



THE Center
on Philanthropy
& Public Policy

A Retrospective

Sol Price School of Public Policy
University of Southern California

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“The Center’s mission is to promote more effective philanthropy and strengthen the nonprofit sector through research that informs philanthropic decision-making and public policy to advance community problem-solving.”

The Center on Philanthropy & Public Policy launched in January 2000 with its first national leadership forum: “What is New about New Philanthropy?” attended by leading scholars, thought leaders, and philanthropic decision-makers. This convening was instrumental in informing a subsequent strategic plan that framed The Center’s orientation to examine in depth philanthropy and its consequences for the nonprofit sector, public problem-solving and the quality of life for residents and their communities.

To fulfill its mission The Center seeks to catalyze understanding and action. It conducts research and analysis, on philanthropy and the nonprofit sector and communicates the findings and implications for philanthropic decision-makers, policymakers and their partners.

We have three primary goals:

- Create useful and useable knowledge that is rigorous and relevant.
- Engage philanthropy and its partners in framing questions and discussing findings and implications that can lead to action.
- Developing networks and partnerships for undertaking The Center’s work and sharing the results with philanthropic decision-makers.

The Center enjoys a competitive edge for fulfilling this mission: its west coast vantage point coupled with a national reach; the Price School’s emphasis on cross-sectoral governance—the importance of philanthropy, government and business working together to solve community problems; and the strong USC tradition of interdisciplinary research, linking theory to practice, and its legacy of community engagement.

This enables us to build a knowledge base and translate research and learning into practice; share knowledge across philanthropy and bring forces together for greater impact; and forge stronger connections and deeper relationships between philanthropy and government, business and the community. We do this by focusing the intellectual work of The Center on the changing landscape of philanthropy; philanthropy and its role in public problem-solving; and philanthropic leadership, stewardship, and accountability.

RESEARCH

Research Projects

The Center undertakes a number of substantial projects that are externally funded that blend research and analysis, often in conjunction with research roundtables or national forums. These projects yield an array of products from research monographs to research reports to peer-reviewed publications. The two most recent projects have focused on place-based initiatives and lessons from philanthropy's role in the revitalization of Detroit.

Case Studies in Philanthropic Leadership

The Center has recently initiated a new series of case studies generated from the Irene Hirano Inouye Philanthropic Leadership Fund. The first study in this series on Detroit's Grand Bargain was released in 2017. Two new studies are currently underway focused on philanthropy's role in field building that led to ballot initiatives to combat homelessness in LA, and the developments in impact investing and foundation choices to leverage all of its assets for mission.

CCF Research Fund Grants

The Center underwrites faculty research with support from an endowed fund at the California Community Foundation. The recipients produce a research paper and present the research as part of The Center's Research Seminars. In addition, the grants often lead to publications in peer-reviewed journals. The two most recent grants focus on urban geography of giving (Nic Duquette) and the impact of efficiency metrics on nonprofit reporting and funding (Alexandra Graddy-Reed).

Research Forums and Roundtables

The Center brings together key leaders through a variety of convening formats to actively "put into play" the information and analysis that it produces and to generate innovative ideas and fresh perspectives. These research-based convenings include both Forums and Roundtables.

Forums

The Center hosts forums with a larger national audience on a periodic basis. This format is desirable when a substantial body of work has been developed that will make such a gathering particularly enlightening. Forum topics are developed through discussions with the field. Background papers are sometimes commissioned to serve as a basis for the discussion.

Roundtables

The Center convenes intimate discussions on emerging issues in the field based on commissioned papers or research reports. Participation in roundtables is by invitation only and is typically limited to 40-50 participants to facilitate a conversation.

Research Seminars

USC faculty and other researchers present their ongoing research at periodic seminars targeted to the academic and research communities. This seminar series, in addition to being a vehicle to discuss research findings, is important to stimulate faculty research interest in philanthropy and the nonprofit sector at USC and other local research institutions. It is also an important vehicle to raise the profile of the Price School in the field of philanthropy and nonprofit studies.

CONVENINGS

Speaker Series and Conversations

Distinguished Speakers Series

The Center sponsors lectures by distinguished leaders and scholars to address contemporary issues facing philanthropy and the nonprofit sector. These lectures are intended to bring together the philanthropic, nonprofit, business and policy communities and encourage them to consider the key challenges for philanthropy and public policy.

Conversations on Philanthropy

The Center's newest series of convenings draws together philanthropic leaders and experts in a particular field of action. In these conversations, different elements of philanthropy—foundation leaders, individual donors, and family foundation trustees—discuss specific issues of interest to the philanthropic community with field experts.

Peer Leadership Exchanges

The Center facilitates intimate discussions on critical issues facing philanthropy and the nonprofit sector by bringing leaders together in meaningful exchanges. These include the *Los Angeles Foundation Leadership Group*—comprised of the lead executive at 12 of the largest and most prominent foundations with a focus on Los Angeles—which has been meeting for the last 15 years. The Center recently established the *Executive Roundtable on Philanthropy and Equity* with presidents from 16 California-based foundations who share a commitment to advancing economic opportunity through their work, especially for communities that have been left behind.

Donors and Their Families Programs

The Center has developed a series of donor education programs over the past eight years focused on providing opportunities for individual donors and their families to learn how to make their giving more personally meaningful and impactful for the communities they care about. These programs range from small convenings where donors can learn and exchange ideas with their peers and experts to larger, more in-depth national gatherings where they can hear from leading experts and experienced philanthropists. We have also created venues for individual donors and family members to share their goals, philosophies and strategies for philanthropic impact with their peers and established networks so donors and their families can call upon each other for advice and support. In so doing, we have deepened our commitment to bringing together resources that support donors and their families in making their giving more meaningful, thoughtful, and impactful.

I. PHILANTHROPY AND GOVERNMENT AT THE INTERSECTION

The Center was quite intentional in its early days to focus on the role of philanthropy in shaping public policy and system change by working to influence the policy process. This work focused on some of the overarching issues including a framework that identified the points of intervention by examining the stages of the policy process, the venues for action, and jurisdiction and cases that illustrated the framework. To complement this work, we also examined strategies that would be essential to affecting system changes such as communications and staffing issues. This research was the focus of much of the early work of The Center, including a monograph on *Foundations and Public Policy Making*, papers on policy and systems change, and strategies for incorporating policy expertise and strategic communications. This work is fundamental to understanding how foundations engage in the policy process.

Offices of Strategic Partnerships

Over the last five years we have pivoted to consider how philanthropy works in partnership with government. This manifests in a number of ways. First, we began to examine the creation of institutional innovations with government to catalyze partnerships with philanthropy—at the local, state, and federal levels. This was stimulated by the interest of a handful of LA foundations interested in developing a working relationship with the City of Los Angeles. In the process, we discovered a number of similar efforts at other levels of governments. This work, including a research roundtable, led to *Philanthropy and Government Working Together: The Role of Offices of Strategic Partnerships in Public Problem-Solving*. We received an invitation to present this research to an interagency task force at the White House. From this visit, we launched a study of federal offices of strategic partnerships that led to a subsequent report, *Catalyzing Collaboration: The Developing Infrastructure for Federal Public-Private Partnerships*; a version of this work was presented at a symposium on Cross-Sectoral Partnerships for Social Innovation in April at the Harvard Kennedy School of Government. As a result of this work, we have provided expert advice to a number of state and local governments considering the creation of such offices, as well as have been working with the Council of Foundations on efforts to scale the number of offices at the state and local levels.

At the Intersection

A derivative of this work on the public policy process and offices of strategic partnerships was the development of a paper that integrates the outside strategy of efforts to influence the policy process with an inside strategy where philanthropy works in tandem with government to influence policy implementation and increase the effectiveness of public programs. This was the theme of a paper commissioned for the Sunnylands convening of California foundation presidents (ten from LA and ten from the Bay Area) and was the basis for our most recent national leadership forum that examined what happens at the intersection between government and philanthropy to create impact. Leaders from across the philanthropic sector gathered to address a wide range of policy issues from health reform to revitalizing cities to tackling political polarization to immigrant integration to charter schools. Lessons from efforts working across philanthropy, government and business were examined, with a focus on what philanthropy can do better to build its capacity for public problem-solving, including taking bigger risks, supporting movements, forging partnerships, growing the field of impact investing, and communicating for change. These themes will be at the center of our 20th anniversary National Leadership Forum in 2020.

II. PLACE-BASED PHILANTHROPY

Over the past five years, we have developed a number of projects that examine philanthropic efforts to improve places. This work began with an examination of the evolution of place-based initiatives trying to improve the quality of life for individuals in their communities and extended to efforts to revitalize the cities, in particular Detroit. As a result of this work, we have developed an inquiry process that begins with an independent assessment of the current landscape, proceeds to small intimate discussions with thought leaders, academic experts, leading practitioners, and concludes with a national convening and publication.

Prioritizing Place

The Center on Philanthropy & Public Policy, in conjunction with the Sol Price Center for Social Innovation, led a national inquiry about the current state of place-based initiatives, culminating a year-long inquiry into philanthropic and public sector initiatives that address geographically-concentrated poverty with a national forum Prioritizing Place. More than 200 policymakers, foundation executives and thought leaders from across the country came together to analyze these increasingly sophisticated efforts, and provide crucial insights for anyone undertaking or contemplating a place-based initiative. The forum included speakers and plenaries with national experts and opportunities for those participating to engage in lively discussion about what it takes to make a place-based strategy work. As part of this inquiry, The Center prepared a monograph about place-based work, *Place-Based Initiatives in the Context of Public Policy and Markets: Moving to Higher Ground*.

This research led to an article in the *Foundation Review*, “Place-Based Initiatives: Lessons from Five Decades of Experimentation and Experience” on the evolution of place-based initiatives. It also led to a request to write a forward for the HUD publication, *Scaling Solutions: A How to Guide for Unleashing the Potential of Public-Philanthropic Partnerships Based on Lessons Learned from the Sustainable Communities Initiative*, as well an invitation to speak at the Council on Foundations and to participate in a roundtable at the National Governors Association: “Promoting Place-Based Strategies to Address Poverty” and highlighting our work in their policy brief: *Promoting Place-Based Strategies to Address Poverty: Exploring the Governor’s Role*. This work on place-based initiatives was supported by the Ford Foundation, JP Morgan Chase, Bank of America Foundation, Annie E. Casey Foundation, and The California Endowment.

Drawing on Detroit: The Revitalization of Detroit and Philanthropy’s Role

The Center, in partnership with The Kresge Foundation, conducted an inquiry into the revitalization of cities in 21st century America. Drawing explicitly on Detroit, The Center engaged policymakers, thought leaders, and practitioners to explore the enabling conditions necessary to help stabilize cities and neighborhoods; tactics that build economic, social and political momentum; how philanthropy, the nonprofit sector and government can ignite partnerships and investments that create lasting change; and emerging leadership models for urban transformation. This work resulted in a national forum: *Drawing on Detroit: Bold Leadership and the Future of America’s Cities*, and a special supplement of the *Stanford Social Innovation Review*.

The inquiry honed in on the underlying leadership mindsets driving those strategies. In doing so, we recognized a new, bold brand of leadership that values partnerships, distribution of responsibilities, inclusion of different sectors and perspectives, a healthy disregard for conventional boundaries and roles, and shared credit for success. This unorthodox mindset—while it undoubtedly arose in pronounced form in Detroit given the magnitude and urgency of the crisis—is finding expression in other cities as well. And as more cities confront crisis, whatever the type or source, bold and inventive urban leaders—leaders who can reframe policy issues around narratives that depict a positive future—will become more important. The cultivation of this leadership mindset, along with the institutional capacities and relationships across the sectors, is more crucial than any innovative strategy to guiding America’s cities in the future.

III. PHILANTHROPIC LEADERSHIP

The Center has targeted philanthropic leaders since its earliest days, with a number of individual donors and foundation leaders providing encouragement, thought leadership, and financial support. As The Center has established itself, its programming has evolved to the point where it is now able to play an important role in helping philanthropic leaders—individual philanthropists and foundation presidents—to act boldly.

LA Foundation Leadership Group

The Center has been organizing and facilitating the Los Angeles Foundation Leadership Group for the last 15 years. The group was established in 2003 based on the strong interest of 10 key foundation executives of some of the largest and most prominent foundations with a focus on Los Angeles for an opportunity to have a frank and candid exchange on issues that they confront in their leadership roles, and to build relationships with foundation colleagues with a depth of knowledge and experience facing similar challenges. The group, now at 12, continues to be a valued opportunity to exchange information, share perspectives, and seek advice on critical challenges facing its members as they lead their foundations. Relationships among the members continue to be strengthened, enabling them to work together outside of the group itself, thereby creating a more robust philanthropic sector in the region. This group has provided an important window into critical issues that foundations face with respect to foundation governance and strategies for scaling impact in communities and has helped to inform and shape The Center's intellectual agenda. The Center has produced an annotated bibliography: *Foundation Governance, Leadership and Strategy* from the compilation of reading materials assembled for the group.

Irene Hirano Inouye Philanthropic Leadership Fund

Bold philanthropic leadership is critical to addressing community problems. Yet, foundations can only chart such a course if there is shared governance between foundation boards and their executives. To this end, The Center has launched a fund to support research and programs to explore foundation leadership as it solves society's most pressing problems. It is named in honor of Irene Hirano Inouye for her exemplary leadership and success in building effective foundation boards. Hirano Inouye, president of the U.S.-Japan Council, served as board chair of both the Ford Foundation and The Kresge Foundation.

The Irene Hirano Inouye Philanthropic Leadership Fund elevates and amplifies the role of philanthropic leadership in strategies for scaling impact, bringing greater attention to the issues of shared governance between boards and executives in foundations, including effective board practices, through the development of cases that stimulate conversations with foundation trustees and executives. The Fund has been made possible with support from The California Endowment, Ford Foundation, Conrad N. Hilton Foundation, The Kresge Foundation, Leonetti O'Connell Foundation, Weingart Foundation and Irene Hirano Inouye.

Detroit's Grand Bargain

As noted in the previous discussion of our work on Drawing on Detroit, a critical focus was on philanthropic leadership. Philanthropy stepped up when the City of Detroit was not able to effectively govern, veering outside of its traditional role to engage the community in a citywide urban planning process (Detroit Future City), financed infrastructure (such as the M-1 street car), and spurred economic development (for example, through the New Economy Initiative). In the process it has helped philanthropy to understand the importance of serving as a community anchor and the value of adaptive and distributed leadership—within the philanthropic sector and beyond to government and business.

This was nowhere more powerful than the catalytic role philanthropy played in striking a Grand Bargain that made it possible for the City of Detroit to emerge from bankruptcy with hope for a much brighter future, as detailed in the Fund's

first case: *Detroit's Grand Bargain: Philanthropy as a Catalyst for a Brighter Future*. The resolution of Detroit's bankruptcy and the plan for a brighter future was the result of "having the right people, at the right place, at the right time." Although philanthropy was only a piece of the larger puzzle, it was an incredibly important one. Without philanthropy responding to overtures from the court, it is hard to imagine how the city would have emerged from bankruptcy, especially in such record time. Philanthropy cannot rescue cities, but it can move a community forward if it works towards solutions by adapting to circumstances on the ground and engaging leaders from all quarters. Such a leadership mindset is supported by the connections that foundations have to the community and the web of relationships and networks that they develop over time as community anchors. Philanthropy can leverage its ability to take a long view, respond quickly and urgently, and work outside of conventional practices as needed, writing a narrative that brings the community together for a brighter future.

Philanthropy and Equity Roundtable

Most recently, The Center has undertaken a new leadership venture, an Executive Roundtable on Philanthropy and Equity. This is an outgrowth of the *Achieving Equity* convening that The Center helped organize for the Weingart Foundation. The premise of the Roundtable is that equity has become more than just a trend in philanthropy, it is a transformational concept that is fundamentally changing the way foundations address societal problems across issue areas. Whether they specifically use the word "equity"—or refer instead to related concepts of equality, economic justice, inclusive markets, health disparities, etc.—the basic idea is broad enough to encompass the diversity of foundation approaches but focused enough to organize those diverse interests into a shared narrative. The roundtable creates an opportunity to elevate the impact of foundations in rethinking and improving philanthropy's response to inequity. It is comprised of 16 foundation presidents from throughout California who have already demonstrated a commitment to the ideal of equity and an interest in sharing and learning from their peers. The group has committed to meeting three times in 2018 and 2019.

IV. DONORS AND THEIR FAMILIES

Since its inception, The Center has provided critical information and analysis on philanthropy that is useful and useable. The Center launched with its first national forum—*What is “New” About New Philanthropy?*—focused on the new players, institutions, and strategies that were emerging for philanthropy and its efforts to address community problems. Over the years, The Center has come to appreciate the considerable value of educating those new to philanthropy who aim to be more impactful in their giving. The potential significance is underscored by the newest generation of foundations—those created since the 1990s account for nearly three quarters of all foundations, 40 percent of all foundation assets, and half of all foundation giving. The donors behind these newer foundations as well as those giving through other philanthropic vehicles—donor advised funds, giving circles, and public grantmaking charities—are well-positioned to shape the future of philanthropy. As a result, we have developed programs to inform individuals and their families about their choices in shaping and structuring their giving, building on what we are learning from The Center’s work and translating it to help educate donors. These efforts have evolved over the last eight years as we have focused on specific programs for donors and their families, especially those that are early in their philanthropic journey.

Early on, we held focus groups to test the interest of donors as well as the issues they thought important and the best way to engage them. These led to the formation of the Philanthropic Book Club in May 2010—an intimate group of 13 philanthropically-minded women who were peers and shared an interest in discussing how to be more thoughtful about their (and their families’) giving. Modelled on a traditional book club and facilitated by The Center’s Director, the participants read materials pertinent to giving and brought their questions, thoughts and ideas to the group’s discussion. The group met three times per year, complemented by dinner meetings with guest speakers that involved their spouses/friends. The readings focused on smarter giving, the importance of family values, and raising financially fit and philanthropic children. This eventually moved to how to be more strategic in their giving and more confident about how and where to place philanthropic resources.

The Philanthropic Book Club was followed by the launch of the Donors and Their Families Luncheon Series in 2015 and 2016—bringing in national experts to share their wisdom and expertise and add to the discussions taking place in the book club. This allowed The Center to reach a larger group of donors while retaining an intimate peer exchange setting. Three lunches covered topics such as the challenges of family philanthropy, steps in the philanthropic journey, and strategies for giving across multiple generations. This series led to our first *Family Philanthropy Forum: Donors & Their Families: Enduring Issues, Emerging Themes, Endless Possibilities*, in 2017. Hosted in partnership with the JP Morgan Philanthropy Centre, the forum gave 100 donors and their family members the opportunity to hear from leaders at the forefront of family-centered philanthropy and connect with peers. Plenaries explored what family philanthropists can do to increase the meaning and impact of their giving; what successful family philanthropy has looked like throughout history; and approaches that honor the legacy of past generations while making room for new ones. Complementing the plenaries were more intimate peer-to-peer discussion sessions sponsored by the California Community Foundation and the Jewish Community Foundation of Los Angeles. One set of breakouts illustrated different approaches to meaningful giving: how to get started in philanthropy, family dynamics and transitions, and legal structures for giving. A second set of breakouts focused on strategies for solving critical public problems: working together to end homelessness; strengthening nonprofit capacity of intergenerational programs; and advancing solutions for climate change through impact investing.

Stories of Impact

Over the years, The Center has collected stories that help to demonstrate its impact and reflect its ability to fulfill key organizational objectives.

1. CONDUCTING RESEARCH THAT IS RIGOROUS, RELEVANT, AND USEABLE

Offices of Strategic Partnerships

The Center's early work on philanthropic-government partnerships contributed to the creation of the Office of Strategic Partnerships in the City of Los Angeles. This led to a subsequent roundtable discussion in May 2012 about partnership offices and liaisons across the country and resulted in a widely circulated report: *Philanthropy and Government Working Together: The Role of Offices of Strategic Partnerships in Public Problem-Solving*. In 2013, the research findings were shared in a presentation at the White House with officials from more than 30 federal agencies. The Center followed up on this meeting with a more in-depth study of federal offices and a roundtable, co-hosted by the Council on Foundations, in June 2014.

Foundation Strategies for Public Policy Making

As an outgrowth of The Center's work exploring foundation strategies for public policy engagement, The Center undertook a number of studies looking at how foundation practices allow them to leverage their assets for public policy. One such study was an examination of how foundations can use their communication strategies to enhance their public policy work: *The Communications Supercharge: How Foundations are Using Communications to Boost Policy Engagement*. The president and CEO of a major international foundation based in New York has noted that the report stimulated a debate within her foundation about how best they could build communication strategies to advance their mission.

2. CONVENING LEADERS TO INFORM, INSPIRE AND CONNECT

Los Angeles Foundation Leadership Group

Through the Los Angeles Foundation Leadership Group, organized and facilitated by The Center, the CEOs of 12 of the region's largest foundations have been meeting over the last 15 years to discuss critical challenges they face as foundation leaders and to build a network of trusted partners. The creation and regular convenings of this group have provided a venue for the CEOs to work collaboratively together on a number of issues facing the foundation community. For example, based on the trust that had developed among members, a number of them were able to join with their colleagues in northern California to work to effectively deflect proposed regulation of large foundations in California (AB624), and to take tangible action to the larger issue of more diverse leadership of nonprofit organizations and their funding. As another example of the impact of this peer exchange, several of the foundations have come together to launch the Nonprofit Sustainability Initiative, an effort designed to strengthen local nonprofits by reducing duplication and changing the way foundations and nonprofits view partnership and restructuring opportunities. Several have also noted how the relationships they developed in the group played instrumental roles in their being able to move two critical ballot measures in Los Angeles focused on ending chronic homelessness.

Family Dynamics and Foundation Governance

The Center's national Forums bring together a wide cross section of individuals around philanthropy. At the most recent Forum, members of a family foundation participated as a group, including the parents and two of their children, one of whom helps on the investment side and the other on the grantmaking side. The wide array of topics addressed in the Forum panel and plenaries provided an opportunity for them to talk with each other about critical issues for their foundation, particularly as related to family dynamics and board governance. Since the Forum, the parents have more actively engaged the entire family in the foundation's decision-making processes.

3. EDUCATING A NEW GENERATION OF PHILANTHROPIC LEADERS

A Donor from the Philanthropic Book Club

A member of The Center's Philanthropic Book Club began to explore her personal philanthropic commitments and found that she wanted to do more than write a check. She learned that to make her philanthropy more meaningful and impactful, she needed to engage with the causes and nonprofits serving them. Soon thereafter, she started her own nonprofit where she was able to multiply her impact on a cause close to her heart. As she shared this anecdote, she commented that she has since learned that "it's easy to write checks but it's difficult to make a difference."

New Foundation Leader

The executive director of a local family foundation credits The Center and its broad array of programs as being instrumental to her assuming her professional role leading her family's foundation. The Center's research, programs, and the connections it has enabled her to make have shaped the work of the foundation from creating the foundation's structure, to articulating its mission, to crafting its grantmaking strategy and approach to community engagement. The Center continues to provide opportunities for her professional growth and the development of the foundation's philanthropic work, particularly by better connecting her with other leaders in the philanthropic community.

First-rate leadership.

The Center benefits from a group of extraordinary leaders from philanthropy and the community that have made a significant commitment to The Center as expressed by their intellectual contributions, their strategic advice, and their financial investments. The Board of Advisors includes prominent leaders from nonprofit, corporate and philanthropic organizations that have moved The Center to an unparalleled level of distinction in the region and across the nation. The Director's Circle helps The Center connect with donors to make their giving more meaningful and impactful and is the primary vehicle for advancing its work with donors and their families and related donor education activities. In addition, The Center also relies on national advisory committees to provide expertise and guidance on specific areas of inquiry, such as our work on Placed-Based Initiatives, Drawing on Detroit, and the Irene Hirano Inouye Philanthropic Leadership Fund, to ensure that our work is relevant, impactful and nationally significant.

Groundbreaking research and analysis.

The Center has undertaken 18 independently funded research projects documenting the changing nature of philanthropy, examining strategies for leveraging philanthropic resources to solve public problems, and exploring issues in philanthropic leadership and accountability. These projects have generated numerous publications including 24 research reports and 37 research papers and have helped Faculty Fellows publish numerous papers in academic journals and book chapters.

Premier convener.

The Center assembles leaders from philanthropy and the nonprofit sector, government, and business to discuss pressing issues affecting philanthropy and its role in public problem-solving. The Center has engaged key decision-makers, thought leaders and researchers in eight national forums and numerous roundtables and seminars. Through its Distinguished Speakers Series and Conversations on Philanthropy, The Center has hosted nationally recognized philanthropists, foundation executives, and policymakers to address critical issues in philanthropy and the community. The Center also regularly convenes the senior executives of some of the largest foundations in the Los Angeles region to discuss key issues confronting their organizations, the field, and the local community in addition to other peer leadership exchanges such as the Executive Roundtable on Philanthropy and Equity.

Intellectual leader.

The Center plays a leadership role through its participation in national research organizations focused on philanthropy and the nonprofit sector such as the Nonprofit Academic Centers Council and the Association for Research on Nonprofits and Voluntary Action, the involvement of Faculty Fellows in national and international conferences and the editorial boards of leading journals, and as a widely recognized source and expert for the media. It is seen as an important part of the infrastructure for the sector, both here in the U.S., and internationally.

Enriched educational programs.

The Center contributes to the rich and vibrant education programs for those who aspire to leadership roles in philanthropy and nonprofit organizations in the University of Southern California's Sol Price School of Public Policy's Master in Public Administration, Master in Public Policy, and Master in Nonprofit Leadership and Management programs. The Price School received a top six ranking among nonprofit management programs by *U.S. News and World Report* in 2016. In addition, the Price School offers a university-wide graduate certificate in Nonprofit Management and Policy, a track in nonprofits and social innovation in its undergraduate Public Policy degree, as well as a very popular undergraduate minor in Nonprofits, Philanthropy, and Volunteerism. The Center provides a unique set of opportunities for these students beyond the classroom through its programs and research projects.

Donor education.

The Center provides an increasing number of programs for Donors and their Families, especially those new to philanthropy, creating opportunities, venues, and peer networks to learn how to be more intentional about their giving, thereby increasing their meaning and impact.

The Center has been able to leverage its strengths to become an important, influential and impactful applied research center. It has been able to do so through strategic choices built upon the vantage point from the West, in a leading public policy school that at its core is about the power of cross-sectoral institutions, and at a university with a long history of community engagement.

A key contributing factor to its success has been the leadership of The Center—from the support of the Price School Dean, to the intellectual leadership of The Center’s Director, to the wise counsel of the Board of Advisors. Additionally, the Director’s Circle creates opportunities to further advance our work with individual donors and their families. The Center is poised to raise its national profile even more in the future as we further develop our leadership structure through national advisory committees that we have pioneered through our national forum on place-based initiatives, the inquiry on the revitalization of Detroit, and the Irene Hirano Inouye Philanthropic Leadership Fund.

As The Center approaches its 20th anniversary in 2020, we will capitalize on the momentum that we have generated. We will continue to expand our work with foundation leaders and individual donors and their families to make their giving more impactful in addressing critical community problems. We will build on our legacy of leveraging connections between philanthropy and the academic enterprise to advance knowledge—from the intersection of philanthropy and government to place-based giving to philanthropic leadership—with research that is both rigorous and relevant, and engage with philanthropic decision makers, policymakers, and their partners to ensure that it is useful and useable. Simply put, The Center will redouble its efforts to make philanthropy more meaningful to philanthropists and more impactful for those it serves.



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