



What's Next for Philanthropy in the 2020s

Flipping Orthodoxies: **Private foundation 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.

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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Flipping Orthodoxies
Private Foundation Expansion

Monitor Institute
by **Deloitte.**

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by **Deloitte.**

Our staff should
all be “in-house”

We pay for
programs,
not general
operations

We make grants

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.

We are
permanent

We invest
our assets
to maximize
financial returns

Our annual
payout should be
5 percent

Investments and
programming
should be kept
separate

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Monitor Institute
by **Deloitte.**

Staff should have
deep content
expertise

Program staff
make grants

Foundations
“fund” – they
don’t “do”

We operate
independently
from other
funders

Foundations
are the best
structures
for doing
philanthropy

Foundations
must choose
between
spending down
or existing in
perpetuity

Foundation
Boards approve
grants

Foundations
don’t work
directly with
businesses

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by **Deloitte.**

Grantees need
to earn the
foundation's trust

We should
keep our
administrative
costs to an
absolute
minimum

Our grantees
give us honest
feedback

Trustees should
be old, wise, rich,
and experienced

Add your own orthodoxy

We should
invest in scalable
solutions

Grants should
be for 1 year

We're doing
enough on racial
equity and justice