



Transatlantic Community Foundation Network (TCFN)

Civic Leadership:

How Community Foundations have demonstrated their
Value to both their Communities and their Donors.

By Jennifer Nagorka



A Report on the TCFN Peer Exchange
Dallas, Texas, USA
April 20 – 23, 2008

Introduction

Fourteen participants in the Transatlantic Community Foundation Network (TCFN) met in Dallas, Texas, 20-23 April 2008, for a peer exchange workshop on community leadership. The group included members from eight countries on both sides of the Atlantic. Some participants came from wealthy, long-established foundations, others from young foundations with limited assets. Still others represented organizations that support the growth of community foundations around the world.

The meeting focused on how community foundations become leaders within their communities. Each participant described a situation in which his or her foundation provided leadership on a community issue. Later, each participant described a challenge currently facing his or her foundation. Group discussions allowed participants to comment on experiences and offer advice or ideas. The goal was to help community foundation executives

- *understand the importance of the community foundations' role as leaders;
- *identify different strategies for providing community leadership;
- *discover opportunities for community leadership;
- *weigh the risks and benefits of being community leaders; and
- *evaluate whether their internal operations support community leadership.

This report includes summaries of the group discussions, followed by each foundation's case study and a brief description of the participants' foundation or organization. Although this written report cannot capture the nuance and flow of the conversations in Dallas, we hope this document will be useful to other community foundation executives who are trying to more effectively serve their communities.

BACKGROUND

The community foundation concept started in the United States in the early 1900s. A banker in Cleveland, Ohio wanted to find a way to pool all his community's charitable resources into a single permanent endowment. A group of community leaders would direct the income from that endowment to projects that would improve life for local residents. His efforts created the world's first community foundation, The Cleveland Foundation, in 1914.

For several decades, the concept grew slowly. Then, in the late 1980s and 1990s, the number of community foundations in the United States multiplied quickly. The community foundation movement spread to Europe in the 1990s, growing fastest in the United Kingdom, Germany, Italy, Poland and the Slovak Republic. By 2007, almost 1,400 community foundations had been established in 46 countries on five continents.

These community foundations vary greatly in size and structure; some receive funding from national governments or international aid groups, others rely almost completely on individual or corporate donors from their communities. But the concept behind each foundation is the same: local people pooling local resources to address local issues.

The Transatlantic Community Foundation Network (TCFN) started in 1999 by the Bertelsmann Foundation of Germany, with the support and advice of the Charles Stuart Mott Foundation of the United States. The goal was to create an international network of foundation executives, from both sides of the Atlantic, who could share experiences and best practices. That, in turn, could accelerate the growth of local philanthropy around the world. TCFN is now in its third phase.

PEER EXCHANGE ON COMMUNITY LEADERSHIP

20-23 April 2008
Dallas, Texas, USA

Community leadership should be both a goal and a natural outcome of strong community foundations. Many community foundations serve as leaders, even if they have not taken on that role consciously. Their organizational structure, which requires them to know and involve community residents, gives them a unique ability to see and respond to local issues.



Participants at the Dallas meeting listed the variety of ways a community foundations can show leadership, including:

- * Creating new networks of people and resources to help solve local issues
- * Operating transparently, which encourages trust in the foundation and in the idea of philanthropy
- * Emphasizing responsiveness and accessibility in their operations
- * Recruiting board members who will take courageous stands on controversial issues
- * Identifying and nurturing emerging leaders within the community
- * Serving as a neutral convener and bringing diverse groups together to discuss issues or solve problems
- * Identifying and importing resources or programs from outside the community to help solve a local problem
- * Providing trustworthy, objective data and information about the community – even doing original research needed to obtain that data
- * Advocating for or against public policy
- * Helping donors find effective programs that match their charitable interests, and encouraging donors to support the community foundations' funding priorities

During their discussion, participants commented that many of their communities face similar challenges. Milwaukee, Wisconsin and many former industrial cities in the northeastern United States face ongoing job losses and entrenched poverty. The situation is the same in many rural areas of central and eastern Europe and the United Kingdom. Immigration and assimilation place stresses on public institutions in Dallas and Berlin. Foster care systems for children need improvement in many parts of the United States and Europe.

The foundation executives noted the difficulties of taking leadership positions within their own communities. In some regions, previous political regimes have left people distrustful or even hostile of “leaders”. Showing leadership on a controversial issue may alienate donors, public officials or the general public. Sometimes foundation board members may not agree with specific projects or policies. Foundations must be wise and careful, as well as courageous and determined, to know when to be very public in their leadership, and when to be “invisible leaders.”

STORIES OF COMMUNITY LEADERSHIP

RUTH SHACK, Dade Community Foundation, Miami, Florida, USA

THEME: You do not need large assets to be a leader in your community



The Dade Community Foundation, based in Miami, Florida, identified two major problems in its community:

- * A lack of understanding about the NGO sector and its economic importance
- * A lack of ethical leadership in government, business and NGOs

The first problem became clear when the mayor of Miami wanted to evaluate the economic importance of local industries, but did not think to include the nonprofit (NGO) sector. Dade CF executives felt that NGOs made a significant contribution to the local economy. The foundation located an economist connected to a business development agency, which partnered with the Foundation to study the economic impact of nonprofits. He examined NGOs tax returns, real estate ownership, and other information. The study showed that the NGO sector was one of the most important local industries – not too far behind a much more visible industry, tourism. The study also found that NGOs employed people with a wide variety of professional skills and personal experiences. Business leaders in Dade County were supportive of the study. The Foundation paid only the cost of publishing the study. The Dade Community Foundation updates the study periodically.

The Dade CF addressed the lack of ethical local leaders by nurturing a new generation of leaders from diverse professional, ethnic, racial and national backgrounds. The Miami Fellows is modeled after an international fellowship program operated by the Kellogg Foundation. The Dade CF identifies about 18 Miami Fellows, ages 25 to 35, from Greater Miami every other year. The fellows participate in a rigorous program that includes international travel. The program costs the Foundation about \$22,000 per fellow. Funding for the program comes from other foundations, including the Kellogg and Knight foundations. This program, like every other initiative at the Dade CF, fits its mission and helps to build community in Miami-Dade County.

**VADIM SAMARODOV, Global Fund for Community Foundations,
Moscow, Russia**

THEME: The need to transform personal leadership into institutional leadership



The WINGS Global Fund supports the growth of local philanthropy in places where there is not a tradition of organized philanthropy or legal structures to encourage it. But its staff can find individual leaders in almost any country it visits. These are “personal leaders,” individuals who see a community issue they want to address. These people start the process of creating a community foundation or other type of NGO. These personal leaders are very important to the success of small, new organizations.

The energy and passion of personal leaders helps them attract supporters and funding for their work. These leaders start to provide services. They must show they are responsible and trustworthy and able to report how they spent the money and what they accomplished.

But the next step for the organization is very difficult. The personal leaders have shown they, personally, have the skills to deliver a basic service. But the personal leaders must be able to build an organization that can continue to attract new donors and start new programs to address changing needs. That requires institutional leadership. A community foundation cannot be a true leader

in the community until it has that capacity to do new things rather than simply continue old programs.

One example of this evolution in leadership is in India. Certain states in India supply most of the country's soldiers. But when the soldiers have finished their service or retired, they return home to areas with few job opportunities and poor government services. A few retired generals are using their personal leadership, and the skills and contacts from their military careers, to improve their local communities. They pressure the central government for equipment or funds that could be used to build factories that would provide jobs in the area. The generals' personal leadership and commitment could be the start of an NGO that will some day provide community leadership.

**ANDREW BEEFORTH, Cumbria Community Foundation,
Cockermouth, Cumbria, England**

THEME: Community foundations can use their knowledge of the community and their networks to advocate on public policy issues

In 2007, the national government planned to close a grant-making program called the Local Network Fund, which the Foundation administered. The Fund supported groups, especially small, locally based organizations that worked with children and youth. Cumbria, a county in northwest England, was expected to lose as much as £447,317 from 2008 to 2009.



The Cumbria Community Foundation felt that the loss of funds would seriously hurt local services for young people and children. The Cumbria CF had no experience in public policy or advocacy, but accepted the challenge because

there was no other group in the region that could try to reverse the funding decision. CF staff learned to lobby.

The Cumbria CF organized a meeting of all the major local organizations that served children. The foundation collected stories about the good things Local Network Fund money had accomplished. Foundation staff published a four-page fact sheet that described the importance of the Local Network Fund, how the money was spent in Cumbria, and why it was critical to continue the programs. The CF distributed a professionally produced DVD on the issue. CF staff and its board chairman met with high-level civil service officials in the county, who seemed uninterested. CF executives met with local politicians, who initially didn't want to confront the civil service officials. The Foundation mobilized board members to speak to elected officials. It contacted hundreds of youth organizations across the country, and asked those groups to contact their local councilors (political representatives) and urge them to continue the Local Network Fund. After significant pressure, the foundation managed to reverse about half of proposed funding cut.

The CF effort produced another victory. Its meetings with politicians and other leaders raised the visibility of the foundation and local NGOs. The politicians are actually more supportive than before, and have found new money in other parts of their budgets to support local charities.

CF staff emphasized that a strong advocacy campaign presented many risks and required a significant investment of time and money. The foundation director dedicated about 10 percent of his work hours to the advocacy effort, and another staff member gave about 15 percent of her time to it. The DVD cost about £5,000 to produce. But doing nothing was risky, too.

IRENA GADAJ
Fundusz Lokalny Ziemi Bielgorajskiej, Poland

THEME: Community foundations can lead by focusing on one program and constantly improving and expanding it.



The Fundusz Lokalny Ziemi Bielgorajskiej started a scholarship program eight years ago. This program has remained the CF's main focus. The scholarship program gave F.L. Ziemi Bielgorajskiej a chance to show that it was trustworthy, had expert knowledge in about fundraising and educational needs, and would be in the community for many years.

After a few years, CF supporters wondered whether their foundation should start new programs that were not related to scholarships. The foundation's executives decided to continue to focus on the scholarships. The program still addressed an important community problem, and it offered many ways to build community networks and promote charitable giving. The scholarships help many kinds of students seeking different kinds of training.

Foundation supporters identified "teacher sponsors" at all the local schools to help find candidates for the scholarships. To set an example, previous

scholarship recipients are encouraged to give to help future recipients. Board members give money to create scholarships. Foundation officials also seek donations from local governments, local banks businesses and individuals. The foundation supports a law that allows Polish tax-payers to give up to 1 percent of their income tax to the scholarship program.

BEATA HIRT, Komunitná nadácia Zdravé mesto (Healthy Family Community Foundation), Slovakia

THEME: Building trust in institutions and within the community by creating a transparent organization.

Communism left the Slovak people with a deep distrust of leaders and institutions. People did not like leaders – no one wanted to be led by anyone or any group. But people were also waiting for something to happen that would solve their problems.

The Healthy Family Community Foundation started from nothing, “on the green meadow,” fourteen years ago. Organizers felt that their first priority should be creating a transparent, well-managed NGO. This would build trust within the community.

The foundation decided to give many small grants to many organizations so they could reach as many people as possible. At the same time, the foundation adopted a democratic process for accepting donations and awarding grants. It also made its accounting transparent and open. Grant recipients were suspicious at first. They asked, “Why are these people offering me money? What is behind this?”



But over time, as people have watched and worked with the foundation, their trust has grown. Now the foundation can give bigger grants, and with the help of

donors, get more involved in some issues. The Komunitná nadácia Zdravé mesto was the first foundation in Slovakia to give grants to help improve the lives of Roma people, formerly known as gypsies, and create an alliance of Roma groups. Social prejudices about the Roma are very deep in Europe, and the grants could have been controversial. Foundation leaders do not believe they have lost any donors because of those grants, but some donors with donor advised fund do refuse to give grants to help Roma causes.

**DORATA KORMONICKA,
Fundusz Lokalny Masywu Snieznika
(Snow Mountain Community Foundation), Poland**

THEME: Social capital is as important to leadership as financial capital

Three stories illustrate how a tiny community foundation without any paid staff can help the community, even in a country with no recent history of volunteerism or organized philanthropy:

When the Snow Mountain Fund was 10 years old, it organized a big celebration with many local politicians, parliamentarians, businesspeople, and others. The guests praised the foundation's work, which includes giving small grants and scholarships. Four local mayors were so pleased with the foundation's work that they asked foundation staff to manage their scholarship programs. The mayors felt the foundation was the best NGO to manage the programs. The mayors' action was an important recognition of the foundation's trustworthiness and skills.



In the past few years, groups from Hungary, Moldova, Ukraine and Byelorussia have asked the Snow Mountain Fund to train them on subjects related to operating an NGO. These groups heard about the Snow Mountain Foundation through a national forum of foundations in Poland.

Three years ago, Fund executives convinced local authorities to check children and youth for orthopaedic (spinal) problems. Snow Mountain requested and received funding from a national foundation to buy equipment for the effort, and the local public authorities gave space for the examinations. The Snow Mountain foundation recruited 200 volunteers, including 60 doctors, and many nurses and physical therapists, to create physical therapy centers for children with problems. This was very unusual because people like doctors rarely volunteer their skills to such programs. The foundation's reputation and personal connections overcame people's usual reluctance to volunteer. The program has already examined 5,000 youths and created nine centers where more than 900 children are being treated.

Even though the foundation has very little money, it makes a difference in the local community because it involves as many people as possible in its programs. About 17,000 people – out of a local population of 50,000 – have contribute to or been helped by the foundation's work. The foundation is changing people's mentality about charitable giving and working together to solve local problems.

DOROTHEA JÄGER – Hannover Community Foundation, Germany

THEME: Leadership requires diligence and patience, and identifying the appropriate niche for a foundation's work.

In Germany, the public sometimes is uneasy with individuals or groups that call themselves "leaders." People do not always trust leaders. Germany also has a

dense network of public agencies and NGOs, so it is difficult to know where new kinds of NGOs, like community foundations, fit into the existing structures.

The Hannover Community Foundation started 10 years ago with a lot of publicity and good ideas. But the foundation staff didn't know exactly how to accomplish all its goals. The foundation had only a handful of volunteers, and none could spend enough time with the foundation to carry out its programs.



To build a strong, stable, long-lasting organization, Hannover's executives decided to start with some modest goals. They would not try to be leaders immediately. First, they would accept grant proposals from existing NGOs rather than trying to build their own programs. They chose to spend the early years building their endowment and improving their donor services. The foundation's leaders wanted to be able to find good causes and NGOs to recommend to donors. Once they felt comfortable and trusted with those tasks, then they could become more pro-active with their grants.

TOMÁŠ KREJČÍ – Komunitni Nadace Euroregionu Labe Czech Republic

THEME: Foundations can establish their leadership by serving as a neutral party and bringing together diverse groups to study community needs and goals.

The Komunitni Nadace Eureregiouu Labe began in 1993 as an operating foundation that ran its own programs. The organization became a community foundation in 1998.



The next year, it began convening meetings to help determine community goals and how to achieve them. The foundation asked its board members and donors what they thought was necessary to do in the community. Business leaders said the community needs a strategic plan to attract new sources of funding – like European Union accession funds – and new places to invest grants.

To create a credible strategic plan, the foundation consulted with public institutions, including local officials and politicians, labor union representatives, business executives, NGO staff members and others. Foundation staff members spent months preparing hundreds of pages of documentation. The whole process lasted from 1999-2003.

As a result, the foundation decided to focus its human and financial resources on three main issues:

- * The strategic development of the region.
- * Implementing existing projects and raising money
- * Organizing a series of meetings about the social and economic systems in the region. (Nine groups met once a month. These groups designed some long-term goals, identified programs deserving support, and wrote proposals to support the programs.)

The foundation's role was to convene the meetings and serve as the neutral guide for the process. National and US foundations paid the cost of the staff time for developing the strategic plan. The local city council has established a new department to work on some of the goals, and now assumes that NGOs will be involved anytime the region develops a strategic plan. The CF helped establish the usefulness of NGOs and gave the community a way to work together on the region's problems.

DOUG JANSSON, Greater Milwaukee Foundation Wisconsin, USA

THEME: Community foundations can lead by bringing in programs to address community problems that other groups are unable or unwilling to confront.

Milwaukee's population has changed from 90 percent white to more than 50 percent racial or ethnic minority in the past 50 years. The city is extremely segregated and distrust between groups is high. There is also a long history of discrimination against minorities.



The foundation wanted to find ways to build trust and reduce the social segregation in Milwaukee. Foundation staff researched many programs and found one in New York State called Mosaic. This program matches 100 white people and 100 people from ethnic or racial minorities in pairs, then requires the pairs to meet once a month for a year. Groups of 10 pairs also gather once per month to talk with the help of a facilitator. The goal is to build friendships, develop trust, share personal networks and use those networks to begin solving community problems differently. Last year, 220 people participated. This year, there are 214. About half of the foundation's board members have participated.

The foundation tried to ensure the success of the program by introducing it to more than 150 community leaders before actually starting it in Milwaukee. The foundation also gathered a diverse and highly credible advisory committee and hired an outside evaluator to study its results. The foundation looked for an independent NGO to carry out the program, but when it didn't find one, decided to run the program on its own.

The evaluations of the program have been very positive; many participants have stayed in touch even after their formal enrollment in the project ended. One foundation board member encourages the foundation to defer grant requests from NGOs that do not have ethnically diverse boards. The foundation board member said she now knows there is a wealth of talent in all racial and ethnic groups, and that should be reflected on boards.

The program also is spreading deeper into the community. One participant, who leads a local college, saw the community's racial and ethnic divides mirrored in her students. She now wants to implement a program like Mosaic to address that on-campus segregation.

IWONA OLKOWICZ, Academy for the Development of Philanthropy, Warsaw, Poland

THEME: Community foundations can set standards for local institutions and NGOs by operating transparently and by developing and funding innovative programs

The Academy's goal is to help Poland's 20 community foundations become leaders of social change. The organization provides examples or templates for operating documents, such as conflict of interest policies or financial reporting standards. Some local governments have established policies based on these documents because they are clear, comprehensive and wise.

The Academy also wants to inspire community foundations to address local problems. Staff also help local foundations identify leaders and develop strategies for solving issues, and encourage them to work with individuals affected by an issue.



For example, one major problem in many poorer areas is unemployment, or a lack of jobs, especially for young people. The younger people may not have the social or work skills needed to succeed in the private sector. They don't have non-academic skills required to succeed in businesses. So the Academy helped start a program called the "Aptitude Laboratory." The program brings young people together to learn things like teamwork, project planning and budgeting. Five community foundations in Poland now offer "Aptitude Laboratory" programs.

The Academy also sees retired people as a group to involve in community issues. The Academy funded a small volunteer center for people older than 50 last year.

Last, the Academy hopes to nurture more giving in Poland. They want small businesses to be more involved in their local communities. To encourage giving, the Academy has helped CFs start "Donor of the Year" or "Benefactor of the Year" events as a way to publicize giving and reward the businesses that do give to charity.

GILES RUCK, Scottish Community Foundation UK

THEME: Donors can be the source of both ideas and funding; a wise community foundation takes donors' good ideas and builds on them.



Perthshire is a beautiful region in central Scotland that attracts many tourists. The area around the town of Aberfeldy includes large estates owned by wealthy people like author J.K. Rowling. But the region is actually fairly poor. Many people work seasonal jobs, with unstable incomes. Parents often work two or more jobs and young people – especially older children and teenagers, have little to do. The population of the town and surrounding area is about 5,000 people.

About five years ago, a donor asked a foundation trustee what could be done to address these problems. The donor lived in London, but was originally from Perthshire and still owned an estate there. He was especially concerned that young people with nothing to do would get involved with drugs. He offered to give the foundation £20,000 annually for a few years to work on the problem.

The foundation convened individuals and groups that don't normally talk to one another, including young people and police officers. They gave small grants for activities that would just get young people to turn out – a battle of the bands and a skateboard ramp. The foundation began asking these young people, and their

parents, what would really make a difference in the life of the community. The foundation created a “youth hub” and the young people began to write their own vision and goals for the community. No other group appeared able to manage the whole process, so the foundation provided staff for it.

After these early successes, foundation officials went back to the donor and asked him to commit more funds for a longer time. He agreed to fund the programs for five years. That gave the foundation leverage to start talking to public authorities about other projects, such as more internet service for the public.

The Highland Perthshire Youth Initiative established the Scottish Community Foundation’s leadership, but the project was not very controversial. Now the CF is wondering whether it should start to work on a more controversial problem – the high rate of teen pregnancy in the city of Dundee. The foundation has begun talking to various parties about what its role could be in addressing the issue. Without the success in Perthshire, Scottish CF leaders would not have had the confidence to think of tackling such a difficult problem.

ANSIS BERZINS, Valmiera Region Community Foundation Latvia

THEME: A small, new foundation can show leadership by building community trust, modeling financial transparency, and helping others learn how to operate an NGO

The three-year-old Valmiera Region Community Foundation decided it should be very open, accessible and flexible with its operations. The foundation gave its first grants two-and-a-half years ago. The grants were small, but they were just the right thing for people with a lot of good ideas and limited experience. This program of small grants helped start some NGOs that are still operating and are now able to seek bigger grants from national and international foundations.

The foundation also decided to help new groups by teaching them how to manage projects and organizations. The Valmiera CF organized different seminars for NGOs and people who would like to operate NGOs. Now; people in the region look at the community foundation when they need help learning how to do something.



The success of these two areas has established the Valmiera CF as experts on the local community. If national NGOs or government officials need information or want to manage an activity in the area, they call the foundation.

The Valmiera Region Community Foundation is still working on fundraising and how to involve donors, especially older donors, in its projects. Younger adults understand the role of the foundation and give when the foundation explains the need for the funds. But the older donors are skeptical and less willing to give. They feel that they are the community's proper leaders; they do not recognize the community foundation' leadership activities.

MARY JALONICK, The Dallas Foundation Texas, USA

THEME: Community foundations lead by researching programs and bringing them to the local community, and by advocating on public policy issues.

For about 60 years, The Dallas Foundation was reactive in its giving from its discretionary funds: it gave grants when nonprofits sent in proposals.

But the philanthropic environment in the USA changed a lot in the 1990s. Banks and other for-profit financial institutions began offering charitable donor-advised

funds. To compete, community foundation executives had to think hard about what they offer donors that for-profit entities do not. And one the most important differences they discovered was community foundations' ability to connect and energize board members and donors to address important community issues.



After a series of discussions over several months, The Dallas Foundation's Board of Governors decided that the organization should be more pro-active in its giving. It would dedicate one-third of its competitive (discretionary) grant-making to help resolve one issue. Board members made early childhood (age 0 to 5) welfare and education its top priority. Foundation staff and governors began researching programs in other states that had improved the lives for very young children.

The found a program, the Nurse-Family Partnership, that started in New York state and have worked in rural and urban areas across the country. The partnership identifies low-income first-time mothers for weekly home visits by a nurse. The visits continue until the child is two years old. Evaluations of the program showed many positive outcomes: a reduction in child abuse, less substance abuse among mothers, fewer additional unplanned pregnancies among mothers, better child health and fewer emergency room visits.

The Dallas Foundation raised enough money from its own donors and discretionary funds, other foundations, and from the county government, to test the program in Dallas with 100 pregnant women. The foundation identified a local nonprofit that had the experience to administer the program. The results were

positive enough that the foundation decided to take an additional, and unusual, step: to lobby the Texas Legislature to fund the program statewide. Children's advocates and the chairman of the Board of Governors testified on the benefits of the program. The advocacy effort led to a \$7 million appropriation to expand the program to serve 2,000 women across Texas.

**PETER WALKENHORST, Bertelsmann Stiftung
Gütersloh, Germany**

THEME: Local leadership can lead to international leadership.

The community foundation movement is growing stronger around the world, and local networks and leadership sometimes produces international results. For example, the first community foundation started in Turkey was the result of a donor and a community foundation executive in Arizona.

Steve Mittenthal, former president and CEO of the Arizona Community Foundation, had participated in the early phases of the Transatlantic Community Foundation Network (TCFN). In 2005, a donor asked him whether he knew of any community foundations in Turkey. The donor, who was a U.S. citizen born in Turkey, had wanted to find a way to support causes in his native country. Steve Mittenthal called Peter Walkenhorst, who helped him contact someone in Turkey. An international delegation, including the original donor, flew to Turkey to testify in Istanbul about the concept. Despite many obstacles, including government regulations and the lack of familiarity with organized philanthropy, CF supporters were able to help establish a community foundation in Turkey.

The story shows that even though community foundations typically work within a geographic area, there are times when they work internationally. The Turkish project started because of the Arizona foundation's desire to serve its donor. There are so many "individual diasporas" around the world – immigrants who want to help their native countries -- that community foundations should be ready to assist with such projects. Those projects can have a huge impact in other countries.



PARTICIPATING FOUNDATION PROFILES

DADE COMMUNITY FOUNDATION (USA)

Date established: 1967

Region served: Greater Miami, Florida, 2.5 million people. The area is extremely diverse in terms of race, ethnicity and national origin.

Size of paid staff: 13

Number of regular volunteers: 21 board members

Biggest challenge: inclusiveness and diversity
(also our biggest strength)

CUMBRIA COMMUNITY FOUNDATION, (ENGLAND)

<i>Date established:</i>	1999
<i>Region served:</i>	northwest England, 500,000 people, a mostly rural area with a history of coal mining and heavy industry
<i>Size of paid staff:</i>	10
<i>Number of regular volunteers:</i>	20 board members and about 20 who serve on committees
<i>Biggest challenge:</i>	the pending loss of 8,000 – 10,000 local jobs as a nuclear plant closes

VALMIERA REGION COMMUNITY FOUNDATION, LATVIA

<i>Date established:</i>	2005
<i>Region served:</i>	Valmiera region, 60,000 people, about half living in small towns and parishes, and half in rural areas
<i>Size of paid staff:</i>	2.5
<i>Number of volunteers:</i>	7 board members and about 5 regular volunteers Biggest challenge: researching local needs

KOMUNITNÁ NADÁCIA ZDRAVÉ MESTO
(Healthy Family Community Foundation), SLOVAKIA

<i>Date established:</i>	1994
<i>Region served:</i>	central Slovakia, 200,000 people, includes rural and urban areas, economy depends on tourism, industry, a large university and hospital
<i>Size of paid staff:</i>	2 full-time, 2 part-time
<i>Number of volunteers:</i>	12 board members and about 25 volunteers
<i>Biggest challenge:</i>	finding enough donors and gifts to expand the number of staff

FUNDUSZ LOKALNY MASYWU SNIEZNIKA
(Snow Mountain Community Foundation), POLAND

<i>Date established:</i>	1998
<i>Region served:</i>	rural and mountainous area with 50,000 people in 4 towns and 80 small villages
<i>Size of paid staff:</i>	1 part-time
<i>Number of volunteers:</i>	10 board members, many who volunteer for different projects
<i>Biggest challenge:</i>	finding money for projects; people want to work with the foundation, but it needs funds to be independent and powerful

BÜRGERSTIFTUNG HANNOVER, GERMANY

<i>Date established:</i>	1997
<i>Region served:</i>	City of Hannover and the surrounding region, total population about 500,000. Urban economy depends on heavy industry and manufacturing with some service industries.
<i>Size of paid staff:</i>	1.5
<i>Number of volunteers:</i>	(board members) and a program committee
<i>Biggest challenges:</i>	helping the board work as a team, raising money for operations, increasing the capacity for donor services

GREATER MILWAUKEE FOUNDATION, USA

<i>Date established:</i>	1915
<i>Region served:</i>	city of Milwaukee, Wisconsin, with 587,000 people, and four surrounding counties. The area's total population is about 1.5 million. Milwaukee, a former industrial and manufacturing center, has experienced long-term job losses and population shifts. The area now has significant poverty, tension between ethnic and racial groups, and a lack of public resources to deal with problems.
<i>Size of paid staff:</i>	32
<i>Biggest challenges:</i>	external – all the issues listed above. Internal – staying focused on grants and programs that provide community leadership

SCOTTISH COMMUNITY FOUNDATION, SCOTLAND (UK)

<i>Date established:</i>	1996
<i>Region served:</i>	country of Scotland, 5 million people
<i>Size of paid staff:</i>	20
<i>Number of volunteers:</i>	50
<i>Biggest challenges:</i>	Building strong internal communications; serving a physically large territory

FUNDUSZ LOKALNY ZIEMI BILGORAJSKIEJ, POLAND

<i>Date established:</i>	1997
<i>Region served:</i>	southeastern Poland, population of 100,000 people
<i>Size of paid staff:</i>	2
<i>Number of volunteers:</i>	about 20 board members
<i>Biggest challenges:</i>	educating local donors and building an endowment

ACADEMY FOR THE DEVELOPMENT OF PHILANTHROPY IN POLAND,
POLAND

<i>Date established:</i>	1998
<i>Region served:</i>	supports community foundations across Poland, and also provides some direct grants. There are 20 community foundations in Poland; the academy will start a program in June 2008 to help foundations in the Visegrad countries.
<i>Size of paid staff:</i>	15
<i>Number of volunteers:</i>	3 interns, plus a few others

Biggest challenge: being a good international grant maker, promoting the concept of community foundations, trying to educate people about the need for endowments

KOMUNITNI NADACE EUROREGIONU LABE, CZECH REPUBLIC

Date established: 1993 (as an NGO) and 1998 (as a community foundation)

Region served: 2 rural counties and 2 urban, industrial counties, close to the German border, 500,000 people

Size of paid staff: 4

Number of volunteers: 13 board members, others who serve on committees

Biggest challenge: becoming financially sustainable

THE DALLAS FOUNDATION

Date established: 1929

Region served: mostly Dallas County, Texas, which has 2.35 million people. Dallas County has a relatively healthy, diversified economy and a rapidly growing immigrant (Mexico/Latin America) population.

Size of paid staff: 9

Number of volunteers: 13 board members and occasional interns

WINGS GLOBAL FUND FOR COMMUNITY FOUNDATIONS
(administrative headquarters in Brussels, Belgium)

<i>Date established:</i>	2006*
<i>Region served:</i>	international, including Russia, south Asia, central and eastern Europe, Latin America and Africa
<i>Size of paid staff:</i>	3
<i>Number of volunteers:</i>	1 intern

*The WINGS Global Fund for Community Foundations encourages the spread of community foundations around the world, especially in less-developed countries or nations transitioning to democracy. The Fund is a joint venture of the World Bank and the Ford and Mott Foundations; it has awarded \$1.2 million to 61 groups since June 2006. Its small staff is scattered among three continents.

BERTELSMANN STIFTUNG,
Gütersloh, Germany

<i>Date established:</i>	1977
<i>Region served:</i>	international
<i>Size of paid staff:</i>	about 300 fulltime staff
<i>Number of volunteers:</i>	14 board members

The Bertelsmann Stiftung is a private foundation that works as both a think tank and an agent for social change. As a private multi-purpose operating foundation it designs and runs its own projects. The Bertelsmann Stiftung has supported the development of community foundations in Germany and Europe and, together with the C. S. Mott Foundation initiated the "Transatlantic Community Foundation Network (TCFN).

PARTICIPANTS

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