CAN FOUNDATION ENDOWMENTS ACHIEVE GREATER IMPACT?

Research by: Bridgespan Social Impact
with contributions from Capricorn Investment Group

Introduction

Philanthropy has a rich history of addressing the most pressing issues facing humanity. To continue building on its commitment to the social good and meaningfully address issues at the pace that society needs, philanthropy must go beyond grantmaking.

> Today, foundation endowments exceed $1 trillion[2], with Donor-Advised Funds (DAFs) contributing an additional $200 billion[3]. Where and how these assets are invested can significantly influence our world.

Typically, foundations leverage around 5% of their endowments for grantmaking, as mandated by the Internal Revenue Code[4] to maintain their tax-exempt status. However, in the last decade, there has been increased attention on the need for foundations to strategically invest the other 95% of their endowments in alignment with meaningful impact. The challenge is that little is known about how much of foundations' endowments are being allocated to impact investments.

To address this challenge and highlight opportunities to increase allocations to impact, the authors of this article conducted a study to create a benchmark metric that foundations could use to measure their progress against their peers. Based on an analysis of 65 foundations and interviews with philanthropic leaders, the study found that just 5% of the investable assets held by foundations are being allocated to impact investments, far short of the 100% mark embraced by some philanthropic leaders as a signal of their all-in commitment to impact.

While there are some foundations committed to generating impact via investments from their endowments, the research shows that a majority of foundations are just at the beginning of their impact investing journeys. As an indication of where these journeys may go, the study also found that there is a growing subset of foundations that invest more than half of their assets into impact investments, proving that **sizable allocations to these investments are achievable.**

This article also enumerates several practical solutions for foundations to consider as they look to ramp up their allocations to impact investments. These solutions include integrating impact into the endowment's investment strategy, incorporating impact investments that align with but extend beyond the foundation's mission, adopting a diversified approach toward their impact investing portfolio, and tracking impact investment allocation as a key metric.

1. Bridgespan Social Impact is a subsidiary of The Bridgespan Group
2. Nonprofit Organizations: Total Financial Assets Held by Private Foundations, St. Louis Federal Reserve, 2023
3. Donor-Advised Fund Report, National Philanthropic Trust, 2023.
4. The Five Percent Minimum Payout Requirement, Council of Foundations, 2018

Key Survey Findings

Overview

To generate a benchmark metric of endowment impact, **Bridgespan Social Impact, Capricorn Investment Group, and Skoll Foundation** conducted a survey across primarily U.S.-based foundations to quantifiably estimate the extent to which foundations' investable assets (i.e., endowments) are allocated to impact investments[5]. The sample set includes foundations with:

Sample Set

Endowment Size

Endowments ranging from **$11 million to $16 billion, with 75% under $1 billion**[6]

Foundation Type

61% **private and** 31% **public foundations**[7]

Focus Areas

A focus on a variety of issue areas including **arts and culture, climate and environment, education, and more**

Our analysis of these foundations revealed the following key takeaways:

The **median foundation** allocates just **5%**[8] **of its investable assets** to impact investments.

Given the vast majority of survey respondents identify as being actively involved in the impact investing space (92% of survey respondents are members of the Global Impact Investing Network (GIIN), Mission Investors Exchange (MIE), and/or the U.S. Impact Investing Alliance Presidents' Council), **this highlights the persistently untapped opportunity for foundations to leverage impact investing as a tool to address society's most pressing issues.**

The **average allocation to impact investments** as a percentage of their overall endowments **is about 27%.**

This is primarily due to a **subset of foundations (with endowments ranging from $11 million to $900 million) that invest more than half of their assets into these investments**[9]**.** These foundations prove that sizable allocations to impact investments are achievable.

5. This does not include Program Related Investments (PRIs), which count against the 5% annual disbursement minimum for foundations given that financial return/capital preservation is not a primary goal of PRI investments
6. Foundations' endowment range across the following categories: below $25 million (11%), $25 million to $50 million (8%), $50 million to $100 million (11%), $100 million to $1 billion (46%), and above $1 billion (25%)
7. The remaining 8% include a mixture of anonymized responses, 501c4s, and international foundations
8. This figure was calculated by identifying the amount of foundations' endowments, or investable/net assets, allocated to impact investments that fall outside of PRI requirements (survey responses as of January 2024)
9. 15 foundations self-reported that impact investments are a majority (50% or more) of their total endowments. These include Lora & Martin Kelley Family Foundation, The Nathan Cummings Foundation, Skoll Foundation, The Russell Family Foundation, The Winthrop Rockefeller Foundation, and the William Caspar Graustein Memorial Fund, among others

Larger endowments (greater than $1 billion) consistently **exhibit low degrees of impact alignment.**

With very few exceptions (for responding foundations with total net assets at or greater than $1 billion, the mean percentage of net assets in non-PRI impact investments is 7.1% and median is 2.6%).

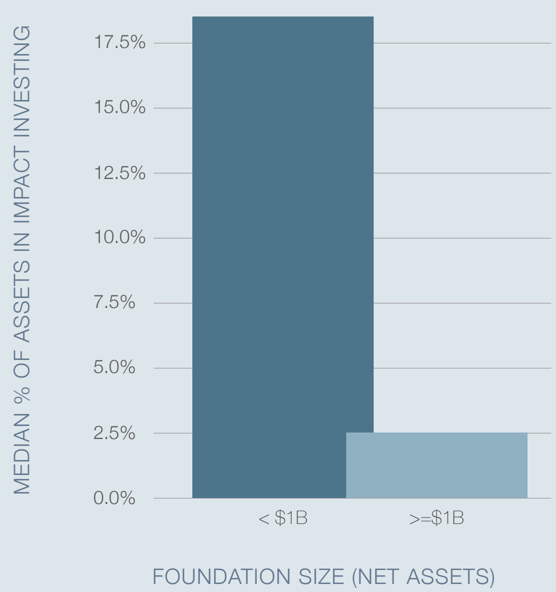
“We need to shout this data from every rooftop. Five percent of assets is astoundingly low, and this needs to be a call to action for every foundation that is serious about fulfilling its mission.”

DANA LANZA,
Co-Founder and CEO | Confluence Philanthropy

Among foundations leveraging impact investments, **only 11%** report investing in issue areas **beyond their core mission focus, potentially overlooking opportunities** to create impact more broadly.

This is primarily due to a **subset of foundations (with endowments ranging from $11 million to $900 million) that invest more than half of their assets into these investments.** These foundations prove that sizable allocations to impact investments are achievable.

Impact Investing Allocation by Foundation Size: Median Percentages



Examining the disconnect between philanthropy's goals and portfolios

Foundations established to support philanthropic causes are expected to leverage their wealth for the betterment of the planet and its people. However, we must ask:

> Are foundations truly doing enough to maximize their potential?

Typically, foundations allocate only about 5% of their assets annually — the minimum needed to maintain tax-exempt status — to support various causes via grantmaking. The majority of the remaining 95% is tied up in traditional investments, chasing the highest possible risk-adjusted financial returns without much consideration for societal impact. It is time to break free from this conventional approach and treat investment portfolios as effective instruments for driving societal change.

Why wait to distribute resources far into the future when there are numerous urgent issues facing the planet and communities today? By aligning their investment portfolios with impact, foundations can make a significant and immediate difference.

We understand that some foundations may be hesitant to fully embrace impact-aligned investing. Let us break down the barriers that stand in their way.

Persistent barriers to impact

Past research by Bridgespan[10] and other field builders like the Builders Initiative and Social Finance[11] has elevated a range of barriers that prevent foundations from making this important shift to impact investing. These barriers continue to persist, as highlighted by recent Bridgespan interviews with a set of foundations.

- **Beginner's dilemma:** Despite having the intention and policy to do so, foundations are often deterred from impact investments due to how onerous the entire process feels (i.e., building impact management systems, developing investment pipelines, etc.). In some cases, investment advisors to these foundations may not have a strong impact orientation or capacity to support foundations' evolving investment needs, making impact investing even tougher to explore. Large foundations perceive impact investing as a niche with smaller fund sizes, resulting in allocations falling below their ideal minimum for individual investments.
- **Capacity limitations:** Many foundation teams feel over-stretched as it is, which serves as a barrier as they consider adding impact investing capabilities. This is especially the case for smaller foundations with smaller teams, including those with a focus on hyper-specific issue areas.

10. Beyond the Grant: Foundations as Impact Investors, The Bridgespan Group, 2020
11. Breaking Barriers: A Practical Guide to Unlocking Foundation Endowments for Mission and Returns, Builders Initiative and Social Finance, 2023 Annual

- **Making sense of an increasingly noisy landscape:** The growth of the impact investing industry is a positive development in that it offers more investment products for foundations to consider. However, those managing endowments also feel this market growth creates more "noise" for them to sort through. At times, the increased number and types of service offerings being pitched to them adds to this noise. In the absence of feeling like they have a solid grasp on what is out there and what is likely to be truly impactful, foundations are sometimes choosing to just maintain their status quo of finance-first investments, as well as their existing (and also finance-first oriented) service providers.

- **Concerns about financial performance:** One of the biggest sources of hesitation is the worry that impact investing will compromise financial performance. Foundation leaders often believe endowments are solely meant to maximize financial returns, and that making impact investments may lead to concessionary returns. However, as demonstrated by various foundations that have successfully allocated substantial portions of their portfolios to impact investing, it is feasible to design portfolios to achieve dual objectives of financial returns and impact alignment.

Promising Solutions To Unlock Impact

Past research and articles repeatedly highlighted a set of common solutions for overcoming these barriers and shifting more capital towards impact investments. These solutions include building internal capacity, collaborating with peers, and investing in alignment with foundations' mission areas.

> While we agree in principle with these potential solutions, it is clear that they are not moving the needle at the rapid pace society needs. Therefore, we would like to offer some alternative and more provocative solutions for foundations to consider:

1. Instead of starting small and experimenting, set ambitious goals

The conventional wisdom has often been that the path into impact investing for foundation endowments is to start with a small amount of impact investments, while gradually building up the internal capacity to do more investments over time. But as the broader field of impact investing has grown rapidly over the past decade, impact investing within foundation endowments has not. Beginning slowly and cautiously does not seem to be leading to bigger shifts in capital for most foundations.

Informed by Bridgespan's work in the field, a key reason for this slow pace is that small pipelines reduce the odds of successful outcomes, which can then sour a team from doing more. For instance, an education-focused foundation may come across an ed-tech company with outcome goals closely related to the foundation's grantmaking goals. Conventional wisdom says that this could be a good place to start given this potential first investment was organically sourced and feels familiar given its relevance to the foundation's grantmaking work. However, we have seen investments like this fail in terms of both financial and impact performance. As we step back and think about this, this should not be too surprising given this initial investment was not chosen from a diversified pipeline, compared against alternatives, or assessed commercially by an experienced investment team.

> Instead of becoming a launchpad for doing more, the "carve out" approach can lead foundations to feel discouraged and abandon their impact investing initiatives.

Therefore, instead of following the conventional wisdom of starting with small-scale experiments, foundations should set ambitious goals for transitioning significant portions of the portfolio into impact investing.

2. Embrace a portfolio approach to impact investing

Instead of isolating impact investments with low chances of success, foundations should adopt a "portfolio approach" that integrates impact throughout their endowments. In this portfolio approach, impact is not a barrier to financial performance, but rather a driver of financial performance.

To mandate the adoption of this investment style, foundations should make it a fiduciary responsibility of the board and investment committee. This may require incorporating impact into the Investment Policy Statement (IPS) and making it a requirement to consider impact alignment when constructing portfolios, alongside income and growth objectives. **Without formalizing this approach in the IPS, impact investing will likely remain a disappointing side project, especially considering that successful implementation will require a revamp of processes, skills, and pipeline building.**

Foundations should also set high standards for sourcing and evaluating impact-aligned investment opportunities, thereby committing to activate the entire portfolio for achieving both financial goals and impact outcomes. This means assessing impact outcomes with the same rigor applied to evaluating grants and programs.

> For successful execution, it is crucial to evaluate existing competencies for specialization, execution, and deal access. If capacity or expertise is a barrier, foundations should consider partnering with impact-aligned Outsourced Chief Investment Officers (OCIOs)

as they have the experience, capability, and infrastructure to build multi-asset class investment pipelines and evaluate investments for both financial risk-return considerations and impact potential.

3. Do not just passively learn from peers – commit to collaboration and even copying each other

With grantmaking, foundations seek to find organizations that uniquely align with the foundations' mission and intended impact.

> With endowment impact investing, however, we would argue that curating such a tailored, individualized portfolio may be unnecessary, especially since it is a barrier to quickly putting money to work.

Some foundations report actively sharing their investments and investment pipeline with peers, which is a terrific way to highlight shovel-ready impact investing opportunities. This is especially important for foundations that decide to invest endowment assets in areas of the social sector beyond their immediate grantmaking focus areas. For example, it would be valuable for a foundation new to impact investing to be introduced to a fund of funds investing in first-time fund managers of color that a peer has vetted and that is actively fundraising in the market. This can be one way of shortcutting timelines and cutting through the noise.

> "The beauty of the philanthropic space is that it is collaborative, unlike other industries. Investments have been private information for private gain. We want to flip this and make it community information for community gain."

KATHLEEN SIMPSON,
CEO, The Russell Family Foundation

Beyond sharing specific investment opportunities, interviewees told us that they have also benefited from leveraging peer knowledge on related activities.

As JULIUS KIMBROUGH, Impact Investing Officer at Mary Reynolds Babcock Foundation, said:

"I've found peers to be nothing but open and transparent. People share with me opportunities, consultant names, and other supportive organizations in the field."

4. Think beyond Mission Related Investments (MRIs)

While we understand and appreciate the desire for endowment investments to align with issue areas that the foundation more broadly is focused on (e.g., education, health, racial equity, etc.), we wonder if this approach places too much of a constraint on foundations committed to impact investing. For example, **is there anything wrong with a healthcare-focused foundation investing part of its endowment in impact-focused credit funds, climate funds, or affordable housing strategies? We would assert that this is at least better than many of the status quo endowment investments, where the priority is maximizing risk-adjusted financial returns without regard to impact (positive or negative).**

Research has shown that it is possible to construct an impact-aligned portfolio with similar financial characteristics as an impact-agnostic portfolio. Impact investments have the potential to enable positive societal outcomes, while also enabling investors to meet their financial objectives[12].

As an example, JULIUS KIMBROUGH, Impact Investing Officer at Mary Reynolds Babcock Foundation, says:

"There is an opportunity in swapping out generic fixed income products (e.g., municipal bonds) for carbon notes, given they replicate returns similar to more competitive fixed income investments like collateralized mortgage-backed funds, while generating higher impact."

Given the potential of impact investments in making a meaningful difference across a wide range of issues areas and not just in areas aligned to a given foundation's mission, it is to be expected that a foundation's

12. Annual Impact Investor Survey, GIIN, 2020; 99% and 88% of investors in the study (n=294; $404B in AUM) report having met their impact performance and financial return expectations, respectively

portfolio of returns-generating impact investments looks different than a portfolio of complete-loss investments (i.e., grants).

Large foundations that view impact investing as too niche to extend beyond MRIs should reconsider this assumption. **Today, significant opportunities exist for driving systemic impact, particularly in areas related to climate change. While opportunities for large-scale investments in high-intensity social impact may be more limited, even small improvements, if scaled up, such as reducing housing costs or providing reasonable borrowing terms, can have a meaningful impact given the severity of challenges faced by many communities.**

5. Support the field by raising the bar for impact investments

Due to their long-term investment horizons, foundations are uniquely positioned to pursue unconventional opportunities with emerging fund managers who often pursue the most innovative investment models. Investments in these opportunities have the potential to unlock a high marginal impact per dollar invested, as they are often undercapitalized. This is because the average institutional investor will not invest the time and resources needed to fully understand the opportunity, as it requires them to step out of their comfort zone. For foundations, this is a great way to play a catalytic role by doing the work needed to provide the first institutional check. Such investments will often open up other doors for emerging managers, as that first check acts as the "stamp of approval," making the investment more appealing to other investors. **For example, a $5 million check to an emerging manager could be the difference between this manager closing the fund prematurely versus raising several hundred million dollars to creatively, and authentically, address an issue area.** Time and resource constraints to make these investments can be addressed with the help of external partners or OCIOs.

As mentioned, many foundations have successfully implemented impact-aligned investing for substantial portions of their endowments. Below, we outline Skoll Foundation's impact alignment journey, with the goal of encouraging other foundations to consider the societal impact of their entire asset base, extending beyond their grants and PRIs.

Skoll Foundation: Aligning Endowment with Impact [13, 14]

About Skoll Foundation

The Skoll Foundation ("Foundation") was established in 1999 by Jeff Skoll, the first president of eBay. The Foundation seeks to catalyze transformational social change by investing in, connecting, and championing social entrepreneurs and other social innovators who together advance bold and equitable solutions to the world's most pressing problems.

The Foundation advances its mission through two separate entities: the Skoll Foundation, a private foundation, and the Skoll Fund, a supporting organization associated with the Silicon Valley Community Foundation. Through these two entities, the Skoll Foundation advances the work of social entrepreneurs.

As of December 31, 2023, the Skoll Foundation and the Skoll Fund collectively held approximately $1.6 billion in assets. The Foundation seeks to use all its resources to further its mission which provides the overarching framework for management of its financial capital. Additionally, the Foundation acknowledges that the management of its assets must include the integration of prudent financial practices with principles of environmental stewardship, inclusive economic growth, and overall alignment with the Foundation's mission.

Inception of impact investing

Between 1999 and 2006, the Skoll Foundation invested its endowment assets using a conventional approach with limited impact focus.

In 2006, prompted by the realization that certain investments within the endowment were working against the philanthropic work of the organization, the Skoll Foundation embarked on a journey to fully leverage its financial resources to drive societal impact. After careful deliberation, the staff and board endorsed this approach to investing. In collaboration with its OCIO, Capricorn Investment Group, ("Capricorn") the board incorporated impact considerations into the Investment Policy Statement (IPS). This revision in the IPS was a pivotal step in ensuring a systematic and enduring shift in the investment approach to include impact considerations alongside financial considerations.

Initially, the Foundation divested from investments that did not align with its values. Subsequently, the Foundation and Capricorn gradually started exploring impact investing, mainly direct investments in venture stage companies developing climate solutions. Over time, as the team gained more knowledge and experience in this work, and as more investment opportunities arose, the impact-aligned portfolio expanded across different asset classes, issue areas, and fund managers.

13. Skoll Foundation website
14. Capricorn Investment Group provided materials on relationship with Skoll Foundation throughout their mission alignment journey and impact investing today

As of 2022, 70% of the Skoll Foundation's portfolio is aligned with impact objectives across four key areas[15].

Ambition to utilize all resources to futher its mission

Skoll Foundation leadership and staff saw significant opportunity to align its capital with its mission focus, as well as grantmaking and other programs

Impact considerations introduced in IPS

Investments goals include:

1. To generate income necessary to fund the Foundation's spending on grants, program related investments and operations over the long-term

2. To grow the real value of the Foundation's financial assets over the long term with consideration of the Foundation's spending levels

3. To seek investments in funds and companies whose practices and products advance the Foundation's mission, while avoiding investments in entities whose actions work counter to the Foundation's mission, unless the Foundation determines that engagement with such entities will result in developments that may benefit relevant communities

70% of endowment is invested in impact aligned investments

Impact investments are across four key issue areas:

- Climate Change Mitigation
- Inclusive Capitalism
- Health And Wellness
- Sustainable Markets

15. The remaining 30% contains a mix of legacy assets and assets held primarily for their financial utility. These investments are not actively pursuing social and environmental impact or alignment. However, they have typically been cleared for environmental risk and specific sectors that Capricorn and the Foundation consider detrimental to the long-term well-being of people and the planet

Impact investing allocation today

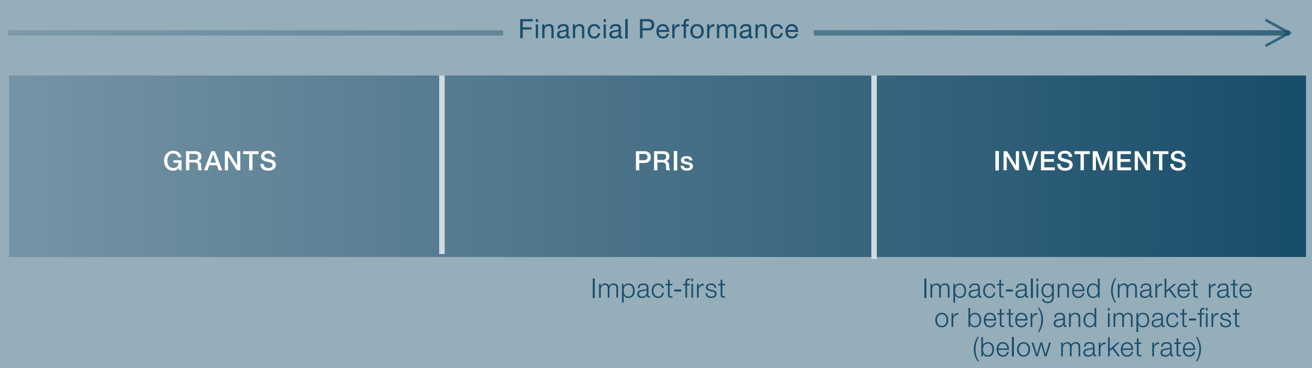
Today, with Capricorn serving as their OCIO, the Foundation allocates its endowment across an array of asset classes, with investments aligning in varying degrees with its mission. With the objective to create a positive impact on society, the Skoll Foundation and Capricorn have activated several segments along the financial performance and societal benefits continuum. This approach combines capital growth, liquidity, capital preservation, and societal impact as the key criteria for portfolio construction.

A close collaboration between the program staff at the Foundation and the investment staff at Capricorn has played a key role in consistently enhancing impact integration.

Impact integration for the Foundation's endowment is anchored around four issue areas which are interconnected and critical to address some of the biggest challenges facing humanity. These issue areas are further divided into target sub-issue areas, and are reflected across the major asset classes in the portfolio.

The following diagram (pg. 15 & 16) showcases this with issue areas in the inner ring, target sub-issue areas in the outer ring, and a bulleted list of sample portfolio utility.

Unlocking Positive Societal Outcomes



Aligning issue areas with investment categories

CLIMATE CHANGE MITIGATION

Private Equity & Venture Capital (Climate Solutions)

Independent Return (Nascent Markets)

Real Assets (Renewable Infrastructure, Sustainable Real Estate)

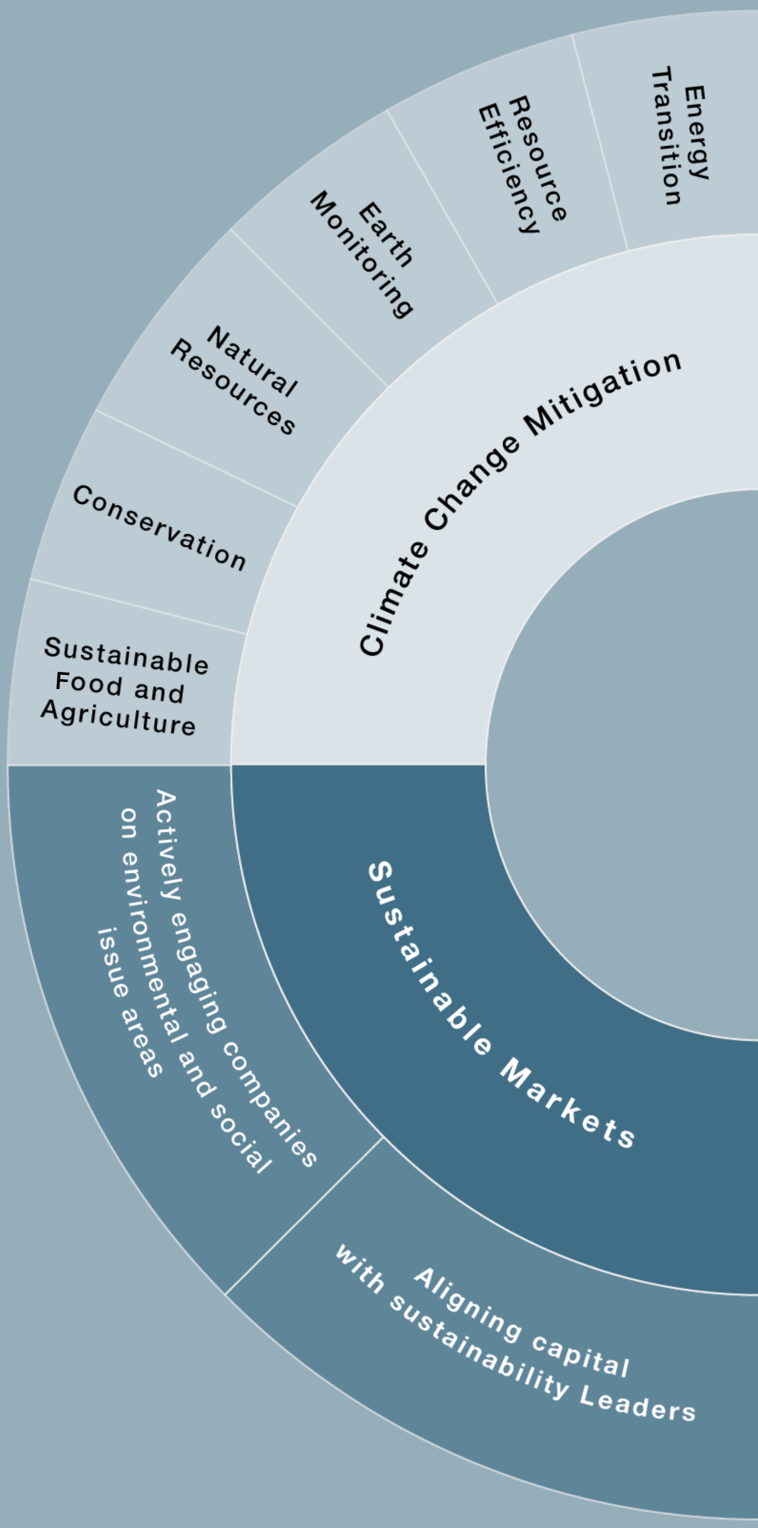
Global Equities (Emissions Reduction, Resource Efficient)

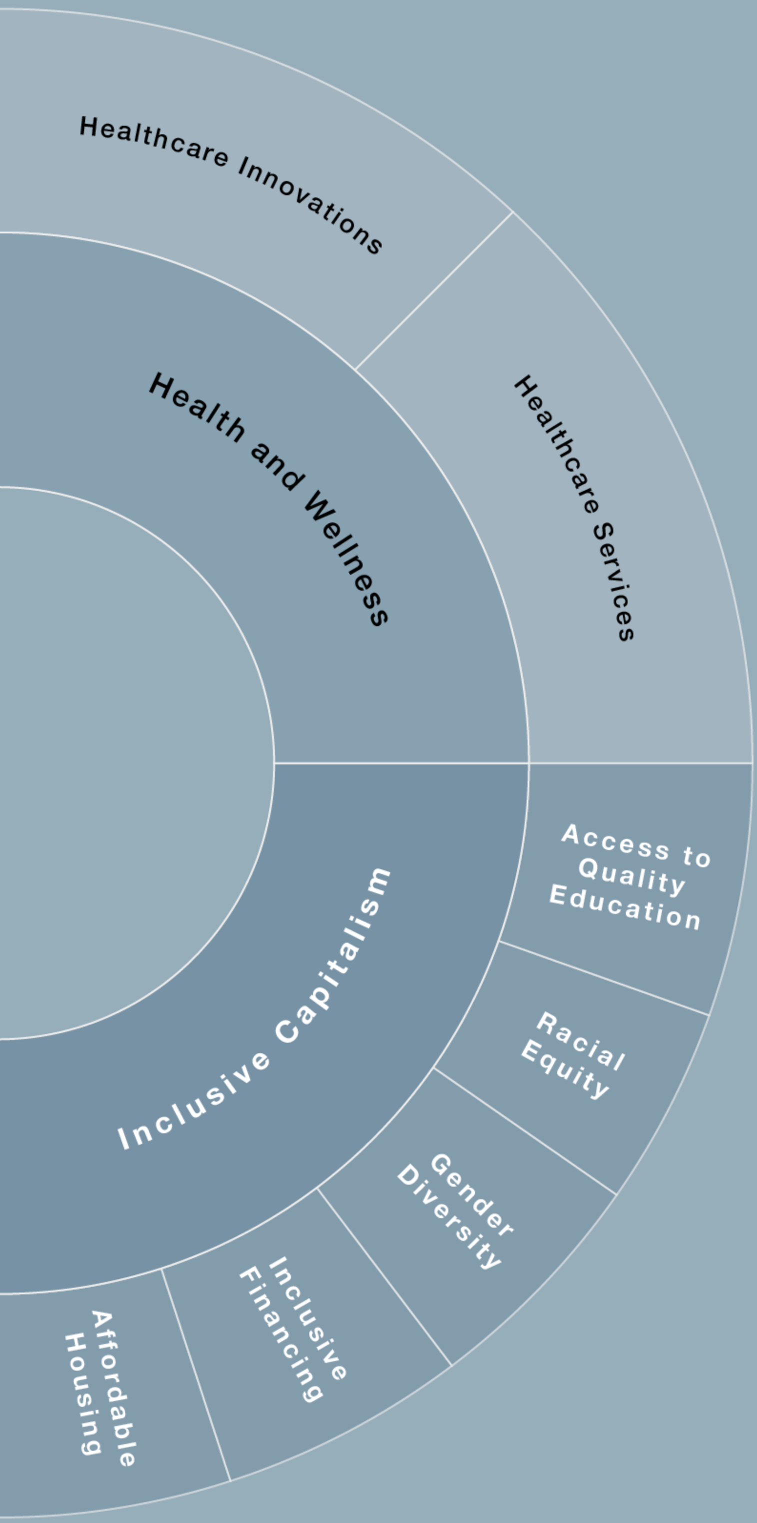
Credit Strategies and Specialty Finance (Low-Carbon Transition, Circular Economies)

SUSTAINABLE MARKETS

Global Equities (Innovative Strategies)

Independent Return (Catalyzing Nascent Markets)





HEALTH & WELLNESS

Global Equities
(Biotech and Life Sciences)

Private Equity & Venture Capital
(Biotech and Life Sciences, Healthcare Delivery)

INCLUSIVE CAPITALISM

Real Estate (Inclusive Housing Strategies)

Credit Strategies
(Inclusive Lending)

Private Equity & Venture Capital
(Education Technology)

Across all Asset Classes
(Backing Undercapitalized Investors and Founders)

Impact assesment

All investments undergo evaluation within an impact assessment framework, which constitutes a fundamental component of discussions within the investment committee. This evaluation is conducted in conjunction with an assessment of financial performance characteristics. Investments are scrutinized for their alignment with the specific issue areas they aim to address, the potential of their anticipated impact, and the expertise and affiliations of their fund managers with respect to the relevant issue areas or affected communities.

In addition to assessing the impact of the investees, investment decisions are influenced by the catalytic role played by the Foundation's capital in mobilizing other institutional investments. As a result, the Foundation has provided early-stage capital to more than 12 emerging fund managers working across a range of issue areas. These managers now collectively oversee assets amounting to several billion dollars, all managed with an impact-aligned approach.

This work is part of the endowment's overall impact investing approach, which aligns with the Operating Principles for Impact Management, a framework for investors to refer to in ensuring impact considerations are integrated throughout their investments' lifecycles[16].

16. The 9 Principles, Operating Principles for Impact Management

GHG emissions approach

1

Invest in climate solutions

2

Measure & Evaluate investments for climate risk & opportunity

3

Offset residual portfolio emissions through financing high-quality nature based solutions

Climate solutions investments have been an integral part of the Skoll Foundation's portfolio for several years. In 2021, the Skoll Foundation and Capricorn took a significant step by aligning the Foundation's portfolio management with global Net Zero goals. This approach recognizes the increasing frequency and severity of climate-related extreme weather events and the evolving regulatory landscape.

Capricorn measures the GHG emissions associated with the Skoll Foundation's portfolio and evaluates the financial implications of these emissions. All investments, new or existing, undergo an assessment on their current and future carbon emissions, their role in facilitating a transition to a low-carbon economy, and the associated financial risks and opportunities. Investments failing to meet the criteria related to climate risk-adjusted returns are typically excluded from the portfolio or engaged.

Furthermore, the Skoll Foundation takes on a holistic approach recognizing the critical need to address the alarming levels of atmospheric carbon concentration. Rather than relying only on portfolio adjustments and engagement to reduce emissions, the Foundation is committed to offsetting all emissions[17] associated with its portfolio, including direct and indirect emissions. This is achieved by financing high-quality, nature-based carbon removal and avoidance projects. The Foundation also partners with local NGOs and communities deeply rooted in the project country to ensure key, relevant environmental and social factors inform the project's execution.

17. What are scope 1, 2, and 3 emissions?, Sustain Life, 2023

Solutions for smaller foundations

Smaller foundations (i.e., those with assets under $25 million) that may struggle in implementing these solutions due to operational and systemic barriers are now showing promising signs of progress. Their lean structures can play to their advantage and offer the opportunity to rapidly transform their investment thesis and operations towards more meaningful impact.

For instance, the Lora & Martin Kelley Family Foundation, which is focused on the well-being of Oregon communities, has ~20% of its $22 million endowment invested in impact funds focused on themes as broad as education, forestry, and financial wellness.

As, CRAIG KELLEY, Managing Trustee of Lora & Martin Kelley Family Foundation, said:

“Grantmaking strategies can’t go into spaces where impact investing can go, such as venture capital and technology, so why would we expect a foundation’s investments to look just like its grants?”

Additionally, there are more offerings being made available and tailored to the needs of smaller foundations. For example, pooled impact-aligned investment structures, which can offer diversified exposure across several funds and companies, are becoming increasingly available. These structures have a relatively low investment minimum, making them accessible to foundations of all sizes.

Get engaged: Pursue impact alignment and measure your progress

Irrespective of where a foundation currently is in its impact investing journey, there is a crucial initial step foundations can take—**begin measuring the percentage of endowment assets dedicated to impact investments (outside of PRIs) and track this metric on the foundation's leadership team dashboard (even if it currently stands at 0%).**

The next step would be to set a target. Initially, this could be around the field median of 5%, perhaps, and then higher. This metric should be tracked with the same diligence as metrics used for grantmaking.

The United States has approximately 130,000 private and community foundations[18]. What truly underscores the potential of these foundations and DAFs is their remarkable flexibility to direct investments towards high-impact opportunities that align with their core objectives for making a meaningful difference.

Just imagine the ripple effect that could be unleashed if foundations were to synchronize their investment portfolios with the societal impact they aspire to create.

> **The role of foundation boards and leadership in this transformation cannot be overstated. As stewards of this capital, you have the power to question the status quo and inspire change not only within your organization, but across the philanthropic landscape.**

18. Number of private and community foundations, Candid; based on IRS data from 2021

Acknowledgements

The authors would like to extend their gratitude to the following individuals and organizations whose insights and experiences have enriched this article. Their generous contributions in sharing their journey and processes in impact investing have greatly enhanced the depth of this work.

All the foundations that graciously participated in the survey and the interviewees who generously took the time to share their lived experiences

Marla Blow, Suzana Grego,
Jonathan Subash, and Debbie Santos |
Skoll Foundation

Dana Lanza and Sarah DeNicola |
Confluence Philanthropy