

Engaging the Power of Families and Community to Increase the Impact of Philanthropy: A Roadmap for Funders

*A collaboration between
the Greater Rochester
Health Foundation,
National Parent
Leadership Institute, and
Coordinated Care
Services, Inc.*



**NATIONAL
PARENT
LEADERSHIP
INSTITUTE**



VALUE STATEMENT

AUTHENTIC COMMUNITY ENGAGEMENT AND PARTNERSHIP ARE ESSENTIAL
FOR SUSTAINED HEALTH AND SOCIAL IMPACT.

What is Authentic Community Engagement?

Authentic community engagement is working collaboratively with the community by building trust and creating meaningful opportunities for input, participation, and partnership in efforts to solve problems and improve community well-being.¹ For the philanthropic sector, that means centering the community intended to benefit in decision making regarding the organization’s strategies, grants, and activities. Embracing diversity and working across differences in culture, race, ethnicity, gender, education, and income are critical to ensuring genuine community partnership. It is particularly essential that organizations work to elevate the voices of historically marginalized persons and communities. Simply put, authentic engagement is reflected in the saying “Nothing about us without us.”²

Why Does It Matter in Philanthropy?

Philanthropic organizations have considerable institutional power and influence. With that power comes an obligation to be responsive to the communities they serve. Being responsive means engaging in dialogue and partnership across a variety of differences, and across the traditional benefactor/beneficiary divide.

It is widely understood that solutions to complex community challenges require systems change. Transforming the system begins with

“We live in a world where the people making decisions are often far removed from the people affected by those decisions. Not just including, but centering, parent voice in every aspect of foundation work, from strategic planning through implementation, helps maximize the likelihood that the work will truly make a difference in our communities.”
-Kathryn Kubiak-Rizzone, PTLI Parent Leader

each of us, and our commitment to the humility, respect for difference, and authenticity through which we develop and sustain strong community relationships. The practice of community engagement recognizes that everyone has a unique contribution to offer to our collective power and capacity to change systems.

The community is its own greatest source of expertise. Community members have deep insight and unique perspective regarding assets, needs, and solutions, and have valuable input to offer to strategic planning and funding decisions. Listening to community is critical for understanding issues and supporting effective strategies. In a 2016 survey of foundation CEOs, “Foundations seeking to learn from the experiences of those they are ultimately trying to help” was the most commonly cited practice holding promise for increasing impact.³

Strong community engagement and participation are recognized as critical to sustaining initiatives that seek to change the conditions underlying health and social inequities.^{4,5} Authentic engagement can cultivate the enduring partnerships and collective capacity necessary to achieve lasting change.¹ Participation has also been embedded within the grantmaking function, corresponding with growing recognition in philanthropy that the people and communities affected by a foundation’s decisions should be part of those decisions.²

What Can Philanthropy Do?

Value-Advocate-Change-Invest: Authentic engagement begins with a core *value* that community voice and choice matters and is in fact pivotal to effectiveness and equity. This value encourages a willingness to support and *advocate* for authentic, meaningful engagement within our own practices and those of our partners. When philanthropic organizations work to prioritize community voice, especially the voice of those marginalized and underrepresented, there is an advancement of culture *change* within the sector and the community. Ultimately, successful community engagement requires foundations to intentionally *invest* time, build trusting relationships, and funding.



As shown in the figure above, community engagement can be integrated across foundation functions.

- Gathering community input about issues and priorities
- Including community members in strategic planning; grant opportunity development, decision-making, and assessment; and on boards and committees
- Encouraging authentic engagement practices within funded projects and organizations through grant proposal criteria and technical assistance
- Supporting grassroots organizations that engage community in social change activities
- Advocating for representation of parents and community members at tables, and funding compensation for participants' time and expertise

With small but intentional shifts in philosophy and approach, community representation and voice can be effectively embedded in organizational culture, strategy implementation, and grantmaking processes.

Background: Collaboration for Parent Partnership and Community Engagement

Our Organizations:

Greater Rochester Health Foundation: The mission of the Health Foundation is to pursue and invest in solutions that build a healthier region where all people can thrive. The foundation recognizes that authentic parent, family, and community partnership is essential for fostering health and well-being and is supporting a variety of related efforts as part of its Healthy Futures strategy, Neighborhood Health Status Improvement, Community Health Grants program, and other initiatives.

Coordinated Care Services, Inc. (CCSI): CCSI is a nonprofit organization dedicated to improving lives and strengthening communities. We offer expertise in transforming practice from an equitable, culturally and trauma-responsive lens. Cultural Competence and Health Literacy are integral to CCSI's comprehensive array of services and critical to helping our customers engage with diverse populations and deliver effective services. From planning to implementation, CCSI provides support that improves outcomes for organizations and those whose lives they impact.

National Parent Leadership Institute (NPLI): NPLI is a national nonprofit that embraces a cross-race, cross-class, parent-informed approach to increasing parent leadership for improved racial equity and family outcomes. NPLI's work includes collaborating with communities to strengthen organizational and system capacity to partner with parents across difference, and to strengthen parent capacity for leadership and partnership through implementation of the proven Parent Leadership Training Institute (PLTI) curriculum.

Collaborative Projects:

Parent Partnership in Grantmaking and Organizational Practice

In 2017, as part of the Health Foundation's targeted grantmaking, we launched Healthy Futures, a strategic initiative focused on improving whole child health for children ages 0-8. In 2018, we issued a Request for Proposals entitled *Partnering with Parents and Families*, intended to fund projects that build authentic partnerships with parents and families to support children's health and development.

We soon realized, however, that when it came to parent partnership, we were not practicing ourselves what we were asking of grantees and reached out to NPLI for guidance. This led to a collaboration whereby Health Foundation and NPLI staff, as well as alumni from the Greater Rochester Parent Leadership Training Institute (PLTI), co-created a process for engaging six parents as grant application reviewers with equal say and influence as professional reviewers.

In turn, this project prompted recognition of the opportunity to further elevate and build upon partnership practices within and beyond individual grant programs. The Health Foundation engaged NPLI and PLTI parents to facilitate collaborative learning and technical assistance for *Partnering with Parents* grantees. Teams of provider staff and parents are learning and working together to further embed parent partnership into organizational practices and policies. In April 2019, we hosted a convening with local and regional funders to share these efforts and learnings.

Building on this work, the Health Foundation, NPLI and PLTI are collaborating to infuse greater parent and community voice into the Healthy Futures Strategy. Input is being collected through focus groups and

parent leaders are participating in strategy refinement work to ensure an equity lens as well as responsiveness to family and community priorities.

Early Care and Education Research and Community Engagement

In May 2018, the Health Foundation engaged Coordinated Care Services Inc. (CCSI) to perform a scan of whole child health practices and needs in early care and education programs and facilities in Monroe County, including Early Prekindergarten (EPK), Universal Prekindergarten (UPK), Head Start, center-based programs, and family daycares, which included focus groups and interviews with parents, providers, and other experts.

To share [findings](#) of the scan and gather additional input from the community, the foundation and CCSI convened a stakeholder meeting in May 2019. CCSI utilized culturally inclusive approaches to ensure participation of diverse parents and staff, adopt an equity perspective, and identify issues of highest priority for families and community members as described in a separate [report](#). In July 2019, the Health Foundation hosted local and regional funders to discuss findings and potential funding strategies in the early care and education space.

The collaborations and conversations described above have inspired the development of the following roadmap for engaging the power of community to increase impact in philanthropy.

A Roadmap for Engaging the Power of Community

While there is no single, prescribed way in which funders should implement authentic community engagement, there are several best practices, including:

- Culturally responsive approaches and activities, and flexible, inclusive processes
- Activities that build trust and convey mutual respect
- Supports that meet language needs and reduce barriers (e.g., transportation, meals, childcare)
- Recognition of community members as experts and compensation for their time
- Ongoing community collaboration, input and follow-up throughout the process
- Capacity building for partnership across organizations, communities, and families

The diagram below depicts the many aspects of *how* to authentically and respectfully engage community and is followed by a detailed set of guidelines and recommendations ..



Organizational Culture

Opportunities for foundations to accelerate or enhance the organizational cultural shift that supports community engagement efforts include:

- *Elevate the value of community partnership.* Reflect upon and align policies and practices to assure that community partnership is a priority. Review mission/vision statements, strategic planning, and grantmaking opportunities to assess how this value does or does not show up.
- *Become informed and practice deep listening.*
 - Review literature on authentic community engagement in the philanthropic sector.
 - Review data and engage with key informants or cultural brokers to collect information about populations, issues, values, assets, challenges, and influential leaders.

- Seek to understand how communities experience the work of your organization.
 - Obtain community feedback and input on strategic or programmatic goals and be willing to adjust goals in response.
 - Recognize community as experts. Philosophically prepare to hear true concerns, values and solutions. Avoid engagement to simply ratify previously identified approaches.
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- “Always start from the premise that communities want to be better and will do the work to make their community better. Whenever they are given a real opportunity and the necessary supports to make real improvements, they do so, to positively impact their quality of life.”***
-Toyin Anderson, PLTI Parent Leader
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- ***Work in new ways.*** Staff and organizations are frequently structured to accommodate a traditional 5-day work week and 8-hour day. Engaging with community may require consideration of alternative hours, structures, or formats to support participation.
 - ***Build staff capacity.*** Help develop skills and manage staff responsibilities to assure capacity:
 - Implement necessary changes in job descriptions, practices, supervision, and protocols.
 - Encourage and support staff in learning new skills and trying out new processes.
 - Support staff training and professional development in cultural humility, diversity, equity, inclusion, and implicit bias, among other topics.
 - Deepen understanding of languages spoken, cultural norms and values within the community the organization hopes to engage. Partner with community members, cultural brokers or formal services when needed.
 - ***Examine additional staffing needs*** required to do this work well. A diverse team leverages the value of multiple perspectives and ideas. Reflective questions to guide this process include:
 - Is there board membership or an advisory council that is reflective of the community? Do community members in these roles have full voting rights? What steps are needed to more fully incorporate community voice at the highest levels?
 - What can be done to support staff commitment to community engagement? What are the considerations related to engagements that occur outside of the regular workday? Is involvement voluntary or mandatory according to position and responsibilities?
 - Are staff recruited and hired to reflect the community the organization hopes to engage? Do staff have lived experience existing relationships with the community they plan to engage? Are staff seen as credible within this community?
 - Do staff have the skills to work effectively across cultural, language, and demographic differences?
 - ***Communicate changes.*** Share with stakeholders how community engagement has informed or changed organizational culture, strategy, funding priorities, or processes. Identify examples of what they may see or experience as different.

Planning Authentic Engagement

Setting the stage for authentic community engagement requires thoughtful preparation and planning.

- ***Set initial goals but be open:*** Be transparent about the initial topic area or purpose of engagement while being open to ongoing dialogue that can identify additional or alternative opportunities for engagement. Sharing how information gathered may be used to support the community can help demystify intention, especially for marginalized communities.

- *Engage a Planning Team*: Identifying a core team to plan activities increases capacity but also creates the environment where implicit biases may be challenged. Reflective questions and considerations to guide this process include:
 - Do staff have sufficient time, knowledge of community (e.g. values, food, transportation, and venue) and experience with group process and community engagement?
 - Which staff reflect the community the organization hopes to engage? Staff who are also members of the identified community or already viewed as credible are often best able to assist with effective strategies for recruitment, engagement, and design.
 - To supplement staff perspectives and experience, strongly consider including community members, cultural brokers, trusted organizational partners, and/or consultants in the field of community engagement, equity, or cultural responsiveness.
- *Provide substantial lead time*: Establish a project timeline that allows for thoughtful preparation and planning. Time is essential for promotion and marketing of events in order to increase participation. Providing information to the community, staff and facilitators in advance allows the opportunity to do any additional research and preparation needed, and to address any unexpected logistical challenges.

Supporting Equitable Participation

Participation at Community Meetings and Events

Face-to-face conversations are the best way of understanding a community's strengths, needs, priorities, and solutions. Diversity reflective of the community and a high level of participation are essential for representative input. The following recruitment and engagement strategies can help with these goals:

- *Invest in relationships*. Communities respond when they understand what is being asked of them and how it will improve their lives and their community. This value can be conveyed by:
 - Engaging natural community leaders, trusted community partners, cultural brokers, or experienced consultants to help with reach-out and sharing of event information. This will support community members' interest, comfort, and appropriate expectations.
 - Providing multiple ways to obtain more information or ask questions.
 - Ensuring that staff are fully invested in listening to and learning from community.
 - Gathering group and individual feedback: Utilize a small group process with specific responsibilities such as facilitators, scribes, timekeepers, reporters, and interpreters. Provide the opportunity to share ideas in writing as well, as not everyone is comfortable speaking in public. To capture the experience of the event itself, provide community members a chance to give individual feedback in writing before the event is over, and offer compensation when feedback is received.
- *Increase accessibility*. Make it easier for community members to participate by considering:



- Timing – be responsive to community availability. Consider when it is likely that community members could be available, including evening or weekend hours, and consider offering multiple options as part of a series of engagements.
- Location – assure that the venue is adequate in size and comfort, welcoming, safe, and reflective of the community attending, whether geographically oriented (e.g., a neighborhood) or more group/issue oriented (e.g., parents of school-aged children).
- Transportation – consider selecting a venue located on/near a bus line, offering bus vouchers, and ensuring the availability of free, accessible, safe parking.
- Childcare – obtain qualified childcare and incorporate child-friendly spaces into venue selection. Engaging with diverse community members frequently requires offering childcare to facilitate participation.
- Compensation – compensate participants for their time and expertise. Gather best practice recommendations for the length and type of your event. Determine if budget allows for open registration or if a registration “cap” is needed. Flexible gift cards (i.e. Visa Gift Cards) are preferred but often have activation fees that should be included in the budget.
- Translation and interpretation services – accommodate languages other than English including American Sign Language. Consider limited reading skills in assessing needs.
- Use easily understood, plain-speak language – refrain from acronyms or other jargon.
- Registration – offer multiple ways to register, if required, and multiple language options. Consider online, phone, and paper registration and offering individual assistance.
- *Develop clear, culturally responsive marketing materials.* Considerations include:
 - Employ universal literacy precautions to accommodate those individuals with limited English proficiency or reading skills, in the effort to simplify materials and minimize the risk of miscommunication. Documents should be written with plain language (consider using some colloquial terms/statements) and at a 4th -6th grade level. In some cases, 6th grade may be too high. Best practice indicates being culturally responsive to reading and language needs of the specific community.
 - Clearly state the purpose and offering a value statement about participation
 - Include images that reflect the community
 - Provide practical details:
 - Date, time (arrival and mealtime), location
 - Information on meals, transportation, childcare, compensation, translation
 - Registration processes
 - How to obtain more information
 - Provide materials in additional languages as appropriate
 - Vet materials with representatives from the community of focus

“Venue should be more welcoming and relaxed and should set the tone for the conversation. For example: If the conversation is about education having the event at a school can be stressful and bring the focus into a building experience rather than the topic in general.”

-Maria Dalmau, PLTI Parent Leader

Participation in Grantmaking

Engaging community voice and participation in grantmaking requires adjustments to traditional processes:

- *Become informed.* Review literature, models, and examples of constituent/community participation in grantmaking. There are several comprehensive resources on participatory grantmaking,^{2,6} an approach that can take many forms, but is grounded in values of shared power, transparency, equity, and inclusion. Many funders credit this approach with improving grantmaking effectiveness through deeper understanding of issues and context.
- *Engage diverse participants with a stake in the goals or intended outcomes.* Consider involving parents, community members, individuals affected by specific issues, or other constituents in the grantmaking process. Ensure representation of diverse voices reflective of the community(ies) or group(s) that will be impacted by the work.
- *Build trust and relationships* (see detailed section below). Share the reason and objective for seeking participation in the grantmaking process and speak to the value of partnership. Acknowledge missed opportunities for engagement in the past. Particularly given that community participation in grant decision making is not traditional, ensure that staff understand the value of community participation and are “buying in” to the process.
- *Engage community members early in the process.* Consider involving them in the process of developing the funding opportunity (such as an RFP) so they can help shape objectives, criteria, questions, and targeted organizations, as applicable. Continue to engage participants as members of application review panels or committees.
- *Engage community members in the review process.* Considerations include:
 - *Be transparent about decision making authority.* Be upfront about how funding decisions will ultimately be made and by whom—the review panel/committee, foundation staff, or board of directors? What are the roles and responsibilities of community members? An MOU or Covenant for each participant outlining responsibilities and commitments of all parties can be helpful in this respect.
 - *Share power.* Where possible, consider revising grantmaking processes to share power and cede more decision-making authority to community members. At a minimum, they should have equal influence as other members of the review body.
 - *Provide context and supports.* Hold preparatory sessions in which foundation staff share the context of the funding initiative or opportunity and go over logistics. Encourage questions and conversation to build shared understanding. Have a trusted parent/community leader or consultant/partner to support community reviewers through additional meetings or communications during the review process.
 - *Community-friendly logistics:* Use clear, straightforward language in RFPs and develop user friendly scoring rubrics or other materials. Set convenient meeting times, and as with other events consider needed supports including transportation, meals, and childcare. Provide compensation for participants’ time and expertise.
 - *Set an equitable table.* Prepare staff and other reviewers or partners to understand the rationale and process for including community members. Utilize facilitation support from consultants or others to ensure an equitable process in which all voices are heard.



- *Hold debrief session(s).* These sessions provide valuable collaborative opportunities to improve processes as well as create space for other learnings regarding effective engagement in grantmaking or otherwise.
- *Authorship.*
- *Engage community in post-award activities.* Consider involving community members in grant monitoring, evaluation, technical assistance, and dissemination. Roles and processes will depend on the projects, issues, and context, but can include joining site visits and assisting with project monitoring or taking on active roles in evaluation. An example is the Parent Leadership Indicators Project, which engaged parents as co-designers and data collectors in the evaluation of parent leadership initiatives.⁷ There is also a growing literature on participatory evaluation approaches.⁸ Finally, consider including participants as authors of any documents, materials, or publications that are created.



Building Trust

Building trust requires intentional action throughout the community engagement process:

- *Practice cultural humility.* Be open to different perspectives and approaches to situations and problems. Many practices (e.g., parenting, cooking), group processes, and programs considered normative or “evidence based” have been shaped by white, Western, Eurocentric, and middle-class cultural values. Seeking information on “best practices” or “community-defined evidence” provides a deeper perspective.
- *Create a welcoming atmosphere.* Assure the venue and décor are welcoming and reflective of the community where possible. Consider round table set ups for small group conversation, ample space for ease of movement, and visual and physical accessibility of activities and exits. Staff should act as “concierges” in being visible and willing to help address questions and needs.
- *Provide time to build trust.* Increase comfort by having all staff, including organizational representatives, presenters and/or facilitators, interact and develop initial relationships, foster open dialogue, and encourage participants to get to know one another.
- *Offer a meal or refreshment,* preferably food that is reflective of the community’s culture(s). This can help communicate camaraderie, respect, trust, and a sense of community.
- *Use culturally responsive communication methods.* Identify credible presenters and facilitators that are reflective of the community and best positioned to share information. Offer translation and interpretation supports, multiple modes of communication (i.e. verbal, visual, written), examples that are relatable to the community, and multiple checks for understanding and questions.
- *Build a shared understanding of goals and be open to change.* State goals in plain language, invite reflection and reconsideration of the initial goal for the gathering and the process, and connect goals to action that align with community values and priorities.
- *Prepare for productive dialogue.* Increase comfort and safety by being transparent. Provide:
 - Clarification on the flow of the agenda, previewing what participants can expect
 - Opportunity to establish group norms for open, respectful communication
 - Level-setting for any previous work or content that is important

- Opportunity to build shared understanding for key topic areas or terms
- Multiple ways to ask questions (note cards, verbal, easel paper for “parking lot” items)
- *Design activities to support the goals.* For some forums, a portion of the agenda should include some sharing of information to adequately prepare participants. The bulk of the time should be spent in activities that foster community voice. Best practice suggests a mix of activities:



- Small group. This format increases safety and comfort for sharing thoughts and perspectives and can be applied in many ways. Experienced facilitators are key for to engaging participants, fostering open communication, and working toward group goals.
- Large group. This format demonstrates transparency and an openness to questions or ideas. Highlights or topic areas from small group experiences can be brought to the large group for general understanding and discussion.
- Consensus building. In some forums, the goal is to understand a more collective community experience by identifying commonalities or themes. There are a variety of consensus building activities that can be employed by experienced staff or consultants.

In all formats and activities provide frequent checks for understanding and to assure facilitators are delivering on their promise to provide an inclusive experience.

- *Be trustworthy and responsive.* Acknowledge prior violations of trust and proactively address concerns. Recognize that many communities have repeatedly experienced insincere engagement, non-responsiveness, marginalization, and even trauma. Be respectful of participants’ expression of their “truth”, recognizing that “truth” is often based on perception and not necessarily facts; however, that truth informs and becomes their reality.
- *Practice mutuality.* Encourage staff to be vulnerable and share (self-disclose) to build trust. For example, staff can share from their own experiences as parents or community members.
- *Demonstrate humility and convey trust in community expertise.* Demonstrate trust in the capacity of community to know what will work best in their context and provide space for participants to play a leading role in developing solutions. Communicate that everyone at the table has something valuable to add and also to learn or hear a new perspective.

Transparency and Feedback

As previously noted, it is important and respectful that participants in community engagement activities receive feedback or follow-up on the impact of their contribution. To do this effectively:

- *Provide access to output.* If there is a summary or report that will be generated, post the document on an accessible site or consider sending to participants.
- *Share the impact of the community’s contribution.* In future communications, press releases, marketing, etc. communicate how community feedback has impacted your strategy and funding. Offer examples of what can be observed that is different as a result.
- *Consider appropriate follow-up.* Be transparent and clear about whether the plan is for a single or a series of engagements and whether there will be future opportunities for input or feedback.

- *Share how information will be used.* Particularly for stand-alone experiences such as Town Hall meetings, Forums, or Focus Groups, indicate how information will be documented, shared, or applied. Send summaries or reports to participants, share opportunities to learn about future forums, and describe activities that may occur in the community as a result of the event. Communicate if there are unforeseen changes in the use of the information.
- *Plan ongoing engagement when possible.* Planning for a series of engagements creates opportunities for continuing input and feedback that can strengthen trust and collaboration and provide deeper insight. Opportunities can include a follow-up meeting or event to share results, as well as ongoing activities that engage the community in continuous conversation through the contribution > action > feedback > monitoring > adjustment cycle.

Summary

The above are intended as a set of recommended practices and guidelines, rather than formulaic instructions, for engagement. Authentic and effective community engagement strategies may look different depending on the specific philanthropic organization, community context, historical implications, and issues, and require significant time, effort, and even funding. An organizational culture that deeply values community engagement and partnership, and implements robust practices that build trust, plan productive interactions, support equitable participation, and share transparently will take time to develop and refine. Yet, there are considerable “returns” on such investment. Listening to, learning from, and collaborating with the people and communities intended to benefit from the foundation’s work can generate deeper insight, more effective strategies, and greater collective capacity to effect change.

Conclusion and Opportunities for Further Exploration

Authentic community engagement is critical to understanding issues, building collaborative relationships, and developing strategies that best align with community priorities, needs, and assets. There is growing consensus in philanthropy that efforts informed by and designed with community are more likely to be effective, sustainable, and equitable. Authentic engagement practices can be integrated across a wide range of philanthropic functions. Practice and culture change, advocacy, and investment centered around the value of community partnership has transformative potential for moving social purpose to social impact.

For the Health Foundation, our parent and community engagement efforts and partners have taught us much—including that we have more to learn. With this sense of humility has come an appreciation for the value of guidance from parent leaders, consultants, and others who work closely with families and communities. The unique perspective and expertise that parent leaders brought to the grant review process provided greater insight into project opportunities, strengths, and weaknesses, supporting better-informed funding decisions. This experience and feedback from parents led us to realize the importance of engaging parents earlier and throughout the process of developing strategic plans and funding opportunities.

The Health Foundation plans to continue exploring opportunities for embedding participatory processes in its grantmaking and welcomes the funding community to embark on this journey with us. We invite reflection and discussion on our collective opportunity, and responsibility, to authentically and meaningfully engage and share power with community in order to advance equity and create lasting change. In addition to the roadmap above, funders are encouraged to explore the resources listed on the following page for more information.

“There’s a tremendous value in having parent voice at the decision-making table because as parents we have knowledge about our children and know what works best for our families. Adding that additional lens to the foundations work is not only reshaping the way the foundation offers technical support to their grantees, it is also helping to define what exactly Health Futures looks like, what exactly is ‘whole child wellness’. GRHF is setting a trend of how organizations and the community they are targeting can come together to best identify how we can better serve our children and their families.”

– Lydia Rodriguez, PLTI Parent Leader

Family and Community Engagement Resources

Funder's Group on Parent Organizing, Family Engagement, and Leadership Development

National network of funders working to support diverse parent leadership in programs and policies
For more information: Anita Black (ablack@thegrhf.org) or Iris Elent (FundersGroup@outlook.com)

Ripples of Transformation: Families Leading Change in Early Childhood Systems

First 5 Alameda County, Center for the Study of Social Policy

Toolkit describing a family engagement to leadership continuum with strategies and resources
<https://cssp.org/resource/firstfive-engagementtoolkit-5/>

Capturing the Ripple Effect

Joanna Geller, NYU Metropolitan Center for Research on Equity and the Transformation of Schools

Report suggests the paths by which building parents' leadership capacity could lead to ripples of reform in policies and programs for children.

<https://parentleadershipevaluation.steinhardt.nyu.edu/sites/default/files/inline-files/22.pdf>

Community Engagement Toolkit

Collective Impact Forum

Toolkit that includes extensive set of exercises and tips for authentic and effective engagement

<https://www.collectiveimpactforum.org/sites/default/files/Community%20Engagement%20Toolkit.pdf>

Growing and Sustaining Parent Engagement: A Toolkit for Parents and Community Partners

Center for the Study of Social Policy (CSSP)

Guide for building engagement initiatives with emphasis on parent partnership and leadership

<https://cssp.org/resource/growing-and-sustaining-parent-engagement-a-toolkit-for-parents-and-community-partners/>

Deciding Together: Shifting Power and Resources Through Participatory Grantmaking

Grantcraft

A comprehensive guide to the "why" and "how" of participatory grantmaking, including core values and elements, benefits and challenges, and various models

<https://grantcraft.org/content/guides/deciding-together>

Participatory Grantmaking: Has its Time Come?

Cynthia Gibson, Ford Foundation

Provides a foundational overview and framework for participatory grantmaking

<https://www.fordfoundation.org/ideas/equals-change-blog/posts/has-the-time-come-for-participatory-grant-making/>

Power Moves: Your Essential Philanthropy Assessment Guide for Equity and Justice

National Committee for Responsive Philanthropy

A self-assessment for foundations to examine how they can further build, wield, and share power with communities to advance equity and justice

<https://www.ncrp.org/initiatives/philamplify/power-moves-philanthropy>

IAP2 Spectrum of Public Participation

International Association for Public Participation

An internally recognized continuum of public and community engagement in decision making

<https://www.iap2.org/page/pillars>

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