MISSION
To provide data and create insight so philanthropic funders can better define, assess, and improve their effectiveness — and, as a result, their intended impact.

VISION
We seek a world in which pressing social needs are more effectively addressed. We believe improved performance of philanthropic funders can have a profoundly positive impact on nonprofit organizations and the people and communities they serve.

CEP seeks to contribute to the achievement of this vision through the data — primarily comparative data — we develop and draw on in our research, assessments, and programming and communications. This data helps funders understand how they can improve their performance and provides insight on key elements of foundation effectiveness.

Although our work is about measuring results, providing useful data, and improving performance, our ultimate goal is improving lives. We believe this can only be achieved through a powerful combination of dispassionate analysis and passionate commitment to creating a better society.

ABOUT THIS ANNUAL REPORT
This annual report contains numbers pulled from many efforts to understand how we are doing — and how we can improve. Third-party assessments that CEP commissions, along with additional financial information, can be found on our website: www.effectivephilanthropy.org.
Dear Colleague,

In a year that saw political polarization and strife, we were also reminded, in 2015, that progress and positive change happens.

Marriage equality became a reality and, when you look closely, it turns out that effective foundations were instrumental players in this effort. Hope, too, for change and even bipartisan consensus was apparent in the area of criminal justice reform. Here, again, several foundations played a key role. While we tend to focus on where foundations have fallen short, it’s important to remember that foundations can and do make a significant difference, working with their grantees and other key partners.

Whether nationally, internationally, or locally, foundations matter. Their effectiveness matters. And that’s what the Center for Effective Philanthropy (CEP) is all about. Our work is designed to help foundations improve. This goes for our three research reports published in 2015, our more than 75 client engagements, our national conference for foundation leaders in San Francisco (our highest rated ever by attendees) — indeed, for all we do.

The year 2015 saw CEP expand its agenda, offerings, and reach. We invite you to read more about our activities in this Annual Report. Please don’t hesitate to reach out to let us know your thoughts, reactions, and ideas.

Sincerely,

Grant Oliphant  
Chair, Board of Directors  
President, The Heinz Endowments

Phil Buchanan  
President  
phil@effectivephilanthropy.org
For foundation leaders to most effectively support grantees, more needs to be understood about the extent to which nonprofits are assessing performance, how they are approaching this work, and what they are looking for from their funders to support it.

Released in April 2015, *Assessing to Achieve High Performance: What Nonprofits are Doing and How Foundations Can Help*, shows that most nonprofits receiving funding from large foundations collect and use information about their performance, yet many want to gather additional — or better — data. The typical nonprofit in the study allocates just two percent or less of its budget to assessing its performance, and few employ staff who are dedicated to this work full time. Only a minority of nonprofits in the study report receiving support from foundations for their performance assessment efforts.

There’s been a lot of discussion about aligning investment practices and mission at foundations, but to what extent are foundations engaging in practices like impact investing and negative screening? To dig beneath the talk and better understand the current state of practice at large private foundations, CEP surveyed CEOs at those foundations to learn more. Analysis of responses from 64 chief executives suggests that the rhetoric seems to be outpacing the reality.

This report, entitled *Investing and Social Impact: Practices of Private Foundations*, shows that at large private foundations, the proportion of dollars allocated to impact investing is small. A sizeable number of large U.S.-based foundations — 41 percent of respondents — report engaging in impact investing, but the median percentage of endowments going toward this practice is only two percent; the median percentage of program/grant budgets going toward it is even lower, just 0.5 percent. The data also reveals that few foundations are using negative screening to exclude particular companies and/or organizations — like fossil fuels, tobacco, or private prisons, for example — from their investment portfolios.
On a typical foundation board, what are its members’ most common areas of expertise? How common is it for an original donor — or a family member — to sit on a board? To what extent are board members involved in grantmaking? There are lots of questions out there about foundation governance. Yet there has been little data about foundation boards’ structures and practice. In surveying foundation CEOs as part of a larger benchmarking study, CEP worked closely with BoardSource to design and include questions related to governance to collect and bring to light new data on foundation boards.

The resulting publication, **Benchmarking Foundation Governance**, is a straightforward report-out of data and infographics on crucial topics related to foundation governance — including composition, member expertise, structure, involvement, and characteristics of meetings.
In 2015, CEP provided 87 assessments to 75 different funders in 27 states and five countries. We also ramped up our new advisory services offerings, completing eight projects with a variety of foundations.

One of the major projects we completed in 2015 was a refresh and redesign of the online reporting system (ORS) through which clients interact with their findings and data. We rolled out the “ORS 2.0” in October, and have been pleased with positive feedback about its user-friendliness, the visual presentation of findings and data, and its navigability. We also added several new questions from our latest research findings to our surveys, and based on feedback from clients, we refined the way we present recommendations for improvement.

GRANTEE PERCEPTION REPORT® (GPR)

The GPR provides funders with comparative, actionable feedback based on responses to a customizable online grantee survey. Through a mix of quantitative and qualitative data, the GPR answers crucial questions about foundation performance. In 2015, 49 funders commissioned GPRs. They ranged in focus and in asset size — from less than $10 million to $9 billion. We received third-party feedback about the GPR user experience and changes we had made to the assessment. We were very pleased to see that the results of that 2015 survey of GPR users were quite positive overall, and, in a number of important areas, trending up from past feedback.

In conjunction with the GPR, our Applicant Perception Report (APR) is a separate, shorter survey that gathers and analyzes feedback from a funder’s declined applicants. In 2015, six foundations used the APR alongside their GPR.

DONOR PERCEPTION REPORT (DPR)

The DPR collects and assesses donor feedback on important topics such as satisfaction, relationships, and future giving to help community foundation leaders identify strategies for most effectively engaging their donors. The survey is customizable and explores donors’ perceptions of the community foundations to which they contribute.

Since we launched the DPR in 2009, we have continued to see substantial growth in the use of this tool, with more than 60 users to date. In 2015, 10 community foundations used the DPR.

As with the GPR, we commissioned a third-party assessment of DPR users’ experiences and changes made. We were excited to see that every respondent reported making a change in their work based on the DPR results, and all said they would recommend the DPR to a colleague.

STAFF PERCEPTION REPORT (SPR)

The SPR gathers feedback from foundation staff members about their engagement, satisfaction, experiences in the workplace, and views of foundation impact. The report contains a mix of quantitative and qualitative feedback — giving leadership the opportunity to assess their work environment and culture, to compare their ratings with peer institutions, and to use SPR feedback as a benchmark for internal changes and improvement efforts. In 2015, 11 funders used the SPR.
In 2014, CEP began to market and offer data-driven strategic advising to foundations and donors establishing foundations to help them better understand and improve their effectiveness. This advisory services practice draws on CEP’s knowledge about foundation practices and structures, as well as our datasets, to work with funders on customized projects.

In 2015, this new facet of our work took a major step forward and we completed eight engagements, including workshops for foundation staff about best practices in working well with grantees; several customized benchmarking projects; and several customized surveys of non-grantee stakeholders, including policy makers, business leaders, and other funders.

**ADVISORY SERVICES WE PROVIDE INCLUDE:**

**Overall Assessment of Effectiveness:** Using CEP’s definition of foundation effectiveness as our framework, CEP collects and analyzes the information and examples a funder needs to determine its capacity, effectiveness, and opportunities for improvement.

**Customized Benchmarking:** CEP provides customized data collection and analysis, including operational benchmarking, customized surveys, focus groups, interviews, and comparisons to other funders.

**Supporting Implementation:** CEP coaches board and staff teams as they develop their own action plans to improve performance.

**Creating Organizational Performance Indicators:** CEP structures board and staff team efforts to develop and use organizational performance indicators to track progress, learn from experience, and modify their plans as appropriate.

**Building Capacity:** CEP designs and delivers workshops and other group learning opportunities for boards and staff within one foundation or with groups of foundations to improve their effectiveness.
YouthTruth harnesses student perceptions to help educators accelerate improvements in their K–12 schools and classrooms. Through validated survey instruments and tailored advisory services, YouthTruth partners with schools, districts, states, educational organizations, and education funders to enhance learning for all students. YouthTruth is designed to demonstrate the power of listening rigorously to intended beneficiaries.

In its seven-year history, YouthTruth has surveyed hundreds of thousands of students across 200 school districts, and continues to grow. 2015 was YouthTruth’s strongest year ever, as we surveyed a total of 82,703 students across 12 states and four countries.

2015 YOUTHTRUTH FUNDERS

- Fund for Shared Insight
- Bill & Melinda Gates Foundation
- Stuart Foundation
- W. Clement and Jessie V. Stone Foundation
In May, more than 300 foundation leaders came together in San Francisco for CEP’s 2015 national conference, Leading Effective Foundations.

Attendees heard from notable plenary speakers from a wide range of backgrounds and perspectives. CNN host and Dream Corps President and Founder Van Jones delivered a passionate talk about three priorities in his work: closing prison doors, opening doors of opportunity, and creating a green economy. Henry Timms, 92Y executive director and founder of the #GivingTuesday movement, discussed the concept of “new power” and the importance it holds for building movements and creating positive change. Emerson Collective Founder Laurene Powell Jobs talked with Fay Twersky, director of the Effective Philanthropy Group at the William and Flora Hewlett Foundation and member of the CEP Board of Directors, about her philanthropic work, in particular on the issues of college access and immigration reform. Harvard Kennedy School Professor Barbara Kellerman critiqued the leadership industry and stressed the importance of understanding followership and context. NPR Correspondent Shankar Vedantam spoke about the effect that hidden biases have on our decision making and generosity. And a panel of nine foundation leaders debated new models of philanthropy. Video of several of these sessions are available on CEP’s YouTube channel.

In addition to the conference, CEP staff continued to present research and insights at national and regional events across the country, including those hosted by Global Philanthropy Forum, Southeastern Council on Foundations, and Associated Grantmakers, to name a few.

COMMUNICATIONS
Ensuring CEP’s research and insights are widely accessed and utilized is the highest priority for the Programming and External Relations team. In 2015, CEP was mentioned in numerous media outlets including CNN.com, The Associated Press, Reuters, The Chronicle of Philanthropy, The Boston Globe, The Denver Post, and Stanford Social Innovation Review. Phil Buchanan also appeared on a segment on BBC Business Daily and continued to contribute columns to the Chronicle.

The CEP blog also had a range of thoughtful posts from both CEP staff and guest contributors, including BoardSource CEO Anne Wallestad, former Robert Wood Johnson Foundation Vice President for Policy David C. Colby, The Heinz Endowments President and CEP Board Chair Grant Oliphant, and Nonprofit with Balls blogger Vu Le. Phil Buchanan also wrote an eight-part blog series entitled “Foundation Staff Matter” that challenged critiques of large, staffed foundations and highlighted the important role that staff can play as foundations work with grantees to accomplish shared goals. Separately, Buchanan’s post, “A Misguided Call for Reform,” was the most-viewed blog post of the year.
**FINANCIAL INFORMATION**

**Statement of financial position** for the year ended December 31, 2015
*dollars in thousands*

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets</td>
<td>$4,247</td>
<td>$2,830</td>
<td>$7,077</td>
</tr>
<tr>
<td><strong>Selected Balances</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$1,570</td>
<td>$756</td>
<td>$2,326</td>
</tr>
<tr>
<td>Investments</td>
<td>$1,540</td>
<td>-</td>
<td>$1,540</td>
</tr>
<tr>
<td>Pledges Receivable</td>
<td>-</td>
<td>$1,816</td>
<td>$1,816</td>
</tr>
</tbody>
</table>

**Statement of activities and changes in net assets** for the year ended December 31, 2015
*dollars in thousands*

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Revenue and Support</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants and Contributions</td>
<td>$4,276</td>
<td>$354</td>
<td>$4,630</td>
</tr>
<tr>
<td>Earned Revenue</td>
<td>$2,891</td>
<td>-</td>
<td>$2,891</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$7,167</td>
<td>$354</td>
<td>$7,521</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Services</td>
<td>$5,730</td>
<td>-</td>
<td>$5,730</td>
</tr>
<tr>
<td>Supporting Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management and General</td>
<td>$1,250</td>
<td>-</td>
<td>$1,250</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$111</td>
<td>-</td>
<td>$111</td>
</tr>
<tr>
<td>Total Supporting Services</td>
<td>$1,361</td>
<td>-</td>
<td>$1,361</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$7,091</td>
<td>-</td>
<td>$7,091</td>
</tr>
<tr>
<td>Change in Net Assets</td>
<td>$75</td>
<td>$354</td>
<td>$429</td>
</tr>
<tr>
<td>Net Assets at Beginning of Year</td>
<td>$3,540</td>
<td>$2,477</td>
<td>$6,017</td>
</tr>
<tr>
<td>Net Assets at End of Year</td>
<td>$3,615</td>
<td>$2,830</td>
<td>$6,445</td>
</tr>
</tbody>
</table>
### 2015 CEP Funders

**$500,000 OR MORE**

<table>
<thead>
<tr>
<th>Individual Contributors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michael Bailin</td>
</tr>
<tr>
<td>Kevin Bolduc</td>
</tr>
<tr>
<td>Phil Buchanan</td>
</tr>
<tr>
<td>Alyse d’Amico</td>
</tr>
<tr>
<td>John Davidson</td>
</tr>
<tr>
<td>Robert Eckardt</td>
</tr>
<tr>
<td>Phil Giudice</td>
</tr>
<tr>
<td>Tiffany Cooper Gueye</td>
</tr>
<tr>
<td>Crystal Hayling</td>
</tr>
<tr>
<td>Paul Heggarty</td>
</tr>
<tr>
<td>Bob Hughes</td>
</tr>
<tr>
<td>Barbara Kibbe</td>
</tr>
<tr>
<td>Latia King</td>
</tr>
<tr>
<td>Patricia Kozu</td>
</tr>
<tr>
<td>Kathryn E. Merchant</td>
</tr>
<tr>
<td>Grace Nicolette</td>
</tr>
<tr>
<td>Richard Ober</td>
</tr>
<tr>
<td>Alex Ocasio</td>
</tr>
<tr>
<td>Grant Oliphant</td>
</tr>
<tr>
<td>Hilary Pennington</td>
</tr>
<tr>
<td>Christy Pichel</td>
</tr>
<tr>
<td>Nadya K. Shmavonian</td>
</tr>
<tr>
<td>Fay Twersky</td>
</tr>
<tr>
<td>Jen Vorse Wilka</td>
</tr>
<tr>
<td>Lynn Perry Wooten</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>$200,000 TO $499,999</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>The David and Lucile Packard Foundation</td>
</tr>
<tr>
<td>Ford Foundation</td>
</tr>
<tr>
<td>Barr Foundation</td>
</tr>
<tr>
<td>The James Irvine Foundation</td>
</tr>
<tr>
<td>The Kresge Foundation</td>
</tr>
<tr>
<td>The Rockefeller Foundation</td>
</tr>
<tr>
<td>S.D. Bechtel, Jr. Foundation</td>
</tr>
<tr>
<td>The Wallace Foundation</td>
</tr>
<tr>
<td>W.K. Kellogg Foundation</td>
</tr>
<tr>
<td>Gordon and Betty Moore Foundation</td>
</tr>
<tr>
<td>Charles Stewart Mott Foundation</td>
</tr>
<tr>
<td>The Duke Endowment</td>
</tr>
<tr>
<td>John D. and Catherine T. MacArthur Foundation</td>
</tr>
<tr>
<td>Lumina Foundation</td>
</tr>
<tr>
<td>Rockefeller Brothers Fund</td>
</tr>
<tr>
<td>Surdna Foundation</td>
</tr>
<tr>
<td>The Assisi Foundation of Memphis</td>
</tr>
<tr>
<td>California HealthCare Foundation</td>
</tr>
<tr>
<td>The Colorado Health Foundation</td>
</tr>
<tr>
<td>The Columbus Foundation</td>
</tr>
<tr>
<td>Doris Duke Charitable Foundation</td>
</tr>
<tr>
<td>Evelyn and Walter Haas, Jr. Fund</td>
</tr>
<tr>
<td>F.B. Heron Foundation</td>
</tr>
<tr>
<td>Houston Endowment</td>
</tr>
<tr>
<td>The Jacob &amp; Valeria Langeloth Foundation</td>
</tr>
<tr>
<td>The John A. Hartford Foundation</td>
</tr>
<tr>
<td>Kansas Health Foundation</td>
</tr>
<tr>
<td>The Leona M. and Harry B. Helmsley Charitable Trust</td>
</tr>
<tr>
<td>The McKnight Foundation</td>
</tr>
<tr>
<td>New Hampshire Charitable Foundation</td>
</tr>
<tr>
<td>New York State Health Foundation</td>
</tr>
<tr>
<td>Oak Foundation</td>
</tr>
<tr>
<td>Public Welfare Foundation</td>
</tr>
<tr>
<td>The Patterson Foundation</td>
</tr>
<tr>
<td>Richard M. Fairbanks Foundation</td>
</tr>
<tr>
<td>Saint Luke’s Foundation</td>
</tr>
<tr>
<td>Sobrato Family Foundation</td>
</tr>
<tr>
<td>The Vermont Community Foundation</td>
</tr>
<tr>
<td>Weingart Foundation</td>
</tr>
<tr>
<td>Wilburforce Foundation</td>
</tr>
<tr>
<td>William Penn Foundation</td>
</tr>
</tbody>
</table>

---

**$100,000 TO $199,999**

- The David and Lucile Packard Foundation
- Ford Foundation
- Barr Foundation
- The James Irvine Foundation
- The Kresge Foundation
- The Rockefeller Foundation
- S.D. Bechtel, Jr. Foundation
- The Wallace Foundation
- W.K. Kellogg Foundation
- Gordon and Betty Moore Foundation
- Charles Stewart Mott Foundation
- The Duke Endowment
- John D. and Catherine T. MacArthur Foundation
- Lumina Foundation
- Rockefeller Brothers Fund
- Surdna Foundation
- The Assisi Foundation of Memphis
- California HealthCare Foundation
- The Colorado Health Foundation
- The Columbus Foundation
- Doris Duke Charitable Foundation
- Evelyn and Walter Haas, Jr. Fund
- F.B. Heron Foundation
- Houston Endowment
- The Jacob & Valeria Langeloth Foundation
- The John A. Hartford Foundation
- Kansas Health Foundation
- The Leona M. and Harry B. Helmsley Charitable Trust
- The McKnight Foundation
- New Hampshire Charitable Foundation
- New York State Health Foundation
- Oak Foundation
- Public Welfare Foundation
- The Patterson Foundation
- Richard M. Fairbanks Foundation
- Saint Luke’s Foundation
- Sobrato Family Foundation
- The Vermont Community Foundation
- Weingart Foundation
- Wilburforce Foundation
- William Penn Foundation

---

**$50,000 TO $99,999**

- Ford Foundation
- Barr Foundation
- The James Irvine Foundation
- The Rockefeller Foundation
- S.D. Bechtel, Jr. Foundation
- The Wallace Foundation
- W.K. Kellogg Foundation
- Gordon and Betty Moore Foundation
- Charles Stewart Mott Foundation
- The Duke Endowment
- John D. and Catherine T. MacArthur Foundation
- Lumina Foundation
- Rockefeller Brothers Fund
- Surdna Foundation
- The Assisi Foundation of Memphis
- California HealthCare Foundation
- The Colorado Health Foundation
- The Columbus Foundation
- Doris Duke Charitable Foundation
- Evelyn and Walter Haas, Jr. Fund
- F.B. Heron Foundation
- Houston Endowment
- The Jacob & Valeria Langeloth Foundation
- The John A. Hartford Foundation
- Kansas Health Foundation
- The Leona M. and Harry B. Helmsley Charitable Trust
- The McKnight Foundation
- New Hampshire Charitable Foundation
- New York State Health Foundation
- Oak Foundation
- Public Welfare Foundation
- The Patterson Foundation
- Richard M. Fairbanks Foundation
- Saint Luke’s Foundation
- Sobrato Family Foundation
- The Vermont Community Foundation
- Weingart Foundation
- Wilburforce Foundation
- William Penn Foundation

---

**$20,000 TO $49,999**

- Ford Foundation
- Barr Foundation
- The James Irvine Foundation
- The Rockefeller Foundation
- S.D. Bechtel, Jr. Foundation
- The Wallace Foundation
- W.K. Kellogg Foundation
- Gordon and Betty Moore Foundation
- Charles Stewart Mott Foundation
- The Duke Endowment
- John D. and Catherine T. MacArthur Foundation
- Lumina Foundation
- Rockefeller Brothers Fund
- Surdna Foundation
- The Assisi Foundation of Memphis
- California HealthCare Foundation
- The Colorado Health Foundation
- The Columbus Foundation
- Doris Duke Charitable Foundation
- Evelyn and Walter Haas, Jr. Fund
- F.B. Heron Foundation
- Houston Endowment
- The Jacob & Valeria Langeloth Foundation
- The John A. Hartford Foundation
- Kansas Health Foundation
- The Leona M. and Harry B. Helmsley Charitable Trust
- The McKnight Foundation
- New Hampshire Charitable Foundation
- New York State Health Foundation
- Oak Foundation
- Public Welfare Foundation
- The Patterson Foundation
- Richard M. Fairbanks Foundation
- Saint Luke’s Foundation
- Sobrato Family Foundation
- The Vermont Community Foundation
- Weingart Foundation
- Wilburforce Foundation
- William Penn Foundation

---

**$500,000 OR MORE**

- The David and Lucile Packard Foundation
- Ford Foundation
- Barr Foundation
- The James Irvine Foundation
- The Kresge Foundation
- The Rockefeller Foundation
- S.D. Bechtel, Jr. Foundation
- The Wallace Foundation
- W.K. Kellogg Foundation
- Gordon and Betty Moore Foundation
- Charles Stewart Mott Foundation
- The Duke Endowment
- John D. and Catherine T. MacArthur Foundation
- Lumina Foundation
- Rockefeller Brothers Fund
- Surdna Foundation
- The Assisi Foundation of Memphis
- California HealthCare Foundation
- The Colorado Health Foundation
- The Columbus Foundation
- Doris Duke Charitable Foundation
- Evelyn and Walter Haas, Jr. Fund
- F.B. Heron Foundation
- Houston Endowment
- The Jacob & Valeria Langeloth Foundation
- The John A. Hartford Foundation
- Kansas Health Foundation
- The Leona M. and Harry B. Helmsley Charitable Trust
- The McKnight Foundation
- New Hampshire Charitable Foundation
- New York State Health Foundation
- Oak Foundation
- Public Welfare Foundation
- The Patterson Foundation
- Richard M. Fairbanks Foundation
- Saint Luke’s Foundation
- Sobrato Family Foundation
- The Vermont Community Foundation
- Weingart Foundation
- Wilburforce Foundation
- William Penn Foundation

---

**INDIVIDUAL CONTRIBUTORS**

- Michael Bailin
- Kevin Bolduc
- Phil Buchanan
- Alyse d’Amico
- John Davidson
- Robert Eckardt
- Phil Giudice
- Tiffany Cooper Gueye
- Crystal Hayling
- Paul Heggarty
- Bob Hughes
- Barbara Kibbe
- Latia King
- Patricia Kozu
- Kathryn E. Merchant
- Grace Nicolette
- Richard Ober
- Alex Ocasio
- Grant Oliphant
- Hilary Pennington
- Christy Pichel
- Nadya K. Shmavonian
- Fay Twersky
- Jen Vorse Wilka
- Lynn Perry Wooten
| Ann Arbor Area Community Foundation | Greater Houston Community Foundation |
| Arcus Foundation | Grove Foundation |
| Arizona Community Foundation | Hampton Roads Community Foundation |
| Baptist Healing Trust | Health Foundation for Western and Central New York |
| The Blandin Foundation | The Heinz Endowments |
| Blue Cross Blue Shield of Minnesota Foundation | Human Dignity Foundation (Switzerland) |
| The Boston Foundation | Ian Potter Foundation (Australia) |
| Bush Foundation | Jessie Smith Noyes Foundation |
| Carl and Eloise Pohlad Family Foundation | The John R. Oishei Foundation |
| Children’s Investment Fund Foundation (UK) | John Rex Endowment |
| The Children’s Trust | Kalamazoo Community Foundation |
| The Colorado Health Foundation | Kenneth Rainin Foundation |
| The Community Foundation for Greater Atlanta | Kessler Foundation |
| Community Foundation of Greater Des Moines | LankellyChase Foundation (UK) |
| Community Foundation Serving Tyne & Wear and Northumberland (UK) | Maine Health Access Foundation |
| Conrad N. Hilton Foundation | The McKeown Foundation |
| Citi Foundation | Medina Foundation |
| The David and Lucile Packard Foundation | Missouri Foundation for Health |
| Deaconess Foundation | New York State Health Foundation |
| Einhorn Family Charitable Trust | Northwest Area Foundation |
| The Erie Community Foundation | Oak Foundation (Switzerland) |
| Evelyn and Walter Haas, Jr. Fund | The Philadelphia Foundation |
| Ford Foundation | The Ralph M. Parsons Foundation |
| Fremont Area Community Foundation | The Rhode Island Foundation |
| Gordon and Betty Moore Foundation | The Robert Wood Johnson Foundation |
| Grand Victoria Foundation | Saint Luke’s Foundation |
| St. David’s Foundation | Sea Change Foundation |
| T. Rowe Price Foundation | The Seattle Foundation |
| Wilburforce Foundation | The Skillman Foundation |
| The William and Flora Hewlett Foundation | |
Grant Oliphant (Chair)
President
The Heinz Endowments

Phil Buchanan
President
Center for Effective Philanthropy

Tiffany Cooper Gueye, Ph.D.
Chief Executive Officer
BELL (Building Educated Leaders for Life)

Crystal Hayling
Principal
C2Projects

Richard Ober
President & CEO
New Hampshire Charitable Foundation

Hilary Pennington
Vice President, Education, Free Expression and Creativity
Ford Foundation

Christy Pichel
Former President
Stuart Foundation

Lynn Perry Wooten
Associate Dean of Undergraduate Programs
University of Michigan’s Ross School of Business

Nadya Shmavonian
Director
Nonprofit Repositioning Fund

Vince Stehle
Executive Director
Media Impact Funders

Fay Twersky
Director of the Effective Philanthropy Group
The William and Flora Hewlett Foundation