



# HEADWATERS<sup>™</sup>

FOUNDATION *for* JUSTICE

## **New Majority Fund - Guidelines and Application**

Headwaters Foundation's mission is to amplify the power of community to advance equity and justice. The New Majority Fund (NMF) centers the self-determination and leadership of people of color and supports organizations that are led by and for communities of color. Headwaters' Giving Project participants raise funds and award two-year general operating grants, totaling \$20,000. Grantee partners will nominate 2-3 leaders, staff members, or board members to participate in Headwaters Foundation's first-ever Movement Leadership Program in July 2018.

Eligible organizations will use community organizing as their primary change strategy and have an organized constituency base of people of color. Applicants must be able to articulate a clear analysis of structural causes behind the challenges their community faces and their concrete goals and strategies to build power and change systems.

### ***Funding Criteria***

- Organization is led by and for communities of color. Headwaters considers organizations to be led by and for communities of color if at least 51% of a group's board of directors, senior leadership, and staff identify as people of color and reflect its constituency base.
- Organization addresses the root causes or conditions of injustice through community organizing. For more information about this, see *Prioritizing Community Organizing* on page 2.
- Organization has a clear analysis of the structural causes behind the challenges their community faces, as well as concrete goals and strategies to build power and change systems, or generate new ones.
- Group has an organized constituency base of people of color who are directly affected by the issues the organization is working on. The organization's leadership is reflective of and accountable to its constituency base.
- Organization sees itself as part of a larger movement for racial and economic justice, and works towards strengthening that movement in collaboration with others.
- Organization has an intersectional, cross-issue approach that makes connections between race, class, and gender.
- Organization has limited access to mainstream funding sources.
- The organization and work is based in Minnesota.

### ***Basic Eligibility Criteria***

- Headwaters Foundation encourages emerging and established organizations at all stages of work to apply for funding.
- To be selected for funding, organizations must be a legally incorporated entity with 501(c)(3) or 501(c)(4) status or have a fiscal agent.
- Headwaters does not fund individuals.
- Organizations must carry out their work in Minnesota.
- Headwaters' support cannot be used for partisan efforts.
- Organizations must satisfy reporting requirements for all previous grants from Headwaters Foundation.

### ***Ineligible Organizations & Activities***

- Requests from organizations that primarily provide direct services to individuals and families.
- Publications, reports, workshops, classes, conferences, media events, arts, theater productions, research, or litigation efforts unless they are part of an ongoing community organizing effort.
- Projects sponsored by a government agency. For example, Headwaters Foundation would not fund a project led by a public school district. However, we would fund a project led by communities of color that partner with public schools to address the academic achievement gap for students of color. The project must be community driven and led by those most directly affected by the problem.
- Individuals, endowment funds, or capital campaigns.
- Headwaters Foundation will not consider late or incomplete applications.

### ***Prioritizing Community Organizing***

We believe that the communities most affected by inequity already hold the knowledge of what needs to be done to upend those inequities. Headwaters makes grants to organizations that prioritize community organizing as the core strategy to engage and build power in their communities to advance equity. We recognize that there are many different approaches to community organizing and value diversity in our funding.

All New Majority Fund grantee organizations share the following characteristics:

- Led by the people most directly affected by the issues the organization is working on.
- Continually builds leadership from within its own membership, base, or community.
- Works to understand and address the root causes of the issues, not just the symptoms.
- Brings people together to build power<sup>1</sup> they wouldn't have individually.

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<sup>1</sup> We define power as "the capacity of a group of people to decide what they want and to act in an organized way to get it." (Class Action, Building Bridges Across the Class Divide.)

- Uses that power to create institutional, cultural, and/or structural change, which includes altering unjust power relations.
- Sees itself as part of a larger movement for social change, and works towards strengthening that movement.

To see examples of the community organizing work Headwaters Foundation supports, including profiles of grantees, visit our [grantee page](#).

### ***Application Deadline***

You must submit your organization's application by 5:00pm on March 1, 2017 via our [web portal](#). We will not consider late or incomplete applications.

For additional information about the New Majority Fund, contact our program officers:

Allison Johnson Heist, [allison@headwatersfoundation.org](mailto:allison@headwatersfoundation.org) or 612-400-6264

Melissa Rudnick, [melissa@headwatersfoundation.org](mailto:melissa@headwatersfoundation.org) or 612-400-6266

### ***Proposal Must Include***

- Answers to all application questions and financial information.
- Board and staff list, including demographics, using the template we provide
- If 501(c)(3) or 501(c)(4) organization:
  - 1 copy of IRS Letter of Determination
  - 1 copy of your most recently completed 990 (if your organization does not file a 990, please attach their most recent 990-EZ or 990-N)
- If you have a fiscal agent:
  - A letter from the fiscal agent's Executive Director verifying your fiscal relationship, dated within the last six months;
  - 1 copy of the fiscal agent's IRS Letter of Determination;
  - The fiscal agent's most recent audited financials (if your fiscal agent does not have audited financials, please attach their most recent 990, 990-EZ, or 990-N);
  - Your project's year-end income and expense report; and
  - Your project's year-end balance sheet.

## Proposal Narrative

1. *Organization Description.* Provide a summary of your organization, including your mission, history, goals, and major successes.

*(2500 character limit, including spaces)*

2. *Organizing for Social Change.* The New Majority Fund supports organizations that are led by and for communities of color and use a community organizing approach to address root causes of injustice. We will make grants to groups that have an organized constituency base; a clear analysis of structural causes behind the challenges their community faces; and concrete goals and strategies to build power and change systems. Please discuss the following areas as they relate to your organization:

- A) What problems, needs, or opportunities does your work address?
- B) What are the root causes of these issues?
- C) How does your organization build collective power?
- D) How will your work address the root causes and underlying power dynamics of the identified issues?

*(2500 character limit, including spaces)*

3. *Constituency Leadership.* The New Majority Fund supports organizations that are led by and for communities of color and use a community organizing approach to address root causes of injustice. Please discuss the following areas as they relate to your organization:

- A) What communities are most directly impacted by the issues your organization addresses?
- B) How are those communities involved in the leadership of your organization?
- C) How does your organization develop leaders?

*(2500 character limit, including spaces)*

4. *Decision-making Power and Accountability.* Explain how your senior leadership, staff, and board of directors align with the core constituency of your organization and the issues they face. For example, if your constituency is LGBTQ people of color, how many board members also identify as LGBTQ people of color?

- A) Who has decision-making power, and how are decisions made?
- B) How does your organization remain accountable to your constituency?
- C) If your leadership, staff or board do not align with your core constituency, please explain why.

*(2500 character limit, including spaces)*

[Please upload a list of your board of directors, staff, and key volunteers/leaders. You are required to use the template we provide.](#)

5. Please describe your work plan covering the next two years. Headwaters will require a mid-term report at the end of the first year of the grant.

- A) What are your overall goals and strategies for the next two years?
- B) What are your activities and objectives?
- C) How will you know you are successful?

*(2500 character limit, including spaces)*

6. *Racial Justice and Cross-Issue Analysis.* Headwaters prioritizes groups that use an intersectional approach to working on racial and economic justice. Tell us how your organization is working toward racial and economic justice. How are you drawing connections across lines of race, class and gender?

*(2500 character limit, including spaces)*

7. *Relationships.* Headwaters prioritizes groups that see themselves as part of a larger movement for social change. Tell us about a specific collaboration or coalition you belong to and your role.

- A) What is the collaboration's purpose and impact?
- B) What is your organization's role in the collaboration? And, how has your organization impacted the work of the coalition or collaboration?
- C) How has the partnership impacted your organization and community?

*(2500 character limit, including spaces)*

8. *Movement Leadership Program.* Headwaters created the Movement Leadership Program to deepen our commitment to New Majority Fund grantees by investing in deep relationship building among social change leaders and fostering cross-movement collaboration. The 12-month program will launch in July 2018. Grantee partners will nominate 2-3 leaders, staff members, or board members to participate.

Possible topics for the program include: building transformative leadership practices, creating networks across movements, and cultivating individual donors.

In the space below, please tell us what you hope to gain from and offer to the Movement Leadership Program, if selected as a New Majority Fund grantee.

*(2500 character limit, including spaces)*

## Financial Information

**Please note:** For the New Majority Fund, applicants are not required to submit any form of budget. Please do not submit budgets adapted from other foundation proposals, the budget prepared for your Board, or any other type of budget or financial planning document.

1. List your current and prospective foundation funders. In the space provided below, you must include the name of the foundation; the amount they currently give or are projected to give; and if they are a current or prospective funder.

### *Current Foundation Funders:*

Current Funder	Amount

Please provide additional details in the space below if you have more than five current funders.

### *Prospective Foundation Funders:*

Funder Name	Amount

Please provide additional details in the space below if you have more than five prospective funders.

2. Describe the status of your foundation fundraising efforts. We are interested in learning about any new funders you have secured in the last year, any funders that may be cycling off from supporting your work, and any other unexpected changes (good or bad) in your overall foundation fundraising.

*(2500 Character limit, including spacing)*

3. Are you diversifying or trying any new approaches to fundraising (e.g. matching grants, grassroots fundraising, events, new appeals, major donor development, or government grants)? If so, what results are you seeing?

*(2500 Character limit, including spacing)*

4. What was your actual revenue and actual expenses for the most recently completed fiscal year?

Category	Amount
Actual Revenue	\$
Actual Expenses	\$

5. Please indicate which of the following you are projecting for the current fiscal year?

A) Current financial year revenue (please click one)

- Increased Revenue
- Decreased Revenue
- Stable Revenue

B) Current fiscal year expenses (please click one).

- Increased Expense
- Decreased Expense
- Stable Expense

6. Based on your most recent fiscal year end AND your projections for your current fiscal year, what do you expect to be changing in your current fiscal year and next year? For example: major new expenses, major savings, staff expansions or contractions, new programs or campaign expenses, or major capital costs (moving or expanding office space, major computer upgrades, new database, buying a building or building maintenance, etc.).

*(3000 Character limit, including spaces)*

7. If you are a 501(c)(3) or 501(c)(4) nonprofit organization, please attach your most recent 990 (if your organization does not file a 990, please attach their most recent 990-EZ or 990-N). Please disregard this question if you have a fiscal agent.
8. If you have a fiscal agent, please attach the following documents. Please disregard this question if you are a 501(c)(3) or 501(c)(4) nonprofit organization.
  - A) The fiscal agent's most recent audited financials (if your fiscal agent does not have audited financials, please attach their most recent 990, 990-EZ, or 990-N)
  - B) Your project's year-end income and expense report; and
  - C) Your project's year-end balance sheet.