Defining Tides’ Impact

At the beginning of 2021, I came to Tides as CEO with a humble heart and a clear vision to reimagine how we define impact moving forward. I’m grateful to be leading an organization with strong roots and a rich history that positions us well to address the many critical threats to justice we see when we look out across our nation.

Throughout our history at Tides, we have been stalwart supporters of progressive social justice movements. Amidst the recent antiracist uprising that came as an overdue response to longstanding inequities, we have observed that no deep-seated social challenges can be resolved in one year’s work; sustaining purposeful and impactful investments — financial and otherwise — over time is the only way we’ll see tangible results.

It is within this context that we took this year, our 45th as an organization, to build on our strengths while also looking to the future, beginning the work to pivot our organization in a way that best serves our partners and the demands of our time.

Our transformation included a newly formed executive leadership team and new board members, as Tides embraces a heightened sense of justice, equity, diversity, and inclusion that reflects the communities we serve. Together, we spent much of the year listening to the needs of our staff. We heard clearly that the remarkable growth we have seen in the recent past demands tighter, smoother, more responsive systems that deliver the impact we aspire to in the present and prepares us for the future. We are forming new competencies and building operational excellence into our organizational DNA.

Tides also completed a rigorous and engaging strategic planning process with fellow Tidesters, board members, partners, and the broader Tides community to clarify our purpose and set a direction that meets the urgency with which we must act. We hear the call to be more clear, specific, and vocal about our commitment to shift power in the direction of those most proximate to the problems. We will strive to center BIPOC-led and BIPOC-serving initiatives as a defining characteristic of our work. This clear focus provides us the opportunity to shape a portfolio that is more diverse and representative of the people and organizations doing deep work in and with their own communities.

As we consider the future of our work, we are asking ourselves how we best measure and understand our impact, and what true accountability looks like — for Tides and for our partners. We’re committed to doing our part to shift the balance of power and effect long-lasting change that creates shared prosperity and social justice for all.

Janiece Evans-Page
Tides CEO
Renewing Our Commitment

With a new CEO and executive team on board, Tides spent 2021 renewing our commitment to social justice by embarking on a rigorous assessment to determine our future direction and achieve our desired impact. Janiece Evans-Page stepped in during a time of tremendous uncertainty and demonstrated remarkable ingenuity in leading us to the conclusion that shifting the balance of power is how we will realize Tides’ vision.

During strategic planning, Janiece and her new executive team carefully crafted a process that intentionally included input from a wide range of stakeholders including all staff, board members, partners, and social justice thought leaders. The executive team’s fresh eyes and depth of expertise — along with the intention with which they approached the process — supported the board’s engagement in meaningful and generative conversation. Ultimately, the process led Tides to a clear plan of action to deliver on our commitment to support and amplify the work of proximate leaders and organizations.

All of us at Tides are here because of our desire to help make right the inconceivable social justice wrongs of the world, and during this past year, we crystallized our direction to spur the change we wish to see.

I’m proud of what Tides accomplished in 2021. I am also increasingly excited about the transformational work that lies ahead and deeply inspired by Tides’ expert and laser-focused leadership, particularly through virtual, remote engagement.

As board chair, I feel not only a tremendous responsibility but also an absolute conviction that what Tides does, who Tides is, and what Tides touches — at this time and with this clarity of purpose and direction — will have impact in ways and at levels that we haven’t yet imagined. I look forward to a future where Tides is powering ever greater advances in equity, rights, and justice around the world.

Roslyn Dawson Thompson
Tides Board Chair
Shifting the Balance of Power

In 2021, as our country continued to grapple with the brutal consequences of centuries of racial inequity, Tides brought together thought leaders from across the social sector to surface truths and insights in dismantling systemic racism.
To upend the violent legacy of white supremacist systems, champions of social justice must prioritize those directly impacted by systemic racism — Black-led organizations and those who serve Black communities. This was the topic of discussion at a Tides staff event, at which Black social change leaders who are supported through fiscal sponsorship at Tides Center spoke about their lived experiences.

Through the lens of their own work, our partners identified organizational practices and policies that must change to disrupt the legacy systems that have historically made Black communities vulnerable. The main takeaway:

Leaders who are fully committed to racial equity, racial healing, and community partnerships are key to advancing Black collective power and equity.

**On Actions Leaders Can Take — Within and Beyond an Organization’s Walls**

“At an organizational level, a lot of the work that leaders can take on are centered around developing programs that literally disrupt systems that are holding marginalized people back. You have to dig deep to create inclusive conditions. Each individual has the ability to challenge and change systemic inequities that existed long before this year. We must put this into practice. Trust is really the way we center healing to advance Black-led organizations.”

Ty-Licia Hooker, Executive Director of BOOST! West Oakland, a volunteer-staffed tutoring program serving children in Oakland, leveraging education as a tool for healing and liberation

**On Supporting Black-Led Organizations**

“2020 brought us to a place where you cannot negate what is going on in this country, from historical systems of racism to inequality and anti-Blackness. You can’t. This gives you an opportunity to say, ‘What can I do?’ Support us, you don’t need to start something new. Support what we’re doing. Come to our organizations and say, ‘How can I help?’ The opportunities are there.”

Dr. Sonia BasSheva Malijon, PhD, Executive Director of LeaderSpring Center, which has trained more than 500 leaders in 21st century leadership competencies, including racial equity and inclusion

**Fiscal Sponsorship at Tides**

As a fiscal sponsor to more than 140 projects, Tides Center helps organizations bring their visions to life. Fiscal sponsorship extends 501(c)(3) tax-exempt status while providing operational expertise and the means to receive philanthropic gifts.
The message was clear: Frontline social change leaders who are doing grassroots community-building work must possess the power and agency to do what’s necessary for their communities. Whether it’s in the realm of climate justice, protecting democracy, or racial justice writ large, the emphasis on building strong relationships and trusting proximate leaders to best serve their communities was the predominant theme at the fall 2021 Tides convening Get Off Your Assets: Funding the Frontlines.

On Trusting the Community

“Funders can be more responsive to our needs and listen to us, and trust that we best understand our needs and best know how to address them. We only lack funding to implement the work. We are certainly experts when it comes to our community. We’ve been able to do so much with so little. We’re fighting all of these battles and then trying to get all of our people connected and on board.”

Katherine Egland, chair of the NAACP Environmental and Climate Justice Committee, grantee of WE LEAD

On Allyship

“I’m not a categorical supporter of allies. You don’t really want allies in the deep sense. You want partners. You want people who are committed. You want people who have skin in the game who see that they’re not just trying to help Black people or Latinx people or Asian people. It doesn’t mean that you don’t have groups who are closer to a problem having a weighted role, but not an exclusive role — because they’re in a relationship.”

john a. powell, director of the Othering & Belonging Institute

Our Urgent Call to Donors: Trust Community Leaders

On Allyship

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PHILANTHROPY AT TIDES

Tides Foundation is working with donor partners to “get off your assets” in order to spur critical support toward issues like climate justice and voting rights. Tides offers support through grantmaking and advisory services, donor partner events, and Tides-led initiatives like the Women’s Environmental Leadership Fund (WE LEAD), the Frontline Justice Fund, the Healthy Democracy Fund, and the Advancing Girls Fund.
In the expanse of Tides’ 45-year history, 2021 was a landmark year. We experienced a unique and powerful opportunity for transformative change that compelled us to more deeply reflect on how we want to lead and impact social justice. We welcomed a new executive team, which expanded Tides’ leadership capacity, clarified our strategic impact goal, and grew our core staff. These investments will help Tides better serve our partners and help bring our vision of a world of shared prosperity and social justice to life.

Tides welcomed new leadership to help shape, retool, and reimagine our path forward. Joining Suneela Jain, Tides’ Chief Legal Officer, in 2021, were: Janiece Evans-Page, Chief Executive Officer; Holden Lee, Chief Financial Officer; Dan Shannon, Chief Partnerships Officer; and Gwen Tillman, Chief People Officer.

“Bold and innovative leadership is essential, not only to recognize the gravity of today’s challenges, but to understand the unique role Tides plays in addressing them.”

Janiece Evans-Page, Tides CEO
2021 By the Numbers

$1.7B in total assets

$663M granted by Tides Foundation and Tides Center

140+ fiscally sponsored projects

$750M+ in impact investments and socially responsible portfolios

93 countries worldwide with Tides Foundation and Tides Center grantees
2021 Financial Snapshot

**Revenue**
- Grants and contributions $1.3B
- All other $31M
- Total $1.3B

**Expenses**
- Grants and awards out $663M
- Program services $119M
- General operating and administration $32M
- Fundraising $22M
- Total $836M

**Assets Under Tides Management**
- Impact investment portfolio $946M
- Cash $541M
- Other assets $299M
- Total $1.7B

Tides supports Native Movement, a WE LEAD (Women’s Environmental Leadership Fund) grantee, whose mission is to engage community members to ensure Indigenous peoples’ rights, the rights of mother earth, and the building of healthy and sustainable communities for all.
Join us in creating a world of shared prosperity and social justice.

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