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COMMUNITY FOUNDATIONS AS COMMUNITY LEADERS

by

Colton C. Strawser

A dissertation submitted in partial fulfillment
of the requirements for the degree of

Doctor of Philosophy

August 2021

Dissertation Committee

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ABSTRACT

Community foundations claim to play an integral role in fostering philanthropy at a community level all across the United States. Community foundations have three distinct operational roles, including asset building, grantmaking, and community leadership. While asset building and grantmaking have methods available to quantify and measure their impact, community leadership has remained an elusive concept for community foundations for many years.

This study investigates the idea of community leadership in the context of 81 community foundations based in California. The first part develops a conceptual framework of community leadership based on existing studies and practical guidelines, including the use of civic leadership, collective leadership, and community engagement. The framework provides an opportunity to apply leadership at the institutional level and assists in examining nonprofit organizations as the unit of analysis.

The second part compares community foundations' purpose statements and mission statements across organizations and across time. The findings indicate the overall operating framework for community foundations has remained consistent; however, the stakeholders and goals of community foundations have appeared to change from being community focused to donor focus. The data indicate that the community leadership role has increased over the years but appears to have been primarily adopted by older community foundations versus the majority of community foundations founded after 1990—after the formal establishment of community leadership as a best practice with the field in 1990.

The third part of the study reports on interviews with community foundation leaders regarding their perceptions of different leadership tactics, community initiatives, and grantmaking programs. The evidence from the interviews indicated that leaders practicing community leadership, in line with the conceptual framework and definition, are reporting an increase in community awareness, the number of active donors, and ultimately increases in funds raised and available for community investment.

ACKNOWLEDGEMENTS

One of my favorite quotes is an African proverb that states “If you want to go fast, go alone. If you want to go far, go together.” The theme of this quote is always brought up in my research on community foundations seeking to create positive changes in communities through their leadership, but it comes up in my own life as well. Writing a dissertation is challenging enough, but when it comes to acknowledging all of the amazing people that have come along the journey with you it is both overwhelming and heartwarming. I am fortunate enough to have been part of many different communities over the years, and I wish to acknowledge many of those that have crossed paths with me and guided me on my journey.

First and foremost, I wish to acknowledge and thank my parents, Michael and Karen Strawser, for everything they have done for me. From my mom driving me around to all my volunteer activities in middle and high school to my dad providing lots of business advice and showcasing what it means to be a community leader in business and politics. Both of my parents taught me and my brother that serving the community is just something that you do, not something that is a burden or an obligation, but a true joy and benefit of belonging somewhere. Furthermore, I wish to thank my grandparents Ted and Peggie Strawser and Wayne and Sue Suever for always illustrating the importance of giving of your time, talent, or treasure.

To my best friend, Hannah Bowen, thank you for taking accepting all my video chats to complain about my academics and life in general, and for always being supportive in my endeavors. Being this far away from you has not been easy, but I am

glad that we worked through graduate school together and made it out on the other side with most of our sanity intact.

My career, both professionally and academically, is strongly attributed to the Dekko Foundation and their investment in youth philanthropy work. I would not be where I am at today without the mentorship of Jenna Ott who encouraged me to pursue this little-known career in philanthropy. My heartfelt thanks go to Mr. Chet Dekko, whom I never had the pleasure of meeting, but whose legacy and philanthropic investments helped me become the person I am today. To Dekko Foundation staff members, past and present, Tom Leedy, Jenna Ott, Kimberly Schroeder, Kim Davidson, Dee Slater, and Mary Allen – thank you for making philanthropy "*phun*".

My experience at the Indiana University Lilly Family School of Philanthropy showed me that philanthropy, if done right, can be highly impactful, but also something that can be studied and taught. My undergraduate studies instilled in me a passion for the profession of philanthropy, and a yearning to know more about all kinds of different topics in the field. My thanks to Pamela Clark, Dr. Kathi Badertscher, and Dr. Julie Hatcher for their mentorship, guidance, and inspiration.

After completing my undergraduate degree I knew I wanted to get a PhD later in my life so I could conduct research and teach—it turns out that "later" just happened to be five years down the road after various stars aligned. The University of San Diego is a special community that I have been fortunate to be part both academically and professionally.

I had the great fortune to work at The Nonprofit Institute for three years as a research assistant where I learned more than I can possibly describe. The mentorship I received from Dr. Emily Young, Dr. Laura Deitrick, and Dr. Tessa Tinkler has shaped me into the researcher and person that I have become, and I look forward to applying their lessons and passing them on to other students. My other colleagues at The Nonprofit Institute, both past and present, were wonderful to work with and learn from—Thomas Abruzzo, Darbi Berry, Bob Beatty, Lia Bruce, Dr. Lyn Corbett, Christiana DeBenedict, Jon Durnford, Cynthia Fernandez, Kimberly Fields, Taylor Funderburk, Dr. Zachary Green, Dr. Kim Hunt, Rachele Lopez, Nallely Manriques, Connelly Meschen, Valarie Nash, Michele Schneider, Dr. Mary Jo Schumann, Dr. Lorri Sulpizio, and Lisa Walker.

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As a scholar of both nonprofits and philanthropy as well as community engagement within higher education, I have been fortunate to participate in various professional associations such as the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Campus Compact, International Association of Research on Service-Learning and Community Engagement (IARSLCE),

and the West Coast Nonprofit Data Conference. These formative experiences and networks have opened up my mind to new methodologies, research designs, and have inspired numerous research questions.

There are too many scholars to thank, but I wish to extend my gratitude to both the ARNOVA Teaching Section and the Critical Perspectives Section for cultivating me as an emerging scholar. Specifically, I would like to thank Dr. Heather Carpenter, Dr. Elizabeth Castillo, Dr. Elizabeth Dale, Dr. Angela Eikenberry, Dr. Mark Hager, Dr. Jennifer Jones, Dr. Shariq Siddiqui, and Dr. Kim Wiley for being inspirational scholars to me and being helpful as I navigated the waters as a PhD student with the nonprofit and philanthropic field. My special thanks to Adriana Loson-Ceballos, Dr. Jason Franklin, and Dr. Laurie Paarlberg for helping to push my work and thinking forward on issues related to community philanthropy. Furthermore, I wish to thank Dr. Patrick Green for mentoring me for the past three years and giving me the confidence to stand in and fill the gap between community engagement within higher education and the benefits of community partners. My role as an interdisciplinary scholar has never felt more right, and I am excited for the many things to come.

My heartfelt thanks to Dr. Jeff Aulgur for taking a chance on me to teach at Arkansas Tech University. I learned so much from my experience teaching as a visiting lecturer and cannot thank you enough believing in me and assisting me throughout this journey. Thanks to Dr. Afsaneh Nahavandi for helping me gain the skills needed to become a successfully faculty member and for assisting me in developing my theory around community leadership. While I did not have the pleasure of taking a course with you, I was able to learn so very much during our interactions. Thank you for being an

inspiration to many and embodying what is means to be a leader—through both the good and the bad times.

My undying gratitude to my amazing academic librarian V. Dozier. Thank you for helping me navigate all of the journal systems, for requesting special documents and reports, and being unyielding in getting me the information I needed to write this dissertation. Also, thank you for helping me navigate the changes to APA (still bitter) in the midst of putting together my dissertation.

I would like to acknowledge my amazing dissertation committee for all the edits, comments, feedback, suggestions, and questions on my work. My appreciation to Dr. Laura Deitrick and Dr. Marcus Lam for serving on my committee. My immense, immeasurable, gratitude to my dissertation committee chair Dr. Hans Peter Schmitz with whom I butted heads with constantly, who pushed me constantly to do better, and relentlessly made me showcase the value of my work for both academics and practitioners—thank you.

My dissertation research would have not been possible without the amazing support of the Ford Foundation. My appreciation to the foundation for funding my research so I can travel across the states to learn more about the practices of California community foundations. Thanks to Dr. Chris Cardona, Shanice London, and Rowena Nixon, and Dr. Cindy Gibson for all their support in making this grant work.

Lastly, I wish to acknowledge the community foundations that participated in my study. I truly appreciate the time you took out of your schedules to discuss how you are leading within your communities. While my field research was cut short due to COVID-

19, a global pandemic showcased, now more than ever, the important roles that community foundations play in mobilizing philanthropic assets. Thank you for letting me share your stories.

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PREFACE

PHILANTHROPIC AUTOBIOGRAPHY

While pursuing my bachelor's degree in philanthropic studies at the Indiana University Lilly Family School of Philanthropy students are asked to write a philanthropic autobiography that traces their engagements with philanthropy. I wrote my first philanthropic autobiography my first semester of undergrad, another during my senior capstone course, and another while I was in graduate school at Bay Path University. As I complete my PhD in Leadership Studies from the University of San Diego, it only seems fitting that I write another philanthropic autobiography to trace my experience in community philanthropy—and share why I am so passionate about *community*.

I have been given the privilege to engage in philanthropic action and activities my entire life, and it has provided me with a particular view and affinity to community and community philanthropy that can be seen throughout this dissertation. I believe communities, both geographic and otherwise, can be empowered, emboldened, and entitled to petition and create change. One of my favorite quotes is "Be the change you wish to see in the world" by Mahatma Gandhi, and I believe, and know from the literature, that change is often not the result of a singular person or action, but a collective effort to demand improvement to a current situation within society. For centuries groups of individuals, large and small, have sought to live out the definition of philanthropy defined by Robert Payton as "Voluntary action for the public good" (Payton & Moody, 2008, p. 6)—by collectively organizing for positive change.

Historically, my unit of analysis for philanthropy has been at the community level —examining how participatory, collective forms of philanthropy have contributed to the quality of life of a geographic region and the nonprofit sector located within it. While I am aware that other types of community have emerged over the years, and particularly within the field of philanthropy, I am not yet satisfied with what we know about community philanthropy, what its limits are, and how it can push for creative changes at a local level. Therefore, I invite you to read my philanthropic autobiography to learn more about my positionality within this research and why I seek to understand how community philanthropy can continue to live up to the slogan used by many community foundations around the country—For Good. Forever.

My Philanthropic Autobiography – How I am Here Today

For me, philanthropy is not just a hobby or something that I do on occasion – it is part of my identity and plays a large role in my life. It is not surprising since my family has a long history of public service and community engagement. Both of my grandfathers served in the military, my maternal grandmother was a nurse for the veteran's administration and highly involved in Daughters of the American Revolution, and paternal grandmother has always been activity involved with her church and local community projects. My paternal grandfather is the philanthropy radical that I strive to be as he worked hard to get names added to the local veteran's monument, raised thousands of dollars for Habitat for Humanity and other local organizations, served on the boards of numerous nonprofits, and was awarded the county's citizen of the year award. While my maternal grandfather passed early in my lifetime, his influence and memory are

constantly shared through family stories and when his life ended I, unknowingly at the time, was introduced to the local community foundation.

When my grandfather passed away memorials from his funeral were set to the newly established Wolcott Park Fund at the LaGrange County Community Foundation. My grandfather grew up in Wolcottville, Indiana (my hometown), but moved around throughout his lifetime and he met my Grandmother in Indianapolis, fell in love, got married, and had three children. As the universe would have it, my mother met my father who happened to not only be from Wolcottville but was best friends with her cousin—it is Indiana, so this happens more often than not. My grandparents were constant forces for good in my life, and while my maternal grandparents had lived in Marion, Indiana since 1965 they spent most of the summers in Wolcottville at the family lake cottage entertaining grandchildren.

The love of community was passed down from my grandparents to my parents. My father is a local businessman that gives back to the community, volunteers his time as a benefit auctioneer, and has served on the County Council for over 20 years. My mother expresses her love of the community through her service at church, being “room mother” for my elementary classroom, chaperoning field trips, organizing the bookfair, shuttling me and my brother to and from community activities, and a million other things that often went unrecognized.

My introduction to giving back came through my family as well. When I was younger my mom would take me to church to help with different dinners, we would go through my clothes on an annual basis and donate to the items that no longer fit or that I did not want to a local social services agency, and I participated in other activities. These

are my early memories of being involved in community, but instead of having it be something that I did in life, my life became it.

During the summer between my seventh and eighth grade years, I saw an article in the local paper about a nonprofit organization that accepted donations of old computers, refurbished them, and then gave them to students to use for educational purposes. Living in rural Indiana, it was hard for many individuals to make it to the local library to utilize a computer and many teachers were requiring that students type their assignments. With getting to the local library being a challenge for some and having the school library close shortly after the school day, students were faced with the challenge of completing their schoolwork on time.

The newspaper article told the story of the organization and stated that they were in need of volunteers. I reached out to the organization to express my interest in volunteering and shared some of the skills that I thought I could bring to the organization. As a start-up nonprofit, like most startups, resources were limited, and it relied on volunteers to contribute time and skills in order to keep the organization running. When I first started with the organization, I became a member of the Board of Directors and became the organization's first Director of Marketing/Fundraising. I was tasked with marketing the organization, creating relationships with schools, and raising funds to assist in purchasing computer parts for the refurbishment of the machines.

At the age of 15, after being with the organization a little over a year, I was named the Executive Director of the organization. Granted, this is a prime illustration that my childhood was not really "normal" in the regular sense. While kids my age were likely playing videos games, participating in a sport, or some other age-appropriate

activity—I was running a nonprofit organization that went from serving one county in Northeast Indiana to serving seven counties in the region upon my exit of the organization five years later.

In high school I also worked for the local Council on Aging as a development staff member, served on a variety of local and regional boards and committees, and consulted with various nonprofits on effective outreach and communication. Up until my undergraduate education I was learning by doing and conducting research online. I was often the youngest in the room, and I usually still am, however I made it a priority to make sure that I knew what I was doing and working to run the organization to the best of my abilities.

Going back to community philanthropy, I was first formally introduced to community philanthropy by participating in a local youth philanthropy group sponsored by the LaGrange County Community Foundation and a local private foundation, the Dekko Foundation. Each year a group of students from the county's four school districts would come together once a month to learn more about the nonprofit sector, participate in service projects, and distribute approximately $20,000 a year through grants to local organizations working to improve education and youth development.

I was fortunate to have joined this organization as it helped me solidify my interest in working in the nonprofit sector. The Dekko Foundation had a leadership team made up of all the youth philanthropy groups it funded (13 in total) and I was fortunate to have been selected to participate my junior and senior years of high school and freshman year of college. When it came time to make the biggest life choice I had been faced with to date – selecting where to go to college and what to study, I was told my mentor, Jenna

Ott at the Dekko Foundation, that I could pursuing a degree in philanthropic studies and make my passion for philanthropy my actual profession.

My undergraduate experience was an amazing one. Throughout my undergraduate program I was able to work for the Indiana Philanthropy Alliance, Youth Philanthropy Initiative of Indiana, and consult with a variety of community foundations and private family foundations. I had always dreamed of becoming a program officer at a community foundation so I could continue the pursuit of strengthening communities through philanthropic action. During my undergraduate career I had amazing professors and realized that through research, teaching, and service that these individuals were helping to change the nonprofit and philanthropic sectors. I made a commitment to myself to one day walk in the footsteps of those faculty members, and I decided to pursue my graduate education.

After graduating from IUPUI in 2015, I was hired as a program officer at a community foundation in Indiana. In addition, I started my graduate education at Bay Path University where I decided to pursue both a master's in nonprofit management and philanthropy and a master's in higher education administration with a concentration in online teaching and program administration, since I observed that academia was launching more online and executive format degree programs.

Working at the community foundation was a wonderful learning opportunity for me on an individual level, but it also taught me a lot about community foundations and how they all operate in different ways. The more I researched community philanthropy and community foundations in my graduate programs, the more gaps I identified. Community philanthropy, and community foundations specifically, are underrepresented

in the academic literature. Unlike most public charities, community foundations are unique since they raise and distribute funding in the community, and unlike private foundations there are different rules on what a community foundation can and cannot do.

In 2016, as I was reaching the end of my graduate programs, I decided to start looking into doctoral programs. After lots of investigation, I applied to a variety of programs and ultimately selected the University of San Diego. Over the years I have conducted research aimed on identifying how community foundations engage with their local nonprofit sector through capacity building efforts, locating community foundations in the United States and where they are serving, and seeking to understand how community foundations are framing their mission statements.

The culmination of my upbringing and previous experiences shared within this philanthropic autobiography, as well as the many unnamed experiences due to time and space in this dissertation, have made me the person, practitioner, and researcher that I am today. I am a firm believer that community philanthropy can redistribute power in communities, be a participatory force for good, and empower local individuals to pool assets to make investments that seek to improve the quality of life of a region.

In an effort to bring my positionality in this research to the forefront, I believe that community foundations are amazing philanthropic institutions; however, I also believe that there is a lot of work to be done in order for these institutions to successfully deliver on their mission statements, properly play their roles in communities, and create positive and lasting changing in society.

CHAPTER ONE

INTRODUCTION

Community foundations claim to play an integral role in fostering philanthropy at a community level all across the United States. Arguably the most identifiable form of community philanthropy (Sacks, 2014), community foundations are often the institutions sought after when it comes to mobilizing a community's resources to meet its needs (Mazany & Perry, 2014). In the 1990s, the Council on Foundations created a variety of tools and resources that explored the roles, responsibilities, and benefits of community foundations. One result of this effort to better specify the roles of community foundations was the introduction of "community leadership" as a new framework for the relations between a foundation and its community.

Community leadership is often the role most neglected when it comes to research on community foundations, yet it has the potential to be the most substantial role of the foundation. Community foundations can leverage their community knowledge, convening capabilities, and vast connections around particular issue areas to enact community-wide change. While remaining neutral on community issues was an option in the past, community foundations are now operating within a competitive market (Cantor, 2018; Ragey, Masaoka, & Peters, 2005); therefore, serving as a community leader can provide a competitive advantage in terms of fundraising, but can also catalyze groups and organizations to enact change by leaning into their role as a community leader.

The introduction of community leadership can be understood as a form of normative isomorphic pressure on community foundations. As the leading membership organization for community foundations in the United States at the time, the Council's

actions provided essential guidance by including community leadership as an integral role in the community foundation operating model, and later including community leadership in the National Standards for US Community Foundations process. Since the Council shared this role in 1990 and later included it within its National Standards in 2000, one should expect that its membership adopts community leadership as a new norm.

The purpose of this study was to further define community leadership in the context of community foundations, examine if community foundations responded to external pressures via field professionalization, and investigate how community foundations are claiming and practicing the role of community leadership. An exploratory research design was utilized to examine the purpose, practice, and leadership perspectives of community foundations via the analysis of purpose statements and mission statements, as well as interviews, utilizing institutional theory (Scott, 2010) and normative isomorphic change (DiMaggio & Powell, 1983) as the primary framing. The rationale for the selection of these theories was based on the assumption that if the Council on Foundations' recommendations to include community leadership as part of the community foundation operating model would then illustrate community leadership as a best practice (normative tendency) and central to the operational mission of a community foundation—thus newer community foundations would be more likely to adopt community leadership due to pressures from the professionalization field of community foundations.

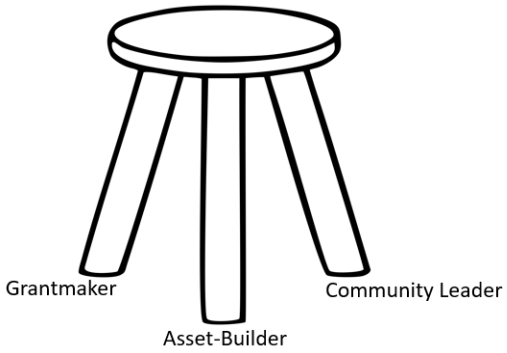
Community Foundation Roles

The concept of the community foundation was first conceived in 1914 by Frederick Goff, who was instrumental in creating the first community foundation, The Cleveland Foundation, and the concept then began to spread globally (Goff, 1919; Sacks, 2014; The Cleveland Trust Company, 1914). Community foundations are essential, local, philanthropic institutions that can help advance various issues and causes in communities to ensure all residents have a strong quality of life. Recent examples of community foundation work include advancing the United Nations' Sustainable Development Goals (Community Foundations of Canada, 2020; McGill, 2020; Ross, 2018), responding to COVID-19 (Sanford Institute, 2020; Soto et al., 2021), and taking on racial equity and power-sharing/shifting initiatives (Community Wealth Partners, 2020; Hodson & Pond, 2018).

Community foundations are often cited as playing three district roles within their communities: grantmakers, asset-builders (fundraisers), and community leaders. The practitioner and academic literature often expand on these roles (See Council of Michigan Foundations, 1992; Council on Foundations 1988; Philipp, 1999); however, within practice, these roles are often the various categories that community foundations use to segregate their work. To be considered a community foundation, all three roles must be at play, illustrated as a three-legged stool (Figure 1). Without executing each category in nearly equal measure, the stool may inadvertently lean to a specific role or may topple altogether.

Figure 1

Roles of Community Foundations



Community foundations have claimed community leadership as part of the foundation operating model as early as the 1990s. In a Council on Foundations (1990) training manual for community foundations, the rationale for community foundations to take up leadership are that (1) community foundations are created to serve the community, (2) the board represents the community, (3) the community foundation is impartial in political matters, (4) leadership grows out of grantmaking since the community foundation is aware of community issues, and (5) unrestricted funds enable the community foundation to put resources to use for new and creative community solutions (p. 16).

CFLeads, a national network of community foundations committed to building stronger communities through community leadership, has developed various guides, assessments, and tools to assist community foundations in considering the community leadership role it plays. According to CFLeads (2008), community leadership looks like the following when it is enacted:

> The community foundation is a catalyzing force that creates a better future for all by addressing the community's most critical or persistent challenges, inclusively

> uniting people, institutions and resources, and producing significant, widely shared and lasting results (p. 2).

The above definition is focused on the outputs of implementing community leadership and neglects to mention the inputs, activities, or outcomes. In an updated framework for community leadership, the Council on Foundations and CFLeads (2009) stated that community foundations could act as community leaders for the following reasons: (1) Community foundations are nonpartisan, (2) Community foundations have wide-ranging relationships, (3) Community foundations have convening power, (4) Community foundations have flexible resources, (5) Community foundations can flex their jurisdiction and tools, and (6) Community foundations have staying power. These items are more in line with the current operating environment of community foundations; however, it should be noted that other types of community foundations (faith-based and identify-based) have been created over time since many community foundations were created, due to the nature of wealth, by white individuals and are often still governed by white individuals (BoardSource, 2018; Hamill Remaley, 2019)

While some research and practitioner reports examine the *why* behind community leadership, very few offer insights into *how* community foundations can truly be community leaders through various actions. Many of these reports are often single case studies and with no generalizable, or even broad, findings. Community leadership can be conceptualized in many different ways, which can sometimes translate into funding, advocacy, convening, or even capacity building. The community leadership role can be an important catalyst for community change. Additional research on this important role is

necessary for the field of community foundations to grow and develop into their community leadership roles.

Contributions of the Study

Community leadership is a vital role for community foundations; however, research on the topic is quite limited, and the vast majority of the literature stems from practice. While community foundations' grantmaking and fundraising roles are often easy to quantify or broadly measure, community leadership appears to have not had as much attention within both practitioner and academics circles. To understand how community foundations were conceptualizing and operationalizing community leadership, this study sought to understand how community leadership may look differently in various community foundations while connecting to a conceptual framework of community leadership grounded in civic leadership, collective leadership, and community engagement.

Community leadership, as presented in the conceptual framework, is consider a process by which individuals and/or groups can strive to create positive community change by collectively leading in an effort to achieve a civic outcome. Therefore, this study has practical contributions for community foundations by providing a more detailed description of what community leadership is for a community foundation based on both practitioner and academic literatures. This reframing of community leadership provides both an operational lens through which community leadership can be examined as well as a connection to other leadership approaches that have been more thoroughly explored in the academic literature. By providing parameters around what is and what is not community leadership, the field can create space for evaluation to begin to occur in order

to understand what effective community leadership looks like within a particular community context.

In terms of research, the framework for community leadership can be applied in other contexts; however, the most noteworthy contribution for research is the research design presented in Chapter 3 regarding the comparison of purpose statements and mission statements of nonprofits. Upon extensive review of the literature it appears that this methodology has not been the approach of others in the past, and it can identify organizational value shifts over time. The methodology can be applied to other nonprofit organizations to understand how other organizations with different missions (e.g., homelessness, workforce development, education) have altered their goals, priorities, or stakeholders over time.

While the findings indicate that community foundations have continuously served a defined geographic region to raise funds and distribute grants that seek to increase the quality of life for a specified community—the strategies, stakeholders, and primarily beneficiaries have appeared to change. Therefore, comparing purpose statements and mission statement can provide insights, for both research and practice, into how organizations may have altered or expanded from their original intentions, resulting in the potential reframing of organizational priorities.

Design and Methodology

This study utilized an exploratory research design that employ qualitative methods. A conceptual framework of community leadership was developed in order to fill in a gap with the current literature. The concepts of civic leadership, collective

leadership, and community engagement were combined in order to create a framework for what it means to be a community leader. Historically, *community leadership* has not been broadly applied to institutions in the past. Therefore, the framework for community leadership was developed in order to apply the concept at the institutional level (i.e., community foundations).

The initial study analyzes purposes statements and mission statements utilizing a four-step qualitative coding method. The findings from the initial study helped establish the selection criteria for the interviews that were conducted with community foundation leaders to understand how community foundations were conceptualizing and operationalizing community leadership. The interviews utilized an interview guide, were transcribed, and then were qualitatively coded.

Organization of the Study

The purpose of this study was to explore how community foundations were claiming the role of community leadership via purpose statements and mission statements and understand how some were operationalizing their community leadership role. This study utilized an exploratory sequential design that is presented over five chapters.

Chapter 2 provides context for the study by exploring the literature on community leadership broadly defined and the literature related to community foundations and their roles as community leaders. Various studies on community leadership are presented, followed by a conceptual framework of community leadership developed for this study. The chapter concludes with various examples of how a community foundation could practice community leadership.

Chapter 3 is considered the first of two studies within the dissertation. This study examines California community foundations' purpose statements and mission statements to understand how they are framing their goals, stakeholders, and roles as community foundations. The findings presented in this chapter suggest that community foundations may have gone from community-centered institutions to more donor-centric institutions over time by altering their mission statement to include more mentions of donors rather than the community-at-large. Furthermore, it appears the introduction of community leadership in the 1990s had little to no effect on newer community foundations adopting the "best practice," which was hypothesized due to normative isomorphic change. This finding suggests that while community leadership is part of the community foundation operating model, some community foundations may have been quicker to claim it than others—or include it within their mission statements at least.

Chapter 4 is the second study of the dissertation that examines how various community foundations in California are practicing their community leadership. To understand the findings in Chapter 3, interviews were conducted with community foundations claiming community leadership within their mission statements. In most of the community foundations interviewed, it appeared that community leadership either was based on funds available at the community foundation (i.e., assets held) or is what led the fundraising efforts of the community foundation (i.e., community leadership agenda influenced the types of gifts the community foundation sought).

Chapter 5 summarizes both of the studies presented in Chapters 3 and 4 and provides additional discussion around the findings and how they intersect. The implications for future research, as well as immediate next steps, are presented, followed

by a call to action for the community foundation field for those foundations that are either interested in engaging in community leadership for the first time or for those that are looking to deepen their existing community leadership work.

CHAPTER TWO

LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

Community foundations are institutional forms of philanthropy designed to foster philanthropy at a local level (Mazany & Perry, 2014). The community foundation concept was first conceived in 1914 by Frederick Goff, who was instrumental in creating the first community foundation, The Cleveland Foundation, and the idea began to spread globally (Sacks, 2014). Created as an alternative to a trust company specifically designed to accept and manage charitable contributions (The Cleveland Trust Company, 1914), the community foundation model offered an alternative structure for individuals wishing to make a long-lasting impact in their communities. The strength of the community foundation model is its staying power and ability to provide "…practical, helpful assistance for the portion of the community which at the moment stands most in need of help" (as cited in Goff, 1919, p. 13). Historically, practitioner and academic literature has explored the grantmaking and fundraising (asset building) roles of community foundation, yet there has been a gap within the literature in regards to the role of community foundation as community leaders – including how they serve as community leaders, what it means to be a community leader, who decides the role of community relationship, and why being a community leader is an integral role to the mission of community foundations.

Additionally, the concept of community leadership has been explored throughout the academic literature; however, there appears to be no consensus on whether community leadership applies to single individuals ("Community Leader"), is a process for which to accomplish things within a community, a collective of individuals working

together to create change (e.g., policy change, increase in quality of life), or simply the leadership that is found within a particular community. These challenges are explored throughout this literature review, and while there is a debate on the unit of analysis in community leadership, it is clear that there are themes that link the varying definitions and conceptions of what community leadership is, how it affects communities, and how it can be a resource for community change.

This literature review and conceptual framework examines various works of literature, both academic and practitioner, from a variety of disciplines and finds that regardless of the framing, community leadership includes the themes of collaboration, planning, and implementation—indicating that community leadership is not necessary a role, but a process in which organizations must continuously participate in to the point where it becomes an integral process that is institutionalized within the organization and becomes an approach to leadership rather than a single incident. As community foundations seek to deepen their engagement with their local communities, it is imperative that a definition of community leadership be developed that can easily be interpreted and implemented. Presently, many of the definitions of community leadership are rather ambiguous, and a change in definition is needed to recognize that community leadership is a collective process that should work towards a defined community goal, rather than an individual position.

While the broad definition of community leadership is likely to continue to be debated, the elements that make successful community leaders can be found within other definitions of leadership within the literature, including the concepts of civic leadership, collective leadership, and community engagement.

The following sections provide an overview of the purpose of community foundations and their expansion, both in terms of numbers and roles within communities, as well as conceptions of community leadership and how community foundations seek to fill this role. The chapter concludes with a conceptual framework for community leadership by a community foundation that incorporates the themes and findings from previous studies on community leadership. The framework, and a resulting working definition, presented in this chapter guides the research design utilized throughout the dissertation.

Community Foundation Definition

The Council on Foundations (1988) defines a community foundation and its roles as the following:

> A community foundation is a publicly-supported philanthropic institution governed by a board of private citizens chosen to be representative of the public interest and for their knowledge of the community.
>
> Community foundations uniquely serve three publics: donors, the nonprofit sector, and the community as a whole. Individual community foundations may focus to some extent on one of these publics over the other two (leading to considerable diversity in the field) but by structure and by regulation the community foundation must always serve all three.
>
> Its purposes are to:

> 1. Professionally manage and distribute income, and portions of the principal when permitted, from donors' charitable gifts and bequests in a manner consistent with donors' specific and general interests;
> 2. Maintain and enhance the educational, social, cultural, health, and civic resources of the community, through the support of qualified nonprofit organizations, and;
> 3. Through the actions of board and staff, provide philanthropic leadership and help create and promote efforts among the citizens to improve the quality of life in the community.
>
> (p. 3)

More concretely, community foundations are often cited as playing three distinct roles within their communities: grantmaker, asset-builder (fundraiser), and community leader. The practitioner and academic literature often expand on these three roles (see Council of Michigan Foundations, 1992; Council on Foundations, 1988; Philipp, 1999) and these roles are often the categories that community foundations use to segregate their work.

Expansion of the Community Foundation Model

According to the Community Foundation Atlas (2014), [1] there were approximately 1,900 community foundations worldwide in the mid-2010s, referred to internationally as "place-based foundations." These place-based foundations contribute billions in grants annually to the global economy, each serving an average of 185,000

[1] A global database of place-based community foundations that is updated through research and reporting from place-based community foundations globally – www.communityfoundationatlas.org

individuals in a specific geographic region, with nearly two-thirds established over the past 30 years (Community Foundation Atlas, 2014).

Research focused on recounting and remapping community foundations in the United States suggests that over 1,000 community foundations serve approximately 98 percent of the country—geographically speaking (Wu, 2019; Wu, Paarlberg, Strawser, Ming, & Ai, 2019). These findings illustrate that what is often referred to as the "community foundation movement" is alive and well in the United States. As the community foundation field has evolved, so have the philanthropy support organizations (PSOs) that provide specialized services to community foundations such as CFLeads (Community Leadership), CFInsights (Data and Research), ProNet (Grantmaking), AdNet (Fundraising), and CommA (Communications), among others. This growth indicates substantial efforts toward professionalizing the field.

Conceptions of Community and the Role of Community Foundations

The word *community* evokes a multitude of meanings, especially in a globalized world. Hillary (1995) describes 94 different variations of community, indicating a broad spectrum of the concept's meaning. Wilkinson (1979, 1991) describes community as an interactional approach where community is built on the principle that the community acts as a whole within a social field and seeks to fulfill residents' needs. Milofsky's (2019) various definitions include individuals who share the same profession (e.g., nurses or teachers), seek emotional or spiritual connection (e.g., bible study or a church group), belong to a specific user community sharing a similar product or service (e.g., video games or a knitting circle), or elite groups of individuals (e.g., Nobel Prize winners or

UN Ambassadors). McMillian and Chavis (1986) identify four dimensions that create a "sense of community": membership (feeling of belonging), influence (making a difference), reinforcement (fulfilled needs), and emotional connection (sharing strong bonds with others).

Sociologists often consider community to be bound within a geographic region, such as neighborhoods, towns, or counties (Fisher, 1994; Kasarda & Janowitz, 1974; Long, 1958; Sampson, 2012, 2015). While sociologists consider community to be a broad term with multiple dimensions (McMillan & Chavis, 1986), numerous studies define it geographically by examining various characteristics and disparities (Sampson, 2015; Sampson, Morenoff, & Gannon-Rowley, 2002). For example, previous scholars have examined differentiation within communities on the topics of crime (Kling, Ludwig, & Kratz, 2005; Sampson, 1985), educational attainment (Garner & Raudenbush, 1991; Patacchini & Zenou, 2011), poverty (Harding, 2003; South & Crowder, 1999), and health (Larsen & Merlo, 2005; Leventhal & Brooks-Gunn, 2003).

Much of the literature on community leadership defines community in terms of geography, specifically focusing on neighborhoods or spaces of influence. In this literature, the extent to which an area is defined as a single community depends on the geographic composition of the area in question; for example, a rural community resident in the Midwest may consider community to exist at the county level, while a New York City resident may consider their associated community to be their neighborhood (e.g., Brooklyn, Manhattan, or Queens), or even special districts, such as Chelsea, Chinatown, or Greenwich Village. While other types of communities are explored in the social science literature, such as communities of faith, identity, and other attributes (see Franz,

Skinner, & Murphy, 2018; McMillian & Chavis, 1986; Milofsky, 2019), the conceptualization of community within nonprofit and philanthropic studies is predominately geographical.

Following this line of thought, community foundations have historically defined community at the county level (Council on Foundations, 1990). In some cases, multiple community foundations serve a particular region of a county (e.g., San Diego Foundation, Rancho Santa Fe Foundation, Legacy Foundation, Del Mar Foundation, and San Marcos Community Foundation all in San Diego County, California), while others serve multiple counties (e.g., Central Valley Community Foundation serving Fresno, Kings, Tulare, Madera, Merced, and Mariposa Counties in California). Regardless of the particular geographic boundary, the standard definition of "community" for a community foundation is often place-based. However, other types of organizations use the title "community foundation" to create similarly structured organizations focusing on identity (e.g., Latino Community Foundation) or faith (e.g., Jewish Community Foundation or Catholic Community Foundation).

As part of their business model, community foundations claim to exercise leadership in their service area (Council on Foundations, 1988, 1990). While it appears community foundations have determined their operational definition of community (i.e., geographic), there is a lack of agreement on their definition of "leadership" and how they utilize leadership to achieve community-level outcomes—thus creating an operational challenge within the field resulting in having no normative clarity on how a community foundation is to pursue the community leadership role successfully.

Community foundations are unique organizations in their duality of roles (Harrow, Jung, & Phillips, 2016): they both raise and distribute funds. Additionally, community foundations are tasked with supporting nonprofits' needs while simultaneously fulfilling donors' instructions and wishes. Therefore, the operating model of community foundations is ideal if both the funding from philanthropists and the community's needs align. However, if funds are unavailable to support specific community needs, the community foundation can become stagnant and unable to address a particular need due to a lack of resources (Murphy, 2017). One possible way out of this dilemma is for community foundations to embrace and take on the role of community leadership.

Community Leadership

Leadership can be found in all forms of communities, regardless of whether the community is created along the lines of geography, identity, or other socially constructed parameters (Milofsky, 2019). Some type of leadership is necessary for a functioning community, whether held by a city council, a group of elders or distributed amongst everyone in the community with a specific role for each individual. Sometimes this leadership is formal (e.g., elected offices), and sometimes it is informal (e.g., someone naturally arises to lead a collective), making it challenging to define who is a community leader and what it takes to be a strong community leader.

The concept of community leadership has been explored and debated in a variety of disciplines, including leadership studies (Bono, Shen, & Snyder, 2010; Hartley, 2002; Watt & Ziegler, 2009), community development (Apaliyah, Martin, Gasteyer, Keating, &

Pigg, 2012; Wituk, Ealey, Clark, Keiny, & Meissen, 2005), business (Aref & Ma'rof, 2009; Bonjean & Olson, 1964), public administration (Feldman, 2006; Madden, 2010; Purdue, 2005), and sociology (Bonjean, 1963; Fanelli, 1956, Lindeman, 1921). Yet, there is no universally agreed-upon definition of community leadership and its characteristics. Community leadership has been defined according to particular positions (Azzam & Riggio, 2003; Fanelli, 1956), exercising particular powers (Langone & Rohs, 1995; Purdue, 2005), or in some cases simply as a popularity contest (Fanelli, 1956). Scholars have also referred to the work of community leadership as "integrative leadership" (Winston & Patterson, 2006) as it often requires individuals to work with organizations to solve community problems (Bono, Shen, Snyder, 2010; Fanelli, 1956; Purdue, Razzaque, Hambleton, Stewart, Huxham, & Vangen, 2000). Table 1 displays the range of scholarly definitions of community leadership.

Table 1

Definitions of Community Leadership

Definitions	Sources
Community leadership is that which involves influence, power, and input into public decision-making over one or more spheres of activity	Langone, 1992
Developing community leadership begins with recognizing that both the practice of leadership and the situation in which it occurs need to be understood. We consider leadership as a collective relational phenomenon. This collective relational phenomena is also 'cultured,' that is, it is a phenomenon that grows out of, and is a product of its setting.	Kirk & Shutte, 2004, p. 235
The pursuit of community wellbeing through strategic interventions that would not otherwise have happened.	Sullivan & Sweeting, 2005,

	p. 22
Influenced largely by servant leadership (Greenleaf, 1977), community leadership is based on the notion that there are leaders everywhere, including civic groups, boards of volunteer agencies, neighborhood associations, interest groups, and self-help organizations (Tropman, 1997).	Wituk, Ealey, Clark, Heiny, & Meissen, 2005, p. 90
…community leadership emphasizes a collaborative, on-going, influential process based on the relationships between people.	Wituk, Ealey, Clark, Heiny, & Meissen, 2005, p. 90
Community leadership, common to all community development projects, is the enabling of the relational capacity of community members to initiate the creative and often hidden potential of the community and turn it into initiatives driven by empowered community members.	Nel, 2018, p. 839

A majority of the definitions of community leadership, including the ones listed in Table 1, emphasize concepts of collaboration, influence, long-term planning, advocacy, and mobilization as crucial characteristics of strong community leadership (Glidewell, Kelly, Bagby, & Dickerson, 1998; Langone & Rohs, 1995; Nel, 2018; Whitney & Trosten-Bloom, 2010). The emphases of definitions can be divided into those highlighting how such leadership emerges and those focused on what such leadership accomplishes. Based on the definitions listed in Table 1, community leadership is often collective – resulting in both voluntary associations and community institutions playing leadership roles within communities. Furthermore, the definitions indicate community leadership is about being active in pursuing change to achieve a civic outcome—whether the change be within the public policy arena, community development projects, or other initiatives affecting the life of the community.

Another essential element noted in the literature on community leadership is an argument that community leadership is not a style of leadership per se but may be more of a context in which leadership operates (Fanelli, 1956; Kirk & Shutte, 2004; Ricketts & Ladewig, 2008). For example, community leadership within the academic literature can theoretically refer to leaders within a community (person) or a place within a community where leadership is executed (e.g., an individual within a church, a principal within a school).

The community leadership literature's overall challenge is its focus on identifying leaders as individuals, a similar trend found in the literature in leadership studies. Yet, many of these community leadership studies lack an overall definition of what success looks like for a community leader and who decides who is a community leader.

Community Leadership vs. Leaders in Community

As previously mentioned, community leadership is complex and it has previously been conceptualized as a position, an action, an individual, a group, a group of groups, and other ways. In some instances, community leadership refers to individuals seeking to enhance the quality of life of a community. In others, it refers to leadership within a particular context (i.e., a "community"). While community leadership is not clearly defined within the literature, the various definitions of community leadership have some common themes—Working for the betterment of all and collaborating within and with the community—all of which have been more strategically explored within the academic and practitioner literature (e.g., community development, community engagement, participatory action research). Therefore, the conceptions of community leadership can be

divided into two categories: (1) Community institutions seeking to create change within a community (i.e., externally focused) and (2) individuals that enhance their leadership skills to being competent leaders within community (i.e., internally focused)

In regard to the first category, community leadership requires action; therefore, community foundations can serve as community leaders in a variety of ways that seek to deliver on their overall goals and mission of enhancing the quality of life for a particular region. Leadership requires action (or inversely, inaction may be considered poor leadership); therefore, community foundations can serve as community leaders by engaging in public policy, serving as resources for information within communities, convening local organizations around a particular community issues, and a variety of other actions that seek to create a positive change within their service region.

While developing individuals' leadership skills within communities is vital, there is a difference between being a leader within a community and leading from within communities. There are many programs that seek to equip individuals within a community with leadership skills (i.e., individuals and internally focused) that can help them become more effective leaders within their personal and professional lives. Many community leadership programs focus on building skills needed for leadership (Galloway, 1997), which can be necessary to create strong community leaders, yet many of these programs are often focused on building individual capacity rather than increasing community or organizational capacity. For example, these types of programs aid individuals in understanding their leadership styles, instruct them on how to lead a team, and identify ways in which individuals can be more aware of their leadership traits to be a better leader (Galloway, 1997). What they fail to do is address leadership challenges

within the community, indicating the community leadership programs are more about being leaders within a community, rather than leading a community forward by making a positive societal changes.

Conceptual Definition of Community Leadership

As community foundations take on leadership roles to address some of society's toughest challenges, it is clear that a very specific type of leadership is needed. Based on a review of the literature and various theories related to the study of leadership and change management, the following is a working definition of community leadership:

Community foundations act as community leaders when they engage individuals or groups within a particular community to collectively establish goals and guide them toward the achievement of those goals to achieve a civic outcome.

As defined in this section, community leadership is a process that a community foundation can pursue to make positive changes in a community. Furthermore, community leadership is also a spectrum in which all leadership expressions may not look the same, yet the motivating principles are likely similar. For example, community foundations with limited capacity (i.e., few staff members, limited assets) may have a smaller leadership role in their community. In contrast, they could also be the primary institution driving change in the community if they are the only organization in the community providing strategic leadership. Thus, community leadership is very contextual. As community foundations seek to enhance their community leadership role, it is necessary to consider their leadership capacity, what they bring to the table, whom they need to involve, and collectively decide how they wish to move forward.

Community Foundations:

Grantmaker to Community Leader

Although community foundations have existed since the early 1900s, the role of the foundation as community leadership was first introduced in the practitioner literature in the late 1980s and early 1990s (Council on Foundations, 1988, 1990). In a Council on Foundations (1990) training manual for community foundations, the rationale for community foundations to take up leadership within their communities were as follows: (1) community foundations are created to serve the community, (2) the board represents the community, (3) the community foundation is impartial in political matters, (4) leadership grows out of grantmaking since the community foundation is aware of community issues, and (5) unrestricted funds enable the community foundation to put resources to use for new and creative community solutions (p. 18).

A report from Community Foundations of Canada (1996) established nine community leadership principles (Table 2) that call for community leadership as an integral role within the community foundation business model and suggest such activities should be threaded throughout the operations of a community foundation.

Table 2

Principles of Community Leadership (Community Foundations of Canada)

1	*Building Community Capacity*	We will nurture and build our community's strengths and assets. Communities are strengthened by initiatives which increase the capacity of organizations and individuals to respond to challenges and opportunities, develop local leadership, promote self-reliance, emphasize prevention and mobilize civic participation and resources.
2	*Understanding the Changing Nature of Our Communities*	To be strategic in all our activities, we need to know our communities well. This involved spending time in community consultation, making ourselves available for

		discussion, being active participants in the community, monitoring local and national trends and being aware of the impact of change in our communities.
3	*Creating Opportunities for Dialogue*	Because of our broad mandate to nurture a vital community, we will bring together people with different ideas and points of view to create opportunities for respectful dialogue on issues of importance to our communities.
4	*Developing Partnerships*	Since more can be accomplished when acting together, we will form, encourage and support partnerships among individuals, neighbourhood and community groups, service clubs, foundations, professional advisors, businesses, governments, the media and others, based on shared vision and mutual responsibility.
5	*Reflecting Diversity*	We believe there is strength in diversity and that our communities will be better served when we understand different points of view and engage the broader community in our deliberations and decision making
6	*Establishing an Effective and Imaginative Grants Program*	We will strive to continually improve our skills as grantmakers, making a visible and lasting difference in our communities through a grant program that is balanced, flexible, creative and responsive.
7	*Evaluating and Sharing Results*	We will evaluate our activities to improve our skills and knowledge and we will share key findings with others.
8	*Implementing Responsive and Accountable Processes*	We will engage in practices that are open and accessible, fair and objective, flexible and timely with grant seekers, donors, volunteers and others in the community. This is essential to our role as credible and reputable stewards of community resources.
9	*Balancing Our Resources*	Because our fund development, grantmaking, and community leadership activities are interdependent, we will commit and balance our human and financial resources among them.

(pp. 4-5)

In a Council on Michigan Foundations and Council on Foundations (1999) training program for new community foundation trustees and staff, community leadership was described as a unique role for community foundations. The following training manual examples illustrate the rationale for community foundations to participate in leadership and convening:

- The community foundation is neutral – The Foundation's program and community advocacy activities are focus on community betterment.
- The community foundation is a bridge – The Foundation bridges the gap between the community of affluence and the community of need.
- The community foundation does not compete with other area organization in its fund raising activities.
- The community foundation has special insight – The Foundation's grantmaking position allows it to understand community / organizational capacity.
- The community foundation is isolated – Healthy isolation allows the Community Foundation to operate free of community "politics."

Bernholz et al. (2005) state that community leadership is an important tool for community foundations to succeed, and present three leadership tasks for community foundations, including shifting the organizational focus from the institution to the community, from managing financial assets to long-term leadership, and from competitive independence to coordinated impact (p. 35).

In 2008, CFLeads released its first iteration of the *Framework for Community Leadership by a Community Foundation*, with an updated version released in 2013 that acknowledged the potential community foundations had to lead within their local communities. According to CFLeads (2008), effective community leadership is the following:

> The community foundation is a catalyzing force that creates a better future for all by addressing the community's most critical or persistent challenges,

> inclusively uniting people, institutions, and resources, and producing significant, widely shared, and lasting results (p. 2).

With the creation of the CFLeads framework for community leadership, the Council on Foundations and CFLeads (2009) stated that community foundations are well-suited to act as community leaders as: (1) they are nonpartisan, (2) they have wide-ranging relationships, (3) they have convening power, (4) they have flexible resources, (5) they can flex their jurisdiction and tools, and (6) they have staying power. While these points are more congruent with community foundations' current operating environment, there is a lack of clarity on how community foundations become community leaders since the definition is primarily focused on the result—or "outcome."

Among the four rationales for community foundations (Table 3) to serve as community leaders listed above, there appears to be little agreement on the reasoning or approach for community leadership – other than many agreeing on the fact that community foundations are neutral and/or nonpartisan. There appears to be a slight adjustment in language over time that illustrates that community foundations may have become more aware of their power – changing rationales around their grantmaking being leadership and them being aware of community issues, to focusing more on convening and taking a community-centered approach to be more responsive to community issues. These alternations also appear within CFLeads most recently iteration of its community leadership framework and recently publications.

Table 3

Positioning for Community Leadership

Organization	Rationale
Council on Foundations (1990)	Why? • Serve the community • Board represents community • Impartial in political matters • Grantmaking is leadership • Aware of community issues • Unrestricted funds provide flexibility
Community Foundations of Canada (1996)	Commitments • Building community capacity • Understanding the changing nature of our communities • Creating opportunities for dialogue • Developing partnerships • Reflecting diversity • Establishing an effective and imaginative grants program • Evaluating and sharing results • Implementing responsive and accountable processes • Balancing our resources
Council of Michigan Foundations (1999)	Why? • Community foundation is neutral • Focus on community betterment • Connects people with means to issues of need • Does not complete against other organizations for funding • Aware of community issues • Operates freely from politics
Council on Foundations and CFLeads (2009)	Why? • Community foundations are nonpartisan • Expansive relationships • Conveners

	• Flexible resources • Staying Power

Revised CFLeads Community Leadership Framework

In 2013, CFLeads issued a revised framework[2] (Figure 2) with an updated definition and outcome for community leadership by a community foundation that included language to frame the community foundation as more of a partner for bringing the community together with language that contains a more asset-based approach to leadership and community change:

> The community foundation is a community partner that creates a better future for all by pursuing the community's greatest opportunities and addressing the most critical challenges, inclusively uniting people, institutions, and resources from throughout the community, and producing significant, widely shared, and lasting results (p. 2).

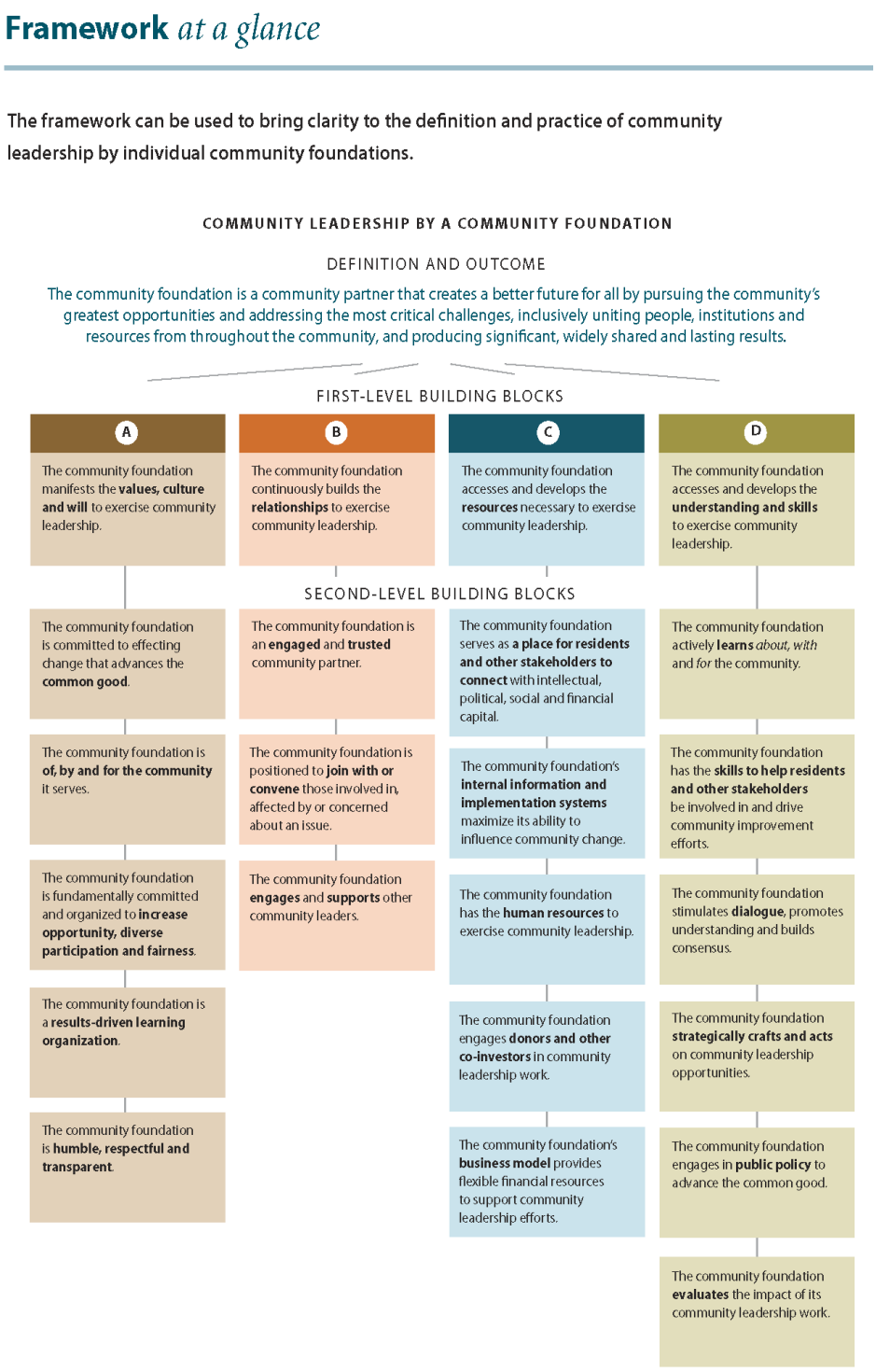
In terms of defining community leadership's purpose or practice, the CFLeads definitions lack specificity in how community leadership can be measured and evaluated. The definition focuses on the "result" of implementing community leadership and neglects to mention the inputs, activities, outputs, or outcomes necessary to achieve the status of a community leader.

[2] A previous version of the CFLeads framework was produced in 2008; the 2013 version is the most recent update.

Figure 2

Framework for Community Leadership by a Community Foundation – Building Blocks

(CFLeads, 2013)



To assess how community foundations were approaching their community leadership roles, CF Insights and CFLeads (2017) conducted a national survey to identify community foundations' needs and future directions. The organizations reported five key service need areas: (1) staff development, (2) collaboration/networking and peer learning, (3) legal compliance and advisory services, (4) field positioning and leadership, and (5) field knowledge. Both CF Insights and CFLeads committed to creating metrics around community leadership, sharing information on critical community issues, and assisting other philanthropy service organizations (PSOs) that provide training and technical assistance.

As a result of the 2017 study conducted in collaboration with CFInsights, CFLeads (2019) issued five elements of effective community leadership (Figure 3) that include (1) engaging residents, (2) working across sectors, (commissioning and disseminating local data), (4) shaping public policy, and (5) marshalling resources. While these five competencies for the effective practice of community leadership help define what it means for a community foundation to be a community leader, the literature remains unclear as to how a community foundation would define or evaluate community leadership for themselves.

Figure 3

Elements of Effective Community Leadership

The CFInsights and CFLeads (2017) report alluded that leadership within community foundations did not quite have an evaluative component to it, which is challenging to establish when an overall definition is lacking both potential outputs and outcomes. Furthermore, the CFLeads framework lacks specific concepts that can be implemented. In contrast, other frameworks for leadership, organizational change, and community engagement such as Lewin's (1947) 3-Stage Change Model or Kotter's (1995) 8-Step Change Model provide both a specific definition for change as well as an evaluative component that assists in ensuring a particular goal is pursued. Those pursuing the goal are then held accountable for achieving the desired outcome.

In the CFLeads framework's (2013) current iteration, community foundations have the opportunity to classify what they do as community leadership if it fits within one of the five elements (engaging residents, working across sectors, commission and disseminating local data, shaping public policy, marshalling resources); however, there are no levels of effectiveness or impact that look at varying depths of engagement in

community leadership. For example, two community foundations could state they are community leaders by indicating they strive to shape public policy. Community Foundation A meets with elected officials once a year to provide them with an update on the local nonprofit sector along with a copy of their annual report. Community Foundation B is part of three local coalitions working to increase affordable housing, advocates for additional funding from the state and federal government, and provides grant dollars to help support a housing index study to supply lawmakers with additional data. Both community foundations are engaging community leadership with public policy, yet Community Foundation B is clearly more involved than Community Foundation A, thus creating both an operative and evaluative dilemma for community leadership.

When foundations are left to create their own frameworks for success it can be somewhat arbitrary in the sense that foundations often hold the power in a grantmaking relationship, and thus the rationale behind conducting evaluations must come from a specific source to encourage performance measurement (Buteau et al., 2016). For example, initial rationalizations of community leadership by a community foundation focused on their power and connections to wealthy elites and ability to provide grants to support causes that were identified as important community issues. However, over time the rationale to be a community leader focused more on a community foundations ability to bring people together to focus on community challenges. Albeit an important shift in grantmaker power to implement more participatory practices, the community foundation field still appears to struggle with putting parameters around community leadership and identifying how it is implemented rather that what it looks like a result.

A Conceptual Model of Community Leadership

Contemporary community foundations are being forced to reconsider their value proposition in a time of increased competition from both for-profit companies (e.g., Fidelity, Vanguard, Schwab) and nonprofit entities (Ragey, Masaoka, & Peters, 2005) that offer lower-cost alternatives for philanthropic investments (Bernholz, Fulton, & Kasper, 2005). Community leadership is both the value-add and unique role that community foundations can play that provide benefit to both donors (e.g., knowledge about the community, ability to track local trends) and the community-at-large by leveraging their position in the community to raise awareness about various community issues (Bernholz et al., 2005; Council on Foundations, 1990; Canada Community Foundations, 1996).

Community foundations have an inherent responsibility to serve as community leaders since they are often the philanthropic powerhouses in a community (Council on Foundation, 1988, 1990). As institutions of philanthropy, community foundations have opportunities to convene conversations around particular issues within communities that are sometimes challenging for other nonprofits or entities in a community to address. While community foundations have been around for over 100 years, a majority of community foundations are approximately 30 years old (Sacks, 2014)—indicating that some community foundations may be farther along as community leaders than others. Leadership is often a response to a particular context; therefore, community leadership for community foundations will come in different shapes and sizes depending on their service region and other internal and external factors. Therefore, the choice for a community foundation is not whether they want to be a leader; it is a choice of how their

leadership is expressed since it is part of their operational framework.

While the CFLeads (2008) framework on community leadership for community foundations is promising, it omits the various activities the literature provides as examples of community leadership such as how to convene different groups, strategies for collective impact, and other methods of participatory action within communities—causing there to be a gap in defining community leadership which prevents a standard for excellence in community leadership from being established. Upon extensive review of the literature, the theories of civic leadership and collective leadership, along with the act of community engagement, are likely the facets of community leadership that community foundations are often referring to in their practices (Figure 4). As the name implies, collective leadership is focused on achieving collectively defined goals that require collaboration, civic leadership is focused on making a difference in communities and enhancing the quality of life, and community engagement is an encompassing term describing how organizations are actively working within the community. The following subsections further describe civic leadership, collective leadership, and community engagement.

Figure 4

Conceptual Framework of Community Leadership

Civic Leadership. Civic leadership is focused on actions rather than positions or appointments (Couto, 2014; Kibbe Reed, 1996). Kibbe Reed (1996) argues followers can often be considered as leaders in their own right since they are part of the community where the leadership is executed and have agency as followers that authorize them to follow or not. Civic leadership is defined as activities focused on empowering others to contribute to the greater good of society. Historically, most community leadership programs focus on building the leadership capacity of individuals for civic leadership: they are focused on fostering skills needed to lead and make change within communities (Azzam & Riggio, 2003). In order for such community leadership programs to be successful, "programs must come to understand leadership through collective action, where it is not confined to the individuals or established organizations" (Kibbe Reed, 1996, p. 103). Challenging the norms of traditional leadership, civic leadership is intentional, without position and power, and followers can often be the leaders (Couto, 2014). Couto (2014) argues that nonprofit organizations provide civic leadership in

various ways, including offering cultural enrichment, social services, and other programs that seek to improve the human condition and the broader community. Couto's argument aligns with the definition of civic leadership developed by Kibbe Reed (1996):

> Civic Leadership is defined as the 'art and science' of leading in the public arena where one engaged in the affairs of society through public advocacy, debate, education, and the fostering of dialogue and group reflection. Civic leadership promotes critical thinking in the public arena and an examination of new alternatives and paradigms. Participatory leadership is promoted to enhance humanistic principles which prescribe and produce positive systemic change for the good of all society, including the world at large (p. 100).

While *civic leadership* is different from *civic engagement*, civic engagement could be the result or process of practicing civic leadership:

> Civic engagement means working to make a difference in the civic life of our communities and developing the combination of knowledge, skills, values and motivation to make that difference. It means promoting the quality of life in a community, through both political and non-political processes (Ehrlich, 2000, p. iv).

Civic leadership provides an opportunity for community foundations to not only lead but prepare other individuals and organizations to lead as well. While a civic leadership approach may advocate for the greater collective, it is more often focused on achieving outcomes by creating positive change through shifting thoughts and policies (Couto, 2014; Kibbe Reed, 1996).

Collective Leadership. Sometimes referred to as shared leadership, the concept of collective leadership posits that leadership in groups is often a collective phenomenon (Contractor, DeChurch, Carson, Carter, & Keegan, 2012). As communities often come together to solve social issues, this framework notes that formal institutions that seek to help guide this change, such as nonprofit organizations, cannot single-handedly solve a social challenge. Compared to the more instrumental civic leadership concept, which focuses on accomplishing tasks and goals to create improvement, collective leadership is more expressive through its drive for inclusion and ensuring that everyone is heard.

The concept of collective impact, defined as a group of actors from different sectors gathering around a common agenda to solve a specific social problem, illustrates collective leadership in action. According to Kania and Kramer (2011), five conditions must be met for collective impact to move beyond simple forms of collaboration: (1) a common agenda, (2) shared measurement, (3) mutually reinforcing activities, (4) continuous communication, and (5) backbone support. As community foundations seek to lead in communities, they must recognize they cannot do it alone; it takes multiple stakeholders from all sectors to create social change (Kania & Kramer, 2011).

Community Engagement. In its simplest form, community engagement is focused on how community foundations engage with their community. Community engagement is often considered a physical presence within a community, yet this does not always transition to actionable leadership. Community foundations, and foundations in general, have been accused of focusing solely on the intentions of donors (Buchanan, 2017; Healy, 2018; Somerville, 2013); therefore, community foundations have intentionally sought to understand the challenges from a variety of stakeholder

perspectives through various participatory methods (see, for example, Fund for Shared Insight[3]; Gibson, 2017, 2018). As community foundations are often viewed as knowledge hubs, they must be deeply embedded in various aspects of community conversations and initiatives (Council on Foundations, 1988, 1990). In the field of higher education, *The Carnegie Foundation for the Advancement of Teaching's Elective Community Engagement Classification,* (n.d.) which recognizes institutions of higher education for strong community engagement, provides a definition of community engagement that can also be applied to the work of community foundations: "Community engagement is shaped by relationships between those in the institution and those outside the institution that are grounded in the qualities of reciprocity, mutual respect, shared authority, and co-creation of goals and outcomes." As institutions consider becoming more engaged in their communities, they must be aware of power dynamics to ensure respect and reciprocity (National Center for Responsive Philanthropy, n.d.).

Leadership Approaches and Community Leadership

While leadership is often focused on the individual level (Burns, 2012; Heifetz & Linsky, 2017; Walumbwa, Lawler, & Avolio, 2007), many community institutions are collectively beginning to claim a leadership role to enhance the quality of life in their service regions, yet there is a gap within the literature on particular definitions and frameworks for institutional leadership. An example of this commitment is the work of anchor institutions, defined as place-based institutions, often nonprofits, that invest in capital and relationships within a defined area (Ehlenz, 2018; Webber & Karlstrom,

[3] https://www.fundforsharedinsight.org/

2009). According to Cantor, Englot, and Higgins (2013), anchor institutions are "…place-based organizations that persist in communities over generations, serving as social glue, economic engines, or both" (as cited on pg. 20). For example, many higher education institutions have adopted an anchor framework (Birch, Perry, & Taylor, 2013; Perry, Wiewel, & Menendez, 2009) dedicated to providing social, education, and economic investment in the community in which the university has a physical presence. Other institutions, such as hospitals (Norris & Howard, 2015; Reed, Göpfert, Wood, Allwood & Warburton, 2019), public libraries (Goodman, 2013; Mersand, Gasco-Hernandez, Udoh, & Gil-Garcia, 2019), and community foundations (Harrow, Jung, & Phillips, 2016; Kelly & Duncan, 2014; Mazany & Perry, 2014) have also been labeled as anchor institutions as their endowments ensure their staying power (Bowman, 2007, 2011).

The field of leadership studies has examined leadership from a variety of angles, including conceptualizing leadership as a process, as well as qualitative traits of individual leaders (Bass & Avolio, 1994; Cartwright, 1965; Lipman-Bluemen, 2005; Rost, 1991). Leadership theories can be valuable in considering how community foundations may seek to lead in an effort to create change within communities, yet there is an overall lack of empirical research on how nonprofit organizations serve, institutionally, as leaders in their communities. While this trend is understandable given that leadership theories predominately focus on one particular individual, a leader and followers, or a group of leaders and followers, nonprofit organizations play distinct leadership roles in communities that require further research and understanding.

Developing vs. Applying Community Leadership

Community leadership is not necessarily a theory of leadership – or at least it has not been applied and tested empirically enough to have a solid theoretical grounding. Yet, the act or desired outcome of community leadership can be found partially within existing leadership theories. While not present in the current academic literature, the act of being a community leader is most likely the amalgamation of multiple leadership theories and frameworks to creating systemic community change; thus, a single theory is likely unable to describe the leadership process of a community foundation seeking to improve the quality of life for a particular region.

While useful leadership theories address what it means to be a community leader individually, a majority of the research around community leadership analyzes community leadership programs (for example, see Keating, 2011; Langone, 1992; Langone & Rohs, 1995; Rohs, 1992). Community leadership programs have started for various reasons, including efforts to bring a community together, seek to fill leadership voids, and provide opportunities for individual leadership skill enhancement (Azzam & Riggio, 2003). Furthermore, many community leadership programs seek to serve a variety of individuals from the public, private, and nonprofit sectors. Thus, they may inadequately prepare individuals for community leadership positions (Langone & Rohs, 1995; Wituk, Ealey, Clark, Heiny, & Meissen, 2005).

Particular studies around leadership programs are often single case studies or involve examining one cohort's experience with a program on community leadership. While some studies indicate the overall "outcome" of participation in community

leadership programming, there is a lack of evidence that completing a leadership program helps an individual become a strong community leader. Though some of these programs are focused on equipping individuals with leadership skills (i.e., having more leaders in the community), the literature remains unclear about how these programs help individuals create change within a community: leading the community rather than just being a "leader" in a community.

Community leadership programs are often focused on developing individuals' leadership capacity; while skill development is valuable, additional research is needed on community leadership in an applied setting. One way to pursue this line of research is to conceptualize community leadership as focused on building leadership in a community through skills-based development aimed at increasing individual leadership capacity—which is undoubtedly necessary to address leadership deficits and aid individuals in becoming better managers, more empathic supervisors, and understanding how other individuals work in a team environment. Another way to conceptualize community leadership is the application of leadership skills in order to improve the community (see Wituk et al., 2005).

Implementing Community Leadership

As community foundations seek to become more engaged in their communities and create change at a systemic level, there needs to be a reframing around what it means to be a community leader and how that leadership is evaluated (CFLeads & CF Insights, 2019). In responding to community needs, community foundations must be realistic about their organizational capacities to serve in the role of a community leader. Community foundations are unique in that they both raise and distribute funds, and

community leadership provides an opportunity for community foundations to create a reason for individuals to donate towards specific initiatives in the community. Community foundations' fund minimums (i.e., $10,000 to create an endowment fund) may limit their engagement with all residents; therefore, community leadership is an opportunity to engage the entire community in collectively creating change. In practical terms, community leadership will look different for each community foundation; however, adopting a community leadership mindset and strategic positioning will allow community foundations to clearly define their value, raise their community profile, and create positive change within their service regions. According to a report from CFLeads (2020), 98-percent of surveyed community foundations indicated a desire to deeper or expand their community leadership over the next few years—signaling a potential wave of innovative approaches to community leadership and change.

Examples of Community Foundations as Community Leaders

The following three brief examples[4] illustrate how a community foundation could pursue the conceptual definition of community leadership presented in this chapter.

Early Childhood Education. The Community Foundation of the Sunshine Valley has been a local champion for education since its founding in 1994. The foundation holds numerous scholarship funds, approximately 30% of its assets, about 45% of assets are donor-advised funds, and the remaining 25% are a blend of fields of interest and discretionary funds that the board has oversight over. The superintendent of the local school district, who serves on the education advisory council of this community

[4] Names of community foundations and individuals are fictitious.

foundation, recently shared that there has been a drastic decrease in kindergarten readiness at the school corporation, and something must be done. The community foundation decides that early childhood education could be a leadership initiative in its upcoming strategic plan, and they set the goal of increasing the number of students ready to learn when entering school to 85% by 2025. As the foundation has limited funding available, it works with other local funders to help support the efforts of local childcare centers to integrate a stronger curriculum, and it works with its scholarship donors who have historically focused on providing scholarships to college to create scholarships for local preschool spaces for families who cannot afford to send their children to preschool. The foundation also collaborates with local funders to create a special initiative to educate the public, and more importantly, parents, on various milestones that young children should meet before entering school. As a result, the community foundation creates three task forces to support the initiative: one for parents, one for educators, and a data collaboration comprised of local experts and funders.

Homelessness and Affordable Housing. Since the 2008 recession, River County has seen an unprecedented spike in homelessness. While the Community Foundation of River County has supported grants to the local homeless shelter in the past, the numbers of people in need are only increasing. Jane Smith reached out to the community foundation since she and her husband, John, are local business owners and have noticed a significant increase in the number of individuals experiencing homelessness downtown on Main Street. The Smiths have always offered food to locals, but it is just not enough. Jane has also noticed increased housing developments downtown, but all the rents are well over $2,000 a month for these luxury apartments. After conducting some research,

she found that local developers can simply pay a minor fine to avoid building the state-mandated number of affordable housing units, thereby selling only to individuals who can pay the full asking price. Jane has been a donor at the community foundation for many years, so she shared her findings and asked what could be done to address these issues.

In response to this query, the community foundation convened all the local homelessness and housing agencies to identify the underlying problems that caused homelessness to increase within the community. As the community foundation expected, one of the major issues was the developer fine that prevented the addition of affordable housing. Another major issue was the overall lack of funding support for those at-risk of homelessness, meaning that many agencies did not have the programs or services to help individuals until they lost their homes. As a result of this convening, the community foundation and other nonprofit agencies wrote a joint letter presented to the housing commission to (1) advocate for changing the fine program and (2) illustrate how new developments were increasing surrounding rents and not supporting all residents. After numerous council meetings and defending property from the local upscale developers, the county elected to keep the developer fee but agreed to raise it to generate funding for the construction and support of a local housing development equipped with wraparound support services.

Environment. Tourists arrive from around the world to visit the amazing nature trails and parks in Cathedral County. The county is well known for its green space and residents and visitors who love the outdoors. The Cathedral Community Foundation was recently contacted by a local business owner, Nancy Jones, about creating a fund at the

community foundation. Nancy has been a lifelong lover of the outdoors and is very concerned about climate change. Over the years, Cathedral County's population has been increasing due to the growth of a local university and additional manufacturing companies building factories and creating jobs. Nancy wants to do something but is unsure how to begin. A program officer at Cathedral Community Foundation let Nancy know that they would research meaningful ways to pursue her goals. After contacting the local Department of Natural Resources, the program officer learned about a state grant to support communities in purchasing land for conservation purposes, but the grant requires matching funds. The program officer thought this could be a perfect opportunity to leverage the support of individuals in the community, like Nancy, to support conservation efforts so that future generations can enjoy natural spaces. Nancy created a field-of-interest fund to support environmental initiatives in the community, and her friends joined to raise the required matching funds. Subsequently, the county secured a $1 million grant from the state, which was matched with $100,000 from local donors. The community foundation then purchased 100 acres of land to be put into a land trust as a protected green space in perpetuity. Since the community foundation is endowed and established to be permanent, Nancy was thrilled that her investment in the community foundation leveraged other funds to support local environmental efforts. She and her friends are already working on fundraising ideas for the next round of state grants.

Examples Review

Each of these examples illustrates how community foundations can lead in many ways. In the first example, the community foundation simply considered what types of funding it had and how it could strategically position that funding to create community

change. In the second example, the community foundation elected to utilize its convening power by bringing together a coalition of organizations around a common issue and amplifying their voices to ensure that local elected officials and policymakers heard them. The final example illustrates how community foundations can be local hubs of knowledge and increase donors' impact by educating them and connecting them to the right opportunities to make the most significant impact.

The three hypothetical examples illustrate the spectrum of community leadership for community foundations ranging from comprehensive strategic initiatives, and in some cases, the everyday work of a community foundation that is well connected and able to leverage those connections to improve the quality of life in the community. Community leadership provides an opportunity for community foundations to engage the local community in driving community change; this transforms a community foundation from a simple grantmaking institution to an anchor institution that genuinely enhances the quality of life within a defined service region—which is a unique value-add for community foundations (Mazany & Perry. 2014).

Conclusions

Community leadership is important for any community to thrive, and community foundations are clearly in a unique position to provide leadership on a variety of issues within communities due to their access to funds and awareness of community issues. While community foundations claim the role of community leadership, there is still a lack of evidence on the process of being a community leader. Many organizations such as the Council on Foundations (1990) and CFLeads (2008, 2013) have provided a strong rationale for why community foundations should be community leaders, and CFLeads

has shared what the result should look like, but the components necessary to be a strong and effective community leadership have often been excluded from the conversation. While community leadership will differ in various contexts, there must be some approaches or underlying strategy that community foundations can enact o be effective community leaders.

Many community foundations, likely find themselves at the tables where decisions are being made within communities, which raises questions regarding power dynamics, privilege, and position: Are institutions that are identified, or self-identified, as community leaders branded as such due to their wealth, power, and prominence—or are they rightfully seated at the table due to a proven history of community leadership? In an effort to bridge this gap within the literature, the definition used to guide this dissertation focuses in on civic leadership, collective leadership, and community engagement to build upon the idea that community leadership is a collective phenomenon that seeks to work *with* communities to create positive.

As community foundations consider their role as a community leader, it is crucial to fill various knowledge gaps to better understand the rationale behind engaging in community leadership activities. For proper assessment of community leadership to occur, additional research surrounding the definition of community leadership, both practical and aspirational, is necessary in order to measure it properly. As a definition is further developed, measurements can then be applied to the work of community leadership to ensure that community foundations are realizing intended outcomes for the community. Moreover, additional questions regarding who assesses the impact of community leadership (e.g., the community foundation, grant recipients, or community-

at-large) will need to be explored as well. As the literature suggests. community leadership is one of the core operating activities of a community foundation; therefore, this dissertation seeks to understand how community foundations conceptualize their role as community leaders and pursue a community leadership agenda to enhance the quality of life in their communities.

CHAPTER THREE

MISSION STATEMENT ANALYSIS

Community foundations have three operational functions include (1) fundraising, (2) grantmaking, and (3) community leadership. Fundraising and grantmaking are relatively basic concepts in the nonprofit sector – fundraising is often soliciting monetary contributions from individuals, corporations, or foundations. In contrast, grantmaking is the distribution of funds to support a particular purpose. On the other hand, community leadership has yet to receive a clear definition within the community foundation field, resulting in a lack of effective measures. As explored in the previous chapter, community leadership has historically been applied at the individual level; therefore, in order to examine the community leadership of institutions, a clearer definition had to be introduced. Community foundations, and philanthropic institutions, are not immune for external pressures, and this chapter examines how community foundations may have altered their operational roles, goals, and strategies over time.

Community foundations are an institutional form of philanthropy that have historically pooled community assets to enhance the quality of life in a particular geographic region (Council on Foundations, 1988). As public charities independent of the state, community foundations are public foundations funded with private money—often with funding from wealthy individuals or families—for the public good (Goff, 1919). With over 1,000 community foundations serving a major of the United States, community foundations often serve as catalysts for community change.

As philanthropic institutions, community foundations are susceptible to various institutional pressures from stakeholders. The purpose of this study is to examine how

community foundations identify their organizational values via purpose statements and mission statements. Furthermore, the study seeks to identify community foundations' goals, with a particular focus on community leadership, in both founding purpose and current mission statements and how these statements have evolved.

The following sections provide an overview of additional literature on mission statements and their various uses in practitioner and academic settings, followed by literature related to institutional theory and isomorphism and how these theories have been applied to nonprofit research. Next, the study's methodology is presented, followed by the results of a mission statement analysis of community foundations. Further discussion of the findings appears in Chapter 5 of the dissertation.

Mission Statements

In the United States, the Internal Revenue Service (IRS) requires mission statements to be submitted in applications for charitable status as an exempt entity (i.e., nonprofit organization); this ensures the organization's intended purpose is covered under the specific provisions of the tax code for 501(c) charitable organizations. According to the Foundation Center (n.d.), "The mission statement communicates the nonprofit's purpose, what groups it serves, and how it plans to do so," noting that "…developing the mission statement is a critical first step in defining what the organization plans to do and what makes it different from other organizations in the same field." If a mission statement does not align with an exempt purpose, the IRS may deny the application for exemption or request that alterations be made to the mission statement before approving the request for exemption. To officially be recognized as a nonprofit entity, organizations must also, at a minimum, register with the IRS Exempt Organizations Division by filing

IRS Form 1023. This form provides the IRS with an overview of the structure and purpose of a proposed organization. Mission statements provide a variety of insights into an organization and they are helpful in both practitioner and research settings.

Mission Statements in Practice

Mission statements in the nonprofit sector are used both as a guide for an organization and as an indication to society of what it seeks to accomplish: essentially, the purpose of an organization. According to BoardSource (2016), strong mission statements include nine characteristics: (1) bold, clear, and memorable language; (2) explicit and implicit statement of the organization's values; (3) emotional and rational impact; (4) active, not passive verbs; (5) combined "why" with a "what" statements; (6) description of the need being met in positive, not negative terms; (7) succinct mission summary; (8) language adaptable for both marketing and development; and (9) inspiration to act, give, join, serve, and learn more. Mission statements should be inspirational, impactful, and memorable.

As a statement of values, mission statements can be amended over time to allow an organization to express changes in programs, services, goals, and overall purpose. Therefore, mission statements provide a unique understanding of organizational values and their changes over time. For example, the March of Dimes was originally established to find a cure for polio, and once that mission was practically achieved, the organization shifted its focus to improving the health of mothers and babies (March of Dimes, n.d.).

Mission Statements in Nonprofit Research

Mission statements often provide a statement of what an organization was created to do and how it plans to achieve its goals; therefore, they provide unique insights into why an organization was created and what it seeks to accomplish (Bart, 2007; Berlan, 2018; Kirk & Nolan, 2010). Although mission statements are merely descriptive words with no exact measurements or accountability standards, research on mission statements indicates their potential to provide further understanding into the real purpose of an organization, rather than only understanding organizational identity by examining the programs or services offered. Mission statements can be utilized in a variety of strategic ways within organizations (Desmidt, Prinzie, & Decramer, 2011) and are critical in helping an organization to focus on specific actions to achieve goals (Drucker, 1989). While nonprofit mission statements are often vague (Moore, 1995; Oster, 1995; Sawhill & Williamson, 2001), they are generally more specific than the mission statements of their for-profit counterparts (Moore, 2000). Unlike many businesses with a clearly defined focus on a financial bottom line, nonprofits rely on mission statements to attract supporters and justify their existence.

Researchers have investigated the link between mission statements and issues such as formulating strategy (Brown & Iverson, 2004; Krug & Weinberg, 2004; Oster, 1995), measuring organizational performance (Kirk & Nolan, 2010; Krug & Weinberg, 2004; Pandey, Kim & Pandey, 2017), motivating employees and volunteers (Bart, Bontis, & Tagger, 2001; Brown & Yoshioka, 2003; Handy & Srinivasan, 2005; Kim & Lee, 2007), and establishing and solidifying organizational identity (Desmidt, Prinzie, & Decramer, 2011; Fyall, Moore, & Gugerty, 2018; Min, Shen, Berlan, & Lee, 2019;

Scherer, 2017). The following subsections further highlight the use of mission statements in nonprofit research.

Strategic Planning. Mission statements can be utilized to define strategic orientations, and those with strong conceptualizations can also provide strategic direction (Brown & Iverson, 2004). Brown and Iverson (2004) observed that while some nonprofit leaders viewed mission statements as a starting point for formulating strategy, others believed their mission statements to be the boundaries within which the organization must operate: "different perceptions of organizational mission statements indicate that mission statements are not deterministic but are instead interpreted through a frame of understanding that includes strategic orientation" (p. 395). Furthermore, Krug and Wineberg (2004) argue that mission statements can also be used to understand the strategic purpose of an organization, but more importantly, can clarify whom an organization seeks to serve and what it aims to accomplish. Oster (1995) adds that "because so many nonprofits are born out of monitoring and trust problems in hard-to-evaluate services, a clear mission is essential to create focus and trust among clients and donors" (p. 21). Oster (1994) argues that mission statements for collective goods are needed to attract revenue, while organizations that produce products and services require a clear mission statement to attract staff members and volunteers (p. 21).

Performance Measurement. Mission statements can affect organizational performance in a variety of ways. Kirk and Nolan (2010) found that mission statements with a more geographic scope also had lower overhead ratios for the organization, while those that identified more target client groups had significant one-year increases in contributions. Krug and Weinberg (2004) argue that utilizing mission statements in the

evaluation of programs can help ensure that programs are an appropriate fit. Meanwhile, Pandey, Kim, and Pandey (2017) found that listing activities within mission statements improved the performance of both the instrumental and expressive functions of arts organizations.

Motivating Individuals. Bart, Bontis, and Tagger (2001) found that mission statements affect the financial performance of organizations. These researchers also determined that more specific mission statements led to higher employee satisfaction with the mission, and mission statements that clearly specified an ends and means led to a greater acceptance of the organizational mission. Brown and Yoshika (2003) have argued that mission statements can serve as a management tool to motivate employees and focus them on organizational goals while also aiding employee retention; yet, their findings also indicated that dissatisfaction with employee compensation tended to overshadow the value staff derive from a mission statement. In 2007, Kim and Lee replicated the study of Brown and Yoshika (2003) and collected similar findings, indicating that mission statements motivate employees; however, if working conditions are not satisfactory, employee retention may still decline. In terms of volunteers, Handy and Srinivasan (2005) argue that mission statements can serve as a goal for volunteers and as a proxy for organizational culture (p. 500). In their analysis of hospital mission statements, they found that volunteers are often needed or included in strategies utilized by hospitals to achieve their missions.

Organizational Identity. Desmidt, Prinzie, and Decramer (2011) conducted a meta-analysis on 20 years of mission statement research and found that, while there were small positive relationships between mission statements and organizational performance,

the positive differences in performance were associated with mission statements with no financial goal, and which instead were short statements that identified an organization's values/beliefs/purpose(s), unique identity, and distinctive competence/strength (p. 478). Utilizing machine-learning technology, Fyall, Moore, and Gugerty (2018) found mission statements to be better at classifying organizations compared to the limited scope of NTEE codes. Min, Shen, Berlan, and Lee (2019) explored the use of mission statements as a tool for portraying organization identity and found that the language surrounding the cost, quality, or unique values of hospital mission statements influenced performance metrics and that volunteers were often included in mission statements as an integral part to provide high-quality services.

Institutional Theory and Isomorphism

Institutional theory offers a framework to study the significance of mission statements as indicators of institutional change. Institutions are important pillars of social, political, and economic life, they are often products of their environments (Scott, 2010). According to Scott (2010), "Institutions are social structures that have attained a high degree of resilience [and are] composed of cultural-cognitive, normative, and regulative elements that, together with associated activities and resources, provide stability and meaning to social life" (Scott, 2010, p. 6). Institutional theory examines the resilience of social structures and how norms, rules, and routines become embedded within social behavior (Scott, 2005). Scott (1995) identifies three defining characteristics of institutions: the cultural-cognitive, normative, and regulative dimensions.

Cultural-Cognitive. Socially constructed cultural elements of organizations such as beliefs and values drive organizational behavior (Meyer & Rowan, 1977; Meyer,

Rowan, & Scott, 1983). Values, beliefs, and assumptions are interconnected with normative prescriptions and regulative controls because an organization's operating environment has the potential to influence organizational behavior; thus, the legitimacy of an institution is extracted from the cultural systems, resulting in drivers of change being the internal values of an organization with the change being sustained via the organization's identity and personal desire (Palthe, 2014; Scott, 2010).

Normative. Institutions often have common-practices or "best practices" that establish working norms or habits and emphasize the social embeddedness of political and economic behavior (Granovetter, 1985; Scott, 2010), as well as the social obligations created as a result of the institutional environment (Selznick, 1948). In this context, institutions gain legitimacy via moral and ethical systems, and thus change is motivated via moral obligations and occurs out of duty and responsibility (Palthe, 2014). Normative elements, while constraining certain behavior (Meyer, Rowan, & Scott, 1983; Scott, 1981), often create opportunities to empower and enable change to create stronger organizations (Palthe, 2014).

Regulative. The regulative elements of institutions include an environment focused on policies, rules, and clear directives (Scott, 2010). Legitimacy within the organization is derived from its regulatory system, and change is created through obligations that affect overall systems change through fear and coercion tactics (Barnett & Caroll, 1993; Palthe, 2014). Organizational behavior is thus regulated and constrained in an effort to operate within particular parameters (Meyer, Rowan, & Scott, 1983; Scott, 1981). Furthermore, organizations often create means-ends relationships—implementing the fastest solution to adequately address a problem (Meyer & Bromley, 2013).

Surveillance systems are used to maintain a regulated environment in which organizations comply to rules and policies that inhibit or expand control (Moe, 1984; Scott, 2010).

Institutional Theory: Pressures and Isomorphic Change

Scholars have provided theoretical explanations as to why organizational heterogeneity exists (Popaduik, Rivera, & Bataglia, 2014), including structural contingency (Burns & Stalker, 1961), neoclassical (Caves & Porter, 1977), organizational ecology (Hannan & Freeman, 1977), resource dependency (Pfeffer & Salancik, 2003), and resource- and capabilities-based approaches (Wernerfelt, 1984). Furthermore, scholars have taken on theoretical perspectives that review the field in which organizations operate as the totality of relevant actors, functionally specific arena, center of dialogue and discussion, arena of power and confliction, institutional sphere of interests under dispute, and structured network of relationships (as cited in Popaduik et al., 2014, pg. 529).

Employing the theoretical perspective that a field is the totality of relevant actors provides an opportunity to examine the meaning and relationship elements of institutions. This perspective describes institutions as a sum of its various parts: “Organizations that share common meaning systems and which interact more frequently with each other than with actors outside the field, thus making up a recognized field of institutional life” (as cited in Popaduik et al., 2014, pg. 529). Institutional theory’s early stages focused on an understanding of how organizations took on specific forms (Meyer & Rowan, 1977) as well as how they were similar within particular professional fields (DiMaggio & Powell, 1983).

Institutional theory proposes that organizations pursue legitimacy by conforming to isomorphic pressures in their environment (Ashworth, Boyne, & Delbridge, 2007); these pressures from key stakeholders can cause organizations to homogenize and become similar to organizations with similar purposes (DiMaggio & Powell, 1983). As a result of these pressures, organizations conform either due to compliance or convergence (Ashworth, Boyne, & Delbridge, 2007; Frumkin & Galaskiewicz, 2004). DiMaggio and Powell (1983) identified three types of pressure that explain why organizations conform to shifts within the institutional environment: coercive, mimetic, and normative isomorphism.

Coercive Isomorphism. Regulations, and potential ramifications of not complying with regulations, apply coercive forces to organizations. Often stemming from governmental policy shifts, or the action of some other regulating body, organizations may change their practices in order to conform to rules and laws, and avoid penalties (DiMaggio & Powell, 1983). Regulators have the power to mandate organizational change; however, institutions' potential to advocate for particular regulations provides an opportunity for an alteration in power relations between regulators and institutions (DiMaggio & Powell, 1983, Ritti & Goldner, 1981).

Mimetic Isomorphism. External pressures cause organizations to copy other organizations that appear to be more successful (DiMaggio & Powell, 1983), resulting in organizations adopting the same or similar practices with no particular concern for the effectiveness of such practices (Abrahamson, 1996; Ashworth, Boyne, & Delbridge, 2007). In response to ambiguity, an organization may attempt to imitate an organization that is perceived as more legitimate or successful (Sacomano Neto, Truzzi, &

Kirschbaum, 2013); hence, new organizations may establish practices based on the practices of other organizations in an effort to conform to a pre-established operating condition (Meyer, 1981).

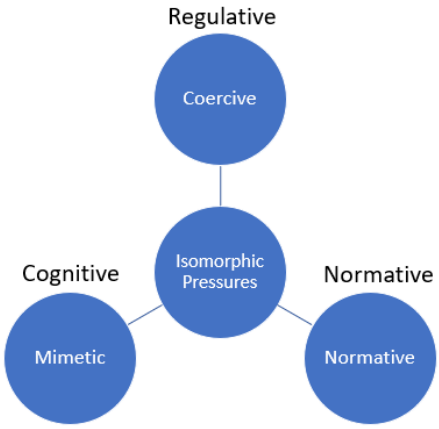
Normative Isomorphism. As fields become more professionalized through accreditation, credentialing, and advancements in education, organizations adapt by conforming with field advancements in an effort to remain legitimate. Grounded in theories from education, normative isomorphism involves pressures to legitimize the knowledge of a particular field via formal education (e.g., degree programs, certifications) and establishing networks or communities of practice in which organizational models and strategies are exchanged (DiMaggio & Powell, 1983). In an effort to conform with the "best practices" of a specific field, an organization may adopt particular policies based on the trends, or norms, of a particular profession—often turning to professional or accrediting organizations for guidance (Sacomano Neto, Truzzi, & Kirschbaum, 2013).

Institutional Environments and Change

When considering the works of Scott (institutional theory) and DiMaggio and Powell (institutional isomorphism) as a whole, connections appear between the environmental surroundings and changes that occur within organizations (Figure 5). The cognitive, regulative, and normative elements articulated by Scott (2005, 2008, 2010) respectively connect to the mimetic, coercive, and normative isomorphism elements presented by DiMaggio and Powell (1983). Thus, institutional environments (Scott) are established and remain resilient amidst a variety of shifts within operating environments (DiMaggio & Powell).

Figure 5

Three Institutional Isomorphic Pressures



(DiMaggio & Powell, 1983; Scott, 2005, 2008, 2010)

Theoretical Challenges

While DiMaggio and Powell's (1983, 1999) theories on organizational adaptation as a result of external pressures are cited widely, scholars have written that utilizing the isomorphic change lens requires longitudinal data (Slack & Hinings, 1994) and lacks definitive evidence that separates one type of isomorphic change from another empirically (Beckert, 2010), which results in challenges to operationalize institutional isomorphism (Mizruchi & Fein, 1999).

While institutional isomorphism is a framework designed to examine an institution's reaction and adaptation to external pressures, focusing on a single form of isomorphism may lead to a causal fallacy, as illustrated by Mizruchi and Fein (1999):

> The problem arises in cases in which authors stipulate only one type of isomorphic process while ignoring equally plausible alternative accounts. When

> authors assume that only voluntary mimicry accounts for an organization's behavior, without considering alternative explanations, including coercion, then one may be providing a limited picture of a phenomenon. If one fails to consider alternative accounts provided by the authors of one's source, then one's distortion of that source is not only misrepresenting the theory on which one's analysis is based, but it is providing a limited and biased picture of the processes one is trying to describe (p. 16).

Therefore, it is imperative that nonprofit researchers include multiple forms of institutional isomorphism in their analysis while also considering other possible explanations for the phenomenon under study.

Institutional Theory and Nonprofit Management Studies

Institutional theory has been used in the fields of nonprofit management and philanthropic studies to explain the behavior of organizations (DiMaggio & Anheier, 1990; Miller-Millesen, 2003; Powell & Colyvas, 2008; Townsend, 2007; Witesman, 2016); institutional isomorphism has also been used to examine and explain institutional shifts in nonprofit organizations (Frumkin & Galaskiewicz, 2004; Leiter, 2005; Verbruggen, Christiaens, & Milis, 2011). To date, there have been no studies that have specifically utilized isomorphism and the change of external statements such as mission statements from nonprofit organizations.

Scholars have argued that change can occur within organizations for a variety of reasons and can cause a range of outcomes based on elements such as organizational size and employment (Leiter, 2005, 2008, 2013). Studies have also examined institutional changes designed to gain legitimacy (Verbruggen, Christiaens, & Milis, 2011), in

addition to how communities collectively apply pressure to organizations to change or have a community-focused mindset (Marquis, Glynn, & Davis, 2007). While a limited number of articles have examined how isomorphism can be applied to philanthropy (Harrow, 2011; Rey-Garcia & Puig-Raposo, 2013), previous research indicates that the use of this theory can be helpful in examining how community foundations change over time as a response to external pressure.

Community Leadership: A Normative Isomorphic Change Perspective

Based on the work of Milofsky (2019), community foundations can be understood as embedded, contingent, participatory, and existing within an interorganizational field. It follows that community foundations are often place-based funders embedded within communities, contingent on the funding they receive, inherently participatory due to the collective giving that often establishes and sustains them over time, and exist in an interorganizational field given their connections to various nonprofit organizations; yet, they are also not the only organization providing particular services (e.g., endowments or donor-advised funds).

In utilizing Milofsky's (2019) framework for examining associations—being embedded, contingent, participatory, and existing within an interorganizational field—are all present when examining behaviors and change within community foundations creating various types of pressures. There are donors (contingent), communities (embedded and participatory), and there is the interorganizational field (Council of Foundations).

When examining community foundations through an institutional isomorphic lens, they could hypothetically change for several reasons: donors' gift restrictions and specifications (coercive), adoption of the practices of other organizations that appear to

be more successful (mimetic), or adaption based on the professionalization of the staff or the field itself (normative). Furthermore, as an institutional model of philanthropy, community foundations often look similar to one another since they are established using a particular business model (Council on Foundation, 1988, 1990) which can lead to some entities attempting to create one-size-fits-all approaches to foundation management.

Various organizations focused on building the capacity of community foundations have increased over the years with the creation of organizations serving affinity needs, such as CFLeads (Community Leadership), CFInsights by Candid (Data Management and Research), ProNet (Community Foundation Grantmaking), AdNet (Community Foundation Advancement), CommA (Community Foundation Communications). In addition, statewide community foundation associations (e.g., League of California Community Foundations, Giving Indiana Funds for Tomorrow, Kansas Association of Community Foundations) and statewide/regional grantmaking associations (e.g., Indiana Philanthropy Alliance, Philanthropy Southwest, and San Diego Grantmakers Alliance) were established to provide services to funders within specific geographic regions. National entities have also been created to represent foundations across the country (e.g., United Philanthropy Forum, Grantmakers for Effective Organizations, Council on Foundations).

Over the past 30 years, community foundations have been encouraged to shift their roles from being community grantmakers to becoming community leaders (Council on Foundations, 1998; Council on Foundations & CFInsights, 2017; Community Foundations of Canada, 1996). This shift can be traced to three past developments. First, the Council on Foundations introduced the role of community foundations as community

leaders in a training manual dating back to 1990, which could have prompted a new community foundation to include this as part of its operational model, or convinced community foundations created before 1990 to join in this new charge. Second, organizations focused solely on community foundations have provided additional tools and frameworks for community leadership (e.g., CFLeads and CFInsights), thereby providing community foundations with the resources they may need to effectively pursue a leadership role within their communities. Third, the Council on Foundations adopted the National Standards for U.S. Community Foundation ("National Standards")[5] in 2000, thus furthering the professionalization of the field and creating pressures for community foundations to comply with shifts in the community philanthropy landscape.

These measures have created some incentives for community foundations to move toward community leadership, although it remains a weak standard. For example, community leadership is included in the National Standards but focuses solely on the fact that a "community foundation identifies and addresses community issues and opportunities," yet the standard lacks a true measurement of impact and is broadly defined. This trend aligns with research suggesting that since organizations often strive for legitimacy, they may adopt new practices without evidence that they increase effectiveness (Abrahamson, 1996; Ashworth, Boyne, & Delbridge, 2007).

Community foundations have the opportunity to create unique value in their communities by utilizing these new resources (e.g., best practices handbooks from

[5] The National Standards for U.S. Community Foundations Accreditation Program certifies U.S. community foundations that meet and exceed federal and state law requirements in practice and by policy. The accreditation process is rigorous, and undertaking it demonstrates a community foundation's commitment to accountability and excellence to its donors, its community, policymakers, and the public. https://www.cfstandards.org/

Council on Foundations, National Standards) and their knowledge of their community to become community leaders. This increases their legitimacy while also setting them apart from potential competitors, such as financial firms (e.g., Fidelity, Vanguard, or Schwab) and other philanthropic entities (e.g., United Way) that create more cost-effective solutions to wealth distribution and philanthropic giving. Therefore, community foundations must consider how they can utilize and leverage their connections to a donor's local community to their advantage.

Since a majority of community foundations were created after the Council on Foundations issued their best practices in community foundation management in 1990, one would expect the concept of community leadership to become widely adopted as a result of normative isomorphism through the professionalization of the field. Even for foundations created before 1990, this normative pressure could potentially lead to changes in mission statements, grantmaking practices, and community engagement. While the operating model of the community foundation was established over 75 years before community leadership was formally introduced in 1990, these new standards have created normative pressures to adopt community leadership as a framework for local engagement. While local environments may influence how philanthropic institutions enact change (Paarlberg & Meinhold, 2012), community foundations do not face numerous external pressures since they are endowed institutions and are not overly regulated in terms of their operations; therefore, conformity with industry norms (i.e., adopting community leadership) is likely a result of wanting to follow best practices (normative) rather than a result from stakeholder pressures (coercive), or from implementing practices borrowed from apparently successful organizations (mimetic).

While the various external pressures that affect different community foundations is challenging to isolate, mission statements can be tools to examine organizational behavior from an institutional perspective since all nonprofit organizations must have them.

Mission Statements and Institutional Isomorphism

The evolution of organizational mission statements can be indicators of the types of external pressures faced by nonprofits (Berlan, 2018). Changes in mission statements may be reflective of resource dependence or shifts in the normative environment. Institutional theory posits that organizations often adapt to pressures from external environments to remain legitimate and relevant (Scott, 2005). Organizational mission statements can then serve as a critical signaling device to external audiences providing resources and legitimacy to an organization (i.e., foundations, donors).

Isomorphic Change and Community Foundations

Community foundations have been in existence for over 100 years, but the number of foundations has significantly increased in the past three decades (1990–2020). With the growth of the field and the emergence and diffusion of best practices, isomorphic pressures may affect the behavior of these organizations. For example, the first robust field-wide resources on managing and operating local community foundations were issued by the Council on Foundations around 1990. In 2000, the National Standards for U.S. Community Foundations were established, which created a solidified set of best practices and operating guidelines for the field.

Mission statements of community foundations could hypothetically change due to coercive influences from regulators or donors. Potential donors often have many options

to choose from when they give through a community foundation, including creating restricted funds (i.e., money goes to the same organization each year), field of interest funds (i.e., money is spent on a particular issue area such as education, youth, or homelessness), as well as donor-advised funds (i.e., donors make recommendations for grants that are then reviewed and approved by the board of directors). While community foundations were initially started as local resources for community philanthropy and change, the growth of donor-advised funds (Cantor, 2015; Giving USA, 2018; Hurtubise, 2017) and other giving vehicles may have put coercive pressures on community foundations to change the focus of their missions.

Mission statements may also change during times of uncertainty, such as when community foundations face increased competition from other philanthropic entities such as United Way, Fidelity, and Vanguard (Ragey, Masaoka, & Bell Peters, 2005) and elect to adapt to gain a competitive advantage. This increase in competition may lead to mimetic isomorphism as organizations alter their mission statements to mirror those of seemingly more successful organizations.

Finally, mission statements can be subject to normative isomorphism due to the establishment of "best practices" by accreditation agencies (National Standards) or the professionalization of nonprofit training opportunities in higher education (i.e., certificate and degree programs). Therefore, the adaption of community foundations is could be due to industry norms and advancements.

With the professionalization of the field of community foundations in the 1990s and the significant expansion of community foundations due to national funders supporting local initiatives (e.g., James Irvine Foundation, Lilly Endowment, and W.K.

Kellogg Foundation), it is hypothesized that normative isomorphic pressures will cause newer organizations to align their mission statements with best practices defined by the existing field of community foundations. Specifically, community foundations created post-1990 should focus more on the role of community leadership since it was introduced within the same period and illustrated in the guidebooks created by both the Council on Foundations (1990) and Council of Michigan Foundations (1998).

When it comes to community foundations including "community leadership" within their mission statements, coercive isomorphism is unlikely to occur since community leadership is not dependent on grantmaking and fundraising (i.e., money is not necessary a prerequisite to community leadership); however, pressure from donors could explain why some community foundations choose to adopt community leadership into their mission statements. Similarly, mimetic isomorphism could be a potential explanation for change, yet is often difficult to measure historical data regarding changing of mission statements over time—including the exact years that mission statements were altered—is unavailable, thus making it challenging to determine how community foundations rationalized alterations to their missions. Due to best practice guidelines developed by community foundation executives with the Council on Foundations in 1990—during the same period of exponential growth of community foundations throughout the United States—normative isomorphic pressure is a potential explanation because community foundations are potentially exposed to this type of pressure by the Council on Foundations and other regional associations adopting and advocating specific best practices. For example, in order to be a member of the California League of Community Foundations, an individual community foundation must be

accredited by the National Standards for U.S. Community Foundations. Thus, community foundations may have elected to change in an effort to remain relevant and adhere to the standards set forth by the field.

Methodology

This study utilized an exploratory research design by employing content analysis (Bowen, 2009) in relation to both current and historical documents to understand the social and historical narratives of California community foundations. The purpose of this study was to identify how community foundations have shifted their focus over time and to what extent community leadership appears to be part of the focus of community foundations.

Community Foundations in California

The Community Foundation Atlas, a national database tracking community foundations worldwide, was used to select potential foundations for this study. The publicly available Atlas is the most comprehensive database of mission statements and locations of community foundations from around the world; however, the integrity of the data is questionable since preliminary research has found that some organizations included in the database are not truly community foundations (e.g., faith-based foundations/funds, United Ways, or private foundations). Therefore, all the organizations from the Atlas dataset were required to meet the definition of a community foundation set forth by the Council on Foundations (1988) in order to be included in the study. California community foundations were selected for this study due to variation in geographic regions (rural, suburban, major metropolitan) and large variation in asset size, including some of the largest community foundations in the United States (e.g., Silicon

Valley Community Foundation, California Community Foundation, and San Francisco Foundation). Furthermore, California was selected out of convenience due to the researcher have access and being located within California. The list of community foundation in California was pulled in June 2019.

In addition to meeting the definition of a community foundation (Council on Foundations, 1988) to be included in this study, a nonprofit organization claiming to be a community foundation was required to meet the following additional criteria:

- Be officially recognized by the IRS as tax-exempt under Section 501(c)(3) and pass the public support test as a public charity under sections 509(a)(1) and 170(b)(1)(A)(6).
- Operate primarily as a grantmaking institution and optionally also provide direct charitable services.
- Be categorized under the NTEE Area Code (T, Philanthropy, Volunteerism, and Grantmaking), and be subcategorized under one of the following subclause code areas:
    - T12—Fund Raising and/or Fund Distribution
    - T31—Community Foundations
    - T50—Philanthropy / Charity / Volunteerism Promotion (General)
    - T70—Fund Raising Organizations that cross categories, including Community Funds/Trusts and Federated Giving Programs (e.g., United Way).
- Focus on a variety of community-related issues, rather than a single population (e.g., youth or seniors) or single issue (e.g., education or recreation)

Additional community foundations were located and confirmed via detailed queries on GuideStar utilizing NTEE codes and keyword searches, as well as referencing lists available from various regional grantmaking associations.[6] For a foundation to be considered an active community foundation, it must have filed a Form 990 within the past three completed fiscal years (2016-2018). Upon applying the selection criteria to the list of potential organizations, a total of 81 community foundations were identified in California as of June 2019 (Appendix A).

Data Sources

The documents used for content analysis consisted of both the purpose statements from founding documents (i.e., articles of incorporation) and the current mission statements of California community foundations. These documents were used to determine the extent to which their current missions aligned with their founding purposes.

Articles of Incorporation. When establishing a nonprofit organization, articles of incorporation must be drafted the illustrate the intent of an organization, either through a set of bylaws or other governing documents that serve as the rules that will govern the nonprofit entity. As part of these requirements, organizations must indicate a specific purpose to justify the incorporation of the organization and associated charitable activity. The California Attorney General and California Secretary of State's websites contain databases the public can utilize to access the founding documents of nonprofit organizations. Attempts were made to pull all founding documents via these databases;

[6] League of California Community Foundations, Northern California Grantmakers, Southern California Grantmakers, and San Diego Grantmakers

however, if the founding materials for a particular community foundation were not available online, a *Freedom of Information Act* request was filed with the state to secure these documents. In addition, any community foundation that did not have their documents uploaded with the state were contacted directly to exhaust all options to gather the data.

Mission Statements. While nonprofit organizations are required to submit their mission statements as part of IRS Forms 1023 and 990, the mission statements provided on the community foundations' websites were collected given the limited character-space on IRS forms. If a mission statement could not be secured from the community foundation's website, it was instead taken from the organization's most recently filed IRS Form 990.

Data Collection

The primary means of data collection was the analysis of articles of incorporation and mission statements of California community foundations. Mission statements were collected for all 81 California community foundations, and the founding documents were secured for 73 of the 81 (90.1%) community foundations. In some instances, there was no apparent purpose statement included in the founding documents. In other cases, the state did not have founding documents available on file for older community foundations or those that had restructured into different entities.

Data Analysis

The purpose and mission statements were coded through a four step process. The results from the coding process were then segmented and clustered in order to compare

various characteristics of the community foundations included in the study (e.g., age, accreditation status).

Qualitative Coding Process. Four different types of qualitative coding (Saldaña, 2015) were utilized to understand how community foundation mission and purpose statements may have altered over time. Based on a review of existing literature, the first round of coding included provisional coding to produce a set of codes based on what was expected to emerge from the data. The second round of coding included hypothesis coding that created codes based on the assumption that many community foundations likely implement practices in line with the historical model of community foundations (e.g., fundraising or grantmaking). Finally, rounds three and four of the qualitative coding processes involved in vivo and structural coding to capture both direct statements, such as "quality of life," as well as indirect statements related to the same topic (e.g., "brighter future," or "enhanced wellbeing"). The coding was completed via computer-assisted qualitative data analysis (CAQDAS) software, specifically utilizing the MAXQDA software package.

Purpose Statement Analysis and Mission Statement Analysis. The purpose statements and mission statements were treated as two unique datasets. They were coded separately utilizing the same method described above and were subsequently compared with various data segmentation methods. Both datasets used codes that emerged from the process of provisional and hypothesis coding but were coded separately with in vivo and structural coding.

Data Segmentation and Clustering. In order to identify specific themes in the coding process, the data were segmented into distinct groups to surface and identify any

particular phenomena. For example, community foundations created before 1990 and after 1990 comprised two analysis groups to determine if the introduction of particular language from the Council on Foundations altered the founding purpose. Furthermore, a cluster analysis (Woolf & Silver, 2018) was conducted to identify similarities within particular attributes.

Comparative Analysis. In addition to segmenting and clustering the data into different groups, a comparative analysis was conducted to determine whether community foundations had made major, minor, or no changes regarding the purposes identified within their present-day mission statements compared with their founding purpose statements.

Hypotheses

Based on developments in the community foundation field, this exploratory study was designed to test two hypotheses related to community foundation age and affiliation with the Council on Foundations.

Hypothesis 1	Community foundations created after 1990 will be more likely to mention community leadership than those created before 1990.
Hypothesis 2	Community foundations nationally accredited by the National Standards for U.S. Community Foundations will be more likely to mention community leadership in their mission statements than those community foundations that are not accredited

The rationale for hypothesis 1 is based on the introduction of the concept of community leadership in 1990, which was 76 years after the creation of the first community foundation (Cleveland Community Foundation – 1914). Normative isomorphic change is expected as a result of a national entity seeking to promote the work of community foundations by working to professionalize the field. While the

Council on Foundations is a membership association, and membership is optional, it is hypothesized that newer community foundations would seek the guidance and best practices of the Council on Foundations in order to establish effective organizations.

Hypothesis 2 is similar to hypothesis 1 in its focus on community foundations that are accredited by the National Standards for U.S. Community Foundations. Community foundations may voluntarily undergo the accreditation process via the Council on Foundations to indicate that they meet a number of standards or best practices. Community leadership is identified as one of the National Standards; therefore, it is hypothesized that community foundations accredited by the Council on Foundations are more likely to identify community leadership in their missions than those community foundations that are not presently accredited by the Council on Foundations.

Limitations

Many findings of this exploratory study warrant additional research; however, there are a few limitations of this initial review of how mission statements can be reviewed from an institutional theory perspective. First, the study only utilizes California community foundations in examining purpose and mission statements, leading to a small sample from a single state. There are over 1,000 community foundations in the United States and this particular study investigated less than 10% of community foundations in the country.

Furthermore, the coding of the purpose and mission statements utilized styles of qualitative coding that examined the public statements. This study did not test whether community foundations that mentioned “community leadership” in their statements

actually practiced community leadership, nor did it seek to measure the effectiveness of such community leadership.

Results

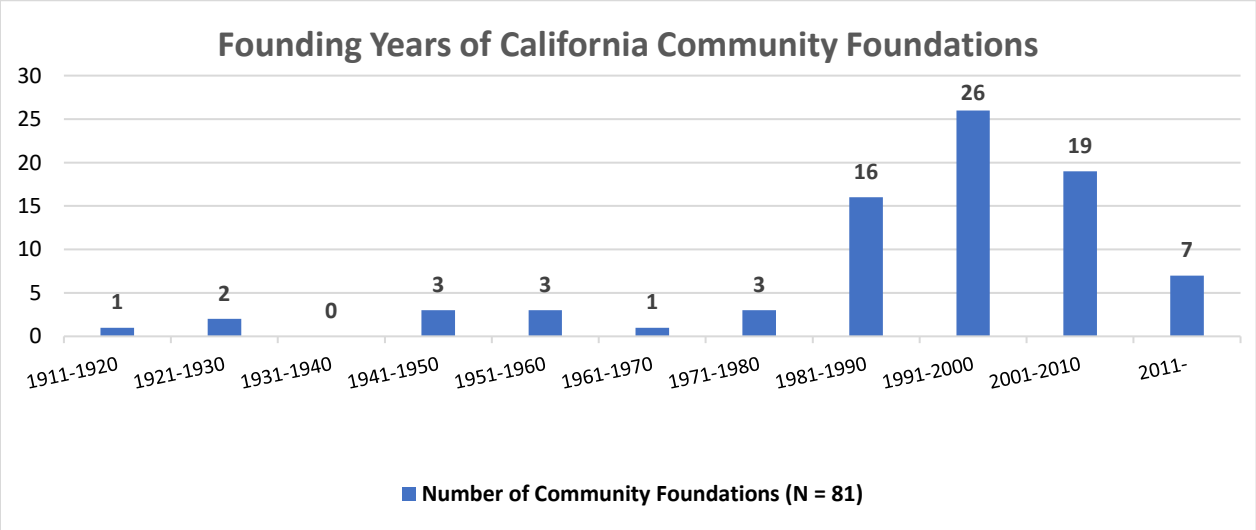
This section begins with initial findings related to the coding of purpose statements of California community foundations, continues with the results of the mission statement coding, provides a comparative analysis between the two, and concludes with a summary of findings related to the hypotheses presented earlier.

Founding of California Community Foundations

An analysis of the ruling years of California community foundations (Figure 6) indicated that the majority of community foundations (32.1%) were created between 1991 and 2000. On average, most foundations have existed for 30 years, which is consistent with the national growth of community foundations (Community Foundation Atlas, 2014).

Figure 6

Founding Years of California Community Foundations by Decade



Purpose Statement Analysis

To investigate the founding purpose of community foundations in California, incorporating documents were obtained for 73 of the 81 community foundations (90.1%). The average length of the analyzed purpose statements was 59 words, with the shortest being 13 words and the longest being 332 words. Table 1 illustrates the various stakeholders and goals of the community foundations mentioned in purposes statements within its founding documents.

Table 4

Community Foundation Purpose Coding Frequencies

	Frequency [a]	Percentage of Community Foundations
Geography	63	86.3%
Stakeholder		
Community At-Large	27	37%
Philanthropist/Donor	12	16.4%
Nonprofit Organizations	7	9.6%
Goals		
Raise Funds	33	45.2%
Grantmaking	31	42.5%
Quality of Life	18	24.7%
Inspire/Promote Giving	16	21.9%
Community Leadership	7	9.6%
Invest for the Future	6	8.2%
Community Engagement	4	5.5%

[a] n = 73

Most community foundations were created to serve a defined geographic region (86.3%), to raise funds (45.2%), and distribute grants (42.5%) to increase the quality of life (24.7%) for a specified community. The majority defines the overall community (37%) as the main stakeholder/beneficiary, indicating that community foundations are created by and for the community as a whole. Table 2 illustrates how purpose statements were

qualitatively coded with geography and stakeholder groups listed in the left column and various goals listed in the right column.

Table 5

Samples of Purpose Statement Coding

The following purpose statements are from five community foundations, selected to illustrate variation in the dataset. A full listing of purpose statements can be found in Appendix B.

Coding	**Community Foundation for Monterey County (1945)**	*Coding - Goals*
Geography **Community**	The specific purpose of this corporation is to receive, distribute, and provide funds and services to charitable organizations for the benefit of persons and communities within Monterey County, California.	**Raise Funds** **Grantmaking**
Coding	**Orange County Community Foundation (1989)**	*Coding - Goals*
Geography	The specific purpose of this corporation is to engage in, conduct, and promote charitable, religious, educational, scientific, artistic, environmental and philanthropic activities in Orange County, California.	**Promote / Inspire Philanthropy**
Coding	**Belvedere Community Foundation (1991)**	*Coding - Goals*
Geography **Community**	(1) To provide financial assistance for park, recreational and educational facilities or services, to supplement essential city services, and to augment such other activities or investments as may broadly benefit Belvedere residents; (2) To receive gifts of financial assets and to invest such assets so as to provide an ongoing cash flow, with the proceeds to be allocated by the officers and directors for the benefit of Belvedere residents. (3) To receive real or personal property and to manage such property and invest proceeds for the benefit of Belvedere residents.	**Raise Funds** **Grantmaking**
Coding	**Tustin Community Foundation (1994)**	*Coding - Goals*
Geography **Community**	The public and charitable purposes for which this corporation is organized are to lessen the burdens of government and to promote and support the	

	cultural, recreational and human services needs of the City of Tustin.	
Coding	**Saratoga-Monte Sereno Community Foundation (2005)**	*Coding - Goals*
Geography **Community** **Nonprofits**	The Saratoga-Monte Sereno Community Foundation is dedicated to charitable purposes. The mission is to build community through philanthropy. The foundation exists for the raising and distribution of funds in order to benefit community, charitable, and public non-profit entities.	**Raise Funds** **Grantmaking** **Promote / Inspire Philanthropy**

Mission Statement Analysis

All mission statements were qualitatively analyzed utilizing the same method of analysis as the purpose statements. The average length of the mission statements was 38 words, with the shortest being eight words and the longest being 170 words. A full list of the codes, frequencies, and percentages can be found in Table 3, followed by examples of mission foundation coding. The codes were consolidated into three categories: geography, stakeholder focus, and goals.

Table 6

Mission Statement Coding Frequencies

	Frequency [a]	**Percentage of Community Foundations**
Geography	69	85.2%
Stakeholder		
Philanthropist/Donor	17	21%
Nonprofit Organizations	15	18.5%
Community At-Large	9	11.1%
Local Government	3	3.7%
Other Stakeholders	1	1.2%
Goals		
Quality of Life	38	46.9%
Grantmaking	33	40.7%
Raise Funds	27	33.3%
Inspire/Promote Giving	27	33.3%
Community Leadership	25	30.9%

Invest for the Future	14	17.3%
Create Partnerships	10	12.4%
Capacity Building	3	3.7%
Community Engagement	2	2.5%

[a] N = 81

The analysis of mission statements indicates that California community foundations primarily exist to serve a defined geographic region (85.2%), to raise funds (33.3%), and to distribute grants (40.7%) that seek to increase the quality of life (46.9%) for a specified community. The majority (21%) identified donors as the primary stakeholders/beneficiaries. Table 4 provides examples of how mission statements were coded.

Table 7

Samples of Mission Statement Coding

The following mission statements are from five community foundations, selected to illustrate variation in the dataset. A full listing of purpose statements can be found in Appendix C.

Coding	**Calaveras Community Foundation**	*Coding - Goals*
Geography **Nonprofits** **Donors** **Community** **Leadership**	The Calaveras Community Foundation is dedicated to improving Calaveras communities by providing grants to partner organizations, assisting donors, and providing leadership in addressing charitable causes.	**Grantmaking**
Coding	**Community Foundation of San Joaquin**	*Coding - Goals*
Geography **Community** **Leadership**	The Community Foundation of San Joaquin provides leadership, promotes a culture of giving, and cultivates resources that address the needs of our community.	**Promote / Inspire Philanthropy** **Raise Funds** **Quality of Life**
Coding	**Marin Community Foundation**	*Coding - Goals*
Current / Future Generations	Encourage and apply philanthropic contributions to help improve the human condition, embrace diversity, promote a	**Raise Funds** **Grantmaking** **DEI**

	humane and democratic society, and enhance the community's quality of life, now and for future generations.	**Quality of Life**
Coding **Donors** **Community** **Leadership**	**Rancho Santa Fe Foundation** To connect donors with regional and global needs through visionary community leadership, personalized service and effective grantmaking.	*Coding - Goals* **Grantmaking**
Coding **Geography** **Community** **Leadership**	**The San Diego Foundation** The San Diego Foundation improves the quality of life in all of our communities by providing leadership for effective philanthropy that builds enduring assets and by promoting community solutions through research, convenings and actions that advance the common good.	*Coding - Goals* **Quality of Life** **Raise Funds**

Comparative Analysis: Original Intent and Current Mission Statements

In order to determine whether community foundations were shifting as a result of isomorphic pressures, the original purpose statements listed in the community foundation's articles of incorporation were compared with their most recent mission statement. The comparisons were categorized as "no change" (meaning that all elements in both statements were the same), "minor change" (meaning that the elements in both statements were closely aligned with a few items being added or removed), or "major change" (indicating a shift in purpose and/or strategy).

The comparative analysis (Table 5) revealed that the majority of community foundations' mission statements (95.7%) were closely aligned with the original intentions stipulated in the original purpose statement. Three community foundations had current mission statements that demonstrated major changes from their original purposes to their most recent mission statements.

Table 8

Articles of Incorporation vs. Mission Statements (Matched Pairs) [a]

No Change	Minor Change	Major Change
28 (40%)	39 (55.7%)	3 (4.3%)

[a] n=70

The three community foundations with major changes are particularly instructive for further analysis. They include the East Bay Community Foundation, Marin Community Foundation, and Mission Viejo Community Foundation—all of which had a noteworthy shift.

East Bay Community Foundation (1928). The East Bay Community Foundation's mission statement differed drastically from other community foundations in the study (Table 6): it explicitly seeks to create community transformation for underserved and underrepresented people. Nearly all of the analyzed community foundation mission statements remained relatively neutral. At the same time, the East Bay Community Foundation specifically named social inequalities and sought to leverage local resources to create community transformation.

Table 9

East Bay Community Foundation: Purpose and Mission Statements

Purpose Statement	Mission Statement

Administration of income producing trusts and distribution of income thereof for charitable, educational, and medical purposes. The purposes for which this Corporation is formed are: charitable; educational; scientific; medical; surgical; hygienic; musical; artistic; the preservation of art, historical records and relics; public welfare; housing; civic improvement; the care of the aged, sick, helpless, poor, incompetent, dependent, children and of those needing rehabilitation; and support of agencies for the improvement of moral, mental, social and physical well-being, all of the foregoing of or with respect to primarily the inhabitants of either or both of the Counties of Alameda or Contra Costa, California, and such other geographic areas as from time-to-time approved by the Board of Trustees of this Corporation.	East Bay Community Foundation is the choice for philanthropy in the East Bay through leadership in leveraging all assets in our communities to speed the transformation of low-income, disadvantaged, impoverished, underserved and underrepresented people.

Marin Community Foundation (1986). The Marin Community Foundation's articles of incorporation were straightforward and were similar to the statements of other community foundations. The current mission statement included items not found in other mission statements of community foundations, including seeking to improve the human condition, embrace diversity, and promote a humane and democratic society (Table 7).

Table 10

Marin Community Foundation: Purpose and Mission Statements

Purpose Statement	Mission Statement
The specific purpose of this corporation is to engage in, conduct, and promote charitable, religious, educational, scientific, artistic, and philanthropic activities in Marin County, California.	Encourage and apply philanthropic contributions to help improve the human condition, embrace diversity, promote a humane and democratic society, and enhance the community's quality of life, now and for future generations.

Mission Viejo Community Foundation (2005). The Mission Viejo Community Foundation was initially created as the equivalent of a park's foundation. Over time, it appears to have taken on roles more closely aligned with a community foundation (Table 8). The current mission statement listed a variety of additional areas of interest that were not included in the founding documents of the organization.

Table 11

Mission Viejo Community Foundation: Purpose and Mission Statements

Purpose Statement	Mission Statement
This corporation is organized exclusively for the following public and charitable purposes: (1) To develop wider public interest and participation in parks, recreation and community services in the City of Mission Viejo.; (2) To establish and support parks, recreation and community services in the City of Mission Viejo.	The mission of the Mission Viejo Community Foundation is to provide services and funding resources through public/private partnerships for social, cultural, recreational, patriotic, military and educational needs that will enhance the quality of life for the community of Mission Viejo.

The three cases presented above illustrate that community foundations have the capacity to make important shifts. Yet, a vast majority (95.7%) have appeared to make little to no changes to their organization's mission statement when compared to the original purpose statement.

Coding Comparison: Purpose and Mission Statements

While purpose statements and mission statements are not technically the same, the primary aim of an organization is often found in its mission statement. Mission statements provide insight into why an organization exists and what it seeks to provide to a community, and similar language must be included when starting an organization through a purpose statement. The comparison of change over time illustrates that purpose

statements and mission statements are closely aligned with nearly all community foundations having their current mission statement being very similar to their founding purpose statement (40%), or a slightly altered version of the original purpose statement (55.7%).

When comparing the coding results from all community foundation purpose statements and mission statements, there were indications that the purposes of community foundations have shifted since the foundations were founded (Table 9). The average length of community foundation purposes statements was 59 words, while the average length of the mission statements were 38 words. Community foundations are often established to serve a specific geographic region, and this remained consistent between the purpose statements and mission statements of the community foundation sample. Many of the original purpose statements (86.3%) identified a specific geographic region, and a relatively similar percentage (85.7%) indicated it in their mission statement.

Table 12

Purpose Statement and Mission Statement Coding Matrix (Matched Pairs)

	Purpose Statements [a]	**Mission Statements** [a]	**Percent Difference**	*Constant Presence*	*Later Addition*
Geography	63	60	(4.76%)	*54*	*6*
Stakeholder					
Nonprofit Benefit	7	15	114.3%	*1*	*14*
Community Benefit	27	7	(74.0%)	*2*	*5*
Donor Benefit	12	15	25%	*3*	*12*
Goals					
Community Leadership	7	19	171.4%	*5*	*14*
Inspire Giving	16	24	50%	*10*	*14*

Fundraising	33	22	(33.3%)	*14*	*8*
Grantmaking	31	29	(6.45%)	*14*	*15*
Quality of Life	18	34	88.9%	*11*	*23*
Future Building	6	12	100%	*1*	*11*

[a] n = 70

Purpose and mission statements differ regarding the importance of local nonprofit organizations benefiting from community foundation investments. While nonprofits are mentioned in only seven out of 70 (10%) purpose statements, they appear in 15 out of 70 mission statements (21.4%). In addition, community leadership seems to have been an increasingly claimed role for community foundations, moving from seven community foundations at the time of incorporation (10%) to 19 community foundations (27.1%) claiming a leadership role in their current mission statements. Finally, considerable variation is seen in the category of quality of life: 18 community foundations (25.7%) identify it as a priority in their purpose statements, and 34 community foundations (48.6%) state it as a role in their mission statements. In comparison, the idea of investing and building the future becomes more frequent, with six community foundations (8.6%) mentioning it in their purpose statements to 12 community foundations (17.1%) including it in their mission statements.

A few categories shifted when comparing purpose statements with mission statements, including many community foundations articulating the goal of benefitting the entire community. Twenty-seven community foundations (38.6%) included remarks related to benefiting the entire community in their purpose statements, while only seven (10%) included such remarks in their present-day mission statements; this indicates that community foundations appear to have shifted their focus from the community at large to other priorities or stakeholders. Furthermore, the number of foundations with a stated

goal of fundraising varied from 33 (47.1%) to 22 (31.4%), as well as grantmaking, which changed from 31 (44.3%) to 29 (41.4%) community foundations when examining purpose statements and mission statements.

Qualitative coding was also used to compare whether a community foundation retained an item in its mission statement that had been included in its original purpose statement. Table 9 consists of two categories, “constant presence,” which indicates a community foundation retained the same item in its original purpose and mission statement, along with “later addition,” identify that a community foundation added a particular goal or strategy in their mission statement that was not included in its original purpose statement. For example, fewer than 10% of community foundations that claimed the community-at-large as a primary stakeholder beneficiary in their purpose statements used similar language in their mission statements. Furthermore, while some categories, such as nonprofit benefit, community benefit, and future building, saw increases in language adoption, the number of community foundations that included this in their original purpose statements and kept it in their mission statement was less than 20% in both instances.

Emerging Themes

A mission statement is a promise to the public about what an organization will provide. In analyzing the mission and purpose statements, three overarching themes emerged: (1) community foundations are often explicit about who and where they serve, (2) there are challenges associated with definitions in mission statements that likely result in challenges to operationalizing mission statements, and (3) it is not clear to whom community foundations are accountable.

Beneficiaries and Service Region. Overall, community foundations identified donors and services to donors as the primary-stakeholder focus of their mission statements. In stating that the primary purpose of a given community foundation is to build assets/fundraise (33.33%) and serve donors (20.99%) as opposed to nonprofits (18.52%) and the community-at-large (11.11%), a community foundation is making a definitive choice about whom it seeks to help.

Definitional Challenges. Many mission statements in the sample mentioned "quality of life" (46.91%); however, it was unclear how community foundations defined this term, as well as how they measured it. Quality of life can refer to the overall health of a community, economic wellbeing, and many other factors that a single entity cannot be solely responsible for maintaining, improving, or advancing.

Community Foundation Accountability. While mission statements do not generally include information on how an organization will be held accountable, one question that arose during the coding process was how community foundations would be held accountable for the tasks they take on, or even how they define success in general. Amorphous items such as "community wellbeing," "quality of life," "addressing community needs," and other components of community foundation mission statements can theoretically be measured, though not easily or realistically by a single organization.

Hypothesis 1

Community foundations created after 1990 will be more likely to mention community leadership than those created before 1990.

In 1990, the Council on Foundations issued a set of manuals to assist community foundations in developing and implementing best practices in the field. Many community foundations in the United States were established in the early 1990s, and with the Council on Foundation seeking to professionalize the field with best practices resources in both 1990 and 2000, community foundations entered a new professionalized era. To further understand the effect of this drive toward professionalization in the field, the purpose and mission statements of those foundations created before the exponential growth of community foundations in the 1990s were compared with those community foundations founded in 1990 or later (Table 10).

Table 13

Pre-1990 and Post-1990 Comparison

	Purpose Statements [a]		Mission Statements [b]	
	Pre-1990 [c]	1990 – Present [d]	Pre-1990 [e]	1990 – Present [f]
Geography	88.7%	80.0%	81.5%	85.2%
Community Foundation Roles				
Grantmaking	45%	41.5%	37.0%	42.6%
Fundraising	45%	45.3%	33.3%	31.5%
Community Leadership	10%	9.4%	37.0%	27.8%
Stakeholder Benefits				
Nonprofit Organizations	10%	9.4%	11.1%	22.2%
Community At-Large	25%	41.5%	11.1%	11.1%
Donors/Philanthropists	10%	18.9%	18.5%	22.2%
Quality of Life	15%	28.3%	40.7%	50.0%

[a] n = 73. [b] N = 81. [c] n = 20. [d] n = 53. [e] n = 27. [f] n = 54.

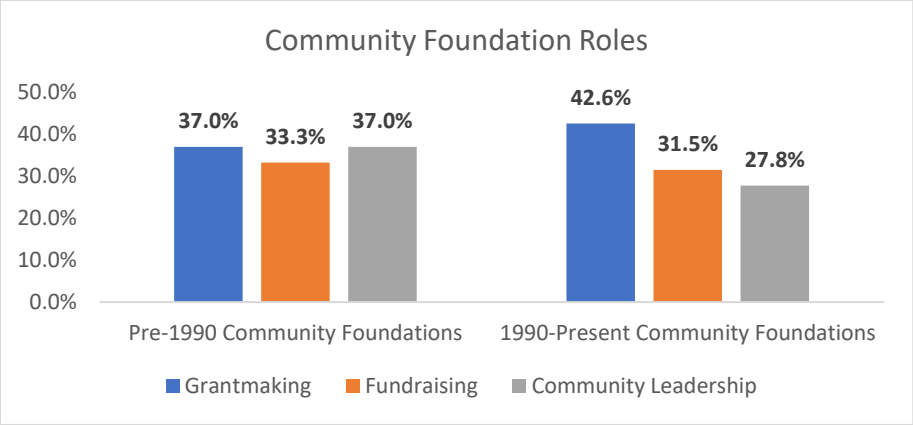
Although community leadership could have been a community foundation role before the Council on Foundation issued their guides in 1990, and subsequently the National Standards for U.S. Community Foundations in 2000, normative isomorphic

change would suggest that those community foundations created after 1990 would feature community leadership in their mission as it is one of the main three roles of a community foundation (i.e., grantmaking, asset building/fundraising, and community leadership) defined by the Council on Foundations (1990, 2000). However, community leadership was mentioned more frequently in both the purpose statements and mission statements of community foundations created before 1990 (Figure 7) when the field became more professionalized.

Those community foundations created before 1990 mention the three roles of community foundations in near equal measure, with a slightly lower percentage mentioning fundraising. Community foundations established in 1990 and beyond appear to have a stronger emphasis on grantmaking, followed by fundraising, with community leadership coming in at the lowest number of mentions in the mission statements. Therefore, Hypothesis 1 is rejected. This hypothesis could have been proved untrue for a variety of reasons including, but not limited to, newer community foundations focusing on raising money initially before pursuing community leadership, community leadership being a core component of the community foundation's purpose which may not be reflected within its mission statement, or potentially could be that newer community foundations may not be as concerned with community leadership as community foundations that have been around longer.

Figure 7

Roles of Community Foundations Identified in Mission Statements



Hypothesis 2

Community foundations nationally accredited by the National Standards for U.S. Community Foundations will be more likely to mention community leadership in their mission statements than those community foundations that are not accredited

The Council on Foundation's National Standards for U.S. Community Foundations ("National Standards") is the only accreditation offered for community foundations to confirm that they are following best practices of foundation management as defined by National Standards. Initially, the National Standards committee was external to the Council on Foundations, but the Council on Foundations now serves as the fiscal sponsor for the National Standards Committee. A total of 24 of 81 community foundations are accredited (29.6%). Of the community foundations accredited by National Standards, 13 of the 24 (54.2%) mentioned community leadership in their mission statements, while 12 of the 57 (21%) of the unaccredited community foundations mentioned community leadership in their mission statements (Figure 8).

There appears to be a stronger relationship between community foundation accreditation and inclusion of community leadership as part of the community foundation mission. Since a majority of those community foundations accredited by National

Standards mentioned community leadership in their missions, it is likely that following the best practices of the Council on Foundations and National Standards is a predictor of whether community foundations identify community leadership as a central role of their mission. Therefore, the results of the analysis partially support hypothesis 2; however, there is no clear significance that can be determined. While it appears that National Standards accreditation may be a motivating factor for community foundations to include community leadership in their mission statements, as it one the defined standards that a community foundation must meet through the accreditation process, the difference between accredited community foundations stating community leadership within their mission statements and unaccredited community foundations stating community leadership within their mission statements was one community foundations. While the majority of community foundations (54%) of accredited foundations mentioned community leadership, it is important to note that the difference in numbers of accredited and unaccredited community foundations may not be substantial. Normative isomorphism is one explanation for why accredited community foundations are more likely to mention community leadership within their mission statements, as if a community foundation wishes to implement the "best practices" defined within "National Standards" it may elect to follow the industry norms in hope of gain legitimacy. Furthermore, coercive isomorphism may be a factor as well since the accreditation requires that the community leadership element must be met and in some states community foundations must be accredited by National Standards in order to be part of membership associations of community foundations—for example, a community

foundation in California must be accredited by National Standards in order to be a member in the League of California Community Foundations.

Figure 8

National Standards and Community Leadership

Conclusions

This chapter has found that while mission statements evolve, they remain consistent with the organization's founding purposes in most cases. Institutional theory, and more specifically isomorphic change, would predict that community foundations created after the adoption of community foundation management best practices in 1990, established by the Council on Foundations, would pressure (coercive) or encourage (normative) them into adopting community leadership and including within their mission statements—yet, neither appeared to be the case.

While the year established did not appear to be a contributing factor for community foundations adopting community leadership, those community foundations that were nationally accredited by the National Standards for U.S. Community Foundations appeared to be more likely to include community leadership within their mission statement than those that were less affiliated with the Council on Foundation (i.e., unaccredited community foundations).

The adoption of new standards by the Council on Foundations has appeared to have little effect on community foundations' operations. Furthermore, while 13 accredited community foundations (54.2%) mentioned community leadership in their mission statements, 11 accredited community foundations (45.8%) did not.

These findings indicate that institutional theory appears to be an applicable framework when comparing original purpose statements with current mission statements. In this study, normative isomorphism appears to be the most likely explanation as to why community leadership is included within community foundation mission statements, particularly for those aligning themselves with the National Standards. In this case, the findings speak against mimetic isomorphism due to accreditation being a standard of change. Coercive isomorphism does not appear to be a factor as the accreditation process is voluntary, with most community foundations in California electing not to be accredited.

To further understand the adoption and development of community leadership within California community foundations, the next chapter presents the findings from interviews with community foundation leaders across the state to indicate the purpose, practice, and presence of community leadership within their community foundations.

CHAPTER FOUR

DEFINING AND IMPLEMENTING COMMUNITY LEADERSHIP

Various examples of community leadership by community foundations have appeared in academic (Easterling, 2011; Harrow & Jung, 2016; Ranghelli, Mott, & Bandwell, 2006) and practitioner (Bernholtz, Fulton, & Kasper, 2005) literature, yet the underlying definitions of community leadership, the journey to becoming a community leader, and the metrics by which community foundations define successful community leadership have not been investigated adequately. Chapter 2 provides a conceptual framework of community leadership that indicates that is it involved more than simply community engagement, but working collectively with others to achieve a civic outcomes (i.e., enhance the quality of life of a region). The findings in Chapter 3 indicate that community foundations are claiming community leadership more frequently in their mission statements compared to their original purpose statements; however, there has been a lack of evolution within the field on what exactly community leadership is and what is represents for a community foundation.

While CFLeads has published various resources related to a framework for community leadership by a community foundation (2008, 2013), there have been few evaluative components associated with the definitions. The only resource produced to date is the Community Leadership Assessment Tool (CLAT) by CFInsights (2020) that aims to evaluate the CFLeads framework (2013) primarily on a seven-point scale. A flaw within the assessment is that it does not tabulate results nor provide recommendations for improving community leadership (i.e., there is a scale, but it lacks measurements of what is considered adequate and not considered adequate). Furthermore, since community

foundations often approach community leadership in various ways, it would be challenging for such a tool to assess community leadership accurately. A community foundation may not see activities, such as engaging in public policy, as part of their role. In contrast, another community foundation may see it as central to their mission. In addition, there are no levels of community leadership "effectiveness" such as basic, emerging, and exemplary as a result of the CLAT items having points on a scale but no values.

The community leadership role is ostensibly one of the main pillars of the community foundation operating model, yet only 30.9% of community foundations included in the mission statement analysis presented in Chapter 3 mentioned community leadership in their mission statement. However, when examining mission statement changes over time, the mentions of "community leadership" had a 171.4% increase, while "grantmaking" and "fundraising," the two other roles in the operating model, saw a decrease of 6.45% and 33.3%, respectively. This finding indicates that community leadership may be becoming more prominent in their activities. Nevertheless, the community foundation field as a whole has challenges in articulating a definition of community leadership, the process of becoming a community leader, and identifying the various components of such leadership that can apply to various community foundations.

To address this definitional gap and better understand community leadership as a process, this dissertation's second study sought to understand how community foundations throughout California define their community leadership role and pursue it within their service regions; therefore, this chapter only includes community foundations that included community leadership within their mission statements. This Chapter

outlines the methodology and findings from the second study of the dissertation, while Chapter 5 shares additional discussion in relation to the findings presented in Chapter 3.

Methodology

This chapter explores the perceptions of community foundation leaders regarding their community 'foundation's role as a community leader. As an exploratory research design, this study investigated how 11 community foundations in California have conceptualized and practiced community leadership. An exploratory approach was selected based on the findings in Chapter 3 to further understand how community foundations are defining their community leadership roles. A key finding of chapter 3 was that 26 of 81 (32.1%) of community foundations in California included "community leadership" within their mission statements. In order to provide additional insights to understand how community foundations are actually operationalizing the work of community leadership in the context of their own communities interviews with key informants at community foundations were conducted to see how community foundation leaders were implementing a community leadership agenda.

Participant Selection

This study employed a combination of purposeful sampling (Patton, 2015, p. 46) to produce diverse cases of California community foundations practicing community leadership. The sampling was purposeful as only officials from community foundations that claimed a community leadership role in their mission statements were recruited. The benefit of using purposeful sampling was that it allowed for a selection of diverse community foundations in different geographic

regions (Northern California and Southern California) as well as a range of asset sizes.

Participants were also purposefully recruited from two different geographic regions of California (Northern California and Southern California) to investigate how community foundation executives contextualize community leadership in various locations. Variation in community foundations' assets (low, medium, and high dollar amounts) and the types of assets (unrestricted, temporarily restricted, and permanently restricted) were also considered when selecting the potential cases for the interviews.

The participants were selected from the 81 California community foundations identified in the study presented in Chapter 3. The selection criteria yielded a total of 26 community foundations (32.1%) as potential cases to be invited to participate in the study. The community foundation executives invited to participate in the interviews were emailed an invitation that explained the study's purpose (Appendix D).

After applying the selection criteria, 26 community foundations qualified for an interview based on their mission statements' reference to community leadership elements. A majority of these foundations (21) were contacted to participate in an interview; 16 community foundations agreed to participate in the study. The 'study's goal was to conduct all interviews in person; therefore, five community foundations were eliminated due to their remote rural locations and lack of access to public transportation. Though 16 interviews were scheduled, a total of 11 interviews were conducted as the other interviews were either canceled or

indefinitely postponed due to the COVID-19 pandemic. In-person interviews accounted for nine of the interviews, and the remaining two were conducted via videoconferencing (Zoom). The community foundations represented a range of sizes and locations in California (Appendix E).

The Sample

The median age of the community foundations in the study was 37 years, with an average age of 45 years. A total of seven (63.3%) community foundations were established before 1990 (before the Council on Foundations established field-wide best practices for community foundations), and the remaining four (36.7%) were founded in 1990 or later. Out of the 11 community foundations selected for interview nine of them (81.8%) were accredited by the National Standards for U.S. Community Foundations. A total of 14 individuals, including 12 staff members and two board members, were interviewed (Table 1). The median number of years in their role was seven-and-a-half years. A majority were female (71.4%), and many had a background in public service or had worked at a different nonprofit organization before taking on their current role at the community foundation.

Table 14

Interviewee Demographics

Community Foundation	Role	Role Tenure	Gender [a]	Age [b, c]	Professional Background [d]
CF 1	Staff	3	Male	35-44	Public Service
CF 2	Staff	8	Female	45-54	Nonprofit
CF 3	Staff	6	Male	65+	Law/Nonprofit
CF 4	Staff	16	Female	45-54	Nonprofit
	Board	N/A	Male	65+	N/A
CF 5	Staff	13	Female	65+	Public Service/Education
CF 6	Staff	7	Female	35-44	Nonprofit

CF 7	Staff	16	Female	65+	Law/Nonprofit
	Staff	14	Female	65+	Nonprofit
CF 8	Staff	3	Female	45-54	Public Service
	Board	N/A	Male	65+	N/A
CF 9	Staff	2	Female	45-54	Nonprofit
CF 10	Staff	5	Female	55-64	Education
CF 11	Staff	23	Female	65+	Nonprofit

[a] Gender was based on identifying pronouns listed on the community 'foundation's website or other materials.

[b] Utilized a range of 18-25, 26-34, 35-44, 45-54, 55-64, 65+.

[c] Age calculated based on LinkedIn profile information.

[d] Identified within interview and LinkedIn profile information.

Data Collection

The primary data collection method included semi-structured interviews with community foundation executives. The interviews were also supplemented with document analysis, including 10 years of financial records (IRS Form 990) from 2008-2017, annual reports from 2016-2018, as well as any other supporting documentation provided by the community foundations that illustrated their role as community leaders (e.g., reports, brochures, flyers, website links).

Interviews. The study was designed to include in-person interviews to capture possible nuances absent when conducting interviews via telephone or videoconferencing. California was selected as the site for this study as it has a variety of different community foundations (age, geography, size), but primarily because it was the state where the researcher resided and had access and opportunity.

To understand California community foundations' community leadership

practices, interviews were conducted with the foundation executive who oversaw the community 'foundation's community leadership efforts—most often the chief executive officer. The interviews followed the seven stages of interview inquiry, as outlined by Brinkmann and Kvale (2015): (1) thematizing, (2) designing, (3) interviewing, (4) transcribing, (5) analyzing, (6) verifying, and (7) reporting (pp. 128-129). The semi-structured interviews used an interview guide (Appendix F) to ensure the data was collected consistently. The interviews were recorded and professionally transcribed per IRB protocol and participant consent procedures (Appendix G). Conversation cards (Appendix H) were utilized to guide the interviews. During the interview, interviewees were asked to sort these conversation cards by order of importance, areas of strength, and areas for improvement.

Each interview lasted approximately 90 minutes, primarily focusing on the community leadership role of community foundations by examining how these foundations began serving as community leaders, shifted their strategies toward creating systemic change, engaged donors in their new approaches, and explored the various challenges associated with pursuing a community leadership agenda.

Additional Documentation. The interview findings were supplemented by additional documents that included financial data, annual reports, and other materials highlighting the community foundations' community leadership functions. These additional documents were analyzed to supplement the interview data (Bowen, 2009; Denzin, 1970; Yin, 1984). The annual reports of each community foundation were collected from 2016 through 2018, 990 filings from 2008 through 2017, and any other special publications concerning their role as a community leader.

Data Analysis

Interview Analysis. After all the interviews were conducted and transcribed, each participating community foundation was treated as a case. An inductive process was utilized to analyze the interview transcripts as well as interview field notes for each case (Guest, MacQueen, & Namey, 2012). This analysis process focused on identifying emergent themes and patterns, extracting categories from the data, and assigning a code to each category (Saldaña, 2015). The coding was completed via Computer Assisted Qualitative Data Analysis (CAQDAS) software, specifically the NVivo software package. Due to the large amount of data gathered, NVivo was used to examine multiple transcripts and associated secondary materials from the community foundations.

Coding Process. As a result of the study utilizing an interview guide, the first round of qualitative coding included provisional coding (Saldaña, 2015) to link back participant responses to the particular questions being asked from the interview guide (i.e., grantmaking strategies, community leadership approaches). As additional themes emerged, descriptive coding was utilized to group various topics (e.g., diversity, equity, and inclusion comments), along with in vivo coding to group various dimensions of categories around topics such as capacity building, homelessness, and housing. The in vivo coding process was also utilized to identify participant quotes that might be of interest in including in a results section or future practitioner report.

Findings

The role of community leadership looked different at each community foundation. Yet, for a vast majority of community foundations, their leadership approaches or initiatives were a result of one of two motivating factors (Figure 9): (1)

what the community needed (C.F. 2, 3, 7, 8) and (2) the types of funding the community foundation had available (C.F. 1, 4, 5, 6, 10). In all the selected cases, the community foundation's leadership work indeed appears to be in the community's best interest. Still, as nonprofits themselves, community foundations only have so much control over the funds they have available and whether they can match the community's evolving needs. In terms of community leadership, many community foundation leaders stated that they lean into their mission statement when it comes to community leadership. Many of those interviewed expressed that community leadership sets community foundations apart compared to other philanthropic investment opportunities.

Figure 9

Operational Approaches to Community Leadership

1 – Community need drives grantmaking and fundraising functions of the community foundation

2 – Grantmaking and fundraising functions of the community foundation determine the opportunities for community leadership

Community leadership efforts within the sample of community foundations interviewed focused on a range of topics, including increasing access to affordable housing, improving cradle-to-career education outcomes for students, redesigning scholarship programs to transition from scholarships of merit to scholarships of need, increasing access to healthcare careers, building nonprofit capacity, and eliminating

human trafficking. In all of the examples, community context was a driving force in selecting the community leadership agenda.

In many cases, practicing community leadership provided visibility and legitimacy for the work of a community foundation, and the leadership can both be respected and contested by community stakeholders. In short, social issues are community-based challenges or gaps within the social fabric of a community. Many community foundation leaders stated they generally did not experience pushback from residents when they state their foundation is pro-education or pro-housing. Still, tensions can often arise when a community foundation selects a specific issue and works to eliminate barriers that divide the community.

> I think also, 'I'm going to go out on a limb and say, just being in leadership roles makes our partners and people out in the community feel more comfortable with us. Even if they 'don't agree with us on whatever stand 'we're taking on something, they respect us because they know that 'we're not doing it to line our own pockets (CF 4).

Another community foundation leader shared that community leadership is often a process that occurs over time and involves having conversations with various stakeholder groups. Furthermore, they said that community leadership must be guided by the needs of grantees and other community stakeholders for it to be impactful.

> So I think the big challenge in foundation leadership is the only really legitimate foundation leadership comes with very grounded in what the grantee and other stakeholder community and what the end-users of your grant think. And you

> really have to have created situations where folks feel free to disagree with you. And you ask the question multiple ways and multiple times and multiple venues, and you listen (CF 7).

Interviewees also identified a need for community foundations to be both courageous and strategic in their community leadership. Change is often hard to accomplish, so community foundations must be mindful of how they wish to seek change while recognizing that promoting change does not come without obstacles or scrutiny, even when they seek to make positive changes on behalf of just causes.

> But when you are advancing a cause, you are going to make people upset. And so, people have to be comfortable with what that feels like. You have to be okay if your organization shows up in the paper, and 'it's like you flip a coin and some people like it, some people 'won't. So, just ways to kind of build that heat shield with boards and their executive leadership. Now, to me, this whole discussion is not a license to do stupid stuff. It 'shouldn't be a badge of honor that like, ""Ha ha ha, I went out, made people mad"." That's not the point. The point is to advance an agenda and mission and a purpose recognizing there are some status quo interests that are going to get upset in that process. And as you're trying to maneuver in a way that minimizes that to the greatest extent possible, but you're not afraid to trip those wires that need to be tripped (CF 8).

When a community foundation practices community leadership, it often creates disruptions within a community by inviting nonprofit organizations, elected officials, and other stakeholders to question the community's status quo and to envision a brighter future for all residents in the community. Interviewees argued that community

foundations must have a clear vision of what and how they want to change something to ensure they can achieve the desired results via community leadership practices.

Same Strategies Lead to Same Results

During the interviews, participants were given five cards with the different CFLeads (2019) community leadership competencies written on them (engaging residents, working across sectors, data collection and sharing, shaping public policy, and marshaling resources). Interviewees were asked to point to or organize the cards to identify the roles they were best at and the roles they felt they needed to strengthen. The overwhelming majority of interviewees indicated that shaping public policy was a role they were effectively engaged in or actively pursuing. Community foundations have historically been labeled as neutral institutions; however, the Council on Foundations has changed this phrasing over the years to indicate that the community foundations are nonpartisan. Nevertheless, many interviewees indicated their increased involvement in public policy efforts and have taken this risk in order to create systemic change in their communities.

> Over the last 16 years, I can comfortably say that I've turned a wonderful traditional risk-averse community foundation into what we call ourselves as activist grantmakers. And we fund community organizing. We fund advocacy, not political, not partisan, but issues that affect the community. We're very grounded in community (CF 7).

One community foundation executive mentioned they were simply tired of doing the same thing (grantmaking) and getting the same results: little to no improvement. The nonprofit sector was serving as a band-aid to prevent conditions from becoming worse.

Still, this executive said that they lacked support in making progress toward positive community outcomes.

> Our community foundation learned from the field that grantmaking is not enough to solve problems. That in order to really be effective and to make a difference, and to prove the value of your community foundation, you got to be willing to roll up your sleeves and get dirty sometimes in policy change (CF 4).

Another community foundation executive indicated that they alone could not do the work of community leadership, so they focused their efforts on raising the level of leadership in the community so various groups could lead change, advocate for themselves, and become active in spaces in which they had not been invited to participate in previously.

> Most of our grantmaking is focused around creating the abilities of communities to advocate for themselves around policy changes that will influence how resources, especially [in] the public sector, are allocated and how those resources are measured in terms of the impact on individuals, families, and communities (CF 3).

Implementing different strategies to achieve different results is bound to pique the interests of external stakeholders. However, as many community foundations did not see systemic change in their communities, they elected to try different tactics to ensure that their resources were invested in positive ways. Community foundations are often confronted with the challenge that they must cater to various stakeholder groups while recognizing that their funds primarily come from individual donors; therefore, a

community foundation's community leadership is bound to prompt reactions from donors.

Donors Reactions and Engagement

Community foundations are institutional forms of philanthropy that can often only grow due to philanthropists' monetary investments. In some cases, community foundations can grow due to gains in the stock market, but this is a prolonged growth process; therefore, fundraising is essential for a community foundation that strives to increase the number and size of grants it makes annually. Grantmaking and fundraising have historically been the lifeblood of community foundations and is what most community foundations are often recognized for in their communities. As community foundations begin to pursue community leadership agendas, they also must consider how their primary source of revenue—donor contributions—may change as a result of the bold steps they may choose to take.

> Look, I have a fund for planned parenthood, and I have funding for folks that want to find organizations that help pregnant women have had children… I will service them both because they're both donors, and I don't impose my views on donors as far as to where they give (CF 7).

In many cases, community foundations are facing unprecedented competition in the field of community philanthropy. Community foundations have often been one of the only local institutions offering philanthropic services, other than the United Way. Changes in the private sector have created opportunities for philanthropists to create donor-advised funds or other giving vehicles, such as a range of charitable trusts, with financial or investment firms (e.g., Fidelity, Schwab, Vanguard). The community

foundation executives interviewed indicated that most of their operating funds stem from fees charged on the various funds they hold. Some donors have begun to shop around for lower fees—especially when for-profit agencies give donors more discretion over their distributions. When asked to describe their potential sales pitch to a donor, a community foundation executive indicated that fees support the foundation's leadership work, and many other community foundation executives shared similar ideologies.

> Okay. I get it, and I get that we're more expensive, but here's what we're doing in the community, and have you ever thought of the fact that the fees that you're going to pay to Vanguard and Schwab and Fidelity are going to go to New York City, they're going to stay in L.A. They're not going to this community; they're not doing one thing for this community. Whereas the fees that you pay 100% of them stay here in this community, and 100% of them go into the work that we're doing (CF 8).

All community foundation leaders that were interviewed indicated that community leadership was directly tied to their asset growth in recent years. According to interviewees, bold community leadership has often led to increased visibility, accountability, transparency, and additional donor contributions over time—both from current and new donors. Community foundations can no longer elect to be neutral in the face of community challenges since they make grants toward specific causes; ultimately, they speak with their dollars if they elect not to speak up about community injustices.

> So I think the reason they say that is because they want to be neutral, and they don't want to piss off any donors in their community. That's very old school. If you want to attract a very specific donor, then okay, play that vanilla role, and

> maybe that'll be the only donor you ever have. But like I said, our asset size in 2012 was $12 million. Our asset size in 2019 at the end of last fiscal year was at $41 [million]. So I think that's data for you on community leadership actually underwrites your development goals. It's also the right thing to do. What the hell are we here for? Like I don't understand why we even exist. They can open a fund at Fidelity with a way better fee. But otherwise, there's no reason for you to be here. Like literally our sales pitch for donors that walk in the door that say, "Well I could ..." If they're fee sensitive, we literally tell them to go somewhere else (CF 6).

To understand the accuracy of interviewees' statements about how the community leadership role positively influenced the community foundation's fundraising efforts, 10 years of financial data (2008-2017) from all California community foundations were gathered to run simple financial comparisons. The mission statements of all community foundations (N=81) were analyzed, and those that stated an element of community leadership (n=25) were categorized into one group, and those that did not have the element (n=56) were placed in another grouping (Table 3). It should be noted that the statement of community leadership in the mission statement of the community foundations was used as a proxy for true community leadership, and the effectiveness of community leadership was not an examined factor.

Table 15

Changes in Assets of Community Foundations [a]

	Claiming Community Leadership [b]	Not Claiming Community Leadership

Average Annual Growth Rate (2008 – 2017) [c]	8.88% (n = 23)	7.64% (n = 45)
Average Annual Unrestricted Asset Growth Rate (2008 – 2017)	10.2% (n = 21)	9.34% (n = 20)
Total Asset Growth Average (2008 to 2017)	70.64% (n = 15)	74.75% (n = 32)

[a] Dollars adjusted for inflation utilizing the Consumer Price Index (conversion to 2018 dollars)

[b] Mission statement coding was utilized to identify which community foundations claimed a community leadership role (See Chapter 3).

[c] One outlier removed from the analysis

[d] Two outliers removed from the analysis

While these data do not indicate causality, the apparent association indicates that the community foundations that claimed community leadership saw higher growth in their annual total assets and annual unrestricted assets. Interviewees indicated unrestricted dollars provided them with the opportunity to be strong community leaders by allowing them to deploy assets for various purposes flexibly.

Challenges in Community Leadership

Overall, the community foundations interviewees did not report challenges associated with the actual act of leading but more so with challenges related to the cause they elected. For example, individuals were not upset when one community foundation became involved in increasing affordable housing, but merely addressing the social issue came with expected challenges. Furthermore, many interviewees reported that though

they perceived community problems as growing, especially in smaller communities, their community foundation assets were not (CF 1, 2, 4, 5, 9).

> I feel like the challenges in our community are growing exponentially, and our financial resources are growing incrementally. (CF 2)

Another community foundation executive stressed the importance of considering how the community foundation serves the community, not just donors and the nonprofit sector. An integral part of community leadership appears to be doing what is in the entire community's best interest. While donors and nonprofits are part of the community, they are not the only stakeholders.

> I think that the nonprofit sector is an invaluable and extremely important component in what we do. But that sector also needs to answer to the community, to the constituency that they serve. And sometimes those connections can get a little bit fuzzy, can have a little tension to them, can be a little bit...the gap, can have gaps to them. (CF 3)

In many of the interviews, community foundation leaders expressed frustration over the fact that while many individuals may be aware of what a community foundation is and what it does, they do not understand the community foundation's business model.

> Well, for nonprofits, I think it's helpful if they understand our business model because you don't just have this large corpus that we have complete control over. So we try to be as strategic as we possibly can with the resources that we have at our discretion. And because I do think sometimes that nonprofits get frustrated that, why aren't they funding us? Why aren't they funding this? And sometimes

> it's just because we literally have no money. It has to do with your community and just... There's not a lot of environmental organizations in our community, and there's not a lot of funders that fund that either. And that's why, and it's a bummer (CF 6).

The nonprofit sector is often tasked with handling many community challenges. Yet, it is clear that a lack of resources is one of the many barriers to achieving a society where individuals have, at minimum, their basic needs met. The community foundations included in this study attempt to do their best to raise resources to support community challenges, but there often seems to be more community challenges than philanthropic dollars available to solve them, or at least not enough donors or funders interested in solving a particular issue. Furthermore, community foundations have an institutional structure that has both benefits and challenges; various calls within the field of philanthropy have encouraged foundations to consider how to decolonize philanthropy (see Edgar Villanueva's *Decolonizing Wealth: Indigenous Wisdom to Heal Divides and Restore Balance*) and work to engage marginalized groups both as donors and as recipients of philanthropic funds.

Investing in ALL of the Community

Many community foundation leaders emphasized the need to be a leader *and* learner in their communities. Furthermore, the operational roles of community foundations are shifting with community foundation leaders acknowledging various advancements in the field of philanthropy: shifting practices in grantmaking (e.g., giving circles, trust-based philanthropy, and grantmaking with an equity lens), new investment

strategies (e.g., program-related investments, mission-related investments), and new strategies for additional groups in the community to become involved with community foundations (i.e., people of color, individuals identifying as LGBTQ+, young professionals).

> So I'm thinking from community foundations, we need to be out in the community. And we have to have a set of values, and we have to be known for something. And that's something we have to define ourselves. Because if we don't define it for ourselves, others will define us. And then if they put us in a corner, it's very hard to get out of the corner (CF 7).

Several community foundation leaders mentioned many promising changes in the California community foundation field. Conversations are beginning to happen in communities across the state around areas of diversity, equity, and inclusion, and community foundations are now navigating how to reconcile with the fact that much of the philanthropy that has supported them in the past has come from wealthy white individuals, resulting in the exclusion of marginalized groups in their communities.

> We're really starting to try to lean in and have some courage when it comes to talking about equity. I mean, most community foundations, when they start, just because of the nature of wealth, it's typically white men over the age of 65 (CF 6).

Another community foundation executive framed their grantmaking strategy as overinvesting in those communities that have historically been marginalized. While this particular community foundation will continue to fund things throughout their service

region, they believed they must make investments in community-based nonprofits that are actively seeking to address issues that only small, locally-based nonprofits can handle due to the trust they have with local community residents.

> We chose to overinvest in those areas, not that we were going to just spread all funds equally. When doing that, I think then you have a responsibility of thinking, well, if... You take different things into consideration, like, are you going to actually just accept the very polished grant proposal? It puts more on the funder to kind of get to know the people in the organizations that are really trusted by the people in the community because they may be the E.D.s that English is a second language, that they have not, due to how a foundation's fund not had the same type of capacity support. So, I think our grantmaking has definitely changed as a result (CF 2).

Also, numerous community foundations reported making changes to their scholarship programs over the years to transition from scholarships of merit to scholarships of need. The rationale behind these changes was to increase the talent pipeline within communities and assist students who may not otherwise have an opportunity to go to college. Many community foundations have improved their scholarship programs to move from issuing scholarships to the "left-handed piano player" (CF 6) to students that the financial contribution could genuinely impact—turning a granting program that is often labor-intensive with little impact toward scholarship awards that helped students, who may not have attended college otherwise, pursue their educational goals and have the necessary resources to complete their postsecondary education.

> We prioritize need, it's built into our scholarship application. If you have a problem with that, we may not be the right partner with you. And we'll tell you why. We use scholarships as incentives – not awards, and it's really to help give kids, who maybe didn't see themselves as college material, like a push in the right direction. And so if you want to award a kid that's already going to Stanford and has like 10 other scholarships coming to him in a full ride, I can make a badge for them. Happy to give them a little certificate that says, 'Amen'. But I'm not going to give them money (CF 6).

When community foundations practice community leadership, they have the opportunity to make a difference in communities by convening conversations around challenging issues. While many community foundation executives shared that community leadership is often the most meaningful and impactful activity of the community foundation, there are still challenges to community leadership. Change does not happen overnight. While interviewees recognized this challenge, one said that if community foundations do not clearly define their role, others in the community will define it for them.

Advice to Peers

Interviewees had the opportunity to share their community foundation's journey to community leadership and where they are today and were asked what advice they would give to other community foundation colleagues seeking to improve their community leadership. Many interviewees reported that the work of being a community leader is not easy. Yet, it is often the work that has helped these community foundations grow into what they are today. As one interviewee put it, community foundations must be

aware of the power dynamic between a funder and a grantee. In most cases, they need to listen with openness and humility.

> [S]o we will convene, we will gather together all the little people, and we will say, “We’re here to lead you," and the little people look at you with like, "This lunch better be good." I’m going to have to sit here with a polite look on my face wondering, "Is this going to translate into grants, or what’s the deal here?" (CF 7).

However, community foundations should not be threatened by the positional power they hold as grantmakers, as this provides them with a unique platform to highlight and address community challenges. In many cases, individuals in the community look to the community foundation for guidance on what is happening in the nonprofit sector and how they can help. Community foundations should embrace all that comes with being a learning organization and look to various stakeholders in the community to obtain insights into various aspects of the community; then, community foundations can serve as network-weavers to bring the right people together.

> So it’s really like, I just think that, with community leadership work, you start in a place where you’re curious, you’re trying to really understand a problem. (CF 6).

Finally, another piece of advice shared from the interviews was to create an exit strategy. It might be the right move for a community foundation only to be engaged in a coalition for a few years. Eventually, however, they will likely need to transition to other issues that affect the region’s quality of life. Community foundations have the opportunity to be quite innovative in incubating community ideas, but a community foundation must "pass the torch" to continue fulfilling its roles in the community.

Community foundations are not experts in education, human service, healthcare, or other community issues, but they can serve in roles that can help establish networks to address specific community issues.

> The sign of good leadership is that you do some work, you create excitement, you create this container and that you can pull yourself out and it holds on its own. (CF 6).

Limitations

The interviews with community foundation executives across the state provided much-needed insight into the definition of community leadership and how it is interpreted and implemented by various community foundations in different ways. While this study included several community foundation leaders' perspectives, some study limitations can be opportunities for additional research. First, the study only included community foundations located in California that included "community leadership" in their mission statements, resulting in the exclusion of community foundations that may be excellent community leaders yet did not meet the selection criteria outlined in the methodology section.

The inclusion of community leadership in the mission statements was utilized as a proxy for authentic community leadership. The extent to which community foundations were successfully practicing community leadership was outside the focus of this study; therefore, additional research into community leadership's effectiveness is needed. Initially, this study was designed to include more community foundations; however, COVID-19 forced the cancellation of meetings due to travel restrictions and community foundations being unavailable. In many communities across the country, community

foundations created response funds to accept charitable donations to support nonprofits during the global pandemic.

The 11 interviews highlighted in this study are not generalizable. The findings suggest that additional research into the financial outcomes associated with community leadership is warranted, along with investigating to what extent community foundations define and evaluate their community leadership activities.

Conclusions

The interviews with community foundation executives have demonstrated that community leadership at its core is selecting a particular issue, advocating for that issue, and seeking to make a positive change on an issue. The framing for the questions in these interviews was based on the conceptual model of community leadership presented in Chapter 2 and the findings from Chapter 3 indicate that community foundations may be including community leadership within their mission statements more frequently; however, there is no clear indication within the mission statements on what community leadership actually constitutes. Interviewees all highlighted the collective action needed to pursue a community leadership agenda, yet some community foundations had clearer visions than others—indicating a lack of measurable change.

While community leadership goals like “end human trafficking,” “ensure all kids are reading at grade-level,” and “ensure all nonprofits are successful” are ideal aspirational goals that can serve as the inspiration for particular initiatives, the lack of overall measurement is providing an opportunity for community foundations to attest they are working on improving something, but are not entirely accountable to it. While internal measures may be in place that define the “success” of community leadership, the

community foundation executives interviewed did not indicate within the interview or in additional supplementary materials what civic outcome was to be achieved.

Nonprofit organizations are often under pressure to provide funders with evidence that the money they receive is being used for a useful purpose and that an organization's mission is advancing. In the case of the community foundations included in this study, there appears to be a lack of external pressure for performance and accountability. The findings from the interviews suggest that as community foundations deepen their work in community leadership, there need to be additional tools to guide the creation of effective leadership agendas—clearly articulating civic outcomes and communicating the impact of community foundation grantmaking and community leadership.

CHAPTER FIVE

DISCUSSION AND CONCLUSION

This chapter presents a summary of the two studies presented in this dissertation and discusses the results. First, a summary of the findings from each study is presented. Next, a summary of the implications for both research and practice are presented. The chapter concludes with ideas for future research and additional recommendations for practice.

Summary of Findings

The following subsections provide an overview of each of the two studies conduct in this study – the mission statement analysis ("study one") and the interviews with community foundation executives ("study two").

Study One – Mission Statement Analysis

The first study of this dissertation (Chapter 3) examined the mission statements of California community foundations utilizing institutional theory and isomorphic change as the primary framework for analysis. The first hypothesis was that community foundations founded before the introduction of community leadership best practices by the Council on Foundations in 1990 would be less likely to include elements of community leadership within their mission statements that those created in 1990 of later (i.e., normative isomorphism). The second hypothesis, also motivated by normative isomorphic change, stated that community foundations that were accredited by the National Standards for U.S. Community Foundations (a sponsored organization of the Council on Foundations) would be more likely to include community leadership within its mission statement as community leadership is one of the standards included in National Standards.

Mission statements were qualitatively coded using four type of qualitative coding (provisional, hypothesis, in vivo, and structural coding). Upon examining the results from the qualitative coding process, the first hypothesis was rejected as there appeared to be no connection between the founding year of a community foundation and whether or not it mentioned community leadership within its mission statement. The second hypothesis was slightly supported, as those community foundations that were accredited by National Standards appeared to be more likely to include community leadership within their mission statements.

Study Two – Community Foundation Interviews

The second study of the dissertation (Chapter 4), utilizing the results from the first study, sought to provide additional content to community leadership by interviewing community foundation executives throughout California. Based on the research conducted in the first study, a total of 26 California community foundations were identified as including an element of community leadership within their mission statements, and 21 community foundations were invited to participate in the study as a result of the selection criteria. Initially 16 community foundations agreed to participate in an interview; however, due to COVID-19 complications, the total number of interviews completed was 11.

Utilizing the conceptual framework of community leadership presented in Chapter 2, the interviews focused on the community foundation's mission statement, grantmaking, and community leadership. The results of the interviews indicate that community foundations practice community leadership in a variety of different ways including focusing on a range of issues including affordable housing, educational

attainment, and building strong local nonprofit organizations. In almost all of the selected cases, community foundations approached community leadership one of two ways: (1) the fundraising and grantmaking roles of the community foundation influences the type of community leadership and (2) the community leadership role influences how community foundation make grants and the types of fund the aim to raise.

Many of the interviewees highlighted the issues in their communities are growing or evolving, and all of them framed community leadership a little differently; however, interviewees expressed that community leadership is often the tool that provides the most visibility for the community foundation and is what they are known for in the community. All interviewees indicated that their community leadership had a positive impact on their fundraising roles, and that the additional exposure has led to them securing additional gifts and gaining positive community visibility.

Discussion

The findings from the mission statement analysis and community foundation interviews indicate the community leadership is indeed a complex phenomenon in the community foundation field. There are multiple aspects of community leadership, yet there appear to have been limited efforts within practice to push for accountability associated with community leadership or capture the aspects of successful community leadership. Community foundations are required to collect metrics associated with their grantmaking and fundraising, and report them on their IRS Form 990; however, there is no clear indication on how community leadership is being approached, evaluated, or reported by community foundations across the country.

The research surrounding foundations and evaluation is very limited (see, Buteau, Glickman, Loh, Coffman, Beer, 2016), so it is not surprising that the community foundation field has varying conceptions of what community leadership for a community foundation looks like and how it should be implemented. While a community foundation's approach to community leadership is undoubtedly going to reflect the context of the local community, there are bound to be elements of community leadership that build the backbone of what it is to be an effective community leader.

Defining Community Leadership

The community foundation interviewees did not necessarily have a definition for community leadership. In most cases, community leadership was considered the work the community foundation did outside the walls of community foundation; therefore, there were varying conceptualizations of community leadership. For some interviewees, community leadership was the everyday community engagement work of the community foundation, while others defined it as specific initiatives they crafted with the assistance of the local community.

When asked the question "What are some examples of how your community foundation has played a community leadership role?" the majority of interviewees described a specific program or initiative they have launched in the past, indicating that community leadership is often a specific action, or set of actions, designed to create a change within the community.

Community Leadership Practices

The practices the individuals at the interviewed community foundations used when pursuing community leadership differed as well. Those community foundations

that appeared to have been practicing seemingly effective community leadership were those that took a hands on approach to community leadership. The practices of these foundations included holding convenings around particular issues, participating in task forces aimed at creating a change in the community, or creating supporting organizations within the foundation to focus on creating a set of particular programming (e.g., hiring a specific individual to oversee a community reading program, incubating a small nonprofit organization to oversee affordable housing developments within the community).

Those community foundations that appeared to have weaker community leadership were those that simply claimed the role and participated in one or two local activities. These individuals did not necessary lead the strategies around particular issues, but they had a presence in the room where conversations were happening. Granted, the scope of this study was not to measure effectiveness of community leadership; however, there were indications that those that took a more strategic approach to their involvement saw greater impact within the community, as well as the community foundation receiving public recognition and increasing its visibility.

In some cases, community foundations utilized the community leadership opportunities they selected as promotional opportunities. In other cases, the community foundations that were highlighted in the research took the approach of a backbone support organization and were not necessarily in it for the recognition. Regardless of the practice, community foundations in this reinforced the assumption that community leadership goes beyond simply engaging with their local communities, but practicing leadership within it.

Revising the Conceptual Framework for Community Leadership

The conceptual framework for community leadership (Figure 10) presented in Chapter 2 was essential in conceptualizing the community leadership practices of community foundations. Upon examining the literature related to community leadership, the concepts of civic leadership, collective leadership, and community engagement appeared to be the items that community leadership as a whole was trying to achieve. Within the interviews, the community foundations that appeared to be handling their roles as community leaders well were those that implemented the tenants of all three elements of the conceptual framework.

Figure 10

Conceptual Framework

In a few cases, some community foundations acted as though community engagement was synonymous with community leadership; however, these foundations appeared to be struggling with their community leadership role and were not seeing clear returns on their time invested. The community foundations that took civic and collective

leadership approaches, through the coordination of specific initiatives, were those that appeared to have be more prominent in their communities as a result from participating in local initiatives.

As an exploratory study, the findings from this research only scratch the surface of what community leadership is and how community foundations can be successful community leaders. The implications for the research suggest that there are some additional lines of research that should be explored related to community foundations and community leadership, as well as some immediate implications for both research and practice.

Implications

The findings from this research have some immediate implications for research and practice, and additional questions that warrant further investigation. In terms of implications for research, utilizing purpose and mission statements to understand organizational shifts over time is a unique result of this study. For practice, the implications are related to the implementation of community leadership, and provide unique insights into various community foundations rather than the efforts of a single community foundation—which is often the norm presented within the practitioner literature.

Implications for Research

Purpose Statements and Mission Statements. Findings from this study suggest that much can be discovered when comparing the purpose statements of organization with their mission statements. Community foundations are an institutional form of philanthropy with a particular structure and business model, so limited shifts within the

study were expected; however, utilizing a similar strategy with other types of organizations that do not share a similar operating structure like that of a community foundation may identify different types of organizational shifts. This paper primarily argued that normative isomorphic change was a factor in the adoption of community leadership, but utilize coercive or mimetic isomorphism, in a different organizational context, could also provide unique insights into how organizations shift over time as a result of various external pressures.

Implications for Practice

While community foundations often operate within a specific business model, the comparisons of community foundation purpose and mission statements reveal that community foundations can, in fact, change their focus and priorities over time. Examining the original purpose of an organization allows individuals within practice to understand the original intentions of an organization and potentially identify shifts that have occurred over time—for better or for worse. Mission creep within the nonprofit sector can often be a valid concern; therefore, examining the modern mission with the founding purpose may help organizations gain clarity when making organizational shifts or going through strategic planning. Rather than having the mission lead the purpose, an organization should have the purpose lead the mission.

Community Leadership Can Affect Fundraising. The qualitative data within this study illustrates that community leadership is helpful when it comes to fundraising for a community foundation. All the community foundation representatives interviewed in this study indicated that community leadership raised their visibility within the community, which often lead to additional contributions from local philanthropists. The

quantitative data, while very simplistic in nature, demonstrates that there may be a trend based on the correlation of mentioning community leadership within a community foundation mission statement and asset growth overtime. While additional research needs to be conducted on this including controlling for variables such as population, average annual income, and giving trends—the qualitative and quantitative data indicate that if community foundations are fearful that being a community leader is going to upset or alienate donors, this appears to not be occurring at the community foundations interviewed.

Process of Becoming a Community Leader. The limited research on community leadership within a community foundations often reports on the specific initiative or grant program that a community foundation created in order to become a community leader. At present, there appears to be little to no research on how community foundations become community leaders or how they navigate in their communities as leaders. The findings in this dissertation illustrate the goals behind community leadership, how it is framed, what has helped community foundations in the journey, and offers guidance on things to consider if a community foundation is seeking to engage in or improve their community leadership.

Future Research

The findings from this research have inspired additional questions that justify further exploration. A majority of communities within the United States are served by one or more community foundations; therefore, conducting additional research on these local philanthropic resources can provide additional insights for both research and practice to ensure that community foundations are achieving their intended purpose—

improving the quality of life for a specific region. The following subsections provide a brief overview of additional research that can help further illustrate the importance of community foundations, as well as discover ways in which they can be more effective and accountable to the communities they serve.

Mission Statements. When comparing the mission statements of community foundations to those of other nonprofit organizations, it is clear that many community foundations pursue an aspirational mission of a creating a vibrant community with a high quality of life, and have a wish to make a significant impact on communities; however, the exact number of community foundations pursuing this mission and measuring their effectiveness towards achieving it is unclear. Therefore, additional research into the operationalization of community foundation mission statements can provide unique insights into how community foundations are leveraging the community foundation business model and executing strategies to enhance the quality of life within their service regions.

Understanding Shifting Roles and Responsibilities. Previous research on mission statements has often focused on what current mission statements represent for an organization; however, based on the findings of this study there are opportunities to study how nonprofit organizations have shifted their priorities over time by examining both the founding purposes of an organization and the present purpose represented via mission statements. The inverse is also possible since a majority of the mission statement had very little changes; therefore, additional research could illuminate whether or not mission statements are of value in terms of guiding organization actions or simply just words that are used for marketing purposes. Organizations expand and change their priorities for a

variety of reasons; therefore, additional research into the changes of mission statements over time could assist in further understand how organizations are shifting their roles and responsibilities and how specific pressures may trigger such changes.

Evaluation. Foundations often require grantees to complete a level of evaluation to illustrate the benefits for a community as a result of a grant. However, it is unclear how community foundations evaluate their successes. As both a distributor and recipient of philanthropic assets, a community foundation can track both internal and external outcomes, yet if foundations only track the dollars received and distributed, whether they are genuinely making progress toward achieving their mission is not readily known. For the community foundation model to move from a philanthropic giving vehicle to a community impact model, community foundations must consider setting realistic outcomes that can be tracked and achieved over time. Additional research into how community foundations evaluate themselves, particularly in the areas of community leadership, can provide additional insights into how community foundations are approaching community leadership and defining effective community leadership.

Demonstrating Value Add. Community foundations were initially established to pool assets to benefit the community, so it is assumed that they would continuously be monitoring the needs of the community to employ resources effectively. However, with the rise of donor-advised funds and financial firms such as Fidelity and Vanguard creating competition and more cost-effective options in the marketplace (Ragey, Masaoka, & Bell Peters, 2005), community foundations must illustrate their value add to secure new donors. Yet, many community foundations have often created barriers within their systems by accepting restricted assets that impede their ability to respond to local

challenges. Therefore, community foundations must collect and share meaningful data that illustrate the impact of focusing one's philanthropy at the local level, utilizing a local giving mechanism such as a community foundation. Additional into how community foundations are crafting messaging to demonstrate value add can be examined to see if certain community outcomes are leading to additional investments in the community foundation.

Accountability. In addition to evaluation, questions of accountability demand further exploration. Community foundations within the United States have been accused of losing the community element of their work by becoming philanthropic institutions for the wealthy elite, constrained by donor voices and choices, and are failing to represent the entire community (Buchanan, 2017; Healy, 2018; Somerville, 2013). As a result of having a broader stakeholder groups than most nonprofit organizations, community foundations must determine how they will be accountable, not only to donors but also to grantees and the broader community. While it is true that community foundations are often aware of community opportunities and challenges, they do not always have access to the funding needed to respond to these challenges due to the restrictions placed on gifts by donors and the subsequent difficulties that follow (Cantor, 2015; Hurtubise, 2017). While community responsiveness and engagement have historically been organizational characteristics of the mission and value of community foundations, some argue that this may no longer be the case.

Transparency. With more and more restrictions being placed on the assets contributed to community foundations, the need for increased transparency in the decision-making processes of community foundations could help engage additional

stakeholders. Community foundations were designed to be participatory in nature; however, some community foundations may have inadvertently excluded specific segments of communities by electing to follow the lead of donors, rather than the wishes of the wider community.

Role of Community Leadership. The community leadership role of community foundations appears to be the least defined in terms of strategy, execution, and evaluation; therefore, investing in additional research to understand how community foundations can genuinely create change through community leadership is imperative for mobilizing philanthropic assets. If community foundations seek to transition from transactional grantmakers to transformational philanthropic institutions, the community foundation field must come together to articulate ways in which community foundations can leverage all of their assets to create community change.

Defining and Measuring Effective Community Leadership. While outside the scope of this study, the findings within this paper confirm that additional research ought to be focused on how community foundations are defining their community leadership. In addition, the effectiveness of community leadership is lacking within both the practitioner and academic literature. In order to assess the effectiveness of something there first must be a clear definition of the item being assessed—in this case, community leadership. Additional research is warranted to examine how community foundations are defining their leadership roles within their community to further develop a definition of what community leadership should mean for the community foundation field. Upon refining the definition of community leadership additional research must be conducted to determine how to measure its overall effectiveness.

Understanding the Community Leadership Agenda. During many of the interviews, community foundation leaders shared about their community leadership work and how they are pursuing a community leadership role within their communities. A theme that emerged was the concept of a "community leadership agenda" that community foundations were working through. Additional research into the concept of a community leadership agenda, what it means, how items get added to or removed from the agenda is merited to seek to further understand how community foundations are selecting particular topics in their community, and whether some items are higher priorities on the leadership agenda than others.

Next Steps for the Research

The next steps in this line of research is to produce a practitioner report based on the findings of this dissertation in an effort to further the conversation within the community foundation space. Additional research will aim to examine how other community foundations throughout the country are conceptualizing and implementing community leadership within their service regions. The various components listed in the previous section on additional research will evolve over time; however, an immediate next step following this dissertation is examining how community foundations are evaluating their community leadership. The findings from this research that community foundations have some conceptualizations around what it means for them to be a community leader; therefore, a next step is understanding how they measure their effectiveness on their definition of community leadership, and how they aim to remain accountable to it.

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Appendix A
List of California Community Foundations

Amador Community Foundation
Anaheim Community Foundation
Antioch Community Foundation
Avila Beach Community Foundation
Basin Wide Foundation
Belvedere Community Foundation
Calaveras Community Foundation
California Community Foundation
Central Valley Community Foundation
Claremont Community Foundation
Coastal Community Foundation
Community Foundation for Monterey County
Community Foundation for Oak Park
Community Foundation for San Benito County
Community Foundation of Mendocino County
Community Foundation of Merced County
Community Foundation of San Joaquin
Community Foundation of the Valleys
Community Foundation of Verdugos
Community Foundation Santa Cruz County
Community Foundation Sonoma County
Corte Madera Community Foundation
Costa Mesa Foundation
Crockett Community Foundation
Del Mar Foundation
Desert Community Foundation
East Bay Community Foundation
El Dorado Community Foundation
High Desert Community Foundation
Humboldt Area Foundation
Imperial Valley Community Foundation
Inland Empire Community Foundation
Kern Community Foundation
La Mirada Community Foundation
Lafayette Community Foundation
Laguna Beach Community Foundation
Legacy Endowment
Lincoln Community Foundation
Long Beach Community Foundation
Mission Viejo Community Foundation
Napa Valley Community Foundation
North Valley Community Foundation
Orange County Community Foundation Los Altos Community Foundation
Marin Community Foundation
Martinez Community Foundation
Millabrae Community Foundation
Mission City Community Foundation / Fund
Orinda Community Foundation
Palcentia Community Foundation
Palo Alto Community Fund
Pasadena Community Foundation
Placer Community Foundation
Pleasant Hill Community Foundation
Pomana Community Foundation
Rancho Santa Fe Foundation
Redlands Community Foundation
Richmond Community Foundation
Sacramento Region Community Foundation
San Diego Foundation
San Francisco Foundation
San Marcos Community Foundation
Santa Barbara Foundation
Santa Ynez Valley Foundation
Saratoga-Monte Sereno Community Foundation
Shasta Regional Community Foundation
Silicon Valley Community Foundation
Solano Community Foundation
Sonora Area Foundation
Stanislaus Community Foundation
Stanton Community Foundation
Sutter Yuba Community Foundation
Tahoe Truckee Community Foundation
The Clovis Community Foundation
The Community Foundation San Luis Obispo County
The San Bruno Community Foundation
The West Marin Fund
Tustin Community Foundation
Ventura County Community Foundation
Woodside Community Foundation
Yolo Community Foundation

Appendix B

Purpose Statements of California Community Foundations

Community Foundation Name	Purpose Statement
Amador Community Foundation	This corporation is organized exclusively for public and charitable purposes as a community foundation, to enhance the quality of life for the benefit of people in the Amador area community.
Anaheim Community Foundation	The specific am primary purposes of this corporation are as follows: To solicit, receive, invest am make grants of funds, property am Other resources am to provide direct charitable services to aid, sponsor, promote, advance, and assist worthy charitable activities in the City of Anaheim; To establish and maintain a permanent collection of named funds that carry out the diverse charitable purposes specified by the governing body and donors. To increase the assets held am administered as a permanent unrestricted endowment.
Antioch Community Foundation	The Antioch Community Foundation has been formed to raise funds to support the programs and activities of public charities and public agencies which provide direct program services to residents of the City of Antioch. It is anticipated that the primary beneficiaries of the Foundation's grants and contributions will be those organizations that support integrated programs for Antioch children in the areas of academics, fine arts and athletics; support integrated programs for Antioch at-risk youth in the areas of counseling, mentoring, and health services; support city recreation facilities and staff; support pre-school reading readiness programs; help parents strengthen parenting skills; support programs specially designed for the elderly within the community; support community wide events that promote and strengthen community pride and rapport
Avila Beach Community Foundation	The public and charitable purposes of the corporation are to receive and expend donation of money and property from private entities, private individuals, and public agencies and to use the same to fund repair and/or improvement projects for the general public benefit of the community of Avila Beach, San Luis Obispo County, California.
Basin Wide Foundation	The public and charitable purposes of the corporation are to: (1) stimulate and encourage development, redevelopment, or renewal in the community of Yucca Valley; (2) stimulate and develop other inner city, local, regional or community

	benefit activities; and (3) provide gifts, grants, or loans to other public or charitable organizations.
Belvedere Community Foundation	Purposes: (1) To provide financial assistance for park, recreational and educational facilities or services, to supplement essential city services, and to augment such other activities or investments as may broadly benefit Belvedere residents; (2) To receive gifts of financial assets and to invest such assets so as to provide an ongoing cash flow, with the proceeds to be allocated by the officers and directors for the benefit of Belvedere residents. (3) To receive real or personal property and to manage such property and invest proceeds for the benefit of Belvedere residents.
Calaveras Community Foundation	The specific purposes for which this corporation is organized are to facilitate and develop philanthropy and grant making and to take other actions for the benefit of the communities of the Calaveras County and the California Sierra Foothill region.
Claremont Community Foundation	The specific purposes for which the Corporation is organized include: (a) to organize, support, promote or benefit projects and programs which benefit the citizens and community of Claremont, California by providing resources to enhance existing and future local organizations in their cultural, recreational, educational and artistic endeavors; (b) to acquire and manage property with historical, recreational, cultural value in and for the Claremont community; and(c) to solicit, collect, manage and distribute contributions from the general public and appropriate private and governmental foundations and programs.
Coastal Community Foundation	The specific purpose of this corporation is to: Grant funds to qualified organizations for projects that enhance the quality of individual, family and community life in the Northern San Diego County coastal community.
Community Foundation for Monterey County	The specific purpose of this corporation is to receive, distribute, and provide funds and services to charitable organizations for the benefit of persons and communities within Monterey County, California.
Community Foundation for Oak Park	The specific and primary purpose. for which this corporation is formed is charitable. The corporation may acquire and own property, real, personal or mixed, without limitation as to amount or value, except limitations, if any, as may be imposed by law, from public or private resources, by bequest, devise, gift, grant, purchase or lease, either absolutely or in trust ,and may develop, use. and make available said property for the general welfare of the Oak Park

	community, Ventura County, State of California ,or may assign, grant , ,convey, transfer, release, give and dispose of any such property to any appropriate government or non-government agency qualifying under Section 501 (c) (3) of the Internal Revenue Code, provided such agency is organized and operated for the purpose of developing, promoting, improving and protecting the social welfare of the residents of. the said Oak' Park community, and may perform any act or activity that will further the purpose herein stated. In the formation of any plan to carryout the above purpose, this corporation shall place special emphasis on the cultural, educational and recreational needs of the youth of the said Oak Park community.
Community Foundation for San Benito County	The specific and primary purpose of this corporation is to serve as a Community Foundation for philanthropic purposes for the benefit of the inhabitants of San Benito County, California.
Community Foundation of Mendocino County	Specific Purposes: (1) to establish and increase flexible permanent funds that can be used at the discretion of the foundation board to meet needs within the area of the County of Mendocino and its service areas. (2) To promote the common good and general welfare of the specified areas. (3) to receive outright, limited or conditional gifts or grants in trust, [unknown], or by way of testamentary devise, bequests or grants in trust, or otherwise, funds of all kinds, including property, real , personal and mixed, whether principal or income, tangible or intangible, present or future, vested or contingent, in order to carry out the purposes of the foundation.
Community Foundation of Merced County	The specific purposes for which this corporation is organized are to partner with donors to ensure a permanent source of charitable funds to meet the changing needs and dreams of Merced County communities.
Community Foundation of San Joaquin	The specific and primary purposes of this Corporation shall be, as a leader in the changing community it serves, to facilitate and to develop philanthropy through provision of services to donors and the professional advisors, to engage in outstanding grant making and to take other actions for the benefit of the community it serves not inconsistent with such purposes. The community to be served by this Corporation is primarily San Joaquin County and secondarily the Central Valley Region of California.
Community Foundation of the Valleys	The specific and primary purposes of this Corporation are to promote the general welfare of the communities situated within the greater San Fernando Valley area of Southern California by helping to fund and promote citizen

	participation in public education institutions, not-for-profit hospitals and health care clinics and other civic institutions, activities and causes, thereby directly benefiting said communities.
Community Foundation of Verdugos	To receive gifts, in trust or otherwise, from donors to be used for charitable, educational, and cultural purposes
Community Foundation Santa Cruz County	The purposes for which this corporation is formed are educational, scientific, medical, surgical, hygienic, musical, artistic, the preservation of art, historical records and relics, public health, housing, civic improvements, the care of the aged, sick, helpless, poor, incompetent, children, as well as any other agencies for the improvement of the moral, mental, social and physical well being of the inhabitants of the Santa Cruz County, California area or elsewhere in the United States of America.
Community Foundation Serving the Counties of Riverside and San Bernardino	The specific purpose of this corporation is to benefit and carry out such public educational and charitable functions and purposes as will effectively assist, encourage and promote the well-being of persons, primarily persons who reside in the County of Riverside, California, regardless of race, color, or creed and of mankind, including, but not limited to service to donors by accepting and administering funds as they may direct and in accordance with the purposes of the corporation.
Community Foundation Sonoma County	The Corporation may establish one or more common trust funds for the purpose of furnishing investments to it or to any church, parish, congregation, society, chapel, mission, religious, beneficial, charitable, or educational institution affiliated with the corporation, any organization, society, or corporation holding funds or property for the benefit of any of the foregoing or holding funds for the purposes of supporting a bishop, priest, religious pastor, or teacher or any building or buildings used by or owned by any of the foregoing, whether holding such funds or property as fiduciary or otherwise.
Corte Madera Community Foundation	The specific purposes for which this corporation is organized are to protect, preserve, enhance, and enrich the environs of Corte Madera and the quality of life of the residents thereof.
Costa Mesa Foundation	The purpose of the corporation is to solicit funds for projects which serve the community and to oversee the distribution of such funds.
Crockett Community Foundation	The specific purposes of this corporation are as follows: (1) receive and administer funds to promote and improve the

	quality of life in the Crockett, California community with the fullest opportunity permitted by law for public awareness of and participation in the activities of the corporation.
Del Mar Foundation	The specific purpose for which this corporation is organized is to provide charitable assistance to the community of Del Mar, California.
Desert Community Foundation	The Foundation is established for charitable, educational, scientific, literary, and religious purposes exclusively for the benefit of charitable beneficiaries.
East Bay Community Foundation	Administration of income producing trusts and distribution of income thereof for charitable, educational, and medical purposes. The purposes for which this Corporation is formed are: charitable; educational; scientific; medical; surgical; hygienic; musical; artistic; the preservation of art, historical records and relics; public welfare; housing; civic improvement; the care of the aged, sick, helpless, poor, incompetent, dependent, children and of those needing rehabilitation; and support of agencies for the improvement of moral, mental, social and physical well-being, all of the foregoing of or with respect to primarily the inhabitants of either or both of the Counties of Alameda or Contra Costa, California, and such other geographic areas as from time-to-time approved by the Board of Trustees of this Corporation.
El Dorado Community Foundation	The public and charitable purposes of this Corporation are to provide to the public a nonprofit organization dedicated solely to the receipt of voluntary contributions, devises and bequests of money and property, both personal and real, which gifts shall be used for the public benefit by distribution to nonprofit organizations dedicated to the preservation of strong families and/or to promote productive healthy young people in El Dorado County.
High Desert Community Foundation	The foundation develops, receives, and administers endowment funds, which will serve the entire High Desert Mountain region of San Bernadino County.
Imperial Valley Community Foundation	Provide an organization to foster and manage charitable giving in the Imperial Valley.
Kern Community Foundation	Kern County Community Foundations primary purposes is to provide for philanthropy which is intended to benefit the county of Kern and such other areas as the Board of Directors may from time to time determine.
La Mirada Community Foundation	The specific purpose of this corporation is to receive contributions and pay them over to the City of La Mirada for any charitable, literacy or educational purposes.

Lafayette Community Foundation	The Lafayette Community Foundation was established for the purpose of encouraging and expanding charitable giving in Lafayette. LCF invests in programs and projects that promote and enhance the civic, cultural, educational and environmental health of Lafayette and beyond.
Laguna Beach Community Foundation	The encourage philanthropy in the greater Laguna Beach area through its charitable organizations and residents.
Lincoln Community Foundation	This specific purpose of this corporation is to enhance the quality of life for the Lincoln community through the funding of community-based organizations.
Long Beach Community Foundation	The specific purpose of this corporation is to establish, operate and maintain a Community Foundation which will engage in programs and activities for the benefit of the residents of Long Beach, California and adjoining areas and to carry on other charitable and education activities associated with this goal.
Los Altos Community Foundation	The public purposes of the Corporation are to provide a means by which donations, gifts and bequests can be made for charitable, educational, civic, cultural, historic, recreational and social purposes.
Marin Community Foundation	The specific purpose of this corporation is to engage in, conduct, and promote charitable, religious, educational, scientific, artistic, and philanthropic activities in Marin County, California.
Martinez Community Foundation	The specific purposes of this corporation are as follows: (1) to support and promote education, economic development, the environment and cultural and community celebrations in the Martinez, California community.
Millabrae Community Foundation	The specific purpose of this nonprofit Corporation is the solicitation of contributions of cash and property, which will be applied to programs and projects which enhance the quality of life for the community of Millbrae, California.
Mission City Community Foundation / Fund	through investments and income used for awarded grants by MCCF. MCCFN manages and invests funds for distribution to MCCF. Specific purpose of this corporation is to serve the local community in the areas of social service, education, healthcare, environment, veterans, and the arts
Mission Viejo Community Foundation	This corporation is organized exclusively for the following public and charitable purposes: (1) To develop wider public interest and participation in parks, recreation and community services in the City of Mission Viejo.; (2) To establish and support parks, recreation and community services in the City of Mission Viejo.
Napa Valley Community Foundation	The public and charitable purposes are to maintain and enhance the educational, social, cultural, health, and civic resources of the Napa Valley community through support of

	qualified nonprofit organizations and to provide philanthropic leadership to help create and promote efforts among citizens to improve the quality of life in the community.
North Valley Community Foundation	The specific purpose is to advance the educational, sociological and cultural interests of the City of Chico, California and its surrounding area
Orange County Community Foundation	The specific purpose of this corporation is to engage in, conduct, and promote charitable, religious, educational, scientific, artistic, environmental and philanthropic activities in Orange County, California.
Orinda Community Foundation	The Orinda Community Foundation enhances the quality of life in Orinda by encouraging philanthropy, building partnerships and providing financial assistance to support community activities, beautification and the arts.
Palcentia Community Foundation	The Placentia Community Foundation solicits, receives, invests and makes grants of funds, property and other resources to provide direct charitable services to aid, sponsor, promote, advance and assist worthy activities, programs and services in the City of Placentia to further cultural, educational, and recreational events and causes.
Palo Alto Community Fund	The organization's primary exempt purpose is to support organizations which serve the City of Palo Alto, California and its neighboring communities, by making grants and gifts for the educational and charitable uses of such organizations.
Pasadena Community Foundation	The specific and primary purposes of this corporation are to serve as a leader, catalyst, and resource for philanthropy and to improve the lives of people in Pasadena, Altadena, and Sierra Madre and nearby vicinities, now for future generations (2003)
Placer Community Foundation	The Foundation's mission is to encourage philanthropy for the benefit of communities in Placer County.
Pomana Community Foundation	As a community foundation, our top priority is to enrich our community through the charitable giving of our donors. We stand by this ambition by focusing on three primary goals: Fund and advance specific charitable programs that honor the wishes of donors. Collaborate with institutions and organizations who are similarly invested in our community to sponsor and strengthen local initiatives. Develop inspired and well-rounded civic leaders from and for Pomona through comprehensive training that champions the city's diversity in order to increase opportunities for all.
Rancho Santa Fe Foundation	This corporation is a nonprofit public benefit corporation and is not organized for the private gain of any person. It is organized under the Nonprofit Public Benefit Corporation

	Law for charitable purposes. The specific charitable purpose of this corporation is to acquire, hold, manage, operate, or dispose of, real and personal property, devoting such property or the income or proceeds of such property to such charitable purposes, including, without limitation, health, education, social welfare and protection of the environment, as the Board of Directors may from time to time see fit. This Corporation is organized exclusively for charitable purposes within the meaning of, section 50l(c)(3) of the Internal Revenue Code of 1954.
Redlands Community Foundation	The specific and primary purpose is to facilitate and augment the delivery of services and programs, in the City of Redlands and its neighboring communities
Richmond Community Foundation	The Corporation is organized and shall be operated exclusively for charitable or educational purposes by conducting or supporting activities for the benefit of less prosperous or disadvantaged neighborhoods in Richmond, California, by improving those neighborhoods' children's access to quality education, by stimulating economic activity in those neighborhoods, by investing or facilitating or stimulating capital investments in the physical environments in those neighborhoods, by improving the access to health care, mental health care and nutritious foods in those neighborhoods, and by improving the safety of the residents in those neighborhoods.
Sacramento Region Community Foundation	Within the context of the foregoing general purposes, the specific and primary purposes of the corporation are to complement and enhance existing philanthropic efforts within its service area. Its prime mission will be the creation of a cluster of charitable funds, which it will administer in a spirit of public responsibility. The corporation will provide donors of charitable funds with a viable channel for their generosity, improving the quality of life by financing a broad variety of civic and philanthropic projects. In general, the corporation will conform to the community foundation concept, which has established its value in progressive communities throughout America. The corporation will be operated exclusively for charitable purposes. Donors may name their own funds, make restricted or unrestricted gifts, designate fields of interest or particular organizations as beneficiaries. The corporation will supply the creativity and economic strength to fill unmet needs; offer community-wide expertise to individual and corporate donors; achieve managerial and auditing economies by administering a group of funds. In addition, the corporation shall have and exercise all rights and powers conferred on nonprofit public

	benefit corporations under the laws of California, including the power to contract, rent, buy or sell personal or real property.
San Diego Foundation	The specific and primary purposes are to operate a community foundation exclusively for charitable, scientific and/or educational purposes.
San Marcos Community Foundation	The specific purpose of this organization is to provide financial and other assistance to worthy programs which benefit the City of San Marcos or its residents. Such programs include, but are not limited to, programs which benefit senior citizens or children, organized youth sports, drug and alcohol prevention, day care assistance and to promote cultural activities within the City, including support for the public library and historical society.
Saratoga-Monte Sereno Community Foundation	The Saratoga-Monte Sereno Community Foundation is dedicated to charitable purposes. The mission is to build community thought philanthropy. The foundation exists for the raising and distribution of funds in order to benefit community, charitable, and public non-profit entities.
Shasta Regional Community Foundation	The specific purpose of this corporation is to develop the capabilities, motivation and high quality standards for the nonprofit community through the following processes: providing literary materials, opportunities and resources for funding, training and networking in nonprofit development and management.
Silicon Valley Community Foundation	Silicon Valley Community Foundation's vision is to be a comprehensive center for philanthropy that inspires greater civic participation throughout San Mateo and Santa Clara counties. The mission of the community foundation is to strengthen the common good, improve quality of life and address the most challenging problems. We do this through visionary community leadership, world-class donor services and effective grantmaking. The community foundation is a partner and resource to organizations improving the quality of life in our region, and to those who want to give back locally, nationally and internationally. Thousands of individuals, families, corporations, nonprofit and government organizations, and community leaders work with the community foundation to address critical needs and make an impact through effective programs and inspired philanthropy.
Solano Community Foundation	A philanthropic institution organized and operated as a permanent collection of endowed funds for the long term benefit of Solano County and surrounding environments
Sonora Area Foundation	The specific purpose of the corporation is to receive and accept property to be administered exclusively for

	charitable purposes, primarily in or for the benefit of the County of Tuolumne, State of California, including for such purposes: (a) To administer for charitable purposes property donated to the corporation; (b) To distribute property for such purposes in accordance with the terms of gifts, bequests or devises to the Corporation not inconsistent with its purposes, as set forth in these Articles of Incorporation, or in accordance with determinations made by the Board of Directors pursuant to these Articles of Incorporation; (c) To distribute property to qualified charitable organizations or for charitable purposes; and (d) To modify any restriction or condition on the distribution of funds for any specified charitable purposes or to specified organizations if in the sole judgment of the Board of Directors (without the necessity of the approval of any trustee, custodian or agent), such restriction or condition becomes, in effect, unnecessary, incapable of fulfillment, or inconsistent with the charitable needs of the community.
Stanislaus Community Foundation	The specific purpose of this corporation is, as a leader in the community it serves, to facilitate and develop philanthropy, to engage in grant making, to receive an accept property to be administered by the Foundation exclusively for charitable purposes and to take other actions for the benefit of the community it serves not inconsistent with such purposes. The community to be serve by the Foundation is primarily Stanislaus County, and secondarily the San Joaquin Valley Region of California.
Stanton Community Foundation	This Foundation is organized exclusively for charitable purposes. More specifically, to solicit, receive, and to provide direct charitable services to aid, sponsor, promote, advance and assist worthy activities, programs and services in the City of Stanton; and to establish and maintain a permanent collection of named funds that carry out the diverse charitable purposes specified by the governing body and donors. The Stanton Community Foundation is dedicated to working in partnership with the people of the community to improve and support their quality of life.
Sutter Yuba Community Foundation	The Sutter Yuba Community Foundation, formerly River Valley Community Foundation is committed to building philanthropic resources that will sustain healthy and vital Sutter, Yuba and surrounding communities now and into the future. The mission of the Sutter Yuba Community Foundation is to: Encourage private giving for public good, build and maintain permanent endowments to respond to changing community needs, provide flexible tax-exempt vehicles for donors with varied charitable interests and

	abilities to give, and serve as a catalyst and resource to effectively respond to community problems.
Tahoe Truckee Community Foundation	To enhance the quality of life in the Truckee/Tahoe area by seeking, accepting, managing, and disbursing funds for the benefit of the community.
The Clovis Community Foundation	The specific purpose of this Corporation is to promote and facilitate philanthropic activities in the areas of culture, arts and recreation in the Clovis, California area. The Corporation's main purpose is to improve the quality of life for individuals living in the Clovis area and build greater community appreciation in the Clovis area.
The Community Foundation San Luis Obispo County	The specific purpose of this corporation is to establish, operate and maintain a Community Foundation which will engage in programs and activities for the benefit of the residents of San Luis Obispo County, California, and adjoining areas of neighboring counties.
The San Bruno Community Foundation	The primary purpose of the Corporation is to benefit the San Bruno community through enduring and significant contributions to, and investments in, charitable and community programs, and publicly-owned community facilities, over the long term.
The West Marin Fund	The charitable purposes are to maintain and enhance the cultural, health, educational, social, and civic resources of West Carin, California community through support of other nonprofits organizations and provide philanthropy leadership to help create and promote efforts among citizens to maintain and improve the quality of life in that community.
Tustin Community Foundation	The public and charitable purposes for which this corporation is organized are to lessen the burdens of government and to promote and support the cultural, recreational and human services needs of the City of Tustin.
Ventura County Community Foundation	The specific purpose of this Corporation is to receive and accept property to be administered under these Articles of Incorporation exclusively for charitable purposes primarily in or for the benefit of the residents of the County of Ventura, California, and such other areas as the Board of Directors may from time to time determine (the "Community"), including for such purposes: (1) The administration of funds given for charitable purposes; (2) The making of distributions for such purposes in accordance with the terms of gifts, bequests or devises to this Corporation not inconsistent with the purposes of these Articles of Incorporation or in accordance with determinations by the Board

	of Directors of this Corporation; (3) The making of distributions to qualified charitable organizations or for charitable purposes.
Woodside Community Foundation	The purposes of this corporation are charitable, development of community interest and community welfare, and the providing for and enhancement of children's activities and interests in the community, including their recreational and educational development. Specifically contained within such general purposes the following: (a) The making of gifts of money, supplies or equipment of any kind or nature to or for the benefit of the Woodside Public School in the Greensburg School District in the County of San Mateo, State of California, as from time to time shall be determined to be necessary or desirable for the benefit of said school and the students thereof. (b) to grant loans, without interest, or to give scholarships to such needy and deserving graduations of the Woodside Public School as are selected by the directors of this corporation on an open and non-partisan basis for the purpose of enabling such a graduate to pursue his or her studies and to develop his or her talents in any institution of higher learning, including but not limited to schools specializing in teaching of art of music. (c) To conduct civic activities for the mutual benefit and advancement of the knowledge of all residents of the community of Woodside, such as music concerts, art exhibitions and public lectures on topics general interest and educational value to the residents of said community. (d) To carry on and to make expenditures for such other and additional charitable, scientific, literary or educational purposes as may from time to time be determined by the Board of Directors of this corporation, provided, however, that no part of the funds of the corporation or the activities of the corporation shall consist of carrying on propaganda or otherwise attempting to influence legislation. (e) To accept and receive gifts of real and personal property with the objective of carrying out the purposes of this corporation. (f) To engage in fund raising activities for the purposes of providing funds to carry out the purposes of this corporation.
Yolo Community Foundation	The mission of the Yolo Community Foundation is to strengthen philanthropy in Yolo County by providing a permanent, neutral home for charitable giving to improve the quality of life of the county.

Appendix C

Mission Statements of California Community Foundations

Community Foundation Name	Mission Statement
Amador Community Foundation	To enhance the lives and future of the people in our unique community by connecting people who care deeply with causes that matter.
Anaheim Community Foundation	We build community through people, partnerships, and pride. Strengthen local charities to address community needs. Promote volunteerism and community participation. Inspire community pride and unity through community programs and events. Provide opportunities to make charitable investments that directly benefit the Anaheim community.
Antioch Community Foundation	Provide funds to qualifying organizations that support integrated programs for Antioch children in the areas of academics, fine arts and athletics, at-risk youth in the areas of counseling, mentoring and health services & other programs that support Antioch residents.
Avila Beach Community Foundation	The Avila Beach Community Foundation is a charitable organization created to accept donations and fund projects for the enhancement and betterment of the Avila Beach Community, in perpetuity.
Basin Wide Foundation	Partner with individuals, non-profits and local government to improve life and economic vitality in the Morongo Basin.
Belvedere Community Foundation	To preserve and enhance the quality of life in Belvedere. To form an endowment fund with contributions from all Belvedere's citizens. To provide grants to support projects and volunteers working to enhance the quality of life in Belvedere.
Calaveras Community Foundation	The Calaveras Community Foundation is dedicated to improving Calaveras communities by providing grants to partner organizations, assisting donors, and providing leadership in addressing charitable causes.
California Community Foundation	Our mission is to lead positive systemic change that strengthens Los Angeles communities. We envision a future where all Angelenos have the opportunity to contribute to the productivity, health and well-being of our region. And we believe that our common fate will be determined by how successfully we improve the quality of life for all of our residents. The impact we help create is of, by and for Los Angeles, because the community is our foundation.

Central Valley Community Foundation	To cultivate smart philanthropy, lead, and invest in solutions that build stronger communities.
Claremont Community Foundation	The Claremont Community Foundation (CCF) champions charitable giving to improve the quality of life in our community now and for future generations.
Coastal Community Foundation	The mission of the Foundation is to enhance the quality of life in the North Coastal San Diego County by directing philanthropic efforts toward community needs.
Community Foundation for Monterey County	To inspire philanthropy and be a catalyst for strengthening communities throughout Monterey County
Community Foundation for Oak Park	To support needed and desired Oak Park community programs and projects by acting as a governing body and tax-exempt umbrella for community groups and donor-defined funds.
Community Foundation for San Benito County	The Community Foundation for San Benito County is dedicated to building a stronger community and enhancing the quality of life in San Benito County through support of philanthropic activities.
Community Foundation of Mendocino County	Our mission is to offer people effective ways to engage in advancing the well-being of our communities.
Community Foundation of Merced County	The Community Foundation of Merced County (CFMC) is a publicly supported non-profit organization established to receive, invest and distribute charitable donations in our Merced County communities. The CFMC also strives to provide leadership on important community issues.
Community Foundation of San Joaquin	The Community Foundation of San Joaquin provides leadership, promotes a culture of giving, and cultivates resources that address the needs of our community.
Community Foundation of the Valleys	To encourage, inspire, and facilitate generosity and charitable giving in the San Fernando and Santa Clarita Valleys
Community Foundation of Verdugos	To build enduring resources for the benefit of people in the Verdugo area .... for good, for ever
Community Foundation Santa Cruz County	To promote philanthropy to make Santa Cruz County CA a better place to live, now and in the future.
Community Foundation Sonoma County	The Mission of Community Foundation Sonoma County is to strengthen our local community through effective philanthropy and civic engagement.
Corte Madera Community Foundation	To promote and support events, facilities, programs, and projects that create a sense of community and enhance Corte Madera's small-town character. To partner with Town government on public facilities improvements and emergency response preparedness. To assist local civic organizations with funding for community activities that benefit all age groups. To preserve and distribute information about our community's heritage and history. To

	sponsor educational and cultural programs in the community. To support conservation projects that enhance the health and viability of the natural environment.
Costa Mesa Foundation	The purpose of the Costa Mesa Community Foundation is to raise money to support and promote community projects within the City of Costa Mesa as designated and selected by the Board of Directors.
Crockett Community Foundation	The mission of the Crockett Community Foundation is to enhance the quality of life in the Community, now and for generations to come.
Del Mar Foundation	The mission of the Del Mar Foundation is to promote civic pride and cohesiveness, acquire and preserve open space, improve beaches and parklands, raise and grant funds, and sponsor diverse cultural programs and community events in Del Mar.
Desert Community Foundation	Dedicated to encouraging and facilitating charitable giving in the Coachella Valley
East Bay Community Foundation	East Bay Community Foundation is the choice for philanthropy in the East Bay through leadership in leveraging all assets in our communities to speed the transformation of low-income, disadvantaged, impoverished, underserved and underrepresented people.
El Dorado Community Foundation	The El Dorado Community Foundation is dedicated to strengthening our community both now and for future generations. The foundation fulfills its mission by: - encouraging private giving for the public good. - building and maintaining a permanent endowment fund to respond to changing community needs. - providing a flexible tax-exempt vehicle for donors with varied charitable interests and abilities to give. - serving as a catalyst, convener and partner in shaping effective responses to community problems and opportunities.
High Desert Community Foundation	Promoting philanthropy by connecting people who care with causes that matter.
Humboldt Area Foundation	Humboldt Area Foundation promotes and encourages generosity, leadership, and inclusion to strengthen our communities.
Imperial Valley Community Foundation	Our mission is to champion local philanthropy to benefit the Imperial Valley community by helping donors fulfill their philanthropic goals while preserving enduring charitable assets forever.
Inland Empire Community Foundation	Strengthening Inland Southern California through Philanthropy. We achieve this by: Raising assets: We partner with exemplary individuals, families and others who care passionately about improving

	the community and create permanent charitable funds. Stewarding assets: We invest and administer charitable assets based on a set of rigorous national standards. Distributing assets: We make grants to nonprofit organizations that are doing important work in health and human services, youth and families, arts and culture, education – and for civic and environmental benefit. Community leadership: We serve as a convener by bringing together key stakeholders to determine community needs; we facilitate the development of collaborative solutions to important community issues; and we act as a catalyst for positive change.
Kern Community Foundation	Kern Community Foundation is a vibrant nonprofit enterprise with a powerfully simple mission of growing community and growing philanthropy. We are known as a home for local philanthropists, a results oriented grant maker and a trusted community leader. We are in business to serve as a charitable resource for local donors and corporations, to generate capital that provide philanthropic solutions to help make Kern County a better place to live, to work and to visit.
La Mirada Community Foundation	the La Mirada Community Foundation improves the quality of life in La Mirada by supporting services and programs meeting the needs of the community
Lafayette Community Foundation	The Lafayette Community Foundation (LCF) was established for the purpose of encouraging and expanding charitable giving in Lafayette. LCF invests in programs and projects that promote and enhance the civic, cultural, educational and environmental health of Lafayette and beyond. LCF supplements the financial needs of existing local charitable organizations, and provides financial support for new programs, through a grant program.
Laguna Beach Community Foundation	The mission of Laguna Beach Community Foundation is to encourage philanthropy in the greater Laguna Beach area through its charitable organizations and residents.
Legacy Endowment	Our mission is to improve the quality of life in our communities, by empowering individuals, families, businesses and our charitable partners to realize their philanthropic dreams now and for future generations.
Lincoln Community Foundation	Working with Neighbors to Build a Dynamic Community
Long Beach Community Foundation	The Long Beach Community Foundation initiates positive change for Long Beach through charitable giving, stewardship, and strategic grantmaking.
Los Altos Community Foundation	Los Altos Community Foundation strengthens community by stimulating local philanthropy and civic engagement.

Marin Community Foundation	Encourage and apply philanthropic contributions to help improve the human condition, embrace diversity, promote a humane and democratic society, and enhance the community's quality of life, now and for future generations.
Martinez Community Foundation	The mission of the Martinez Community Foundation is to promote, champion and enhance a high quality of life in the entire Martinez community through funding of projects and programs benefiting the present and future residents of Martinez.
Millabrae Community Foundation	The Millbrae Community Foundation was created to enhance the lives of all who live in our community. We are a volunteer organization that raises money for and gives grants to projects that fulfill the unmet needs of our citizens. We work independently of government, and collaboratively with organizations that serve Millbrae and its people.
Mission City Community Foundation / Fund	Support Mission City Community Foundation which is enriching the quality of life to our community residents. We focus on five areas of giving: social services, education, health care, theater and arts, and the environment.
Mission Viejo Community Foundation	The mission of the Mission Viejo Community Foundation is to provide services and funding resources through public/private partnerships for social, cultural, recreational, patriotic, military and educational needs that will enhance the quality of life for the community of Mission Viejo.
Napa Valley Community Foundation	Napa Valley Community Foundation works side-by-side with local donors and nonprofits to tackle the most important challenges our Valley faces. We believe that a prosperous community rises from a strong foundation. Every day we gather generous hearts and bright minds to solve the problems that lie beneath the surface of this beautiful place we call home. Because when we harness the power of our collective generosity, we become a force for good – making life better for everyone in the Valley.
North Valley Community Foundation	NVCF exists to help you change the world. Through partnership, financial services, training and education we are the North Valley’s Hub for philanthropy, helping individuals, families, businesses and non-profits to maximize their impact on the local and global community.
Orange County Community Foundation	The Orange County Community Foundation's mission is to encourage, support and facilitate philanthropy in Orange County. The Orange County Community Foundation is working to change our community - to make it more vibrant, healthier and stronger for all of its residents. We believe in people helping one another and in providing opportunities that have real impact.

Orinda Community Foundation	The Orinda Community Foundation enhances the quality of life in Orinda by fostering community spirit and citizen engagement, building partnerships, and providing financial assistance to support community activities, beautification and the arts.
Palcentia Community Foundation	The Placentia Community Foundation solicits, receives, invests, and makes grants of funds property and other resources to provide direct charitable services to aid, sponsor, promote, advance and assist worthy activities, programs and services, in support of cultural, educational and recreational events and causes.
Palo Alto Community Fund	The Palo Alto Community Fund grows, sustains, and uses its endowment and other donated funds to support the work of new and existing nonprofit organizations serving the Palo Alto area. We are a nonprofit 501(c)(3) dedicated to improving the quality of life in our local community
Pasadena Community Foundation	The Pasadena Community Foundation improves and enriches the lives of people in the greater Pasadena area through commitments to: Provide grants and services to strengthen community-based organizations; Promote and participate in community partnerships; Enable donors to meet their philanthropic goals; Serve as a leader and catalyst to build charitable funds emphasizing permanent endowments to fund grants to local organizations
Placer Community Foundation	Placer Community Foundation is a nonprofit community corporation created by and for the people of Placer County. We are an enduring organization that provides leadership and grows local giving to strengthen our community. We are the preferred conduit for donors and professional advisors interested in establishing charitable endowments. We're in the business of building community. As a unique, established resource for community philanthropy, PCF serves donors and nonprofit agencies that are turning community resources into community good. We work closely with people who give and their professional advisors to help each donor achieve his or her personal, charitable and financial goals. We help individuals, families and businesses create personal legacies through named funds.
Pleasant Hill Community Foundation	The mission of the Pleasant Hill Community Foundation is to strengthen community organizations, build endowment funds to meet ongoing and future needs and offer flexible tax-deductible options for giving at all levels.
Pomana Community Foundation	To invest in the future of Pomona and cultivate community leaders through directed philanthropy, collective impact, and civic engagement.

Rancho Santa Fe Foundation	To connect donors with regional and global needs through visionary community leadership, personalized service and effective grantmaking.
Redlands Community Foundation	The Redlands Community Foundation is a charitable resource founded to address the philanthropic needs of our local communities by providing effective philanthropic leadership.
Richmond Community Foundation	Richmond Community Foundation mobilizes the power of connection to build healthy, thriving communities.
Sacramento Region Community Foundation	Sacramento Region Community Foundation transforms our community through focused leadership and advocacy that inspire partnerships and expand giving.
San Diego Foundation	The San Diego Foundation improves the quality of life in all of our communities by providing leadership for effective philanthropy that builds enduring assets and by promoting community solutions through research, convenings and actions that advance the common good.
San Francisco Foundation	The San Francisco Foundation's mission is to mobilize resources and act as a catalyst for change to build strong communities, foster civic leadership, and promote philanthropy in the San Francisco Bay Area.
San Marcos Community Foundation	The San Marcos Community Foundation (SMCF) serves to enrich the quality of life for the community of San Marcos by serving as a nonprofit public benefit corporation providing financial assistance for the purpose of benefiting the City or its residents.
Santa Barbara Foundation	The Mission of the Santa Barbara Foundation is to mobilize collective wisdom and philanthropic capital to build empathetic, inclusive and resilient communities.
Santa Ynez Valley Foundation	The Santa Ynez Valley Foundation improves the lives of people in the Santa Ynez Valley and Los Alamos by investing in programs that feed the poor, promote health, nurture seniors, challenge our youth and inspire the community to make a difference. With the help of caring supporters, the Foundation also builds permanent funds to enhance the quality of life now and for the future.
Saratoga-Monte Sereno Community Foundation	Mission Statement: The SMSCF is a tax exempt, non-profit umbrella organization created to improve the quality of life in the Saratoga-Monte Sereno area. The communities are working together to strengthen our local facilities, services and events including, for example, school services, library services, parks, public space, and senior services. The Foundation does this by serving the following three constituencies: The Community At Large

	The Foundation and its board serve as a catalyst with the cities and citizens of Saratoga and Monte Sereno in addressing the needs of our community. Through grants and partnerships with non-profit organizations, the Foundation reaches out to a broad spectrum of community groups including among others, the arts, youth, health, social services, environmental, educational and other local projects. Donors For people who love their community and have the desire to give something back to their cities and environs, the Foundation provides qualified guidance and stewardship in helping them meet their charitable objectives. Other Local Non-Profit Organizations The Foundation provides support for specific programs and offers assistance in managing individual endowment funds.
Shasta Regional Community Foundation	To promote philanthropy in Shasta and Siskiyou counties by connecting people who care with causes that matter.
Silicon Valley Community Foundation	Silicon Valley Community Foundation is a comprehensive center of philanthropy. Through visionary leadership, strategic grantmaking and world-class experiences, we partner with donors to strengthen the common good locally and throughout the world.
Solano Community Foundation	Solano Community Foundation is dedicated to building a stronger community and enhancing the quality of life in Solano County through the support of philanthropic activities that make a deep and lasting positive impact. As a grantmaker, we award grants and scholarships to improve the lives of Solano County residents. As a vehicle for philanthropy, we encourage private giving for public good. As a community leader, we inspire, educate, and cultivate a spirit of philanthropy. To respond to changing needs, we promote community involvement and collaboration.
Sonora Area Foundation	The Sonora Area Foundation strengthens its community through assisting donors, making grants, and providing leadership.
Stanislaus Community Foundation	The mission of Stanislaus Community Foundation is three-fold: 1. To serve as a philanthropic advisor to local donors. 2. To provide grants to impact the region. 3. To convene local nonprofits and civic leaders around community issues.
Stanton Community Foundation	Stanton community foundation is dedicated to working in partnership with the people of the City of Stanton, CA to

	improve and support their quality of life. To identify unmet community needs, to facilitate and promote community partnerships and to provide financial support.
Sutter Yuba Community Foundation	To encourage giving for the betterment of our community. To be the preferred avenue for donors, professional advisors and others interested in enhancing philanthropy in Sutter and Yuba counties and surrounding communities.
Tahoe Truckee Community Foundation	The Truckee Tahoe Community Foundation connects people and opportunities, generating resources to build a more caring, creative, and effective community. We value our unique region, our smaller communities, our spectacular environment, and the diverse people who live here. We value and respect our donors' interests by being responsive, accountable, and making giving easy as we build an enduring resource for our community. We value individuals and organizations that work to benefit our community; we identify and respond to emerging needs and opportunities, we facilitate regional solutions where appropriate, and we work for the common good. We value our role as leaders in the region and are proactive and reliable in our actions, and honest and open in our communications.
The Clovis Community Foundation	Clovis Community Foundation (CCF) exists to enrich the quality of life in Clovis by promoting effective philanthropy in the areas of culture, arts, and recreation.
The Community Foundation San Luis Obispo County	The Community Foundation makes a difference through philanthropic leadership.
The San Bruno Community Foundation	The SBCF serves the San Bruno community by investing in projects, programs, services, and facilities that have significant and lasting benefits. Through making grants, leveraging partnerships, and taking advantage of other resources, the SBCF assists and enables the community to maximize shared investments and realize their subsequent enhancements and benefits.
The West Marin Fund	West Marin Fund is a community foundation that inspires giving and mobilizes resources to enhance the long-term wellbeing and quality of life for all in coastal West Marin.
Tustin Community Foundation	The purpose of the Tustin Community Foundation is to promote and advance philanthropy in the greater Tustin area. By partnering with its donors, the foundation supports nonprofit organizations and public institutions that effectively address community needs.
Ventura County Community Foundation	To promote and enable philanthropy to improve our community. For Good. For Ever.

Woodside Community Foundation	Our mission is to support the charitable interests of the Woodside Community. These interests may include community service, education, arts, preservation, recreation, and landscaping of public areas.
Yolo Community Foundation	The mission of Yolo Community Foundation is to inspire and support giving and to provide philanthropic leadership in our community. Yolo Community Foundation (YCF) promotes philanthropy by serving as a public foundation through which: community members pursue their own charitable goals; local nonprofits benefit from YCF programs and events; and youth learn the meaning of community involvement and service. As a community foundation, we lead the campaign to create a county-wide culture of service and giving.

Appendix D

Interview Invitation

Hello,

My name is Colton Strawser and I am a Ph.D. Candidate at the University of San Diego in the Leadership Studies program. I am currently working on my dissertation, "Community Foundations as Community Leaders: An Exploratory Analysis of California Community Foundations" where I am seeking to understand the community leadership element of the community foundation operating model.

As a former community foundation professional myself, I know that community foundations can be great forces for good in our community and I want to enlist you to help me share this narrative while also expanding the research available on community foundations.

I am reaching out to see if you, and your board president if they are available, would be interested in participating in a 60-90 minute interview regarding your community foundations approach and philosophy on community leadership.

I will be in the *[Location]* region on *[Potential Dates]* and I am working to set up in-person interviews with various community foundations in the region. Would you be available for an interview on one or more of the following dates/times? I am hoping to finalize a schedule by next week if possible, so if you could please reply with your availability by this Friday, January 31st, I would greatly appreciate it.

[Potential Dates]

Thank you for your time and consideration. If you have any questions regarding the study, please let me know.

Colton C. Strawser, MS, CFRE, CNP

Doctoral Research Assistant | The Nonprofit Institute

Research Fellow | Mulvaney Center for Community, Awareness, and Social Action

PhD Candidate| Nonprofit & Philanthropic Leadership

University of San Diego

Appendix E

Community Foundation Data

Community Foundations Interviewed [7]

Interview ID	Location [a]	Asset Size [b, c]	Annual Grantmaking [b, c]
Community Foundation 1	Northern California	$14,000,000	$750,000
Community Foundation 2	Northern California	$163,750,000	$14,250,000
Community Foundation 3	Northern California	$262,000,000	$53,500,000
Community Foundation 4	Northern California	$12,500,000	$1,500,000
Community Foundation 5	Northern California	$10,250,000	$500,000
Community Foundation 6	Northern California	$38,250,000	$3,750,000
Community Foundation 7	Southern California	$1,562,000,000	$225,225,000
Community Foundation 8	Southern California	$610,000,000	$12,000,000
Community Foundation 9	Southern California	$97,750,000	$13,500,000
Community Foundation 10	Southern California	$21,000,000	$2,000,000
Community Foundation 11	Southern California	$116,500,000	$7,750,000

[a] Locations categorized utilizing aggregated U.S. Census regions – Northern California (Regions 1-4) and Southern California (Regions 5-10).

[b] Data rounded to nearest quarter million to protect anonymity.

[c] Data based on most recently filed 990.

[7] Quotes utilized within this paper connect back to the Interview ID, abbreviated as CF [Number] (e.g., CF 1, CF 2, CF 3, etc.). Quotes may have been slightly altered to increase clarity, improve readability, or protect anonymity.

Appendix F

Interview Guide

Interview Guide – Community Foundation Executives

Date of Interview:
_____

Community Foundation Name:
_____

Interviewee Name(s):
_____

Perceived Gender of Interviewee: M F

Approximate Age of Interviewee: 18-25 26-34 35-44 45-54 55-64 65+.

Location:
_____

Introduction

Thank you so much for taking the time out of your busy schedule to meet with me. I am currently a PhD student at the University of San Diego working on a project that is examining the grantmaking and leadership practices of California community foundations funded by the Ford Foundation *[Exchange business cards]*. The project is also part of my dissertation, as well as a larger initiative to pull the research in the field around participatory practices of grantmakers throughout the United States. As I noted in my invitation to you, this interview should take about 90 minutes and all data will be kept strictly confidential. Would you mind signing this consent form for our interview that shares the information I just mentioned along with other research protections of human subjects?

[Provide copy of consent form and get signature. Provide additional copy for their records]

Thank you so much. Before we start, I would like to ask your permission to record the conversation so I make sure I do not miss any of the important parts of our conversation.

[After receiving oral consent, start the audio recorder and state the relevant naming information before beginning]

Background

How long have you been with the community foundation?

What types of roles did you have before joining the community foundation?

I am sure you are familiar with the saying "If you have met one community foundation, you have met one community foundation", so can you introduce me to your community foundation by sharing a brief history of the community foundation?

Mission Statement

[Present printed mission statement]

How does this mission statement drive your community foundation?

What are some challenges that have been standing in the way of you accomplishing your mission?

Grantmaking

About how much funding do you have available annually for your discretionary/competitive grantmaking?

How would you describe the grantmaking process within the community foundation?

Who serves on your grants committee? Do you believe your grants committee reflects the overall diversity within your community?

How does your community foundation go about navigating the power differential between funder and grantee?

How does your community foundation create space for community members to provide feedback on grantmaking priorities?

Outcomes

In general, what you would say your organization is trying to accomplish?

Have these objectives changed any in the last 10 years?

What are the major obstacles, if any, to reaching your objectives?

Are there any changes that you would like to see in the organization's goals and strategies, now or in the future?

Community foundations often claim to enhance the quality of a life in their service region. Do you support this statement?

If so, what are some examples of how this is occurring within your region?

Roles of a Community Foundation

[Hand role cards]

Community foundations often are cited as playing three different roles…

Each Card

- Tell me a bit about your foundations [ROLE]
    - What strategies do you have in place to pursue [ROLE]?
    - What are some challenges your community foundation has faced when enacting this role?

Card Ordering

- Can you please place these cards in order of the roles that are played most commonly in your community foundation?
- Can you please place these cards in order of what your community foundation is best at to the area that needs improvement?
    - What makes this role the best, and what makes this card an area for improvement?
- Can you please place these cards in order of what roles you would like your community foundation to play most commonly?

Community Leadership

Within your mission statement, you claim to play a leadership role within the community. What does that role look like?

[Optional] How would you describe community leadership in a community foundation context?

When did the community foundation first adopt a community leadership framework?

How did adopting a community leadership framework go over in the community? Did any challenges arise from the community foundation's interest in taking a community leadership role?

What are some examples of how your community foundation has played a community leadership role? [Good example and an example that did not go as planned]

[Give Competency Cards]

> Here are a couple of examples of community leadership, how is your community foundation at *[point at card]*?
>
> Do you have an example of how your community foundations plays this role?
>
> Which of these roles comes easiest for your community foundation?
>
> Which of these roles is most challenging for your community foundation?

These roles were identified by CFLeads, a national organization seeking to improve the community leadership practices of community foundations. These roles constitute what CFLeads calls the five competencies of community leadership. Do you agree with these competencies? What other competencies would you consider adding?

Community Foundation Field

What did you wish that other individuals knew about community foundations?

What resources could help you, or other community foundations, become stronger community leaders?

What changes may need to occur within the field in order for community foundations to become more community-focused or better community leaders?

Closing

Thank you again for taking the time to meet with me today and for sharing about the great work your community foundation is doing. Your information will be combined with others who have participated in similar interviews and analyzed to create a broad picture of how community foundations in California are pursuing participatory grantmaking practices as well as practicing community leadership. Hope to involve you and your colleagues in future initiatives designed to support your work as well. Please do free to contact me, should you have any questions regarding the study. It is my hope to have a practitioner report available this coming fall, and I will make sure to send you a copy once it is complete.

Do you have any specific questions for me regarding this project?

[Yes – Answer; No – Continue]

Perfect, I look forward to sharing the results with you soon.

Interview Reflection

What were the three main things you took away from this interview (lessons learned, observations, surprises)?

Were there any points on which the interviewee seemed less than candid? If so, what factor(s) seemed to be at play? Any situational conditions which impacted on the quality/validity of answers?

How usable is the data, and were there any particular challenges to the interview?

Are there any matters that require follow-up?

Any feedback regarding the interview protocol or lessons learned about the interview process?

Appendix G

Research Consent Form

University of San Diego
Institutional Review Board
Research Participant Consent Form

For the research study entitled:
Community Foundations as Community Leaders

I. Purpose of the research study

Colton C. Strawser is a PhD candidate in the School of Leadership and Education Sciences at the University of San Diego. You are invited to participate in a research study he is conducting. The purpose of this research study is to explore how community foundations in California are pursuing a community leadership role within their communities.

II. What you will be asked to do

If you decide to be in this study, you will be asked to participate in an interview about your community foundation's operations and approach to grantmaking and community leadership.

You will be audio recorded during this interview.

Your participation in this study will take a total of 60-90 minutes.

III. Foreseeable risks or discomforts

This study involves no more risk than the risks you encounter in daily life.

IV. Benefits

While there may be no direct benefit to you from participating in this study, the indirect benefit of participating will be knowing that you helped researchers better understand the community leadership practices of California community foundations.

V. Confidentiality

Any information provided and/or identifying records will remain confidential and kept in a locked file and/or password-protected computer file in the researcher's office for a minimum of five years. All data collected from you will be coded with a number or pseudonym (fake name). Your real name will not be used. The results of this research project may be made public and information quoted in professional journals and meetings, but information from this study will only be reported as a group, and not individually.

The information or materials you provide may not be cleansed of all identifiers (like your name) and used in future research.

VI. Compensation
You will receive no compensation for your participation in the study.

VII. Voluntary Nature of this Research
Participation in this study is entirely voluntary. You do not have to do this, and you can refuse to answer any question or quit at any time. Deciding not to participate or not answering any of the questions will have no effect on any benefits you are entitled to, like your health care, or your employment or grades. **You can withdraw from this study at any time without penalty.**

VIII. Contact Information
If you have any questions about this research, you may contact either:

1) Colton C. Strawser – PhD Candidate (Principal Investigator)
Email: *[E-mail Address]*
Phone: *[Phone Number]*

2) Hans Peter Schmitz, PhD (Dissertation Chair)
Email: *[E-mail Address]*
Phone: *[Phone Number]*

I have read and understand this form, and consent to the research it describes to me. I have received a copy of this consent form for my records.

Signature of Participant Date

Name of Participant (**Printed**)

Signature of Investigator Date

Appendix H

Interactive Interview Cards

Community Foundation Roles

Community Leadership Competencies

(Roles via CFLeads, 2019)

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