WINGS

WORLDWIDE INITIATIVES FOR GRANTMAKER SUPPORT

Report on WINGS' work in 2004

May 2005

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Summary

This report describes the work of WINGS in its second year in Brussels where the Secretariat will remain until the end of 2006 before relocation to a new base, in the global south. The report shows a growing and increasingly active and communicative global network. The last page list members of WINGS' two major committees and throughout the report are names of people who have given energy and experience to working groups. Between them these demonstrate the diversity and geographical spread of WINGS. Great thanks are due to them all. Particular acknowledgment is due to Monica Patten who chairs the Coordinating Committee, Rory Tolentino, its Vice Chair, and Donnell Mersereau, Chair of the WINGS-CF Advisory Committee. Many others have shared in planning and steering the work. We thank too, our colleagues and hosts at the European Foundation Centre, the current home of the WINGS Secretariat. The Committees have been appreciative of the work done by the small WINGS staff team in Brussels.

WINGS' work this year was at times dominated by a major, global event for community foundations held in Berlin in December and involving community foundation practitioners, people involved in development and support of community foundation initiatives and networks, and academics and researchers. This was conceived as a one-off event to mark a key moment in the global development of community-based philanthropy and its success is recounted in brief in this report. Much other WINGS activity took place including three of our very special training events based on peer learning, all offered to those working with the broader field of philanthropy including private foundations, family foundations, corporates and community-based bodies.

The following report describes activities, endeavours to convey a sense of how this very experimental network is developing and also examines frankly some of the challenges being encountered.

Our vision

A strong, global philanthropic community, sensitive to the needs of their societies and able to respond in effective and efficient ways.

Our mission

WINGS seeks to strengthen the institutional infrastructure of philanthropy worldwide by building a strong, interconnected and collaborative global network of grantmaker associations and support organisations, which, in turn, help grantmaking institutions that support civil society to build a more equitable and just global community.

Strategic objectives

1 to increase **knowledge** of the sector, primarily through collating and disseminating information on national, regional and global issues and trends in philanthropy
2 to ensure **continuing development and delivery of services** to support learning within the network
3 to strengthen and increase **communication** among network participants;
4 to strengthen and increase **collaboration** among network participants
5 to build the **institutional capacity** of WINGS to manage its work effectively and to develop relationships and alliances that contribute to the work of network participants

Achievements in 2004

1 Background

WINGS' work is often "behind the scenes", aiming to assist and strengthen those organisations which have a support and facilitation role within the philanthropic sector, all over the world. Just over 60% of the organisations currently participating in the WINGS network are membership associations, most operating at country level, with a mission to provide services to grantmaking foundations and to strengthen philanthropy through improving the work of these foundations, assisting with the development of new foundations and strategic donors, and advocating for improvements in the legal and fiscal environment in which they work. The remainder, nearly 40% are a rich mixture of organisations which support the development of philanthropy in different ways, but not based on a membership structure. Some of these cover whole regions, while others focus on specific aspects of philanthropy such as the development and support of community foundations or corporate giving. At the end of 2004 there were 103 organisations in the network but conversations are under way with some emerging grantmaker associations and other support organisations so the number will grow.

WINGS is structured as a network with participants rather than members and with no formal legal status. For the four years 2003-06 the Secretariat is based at the European Foundation Centre which acts as host and "fiscal agent" and which provides opportunities for interesting collaborative work.

WINGS is in a second phase of its work, having been based from 2000 to early 2003 in the USA and Canada. Our first year in Brussels (2003) was much taken up with restarting the network at a European base but all the groundwork involved came to fruition in 2004 which was a busy and productive year and one which saw a high degree of participation right across the network.

2 Activities against strategic objectives

2.1 To increase knowledge of the sector, primarily through collating and disseminating information on national, regional and global issues and trends in philanthropy

This is a growing area of our work. Development of the new WINGS website was given priority to support this, but with plans already in place at the start of the year for the major event in December, *Community foundations: Symposium on a global movement*, it was inevitable that quite a lot of attention in 2004 focused on community foundation development.

2004 Community Foundation Global Status Report
A new and significantly revised edition of this report was published in May 2004 at the annual networking meeting of EFC's Community Philanthropy Initiative (CPI). It was researched and written by Eleanor Sacks with help in data collection from the WINGS Secretariat and CPI. Part I of the report is descriptive and analytical on global and regional trends in community foundation development, changes in the support organisation field and the roles of key funders of development. It also examines increasing international networking in the field. Part II gives country-by-country profiles of community foundation development and information on support organisations present in the country. The report was well received and widely publicised. It also formed a key document underpinning *Community foundations: Symposium on a global movement*. There is such a great deal of interest in the field, along with rapid growth, that plans are already under way for a further edition to be published in 2005 and which will also aim to explore the impact of community foundation grantmaking on local communities.

Community foundations: Symposium on a global movement
This was the first major international event to bring together community foundation practitioners, people from support organisations and scholarly researchers to explore aspects of community foundation development and activity in a cross-cultural context – with 33 countries represented through over 160

participants. WINGS took responsibility for coordinating the event, with Eleanor Sacks acting as a most able lead consultant and a Berlin-based organisation, eventation, providing good on-site support. Many people in the community foundation field assisted with planning, some fundraising and preparation of presentations and discussion papers. A full report will be published early in 2005 and thorough debriefing notes will be captured too, as a great deal was learned through organising this rather complex event, which will be useful in future. This analysis will be based in part on a detailed survey of participants to which there has been a high response rate.

A special website (www.cfsymposium.org) was established and it has been used for sharing information including the publication of presentations and papers, and feedback on the Symposium.

Participants confirmed that this event was highly significant for the field, and a great opportunity for debate and exploration about community foundation development: they were stimulated and excited by the sessions. There was a sense throughout the event that there is a "global movement", with opportunities for development experience to be shared and expectations that we will now see deeper rooting of initiatives and surer progress towards asset building and effective grantmaking as well as more focus on social change and social justice. The Secretariat is hearing a lot from participants about their local dissemination work following this event and WINGS-CF will be documenting all this and ensuring that effective work and good strategies are shared, through the website.

Many funders contributed to the event although the Ford Foundation and the Charles Stewart Mott Foundation provided the majority of the funding. All will be acknowledged in the Symposium report, which is itself funded by the King Baudouin Foundation.

Lobbying and advocacy on community foundations
WINGS-CF Advisory Committee and the Programme Planning Working Group spent some time this year exploring the areas where they felt WINGS-CF should focus its attention. Their aim is now to lobby potential funders and multilateral institutions to achieve higher visibility for community foundations and greater resources for the field, especially for good quality and long term support organisations. Opportunities were taken in collaboration with network participants to explain these issues at conferences (the Canadian network's biennial conference, the US Fall conference, Grantmakers East Group and others) and to meet key people in multilateral organisations.

Promoting the role of grantmaker associations
WINGS, with three network participants, offered a satellite event at the 2004 gathering of Grantmakers East, on the role and value of grantmaker associations. This followed up our case studies of grantmaker associations, published in 2003. We have also been pleased to have a regular short column in Alliance magazine and to be invited to contribute occasionally to other publications. At the end of the year the Director took part in a seminar arranged by the International Network for Strategic Philanthropy on the subject of promoting philanthropy. She also contributed to publications which reflect growing awareness of the role of grantmaker associations: these will be published early in 2005 (an issue of EFC's Social Economy and Law journal, SEAL, on this topic and a substantial article in an issue of Mott Mosaic).

2.2 To ensure continuing development and delivery of services to support learning within the network

Peer learning events
During 2003 the Secretariat worked with a small group of Coordinating Committee members to plan training events for the field. The format for these was based on a successful model developed in WINGS' first phase, and found to be an effective way of sharing expertise. A survey of the network also helped the working group by providing a list of priority topics. To respond to demand three events were arranged for 2004, although in future years a more manageable two will normally be planned.

The working group members were Pavlína Kalousová (Czech Donors Forum), Natalya Kaminarskaya (Russia Donors' Forum), and David Winder (Synergos Institute) who chairs the group. They planned

each event in conjunction with a representative of its host organisation. In Moscow in January, the topic was ***emerging associations of grantmakers***. This was hosted with great effectiveness by the Russia Donors' Forum, with additional support for costs from Neil Osborn, a UK-based supporter of WINGS. Participants were from Argentina, Bulgaria, Ecuador, East Africa, Romania, Russia, Slovak Republic and Ukraine. Pavlína Kalousová also attended to offer experience from the Czech Republic where the association is relatively new but also well established. The event was lively and fast-paced and all participants were enthusiastic about what they had learned and the new connections they had made within the network (and we know these connections actively continue). Discussion confirmed how important early decisions about mission, structure, membership and range of activities can be in influencing the nature and pace of development and the long-term viability of an association.

The second event was on ***the support of corporate philanthropy: sharing good practice***. It was designed to attract the most experienced organisations in the network and to be a sounding board on WINGS' future work in this field, as well as a training and networking event. Planning was done by the Peer Learning Working Group with the addition of three colleagues from the Philippines – Malu Erni of Petron Foundation and Vicky Garchitorena of Ayala Foundation (both active board members of the Philippine League of Corporate Foundations) and Chem Pacaño, the League's CEO. The League was our host in Metro Manila and generous support for local costs was provided by Rory Tolentino, Vicky Garchitorena and the Ayala Foundation, the Association of Foundations and the Ramon Magsaysay Award Foundation, the Petron Foundation and Philippine Business for Social Progress.

The Philippines proved to be an inspired choice of venue: our event coincided with the League's Corporate Social Responsibility Week and gave participants a chance to see that big and well-established event; they heard direct from a number of local companies whose giving is exemplary and met people from several infrastructure organisations with complementary roles in relation to corporate giving.

Participants were from Australia, Brazil (two organisations), Czech Republic, Jamaica, Mexico, Nigeria, Pakistan, Philippines (three organisations), Russia, Southern Africa, USA (specifically from Connecticut and Minnesota), and two others – one covering the Asia-Pacific region and the other a support organisation for work in parts of Asia and Latin America. As ever in such a diverse group participants were struck by the amount they could learn from each others' very different working contexts and a great deal of information was shared as well as many ideas stimulated. In the next section is a brief report on plans to develop WINGS – Corporate Initiative (WINGS-CI) as a direct result of this event.

Our final peer learning event was on ***governance and board development***, hosted by the Forum of Regional Associations of Grantmakers at their home base, Washington DC. The primary focus was on the development of boards within associations of grantmakers, with participants from Ecuador, India, East Africa, Mexico, New Zealand, Philippines, Romania, Spain and USA. The event was planned by the working group with the addition of Alison Wiley, then CEO of the Forum of RAGs. Support for the event came from the Forum of RAGs and the Council on Foundations' International Committee. WINGS has created a listserv to help participants to follow up issues, ask each other for material or advice, and maintain friendly contact. A further innovation was to arrange some visits to other organisations while the group was in Washington: Washington Grantmakers organised interesting meetings, including the involvement of several Board members and a lunch meeting organised by the Meyer Foundation; visits were also made to Independent Sector and the National Council of Nonprofit Associations.

Following each event WINGS posts a report on the website. We know that participants and many more in the network find this helpful and use sections of it for work with boards or in training events.

The working group is now engaged with Community Foundation Network (UK) in planning a peer learning event in May 2005 (London) on *codes and standards for grantmakers*, and with Community Foundations of Canada and Philanthropic Foundations of Canada in planning an event to be held in October 2005 (in Ottawa) on *public policy development and government relations*.

WINGS-CF One-2-One
Just as the year came to a close we were pleased to relaunch an earlier programme within WINGS-CF, offering two organisations from the network the chance of getting together for a couple of weeks for mutual learning by supporting a visit by a couple of staff members from one organisation to another. This was successfully started in 2001-02 and is being revived under the name WINGS-CF One-2-One with the help of a working group made up of Olga Alexeeva (CAF Russia), John Heller (Synergos Institute), Ruth Jones (Community Foundations of Canada) (Chair of the group) and Dorothy Reynolds (consultant to the Charles Stewart Mott Foundation).

Other activity
Elsewhere in the report we describe a WINGS-CF face-to-face meeting, the Symposium on community foundations, and various publications and activities all of which also contributed to this strategic objective of supporting learning in the network.

Individual consultancy and support were also offered during the year, much of it via email and telephone calls from the Secretariat. In addition the Director helped facilitate a board retreat of the East Africa Association of Grantmakers, advised several emerging grantmaker associations, made presentations to Counterpart Bulgaria and their local community foundations and, through the Synergos Institute, provided input for several Thai organisations on community foundation development.

2.3 To strengthen and increase collaboration among network participants

The development of WINGS' website has been a main programme activity in 2004 (and a further significant level of development will happen in 2005). This work has addressed all our priorities but it has been especially helpful in fostering communications and collaboration within the network.

Regional gatherings
WINGS assisted in two regional meetings for European associations of grantmakers during the year, one well-attended day meeting in Athens convened by EFC and the other a two day training and networking meeting in Berlin organised by the Bundesverband Deutscher Stiftungen, with the help of the Körber Foundation. WINGS coordinated several of the information and training sessions in both meetings.

WINGS – Corporate Initiative (WINGS-CI)
Elsewhere in this report there are references to the active and well-established constituent group of WINGS which relates to community foundation interests – WINGS-CF. In 2004 there was discussion of the need for a focused approach to fostering corporate philanthropy. A working group made up of Pavlína Kalousová (Chair), Nancy Roberts, Rory Tolentino, Fran Eaton (Council on Foundations) and Sevdalina Rukanova (EFC) undertook a survey of the network and decided that the priority was to hold a peer learning event to share best practice in corporate grantmaker promotion and support. They also developed a broader case for WINGS' involvement in this field and for new donors for WINGS.

The peer learning event provided an opportunity to ask an experienced cross-section of the network to define the areas where WINGS could add value. They proposed the establishment of WINGS-CI and a series of areas around mapping, developing case studies and exploring joint initiatives, all of which will be followed up in 2005, with the help of the working group as well as peer learning event participants. We are pleased to report that the American Express Foundation has given financial support for the corporate philanthropy work of WINGS.

2.4 To strengthen and increase communication among network participants

New website
In September the Secretariat launched a new **website** at www.wingsweb.org. The new site replaces the former WINGS and WINGS-CF websites and presents the WINGS network and Secretariat in a new format and design while also improving the user-friendliness of the site. A Spanish version with limited content allows access to Spanish speakers.

The challenge was to ensure that two very different sites (different in content, structure and style) were merged without loss of quality or essential content, and especially that the WINGS-CF identity and content were not submerged within WINGS but identifiable and accessible. Feedback from users confirms that this has largely been achieved. As WINGS-CI develops, its material will be organised in a similar way on the website: information relevant to these constituencies is marked with tags (CF and CI), so they are accessible to specialists but readily available for all website users, as needed.

The website structure now encompasses regularly updated highlights and activities from the network; profiles and contacts in the network (including listings according to constituent groups, organisation type, region and countries in which they provide services); WINGS' services and programmes; collections of material and links from the previous websites (particularly the WINGS-CF Compendium and the WINGS Resources section); and information about WINGS' history, mission and governance. New technical features include a search engine that allows for full text keyword searches of all pages and documents on the website. An underlying contact database ensures consistent and updated contact information. There is a limited amount of "member only" material, password-protected.

There is considerably more work to be done to develop a collection of information resources from the network and other sources, to assist the work of network participant organisations and also publicise their work to a wider audience.

Peer group on communications
WINGS has a peer group on communications, an unmoderated email listserv, with about 20 participants from all continents. Topics recently discussed include: newsletters – pros and cons; surveys; knowledge management; HTML emails; tracking newsletter readership. In addition to these discussions, the peer group has also served as a reference group in the development of the new WINGS website.

General communications with the network: new vehicles
Three new regular communications mechanisms are now being used. All receive an encouraging level of feedback:

- A monthly round up of news and information from the WINGS Director to the Coordinating Committee. This is an email message sent in the first few days of each month and aims to be just one page to keep the Committee briefed on current activity, funding news and Secretariat activity.
- WINGS Briefing: a two page summary for all in the network listing WINGS events and news, significant changes in network participant organisations (new senior staff, address changes, new websites, major new publications, etc) and featuring an update from the Coordinating Committee. This is being issued twice a year, soon after each of the Coordinating Committee meetings. An email alerts the network a little in advance of this being drafted, to encourage news and updates to be sent to WINGS in time for inclusion and this is proving popular. We are determined to keep this publication brief and not to replicate the many newsletters covering our field.
- WINGS-CF Update: a similar brief report, to be circulated three times a year just after WINGS-CF Advisory Committee meetings and covering similar ground to the WINGS Briefing but on areas of interest to the WINGS-CF constituency.

The Secretariat monitors levels of contact with the network, including tracking individual take-up of WINGS activities, participation in committees and working groups and use of the Secretariat or the wider network for advice and information. This demonstrates a high level of active involvement but is monitored quarterly so that particular gaps in communication with individual organisations or evidence of any regional imbalance can be addressed.

Face-to-face meeting
WINGS-CF took the opportunity of organising a half-day meeting for those network participants who were attending the community foundation Symposium in Berlin. The Symposium focused on community foundations' own issues and this extra half day covered matters of concern to support organisations and community foundation developers. Around 40 people attended and a full report will be published early in 2005. The meeting was planned by the WINGS-CF Programme Planning Working Group, whose

members are: Clare Brooks (Chair), Community Foundation Network, UK; Oman Jiao, Association of Foundations, Philippines; Jana Kunická, Community Philanthropy Initiative, European Foundation Centre; Ruth Jones, Community Foundations of Canada; Donnell Mersereau, Council of Michigan Foundations; and Pushpa Sundar, Sampradaan – Indian Centre for Philanthropy. Christine Forrester, a UK-based trainer and evaluator, active in community foundation development, facilitated the meeting.

Participants were very positive about the usefulness of the meeting, and the opportunity to meet each other and learn more about WINGS-CF.

2.5 To build the institutional capacity of WINGS to manage its work effectively and to develop relationships and alliances that contribute to the work of network participants

Funding
WINGS has been substantially sustained by two foundations, the Charles Stewart Mott Foundation and the Ford Foundation, and we continue to be grateful for their farsightedness in recognising the importance of the WINGS role and for their generous support. We are pleased to report that in 2004 a new group of supporters came forward: for our general operating costs these were the Bernard van Leer Foundation and the German Marshall Fund of the United States; for our corporate initiative, the American Express Foundation. Several funders helped with specific peer learning events and WINGS earned some income for its work for the Symposium.

Nonetheless the biggest challenge facing WINGS is to achieve sufficient support for its activities. A high proportion of network participants find it difficult to achieve sustainable funding themselves and most need assistance to participate in WINGS' face-to-face activities. With only a few funders interested in supporting philanthropic infrastructure, this throws a bigger burden on WINGS itself, to try to find new funders sophisticated enough to understand the need to foster and strengthen grantmaker support through training, information and networking. The fall in the US-dollar against the euro has also had damaging consequences for WINGS this year.

The Coordinating Committee gave some attention to broadening the funding base and identifying new funders. They also looked at new ways of encouraging funders' interest in specific aspects of the work. We hope this will bear fruit in the next couple of years and help establish a more sustainable basis for WINGS' work when it moves to a new location in 2007.

Policy development
During the year the Committee formalised guidelines for WINGS on involvement in new projects. The Secretariat also created a handbook for Coordinating Committee members, representing a collection of information and policy material that gives an easy guide to WINGS for the committee, assists with induction of new members, and aims to help with the maintenance of consistency in policy development, an important factor when the Committee meets only twice a year face-to-face.

Rotation
True to its values of remaining both significantly a network (as against a more formal organisation) and genuinely global in its reach, WINGS is planning to move to a new host organisation for the four-year period 2007-10. Work has begin to identify a new host organisation in the global south and two organisations are in discussion with a small working group, composed of Rob Buchanan of the Council on Foundations, who chairs the group, Pavlína Kalousová of the Czech Donors Forum and John Richardson, European Foundation Centre. They hope to report in early 2005 to the Coordinating Committee, with their recommendations.

Staffing
The core staff group of the Secretariat remains the same as in 2004: Gina Estipona, Projects and Programmes Coordinator, Gaynor Humphreys, Director and Michael Strübin, Outreach and Communications Manager. We were assisted by two interns – Miryam Hernández Irigoyen until September and Rocío Vicente Senra since then.

All staff members also make a contribution to the work of the host organisation, EFC. Activity includes the Intern's regular assistance with reception and switchboard and with EFC's mailings and other administrative tasks, and much activity from the rest of the team in, for example, arranging sessions at EFC's annual general assembly and contributing to particular project development. The WINGS Director is an active member of EFC's management team.

External relationships
Active and positive links have been maintained and developed with many organisations important to the field of philanthropy support. The Director of WINGS was invited during the year to become a member of the Advisory Committee of the World Bank Community Foundation Initiative and she has continued to work with CIVICUS on the Joint Facilitation Committee which is reviewing the World Bank's relationships with civil society organisations. She was also invited to be an Adviser to IFIP, the US-based network of funders supporting work with indigenous peoples. She participated in a special meeting of the Bertelsmann Foundation's International Network on Strategic Philanthropy and a Ford Foundation research seminar on social justice philanthropy in Moslem societies.

3 Work planned for 2005

Continuation – where we have evidence of our methods and programmes being effective, for example:
- using the **peer learning event** format, where two events are planned on new topics
- further consolidation of the **website** so that it is increasingly populated with material of help and relevance to our network and can act as a showcase for grantmaker associations and support organisations to the wider world
- further edition of the **Global Status Report** on community foundations, reflecting the continuing growth and spread of this concept
- effort to strengthen the funding base of WINGS

New areas:
- real beginnings of our development of work on **WINGS-CI**, looking at the support and development role of our network participants in stimulating more and better company giving
- the start of planning for **WINGS*Forum***, our regular global meeting which should take place in late 2006 and which should also include an opportunity for at least one-day meetings of WINGS-CF and WINGS-CI
- careful consideration of follow-up from ***Community foundations: Symposium on a global movement***. We will be working hard to share the analysis and discussion at the event with the wider field and publicise the good material developed for the event. We are now, however, faced with a high level of demand from community foundation practitioners for some mechanism which will enable them to remain connected with each other and develop both experiential learning and practical activities as a result of this connectedness – and to think about a further Symposium in due course. WINGS-CF will be working on this to clarify where the work is best located – some of it, perhaps, in WINGS-CF itself – and how it could be resourced.

Gaynor Humphreys, Director, WINGS
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WINGS Coordinating Committee membership, 2004

	Elected members	Organisation and role
1	Rob Buchanan	Director, International Programs, Council on Foundations
2	Colleen du Toit	Executive Director, Southern African Grantmakers' Association, South Africa
3	Tobias Henkel	Director of International Programmes and Legal Counsel, Bundesverband Deutscher Stiftungen
4	Gabriela Ivascu	Coordinator, Romanian Donors' Forum
5	Pavlína Kalousová	Executive Director, Czech Donors Forum
6	Natalya Kaminarskya	Executive Secretary, Russian Donors Forum
7	Valerie Lies	Representing the Forum on Regional Associations of Grantmakers, USA; President, Donors Forum of Chicago
8	Monica Patten	President and CEO, Community Foundations of Canada
9	Rebecca Raposo	Executive Director, Grupo de Institutos Fundações e Empresas (GIFE), Brazil (leaving Committee due to change of job)
10	John Richardson	Chief Executive, European Foundation Centre
11	Pat Robinson	Representing Jamaica Foundations and Corporate Donors Executive Director, Grace Kennedy Foundation
12	Lourdes Sanz	Community Foundation Coordinator, Centro Mexicano para la Filantropía (CEMEFI)
13	Rory Tolentino	Executive Director, Asia Pacific Philanthropy Consortium
14	David Winder	Director, Global Philanthropy, The Synergos Institute, USA
15	Iftekhar Zaman	Executive Director, Bangladesh Freedom Foundation – Philanthropy Resource Centre (leaving Committee due to change of job)

In addition Donnell Mersereau is on the Committee ex officio as Chair of the WINGS-CF Advisory Committee. Ray Murphy of the Mott Foundation and Christopher Harris of the Ford Foundation attend as observers, representing Founder Funders. Barry Gaberman is Chairman Emeritus.

WINGS-CF Advisory Committee membership at October 2004

Region	Individual	Organisation
Africa	Max Legodi	Southern Africa Grantmakers' Association (SAGA)
Asia	Pushpa Sundar	Sampradaan – Indian Centre for Philanthropy
Australia & New Zealand	Andrew Lawson	Philanthropy Australia
Europe	Clare Brooks	Community Foundation Network
	Jana Kunická	European Foundation Centre
	Vadim Samorodov	CAF Russia
	Peter Walkenhorst	Bertelsmann Stiftung
Latin Amer. & Caribbean	Marcos Kisil	Institute for the Development of Social Investment
	Lourdes Sanz	Centro Mexicano para la Filantropía (CEMEFI)
North America	Suzanne Feurt	Council on Foundations
	Donnell Mersereau	Council of Michigan Foundations (CMF)
	Monica Patten	Community Foundations of Canada (CFC)