

**Filene** Research Institute 

**BEYOND THE CHECK:  
FROM TRANSACTIONAL GIVING  
TO TRANSFORMATIONAL IMPACT**

AUGUST 5, 2021

WELCOME

# AGENDA

- ◆ **Welcome and Introduction**
- ◆ **Why Is Philanthropy Important?**
- ◆ **What Are the Key Elements of Impactful Philanthropic Strategies?**
- ◆ **What's the Current State and Where Should CUs Be Headed?**
- ◆ **Robin's Case Study**
- ◆ **Q&A Guest Panels on:**
  - Effective Volunteerism with examples and results
  - Optimizing "skill-based volunteering" to achieve results-based impact



FACILITATED BY

**HOLLY FEARING**

Senior Director, Marketing +  
Communications  
Filene Research Institute



WITH HOST

**ROBIN BRULÉ**

Senior Director, Philanthropic  
Partnerships  
Filene Research Institute

WELCOME

# PANELISTS



**EMMA GARCIA**

AVP Community Relations & Engagement  
Desert Financial Credit Union



**DANIELLE HOLLY**

CEO  
Common Impact

# WHY IS PHILANTHROPY IMPORTANT?

Project ROI, from Lewis Institute for Social Innovation at Babson College, quantifies the **potential financial returns of corporate social responsibility efforts** as follows:

## Potential value in...

### Marketing, sales, and brand/reputation:

- **20%** increase in **revenue**.
- **11%** of the total value of company linked to CSR **brand and reputation**.
- Up to **20%** increase in **customer commitment** (in a core segment).

### Human resources:

- Up to **50%** reduction in staff **turnover**.
- **13%** increase in **productivity**.
- Up to **7.5%** increase in **employee engagement**.

**...these are just a few statistics.**

Source: Steve Rochlin, Steve, Richard Bliss, Stephen Jordan, and Cheryl Yaffe Kiser (2019)., "Project ROI: Defining the Competitive and Financial Advantages of Corporate Responsibility and Sustainability.", 2019.

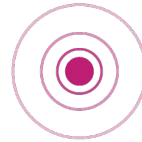


# TRENDS TO FOCUS ON THAT ARE SHAPING THE PHILANTHROPIC LANDSCAPE



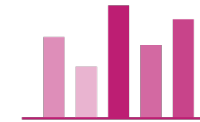
## IMPACT

While organizations should expect to be able to prove their impact, this proof should come from the organizations and communities being supported.



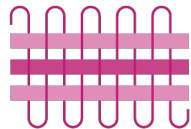
## FOCUS

Aligning philanthropic activities with strategic and business objectives.



## DATA

To determine which partnerships will have a positive impact on their stakeholders (employees, brand, consumers, general public).



## CULTURE

Organizations benefit when social impact work is a part of their identity and activity.



## LEADERSHIP

Leaders are seeking not only to get involved, but to show that they are sincerely engaged in their organization's philanthropic efforts.



## INNOVATION

Existing approaches seldom solve society's most intractable problems, and organizations should look for opportunities to support experimentation and exploration.

# PHILANTHROPIC PROGRAM EXAMPLES



## CORPORATE SPONSORSHIPS

By providing financial support to a nonprofit to help further their mission



## COMMUNITY GRANTS

These programs are initiated by the company and open to nonprofits who meet company-determined criteria



## VOLUNTEER SUPPORT INITIATIVES

Companies match their employees with non-profits to provide specialized support that reflects their skill sets



## EMPLOYEE GRANT STIPENDS

Awarding grants to employees to donate to the nonprofit of their choice

Other concept areas we will be exploring:

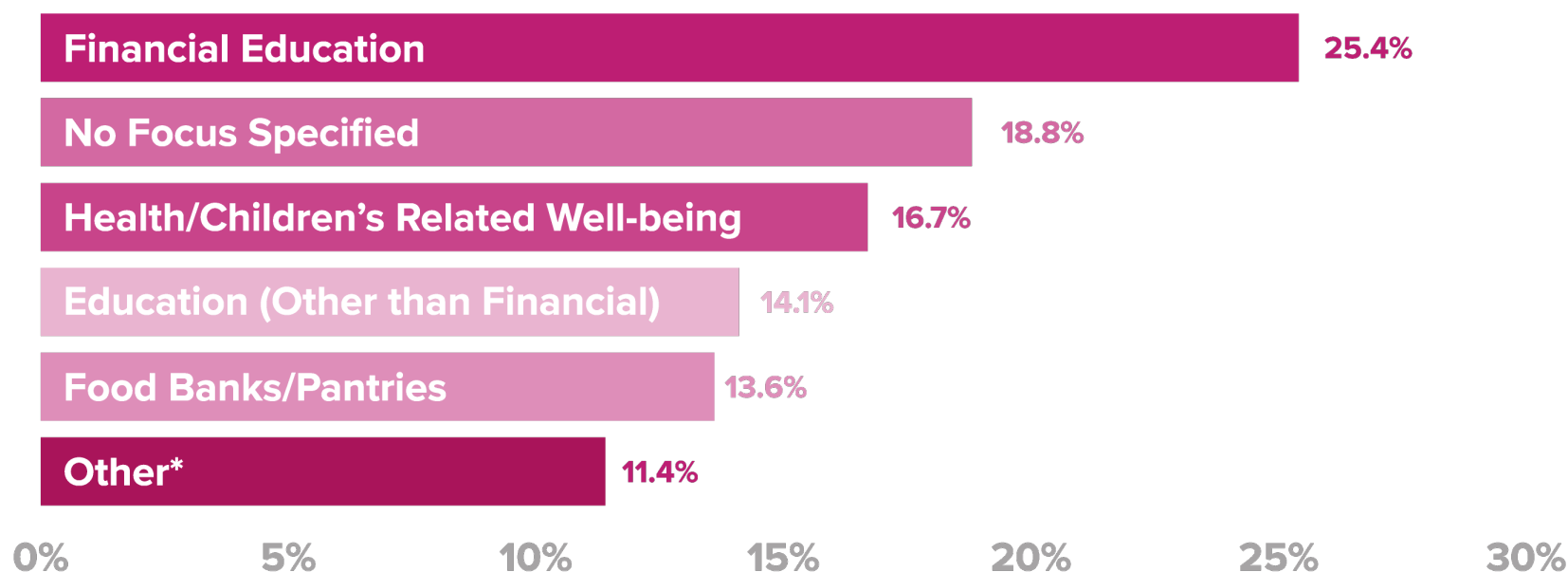
- ◆ Marketing Support Initiatives, Internships, Procurement, Ecosystem Building, Data and Impact, Facilities, and Community Partnerships

WHAT'S THE CURRENT STATE & WHERE SHOULD CUS BE HEADED?

## CAUSES CREDIT UNIONS SUPPORT

Not all credit unions explicitly share the areas where their giving is focused.

**Among those that do:**



\* "Other" includes disaster relief, environmental causes, arts, affordable housing, veteran support, and miscellaneous. N= 356 (credit unions over \$500M in assets who make this information publicly available).

WHAT'S THE CURRENT STATE & WHERE SHOULD CUS BE HEADED?

## CURRENT STATE OF GIVING

**\$115.6M**  
COMBINED GIVING IN 2018

ON AVERAGE CREDIT UNIONS HAVE RELEASED  
**1.68%**  
OF THEIR NET INCOME IN GIVING

**540,000**  
VOLUNTEERING HOURS  
(AN AVERAGE 10 HOURS  
PER EMPLOYEE)

**\$11M**  
ESTIMATED VALUE  
OF VOUNTEERING

*This baseline represents the publicly available, self-reported giving of 356 credit unions over \$500M in assets (as of December 31, 2018), representing a combined \$794B in assets and 56 million members, about half the total credit union system. Filene believes these figures underrepresent the total giving in credit unions. It aggregates the figures shared on annual reports, impact reports (when available), and credit unions' (and their individual foundations, if applicable) IRS990 filings.*

# IMPROVING THE EFFICACY OF SOCIAL IMPACT

As credit unions revisit their approach to philanthropy, leadership teams should consider:

## 1 Focus on logistics by:

- Creating an operational framework and a strategy,
- Designating staff to oversee these efforts,
- Creating transparent protocols,
- Being creative.

## 2 Be strategic when deploying resources by selecting causes:

- That matter to your membership,
- Where your level of giving can make a meaningful difference,
- Where you can leverage internal expertise (e.g., financial wellness),
- Where the community has the highest levels of need (e.g., homelessness, local education),
- That establish partnerships with reputable community organizations whose sole purpose is to tackle such cause,
- Where you can fill gaps.

# OUTLINE YOUR PHILANTHROPY STRATEGY



## ROBIN BRULÉ

Executive Director, Nusenda Foundation  
2019 Herb Wegner Memorial Award Recipient  
2018 Council of Foundation, Wilmer Shields Rich Award

2014 National Association of Federal Credit Unions  
Credit Union Professional of the Year

- ◆ What is philanthropic engagement?
- ◆ What is your vision, complicating factors, and approach that frames your work?
- ◆ What resources do you leverage?
- ◆ What strategies do you employ?
- ◆ What are examples of your strategies in action?
- ◆ How do you know if your strategies are working?

# DEFINE WHAT PHILANTHROPIC ENGAGEMENT MEANS FOR YOU

*“A dynamic, relational process that facilitates communication, interaction, involvement, exchange, collaboration and sometimes even co-leadership between an organization and a community for a range of social, economic and/or organizational outcomes.”*

## TAKE ACTION: WHAT IS **YOUR** VISION?

THE ANNIE E. CASEY FOUNDATION

**KIDS COUNT DATA CENTER**



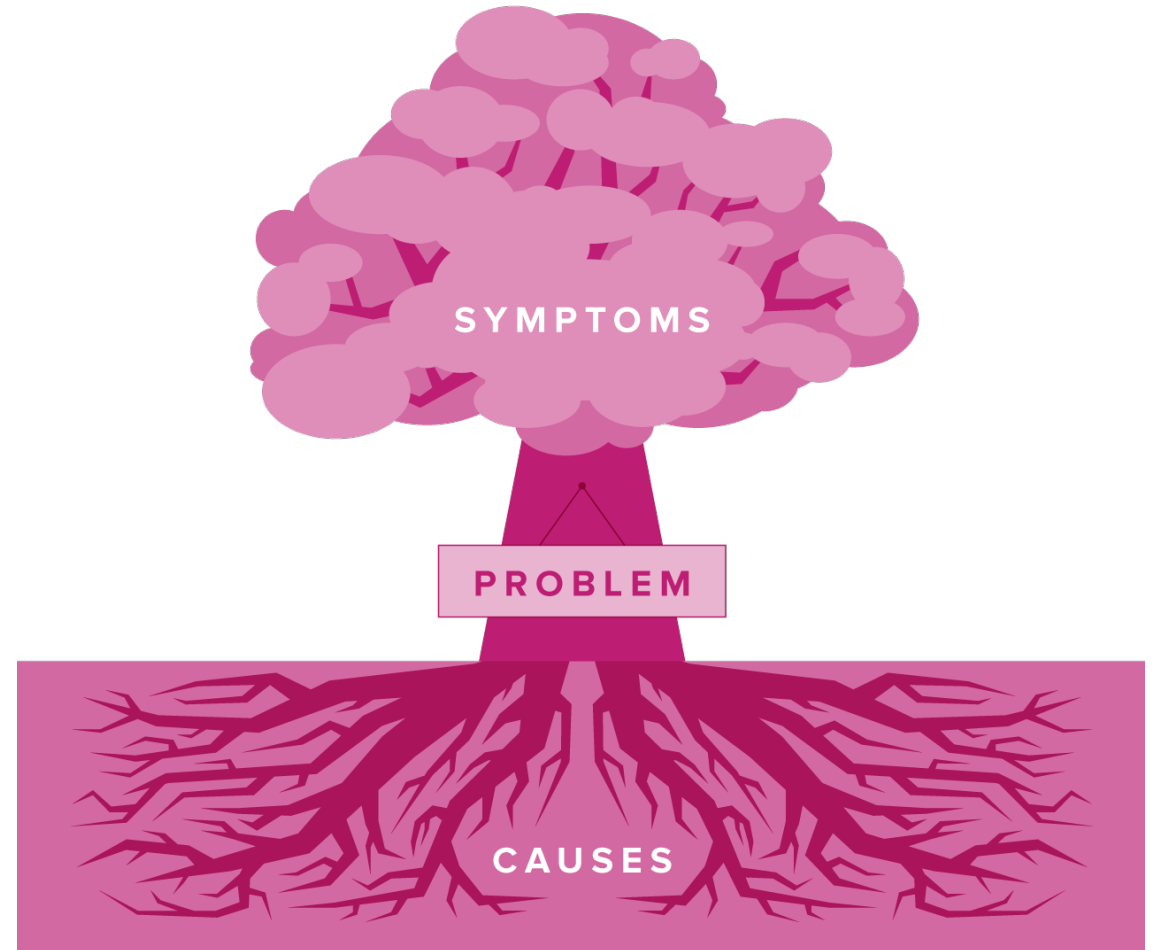
What's preventing **YOUR** vision from being the reality?



## REFINE AND MEASURE: WHAT IS **YOUR** APPROACH?

**Treat symptoms AND root causes** of educational, health, social and economic outcomes.

How do **YOU** know if your strategy is benefiting your community?



# PANEL DISCUSSION

## Effective Volunteerism

WITH

**Emma Garcia**

AVP Community Relations & Engagement  
*Desert Financial Credit Union*



# PANEL DISCUSSION

## Optimizing “Skill-Based Volunteering”

WITH

**Danielle Holly**

CEO

*Common Impact*



Q & A





Social Return on  
Investment  
**\$40M**

Cross-sector  
engagements

**1,300+**

Corporate  
Partners

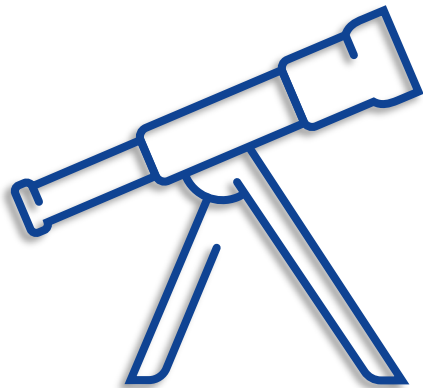
**50+**



Common Impact harnesses the skills and resources of the private sector to alleviate inequality and create social change.



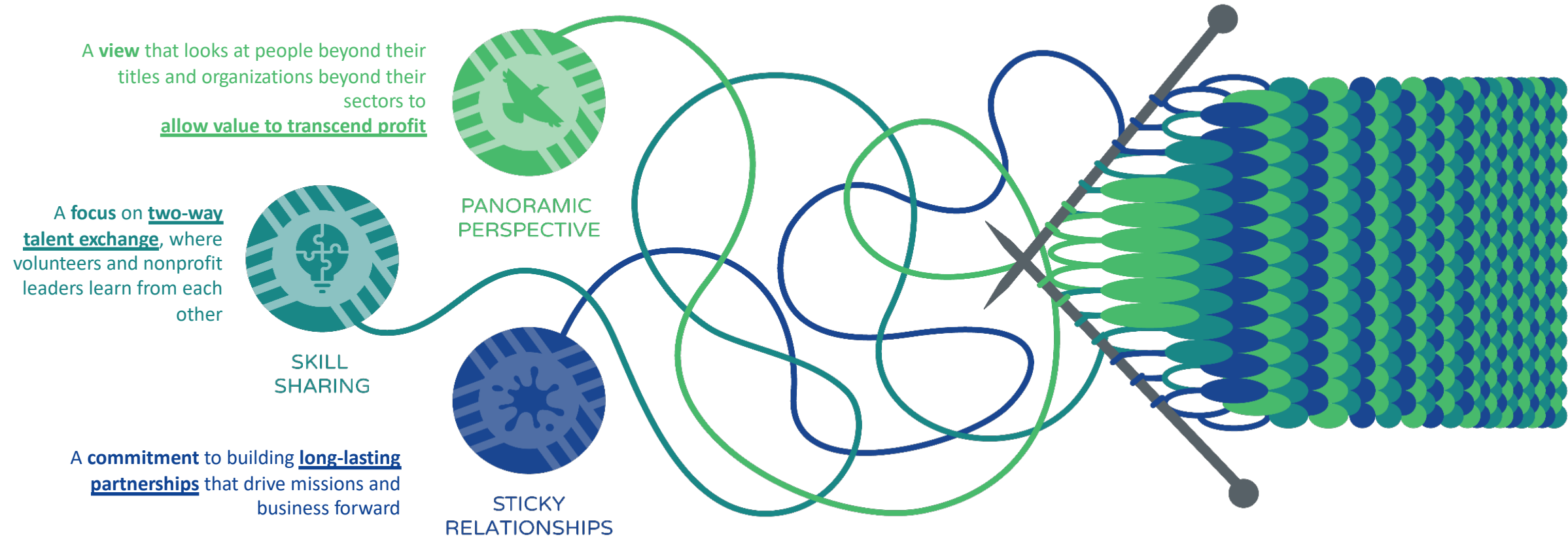
Skilled volunteering  
leverages the skills  
and **expertise of  
volunteers to build  
the capacity** of social  
change organizations



Fastest growing business volunteer program,  
with more than **64% of companies offering an  
SBV program**

# The Knitting Factor

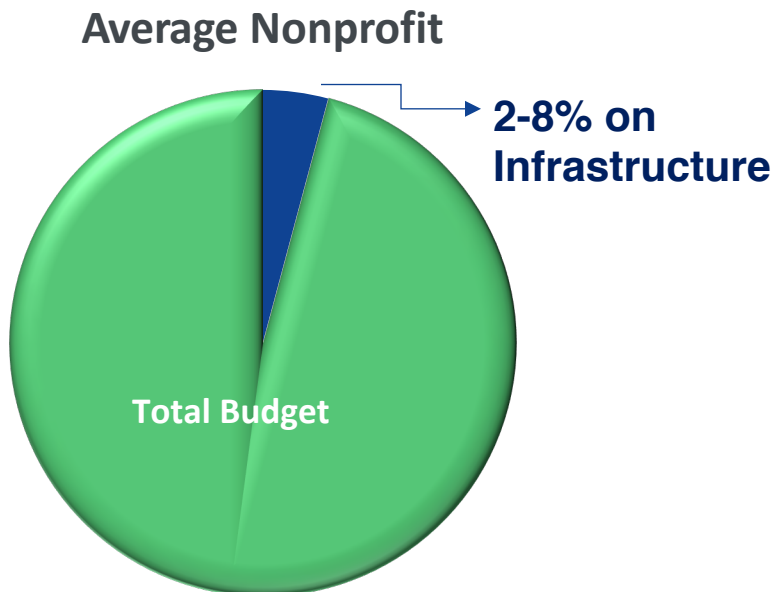
*Skilled volunteering knits together the expertise of the corporate and nonprofit sectors to create sustainable solutions that don't come undone when partners part ways.*



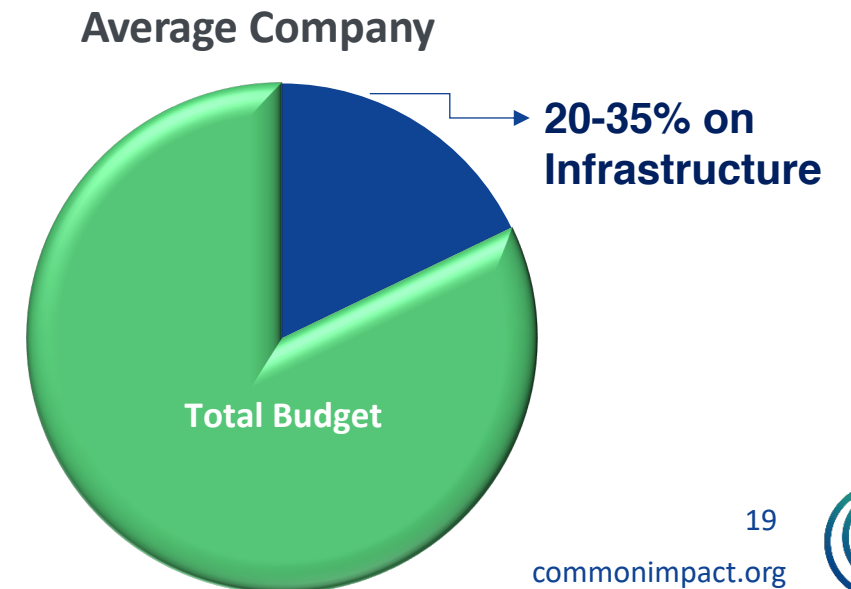
# The challenge it solves

**Nonprofits are unable to invest in the basic building blocks that enable organizations to scale and evolve**

- ✓ Challenges securing the right **functional & leadership expertise**
- ✓ Inability for **critical services to grow and scale** to meet community need

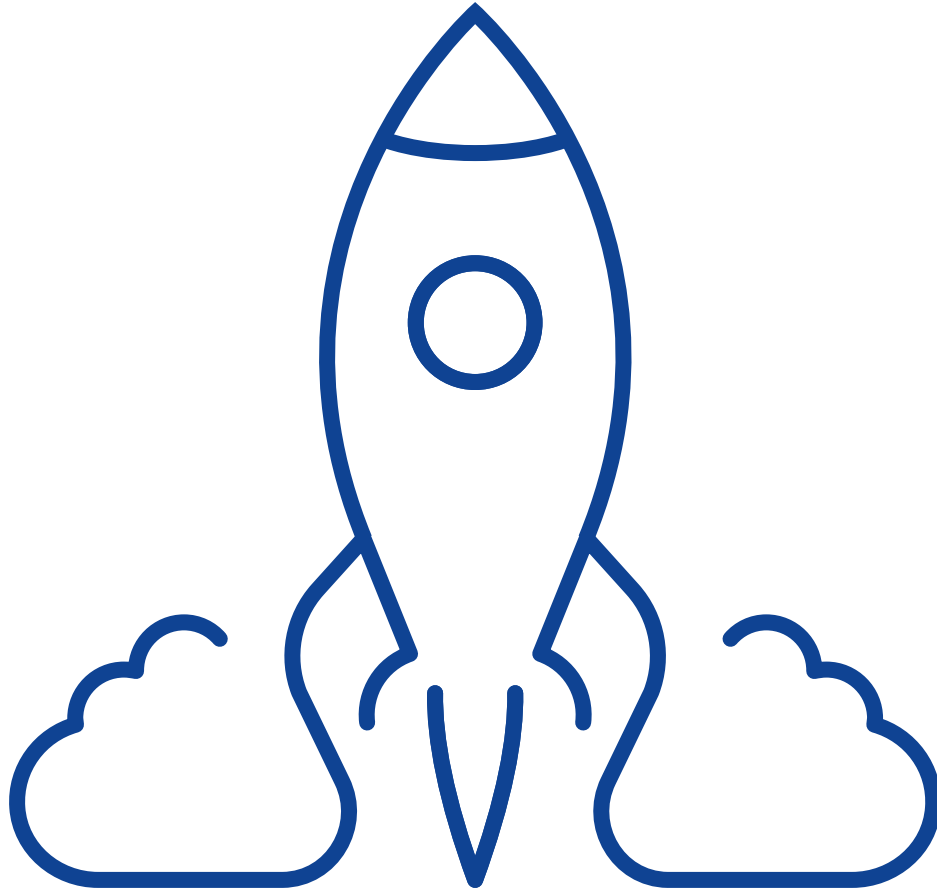


versus



# After six months...

*Due to their SBV project*



29%

of nonprofits said they **secured funds or received financial investment**

43%

of nonprofits said they **reduced operational expenses**

35%

of nonprofits said they have **reduced programmatic expenses**



# Business Benefits

Skills-based volunteering aligns a professional's skills and talents to the social challenge they're best positioned to address, creating a win for the community, the volunteer, and the company.

## Talent Development



A community-conscious and creative workforce through leadership and both soft and hard skill development

## Recruitment



Millennials will make up 75% of the workforce by 2025 and are looking for socially responsible employers

## Retention



Companies that offer pro bono programs experience increased employee engagement

# Transformative Partnerships

*SBV unlocks meaningful community partnerships*

- ✓ **Move beyond “checkbook philanthropy”** and more deeply understand the needs of the communities you support
- ✓ **Increase the impact of your financial investments** in nonprofits with the skills and capacity they need to drive new or expanded strategies forward
- ✓ **Complement financial or in-kind donations** in years where grant dollars are tightened



# It's Flexible

## PROGRAM GOALS

- Community impact
- Community investment
- Employee engagement
- DEI and cross-cultural awareness building
- Talent development
- Team building
- Brand building



## PROGRAM LEVERS

- ✓ Team Size
- ✓ Team Composition
  - Functional, Geographical, Hierarchical, Departmental
- ✓ Project Scope
- ✓ Nonprofit Mission
- ✓ Nonprofits served per team
- ✓ Number of nonprofits impacted
- ✓ Engagement Format, Length



# Getting Started

*Taking the next step*



Available at  
[www.commonimpact.org](http://www.commonimpact.org)

[The Promise of Skills-Based Volunteering](#)

[Talent Development Toolkit](#)

[Measurement Framework](#)

[Day of Service Portfolio](#)

[Project Portfolio](#)



**Join us on October 27<sup>th</sup> for Skills for Cities**

- ✓ See SBV in action
- ✓ Low commitment
- ✓ High energy and value

[commonimpact.org/events/skills-for-cities](http://commonimpact.org/events/skills-for-cities)



**Let's connect.**

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[www.commonimpact.org](http://www.commonimpact.org)





FILENE'S CENTER OF EXCELLENCE FOR

## COMMUNITY SOCIAL IMPACT

Led by Filene Fellow Dr. Mai Nguyen, the Center for Community Social Impact will measure and expand credit unions' social impact to help develop a strategic advantage in the communities they serve and become a catalyst for positive community transformation.

### SPONSORED BY



FILENE FELLOW



**Mai Thi Nguyen**

Director, The Design Lab

University of California San Diego

UPCOMING

## 2021 EVENTS

**AUGUST 9–10**  
IN PARTNERSHIP WITH DCUC

**EMERGING TECHNOLOGY +  
INNOVATION & INCUBATION**

**NAPLES, FL (HYBRID)**

**CIO/CTO &  
COO**

**OCTOBER 26–28**

**BIG.BRIGHT.MINDS.**

**IRVINE, CA (HYBRID)**

**CEO & TEAM**

## WEBINARS

**AUGUST 19**

**THE CLOUD AND CYBERSECURITY CONTINUUM – WHERE ARE YOU?**

**SEPTEMBER 30**

**TRAUMA-INFORMED SERVICES FOR CREDIT UNION EMPLOYEES**  
WITH DR. HAMMAD N'CHO

[FILENE.ORG/EVENTS](https://filene.org/events)

# BIG.BRIGHT.MINDS.

## FILENE'S SIGNATURE EVENT IS RETURNING IN-PERSON, **BIGGER & BRIGHTER IN 2021!**

**Big.bright.minds.** is the culmination of all the best Filene has to offer and brings together a community of credit union leaders passionate about taking their credit unions forward.

At this **THREE** day event, you will:

- Come face-to-face with the experts and thought leaders addressing 6 key challenge areas; Data Analytics, DEI, Financial Lives in Transition, Technology, Community Social Impact, and Innovation & Incubation.
- Escape day-to-day thinking and engage with some of the leading minds in and outside the credit union industry to workshop real-time solutions.

IN-PERSON SPACE IS LIMITED!

REGISTER AT [filene.org/bbm21](https://filene.org/bbm21)

**OCTOBER**  
**26 • 27 • 28**

**10:00AM–2:00PM, CST**



OR







**THANK YOU!**

filene.org | 608.661.3740

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