

# Cultural Competency for Greater Effectiveness

By Susan Misra & Jen Avers

There is a growing demand among funders and nonprofits for culturally competent capacity building to strengthen the performance of nonprofit organizations. This type of capacity building takes into account client histories and organizational values to create a client directed consulting process.

A variety of groups are leading the way in responding to this new demand. National Community Development Institute and Seven Generations, the Alliance for Nonprofit Management's Cultural Competency Initiative, and The Diversity in Philanthropy Project are just a few who are making notable contributions.

TCC has had the fortune of working with several capacity builders to enhance their services. Here is what we are learning about culturally competent capacity building from technology and fundraising capacity builders.

## NPower National and TechSoup

In 2006, NPower National and TechSoup, leading technology capacity builders, were among grantees supported through the Kellogg Foundation's Philanthropy and Volunteerism Program. These organizations were charged with understanding and better serving the technology needs of community-based organizations serving communities of color (CBOCs). TCC Group worked with both organizations to evaluate their work.

Some common themes emerged:

- CBOCs appreciate tailored approaches and targeted messaging. CBOCs highly value capacity builders who explicitly recognize ethnicity and culture through their marketing and communication methods and who exhibit an understanding of the CBOC's mission, clientele, and background as they design a tailored scope of work.



- CBOCs prioritize relationships and relationship building. Capacity builders who invest in building trust with CBOCs are considered part of the CBOCs' trusted social network. They often receive repeat business and are referred throughout communities of color.

- CBOCs have the same technology needs as other nonprofits. Particularly with regard to technology, CBOCs find technology services and products fairly culturally neutral, and like most groups, seek assistance based on capacity-builder reputation, the quality of services, knowledge about nonprofit mission and clientele, and price. While there is a need for some to have language-based software for non-English literate clientele, their overarching needs are similar to the entire nonprofit sector and their ability to procure technology is highly dependent on organizational size, budget, access to services and leadership commitment.

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### The Fundraising Academy for Communities of Color

The Fundraising Academy for Communities of Color (FACC) is a joint initiative of CompassPoint, the Grassroots Institute for Fundraising Training (GIFT), and the *Grassroots Fundraising Journal*. The program was founded in 2003 to provide intensive fundraising training, coaching, and peer learning to people of color working with grassroots organizations in Northern California. Recently, the program partners launched a business planning process to explore expanding FACC to new geographic areas. TCC provided guidance and objective research along the way.

Some of our findings include:

- CBOCs have an opportunity to customize their fundraising approaches to local cultures of giving. CBOCs should begin by assessing and understanding the local context, power dynamics, and organizational cultures. What constitutes wealth, the financial resources available, and norms around giving and getting vary from culture to culture. At the same

time, CBOCs need the same fundraising systems and skill sets as other nonprofits. Capacity builders that are able to combine the development of core skills and resources with training on culturally relevant strategies will help CBOCs maximize their fundraising potential.

- CBOCs face resource inequities that could limit their ability to fundraise successfully. For instance, some communities in the rural South have less financial capital than other areas of the United States. Consultants who address this issue add the most value over the long term. Some capacity builders, recognizing that fundraising training is less useful in areas with few resources, are joining advocacy efforts to transform how -- and to whom -- philanthropies give.

TCC Group continues to implement our lessons learned and knowledge of best practices in capacity building with CBOCs. We will continue to assist capacity builders as they enhance their culturally competent services. TCC is



also working to enhance our products and services to align with best practices in culturally competent capacity building and continue developing innovative new approaches.

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## Corporate Signature Programs Create Stakeholder Value

By Tom Knowlton

Corporations are taking more of a leadership role in addressing major issues in society, and becoming more strategic in the use of their products, skills and expertise. Wal-Mart, for example, was on the cover of *Fortune* after Hurricane Katrina as a result of its rapid and professional mobilization of resources to the affected areas.

As companies and their Community Involvement Departments develop more programs to reach their broad base of international stakeholders, it is more important than ever that a "signature"

program be developed (or a current program renewed) to more effectively represent the company's corporate citizenship. Signature programs are focused programs designed to have a major impact on a societal issue or cause, and to reach a range of internal and external stakeholders.

TCC categorizes corporate community involvement programs into four areas: employee programs, business-driven programs, major issue programs (broad issues such as education and health), and signature programs. A strong signature program can help a company build its reputation, support

its corporate citizenship positioning, and assist in the company's recruitment efforts.

Through its research and work with leading companies, TCC Group has found that high impact signature programs complement a firm's other corporate citizenship programs and meet the following criteria:

- Business impact is maximized through alignment with business values, corporate citizenship, and corporate social responsibility goals and programs that address major concerns of external stakeholders;

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## TCC Staff Profile: Jared Raynor

By Halcyon Person

Jared Raynor has worked in places as far-reaching as Azerbaijan and Guatemala, but these days, he is more likely to be found in an elementary school in North Carolina or interviewing healthcare professionals in Philadelphia.

"In all organizations, whether they be in Azerbaijan, Harlem or Los Angeles, there are cultural nuances that are central to helping people recognize their own strengths and goals," Raynor said. "International experience helps develop skills to pick up on those nuances and also provides a valuable global perspective that is increasingly important for any organization to consider."

After years of working internationally, Raynor joined the TCC Group's Philadelphia office in 2004 as a part of the firm's evaluation team. In addition to evaluation work with nonprofits, NGOs, philanthropies and corporate social responsibility programs, he works on a range of international, capacity building and organizational development projects.

"One of the things I really like about doing evaluation work is helping organizations understand how to use information about the great work they are doing to make important decisions," Raynor said. "Evaluation, for me, is one more powerful tool that is integrated into the organizational toolbox."

Raynor's consulting projects to date have been as varied as his interests. Soon after joining TCC, he worked with an international team of researchers convened by the Annenberg School of Communication at the University of Pennsylvania on a stakeholder analysis of IFAI, the federal appeals organization for freedom of information in Mexico.

Raynor has also worked on projects for The California Endowment, doing innovative work around evaluating organizational capacity for policy and advocacy organizations, and for Wachovia, conducting a multi-year cluster evaluation of the Teachers in Teaching Initiative (TTI), to better un-

derstand how professional development programs can be more effective for teachers and school administrators.

He is also currently working with the Alcoa Foundation on their Conservation and Sustainability Fellowship Program, a new global program creating strategic partnerships among civil society, academic institutions, and Alcoa to conduct research on conservation and sustainability.

"I have talked to hundreds of development workers and dozens of healthcare professionals, conservationists and policy advocates. It's a constant learning process for me," said Raynor. "The one common theme: making organizations more effective for their staff and those they serve. That is what is great about my work."

Will Raynor ever return to full-time international work?

"There are some things I miss about living outside the U.S., however, the nature of consulting at TCC Group allows me to continue to participate in and learn from a variety of cultures that are unique to every organization," he said. "I really enjoy working with our client organizations to help them transform themselves and make so much progress, while still continuing to do the great work that they do."



### Jared Raynor

B.S. Finance and Spanish,  
University of Utah  
M.S. Organizational Change  
Management, Milano Grad-  
uate School at  
New School University

### Areas of Expertise:

- Evaluation
- Organizational Development
- Capacity Building and Collaboration
- International Programs
- Strategic Planning

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TCC Group's Core Capacity Assessment Tool  
Now available online at [www.tccCCAT.com](http://www.tccCCAT.com)

## Case Study: Brandywine Health Foundation

When the Brandywine Hospital of Coatsville, Pennsylvania was sold to Community Health Systems in 2001, the Board was faced with the challenge of maintaining the charitable purpose of the proceeds by creating a health conversion foundation. Aware of TCC's expertise in the area of philanthropy, the transition Board asked TCC to help plan for the new foundation.

When an existing nonprofit health care organization becomes a for-profit entity through a sale, merger, joint venture, or corporate restructuring, federal and most state laws require that the value of its assets remain in "the charitable stream." This means that the nonprofit assets are transferred to another nonprofit organization that is mandated to carry out the original purpose of the hospital or health plan as closely as possible. In most cases, a new foundation is created to accomplish this goal.

Initially, TCC advised the transition team on the fundamentals of creating a new foundation, drafting by-laws, creating a

mission statement, and recruiting a new Board. TCC researched the experience of other new conversion foundations and analyzed best practices in the field. The transition team, committed to maintaining the health focus of the funds, created the Brandywine Health and Wellness Foundation in late 2002.

TCC met with newly recruited Board members and interim staff to discuss their new responsibilities and development of a new grantmaking program. TCC then undertook an abbreviated needs assessment to help the Board gain a better understanding of the health and welfare needs of the Coatsville and Downingtown community.

TCC gathered census and other health related data, interviewed a small sample of community leaders and prepared a synopsis of current service providers. The findings helped the new Board begin to focus their discussion on how best to use the foundation's resources.



The final step in the process was the recruitment of a new President and CEO. TCC conducted a national search and in early 2002, the new President took over the reigns of the foundation.

Since its founding, the Brandywine Health Foundation has provided over \$3.6 million in grants to nonprofits improving the health of community residents.

*For more TCC case studies, we encourage you to visit our website at [www.tccgrp.com](http://www.tccgrp.com).*

### Signature programs (continued from page 2)

- Program(s) are innovative and unique, distinguished from other funders;
- Commitment to the program is long-term;
- Investment and leveraging of internal resources is high; collaborative approaches/partnerships are used to leverage external resources;
- Program(s) have a strategic communications plan; and
- Social impact goals are clearly defined with measurable results.

The most effective signature programs are able to communicate clear social impact goals and results to their stakeholders. Proctor & Gamble, through its Children's Safe Drinking Water Program, seeks to significantly reduce the number of children that die every day from diseases caused by drinking unsafe water. General Electric, through its Healthcare and Education Initiative, is aiming to help reduce mortality rates by providing sustainable access to cleaner water, medical treatment, and electrical power across a number of sites in Africa.

For each program, the company is leveraging skills, expertise and products from a range of employees and business units to ensure the highest possible social impact. These companies have developed collaborations with strong nonprofits and agencies to provide complementary expertise and services. The programs also have a strategic communications plan that utilizes employees and nonprofit partners to help them reach their key stakeholders.

Companies must develop a variety of programs to reach their global stakeholders and address social issues. Programs may reach a targeted audience as well as a specific region. A high impact signature program can serve as a centerpiece and enable the company to effectively communicate its social commitment to customers and shareholders alike.

*Tom Knowlton is a Vice President and Director of TCC's Corporate Practice. He can be reached at [knowlton@tccgrp.com](mailto:knowlton@tccgrp.com).*

## Current and Recent Work

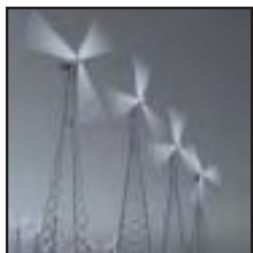
TCC is providing marketing and implementation assistance to the **New Hampshire Nonprofit Center** in the creation of a training program on the Core Capacity Assessment Tool (CCAT), TCC's online organizational assessment tool, and a Best Practices guide. Additionally, the **United Way of New York City** has hired TCC to provide the CCAT to 10 community agencies.



**International Paper** (IP) launched Coins 4 Kids in 2004. This employee involvement signature program focuses on providing funding for school lunch programs in Kenya. TCC was hired by IP to identify the most effective model for growth and sustainability for Coins 4 Kids and to develop an implementation plan for the chosen model.

The firm is conducting a strategic planning process for **Gay Men's Health Crisis** (GMHC), the nation's oldest and largest organization dedicated to serving people with HIV/AIDS.

TCC Group continues to conduct a 5-year evaluation of **Alcoa Foundation's** Conservation and Sustainability Fellowship Program, which is a new global program creating strategic partnerships among civil society, academic institutions and Alcoa for conducting research on conservation and sustainability. The project includes developing and implementing an evaluation framework and establishing the



systems necessary for long-term evaluation.

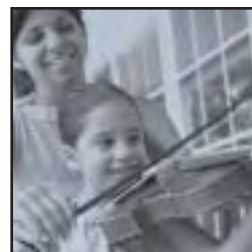
The **National Committee for Responsive Philanthropy** (NCRP) recently hired TCC to help develop a strategic plan. NCRP is a national watchdog, research and advocacy organization that promotes public accountability and accessibility among foundations, corporate grantmakers, individual donors and workplace giving programs.

TCC was hired to provide strategic planning services for the **Congressional Hunger Center** (CHC), including its Domestic and International Fellowship Programs. The CHC is a nonprofit anti-hunger leadership training organization located in Washington, DC. Meanwhile, with support from Altria, **Meals on Wheels - Nanuet** has also chosen TCC to assist in the development of its existing strategic plan, with a focus on board development and marketing.

TCC Group completed an assignment to plan and facilitate a retreat for the lay leaders and staff of **UJA-Federation's** Caring Commission, which makes grants of approximately \$20 million each year.

The firm recently completed a contract with the **Kellogg Foundation** to conduct an environmental scan of key networks, organizations, and leaders that work on public policy issues affecting the rural environment.

TCC Group recently completed a scan of arts education constituencies for **The William and Flora Hewlett Foundation**.



Ricardo Millett, affiliate, and TCC engaged in a partnership to collect data and report on the

progress, quality and results of the **Northwest Area Foundation's** public policy and capacity building grantmaking initiative.

TCC recently began a strategic planning process for the **Benton Foundation**, a private operating foundation dedicated to articulating a public interest vision for the digital age and demonstrating the value of communications for solving social problems.



**The Virginia G. Piper Charitable Trust** and **Valley of the Sun United Way** are collaborating on a project to provide nonprofit organizations with the resources to actively design, implement, monitor and apply the lessons learned from a collective program evaluation effort. TCC's role is to facilitate a process to help a group of after-school providers develop a shared evaluation system and use evaluation data for organizational and field-level learning.

**Nestle Waters North America** retained TCC Group to assist in the strategic development of their Corporate Community Involvement programs.

TCC Group continues to serve as the grantmaking staff and administrator for the **Mary J. Hutchins Foundation**. With approximately \$40 million in assets, the Foundation awards over \$2 million each year to health and human service organizations in the New York City metropolitan area. In its first two quarterly meetings of 2007, the Foundation's Board approved 33 grants totaling \$979,100.

## Staff Updates

The firm welcomes **Alice Hill** who recently joined the staff of TCC as a Senior Consultant. Alice comes to TCC after working as a Senior Program Development Officer at the Eurasia Foundation.

TCC now employs **Nadia Gomes** as a Consultant in the Philanthropy practice. Nadia is a graduate of the Yale School of Management, where she earned her MBA with a dual concentration in Non-Profit Management and Finance.



The firm hired **Laura Gibson** as an Evaluation Consultant in the Philadelphia office. She recently earned her PhD in research psychology from Harvard University.



The firm also invited **Andrew Ho** to be a new Consultant in the Nonprofit practice. Andy graduated from the McDonough School of Business and the Georgetown Public Policy Institute, a dual degree MBA-MPP program offered at Georgetown University.

The firm extends a warm welcome to **Caroline Lagnado** as a Marketing Coordinator.

Caroline comes to TCC after working as a Photo Archive Assistant at The Frick Collection. She is a graduate of Tufts University.

**Ashley Blanchard** was invited to serve on the Ms. Foundation's Movement Building Advisory Committee and on the Council on Foundations' Next Generation Committee.

**Richard Mittenenthal** joined the Advisory Committee for the Council of the Aspen Institute's Nonprofit Sector and Philanthropy Program.

**Carol Gallo** is now a member of the Program Services Committee of Nazareth Housing, an organization that provides transitional housing and support services to homeless families on the Lower East Side of Manhattan. She also recently became Secretary of the Board of the Artists Community Federal Credit Union.

The firm wishes farewell to Consultant **Ashley DelBianco** who accepted a position with the Center for Educational Leadership at the University of Pennsylvania and Research Associate **Artis Bergman** who began a graduate program in social science at the University of Chicago. We wish them the best.

## Upcoming Events

On September 18, Paul Connolly will help present "Assessing and Addressing Community Needs," at the **Council on Foundations'** Conference for Community Foundations.

TCC will host a strategic planning workshop for nonprofits on Sept. 19 at the United Way of Southeastern PA. To attend, contact the Philadelphia office at 215-568-0399.

Paul Connolly will lead a workshop on "Maximizing your Foundation's Effectiveness: Aligning Your Program Strategy, Organizational Capacity, and Performance Assessment through Strategic Planning" on October 2 for the **Minnesota Council on Foundations** and on October 30 for **Northern California Grantmakers**.

In November, Senior Consultant Chantell Johnson and Affiliate Allison Crean will present at the **American Evaluation Association**. Their topic, Community of Learners, is also available as a briefing paper on the TCC website. Peter York, Shao-Chee Sim, and Jared Raynor will also be presenting on "Evaluating Policy and Advocacy Organizations Through Short Term Measures of Organizational Capacity." Astrid Hendricks from The California Endowment and Don Cray of the Annie E. Casey Foundation will serve as discussants. To learn more about the conference, visit [www.eval.org](http://www.eval.org).

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Director of Finance

**Carol Gallo**  
Senior Consultant

**Alice Hill**  
Senior Consultant

**Chantell Johnson**  
Senior Consultant

**Sally Munemitsu**  
Senior Consultant

**Anne Sherman**  
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**Shao-Chee Sim**  
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Michael Allison  
Marcy Hinand Cady  
Alice Ginsberg  
Jenny Ellis-Richards  
Shelby Miller  
Ricardo Millett  
Julia Maye Malloy  
John Riggan  
Jennifer Li Shen  
Allison Crean

## Recent Presentations

On March 9, Paul Connolly led a roundtable discussion on designing long-term capacity-building initiatives at the [Center for Effective Philanthropy's](#) Conference in Chicago.



Sally Munemitsu presented "Engaging Employees at All Levels: How to Maximize Employee Interest and Time for Greater Community Impact" with [Kraft Foods](#) on March 23 in New York.

On March 29, Tom Knowlton presented with the Wachovia Regional Foundation and the Prudential Foundation to the corporate grantmakers of the [Council of New Jersey Grantmakers](#) on "Communicating Results: The Value of Evaluation in Reaching Priority Stakeholders."

Pete York and Tom Knowlton gave a presentation at the [Associated Grantmakers of Boston](#) Corporate Grantmakers Conference on March 30 entitled "Using Evaluation to Leverage Social Impact Investments for Greater Business Value."



Tom Knowlton ran a workshop for the [Minnesota Council on Foundations](#) on April 19 entitled "Making Signature Programs Work For You: Designing or Strengthening a Signature Program for Maximum Benefit to Society and the Business."

Chantell Johnson spoke on "A Community of Learners Approach to Successful Evaluative Learning" at the Michigan Nonprofit Super Conference in Lansing on May 15 for 25 nonprofits from Michigan. The event was hosted

by the [Michigan Nonprofit Association](#) and the [Michigan Council on Foundations](#).

Pete York and Jared Raynor spoke on capacity building at the [Delaware Valley Grantmakers](#) on May 16th.

On May 17, Paul Connolly presented during a session on designing long-term capacity-building initiatives at the [Grantmakers for Effective Organizations](#) Organizational Learning Conference in New Orleans. He presented with Marty Campbell of the James Irvine Foundation and Elizabeth George of the Deaconess Foundation.

On May 25, Shao-Chee Sim and Pete York co-presented "The Use of Logic Models in Evaluation Research Award Programs" for the Health Research Alliance Advisory Committee Meeting, hosted by the [Avon Foundation](#) in New York City.



Shelly Kessler and Paul Connolly spoke on building the capacity of NGOs at the [Grantmakers Without Borders](#) Conference in New York City on June 9.

On June 13, Janice Brown presented on "Assessing the Effectiveness of Corporate Community Involvement Departments" at the Annual [Corporate Volunteers of New York](#) Conference in New York City.



On June 14, Paul Connolly facilitated a professional development session at the [Donors Forum of South Florida](#) on "Maximizing Your Foundation's Effectiveness: Aligning Your Program Strategy, Organizational

Capacity, and Performance Assessment Through Strategic Planning." Susan Misra also co-led a highly interactive session on designing long-term capacity building initiatives.

On July 18, Jennifer Avers, Chantell Johnson, and their NPower client, Jennifer Werdell, spoke at the [Alliance for Nonprofit Management](#) Annual Conference in Atlanta in a presentation on "Evaluating the Impact of Nonprofit Technology Assistance." Shelly Kessler and Anne Sherman also spoke at the same conference on "Nonprofit Capacity Building at Each Stage of The Organizational Life Cycle."

On July 26, Tom Knowlton served as moderator for "Measures of Success: Evaluating Community Involvement and Philanthropy" for the [Public Affairs Council/Conference Board](#) Corporate Community Involvement Conference.



On August 16, Sally Munemitsu and Janice Brown spoke on "Funding for Impact: Designing and Executing a Strategic Grantmaking Program" at the 2007 [Ronald McDonald House Charities](#) International Conference.

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TCC e-newsletter  
& podcasts

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strategies to achieve social impact



# perspectives

a newsletter for the clients and friends of TCC Group

Fall 2007

## WHO WE ARE:

TCC Group is a consulting firm that develops strategies and programs that enhance the efficiency and effectiveness of nonprofit organizations, philanthropies, and corporate citizenship programs to achieve social impact.

## WHO WE SERVE:

- Philanthropic organizations
- Nonprofits
- Corporate citizenship programs
- Government agencies

## WHAT WE DO:

- Planning
- Evaluation
- Grantmaking assistance
- Program and strategy development
- Needs assessment and competitive analysis
- Organizational development

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