



STANFORD SOCIAL INNOVATION REVIEW PRESENTS

# DATA ON PURPOSE

CREATING SOCIAL CHANGE WITH DATA

JUNE 3, 9:00 A.M. – 12:30 P.M.

## TAPPING INTO OPEN DATA



### JANET CAMARENA

Director of Transparency Initiatives, Foundation Center

🐦 @glasspockets



### REGAN FOUST

Senior Manager, Data and Research, Programs and Partnerships, Lucile Packard Foundation for Children's Health

🐦 @kidsdata



### SARA DAVIS

Director of Grants Management, William and Flora Hewlett Foundation

🐦 @saraleeedeee/  
@Hewlett\_Found



### CAROLINE DANIELSON

Senior Fellow, Public Policy Institute of California

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**FINAL**

**NEW ENGLAND 28**

**SEATTLE 24**



**#UltimateSB**



1:45 / 2:08



YouTube



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# Foundation Stats

[About](#) | [Quick Start](#) | [API](#)

GRANTS

FOUNDATIONS

Year:

Organization Type

- All
- Independent
- Family
- Corporate
- Community
- Operating

Funder Location

- Nationwide
- State

TOTAL GRANTMAKING FOUNDATIONS

TOP 50 by TOTAL GIVING

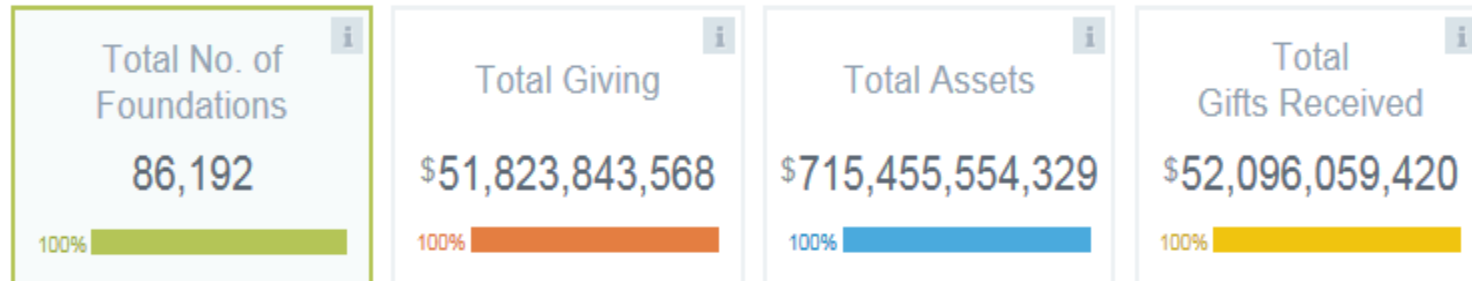
TOP 50 by ASSETS

TOP 50 by GIFTS RECEIVED

List View | 
  Chart View | 
  Trend View

Download this data [PDF](#) [CSV](#)

## Aggregate Fiscal Data of Foundations in the U.S., 2012



## Aggregate Fiscal Data of Foundations in the U.S. by Foundation Type, 2012

# GLASSPOCKETS

A service of the FOUNDATION CENTER

Bringing transparency to the world of philanthropy

Search

TRANSPARENCY TOOLS

GLASSPOCKETS GALLERY

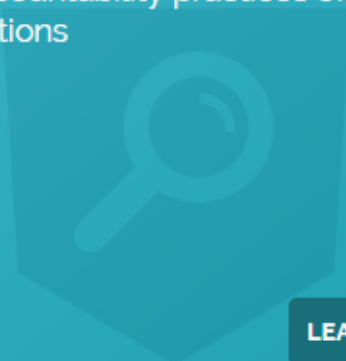
PHILANTHROPY IN FOCUS

WHY TRANSPARENCY

BLOG

## Who Has Glass Pockets?

Showcasing the online transparency and accountability practices of foundations



LEARN MORE

# 75

foundations have glass pockets



TRACKING: DIVERSITY PRACTICES



## What is foundation transparency?

We have identified 23 online transparency and accountability practices

LEARN MORE

TRACKING: GRANTMAKING PROCESSES



## Does your foundation have glass pockets?

Demonstrate your foundation's online transparency

LEARN MORE

TRACKING: GRANTS DATA



### Talking About Transparency



# WHO HAS GLASSPOCKETS?

## Who Has Glass Pockets?

We're showcasing the online transparency and accountability practices of the largest foundations. View these profiles to see which foundations have "glass pockets."

["Who Has Glass Pockets?" FAQ»](#)  
[Transparency Heat Map»](#)

DOES YOUR  
FOUNDATION HAVE  
GLASS POCKETS?

Submit your foundation's  
transparency profile »

SELECT UP TO 5 INDICATORS TO COMPARE

HIDE INDICATORS ^

CLEAR INDICATORS

**Basic Information**

- Contact information
- Mission statement

**Grantmaking Information**

- Grantmaking process
- Grantmaking strategies/priorities
- Searchable grants database or categorized grants list
- Statement of whether current economic conditions are affecting the foundations grantmaking

**Governance Policies and Information**

- Bylaws
- Committee charters
- Code of conduct policies
- Conflicts of interest policies
- Board of Directors list

**Performance Measurement**

- Assessment of overall foundation performance
- Knowledge center
- Grantee feedback mechanism
- Grantee surveys

**HR/Staffing Policies and Information**

- Whistleblower procedures
- Executive compensation process
- Diversity practices
- Key staff list
- Key staff biographies

**Financial Information**

- Audited financial statements
- Form 990 or 990-PF
- Investment policies



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**Basic Information**

- ✔ [Contact information](#) ↗ ↗
- ✔ [Mission statement](#) ↗

**Governance Policies and Information**

- ➔ [Bylaws](#)
- ➔ [Committee charters](#)
- ➔ [Code of conduct policies](#)
- ➔ [Conflicts of interest policies](#)
- ✔ [Board of Directors list](#) ↗

**HR/Staffing Policies and Information**

- ➔ [Whistleblower procedures](#)
- ➔ [Executive compensation process](#)
- ➔ [Diversity practices](#)
- ✔ [Key staff list](#) ↗
- ✔ [Key staff biographies](#) ↗

**Grantmaking Information**

- ✔ [Grantmaking process](#) ↗
- ✔ [Grantmaking strategies/priorities](#) ↗
- ➔ [Searchable grants database or categorized grants list](#)
- ➔ [Statement regarding how economic conditions affect the foundation's grantmaking](#)

**Performance Measurement**

- ➔ [Assessment of overall foundation performance](#)
- ✔ [Knowledge center](#) ↗
- ➔ [Grantee feedback mechanism](#)
- ➔ [Grantee surveys](#)

**Financial Information**

- ✔ [Audited financial statements](#) ↗
- ✔ [Form 990 or 990-PF](#) ↗
- ✔ [Investment policies](#) ↗

Conrad N. Hilton  
FOUNDATION

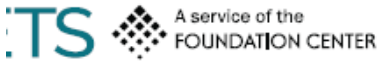


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- [FACEBOOK](#)

LEARN MORE IN FOUNDATION  
TRANSPARENCY 2.0 »

# WHO HAS GLASSPOCKETS?



|   | Board of Directors list | Contact information | Mission statement | Grantmaking strategy | Grant making process | Staff list | Financial statements | Staff biographies | Form 990 or 990-PF | Conflict of interest policies | Grants database or list | Whistleblower procedures | Diversity practices | Bylaws | Code of conduct policies | Investment policies | Knowledge Center | Grantee surveys | Committee charters | Economic conditions | Executive compensation | Grantee feedback | Performance assessment |
|---|-------------------------|---------------------|-------------------|----------------------|----------------------|------------|----------------------|-------------------|--------------------|-------------------------------|-------------------------|--------------------------|---------------------|--------|--------------------------|---------------------|------------------|-----------------|--------------------|---------------------|------------------------|------------------|------------------------|
| Allegany Franciscan Ministries                    | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| Annenberg Foundation                              | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| Arkansas Community Foundation                     | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| Blue Shield of California Foundation              | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| California Community Foundation                   | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| The California Endowment                          | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| Carnegie Corporation of New York                  | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| The Cleveland Foundation                          | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| Colburn Foundation                                | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| The Commonwealth Fund                             | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| Community Foundation of the Eastern Shore         | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| Disability Rights Fund                            | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| The Durfee Foundation                             | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| Ford Foundation                                   | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| Foundation for a Healthy Kentucky                 | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| Fresno Regional Foundation                        | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| Bill & Melinda Gates Foundation                   | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| The Getty Foundation                              | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| The Evelyn and Walter Haas, Jr. Fund              | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| John A. Hartford Foundation                       | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| The William and Flora Hewlett Foundation          | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| Conrad N. Hilton Foundation                       | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| Humanity United                                   | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| Inter-American Foundation                         | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| The James Irvine Foundation                       | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| Robert Wood Johnson Foundation                    | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| Kapor Center for Social Impact                    | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| W. K. Kellogg Foundation                          | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| The Kresge Foundation                             | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| Lumina Foundation                                 | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| The John D. and Catherine T. MacArthur Foundation | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |
| Marin Community Foundation                        | ●                       | ●                   | ●                 | ●                    | ●                    | ●          | ●                    | ●                 | ●                  | ●                             | ●                       | ●                        | ●                   | ●      | ●                        | ●                   | ●                | ●               | ●                  | ●                   | ●                      | ●                | ●                      |



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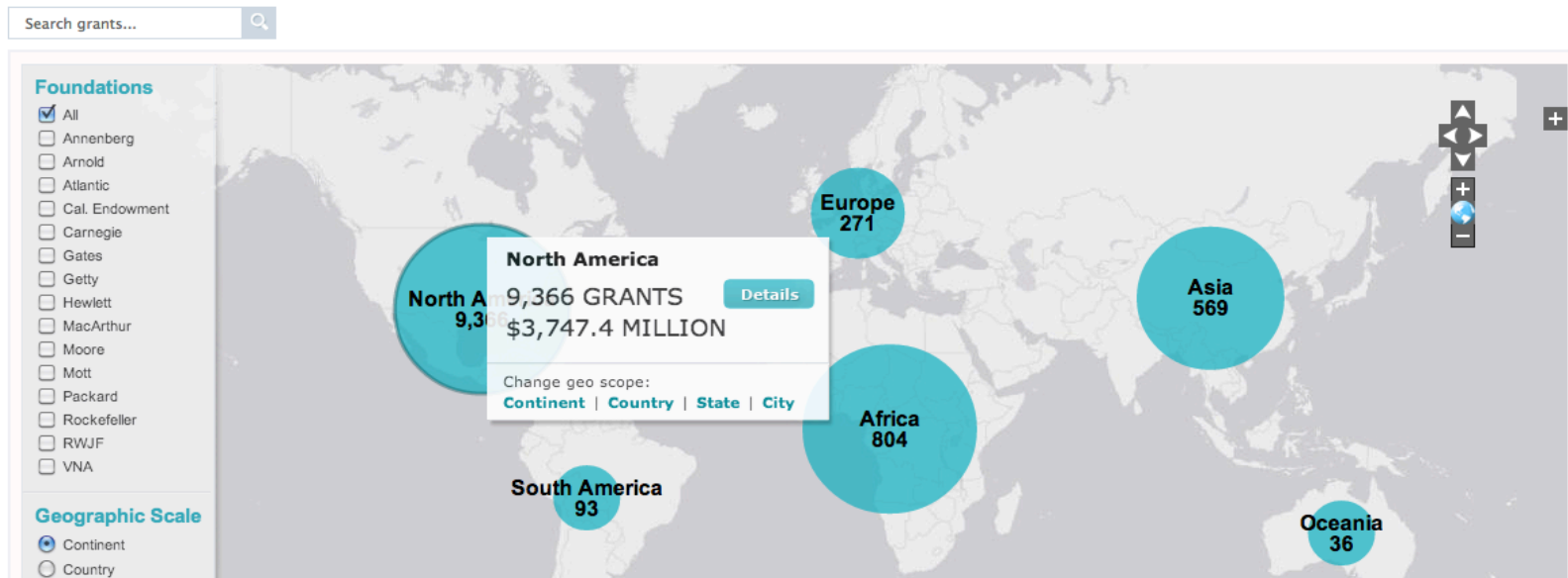
# GLASSPOCKETS OVERVIEW

## Reporting Commitment

[About](#) [Map](#) [Grants List](#) [API](#)

For the first time, foundations are using a [common standard](#) to code grants by geographic area served. The resulting interactive map provides an ever-growing picture of the philanthropic landscape.

Although the map represents only a small portion of the participating foundations' overall giving, this knowledge tool is constantly being updated as we receive more grants information from foundations who have joined the Reporting Commitment. As the amount of data reported continues to grow, so does our knowledge about the national and global reach of grantmaking programs and current trends in foundation giving.



# TRANSPARENCY TALK

## THE PURPOSE OF A FOUNDATION'S WEBSITE

April 27, 2015

*(Jay Genske is the director of digital, communications at The Rockefeller Foundation. Marc Mertens is the CEO of A Hundred Years. This post originally appeared on The Rockefeller Foundation's [blog](#).)*

### What's a foundation website for?

We aren't the only ones who have asked this question. After all, foundations are not in the business of raising money or selling products or services. So what good can a foundation website do?

The Rockefeller Foundation has over one hundred years of experience promoting the well-being of humanity around the world, we have a significant amount of knowledge that can be leveraged to influence every sector to help us achieve our mission. We also recognize digital media's transformative power to find and accelerate new ideas and networks to solve some of the world's greatest social problems.

To reimagine the purpose of the Foundation's website, we knew we needed to find a partner to step outside a traditional vendor relationship. This would mean becoming an extension of each other's team, and establishing a deeply collaborative, transparent and open process. The Foundation's partnership with [A Hundred Years](#) resulted in a new depth of insight and understanding of the Foundation's knowledge, content and systems-level approach to philanthropy. Dozens of staff, grantees, and partners helped to co-design the experience and purpose of the site, which we're thrilled to launch today.



Jay Genske



Marc Mertens

### ABOUT TRANSPARENCY TALK

Transparency Talk, the [Glasspockets](#) blog, is a platform for candid and constructive conversation about foundation transparency and accountability. In this space, the [Foundation Center](#) highlights strategies, findings, and best practices on the web and in foundations—illuminating the importance of having “glass pockets.”

The views expressed in this blog do not necessarily reflect the views of the Foundation Center.

Questions and comments may be directed to:

[Janet Camarena](#)

Director, San Francisco Office  
The Foundation Center

If you are interested in being a guest contributor, contact: [glasspockets@foundationcenter.org](mailto:glasspockets@foundationcenter.org)

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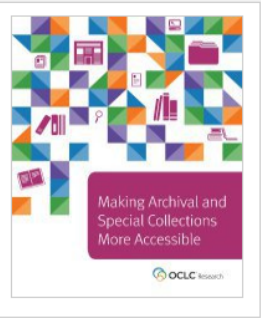
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OCLC Research...



**Changing How High Schools Serve Black and Latino Young Men**  
May 21, 2015  
The Research Alliance for New.....



**Special Collection: Immigration Strategies**  
What are nonprofits and foundations learning from their persistent efforts to improve immigration se and policies? This collection of evaluations, case studies, and lessons learned exposes and explo the nuances of effective collaboration, the value coordinated messaging, the bedrock of ongoing advocacy efforts, and the vital importance of long and flexible funding initiatives.  
+ Explore the collection now.

1 2 3



# KNOWLEDGE SERVICES: FOUNDATION LANDSCAPES

**WASHfunders.org**  
Fundraising working together to solve the world's water crisis

**BMAfunders.org**  
COMING FEBRUARY 2013  
BMAfunders.org will include:  
• Interactive mapping tool with funding data  
• Timeline of philanthropic milestones in the field  
• Research reports and case studies  
• Video and multi-media content  
STAY UPDATED  
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**sustainarts.org**  
Creating a national strategy to ensure a vibrant future for the arts.  
How many arts organizations operate in the red?  
About two out of five.

**METRO AREA ARTS FUNDING**  
View Interactive Map

**SPECIAL EVENT**  
AFA ArtViews: Art Museum Funding at the Crossroads  
A panel discussion on October 23 at the Museum of Modern Art in New York City.

**NEWS IN ARTS FUNDING**  
Arkansas Community Foundation Awarded Grants Totaling \$9.6 Million in Fiscal Year 2012  
Heinz Family Foundation Announces 2012 Heinz Award Recipients

**ARTS ORGS WITH DEFICITS**  
41% Profit 59% No Deficit  
Source: National Arts Endowment, American for the Arts, 2012. Figures based on arts organizations reporting to the IRS in 2012.

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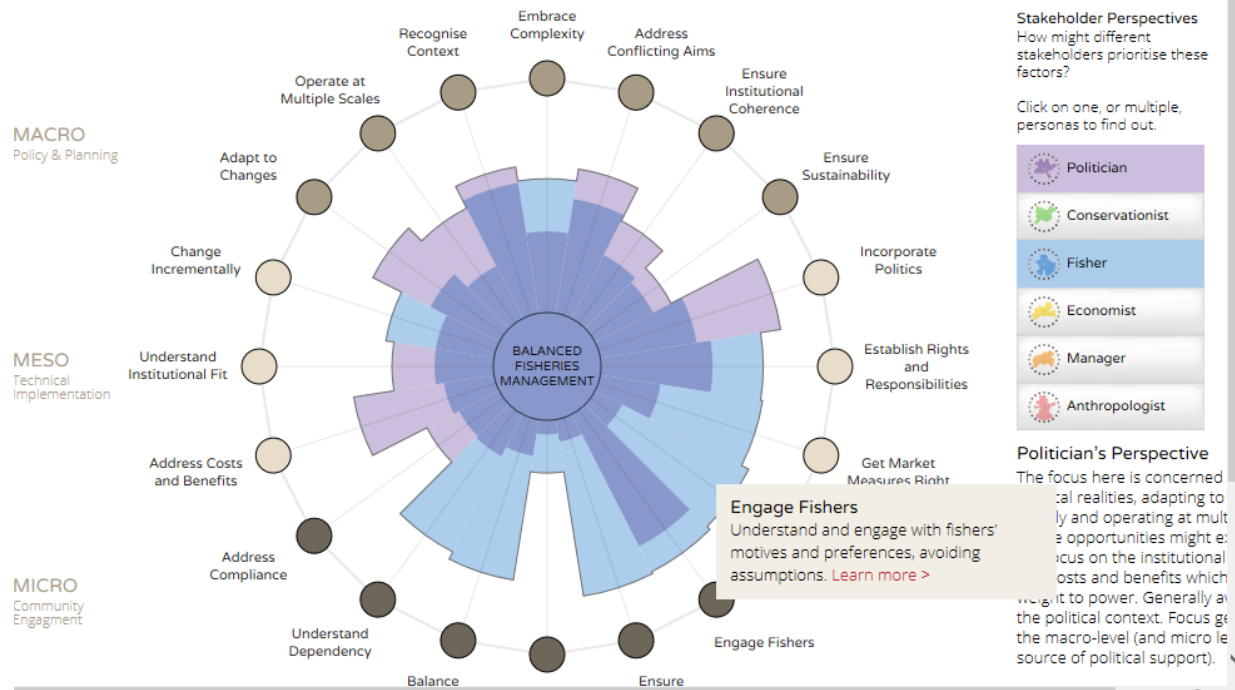
sustainarts.org is a project of  
FOUNDATION CENTER  
THE HAUSER CENTER  
FOR NONPROFIT ORGANIZATIONS  
AT HARVARD UNIVERSITY

# ISSUE LAB

Special Collection: Sustainable Fisheries

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## COASTAL FISHERIES SUCCESS FACTORS



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# ISSUELAB



## POLICY & PLANNING

- Embrace Complexity
- Address Conflicting Aims
- Recognise Context
- Operate at Multiple Scales
- Ensure Institutional Coherence
- Ensure Sustainability
- Adapt to Changes

## TECHNICAL IMPLEMENTATION

- Establish Rights & Responsibilities
- Change Incrementally
- Understand Institutional Fit
- Incorporate Politics
- Address Costs and Benefits
- Get Market Measures Right

## COMMUNITY ENGAGEMENT

- Understand Dependency

## Engage Fishers

A key part of working in partnership with fishers in the management process is understanding their motives and preferences. Without this, management assumptions can be well off mark.

In addition to understanding dependency of different groups, it is important to understand what drives fishers to do what they do and how they will react to change. Hilborn (1985, cited in Salas and Gaertner, 2004) suggested that the collapse of many fisheries is due to misunderstanding fishers' behavior rather than a lack of knowledge of fisheries resources. Understanding what motivates fishers is an important part of deciding how to manage a fishery according to Hilborn (2007a), who also noted (2007a, 286) that "... fishermen respond to regulation in ways that often surprised managers, and managers must understand the motivation and incentives for fishermen to understand how they respond."

The context in which fishers convert policy measures into actions is subject to a number of influencing factors that can change the course of those actions. These include what their priorities are, their cultural norms and expectations, their perceptions of risk, their relationship with managers and politicians, conflict and cohesion with communities, and beliefs around the sustainability of the resource. In addition, these may differ from those of managers. It is also worth noting that the motivations and preferences of fishers are dynamic and constantly changing in response to their surrounding social and economic

## Critical Questions

What are the motives, incentives and drivers that influence the behavior of fishers, traders and processors?

How do these differ between different stakeholder groups e.g. men, women, the old, young, rich and poor?

How have these been accommodated in fisheries management measures?

How have traditional values and norms, and differing time preferences been catered for?

How are motives and incentives changing with exposure to external forces and how are these



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# OPEN DATA & PHILANTHROPY

- ❖ Philanthropy Context
- ❖ Commitment to Transparency & Openness
- ❖ Examples of Open Data in Practice
- ❖ Future Horizon
- ❖ Role of Privacy
- ❖ Lessons Learned



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A person with dark hair, wearing a pink shirt and a patterned tie, is holding a white rectangular sign in front of their face. The sign contains a quote in a serif font. The person's hands are visible, holding the corners of the sign. The background is plain white.

“...foundations are often **black boxes**, stewarding and distributing private assets for public purposes...

– Rob Reich



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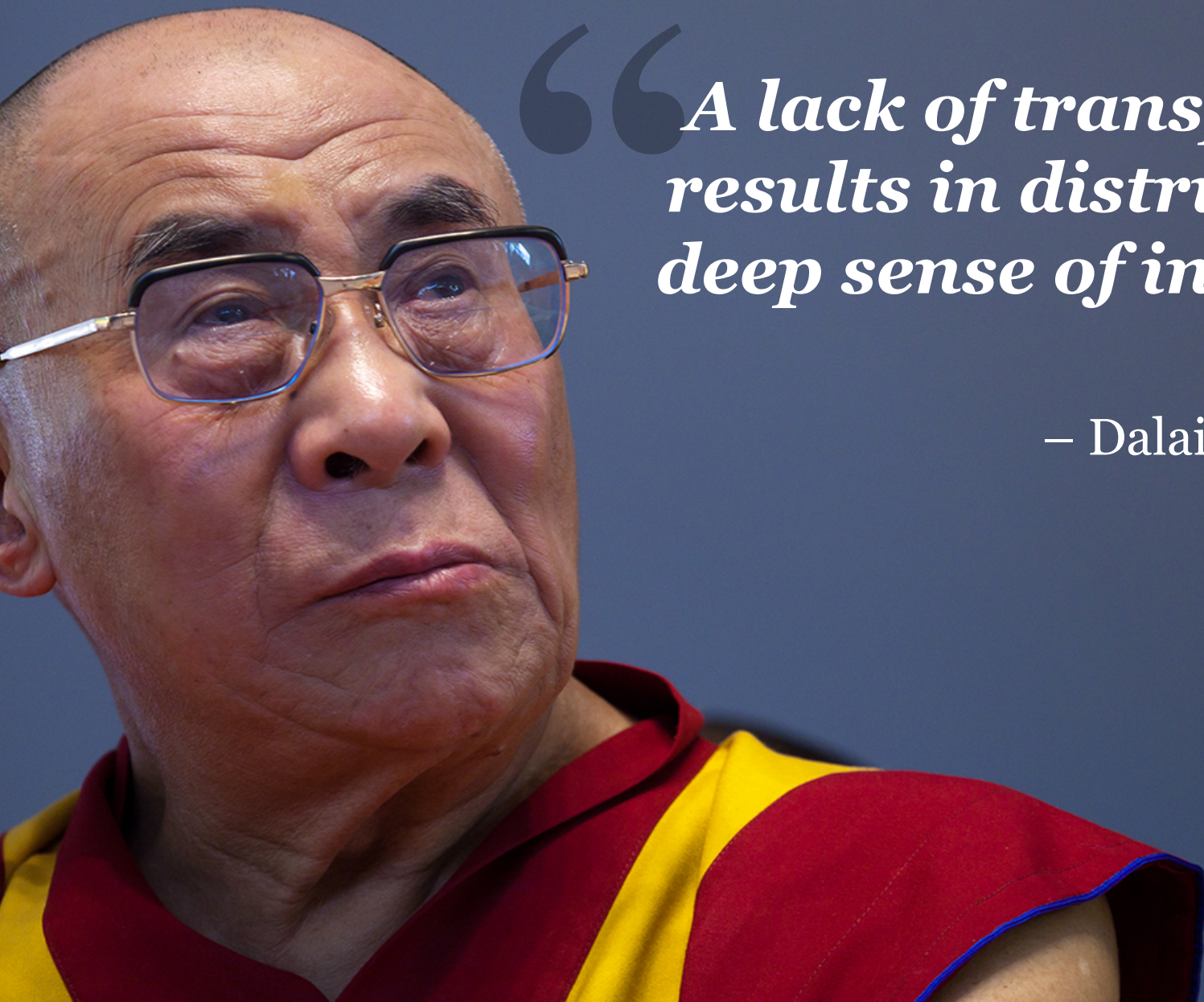


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# Hewlett Commitment to Openness

- ❖ We begin with a presumption that information created by or about the Foundation should be freely available.



*“A lack of transparency results in distrust and a deep sense of insecurity.”*

– Dalai Lama XIV



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*We have a ways to go...*



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# OPEN DATA & PHILANTHROPY EXAMPLES



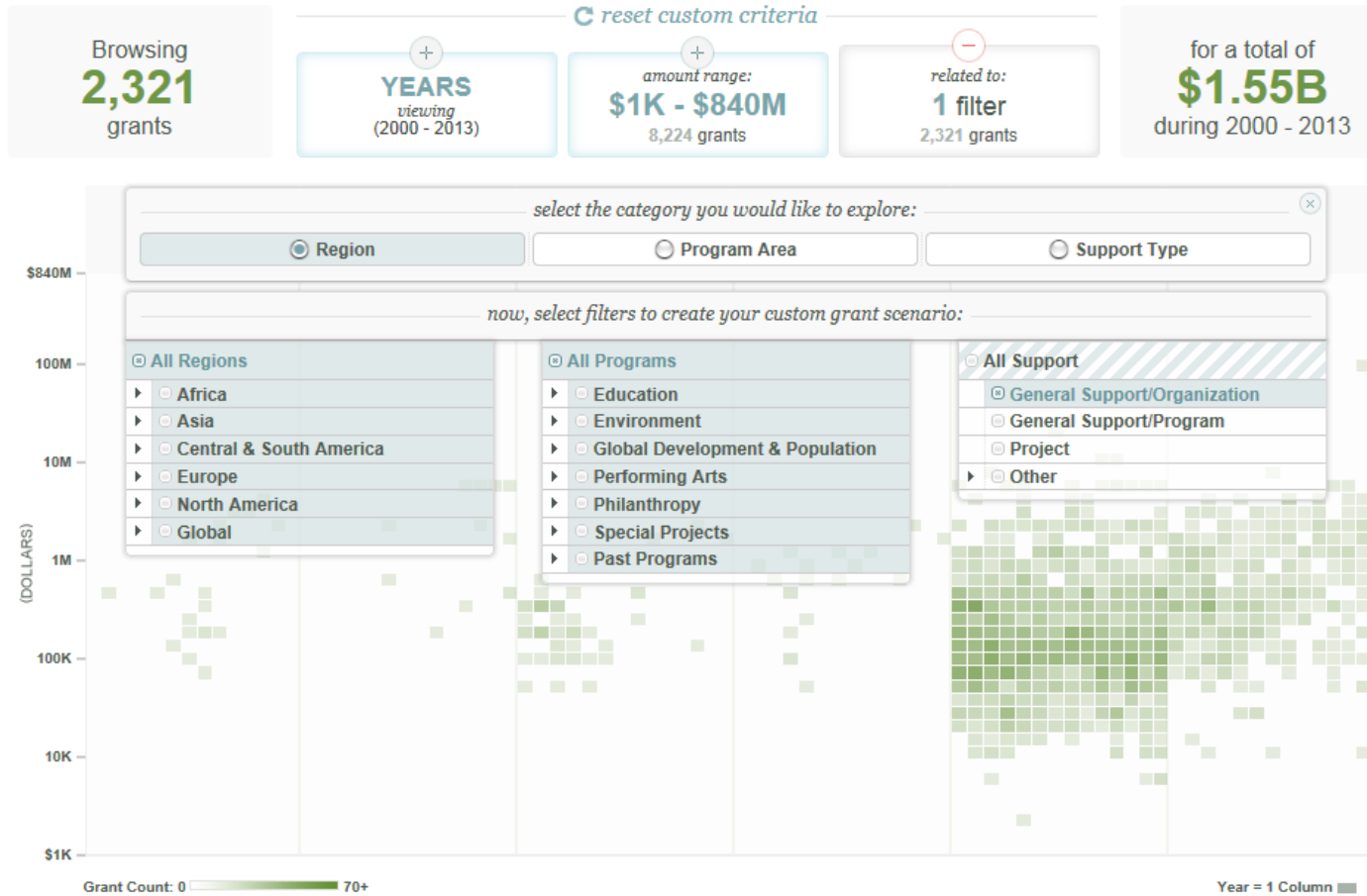
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# OPEN PHILANTHROPY DATA— HEWLETT WEBSITE



# OPEN PHILANTHROPY DATA “REPORTING COMMITMENT”



***“From today on, information about our grants will be made available on a near-real-time basis, as entirely open data and coded to a common geographical standard, making it easy to see the communities, regions, and countries that benefit from those grants.”***



# OPEN PHILANTHROPY DATA CURRENT MEMBERS

ANNENBERG FOUNDATION

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FOUNDATION

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Innovation for the Next 100 Years

CORPORATION  
OF NEW YORK



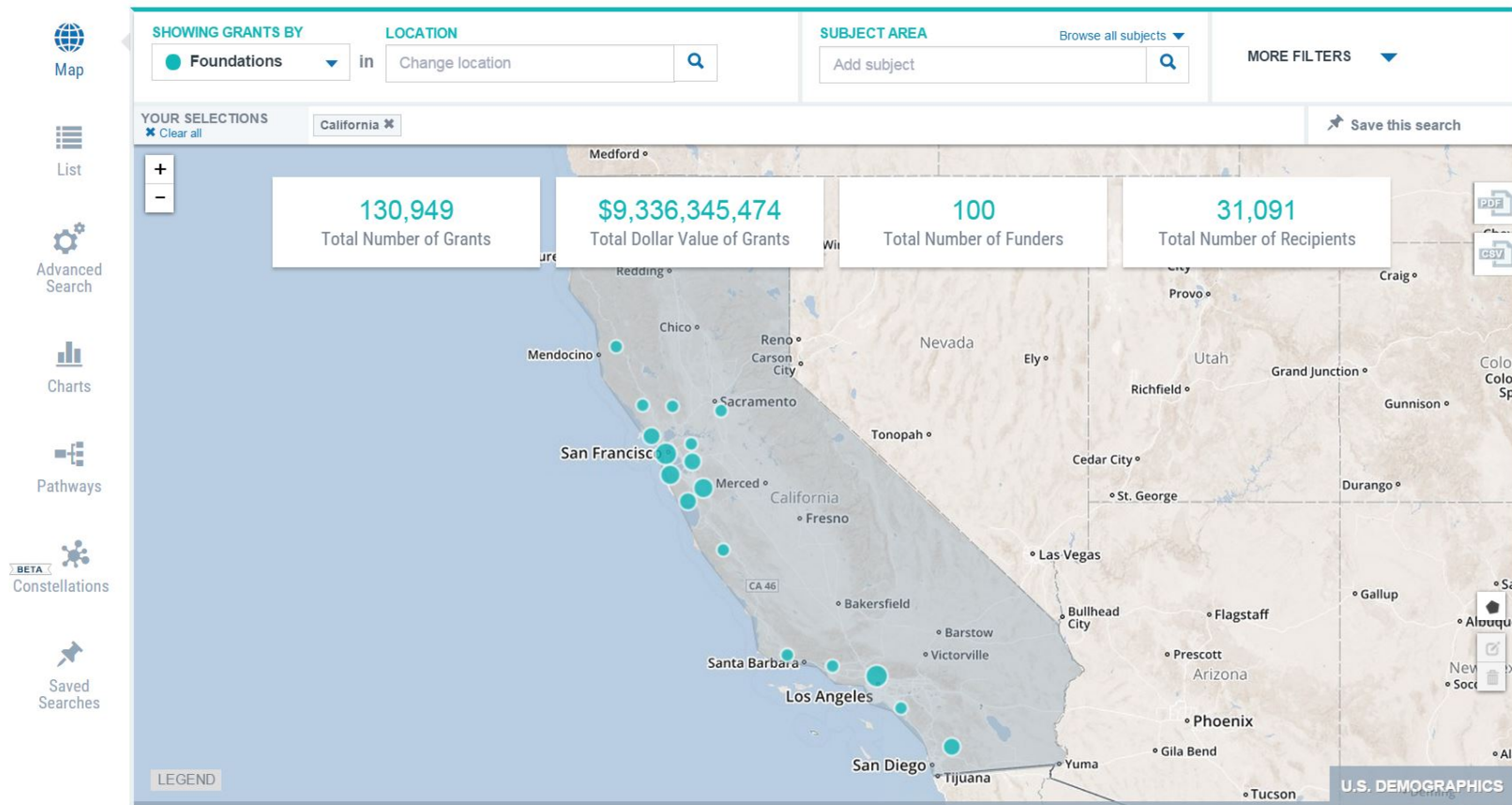
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# OPEN PHILANTHROPY DATA “GET ON THE MAP” CAMPAIGN

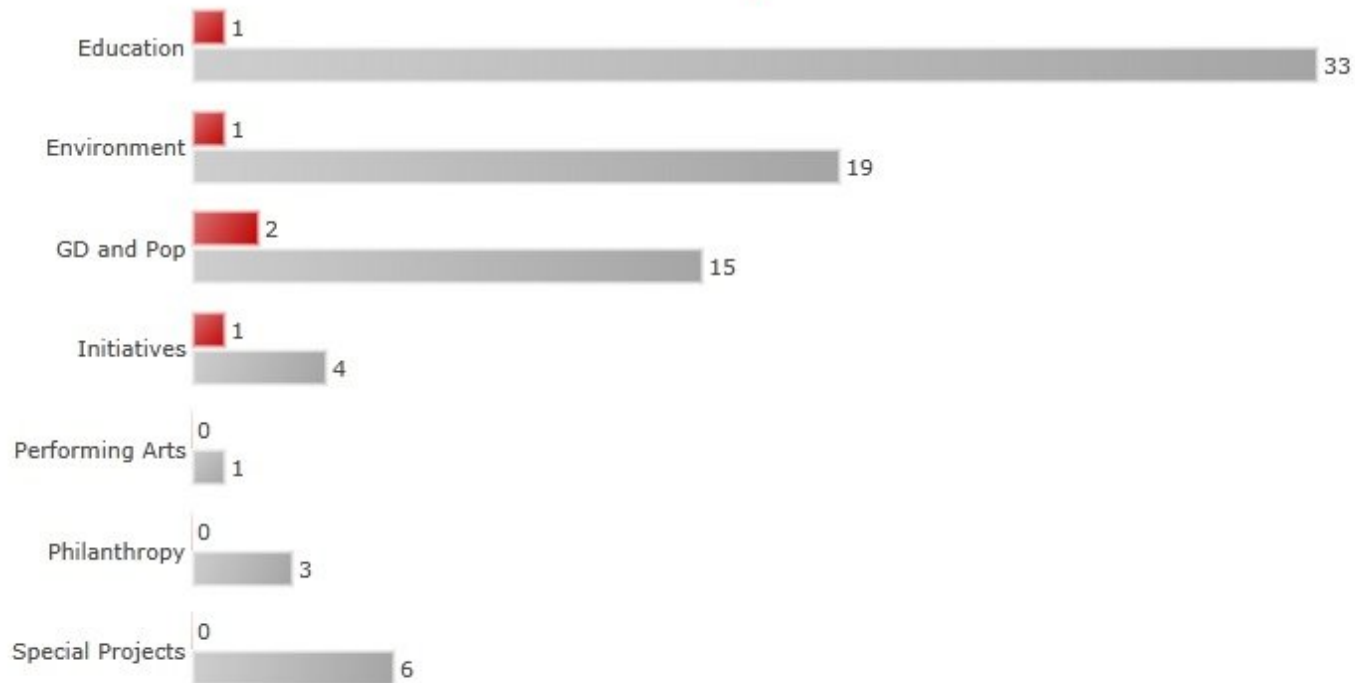


# OPEN DATA INTERNAL TRANSPARENCY

## UNMET REQUIREMENTS

As of

■ Total = 81 ■ ER = 5



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# SOCIAL SECTOR ECOSYSTEM— OPEN LICENSING



# THOUGHTS & REFLECTIONS



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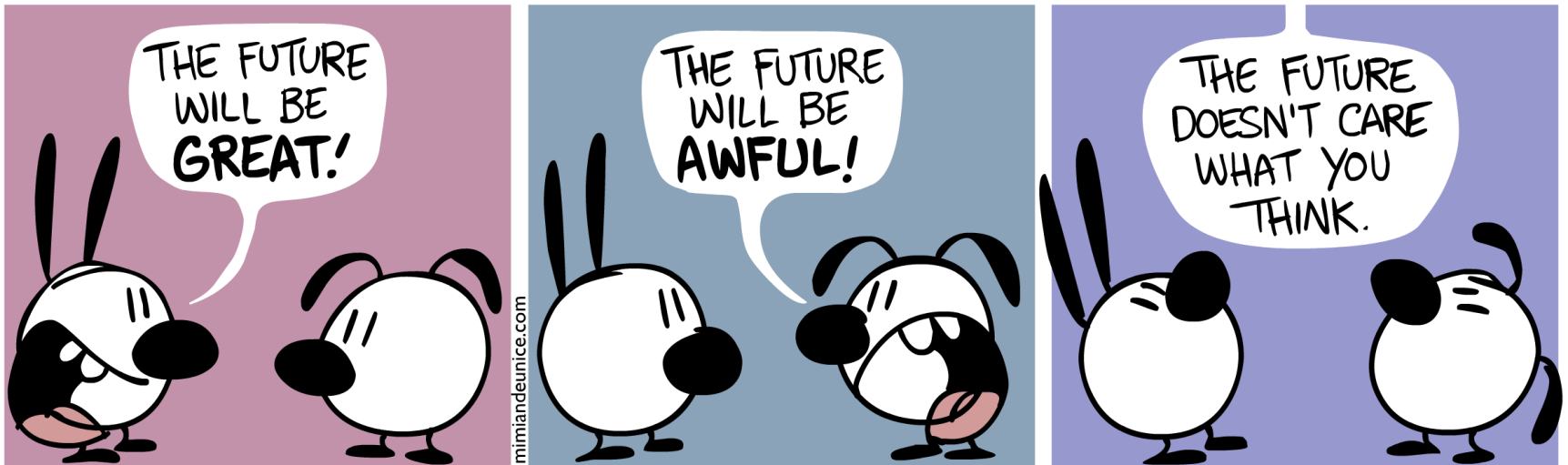
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# THE FUTURE???





Privacy ↩



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# CLOSING LESSONS LEARNED & THOUGHTS

- ❖ Requires Time/Resources
- ❖ Balance Effort and Reward or Impact
- ❖ Challenges ARE Solvable
- ❖ Retrofitting is Difficult
- ❖ Unique Philanthropy Context

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**THANK YOU!**



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