The Foundation Review
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Our mission: To share evaluation results, tools, and knowledge about the philanthropic sector in order to improve the practice of grantmaking, yielding greater impact and innovation.
The National Network of Consultants to Grantmakers (NNCG) is proud to co-edit this special issue of The Foundation Review. NNCG is the only organization that brings together high-quality consultants to support the work of grantmakers, while advancing the quality and ethical standards of consultants to philanthropy.

Our growing network includes a distinguished and diverse membership that represents a broad range of expertise related to grantmakers and their philanthropic missions.

To see NNCG’s Directory of Philanthropy Consultants, view our Knowledge Center, register for one of our Monthly Webinars, or learn how to become a member of our growing learning community, go to www.nncg.org or contact Executive Director Paul Sturm at paul.sturm@nncg.org

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“What Is Philanthropy? is by far the most definitive and well-produced presentation in video format on the subject of the practice of philanthropy.” – Journal of Nonprofit Education and Leadership

“This movie was a huge eye opener for me. I never realized how much you can do with a philanthropist attitude.” – Sam, High School student, Muskegon, MI

“I was impressed first with the magnitude of the project and then because philanthropy was presented with a diverse, inclusive and broad focus.” – Michele Kimmel-Ford, Executive Director, COMPASS

“Many different vignettes included about ways people are giving and making a difference. Kudos for producing something really valuable and useful!” – Iris Silver, Professor of Sociology, Framingham State University
The Foundation Review is the first peer-reviewed journal of philanthropy, written by and for foundation staff and boards and those who work with them implementing programs. Each quarterly issue of The Foundation Review provides peer-reviewed reports about the field of philanthropy, including reports by foundations on their own work.

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The Foundation Review is a proud product of the Johnson Center for Philanthropy at Grand Valley State University.

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Statement of the Editorial Advisory Board
We believe that the forthright sharing of information among foundations and nonprofits builds a knowledge base that strengthens their ability to effectively address critical social issues. We encourage foundation donors, boards, and staff to honor this transparency in their own practices and to support others who do so.
Dear Readers

This edition of *The Foundation Review* delves into an important source of human and intellectual capital that is playing an increasing role in promoting the effectiveness of philanthropy: philanthropic consulting.

Philanthropic consulting has emerged over the past four decades from a cottage industry to a strong, diverse field of professionals working with all types of grantmakers throughout the United States and internationally. Today, consultants are engaged in the formation of new philanthropies and deepening the impact of established grantmakers. They work on core institutional issues of governance, leadership, and strategic planning as well as providing targeted expertise that complements internal foundation expertise. In the last decade, philanthropic consulting has grown exponentially, and the time is right to begin examining ways in which grantmakers engage consultants, standards of quality, and levels of impact.

The National Network of Consultants to Grantmakers (NNCG) is honored to co-edit this edition of *The Foundation Review*. NNCG was created in direct response to the needs of grantmakers to identify qualified and appropriate consultants who could support and enhance their work. Our organization exists to increase the quality, effectiveness and capacity of grantmakers by mobilizing and strengthening the work of knowledgeable, ethical and experienced consultants.

NNCG’s membership is comprised of distinguished professionals from many backgrounds and areas of expertise who share a passion for philanthropy. Some have spent substantial periods of their careers as foundation staff. Others have focused their skills in communication, human resources, planning, evaluation and other areas specifically on the foundation field because of their deep belief in the work of philanthropy. We are pleased to share a sampling of their collective knowledge in these pages.

Within this edition, you’ll discover which foundations are using consultants, as well as how and why (McGill, Henry-Sanchez, Wolcheck and Reibstein). You’ll also learn how to identify when and how your own foundation can best use consulting (Leslei, Noonan, and Nohavec), examine the ways in which consultants can extend a foundation’s core competencies (Walden, Marra, and Briddell) and take a particular look at how family foundations have used consultants at various stages of their evolution (Nemon, Jacobs, Phillips, and Sneath).
The articles contained in this issue also speak to the nuances and challenges that shape foundation-consultant relationships, from roles and expectations (Kibbe), to working in partnership (Irie, Howard, Sengupta, and Orensten). We’ll take a look at what kinds of expertise consultants bring to foundation engagements and how they cultivate it (Cardona), and we’ll explore two specific examples of how consultants can help achieve foundation goals around policy advocacy (Margolis, Ersoyulu) and creating a learning culture (Raynor, Blanchard, Spence).

NNCG is deeply grateful to the Foundation Center for undertaking the first national study of the use of consultants by philanthropy, summarized herein. Funding for NNCG’s editorial role was provided by the David and Lucile Packard Foundation. We thank the consultant and foundation authors for their exceptional contributions to this publication and to the field. Their ideas and questions stimulate us to probe deeper and understand how we are furthering the field of philanthropy – together.

Kris Putnam-Walkerly, MSW, is chair of the National Network of Consultants to Grantmakers Steering Committee and president of Putnam Consulting Group, Inc., a national philanthropic consultancy based in Cleveland, Ohio.

Kris Putnam-Walkerly, M.S.W.
President, Putnam Consulting Group, Inc.
Chair, NNCG Steering Committee
Use of Consultants by U.S. Foundations: Results of a Foundation Center Survey
Lawrence T. McGill, Ph.D., Brenda L. Henry-Sanchez, Ph.D., David Wolcheck, B.A., and Sarah Reibstein, B.A., Foundation Center

The Family Foundation Life Cycle and the Role of Consultants
Melissa L. Nemon, Ph.D., and Claudia J. Jacobs, M.S.W., Brandeis University, and Mary Phillips, M.S., and Judy Sneath, M.B.A., GMA Foundations

Understanding Philanthropy Consulting: A Tool to Identify the Roles and Capabilities Needed From External Support

How to Implement a Funder-Supported Advocacy Effort and the Integral Role of Policy Consultants
Deena Margolis, M.P.A., Focali Consulting LLC; and Leah M. Ersoylu, Ph.D., Ersoylu Consulting

Both Sides of the Equation
Barbara D. Kibbe, J.D., S. D. Bechtel, Jr. Foundation

Effective Consulting Partnerships to Philanthropy
Ellen Irie, M.P.H., Kim Ammann Howard, Ph.D., and Ria Sengupta Bhatt, M.P.P., Informing Change; Naomi Orensten, Ed.M., Center for Effective Philanthropy

Balancing Content and Process Expertise in the Practice of Foundation Consulting
Christopher Cardona, Ph.D., TCC Group

Shine a Light: The Role of Consultants in Fostering a Learning Culture at Foundations
Jared Raynor, M.S., Ashley Blanchard, M.P.P., and Marieke Spence, M.A.L.D., TCC Group

Going Beyond Grantmaking: Using External Help to Extend a Foundation’s Core Competencies and Increase Its Impact
Gwen Walden, M.A., Lauren Marra, M.P.P., and Katrina Briddell, M.T.S., Arabella Advisors

Review by Paul G. Putman, Ph.D., Cleveland Foundation

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