

REFLECTING ON THE DIVERSITY IN PHILANTHROPY PROJECT

and What It Means for Future Efforts

Six Achievements
Seven Challenges
Eight Implications



In 2007, the Diversity in Philanthropy Project (DPP) began a three-year campaign to spark energy and action around one of philanthropy's great imperatives: to bolster foundation diversity, inclusive practice, and attention to social equity in our composition, operations, and community interactions.

The DPP brought together an unprecedented array of leaders committed to supporting diversity and inclusion in our profession and society. The work focused on three areas: promoting voluntary diversity and inclusion initiatives; advocating for a national system of data collection, analysis, and accountability; and supporting the advancement, organization, and distribution of knowledge resources.

It wasn't hard to draw attention to the cause. Diversity, inclusiveness, and equity remain hot-button issues today, widely debated in our field and nation. The election of the first African American to serve as President of the United States affirmed our country's progress on diversity issues while also highlighting racial divides and disparities that persist. Efforts by the Greenlining Institute and subsequent legislative scrutiny of foundations' performance on diversity and inclusion gave these issues new political urgency—driving many leaders in the field to pursue voluntary, non-legislative diversity initiatives and others to fight what they saw as an infringement of their philanthropic freedoms (and some to do both). An economy in downturn galvanized discussion about how our field can equitably and fairly maintain its relevance, effectiveness, and impact with fewer resources. Meanwhile, the demographic revolution showed no signs of slowing down, across the nation and globe.

All these circumstances both inspired and challenged us to move diversity, inclusion, and equity issues to the top of philanthropy's national agenda. To do that, DPP served many roles—convener, researcher, communicator, facilitator of field collaborations, and supporter of efforts by individual funders and infrastructure groups. Our campaign stood on the shoulders of giants—the many

organizations, particularly affinity groups of grant makers that have been advocating for increased diversity, inclusion, and equity for decades.

Now that the Diversity in Philanthropy Project has completed its three-year campaign, it is time to step back to reflect on this effort and to think critically about what worked and what did not. Where did we make a difference? Where did we fall short of expectations? And what are the implications for future diversity efforts?

One of those efforts is a bold new initiative of foundations and infrastructure groups that may be the most promising outcome of DPP's work—a five year initiative led by the Council on Foundations, The Foundation Center, various regional associations of grantmakers, members of the Joint Affinity Groups, and Rockefeller Philanthropy Advisors on behalf of diversity-focused funds across the nation.

Let us know what you think we accomplished through the DPP, and join us as we continue our exciting next phase of the work.

Sincerely,

Stephen B. Heintz,
President and CEO, Rockefeller Brothers Fund

Robert K. Ross, MD,
President and CEO, The California Endowment

Sterling K. Speirn,
President and CEO, W.K. Kellogg Foundation

*Co-Chairs, Diversity in Philanthropy Project
Advisory Board*

1

BUILT A NATIONAL MOVEMENT OF CEO AND TRUSTEE-LEVEL LEADERS COMMITTED TO THE WORK

Through the Diversity in Philanthropy Project, an unprecedented cohort of diverse leaders across the philanthropic sector came together and committed to increasing effectiveness through greater diversity and inclusion in our profession. Mobilizing these leaders to explore, advocate, and fund strategies was, in itself, a core accomplishment. The level and numbers of leaders engaged across the country and their sustained focus on the work were notable for their duration and depth—continuing today.

DPP helped to assemble and/or support this leadership through several vehicles, including:

- **A 35-member Advisory Board** of leading field executives and trustees, and a **13-member Executive Committee** to provide more in-depth guidance as DPP sought to sustain and institutionalize its efforts across the field.
- **A Benchmarking Excellence Group** of foundation CEO and trustee leaders to help foundations examine their comparative performance on diversity.
- **A 20-member Data and Research Working Group** that developed field agenda-setting recommendations for new research and related investments concerning foundation diversity performance and tracking.

2

ENCOURAGED VOLUNTARY ACTION AND DEEPER CONVERSATIONS

DPP promoted cross-sector conversations, elevating diversity and inclusivity as critical issues via multiple venues.

- **Standing-room-only diversity sessions at three years of Council on Foundations conferences**, raising the visibility of the issues in front of hundreds in the field.
- **Participation in conference sessions** for more than 20 regional associations and other infrastructure organizations, reaching thousands of grantmakers across the country and helping to build regional association capacity to address issues of diversity and inclusion.
- **Common Principles and Promising Practices** that outlined basic standards for organizational action, both within individual grantmaking organizations and collectively. The Principles and Practices have been adopted or endorsed by 54 organizational and individual executive signatories.

3

PROMOTED MORE COORDINATED DIVERSITY RESEARCH AND DATA COLLECTION IN THE FIELD

With guidance from the Data and Research Working Group, DPP undertook several strategies to develop a more coherent national data collection and research system, including:

Report Preparation Process

At the final meetings of DPP's Executive Committee (October 2009) and Advisory Board (November 2009), the DPP consultant team facilitated group discussions focused on three questions:

- What did DPP accomplish?
- Where have we fallen short of our potential and what has challenged or limited us?
- What are the implications of these findings for the D5 collaborative work moving forward?

Eighteen DPP Advisors, three core members of our consulting team, and six other foundation and philanthropic infrastructure group executives participated in these discussions. The DPP consulting team pulled themes from these conversations, and aggregated findings with those presented in previous DPP annual assessments, to produce this final report.

- **Demographic studies in California, New York, Michigan, and the Pacific Northwest** to track foundation diversity performance (all utilizing a replicable template for data collection).
- **Focus Groups in Chicago, Detroit, Minneapolis, Columbus, and Los Angeles** engaged more than 100 CEOs in facilitated dialogue to share successes and failures related to their diversity work.

■ Field-wide Research Symposium.

Sponsored and designed by the Foundation Center, this meeting of more than 50 philanthropy researchers and practitioners significantly advanced coordinated research and data collection on diversity matters.

(children, youth and families, arts and culture, health, community economic development) and operations (evaluation, communications), and by different types of foundations (corporate, community foundation, diversity focused funds).

■ **Publications for broad-scale distribution**, including *Philanthropy and Diversity: New Voices, New Visions*, a Special Issue of the *National Civic Review* sponsored by DPP and available in print and electronically at www.Jossey-Bass.com.

4

GREW THE KNOWLEDGE BASE ON DIVERSITY IN PHILANTHROPY

DPP shared thoughtful writing and commentary on a variety of topics related to diversity in philanthropy, written by and profiling many of the field's most influential leaders. We used various vehicles, including:

■ **Video and written case studies** illuminating diversity-related promising practices in different areas of foundation grantmaking

■ **Executive commentaries and interviews** that distilled perspectives from leading foundation CEOs on diversity topics ranging from the AB 624 legislation to Proposition 8 and disabilities funding.

■ **Seminal report on U.S. Diversity-Focused Funds**, in partnership with the Support Center of New York and Rockefeller Philanthropy Advisors.¹ The study established the first-ever authoritative list of the more than 300 diversity-focused funds in the nation.

5

PROVIDED CENTRALIZED INFORMATION AND TECHNICAL ASSISTANCE TO PRACTITIONERS IN THE FIELD

DPP became a resource to the field, a place where those interested in diversity and inclusion could ask questions and get support for their work. DPP pushed out resources and provided technical assistance via multiple vehicles, including:



Questions and interests identified by symposium participants became the backbone of the Michigan Symposium. Even foundation leaders determined to grow the diversity and inclusive practice of their organization aren't always sure where to begin.

1. RPA is under contract to both the W. K. Kellogg and C. S. Mott Foundations for comparable investigations.



DPP's website (www.diversityinphilanthropy.org) served as a platform for new thinking, research, and stories about the value of diverse and inclusive philanthropy. Content from this site will continue to be accessible and refreshed through the D5 effort.

6

FACILITATED THE CREATION OF AN AMBITIOUS FIVE-YEAR EFFORT OF FOUNDATIONS AND ASSOCIATIONS TO PROMOTE GREATER DIVERSITY, INCLUSION, AND EQUITY IN PHILANTHROPY.

The DPP campaign took us far. But to get where we need to go as a field, a sustained, coordinated, networked, long-term movement was required. That movement has begun in the form of a five-year, follow on leadership effort facilitated by the DPP. Our shorthand for the initiative is “D5”—a broad coalition of leading infrastructure groups that represents DPP’s most important accomplishment. Participating leaders in the D5 coalition include the Council on Foundations, The Foundation Center, various regional associations of grantmakers, select members of the Joint Affinity Groups, and a cohort of successful diversity-focused funds. Never before has such a broad constellation

- **The DPP website** served as a portal to hundreds of resources—those commissioned by DPP as well as important articles, reports, Op-Eds, and legislative updates produced by others.
- **Electronic newsletters.** DPP’s 13 e-blasts communicated with more than 500 philanthropy professionals.
- **Partnerships and technical assistance.** DPP worked closely with several regional associations of grantmakers to help develop programs and strategies focused on diversity and inclusion. Of greatest note, our partnership with the Council of Michigan Foundations resulted in the development of a knowledge symposium on diversity and inclusion, attended by more than 75 field leaders. DPP also provided technical assistance for the development of CMF’s 5-year diversity plan, a model for replication by other regions.
- **Expert speakers and advisors on diversity.** DPP advisory board members and consultants

appeared as moderators, panelists, and presenters at many conferences and workshops over the course of three years, including repeat appearances at the Council on Foundations and Forum of Regional Association of Grantmakers’ annual conferences. Some also exercised leadership on other important sector diversity efforts, including the Council on Foundation’s Committee on Inclusiveness.



Philanthropy leaders from Michigan gathered to share and build knowledge about creating and sustaining diverse and inclusive foundations during the Symposium on Diversity and Inclusion in Philanthropy: The Michigan Experience.

of organized philanthropy interests come together to forge a common, field-wide action agenda on issues of shared concern.

If properly nurtured, "D5" promises to establish a collective commitment by field leaders to keep diversity, inclusion, and equity on philanthropy's front burner for years to come. To create D5, DPP leaders identified a shared vision for change among many of the sector's leading philanthropy support organizations and networks. The effort brings together groups with long histories advocating for diversity, inclusion, and equity with more "mainstream" infrastructure organizations. Together, these groups worked through the challenges of definition and perspective that have tripped up efforts in the past and developed a collaborative action plan focused on common sector-wide outcomes. As a result, infrastructure groups with historically different perspectives—and what in the past have been "siloes"—are now partnering in new and sustainable ways so that diversity and inclusion are no longer sideline issues in our field.

D5 Priorities:

1. Transform philanthropy's leadership to be more diverse and inclusive.
2. Build knowledge to institutionalize diversity, inclusiveness, and equity within philanthropic organizations.

3. Keep diversity, inclusion, and equity at the forefront of philanthropy.

D5 Big Sector Changes, to achieve by 2015:

1. **New hires and appointments of foundation CEOs, executive staff, and trustees will more closely reflect current U.S. demographic trends.** Currently, about 12% of CEOs of this country's biggest foundations—foundations with assets of \$250 million or more—are minorities and 40% are women. 19% of their trustees are minorities, 35% are women, and 16% have disabilities².
2. **Foundations that make up our collective membership will take strategic action to address diversity and inclusion as means to improve their operations.** Research shows that explicit diversity policies and practices in foundations are correlated with greater diversity among their staff, board, and grantees. Because there is great variability in terms of funders' readiness to tackle these issues, D5 partners will strive to engage all funder members where they are. Some foundations may participate in educational programs on these issues. Others may transform their organizations by infusing diversity policy and practice across their operations. Over the five-year period, D5 will promote greater intentionality and voluntary action among our

collective membership, so that diversity, inclusion, and equity are no longer seen as "extras" but rather as part of the core work of philanthropy.

3. **Annual funding for diverse communities will increase meaningfully through diversity-focused funds and mainstream philanthropic giving.** Diversity-focused funds are an organic expression of community: nonprofit grantmakers, including giving circles and other giving formations, led by racial or ethnic minorities, women or members of the LGBTQ community that serve vulnerable populations by providing direct support to community organizations and building community philanthropic resources. Research has identified 355 individual diversity funds in the U.S. that grant approximately \$200 million annually (a conservative estimate). These funds define needs and priorities in ways that resonate with community donors and range from education to economic empowerment to health access to programs serving vulnerable children. On the mainstream philanthropic giving side, Rockefeller Philanthropy Advisors analyzed Foundation Center data regarding grants of at least \$10,000 made by larger foundations in 2006 and found that grants targeting any one or multiple ethnic or racial minorities

2. Data from the Council on Foundation's 2006 Governance Survey and 2006 & 2008 Grantmakers Salary and Benefits Surveys.

constituted 7.4% of total grant dollars and 10.2% of all grants. According to Funders for LGBT Issues, less than .02% of foundation grants³ were awarded to LGBT organizations or for work on LGBT issues.⁴ While these figures only represent grants that specifically indicated a benefit for a minority group or that funded an organization identified as serving ethnic or racial minorities or LGBT individuals as part of its core mission, they nevertheless provide a working baseline from which D5 participants can track improvements over the next five years.

4. The philanthropic sector will have the research capacity to be transparent about progress on diversity, inclusion, and equity measures through a common inclusive taxonomy and shared research agenda. Organized philanthropy needs systems in place to provide baseline assessments and track its progress on diversity, inclusion, and equity issues. Over the five-year period, 2001-2014, D5 will revise the field's demographic and grantmaking taxonomies, and promote their use among all researchers in the field as well as among our collective membership organizations.

Founding “D5” Partner Networks/Groups

1. Affinity groups—represented by Funders for LGBTQ Issues, Women's Funding Network, Asian Americans/Pacific Islanders in Philanthropy, Association of Black Foundation Executives, Hispanics in Philanthropy, Native Americans in Philanthropy
2. The Council on Foundations
3. Diversity-Focused Funds—represented by the Horizons Foundation and Rockefeller Philanthropy Advisors
4. The Foundation Center
5. Regional associations of grantmakers—represented by the Donors Forum (Illinois), the Council of Michigan Foundations, Philanthropy New York, Associated Grantmakers (Massachusetts), Minnesota Council on Foundations, Philanthropy Northwest, Ohio Grantmakers Forum



Vicki Rosenberg, Vice President, Council of Michigan Foundations, Carol Goss, President & CEO, the Skillman Foundation, and Vernetta Walker, director of consulting, BoardSource in conversation during the Michigan Symposium. Like DPP, D5 will help to connect leaders from across philanthropy eager to build a more diverse and inclusive sector.

3. "Foundation Center Data for Rockefeller Philanthropy Advisors," *Grants Designated for Special Populations 1980–2006*. (New York: Foundation Center, 2008). Data on minority-targeted grants was produced for RPA by the FC specifically for its report.

4. Source: http://www.lgbtfunders.org/files/FLGIGrantsByUSFndtns_web.pdf.

The Diversity in Philanthropy Project was a resource-intensive, short-term effort, more like a campaign than a permanent structure. And yet it was also exploratory, often lacking clear measurable goals. Expectations for its work were high—both within our ranks and outside—yet those expectations were not always well-articulated or realistic. Diversity, inclusion, and equity are complex topics that tend to ignite passions and emphasize competing value systems, even among those that we might consider “the choir” on this work. The work is complicated.

The following reflects our assessment of where we fell short and, more important, the many questions we asked ourselves—but were not able to answer—as we concluded the Project's work.

1

DIFFICULTY MEASURING THE ULTIMATE IMPACT: WHAT NEEDLE(S) MOVED?

What changed as a result of DPP's work? That's the question everyone wants answered. Although we inspired new dialogue and action on diversity and inclusion in philanthropy, our impact on the diversity *performance* of our field is more difficult to quantify. Some of this has to do with the lack of consensus on what the project was trying to change and how long we expected this change to take. Expectations were another complicating factor. Going forward, it will be important to establish goals for change in realistic and measurable chunks so that

philanthropy can better gauge its progress. Philanthropy is often compared to the business sector in terms of its progress on diversity and inclusion and found to be behind. However, the different motivations and incentives of the private sector make it an imperfect match.

Questions:

- After all the accomplishments, why hasn't the needle—or needles—moved further?
- What does success mean in this field and in this work? What are the right metrics?
- What's reasonable progress and how much time?
- How could we have more solidly built diversity and inclusion work into the transactions that foundations already engage in (not have it be an “add on”)?
- How should we have better managed the constant comparison to the private sector—especially since the private sector analogy doesn't hold because our customers (principally grantseekers) aren't likely to go elsewhere...?

2

CULTURE ISSUES IN PHILANTHROPY RELATED TO DIVERSITY WORK

There are always forces at play in social change work that inhibit or spur progress. Philanthropy's culture is particularly resistant to change, for well-known reasons. Not only is the sector built on power and privilege, but change efforts also face a lack of customer accountability, the “politeness” factor of philanthropic interactions, and the highly individualistic nature of grantmaking organizations.

Questions:

- How could DPP have better addressed the sector's history of concentrated power in its assets—diversity issues aside?
- Should we have done more to encourage closed-door conversations—where leaders could get beyond the public dynamics and politics that often keep us from moving forward?



Leadership from foundation executives and trustees proved essential to DPP's work. Dr. Robert K. Ross, CEO of The California Endowment and co-chair of the DPP brought his passion for diverse and inclusive foundations to the creation and governance of the DPP. To see the video excerpt, go to the DPP website at www.diversityinphilanthropy.org.

3

COMBATING “DIVERSITY FATIGUE”

Diversity and inclusion are topics that have ebbed and flowed in the philanthropy conversation for many years. While those committed to these issues know they will never be truly “solved,” DPP’s role was to spark renewed interest in and attention to them following a period of waning attention. We were not always successful at galvanizing as much attention to these issues as we wished.

Questions:

- Diversity, inclusion, and equity should be part of the fabric of philanthropy. How do we get this idea to more deeply and broadly resonate with funders, grantees, the field?
- The economic crisis is, at first look, a challenge for diversity work. But couldn't it be an opportunity, if framed correctly (the “now more than ever” argument)?

4

ENGAGEMENT OF FIELD STAKEHOLDERS WAS GOOD— BUT WAS IT GOOD ENOUGH?

While DPP engaged a significant cadre of influential field leaders, we did not convince all relevant stakeholders of the effort’s rationale, wisdom, and efficacy. Despite substantial outreach efforts, some foundation and philanthropic support network leaders simply did not see diversity and inclusion as a salient issue. Many others were (and are) committed to this work in some capacity, but did not see DPP as the right vehicle to advance their agendas.

Questions:

- What could we have done better to break through the many competing politics and dynamics at play?
- How could we have expanded the group beyond those most intimately involved?
- There were important CEOs missing from the DPP table. How could we have engaged them?
- How could we have better harvested the rich history of affinity groups as champions of this work?
- Many colleagues knew about DPP, but remained unconvinced and disengaged: how could we have better worked to overcome their skepticism about our work and its potential?

5

SLOW ADOPTION OF DPP PRINCIPLES AND PRACTICES

Fifty-four signatories is nothing to sneeze at, but it’s far from enough. While the crafting of common standards should be regarded as a gain, we had hoped more organizations and field executives would officially adopt or endorse the Principles.

Questions:

- Why didn't more field leaders adopt the DPP Principles and Promising Practices? What prevented these leaders from doing so?
- How can DPP’s Principles and Practices be coordinated with other field standards to combat “principle fatigue” and integrate diversity and inclusion into field-wide understanding of what constitutes effective philanthropy?

6

LACK OF STRATEGIC COMMUNICATIONS AND OUTREACH

Strategic communications activities are essential to impact but often the first things organizations cut when grant dollars are tight. DPP was no different. Due to limitations in overall project funding and cash-flow issues, DPP’s communication approach ended up being more piecemeal than strategic, despite excellent attempts by our communications consultants to weave together a coherent strategy.

Questions:

- Doing the work wasn't enough. How could we have talked about it more strategically?
- How could we have better generated and/or tapped into demand for DPP information and news?
- We didn't emphasize the voluntary nature of this effort enough. It wasn't mandated by government. How could we have better messaged around this?
- Shouldn't we have developed more of a push strategy for marketing our work (rather than a pull strategy)?
- How could we have spotlighted more CEOs and told their story? Shouldn't we have encouraged more CEO-to-CEO outreach?
- How could we have cultivated more leadership among our corporate grantmaking colleagues? Younger grantmakers?
- Were community based nonprofit leaders a missed audience?

7**THE LEGISLATIVE TIDE—STILL NOT STEMMED**

For some DPP Advisors, true success for the initiative would have meant that policy advocates and legislators would take the legislative-mandate approach to diversity in philanthropy off the table. Unfortunately, these efforts are still brewing in various states across the country.

Questions:

- Why aren't more of us getting calls from policy leaders about what we're doing before they move forward with bills?
- As long as government has limited resources, there will be a push for us to be more accountable on multiple fronts. How do we better demonstrate the real progress made?

We learned a lot during the three years of DPP. In many places, our work succeeded, but in others, a different approach might have been more effective. We offer the following lessons to inform the “D5” effort and other future diversity, inclusion, and equity initiatives in philanthropy.

1

MAXIMIZE THE POWER OF COMMUNICATIONS

Our biggest lesson: communication is critical. Don't underestimate its power as a strategy to bring about changes in perceptions, awareness, and behavior. Communication activities can be expensive and often the first thing to be cut, but that is a mistake when an effort is trying to address opinion and action related to complex social issues like diversity, equity, and inclusion. Non-conventional communication strategies can be key, particularly those that rely on existing networks (such as regional associations, affinity groups, etc.) and those that use peer ambassadors. Communication approaches to consider:

- Market the work
- Define multiple and segmented audiences
- Clarify and articulate where the effort is going
- Raise the visibility of work on the ground
- Be transparent about successes and challenges

2

SHOW IMPACT ON THE GROUND

People react to tangible change that they can see, feel, or quantify. Make diversity, inclusion, and equity work relevant on a human level, to the lives of real people.

- Define measures to show real change in communities
- Emphasize foundation accountability to the communities served

3

CONTINUALLY BROADEN LEADERSHIP BEYOND CURRENT SUPPORTERS

DPP was a CEO- and trustee-level coalition of the willing. But once we assembled as a group, we struggled with growing our ranks. Remember:

- Target specific leaders—apply constructive peer pressure
- Build ambassadors as a front line
- Invite, invite, invite... and keep inviting
- Ensure that expectations are clear in terms of the advisory board's role in building support

4

RECOGNIZE AND DEAL WITH CONTEXT

The external environment affects this work in profound ways. Future efforts should consider ways to factor contextual analysis into ongoing decision making without becoming paralyzed or allowing external events to serve as an excuse for inaction. For example:

- Address the economy head-on: The economic crisis can serve as an excuse for inaction, but it is also a reminder of how critical these issues are.
- Design messages to address the culture of philanthropy (scarcity, power, customer, demand)
- Be transparent about what the effort is trying to accomplish and its struggles.

5

COORDINATE AND NETWORK

At its core, DPP promoted collaboration, partnerships, and relationship-building. This type of work helps stitch any movement together. Future efforts must embrace these aspects of effective movement-building:

- Build on a collective experience
- Learn from each other's history
- Develop trust and working relationships—formal and informal



DPP's Advisory Board included leaders from foundations of all types and sizes, including community, independent, corporate, and family foundations. Richard Woo, CEO of the Russell Family Foundation spoke to a packed room at the Council on Foundations' conference in 2007—one of four sessions that drew standing-room-only crowds. To see the video excerpt, go to the DPP website at www.diversityinphilanthropy.org.

6

BE DATA-DRIVEN (PREACH WHAT YOU PRACTICE)

The AB 624 debate fueled field-wide discussion on data gaps and inadequacies. We need more data and research to demonstrate progress on diversity, inclusion, and equity issues. But as the experts told us, don't just count:

- Connect diversity, inclusion, and equity work to grantmaking effectiveness
- Measure and connect diversity, inclusion, and equity to on-the-ground changes within communities
- Emphasize transparency and accountability

7

FOCUS ON THE BIG CHANGE

It's easy to lose sight of the big picture. But take time to consider—what are the specific, and big, changes that will indicate success?

- Define the change you expect to see
- Determine outcomes and how to measure

8

CONSIDER THE “REPUTATION RATIONALE”

Rationales for diversity and inclusion from other sectors do not always translate seamlessly to philanthropy, due to the sector's inherent lack of market incentives and customer accountability. A new model, emphasizing the benefits to philanthropy's work and reputation of being diverse, inclusive, and responsive (and conversely, the dangers of failing in this regard), might hold more promise.

- There is a long term reputational risk (relevancy and impact) for philanthropy if it does not respond to changes in society demographics
- Develop a ratings and rankings process
- Create standards for transparency and accountability (Community Foundations model)

MOMENTUM IS HIGH

The Diversity in Philanthropy Project was set into motion by foundation leaders passionate about growing a diverse and inclusive sector. We have seen progress, to be sure. But the philanthropic sector is not a nimble boat—more like a large barge that turns very slowly. We think that DPP has been instrumental in pushing the nose of this boat in the right direction. The lessons from the DPP campaign have already informed the development of the next generation of diversity and inclusion work.

Despite this momentum, there is a real danger that diversity, inclusion, and equity issues will be nudged aside as other pressing concerns arise, or that attention to these issues will stop at talk and not lead to real sustained change in the sector's distribution of resources. Against this backdrop, it is up to leading philanthropic infrastructure organizations and their grantmaker members to keep diversity, inclusion, and equity on the table in a sustained and institutionalized way.

With the proposed “D5” initiative, philanthropy has the opportunity to unify around a proactive problem-solving agenda and a sustained, coordinated effort that makes most efficient use of funding, human capital, and sector experience. By building the long-term capacity of the philanthropic infrastructure to collaborate more effectively to support and promote diversity and inclusion in foundations, we seek to ensure that this work will not become but another issue du jour during coming years. By advocating for the D5 campaign's full funding and successful implementation, we believe this work will extend and institutionalize the ultimate impacts of the Diversity in Philanthropy Project for the long-term benefit of our entire field.

An effort of this scale and ambition takes substantial support. To move forward we need a strong commitment from our foundation partners and advisors. Together, we can make progress on what has seemed like an intractable issue for philanthropy and build a sector in which diversity, inclusion, and equity are recognized as core strategies to help foundations and other philanthropic institutions fulfill their unique social mission.

DIVERSITY IN PHILANTHROPY ADVISORY BOARD

(D5 Partners are *italicized*; executive committee members denoted by*)

Robert K. Ross, MD

President & CEO, The California Endowment (Co-Chair)*

Sterling K. Speirn

President & CEO, W. K. Kellogg Foundation (Co-Chair)*

Stephen B. Heintz

President & CEO, Rockefeller Brothers Fund (Co-Chair)*

Susan Batten

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Hugo Morales

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Trustee, Charles Stewart Mott Foundation

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Richard Woo

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The following individuals, listed alphabetically, were critical to the development and/or implementation of DPP and the transition to D5.

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