## Agenda for Today’s CI Funder COP Group Call

<table>
<thead>
<tr>
<th>Time</th>
<th>Agenda Item</th>
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<tbody>
<tr>
<td>10 min</td>
<td><strong>Introductions and Brief Overview of COP for New Participants</strong></td>
</tr>
<tr>
<td>30 min</td>
<td><strong>Discuss Funder Openness Project Findings and Implications</strong></td>
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<tr>
<td></td>
<td>• Funder Openness Themes at Last Month’s COP Meeting in Chicago</td>
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<td></td>
<td>• Group Discussion of Tools and Implications for Your Work</td>
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<tr>
<td>45 min</td>
<td><strong>Funder Openness Peer Assist Discussions (x3)</strong></td>
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<tr>
<td></td>
<td>• Context (3 min)</td>
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<td></td>
<td>• Clarifying Questions (3 min)</td>
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<td>• Group Discussion (7 min)</td>
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<td>• Key Takeaways and Reflections (2 min)</td>
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<tr>
<td>5 min</td>
<td><strong>Wrap Up and Next Steps</strong></td>
</tr>
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</table>
Introductions and Overview of COP for New Participants
Goals of the Collective Impact Funder Community of Practice

- **Networking and building relationships** with other funders of collective impact

- **Learning about the strategies and nuances for funders engaging in collective impact**, and how to most effectively engage in and support collective impact

- **Improving the practice of grantmakers** as funders and partners in collective impact
Since Mid-2014, the CI Funder COP Has Offered Meetings and Peer Learning Calls on Topics Such as Community Engagement, Equity, Funder Alignment, and Leadership

- **Sept. 2014:** 30+ COP participants join first large group learning call
- **Feb. 2015:** Second in-person COP meeting (DC); ~50 orgs now in the COP
- **May 2015:** Second annual CI Convening (New Orleans)
- **Feb. 2016:** Fourth in-person COP meeting (DC)
- **Sept. 2016:** Fifth in-person COP meeting (Chicago)
- **May 2017:** Fourth annual CI Convening (Boston)

- **May 2014:** COP launches at first annual CI Convening (Aspen)
- **Nov. 2014:** 40 attendees at first in-person COP meeting (Seattle)
- **Oct. 2015:** Third in-person COP meeting (Chicago)
- **June 2016:** Third annual CI Convening (Seattle)
- **Feb. 2017:** Sixth in-person COP meeting (DC)
- **Sept. 2017:** Seventh in-person COP meeting (Chicago)
## Topics of Interest for the Community of Practice to Explore

<table>
<thead>
<tr>
<th>Topic</th>
<th># of Responses</th>
<th>% of Respondents</th>
<th># of Top Votes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity Building</td>
<td>13</td>
<td>54%</td>
<td>3</td>
</tr>
<tr>
<td>Community Engagement</td>
<td>13</td>
<td>54%</td>
<td>6</td>
</tr>
<tr>
<td>Evaluation</td>
<td>8</td>
<td>33%</td>
<td>3</td>
</tr>
<tr>
<td>Multiple Initiatives in One Place</td>
<td>8</td>
<td>33%</td>
<td>3</td>
</tr>
<tr>
<td>Operational Implications</td>
<td>7</td>
<td>29%</td>
<td>1</td>
</tr>
<tr>
<td>Sustainability</td>
<td>6</td>
<td>25%</td>
<td>1</td>
</tr>
<tr>
<td>Effectiveness</td>
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<td>21%</td>
<td>1</td>
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<tr>
<td>Board Buy-In</td>
<td>4</td>
<td>17%</td>
<td>3</td>
</tr>
<tr>
<td>Equity</td>
<td>4</td>
<td>17%</td>
<td>0</td>
</tr>
<tr>
<td>Leadership</td>
<td>4</td>
<td>17%</td>
<td>0</td>
</tr>
<tr>
<td>Funders as Backbones</td>
<td>3</td>
<td>13%</td>
<td>1</td>
</tr>
<tr>
<td>Pre-Conditions</td>
<td>3</td>
<td>13%</td>
<td>0</td>
</tr>
<tr>
<td>Private Sector Engagement</td>
<td>3</td>
<td>13%</td>
<td>1</td>
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### Lower-priority topics were funder collaboration, policy change, and funder roles

Source: July 2017 CI Funder COP Survey. Notes: 1) n = 24 total respondents to this survey question. 2) After choosing their top three topics, respondents were then asked to rate which of these topics was their “top choice” that they were most interested in discussing.
Funder Openness Project
Findings and Implications
What do we mean when we say “funder openness”?

**Funder openness** is the process by which funders...

- Share their goals and strategies
- Share how they make decisions and measure progress
- Listen and engage in dialogue with others
- Make space for co-creation that builds greater buy-in in the community
- Act on feedback they hear from grantees and from the community
- Share what they themselves have learned
- Promote sharing between funders and grantees (funder-to-funder, grantee-to-grantee, funder-to-grantee)

*Funder openness is focused both externally and internally: sharing externally what funders are learning from engaging in dialogue with others, and changing actions and culture internally through continuous learning*

Source: Adapted from the Fund for Shared Insight’s “Increasing Foundation Openness” RFP
Openness in the context of collective impact is proactively engaging in all parts of the openness “loop” identified below:

- **Feedback** from Beneficiaries and Grantees
- **Transparency** about Funder Decision Making Processes, Progress, and Lessons Learned

The diagram illustrates the interconnected relationships among Beneficiaries, Grantees, and the Funder, highlighting how feedback and transparency contribute to Organizational Learning.
The Collective Impact Forum’s funder openness project includes an “Action Learning Lab” and knowledge sharing with other funders in our network.

We will share learning from the Action Learning core group with a broader audience of funders, including the COP and other funders in our network.
Four private foundations, three United Ways, and one community foundation have participated in the Action Learning Lab.
Key activities of the Action Learning Lab from Fall 2016 to Fall 2017


- **Four group calls over 12 months** to provide peer support and go deeper on openness topics (e.g., transparency, building trust)

- **Survey of grantees and partners (November 2016)** asking about importance and effectiveness each funder’s openness practices

- **Pursue an “action learning project”** in their community
  - Opportunity to **experiment with new practices (or changes to existing practices)** that address one or two funder openness practices
  - Develop an action learning project that is **ideally within the context of collective impact investment(s)**
  - Find ways to incorporate the action learning project into ongoing work (i.e., not limited to a one-time community meeting)
Several Themes Emerged from the Action Learning Projects

• **Listening Before Acting:** Before changing openness practices, funders must first *listen* to what grantees and community members need the most.

• **Building the Capacity for Community Engagement:** Funders recognize the need for authentic community engagement, but different approaches require intentional capacity building for funders, grantees, and community members.

• **Increasing Transparency:** Increasing transparency requires time and effort, comfort with risk-taking, and a genuine sense of responsibility by funders.

• **Building Trust:** Effective communication requires building (or strengthening) relationships and trust among funders, grantees, and community members.

• **Sustaining Openness Practices:** Funders should embed their openness practices into what they do on an ongoing basis to avoid “snapping back” to old habits.

*Using live-polling, Chicago meeting attendees selected the three themes *(above)* in red to discuss in more detail with their funder COP peers.*
### Theme 1: Building the Capacity for Community Engagement

#### Challenges

- Ensuring a **representative sample** of community voices
- **Over-tapping** community members
- **Giving up control as a funder** and letting the community set the table and prioritize the topics
- **Getting rid of jargon** so that community members feel welcomed

#### Working Well

- **Form follows function**: agree on the purpose of engaging the community before deciding on actions
- Think of community members as **producers of results**, not “advisors” to consult occasionally
- Track progress of building public will, and **learn and adapt over time**

#### Tools and Resources to Use in the Future

- [Asset-Based Community Development Institute Toolkit](#)
- Paul Schmitz’s [Community Engagement Toolkit](#)
- [GEO’s blog series on Putting Grantees at the Center of Philanthropy](#)
- [Community Heart & Soul](#): a values-based strategy-setting approach for rural communities and small towns
- [Photovoice](#): an approach for engaging youth and other under-represented voices

### What other tools have you used for building your and/or your grantees’ capacity for community engagement?
Theme 2: Building Trust

Challenges

• Trust-building takes a lot of time
• Preconceived notions about roles of funders, grantees, and community
• Overcoming power dynamics and historical barriers
• Ambiguity and slow process of change can undermine trust
• Preference for status quo

Working Well

• Letting communities lead
• Modeling active listening
• Asking for feedback and acting on that feedback quickly
• Clarifying and naming your role
• Showing up consistently
• Strengthening buy-in by matching your words with your actions

Tools and Resources to Use in the Future

• Start with small wins in building trust: see this blog on funders taking the first step
• Peer learning among funders who are also advancing their openness practices
• Cultural competence: humility, vulnerability
• Share best practices about funder openness with a funder’s Board of Directors
• Fund operations, overhead, and professional development needs of grantees
• Honor community members’ time (e.g., cover childcare expenses)

What other tools have you used for building trust?
### Challenges

- **Complexity**: we as funders don’t have all the answers
- **Old habits die hard**: difficulty in changing behavior over the long-term
- **Time and resource constraints** in making the case to change
- **Leadership turnover** and loss of institutional knowledge

### Working Well

- Transparent intentionality and **vulnerability**
- Building inter-personal relationships through **1:1 dialogue**
- Ask, don’t tell: ask permission to engage
- Be **consistent** and show up
- Under-promise and **over-deliver**

### Tools and Resources to Use in the Future

- [CEP’s Grantee Perception Report](#)
- Jargon-free communication that is easy to understand
- Transparence regarding grant cycles, timing, and strategy
- Get feedback on funder policies and practices from grantees and the community
- Co-create MOU regarding expectations for foundation and partners

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**What other tools have you used for sustaining your openness practice?**
What, So What, and Now What: Looking Ahead to Sharing Findings with the Broader Field

Target Audience
- With your funder COP colleagues
- With your co-workers and other funders
- With a wider audience of funders

Potential Formats / Channels
- White paper and deep dive case studies
- Conference presentations in Spring ‘18
- Other outreach ideas (TBD): potential blog series, webinar, other channels

Timeline
- Use today’s COP group call to discuss findings and implications
- November 2017 to January 2018: Document findings and implications
- February 2018: Discuss draft of final report at Feb. 1 COP in-person meeting
- March 2018: Disseminate findings
- April 2018: Share insights at 2018 Collective Impact Convening
Funder Openness
Peer Assist Discussions
<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>3 min</td>
<td><strong>Context: Brian Treece and Kimberly Bash</strong></td>
</tr>
<tr>
<td>3 min</td>
<td><strong>Group Clarifying Questions</strong></td>
</tr>
<tr>
<td>7 min</td>
<td><strong>Group Discussion</strong></td>
</tr>
<tr>
<td>2 min</td>
<td><strong>Key Takeaways and Reflections</strong></td>
</tr>
</tbody>
</table>
Peer Assist Discussion 2

3 min  Context: Jennifer Roynon
3 min  Group Clarifying Questions
7 min  Group Discussion
2 min  Key Takeaways and Reflections
Peer Assist Discussion 3

3 min  Context: Marc Rittle
3 min  Group Clarifying Questions
7 min  Group Discussion
2 min  Key Takeaways and Reflections
Wrap Up and Next Steps
Next Steps on Funder Openness Discussion

How should we keep the conversation going on the funder openness topics we discussed today?

- Virtual peer assists among COP members (e.g., LinkedIn private group peer assist dialogue)

- Sub-group conversations among the COP (e.g., virtual meet-ups by stage, issue area, and/or type of funder)

- Share draft report of funder openness case studies and findings at Feb. 1 COP in-person meeting

- Inviting other funders and practitioners into the dialogue (e.g., use online discussion board on CI Forum website)

- Other ideas?
December 2017 Informal COP Group Call

• **When:** Date TBD in December 2017 (will poll for availability soon)
• **Discussion Topic:** How to achieve systems change in collective impact

February 2018 In-Person COP Meeting

• **When:** February 1, 2018 (with reception/dinner the night before on Jan. 31)
• **Where:** Aspen Institute’s office in Washington, DC
• **RSVP:** See RSVP link that Sharon will send out within the next week
• **Discussion Topics:**
  - Preview of funder openness report findings
  - Sustainability and resilience: how to adapt to emerging realities and keep momentum moving in a positive direction with collective impact

**2018 Collective Impact Convening**

• **When/Where:** April 3-5 in Austin, TX (see next slide for more details)
Registration Is Now Open for the 2018 Collective Impact Convening; Reserve Your Space Soon!

2018 Collective Impact Convening
Hyatt Regency, Austin, TX | April 3-5, 2018

- New York Times bestselling author Brené Brown and renowned nonprofit blogger Vu Le are among the confirmed keynote speakers at the 2018 convening
- Case studies, how-to sessions, tool sessions, and one-on-one coaching on topics such as community engagement, equity, leadership, use of data, and sustainability
- Short talks on successes and challenges in collective impact
- Local site visit to explore collaborative social change in action in Austin
- Opportunity to interact with a diverse audience of funders, backbone leaders, and other collective impact partners

COP members will receive registration guidance in a separate email; book your accommodations at the Hyatt Regency before the block fills up