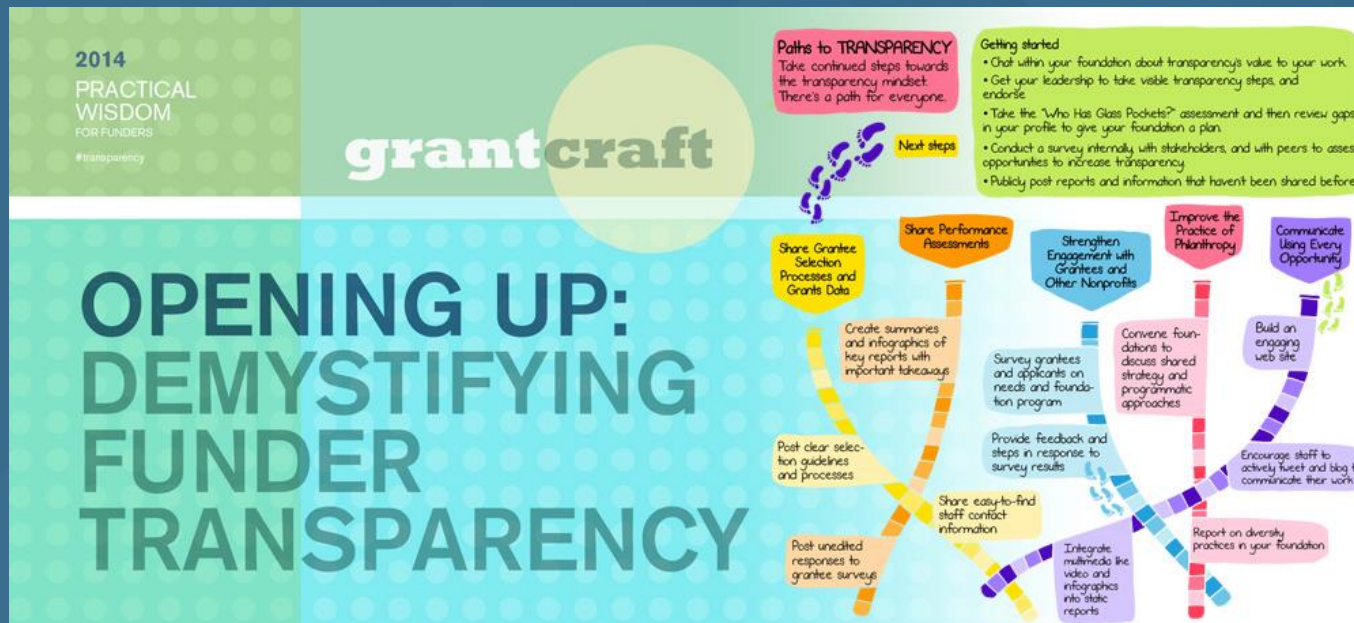
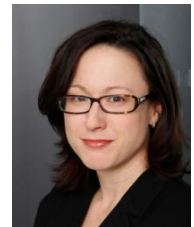
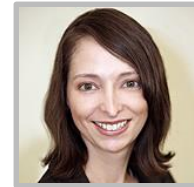


# Funder Transparency: Why and How



# Speakers

- Janet Camarena, Director, San Francisco Office, Foundation Center; Manager, Glasspockets @glasspockets
- Jen Bokoff, Director, GrantCraft, Foundation Center @grantcraft
- Sharon Alpert, Vice President, Programs & Strategic Initiatives, Surdna Foundation @surdna\_fndn
- Hope Lyons, Director of Program Management, Rockefeller Brothers Fund @rockbrosfund



# About the Foundation Center

**Our mission is to strengthen the social sector by advancing knowledge about philanthropy in the U.S. and around the world.**

# www.grantcraft.org/transparency

## Paths to TRANSPARENCY

Take continued steps towards the transparency mindset. There's a path for everyone.

## Getting started

- Chat within your foundation about transparency's value to your work.
- Get your leadership to take visible transparency steps, and endorse
- Take the "Who Has Glass Pockets?" assessment and then review gaps in your profile to give your foundation a plan.
- Conduct a survey internally, with stakeholders, and with peers to assess opportunities to increase transparency.
- Publicly post reports and information that haven't been shared before.

## Next steps

Share Grantee Selection Processes and Grants Data

Share Performance Assessments

Strengthen Engagement with Grantees and Other Nonprofits

Improve the Practice of Philanthropy

Communicate Using Every Opportunity

Create summaries and infographics of key reports with important takeaways

Survey grantees and applicants on

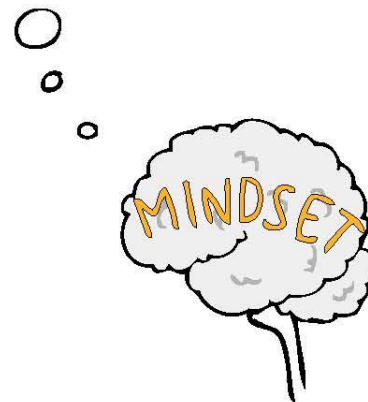
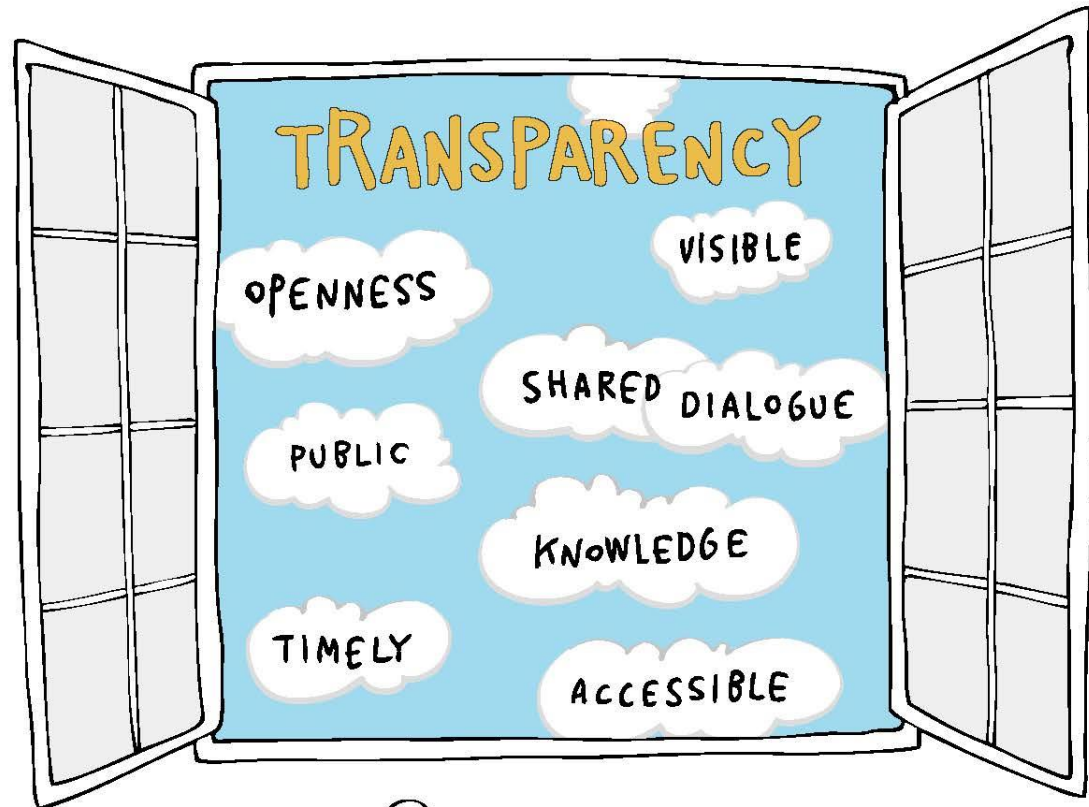
Convene foundations to discuss shared strategy and

Build an engaging web site

# Transparency Chat

**Transparency Chat is a mini-series developed by GrantCraft with support from Glasspockets. Each podcast expands on a chapter in the guide to highlight exceptional funder wisdom from around the globe.**





# Behind Closed Doors: Sharing Grantee Selection Processes and Data



FOUNDATION  
CENTER

# Key Learnings

- **Sharing insights about grantee selection processes is a logical first step because grantees and applicants are key partners in the work of foundations.**
- **Providing this information is a relatively straightforward task.**
- **Making grantee selection processes easily available provides immediate payoffs for grantees and foundation staff and actually saves time!**



# Action Steps

- **Post clear grantee selection guidelines and processes.**
- **Share easy-to-find staff contact information**
- **If you ask grantees for feedback, share those responses in your next e-newsletter or on your web site.**
- **Create a publicly searchable grants database.**
- **Join the Reporting Commitment to provide another avenue to share grant information consistently, openly, and frequently.**
- **Dedicate a day of your time to put clear guidelines in writing that you can then share with your team.**

# Is the Needle Moving? Sharing Performance Assessments



FOUNDATION  
CENTER

# Key Learnings

- **Funders that regularly share assessments of their work say that doing so:**
  - **Helps other foundations as well as grantees learn from the results of often large investments.**
  - **Opens the door to dialogue with other foundations, donors, and grantees to build on the knowledge and to collaborate or fund future efforts.**
  - **Assists in demonstrating trust and credibility as a partner to nonprofits, the government, and business sectors.**

# Action Steps

- **Create summaries and infographics of key reports with important takeaways.**
- **Post unedited responses to grantee surveys along with a note about changes your organization is making as a result of the feedback.**
- **Share internally commissioned reports with other funders and on your web site.**
- **Create a “best failure award” and publicize it.**

# Improving Relationships: Strengthening Engagement With Grantees and Other Stakeholders



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# Key Learnings

- **Improving transparency and participation leads to dialogue, which allows funders to play a stronger supporting role at all stages.**
- **Establishing ongoing ways to share the knowledge of both nonprofit and foundation staff can lead to greater synergies and prevent repetitive mistakes.**
- **Nonprofit organizations working on similar issues that rarely talk to one another learn of one another's work and begin collaborating, which may lead to accelerated or more lasting, systemic change.**

# Action Steps

- **Survey grantees and applicants on needs and foundation programs.**
- **Provide feedback and steps in response to survey results.**
- **Convene nonprofits to help them learn from one another.**
- **Create and share useful tools to help your grantees do their work better.**
- **Allow anonymous commenting on your web site or seek opinions on “neutral” platforms, such as popular blogs.**
- **Publish executive compensation on your web site and the process by which you set it.**



# Peers Helping Peers: Improving the Practice of Philanthropy



FOUNDATION  
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# Key Learnings

- **Sharing information with colleagues and contributing to shared knowledge-bases:**
  - prevents foundations from reinventing the wheel by learning what other funders are supporting in similar areas.
  - provides opportunities for foundations to meet, share knowledge, and potentially collaborate.
  - helps foundations working in similar areas develop a shared understanding and metrics for grantees, which saves nonprofits time and energy!
  - contributes to a more transparent sector by making it easy for interested groups to learn about foundation work in one place.

# Action Steps

- **Convene foundations to discuss shared strategy, metrics, understandings of outcomes, and programmatic approaches.**
- **Put open licensing into practice by sharing simple tools like templates.**
- **Report on diversity practices in your foundation.**
- **Fund projects that support sharing data.**
- **Organize meetings to explore transparency related topics.**

# Communicating Well: Connecting Using Every Opportunity



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# Key Learnings

- People access information in different ways.
- Providing a variety of paths through which to communicate messages increases the reach and strength of a foundation's transparency.
- Some mediums lend themselves to informality and a human voice, which builds trust and understanding that research reports and calls for proposals do not.

# Action Steps

- **Build an engaging website.**
- **Encourage staff to actively tweet and blog to communicate their work with minimal restrictions.**
- **Integrate multimedia like video and infographics into static reports.**
- **Find one internal document that is useful to an outside audience and publish it.**
- **Currently tweeting? Tweet us @grantcraft and @glasspockets so we can follow you!**

# Panel Conversation

**Sharing Assessments: Why, How, Benefits, Concerns, ideas, and more!**

# Who Has Glass Pockets?

## Who Has Glass Pockets?

We're showcasing the online transparency and accountability practices of the largest foundations. View these profiles to see which foundations have "glass pockets."

["Who Has Glass Pockets?" FAQ»](#)  
[Transparency Heat Map»](#)

**DOES YOUR  
FOUNDATION HAVE  
GLASS POCKETS?**

[Submit your foundation's  
transparency profile »](#)

SELECT UP TO 5 INDICATORS TO COMPARE

HIDE INDICATORS ^

CLEAR INDICATORS

**Basic Information**

- Contact information
- Mission statement

**Grantmaking Information**

- Grantmaking process
- Grantmaking strategies/priorities
- Searchable grants database or categorized grants list
- Statement of whether current economic conditions are affecting the foundations grantmaking

**Governance Policies and Information**

- Bylaws
- Committee charters
- Code of conduct policies
- Conflicts of interest policies
- Board of Directors list

**Performance Measurement**

- Assessment of overall foundation performance
- Knowledge center
- Grantee feedback mechanism
- Grantee surveys

**HR/Staffing Policies and Information**

- Whistleblower procedures
- Executive compensation process
- Diversity practices
- Key staff list
- Key staff biographies

**Financial Information**

- Audited financial statements
- Form 990 or 990-PF
- Investment policies

# Who Has Glass Pockets?

## Blue Shield of California Foundation

San Francisco, CA

**Total Assets:**  
\$62 million

**Total Giving:**  
\$24.5 million

**Fiscal Year:**  
12/31/2011

[VIEW PROFILE AS A WEB PAGE](#)

### Basic Information

- ✔ [Contact information](#)
- ✔ [Mission statement](#)

### Governance Policies and Information

- ⊖ Bylaws
- ⊖ Committee charters
- ⊖ Code of conduct policies
- ✔ [Conflicts of interest policies](#)
- ✔ [Board of Directors list](#)

### HR/Staffing Policies and Information

- ⊖ Whistleblower procedures
- ⊖ Executive compensation process
- ⊖ Diversity practices
- ✔ [Key staff list](#)
- ✔ [Key staff biographies](#)

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- ⊖ Assessment of overall foundation performance
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- ✔ [Grantee surveys](#)

### Financial Information

- ✔ [Audited financial statements](#)
- ✔ [Form 990 or 990-PF](#)
- ⊖ Investment policies

blue  of california



COMMUNICATION VEHICLES USED

- [WEBSITE](#)
- [TWITTER](#)
- [E-NEWSLETTER](#)
- [ANNUAL REPORT](#)
- [BLOG](#)
- [FACEBOOK](#)

[LEARN MORE IN FOUNDATION TRANSPARENCY 2.0 »](#)



# Who Has Glass Pockets?

	Board of Directors list	Contact information	Mission statement	Grantmaking strategy	Grantmaking process	Staff list	Financial statements	Staff biographies	Form 990 or 990-PF	Conflict of interest policies	Grants database or list	Whistleblower procedures	Diversity practices	Bylaws	Code of conduct policies	Investment policies	Knowledge Center	Grantee surveys	Committee charters	Economic conditions	Executive compensation	Grantee feedback	Performance assessment
Allegany Franciscan Ministries	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●					
Annenberg Foundation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●		●			
Arkansas Community Foundation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●		●			
Blue Shield of California Foundation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●	●					
California Community Foundation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●								
The California Endowment	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●			
Carnegie Corporation of New York	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●			
The Cleveland Foundation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●						
Colburn Foundation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				●	●		●	●
The Commonwealth Fund	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●	●
Community Foundation of the Eastern Shore	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●	●	●	●		●
Disability Rights Fund	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●	●	●	●
The Durfee Foundation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●							
Ford Foundation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			
Foundation for a Healthy Kentucky	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●	●				●
Fresno Regional Foundation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●							
Bill & Melinda Gates Foundation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●	●
The Getty Foundation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●	●
The Evelyn and Walter Haas, Jr. Fund	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●	●
John A. Hartford Foundation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●	●
The William and Flora Hewlett Foundation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Conrad N. Hilton Foundation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●							
Humanity United	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●
Inter-American Foundation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
The James Irvine Foundation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Robert Wood Johnson Foundation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Kapor Center for Social Impact	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			
W. K. Kellogg Foundation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			
The Kresge Foundation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●	
Lumina Foundation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			
The John D. and Catherine T. MacArthur Foundation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Marin Community Foundation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			

# GrantCraft

**GrantCraft is a service of the Foundation Center that taps the practical wisdom of funders to develop resources that improve the practice of philanthropy.**

**Share Your Wisdom**

# GrantCraft Resources



Tools



Takeaways



Guides



Infographics




Case Studies



Blog

TAG LOREM IPSUM



**Roles@Work: Are you playing with a full deck?**

POWERED BY ISSUE LAB



**What is the best way to create a new grant structure?**



GRANTCRAFT VIDEO

**Funder Collaboratives**

TAG LOREM IPSUM

**GrantCraft Video: Funder Collaboratives**



www.grantcraft.org

**grantcraft**  
PRACTICAL WISDOM FOR GRANTMAKERS

**ADVOCACY**

- Why foundations support advocacy
- Defining your role as an advocacy funder

TAG LOREM IPSUM

**Advocacy Funding: The Philanthropy of Changing Minds**

# Thank you for attending!

**Any lingering questions?**

## **Contact us**

- Janet Camarena

[jfc@foundationcenter.org](mailto:jfc@foundationcenter.org)

- Jen Bokoff

[jen@foundationcenter.org](mailto:jen@foundationcenter.org)



[#openingup](https://twitter.com/openingup)