



Inside This Issue

- [The 411 on Donor Advised Funds](#)
- [Giving Circles in Communities of Color](#)
- [4 Building Blocks for an Effective Evaluation Plan](#)

Our Mission

The INS Group helps nonprofits, government agencies, and faith-based institutions create innovative solutions to build their capacity and sustain their programs and services.

We accomplish this by assessing, designing, and implementing organizational development strategies that focus on improving effectiveness and enhancing the organization's sustainability. The INS Group was established in 1999 and provides organizational development and capacity building services nationally.

The INS Group can assist you with:

- Organizational Assessments
- Strategic Planning
- Strategic Fund Development Planning
- Board Development
- Grant Writing and Research
- Board Fundraising Training
- Executive Coaching
- Project Management
- Marketing Communication

Message from the President

In this month's issue, The INS Group takes a deep dive into two important topics in the nonprofit sector: **donor-advised funds** and **giving circles in communities of color**.



Both topics are meaningful to me professionally and personally. Earlier this year, I had the honor and privilege of creating the **Loomis, Rose and Ruth Peebles Endowment** through the North Carolina Community Foundation in memory of my parents and to establish our family's legacy. In the endowment's inaugural year, we will award a four-year, \$1,500 scholarship to African-American high school seniors in Wake County who have financial need, have overcome adversity, and plan on attending select colleges in the fall. Please [click here](#) to learn more about this opportunity. Applications are closed for 2019, but we look forward to receiving many more next year!

In addition, I am a proud founding member of a giving circle of philanthropists of color: the [Triangle Region chapter of NGAAP](#) (Next Generation of African-American Philanthropists). Our circle promotes the collective giving of time, talent, and treasure to improve the lives of African Americans in our local community. In this issue, we'll

investigate how staff and Board members from the Latino Community Foundation and Asian Mosaic Fund Giving Circle are empowering communities of color to reshape traditional philanthropy.

Finally, I'm excited to share an upcoming INS Group webinar about **racial equity** on Thursday, August 8, called "Taking it Personally: The What, Why, and How of Racial Equity." There is certainly a need for equity and inclusion in the nonprofit sector, and nonprofits must learn to build the core values of diversity, equity, and inclusion into all of their operations in order to advance their missions.

Our guest expert will be from Keecha Harris and Associates, Inc. (KHA), a national consulting firm based in Birmingham, Alabama. [Click here](#) to learn more about the webinar and register.

Happy Summer!

Ruth A. Peebles, President
The INS Group

The 411 on DONOR-ADVISED FUNDS

Though they've existed for nearly a century, donor-advised funds (DAFs) are a hot topic in philanthropy. According to a [2018 Donor Advised Fund Report](#) conducted by the National Philanthropic Trust, in 2017, there were nearly half a million individual DAFs in the United States, which held a collective \$29.23 billion in charitable funds.

The INS Group sat down with Beth Boney Jenkins, Regional Director of Development for the [North Carolina Community Foundation](#), which has helped facilitate donor-advised funds for more than 30 years, to learn more about this giving vehicle.

There seems to be a lot of interest in donor-advised funds among both donors and nonprofits. Why do you think this is?

For donors, the appeal of DAFs is largely related to two features: 1) Their flexibility and ease of use, and 2) The immediate tax deduction. By establishing a DAF, donors make a single gift and claim an immediate deduction for the full value of that one gift, rather than having to parcel out many separate gifts to charities to claim the same cumulative deduction. In other words, they make one gift, claim the tax deduction, and then award gifts to charities over time at their convenience.

For nonprofits, the interest in DAFs lies in the volume of charitable dollars—many billions—housed in them. Much of this volume has been driven by commercial DAF providers, such as Fidelity, Vanguard, and Schwab. For nonprofit fundraisers, DAFs are another source of potential gifts.

What should people know about donor-advised funds?

Something many people don't know is that DAFs were actually invented by community foundations over 80 years ago! They have been an extremely popular giving option for the North Carolina Community Foundation's donors throughout our own 30-year history.

We are pleased to offer several versions of DAFs that appeal to donors of both average and larger financial means. Our DAFs range from relatively smaller funds of \$10,000 to multi-million funds. So there's a lot of variety for meeting different charitable giving goals!

One especially attractive feature is how well DAFs lend themselves to family philanthropy. For example, many donors establish DAFs and use them to expose their children to the joys of giving.



What are some common misperceptions about donor-advised funds?

In 2017, DAFs gifted \$19 billion to charities, or 65% of total dollars contributed to funds that year. The usual issue we hear is that donors or foundations are using DAFs to “warehouse” money rather than giving it directly to the community. At NCCF, we take great care to ensure that our DAFs are actively granting on a regular basis as provided by individual DAF fund agreements. We believe these dollars are ultimately earmarked for philanthropic purposes, and our goal is to promote giving through them.

How should nonprofits approach donor-advised fundholders?

Many donors establish DAFs with a very clear idea of exactly which nonprofits they want to fund. In these cases, nonprofits should pursue traditional methods of outreach to ensure donors are aware of their programs and services.

In other cases, DAF fundholders ask for grant suggestions from the DAF provider, such as NCCF. Our role is to acquaint the DAF fundholder with ideas for grantmaking within their particular interest areas. So while there's no certain path to obtaining a grant from a DAF held by a community foundation, it certainly can't hurt to reach out to foundation staff to ensure your organization is not a well-kept secret!

It's also true that some donors establish DAFs to remain anonymous in their giving. But here's something to know: Many community foundations will list all funds they administer on their websites, including DAFs. Some of these may offer clues to the identity of DAF donors. But more often than not, you'll have to do good old gumshoe detective work and basic research to find donors!

If your organization is interested in learning more about donor-advised funds and donor outreach strategies, please [contact The INS Group](#).



Members of the Asian Mosaic Fund Giving Circle

Giving Circles in Communities of Color

In the last decade, the number of giving circles in the U.S. has tripled, with more than 1,500 currently active. Long popular among women (they comprise 70% of all members), giving circles have become increasingly common in communities of color, particularly Latinx ones. A [2018 study of giving circles](#) found that newer members were more diverse across age, income, gender, and race than established members, who were more likely to be older, white, female, higher income, and married.

Here's how two giving circles—the [Latino Giving Circle Network®](#) and the [Asian Mosaic Fund Giving Circle](#)—are helping their members build new models for philanthropy and community uplift:

■ **Community emphasis.** “Latinos are eager to come together to invest in community. It’s part of their DNA,” says Masha Chernyak, Vice President of Programs for the Latino Community Foundation, which hosts a network of 22 giving circles in California called the Latino Giving Circle Network®. “People want to give back in purposeful ways. It’s about pulling together our time and our treasure with a lot of pride and trust in what our leaders are doing,” she says.

Peter Van Do, Chair of the Executive Committee for the Asian Mosaic Fund Giving Circle in Philadelphia, adds, “The emphasis is giving back and being connected to the community. We engage with people from different generations, professional backgrounds, ethnicities, races, and so forth.”

■ **Democratic focus.** Each year, individual circles in the Latino Giving Circle Network® collectively agree on funding priorities. Members can suggest nonprofits for funding consideration, and Latino Community Foundation staff also provide a list of underfunded and underrepresented organizations. Circles select their top three choices and ask questions after nonprofits make a pitch. Members sit together, reflect, vote, and call the winning nonprofits together to share how much funding they will receive. Members are then connected to funded nonprofits to deepen relationships and create community.

The Asian Mosaic Fund uses a tiered system in which one vote costs \$50 (\$200 equals four votes). Donations of \$250 or greater are capped at five votes. In 2019, 50 Fund members gathered to vote, awarding \$15,000 to three Asian-serving and Asian-led nonprofits in the greater Philadelphia area. “We’re still experimenting because we want to be as accessible as possible but have some sort of voting standard too,” observes Van Do.

■ **Disrupting traditional philanthropy.** “Our work is about the depths of relationships in the community, not just the amount of money given out,” explains Chernyak. “Many nonprofits are in tears when they see 35 Latino leaders around the table ready to hear their story—it’s a very validating experience. It’s family investing in you, believing in your vision. It’s not charity. It’s about authentic partnership. We want to respect our leaders and see one another as equals, learn together, and stand beside each other to reimagine our collective future.”

“Our programming really is a way to highlight our grantees and other Asian-American nonprofits that normally don’t get attention,” notes Van Do. “The Asian Mosaic Fund is about connecting with the local community and nonprofits, emphasizing partnership that is mutually beneficial, and educating around best practices for the cultural capital of fundraising. Traditional philanthropy can work more side by side,” he says.

Both Chernyak and Van Do believe that giving circles are transforming philanthropy—and empowering communities of color in the process. “With traditional philanthropy, we often think of white men and women who give loads of money to name a building or visit a community for one day and never come back,” Van Do explains. “When we work with local communities and share best practices, I guess you could call it a remix of sorts. It’s about helping and uplifting the community through mutually beneficial ways.”

“Ultimately, this work is a labor of love,” adds Chernyak. “It’s the power of us seeing one another as family members who care and create the change that they want to see. That’s what philanthropy is all about.”

UPCOMING INS GROUP WEBINAR

Taking it Personally: The What, Why, and How of Racial Equity
Thursday, August 8, 2019 | 2:00-3:00pm EST | \$39

Learning Objectives

At the end of the session, participants will learn how to:

- Define racial equity
- Understand content and context related to racial equity
- Lead effectively by centering racial equity within an organization

[LEARN MORE & REGISTER](#)

4 Building Blocks for an Effective Evaluation Plan

When it comes to sustainability and fundraising, a solid evaluation plan is key to any nonprofit's long-term success. Yet too many organizations wait to develop a plan until prodded by a funder or a significant funding opportunity emerges.

Elizabeth Snyder-Fickler, PhD, is a senior research scientist at Duke University's [Center for Child and Family Policy](#), where she conducts program evaluation and community-based research. She has led several federally and locally funded evaluations for programs and nonprofit organizations across North Carolina. Here, Dr. Snyder-Fickler offers four steps for building an effective evaluation plan and measuring your organization's long-term vision.

Start planning from Day 1.

"That's the first mistake a lot of people make," Dr. Snyder-Fickler explains. Developing programs and implementing them without establishing outcomes risks premature failure and flawed implementation. "You should also know that you can't create an evaluation plan without a logic model," advises Dr. Snyder-Fickler. "Do your research!"

Define your long-term outcomes and how you will measure them.

"Begin thinking about what you hope to change," she suggests. "For example, empowering girls is a great goal. But what does 'empowered' mean to you?" Take the time to define exactly what your organization hopes to achieve—and determine how you will assess those efforts. "The next question is: How are you going to measure it?" says Dr. Snyder-Fickler.

Identify your short-term outcomes for program implementation and how you will measure them.

"The next important step," says Dr. Snyder-Fickler, "is to determine what program activities you are going to do to change those outcomes. Start with the end in mind." Often times, organizations focus on long-term outcomes but not the specifics of how those will actually be achieved. "What are the things you have to do as an organization or program to change those outcomes?" she asks.

Dr. Snyder-Fickler has a related warning: Use your short-term outcomes to monitor program implementation. "Is the program being implemented the way you said or thought it should be?" she asks. "When a program fails, more often than not it was because it wasn't implemented the way it was supposed to be—versus some fundamental flaw."



Don't wait for a large grant to start evaluation planning—find resources and be strategic.

"Many nonprofits don't have the money to do a big evaluation," observes Dr. Snyder-Fickler. Instead, organizations have two options: 1) Do the research and logic model in house or 2) Contract someone to develop a logic model and evaluation plan that can then be implemented and evaluated internally. "If you are small and have one key program—say a summer camp or afterschool program—you could spend a little money to contract with someone to create the logic model and evaluation plan for you, and then do your evaluation in house," she says.

Alternatively: "Educate yourself!" advises Dr. Snyder-Fickler. "There are so many resources out there on how to develop a logic model and set measurable outcomes." She recommends that organizations investigate current research. "Use Google Scholar or your local university library. See what the research says. You may not be able to pay for a longitudinal evaluation that tracks high school outcomes. But if we know that parents' involvement in children's education is a predictor of high school graduation—and we can show that parents are coming to more parent-teacher conferences, talking to their kids about college and homework because of our program—that's a short-term outcome leading to a long-term outcome. Even without significant resources, doing a lot of things in the short-term column which are supported by research can get us to big dream aspirations," she says.

Does your organization need assistance with logic models or evaluation planning? [Contact The INS Group](#) today to learn how we can help!