to the American Heart Association to help fund Go Red for Women educational seminars for the third consecutive year. The campaign aims to raise awareness that heart disease is the number one killer of women, and strives to motivate women to take charge of their heart health. "We use these seminars to introduce women to cholesterol-lowering food options," said Alicia Gordon, Go Red for Women director of the American Heart Association's midwest affiliate. "Thanks to gifts like Cargill's, we can make a real difference in women's health, and hopefully save some lives."

## Hormel Awards Grants to Austin Public Schools

The Hormel Foundation awarded two grants totaling \$2.8 million to Austin Public Schools. The high school's Programs of Excellence will receive \$1.5 million for science laboratory renovation, resulting in separate labs for physics, advanced placement biology, general science and chemistry. The district will also receive \$1.3 million to fund fellowships for professional development and advanced coursework certificates and degrees for math, science and literacy.

## Delta Dental Teams Up to Fight Diabetes

Delta Dental of Minnesota will pilot a first-in-the-nation demonstration project that will enable dentists in select clinics to work with patients in Minnesota state health care programs to conduct simple diabetes screening tests, which may help reduce the incidence of undiagnosed diabetes.

The initiative is being introduced in col-

## Foundations Award Democracy! Fund Grants

A unique funding collaboration developed by the Headwaters Foundation for Justice, Otto Bremer Foundation, Women's Foundation of Minnesota and The Minneapolis Foundation has awarded three grants totaling \$100,000 through the Democracy! Fund.

Since 2004, the Democracy! Fund has supported a wide range of activities including electoral reform, voter mobilization and connecting under-resourced groups to political power.

Years of hesitation and reluctance by foundations to support nonprofit political engagement led to the creation of the funding collaboration. "While legal constraints on partisan political activity by nonprofits do exist, there is tremendous opportunity for both nonprofits and foundations to support civic engagement in our state," says David Nicholson, program director at the Headwaters Foundation. "There has always been an inherent connection between democracy, political power and nonprofit advocacy."



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The half-day event begins with a luncheon keynote presentation from nationally recognized social entrepreneur **Bill Strickland** and a panel of Minnesota's leading engaged philanthropists discussing philanthropy and social change. The afternoon is devoted to recognizing Minnesota's leading nonprofit innovators with the **Social Entrepreneur's Cup**.

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- Anyone interested in having a personal impact on social change in Minnesota and in meeting like-minded people
- Engaged philanthropists and those interested in becoming one
- Entrepreneurs and business owners committed to philanthropy
- Lawyers, CPAs, consultants and other professionals serving nonprofit organizations
- Corporate executives committed to social responsibility
- Foundation staff and board members
- Individuals and groups that support community involvement and volunteerism

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- Network with others who want to make a difference in their community
- Find out how to get involved as an engaged philanthropist
- Support Minnesota's social entrepreneurs and their nonprofit organizations
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# News in Brief

laboration with the Minnesota Department of Human Services and three health plans: Medica, Blue Cross Blue Shield of Minnesota and Metropolitan Health Plan.

When public program patients enrolled in these health plans visit the dentist and display common diabetes symptoms such as periodontal disease and high blood pressure, the dentist will offer to perform a diabetes screening; if the screening is positive, the dentist will advise the patient to follow up with their family physician.

## H.B. Fuller Supports STEM Education

To commemorate its 120th anniversary, H.B. Fuller Company donated \$50,000 to the Society of Manufacturing Engineers Education Foundation to support science, technology, engineering and math (STEM) education. The donation will open the first Science, Technology & Engineering Preview Summer Academy programs in Minnesota, enabling 120 Minnesota students to attend. The co-ed day camps introduce middle-school students to careers in science, technology, engineering and math through fun and challenging hands-on projects. **GF**

## Grantmaker Funding Updates

### Thomson West

Thomson North American Legal/Thomson West changed its community relations giving process from a full grant proposal to a letter of inquiry (LOI). Submission dates have also changed.

- March 1:** Educating the Future Work Force
- June 1:** Stimulating Cultural Awareness and Innovation through Arts and Culture
- Sept. 1:** Developing and Strengthening Youth, Families and Communities

For more information contact Martha Field at [martha.field@thomson.com](mailto:martha.field@thomson.com) or 651.848.5926.

### Women's Foundation of Minnesota

The Women's Foundation of Minnesota will transition its Social Change Fund to multi-year funding, starting in 2009. To accomplish this, the organization's trustees and grantmaking committee members will review best practices and issue a request for proposals (RFP) in Fall 2008. For more information about the Social Change Fund, call 612.337.5010.

### Medica Foundation

The Medica Foundation has two opportunities to apply for funding in 2008. The funding priorities focus in the following areas:

- Behavioral Health: Filling the Gaps
- Healthy Living
- Reducing Racial Ethnic and Socioeconomic Disparities in Health Care

For more information, including deadlines for LOIs, visit [www.medica.com/C5/C6/MFoundationFundingPriorities/default.aspx](http://www.medica.com/C5/C6/MFoundationFundingPriorities/default.aspx).

### Bush Foundation

Bush Foundation is not currently accepting LOIs for consideration, as the staff revises grantmaking guidelines to align them with the organization's new strategic plan. The foundation expects to announce the new guidelines, timetables and instructions by June 2008. The schedule for grant approval in July is not changing.

Additionally, the Bush Foundation invites artists living in North Dakota and South Dakota to apply for the new Dakota Creative Connections (DCC) program. The program's goal is to help Dakota-based artists develop new ideas and directions for specific projects and their creative lives. Applications must be received by April 25.

Contact the foundation's grants manager, Kelly Kleppe, at 651.379.2222 or [kkleppe@bushfoundation.org](mailto:kkleppe@bushfoundation.org) with questions.

### Greater Twin Cities United Way

Greater Twin Cities United Way is further redefining its work in the most critical issues facing the social and economic well-being of our region. In the final phase of the Agenda for Lasting Change, United Way is launching the Nurturing Children and Families Plan focusing on low-income children not reading at grade level, victims of domestic violence not accessing services, and engaging children in quality out-of-school time. United Way volunteers and staff determined the changes that will take place in their nine-county service area, with input from clients, donors and human service experts.

### Minnesota Twins Community Fund

In 2008, the Twins Community Fund will distribute approximately \$600,000 to promote and improve youth baseball, softball and education in the Upper Midwest, southwest Florida and Latin America through grants/scholarships and recreational, educational, recognition, and ticket donation programs. Visit [www.twinsbaseball.com/community](http://www.twinsbaseball.com/community) for program guidelines, printable grant/scholarship applications and additional information.

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# People

## Appointments

**Randi Ilyse Roth** was named executive director of Otto Bremer Foundation, effective May 1. Roth recently served as the independent, court-appointed monitor in a civil rights lawsuit brought by African-American farmers against the U.S. Department of Agriculture. Prior to that, she served as a staff attorney and then as executive director of the Farmers' Legal Action Group.

**Shelly Espinosa** was named director of community affairs for UnitedHealth Group. She was most recently with Target community relations and previously served as state director of program services for the March of Dimes.

**Eileen Bloodgood** was named program coordinator for neuroscience research grantmaking for The McKnight Foundation. Bloodgood was a consultant providing program analysis and cluster reviews to area foundations and previously she worked as a development associate for The Loft Literary Center.

**Don W. Taylor** was named vice president of development and client services for The Minneapolis Foundation. Taylor was vice president and chief development officer at Courage Center/Courage Foundation. He is a current board member and former chair of AFP Foundation and was named the 2005 Professional Fundraiser of the Year by the AFP/Minnesota Chapter.

**Brianna McAleer** was named donor services officer for West Central Initiative. She previously served as associate director of annual giving at Jamestown College.

**Allison (Rajala) Ahcan** was named director of communications for Blandin Foundation. Ahcan has 22 years of experience in professional communications serving a variety of manufacturing and nonprofit clients through her own Twin Cities firm, True North Public Relations. She previously was communications manager for Thrivent Financial for Lutherans.



**Maggie M. Miller** was named marketing communications manager for Minnesota Community Foundation and The Saint Paul Foundation. Miller most recently served as director of marketing and communications at Mounds Park Academy.

**Kevin F. Walker** was named president and CEO of the Northwest Area Foundation. Walker was previously associate vice president of programs for the Charles Stewart Mott Foundation. **Kari Schlachtenhaufen** will continue to serve as interim president until Walker joins the foundation May 19.

**Jerry McCarter** joined the Minnesota Real Estate Foundation as professional advisor relations officer. McCarter is a certified public accountant and served as a principal with the LarsonAllen before retiring in January.

**Sandy Scheiber** was named receptionist for Northland Foundation.

## Transitions

After 26 years as a senior program officer for Otto Bremer Foundation, **Karen Starr** moved to a part-time position on April 1. Her new responsibilities include internal organizational activities and work on a commemorative foundation history project.

**Barbara Yates**, former director of program and operations for the Minnesota Early Learning Foundation, was named executive director of the nonprofit Resources for Child Caring.

## Boards

**Lisa Vatnsdal** was named to the West Central Initiative board of directors. Vatnsdal has worked for the City of Moorhead since 1990.

The board of Minnesota Community Foundation and The Saint Paul Foundation elected **Ann Huntrods** chair and **Scott Jones** vice chair.

**Julie Zelle** was elected board chair of the Marbrook Foundation. **Conley Brooks Jr.**, the former chair, remains a trustee.

The Rochester Area Foundation appointed **Jose Rivas** and **Hugh Smith** to its board of trustees. Officers are **Michael McNeil**, chair; **Craig Wendland**, vice chair; **Thomas Wente**, treasurer; and **Jean Locke**, secretary.

**Frank Fernandez** was named to the Blue Cross and Blue Shield of Minnesota Foundation board of directors. He is vice president of government programs for Blue Cross.

New Twins Community Fund board members: **Becky Crain**, **Elliot Jaffee** and **Gene Larkin**.

**Carol Frey Wolfe**, vice president / program manager & director of the Frey Foundation, was named to the Jeremiah Program's board of trustees.

**Irving Weiser** was named to the Bush Foundation board of directors. He is the former CEO and chairman of RBC Dain Rauscher, now RBC Wealth Management.

F.R. Bigelow Foundation announced board updates: **Carolyn Brusseau** re-elected chair; **Edward Pendergast** re-elected vice chair; **Sally Patterson** elected treasurer; **Heidi R. Gesell** and **Susan J. Sands** elected directors.

## In Memoriam

**Laura Jaeger**, formerly of ADC Foundation, passed away Feb. 22.

Former West Central Initiative board chair **Paul Sukke** passed away on Jan. 19.

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# Contributions

## Bush Foundation

The Bush Foundation approved 45 grants totaling \$14,019,792 at its March 2008 meeting, including grants to the following Minn. organizations:

**Arts and Humanities:** Bedlam Theatre; Great River Shakespeare Festival; Heart of the Beast Theatre; Loft, Inc.; MacPhail Center for Music; Migizi Communications; Minn. Center for Book Arts; Minn. Opera Company; Zeitgeist.

**Ecological Health:** Charles K. Blandin Foundation; Clean Up the River Environment; Conservation Minn.; Fresh Energy; Friends of the Mississippi River; Greater Minn. Housing Fund.

**Education:** Bethel Univ.; Countryside Public Health; Early Childhood Resource Center; Reuben Lindh Family Services.

**Human Services & Health:** African Community Services in Minn.; Asian Media Access, Inc.; Centro Cultural Chicano; Children's Defense Fund; Minn. International Health Volunteers; Rivers of Hope; Simpson Housing Services, Inc.; Supportive Housing and Managed Care Pilot; Twin Cities RISE!; Youth Farm and Market Project.

**Other:** Duluth-Superior Area Community Foundation; Minn. Sesquicentennial Commission.

## Catholic Community Foundation

The Catholic Community Foundation approved 470 grants totaling \$2,683,047 for July-December 2007. Grants of \$5,000 or more were given to the following Minn. nonprofits:

**Education:** Academy of Holy Angels; Academy of Saints Peter and Paul; Ascension School; Benilde-St. Margaret High School; Bethlehem Academy; Blessed Trinity Catholic School; College of St. Catherine; Convent of the Visitation School; Cretin-Derham Hall High School; Cristo Rey Jesuit High School; DeLaSalle High School; Divine Mercy Catholic School of Faribault; Faithful Shepherd Catholic School; Guardian Angels School; Hill-Murray School; Holy Cross Catholic School; Holy Family Academy; Holy Family Catholic High School, Victoria; Holy Trinity School; Mary, Queen of Peace School; Maternity

of Mary/St. Andrew School; Minnesota State Univ. Mankato Fdn; Most Holy Redeemer School; Nativity of Our Lord School; Our Lady of Peace School; Our Lady of the Prairie Grade School; Pope John Paul II Catholic School; Risen Christ Catholic School; Sacred Heart School; San Miguel Middle School; Shakopee Area Catholic School; St. Agnes Grade School; St. Agnes High School; St. Bernard Grade School; St. Bernard High School; St. Dominic School; St. Elizabeth Ann Seton School; St. Elizabeth Seton School; St. Francis Xavier School; St. Francis-St. James United School; St. Helena School; St. Jerome School; St. John the Baptist Grade School; St. John the Evangelist School; St. John Vianney School; St. Joseph Catholic School; St. Joseph School; St. Matthew's School; St. Michael Grade School; St. Michael School; St. Pascal Baylon School; St. Peter Claver's School; St. Peter School; St. Peter's Grade School; St. Peter's School; St. Stephen School; St. Thomas Academy; St. Timothy Grade School; St. Wenceslaus School; Totino-Grace High School; Trinity Catholic School; Trinity School at River Ridge; Univ. of Minnesota Foundation; Univ. of St. Thomas; Visitation School; Way of the Shepherd.

**Other Religious:** Archbishops Annual Catholic Appeal; Archdiocese of St. Paul and Minneapolis - World Youth Day; Archdiocese of St. Paul and Mpls. - Lindley Charitable Fund; Carmel of Our Lady of Divine Providence; Carmelite Monastery; Center for Mission; Community of Christ the Redeemer; Franciscan Brothers of Peace; Greater Mpls. Council of Churches; Immaculate Conception Church; Missionary Sisters of St. Peter Claver; National Evangelization Team; Sisters of the Good Shepherd; St. Paul's Outreach.

**Parishes:** Cathedral of St. Paul; Church of Our Lady of Grace; Church of St. Bartholomew; Church of St. Bonaventure; Church of St. Charles Borromeo; Church of St. Henry; Church of St. John the Baptist; Church of St. John the Evangelist; Church of St. Joseph; Church of St. Louis, King of France; Church of St. Michael; Church of St. Pascal Baylon; Church of St. Peter; Church of St.

Rose of Lima; Church of St. Victoria; Church of the Assumption; Church of the Holy Childhood; Church of the Holy Family; Church of the Holy Name of Jesus; Church of the Immaculate Heart of Mary; Nativity of Our Lord Catholic Church.

**Seminaries:** Archdiocese of St. Paul and Mpls. - Seminarians; St. John Vianney Seminary; St. Paul Seminary School of Divinity.

**Social Services:** Alliance Housing Incorporated; Camp Widjiwagan; Catholic Charities; Children's Home Society & Family Services; Companions of Christ; Cradle of Hope; Hazelden Fdn.; Highland Friendship Club; Human Life Alliance of Minn. Education; Jeremiah Program; Little Sisters of the Poor; Office for Marriage, Family & Life; Our Lady of Good Counsel; Prolife Across America; Sacred Heart Haiti Foundation; Salvation Army; Sharing and Caring Hands; Theresa Living Center; Total LifeCare Centers; United Way of Greater Twin Cities; Wakota LifeCare Center.

## Duluth Superior Area Community Foundation

The Duluth Superior Area Community Foundation awarded 50 grants totaling \$338,992 in December 2007 to the following Minn. nonprofits:

Arrowhead Economic Opportunity Agency; Center for Rural Planning; City of Duluth; City of Silver Bay; College of St. Scholastica; Community Action Duluth; Damiano of Duluth; Duluth Art Institute; Duluth Playhouse; Duluth Superior Symphony Orchestra; FinnFest 2008; Friends of Finland Community; Friends of the St. Croix Headwaters; Harbor House Crisis Shelters; Knight Creative Communities Initiative/Art Works; Knight Creative Communities Initiative/Mix It Up; Knight Creative Communities Initiative/Sustainable Twin Ports; Knight Creative Communities Initiative/Twin Ports Pathways; Mental Health Assn. of Minn.; Minn. AIDS Project; Minn. Council for Quality; Minn. Program Development; Northern Lights Music Festival; The Northspan Group; People's Inst. North; Program for Aid to Victims of Sexual Assault; Range Women's Advocates; Riverwood Fdn.; Sacred Heart Music Center; Salvation Army; St. Louis River Citizens' Action Committee; Sugarloaf; The North Shore Stewardship Assn.; Two Harbors Public Library; Univ. of



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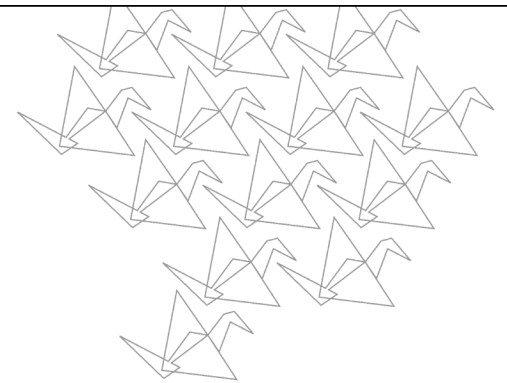
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### Initiative Foundation

The Initiative Foundation awarded 33 community grants totaling \$157,350 in December 2007 and January 2008 to the following organizations:

Bemidji State Univ.; Benton-Stearns Education Dist.; Boys & Girls Clubs of Central Minn.; Brainerd Community Action; Brainerd Lakes Area Development Corporation; Cass County Economic Development Corporation; Center for Service-Learning and Social Change; CentraCare Health Fdn.; Central Minn. Re-Entry Project; Central Minn. Task Force on Battered Women; City of Anandale; City of Breezy Point; City of Hackensack; City of Holdingford; City of Pine River; Communities Investing in Families; Crow River Trail Guards; Family Safety Network of Cass County; Housing & Redevelopment Authority of St. Cloud; Kimball Area Public Schools; Long Lake Improvement District; Melrose Area Schools; North Branch Area Schools; Pine River Area Sanitary Dist.; Renewing the Countryside; Royalton School Dist.; The Salvation Army; United Way of Central Minn.

### The McKnight Foundation

The McKnight Foundation awarded 46 grants totaling \$18,480,500 in its first-quarter 2008 grantmaking, including grants to the following Minn. organizations:

**Arts:** Artspace Projects; Park Square Theatre Co.; Stages Theatre Company.

**Children and Families:** Bolder Options; Boys and Girls Clubs of the Twin Cities; Centro Cultural Chicano; Children's Law Ctr. of Minn.; Community Initiatives for Children; Concordia Univ.; Face to Face Health & Counseling Service; First Children's Finance; Freeport West; Minn. Child Care Resource and Referral Network; Minn. State Council on Economic Education; Northland Foundation; West Central Minn. Communities Action.

**Environment:** Minn. Land Trust; Minn. Waters; Mississippi River Fund; Parks & Trails Council of Minn.

**Greater Minnesota:** Northwest Minn. Fdn.

**Region and Communities:** Longfellow Community Council; Lyndale Neighborhood Assn.; Metropolitan Economic Development Assn.; Mpls. Consortium of Community Developers; Northcountry Cooperative Foundation; Scott County; Sparc; Univ. of Minn. Fdn; West Side Citizens Organization.

### Medica Foundation

Medica Foundation awarded grants totaling \$534,100 in its second cycle of 2007 grantmaking, including grants to the following organizations:

**Healthy Living Grants:** Bolder Options; City of Lakes Nordic Ski Foundation; Duluth Area Family YMCA; Illusion Theater and School; Little Earth Residents Association; Marshall Area YMCA; National Inst. on Media and the Family; Plymouth Christian Youth Center; West-Side Community Health Services.

**Prevention and Preventive Services:** Annex Teen Clinic; City of Mpls.; Neighborhood Health Care Network; Univ. of Minn.; Youth Coordinating Board.

**General Community Support** American Heart Association Go Red for Women; American Lung Assn. of Minn.; American Red Cross; Becoming Well Within: A Musical Tribute to Women with Breast Cancer; Citizens League; Family Housing Fund; Fremont Community Health Services; March of Dimes Walk America 2008; Mille Lacs County Operation Community Connect; Partners for Violence Prevention; Region 7E Integrated Services Program; Twin Cities Gay Men's Chorus; Univ. of Minn.

### Northland Foundation

The Northland Foundation awarded 46 grants totaling nearly \$400,000 during the last quarter of 2007 to the following organizations:

Advocates for Family Peace; APEX; Ctr. for Rural Policy and Development; The College of St. Scholastica; Community Action Duluth; Copeland Community Center; Damiano of Duluth; Harbor

Centers; Jefferson Haven Tenant Organization; Kids Voting Minnesota; KOOTASCA Community Action; Lakewood Evangelical Free Church; Lutheran Social Service of Minnesota; Mesabi East Schools - ISD #2711; Mesabi Range Community & Technical College; Miller-Dwan Foundation; Minn. Council on Foundations; The Northspan Group; Salem Lutheran Church; Sawtooth Ridges; SOAR Career Solutions.

**Strengthening Families Grants:** Arrowhead Juvenile Center; Boys & Girls Club of Duluth; Community Education - ISD #361; Community Health Council; Courage Center Duluth; Duluth Art Institute; Duluth Association for the Education of Young Children; Lake Superior Zoo; Life House; Lincoln Park School - ISD #709; Lutheran Social Service of Minn.; Men As Peacemakers; Mesabi Family YMCA; The Salvation Army.

**KIDS PLUS Grants:** Hermantown KIDS PLUS; Silver Bay KIDS PLUS.

**Early Childhood Grants:** Koochiching County Early Childhood Coalition; McGregor School - ISD #004; Silver Bay Early Childhood Coalition; Two Harbors Early Childhood Coalition.

**Youth in Philanthropy Grants:** Neighborhood Youth Services; Planned Parenthood of Minn.; Valley Youth Center.

### Otto Bremer Foundation

The Otto Bremer Foundation authorized 91 grants totaling \$6,289,718 in January 2008, including grants to the following Minn. nonprofits:

Academy on Violence and Abuse; Account Ability Minn.; Advocating Change Together, Inc.; African Assistance Program, Inc.; African Chamber of Commerce; All Parks Alliance for Change; Alliance for Metropolitan Stability; Alliance of Early Childhood Professionals; American Indian OIC; Anaphylaxis and Food Allergy Association of Minn.; ARC Southwest Minn.; Boys & Girls Club of the White Earth Reservation; Cabrini Partnership; Camphill Village Minn.; Center for Policy, Planning, and Performance; Central Minn. Community Fdn.; Child Abuse Evaluation Ctr.; Child Care and Nutrition; Child Care Choices; Christian Restoration Services; Church Innovations Inst.; Citizens for a Safer Minn. Education Fund; City of

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# Contributions

Barnesville; The City, Inc.; CLUES; Community Action Partnership of Ramsey Washington Counties; Confederation of Somali Community in Minn.; Construction Careers Fdn.; Correctional Transition Services; Domestic Abuse Project; Eleah Medical Center; Growth and Justice; Harrison Neighborhood Assn.; Hennepin County Medical Ctr. Service League; Hmong 18 Council; Home Ownership Center; ISD #1; Koochiching County Community Services; Lakes Area Restorative Justice Project; Lakes Area YMCA; Little Earth Residents Assn.; Make-A-Wish Foundation of Minn.; Melpomene Institute for Women's Health Research; Midwest Community Development; Minn. Assn. for the Education of Young Children; Minn. Council for Quality; Minn. Minority Education Partnership; Minn. Thunder Partnering for Leadership and Urban Success; National Youth Leadership Council; Native Americans in Philanthropy; Neighborhood Housing Services of Mpls.; Northwest Community Revitalization Corp.; Northwest Minn. Fdn.; Project Pathfinder; Resource Center for Fathers and Families; Safe Haven Shelter for Battered Women; Sarah Allen Covenant House; The Saint Paul Foundation; TakeAction Minnesota Education Fund; Teens Alone; Tri-Valley Opportunity Council; TV by GIRLS; Vail Place; Vietnamese Social Services of Minnesota; White Earth Land Recovery Project, Native Harvest; Willmar Public Schools, #347; Working Partnerships; YouthCARE.

## The Jay and Rose Phillips Family Foundation

The Jay and Rose Phillips Family Foundation awarded grants totaling \$1,563,470.00 in March 2008 to the following organizations:

**Arts to Address Social Issues:** Interact Center for Visual and Performing Arts; Kairos Dance Theatre; TVbyGIRLS.

**Foster Good Relations:** PFLAG St. Paul/Mpls.

**"Good Citizenship":** Minn. Council of Nonprofits.

**Independent Living:** Arc Greater Twin Cities; Courage Center; Dakota Communities Inc.; Lifeworks Services.

**Quality Education:** Admission Possible; Ain Dah Yung (Our Home) Center; Children's Law Center of Minn.; East Side Learning Center; Hope Community; Juxtaposition Arts; Katahdin; Page Education Fdn.; PEACE Fdn.; Southside Family School; St. David's Child Development and Family Services; The Link; Way to Grow.

**Quality Health Care:** Comunidades Latinas Unidas En Servicio; Minnesota AIDS Project; Minnesota International Health Volunteers; NARAL Pro-Choice Minnesota Foundation; Open Cities Health Center; Walk-In Counseling Center.

**Self-Sufficiency:** Avenues for Homeless Youth; Breaking Free; Emerge; Green Institute; MAP for Nonprofits; Minn. Housing Partnership; Phyllis Wheatley Community Center; Rebuild Resources; The Saint Paul Foundation; Southeast Asian Refugee Community Home; Youth Express.

**Strengthen Families:** A Chance to Grow; Children's Defense Fund Minn.; Children's Home Society & Family Services; Domestic Abuse Project; East Metro Women's Council; Family Alternatives; First Children's Finance; Immigrant Law Ctr. of Minn.; Jabbok Foundation; Minn. African Women's Assn.; Minn. Kinship Caregivers Assn.; Model Cities of St. Paul; Parents as Teachers National Ctr.; Women's Advocates Inc.

## The Saint Paul Foundation

The Saint Paul Foundation approved 43 grants totaling \$3,201,000 in November 2007, including grants of \$5,000 or more to the following Minn. organizations:

**Arts, Culture and Humanities:** American Composers Forum; Minn. Orchestral Association; Park Square Theatre Company; Penumbra Theatre Company; Springboard for the Arts; Twin Cities Public Television.

**Education and Related Activities:** Inver Hills Community College Foundation; Mounds Park Academy.

**Health:** Community Dental Care; Little Sisters of the Poor; Mental Health Consumer-Survivor Network of Minn.; National Alliance on Mental Illness of Minn.; Open Cities Health Ctr.; People Incorporated; United Family Practice Health Center; West Side Community Health Services.

**Human Services:** Ain Dah Yung (Our Home) Ctr.; All Parks Alliance for Change; Boys and Girls Clubs of the Twin Cities; CommonBond Communities; The Family Place; Freeport West; Goodwill Industries; Hmong Educational Center; Home Ownership Center; Midway Training Services Incorporated; Minn. Org. on Adolescent Pregnancy Prevention; Model Cities of St. Paul; Outfront Minn. Community Services; Progressive Individual Resources; Resource; St Paul Intervention Project; Shalom Community Alliance; Southeast Asian Ministry; Urban Partnership and Community Development Ctr.; Wilderness Inquiry; Youth Express.

**Public, Societal Benefit:** City of Saint Paul, Minn.; Jewish Community Relations Council Minn. & The Dakotas; Minn. Council of Nonprofits; Ramsey County.

**Religion Related, Spiritual Development:** Cherokee Park United Church.

## Women's Foundation of Minnesota

The Women's Foundation of Minnesota awarded 21 grants totaling \$313,000 through its Social Change Fund in January 2008 to the following organizations:

**Safety and Security:** Asian Media Access; Casa De Esperanza; Minn. Indian Women's Resource Center; Minn. Indian Women's Sexual Assault Coalition; Pangea World Theater;

WATCH.

**Economic Justice:** Aishah Ctr. for Women; Minn. Organization on Adolescent Pregnancy & Parenting; Mujeres Unidas; WomenVenture.

**Health and Reproductive Rights:** East Hillside Patch; Kwanzaa Community Church; Midwest Health Ctr. for Women; Planned Parenthood of Minnesota-South Dakota; Women's Health Center of Duluth.

**Human Rights:** Christians for Biblical Equality; Waite House.

**Political Representation:** Northeast Minnesota's Rural Women's Leadership Project; Tri-College Leadership Development Inst.; Univ. of Minnesota's Center on Women and Public Policy; Wellstone Action Fund-Sheila Wellstone Inst. **GF**

Sign up for MCF's bi-weekly e-newsletters, Giving Memo (for the nonprofit community) and MCF Notes (for MCF member grantmakers), at [www.mcf.org/enews](http://www.mcf.org/enews).

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# Giving Forum Calendar Spring 2008

## Boards

**Board Chair Training**, MAP for Nonprofits. **Apr. 17**, 4-8:30pm, 2314 University Ave. W., Ste. 28, St. Paul. \$85 (includes dinner and materials). FFI: [www.mapfornonprofits.org](http://www.mapfornonprofits.org), 651.647.1216.

**Board Boot Camp**, MAP for Nonprofits. **May 14**, 8:30-10:30am; **Apr. 22**, **June 18**, 6-8pm; 2314 University Ave. W., Ste. 28, St. Paul. \$35. FFI: [www.mapfornonprofits.org](http://www.mapfornonprofits.org), 651.647.1216.

**Board Boot Camp Webinar**, MAP for Nonprofits and Minnesota Council of Nonprofits. **May 6**, 1-2pm. \$50. FFI: [www.mncn.org/events.htm](http://www.mncn.org/events.htm), 651.647.1216.

**Introduction to the Carver Policy Governance® Model**, MAP for Nonprofits. **May 21**, 4-8:30pm, 2314 University Ave. W., Ste. 28, St. Paul. \$90. FFI: [www.mapfornonprofits.org](http://www.mapfornonprofits.org), 651.647.1216.

**Advanced Board Boot Camp**, MAP for Nonprofits. **May 29**, 6-8pm; 2314 University Ave. W., Ste. 28, St. Paul. \$35. FFI: [www.mapfornonprofits.org](http://www.mapfornonprofits.org), 651.647.1216.

## Communications

**Communications Networking Lunches**, Minnesota Council of Nonprofits. **May 9**: E-mail newsletters; **June 13**: Media lists; **July 11**: Blogs. Noon-1pm, 2314 University Ave., Ste. 20, St. Paul. Free. FFI: [www.mncn.org/events.htm](http://www.mncn.org/events.htm), 651.642.1904.

**Building a Communications Culture: Four Practices to Enhance Public Engagement**, Minnesota Council of Nonprofits. Four-part series: **Apr. 16**, **Apr. 30**, **May 14**, **May 28**. 987 Ivy Ave. E., St. Paul. \$199-\$249. FFI: [www.mncn.org/events.htm](http://www.mncn.org/events.htm), 651.642.1904.

**Working With the Media**, UW-Superior Nonprofit Administration Certificate Program. **May 8**, 9am-4pm, Rothwell Student Center. \$115. FFI: [www.uwsuper.edu/nonprofit](http://www.uwsuper.edu/nonprofit), 800.370.9882.

**Effective E-mail for Nonprofits**, MAP for Nonprofits, Greater Twin Cities United Way and ADC Foundation. **June 6**, 9-11am, Women Venture (2324 University Ave. W., Ste. 120, St. Paul). \$15. FFI: [www.mapfornonprofits.org](http://www.mapfornonprofits.org), 651.647.1216.

## Finance

**Health Cost Management for Nonprofits**, Minnesota Council of Nonprofits. **Apr. 17**, 9am-noon, 2314 University Ave. W., Ste. 20,

St. Paul. \$45-\$65. FFI: [www.mncn.org/events.htm](http://www.mncn.org/events.htm), 651.642.1904.

**Understanding Nonprofit Financial Reports**, Nonprofits Assistance Fund. **Apr. 22**, 9am-noon, 2801 21st Ave. South, Ste. 210, Mpls. \$45-\$65. FFI: [registration@nonprofitsassistancefund.org](mailto:registration@nonprofitsassistancefund.org), 612.278.7180.

**Financial Management Networking Lunches**, Minnesota Council of Nonprofits and Nonprofits Assistance Fund. **Apr. 23**: Money-Saving Ideas; **May 28**: Managing Restricted Grant Funds; **June 25**: Recordkeeping for Special Events. Noon-1pm, 2801 21st Ave. S. Ste. 210, Mpls. Free. FFI: [www.mncn.org/events.htm](http://www.mncn.org/events.htm), 651.642.1904.

**Managing Cash Flow**, Nonprofits Assistance Fund. **May 6**, 9am-noon, 2801 21st Ave. South, Ste. 210, Mpls. \$45-\$65. FFI: [registration@nonprofitsassistancefund.org](mailto:registration@nonprofitsassistancefund.org), 612.278.7180.

**Financial Policies for Internal Control**, Nonprofits Assistance Fund. **May 20**, 9am-noon, 2801 21st Ave. South, Ste. 210, Mpls. \$45-\$65. FFI: [registration@nonprofitsassistancefund.org](mailto:registration@nonprofitsassistancefund.org), 612.278.7180.

**Calculating True Program Cost**, Nonprofits Assistance Fund. **June 3**, 9am-noon, 2801 21st Ave. South, Ste. 210, Mpls. \$45-\$65. FFI: [registration@nonprofitsassistancefund.org](mailto:registration@nonprofitsassistancefund.org), 612.278.7180.

## Fundraising

**Corporate Sponsorships for Nonprofits**, Center for Business Excellence. **Apr. 17**, 8am-noon, Univ. of St. Thomas, Mpls. Campus. \$95. FFI: [www.stthomas.edu/cbe](http://www.stthomas.edu/cbe), 651.962.4600.

**What Fundraisers Need to Know About Tax Laws**, Center for Business Excellence. **Apr. 23**, 7:30-9:30am, Univ. of St. Thomas, Mpls. Campus. \$35. FFI: [www.stthomas.edu/cbe](http://www.stthomas.edu/cbe), 651.962.4600.

**Fundraising Networking Lunches**, Minnesota Council of Nonprofits. **May 14**: Development plans; **June 11**: Structuring a development department; **July 9**: Review of economic conditions for fundraising. Noon-1pm, 2314 University Ave., Ste. 20, St. Paul. Free. FFI: [www.mncn.org/events.htm](http://www.mncn.org/events.htm), 651.642.1904.

**Advanced Fundraising: The Ten Strategies for Success**, UW-Superior Nonprofit Administration Certificate Program. **June 5**, 9am-4pm, Rothwell Student Center. \$115. FFI: [www.uwsuper.edu/nonprofit](http://www.uwsuper.edu/nonprofit), 800.370.9882.

**Grant Writing Essentials**, Center for Business Excellence. **June 6**, 8am-4pm, Univ. of St. Thomas, Mpls. Campus. \$145. FFI: [www.stthomas.edu/cbe](http://www.stthomas.edu/cbe), 651.962.4600.

## Grantseeking for Beginners Seminar

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MCF's daylong session covers the basics of effective grantseeking, including information on proposal development, budget and research, and a panel discussion with Minnesota grantmakers. Sponsored by Fargo-Moorhead Area Foundation, The Pentair Foundation and West Central Initiative Foundation.

**To register:** Visit [www.mcf.org/seminars](http://www.mcf.org/seminars), or contact MCF at 612.338.1989, [info@mcf.org](mailto:info@mcf.org).

## Human Resources

**Human Resources Networking Lunches**, Minnesota Council of Nonprofits. **May 12**: Setting salaries and communicating about compensation; **June 9**: compliance with state and federal employment regulations; **July 14**: recruitment and hiring. Noon-1pm, 2314 University Ave., Ste. 20, St. Paul. Free. FFI: [www.mncn.org/events.htm](http://www.mncn.org/events.htm), 651.642.1904.

## Management

**Nonprofit Risk Management Center Webinars**. **May 7**: Developing and managing conflict of interest policies; **June 4**: Whistleblower and retaliation claims: Policies that protect your nonprofit; **July 2**: Reviewing financial transactions: Board and staff roles in internal controls and audit functions. 1pm. \$59 each. FFI: [www.mncn.org/events.htm](http://www.mncn.org/events.htm), 651.642.1904.

**Explore Working for a Nonprofit Organization**, Center for Business Excellence. **Apr. 16**, 8-9:30am, Univ. of St. Thomas, Mpls. Campus. \$25. FFI: [www.stthomas.edu/cbe](http://www.stthomas.edu/cbe), 651.962.4600.

**Emerging Nonprofit Leaders Networking Lunches**, Minnesota Council of Nonprofits. **Apr. 18**: Leading from the middle (or bottom); **May 16**: Social media galore; **June 20**: Giving and getting: Philanthropy, fundraising and more; **July 18**: Financial management for everyone. Noon-1pm, 2314 University Ave., Ste. 20, St. Paul. FFI: [www.mncn.org/events.htm](http://www.mncn.org/events.htm), 651.642.1904.

**Twin Cities Young Nonprofit Professionals Network Happy Hour**. **Apr. 23**, Acadia Café, Mpls.; **May 20**, location TBA; 5:30-7pm FFI: [finance.groups.yahoo.com/group/teynpn](http://finance.groups.yahoo.com/group/teynpn).

**Network Security and Disaster Recovery**, MAP for Nonprofits, Greater Twin Cities United Way and ADC Foundation. **May 2**, 9-11am, Women Venture (2324 University Ave. W., Ste. 120, St. Paul). \$15. FFI: [www.mapfornonprofits.org](http://www.mapfornonprofits.org), 651.647.1216.

**Tools, Tips and Tactics for New Executive Directors**, MAP for Nonprofits. **May 15**, 7:30-9am, 2314 University Ave. W., Ste. 28, St. Paul. Free, but pre-registration required. FFI: [www.mapfornonprofits.org](http://www.mapfornonprofits.org), 651.647.1216.

**Outcome Evaluations**, UW-Superior Nonprofit Administration Certificate Program. **May 16**, 9am-4pm, Rothwell Student Center. \$115. FFI: [www.uwsuper.edu/nonprofit](http://www.uwsuper.edu/nonprofit), 800.370.9882.

**Nonprofit Leadership Summit**, Minnesota Council of Nonprofits. **June 9-10**, McNamara Alumni Center, Mpls. \$145-\$245. FFI: [www.mncn.org/leadershipsummit](http://www.mncn.org/leadershipsummit), 651.642.1904.

**Organizational Assessment**, UW-Superior Nonprofit Administration Certificate Program. **June 12**, 9am-4pm, Rothwell Student Center. \$115. FFI: [www.uwsuper.edu/nonprofit](http://www.uwsuper.edu/nonprofit), 800.370.9882.

**Mini MBA® for Nonprofit Organizations**, Center for Business Excellence. **June 16-20**, 8am-6:30pm, Univ. of St. Thomas, Mpls. Campus. \$800. FFI: [www.stthomas.edu/cbe](http://www.stthomas.edu/cbe), 651.962.4600.

**Starting a Successful Nonprofit**, Minnesota Council of Nonprofits. **July 2**, 9am-noon, 2314 University Ave. W., Ste. 20, St. Paul. \$85. FFI: [www.mncn.org/events.htm](http://www.mncn.org/events.htm), 651.642.1904.

## Volunteerism

**Leadership: Family Volunteering Opportunities**, Hands On Twin Cities. **Apr. 17**, 11:30am-1pm, 2021 East Hennepin Ave, Ste. 420, Mpls. \$20. FFI: [www.handsontwincities.org](http://www.handsontwincities.org), 612.379.4900.

**Mapping Out Boundaries with Your Volunteers**, Hands On Twin Cities. **Apr. 22**, 9-11:30am, 2021 East Hennepin Ave, Ste. 420, Mpls. \$40-\$60. FFI: [www.handsontwincities.org](http://www.handsontwincities.org), 612.379.4900.

**Agency Orientation**, Hands On Twin Cities. **May 6**, 9-10am, 2021 East Hennepin Ave, Ste. 420, Mpls. Free. FFI: [www.handsontwincities.org](http://www.handsontwincities.org), 612.379.4900.

**Volunteer Management: The Essentials**, Hands On Twin Cities. **May 27**, 9-11:30am, 2021 East Hennepin Ave, Ste. 420, Mpls. \$40-\$60. FFI: [www.handsontwincities.org](http://www.handsontwincities.org), 612.379.4900.

**Mini Master of Volunteer Management**, Center for Business Excellence. **June 16-19**, 8am-6:30pm, Univ. of St. Thomas, Mpls. Campus. \$650. FFI: [www.stthomas.edu/cbe](http://www.stthomas.edu/cbe), 651.962.4600. **GF**

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