

The Roles, Impacts, and Institutional Characteristics of Grantmaking Foundations

Supporting Women's Causes in the U.S.

by

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A Dissertation Presented in Partial Fulfillment
of the Requirements for the Degree
Doctor of Philosophy

Approved April 2022 by the
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ARIZONA STATE UNIVERSITY

August 2022

ABSTRACT

This study examines the roles and impacts of U.S. foundation grantmaking for women, as well as the influences of the foundations' institutional characteristics on their grantmaking practices by employing a mixed-methods research design. In the first quantitative phase, this study explores three major research questions: (1) How has foundation grantmaking for women changed in the U.S.? (2) Whether and how foundations' institutional characteristics are related to their grantmaking activities for women? (3) Whether and how foundation grantmaking for women has influenced women's status? To address these research questions, I collect and analyze data on the U.S. foundation grants for women during the period between 2005 and 2014 from the Foundation Center and data indicating women's status at the state level from various sources. The second qualitative phase focuses on examining the second and third research questions further by employing a comparative case study approach. Specifically, I conducted semi-structured interviews with directors or staff of the selected five foundations supporting women's causes.

The results show that foundations supporting women's causes have focused more on their advocacy role than their charitable role by distributing their grants to programs for women's rights/studies. Additionally, a foundation is more likely to give grants for women's rights/studies when the organization is younger, with a higher total giving size, in the Western region, in the state of liberal ideology, or an independent foundation. Furthermore, a state with a larger amount of foundation grants for women (per woman) reveals a higher women's status. The case study findings indicate that differences exist in how foundations implement their grantmaking decisions for women and how foundations

assess their grantmaking impact on women. It also shows some evidence that foundations' grantmaking decisions and impact assessment strategies for women are affected by the foundations' institutional characteristics such as women's leadership. This dissertation sheds light on our understanding of current trends of U.S. foundation grantmaking for women that was less focused and makes both theoretical and practical contributions to the nonprofit sector by suggesting a framework to assess the impact of foundations in society.

DEDICATION

I dedicate this dissertation first and foremost to Almighty God, my source of strength, courage, comfort, wisdom, knowledge, and love. Special dedication also to my loving family, friends, and mentors. Without your love, support, and prayers, this journey would not have been possible. I love and thank you.

ACKNOWLEDGMENTS

I am deeply thankful and blessed to have so many wonderful people who have helped and supported me every step of the way. Dr. Lili Wang, my academic advisor, chair, and one of the primary reasons I came to Arizona has provided constant support, guidance, encouragement, and stimulating questions for all my research. She is an amazing mentor as a scholar and educator and gives me consistent inspiration to create a positive social impact through my research. My dissertation committee, Dr. Gordon Shockley, Dr. Laurie Mook, and Dr. Robbie Robichau have my appreciation and gratitude for their willingness to work with me on this dissertation and for their scholarly critique and thought-provoking feedback and suggestions about my research. Without their guidance and support, I would not be writing this page today. Dr. Richard Knopf's support extended beyond words of encouragement to moral and institutional support for my academic journey. He has inspired me to follow my passion and I am grateful for his prayers and support for my completion of this program from the beginning. I would also like to thank many other faculty members who have encouraged and supported me throughout my academic journey; among them are Dr. Mark Hager, Dr. Jesse Lecy, Dr. Kelly Ramella, Dr. Sandra Price, and Dr. Woojin Lee. Additionally, I am forever grateful for the colleagues and friends I get to spend my days with, special thanks to Tasha Love, Tania L. Hernandez, Won No, ChiaKo (JK) Hung, Virginia Coco, Mahalakshmi (Maha) Mahalingam, and Seojin Lee. They made my PhD journey much more enjoyable and keep me sane throughout the whole process.

My dissertation has benefited from many sources of financial and institutional support. Particularly, I would like to thank Dr. Mark Searle and Mrs. Judy Searle's

research grant and the Graduate & Professional Student Association (GPSA)'s research award at Arizona State University (ASU). The International Society for Third-Sector Research (ISTR) Asia-Pacific PhD Seminar, the ISTR conference, and the ARNOVA conference provided financial support and opportunities to develop and improve my research project. I also very much appreciate the School of Community Resources and Development, the Graduate College, and the GPSA at ASU for providing financial assistance for my conference participation which allowed me to obtain invaluable feedback for my work. Additionally, I wish to express my gratitude to Dr. Robert Ashcraft for helping me recruit study participants. I would also like to acknowledge the participants of my case studies, who took the time for the interviews and enabled this research to be possible.

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CHAPTER 1

INTRODUCTION

1.1. Statement of the Problem

Women's empowerment and gender equality have been critical strategic issues with potential influences on the growth of a nation. To address the global challenges that we are facing today and create new opportunities, the global community needs to give women equal rights and opportunities to use their skills, ideas, and perspectives in society (WEF, 2002; 2006; 2021). Considerable research has shown that the advancement of women's social, economic, and political engagement is the most effective strategy to accelerate the growth of a nation. In other words, women's empowerment is "smart economics" (Klasen & Lamanna, 2009; Stotsky, 2006; Verveer, 2012).

The global gender gap stands at 67.7% in 2021 according to the Global Gender Gap Reports published annually by the World Economic Forum (WEF, 2021). This means that a gender gap of 32.3% still needs to be diminished to accomplish gender parity globally across the four index categories: education, economy, health, and politics. The gender disparity in political empowerment is the most challenging sphere, followed by the gap in economic participation and opportunity (WEF, 2021). The Global Gender Gap reports also reveal that the U.S. ranks 30th out of 156 countries in 2021, compared to 23rd out of 115 countries in 2006 (WEF, 2006; 2021), indicating that still more efforts are needed to improve the status of women despite positive changes for reducing the gender gap in the country.

Philanthropic interests in women's issues have increased in recent decades in the U.S. According to the research conducted by the Foundation Center and the Women's

Funding Network, more than 72,000 philanthropic foundations (hereafter, foundations) used about \$2.1 billion to support activities targeting women and girls in 2006, which is more than a fivefold increase from \$412.1 million in 1990 (Atienza et al., 2009). This indicates that funders are becoming increasingly aware of the fact that investing in women will accelerate social changes with great potential (Atienza et al., 2009). For instance, the Women’s Funding Network, a global movement of women’s funds, emphasizes the logic model that, “when you invest in a woman, you invest in a family, and that these cumulative investments reap returns for communities, and ultimately, for whole nations” (Atienza et al., 2009, p. 21).

Despite the overall growth of foundation funding for women, however, little is known about the roles of grantmaking foundations and their impact on women in the U.S. (Irvine & Halterman, 2018). This is partly because measuring the impact of foundations is time-consuming, costly, and difficult (Buchanan, 2002; Scherer, 2016). For instance, Gillespie’s study (2019a) illustrates challenges faced by women’s foundations and funds in assessing their impacts, such as limited resources, constrained availability of staff and volunteers, and expertise, and difficulties in measuring outcomes and obtaining data from grantees or beneficiaries served. Furthermore, a body of literature associated with foundation grantmaking for women has primarily focused on the global funds for women in terms of international development (Baliamoune-Lutz, 2016; Campbell & Teghtsoonian, 2010; Cornwall, 2016).

1.2. Purpose of the Study

The purpose of the explanatory sequential mixed-methods study is to examine the roles and impacts of U.S. foundation grantmaking for women, as well as the influences of the foundations' institutional characteristics on their grantmaking practices. The research design involves a two-phase procedure in which the researcher collects and analyzes quantitative data in the first phase, and then the quantitative results are used to plan the second qualitative phase (Creswell & Creswell, 2017).

Specifically, in the first quantitative phase, the study explores three major research questions regarding how foundation grantmaking for women has changed in the U.S., whether and how foundations' institutional features are related to their grantmaking for women, and whether and how foundation grantmaking for women has influenced women's status. To answer these research questions, I collect and analyze data on the U.S. foundation grants for women between 2005 and 2014 from the Foundation Center's Foundation Directory Online and data associated with women's status at the state level from various sources. For the first research question, I examine if foundation grantmaking for women tends to support programs on service delivery or advocacy by using government failure theory and elite power theory. For the second research question, based on the institutional theory, I predict that foundations' institutional traits, such as total giving size, foundation region, political ideology, foundation age, foundation type, and membership in any affinity group or association, are associated with their grantmaking activities for women. For the third research question, from the social innovation theory, I predict that foundation grantmaking has influenced the improvement of women's status in the U.S.

The second qualitative phase focuses on examining the second and third research questions further by employing case studies. Specifically, I conduct in-depth semi-structured interviews with foundation directors or staff working on addressing women's causes to understand foundations' grantmaking decisions and impact assessment strategies, and institutional traits in detail. The specific research sub-questions for the qualitative phase are how foundations implement their grantmaking decisions for women, how they measure their grantmaking impact on women, and how the foundations' institutional characteristics influence their grantmaking decision and impact assessment strategies for women.

The reason for choosing a mixed-method design in the study is that it is a useful strategy when various types of data collected can offer a more comprehensive understanding of certain research questions compared to either quantitative or qualitative data alone (Creswell & Creswell, 2017; Ivankova et al., 2006). Even though the findings from quantitative data for my research questions could provide empirical evidence on the relationships among variables such as whether foundation grantmaking for women has influenced women's status, it does not capture the details of how foundation grantmaking for women has influenced women's status and how foundations measure their grantmaking impact on women. Case studies of the selected foundations that have made grants to address women's issues can provide a detailed account of their grantmaking decisions and impact assessment strategies for women. When quantitative and qualitative data are used in combination in a single study, one database can help explain the other database as a complement, and it allows for a more comprehensive analysis (Ivankova et al., 2006; Tashakkori & Teddlie, 1998).

1.3. Research Questions

In the first quantitative phase, this study investigates three major research questions: (1) How has foundation grantmaking for women changed in the U.S.? (2) Whether and how foundations' institutional traits are related to their grantmaking for women? (3) Whether and how foundation grantmaking for women has influenced women's status?

The second qualitative phase examines the second and third research questions further by employing case studies. The research sub-questions for the second phase were formulated based on the findings of the first phase. They include: How do foundations make their grantmaking decisions for women? How do they measure their grantmaking impact on women? How do the foundations' institutional characteristics influence their grantmaking decisions and impact assessment strategies for women?

1.4. Definition of Terms

In this research, I define foundations as tax-exempt organizations that give grants to other nonprofit organizations or individuals. This study includes independent foundations, corporate foundations, operating foundations, community foundations, and some public charities that give grants to other nonprofit organizations. While my dissertation primarily focuses on foundations supporting women's causes in the U.S., some public charities such as the Urgent Action Fund for Women's Human Rights and the Women's Way were included in the study because they made grants to other nonprofit organizations supporting women's causes between 2005 and 2014.

Legally, the U.S. Internal Revenue Service (IRS) governs foundations, and its tax code distinguishes between private foundations and public charities. According to the Council on Foundations, private foundations are usually financially supported by a single source such as an individual, a family, or a corporation. All private foundations are 501(c)(3) organizations under the Internal Revenue Code, and independent foundations, corporate foundations, and operating foundations are included in this category (Council on Foundations, 2021).

Unlike private foundations, public charities usually receive financial support from the general public, and educational, religious, and medical organizations can be considered public charities (Council on Foundations, 2021). Public charities are exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code, and community foundations and public foundations are included in this category (Council on Foundations, 2021).

In this research, I also define women's status as women's social situation in terms of economic, educational, health, and political participation aspects. Typically, the focus of assessing women's status has been on women's utilization of and access to resources and information, such as access to employment, education, and health services (Data for Impact, n.d.).

1.5. Significance of the Study

The main significance of the study is that it measures the impact of U.S. foundation grantmaking for women directly and provides empirical evidence of the impact. Foundations' impact measurement is one of the major challenges that foundations

have faced because it is time-consuming, costly, and difficult to directly assess the social impact of foundations through their grantmaking (Buchanan, 2002; Buteau et al, 2016; Scherer, 2016). Increasing emphasis on measurement of effectiveness within foundations considering transparency and accountability, as well as growing external pressures such as regulatory scrutiny of foundations, are forcing foundation leaders to seek better measures of foundation activities (Brock, 2013; Buchanan, 2002; Buteau et al, 2016; Scherer, 2016). In this regard, empirical evidence of the study for the impact of U.S. foundation grantmaking for women would provide a feasible tool to measure the impacts of foundations in society, as well as help us recognize the importance of grantmaking foundations by investing in women for social innovation.

Moreover, this study suggests a new index to assess women's status at the state level that is useful for both academic and professional fields. The proposed women's status index is employed to investigate foundations' impacts on women in the quantitative part and used to guide the qualitative analysis of the case study of this dissertation. The new women's status index would contribute to the literature on the measurement methods of gender-based inequality and women's status. In addition, the new index would be able to be utilized in professional fields as a tool to present foundations' impacts on women.

Furthermore, this dissertation offers insights on how to develop and improve effective grantmaking strategies for women. Concerning there is a growing interest among foundation leaders and funders to leverage their resources to create change in society (Ferris & Williams, 2010), developing effective grantmaking and impact assessment tactics is necessary to fulfill their missions and make positive social change.

In particular, the case studies show greater details of how foundations implement their grantmaking decisions for women in terms of criteria, stakeholders, and grant cycles, and how they measure their impact by utilizing reports from grantees, foundations' own tracking, outside evaluators, and participation (i.e., foundations' involvement in the process of grantees' impact assessment of their funded programs). It also illustrates how foundations' institutional characteristics such as size, type, and women's leadership, influence their grantmaking decision and impact assessment strategies for women. The study findings would provide practical implications for those who are interested in supporting the advancement of foundations' grantmaking strategies and impact assessment methods for women.

Additionally, this study sheds light on our understanding of current trends of U.S. foundation grantmaking for women that was less focused and adds new insight to the literature on the larger research areas, such as philanthropy and gender. Some feminist researchers and activists have criticized that foundations' grantmaking for women usually directs programs toward service provision and away from advocacy (Irvine & Halterman, 2018). This could result in diverting nonprofit organizations and activists working for women's causes into service delivery rather than advocacy and thus weakening their capacity to engage in the political arena (Irvine & Halterman, 2018). The dissertation findings would provide some answers to the critique with new insights and knowledge in the academic field.

1.6. Chapter Overviews

Chapter 1 introduced this dissertation research as a whole by presenting the problem statement, outlining the purpose of the study, stating major research questions, defining definitions and terms utilized for this research, and emphasizing study significance. The rest of this dissertation research is organized into the following chapters. Chapter 2 examines the literature review and theoretical approaches. Particularly, the literature review deals with foundations' roles in society, foundations' institutional characteristics and grantmaking, and foundations' impacts as social innovation. Chapter 3 describes the research methodology including the research design of the mixed methods. Chapter 4, Chapter 5, and Chapter 6 present the findings of this dissertation. Specifically, as the results of the first quantitative phase, Chapter 4 addresses how foundation funding for women has changed in the U.S. and whether and how foundations' institutional characteristics are associated with their grantmaking for women. Chapter 5 addresses whether and how foundation grantmaking for women has influenced women's status in the U.S. As the findings of the second qualitative phase, Chapter 6 presents the comparative case study results regarding foundations' grantmaking decisions and impact assessment on women and the influences of their institutional characteristics. Finally, Chapter 7 shows the conclusion of this dissertation research including the implications of this study's results and recommendations for future research directions.

CHAPTER 2

LITERATURE REVIEW AND THEORETICAL APPROACHES

In this chapter, I examine the literature on the roles of foundations in society and for women employing government failure theory and elite power theory. I then explore the literature on foundations' institutional characteristics and their grantmaking, and for women by using institutional theory. Also, I investigate the literature on the impact of foundations in society and especially on women by employing social innovation theory. Finally, I present my conceptual framework which shows the associations among foundations' institutional characteristics, foundations' grantmaking and roles, and foundations' impact on women.

2.1. Foundations' Roles in Society

2.1.1. Two Roles of Foundations

Foundations' roles and contributions vary in society (Anheier & Hammack, 2010; Mosley & Galaskiewicz, 2015; Sandfort, 2008). Historically, foundations have played a charitable role by distributing their resources to populations who are not well supported by governments (Anheier & Hammack, 2010; Mosley & Galaskiewicz, 2015; Sandfort, 2008). Particularly, since the early twentieth century, foundations have supported multiple charities and social institutions, such as human services and hospitals (Faber & McCarthy, 2005, p. 3). Many historical examples reveal that foundations have played a charitable role in the U.S. in various fields, such as education, health care, and social welfare (Frumkin & Kaplan, 2010; Knickman & Isaacs, 2010; Bielefeld & Chu, 2010).

The other major function that foundations have played in association with the government is an advocacy role (Klopott, 2015; Reckhow & Tompkins-Stange, 2015; Suarez, 2012). Foundation studies over the past few decades show that many foundations focus on their advocacy role as their primary goal (Fleishman, 2007; Sandfort, 2008; Suarez, 2012). For instance, the Rockefeller Foundation supported numerous scientific research and policy expertise, and the Ford Foundation affected public policies by focusing on poverty and political marginalization issues of women, the elderly, and people of color (Faber & McCarthy, 2005, p. 3). The Russell Sage Foundation fostered government to improve national standards for public health, housing, and worker's compensation, and the Century Foundation (established as The Cooperative League at first and then renamed as the Twentieth Century Fund) supported the creation of credit unions, as well as the development of consumer capitalism (Faber & McCarthy, 2005, p. 3). The two major roles that foundations have played could be explained by two theoretical approaches: government failure theory and elite power theory.

2.1.2. Theoretical Approaches

Government Failure Theory and Elite Power Theory. The government failure perspective provides support for the idea of foundations' charitable role. Government failure theory was suggested by economist Weisbrod (1975) to describe why the provision of public goods shifts from government to other sectors and why nonprofit organizations emerged in market economies (Anheier, 2014; Frumkin, 2009; Young, 2000). He claimed that the inability of the government to satisfy citizens' diverse needs and interests results in government failure. In other words, nonprofit organizations

emerged as an adjustment to the limited abilities of the government (Anheier, 2014; Frumkin, 2009; Young, 2000; Weisbrod, 1975). Because governments need to consider equity and bureaucratic process to tax, they are constrained to provide enough quantity and quality of public goods according to citizens' various demands. Thus, governments just follow the median voters' preferences, and some citizens remain unsatisfied (Douglas, 1987; Young, 2000). In terms of the government failure approach, nonprofit entities emerge and develop because certain nonprofit organizations are needed to serve as alternative providers of public goods and supplements of government provision (Anheier, 2014; Frumkin, 2009; Young, 2000).

Foundations, which hold an important place in the nonprofit sector as well as occupy a unique niche in the fields of public affairs, possess various resources and can invest them without regard to market restrictions and public deliberations (Sandfort, 2008). In Sandfort's study (2008), the author argued that foundations have played a significant role by supplementing and complementing government provisions. Foundations can supplement government by providing resources in fields where the government is not focused like the Carnegie Corporation provided considerable funds for establishing public libraries nationally (Sandfort, 2008). Similarly, foundations can complement the government by investing funds for delivering public services that are largely financed by the government (Sandfort, 2008).

The elite power perspective helps understand the foundations' advocacy role. Historically, many elite foundations have worked to influence decisions within social and political systems and push for social changes (Dye, 2001; Klopott, 2015; Mosley & Galaskiewicz, 2015; Reckhow & Tompkins-Stange, 2015; Tompkins-Stange, 2013). In

other words, foundations were a significant tool used by the elite to influence and shape public policies (Dye, 2001; Klopott, 2015; Mosley & Galaskiewicz, 2015; Reckhow & Tompkins-Stange, 2015; Tompkins-Stange, 2013). For this reason, many critiques exist that great social and economic power has been concentrated in a few elite foundations that are unelected and unregulated (Fleishman, 2007; Klopott, 2015). The term ‘power elite’ was introduced by Sociologist Mills (1956). The author argued that the power elites are those who occupy the dominant status in the dominant institutions, such as economic, military, and political fields. Often the elite might not be aware of their dominant status as elites and may be uncertain about their roles (Mills, 1956).

Although various economic and sociological theories can be applied to explaining the origins of foundations and their behaviors, the government failure perspective and the elite power perspective provide further support for the ideas that foundations have played both a charitable role and an advocacy role in society, respectively.

2.1.3. The Roles of Foundations for Women

The charitable role and the advocacy role could be applied in understanding foundations’ roles in addressing women’s issues. The dichotomous view can be used to investigate how foundation grantmaking for women has changed in the U.S. in the past few decades. For instance, if foundations have mainly funded programs for women’s services, it would show that foundations have primarily played a charitable role for women. If foundations have mainly funded programs for women’s rights and studies, it would reveal that foundations have primarily played an advocacy role for women.

Some studies have explored foundations' roles and contributions in addressing women's causes (Atienza et al., 2009; Brilliant, 2015; Gillespie, 2020; Goss, 2007; Irvine & Halterman, 2018). Atienza et al. (2009) examined women's funds' contributions to philanthropy through their grantmaking. As one of the major private funds for women's empowerment, women's funds cover diverse public charities, private foundations, and community foundations. The authors found that funding for women and girls from the broader foundation community increased from the 1990s to the 2000s, although it remained below 7.5% as a portion of overall foundation funding in 2003 (Atienza et al., 2009). The study also provided an overview of women's funds' grantmaking activities with descriptive analysis results, such as top funders, the geographic focus of funding, and funding issues and areas for women and girls in 2006 (Atienza et al., 2009).

As a case study, Brilliant (2015) also focused on investigating the evolution and achievements of the women's funds and the Women's Funding Network (WFN) from 1985 to 2012. The author argued that even though the WFN was dedicated to gaining resources for women's causes and mobilizing the resources for social change as social movement organizations, they are struggling for survival in changing environments for sustainability, diversity of women's organizational leadership, and prominence in the philanthropic field (Brilliant, 2015).

More currently, based on the 26 organization interviews and 209 organization surveys, Gillespie (2020) explored the works of U.S. women's foundations and funds to address how women's funds support women and what philosophies guide their activities. The author found that women's funds support women through both grantmaking and non-

grantmaking activities, and grantmaking activities are composed of funding empowerment-based programs.

By employing data of 6,500 foundation grants for women's groups or women's causes, Goss (2007) explored foundations' advocacy role, particularly in shaping the women's movement of the 1960s-1980s in the U.S. The author found that concerning the U.S. women's movement, foundations distributed their grants to the social construction of subgroup identities in the women population, which encouraged the segmentation of women's interests (Goss, 2007). The results showed that foundations promoted the growth of special interest politics by legitimizing female identity subgroups (Goss, 2007).

To answer an important critique that foundation funding often weakens global women's empowerment, Irvine and Halterman (2018) investigated shifts of foundation funding for women internationally in the fields of capacity building, coalition forming, and issue framing from 2002 to 2013. They found that the portion of foundation grants to organizations for women's political advocacy has held steady overall, whereas the portions of foundation grants for general operating costs, coalition building, and leadership training, have declined in the past decade (Irvine & Halterman, 2018).

Although the prior studies show that foundations have played significant roles in addressing women's issues (Atienza et al., 2009; Brilliant, 2015; Goss, 2007; Irvine & Halterman, 2018), the existing literature focuses primarily on descriptive statistics, case studies, or practices of foundations targeting investment in global women's issues. The trends and roles of foundation grantmaking and its impact on women in the U.S. remain an understudied subject. Particularly, in Irvine and Halterman's study (2018), the authors point out that some researchers and activists have criticized foundations' grantmaking

practices for women because they usually direct programs toward service provision and away from the political fields (Irvine & Halterman, 2018). Based on the literature on the foundations' roles for women, I posit the following:

Hypothesis 1: Foundation grantmaking for women tends to direct programs toward service provision and away from advocacy in the U.S.

2.2. Foundations' Institutional Characteristics and Grantmaking

2.2.1. The Relationship between Foundations' Institutional Characteristics and Their Grantmaking

Foundations have been considered important institutions in U.S. society in that they help donors to distribute their charitable funds and to shift funds to various grantees to create social change over time (Anheier & Hammack, 2010). To understand foundations' grantmaking behaviors, we may need to comprehend how foundations' organizational characteristics influence their grantmaking activities from the institutional perspective.

Previous studies show that foundations' practices and roles are affected by their institutional characteristics, such as foundations' size, region, age, type, and membership in any affinity group or association (Klopott, 2015; Mosley & Galaskiewicz, 2015; Suarez, 2012). In Suarez's study (2012), the author investigated which foundations offer legitimacy for social change nonprofits through their discourse by employing the database from the Foundation Center and guidebooks of social justice grants (Suarez, 2012). The author predicted that smaller, younger, and public foundations are more likely to deal with social change or social justice in their program descriptions. The author also

predicted that foundations that prioritize international grants are more likely to mention a social change in their discourse (Suarez, 2012). For example, although the largest foundations provide a great number of grants for social change, they would be reluctant to mention social justice in their discourse due to the concerns of oversights and regulations from the government and much attention from the press (Suarez, 2012). Similarly, private foundations would be reluctant to embrace the terminology of social change because of the concerns of regulations, such as the Tax Reform Act of 1969 which prohibits lobbying (Suarez, 2012). Older foundations would have more experience with government intervention in philanthropy than younger foundations, which would make them more constrained (Suarez, 2012). The findings of this study supported the author's hypotheses and implied that some foundations have played a significant role as policy actors (Suarez, 2012).

By employing data on the Foundation Center during the welfare reform era of 1993-2001, Mosley and Galaskiewicz (2015) examined whether foundations adopt roles consistent with providing social needs or focusing on social innovation and how these roles are different by foundations' size and type. The authors predicted that independent and larger foundations are more likely to focus on their social innovation role (Mosley & Galaskiewicz, 2015). For instance, independent foundations would be more inclined to take risks due to their autonomy, while corporate foundations would be more subject to some business interests, such as customer relations, and community foundations would be more subject to the local policy context (Mosley & Galaskiewicz, 2015). Moreover, larger foundations would develop more effective investment strategies to influence social change based on their experiences and capacities (Mosley & Galaskiewicz, 2015). The

findings of this study supported the relationships among foundations' institutional characteristics and their major roles (Mosley & Galaskiewicz, 2015).

Based on several data sources, such as the Foundation Center's Foundation Directory, the National Center for Charitable Statistics (NCCS) data web, and GuideStar, Klopott (2015) explored how foundations' grantmaking changed as a result of the two education policies: the Charlottesville Summit in 1989 and the No Child Left Behind in 2001. The author hypothesized that foundations' characteristics, such as membership in any affinity group, foundation size, and foundation region, would affect their grantmaking activities (Klopott, 2015). For example, the author predicted that engaging in professional associations would lead to an increased similarity among foundations because of normative isomorphic pressures. As expected, larger foundations with membership in any affinity group were more likely to be involved in policy grantmaking (Klopott, 2015). Also, the author predicted that foundations in the Western U.S. would be more likely to make policy grants than those in the other regions because most of the new education foundations are located in the Western region. However, foundations in the West, South, and Midwest were less likely to make policy grantmaking compared to those in the Northwest, which did not support his hypothesis (Klopott, 2015).

Even though it is not about foundation literature, Abramovitz's study (2013) offers some implication that the political ideology of a state where a foundation is located may also influence the foundation's grantmaking activities. The author argues that different political ideologies shape different public policies and social welfare services, as well as different theories of gender and racial inequality (Abramovitz, 2013). It is supported by Renna's study (2017) which found that liberals are more likely to support

feminist policies compared to conservatives. The study also found that conservatives tend to consider gender inequality issues as less significant than liberals (Renna, 2017).

The previous studies present evidence on the relationships between foundations' institutional characteristics and their grantmaking behaviors. Additionally, the institutional theory provides an account of how foundations' institutional environment influences their grantmaking actions.

2.2.2. Theoretical Approaches

Institutional Theory. Institutional theorists contend that institutional environments can strongly affect the development of formal organizational structures (Baum & Oliver, 1991; DiMaggio & Powell, 1983; Meyer & Rowan, 1977). In other words, organizations are influenced or controlled by their institutional contexts (Meyer, 2008) and assessed on legitimacy by their constituents (Baum & Oliver, 1991). According to Meyer and Rowan (1977), institutional rules act as myths that organizations should follow to obtain “legitimacy, resources, stability, and enhanced survival prospects,” (p. 340). Organizations adopt these institutional myths, such as organizational roles and procedures, even though sometimes this could weaken organizations' efficiency and competitive position in their environments (Meyer & Rowan, 1977). DiMaggio and Powell (1983) claim that organizations that share the same environmental conditions experience a process of institutional isomorphism. The authors maintain that institutional processes affect organizations through three mechanisms: coercive, mimetic, and normative (DiMaggio & Powell, 1983). Coercive isomorphism is associated with political influence and legitimacy issues, such as the legal commitments of the state.

Mimetic isomorphism is related to standard responses to uncertainty, such as the modeling of successful organizations. Normative isomorphism is correlated to professionalism, such as the growth of professional networks and formal education (DiMaggio & Powell, 1983). These three isomorphic pressures lead organizations in the same fields to become more like each other in their organizational structures (DiMaggio & Powell, 1983).

In Suarez's study (2012), the author used the term "sociological institutionalism" to describe the transformation of the organizational field of foundations, as well as the changes in foundations' roles and practices commonly shared. Particularly, the author points out that regulatory reform, the Tax Reform Act of 1969, promoted foundations' professionalization and changes in their grantmaking activities. Before the regulatory reform, many foundations participated in the political arena through their funding activities and direct advocacy to shape policies without restraint (Frumkin, 1998; Suarez, 2012). However, the critiques of the appropriate roles and practices of foundations culminated in the Tax Reform Act of 1969, which pushed foundations to follow new regulations (Frumkin, 1998; Suarez, 2012). For instance, foundations were prohibited from lobbying and imposed a minimum 5% annual distribution of grant money. The transformation of the organizational field led foundations to change their grantmaking practices (Frumkin, 1998; Suarez, 2012). This example shows how foundations' institutional environments influence their funding activities and produce isomorphic pressures.

2.2.3. The Relationship between Foundations' Institutional Characteristics and their Grantmaking for Women

Foundations' Institutional Characteristics. The institutional perspective and findings from the literature on the links between foundations' institutional traits and their grantmaking behaviors could be applied to understanding foundations' grantmaking activities for women as well. Foundations' grantmaking for women would be affected by their institutional characteristics, such as foundations' size, region, political ideology, age, type, and membership in any affinity group or association. In other words, diverse institutional constraints and stakeholder interests would influence different foundations' grantmaking practices for women.

For example, when it comes to the prior studies (Mosley & Galaskiewicz, 2015; Klopott, 2015), larger foundations would have more opportunities to develop efficient grantmaking strategies to improve women's status by utilizing their sufficient resources and capacity. Therefore, compared to smaller foundations, larger foundations would be more likely to give grants for programs on advocacy rather than programs on service provision to make a change.

In addition, as many large foundations for women are located in the Northeastern U.S. (Atienza et al., 2009), foundations in the Northeastern would be more likely than foundations in the other regions to give grants for programs on advocacy to improve women's status.

Regarding political ideology, compared to foundations in the states of conservative or moderate ideologies, foundations in the states of liberal ideology would

have more liberal tendencies overall, be more inclined to take risks, and be more likely to distribute their grants for women's advocacy.

In comparison to the other types of foundations, independent foundations would be more inclined to take risks (Mosley & Galaskiewicz, 2015) and act vigorously to encourage gender equality due to their autonomy, which would lead independent foundations to focus more on grantmaking for women's advocacy.

Similarly, younger foundations would have fewer experiences of government intervention than older foundations, which would make them less constrained (Suarez, 2012) and focus more on grantmaking for women's advocacy.

Furthermore, foundations with membership in any affinity group or association would share their funding strategies (Klopott, 2015) and try to develop an effective investment mechanism to enhance women's status. Therefore, they would be more likely to focus on making grants for programs on women's advocacy.

In brief, based on the prior literature and theoretical approach to exploring the links between foundations' traits and their grantmaking behaviors, I predict that *foundations' institutional characteristics are associated with their grantmaking activities for women (Hypothesis 2)*. Six specific hypotheses apply in the first quantitative phase:

Hypothesis 2a: Foundations with a higher total giving size are more likely to give grants for women's rights/studies than those with a lower total giving size.

Hypothesis 2b: Foundations in the Northeastern U.S. are more likely to give grants for women's rights/studies than those in the other regions.

Hypothesis 2c: Foundations in the states of liberal ideology are more likely to make grants for women's rights/studies than those in the states of moderate or conservative ideology.

Hypothesis 2d: Older foundations are less likely to give grants for women's rights/studies than younger foundations.

Hypothesis 2e: Independent foundations are more likely to give grants for women's rights/studies than the other types of foundations.

Hypothesis 2f: Foundations with membership in any affinity group or association are more likely to give grants for women's rights/studies than those without the membership.

In addition to the foundations' institutional characteristics above, the factor of women's leadership within a foundation also needs to be considered in examining foundations' grantmaking activities for women. As the roles of women in philanthropy are rising, more women are playing a central role in the foundation world and now leading some of the largest grantmaking foundations in the U.S (Callahan & Marek, 2016). One social impact of this leadership change in philanthropy is increasing attention and investment in women's empowerment and gender equality issues (Callahan & Marek, 2016). In other words, if women's leadership in a foundation is stronger, the organization may have more opportunities to invest resources in resolving women's causes for social innovation with more attention.

Though limited research has been focused on women's leadership in philanthropy, the body of literature on women's leadership has been studied through

women's volunteering (Caputo, 1997; Jenner, 1982; Markham & Bonjean, 1995), women's giving (Bearman et al., 2017; Center on Philanthropy at Indiana University, 2011; Dale et al., 2018; Dale et al., 2019; Eikenberry, 2008; Hall, 2004; Marx, 2000; Mesch, 2010; Witte, 2012), or women's foundations and funds (Atienza et al., 2009; Brilliant, 2015; Gillespie, 2020). Particularly, because most women's foundations and funds were established or are managed by women's leadership, the development process of women's foundations and funds reveals how women's leadership has been increasing and how women-led organizations have influenced the nonprofit sector. For instance, Brilliant's study (2015) shows that the Women's Funding Network (WFN), which is one of the major private funds for women's empowerment, has been dedicated to increasing resources for supporting women's causes and mobilizing the resources for social change over the past three decades (Brilliant, 2015). More currently, Gillespie's research (2020) exhibits how women's foundations and funds support women in detail and what philosophies guide their activities.

Given that women's leadership in foundations still has not been widely documented (Witte, 2012), it is valuable to consider women's leadership in a foundation as another institutional factor when examining the relationships between foundations' institutional characteristics and their grantmaking activities for women. However, due to the data source limitation, the factor of women's leadership within a foundation is only considered in the second qualitative phase of this dissertation.

Foundations' Grantmaking Practices for Women. Although limited research has been conducted to investigate foundations supporting women's causes in the U.S, in

recent years, some research focuses on examining foundations' grantmaking practices, especially for women (Gillespie, 2019a; 2019b; 2020). For instance, employing primarily a qualitative research method, Gillespie's study (2019b) found that women's foundations and funds apply various kinds of grantmaking philosophies such as gender lens investing and social change philanthropy and utilize diverse practices in pursuit of their mission and impact. The findings also showed that women's foundations and funds are employing a variety of grantmaking decision processes, such as criteria or stipulations, committee or board of directors, annual grant cycle, membership vote, site visits, letters of interest, invitation-only, and rolling grant cycle (Gillespie, 2019b). This implies that differences would exist in how foundations implement their grantmaking decisions for women in terms of grantmaking decision strategies. Particularly, exploring specific cases of how criteria for foundations' grantmaking decisions were formulated (criteria), who was involved in developing the criteria and making funding decisions (stakeholders), and what kinds of grant cycles are utilized (grant cycles) would offer more in-depth knowledge to understand foundations' grantmaking practices for women.

Criteria. Prior studies underscore the lack of knowledge on foundations' grantmaking decision procedures (Brock, 2013; Faulk, 2011; Gillespie, 2019b; Grønbjerg et al., 2000). Foundations' decision-making criteria and the formality of the funding decision process may vary and even evolve within the dearth of a well-developed institutionalized grantmaking system (Grønbjerg et al., 2000). Bloomfield (2002) stressed that due to the lack of clear criteria, guidelines, standards, or protocols for decision-making in the philanthropic community, foundations' grantmaking decisions usually rely on or are affected by each foundation's institutional, environmental, and individual

contexts. The following quote by Bloomfield (2002) shows the difficulties in understanding how foundations implement their grantmaking decisions:

“It seems reasonable to expect decision-making within foundations to be driven by competing and overlapping theories of change, logical organizational norms and patterns, the complexities of the grantmaking environment, and the seemingly distinctive behavior of individual grant-makers. The changing political and social context and the competition among organizations, surrounding the philanthropic landscape closes off some grantmaking opportunities while opening others, as do the personal beliefs and values of donors and the ideology and professional motives of the staff and trustees. All of these variables have an effect on the philanthropic grantmaking environment and thus must be considered as both decision elements and key factors in foundation decision-making” (p. 151).

As the prior literature pointed out (Bloomfield, 2002; Faulk, 2011; Grønbjerg et al., 2000), foundations’ grantmaking decision process would be influenced by various factors, such as institutional norms, external pressures, and personal knowledge, and therefore it is not always rational or objective. Nevertheless, foundations have strived to develop well-established criteria for decision-making that are structured and objectively applied for effective grantmaking decision strategies. For instance, self-reported data on the 73 foundations’ websites shows that three-fourths of them provide clear selection criteria for their grantmaking (Buteau et al, 2016). Considering the dearth of systematic knowledge of foundations’ grantmaking decision practices, examining specific cases of how foundations formulate the criteria for their grantmaking decisions from the qualitative perspective would provide more insight into understanding foundations’ grantmaking practices for women in detail.

Stakeholders. Bloomfield (2002) contended that to understand foundations’ decision procedures, it is essential to comprehend how the key actors in foundations such as donors, board members, and staff members meet their decision-making responsibilities

(p. 65). Although donors have a limited understanding of foundations' grantmaking process, they may play key roles in determining foundations' desired outcomes (Nielsen 1996, p. 16). Board members would be responsible for developing grantmaking criteria and making funding decisions (Boris 1989, p. 202; Longenecker 1975). Staff members would have responsibilities of providing administrative expertise, reviewing grant proposals, and making grant recommendations to the board (Bloomfield, 2002, p. 77; Weaver, 1967). Conner et al. (2004) argued that there are usually two groups of inside stakeholders and at least four groups of outside stakeholders in a foundation, who affect the foundation's evaluation process. The first group of inside stakeholders consisting of the board members and the executive staff makes overall grantmaking decisions, and the second group such as operational staff/program officers carries out the decisions (Conner et al., 2004). Four groups of stakeholders outside the foundation include the grantee organization, its staff, the participants in the funded project, and others interested in the project like researchers or policymakers (Conner et al., 2004). These prior studies imply that examining who was involved in developing foundations' grantmaking decisions criteria and making their funding decisions for women would provide more comprehensive knowledge to comprehend foundations' grantmaking practices for women from the diversity of stakeholders of a foundation.

Grant Cycles. Foundations have their own grantmaking approach including strategic grantmaking (also called proactive grantmaking), responsive grantmaking, or some combination of the two approaches (Mindell, 2021; Pine, 2018; Putnam-Walkerly, 2018). In the case of strategic grantmaking, funding decisions are based on a strategic plan that comprehensively defines key values, specific goals, and desired outcomes that a

foundation focuses on (Mindell, 2021). Strategic grantmaking is ideal when funders are clear in their mission or aim to make a change in a specific field (Putnam-Walkerly, 2018). A variety of grant cycles that are strategically designed to fund programs or projects, such as annual grant cycle, rolling grant cycle, invitation-only, letters of interest, and site visits, could be included in the strategic grantmaking. Meanwhile, responsive grantmaking is based on immediate community needs, requests initiated by nonprofit organizations, and urgent issues as they arise, such as COVID-19-related grants (Mindell, 2021; Putnam-Walkerly, 2018). It is being open to obtaining unsolicited proposals or ideas from any nonprofit organization and allowing them to suggest new agendas or innovative ideas (Putnam-Walkerly, 2018). Responsive grantmaking is ideal for newer organizations and for some foundations whose missions are comprehensive and localized (Mindell, 2021; Putnam-Walkerly, 2018). Both strategic grantmaking and responsive grantmaking have a set of pros and cons (Pine, 2018; Putnam-Walkerly, 2018). In this regard, examining specific cases of what kinds of grant cycles are primarily used in foundations supporting women's causes from the qualitative perspective would provide extensive knowledge in understanding foundations' grantmaking practices for women.

To sum up, given that there is still little systematic knowledge of foundations' grantmaking practices although grantmaking is the main function of foundations (Brock, 2013; Faulk, 2011; Gillespie, 2019b; Grønbjerg et al., 2000), it is valuable to examine how foundations implement their grantmaking decisions for women in detail from the perspectives of criteria, stakeholders, and grant cycles. Additionally, based on the institutional theories, investigating how foundations' institutional characteristics influence their grantmaking decisions for women from the qualitative perspective would

provide more in-depth knowledge to comprehend foundations' grantmaking practices for women.

2.3. Foundations' Impact for Social Innovation

2.3.1. The Impact of Foundations

As a significant institution in U.S. society, foundations have worked as an engine of imperative social innovation (Ferris & Williams, 2012; Sandfort, 2008). Foundations have funded other nonprofits and organizations (e.g., universities, museums, hospitals), promoted reforms in public institutions, and employed business strategies to improve their grantmaking effectiveness (Ferris & Williams, 2012; Porter & Kramer, 2002; Sandfort, 2008). Furthermore, the term "venture philanthropy" was introduced as a new model that involves investing in the long term, taking substantial risks, and developing partnerships with other organizations for social innovations (Frumkin, 2003; Leets et al., 1997, Sandfort, 2008).

Numerous foundations, such as the Ashoka Foundation founded in 1981, the Schwab Foundation founded in 1998, and the Skoll Foundation founded in 1999, have arisen as social innovators for the public (Dees & Anderson, 2006). The basic idea of these foundations' mission is that they find and support leading individuals (also referred to as social innovators or social entrepreneurs) with creative ideas for social change. Additionally, the foundations have created vehicles to foster connections among researchers and practitioners, supported studies on this topic, and stimulated visibility for social innovators to the public (Dees & Anderson, 2006).

However, in today's society, foundations are encountering increasing pressures in evaluating their performances (Buchanan, 2002; Buteau et al, 2016; Brock, 2013; Scherer, 2016). Moreover, external pressures associated with changing economic climates have forced foundations to find effective strategies to make a greater social impact (Buchanan, 2002). Because it is costly and difficult to measure the impact of foundations directly, as an alternative way, foundations are trying to develop several indirect indicators that serve as useful guidance to foundation management (Buchanan, 2002; Buteau et al, 2016; Scherer, 2016). For instance, according to a report conducted by the Center for Effective Philanthropy, foundations' performance measurements typically rely on two indicators: evaluations of grants and programs and administrative measurements (e.g., operating costs and investment performance) (Buchanan, 2002). Based on these indicators, the report suggested a framework measuring foundation practices in terms of setting agendas, managing operations, and optimizing governance (Buchanan, 2002).

As a case study, Breihan (2009) examined the impact of the Robert Wood Johnson Foundation on policy change regarding the self-determination of service providers for adults with developmental disabilities (consumer choice) from 1993 to 2004 and suggested a conceptual model assessing the impact of foundation funding. To measure the impact of foundation grantmaking at the state level, other possible predictors were controlled in the model, such as characteristics of each state (e.g., population size, race, urbanization, ideological orientation), national influences (e.g., federal demonstration projects participation), state influences (e.g., state funding level, service delivery patterns), and regional influences (e.g., the proportion of the states in the Center

for Medicare and Medicaid Services region offering choice) (Breihan, 2009). The study showed that the foundation funding measured by participation in the Robert Wood Johnson Foundation-funded pilot projects is positively correlated with the level of consumer choice when all predictable variables are included in the model without region and year variables (Breihan, 2009). Additionally, the state spending on programs for developmentally disabled persons positively predicts the level of consumer choice in a state while the proportion of state spending on federal community residential funding has a negative association (Breihan, 2009).

Berzin and Camarena (2018) proposed a new framework for understanding social innovation outcomes in terms of paradigms, actions, and processes (p. 7). According to their framework, paradigm perspective refers to the shift in mindset, such as the generation of new ideas to transform the ways of understanding social issues. Action perspective refers to the development of breakthrough programs or services to address social challenges, and structure perspective refers to the embrace of new systems, such as alternative processes and practices (Berzin & Camarena, 2018). The authors argued that it is necessary to understand social innovation outcomes based on these multiple approaches.

Although some studies have suggested possible frameworks to measure the impact of foundations in society (e.g., Breihan, 2009) further quantitative and qualitative research is needed in assessing the foundations' social impact. Understanding the impact of foundations through diverse theoretical lenses would be also helpful to develop more practical and effective evaluation tools for foundations' performances.

2.3.2. Theoretical Approaches

Social Innovation Theory. The social innovation theory is applicable to comprehend the impacts of foundations in society. The terms, such as social innovation, social entrepreneurship, social enterprise, and social intrapreneurship, indicate new strategies and alternatives for addressing today's most urgent issues (Berzin & Camarena, 2018). Even though scholars from various disciplines have examined the scope and nature of "innovation", it is still controversial. This is because innovation is usually interpretable within a context, and contexts are subject to changes and numerous perspectives (Nicholls & Murdock, 2012). Drawing on the cognate social entrepreneurship literature would provide further significant insight into understanding the nature of social innovation (Nicholls & Murdock, 2012). Although the areas of social innovation and social entrepreneurship are still nascent (Dacin et al., 2011), there is some agreement among scholars that the creation of social value is fundamental to both aspects (Maclean, Harvey, & Gordon, 2013; Marshall, 2011).

Dees and Anderson (2006) frame a theory of social entrepreneurship in terms of the intersection of two schools of thought: Social Enterprise School and Social Innovation School. In terms of the Social Enterprise School, Amar Bhide (2000) claimed that social entrepreneurs are those, "who organize and operate businesses that support a social objective, even if they do it only by making money to subsidize more direct, social-purpose activities (Dees & Anderson, 2006, p. 41)." Increasing interest among nonprofit organizations to find new resources and a desire among business executives to support the provision of social services were two differentiated motivations of this school (Dees & Anderson, 2006). Even though many activities of the Social Enterprise School

have focused on earned-income activities by nonprofit organizations, many of the leaders in this field have blurred the boundaries between the social sector and the business (Dees & Anderson, 2006).

In another hand, Schumpeter (1934)'s definition of entrepreneurs offers the conceptual foundation for the Social Innovation School. According to his view, entrepreneurs can be defined as those who "revolutionize the pattern of production by exploiting an invention or, more generally, an untried technological possibility for producing a new commodity or producing an old one in a new way" (Schumpeter, 1952, p.72). By linking the idea of entrepreneurship to that of innovation, Schumpeter stresses the creative aspect of entrepreneurship. He also recognized that innovation could take many forms, including marketing innovation, product innovation, and organizational innovation (Frumkin, 2009). In particular, Dees (1998) describes five main roles of social entrepreneurs in the social sector based on the literature on entrepreneurship (Say, 1803; Schumpeter, 1934; Drucker, 1985; Stevenson & Gumpert, 1985): "adopting a mission to create and sustain social value; recognizing and relentlessly pursuing new opportunities to serve that mission; engaging in a process of continuous innovation, adaptation, and learning; acting boldly without being limited by resources currently in hand; exhibiting a heightened sense of accountability to the constituencies served and for the outcomes created" (Dees & Anderson, 2006, p. 45). Alvord et al. (2003) developed this idea of social innovation further and more focused on important themes like social change and transformation. Various organizations, such as the Schwab Foundation and the Skoll Foundation, have arisen to embrace the notion of social entrepreneurs as innovators (Dees & Anderson, 2006).

In addition to Dees and Anderson (2006)'s theoretical approach to social entrepreneurship, Light (2011) expands the definition of social entrepreneurship. The author defines a social entrepreneur as “an individual, group, network, organization, or alliance of organizations that seek sustainable, large-scale change through pattern-breaking ideas in what government, nonprofits, and businesses do to address significant social problems” (Light, 2011, p. 30). This definition includes eight basic assumptions about the goals, strategies, and sources of social entrepreneurs: “social entrepreneurs do not have to be individuals; social entrepreneurs seek sustainable, large-scale change; social entrepreneurship can involve pattern-breaking ideas in either how or what gets done to address significant social problems; social entrepreneurs exist in and between all sectors; social entrepreneurs do not need to engage in social enterprise or use market-based tools to be successful; the quantity of social entrepreneurship can vary greatly across individuals and entities; the intensity of social entrepreneurship can and does ebb and flow over time as circumstances change; and social entrepreneurs sometimes fail, though at as-yet-to-be-determined rates” (Light, 2011, p. 30-31).

If I apply the social innovation and social entrepreneurship approaches to describing foundations' impacts, foundations can be considered as social entrepreneurs who pursue new ideas and opportunities to create social value and foster fundamental social innovation in society. Indeed, many foundations, such as the Ashoka Foundation, the Schwab Foundation, and the Skoll Foundation, have worked as social innovators (Dees & Anderson, 2006) and continue to support new ideas for defining and addressing critical social challenges in society.

2.3.3. The Impact of Foundations on Women

Foundations' Impact on Women. As social innovators, foundations supporting women's causes have employed their resources to improve women's status in terms of economic, educational, health, and political perspectives. These continuous efforts would have generated positive social impacts. Although little research has been done in examining foundations' impact on women in the U.S., in recent years, some research focuses on investigating the impact of grantmaking organizations supporting women's causes (Gillespie, 2019a; 2019b; 2020). For instance, employing both survey and interview data, Gillespie's study (2019a) found that many women's foundations and funds have pursued their organizational goals to achieve impact through multiple grantmaking approaches, as well as engaging in various activities such as policy advocacy and collaborative partnerships.

To examine foundations' impact on women, it is also important to consider how we can assess women's status in society. Usually, measuring women's status has been focused on women's utilization of and access to resources and information in terms of social, economic, and political aspects (Data for Impact, n.d.). For example, at the country level, some indexes were developed to measure gender-based inequality and women's status, such as the Gender-Related Development Index (GDI), the Gender Empowerment Measure (GEM), the Gender, Institutions, and Development (GID), and the Gender Gap Index. The GDI evaluates gender gaps in three dimensions of human development, such as health, knowledge, and living standards (Klasen, 2006). The GEM assesses gender inequalities in three major areas of empowerment including economic participation and decision making, power over economic resources, and political

participation and decision making (Klasen, 2006). The GID database offers gender-related data based on not only traditional measurements including education, health, economic status, and political status but also new measurements containing cultural practices and social norms (Jütting et al., 2008; OECD. Stat, 2019). Based on the existing indexes, the World Economic Forum developed the Gender Gap Index across four categories: economic participation and opportunity, educational attainment, health and survival, and political empowerment (WEF, 2006; 2021). Even though the various indexes offer statistics on gender-based inequality and women's status in the U.S., they do not provide state-level indexes in detail.

At the state level, the Institution for Women's Policy Research (IWPR) offers data analyzing the status of women across eight categories: employment & earnings, political participation, poverty & opportunity, reproductive rights, health & well-being, work & family, violence & safety, and demographics (IWPR, 2021). To construct each index, several indicators were selected and standardized. For instance, the poverty & opportunity index was developed based on the percent of women above poverty, the percent of women who own businesses, the percent of women with a bachelor's degree or higher, and the percent of women with health insurance (IWPR, 2021). While the data provides detailed statistics within the eight categories with rank and grade of the states, it is only available for specific years and has limitations in revealing the changes in women's status in the U.S. states year by year.

In brief, even though there are some studies suggesting conceptual frameworks for evaluating the impact of foundations (Berzin & Camarena, 2018; Breihan, 2009; Buchanan, 2002) and measuring women's status (Jütting et al., 2008; Klasen, 2006;

OECD. Stat, 2019; WEF, 2006; 2021), still more quantitative and qualitative research is needed in assessing foundations' overall social impact, particularly, on women. Based on the previous literature, I suggest that assessing foundations' impact on the enhancement of women's status at the state level would be useful to understand foundations' grantmaking practices and influences. A specific hypothesis applies in the first quantitative phase:

Hypothesis 3: A state with a larger amount of foundation grants for women (per woman) would show higher women's status relative to a state with a smaller amount of foundation grants for women (per woman).

Foundations' Impact Assessment Methods on Women. As pointed out above, little research has been conducted in exploring how foundations have influenced women's status and how foundations measure their impact on women in the U.S. However, a recent study revealed that women's foundations and funds have used various approaches to assess the impact of funded programs, such as program reports and progress updates from grantees, tracking grantmaking outputs and outcomes, and surveys of grantee organizations or participants of funded programs (Gillespie, 2019a). In Gillespie's other study (2019b), the author also found that women's foundations and funds gather feedback from grant recipients to gauge the success and impact of funded programs through various ways, such as tracking program outcomes, reports from grantees, and participating in convening, roundtables, site visits, or outside evaluation. These studies imply that how foundations measure their grantmaking impact on women would vary across foundations supporting women's causes. Given that there is still little

systematic knowledge of foundations' impact assessment (Behrens, 2020; Loh et al., 2016; Scherer, 2016), it is worthwhile to examine how foundations measure their grantmaking impact on women in terms of diverse impact assessment strategies, specifically employing reports from grantees, foundations' own tracking, external evaluators, and participation (i.e., foundations' engagement in the process of grantees' impact assessment of their funded programs).

Reports from Grantees. Grantees' annual reports, progressive reports, and/or final reports are commonly used methods for foundations to assess their grantmaking impact, as well as determine future grants and disbursements (Buteau, & Chu, 2011; Fluxx, n.d., Gillespie, 2019a; 2019b; Reams, 2019). The grantees' reports could be employed as not only a meaningful exchange of data and stories of funded programs but also an opportunity for improvement for both grantmakers and grantees (Fluxx, n.d.). As reflective summaries of what the grantees have accomplished with their grant, the reports may include financial statements (e.g., spending, compliance, legality), challenges and lessons learned, project activities, future plans and sustainability, and outputs, outcomes, and impact (Fluxx, n.d.; Reams, 2019). Some foundations may provide grantee reporting forms using their own indicators and guidelines but may strive to simplify reporting processes and evaluation requirements to lessen the burden on grantees (Buteau, & Chu, 2011; Reams, 2019). Meanwhile, others may not provide specific reporting guidelines and give freedom to grantees (Reams, 2019). However, according to the Center for Effective Philanthropy (CEP)'s survey targeting more than 24,000 grantees, on average, grantees tend to perceive that the existing reporting and assessment processes are not very helpful for strengthening their institutions and programs (Buteau, & Chu, 2011).

This indicates that even though grantees' reports are primarily used method for foundations' grantmaking impact assessment, more efforts would be needed to comprehend what foundations could do to make the reporting and assessment processes more beneficial to grantees (Buteau, & Chu, 2011).

Foundations' own Tracking. As another impact assessment strategy, some foundations may employ their own tracking methods. More specifically, foundations can track funded programs' outputs, outcomes, and/or impacts through their own indicators or standards (Gillespie, 2019a; 2019b). Foundations can also collect feedback from grantees and beneficiaries to understand how they feel about the process and impact of foundations' grantmaking and gain new insight for improvement (CEP, n.d.; Gillespie, 2019a). For instance, as a grantee survey, the Grantee and Applicant Perception Report (GPR) provided by the Center for Effective Philanthropy (CEP) allows grantmakers to learn new insights from confidential and candid grantee feedback (CEP, n.d.). The GPR may include information such as the impact on grantees' organization and community, beneficiaries and challenges, interactions and communications with grantees, and application/reporting/evaluation processes (CEP, n.d.).

External Evaluators. Contracting with external evaluators or third party is another strategy to assess foundations' grantmaking impact because collaborating with outside evaluators could bring diverse viewpoints in assessing foundations' impact (Behrens, 2020; Buteau, & Chu, 2011; Council on Foundation, n.d.; Rutnik & Campbell, 2002). Before carrying out the evaluation work, it would be imperative for foundations to develop relationships with the evaluators, as well as make an agreement with the

evaluators and grantees regarding who will be responsible for designing, implementing, and reporting valuations with written agreement or contract (Council on Foundation, n.d.). The successful collaboration for impact assessment may partially depend on not only how well the consulting works have been framed but also whether the external evaluator is the right match for the program (Rutnik & Campbell, 2002).

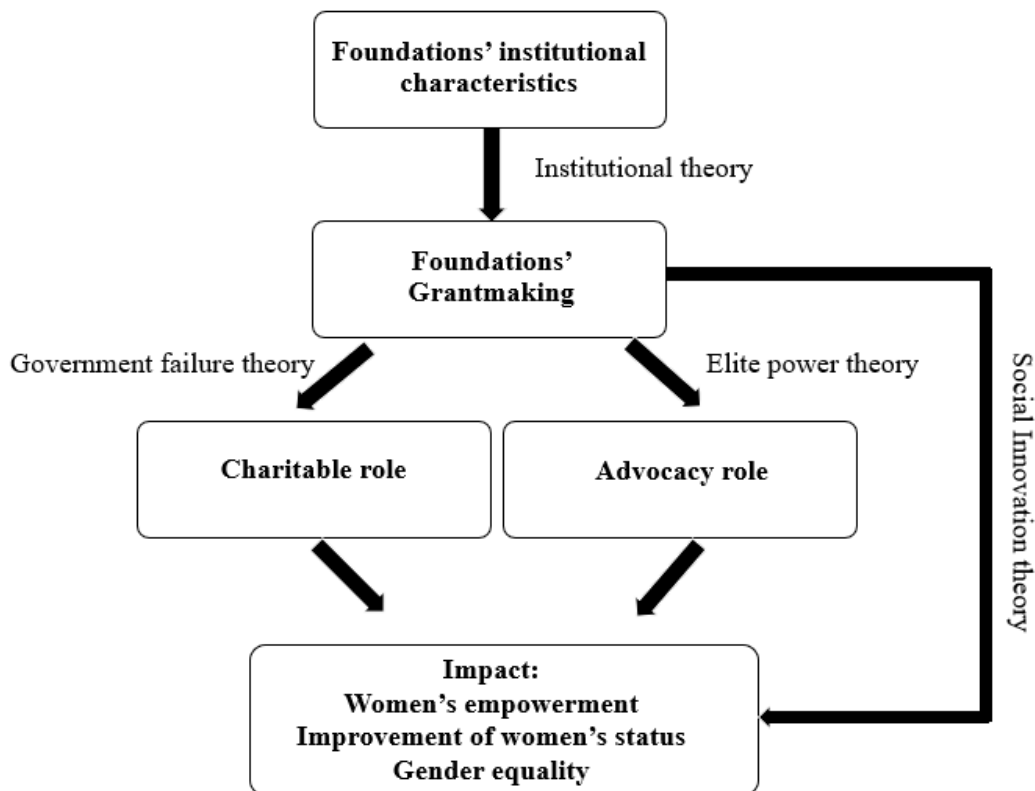
Participation. Participating in the process of funded programs via updates, convenings, roundtables, or site visits is another strategy to evaluate foundations' grantmaking impacts (Buteau, & Chu, 2011; Gillespie, 2019a; 2019b, Loh et al., 2016; UpMetrics, n.d.). For instance, through participation, foundations could have a conversation with grantees to align on which goals they want to track and which indicators they plan to use (UpMetrics, n.d.). This conversation will be helpful not only to empower their grantees to build capacity but also to better tell their impact stories (UpMetrics, n.d.).

To sum up, given that there is still little systematic knowledge of foundations' impact assessment (Behrens, 2020; Loh et al., 2016; Scherer, 2016), it is valuable to examine how foundations measure their grantmaking impact on women in terms of varied impact assessment strategies, such as utilizing reports from grantees, foundations' own tracking, external evaluators, and participation. Additionally, based on the institutional perspectives, exploring how foundations' institutional features influence their grantmaking impact assessment tactics for women from the qualitative perspective would offer more extensive knowledge to comprehend foundations' grantmaking impact on women.

2.4. Conceptual framework

In this dissertation, I employ government failure theory, elite power theory, institutional theory, and social innovation theory, to explore how foundation grantmaking for women has changed in the U.S. (RQ1), whether and how foundations' institutional characteristics are related to their grantmaking for women (RQ2), and whether and how foundation grantmaking for women has influenced women's status (RQ3). Figure 2.1 shows the overall conceptual framework of this dissertation based on prior literature and theoretical approaches, indicating relationships among foundations' institutional characteristics, foundations' grantmaking and roles, and foundations' impact on women.

Figure 2.1. Conceptual Framework



In the first quantitative research phase, employing government failure theory and elite power theory, I hypothesize that foundation funding for women tends to direct programs toward service provision instead of advocacy (H1). Second, based on institutional theory, I hypothesize that foundations' institutional traits influence their grantmaking activities for women (H2). Six specific hypotheses apply: (1) foundations with a higher total giving size are more likely to give grants for women's rights/studies (H2a), (2) foundations in the Northeastern U.S. are more likely to give grants for women's rights/studies than those in other regions (H2b), (3) foundations in the states of liberal ideology are more likely to make grants for women's rights/studies than those in the states of moderate or conservative ideology (H2c), (4) older foundations are less likely to give grants for women's rights/studies than younger foundations (H2d), (5) independent foundations are more likely to give grants for women's rights/studies than the other types of foundations (H2e), and (6) foundations with membership in any affinity group or an association are more likely to give grants for women's rights/studies than those without the membership (H2f). Third, employing social innovation theory, I predict that foundation funding for women has influenced the improvement of women's status in the U.S. Specifically, I hypothesize that a state with a larger amount of foundation grants for women (per woman) would show higher women's status relative to a state with a smaller amount of foundation grants for women (per woman) (H3).

The research sub-questions for the second qualitative phase were formulated based on the findings of the first quantitative phase of this dissertation. The research sub-questions are: How do foundations implement their grantmaking decisions for women? How do they measure their grantmaking impact on women? How do the foundations'

institutional attributes influence their grantmaking decision and impact assessment strategies on women?

CHAPTER 3

METHODOLOGY

3.1. Research Design

This study employs a mixed-methods research design that involves integrating or combining quantitative and qualitative research and data in a single study (Creswell & Creswell, 2017; Ivankova et al., 2006). Although mixed-methods research design is relatively new in the field of social sciences, it is a useful strategy when collecting various types of data that can offer a more comprehensive understanding of research problems or questions compared to using either quantitative or qualitative data alone (Creswell & Creswell, 2017; Ivankova et al., 2006).

As one type of the basic mixed methods design, an explanatory sequential mixed methods design is used to examine the roles and impacts of U.S. foundation grantmaking for women and the influences of the foundations' institutional characteristics. This research design involves a two-phase procedure in which the researcher collects and analyzes quantitative data in the first phase, and then the quantitative results are used to plan the second qualitative phase (Creswell & Creswell, 2017; Ivankova et al., 2006). It is explanatory and sequential because the quantitative data results from the first phase are explained in more detail with the qualitative data in the second phase (Creswell & Creswell, 2017; Ivankova et al., 2006).

Specifically, in the first phase, this study utilizes quantitative research methods by using data on the U.S. foundation grants for women from the Foundation Center's Foundation Directory Online and data indicating women's status at the state level from various sources. And then qualitative case study is employed in the second phase. For the

comparative case study, five eligible cases were selected on the foundation list gathered from the first quantitative phase. I conducted in-depth interviews with the foundation directors or staff working on solving women's causes to understand their grantmaking decisions, impact assessment methods, and institutional characteristics in detail.

3.2. Phase 1. Quantitative

In the first quantitative phase, I explore three major research questions regarding how foundation grantmaking for women has changed in the U.S., whether and how foundations' institutional features are related to their grantmaking for women, and whether and how foundation grantmaking for women has influenced women's status. To answer these research questions, I collected and analyzed the data on the U.S. foundation grants for women between 2005 and 2014 from the Foundation Center's Foundation Directory Online and the data associated with women's status at the state level from various data sources over the same period. The reason for choosing these years is that I expect the 2008-2009 economic downturn in the U.S. would have influenced foundations' grantmaking activities for women. Therefore, I determined to gather the data before and after the period of economic collapse.

3.2.1. Population of Grants

To determine what population of grants to be included in the study, I used the search term "women" in the fields of interest on the Foundation Center's Foundation Directory Online and found four categories of grants: women's services, women's studies, women's funds, and women's rights. Because grants for women's funds were too

small or did not exist each year, I decided to exclude them and include only three categories (women's services, women's studies, and women's rights) to select grants from larger grants files. The two categories (women's rights and women's studies) were used to examine foundations' advocacy role for women, and one category (women's services) was utilized to explore foundations' charitable role for women. Additionally, I excluded the foundation grants made to organizations supporting institutions in other countries because international foundation grants for women do not directly influence the improvement of women's status in the U.S. I also excluded the foundation grants if a recipient is not clarified, or a grant amount is not reported on the Foundation Center's Foundation Directory Online.

3.2.2. Data Collection

3.2.2.1. Data Sources

Foundation Directory Online. A primary data source for examining foundations' grants details and their institutional characteristics were gathered from the Foundation Center's Foundation Directory Online. Regarding grants details, I collected the following grant data for women from 2005 through 2014: Grantmaker's name and state; grant recipient's name, state, and city; the year in which the grant was authorized; the amount of the grant; support strategies of the grant; and description of the grant. Concerning foundations' institutional characteristics, I also collected the following data about each foundation: foundation type; foundation asset size; foundation total giving size; year of the foundation was established; the geographic focus of the foundation; whether or not the foundation belongs to a regional association of grantmakers; whether

or not the foundation belongs to an association and other philanthropic organization; and whether or not the foundation belongs to an affinity group.

Additional secondary sources, such as GuideStar and foundation websites were used for data collection when some foundations' information was missing in the Foundation Center's Foundation Directory Online. For instance, if a foundation's established year was not reported in the Foundation Directory Online, I searched the foundation's information in GuideStar as well as on the foundation's website to find the established year information. If I could not find the information through searching, it was recorded as missing data.

U.S. Census Bureau. A primary data source to investigate women's status at the state level was collected from the U.S. Census Bureau. The U.S. Census Bureau offers quality data that are useful to analyze women's status by state. I collected the following data associated with women's status at the state level in each year from 2005 to 2014: Earnings ratio between women and men employed full-time, percentage of women who have bachelor's degree or higher, percentage of women who have health insurance coverage, and percentage of women who have income at or above the poverty level. I also gathered the following data indicating the socio-economic characteristics of each state: the number of populations, the number of women populations, the percentage of the Hispanic population, and the percentage of the Black population.

In addition, secondary sources were utilized for data collection to further explore women's status at the state level between 2005 and 2014. I extracted data on the percentage of women in the U.S. House of Representatives from the Center for American Women and Politics (CAWP) (CAWP, n.d.) and the History, Art & Archives website

(History, Art & Archives, n.d.). Data on the expenditure of the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) and the number of Supplemental Nutrition Assistance Program (SNAP) recipients were available at the Food and Nutrition Service (Food and Nutrition Service, 2021a; 2021b). I collected data on the number of Temporary Assistance for Needy Families (TANF) recipients from the Office of Family Assistance (OFA) (OFA, 2018). Data on the number of Family Planning (FP) women users were extracted from the Office of Population Affairs website (Office of Population Affairs, n.d.). Data on the number of public charities for women was collected from Charity Navigator (Charity Navigator, n.d.). Data on the political ideology of states was available on the Gallup website (Gallup, n.d.). All the secondary sources provided quality data that are suitable to investigate women's status at the state level from 2005 to 2014.

3.2.2.2 Variables

3.2.2.2.1. Foundations' Institutional Characteristics and their Grantmaking Activities for Women. To answer the second research question of whether and how foundations' institutional characteristics are related to their grantmaking behaviors for women, foundation grantmaking activity was identified as a dependent variable. Six factors of foundations' institutional traits were included as independent variables: total giving size, foundation region, political ideology, foundation age, foundation type, and membership in any affinity group or association. These variables were selected based on the previous literature and theories examining foundations' institutional characteristics

(DiMaggio & Powell, 1983; Klopott, 2015; Meyer & Rowan, 1977; Mosley & Galaskiewicz, 2015; Suarez, 2012).

Dependent Variable:

Foundation Grantmaking Activity. The foundation grantmaking activity variable is dichotomous which shows a specific activity that a foundation primarily funded. If a foundation gave grants for women's rights or studies, it was coded as 1. If a foundation gave grants for women's services, it was coded as 0. If a foundation offered grants for both women's rights/studies and women's services, I compared the total amount of grants for each activity and determined whether the foundation primarily funded programs for women's rights/studies or women's services. If the foundation mostly funded women's rights/studies, then it was coded as 1, otherwise 0.

Independent Variables:

Total Giving Size. Total giving size is a continuous variable which is the sum of all the giving of a foundation each year. I measured the variable in the unit of million dollars in the analysis.

Originally, I collected both data on foundations' asset size and total giving size, however, the two factors were strongly correlated in my pilot study ($r = 0.83$). Therefore, I decided to include only the total giving size in the regression analysis after comparing the correlations with the dependent variable.

Foundation Region. To classify regions, I used the U.S. Census Bureau's definition of four statistical regions, which is widely utilized for research data collection and analysis. According to the U.S. Census Bureau, the South includes 17 states: Delaware, Maryland, Virginia, West Virginia, Kentucky, North Carolina, South Carolina,

Tennessee, Georgia, Florida, Alabama, Mississippi, Arkansas, Louisiana, Texas, Oklahoma, and District of Columbia. The West consists of 13 states: Montana, Idaho, Wyoming, Colorado, New Mexico, Arizona, Utah, Nevada, California, Oregon, Washington, Alaska, and Hawaii. The Midwest includes 12 states: Ohio, Michigan, Indiana, Wisconsin, Illinois, Minnesota, Iowa, Missouri, North Dakota, South Dakota, Nebraska, and Kansas. And the Northeast comprises 9 states: Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut, New York, New Jersey, and Pennsylvania (U.S. Census Bureau, 2010).

The foundation region variable identifies the region where a foundation is located. It is a categorical variable with four categories (1=South; 2=West; 3=Midwest; 4=Northeast). In the analysis, I turned each category into a dummy variable in which the variable is equal to 1 when it is located in the defined region and 0 for any other region. Foundations in the Northeast region were used as the baseline comparison group.

Political Ideology. The political ideology variable indicates a political ideology of a state where a foundation is located. It is a categorical variable (1=Conservative; 2=Moderate; 3=Liberal). I turned each category into a dummy variable, and foundations in the states of conservative ideology were used as the baseline comparison group.

The political ideology of states was identified based on aggregated data from Gallup's tracking poll, which asks about respondents' self-identified political views by state (Gallup, n.d.). The data is a portion of Gallup's annual "States of the States" series showing state-by-state differences in economic, political, religious, and wellbeing measures (Gallup, n.d.). Based on the different percentages of residents' self-identified political ideologies by state, states' political ideology was identified and displayed as a

map on the Gallup website (Gallup, n.d.). For instance, according to the results of this Gallup poll in 2014, 49% of residents in Mississippi described their political views as conservative, 31% of them identified as politically moderate, and 13% of them defined their political views as liberal (Newport, 2015). The findings also show that the majority of the top 10 most conservative states were located in the South while the top 10 liberal states were mostly located on the coasts (Newport, 2015). In my research, states' political ideology was determined based on the identifications of this Gallup poll. When a state's political ideology was identified as conservative in this Gallup poll, it was coded as 1 (e.g., Mississippi, Alabama, Louisiana). When a state's political view was considered moderate in this Gallup poll, it was coded as 2 (e.g., Delaware, Rhode Island, North Dakota). When a state's political ideology was defined as liberal in this Gallup poll, it was coded as 3 (e.g., Massachusetts, Vermont, Hawaii). Overall, most of the ideological patterns in states stayed fairly constant from 2008 to 2014. Due to the data source limitation, the ideological views at the state level from 2005 to 2007 were identified based on the data in 2008.

Foundation Age. Foundation age is a continuous variable that indicates how old a foundation was in 2013. It ranged from 0 to 124 and the average age was 33 years.

Foundation Type. Foundation type is a categorical variable that shows the type of foundation identified in its Foundation Center profile. I coded them into a categorical variable with five possible values (1=independent foundation; 2=corporate foundation; 3=community foundation; 4=operating foundation; 5=public charity). As mentioned earlier, while my research primarily focuses on foundations supporting women's causes in the U.S. between 2005-2014, some public charities such as the Urgent Action Fund for

Women's Human Rights and the Women's Way were included in the study because they made grants to other nonprofit organizations supporting women's causes over the same period. In the analysis, I turned each category into a dummy variable in which the variable is equal to 1 when it is the foundation type defined and 0 for any other type. Independent foundations were used as the baseline comparison group.

Membership in Any Affinity Group or Association. In the original data source of the Foundation Center profiles, memberships of a foundation were classified into three categories: (1) membership in any regional association of grantmakers, (2) membership in any association and other philanthropic organizations, and (3) membership in any affinity group. I combined these into a single category. When a foundation has membership in at least one type of association or affinity group, it was coded as 1. Whereas when a foundation does not have a membership at all, it was coded as 0.

There is a possibility that some foundations just skipped reporting their membership status in their Foundation Center Profiles. However, to reduce missing values, I decided to code the membership status as 0 when a foundation does not report its membership status in its Foundation Center profile. Overall, large-sized foundations tend to report their membership status while small-sized foundations tend not to report their membership status.

Dummy Variables for Years. I included dummy variables for years as control variables.

3.2.2.2.2. Foundations' Grantmaking Impact on Women. To examine the third research question of whether and how foundation grantmaking for women has influenced

women's status in the U.S., I identified women's status at the state level as a dependent variable and foundation grant amount for women (per woman) at the state level as an independent variable. Possible predictors, which could influence women's status at the state level, such as state socio-demographic characteristics, federal, state, and local spending for women, and public charities for women, were included as control variables. These variables were determined based on the prior literature on assessing the impacts of foundations' grantmaking and associated with women's status (Breihan, 2009; Caiazza et al., 2004, CBPP, 2018; Dees & Anderson, 2006; Fowler et al., 2021; Klopott, 2015; Mesch et al., 2019; Mosley & Galaskiewicz, 2015; Renna, 2017; Schumpeter, 1952; U.S. Census Bureau, 2021).

Dependent Variable:

Women's Status. Women's status is a continuous variable. To measure women's status at the state level, I developed an index indicating women's status by employing five subindexes with indicators: Women's economic status (earnings ratio between women and men employed full-time), women's educational status (percentage of women who have bachelor's degree or higher), women's health status (percentage of women who have health insurance coverage), women's poverty status (percentage of women who have income at or above poverty level), and women's political participation status (percentage of women in the U.S. House of Representatives). I gathered the statistics of each indicator at the state level each year between 2005 and 2014 and then added the numbers of the five indicators in each state each year. A higher score means a higher women's status. Overall, it ranges from 2.40 to 4.21 and the average score is 2.86.

To develop the index indicating women’s status, some sources were utilized as methodological examples (IWPR, 2021; Jütting et al., 2008; Klasen, 2006; OECD. Stat, 2019; WEF, 2006; 2021). As mentioned in the literature review chapter, at the country level, some indexes exist to assess gender-based inequality and women’s status such as the GDI, GEM, GID, and the Gender Gap Index. Though these indexes offer detailed statistics on gender inequalities in the U.S., they do not provide state-level indexes. At the state level, the data provided by the IWPR shows various indicators to measure women’s status with rank and grade of the states (IWPR, 2021), but it is only available for specific years. Because of these reasons, I determined to develop a new index indicating women’s status by employing the five subindexes with indicators. Table 3.1 displays all five of the subindexes and indicators, along with the data sources used to develop the women’s status index.

Table 3.1.

Structure of the Women’s Status Index for the RQ3

Index	Subindexes	Indicators	Data Sources
Women’s Status	Women’s Economic Status	Earnings ratio between women and men employed full-time	U.S. Census Bureau
	Women’s Educational Status	Percentage of women who have bachelor's degree or higher	U.S. Census Bureau
	Women’s Health Status	Percentage of women who have health insurance coverage	U.S. Census Bureau
	Women’s Poverty Status	Percentage of women who have income at or above the poverty level	U.S. Census Bureau
	Women’s Political Participation Status	Percentage of women in the U.S. House of Representatives	Center for American Women and Politics (CAWP), History, Art & Archives Web

Independent Variable:

Foundation Grant Amount for Women. Foundation grant amount for women is a continuous variable that shows the amount of foundation grants for women per woman resident in a state each year between 2005 and 2014. The average foundation grant amount for women per woman resident in a state is \$0.35 ranging from \$0.00 to \$5.07.

Control Variables:

State Socio-Demographic Characteristics. To control the effects of state socio-demographic characteristics, three factors, the percentage of the Hispanic population, the percentage of the Black population, and the political ideology in each year from 2005 to 2014 were included in the analysis. According to the report by Caiazza et al. (2004), white American women tend to show higher wages and less poverty than African American and Hispanic women in most states. This may imply negative correlations between the percentage of the Black population or Hispanic population and women's status at the state level. Furthermore, as suggested by Renna (2017), compared to conservatives, liberals would consider gender inequality issues more seriously and are more likely to support feminist policies, which could lead to a higher women's status.

The percentage of the Hispanic population is a continuous variable that indicates the proportion of the Hispanic population in a state. It varies between 1% and 48% of the state population with an average of 10%. The percentage of the Black population is a continuous variable that shows the proportion of the Black population in a state. It ranges from almost 0% to 38% with an average of 11%. The political ideology variable is categorical (1=Conservative; 2=Moderate; 3=Liberal) and indicates a political ideology of a state. In the analysis, I turned each category into a dummy variable in which the

variable is equal to 1 when it is the political ideology defined and 0 for any other political ideologies. A conservative ideology is used as the baseline comparison group. Overall, 48% of the states show conservative ideology, 30 % reveal moderate ideology, and 22% show liberal ideology.

Federal, State, and Local Spending for Women. To control the influences of federal, state, and local spending for women at the state level, four variables were included in the analysis: percentage of FP women users, expenditure of the WIC program, percentage of SNAP recipients, and percentage of TANF recipients.

The Title X National FP program was included in the analysis as it is closely correlated with women's status and is the only federal program dedicated to providing services and methods of family planning and associated preventive health care (Fowler et al., 2021). A priority is given to low-income families and around 86% of FP users were women in 2020 (Fowler et al., 2021). WIC, SNAP, and TANF are the major federal, state, and local welfare programs in the U.S. (CBPP, 2018; U.S. Census Bureau, 2021). WIC program offers supplemental foods, nutrition education, and health care referrals to low-income pregnant, postpartum adults, and children under age 5 (CBPP, 2018; Food and Nutrition Service, 2013). As the largest federal nutrition assistance program, SNAP (formerly the Food Stamp program) offers food-purchasing assistance to low-income individuals and families (CBPP, 2018). TANF program provides short-term financial assistance or other services to low-income families with children (CBPP, 2018). Overall, I expect there would be some correlations between federal, state, and local spending and women's status at the state level throughout 2005-2014.

The percentage of FP women users is a continuous variable that shows the proportion of FP women users in a state. The FP women users are on average 3% of the state population ranging from 1% to 6%. The expenditure of the WIC program is a continuous variable that indicates the dollar amount used for the WIC-related program per woman resident in a state. It varies between \$15.93 and \$75.55 with an average of \$36.95. Both the percentage of SNAP recipients and the percentage of TANF recipients are continuous variables. SNAP recipients are on average 12% of the state population ranging from 4% to 22%. The percentage of TANF recipients varies between 0% and 4% of the state population with an average of 1%.

Public Charities for Women. To control the effects of public charities supporting women, the number of public charities for women at the state level was included in the analysis. To gather the data from Charity Navigator (Charity Navigator, n.d.), I used the search term “Women” and filtered it by state. Charitable organizations supporting women’s causes could be found in every nonprofit sub-sector, and they have been utilizing their resources to empower women and create positive social change (Mesch et al., 2019). For instance, according to the Women & Girls Index report, over 45,000 charitable organizations supporting women gained and used around \$6.3 billion giving from individuals, corporations, and foundations in 2016, which comprises about 1.6% of total charitable giving (Mesch et al., 2019). I expect there would be a positive relationship between the number of public charities for women and women’s status at the state level.

The public charities for women are a continuous variable that indicates the number of public charities for women per 1 million women residents in a state. It is between 59 and 193 with an average of 104.

Dummy Variables for Years. I included dummy variables for years.

Table 3.2 displays the structure of the control variables along with indicators and data sources used to examine the third research question.

Table 3.2.

Structure of the Control Variables for the RQ3

Categories	Subcategories	Indicators	Data Sources
State socio-demographic characteristics	Hispanic %	Percentage of the Hispanic population in a state	U.S. Census Bureau
	Black %	Percentage of the Black population in a state	U.S. Census Bureau
	Political ideology	The political ideology of a state	Gallup
Federal, state, and local spending for women	WIC expenditure (per woman)	Expenditure of Women/Infants/Children (WIC) program per woman in a state	U.S. Department of Agriculture, Food and Nutrition Service
	FP women users %	Percentage of Family Planning (FP) users of women in a state	U.S. Department of Health & Human Services, Office of Population Affairs
	SNAP recipients %	Percentage of Supplemental Nutrition Assistance Program (SNAP) recipients in a state	U.S. Department of Agriculture, Food and Nutrition Service
	TANF recipients %	Percentage of Temporary Assistance for Needy Families (TANF) recipients in a state	U.S. Department of Health & Human Services, Office of Family Assistance
Public charities for women	Public charities for women (per 1 million women)	Number of public charities for women per 1 million women residents in a state	Charity Navigator

3.2.3. Data Analysis

In the first quantitative phase, the three research questions, “How has foundation funding for women changed in the U.S.? Whether and how foundations’ institutional attributes are related to their grantmaking activities for women? Whether and how foundation grantmaking for women has influenced women’s status?” determined the choice of statistical analysis.

First, I use a paired-samples t-test to examine how foundation grantmaking for women has changed in the U.S. Particularly, I explore whether foundation funding for women tends to direct programs on service provision and away from programs on advocacy as one of the critiques of foundations’ grantmaking practices for women (Irvine & Halterman, 2018). A t-test is a useful statistical method to examine whether a treatment or process has influenced the population of interest or whether two groups differ from one another. Specifically, a paired-samples t-test is employed when two groups come from a single population. In this study, two groups indicate grants for women’s services (charitable role) and grants for women’s rights/studies (advocacy role) within the single population of total grants for women.

Second, I employ binary logistic regression analysis to investigate whether and how foundations’ organizational characteristics are associated with their grantmaking actions for women. Since the dependent variable is dichotomous (0=women’s services, 1=women’s rights/studies), a binary logistic regression method is appropriate for the analysis.

Third, I utilize Ordinary Least Squares (OLS) regression analysis to explore whether and how foundation grantmaking for women has influenced women’s status. The

dependent variable is women's status at the state level combining the scores of the five subindexes: women's economic status, women's educational status, women's health status, women's poverty status, and women's political participation status.

All statistical analyses for the quantitative results are done with the Statistical Package for Social Sciences software (SPSS), version 26.

3.3. Phase 2. Qualitative

The second qualitative phase of this dissertation focuses on examining the second and third research questions further, "whether and how foundations' institutional characteristics are related to their grantmaking behaviors for women?" and "whether and how foundation grantmaking for women has influenced women's status?" The specific research sub-questions for the qualitative phase are: How do foundations implement their grantmaking decisions for women? How do they measure their grantmaking impact on women? How do the foundations' institutional characteristics influence their grantmaking decisions and impact assessment strategies for women?

3.3.1. Research Approach: A Comparative Case Study Design

I employ a comparative case study design to explore the specific research sub-questions. Case study research is a qualitative design of inquiry using an in-depth analysis of a case or more cases, such as a program, process, activity, or individual's behavior (Creswell & Creswell, 2017; Yin, 2009). A qualitative case study is conducted through detailed data collection of multiple sources of information, such as interviews,

documents, audiovisual material, and observations (Creswell & Creswell, 2017; Yin, 2009).

The intent of this case study approach is instrumental (Creswell & Creswell, 2017) because it was designed to understand foundations' grantmaking decision practices, impact assessment methods, and institutional characteristics in detail. This research design is confirmatory (addressing existing themes from the literature) and outcome-oriented (concerning the practical implications of the research findings).

3.3.2. Sampling Strategy and Case Selection

For the second qualitative phase of this dissertation, a purposive sampling strategy was utilized to select participants in case studies. A purposive sampling approach (also referred to as purposeful sampling, nonprobability sampling, or qualitative sampling) is largely used in qualitative research as a means to select a small number of cases that will address specific purposes associated with research questions (Creswell & Creswell, 2017; Patton, 1990; Teddlie & Yu, 2007). This strategy can be employed “when the researcher wants to select a purposive sample that represents a broader group of cases as closely as possible or set up comparisons among different types of cases” (Teddlie & Yu, 2007, p. 80). As one aim of my case studies is to achieve representativeness and comparability of foundations supporting women's causes in the U.S., purposive sampling is appropriate for the case studies. Particularly, a typical case sampling, which is one type of purposive sampling procedure aimed at generating representative cases (Teddlie & Yu, 2007), was utilized to select participants in the case studies.

Due to the nature of the sequential mixed method design of this study, the case selection for the second qualitative phase depended on the results from the first quantitative phase. In other words, the final sample generated from the first quantitative strand was utilized as the sampling frame for the second qualitative strand. Specifically, six criteria were utilized for the selection of foundation cases for inclusion in the second qualitative phase: (1) the organization is included in the foundation list collected from the first quantitative research phase, (2) the total asset size of the organization is more than \$1,000,000, (3) the organization funded more than one nonprofit organization, (4) women are identified as a funding priority in the organization's name or one of the funding priorities is given for women on its website, (5) women's leadership is indicated on its website, (6) the organization's grant and impact information are reported on its website. Additionally, the variety of geographic focus of the organization and organization type were considered for the case selection. Table 3.3 shows the rationale for the inclusion of the five foundations for the comparative case study.

Table 3.3.

The Rationale for Inclusion of the Five Foundations

Criteria	N	Cases				
		A	B	C	D	E
(1) The organization is included in the foundation list collected from the first quantitative research phase	4,322	X	X	X	X	X
(2) The total asset size of the organization is more than \$1,000,000	3,334	X (Relatively large)	X (Relatively small)	X (Relatively large)	X (Relatively small)	X (Relatively large)
(3) The organization funded more than one nonprofit organization	1,150	X	X	X	X	X
(4) Women are identified as a funding priority in the organization's name or one of its funding priorities is given to programs for women on its website	90	X (One of the funding priorities is given to programs for women)	X (Women are identified as a funding priority)	X (Women are identified as a funding priority)	X (Women are identified as a funding priority)	X (One of the funding priorities is given to programs for women)
(5) Women's leadership is indicated on its website	54	X (Managed by a woman president/director)	X (Established by a woman philanthropist and managed by a woman president/director)	X (Managed by a woman president/director)	X (Managed by a woman president/director)	X (Managed by a woman president/director)

(6) The organization's grant and impact information are presented on its website	24	X	X	X	X	X
The variety of geographic focus of the organization is considered		X (More than two states-focused)	X (A state-focused)	X (National/international focused)	X (A state-focused)	X (National/international focused)
Organization type is considered		X (Corporate Foundation)	X (Public Charity)	X (Community Foundation)	X (Public Charity)	X (Independent Foundation)

'X' indicates the presence of the criterion.

(1) The organization is included in the foundation list collected from the first quantitative research phase – This research focused on foundations that funded programs for women’s causes between 2005 and 2014, so all eligible cases were started from the foundation list collected from the first quantitative research phase. In the first phase, I used the search term “women” on the Foundation Center’s Foundation Directory Online to find qualified cases during the study period, and the total number of foundations included was 4,322.

(2) The total asset size of the organization is more than \$1,000,000 – This case study targeted foundations which can show their grantmaking strategies and impact assessment methods in detail. Therefore, eligible cases’ total asset size was constrained by more than \$1,000,000 considering that small foundations would have more difficulty in developing their own grantmaking strategies and assessing their impact due to their limited resources. From this criteria, the eligible foundation cases were 3,334.

(3) The organization funded more than one nonprofit organization – Even though this research focused on foundations that made grants for women’s causes from 2005 to 2014, some of the foundations just funded one nonprofit organization constantly or made a grant for women’s causes just one time. In these cases, examining the foundation's grantmaking strategies for women would not provide sufficient detail and exploration of how they select grantees and measure their grantmaking impact on women. Therefore, the cases were excluded from the eligible case set. From this criteria, the qualified foundation cases were 1,150.

(4) Women are identified as a funding priority in the organization’s name or one of the funding priorities is given for women on its website –The case studies targeted

foundations primarily supporting programs to resolve women's issues in the U.S. Therefore, eligible cases were restricted by the foundations' funding priorities. For example, some of the large community foundations (e.g., Arizona Community Foundation) had funded more than one nonprofit organization supporting women's causes constantly, but their funding priorities were not given to women. These cases were excluded from the eligible case set. Additionally, I excluded cases of women's giving circles (e.g., Baltimore Community Foundation's Baltimore Women's Giving Circle) regarding that the topic has been examined at a great level in the previous literature (Bearman et al., 2017; Eikenberry, 2008; 2017). Furthermore, I excluded some cases mainly targeting international development or global fund (e.g., Global Fund for Women) as my research focus is in the U.S. From this criteria, the eligible foundation cases were 90.

(5) Women's leadership is indicated in the organization – Because one of the research sub-questions for this case study is to examine how foundations' institutional features influence their grantmaking decisions and impact assessment strategies for women, women's leadership, which is one of the most important foundations' institutional characteristics, was considered as case selection criteria. If a foundation was established by a woman philanthropist/founder or managed by a woman president/director, the foundation was included in the eligible case set. I excluded some cases if women's leadership information is uncertain. From this criteria, the qualified foundation cases were 54.

(6) The organization's grant and impact information are described on its website – The case studies focused on foundations that can provide sufficient detail and

explanation of their grantmaking strategies and impact assessment methods on women. Therefore, some cases were excluded if the organizations do not provide their grant and impact information on their website. From this criteria, the eligible foundation cases were 24.

In addition to these core six criteria, the variety of geographic focus of the organization (e.g., a state-focused, more than two states-focused, national/international-focused) and the organization type (e.g., corporate, community, independent foundations) were considered for the case selection.

Overall, 4,322 cases in the foundation list collected from the first quantitative research phase were reviewed for inclusion, and 24 foundations that meet all the six criteria with considerations of geographic focus and organization type were invited to join the case study with a recruitment script. Some of the tentative participants requested more information (e.g., specific interview questions) or asked questions regarding the study (e.g., whether anonymity is guaranteed obviously, whether the researcher already contacted other foundations that they think important to contact for the research topic). In these cases, I provided the requested information and the answers. Some of the tentative participants declined to participate in the study due to their busy schedules or unexpected changes during the pandemic situation. Some of them did not respond to the invitations. Ultimately, five foundations agreed to the invitation with an acceptance rate of 21 percent.

3.3.3. Data collection

Data collection began by compiling multiple sources of data regarding the five case foundations. Secondary data that was used in the case studies include the five foundations' annual reports, financial statements, published newsletters and materials, and websites. These data offered an adequate volume of materials to examine the included foundations' grantmaking decisions and impact assessment tactics for women, as well as their institutional attributes.

Primary data sources include in-depth interviews conducted with the stakeholders of the five foundations that have been working on addressing women's issues. Specifically, contact was made with directors or staff of the five cases. Qualitative interviews were chosen for data collection as the format allows not only to gather in-depth descriptions of research topics but also to help better understand research subjects' behavior and opinions (Creswell & Creswell, 2017). Individual interviews were conducted via a Zoom Video Communications platform using video conference call technology. Each participant was involved in a 40 to 60-minute interview answering the interview questions. All interviews were video/audio recorded by using the Zoom platform with the permission of the interviewees. I also utilized written notes. All the interviews were conducted during the twelve months between October 2020 and October 2021.

Via the Zoom Video Communications platform, verbatim transcriptions of all interviews' video/audio recordings were automatically produced. When conducting interviews, I utilized the options 'Record to the Cloud' and 'audio transcript' on the Zoom platform. After each interview was completed, the video was recorded in the Zoom

cloud, and the Zoom cloud recording automatically generated audio transcripts. For accuracy, I compared the interviews' video/audio recordings and the auto-generated transcripts.

A semi-structured interview instrument was developed based on the conceptual framework of this dissertation and the literature on foundations' grantmaking decisions, impact assessment methods, and institutional characteristics. The interviews yielded information to answer the study's research sub-questions for the qualitative phase. First, interview questions were asked to collect data regarding how foundations implement their grantmaking decisions for women. Specifically, each interviewee was asked to describe whether there are specific guidelines or rules in decision-making for foundation grants, how the guidelines or rules were formulated, who was involved in developing the guidelines or rules, whether the guidelines have been revised, and if yes, reasons for the revisions. Supplementary probing questions were allowed during the interview.

Second, interview questions were asked to gather data about how foundations measure their grantmaking impact on women. Specifically, each interviewee was questioned to illustrate whether there is a systematic mechanism to measure the impact of its grantmaking for women, whether the foundation has required grantees to submit a program evaluation at the end of the program, whether the foundation has provided financial support for grantees to evaluate the funded program, whether the foundation has engaged in the evaluation process when grantees evaluate the funded program, and whether the foundation has collected grantees' feedback to improve its grantmaking strategies. Probing prompts were utilized to gather more in-depth information for responses that seem vague.

Third, interview questions were asked to collect data concerning how foundations' institutional traits influence their grantmaking decisions and impact assessment strategies for women. Specifically, focusing on women's leadership perspective, each participant was asked to illustrate how the interviewee describes women's leadership in the organization and whether the women's leadership in the organization has influenced their grantmaking decisions and impact assessment tactics for women. Although not included in the first quantitative phase due to the data limitation, women's leadership in a foundation was one of the important institutional factors that emerged in the literature review. Additional probing questions were allowed during the interview.

3.3.4. Data Analysis

Directed content analysis (Assarroudi et al., 2018; Hsieh & Shannon, 2005; Kibiswa, 2019) was employed for the qualitative data analysis. It is a frequently used method in qualitative data analysis to validate or extend a theory or framework when an existing theory or previous literature offers an incomplete description of a phenomenon or further explanation would be beneficial (Hsieh & Shannon, 2005). Compared to conventional content analysis which allows new insight or coding categories to emerge from the data, directed content analysis allows researchers to utilize predetermined themes/categories derived from existing theory, framework, or previous research findings (Assarroudi et al., 2018; Hsieh & Shannon, 2005; Kibiswa, 2019). The directed content analysis could be considered as a deductive use of theory or deductive category application as it allows predictions about the factors of interest as well as the links among

factors, which help to define the initial coding scheme (Hsieh & Shannon, 2005; Mayring, 2004; Potter & Levine-Donnerstein, 1999). The preconceived categories guide data collection and offer coding categories for data analysis (Hsieh & Shannon, 2005).

Key concepts or factors derived from the conceptual framework of this dissertation and prior literature served as predetermined coding themes and categories for data analysis. The predetermined categories for the first research sub-question regarding how foundations implement their grantmaking decisions for women (grantmaking decision theme) included criteria, stakeholders, and grant cycles. The preconceived categories for the second research sub-question about how foundations measure their grantmaking impact on women (impact assessment methods theme) consist of reports from grantees, foundations' own tracking, external evaluators, and participation. The predetermined categories for the third research sub-question concerning how foundations' institutional characteristics influence their grantmaking decision and impact assessment strategies for women (institutional characteristics theme) contained size, region, political ideology, age, type, membership, and women's leadership.

For the coding, instead of electronic coding methods employing Computer-Aided Qualitative Data Analysis Software (CAQDAS), a manual coding method (Basit, 2003) was utilized for data analysis considering the small number of foundation cases. I reviewed all interview transcripts and document data multiple times and highlighted all text that is appropriate to the predetermined coding themes and categories. Data that could not be coded within the coding themes and categories were identified and allocated as a new coding category label (e.g., partnership). Because I already had qualitative data

analysis experience as a team member of a community project, I had familiarity with the coding process as well as qualitative data analysis.

3.3.5. Credibility

In a qualitative research design, researchers need to seek credibility and trustworthiness via a process of verification rather than via traditional validity and reliability measures (Lincoln & Guba, 1985). Credibility for this research was primarily achieved through triangulation. Triangulation refers to employing multiple methods (methods triangulation), datasets (data triangulation), theories (theory triangulation), and/or investigators (investigator triangulation) to examine a research question (Denzin, 2010). The core assumption underlying triangulation is that all research methods have inherent biases and limitations (Greene et al., 1989). By employing both qualitative and quantitative methods, integrating various data sources of evidence (e.g., interviews, documents, and archival records), and combining multiple theories, these limitations and biases were neutralized in the dissertation research.

3.4. Ethical Consideration

Ethical issues were primarily considered in the second phase of this study. Before data collection and analysis, I received approval regarding all data collection processes and associated documents employed in the comparative case study from the Institutional Review Board of Arizona State University (ASU) (See Appendix A, B, and C).

An informed consent form was developed, and the consent process took place before and at the time of the interview. Before proceeding with the interview, participants

were asked to read the consent form. The participants signified their wish to participate in the study by proceeding with the interview. The participants had the right not to answer any questions, and there were no foreseeable risks or discomforts anticipated for the participation.

During the data collection and analysis, the participants' anonymity was protected by employing information source codes (e.g., F-A, F-B) instead of the participants' names. Additionally, fictitious names (e.g., Foundation A, Foundation B) were utilized in reporting the results without revealing any personal identifiers.

All the collected data including video/audio recording files of interviews were stored on ASU servers using ASURITE password protection. Video/audio recordings of interviews were used as a supplemental reference to the interview notes and were destroyed once the data analysis was completed. Other data will be stored for 2 years.

CHAPTER 4

THE TRENDS OF FOUNDATION GRANTMAKING FOR WOMEN AND THE FOUNDATIONS' INSTITUTIONAL CHARACTERISTICS

4. 1. Introduction

In the first part of this chapter, I address the first research question of how foundation grantmaking for women has changed in the U.S. from 2005 to 2014 at the national, regional, and state levels. I then address the second research question of whether and how foundations' institutional traits are associated with their grantmaking decisions for women by employing binary logistic regressions. The chapter concludes with a discussion of the current trends of foundation grantmaking for women in the U.S. and the influences of the foundations' institutional features on their funding decisions for women.

First, using government failure theory and elite power theory, I hypothesize that foundation funding for women tends to direct programs toward service provision (charitable role) instead of advocacy (advocacy role) in the U.S (H1). Second, based on institutional theory, I hypothesize that foundations' institutional characteristics are associated with their grantmaking actions for women (H2). The six specific hypotheses apply: foundations with a higher total giving size are more likely to give grants for women's rights/studies (H2a), foundations in the Northeastern U.S. are more likely to give grants for women's rights/studies than those in other regions (H2b), foundations in the states of liberal ideology are more likely to make grants for women's rights/studies than those in the states of moderate or conservative ideology (H2c), older foundations are less likely to give grants for women's rights/studies than younger foundations (H2d), independent foundations are more likely to give grants for women's rights/studies than

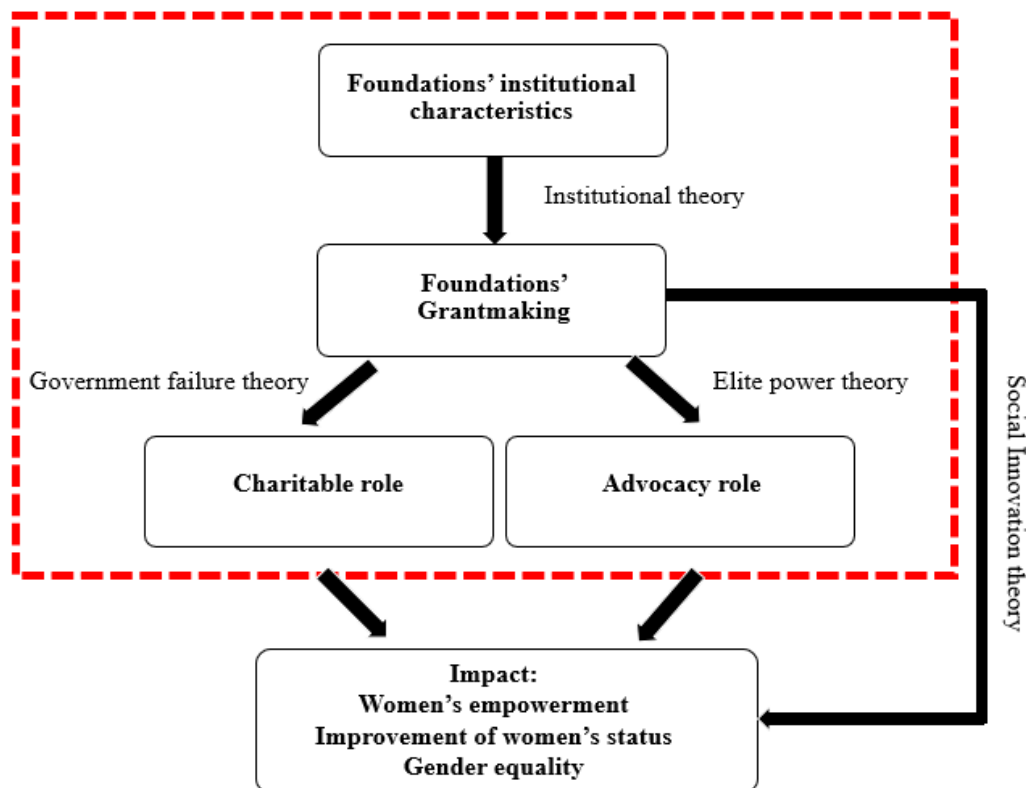
the other types of foundations (H2e), foundations with membership in any affinity group or an association are more likely to give grants for women’s rights/studies than those without the membership (H2f).

4.2. A Brief Overview of the Framework and Methods

4.2.1. Main Points of the Conceptual Framework

Figure 4.1 shows the main points of the overall conceptual framework for this dissertation that I focus on in chapter 4, indicating the relationships among foundations’ institutional characteristics, foundations’ grantmaking, and their roles.

Figure 4.1. Main Points of the Conceptual Framework in Chapter 4

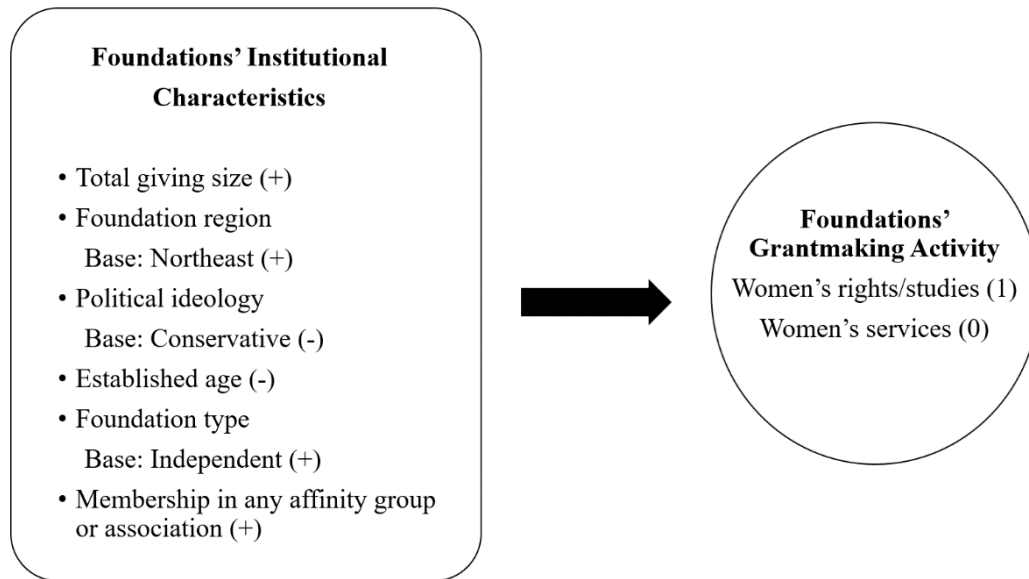


4.2.2. Methods

First, I use a paired-samples t-test analysis to investigate how foundation funding for women has changed in the U.S. In particular, I explore whether foundation grantmaking for women tends to direct programs on service provision and away from programs on advocacy as one of the critiques of foundations' grantmaking practices for women (Irvine & Halterman, 2018). As was explained in the methodology chapter, I used the search term "women" in the fields of interest on the Foundation Center's Foundation Directory Online to determine what population of grants to be included in the study and found the four categories of grants: women's services, women's studies, women's funds, and women's rights. I decided to include only three categories (women's services, women's studies, and women's rights) to select grants from larger grants files as the grants in the category of women's funds are too small or do not exist each year. The two categories of women's rights and women's studies are used to examine foundations' advocacy role for women, and one category of women's services is used to explore foundations' charitable role for women.

Second, I employ binary logistic regression analysis to examine whether and how foundations' institutional characteristics are associated with their grantmaking for women. Figure 4.2 presents the expected relationships between independent variables and a dependent variable for the second research question.

Figure 4.2. Expected Associations among Variables for the RQ2



4.3. Results

4.3.1. The Trends of Foundation Grantmaking for Women

To answer the first research question of how foundation grantmaking for women has changed in the U.S., I look at the changes in foundation grantmaking for women from 2005 to 2014 and compare the mean of the number or amount of grants for women's rights/studies and the mean of the number or amount of grants for women's services by employing a t-test at the national, regional, and state levels. Overall, 26,668 grant cases were included in the analysis.

4.3.1.1. National-Level Trends

Table 4.1 and Figure 4.3 present the total number of foundation grants for women, the number and percentage of foundation grants for women's rights/studies, and the number and percentage of foundation grants for women's services between 2005 and

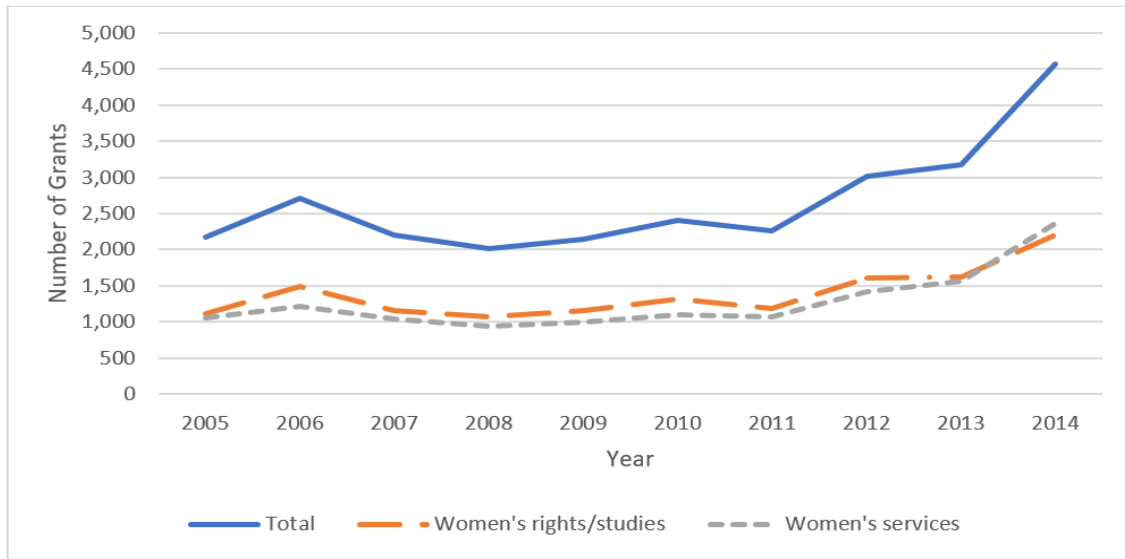
2014 in the U.S. As can be seen in Figure 4.3, the total number of grants for women had increased from 2,171 in 2005 to 4,568 in 2014 although the economic downturn of 2007-2008 seemed to influence negatively on the changes in grants for women. Both the number of grants for women’s rights/studies and the number of grants for women’s services increased more than twice in 2014 compared to 2005. However, the percent changes of foundation grants for each women’s rights/studies and women’s services within the total number of grants were hardly noticeable. Overall, the proportion of foundation grants for women’s rights/studies is a bit higher than that of foundation grants for women’s services within the total number of grants for women in each year except for 2014.

Table 4.1.

Number of Foundation Grants for Women in the U.S. (n= 26,668)

Year	Total Number of Grants for Women	Number of Grants for Women's Rights/Studies	% of Total	Number of Grants for Women's Services	% of Total
2005	2,171	1,118	51	1,053	49
2006	2,704	1,494	55	1,210	45
2007	2,200	1,159	53	1,041	47
2008	2,008	1,073	53	935	47
2009	2,144	1,153	54	991	46
2010	2,413	1,319	55	1,094	45
2011	2,264	1,190	53	1,074	47
2012	3,018	1,604	53	1,414	47
2013	3,178	1,618	51	1,560	49
2014	4,568	2,207	48	2,361	52

Figure 4.3. Number of Foundation Grants for Women in the U.S. (n= 26,668)



A paired-samples t-test was conducted to compare the mean of the number of grants for women’s rights/studies and the mean of the number of grants for women’s services between 2005-2014. There was a statistically significant mean difference in the numbers of grants for women’s rights/studies (Mean=1,393.50, SD=350.40) and grants for women’s services (Mean=1,273.30, SD=429.16; $t_{(9)}=3.20, p<.05$). This suggests that foundations supporting women’s causes had provided more number of grants on average for advocacy than for service provision, which is opposite to Hypothesis 1.

Table 4.2 and Figure 4.4 present the foundation grantmaking trends for women in the U.S. in terms of the amount of funding for women. As can be seen in Figure 4.4, the total amount of grants for women had increased about twice from \$88 million in 2005 to \$178 million in 2014 even though the negative influence of the financial crisis of 2007-2008 on the foundation grants for women seemed to be shown. Both the amount of funding for women’s rights/studies and the amount of funding for women’s services

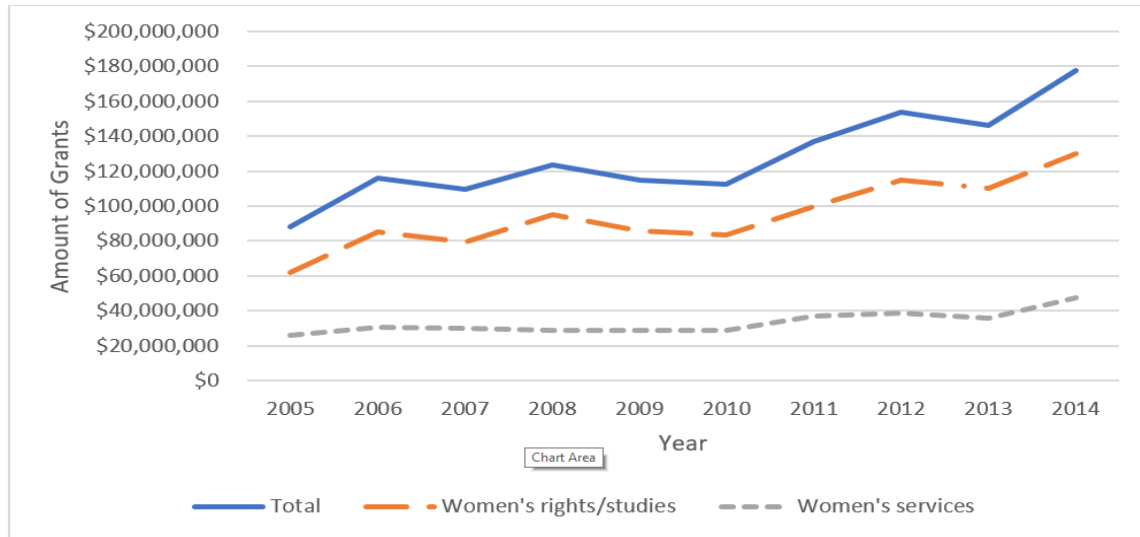
increased twice in 2014 compared to in 2005. Additionally, the percentage changes throughout 2005-2014 are scarcely noticeable in foundation grants for women's rights/studies and women's services within the total amount of grants for women. However, the proportion of foundation grants for women's rights/studies within the total amount of grants for women is always higher than the proportion of foundation grants for women's services within the total amount of grants for women each year.

Table 4.2.

Amount of Foundation Grants for Women in the U.S. (n= 26,668)

Year	Total Amount of Grants for Women	Amount of Grants for Women's Rights/Studies	% of Total	Amount of Grants for Women's Services	% of Total
2005	\$87,946,384	\$62,208,261	71	\$25,738,123	29
2006	\$115,821,566	\$85,105,848	73	\$30,715,718	27
2007	\$109,602,019	\$79,392,791	72	\$30,209,228	28
2008	\$123,781,788	\$95,087,215	77	\$28,694,573	23
2009	\$114,778,708	\$85,766,771	75	\$29,011,937	25
2010	\$112,474,397	\$83,554,457	74	\$28,919,940	26
2011	\$136,698,438	\$99,793,241	73	\$36,905,197	27
2012	\$153,579,039	\$114,748,474	75	\$38,830,565	25
2013	\$146,430,004	\$110,327,486	75	\$36,102,518	25
2014	\$177,689,020	\$130,021,940	73	\$47,667,080	27

Figure 4.4. Amount of Foundation Grants for Women in the U.S. (n= 26,668)



To compare the average amount of grants for women’s rights/studies and the average amount of grants for women’s services from 2005 to 2014, a paired-samples t-test was performed. The mean difference in grants amounts for women’s rights/studies (Mean=94,600,648.40, SD=19,736,848.27) and for women’s services (Mean=33,279,487.90, SD=6,583,170.62) was statistically significant ($t_{(9)}=13.99$, $p<.001$). This indicates that foundations supporting women’s issues had offered more amount of grants on average for advocacy than for service delivery, which does not support Hypothesis 1.

Overall, these findings provide evidence that the number and amount of foundation grants for women in the U.S increased between 2005 and 2014. In addition, it is important to recognize that foundations supporting women’s causes had provided more number and amount of grants on average for advocacy than for service provision, which is opposite to Hypothesis 1.

4.3.1.2. Regional-Level Trends

Table 4.3 and Figure 4.5 show the total number of foundation grants for women, the number and percentage of foundation grants for women's rights/studies, and the number and percentage of foundation grants for women's services between 2005 and 2014 in the four regions. The sum of the total number of grants for women over the same period is the largest in the Northeastern region (n=8,941) while it is the smallest in the Midwestern region (n=5,105), followed by the South region (n=6,235) and the Western region (n=6,387). This would indicate that many of the foundations making grants for women's causes are located in the Northeast and foundations in the Northeastern region may have more interest in solving women's issues than those in the other regions.

The total number of grants for women had increased in all regions from 2005 to 2014 even though it had diminished during 2007-2008 because of the economic downturn. Specifically, the rise in the total number of grants for women from 2005 to 2014 is the highest in the South (from 429 to 1,231, 187% increase) whereas it is the lowest in the Midwest (from 485 to 886, 83% increase). Similarly, both the number of grants for women's rights/studies and the number of grants for women's services increased between 2005 and 2014 in all regions even though the increasing ratios were different. For instance, the total number of grants for women's rights/studies had increased by 134% in the South from 181 in 2005 to 424 in 2014 while it increased by 78% in the Northeast from 441 in 2015 to 783 in 2014. The total number of grants for women's services had increased by 225% in the South from 248 to 807 but it had increased by 76% in the Midwest from 306 to 539 over the same period. The findings show that the changes in foundation grants for women in terms of the grant numbers are

largest in the Southern region whereas they are smallest in the Midwestern region during the period.

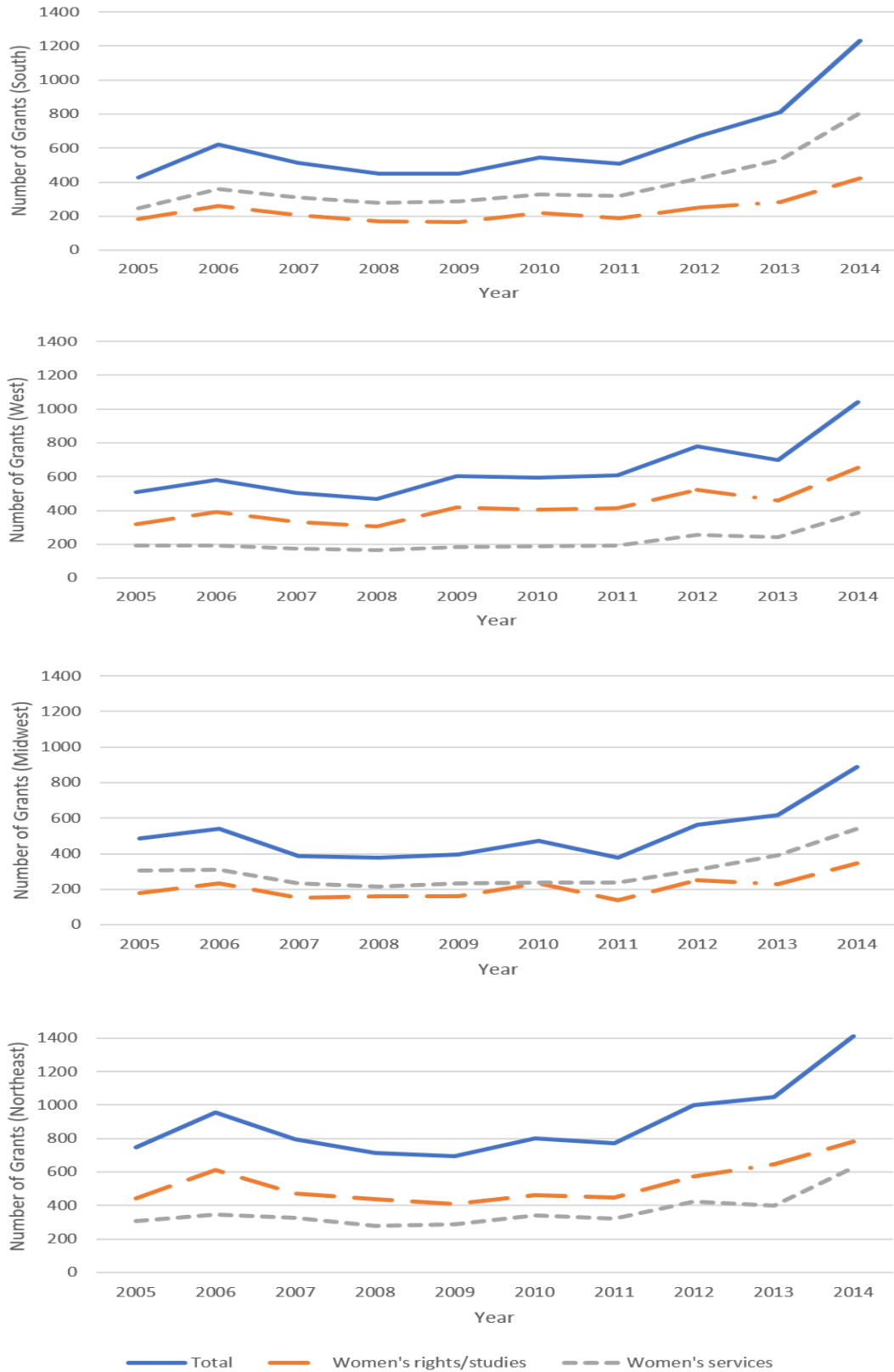
It is also interesting to note that the foundation funding trends for women by grant numbers vary in each region as can be seen in Table 4.3. The percentage changes of foundation grants for women's rights/studies and women's services within the total number of grants are visible in the South (42% vs. 58% in 2005, 34% vs. 66% in 2014) and the Northeast (59% vs. 41% in 2005, 55% vs. 45% in 2014) while they are hardly noticeable in the West and the Midwest. Additionally, overall, within the total number of grants for women, the proportion of foundation grants for women's rights/studies is higher than that of foundation grants for women's services in the West and the Northeast, meanwhile, the results are opposite in the South and the Midwest throughout 2005-2014.

Table 4.3.

Number of Foundation Grants for Women by Region (n= 26,668)

Region	Year	Total Number of Grants for Women	Number of Grants for Women's Rights/Studies	% of Total	Number of Grants for Women's Services	% of Total
South (n=6,235)	2005	429	181	42	248	58
	2006	621	260	42	361	58
	2007	514	206	40	308	60
	2008	449	171	38	278	62
	2009	451	165	37	286	63
	2010	546	220	40	326	60
	2011	509	188	37	321	63
	2012	673	252	37	421	63
	2013	812	283	35	529	65
	2014	1,231	424	34	807	66
West (n=6,387)	2005	510	317	62	193	38
	2006	583	390	67	193	33
	2007	505	331	66	174	34
	2008	469	305	65	164	35
	2009	602	418	69	184	31
	2010	593	406	68	187	32
	2011	607	413	68	194	32
	2012	779	523	67	256	33
	2013	699	459	66	240	34
	2014	1,040	653	63	387	37
Midwest (n=5,105)	2005	485	179	37	306	63
	2006	542	231	43	311	57
	2007	386	152	39	234	61
	2008	377	161	43	216	57
	2009	397	162	41	235	59
	2010	471	232	49	239	51
	2011	378	139	37	239	63
	2012	565	253	45	312	55
	2013	618	229	37	389	63
	2014	886	347	39	539	61
Northeast (n=8,941)	2005	747	441	59	306	41
	2006	958	613	64	345	36
	2007	795	470	59	325	41
	2008	713	436	61	277	39
	2009	694	408	59	286	41
	2010	803	461	57	342	43
	2011	770	450	58	320	42
	2012	1,001	576	58	425	42
	2013	1,049	647	62	402	38
	2014	1,411	783	55	628	45

Figure 4.5. Number of Foundation Grants for Women by Region (n= 26,668)



A paired-samples t-test was conducted to compare the average number of grants for women's rights/studies and the average number of grants for women's services from 2005 to 2014 in each region. There were statistically significant differences in the mean numbers of grants for women's rights/studies (Mean=235.00, SD=77.55) and grants for women's services (Mean=385.50, SD=168.03) in the South ($t_{(9)}=-5.14, p<.001$), and in the numbers of grants for women's rights/studies (Mean=208.50, SD=63.20) and grants for women's services (Mean=302.00, SD=99.10) in the Midwest ($t_{(9)}=-5.48, p<.001$). Meanwhile, in the opposite direction, there were significant mean differences in the numbers of grants for women's rights/studies (Mean=421.50, SD=105.04) and grants for women's services (Mean=217.20, SD=66.06) in the West ($t_{(9)}=13.06, p<.001$), and in the numbers of grants for women's rights/studies (Mean=528.50, SD=121.60) and grants for women's services (Mean=365.60, SD=103.36) in the Northeast ($t_{(9)}=10.02, p<.001$).

Table 4.4 and Figure 4.6 present the foundation grantmaking trends for women in the four regions in terms of the amount of funding. Similar to the results in Table 4.3 and Figure 4.5, the sum of the total amount of grants for women from 2005 to 2014 is the largest in the Northeastern region (\$630 million), followed by the Western region (\$280 million), the South region (\$197 million), and the Midwestern region (\$172 million). Particularly, the sum of the total amount of grants for women throughout 2005-2014 in the Northeast is about four times larger than that in the Midwest (\$630 million vs. \$172 million).

As can be seen in Figure 4.6, overall, the total amount of grants for women had increased in all regions between 2005 and 2014 even though the grant trend lines seemed different in each region. For instance, the increase in the total amount of grants for

women from 2005 to 2014 is the highest in the South (from \$11 million to \$36 million, 227% increase) while it is the lowest in the West (from \$24 million to \$35 million, 46% increase). Similarly, both the amount of funding for women's rights/studies and the amount of funding for women's services increased in the regions between 2005 and 2014 except for the Western region. More specifically, in the Southern region, the total amount of grants for women's rights/studies had increased by 200% from \$6 million in 2005 to \$18 million in 2014, and the total amount of grants for women's services had increased by 280% from \$5 million in 2005 to \$19 million in 2014. Meanwhile, in the Western region, the total amount of grants for women's services from 2005 to 2014 decreased by 10% (from \$10 million to \$9 million). The findings indicate that the changes in foundation grants for women over the same period are the largest in the South whereas they are the smallest in the West considering grant amount.

It is also noteworthy that the foundation funding trends for women by grant amount varied in each region as can be seen in Table 4.4. The ratio changes of foundation grants for women's rights/studies and women's services within the total amount of grants for women are obvious in the South, the West, and the Midwest while they are scarcely noticeable in the Northeast. For example, in the West, the proportions of foundation grants for women's rights/studies and women's services within the total amount of grants for women changed from 56% vs. 44% in 2005 to 75% vs. 25% in 2014. Meanwhile, in the South, the percentages of each foundation grants for women's rights/studies and women's services within the total amount of grants for women were altered from 55% vs. 45% in 2005 to 49% vs. 51% in 2014. Furthermore, overall, the proportion of foundation funding for women's rights/studies within the total amount of grants for women is higher

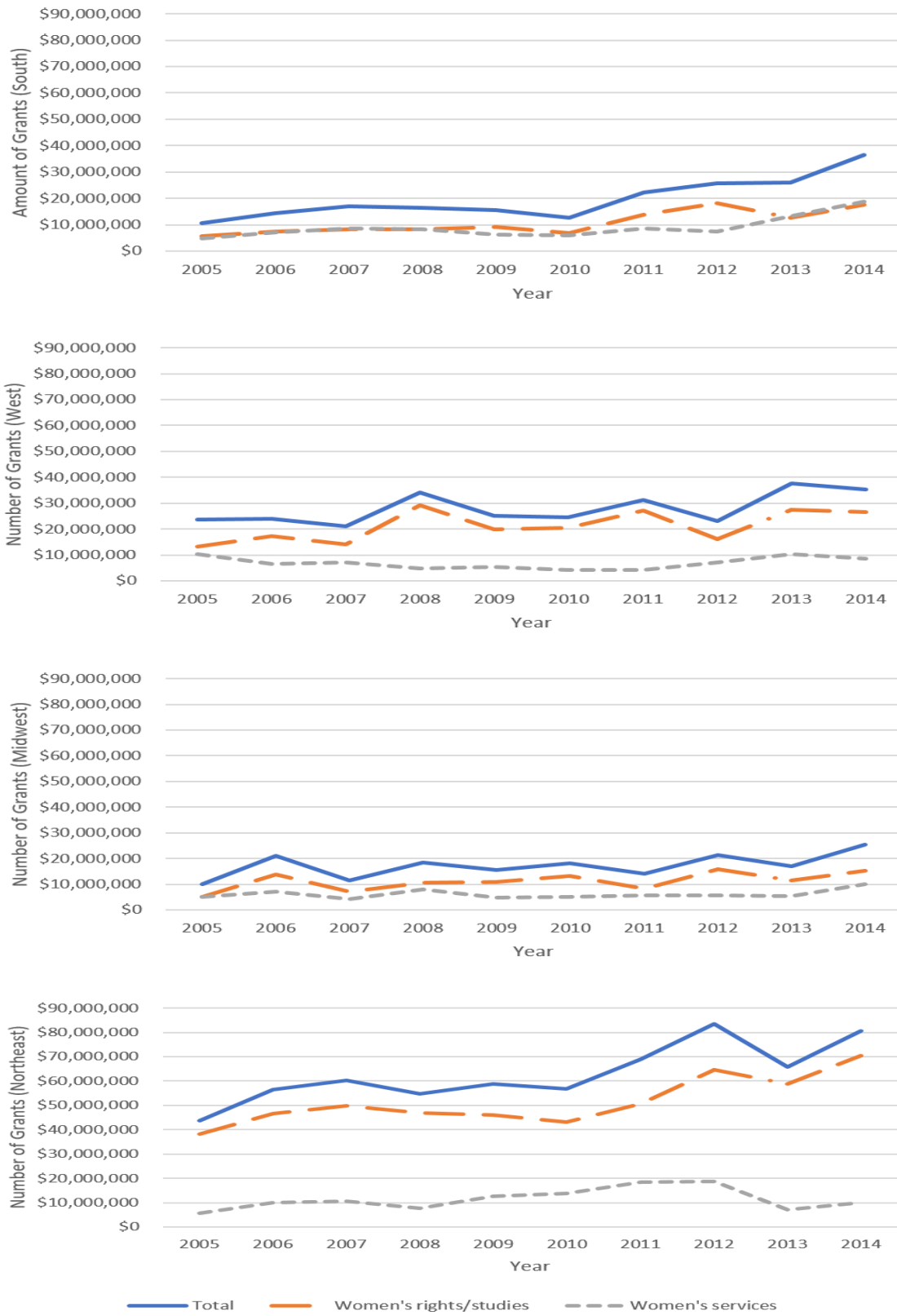
than the percentage of foundation grants for women's studies within the total amount of grants for women in all regions throughout 2005-2014.

Table 4.4.

Amount of Foundation Grants for Women by Region (n= 26,668)

Region	Year	Total Amount of Grants for Women	Amount of Grants for Women's Rights/Studies	% of Total	Amount of Grants for Women's Services	% of Total
South (\$197 Million)	2005	\$10,504,469	\$5,734,972	55	\$4,769,497	45
	2006	\$14,302,737	\$7,289,808	51	\$7,012,929	49
	2007	\$16,874,938	\$8,403,676	50	\$8,471,262	50
	2008	\$16,547,367	\$8,301,944	50	\$8,245,423	50
	2009	\$15,488,969	\$9,083,046	59	\$6,405,923	41
	2010	\$12,789,568	\$6,826,505	53	\$5,963,063	47
	2011	\$22,284,695	\$13,746,435	62	\$8,538,260	38
	2012	\$25,683,448	\$18,314,378	71	\$7,369,070	29
	2013	\$25,942,912	\$12,634,561	49	\$13,308,351	51
	2014	\$36,449,523	\$17,709,540	49	\$18,739,983	51
West (\$280 Million)	2005	\$23,584,661	\$13,214,118	56	\$10,370,543	44
	2006	\$23,993,591	\$17,387,259	72	\$6,606,332	28
	2007	\$21,066,098	\$14,018,152	67	\$7,047,946	33
	2008	\$34,019,604	\$29,268,142	86	\$4,751,462	14
	2009	\$25,045,562	\$19,769,447	79	\$5,276,115	21
	2010	\$24,653,397	\$20,522,064	83	\$4,131,333	17
	2011	\$31,339,340	\$27,214,165	87	\$4,125,175	13
	2012	\$23,082,169	\$16,083,929	70	\$6,998,240	30
	2013	\$37,725,632	\$27,339,052	72	\$10,386,580	28
	2014	\$35,163,684	\$26,479,241	75	\$8,684,443	25
Midwest (\$172 Million)	2005	\$9,985,356	\$5,011,621	50	\$4,973,735	50
	2006	\$21,015,457	\$13,890,593	66	\$7,124,864	34
	2007	\$11,345,062	\$7,143,375	63	\$4,201,687	37
	2008	\$18,547,520	\$10,550,876	57	\$7,996,644	43
	2009	\$15,504,436	\$10,795,728	70	\$4,708,708	30
	2010	\$18,167,576	\$13,192,552	73	\$4,975,024	27
	2011	\$14,058,121	\$8,251,692	59	\$5,806,429	41
	2012	\$21,295,470	\$15,714,190	74	\$5,581,280	26
	2013	\$16,900,331	\$11,489,644	68	\$5,410,687	32
	2014	\$25,353,031	\$15,263,840	60	\$10,089,191	40
Northeast (\$630 Million)	2005	\$43,871,898	\$38,247,550	87	\$5,624,348	13
	2006	\$56,509,781	\$46,538,188	82	\$9,971,593	18
	2007	\$60,315,921	\$49,827,588	83	\$10,488,333	17
	2008	\$54,667,297	\$46,966,253	86	\$7,701,044	14
	2009	\$58,739,741	\$46,118,550	79	\$12,621,191	21
	2010	\$56,863,856	\$43,013,336	76	\$13,850,520	24
	2011	\$69,016,282	\$50,580,949	73	\$18,435,333	27
	2012	\$83,517,952	\$64,635,977	77	\$18,881,975	23
	2013	\$65,861,129	\$58,864,229	89	\$6,996,900	11
	2014	\$80,722,782	\$70,569,319	87	\$10,153,463	13

Figure 4.6. Amount of Foundation Grants for Women by Region (n= 26,668)



To compare the average amount of grants for women's rights/studies and the average amount of grants for women's service in each region from 2005 to 2014, a paired-samples t-test was performed. There were significant differences in the average amounts of grants for women's rights/studies (Mean= 11,130,411.10, SD= 3,530,301.96) and grants for women's services (Mean= 6,086,824.90, SD= 1,809,335.36) in the Midwest ($t_{(9)}=5.24, p<.001$); in the amounts of grants for women's rights/studies (Mean= 21,129,556.90, SD= 6,012,434.58) and grants for women's services (Mean= 6,837,816.90, SD= 2,358,969.81) in the West ($t_{(9)}=6.54, p<.001$); and in the amounts of grants for women's rights/studies (Mean= 51,536,193.90, SD= 10,087,608.16) and grants for women's services (Mean= 11,472,470.00, SD= 4,518,760.35) in the Northeast ($t_{(9)}=12.82, p<.001$). Whereas, there was no statistically significant mean difference in the amounts of grants for women's rights/studies (Mean= 10,804,486.50, SD= 4,533,207.28) and grants for women's services (Mean= 8,882,376.10, SD= 4,147,431.85) in the South ($t_{(9)}=1.66, p>.10$).

In brief, the findings provide evidence that the number and amount of foundation grants for women had increased in all regions from 2005 to 2014 even though the grant trend lines seemed different in each region. Interestingly, concerning the number of grants for women, foundations supporting women's causes in the South and the Midwest had provided more number of grants on average for service provision than for advocacy, meanwhile, foundations supporting women's issues in the West and the Northeast had offered more number of grants on average for advocacy than for service delivery, which does not support Hypothesis 1. It is also important to notice that in terms of the amount of grants for women, foundations supporting women's causes in the Midwest, the West, and

the Northeast had offered more amount of grants on average for advocacy than for service provision, which is the opposite of Hypothesis 1.

4.3.1.3. State-Level Trends

I examined the foundation grantmaking trends for women by state. At first, to compare the variances of foundation grants for women among states, I calculated the total amount of grants for women at the state level in 2005 and 2014, divided them by the women population in each state, and multiply by 1,000 to analyze the foundation grants amount for women per 1,000 women in each state. Table 4.5 and Figure 4.7 show the amount of foundation funding for women per 1,000 women in each state.

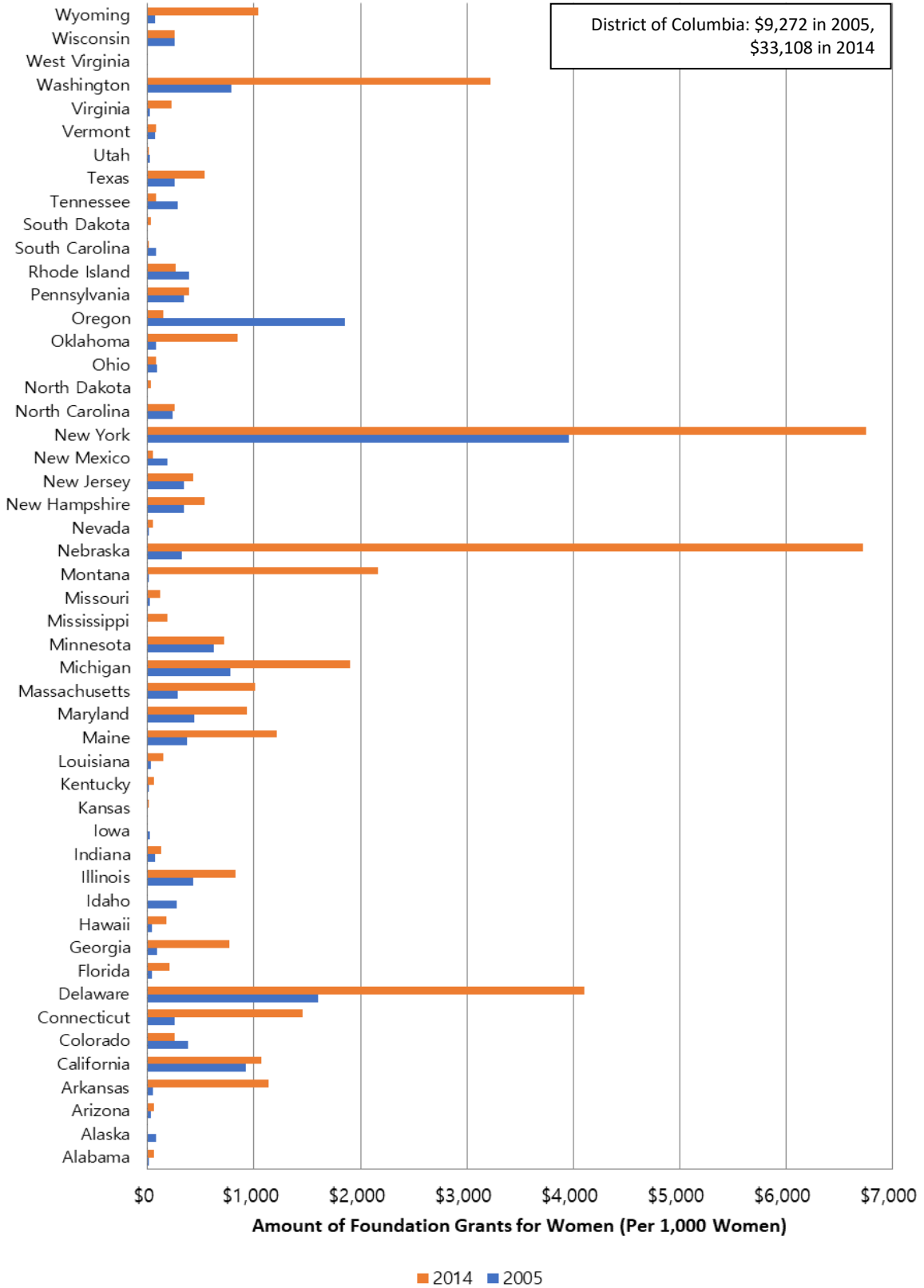
Table 4.5.

Amount of Foundation Grants for Women by State (n= 26,668)

State	2005		2014	
	Total Amount of Grants for Women	Amount of Grants for Women (Per 1,000 Women)	Total Amount of Grants for Women	Amount of Grants for Women (Per 1,000 Women)
Alabama	\$3,000	\$1	\$141,722	\$57
Alaska	\$25,000	\$79	\$0	\$0
Arizona	\$80,650	\$28	\$212,900	\$63
Arkansas	\$69,500	\$50	\$1,719,077	\$1,139
California	\$16,398,971	\$922	\$20,934,189	\$1,071
Colorado	\$865,180	\$380	\$682,029	\$256
Connecticut	\$443,275	\$253	\$2,675,424	\$1,452
Delaware	\$675,300	\$1,601	\$1,976,324	\$4,104
District of Columbia	\$2,527,095	\$9,272	\$11,463,895	\$33,108
Florida	\$369,950	\$41	\$2,094,630	\$206
Georgia	\$412,100	\$92	\$3,980,868	\$769
Hawaii	\$22,000	\$35	\$125,147	\$178
Idaho	\$187,912	\$268	\$0	\$0
Illinois	\$2,712,278	\$427	\$5,401,156	\$823
Indiana	\$213,796	\$69	\$429,466	\$128
Iowa	\$29,550	\$20	\$0	\$0

Kansas	\$0	\$0	\$12,000	\$8
Kentucky	\$20,000	\$10	\$124,150	\$55
Louisiana	\$75,500	\$33	\$356,816	\$150
Maine	\$245,250	\$373	\$831,169	\$1,218
Maryland	\$1,244,158	\$439	\$2,865,377	\$930
Massachusetts	\$902,292	\$283	\$3,493,730	\$1,005
Michigan	\$3,932,399	\$780	\$9,576,295	\$1,898
Minnesota	\$1,553,975	\$618	\$1,978,123	\$721
Mississippi	\$0	\$0	\$281,000	\$183
Missouri	\$54,000	\$19	\$369,490	\$119
Montana	\$2,000	\$4	\$1,102,472	\$2,161
Nebraska	\$276,000	\$320	\$6,362,578	\$6,731
Nevada	\$10,000	\$8	\$69,000	\$49
New Hampshire	\$219,400	\$341	\$359,655	\$535
New Jersey	\$1,503,650	\$343	\$1,967,964	\$430
New Mexico	\$182,228	\$189	\$55,100	\$52
New York	\$38,256,006	\$3,959	\$68,688,166	\$6,753
North Carolina	\$1,016,934	\$237	\$1,268,071	\$249
North Dakota	\$0	\$0	\$10,000	\$28
Ohio	\$528,570	\$92	\$468,200	\$79
Oklahoma	\$132,282	\$75	\$1,658,000	\$847
Oregon	\$3,332,625	\$1,852	\$297,900	\$149
Pennsylvania	\$2,073,575	\$336	\$2,537,121	\$388
Rhode Island	\$208,750	\$390	\$144,803	\$266
South Carolina	\$175,000	\$82	\$23,200	\$9
South Dakota	\$0	\$0	\$11,500	\$27
Tennessee	\$827,250	\$278	\$268,550	\$80
Texas	\$2,868,900	\$254	\$7,261,468	\$535
Utah	\$23,100	\$19	\$7,000	\$5
Vermont	\$19,700	\$64	\$24,750	\$78
Virginia	\$87,500	\$23	\$966,375	\$228
Washington	\$2,438,495	\$788	\$11,379,347	\$3,222
West Virginia	\$0	\$0	\$0	\$0
Wisconsin	\$684,788	\$252	\$734,223	\$253
Wyoming	\$16,500	\$67	\$298,600	\$1,041

Figure 4.7. Amount of Foundation Grants for Women by State (n= 26,668)



As can be seen in Table 4.5, in 2005, the top 10 states by the total amount of foundation grants for women were New York (\$38 million), California (\$16 million), Michigan (\$4 million), Oregon (\$3 million), Texas (\$3 million), Illinois (\$3 million), District of Columbia (\$3 million), Washington (\$2 million), Pennsylvania (\$2 million), and Minnesota (\$2 million). Similarly, in 2014, the top 10 states regarding the total amount of foundation grants for women were New York (\$69 million), California (\$21 million), the District of Columbia (11 million), Washington (\$11 million), Michigan (\$10 million), Texas (\$7 million), Nebraska (\$6 million), Illinois (\$5 million), Georgia (\$4 million), and Massachusetts (\$3 million). Particularly, within the top 10 states, the increase in the total amount of foundation grants for women from 2005 to 2014 was highest in Washington (450% increase), followed by the District of Columbia (267% increase).

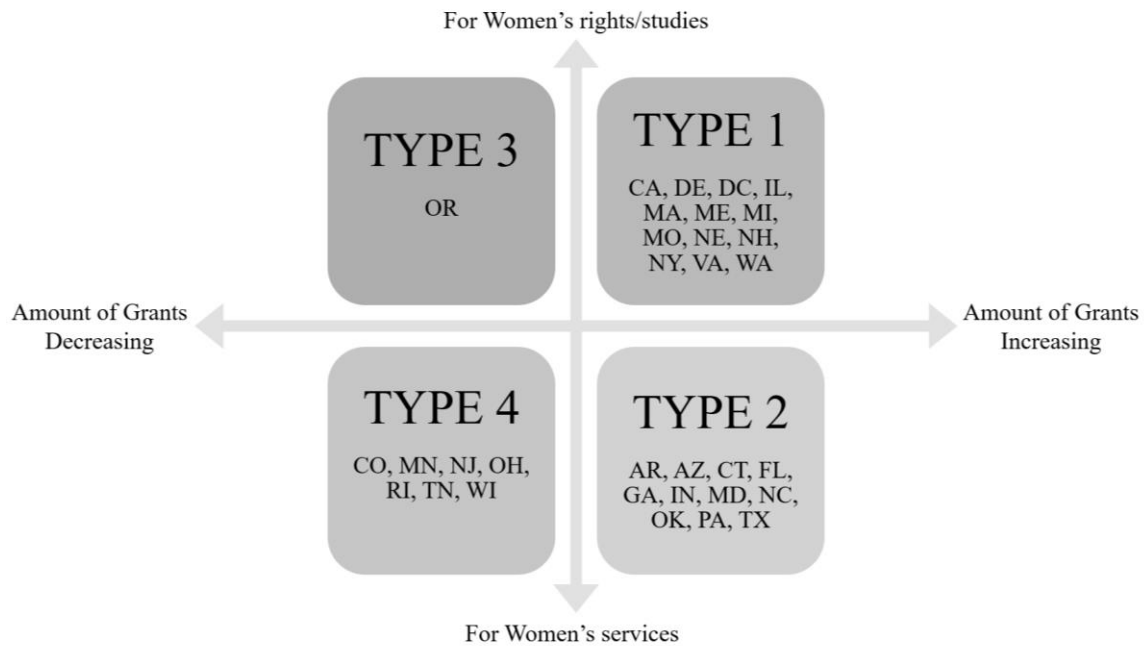
Regarding the amount of foundation grants for women per 1,000 women residents, the top 10 states were the District of Columbia (\$9,272), New York (\$3,959), Oregon (\$1,852), Delaware (\$1,601), California (\$922), Washington (\$788), Michigan (\$790), Minnesota (\$618), Maryland (\$439), and Illinois (\$427). Meanwhile, in 2014, the top 10 states by the amount of foundation grants for women per 1,000 women were a bit different: District of Columbia (\$33,108), New York (\$6,753), Nebraska (\$6,731), Delaware (\$4,104), Washington (\$3,222), Montana (\$2,161), Michigan (\$1,898), Connecticut (\$1,452), Maine (\$1,218), and Arkansas (\$1,139).

As a next step, to compare the foundation grantmaking trends for women among states between 2005 and 2014, I calculated the total amount of grants for women, the amount of funding for women's rights/studies, and the amount of funding for women's

services in each state over the same period. Because the sample size of foundation grants in some states was too small to analyze the foundation grantmaking trends for women (n<100), I do not report the results of the following 19 states in detail: Alabama (n=90), Alaska (n=4), Hawaii (n=36), Idaho (n=13), Iowa (n=29), Kansas (n=16), Kentucky (n=57) Louisiana (n=72), Mississippi (n=13), Montana (n=47), Nevada (n=41), New Mexico (n=88), North Dakota (n=1), South Carolina (n=53), South Dakota (n=3), Utah (n=11), Vermont (n=57), West Virginia (n=9), and Wyoming (n=24).

The results illustrate that the trends of foundation grants for women throughout 2005-2014 differ by state. Therefore, I classified the trends of foundation grants for women into four types: Type 1 (total amount of grants for women had increased and tends to direct programs for women's rights/studies), Type 2 (total amount of grants for women had increased and tends to direct programs for women's services), Type 3 (total amount of grants for women had decreased and tends to direct activities for women's rights/studies), and Type 4 (total amount of grants for women had decreased and tends to direct programs for women's services). Figure 4.8 presents the four types of trends of foundation grants for women by state.

Figure 4.8. Four Types of the Trends of Foundation Grants for Women by State



Type 1. Type 1 indicates the trend that the total amount of grants for women had increased and tends to direct programs for women's rights/studies from 2005 to 2014. California, Delaware, District of Columbia, Illinois, Massachusetts, Maine, Michigan, Missouri, Nebraska, New Hampshire, New York, North Carolina, Virginia, and Washington are included in Type 1. As a Type 1 example, the California case is reported in Table 4.6 and Figure 4.9 indicating the total amount of funding for women, the amount of funding for women's rights/studies, and the amount of funding for women's services between 2005-2014. The results show that even though the changes were unstable, the total amount of funding for women had increased from \$16.4 million in 2005 to \$23.0 million in 2014. However, there were salient differences between the changes in foundation funding for women's rights/studies and the changes of that for women's services in California. The amount of funding for women's rights/studies increased from

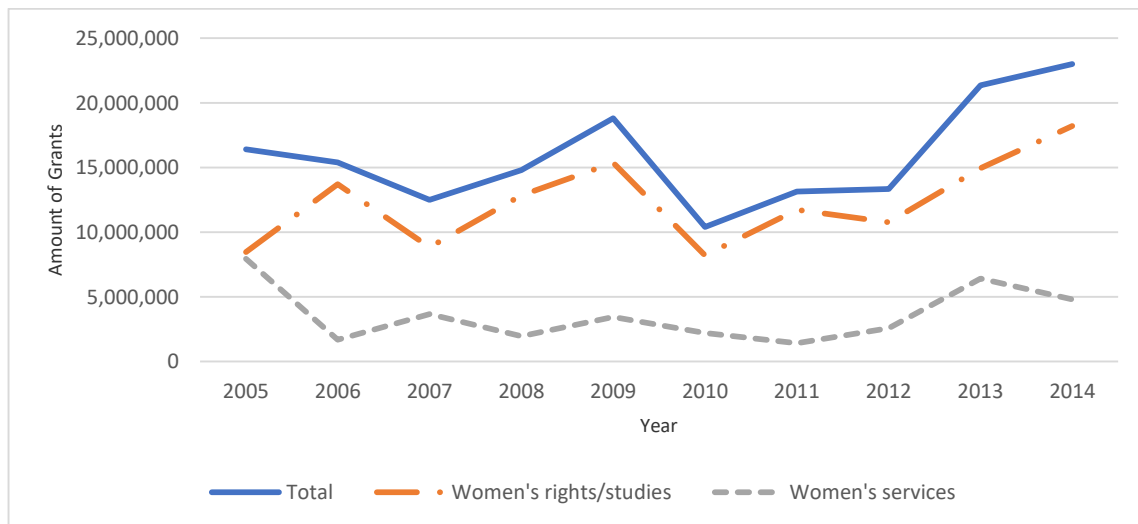
\$8.5 million in 2005 to \$18.2 million in 2014, while the amount of funding for women’s services decreased from \$7.9 million in 2005 to \$4.8 million in 2014. In addition, the percentage of foundation funding for women’s services within the total amount of grants dropped off between 2005 (48%) and 2014 (21%).

Table 4.6.

Amount of Foundation Grants for Women in California (n=4,293)

Year	Total Amount of Grants for Women	Amount of Grants for Women's Rights/Studies	% of Total	Amount of Grants for Women's Services	% of Total
2005	\$16,408,971	\$8,473,693	52	\$7,935,278	48
2006	\$15,386,949	\$13,713,185	89	\$1,673,764	11
2007	\$12,504,244	\$8,836,385	71	\$3,667,859	29
2008	\$14,800,157	\$12,840,107	87	\$1,960,050	13
2009	\$18,810,859	\$15,361,201	82	\$3,449,658	18
2010	\$10,400,118	\$8,199,898	79	\$2,200,220	21
2011	\$13,145,575	\$11,731,939	89	\$1,413,636	11
2012	\$13,336,344	\$10,764,120	81	\$2,572,224	19
2013	\$21,350,790	\$14,936,522	70	\$6,414,268	30
2014	\$22,995,409	\$18,204,009	79	\$4,791,400	21

Figure 4.9. Amount of Foundation Grants for Women in California (n=4,293)



A paired-samples t-test was run to compare the average amount of grants for women's rights/studies and the average amount of grants for women's services in California from 2005 to 2014. The mean difference in the amounts of grants for women's rights/studies (Mean=12,306,105.90, SD=3,326,621.04) and for women's services (Mean=3,607,835.70, SD=2,169,395.29) was statistically significant ($t_{(9)}=7.03$, $p<.001$). This indicates that foundations supporting women's issues in California had offered more amount of grants on average for advocacy than for service delivery, which does not support Hypothesis 1.

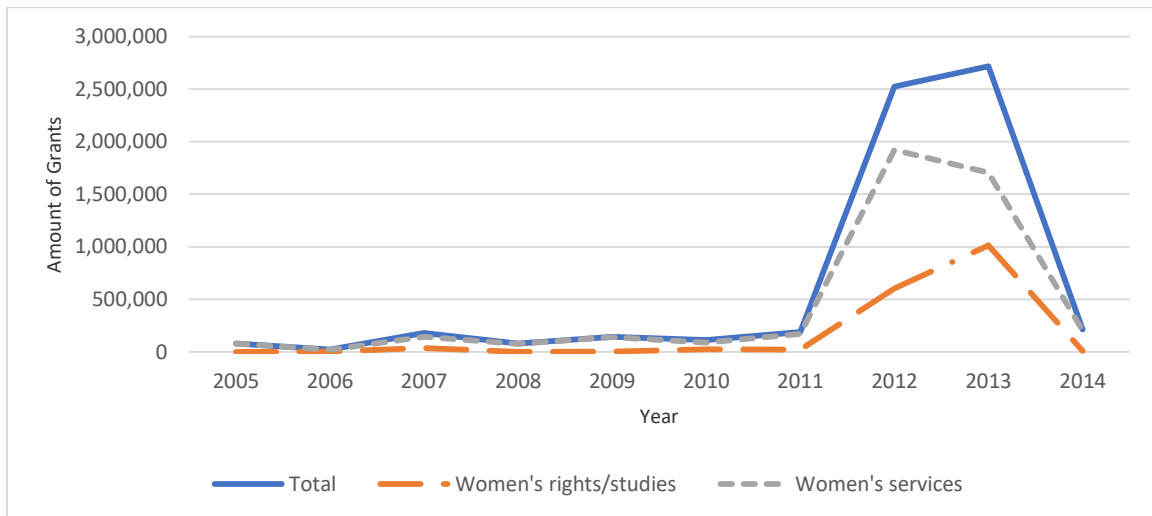
Type 2. Type 2 presents the trend that the total amount of foundation funding for women had increased and tends to direct programs for women's services from 2005 to 2014. Arkansas, Arizona, Connecticut, Florida, Georgia, Indiana, Maryland, North Carolina, Oklahoma, Pennsylvania, and Texas are included in Type 2. Table 4.7 and Figure 4.10 indicate the foundation grant trends in Arizona as a Type 2 case example. The trend lines show that even though the total amount of funding for women had increased during the period, the changes are marginal except in 2012 and 2013 when several foundations, such as Arizona Community Foundation, Bruce T. Halle Assistance Fund, and Freeport-McMoRan Foundation, awarded large grants for women. However, these grants were discontinued in 2014. Due to the relatively small amounts of foundation funding for women each year in Arizona, comparing the proportion of foundation funding for women's services vs. women's rights/studies within the total amount of grants is not meaningful. However, the trend lines indicate that the amount of funding for women's services was always higher than those for women's rights/studies between 2005 and 2014.

Table 4.7.

Amount of Foundation Grants for Women in Arizona (n=153)

Year	Total Amount of Grants for Women	Amount of Grants for Women's Rights/Studies	% of Total	Amount of Grants for Women's Services	% of Total
2005	\$80,650	\$0	0	\$80,650	100
2006	\$22,370	\$2,500	11	\$19,870	89
2007	\$179,500	\$36,000	20	\$143,500	80
2008	\$78,575	\$1,000	1	\$77,575	99
2009	\$143,000	\$3,000	2	\$140,000	98
2010	\$112,000	\$25,000	22	\$87,000	78
2011	\$190,204	\$21,000	11	\$169,204	89
2012	\$2,524,998	\$604,000	24	\$1,920,998	76
2013	\$2,716,874	\$1,013,000	37	\$1,703,874	63
2014	\$212,900	\$8,700	4	\$204,200	96

Figure 4.10. Amount of Foundation Grants for Women in Arizona (n=153)



To compare the average amount of grants for women’s rights/studies and the mean of grants amount for women’s services in Arizona between 2005 and 2014, a paired-samples t-test was performed. The result showed no significant difference in the average amount of grants for women’s rights/studies (Mean= 171,420.00, SD=

349,537.91) and for women’s services (Mean= 454,687.10, SD= 719,337.84); ($t_{(9)}=-2.18$, $p>.05$).

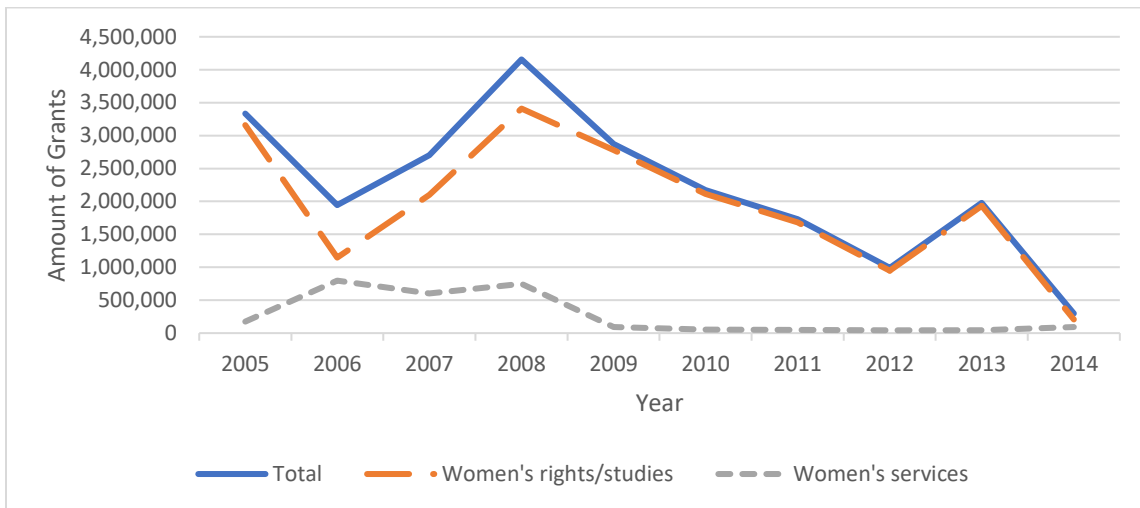
Type 3. Type 3 indicates the trend that the total amount of foundation funding for women had decreased and tends to direct programs for women’s rights/studies over the time 2005 to 2014. As a Type 3 example, the Oregon case is reported in detail in Table 4.8 and Figure 4.11 indicating the total amount of funding for women had decreased between 2005 and 2014. The trend lines show that within the total amount of grants, the proportion of foundation funding for women’s rights/studies is much higher than that for women’s services each year between 2005 and 2014.

Table 4.8.

Amount of Foundation Grants for Women in Oregon (n=209)

Year	Total Amount of Grants for Women	Amount of Grants for Women’s Rights/Studies	% of Total	Amount of Grants for Women’s Services	% of Total
2005	\$3,332,625	\$3,157,000	95	\$175,625	5
2006	\$1,942,563	\$1,145,500	59	\$797,063	41
2007	\$2,700,573	\$2,100,008	78	\$600,565	22
2008	\$4,156,281	\$3,409,803	82	\$746,478	18
2009	\$2,870,120	\$2,779,875	97	\$90,245	3
2010	\$2,170,171	\$2,115,171	97	\$55,000	3
2011	\$1,730,625	\$1,680,625	97	\$50,000	3
2012	\$990,920	\$948,345	96	\$42,575	4
2013	\$1,978,061	\$1,931,911	98	\$46,150	2
2014	\$297,900	\$207,900	70	\$90,000	30

Figure 4.11. Amount of Foundation Grants for Women in Oregon (n=209)



A paired-samples t-test was conducted to compare the average amount of grants for women’s rights/studies and the average amount of grants for women’s services in Oregon from 2005 to 2014. The mean difference in the amounts of grants for women’s rights/studies (Mean= 1,947,613.80, SD= 1,004,690.60) and for women’s services (Mean= 269,370.10, SD= 313,434.45) was statistically significant ($t_{(9)}=5.39, p<.001$). This shows that foundations supporting women’s issues in Oregon had distributed more amount of grants on average for advocacy than for service delivery, which does not support Hypothesis 1.

Type 4. Type 4 indicates the trend that the total amount of foundation grants for women had decreased and tends to direct programs for women’s services from 2005 to 2014. Colorado, Minnesota, New Jersey, Ohio, Rhode Island, Tennessee, and Wisconsin are included in Type 4. As a Type 4 example, Table 4.9 and Figure 4.12 indicate the changes in the total amount of funding for women, the amount of funding for women’s rights/studies, and the amount of funding for women’s services in Tennessee. The trend lines show that the total amount of funding for women decreased between 2005 and

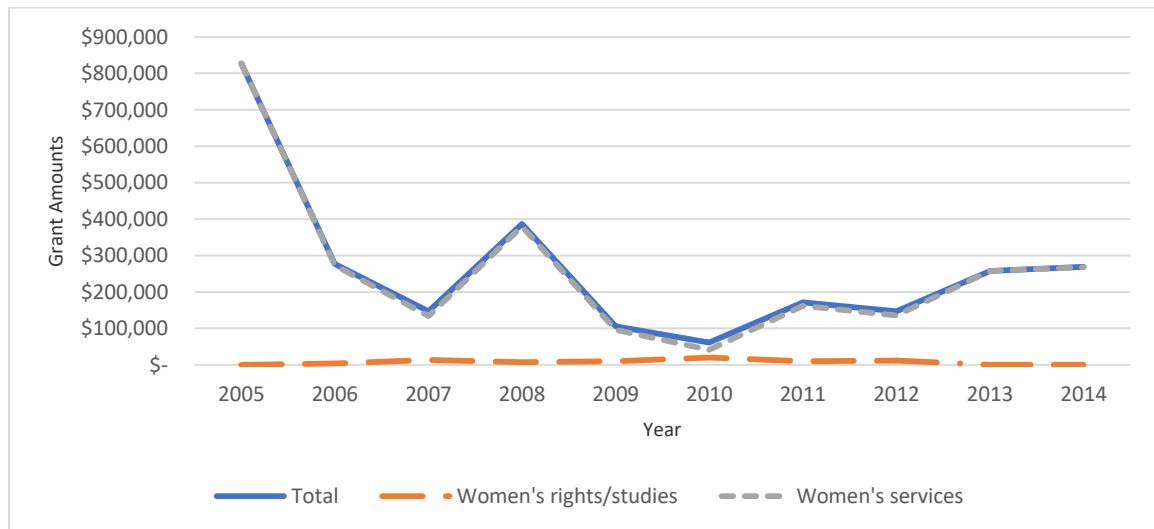
2014, even though the changes are unstable. The trend lines also indicate that the proportion of foundation funding for women’s rights/studies within the total amount of grants is lower than that for women’s services within the total amount of grants each year.

Table 4.9.

Amount of Foundation Grants for Women in Tennessee (n=182)

Year	Total Amount of Grants for Women	Amount of Grants for Women's Rights/Studies	% of total	Amount of Grants for Women's Services	% of total
2005	\$827,250	\$0	0	\$827,250	100
2006	\$277,050	\$4,050	1	\$273,000	99
2007	\$147,170	\$13,250	9	\$133,920	91
2008	\$386,500	\$7,000	2	\$379,500	98
2009	\$105,619	\$10,000	9	\$95,619	91
2010	\$61,200	\$20,000	33	\$41,200	67
2011	\$171,914	\$10,000	6	\$161,914	94
2012	\$147,176	\$11,800	8	\$135,376	92
2013	\$257,260	\$85	0	\$257,175	100
2014	\$268,550	\$250	0	\$268,300	100

Figure 4.12. Amount of Foundation Grants for Women in Tennessee (n=182)



To compare the average amount of grants for women's rights/studies and the average amount of grants for women's services from 2005 to 2014, a paired-samples t-test was run in Tennessee. The mean difference in the amount of grants for women's rights/studies (Mean= 7,643.50, SD= 6,633.62) and women's services (Mean= 257,325.40, SD= 224,145.26) was statistically significant ($t_{(9)}=-3.45, p<.01$). This indicates that foundations supporting women's issues in Tennessee had offered more amount of grants on average for service delivery than for advocacy, which supports Hypothesis 1.

In sum, at the national level, the findings provide evidence that the number and amount of foundation grants for women in the U.S had increased between 2005 and 2014. It is also important to notice that foundations supporting women's causes had provided more number and amount of grants on average for advocacy than for service provision ($t_{(9)}=3.20, p<0.05$ and $t_{(9)}=13.99, p<0.01$, respectively), which is opposite to Hypothesis 1.

At the regional level, the results also offer evidence that the number and amount of foundation grants for women had increased in all regions between 2005 and 2014 even though the grant trend lines seemed different in each region. In terms of the number of foundation grants for women, foundations supporting women's causes had provided more number of grants on average for service provision than for advocacy in the South and the Midwest, but more number of grants on average for advocacy than for service delivery in the West and the Northeast, which does not support Hypothesis 1. It is also interesting to notice that regarding the amount of grants for women, foundations supporting women's

causes had offered more on average for advocacy than for service provision in the Midwest, the West, and the Northeast, which are opposite to Hypothesis 1.

At the state level, the findings illustrate that the trends of foundation grants for women throughout 2005-2014 differ by state. Therefore, I classified the trends of foundation grants for women into four types. Type 1 indicates the trend that the total amount of grants for women had increased and tends to direct programs for women's rights/studies from 2005 to 2014. California, Delaware, District of Columbia, Illinois, Massachusetts, Maine, Michigan, Missouri, Nebraska, New Hampshire, New York, North Carolina, Virginia, and Washington were included in Type 1. For instance, foundations supporting women's issues in California had offered more amount of grants on average for advocacy than for service delivery, which does not support Hypothesis 1. Type 2 presents the trend that the total amount of foundation funding for women had increased and tends to direct programs for women's services over the same period. Arkansas, Arizona, Connecticut, Florida, Georgia, Indiana, Maryland, North Carolina, Oklahoma, Pennsylvania, and Texas were contained in Type 2. As an example, a t-test result in Arizona showed that there was no significant difference in the average amount of grants for advocacy and service provision ($t_{(9)}=-2.18, p>.05$). Type 3 illustrates the trend that the total amount of foundation funding for women had decreased and tends to direct programs for women's rights/studies. Oregon is an example of Type 3. For example, foundations supporting women's issues in Oregon had distributed more amount of grants on average for advocacy than for service provision, which is inconsistent with Hypothesis 1. Type 4 shows the trend that the total amount of foundation funding for women had decreased and tends to direct programs for women's services from 2005 to

2014. Colorado, Minnesota, New Jersey, Ohio, Rhode Island, Tennessee, and Wisconsin were included in Type 4. For example, foundations supporting women's issues in Tennessee had provided more amount of grants on average for service delivery than advocacy, which is consistent with Hypothesis 1.

4.3.2. Foundations' Institutional Characteristics and their Grantmaking Activities for Women

To answer the second research question of whether and how foundations' institutional features are associated with their funding actions for women, I employ binary logistic regressions and focus on the relationships among foundations' organizational characteristics and their grantmaking activities for women in the U.S. Foundation grantmaking activity is used as a dependent variable (1= women's rights/studies, 0=women's services) and the six factors of foundations' characteristics, such as total giving size, foundation region, political ideology, foundation age, foundation type, and membership in any affinity group or association, are treated as independent variables in the analyses. After dropping missing data (n=1,314, 12.6%), 9,148 foundation cases were included in the analysis.

4.3.2.1. Descriptive Analysis

Table 4.10 presents the descriptive statistics on the foundations' institutional traits included in the analyses.

Table 4.10.

Descriptive Statistics on the Foundations' Institutional Characteristics

Variables	Range	All (n=9,148)	South (n=2,502)	West (n=1,903)	Midwest (n=1,854)	Northeast (n=2,889)
		Mean (S.D.) / %	Mean (S.D.) / %	Mean (S.D.) / %	Mean (S.D.) / %	Mean (S.D.) / %
Foundation grantmaking activity	0-1	45%	31%	59%	37%	52%
Total giving size	0.0005 – 3439.6	15.33 (96.94)	10.03 (28.25)	27.82 (198.57)	13.90 (41.17)	12.60 (43.16)
Foundation region						
South	0-1	27%				
West	0-1	21%				
Midwest	0-1	20%				
Northeast	0-1	32%				
Political Ideology						
Conservative	0-1	15%	46%	3%	8%	0%
Moderate	0-1	30%	27%	18%	55%	23%
Liberal	0-1	55%	26%	79%	37%	77%
Foundation age	0-124	32.98 (22.99)	31.46 (19.98)	28.84 (21.54)	36.56 (23.54)	34.70 (25.37)
Foundation type						
Independent	0-1	77%	77%	79%	71%	80%
Corporate	0-1	12%	10%	09%	20%	11%
Community	0-1	7%	9%	7%	8%	4%
Operating	0-1	1%	2%	1%	1%	1%
Public charity	0-1	3%	2%	4%	1%	3%
Membership in any affinity group or association	0-1	44%	40%	52%	44%	42%
Time dummy						
Year 2005	0-1	10%	8%	10%	11%	10%
Year 2006	0-1	10%	10%	9%	11%	10%
Year 2007	0-1	10%	9%	9%	9%	10%
Year 2008	0-1	8%	8%	8%	7%	8%
Year 2009	0-1	7%	7%	8%	7%	7%
Year 2010	0-1	8%	9%	9%	8%	8%
Year 2011	0-1	7%	7%	8%	8%	7%
Year 2012	0-1	10%	10%	11%	10%	10%
Year 2013	0-1	12%	12%	11%	10%	12%
Year 2014	0-1	18%	19%	17%	17%	17%

About 45% of the foundations mainly fund programs for women's rights/studies while 55% of them mainly fund programs for women's services. However, there are salient differences among the regions in terms of foundation grantmaking activities for women during the period 2005 to 2014. For example, about 69% of the foundations in the Southern U.S. primarily fund activities for women's services whereas about 59% of the foundations in the Western U.S. primarily fund programs for women's rights/studies. The average total giving size of the foundations is \$15.33 million, ranging from \$10.03 million in the Southern region to \$27.82 million in the Western region. Regarding the foundation region, 27% of the foundations are located in the Southern U.S., 21% of them are placed in the Western region, 20% of them are in the Midwestern region, and 32% of them are in the Northeastern region. In terms of political ideology, 15% of the foundations are located in the states of conservative ideology, 30% of the foundations are placed in the states of moderate ideology, and 55% of the foundations are located in the states of liberal ideology. The average foundation age is about 33, ranging from 0 to 124. In terms of foundation type, about 77% of the foundations are independent foundations, 12% are corporate foundations, 7% are community foundations, 1% are operating foundations, and 3% are public charities. Less than half of the foundations have a membership in any affinity group or association (44%), but the differences among the regions exist in terms of the membership percentages in any affinity group or association. For instance, about 40 % of the foundations in the Southern region have a membership in any affinity group or association whereas more than half of the foundations in the Western region (52%) have a membership in any affinity group or association.

4.3.2.2. Regression Analysis

First, the six variables of foundations' institutional characteristics, such as total giving size, foundation region, political ideology, foundation age, foundation type, and membership in any affinity group or association, were included in the analysis without interaction terms in Model 1. And then, to consider any potential interaction effect on foundation grantmaking activities for women, I tested several possible interaction effects on foundation grantmaking decisions for women respectively and found that two interaction effects (Foundation type \times Political ideology, Foundation type \times Membership in any affinity group or association) are statistically significant predicting the likelihood of foundation grantmaking activities for women. Each interaction effect of foundation type and political ideology and the interaction effect of foundation type and membership were added in each Model 2 and Model 3. Lastly, the two interaction terms (Foundation type \times Political ideology, Foundation type \times Membership in any affinity group or association) were included in Model 4.

Model 1. Table 4.11 presents the results of the logistic regression on the relationships among foundations' institutional characteristics and their grantmaking actions for women in the U.S. without interaction terms (Model 1). The chi-square goodness-of-fit statistics show a good fit of the model for the data.

Table 4.11.

Logistic Regression Analysis Predicting Foundation Grantmaking Activities for Women, Model 1 (n=9,148)

Independent Variables	Model 1		
	β	SE	Odds Ratio
Total giving size	0.01***	0.00	1.01
Foundation region (Base: Northeast)			
South	-0.28***	0.07	0.76
West	0.23***	0.06	1.26
Midwest	-0.10	0.07	0.91
Political ideology (Base: Conservative)			
Moderate	0.22*	0.09	1.24
Liberal	1.33***	0.09	3.79
Foundation age	-0.01***	0.00	0.99
Foundation type (Base: Independent)			
Corporate foundation	-0.41***	0.07	0.66
Community foundation	-0.54***	0.10	0.58
Operating foundation	0.41	0.21	1.50
Public charity	0.73***	0.15	2.07
Membership in any affinity group or association	-0.05	0.05	0.95
Time dummy variables			
Year 2006	0.18	0.10	1.20
Year 2007	0.12	0.10	1.13
Year 2008	0.07	0.11	1.08
Year 2009	0.09	0.11	1.10
Year 2010	0.14	0.11	1.15
Year 2011	0.02	0.11	1.02
Year 2012	0.04	0.10	1.04
Year 2013	0.13	0.10	1.14
Year 2014	0.00	0.09	1.01
Constant	-0.81***	0.12	0.45
Percent concordant			66.4
-2 Log Likelihood			11273.95
Pseudo-R ²			0.18

Note: * $p < .05$, ** $p < .01$, *** $p < .001$

In model 1, as I expected, almost all the variables of foundations' institutional characteristics are statistically significant in predicting foundation grantmaking activities for women in the U.S. except the membership in any affinity group or association variable. Controlling for the other variables in the model, foundations with a higher total giving size are more likely to make grants for women's rights/studies than those with a lower total giving size (odds ratio=1.01, $p<.001$), which supports Hypothesis 2a.

Regarding the foundation region, foundations in the Western U.S. are more likely to make grants for women's rights/studies than those in the other regions holding all the other variables constant. Specifically, compared to foundations in the Northeastern region, foundations in the Western region are 26% more likely to make grants for women's rights/studies (odds ratio=1.26, $p<.001$) while foundations in the Southern region are 24% less likely to make grants for women's rights/studies (odds ratio=0.76, $p<.001$). Originally, I hypothesized that the foundations in the Northeastern U.S. would be more likely to give grants for women's rights/studies than those in the other regions as numerous foundations supporting women's causes are in the Northeastern region (Hypothesis 2b), however, the result was different.

In terms of political ideology, foundations in the states of liberal ideology are significantly more likely to make grants for women's rights/studies than those in the states of conservative ideology controlling for the other variables in the model, which supports Hypothesis 2c. More specifically, compared to foundations in the states of conservative ideology, foundations in the states of moderate ideology are 24% more likely to give grants for women's rights/studies (odds ratio=1.24, $p<.05$), and foundations

in the states of liberal ideology are 279% more likely to give grants for women's rights/studies (odds ratio=3.79, $p<.001$).

Regarding foundation age, as Hypothesis 2d expected, older foundations are less likely to make grants for women's rights/studies than younger foundations holding the other variables constant (odds ratio=0.99, $p<.001$).

Foundation type is also statistically significant in predicting foundation grantmaking activities for women. As I expected in Hypothesis 2e, compared to independent foundations, corporate foundations are 34% less likely to make grants for women's rights/studies (odds ratio=0.66, $p<.001$), and community foundations are 42% less likely to make grants for women's rights/studies (odds ratio=0.58, $p<.001$). However, public charities are 107% more likely to make grants for women's rights/studies than independent foundations (odds ratio=2.07, $p<.001$).

Interestingly, there is no association between membership in any affinity group or an association and foundation funding activities for women in model 1, which does not support Hypothesis 2f. I expected that foundations with membership in any affinity group or association would share their grantmaking strategies and try to develop a more effective investment mechanism for social change, but the finding was different.

Model 2, 3, and 4. To consider any potential interaction effect on foundation funding activities for women, I tested several possible interaction effects on foundation grantmaking decisions for women respectively and found two interaction effects (Foundation type \times Political ideology, Foundation type \times Membership in any affinity group or association) that are statistically significant in predicting the likelihood of foundation grantmaking activities for women. Table 4.12 presents the results of the

logistic regression analyses on the associations among foundations' institutional characteristics and their grantmaking activities for women with interaction terms. The chi-square goodness-of-fit statistics show a good fit of the models for the data.

Table 4.12.

Logistic Regression Analysis Predicting Foundation Grantmaking Activities for Women, Model 2, 3, and 4 (n=9,148)

Independent Variables	Model 2		Model 3		Model 4	
	β	Odds Ratio	β	Odds Ratio	β	Odds Ratio
Total giving size	0.01***	1.01	0.01***	1.01	0.01***	1.01
Foundation region (Base: Northeast)						
South	-0.30***	0.74	-0.26***	0.77	-0.28***	0.75
West	0.22***	1.25	0.23***	1.26	0.23***	1.26
Midwest	-0.11	0.90	-0.10	0.91	-0.11	0.90
Political ideology (Base: Conservative)						
Moderate	0.46***	1.59	0.22*	1.25	0.47***	1.60
Liberal	1.58***	4.85	1.33***	3.79	1.59***	4.88
Foundation age	-0.01***	0.99	-0.01***	0.99	-0.01***	0.99
Foundation type (Base: Independent)						
Corporate foundation	0.87***	2.39	-0.41***	0.67	0.82***	2.28
Community foundation	-0.03	0.97	-1.84***	0.16	-1.33*	0.27
Operating foundation	0.37	1.50	0.11	1.12	0.35	1.42
Public charity	0.52	1.68	-0.46	1.68	-0.57	0.57
Membership in any affinity group or association	-0.03	0.97	-0.10	0.63	-0.09	0.91
Time dummy variables						
Year 2006	0.19	1.21	0.17	1.18	0.18	1.20
Year 2007	0.12	1.13	0.12	1.13	0.13	1.13
Year 2008	0.08	1.08	0.08	1.08	0.09	1.09
Year 2009	0.10	1.10	0.10	1.10	0.10	1.11
Year 2010	0.13	1.14	0.14	1.15	0.13	1.14
Year 2011	0.02	1.02	0.03	1.03	0.03	1.03
Year 2012	0.03	1.03	0.04	1.03	0.04	1.04
Year 2013	0.13	1.14	0.12	1.13	0.13	1.14
Year 2014	0.01	1.01	0.00	1.00	0.01	1.01

Foundation type × Political ideology (Base: Independent × Conservative)						
Corporate × Moderate	-1.26***	0.28		-1.29***	0.28	
Corporate × Liberal	-1.65***	0.19		-1.67***	0.19	
Community × Moderate	-0.64*	0.53		-0.56*	0.57	
Community × Liberal	-0.58*	0.56		-0.62*	0.54	
Operating × Moderate	0.25	1.29		-0.02	0.98	
Operating × Liberal	-0.09	0.91		-0.43	0.65	
Public charity × Moderate	-1.03	0.36		-1.44	0.24	
Public charity × Liberal	0.62	1.87		0.31	1.36	
Foundation type × Membership (Base: Independent × No membership)						
Corporate × Membership			0.00	1.00	0.14	1.15
Community ×			1.40**	4.05	1.40*	4.05
Operating × Membership			1.24*	3.46	1.24*	3.46
Public charity × Membership			1.35*	3.85	1.61**	4.99
Constant	-1.02***	0.45	-0.79***	0.45	-1.00***	0.37
Percent concordant		67.2		66.3		67.1
-2 Log Likelihood		11185.29		11247.97		11161.63
Pseudo-R ²		0.19		0.18		0.19

Note: * $p < .05$, ** $p < .01$, *** $p < .001$

Overall, the coefficients (β) of the variables in Model 1 show small changes when the different interaction terms are added to the regressions in Model 2, Model 3, and Model 4. Compared to Model 1 without interaction terms, Model 2 exhibits a bit better fit (-2 Log-Likelihood: 11273.95 vs. 11185.29) and a bit higher Pseudo-R² (0.18 vs. 0.19) and percent concordant (66.4 vs. 67.2) when including the interaction effect of foundation type and political ideology. Model 3 also presents a bit better fit (-2 Log-Likelihood: 11247.97) but a bit lower percent concordant (66.3) with the same Pseudo-R² (0.18) compared to Model 1 when the interaction term of foundation type and membership in any affinity group or association is added to the regression. Model 4 includes both the interaction effects (Foundation type × Political ideology, Foundation type × Membership in any affinity group or association) and displays a bit better fit (-2

Log-Likelihood: 11161.63) and a bit higher Pseudo-R² (0.19) and percent concordant (67.1) compared to Model 1.

In Model 2, when the interaction term of foundation type and political ideology is added to the regression analysis, the results exhibit statistical significance in explaining the foundations' grantmaking activities for women. When compared with independent foundations in the state of conservative ideology, community foundations in the states of liberal ideology and moderate ideology are less likely to distribute grants for women's rights/studies (odds ratio=0.56, $p<.05$; odds ratio=0.53, $p<.05$). Similarly, relative to independent foundations in the state of conservative ideology, corporate foundations in the states of liberal ideology and moderate ideology are significantly less likely to give grants for women's rights/studies (odds ratio=0.19, $p<.001$; odds ratio=0.28, $p<.001$).

Additionally, similar to Model 1, foundations' total giving size, region, and age are statistically significant in predicting foundation grantmaking actions for women except for the membership variable in Model 2. More specifically, controlling for the other variables in the model, foundations with a higher total giving size are more likely to distribute grants for women's rights/studies than those with a lower total giving size (odds ratio=1.01, $p<.001$), which supports Hypothesis 2a. Compared to foundations in the Northeastern region, foundations in the Western region are 25% more likely to give grants for women's rights/studies (odds ratio=1.25, $p<.001$), meanwhile, foundations in the Southern region are 26% less likely to make grants for women's rights/studies (odds ratio=0.74, $p<.001$) after controlling for other factors in the model, which does not support Hypothesis 2b. Regarding foundation age, as Hypothesis 2d expected, older

foundations are less likely to give grants for women's rights/studies than younger foundations holding the other variables constant (odds ratio=0.99, $p<.001$).

In Model 3, when the interaction effect of foundation type and membership is included in the regression analysis, the results also show statistical significance in predicting foundations' grantmaking activities for women. In comparison with independent foundations with no membership, community foundations with membership are significantly more likely to distribute grants for women's rights/studies (odds ratio=4.05, $p<.01$), followed by operating foundations with membership (odds ratio=3.46, $p<.05$), and public charities with membership (odds ratio=3.85, $p<.05$).

Furthermore, almost all foundations' institutional attributes are statistically significant in predicting foundation grantmaking actions for women in Model 3, similar to Model 1. As expected in Hypothesis 2a, foundations with a higher total giving size are more likely to give grants for women's rights/studies than those with a lower total giving size (odds ratio=1.01, $p<.001$) after controlling for other factors in the model. Concerning the foundation region, compared to foundations in the Northeastern region, foundations in the Western region are 26% more likely to distribute grants for women's rights/studies (odds ratio=1.26, $p<.001$), and foundations in the Southern region are 23% less likely to make grants for women's rights/studies (odds ratio=0.77, $p<.001$) holding the other variables constant, which does not support Hypothesis 2b. Regarding foundation age, older foundations are less likely to give grants for women's rights/studies than younger foundations after controlling for other factors in the model (odds ratio=0.99, $p<.001$), supporting Hypothesis 2d.

In Model 4, the two interaction effects (Foundation type \times Political ideology, Foundation type \times Membership in any affinity group or association) are added in the regression analysis and both show statistical significance in explaining the foundations' grantmaking behaviors for women. Regarding the interaction term of foundation type and political ideology, compared to independent foundations in the state of conservative ideology, community foundations in the states of liberal ideology and moderate ideology are significantly less likely to distribute grants for women's rights/studies (odds ratio=0.54, $p<.05$; odds ratio=0.57, $p<.05$). Similarly, in comparison with independent foundations in the state of conservative ideology, corporate foundations in the states of liberal ideology and moderate ideology are significantly less likely to give grants for women's rights/studies (odds ratio=0.19, $p<.001$; odds ratio=0.28, $p<.001$). When it comes to the interaction term of foundation type and membership, compared to independent foundations with no membership, public charities with membership are significantly more likely to distribute grants for women's rights/studies (odds ratio=4.99, $p<.01$), followed by community foundation with membership (odds ratio=4.05, $p<.05$), and operating foundation with membership (odds ratio=3.46, $p<.05$).

Additionally, similar to Model 1, the results partially support the hypotheses of the effects of foundations' total giving size, region, and age on foundations' grantmaking actions for women. Holding the other variables constant in Model 4, foundations with a higher total giving size are more likely to make grants for women's rights/studies than those with a lower total giving size (odds ratio=1.01, $p<.001$). After controlling for other factors in the regression analysis, there are significant regional differences in foundations' grantmaking for women. Compared to foundations in the Northeastern

region, foundations in the Western region are 26% more likely to make grants for women's rights/studies (odds ratio=1.26, $p<.001$), and foundations in the Southern region are 25% less likely to make grants for women's rights/studies (odds ratio=0.75, $p<.001$). Concerning foundation age, older foundations are less likely to distribute grants for women's rights/studies than younger foundations holding the other variables constant (odds ratio=0.99, $p<.001$).

In summary, as expected, almost all the variables of foundations' institutional characteristics are statistically significant in predicting foundations' grantmaking actions for women except for the membership variable, which partially supports my hypotheses (H1-2). More specifically, a foundation is more likely to make grants for women's rights/studies as an advocacy role when the organization is new, with a higher total giving size, in the state of liberal ideology, in the Western Region of the U.S., and independent foundation or public charity.

4.4. Discussion

In this chapter, I have examined how foundation grantmaking for women has changed from 2005 to 2014 in the U.S. (RQ1) and whether and how institutional characteristics of foundations are associated with grantmaking actions for women (RQ2).

When it comes to the first research question, the findings suggest that foundation grantmaking for women tends to direct programs toward advocacy rather than service provisions by distributing their grants for women's rights/studies at the national level. Some critics have argued that foundations' grantmaking activities for women usually direct programs toward service provision and away from advocacy (Irvine & Halterman,

2018). This could result in diverting nonprofit organizations and activists working for women's causes into service delivery rather than advocacy and thus weakening their capacity to engage in the political arena (Irvine & Halterman, 2018). However, my study findings were inconsistent with the prior literature. This would indicate that the critique is somewhat overstated, and U.S. foundations supporting women's causes may have focused more on their advocacy role as 'power elites' (Mills, 1956) by investing their resources in new ideas for social innovations to influence public policies and contribute to social change (Dye, 2001; Goss, 2007; Mosley & Galaskiewicz, 2015; Sandfort, 2008).

It is also worth noting that at regional-level trends, the grant trend lines seemed different in each region between 2005-2014. Regarding the amount of foundation funding for women, it tends to direct programs for women's rights/studies and be focused more on its advocacy role in the Midwest, the West, and the Northeast. Concerning the number of foundation grants for women, it tends to support programs for women's rights/studies as an advocacy role in the West and the Northeast while it tends to support programs for women's services and be focused more on charitable role in the South and the Midwest where many conservative states are located. The results imply that regions are one of the important factors influencing foundations' grantmaking and roles for women. The different grants trends by region are consistent with the findings that foundations' region and political ideology are correlated with their grantmaking activities for women when examining the second research question. In addition, at the state level, the findings also illustrate that the trends of foundation grants for women throughout 2005-2014 differ by state. This is an area where further research is required concerning the reasons behind the

differences in foundation grants for women by state and how the differences are associated with different women's status in the states.

Concerning the second research question, the findings demonstrate that foundations' institutional characteristics are related to their grantmaking activities for women, which mostly supports previous literature (Mosley & Galaskiewicz, 2015; Klopott, 2015; Suarez 2012). This also supports the institutional theory that organizations are influenced or controlled by their institutional contexts (Meyer, 2008). More specifically, regarding foundation size, foundations with a higher total giving size are more likely to give grants for women's rights/studies. This indicates that as the previous studies suggested (Mosley Galaskiewicz, 2015; Klopott, 2015), larger foundations would spend their enough resources and capacity to develop more efficient grantmaking strategies to foster social innovation and focus more on their advocacy role, especially, for women's causes as well.

The findings also reveal regional variations in foundations' grantmaking activities for women. In contrast to what I expected, foundations in the Western U.S. tend to focus more on the advocacy role by distributing their grants for women's rights/studies, meanwhile, foundations in the Southern U.S. tend to focus more on the charitable role by distributing their grants for women's services. This would show that even though numerous large foundations supporting women's causes are located in the Northeastern region (Atienza et al., 2009), foundations in the Western U.S. are more likely to distribute grants for women's advocacy compared to those in the other regions.

Another item to note is that political ideology is one of the most important factors associated with foundations' grantmaking behaviors for women. Foundations in the states

of liberal ideology are more likely to make grants for women's rights/studies than those in the states of moderate or conservative ideology. This is consistent with Renna's study (2017) which found that liberals tend to consider gender inequality issues as more significant than conservatives (Renna, 2017). For instance, as California is regarded as a liberal state, foundations in the state would have more liberal tendencies overall, be more inclined to take risks, and be more likely to distribute grants for women's advocacy rather than for women's services. Whereas, as Arizona is considered a conservative state, foundations in Arizona would have more conservative tendencies overall, be more inclined to risk reverse, and be more likely to make grants for service provision instead of advocacy for women.

Foundation age is also correlated with foundations' grantmaking decisions for women. Younger foundations are more likely to give grants for women's rights/studies. Older foundations would have more experience with government intervention in philanthropy than younger foundations (Suarez, 2012), which would make them more constrained and less focused on their advocacy role for women.

Considering foundation type, independent foundations are more likely than corporate foundations or community foundations to give grants for women's rights/studies. I may find the reason from the literature that independent foundations would be more inclined to take risks due to their autonomy while corporate foundations and community foundations would be more subject to some business interests or the local policy context (Mosley & Galaskiewicz, 2015).

Interestingly, there is no association between membership in any affinity group or an association and foundation grantmaking activities for women. The prior literature and

institutional theory suggested that membership in any affinity group or an association may cause increased similarity among organizations because of normative isomorphic pressures and may make access to better information regarding grantmaking strategies (Baum & Oliver, 1991; DiMaggio & Powell, 1983; Hwang & Powell, 2009; Klopott, 2015; Meyer & Rowan, 1977). Based on the notion, I predicted that foundations with membership are more likely to distribute grants for women's advocacy by sharing their grantmaking strategies and developing a more effective investment mechanism for social change, but the finding does not support the hypothesis. I may interpret the result that institutional isomorphism through membership in any affinity group or an association seems not to be a significant element in foundations' grantmaking activities for women. This is an area where further research is needed regarding why the membership effect is not strong on foundations' grantmaking behaviors supporting women's causes.

CHAPTER 5

FOUNDATIONS' GRANTMAKING IMPACT ON WOMEN: EMPIRICAL EVIDENCE

5.1. Introduction

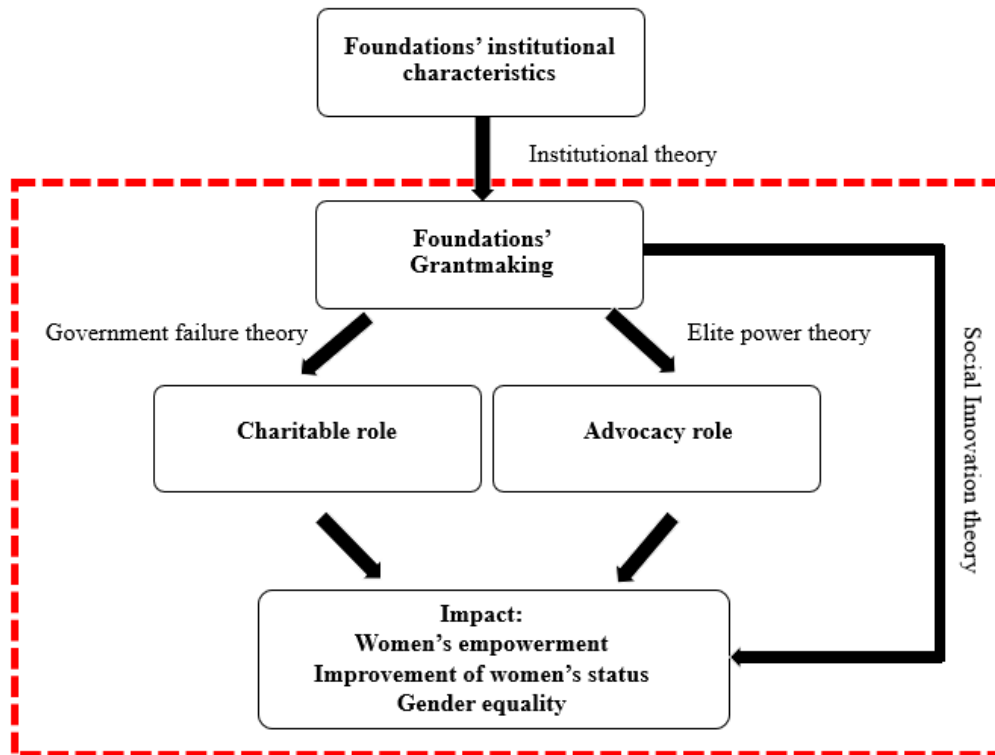
In this chapter, I address the third research question of whether and how foundation grantmaking for women has influenced women's status and discuss what might account for the findings. Employing social innovation theory, I predict that foundation grantmaking for women has affected the enhancement of women's status in the U.S. Specifically, I hypothesize that a state with a larger amount of foundation grants for women (per woman) would show higher women's status compared to a state with a smaller amount of foundation grants for women (per woman) (H-3).

5.2. A Brief Overview of the Framework and Methods

5.2.1. Main Points of the Conceptual Framework

Figure 5.1 presents the main points of the overall conceptual framework of this dissertation that I focus on in chapter 5, indicating the relationship between foundations' grantmaking and their impact on women.

Figure 5.1. Main Points of the Conceptual Framework in Chapter 5



5.2.2. Methods

As was described in the methodology chapter, I use OLS regression analysis to test the impact of foundation grantmaking on women's status at the state level. The unit of analysis is a state in each year and 500 state cases were included in the analysis (each of the 50 states in each of 10 years from 2005 to 2014).

I identify women's status as a dependent variable and foundation grant amount for women (per woman) as an independent variable. To measure women's status at the state level, I developed an index indicating women's status by employing five subindexes with indicators: Women's economic status (earnings ratio between women and men employed full-time), women's educational status (percentage of women who have bachelor's

degree or higher), women’s health status (percentage of women who have health insurance coverage), women’s poverty status (percentage of women who have income at or above poverty level), and women’s political participation status (percentage of women in the U.S. House of Representatives). Pearson’s bivariate correlations among the subindexes of women’s status show that all the magnitudes of the correlation coefficients are less than 0.70 (See Table 5.1), indicating negligible, weak, or moderate correlation (Schober et al., 2018). I gathered the statistics of each indicator at the state level each year between 2005 and 2014 and then added the numbers of the five indicators in each state each year. A higher score means a higher women’s status.

Table 5.1.

Correlations among the Subindexes of Women’s Status (N=500)

Subindexes	1	2	3	4	5
1 Women’s economic status	1	0.15**	-0.06	-0.05	0.02
2 Women’s educational status		1	0.55**	0.04	0.60**
3 Women’s health status			1	0.068	0.49**
4 Women’s political participation status				1	0.15**
5 Women’s poverty status					1
Mean	0.69	0.25	0.88	0.16	0.85
S.D.	0.05	0.05	0.04	0.24	0.04

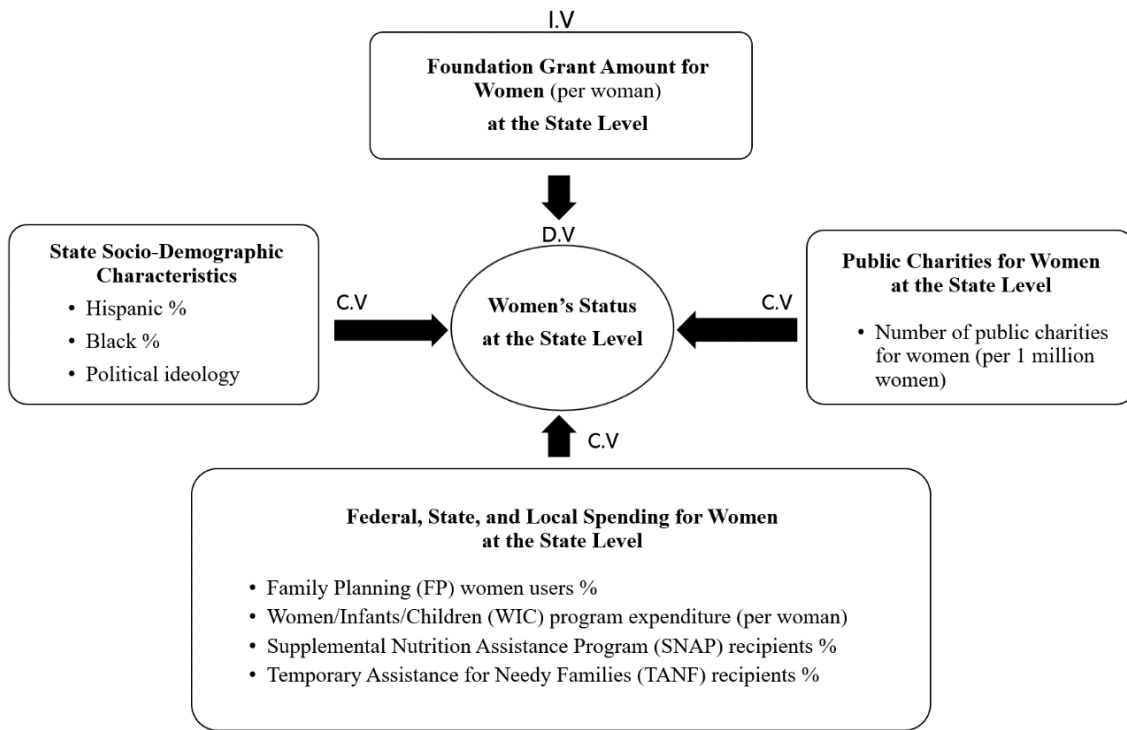
* $p < .05$, ** $p < .01$

In addition, to control other factors that could influence women’s status at the state level, the following eight variables are included in the analysis: state socio-demographic characteristics (percentage of the Hispanic population, percentage of the Black population, political ideology), federal, state, and local spending for women

(percentage of FP women users, expenditure of the WIC program, percentage of SNAP recipients, percentage of TANF recipients), and public charities for women (number of public charities per 1 million women).

Figure 5.2 presents the expected relationships among independent, dependent, and control variables to test the impact of foundation grantmaking on women's status at the state level. It is also a suggested framework to measure the impact of foundations' grantmaking in society. For instance, Breihan's study (2009) proposed a conceptual framework to measure the impact of a foundation's funding on a policy change at the state level by employing various predictable variables influencing the policy change. Based on previous literature (Berzin & Camarena, 2018; Breihan, 2009; Buchanan, 2002), this current study suggests another framework to measure the impact of foundations' grantmaking at the state level, especially for women, by including predictable variables affecting women's status.

Figure 5.2. Expected Associations among Variables for the RQ3



5.3. Results

5.3.1. Descriptive Analysis

Table 5.2 presents the descriptive statistics of the measures included in the analyses.

Table 5.2.

Descriptive Statistics of Variables (N=500)

Variables	Mean / %	S.D.	Min	Max
Women's status	2.84	0.27	2.40	3.91
Foundation grant amount for women (per woman)	0.35	0.58	0.00	5.07
Hispanic %	10%		1%	48%
Black %	11%		0%	38%
Political ideology				
Conservative	48%			
Moderate	30%			
Liberal	22%			
WIC expenditure (per woman)	36.95	10.27	15.93	75.55
FP women users %	3%		1%	6%
SNAP recipients %	12%		4%	22%
TANF recipients %	1%		0%	4%
Public charities (per 1 million women)	103.90	24.09	59	193

During the time of 2005 and 2014, the average score of women's status in the U.S. states is 2.84 varying between 2.40 and 3.91. The average foundation grant amount for women per woman resident in a state during the same period is \$0.35 ranging from \$0.00 to \$5.07. Regarding the state socio-demographic characteristics, the percentage of the Hispanic population varies between 1% and 48% of a state population with an average of 10%. The percentage of the Black population ranges from 0% to 38% of a state population with an average of 11%. In terms of political ideology, 48% of the states show conservative ideology, 30% reveal moderate ideology, and 22% show liberal ideology. Considering the federal, state, and local spending for women, the FP women users are on average 3% of the state women population ranging from 1% to 6%. The expenditure of the WIC program per woman resident in a state differs between \$15.93

and \$75.55 with an average of \$36.95, and the SNAP recipients are on average 12% of the state population ranging from 4% to 22%. TANF recipients range from 0% to 4% of the state population with an average of 1%. The number of public charities for women per 1 million women residents in a state is between 59 and 193 with an average of 104.

The correlation coefficients among the variables are presented in Table 5.3. The assumption of no multicollinearity was tested using tolerance and Variance Inflation Factor (VIF), and all the values were within the accepted limits (i.e., tolerance > 0.2 , VIF < 4 , Hair et al., 2009). Additionally, all the magnitudes of the correlation coefficients are less than 0.70, showing negligible, weak, or moderate correlation (Schober et al., 2018).

Table 5.3.

Correlations among the Variables (N=500)

Variables	1	2	3	4	5	6	7	8	9	10
1 Women's status	1	0.18**	0.04	-0.31**	0.35**	-0.20**	-0.12**	-0.30**	0.08	0.25**
2 Foundation grant amount for women (per woman)		1	0.22**	0.03	0.37**	0.04	-0.12**	0.02	0.14**	0.04
3 Hispanic %			1	-0.13**	0.25**	0.14**	-0.20**	-0.05	0.17**	-0.12**
4 Black %				1	-0.12*	0.22**	-0.04	0.35**	-0.17**	-0.17**
5 Political ideology					1	-0.15**	-0.16**	-0.19**	0.37**	0.35**
6 WIC Expenditure (per Woman)						1	0.10*	0.44**	0.18**	-0.01
7 FP women users %							1	0.03	0.25**	-0.10*
8 SNAP recipients %								1	0.07	-0.33**
9 TANF recipients %									1	0.11*
10 Public charities (per 1 million women)										1

* $p < .05$, ** $p < .01$

5.3.2. Regression Analysis

OLS regression analysis was conducted to test whether foundation grants for women have influenced women's status in the U.S. states after controlling for the effects of states' socio-demographic characteristics, federal, state, and local spending for women, and public charities for women. Lagged dependent variable (women's status) was utilized in regression analysis to offer robust estimates of the effect of the independent variable.

First, in Model 1, the foundation grant amount for women (per woman) in a state was entered in the analysis to see the main effect. Second, three variables, percentage of the Hispanic population, percentage of the Black population, and political ideology in a state were included in the analysis to control the effects of states' socio-demographic characteristics in Model 2. Third, four variables, percentage of FP women users, expenditure of WIC program, percentage of SNAP recipients, and percentage of TANF recipients, were entered in the analysis to control the influences of the federal, state, and local spending for women in Model 3. Lastly, the number of public charities per 1 million women was included in the analysis as a final Model 4. Table 5.4 shows the results of the OLS regression analysis predicting women's status at the state level between 2005 and 2014.

Table 5.4.

OLS Regression Analysis on Women's Status in the U.S. states, 2006-2014 (n=450)

Independent Variables	Model 1		Model 2		Model 3		Model 4	
	<i>B</i>	SE	<i>B</i>	SE	<i>B</i>	SE	<i>B</i>	SE
Foundation grant amount for women (per woman)	0.08***	0.02	0.04*	0.02	0.04†	0.02	0.04*	0.02
Hispanic %			-0.26*	0.12	-0.27*	0.12	-0.21	0.13
Black %			-0.79***	0.12	-0.40**	0.14	-0.38**	0.14
Political ideology (base: Conservative)								
Moderate			0.12***	0.03	0.08**	0.03	0.07*	0.03
Liberal			0.19***	0.03	0.14***	0.04	0.12**	0.04
WIC Expenditure (per Woman)					-0.00	0.00	-0.00	0.00
FP women users %					-0.14	1.07	-0.43	1.08
SNAP recipients %					-2.26***	0.38	-2.08***	0.40
TANF recipients %					3.30	2.24	3.24	2.24
Public charities (per 1 million women)							0.00	0.00
Time dummy variables								
Year 2007	0.01	0.05	0.01	0.05	0.01	0.05	0.01	0.05
Year 2008	0.01	0.05	0.01	0.05	0.03	0.05	0.03	0.05
Year 2009	0.04	0.05	0.05	0.05	0.10*	0.05	0.10	0.05
Year 2010	0.05	0.05	0.06	0.05	0.15**	0.05	0.15*	0.05
Year 2011	0.02	0.05	0.03	0.05	0.16**	0.05	0.15**	0.05
Year 2012	-0.01	0.05	0.02	0.05	0.14**	0.05	0.14**	0.05
Year 2013	0.01	0.05	0.05	0.05	0.16**	0.05	0.16***	0.05
Year 2014	0.05	0.05	0.08	0.05	0.19**	0.05	0.19***	0.05
Constant	2.78***	0.04	2.82***	0.05	3.02***	0.06	2.93***	0.09
R ²	0.037†		0.209***		0.281***		0.285**	
Adjusted R ²	0.017		0.186		0.253		0.255	
R ² change	0.037†		0.172***		0.072***		0.004	

Note: †*p* < .10, **p* < .05, ***p* < .01, ****p* < .001; *B*: Unstandardized regression coefficients

Model 1 presents the unstandardized coefficient (B) of the foundation grant amount for women per woman resident in a state. Consistent with my expectation, the relationship between the foundation grant amount for women (per woman) and the women's status at the state level is positive and statistically significant, which supports Hypothesis 3. If the foundation grant amount for women per woman resident at the state level increases by \$1, the average score of the women's status at the state level rises by 0.08 ($B=0.08, p<.001$). This main effect with the time dummy variables accounts for 3.7% of the variance in women's status at the state level ($F_{(9,440)} = 1.88, p<.10$).

In Model 2, the three variables, percentage of the Hispanic population, percentage of the Black population, and political ideology at the state level were added to the analysis to observe the effects of the states' socio-demographic characteristics. Including the states' socio-demographic characteristics variables explains an additional 17% of the variation in the scores of women's status, and the R^2 change is significant ($F_{(4,436)} = 8.88, p<.001$). The association between the foundation grant amount for women (per woman) and the women's status at the state level is still positive and statistically significant ($B=0.04, p<.05$). In addition to the main effect, as expected, there are statistically significant and negative relationships between the percentage of the Hispanic population and women's status ($B=-0.26, p<.05$) and between the percentage of the Black population and women's status ($B=-0.79, p<.001$). A one percent increase in the Hispanic population in a state is associated with a 0.26 score deduction of women's status in the state. A one percent increase in the Black population is correlated with a 0.79 score deduction of women's status at the state level. Furthermore, as predicted, a significant effect is observed in the political ideology of states. Compared to states of conservative ideology,

states of moderate ideology and liberal ideology reveal higher scores of women's status ($B=0.12, p<.001$; $B=0.19, p<.001$, respectively). Model 2 accounts for 20.9% of the variance in women's status at the state level.

In Model 3, the four variables, percentage of FP women users, the expenditure of WIC program per woman, percentage of SNAP recipients, and percentage of TANF recipients, were entered in the analysis to see the effects of the federal, state, and local spending for women. Adding the four factors explains an additional 7.2% of the variation in the scores of women's status, and the R^2 change is significant ($F_{(4,432)} = 9.94, p<.001$). Significant effects are still observed for the factor of the foundation grant amount for women (per woman) and the three factors of states' socio-demographic characteristics in Model 3. When it comes to the four factors of the federal, state, and local spending for women, only one variable is statistically associated with the scores of women's status: the percentage of SNAP recipients. However, it is interesting to note that as the percentage of SNAP recipients at the state level increases, the average score of the women's status decreases ($B=-2.26, p<.001$). Meanwhile, three other factors, percentage of FP women users, expenditure of the WIC program, and percentage of TANF recipients, are not statistically significant in the model. Model 3 accounts for 28.1% of the variance in women's status at the state level.

In Model 4, the number of public charities per 1 million women at the state level was added to the analysis. Including the factor explains an additional 0.4% of the variation in the scores of women's status but this R^2 change is insignificant ($F_{(1,431)} = 9.54, p>.10$). Significant effects are still observed for the factors of the foundation grant amount for women (per woman), the percentage of the Black population, the political

ideology of states, and the percentage of SNAP recipients in the model. However, the percentage of the Hispanic population does not show a statistically significant relationship with the scores of women's status. Concerning the public charities for women factor, there is no statistically significant relationship between the number of public charities for women and women's status at the state level. Model 4 accounts for 28.5% of the variance in women's status at the state level.

In sum, overall, the results show that my hypothesis, positing that a state with a larger amount of foundation grants for women (per woman) would show higher women's status relative to a state with a smaller amount of foundation grants for women (per woman) (H3), is supported. In the full Model 4, the findings reveal a statistically significant and positive relationship between foundation grant amount for women (per woman) and women's status at the state level even after controlling for the effects of states' socio-demographic characteristics, federal, state, and local spending for women, and public charities for women. When it comes to the effects of the state socio-demographic characteristics, as expected, there is a statistically significant and negative correlation between race/ethnicity and women's status. A higher percentage of the Black population is associated with a lower score of women's status. However, unlike what was previously observed, a significant effect in the percentage of the Hispanic population is not observed in Model 4. Moreover, as predicted, states of moderate ideology and liberal ideology show higher women's status compared to states of conservative ideology. Regarding the influences of federal, state, and local spending on women, only one factor, the percentage of SNAP recipients, is statistically related to the scores of women's status. As the percentage of SNAP recipients increases, the average score of the women's status

decreases. Three other variables, percentage of FP women users, expenditure of the WIC program, and percentage of TANF recipients, are not statistically significant in predicting women's status. Additionally, there is no statistically significant relationship between the number of public charities for women and women's status. The full Model 4 explains 28.5% of the total variance in women's status at the state level.

5.4. Discussion

In this chapter, I have examined whether and how foundation grantmaking for women has influenced women's status in the U.S. states between 2005 and 2014. Although measuring the social impact of foundations in society has received considerable attention in the foundation literature (Buteau et al, 2016; Brock, 2013; Buchanan, 2002; Scherer, 2016), there is a paucity of research that assesses the impacts of foundations, especially on women.

The findings of this chapter reveal that a state with a larger amount of foundation funding for women (per woman) shows higher women's status even after controlling for the effects of states' socio-demographic characteristics, federal, state, and local spending for women, and public charities for women. It supports the body of literature that regards foundations as an imperative engine of social innovation (Dees & Anderson, 2006; Ferris & Williams, 2012; Sandfort, 2008). As social innovators for the public, foundations have funded other nonprofits, promoted reforms in public institutions, and utilized business strategies to improve their grantmaking effectiveness (Ferris & Williams, 2012; Porter & Kramer, 2002; Sandfort, 2008). Additionally, foundations have supported leading individuals with creative ideas for social innovation, as well as have created vehicles to

promote connections between scholars and practitioners (Dees & Anderson, 2006). This chapter's findings contribute to this line of research, which emphasizes foundations' social impact aimed to pursue innovations and new opportunities to foster fundamental social change in society. Foundations supporting women's causes have utilized their resources to provide women with more social, economic, and political opportunities through their grantmaking to boost women's power and influence. These continuous efforts would have influenced the improvement of women's status as a positive social impact.

Additionally, this chapter shows some interesting findings regarding other factors that could influence women's status. Concerning state socio-demographic characteristics, a higher percentage of the Black population is associated with a lower women's status. It is consistent with previous literature findings that white American women tend to show higher wages and less poverty than African American and Hispanic women in most states (Caiazza et al., 2004). Moreover, states of moderate ideology and liberal ideology tend to reveal higher women's status compared to states of conservative ideology. It aligns with the findings of Renna (2017), which shows that conservatives tend to consider gender inequality issues as less significant than liberals. The study also found that liberals are more likely to support feminist policies compared to conservatives (Renna, 2017). Since states of liberal ideology and moderate ideology tend to regard gender inequality issues more seriously than states of conservative ideology, they may have supported social policies supporting women's causes more vigorously and invested more resources to reduce inequality gaps, which could lead to more advanced women's status.

Another item to note is that one factor measuring the effects of federal, state, and local spending for women appears to be statistically significant in predicting women's status at the state level even though the direction was different from what I expected. Previous studies have demonstrated the positive roles of welfare policies in resolving public problems such as health and poverty (Rambotti, 2020). For instance, Rambotti's study (2020) finds that higher participation in SNAP is associated with lower suicide rates after adjusting for other confounding variables. My findings reveal that the percentage of SNAP recipients is negatively associated with scores of women's status, which indicates that women's status at the state level may be sensitive to some factors of the federal, state, and local spending for women. However, considering the different directions of the correlation, the causal relationship could be arguable. Because it is a plausible explanation that a lower women's status in a state resulted in higher support from the government for women when it comes to the negative relationship between the percentage of SNAP recipients and women's status. This is an area where further research is needed regarding the causal relationship between support programs from the government for women and women's status at the state level.

Furthermore, the number of public charities for women appears not to be statistically significant in predicting women's status at the state level. It does not support the body of literature showing the impacts of public charities on women (Mesch et al., 2019). Based on the literature, I expected that similar to foundations supporting women's causes, public charities for women would have invested their resources in women to empower them and would have contributed to improved women's status in the U.S. states. However, this chapter's findings were inconsistent with the prior literature. Even

though the influences of public charities for women seem not to be a very significant element in explaining women's status in the analysis, I may interpret the results that measuring the effects of public charities for women by the number of organizations in a state may not be sufficient to show their effects. Future studies could continue this line of investigation by employing other measures to examine the impacts of public charities on women.

CHAPTER 6

FOUNDATIONS' GRANTMAKING DECISIONS AND IMPACT ASSESSMENT

METHODS FOR WOMEN: A COMPARATIVE CASE STUDY

6.1. Introduction

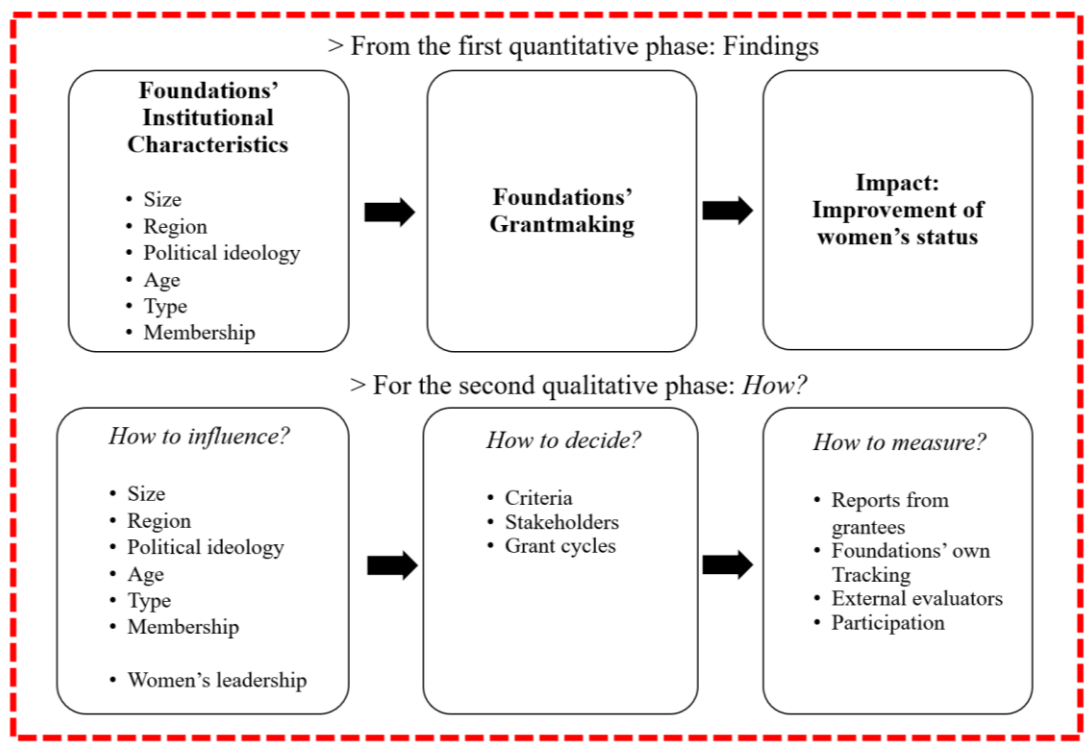
As the results of the second qualitative phase of my dissertation, in this chapter, I explore the second and third research questions further, “whether and how foundations’ institutional features are related to their grantmaking activities for women?” and “whether and how foundation grantmaking for women has influenced women’s status?” by employing a comparative case study. The specific research sub-questions for the qualitative phase are: How do foundations implement their grantmaking decisions on grant programs for women’s issues? How do they measure their impacts on women through grantmaking? How do foundations’ institutional traits influence their grantmaking decisions and impact assessment strategies for women?

6.2. A Brief Overview of the Framework and Methods

6.2.1. Main Points of the Conceptual Framework

Figure 6.1 presents the main points of the overall conceptual framework for this dissertation that I focus on in chapter 6, indicating the findings from the first quantitative phase and “how” questions for the second qualitative phase of this dissertation.

Figure 6.1. Main Points of the Conceptual Framework in Chapter 6



6.2.2. Themes from the Conceptual Framework and Literature

The themes and categories were derived from the overall conceptual framework of this dissertation and prior literature. Table 6.1 shows categories and brief descriptions of the three main themes derived from the conceptual framework and previous literature. More detailed descriptions of the themes and categories with related literature can be found in Chapter 2.

Table 6.1.

Categories and Descriptions of the Themes

Themes	Categories	Descriptions	Literature
Grantmaking Decision	GD-1: Criteria	Guidelines, rules, standards, protocols, policies	Bloomfield (2002); Buteau et al (2016); Conner et al. (2004); Gillespie (2019a); Gillespie (2019b); Gillespie (2020); Grønbjerg et al. (2000); Husted et al. (2021); Mindell (2021); Pine (2018); Putnam-Walkerly (2018); Center for Effective Philanthropy (2002)
	GD-2: Stakeholders	Internal: Board members, Committee, Executive staff, Program staff External: grantee organization and its staff, individual beneficiaries, others interested in a funded program, volunteers, donors	
	GD-3: Grant Cycles	Strategic: Annual grant cycle, rolling grant cycle, invitation-only, letter of interest, site visits Responsive: COVID-19-related grant	
Impact Assessment Methods	IM-1: Reports from grantees	Grantees' annual reports, progressive reports, final reports	Buchanan (2002); Buteau, & Chu (2011); CEP (n.d.); Coleman (n.d.); Council on Foundation (n.d.); Fluxx (n.d.); Gillespie (2019a); Gillespie (2019b); Loh et al. (2016); Reams (2019); Rutnik & Campbell (2002); UpMetrics (n.d.)
	IM-2: Foundations' own tracking	Tracking program outputs, outcomes, or impacts through their own indicators, collecting feedback from grantees or participants of funded programs	
	IM-3: External evaluators	External evaluators, consultants, third party	
	IM-4: Participation	Participation in updates, convenings, roundtables, site visits	
Institutional Characteristics	IC-1: Size	Relatively large, relatively small	Abramovitz (2013); Callahan & Marek (2016); Mosley & Galaskiewicz (2015); Klopott (2015); Renna (2017); Suarez (2012); Warner et al. (2018); Witte (2012)
	IC-2: Region	South, West, Midwest, Northeast	
	IC-3: Political Ideology	Conservative, Moderate, Liberal	
	IC-4: Age	Relatively young, relatively old	
	IC-5: Type	Corporate foundation, community foundation, independent foundation, operating foundation, public charity	
	IC-6: Membership	Membership in any affinity group or association	
	IC-7: Women's Leadership	A woman president/director, a woman philanthropist/founder	

6.2.3. Methods

As was illustrated in the methodology chapter, the intent of this explanatory sequential mixed methods design is to have the qualitative data help to provide more in-depth knowledge and more insight into the quantitative results. The findings from the first quantitative phase provide empirical evidence on the relationships among foundations' institutional characteristics, foundations' grantmaking for women, and foundations' roles and impact on women. However, it does not capture the details of answering "how" questions regarding foundations' grantmaking decisions and impact assessment methods for women. Case studies of the selected foundations that have made grants to women's causes would provide a more comprehensive account of the findings from the first quantitative phase. Five foundations are included in the qualitative analysis, and the selection criteria can be found in Chapter 3 (See pages 61-67). Table 6.2 shows a descriptive overview of the foundations included in the comparative case study.

Table 6.2.

Descriptive Overview of the Case Foundations

Characteristic	Cases				
	A	B	C	D	E
Grantmaking priorities	Women are identified as one of the funding priorities	Women are identified as a funding priority	Women are identified as a funding priority	Women are identified as a funding priority	Women are identified as one of the funding priorities
Foundation age	Established in the 1980s	Established in the 1990s	Established in the 1980s	Established in the 2000s	Established in the 1990s
Asset size	Relatively large	Relatively small	Relatively large	Relatively small	Relatively large
Giving size (The most recent 5 years)	Funded about 800 grants to around 300 organizations, totaling approximately \$93 million	Funded about 30 grants to around 30 organizations, totaling approximately \$0.3 million	Funded about 340 grants to around 180 organizations, totaling approximately \$5 million	Funded about 110 grants to around 50 organizations, totaling approximately \$3 million	Funded about 1600 grants to around 900 organizations, totaling approximately \$170 million
Women's leadership	Managed by a woman president/director	Established by a woman philanthropist and managed by a woman president/director	Managed by a woman president/director	Managed by a woman president/director	Managed by a woman president/director
Geographic focus	More than two states-focused	A state-focused	National/ international focused	A state-focused	National/ international focused
Organization type	Corporate foundation	Public charity	Community foundation	Public charity	Independent foundation

Directed content analysis (Assarroudi et al., 2018; Hsieh & Shannon, 2005; Kibiswa, 2019) was utilized for the qualitative data analysis. Directed content analysis allows researchers to employ predetermined themes/categories derived from existing theory, framework, or previous research findings (Assarroudi et al., 2018; Hsieh & Shannon, 2005; Kibiswa, 2019). Key concepts or factors derived from the conceptual framework and the literature review of this dissertation served as predetermined coding themes and categories for data analysis. For the coding (a codebook can be found in Appendix D), I reviewed all interview transcripts and document data multiple times and highlighted all text that is related to the predetermined coding themes and categories (as shown in Table 6.1). Data that could not be coded within the coding themes and categories were identified and allocated with a new coding category label (e.g., partnership).

6.3. Results: Comparative Analysis

Interviews with directors or staff and secondary data resources on the five foundations allow posing answers to the research sub-questions for the qualitative phase: How do foundations implement their grantmaking decisions on grant programs for women's issues? How do they measure their impacts on women through grantmaking? How do foundations' institutional characteristics influence their grantmaking decisions and impact assessment strategies for women? Table 6.3 shows the comparative analysis results of the five foundations in terms of the three main themes: grantmaking decision theme, impact assessment methods theme, and institutional characteristics theme. The findings are presented along with the categories according to each theme.

Table 6.3.

Comparative Analysis Results of the Case Foundations by the Themes

Themes	Categories	Cases				
		A	B	C	D	E
Grantmaking Decision Theme	Criteria	Aligned with goals that they have as a company, big changes over the past decade	Employed another large foundation's sources as a starting point and modified them, determined every year	Grounded in a strategic plan to guide all of its grantmaking decisions, changed every three to five years	Developed grantmaking policies and procedures and advanced, some small or major changes each year	Developed grantmaking guidelines through a strategic planning process, the strategic plan is a 10-year grantmaking strategy
	Stakeholders	President, leadership team	Grant Committee Panels (board of directors, volunteer community leaders)	Grantmaking Committee (volunteers), staff, a consultant, grantees, board members, community members	Grants Committee (board members, outside experts), the executive committee of the board, board, staff	Staff in grants programs, vice president, CEO, board of directors
	Grant Cycles	Annual grant cycles, rolling grant cycles, letter of intent and invitation only	Annual grant cycles	Annual grant cycles, rolling grant cycles, site visits, open call (letter of interest) and invitation of partnership with around 20 organizations, rapid response grants	Annual grant cycles (open call, site visits), rapid response grants	Letter of interest, rapid response grants

Impact Assessment Methods Theme	Reports from grantees	Grantees' annual reports	Grantees' final reports, a report form is provided	Varied by grantees (e.g., storytelling, videos, blog, and research reports)	Grantees' progressive reports and final reports, a report form is provided	Grantees' annual reports and final reports
	Foundations' own tracking	Developed various metrics or indicators to measure the impact, collecting grantees' feedback	Employing a scoring matrix or rubric to measure the impact	Collecting grantees' feedback	Developed its own benchmarks for impact assessment, collecting grantees' feedback	Collecting grantees' feedback
	Outside evaluators	Working with an external organization that helps companies measure the impact	N/A	External evaluation consultant to assess impact, working with the cohort of the grantee partners (e.g., surveys, interviews)	External evaluator to assess their impact (e.g., surveys, focus groups, interviews)	Funded a nonprofit evaluation team for evaluation.
	Participation	Site visits	N/A	Site visits, monitoring grantee progress	Site visits, requiring an outside evaluator for some grants, providing webinars on evaluation tactics for grantees	Site visits, willing to participate if given opportunities
Institutional Characteristics Theme	Size	Based on their sufficient resources and accumulated knowledge, provide support to their partners to help them evaluate their impact	Relied heavily on the expertise and the passion of its volunteers	N/A	N/A	N/A

Region	N/A	N/A	N/A	N/A	N/A
Political ideology	N/A	N/A	N/A	N/A	N/A
Age	N/A	N/A	N/A	N/A	N/A
Type	Corporate Foundation, male-dominated	N/A	N/A	Public Charity, intermediary foundation	N/A
Membership	N/A	N/A	N/A	N/A	N/A
Women's Leadership	Women have key positions, a female president's leadership	Most of their staff and board are women	Most of their staff, board, and committees are women	Most of their staff and board are women	Women hold the highest leadership roles
Partnership (New category)	Usually does not have collaborations or communication with other foundations or companies for grantmaking	N/A	Operated for the most part independently from one another, working together in some cases (e.g., COVID-19 relief funding)	Performed many works in partnerships, especially with many outside funders	Communication with other funders that are aligned with similar strategies or issue areas

6.3.1. Foundations' Grantmaking Decisions for Women

The comparative case study reveals both similarities and differences in the foundations' grantmaking decision practices for women. All five foundations have formalized and systematic guidelines or policies for their grantmaking decisions for women and it has been ever-changing. However, differences exist in how the guidelines for foundations' grantmaking decisions for women were formulated (criteria), who was involved in developing the guidelines and grantmaking decisions (stakeholders), and what kinds of grant cycles are largely used (grant cycles) across the cases.

Criteria. The case studies show that foundations pursue diverse strategies to develop a series of guidelines or policies for their grantmaking decisions for women. For instance, as large foundations, two of the case study organizations formulated their grantmaking guidelines based on a strategic plan. In the case of Foundation C, its strategic plan is what they follow in all aspects of the foundation's works but specifically around grantmaking (Foundation C interviewee, 2020). The strategic plan was established through diverse methodologies and reflected on a variety of opinions and ideas from its stakeholders. Foundation C conducted a statewide survey and had meetings and interactions with its board and staff to make the final decisions for the strategic plan (Foundation C interviewee, 2020). More specifically, to establish the strategic plan, Foundation C employed a consultant to help them set up that survey, manage meetings, and draft the plan. And then Foundation C's staff with its board members used input from the survey reflecting the community members' insights and made the final decisions (Foundation C interviewee, 2020). A new strategic plan or updated strategic plan is

created every three to five years. To establish their grantmaking guidelines in detail based on their strategic plan, Foundation C's program team, which consists of a director of programs and a vice president of programs, worked with a grantmaking committee (volunteers), other staff, and a consultant that was different from the strategic plan consultant. The program team also discussed with current grantees and past grantees for their input and ultimately the board made a final approval (Foundation C interviewee, 2020).

Similarly, in the case of Foundation E, a staff team and the leadership of the foundation developed grantmaking guidelines through a strategic planning process. The strategic plan is a 10-year grantmaking strategy and a few refinements have been made since its establishment in the 2010s (Foundation E interviewee, 2021). Before the strategic plan, Foundation E also had another overall grantmaking strategy that had been in place for about 10 years, and it was also a result of strategic planning. The foundation's program staff, the leadership of the foundation (board), grantees, and folks in the field engaged in the strategic planning process to get as many inputs as possible to define what should be the strategic focuses for the next upcoming term (Foundation E interviewee, 2021).

Regarding small foundations, employing large foundations' open resources could be another strategy to develop the guidelines for their grantmaking decisions for women. For example, Foundation B is utilizing another large foundation's grant proposal online portal. Many other companies and foundations also use the online portal system, so they do not have to create or pay for their own kit (Foundation B interviewee, 2020).

Foundation B followed the large foundation's questionnaires regarding the grant application process and adapted its grantmaking guidelines, but the foundation also modified the guidelines to be more specific and eligible for their grant programs. In other words, Foundation B utilized the large foundation's resources provided for every organization as a starting point, and its grant committee has numerous meetings and determines what are the things that they want to do through grantmaking each year (Foundation B interviewee, 2020).

In the case of corporate foundations, the strategy to develop grantmaking guidelines may exhibit differences. For instance, Foundation A's guidelines for grantmaking decisions are aligned with the goals that they have as a company. Its overall goal is to help communities become more resilient and self-sufficient and to provide opportunities for people to have better lives in those communities over the long term (Foundation A interviewee, 2020). According to their social impact framework to create transformative change, the three funding priority areas for helping communities consist of education/workforce training, economic opportunity, and capacity/leadership (Foundation A's website, 2020). Foundation A has embedded its support for women in each of those priority areas so that women can have equal access to educational and economic opportunities and training. Furthermore, Foundation A has tried to make women in the communities and the countries where they operate have equal opportunities to be in public service roles, so they could be elected or appointed to government positions or as civil society leaders. This is because Foundation A believes that when women participate in those kinds of roles, the communities and countries can benefit from that change (Foundation A interviewee, 2020).

Stakeholders. The case studies illustrate a diversity of internal and external stakeholders involved in the process of developing the foundations' grantmaking guidelines and making funding decisions for women. Particularly, three of the case study organizations have a grant committee playing key roles in developing and improving the guidelines on their grantmaking decisions but differ in who is included in the grant committee. For example, Foundation B's grant committee panels are mostly made up of members of their boards of directors and volunteer community leaders (Foundation B interviewee, 2020). The committee mainly develops their grantmaking guidelines and makes funding decisions, meanwhile, the staff does not involve in that to have a fair process. What the staff does is support the committee when they have some questions such as logistics or the process for grantmaking decisions (Foundation B interviewee, 2020).

Similarly, Foundation C's grantmaking committee plays an important role in supporting the implementation of the grantmaking priorities identified by their strategic plan (Foundation C interviewee, 2020). The committee is made up of varied volunteers that represent the entire state to commit to supporting women and families across the state. The committee performs various activities such as participation in grantmaking selections and recommendation of grantees to the board of trustees (Foundation C interviewee, 2020; Foundation C's website, 2020).

Foundation D's grant committee is made up of board members, as well as those who do not sit on the board but have an interest and expertise in the focus areas (Foundation D interviewee, 2021). The three foundation cases show some similarities in

that they included external stakeholders such as volunteers, community leaders, and outside experts, in their grant committee for fair grantmaking decision procedures.

Although three of the case study organizations have a grant committee, their grantmaking decision process is quite distinct. For instance, Foundation B's grant committee members get three applications to read and score. They identify whether the applicants meet the criteria of what Foundation B wants them to do and evaluate them by using a scoring card (Foundation B interviewee, 2020). Foundation B has three people per program for a grant proposal so that each application can get a good quality of fair scoring. And then the committee guesses the final results and makes sure that everything was done correctly on the scoring system. They look at the top ones and discuss making sure that they meet the criteria of that year before awarding a grant (Foundation B interviewee, 2020).

In the meantime, in the case of Foundation D, once the applications have been read, the grant committee scores applications on a set rubric of outcomes that are set up. And then a meeting is held to discuss every single application (Foundation D interviewee, 2021). Once everyone is discussed, the grant committee votes on whether to recommend funding or decline funding at that time. And those recommendations go to the executive committee of the board for approval and then the full approval goes to the board (Foundation D interviewee, 2021).

In contrast to that, some foundations may not have a grant committee and other internal stakeholders would play key roles in performing their funding decisions for women. For instance, in the case of Foundation E which is an independent foundation,

staff in grants programs, such as a program director or program officer, mainly lead grantmaking. They review incoming requests and make recommendations on where they should make grants, who should get a grant, and who is to be reconsidered (Foundation E interviewee, 2021). Depending on the size of the grant, the recommendations may need to be approved by the vice president, the CEO, or the board of directors. If there are conflicts of interest or any of those types of things, the board will make approve or deny grants. And then smaller grants will go to the CEO, and smaller than that will go to the vice president (Foundation E interviewee, 2021). They have the final decision authority, but all that work such as reviewing the materials, talking to the applicants, and revealing their financials, is done by the program staff (Foundation E interviewee, 2021).

Meanwhile, in the case of Foundation A which is a corporate foundation, the woman president and leadership team has played primary roles in the process of developing the guidelines or rules on the grantmaking decisions. When the president was hired by the company at first, they had one set of priorities for grantmaking. However, there were big changes over time as they learn more about effective assessments of grantmaking and the value of investing in women, especially over the past decade (Foundation A interviewee, 2020).

Grant Cycles. The case studies demonstrate that foundations have their own grantmaking approaches such as strategic grantmaking, responsive grantmaking, or some combination of the two approaches. Particularly, the strategic grantmaking approach, in which funding decisions are made based on defined key values, specific goals, and desired outcomes (Mindell, 2021), is primarily used in the cases. However, specific types

of grant cycles with grant years reveal differences in each foundation. For example, in the case of Foundation B, as annual grant cycles, the guidelines for grantmaking are revised every year based on the community's needs. If Foundation B finds some urgent issues for women within their geographic focus, they may shift their grantmaking planning to that area (Foundation B interviewee, 2020; Foundation B's website, 2020).

Concerning Foundation A, letter of intent and invitation only, as well as annual grant cycles and rolling grant cycles, are utilized for their grantmaking, and many longer-term programs receive repeated funding from the foundation year after year considering the difficulty of measuring the actual impact just after one year (Foundation A interviewee, 2020; Foundation A's website, 2020).

Some foundations may combine strategic grantmaking and responsive grantmaking approaches for their funding decisions, particularly during a pandemic situation. For instance, regarding strategic grantmaking, Foundation D's annual grant cycle begins with an open call for proposals in their focus areas. And then the organization goes through those introductory proposals and moves to full proposals once they conduct site visits to determine more eligibility and whether or not the applicant has a full understanding of what they are applying for. And then it moves into the approval process (Foundation D interviewee, 2021; Foundation D's website, 2021). Foundation D's funding timeline is usually either a one-year or two-year grant. However, it depends on what the funders' guidelines are. Some have to reapply every single year, some have multiple years of guaranteed funding, and some have just one time but can never return (Foundation D interviewee, 2021). Concerning responsive grantmaking, there was a great

need for rapid response funding for women during the COVID-19 pandemic and so that section was added to the grant. Board approval is not required for distributions of the rapid response grants for women. So, through rapid response, Foundation D was able to set up a focus area that spoke directly to those needs and would not have to take that long process through board approval but could be approved by the executive director (Foundation D interviewee, 2021; Foundation D's website, 2021).

In the case of Foundation C, in addition to annual grant cycles and rolling grant cycles, the foundation implemented a new grantmaking approach based on their strategic plan and feedback from the past grantees that they preferred to have multi-year grants over annual grants (Foundation C interviewee, 2020; Foundation C's website, 2020). They had an open call (letter of interest) for nonprofits to apply for the funding and finally invited around 20 statewide grantee partners working in each field of advancing public policies and providing direct services for women and families throughout the state. The cohort has been working together for four years to advance women's prosperity across the state (Foundation C interviewee, 2020; Foundation C's website, 2020). In addition to the new grantmaking approach, Foundation C's grantmaking guidelines also had some changes reflecting on the COVID-19 situation and how it is impacting women's economic security. To offer COVID-19 responsive care to women and families, Foundation C created a new relief fund with new guidelines and already awarded about 100 grants, totaling about \$0.8 million (Foundation C interviewee, 2020; Foundation C's website, 2020).

In another case, regarding strategic grantmaking, Foundation E accepts an open letter of interest (LOI) year-round through its online submission process (Foundation E interviewee, 2021). Foundation E tries to make multi-year grants as much as possible, so typically two to three years and in some cases five-year grants. The foundation also strives to have organizations take a break after six years of continuous funding. In part, it makes space for them to be able to find new organizations, and they also do not want grantees to feel reliance and expectation of always getting funded (Foundation E interviewee, 2021). Concerning responsive grantmaking, Foundation E invested more than \$15 million in 2020 to resolve the effects of the COVID-19 pandemic, such as preventing the spread of the disease and recovery from the influences of the public health issue (Foundation E's website, 2020).

6.3.2. Foundations' Impacts and Impact Assessment Methods on Women

This comparative case study also shows notable similarities and differences in the foundations' impacts and impact assessment strategies on women. All the foundations have acknowledged the importance of assessing their grantmaking impacts on women in terms of transparency and accountability, as well as improvement of their grantmaking strategies. However, differences exist in how the foundations' funding for women has affected women's status and how the foundations assess their grantmaking impacts across the cases.

Foundations' Impacts on Women. First, specific examples of how the case foundations' grantmaking for women has influenced women's status are displayed based

on the women’s status index that was developed from the first quantitative phase of this dissertation (Table 6.4).

Table 6.4.

Case Foundations’ Impacts on Women by the Women’s Status Index

Index	Subindexes	Cases				
		A	B	C	D	E
Women’s Status	Women’s Economic Status	X	X	X	X	
	Women’s Educational Status	X	X	X	X	
	Women’s Health Status	X	X	X	X	X
	Women’s Poverty Status			X	X	
	Women’s Political Participation Status	X		X		

For over 15 years, Foundation A has offered grants to nonprofits, service providers, and shelters for domestic violence safety, so that they can provide domestic violence victims with opportunities to rebuild their lives. The foundation’s support for the initiative totals nearly \$4 million through partnerships with about 20 service providers and shelters in around 20 communities (Foundation A’s website, 2020). As another example, Foundation A has been supporting an online business training program to help women start or grow their own businesses. The program participants can take interactive business classes, have site visit opportunities to various local businesses, and receive coaching from successful entrepreneurs with diverse networking opportunities. More than 100,000 women have engaged in this program, and success stories of women who started or grew their own businesses through the program have been shared publicly (Foundation

A's website, 2020). The below comment from the Fondation A interviewee elaborates on the foundation's grantmaking impacts to enhance women's status.

“We actually embed our support for women in each of our priority areas so that women and girls have equal access to educational opportunities and training. We want to make sure that they have equal relevant opportunities for them to participate in economic empowerment initiatives. So they can develop livelihoods that are equal to what men have access to, and certainly in the category of capacity building and leadership. We want to make a woman in the communities and the countries where we operate have equal opportunities to be in public service roles. So that's elected or appointed government positions or as civil society leaders, because we know when women participate in those kinds of roles, communities and countries benefit from that just like businesses do” (Fondation A interviewee, 2020).

To find long-term solutions addressing women's issues and create positive social impacts, Fondation B has invested in innovative programs supporting the unmet needs of women and their families in the state where the foundation is located and awarded millions of dollars to nonprofits focusing on the health, safety, and economic empowerment of women over the past two decades. Each year, grants have been awarded based on the current significant concerns influencing women and research reports the foundation has published regarding women's status in the state (Fondation B's website, 2020).

For instance, according to the foundation's impact report in 2019, Foundation B granted about \$35,000 to around 10 nonprofit organizations. These grants were utilized to help about 50 women complete an education program for their careers, to deliver services to around 600 women with breast cancer, to offer emergency relief funds with assistance for victims of domestic violence, and to provide about 30 women with legal costs of divorce and child custody filings (Foundation B's website, 2020). As another example, according to the foundation's most recent women's status report in the state, more than 40% of women have experienced violence against women such as sexual assault, physical violence, stalking, and sex trafficking (Foundation B's website, 2020). While cases of domestic violence have decreased nationally over the last two decades, still it remains a widespread social issue. Therefore, the report suggests providing more assistance for women to leave their abusive situations with public education and advocacy activities for their safety (Foundation B's website, 2020).

In the case of Foundation C, a report in 2021 provided by an external evaluation consultant shows greater details of how the foundation's grantmaking for women has influenced the improvement of women's status in terms of reach, implementation, outcomes & impacts, and cohort learning (Foundation C's website, 2021). More specifically, from the reach perspective, grantees for service provision offered various services to about 1,000 women residents plus around 2,200 household members since 2018, and most of the participants were single mothers with children. In terms of the implementation view, to help women and their families to achieve economic security, grantee organizations implemented diverse services such as financial assistance, employment services, education services, and mental health support. Considering the

outcomes and impacts perspectives, around 300 participants made employment gains, about 400 beneficiaries reached their educational goals, and around 100 recipients reduced the public supports that they received from the government (Foundation C's website, 2021). In addition to the quantitative outcomes, qualitative impacts were also presented by sharing participants' impact stories. In the case of grantees for policy advocacy, they utilized a variety of policy advocacy strategies such as building coalitions, encouraging bipartisan support, and conducting research and policy development to enhance economic security for women and their families. Key legislative priorities (e.g., equitable tax policy), as well as specific examples of their coalition work and research (e.g., access to childcare), were reported as social impacts (Foundation C's website, 2021).

The below comment from the Foundation C interviewee shows another example of how the foundation's grantmaking has influenced the enhancement of women's status, especially during the COVID-19 pandemic situation.

“We were really fortunate to receive large contributions from other foundations and corporations and individuals to just establish our Relief Fund. And that fund, we were able to fund around 100 organizations to support their work directly serving women and women who are most severely impacted by COVID. So the funds went to all different kinds of things, but they were mainly to support direct assistance to women to access rent and child care. We supported a number of organizations who were addressing domestic violence and abuse... And we also

were able to fund some small businesses that were led by women, and women of color and help them. We also funded some organizations doing policy and advocacy work. Because we really strongly believe as a foundation, that is important to support organizations on the front line doing work to support women, but also we really acknowledge that a lot of good change can happen for women's economic security if we take a stand and support systemic change as well..." (Foundation C interviewee, 2020).

To create positive social impacts, Foundation D has awarded more than 2 million dollars of total grants to local community organizations supporting the economic security of women over the past decade. The priority areas for investments include women's health, education/career opportunities, and a two-generation approach (Foundation D interviewee, 2021; Foundation D's website, 2021). For example, according to the foundation's research, the state where Foundation D is located ranks in the top 5 in the U.S. states for teen pregnancy, and the high teen pregnancy rate costs the state nearly \$150 million every year. To address this problem and support young women's better future, Foundation D has awarded hundreds of thousands of dollars to local organizations' programs on birth control and sexual health, and the foundation's efforts have helped lower the teen birth rate in the state (Foundation D's website, 2021).

The foundation D interviewee's comment below also reveals the foundation's grantmaking impacts to support women who were strongly affected by the COVID-19 pandemic.

“First of all, bad outcomes for most banner come so child poverty, equal pay, women's health, child mortality... So when you're talking about a global pandemic and one that hit poor and poor people of color at greater impact, then that is exactly what it did for the state (where our foundation is located). The majority of the women that we serve in this state are black women and in rural locations and it hit the service industry, which was extremely populated by women of color as well, and so it was like a double whammy and so that was one of the reasons we developed our rapid response fund to address those needs of women who were impacted by the outbreak disproportionately. So we worked with LGBTQ organizations to help them and organizations on just feeding individuals and rental assistance, you name it if people need help with it we pretty much provided a grant for it, including a grant for the tribal nation here... And so our response to cover it was what can we do and how quickly can we do it.”

(Foundation D interviewee, 2021).

To reduce persistent health disparities and provide high-quality health care to residents in the state where the organization is located, Foundation E has funded nonprofit organizations supporting the rights of women to access universal sexual and reproductive health care services as one of their grantmaking areas. In particular, to generate positive social impacts, Foundation E has supported programs for direct service provisions, policy advocacy activities, and communication to protect access to

comprehensive sexual and reproductive health care services, especially for women of color (Foundation E's website, 2021).

For example, the foundation awarded nearly \$0.5 million of total grants to local community organizations engaging in statewide and national advocacy to improve the reproductive health safety net for three years. Foundation E also invested over \$10 million to meet the health needs of women of color over five years in two grantmaking initiatives (Foundation E's website, 2018). During the COVID-19 pandemic in 2020, the foundation distributed over \$15 million of grants to community organizations supporting the most vulnerable people, to combat the influences of the COVID-19 pandemic (Foundation E's website, 2021). On its website, Foundation E provides a platform for partners to share their stories and reports as social impact stories.

Foundations' Impact Assessment Methods on Women. In addition to the specific examples of how the foundations have influenced the improvement of women's status, different methods of how the foundations assess their grantmaking impact on women are presented below.

Reports from Grantees. Gathering annual reports, progressive reports, and/or final reports from grantees is a widely and easily used method for impact assessment through grantmaking. However, some foundations may prefer to use their own indicators by providing grantee reporting forms. For example, in the case of Foundation B, how to evaluate its grantmaking impacts on women is primarily based on the final reports from grantees. A grantee final report form is provided by Foundation B on the grant application process, and the actual results of the project should be reported in the final

report (Foundation B interviewee, 2020). For instance, on the grant application form, one question is what kinds of valuation process or method the applicant will use to measure the progress and results of the program to determine the degree to which the applicant met the intended outputs and outcomes. The applicant may select evaluation processes or methods, such as annual polling, focus groups, pre-and post-surveys, pre-and-post interviews, or others. After the project is awarded, the grantee is required to report whether the planned evaluation process or methods were accomplished and what the actual results are from the project (Foundation B interviewee, 2020; Foundation B's website, 2020).

Similarly, Foundation D's grantees should submit reports including narrative qualitative as well as quantitative data at the halfway point and the end of their all grants. The reporting forms are provided by the foundation. The quantitative data may include who, what, when, where, and how they helped beneficiaries (Foundation D interviewee, 2021). For the qualitative data, Foundation D may ask for narrative responses such as whether grantees met their goals, and if they didn't, the reasons for that. The foundation may also ask for impact stories of someone who was served by the grant and how their life was impacted by that grant, so that allows showing the full picture of the grant (Foundation D interviewee, 2021).

In contrast to that, some foundations may prefer to give freedom to grantees without providing specific reporting forms. For instance, in the case of Foundation C, how to assess their grantmaking impact for women varies by nonprofit funded. Usually, what they measure is what using the program tools that they already have in place

(Foundation C interviewee, 2020). The nonprofit organizations would look at the number of participants served and the number of the participants' family members that might be impacted. The organizations would also look at if other barriers might be impacting the participants' success (Foundation C interviewee, 2020). Regarding the grantees for policy advocacy, the measurements are a bit different as they are not serving people individually. It looks more like different coalitions that they might manage, policies they pass, and research that they do (Foundation C interviewee, 2020). On Foundation C's website, it is available to see the most recent evaluation resources from the grantee partners who have been working together to support the needs of women and their children, such as employing storytelling, videos, blog, and research reports (Foundation C's website, 2020).

Foundations' Own Tracking. As another impact assessment strategy, some foundations may track program outputs, outcomes, and/or impacts through their own indicators or standards. For instance, Foundation A has developed diverse indicators to assess the impact of programs for women funded. It helps them not only to look at the values of the programs but also to examine what is the gender balance that is benefiting from those programs (Foundation A interviewee, 2020). The foundation offers grantees the metrics and asks them to report against those indicators. It is an online platform and grantees answer various questions about their progress against the metrics (Foundation A interviewee, 2020). To improve their grantmaking and impact assessment strategies, Foundation A will be also going with a new process to examine which projects or partnerships are having the greatest impact on them and whether they need to find other partners to determine where they invest going forward (Foundation A interviewee, 2020).

In addition, some foundations may collect feedback from grantees to comprehend how grantees feel about the process and impact of foundations' grantmaking. However, as the case foundations' interviewees pointed out, the caveat with any foundation is that there is such a power dynamic between grantmakers and grantees. As grant seekers, they may feel like they have to provide only complimentary feedback as they want to get the funding. Because of that concern, foundations make the effort to create a space where grantees do not have to feel like they are jeopardizing their chances of funding by giving their candid feedback. For example, Foundation D conducts grantee surveys or interviews asking them to determine if they were meeting grantees' needs and if there is something that needs to be changed in the process (Foundation D interviewee, 2021). Sometimes it is administered by a third party, so it is not them asking the survey questions regarding whether the foundation met grantees' expectations. Moreover, Foundation D brings together its grantees annually to share their impact stories with other grantees in their cohort, so they can learn from one another as well (Foundation D interviewee, 2021).

Similarly, Foundation C is also collecting grantees' feedback and trying to figure out the best way to gather that feedback. In the renewal report or the surveys, grantees provide feedback about what the foundation is doing (Foundation C interviewee, 2020). Additionally, when an outside evaluator has interviews with each grantee, they are asking about that without a foundation person so that the grantees could give candid feedback to the evaluator, and then the evaluator can share the feedback with the foundation anonymously (Foundation C interviewee, 2020).

External Evaluators. Employing an outside evaluator or third party is another strategy to assess foundations' grantmaking progress and impact even though the strategy would be available only for those who have enough resources to hire an external evaluator. As an example, recently, Foundation A has started working with an organization that helps companies measure the impact of their investments. So, they can look at not just the number that benefited, but what happened as a result of the program that they supported (Foundation A interviewee, 2020). As mentioned earlier, Foundation A has supported a big women's entrepreneurship training program, and its impact was measured by the numbers such as how many women participated in the program and how many women have graduated. However, Foundation A is conducting a three-year impact analysis to understand what happened as a result of the women's participation in that training, such as whether the women actually started a business, whether they increased their revenues, and whether they hired additional employees (Foundation A interviewee, 2020).

In the case of Foundation C, they employed an outside evaluation consultant, and the evaluation partner has been working with about 20 statewide grantee partners working in each field of providing direct services and advancing public policies for women and their families throughout the state where the foundation is located (Foundation C interviewee, 2020; Foundation C's website, 2020). So, Foundation C performs regular measurements of not only the impacts of programs funded but also the different impacts that the cohort has on their work, such as the various meetings that they have or the way that relationships grow among the grantee partners. As a part of a grant agreement, it was required for grantees to take part in the evaluation with the consultant

partner. The evaluation partner had meetings with each organization with summaries or brief surveys after each convening (Foundation C interviewee, 2020; Foundation C's website, 2020).

Participation. Participating in the process of funded programs via updates, convenings, roundtables, or site visits is another strategy to measure foundations' grantmaking impacts on women. For example, Foundation A has conducted many site visits to understand how the programs are working. However, they engage in the process to a significant degree to make sure that they have the support to help grantees problem-solve or what they are running into trouble achieving progress (Foundation A interviewee, 2020).

In the case of Foundation C, its grantmaking committee involves in various activities such as monitoring grantee progress via updates from staff and participating in site visits with grantees (Foundation C interviewee, 2020; Foundation C's website, 2020).

Foundation D engages in the evaluation process of funded programs all the time using various ways. They require an outside evaluator for some grants, and sometimes they do site visits (Foundation D interviewee, 2021). If a grantee is a recently-established organization, Foundation D does host a pre-grant work webinar to help the organization know about evaluation tactics. This is because one of their goals is capacity building, the foundation strives to ensure that their grantees feel like not only did they do their grant work, but their capacity was built (Foundation D interviewee, 2021).

Similarly, Foundation E conducts site visits with all of its grantees and if the grantees let them know about opportunities to engage like a roundtable discussion or a

convening, they are willing to take part in those opportunities. Particularly, in the case of the initiatives' activities for women, Foundation E engages a dialogue about what they have learned in terms of the process of running initiatives and the outcome (Foundation E interviewee, 2021).

6.3.3. Foundations' Institutional Characteristics Influencing their Grantmaking Decisions and Impact Assessment Strategies for Women

The case studies show some descriptive evidence that foundations' grantmaking decisions and impact assessment strategies for women are affected by foundations' institutional characteristics, such as size, type, and women's leadership. However, the influences of the other foundations' institutional features, such as region, political ideology, age, and membership were not observed in their grantmaking decisions and impact assessment strategies. Additionally, one new coding category (partnership) emerged, which was not included in the initial coding categories as foundations' institutional characteristics.

Size. From a foundation's size perspective, compared to large-sized foundations, small-sized foundations may face more challenges in developing their grantmaking strategies and assessing their impacts due to their constrained resources and expertise. In fact, developing effective grantmaking strategies is time-consuming, and measuring foundations' impact can be expensive. Because of that, small-sized foundations may strive to find alternative strategies to establish better grantmaking decision processes and evaluate their impact. For instance, as a relatively small-sized foundation with limited

resources (i.e., total asset size < \$2 million), Foundation B relies heavily on the expertise and the passion of its many volunteers. Particularly, it is noticeable that any community volunteers can engage in the foundation's grantmaking decision process as grant committee panels (Foundation B interviewee, 2020; Foundation B's website, 2020). The grant committee, made up of volunteer community leaders and the board members, is primarily involved in developing the foundation's grantmaking guidelines and making funding decisions while the foundation's staff does not involve in that process for the fairness of assessments (Foundation B interviewee, 2020). A few years ago, Foundation B started a mission-driven membership campaign. Even though it does not provide any financial benefit, there are some membership advantages. No matter what amount they give, the members can help review the grants that were submitted from the nonprofit organizations and help decide where the money goes (Foundation B interviewee, 2020; Foundation B's website, 2020).

On the other hand, some large-sized foundations may want to help other small-sized organizations evaluate their actual impact and strengthen their capacity by sharing their know-how and expertise. As an example, based on their sufficient resources and accumulated knowledge, Foundation A provides support to its grantee partners to help them to assess their impact, strengthen their capacity, and leverage additional funds for future work. Specifically, the foundation invests in training to help the grantee partners understand how they collect the information to report against indicators on impact assessment and how they account for the actual impact of their programs (Foundation A interviewee, 2020).

Type. The case studies also reveal that foundations' grantmaking decisions and impact assessment strategies for women could be affected by foundations' type. For example, in the case of Foundation A which is a corporate foundation, the organization is very male-dominated (about 80% male 20% female) because it is not an industry that seems to be very appealing to women. So, the organization is trying to figure out why that is the case and how they could change the perception (Foundation A interviewee, 2020). More specifically, the organization has a target to increase the number of women in its workforce and the number of women in leadership positions continuously. Furthermore, through their philanthropic programs and grantmaking, Foundation A is trying to encourage and support more girls and women to pursue education and training associated with the technical aspects of their business (e.g., information technology professionals, geologists), as well as in the field of STEM (Science, Technology, Engineering, and Math). This is because it is something that they are trying to change about culture in terms of diversity, equity, and inclusion, but from a gender perspective (Foundation A interviewee, 2020).

In another case, because Foundation D is a kind of an intermediary foundation and public charity, they raise money from diverse funders including private foundations, corporate donors, and individuals to give out. In other words, Foundation D distributes its money to other nonprofit organizations as a funder, meanwhile, they also apply for grants from other large-sized foundations as a grant seeker. So, based on the available funding, their specific focus areas such as women's access to education and resources and healthy women, drive their grant cycles (Foundation D interviewee, 2021). Foundation D started as a special interest fund within a community foundation, and it grew eventually into its

own standalone organization. Particularly, as funding sources began to grow, the focus of the organization began to grow even larger (Foundation D interviewee, 2021).

Women's Leadership. The case studies also show diverse examples of how women's leadership in a foundation influences the organization's grantmaking decision and impact assessment strategies for women. In the case of Foundation A, women's leadership accounts for about 14% of the management level, and 25% of its corporate board of directors is female. But the foundation strategically let women hold key positions in the foundation. Those women's leadership in Foundation A has influenced their grantmaking decisions for women and, in particular, the female president's leadership has played a pivotal role in embedding their support for women in each of their priority areas (Foundation A interviewee, 2020).

Foundation D has a staff of five and only one is male. Its board is entirely women. And its board is entirely women. So, women's leadership is one of the most important aspects of the foundation, and most of their non-grant programs focus specifically on women's leadership (Foundation D interviewee, 2021). When Foundation D makes its grantmaking decisions, they consider women's leadership in the nonprofit organizations that apply for their grants. For instance, the foundation asks about their board gender as well as racial makeup. If they have a less than stellar makeup of their board, especially for gender, they would be scored lower on the foundation's rubric because a nonprofit can choose their boards (Foundation D interviewee, 2021). If nonprofit organizations actively exclude women and people of color of any race other than white men, they would be scored lower as well. In this way, the importance of women's leadership is

reflected in Foundation D's grantmaking decision process (Foundation D interviewee, 2021).

In the case of Foundation E, women hold the highest leadership roles although it is unusual in the philanthropic sector. For example, the CEO, the board chair, and the vice president of programs who recently left but was there for quite a while are women of color (Foundation E interviewee, 2021). Foundation E also has several women that are in director and other executive roles. This demonstrates that women and people of color are quite well represented on their staff and in leadership. What makes them a little bit unique would be the makeup of the folks as they have different perspectives that are present in the room and the decision-making process (Foundation E interviewee, 2021). In terms of women or any other demographic groups that are underrepresented or had been marginalized, when organizations have people who have that lived experience themselves in leadership, it inevitably shapes the knowledge and the values that are brought into the work. The foundation believes that having a diverse team that can relate to the experience of the various communities in the state is better able to bring voice to the different life experiences and issue areas that need to be addressed (Foundation E interviewee, 2021).

Partnership. The case studies illustrate some examples of how foundations collaboratively work with other organizations for their grantmaking and impact assessment strategies for women. Foundation D is the only foundation in the state with its sole purpose on women and girls. And it is geographically a large state but relatively a small state considering the populations with low resources. Because no one organization

has enough funding or policy expertise to do it all, Foundation D performs lots of work in partnerships, especially with many outside funders including other nonprofits that are not based in the state but have special expertise (Foundation D interviewee, 2021). For example, Foundation D has a partnership with a nonprofit dealing with childcare as childcare is very important to women in their ability to be in the workforce and the foundation is not an expert in the field. Sometimes it is a financial partnership and sometimes it is just a policy partnership. When it comes to who they fund, that is still internal, but who they work with on implementation is where the partnership comes into play (Foundation D interviewee, 2021).

As one of the larger funders in the state, Foundation E often is in communication with other funders whether it is statewide or regional funders that are aligned with similar strategies or issue areas. Foundation E does try to be in conversation and understand what the others were where they have overlapping priorities. It is a great opportunity to share what the foundation is hearing from their grantees with one another and where they have very distinct grantmaking strategies (Foundation E interviewee, 2021).

Regarding grantmaking decisions, even though foundations operate for the most part independently from one another, Foundation C works together with other foundations in some cases. The COVID-19 relief funding is an interesting example of that case. Foundation C received grants from one of the largest foundations in the country and distributed them to the organizations that were supporting women as a result of COVID-19 (Foundation C interviewee, 2021).

6.5. Discussion

The findings of this chapter provide more insights into our understanding of how foundations implement their grantmaking decisions for women, how foundations measure their grantmaking impact on women, and how the foundations' institutional features influence their grantmaking decisions and impact assessment tactics for women.

First, the comparative case study reveals both similarities and differences in the foundations' grantmaking decision practices for women. All five foundations have formalized and systematic guidelines or policies for their grantmaking decisions for women and it has been changing. However, differences exist in how the guidelines for foundations' grantmaking decisions for women were formulated (criteria), who was involved in developing the guidelines and grantmaking decisions (stakeholders), and what kinds of grant cycles are mostly employed (grant cycles) across the cases. The findings provide more detailed explanations and expand evidence on what was suggested in the previous literature (Bloomfield, 2002; Buchanan, 2002; Conner et al., 2004; Gillespie, 2019a; 2019b; 2020; Grønbjerg et al., 2000; Husted et al., 2021; Mindell, 2021; Pine, 2018; Putnam-Walkerly, 2018).

More specifically, regarding the criteria perspective, some large-sized foundations formulated their grantmaking guidelines based on a strategic plan. In the case of small foundations, adapting other large foundations' guidelines as a starting point and modifying them to be eligible for their grant programs was another strategy. In contrast to that, the corporate foundation's strategy shows some differences. The guidelines for grantmaking decisions were aligned with the goals that they have as a company. Concerning stakeholder perspective, the case studies illustrate a diversity of internal and

external stakeholders involved in the process of developing the foundations' grantmaking guidelines and making funding decisions for women. Particularly, three of the case study organizations have a grant committee playing key roles in developing and improving the guidelines on their grantmaking decisions but differ in who is included in the grant committee. Nevertheless, the three foundation cases show some similarities in that they included external stakeholders such as volunteers, community leaders, and outside experts, in their grant committee for fair grantmaking decision procedures. In contrast to that, some foundations do not have a grant committee, and other internal stakeholders such as the president or staff have played key roles in performing their funding decisions for women. When it comes to the grant cycles, the case studies demonstrate that foundations have their own grantmaking approaches such as strategic grantmaking, responsive grantmaking, or some combination of the two approaches. Particularly, the strategic grantmaking approach is primarily used in these cases. However, specific types of grant cycles with grant years reveal differences in each foundation. In addition, some foundations combine strategic grantmaking and responsive grantmaking approaches for their funding decisions, particularly during a pandemic situation.

Second, this comparative case study also shows noteworthy similarities and differences in the foundations' impacts and impact assessment methods on women through their grantmaking. All the foundations have acknowledged the importance of assessing their grantmaking impacts, however, differences exist in how foundations' grantmaking has affected the improvement of women's status and how foundations assess their grantmaking impacts in terms of specific methods. Particularly, the women's status index that was developed from the first quantitative phase of this dissertation was

also supported by the case study findings. This implies that the new women's status index can be employed for practice as a tool to reveal foundations' social impacts.

The findings also provide more detailed accounts of what was suggested in the prior literature (Buchanan, 2002; Buteau, & Chu, 2011; CEP, n.d.; Council on Foundation, n.d.; Fluxx, n.d.; Gillespie, 2019a; 2019b; Loh et al., 2016; Reams, 2019; Rutnik & Campbell, 2002; UpMetrics, n.d.). First, gathering annual reports, progressive reports, and/or final reports from grantees was a widely and easily used method for impact assessment through grantmaking on women. Second, some foundations may track program outputs, outcomes, and/or impacts through their own indicators or standards. Some foundations may also collect feedback from grantees to obtain new insight for better impact assessment through grantmaking. Third, employing an external evaluator or third party is another strategy to measure foundations' grantmaking impact though the strategy would be available only for those who have enough resources to contract with an evaluator. Fourth, participating in the process of funded programs via updates, convenings, roundtables, or site visits is another strategy to measure foundations' grantmaking impacts on women. The findings imply that foundations have developed and utilized various impact assessment strategies to examine whether their investments are generating a positive social impact on society. However, as the Center for Effective Philanthropy (CEP)'s grantee survey results pointed out, more efforts would be needed to comprehend what foundations could do to make the evaluation processes more beneficial to grantees (Buteau, & Chu, 2011). In addition, because many grantees still have limited access to resources or tools for data collection and analysis, it would be also needed to

consider how to empower grantees' ability for data-driven decisions in terms of capacity building (Coleman, n.d.).

Third, the case studies show some evidence that foundations' grantmaking decisions and impact assessment strategies for women are affected by foundations' institutional characteristics, such as size, type, and women's leadership. It aligns with the findings of the prior literature indicating that foundations' activities are affected by their institutional characteristics (Mosley & Galaskiewicz, 2015; Klopott, 2015; Suarez 2012). It also supports the institutional theory that organizations are influenced or controlled by their institutional contexts (Meyer, 2008). For instance, regarding the foundations' size perspective, compared to large-sized foundations, small-sized foundations may face more challenges in developing their grantmaking strategies and assessing their impacts due to their constrained resources and expertise. Because of that, small-sized foundations strive to find alternative ways to establish better grantmaking strategies, such as employing the expertise and the passion of many community volunteers. On the other hand, some large-sized foundations are sharing their know-how and expertise to help other small-sized organizations assess their actual impact and strengthen their capacity. Concerning women's leadership perspective, the case studies also show diverse examples of how women's leadership in a foundation influences the organization's grantmaking decision and impact assessment strategies for women. Additionally, from the case study results, one new factor (partnership) emerged, which was not included in the initial categories as foundations' institutional characteristics. The case studies show some examples of how foundations collaboratively work with other organizations for their grantmaking and impact assessment strategies for women.

CHAPTER 7

CONCLUSION

7.1. Introduction

In this final chapter, I recap my research questions and major findings and place them in a larger context employing the overall conceptual framework of this dissertation. I then discuss the contributions and implications of this study for research, practice, and policy. Finally, I conclude with the limitations of this research and recommendations for future studies.

7.2. Recap

In this dissertation, I have examined the roles and impacts of U.S. foundation grantmaking for women as well as the influence of the foundations' institutional characteristics by employing a mixed-methods research design. Specifically, in the first quantitative phase, this study investigated three major research questions: (1) How has foundation grantmaking for women changed in the U.S.? (2) Whether foundations' institutional traits are related to their grantmaking activities for women? (3) Whether foundation grantmaking has influenced the improvement of women's status? To address these research questions, I collected and analyzed data on the U.S. foundation grants for women from 2005 through 2014 from the Foundation Center's Foundation Directory Online and data indicating women's status at the state level from a variety of sources over the same period. The second qualitative phase focused on examining the second and third research questions further by employing a comparative case study approach. Specifically, I conducted in-depth semi-structured interviews with foundation directors or

staff working on addressing women's issues to understand their grantmaking decisions, impact assessment methods, and institutional characteristics in detail. The specific research sub-questions for the qualitative phase are how foundations implement their grantmaking decisions for women, how they assess their grantmaking impacts on women, and how the foundations' institutional traits influence their grantmaking decision and impact assessment strategies for women.

In Chapter 4, I have examined how foundation grantmaking for women has changed in the U.S. (RQ1) and whether and how institutional characteristics of foundations are associated with grantmaking actions for women (RQ2). Regarding the first research question, I find that overall, foundation funding for women tends to direct programs toward advocacy rather than service delivery and focus more on its advocacy role instead of its charitable role, which is inconsistent with the prior literature (Irvine & Halterman, 2019). Irvine and Halterman (2019) point out that some researchers and activists have criticized foundations' grantmaking activities for women because they usually direct programs toward service provision and away from advocacy. This would result in diverting nonprofit organizations and activists working for women's issues into service delivery rather than advocacy, thus weakening their capacity to engage in the political arena (Irvine & Halterman, 2019). However, the findings in Chapter 4 suggest that the critique is somewhat overstated, and foundations have focused more on their advocacy role in the U.S. by distributing their grants to programs for women's rights and studies.

Regarding the second research question, the findings reveal that most of the foundations' institutional characteristics are associated with their grantmaking activities

for women, which mostly supports previous literature (Mosley & Galaskiewicz, 2015; Klopott, 2015; Suarez 2012). More specifically, the results show that younger foundations with a higher total giving size are more likely to give grants for women's rights/studies. This indicates that as the previous literature suggests (Mosley & Galaskiewicz, 2015; Klopott, 2015), larger foundations would utilize enough resources and capacity to develop more efficient grantmaking strategies to foster social change and focus more on their advocacy role, especially, for women's issues as well. Also, older foundations would have more experience with government intervention in philanthropy than younger foundations, which would make them more constrained and less focused on their advocacy role for women. In terms of political ideology, the foundations in the states of liberal ideology are more likely to make grants for women's rights/studies than those in the states of moderate or conservative ideology. This indicates that the political ideology of the states strongly influences foundations' grantmaking for women. For instance, as Arizona is considered a conservative state, foundations in Arizona would have more conservative tendencies overall, be more inclined to risk reverse, and be more likely to make grants for service provision instead of advocacy for women. Meanwhile, California is regarded as a liberal state, foundations in the state would have more liberal tendencies overall, be more inclined to take risks, and be more likely to distribute grants for women's advocacy rather than for women's services. Additionally, independent foundations are more likely than corporate foundations or community foundations to give grants for advocacy, which is consistent with the literature (Mosley & Galaskiewicz, 2015). However, interestingly, there is no relationship between membership in any affinity group or an association and foundation grantmaking for women. Even though the

literature on the relationship suggested that foundations with membership in any affinity group or association would share their grantmaking strategies and try to develop a more effective investment mechanism for social change (Klopott, 2015), the finding does not support the literature. I may interpret the result that institutional isomorphism through membership in any affinity group or an association seems not to be a significant element in foundations' grantmaking activities for women. It is also possible that the membership effect may depend on what types of affinity groups or associations they are involved in, such as whether the association focuses on women's issues or just other general nonprofit associations. This is an area where further research is needed regarding why the membership effect is not strong on foundations' grantmaking behaviors supporting women's causes.

In Chapter 5, I have examined whether and how foundation grantmaking for women has influenced women's status in the U.S (RQ 3). Based on the social innovation theory and the prior literature on measuring the impacts of foundations (Berzin & Camarena, 2018; Breihan, 2009; Buchanan, 2002; Dees & Anderson, 2006; Light, 2011; Schumpeter, 1934), I predicted that a state with a larger amount of foundation grants for women (per woman) would show higher women's status compared to a state with a smaller amount of foundation grants for women (per woman). As expected, the results show that a larger amount of foundation grants for women (per woman) is associated with higher women's status at the state level even after controlling for the effects of states' socio-demographic characteristics, federal, state, and local spending for women, and public charities for women. The findings are consistent with the body of literature which regards foundations as an imperative engine of social innovation (Dees &

Anderson, 2006; Ferris & Williams, 2012; Sandfort, 2008). As social innovators for the public, foundations have funded other nonprofits, promoted reforms in public institutions, and employed business strategies to enhance their grantmaking effectiveness (Ferris & Williams, 2012; Porter & Kramer, 2002; Sandfort, 2008). Additionally, foundations have supported leading individuals with creative ideas for social innovation, as well as have created vehicles to foster connections between scholars and practitioners (Dees & Anderson, 2006). This chapter's findings contribute to this line of research, which emphasizes foundations' social impact aimed to pursue innovations and new opportunities to promote fundamental social change in society. Foundations supporting women's causes have used their resources to provide women with more social, economic, and political opportunities through their grantmaking to boost women's power and influence. These continuous efforts would have influenced the improvement of women's status as a positive social impact.

Additionally, this chapter shows some interesting findings regarding other control factors that could influence women's status. Concerning state socio-demographic characteristics, a higher percentage of the Black population is associated with a lower women's status at the state level. It is consistent with previous literature findings that white American women tend to show higher wages and less poverty than African American and Hispanic women in most states (Caiazza et al., 2004). Moreover, states of moderate ideology and liberal ideology tend to reveal higher women's status compared to states of conservative ideology. It aligns with the findings of Renna (2017), which shows the influence of political ideology on supporting feminist policies. Since states of liberal ideology and moderate ideology tend to regard gender inequality issues more seriously

than states of conservative ideology, they may have supported feminist policies more vigorously and invested more resources to reduce inequality gaps, which could lead to more advanced women's status. Another item to note is that one factor measuring the effects of federal, state, and local spending on women appears to be statistically significant in predicting women's status at the state level. The percentage of SNAP recipients is negatively associated with scores of women's status. This indicates that women's status at the state level may be sensitive to some factors of the federal, state, and local spending for women. Furthermore, the number of public charities for women appears not to be statistically significant in predicting women's status at the state level. It does not support the body of literature showing the effects of public charities on women (Mesch et al., 2019). Even though the influences of public charities for women seem not to be a very significant element in explaining women's status in the analysis, I may interpret the results that measuring the effects of public charities for women by the number of organizations in a state may not be sufficient to show their effects. Future studies could continue this line of investigation by employing other measures to examine the impacts of public charities on women.

In Chapter 6, the comparative case study findings provide more insights into our understanding of how foundations implement their grantmaking decisions for women, how foundations measure their impact on women, and how the foundations' institutional features influence their grantmaking decision and impact assessment strategies for women. First, the comparative case study reveals both similarities and differences in the foundations' grantmaking decision practices for women. All five foundations have formalized and systematic guidelines or policies for their grantmaking decisions for

women. However, differences exist in how the guidelines for foundations' grantmaking decisions for women were formulated (criteria), who was involved in developing the guidelines and grantmaking decisions (stakeholders), and what kinds of grant cycles are mostly employed (grant cycles) across the cases. The findings provide more detailed explanations and expand evidence on what was suggested in the previous literature (Bloomfield, 2002; Buchanan, 2002; Conner et al., 2004; Gillespie, 2019a; 2019b; 2020; Grønbjerg et al., 2000; Husted et al., 2021; Mindell, 2021; Pine, 2018; Putnam-Walkerly, 2018).

Second, the comparative case study also shows some similarities and differences in the foundations' impacts and impact assessment methods through their grantmaking for women. Whereas all the foundations have admitted the significance of assessing their grantmaking impacts, differences exist in how foundations' grantmaking has affected the advancement of women's status. Differences also exist in how foundations assess their grantmaking impacts in terms of specific methods, such as utilizing reports from grantees, foundations' own tracking, external evaluators, and participation. The results provide more detailed accounts of what was suggested in the prior literature (Buchanan, 2002; Buteau, & Chu, 2011; CEP, n.d.; Council on Foundation, n.d.; Fluxx, n.d.; Gillespie, 2019a; 2019b; Loh et al., 2016; Reams, 2019; Rutnik & Campbell, 2002; UpMetrics, n.d.).

Third, the case studies show some evidence that foundations' grantmaking decisions and impact assessment strategies for women are affected by foundations' institutional characteristics, such as size, type, and women's leadership. The findings support the prior literature indicating that foundations' activities are affected by their

institutional characteristics (Mosley & Galaskiewicz, 2015; Klopott, 2015; Suarez 2012). It also supports the institutional theory that organizations are influenced or controlled by their institutional contexts (Meyer, 2008). In particular, concerning women's leadership perspective, the case studies show diverse examples of how women's leadership in a foundation influences the organization's grantmaking decisions and impact assessment tactics for women.

7.3. Return to the Conceptual Framework

In Chapter 2, I suggested the overall conceptual framework of this dissertation employing government failure theory, elite power theory, institutional theory, and social innovation theory, to explore how foundation grantmaking for women has changed in the U.S. (RQ1), whether and how foundations' institutional characteristics are related to their grantmaking for women (RQ2), and whether and how foundation grantmaking for women has influenced women' status (RQ3). All findings from both the first quantitative phase and the second qualitative phase support the conceptual framework indicating relationships among foundations' institutional characteristics, foundations' grantmaking, and foundations' roles and impact on women.

In the first quantitative research phase, employing government failure theory and elite power theory, I hypothesized that foundation funding for women tends to direct programs toward service provision instead of advocacy. However, my findings suggest that foundation grantmaking for women tends to support programs on advocacy rather than service delivery. This would show that U.S. foundations supporting women's causes

may have focused more on their advocacy role as ‘power elites’ (Mills, 1956) by investing their resources in women to empower them and influence public policies for positive social changes (Dye, 2001; Goss, 2007; Mosley & Galaskiewicz, 2015; Sandfort, 2008).

Also, based on institutional theory, I hypothesized that foundations’ institutional characteristics are related to their grantmaking activities for women. My findings reveal that most of the foundations’ institutional characteristics are associated with their grantmaking activities for women. This supports institutional perspectives suggesting that organizations are influenced or controlled by their institutional contexts (Meyer, 2008) and assessed on legitimacy by their constituents (Baum & Oliver, 1991). Foundations’ grantmaking activities for women would have been affected by their institutional characteristics, such as foundations’ size, region, political ideology, age, type, and membership in any affinity group or association. In other words, diverse institutional constraints and stakeholder interests would have influenced different foundations’ grantmaking practices for women. This is also supported by the findings from the second qualitative phase. The case studies show some evidence that foundations’ grantmaking decisions and impact assessment strategies for women are affected by foundations’ institutional characteristics, such as size, type, and women’s leadership. Particularly, concerning women’s leadership perspective, the case studies show diverse examples of how women’s leadership in a foundation influences the organization’s grantmaking decisions and impact assessment tactics for women.

In addition, using social innovation theory, I predicted that foundation grantmaking for women has influenced women’s status in the U.S. My findings reveal

that a larger amount of foundation grants for women (per woman) is associated with higher women's status at the state level even after controlling for other related factors. The results support the body of literature which regards foundations as an imperative engine of social innovation (Dees & Anderson, 2006; Ferris & Williams, 2012; Sandfort, 2008). Foundations supporting women's causes have employed their resources to provide women with more social, economic, and political opportunities to boost women's power and influence. These continuous efforts would have influenced the advancement of women's status as a positive social impact. This is also supported by the findings from the second qualitative phase. The comparative case study shows that all the foundations have acknowledged the significance of assessing their grantmaking impact on women and enhancing their grantmaking strategies. For effective grantmaking strategies to empower women for social innovation, foundations have strived to assess their grantmaking impact by employing various methods, such as utilizing reports from grantees, foundations' own tracking, external evaluators, and participation.

7.4. Contributions and Implications for Research, Practice, and Policy

This dissertation offers both theoretical and practical contributions and implications for researchers, practitioners, and policymakers.

For Research. From the research perspective, this study presents the overall landscape of current trends of U.S. foundation grantmaking for women and fills the research gap in previous studies. Some feminist scholars and activists have been concerned that despite the increasing foundation grants for women over the past three decades, the grantmaking has been focused on programs toward service provision and

away from advocacy (Irvine & Halterman, 2018). One problem is that this could push other nonprofit organizations and activists supporting women's causes to direct service delivery rather than advocacy to obtain foundation funding and thus weakening their capacity to participate in the political arena (Irvine & Halterman, 2018). However, the present study findings reveal that foundations supporting women's causes have focused more on their advocacy role by distributing their grants to the programs for women's rights and studies. It also shows that the trends of foundations' grantmaking for women are different by region and state. The findings provide some answers to the critique and suggest future research directions regarding why the differences in foundations' grant trends exist at the regional and state levels and how the variations are associated with different women's status in the states.

Second, employing a mixed-methods research design, this study contributes to the underdeveloped research area of mixed methods in nonprofit studies. Mixed methods research design is relatively new in the field of social sciences, but it is a useful strategy when various types of data collected can offer a more comprehensive understanding of a research question (Creswell, & Creswell, 2017). While some studies have suggested methodological approaches to measure the impact of nonprofit organizations in society (Berzin & Camarena, 2018; Breihan, 2009; Buchanan, 2002; Lall, 2019), most studies apply either a quantitative or qualitative method in assessing foundations' overall social impact. This study fills in the gap in the previous literature by employing a mixed-methods design to explore the impact of foundations. For instance, findings from the quantitative data collected to address my research questions provide empirical evidence of the correlations between variables, such as whether foundation grantmaking for

women has influenced the improvement of women's status. In addition to that, case studies of selected foundations supporting women's causes supplement the empirical findings by providing a detailed account of how foundation grantmaking for women has influenced the advancement of women's status. By presenting the details of the research process and the challenges encountered in data collection and analysis, this study advances our understanding of how mixed methods can be applied in nonprofit sector research, given data limitations and measurement challenges in the field.

Third, this study contributes to the literature by suggesting that government failure theory, elite power theory, institutional theory, and social innovation theory can be applied to demonstrate the relationships among foundations' institutional characteristics, foundations' grantmaking and roles, and foundations' impact on women. The theoretical integration combining concepts from different approaches helps understand foundations' social impact, as well as explain the associations among factors.

For Practice. From a practical perspective, this study suggests two frameworks and one new index, which are useful for both researchers and practitioners in the nonprofit field. First, as mentioned above, the overall conceptual framework of this dissertation (See page 41) presents whether and how foundations' institutional characteristics are associated with their roles (charitable role vs. advocacy role) and grantmaking, whether and how foundations' grantmaking is related to their impact on women's status, and whether and how foundations' institutional characteristics are correlated with their grantmaking and impact assessment strategies on women. This new conceptual model can be applied to examining foundations' other impact areas, such as environmental issues or poverty issues.

Second, this study suggests another framework (See page 127) as a useful tool to measure foundations' impact on society. Particularly, this study assessed the impact of U.S. foundation grantmaking on the improvement of women's status at the state level and found empirical evidence of the impact. Whereas broad agreement among foundations exists on the importance of capturing their grantmaking impacts, there is no consensus on how to define success and what to evaluate, which makes it difficult for foundation staff and grantees to find better practices by employing different interpretations of assessment (Scherer, 2016). Additionally, because numerous stakeholders and audiences are involved in foundations' performances, this propels foundations to pursue effective grantmaking strategies and to provide evidence of their grantmaking impacts (Scherer, 2016). In this sense, this study makes practical contributions to the field of philanthropy by suggesting a feasible tool to measure the impact of foundations and helps understand the significance of foundations investing in women for social innovation. This proposed framework can be also applied to investigating foundations' other impact areas. For example, researchers and practitioners would be able to explore the impact of foundation grantmaking to resolve a health issue at the state level by including predictable variables influencing the health problem, such as states' socio-demographic characteristics, federal, state, and local spending to address the health issue, and public charities supporting the health issue.

Third, this study also provides a new index to measure women's status (See pages 53-54). The suggested women's status index contributes to the literature on gender-related indexes and indicators as longitudinal data. Furthermore, the new index was also utilized to guide the qualitative analysis of the case study of this dissertation. This indicates that the new women's status index can be employed across both academic and

professional fields not only as a tool to reveal changes in women's status at the state level but also as a tool to exhibit foundations' impacts on women.

Lastly, this study provides foundation leaders and staff with practical suggestions concerning how to develop and improve effective grantmaking and impact assessment strategies for women. Particularly, the case study findings exhibit specific examples of how foundations make their grantmaking decisions for women and how they assess their grantmaking impacts on women. For instance, foundations would be able to learn to develop specific criteria for their grantmaking decisions and to invite various stakeholders to their decision process if they have not used systematic decision-making standards and protocols. In addition, foundations would be able to learn to employ multiple methods to assess their impact if they have not utilized any of the four methods (i.e., reports from grantees, foundations' own tracking, external evaluators, and participation in the evaluation process of funded programs).

For Policy. When it comes to policy perspective, this study suggests the significance of strategic partnerships between government and foundations to resolve social challenges. Over the past three decades, greater attention has been given to partnerships across different sectors because each sector can bring together its unique assets and ideas to solve critical public problems (Ferris & Williams, 2012). As both government and foundations seek to achieve greater capacity and impact, they are motivated to work together to find innovative solutions for public issues (Ferris & Williams, 2012). As this study shows evidence of the foundations' grantmaking impacts on the advancement of women's status, policymakers would need to consider more strategic partnerships with foundations to address women's issues and reduce the gender

gap, especially in the case of the U.S. states which reveals relatively low women's status. Additionally, this study recommends that policymakers also need to understand that foundations' grantmaking and impact assessment strategies can differ by foundations' institutional characteristics. Because government and foundations have different institutional characteristics that can cause risks, it is important to consider the differences in collaborations between government and foundations (Ferris & Williams, 2012). For instance, foundations are relatively free from government regulation in terms of leveraging their resources and have flexibility in pursuit of their mission (Ferris & Williams, 2012). However, as the case study examples described, foundations' grantmaking and impact assessment strategies are also affected by different foundations' institutional characteristics such as type and size.

Second, this study shows the significance of women's leadership in the foundation world and suggests that policymakers would need to consider the importance of women's leadership in the representative bureaucracy in organizations. For example, the case study findings illustrated how women's leadership in foundations influences their grantmaking and impact assessment strategies for women. It was easier to lift women's voices and embed support for women in their grantmaking priority areas when women's leadership in a foundation is powerful. Considering that gender stereotypes and gender inequality in the institutional system remain a widespread social issue (Acker, 2006; Ridgeway, 2001), policymakers would need to consider the benefits of female leadership and gender diversity in the representative bureaucracy in organizations.

7.5. Limitations and Recommendations for Future Studies

Despite its contributions and implications, this dissertation has some limitations. First, in the quantitative phase of the study, although it was available to examine whether a foundation's grants were distributed to programs for women's rights/studies or women's services for exploring their advocacy role and charitable role, detailed descriptions of how the grants were utilized are constrained because of the data limitation. Therefore, this study only partially resolves the first research question regarding how foundation grantmaking for women has changed in the U.S. Future studies could continue this line of investigation by including further information on foundations' grantmaking activities for women.

Second, concerning the second research question, women's leadership perspective was included in my conceptual framework as one of the foundations' institutional characteristics, however, evidence of its influence is limited as the factor was only considered in the qualitative phase. Due to the data limitation, the women's leadership variable was not included in the quantitative phase. For instance, governing body information (i.e., name and title) is available from the Foundation Directory Online, however, some key issues (e.g., gender of a name, change year to year, too much missing data) need to be first resolved to use the data. Future research could continue to further explore the relationships between foundations' institutional characteristics and their grantmaking actions for women by including more factors, such as women's leadership and gender diversity on boards in a foundation.

Third, regarding the third research question, although this study measures the impact of U.S. foundation grantmaking on the improvement of women's status at the

state level and provides empirical evidence on the impact, the analysis included only restricted control variables affecting women's status due to the data source limitation. Particularly, considering that measuring the effects of public charities for women by the number of organizations for women at the state level may not be sufficient to show their effects, future studies could continue this line of investigation by employing other measures to examine the influences of public charities on women.

Additionally, even though this study developed a new index indicating women's status at the state level by employing five subindexes (i.e., women's economic status, women's educational status, women's health status, women's poverty status, women's political participation status), further refinement would be needed as a future research direction. For example, selecting multiple indicators to construct each subindex (e.g., IWPR, 2021) could be a possible way to improve the women's status index.

Furthermore, as a recommendation for future studies, researchers can expand this dissertation research by examining the comparison between the impacts of women-led foundations and the impacts of men-led foundations. As the roles of women in philanthropy are rising, more women are playing a crucial role in the foundation world, and one social impact of this leadership change in philanthropy is increasing attention and investment in women's empowerment and gender equality issues (Callahan & Marek, 2016). It is also supported by my case study findings that it was easier to lift women's voices and embed support for women in their grantmaking priority areas when women's leadership in a foundation is strong. Because my case study focused on only foundations that have women's leadership, future studies could continue this line of

investigation by comparing the impacts of women-led foundations and the impacts of men-led foundations.

Fourth, in the qualitative phase of the present study, though I tried to contact and recruit the foundations included in the final list for case studies as many as possible, only five foundations agreed to participate in the research. Therefore, future studies could employ more cases so that they could provide more detailed accounts of foundations' grantmaking decisions and impact assessment strategies for women. Comparisons with more cases may also provide further insights into understanding how foundations' institutional characteristics influence their grantmaking decisions and impact assessment tactics for women.

Fifth, because I employed directed content analysis as a qualitative data analysis method, it may have restricted the scope of case study findings. The directed content analysis is beneficial in supporting, extending, or enriching existing theory or framework, however, predetermined coding themes and categories for data analysis may have impeded other possible findings that could have emerged from the use of other traditional qualitative tactics. Future studies could consider using other inductive methods such as conventional content analysis to further enhance our knowledge of foundations' grantmaking decisions and impact assessment strategies for women as well as their institutional characteristics.

Lastly, as a recommendation for future studies, researchers can test my conceptual framework indicating the correlations among foundations' institutional characteristics, foundations' grantmaking and roles, and foundations' impacts on women, in other impact areas. For example, by employing a mixed-method design, future research can investigate

what foundations' institutional characteristics are associated with their grantmaking activities on poverty issues or whether foundations' grantmaking on poverty issues has influenced reducing poverty at the national, regional, and state levels.

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APPENDIX A
IRB PROTOCOL

Instructions and Notes:

- Depending on the nature of what you are doing, some sections may not be applicable to your research. If so, mark as “NA”.
- When you write a protocol, keep an electronic copy. You will need a copy if it is necessary to make changes.

1 Protocol Title

Include the full protocol title:

A Multiple Case Study of Philanthropic Foundations for Women

2 Background and Objectives

Provide the scientific or scholarly background for, rationale for, and significance of the research based on the existing literature and how will it add to existing knowledge.

- Describe the purpose of the study.
- Describe any relevant preliminary data or case studies.
- Describe any past studies that are in conjunction to this study.

- Describe the purpose of the study.

The purpose of this multiple case study is to examine how philanthropic foundations implement their funding decisions for women, how women’s leadership in foundations influences their funding decisions, and how they measure their impacts on women. Specifically, I will conduct in-depth semi-structured interviews with directors or staff of the selected foundations working for women’s issues and managed or established by women’s leadership to understand their funding decision process and impacts in detail.

- Describe any relevant preliminary data or case studies.
- Describe any past studies that are in conjunction to this study.

As the roles of women in philanthropy are rising, more women are playing a central role in the foundation world and now leading some of the largest grantmaking foundations in the U.S. One social impact of this leadership change in philanthropy is increasing attention and investment in women’s empowerment and gender equity issues (Callahan & Marek, 2016). Additionally, more than 72,000 foundations used about \$2.1 billion to support activities for women and girls in 2006, which is more than a fivefold increase from \$412.1 million in 1990 (Atienza, McGill, Wolcheck, Grumm, Richardson, Reynolds, & Zucchero, 2009). Despite the overall growth of women’s leadership in the philanthropic community and foundations’ grantmaking for women, little is known about the influences of increasing women’s leadership in foundations and their funding decision process and impacts on women.

A few studies have explored the foundations’ roles and contributions in addressing women's issues (Atienza et al., 2009; Gillespie, 2019; Goss, 2007; Irvine & Halterman, 2018). Although these studies show that foundations have played important roles in addressing women’s issues, the existing literature focuses primarily on descriptive statistics and foundations targeting global women’s issues.

My dissertation comprises three separate studies by employing a mixed-method and explores the roles and impacts of philanthropic foundations for women in the U.S. The first study examines the trends of foundations’ grantmaking for women between 2005-2014 and the influences of their institutional characteristics on funding decisions, and the second study investigates the impacts of foundation funding for women by using longitudinal data. The third study explores foundations’ funding decision processes and impacts on women, and the influences of women’s leadership on foundations’ funding decisions as a multiple case study.

References:

Callahan, D., & Marek, K. (2016). Meet the 50 Most Powerful Women in U.S. Philanthropy. Retrieved April 18, 2019, from the Inside Philanthropy website:
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Irvine, J. A., & Halterman, N. (2018). Funding Empowerment: US Foundations and Global Gender Equality. *Politics & Gender*, 1-28.

3 Data Use

Describe how the data will be used. Examples include:

- Dissertation, Thesis, Undergraduate honors project
- Publication/journal article, conferences/presentations
- Results released to agency or organization
- Results released to participants/parents
- Results released to employer or school
- Other (describe)

Data will be used for my dissertation research, publication/journal article, and conferences/presentations. Results will be released to the foundations and participants.

4 Inclusion and Exclusion Criteria

Describe the criteria that define who will be included or excluded in your final study sample. If you are conducting data analysis only describe what is included in the dataset you propose to use.

Indicate specifically whether you will target or exclude each of the following special populations:

- Minors (individuals who are under the age of 18)
- Adults who are unable to consent
- Pregnant women
- Prisoners
- Native Americans
- Undocumented individuals

Six criteria were utilized for the selection of foundation cases for inclusion: (1) the organization is included in the foundation list collected from the first quantitative research phase, (2) the total asset size of the organization is more than \$1,000,000, (3) the organization funded more than one nonprofit organization, (4) women are identified as a funding priority in the organization’s name or one of the funding priorities is given for women on its website, (5) women’s leadership is indicated on its website (i.e., established by a woman philanthropist or managed by a woman president/director), (6) the organization’s grant and impact information are reported on its website. Additionally, the variety of geographic focus of the organization (i.e., a state-focused, more than two states focused, national/international focused) and organization type (i.e., private foundation, corporate foundation, community foundation, operating foundation, public charities) were considered for the case selection.

Overall, 4,322 cases in the foundation list collected from the first quantitative research phase (employing secondary data) were reviewed for inclusion, and ultimately 24 foundations that meet all the six criteria

were selected for this case study with considerations of geographic focus and organization type. The selected cases represent a typical case sampling of foundations supporting women's issues in the U.S.

Tentative foundations include:

This study will not include adults who are unable to consent to the study, minors, or prisoners. I will also not be targeting pregnant women, native Americans, undocumented individuals, or other recognized vulnerable populations.

5 Number of Participants

Indicate the total number of participants to be recruited and enrolled: **24** participants of 24 philanthropic foundations for women (one participant for each foundation).

6 Recruitment Methods

- Describe who will be doing the recruitment of participants.
- Describe when, where, and how potential participants will be identified and recruited.
- Describe and attach materials that will be used to recruit participants (attach documents or recruitment script with the application).

I will be doing the recruitment of participants. Potential participants will be identified and recruited through connections with the Lodestar Center for Philanthropy and Nonprofit Innovation at ASU. Dr. Robert Ashcraft, who is the executive director of the Center, has conducted considerable research with many foundations and has keen relationships with the foundation directors and staff. Because Dr. Ashcraft agreed to help us to recruit foundations to be interviewed, I expect that the recruiting process for the interviews would be easier.

The attached material will be used to contact (via phone or email) foundations to identify interest and willingness to participate in the interview. Participants will not be recruited, consented to, or interviewed until after IRB approval has been obtained. The recruitment letter that will be read/sent is attached; see "Consent Form."

7 Procedures Involved

Describe all research procedures being performed, who will facilitate the procedures, and when they will be performed. Describe procedures including:

- The duration of time participants will spend in each research activity.
- The period or span of time for the collection of data, and any long term follow up.
- Surveys or questionnaires that will be administered (Attach all surveys, interview questions, scripts, data collection forms, and instructions for participants to the online application).
- Interventions and sessions (Attach supplemental materials to the online application).
- Lab procedures and tests and related instructions to participants.
- Video or audio recordings of participants.
- Previously collected data sets that will be analyzed and identify the data source (Attach data use agreement(s) to the online application).

I estimate that the interviews will range from 45 minutes to 1 hour. Interviews will be conducted once IRB approval has been obtained (expected: December 2019). Data collection and analysis will be implemented at the same time (expected: March 2020 – December 2021). The interview questions that will be read are attached; see "Interview Protocol." Semi-structured in-depth interviews will be used in this research and interviews can have follow-up interviews to be completed (expected: March 2020 – December 2021). Semi-structured in-depth interviews are usually guided by a flexible interview protocol and supplemented by follow-up questions and comments (DeJonckheere & Vaughn, 2019). It will allow

me to collect open-ended data by examining participants' thoughts about the research topics and help solicit further detail and depth from participants. No lab procedures and tests are planned. Interviewer notes and recordings of participants will be used to summarize the interviews.

References:

DeJonckheere, M., & Vaughn, L. M. (2019). Semistructured interviewing in primary care research: a balance of relationship and rigor. *Family Medicine and Community Health*, 7(2), e000057.

8 Compensation or Credit

- **Describe the amount and timing of any compensation or credit to participants.**
- **Identify the source of the funds to compensate participants**
- **Justify that the amount given to participants is reasonable.**
- **If participants are receiving course credit for participating in research, alternative assignments need to be put in place to avoid coercion.**

\$25-\$50 of ASU souvenirs will be offered to participants. The source of the funds to compensate participants is from Dr. Mark and Mrs. Judy Searle Graduate Scholarship I received for my dissertation research. Since this is not high-risk research, the compensation will be used as recognition and appreciation of participants' time and support of the research.

9 Risk to Participants

List the reasonably foreseeable risks, discomforts, or inconveniences related to participation in the research. Consider physical, psychological, social, legal, and economic risks.

I do not anticipate that the study participants will incur physical, psychological, social, legal, or economic harm during their participation in this study. I will, however, be sensitive to and will promptly reply to any concerns raised by participants.

To reduce any risks of the study, participants may decide to skip any of the questions. Participation in the study is voluntary.

10 Potential Benefits to Participants

Realistically describe the potential benefits that individual participants may experience from taking part in the research. Indicate if there is no direct benefit. Do **not** include benefits to society or others.

There is no direct benefit other than the ASU souvenirs participants will receive.

11 Privacy and Confidentiality

Describe the steps that will be taken to protect subjects' privacy interests. "Privacy interest" refers to a person's desire to place limits on with whom they interact or to whom they provide personal information. Click here for additional guidance on [ASU Data Storage Guidelines](#).

Describe the following measures to ensure the confidentiality of data:

- Who will have access to the data?
- Where and how data will be stored (e.g. ASU secure server, ASU cloud storage, filing cabinets, etc.)?
- How long the data will be stored?

- Describe the steps that will be taken to secure the data during storage, use, and transmission. (e.g., training, authorization of access, password protection, encryption, physical controls, certificates of confidentiality, separation of identifiers and data, etc.).
- If applicable, how will audio or video recordings will be managed and secured. Add the duration of time these recordings will be kept.
- If applicable, how will the consent, assent, and/or parental permission forms be secured. These forms should separate from the rest of the study data. Add the duration of time these forms will be kept.
- If applicable, describe how data will be linked or tracked (e.g. master list, contact list, reproducible participant ID, randomized ID, etc.).

If your study has previously collected data sets, describe who will be responsible for data security and monitoring.

- Hyunrang Han, Lili Wang
- Data, including audio recording files, will be stored on ASU servers using ASURITE password protection.
- Audio recordings will be used as a supplemental reference to the interview notes and will be destroyed once the data analysis is completed.
- Audio recordings will be deleted after data analysis has been completed and the dissertation has been accepted by ASU.
- The data will be stored for 2 years.
- To reduce the risks of the study, participants may decide to skip any of the questions.
- To protect the privacy interests of research participants, I will not be requesting participants to provide personal identifiers in their answers. In addition, the responses will be cited without revealing the respondent’s name or any personal identifiers.
- Signed consent will not be obtained and consent forms will not be stored.

12 Consent Process

Describe the process and procedures process you will use to obtain consent. Include a description of:

- Who will be responsible for consenting participants?
- Where will the consent process take place?
- How will consent be obtained?
- If participants who do not speak English will be enrolled, describe the process to ensure that the oral and/or written information provided to those participants will be in that language. Indicate the language that will be used by those obtaining consent. Translated consent forms should be submitted after the English is approved.

- The consent process will take place at the time of the interview. Before proceeding with the interview, participants will be asked to read the consent form. The participant will signify their wish to participate in the study after reading the form by proceeding with the interview (see file “Consent Form”).
- Non-English speakers will not be part of the study sample. Translation services are not required for the study.
- All participants will be 18 years of age or older.
- Permission will be sought from each participant to use a digital recording device to record the interview to be used as a supplemental reference to the interview notes.

13 Training

Provide the date(s) the members of the research team have completed the CITI training for human participants. This training must be taken within the last 4 years. Additional information can be found at: [Training](#).

Hyunrang Han: 10/28/2019
Lili Wang: 12/03/2020

APPENDIX B
CONSENT FORM

A MULTIPLE CASE STUDY OF PHILANTHROPIC FOUNDATIONS FOR WOMEN

My name is Hyunrang Han, and I am a Ph.D. candidate in the School of Community Resources and Development at Arizona State University. As part of my dissertation, I am conducting a research study to examine how philanthropic foundations implement their funding decisions for women, how women's leadership in foundations influences their funding decisions, and how they measure their impacts on women. In particular, I seek to identify common themes in terms of the funding decision process, women's leadership, and impacts.

I am inviting your participation, which will involve a 60 to 90-minute interview answering a set of research questions. After the initial interview, I may contact you to conduct a brief (10 to 20-minute) follow-up interview via phone or email to clarify your responses from the initial interview. You have the right not to answer any questions and your participation in this study is voluntary. If you choose not to participate, there will be no penalty.

You may benefit from increased self-efficacy by helping identify common themes in terms of philanthropic foundations' funding decision process, women's leadership, and impacts. There are no foreseeable risks or discomforts anticipated for your participation.

To secure confidentiality in the study, I will not provide information to third parties that would enable somebody to identify you. I would like to audio record the interview. The interview will not be recorded without your permission. Please let me know if you do not want the interview to be recorded. The recording will simply be used as a supplemental reference to the interview notes and will be destroyed once the data analysis is completed. The results of this study may be used in reports, presentations, or publications but your name will not be used.

If you have any questions concerning the research study, please contact Hyunrang Han or Lili Wang. If you have any questions about your rights as a subject/participant in this research, or if you feel you have been placed at risk, you can contact the Chair of the Human Subjects Institutional Review Board, through the ASU Office of Research Integrity and Assurance, at (480) 965-6788. Participants must be 18 or older. Your verbal agreement indicates your consent to participate.

Sincerely,

Hyunrang Han

Address: School of Community Resources and Development, Arizona State University, 411 North Central Avenue, Suite 550, Phoenix, Arizona 85004-0950

Lili Wang

Address: School of Community Resources and Development, Arizona State University, 411 North Central Avenue, Suite 550, Phoenix, Arizona 85004-0950

APPENDIX C
INTERVIEW PROTOCOL

Data Record Number: _____
Interview Date: _____
Participant Time: _____
Duration: _____
Participant Location: _____
Participant Position: _____

1. Grantmaking Decision Process: How does your foundation implement your grantmaking decisions on grant programs for women's issues?
 - I. Are there specific guidelines or rules in decision-making for your foundation Grant?
 - II. How were the guidelines or rules formulated and developed?
 - III. Who was involved in developing the guidelines and making funding decisions?
 - IV. Have the guidelines or rules been revised in the past years? If yes, why?

2. Impact Assessment: How do foundations m their grantmaking impacts on women?
 - I. Is there a systematic mechanism to measure the impact (e.g., tools, orders, rules, logic models, indicators, etc.)?
 - II. Does your foundation require the grantee to resubmit a program evaluation at the end of the program?
 - III. Does your foundation provide financial support for grantees to conduct an evaluation of the funded program?
 - IV. Does your foundation engage in the evaluation process when grantees conduct an evaluation of the funded program? If yes, how?
 - V. Does your foundation collect grantees' feedback to improve your grantmaking strategies? If yes, how?

3. Women's Leadership: How does women's leadership in foundations influence their funding decisions on grant programs for women's issues?
 - I. How would you describe women's leadership in your organization?
 - II. Does women's leadership in your organization influence funding decisions? What are some examples?

APPENDIX D
IRB APPROVAL

EXEMPTION GRANTED

[Lili Wang](#)
[WATTS: Community Resources and Development, School of](#)
 -
Lili.Wang@asu.edu

Dear [Lili Wang](#):

On 12/20/2019 the ASU IRB reviewed the following protocol:

Type of Review:	Initial Study
Title:	A Multiple Case Study of Philanthropic Foundations for Women
Investigator:	Lili Wang
IRB ID:	STUDY00011114
Funding:	Name: Arizona State University (ASU)
Grant Title:	
Grant ID:	
Documents Reviewed:	<ul style="list-style-type: none"> • Consent Form.pdf, Category: Consent Form; • HRP-503a-Protocal.pdf, Category: IRB Protocol; • Interview Protocol.pdf, Category: Measures (Survey questions/Interview questions /interview guides/focus group questions); • Recruitment Script.pdf, Category: Recruitment Materials;

The IRB determined that the protocol is considered exempt pursuant to Federal Regulations 45CFR46 on 12/20/2019.

In conducting this protocol you are required to follow the requirements listed in the INVESTIGATOR MANUAL (HRP-103).

Sincerely,

IRB Administrator

cc: HYUNRANG HAN
 HYUNRANG HAN



APPROVAL: MODIFICATION

[Lili Wang](#)
[WATTS: Community Resources and Development, School of](#)
-
Lili.Wang@asu.edu

Dear [Lili Wang](#):

On 8/4/2021 the ASU IRB reviewed the following protocol:

Type of Review:	Modification / Update
Title:	A Multiple Case Study of Philanthropic Foundations for Women
Investigator:	Lili Wang
IRB ID:	STUDY00011114
Funding:	Name: Arizona State University (ASU)
Grant Title:	None
Grant ID:	None
Documents Reviewed:	• HRP-503a-Protocal-updated.pdf, Category: IRB Protocol;

The IRB approved the modification.

When consent is appropriate, you must use final, watermarked versions available under the “Documents” tab in ERA-IRB.

In conducting this protocol you are required to follow the requirements listed in the INVESTIGATOR MANUAL (HRP-103).

Sincerely,

IRB Administrator

cc: HYUNRANG HAN
HYUNRANG HAN

APPENDIX E
CODEBOOK

Major Research Questions

Whether and how foundations' institutional characteristics are related to their grantmaking activities for women (RQ2)? whether and how foundation grantmaking for women has influenced women's status (RQ3)?

Research Sub-Questions

How do foundations make their grantmaking decisions on grant programs for women's issues? How do they measure their impacts on women through grantmaking? How do foundations' institutional characteristics influence their grantmaking decisions and impact assessment methods for women?

INFORMATION SOURCES CODES:

- F-A Foundation A Interviewee
- F-B Foundation B Interviewee
- F-C Foundation C Interviewee
- F-D Foundation D Interviewee
- F-E Foundation E Interviewee

SUBSTANTIVE CODES:

Grantmaking Decision Codes

- GD-1 Criteria info
- GD-2 Stakeholder info
- GD-3 Grant Cycles info

Impact Assessment Methods Codes

- IA-1 Reports from grantees
- IA-2 Foundations' own tracking
- IA-3 External evaluators
- IA-4 Participation

Institutional Characteristics Codes

- IC-1 Size
- IC-2 Region
- IC-3 Political Ideology
- IC-4 Age
- IC-5 Type
- IC-6 Membership
- IC-7 Women's Leadership

GUIDING PRINCIPLE FOR CODING SEMI-STRUCTURED INTERVIEWS

The researcher employs this guide as a tool to collect reliable and comparable qualitative data on the grantmaking decisions, impact assessment methods, and institutional characteristics of foundations supporting women's causes.

General Principles:

A semi-structured interview is a widely used approach for data collection in which interview questions are open-ended and allow new ideas to appear during the interview process. Data are gathered via interview notes and video/audio recordings. Data are analyzed through directed content analysis allowing a researcher to utilize predetermined themes/categories.

1. **Whom to interview:** Foundation directors or staff from the selected cases. During the interview, the interviewer identifies the foundation interviewees with their information source code (i.e., F-A, F-B).
2. **What to observe:** Questions and answers, and statements from the foundation interviewees that are specifically associated with the research sub-questions.
3. **How to code:** To complete the semi-structured interview, the researcher uses the codebook and the interview protocol.
4. **What to code:** Code only the verbal responses.

Principles for Coding Substantive Information:

Variable name	GRANTMAKING DECISIONS (GD)
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GD-1, Criteria

Detailed description	Criteria that are utilized for foundations’ grantmaking decisions for women
Inclusion criteria	Guidelines, rules, standards, protocols, and policies (Bloomfield, 2002; Buteau et al., 2016; Faulk, 2011; Gillespie, 2019b; Grønbjerg et al., 2000)
Example	“We have a series of guidelines or what we call focus areas or priority areas. And these are aligned with things, you know, with goals that we have as a company....”

GD-2, Stakeholders

Detailed description	Stakeholders that are involved in foundations’ grantmaking decisions for women
Inclusion criteria	Internal: Board members, Committee, Executive staff, Program staff. External: grantee organization and its staff, individual beneficiaries, others interested in a funded program, volunteers, and donors (Bloomfield, 2002; Boris, 1989; Conner et al., 2004; Longenecker, 1975; Weaver, 1967)
Example	“So, we have committees called.... It's mostly made up of our boards of directors, and we also have outside community volunteers that serve on a committee. So, we actually put the guidelines together....”

GD-3, Grant cycles

Detailed description	Grant cycles that are employed for foundations’ grantmaking for women
Inclusion criteria	Strategic: Annual grant cycle, rolling grant cycle, invitation-only, letter of interest, site visits. Responsive: COVID-19-related grant (Gillespie, 2019b; Mindell, 2021; Pine, 2018; Putnam-Walkerly, 2018).
Example	“And we also were like I mentioned earlier, really fortunate to receive large contributions from the foundation and contributions from other foundations and corporations and individuals to just establish our fund. And that fund, we were able to fund around 100 organizations to support their work directly serving women and women who are most severely impacted by COVID. So, the funds went to all different kinds

	of things, but they were mainly, you know, to support direct assistance to women to access rent and childcare....”
--	--

Variable name	IMPACT ASSESSMENT (IA)
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IA-1, Reports from grantees

Detailed description	Utilizing any types of reports from grantees to measure foundations’ grantmaking impact on women
Inclusion criteria	Grantees’ annual reports, progressive reports, and final reports (Buteau, & Chu, 2011; Fluxx, n.d., Gillespie, 2019a; 2019b; Reams, 2019)
Example	“So, we have them do it every year to report on progress. In some programs, depending on the type of program, it's hard to measure the actual impact. After one year, you need a longer time horizon to do that. But at least we have them report on the progress that's been made, you know how you know that they've achieved success when getting that impact more than just output. You know what happened as a result of the funding versus just how many people did you reach.”

IA-2, Foundations’ own tracking

Detailed description	Using any type of foundation’s own tracking methods to measure foundations’ grantmaking impact on women
Inclusion criteria	Tracking program outputs, outcomes, or impacts through their own indicators, collecting feedback from grantees or participants of funded programs (CEP, n.d.; Gillespie, 2019a; 2019b)
Example	“We have a number of metrics or indicators for all of our programs including understanding, you know, the impacts for women. It is helping us to look at all of our programs and, you know, what's the gender balance that you know is benefiting from those programs. So how many are men, how many are women because we want that to be equal or greater.”

IA-3, External evaluators

Detailed description	Employing any types of outside evaluators to measure foundations’ grantmaking impact on women
Inclusion criteria	External evaluators, consultants, and third parties (Behrens, 2020; Buteau, & Chu, 2011; Council on Foundation, n.d.; Rutnik & Campbell, 2002)

Example	“We do use an outside evaluation consultant to measure our progress with our grantmaking and they have been working with I've mentioned the cohort. A few times they've been working with the cohort for its entirety and so we do regular measurements of not only what the programs are doing themselves.... But also, they measure the different impacts that the cohort itself has on their work. So, the different meetings that we have, the way that relationships grow between the organizations, and things like that. So, yes, we are doing the evaluation of both the programs' work themselves and then also the interaction of the cohort as a whole.”
----------------	---

IA-4, Participation

Detailed description	Using any type of participation to measure foundations' grantmaking impact on women
Inclusion criteria	Participation in updates, convenings, roundtables, site visits (Buteau, & Chu, 2011; CEP and CEI, 2016; Gillespie, 2019a; 2019b, UpMetrics, n.d.)
Example	“A lot of times we do site visits to understand how the program is working but I mean we engage to a pretty significant degree in order to make sure you know that they have the support their meeting that what they're running into trouble achieving progress or, you know, the agreed-upon outcomes that we can help them problem solve those types of things.”

Variable name	INSTITUTIONAL CHARACTERISTICS (IC)
----------------------	---

IC-1, Size

Detailed description	Size of foundations, which can influence their grantmaking decisions and impact assessment methods for women
Inclusion criteria	Relatively large, relatively small (Mosley & Galaskiewicz, 2015; Klopott, 2015; Suarez, 2012)
Example	“Yeah, I mean impact evaluation can be very expensive.... So, finding effective ways to measure that impact is difficult. A lot of times the nonprofits or the partners that we're working with don't have that capacity. So, we also invest in training to help them understand, how do you evaluate the impact and how do you collect the information you need, you know, to report against these indicators, how do you understand the impact, those types of things. So, we do provide support to our partners to, you know, help them do that. So hopefully that strengthens their capacity as organizations because they'll be able

	to report on impact not just for us, but for other funding partners that they have as well....”
--	---

IC-2, *Region*

Detailed description	Region of foundations, which can influence their grantmaking decisions and impact assessment methods for women
Inclusion criteria	South, West, Midwest, Northeast (Mosley & Galaskiewicz, 2015; Klopott, 2015; Suarez, 2012)
Example	No example found

IC-3, *Political Ideology*

Detailed description	Political Ideology of a state where a foundation is located, which can influence their grantmaking decisions and impact assessment methods for women
Inclusion criteria	Conservative, Moderate, Liberal (Abramovitz, 2013; Renna, 2017)
Example	No example found

IC-4, *Age*

Detailed description	Age of foundations, which can influence their grantmaking decisions and impact assessment methods for women
Inclusion criteria	Relatively young, relatively old (Mosley & Galaskiewicz, 2015; Klopott, 2015; Suarez, 2012)
Example	No example found

IC-5, *Type*

Detailed description	Type of foundations, which can influence their grantmaking decisions and impact assessment methods for women
Inclusion criteria	Corporate foundation, community foundation, independent foundation, operating foundation, and public charity (Mosley & Galaskiewicz, 2015; Klopott, 2015; Suarez, 2012)
Example	“It's very male-dominated. From a company perspective, you know, we're about 80% male 20% female globally speaking, that changes a little bit. If you look at a country level, we have a higher percentage of women in our workforce in the US as compared to someplace.... So, you know, as an organization, we have a target to increase the number

	<p>of women in our workforce and the number of women in leadership positions.... because it's not an industry that seems to be very appealing to women. So we're trying to figure out, you know why that is and how we change that how that perception... we're definitely trying to more girls and women pursue education and training related to the technical aspects of our business, so engineers, information technology professionals, geologists, things like that. We work on through our philanthropic programs, to support women's access to education. We do a lot in trying to encourage women and girls to study objects in science, technology, engineering, and math...”</p>
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IC-6 Membership

Detailed description	Membership of foundations, which can influence their grantmaking decisions and impact assessment methods for women
Inclusion criteria	Membership in any affinity group or association (Klopott, 2015)
Example	No example found

IC-7, Women’s Leadership

Detailed description	Women’s leadership in foundations, which can influence their grantmaking decisions and impact assessment methods for women
Inclusion criteria	A woman president/director, a woman philanthropist/founder (Callahan & Marek, 2016; Warner et al., 2018; Witte, 2012)
Example	<p>“And so, bringing in like women's leadership into the entire state with all these communities are very different and operate very differently. I think it is a unique challenge that also offers a lot of opportunities. So, we try to ensure that as a statewide foundation, we're really bringing invoices and ideas from all of those different sorts of types of places that I mentioned. And we also fund different areas throughout the state. And then for our, you know, closer in groups that are really actively involved in decision making, like, staff and board, our staff is, majority or is, I think, all except for one are women. And then our board all except for two or three are women. So, we are able, I think, to really lift up women's voices.”</p>