



KACF

KOREAN AMERICAN
COMMUNITY FOUNDATION

CASE STUDY OF
The Korean American Community Foundation
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and

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CASE STUDY OF THE KOREAN AMERICAN COMMUNITY FOUNDATION

PURPOSE

This is to provide a history of the Korean American Community Foundation (KACF), a non-profit organization founded in 2002 in New York City, and to review:

- Keys to its success to date
- An analysis in hindsight of what might have been done differently/better
- How well its programs have reflected its stated mission
- What the vision is for the organization's future growth and mission evolution
- What organizational and infrastructure changes will need to be implemented to achieve KACF's long-term objectives.

The case will be utilized by the Ford Foundation, other non-profits, and graduate students in non-profit and organizational behavior programs to learn what it takes for “a fledgling and ethnic-centric”, community-based non-profit organization to succeed over a relatively short time-frame. It will also be used to identify steps and actions that KACF needs to take over the short and longer-term horizons to transition to the next stage of its growth, now that the size of its organization has grown to involve more staff and volunteers, now that the number and scope of the programs it funds is increasing, and now that it has a more predictable stream of income.

Lastly, and most importantly from the Ford Foundation's standpoint, the case will be used to assess KACF's commitment to developing, funding, and implementing programs that will result in strategic social change to improve inter-community interrelationships, rather than programs that are purely focused on helping the Korean American community.

The collection of information for this case has been based on in-depth interviews with a cross section of KACF organizational members such as founding Board members, current and past Board members, Steering Committee members, members of the Board of Advisors, the current and previous Executive Directors, and grantees. Importantly, the people interviewed were also a mix of Korean Americans from generations 1.0, 1.5, and 2.0, generation 1.0 being born in Korea, having come to the U.S. as adults and speaking fluent Korean; generation 1.5 also having been born in Korea, but coming to the U.S. at a much younger age and speaking near perfect English, and generation 2.0, being born in the United States to parents from generation 1.0, speaking perfect English and in many cases, not speaking perfect Korean.

Information collected for the case also includes all communications about KACF, including brochures, newsletters, the KACF website and gala event materials, and the Ford Foundation Grant Proposal.

BACKGROUND/ORGANIZATIONAL HISTORY

Korean American immigration to the United States began to increase significantly in the early 1970's, after immigration quotas from South Korea were dramatically increased. Major U.S. cities such as Los Angeles and New York became target destinations for many of these Korean immigrants, who formed their own communities within these cities. Many of these first generation Koreans were professionals and educators in Korea, but became what is referred to by Korean Americans today as “the manual generation”, due to the livelihoods they pursued soon after their arrival. Because of their lack of familiarity with the English language and American systems and lack of U.S. certification for professional employment, many of the immigrants became entrepreneurs in manual professions such as dry cleaning, produce or mini-grocery stores, nail salons, and import/export.

In many instances, due to financial constraints, the Korean American merchants were forced to open their businesses in low-income neighborhoods where the rents were more affordable. Prices (and quality) were often higher than residents of these neighborhoods were used to, safety and violence were major concerns for many business owners, language was a barrier, and the Korean American merchants did not always understand the best way to communicate with their customers. These factors resulted in some instances in inter-community tensions which resulted in boycotts of Korean-owned grocery stores by African Americans and sparked the Los Angeles riots in reaction to the Rodney King verdict. A need emerged over the subsequent decade, for Koreans to help ease these inter-ethnic tensions involving their community, as well as to play a more proactive role in the way they were portrayed.

In the autumn of 2002, Ambassador Wonil Cho, the Korean Consul General in New York City, felt there was a need to start an organization for Koreans who had become successful in their careers in New York, to help other Koreans who were less fortunate. He had started programs when he was an ambassador in Vietnam and New Zealand called “A Dollar a Day for Our Neighbors”. The goal was to encourage Koreans who were prospering in New York City, to donate \$1 a day to help disadvantaged compatriots. A portion of the moneys raised would go towards improving relations with other ethnic communities with which the Korean American community interacted. It was felt that before the group could solicit support from the government and New York corporations, they first had to show that the community was helping themselves.

A kick-off meeting was held at Ambassador Cho's residence that included approximately 30 of some of the most respected Korean Americans from a variety of professions who lived in New York, to discuss the formation of this new organization. At this meeting, Ambassador Cho introduced his "Dollar a Day" concept. In selecting the first Board members, integrity and talent were the primary criteria. The founding Board members were:

- Juju Chang
- YoungSuk (YS) Chi
- Dr. John S. Hong
- Young Man Kim
- Tae Chun Koh
- Karen Na
- Mou San Rim
- Jin Hyoung Seo
- Woo Suk Song
- Jun Chul Whang
- Sung Chul Whang
- Dennis Seongdu Yim
- Kyung B. Yoon

As Karen Na, a founding member and branch manager at Chase in Flushing, Queens said, "As a new organization with no history that was asking for sizable donations, it was critical that the board be composed of members that were viewed as extremely honest leaders in the community. Without trust and confidence in the leadership, the organization would never have gotten off the ground."

Each Board member was viewed as an ambassador for the newly formed KACF. The first events were publicity events to get the name and mission of KACF out to the community. After small publicity and fundraising events throughout the first year, a Patron's drive was initiated. Patron status involved a contribution of \$1,000 or more and each Board member was charged with signing up 3-5 patrons. There was also an effort to bring in smaller amounts by asking as many new members as possible to contribute "A Dollar a Day for Our Neighbors" to help those less fortunate.

There were two primary challenges that the new organization faced: They had to create a culture of giving among their own community which historically and culturally had been generous in giving to and caring for their own family members and close circle of friends, but was not accustomed to donating money to help strangers. In addition, the first generation Korean Americans, to the extent they gave to charity, was mostly involved giving to their own church or business associations, ie. grocers associations, etc.

It had been culturally unacceptable for many to admit they needed help, as problems were traditionally kept in the family, and people were not used to receiving financial help from strangers. The social service organizations that would ultimately be funded by KACF have had their own challenges of both creating awareness of their organizations and the type of assistance they provide, and of convincing Korean Americans such as the elderly, the homeless, and the abused, that it is “all right” to accept help.

Another major issue that KACF faced in its first year, was getting generation 1.0 and some 1.5 generation members to work together with the generation 2.0 leadership. The cultural gap (in such things as defining basic ideas of philanthropy, and how a philanthropy should be organized and operated) was hard to bridge and made it difficult for the organization to gain consensus on important issues needed to move forward. From that point on, the leadership decided to focus on building up support from within the 1.5 and 2.0 generations, even if it meant less involvement of the 1st generation (which it did).

KACF'S MISSION

KACF's mission since its founding in December 2002, has involved both helping Koreans in the New York metropolitan area in need, and “building bridges” with its ethnic neighbors by proactively identifying potential issues, and finding ways to deal with them, before they had the chance to grow into more difficult problems. This was in contrast to the previous more reactive mode the Korean American community had found itself in, as previously described. The 5 tenets of KACF's stated mission are:

- To raise and distribute funds to social service organizations serving the Korean American community and beyond.
- To its supporters, it provides an opportunity to contribute back to the community.
- To its grantee organizations, it provides financial and other assistance.
- To the Korean American community, it creates awareness of its social service needs and issues and helps cultivate a culture of giving.
- To the community at large and other communities, it builds bridges.

PROGRAM ACTIVITY

To date, the programs funded by KACF have focused on individuals and organizations most in need in the New York Korean American community, specifically:

- The elderly
- Victims of domestic violence
- The physically and mentally challenged
- Youth
- Recent immigrants

Mainly through the support of the Ford Foundation grant, which will be discussed in the later sections, KACF has also focused its programs on building bridges with different ethnic groups.

ACCOMPLISHMENTS MEMBERS ARE MOST PROUD OF

Each interviewee was asked what of KACF's accomplishments they were most proud of. Highlights included:

- How quickly the organization has grown, as measured by membership, volunteers, and the amount of annual funds raised
- The success of the gala, based on attendance, the stature of the special guests, and the amount of money raised
- That they have been able to gain support for KACF from mainstream American corporations who are now more cognizant of the economic size, talent and needs of the Korean American community
- That KACF is looked up to by other non-profits (not only Korean American non-profits) as an organizational, financial, and charitable role model
- The grantee organizations that have been helped
- That through KACF, the second generation members (many of whom do not speak Korean well, live in main-stream "American" communities, and are not as familiar with Korean culture), have learned more about their community and roots
- That those involved in the Board and Steering Committee have had an opportunity to develop leadership skills, have access to mentors from within the Korean American community, and are able to network with peers and colleagues who share a common vision
- That the organization has brought together 1st and 2nd generation Korean Americans despite frictions among generations that developed at the outset.

FACTORS IN KACF'S SUCCESS

- KACF was described by several interviewees as “fulfilling a latent need among Korean Americans who have wanted to give back to the community but didn’t previously have a vehicle to do so”.
- There is a social element which creates a sense of belonging to an admirable group of achievers, while at the same time as doing good. This has been a key to both attracting and retaining members.
- Sung Chul “Sonny” Whang, the Associate General Counsel of Olayan America Corporation and a graduate of Dartmouth College and Cornell Law School, was a founding member and president for the first 4 years of the organization’s life. He receives uniform praise for his tremendous leadership, integrity, and “make it happen” modus operandi. While building the organization to where it is today has without a doubt been a collaborative effort, without Sonny’s devotion to the cause, tenacity and hard work, combined with the respect he enjoys universally, most of those interviewed thought KACF might not be where it is today.
- The Board has been a tremendous factor in KACF’s rapid growth. They are leaders in Korean American, New York based businesses and professions, they have a real “can-do”, action orientation, they have inspired the Steering Committee, friends, and many volunteers to join KACF and execute their vision, and they have had the know-how and connections to cultivate an increasingly broad donor base that includes a number of large corporations. These include Citi, Tiger Asia, Samsung, Lexis-Nexis, Reed Elsevier, Verizon, AmorePacific USA, US Bank, Remy Martin and Korean Airlines. Because of the trust and respect the Board collectively commands, fellow Korean Americans and New York based business donors have had the confidence to make donations to KACF community-based organizations and to support KACF’s other efforts to help the Korean American community.
- The Steering Committee is another key reason for the rapid growth of KACF. It is made up of extremely bright, hard-working, upwardly mobile young professionals, many of the 2.0 Generation, who have been invaluable in executing the vision of the Board. (The Steering Committee will be discussed in greater depth later in the report, in the “Organization” section).
- Capable Executive Directors who have been able to manage a great deal of activity and keep the communication flow fluid between the Board and Steering Committee and as well as their leadership, have also been critical to the organization’s rapid expansion.
- A point was made that while KACF is not replacing the church as the center of Korean Americans’ social life, it is the first time another organization has fulfilled a similar role in both supporting the needy and providing a venue for Korean Americans to meet and work together towards a common cause.

KACF'S MARKETING PLAN AND EVENT CALENDAR

There are many elements to KACF's marketing plan and many activities on its event calendar. The activities focus around fundraising and donor appreciation events, information sharing about the organization's grants and events, recognition of the grantees, and recruitment of new members. See Exhibit 5 for the 2007 marketing calendar.

Fundraising and Donor Appreciation Events

The highlight of the year is the gala event held in Manhattan with notable dignitaries and attendance of approximately 800 people. This event is described in detail after this section. The gala is followed by various smaller Donor Appreciation events throughout the year,

Information Sharing

When the organization first started, periodic newsletters were printed and mailed to members and volunteers. More recently, the printing has been abandoned in favor of a monthly electronic newsletter that is e-mailed to approximately 3,000 individuals (members, volunteers and anyone who has expressed an interest in KACF and requested information). The content includes interviews with grantees, announcements about upcoming events, reporting on past events, and announcements about new grantee awards. The newsletter serves to keep KACF, its work and upcoming events top of mind among those interested in the organization.

Recognition of the Grantees

The announcement of which grantees will be receiving funding from KACF is made in early January. The grantees are first notified by a letter the first week in January. The members are then notified through a broad-scale e-mail, after which the media is alerted. Lastly, a more formal awards ceremony is held in February.

Recruitment of New Members

Activities that are designed to attract new members include wine tastings with speakers who talk about the work of KACF, "Circle of Friends" events which are informal and intimate gatherings where one member – usually a Board member – will invite their friends and those they think will be interested to their homes. Other fun events are planned that engage the community (Mets game with grantee organization and KACF volunteers or Min Jin Lee's book signing event), where they can plug KACF's name and efforts, particularly to its supporter base. The feeling is that the younger generation doesn't care for a heavy handed approach which blatantly asks for cash donations: Rather if prospective members can get to know current members and a little more about the work they're doing through these fun events, the group is so terrific, that they often want to be a part of it and get more involved, and to give financially as well.

The Gala Event

The first large-scale gala was held in November 2006. When a financial commitment was made to hold the ballroom at the hotel, it was hoped that 250 people would attend. In fact, 750 people attended. More than 800 people attended the second gala in November 2007 along with such dignitaries as Ban Ki-moon, Secretary General of the United Nations, Jeannie Park, the Executive Editor of People Magazine, and Mayor Mike Bloomberg. It is now considered the premiere gathering of Korean Americans, certainly in the New York Metropolitan area, but most probably in the entire United States and even in the world, outside of South Korea.

KACF was able to develop the highly successful gala, first by proving to the Korean American community that they were doing really valuable work and by convincing the Ford Foundation that they were a worthwhile investment. Once those were in place, it was easier to get mainstream corporate sponsorship for the gala. This sequence was the goal from the beginning. By a variety of measures, the event has been a huge success:

- It is a financial success with approximately \$600,000 raised. This provides KACF with a solid financial foundation to run and fund many wonderful programs. Donations by large corporations, has also grown considerably.
- It is a psychological success by making many Korean Americans proud to be Korean, proud of what they have accomplished as a group, and proud of what the organization has accomplished.
- It is a behavioral success, because when Korean Americans see each other give, it creates more of a culture of giving, to others.
- It is an inspirational success, because Korean Americans see highly successful Korean Americans in “mainstream America” across a variety of professions, and it is also inspiring to see the help they have given to needy organizations.
- It is a marketing success as a “sampling” vehicle because many people’s first experience with KACF is the gala, and once they see the work the organization is doing and the wonderful people involved, they want to know how they can get more involved. The gala received praise from a Steering Committee member because people are made to feel that whatever they give is appreciated. Once people are brought into the organization, they often increase their donations the following year.
- It is a social success because it is a great form of networking for business as well as a great way to meet other Korean Americans with whom they might become future friends. Joining the organization creates a feeling of belonging to a great group of people who are doing admirable work to help others.
- It is a political success in that it heightens awareness among businesses and politicians of the growing economic clout, stature and accomplishments, in all walks of mainstream American life, of the Korean American community.

THE PHILOSOPHY OF FUNDING

An important aspect of what the Korean American Community Foundation does is reflected in how it allocates the money it raises. This is an area that was discussed at the strategic planning meeting in November 2007, and has not yet been fully resolved. The key strategic issues are whether KACF should give money in the future to:

- More organizations
- To the same organizations, but more to each
- Primarily Korean American organizations in Queens, Brooklyn and Manhattan
- Pan Asian organizations in the same geography
- Charities that involve non-Asians, on the periphery of Korean communities, or principally within communities where Korean Americans live
- Start-up charities that desperately need the money to survive
- More established charities that already have infrastructures to handle growth
- More KACF run programs that can train all their grantees in board issues, accounting, grantmaking, marketing, establishing 501(3)C's, etc.
- More KACF-led, inter-community programs like the recent communication forums
- Adding to KACF's own infrastructure to improve it's own marketing, database management, donor cultivation, and library with data and community points of view for non-Koreans who seek answers
- Charities that help the disadvantaged (elderly, abuse victims, HIV infected, and the poor)
- Charities that help immigrants to earn a living by teaching English and job skills
- Charities that promote Korean cultural identity to preserve it and pass it on to the more Americanized generation 2.0
- Korean American charities that reach a broader geography

It seems extremely important that the philosophy regarding how funds be allocated be resolved and agreed upon at the Board level. It's a discussion that requires time, but has been deferred and as a result has been de facto, decided by the Program Committee each year, when it's time to decide which grantees to fund. While this approach avoids potential philosophical conflicts among Board members, it is the most important decision the organization makes, it affects how the organization is perceived by all its stakeholders, and it has a major impact on the future of KACF. One suggestion is to set aside time during the first half of 2008 (when the KACF calendar is less busy) for a Board meeting to tackle the funding philosophy issue. Since it is such an important and ambitious subject, in need of further resolution, it should be the sole topic for discussion at that session.

THE FORD FOUNDATION GRANT

The Ford Foundation granted KACF funds in late 2005 to develop “Programs to Advance Inter-Community Relationships.” These programs were intended to be pilot programs that would be continued and built upon in future years, with the goal of fulfilling KACF’s mission of “building bridges with other communities”. The Ford grant had a major, positive affect on the ability of KACF to raise funds, as it had the added benefit of legitimizing KACF in the eyes of other major contributors. Because the Ford Foundation is so highly respected, it is viewed in the philanthropic world that if the Ford Foundation grants money to an organization, that organization must be worthy. In the year following the Ford grant, KACF’s donations from other sources quadrupled.

The programs contained in the Ford Foundation grant proposal were:

- 1) An Inter-Community Collaborative Forum Series: “A series of extensive information-gathering exercises on the existing racial challenges that confront Korean Americans as they attempt to work with other minority communities”.
- 2) A Korean American, Latino American/African American Race Relations Project Solicitation Effort: “A series of planning, and design convenings, intended to solicit and receive innovative, external proposals for inter-community/mixed-race development projects” that would help teach different ethnic groups more about each other in an effort to foster mutual understanding and appreciation.
- 3) An internal project with a donor to formulate and execute a community philanthropy project that would develop economic and business skills among young adults across race and class.
- 4) A program targeted at the multiethnic senior population in Queens to encourage them to interact with others on a social level, in order to improve mutual understanding and appreciation among this demographic that in some ways is the most isolated and insular.

1) KACF executed the **Inter-Community Collaborative Forum Series** in three separate events. The first Inter-Community Collaborative Forum was held at Baruch College and involved leaders in the Korean American, African American and Hispano American communities. Each group expressed their challenges and prior obstacles to better relations. The second Forum was held at the Queens Museum and targeted high school and college students to engage younger members of ethnic communities, the future of these communities, in the dialog and to convey the idea that they can make a difference by working together.

The Forum culminated with an event entitled “Flushing Community Leadership Seminar: Building Bridges” that was sponsored by KACF along with the Office of Council Member John C. Liu and the Office of Borough President Helen Marshall’s Queens General Assembly. Over 60 community leaders attended the final event, representing different ethnic and racial backgrounds, and including several KACF grantee leaders.

The program included breakout groups, which discussed 5 different topics:

- Language and communication
- Community interactions and organizations
- Living in a multi-cultural society
- Diversity, discrimination and stereotyping
- Housing and development

While KACF was pleased to have played (and to have been viewed by the community at large as playing) a leadership role in this type of constructive dialog, it's not clear whether any future key action steps were identified that would result in the strategic, inter-community behavioral change that the Ford Foundation – which considers itself a change agent – has been seeking. KACF is currently in the planning stages of holding a follow-up inter-community forum. Forum III, to be held in May, in cooperation with Councilman John Liu's office and Queens Borough President's office, will focus on developing youth and community related programs.

2) Based on the first and second Inter-Community Forums, the second leg of the Ford grant proposal was executed: A solicitation was communicated to ethnic communities in Queens, to develop programs that would increase mutual respect and understanding and encourage the different groups to work together. The stated goal of **The Korean American, Latino American/African American Race Relations Project Solicitation** program was:

“To solicit individuals and organizations for proposals for fostering collaboration among the Korean American and Latino- and African American communities. The solicitation would encourage specific actions, activities or programs that promote an inter-community development work plan that would be likely to be implemented. A panel of judges comprised of local community development leaders was to be organized to review and comment on the proposals and projects.” KACF was to “work actively with new emerging partners representing other ethnicities, to formulate and disseminate the solicitation documents, i.e. requests for proposals. A panel of judges comprised of leading academic and professional experts was to select, review and prioritize the proposals. Finally, KACF was to make every effort to publicize and distribute the winning proposals through the mainstream and ethnic media outlets – Korean American, Latino American and African American communities – in the New York Metropolitan areas.”

Four inter-ethnic programs were selected and announced to the community at large through the media. The KACF website has not been updated regarding the program, for well over a year, as it still announces a deadline of September 2006 for receiving proposals. It should be updated to to communicate the programs and the progress that is being made.

3) The Corporate Donor Collaboration – Community Business Model seems to have been in part a success. The Hong Family, that owns the Bear U.S.A. Corporation and manufactures warm jackets, donated 2,000 jackets to the needy of New York City, with a broadly ethnic group of recipients. This effort received widespread recognition, the most notable being a front-page article in the Metro Section of the New York Times on November 29, 2005. The second part of this program was to create:

“A community based, corporate donor collaboration to create inter-ethnic community economic development activities (new businesses) that would support mixed-race community development efforts, by encouraging the development of business plans that would ultimately offer job creation and wealth creation for the ethnic groups involved” and “the formulation of a business plan to establish retail franchises by young entrepreneurs that will champion the training and eventual establishment of franchises by budding entrepreneurs that represent diverse ethnicities and races”

To complete this objective, a business plan was developed by both KACF and Bear USA management to develop a franchise program in which individuals from different ethnic communities, who prove themselves capable of the task, would open Bear USA stores and gradually, once certain performance hurdles were met, could become franchise owners as part of a retail franchise business model for Bear. Once the franchises were successful, a small percent of the profits would be donated back to KACF to help it grow and fund other mixed race initiatives. The next phase, which was foreseen to be implemented over the subsequent few years, appears to be stalled at this point and may no longer be a priority.

4) To complete the 4th part of the Ford grant proposal, a program targeted at a multiethnic senior population to encourage them to interact with other ethnic groups on a social level, it was decided to create a computer-learning center in collaboration with the Queens YMCA, which served a multiethnic population. It was hoped that by attracting seniors from a variety of ethnic backgrounds in an educational and social context, designed to help them better communicate (in this case via the Internet), they would be encouraged to interact and learn more about each other, in a positive and supportive environment. Since the pilot program ended in 2007, there has been interest by the new Executive Director of YMCA Flushing to continue the computer-learning program and expand it to include not only classes in Korean but in other languages (namely Spanish and English) for other seniors, and a formal proposal has been submitted to KACF.

In summary, while some programs have been successfully implemented to move KACF toward the goal of building bridges with other ethnic and racial communities, more needs to be done to fulfill the vision that had been laid out for the Ford Foundation and “gotten them excited” about supporting KACF.

KACF should consider next steps/ways to continue to move the effort of improved inter-community relations forward through programs that will build on the learning from the first three Forums, and change for the better the way the various ethnic communities view and deal with each other. Unless KACF can develop significant programs to move this vision forward, it is not likely the Ford Foundation will continue to provide KACF with funding.

The Ford Foundation has also had concerns with the personnel and leadership transitions that have taken place since they pledged their support, including the Executive Director, the Programs Development Director and the President. The working relationship is not as close as it initially was and the Ford Foundation senses a shift in KACF's priorities.

BUILDING BRIDGES

One of the missions of KACF since its founding and continued to the present, is to “build bridges with the community at large and other communities”. At the recent gala, the souvenir/momento/gift for the event was a box with a picture of a bridge and a Lego bridge inside with the corporate sponsor's name on it. KACF may want to more broadly define what building bridges means.

In terms of funding, building bridges with surrounding and other ethnic communities has not been the most intensive area of KACF program emphasis, as discussed above, as only 18% of funds were directed to non-Korean initiatives (see Exhibit 3) in 2007. This is in part because KACF is working to accomplish this mission by proactively shaping the way the community is portrayed in the media and through the political environment. Since these efforts do not require more costly program funding, looking at the fund allocation to inter-ethnic programs alone might understate the true progress being made in this area.

KACF, does however, run the risk of “overpromising” and “underdelivering”, by so overtly communicating the theme of building bridges between ethnic groups, and not implementing or funding more programs in this area, which are very visible and in some ways, more tangible. One suggestion would be for KACF to explicitly state/broaden the definition to include other types of bridges they build:

- Bridges between the generations of Korean Americans (1.0, 1.5 and 2.0)
- Bridges between/among the Korean American charities they sponsor
- Bridges between the Korean American community and South Korea
- Bridges between the Korean American community and the media
- Bridges between the Korean American community and mainstream corporations
- Bridges between affluent and needy Korean Americans in New York

This broader definition would give KACF the latitude to fund a broader range of charities, without seeming to be in conflict with its stated mission. It would also place it even more firmly, in the leadership role as the “mini Ford Foundation” of the Korean American community, or the “go to resource” for the media, corporations, educators, or anyone wanting to learn more about this group. (This will be discussed in greater depth later, in the “Future Vision” section). Lastly, KACF should brainstorm other ways it can fulfill the mission of building bridges between ethnic groups in the communities it serves. KACF may want to refocus its efforts at fulfilling the programs laid out in the Ford grant proposal, discussed previously, thereby adding to its successful start with the inter-community forums and Bear USA jacket donations. If KACF is no longer as interested in fulfilling this part of the mission, the mission should be revised.

THE ORGANIZATIONAL STRUCTURE

The organization is structured with a President of KACF, a Board of Directors with 15 members, a Steering Committee, also with approximately 15 members, an Executive Director who coordinates between the Board and Steering Committee, a Program Development Director, a Development Coordinator, a Treasurer, and a Board of Advisors.

THE PRESIDENT

The President is the highest level in the organization. There was originally a Chairman position, but it was abolished after the first year. The President serves a 3-year term. He or she is nominated and then elected. Selection is based on leadership ability, an ability to “make things happen”, organizational ability, an acute sense of what needs to be done and the ability to direct others, and very importantly, stature within both the Korean American and New York business communities. A large part of the President’s success is based on an ability to tap the resources of major corporations in New York and to effectively communicate the importance of the Korean American community to those businesses. Diplomacy as well as people and motivational skills are also key.

As previously mentioned, Sonny Whang was a founding member and President for the first 4 years of the organization’s life and has been considered an exceptional leader at a critical time for the organization. In 2007, Suok Noh assumed the position of President of KACF, having been nominated and then elected by the Board. Suok, who is a Managing Director at Goldman Sachs, is tremendously smart, articulate, approachable, and dedicated to the organization. He is a great role model and has tremendous stature in New York’s financial community, which provides him with insights into how to effectively tap into the corporate sponsorship opportunity.

THE BOARD

The Board includes 15 highly educated, highly successful, thoughtful individuals who are involved in a variety of careers: a mix of men and women, and generations 1.0, 1.5, and 2.0. The Board members are trailblazers in their fields, being the first Korean Americans to attain such high level positions in many of the most respected corporations and law firms in America. As a result, they have visibility with mainstream corporations and professionals in New York, and are tremendously respected and looked up to by the younger Korean American 2.0 generation.

The Board’s responsibilities include Fundraising and Events, Fund Distribution, Marketing and Public Relations, Audit and Legal Affairs, Program Development, Board Affairs, and Treasury Oversight. Once a year each Board member is required to hold an event called “The Circle of Friends” in which they invite prospective new donors and volunteers to meet current members and learn more about KACF. Each Board member is assigned to a Steering Committee with the same responsibility. The Board member is responsible for setting the overall direction for their area of specialization, for ensuring the work orchestrated by the corresponding Steering Committee is executed as closely to the vision as possible, and for serving as a resource or advisor to guide the Steering Committee, if called upon to do so.

One of the early decisions of the Board was whether to conduct the meetings in Korean. The decision was made that since KACF was a Korean American organization and since they were living in America and had a goal of building bridges with other New York communities and becoming less insular, that they would conduct their Board meetings in English.

The working environment of the Board appears to be open and collaborative. There is an agreement to disagree and for the most part, it seems members feel they have the opportunity to provide opposing points of view on important issues. Not all Board members are equally involved and there has been some discussion of a need to more clearly define Board member responsibilities and evaluation criteria.

The Board members seem to have given a great deal of thought to what it means to be a Korean American and all have their own personal views regarding what the organization can ultimately become. The Board members seem to be the visionaries for the organization, while the Steering Committee seems less philosophical and much more focused on doing the day-to-day work. An observation was made that there should be more decision makers on the Board because at times there are bottlenecks of key decisions at that level, which is slowing down the ability of the Steering Committee to do their work. It was suggested that the Steering Committee be empowered to make more of these kinds of decisions.

While many perceive the Board as passionate and accessible, there is also the perception by some that the Board members are elitist, in part because they are so successful. To some extent this is inevitable because successful individuals are almost always perceived by others this way. There may, however, be an opportunity for Board members and Board of Advisor members to get out in the broader community more to talk about the work of KACF and to show they are real people who understand and care about the needs of others. While these individuals have many demands on their time, by spreading out the appearances to a few key ones per year, the Board and the KACF as a whole, may seem more accessible to a broader target audience. One Steering Committee member expressed interest in attending more mixers between the Steering Committee and the Board, to increase the opportunities for the interaction and mentoring that had initially attracted them to the organization.

The important issue was raised as to whether a non-Korean should be added to the Board, if the mission is truly to build bridges outside the Korean American community. There has also been discussion of increasing the Board participation of the first generation, because initially they had more representation on the Board, and there is a risk that the second generation that currently plays a more predominant role, will lose touch with the needs and culture of the first.

Having more older, first generation members on the Board can help KACF attract more first generation members to the organization as volunteers and contributors. The point was also made that the 1st generation because of their superior command of the Korean language and traditions, can play an important role in linking back to companies in Korea that have U.S. subsidiaries. Additionally, they can be an effective link to the grantee organizations because they better speak the language of the grantees they serve. It is felt, however, that given all the progress it has made in so many areas, the current make-up of the Board can now work effectively with both the grantee organizations and potential sponsor companies in Korea.

Several suggestions were made to make the Board more effective. Board members are applying the best practices they have seen on other boards they serve as well as from the companies they work at. These suggestions included developing:

- Board job descriptions
- Board composition goals
- A standardized new Board member orientation procedure/content
- Board attendance and donation requirements
- Board meeting assessment mechanisms
- Board member self-assessment mechanisms
- An annual meeting attended by the Advisory Board

Lastly, there is a Board of Advisors of approximately 30 individuals. Many are 1st generation and generation 1.5. Many are older (50 plus) and come from a variety of professional backgrounds including the arts, non-profits, and medicine and have well-educated and successful children. They are called on as needed to provide perspectives in their fields of expertise and to create a bridge between the 1st and second generations as they have special understanding of both worlds and perspectives. The need was expressed to better define the role of Advisory Board members. It was felt that they could be better utilized by the organization and many would contribute more if they were called upon to do so, or had a better idea of how they could help. Perhaps a task force can be assigned to assessing the talents and resources of the current Advisory Board members, to try and come up with ways they can be better utilized, or perhaps a brainstorming session might be conducted with the Advisory Board to stimulate them to think more about how they might help the cause.

THE STEERING COMMITTEE

The Steering Committee is made up of relatively young professionals, primarily generation 1.5 and 2.0, a mix of men and women and professions (investment bankers, commercial bankers, and advertising executives). It includes many of the same committees as the Board committees, as well as committees on Outreach, which involves recruiting new members to the organization, IT/Website Management, and E-Newsletter.

The Steering Committee members are uniformly high achievers, who work hard at their respective jobs and devote a great deal of time to KACF. Since most don't yet have families, they're willing to devote long hours to the organization on top of their demanding jobs. They seem very focused on executing the vision and programs of the Board and seem indispensable to KACF's success. They seem to tremendously enjoy the camaraderie of other interesting and successful Korean Americans both on the Steering Committee and on the Board. Many were attracted to the idea of being mentored by the highly successful Board members.

Another opinion was expressed that what attracted that person to KACF was that compared to traditional Korean society in which the opinions of the elders and 1st generation is considered more valuable than that of the less experienced, younger, 2nd generation, KACF was viewed as more democratic. Within KACF, all generations were considered equally able to contribute, based on the time they devoted and how much they cared about the organization. Within KACF the older generation values the young and there is a concerted effort for people of all ages to work together to achieve a common goal. Another Steering Committee member expressed satisfaction with the fact that KACF is a rather flat organization and members can pick the projects to work on that interest them, such as writing articles, working on the website, photographing events, soliciting silent auction items, etc.

Several Steering Committee members said they liked the chance to give back to their communities. Another said he felt that he could just as easily have been one of the disadvantaged people the organization is helping, and that thought has encouraged him to give of himself.

The work the Steering Committee does includes a great deal of the day to day executional work, such as writing the e-newsletter, developing marketing materials, planning for the gala, securing donated items, speakers, and music for the gala, and creating smaller events to attract new members. For many, this is their first experience working with a non-profit organization.

Thought is being given to developing a “bridge committee” – called the Bridge Circle – that would attract more active members in their 30’s and 40’s with young families, as this is age group is underrepresented among the leadership of KACF. It is probably the result of two primary factors: Managing a demanding career and family often leaves little time for other activities, and because participation seems to be in part a function of word of mouth, lower penetration of this demographic means there is less word of mouth being spread among them. Perhaps KACF can develop more events that would include young family members. This would have a two-fold benefit. It would be easier for families to attend, as children would be allowed at the events, and it might instill in young children a greater sense of their Korean roots, since many are now quite “Americanized”.

PAID STAFF

Robin Moon was the first Executive Director of KACF. She has been uniformly praised for her vision, energy, executional abilities, and commitment to make the organization thrive and grow. Robin was a thought leader and path finder in encouraging KACF, in particular, to fulfill the part of its mission of building bridges with other ethnic groups, as she felt this was a high priority need for the Korean American community of New York, both at the time she was involved and also for the future health and well-being of the community. Robin, together with then President Sung Chul Whang, drafted the Ford Foundation proposal. She also successfully executed the first two Intercommunity Discussion Forums.

The current Executive Director Bomsinae Kim, a part-time employee, is a dynamic, energetic, hardworking woman with a background in journalism within New York's Korean American press. As a result of her background, she knows how to get the word out about KACF's activities among the media in the community. Bomsinae is a vital link between the Board of Directors and the Steering Committee. She helps set the agenda for all Board meetings, communicates key action steps, and manages the Steering Committee, which itself has a chair and vice-chair. In this way, she plays a vital role in making sure KACF implements the programs that will fulfill its mission. While this could lead to a bottleneck in the information flow, because Bomsinae is very conscientious, she has done a good job fulfilling this vital link. She is a key driver of the organization's operations, as well as the gala, and she works to support and with the support of the President.

In the spring of 2007, a Program Development Director, Amy Ahn, was hired. The need for KACF to reclarify all aspects of its mission and its granting philosophy will have a major impact on the role that Amy can play for the organization, and which types of program development she focuses on. There is a third part-time employee, Sooyeon Hong, who is the Development Coordinator.

VOLUNTEERS

In addition to Board members, Steering Committee members, the Board of Advisors, the Executive Director, and paid staff, there is a large cadre of volunteers that helps out, particularly in making the special events happen. They are primarily pulled in to work by Steering Committee members. There is an opportunity to attract even more volunteers if a better system can be developed of harnessing the interest of those individuals who are introduced to KACF through the gala, but aren't quite sure how they can get more involved. The suggestion has also been made that KACF try to funnel some of these volunteers to work with the grantees by matching the volunteer's area of interest with related grantee's needs. The newly initiated "Grantee Ambassador Program" seeks to pair individual Steering Committees with specific grantee organizations to enable KACF to more actively have a relationship with each grantee partner. One of the issues that needs to be addressed is implementation of the program, which include training the KACF Ambassadors to better serve the grantees.

THE GRANTEE PERSPECTIVE

Two grantees were interviewed: Wayne Ho, Executive Director of The Coalition for Asian American Children and Families, whose programs center on youth and building self-esteem and self-advocacy, and Seon Ah Ahn, Executive Director of the Korean American Family Service Center, whose organization assists primarily women and children that are victims of abuse. While both grantees are thrilled to be recipients of KACF's donations and to have been deemed worthy and selected from among many other worthy organizations, they had some constructive suggestions as to how the interrelationship can work even better. Overall they're proud of KACF because it has grown so fast. They feel it is envied within the Korean American committee in a good way, because of its success. In some ways, KACF is also viewed as a competitor because it competes for funds from some of the same donor organizations. Their observations and suggestions include the following:

- KACF was praised by one for its willingness to meet with potential grantees before they submitted their applications, during which KACF shared its mission and donating strategies, and explained how their process worked and what they were looking for. The other organization was not nearly as clear on KACF's grantmaking strategies, even though it was a recipient. KACF was also praised for its willingness to donate to pan Asian charities, and go beyond needy Koreans.
- KACF was praised for its mix of grantees that were repeat grantees (which allowed for continuity to help with program growth), while at the same time allowing new organizations to be funded. This gave hope to smaller organizations that they might be considered as well.
- It was suggested that KACF also consider providing bridge loans to help grantees manage their cash flow gaps, as long as there is proof the funds will be coming at a specified, later date.
- Interest was expressed in KACF taking on a role of introducing grantees to other potential funders to make the grantees less dependent on KACF should subsequent funding not materialize.
- The comment was made that KACF may have lost touch with its initial mission when the slogan was "A Dollar a Day for Our Neighbors", and that it renew that focus on raising funds from throughout the community. This would result in a broader range of Korean community members truly helping other Koreans. More recently, because of the success KACF has realized in gaining large donations from corporate sponsors, there is a feeling that the importance of raising money from individuals within the community is no longer as important. The group that is seen as no longer as actively solicited is 1st generation Koreans, and many felt there was a need to increase their participation.

- It wasn't clear to one of the grantees how the organizations are evaluated by KACF in their grant-making decision making process. It wasn't clear to the other the expectations and outcomes KACF was looking for. Perhaps KACF can ask the organizations when they receive the grant, if they are clear as to what is expected of them. The grant award letter (see Exhibit 10) seemed to tell grantees how to receive their check, but not specifically what performance and success metrics were expected. It seems that each organization would benefit from laying out an action plan and exactly how their success would be measured, before any funds were distributed. In my opinion, this would be a good role for the newly created Grantee Ambassadors (mostly KACF Steering Committee members) to take on and might make the Ambassador feel more responsible for the success of the organization. Additionally, directing the grantees to non-financial resources they need would also be helpful.
- One of the grantees expressed the feeling that it was hard to admit it was having problems to KACF and to seek their advice because it could harm itself in KACF's eyes and hurt its chances for obtaining future grants. This seemed counter-productive but was an understandable point of view. Grantees should be made to feel that admitting weaknesses is actually a positive in that it can enable them to get needed non-financial assistance.
- The observation was made that site visits by KACF members could be more productive if there was more preparation for the visits on the part of KACF representatives. On a recent visit, KACF members failed to ask some of the more pertinent questions regarding the financial viability of the organization, how it planned to secure more funding, and whether the organization was equipped to do the work in the area that was funded. During the visit, members asked about all the organization's programs rather than the ones funded by KACF. The questions seemed more general and not very deep. Since several of the KACF site visitors were new Steering Committee members, they didn't seem very knowledgeable about the non-profit world, which is understandable because in many cases this is their first involvement with a non-profit.

More challenging site visits and questions would challenge the executive directors "to organize their thoughts on where they are and where they need to go to meet KACF's expectations, and how to best present to KACF and other foundations in the future."

Volunteers also came on a Saturday, because they didn't want to miss their own work; however Saturday was not a normal day of operation for the grantee. As a result, the visiting KACF members were unable to see the organization in action. It was felt that since the site visit only incurs once a year, it would be better if the KACF site visitors could take a day off from work to really observe first hand, how the grantee is using their funds.

A constructive suggestion would be for all KACF site visitors to be briefed together on how to conduct a site visit, for visitors to be briefed on the history of the particular non-profit in advance, and to develop a list of site visit questions. Some standard questions could be developed by a site visit committee, and other questions customized, based on the grantee's particular situation.

- A desire was expressed for “capacity building” grants or more general support grants that could be used for improving the management capabilities of the grantee organizations, for example providing:
 - > Leadership training for staff, Board members, Executive Directors and middle management
 - > IT equipment and donor database management software
 - > Marketing skills training so grantees can increase awareness of their programs among both those served, as well as prospective donors. Examples would include training in logo design, image-creation, website content, and creating press releases, and small fundraising events, etc.
- A future role envisioned for KACF, aside from grantor, was that of a matchmaker or clearinghouse that could:
 - > Steer some of their volunteers with an interest in a particular grantee area, to work with that type of grantee organization.
 - > Publicize its grantees more and connect them with future, potential sponsors through networking events or round-table discussions. It was felt that the strategy of cycling grantees off of KACF funding after 3 years was a good idea to encourage them to be more self-sufficient and to seek other sources of funds, but that KACF could help them manage the transition better.
 - > Provide periodic training in areas of weakness for many of the grantees (as identified above)
 - > Bring grantees together to share their experiences
 - > Play a referral role to make grantees aware of non-financial types of assistance that might be available to them.
- The idea of having an Ambassador from KACF to each grantee was viewed as a real positive. Though the program was new, the hope was expressed that the Ambassador, in addition to monitoring whether the grantee was doing the job, would also work to determine if they needed support, and specifically what type of support.
- Quarterly reports were viewed by one grantee as fine, and by another, as too frequent and not meaningful. The grantee that liked the report had quantified the organization’s objectives at the outset and was able to pull numerical metrics each quarter. The grantee that did not feel the reports were productive had a much more difficult program to measure by its very nature: empowering and training leaders to stand up for their rights in their communities. It was felt that for the amount of money given, it didn’t make sense to issue a report every 3 months. Two times a year seemed to make more sense. A more meaningful format was suggested for the quarterly report that was used by another granting organization. It included 4 sections:
 - > Activities description
 - > Accomplishments over the time period
 - > Challenges ahead
 - > Next steps

THE VISION FOR THE FUTURE

There are a number of different visions that can potentially coexist as to what KACF can ultimately become. It is important that some consensus be reached regarding the balance of priorities for KACF going forward. Here are the visions that were expressed.

- That KACF return somewhat to its “Dollar a Day” vision, by increasing the involvement of less affluent Korean Americans, and getting a greater percent of the community involved. This would involve:
 - > A variety of marketing tactics to increase awareness
 - > Making the community at large feel their contributions were just as important as those of large corporations. They may feel that with such large contributors helping the KACF, their donations don’t make a difference.
 - > Giving seminars to explain the financial and tax benefits of giving
 - > Getting Steering Committee members and others to speak at gatherings throughout the year in areas such as Flushing and Queens, about KACF’s work and events
- In the course of the interviews, a number of other organizations were cited as potential role models for the evolution of KACF. Some envisioned KACF becoming a mini United Way or Ford Foundation for Korean American philanthropy that would allocate the majority of funds both within the Korean American community of New York and with programs involving Korean Americans and other ethnic groups on the periphery of the community. Another organization that was cited as a role model was the United Jewish Fund in terms of its role of granting funds to both needy Jewish organizations and others including non-Jewish beneficiaries. Yet another organization that was held up as a potential model was the “Chinese Community of 100” that is made up of the 100 most influential Chinese Americans from a variety of professions such as Yo Yo Ma and IM Pei. They are collectively called on for Chinese American points of view (such as the Wen Ho Lee spy case), and in some instances seek to influence American public opinion and the media.
- In addition to providing much needed cash to grantees, the vision was expressed that that KACF take on a greater role in training grantees (and even non-grantees, thereby extending its reach and positive work) in areas so they can grow and become more self-sufficient. This would include helping them in the following areas:
 - > Applying for grants
 - > Establishing and managing boards
 - > Accounting
 - > Marketing their organizations
 - > Setting priorities
 - > Building programs
 - > Attracting and utilizing volunteers
 - > Measuring success

- A “clearinghouse” or referral agency to put grantees in touch with other agencies or resources that can help them with their needs. Perhaps KACF can help their grantees to help each other by organizing events where they can share their experiences. Perhaps KACF can create a library of other resources, or a database that organizations can access online.
- That KACF become the “go to” organization for people wanting to know more about the Korean American community, such as businesses that might want to target them, educators or journalists that want to write about them, or the media in the event of an incident or positive news story involving Korean Americans. Similar to the role of “The Chinese Community of 100”, KACF could be the voice of the Korean American community to both the New York and national media. The opinion was expressed that more and more, KACF should seek to create a brand name and heighten top-of-mind awareness of the organization, to increase the likelihood that others will come to them for this type of information.

NEXT STEPS FOR ACHIEVING KACF’S LONG-TERM VISION

- There was uniform agreement that at this juncture, in order to grow to the next level, KACF needs additional infrastructure and more paid staff. Specific suggestions for additional infrastructure and manpower include:
 - > Adding a program officer to oversee grants and administer programs:
- As a support resource to provide non-financial help to grantees as described previously
- To help grantees with the application process if needed
- To orchestrate the grantee selection process
- To help grantees identify their own key metrics for success, and complete meaningful quarterly or twice-yearly reports, etc.
- It was suggested that KACF proactively conduct its own research to determine where the greatest needs in its community exist and what inter-ethnic community program opportunities may exist, rather than relying solely on the non-profits to approach them through the grant application process
- Several mentions were made that KACF should increase its accountability to supporters by doing a better job reporting where the grantee money is going, how it’s being spent, and with what results have been
 - > An improved system should be developed for evaluating the grantees. More thought should be given to the optimal time intervals for evaluation reporting: As previously suggested, perhaps a more meaningful report should be completed twice a year, instead of the current report that only scratches the surface, 4 times a year. The current evaluation form should be assessed and revised to provide more actionable information. To do this, it might be a very good idea to get representatives from the grantee organizations together to provide their input.

- > As mentioned previously, the philosophy of how money should be allocated must be agreed upon more formally by the board. A 5-year strategic plan and P&L should be developed during the first half of 2008, which would lay out growth by year in terms of:
 - Total funds raised, sources of funds (corporate vs. individual Dollar a Day, vs. larger individual donations through the gala).
 - Growth of members and staff at all levels (Board, Steering Committee, volunteers, and e-mail newsletter recipients). Specific staffing requirements should be identified and the cost of those positions estimated. Several individuals mentioned the need for larger office space. This too would need to be estimated and costed out in the P&L.
 - Growth in the number of grantees and a rough approximation of the % of funds that will go to different types of grantees. (For example, will programs that build bridges with other communities be increased, will more funds go to cultural education in the future, will more funds go to new immigrant education and job training, etc.?)
- Better IT and software, specifically, improved e-mail and donor management systems
- The paid staff would take on some of the responsibilities and day-to-day executional functions of the Steering Committee and the Executive Director, freeing them up to engage in more value-added activities.
- Event planning help for the gala was described as a need. This is a task that might be contracted out at a reasonable fee. There is a concern that many volunteers have been “tapped out” by all the work they do to make the gala such a success. Perhaps these volunteers can be better utilized in furthering the long-term goals of KACF and working with grantees.
- In order to become the “go to” organization for thought leadership, opinions, and facts about the Korean American community, KACF would need to create another committee to formulate policy and a collective point of view on relevant and topical issues. This committee would also be required to meet on an ad hoc basis in time of crisis to quickly disseminate the organization’s point of view. A library of information would need to be created, with data sources and an individual to guide informational inquiries and help those interested in learning more about Korean Americans find what they’re looking for.

- To become a support referral source, a database will also have to be developed that would include:
 - > All Korean American non-profit organizations and their areas of assistance
 - > All the volunteers that have expressed interest in helping, categorized by their expressed area of interest
 - > All the government and other agencies that provide different types of help
 - > A chat room, web exchange, or online database to match resources with organizations in needs

Then the word would have to be disseminated among the potential grantee community (not just current grantees, but all Korean American and even other community non-profits) to create awareness of this referral resource. Success could be measured over time based on the number and types of organizations that contact the referral service.

- Thought should be given to utilizing the calendar a little more effectively for strategic thinking by the Board, particularly during the less active first half of each calendar year.

CONCLUSION:

KACF has accomplished a tremendous amount in a relatively short period of time and it is making great progress in achieving the mission it set out for itself at the onset. The organization's greatest strength is the tremendously talented, motivated, and energized group of people it has attracted, who genuinely want to help not only those within their community, but also those that touch and interact with their community, and more broadly, the way the Korean Americans are understood and appreciated by the U.S. mainstream.

As with all successful and growing organizations, strategies and priorities evolve. Gaining alignment and communicating the vision to those that must execute is critical. It is hoped that this case study as well as recent and future planned high level strategy discussions at the board level will result in further crystallizing key next steps in order to build on the positive accomplishments and momentum created by KACF thus far.

EXHIBIT 1: INDIVIDUALS INTERVIEWED FOR THE STUDY

Suok Noh

President of KACF as of January 2007; Board member since 2005.
Managing Director Goldman Sachs

Bomsinae Kim

Executive Director of KACF since 2005

Sung Chul “Sonny” Whang

Founding Board member, first President of KACF (2003-2006).
Associate General Counsel, Olayan America Corporation

Dr. John Hong

Founding Board member, first Chairman of KACF (2003-2004). Retired doctor.

Amy Ahn

Director of Program Development since April 2007

YoungSuk “YS” Chi

Founding Board member, 2007 Gala co-chair (Fundraising),
Vice-Chairman and Managing Director, Elsevier

Kyung B. Yoon

Founding Board member, 2007 Gala Co-Chair (Programs), 2006 Gala Co-Chair.
President KBY Productions, LLC; former Fox News Correspondent

Karen Na

Founding Board member, Branch Manager, JP Morgan Chase

Gina Chon

Steering Committee Chair (since 2006). Analyst, Private Equity, Lehman Brothers.

Philip Lee

Steering Committee Vice-Chair (since 2006). Analyst, Brahman Capital Corp.

Eubin Kim

Board member since 2004, Art Director, Cline, David & Mann

James Cho

Board member since 2007, former KACF Secretary (2005-2007),
Attorney, Seyfarth Shaw LLP

Taeja Kim Lee

Advisory Board Chair since 2006. Philanthropist.

Aiyoung Choi

Consultant, Community Resource Exchange,
Former Executive Director, Korean American Family Service Center

Miguel Garcia

Program Officer in charge of KACF grant, Program Officer,
Community and Resource Development, The Ford Foundation

Wayne Ho

(not affiliated with KACF, except as grantee)

Executive Director, The Coalition for Asian American Children and Families (CACF).

Seon Ah Ahn

(not affiliated with KACF, except as grantee)

Executive Director, Korean American Family Service Center

Kim Won

Steering Committee since 2006. Corporate Treasury, Goldman Sachs

Jim Wohn

Board member since 2007. 2006 Gala Co-Chair

Robin Moon

First Executive Director of KACF until August 2005,
Director of Program Development (Aug. 2005 – April 2007)

EXHIBIT 2: 2007 FUND DISTRIBUTION DATA

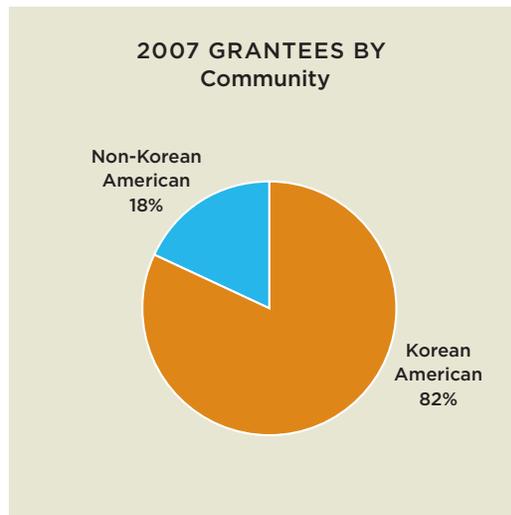
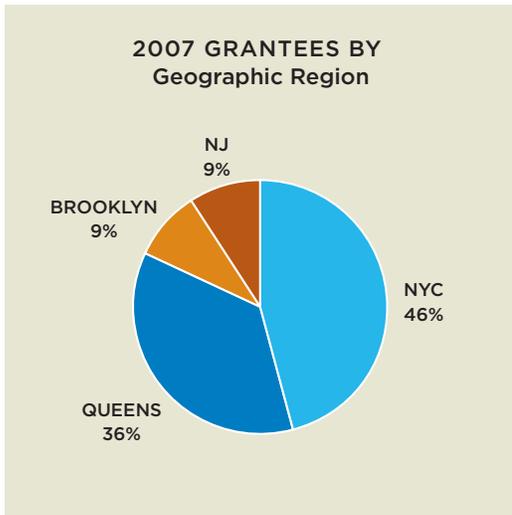
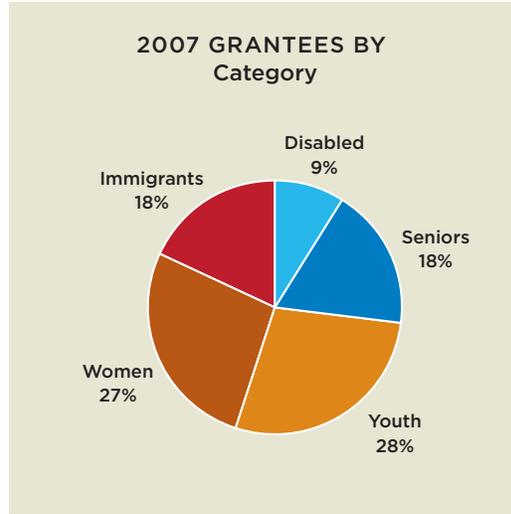
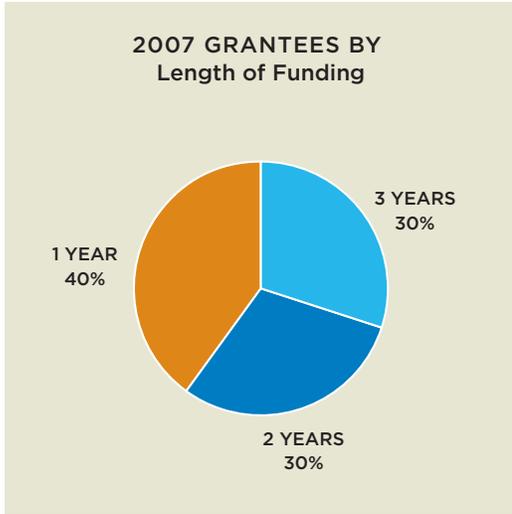


EXHIBIT 3: GRANTEE HISTORY 2003 - 2008

YEAR	ORG	AMOUNT/ YEAR	PERIOD
2003	KAFSC	\$12,000	4/03 ~ 3/04
	Milal New York	\$12,000	4/03 ~ 3/04
	Rainbow Center	\$12,000	8/03 ~ 7/04
	KFCRC	\$6,000	9/03 ~ 2/04
	AWCA	\$18,000	11/03 ~ 10/04
Subtotal	# of grantees: 4	\$60,000	
2004	KAFSC	\$18,000	5/04 ~ 3/05
	Milal New York	\$12,000	7/04 ~ 6/05
	Rainbow Center	\$12,000	10/04 ~ 9/05
	KFCRC	\$12,000	8/04 ~ 7/05
	KCS (New)	\$12,000	5/04 ~ 4/05
Subtotal	# of grantees: 5	\$66,000	
2005	AWCA	\$18,000	1/05 ~ 12/05
	KASCOF (New)	\$12,000	1/05 ~ 12/05
	KAFSC	\$6,000	7/05 ~ 12/05
Subtotal	# of grantees: 3	\$36,000	
2006	KAFSC	\$12,000	1/06 ~ 8/06
	Milal New York	\$12,000	1/06 ~ 12/06
	KFCRC	\$12,000	1/06 ~ 12/06
	KCS	\$12,000	1/06 ~ 12/06
	KASCOF	\$12,000	1/06 ~ 12/06
	YWCA (New)	\$12,000	1/06 ~ 12/06
	NYAWC (New)	\$12,000	1/06 ~ 12/06
	KAARD (New)	\$12,000	1/06 ~ 12/06
Subtotal	# of grantees: 9	\$96,000	

GRANTEE HISTORY 2003 - 2008

YEAR	ORG	AMOUNT/ YEAR	PERIOD
2007	KCS	\$12,000	1/07 - 12/07
	KASCOF	\$18,000	1/07 - 12/07
	KAARD	\$12,000	1/07 - 12/07
	NYAWC	\$18,000	1/07 - 12/07
	YWCA	\$18,000	1/07 - 12/07
	ACS (New)	\$12,000	1/07 - 12/07
	CACF (New)	\$12,000	1/07 - 12/07
	KACCNJ (New)	\$12,000	1/07 - 12/07
	KASCANJ (New)	\$12,000	1/07 - 12/07
	Rainbow Center (New)	\$12,000	1/07 - 12/07
	Sanctuary for Families (New)	\$12,000	1/07 - 12/07
	AWCA	\$18,000	1/07 - 12/07
	Subtotal	# of grantees: 11	\$168,000
2008	KAARD	\$18,000	1/08 - 12/08
	NYAWC	\$18,000	1/08 - 12/08
	YWCA	\$18,000	1/08 - 12/08
	ACS	\$18,000	1/08 - 12/08
	CACF	\$18,000	1/08 - 12/08
	KACCNJ	\$18,000	1/08 - 12/08
	KASCANJ	\$18,000	1/08 - 12/08
	Rainbow Center	\$18,000	1/08 - 12/08
	Sanctuary for Families	\$18,000	1/08 - 12/08
	AWCA	\$12,000	1/08 - 12/08
	Milal New York	\$12,000	1/08 - 12/08
	AAFE (New)	\$12,000	1/08 - 12/08
	AWM - NJ (New)	\$12,000	1/08 - 12/08
Subtotal	# of grantees: 13	\$210,000	
Total	# of grantees: 45	\$636,000	

EXHIBIT 4: GRANT PROCESS CALENDAR

DATE	ACTIVITY
January 15	First check cut (1Q)
February	Grant awards ceremony
March 1	Request for Proposal going out (3 Mos)
April 15	Second check cut (2Q)
June 30	Application deadline
July 30	Completing missing document/ submitting additional document
August	Internal discussion/ document screening (1 Mo)
September/October	Site visits (2 Mos)
November	Evaluation & decision making (1 Mo)
December	Announcement

EXHIBIT 5: MARKETING EVENTS - 2007 HIGHLIGHTS

January 17th	KACF co-sponsors Asia Society's Asian Food Series
February 15th	2007 KACF Grant Awards Ceremony and Lunar New Year Celebration at Citigroup
March 8th	KACF hosts Beverly Feldman Patrons' Appreciation event
March 14th	AABDC seminar
April 3rd	Steering Committee Appreciation event at Shoreham Hotel
April 5th	Steering Committee Holds Circle of Friends event at Camel
April	Ford Foundation awards KACF additional \$120,000 in supplemental grant
May 4th	KACF participates in the Global Korean Job Fair Series 2007 hosted by the Korea Central Daily at the Madison Square Garden Expo Center
May 7th	KACF participates in the Annual CAPA Festival
May 16th	KACF co-sponsors Mental Health Forum on Mental Health issues in the KA community with various Asian American organizations
June 1st	Joint Mets Game Outing with KACF volunteers and grantee organization members at Shea Stadium
June 5th	KACF co-sponsors the Korean Community Awareness Event at the Korean American Association of Greater New York Hall with the Korean Community Services of Metropolitan New York (KCS).
June 7th	Arts Project International hosts official kick-off Benefit Committee meeting for KACF Gala 2008
June 19th	Fundraising chair hosts Circle of Friends event and raises \$2,000 for KACF

MARKETING EVENTS - 2007 HIGHLIGHTS

June 21st	Korean Consul General Bong-Joo Moon and his wife host pre-gala dinner for KACF sponsors and friends
June 28th	KACF co-sponsors Korean Americans for Political Advancement (KAPA) event on Immigration Reforms
July 26th	Kyung B. Yoon, KACF Board member speaks about the future of the Korean American community at the Korean American League for Civic Action (KALCA) summer lecture series event.
September 20th	Pre-Gala Cocktail Reception at the Shoreham Hotel
September 27th	Pre-Gala Event at the Queens Museum of Art (QMA)
October 17th	KACF Second Annual Gala at the Hyatt Grand Hotel, NYC
October 23rd	Inter-Community Forum III - Flushing Leadership Seminar Building Bridges, co-sponsored by the Offices of Councilman John Liu and Queens Borough President Helen Marshall. 60+ Flushing community leaders in attendance
October 24th	Board member and staff lead seminar on KACF a community foundation, for International Senior Fellows at the CUNY Graduate Center
October 26th	KACF Receives Appreciation Award from the Community Senior Center of Flushing (CSCF)
November 10th	KACF strategic planning retreat at Seyfarth Shaw
November 15th	Korean Community Services of Metropolitan New York (KCS) presents KACF with KCS Award at its Annual Dinner
November 19th	Post-Gala thank you event at the Consul General's Residence
December 12th	KACF Holiday Party at Arario Gallery in the Chelsea
December 17th	KACF selects its 2008 Grantee Organizations Selected (13 total)

ADDENDUM

NOVEMBER 24, 2009

UPDATE TO THE MARCH 31, 2008 KOREAN AMERICAN COMMUNITY FOUNDATION CASE STUDY, COMMISSIONED BY THE FORD FOUNDATION

This is to provide an update to the Korean American Community Foundation (KACF) case study that was commissioned by the Ford Foundation and was completed on March 31, 2008. The progress, evolution, and activities of KACF since then will be reviewed. Each of the major progress areas is described below.

1. STRENGTHENING ORGANIZATIONAL INFRASTRUCTURE

KACF's organizational infrastructure has continued to mature with the hiring of additional staff, including a full-time Executive Director, Kyung Yoon, who came on board in late November 2008. Kyung was a founding Board member with considerable experience in media and communications, having worked as a broadcast journalist for WNYW Channel 5 News, in public and financial policy, having worked for The World Bank. Kyung also was the Chair of the Board of the New York Asian Women's Center that helps women and children affected by domestic violence. Kyung replaced previous Executive Director, Bomsinae Kim.

Kyung oversees two staff members. She reports to an active, engaged Board of Directors and works closely with a steering committee, a board of advisors, and a large corps of dedicated volunteers. Her key responsibilities include:

- **Overall Foundation and Staff Management:** She directs all program areas and administration, staff management, budget and financial management, and legal and regulatory compliance.
- **Fundraising & Grantmaking:** Kyung ensures KACF's fiscal soundness through vigorous fundraising, including continuous expansion of donor bases for private and public funding, donor cultivation, annual fundraising and other special events. She also oversees the grantmaking and overall programmatic work to ensure an alignment with KACF's mission.
- **Community Relations:** As key spokesperson for KACF, she maintains a positive image through sound working relationships with community leaders, funders, the press, and inter-community collaborations.
- **Board Support and Leadership:** She works closely with Board members to ensure KACF's work is aligned with its mission, policies and goals. She provides leadership to promote board support, interest and growth.

As a result of the expanded responsibilities of the position and her prior experience, Kyung plays a greater role in strategic issues than her predecessor.

The previously part-time Development Coordinator position is being replaced with a full-time Operations Manager. The scope of the position will be broadened to include greater budget/financial management, and ongoing administration, finance and overall management of day-to-day operations.

The work of the previous Program Development Director, Amy Ahn, was focused primarily on developing and overseeing inter-ethnic community programs funded by the Ford Foundation. The Program Development Director Position was phased out in mid-2008 upon conclusion of Ford Foundation's funding support.

In March 2009, Brennan Gang was hired as KACF's Program Officer focused exclusively on strengthening KACF's grantmaking and expanding programmatic work. Brennan brings with her non-profit professional expertise and perspective. She formerly served as Program Officer at the New York Women's Foundation, a gender-based philanthropy, focused on eradicating poverty.

Her key responsibilities include:

- > Developing and implementing the overall grantmaking and programmatic strategies, goals and objectives of the Foundation
- > Providing capacity building support to help grantee partners achieve their goals
- > Developing and maintaining contact with a broad cross section of organizations and leaders, and representing KACF at briefings, in coalitions, with partners and funders

The KACF Board has also made strides to maximize their effectiveness. These include:

- Development of a more effective structure and clearer roles for each committee
- Increased focus on the importance of establishing priorities
- More explicit criteria for Board member nominations, selection, and evaluation, which has led to more uniformly engaged and active Board.
- More effective new Board member orientation
- More stream-lined decision making with the committees they supervise

2. CONTINUING STRATEGIC PLANNING

Grantmaking Philosophy

In 2009, KACF hired Angie Wang, a consultant, to help fine-tune the philosophy of the foundation's grantmaking and programmatic work. Angie will issue a report in September 2009 that will provide a useful basis for any subsequent Strategic Planning discussions. The purpose of the report is to inform KACF's grantmaking and programs, so the Foundation is more strategic and effective. The report will include:

- A review and analysis of KACF's grantmaking and programmatic work to date
- Recent data on the Korean American population in NYC, highlighting particular areas of concern, including Koreans living in poverty or low-income, seniors, issues of limited English proficiency, access to health care, and other barriers to economic security
- Feedback and insights of key leaders in the philanthropic and non-profit fields to help inform KACF's overall vision and work moving forward.

Angie Wang's report will help KACF to identify current and emerging needs in the Korean and Asian American communities and be the basis for Board and staff discussion regarding the philosophy of KACF grantmaking and other programmatic work. For example, the report will also help KACF establish priorities and principles for funding as well as determine how it can sustain and build on the organization's inter-ethnic programs. KACF will fine-tune its principals of grantmaking relating to:

- The geography it will cover (ie. should it extend beyond the tri-state area)
- The target population (which demographic and ethnic groups should it focus on as well as other special population)
- What should be the organizational maturity or "evolution stage" of grantee partners
- Which grants will have the greatest long-term impact on the community

3. PHILANTHROPY/DEVELOPING A CULTURE OF GIVING

KACF is fine-tuning how it can better achieve its goal of promoting a broad-based culture of giving within the Korean American community. It hopes to educate existing and potential donors to be more thoughtful and strategic philanthropists.

One example is the revival of the "Dollar a Day" theme on which KACF was originally founded. This grassroots and broad-based approach to fundraising – to identify donors who would commit \$365 a year—is being revived with a focus of better communicating the impact of KACF's grantmaking to encourage donor participation.

Another effort to educate the community regarding the importance of philanthropy and increase awareness of community needs is through the Community Grants Committee (CGC), a group of approximately 20 KACF volunteers who are engaged in the Foundation's participatory grantmaking. Following comprehensive training, CGC members are assigned to teams of 2-3 individuals. The teams review grant applications and accompany the KACF Program Officer on site visits, gather information, and present their recommendations to the Program Committee, a sub-committee of the Board. These Korean American leaders in their respective fields, with their greater understanding of community issues and challenges, then serve to spread the word about the needs of the community, thereby encouraging broader involvement and participation in KACF's work to positively impact individual lives and communities.

4. INCREASING AWARENESS & EFFECTIVENESS OF KACF

More Collaboration with the Non-Profit Community

KACF is trying to be more visible in the non-profit community. In recent months, the Foundation has become a member of Philanthropy New York (formerly known as New York Regional Association of Grant Makers), Council on Foundations, National Council of Responsive Philanthropy, and Independent Sector, with the goal of networking with peer funders and to learn about best practices in grantmaking, fundraising, and grantee relationships as well as

the general resources required to effectively operate a foundation. Additionally, these relationships promote learning regarding how KACF can maximize its impact in the community. Networking with other foundations also provides an opportunity to share information on grantees, thereby extending KACF's ability to potentially direct additional funds to grantee partners. Lastly, it provides KACF the opportunity to explore with other funders how they might jointly fund programs.

Korean American Community

KACF is raising its profile by increasing its presence in the Korean American community. For example, KACF is by participating in more Korean American-focused events, such as the 2010 Census Korean American Task Force Forum that Kyung Yoon moderated in August 2009. From this initial connection and recognizing that it is critical for the Korean Americans to be counted in order to receive government funding for social services that is aligned with the population size, KACF is exploring different ways to partner with the Task Force to mobilize the Korean American community.

5. BETTER UTILIZATION OF GRANTS TO AFFECT MORE PERMANENT CHANGE

Progress in the area of better grant utilization fall into the categories of increasing education and impact, improving grantee relations, and building the capacity of these organizations to maximize their own effectiveness, self-sufficiency, and growth.

Evaluation and Impact

KACF is well positioned for a strategic planning that will discuss the grantmaking principles and priorities. In this, one idea is that KACF grants will increasingly focus on funding those programs that will have the broadest impact within the community and that are outcome-focused. It is not a shift in its grantmaking philosophy but making it more clear as to KACF's criteria to the grant-seeking community.

Capacity Building and Grantee Relations

One of KACF's goals has been to play a greater role in the helping its grantee partners achieve their mission. The Foundation wishes to be a community partner and more of a resource, than just a funder.

Significant progress has been made in better listening to the needs of its grantees, enabling KACF to be a more effective funder. A good example is the recently-conducted July 30th, 2009 grantee orientation session. Grantee partners met as a group and had the opportunity to express their needs and how they thought KACF can be a resource. This also opened lines of communication and provided more transparency and a better understanding of how KACF works. Grantee partners shared organizational challenges they were having and raised emerging issues in the community. This helps KACF be more responsive to grantee needs and helps clarify how they can more proactively provide capacity building assistance. It also sets the foundation for KACF to proactively tackle emerging issues in the community. Lastly, this type of dialogue and input better enables KACF to tighten its grantmaking priorities.

Additionally, KACF is developing a program to be implemented in 2010 to provide greater capacity building assistance to the grantee partners. Initial ideas for capacity building assistance programs include:

- Leadership development workshops
- Technical Assistance Grants to grantee partners who will hire consultants of their choice to provide one-on-one help with:
 - > Human Resources
 - > IT
 - > Fundraising
 - > Communications
 - > Program development
 - > Evaluation
 - > Strategic planning
 - > Quarterly workshops on topics related to organizational development
 - > Create a structured volunteer program in which KACF volunteers with specific skills will be deployed as consultants to grantee organizations at their request. This will be similar to the Taproot Foundation model.

More Meaningful Site Visits

Since inception, site visits have been conducted of both new and renewal grant applicants. KACF has continued to seek ways to make these site visits more effective and impactful for the grant applicants and KACF volunteers serving on the Community Grants Committee through focused training with the CGC members. There is a kick-off and training session for the CGC members, to give them an understanding of KACF's grantmaking philosophy, as well as basic knowledge on how to review proposals and conduct the site visits. Through this comprehensive training, CGC members are better equipped to discuss community issues, program delivery and impact during site visits. Having trained and focused volunteers, in turn, helps grant applicants in their presentations and also be challenged to think about how they articulate and deliver their programs. For many of these grant applicants, they have never received a foundation grant nor have gone through a site visit. Thus, these visits can be a learning opportunity for the applicants.

6. FUNDRAISING

KACF is striving to diversify its fundraising. The organization recognizes that it has become overly reliant on the success and growth of the annual Gala in October. Before the first Gala in 2006, KACF focused on individual fundraising through Circle of Friends and Patron Circle cultivation events. With the success of the Gala, the focus shifted away from these fundraising methods. Additionally, the Ford Foundation grant was the most significant foundation support, which ended in 2008, and the Gala allowed the Foundation to replace this grant seamlessly. However, as the Foundation is focused on sustainability not only of the grantee organization it supports but its own, KACF is seeking foundation grants, strengthening the Gala to raise funds and to educate our stakeholders on community issues, and revisiting the “Dollar a Day” program which is focused on individual giving.

The Annual Gala

The KACF Gala has been the primary means of raising funds, and each year it has become more and more successful. This is particularly impressive, given the current economic climate in which so many other non-profit organizations have seen their funding decline considerably. 2007 Gala attendance was 850 and approximately \$650,000 was raised. In 2008 attendance increased to 950 and approximately \$750,000 was raised. While efforts will continue to grow this event in both attendance and funds raised, other fundraising efforts will receive increased focus or be revisited.

The Dollar a Day

Program to support its desire to promote a culture of giving, KACF plans to more effectively communicate the importance of the “Dollar a Day” Campaign, thereby encouraging more of the community to give. To this end, a 365 Leadership Committee has been established that is dedicated to mobilizing the community around the 365 Campaign of “A Dollar a Day for Our Neighbors” – and to educate peers about community issues and KACF’s unique role in promoting Korean American philanthropy. KACF will announce a more extensive plan to increase awareness of, and enrollment in the program at its 4th annual Building Bridges Gala in October. This will include “A Dollar a Day” membership benefits and incentives.

Steering Committee

This is a committee comprised of young Korean American professionals. The Committee members work with the Board and staff to fundraise and raise the profile of KACF through outreach and PR efforts. Additionally, the Steering Committee takes a leadership role in providing guidance and oversight to the volunteers. The body is committed to fundraising as it has held its own annual fundraising event that is geared towards young Korean Americans. This Committee service helps them to learn how to be a Board member.

The Community Grants Committee

The participatory grantmaking model, (the Community Grants Committee) previously described, which involves training and orienting interested donors in KACF’s grantmaking philosophies and strategies, helps with the donor education goal. By becoming more cognizant of the needs of the community, these volunteers, who are key influencers in the community, spread the word to other prospective Korean American donors about the importance of their involvement, and the valuable ways their donations will be spent.

7. SUMMARY

In summary, KACF appears to be making continuous and considerable progress against the action plan steps that were identified in the March 2008 Ford Foundation Case Study. These steps are resulting in further improvements to the organization's effectiveness and its ability to affect longer-term, more sustainable, and broader impact programs. If we look at each of the key action steps identified in the late March 2008 case, we can summarize the progress as follows:

Infrastructure and Staffing

An experienced grant overseer position was added and the oversight of grantees was improved. These measures have provided grantees with clearer direction and better assistance to accomplish their organizational missions and goals. The Executive Director position was further refined to play a greater role in strategic issues and an enhanced leadership role with the media, the Korean American Community, and various other important New York communities.

The Philosophy of Giving

The consultant, Angie Wang, conducted a study and made a report to the KACF Board on October 29th, 2009 that identified current and emerging needs in the Korean and Asian American communities. Her report will serve as the basis for the grantmaking and programmatic work to be identified in the upcoming, 2010 Strategic Plan.

IT and Software Enhancements

These areas continue to be improved, particularly the e-mail and donor management systems.

Event Planning

Event planning efficiency and effectiveness continues to improve, as KACF hired an event planner for the 2009 Gala. Both the turnout and money raised at the event increased even further, to record levels.

KCAF As the "Go To" Organization

Awareness of KACF as the "Go To" organization for thought leadership and information on the Korean American community has increased due to a variety of factors, including the Executive Director, Kyung Yoon's, more visible role in the community, KACF's increased involvement in community programs, and greater awareness of KACF's work through media efforts.

Volunteer Database Management

Management of the volunteer database is being continuously improved to better match the capabilities and interests of volunteers with those grantee organizations that can most benefit from their help.

The Grantee Evaluation System

The current evaluation system is being improved to make grantee reports more useful to both grantees, and KACF in evaluating their progress. The time intervals will likely switch from quarterly to more meaningful and more actionable bi-annual reports.

More Effective Calendar Utilization

The planning calendar has been made more effective by shifting some of the strategic planning and grantmaking work from the hectic second half of the year to the first quarter, to allow for better focus and more time to think through issues.

A final observation is that it is extremely impressive and bodes well for even greater future success, that KACF is never comfortable resting on its laurels. The organization is open to “soul-searching” and learning all it can from the best practices of other non-profit and for-profit organizations. As a result, KACF will continue to evolve and improve its strategies, priorities, procedures, and practices with the important end benefit of increasing the scope, sustainability, and positive community impact of its work.



KACF
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