2012

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Strategies for Impacting Change in Communities of Color

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Key Points

· Historically, organized philanthropy has given scant attention to giving among communities of color; however, as the population changes it is becoming more important to learn about and promote giving in these communities.

· The W. K. Kellogg Foundation supported the Cultures of Giving (COG) initiative over a five-year period to understand, develop, and support philanthropic giving within and among communities of color.

· COG began with two major principles of action – advancing strategies, approaches, and tactics of community philanthropy and connecting leaders of color in a community of practice such that they might learn, share, and collaborate with each other.

· Based on learning from evaluations, as the initiative progressed the theory of change was modified and new program components added.

· Grantees were able to significantly increase the amount of funds raised.

· Results suggest that leadership development is an important strategy and that a community of practice around giving in communities of color was created, suggesting the potential for long-term impact.

Introduction

Communities of color are becoming an increasingly larger proportion of the U.S. population and are growing in wealth (Donor Research Project, 2003; Mottino & Miller, 2004; Ruesga, 2001). As a result, they represent a key resource for expansion of and contribution to the philanthropic community. This development has significant implications for philanthropic endeavors throughout this country. Historically, the philanthropic community has given little consideration to methods and motivations for giving among ethnic minorities. However, there is a growing belief that grantmaking institutions are most effective and relevant when their processes include input and involvement from those they serve (Mottino & Miller, 2004; Ball, n.d.; Gutierrez, n.d.).

Given current economic realities, incorporating communities of color as donors is critical to the sustainability of community philanthropy and its ability to impact the social and economic well-being of individuals in these communities. Thus, recognizing and tapping into the rich history of giving in communities of color can potentially bring about large-scale and sustainable changes in America, especially in the development of a more equitable and just society.

For nearly 15 years, the W. K. Kellogg Foundation has been one of the more aggressive mainstream foundations that fund initiatives and programs designed to understand, develop, and support philanthropic giving within and among communities of color. One of the most recent efforts in this area has been the W. K. Kellogg Foundation Cultures of Giving (COG) cluster implemented between 2005 and 2009.

COG was designed to increase the W. K. Kellogg Foundation's understanding of the gaps in access to leadership, wealth, and influence by and among communities of color. Based on previous knowledge, it was believed that by understanding these gaps, strategies could be developed that would grow these communities' contributions of time, money, and talent in an effort to impact mutually responsible and just social change.

What follows here is a description of the strategies used to implement COG. Additionally, we present findings related to the extent to which these implementation strategies resulted in the outcomes that were expected to be generated from these strategies. We also present findings related to the potential impact that these outcomes may have on communities of color. It should be emphasized that this latter presentation only focuses on the potential for community impact. The actual length of COG (approximately five years) and the associated evaluation activities to assess impact do not yet allow any true assessment of community impact. Before presenting these results, a brief description of the data and methods used to generate these findings is provided.

Evaluation Methods

As part of the COG design, the W. K. Kellogg Foundation incorporated an evaluation component to aid its understanding of the strategies, approaches, and activities associated with this effort. The evaluation had three primary objectives:

- documenting the COG implementation process,
- tracking outputs in relation to specified COG outcomes, and
- capturing relevant and critical lessons learned about the processes and outcomes achieved or not achieved.

To address these areas, data were collected from a variety of sources, including:

- grantee proposals,
- grantee websites,
- grantee annual reports,
- Kellogg internal documents and reports,
- documents and reports from the wider philan-

thropic community regarding giving in communities of color,
- COG consultant reports,
- convenings of grantee evaluators,
- observations of national networking meetings,
- conference surveys, and
- in-depth interviews with grantee project directors, grantee evaluators, COG consultants, and foundation staff.

To generate findings, a triangulation approach was used to analyze the information obtained from these sources. In most cases grantees served as the primary unit of analysis. Using this approach, we first developed profiles for each grantee receiving financial support between 2005 and 2009. The variables included in these profiles provided descriptive information for each grantee related to primary focus area, grantee activities, grantee challenges, and grantee outcomes. These profiles were then aggregated to the cluster level and assessed relative to the goals of the cluster and related expected cluster outcomes.

Initial COG Theory of Change

Previous W. K. Kellogg Foundation efforts related to communities of color produced a wealth of knowledge about the rich history of philanthropic giving in these diverse communities. Building on this knowledge, COG sought to assemble a group of leaders who could learn together, spur innovation, and leverage greater impact in philanthropy. The actual work of COG was to include two major principles of action – advancing strategies, approaches, and tactics of community philanthropy and connecting leaders of color in a community of practice such that they might learn, share, and collaborate with each other. These two principles of action were expected to provide opportunities for grantees to address more effectively the common issues facing their respective communities.

Given this programmatic context, the primary goal of COG was to develop and strengthen sustainable avenues for increased giving within communities of color, where giving was broadly defined as not only the giving of money, but also the giving of time and talent. It was assumed that this goal would be accomplished through the

FIGURE 1 COG Theory of Change
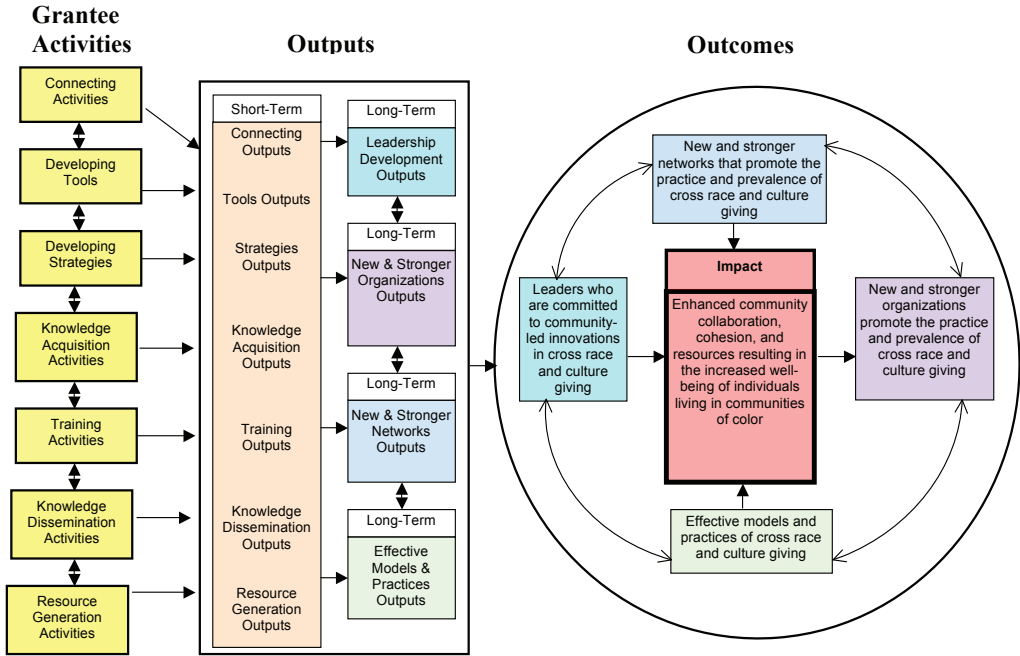
direct activities[1] of community-based entities (i.e., individual grantees) as they sought to identify and overcome barriers impacting the community's ability to access leadership, wealth, and influence. It was also assumed that these community-based entities would be actively involved in the testing and implementation of innovative models designed to increase the giving of time, money, and talent across communities of color.

Accordingly, it was expected that if these direct activities were successful, they should result in four clearly identifiable outcomes:

- creation of philanthropic community leaders,
- development of effective models and practices of giving in communities of color,
- development and strengthening of existing organizations, and
- development and strengthening of existing networks.

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[1] We use the phrase "direct activities" to refer to those activities that grantees were conducting in their respective communities that were supported by the foundation's COG funding.

These outcomes should, in turn, bring about significant community change, thereby increasing the social well-being of individuals living in communities of color. This change process, as originally envisioned in 2005, is presented in Figure 1.

To support the direct activities of the grantees, the foundation divided its funding strategy into two related funding streams: Advancing Innovation and Building a Community of Practice. This strategy is depicted in Figure 2.

Advancing Innovation was designed to be the primary funding strategy and was intended to provide support to grantees in their efforts to impact giving in communities of color. This strategy included funding for innovative practices that engaged communities of color in new ways of giving, leadership development, staff and donor training, research on giving in communities of color, and the promotion of philanthropy as a vehicle to address social change.

Building a Community of Practice was designed as a facilitating strategy to assist grantees to more effectively conduct those activities that would

FIGURE 2 COG Funding Strategies
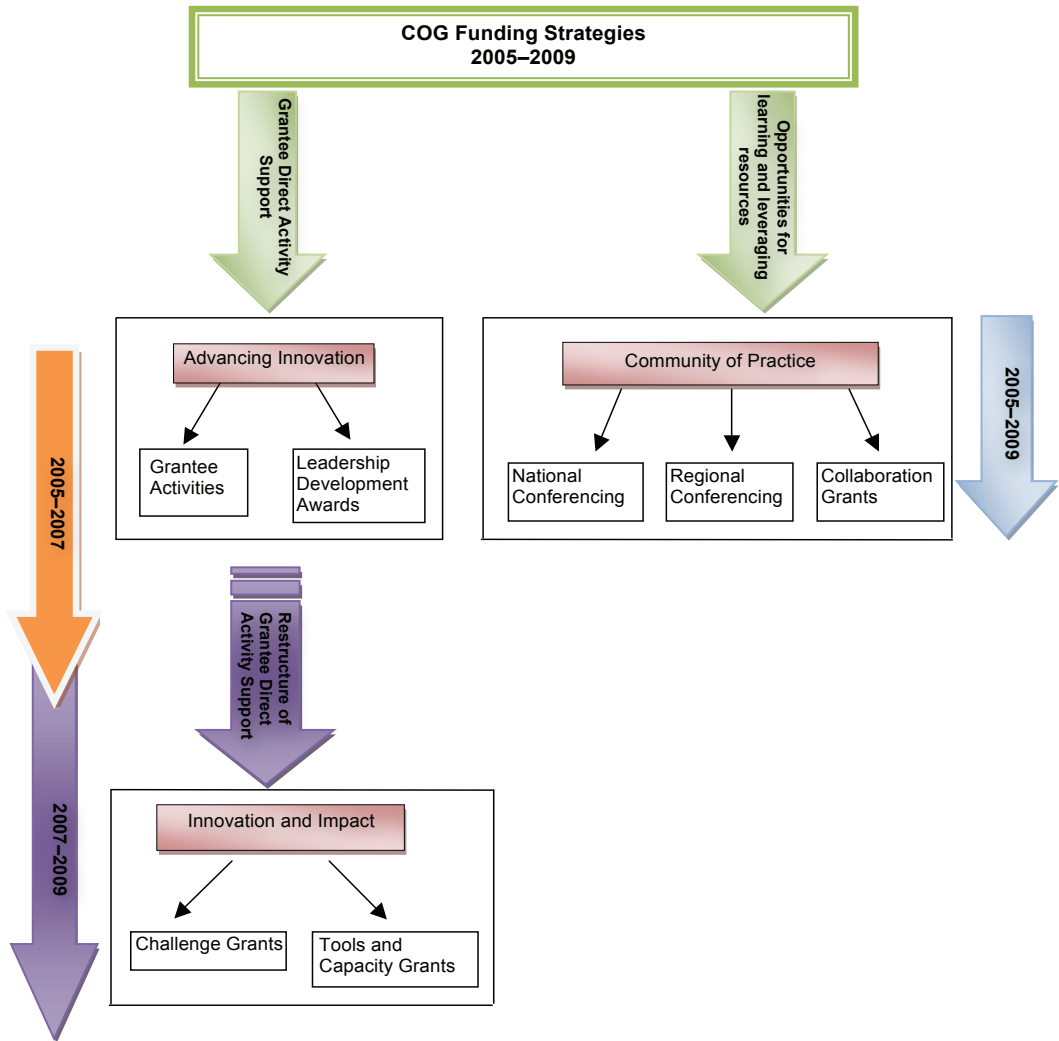
directly impact giving in their respective communities – that is, those activities for which Advancing Innovation provided resources. This funding strategy focused on providing opportunities for the development of grantee collaborations and alliances. More specifically, funding from this source was intended to support opportunities for grantees to learn from each other and develop relationships that could result in the leveraging of limited resources.

It should also be noted that as the implementation of COG progressed, the primary funding strategy, Advancing Innovation, was restructured

to more closely align funding strategies with the evolving needs and activities of the cluster. This restructuring occurred in 2007, two years after the initial implementation, and was referred to as Innovation and Impact.

It should further be noted that this restructured strategy reflected the evolution of the cluster rather than a misalignment of needs and resources or a change in the theory that originally guided this effort. That is, instead of providing support only for capacity-building and leadership-development activities, as was the initial focus of funding, significant emphasis was now on

providing assistance to grantees in their efforts to raise funds in communities of color. In turn it was expected that these collected funds would be used to support vital needs in their respective communities. This modification in the primary funding strategy is presented in Figure 2.

COG Implementation

In this section, we describe the activities that were conducted based on this theory of change and the associated funding strategies used to support this model. A brief discussion of prior Kellogg Foundation efforts in this area is warranted.

The W. K. Kellogg Foundation's concern with issues related to giving in communities of color dates back to 1996, when it partnered with the Ford and Packard foundations to determine how best to support and expand the resources of communities of color.[2] This effort was primarily aimed at gaining a better understanding of giving patterns in communities of color and how to enhance these patterns. Several lessons from this effort had implications for future funding strategies; central among them was the need to raise awareness in diverse communities about the value and need for charitable giving and the need to provide support for the development of philanthropic institutions in communities of color.

These lessons helped shape a new funding strategy by the W. K. Kellogg Foundation that provided more direct support for activities that would impact giving in communities of color.[3] This effort began in 1999 and focused on strengthening and connecting key groups of social-change agents to build their capacity and effectiveness in increasing the giving of time, money, and talent. This funding strategy resulted in considerable progress for new and existing philanthropic institutions in communities of color.

However, by 2004, evaluation reports and feedback from grantees indicated that in addition to the need for support to build the capacity of these organizations, there were gaps in access to leadership, wealth, and influence in communities of color that constituted major barriers to social change and often prevented people of color from fully engaging in philanthropy.

Thus, in 2005, the foundation launched COG to reflect this increased knowledge about barriers related to social change.[4] It was designed to extend the work already being done by continuing efforts to build the infrastructure of organizations working in communities of color and strengthening community leadership. Most importantly, however, COG sought to support activities that would increase the philanthropic community's understanding of these gaps in access to leadership, wealth, and influence and to determine how best to mitigate their impact.

Early Implementation Activities: Advancing Innovation

Beginning in 2005, the foundation funded 29 grantees to directly support their COG activities. These grantees were primarily nonprofit social-change funds and community-based organizations actively involved in community development and social-change work in their respective communities. Many of them had prior relationships with the foundation either as a part of the previously mentioned efforts to impact giving in communities of color or through other W. K. Kellogg-supported initiatives.

Additionally, these grantees possessed a wealth of experience in the field of philanthropy. Of the 29 original grantees, 17 had more than 10 years of experience in philanthropy, and 14 of the 17 organizations were founded before 1990. Only six of the grantees were founded in 2000 or later.

Grantee Activities

The 29 grantees conducted projects that targeted a variety of racial and cultural communities in 19 states (see Figure 3). Among the racial communities, African Americans, Hispanics, Native Americans and Asian American and Pacific Islanders were targeted most often. Several grantees were

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[2] This initiative became known as Emerging Funds for Communities of Color.
[3] This initiative became known as the Unleashing New Resources Initiative.

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[4] COG was implemented as a program within the Unleashing New Resources Initiative.

FIGURE 3 Geographic Dispersion of Original COG Grantees

Legend

COG Grantees (29)
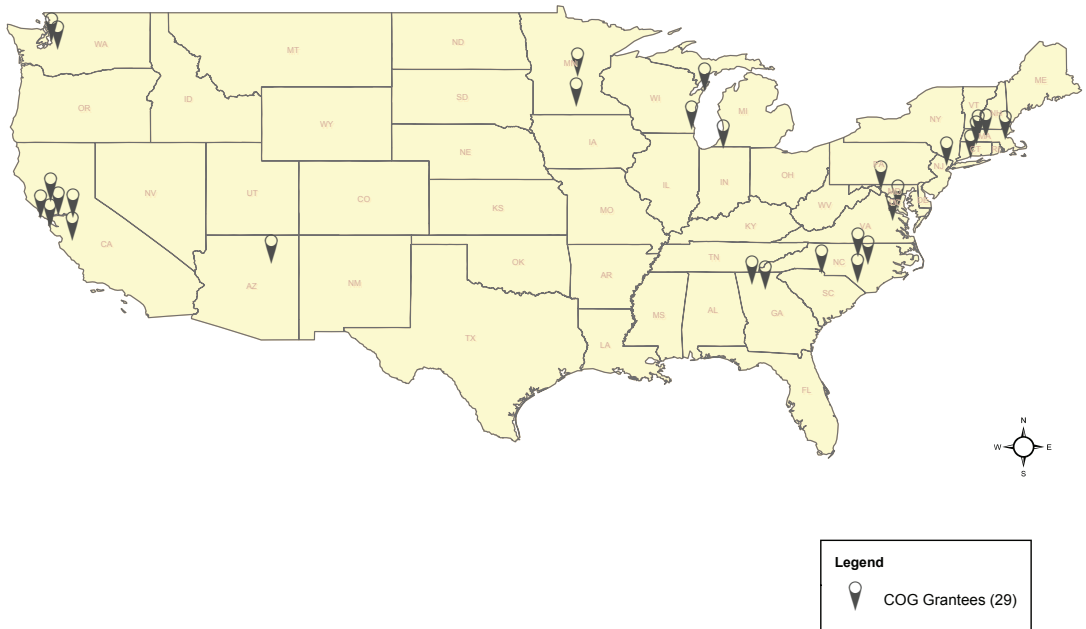
also targeting communities that were not race specific: three grantees were targeting women, two were targeting young leaders (primarily under age 30), and one was targeting the gay-lesbian-bisexual-transsexual community.

Most of the grantees conducted projects that had a cross-race and cross-culture focus. However, 13 of the 29 grantees conducted projects that were intraracial and intracultural.

The activities of the 29 grantees through 2006 were in the areas of leadership development and capacity building.[5] The specific work during this time was primarily preparatory, in that grantees were active in planning, identifying, training, and positioning themselves for future work in

their communities. By 2007, fewer grantees were focused exclusively on these capacity-building areas. Their work within their communities was now more engaging and catalytic in that they were more active in their attempts to increase giving by creating, developing, and producing leaders and products (i.e., donor-engagement materials, donor-advised funds).

Leadership Development Activities

To attract high-net-worth donors, one COG grantee invited potential donors to a workshop on building wealth and how to invest. As a part of this workshop, the potential donors also learned how and where to give resources to impact social and community issues. This strategy of combining the issues of building wealth with giving back met with overwhelming success. The COG grantee anticipated that the workshop would attract about 100 participants; 280 attended.

Leadership in Action Awards

In addition to the financial support to grantees for direct activities to impact giving in communities of color, in 2005 the foundation launched

[5] Leadership development refers to activities that are directed toward the creation and development of leaders, donors, organization members, and organization partners. In leadership-development activities, individuals are the primary targets. Capacity building refers to activities that are directed toward creating or strengthening the ability of nonprofit funds, philanthropic collaborations and coalitions, and community-based organizations to effectively and efficiently operate. Organizations and networks are the primary targets of these activities.

the Leadership in Action Awards. These awards were designed to showcase the work being done in communities by nonprofit and philanthropic leaders of color. It was expected that the awards would generate wider recognition of the innovative activities of grantees, their partners and donors, and other leaders of color in the philanthropic field.

Five awards for $50,000 each were given in 2005, 2007, and 2008. Although the financial awards were significant for the recipients, the extent to which the innovative approaches and practices have been recognized throughout the wider philanthropic community could not be determined based on the available information.

Restructuring of Original Funding Approach: Innovation and Impact

As the COG work progressed through 2007, the W. K. Kellogg Foundation staff – taking into account input from consultants and grantees – began to have concerns about whether the funding approach (i.e., Advancing Innovation) was maximizing the foundation's ability to assist grantees in their efforts to impact giving in communities of color. Grantee and COG evaluation reports, as well as conversations with grantees, indicated that as organizations became stronger and more sophisticated in their activities, they spent less time training and planning and more time seeking larger contributions from donors. Therefore, funding approaches that could assist grantees in fundraising, as opposed to those focused on capacity building and leadership development, may have a greater return on investment given the current organizational capacities of many of the cluster grantees.

Thus, in 2007, the foundation restructured the Advancing Innovation funding approach to more closely align funding with the realities of the COG grantees. The result was a COG funding strategy – referred to as Innovation and Impact – that more directly focused on building social-change funds and activities with a high potential for increasing the contributions of emerging donor communities. With this new funding approach, the Leadership in Action Awards and the Build-

ing a Community of Practice approaches were continued.

Not all of the original 29 grantees were supported under this restructured funding approach; only 12 original grantees received funding from Innovation and Impact. On the other hand, the approach did result in the addition of 10 new cluster grantees.[6]

Two forms of support were provided through Innovation and Impact: challenge grants and tools and capacity grants. The challenge grants were designed to build the financial resources of philanthropic funds in communities of color. The tools and capacity grants were designed to support the creation and dissemination of philanthropic tools to help organizations doing work in communities of color conduct successful donor engagement and culturally relevant giving campaigns.

Matching-Funds Approach to Stimulate Giving

As part of its efforts to serve the Latino community, one COG grantee focused its efforts on improving the financial stability of grassroots Latino organizations. To do so, they collaborated with six Latino funds to raise funds and develop strategies to strengthen Latino involvement in philanthropy. Using funds from a challenge grant awarded in 2007, the COG grantee provided each collaborating fund $50,000 to use as an incentive to attract first-time donors and to increase the giving of current donors. The COG grantee provided ongoing technical assistance to the collaborating funds as they developed and organized culturally relevant donor-prospect events using the challenge funds as an incentive. These activities resulted in the six funds collectively raising and distributing more than $530,000 to Latino causes in their respective communities.

Building a Community of Practice

As indicated earlier, the W. K. Kellogg Foundation also designed a funding stream to help create opportunities for grantees to interact, collaborate,

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[6] Even though 17 of the original grantees were not funded in 2007, they were not excluded from the analysis presented here. As a result, with the initiation of Innovation and Impact the total number of cluster grantees went from 29 to 39.

and share ideas regarding giving in communities of color (see Figure 2). This work was referred to as Building a Community of Practice and was implemented through three programmatic approaches:

1. annual national networking meetings,

2. a small-grants program to facilitate regional gatherings, and

3. a venture-funds grantmaking program to facilitated collaboration with other W. K. Kellogg Foundation grantees.

Annual national networking meetings

Between 2006 and 2008, the foundation sponsored three national networking meetings. These meetings brought together community and philanthropic leaders from around the country who were working in communities of color. Even though each meeting had its own specific theme, the underlying intent of each conference was to bring these leaders together to create and sustain a community of practitioners focused on change in communities of color.

The first networking meeting was structured to introduce grantees to the foundation's strategy for fostering the understanding, development, and support of giving in communities of color. Most importantly, however, this first meeting provided considerable opportunities for networking and partnering with others working in these communities.

After the first meeting, foundation staff and consultants attempted to establish a sense of ownership among the grantees. As a result, a conference planning committee was established to develop the structure and focus of the next annual meeting.

Most significant for the second conference, the planning committee focused on building relationships and initiating a meaningful dialogue around the type of work being done in communities of color. Of equal importance was its attempt to structure activities that would provide grantees

the opportunity to define a common agenda for practitioners in this area.

The structure of the third conference was more intentional in its direction and focused almost exclusively on strategies and practices that could be useful for those within the community of practitioners. The first two conferences did substantial work in building relationships among this group and identifying a common thread within their work that bound them as a community of practitioners. However, the structure of the third conference represented a clear move away from "who we are and what are we doing" to "how do we do it?"

Small Grants and Venture Funds

The other two areas – small grants and venture funds – were not as effective as national networking meetings in facilitating the development of a community of practice. An examination of available information on these approaches indicated that this was due more to the timing of implementation than to their design as viable programmatic approaches.

The venture-funds grantmaking program was designed to facilitate collaboration with other W. K. Kellogg grantees that were developing useful tools that could impact giving in communities of color. The funds for these collaborations were made available during the first networking meeting in 2006, when the COG cluster was just beginning. Many grantees were not clear about what COG really meant or the direction they should take to address the needs of their respective communities. Not being clear about their own direction made it difficult to know how other foundation organizations that were developing tools might be useful to them. In fact, in interviews conducted in 2009 some grantees commented that "given what they know now," they would have taken better advantage of the opportunity to build collaborative relationships with other grantees.

Similarly, the limited results of the small-grants program appear to be a function of timing. This program was designed to build vision, purpose, and practice for regionalized community issues

TABLE 1 COG Expected Cluster Outcomes

Expected Outcomes	Individual Elements	
	2007[1]	2008[2]
Creating leaders	3	32
Developing effective models and practices	0	28
Strengthening existing organizations	4	10
Developing new organizations	8	8
Developing new networks	2	4
Strengthening existing networks	0	2

[1] Two of the 29 original grantees did not respond to attempts for in-depth interviews and did not provide reports after December 2006.

[2] Information for 2008 was available for only 34 of the 39 COG grantees. Two grantees were no longer operational; the remaining three did not respond to attempts for in-depth interviews or provide reports after December 2007.

TABLE 2 Impact of Creating Leadership Outcome on Giving

Impact	Total grantees (n = 34)
Number of grantees raising funds	22
Number of grantees able to indicate amount raised	15
Total amount raised[1]	$5,971,370

[1] Total amount raised based on totals reported by grantees in annual reports or interviews.

similar to what was being done at the national level. Accordingly, these regional meetings would probably have been most effective when they were capable of addressing the immediate needs of the grantees as they sought to impact giving in their respective communities. Addressing such needs required focusing on strategies and practices that would be useful in a given region and providing opportunities for leveraging resources and developing project collaborations. Such focus and opportunities could occur only after grantees had a clear vision regarding COG work and a clear understanding of their own assets and challenges regarding their ability to actually perform that work.

This vision and understanding did not begin to crystallize until after 2007. By this time, COG was in its latter stages of implementation, and funds for the regional efforts were becoming less available. However, this was precisely the time when these regional gatherings had the greatest potential for facilitating a regional commonality around the work being done to impact giving in communities of color.

Cluster Findings

This section presents our findings related to COG expected outcomes and the building of a community of practice. These findings are presented in two separate sections.

Expected Cluster Outcomes

The original theory of change postulated that grantee activities would result in four identifiable outcomes. However, as data collection progressed, it became clear that grantee activities for strengthening existing organizations were different from activities for developing new organizations (and likewise for networks). As a result, information related to these outcomes was captured separately, thereby resulting in six expected outcomes instead of the originally expected four.

Our analysis revealed that no outcomes were identifiable for the year 2006. In 2007, however, outcomes were evident in four of the six expected outcome areas. By 2008, outcomes were evident in all six areas, and more than 90 percent of all grantees produced results that could be categorized in at least one expected outcome area. (See Table 1.) Grantees were most successful in creat-

TABLE 3 Working Collaborations by Type of Relationship

Relationship	Number of grantees	2008
Grant-specific relationships[1]	20	71
Cluster-specific relationships[2]	21	52
Noncluster-specific relationships[3]	23	82
Total	32	205

[1] Relationships established to respond to the initial COG funding.
[2] Relationships established with other COG grantees.
[3] Relationships established with other non-COG organizations for a specific COG activity.

ing leaders and developing effective models and practices and were least effective in strengthening philanthropic networks.

Table 2 provides additional details about our assessment of grantee leadership development, which more than any other cluster outcome allows for a direct assessment of how giving has been influenced by grantee activities.

We found that 22 of 34 grantees[7] for which we had information could report having raised funds as a result of their leadership-development activities. This finding clearly indicates that the activities of the grantees in leadership development have yielded successes that have implications for community impact. The magnitude of this potential impact is revealed in the actual dollar amounts raised.

For example, 15 of the 22 that indicated that they raised funds were able to report the amount of dollars raised, which was more than $5.9 million. If we assume that the seven grantees that could not report the amount raised generated funds at a similar rate, the amount raised could be as high as $8.8 million, all of which was targeted for programming activities in communities of color.[8]

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[7] The 10 new grantees added to the cluster as a result of the initiation of Innovation and Impact increased the number of cluster grantees to 39. We were able to obtain information for 34 of the 39 grantees for this indicator.
[8] This estimate is based on the average dollar amount ($398,091) raised by the 15 grantees that were able to report amounts. If we extrapolate this amount over the seven grantees that were unable to report the amount raised, the total amount raised by all grantees would increase from $5.9 million to $8.8 million. Of course, the amount raised by the nonreporting grantees could have been considerably more or less than the average reported.

Community of Practice

Our analysis also indicates that a community of practice did develop among grantees, their partners, and other collaborators outside of the immediate COG context. This conclusion is based on the number of unique relationships that grantees established with other organizations. A unique relationship is defined as a collaboration or partnership between a grantee and another organization (a COG grantee or a non-COG

Creation of Community Leaders

One COG grantee focused its leadership-development training on helping potential leaders become more active in their respective communities. As a result of the COG grantee training, a group of trained leaders decided to identify a local group of high school girls, teach them about giving within their community, and then mentor them. The leaders taught the girls about fundraising based on knowledge acquired at the COG grantee training. As an incentive, the leadership group also raised funds and promised to match funds raised by the girls. The high school girls then planned and implemented a fundraiser, after which they recommended a docket of grants to the leaders for funding within their community. In this way, the leaders not only helped the girls understand how to do fundraising but also helped them understand how to become active leaders in their community and how to raise funds to address community issues.

grantee) for the purpose of engaging in a COG-related activity. As Table 3 indicates, 32 cluster grantees established 205 working collaborations with other COG and non-COG grantees for the purpose of engaging in specific COG-related activities.

TABLE 4 COG-Grantee Potential Community Impact

Potential impact accomplishments	Total[1]
Community grantmaking[2]	
Number of grantees engaged in community grantmaking	16
Number of grantees able to indicate funding amount	12
Amount disbursed or expended	$2,938,370
Number engaged in civic engagement or community mobilization[3]	6
Number of grantees indicating potential community impact	22

[1] Categories are not mutually exclusive. Of the 22 grantees that had some potential community impact, some engaged in both community grantmaking and community mobilization.
[2] Community grantmaking is defined as those grantees that can report the disbursement of collected funds to communities.
[3] Civic engagement is defined as the sponsorship by grantees of identifiable events (either through funding of other organizations or trainings they provided) that resulted in the mobilization of the community around specific social or economic issues.

Table 3 also indicates that 20 grantees established relationships with other organizations specifically to respond to COG funding. These 20 grantees accounted for 71 unique relationships among themselves. Because these relationships were developed specifically to respond to the funding provided by the W. K. Kellogg Foundation, it can be assumed that this number represents the baseline for any identifiable COG community of practice. However, as COG progressed, grantees developed relationships with other cluster grantees that were not in direct response to the funding request, but specifically for the purpose of impacting giving in the respective communities. Twenty-one grantees developed 52 unique relationships of this type. On the other hand, the number of relationships established with noncluster organizations is noteworthy because it involves organizations with no prior relationships with COG funding. Specifically, 23 grantees established 82 unique relationships with noncluster organizations for the purpose of impacting giving in communities of color. This latter finding clearly highlights the growth of what could be considered a COG community of practice beyond the initial COG context.

Potential Community Impact

As the COG theory of change indicates, the ultimate goal of COG was to increase the social well-being of individuals living in communities of color. As indicated earlier, the length of the COG implementation period (approximately five

> **Grantee Collaboration Designed to Address COG-Related Activity**
>
> After meeting individuals from a non-COG organization at one of the annual national networking meetings, one COG grantee collaborated with this organization to provide leadership-development training to young Native Americans that they lacked the expertise to provide. The training was a year-long program focused exclusively on young Native Americans who committed to working in fundraising, governance, leadership, human resources, or finance in the nonprofit sector. As a result of this collaboration, 18 individuals were identified and trained between 2007 and 2009.

years) prohibited any true assessment of community impact that could be attributed to the COG intervention. However, it was possible to identify COG accomplishments that have reached the community and therefore have the potential for significant impact. Additionally, it was possible to generate data related to the number of communities that could potentially be impacted by this effort.

COG Accomplishments in Reaching Communities

To assess COG accomplishments that have reached the community, two indicators were used: community grantmaking and civic engagement/community mobilization. Community grantmaking was defined as the disbursement of contributions obtained from donors. Civic engagement/community mobilization was defined

FIGURE 4 Geographical Dispersion of Funding

Legend

◇ COG Collaborators (85)

⚲ COG Grantees (39)

⚑ Areas Served (226)
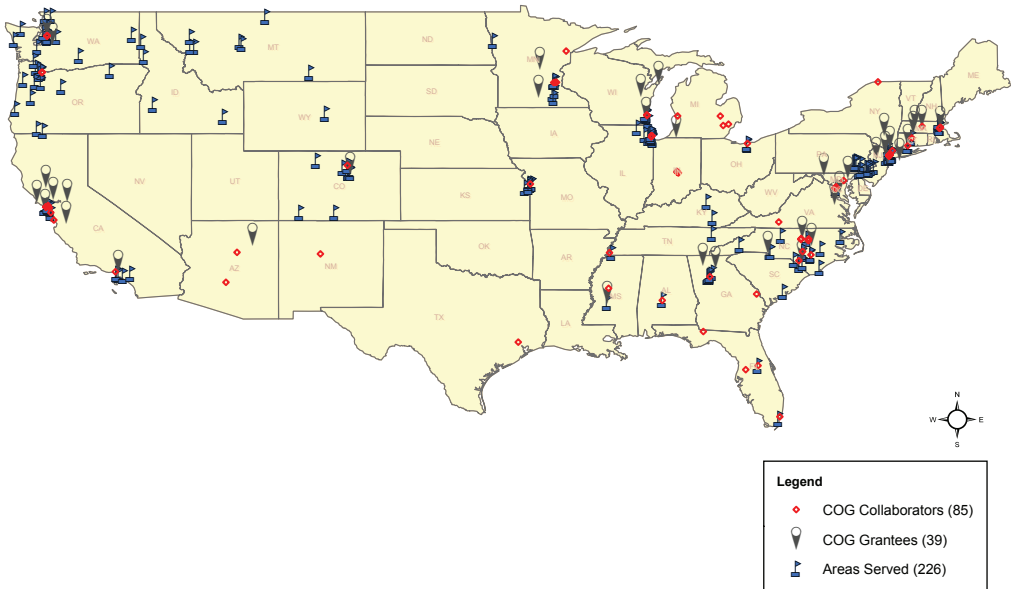
as the sponsorship of identifiable events that resulted in the mobilization of the community around specific social or economic issues.

As Table 4 indicates, 22 of 34 grantees could be categorized as having some type of potential community impact as a result of their COG activities. Most of this potential was associated with the community grantmaking activity. That is, 16 grantees were engaged in community grantmaking as opposed to only six in civic engagement/community mobilization.

In regard to community grantmaking, Table 4 also provides information related to the amount of collected dollars that have actually reached the community through the awarding of grants to community organizations. Of the 16 organizations that indicated that they did community grantmaking, 12 were able to identify the amount of funds that actually reached the community: about $2.9 million.[9]
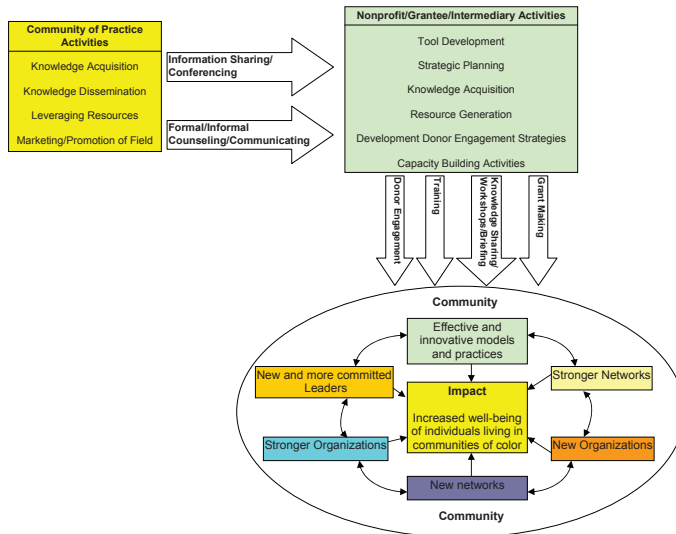
Given these results, we are certain that COG grantees were collecting funds and distributing those funds to local communities. We are also certain that some organizations are using collected funds to provide services to local communities and to increase the civic engagement of those communities. We are not certain whether those activities will actually result in a positive change in the social well-being of individuals living in these communities – only that they appear to have a high probability of doing so.

Communities Likely to Be Impacted

Many grantees were involved with community grantmaking as a result of their COG fundraising efforts. We were able to identify a substantial number of the recipients of these funds. Additionally, we were able to identify either the location or the organization that was responsible for community mobilization activities.

By identifying locations and organizations, we found 226 communities that could be potentially impacted by COG activities. Figure 4 displays the geographical dispersion of the beneficiary communities relative to the location of COG grantees and their collaborators.

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[9] If we use the same extrapolation procedures that we used for amount of funds collected, an estimate for the total amount reaching the community could be as high as $3.9 million. However, we are certain only that it is not less than $2.9 million.

FIGURE 5 Revised Theory of Change

Summary: Toward a More Refined Theory of Change

Our findings reveal that effective change in communities, especially change in communities of color, appears to require a sustained and committed effort. Even though COG was only a five-year effort, at its inception it represented the accumulation of nearly 10 years of knowledge acquisition and tested methods and strategies regarding giving in communities of color. The knowledge acquired in these early periods was instrumental in designing and implementing strategies with very clearly defined outcomes.

From this platform, the W. K. Kellogg Foundation was in a much better position to develop funding strategies that would increase the likelihood of the attainment of these outcomes. However, what appeared to be even more significant was that the funding strategies employed were sufficiently flexible to adapt to circumstances and new knowledge that might make the attainment of these outcomes more timely and effective.

The value of this latter finding is most clearly demonstrated with the implementation in 2007 of the Innovation and Impact funding approach. After years of funding that focused primarily on capacity building and leadership development

prior to COG (as well as during the initial years of COG), it was only after the implementation of this funding approach that the cluster began to effectively and consistently increase the giving of financial resources within the various communities of color.

Our findings also reveal that the development of a community of practice was considerably more important to this process than originally anticipated. Initially, it was assumed that the direct activities of the grantees represented the primary mechanism by which change would be generated in communities of color. (See Figure 1.) Although the activities of grantees were key factors in the change process, the activities of the community of practice played a much more dominant role.

Specifically, many accomplishments of the grantees can be attributed to sharing knowledge and leveraging resources obtained through contacts made at the networking conferences, workshops, and trainings sponsored by other practitioners in the field. The cluster grantees developed more than 200 working relationships among themselves and with non-COG entities for the sole purpose of impacting giving in their respective communities. This finding is further supported by the fact that much of the initial work by the grantees was preparatory. They spent a great deal of time

simply trying to identify relevant partners and establishing appropriate directions to take. Those grantees that became more catalytic and engaging in their community activities were usually those who had been more active in developing relationships with other practitioners.

These relationships were instrumental in helping grantees identify new techniques and strategies that could be used or modified to address issues in their respective communities. They were also instrumental in helping identify partners and collaborators that could provide information, workshops, or trainings that grantees lacked the expertise or staff to provide.

In this sense, it was the initial work around the community of practice that drove the work of the grantees, which, in turn, brought about increased giving in communities of color. (See Figure 5.)

Based on this revised thinking, we can conclude that one avenue to initiate change in giving in communities of color is to first engage a community of practice focused primarily on knowledge acquisition and knowledge dissemination. Through practices like conferences, workshops, and other forms of communication (such as newsletters, e-blasts, and blogs), grantees and other intermediaries should acquire valuable knowledge and expertise that can be tailored to their own community needs.

The grantees can then use this information to develop tools and leverage resources that have the greatest potential for impacting giving in their respective communities. They then use these tools and resources for workshops, trainings, and other donor-engagement activities to generate resources that they make available to the community.

The extent to which these generated resources translate into increased social well-being for individuals living in communities of color is still an open issue based on the findings presented here. However, we can reasonably assume that there is a high probability that meaningful change will occur, given the availability of increased resources such as time, talent, and wealth.

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