Index

ABC prevention method, for HIV/	early gender-biased definition of,
AIDS, 248	163–164
Abortion, 243–244, 245 <i>f</i>	impact on life expectancy, 241
Abortion rights, 243–244	Alston, Dana, 154
and foundation values, 127, 138	Alternative Rights of Passage, 247
Access and legitimacy, as organiza-	American Cancer Society, 252
tional culture model, 28, 66	American Express Foundation, 227
Acker, Joan, 9, 54	American Indian/Native Americans.
Acre Family Day Care, 226	See Native American/American
Advanced Placement (AP) tests, 203,	Indians
227	American National Bank, 91
Advantaged, as category of public	Anaconda Mining Company, 114
policy recipients, 166–168	Antipoverty approach, women's eco-
Affinity groups, 16, 21, 46, 126, 211	nomic development, 197
defined, 157	Appalachian by Design, 226
Affirming Seacoast Community Part-	Appalachian Regional Commission,
nership, 214	225
African American Civil War Memorial	Argentina, 217
Museum, 149	Arts and culture, as percentage of
African Americans. See Black/African	foundation funding in the U.S., 3
Americans	Asian/Pacific Islanders
Age, and diversity awareness, 64, 87,	CEOs in foundations, 57t, 58t, 59t
115	trustees in foundations, 61t, 62t, 63t
Aggressive vs. assertive, gender bias	Assimilation, 71–72, 86
in use, 37–38, 41, 53–54	AT&T Consent Decree, 52
Agile Philanthropy (Orosz), 23–24	AT&T Foundation, 227
Agriculture, women in developing countries, 47–48, 193–194, 259	Atwood, J. Brian, 199
AIDS (Acquired Immune Deficiency	Bailyn, Lotte, 9, 54
Syndrome), and HIV, 236, 247-	Baseline Membership Survey, 2003
250	(GEO), 22–23
differential impact on women, 163-	Beetham, Gwendolyn, 235
164, 167, 248, 266	Beijing Platform for Action, 236

Beltrán-Del Olmo, Magdalena, 102, 105, 106, 108. Bem Sex Role Inventory, 39 Big Brother/Big Sister agencies, 230 Black/African Americans CEOs in foundations, 57t, 58t, 59t trustees in foundations, 61t, 62t, 63t Blue, as gender-associated color, 32–33 Boards of trustees. See also CEOs accountability concerns, 3, 69-70 in foundations, breakdown by gender and ethnicity, 60t-63t roadblocks to effectiveness, 69–72, 79–80, 83–89, 170–171 value, 127 role in institutionalizing diversity, 65, 69–73, 80–83, 86–87 Boserup, Ester, 193–194 Boston, 57, 113, 118, 179, 230 Boston Foundation, 116 Both/and funding approach, 11, 27 benchmarks for effectiveness, 168and democratic principles, 166-168 development of, 159–161 and gender analysis, 161-164, 168-170 limits of "generic" funding, 170-171 Ms. Foundation for Women, 173– 177 (see also Ms. Foundation for Women) single-sex programs, pros and cons, 164–166, 172–173, 229–230 111 in United Way of Massachusetts Bay gender sensitivity initiative, 228-230 as universal and targeted, 160-161, 106 - 108171 - 173universal programs, pros and cons, 164-165, 171-173 Boy Scouts, 141, 143-144 Boys and Girls Clubs, 229 102 - 106Brandes, Pat, 228-229 Breast cancer, 250–252f Bremer Financial Corporation, 91 143, 144 Bremer Foundation, Otto 75, 91–100 accessibility as key to mission, 98-100

assets and grant spending, 91, 99-100 board and staff size, 92-93, 97 critique of, 96-97 history and mission, 91-92 institutionalizing diversity and change, 94-98 intentionality, 93 peer relationships, 92-94 region served, 91 Bremer, Otto, 91-92, 98 Brico Fund, 225 Broverman, Inge, 165 Buchanan, Millie, 124, 126, 128, 129 on personal growth as organizational on philanthropy pitfalls and roadblocks, 125 Bucks County (PA), 131 Bunch, Charlotte, 191-192 Bush administration, George W., 262 Bush, George W., 243–244, 248 Business ownership, by women, 258– 259, 261–262

Calás, Marta, 9, 54 California, 101, 217 California Health Net, 101, 103. See California Wellness Foundation California Wellness Foundation (TCWF), The, 75, 78, 80, 101–112 assets and grant spending, 101, 108, board and staff leadership, 103-104, communication and cohesiveness, diversity in hiring, 106 evaluation, 111–112 history and mission, 101–102 institutional commitment to diversity, power sharing, 108 responsive grant making, 109-111 Campbell, Lynette, 140-141, 142on community advocacy, 132-133 on diversity, 133-134

Coed youth programs. See Youth pro-

grams, coed and single-sex 136-137 Capacity building, in foundation sup-Colen, Eva, 235 port of grantee initiatives, 22-23, 24 Collaborative Fund for Women's Eco-Carbó, Steven, 124, 127, 128 nomic Development (Ms. Foundaon foundation self-evaluation, 129tion), 15, 209, 224–226 130 Collaborative Fund for Youth-Led Social Change (Ms. Foundation), Career Education Program, 228 Casey Foundation, Annie E., 225 Casey Foundation, Marguerite, 104 Collaborative Funds and Funding Catalyst, 255 Circles (Ms. Foundation), 224 Catholic Charities, 229 Colorado, 217 Center for Effective Philanthropy, 16 Community Foundation for Southeast Center for Organizational Learning, Michigan, 213 Community work, gender segregation 16, 25 Center for Women's Global Leaderin, 196 ship, 191 Connecticut, 217 Centers for Disease Control and Pre-Contenders, as category of public polvention (CDC), 164, 247 icy recipients, 166-168 Central Valley (CA), 217 Copelon, Rhonda, 264 Century Foundation, 260 Corporations and financial institu-CEOs. See also Boards of trustees tions, women decision makers in, in foundations, by gender and ethnic-255-256 ity, 55-58tCostco, 260 role in institutionalizing diversity, 70-Council on Foundations, 16, 21, 46, 73, 82–83, 89 211, 212–213, 217 women, in Fortune 500/1000 compaaffinity groups, defined, 157 women and men in foundation leadnies, 256 ership, statistics, 55-57t, 60-61t Chancellor's Task Force on Sex Equity (NYC), 228 women and men within racial/ethnic Charles F. Noyes & Company, 121 groups in foundation leadership, Chatino, 78 statistics, 57t-59t, 61t-63t Chelsea (MA), 113 Crane, Robert, 212 Crenshaw, Kimberlé, 42 Chester County (PA), 131 Chihuahua, 221 Cultural competence, 65, 66–69, 76, Child care, 195, 196, 260-261 gender role differences, 163, 164 definitions of, 8, 18 link to poverty, 163, 226 China, cultural values vs. one-child David, Tom, 104 policy, 66-67 Deep democracy, 7–8, 14 City University of New York School Deep diversity of Law, 264 benchmarks for, 89–90 Class, 9, 18, 41, 42, 44 definition and origin of term, 6-7, Class lens, and deep diversity, 18, 44-45, 85 and gender, 6, 29–32, 76, 77, 79–81 Cloward, Richard, 172 and gendered cultural competence, 8, Clymer, Jack, 114–115, 117 18 - 19

on intentionality toward diversity,

Diversity Initiative (Human Services Deep diversity (*cont.*) institutionalizing, 67-73, 76-79, 82-Personnel Collaborative), 116 83 (see also individual foundations) Doctors without Borders (Medecins and intersections of gender, race, and Sans Frontieres), 264 class, 44–45 Domestic violence, 49, 78, 80, 165, rewards/payoffs of, 7, 10-12, 81-82, 262-263 83 Dominican Republic, 217 Donors Forum of Chicago, 94 roadblocks, 83-89 understandings of, 77-83 Douglas, Adisa, 151, 157, 158 Delaware County (PA), 131 on board-staff interaction, 153-154 Delaware Valley (PA), 131 on extending definitions of program De Luca, Vic, 125, 127, 128 area, 155 on board diversity, 122-123, 124 Dowie, Mark, 12 on long-term support of grantees, 126 Drake, Annette, 103, 105, 106–107 on power relations between funders "Drip, drip" theory of discrimination, and grantees, 129 35-36 Demetriades, Justina, 235 Due diligence, 13, 15, 46, 211 Democratized philanthropy, 4–6, 12 Dukes, Betty, 260 Department of Housing and Urban Development (HUD), 258 Economic development approaches, Dependents, as category of public pol-WID (Women in Development), icy recipients, 166-167 197-198 Detroit, 213 Economic status of women. See also Deviants, as category of public policy Poverty recipients, 166-168 improvement through WID, 193-196 "Differences are fundamental" approach to gender, 185-186, 188 in the U.S., 257–258 Dill, Bonnie Thornton, 41 worldwide, 257 Discrimination and fairness, as organi-Education zational culture model, 28, 66 access to, 202-203, 237-240 Discrimination in the workplace, 259– college/university enrollment and completion, 240 260 gender gaps, 43-44, 203, 240 Dissonance reduction, 126–127 Diver, Joan, 114, 115 literacy/illiteracy, 237–239t Diversity. See also Deep diversity as percentage of foundation funding and age, 64 in the U.S., 3 and difference, 64-65 primary and secondary school enrollas essential resource, 27-29 ment, 239-240 and gender, 6, 29-32, 76, 77, 79-81 Educational Equity Act, 204 how consciousness of diversity starts, Effective philanthropy benchmarks for, 5-6, 77, 89-90 "both/and" philanthropy, 168-170 intentionality in, 78-79, 81, 93 (see *also* individual foundations) definitions of, 4, 24 and intersections of gender, race, and and diversity, 6-7, 23-25, 27-29, class, 44–45 77–78 understandings of, 77-83 due diligence, 13, 15, 46, 211 use of term, 6-7 focus and need for, 3-4, 21-26

and gender knowledge, 29-41 Feminization of poverty, 42, 257–258, and learning organizations, 24–27 Fifth Discipline: The Art and Practice model funding initiatives, 209–230 and Norm knowledge, 8-10, 24-26, of the Learning Organization, The 29 - 30(Senge), 16, 25 and organizational effectiveness, Fletcher, Joyce, 9, 54 21 - 26Ford Foundation, 17, 225 recognizing intersections of gender, Fortune 500/1000 companies, women race, and class, 41-47 decision makers in, 255-256 roadblocks, 19-20, 69-70, 83-89 Foster, Ellen, 134, 138–139, 141 value of gendered cultural compeon grant size and leveraging, 146–147 tence, 47-50 Foundation Center, 214 Efficiency approach, women's ecoclassification requirements for grants nomic development, 198 to women and girls, 13 Ely, Robin, 9, 17, 54, 66 Foundation Giving Trends 2004 diversity models/paradigms, 27–29 (Foundation Center), 214 Employment, 258-260. See also Foundation grant making. See also Labor/work segregation by gender individual foundations and organi-Empowerment approach, women's zations; Foundations; International economic development, 198 grant making; Youth programs, Endowments, 1–2, 12, 76, 101, 120, coed and single-sex to arts and cul-148. See also individual foundature, 3 tions, assets benchmarks for effectiveness, 5, 77, Engendering Development (World 89-90 Bank), 47, 201-202 both/and funding approach, 159, 160-161, 168-170, 171-173 (see Equal Employment Opportunity Commission (EEOC), 259, 260 also Both/and funding approach) Bremer Foundation, 91, 99-100 "Equal voices" approach to gender, 185, 186-187, 188 California Wellness Foundation, 101, Equity approach, women's economic 108, 111 development, 197 challenges to gender-specific funding, Equity of access, as effectiveness 48-49, 55, 202-207 benchmark, 168-169 due diligence, 13, 15, 46, 211 Equity of outcome, as effectiveness to education, 3 benchmark, 168, 169-170 Funders for Lesbian and Gay Issues, Equity of treatment, as effectiveness National Lesbian and Gay Commubenchmark, 168, 169 nity Funding Partnership, 212–213, Evanston (IL), 219 214 "generic" funding approach, 55, Family Violence Prevention Fund, 10 170 - 171FamilyCare/Healthy Kids (FCHK), to health, 3 222-224 Hispanics in Philanthropy, Funders' Federated Neighborhood Houses, Collaborative for Strong Latino 182–183, 229 Communities, 217 Female genital mutilation (FGM), 155, to human services, 3 246-247 Hyams Foundation, 113

Los Angeles Urban Funders, 220–223

Feminization of HIV/AIDS, 247–250

Foundation grant making (*cont.*) roadblocks to effectiveness, 12–14, Ms. Foundation for Women, 12, 19-20, 83-89 Fund for Washington's Children and 225-226 to nonprofits, 2004, 1 Youth (Public Welfare Foundation), Noyes Foundation, Jessie Smith, 120 and organizational effectiveness, 21-Funders' Collaborative for Strong 26 Latino Communities, 209, 210 as percentage of nonprofits' budget, 2 formation and goals, 215-216 Philadelphia Foundation, 131 funds raised, 215, 217 problems and solutions for funders, governance/process, 217–219 grants made, 216, 217 to public affairs/society benefit, 3 outcomes, 217, 219 Public Welfare Foundation, 148, 156 Funders for Lesbian and Gay Issues (FLAG), 15, 209, 210, 211-215 roadblocks to effectiveness, 12-14, 19-20, 83-89 Funders Network on Population and roadblocks to ethnic-specific funding, Reproductive Health and Rights, 70-72, 170-171 157 support targeted for men and boys, as percentage of total funding, 179 Gadsden Times, 148 support targeted for women and Gee, Heather, 134, 142, 146 on broadening donor bases, 144-145 girls, 11–12, 13, 179 support for universal programs, as on intentionality, 137-138 percentage of total funding, 179 Gender. See also Gender differences targeted programs, pros and cons, and access to resources/opportunities, 13-14, 164-165, 172 6-7, 31-32, 34-35, 162, 163-164, universal funding approach, 161, 164-261-262 165, 168–170, 171–173, 179–181 assumptions and expectations about, universal programs, pros and cons, 32-41, 52-54 164–165, 171–173 changing nature of, 32–33, 39–40, Foundations. See also individual foundations; Foundation grant making; and child care, 35, 163, 164, 195, International grant making assets, 2004, 1 and diversity, 6, 29-32, 76, 77, 79best practices, 16-18 challenges to focus on women/gender, experiences in the workplace, 31–32, in U.S., 202-207 36-39, 52-54, 259-260 critiques of, 3, 12–14, 54–55 as funding category, internationally, funding priorities, 1, 3 192, 201, 202 grants to nonprofits, 2004, 1 and intersections with race and class, influence and role of, 1–3, 17 41–47, 49, 53, 54, 162 institutionalizing deep diversity in, and labor market participation, 35, 163, 164, 175, 258–259, 260 leadership, breakdown by gender and and Norm, 8–10, 31, 51–55, 56–57, ethnicity, 55-63t positive trends in, 11–12 and organizational effectiveness, 6, 7, problems and solutions for funders, 29-32, 45-50 15 and poverty, 42, 44, 163, 257–258

and power relations, 33-36, 42-43, Grantmakers Evaluation Network, 21 53, 54, 195-196 Grantmakers for Effective Organizaroadblocks to understanding gender, tions (GEO), 16, 21–24 Grant making. See Foundation grant 14, 18–19, 34–36, 40–41, 162 and segregation of work/labor, 35, making; International grant making 42-43, 195-196, 206, 258-259 Greater Piscataqua Community Founas social construction, 6, 29, 32–44, dation, 214 45, 195 Green, Edward, 248 understandings of, research summary, Gross domestic product, 259 32 - 47and wages, 35, 42, 236, 259 Harvard Business School, 27 "Gender benders," 37-39 Harvard Institute for International Gender-blind programs, defined, 172 Development, 194–195 Gender differences. See also Gender Health, as percentage of foundation biological, 32, 45, 161–162 funding in the U.S., 3 and creation of dualities, 35-36, 40, Health insurance, 241 43, 161, 186–187, 195–196 Heyzer, Noeleen, 263 effective program approaches to, Hispanic/Latinos 168–170, 186, 188–189, 197–198 CEOs in foundations, 57t, 58t, 59t why differences matter, 33-41, 161trustees in foundations, 61t, 62t, 63t 164 Hispanics in Philanthropy (HIP), 15, Gendered cultural competence, 47–50, 97, 209, 210 Funders' Collaborative for Strong 66, 67 definitions of, 8, 18 Latino Communities, 215–219 Gender gaps, HIV/AIDS. See AIDS; Feminization of in education, 43–44, 203, 239–240 HIV/AIDS in job/labor market opportunities, Holvino, Evangelina, 9, 54 42, 43, 163, 164, 206, 259 Homicide, among pregnant women, in power relations, 34–35, 43, 53 246 in wages, 236, 259 HOPE Fund, 213 Gender lens, and deep diversity, 18, Horton, Elizabeth, 235 Human services, as percentage of 45, 77, 80 foundation funding in the U.S., 3 Gender-sensitive programs, defined, Human Services Personnel Collaborative (HPSC), 116 Gender Sensitivity Initiative (United Hyams Foundation, 75, 113–119 Way), 229 Gender-specific programs, defined, assets and grant spending, 113 board and staff intentionality toward 173 "Generic" funding, 55, 170-171 diversity, 114–116 Giddings, Paula, 41 core beliefs and mission, 113-114 Girl Scouts/Girl Scouts of the USA, 10, history, 113–115 229, 230 institutionalizing diversity, as process, 117 - 119Girls Inc./Girls Incorporated, 10, 168, 229, 230 Hyams Fund, Isabel F., 113 Global gag rule, on abortion, 243 Hyams Fund, Sarah A., 113 Good Faith Fund, 226 Hyams, Godfrey M., 113, 114 Government, women heads of, 254 Hyams, Isabel F., 113, 114, 115

Hyams, Sarah A., 113, 114, 115 Hyams Trust, Godfrey M., 113 IBM, 227 Illiteracy, 237–239t Independent Sector, 20 Ingram, Helen, 166-167 Institute for Women's Policy Research, Institutional cultures, as roadblocks to diversity, 84 Intentionality, in diversity, 78–79, 81, 83, 93. See also individual founda-Inter-American Development Bank (IDB), 192, 199–200 International Campaign to Ban Landmines (ICBL), 265 International Conference on Population and Development, 243 International Criminal Court, Rome Statute, 264 International development agencies. See International grant making International grant making challenges to maintaining focus on women/gender, 201-202 equity, antipoverty, efficiency, and empowerment approaches, 197gender as a funding category, 192, 201, 202 history of focus on women, 191-193 Inter-American Development Bank (IDB), 192, 199–200 U.S. Agency for International Development (USAID), 192, 194, 198-199 welfare approach, 192–193 Women in Development (WID), 193-196, 198, 199, 200, 201 World Bank, 192, 200, 201-202 International Labor Office, 256 International Monetary Fund (IMF),

192,256f

International organizations, women in

leadership, 255–256f

Internet, 266
Inter-Parliamentary Union, 254–255
Intersectionalities, 42, 44
Invisible, as category of public policy recipients, 167–168
Irvine Foundation, James, 21
Israel Defense Force, 257

Jacobs Family Foundation, 225–226 Johnson, Charlotte, 93, 94, 95 Johnson, Sylvia, 117, 118, 119

Kanter, Rosabeth Moss, 53 Katz, Michael, 172 Kauffman Foundation, Ewing Marion, Kellogg Foundation, W. K., 23, 51–52, 54, 55, 58, 64 Kenya, 47 King, Rodney, 219 Kolb, Deborah, 9, 54 Kostishack, John, 94, 95, 97, 99 on barriers and access, 92 on embracing change, 96 Kramer, Mark, 16-17 Kressley, Larry, 149, 153, 156, 157 on board openness to new ideas, 152 on diversifying staff, 150 on risk taking, 154–155

Labor/work, segregation by gender, 163, 194, 195–196, 206, 258–259
Landmine Monitor, 265
Land ownership, 261
Language, and gender consciousness, 170–171
Latino Donors program, 219
Leadership characteristics, gender bias in identifying, 31–32, 33–34
Leadership Training Institute, 218–219
Learning and effectiveness, as organizational culture model, 17, 28–29, 66–67
Learning organizations, 16, 24–29 defined, 16, 25

Legal Momentum, 10

Lesbian, gay, bisexual, and transgen-Men der (LGBT) programs and AIDS, 248, 249f collaborative funding initiative for, and education, 43-44, 239-240 211 - 215as educators, 240–241 grants and matching grants for, 212– and employment, 258 in foundation leadership positions, 213, 214 as percentage of foundation funding 56t–63t in the U.S., 212 in international organizations/ Levy, Harold O., 227 financial institutions, 256f Lewis, Craig, 135, 137, 145 life expectancy, 242f on intentionality in diversity, 139– and lung cancer, 253 in prison, 267–268 stereotype as normal/standard/ on "walking the talk," 141–142 Lies, Valerie, 94, 97 superior, 35–36, 40, 43, 165, 186– Life expectancy, 241–242f 187 Literacy, 237–239f tobacco use and related illness, 251-Long, Robert, 23 Los Angeles, 219, 220 voting and voting rights, 254 Los Angeles Educational Partnership war-related deaths and injuries, 264 (LAEP), 221–222 wealth and property rights, 261 Los Angeles Urban Funders (LAUF), Men and Women of the Corporation 15, 17, 209, 219–224 (Kanter), 53 formation and goals, 219-220 Mental illness, rates among prison infunds raised, 220 mates, 268 governance/process, 222-223 Merrill Lynch, 260 outcomes, 222-224 Merrill-Sands, Deborah, 9, 54 Pacoima Neighborhood Initiative, Mertz-Gilmore Foundation, Joyce, 212 220-224 Meyerson, Debra, 9, 54 Lung cancer, 252–253*f* Michoacan, 221 Milwaukee, 217 Maclay Middle School, 222 Mine Action Strategy (UN), 265 Maclay Primary School, 222 Minnesota, 91, 98, 217 "Males are the model" approach to Minnich, Peggy, 106, 108 gender, 185, 186, 187, 188 Mixteco, 78 Manna Community Development Montague Elementary School, 222 Corporation, 149 Montana, 91, 217 Marcial, Julio, 102, 107, 110-111 Montanez, Wilma, 124, 125 Marsh, Charles Edward, 148, 151 on dissonance reduction, 127 Martin, Joanne, 9, 54 on using a gender lens, 128-129 Massachusetts, 113, 114, 217 Montgomery County (PA), 131 Maternal mortality, 244–246, 265 Morgan Stanley, 260 Mazatlan, 221 Ms. Foundation for Women Mead, Molly, 118-119, 166 assets, 12 both/and funding approach, 173research and outcomes on youth programs, 179–189, 228–230 174**,** 175–177 Medecins Sans Frontieres (Doctors Collaborative Fund for Women's Ecowithout Borders), 264 nomic Development, 209, 224–226

Ms. Foundation for Women (*cont.*) Native Americans for Community Collaborative Fund for Youth-Led Action, 226 Social Change, 176 Neighborhood Houses (Federated Neighborhood Houses), 182-183, commitment to diversity, 174–175 Funding Collaboratives, 15, 210, 224 grants, total, 2004, 12 New England Telephone, 52–53 New Hampshire, 214 history and mission, 173–174 Take Our Daughters and Sons to New Mexico, 217 Work®, 176-177 New York City, 120, 121, 122, 184, Multiethnic but monocultural, as 217, 226–227 roadblock, 64, 69-70, 86 New York City Board of Education Multiplicities, 42 (NYCBD), 15, 209, 210, 227 Multiracial feminism, 41–42 New York City Board of Education Vocational Education Project, 209, Muma, Edith, 123 Museum of American History (Smith-226 - 228New York Times Company, 148 sonian), National, 32 Nongovernmental organizations (NGOs), 197, 203-204 National Advisory Grants Committee, and global gag rule, 243 National Association of Public Interest Norm, 30, 51–52, 55, 231–233 Law, 227 definitions of, 8–10, 52 National Committee for Responsive Norm knowledge and stereotypes, 9, Philanthropy, 2 24-26, 51-55 National Council for Research on North Dakota, 91, 217 Women (NCRW), 10, 235 Northern California, 217, 218 The World's Women 2005: At a Northwestern University, 219 Glance, 236-268 (see also World's Norwich Academy, 121 Women 2005) Norwich Daily Bulletin, 120 National Lesbian and Gay Commu-NOW Legal Defense and Education nity Funding Partnership, 209, 210, Fund, 10 211-215 Noyes, Charles D., 120 Noyes, Charles F., 120–121, 123 formation and goals, 211–212 Noyes Foundation, Jessie Smith, 75, funds raised, 214 governance/process, 212–213 120-130 grants made, 212-213 assets and grant spending, 120, 121 outcomes, 213-215 commitment to diversity "on every National Network of Grantmakers level," 122-125 (NNG), 157, 211 evaluation, 129-130 National Partnership for Women and grantee support and interaction, 120, Families, 10 126-127, 129 National Women's Law Center, 10, history and mission, 120–122 209–210, 227–228 importance of women and a gender Native American/American Indians lens, 128-129 CEOs in foundations, 57t, 58t, 59t roadblocks to diversity, 125 communitarian culture of, 65 Noyes, Jessie Smith, 120, 121, 128 trustees in foundations, 61t, 62t, 63t Nuclear families, myth of, 205

Oaxaca, 78 definitions of, 1 Obstetric fistula, 246 influence of, 1-3 problems and solutions for funders, Organizational effectiveness. See Effective philanthropy, and organi-15 zational effectiveness; Gender, and roadblocks, 19-20, 83-89 organizational effectiveness; Learn-Pink, as gender-associated color, 32-33 ing organizations Piven, Frances Fox, 172 Organizations, learning. See Effective philanthropy, and learning organiza-Porter, Michael, 16-17 tions; Learning organizations Poverty, 42, 163, 257–258, 266 Ottawa Convention (Mine Ban Power relations Treaty), 265 between funders and grantees, 19-20, 81, 129 and gender, 30-32, 33-35, 43, 53-Packard Foundation, David and Lucile, 21 54, 196 Pacoima, 220-221 and race/ethnicity, 53-54 Pacoima Elementary School, 222 President's Emergency Plan for AIDS Relief: U.S. Five-Year Global Pacoima Neighborhood Initiative, 219, 220-224 HIV/AIDS Strategy, 248 Pacoima Workforce Development "Pretzel dance," 110, 111 Initiative, 224 Productive work, and gender segrega-People of Color Caucus (NNG), 157 tion, 195–196 Percy Amendment, 1973, 194 Prudential Foundation, 76 Philadelphia, 133, 141, 145 Public affairs/society benefit, as per-Philadelphia County (PA), 131 centage of foundation funding in the Philadelphia Eagles, 145 U.S., 3 Public Welfare Foundation, 75, 148-Philadelphia Foundation, 75, 131–147 assets and grant spending, 131 commitment to diversity and empowassets and grant spending, 148, 156 board and foundation risk taking, erment, 132-136 community building/arts initiative, 151 - 155commitment to communities, 149, diversity payoffs, 143–145 evaluation, 145-147 commitment to grantees, 155–157 history and mission, 131-133 evaluation, 158 intentionality in grant making, 140history and funding focus, 148-149 intentionality in staff diversification, 149-151 intentionality key to diversity, 136– Philadelphia Phillies, 145 Race/ethnicity lens, and diversity, 18, Philanthropy. See also Effective philanthropy; Foundation grant making; Racism and other prejudice, as road-Foundations; International grant blocks, 87-89 making Rao, Aruna, 9, 54 accountability concerns, 3, 69–70 Rape, 263–264 Rapoport, Rhona, 9, 54 critiques of, 2–4, 12–16, 51–52, 70

Reagan administration, 172, 243 Reagan, Ronald, 172 Regalado, Cristina, 109, 110 Reichberg, Tamara, 235 Relationship violence, 78, 80, 187, 262-263 Reproductive health, 243-250 Reproductive work, and gender segregation, 196 Revolutionary Association of Women of Afghanistan (RAWA), 237 Rhode Island, 217 Rodriguez, Aida, 217 Rosen, Julia, 235 Rubalcava, Margarita, 94-95, 99, 217 on diversity and active cultural immersion, 97-98 Russian dolls, metaphor for limited view, 26, 33, 64 Rutgers University, 191

San Fernando Valley, 220, 223 Sara Lee Foundation, 76 Schieffelin, Allison, 260 Schneider, Anne, 166–167 School enrollment, 239–240 Scientific American, 191 Scrivner Award for Creative Grantmaking, Robert W., 217 Seattle, 104 Security Council Open Debate on Women, Peace, and Security, 263 Sen, Amartya, 191 Senge, Peter, 16–17, 25 Sex discrimination lawsuits, 260 Sexual division of labor, 194, 195-196 Shaw neighborhood (Washington, D.C.), 149 Shea, Lindsay, 226 Shearman & Sterling, 227 Single-sex organizations and programs, 164–166, 173, 176–177. See also Youth programs, coed and single-sex Skadden, Arps, Slate, Meagher &

Flom, 227

Skocpol, Theda, 172 Sloan School of Management, MIT, 16 Small Business Administration Micro-Loan Program, 262 Smircich, Linda, 9, 54 Smith, Beth, 117 on diversifying staff, 115 on gender sensitivity, 118–119 Smithsonian, Museum of American History, 32 Social Security, 172, 206–207, 258 Society for International Development, 193-194 Society for Organizational Learning, 16, 25South Dakota, 217 Southern California, 217 Southern California Association for Philanthropy, 220 Southern California Regional Association of Grantmakers, 220 Spartanburg Herald & Journal, 148 St. Paul (MN), 91, 92 Starr, Karen, 94, 95 on accountability and relationships with grantees, 92-93 on feedback from grantees, 96 Summers, Lawrence, 191 Swinney, Andrew, 132, 143-144 on defining diversity, 133 on intentionality and board commitment, 136

Take Our Daughters and Sons to Work®, 176–177

Taveras, Barbara A., 217

Taylor, Phillipa, 149–150, 154

Telfair Elementary School, 222

Temporary Aid to Needy Families, 258

Thomas, David, 17, 66

diversity models/paradigms, 27–29

Three Guineas Fund, 227

Timothy, Kristen, 235

Title IX, 204, 226–227

Tobacco use and related illness, 251–253f

Trafficking in women and children, Universal programs/funding, 161, 171-173, 179 265-266 distinguished from "generic," 170 Transgender and transsexual, experi-U.N. World Conferences on Women ences in the workplace, 37–39 and Population, 203 Transparency, 5-6, 24, 231-232 Triqui, 78 U.S. Agency for International Development (USAID), 192, 194, 198-199, True Reformer Building, 149 Tuscaloosa News, 148 U.S. Army, 28, 257 UBS AG, 235 U.S. Census Bureau, 43 U.N. Food and Agriculture Organiza-U.S. Equal Employment Opportunity Commission (EEOC), 259, 260 tion, 261 United Nations (U.N.), 192, 193, 235, U.S. Marine Corps, 257 U.S. Navy, 257 U.S. Treasury, 1 women leaders within the U.N., 255 women in peace-keeping missions, Valian, Virginia, 35–36, 40 United Nations Children's Fund Valley Economic Development Center (UNICEF), 244 (VEDC), 223 United Nations Development Fund for Vaughn Elementary School, 222 Women (UNIFEM), 247, 262, 266 Vega-Marquis, Luz, 104, 107, 109, 217 United Nations Fourth World Confer-Victims of Trafficking and Violence ence on Women, 235 Protection Act, 265 United Nations International Women's Viederman, Steve, 122 Year Conference, 193 Violence against women and girls, 72, United Nations Millennium Develop-165–166, 177, 187, 262–267 Virginia Railway, 114 ment Goals, 240 United Nations Population Fund Voting and voting rights, 253–254 (UNFPA), 244, 246, 247 United Negro College Fund, 43 Wage gaps, 236, 259 **United States** Walkerdine, Valerie, 36 Wal-Mart, 260 access to education in, 202–203, 239 - 240Wang, Ignatius, 134, 142 Warner, Beth, 150, 157 antiabortion measures in, 244 challenges to gender-focused funding on board commitment and openness to ideas, 151-153 in, 201–207 gender awareness and politics in, 203, on risk taking, 155 Washington, D.C., 148, 149, 155–156 205-207 women's movement in, 204–205 "We are all the same" approach to United Way (CA), 221–222 gender, 185, 186, 187-188 United Way of Massachusetts, 116 Webster's Third New International Dictionary of the English Language, United Way of Massachusetts Bay (UWMB), 15, 181, 209 8,52 both/and approaches to youth pro-Welfare approach, women's economic grams, 228-230 development, 192-193, 197 Universal Declaration of Human Welfare recipients, negative stereotyp-Rights, Article 25, 241 ing of, 172

Welfare Reform Fund, 156 life expectancy, 241–242f Welfare-to-work programs, 46-47 and lung cancer, 251–253f Wellesley Centers for Women, 10 and maternal mortality, 244-246, Wells Fargo Foundation, 76 265 White, Patrick, 43 in the military, 257 Whites in parliaments, 254–255 CEOs in foundations, 57t, 58t, 59t and physical security, 165–166, 169, trustees in foundations, 61t, 62t, 63t Why So Slow? The Advancement of and poverty, 44, 163, 257-258, 266 Women (Valian), 35-36 in prison, 267-268 Wiener, Ann, 123–124, 128, 130 and rape, 263–264 and sickness from unsafe water and Williams, Jody, 265 Wilson, William Julius, 172 sanitation, 250 Wisconsin, 91, 217 stereotype as "other"/inferior/ Women. See also Gender; World's subordinate, 35–36, 40, 43, 165, Women 2005 186 - 187and abortion, 243–244, 245f tobacco use and related illness, 251– and access to resources/opportunities, 6–7, 31–32, 34–35, 162, 163–164, trafficking in women and children, 265-266f 261–262 and AIDS/HIV, 163-164, 167, 236, voting and voting rights, 253-254 and wage gap, 35, 42, 236, 259 241, 247–250, 266 board members, in foundations, 60war-related deaths and injuries, 264-63t 265 and breast cancer, 250–251, 252f and workplace discrimination, 259business ownership/credit access, 260 258–259, 261–262 Women & Philanthropy, 54, 93, 94 CEOs/CFOs, 55–59t, 255–256 Women Employed, 258 and child care, 163, 164, 195, 260-Women in Development (WID), 198– 199, 200, 201, 202 and domestic violence, 49, 78, 80, and history of women's economic 165–166, 177, 262–263 development, 193-196 and education, 43-44, 202-203, Women's decade, 193 237 - 240Women's Funding Network, 11 Women's movement, 19, 193, 204as educators, 203, 240-241 and employment, 258-260 and female genital mutilation (FGM), Work/labor, segregation by gender, 42, 43, 163, 195–196, 206, 259 155, 246–247 in foundation leadership positions, World Bank, 72, 191, 192, 198, 256f 56t-63t World Education Forum, 237 government, heads of, 254 World Health Organization (WHO), in international organizations/ 101, 244, 246–247, 250, 251–252 World's Women 2005: At a Glance financial institutions, 255, 256f and labor market participation, 35, (NCRW), The, 235-268. See also 163, 164, 175, 258–259, 260 Women and landmines, 265 adult illiterates, 239f and land ownership, 261 citizenship and leadership, 253-257

diagnoses of AIDS in U.S. women, by race/ethnicity, 249f economy and child care, 257-261 education and literacy, 237–241 female adult illiterates by region, 238f female incidence and mortality rates for breast cancer by race, U.S., 252f female life expectancy by country, 242f gender breakdown of boards at world financial institutions, 256f global incidence and mortality rates for breast cancer, 251f global lung cancer incidence rates by sex, 253f health and health security, 241–253 highest numbers of female convicted prisoners based on U.N. survey of 65 countries, 267f highest rates of female convicted prisoners based on U.N. survey of 65 countries, 267f life expectancy at birth in years by race and sex, U.S., 242*f* maternal mortality by age, 246f maternal mortality estimates by region, 245f medical causes of maternal mortality, 245f payment for a woman trafficked from Thailand, 266f sex discrimination in the 21st century, 260f United Nations millennium development goals, 240f violence and imprisonment, 262-267 wealth and property rights, 261-262 women and men as a proportion of adults 15 to 49 living with HIV/ AIDS, sub-Saharan Africa, 249f women having abortions each year, 244*f*

Yates, Gary, 78, 103, 104, 105 on clarity in communications, 106 on listening and power sharing, 107– 108

on organization self-assessment, 111 on responsive grant making, 109 YMCA, 229 Youth programs, coed and single-sex approaches to gender differences, 184-189 benchmarks for effectiveness, 168-170, 188–189 case study examples, 165-166, 175-177, 182–183, 229–230 and gender analysis, 163-165, 168-169, 172–173, 188–189, 229–230 history and assumptions behind universal approach, 179–181 how coed programs can fail girls, 184-188 percentage of young people participating in, 183 single-sex/targeted programs, pros and cons, 164–166, 172–173, 229– trends in youth programming, 183universal programs, pros and cons, 164–165, 171–173 why gender differences matter, 161-162, 163–164 Yu, Joyce, 94 YWCA, 121, 229

Zacatecas, 221 Zapoteco, 78 Zinn, Maxine Baca, 41