

Strategic Framework

2017-2021

SUMMARY



**Emerging Practitioners
in Philanthropy**

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hilanthropy today is in a place of self-inquiry and renewal. Foundations are seeking to better advance equity through their investments and internal operations. The debate is no longer whether, but how. Our current political environment makes this question all the more pressing.

For over 15 years, EPIP, a project of Tides, has made space for emerging leaders to learn, grow and advance. EPIP members represent the diversity we want to see leading the field: 45 percent of our members identify as people of color, 65 percent as women and ten percent as LGBTQ. Members bring great passion, talent, insight and lived experience to their work. Many have gone on to become executives, innovators and advocates for equity.

We are proud of this legacy and remain committed to playing this role in the field. However, we also hear a common refrain of uncertainty about members' futures in philanthropy. Many feel unclear about how to advance, or fear reprisal if they raise strategy, process or equity concerns. Many question the alignment between their institutions' practices and their own values.

These challenges are especially pronounced for EPIP members from marginalized communities. For example, our members of color often tell us they experience micro-aggressions at work, feel pressure to be twice as good in order to succeed, or are exhausted by the daily demands of working in institutions that have yet to bring equity fully into their work. These challenges both inhibit the leadership of our members and deny their institutions the full benefit of their talent.

In light of these factors, we feel called upon both to deepen our work and broaden our vision. In the strategic framework we lay out below, we seek to support and mobilize our members in new ways in order to strengthen the sector and advance equity. This framework was developed with the engagement of as many as 200 EPIP members, partners and allies. It reflects a broad vision for our future that we will build into. We invite you to join us in this endeavor.

EPIP members represent the diversity we want to see leading the field:



Only 27% of emerging leaders surveyed by EPIP say they see a future for themselves at their institution.*



In 2014, people of color made up about 1/3 of foundation program officers but less than 10% of CEOs.**



17-20% of LGBTQ practitioners surveyed by EPIP say they feel invisible, tokenized, seen as a "novelty," and/or too visible, on account of their LGBTQ status.***



Photo by Olivia Obineme

Our Evolution

From now through 2021, EPIP plans to grow into a community that:

-  Deepens our work to develop rising talent and promote excellence in the sector
-  Promotes innovation and effective practices - and when necessary speaks hard truths - to support the success of our members and other diverse changemakers, and
-  Helps move our sector into deeper leadership for equity and social justice.

Our New Vision for Philanthropy

EPIP envisions a world where people of all identities can live full and prosperous lives, supported by a diverse, equitable, inclusive and effective philanthropic sector.

More specifically, we envision a field that:

-  Fosters healthy, safe and inclusive work environments, where staff from diverse backgrounds and life experiences can bring their whole selves to work
-  Responds to and is inclusive of nonprofits and local communities - especially those most vulnerable, such as people of color, LGBTQ people, women, immigrants and refugees, etc. - in grantmaking, activities and decision-making
-  Communicates in plain language, models transparency, makes itself deeply accessible to the public and communities, and devotes energy to making the grantee experience efficient and empowering
-  Takes bold stances on issues and is willing to incur risks to uphold our most deeply held values and ideals, and
-  Continuously pushes itself to test creative approaches and adopt effective practices to advance all of the above.

Our Approaches

Professional and Leadership Development

In the past, EPIP’s professional development has focused on a set of skills, laid out in our Measuring a Leader framework. We are re-orienting our focus around a set of issues including but not limited to skills, which help to support and sustain our members as both professionals and complete change agents. Themes include:

-  **Hard skills development**, including both “standard” job-related professional skills as well as newer approaches to the work (e.g., design thinking)
-  **Learning philanthropy**, including the history of the field, different models of and roles for philanthropy, and the mechanics and craft of the work
-  **Social justice and equity**, including the history of social justice work, specific social justice issues, content related to specific populations and how to bring an equity lens to one’s work Leadership stance, helping our members find their own, personal approach to leadership within and outside their institutions
-  **Internal and external advocacy and influence**, including managing up, supporting organizational change, and engaging in leadership and activism outside of work
-  **Current events and philanthropy**, putting both positive news and reports of injustice in context and helping members explore how they and their institutions might respond, and
-  **Career advancement**, helping members identify and chart potential career

Advocacy and Innovation

EPIP will promote practices that help promote diversity, equity and inclusion in philanthropy -- including the success and advancement of our members. Sometimes, these initiatives will be staff-driven. Other times, we will support efforts driven by EPIP Members or other organizations. Issues may include:

-  Supporting staff leadership at all levels of the org chart
-  Bringing an equity lens to grantmaking and internal operations
-  Promoting effective professional development policies, and/or
-  Creating healthier work environments.

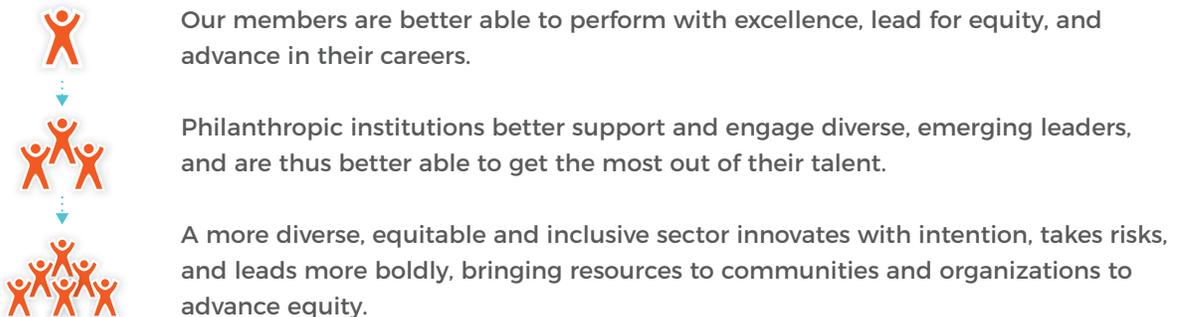


Community-Building

EPIP will better connect its members to each other and to the broader field in order to to enrich the EPIP experience, bring opportunities to our members, and amplify our and others' influence. This may include:

-  Facilitating deeper collaboration across our chapters
-  Preserving and enhancing existing network-based programs (e.g., our national conference; People of Color Network)
-  Partnering with other organizations to deliver programming and content
-  Connecting EPIP members to external efforts and opportunities, and/or
-  Engaging in joint campaigns and coalitions, such as CHANGE Philanthropy
Building new collaborations if/where necessary.

Our Intended Outcomes



Our Invitation To You

This framework is broad by design. We are looking to our extended community of members, partners and allies to bring it to life. Here are some ways you can get involved:

-  Join EPIP as an individual or institutional member. Contact Biz Ghormley, Director of Operations and Member Services, biz@epip.org
-  Join or start an EPIP Chapter -- we're in sixteen regions and counting!
-  Read the full plan and share your feedback and questions directly with our Executive Director, Tamir Novotny at tamir@epip.org
-  Join our mailing list via our homepage (www.epip.org) to learn more about ongoing opportunities.