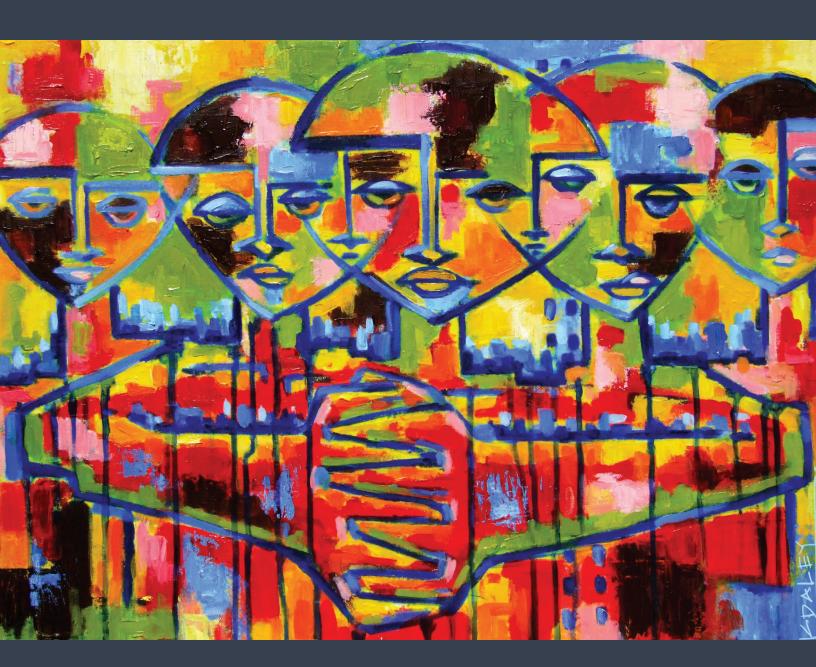
# Our Community of Change Agents





An anniversary year was a hard act to follow, but we believe that PEAK rose to the challenge in 2022. The pandemic and an environment of social unrest continued to loom, and we went to work, shifting from talking about our next chapter to diving right in by determining core priorities and critical outcomes that PEAK is uniquely positioned to realize in the years ahead. At the heart of it, we focused on you, our community of change agents.

We catalyzed our dedication to emergent learning, bringing board and staff to the table to delve into difficult questions with open minds, a shared sense of possibility, and the intent to share what we discovered and to grow as a result. We tackled the following questions: Is there more we can do to amplify the role of grants management as a critical function and a strategic partner within philanthropic institutions? Does a burdensome grant process equal an inequitable one? What is needed to become a next-level nonprofit with a high-performing governing board? What staff capacities are required to meet our own expectations for excellence while delivering stellar member benefits and sector-transforming resources? We listened to our members. Our hearts were warmed to receive resounding appreciation for helping drive intersectional equity in philanthropy through calls to action and by providing needed resources. We heard from the people at the heart of this amazing network of philanthropy professionals through survey feedback, notes to our team, and social media shout-outs—that PEAK is empowering them in their roles, helping them to improve their institutional practices, and supporting their career journeys. And we heeded your advice to slow our pace. As one member put it, "We love what PEAK is saying. We want more, but not before we take time to digest and begin activating as the change agent you have asked us to be!"

We operationalized our new strategic framework, introduced in 2021, with ambitious goals that could not be artificially bound by a time horizon. In addition, we secured approval of a two-year flexible operating budget to support an ambitious growth plan, including new technology, increased staff capacity, fresh resources, more forums for learning and engagement, and member experiences curated with your professional and institutional success in mind.

We built momentum for change by continuing our advocacy around the Principles for Peak Grantmaking, calling on our members to lean into new models and practices rooted in deep relationships with nonprofits and communities. We are gratified by the shifts toward more equitable practices and the relationships that we have launched, grown, and deepened in the process.

We strengthened relationships with our own supporters, benefitting from their willingness to provide more flexible funding. Their trust and commitment have enabled PEAK to become (to borrow a term from Michelle Obama). A number of foundations, including Stupski, Hewlett, Robert Wood Johnson, and W.K. Kellogg have committed to making more unrestricted grant investments in PEAK and other philanthropysupporting and -mobilizing organizations. These unprecedented grants—along with membership dues, programmatic revenues, sponsorships, and individual contributions helped make 2022 our second-best fundraising year yet.

We stayed focused on you—our members, partners, supporters, and allies—while living up to everything PEAK stands for: Principles, Equity, Advocacy, and Knowledge. As a member association, we always aim to exceed member value expectations.

#### **Our vision**

Realizing the full potential of philanthropy to drive equity and opportunity.

#### **Our mission**

Transforming philanthropy by elevating the field of grants management and empowering grants professionals to lead the way in operationalizing equity-centered, values-driven grantmaking practices.

#### Our purpose

We believe in principled grantmaking practices that align funders and nonprofits as equal partners in advancing their respective missions and strategic objectives. Narrowing the power gap and ensuring that funders live their values through their grantmaking practices will result in positive change for the causes and solutions we seek to collectively advance.

#### **Our strategy**

PEAK's strategic framework with four anchors defines our goals to guide our work in the years ahead.

- From Grants Management Professional to Change Agent for Equitable Practices
- Emergent Learning Community as Core Philosophy
- New Models for Growth and Sustainability
- Strategic Partnerships Extend Reach and Influence

#### **Our values**

To accomplish our mission and realize our vision, we base our decisions and actions on these core values: Community, equity and inclusion, integrity, learning, partnership, and transparency.

Learn more at: peakgrantmaking.org/about-us



Show...of Hands, Go on! (#BlackLivesMatter) by Miha Sarani, from PEAK's Journal

We created feedback loops throughout our communities, and found—among the voices of staff, our board, and you—no shortage of ideas for further actuating our mission to transform this sector through equitable grantmaking practices.

#### We kept a keen eye on safety and health

and, while we all missed coming together in person, the PEAK community showed up in record numbers online. Our all-virtual programming proved the value of lowering barriers to participation for chapter and peer group meetings, PEAK2022 Online, Grants Management 101, and our Volunteer Leadership Summit. Midyear, we began testing in-person meetings and hosted our first joint staff and board retreat in Chicago, which proved to be an amazing forum for blue-sky thinking and planning. Staff began participating once again with in-person convenings of peer philanthropy-supporting organizations, serving as speakers, thought leaders, and volunteers—living what it

means to be a great partner, especially given the importance of partnership to our strategic plan.

## We progressed in our internal equity journey and have become stronger. Of

course, a call to action for the sector includes us, which means taking a close look at our own operations and practices—and looking to the sector as well—and then aligning around unlearning what no longer serves us while creating a new paradigm that advances equity. We began team coaching in racial equity, participated in United Philanthropy Forum's Racial Equity Case Stories project, signed on to the Disability Inclusion Pledge, and joined the Equitable Evaluation Initiative's nonprofit pilot program. This work has spurred an honest look inward and enabled us to identify opportunities to make significant improvements in operationalizing equity, inclusion, and access within our organization, and to share what we learn in order to inspire others.

#### We deepened support for our team,

taking to heart MacKenzie Scott's advice to foreground self care and strengthen organizational infrastructure, priorities that prepare us to most effectively advance our mission work. We closed the year by asking staff to complete our second Great Place to Work survey and were gratified by a 10-point increase (to 92!), affirming that we are on the right track.

We elevated and expanded our team and our expertise, promoting four staff members and welcoming six new colleagues—each of whom have brought to PEAK a diversity of lived and professional experiences. Our board, too, has evolved: Several directors earned promotions or selected new home institutions, and we benefited from the expansion of perspectives they bring to PEAK's leadership.

Together, our board and staff collaborated to realize new ideas and organizational expansions alongside the adoption of improved governance and operations models.

We welcomed an unprecedented number of new people to our community, including expanded staff engagement from our Organization Member institutions as well as people working in foundations that have not yet allocated budgets for membership. We are proud to be living our value of inclusivity through our Individual Membership offering, which enables all philanthropy professionals, wherever they are, to join our network without cost. We offer firsthand testimony to the benefits of finding our own people through PEAK, and we want that same opportunity for everyone!

Just as our members, partners, supporters, and allies show up for us, the PEAK staff and board put forth our best efforts as a dedicated advocate and champion for you. Together, we are building a community of change agents to lead the way in transforming philanthropy. Read on to learn more about what we accomplished in 2022 while diving deep into our next chapter.

With appreciation,



**Satonya Fair, JD** she, her, hers President and CEO, PEAK Grantmaking



Allison Gister she, her, hers Director, Grants & Knowledge Management, Conrad N. Hilton Foundation, PEAK Grantmaking 2022 Board Cochair



Miyesha Perry she, her, hers Director of Grants Management, Bainum Family Foundation and Kenneth Rainin Foundation, PEAK Grantmaking 2022 Board Cochair

# PEAK membership—our community of change agents—expanded significantly in 2022.

We grew not only in numbers, but in the breadth of grantmaking institutions, philanthropy-supporting organizations, and individual staff, representing a range of sector roles and functions, making our network more inclusive than ever. Guided by our continued focus on lifting up and empowering the strategic function of grants management, PEAK has welcomed an increasingly diverse group of philanthropic professionals who are aligned with the values and mission that unite us, supported by changes to our bylaws.

In 2022, we all benefited from this expanding array of voices and perspectives, which has enriched knowledge sharing, supported career trajectories, and increased our collective ability to advance transformative practices within organizations and across the field.

"There are countless potential matches within our community waiting to happen. We encourage seasoned PEAK members to be a matchmaker when you see potential connections—and new members to seek out partners based on your interests."

**Jim Gallagher**, Director, Grants Management, Ford Foundation, and **Justine Palacios**, Vice President of Grants, Arnold Ventures

"Being part of this national network of philanthropy peers dedicated to creating positive change has empowered individuals across our organization to be change agents and ambassadors for new and inclusive ways of thinking and working."

**Janet Disla**, Senior Grants Manager, The Nathan Cummings Foundation, *PEAK Board Member* 



Illustration by Laura Chow Reeve, from PEAK's Journal

7,116

people in our membership

up 9% over 2021 with 1,622 new people

**533** 

contributing Organization Members

up 4% over 2021 with 63 new members

## Making our membership more inclusive than ever

Last year, PEAK's board of directors updated our bylaws to designate two new categories of voting membership. **Consultant Members have been valued** thought partners, volunteers, and contributors since 2019 and are now welcome to sit on our board of directors, serve as chapter volunteer officers, and vote in our elections. We've also welcomed into our membership all faculty, staff, and students who specialize in philanthropy or philanthropy-related subjects at accredited universities or research institutions, helping build a new pipeline of diverse talent for the grants management profession.

PEAK is empowered to pursue our vision and mission because of the investment you've made in our organization—through contributing memberships, grants, sponsorships, and donations.

In 2022, our membership revenues continued to remain high, thanks to the growing numbers of funding institutions that renewed their membership (more than 90 percent), joined as Organization Members, and provided additional general operating support through increased membership contributions. We are also grateful to fellow philanthropy-supporting organizations joining our community, the companies that supported PEAK by sponsoring our annual convening and programs, and our individual supporters.

\$3.3M

in grants awarded to PEAK in 2022

34

**Sustaining Organization Members** supported PEAK through additional annual general operating support above their dues

\$1.8M

invested through member dues and contributions

37

**sponsor and exhibitor commitments** from members, vendors, and partners

"Access to current and evolving resources and best practices in equity-centered grantmaking is a key reason why we contribute to PEAK. The connections, conversations, knowledge, and learning accessible to our staff are invaluable in ensuring we are doing our best to serve our applicants and grantees in the communities we fund across New York."

**Adam Sanders**, Managing Director of Grants Management, Mother Cabrini Health Foundation. *PEAK Board Member* 

# Moving to a more equitable dues structure

In 2022, PEAK added more tiers to our dues structure, ensuring that dues more equitably correspond to the total annual giving of the largest funders in our membership. These changes will enable us to go deeper into practice-change work, better align PEAK with comparable philanthropy-supporting organizations, and ensure more equitable contributions across our Organization Membership. In finalizing this decision, we spoke with many members who would be impacted by these changes, and what we heard in response was support for this shift and how it will position PEAK to better serve our members and the sector.

#### From sponsors to supporters

As we began planning for PEAK2023—our first in-person convening since 2019—we paused to reimagine what a values-aligned, mission-focused sponsorship program could look like. Moving forward, we are offering streamlined sponsorship package options with a focus on relationship-building opportunities, and encouraging our members to support the event by trusting us to steward their investment appropriately—a practice we encourage grantmakers to adopt across the board when supporting nonprofit partners (like us!).



# PEAK thrives on our member community's commitment to active volunteerism and mutual support.

A record 383 individuals contributed their talent and time in 2022, serving in 548 volunteer roles—from leading our peer networks to sharing their knowledge, providing guidance, and contributing thought leadership.

And in collecting their feedback, we were gratified to learn that they not only valued the opportunity to give back to the field, but also benefited from the experience by gaining new skills, raising their professional profile, and deepening their network. As documented in our annual survey, 94 percent of our volunteers said they plan to volunteer again.



"This community is here to lift you up and support you in your career journey. Protect your time and focus, share wisdom, and come away with a better sense of how to integrate your values into your leadership practices."

**Liz Donohue**, Peter G. Peterson Foundation, 2022 Volunteer Leadership Summit Planning Committee Member and PEAK Northeast Cochair 17 board members

135 chapter leaders

**61** committee members

**33** peer group leaders

**33** advisory council members

**55** *Journal* and Insights contributors and guest editors

**42** mentors and mentees

107 annual convening speakers

**59** event and workshop speakers

6
Grants Management 101
cohort advisors



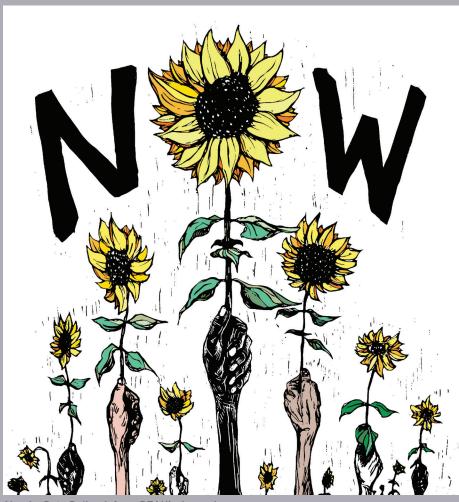
Untitled by Kah Yanghi, from PEAK's Journal

## Giving back to our volunteers

We hosted a leadership summit to celebrate and say thank you to the volunteers who have led peer networks, participated in our advisory councils and committees, served on the board of directors, and acted as PEAK champions during the year. In total, 134 volunteers gathered for the weeklong virtual program, "Building Your Leadership Toolbox in Complex Times." This year's summit featured a unique chocolate-tasting mindfulness session, an interactive workshop on navigating the complexities of leadership, a keynote highlighting the importance of psychological safety in creating a truly inclusive workplace, and a panel on leadership and career trajectories featuring fellow volunteers.

# Our Principles resources continued to fuel the movement for transformative change in philanthropy.

In the four years since the release of our *Courage in Practice* white paper, the PEAK community has increasingly tapped into and leveraged a growing collection of action-oriented guidance covering equity-centered, values-driven grantmaking practices—totalling twice the number of resource downloads from the previous year.



Now by Pete Railand, from PEAK's Journal

35,608

resource downloads up 103% over 2021

9,221

Principles white paper downloads up 71% over 2021, totalling 15,398 all-time downloads

# The increasing momentum of PEAK's Principles

A 2019 white paper introduced our Principles for Peak Grantmaking, a values-driven, equity-centered, practice-based roadmap for change. Record downloads over the past year—approaching 16,000 total to date—affirm that our message continues to resonate across the sector.

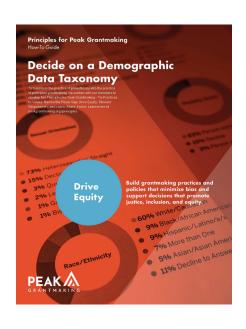
Our online library now delivers in-depth guidance for three Principles—Tie Practices to Values, Narrow the Power Gap, and Drive Equity—through action planners and webinars that are open to the sector as well as detailed how-to guides and case studies that are exclusive to members. Resources supporting our final two Principles—Steward Responsively and Learn, Share, Evolve—will be released in 2023.

We also released additional resources around our Drive Equity Principle with a set of how-to guides that provide in-depth guidance on the whys and hows of collecting data, navigating legal and privacy concerns, and creating effective communication plans. Each of the four how-to guides—exclusive to Organization and Consultant Members—is replete with key action steps, guiding questions, and additional resources.



"PEAK's Principles have been instrumental in informing the changes we've recently made to our grantmaking practices. They are 'North Stars' we follow when evaluating new practices, and they challenge us and philanthropy as a whole to do better and provide a road map to make much-needed changes."

**Kyrstin Thorson-Rogers**, Director of Grants Management, Proteus Fund. *PEAK Board Member* 



# We convened in virtual spaces to learn, share, and evolve together.

In community conversations and cohorts, at our annual convening and annual meeting, and in chapter and peer group meetings, members of the PEAK community were deeply immersed in emergent learning and meaningful connection.

8,671 participated across

122 convenings

"PEAK has continued to be a bright light in the philanthropic sector for honoring and empowering my whole personhood. As a Black and Filipino woman, I find safety, solidarity, and kinship. As a midcareer family foundation staffer, I find connection, thought partnership, and continuous learning."

**Grace Loughborough**, Foundation Coordinator, Katz Amsterdam Foundation

In 2022, the **Grants**Management Directors'
Circle came on board
as a fourth community
of practice, providing
senior leaders at highasset foundations a
safe space for peer
exchange and learning
to support collaborative
leadership and promote
equitable practices.



They Hold Me by Destiny Belgrave, from PEAK's Journal

### Member engagement continued to thrive in our chapter communities.

Participation across all 14 chapters grew as members took advantage of virtual learning and networking opportunities, convening in online spaces to discuss our challenges alongside what's working to move us toward equitable grantmaking. In our second all-virtual year, PEAK chapters led the way in designing and hosting innovative convenings that reinforced the value of regional communities.

4,914

participated in 79 chapter meetings

up 36% over 2021



Ending Racism Begins Inside Ourselves by Jen Bloomer, from PEAK's Journal

### Our peer groups grew briskly in their second year.

Across 2022, we provided members with valued spaces to connect by shared personal and professional identity, for organization-based peer learning, and to focus on practicearea topics. At the heart of each volunteer-led group is a dedication to learning, meaningful gatherings, peer sharing around practice change, and vulnerable conversations that deepen peer connections.

"I wanted to build a safe and supportive space with fellow AANHPI PEAK members to laugh, vent, share ideas, and lean on one another."

Anna Huynh, Grants and Systems Director, Baszucki Family Foundation, AANHPI Caucus Cochair

joined one or more peer groups

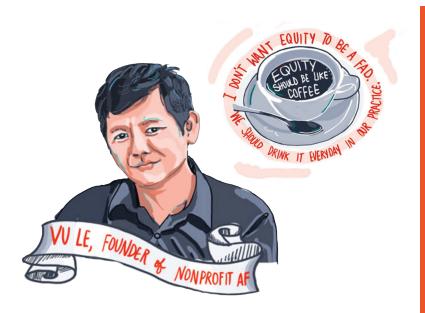
up 30% over 2021

participated in peer group meetings up 13% over 2021

# We hosted our third virtual annual convening, PEAK2022 Online.

Participation and engagement at the weeklong event remained high, proving, yet again, that coming together as an emergent learning community is a valuable opportunity. Last March, more than 1,200 members of the PEAK community gathered for a virtual assembly centering on what it looks like to "live your PEAK." Across the week, we imagined how grantmaking can truly embody everything PEAK stands for—Principles, Equity, Advocacy, and Knowledge—taking inspiration from thought-provoking keynotes, interactive peer dialogues, skill-building breakouts, and community gatherings. And at week's end, we left empowered to lead change in our organizations and in the sector at large.





Our opening keynote paired Vu Le and Borealis Philanthropy's Amoretta Morris for a candid talk about what's standing in the way of progress on equity. RARE Coaching & Consulting's Aiko Bethea and author Megan Reitz advocated for psychological safety and wellness as essential for equity. We closed with four CEOs, all women of color, continuing the discussion on the changing face of philanthropy that started at PEAK2021, with PEAK's Satonya Fair in conversation with ABFE's Susan Taylor Batten. Marguerite Casey Foundation's Carmen Rojas, and Winthrop Rockefeller Foundation's Sherece West-Scantlebury.





Graphic illustrations by Toya Beacham, from PEAK2022 Online















Though we couldn't gather as planned in New Orleans in 2022, we found a way to celebrate the city's history and cultures virtually through **NOLA Time**, a series of short films produced by local nonprofits and documentary filmmakers, curated by our team and interspersed throughout the event.



Build Your Own Table by Ashley Lukashevsky, from PEAK's Journal

#### We evolved Grants Management 101.

Last August, PEAK launched its latest iteration of this virtual learning journey, which provides a deep dive into the fundamentals of grants management, the philanthropic sector, and equitable, effective grantmaking practices. Across the five-month program, 121 Class of 2022 participants attended content sessions facilitated by a diverse faculty of staff and guest presenters. In 2022, we added cohort convenings with the space to meet in smaller groups, facilitated by six advisors—PEAK board alumni offering their leadership, time, expertise, and experience. Our thanks go to inaugural cohort advisors **Jennifer Burran**, Fidelity Foundation; **Margaret Egan**, Egan Consulting; **Adriana Jiménez**, American Jewish World Service; **Adin Miller**, Los Altos Mountain View Community Foundation; **Ursula Stewart**, Salesforce.org; and **Patrick Taylor**, Zellerbach Family Foundation.

"As a GM101 cohort advisor, I not only had the opportunity to facilitate group learning around timely topics such as equitable grantmaking and trust-based philanthropy, I also had the chance to advance my own journey by learning from experiences shared by my cohort members."

**Adriana Jiménez**, Associate Director of International Operations, American Jewish World Service, *PEAK Board Alum* 

"We learned to get out of our comfort zones to discuss how we can make a difference by speaking up where we might see inequities and improve our grantmaking policies and practices so that we could be a more equitable, diverse, and inclusive organization."

**Roshani Desai**, Grants Management Coordinator, Robert Wood Johnson Foundation

"Through GM101,
it's been such a
treat learning such
foundational things
about working in
a foundation.
Here's to being a
lifelong learner
and always staying
curious and critical."

Jennelyn Tumalad, Program Associate, Center for Cultural Innovation

# We completed PEAK's first peer mentoring program.

This pilot was a collaboration with PEAK's Northeast chapter, and named in memory of Orneata Prawl, one of our beloved founding members and an early chapter volunteer leader. The yearlong program engaged 21 mentor-mentee pairs who met one-on-one and as a cohort to support one another in their career trajectories, troubleshoot challenges, share resources and ideas, and discuss ways PEAK can improve mentorship opportunities moving forward. One common thread amidst the feedback from both mentors and mentees was the way that mentoring can be a mutually beneficial experience when power dynamics are addressed and minimized, and when the focus is placed on colearning.

"Last year was an incredibly hard year for many people, including me. The highlight was being selected for PEAK's mentoring program and being paired with Nikki Carpenter. I am very grateful to have an amazing mentor and friend and for my PEAK Grantmaking family."

**Elizabeth Flores-Amaya**, Director, Community Impact, Women's Sports Foundation, *Pilot Mentoring Program Mentee* 

# Our CONNECT online discussion forum continued to serve as a vital gathering place for support and advice.

With many funders facing similar challenges, members reached out to their peers readily, who shared—generously and in real time—their insights, resources, and approaches to more efficient and equitable grantmaking. We lifted up these valuable exchanges by highlighting conversation threads in our *PEAK Weekly* newsletters and publishing an ongoing "CONNECTing" series of articles.

"What can we do to lean into innovation and adaptation? I read CONNECT almost every day because I am challenged by the questions my colleagues are asking."

**Josh Abel**, Director of Grants Administration and Legal Counsel and Secretary to the Board of Trustees, Nina Mason Pulliam Charitable Trust, *PEAK Board Member* 

3,037
CONNECT users

up 9% over 2021

21,365

**CONNECT sessions** *Up* 9% over 2021

# We traveled farther with our sector partners.

PEAK takes to heart the West African proverb, "If you want to go fast, go alone. If you want to go far, go together."

To activate and build the movement for long overdue and increasingly urgent changes in philanthropy, we need allies. In 2022, we deepened our strategic partnerships with 26 like-minded philanthropy-supporting organizations, networks, technology companies, consultants, and funders to accelerate and advance transformation across the sector.

Our commitment to effecting large-scale change demands that we formalize our engagement strategy to carefully identify and invest in new, cocreated opportunities that complement our skills and extend our ability to take on bold initiatives—the kind that have the power to transform the field. Core to our philosophy is moving beyond the transactional and into the transformational: With our partners,



An Invitation EV 7/10 by Favianna Rodriguez, from PEAK's Journal

we aim to be bold, transparent, and trusting. We want to share big ideas and demonstrate thoughtful alignment that centers our grants community as change leaders for the sector.

# Making a commitment to ensure inclusive, accessible practices

In 2022, PEAK joined 60 foundations and fellow philanthropy-supporting organizations in signing on to the Disability & Philanthropy Forum's **Disability Inclusion Pledge**, affirming our commitment to prioritize equity and accessibility in all we do. Over the year, we embarked on a learning journey that centered the perspectives of disabled people, then began implementing recommendations and an action plan to ensure the inclusion of people with disabilities in our programs, platforms, policies, and practices.

"Together, we can leverage the wisdom of the disability community and the investments of philanthropy to disrupt ableism and advance equity."

**Emily Harris**, Executive Director, Disability & Philanthropy Forum

# Lifting up critical issues in solidarity

PEAK joined hundreds of foundations and fellow philanthropy-supporting organizations in signing letters that spoke to our government partners boldly, and collectively, on behalf of voting rights protections, nonprofit power, and donor incentives—led by colleagues United Philanthropy Forum, Independent Sector, and others.

# Showing up and speaking up for change

Satonya Fair penned op-eds that challenged long-held paradigms and conveyed her actionable vision for an equity-centered future for Candid and the Center for Effective Philanthropy. The PEAK team sought out opportunities to advocate for equity, transparency, and transformation—speaking and participating at conferences, giving presentations and workshops, and joining partner convenings and advisory groups, including:

#### **ABFE**

**Blackbaud** 

Candid

**Center for Disaster Philanthropy** 

**Commonwealth Fund** 

**Council of Michigan Foundations** 

**Council on Foundations** 

**Equitable Evaluation Initiative** 

**Grantmakers for Western Pennsylvania** 

**Hypertherm Hope Foundation** 

**Independent Sector** 

**Kresge Foundation** 

**Philanthropy Northwest** 

**Philanthropy Southeast** 

**Robert Wood Johnson Foundation** 

**Taproot Foundation** 

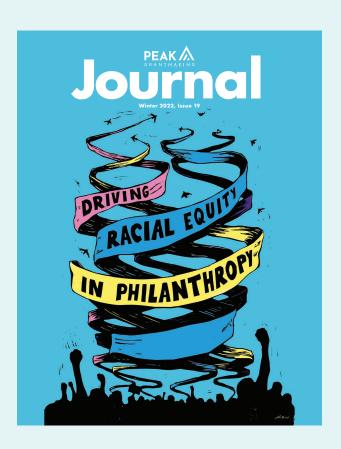
**United Philanthropy Forum** 

**United Way of Greater Atlanta** 

Washington Regional Association of Grantmakers

# PEAK's Journal has emerged as a powerful tool for advocacy.

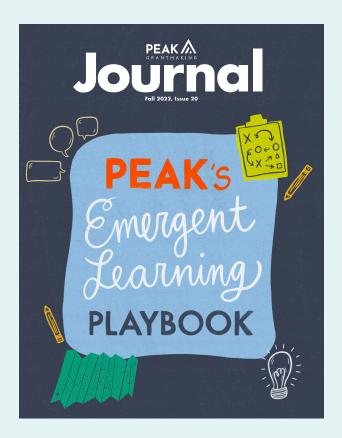
Through our publishing program, PEAK has created a unique space for amplifying thought leadership that tackles the most pressing sector issues. Our vision for the reenvisioned *Journal*—now three years and five issues in—was to create a brave space for truth telling, solution sharing, and lifting up diverse perspectives from our members, partners, and allies.



We opened 2022 with the release of **Driving Racial Equity in Grantmaking**. Cocreated with guest editors **Adam Liebling** and **Miyesha Perry**, this issue featured conversations, stories from the field, and community voices calling us all to intentionally build cultures of belonging for everyone and to embrace your power, no matter where you sit, to move us closer to racial equity and justice in our work and our world. Nonprofits, artists, and photographers enriched the presentation, offering powerful (and personal) reflections on racial equity.

"I find these journals to be a valuable resource for approaching the philanthropic sector with a nuanced appreciation for the power dynamics, institutional policies and practices, and other structural considerations that shape our work."

**Marcus Walton**, CEO, Grantmakers for Effective Organizations



In our fall edition, PEAK's Emergent Learning Playbook, we advocated for an approach to grantmaking work that is adaptive, inclusive, transparent, and curious. Our team collaborated with guest editors Melanie Matthews and **Shantelice White** to delve into the constructive messiness of idea generation and iteration. reframing "failure" as a necessary part of learning and growth, and making space for all voices—including our grantee partners and the communities we serve together. We heard from numerous grants professionals about what being an emergent learner means to them and what it looks like in practice, and we highlighted PEAK's own learning journey to operationalize this playbook as an organization.





"As a Journal team, I felt like we were practicing what we were preaching every day, coming together and wrestling with the working definition of what it means to be an emergent learning individual and organization."

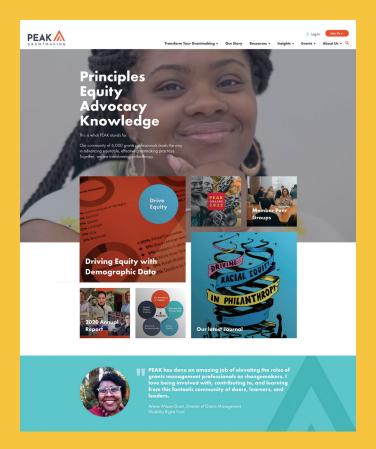
**Shantelice White**, Associate Director, Grants Operations, MacArthur Foundation, *Journal Guest Editor* 

#### Amplifying community insights year-round

Our **Insights** publishing program captures and highlights the vibrant conversations and learnings happening within our community and across the philanthropic sector, inviting practitioners and experts to explore practice challenges, new ideas, and emerging solutions, and through our *Weekly Reads* feature. And our continuing CEO:CEO series brought PEAK's **Satonya Fair** in conversation with Annie E. Casey Foundation's **Lisa Hamilton**, Philanthropy New York's **Kathryn O'Neal-Dunham**, and Bainum Family Foundation's **David Daniels**.

## Online engagement soared.

The value of PEAK's resources to our community and the broader sector was evidenced by an unprecedented level of website activity: accessing resources, reading PEAK's Journal and Insights, signing up for convenings, and exploring our job board. Our network also reached a new level of social media participation: In 2022, PEAK's LinkedIn audience and engagement more than doubled.



171,033

website visits up 31% over 2021

419,456

website pageviews up 44% over 2021

65,810

**Insights and** *Journal* **pageviews** up 10% over 2021

33,049

convenings and events pageviews up 50% over 2021

44,134

job board pageviews up 132% over 2021

# We built a highly engaged organization and culture.

In 2022, PEAK centered its internal work around establishing an environment of belonging and growth. We prioritized people and developed small, actionable steps to promote a culture of mental well-being and professional advancement. We expanded workplace flexibility, applying lessons we've learned during the pandemic to strengthen our remote workplace. Feedback from our growing team—including the testimony that recognized PEAK as a "2022 Great Place to Work"—affirmed that we are well on the path to establishing a culture that cherishes creativity, collaboration, and human beings.

#### Indeed, 2022 was a year of organizational firsts:

We gathered for our first staff and board retreat. We scheduled essential weeklong breaks throughout the year for rest and restoration. We hired six talented individuals to join our team and promoted four staff members to new roles, representing unprecedented growth for our organization.

In addition, we celebrated important organizational milestones: With time off for volunteering offered, staff engaged in 68 hours of volunteer service in their communities. Staff began a yearlong racial equity learning journey facilitated by our partners at CommunityBuild Ventures. We updated our parental leave and reentry policy to provide staff



with advice early on and options for their return to work, while also taking into consideration flexible working hours and work locations. We offered staff a wide range of learning and development opportunities. And we added Juneteenth to our time-off calendar.

# Our board of directors provided forward-thinking leadership while navigating another pivotal year of change.

Deeply committed to an equity-centered, values-driven grantmaking world, our board provides organizational governance and works alongside staff to realize our mission and vision. In 2022, amid social and economic disruption that put further pressures on nonprofits, PEAK's board recognized the need to be bold, strategic, and flexible. The board matched its actions to PEAK's mission by supporting the role of professional staff and operational flexibility in leading the organization.



Board members sought to review roles and responsibilities by updating committee charters, amending the bylaws, and creating mentoring roles, such as chair emeritus. Our board continued its learning journey by completing a board assessment designed to provide guidance for good governance practices and a sustainable, better future for all of us.

"Being a board member gives me the opportunity to have a 360-degree view of the field and better understand the challenges and opportunities ahead for transformational change."

**Teresita Maz**, Vice President, Operations, Blue Cross and Blue Shield of North Carolina Foundation, *PEAK Board Member*  "My PEAK board tenure started as our country started on a rocky path. I can say this community is not just made of grant managers. You all rallied together and leaned on each other to bust through processes as a sector."

**Steve Casey**, Deputy Director, Grants, We Mean Business Coalition, 2022 PEAK Board Chair Emeritus

# STAFF AND BOARD OF DIRECTORS DEMOGRAPHICS



## **FINANCIALS**

#### **PEAK Grantmaking**

Statement of Financial Position December 31, 2022

Assets	2022
Cash and cash equivalents	\$4,244,718
Grants and contributions receiveable	\$253,000
Accounts receivable	\$91,000
Prepaid expenses and deposit	\$134,564
Investments	\$1,167,883
Property and equipment, net	\$36,117
Total Assets	
Tordi Assers	\$5,927,282
	0000
Liabilities	2022
Accounts payable and accrued expenses	\$117,743
Refundable advances	\$37,500
Deferred revenue	\$322,100
Total Current Liabilities	\$477,343
Net Assets	2022
Without donor restrictions:	
Undesignated	\$3,400,055
Board-designated operating reserve	\$1,167,883
Total without donor restrictions	\$4,567,938
With donor restrictions	\$882,001
Total Net Assets	\$5,449,939
Total Liability and Net Assets	\$5,927,282

#### **PEAK Grantmaking**

## Statement of Activities December 31, 2022

Revenue and Support	Without Donor Restrictions	With Donor Restrictions
Grants and contributions	\$1,167,830	\$1,025,000
Annual conference	\$1,022,000	\$126,700
Other registration fees	\$270,040	
Membership dues	\$387,833	
Workshops	<b>\$</b> O	
Conference exhibitors	\$48,000	
Contract income	\$41,500	
Investment income	(\$228,335)	
Product sales	\$45	
In-kind contributions	\$4,300	
Other income	\$177,293	
Released from restrictions	\$541,005	(\$541,005)
<b>Total Revenue and Support</b>	\$3,431,511	\$610,695

Expenses	Without Donor Restrictions	With Donor Restrictions
Programs	\$1,539,418	
Member engagement	\$856,453	
Total program services	\$2,395,871	
Management and general	\$843,104	
Fundraising	\$226,321	
Total supporting services	\$1,069,425	
Total expenses	\$3,465,296	
Change in Net Assets	(\$33,785)	\$610,695
Net Assets, beginning of year	\$4,601,723	\$271,306
Net Assets, end of year	\$4,567,938	\$882,001

PEAK Grantmaking's audited financial statements are posted at peakgrantmaking.org/financials, and a complete copy of our consolidated financial statements is available upon request.

## **ACKNOWLEDGEMENTS**

We are grateful for the generosity, enthusiasm, commitment, and invaluable contributions of our members, volunteers, supporters, and partners. Truly, you are the heart of PEAK!

### **Members**

Bolded here, we recognize the long-standing commitment of Organization Members who have supported PEAK Grantmaking for 10 years or more.

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**Bainum Family Foundation** 

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Hypertherm HOPE Foundation

The JPB Foundation

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Foundation for A Just Society

Foundation for Child Development

Foundation for Food & Agriculture Research

Foundation for Middle East Peace

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Fred & Jean Allegretti Foundation

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Ursula Stewart, Salesforce.org

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Pallavi Bharadwaj, Society of Exploration Geophysicists,
Leadership Committee

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Shantelice White, MacArthur Foundation, *Cochair* Shakila Woltz, Robert Wood Johnson Foundation, *Cochair* 

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Pallavi Bharadwaj, Society of Exploration Geophysicists Douglas Black, Astraea Lesbian Foundation for Justice Nikki Carpenter, Merck

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Roshani Desai, Robert Wood Johnson Foundation

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Bonnie Rivers, The JPB Foundation

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Charitable Trust

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Suzanne Shea, Ford Foundation

Katie Shragge, Andrew W. Mellon Foundation

Ursula Stewart, Salesforce.org

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Kelsey Andersen, Arcus Foundation

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Dawn Byrnes, Asian Cultural Council

Joanna Castro, West Harlem Development Corporation

Fei Chin, Foundation for a Just Society

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Mariam Assefa Fund

Cheavanese Diedrick, Trinity Church Wall Street

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Jacqueline Gifuni-Koutsouris, Partners for Health Foundation

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MariaClaudia Lora, Research to Prevent Blindness

Laura Martinez, MADRE

Megan McLean, Maimonides Fund

Abigail Osei, The Starr Foundation

Scarlett Rodriguez, Citi Foundation

Adela Ruiz, NBA Foundation

Sydney Schwartz, Ms. Foundation for Women

Joan F. Springs, Living Cities

Rebekah Tonthat, Joyce and Irving Goldman Family Foundation

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Margaret Egan, Egan Consulting

Adriana Jiménez, American Jewish World Service

Adin Miller, Los Altos Community Foundation

Ursula Stewart, Salesforce.org

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