

Why Do Boards Matter?: Board Influence over Foundation Activity

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I. Literature Review

What are Foundations?

- AKA: “Trusts,” “Corporations,” “Funds,” or “Charities”
- Currently: over 50,000 foundations in US

Types of Foundations:

- Family/Independent, Corporate, Operational and Community



Foundation Types

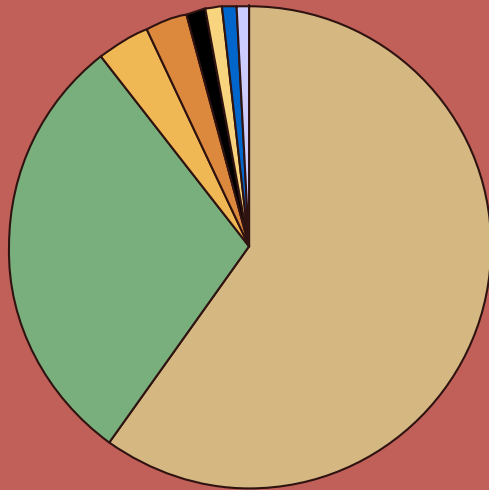
| | Family | Corporate | Operational | Community |
|----------------------------|------------------------------------|-----------------------|---------------------------------------|---------------------------------------|
| Public/ Private | Private | Private | Private | Public |
| Grant Giving | Yes | Yes | Some/ Few | Yes |
| \$ Source | Individual/ Family Endowment | Business Endowment | Group of Donations & Endowments | Group of Donations & Endowments |
| Longevity | Varies | Varies/Long Term | Varies/ Long Term | Long Term |

(Adapted from Seltzer, 2001 & Council on Foundations)

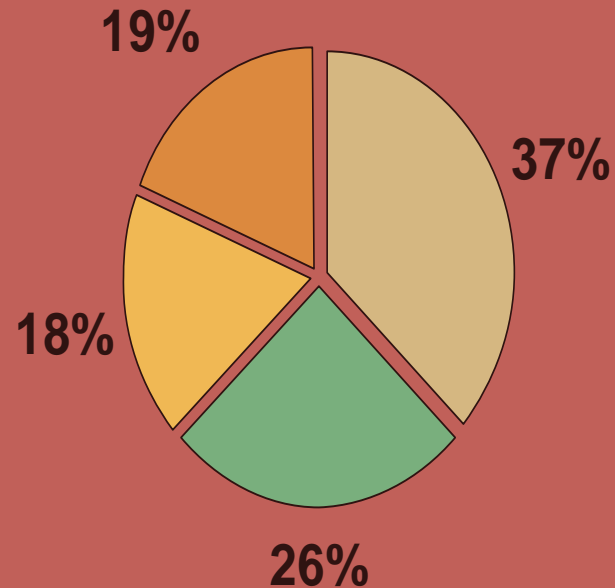


Board Characteristics

Board Diversity



- White Males 59.8 %
- White Females 29.7%
- Black Males 3.6 %
- Black Females 2.7%
- Hispanic Males 1.3%
- Hispanic Females 1.2%
- Other Males .8%
- Other Females .9%



- Professionals
- Major Donors
- "Well Known" Individuals
- Other



II. Methodology

 Foundation Organization Research

 Foundation Comparison

 Foundation Selection



Foundations: Alternative Vs Traditional

| Foundation | Type: Alternative Vs. Traditional | Year Foundation Established | Size of Board | Assets | Grant Making |
|---------------------------------------------------|--------------------------------------------------|--------------------------------------------|--------------------------|---------------------|-------------------------|
| Chinook | Alternative | 1987 | 14 | \$1,205,544 | \$113,500 |
| Cross Roads | Alternative | Late 1970's | 16 | \$215,944 | \$76,000 |
| Haymarket People's | Alternative | 1974 | 14 | \$1.5 m | \$477,509 |
| Liberty Hall | Alternative | 1976 | 27 | \$6,027,593 | \$2,829,331 |
| Chronicle Season of Sharing Foundation | Traditional | 1986 | 7 | \$1,052,338 | \$3,969,500 |
| Yawkey Foundation | Traditional | 1976 | 4 | \$61,474,194 | \$1,269,756 |
| Lakewood Legacy Foundation | Traditional | 1986 | 11 | \$163,047 | \$306,260 |
| Charita Bulls | Traditional | 1987 | 4 | \$250,636 | \$117,588 |



III. Findings

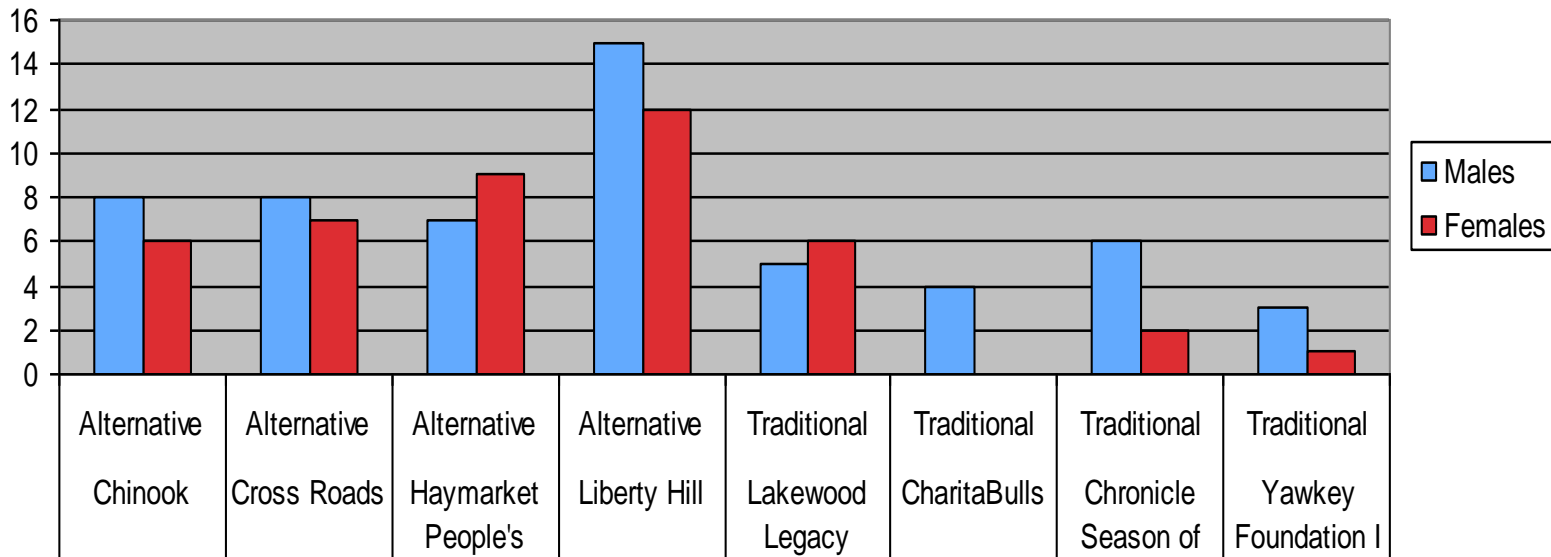
 Diversity:

Alternative Vs Traditional Foundations



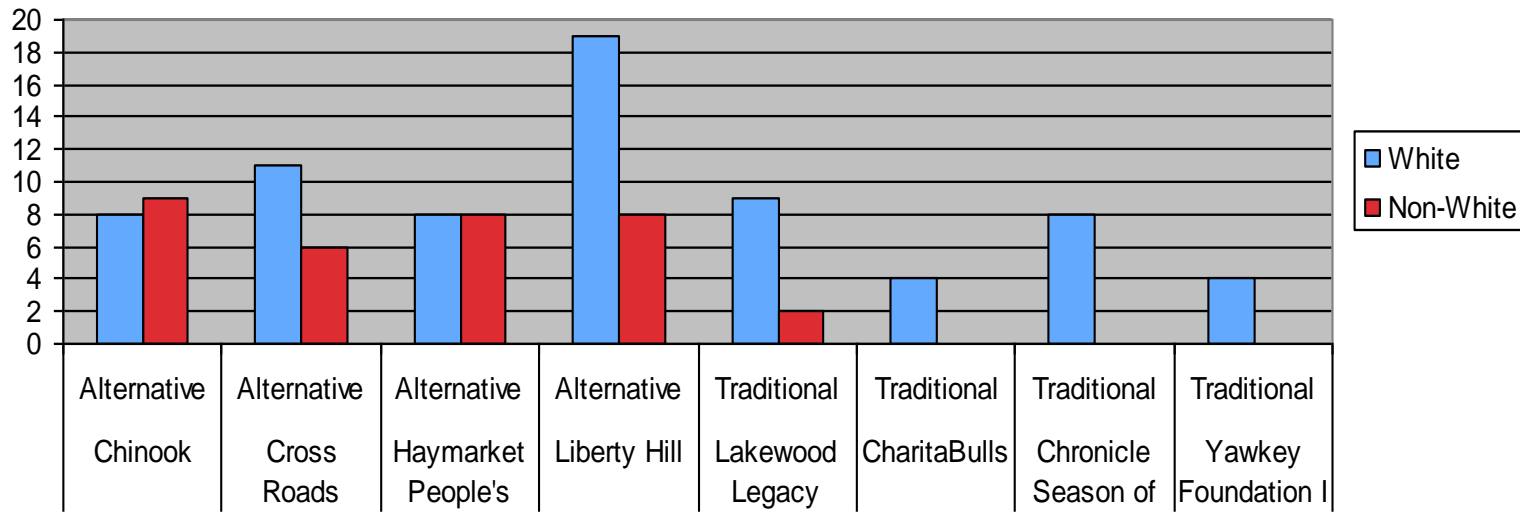
Alternative Vs Traditional

Board Make-Up: Male to Female Ratios



Alternative Vs Traditional

Board Make-Up: White Vs Non-White



Board Size Comparison

| Foundation | Type: Alternative Vs. Traditional | Size of Board |
|---------------------------------------------------|--------------------------------------------------|----------------------|
| Chinook | Alternative | 14 |
| Cross Roads | Alternative | 16 |
| Haymarket People's | Alternative | 14 |
| Liberty Hall | Alternative | 27 |
| Chronicle Season of Sharing Foundation | Traditional | 7 |
| Yawkey Foundation | Traditional | 4 |
| Lakewood Legacy Foundation | Traditional | 11 |
| Charita Bulls | Traditional | 4 |



Grant Giving / Making

| Foundation | Type: Alternative Vs. Traditional | Total Assets | Total Giving | % = Giving/Asset |
|----------------------------------------|-----------------------------------|--------------|--------------|------------------|
| Chinook | Alternative | \$1,205,544 | \$113,500 | 9% |
| Cross Roads | Alternative | \$215,944 | \$76,000 | 35% |
| Haymarket People's | Alternative | \$6,500,000 | \$1,100,000 | 17% |
| Liberty Hall | Alternative | \$6,027,593 | \$2,829,331 | 47% |
| Chronicle Season of Sharing Foundation | Traditional | \$163,047 | \$306,260 | 188% |
| Yawkey Foundation | Traditional | \$250,636 | \$117,588 | 47% |
| Lakewood Legacy Foundation | Traditional | \$1,052,388 | \$3,969,500 | 377% |
| Charita Bulls | Traditional | \$61,474,194 | \$1,269,756 | 2% |



IV. Discussion/ Conclusion

 What did we learn?

 What research is lacking?

 Ideas for future Research?

