



# A TRANSFORMATIVE MOMENT

Horace Hugh Foundation | June 2015

# T R A N S F O R M A T I O N S



**Continuity:** Consistent and ongoing



**Disruption:** Interrupting the normal process



**Renewal:** Strengthening or rejuvenating



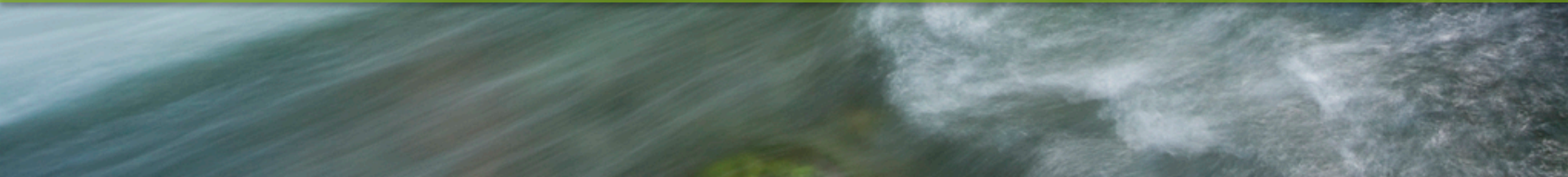
**Blockages:** Obstructions that make movement difficult



**Runways:** Clearings that allow us to take off and land



C O N T I N U I T Y





# CONTINUITY CONSISTENT AND ONGOING

- **Donor Intent:** Independence through education and growth

---

- **Grantmaking:** Local, regional, national, global impact

---

- **Foundation:** Operating and Grantmaking

---

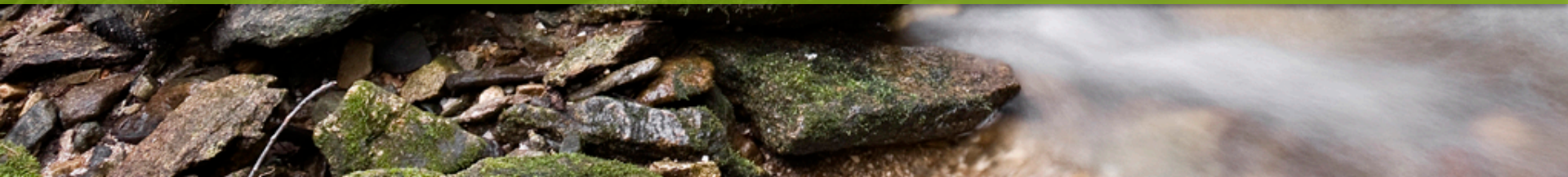
- **Program Divisions:** Arts, Civic, Nature, Literacy

---

- **Program Continuities:**
  - Arts: Centers, mentoring, collaboration
  - Civic: Leadership, focus on issues, inclusion
  - Nature: Hiking/biking, water, community-centered
  - Literacy: Children, adults, ESL learners



# DISRUPTION





# DISRUPTION

INTERRUPTING THE NORMAL PROCESS

- Grantmaking accountability: grants admin. & data management

- Move from developer to investor

- Investment portfolio development is a departure from past practices

- Research and policy expansion

- Create investment fund to support next-generation infrastructure

- Repositioning of programs

- Get specific about long-term local and regional goals

- Focus on becoming a learning organization

- New staff; administrative and program



RENEWAL



# RENEWAL STRENGTHENING OR REJUVENATING

- **TRANSFORMING** products into a continuously improving utility (manage, discard, expand, combine)
- **EXPANDING** quality and economic efficiency
- **REFRESHING** program design and adding funders
- **TRANSITIONING** to research and policy-based role in programming
- **DEEPENING** co-funding relationships in multiple areas including networks of outside advisors





# B L O C K A G E S



# B L O C K A G E S

OBSTRUCTIONS THAT MAKE MOVEMENT DIFFICULT

## The Weight of the Past

- We've done that before and it did not work.
- Its always been done that way.

## Failure to Internalize Plan as Something Different

- Nothing has changed, new categories for old actions.
- Avoid tough calls.

## The Talent of the Future

- Who do we know rather than who can we attract?
- How do we support the growth of existing talent ?

## Governance / Staff Relationships

- Can we let go of the current cycle of Board/staff mistrust?
- Do we understand our roles?



R U N W A Y S





# R U N W A Y S

CLEARINGS THAT ALLOW US TO TAKE OFF AND LAND

- ✓ Willingness to own our historical and present value
- ✓ Common responsibility for success and failure
- ✓ Governance and executive agreements
- ✓ Open search for great talent
- ✓ Staffing and implementation planning to solidify implementation