FRAMEWORK

*for Community Leadership
by a Community Foundation*

JULY 2013 UPDATE

COUNCIL *on* **FOUNDATIONS**

Community Foundations **Leadership Team**

Defining *community leadership*

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

THE COMMUNITY FOUNDATION...

is a community partner

This acknowledges that the community foundation does not act in isolation. It acts in concert with other community members, sometimes taking the lead, sometimes following, sometimes paving the way for new leaders.

that creates a better future for all

This acknowledges that the community foundation's constituency is the entire community. Every issue, every cause it embraces, has some connection to the greater good while being mindful of how race, class, culture and power influence and affects decisions.

by pursuing the community's greatest opportunities and addressing the most critical challenges

This acknowledges that the community foundation can be counted on to pursue the things that matter the most, no matter how challenging or difficult.

inclusively uniting people, institutions and resources from throughout the community

This acknowledges how the community foundation goes about its business: in the open and ensuring broad participation. It also recognizes that the community foundation is well-suited to assemble and leverage resources.

and producing significant, widely shared and lasting results

This acknowledges that the community foundation looks beyond quick fixes and innovative pilot projects, and that it has the staying power to reach long-term results.

Framework *at a glance*

The framework can be used to bring clarity to the definition and practice of community leadership by individual community foundations.

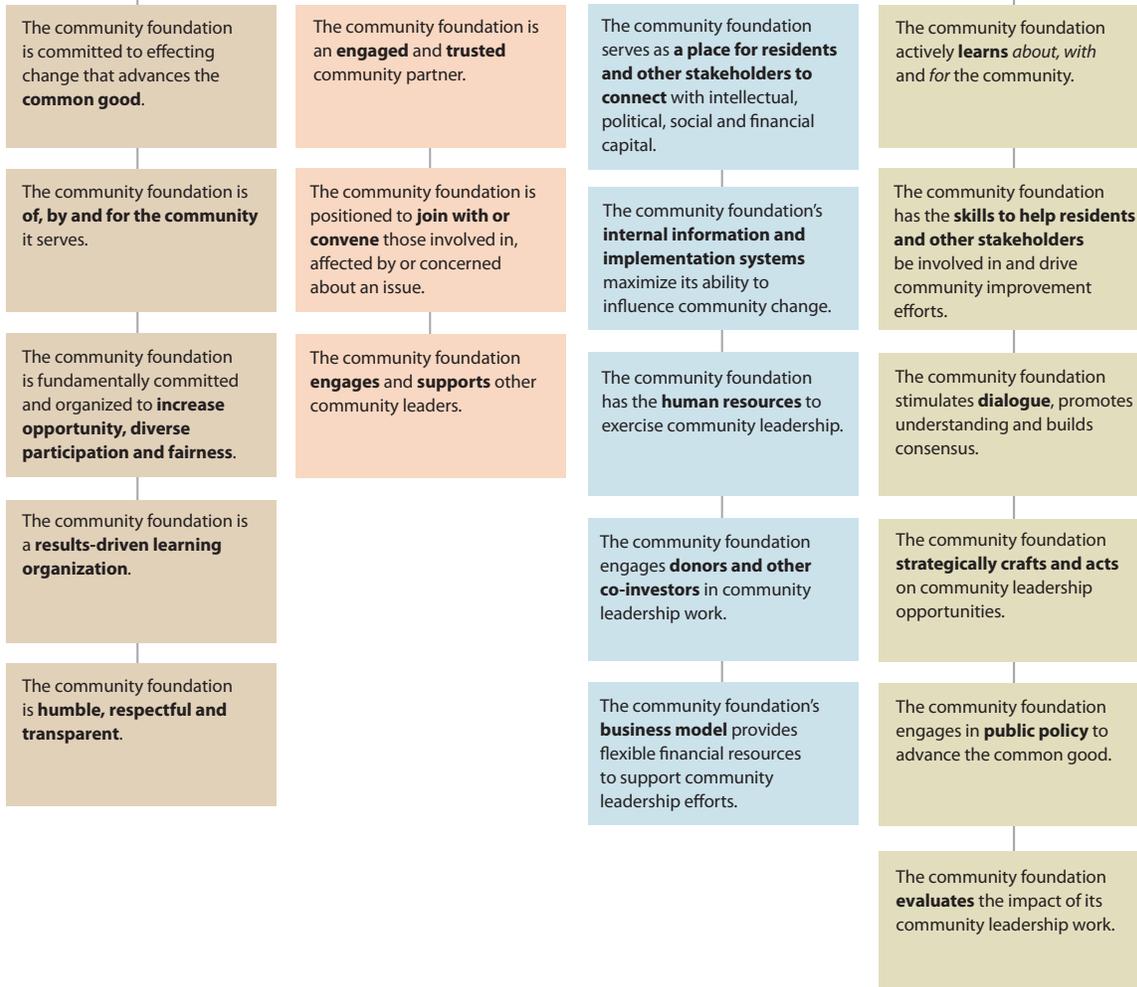## COMMUNITY LEADERSHIP BY A COMMUNITY FOUNDATION

DEFINITION AND OUTCOME

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

FIRST-LEVEL BUILDING BLOCKS

A	**B**	**C**	**D**
The community foundation manifests the **values, culture and will** to exercise community leadership.	The community foundation continuously builds the **relationships** to exercise community leadership.	The community foundation accesses and develops the **resources** necessary to exercise community leadership.	The community foundation accesses and develops the **understanding and skills** to exercise community leadership.

SECOND-LEVEL BUILDING BLOCKS

A	B	C	D
The community foundation is committed to effecting change that advances the **common good**.	The community foundation is an **engaged** and **trusted** community partner.	The community foundation serves as **a place for residents and other stakeholders to connect** with intellectual, political, social and financial capital.	The community foundation actively **learns** *about, with* and *for* the community.
The community foundation is **of, by and for the community** it serves.	The community foundation is positioned to **join with or convene** those involved in, affected by or concerned about an issue.	The community foundation's **internal information and implementation systems** maximize its ability to influence community change.	The community foundation has the **skills to help residents and other stakeholders** be involved in and drive community improvement efforts.
The community foundation is fundamentally committed and organized to **increase opportunity, diverse participation and fairness**.	The community foundation **engages** and **supports** other community leaders.	The community foundation has the **human resources** to exercise community leadership.	The community foundation stimulates **dialogue**, promotes understanding and builds consensus.
The community foundation is a **results-driven learning organization**.		The community foundation engages **donors and other co-investors** in community leadership work.	The community foundation **strategically crafts and acts** on community leadership opportunities.
The community foundation is **humble, respectful and transparent**.		The community foundation's **business model** provides flexible financial resources to support community leadership efforts.	The community foundation engages in **public policy** to advance the common good.
			The community foundation **evaluates** the impact of its community leadership work.

Considering *building blocks*

BUILDING BLOCK A

*The community foundation manifests the **values**, **culture and will** to exercise community leadership.*

Second-level building blocks	Third-level building blocks
1. The community foundation is committed to effecting change that advances the **common good**.	1a. The community foundation's mission includes community betterment. 1b. The community foundation consistently acts on clearly articulated values that undergird community betterment. 1c. The board, staff and volunteers are passionately committed to creating a better future for all. 1d. The community foundation subordinates the self-interest of its board, staff, volunteers and donors to the common good.
2. The community foundation is **of, by and for the community** it serves.	2a. The community foundation supports broad community involvement in and community ownership of the shaping of community visions, possible solutions and collective actions around common concerns. 2b. The community foundation board and committees are made up of people who have demonstrated a passion for the community's well-being. 2c. The community foundation board, committees and staff are generally drawn from throughout the community and seen as being part of the community. 2d. The community foundation staff have an understanding of their community and the ability to work comfortably in multiple settings and places and at multiple levels.
3. The community foundation is fundamentally committed and organized to **increase opportunity, diverse participation and fairness**.	3a. The community foundation examines and articulates its values of increasing opportunity, diverse participation and fairness. 3b. The community foundation understands that diversity and inclusion enhance credibility and improve effectiveness. 3c. The community foundation's internal policies and practices reflect and support diversity and inclusion. 3d. The community foundation uses inclusion and equity values in choosing its community leadership issues and actions. 3e. The community foundation recognizes and addresses race, class, culture and other power imbalances in its work with diverse constituencies. 3f. The community foundation advocates for and commits resources to inclusion and equity in all of its work. 3g. The community foundation respects and accounts for the differences, needs, resources and interests of specific constituencies.

Considering *building blocks*

BUILDING BLOCK A (CONTINUED)

The community foundation manifests the **values**, **culture and will** *to exercise community leadership.*

Second-level building blocks	Third-level building blocks
4. The community foundation is a **results-driven learning organization.** ▶	**4a.** The community foundation focuses its community leadership efforts on issues with significant or long-term impact on the community. **4b.** The community foundation determines the nature and duration of its community leadership engagement in terms of the outcomes it seeks. **4c.** The community foundation examines itself and makes internal changes to increase its impact and effectiveness. **4d.** The community foundation learns from and adapts its actions based on routine examination of successes and failures.
5. The community foundation is **humble, respectful and transparent.** ▶	**5a.** The community foundation is prompt, courteous and caring in all of its interactions with the community. **5b.** The community foundation is respectful when it disagrees with others. **5c.** The community foundation shares or declines to take credit when necessary to advance community leadership goals. **5d.** The community foundation accepts criticism and admits mistakes.

Considering *building blocks*

BUILDING BLOCK B

*The community foundation continuously builds the **relationships** to exercise community leadership.*

Second-level building blocks	Third-level building blocks
1. The community foundation is an **engaged** and **trusted** community partner. ▶	1a. The community foundation demonstrates respect for the assets (e.g., knowledge, relationships, experience, capacities, etc.) of residents and community partners. 1b. The community foundation engages diverse people, including people who have not historically been engaged and people who have been under engaged, from all parts of the community in setting goals and solving community problems. 1c. The community foundation meets residents and other stakeholders where and when it is convenient for residents and other stakeholders. 1d. The community foundation understands and acknowledges community members' multiple viewpoints and perspectives. 1e. The community foundation actively listens to the community, creates opportunities for continuous feedback, and follows through on commitments made to realize shared goals.
2. The community foundation is positioned to **join with or convene** those involved in, affected by or concerned about an issue. ▶	2a. Relationship building and outreach are core expectations for community foundation staff, board and volunteers. 2b. The community foundation has access to a diverse group of leaders through its board, staff, donors, volunteers, grantees and partners. 2c. The community foundation is actively and directly involved in those neighborhoods and places where it is doing community leadership work. 2d. The community foundation engages the vulnerable and voiceless in community problem-solving. 2e. The community foundation builds relationships with those outside the community whose connections, resources, interests and abilities may support community leadership work.
3. The community foundation **engages** and **supports** other community leaders. ▶	3a. The community foundation follows or joins efforts initiated and led by others. 3b. The community foundation works to build the capacity of leaders throughout the community. 3c. The community foundation engages and supports new leaders, especially from groups underrepresented in the community's leadership structure, to succeed and gain influence. 3d. The community foundation believes that groups within the community should choose their own leaders.

Considering *building blocks*

BUILDING BLOCK C

*The community foundation accesses and develops the **resources** necessary to exercise community leadership.*

Second-level building blocks	Third-level building blocks
1. The community foundation serves as **a place for residents and other stakeholders to connect** with intellectual, political, social and financial capital.	1a. The community foundation offers convening space while making it clear that they are ready to meet residents and other stakeholders where and when it is convenient for the residents and other stakeholders.
	1b. The community foundation joins with the community in facilitating, creating, commissioning and sharing research, data and metrics that help strengthen planning, advocacy and implementation efforts.
	1c. The community foundation facilitates connections among residents, government, corporate and nonprofit decision-makers.
	1d. The community foundation makes connections among people from different cultural, racial/ethnic and socio-economic backgrounds.
	1e. The community foundation helps leverage financial and other resources from residents, other private funders and the public sector.
2. The community foundation's **internal information and implementation systems** maximize its ability to influence community change.	2a. The community foundation integrates its community leadership efforts across all functional areas.
	2b. The community foundation has a consultative process in place to identify emerging, critical or persistent community issues.
	2c. The community foundation has a system to match donor interests with community leadership needs and issues.
	2d. The community foundation aligns its grantmaking systems and operational processes to support community leadership.
	2e. The community foundation is user-friendly in all of its processes.
	2f. The community foundation's information systems are transparent and accessible.
3. The community foundation has the **human resources** to exercise community leadership.	3a. The board, staff, volunteers, donors, grantees and vendors are broadly reflective of the community and its shifting demographics.
	3b. The board uses community leadership as a primary criterion in selecting and evaluating the CEO.
	3c. The board and staff are entrepreneurial, take risks and learn from their mistakes.
	3d. The board and staff take new or courageous stands, when necessary, to move an issue forward.
	3e. The board reflects the diverse points of view and levels of influence necessary to effect change.
	3f. The community foundation provides ongoing professional development for board, staff and volunteers around community leadership.
	3g. The board, staff and volunteers are able to relate to the cultures that make up their community.

Considering *building blocks*

The community foundation accesses and develops the **resources** *necessary to exercise community leadership.*

Second-level building blocks	Third-level building blocks
4. The community foundation engages **donors and other co-investors** in community leadership work. ▶	4a. The community foundation systematically helps current and prospective donors deepen their understanding of community issues. 4b. The community foundation connects donors and potential co-investors to opportunities to increase the impact of their investments. 4c. The community foundation's donors use their influence and connections to advance community leadership efforts. 4d. The community foundation provides feedback to donors and other co-investors about the impact of their support. 4e. The community foundation encourages donors to structure gifts in ways that can flexibly address changing community needs over time. 4f. The community foundation provides donors with philanthropic options outside the community foundation when donor interests are incompatible with its values.
5. The community foundation's **business model** provides flexible financial resources to support community leadership efforts. ▶	5a. Operations are efficient, freeing resources for community leadership. 5b. The community foundation has income-generating, budgeting and leveraging strategies to support community leadership, such as: · fees from donor funds · earned income · unrestricted endowment income · public sector funds · corporate and foundation grants · annual campaigns and special events 5c. The community foundation knows the cost of each service it provides relative to the revenue it generates, and aligns subsidies as needed to serve community leadership efforts. 5d. The community foundation knows how to use community and portfolio investments outside of grantmaking to support community leadership efforts.

Considering *building blocks*

BUILDING BLOCK D

The community foundation accesses and develops the **understanding and skills** *to exercise community leadership.*

Second-level building blocks	Third-level building blocks
1. The community foundation actively **learns** *about, with* and *for* the community.	1a. The community foundation has current and historical knowledge of the institutions, leadership, economy, demographics, natural and built environment, and culture of its area.
	1b. The community foundation reaches out to people in the community to understand their perspectives, gain their knowledge and engage them in identifying solutions.
	1c. The community foundation finds or generates objective information it needs but may not have.
	1d. The community foundation looks beyond current strategies for solutions.
2. The community foundation has the **skills to help residents and other stakeholders** be involved in and drive community improvement efforts.	2a. The community foundation understands the influence of race, class, culture and power and has the competencies to facilitate ongoing dialogue about these issues and others.
	2b. The community foundation understands the networks of organizations, individuals and associations working on community improvement.
	2c. The community foundation understands the processes (e.g., community organizing, formal public engagement processes, organizational change efforts, etc.) that support community improvement.
	2d. The community foundation is able to cultivate an understanding of relevant systems (e.g., education, public health, community economic development, etc.) that provide services and shape the context for the health and well-being of the community.
	2e. The community foundation helps to ensure coordination and collaboration among processes and systems that support community improvement and when necessary works to reform or strengthen those systems.
3. The community foundation stimulates **dialogue**, promotes understanding and builds consensus.	3a. The community foundation has the skills and ability to use convening to produce results.
	3b. The community foundation has the skills, strategies and capacity to effectively tell community leadership stories.
	3c. The community foundation tailors its communications to diverse audiences.
	3d. The community foundation uses non-traditional communication outlets and new media to ensure community-wide reach and engagement.
	3e. The community foundation frames issues in ways that resonate with those who can make change happen.
	3f. The community foundation stays current with communication technology.
	3g. The community foundation is a trusted source and provider of information about the community.

BUILDING BLOCK D (CONTINUED)

*The community foundation accesses and develops the **understanding and skills** to exercise community leadership.*

Second-level building blocks	Third-level building blocks
4. The community foundation **strategically crafts and acts** on community leadership opportunities. ▶	4a. The community foundation understands the multiple roles and range of tools it can use to leverage change. 4b. The community foundation identifies the ways it is willing and able to add value to a community leadership issue. 4c. The community foundation knows when to work behind the scenes, when to take a stand, when to partner and when to build the capacity of others to effect change. 4d. The community foundation nimbly anticipates and responds to emerging opportunities and challenges. 4e. The community foundation sustains its efforts to achieve its outcomes.
5. The community foundation engages in **public policy** to advance the common good. ▶	5a. The community foundation understands the public policy process and resource streams. 5b. The community foundation cultivates relationships in all three branches of government and at the federal, state and local levels. 5c. The community foundation knows when and how to effectively participate in the policy process. 5d. The community foundation knows and takes advantage of the range of advocacy options the law allows to 501(c)(3) organizations.
6. The community foundation **evaluates** the impact of its community leadership work. ▶	6a. The community foundation has a long-range vision, plan and outcome oriented goals for its community leadership work. 6b. The community foundation gathers data, information and community feedback to measure, inform and adjust its community leadership work.
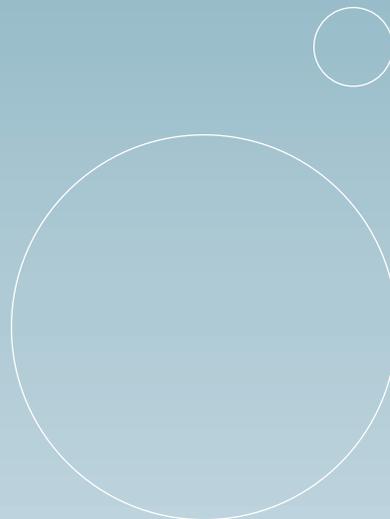
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