

Dear Colleague:

I'd like to invite you to become a member of the National Network of Consultants to Grantmakers, an important new affinity group whose mission is

***To increase the quality, effectiveness and capacity of grantmakers by mobilizing and strengthening the work of knowledgeable, ethical and experienced consultants***

Part think-tank and part service organization, NNCG provides a learning community and a forum for open discussion among consultants dedicated to increasing philanthropy and deepening its impact. Through strategic partnerships with a host of grantmaker associations and others, NNCG is a growing resource for the philanthropic sector.

Since its inception in 2006, NNCG has attracted a stellar group of charter members, established a code of ethical conduct to which all members subscribe, and achieved a strong media profile. We recently launched an online searchable membership directory that will greatly improve grantmaker access to seasoned, qualified and ethical professional consultants.

Membership in NNCG has been tremendously helpful to me and my firm, and I think it will only become more beneficial this year when we expand our national and regional convenings and teleconferences on cutting-edge topics, interface with grantmakers and media, and expand use of our listserv. This year, for example, I've posted requests on the NNCG listserv to find resources and experts that proved invaluable for projects we were working on; reached out to peers with complementary expertise that I hired as subcontractors; learned of important new studies and publications, and met talented professionals I never would have come across on my own. I've also received referrals to important new clients and been able to "give back" by posting consultant RFPs.

I encourage you to take a look at the roster of members and member benefits attached, and to visit our website at [www.nncg.org](http://www.nncg.org). I know that NNCG, and the philanthropic sector in general, would benefit from your membership in NNCG, and that you will find the connection with NNCG enriching and rewarding.

We hope that you will join us in this important venture. To do so, please complete the enclosed membership form or sign up online at [www.nncg.org](http://www.nncg.org). If you have any questions, please contact Network Project Manager Lauren Kay, at 888/589-4489, x. 1 or [lauren@nncg.org](mailto:lauren@nncg.org).

With best regards,

Kristen Putnam-Walkerly, MSW  
Chair, Membership Task Force  
National Network of Consultants to Grantmakers  
President, Putnam Community Investment Consulting, Inc.

## MEMBERSHIP INFORMATION

### Mission & Purpose

Part think-tank, part service organization, NCCG provides a learning community and a forum for open discussion among consultants dedicated to increasing and strengthening philanthropy.

***The Network's mission is to increase the quality, effectiveness and capacity of grantmakers by mobilizing and strengthening the work of knowledgeable, ethical and experienced consultants.***

NCCG offers resources, opportunities for engagement and access, and support for consultants seeking to hone best practices and increase their impact and that of their clients. It offers consultants a forum in which to convene and practice professional development, and it provides a national platform for cooperative involvement in addressing the principal issues, trends and challenges that we face daily in the philanthropic field. NCCG is a direct response to the needs of grantmakers.

### Commitment to Diversity

Diversity of the Network's membership and leadership is critical to the vitality and impact of its work. NCCG members are diverse in:

- Areas of expertise and services
  - Types of grantmakers served (e.g., private foundations, family foundations, community foundations, corporate giving programs, and public charity or alternative funds)
  - Consulting practices (ranging in size from sole practitioners to large firms)
- Demographic characteristics, including gender, ethnicity,

### Goals

NCCG's goals address the following four areas:

- 1. Collaboration** – Increasing knowledge, expertise, and resources among consultants and in the field of philanthropy
- 2. Impact** – Focusing collective expertise
  - Identify and address important issues in philanthropy through research, publications, forums, and convenings
- 3. Standards** – Elevating the field
  - Define benchmarks of quality, best practices, values and ethical behavior in consulting, and actively promote their adoption in order to increase the quality and impact of consultants' work for grantmakers
  - Expand awareness of and commitment to effective methods and stewardship principles in the field of philanthropy
- 4. Access** - Increasing access
  - Serve as a clearinghouse for information and resources on philanthropy and grantmaking
  - Increase grantmaker access to high-quality consultants

### Chair

Lee Draper, PhD  
*President*  
*Draper Consulting Group*

### Founding Members

Anne Morgan, PhD  
*Consultant to Foundations*

Henry A.J. Ramos  
*Principal*  
*Mauer Kunst Consulting*

Joanne Scanlan  
*Senior Vice President*  
*eScanlan*

Cole Wilbur  
*Trustee and Past President*  
*The David and Lucile*  
*Packard Foundation*

To join as a “**Full**” member, a consultant *must provide references from a minimum of five grantmakers who have been clients during the past three years.* Consultants who are new to the field are welcome to join as “**Associate**” members. Professionals in allied fields, grantmakers, and other supporters may join as “**Affiliate**” members.

Members may join as individuals or as an institution/firm. Institutional members may appoint up to five staff members to receive membership benefits, but each person must meet the Network's membership eligibility criteria. Annual membership fees and benefits are the same for members, associates and affiliates:

- \$350 for individuals (1 person receives full membership benefits)
- \$1,000 for institutions and firms (up to 5 employees or associates may receive full membership benefits)

All members must subscribe to the NCCG Code of Ethics.

## **NCCG Member Benefits and Opportunities**

- Involvement in a peer-driven network of professional consultants who meet regularly
- Participation in developing benchmarks of quality for consultants
- Engagement in a forum for discussion about strengthening grantmaking
- Inclusion in the first national online Directory of philanthropic consultants — searchable, accessible, relevant and widely distributed through electronic media to grantmakers through our partners (such as Council on Foundations, Association of Small Foundations, Grantmakers for Effective Organizations, and others), members and the public
- Opportunities to tackle important philanthropic issues via working groups, studies, publications, workshops, collaborations and other special projects
- Opportunities for professional development
- Access to NCCG's clearinghouse of information and resources on philanthropy and grantmaking
- Access to current thinking, writing and other resources about ethics, values and best practices, as well as special briefings from the field
- Access to NCCG mailing and e-mailing lists (please contact our office for details)
- **Discounts from Partner Organizations:**

### **Association of Small Foundations (ASF)**

The Association of Small Foundations (ASF) is a membership organization of nearly 3,000 foundations with few or no staff. About 250 of the members have over \$50 million in assets, but the average size is \$18 million, and half have under \$7 million. ASF provides their members with peer learning opportunities, targeted resources and a collective voice in and beyond the philanthropic community. For more information, visit [www.smallfoundations.org](http://www.smallfoundations.org). **To order ASF resources at their members' rates, please call the Association's office at 301-907-3337 and place your order directly with Akilah Massey.**

### **Grantmakers for Effective Organizations (GEO)**

GEO is a coalition of grantmakers committed to building strong and effective nonprofit organizations. GEO's mission is to maximize philanthropy's impact by

advancing the effectiveness of grantmakers and their grantees. GEO does this by:

- commissioning and contributing to research,
- developing programs and products, and
- building a community of practice that expands the resources available on nonprofit effectiveness.

Currently, GEO has more than 1,000 individual members representing more than 600 grantmaking organizations. For more information, visit [www.geofunders.org](http://www.geofunders.org).

## **GrantCraft**

A source of practical wisdom on the tools and techniques of effective grant making. GrantCraft offers guides, videos, and case studies that present the practitioner's view of philanthropy, on subjects such as:

- Practice and methods that make grants more effective
- Insights into relations between grantees and grant makers
- Lessons about how to organize grant making work for best results

Good grant making isn't just a matter of being an expert in a field of interest. There's a craft that's specific to making effective grants — with tools and skills developed over many years, by many people, working with many kinds of grant programs. GrantCraft collects this experience in a series of brief guides and videos, featuring the firsthand, practical wisdom of a wide range of practicing grant makers and advisors.

For more information, visit [www.grantcraft.org](http://www.grantcraft.org). All the materials are free to download online, following a short registration. The guides are also available in print for purchase. **To receive a 20% discount on purchases, use “NCG20” when you see an automatic prompt for a promotional code during check out online.**

*The mission of the National Network of Consultants to Grantmakers is to increase the quality, effectiveness and capacity of grantmakers by mobilizing and strengthening the work of knowledgeable, ethical and experienced consultants.*

## MEMBERS (as of June 18, 2009)

### Full Members

#### Institutions and Firms

**Arabella Philanthropic Investment Advisors**, Washington, D.C.

Eric Kessler, Principal and Managing Director

**Draper Consulting Group**, Santa Monica, CA

Lee Draper, Ph.D., President

Michelle Torgerson, Associate

**Foundation Management Services, Inc.**, Cleveland, OH

Janet E. Narten, President

Cristin Slesh, Senior Associate

Susan Althans, Senior Associate

Sara Mierke, Associate

Allison Rand, Associate

**Grants Management Associates**, Boston, MA

Mary Phillips, President

Newell Flather, Founder

Amy Segal Shorey, Partner

Pamela Labonte Maksy, Financial Services Manager

Phillip Hall, Principal

Prentice Zinn, Principal

Gracelaw Simmons

**HersheyCause**, Santa Monica, CA

R. Christine Hershey, President

**Korngold Consulting LLC**, New York, NY

Alice Korngold, President & CEO

**LaFrance Associates**, San Francisco, CA

Steven LaFrance, Principal

Emily Boer Drake, Associate Consultant

Nancy Latham, Director of Research and Evaluation

**Mauer Kunst Consulting**, Creston, CA

Henry A.J. Ramos, Principal

**Nakatomi & Associates, Inc.**, Santa Monica, CA

Debra Nakatomi, President

Joni Byun, Sr. Vice President

**The Philanthropic Group**, New York, NY

Barbara R. Greenberg, MSW, President

Jan Schwarz, Philanthropic Consultant

**The Philanthropic Initiative, Inc.**, Boston, MA

Leslie Pine, Senior Vice President

Ellen Remmer, Vice President

Steve Johnson, Vice President

Amy Zell Ellsworth, Senior Fellow

Susan Lewis Solomont

**Putnam Community Investment Consulting**, Cleveland, OH & San Francisco, CA

Kristen Putnam, MSW, President

Brett Sharenow, Consultant

David Pontecorvo, Consultant

**Rockefeller Philanthropy Advisors**, New York, NY & San Francisco, CA

Melissa Berman, President & CEO

Judy Belk, Senior Vice President

C. Daniel Stubbs Jr., Senior Vice President & CFO

Chris Page, Senior Vice President

Doug Bauer, Senior Vice President

Walter Sweet, Director

**Strategic Philanthropy, Ltd.**, Chicago, IL

Betsy Brill, Founder & President

**TCC Group**, New York, NY

Richard A. Mittenthal, President and CEO

Paul Connolly, Senior Vice President

Carol Gallo, Senior Consultant

Ashley Snowdon, Consultant

Chantell Johnson, Senior Consultant

#### Individuals

**James N. Alexander**, President, Alexander Associates, Evanston, IL  
**Caron Atlas**, independent Consultant, Brooklyn, NY  
**Thomas E. Backer, Ph.D.**, President, Human Interaction Research Institute, Encino, CA  
**Hugh C. Burroughs**, President, Independent Philanthropy Advisors, San Carlos, CA  
**Mary Ellen Capek**, Principal, Capek and Associates, Corrales, NM  
**Patricia Caesar**, President, Caesar Consulting Group, New York, NY  
**Stephanie Clohesy**, CEO, Clohesy Consulting, Cedar Falls, IA  
**Jara Dean-Coffey, M.P.H.**, Principal, jdcPartnerships, Richmond, CA  
**Jacqueline Copeland-Carson**, Founding Partner, Copeland Carson & Associates, San Jose, CA  
**Susan Egmont**, Principal, Egmont Associates, Boston, MA  
**Douglas K. Freeman**, Chairman and National Managing Partner, IFF Advisors, LLC, Irvine, CA  
**Tracy Gary**, Executive Director/Founder, Inspired Legacies, Houston, TX  
**Elaine Gast**, President, Four Winds Writing, Inc., Mountain View, CA  
**Mary Genis**, Principal, Sintra Consulting, Los Angeles, CA  
**Susanna Ginsburg**, Principal, SG Associates, New York, NY  
**Ann Graham**, Principal, Graham Strategic Philanthropy, Hoboken, NJ  
**Gita Gulati-Partee**, President, Open Source Leadership Strategies, Inc., Durham, NC  
**Ken Hubbell**, Ken Hubbell & Associates, Little Rock, AR  
**Virginia Hubbell**, President, Virginia Hubbell Associates, The Catalyst Group, Sonoma, CA  
**Marianne Hughes**, Executive Director, Interaction Institute for Social Change, Cambridge, MA  
**Valerie Jacobs**, Valerie Jacobs Consulting, San Diego, CA  
**Lauren Katzowitz Shenfield**, Executive Director, Philanthropy Advisors, New York, NY  
**Benita Kline**, Vice President, Levanthal Kline Management, Inc., Berkeley, CA  
**Iris Krieg**, President, Iris Krieg & Associates, Inc., Chicago, IL  
**Carol Lukas**, President, Fieldstone Alliance, St. Paul, MN  
**Kristina L. Mayer**, President, K.L. Mayer Consulting Group, Inc., Port Townsend, WA  
**Jan McElwee**, Principal, The McElwee Group, Burbank, CA  
**Frank W. Merrick**, President, Foundation Management, Inc., Oklahoma City, OK  
**Frederick T. Miller**, President, The Chatham Group, Inc., Chatham, MA  
**Ricardo A. Millet**, Millet & Associates, Chicago, IL  
**Amy Main Morgenstern**, President, Main Stream Enterprises, Inc., Cleveland, OH  
**Mark E. Neithercut**, Principal, Neithercut Advisors LLC, Detroit, MI  
**Thaler Pekar**, Principal, Thaler Pekar & Partners, LLC, Hoboken, NJ  
**Jane E. Pierson**, President, Cavanaugh, Hagan, Pierson & Mintz Inc., Washington, D.C.  
**Christine Robinson**, President, Stillwaters Consultation, Natick, MA  
**Vincent Robinson**, Managing Partner, The 360 Group, San Francisco, CA  
**Sarah Samuels**, President, Samuels and Associates, Oakland, CA  
**Elizabeth Seja Min**, Principal, Seja Min & Associates, Oakland, CA  
**Marcia Sharp**, President, Millennium Communications Group Inc., Andover, MA  
**John L. Stanley**, CEO/President, Legacy Group, Brookfield, WI  
**Christina Sutherland**, Principal, Sutherland-Edwards, LLC, Consultants to Philanthropy, Oakland, CA  
**Collis Townsend**, Principal, Collis Townsend & Associates, LLC, Kenneth Square, PA  
**Gwen Walden**, Principal, Walden Philanthropy Advisors, Culver City, CA  
**Lisa B. Walker**, Principal, IGI LLC, New York, NY

#### **Associate Members**

##### Institutions and Firms

**Global Policy Solutions**, Washington, D.C.  
Maya Rockeymoore, President & CEO

##### Individuals

**Suzanne E. Busta**, President, Philanthropic Impact, Edina, MN  
**Molly Cannon Stevenson**, Partner, Principals In Philanthropy, Greenwood Village, CO  
**Maureen Colburn**, Organizational Development Consultant, Washington, D.C.  
**Solange Foster**, President, Real Philanthropy LLC, Montclair, NJ  
**Mary Heng-Braun**, Omaha Philanthropy Consulting, Omaha, NE  
**Susan Hirsch**, President, Hirsch & Associates, LLC, San Francisco, CA  
**Frances E. Jemmott**, Principal/CEO, Jemmott/Rollins Group, Inc., Los Angeles, CA  
**Carolyn Lloyd**, Consultant, New York, NY  
**Marie Massaro**, Principal, Massaro Consulting, Wethersfield, CT  
**Molly Penn**, President, Penn Consulting LLC, Dobbs Ferry, NY  
**Mark C. Percy**, Principal, Next Generation Strategies, LLC, Newport Coast, CA  
**Daphne Rowe**, President, Pembroke Philanthropy Advisors, Ardmore, PA  
**Clare Payne Symmons**, President, Philanthropic Services, Jackson, WY  
**Joanne Scanlan**, Independent Consultant, Sechelt, BC  
**E. Gabriel Works**, President, Works Associates, Grand Rapids, MI

## **Affiliate Members**

### Individuals

**Jason Born**, Knowledge Office, Melville Charitable Trust, Boston, MA

**Elizabeth Bremner**, former President, The Foundation Incubator, Redwood City, CA

**Colburn Wilbur**, Trustee and Past President, The David and Lucile Packard Foundation, Los Altos, CA

**Tim Walter**, Executive Director, Association of Small Foundations, Bethesda, MD

## MEMBERSHIP APPLICATION

Name of Primary Member: \_\_\_\_\_ Title: \_\_\_\_\_

Company/Organization: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

City/State/Zip Code \_\_\_\_\_

Email Address: \_\_\_\_\_ Website Address: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

I, the undersigned, have read and agree to adopt the NNCG Code of Ethical Conduct.

\_\_\_\_\_  
Name Date

### Select one of the following annual dues:

- Full Member—Individual \$350       Full Member—Institution/Firm \$1,000  
 Associate Member—Individual \$350       Associate Member—Institution/Firm \$1,000  
 Affiliate Member—Individual \$350       Affiliate Member—Institution/Firm \$1,000  
**(Institutions/Firms may appoint up to 5 members. Enter contact information below.)**

\$\_\_\_\_\_ Additional Contribution (to help launch NNCG)

\$\_\_\_\_\_ Total Payment

### Payment:

- Check enclosed (Payable to “Tides Center/NNCG”)  
 Credit card—choose one:  
 Mastercard       Visa       Discover       American Express

Account # \_\_\_\_\_ Exp. \_\_\_\_\_

Print name as it appears on your card \_\_\_\_\_

Signature as it appears on your card \_\_\_\_\_

**Send membership form to:** NNCG, P.O. Box 292182, Los Angeles, CA 90029.  
(Checks payable to “Tides Center/NNCG”)

**Services/Areas of Expertise (check all in which you have/your firm has direct consulting experience):**

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> communications                 | <input type="checkbox"/> governance                          | <input type="checkbox"/> new foundation design      |
| <input type="checkbox"/> evaluation                     | <input type="checkbox"/> information technology              | <input type="checkbox"/> public policy and advocacy |
| <input type="checkbox"/> family dynamics                | <input type="checkbox"/> leadership & leadership transitions | <input type="checkbox"/> retreat facilitation       |
| <input type="checkbox"/> grantmaking and staff training | <input type="checkbox"/> mission and program development     | <input type="checkbox"/> strategic planning         |
| <input type="checkbox"/> other: _____                   |  |   |

**Types of Grantmakers Served (check all in which you have/your firm has direct consulting experience):**

- |  |   |  |
|--|---|--|
| <input type="checkbox"/> family foundations        | <input type="checkbox"/> community foundations            | <input type="checkbox"/> donor-advised funds |
| <input type="checkbox"/> private foundations       | <input type="checkbox"/> government grantmakers           | <input type="checkbox"/> individual donors   |
| <input type="checkbox"/> corporate giving programs | <input type="checkbox"/> other public charity grantmakers | <input type="checkbox"/> giving circles      |
| <input type="checkbox"/> other: _____              |   |  |

# of years serving grantmakers as a consultant: \_\_\_\_\_

Geographic area(s) you serve: \_\_\_\_\_

**Grantmaker references:** List 5 grantmaker clients with whom you have worked within the past 3 years. Provide the grantmaker's name, contact person, phone number & email. (Not necessary for associate or affiliate members.) NCCG keeps this information confidential and uses it solely to determine the fulfillment of membership criteria. If for reasons of client confidentiality you cannot share this information, please contact our office at [info@nccg.org](mailto:info@nccg.org) or 888/589-4489, x. 1.

Organization	Contact	Phone	Email
1. _____			
2. _____			
3. _____			
4. _____			
5. _____			

IF JOINING AS AN INSTITUTION OR FIRM ONLY: You are able to list up to five employees in your institution or firm who will participate as part of your membership. For each person to be recognized as a "full member," please list 5 grantmaker clients with whom they have worked within the past 3 years. (Not necessary for associate or affiliate members.)

Name of Member: _____	Title: _____
Company/Organization: _____	
Mailing Address: _____	
City/State/Zip Code: _____	
Email Address: _____	
Telephone: _____	Fax: _____

<b>GRANTMAKER REFERENCES:</b>			
Organization	Contact	Phone	Email
1. _____			
2. _____			
3. _____			
4. _____			
5. _____			

Name of Member: _____	Title: _____		
Company/Organization: _____			
Mailing Address: _____			
City/State/Zip Code: _____			
Email Address: _____			
Telephone: _____	Fax: _____		
<b>GRANTMAKER REFERENCES:</b>			
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Name of Member: _____	Title: _____		
Company/Organization: _____			
Mailing Address: _____			
City/State/Zip Code: _____			
Email Address: _____			
Telephone: _____	Fax: _____		
<b>GRANTMAKER REFERENCES:</b>			
Organization	Contact	Phone	Email
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Name of Member: \_\_\_\_\_ Title: \_\_\_\_\_  
Company/Organization: \_\_\_\_\_  
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Email Address: \_\_\_\_\_  
Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

**GRANTMAKER REFERENCES:**

Organization	Contact	Phone	Email
1. _____			
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4. _____			
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## **THE CHRONICLE OF PHILANTHROPY**

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<http://www.philanthropy.com/jobs/2007/09/20/20071004-488865.htm>

### IN THE TRENCHES

## **New Group Works to Sort Out the Growing Field of Philanthropy Consultants**

By Darlene M. Siska

Just about anyone can call him or herself a consultant. And, as many nonprofit veterans can attest, just about anyone does.

Ask Joanne B. Scanlan, who served for 22 years as an officer at the Council on Foundations, in Washington — where she was often required her to pass on advice to grant makers about hiring outside help.

She recalls one example of a foundation leader who, she says, "was notorious for abusing grant seekers with rude remarks" and for treating colleagues similarly, but whose "arrogance didn't include superior intelligence or grant-making skills." When the executive, who she declined to name, was dismissed by the group's board, Ms. Scanlan says, the person hung out a consulting shingle and demanded assignments from former co-workers and grantees.

"I shudder to think of the advice they would have received," she says.

Now a nonprofit-management consultant herself in Bethesda, Md., Ms. Scanlan observes that a lot of other advisers are simply marking time between full-time jobs, and do not necessarily have the skills or experience to give others guidance.

On the other hand, she says, demand for that guidance is growing. "An awful lot of people, when they are forming foundations, look for advice," she says. "We know consultants do a critical job in getting them started on the right foot and in developing grant programs."

The need to sort out the field of advisers to grant makers is becoming more urgent, Ms. Scanlan notes, since both the number of foundations and the consultants who serve them has exploded over the past decade. Although no concrete figures exist for the number of consultants currently serving the U.S. nonprofit field, the Alliance for Nonprofit Management, in Washington, an umbrella group for consultants, pegs the population at between almost 5,000 and just over 10,000. The number of grant makers, by contrast, is more than 105,000, according to the Internal Revenue Service.

But the challenge for the Council on Foundations and others may lessen due to the creation two years ago of the [National Network of Consultants to Grantmakers](#), a group that aims to be the first to provide standards for philanthropy advisers.

Thus far, the network has hammered out a code of ethics for philanthropic consultants, but many of its programs are still in development. And some consultants who have joined the network say they are taking a "wait and see" attitude about whether it can deliver on plans to foster integrity in the field and encourage consultants to swap information.

## **Learning and Service**

Lee Draper, leader of a philanthropic advisory service in Santa Monica, Calif., who sparked the network's creation in 2005, says the idea for it to come after she had participated in failed attempts by grant-making associations to bring consultants together to discuss their roles and evaluate the state of the foundation-consulting field.

Consultants, she says, "have unique views of the philanthropic sector and experience, and now the field is changing, and many skills are needed to help in the expansion of philanthropy and for donors to do their work well."

According to Ms. Draper, who serves as the network's chairwoman, the group is intended to be "part 'learning community' and part service organization." The network, she says, will highlight trends consultants see emerging in philanthropy, and allow them to exchange information with each other and other organizations that provide services to grant makers.

Currently, the network, which began a membership campaign last summer, has approximately 108 members and includes such prominent organizations as Rockefeller Philanthropy Advisors, in New York, and the Philanthropic Initiative, in Boston.

## **Levels of Membership**

To receive full membership in the National Network of Consultants to Grantmakers, individual consultants and consulting firms must have worked for at least five grant makers during the past three years.

Consultants who don't meet those requirements are offered associate membership in the network, says Ms. Draper: "We didn't want to create an exclusive club; we didn't want to be inaccessible and not engage with newcomers in field."

Associate members can enter into mentor-type relationships with full members, she says.

The group also offers affiliate membership for people who work in the grant-making field but who aren't and don't intend to become consultants. Memberships for individuals cost \$350 each year, and organizations pay \$1,000 annually for up to five employees to receive network benefits.

Money to start the network has been provided by the David and Lucile Packard Foundation, in Los Altos, Calif., and the Wallace Alexander Gerbode Foundation, in San Francisco. Packard is providing \$50,000 over two years, which has enabled the network to hire a part-time project manager. A \$5,000 grant from Gerbode is being used to help the network increase its membership and develop its programs.

Gerbode provided the grant because officials recognized that the use of consultants had increased sharply in recent years, says Tom Layton, the grant maker's president.

"Many consultants bring significant expertise and valuable expertise to foundations, although some more than others," he says, adding that the grant was intended to "encourage professionalism and self-regulation" among philanthropy advisers.

## **Following a Code**

The network's [code of ethics](#), which is posted on the network's Web site, includes 15 principles related to issues such as charging reasonable fees, avoiding conflicts of interest, respecting the intellectual property of professional peers, and placing the client's and public's best interests first.

One network member — Melissa A. Berman, president of Rockefeller Philanthropy Advisors, in New York — hails the code as a critical step.

"It's very important that as philanthropy becomes such a centerpiece of American life, and more and more people turn to philanthropy advisers, that we have a real set of professional standards the way lawyers, doctors, and accountants have," says Ms. Berman.

But other network members remain skeptical that its idealism will automatically translate into good professional behavior.

"The consultant field is so anonymous," says Bill Somerville, founding president of Philanthropic Ventures Foundation, in Oakland, Calif., and a consultant to grant makers. "Just because they have a piece of paper doesn't make someone good."

In response to such criticism, Ms. Draper says that the network's membership includes many consultants who had already instituted ethics standards that they promise clients they will follow. "The question of policing the ethics of members has been brought up by a steering group," she says, "but we felt it is better to defer that to a little bit later."

Although most consultants are for-profit, Ms. Draper doesn't see competition as a threat to the collegial network she and others are building. "Although we compete with each other in certain circumstances," she says, "consultants have differing styles, methodologies, and locations."

As a result, she says, "competition isn't intense," because clients are usually seeking consultants who fit a particular niche.

"What I have found is that the vast majority of my colleagues are anxious to share information, and that the benefits of establishing a learning community of professionals far outweigh concerns about competition," she says. "They are willing to discuss everything."

The network's five meetings so far have been held over the past two years in conjunction with gatherings of foundation employees, such as the Council on Foundations' annual conference. Currently, committees of network members are studying information-technology issues, developing programs and services for members, and investigating ways to make the network more diverse.

The group also plans to publish an online directory of consultants in late fall.

## **Chances to Collaborate**

Some nonprofit groups see potential for collaboration in the network's emergence.

Kathleen Enright, executive director of Grantmakers for Effective Organizations, in Washington, a coalition of grant makers working to build strong and effective nonprofit organizations, says

she considers members of the National Network of Consultants to Grantmakers "potential allies in moving our agenda."

Says Ms. Enright, "There are some grant-maker practices that get in the way of nonprofits achieving what they must, and practices that are really supportive. And sometimes those assisting funders with these positive practices are consultants."

To help consultants with their work — as well as to advance the work of her organization — she has made her group's publications on topics such as grooming nonprofit leadership available to network members at no cost.

Some members have their own hopes for the network.

Denise Cavanaugh, a consultant in Washington, says she persuaded her firm to sign up for the network because there are so few opportunities for people in her profession to share ideas.

"Consultants are usually independent," she notes.

She's "interested in joining a "learning community," she says, that can potentially help speed up innovative practices in the field.

"I was willing to join the group for a year or two and see if that's what would develop or not," she says. "Foundations are quite an idiosyncratic field. They have many different ways of conducting their business. I'm looking for ways for foundations to become more effective."

Some observers say that the network's creation is very timely.

"A lot of alliances need to be built among social-sector organizations and foundations to think strategically to solve issues," says Marianne Hughes, a network member and executive director of Interaction Institute for Social Change, a consulting group with offices in Boston, San Francisco, and Belfast, Northern Ireland. "We want to help build the capacity to do that."

She adds, "Being part of a group who is learning together and from one another is terribly appealing. My hope is that we consultants use it for learning and evolving and new ideas and innovations, because that's what it's going to take in the next 10 years. We've just gotta move it."