

# Scaling for Success

Fundamentals of Family Philanthropy

September 9, 2021

**Featuring:**

**Alexa Cortes Culwell**, Open Impact

**Carolyn Wall Sakata**, Baszucki Family Foundation

**Kate Seng**, GHR Foundation



NATIONAL CENTER FOR  
FAMILY PHILANTHROPY

# Fundamentals of Family Philanthropy

- ✓ Scaling for Success | September 9
- ✓ Adopting Equity Practices | October 13
- ✓ Engaging the Next Generation | November 10
- ✓ Succession Planning and Family Transitions | December 9



# Today's Conversation

1

What are the inflection points at which families decide to scale their efforts, and how do you prepare for them?

2

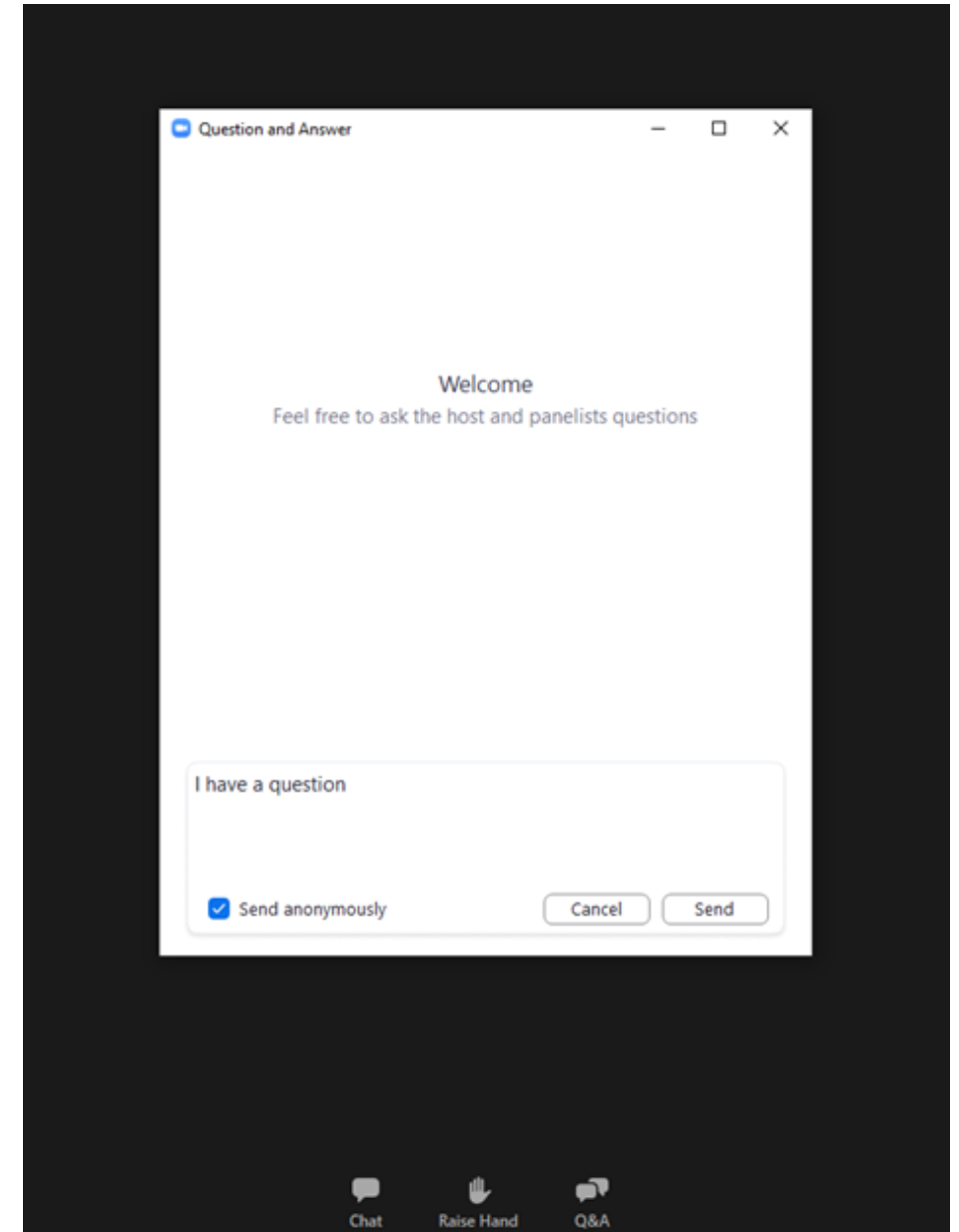
How do you successfully scale a philanthropic entity, and what is necessary to build effective governance, operations, and programs?

3

What are the broader considerations for families as they anticipate and implement the scaling process?

# Submit Your Questions

Submit your questions into the Q&A box on your control panel at the bottom of the screen or use the chat.





# Webinar Logistics

- If you have sound problems listening through your computer, try switching to a landline telephone or cell phone.
- To ask a question, type it into the Q&A box on your control panel at the bottom of your screen or use the chat.
- If you experience technical problems, please use the question box or email [jen.crino@ncfp.org](mailto:jen.crino@ncfp.org). Should there be a broader technical issue, we will send an email and share a message on screen.
- This webinar is recorded and a replay will be made available to the field.
- You may chat with us on twitter during or after the webinar using the hashtag #ncfpweb.

# Scaling for Success

Facilitator: Alexa Cortes Culwell  
September 9, 2021



**Alexa Cortes Culwell**

Co-founder  
Open Impact



**Carolyn Wall Sakata**

Chief of Staff  
Baszucki Family Foundation



**Kate Seng**

Senior Director  
GHR Foundation

# Agenda

1

## **Welcome**

- Group Check in via Chat
- Short Intros of Speakers

2

## **Context Setting: Scale means change**

- What is at stake (regardless of size)?
- What catalyzes a “scale up”?
- What are the trends informing how we approach?
- Why is strong process critical?

3

## **Focusing on the fundamentals**

### **First order:**

- Why, What, How

### **Second Order (and critically important)**

- Governance
- Org design, culture and staffing





# Welcome!

## Check-in for Chat

- What do you hope to learn today?
- Why are you here?



# Participant Poll

1

What is your position?

- a) Founder
- b) Board member, next-gen
- c) Board member, independent
- d) Executive leader
- e) Staff person
- f) Other

2

Annual spend you are preparing for:

- a) \$0-5M
- b) \$6-10M
- c) \$11-25M
- d) \$26-50M
- e) \$51-75M
- f) \$76-100M
- g) \$101M or more

3

How many generations are involved?

- a) One
- b) Two
- c) Three or more

4

Our scale-up is being driven by:

- a) Influx of more assets
- b) A new strategic plan
- c) A commitment to add more infrastructure
- d) Other



# Context Setting: Scale = Change



## **What is at stake, regardless of size?**

- Lack of critical alignment of key stakeholders
- Going backwards, not forwards



## **What catalyzes a scale up?**

- Influx of more assets
- A new strategic plan
- A commitment to add more infrastructure
- Other



## **Trends informing how we approach**

- Persistent and compounding critique of philanthropy
- 4 challenges: COVID, racial reckoning, climate, economy
- New vehicles



## **Process, process, process**

- If you want to go fast, slow down
- Build/buy capacity in governance and facilitation
- Codify in writing



# Focusing on the Fundamentals

The Discomfort of First Order Questions

Why? What? and How?

*Why do we avoid first order questions?*

# Focusing on the Fundamentals

**Why:** Purpose, vision, values, culture

**What:** Focus areas and sought after impact

**How:** Approach to the work

*Answers to **first** order questions must be articulated or refreshed*

# Focusing on the Fundamentals

1. Governance
2. Org design, culture and staffing

*Answers to **second** order questions support realization of first order priorities*

# Focusing on the Fundamentals

## 1. Governance

- Scale up starts with governance
- Delineating roles, authorities, decision rights
- Human dynamics

*Answers to **second** order questions support realization of first order priorities*

# Focusing on the Fundamentals

## 2. Org design, culture, and staffing

- Setting parameters, including budget (cost of grants)
- Aligning on FTEs, outsourced partners
- Assessment model/framework

### **Grappling with Opportunities and Constraints**

*Aka, how do handle the “I don’t want to be the XYZ Foundation” objection?!*

*Answers to **second order questions** support realization of **first order priorities***





# The importance of identifying the key shifts and changes

- What are the key shifts we need to make?
- How will we phase and manage the change?

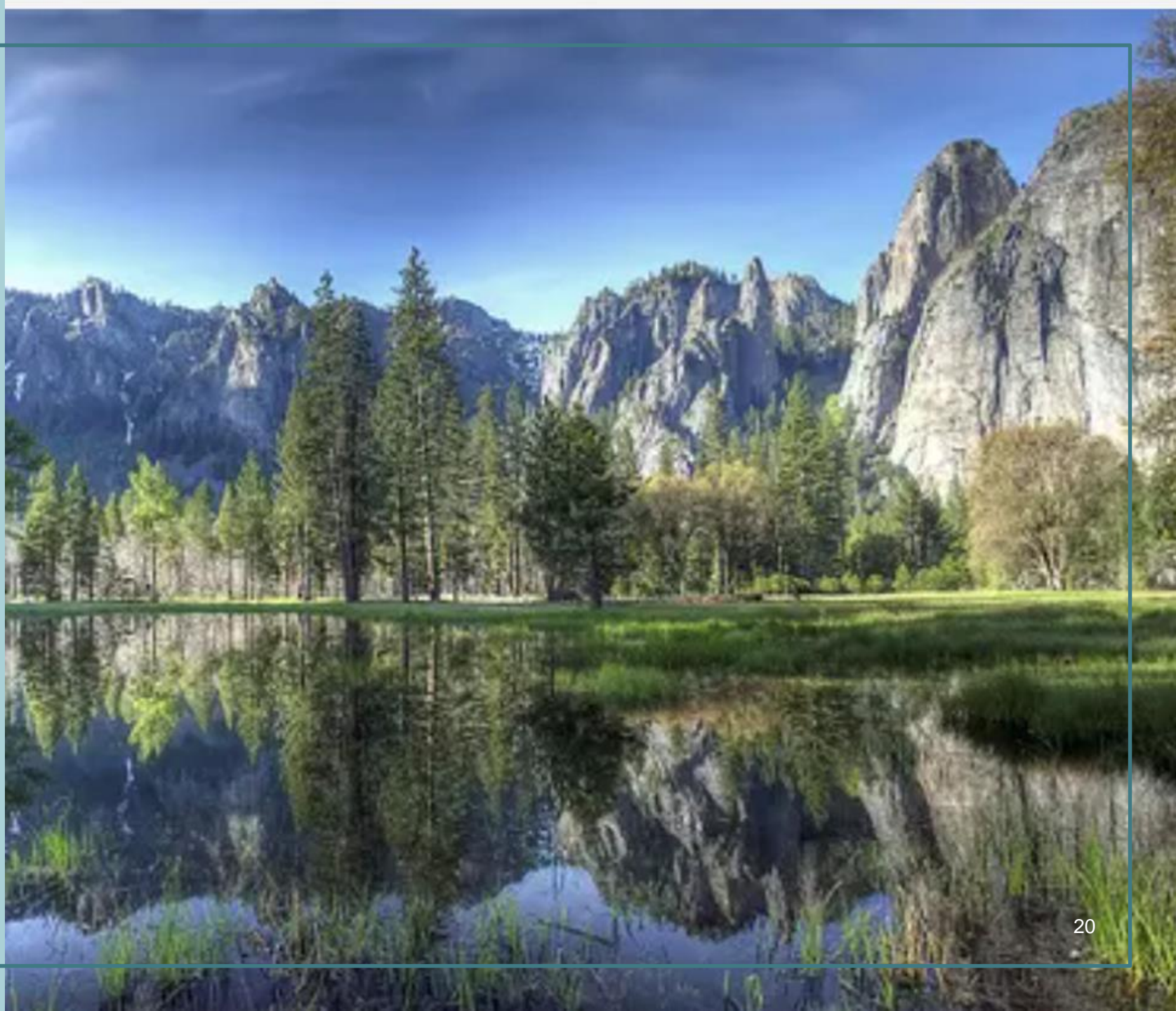
# Discussion



# Questions for Carolyn and Kate

- ✓ What is your role in managing a scale-up? How do you describe yourself?
- ✓ How are you managing through the first order questions?
- ✓ How are you articulating the Why, What and How upfront?
- ✓ How do you relieve the pressure?
- ✓ What are the generational challenges?
- ✓ Why is the staffing part so hard? What are some of the “new” solutions?
- ✓ How are you partnering and outsourcing?

# Reflections from Carolyn and Kate





# ***Next Fundamentals of Family Philanthropy webinar***

## **Adopting Equity Practices**

**October 13 from 12-1:15pm Eastern**

- In this webinar, learn how to apply a racial equity lens to internal and external practices, how to discuss equity with staff and board, and explore resources for continued reflection on privilege, bias, and power.





# 2021 Trustee Education Institute

September 28-30

NCFP's Trustee Education Institute provides a comprehensive overview of the important issues facing family foundation board members and CEOs. This virtual seminar covers:

- Translating values and goals into action
- Connecting family legacy and the public trust
- Managing fiduciary responsibilities and legal pitfalls
- Stewarding philanthropic capital and vehicles
- Navigating family dynamics at the board table

# Join a Peer Network

Peer networks are for those interested in connecting to family philanthropy colleagues with similar objectives, challenges, and shared experiences.

**Engaging Youth | Non-family Staff |  
Strategic Lifespan | Board Chairs**

Email [Katie.Scott@ncfp.org](mailto:Katie.Scott@ncfp.org) to learn more and join.



# Thank you for joining!

**NCFP will send a recording and related resources for the webinar to all attendees.**

Please complete the webinar evaluation survey that will appear after the end of this webinar. You may also send your comments and testimonials to [ncfp@ncfp.org](mailto:ncfp@ncfp.org).

