

Money Matters

EXPLORING A NEW PARADIGM FOR GRANTMAKING

Conference Program

Session descriptions and speaker information will be updated as program details are confirmed.

MONDAY, OCTOBER 27

9:45-11:15 am: Orientation Session

Capital-Savvy Grantmaking. What is the business model of the nonprofits you support? What is the role of money in supporting that business structure? Join us for this introduction to the terms and concepts this conference will explore.

Speakers: Rodney Christopher and Kristin Giantris, Nonprofit Finance Fund; Courtney Bourns, Grantmakers for Effective Organizations

11:30 am to 2:00 pm: Lunch and Opening Plenary

Whole Enterprise Finance: Deploying Money for Mission Effectiveness. What is the economic context in which nonprofits operate? What is the impact of common social sector financial practices on nonprofit effectiveness? Hear from those on the front lines about how money can advance--or inadvertently hinder--the work of nonprofit organizations. This opening plenary will build a common understanding of the framework and issues attendees will explore throughout the conference.

Speakers: Cheryl Dorsey, Echoing Green; Clara Miller, Nonprofit Finance Fund; Ami Dar, Idealist

2:30 - 4:00 pm: Breakouts Round A

1. **Build vs. Buy: Knowing When to Give the Right Kind of Money.** There are two fundamental roles funders can play. There are buyers--those who provide revenue to pay for current programs and service delivery--and there are builders--those who finance the process of growth and change for an organization. Understand the impact of this critical distinction on how money is structured and deployed.

Speakers: George Overholser, Nonprofit Finance Fund; Maria Blair, Rockefeller Foundation; Marc Johnson, Bill and Melinda Gates Foundation

2. **What's Debt Good for, Anyway?** Nonprofits use debt extensively, and more funders than ever are starting to make program-related investments. This session will look at the role of debt in the nonprofit world, traditional uses of debt, when it is appropriate for a nonprofit to take on debt, where unmet need still exists, and what funders should know if they are going to use debt to good effect as a tool for "banking" in the social sector.

Speakers: Ruth Salzman, Russell Berrie Foundation; Lori Chatman, Enterprise Community Loan Fund; Greg Ratliff, Bill and Melinda Gates Foundation

3. **Increasing "Net Grants": Issues in Application and Reporting.** When you give a grant, how much of it goes to pay for the cost of grant application and stewardship? What is the true "net" value of the grant for the organization you're supporting? Learn about a body of research that illustrates how grantmakers and grantees alike are "drowning in paperwork and distracted from purpose", and hear from grantmakers who are working to streamline processes to reduce the burden on grantees.

Speakers: Jessica Bearman, Project Streamline

4. **Strategic Conversation 1: Whole Enterprise Finance: Continuing the Opening Plenary Discussion** This session will offer attendees the opportunity to continue the conversation that began in the opening plenary.

Conversation leaders: Ben Cameron, Doris Duke Foundation; Frank DeGiovanni, Ford Foundation

4:15-5:30 pm: End-of-the-day Debrief

Gather with your colleagues to begin to process what you've learned and help identify common themes that are emerging from the sessions. This facilitated conversation will focus on the question: Based on what we're learning, what actions can the field take to advance learning and practice on these issues?

Moderator: Andrea Levere, Corporation for Enterprise Development

5:30-6:30 pm: Reception

TUESDAY, OCTOBER 28

8:30 -10:00 am: Plenary Session

Leading Change: A Conversation with Foundation Leadership. In most instances, the changes necessary to better deploy money for grantee effectiveness require significant changes to organizational structure or strategy. Leadership must champion these changes. Hear from a panel of foundation CEOs who have led their organizations through such transformations.

Speakers: Kathleen Enright, Grantmakers for Effective Organizations; Rip Rapson, The Kresge Foundation; Sharon King, F.B. Heron Foundation

10:15-11:45 am: Breakouts Round B

1. **Assessing the Impact of General Operating Support.** There is a nagging question that is a real barrier to the wider use of general operating support in philanthropy: *How are we going to evaluate it?* This session will explore the ways grantmakers approach evaluation of general operating support.
Speakers: Paul Shoemaker, SVP Seattle; Brenda Solorzano, Blue Shield of California Foundation; Shawn Mooring, The Philadelphia Foundation
2. **Mission-Related Investing.** How can mission-related investing benefit nonprofits, and what are the potential pitfalls? Join a discussion to explore how funders can expand impact through thoughtful and effective mission-related investing.
Speakers: Melinda Tuan, Rockefeller Philanthropy Advisors; Luther Ragin, F.B. Heron Foundation
3. **Leveraging the Balance Sheet to Deliver Financial and Program Innovations.** In recent years, new financial products and services have emerged to strengthen the "whole nonprofit enterprise." Hear about the creation of new equity investment products, how earnings generation can support research and product innovation, and other investment strategies.
Speakers: Barbara Kibbe, Monitor Institute; Jeremy Nowak, The Reinvestment Fund; Debra Schwartz, McArthur Foundation; Eric Walker, PATH
4. **Strategic Conversation 2: How Do We Deploy Philanthropic Money in Ways that Strengthen the Capacity of Nonprofits to Achieve Impact?** This facilitated conversation will explore the full range of financial and analytical tools in use by grantmakers and nonprofits to strengthen enterprises and thereby improve the chances that they will succeed in achieving their missions.
Conversation Leader: Vince Stehle, Surdna Foundation

12:00 -1:30 pm: Breakouts Round C

1. **Capital Aggregation.** What are the benefits and attributes of aggregating capital before launching business plans? What are the implications for how grantmakers and nonprofits operate in order to take advantage of such collaborations? This session will highlight The Edna McConnell Clark Foundation's recent pilot effort to support the significant expansion of three high-performing organizations -- joined by 19 co-investors and raising \$120 million -- as well as recent research by REDF.
Speakers: Cynthia Gair, REDF; Woody McCutchen, The Edna McConnell Clark Foundation; Darcy Bradbury, Nurse-Family Partnership
2. **Fighting the Government Revenue Trap: A Massachusetts Case Study.** Government funding can be a mixed blessing for nonprofits. Understand the problems frequently associated with government funding. Explore how grantmakers can best support nonprofits that rely heavily on government funding and encourage government to change contracting practices that discriminate between for-profit and nonprofit funding.
Speakers: Elizabeth Keating, Boston College; Michael Weekes, Providers' Council; Geeta Pradhan, The Boston Foundation; Gregg Behr, Grable Foundation

3. **How Can We Expand Impact? The Challenge of Scaling Nonprofits.** The natural tendency for nonprofits (and encouraged by funders) is to grow or do something new, but in many cases this approach can create problems. Do all nonprofits need to grow? And if a nonprofit can and should grow, what is the best means to do so? This session will explore the challenges and implications imposed by growth and the investment nonprofits need for successful growth.
Speakers: Edward Skloot, Duke University; William Foster, Bridgespan Group; Paul Bradley, ROC USA; Kirsten Moy, Aspen Institute

4. **Strategic Conversation 3: What Are the Implications on the Funder's Role of Changing How Money Works in a Nonprofit Organization?** This session will address the necessary or desired changes in the role of individual funders and philanthropic institutions in bringing the perspective and practices raised by "Money Matters" to scale.
Conversation Leaders: Ben Hecht, Living Cities; Chris Page, Rockefeller Philanthropy Advisors

1:30-3:00 pm: Lunch and Closing Plenary

What are the key insights we gained from this conference? What might we do next to advance this important issue? This interactive session will tap the wisdom of the group to create a collective understanding of key insights from the conference and to present a plan for next steps for the field as well as specific actions NFF and GEO could take, in partnership with others, to advance the agenda.

Moderator: Andrea Levere, Corporation for Enterprise Development