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 question 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, Nonprofit 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 nonprofits?

Fluegel: Few, if any, nonprofits think there’s enough general operating support. 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 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?

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

Barr: To me, the discussion of general 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 nonprofits to be more accountable but at the same time be more empowering in allowing them to apply the funds where they think it’s necessary.

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

But How Do You Measure Impact?

King: 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

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 is that, if the mission of your organization really fits in with our guidelines, then general operating support may be sense. But if you’re a service organization, then we’d better see a program application.

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Note: Participants’ comments have been edited for length and clarity. For audio excerpts of the roundtable conversation, visit www.mcf.org/givingforum.
General Operating Support: GEO Action Guide

Commentary


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 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 higher than any other fund in a list of funder actions that could help them in their work. (Second on the list was “more multyear support.”)

“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 nonprofits have the support they need to contribute to burnout among nonprofit 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 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.

Debunking the Myths

Myth
We shouldn’t be supporting our grantees’ operating costs.

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

“By providing general operating support, we are reducing our influence and our impact as problem solvers. We can’t help shape programs anymore.”

“General operating support causes grantee dependency and ultimately hurts sustainability.”

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.

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

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 helps nonprofits 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 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.

Also lamenting the impact of grantmakers’ preferred restriction for restricted funding was Pamela Davis, 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 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.”


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The Minnesota Council on foundations provides network, skills building, knowledge and leadership to help simplify your work and maximize your effect.
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 or www.foundationcenter.org/gainknowledge/research/nationaltrends.html.


Grantmaking by support type in Minnesota

- Student Aid Funds: 14%
- Capital Support: 25%
- General Support: 26%

Grantmaking by support type in the U.S.

- Student Aid Funds: 3%
- Other: 1%
- Research: 9%
- Capital Support: 19%
- General Support: 20%

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to learn and find from our grantees and their partners so they can move 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 act on thoughtful solutions to our community’s most challenging issues. GF

Moving Upstream: Strategic, Long-Term Health Philanthropy

January, Vice President, Blue Cross and Blue Shield of Minnesota Foundation

Working in partnership to create healthy communities for all Minnesotans is our focus at the Blue Cross and Blue Shield of Minnesota for the past three decades. 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, funded research, start-ups, operations, capital purposes, endowment funds, programs and projects, technical assistance, evaluation and capacity building. 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. Employers 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 the 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 up to” and 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 fund us.

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 refugees and immigrants. Independent evaluations are positive, with coaching cited as particularly valuable.

**Building a Field of 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, expand 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 2008, investments in research, grantmaking and partnerships have led to the development of a standardized CHW training model based on the Minnesota State Colleges and Universities System, the development of a CHW peer network and viable funding options to sustain this emerging paraprofessional role. We are currently 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 – an important social determinant of health. Immigrant children are at-risk. In the second year of the initiative, early childhood development, safe and affordable housing, and the environment. Beginning with planning grants, the partners develop a common agenda – an important social determinant of individual health. Implementation funds are available to support the plans, and evaluations will help us identify progress, lessons and outcomes. GF
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 support that isn’t tied to specific projects or grants out of belief in the mission of an organization and in trusting those in leadership to be strategic and use funds effectively.”

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 and working to ensure we 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 build partnerships is being “on the ground in the community.” As 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 every one a chance to discuss issues and ideas, some common community solutions, it also opens up opportunities for General Mills to partner with neighborhood nonprofits. Over time, relations and values have 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 seat at the table, and some of McKnight’s social service funding has not wavered. It’s all about building relationships. We are working with other grantees 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.

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 long-term funding.

At McKnight, there is no solid line between consideration of general operating or 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 service 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 them 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 multi-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.

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 interdependency than dependency.” It’s a mutual-ly 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 because 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 propos-al 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 grantees 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 staff 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.”

Nonprofit Leadership Summit | June 9–10, 2008, Minneapolis The Future of Leadership

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.

Neal Cuthbert

Ellen Goldberg Luger

The Giving Forum
General Operating Support Resources

**General Operating Support**


What is general operating support? How are grantmakers providing it? This document includes quotations from a spirited listserved 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**


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.

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


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.

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


This report examines how support types vary among foundations, how foundations decide which type of support to provide and how support type influences grantees’ perceptions of foundations.

**Strengthening Nonprofit Performance: A Funder’s Guide to Capacity Building**


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Guidelines for the Funding of Nonprofit Organizations
Independent Sector, April 2004.
www.independentsector.org/issues/buildingvalue/gsnsp.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
Offers perspective on how nonprofits and funders can build capacity in nonprofit organizations and the sector as a whole.

The Capacity Building Challenge
Part I: A Research Perspective
Part II: A Funder’s Response
This document details the capacity-building efforts of eight funders and proposes a system of measurement, then shows how one grantmaker applied those lessons.

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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 intention- ally quiet and not splashy, the value of community. While the giving is intention-

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or that you shouldn’t have to pay rent. It’s the same set of bad expectations.

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 attrition of time? There is that complicated thing about dependence and reliance versus attrition of time?

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. 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 attrition of time?

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**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.

**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."

**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.

"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."

The initiative is being introduced in col-
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.

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 or 651.848.3926.

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 and Ethnic and Socioeconomic Disparities in Health Care

For more information, including deadlines for LOIs, visit www.medica.com/CS/LOI/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 Kleeppe, at 651.379.2222 or kkleeppe@bushfoundation.org with questions.

Greater Twin Cities United Way

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

Questions and Answers

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Ph: (651) 454-3066
mferber@ferberfamily.net

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.

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Bloodgood was a consultant providing grantmaking for The McKnight Foundation and previously worked as a development associate for The Loft Literary Center.

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

Allison (Rajala) Ahcan was named director of communications for Blaind 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.

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 Larson/Allen 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.

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 Hundsrud 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 Wenland, 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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The Bush Foundation approved 45 grants totaling $14,019,792 at its March 2006 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 Minnesota; Fresh Energy; Friends of the Mississippi River; Greater Minn. Housing Fund.

**Education:** Bethel Univ.; Cuyahoga Valley National Park; DeLaSalle High School; Cristo Rey Jesuit High School; De La Salle High School; Holy Family Academy; Holy Family Catholic High School; Holy Family Catholic High School, Victoria; Holy Trinity Catholic High School; Holy Trinity Catholic High School, St. Paul; Holy Trinity Catholic School of Faribault; St. Bonaventure High School; St. Charles Borromeo; St. Catherine of Alexandria; St. Cecilia Academy; St. Francis Xavier High School; St. Mary Academy; St. Paul Seminary School of Divinity.

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**Social Services:** Alliance Housing Incorporated; Camp Waldijawan; Catholic Charities; Children's Home Society & Family Services; Companions of Christ; Cradle of Hope; Haziidien 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.

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

**Healthful Living Grants:**
- Bolder Options
- City of Lakes Nordic Ski Foundation
- Duluth Area Family YMCA
- Illuion 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 Protective Services:**
- Amplify 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
- Building 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 Integrates Services Program
- Twin Cities Gay Men’s Chorus
- Univ. of Minn.

**Northland Foundation**

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

**Arts:**
- ArtSpace Projects
- Park Square Theatre Co.
- Stages Theatre Company

**Children and Families:**
- Bolder Options
- Boys & Girls Clubs of the Twin Cities
- Centro Cultural Chicano
- Children’s Law Ctr. of Minn.
- Community Initiatives for Children
- Concordia Univ.
- Family Education & Counseling Center
- First Children’s Finance
- Freepost 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. Water
- Mississippi River Fund
- Parks & Trails Council of Minn.

**Great Lakes:**
- Northeast 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
- Univ. of Minn.
- 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
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- March of Dimes Walk America 2008
- Mille Lacs County Operation Community Connect
- Partners for Violence Prevention
- Region 7E Integrates 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**
- AFPED, 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
- KOOTASC Community Action
- Lakewood Evangelical Free Church
- Lutheran Social Service of Minnesota
- Mesabi East Schools
- Mesabi Range Foundation
- Minn. Council on Foundations
- The NorthPLAN Group
- Salem Lutheran Church
- Sawtooth Ridge
- 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
- Lake Superior Zoo
- Lutheranism Social Service of Minn.
- Minn. Arts Commission
- Mesabi Family YMCA
- The Salvation Army
- KIDS PLUS Grants:
- Hermantown KIDS PLUS
- Silver Bay KIDS PLUS

**Early Childhood Grants:**
- Koochinga County Early Childhood Coalition
- McGregor School
- Minneapolis
- Northland Children’s Foundation
- Planned Parenthood of Minnesota
- 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
- AccountAbility Minn.
- Advocating Change Together, Inc.
- African Assistance Program
- African Chamber of Commerce
- All Parks Alliance for Change
- Alliance for Metropolitan Stability
- Alliance for Early Childhood Professionals
- American Indian OIC
- Amethysts and Food Allergy Association of Minn.
- ARC Southwest Minn.
- Boys & Girls Club of the White Earth Reservation
- Cabin 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 Safe Minn. Education Fund
- City of Lakes Nordic Ski Foundation
- Kids Voting Minnesota
- KOOTASC Community Action
- Lakewood Evangelical Free Church
- Lutheran Social Service of Minnesota
- Mesabi East Schools
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- Child Care and Nutrition
- Child Care Choices
- Christian Restoration Services
- Church Innovations Inst.
- Citizens for a Safe Minn. Education Fund
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; Elah Medical Center; Growth and Justice; Harrison Neighborhood Assn.; Hennepin County Medical Ctr. Service League; Hmong 15 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; Native Americans ining for Leadership and Urban Success; Nationality Education Partnership; Minn. Thunder Partnership; Minnesota Council for Quality; Minn. Minor -tive 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; Native Americans ining for Leadership and Urban Success; Nationality Education Partnership; Minn. Thunder Partnership; Minnesota Council for Quality; Minn. Minor -tive 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; Native Americans ining for Leadership and Urban Success; Nationality Education Partnership; Minn. Thunder Partnership; Minnesota Council for Quality; Minn. Minor -tive Justice Project; Lakes Area YMCA; Little Earth Residents Assn.; Make-A-Wish Foundation outing; Strengthen Families: A Chance to Grow, Children’s Defense Fund Minn., Children’s Home Society & Family Services, Domestic Abuse Pro-ject; East Metro Women’s Council, Family Alterna-tives, First Children’s Finance, Immigrant Law Ctr. of Minn.; Jabbok Foundation, Minn. African Women’s Assn., Minn. Kidship Caregivers Assn.; Model Cities of St. Paul; Parents as Teachers Na-tional 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.

Women’s Foundation of Minnesota
The Women’s Foundation of Minn. awarded 21 grants totaling $313,000 through its Social Service Fund in January 2008 to the following organizations:
Safety and Security: Asian Media Access; Casa De Esperanza-zza, Minn. Indian Women’s Resource Center; Minn. Indian Women’s Sexual Assault Coalit-ion; Pangra World Theater;

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.

With managed service projects for groups of any size and an online database featuring one thousand service opportunities, we are the Twin Cities’ central source for volunteering.

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Depend on our people. There are many ways that individuals and companies support the needs of their communities. Olsen Thielen helps you focus on those priorities while supporting the structure and administration of an accountable foundation. We have worked with a wide range of not-for-profits; in fact, about one-quarter of our clients operate in the not-for-profit sector.

Count on our advice. Olsen Thielen focuses on more than compliance. We offer board training, systems analysis and implementation, strategic planning and tax consulting. We work behind the scenes to ensure a high level of corporate governance and streamlined operations as well as coordinated financial reporting.

Independent Living: Ave Greater Twin Cities, Courage Center, Dakota Communities Inc.; Lifeworks Services.

Quality Education: Admission Possible; Ain Dak Yang (Our Home) Center; Children’s Law Center of Minn.; East Side Learning Center; Hope Community, Justification 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: Armories for Homeless Youth, Breaking Free, Emerge, Green Institute; MAP for Nonprofit, Minn. Housing Partnership; Phyllis Wheatley Community Center; Rebuild Resources; The Saint Paul Foundation, Southeast Asian Refugee Community Home; Youth Express.

Strengthens Familial: Family Foundation for the Poor, Mental Health Consumers-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 Dak Yang (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; Midwest 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; Sheldon 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 Nonprof-its, Ramsey County.

Religion Related, Spiritual Development: Cherokee Park United Church.

Health: Community Dental Care; Little Sis-ters of the Poor, Mental Health Consumers-Sur-vivor 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.


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.


Political Representation: Northeast Minne-nesota’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


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Grantseeking for Beginners Seminar
June 19, 2008
Holiday Inn Fargo
Fargo, ND
$95 ($125 after June 12)

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 Pantor Foundation and West Central Initiative Foundation.
To register: Visit www.mcf.org/seminars, or contact MCF at 612.338.1989, info@mcf.org.

Human Resources

Management
Nonprofit Risk Management Center Webinars, May 7: Developing and managing the nonprofit’s risk; 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.mnncn.org/events.htm, 612.641.1904.

Explore Working for a Nonprofit Organization, Center for Business Excellence. Apr. 16, 8-9am, Univ. of St. Thomas, Mpls. Campus. $25. FFI: www.stthomases.edu/cbe/612.962.4600.


Twin Cities Young Nonprofit Professionals Network Happy Hour. Apr. 23, Acacia Café, Mpls.; May 20, location TBA; 5:30-7pm FFI: finance.groups.yahoo.com/group/tcynpn.


Organizational Assessment, UW-Superior Nonprofit Administration Certificate Program. June 12, 9am-4pm, Rothwell Student Center. $115. FFI: www.uswsuper.edu/nonprofit, 800.370.9882.

VolunteerMBB for Nonprofit Organizations, Center for Business Excellence. June 16-20, 8am-6:30pm, Univ. of St. Thomas, Mpls. Campus. $500. FFI: www.stthomases.edu/che/612.962.4600.


Volunteerism


Mini Master of Volunteer Management, Center for Business Excellence. June 16-19, 9am-6pm, Univ. of St. Thomas, Mpls. Campus. $650. FFI: www.stthomases.edu/che/612.962.4600. GF

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