

**SUPPORT CENTER** FOR NONPROFIT MANAGEMENT

CONSULTING ■ TRANSITION MANAGEMENT ■ TRAINING  
for nonprofit & philanthropic organizations

# Meet the Grantmakers

## Funding for **HEALTH** Programs

Friday, November 13, 2009

8:30 AM - 12:00 PM

Fashion Institute of Technology, New York City

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## SCHEDULE

- 8:30-9:00** Registration
- 9:00** Welcome:  
Don Crocker, Executive Director,  
Support Center for Nonprofit Management
- 9:10-10:30** Panel Discussion, Moderated by Carol Kurzig
- 10:30-10:45** Break
- 10:45-12:00** Panel Discussion and Audience Q&A Continues
- 12:00** Session Ends

### PANELISTS QUESTIONS

1. How do you make determinations regarding the direction of your funding? Do you only fund health organizations or will you also fund health programs at agencies whose missions are broader based?
2. What are upcoming issues/realities in the healthcare field that will need more attention and funding in the future? How can your foundation be responsive to these needs as they arise?
3. Considering the current economy, how would you respond to a request by a grantee to use funds from a program-specific grant for general operating support?
4. Many smaller nonprofits often feel that funders overlook them in favor of larger organizations. What can a smaller organization do to pique your interest?
5. For those of you who do not accept unsolicited proposals, how can grant seekers increase their chances of being invited to submit a proposal? What are some of the best ways to approach and build a relationship with you or another foundation? Are there things that a nonprofit should avoid doing?
6. How do you evaluate the performance of your grantees? What types of results do you look for? And how do you evaluate the success of your own programs?
7. What kinds of capacity building support do you provide: Direct funding as a component of program grants; General operating support; Multi-year grants; Scholarships to attend training workshops; In-kind donations?
8. If you could convey one "take-home message" to help nonprofits better understand the challenges faced by funders in today's economic environment, what would it be?

**CAROL KURZIG**

*President, Avon Foundation for Women*

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New York, NY 10105



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Senior Manager, Avon Foundation for Women  
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**INTERESTS:**

(e.g., Fields of interest, areas funded, types of support or service, geographic region, exclusions, etc.)

Focused on Breast Cancer - access to care for the underserved and research; and Domestic Violence and Violence Against Women - awareness, education, direct services for victims and their families, and prevention programs. Special programs for programs serving children affected by family violence and for dating violence and abuse in the 16-24 age group.

Emergency Relief efforts are periodic in response to specific disasters ( China earthquake, Tsunami, Hurricane Katrina, 9/11, etc)

**CONTRIBUTIONS/SERVICE SUMMARY:**

(e.g., 2008 disbursements, average grant size or range, summary of technical assistanec etc.)

2008 grants approved total was \$50.5 million, plus payments made on prior year commitments.

**PANELIST BIOGRAPHICAL INFORMATION:**

**Carol Kurzig** joined the Avon Foundation for Women in January 2004, and currently serves as its President. The Avon Foundation was created in 1955 to "improve the lives of women" and is now the leading corporate-affiliated philanthropy for women. Through 2008, Avon global philanthropy has raised and awarded more than \$660 million, primarily for the causes of breast cancer, domestic violence and emergency and disaster relief, all focused on women and their families. In 2008, the Avon Foundation for Women had revenues of more than \$82 million.

Carol is responsible for the development and implementation of the Foundation's strategic mission, its fund-raising and grant-making programs. These include the Avon Breast Cancer Crusade, which is focused on accelerating research and ensuring access to care; women's empowerment programs, with emphasis on domestic violence through the Speak Out Against Domestic Violence program; and special grant programs in response to national and international emergencies.

She is also responsible for extensive fund raising programs such as the Avon Walk for Breast Cancer series and special events to raise awareness and funds for domestic violence programs. During her tenure, Avon philanthropy has continued to expand worldwide, and Avon now supports breast cancer and domestic violence programs in more than 50 countries.

Prior to joining Avon, Carol served as President of the National Multiple Sclerosis Society's New York City Chapter for 20 years. Under her leadership, numerous fundraising events and programs, as well as model direct service programs, were created and implemented. Carol served as the Director of Public Services and Assistant to the President for eight years at The Foundation Center, a national center for information on foundations, nonprofits and grants. She worked in advertising and marketing at BBDO and Campbell-Ewald before moving to the nonprofit sector.

She was a Director and served as Board Chairman of the Support Center for Nonprofit Management, and currently serves as a Vice Chairman of the Nonprofit Coordinating Committee Board of Directors.

**ERIN HOGAN**

*Vice President,  
Community-based Health Care Program*  
Ira W. DeCamp Foundation  
c/o JPMorgan Private Bank

The Ira W. DeCamp  
Foundation

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**INTERESTS:**

(e.g., Fields of interest, areas funded, types of support or service, geographic region, exclusions, etc.)

Community-base Health Care grants support community health centers and select primary care providers in the New York metropolitan area.

Funding is provided for:

- 1. Capacity building**  
(e.g., leadership development, staff & improving fundraising or other key resources);
- 2. Organization improvement activities**  
(e.g., strategic planning; markets, operations & systems analysis; performance measurement and process improvement);
- 3. Capital projects**  
(e.g., renovations, new space acquisition and development, information technology and infrastructure enhancements); and
- 4. Policy research**  
(by invitation only).

**CONTRIBUTIONS/SERVICE SUMMARY:**

(e.g., 2008 disbursements, average grant size or range, summary of technical assistance etc.)

In 2008, grants for community-based health care totaled \$1.4 million.

Grant sizes ranged from \$75,000 to \$250,000 with the average grant being \$150,000.

Grants included multi-year requests.

**PANELIST BIOGRAPHICAL INFORMATION:**

**Erin Hogan**, Vice President, joined J.P. Morgan in 2004. Erin serves as a senior philanthropic advisor for individuals, families, private foundations and trusts with funding interests in the areas of public health, medical research, education and social services. Before joining J.P. Morgan, Erin was a research manager at Columbia University's Mailman School of Public Health where she supervised research programs in emergency preparedness, infectious disease control and occupational health and safety. Prior to that, Erin worked for a Washington, D.C. consulting firm on a variety of public health and environmental safety projects for government agencies such as the U.S. Environmental Protection Agency and the Federal Emergency Management Agency. Erin is a former paramedic and has volunteered with the American Red Cross and organizations serving individuals with HIV/AIDS. She currently serves on the alumni board for the Mailman School of Public Health at Columbia University and is a member of Grantmakers in Health and Grantmakers for Education. Erin has a Masters of Public Health degree from Columbia University and a BS in Health Sciences from the George Washington University.

**LEN MCNALLY**  
*Program Director,  
Health & People With Special Needs  
New York Community Trust*

THE NEW YORK  
COMMUNITY TRUST



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**INTERESTS:**

(e.g., Fields of interest, areas funded, types of support or service, geographic region, exclusions, etc.)

- Health Services, Systems and Policy
- Biomedical Research
- Environmental Health
- Older Adults
- HIV/AIDS

**CONTRIBUTIONS/SERVICE SUMMARY:**

(e.g., 2008 disbursements, average grant size or range, summary of technical assistance etc.)

Approximately \$9 million in discretionary grants in health area

**PANELIST BIOGRAPHICAL INFORMATION:**

**Len McNally** is a Program Director at The New York Community Trust where he manages the foundation's Health and People With Special Needs grantmaking program, including the areas of health policy, biomedical research, aging, environmental health, and AIDS.

Prior to joining The Trust in 1989, Mr. McNally spent over ten years planning community-based programs for chronically ill elders and people with AIDS, working to develop a comprehensive capitation-financed program for highly disabled elders and the country's first day treatment program for people with AIDS. Following the terrorists attack on New York, Mr. McNally provided consultation to the September 11<sup>th</sup> Fund in the design and funding of environmental health and health insurance programs for victims of the attacks.

Before embarking on a career in public health, he taught biology. He has Bachelor and Masters degrees in Biology from Northeastern University and a Masters in Public Health from Columbia University. He is a fellow of the New York Academy of Medicine and a board member of Grantmakers in Health; and formerly served on the New York City HIV Planning Council, and as a Board member of God's Love We Deliver and Funders Concerned About AIDS. He has been a volunteer in AIDS organizations since 1985.

**BRUCE PAYNE***Executive Director*

The Shelley &amp; Donald Rubin Foundation

THE SHELLEY & DONALD  
RUBIN FOUNDATIONADDRESS & PHONE: 17 West 17th Street, 9th Floor  
New York, NY 10011HOW BEST TO CONTACT: (646)839-5911  
bpayne@sdrubin.org**INTERESTS:***(e.g., Fields of interest, areas funded, types of support or service, geographic region, exclusions, etc.)*

Our three main areas of activity are:

1. Arts and Culture
2. Health and Human Services, and
3. Civil Liberty and Social Justice.

Our geographic domains are primarily, though not restricted to, the Himalayan region and the New York City metropolitan area.

**CONTRIBUTIONS/SERVICE SUMMARY:***(e.g., 2008 disbursements, average grant size or range, summary of technical assistance etc.)*

Our disbursement in FY08 totaled \$1,673,389.23, with an average grant amount of \$15,000. In addition, the Foundation devotes over \$500,000 per year to philanthropic efforts operated by members of our staff – these are primarily in the general area of Himalayan culture.

Substantial information about the Foundation and its giving is available on the web:  
[www.sdrubin.org](http://www.sdrubin.org)**PANELIST BIOGRAPHICAL INFORMATION:****Bruce Payne** joined the Shelley & Donald Rubin Foundation as Executive Director in New York City in 2006. My work includes grant-making, evaluation, long-range planning for the Foundation, and a substantial amount of grantee advising.

Previously he was on the staff of Duke University for thirty-five years, teaching in public policy and directing undergraduate programs:

- Director of “Leadership and the Arts: A Duke Semester in New York City,” 1996 to 2005.
- Founder Duke University’s Hart Leadership Program, and Director from 1986 to 1989.
- Lecturer in the Terry Sanford Institute of Public Policy at Duke University, 1971 to 2006: courses in ethics and policymaking; political theory; documentary studies; ethnic politics; leadership; policy and the arts; and philanthropy in the arts and humanities; leadership, ethics, and drama; and women, liberty, eros, and opera.

A civil rights activist in Mississippi in the 1960’s, Bruce continues to be interested in problems of poverty, education, and human rights. Bruce is currently at work on a study of the myths of Plato’s *Republic*.

**GEORGE SUTTLES**  
*Program Officer,*  
New York State Health Foundation



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### **INTERESTS:**

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### **WHAT WE DO**

The New York State Health Foundation (NYSHealth) is a private, statewide foundation that aims to improve New York's health care system by expanding health insurance coverage, containing health care costs, increasing access to high-quality services, and addressing public and community health.

### **PRIORITY AREAS**

NYSHealth concentrates its initiatives in three strategic priority areas:

#### **[Reducing the number of uninsured](#)**

NYSHealth has devoted \$20 million over a five-year period to reduce the number of uninsured New Yorkers by assessing public policy options with independent, nonpartisan information and analyses of reform options; increasing the efficiency of public coverage programs; stabilizing and expanding private coverage; and developing cost containment mechanisms to free up dollars for coverage.

#### **[Improving diabetes prevention and management](#)**

NYSHealth has established a five-year, \$35 million campaign, "The New York State Diabetes Campaign: Reversing the Epidemic," to advance the prevention and management of diabetes by improving clinical care, mobilizing communities, and promoting policies that sustain improvements in diabetes care and prevention.

#### **[Integrating mental health and substance use services](#)**

NYSHealth has committed \$10 million over the next five years to improve the integration of care for people with co-occurring mental health and substance use conditions. As part of this initiative, NYSHealth established the first statewide Center of Excellence for Integrated Care, which aims to effect change at clinical delivery sites to achieve integration throughout all phases of the recovery process, and address systemic policy barriers to achieving and sustaining integrated services.

Under this priority area, NYSHealth has committed an additional \$2 million over the next two years to its [Initiative for Returning Veterans and Their Families](#) to address returning Iraq and Afghanistan war veterans' reintegration needs, and to strengthen collaboration between public and private sectors.

**NYS Health Foundation Continued.....**

## **CONTRIBUTIONS/SERVICE SUMMARY:**

(e.g., 2008 disbursements, average grant size or range, summary of technical assistance etc.)

Our grantmaking focus is statewide and we strive for an appropriate geographic distribution of grants. We favor grant initiatives that can have statewide, long-term impact. Since many of the State's health care problems have common roots with solutions applicable to both upstate and downstate, we also are interested in grants that have potential for replication. In a typical year, the Foundation makes an average of 70 grants totaling approximately \$15 million in funding.

NYSHealth awards grants through targeted initiatives related to our three strategic priority areas and through a Special Projects Fund reserved for projects that address important health care or public health issues consistent with NYSHealth's mission but outside its priority areas.

For both categories of grants, NYSHealth issues requests for proposals and uses external review panels comprising a range of health experts to assess proposed projects.

## **PANELIST BIOGRAPHICAL INFORMATION:**

As Program Officer, **George W. Suttles** focuses on developing and managing grantmaking programs for the Foundation's Special Projects Fund.

Mr. Suttles came to NYSHealth as a National Urban Fellow with five years of experience developing, implementing, and evaluating programs. Most recently, Mr. Suttles was a Technology Programs Associate at the National Urban League (NUL) where he managed three signature technology programs in partnership with Microsoft, the Verizon Foundation, and the AT&T Foundation. Mr. Suttles was responsible for developing communication and reporting protocols with Urban League affiliates so that program information could be shared with corporate partners. Most notably, Mr. Suttles helped to implement the NUL/AT&T Digital Academy Initiative at 12 Urban League affiliates nationwide.

Prior to working at the National Urban League, Mr. Suttles worked for Directions For Our Youth, a small nonprofit that develops and implements supplemental education programs for inner-city youth, where he played a lead role in the development of a youth leadership and empowerment curriculum for teachers and student activity coordinators.

Through the National Urban Fellows Program, Mr. Suttles received a Master of Public Administration degree at Baruch College's School of Public Affairs while working on assignment for the New York State Health Foundation. Mr. Suttles also holds a Bachelor of Arts degree in African American Studies from Wesleyan University.

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## What We Do

Support Center is dedicated to improving our society by increasing the effectiveness of the nonprofit sector.

Our services are designed to strengthen nonprofit and philanthropic leaders & their organizations so that they can better serve their clients and communities.

Web: [www.supportcenteronline.org](http://www.supportcenteronline.org) | [www.executiveleadership.org](http://www.executiveleadership.org)

### Consulting / Coaching

- Strategic Planning
- Board Development & Governance
- Fund Development
- Financial Management
- Fostering Accountability
- Organization Development & HR
- Executive coaching

### Executive Transition Management

- Succession Planning
- Transition Planning
- Comprehensive Executive Search
  - > Search, Recruitment, Screening & Hire
- Interim Executive Leadership
- Executive and Board Coaching

### Turnaround Services

- Organizational Assessment
- Organization Restructuring Consulting
- Financial Assessment & Recommendations
- Partnership Assessment & Development
- Mergers: Feasibility Analysis & Guidance
- Turnaround & Reinvention Facilitation
- Business Process & Systems Improvement

### Grantmaker Services

- Consultation on Grantmaking Strategy & Grantee Effectiveness
- Enhancing Grantee Effectiveness & Performance
- Consulting & Turnaround, Transition Management & Training Services for Grantees

### Training / Professional Development

- Professional Development Workshops
- Certificate Programs
- Customized Training & Conference Facilitation
- Meet the Grantmakers Panel Discussion Series

### Room Rentals

- Training and conference rooms are available to rent at reasonable prices.

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