

# PHILANTHROPY

THE PHILANTHROPY 400

# Chasing the New Donor

Who wins and who loses  
when philanthropy  
becomes investing



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## THE PHILANTHROPY 400

# 8 The Year of the New Donor

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# “What are you going to stand for, and what are you going to fight for?”

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## WRITER'S NOTEBOOK: BEHIND THE STORY

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Before interviewing Unicef USA chief executive Caryl Stern for this month's issue, I knew her as the nonprofit executive who in 2012 exchanged **Twitter barbs** with Donald Trump before such salvos from the White House became routine. (Mr. Trump erroneously tweeted that Ms. Stern drove a Rolls-Royce — it's a 2007 Prius — and earned more than \$1 million — twice her salary.)

“We are **not Democrat or Republican**. The only side we're on is the side of a child. I'll say that mantra 20 times if I need to,” Ms. Stern told me when I asked about the impact of the 2016 election on her organization. She says an “education process,” always required with new leaders in Washington, is underway.

Deft navigation of difficult subjects is characteristic of Ms. Stern, a **brilliant communicator** who has used her personal biography — the daughter of a Jewish World War II refugee placed on a boat at the age of 6 — and the stories of the children she meets around the world to **raise half a billion dollars** annually.

Ms. Stern is also an assiduous, decades-long student of **organizational**

**structure** and management style, writing and teaching classes on the subject. Perhaps it helps explain how, at age 28, she was made a university dean, one of many things that leaps out in her long resume.

As a child growing up in New York, Ms. Stern told me, she would occasionally ask her mother **how the Holocaust was possible**. “She told me at the time that people would say that they didn't know what was going on. Well, that is what's happening today, and we do know what's going on,” Ms. Stern said of the refugee crisis.

Her travel schedule takes her to **refugee camps and rural villages** ravaged by hunger and disease. Still, for all the suffering she has witnessed, Ms. Stern says, she has learned that **children are children no matter what** the setting.

She recalled meeting with a group of 12-year-old girls in a camp in Darfur.

“I thought we were going to talk about the horror they had seen before they came to the camp, but they heard I had a son who was their age, and they wanted to **talk about boys**. That's what 12-year-old girls want to talk about.”

— MEGAN O'NEIL

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## A GUIDE TO MANAGING NONPROFITS

- 55 **Information** from companies and organizations that provide help with all aspects of leading nonprofits.

## CORRECTIONS

- Articles on *The Chronicle's* How America Gives study (October) misidentified Susan Raymond. She remains a consultant and general counsel with Changing Our World, and she is chief operating officer at Edmundite Missions Enterprises.
- A piece on philanthropy in New Orleans (October) incorrectly said that about a third of the \$4.9 million raised on the city's May giving day came from gifts of \$10. The “third” should have referred to the number of gifts, not the amount given.
- An article about Prudential's grant making (October) said the company had set a goal for 2020 to invest \$1 billion in impact investments instead of to build a \$1 billion portfolio of impact investments.



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## Year-End Fundraising Examples and Ideas

### 4 Ways to Win Over Year-End Donors

Nearly a quarter of household charitable giving occurs between Thanksgiving and New Year's. Get advice on how to set your nonprofit apart from the pack.

### 5 Ways to Raise Money When Donors Are Consumed by Nonstop News

Tips for winning attention when your cause isn't the topic of the moment.

### WEBINAR

### Year-End Campaigns: Strategies That Work

This on-demand session offers smart ideas to help you make the most of the giving season.

## LATEST RESOURCES

- A **checklist and sample contracts** for more effective crowdfunding
- How to **encourage reluctant leaders** to ask for money
- **Jeffersonian dinners:** Engage new supporters and get beyond idle chitchat, pulling them deeper into the mission and asking for their ideas — but not their money
- To **tap into corporate money**, find employees to champion your cause
- Tips for running a **crowdfunding drive**



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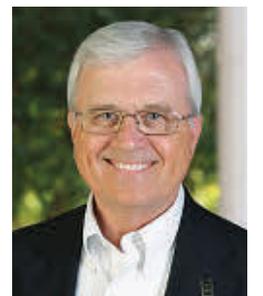
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- Larry Smith

Assistant VP, Gift Planning (Baylor University)

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## Training Rats to Sniff Out, and Snuff Out, TB

**F**OR YEARS, rats trained by the Dutch non-profit Apopo have sniffed out TNT-laden landmines, accelerating the slow, painstaking process of de-mining in countries like Mozambique and Cambodia.

That work continues, but now the organization is pointing its rats' noses at another global health problem: tuberculosis. The African giant-pouched rat, it turns out, can detect the infectious disease much faster than humans can process samples.

Apopo started its first rat TB-detection program in Dar es Salaam, Tanzania, in 2007. A single rat can check 100 TB samples in 20 minutes. It would take a lab technician using the traditional method of a smear microscopy — which has an accuracy rate of 20 to 60 percent — four days to get through that many samples. Research studies show rats can identify TB samples accurately more than 60 percent of the time, and often at rates much higher. The nonprofit says it has been able to increase the detection rates at partner clinics by more than 40 percent.

Each year there are about 10.8 million new cases of TB globally, and 1.8 million people die from the disease.

Because the rats work so fast, they're especially valuable in densely populated areas, like big cities and prisons, says Charlie Richter, Apopo's U.S. director.

With its rats already at work on TB in Tanzania and Mozambique, Apopo is now deploying them in Ethiopia with money from the Skoll and Elton John AIDS foundations.

Individual donors can adopt a rat and follow the animal's work online starting at \$7 a month. Apopo will soon offer larger sponsorship opportunities for foundations and companies, which will allow supporters to do things like name a rat after their CEO.

Here, a rat named Chewa screens samples for TB with his trainer Sezirahiga David Dario in an Apopo lab in Dar es Salaam. — MEGAN O'NEIL





BRIANA FORGIE

# TOP 20

Groups that raised the most in 2016  
(and the percentage change over 2015)

**1** Fidelity Charitable  
Gift Fund  
\$4.1 billion (-12%)

**2** United Way  
Worldwide  
\$3.5 billion (-5%)

**3** Goldman Sachs  
Philanthropy Fund  
\$3.2 billion (450%)

**4** Task Force for  
Global Health  
\$3.2 billion (92%)

**5** Feeding  
America  
\$2.4 billion (11%)

## THE PHILANTHROPY 400

# Capturing the New Donor

Charity supporters increasingly see their gifts  
as investments in change — and back nonprofits  
that promise solid returns.

By HEATHER JOSLYN and PETER OLSEN-PHILLIPS

**W**ITH THE BULLS running wild on Wall Street, charities that appeal to a new breed of investment-minded donors saw big gains in 2016, according to the Philanthropy 400, *The Chronicle's* annual ranking of charities based on the support they raise from individuals, foundations, and corporations.

As a group, these 400 nonprofits raised a total of \$108.7 billion — more than a quarter of all dollars given to American charities in 2016. Donations were up 5 percent among groups that appeared on both last year's rankings and this year's. Those numbers contain compelling stories about how philanthropy is changing, along with donors.

The new donors take many forms. They are affluent Americans pouring assets into donor-advised funds

at a furious pace, forgoing the family foundations they might have created only a few years ago. They are stock-market winners looking for charities sophisticated enough to handle gifts of appreciated equities.

Many new donors are new to charitable giving altogether. They are policy-minded progressives shaken by the election of President Trump and showering money on organizations that aim to protect civil liberties, immigrants, women's health, and even information itself.

The new donors are tech-savvy and impatient. They aren't satisfied to slap Band-Aids on social problems but want to rebuild entire systems: education, health care, criminal justice. They're drawn to charities that frame their appeals for support as "investments."

Look no further than the top of the ranking to see

*Continued on Page 10*

**11** Harvard  
University  
\$1.2 billion (14%)

**12** ALSAC/St. Jude Children's  
Research Hospital  
\$1.1 billion (10%)

**13** The Y  
\$1.0 billion  
(-13%)

**14** National  
Philanthropic Trust  
\$1.0 billion (11%)

**15** Food for  
the Poor  
\$988 million (-15%)

**6** Schwab Charitable Fund  
\$1.9 billion (-9%)

**7** Salvation Army  
\$1.9 billion (-1%)

**8** National Christian Foundation  
\$1.5 billion (6%)

**9** Silicon Valley Community Foundation  
\$1.4 billion (12%)

**10** Vanguard Charitable Endowment Program  
\$1.3 billion (6%)



**16** Stanford University  
\$951 million (-41%)

**17** Habitat for Humanity International  
\$950 million (12%)

**18** AmeriCares Foundation  
\$914 million (24%)

**19** Boys & Girls Clubs of America  
\$869 million (-6%)

**20** Catholic Charities USA  
\$832 million (2%)

No. 65  
Catholic Medical  
Mission Board

1-year change

+31%



A Zambian child undergoes a health assessment by a worker for Catholic Medical Mission Board.

## The Big Picture

### Big nonprofits are outpacing other groups:

Even as contributions to the Philanthropy 400 rose 5 percent in 2016, growth was flat for charities over all, according to “Giving USA,” at only 1.4 percent.

### Giving remains highly concentrated with the largest charities:

Giving to the Philanthropy 400 accounted for 28 percent of all dollars given to charity in 2016, roughly the same as in recent years.

### Giving is good at the top:

The top 10 groups collectively raised \$3 billion more this year than last — a 13 percent increase. They now account for 22 percent of all giving to the Philanthropy 400.

*Continued from Page 8*

the new donors in action. Fidelity Charitable Gift Fund claimed the No. 1 spot for the second straight year, despite a nearly 12 percent drop in support in 2016. At \$4 billion raised, the donor-advised-fund manager was still a half-billion dollars ahead of its nearest rival, United Way Worldwide.

In 2017, uncertainty — the buzzword of 2016 — remains a factor. Donors don’t know what charitable deductions will be available if the Trump administration and Congress rework the tax code. And fundraisers wonder if gifts made in response to this year’s wildfires and string of hurricanes will replace year-end contributions they count on.

Read on for more takeaways from the latest Philanthropy 400:

### Donor-advised funds continue to dominate.



While giving to Fidelity Charitable was off in 2016, it is roaring back in 2017. When Fidelity’s fiscal year ended June 30, it had raised nearly \$6.9 billion. That’s up 68 percent from the \$4 billion it collected in fiscal 2016.

The dominance of donor-advised funds extends far down the Philanthropy 400. Six organizations in the top 10 are primarily built on the funds, which are accounts in which individuals donate assets, receive a tax benefit, and can later pick the charities that will receive the money. The top 10 groups account for 22 percent of all dollars contributed to Philanthropy 400 organizations.

One thing fueling the trend, other than the robust stock market: More wealthy people are shuttering family foundations and pouring the assets into donor-advised funds. Or they are bypassing the expense and hassle of foundations altogether.

At Vanguard Charitable Endowment Program (No. 10, up 6 percent in 2016), transfers of all or portions of a private foundation’s assets to Vanguard donor-advised funds increased by 34 percent last year, according to Jane Greenfield, the organization’s president. Some donors make that shift to donor-advised funds, she says, because their children don’t want their philanthropy to be locked into the mission of a private foundation. Instead, the younger donors want to tailor their giving to their own priorities.

“On the higher end of the business, we’re seeing some big movement there,” Ms. Greenfield says. “They’re finding that the next generation might not have the same passion for that mission.”

The Oregon Community Foundation (No. 108), grew nearly 237 percent, to \$255 million, in 2016, thanks to one megagift (the transfer of real-estate holdings from donor Joseph Westin to his supporting foundation) but also the creation of many new funds. These often represent a family’s or donor’s first foray into serious philanthropy, says Max Williams, the Oregon foundation’s leader. In 2016, funds created to provide scholarships spiked by about a third compared with 2015, a development Mr. Williams attributes to skyrocketing college-tuition costs.

The current year also looks bright, he says. In an average year, the foundation raises between \$75 million and \$100 million. But with the stock



CATHOLIC MEDICAL MISSION BOARD

## The new donor expects sophistication.



Donors are getting more discerning about how they want to give. To keep up with them, fundraisers say they're learning how to structure complex gifts — and introduce those ideas to supporters.

Aly Sterling, president of a fundraising consulting company based in Toledo, Ohio, says one creative means of giving is the “hybrid” gift. This might be a cash contribution for a charity's current needs coupled with a life-insurance policy that names the organization as a beneficiary, for future giving. “We're seeing a ton of those hybrid gifts now, even from younger donors,” Ms. Sterling says.

Tulane University (No. 286) was up nearly 12 percent, to \$99 million, in fiscal 2016. It had an even better fiscal 2017, which ended in June and totaled \$126 million. The New Orleans university, which had to rebuild its development staff after Hurricane Katrina, is in the quiet phase of a comprehensive campaign set to launch publicly next month with a tentative goal of \$1 billion.

Starting nearly from scratch has enabled the institution to create what Ginny Wise, Tulane's senior vice president for advancement, calls a “hybrid” operation in which all fundraisers are trained to make the case both for their individual college and for the university's larger needs.

The team is also prepared to educate donors and their financial advisers about structuring complex planned gifts. “I think donors are really very sophisticated these days,” Ms. Wise says. “A lot of people have heard about these different tax-advantaged giving scenarios, but they don't always know how they really apply to them.”

One marketing innovation at Tulane in 2016:

*Continued on Page 12*

market going gangbusters, more than \$100 million had poured into the foundation's coffers by the end of August.

To many in the nonprofit world, donor-advised funds represent an unwelcome change to charitable giving. Critics say they amount to a warehousing of philanthropic capital that could be put to better use if distributed to worthy causes more immediately. Organizations managing funds are often more opaque than even the most guarded private foundation; aside from a few crumbs of information they leave on tax returns, they have no legal obligation to report how money comes to them or how they pay it out.

Case in point: Goldman Sachs Philanthropy Fund, which this year pushed its way to No. 3 on *The Chronicle's* list, with a staggering 450 percent increase in support from 2015, the biggest gain in the survey. Though the fund is now one of the largest charities in America, officials declined interview requests to discuss its 2016 gain with *The Chronicle*. In an emailed statement, a spokesman credited the increase to the fund's “philanthropic-minded families.”

At least some in the nonprofit industry see the growth of donor-advised funds positively. Peter Fissinger, president of Campbell & Company, a fundraising consulting firm, is sympathetic to concerns that some people may simply park their money in a donor-advised fund. But he's not worried.

“I think any one thing that helps institutionalize philanthropy is good,” Mr. Fissinger says. Besides, he adds, “studies show that most people, when they have that money sittin' there, start thinking about where to give it.”

▼ No. 234  
North Texas Food Bank  
5-year change  
**+41%**



U.S. NAVY

**A U.S. Navy crew pitches in at the North Texas Food Bank.**



ELIZABETH LEITZELL

A \$525 million campaign will pay for a Frank Gehry-designed Philadelphia Museum of Art expansion.

**No. 345**  
**Philadelphia Museum of Art**

1-year change

**+107%**

it did during the same period in 2016.

The challenge for organizations that gained new supporters will be hanging onto them, say fundraisers and consultants. In its year-end appeals, the ACLU plans to emphasize its victories so far and its need to continue to challenge the Trump administration's policies, according to Mark Wier, the group's chief development officer. In an email to *The Chronicle*, he said, "We feel confident but cautious" about fundraising prospects during the upcoming holiday season.

Planned Parenthood has gained 700,000 new donors since the election, says Jethro Miller, the organization's chief development officer, in an email to *The Chronicle*. Many are new not only to his organization but to philanthropy itself, he says. In addition to a Giving Tuesday push (it will emphasize its affiliates' local impact) and plans for a year-end gift-matching program, the organization is turning its donors into activists, asking them to call their Capitol Hill representatives, organize rallies, and sign petitions.

"A frequent question we're asked is, 'How can I help in addition to making a donation?'" Mr. Miller says. "We're not shy about asking our donors to take action on behalf of Planned Parenthood. They're eager to take up the fight."

**New donors are thinking big.**



Sally O'Brien, senior vice president for philanthropic partnerships at Pew Charitable Trusts (No. 27, up 130 percent), is increasingly seeing wealthy donors who want to place big bets. Eighty percent of its private support comes from gifts of \$1 million or more.

"They want to get something done, and they're quite willing to take on bold and risky enterprises," Ms. O'Brien says.

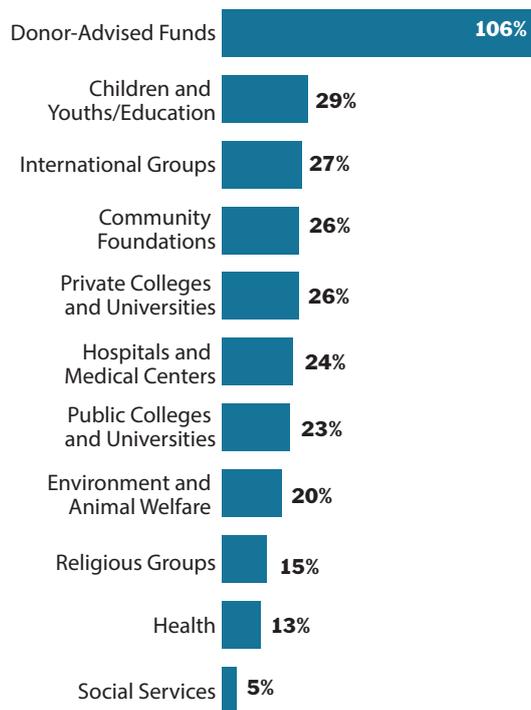
She points to an effort sparked by Texas philanthropist Lyda Hill's concern over deferred maintenance in America's national parks. With Ms. Hill, Pew is investigating legislative and regulatory issues that cause the backlog of work.

Other fundraisers and experts report that philanthropists increasingly have grand ambitions. "Donors are really investing in systemic solutions," says Ms. Sterling, the Toledo consultant. "They're working hand-in-hand with organizations in a way we had not seen a decade ago."

Frequently, donors want to help charities design programs. They're also financing programs over longer periods of time than in the past, Ms. Sterling says, recognizing that what she calls "cat-

*Continued on Page 14*

**5-Year Gains in Contributions**

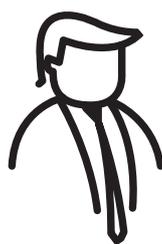


Note: Causes are not included that had fewer than 10 groups appearing consistently from 2012 to 2016. Contributions are adjusted for inflation.

*Continued from Page 11*

the Jumpstart Trust, which allows parents to set up a five-year, income-producing trust for their recent college graduates working low-paid jobs. The money left in the trust is later turned over to Tulane for any purpose the donors choose. "They figure they're probably going to be helping the kids anyway," Ms. Wise says.

**The new donor often fears President Trump.**



Throughout last year's presidential campaign, nonprofits that work on issues perceived as under threat from candidate Donald Trump began attracting more contributions. Though their 2016 fiscal years ended months before the election, the American Civil Liberties Union

Foundation (No. 107, up 42 percent), Planned Parenthood Federation of America (No. 120, up 21 percent), and the Environmental Defense Fund (No. 177, up 11 percent) are among the organizations that saw big gains.

"When there's someone in a position of power that is not consistent with your agenda, fear is always a huge motivator in fundraising," says Rick Dunham, a consultant in Plano, Tex., who specializes in faith-based groups.

For organizations that lean conservative, 2016 was a mixed bag; Focus on the Family (No. 353), for instance, was up 7 percent, while the Heritage Foundation (No. 354) dipped 11 percent. This year, Mr. Dunham says, "conservative causes are struggling a bit. None of them are hitting home runs right now."

After Mr. Trump was elected, the campaign-related groundswell of new support for causes under threat turned into a tsunami. Through August of this year, the ACLU raised four times the amount



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▼ **No. 312**  
**NPR**  
 5-year change  
**+14%**

*Continued from Page 12*

alytic change” takes sustained commitment.

The Tides Foundation (No. 100), which saw contributions grow nearly 77 percent in 2016, to \$270 million — thanks in part to what’s commonly known as the “Trump bump” — just launched a rebranding aimed at its new donors. The organization’s revamped website features a video promoting Tides as a great place to bet the house on social change. The words “risk,” “bold,” “dare,” “investment,” “partner,” and “impact” pop up in testimonials by Tides staff and board members, the leaders of grantee groups, and prominent philanthropist Kat Taylor.

“We can’t afford lethargy,” says Ms. Taylor, in the video. “Tides represents a real departure from the mind-set that we just need to tinker around at the margins.”

### New donors are shaping charities’ work.



Catholic Medical Mission Board (No. 65), which gets almost 95 percent of its private support from noncash gifts, saw donations increase nearly 31 percent in 2016, to \$361 million. The international group says its 2017 fiscal year, which ended in September, was even better, as it earned more than \$500 million in contributions, according to Adrian Kerrigan, senior vice president for partnerships.

It’ll need this support to finance its \$500 million commitment to help realize the United Nations’ Sustainable Development Goals. Health and pharmaceutical donors influenced the way the nonprofit will pursue those goals: through a campaign to improve the health and well-being of women and children in the developing world.

“As the world has gotten smaller, people understand that health in the developing world can impact what we do in the United States,” Mr. Kerrigan says.

As an example of that reciprocity between donors and the Catholic Medical Mission Board, he points to a recent visit to the organization’s partner clinics in Haiti and Zambia by health-system CEOs who donate to his charity. The CEOs were impressed with how the clinics used community health workers and are adapting the model for their own health-care systems in Baltimore and Cincinnati.

Learning from the organization’s work abroad, says Mr. Kerrigan, “helps our donors, and they invest in it.”

### New donors don’t generally gravitate to traditional social-service charities.



Giving to social-service organizations was flat in 2016. United Way Worldwide — No. 2 in the ranking but the Philanthropy 400 champion until last year — again saw support slip.

Contributions were down 5 percent from 2015 to 2016, to \$3.5 billion. The organization has recently unveiled grittier messaging in hopes of drawing more support. (See Page 20)

Of the 49 social-service organizations in this year’s Philanthropy 400, only 25 saw gains above 2016’s inflation rate of 2 percent. Of those, 18 were food banks or other anti-hunger organizations that rely heavily on product donations.

Unlike most other nonprofits, social-service groups can rarely cultivate donors from among the people they serve: There are no nostalgic alumni, no grateful patients, no delighted season subscribers. Also, these charities must balance the competing demands of soliciting government as well as private funding, notes Mr. Fissinger, of Campbell & Company. “If an organization is receiving half or more of its revenue in government funding, it hires to that expertise, even at the CEO level. That’s where they spend time, and that distracts from the other fundraising.”

Still, some experts say social-service charities also are struggling to compete for today’s donor. “There are some midsized and even large-size social-service agencies that have frankly just fallen asleep,” says Ms. Sterling. “They’ve taken for granted that their brand will do that job for them. And we’ve seen over and over again that younger generations have begun questioning the relevancy of these mega brands.”

### Netflix offers a model for capturing tech-minded new donors.



Like most public broadcasters in the Philanthropy 400, New York’s WNET (No. 334) had a tough 2016: Donations were off almost 24 percent, to \$86 million.

But fiscal 2017, which ended in June, saw giving rise, says Anthony Escobar, executive director for development; unrestricted gifts were up 5 percent compared to 2016. “The



STEPHEN VOSS/WPN

Ari Shapiro of NPR, one of the few public broadcasters that saw an increase in 2016 support.

*Continued on Page 16*

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# Top 10 for Cash

Charities apart from donor-advised funds that raised the most in cash and securities.

**United Way Worldwide**

**\$3.4 BILLION**

**Salvation Army**

**\$1.3 BILLION**

**Harvard University**

**\$1.2 BILLION**

**ALSAC/St. Jude Children's Research Hospital**

**\$1.1 BILLION**

**The Y**

**\$1.0 BILLION**

**Stanford University**

**\$950 MILLION**

**Boys & Girls Clubs of America**

**\$800 MILLION**

**Lutheran Services in America**

**\$730 MILLION**

**American Cancer Society**

**\$720 MILLION**

**Catholic Charities USA**

**\$700 MILLION**

*Continued from Page 14*

uncertainty over our funding with the federal government certainly helped," he says. The station's "Trump bump," Mr. Escobar says, was nudged along by a campaign it ran promoting its "trusted news."

One tactic that's working has been an idea WNET and other PBS TV stations borrowed from the tech world: Passport, an online streaming service that helped boost membership numbers. Passport's resemblance to Netflix and other subscription media outlets doesn't hurt. "I think most of the people who are signing up already have experience paying monthly like that," Mr. Escobar says.

Digital innovation is crucial to capturing the new donor. Fundraisers are talking among themselves right now about Apple Pay and other contestants in what Mr. Dunham, the consultant, calls "the big race that's going on right now with wallets."

Mr. Dunham says charities need to focus now on making their online fundraising as simple and streamlined as Amazon's e-commerce platform.

"You can make one click and you're done; you've just bought something," he says. "And that same mentality is going to move more and more into the philanthropic space."

## With donors old or new: It's still all about relationships.



Groups that made big leaps in the Philanthropy 400 often have an easy explanation: a long-term relationship with a big donor paid off.

Take the Rochester Area Community Foundation (No. 289), which was up 160 percent, to \$99 million, for fiscal 2016, thanks to a \$61 million gift from Robert and Richard Sands and their mother, Mickey, to create a supporting foundation. (The Sands family owns Constellation Brands, a producer of wine, beer, and spirits.) "The supporting foundation is designed to engage the next generation of the Sands family in community philanthropy," says Jennifer

Leonard, the Rochester group's president.

The Sands family has had an association with the Rochester nonprofit going back to the late 1980s; members gave modest donations over the years, volunteered for the organization, and worked with it on various causes, according to Mary Holleran, the foundation's spokeswoman. The family also gives through its company and its family foundation. Wealthy donors increasingly maintain several streams of giving, Ms. Leonard says, to implement various philanthropic strategies or accommodate giving by different family members.

Strong fundraising continued for the foundation this year; it ended its fiscal 2017 year in March with \$49 million raised, \$12 million more than the fiscal 2016 total apart from the Sandses' gift.

This year, the 45-year-old organization is in the quiet phase of its first endowment campaign, which will target many longtime donors. It's sent out its annual appeal earlier than in recent years and has ramped up a series of house parties. Hosted by board members and donors, the parties often follow a theme, like the arts, and get foundation officials out to the eight counties it serves.

"I realize that's an old-fashioned technique," Ms. Leonard says, "but it works well for meeting new friends."

*Alex Daniels, Drew Lindsay, and Timothy Sandoval contributed to this article.*

**No. 339**  
**University of Louisville**  
1-year change  
**-1%**



RUI VIEIRA/PA IMAGES/GETTY IMAGES

Louisville's giving slipped before news broke of bribery allegations involving its basketball program.



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# Why 2017 Could Be a ‘Gangbusters’ Year

By **HEATHER JOSLYN, DREW LINDSAY**  
and **TIMOTHY SANDOVAL**

**A** RECENT CONFERENCE CALL with dozens of nonprofit officials featured good news about giving and this rousing assessment from analyst Carol Rhine: “We can expect that this year’s going to be gangbusters.”

Ms. Rhine, who’s with Target Analytics, a division of Blackbaud, isn’t the only one expecting strong growth in charitable giving in 2017. A booming stock market, several high-profile natural disasters, and opposition to President Trump and his agenda are all thought to be spurring contributions. Surveys of donors and nonprofits are also pointing to a good year.

“I’m kind of bullish that we don’t have the huge distraction that we had at the end of last year” in the election, says Rick Dunham, a fundraising consultant in Plano, Tex., who focuses on faith-based organizations. “The trends I’m seeing are actually pretty encouraging. If they hold up, we could have a really strong year end.”

Nonprofits report they’re seeing particularly encouraging news from what’s been a flagging segment of donations: small gifts. Ms. Rhine’s Target Analytics tracks the direct-mail and marketing performance of about 70 nonprofits, including large national nonprofits such as Habitat for Humanity International

(No. 17), Mercy Corps (No. 212), and the Natural Resources Defense Council (No. 223). Revenue for that group of charities was up a median 8.3 percent for the first half of the year over the same period in 2016. The number of donors, meanwhile, grew a median 4 percent in the second quarter.

That’s significant; before 2017, the group had not seen growth in the number of donors since 2005, when major hurricanes, including Katrina, battered the Gulf Coast.

The impact of this year’s raft of hurricanes and wildfires and the Las Vegas mass shooting are not yet reflected in the data, so those events could provide an additional boost.

Lt. Col. Ron Busroe, spokesman for the Salvation Army (No. 7), worries that the hurricanes may not increase giving to his organization. Instead, donors may reallocate their gifts to hurricane relief at the expense of the group’s local chapters. “That has happened to us in years past, particularly when storms come later in the season,” he says. “So that’s a bit of concern. It doesn’t mean that

we’ll raise less money, but it does mean that that money will be designated more for the disaster as opposed to the local Salvation Army needs in the community.”

## Big Donors Lining Up

Major donors are also signaling they plan to be more active this year. In a survey of more than 13,000 charity supporters, nearly a third of big donors said they planned to give more in 2017 than they did last year. That’s the most “optimistic” finding for major gifts since the survey was started in 2009, says Penelope Burk, president of Cygnus Applied Research, the fundraising-consulting firm that conducts the work.

Meanwhile, a *Chronicle of Philanthropy* survey of 176 large

nonprofits suggests there’s robust confidence about 2017. Nearly a third of the groups surveyed said they expected giving would increase 5 percent or more this year. Only 13 percent forecast that giving would decline.

The 55 groups expecting gains of 5 percent or better include Feeding America (No. 5), Boys & Girls Clubs of America (No. 19), Doctors Without Borders (No. 68), Ducks Unlimited (No. 241), Fellowship of Christian Athletes (No. 307), the New York public broadcaster WNET (No. 334), and the National Audubon Society (No. 393).

Organizations that sponsor donor-advised funds are particularly confident about 2017. Among the 12 groups in the *Chronicle* survey that rely exclusively on the funds, only one reported that it expects a decline in giving. Already, Schwab Charitable Fund (No. 6) saw 40 percent growth in contributions from January through August over the same period last year.

## Stock-Market Surge

At the year’s start, the Marts & Lundy consulting firm forecast that giving would increase 3.6 percent in 2017, up from 2016’s 1.4 percent growth recorded by the “Giving USA” report. Phil Hills, president of Marts & Lundy, now calls the estimate “a little aggressive” but says, “We’ll probably make it.”

The Marts & Lundy forecast, which is based on research by Indiana University’s Lilly Family School of Philanthropy, pointed to three indicators for giving: growth in the S&P 500 stock-market index, in the country’s gross domestic product, and in personal income.

The stock market has surged beyond expectations, with the S&P topping 14 percent growth in the year’s first three quarters. GDP grew 3.1 percent in the year’s second quarter — the best performance since early 2015 — with third-quarter numbers still to be released. Personal income has nudged up slightly.

Another factor in the strong giving by big donors this year may be a 2008 tax rule requiring that the fees hedge-fund managers earned overseas in recent years must be repatriated by the end of 2017, making that income subject to U.S. taxation. As a result, hedge-fund managers with an interest in philanthropy have a big incentive to make charitable gifts before January 1 to reduce their tax liability. One example may be financier George Soros’s recent shift of \$18 billion into his philanthropic enterprises, which include two U.S. foundations.

## Year-End Fundraising

If Congress and President Trump approve a major tax cut, that could further spur wealthy donors to give before the end of the year, because their tax deductions would be less valuable after the cuts are implemented. Many nonprofits — particularly donor-advised funds — saw a spike in giving at the end of 2016 as Mr. Trump talked about tax reform as a major part of his agenda.

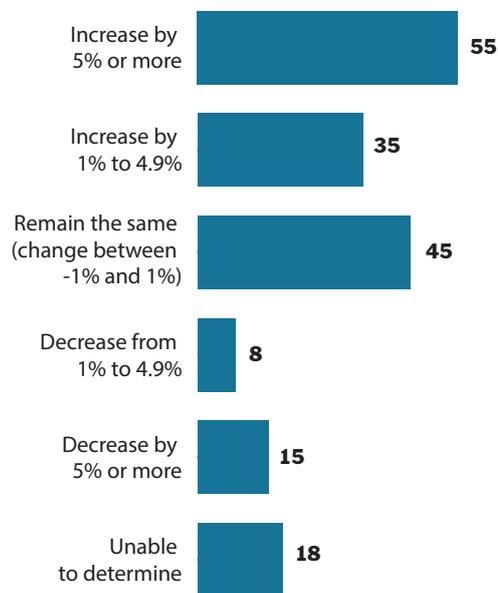
Still, political turmoil is clouding predictions of how fundraising will finish out the year. “When there’s a tax discussion, that’s always going to cause uncertainty,” says Mr. Hills. “And it’s harder to predict what will happen this time than it’s been in the past. And uncertainty usually means that donors hold back.”

Thomas Lockerby, who oversees fundraising for the Phillips Academy in Andover, Mass., also worries about instability in today’s volatile political environment. The private school, which recently launched a \$400 million campaign, is “confident but tempered,” he says. The economy appears strong, he notes, “but we live in a world where a major global event can really affect sentiment in a way that could make things a bit more challenging.” He cited tensions with North Korea as an example.

But Peter Fissinger, president of Campbell & Company, a fundraising consulting firm, says he’s confident that human-service giving will be up this year. “Historically, in years when there’s a perception of very significant human need, as in natural disasters or tragedies like Las Vegas, that giving spikes.” ■

## Forecast 2017

176 nonprofits in the Philanthropy 400 reported expectations for giving to their group this year.





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CITY YEAR

**WHAT SLUMP?**

City Year, now operating in Detroit and more than two dozen other cities, defies the downward trend in giving to social-service organizations.

# Turning the Tide

Giving to social-service groups has been flagging. Here's what they're doing about it.

By **DEBRA E. BLUM**

**T**HE VIDEO features music with deep bass, an ominous voice-over, and black-and-white footage of a bombed-out neighborhood, a car fire, and a domestic dispute. Not typical fare for United Way campaign promotions, whose hallmarks are smiling faces and an upbeat soundtrack. But United Way Worldwide (No. 2) has gone “gritty and raw,” according to a top official, in what it calls its “brandscape” video, part of a broad new communications effort to spread the United Way brand and message.

“We have always illustrated how we are part of the solution to problems, but now we are getting people’s attention by first showing the harsh realities of those problems,” says Lisa Bowman, United Way’s chief marketing officer. “We are bringing awareness and relevance to our work.”

United Way’s efforts to shake things up come as social-service organizations face a tough fundraising landscape, rife with challenges to stay fresh, prove impact, and capture and keep donor interest. For many organizations, fundraising has grown especially tight as a roiling political climate has turned donor attention to nonprofits doing work in advocacy or hot-button areas like the environment.

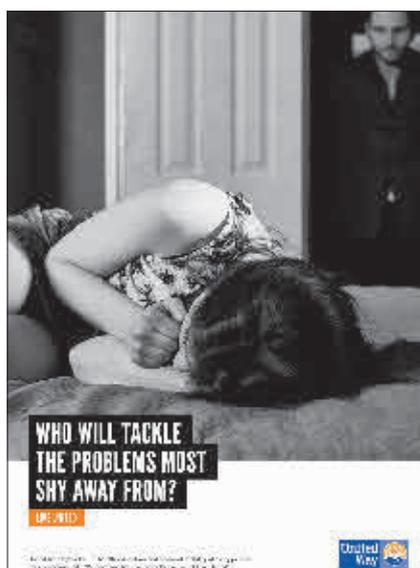
At the same time, the biggest and oldest non-profit groups, including the United Way, continue to face the delicate task of ensuring that new

generations of donors know and understand their brand.

According to a fundraising index tracked by Target Analytics, a division of the software company Blackbaud, social-service nonprofits this year have seen decreases in revenue, overall donors, new donors, and reactivation rates — this as most other sectors are experiencing postelection gains after many years of doldrums.

“Giving USA,” the annual snapshot of American philanthropy, reports that fundraising gains for social-service groups from 2014 to 2016 lagged those in other sectors. Among the nation’s biggest social-service groups that *The Chronicle’s* Philanthropy 400 tracks, fundraising is also lackluster. Donations are essentially flat at those that appear in both this year’s ranking and the 2016 report. Groups registering gains are generally smaller organizations, particularly food banks, which typically receive most of their support as gifts of products and services.

The list’s perennial social-service giants are fal-



UNITED WAY

**A ‘GRITTY’ UNITED WAY**  
The organization’s new promotions take a blunt approach to problems like domestic violence.

tering most, a trend evident for the past four years. Only four of the top 10 increased giving in 2016: Feeding America (No. 5), Habitat for Humanity International (No. 17), Catholic Charities USA (No. 20), and Lutheran Services in America (No. 26).

Here’s a look at some strategies that Philanthropy 400 social-service groups are employing. These organizations include groups that are trying to turn around their fundraising fortunes and others defying the sector’s downward slide:

## Getting Edgy

A new marketing video produced by the national office of The Y (No. 13) features a cacophony of sounds with images of a bullied kid, a family fighting, and unrest in the streets. It hits just the right notes for Jen Harman, senior marketing director for impact and development at the YMCA of Greater Charlotte. A year

after a police shooting of an unarmed black man prompted protests, she says, the edgy video “will create the buzz we continue to need.”

“We can’t pretend that there are not serious issues in our city,” Ms. Harman says, noting that her YMCA is part of a committee responding to the protests. “I’m so glad that The Y is not shying away from anything, and we demonstrate that in the video.”

The video, which was released in September, is part of the national Y’s For a Better Us Campaign, meant to help the organization shed its stodgy “gym and swim” image and recast itself as an organization addressing social issues and offering an array of youth, health, and community services.

Officials at United Way Worldwide say its video, which debuted earlier in the year, is drawing attention and interest. In Milwaukee, a locally produced version of the video may be helping to spur increased contributions so far this year. Brian McKaig, vice president for marketing and communications at the United Way of Greater Milwaukee & Waukesha County, said in an email message that the video offers a “hard, realistic look” at the problems facing the area and has been well received at businesses that run workplace campaigns.

“People,” he wrote, “are appreciating the sense of urgency to donate funds or volunteer.”

## Innovation as a Mantra

Local Initiatives Support Corporation (No. 245), a nonprofit that invests in struggling neighborhoods nationwide, will turn 40 in a couple years, but it aims to change and grow like an enthusiastic start-up. That mixture of eagerness and maturity, says senior vice president Beth Marcus, appeals to supporters.

Just this year, LISC became the first community-development financial institution to issue bonds, a \$100 million offering to help accelerate revitalization work in distressed areas. And the group received money from a tech-industry giant for the first time, \$18.5 million from Facebook to manage an affordable-housing development fund. The group has traditionally received much of its support from businesses in the financial-services fields. Maurice Jones, CEO of LISC, suggested tapping Silicon Valley not long after he joined the organization in 2016.

Bringing its longtime donors along for the new ride is critical to LISC, too. The MetLife Foundation, the philanthropic arm of the international insurance company, had been giving LISC about \$100,000 a year for decades for its programs in affordable housing and homes for military veterans. When the foundation changed its strategy four years ago to focus on providing financial products and savings to those in need, it found that LISC had a program that fit. A few years earlier, LISC had created and started opening Financial Opportunity Centers that offer job and personal-finance services to low-income people.

Now MetLife gives about \$1 million a year to LISC to support programs old and new. “As MetLife has evolved, LISC has evolved,” says Den-

## A Long Slide

Each year, giving to social-service organizations accounts for a diminishing share of total contributions to Philanthropy 400 groups — even though 49 groups made the list for 2016 compared with 29 for 1990.



nis White, the foundation’s president. “LISC has acknowledged they need to be more than housing, and we see the same need for a more comprehensive set of services and tools to build the health of a community.”

MetLife was especially impressed, he says, that LISC had the know-how and resources to expand the financial-services program.

“We still have a focus on bricks and mortar,” Ms. Marcus says. “But we also have the relationships, the credibility, the experience to bring new and different products, ideas, and tools to address the issues we care about.”

## Wearing Impact on Their Sleeves

City Year (No. 346), which turns 30 next year, is a rising star in the nonprofit world, having climbed onto the Philanthropy 400 three years ago. AmeriCorps members working for the organization in schools nationwide stand out thanks to the signature red jackets they wear.

According to City Year’s literature, the jackets are imbued with a “little bit of magic” and signal

that “help is on the way.”

Recently, the jackets have started conveying another message: Donor dollars make a difference.

Starting this year, when a donor makes at least a \$100,000 gift and joins its Red Jacket Society, City Year puts a patch with the donor’s name on the jackets of corps members at the school the donor supports.

“It shows others we are supported by the philanthropic community,” says Michael Brown, City Year’s co-founder and CEO. That’s key, he says, because the organization relies on support from AmeriCorps, school districts, and private donors — a fundraising triad that City Year wants to make more visible to potential supporters.

The idea is borrowed from a long-standing City Year corporate-sponsorship program in which company names are sewn onto corps members’ jackets. City Year has expanded that effort, too: Companies now get reports with test scores and other metrics, access to the school principal, and invitations to visit.

“Before, a company might do a community garden one day and something else somewhere else the next,” Mr. Brown says. “Now the idea is to bring more value to the relationship between companies and specific schools so they can have ongoing ties, feel an investment in the community, get to know the young people we work with, the teachers, the staff, the students.”

Individual donors who sponsor a school also get personalized notes four times each school year from corps members.

Sandy Edgerley, national chair of City Year’s three-year-old Red Jacket Society, says the one-to-one connection created between donors and schools is at the heart of the group’s success. Since the society got its start in 2014, the number of donors giving at least \$10,000 — which covers sponsorship for one corps member — has doubled to about 500.

“It’s not about the patch,” Ms. Edgerley says, “but seeing your family name on the red jacket makes you feel that much more invested in the work, and having other people see those patches and names may help them see what kind of investment this work needs and deserves.” ■

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BERNARD BRZEZINSKI

**TAKING OFF**  
Brain-controlled drones are part of endowment-backed research conducted by the University of Florida's Juan Gilbert (center).

who aren't alumni and who otherwise would have little reason to give to the university, Mr. Mitchell says. "They have passion about the challenge that you're trying to solve," he says. "It really has very little to do with them giving to your university; it has more to do with them giving *through* your university."

The second of what will be several campaign challenges may focus on "mysteries of the brain." It would fund work at the university's hospital, medical school, and colleges of engineering and liberal arts, among others.

**Incentive Funds**

Florida has also found success in a new tactic that adds immediacy and competition to the often slow-moving process of raising funds for endowed department chairs and professors.

Faculty often do not receive their endowment funding immediately after a gift is made; donors sometimes fulfill pledges over several years, and funding for the professor's work increases incrementally as the gift's principal grows and spins off more interest.

Florida's provost office established a fund that awards faculty members full funding on the very day donors sign their gift agreement. On an endowed gift of \$1 million, for instance, the professor would immediately receive \$40,000, or 4 percent of the gift, regardless of how long the donor takes to make good on his pledge. That full funding is guaranteed for up to three years.

University officials say this scheme is spurring interest among donors, particularly at a time when college endowments are facing scrutiny outside higher education. Contributors like that their pledge triggers the release of other money that has instant impact on researchers' work.

The provost is making only limited funds available, so both fundraisers and donors have reason to move fast. "It provides a sense of urgency," says Cammy Abernathy, dean of the university's engineering school. "It gives people a reason to say, 'I'm going to do it now as opposed to waiting until I accumulate the money.'"

Ms. Abernathy says the prospect of getting full endowment funding immediately also has helped her attract top-flight researchers. "If you have an idea and you have to wait three years to test it out, you're probably too late," she says.

One of Florida's prized faculty recruits is computer scientist Juan Gilbert, who was lured from Clemson University three years ago. Mr. Gilbert, an expert in brain-controlled robotics, got special funding from his endowed chair that helped his work with New Hampshire officials to test a voting machine he designed for people with disabilities. That machine is now used statewide.

"The future of voting in the United States now goes through the University of Florida," he says. ■

# When Speed Counts

A University of Florida tactic gets donors to act fast.

By DREW LINDSAY

## Million-Dollar Club

Among organizations that completed the Philanthropy 400 survey, these received the most gifts of \$1 million or more.

National Christian Foundation 194

Food for the Poor 179

National Philanthropic Trust 164

Johns Hopkins University 163

Harvard University 137

University of Southern California 127

Patient Access Network Foundation 112

Silicon Valley Community Foundation 110

University of Chicago 102

Partners HealthCare System 91

**T**HE UNIVERSITY OF FLORIDA'S most recent campaign is placing a big bet on big donors. It is the institution's fourth campaign in about three decades, and so far, each has roughly doubled the total raised from the one before — from nearly \$392 million to \$851 million to \$1.7 billion. The new effort aims to continue this hot streak, with a goal of \$3 billion or more.

Three years into the eight-year bid, Florida (No. 111) is well on its way. Even before the launch of the campaign's public phase last month, Florida had raised more than \$1.3 billion. Last year alone, it netted 73 gifts or pledges of \$1 million or more.

The engine behind the continued hypergrowth is a mix of moxie — a pitch to donors that they can help save the world — and a promise that their money will be put to work fast.

Typically, a university raises money based on the needs and priorities of its individual colleges and units. Florida's campaign is doing that, but it is also pitching donors on plans to tap multiple parts of the campus and tackle big societal issues — what Tom Mitchell, the university's vice president for development, calls "grand challenges."

Florida's first challenge is focused on early-childhood development and learning. "Starting Ahead, Staying Ahead" opened with a February convening of more than 100 scholars, advocates, and policy makers. Now donors are being asked to fund five colleges at the university to pursue interdisciplinary programs and research that aim to ensure that children are ready for kindergarten.

This emphasis on impact has attracted donors

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Ted Arison Young Artist Award



**Thelma Golden**  
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Legacy Award



**Gael Neeson and Stefan Edlis**  
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**Studio in a School Association**  
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& Investment Banking, Citi  
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BCA pARTnership AWARD

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Kent County Arts Council  
Alene Valkanas State  
Arts Advocacy Award



**Guillermina Gonzalez**  
Executive Director  
Delaware Arts Alliance  
Michael Newton Award for Innovative  
Arts and Business Partnerships



**Cath Brunner**  
Director of Public Art  
4Culture  
Public Art Network Award



**Sarah Johnson**  
Director  
Weill Music Institute  
Arts Education Award



**Laura Zucker**  
Former Executive Director  
Los Angeles County Arts Commission  
Selina Roberts Ottum Award  
for Arts Leadership<sup>1</sup>



**Kevin Seaman**  
Artist/Administrator  
Bring Your Own Queer  
American Express  
Emerging Leaders Award

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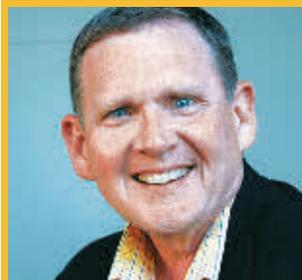
**RedCan Jam**  
Robert E. Gard Award  
for the Arts in Community Life



**Oro Valley, AZ Mayor**  
Satish Hiremath  
Public Leadership in the Arts Award  
for Local Arts Leadership<sup>3</sup>



**New York Governor**  
Andrew Cuomo  
Public Leadership in the Arts Award  
for Governors Arts Leadership<sup>3</sup>



**Carver County, MN Commissioner**  
Randy Maluchnik  
Public Leadership in the Arts Award  
for County Arts Leadership<sup>4</sup>



**Sen. Lisa Murkowski (R-AK)**  
National Award for  
Congressional Arts Leadership<sup>3</sup>



**Louisiana Lt. Gov.**  
Buddy Nungesser  
Public Leadership in the Arts Award  
for State Arts Leadership<sup>3</sup>



**Pitbull**  
Citizen Artist Award<sup>3</sup>



**Boston, MA Mayor**  
Marty Walsh  
Public Leadership in the Arts Award  
for Local Arts Leadership<sup>3</sup>



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Pennsylvania Arts and Culture Caucus  
Public Leadership in the Arts Award  
for State Arts Leadership<sup>6</sup>

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# You've Got Mail

Compassion International grows as its donors become digital-age pen pals with kids they sponsor.

By TIMOTHY SANDOVAL

**J**ULIE PATTERSON and her husband, Jeff, started supporting impoverished children abroad through Compassion International in 1985.

At the time, the couple sent letters by mail to the children they sponsored, but replies took months to reach them. Responses from the children were first sent to a country field office for translation and then to the organization's U.S. headquarters in Colorado Springs before finally being shipped to the Pattersons in Detroit.

All that could take three or four months, says Ms. Patterson, who now lives with her husband in Mishawaka, Ind.

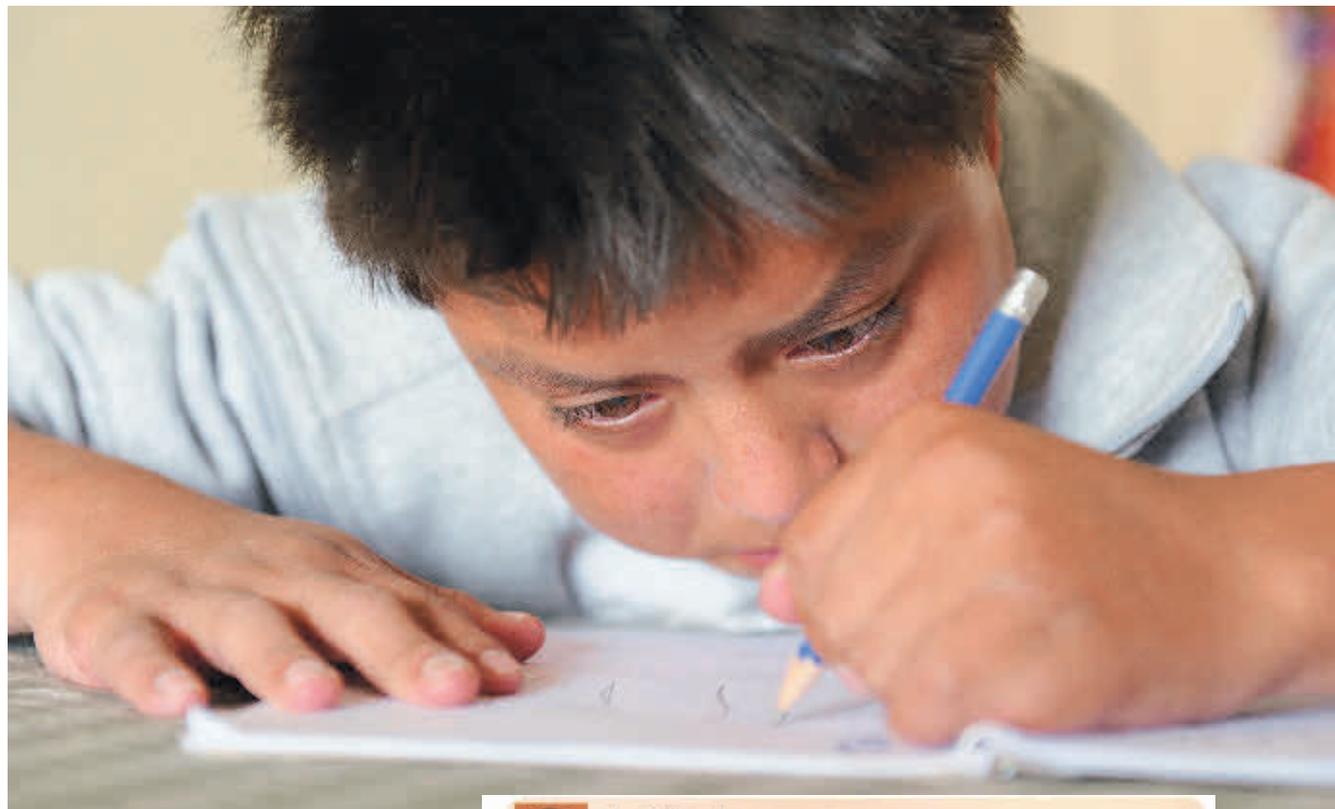
Today, the Pattersons and the five children they sponsor connect much more quickly. Compassion International (No. 34) in recent years has applied 21st-century technology to the age-old practice of making donors and children pen pals. It's a digital and communications upgrade that deepens their relationships and helps the charity retain supporters.

Here's how it works: Children's handwritten letters are now run through a digital translator in country. Correspondence is then sent to Colorado Springs, where it's digitized; sponsors like Ms. Patterson get an email and then can access the letters through a web portal.

## Retaining Donors

Ms. Patterson says she now gets her replies in about a third of the time. And she can write a response online instantaneously. Such speed means she keeps in closer touch with her sponsor children: She gets eight or so letters from each annually — double what she used to receive.

The digital upgrades haven't altered what is a deeply personal experience. "We see the child's handwriting and the child's drawings," Ms. Patterson notes. Through the web portal, she sends updates about her family, including photos. "It is a back-and-forth correspondence where you're get-



COMPASSION INTERNATIONAL



ting to know them and they're getting to know you," she says — like the old days, but much faster and more convenient.

Last year, contributions to the U.S. offices of Compassion International — it has affiliates in 14 countries — jumped 10 percent, from \$541 million in 2015 to \$592 million. The growth was largely driven by increased sponsorships: People pay \$38 a month to support a child in one of 25 countries. That makes up nearly all of its fundraising dollars.

The Christian humanitarian charity is optimistic that its donor numbers will increase this year, says Stacey Baxter, supporter retention and engagement director for Compassion. Growth will depend on the organization's efforts to expand its presence at churches, concerts, and festivals — the venues at which people are most frequently solicited to become sponsors. "Historically it's been somewhere between 6 and 8 percent net growth" in sponsorships annually, she says. "I'm feeling confident we'll be close to that range again."

But just as important as winning over new donors is keeping past supporters giving, she says. Compassion has been successful at that, too: Its retention rate has averaged about 90 percent over the past decade.

The messages between children and sponsors are a big reason, she says. Sponsors "are developing a relationship with the child, and it's changing the child's life," Ms. Baxter says.

## Beyond Children's Letters

It's not just letters from children that sponsors receive. At least once a year, a letter is sent on behalf of project directors or pastors working with Compassion in country. The messages thank donors and describe the needs of local children.

Sponsors get a regular stream of email updates filled with stories and videos about

## BETTER THAN AIR MAIL

Compassion International's digital correspondence system means children like Erick Alexander Aconda Padilla, of Ecuador, can easily keep in touch with their sponsors.

children and families helped by the nonprofit. Bloggers also write about related topics and ways for supporters to get involved. A recent headline: "5 Easy Ways to Encourage Kids to Fight Poverty."

Every 18 months or so, Compassion sends sponsors an updated photo of the children along with information about their interests and educational progress. "It kind of helps you to know what to write your child about," Ms. Patterson says.

In 2015, the charity rolled out a mobile app, which sponsors can use to pull up the latest photo and information about the children. Ms. Patterson says she sometimes shows her friends the children she's supporting. She can also read a child's message anywhere: "I can be waiting in line somewhere, and I can read the letter from my child."

Ms. Patterson says the connections she's built with the children are what's kept her on board with Compassion. In October, she decided to sponsor another child, 6-year-old Jean, in Haiti.

She adds: "The relationship that I've had with my past sponsor children and knowing the difference that sponsorship made in their lives now that they're adults — how far they've come, what they've overcome — motivates me to continue with another child." ■

## SMALL GIFTS

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DELIVERING GOOD

# Everything Must Go

With retailers facing tough times, Delivering Good finds its longtime corporate relationships are paying off.

## Tops in Noncash Gifts

Among Philanthropy 400 organizations, these received the largest share of their support — at least 99 percent — in the form of donated goods or services.

Task Force for Global Health (No. 4)  
\$3.2 billion

Brother's Brother Foundation (No. 123)  
\$216 million

Good360 (No. 66)  
\$361 million

Kingsway Charities (No. 226)  
\$125 million

Sightsavers International (No. 104)  
\$268 million

By HEATHER JOSLYN

**T**HE RETAIL APOCALYPSE has been very, very good to Delivering Good.

The New York-based organization (No. 122) distributes new donated clothing, toys, and household items to people in disaster areas and needy households. As the trend of retail stores shuttering has gathered speed, the 32-year-old charity's long-standing work with key players in corporate America has borne fruit.

"Because of that relationship, they think of us, they think of being philanthropic with that product," says Lisa Gurwitch, president of the organization. "There are other things they could do with it."

The charity, until recently known as K.I.D.S./Fashion Delivers, raised \$217 million in 2016 — almost 99 percent of it arriving in the form of donated goods from retailers, manufacturers, and other supporters. The total represents a 63 percent jump from 2015.

### Meeting Donors' Needs

Delivering Good says its success comes from finding ways to help its donors — particularly its corporate backers — as it helps the needy. As businesses increasingly align their giving with their missions, the charity has tailored partnerships to meet those expectations.

For example: Kidbox, a start-up children's apparel company that sends packages of seasonal clothing to its subscribers, donates an item of clothing to Delivering Good for every package it sells. On the Kidbox website, customers can choose which of a set of four rotating causes they

### BAGGING DONATIONS

Delivering Good, the charity previously known as K.I.D.S./Fashion Delivers, saw gifts to serve needy families increase 63 percent in 2016.

would like the company and Delivering Good to support on their behalf, such as military families and homeless or low-income families. "They have a mission of clothing 1 million children, and they want to engage families in philanthropy," Ms. Gurwitch says of Kidbox. "That's a partnership that's really meaningful to us."

Other companies, like the shoe company Skechers and the apparel maker Burlington, want to support the communities where they work. Delivering Good lets them earmark their product giving for those places. Burlington, for example, donates about four pallets of new merchandise to Delivering Good's local partners in the towns where the company opens a new store, according to Shakiera Walker, a spokeswoman for the charity.

As part of a strategic plan launched with Delivering Good's name change, the organization is focusing more on individual giving to help diversify revenue. It's also exploring planned giving, beginning with an effort aimed at its trustees. "We want to start to educate the board, and then from there we'll take this idea of legacy out to individuals who have supported us," Ms. Gurwitch says.

### Looking Ahead

As online commerce chips away at brick-and-mortar stores, the charity will continue to help retailers find a home for their unsold goods. It also helps companies offload products that have been discontinued or whose licenses have expired.

Some supporters have had a rough 2017. The largest product donor in the charity's 32-year history, Toys "R" Us, filed for bankruptcy protection in September. It's unclear whether those struggles will result in more gifts, but disaster giving is likely to help. More than 250 companies — out of the charity's roughly 500 backers — supplied new products to victims of this year's string of hurricanes, floods, and wildfires. Burlington, Hanes, Ikea, and Macy's are among those stepping up.

Ms. Gurwitch is not worried that her charity's donors who gave for the emergencies will beg off contributing later in the year. "When people respond to a disaster, that often comes out of a different pocket," she says.

The disasters did force the group to quickly shift its themes for late 2017. "We had been planning for our end-of-year focus to be talking about the needs of people for back to school, back to work. But as we move through this period, we will try to tell the story of people who are in need all the time."

That, she says, "is what donors want, whether it's a big corporate partner or an individual writing a personal check: They want to hear the story. They want to know the need. They want to know how an individual person is going to benefit." ■

## IN-KIND GIFTS



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# Raising Money, For-Profit Style

By MEGAN O'NEIL

With an innovation lab, an eye on “customer service,” and market research on donors, CEO Caryl Stern has doubled revenue at Unicef USA.

**V**ISIT THE TECH GADGETS AISLE at your local Target, and you'll find, nestled amid Garmin watches and Fitbit bands, the Unicef Kid Power activity tracker. Its rubbery straps come in candylike hues of tangerine orange and aqua blue. There is a Star Wars-theme option, too, with the tagline “Force for Change.” Sticker price: \$39.99.

Target has sold nearly 150,000 Kid Power activity trackers, which enables users to rack up points that translate into donations to feed hungry children. It is the retail giant's second-best-selling fitness tracker.

How did a nonprofit launch a successful consumer product, muscling itself a small perch in the fast-growing multibillion dollar wearable tech market?

Unicef Kid Power and the in-house innovation lab from which the idea sprung are just some of the ways that Unicef USA CEO Caryl Stern is shaking up one of the nation's biggest and most recognizable nonprofits.

“One of the things I would say about Caryl is she is not afraid to take risks,” says Rajesh Anandan, senior vice president of strategic partnerships and Unicef Ventures and a principal architect of the Kid Power effort. “She's willing to go for broke. She pushes her team to be ambitious and think big and be willing to fail.”

That leadership style has served Unicef well in the past decade, during which time Ms. Stern reworked the organization's management structure, shepherded multiple big campaigns, cultivated a roster of celebrity supporters, and more than doubled fundraising to \$566 million last year.

“I'd like us someday to be a billion-dollar organization,” Ms. Stern says.

Whether any of it is enough is a question that looms large for Unicef USA, also known as the U.S. Fund for Unicef, and other international aid organizations. Half the world's record-high 22.5 million refugees are children, according to the U.N. High Commissioner for Refugees. In 2016, 5.6 million children under the age of 5 died, more than half from causes preventable with simple interven-

tions. The Trump administration has proposed to slash the foreign-aid budget by nearly a third and cut the number of refugees admitted to the United States next year by 40 percent.

For her part, the 60-year-old Ms. Stern says it's the decades of results that keep her hopeful and charging hard. Unicef programs helped halve the

## Team members were asked to list their best workers. Then they had a year to get everyone else on the list.

under-5 child mortality rate since 1990, she notes. The organization helps immunize 45 percent of the world's children and provides 80 percent of a nutrient-rich peanut paste distributed worldwide every year to prevent starvation.

“And no matter where I've traveled, I have been consistently struck by the sheer tenacity of human spirit and the positivity that children have, no matter what the circumstances they find themselves in,” Ms. Stern says.

### Daughter of a War Refugee

Before joining Unicef USA, Ms. Stern had no experience in global development. What she did have was an intimate, albeit tragic, connection to the millions of children the nonprofit serves.

In 1939 Nazi-controlled Austria, Ms. Stern's grandparents handed off Ms. Stern's then 6-year-old mother and 4-year-old uncle to a family friend. They were war refugees bound for the United States.

The family later reunited but not before Ms.

Stern's mother spent the war in an orphanage in Manhattan run by a Jewish relief agency.

Her mother, Ms. Stern says, was a lifelong activist.

“As soon as you were old enough to hold a sign, she put one in your hand. We marched on everything,” Ms. Stern says of her childhood in New York.

In 1987, after working for several years as a college administrator, mostly in student affairs, Ms. Stern joined the Anti-Defamation League, a group she had been exposed to while volunteering with her family in the early '70s.

She would go on to spend a total of 18 years there, mostly overseeing anti-bias education and training programs that eventually reached around the world. She managed dozens of employees and hundreds of contract workers and built up a thick Rolodex of individual and corporate donors.

By the early 2000s Ms. Stern had risen to chief operating officer, working closely under the Anti-Defamation League's longtime national director, Abraham Foxman. She learned a lot from the charismatic Mr. Foxman, she says, including the value of brilliant public speaking and the importance of relationships.

But Mr. Foxman, one of the most prominent and potent Jewish nonprofit leaders in the world, also cast a long shadow.

“He had a very autocratic style of leadership, and I recognized why it was necessary, but I also recognized why for me it wasn't my most productive style,” Ms. Stern says. “And I was really clear that if given the chance to run an organization, it was not the way I wanted to run it.”

By the mid-2000s, it was apparent to Ms. Stern that that chance would not be at the Anti-Defamation League. Mr. Foxman expressed zero interest in ceding the top job. (He retired in 2015.)

“I was ready to move; he wasn't ready for me to move,” Ms. Stern says. “And what was always a casual and trusting relationship became a more tense relationship.”

So when then-Unicef USA CEO Charles Lyons offered her the chief operating officer job in 2006, she took it. And what Ms. Stern thought was a



KEVIN MAZUR/GETTY IMAGES FOR UNICEF

## BOLD MOVES

**Caryl Stern is known as a risk taker and a management innovator in her push to turn her 71-year-old organization into a \$1 billion-a-year fundraising powerhouse.**

lateral move quickly became an opportunity for something more when Mr. Lyons, just weeks after Ms. Stern started at Unicef, announced plans to leave for the Bill & Melinda Gates Foundation.

The board named her interim CEO but indicated that Ms. Stern would not be the permanent replacement, proceeding with an international search. With the encouragement of Mr. Lyons and others, Ms. Stern decided to apply anyway.

She had never been to Africa.

"In all honesty, I had to first prove to myself I could do the job," she says. "I had never been a CEO. And I sure as hell had never been a CEO of anything related to humanitarian aid, of which I knew nothing. I studied a lot. A lot."

## Building a Team

In a presentation to a search committee that included future senior Obama administration official Susan Rice, Ms. Stern proposed, among other things, reconfiguring how the top executives at Unicef USA worked together. Specifically, moving

from a hierarchical structure to more of a team structure wherein the members had equal say.

"They are going to have as much input into decisions as I will have," Ms. Stern recalls telling the search committee about her vision for how the management team would work. "I will earn my keep. I will have veto power if I truly disagree, if my gut says they're wrong, but other than extreme circumstances, I'm not going to exercise that."

After getting the job, Ms. Stern hired an executive coach to help her and her top management team improve the feedback they provide to employees. "He taught me how to do it where it was feedback, not insult," she says.

But she also insisted on a culture of performance and results. She asked her senior team to make lists of the best performers on their staff, individuals they would go to great lengths to keep.

Then she gave them one year to get everyone else onto that list. "They are either on that list already, or they are gone," Ms. Stern says.

She also conducted an employee-satisfaction survey, and made adjustments to employee evalu-

ations to include not only performance outcomes but how employees worked with others. A great fundraiser who treats the fundraising team badly isn't considered a great fundraiser at Unicef, she says.

## Market Study of Donors

High on the new CEO's list of goals was to double the income at Unicef USA in five years, and she came with all sorts of new ideas, her colleagues say.

Ms. Stern commissioned a market study of the Unicef USA donor that organized them into categories to assess how the nonprofit was performing with each and apply resources accordingly. One major takeaway was that while a sizable number of donors with religious affiliations gave to and/or through religious congregations, Unicef USA was not marketing to or thinking about how to approach faith communities, Ms. Stern says.

She created a customer-service department to

*Continued on Page 30*

**JOINING A FITNESS CRAZE**  
**The Unicef Kid Power activity tracker is a hot retail item that helps the charity raise money while improving children's health.**



*Continued from Page 29*

field questions and complaints. It is something few nonprofits have, Ms. Stern says, and it made a marked difference in cleaning up problems like mailings addressed to deceased husbands.

"If I was going to be donor-centric, then I had to treat you like the guy who bought a car from me yesterday," Ms. Stern says. "And you're not going to buy another car from me if I can't make sure that the car you ordered is the car you got."

Ed Lloyd, COO and CFO at Unicef and a part of Ms. Stern's inaugural executive team, says another of Ms. Stern's savvy moves was to invest in building up the group's eight regional boards, which had gotten scant attention in previous years. They became a pipeline to the nonprofit's national board, he says.

When it comes to working with board members, Ms. Stern articulates exactly what she needs from them to hit revenue targets, Mr. Lloyd said. That in turn serves to get them engaged and excited about the challenge.

"No one is, in my opinion, is better than her to tell the story of Unicef."

## An Idea Lab

By 2012, Ms. Stern and her colleague Mr. Anandan were discussing ways Unicef could employ different business models to scale up its revenue and its reach. It was a time when Fortune 100 companies — looking to keep pace with nimble and fast-moving start-ups — were setting up internal incubators and ventures teams to generate and quickly test new ideas. Mr. Anandan had a vision for something similar at Unicef.

"If you can combine the insight-driven focus and agility and pace of a start-up with the credibility and scale of a big organization, good things can happen. But it is a big if," Mr. Anandan said.

Unicef Ventures was born.

Initially, no money was assigned to the nonprofit idea lab — it's a tough case to make to divert resources from life-saving programs, Mr. Anandan notes — but Unicef was able to attract partners and pro bono professionals. And there was a clear thesis: Take longtime programs, study their core values, and launch new businesses that capture those values.

One early effort was the Unicef greeting-card program. "We looked and said, OK, 'We have a couple million customers who buy this legacy product in this slowly dying industry. What could we do to meet the needs of those customers today in a way that can scale?'" Mr. Anandan says.

The answer was to launch, during holiday season 2014, Unicef Market, an online commerce site where supporters could purchase products handmade by artisans around the world. That now produces more than \$3 million in revenue a year.

"The traditional business approach would be try to figure out, How do we sell more cards?" Mr. Anandan says. "The ventures approach is to say, What does the customer need that these cards are

fulfilling? What insight could we have, based on that need? And then, could we come up with a business that serves that need in a scalable way?"

## From Trick-or-Treat to Kid Power

Those working on Unicef Ventures also looked to Unicef's decades-old Trick-or-Treat for Unicef program. It's based on the idea that kids have a need to feel like they are important and can help others, Mr. Anandan says. But participation has been stagnant for several years.

So he and colleagues began working on ideas that would capture those values in a new way. They toyed with concepts like an entertainment series featuring kids as superheroes solving real problems and active learning games. Eventually they came upon the idea of the activity tracker. Within months, working with a start-up called Calorie Cloud, they were experimenting with step counters in classrooms.

An activity tracker could connect two global challenges, Mr. Anandan and Ms. Stern realized: One in four children globally is malnourished; while one in four children in the United States is inactive.

Ammunition, the design firm behind hit products including Beats headphones, signed on to design the Unicef Kid Power activity tracker pro bono. In the fall of 2014, there was a small-scale rollout involving 1,000 public-school students in Sacramento, backed and publicized by the city's mayor and its NBA team.

The following spring, Ms. Stern got a face-to-face meeting with Kathy Kennedy, president of Disney-owned Lucasfilm, "thanks to people I knew who knew people who knew her," as the nonprofit leaders explains it. They connected immediately, Ms. Stern says, and the entertainment company signed on.

A deal with Target to sell the activity trackers starting holiday season 2015 followed. The musical artist Pink went on "Good Morning America" in late November to promote the program. The activity trackers sold out at Target on day one. A week later, they sold out again.

"We were all surprised," Mr. Anandan says. "We were a nonprofit building hardware."

In addition to being sold by Target, the activity tracker can be purchased directly from Unicef USA online. Corporations are paying for the Kid Power school program, which gets activity trackers on the wrists of kids at no cost to families. Adults can par-

ticipate too, tracking their steps using the Kid Power app.

Nearly half a million people have registered with Kid Power, according to Unicef. Corporate support currently totals \$12.7 million. The money generated by the program has helped feed 52,000 children, according to the nonprofit.

Those behind Kid Power say they aim to reach 10 million participants in a decade. "The whole concept of Kid Power in general is at the heart of where we are going now," Ms. Stern says.

"I really would like to have a movement of people who put children first."

And she aims to keep the innovation rolling.

"All the things that blue-chip charities are not known for are all the things I want us to be known for," Ms. Stern says. "Without giving up all the historical solid reputation that we have."

## 4 More Years

Ms. Stern, who is married and has three children and two grandchildren, maintains a grueling travel schedule that includes weekly domestic trips and as many as 10 international trips annually. In July, she was in New Orleans alongside Beyoncé to launch a multiyear effort to provide safe drinking water to vulnerable people in Burundi.

The chief executive says she and colleagues are keeping a close eye on Washington, noting that while the Trump administration has proposed slashing foreign aid, spending has remained steady so far. The nonprofit moved its 2017 annual meeting from New York to Washington, getting 400 supporters into 196 meetings with policy makers. The next annual meeting will again be in the capital, she says.

"I'm going to take every opportunity on every stage and in every location to scream what the needs of children are," Ms. Stern says. "And there is probably no more important stage right now than Washington."

Ms. Stern says she expects to stay in the CEO job until her contract expires in four years.

"I want to go out on the top, not on the bottom. Those are personal goals," she says. "You want to leave when it is the right time and to be smart enough to know it is the right time, so I'm watching that carefully and closely."

When it comes to that \$1 billion revenue goal, Ms. Stern notes that it is unlikely Unicef will achieve it while she is CEO. But hitting \$800 million might be doable, she says.

"This is truly the success of a team of people whose passion and whose motivation and dedication have been the best I have ever seen," Ms. Stern says. "If it had been left to any one of us, we would never be as good. The sum is greater than its parts." ■



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# Foundation CEOs Take Out Their Bullhorns

The Trump era is prompting grant makers to stand up for their values and their grantees with unprecedented vigor. **By ALEX DANIELS**



NATHAN CUMMINGS FOUNDATION

## Sharon Alpert, Nathan Cummings Foundation

“We cannot help but notice those who did not stand up and unequivocally denounce these outright acts of hate,” in Charlottesville. “This silence ... is not about seeing both sides. It is the same as throwing in with the tormentors, emboldening them, and weakening our democracy.”

**U**nder the spotlight in a downtown Pittsburgh theater last month, with hundreds of nonprofit executives and board members watching, Grant Oliphant sent a clear message: I am part of the resistance.

Mr. Oliphant, president of the Heinz Endowments, takes issue with many things the Trump administration has done, especially what he sees as the president’s bashing of the use of science in policy making and of the media and many institutions and values central to democracy. Mr. Oliphant called the meeting to demonstrate to the nonprofit leaders that the foundation is committed to supporting them in the struggle for social justice.

“Nonprofits are experiencing what’s going on right now in a dreadful sense of isolation,” he said. “If foundations aren’t willing to issue the call, it’s very hard for individual nonprofits to deal with it.”

Too often, Mr. Oliphant said, foundations think they must maintain a neutral stance on political issues. The October meeting put Mr. Oliphant, and the foundation he leads, squarely on one side of the issues facing the country. He said Heinz will host more meetings in the months ahead to show that the foundation has the “moral leadership” to fight back.

Mr. Oliphant isn’t alone. In the year since the election, a growing number of foundation leaders have been speaking out on public policy in news articles, newspaper ads, tweets, and email blasts.

Grant makers that support issues that have come under attack during the Trump presidency are increasingly using the media as a bullhorn to inform policy makers, sway public opinion, and send a clear message to grantees: We’ve got your backs.

### A Louder Voice

Darren Walker, president of the Ford Foundation, embodies philanthropy’s more visible public face, his peers say.

At conferences, on social media, and in the nation’s largest newspapers, he has referred to his own origins — growing up as a poor, gay Afri-

can-American in Texas — in emphasizing the foundation’s mission to help end inequality.

After the August gathering of white supremacists in Charlottesville, Va., Mr. Walker called for “moral courage.” Following up in his annual letter, in September, he urged an examination of American racism, something he called “the next battle for the soul of this country.”

It’s a huge about-face from what Mr. Walker experienced earlier in his career as a vice president at the Rockefeller Foundation.

Mr. Walker said he felt a need to speak with a louder voice because American politics is in a state of crisis, and the internet has unleashed huge competition for the attention of the American public.

“When I came into philanthropy, the idea at Rockefeller was we didn’t really communicate beyond our annual report, because our work spoke for itself,” Mr. Walker recalled. “That paradigm is no longer relevant in a world of social media where if we don’t manage our narrative, others will manage it for us.”

Still, some foundation leaders, as well as people who follow foundations, say too many grant makers continue to believe they should speak largely through the money they award for advocacy and other causes.

Judy Belk, president of the California Wellness Foundation, worries that most foundations “are not using their voice as an asset.”

Aaron Dorfman, president of the National Committee for Responsive Philanthropy, agrees. While more foundation leaders are speaking out against racism and injustice, too many remain timid, he said.

“Neutrality is not an asset, and I hope to see more philanthropic leaders using their voices and their reputational capital to stand up for vulnerable communities attacked by President Trump and his allies,” he wrote in an email.

### Turnaround in Attitude

To be sure, many foundation leaders who are speaking out are also taking significant action to

*Continued on Page 35*

**LEADING**



FORD FOUNDATION

**Darren Walker,  
Ford Foundation**

“Soon it may be too late for courage, too late to take the necessary steps to mend our society. We risk reaching a day when whatever ability we had to influence change or protect our democratic values will have been squandered.”

**Don Howard, James Irvine Foundation**

“As a private foundation, we know that we can best stand up for fairness and opportunity by supporting nonprofits who are serving Californians and their communities. But we also want to speak out, in solidarity, with all those who are equally troubled by the divisive, detrimental policies and rhetoric coming out of Washington.”



THE JAMES IRVINE FOUNDATION



RANDY HARMON/THE CALIFORNIA WELLNESS FOUNDATION

**Judy Belk,  
California Wellness Foundation**

“No matter how it’s packaged — white supremacy, white nationalism, neo-Nazism — hate and racism threaten our collective well-being. To advance peace and defend the safety of our communities, we need to take action.”

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Executive Director of  
Annual Giving  
Colorado State University



**JOSH SILVA**  
Digital Fundraising Manager  
Oxfam

**THE HOST**

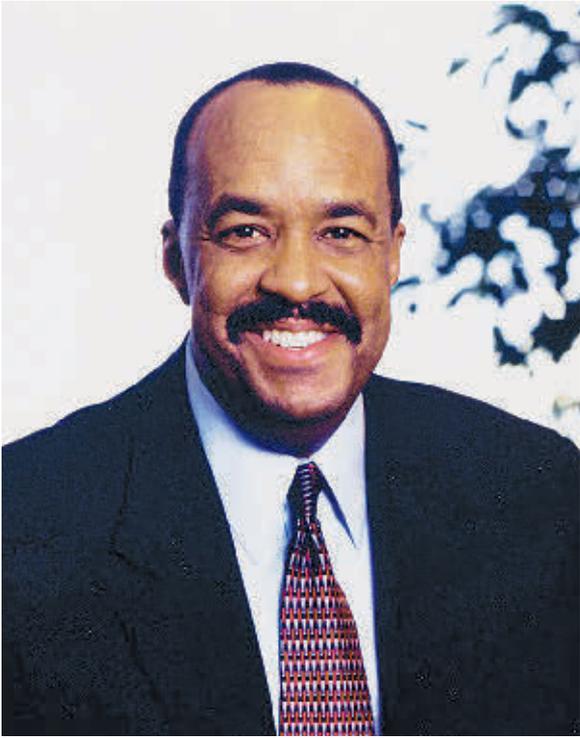


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THE CALIFORNIA ENDOWMENT

### Robert Ross, The California Endowment

“When immigrants, Muslims, and LGBTQ communities are scapegoated, targeted, or excluded, we pledge to resist. When ‘law and order’ is code for a narrative and the public policies of racism through hyper-incarceration, we pledge to resist.”



BARR FOUNDATION

### James Canales, Barr Foundation

“At a moment in history when the president of the United States chooses to fuel division with his words and through his actions or inaction, it is no longer an option to remain silent.”

*Continued from Page 32*

retool their grant making to help groups affected by Trump policies.

That's how Dan Howard, president of the Irvine Foundation, responded.

Soon after last November's election, the foundation provided \$1.7 million to grantees working to strengthen the political voice and economic status of immigrants. Since the beginning of the year, the foundation has set aside an additional \$5.6 million for the same purpose.

“Our primary means of making a difference in the world is allocating dollars to the strongest leaders and the best ideas,” Mr. Howard said. “Our core business is grant making.”

#### Divisive Rhetoric

Given that mission, Mr. Howard has not been accustomed to speaking out on political issues.

The grant maker works with people of a variety of viewpoints and had always made it a practice to remain as neutral as possible.

That ended when President Trump announced he was ending a program that allows the so-called dreamers — individuals who came to America with their parents as young children — to stay in the United States even though they are not citizens.

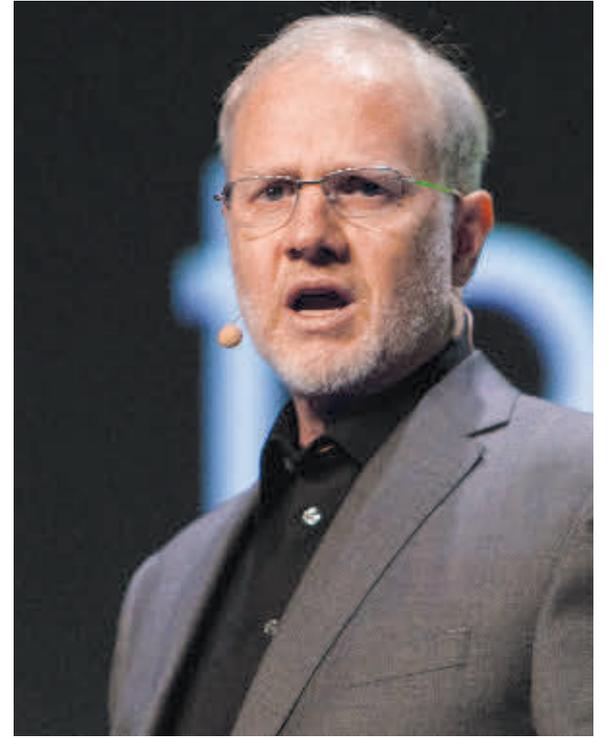
Feeling he couldn't keep quiet any longer, Mr. Howard posted an article on his foundation's website that slammed the “divisive, detrimental policies and rhetoric coming out of Washington.”

Mass deportations, he wrote, “would jeopardize the fundamental values of our country and violate the spirit of America's promise of opportunity for those who work hard to create a better life for themselves and their families.”

Like Mr. Howard, Ms. Belk of the Wellness Foundation has increased support for social causes, particularly health care for the poor and a campaign to end gun violence. Her words as a leader would ring hollow, she said, if the foundation did not back its convictions with cash.

“I'm not naïve,” she said. “I know that one reason people pay attention to us is that we're sitting on assets of billions of dollars.”

But she has also brought her own voice to the foundation's work, and did so even before the presidential election. For instance, after attackers shot and killed 14 people in San Bernardino two years ago, Ms. Belk shared her own story of losing



JOSHUA FRANZOS/THE HEINZ ENDOWMENT

### Grant Oliphant, Heinz Endowments

“The fundamental question here is, what are you going to stand for and what are you going to fight for? Moral leadership is about deciding the answer to that question. ... The trap is the myth of neutrality. The notion that our sector, the nonprofit arena, should be neutral on issues that go to core moral values is phony and wrong.”

her sister to gun violence to put a human face on shooting victims and raise awareness of the issue.

On her mission to “demystify” philanthropy, Ms. Belk gets her point across on her personal blog, on Twitter, in front of audiences across the state, and in the pages of the *Los Angeles Times*, *USA Today*, and Huffington Post.

#### Grantees Are “Watching Us”

Even if foundations don't reach a broad audience, others hang on their every word.

After Mr. Trump announced his plan to end protections for the dreamers, Richard Besser, head of the Robert Wood Johnson Foundation, sent a note to its grantees. He urged them to inform program officers if the uncertain policy environment might impede their work. And he pledged to use the foundation's website and social-media channels to call attention to the health impacts of a person's uncertain immigration situation.

Besides meeting with grantees, Mr. Oliphant, the Heinz Endowments leader, wants foundation CEO's to help sway opinions of the public. He acknowledges that a leader of a foundation probably won't command as much attention as a celebrity, philanthropy can still have an impact.

“Our grantees are watching us,” he said. “Folks in our communities are watching us. They're looking to see what we're willing to say and not willing to say.”



# Crowdfunding's New Frontier

Move over, donors. More nonprofits are running their own online campaigns — and picking up a payload of new supporters.

By HEATHER JOSLYN



SPACE CENTER HOUSTON

**BLAST OFF**  
Retired NASA officials, led by Apollo flight director Gene Kranz (in the gray suit), celebrate the end of a Kickstarter drive that saw Space Center Houston raise more than double its goal to help restore its Mission Control facility.

## ◀ Space Center Houston

**Goal:** \$250,000 to help restore NASA's Mission Control facility

**Result:** \$507,000

**Participation:** 4,251 donors, of which 99% were new to the organization

**F**UNDRAISERS at the Holocaust Museum in the nation's capital are watching their donors age in real time.

When the United States Holocaust Memorial Museum opened nearly 25 years ago, the average age of donors was 45.

Today, it's 72.

Fewer people today have a direct connection to the Holocaust. And with the generation of survivors dying off, the organization is receiving more and more donated artifacts to be preserved.

So, like many established nonprofits these days, the museum is taking a page from the crowdfunding playbook. "We want to have an eye toward engaging a younger donor base," says Dana Weinstein, director of new audience engagement and membership.

On June 12 — the birthday of the famed diarist Anne Frank — the museum launched its first Kickstarter campaign. The 30-day drive aimed to raise \$250,000 to catalog and digitize more than 200 diaries from Holocaust survivors. It blew past that hurdle on July 3 and then cleared a "stretch goal" of another \$50,000 on July 11.

"I went on vacation," Ms. Weinstein says, "and I spent all my time on the beach refreshing Kickstarter."

When the drive closed last month, it had raised more than \$380,000, well past its goal; \$315,822 had come in on the website and the rest in the form of checks.

Ultimately, the data revealed that three of every four of the campaign's more than 5,600 supporters are new to the organization, confirming Ms. Weinstein's predictions that the drive would bring in new donors.

"I don't suppose a lot of our members are active on Kickstarter," she says.

### Special Projects

For several years, charities have offered help — or simply stood on the sidelines — as many of their supporters have raised money through crowdfunding sites to send to their favorite causes. But now more organization-run crowdfunding drives are popping up on Kickstarter, IndieGoGo, GoFundMe, or the charities' own websites.

The advantages, fundraisers say, include having greater control of the messages posted on their behalf and gaining access to lots of new supporters. The challenges include keeping those new donors in the fold over the long term.

"There's definitely a huge growth in organization-driven crowdfunding, whether it be for a project or a program or a shortfall in the bud-

get," says Rob Wu, CEO of CauseVox, a fundraising consulting company. The number of organizations that use his firm's crowdfunding site, he says, "basically doubles or triples every year."

What's more, the crowdfunding approach can be worked into many kinds of appeals. "People expect more and more fundraising to happen crowdfunding-style, because they're exposed to it on a daily basis," he says. "The crowdfunding style is going to become more relevant to the fundraising tool kit."

### Finding Big Donors

Museum officials, in particular, point to two Smithsonian Institution crowdfunding campaigns as inspiration for their efforts. A 2015 drive on Kickstarter raised more than \$719,000 to restore Neil Armstrong's Apollo 11 spacesuit, and a campaign the following year to conserve Judy Garland's ruby slippers and Ray Bolger's scarecrow costume from *The Wizard of Oz* generated \$385,000.

The Dallas Museum of Art launched its first crowdfunding drive in February, using Razoo. The five-week campaign, called Destination Dallas, raised just over \$101,000 to help bring an exhibit of avant-garde Mexican art to the museum.

The exhibit, which ran from March to July, had "phenomenal" attendance, says Ingrid Van Haastrecht, director of membership.

Of the more than 200 people who gave to the campaign, about half were not museum members, she says. And a few gifts were substantial in size. "It became a way to help us identify new prospects — people who were contributing to the campaign in amounts that really surprised us."

### Controlling the Message

Other organizations, especially universities, have been jumping into crowdfunding, too, hosting their own pages for campaigns. These drives are usually focused on financing small-scale or niche projects, such as artifact or site restoration, exhibits, student-run clubs, or even faculty research efforts.

The University of California at Berkeley launched a crowdfunding page on a pilot basis two years ago, in part to help assert its brand. Many students, alumni, and faculty had been raising money for special projects on third-party sites and touting their connection to UC Berkeley.

"It was very confusing for donors," says Ryan Lawrence, associate director of digital philanthropy. "They were actually giving to these projects

*Continued on Page 38*

## FUNDRAISING

## National Trust for Historic Preservation

**Goal:** \$110,00 to restore Miami Marine Stadium

**Result:** \$110,406

**Participation:** 744 donors, of which 60% were new



**WE DID IT!**  
YOU MET THE MATCH GOAL AND RAISED  
**\$101,870**  
Thank you for helping bring the Mexican avant-garde to Dallas through programs and community events.

LEARN MORE ABOUT #DESTINATIONDALLAS  
México 1900–1950: Diego Rivera, Frida Kahlo, José Clemente Orozco, and the Avant-Garde

## Dallas Museum of Art

**Goal:** \$100,000 to bring an exhibit of Mexican art to the museum

**Result:** \$101,870

**Participation:** 200 donors, of which 50% were new

*Continued from Page 37*

and believing it was going to the university. And then we would solicit them, and they'd say, 'But I already gave.'

The UC Berkeley crowdfunding page features batches of campus-affiliated projects — a women's ultimate Frisbee team, a volunteer-abroad summer program in Peru — which run month-long campaigns. During the 2016-17 school year, 40 projects brought in \$380,000 from 2,300 donors. And just over half of those people were new supporters of the institution.

The University of Mississippi has raised nearly \$2.4 million to date from its Ignite Ole Miss crowdfunding page, which it began in the fall of 2014.

Its first campaign on the page, in the wake of a big football victory over its archrival, the University of Alabama, raised more than \$100,000 for the athletic department, says Wesley Clark, Mississippi's annual giving director.

Ignite Ole Miss, he says, "creates the space to tell lots of stories of impact across the organization in one place."

Mr. Clark, who joined the institution this past spring, helped launch a crowdfunding effort at his previous employer, Texas State University. The advantage for institutions in taking on a crowdfunding operation, he says, is quality control.

"We review all communications, we maintain full control while finding that balance to let groups be authentic," Mr. Clark says. "We fold their stories into our umbrella story."

### Causes Gain Visibility

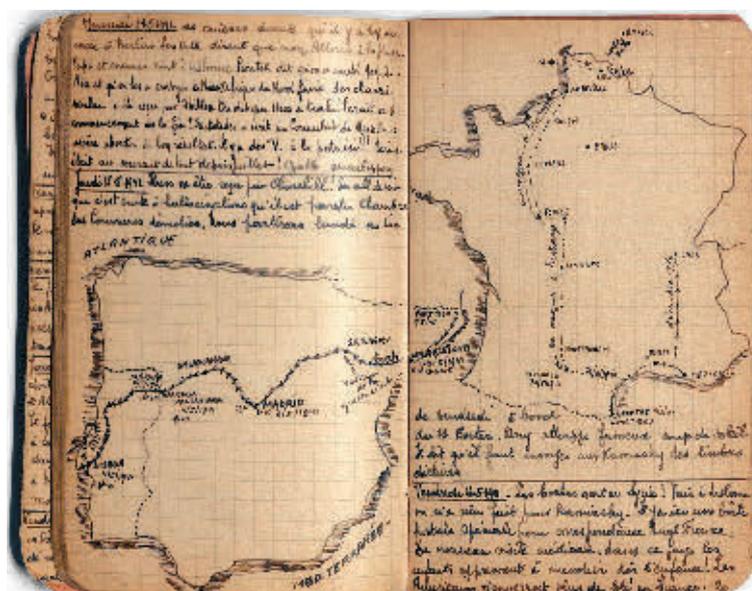
Crowdfunding efforts can be expensive to run because they require constant monitoring and promotion. At the Smithsonian, about 17 percent of the money raised on Kickstarter for Neil Armstrong's spacesuit wound up going to fundraising costs, as did 38 percent of the donations raised for the *Wizard of Oz* artifacts.

## United States Holocaust Memorial Museum

**Goal:** \$250,000 to catalog and digitize 200 diaries from Holocaust survivors

**Result:** \$315,822

**Participation:** 5,600 donors, of which 75% were new.





DIANA LARREA/NATIONAL TRUST FOR HISTORIC PRESERVATION

Linda St. Thomas, a spokeswoman, said the institution was seeking not just dollars through its Kickstarter projects but also visibility for the work it does. The drives generated substantial publicity, which helped the organization reach new audiences, Ms. St. Thomas said in an email to *The Chronicle*. Also, she wrote, such campaigns make people aware “that we are not fully funded by the government. That message comes out loud and clear when we do crowdfunding.”

Some organizations turn to sponsors to help defray the costs.

The National Trust for Historic Preservation began its crowdfunding efforts in 2016 in conjunction with the beer maker Heineken, with a plea to help restore Miami Marine Stadium, a circa-1963 venue on Biscayne Bay, which had fallen into decrepitude after Hurricane Andrew in 1992. That IndieGoGo drive raised about \$110,000.

For the past two summers, the trust has teamed again with Heineken to raise money on IndieGoGo for projects in a number of American cities. The Cities Project has seen all 10 of its efforts fully funded: a total of \$400,000 from 2,962 individuals. The overwhelming majority of those donors, about 2,600, are new supporters of the trust, says Andrew Simpson, the nonprofit’s vice president for marketing.

Heineken, he says, “obviously brings great resources and reach to [the crowdfunding drives] to make sure our projects are seen and are put in front of its audience,” Mr. Simpson says.

In addition to the opportunity to attract new donors, crowdfunding gave the trust a chance to gauge potential donors’ interest in particular projects, he says.

“Those donors have invested in a very specific thing,” he says. “So

we have a responsibility to report to them on the progress.” For each of those 10 campaigns, events are slated in the cities to bring new and old trust supporters together. In late September, for example, the people who gave more than \$38,000 — or 191 percent of the goal — to freshen up an iconic water tower in Atlanta’s Sweet Auburn neighborhood will be invited to an event in that city.

## Rocket Fuel

Like the Holocaust Museum, Space Center Houston took its first swing at crowdfunding this summer: In a monthlong campaign on Kickstarter that ended August 19, it raised nearly \$507,000 to help restore its famous Mission Control.

From 1965 to 1992, the people who worked at the Houston facility served as ground support, help desk, and sometimes crisis managers for orbiting Apollo and space-shuttle astronauts. Space Center Houston wants to restore the facility in time for the 50th anniversary of the first moon landing, in 2019. “Everything will be left as it was, as if the men just went for a coffee break,” says William Harris, the center’s chief executive.

The majority of the drive’s 4,251 backers were first-time donors to Space Center Houston.

In addition to the gravitational pull of Space Age nostalgia — and given an extra heartstring tug with a powerful video — the campaign offered an array of perks to supporters. At the top of the ladder, for \$10,000 donors, was the stuff of space-nerd dreams: a personal Mission Control tour and lunch with Gene Kranz, the retired NASA flight director who oversaw Apollo 11 and, as immortalized by Hollywood, Apollo 13. The 11 available opportunities sold out in two weeks.

In addition to the project’s “cool” factor, Space Center Houston relied on old-fashioned donor stewardship to boost its crowdfunding campaign. “A couple of staff members were designated to respond immediately to questions” from Kickstarter donors, Mr. Harris says. “That continues to be important after the campaign.”

In partnership with the Smithsonian, the center plans to help mount an exhibit to tour four cities in 2019 to commemorate the first mission to the moon, Mr. Harris says. He anticipates that will give the center a chance to meet many of its crowdfunding donors.

“I am hopeful this will create a community that will keep in touch with us and will continue to grow with us as we grow as an organization,” he says. ■

## TIPS FOR RUNNING A CROWDFUNDING DRIVE

### Tap influencers.

Don’t blast messages to your email list, says Rob Wu, chief executive of CauseVox, a fundraising consulting company. Instead, he says, target your strongest supporters and those with large numbers of followers or friends on social media.

### Line up seed money.

“It’s good to have a match in your back pocket,” notes Ingrid Van Haastrecht, director of membership operations and analysis at the Dallas Museum of Art. The museum’s initial crowdfunding drive benefited from a \$50,000 match offered by an anonymous donor.

### Focus on impact.

“Instead of saying you want to raise \$100,000, you should say you want to reach or serve 100,000 people,” Mr. Wu says.

### Set realistic goals.

Not only can a smaller initial goal prevent fundraiser burnout, but it’s better for donors, suggests Ryan Lawrence, associate director of digital philanthropy at the University of California at Berkeley. “People feel like they’re making more of an impact with their \$50 when there’s a smaller goal,” he says. “We can always do a stretch goal.”

### Plan for success.

“What if you exceed your goal?” asks William Harris, chief executive of Space Center Houston. Be prepared to tell supporters how the organization will use the extra money.

### Draw new donors closer.

A test that UC Berkeley’s fundraisers conducted offers promising results. They called a group of crowdfunding donors who had given to the university for the first time and asked them to make another contribution to the same project or something similar. About 35 percent did, Mr. Lawrence says. — HEATHER JOSLYN



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BRIAN TAYLOR, FOR THE CHRONICLE

# How to Get the \$300 Billion More That Nonprofits Need to Make a Difference

## OPINION

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**D**ONALD TRUMP's election as president created a quandary that people throughout the nonprofit world are wrestling with every day: How should they respond to a turn of events that revealed large, previously under-appreciated fissures in the American body politic?

Foundation leaders and philanthropy observers have issued calls to action that convey a strongly felt need to “resist” — to fight against policies of the new administration that violate ideals that many of us hold dear. That is essential work for organizations that focus on advocacy. But we believe that nonprofits of all types, along with their foundation and individual donors, face a broader task: In a time of social and political disarray, they must demonstrate their ability to sustain a diverse and robust civil society.

Nonprofits face an urgent need to operate in new ways as a new era unfolds.

Never in American history have the challenges posed to civil society been more striking, but never before has the potential of civil society organizations to create impact been greater. Still, in the years ahead, it will be crucial to ensure that much of the highly concentrated wealth that has accumulated over the past 25 years is channeled to truly significant investments in

**By WILLIAM F. MEEHAN III  
and KIM STARKEY JONKER**

*Authors of “Engine of Impact: Essentials of Strategic Leadership in the Nonprofit Sector”*

serving and transforming our society.

The need for increased giving is acute and will become more so in the coming decades. By 2025, we estimate, Americans will contribute between \$500 billion and \$600 billion

annually to charities and foundations. Despite such growth, the scale of giving will be insufficient. By our calculation, nonprofits will require an extra \$100 billion to \$300 billion annually to serve anticipated needs. Neither government support nor the money that nonprofits earn from tuition, ticket sales, fees for service, and other means will be enough to close that gap.

The only solution, in our view, is more philanthropy.

But it's not just donors who need to step up in unprecedented ways. Together, everyone in the nonprofit world must learn to provide strategic leadership that meets the urgent needs of civil society organizations and the people they serve.

Strategic leadership means not just doing good work but also doing that work in a highly intentional and effective way. We believe that doing so entails seven measures:

■ Pursue a clear and focused mission. No nonprofit can succeed if it loses sight of its core purpose or if it

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falls prey to mission creep. Organizations that are more focused tend to outperform those that are less focused.

- Develop and follow a comprehensive strategy that informs every program. Successful nonprofits translate their mission into a rigorous plan of action based on what's needed to create change.

- Consistently undertake rigorous impact evaluation. High-performing nonprofit organizations conduct regular evaluations (including randomized controlled trials when appropriate) to assess results, and rely on a feedback

## Focusing on impact and avoiding mission creep are essential.

loop so that data can continuously inform and shape strategy.

- Exhibit insight and courage in reckoning with challenges and opportunities. The heart and soul of leaders and their organizations — their ability to see what others don't and to go where others won't — are often the essential starting points on the road to building high-impact nonprofits.

- Build and manage an effective organization. Sustaining a high-impact nonprofit requires leaders to place the right people on the right teams. An organization's people, however good, will thrive only in a strong organization with wise and responsive leadership.

- Generate adequate funding to meet both program needs and operational needs. By targeting the right donors in the right way, nonprofits can break the "starvation cycle" that has long hampered such organizations.

- Cultivate an approach to board governance that reinforces the key elements of strategic leadership.

Governance is one of the most challenging areas for nonprofits to get right, but any organization can improve its board's performance. To do so, board members must be willing to confront the people, processes, and behavioral challenges that can drag a board down.

To make a significant and lasting impact, nonprofit leaders must pursue every aspect of strategic leadership in an integrated and comprehensive way.

In particular, they must do an outstanding job of both strategic

thinking (which encompasses mission, strategy, impact evaluation, and insight and courage) and strategic management (which involves funding, talent and organization, and board governance).

Strategic thinking requires a commitment to fact-based problem solving. Strategic management involves a keen-eyed focus on execution.

We have every reason to be confident that nonprofits can embrace strategic leadership to advance social progress.

But we need a plan of action to help ensure that nonprofits will earn the right to grow and maximize their impact.

Here is what key players can do to meet the needs of nonprofits at this challenging time.

## Nonprofit Executives

Top nonprofit leaders must abide by the time-tested principles of strategic leadership. They must embrace those principles wholeheartedly so that their organizations can earn the right to benefit from more philanthropy.

Remember this mantra: Simplify and focus. Avoid both complexity and mission creep. Actively resist any distractions that take you away from your mission.

In the Stanford Survey on Nonprofit Leadership and Management, which we conducted as part of our research for our book, we asked nonprofit executives, staff, and board members about various aspects of their organization's performance.

Our analysis of their responses led us to conclude that most nonprofits struggle with a least one essential component of strategic leadership.

This analysis also revealed that board governance, funding, and impact evaluation are the most challenging components of strategic leadership for nonprofit organizations.

In each of those areas, more than half of respondents indicated that their organizations struggle to perform well.

## Board Members

The responsibility of board members is to ensure that the nonprofits they serve maximize their impact and do so cost-effectively.

To be sure, not every board member will command the details of strategic leadership. So here is a useful starting point for conversation. Board members of nonprofits can ask the people on their teams these three questions:

- What is our organization's mission? Is it clear and focused?

■ How does our organization advance change and what strategy makes sense to deliver that change? Is that approach logically sound? Is it supported by empirical evidence?

■ What do our own evaluation efforts tell us about our impact? Are we operating effectively and efficiently?

In most cases, incisive and persistent questioning will start a hugely productive assessment and discussion. That process often results in a profound shift in how an organization approaches the fundamentals of strategic thinking, including mission, strategy, and impact evaluation.

Once everyone is clear on those fundamentals, board members must embrace the critical role of helping their nonprofits master the essentials of strategic management: organization building, fundraising, and, especially, excellent governance.

### Everyday Donors

As integral members of civil society, we everyday donors must recognize that our giving matters. The donations of small and medi-

um-size givers (those with incomes of less than \$200,000 per year) account for half of all charitable contributions. The recipe for those of us in this group is the same as the recipe for major donors, albeit in smaller batches.

By understanding strategic leadership and what constitutes a high-performing charitable organization, we have the power to direct our checks to the most effective organizations.

Some of us will need help to identify high-impact organizations, while others can gather and analyze data on our own, which is no longer hard to do. Indeed, over the past few decades, reams of data have become available at the click of a mouse.

Unfortunately, most individuals make little use of this valuable information. Instead, they still give largely in response to a friendly schmooze from a development professional, a request by a social peer, or a heart-tugging photo of a starving child.

Most of us have minimal understanding of how our donations are spent or what impact those donations have. But that situation is changing.

### Philanthropists and Major Donors

In the next few decades, the U.S. economy will unleash more potential philanthropic resources than ever before, but it is hardly a fait accompli that nonprofits will benefit from the flow of those resources to ensure maximum societal impact. We urge those who are capable of writing very large checks to open their hearts and minds to the possibility of giving at a historically ambitious level.

Foundation leaders should consider distributing all of their endowments fast (instead of sustaining them in perpetuity) when doing so matches their missions. Likewise, wealthy individuals should consider donating the spoils of their generation while they are still living, by giving away not just 50 percent of their wealth but, say, 90 percent of it. Our motto for donors in this category: "Your kids will be fine."

Donors also need to focus not just on gaining recognition for their generosity but also on achieving real impact by making their decisions based on the facts. Philanthropists and major donors

need to actively direct their funds to the most effective organizations. And they need to help build the capacity of nonprofits to excel at strategic leadership. For example, by demanding and paying for impact evaluation, large donors can have a significant effect on the performance of the nonprofits they support.

The only way nonprofits can meet society's demands is to achieve unity among the people who keep the nonprofit world running — a group that encompasses donors, nonprofit executives, staff, board members, and many others. All of them have a role to play in strategic leadership that transforms the world. ■

*William F. Meehan III is a lecturer in strategic management at Stanford Graduate School of Business and a director emeritus of McKinsey & Company. Kim Starkey Jonker is chief executive of King Philanthropies and a lecturer in management at Stanford's business school. This article is adapted from their new book, "Engine of Impact: Essentials of Strategic Leadership in the Nonprofit Sector" (Stanford Business Books, November 2017).*

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# Fixing Journalism's Ability to Promote Civic Good Should Be the Focus of Philanthropic Giving

FOR MORE than a decade, with the news industry under deepening financial strain, grant makers have invested millions in technology, innovation, and business-model experiments, eager to harness the restless vigor and highly profitable Silicon Valley start-up ethos on behalf of our struggling free press.

Yet today, the post-election spike in newspaper subscriptions notwithstanding, critical indicators of journalism's public-interest mission are in retreat. News deserts, "fake news" and highly profitable partisan media are proliferating, while legacy news media's twin-horned crisis of trust and sustainability only deepens. Nor are we making much progress in replacing almost 240,000 newspaper jobs that disappeared from 2001 to 2016, according to the Bureau of Labor Statistics.

Perhaps it's time for some existential questions. Is it actually the business of philanthropy to try to save the news industry? Shouldn't we be focused instead on saving journalism as a public-interest practice — and as charitable work?

The commercial press has, after all, significant gaps in covering certain types of stories considered not of great enough interest to paying subscribers and advertisers — stories on poverty, labor, and institutionalized racism, for example. Topics like these often remain neglected until a hashtagged social movement such as #BlackLivesMatter makes them impossible to ignore.

CONSIDER Ferguson, Mo., a small, southern town (population 20,000) famous for the race riots that erupted there after the August 2014 killing of Michael Brown by a local police officer. Sixty percent black and with almost one in four residents living below the poverty line, Ferguson is a news desert that but for its historic import would remain persistently underserved by news media, like thousands of other similar communities.

During and after the riots, a deluge of news coverage washed over Ferguson like a hundred-year flood, though the town itself has no daily paper, no hyperlocal news blog, no community radio station or local cable-access TV station. The local Patch bureau, an online site that specialized in neighborhood news, was closed in 2014 and its archives taken offline when AOL sold most of the company.

Before Mr. Brown's death, a regional alt-weekly's coverage of Ferguson was limited mostly to the local food and microbrewing scene. And the *St. Louis Post-Dispatch*, a Pulitzer Prize-winning metro daily, faces an enormous challenge in reporting on the sprawling St. Louis suburbs that comprise 90 municipalities.

The problem is one of scale and complexity, said Matt Carlson, an associate professor of communication at St. Louis University. "We have a large metro area filled with scores and scores of towns like Ferguson, with their own police, city councils, and schools," he wrote in an email. "This creates a nightmare scenario for our local media.

By **JOSH WILSON**

Public-radio producer

With citizens of Ferguson representing only one of 140 residents of the total metropolitan area, he said, "what happens is that the in-depth stories in these places go untold, except when they boil over into larger stories."

Mr. Carlson suggests this is not a problem with the news industry so much as an issue with how local government is organized. And indeed, regionwide municipal consolidation is a perennial topic in local politics and news media.

Yet the constraints of the business model are sharp enough that even the traditional black press in the region is affected. Of the three weekly Afri-

10,000 people, compared with 6.11 sources per 10,000 of their white-collar neighbors in nearby Morristown.

Let's call this what it is: information inequity. It's not just unequal in terms of access; it's a form of civic neglect, tantamount to structural disenfranchisement, an unfair and unjust distribution of resources. Despair, unrest, and the politics of anger and division flourish in such conditions, creating room for the sort of extreme, embittered partisanship and demagoguery we're seeing now in the United States.

It's not just lower-income and multiracial communities that get shortchanged in the newsroom. The cherry on the cake of this civic-media disaster



**The central issue with public-interest journalism isn't its business model. It simply requires subsidy.**

can-American-owned newspapers in the St. Louis metropolitan area, only one, the *St. Louis American*, is still in operation. Its managing editor, Chris King, said shrinking ad markets and limited newsroom capacity have limited the focus to the paper's core constituency in central St. Louis.

"We have the same problems that everyone else has," he said in an interview. "We don't have adequate staff to do what we're trying to do. We have to pass on a lot of stories that we don't have the capacity to cover in depth. ... It was a struggle to report on North County before Ferguson blew up."

IT SEEMS like promising terrain for a news nonprofit, and a great opportunity to fill the gaps in the commercial media's coverage of public-interest news.

Yet eight months before Mr. Brown's death, the award-winning, nonprofit, digital-only St. Louis Beacon was absorbed by St. Louis Public Radio. That was a boon for the radio station's newsroom, and the move was lauded as a model for public-radio partnerships with local news nonprofits. Today, however, the Beacon's brand has largely dissolved, and no successor nonprofit has emerged.

The bottom line appears to be that no one, commercial or nonprofit, wants to pay for public-interest news coverage or to build journalistic organizations that can serve low-income and marginalized communities.

Back East, in New Jersey, researchers at Rutgers University provided a glimpse of what this looks like, statistically, in a 2015 survey that correlated average income in a community with the number of news sources available to residents. They found that working-class residents of Newark had access to just 0.55 news sources per

was the announcement last year that the International Consortium of Investigative Journalists, which produced the bombshell Panama Papers investigation earlier that year, was threatened with insolvency resulting from a lack of financial support.

THE FIELD of philanthropy seems to be acknowledging the hard reality: that maybe the central issue isn't the business model but rather the inconvenient truth that some kinds of public-interest journalism simply require subsidy.

One hopeful sign of change is the MacArthur Foundation's five-year, \$25 million program offering general operating support to several major nonprofit news organizations. Among them was the consortium that produced the Panama Papers investigation. The new Report for America joint venture, with backing from Google, the Knight Foundation, and others, addresses directly a key problem facing communities underserved by news sources. The program intends to put 1,000 young reporters in local newsrooms across the United States, providing half of each reporter's salary as an incentive for local donors, grant makers, and companies to step in to help journalism outlets in their regions.

The news nonprofit ProPublica, started with a visionary gift from the Sandler Foundation, is planning a new program to build local-newsroom capacity and an investigative-news network by embedding reporters in six small news outlets nationwide. Knight, the Democracy Fund, and others hope to encourage individual donors by expanding the NewsMatch matching-gift program to \$3 million. These funders also support the News Revenue Hub, which provides business-consulta-

tion services for nonprofit newsrooms seeking to build sustainable streams of income.

Considering the blithe and blue-sky tech evangelism that has guided much journalism philanthropy so far, these are deeply quotidian investments. Funders are putting their money down to improve journalistic practice, productive capacity, impacts, operations, and network-building, and to provide incentives for public support of journalism practice.

This alternative approach is flourishing in New Jersey, far from the innovation hotbeds of Silicon Valley. The Geraldine R. Dodge Foundation is pursuing some of the most progressive journalism grant making in the field through its support for the Center for Cooperative Media at Montclair State University, and for News Voices, a project of the nonprofit media-reform advocacy group Free Press, which aims to increase community engagement to strengthen local journalism.

Investments like these are truly innovative, because they aren't about propping up old newsroom business models that use technology to compete for audience attention. Instead, these grants focus on building networks, by connecting newsrooms with each other, and with audiences.

**S**TILL, projects like these may not make a difference for towns like Ferguson or Newark, where there has been no serious investment in local nonprofit journalism. Philanthropic support is needed to develop news-media outlets that serve the public interest in America's neglected communities.

Christopher J. Daggett, president of the Dodge Foundation, made this point in an op-ed in *The New York Times* in December. In it, he called for a diversion of proceeds from FCC television-spectrum auctions to provide up to \$6 billion for the creation of "a 21st-century infrastructure for public-interest media."

In June, thanks to advocacy by Free Press, a Dodge grantee, state legislators in New Jersey introduced a bill to support new public-media projects by allocating \$100 million from the \$330 million received from state spectrum auctions. The bill never made it to the governor's desk, and the spectrum auction produced just \$10 million for local public media, with the remaining \$322 million going to the state's general fund.

This is a disappointing, but not surprising, setback for a bold vision for financing public-interest media. It only underscores the scale of the problem, and the urgency of finding real solutions that serve the information needs of our democracy's most neglected communities.

Journalism's mission is manifested in its daily practice, on the ground and in the public interest. Building trust demands that journalists show up every day and do the work and the listening required to represent the interests of the communities they aim to serve. Mission-driven nonprofit news bureaus, independent producers, and journalism students are all in a good position to do this, but they need broad and sustained capitalization.

Arts philanthropy offers additional models for supporting journalism. Think of how art patrons

finance the commissioning, collaboration, curation, and presentation of new works, and how regional and municipal grant-making networks are established to support cultural organizations.

Beyond even innovative philanthropy is the simple fact that general-operating support, of the sort provided by MacArthur to news nonprofits such as ProPublica and the Center for Public Integrity, is game changing for any news producer working in the public interest.

Unaffiliated journalists and independent news bureaus in every metropolitan area and neglected rural hinterland need these kinds of networking and financial resources right now. A sizable sustained investment could have as significant and lasting an impact on civil society as the 2,509 libraries around the United States that were financed by Andrew Carnegie.

At a time of reckoning for our democracy, history demands more of us than technological innovation, content marketing, and a diversified revenue model. We have seen time and again, in commercial and nonprofit news bureaus alike, how this produces a form of "trickle-down journalism" that all too often fails to serve those most in need.

Without wider philanthropic buy-in for public-interest news reporting as essentially charitable work, the loss of trust and the degradation of value in the free press will only continue. Can our democracy, and our hopes for the future, truly afford any more of this? ■

*Josh Wilson is digital editor at KALW, a San Francisco Bay Area public-radio station.*



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# Self-Interest or Public Interest: What Matters to Charities?

**A**S CONGRESS begins to debate President Trump's tax-overhaul plan, nonprofits have already geared up to take part. They've made clear that they want to avoid the "wrong kind of tax reform," meaning changes that could depress Americans' charitable giving. But the way charities have framed their legislative priorities puts them at risk of seeming more interested in their own welfare than the welfare of the people who support them and the people they serve.

By **SUZANNE GARMENT**  
and **LESLIE LENKOWSKY**

*Indiana University Lilly Family School  
of Philanthropy scholars*

tive for giving. It also contributes to the large and increasing share of charitable donations that now come from upper-income donors. It's no surprise that nonprofits are protesting the administration's plan

to end the estate tax for everyone.

We should remember, though, that the people who would be affected by a change in the estate tax are not only far wealthier than most Americans but give very differently. The philanthropy of the wealthy, especially their bequests, tends to support foundations, donor-advised funds, relatively well-endowed institutions like universities,

## Nonprofit advocacy on taxes makes charities seem interested primarily in their own welfare.

museums, and hospitals, and other such causes. Such giving is doubtless very valuable to the rest of us as well, but it certainly doesn't concentrate on the needy. As a result, defending the estate tax as a way of generating more help for the most vulnerable is a difficult argument to make.

**T**HE ADMINISTRATION'S PROPOSAL to double the standard deduction is more complicated but presents a similar problem for the public position of nonprofits.

Under current law, about 30 percent of households itemize rather than just taking the standard deduction. Under the administration's plan, fewer people would have reason to itemize: The share of households taking itemized deductions, including the charitable deduction, could shrink to 5 percent.

The potential effects of the enlarged deduction are complicated. (This is tax policy, after all.) For instance, people taking the new standard deduction would be giving up the value of some of their old itemized deductions: not just the charitable deduction but the elephant in the room, the mortgage-interest deduction. What happens to the deductibility of state and local taxes will complicate the picture even more. It is no surprise that analysts disagree about exactly how much the enlarged standard deduction would impact taxpayers.

But there is no disagreement that it would reduce the tax incentive to give to charity. Researchers from the Lilly Family School of Philanthropy, using a variety of estimates,

Two issues have raised the most concern in the philanthropic world.

One is the administration's proposal to abolish the estate tax, which, according to Independent Sector, the Council on Foundations, the National Committee for Responsive Philanthropy, and others would have a chilling effect on bequests to charities.

The other big issue is the proposal to double the standard deduction that anybody who doesn't itemize on their tax forms can take. The same groups, along with the more conservative Alliance for Charitable Reform, fear that this change would lower giving because fewer people would itemize — and those are the only people who, under current law, can deduct their donations to charity.

Usually, in debates about tax policy, we view the arguments made by for-profits as self-interested, meant just to protect the tax breaks that help the bottom line. Sometimes they talk about the jobs that will be gained or lost by tax-law changes; but we discount these statements, judging that "jobs" is just a euphemism for "profits."

In contrast, nonprofits often make a more publicly compelling case for their position by pointing to the harm that a decline in charitable giving would visit on the needy, the sick, and other disadvantaged people nonprofits serve. In the current tax debate, though, it's harder to tell whose interests charities are really concerned about.

**T**HE POSITION nonprofits are taking on the estate tax is the simpler issue to dissect.

In 2013, after years of policy gyrations, Congress significantly limited the number of wealthy people subject to the tax. According to the Center on Budget and Policy Priorities, only two of every 1,000 estates will owe any estate tax in 2017. Among farms and small businesses, only 80 — yes, you read that number right — will have any estate-tax liability at all.

The small number of estates that are potentially subject to the estate tax can reduce the levy, dollar for dollar, by the amount of the charitable bequests they make. Most analysts agree that this tax provision provides a strong incen-

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have concluded that the combination of doubling the standard deduction and cutting the top marginal tax rate (also in the tax plan) could cause a decline in giving of as much as \$13.1 billion.

This prospect poses two problems for nonprofits: first, the potential decline in giving; and, second, the political difficulty of opposing the enlarged standard deduction, because it is the most progressive element of the tax plan and one that would bring its chief benefits to lower- and middle-income Americans.

That is probably why some nonprofits have refrained from frontally attacking the enlarged standard deduction. Instead, organizations like Independent Sector (which commissioned the Lilly School research) have embraced the idea of what they call a “universal deduction” for charitable giving — that is, allowing even taxpayers who don’t itemize to take a charitable deduction.

The universal deduction, according to Lilly School estimates, would more than offset the potential decline from an enlarged standard deduction and tax-rate cut. In fact, the combination of the three changes — the cut to the marginal tax rate, the enlarged standard deduction, and extending charity breaks to all — could bring a net increase of nearly \$5 billion in charitable giving. But if adding a universal deduction would be better for charities, it would also add almost \$18 billion to the cost of the tax package, which deficit-minded legislators may decide to offset in other ways, including, perhaps, by

cutting back on the increase in the standard deduction.

**T**HERE’S ALSO the fact that the universal deduction would be a near-universal mess. Because it would allow far more households to claim charitable deductions, it would require an IRS that’s already overloaded, to put it mildly, to be ready to audit far more returns.

What’s more, it would require far more taxpayers to retain records of their donations and

## Charities sound like mortgage brokers who say a simpler tax system is great but preserving the mortgage deduction better.

the value of any goods or services they received in return. In fact, the estate tax offers a cautionary parallel: One frequently heard argument for abolishing it is the immense cost to taxpayers of planning for charitable bequests and the immense cost to the IRS of monitoring them.

In the face of these problems, organizations lobbying for a universal deduction start to sound suspiciously like other interest groups lobbying for their particular tax breaks — like the mortgage brokers, for instance, who argue that while a simpler tax system might sound well and good, a tax system that preserves the mortgage deduction would be better.

And would the enlarged standard deduction really cripple American giving? Recall that when the standard deduction was first proposed during World War II as a measure to simplify collecting taxes from the rapidly growing number of Americans who were paying them, churches and other charities formed a Council on Taxes and Philanthropy to lobby for maintaining — and even extending — the existing charitable deduction. According to tax historian Joseph Thorndike, one clergyman protested that the change would restrict “personal freedom” and be a step toward “fascism.”

It didn’t, it wasn’t, and Americans have continued to give to charities despite numerous changes in tax laws since then. These facts may tell more about how Americans will react to the Trump administration tax proposals than the lobbies speaking in the name of philanthropy appreciate. ■

*Leslie Lenkowsky is an Indiana University expert on philanthropy and public affairs and a regular contributor to these pages. He and Suzanne Garment, a visiting scholar at Indiana University, write frequently on philanthropy and public policy.*

Giving USA Special Report

FALL 2017

# Giving to Religion



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# How to Find Socioeconomically Diverse Trustees

**A**LBERT RUESGA grew up without his father. His mother, a Cuban immigrant, worked full time and did what she could to provide for her family. But it was sometimes the kindness of strangers that put food on the table, and there were years where they lived in a roach-infested tenement.

“We were unambiguously poor,” he remembers.

You wouldn’t easily discover this about Mr. Ruesga. Today, he’s a philanthropy consultant, with

degrees from the Massachusetts Institute of Technology and a résumé that features stints at prestigious foundations, including seven-plus years as president of the Greater New Orleans Foundation. Nor does he readily talk about these hard times. “It’s not something you wear on your sleeve,” he says.

Mr. Ruesga and others like him present a conundrum for nonprofits that want to build boards that are socioeconomically diverse. They are ideal candidates — accomplished individuals with intimate knowl-



edge of some of the problems charities aim to solve. Yet their resumes and credentials hold few clues to

their socioeconomic class or experience with poverty.

To find the Albert Ruesgas who can serve on your board, organizations need to make recruitment a more holistic, intentional process, champions of diversity say. Too often, charities do casual searches that rely on scanning candidates’ credentials and tapping board members’ personal networks. Instead, they need to purposely seek individuals who might never hit the radar of a traditional search.

Here are some ways to go about it:

## Build talent pipelines and groom people for boards.

The work to build a diverse board must begin long before a position opens up. Organizations should identify up-and-comers in their cause area or community who are likely to become standout leaders, says Kate Dewey, president of the Forbes Funds, a Pittsburgh grant maker that works to strengthen management of nonprofits. One resource to scout talent: published lists of leaders in business, technology, health care, and other sectors outside the nonprofit community.

Initial outreach may be informal, but some individuals should be recruited — and paid — to join corporate-style leadership programs that introduce them to the group’s work and its board while they serve as quasi-members, Ms. Dewey says. Through this relationship, the organization can get to know the individuals, their background, and their fit on the board. Those people, meanwhile, can learn about the group and become its ambassadors.

## Focus searches on less-than-wealthy regions.

The California Endowment could easily fill its board with people from the wealthy regions of Los Angeles, the San Francisco Bay Area, and Silicon Valley, says President Robert Ross. But it purposely looks for some members from the Central Valley, a farming region and home to some deep poverty. “That’s our Rust Belt,” he says.

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## Interview, interview, interview.

Vincent Robinson, founder of executive-search firm the 360 Group, says organizations need to go further than the typical formal interview. He suggests they meet with candidates several times, and outside the office, to look beyond their resumes and credentials and get a sense of their background and values.

The California Endowment makes a point of talking with candidates repeatedly in casual settings. “It’s a lot of cups of coffee,” says Dr. Ross, a physician.

## Dig beyond traditional diversity markers.

Racial, gender, and ethnic diversity are important, Mr. Robinson says. A woman of color will bring to the board table a different “lived experience” than a white man, and thus different perspectives, he says. But a multiracial, multiethnic, gender-balanced board doesn’t guarantee such diversity of thought, especially if it tilts toward rarefied groups like Ivy League graduates or corporate executives — which makes economic diversity equally critical.

## Use a search firm.

Not every expert embraces this advice. But Dr. Ross says the California Endowment retains several firms to help find nontraditional board candidates. “They know how to deploy resources to expand networks,” he says. They’re also responsive to a client’s requests for candidates who fit a particular profile, he adds: “That’s their job.”

## Seek a variety of perspectives and personalities.

Hoping for boards that are collegial, nonprofits often look for “safe” candidates who won’t rock the boat, Mr. Robinson says. “You have to realize that you’re not creating a cocktail party or a dinner party; you’re trying to create a force that can drive innovation in the work that you do.”

— DREW LINDSAY

# 8 Ways to Nurture High-Potential Employees



**Y**OU'D LOVE to give all your employees abundant opportunities for professional development and leadership training, but your nonprofit's budget just won't support it. To use limited time and money effectively, experts recommend channeling the resources into employees who show the greatest leadership potential.

Identifying those workers is only part of the challenge. You also must retain them long enough for your investment in their success to pay off.

Follow these steps to cultivate and keep employees who have the most potential to improve your nonprofit's work.

## 1. Explain expectations

Employees themselves will ultimately show whether they have the potential for increased responsibility or leadership roles, but managers are responsible for setting those employees up for success.

That means "being open and transparent" from the minute they're hired about what will be expected of them and how their success will be measured, says Wes Pruett, owner of coaching and consulting firm HR Advisors.

## 2. Train managers

Managers must know how to find, empower, and get the best from the people who report to them, Mr. Pruett says: "You can't become

a high-potential employee unless you have a good manager."

His key attributes for effective managers include coaching ability, strong listening and communication skills, and a knack for working with employees to come up with solutions that satisfy their career goals.

## 3. Look for "readiness" for new opportunities

Experts recommend training managers to look for traits that suggest an employee can handle new responsibilities. One factor to consider is past success: How has each worker contributed? Are employees meeting the goals set when they were hired?

Another indicator, harder to discern, is potential for future success.

It can be tempting to simply cherry-pick a few people and set them on a leadership track. But rather than permanently dividing employees into two groups — those with potential and those without — look instead for "readiness" at a particular moment to tackle a specific challenge, recommends Michael Tetreault, chief people officer at the Nature Conservancy.

That approach avoids "disfranchising" employees who may simply need more time to develop their skills or whose talents may not be as readily apparent, Mr. Tetreault says. By assuming all employees have some potential, and making sure managers coach and listen to all of them, you'll be better able to "figure out if they have the skills, commitment

to learning, and the desire to take a different role."

## 4. Check in frequently

Employees' goals and interests can also provide clues to their potential for increased responsibility. Mr. Pruett recommends conducting retention interviews to learn more about staff members and show you care about their priorities.

During these talks, ask employees about career aspirations, skills they want to develop, and new experiences they'd like to gain, says Karan Ferrell-Rhodes, chief executive of Shockingly Different Leadership, a company that helps organizations develop and keep next-generation leaders.

These meetings will often reveal whether your nonprofit is at risk for losing an employee, Mr. Pruett says. If a high-performing staff member seems ready to jump ship, assess what the loss would mean and determine if there are new opportunities you could offer to entice that person to stay.

Because these conversations are forward-looking, they should be conducted separately from annual reviews, which look backward, Ms. Ferrell-Rhodes says. Hold retention interviews three or four times in an employee's first year, Mr. Pruett suggests: New hires are especially vulnerable to leaving if they don't feel supported. After that, you can have these conversations less frequently.

## 5. Be candid

Many nonprofits are uncomfortable with being transparent about



which employees are poised for leadership positions, for fear that word will spread through the office and hurt morale, Ms. Ferrell-Rhodes says. But once you've found people who show promise, it's important to be frank about your aspirations for them. If they don't know that opportunities await them at the organization, they may be tempted to look for jobs elsewhere.

Ms. Ferrell-Rhodes recommends having the employee talk to one of your nonprofit's leaders to go over why, and how, the group would like to support the staff member's professional growth.

## 6. Take steps to nurture employees' potential

After inviting employees to retention interviews and conversations about potential opportunities, it's essential to put plans in place, Mr. Pruett says: "It doesn't make sense to ask the question if you're not going to do anything with it."

Possible strategies include assigning employees to shadow leaders, enrolling them in a training program, or pairing them with mentors.

It's also important to give high-potential employees exposure to the executives who ultimately make decisions about advancement, says Ms. Ferrell-Rhodes. For example, invite them to participate in executive meetings.

## 7. Offer new projects, not just new jobs

Professional opportunities don't necessarily come in the form of promotions.

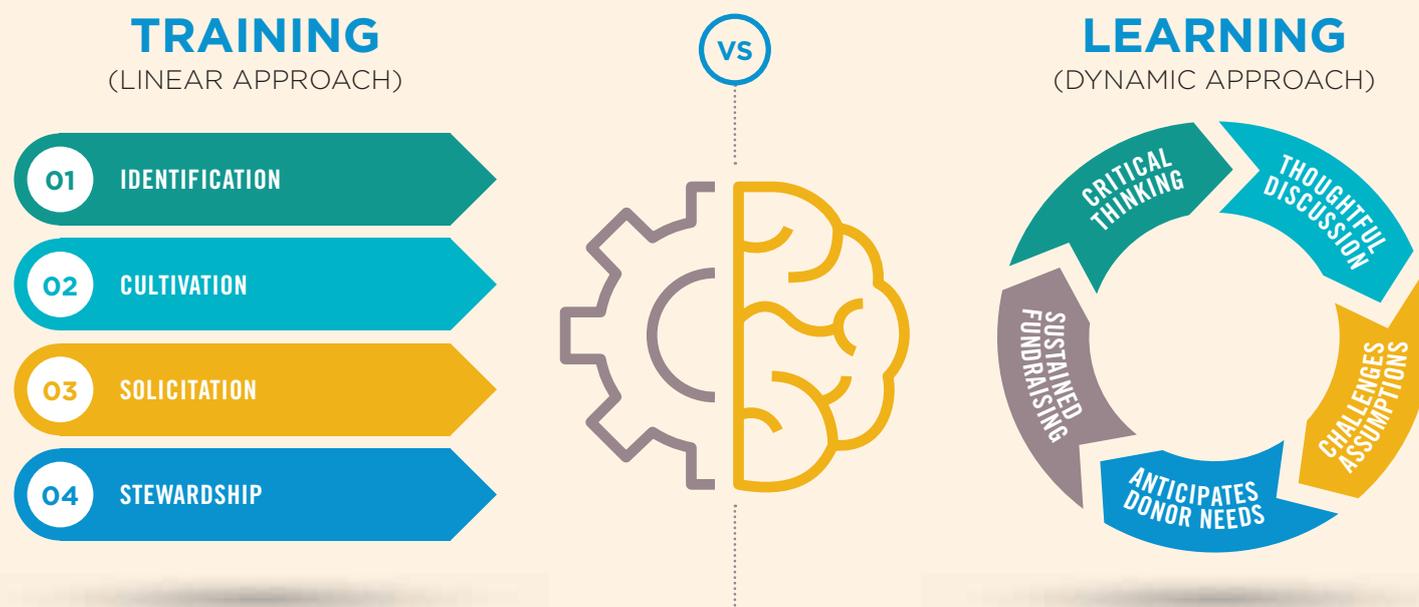
The staff-retention rate for senior leaders at the Nature Conservancy was 95 percent from 2014 to 2016. That means there are very few chances to promote talented employees into new positions. So the organization frames "career progression in terms of opportunity for increasing the scope of

responsibility on a project basis rather than a position basis," Mr. Tetreault says.

Projects require the collaboration of multiple people playing different roles, including a "director," whose vision drives the process; a "manager," who ensures the process runs smoothly; and a "sponsor," who champions the project to the wider organization. The nonprofit hopes to develop a system that will allow employees to take on these different roles when they are ready for new challenges.

## 8. Provide support

After high-potential employees have met their new goals, carried out their growth plans, and been given new roles or responsibilities, continue to check in with them, Ms. Ferrell-Rhodes says. "Turning off the faucet of development too soon," she says, is a key reason employees fail to live up to their potential. — REBECCA KOENIG



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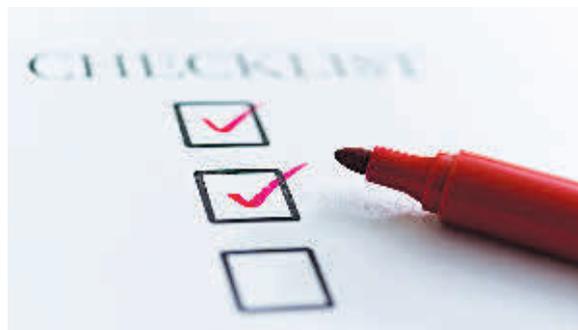
# Giving Days May Favor Big-Name Nonprofit Groups

## THE THEORY

Nonprofits have flocked to participate in Giving Tuesday over the past several years, hoping to take part in the momentum of the annual philanthropy event. But not all charities are rewarded, according to a University of Memphis researcher. When donors are given a list of groups participating in a giving day, they don't always investigate a nonprofit's work, she says. With so many groups to choose from, donors often gravitate to popular nonprofits and overlook lesser-known charities.

## THE TEST

In an online experiment, Danielle Vance-McMullen presented 12 charities to 700 participants who were told to donate to the nonprofits of their choice. Half of the charities were presented simultaneously in a list meant to look like a giving-day menu. The other half were offered one by one to mimic solicitations that roll in at the end of the year.



ISTOCK

## THE RESULTS

There wasn't a big difference in how much people gave over all. However, when the donors responded to a roster of multiple charities presented at the same time, they gave to about a third fewer, with larger amounts going to each charity. In a survey after the test, donors indicated the giving-day format prompted them to make decisions based on their familiarity with the charities rather than by a description of their impact. "Name recognition is important for giving days,"

Ms. Vance-McMullen says. "They benefit familiar organizations."

## DIGGING DEEPER

Donors found the giving-day scenario less mentally taxing and more satisfying, a result that helps explain the popularity of the one-day events. But they also reported a greater awareness of their giving budget, a finding that merits further study to determine its impact on generosity, Ms. Vance-McMullen says.

— ALEX DANIELS

## FIND IT

"Better Together? Experimental Evidence Regarding the Impact of Simultaneous Solicitations on Charitable Giving" is a working paper by Danielle Vance-McMullen.

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# PEOPLE IN PHILANTHROPY



SUSAN G. KOMEN

**Paula Schneider**

## RETIRED GENERAL TO LEAD BROOKINGS INSTITUTION

**John Allen**, a distinguished fellow in the foreign-policy program at the Brookings Institution, is its new president. Mr. Allen is also a retired U.S. Marine Corps four-star general who commanded the International Security Assistance Force in Afghanistan.

He follows Strobe Talbott, who stepped down after 15 years as president.

## KOMEN PICKS CONSULTANT, CANCER SURVIVOR AS CEO

**Paula Schneider** has been tapped as president and CEO of Susan G. Komen, which supports breast-cancer research. She founded and has led a global brand-development consulting firm in Los Angeles since 2013. Ms. Schneider, a breast-cancer survivor, also lost her mother to the disease in 2010.

**Ellen Wilmott**, who had been the organization's general counsel, has served as interim leader since the departure of Judy Salerno last year.

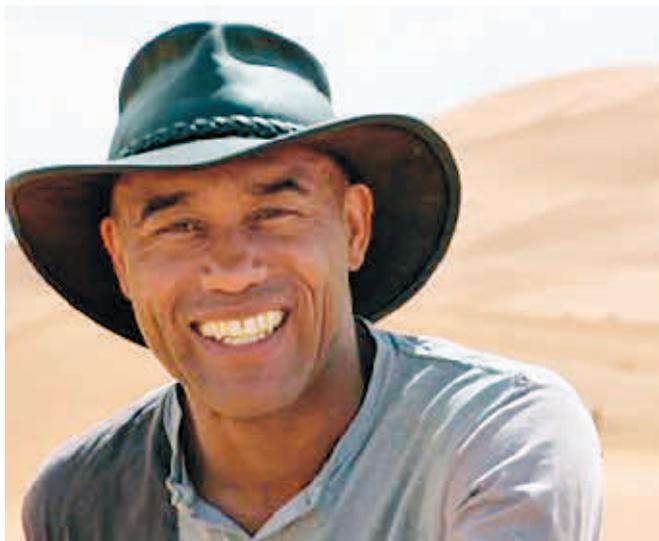
## NEW CEOS

**Lesley Albanese** will lead the Center for Education Reform. Ms. Albanese was most recently vice president at the National Constitution Center in Philadelphia.

**Elly Brtva**, assistant dean of the University of Maryland's School of Public Health, will lead the Melanoma Research Foundation.

**Jeffrey Farber** will lead New Jewish Home, starting December 18. Previously, he was senior vice president and chief medical officer for population health at the Mount Sinai Health System.

**Oyauma Garrison** has been



GUS CASELY-HAYFORD

**Augustus (Gus) Casely-Hayford**

named the first president and chief executive of the national office for A Kid Again. Previously, Mr. Garrison was a senior vice president at the Jacobson Group, a recruiting firm.

**Augustus (Gus) Casely-Hayford**, a filmmaker and art historian, has been appointed director of the Smithsonian's National Museum of African Art, effective February 5.

**Kathy Halbreich**, associate director of the Museum of Modern Art, is the new executive director of the Robert Rauschenberg Foundation.

**Anwar Khan**, chief executive officer of Islamic Relief USA, has been named its president. Sharif Aly will serve as interim CEO.

**Caroline Boyd Kronley**, managing director of strategy at the Rockefeller Foundation, will join the Tinker Foundation as president before year's end. She will succeed Renate Rennie, who is retiring.

**Frédéric Launay** is the new CEO of the conservation charity Panthera. Previously, he was acting director-general of the Mohamed bin Zayed Species Conservation Fund.

**Lindy Eichenbaum Lent**, executive director of the Civic Center Conservancy, has been named president and CEO of the Rose Community Foundation, a Denver grant maker.

**Julie Loughran**, director of development and communication for the Connecticut Community Foundation, will lead the organization.

**Peter Pisters**, head of the University Health Network in Toronto, will lead the University of Texas M.D. Anderson Cancer Center.

**Lynn O'Connor Vos** has been selected to lead the Muscular Dystrophy Association. She was previously global chief executive of Greyhealth Group, a health-care communications agency.

**Benjamin Yerxa** will lead Foundation Fighting Blindness. Dr. Yerxa



ELLEN JASKOL

**Lindy Eichenbaum Lent**

is co-founder of Envisia Therapeutics, a biotechnology company.

## LEGACIES

**Holly Block**, the former executive director of the Bronx Museum of the Arts, died of breast cancer on October 6. She was 58.

**Marion Etwiler**, who was president and CEO of the Minneapolis Foundation from 1984 until 1994, died on September 24. She was 88.

**Russell Mawby**, who led the W.K. Kellogg Foundation from 1970 to 1995, died October 20 in Kalamazoo, Mich., after a brief illness. He was 89.

— M.J. PREST

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# A Young Leader Pools Funds to Fight Anti-Muslim Bias

**K**ASHIF SHAIKH wants to put the next generation of Muslim American philanthropy on the map.

For many years, Muslims in the United States gave mainly to institutions in immigrants' home countries or to mosques and religious schools in America. But many younger Muslims have a different approach. Born and raised in the United States, they want to support groups that engage with broader society. In 2010, Mr. Shaikh, who then worked at the Robert R. McCormick Foundation, and five professionals in their 30s started the Pillars Fund to pool their gifts and strengthen Muslim nonprofits.

Their goal: to amplify the voices of Muslim civic leaders and to fight bias. "It's really important for American Muslims to have a seat at the table where change happens, where power exists," Mr. Shaikh says.

The Pillars Fund awards grants to a wide variety of charities. Some groups focus on Muslim interests, like MPower Change, a new nonprofit that brings together Muslim activists nationwide who work for social, religious, racial, and economic justice. Others, like the Inner-City Muslim Action Network, in Chicago, provide social services to people of all faiths.

The fast-growing fund is trying to change the way Americans see their Muslim neighbors in the aftermath of a presidential campaign during which Donald Trump demonized Syrian refugees as potential terrorists, talked about closing mosques, and called for a ban on Muslims entering the country. Mr. Shaikh, 34, recognizes that it's a difficult moment for American Muslims, but he says Pillars is in it for the long haul.

"Anti-Muslim sentiment existed well before Trump, and unfortunately it's going to exist after Trump," he says. "What the current political climate has done is galvanize young leadership, but I don't think that's specific to the Muslim community."

## Support From Big Foundations

Pillars started small, as an all-volunteer project under the auspices of the Chicago Community Trust. The first year, the founding donors each gave \$25,000, and the group won a \$100,000 grant from the Russell Family Foundation. Mr. Shaikh's



CHRONICLE PHOTO BY JULIA SCHMALZ

## Kashif Shaikh Age 34

Executive director  
Pillars Fund

organization awarded 10 grants out of a pool of about 20 proposals.

Today, the group's roster of individual donors has grown to 25, and the fund has distributed more than \$2 million in grants. In 2016, Mr. Shaikh and one of the co-founding donors started seeking support from large foundations. The effort has brought in grants from heavy hitters like the Ford, Nathan Cummings, and Open Society foundations.

The W.K. Kellogg Foundation has awarded Pillars two grants totaling \$1.8 million over four years. Nadia Brigham, a program officer at Kellogg, has been impressed by Mr. Shaikh's ability to link the challenges that Muslims face to those of other minority groups.

"I would describe him as a breath of fresh air in this current social, political context," Ms. Brigham says.

Last year, Pillars became a stand-alone nonprofit, and Mr. Shaikh left his job as a program officer at the McCormick Foundation to become the fund's executive director.

Despite its independent status,

## JOINING THE CLUB

To lead the fund, Mr. Shaikh draws on his experience as a grant maker and a fundraiser as well as his personal experience growing up in the Midwest.

Pillars still makes grants through a donor-advised fund at the Chicago Community Trust. Part of the reason is it's easier to take advantage of the community foundation's expertise, but it's also because the trust's imprimatur helps protect against attacks on Muslim organizations that benefit from the Pillars Fund.

"It allows us an extra layer of support," Mr. Shaikh says.

## A Turning Point

Leading the Pillars Fund, Mr. Shaikh draws on his experience as a grant maker and from a previous job raising big gifts at the United Way of Metro Chicago. He also brings his personal experience as the child of Muslim immigrants from Pakistan.

Mr. Shaikh was born in New York City but grew up in a middle-class suburb of Cincinnati. There, his family was one of the area's few Muslim or immigrant families.

He was inspired to work for social change by an incident in 2001, his senior year of high school. Timothy

Thomas, an unarmed black man, was killed by a Cincinnati police officer, sparking days of civil unrest.

Mr. Shaikh calls the event a turning point in his life. He remembers being confused by how the shooting could happen. It made him think about where the frustration of African-Americans came from and what he considered the unfair response of his friends' prosperous white parents. "That was the moment I knew I wanted to do something," he says.

A few months after the shooting, another event, the September 11 terror attacks, redefined what it means to be Muslim in America.

Mr. Shaikh has two distinct — and telling — memories of that time. By then, his family had lived in their neighborhood for 15 years. One of their neighbors told Mr. Shaikh's father that if anyone gave the family trouble, they should let the neighbor know right away. "It was a very, very sweet gesture," Mr. Shaikh says.

His other memory is more unsettling. Two weeks after the attacks, Mr. Shaikh, his father, and his younger sister went to a pizza place they frequented and received a chilly reception.

"I'll never forget sitting in that restaurant and feeling for the first time these eyes on us, just glaring eyes on the family," he says. "I remember that like it was yesterday."

As Pillars confronts the anti-Muslim sentiment prevalent today, Mr.

## The fund is trying to change the way Americans see their neighbors.

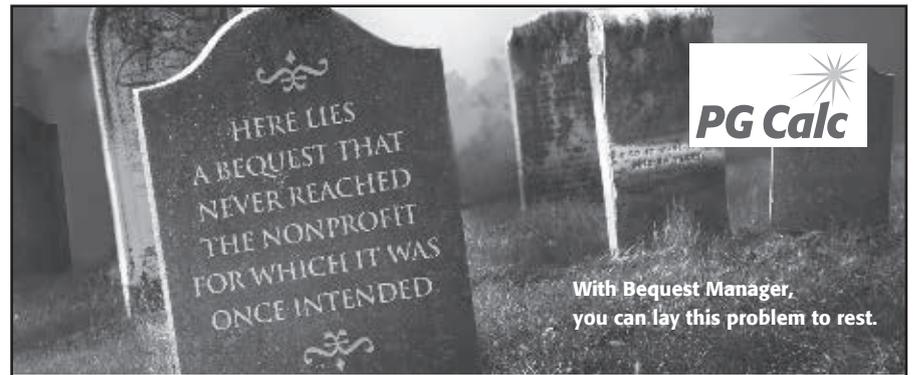
Shaikh wants to make sure groups fighting bias have the resources they need, but he is also cautious about not letting the news cycle dictate the group's grant making.

When Pillars is considering a grant request, Mr. Shaikh asks himself whether the project will still be important 10, 20, or even 50 years from now. "That's a question that is always running through my brain," he says. "I just don't want to be too reactive." — NICOLE WALLACE

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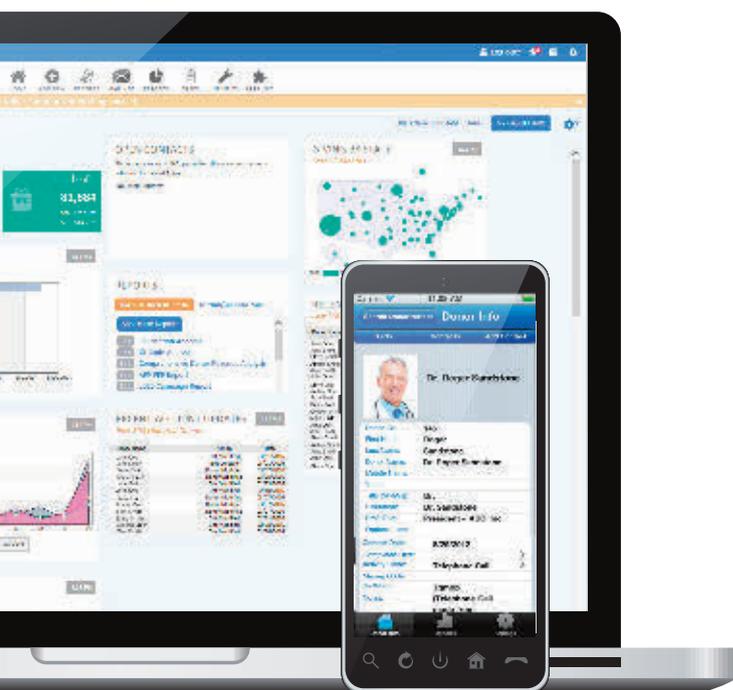
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## Regional Directors of Development

The South Carolina Center for Fathers and Families (SCCFF) is a faith-based organization dedicated to helping create stronger, stable and successful families by supporting engaged and responsible fathers. SCCFF, a 15-year old statewide nonprofit, is a ministry of the Sisters of Charity Health System and is the umbrella organization for a network of local fatherhood organizations delivering services statewide.

SCCFF is seeking three regional directors of development to work in the regions of Greenville, Myrtle Beach/Florence and Columbia. Applicants must have strong generalist fundraising backgrounds, superior relationship-building, interpersonal and communication skills, and a proven track record in raising contributed revenue. Deep subject matter expertise in philanthropy is required as well as leadership skills and a strong work ethic. Reporting to the leadership at SCCFF and working closely with executive directors of local fatherhood programs, the ability and willingness to build a fundraising program from the ground up is a key requirement of these positions, as is a passion for the mission of serving at-risk fathers and families.

These positions offer competitive salaries, excellent benefits and a collegial and committed work environment. For additional information on the SCCFF please visit <http://www.scfathersandfamilies.com/>

To apply for a position, forward a resume and cover letter to [sccff.info@gmail.com](mailto:sccff.info@gmail.com)

*A Ministry of the Sisters of Charity Health System*



## AUSTIN PREPARATORY SCHOOL Director of Annual Giving

Austin Prep, located in Reading, Massachusetts about 15 miles north of Boston, is seeking candidates for the position of Director of Annual Giving beginning immediately. Founded in 1961, Austin Prep is an independent co-ed Catholic school in the Augustinian tradition for students in grades 6-12.

The Director of Annual Giving is responsible for the strategic execution and management of a comprehensive annual giving program including areas of development and donor relations.

**For more information visit  
[www.austinprep.org/employment](http://www.austinprep.org/employment)**

Review of applications will begin immediately and qualified candidates will be contacted as materials are received.

*veritas ~ unitas ~ caritas*



## VICE PRESIDENT FOR UNIVERSITY ADVANCEMENT AND PRESIDENT AND CEO OF THE OHIO UNIVERSITY FOUNDATION

Ohio University is conducting a national search for Vice President for University Advancement and President and CEO of The Ohio University Foundation. The Search Committee invites letters of nomination, applications (letter of interest, full resume/CV, and contact information of at least five references), or expressions of interest to be submitted to the search firm assisting the University. Review of materials will begin immediately and continue until the appointment is made. It is preferred, however, that all nominations and applications be submitted prior to January 5, 2018. Applications received after this date may be considered at the discretion of the Committee and/or hiring authority. For a complete position description, please visit the Current Opportunities page at: <https://www.parkersearch.com/ohio-vpua>

Porsha L. Williams, Vice President  
Grant Higgison, Associate  
[pwilliams@parkersearch.com](mailto:pwilliams@parkersearch.com) || [ghiggison@parkersearch.com](mailto:ghiggison@parkersearch.com)  
Phone: 770-804-1996 ext: 118 Fax: 770-804-1917

Ohio University is an EOE/AA/Minorities/Females/Vet/Disability/Sexual Orientation/Gender Identity/  
Title VI/Title VII/Title IX/504/ADA/ADEA employer.



Five Concourse Parkway | Suite 2900 | Atlanta, GA 30328  
770.804.1996 | [parkersearch.com](http://parkersearch.com)



## AUSTIN PREPARATORY SCHOOL Director of Alumni Relations and Giving

Austin Prep, located in Reading, Massachusetts about 15 miles north of Boston, is seeking candidates for the position of Director of Alumni Relations and Giving beginning immediately. Founded in 1961, Austin Prep is an independent co-ed Catholic school in the Augustinian tradition for students in grades 6-12.

The Director of Alumni Relations and Giving is responsible for keeping alumni and alumni families informed, engaged and committed to the school and its financial support.

**For more information visit  
[www.austinprep.org/employment](http://www.austinprep.org/employment)**

Review of applications will begin immediately and qualified candidates will be contacted as materials are received.

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## Seven Decades of Philanthropic Impact

Since our founding, CCS Fundraising has empowered many of the world's greatest organizations to advance some of the most important causes in history. We plan, manage, and implement programs that achieve fundraising goals and mission impact. We are proud to partner with non-profits as we work together to deliver meaningful and measurable change for our communities and world.

[info@ccsfundraising.com](mailto:info@ccsfundraising.com)  
[ccsfundraising.com](http://ccsfundraising.com)

We partner with non-profits for **transformational change**.