



CONFERENCE OF  
SOUTHWEST FOUNDATIONS  
*Connecting Grantmakers. Inspiring Excellence.*

## Mid-year Meetings

Capital Hotel, Little Rock, Arkansas  
*Open to all trustees and staff of grantmaking organizations.*

It's not too late to plan to attend CSF's Mid-year Meetings and Programs. In addition to committee and board meetings, CSF is offering opportunities for education and networking (pre-registration is required).

**Wednesday, April 13, 2011**

1:30 p.m.

### Technology Seminar

Presenter Henry Bromelkamp  
President, Bromelkamp & Company  
CSF Members \$25/Non-members \$40

5:30 p.m.

### Evening Reception:

#### Historic Arkansas Museum

CSF Members \$25/Non-members \$35  
Those attending the reception will get a sneak peek at items from the exhibit Reel to Real, featuring objects from the Shaw-Tumblin *Gone With the Wind* collection that will compare and contrast with Arkansas Civil War artifacts from the museum's collection.

REEL TO REAL:  
GONE WITH  
THE WIND  
AND  
*The Civil War  
in Arkansas*

**Mid-year Meeting details  
continue on page 4.**

*For detailed descriptions or to register,  
visit [www.c-s-f.org](http://www.c-s-f.org).*

# connections

*An Update from CSF*

## Board Plans Execution of Long Range Plan



Members of the Conference of Southwest Foundations Board of Directors met for the annual CSF Board Retreat in January at the Donald W. Reynolds Foundation in Las Vegas, Nevada. Conversations focused on the recently adopted CSF Long Range Plan. CSF Board President Michelle Monse recently sent an email to all members that outlined a summary of the board retreat and some of CSF's next steps towards fulfilling the goals set forth. To read Michelle's letter, the Long Range Plan or the notes from the 2011 CSF Board Retreat, [click this link](#).

## CSF Goes to Washington



Over the course of three days in March, 26 representatives from CSF traveled to Washington to participate in 2011 Foundations on the Hill. Delegations of members met with 32 offices of Members of Congress, participated in a luncheon with five Chiefs of Staff, attended legislative briefings and heard presentations from peers and Members of Congress on the importance of communicating philanthropy's story to elected officials. *Photo credits appear on page 2.*

**Conference of Southwest Foundations**

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**Publication**

Dawn Noel Townsend  
Adrienne Cox Trammell

**Excerpts from**

**“Leveraging Grantmaking: Understanding the Dynamics of Complex Social Systems” by David Peter Stroh, M.CP.**

**Part One of a Two-part Article which originally appeared in *Foundation Review*, 2009 Volume 1:3 (Use the following link to view full article, or to view references: <http://www.bridgewaypartners.com/FR1-print.pdf>)**

**Introduction**

In the summer of 2006, a group of local foundations supported the leaders of Calhoun County, Michigan to develop a 10-year plan to end homelessness (Stroh & Goodman, 2007). The plan signaled a paradigmatic shift in how the community viewed the role of temporary shelters and other emergency response services. Rather than be seen as part of the solution to homelessness, these programs came to be viewed as one of the key obstacles to ending it.

Why was this intervention so successful when many other attempts by foundations to improve the quality of people’s lives fall short? The planning project to end homelessness combined two significant interventions: a proactive community development effort engaging leaders in all

**CSF’s 2011 Mid-year Meeting features an educational workshop focused on Leveraging Grantmaking and led by the author, David Stroh. Contact CSF to register today!**

sectors along with homeless people themselves, and a systems diagnosis that enabled all stakeholders to agree on a shared picture of why homelessness persisted and where the leverage lay in ending it. The purpose of this two-part article (click here to access part 2) is to focus on the less commonly used intervention: applying systems thinking to help foundations make better decisions about how to use their limited grant-making resources for highest, sustainable impact. Part 1 addresses two key

questions:

- Why are good intentions and obvious solutions not enough to solve the chronic, complex problems many foundations seek to address?
- Where are the leverage points for improving system performance in sustainable ways?

Because the problems addressed by foundations are largely systemic, one step they can take to increase the social return on their grant-making investments is to think systemically (vs. linearly).

**The Basic Tools of Systems Thinking**

There are several complementary approaches to systems thinking. This article focuses on dynamic feedback and introduces such tools as

1. The iceberg – a tool for distinguishing problem symptoms from root causes
2. Reinforcing and balancing feedback
3. Mental models – what people believe or assume to be true
4. System purpose and goals

*continued on page 6*

*Photo credits from CSF Goes to Washington, page 1:*

CSF Board President Michelle Monse (King Foundation) presents Senator Kay Bailey Hutchison’s Chief of Staff Bill Hughes with a Resolution from CSF’s Board of Directors; Some members of CSF’s delegation to Foundations on the Hill joined five Chiefs of Staff from the Texas Congressional Delegation for lunch, including Congressman Jeb Hensarling’s (TX-5) Chief of Staff Andrew Duke. Newly elected Congressman Bill Flores (center, TX-17) was visited by Tom Cabe (Horace C Cabe Foundation), Sharon Shields (Cooper Foundation), Ashley Allison (Waco Foundation), Elizabeth Smith (Cooper Foundation) and Virginia DuPuy (Cooper Foundation). To view a complete slideshow from Foundations on the Hill, visit [www.foundationsonthehill.org](http://www.foundationsonthehill.org).

## SHORT TAKES

## Staff and Board Member Happenings

Mary Templeton received the 2011 **Catholic Foundation Award** on Friday, February 11 during the 29th Annual Catholic Foundation Award Dinner. She was recognized by the Foundation for her volunteerism and contributions to Catholic education and the greater Dallas community. During the event, a \$10,000 grant in honor of Mary was also given to the John Paul II High School Endowment Fund, established in February by Mary and her husband Rich Templeton, CEO of Texas Instruments.

**The Catholic Foundation** added new members and a new chairman to its Board of Trustees in January. Jim Burke, CEO of TXU Energy and John R. Landon, founder and CEO of Landon Homes, will serve a three-year term on the Board of Trustees. Thomas E. Merkel, senior vice president of investments at Merrill Lynch will serve as chairman of the Board and has served as a Trustee since 2011. The Catholic Foundation has also added 10 new members to its Advisory Council, including Win Bell, Ed Bell Investments, Inc.; Luis D. Carrera, Carrera Consulting Engineers, Inc.; Alfredo Duarte, Taxco Produce, Inc.; Gregory J. Fisher, retired CFO of ElkcCorp; Monica Herrera, M.D., Windhaven Pediatrics; Jerry McElhatton, president, Virtual Resources, Inc.; Stephen C. Rasch, Thompson & Knight, LLP; David M. Saller, Deep Rock Resources, Inc.; David L. Van Buskirk, retired corporate executive of Johnson & Johnson and Frank Ventura, Cushman & Wakefield, Inc.

The Institute of Medicine (IOM) of the National Academy of Sciences has appointed Dr. Octavio N. Martinez Jr., executive director, **Hogg Foundation for Mental Health** to a 16-member national consensus committee that will study the mental health care needs of older Americans and how best to meet those needs. The IOM convened the committee in response to a congressional mandate for a study on how to meet the mental health needs of a growing and increasingly diverse older population.

Paul H. Chan, General Counsel for the University of Denver and current Colorado Bar Association president, has been named a trustee of the **Boettcher Foundation**. He is the first alumnus of the Foundation's Boettcher Scholarship program who has gone on to become a trustee of the organization.

## Foundation News

The **Arkansas 4-H Foundation** is proud to sponsor the 4-H ATV Safety Program. Since 2008 the Arkansas 4-H program has been committed to the development and delivery of an ATV safety program, which is slated to serve up to 8,000 youth and adults this year. Arkansas averages more than 15 ATV-related deaths per year and has one of the nation's highest rates of injury for those 16 and under. With these staggering statistics, the program is successfully working to reverse this shocking trend. The Arkansas 4-H Foundation was established in 1951 as a mechanism to provide support to the Arkansas 4-H Program, which was established in 1908. Arkansas 4-H proudly reaches more than 131,000 youth 5-19 years of age. The Arkansas 4-H Foundation mission is to provide opportunities for youth to acquire knowledge, develop skills, and practice behavior that will enable them to become self directing, productive and contributing members of society.

In January, **The Dallas Women's Foundation** announced an historic \$1 million grant to the Letot Center Capital Foundation to help prevent the victimization of high-risk girls. The lead gift is being made to support the campaign to build a residential treatment facility at the Dallas County Letot Center, which currently provides short-term treatment and shelter for girls ages 13 to 17, including those who have been exploited in the sex trade and runaways at high risk of being victimized. The Letot Girls' Residential Treatment Center will enable girls to more thoroughly address the highly complex issues they face as they rebuild their lives so their chances of entering or rejoining the sex trade are reduced. The Foundation also released the November results of the Adolescent Girls in the Texas Sex Trade study. [Click here to read the study.](#)

The U.S. Department of Health and Human



*Mary Templeton receives 2011 Catholic Foundation Award*



*Dr. Octavio Martinez  
Hogg Foundation for Mental Health*



*Sculpture welcomes visitors to the Arkansas Heritage Museum, site of the 2011 Mid-year Meetings and Programs Reception.*

#### Thursday, April 14, 2011

8:00 a.m.

##### Opening Plenary

Presenter: Claire Gaudiani, Adjunct Professor Wagner School of Public Service, New York University  
CSF Members \$40/Non-members \$50

1:00 p.m.

##### Leveraging Grantmaking

Presenter: David Stroh  
Principal, Bridgeway Partners  
CSF Members \$50/Non-members \$80

*CSF would like to thank the following foundations for their contributions towards 2011 Mid-year Meetings and Programs:*

*Horace C. Cabe Foundation,  
C. Louis and Mary C. Cabe Foundation,  
The Ross Foundation and  
Windgate Charitable Foundation*



*A nighttime view of the Arkansas Heritage Museum.*

## SHORT TAKES

Service's Office of Minority Health has awarded a one-year \$180,000 cooperative agreement grant to the **Hogg Foundation for Mental Health** to create a national model to improve integrated health care for racial and ethnic minorities and people who speak languages other than English. The project will begin this spring with a series of interviews of innovative leaders in integrated health care and an online survey of integrated health care providers across the nation. The foundation also will review academic articles and other publications to identify widely accepted principles, components and best practices in integrated health care that address racial and ethnic minorities and cultural and linguistic competency.

In 2011, the **KDK-Harman Foundation**, an Austin-based family foundation, is refining its grantmaking focus through three strategic initiatives: (1) integrating technology into teaching and learning; (2) optimizing out-of-school time; and (3) systems-level change and collaboration. In all of these areas, priority will be given to programs that focus on Science, Technology, Engineering, and Math (STEM), understanding that the largest gaps in achievement among both low-performing students and high performing students continue to be in the areas of math and science. The Foundation will continue to support Pre-K – 12 programs with an emphasis on STEM, in addition to organizations focused on delivering Pre-K – 12 academic programs during out-of-school time hours.

The **New Mexico Women's Foundation's** Rag Rug Festival & Design Collectives scheduled March 5 and 6 in Las Cruces, New Mexico, offered both grantees and a broad network of women artisans, predominantly from small, rural communities, the opportunity to expand both their income generation and the audience for their work. In an innovative approach to helping women sell their crafts and artistic creations, Rag Rug Festivals are produced in small museums, which provide enticing environments for peer-to-peer learning and personal skills development. Festival participation has continued to grow since its 2002 inception, and earnings have remained steady over the past few years despite the economic downturn, proving that interest in local handmade goods retains its

importance and viability in the public marketplace.

In February, the **Virginia G. Piper Charitable Trust** announced grants of \$3.4 million. Recipient Marc Center of Mesa's will build an affordable housing project for aging disabled individuals along with their older adult parents who also need services. Arizona's Children Association will deliver early childhood development and prevention programs using the successful Parents as Teachers model that supports the parent's role in promoting school readiness and healthy development of children. The American Academy of Pediatrics - AZ Foundation will expand a pilot project, introducing the Raising A Reader program in low-income apartment communities across Maricopa County. A literacy intervention program — Your Experience Counts — will place older adult tutors in high-need elementary schools. Recipient Maricopa Integrated Health System will launch a pediatric medical home model to improve healthcare for low-income children by linking together all health services and providers of care for each child. And Southwest Human Development, Arizona's largest child development agency, will coordinate care for young children with complex developmental and behavioral health issues. Piper Trust also awarded a grant to Hospice of the Valley to develop an avatar-based online curriculum in palliative medicine for medical students.

In late 2009, the **RGK Foundation** began developing an approach to address the nation's childhood obesity epidemic by focusing on the improvement of middle school children's health through physical activity. In the summer of 2010, RGK Foundation commissioned internationally regarded researcher Steven H. Kelder, PhD, MPH, co-director Michael & Susan Dell Center for Advancement of Healthy Living to research, review and report on middle school demographics and effective physical education programs. The Report is available here. In response to RGK Foundation's Request for Proposals issued in December 2010, the following agencies were selected to receive advocacy mini grants: The Cooper Institute,

Children at Risk, Marathon Kids, Texas Impact Education Fund and United Way Metropolitan, Dallas.

In 2010 with the support of a grant from **The Trull Foundation**, Cassandra Dahnke and Tomas Spath, Co-founders of the Institute for Civility in Government, visited Palacios three times to work with 12 Palacios High School students in preparation for their trip to Washington DC. The students were instructed to choose three issues about which they would talk with their Legislators. While in Washington the students met with experts regarding their chosen issues so that they would be more knowledgeable when speaking to Legislators. Through this process the kids were taught the basis of civility. A curriculum has been written to enrich the Washington, DC experience. When in Washington, the 12 students met with their legislators to discuss concerns about the three issues. This experience modeled that they too can make a difference.

Despite the uncertainty of the current financial markets, the **Abell-Hanger Foundation's** trustees approved a \$7 million grant to help build a new patient tower for the Midland Memorial Hospital, a grant which is more than twice the amount of the largest grant ever approved in the 56-year history of the foundation. David Smith, executive director for the Foundation states, "George and Gladys

### Website Tip

**Did you know that you can find colleagues based solely on their title, geographic location or name?**

**Visit the Members Only area of [www.c-s-f.org](http://www.c-s-f.org) and click "Search individuals."**

**Need help? Contact CSF at 214-740-1787.**

Abell were supporters of Midland Memorial Hospital from its inception and throughout their lifetimes. Abell-Hanger Foundation has committed itself to honoring donor intent and believed that the Abells would want to play a significant role in the \$60 million private sector component of this \$175 million capital project." The new patient tower will be one of the first green hospitals in the United States with a goal of a LEED (Leadership in Energy and Environmental Design) Gold Rating and will facilitate the consolidation of all inpatient and emergency services at one campus.

Arkadelphia High School graduates starting with the Class of 2011 will be eligible for a new scholarship program. The Arkadelphia Promise Scholarship, funded in part by the **Ross Foundation**, will pay the difference, or gap, between the dollar amount of an Arkansas Academic Challenge Scholarship and a dollar amount up to the highest tuition mandatory fees charged by an Arkansas public college or university. The Arkadelphia Promise can be used to help pay tuition and mandatory fees at any accredited two-year or four-year public or private college or university in the United States. For students enrolled in the Arkadelphia Public School District after November 16, 2010, scholarship amounts will be paid based on length of attendance in the district. Full details on the Arkadelphia Promise Scholarship are available at [www.arkadelphiapromise.com](http://www.arkadelphiapromise.com)

Over the past five years, the **Windgate Charitable Foundation's** "Artist Exhibition Series" has provided funding for a number of solo craft artist exhibitions. The grant supports the costs to curate artworks, produce a color catalogue, and crate and ship the exhibit to up to five subsequent museums around the country. One of the Windgate Foundation's supported projects, the wood art exhibition "Michael Peterson: Evolution/Revolution", organized by the Bellevue Art Museum (WA) will be showing at the Arkansas Art Center in Little Rock March 19-July 3 – during CSF's Mid-Year Meetings.

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*Connections* is published by the Conference of Southwest Foundations, a non-profit membership association of grantmaking organizations that provides a forum for the exchange of ideas, experiences and expertise among grantmakers and resources to enhance the ability of each organization to fulfill its charitable mission.

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## Leveraging Grantmaking

5. Archetypes – recurring stories or patterns that stimulate insight into more complex dynamics.

### **Tool 1: The Iceberg**

How we respond to a crisis can have an enormous impact on the long-term health of the people we help. Without understanding the often non-obvious relationships between problem symptoms and causes, our solutions can unintentionally make matters worse instead of better. The iceberg is a simple tool for distinguishing symptoms from causes. [See full article for illustration.]

The root causes of a chronic, complex problem can be found in its underlying System Structure – the many circular, interdependent, and sometimes time-delayed relationships among its parts.

A second leverage point for foundations is to use the iceberg to dig below more obvious events and trends in order to clarify the system structures at the root cause of complex, chronic problems.

### **Tool 2: Reinforcing and Balancing Feedback**

Reinforcing feedback is the basis for what we know as virtuous and vicious cycles. It explains the development of both engines of growth (a.k.a. flywheels) as well as spiraling deterioration.

Most people are accustomed to thinking of growth as a linear process. However, reinforcing feedback describes a more common process in social and economic systems — that of exponential growth where a quantity increases by a constant percentage of the whole in a constant time period. Foundations seeking a long-term return on their grant-making investments benefit from cultivating critical mass or tipping points that build sustainable momentum in a social system (Ball, 2006; Gladwell, 2000).

The exponential nature of organic growth has several consequences for foundation decision making. First, most people tend to expect to see improvements faster than they are capable of developing. Second, a success engine or flywheel is built not only on the individual factors that contribute to growth, but also on how these factors interact to reinforce each other over time. Third, because exponential growth also applies to seemingly trivial problems getting much worse over time, it is important to monitor such problems early on and consider addressing them rapidly instead of hoping they go away.

We are more aware of balancing processes when a system is not accomplishing the goal we state for it. In other words, balancing feedback also helps explain why systems do not change despite people's best efforts to improve them. First, we often stop investing in the solution once a problem appears to be solved. The second tendency is to fail to appreciate the time required to effect change. The third way in which balancing loops can fail to correct an existing situation is when there is lack of agreement on the goals of the system, the current level of performance and what drives it, or both.

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### **Tool 3: Mental Models**

Mental models encompass what people believe or assume to be true and significantly impact how people behave and perform.

While mental models are necessary to help us simplify the world, they are inherently limited and can often become outmoded as conditions change. To ensure that current mental models are still relevant and useful, foundation staff might do the following:

- Surface current beliefs held by system stakeholders, including people in the foundation.
- Test the utility rather than validity of these beliefs.
- Encourage stakeholders to expand their views by supporting them to learn from each other.
- Point out disconfirming data that challenges the validity of current beliefs.
- Consider how existing data might be interpreted differently.
- Help people clarify the future they want to create and define new beliefs or assumptions that support them to achieve it.
- Establish experiment(s) that people can run to test the viability of these new beliefs and assumptions.

The influence of mental models can direct foundations to another leverage point: clarify and shift mental models that influence the way the system operates.

### **Tool 4: Purpose**

A foundational principle in systems thinking is that a system is exquisitely designed to achieve its current purpose. This principle has two implications:

- It is important to understand the payoffs of the status quo no matter how dysfunctional it appears to be and,
- System goals are more effective when they target desired results instead of expected effort.

In order for people to reconcile what they say they want the system to accomplish with what it actually is accomplishing, people have two basic choices. The ideal solution is to realize both purposes simultaneously. However, the both/and solution is often not feasible either because focusing on short-term goals frequently undermines the system's ability to achieve long-term goals or because certain goals are inherently incompatible. The alternative under these circumstances is to consciously choose one of the two intentions and primarily focus on this result.

The implication for foundations is to distinguish and reconcile desired results with current outcomes and metrics.

### **Tool 5: System Archetypes**

Most complex problems arise from combinations of many reinforcing and/or balancing feedback processes. The good news is that we can gain preliminary insight into a wide range of dynamics by learning a dozen or so system archetypes or classic stories. The archetypes are recurring patterns that appear in many different situations. They are well-understood, easily transferrable across different system contexts, and often serve as catalysts for discerning even more complex dynamics (Kim, 1993).

One of the most common archetypes is the story of Shifting the Burden (to the Quick Fix), the basic archetype of unintended dependency or

## R E S O U R C E S

### ***Creating Jobs and Building Communities***

The most recent report by The Philanthropic Collaborative details the role that foundations and nonprofits play as a part of America's economic engine, particularly during economic downturns. The report highlights the support private and community foundations provide for job creation and training programs, and the role of foundations as laboratories of innovation. The report also provides eight case studies of how foundations work with nonprofits to invest in programs that create jobs and expand economic opportunities in their communities, from California to Maine. Visit <http://tpcjobs.org/Study.pdf>.

### **Ready to Learn: Family Philanthropy Supports Early Learning and Literacy**

Why is early childhood care, learning and literacy so important? How are family foundations and funds supporting programs that help kids show up to school ready to learn and ready to read? This issue of the National Center for Family Philanthropy's *Passages* highlights some

of the latest research on early childhood development and education, and profiles several family foundations and communities working for change in this area. It discusses quality child care and learning, and offers tips for getting involved in funding and resources to learn more. Click <http://bit.ly/dSTaic> to read more.

### **Community Information Toolkit released**

The Monitor Institute partnered with the John S. and James L. Knight Foundation to produce the new hands-on *Community Information Toolkit: Building Stronger Communities Through Information Exchange*. In our dynamic and increasingly digital world, the availability and use of credible news and information is one of the most powerful elements of community change. The Toolkit is designed to help community leaders better understand the local information ecology and take action to improve it. It offers a point of view, a process and a simple, easy-to-use set of tools to help community leaders advance their priorities through the lens of information—its availability, accessibility, quality and exchange. In other words, it will help them harness the power of information to advance their goals for a better community. For more information or to download the toolkit, please see the website [www.infotoolkit.org](http://www.infotoolkit.org).

addiction. The dynamic describes a situation where people are aware of a long-term, fundamental solution to a problem symptom. However, they choose to implement a quick fix instead because it is easier to do so and in fact temporarily relieves the problem symptom. Over time, continuous dependence on the quick fix makes it increasingly difficult to implement the long-term solution even if people wanted to. As a result the problem symptom gradually gets worse.

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### **Summary and Conclusions**

Good intentions are not sufficient to produce positive outcomes. This is especially important because non-obvious system dynamics often seduce us into doing what is expedient but ultimately ineffective. At the heart of systems thinking is the ability to trace a problem from how it often manifests in the form of a specific event or a disturbing trend to determining and addressing its underlying root causes. This involves defining the various components of systems structure: formal elements such as pressures, policies, and power dynamics as well as more informal yet often governing aspects such as perceptions (or mental models) and purpose (or goals). It is especially useful to clarify how these components interact. The analytic tools of reinforcing and balancing feedback as well as frequently recurring system archetypes provide catalysts for understanding the often non-obvious interdependencies that shape

system performance over time.

System behavior changes as a result of making a few, key coordinated changes over time. Based on this introduction to how dynamic systems function, the article [in its entirety] has identified a five-step change process and eleven leverage points for achieving sustainable, system-wide improvement.

Despite the many benefits of this approach, it is also important to recognize the challenges foundations might face in implementing it. Systems thinking urges us to expand our horizons of time — approaching what we do in the short term within a clear long-term context — and space — engaging many diverse stakeholders as partners in a continuous learning process.

*David Peter Stroh, Principal, Bridgeway Partners will be teaching a "Leveraging Grantmaking" Seminar at CSF's Mid-Year Meetings and Programs in Little Rock, April 14, 2011. Click here to register. (<http://www.c-s-f.org/default/sp%20mtgs%20registration%20form%20generic.pdf>).*

*Part two of this article may be accessed at <http://www.bridgewaypartners.com/FR2Color.pdf>.*

## UPCOMING EVENTS

**April 13 - 15, 2011**

### MID-YEAR MEETINGS AND PROGRAMS

Capital Hotel, Little Rock, Arkansas

### TECHNOLOGY SEMINAR

Wednesday, April 13, 2011

### OPENING BREAKFAST

Thursday, April 14, 2011

*Featured presenter: Dr. Claire Gaudiani, Adjunct Professor, Wagner School of Public Service, New York University*

### LEVERAGING GRANTMAKING

Thursday, April 14, 2011

**May 1, 2011**

### ECONOMIC ROAD TOUR

Houston, Texas

*Co-sponsored with The Philanthropy Roundtable*

**May 4, 2011**

### ENHANCING THE EFFECTIVENESS OF EDUCATION GRANTMAKING IN TEXAS

Houston, Texas

*Co-sponsored with the Association of Small Foundations*

**May 4, 2011**

### TRUSTEE ESSENTIALS

Houston, Texas

*Co-sponsored with the Association of Small Foundations*

**May 6, 2011**

### ENHANCING THE EFFECTIVENESS OF EDUCATION GRANTMAKING IN TEXAS

Dallas, Texas

*Co-sponsored with the Association of Small Foundations*

**May 9, 2011**

### ENHANCING THE EFFECTIVENESS OF EDUCATION GRANTMAKING IN TEXAS

Austin, Texas

*Co-sponsored with the Association of Small Foundations*

**October 20 - 22, 2011**

### 63RD ANNUAL CONFERENCE

Hyatt Regency Lake Tahoe

Incline Village, Nevada

*Reservations may be made by calling 775-832-1234 or 800-233-1234.*

## West Texas Rural Philanthropy Days, June 8 – 10, hosted by Sul Ross State University, Alpine Texas

West Texas Rural Philanthropy Days (WTXRPD) aims to connect rural West Texas nonprofits with foundations and government agencies with similar interests; build relationships among funders, nonprofits, and public officials; and educate funders about needs and services in rural West Texas.

Specifically, WTXRPD is designed to:

- Increase the organizational capacity of West Texas rural nonprofits and agencies by providing professional development opportunities through trainings and workshops. Local organizations benefit not only from the training provided at WTXRPD, but also from technical assistance opportunities introduced at the events.
- Increase the number of grants and total dollar amount of grants going to rural West Texas by providing face-to-face access to funders and by building the fundraising skills and confidence of rural nonprofit professionals.
- Offer grantmakers an opportunity to learn about the needs of the region, and therefore make well-informed decisions about how to expand regional giving for maximum impact.

Registration opened February 1. The deadline for registering is May 16. The registration fee is \$50 per person, which includes all educational sessions, meals and receptions over the course of the conference.

Event supporters include CSF member foundations Carl B. & Florence E. King Foundation, Permian Basin Area Foundation, Amon Carter Foundation, El Paso Community Foundation, Greater Texas Foundation, The Meadows Foundation, San Angelo Health Foundation and Summerlee Foundation among others.

To learn more or to register, visit <http://wtxrpd.org/>

## ENHANCING THE EFFECTIVENESS OF EDUCATION GRANTMAKING IN TEXAS

*A three-part series co-sponsored with the Association of Small Foundations*

### Part One: Daylong Seminar (choose one)

Houston - May 4

Dallas - May 5

Austin - May 9

Learn about the state of public education in Texas, funding strategies that demonstrate results, and ways to become even more effective in your giving.

### Part Two: Webinar

July 26

Bridge your learning from the convenience of your desk

### Part Three: Half-day workshop (choose one)

Houston -

December 6

Austin - December 7

Dallas - December 8

Reconvene to share what you worked on since May and what you learned along the way.

\$475 for the three-part series led by Garrison Kurtz, who has helped partners across the human services and education fields to target efforts strategically and leverage resources for maximizing impact.

Contact  
CSF at  
214-740-1787 to  
register or visit  
[www.c-s-f.org](http://www.c-s-f.org)