

Implications of Trump Administration Actions on Foundations and Nonprofits

As of February 7, 2025

Executive Summary

The Trump administration has announced a host of executive orders and actions in the last two weeks that are having profound impacts on foundations and nonprofits working here in the United States and around the world. U.S. federal funding is, at varying degrees, either paused, cut, or in question. Resulting budget gaps and general funding uncertainty are forcing organizational and programmatic cuts across the nonprofit sector. Legal risks, particularly for organizations in possible contravention of executive orders, are growing more significant. Moreover, job losses—through furloughs, layoffs, forced administrative leave and government resignations—are mounting. It is important to recognize that this may only be the beginning; Republicans are considering ~\$1 trillion in cuts as part of the budget reconciliation process, with some pushing for up to \$2.5 trillion.

We've outlined a set of recommendations for foundations and nonprofits below. A number of these recommendations (as well as a few more for consideration) are covered in more detail in our December 2024 [Nonprofit and Philanthropy Post-Election Analysis](#).

1. **Consider Your Role and Responsibility.** Think carefully about your funders and partners to determine your tolerance for risk, then consider your role and responsibility within your ecosystem. Are you best placed to support through advocacy or the provision of emergency funding? Do you hold key relationships you can leverage? Can you use your convening power to bring partners and peers together to find collective solutions?
2. **Do Your Homework.** Review your grant and/or partnership agreements to understand the government's termination rights, such as whether the agreement can be terminated without cause. Undertake budget scenario planning, assessing how the loss of federal funding or partnership (and broader ripple effects) would affect your programs and your people. Understand your cash flow and where, if anywhere, you have a cushion.
3. **Link Work to Tangible Community Outcomes.** Engage state and local policymakers—Republicans need to hear the real-life impact of your work. Clearly communicate your positive impact on the community, as well as the potential consequences of reduced services on key outcomes and targets at the city, state and national level.
4. **Assess Communications Approach.** Take a hard look at how you show up, where you show up, and the words you choose to determine if changes are needed to mitigate risk and/or more effectively reach your target audience(s). Is now the time to stay quiet or be loud? To protect your base, do you adapt your language to manage risk, or double down with even bigger, bolder commitments and alliances? Nonprofits and foundations could be targeted by name for work that is politicized, so make sure you understand your appetite for that fight and communicate accordingly.
5. **Connect.** Reach out to allies, champions and peers to coordinate and collaborate. There is strength in numbers. To actively contribute to shaping the response (legal and otherwise), consider joining groups that are bringing like minds together to strategize and respond. The [National Council of Nonprofits](#) is leading the legal fight to block the implementation of several executive orders impacting the nonprofit community. The [U.S. Global Leadership Coalition](#) is spearheading congressional engagement, spotlighting the importance of global development and diplomacy. By engaging with these types of organizations, you can help inform their strategy and priorities, ensuring that your organization's needs and concerns are represented as they advocate for community issues and the protection of nonprofit programs in the United States and around the world.

6. **Get Creative.** If there was ever a time to pull peers and partners together around a table and brainstorm collective action, this is it. If you are a funder, consider collaborating with peers to support struggling grantees or shore up issue areas under threat. Additionally, provide funding to bring grantees together to share information and ideas. If you are a program or service provider, think about how you can come together with others to pool resources and address growing community needs. Work together to explore ways to secure funding and other forms of support from new and unusual sources, whether it's individual donors, family foundations or institutional philanthropies. The [Wings philanthropy network](#) is working to build bridges across the sector to ignite new collaborations and shift ways of working.
7. **Free Up Restrictions.** Where not already in place, funders should speed the implementation of changes designed to make it easier for nonprofits to operate, including more flexible funding, the elimination of burdensome applications and reporting requirements, and overall, a more co-creative approach to grantmaking and project design.
8. **Keep Your People Top of Mind.** Employee engagement is more important than ever. Changes to the way you communicate externally may be required to keep funding, build partnerships, and continue serving your communities. However, your employees and key stakeholders are also listening closely, and big shifts may be perceived as inconsistent or an indication that you are straying away from your mission or core values. Frequent and transparent communications with internal audiences must clearly explain the changes you are making – to programs, partners or messaging – and the reasons for any public shifts. Be mindful of broader community disruptions that are occurring and how employees may be impacted. Finally, particularly in the case of layoffs, stay focused on the staff who remain, providing resources to help them navigate the stress of meeting constituent needs while also dealing with budget uncertainty and the significant and rapid changes taking place both across the organization and in their local communities.

Direct Implications on Foundations and Nonprofits

The ripple effects of unfolding executive orders and actions have been swift and far-reaching.

Widespread Discontinuation of Programs, Services and Research

The 90-day pause on U.S. foreign assistance and turmoil within USAID has had immediate repercussions across the U.S. global development community, including program shut-downs, layoffs and widespread uncertainty. In the United States, while the freeze on federal grants and loans was rescinded (and temporarily blocked by the courts), the [impacts are still being felt across the nonprofit community](#). For many organizations, funding remains blocked, which has led to staff layoffs and the cancellation of programs and services. For others, particularly organizations with a high ratio of federal funding to other sources and those engaged in work at odds with new executive orders, a sense of uncertainty and fear about the future is settling in. While some organizations are being forced to halt their operations due to federal action, other organizations are choosing to pause services due to confusion, inability to get answers and general fear of noncompliance with the Trump administration agenda and potential future repercussions.

Community Disruption and Fear

Trump Administration actions are also having widespread effects in communities inside and outside the US, putting additional stress on community organizations that are balancing increasing need with an inability to provide immediate resources or solutions. Examples include increasing enforcement and removal operations by U.S. Immigration and Customs Enforcement (ICE), in many cases targeting schools, churches and hospitals, that are putting communities on edge. Paired with a changing situation around funding for immigrant rights, legal aid and other support, immigrant support organizations are facing budget uncertainty at the same time they are balancing increasing beneficiary needs. A similar situation is facing organizations supporting the LGBTQ+ community as hospitals across the country are cancelling appointments and suspending healthcare programs for transgender

youth. Outside the US, community impacts range from the stoppage of local health services and the inability to access medicine and vaccines to layoffs and the cessation of a host of programs providing vital community services.

Threat of Legal Action

Organizations working on immigration, pregnancy assistance and/or abortion access, racial equity, gender/LGQTQ+ equity, and climate change are facing significant [new legal risks](#). For example, under the Ending Illegal Discrimination and Restoring Merit Based Opportunity Executive Order, nonprofits are at risk of investigations by the U.S. Attorney General if the organization partakes in illegal discrimination preferences. These illegal actions may include measurable DEI goals and/or quotes and grants that cater to one “race, color, religion, sex, or national origin.”

Rapid Shifts in Messaging

In the face of public backlash as well as real legal threats, organizations working in the DEI space (both funders and nonprofits) are scrubbing their websites, pivoting away from race and gender-explicit language on external facing platforms and removing documents. This is taking place in corporate foundations as well, as companies move to lessen exposure to legal and reputational risk. It is important to note that while the messaging may be changing, in many cases, the work continues.

Job Losses/Staffing and Continuity Challenges

The federal employee buyout offer, combined with agency-specific layoffs, furloughs and the placement of government workers on administrative leave is likely to leave big holes in departments or units that heretofore have been supporting partnerships with philanthropy and nonprofits as well as advocacy and grantmaking across a range of issues, from reproductive health and gender equality to refugee resettlement and climate action. Nonprofit organizations subject to pauses or cancellation of grant funding, as well as those feeling a lack of certainty in the future, are tightening budgets and laying off staff. If and when funding streams come back online, in many places there may no longer be a team in place to execute.

Widespread Risk Aversion and Funding Shifts

Philanthropic partnerships and bilateral funding flows are likely to shift significantly in the coming months as White House actions lead companies and foreign governments to reassess their priorities and tolerance for risk. The difficulty nonprofits will have in diversifying their funding streams across major funding categories – U.S. federal, bilateral, corporate – in the current situation is already leading to increased pressure on private foundations to fill funding gaps. Time will tell if community program closures combined with U.S. government pressure on organizations working in contravention of administration priorities will reverse the downward trendline in individual giving and lead to a resurgence of individual interest and action.

Executive Actions & Orders We Are Watching

Foreign Aid

Dismantlement of the United States Agency for International Development (USAID)

U.S. Secretary of State Marco Rubio took on the role of Acting USAID Administrator on February 3, telling reporters that many of the agency’s programs would continue under the State Department. This statement came only hours after Elon Musk announced that President Trump had decided to [shut down USAID completely](#). Hundreds of USAID contractors have been furloughed, senior officials have been put on administrative leave and all employees have been directed to work from home. An announcement posted to the previously offline [USAID website](#) on February 4 notes, “all USAID direct hire personnel will be placed on administrative leave globally, with the exception of designated personnel responsible for mission-critical functions, core leadership and specially designated programs” as of 11:59 pm on Friday, February 7.

Reevaluating and Realigning United States Foreign Aid

This January 20 executive order implemented an immediate pause on new obligations and disbursements of development assistance funds to foreign countries and implementing organizations and contractors, pending reviews of such programs for programmatic efficiency and consistency with U.S. foreign policy. Reviews are to be conducted within 90 days.

The [State Department issued a notice](#) to all diplomatic and consular posts worldwide on February 4, putting a pause on “all new obligations of funding, pending a review, for foreign assistance programs funded by or through the Department or USAID,” and requiring contract and grant officers to immediately issue “stop work orders” for all existing foreign assistance awards.

On January 28, Secretary of State Marco Rubio approved a [waiver for emergency humanitarian aid](#). The waiver also covers some elements of the U.S. President’s Emergency Plan for AIDS Relief (PEPFAR) but explicitly does not include activities “that involve abortions, family planning conferences... gender or DEI (diversity, equity and inclusion) ideology programs, transgender surgeries, or other non-life saving assistance.” Even with the waiver, humanitarian programs and services in many locations are facing significant challenges to the continuity of their operations.

Federal Funding Freeze

The Office of Management and Budget ([OMB released a memo January 27](#)) directing Federal agencies to temporarily pause all activities related to “obligation or disbursement of all Federal financial assistance, and other relevant agency activities that may be implicated by the executive orders, including, but not limited to, financial assistance for foreign aid, nongovernmental organizations, DEI, woke gender ideology, and the green new deal” until such programs could be reviewed and determined to be “consistent with the law and the President’s priorities.” The [memo was rescinded](#) on January 29, though a White House spokesperson said that executive orders on funding reviews issued by President Trump “remain in full force and effect and will be rigorously implemented by all agencies and departments.”

[Court challenges](#) filed by a coalition of nonprofits and small businesses and twenty-two State Attorneys General have resulted in two temporary restraining orders, one of which, [issued on February 3](#), prohibits the, “implementing giving effect to, or reinstating under a different name the directive to halt federal spending broadly.” The NYTimes has published a [list of federal programs under scrutiny](#).

On February 6, the White House issued a [Memorandum for the Heads of Executive Departments and Agencies](#) instructing agencies to “stop funding NGOs that undermine the national interest.” The memo directs the heads of executive departments and agencies to review all funding that agencies provide to NGOs, and align future funding decisions with the interests, goals and priorities of the Administration as expressed in executive actions.

Staffing

Establishing and Implementing the President’s “Department of Government Efficiency”

This January 20 Executive Order transformed the United States Digital Service office into a federal proxy for the Department of Government Efficiency (DOGE), called the United States DOGE Service (USDS), and moved it to the Executive Office of the President. DOGE is a network of people affiliated with Elon Musk and acting at his direction to make the U.S. government operate more efficiently. “DOGE” itself is not a government agency. DOGE’s stated objective is cutting \$1-2 trillion in government spending to reduce waste and inefficiency. This order also establishes a U.S. Digital Service administrator who reports to the White House chief of staff. Although Elon Musk currently leads DOGE, there has been no public announcement on the official USDS administrator. Under the order, each federal agency is to establish a DOGE Team of at least four employees selected by agency leaders in consultation with the USDS Administrator.

Fork in the Road Resignation Offer

A January 28 email sent by the U.S. Office of Personnel Management gave all federal workers, save postal workers, military members, immigration officials and certain national security roles, until 11:59 on February 6 to resign from their posts and retain full pay and benefits through September 30. This followed a presidential memo ordering federal workers to return to federal offices five days a week. On January 29, unions representing U.S. government employees filed a lawsuit aimed at a January 20 [executive order](#) to reclassify up to 50,000 federal workers. Additionally, on January 31, President Trump signed an [executive order](#) that canceled recent union agreements with federal workers. As of February 6, more than 40,000 federal employees are reported to have accepted the offer, and a [federal judge has ordered the deadline be delayed](#) until at least February 10.

Policy Issues

Protecting the American People Against Invasion

This January 20 executive order on immigration enforcement expands the U.S.'s deportation infrastructure and allows for deportation without a court hearing. On January 21, the Administration issued a [directive](#) revoking the Biden Administration's sensitive locations policy that protected churches, schools and hospitals from ICE enforcement. On January 29, an [executive order](#) to bring Guantanamo Bay to full capacity was signed. On February 2, the administration decided to end Temporary Protected Status for more than 300,000 Venezuelans. As of February 2, a [lawsuit filed](#) by nonprofit organizations led to the U.S. Justice Department's reversal of the January 22 "stop work immediately" instructions for critical legal orientation programs for immigrants.

Enforcing the Hyde Amendment and Reinstating the Mexico City Policy

A January 24 executive order enforced the Hyde Amendment, already in place under the Biden Administration, prohibiting the use of federal funding for abortions. The same day, a [memorandum was signed](#) reinstating the Mexico City Policy, an action taken by Republican presidents for the last 40 years, prohibiting the U.S. funding of NGOs that provide or promote abortions.

Withdrawing the United States from the World Health Organization

This January 20 executive order announced the U.S. withdrawal from the WHO. Pursuant to the agreement in place, it will be a year before a withdrawal formally goes into effect. However, on February 2 [it was reported](#) that the U.S. Centers for Disease Control and Prevention (CDC) had received a memo ordering the agency to immediately stop collaborations with WHO until further notice.

Putting America First in International Environmental Agreements

On January 20, an executive order formally announced the U.S. withdrawal from the Paris Agreement and other relevant international climate commitments, effectively ending the country's participation in global climate efforts. The order justified this decision by stating that these agreements "unduly or unfairly burden the United States" and have "the potential to damage or stifle the American economy."

In response, on January 23, [Bloomberg Philanthropies pledged financial support](#) to cover the U.S. contribution to the United Nations Framework Convention on Climate Change (UNFCCC). The organization also reaffirmed its commitment to [America Is All In](#), a coalition of cities, states, businesses, and other climate leaders dedicated to advancing the nation's climate goals despite federal withdrawal, which was formed in response to Trump's first presidency.

Diversity, Equity and Inclusion (DEI)

For more information, see [State of Play: DEI & The Private Sector](#).

Ending Illegal Discrimination and Restoring Merit-Based Opportunity

This January 21 executive order specifically includes [large non-profit corporations or associations](#), foundations with assets of 500 million dollars or more and institutions of higher education with endowments over 1 billion dollars.

The order instructed the Attorney General and heads of agencies to submit a report to the Assistant to the President for Domestic Policy containing recommendations for enforcing Federal civil-rights laws and taking “other appropriate measures” to encourage the private sector to end “illegal discrimination and preferences, including DEI.”

The office of the U.S. Attorney General issued a [memo](#) on February 5 stating that the Department of Justice's Civil Rights Division will investigate, eliminate, and penalize illegal DEI and DEIA preferences, mandates, policies, programs, and activities in the private sector and in educational institutions that receive federal funds. This memo represents the first clarification on how the government may be seeking to define “illegal DEI and DEIA preferences” as it references “programs, initiatives, or policies that discriminate, exclude, or divide individuals based on race or sex.” The DOJ’s actions “do not prohibit educational, cultural, or historical observances—such as Black History Month, International Holocaust Remembrance Day, or similar events—that celebrate diversity, recognize historical contributions, and promote awareness without engaging in exclusion or discrimination.”

Ending Radical And Wasteful Government DEI Programs And Preferencing

This January 20 executive order called for the termination of all DEI programs within the federal government. It directed agencies to dismantle DEI offices, place related employees on administrative leave, and cease funding for all related initiatives. The order covers all DEI, DEIA and Environmental Justice offices and positions, equity action plans, equity-related grants or contracts and all DEI or DEIA performance requirements for federal employees, contractors or grantees.

Defending Women from Gender Ideology Extremism and Restoring Biological Truth to the Federal Government

This January 20 executive order communicated that the federal government is adopting a policy that states “sexes are not changeable, and they are grounded in fundamental and incontrovertible reality.” The federal government will also shift from using the term “gender” to “sex,” and that sex is “an individual’s immutable biological classification.”

Public Response from Foundations and Nonprofits

The following quotes capture the range of reactions from across the sector, as well as actions being taken.

Reevaluating and Realigning United States Foreign Aid

Melinda French Gates, Pivotal Ventures Founder and Gates Foundation Co-founder | “I’m thinking... about the dangerous ripple effects this will cause. In an increasingly interconnected world, we’re all better off when lifesaving medicines are developed and delivered, when disease outbreaks are halted, and when nations lift themselves out of poverty. Strong leaders throughout history have understood that foreign aid builds a healthier, safer, more prosperous world—and that’s a goal everyone should be able to get behind.”

Mark Suzman, Gates Foundation CEO | “U.S. international assistance saves lives and strengthens America by stopping the spread of infectious diseases like Polio and Ebola before they reach our borders, preventing children from starvation, and keeping millions healthy by providing access to HIV treatments. As a critical first responder, U.S. assistance delivers food, water, and medicine during humanitarian crises. No matter where these vital health and development programs are housed, it is essential that the Administration have a plan to ensure that this work to protect the world’s most vulnerable, and to preserve America’s health and security, is not compromised.”

Annie Feighery, mWater CEO | “We were told to lay off all of our staff. The USAID stop-work order has taken out 80% of the company’s budget. If we’re allowed in May to go back to work, we will have to do the work in May and get paid in June...It’s horrific to imagine any company going two quarters without their funding.”

John Oldfield, Accelerate Global Chief Executive | “The sick are getting poorer and the poor getting sicker. People are losing their jobs. People are losing their livelihoods. This is happening right now, even within the first 48 or 72 hours after these decisions by the White House.”

Former USAID official (identity undisclosed) who runs aid organizations to support child nutrition clinics in impoverished countries | “We had to make a decision: Do we close those centers? Or do we keep them open at the risk of being in violation of our suspension notice or stop-work order? The organization believes, but is not sure, the clinics fall under the [life-saving humanitarian assistance] heading.”

Yuriy Boyechko, Hope for Ukraine Founder | “What made America great and what makes America great is generosity. And this is not a good move for America, and this is not a good move for humanity as a whole.”

Beth Schlachter, MSI Reproductive Choices Senior Director of U.S. External Relations | “No amount of philanthropic funding can make up for the loss or pause of U.S. funds, meaning large donors are facing very difficult choices. Given the breadth of what’s just happened in the last week, it’s not as if other donors are only looking at gaps in reproductive health services now. They’re looking across the range of their development concerns.”

Rajiv Shah, President at The Rockefeller Foundation | “American humanitarian and development assistance, primarily delivered by the U.S. Agency for International Development working together with U.S. military service members and diplomats, has been essential to America’s national security for decades... Today, more than ever, the world needs individuals and institutions working toward shared prosperity and security. The Rockefeller Foundation is dedicated to doing our part, and we will continue to work with anyone committed to the same.”

Federal Funding Freeze

Diane Yentel, National Council of Nonprofits CEO | “This reckless action by the administration would be catastrophic for nonprofit organizations and the people and communities they serve... This order must be halted immediately before such avoidable harm is done.”

Georges C. Benjamin, Executive Director of the American Public Health Association | “By pausing these vital funds, which were approved by Congress, this decision threatens to stall essential public health and prevention programs and research. Halting these funds stymies progress and is a matter of life and death.”

Richard Trent, Main Street Alliance Executive Director | “The administration’s decision to freeze all federal funding could be catastrophic. Federal funding serves as the backbone of many community programs and initiatives that small businesses rely on to thrive.”

Michael Adams, SAGE CEO | “Blocking federal grants and loans would devastate the lives of older Americans — including LGBTQ+ elders who already face unique challenges. These individuals are more vulnerable to health issues, disabilities, and social isolation and often struggle to access the care and services they need. This reckless decision puts entire communities at risk. We must work together now to protect our older neighbors, friends, and loved ones before it’s too late.”

Skye Perryman, President and CEO of Democracy Forward | “The actions taken yesterday are a callous disregard for the rule of law and a drastic abuse of power that will harm millions of Americans across the country... We are honored to represent diverse sectors in urging the court to block this lawless attempt to harm everyday Americans in service of a political goal. It’s past time to put people over politics and we will continue to be in court on behalf of the American people.”

The National Science Foundation | “All NSF grantees must comply with these executive orders, and any other relevant executive orders issued, by ceasing all non-compliant grant and award activities.”

Withdrawing the United States from the World Health Organization

Avril Benoît, Doctors Without Borders CEO | “President Trump’s decision to withdraw from the WHO could have life-threatening consequences for people in the humanitarian contexts where we work as well as in the U.S.... Instead of playing politics with public health, the U.S. should be strengthening its leadership on global health matters and working to ensure a safer, healthier future.”

Putting America First in International Environmental Agreements

Michael R. Bloomberg, Bloomberg Philanthropies Founder | “From 2017 to 2020, during a period of federal inaction, cities, states, businesses, and the public rose to the challenge to uphold our nation’s commitments—and now, we are ready to do it again... Now, philanthropy’s role in driving local, state, and private sector action is more crucial than ever—and we’re committed to leading the way.”

- Bloomberg Philanthropies has committed to paying the U.S. contribution to the UNFCCC. The U.S. paid \$15 million between 2017 and 2020 and \$7.5 million in 2024 ([Bloomberg Philanthropies to fund U.S.'s Paris climate agreement obligations](#)).

Elizabeth Yee, The Rockefeller Foundation Executive Vice President | “At a time when climate change is impacting every community and country, the U.S. decision to withdraw from the Paris Agreement is disheartening. Amid global and domestic political changes, The Rockefeller Foundation remains committed to expanding access to opportunity — including by scaling advances that save lives, support jobs, strengthen communities, and serve the planet.”

DEI-Related Executive Orders

Ashleigh Gardere, PolicyLink President | “We at PolicyLink are owning our right to make this country better. And we look forward to working with all those who believe in our power to build a nation that nurtures the strength of our differences and safeguards the dignity and wellbeing of every person. A nation that at last loves, honors, and nourishes all... No matter what, we will continue our generational work to found a nation that works for all.”

Phil Buchanan, The Center for Effective Philanthropy President | “I hope that private foundations with a commitment to DEI, in particular, will stand strong; after all, they enjoy freedoms – including a freedom from the pressures of fundraising – that other nonprofits don’t.”

Dr. Richard Besser, Robert Wood Johnson Foundation President | “RWJF will continue to defend and advance fundamental American values of diversity, equity, and inclusion with the urgency this moment requires.”

Michelle Amante, Partnership for Public Service Senior Vice President | “Partnership for Public Service remains committed to working with federal leaders and agencies to create an environment where their employees feel respected and included... Making our federal workforce more diverse, equitable and inclusive is essential to a better government and, ultimately, a stronger democracy.”

La June Montgomery Tabron, W.K. Kellogg Foundation CEO | “I think it is calling for this more than ever. When I think about the attacks on DEI, I attribute the attacks to a lack of understanding, a lack of shared purpose and an empathy gap.”

Marcus F. Walton, Grantmakers For Effective Organizations President and CEO | “Together, it is possible to remain steadfast and strategic in our efforts. GEO believes in the potential of our roles as grantmakers to elevate the stories of our diverse and powerful communities, to acknowledge the opportunities and barriers to progress within prevailing conditions, and to make visible the changes we seek to cultivate, together.”

The American Civil Liberties Union | “The ACLU continues to stand firm against these actions. DEIA expands opportunity in our nation by improving education, helping businesses grow, and giving all communities a chance to thrive and succeed.”

Mae Hong, Rockefeller Philanthropy Vice President | “The attacks on DEI efforts are, however, having a chilling effect on some funders. Some foundations already have removed language about commitments or programs related to racial equity from their website and applications.”

Ford Foundation | “Diversity, equity, and inclusion (DEI) are core to our mission and to who we are as a foundation.”

Additional Commentary



Agenda360

Timely Analysis of
Critical Events & Policies

Dom Kelly, New Disabled South Founder, President & CEO | “Dear Philanthropy, I am begging you. BEGGING you. Fund our movements. Fund our movements with unrestricted dollars. Multi-year general operating support. Fund our c3s and c4s. Let those of us on the frontlines, in this most critical moment for our collective futures, do the good work that needs to be done.”

Additional Resources

- [Chart of Executive Orders | National Council of Nonprofits](#)
- [Standing Strong for DEI | Center for Effective Philanthropy](#)
- [Ways Philanthropic Foundations Can Respond to Costly Attacks On DEI | Forbes](#)
- [Steps to Rethink Fundraising After Trump’s Spending Freeze | The Chronicle of Philanthropy](#)