



## What's Next for Philanthropy in the 2020s

Flipping Orthodoxies: **Community philanthropy expansion deck**

# About this Document

This document is intended to accompany the [Flipping Orthodoxies overview](#), which was created as part of the field-wide “What’s Next for Philanthropy in the 2020s” initiative supported by **Deloitte Tax LLP**, the **Robert Wood Johnson Foundation**, the **John D. and Catherine T. MacArthur Foundation**, the **W.K. Kellogg Foundation**, and the **McConnell Foundation**. The initiative engaged more than 200 philanthropy executives, professionals, donors, board members, experts, and grantees in a dialogue about the current state of philanthropic practice and where it might be headed in the coming years. To learn more about What’s Next for Philanthropy in the 2020s, visit [www.futureofphilanthropy.org](http://www.futureofphilanthropy.org).

For more information on the Flipping Orthodoxy exercise, please review the instructions in the [overview](#) document.

To produce your own customized Orthodoxy Card Deck, print the following pages, double-sided, “Actual size” on heavy card stock. Combine those pages with the [General Philanthropy Card Deck](#) and any additional Expansion Packs that are relevant to your philanthropy (e.g., Community Philanthropy, Family Philanthropy, etc.), which can be downloaded separately from the [website](#).

Once you’ve printed the relevant additional pages onto card stock, cut the combined set of cards to size (eight cards to a page) to create your full deck. Most copy centers or print shops can print and cut the cards for you. Make sure to print one deck for each small group participating in the exercise.

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**What's Next for  
Philanthropy**  
in the 2020s

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**Flipping Orthodoxies**  
Community Philanthropy Expansion

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Monitor Institute  
by **Deloitte.**

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Operations need  
to be in-house

Geography is  
the main way  
people identify  
themselves

We are  
permanent

Donors are our  
primary customer

Our donors are  
individuals

Donors need us  
to manage their  
philanthropy well

We know better  
than donors

#### INSTRUCTIONS

**Deal out the full deck of cards around your table.** It doesn't matter if people have a slightly different number of cards in their hands.

**Look at your hand of cards.** For each card, think about the orthodoxy described and consider: Does it still make sense? What would it look like if you flipped it — partially or completely? What impact would flipping this orthodoxy have on your organization or community?

**Choose the card with the orthodoxy that is most interesting to you.** Why is it interesting? What would it look like if you flipped it — partially or completely?

**"Play" the card at the center of the table.** In 30 seconds or less, explain the orthodoxy to your colleagues, telling them why you chose it and what it might look like if it were flipped. Go around the whole table, with each person playing his or her orthodoxy.

**Discuss the cards on the table.** Choose or vote on one orthodoxy that the table finds most appealing. Write one sentence directly on the card about why it was so interesting to the group.

Share back with the full group in 30 seconds or less.

This exercise is part of the *What's Next for Philanthropy in the 2020s* initiative. For more information, visit [www.futureofphilanthropy.org](http://www.futureofphilanthropy.org).

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Donors want  
our advice

We are the  
best vehicle  
for community  
philanthropy

Our purpose  
is to create an  
endowment for  
the community

We need DAFs to  
be able to grow  
and prosper

DAFs are  
growing and will  
continue to grow

We serve donors  
and should not  
push them

We make money  
from fees for  
service

We make money  
from assets under  
management

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Professional  
advisors are  
a pipeline for  
development

Our competition  
is commercial  
gift funds

We raise money  
from a specific  
geographic area

Asset  
development is  
our key priority

Programs and  
donor services  
are separate

We don't  
operate our own  
programs

Donors will  
give us  
unrestricted  
dollars when  
they die

Big legacy gifts  
are the path to  
sustainability



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Our business is  
philanthropic  
transactions

We treat all  
donors equally

We should make  
discretionary  
grant decisions

A donor's main  
contribution is  
his/her money

We give in  
a specific  
geographic area

We make grants

We invest  
our assets  
to maximize  
financial returns

Staff should have  
deep content  
expertise

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Foundations  
“fund” – they  
don’t “do”

We operate  
independently  
from other  
funders

Foundation  
Boards approve  
grants

Foundations don’t  
work directly with  
businesses

A foundation’s  
first obligation is  
donor intent

Grants should  
be for 1 year

Donors are white

Donors are  
ultra-wealthy