



## Listening & Feedback: A Funder Action Menu

Fund for Shared Insight believes that foundations and nonprofits are more impactful and effective when they regularly and deeply listen to the people and communities most affected by the systems and structures philanthropy is seeking to change. Our funder collaborative is committed to the kind of listening and learning that values lived experience and advances equity. And we believe that engaging and partnering with individuals and communities can lead to lasting, meaningful change, improving lives in ways people define for themselves.

We've created this menu as a resource to help foundations think systematically about how to promote listening, feedback, and participation across the many dimensions of their work. Examples are drawn from inside and outside our network of funders and draw heavily from a report we recommend you read: "[Bridging the Gap: A Review of Foundation Listening Practices](#)," by the consulting firm Ekouté. We also encourage further exploration of resources that advance listening, including our [three-step toolkit](#) designed for funder collaboratives.

As you peruse this menu, please consider how your own funding practices, operations, and demonstrated values either support or create barriers to listening and participation. It's also critical to consider whether you are willing and able to make changes in response to the feedback you gather, improving your own practices in service of equity. To promote learning and buy-in around these ideas, it might be useful to start with learning sessions with staff to introduce and share examples of the range of listening practices from both inside and outside your foundation.

Here are some we've collected so far. Please submit your ideas so we can continue to grow this menu together:

### FUNDER ACTION MENU



Talk about feedback in the application and reporting processes



Use listening and feedback to inform strategy development



Convene nonprofits and funders to listen and learn together



Use listening and feedback to inform measurement, learning, and evaluation



Make capacity-building grants to improve nonprofit feedback practice



Listen directly to people and communities



Use listening and feedback to inform grantmaking



Incorporate listening into other areas of foundation operations



## Talk about feedback in the application and reporting processes

We encourage funders to ask about organizations' feedback practices because it sends the message that philanthropy cares about feedback and that listening to people and communities is an expectation. We also recognize the power dynamics inherent in relationships between funders and nonprofits, so we encourage you to approach organizations' responses with understanding. Grantees, for example, may be taken off guard if they perceive a question about feedback as unrelated to the program or project you're funding. Or they may cite capacity constraints that hinder their feedback collection or ability to make changes in response. Make sure you are asking in the spirit of partnership and with serious intentions to use what you learn to change your own practices.

### On the grant application, ask grantees how they collect and use client feedback

A sample of questions:

- Can you explain how the population you serve is involved in the work of your organization, and/or how client feedback is collected and incorporated? (**The Morris & Gwendolyn Cafritz Foundation**)
- Please describe how voices of historically excluded groups and/or individuals with lived experience are sought out and reflected in program decision making. (**Conrad N. Hilton Foundation**)
- To what extent does your organization listen to and obtain feedback from those you serve? How is this feedback used to inform delivery of programming and services (including your advocacy agenda, if applicable)? To what extent do you let those who provided feedback know how their input was used? (**The James Irvine Foundation**)
- How do you solicit feedback from your participants? Do you have a system in place to make changes to your program(s) based on the feedback received? (**Moses Taylor Foundation**)
- How do you incorporate feedback from those impacted by this project? (i.e. How do you listen to the voices of those you impact? How do you engage with the people you seek to serve, help or impact?) (**The JPB Foundation**)
- How do you listen and learn from your program participants and obtain actionable information? Please provide an example of an improvement made to your program based on capturing the voice of your participants. (**United Way of Greater St. Louis**)
- How is your approach informed by evidence and the voices of those you're serving? How is it informed by evidence? (**Younger Family Fund**)

### **Include questions in your site visits about how the nonprofit listens to people and communities**

If your application includes questions about listening and feedback, site visits can offer an opportunity to ask follow-up questions and learn more. For example, you might ask grantees how they close the loop, or what specific changes they have made in response to client or community feedback. And if your application doesn't include a question about feedback, the site visit offers an opportunity to introduce the topic.

- During a site visit to a nonprofit that had applied for a grant to pay for security upgrades at its facility, the **Plough Foundation** suggested the nonprofit conduct informal surveys among staff, volunteers, and clients before and after the upgrades to inform plans for changes and then gauge how they were received.

### **Include in your grant reporting requirements questions about feedback and listening**

The same questions that can be incorporated into applications and site visits can also be used in final reports. We do not yet have examples of final report questions, but we are particularly interested in finding such examples, especially where funders have used what they learn to inform future grantmaking strategy (see below).



## **Convene nonprofits and funders to listen and learn together**

A collaborative effort ourselves, Shared Insight believes that building the culture and practice of feedback in the social sector is a learning journey best done along with our fellow funders, grantees, and the people at the heart of our work. As in any field, sharing information, best practices, benchmarks, and inspiration is a productive way to move forward together.

For grantmakers with smaller budgets and staff, collaboration and convening can be an accessible way to learn more about feedback and listening while also creating opportunities for grantees to learn from each other. Examples of different approaches include:

### **Collaborate with other funders to learn about listening and feedback**

- Ongoing: **NEPA Funders Collaborative**, a consortium of grantmakers in Northeastern Pennsylvania, co-funds a number of nonprofits participating in the Listen4Good feedback initiative. The consortium — spearheaded by the Moses Taylor Foundation — came together with the explicit goal of creating a learning community of funders and nonprofits in the region participating in efforts to collect and use client feedback.
- Ad hoc: Four pairs of grantmakers from around the country have partnered in recent years to co-fund nonprofits participating in Listen4Good. They are: **San Juan United Way** and

**Merrion Foundation; Endowment for Health and New Hampshire Charitable Foundation; Mary Black Foundation and The Spartanburg County Foundation; and Rockwell Fund and The Simmons Foundation.**

### Convene funders and nonprofits that are implementing high-quality client feedback loops

- Every quarter, **NEPA Funders Collaborative** convenes area funders and nonprofits participating in Listen4Good to share their progress and learnings around their feedback and listening efforts.
- Boston-based **Barr Foundation** and **The Boston Foundation** hosted a one-day New England Listen4Good Gathering in partnership with Philanthropy Massachusetts to connect, learn, and build momentum for funders and nonprofits in the area implementing high-quality feedback loops.
- **Mary Black Foundation, Episcopal Health Foundation, The James Irvine Foundation, Edna McConnell Clark Foundation, and Virginia Piper Charitable Trust** are among other funders that have hosted one-time convenings of their foundation staff and funded nonprofits working on client feedback efforts.

### Convene grantees already focused on voice and agency to build community and share strategies

- **The William and Flora Hewlett Foundation's** education grantmaking team invited nonprofit partners that are part of its portfolio on student, family, and community voice to a virtual convening co-designed and led by the grantees themselves. Organizations led sessions on culturally relevant social and emotional learning; strategies to build trust with and uplift voices of students, parents, and communities; and federal funding opportunities. The result, Hewlett reports, was a day of movement, community building, and co-created learning for the foundation and its partners.



## Make capacity-building grants to improve nonprofit feedback practice

One of Shared Insight's core goals is to provide widespread access to tools and resources that increase the capacity among organizations to systematically listen to and respond to their clients. Through our signature feedback initiative, Listen4Good (L4G), funders can support grantee efforts—and explore how listening can inform their own grantmaking work. More than XXX funders are partnering with and sponsoring grantees' participation in L4G's programs, and many are providing additional capacity-building funds, as needed. We invite funders to learn more about joining L4G's community of philanthropy and social sector actors committed to advancing feedback. Here's another way to offer capacity-building support:

### Put aside a pool of funds that nonprofits can access as they make changes in response to client feedback

- When **NEPA Funders Collaborative** organized in 2019, it set the goal of raising \$75,000 from its members to support five nonprofits to participate in Listen4Good's co-funded grant program. When \$90,000 was collected, the group set aside the additional money for mini-grants to help pay for changes the nonprofits might implement in response to client feedback.



### Use listening and feedback to inform grantmaking

When funders think about feedback and listening, they typically focus on gaining insights from their grantees, often about their performance and relationship with the organizations. While this is a critical practice to help funders improve their work, it is only a part of the story. Shared Insight believes that funders can and should use the insights they gain through their grantees' listening efforts and shared learnings to make better informed, more effective, and more equitable grantmaking decisions.

- After one of its grantees collected feedback that included concerns about clients' interactions with staff supervisors, **REDF** created a new funding opportunity for the organization to improve its staff training. Then, seeing similar issues at other youth-serving nonprofits, the funder created a new grant program to pay for different approaches to behavioral-health interventions at six nonprofits.
- Based in part on learnings from its participation in Listen4Good, when it sponsored nine grantees building feedback loops with clients, **The Boston Foundation** itself made some changes, creating a staff position to focus on participatory grantmaking practices, including a new grant program designed to be informed by community voice.



### Use listening and feedback to inform strategy development

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- **Community Foundation for Greater Buffalo** undergoes a strategic refresh every five years, conducting a listening tour in order to re-examine its community goals. In one such effort, the foundation worked with community-based partners to engage community leaders, nonprofits, and residents through interviews, focus groups, and surveys. One result: instead of continuing with plans to invest in transportation and childcare, the foundation pivoted to focusing on systems change within education and workforce training programs to address the root causes of the challenges residents from low-income households said they were facing.<sup>1</sup>
- The **William and Flora Hewlett Foundation** considers itself an experienced donor in the field of family planning, yet when its Gender Equity and Governance Program was refreshing its strategic plan, the foundation turned to design thinking, a way of problem solving by deciphering what people really want through watching and listening. Hewlett brokered a partnership between IDEO.org and Marie Stopes International to engage adolescent girls in Zambia in project design. The result was a new approach that better connected with teenagers around issues of reproductive health.
- **The Rockefeller Foundation** collects feedback data through the Lean Data approach of 60 Decibels from clients served by grantees in two program areas. In one instance, in Africa, the foundation deployed a micro-survey (using Interactive Voice Response) to hear directly from farmers, instead of relying only on self-reported data from grantees. After the survey found that farmers were not actually receiving services, Rockefeller was able to quickly intervene, changing its partnership strategy to address the issue.<sup>2</sup>
- Rather than defining its grantmaking by issue areas or developing its own initiatives, the **Perrin Family Foundation** focuses on supporting youth organizing. This approach gives community groups and young people the power to define their own priorities, focus, and strategies, creating opportunity and space for youth-led social change.



*Photo credit, IDEO.org*



## **Use listening and feedback to inform measurement, learning, and evaluation**

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- **Omidyar Network** also worked with Lean Data to collect feedback — through phone interviews and online surveys — from 4,800 clients involved with 24 organizations in Omidyar’s education portfolio around the world. Among other findings, the data showed that clients of ed-tech organizations were most concerned with the depth and variety of content and the user experience, whereas clients of early-education organizations wanted wider choices in content and were most focused on the quality of the content. Omidyar shared these insights with other players in the sector and used them to advise their investees and guide their own future investments.<sup>3</sup>
- After participating in Listen4Good, **REDF** incorporated some of the Listen4Good survey questions into a multi-year study conducted by an outside research group evaluating the effectiveness of REDF’s job-preparation interventions. REDF also followed up by seeking additional feedback from employees at the social-enterprise businesses it supports.



## **Listen directly to people and communities**

Shared Insight encourages funders to promote and support their grantees’ efforts to collect client feedback and regularly seek those results and learnings. We also see enormous value in funders themselves listening directly to people and communities, building respectful and inclusive relationships that can shift power and lead to more equitable outcomes.

### **“Get proximate to people”**

- Inspired by Bryan Stevenson, the lawyer, social-justice activist, and author who popularized the phrase “get proximate,” staff members at the **Silicon Valley Venture Fund** (SV2) have participated in community-led walking tours and discussions, shared a meal and conversation with residents in a transitional facility, and participated in a virtual reality experience meant to dramatize the challenges that foster children face.
- Since 2019, the **Satterberg Foundation** (later joined by other partners) has convened an annual Seattle Equity Summit, which brings together more than 400 BIPOC community members, along with white allies and partners, to listen to each other, share social justice and political strategies, and network. The summit includes representatives from business, government, and nonprofits, along with community members. The organizers record actionable items and report progress back to the group.

### **Conduct community listening sessions**

- When **The James Irvine Foundation** changed its focus to supporting low-income workers in California, it partnered with community organizations to hold listening sessions, reaching 400 residents (in 10 languages) across the state. The purpose of these sessions, attended by a mix of foundation board members, leaders, and staff from different departments, even IT, was to better understand individuals’ hopes, fears, challenges, and dreams. Foundation staff

members described being indelibly changed by the events, saying they helped to ground Irvine's work.<sup>4</sup>

- As the **San Francisco Foundation** was incorporating racial and economic equity into its core principles and goals, it hosted seven VOICE sessions across five Bay Area counties. The VOICE sessions focused on the "daily struggles, challenges, inspirations, and wins" of residents and what role the foundation could play in the community.<sup>5</sup>
- The **Bill & Melinda Gates Foundation's** Pacific Northwest Initiative team used an in-depth listening tour to inform its funding strategy focused on Native American communities in Washington and Oregon. Consulting with community members, one program officer said, "I'm not Native, who am I to say, and how am I going to decide [what to invest in]?"<sup>6</sup>
- The **William and Flora Hewlett Foundation's** Performing Arts Program helped coordinate six listening circles to better understand the perspectives of artists, cultural workers, and creative entrepreneurs around the Bay Area, in California, who have been underserved by arts grantmaking. The foundation reported back to the participants that it learned about valued cultural and artistic practices, and would reflect on those and how they can be recognized and supported as it refreshed its arts-program strategy.



*Photo credit, Bill & Melinda Gates Foundation*

### Commission community research

- To follow up on themes heard in its community listening sessions with low-income workers in California, **The James Irvine Foundation** commissioned a survey of more than 3,300 residents to gain insights into the unique experiences of different demographic groups (e.g., by region, age, race/ethnicity). Learnings from the listening sessions and survey were useful, but Irvine realized that the survey's sample of Asian-Americans and Pacific Islanders had painted dozens of nationalities and ethnicities as a monolithic group. To be able to see the unique challenges that exist among different groups, Irvine followed up with another survey, this time including 2,600 Californians from nine distinct AAPI ethnic groups.
- Through its program, Listening to Mothers in California, the **California Health Care Foundation** gathered perspectives from roughly 2,500 people who responded to a survey focusing on the experiences, outcomes, and views of childbearing women. The foundation aimed to hear especially from under-represented groups, such as by offering the survey in both English and Spanish and by oversampling Black women.<sup>7</sup>
- The **William and Flora Hewlett Foundation** funds large-scale polls that, like community research, are intended to enhance the foundation's and the broader field's understanding of the people, communities, and environments where they operate. Hewlett sponsors Colorado



College's Conservation in the West poll, an annual survey of voters across eight western states about their opinions on conservation issues. It also funds the Ghana Center for Democratic Development's work on the Afro-Barometer, a continent-wide survey of public attitudes on democracy and governance.

- Building upon an initial wave of research that researchers, partners and community advisors felt wasn't capturing the full story about how Black and African American respondents were participating in culture and creativity, the **Barr Foundation** and **Wallace Foundation** supported a qualitative phase of research ("Black Perspectives on Creativity, Trustworthiness, Welcome and Well-Being: A Qualitative Study"). The advisors, researchers, and funders saw this qualitative research as an opportunity to expand on what was learned in the first wave of research, as well as to determine how they might improve the subsequent "Wave 2" research to better reflect Black and African American experiences.

## Share power

Sharing power can take a variety of forms, including participatory grantmaking, which describes a range of practices and models in which people and communities affected by an issue become part of the grantmaking decision process. There are many resources for funders on this topic, including from GrantCraft and the National Center for Family Philanthropy. Here are some ways funders have put ideas into action:

- The **David & Lucile Packard Foundation** has been practicing participatory grantmaking for decades in Pueblo, Colorado, where David Packard was born and grew up. After five years of making grants in the region, in 1977, the foundation established an advisory committee of community members to steer decisions. The committee still meets three times a year to review grant proposals, conduct site visits, and basically do the job of a program officer. The committee's work is now codified through a charter, members have term limits, and it is supported by a foundation staff member, an endowed position since 2018.
- The **Brooklyn Community Foundation** has transitioned all its strategic grantmaking (more than \$4 million a year) to be conducted in partnership with community members. It employs a participatory model, including through its youth fellowship program where young people run their own grant program, reviewing proposals, conducting site visits, and making recommendations. Through its Brooklyn Elders Fund, the foundation distributes money by incorporating the advice of a rotating group of older residents who work alongside program staff to inform grantmaking and advocacy efforts. And foundation staff work with an advisory council of residents personally impacted by substance misuse or who have worked with impacted communities to determine how money from a Wellness and Recovery Fund should be distributed.



Photo credit, Brooklyn Community Foundation

During ongoing listening tours in Brooklyn neighborhoods, the foundation actively recruits participants for its advisory councils (members are compensated) so that, as the president Jocelyne Rainey writes: “[W]e have a continuous and powerful pipeline of community informants who can become community decision makers at their community foundation.”

- **YouthBank International** has more than 200 chapters in 32 countries. Each of its locally based programs is entirely led by youth peers who make grants using a collaborative process. They conduct community needs assessments and engage in a consensus-driven model facilitated by an adult leader – often from a donor foundation or local NGO.<sup>8</sup>
- The **Annie E. Casey Foundation** runs a fellowship program for young people who are paid to design programs and advise on grants for the foundation’s youth-engagement work. Casey has also included young adults in internal RFP processes.
- As with other GreenLight Funds across the country, **GreenLight Fund Boston** relies on local GreenLight Selection Advisory Councils made up of for-profit and nonprofit leaders, philanthropists, social entrepreneurs, and academics, who act as expert partners and sounding boards to help decide which community-based organizations receive funding. In Boston, GreenLight’s model also includes a separate council of family partners who engage in a parallel process to the Advisory Council, sharing their opinions on what kinds of services they would use and how nonprofit programs impact their communities. Ultimately, the family partners join the Advisory Council to vote on what organization to support.



## Incorporate listening into other areas of foundation operations

While much of our work in the feedback field has been focused around grantmaking practices, we recognize the importance of infusing listening throughout foundations. Here are some ways funders are listening in other areas of their work, internally and externally:

### Meetings: Hold board meetings or other convenings in community settings

- The U.S. Partnership on Mobility from Poverty, an initiative of the **Bill & Melinda Gates Foundation**, held its capstone event at THEARC, a multi-tenant nonprofit community center located in and serving one of Washington, D.C.’s most impoverished neighborhoods.
- The **Durfee Foundation** held a board meeting at A Place Called Home, a nonprofit youth agency in Los Angeles run by an alum of the foundation’s sabbatical program, which recognizes and rewards accomplished nonprofit leaders. The meeting included a tour of the organization, meeting staff and community members, and a singing exercise with a Durfee grantee, Urban Voices Project.

### Staffing: Hire interns, employees, and consultants who have relevant lived experience

- The **Ford Foundation** created a professional development program for graduates of the Bard Prison Initiative, a program Ford had long supported that gives incarcerated people an opportunity to earn a degree from Bard College while serving their sentences. Participants spend a paid year exploring career paths at the foundation and getting other supports, such as opportunities for networking and building technical skills.
- For a landscape scan of a potential new grantmaking area, the **Conrad N. Hilton Foundation**, hired a consultant who had lived experience in the foster care and juvenile justice systems. And in its initiative on homelessness, a consulting group contracted through a sub-grant includes a person who has experienced homelessness and is engaging a steering committee of stakeholders, in which half the participants have experienced homelessness.
- The **Conrad N. Hilton Foundation** has piloted an internship program for young people who have experience in the foster care system, and it is developing a fellowship program to provide leadership and professional development opportunities for people with lived expertise in other issues areas where the foundation works.
- The **Community Foundation for Greater Buffalo** says it is “very committed to ensuring we have people with lived experience at the decision-making table...If we are working on re-entry, we want people who have experienced re-entry at the table leading the effort.” As new initiatives are developing, the funder says that natural leaders emerge from the community who are then invited to lead, monitor, and oversee the implementation of programming.<sup>9</sup>
- When the **Community Foundation of Greater Flint** was looking for a new CEO in 2017, its retiring head knew the funder, as she told The Chronicle of Philanthropy, “needed to involve community members who before had not been involved in our grantmaking decisions.” The board selected as the new CEO Isaiah Oliver, who had joined the foundation as a vice president three years earlier and had stood out for his leadership style, which included listening, consensus-building, and connecting with the people and communities the foundation serves. Oliver is the first Flint native to hold the post, telling The Chronicle of Philanthropy that he grew up poor not far from a church-housed community outreach center that the community foundation supports.

### Governance: Bring people with relevant lived experience onto your board and/or advisory boards

- The **Blagrove Trust**, a UK-based foundation supporting young people experiencing disadvantage, now has a predominately youth-led executive board. Having more youth involvement has informed, among other things, a shift in the trust’s policy analysis to new areas that are of particular interest to young people, such as climate change.<sup>10</sup>

- **The California Endowment** engages young people living in California to serve on its President's Youth Council, intended to center youth voices and help shape the foundation's investments and culture. During three-year terms, council members provide community perspective and also get leadership, professional-development, and networking opportunities.
- To include young people in its decision-making processes, the **Global Fund for Children** works with an active Youth Leadership Council composed of seven youth leaders between the ages of 18-29, representing different facets of the social sector around the world. The council's chair was once a participant in a grantee partner's programming, and now sits on both the foundation's board and grantmaking committee. Council members are considered "vital sources" when the foundation is designing strategies, programs, or selecting new community-based grantee partners.
- Through a community-based research process that tapped the wisdom of local movement leaders and grantee partners, the **Tzedek Social Justice Fund** recognized that it needed board members with direct experience doing the kind of work that Tzedek funds. Founder and donor Amy Mandel stepped down from the board, and Tzedek is now governed by an eight-member board of community leaders, seven of whom are people of color.
- The **Samuel S. Fels Fund** committed to recruiting board members more representative of its Philadelphia community, evolving its board over a three-year period to be 75 percent BIPOC, with more than a third of members born outside the United States. Fels also adopted a set of values that include: Trust that those most directly harmed by injustice are in the best position to know what is needed to address harms and to build well-being.
- As part of a 2022 strategic plan that included a commitment to sharing power with grantees and the community, **Silicon Valley Social Venture Fund (SV2)** appointed three nonprofit leaders to its governing board that had always been comprised only of donors who fund the organization. SV2 is also including for the first time community leaders on the panels making the grants recommendations that go to the board for final determination. And an initiative that will represent SV2's largest-ever funding commitment will be identified and approved by a committee with an equal number of fully voting members representing donors, staff, and the community.
- **Silicon Valley Community Foundation (SVCF)** created a Community Advisory Council of 24 local leaders of color to advise the community foundation on grantmaking strategies, identify emerging leaders, and provide frank feedback on whether the funder is authentically there for the community and following its lead. The group, which had a hand in SVCF's latest strategic plan, convenes four times a year following agendas members set and carry out. "We went from a transactional listening practice — where we asked members to come to our meetings and tell us what they think we should do — to relational practices where conversation is dynamic, fluid, and not predetermined, and where learning is made within the engagement," says Mauricio Palma, SVCF's director of community building.
- Amid the racial reckoning of 2020, the **Libra Foundation** joined with 11 philanthropy partners to launch the Democracy Frontlines Fund (DFF). With now 15 participating funders

and \$45-million in pooled funds thus far, DFF has committed to “listening to the will and self-determined priorities of Black communities, supporting them, and getting out of the way.” Grantees are selected not by the funders, but by DFF’s Brain Trust of seven Black women and women of color who together have decades of expertise in funding frontline social-justice organizers. The group identifies and vets Black-led regrants and national organizations working for systems change, which are then confirmed as grantees after additional due diligence by a special DFF team at Libra.

- As part of an emergent approach that includes leaning into values around supporting individuals and community empowerment, in 2021, the **Elmina B. Sewall Foundation** held its first open call for board members. Six new people joined the board in this bid to attract more diversity and broader community representation.

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*Please consider this [Funder Action Menu](#) a work in progress. We know there are many more examples of how funders are listening to and learning from people and communities most impacted by their decisions. We hope that we’ll hear from you, so we can continue to build this resource and other sources of knowledge and inspiration that move us toward a more inclusive philanthropy rooted in the lived expertise of those at the heart of our work.*

<sup>1</sup> Valerie Threlfall and Rebecca Klein. *Bridging the Gap: A Review of Foundation Listening Practices*. October 2019. Pg. 29

<sup>2</sup> Ibid. Pg. 31

<sup>3</sup> Ibid. Pg. 32

<sup>4</sup> Ibid. Pg. 19

<sup>5</sup> Ibid. Pg. 20

<sup>6</sup> Ibid. Pg. 19

<sup>7</sup> Ibid. Pg. 15

<sup>8</sup> Grantcraft. *Deciding Together*. [http://grantcraft.org/wp-content/uploads/sites/2/2018/12/DecidingTogether\\_Final\\_20181002.pdf](http://grantcraft.org/wp-content/uploads/sites/2/2018/12/DecidingTogether_Final_20181002.pdf). Pg. 37.

<sup>9</sup> Valerie Threlfall and Rebecca Klein. *Bridging the Gap: A Review of Foundation Listening Practices*. October 2019. Pg. 34

<sup>10</sup> Ibid. pg. 33.