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Stakeholder network as a determinant to the degree of synchronization between a firm's values and its stakeholder management strategies. A comparison between public and private companies using mission statements and corporate charitable donations.

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WASHINGTON UNIVERSITY IN ST. LOUIS

OLIN BUSINESS SCHOOL

Stakeholder network as a determinant to the degree of synchronization between a firm's values and its stakeholder management strategies. A comparison between public and private companies using mission statements and corporate charitable donations.

Satisfying the Requirements for Honor in Management

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May 2020

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Abstract:

Stakeholder theory and stakeholder management theories have gained popularity among practitioners and scholars in recent decades for both its normative and positive power. Intuitively, it is easy to assume that firms who manage for stakeholders utilize various stakeholder management strategies to realize their corporate values. Thus, this study intends to examine the degree of synchronization, or the lack thereof, between a firm's publicly endorsed values and the values embedded in its CSR stakeholder management activity, specifically, charitable donations. More importantly, due to the different sizes and nature of the stakeholder networks faced by private and public firms, we expect the levels of synchronization to differ between the two, with the distinction that such values stray further from each other for public firms. We found that public and private firms differ in the levels of synchronization between their endorsed values and their charitable recipient organizations' values on many semantic and psychological domains (17 categories). Interesting, contrary to our initial hypothesis, the level of discrepancy is greater among private firms than that of public firms on most domains (16 categories), which entices further research into determinants of firms' behavior affected by institutionalized rituals.

Introduction

On August 19, 2019, 181 CEOs signed the Statement on Purpose of a Corporation, marking a significant step among corporations across industries toward committing to create benefits for all stakeholders (Business Roundtable Redefines the Purpose of a Corporation to Promote ‘An Economy That Serves All Americans’, 2019). This statement shifts the focus of benefits provided by corporations from just shareholders to all their employees, suppliers, customers, and communities. The statement claims that companies will be able to create sustainable long-term value by doing so (Business Roundtable Redefines the Purpose of a Corporation to Promote ‘An Economy That Serves All Americans’, 2019).

The stakeholder view of management was developed to help modern businesses better address problems with a high-level uncertainty, problems that can be affected a large network of people (Parmar, et al., 2010). It stands somewhat in contrast with the shareholder view which posits that the only duty of the firm is to maximize the interests of the shareholders, and all other interests are purely viewed as instrumental that goal. In the past 30 years, the development of stakeholder theory research has created a shift in understanding the flow of value creation from the uni-directional flow from a business to its customers into a mutual relationship between the business and its broader set of stakeholders, in which stakeholders can be both the recipients and (co-) creators of values, such as corporate sustainability (Freudenreich, Lüdeke-Freund, & Schaltegger, 2019). In other words, a stakeholder approach to management asserts that businesses have multiple stakeholders in addition to its customers and should proactively pay attention to all their needs (Harrison & Wicks, 2013). Phillips (2003) identifies the legitimate stakeholders as those to whom “the firm owes an obligation based on their participation in the cooperative scheme that constitutes the organization and make it a going concern.” Some typical

stakeholders include customers, communities in which the business operates, suppliers of capital, labor, and equipment (Harrison & Wicks, 2013). The complex perspective of stakeholder theory connects a firm's strategy to create economic values with its ethics. It allows managers to pay attention to unconventional values that are important to their stakeholders but are too often overlooked in a traditional business model.

Previous research (Harrison & Wicks, 2013) has identified four core values beyond economic values that are important to stakeholders from a stakeholder's perspective. They are stakeholder utility from actual goods and services, stakeholder utility associated with organizational justice, stakeholder utility from affiliation, and stakeholder utility associated with perceived opportunity cost. Starting with the stakeholder's utility from actual goods and services, which is probably the most obvious one, Harrison and Wicks (2013) analysis extends the actual goods provided by the firm to include various forms of financial remuneration. Hence, the legitimate stakeholders who give up some amount of value in exchange for goods and services from the firm include its employees, the community, and other parties. For example, the firm's employees give time and effort in exchange for wages and other tangible benefits from the firm (Harrison & Wicks, 2013). Organizational justice is grounded within the norms of fairness and reciprocation. When applied to the stakeholders, the key is to treat stakeholders in a way that they perceive as fair and favorable in order to have them reciprocate (Harrison & Wicks, 2013). Stakeholders also cultivate utility from affiliation with firms that embody characteristics that are important to them. A strongly aligned organization affiliation can create feelings of empowerment, connectedness, and ownership to a firm's stakeholders (Harrison & Wicks, 2013). Lastly, the value that stakeholders perceive to gain comparing to the firm's alternatives also plays a role in stakeholders' satisfaction with the firm (Harrison & Wicks, 2013). For

instance, an incoming firm's community might compare the firm's economic impact (e.g. jobs created) and its environmental impact (e.g. pollution, buildings) to an alternative company that also signaled interest to move into town. Other stakeholders make similar comparisons and assessments to determine their attitude toward the firm. Each of these factors overlap with each other to some degree and has influence over the others. For example, consumers' sense of positive affiliation towards a firm can be influenced by the tangible goods and services they were provided, and a higher perceived organizational justice can also reduce the associated opportunity cost for that firm (Harrison & Wicks, 2013).

Primarily, three rationales are used to defend the validity of stakeholder theory. Firstly, its descriptive accuracy in depicting firms as a "a constellation of co-operative and competitive interests possessing intrinsic value" (Donaldson & Preston, 1995). Second, its instrumental power claims that it is economically advantageous for firms to manage with the consideration of its stakeholders. And lastly, its normative validity claims that it is only moral and ethical to do so (Donaldson & Preston, 1995; Harrison & Wicks, 2013). The normative and the instrumental approaches are found to be mutually supportive (Donaldson & Preston, 1995; Jones & Wicks, 1999; Donaldson, Making Stakeholder Theory Whole, 1999).

Perhaps the most fundamental and the most important rationale to stakeholder theory for managers is its instrumental power, which suggests that firms who willingly engage with its stakeholders during decision-making perform better than those who do not (Donaldson & Preston, 1995). For example, Harrison, Bosse, & Phillips (2009) argues that when firms are successful at building and maintaining a trusting relationship with the stakeholders, they are more likely to receive more nuanced information about their stakeholders' utility function, thereby increasing the firm's ability to better satisfy customers' demand and innovate to create

competitive advantages. Stakeholders are more likely to convey accurate information about their utility function to firms who manage for stakeholders because of reciprocity and trust built on perceived distributional, procedural and interactional justice. As independent agents, stakeholders perceive whether they are treated justly using their knowledge of the firms' history and expectation of fair distribution of value to stakeholders, as well as the firm's history of giving stakeholders a voice as managers make decisions (Donaldson & Preston, 1995).

Furthermore, managing for stakeholders is also found to be beneficial to a firm's financial performance. Berman, Wicks, Kotha, & Jones (2017) found a significant relationship between a firm's stakeholder relationship and its financial performance. They examined the relationship between a firm's stakeholder relationship and its strategy (i.e. resource allocation decisions) and their impact on the firm's financial performance (i.e. return on assets), and they found that the relationship among stakeholder ties, strategy, and financial performance is far more complex than a direct association model can capture. In their full model including all interaction terms, two stakeholder relationship variables (i.e. product safety/quality, diversity) have a direct effect on financial performance in addition to two strategy variables (i.e. efficiency, capital intensity). All five stakeholder relationship variables (i.e. capital intensity x product safety/quality, selling intensity x product safety/quality, selling intensity x diversity, capital expenditures x product safety/quality, and efficiency x product safety/quality) moderate the relationship between strategy and financial performance. Their findings reiterate and support the intricate relationship between managerial decisions and a firm's stakeholder relationships and its impact on a firm's financial performance.

Value, mission, and vision statements

In order for these stakeholders to form preference towards a firm by perceiving the values that matter the most to them, such as organizational justice and positive affiliation (Harrison & Wicks, 2013), direct communication to the legitimate stakeholders about a firm's values will be important. A firm's value, mission, and vision (VMV) statements serve such function (Barkus & Glassman, 2007; BRĂȚIANU & BĂLĂNESCU, 2008; Kohli & Leuthesser, 1997). They are important instrument for a firm to convey its identity, which includes its philosophy and strategy, to key internal and external audiences (Kohli & Leuthesser, 1997).

Barkus and Glassman (2007) proposed that a firm's VMV statement serve as a guide for internal behaviors of the corporate body as well as a tool for communicating and managing the external stakeholders. Indeed, they found that mission statements that include specific stakeholder issues (e.g. diversity and environment) are more likely to have an impact on firm's action than the firms who omitted those elements. They also found that mentioning specific stakeholder groups (e.g. communities, employee, etc.) in mission statements, a common practice among firms, is surprisingly not related to firms' actions. This finding supports a "symbolic and institutional perspective" (Barkus & Glassman, 2007). This perspective suggests that sometimes mission statements can be purely a symbolic statement that firms produce under institutional pressure without consideration or impact to their actions, and stakeholder-focused mission statements, rather than issue-focused statements, seem to be a way for firms to publicly acknowledge the importance of the stakeholders, similar to a public relation tool (Barkus & Glassman, 2007; Meyer & Rowan, 1977)).

Stakeholder management among private and public firms

We hypothesize that public firms are more likely to succumb to institutional pressure and engage in symbolic activities that do not significantly impact their actions than their private counterparts. As public firms become publicly traded, the pool of their stakeholders expanded significantly. Not only does the number of stockholders increase, but also the number of involving stakeholders. For example, a private firm whose stakeholders used to include its neighboring communities and its employee now face the scrutiny of the communities, suppliers, and other stakeholders from the entire country, or even the globe. While the reason for such expansion is beyond of the scope of this paper, it is reasonable to expect that elements such as public media, trading regulation, and non-profit activist groups play a role in broadening the exposure of public firms. Hence, we expect to see that public firms are more likely to produce mission statements that merely serve as a symbolic statement as a rationalized formal structure to reflect their institutional environment instead of their decision-making.

While few studies have directly compared the stakeholder management strategy between public and private firms, there are evidence suggesting that firms engage in differential stakeholder management activities and strategies depending on the nature and the size of their stakeholder network. For example, Roloff (2008) demonstrates that, in multi-stakeholder networks, firms are not always the focal point of the stakeholder network. In fact, she proposes, that all participants in the networks are only partly in control of the deliberation process (Roloff, 2008). A multi-stakeholder network is one where actors such as businesses, governments, and civil society participate in deliberation to find an approach to an issue that affects them all and is far too complex to be addressed on their own individually (Roloff, 2008). We suspect that public

firms are more likely to be a member of multi-stakeholder networks than private firms in which they are not exclusively in control of the process.

Hence, the goal of this paper is to explore and uncover the direct differential stakeholder management strategies utilized by public and private firms, with the assumption that public firms face more scrutiny and more pressure to appease and balance the interests of a larger network of stakeholders. On one hand, we rely on VMV statements as a direct and accurate publication of firms' identity and values, with the distinction that public firms are more likely to produce mission statements that serve as an institutionalized ritual instead of reflection of substantial and unique corporate values. On the other hand, we will now introduce corporate charitable donations as a measure of corporate stakeholder management strategy.

Corporate Charitable Donations

We were inspired to use corporate charitable donations as an innovative indicator of corporate stakeholder management by reality and current events more than previous literature. Known as the popular fast food chain with juicy chicken sandwiches and friendly customer service, Chick-Fil-A was tangled in a public relation crisis in 2013, and the negative effects the crisis left on its brand can still be seen on headlines in recent years.

In 2013, Chick-Fil-A's President Dan Cathy took to Twitter his frustration over the Supreme Court's decision to legalize same-sex marriage (Lobosco, 2013). Since then, controversy broke out over Chick-Fil-A's stance on same-sex marriage. The public also uncovered that Chick-Fil-A had been a big contributor to right-wing organizations with a history of countering gay rights (Edwards, 2012). For example, in 2018, Chick-fil-a donated \$1.65 million to Fellowship to Christian Athletes and \$115,000 to The Salvation Army (Chick-Fil-A foundation, 2019), both of which oppose LGBTQ rights and same-sex marriage. LGBTQ right

activists have criticized the fast food chain's stance on gay rights as well as the donations to anti-LGBTQ organizations. From there, boycotts were initiated, and protests were organized. Though the restaurant chain didn't seem to suffer a direct profitability loss, their reputation among LGBTQ community and their relationships with allies were damaged. First, Jimmy Henson Co., who is the supplier of Chick-Fil-A meal toys, terminated its partnership with the restaurant chain (Cline, 2012). Following that, Chick-Fil-A faced backlash in several locations into which they wanted to expand, such as the UK and San Antonio (Taylor, 2019; Hoonhout, 2020). At the end of 2019, Chick-Fil-A announced that it will no longer donate to two of their charity partners who were criticized over LGBTQ rights (Valinsky, 2019).

Chick-Fil-A's controversy is just an example of how corporations use monetary donations to achieve certain corporate values and, at the same time, escape otherwise unwanted public attention to these actions. Chick-Fil-A had been contributing to right-wing organizations long before the news broke out, but the firm only suffered when the values hidden in these donations became clear in the public's focal point. Controversy aside, the strategy itself that Chick-Fil-A used is not unique. In general, companies have long been using charitable donations as a means to realize their organizational values and to manage its relationships with their stakeholders.

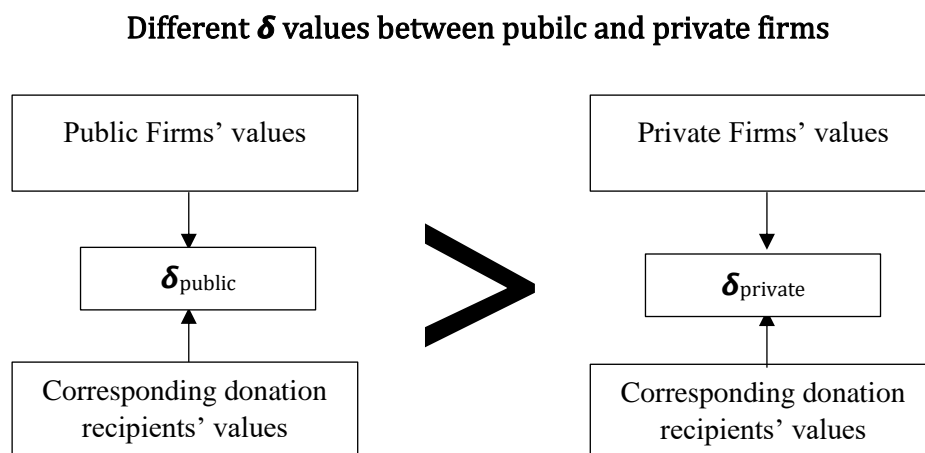
Corporate donations are often cited as a form of corporate social responsibility (CSR) activities that embraces the interests of the society at large and thus serve a wider public (Wang, Gao, Hodgkinson, Rousseau, & Flood, 2015; Reagan, Tekleab, Levi, & Lichtman, 2017), and CSR is a major arm to operationze stakeholder management (O'Riordan & Fairbrass, 2013; Brown & Forster, 2012). Taking previous established consensus into consideration, we decided to take a more skeptical view on the corproate donations made as a means to manage stakeholder

relationships. Specifically, we hypothesize that, because public firms are more likely than their private counterparts to produce VMV statements that reflects broader institutional pressure more than their unique organizational values, the extent to which their published values are embraced by their CSR stakeholder management actions will be less than that from private firms. So, even though public firms engage and devote efforts in CSR stakeholder management activities, such as charitable donations, these effort do not necessarily reflect the values they publicly endorse to the same degree as private firms.

Hypothesis: The extent to which public firms' endorsed values are shared by their charitable donation recipients' values will be less than that of private firms (Figure 1).

For simplicity and clarity, we conceptualize a variable named δ (delta) that represents that discrepancy between a firm's endorsed value and their charitable donation recipients' values. We expect to see that the overall value of δ will be larger for public firms than private firms (Figure 1).

Figure 1.



Method

Reference text

The first goal of our analysis is to examine the extent to which the values endorsed by corporations are embraced by their charitable donation recipients. Hence, in order to compare the values espoused by organizations, we have chosen to use their value, mission, and vision (VMV) statements as texts from which values can be extracted. For both private and public companies, their corporation VMV statements will be the reference text to which we compare the donation recipients' VMV statements (Table 11).

For our sample companies, we wanted to make sure our list was randomized. In order to obtain this sample, we decided to use two lists and randomized them to receive 10 public companies and 10 private companies. The first list we used was from SlickCharts (2020) (Appendix 13). We believed this was the best choice for public companies because the list is updated regularly to ensure accuracy. This list is calculated by ranking the company's current Nasdaq stock price. Because private companies do not operate in the public stock market, we needed to obtain a different list to randomize. We believed the best list of the top 100 private companies was comprised by Forbes (2019). Forbes is an extremely reputable business publication that has comprising a list of the top 100 private companies for 35 years (Murphy, 2019). Forbes ranks the top 100 private companies based on revenue. They comprise their list with information from voluntary disclosures, SEC filings, and estimates from Forbes researchers (Murphy, 2019). After obtaining these two lists, we generate 10 random numbers for each list to select the company according to its rank number, which gives us a sample size of 20 companies in total. VMV statements were then located from each company's public website. We prioritized

in choosing the web page that is dedicated to the mission statements (e.g. *Our Mission, Our Value*). When those are not available, we selected similar web pages from that company that contains language that would describe their mission and values (e.g. *About Us, Our History, or Social Impact*). Because we are observing webpage information, not all of the words and links were applicable to our research. For example, by downloading the webpage into a Word Doc, the webpage site map would appear, which would give us links to other pages on the website (e.g. *Contact Us, Locations, News, Blogs*). Because we would be using a text analysis software to analyze these VMV statements, we believed the appearance of these words would interfere with our research. Additionally, the downloaded webpage could show other irrelevant information such as photos, icons linked to the company's social media pages, cookie notices, and more. In order to preserve the accuracy of our results, text that served as webpage directions or links to other websites were deleted.

Target text

For each of the companies selected into the sample, we used an online donation database called Foundation Directory Online (<https://fconline.foundationcenter.org/>) to identify the recipient organizations. Only recipient organizations of the five donations with the largest dollar values between 2015-2020 were included. We believed observing the largest dollar value donations would be helpful because it would highlight the organization's most important and significant recipients. After those recipient organizations were identified, their VMV statements are retrieved from their websites and included as target text. For example, if the largest donation from Company A in 2019 was made to the National Red Cross organization, then we would locate the webpages that contain relevant VMV statements of the National Red Cross and include it as one of our target texts. Similar to our method regarding the reference text, we

prioritized choosing pages where the VMV statement was explicitly stated and deleted any text that would interfere with our analysis (site map information, photos, etc.).

Public and Private Companies

Our selection of 20 companies spans many different industries from software to media to consumer goods (Table 1&2). The average annual revenue for our selected private companies equals \$11.59 billion (Table 2) and \$80.38 billion for our public companies (Table 1). Additionally, the average number of employees for private companies is 31,025 compared to 138,517 employees for public companies. Both private and public companies donated to a total of 41 unique recipient organizations. The total dollar amount from donations for public companies greatly exceeded the amount donated by private companies by almost \$100 million (Table 3 &4).

Table 1**Descriptive Statistics of 10 Public Firms Selected**

Company Name	Industry Sector	Number of Employees Worldwide	2019 Revenue (\$ billion)
Chevron Corporation	Energy	48,200	\$139.87
Coca-Cola Company	Consumer Products	86,200	\$37.27
Oracle Corporation	Software	136,000	\$39.51
Comcast Corporation Class A	Media	190,000	\$108.94
NIKE Inc. Class B	Apparel and textile products	67,838	\$39.10
Danaher Corporation	Medical Equipment & Devices	60,000	\$17.90
Walt Disney Company	Media	223,000	\$69.57
Berkshire Hathaway Inc. Class B	Insurance	391,539	\$254.62
Johnson & Johnson	Biotech & Pharma	132,200	\$82.10
Ecolab Inc.	Chemicals	50,200	\$14.90
Minimum		48,200	\$14.90
Maximum		391,539	\$254.62
Average		138,517.7	\$80.38

Table 2**Descriptive Statistics of 10 Private Firms Selected**

Company Name	Industry Sector	Number of Employees Worldwide	2019 Revenue (\$ billion)
Publix Super Markets	Food Markets	202,000	\$38.10
Capital Group Companies	Financial Services	7,500	\$7.50
The Kraft Group	Materials	12,900	\$5.30
World Wide Technology	Technology, Hardware and Equipment	5,000	\$11.20
Fidelity Investment	Diversified Financials	40,000	\$20.40
Gilbane	Construction	2,964	\$5.80
Calpine	Utilities	2,282	\$9.90
Graybar Electric	Capital Goods	8,700	\$7.20
Demoulas Super Markets	Food markets	26,500	\$5.20
Eby-Brown	Food, Drink, and Tobacco	2,400	\$5.30
Minimum		2,282	5.2
Maximum		202,000	38.1
Average		31,025	11.59

Table 3**Descriptive Statistics of Public Firms' Donations**

Company name	Number of Recipient Orgs	Total of the 5 Largest Donations Between 2015-2020 (\$)
NIKE Inc. Class B	3	\$59,950,659
Coca-Cola Company	9	\$39,435,129
Johnson & Johnson	5	\$14,803,699
Comcast Corporation Class A	4	\$12,000,000
Walt Disney Company	6	\$7,500,000
Chevron Corporation	3	\$3,250,000
Ecolab Inc.	4	\$2,069,988
Danaher Corporation	5	\$1,938,020
Berkshire Hathaway Inc. Class B	4	\$1,750,000
Oracle Corporation	1	\$804,393
Grand Total	41	\$143,501,888

Table 4**Descriptive Statistics of Private Firms' Donations**

Company name	Number of Recipient Orgs	Total of the 5 Largest Donations Between 2015-2020 (\$)
The Kraft Group	3	\$14,296,574
Publix Super Markets	5	\$13,237,000
Fidelity Investment	5	\$8,750,000
World Wide Technology	4	\$1,868,428
Capital Group Companies	5	\$1,021,100
Calpine	4	\$377,767
Graybar Electric	4	\$265,500
Eby-Brown	3	\$153,500
Demoulas Super Markets	4	\$137,000
Gilbane	5	\$18,250
Grand Total	41	\$40,125,119

LIWC Analysis

To conduct our textual analysis, we used a computer application called Linguistic Inquiry and Word Count (LIWC). LIWC was developed by researchers James W. Pennebaker, Martha E. Francis. While conducting research on the presence of emotional and cognitive structures in an individual's speech, they developed LIWC in 1993. Since its creation, the LIWC software has seen updates in 2001 and 2007, with its most recent update in 2015. These updates consist of expanded dictionaries and modern designs. A main component of the LIWC software is the LIWC dictionary. The dictionary is composed of 6,400 words, word stems, and emoticons (Pennebaker et al. 2015). The dictionary is then broken down into various categories including summary language variables, psychological processes, and informal language (Pennebaker et al.). A single word, such as "cried", can be found under five categories: sadness, negative emotion, overall affect, verbs, and past focus (Pennebaker et al. 2015). LIWC goes through an extensive process to determine which words are included in their dictionary. This process includes word collection, a judge rating phase, base rate analyses, a candidate word list generation, and a psychometric evaluation (Pennebaker et al. 2015) With the inclusion of judges and other tools such as Roget's Thesaurus, standard English dictionaries, and the Stanford Natural Language Toolkit, LIWC's dictionaries are extensive and accurate. LIWC functions by gathering words from a given text, reading each word in the text, matching the words with the selected categories, and finally calculating the appropriate word scale. The LIWC word scale is the percentage of words in a body of text that fall under a category. We went through the LIWC dictionary to identify what categories we believed would be most useful for our research.

The LIWC software has been utilized by many other researchers to assist with textual analysis. An example of how LIWC has been used to assist other research can be seen through the paper “Deception detection from written accounts.” In their paper, researchers Jaume Masip, Maria Bethencourt, Guadalupe Lucas, Miriam Sanchez-San Segundo, and Carmen Herrero conducted two studies. The first study included a group of participants writing a truthful or deceptive story and then judging the truthfulness of one of their peers (Masip et al. 2012). In the second study, the researchers used LIWC to analyze the participant's stories (Masip et al. 2012). LIWC was a perfect choice for these researchers because LIWC allowed them to quickly and systematically analyze text. After observing how various researchers were able to effectively use LIWC to analyze text, we decided it would be instrumental in our analysis of the VMV statements.

In order to use LIWC effectively, we observed the various LIWC dictionaries and selected the ones we believed would make the most sense in terms of our research. We made this decision by selecting dictionaries that we believed would fit under a business context and would highlight discrepancies between public and private firms. Our selected categories and a few examples of words that would be coded to said categories can be found in Table 5. We prepared all reference and target texts in individual Word Docx for each company (Table 11) and uploaded the documents to LIWC. LIWC then reads the statements contained in the files and analyzes the text, giving us an Excel file filled up multiple columns of data. The LIWC output file shows the percentage of total words that from a body of text that fall under our selected categories (Pennebaker, Boyd, Jordan, & Blackburn, 2015).

Table 5**The List of Selected LIWC Dimension Categories**

LIWC Dimension¹	Category	Example
Summary Language Variables	Analytical thinking	Logical
	Clout	Confidence/leadership
	Authentic	Vulnerable
	Emotional Tone	Positive/negative
Affect Words ¹	Positive emotion	Love, nice, sweet
	Negative emotion	Hurt, ugly, nasty
	Anxiety	Worried, fearful
	Anger	Hate, kill, annoyed
	Sadness	Grief, crying, sad
Social Words ¹	Family	Daughter, dad, aunt
	Friends	Buddy, neighbor
	Female	Girl, her, mom
	Male	His, boy, dad
Cognitive Processes ¹	Insight	Think, know
	Cause	Effect, know, ought
	Discrepancies	Should, would
	Tentativeness	Maybe, perhaps
	Certainty	Always, never
Perpetual Processes ¹	Differentiation	But, hasn't, else
	Seeing	Saw, view, seen
	Hearing	Listen, hearing
Biological Processes	Feeling	Feels, touch
	Health/illness	Clinic, flu, pill
Core Drives and Needs ¹	Affiliation	Friend, ally, social
	Achievement	Win, success, better
	Power	Superior, bully
	Reward focus	Prize, take, benefit
	Risk/prevention	Danger, doubt
Time Orientation	Past	Did, ago, talked
	Present	Today, is, now
	Future	Soon, may, will
Personal Concerns	Leisure	Chat, cook, movie
	Money	Cash, audit, owe
	Death	Bury, coffin, kill
	Religion	Church, altar

Informal speech	Asset	OK, agree, yes
Grand Total		36

*Source: Pennebaker, J.W., Boyd, R.L., Jordan, K., & Blackburn, K. (2015). The development and

psychometric properties of LIWC2015. Austin, TX: University of Texas at Austin.

¹If all categories under one dimension were selected, LIWC produces a summary category output under the dimension name (e.g. Informal Speech).

Though we only selected 36 categories, we obtained 41 output.

Summary categories Affect, Social, Cognitive Processes, Perceptual Processes, and Core Drives and Needs were produced.

δ Definition

Our N=20, which is the combined number of public and private companies in our research.

Additionally, the number of LIWC categories we selected is 42. Running the VMV statements through LIWC gives us an output variable (x) for each category, which is the percentage of the text's total words that fall under the category. To make our data useful for analysis, we defined a δ (delta). For all companies, δ is the average of the donation recipient's output variables minus the output variable of the firm for each category.

$$\delta_{ij} = \bar{x}_{recipients\ ij} - x_{company\ ij}$$

$$i \in \{\text{all companies}\}, j \in \{\text{all categories}\}$$

We then organized our δ values for each company into an Excel file (Table 7, Table 8).

To determine if δ was significant for our companies, we decided to use a two-sample test through SPSS Statistics. We concluded that SPSS would be vital to this analysis because the

software lets users quickly and effectively analyze large data sets. By inputting our dataset into SPSS, we were able to run the test which would let us compare the δ of public and private companies to determine if these companies differed with how much their values aligned with their recipients. Our results from running this test are included in Tables 9 and 10.

Table 7

 δ^1 Obtained from LIWC Output for Each Firm in Sample

Company name	Private? ²	Analytic	Clout	Authentic	Tone	affect	posemo	negemo	anx	anger	sad
Publix	1	-9.91	70.05	-73.88	78.83	1.34	6.17	0.56	0.00	-0.11	-15.20
Capital Group	1	2.03	40.60	-44.43	93.20	3.90	5.98	-0.16	0.00	0.14	-14.46
Kraft Group World Wide Technology	1	17.64	79.09	-26.77	95.00	5.68	6.96	0.27	0.10	0.15	-12.26
Fidelity	1	8.42	46.28	-82.02	57.95	-11.23	1.91	0.06	0.01	-0.32	-9.72
Gilbane	1	-3.66	56.74	-75.25	81.91	-3.27	4.28	-0.25	0.33	0.24	-11.03
Calpine	1	-10.63	89.11	-75.11	73.02	-8.44	4.83	0.54	0.13	0.14	-24.02
Greybar	1	-7.88	77.19	-82.46	56.51	-3.84	4.02	2.29	-0.14	0.85	-19.53
Demoulas	1	10.59	65.13	-69.99	81.78	1.61	4.46	0.40	0.01	0.18	-8.28
Eby-brown	1	11.78	15.67	-73.20	79.52	-2.23	4.64	0.14	0.00	0.07	-10.69
Coca-cola	1	-3.50	80.96	-63.70	84.14	2.70	4.21	1.17	0.16	0.24	-18.09
Chevron	0	2.69	-12.21	3.19	-14.70	-0.85	-1.46	0.61	0.12	0.13	0.21
Oracle	0	2.63	-7.82	-18.88	-7.24	-1.10	-2.15	1.05	0.19	0.38	0.22
Comcast	0	-2.27	0.70	-0.19	25.39	2.37	1.93	0.44	0.00	-0.12	0.00
Nike	0	21.32	-13.47	24.22	-4.68	-1.39	-1.61	-0.12	-0.30	0.06	0.11
Danaher Corporation	0	9.41	-6.07	16.14	-5.13	-1.12	-1.12	0.00	0.00	0.00	0.00
Walt Disney	0	7.03	-12.88	-2.36	-20.56	-2.96	-3.74	0.86	0.00	0.14	0.08
Berkshire Hathaway	0	-1.07	0.80	-9.25	13.43	3.27	2.46	0.80	0.08	0.17	0.23
Ecolab	0	11.24	19.11	7.08	27.00	-0.30	1.74	-1.95	-0.23	-0.94	-0.03
Johnson & Johnson	0	21.45	-1.97	4.73	-16.05	-2.58	-2.60	0.27	0.12	0.10	0.00
	0	31.12	-11.36	11.67	-5.66	-1.04	-0.75	-0.20	0.09	0.04	0.00

 δ^1 Obtained from LIWC Output for Each Firm in Sample

Company name	Private? ²	social	family	friend	female	male	cogproc	insight	cause	discrep	tentat
Publix	1	14.46	-0.60	0.21	0.06	-10.72	2.35	0.86	2.24	-0.45	-2.19

Capital Group	1	8.74	-0.25	0.28	0.05	-13.40	0.96	-0.45	1.30	-0.81	-1.34
Kraft Group World Wide	1	13.54	-0.11	0.80	0.03	-15.28	4.63	0.50	1.47	-4.40	-1.25
Technology	1	5.05	0.21	-0.27	0.06	-6.86	2.88	-1.14	1.91	-0.28	-0.99
Fidelity	1	11.02	0.08	0.49	0.39	-9.04	7.06	-1.95	1.88	-1.48	0.68
Gilbane	1	13.23	-0.03	0.26	0.13	-2.22	10.12	2.49	1.58	0.82	0.55
Calpine	1	12.80	0.07	0.05	0.94	-8.41	5.19	0.46	0.84	0.90	-2.66
Greybar	1	11.35	0.64	0.28	-0.81	-5.82	3.99	-0.74	1.49	0.59	0.59
Demoulas	1	8.93	-3.39	0.12	-1.72	-4.42	5.29	0.84	1.41	0.80	-1.27
Eby-brown	1	10.00	0.04	-0.02	-0.10	-15.18	4.14	-0.17	-2.35	-2.60	-3.87
Coca-cola	0	-5.95	0.10	1.57	0.55	0.27	-3.74	-0.82	-3.77	1.02	1.09
Chevron	0	-0.10	0.07	-0.76	0.12	0.34	2.81	0.15	-0.80	1.57	0.65
Oracle	0	0.03	0.56	0.73	0.00	0.00	4.32	1.46	1.52	0.88	0.23
Comcast	0	-4.99	0.42	0.06	0.46	0.78	2.53	0.09	1.23	0.72	0.43
Nike	0	-3.25	0.00	0.27	1.59	0.00	-4.72	-3.34	-0.52	-1.80	-0.92
Danaher Corporation	0	-4.63	-0.15	0.56	0.33	0.42	-2.11	-1.49	-1.33	0.49	0.35
Walt Disney	0	2.11	-0.49	-0.01	0.00	-0.34	4.14	0.76	-0.66	0.75	1.60
Berkshire Hathaway	0	0.13	-0.03	0.40	0.02	0.04	-10.57	-2.58	-0.18	-1.19	-5.71
Ecolab	0	1.20	0.26	0.99	0.00	0.00	-1.03	-1.69	-2.06	0.25	0.71
Johnson & Johnson	0	-4.19	-0.80	0.53	-0.10	-0.30	-5.24	-0.53	-0.07	-4.94	0.77

δ^1 Obtained from LIWC Output for Each Firm in Sample

Company name	Private? ²	certain	differ	percept	see	hear	feel	health	drives	affiliation	achieve	power
Publix	1	0.25	1.59	0.49	0.23	0.14	0.12	-15.78	6.18	2.98	0.99	1.72
Capital Group World Wide	1	-1.87	-0.82	-0.18	0.09	-0.26	-0.10	-16.44	4.65	1.31	-0.30	2.43
Technology	1	0.52	0.12	2.76	0.79	2.08	-2.33	-18.57	5.00	-3.59	-2.20	-2.10
Fidelity	1	0.57	0.28	1.11	0.29	0.92	-1.48	-20.92	4.77	-1.24	-4.36	-1.69

Gilbane	1	1.13	0.26	1.26	0.84	0.06	-0.70	-28.02	-0.19	-1.05	3.27	3.64
Calpine	1	0.44	0.25	0.80	1.10	-0.21	-0.38	-25.82	-1.76	0.29	-3.77	2.73
Greybar	1	-0.65	-1.99	1.31	0.41	1.31	-0.61	-10.98	11.97	1.39	0.49	3.22
Demoulas	1	1.23	0.91	1.55	0.57	0.73	-3.52	-11.69	9.33	1.04	-2.19	3.42
Eby-brown	1	-2.71	-1.39	-1.02	0.19	0.20	-0.30	-14.98	2.42	1.56	-0.65	3.11
Coca-cola	0	1.22	-1.60	1.44	1.23	0.08	0.00	-0.47	-5.83	-4.61	-2.70	0.24
Chevron	0	1.39	0.50	1.07	1.03	0.00	0.14	-0.72	-7.05	-5.43	-3.00	1.17
Oracle	0	0.60	0.35	0.76	0.48	0.00	0.00	0.60	6.68	0.47	0.51	2.96
Comcast	0	-0.71	1.18	-2.94	-2.44	-0.36	0.05	-0.68	-4.77	-6.37	1.23	0.79
Nike	0	0.22	-1.18	0.63	-0.54	0.85	0.11	0.74	0.64	-0.58	0.58	0.38
Danaher Corporation	0	-0.53	0.90	0.05	-0.01	0.05	-0.02	-2.16	-5.68	-5.96	-4.42	2.72
Walt Disney	0	1.23	1.80	-1.53	0.04	-0.46	-0.43	0.01	4.19	0.80	-1.46	3.53
Berkshire Hathaway	0	-0.46	-4.91	0.48	0.23	0.09	0.02	0.76	1.69	3.51	1.38	-2.67
Ecolab	0	0.55	0.06	1.24	0.49	0.00	0.64	-0.68	-5.60	0.28	-6.16	-1.80
Johnson & Johnson	0	-4.65	-0.09	-0.40	0.15	-0.39	0.00	-0.37	-3.36	-3.93	0.04	1.63

 δ^1 Obtained from LIWC Output for Each Firm in Sample

Company name	Private? ²	reward	risk	focuspast	focuspresent	focusfuture	leisure	money	relig	death	assent
Publix	1	1.00	0.41	-5.72	5.61	1.30	-4.00	2.98	0.42	0.00	0.00
Capital Group	1	1.34	0.02	-8.55	4.54	0.34	-6.41	0.51	0.37	0.03	0.00
Kraft Group	1	1.37	-0.19	-4.89	6.56	-0.31	-0.15	0.40	1.35	0.00	0.00
World Wide											
Technology	1	0.27	-1.04	-5.60	2.94	0.17	1.56	1.43	-0.11	0.07	0.00
Fidelity	1	1.59	0.56	-4.09	6.53	0.63	-3.22	0.01	0.11	0.00	0.00
Gilbane	1	-0.02	0.75	-8.72	7.94	-0.26	1.05	1.22	1.23	0.28	0.00
Calpine	1	-0.04	0.91	-6.86	9.07	0.07	-2.23	1.08	0.56	0.00	0.00
Greybar	1	1.66	-2.31	-9.54	4.03	-0.47	3.27	0.84	0.36	0.08	0.00
Demoulas	1	1.68	-3.50	-5.06	5.23	2.08	-0.33	1.33	0.30	0.06	0.00
Eby-brown	1	1.05	0.15	-11.80	3.77	-0.40	-2.40	2.45	0.04	-0.30	-0.30

Coca-cola	0	0.28	0.50	-2.09	-0.84	-0.89	-0.95	-1.45	2.41	0.00	0.00
Chevron	0	-0.10	-0.28	1.14	3.60	0.81	1.00	-0.23	0.22	0.28	0.00
Oracle	0	0.41	0.73	-0.47	3.40	0.31	0.17	-0.01	0.00	0.00	0.00
Comcast	0	-0.90	0.10	1.10	-3.82	0.57	1.60	-0.88	-0.26	0.00	0.00
Nike	0	-0.66	0.26	0.98	-4.91	0.11	-5.55	3.45	0.11	0.00	-2.06
Danaher Corporation	0	-0.31	0.58	0.30	0.00	-0.62	-0.32	-0.42	0.06	0.08	0.00
Walt Disney	0	0.49	1.02	0.37	-0.78	1.33	-5.26	-0.22	0.23	-0.19	0.00
Berkshire Hathaway	0	0.07	0.18	0.17	-0.83	-1.30	-1.35	-1.91	0.14	0.25	0.00
Ecolab	0	-0.24	-0.88	0.19	0.14	0.94	-0.54	-0.83	0.09	0.00	0.00
Johnson & Johnson	0	-0.70	0.07	-0.92	-4.58	0.02	0.04	-0.70	-0.22	0.00	0.00

$${}_1\delta = \bar{x}_{Recipient(s)} - x_{Firm}$$

²1=Yes, 0=No

Table 8 Part I

Descriptive Statistics of δ , Organized by Public and Private Firms

Public Firms										
	Analyti c	Clout	Authenti c	Tone	affect	posemo	negem o	anx	anger	sad
Mean	10.355	4.517	3.635	-0.822	-0.570	-0.730	0.175	0.006	-0.003	0.082
Standard Error	3.489	3.144	3.918	5.350	0.621	0.662	0.272	0.049	0.112	0.032
Median	8.220	6.945	3.961	-5.397	-1.072	-1.290	0.355	0.038	0.081	0.041
Standard Deviation	11.032	9.943	12.391	16.919	1.965	2.093	0.861	0.156	0.353	0.103
Sample Variance	121.71	98.85	153.541	286.245	3.860	4.380	0.742	0.024	0.125	0.011
Kurtosis	-0.433	3.038	0.240	-0.723	0.654	-1.030	4.198	0.541	6.765	-1.694
Skewness	0.743	1.608	-0.189	0.803	1.083	0.434	-1.824	-1.153	-2.376	0.524
Range	33.392	32.57	43.103	47.558	6.227	6.206	2.999	0.488	1.320	0.252
Minimum	-2.270	13.46	-18.883	-20.563	-2.960	-3.743	-1.953	-0.298	-0.940	-0.025
Maximum	31.122	19.11	24.220	26.995	3.267	2.463	1.047	0.190	0.380	0.227
Sum	103.54	45.16	36.348	-8.215	-5.698	-7.303	1.753	0.060	-0.033	0.823
Count	10	10	10	10	10	10	10	10	10	10

Public Firms

	social	famil y	friend	female	male	cogproc	insight	cause	discrep	tentat
--	--------	------------	--------	--------	------	---------	---------	-------	---------	--------

		-								
Mean	-1.965	0.006	0.434	0.294	0.120	-1.362	-0.797	-0.665	-0.225	-0.081
Standard Error	0.926	0.128	0.197	0.159	0.107	1.536	0.473	0.483	0.616	0.658
Median	-1.677	0.037	0.463	0.067	0.021	-1.570	-0.671	-0.592	0.601	0.538
Standard Deviation	2.929	0.406	0.623	0.504	0.339	4.859	1.497	1.528	1.949	2.082
Sample Variance	8.581	0.165	0.388	0.254	0.115	23.607	2.240	2.336	3.797	4.335
Kurtosis	-1.855	0.488	1.257	5.284	0.210	-0.398	-0.611	0.971	3.484	7.478
		-								
Skewness	-0.001	0.716	-0.098	2.180	0.505	-0.496	-0.257	-0.602	-1.843	-2.634
Range	8.066	1.362	2.333	1.691	1.118	14.890	4.797	5.290	6.511	7.309
		-								
Minimum	-5.953	0.802	-0.760	-0.104	-0.343	-10.570	-3.337	-3.770	-4.938	-5.713
Maximum	2.113	0.560	1.573	1.587	0.775	4.320	1.460	1.520	1.573	1.597
		-								
Sum	-19.652	0.059	4.340	2.944	1.197	-13.618	-7.973	-6.645	-2.246	-0.808
Count	10	10	10	10	10	10	10	10	10	10

Public Firms

	certain	differ	percept	see	hear	feel	health	drives	affiliatio n	achiev e
		-								
Mean	-0.115	0.298	0.079	0.064	-0.015	0.050	-0.296	-1.910	-2.181	-1.401
Standard Error	0.559	0.605	0.435	0.322	0.117	0.082	0.280	1.529	1.097	0.819
Median	0.382	0.204	0.552	0.186	0.000	0.009	-0.420	-4.064	-2.251	-0.710
Standard Deviation	1.768	1.912	1.375	1.017	0.369	0.259	0.887	4.834	3.467	2.589
Sample Variance	3.127	3.657	1.889	1.035	0.136	0.067	0.786	23.368	12.023	6.702
Kurtosis	5.395	3.502	1.531	4.285	3.020	4.073	1.052	-0.970	-1.492	-0.713

		-									
Skewness	-2.131	1.700	-1.397	-1.759	1.267	0.722	-0.728	0.734	0.223	-0.675	
Range	6.039	6.705	4.375	3.670	1.310	1.071	2.923	13.733	9.880	7.543	
		-									
Minimum	-4.652	4.905	-2.938	-2.443	-0.463	-0.433	-2.163	-7.053	-6.373	-6.160	
Maximum	1.387	1.800	1.438	1.228	0.847	0.638	0.760	6.680	3.508	1.383	
		-									
Sum	-1.145	2.983	0.792	0.638	-0.145	0.498	-2.960	19.095	-21.809	14.009	
Count	10	10	10	10	10	10	10	10	10	10	

Public Firms

	power	reward	risk	focuspast	focuspresent	focusfuture	leisure	money	relig	death	assent
		-									
Mean	0.896	0.166	0.228	0.074	-0.861	0.128	-1.114	-0.320	0.277	0.042	-0.206
Standard Error	0.631	0.153	0.170	0.318	0.935	0.268	0.766	0.458	0.243	0.043	0.206
		-									
Median	0.980	0.168	0.220	0.243	-0.802	0.208	-0.428	-0.557	0.098	0.000	0.000
Standard Deviation	1.995	0.484	0.538	1.007	2.957	0.847	2.421	1.447	0.768	0.136	0.651
Sample Variance	3.980	0.234	0.289	1.014	8.741	0.717	5.861	2.093	0.590	0.018	0.424
		-									
Kurtosis	-0.321	1.299	1.043	1.197	-0.739	-0.797	0.501	6.092	8.809	0.789	10.000
		-									
Skewness	-0.551	0.108	-0.732	-1.122	0.130	-0.385	-1.221	2.183	2.888	0.526	-3.162
Range	6.198	1.388	1.903	3.230	8.503	2.633	7.147	5.359	2.670	0.470	2.060
		-									
Minimum	-2.665	0.895	-0.883	-2.090	-4.907	-1.300	-5.547	-1.913	-0.258	-0.190	-2.060
Maximum	3.533	0.493	1.020	1.140	3.597	1.333	1.600	3.447	2.413	0.280	0.000
		-									
Sum	8.959	1.656	2.281	0.744	-8.608	1.281	11.140	-3.196	2.768	0.423	-2.060

Count 10 10 10 10 10 10 10 10 10 10 10

Table 8 Part II

Private Firms										
	Analytic	Clout	Authentic	Tone	affect	posemo	negemo	anx	anger	sad
Mean	1.486	62.082	-66.680	78.185	-1.376	4.746	0.500	0.062	0.158	14.330
Standard Error	3.187	7.127	5.608	4.053	1.725	0.443	0.236	0.040	0.094	1.571
Median	-0.734	67.590	-73.540	80.650	-0.443	4.550	0.331	0.013	0.147	13.364
Standard Deviation	10.078	22.537	17.733	12.817	5.455	1.400	0.748	0.128	0.298	4.968
Sample Variance	101.574	507.935	314.473	164.284	29.752	1.961	0.559	0.016	0.089	24.681
Kurtosis	-1.462	0.497	2.091	-0.121	-0.491	1.099	3.281	1.638	3.621	-0.088
Skewness	0.278	-0.954	1.622	-0.670	-0.614	-0.399	1.703	0.855	1.103	-0.786
Range	28.277	73.444	55.684	38.490	16.905	5.053	2.537	0.472	1.168	15.742
Minimum	-10.634	15.670	-82.458	56.510	-11.225	1.908	-0.252	0.138	-0.315	24.024
Maximum	17.643	89.114	-26.773	95.000	5.680	6.960	2.285	0.334	0.853	-8.283
Sum	14.863	620.824	-666.798	781.848	-13.760	47.460	5.004	0.616	1.582	143.298
Count	10.000	10.000	10.000	10.000	10.000	10.000	10.000	10.000	10.000	10.000

Private Firms

	social	family	friend	female	male	cogproc	insight	cause	discrep	tentat
Mean	10.911	-0.333	0.219	-0.098	-9.134	4.661	0.070	1.176	-0.691	-1.174
Standard Error	0.897	0.353	0.091	0.226	1.421	0.811	0.394	0.410	0.547	0.472
Median	11.187	0.007	0.235	0.055	-8.723	4.383	0.144	1.481	-0.364	-1.259
Standard Deviation	2.838	1.117	0.288	0.714	4.494	2.564	1.246	1.297	1.730	1.493
Sample Variance	8.054	1.249	0.083	0.510	20.194	6.573	1.552	1.683	2.992	2.230
Kurtosis	0.599	7.953	1.306	2.734	-1.113	1.456	0.610	7.758	1.064	-0.437
Skewness	-0.841	-2.703	0.447	-1.295	-0.077	0.886	0.327	2.667	-1.218	-0.288
Range	9.409	4.020	1.067	2.660	13.061	9.162	4.446	4.591	5.297	4.546
Minimum	5.048	-3.385	-0.270	-1.723	-15.277	0.956	-1.954	2.353	-4.397	-3.870
Maximum	14.456	0.635	0.797	0.938	-2.216	10.118	2.492	2.238	0.900	0.676
Sum	109.11	-3.332	2.190	-0.979	-91.336	46.608	0.697	11.76	-6.906	11.743
Count	10.000	10.000	10.000	10.000	10.000	10.000	10.000	10.000	10.000	10.000

Private Firms

	certain	differ	percept	see	hear	feel	health	drives	affiliatio n	achiev e
Mean	-0.494	-0.079	0.859	0.478	0.496	-1.049	17.323	5.506	1.100	-1.220
Standard Error	0.550	0.335	0.323	0.105	0.238	0.358	1.929	1.508	0.993	0.764
Median	0.344	0.184	0.953	0.353	0.172	-0.651	16.113	4.883	1.173	-1.417
Standard Deviation	1.739	1.059	1.022	0.334	0.753	1.133	6.101	4.768	3.142	2.417
Sample Variance	3.023	1.121	1.044	0.111	0.567	1.284	37.217	22.73	9.870	5.841

Kurtosis	-0.220	0.078	1.102	-0.622	0.671	1.382	-0.562	0.731	2.997	-0.459		
Skewness	-1.010	-0.459	-0.065	0.761	1.137	-1.334	-0.640	0.126	1.155	0.453		
Range	5.068	3.585	3.786	1.006	2.337	3.636	17.997	14.44	4	11.914	7.622	
Minimum	-3.843	-1.993	-1.023	0.092	-0.262	-3.520	28.020	-	1.758	-3.588	-4.356	
Maximum	1.225	1.592	2.763	1.098	2.075	0.116	10.023	-	12.68	7	8.327	3.266
Sum	-4.938	-0.786	8.592	4.777	4.960	-10.494	173.23	55.05	0	5	11.001	12.204
Count	10.000	10.000	10.000	10.000	10.000	10.000	10.000	10.000	0	10.000	10.000	

Private Firms

	power	reward	risk	focuspa st	focusprese nt	focusfutu re	leisure	mone y	relig	death	assent	
Mean	1.780	0.989	-0.422	-7.083	5.621	0.314	-1.287	1.224	0.463	0.021	-0.030	
Standard Error	0.655	0.215	0.457	0.782	0.609	0.261	0.919	0.288	0.151	0.045	0.030	
Median	2.578	1.195	0.085	-6.290	5.419	0.119	-1.280	1.147	0.367	0.013	0.000	
Standard Deviation	2.072	0.680	1.446	2.473	1.927	0.824	2.905	0.911	0.478	0.141	0.095	
Sample Variance	4.292	0.462	2.091	6.117	3.714	0.680	8.439	0.829	0.229	0.020	0.009	
Kurtosis	0.402	-1.243	1.119	-0.429	-0.501	1.119	-0.397	0.310	0.301	4.003	10.000	
Skewness	-1.300	-0.687	-1.392	-0.696	0.464	1.287	-0.177	0.829	1.046	-0.742	-3.162	
Range	5.739	1.715	4.413	7.705	6.130	2.548	9.676	2.966	1.459	0.582	0.300	
Minimum	-2.103	-0.037	-3.503	-11.797	2.938	-0.470	-6.408	0.012	-0.113	-0.300	-0.300	
Maximum	3.636	1.678	0.910	-4.092	9.068	2.078	3.268	2.978	1.347	0.282	0.000	
Sum	17.801	9.894	-4.225	-70.825	56.210	3.137	12.870	12.24	0	4.627	0.213	-0.300

Count	10.000	10.000	10.000	10.000	10.000	10.000	10.000	10.000	10.00	0	10.000	10.000	10.000
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Result

Levene's Test were run simultaneously in SPSS to determine the equality of variances between δ values in the public and private samples (Table 9). Categories Clout ($F = 5.632$, $p < .05$), Affect ($F = 9.386$, $p < .01$), Sad ($F = 19.686$, $p < .01$), Male ($F = 19.379$, $p < .01$), Cognitive Processes ($F = 4.672$, $p < .05$), Feel ($F = 10.524$, $p < .01$), Hear ($F = 6.110$, $p < .05$), Health ($F = 10.524$, $p < .01$), Focus on Past ($F = 9.459$, $p < .01$) are found to have statistically different variances between the public and the private sample.

Table 9

Levene's Test for Equality of Variances Result		
Category	F	Sig.
Analytic	0.003	0.955
Clout	*5.632	0.029
Authentic	0.812	0.38
Tone	1.241	0.28
affect	***9.386	0.007
posemo	2.092	0.165
negemo	0.115	0.739
anx	0.138	0.714
anger	0.097	0.758
sad	***19.686	0
social	0.569	0.46
family	1.678	0.212
friend	2.732	0.116
female	0.371	0.55
male	***19.379	0
cogproc	*4.671	0.044
insight	0.409	0.53
cause	0.393	0.539
discrep	0.081	0.779
tentat	0.107	0.748
certain	0.245	0.627

differ	1.558	0.228
percept	0.725	0.406
see	2.192	0.156
hear	*6.11	0.024
feel	***10.524	0.005
health	***14.528	0.001
drives	0.238	0.631
affiliation	1.652	0.215
achieve	0.09	0.768
power	0.014	0.908
reward	1.334	0.263
risk	*6.38	0.021
focuspast	***9.459	0.007
focuspresent	0.807	0.381
focusfuture	0.047	0.832
leisure	0.784	0.388
money	0.236	0.633
relig	0.126	0.727
death	0.122	0.731
assent	3.619	0.073

*p<.05, **p<.02, ***p<.01

Two-sample T test's result is reported in Table 10. We found that, out of the 41 categories that we analyzed, 17 categories are statistically significant under the right variance assumption produced by Levene's Test (Table 10). δ values between the private and public samples are found to be statistically different in categories Clout ($t(18) = 8.55$, $p<.01$), Authentic ($t(18) = -10.278$, $p<.01$), Tone ($t(18) = 11.771$, $p<.01$), Positive Emotion ($t(18) = 6.877$, $p<.01$), Sad ($t(18) = -9.172$, $p<.01$), Social ($t(18) = 9.983$, $p<.01$), Male ($t(18) = -6.493$, $p<.01$), Cognitive Processes ($t(18) = 3.467$, $p<.01$), Cause ($t(18) = 2.904$, $p<.02$), Feel ($t(18) = -2.99$, $p<.02$), Health ($t(18) = -8.734$, $p<.01$), Drives ($t(18) = 3.453$, $p<.01$), Affiliation ($t(18) = 2.217$, $p<.05$), Reward ($t(18) = 4.379$, $p<.01$), Focus on Past ($t(18) = -8.475$, $p<.01$), Focus on Present ($t(18) = 5.808$, $p<.01$), and Money ($t(18) = 2.855$, $p<.01$). As δ values represents the discrepancy

between the values endorsed by a firm's value statement and its donation recipients' value statements, this suggests that for these 17 categories, public firms' endorsed values are shared to a different extent than their private counterparts.

Table 10**Two-Sample T-Test Result of δ**

	t	df	Sig. (2- tailed)	Mean Difference	Std. Error Difference	95% Confidence Level	
						Lower	Upper
Analytic	-1.88	18.00	0.08	-8.87	4.73	-18.80	1.06
Clout	***8.55	18.00	0.00	66.60	7.79	50.23	82.96
Authentic	***10.278	18.00	0.00	-70.31	6.84	-84.69	-55.94
Tone	***11.771	18.00	0.00	79.01	6.71	64.90	93.11
affect	-0.44	18.00	0.67	-0.81	1.83	-4.66	3.05
posemo	***6.877	18.00	0.00	5.48	0.80	3.80	7.15
negemo	0.90	18.00	0.38	0.33	0.36	-0.43	1.08
anx	0.88	18.00	0.39	0.06	0.06	-0.08	0.19
anger	1.10	18.00	0.28	0.16	0.15	-0.15	0.47
sad	***-9.172	18.00	0.00	-14.41	1.57	-17.71	-11.11
social	***9.983	18.00	0.00	12.88	1.29	10.17	15.59
family	-0.87	18.00	0.40	-0.33	0.38	-1.12	0.46
friend	-0.99	18.00	0.34	-0.22	0.22	-0.67	0.24
female	-1.42	18.00	0.17	-0.39	0.28	-0.97	0.19
male	***-6.493	18.00	0.00	-9.25	1.43	-12.25	-6.26
cogproc	***3.467	18.00	0.00	6.02	1.74	2.37	9.67
insight	1.41	18.00	0.18	0.87	0.62	-0.43	2.16
cause	**2.904	18.00	0.01	1.84	0.63	0.51	3.17
discrep	-0.57	18.00	0.58	-0.47	0.82	-2.20	1.27
tentat	-1.35	18.00	0.19	-1.09	0.81	-2.80	0.61
certain	-0.48	18.00	0.63	-0.38	0.78	-2.03	1.27
differ	0.32	18.00	0.75	0.22	0.69	-1.23	1.67
percept	1.44	18.00	0.17	0.78	0.54	-0.36	1.92
see	1.22	18.00	0.24	0.41	0.34	-0.30	1.13
hear	1.93	18.00	0.07	0.51	0.27	-0.05	1.07
feel	** -2.99	18.00	0.01	-1.10	0.37	-1.87	-0.33
health	***-8.734	18.00	0.00	-17.03	1.95	-21.12	-12.93
drives	***3.453	18.00	0.00	7.42	2.15	2.90	11.93
affiliation	*2.217	18.00	0.04	3.28	1.48	0.17	6.39

achieve	0.16	18.00	0.87	0.18	1.12	-2.17	2.53
power	0.97	18.00	0.34	0.88	0.91	-1.03	2.79
reward	***4.379	18.00	0.00	1.16	0.26	0.60	1.71
risk	-1.33	18.00	0.20	-0.65	0.49	-1.68	0.37
focuspast	***-8.475	18.00	0.00	-7.16	0.84	-8.93	-5.38
focuspresent	***5.808	18.00	0.00	6.48	1.12	4.14	8.83
focusfuture	0.50	18.00	0.63	0.19	0.37	-0.60	0.97
leisure	-0.15	18.00	0.89	-0.17	1.20	-2.69	2.34
money	**2.855	18.00	0.01	1.54	0.54	0.41	2.68
relig	0.65	18.00	0.52	0.19	0.29	-0.42	0.79
death	-0.34	18.00	0.74	-0.02	0.06	-0.15	0.11
assent	0.85	18.00	0.41	0.18	0.21	-0.26	0.61

Total number of categories with p-value
<.05 = 17

*p<.05, **p<.02, ***p<.01

Interestingly, by referring back to the mean δ values for each category in Table 8, we find that only one category, Affiliation ($M_{\text{Public}} = -2.181$, $SD_{\text{Public}} = 2.589$; $M_{\text{Private}} = 1.100$, $SD_{\text{Private}} = 3.142$), out of the 17 categories we found significantly, fits the direction of our hypothesis. Since the δ value represents the discrepancy between a firm's value and the average of their donation recipients' values, the absolute value of δ values represents the magnitude of such discrepancy. Specifically, only for the Affiliation category, public sample's absolute mean δ value ($M_{\text{Public}} = 2.181$, $SD_{\text{Public}} = 2.589$) is greater than that of the private sample ($M_{\text{Private}} = 1.100$, $SD_{\text{Private}} = 3.142$). For the remaining 16 categories, the absolute δ values of the private sample is greater than those of the public sample, shown in Table 8 (e.g. Clout: $M_{\text{Public}} = -4.517$, $SD_{\text{Public}} = 9.943$; $M_{\text{Private}} = 62.082$, $SD_{\text{Private}} = 22.527$). This suggests that, first, our non-directional expectation is supported by our result, that indeed the public and private firms' values are shared to different extents by their donation recipients. However, for most of the significant categories, private firms' endorsed values strayed further from those of their charitable donation recipients, as compared to the public sample.

Discussion

Based on our finding of 17 categories having δ value significantly differ between public and private firms, it suggests that, indeed, public and private firms' endorsed values are embraced to different extents by their charitable donation recipients on multiple semantic and psychological domains. The finding suggests that firm's stakeholder management strategy do not necessarily reflect the corporate values that they publicly endorsed, and that the level of synchronization between these two elements depends on factors like the size or the nature of their stakeholder network. This gives us insight into observations with companies like Chick-Fil-A as well as an initial thread to further explore the potential chasm between firms' endorsed values and their CSR stakeholder management strategies.

However, we did not find substantial evidence to support that public firms' values stray further from those of their donation recipients. Instead, we found the opposite, that the private firms' values are shared to a lesser degree by their donation recipients compared to their public counterparts on most of the significant categories, as indicated by larger absolute mean δ values. We suspect such contraction between our hypothesis and result can be due to both a lack of understanding on the motivation and rationale public firms use to produce their VMV statements as well as research limitations unique to our study. There is a general lack of research on the institutional pressure that potentially dictates how public firms produce and utilize their VMV statements. Barkus & Glassman (2007) made a connection between firms' VMV statement and symbolic engagement by drawing from Meyer & Rowan (1977), who discuss in their paper that formal organizational activities are highly institutionalized in modern society. We expected that public firms would be more susceptible to such insitutionalized and ritualized activities, but our

results do not seem to support it so far. The second possibility is that our results are confined by the limitations unique to our study, which we are discuss in detail in the following paragraphs.

First, the total amount of money donated differ substantially between our private (Total = \$ 40,125,119) and public samples (Total = \$143,501,888) (Table 6). The largely reduced amount in our private sample could mean a loss of information embedded in the donations as it is plausible that private firms simply distributed their values in more but smaller donations.

Secondly, we were surprised to find that Oracle, a well-known computer technology corporation, donated the least amount of money in the public sample, by almost \$1,000,000 from the second least, Berkshire Hathaway (Table 4). This might be explained by the lack of donation information about Oracle in the Foundation Directory Online database. In the database, Oracle had two foundations listed: The Oracle Corporations Contribution Program and the Oracle Education Foundation. Although the Corporations Contribution Program seems like the organization's main foundation arm, there is no information present in the database. Therefore, the only available data we were able to cultivate was from Oracle Education Foundation, which accumulated to \$804,393 (Table 4) from 2015 to 2019.

One of the general limitations we came across in conducting this research is that some company foundations did either 1) not appear in the Foundation Directory Online database or 2) did not have sufficient information for the years (2015-2019) that we were examining. Our research was very dependent on the information provided in the database therefore when we were not able to find or use information about one of our selected companies, we used the random generator and replaced those companies with new companies. In the case of Oracle, its Education Foundation was what was available to us. Given that the Education Foundation was

only donating to high schools, this might explain why Oracle's total donation amount is lower than the other 9 public companies.

Another possible explanation for Oracle's low dollar amount is the philosophy of founder and former CEO Larry Ellison. Ellison is a self-proclaimed fan of Ayn Rand, who's philosophy of objectivism greatly influenced him. In objectivism, charity is not a major virtue or moral obligation (Stanford Encyclopedia of Philosophy, 2010). The fact that Oracle gave the least amount of charitable money out of our selected public companies fits with the personal beliefs of the leader. Although it was outside the scope of our research, this example shows that the personal beliefs of company leaders might bleed into how the company is run. There is definitely room for research on if companies with leaders who embrace Rand objectivist values donate less to charities than other companies.

In addition to the lack of donation information on some companies, another limitation with the Foundation Directory Online database is that some foundations, particularly public companies, donated to natural disasters such as Hurricane Irma and the recent earthquake in Nepal ($Total_{Public} = \$23,034,000$, $Total_{Private} = \$13,487,000$) (Table 6), which are not organizations we can extract VMV statements from. This loss of information exacerbates the limit of our textual analysis considering these donations made to natural disaster are just as managerially important to those firms, if not more. However, we believe that a larger sample size or a textual summary of objectives of natural disaster donations based on historical reports or media articles can help future researchers fill this void.

Table 6

Donation Summary for Both Public and Private Firms Selected

Private Companies

Public Companies

Summary category	Number of Donations Made	Total of the 5 largest donations between 2015-2020 (\$)	Number of Donations Made	Total of the 5 largest donations between 2015-2020 (\$)
Healthcare	5	\$5,147,767	2	\$1,773,000
Disaster Relief	6	\$13,487,000	19	\$23,034,000
Education/Youth Development	17	\$7,672,400		\$50,422,583
Art	6	\$2,380,528	0	\$0
Natural Resources	2	\$4,500,000	7	\$16,100,000
Other	14	\$6,937,424	15	\$52,172,305
Total	50	\$40,125,119	59	\$143,501,888

¹Summary categories are developed from categories provided by Directory Foundation Online, which is taken from RS Forms 990 and 990-PF, grant-maker websites, annual reports, printed application guidelines, the philanthropic press, and various other sources.

<https://fconline.foundationcenter.org/welcome/features>

Additionally, selecting the largest 5 donations by dollar amount from 2015-2019 did not mean that we would observe 5 unique recipients. For example, the largest 5 donations for Eby-Brown included:

- 3 donations to the Association for Individual Development
- 1 donation to the Community Foundation of Fox River Valley
- 1 donation to the Court Appointed Special Advocates of Kane County.

Therefore, Eby-Brown has 3 unique recipients (Table 5). This number of recipient organizations differs by company.

Lastly, the presentation and display of VMV statements were unique for each company, which could reduce the consistency of our data collection process. For example, some recipients had the VMV statements on a designated page with no other information, while other companies had the history and founders' information present with the statements. Additionally, some statements were supplemented with videos, photos, and statistics. The VMV statement we collected can be located across webpages for some of the companies in our sample.

The first way this research could be expanded upon is by increasing the sample size. Our sample size of 20 is meant to be exploratory and qualitative in describing the differences between public and private companies. A larger sample size would allow researchers to gain a more accurate measure of our conclusion. Additionally, further research would allow for a deeper analysis of each specific category. Researchers could apply a statistical method to determine if public and private companies have higher or lower measures of difference in a specific category. Lastly, with a larger sample size and more analytical research, research can expand on why public and private companies differ in each significant category.

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Appendix 13 SlickChart as of Feb.13, 2020 during our data collection

S&P 500 Companies by Weight

The S&P 500 component weights are listed from largest to smallest. Data for each company in the list is updated after each trading day. The S&P 500 index consists of most but not all of the largest companies in the United States. The S&P market cap is 70 to 80% of the total US stock market capitalization. It is a commonly used benchmark for stock portfolio performance in America and abroad. Beating the performance of the S&P with less risk is the goal of nearly every portfolio manager, hedge fund and private investor.

Components of the S&P 500

#	Company	Symbol	Weight	Price	Chg	% Chg
1	Microsoft Corporation	MSFT	5.031595	183.70	-1.01	(-0.55%)
2	Apple Inc.	AAPL	4.879793	324.95	-2.25	(-0.69%)
3	Amazon.com Inc.	AMZN	3.212106	2,150.00	-10.00	(-0.46%)
4	Facebook Inc. Class A	FB	1.811041	213.21	2.45	(1.16%)
5	Alphabet Inc. Class A	GOOGL	1.624763	1,515.00	-3.63	(-0.24%)
6	Alphabet Inc. Class C	GOOG	1.620418	1,513.22	-5.05	(-0.33%)
7	Berkshire Hathaway Inc. Class B	BRK.B	1.588558	226.25	-1.19	(-0.52%)
8	JPMorgan Chase & Co.	JPM	1.545547	137.90	-0.10	(-0.07%)
9	Johnson & Johnson	JNJ	1.419897	150.05	-1.04	(-0.69%)
10	Visa Inc. Class A	V	1.267974	207.70	0.26	(0.13%)
11	Procter & Gamble Company	PG	1.09984	125.00	1.55	(1.26%)
12	Mastercard Incorporated Class A	MA	1.0599	336.16	2.00	(0.60%)
13	Intel Corporation	INTC	1.048675	67.50	0.04	(0.06%)
14	UnitedHealth Group Incorporated	UNH	1.027481	302.00	-1.48	(-0.49%)
15	Bank of America Corp	BAC	1.010239	35.00	0.08	(0.23%)
16	AT&T Inc.	T	0.993035	38.29	0.25	(0.66%)
17	Home Depot Inc.	HD	0.941017	242.01	0.42	(0.17%)
18	Exxon Mobil Corporation	XOM	0.926413	60.98	-0.29	(-0.47%)
19	Walt Disney Company	DIS	0.913677	140.98	-0.87	(-0.61%)
20	Verizon Communications Inc.	VZ	0.860622	58.65	0.42	(0.72%)
21	Coca-Cola Company	KO	0.818656	59.60	0.19	(0.32%)
22	Merck & Co. Inc.	MRK	0.757434	82.24	-1.01	(-1.21%)
23	Cisco Systems Inc.	CSCO	0.756946	47.24	-2.69	(-5.39%)
24	Chevron Corporation	CVX	0.756468	111.88	-0.16	(-0.14%)
25	Comcast Corporation Class A	CMCSA	0.746605	46.07	0.05	(0.11%)
26	Pfizer Inc.	PFE	0.746367	37.02	-0.72	(-1.91%)
27	PepsiCo Inc.	PEP	0.727426	146.50	0.42	(0.29%)
28	Boeing Company	BA	0.663851	342.80	-4.65	(-1.34%)
29	Wells Fargo & Company	WFC	0.657289	48.21	0.42	(0.88%)
30	Adobe Inc.	ADBE	0.646917	375.20	0.91	(0.24%)
31	Citigroup Inc.	C	0.618924	78.82	-0.51	(-0.64%)
32	salesforce.com inc.	CRM	0.600556	189.21	-0.25	(-0.13%)
33	NVIDIA Corporation	NVDA	0.596042	284.85	12.31	(4.52%)
34	Netflix Inc.	NFLX	0.595146	382.49	2.48	(0.65%)
35	Walmart Inc.	WMT	0.586819	117.47	1.62	(1.40%)
36	McDonald's Corporation	MCD	0.585232	217.27	-0.19	(-0.09%)
37	Bristol-Myers Squibb Company	BMY	0.561273	66.25	-0.75	(-1.12%)
38	Abbott Laboratories	ABT	0.560783	88.68	-0.11	(-0.12%)
39	Medtronic Plc	MDT	0.557998	116.66	0.17	(0.15%)

**Table 11 Original Text Extracted from
VMV Webpages Online**

Chevron Corporation

about chevron

We believe in the power of humanity to solve any challenge, to overcome any obstacle, and to find responsible solutions that work for all of us.

Bottom of Form

the chevron waygetting results the right way

chevron way external

The Chevron Way explains who we are, what we believe, how we achieve and where we aspire to go. It establishes a common understanding not only for us, but for all who interact with us.

the chevron way evolution

The Chevron Way has stood the test of time. It's an integral part of our past and present. And it shows us the way to future success as we continue to develop the energy that improves lives and powers the world forward.

the chevron way evolution

the chevron way evolutiontranscript available

vision

At the heart of The Chevron Way is our vision ... to be the global energy company most admired for its people, partnership and performance.

enabling human progress

We develop the energy that improves lives and powers the world forward.

values

Our company's foundation is built on our values, which distinguish us and guide our actions to deliver results. We conduct our business in a socially and environmentally responsible manner, respecting the law and universal human rights to benefit the communities where we work.

high performance

high performance

We are passionate about delivering results, and strive to continually improve. We hold ourselves accountable for our actions and outcomes. We apply proven processes in a fit-for-purpose manner and always look for innovative and agile solutions.

diversity and inclusion

diversity and inclusion

We learn from and respect the cultures in which we operate. We have an inclusive work environment that values the uniqueness and diversity of individual talents, experiences and ideas.

integrity and trust

integrity and trust

We are honest with ourselves and others, and honor our commitments. We trust, respect and support each other. We earn the trust of our colleagues and partners by operating with the highest ethical standards in all we do.

protect people and the environment

protect people and the environment

We place the highest priority on the health and safety of our workforce and protection of our assets, communities and the environment. We deliver world-class performance with a focus on preventing high-consequence incidents.

partnership

partnership

We build trusting and mutually beneficial relationships by collaborating with our communities, governments, customers, suppliers and other business partners. We are most successful when our partners succeed with us.

strategies

Our strategies guide our actions to deliver industry-leading results and superior shareholder value in any business environment.

major business strategies

strategies_upstream

upstream

Deliver industry-leading returns while developing high-value resource

opportunities

strategies_downstream and chemicals

downstream & chemicals

Grow earnings across the value chain and make targeted investments to lead the industry in returns

liquefied natural gas (LNG) icon

midstream

Deliver operational, commercial and technical expertise to enhance results in Upstream and Downstream & Chemicals

enterprise strategies

strategies_growth

growth

Grow profits and returns by using our competitive advantages

strategies_execution

execution

Deliver results through disciplined operational excellence, capital stewardship and cost efficiency

strategies_people

people

Invest in people to develop and empower a highly-competent workforce that delivers results the right way

strategies_technology and functional excellence

technology and functional excellence

Differentiate performance through technology and functional expertise

download the chevron way app

app store badge [HYPERLINK](#)

"<https://itunes.apple.com/us/app/chevron-way/id1191101143?ls=1&mt=8>" google

play badge [HYPERLINK](#)

"<https://play.google.com/store/apps/details?id=com.chevron.way.droid>"

Coca-Cola Company

Our Purpose:

Our Purpose:

Refresh the world. Make a difference.

Refresh the world. Make a difference.

Our Vision:

Our Vision:

Our vision is to craft the brands and choice of drinks that people love, to refresh them in body & spirit. And done in ways that create a more sustainable business and better shared future that makes a difference in people's lives, communities and our planet.

Our vision is to craft the brands and choice of drinks that people love, to refresh them in body & spirit. And done in ways that create a more sustainable

business and better shared future that makes a difference in people's lives, communities and our planet.

Who We Are

Learn about our company's purpose and vision.

Letter to Employees from Chairman and CEO James Quincey

Purpose sits at the heart of the business strategy of The Coca-Cola Company. Learn more in a letter the company's top executive shared with employees worldwide.

Oracle Corporation

Our mission is to help people see data in new ways, discover insights, unlock endless possibilities.

Oracle

A history of possibilities

Birth of a Silicon Valley startup

Birth of a Silicon Valley startup

Engineers Larry Ellison, Bob Miner, and Ed Oates found Software Development Laboratories. Their first office is 900-square-feet in Santa Clara, California.

1977

Oracle sees the future

Oracle sees the future

The company changes its name to Oracle Corporation from Relational Software Inc. (formerly SDL).

1982

Oracle goes public

Oracle goes public

Oracle becomes a publicly traded company on the NASDAQ exchange. Quotation symbol is ORCL.

1986

World's largest database management company

World's largest database management company

Oracle ranked as the world's largest database management company with US\$100M in sales and 4,500 end users in 55 countries.

1987

Moving on up

Moving on up

Oracle debuts on the S&P 500; outgrows old headquarters and moves to its current location in Redwood Shores, California.

1989

Oracle celebrates 15 years and Oracle7 release

Oracle celebrates 15 years and Oracle7 release

There's lots to celebrate with the release of game-changer Oracle7 database and the company's 15th anniversary.

1992

Harnessing the power of the internet

Harnessing the power of the internet

CEO Larry Ellison introduces a product strategy for delivering Oracle software via the internet.

1995

Oracle Database sets the standard

InformationWeek names Oracle Database one of the most influential products of the 1990s.

Oracle Database sets the standard

1999

Oracle saves a billion—using Oracle

Oracle saves a billion—using Oracle

Oracle saves US\$1B dollars consolidating its own systems using Oracle E-Business Suite 11i, the first fully integrated enterprise apps suite.

2000

Oracle acquires PeopleSoft

Oracle kicks off a Silicon Valley high-tech acquisition trend by buying a leader in HR and ERP apps.

Oracle acquires PeopleSoft

2005

Oracle at 30 continues to grow and innovate

Oracle at 30 continues to grow and innovate

Oracle turns 30 with revenues of US\$18B, 65,000 employees, and 275,000 customers in more than 145 countries.

2007

Simply Marvel-ous

Simply Marvel-ous

Marvel Entertainment smashes silos and mines data using Oracle applications.

2008

Hardware and software, engineered to work together

Hardware and software, engineered to work together

Oracle acquires Sun Microsystems, cementing its strategy to engineer hardware and software together. Becomes the steward of Java.

2010

Oracle Database plugs into the cloud

Oracle Database plugs into the cloud

Revolutionary multitenant architecture helps deliver a secure and consolidated database cloud.

2013

ORACLE TEAM USA sails to second

America's Cup win

ORACLE TEAM USA sails to second America's Cup win

ORACLE TEAM USA beats challenger Team New Zealand to win the 2013 America's Cup yacht race, its second consecutive victory.

2013

Leadership to the power of three

Leadership to the power of three

Safra Catz and Mark Hurd named Oracle CEOs. Founder Larry Ellison becomes chairman of the board and chief technology officer.

2014

Support for startups

Support for startups

Oracle's startup program promoting tech entrepreneurship launches, grows to nine centers before becoming a global digital program.

2016

Oracle launches the first autonomous database

Oracle launches the first autonomous database

The company launches Oracle Autonomous Database, the industry's first self-patching, self-tuning, self-managing database.

2018

CERN explores inner workings of the universe

Scientific research center is using 10,000 Oracle Cloud cores to perform physics analysis.

CERN explores inner workings of the universe

2018

Barcelona biotech fights heart disease

Barcelona biotech fights heart disease

ELEM computes full-heart models of diseased hearts using Oracle's high performance cloud.

2019

Endless possibilities

Our Culture

Work Here

Want to make a difference? You've come to the right place.

Find opportunities

Socially Responsible

At Oracle, we know that sustainability is good business.

Learn how

Diverse and Inclusive

We don't just value differences—we celebrate them.

Find out more

“Oracle thrives because of the exceptional talent we have attracted.”

Larry Ellison
Chairman of the Board and CTO

Learn about our leadership team and Board of Directors.

Read their biographies

Shape

Oracle

Integrated Cloud Applications & Platform Services

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Site Map

Privacy/Do

Comcast Corporation Class A

Our Values

Our Company's culture is built on integrity and respect—with the goal of working together to drive ourselves and our businesses to always be creative, innovative, and competitive. We are guided by:

An entrepreneurial spirit.
We embrace good ideas and bring them to life quickly. We're forward-looking and restless in looking for new ways to innovate for our customers.

Doing the right thing and acting with integrity.
It's as simple as doing what's right and treating people the right way.

Respect for each other.
We are committed to a culture of fairness, respect, and inclusion: within our leadership and our workforce, with our customers and suppliers, in our programming, and in the communities we serve.

Giving back.
We have a long history of supporting local communities and organizations wherever we do business. We use our voice, resources, and reach to create positive and substantive change in people's lives in our communities.

Accessibility

James Baldwin uses a NuEyes headset to view family photos.

Accessibility

We believe that when you make a product more inclusive, you create a better experience for everyone.

[Learn More](#)

Our Priorities

A young girl wearing headphones looks at a computer.

Community Impact

[See More](#)

Two children smile as they point at the screen of a laptop

Internet Essentials

[See More](#)

A man wearing headphones looks down at the screen of his laptop.

Diversity & Inclusion

[See More](#)

Two people stand in the middle of a solar energy farm.

Sustainability

[See More](#)

A member of the armed forces carries
bottles of water over his shoulder.

Military Engagement

[See More](#)

Tom Wlodkowski, Vice President,
Accessibility for Comcast Cable smiles as
he holds a smart phone.

Accessibility

[See More](#)

2019 Values Report

Easterseals volunteers help a young boy
drive a toy car.

Our Values in Action: 2019 Report

Read our 2019 Report, which highlights
some of the key priorities that reflect our
company's values, as well as the stories
that help bring those values to life each
and every day.

[Learn More](#)

Download the Report

[Integrity](#)

[Integrity](#)

Our Company's culture is built on
integrity and respect, and we believe that
all of our employees have a responsibility
to promote the highest ethical standards
and comply with the law everywhere we
operate.

NIKE Inc. Class B

Our mission is,

To bring inspiration and innovation to
every athlete* in the world.

*If you have a body, you are an athlete.

To learn more about how we deliver on
that mission, please visit [About Nike](#).

Danaher Corporation

Shared Purpose and Core Values

Our Shared Purpose and Core Values
guide every aspect of our business—from
the people we hire, to our products and
services, to our business partners and
customers.

Our Shared Purpose

It started as an idea for a better way, but
like all powerful ideas, it evolved into a
passion. It's why at Danaher we view
every challenge as an opportunity. And
it's the reason we're on a constant quest to
make things better—for our customers,
our company and the world.

Our Shared Purpose is **Helping Realize
Life's Potential.**

We are a diverse team of people and
operating companies, each with unique

missions and challenges. Yet, we are united by Our Shared Purpose, which directs how we live out every day to achieve our most ambitious goals.

Our Shared Purpose confirms our commitment to helping our customers achieve amazing things and the high standards by which we measure our own success. We innovate forward-looking technologies to solve our customers' most complex challenges. We are their agents of possibility.

The impact of Our Shared Purpose goes beyond Danaher. It's an opportunity to make a meaningful contribution to something larger than ourselves. "Helping Realize Life's Potential is what we're doing, every day, on a global scale. Think about our businesses and the impact we have: providing clean water, advancing scientific research and personal health, ensuring product safety. Every day, we're helping improve quality of life around the world." Tom Joyce, President and Chief Executive Officer

Our Shared Purpose has its foundation in our five core values and is operationalized through the Danaher Business System. It's what has made us who we are today, and it's what will guide us into the future.

OUR CORE VALUES

The Best Team Wins

Exceptional people thrive in Danaher's fast-paced, results-oriented culture. And our values start with our people.

- We value our associates and their unique contributions, and we invest in their growth.
 - We're passionate about recruiting, developing and retaining the most talented and diverse team possible.
 - We put the most skilled, collaborative, engaged team on the field of play every day.

Customers Talk, We Listen

One of our teams' most important responsibilities is to listen to our customers.

- We continually seek deep insights into the needs of our customers, both explicit and implicit.
 - Our strong customer focus helps us create innovative solutions that directly address those needs.
- Through our processes and our products, we seek to deliver greater value every day and to improve our customers' experience beyond their expectations.

Kaizen Is Our Way of Life

Through Kaizen, or continuous improvement, we address customer needs with actions that benefit the greater good.

- Customers challenge us, and we challenge ourselves, to continuously improve. We set the bar high for ourselves and each other.
 - With our strong culture rooted in the Danaher Business System, we constantly strive to make things better in a meaningful way—for our company, our customers and the world.
- Our drive for continuous improvement keeps us ahead of our competitors, creating enduring value and lasting impact at a global scale.

Innovation Defines Our Future

One of the most important ways we drive continuous improvement is through innovation that makes a difference.

- Customers look to us to find opportunities and define the future—to deliver innovative products, services and solutions that address their most pressing needs.
 - Innovation is our ultimate competitive differentiator. We pursue out-of-the box ideas, both large and small, to add value and advance innovation.
- We improve people's lives by delivering technologies that matter. By helping our customers achieve amazing things, we

enhance quality of life around the world.

We Compete for Shareholders

By living our core values, we deliver the highest possible value to our shareholders.

- Our strong track record enables us to continually invest back into our businesses and our people to help them realize their full potential.
 - We earn our shareholders' investment by maintaining the highest standards of integrity, outstanding service for our customers and a deep commitment to building a better business every day.
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Who We Are

We are a global science and technology innovator committed to helping customers solve complex challenges and improving quality of life around the world.

These are the moments that make a difference. Performing a delicate operation on an unborn baby. Minimizing waste at every step in the global food supply chain. Protecting our oceans. These are the innovative technologies and companies making a difference. Powerful microscopes from Leica Microsystems providing the detailed imaging and brilliant illumination required for the most challenging surgeries. Esko's support of sustainable packaging design that reduces carbon footprint, protects against contamination and extends shelf life. Sea-Bird Scientific's critical sensing technologies help scientists better understand our oceans and protect global marine ecosystems and the industries that rely on them.

As part of Danaher, these diverse companies come together with a single shared purpose.

We are a science and technology innovator committed to helping our customers solve complex challenges, and

improving quality of life around the world.

A global family of more than 20 operating companies, we drive meaningful innovation in some of today's most dynamic, growing industries. With operating companies based around the world—from California to Copenhagen—our groundbreaking businesses transform the fields of diagnostics, life sciences, and environmental and applied solutions by:

- improving patient health through powerful tools that increase diagnostic confidence
 - advancing scientific research to illuminate the causes of disease and pave the way to new, life-saving treatments
 - ensuring the freshness, dosages and safety of food, pharmaceuticals and consumer goods
 - protecting our global water supply and promoting environmental stewardship
- We are a team of 59,000 dedicated associates who are Helping Realize Life's Potential every day by bringing our diverse skills, backgrounds, and perspectives together to make a difference.

The Danaher Story

The inspiration for a new kind of company, and our evolution into a global science and technology innovator.

Our Shared Purpose and Core Values
Our powerful Shared Purpose—Helping Realize Life's Potential—and Core Values have made us who we are today and will guide us into the future.

Leadership Team

With a range of powerful development opportunities, Danaher is the ideal environment for career growth. Many of our top leaders have grown their careers right here, while simultaneously helping to shape our culture, values and operating system.

Diversity and Inclusion

Workplace diversity deepens our understanding of the markets and customers we serve and helps us grow.

Creating and sustaining a culture of diversity and inclusion is one of our top priorities, and our commitment to continuous improvement ensures we always strive to be better.

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Walt Disney Company

ABOUT THE WALT DISNEY COMPANY

Our Mission

The mission of The Walt Disney Company is to entertain, inform and inspire people around the globe through the power of unparalleled storytelling, reflecting the iconic brands, creative minds and innovative technologies that make ours the world's premier entertainment company.

OUR BUSINESSES

The Walt Disney Company, together with its subsidiaries and affiliates, is a leading diversified international family entertainment and media enterprise with the following business segments: Media Networks; Parks, Experiences and Products; Studio Entertainment; and Direct-to-Consumer and International.

Media Networks

Media Networks is the primary unit of The Walt Disney Company that contains the company's vast array of television networks, cable channels, associated production and distribution companies, and owned and operated television stations across two divisions – Walt

Disney Television and ESPN.

Disney Parks, Experiences and Products
Disney Parks, Experiences and Products is the global hub that brings Disney's stories, characters, and franchises to life through theme parks and resorts, cruise and vacation experiences, and consumer products—everything from toys to apparel, and books to video games.

For the Disney Parks, Experiences and Products press site, click here.

Studio Entertainment

For over 90 years, The Walt Disney Studios has been the foundation on which The Walt Disney Company was built. Today, the Studio brings quality movies, music and stage plays to consumers throughout the world.

For the Studio press site, click here.

Direct-To-Consumer and International

Comprised of the Company's international business units and various direct-to-consumer streaming services, Direct-to-Consumer and International (DTCI) aligns technology, media distribution and advertising sales into a single business segment to create and deliver personalized entertainment experiences to consumers around the world.

For the DTCI press site, click here.

History of Disney

From humble beginnings as a cartoon studio in the 1920s to its preeminent name in the entertainment industry today, Disney proudly continues its legacy of creating world-class stories and experiences for every member of the family.

Berkshire Hathaway Inc. Class B

BERKSHIRE HATHAWAY INC.

CODE OF BUSINESS CONDUCT AND
ETHICS

A. Scope.

This Code of Business Conduct and Ethics applies to all Berkshire Hathaway directors, officers and employees, as well as to directors, officers and employees of each subsidiary of Berkshire Hathaway. Such directors, officers and employees are referred to herein collectively as the “Covered Parties.” Berkshire Hathaway and its subsidiaries are referred to herein collectively as the “Company.”

B. Purpose.

The Company is proud of the values with which it conducts business. It has and will continue to uphold the highest levels of business ethics and personal integrity in all types of transactions and interactions.

To this end, this Code of Business Conduct and Ethics serves to

(1) emphasize the Company’s commitment to ethics and compliance with the law; (2) set forth basic standards of ethical and legal behavior; (3) provide reporting mechanisms for known or suspected ethical or legal violations; and (4) help prevent and detect wrongdoing.

Given the variety and complexity of ethical questions that may arise in the Company’s course of business, this Code of Business Conduct and Ethics serves only as a rough guide. Confronted with

ethically ambiguous situations, the Covered Parties should remember the Company’s commitment to the highest ethical standards and seek advice from supervisors, managers or other appropriate personnel to ensure that all actions they take on behalf of the Company honor this commitment. When in doubt, remember Warren Buffett’s rule of thumb:

“...I want employees to ask themselves whether they are willing to have any contemplated act appear the next day on the front page of their local paper – to be read by their spouses, children and friends

– with the reporting done by an informed and critical reporter.”

C. Ethical Standards.

1. Conflicts of Interest.

A conflict of interest exists when a person’s private interest interferes in any way with the interests of the Company. A conflict can arise when a Covered Party takes actions or has interests that may make it difficult to perform his or her work for the Company objectively and effectively. Conflicts of interest may also arise when a Covered Party, or members of his or her family, receive improper personal benefits as a result of his or her position at the Company. Loans to, or guarantees of obligations of, Covered Parties and their family members may create conflicts of interest. It is almost always a conflict of interest for a Covered Party to work simultaneously for a competitor, customer or supplier.

Conflicts of interest may not always be clear-cut, so if you have a question, you

should consult with your supervisor or manager or, if circumstances warrant, the chief financial officer or chief legal officer of the Company. Any Covered Party who becomes aware of a conflict or potential conflict should bring it to the attention of a supervisor, manager or other appropriate personnel or consult the procedures described in Section E of this Code.

All directors and executive officers of the Company [, and the chief executive officers and chief financial officers of Berkshire Hathaway's subsidiaries,] shall disclose any material transaction or relationship that reasonably could be expected to give rise to such a conflict to the Chairman of the Company's Audit Committee. No action may be taken with respect to such transaction or party unless and until such action has been approved by the Audit Committee.

2. Corporate Opportunities.

Covered Parties are prohibited from taking for themselves opportunities that are discovered through the use of corporate property, information or position without the consent of the Board of Directors of the Company. No Covered Party may use corporate property, information or position for improper personal gain, and no employee may compete with the Company directly or indirectly. Covered Parties owe a duty to the Company to advance its legitimate interests whenever possible.

3. Fair Dealing.

Covered Parties shall behave honestly and ethically at all times and with all people. They shall act in good faith, with due care, and shall engage only in fair and

open competition, by treating ethically competitors, suppliers, customers, and colleagues. Stealing proprietary information, possessing trade secret information that was obtained without the owner's consent, or inducing such disclosures by past or present employees of other companies is prohibited. No Covered Party should take unfair advantage of anyone through manipulation, concealment, abuse of privileged information, misrepresentation of material facts, or any other unfair practice.

The purpose of business entertainment and gifts in a commercial setting is to create good will and sound working relationships, not to gain unfair advantage with customers. No gift or entertainment should ever be offered or accepted by a Covered Party or any family member of a Covered Party unless it (1) is consistent with customary business practices, (2) is not excessive in value, (3) cannot be construed as a bribe or payoff and (4) does not violate any laws or regulations. The offer or acceptance of cash gifts by any Covered Party is prohibited. Covered Parties should discuss with their supervisors, managers or other appropriate personnel any gifts or proposed gifts which they think may be inappropriate.

4. Insider Trading.

Covered Parties who have access to confidential information are not permitted to use or share that information for securities trading purposes ("insider trading") or for any other purpose except the conduct of the Company's business. All non-public information about the Company should be considered confidential information. It is always illegal to trade in Berkshire

Hathaway securities while in possession of material, non-public information, and it is also illegal to communicate or “tip” such information to others. While all Covered Parties are prohibited from insider trading, Berkshire has adopted specific “Insider Trading Policies and Procedures” applicable to the Company’s directors, executive officers and key employees (“Directors and Covered Employees”). This document is posted on Berkshire’s website and is sent periodically to Directors and Covered Employees in connection with certification of compliance.

5. Confidentiality.

Covered Parties must maintain the confidentiality of confidential information entrusted to them, except when disclosure is authorized by an appropriate legal officer of the Company or required by laws or regulations. Confidential information includes all non-public information that might be of use to competitors or harmful to the Company or its customers if disclosed. It also includes information that suppliers and customers have entrusted to the Company. The obligation to preserve confidential information continues even after employment ends.

6. Protection and Proper Use of Company Assets.

All Covered Parties should endeavor to protect the Company’s assets and ensure their efficient use. Theft, carelessness, and waste have a direct impact on the Company’s profitability. Any suspected incident of fraud or theft should be

immediately reported for investigation. The Company’s equipment should not be used for non-Company business, though incidental personal use is permitted.

The obligation of Covered Parties to protect the Company’s assets includes its proprietary information. Proprietary information includes intellectual property such as trade secrets, patents, trademarks, and copyrights, as well as business, marketing and service plans, engineering and manufacturing ideas, designs, databases, records, salary information and any unpublished financial data and reports. Unauthorized use or distribution of this information would violate Company policy. It could also be illegal and result in civil or criminal penalties.

7. Compliance with Laws, Rules and Regulations.

Obeying the law, both in letter and in spirit, is the foundation on which the Company’s ethical standards are built. In conducting the business of the Company, the Covered Parties shall comply with applicable governmental laws, rules and regulations at all levels of government in the United States and in any non-U.S. jurisdiction in which the Company does business. Although not all Covered Parties are expected to know the details of these laws, it is important to know enough about the applicable local, state and national laws to determine when to seek advice from supervisors, managers or other appropriate personnel.

The document “Prohibited Business Practices Policy” sets forth the Company’s policy on compliance with laws, specifically addressing such topics as prohibited offers or payments, gifts and entertainment, transactions with certain

countries and persons, accounting controls, and accurate record-keeping.

This Policy is furnished to senior managers and available to all employees.

3

8. Timely and Truthful Public Disclosure.

In reports and documents filed with or submitted to the Securities and Exchange Commission and other regulators by the Company, and in other public communications made by the Company, the Covered Parties involved in the preparation of such reports and documents (including those who are involved in the preparation of financial or other reports and the information included in such reports and documents) shall make disclosures that are full, fair, accurate, timely and understandable. Where applicable, these Covered Parties shall provide thorough and accurate financial and accounting data for inclusion in such disclosures. They shall not knowingly conceal or falsify information, misrepresent material facts or omit material facts necessary to avoid misleading the Company's independent public auditors or investors.

9. Significant Accounting Deficiencies.

The CEO and each senior financial officer shall promptly bring to the attention of the Audit Committee any information he or she may have concerning (a) significant deficiencies in the design or operation of internal control over financial reporting which could adversely affect the Company's ability to record, process, summarize and report financial data or (b) any fraud, whether or not material, that involves management or other employees who have a significant role in the

Company's financial reporting, disclosures or internal control over financial reporting.

D. Waivers.

Any waiver of this Code for executive officers or directors may be made only by the Company's Board of Directors or its Audit Committee and will be promptly disclosed as required by law or stock exchange regulation.

E. Violations of Ethical Standards.

1. Reporting Known or Suspected Violations.

The Company's directors, CEO, senior financial officers and chief legal officer shall promptly report any known or suspected violations of this Code to the Chairman of the Company's Audit Committee. All other Covered Parties should talk to supervisors, managers or other appropriate personnel about known or suspected illegal or unethical behavior. These Covered Parties may also report questionable behavior in the same manner as they may report complaints regarding accounting, internal accounting controls or auditing matters by contacting (anonymously, if desired) a third party organization called NAVEX Global (toll-free number

800-261-8651 or web site at <http://brk-hotline.com>). Separate anonymous reporting procedures are available for Company employees working outside the United States. No retaliatory action of any kind will be permitted against anyone making such a report in good faith, and the Company's Audit Committee will strictly enforce this prohibition.

2. Accountability for Violations.

If the Company's Audit Committee or its designee determines that this Code has been violated, either directly, by failure to report a violation, or by withholding information related to a violation, the offending Covered Party may be disciplined for non-compliance with penalties up to and including removal from office or dismissal. Such penalties may include written notices to the individual involved that a violation has been determined, censure by the Audit Committee, demotion or re-assignment of the individual involved and suspension with or without pay or benefits. Violations of this Code may also constitute violations of law and may result in criminal penalties and civil liabilities for the offending Covered Party and the Company. All Covered Parties are expected to cooperate in internal investigations of misconduct.

F. Compliance Procedures.

We must all work together to ensure prompt and consistent action against violations of this Code. In some situations, however, it is difficult to know if a violation has occurred. Because we cannot anticipate every situation that will arise, it is important that we have a way to approach a new question or problem.

These are the steps to keep in mind:

Make sure you have all the facts. In order to reach the right solutions, we must be as informed as possible.

Ask yourself: What specifically am I being asked to do? Does it seem unethical or improper? Use your judgment and common sense. If something seems

unethical or improper, it probably is.

Clarify your responsibility and role. In most situations, there is shared responsibility. Are your colleagues informed? It may help to get others involved and discuss the problem.

Discuss the problem with your supervisor.

This is the basic guidance for all situations. In many cases, your supervisor will be more knowledgeable about the questions, and he or she will appreciate being consulted as part of the decision-making process.

Seek help from Company resources. In rare cases where it would be inappropriate or uncomfortable to discuss an issue with your supervisor, or where you believe your supervisor has given you an inappropriate answer, discuss it locally with your office manager or your human resources manager.

You may report ethical violations in confidence without fear of retaliation. If your situation requires that your identity be kept secret, your anonymity will be protected to the maximum extent consistent with the Company's legal obligations. The Company in all circumstances prohibits retaliation of any kind against those who report ethical violations in good faith.

Ask first, act later. If you are unsure of what to do in any situation, seek guidance before you act.

Johnson & Johnson

The values that guide our decision-making are spelled out in Our Credo. Put simply, Our Credo challenges us to put the needs and well-being of the people we serve first.

Robert Wood Johnson, former chairman from 1932 to 1963 and a member of the Company's founding family, crafted Our Credo himself in 1943, just before Johnson & Johnson became a publicly traded company. This was long before anyone ever heard the term "corporate social responsibility." Our Credo is more than just a moral compass. We believe it's a recipe for business success. The fact that Johnson & Johnson is one of only a handful of companies that have flourished through more than a century of change is proof of that.

Our Credo

We believe our first responsibility is to the patients, doctors and nurses, to mothers and fathers and all others who use our products and services. In meeting their needs everything we do must be of high quality. We must constantly strive to provide value, reduce our costs and maintain reasonable prices. Customers' orders must be serviced promptly and accurately. Our business partners must have an opportunity to make a fair profit.

We are responsible to our employees who work with us throughout the world. We must provide an inclusive work environment where each person must be considered as an individual. We must respect their diversity and dignity and

recognize their merit. They must have a sense of security, fulfillment and purpose in their jobs. Compensation must be fair and adequate and working conditions clean, orderly and safe. We must support the health and well-being of our employees and help them fulfill their family and other personal responsibilities.

Employees must feel free to make suggestions and complaints. There must be equal opportunity for employment, development and advancement for those qualified. We must provide highly capable leaders and their actions must be just and ethical.

We are responsible to the communities in which we live and work and to the world community as well. We must help people be healthier by supporting better access and care in more places around the world. We must be good citizens — support good works and charities, better health and education, and bear our fair share of taxes.

We must maintain in good order the property we are privileged to use, protecting the environment and natural resources.

Our final responsibility is to our stockholders. Business must make a sound profit. We must experiment with new ideas. Research must be carried on, innovative programs developed, investments made for the future and mistakes paid for. New equipment must be purchased, new facilities provided and new products launched. Reserves must be created to provide for adverse times.

When we operate according to these principles, the stockholders should realize a fair return.

Ecolab Inc.

Partnering to help solve global challenges

At Ecolab, this is what we do best. Our 49,000 associates deliver comprehensive solutions, data-driven insights and on-site service to promote safe food, maintain clean environments, optimize water and energy use, and improve operational efficiencies at nearly three million customer locations in more than 170 countries.

WE ARE EVERYWHERE IT MATTERS

From restaurants and hotels to power and manufacturing facilities, Ecolab's more than 27,000 sales-and-service associates, the industry's largest and best-trained direct sales-and-service force, help customers solve their cleaning, sanitizing and water and energy management challenges. Many of the world's most recognizable brands rely on Ecolab to help ensure operational efficiencies, product integrity and brand reputation. See the Industries We Serve.

PERSONALIZED SERVICE

Ecolab's ultimate competitive advantage is found in our industry-leading sales-and-service force. Every customer challenge is unique, which is why our 27,000 field associates partner with customers in their facilities, providing personalized consultation and service. Our experts employ a rigorous process to gather data, apply advanced technology, rethink processes and provide solutions to address our customers' unique economic, social and environmental challenges.

Behind every field representative is a team of researchers, scientists, engineers, regulatory specialists and other experts working diligently to tackle customer challenges, develop new solutions and meet emerging needs. See Our Solutions.

INNOVATIVE SOLUTIONS

Ecolab has a long history of innovation. Our strategy is based on chemistry, digital technology and service to deliver exponential customer value. Our team of 1,600 scientists, engineers and technical specialists create best-in-class solutions that are responsibly sourced and developed with close attention to human and environmental impact. With our expertise in core technologies, including antimicrobials, dispensing and monitoring, personal and environmental hygiene, polymers, surfactants, solid chemistry, water management and data analytics, we help improve operational efficiency, product quality and safety for our customers. Read more about our Expertise & Innovation.

Our Purpose & Values

Our Purpose & Vision

We are united by our purpose to make the world cleaner, safer and healthier – helping businesses succeed while protecting people and vital resources. Our vision is to be the global leader in water, hygiene and antimicrobial technologies and services - providing and protecting what is vital: clean water, safe food and healthy environments.

When our customers succeed, we succeed.

Ecolab is Everywhere It Matters. Because what we do – and how we do it – matters everywhere.

Publix Super Markets

Mission Statement & Guarantee

Our mission

Our mission at Publix is to be the premier quality food retailer in the world.

To that end, we commit to be:

Passionately focused on customer value,

Intolerant of waste,

Dedicated to the dignity, value and employment security of our associates,

Devoted to the highest standards of stewardship for our stockholders, and

Involved as responsible citizens in our communities.

Our guarantee

We will never knowingly disappoint you. If for any reason your purchase does not give you complete satisfaction, the full purchase price will be cheerfully refunded immediately upon request.

LEARN MORE

Publix volunteers

COMMUNITY

Publix has a long-standing tradition of being the kind of company a community can count on, beginning with our founding in 1930.

Publix Super Market Award

AWARDS

Publix is proud of our accomplishments as a caring employer, industry leader, and member of the community.

Capital Group Companies

Your goals power ours.

WATCH

OUR CORE BELIEFS

We believe a financial goal is more than a number. It may represent a comfortable retirement for the people you serve. To help your people go from dreaming to doing, we have four core beliefs that are central to their investing success.

Distinctive investing approach
Fundamental research Long-term view
Partnership

Here's how we do it.

-

We believe in a distinctive way of managing money.

Error! Filename not specified.

Our system prioritizes superior and repeatable fund results.

Each of the American Funds has multiple managers instead of one. We believe investing this way not only can ease risk, it also powers each fund with a diverse

mix of experienced investment professionals.

Learn more

-

We believe in deep, fundamental research.

Error! Filename not specified.

When we invest in companies, we want to know them from break room to boardroom.

Our research is more than just numbers.

We don't stop at spreadsheets and site visits. Year over year, we get to know the people who make the company work.

Learn more

-

We believe in taking a long-term view.

Error! Filename not specified.

Because time matters more than timing.

That's why our long-term perspective touches every part of our business.

Learn more

-

We believe in the power of partnerships.

Error! Filename not specified.

We invest in our relationships.

We're committed to being there with the support you need when you need it.

Learn more

Find your solution.

Your company is just as unique as the people who work there. We offer an array of innovative client solutions designed to meet your employees' needs.

Our investment

approach is distinctive.

A BETTER APPROACH

The Capital SystemSM combines independent high-conviction decision-making with the diversity that comes from multiple perspectives. It has delivered long-term results that help clients pursue

their goals.

HOW IT WORKS

Our portfolios house diverse perspectives.

Error! Filename not specified.

Multi-manager structure

We divide portfolios into segments, each

run by an individual manager. The managers represent a diverse set of backgrounds, styles and approaches.

Typically, each is personally invested in the portfolios they manage.

Our portfolios feature high-conviction investments.

Error! Filename not specified.

Promoting independent thinking

While managers collaborate and share insights, each invests independently according to their strongest convictions.

The resulting portfolios are a diverse collection of investment ideas, not just one manager's perspective. This approach creates the potential for portfolios to fare well in a variety of market conditions.

Our investments are grounded in fundamental research.

Error! Filename not specified.

Research-driven investing

Our investment analysts conducted more than 12,000 face-to-face meetings with companies in 2018. Visiting factories, facilities and headquarters helps drive deep operational understanding and informs all our investment decisions.

Our investment analysts do more than make recommendations.

Error! Filename not specified.

The research portfolio

At most firms, analysts only recommend

investments, but at Capital Group they typically have the opportunity to actually invest in their highest conviction ideas.

Most funds have research portfolios managed by analysts.

Our system provides management continuity and a consistent approach.

Error! Filename not specified.

A time-tested system

Our multiple manager system supports our commitment to investors with long-term goals. It has allowed us to navigate near-term noise and periods of economic and market uncertainty in pursuit of key goals.

Designed to help investors pursue long-term investment success

Error! Filename not specified.

Aligned with investor goals

We strongly believe long-term investing aligns with client goals, and our culture and compensation structure reinforce that focus. We typically hold investments significantly longer than our industry peers.*

*On average, the equity-focused American Funds hold their investments for 3.14 years, whereas their peers hold their investments for 1.82 years, based on the equal weighted blended averages across each of the 18 equity-focused American Funds' respective Morningstar active categories.

THE POWER OF DIVERSITY

Bringing it all together

The Capital System builds portfolios that house multiple, disparate views. This diversity creates the potential for portfolios to fare well in a variety of market conditions.

•

The Kraft Group

PRINCIPLES AND VALUES

At the Kraft Group, each employee or contributor, regardless of which position they hold, for which company they work, or in which country they operate, should be guided by the following:

Think and Act like an Owner

Think and act with an owner's mentality

Keep it simple and innovative

Drive results with an intense work ethic

Pay attention to detail

Be hungry, move faster than the competition

Exercise Good Character

Take responsibility for your actions

Be open to new ideas and recognize your challenges

If you have done your homework, don't be afraid to respectfully disagree with management

Be humble and operate with an underdog mentality

Respect and abide by all applicable laws, policies and regulations

Be Inclusive and Respectful

Welcome and appreciate diversity

Respect and be sensitive to the environment

Give back to your community

Focus on our Products and Customers

Understand and service all needs of our customers

Deliver quality and excellence at all levels, with a culture of continuous improvement

Be brand ambassadors

DIVERSITY POLICY

Equal Opportunity Employment

It is the policy of the Kraft Group (Company) to provide equal opportunity to its employees and applicants for employment without regard to race, color, religion, creed, age, national origin, ancestry, citizenship, physical or mental disability, medical condition, marital status, gender, sexual orientation, gender identity, military status, genetic information, domestic violence victim status or any other characteristic protected by state or federal law.

Americans with Disabilities Act (ADA)

It is the Company's policy not to discriminate against any qualified employee or applicant with regard to any terms or conditions of employment because of such individual's disability or perceived disability so long as the employee can perform the essential functions of the job with or without a reasonable accommodation. Consistent with this policy of nondiscrimination, the

Company will provide reasonable accommodations to an otherwise qualified individual with a disability, as defined by applicable law, if such accommodation does not constitute an undue hardship in accordance with all legal requirements.

Employees who have a physical or mental condition they believe requires a reasonable accommodation to perform the essential functions of their job should contact the local Human Resources Representative.

What constitutes a reasonable accommodation varies depending on the individual circumstances and will be evaluated on a case-by-case basis. Upon receiving a request for accommodation, the Company will engage in an interactive process with the employee to discuss reasonable accommodations.

Genetic Nondiscrimination Policy

The Genetic Information Nondiscrimination Act of 2008 (GINA) prohibits employers and other entities covered by GINA Title II from requesting or requiring genetic information of an individual or family member of the individual, except as specifically allowed by this law. To comply with this law, we are asking that you not provide any genetic information when responding to requests for medical information. "Genetic information," as defined by GINA, includes an individual's family medical history, the results of an individual's or family member's genetic tests, the fact that an individual or an individual's family member sought or received genetic services, and genetic information of a fetus carried by an individual or an individual's family member or an embryo lawfully held by an

individual or family member receiving
assistive reproductive services.

T

TRUST

in character and competency

H

HUMILITY

stay grounded; never forget where you
came from

World Wide Technology

Careers

E

Reach your potential by helping us reach
ours

EMBRACE CHANGE

At WWT, we strive to provide the next
generation of cutting-edge technologies.

change and diversity of people and
thought

Our growth means exciting career
opportunities for talented professionals in
IT, engineering, software development,
supply chain, project management and
other key areas. We offer competitive
compensation and benefits, excellent
training and a vibrant working
environment.

P

PASSION

maintain a strong work ethic

Search Openings

A

ATTITUDE

Internship Program

be positive and open-minded

VISION

T

To be the best technology solution
provider in the world

TEAM PLAYER

MISSION

proactively share ideas

Create a profitable growth company that
is also a great place to work

H

HONESTY

Core Values

demonstrate honesty and integrity

THE PATH to employee and company
success

T

TRUST

in character and competency

H

HUMILITY

stay grounded; never forget where you came from

E

EMBRACE CHANGE

change and diversity of people and thought

P

PASSION

maintain a strong work ethic

A

ATTITUDE

be positive and open-minded

T

TEAM PLAYER

proactively share ideas

H

HONESTY

demonstrate honesty and integrity

Benefits Overview

The well-being of WWT employees is essential. So, when it comes to our

benefits package, WWT has one of the best. We offer the following benefits to all full-time employees:

Health and Wellbeing

Health, Dental, and Vision Care
Onsite Health Centers
Employee Assistance Program
Comprehensive Wellness Program

Financial Benefits

Competitive Pay
Profit Sharing
401K Plan with Company Matching
Life & Disability Insurance
Tuition Reimbursement

Paid Time Off

PTO & Holidays
Parental Leave
Sick Leave
Military Leave
Bereavement

Additional Perks

Nursing Mothers Benefits
Voluntary Legal
Pet Insurance
Employee Discount Program

Fidelity Investment

Our Focus

At Fidelity, we create better futures and seek to deliver better outcomes for the customers and businesses we serve by constantly innovating and challenging the status quo in order to deliver more value to our customers. That's why we have an

obsession with anticipating and delivering what our customers want. Throughout our history, we've dedicated nimble, passionate, empowered teams in solving some of our customers' biggest challenges. It is our employees who make the difference, and investing in them means we offer them the opportunity to do something important—something that allows them to thrive both inside and outside of work. It is our customer obsession, drive to think differently, and commitment to our people, communities, and business that has allowed Fidelity to grow from a small mutual fund company, to one of the largest and most diversified financial services firm in the world.

Our Standards

Responsibility

Making sound judgments for the long term and in our customers' best interests

Integrity

Acting in good faith, and taking pride in getting things just right

Compassion

Treating every moment as an opportunity to improve people's lives

Expertise

Using our insights to drive confidence, clarity, and results

Accolades

March 2018

Healthiest Employers in New Mexico

May 2018

Healthiest Employers of Greater Cincinnati by Cincinnati Business Courier

Top Workplaces of Greater Cincinnati by Cincinnati Enquirer

Triangle Business Journal's Best Places to work

Triangle Business Journal's Innovation in Business Awards

June 2018

Healthiest Employer in Rhode Island

Gilbane

Core Values: What We Live

We practice our core values in our work, giving our clients a unique experience of trust and advocacy.

Building a Better World with Integrity

Gilbane's people deliver outstanding client satisfaction. We practice our Core Values in our work, giving our clients a unique experience of trust and advocacy. We are committed to achieving sustained growth that enables us to provide

enhanced value to clients and industry partners and opportunities for our people. Integrity is the foundation upon which we build our relationships with our clients and our employees.

Core Values include: Integrity, Toughmindedness, Teamwork, Dedication to Excellence, Loyalty, Discipline, Caring, and Entrepreneurship.

Calpine

ASPIRE

Our ASPIRE values – Accountability, Safety, Passion, Integrity, Respect and Esprit de Corps – influence everything we do at Calpine. They support a well-defined mission aimed at advancing us toward our shared vision.

Our Mission

To be the Premier Competitive Power Company.

Success for our investors, customers and employees demands that we:

Be the best power plant operator on the planet

Excel as a customer-centric business – both wholesale and retail

Innovate and evolve in our focus on delivering reliable and sustainable energy solutions

Live by our values

Our Values

We ASPIRE to effectively perform every task, every action, every pursuit and every decision with these values in mind:

Accountability: We embrace our individual responsibility and perform to the best of our ability. We make sure we understand what is expected for the task at hand and execute on it. We always follow the applicable laws, regulations, policies and procedures.

Safety: We put safety first in everything we do. We realize our well-being and that of our colleagues is the responsibility of each one of us and is critical to Calpine’s success. We investigate, communicate and proactively manage any unsafe conditions.

Passion: We work with passion for our business, passion for our community and passion for the environment. Passion to us means a sense of urgency and focus.

Integrity: In all that we do, we demonstrate our integrity by being true to our word. We follow through on commitments to our customers, colleagues, suppliers, investors and communities.

Respect: We cultivate a respectful, nurturing and diverse work environment characterized by open, honest and direct communications. We honor receiving and discussing other points of view, always without fear of reprimand.

Esprit de Corps:

We work with a collective sense of pride and honor in everything that we do. We value our diverse backgrounds and experiences. We work as an inclusive team where we share, support and encourage each other to achieve our

common goals. We encourage, support and mentor our colleagues to help them attain personal achievement.

Graybar Electric

Honoring Our Heritage

Inspired by more than 150 years of innovation and a culture of employee ownership, Graybar is leading a new era of distribution and transforming the supply chain for the future.

Gray's Words

Graybar co-founder Elisha Gray published a three-volume set of books called Nature's Miracles in 1899. His work was a harbinger for the mass production of appliances and spurred the use of electricity in homes. Gray's words continue to inspire us today.

Bringing the Light

It takes grit. And finesse. Hard work. It takes building a core so unshakable, that 150 years on, success isn't a thing of the past. It's a way of life. This is who we are. This is our story.

Demoulas Super Markets

Company History & Timeline

2003

Shape

Telemachus Arthur Demoulas passes away at the age of 82. His philosophies of caring and respect for all, work ethic, loyalty and sharing that were the cornerstone of Telemachus' life, have become the culture of how Market Basket operates to this day.

Eby-Brown

Eby's Tree House Rules

Dick and Tom Wake, co-presidents of Eby-Brown, believe that we can only be successful if all members of Eby-Brown strive to reach their respective goals.

With that in mind, Dick and Tom drafted the following "Tree House Rules" which are the framework of our company culture.

Tree House Rules

1. Customers - Our paychecks may say "Eby-Brown," but our customers are our employers. Our customers can terminate our employment at any time.
2. Problems - Everyone at Eby-Brown is expected to be a problem solver. We will fix any problem we encounter, and ask for immediate help if we

can't solve it ourselves.

3. Details - There are many important details in everything we do. We must pay attention to these details; so we do things correctly the first time.

4. Urgency- We must have a sense of urgency in everything we do. Never put off anything, which can and should be done immediately.

5. Communicate - If you can't immediately resolve a situation for someone, tell the person precisely when you will get back to him or her.

6. Follow Through- When you commit to doing something; always provide a timetable for completion, and be certain you complete it when expected.

7. "No" and "Can't" - Our success as an organization is based upon our commitment to "Yes" and "Can". Always ask for permission, before using the words "No" and "Can't" with a customer.

8. Co-Workers – Your co-workers are your internal customers; so treat them the same way you treat our external customers. Re-read #2 through #7 above.

9. Fun - We spend 33% of our waking hours at work, so we need to make our workplace enjoyable. We need to enjoy our jobs and have fun doing them; or we won't be very good at them.

10. Community- Eby-Brown and its associates provide needed resources in the communities in which we work and live; enabling us to serve a

higher purpose as an organization.

That's the Eby-Brown culture.

Donors Choose

Our mission

We make it easy for anyone to help a classroom in need, moving us closer to a nation where students in every community have the tools and experiences they need for a great education.

We were started by a history teacher. In 2000, Charles Best, a teacher at a Bronx public high school, wanted his students to read *Little House on the Prairie*. As he was making photocopies of the one book he could procure, Charles thought about all the money he and his colleagues were spending on books, art supplies, and other materials. And he figured there were people out there who'd want to help — if they could see where their money was going. Charles sketched out a website where teachers could post classroom project requests, and donors could choose the ones they wanted to support. His colleagues posted the first 11 requests. Then it spread. Today, we're open to every public school in America.

Our team

Our team has vetted and fulfilled over 1.3 million classroom project requests that range from butterfly cocoons, to robotics kits, to *Little House on the Prairie*. Many of us are former teachers, so our operation feels like a cross between a startup and a schoolhouse. Stop by our offices in New York or San Francisco and you'll find us working hard, digging into our data, sharing our favorite classroom projects, and

Instagramming the happiest thank you notes from students.

Meet the team

How it works

To ensure integrity, we're there through every step of every project. We vet all requests, purchase each item, and ship materials directly to verified schools.

You find a project

Find a classroom project that inspires you and give as little as \$1. We're a public charity, so your donation is tax-deductible.

We fulfill the order

When a project is fully funded, we purchase all the requested items and ship them directly to the school.

Teachers thank you

Every donor gets a thank-you letter from the teacher, photos from the classroom, and a report of how each dollar was spent.

See classroom projects

Transparency & Efficiency

We know that you care about how effectively your donation is being used. That's why we show you how every dollar was spent, how you made a difference, and how grateful the students and teachers are!

WE'VE RECEIVED THE HIGHEST POSSIBLE RATINGS FROM:

- Charity Watch
- Charity Navigator
- Guidestar

See finances

Today, teachers at 84% of public schools in America have posted a project on our site.

We've mobilized 4,262,412 citizen donors and dozens of generous corporate and foundation partners.

Together, they've given \$953,474,289 in classroom project funding.

Making classrooms more engaging for 39,769,843 students across the country.

And we won't stop until every student has what they need to succeed.

See more of the impact

Get involved

We're working hard to inspire 1 million people to give \$100 million to classroom projects from 100% of our country's high-poverty public schools. All in the next five years. But we can't do it without your help.

Partner with DonorsChoose

Find a classroom to support

Join the team

Supporting teachers and students since 2000 DonorsChoose makes it easy for anyone to help a classroom in need. Public school teachers from every corner of America create classroom project requests, and you can give any amount to

Save the Children

Who we are

Big goals

Share

0

Our plan for creating a world in which every child is safe, protected and has the opportunity to learn.

Building a better world

We have made dramatic progress in recent years to reduce the number of children who die from preventable causes; supporting more children to attend school and helping children achieve their rights.

We are at a tipping point. We could be the generation – the first generation – to end children dying from preventable causes and ensure all children get a quality education.

But despite this global progress, there is a growing risk that we will leave a generation of children behind: because they are girls, because of caste or identity, because of poverty, because they live in remote places, or because they are impacted by war or displacement.

We need to understand and respond to these inequalities to ensure every child achieves their rights.

If we can keep children safe, lift them out of

extreme poverty and provide them with an education, Save the Children believes we can change the world.

We think it's a world worth fighting for. By 2030 we will work to ensure:

- No child dies from preventable causes before their fifth birthday
- All children learn from a quality basic education
- Violence against children is no longer tolerated

Our vision

Save the Children's vision is a world in which every child attains the right to survival, protection, development and participation.

Our mission

Save the Children's mission is to inspire breakthroughs in the way the world treats children and to achieve immediate and lasting change in their lives.

Our values

We are guided by five core values: accountability, ambition, collaboration, creativity and integrity.

Redcross

Mission & Values

Mission & Values

Mission & Values

Red Cross Mission, Vision, and Fundamental Principles
Red Cross Mission, Vision, and Fundamental Principles

Mission Statement

The American Red Cross prevents and alleviates human suffering in the face of emergencies by mobilizing the power of volunteers and the generosity of donors.

Vision Statement

The American Red Cross, through its strong network of volunteers, donors and partners, is always there in times of need. We aspire to turn compassion into action so that...

...all people affected by disaster across the country and around the world receive care, shelter and hope;

...our communities are ready and prepared for disasters;

...everyone in our country has access to safe, lifesaving blood and blood products;

...all members of our armed services and their families find support and comfort whenever needed; and

...in an emergency, there are always trained individuals nearby, ready to use their Red Cross skills to save lives.

Fundamental Principles of the Global Red Cross Network
Humanity

The Red Cross, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavors—in its international and national capacity—to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

Impartiality

It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavors to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality

In order to continue to enjoy the confidence of all, the Red Cross may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence

The Red Cross is independent. The national societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with Red Cross principles.
Voluntary Service

The Red Cross is a voluntary relief movement not prompted in any manner by desire for gain.
Unity

There can be only one Red Cross society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality

The Red Cross is a worldwide institution in which all societies have equal status and share equal responsibilities and duties in helping each other.

Global Red Cross Network

The American Red Cross is part of the world's largest volunteer network found in nearly 200 countries.

Global Water Challenge

SHE-MOVES

Global Water Challenge, in partnership with the Ford Motor Company and Ford Fund, is expanding access to mobility, social enterprise and Whole Person Leadership for women in India, Nigeria and South Africa. SHE-MOVES combines philanthropic and social enterprise incubation models to

create sustainable change in support of the UN Sustainable Development Goals.

Learn more

New World Program

Global Water Challenge, in partnership with The Coca-Cola Foundation, is administering the fifth generation of the New World Program, supporting civil societies to create innovative, inclusive and sustainable solutions for the UN Sustainable Development Goals.

Learn More

Water Point Data Exchange Brings Evidence to Decision

Making

The Water Point Data Exchange is helping governments and their partners to share, access and use data to accelerate

progress on the SDGs. Learn how you can use data to improve decisions about water services!

Learn More

SHE-MOVES

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Learn More

· OUR CHALLENGE

Water, in excess or in absence, will be the greatest challenge our world faces in the next century.

Learn more by clicking play to watch a video produced by Global Citizen.

· OUR STORY

Founded in 2006, Global Water Challenge (GWC) is a coalition of leading organizations committed to achieving universal access to safe drinking water, sanitation and hygiene (WASH).

With leading companies, civil society partners and governments, GWC accelerates the delivery of safe water and sanitation through partnerships that catalyze financial support and drive innovation for sustainable solutions.

Through GWC's innovative public-private partnerships, over 1 million people have been reached with clean water access.

Supporting Sustainable WASH Programs
Recognizing that nearly 30% of all WASH projects fail prematurely, GWC leads efforts to increase sustainable impact. Working with its partners to develop, promote, and monitor best practices and evidence-based program design, GWC crystallizes lasting impact for water space investments.

Women's Empowerment
Around the world, women are the backbone of communities - raising children, supporting families and caring for the sick. In developing nations, they're also largely responsible for collecting and providing water for the family. It's their time, health, education, safety and income that are on the line. GWC works through its partner network to address water challenges that disproportionately affect women, through targeted programs designed to ease burdens and economically empower.

WASH for Schools and Clinics
Collectively each year, nearly 443 million school days are missed around the world due to water-related illnesses. We work with our experienced members to promote WASH programs in schools, enabling schoolchildren to stay happy, healthy, and most importantly, in school. To date GWC has helped nearly 500,000 children gain access to clean water and sanitation.

Advisory Services & Strategic Consulting
Water is a vital component of many industries, but increasing pressures ranging from population growth to changing weather patterns and water scarcity pose risks to business as usual. GWC works with leading corporations to provide critical thought leadership and support in water sustainability strategy development, including water risk

identification,
best practices development, and water
stewardship opportunity identification.

Partnership Development

GWC provides strategic pathways and
management services for the identification
of

shared priorities and creation of cross-
sector partnerships to address water
challenges. To

date, GWC has launched several high-
impact partnerships, including the U.S.
Water

Partnership, Project Better World, and the
Water Point Data Exchange.

· OUR COALITION

NEW WORLD PROGRAM

GWC manages the New World Program,
which was established
in 2014 by The Coca-Cola Foundation
(TCCF), to support the
participation of civil society organizations
in implementing
innovative, inclusive, and sustainable
solutions for driving
progress toward achieving the UN
Sustainable Development
Goals (SDGs), primarily focused on water
and sanitation, youth
and women's empowerment, education,
and global partnerships
for sustainable development.

Learn More

· WATER POINT DATA EXCHANGE (WPDx)

GWC provides strategic leadership in
developing and managing
the Water Point Data Exchange (WPDx).

A global framework for openly sharing
water point data, WPDx
compiles various data points from water
point mapping efforts
around the world to create inventories that

can be easily shared,
accessed, and used to drive evidence-
based policy and funding
decisions.

Use the link below to get access over
500,000 water point records
across more than 50 countries or to share
your own data.

Click here to access the Water Point Data
Exchange

· STRENGTHEN HER: MOBILIZING VENTURES FOR SOCIAL

INNOVATION (SHE-MOVES)

In partnership with GWC, Ford Motor
Company and Ford
Motor Company Fund have embarked on
a catalytic program
entitled Strengthen Her: Mobilizing
Ventures for Social
Innovation (SHE-MOVES) to lift women-
led social enterprises
and their communities through mobility
services and Whole
Person Leadership, and to advance the
United Nations' SDGs.
With an aim to empower women across
India, South Africa, and
Nigeria, SHE-MOVES combines
philanthropic and social
enterprise incubation models to create
sustainable change
specifically in line with SDG 3: Good
Health and Well-being, 4:
Quality Education, 5: Gender Equality, 6:
Clean Water and
Sanitation, and 7: Affordable and Clean
Energy.

Click here to view a video on The Ford
Motor Company's roadmap for
sustainability,

featuring SHE-MOVES projects · RIPPLE EFFECT STUDY

GWC has been working with the Water

and Development Alliance (WADA) and Ipsos since early 2017 to explore the unique connection between water and women's empowerment. Following a thorough landscape review and the development of a Global Theory of Change, GWC supported the Ipsos team in conducting quantitative and qualitative data collection across three countries in Africa: Nigeria, Rwanda, and Swaziland.

On August 28, 2018 as a part of Stockholm World Water Week, WADA and Ipsos came together with the Women + Water Alliance and GWC to present what is being called the "Ripple Effect Study" and highlight the great initiatives of organizations working at the intersection of water and women's empowerment. In the coming months, GWC will be partnering with WADA and Ipsos to develop a toolkit that will make the findings of the Ripple Effect Study actionable for development practitioners globally.

You can download a factsheet on the research here and view its brochure here.

Click here to watch a livestream of the Ripple Effect panel from Stockholm

WOMEN FOR WATER
Informed by the Ripple Effect Study, women for water is a GWC platform committed to supporting the empowerment of women and girls in 10,000 communities across the developing world by 2030 through water, sanitation and

hygiene (WASH) and life skills development.

women for water will achieve this commitment by supporting top-tier implementers for catalytic impact; mobilizing mainstream awareness and action; and sharing program data and insights for continuous improvement and lasting programs. To learn more, visit the women for water website.

· WATER HEALTH INTERNATIONAL PARTNERSHIP

Through a partnership with Water Health International, GWC facilitates fundraising activities to support Water Health Centers in India. Water Health Centers are decentralized purification systems, which provide safe water access to communities in developing contexts. To date, GWC has helped to fund 17 Water Health Centers, which provide safe drinking water to over 170,000 people.

Global Environment & Technology

Foundation

Mission

The Global Environment & Technology Foundation (GETF), established in 1988, is a 501(c)(3) nonprofit organization with a mission to advance sustainable development through partnerships and targeted action. GETF works with public and private partners to build sustainable communities through the creation of high-impact partnerships, introducing new technologies and managing programs that have a lasting and positive impact on the world. With a result-driven team and a deep breadth of experiences gained over

the past 30 years, GETF is uniquely positioned among nonprofit organizations to design and implement high-value, lasting programs and partnerships.

GETF focuses upon three core issues as the basis of its efforts:

Water & Sanitation
Clean Energy & Climate Change
Sustainability
Health Systems Strengthening
The Foundation has successfully supported the partnership needs of a wide range of clients including the White House, federal and state agencies, civil society organizations, and Fortune 500 corporations. GETF also serves as the Secretariat for two high-impact water coalitions: Global Water Challenge (GWC) and the U.S. Water Partnership (USWP).

Salvation Army

At The Salvation Army, we are dedicated to Doing the Most Good
What Do We Do?
We meet human need
without discrimination

We assist approximately 23 million
Americans annually
We serve in 130 countries around the
globe
We have over 1.5 million members
consisting of officers, soldiers, and
adherents
We've been pursuing our mission since
1865

Our Mission Statement.
The Salvation Army, an international
movement, is an evangelical part of the
universal Christian

Church. Its message is based on the Bible.
Its ministry is motivated by the love of
God. Its
mission is to preach the gospel of Jesus
Christ and to meet human needs in His
name without
discrimination.

About us
Ministries
History
People
See What's Happening at Your
Local Salvation Army

The Salvation Army Mission Statement
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discrimination.

Design Tech High School

We hope everyone reading this is staying
safe and well.
Students and parents, here is the
Design Tech Distance Learning Website
Emails to Students & Parents

Our Mission

We believe that the world can be a better
place
and that our students can be the ones to
make it happen.



Student Learning - Filmed and edited by students

Student Life - Filmed & edited by students

Destination Education - Innovative Schools • Design Tech High School (Video 45 mins)

explore

our programs

Students have creative impact on their environment through student-led initiatives, inventions, projects, clubs, and

collaboration on and off campus



<img

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Abraham - Design-Tech-Intersession-Hospital-Personalization2.jpeg"

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“Design Thinking is not just a human-centered problem solving process. It is also a capacity building strategy. By teaching design thinking all four years at d.tech, students are able to identify and solve problems, develop a sense of optimism and self-efficacy, and have creative impact on their environment to make the world a better place.”

— Dr. Ken Montgomery, Executive Director

By using the tools of Design Thinking across all academic subject areas, and by partnering with teachers, classmates, and professionals, d.tech students learn to create the change they want to see in the world.

Learn more About our Programs

create

Our impact



\$0.00

cost of tuition

As a free, California public charter school, d.tech does not charge tuition. The school receives some public funding per student, supplemented with philanthropic donations to fulfill the mission and support student programs.

57+

intersessions + internships

Intersession design labs and exploration classes, and internships for upper grades provide

students with numerous opportunities to work with industry partners and professional mentors before graduation.

550

student enrollment

New students enroll for the first time through a lottery process. The intake is almost exclusively for 9th grade. Current students reenroll in-house each year for the following fall.

Boys and Girls Club of America

Our Mission & Story

For 150 years, Clubs have changed and saved lives.

Tour a Club

Imagine a place where who you are, where you're from or the circumstances that surround you don't determine your access to experiences or opportunities. Through your support, Boys & Girls Clubs are making that vision a reality — in your community and communities around the world.

97% of Club teens expect to graduate from high school and 88% expect to complete some kind of post-secondary education.

According to BGCA youth outcome data

Our Mission

To enable all young people, especially those who need us most, to reach their full potential as productive, caring, responsible citizens.

Our Vision

Provide a world-class Club Experience

that assures success is within reach of every young person who enters our doors, with all members on track to graduate from high school with a plan for the future, demonstrating good character and citizenship, and living a healthy lifestyle.

Our Commitment to Inclusion

We believe every kid has what it takes.

The mission and core beliefs of Boys

& Girls Clubs fuel

our commitment to promoting safe, positive and inclusive environments for all. Boys & Girls

Clubs of America supports all youth and teens – of every race, ethnicity, gender,

gender

expression, sexual orientation, ability, socio-economic status, and religion – in

reaching their full

potential.

Our Great Past

Boys & Girls Clubs of America had its beginnings in 1860 with three women in Hartford,

Connecticut - Mary Goodwin, Alice Goodwin and Elizabeth Hammersley.

Believing that boys

who roamed the streets should have a positive alternative, they organized the first Club. With

character development as the cornerstone of the experience, the Club focused on capturing boys

interests, improving their behavior and increasing their personal expectations and

goals. A cause

was born.

In 1906, several Boys Clubs decided to affiliate. The Federated Boys Clubs in Boston was

formed with 53 member organizations – this marked the start of a nationwide

Movement and
our national organization.

In 1931, the Boys Club Federation of
America became Boys Clubs of America.

In 1956, Boys Clubs of America
celebrated its 50th anniversary and
received a U.S.
Congressional Charter.

To recognize the fact that girls are a part
of our cause, the national
organization's name was
changed to Boys & Girls Clubs of
America in 1990. Accordingly, Congress
amended and
renewed our charter.

2006 marked the Centennial year of Boys
& Girls Clubs of America, as we
celebrated 100
years of providing hope and opportunity
to young people across the country.
Through it all, kids have been our #1
priority.
Boys & Girls Clubs provide a safe
haven for more than 4 million youth,
giving them an
opportunity to discover their great futures.
But millions of kids are still in need, and
we can't
close the opportunity gap alone. You can
make a life-changing difference today!
Help put another kid on the path to a great
future.

Donate Now
Have a year-round impact on a
child's success.

Easterseals

Our Purpose

Our purpose at Easterseals Florida is to
change the way the world defines and
views
disabilities by making profound, positive
differences in people's lives every
day. We do
this by providing exceptional services,
education, outreach, and advocacy so that
people with disabilities can live, learn,
work, and play in our
communities. Nationally,
Easterseals has been helping individuals
with disabilities and special needs, along
with
their families, for more than 100
years. From child development centers
and military
respite programs, to employment services
and job training, Easterseals offers a
variety
of services to help people with disabilities
address life's challenges and achieve
personal goals.

Digital Harbor Foundation

Mission

Digital Harbor Foundation is dedicated to
fostering learning, creativity, productivity,
and community through education. In
2013 we transformed a closed-
down rec center in Baltimore City into a
vibrant Tech Center for youth. In 2014 we
launched the Center of Excellence to train
others how to incorporate
making into their own learning
environments.

PUSH Excel

PUSH Excel strives to be a world leader in promoting educational excellence and equity in funding and allocation of educational resources so that every child is guaranteed an opportunity to receive a quality education.

Mission

The mission of PUSH Excel is to promote education excellence by engaging the stakeholders in education to work collaboratively to create opportunities, transform the lives of students and improve communities by:
Advocating for educational policies that guarantee equal funding for all students without regard to race or economic standing;
Engaging parents, students, and teachers in pursuing high quality education and striving for educational excellence at every level;
Forging partnerships with community based and public sector stakeholders in education.

PUSH for Excellence, Inc. (PUSH Excel) is a tax-exempt organization founded in 1975 by Rev.

Jesse L. Jackson, Sr. and a number of nationally recognized educators to inspire students to strive for excellence in education in spite of personal, family, and community challenges that they might experience.

Rev. Jackson launched PUSH Excel as a national model program with the purpose of connecting

principals, parents, popular personalities and students in a bond to have students at every level on the educational ladder to live the principals of, “If my mind can conceive it and my heart can believe it, I can achieve it!,” or the familiar phrase that Rev. Jackson opens many of his talks with students with, “I Am Somebody”. The PUSH Excel principles were adopted by school districts in every region of America by 1980.

PUSH Excel was recognized by the US Department of Education under President Jimmy Carter and was later touted as one of the most thoughtful and inspirational programs that inspired, black and brown students, to move beyond their circumstances of poverty, violence, and inadequate educational resources to achieve excellence through education and positive community involvement.

American Online Giving Foundation

Transforming the Charitable Landscape

Our mission is to connect charities with the world’s largest companies and their employees, using technology to transform the way they receive funds and freeing up their time and resources to focus on delivering community impact.

(AOGF) is a public charity in the United States that

brings technology, automation and aggregation to donation processing, creating efficiencies and reducing administrative costs. A partner of the Benevity Community Impact Fund, we connect more than 100,000 US charities with enterprise companies and millions of individual donors.

“More than 95% of the \$380 billion donated to North American charities last year was paid to the charities by cash or check.”

Can you imagine what all of that costs to process?

AOGF is committed to reducing those costs by aggregating donations to each charity from every client and donor using the Benevity platform, and automating disbursements and donor tax receipting in a scalable global model.

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Has your charity received funds from Benevity?

We encourage you to complete your Charity Profile at the Benevity Causes Portal.

Learn more here

The Benevity Community Impact Fund
The Benevity Community Impact Fund is a global network of charities working together to transform the charitable landscape. Together we help more than 1.6 million charities worldwide connect with a community of more than 3 million donors and volunteers, while driving down the administrative costs of processing funds through technology.
20 Million processed donations
200 Countries
3 Million Donors
\$1 Billion processed this year

Girl Effect

Our approach

- Home
- What we do

At Girl Effect...

...we empower girls to navigate the pivotal time of adolescence so they can make positive choices about their health, education, and economic future - no matter where in the world they live.

We use our in-depth understanding of the real needs of girls, along with behaviour change

science, to create branded media girls love. We create virtual and real-world

spaces where girls
can be inspired, informed, and connected
to services and to others so they can take
action to
change their lives.

Working with our partners, we reach
millions of girls in more than 50 countries
through the
technology girls use every day.

We see a future where girls are healthier,
more educated, and more economically
secure, where
girls seek out the things they need and the
services available to them, and where girls
are
informed and motivated to make choices
that change their lives.

What we do

We use media and mobile tech to
empower girls to change their lives. In
ways that millions of
young people love and interact with.

Youth brands

Through magazines, radio, TV, clubs,
online, music and more, we're building
brands that young
people want to be part of. Deeply rooted
in local culture, these brands help girls
find a new sense
of identity and self-belief, and enable
communities to see girls differently.

[Read more](#)

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Mobile platforms

Mobile technology is putting
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Our platforms enable girls
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connect with others, share their
experiences and find their
voice.

[Read more](#)

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[Insight and impact](#)

We are constantly looking to learn and gain insight into girls' lives – from initial ideas and designs, to understanding and improving our impact. We involve girls in innovative ways, as designers, field researchers and data collectors.
Read more

Insight and impact

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Insight and impact
We are constantly looking to learn and gain insight into girls' lives – from initial ideas and designs, to understanding and improving our impact. We involve girls in innovative ways, as designers, field researchers and data collectors.
Read more

Demand is vital
We work with partners like Gavi, PEPFAR and UNICEF, who supply the services girls need to be safe, healthy, educated and economically secure.
Read more

Commitment to safeguarding
Girl Effect is committed to ensuring the safety and protection of all children and young people.
Read more

Partner with us

China Youth Development Foundation

Our Mission
CYDF is committed to helping young people build capacity and to improving the environment for their growth by providing aid services, giving a voice to the interests of young people and by carrying out social advocacy. Over the years, based on a common mission, shared values and ethical standard, CYDF has set up a network with 38 local Youth Development Foundations.

Network for Good

About Network for Good
Imagine what the world would be like if every time you were inspired to help someone or something, you could -- with just a few clicks of a mouse, anywhere online. That's the mission of Network for Good. We make it as easy to donate and volunteer online as it is to shop online, and we make it simple and affordable for all nonprofits, of any size, to recruit donors and volunteers via the Internet.

What we've accomplished:

Have created a secure, convenient donation system that makes it possible to give to any charity, anywhere, anytime online

- Returned \$25 to the sector for every \$1 invested in Network for Good
- Returned \$6 in donations for every \$1 a

- nonprofit spends on our services
- Raised over \$270 million in online donations to more than 45,000 different nonprofit organizations
 - Built a Volunteer Network that connects users across the country with more than 200,000 local, international and virtual volunteer opportunities
 - Taken fundraising viral and raised well over \$2.7 million via fundraising widgets

UNICEF

About UNICEF

About UNICEF

Newsline

Our history

UNICEF Executive Directors

FAQ

About UNICEF

UNICEF's mission statement
UNICEF is mandated by the United Nations General Assembly to advocate for the protection of children's rights, to help meet their basic needs and to expand their opportunities to reach their full potential.

UNICEF is guided by the Convention on the Rights of the Child and strives to establish

children's rights as enduring ethical principles and international standards of behaviour towards children.

UNICEF insists that the survival, protection and development of children are universal development imperatives that are integral to human progress.

UNICEF mobilizes political will and material resources to help countries,

particularly developing countries, ensure a "first call for children" and to build their capacity to form appropriate policies and deliver services for children and their families.

UNICEF is committed to ensuring special protection for the most disadvantaged children -

victims of war, disasters, extreme poverty, all forms of violence and exploitation and those with disabilities.

UNICEF responds in emergencies to protect the rights of children. In

coordination with United

Nations partners and humanitarian agencies, UNICEF makes its unique facilities for rapid

response available to its partners to relieve the suffering of children and those who provide their care.

UNICEF is non-partisan and its cooperation is free of discrimination. In everything it does, the

most disadvantaged children and the countries in greatest need have priority.

UNICEF aims, through its country programmes, to promote the equal rights of women and girls

and to support their full participation in the political, social, and economic development of their communities.

UNICEF works with all its partners towards the attainment of the sustainable human

development goals adopted by the world community and the realization of the vision of peace

and social progress enshrined in the Charter of the United Nations.

Management Leaders for Tomorrow

About Us

As a Harvard MBA student in the early 1990's, John Rice began delving into the reasons why there were few other students there who looked like him. He developed a thesis for a nonprofit organization that would provide the training, coaching and networks that traditionally have been unavailable to minorities. In 2002, after a successful career at Disney and the National Basketball Association, John left the private sector to found the organization he first envisioned in business school: Management Leadership for Tomorrow (MLT).

Transforming Lives

Today, MLT has transformed the careers and life

trajectories of more than 7,000 Black, Hispanic and Native American women and men – from college students to seasoned executives. MLT partners with more than 100 leading companies, social sector organizations and universities to strengthen their recruitment and retention of diverse talent.

Know-How. Navigation. Network.

MLT's distinctive model

provides the know-how, navigation systems and network to ensure talented underrepresented minorities are able to get on and stay on the path to senior leadership. MLT's Rising Leaders benefit from exceptional coaching, skills training,

and a powerful, professional network unlike any other – peers, mentors and senior leaders who share experience, trust and a commitment to helping each other advance.

MLT's experience and expertise are influencing national conversations about opportunity, race, workforce diversity and economic mobility, and proving that these vexing gaps and inequities can be overcome.

GlobalGiving

About Us

About Us How It Works Who We Are
Jobs Our Impact News + Media
Financials + Legal Contact
Us

GlobalGiving is the largest global crowdfunding community connecting nonprofits, donors, and companies in nearly every country. We help nonprofits from Afghanistan to Zimbabwe (and hundreds of places in between) access the tools, training, and support they need to be more effective and make our world a better place.

Since 2002, we've helped raise more than \$464M from 1,088,205 people like you who've supported

25,863
projects in
170
countries.

Safe + Easy Donations
We help donors make safe and easy US
tax-deductible donations to vetted,
locally-driven
organizations around the world. Donations
are tax-deductible in the US, or UK
taxpayers can
give in GBP and claim an extra 25% if
Gift Aid eligible. We're so sure
you'll love giving through
GlobalGiving, we offer a donation
satisfaction guarantee.
Find a project
Prevent Sexual Abuse & Re-abuse
Through Education by Freely in Hope
Join us!
We've partnered with nonprofits in 170
countries who work on the ground and
post the projects
that their communities really need. Want
to post your project?
Apply here

Integration Center for Orphans with
Disabilities by Step Up

Transform the Lives of Children in
Gujarat, India by Shaishav Child Rights

Meals for Poor & Homeless Women
& their Children by Rosie's
Place

Empower Entrepreneurs Throughout
Colombia by Opportunity International
Corporate Partnerships
We help companies develop powerful
corporate social responsibility,
grantmaking, and
employee engagement strategies.
Learn More

Help Typhoon Haiyan survivors in the
Philippines by Mercy Corps

When a disaster happens, we can quickly
send funds to the local organizations that
are best-
suited to drive relief and recovery.
Learn More
GlobalGiving's Mission
To transform aid and philanthropy to
accelerate community-led change.

As a purpose-driven company focused on
supporting our planet and its
communities,
GlobalGiving has been a terrific partner in
its flexibility in supporting our initiatives
ranging from
timely disaster relief to feeding the
hungry, and protecting our planet.
GlobalGiving allows our
good efforts to immediately activate and
support critical causes and enables us to
maximize our
impact to improve the communities where
we live and work.

David Leavy, Chief Communications
Officer & Senior EVP Corporate
Marketing & Affairs,
Discovery Communications
A GlobalGiving corporate partner

GlobalGiving's Impact
Our impact is about more than moving
money to where it's needed most; it's also
about helping
nonprofits access information and ideas
that will help them listen, learn, and grow.

Strengthen Orlando

About Strengthen Orlando, Inc.
Strengthen Orlando, Inc. is a Florida not-for-profit corporation created on December 24, 2009 as a fundraising entity to provide funding and resources to support municipal purposes of the City of

Orlando that will ultimately help strengthen our community.

The Corporation is organized and operated exclusively for charitable, scientific, testing for public safety, literary and/or educational purposes, and to foster national or international amateur sports competition and/or for the prevention of cruelty to children or animals, all within the meaning of Section 501(c)(3) of the Internal Revenue Code.

The Corporation intends to identify specific projects to undertake in furtherance of its charitable purpose. The Corporation will create advisory Project Committees to coordinate its charitable activities. A Project Committee will be formed when a Department of the City of Orlando submits a proposal to the Organization to form a Project Committee to conduct specified charitable activities, for approval of the Board of Directors of the Organization. The Board of Directors will oversee all activities of the Project Committees, and will report on all activities at meetings of the Board of Directors.

Volunteer Florida

Volunteer Florida (officially recognized as the Florida Commission on Community Service) receives over \$43 million in federal and state funding to support our efforts to expand national service, promote disaster resiliency and advocate for volunteerism in Florida. The agency is guided by a bipartisan board of Commissioners, who are appointed by the Governor and confirmed by the Florida Senate.

In 1994, Volunteer Florida was established to administer national service programs, such as AmeriCorps, throughout the state. Today, the majority of these programs are education-based, but grantees are also actively working to protect public land, end homelessness and help adults with developmental disabilities live independently.

After Hurricane Andrew hit Florida, Volunteer Florida evolved to serve as the state's lead agency for mobilizing volunteers and coordinating donations before, during and after disasters. The Volunteer Florida Foundation also manages the Florida Disaster Fund, the official fund for aiding Florida's communities after disasters.

Finally, Volunteer Florida exists to endorse volunteerism as a solution to critical issues in Florida. The agency hosts annual community service projects (i.e. Suits for Session) and manages Florida's official volunteer opportunities platform, Volunteer Connect.

United Way of Central Jersey

Our Mission

The United Way of Central Jersey provides leadership to create opportunities for a better life for people living or working in our community who are needy, at risk and vulnerable.

We achieve this by mobilizing people, organizations and financial resources to create and sustain programs that achieve targeted outcomes and lasting change through volunteerism, partnerships services and advocacy.

Presidents Message

Welcome to United Way of Central Jersey's public website. At the United Way of Central Jersey, we spend a great deal of time assessing and monitoring the most pressing human service needs in our region. Perhaps as no other nonprofit organization in the area, the United Way takes a broad, objective view of the community as a whole. Informed by volumes of research and first-hand case studies, this global perspective ultimately leads us to some impartial and educated conclusions about what matters - about the area's most critical issues.

Guided by the volunteers on our Board of Trustees, we address underlying causes - the reasons why problems exist. Volunteers give their time, talent and treasure to build a stronger, healthier Central Jersey community. The goal is to create lasting change by preventing problems from happening in the first place. With a focus on child development and

well-being, we are committed to the three pillars of a good life:

- Education
- Financial Stability
- Health

The issues we face are complex and interconnected. They cannot be addressed by a single group or organization. That is why working with the United Way of Central Jersey helps to ensure an integrated approach to solving community needs.

You can choose how to help.

You can improve lives by giving to United Way of Central Jersey Community Impact Fund or choose an Impact Area for focused giving.

When you give to the United Way of Central Jersey, you are helping to change the character of our community. What matters most are the lives we change and the communities we strengthen by working together.

Be a leader in your community. Join us today to help bring about lasting changes in people's lives. Please tell us what you think about the most important challenges and what can be done about them. I look forward to hearing from you.

Gloria Aftanski

President

Chief Professional Officer

Live United

It's a credo. A mission. A goal. A constant reminder that when we reach out a hand to one, we influence the condition of all. We build the strength of our neighborhoods. We bolster the health of our communities. And we change the lives of those who walk by us every day.

The University of Cape Town Fund

ABOUT

The University of Cape Town Fund Inc. is an independent non-profit organization chartered under the laws of New York State, and recognized by the U.S. Internal Revenue Service as a 501(c)(3) tax-exempt organization. The Fund seeks donors in the U.S. to provide scholarships, grants and other assistance on a non-discriminatory basis to UCT students, UCT faculty, and UCT programs in South Africa; and support specific University of Cape Town research projects and programs which seek to improve the social, political and economic environment for all South Africans. The Fund makes grants that benefit the University of Cape Town. In compliance with IRS regulations, the Board of Directors of the UCT Fund, Inc. maintains complete discretion over allocation of gifts to the University of Cape Town. Gifts to the UCT Fund qualify for an income tax deduction to the limits covered by the law.

History

The University of Cape Town Fund, Inc. was incorporated in 1984 under the New York Not-for-Profit Corporation Law. Alan Pifer, former President of the Carnegie Corporation, was the founding Chairman of the Fund, until his retirement in 1992. Since its inception in 1984, the Directors of the Fund have supported the

University's commitment to enhancing access and providing financial support for disadvantaged students at UCT and in South Africa. More recently, the Fund has helped to secure funding for collaborative programs and various initiatives to transform the staff and student body at UCT.

Staff & Directors

The Board of the UCT Fund currently consists of four Directors:

- Trevor S. Norwitz, Chairman and President
- David P. Meachin, Director
- Craig Mullett, Treasurer
- Kofi Appenteng, Director

Staff: Holly Lawrence, U.S. Regional Director: Development, Marketing Communications and Alumni Affairs

For further information, please contact UCT Fund.

FHI 360

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Vision

FHI 360 envisions a world in which all individuals and communities have the opportunity to reach their highest potential.

Mission

To improve lives in lasting ways by advancing integrated, locally driven solutions for human development.

We believe

- A 360-degree perspective is required to address complex human development needs.
- Sustainability comes from building the capacity of individuals, communities and countries to address their needs.

- The key to improving lives is in generating, sharing and applying knowledge.
- Partnering with governments, civil society organizations, the private sector and communities leads to success.
Our values
- Innovation to meet the evolving needs of our beneficiaries, funders and partners.
- Mutual respect for diversity and cultural differences.
 - Passion driven by a personal commitment to make a positive difference.
- Accountability for our work, measuring, reporting and continually improving all that we do.
- Commitment to excellence assured by the highest ethical, quality, operational performance and scientific standards.
 - Teamwork across disciplines and geographies, within the organization and with our partners.

Give2Asia

What is Give2Asia?

Give2Asia is a U.S.-based nonprofit organization that connects corporations, foundations, and individual donors with trusted local charities in 23 countries across the Asia-Pacific.

Our mission is to make international philanthropy easier and more effective. Give2Asia's team of grantmaking experts and in-country advisors enable you to give where it matters most.

The Resource Foundation

Mission and Approach

OUR MISSION

The Resource Foundation believes that every man, woman and child, regardless of their circumstances, has the potential to lead the life they imagine. Our mission is to empower disadvantaged communities with the skills, knowledge and opportunities they need to improve their lives.

OUR APPROACH

Regional Expertise

Our regional expertise and our professional, multilingual staff enable donors to confidently and efficiently give to Latin America and the Caribbean. Our tailored giving services help donors optimize their philanthropic activities, while meeting all legal and fiscal requirements.

Geographic Scope

Through our network of more than 370 local nonprofit organizations in 29 countries, we have the ability to support programs throughout Latin America and the Caribbean.

Focus on Local Issues

Our local partners implement programs that address the most pressing issues facing the region, including: affordable housing, capacity building, cultural programs, disaster relief, education and job-skills training, environmental conservation, financial inclusion, healthcare and HIV/AIDS, potable water and sanitation, sustainable agriculture and women's empowerment.

Locally Informed Giving

We partner with community-based nonprofit organizations that have direct knowledge of local cultural, political and economic realities. Our partners leverage their experience and knowledge to ensure the sustainability and success of the projects supported.

A Hand-Up, Not a Hand-Out

For 30 years, TRF has been a leader at supporting programs that empower individuals to improve their own lives. All of our local partners work hand-in-hand with community members who provide “sweat equity” – they help build their own homes, they pay back their microenterprise loans with interest, they offer at least nominal payments for their healthcare, and they participate fully in creating a brighter future for their families. All programs supported have more than just beneficiaries – they have participants.

Capacity Building & Strengthening Social Capital

We help strengthen local nonprofit organizations by providing value-added services to enhance their organizational capacity and scale their impact. These services include vetting, representation, training, visibility, networking, technical assistance, capacity building, fundraising, funds transfer and more.

United Way of Greater Houston

About

For nearly 100 years, United Way of Greater Houston has brought together diverse partners and approaches to get to the root of complex challenges holding people back.

We are a driving force for good that connects our neighbors to opportunities to thrive. We help our neighbors achieve financial stability, support families and youth with physical and behavioral health and educational services along the way, and provide the safety net that catches the most vulnerable.

And, we manage every gift with care - shepherding your donation to make the greatest impact in the place we call home.

OUR STRATEGIC VISION: United Way of Greater Houston will create the opportunity for

every person in our community to thrive by:

- Creating a pathway to self-sufficiency and success by providing tools, resources and educational support to help hardworking individuals and families obtain financial stability and quality of life
- Helping young people achieve academic success through quality out-of-school programs, including early childhood education, before and after school programs and school break programming
- Providing safety net programs that help people take care of their basic and immediate needs, like food, shelter, clothing and transportation
 - Operating the 211 Texas/United Way HELPLINE, staffed with specialists accessing our community’s largest, most up-to-date database of social services, 24/7/365 days a year to help those in need access hope and help.
- Convening and leading long-term recovery efforts when our community faces disaster

HOW WE TACKLE THE ISSUES: United Way is the driving force for good that connects our neighbors to opportunities to thrive, bringing together diverse partners and approaches to get to the root of our community’s complex challenges.

- Invest in life-changing quality services throughout our four-county service area
- Lead special collaborative initiatives like United Way THRIVE and United Way Bright Beginnings
- Create accessibility to health and human services by operating four area centers
- Provide capacity-building services for non-profits in our area

THE UNITED WAY DIFFERENCE: We manage every gift with care, shepherding resources to make the greatest impact.

Backed by Research: United Way studies the needs in our community through program data, 211 Texas/United Way HELPLINE data and local

research. United Way of Greater Houston invested in the ALICE Report for Texas providing a broader picture of the number of households struggling financially, underscoring the importance of United Way THRIVE and other programs that help families establish a path to a more successful future.

Community Investment Process: United Way's volunteer-led Community Investment Process ensures good stewardship of donor dollars, investment in efficient and effective services, and measurable results.

Want to help us do something about it?

Greater Twin Cities United Way

About Us

Explore This Section

- Partners
- Leadership
- Financials
- FAQs
- History

Our mission is to galvanize our community to build pathways toward prosperity and equity for all. Together, we will create a region where all people thrive, regardless of income, race or place.

Meet our Partners

The work we do is only possible through our partnerships with companies, nonprofits, labor and many others.

Corporate Partners

Our company partners are a highly valued and critical part of our mission to bring people together to create positive change in our community.

See our Corporate Partners

Nonprofit Partners

We support our neighbors in the greater Twin Cities who live in Anoka, Carver, Chisago, Dakota, Hennepin, Isanti, Ramsey, Scott and western Washington counties.

See our Funded Agency Partners

NFL Partnership

The NFL and United Way partnership is the longest-running collaboration between a major sports league and a nonprofit—a powerful vehicle for change.

See the GTCUW-NFL Partnership

Accountability and transparency are very important to us. 100% of donations stay in the greater Twin Cities.

- See our Financials
- See FAQs

2019 Annual Report

You and United Way touched the lives of 500,000+ people across the nine-county region last year. Check out the results in our Community Impact Report.

- Download PDF

Careers

Be a part of something big. When you work at United Way, you're part of a group that is making the Twin Cities a better place for us all.

Make a Splash ActionEducation™
· Building a worldwide network of educators,
water resource
professionals, NGO, water scientists and other
experts to advocate
for the role of water education in solving complex
water issues.
USA Network International Network

Project WET Foundation

What We Do

We envision a world in which action-oriented education enables every child to understand and value water, ensuring a sustainable future.

Project WET's mission is to reach children, parents, teachers and community members of the world with water education that promotes awareness of water and empowers community action to solve complex water issues. We achieve our mission by:

- Publishing water resource education materials that are appropriate for many different age groups and cultures and offer comprehensive coverage of the broad topic of water.
publications overview page
- Providing training workshops to educators at all levels, formal and non-formal, on diverse water topics so that those educators can reach children with objective, experiential, science-based water education.

view the map

- Organizing and inspiring community water events, including water festivals and ActionEducation™ projects.

Project WET Events

View the Project WET Calendar
View all Project WET Events
COMING SOON

Understanding Climate Change & Coastal Connections in

California (Watsonville, CA)
May 2, 2020 - 8:00am

Understanding Climate Change & Coastal Connections in California |
Watsonville, CA | May 2, 2020

Project WET USA

Launched in North Dakota in 1984, Project WET has developed a nationwide network of organizations and individuals dedicated to providing world-class water education to people of all ages. Our USA Network includes state agencies, municipal utilities, zoos and aquariums, faith-based organizations, colleges and universities and many other organizations with an interest in water and education throughout all 50 states.

Nature Conservancy of Idaho

We carry out our work with a deep commitment to accountability and transparency.

ACCOUNTABLE AND TRANSPARENT

We want you and every member of the public to know as much as possible about how The Nature Conservancy operates and how carefully and effectively we use your donations.

Read about our privacy policy.

As a leading global charity, we hold ourselves accountable to our members, the public and all creatures that have a stake in the preservation of the world's natural resources. And we seek to make use of every dollar donated with careful attention to effectiveness and efficiency.

Our strong performance is reflected in the fact that The Nature Conservancy is highly rated by charity watchdog organizations.

EFFICIENT AND EFFECTIVE

The Nature Conservancy is one of the most effective and efficient environmental organizations in the world.

Building on nearly six decades of experience, we've protected more than 119 million acres of

land and 5,000 river miles—and we operate more than 100 marine conservation projects globally.

We are able to accomplish so much because we make careful use of our resources, with 71.2% of our funding going directly toward our science-driven program work. Charity Navigator and the Better Business Bureau applaud program efficiencies above 66%, meaning you can be confident

that any investment in The Nature Conservancy will be put to good use.

Habitat for Humanity

Our mission, vision and principles
Who is Habitat for Humanity? Learn about our mission, our vision, our principles and who we are.

Our mission

Seeking to put God's love into action, Habitat for Humanity brings people together to build homes, communities and hope.

Our vision

A world where everyone has a decent place to live.

Our principles

1. Demonstrate the love of Jesus Christ.
2. Focus on shelter.
3. Advocate for affordable housing.
4. Promote dignity and hope.
5. Support sustainable and transformative development.

Who we are

Habitat for Humanity partners with people in your community, and all over the world, to help them build or improve a place they can call home. Habitat homeowners help build their own homes alongside volunteers and pay an affordable mortgage. With your support, Habitat homeowners achieve the strength, stability and independence they need to build a better life for themselves and for their families. Through our 2020 Strategic Plan, Habitat for Humanity will serve more people than ever before through

decent and affordable housing.

Non-proselytizing policy
Habitat for Humanity and its affiliate organizations will not proselytize. Nor will Habitat work with entities or individuals who insist on proselytizing as part of their work with Habitat. This means that Habitat will not offer assistance on the expressed or implied condition that people must adhere to or convert to a particular faith or listen and respond to messaging designed to induce conversion to a particular faith

B/General Revenue Program.

United Way is focused on prevention and finding long-term solutions for pressing problems. Known as Investing in Results, this philosophy is guiding our work to move the needle in four critical impact

areas:

Education

Health

Financial Stability

Basic Needs

To view how our work is making a difference, check out the Common Good Forecaster tool.

Heart of Florida United Way

OVERVIEW & MISSION

Our Mission: Heart of Florida United Way fights for the education, health and financial stability of every person in Central Florida.

Founded in 1939, Heart of Florida United Way is Central Florida's largest supporter of local health and human service agencies. In 2016-2017, it managed more than \$46 million dollars in total resources, including over \$17.7 million raised during the annual campaign that helps fund nearly 60 local health and human service programs.

It also operates the United Way 2-1-1 Information and Assistance helpline, the EITC tax credit initiative, Mission United, Destination Graduation, the Volunteer Resource Center and the Ryan White Part

United Way of Central Florida

MISSION

To improve lives and strengthen our community.

VISION

To create positive lasting change in our community

by helping children succeed in school; promoting family financial stability and independence; and improving people's health.

THE HISTORY

OF UNITED WAY OF CENTRAL FLORIDA

United Way of Central Florida (UWCF) was established in 1980 with the merger of United Ways of Greater Lakeland, Bartow and Winter Haven. Originally, the United Way served the Greater Lakeland area beginning in 1944, Winter Haven in

1958 and Bartow in 1966. In 1987, Highlands County was added to the service area and today, UWCF covers the largest geographical area of any United Way in Florida serving Polk, Hardee and Highlands counties.

In 1982, Information and Referral (I&R) was added as a free, confidential service that helped people when they had no where to turn for emergency services. Today, United Way 211 is free, bilingual, available 24/7 and connects people with solutions that go beyond emergency food, shelter and disaster assistance. In addition, 211 powered by AIRS, refers people to help at locations nearest them. 211 has expanded to connect people to solutions for affordable childcare, affordable healthcare, mentoring, tutoring, job training, credentials, tax preparation, debt reduction, credit repair, savings planning and senior services.

In the last 30 years, United Way of Central Florida has grown considerably from a staff of 6 people in 1980 to over 40 people in 2014. Less than \$1 million was raised in 1980 and close to \$9 million was raised in 2014. In the 70's, 17 agencies received funds raised by United Way.

Today, our business has evolved and United Way leads collaborations, engages close to 2,000 volunteers and works collectively to provide community solutions. We focus in the areas of education, income and health because these are the building blocks for a good quality of life. Today, we invest in 105 service solutions delivered by 58 partners to drive change and improve community conditions.

United Way of Greater Atlanta

What We Do

Communities can thrive today, and reach their full potential, only if our children are thriving.

United Way of Greater Atlanta brings together people and resources to tackle complex issues and drive sustainable positive change to help our community thrive.

For individuals and organizations that want to help improve the health of their community – United Way is the platform that enables individuals, groups and companies to make a difference – individually and collectively – in whatever way they wish to contribute their time, talent and treasure.

Communities can thrive today and reach their greatest future potential only if our children are thriving.

That's why United Way's focus is on creating a community where "all the children are well." By ensuring that every child in our community has the opportunity to reach his or her potential, we are building a strong future for Greater Atlanta – a future where every individual and family in the community can thrive. Communities that can say "all the children are well" have babies who are born healthy; kids who read proficiently by 3rd

grade; teens graduating from high school prepared for college, careers and life; children growing up in secure homes and safe neighborhoods, with healthy food, and access to medical care to keep them healthy; and families supported by communities where people are educated, employed and housed; and have ready access to good healthcare and affordable healthy foods.

United Way helps create a thriving community in three ways

1. United Way draws together the efforts of people and organizations across Greater Atlanta's 13 counties to work collectively on issues most strongly affecting child, family and community well-being.
2. United Way invests funds where they have the most leverage in addressing those issues, directing the dollars from its Child Well-Being Impact Fund (dollars given to vs. through United Way).
3. United Way deploys the power of 16,000 volunteers toward work across Greater Atlanta's 13 counties.

United Way Suncoast

OUR VISION

A community united to create better opportunities for all.

OUR MISSION

To provide leadership that improves lives and creates lasting community change by mobilizing the caring people of our communities to give, advocate, and volunteer. United Way Suncoast fights for the education and financial stability of every person in the communities we serve.

CORE VALUES

Values are the principles that guide our actions both internally and externally.

These are the United Way Suncoast values:

Integrity

Our actions support our mission with transparency.

Stewardship

We respect time, resources and generosity.

Diversity, Equity & Inclusion

We seek to understand cultural and community differences and embrace these differences through our words and actions

Innovation

We are agile, creative and adaptable to our community needs and changing environment.

Collaboration

We build relationships for the greater good.

Claremont McKenna College

CMC's Mission and Motto

Claremont McKenna College is a highly selective, independent, coeducational, residential, undergraduate liberal arts college. Its mission, within the mutually supportive framework of The Claremont Colleges, is to educate its students for thoughtful and productive lives and responsible leadership in business, government, and the professions, and to support faculty and student scholarship that contribute to intellectual vitality and the understanding of public policy issues.

The College pursues this mission by providing a liberal arts education that emphasizes economics and political science, a professoriate that is dedicated to effective undergraduate teaching, a close student-teacher relationship that fosters critical inquiry, an active residential and intellectual environment that promotes responsible citizenship, and a program of research institutes and scholarly support that makes possible a faculty of teacher-scholars.

Crescit cum commercio civitas.
"Civilization prospers with commerce."

de Toledo HS

About

Discover de Toledo

A Life-Changing Experience

Discover a welcoming community where intellectual curiosity is nurtured and learning becomes a way of life.

o Discover de Toledo

Along with rigorous academics, de Toledo cultivates the whole student, building self-confidence, encouraging self-expression, and preparing students for a life shaped by Jewish values and democratic ideals.

Graduates emerge with the intellectual skills required to succeed at the most selective schools, as well as a deep sense of identity and purpose.

As a Jewish community school, de Toledo is committed to pluralism and guided by the recognition that each person is of infinite value – a reflection of the Divine.

At dTHS, we seek to form a Kehillat Kodesh, a whole and holy community that contains many perspectives and holds boundless potential. We honor and celebrate the worth and rights of all.

Visit our campus and get to know the motivated young scholars, artists and athletes, our talented faculty and staff, the truly exceptional community that is de Toledo.

22622 Vanowen Street
West Hills, CA 91307
818.348.0048
info@dths.org

Located in the San Fernando Valley portion of the City of Los Angeles in Northern Los Angeles County, de Toledo High School is accredited by the California Association of Independent Schools (CAIS), the Western Association of Schools and Colleges (WASC) and Builders of Jewish Education (BJE,) and financially supported by the Jewish Federation of Greater Los Angeles and the Jim Joseph Foundation.

- Why de Toledo?

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smiling faces

Admissions

Why de Toledo?

Our students join an inspiring educational community that sets high standards for academic achievement.

What sets de Toledo apart?

At de Toledo High School, our values-based curriculum challenges students to develop in full their intellectual, creative, and personal qualities. Along with the skills and knowledge needed for academic and professional success, we provide a context for kindness and ethical action so that students may become compassionate and principled leaders. Faculty, staff, and administrators model courage and caring, supporting our students as they navigate the teenage years and prepare to meet the challenges of the world they will inherit.

You can also choose a day for your student to spend time at school, hosted by our Student Ambassadors. Let your child experience firsthand our culture of kindness and the empowerment of personal attention in each of our classrooms.

We look forward to getting to know you.

Michelle November, Director of

Admissions

Debbie Abelson, Director of Enrollment Management
de Toledo High School, Department of Admissions

Phone: 818.348.0048 | Fax: 818.348.0092
| admissions@dths.org

List of 1 items.

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The best way to get to know us–

List of 1 items.

- The best way to get to know us–

- Visit Us

List of 1 items.

- We've made applying online simple and easy.

- Apply Now

List of 1 items.

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We've made applying online simple and easy.

List of 1 items.

•

We're happy to share our information with you.

List of 1 items.

- We're happy to share our information with you.

- Request Info

List of 1 items.

- Find out how affordable a de Toledo education truly is.

- Flexible Tuition Plans

List of 1 items.

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Find out how affordable a de Toledo education truly is.

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List of 1 items.

- Your Frequently Asked Questions

- FAQ

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Huntington Library

President's Welcome

When Henry and Arabella Huntington drafted the trust document in the summer of 1919 that would transform their private estate into an institution for the "advancement of learning, the arts and sciences, and promote the public welfare," they had no way of knowing what an intellectual and cultural powerhouse it would become.

Fast forward to today, and our website tells the story: The Huntington Library, Art Museum, and Botanical Gardens, a 501(c)(3) non-profit, is a collections-based research and educational institution serving scholars and the general public. On-site in San Marino, just 12 miles from downtown Los Angeles, we host more than 750,000 visitors each year from all walks of life, from the United States and from around the globe, who come to enjoy our gardens and galleries, conduct

research, and learn from our collections. Online, of course, we host many more visitors still, including you! We're delighted you're here.

The Huntington, at its core, is an institution that supports and promotes the appreciation of, as well as research and education, in the humanities, the arts, and botanical science. Fundamental to our work is conservation – stewarding and protecting our artworks, books, manuscripts and related materials, as well as our rare botanical species, to ensure their continued availability for new discoveries and interpretations.

Our work centers around five dynamic programmatic areas:

- One of the world's great independent research libraries;
- a distinguished collection of European and American art;
- a stunning botanical collection encompassing 120 acres;
- our academic research center, welcoming 1,700 scholars annually to work with our collections;
- and our many educational programs that host some 20,000 school children and their teachers in a variety of learning experiences each year.

Henry E. Huntington declared that this institution exists for the "uplift of humanity." It is in that spirit that we open our doors and invite the world in.

Karen R. Lawrence, President
In the News: Jan. 30, 2020 - Huntington
President Karen R. Lawrence and Librarian of Congress Carla Hayden discuss the enduring value and changing role of libraries in 'Why It Matters' at the Huntington

[More about The Huntington](#)

Salzburg Global Seminar

Who We Are
Our Mission

The mission of Salzburg Global Seminar is to challenge current and future leaders to shape a better world.

Salzburg Global Seminar is an independent non-profit organization founded in 1947 to challenge current and future leaders to shape a better world. Our multi-year program series aim to bridge divides, expand collaboration and transform systems.

Salzburg Global convenes outstanding talent across generations, cultures and sectors to inspire new thinking and action, and to connect local innovators with global resources. We foster lasting networks and partnerships for creative, just and sustainable change.

Over 36,000 Fellows from more than 170 countries have come together through our work, with many rising to senior leadership positions. Our historic home at Schloss Leopoldskron in Salzburg, Austria – now also an award-winning hotel – allows us to welcome all participants in conditions of trust and openness.

Westminster School

Mission & Values
Mission Statement

The Westminster community inspires young men and women of promise to cultivate a passion for learning, explore and develop diverse talents in a balanced program, to reach well beyond the ordinary, to live with intelligence and character, and to commit to a life of service beyond self.

Grit & Grace, More Than a Motto
These words define and distinguish Westminster School. They represent a tradition, a culture, an attitude, an aspiration, a way of life for our students and faculty, an advantage for our graduates.

Grit characterizes the effort students make to meet our high expectations for academic work, athletics, and community involvement. Grace speaks to the way they negotiate these responsibilities with generosity of spirit, good manners and respect for all. The unique and powerful combination of grit and grace is what makes Westminster people successful, not only here, but also later in life.

Derived from our motto *virtute et numine*, "grit and grace" encapsulates in one phrase our culture, our promise, a commitment to ourselves and others.

Westminster students and faculty strive for excellence – and humility, personal success – and service to others, lofty goals – and common human decency. Blending the ethics of grace with the competition and effort of grit, Westminster encourages

its students to test the boundaries of their abilities, to try something new, and to win and lose with grace.

Where grit and grace come together,
where excellence meets opportunity,
almost anything is possible.

History

Westminster School was founded by William Lee Cushing in 1888 as a boys' school in Dobbs Ferry, New York. A graduate of Yale, and a firm believer in the traditional form of English boarding school education, Mr. Cushing was strongly influenced by the Reverend Edward Thring, headmaster of Uppingham School in England. Thring believed in "education as training for life."

Mr. Cushing's formula for education was endorsed by many in the emerging influential American families, who sent their sons to Westminster, including John Hay, Advisor to Abraham Lincoln and Secretary of State to Presidents William McKinley and Theodore Roosevelt.

List of 3 items.

- The Move to Simsbury

In 1900, as enrollment increased, Mr. Cushing moved the school to its current location in Simsbury, Connecticut. The move to Simsbury provided more land, which had been donated through a trustee of the school, Arthur M. Dodge, a member of an old Hartford family. Williams Hill, the site of the school, offered more than 230 acres, with commanding views of the Farmington River. The Simsbury location also provided train service for students to New York and Boston, a boon to families from those areas.

Mr. Cushing remained as headmaster until his death in 1921. Along with his

educational philosophy, he also left the school its inspiring motto. The Cushing family coat of arms bears the Latin motto *virtute et numine* ("by human righteousness and Divine grace"), which is translated liberally as "grit and grace."

- The Modern Era

In the early 1970s, Westminster School opened its doors to day students and also became a leader among independent schools in active recruitment of minority students. In 1972, girls were admitted for the first time as day students, and in 1977 as boarding students.

As the school celebrated its first century in 1988, it saw a significant enhancement to the arts program with the completion of Werner Centennial Center, named for its long serving sixth headmaster, Donald H. Werner.

In 1996, Walter E. Edge, Jr., a member of the Class of 1935, bequeathed \$30 million, the largest benefaction to the School in its history, allowing for, among other things, the construction of Edge House.

- Distinguished Alumni, Leading in Careers and Service

Westminster graduates have gone on to achieve eminent positions in industry, the military, government, social services, the arts and athletics, thanks to the outstanding teachers and headmasters who followed in the tradition of William Cushing's teaching ideals: "performing daily tasks cheerfully, fostering an ambition to learn lessons well, playing fair in sports, being clean in thought and word, and cleaving to that which is good."

Our Core Values

List of 4 items.

- Community

Westminster is a small, caring, cohesive, residential community firmly committed to the "common good."

- Character

In addition to prizing intellect, Westminster insists upon and fosters integrity, high ethical standards, leadership, mutual respect, tolerance and teamwork.

- Balance

Westminster maintains, through high expectations and a structured environment, a balance among challenging academic, athletic, artistic and extracurricular programs.

- Involvement

Westminster believes that students learn best through active participation in all aspects of school life.

Combined Jewish Philanthropies of

Boston

Our Mission

To inspire and mobilize the diverse Boston Jewish community to engage in building communities of learning and action that strengthen Jewish life and improve the world.

- Learning is the key to thriving at every age. In coffee shops, living rooms, and classrooms throughout Greater Boston, we offer a breadth of innovative ways for adults to participate in Jewish learning.
- We're sending young adults across the globe to experience Israeli innovation in action. They're discovering how Israel's technology and can-do spirit are improving and saving lives. By sharing our Jewish values, we're making the world a better place.
- Our traditions delight, inspire, and pass on meaning from generation to generation. Your support provides

opportunities for everyone to make meaningful connections and experience the joy of Jewish life.

- We're all about building relationships.

For 30 years, CJP's Boston-Haifa Connection has been bringing people from both communities together to strengthen the bonds of Jewish peoplehood, and from our diversity, create a shared society.

- Our community is at its best when we're all included and participating. Your gift allows CJP to support people, programs, and organizations that welcome and provide opportunities for everyone.

- During tough times, our community comes together and takes action. With the combined support of more than 150 organizations, we care for one another, pursue justice, and help to heal our troubled world.

- We are humbled by humanity's power to overcome hate. Together, we learn the painful lessons from the past, we remember those who were lost, and we cling even more tightly to Jewish imperatives: to learn, to love, and to repair the world.

- We bring together young adults who want to achieve their potential and give back to their community. Your support is empowering and encouraging the next generation to express their Jewish values in ways that matter to them.

- The diversity of our Jewish community is a point of strength and pride. CJP welcomes and includes people of all backgrounds and identities who help us create a truly vibrant community.

- Jewish summer camp is a place where our kids revel in newfound friendships and experiences. Your gift encourages them to spread their wings, explore their Judaism, and make connections that last a lifetime.

- When any community is threatened, we all feel the impact. We come together to

show solidarity in the face of crises. Your support helps CJP provide resources, information, and expertise to ensure our Jewish organizations are welcoming and more secure.

- We all have something to learn, to teach, and to give. Your support builds new opportunities for teens to become leaders, connect with other generations, and engage in Jewish life.

Jerusalem Foundation

Vision & Mission

OUR VISION

We seek to shape the future of Jerusalem by investing in and creating a flourishing city as a source of inspiration for its people and the world.

OUR MISSION

We shape a modern, unified and vibrant city by creating opportunities for all Jerusalem residents. We identify and respond to the needs of Jerusalem, enhancing Jerusalem's contribution to people of all faiths, sharing the city with our partners and friends worldwide and inspiring new generations to take part in Jerusalem's future.

OUR VALUES

Relevant – initiating projects that matter
Transparent – with utmost commitment to our donors

Initiator – motivated to improve lives

Preserving the past and laying the groundwork for a dynamic future

Your Share in Jerusalem

Massachusetts General Hospital

#1 Hospital on the East Coast
Massachusetts General Hospital is the #1 hospital on the East Coast, having been named #2 in America by U.S. News and World Report. It is the only hospital to be recognized across all 16 specialties assessed by U.S. News.

- Request an appointment
 - Find a specialist
 - 800-711-4644

Revolutionizing Care

Guided by the needs of our patients and their families, Mass General delivers exceptional care grounded in leading-edge research, advanced treatment offerings and the latest clinical trials.

Cutting-Edge Discoveries and Breakthroughs

Mass General has the largest hospital-based research program in the United States. Our work drives discoveries and breakthroughs in the lab and in patient care.

Harvard-Affiliated Physicians
Mass General is not only the original teaching hospital of Harvard Medical

School, but also its largest, and nearly all our staff physicians serve as faculty.

Serving Our Neighbors, Locally and Globally

We provide care locally, nationally and globally by partnering with underserved communities to build, improve and sustain health care delivery and healthier communities.

Quality and Safety

Our approach to patient care encompasses our commitment to safety, effectiveness, patient care, timeliness, efficiency and equity—an approach that is always evolving based on the latest research.

Leadership

Mass General's leadership team is guided by the hospital's mission to deliver excellence in patient care, advance that care through innovative research and education.

Support Mass General

Your support helps us provide the best possible care to every patient today, while expanding the boundaries of what will be possible in health care tomorrow.

The Mass General Difference
Massachusetts General Hospital was established to provide care to Boston's sick, regardless of socioeconomic status—an innovative idea in 1811. In the words of our founder, John Warren, MD, “When in distress, every man becomes our

neighbor.” We subsequently became the first teaching hospital for Harvard University’s new medical school and have been redefining excellence in healthcare ever since. We have remained at the forefront of medicine by fostering a culture of collaboration, pushing the boundaries of medical research, educating the brightest medical minds and maintaining an unwavering commitment to the diverse community we were created to serve.

We believe that because of diversity we excel, through inclusion we respect our community, and with a keen focus on equity we serve, heal, educate and innovate at the highest levels. Our first priority is the well-being of our patients—near and far. As a team we are able to maintain a singular focus on providing the highest quality, most compassionate care to each and every patient.

World-Class Patient Care

Mass General is the #1 hospital on the East Coast, having been named #2 in America by U.S. News and World Report. It is the only hospital in America to be recognized across all 16 specialties assessed by U.S. News. Our patients rate their experiences with us very highly, with nearly all indicating they would be very likely to recommend us to others. We also consistently achieve high ratings from professional organizations. We have been recognized by:

- The American Nurses Credentialing Center for our excellence in nursing as a Magnet® hospital
- The Society of Thoracic Surgeons for our excellence in cardiothoracic surgery
- The Joint Commission for our excellence in stroke care with a Comprehensive Stroke Certification
- The Leapfrog Group for our quality and safety with an “A” grade in 2019

In addition, our clinicians and researchers

are recognized at home and internationally for their contributions to the field.

Patients at Mass General have access to a vast network of physicians, nearly all of whom are Harvard Medical School faculty and many of whom are leaders within their fields. Our many multidisciplinary care teams—known worldwide for innovations in cancer, digestive disorders, the neurosciences, heart disease, orthopaedics, transplantation, urologic diseases and trauma care—unite specialists across the hospital to offer comprehensive, state-of-the-art medical care. In addition, MassGeneral Hospital for Children provides a full range of pediatric health care services, from primary care to leading-edge treatment of complex and rare disorders.

Learn more about the U.S. News ranking
#1 Research Hospital

Mass General has the largest hospital-based research program in the United States. The brightest minds in medicine collaborate on behalf of our patients to bridge innovative science with state-of-the-art clinical medicine. With an annual research budget of more than \$912 million, our research program spans more than 30 clinical departments and centers across the hospital. Approximately 1,200 clinical trials are taking place at Mass General at any given time. Our research drives discoveries and breakthroughs in basic and clinical research, which translate into new and better treatments for our patients locally and around the globe.

Mass General topped the Nature Index list of health care organizations for publishing more articles in high-impact journals than any other hospital in America from March 2016 to February 2017.

Learn more about Mass General research
Harvard Medical School Teaching
Hospital

Mass General is not only the original teaching hospital of Harvard Medical School, but also its largest, and nearly all our staff physicians serve as faculty. We are committed to training and mentoring the next generation of international leaders in science and medicine, providing opportunities for physicians, nurses and allied health professionals. These talented men and women with their diversity of talent and perspectives, in turn, lend fresh and innovative ideas on how we care for patients.

In January 2015, Mass General was named the top medical and surgical residency institution in the nation by Doximity, the largest online network for physicians.

View residency and fellowship
opportunities at Mass General
Serving Our Neighbors, Locally &
Globally

Mass General was founded to serve our neighbors and those in need, a commitment that is just as strong at Mass General today as it was two centuries ago; the only difference is what it means to be a “neighbor.” Our community today extends far beyond Boston’s border. We partner with communities both close to home and across oceans to build, improve and sustain health care delivery and increase the health and well-being of those who live and work in these communities.

Read how Mass General is making a difference locally and globally
Setting the Bar for Quality & Safety
Safety, effectiveness, patient-centeredness, timeliness, efficiency and equity – these six tenets established by the Health and Medicine Division of the National Academies of Sciences, Engineering and Medicine are the foundation of Mass General’s approach to quality and safety. We measure our

performance, set high goals and track our progress toward those goals to maintain an atmosphere of excellence. We compare ourselves against local and national benchmarks in key quality and safety areas to ensure we deliver the highest quality and safest care possible.

Learn more about our quality and patient-safety programs

Awards & Recognition

Each year, Mass General is recognized for achieving the highest standards in patient care, education and research, ranking the hospital among the most prestigious medical institutions.

U.S. News: #1 Hospital on the East Coast,
#2 in country

American Nurses Credentialing Center
Magnet Hospital

American Hospital Association (AHA)
Equity of Care Award

Comprehensive Stroke Center
Certification

Foster G. McGaw Prize for Excellence in
Community Service

Blue Cross Blue Shield Blue Distinction
Center

DiversityInc's Top 10 Hospital Systems

for Diversity

LGBT Healthcare Equality Index

Baby-Friendly Designation from Baby-Friendly USA

IAC Accredited Vein Center

National Pancreatic Foundation (NPF)
Center

Leapfrog Safety Grade: "A"

Where to Find Us

We serve patients throughout New England and around the world. Whether you're visiting one of our community locations or coming to our main campus, we look forward to serving you.

Our community locationsOur affiliatesInternational Patient Center

×

Sheldon Arts Foundation

History

Mission

The Sheldon Arts Foundation is dedicated to enriching the greater St. Louis region and beyond with a wide range of music, visual arts and educational programs of the highest quality, diversity and educational impact; and to the preservation and operation of the historic Sheldon Concert Hall and the adjoining Sheldon Art Galleries.

Vision

To be a nationally-recognized leader in presenting a diverse range of music, visual arts and arts education programs in uniquely intimate settings. During the course of each year large numbers of people of all ages and backgrounds from throughout the region come to experience the magic and transformational power of the arts.

History

The Sheldon Memorial, named after Walter Sheldon who founded the St. Louis branch of the Ethical Society, was designed by the noted 1904 World's Fair architect Louis C. Spiering and opened its doors in 1912 as the home of the Ethical Society of St. Louis. Speakers such as Margaret Mead, Thurgood Marshall, R. Buckminster Fuller, Norman Cousins and Martha Gellhorn have spoken from its stage and the St. Louis Chapter of the League of Women Voters was founded in The Sheldon's Green Room. The day after music was first heard in The Sheldon, the headline in the St. Louis Globe Democrat

declared: "Acoustics found perfect."

Musicians and music loves have been enjoying those perfect acoustics for over 100 years and the Sheldon Concert Hall has been called "The Carnegie Hall of the Midwest."

When the Ethical Society relocated to St. Louis County in 1964, concert programs continued and the Society also used the facility as a community center for social action programs such as job training. From 1973 to 1984 The Sheldon was two different gospel churches and outside promoters began presenting concerts of jazz, blues and folk music. In 1984, Eugene Golden, a California attorney with a love for chamber music, purchased The Sheldon, began restoration of the hall, and engaged Walter Gunn as the first executive director. The non-profit Sheldon Arts Foundation was formed in 1988, and with Leigh Gerdine as chairman, purchased the facility in 1991 to preserve the venue as one of St. Louis' important cultural resources. Paul Reuter became executive director in 1994 and a major capital campaign begun in 1996 made possible major renovations to the Concert Hall, Ballroom and the adjoining Annex, formerly a parking garage. A street level entrance and two elevators made the Concert Hall and Ballroom accessible for the first time in its history, a second floor lobby was added along with a sculpture garden between the two buildings, and the 7,000 square foot Sheldon Art Galleries were created on the first and second floors of the Annex. One year later in 1999, the third floor 500-seat ballroom called the Louis Spiering Room was opened. In 2001 new stained glass windows designed by Rodney Winfield were installed by Emil Frei & Sons in the Sheldon Concert Hall.

Today The Sheldon is the site of over 350 events each year, including great jazz, folk and classical music in the Sheldon Concert Hall, featuring the world's finest musicians. Artists such as Dave Brubeck, Diana Krall, José Carreras, Herbie Hancock, Doc Watson, Joan Baez, Willie Nelson, Lyle Lovett, B.B. King, Wynton Marsalis, Judy Collins, Renée Fleming and many more have performed at The Sheldon. In addition, The Sheldon presents a wide range of educational programs for schools, Matinee Concerts for families, Coffee Concerts for seniors, and Sheldon Sessions and Ballroom Concerts for college students and young professionals. The weekly Notes From Home series showcases St. Louis musicians in every genre. The Sheldon Art Galleries present a wide range of exhibits in photography, architecture, St. Louis artists and collections, jazz history, children's art, sculpture and emerging artists. Recent exhibits have included Josephine Baker: Image and Icon that drew visitors from Europe and around the country, was named best exhibit in 2006 by the St. Louis Post-Dispatch and travelled to the National Portrait Gallery at the Smithsonian in Washington, D.C. The Sheldon has also shown City of Gabriels: The History of Jazz in St. Louis and published the accompanying book of the same name, the first full-length book on St. Louis' important contributions to jazz.

The Sheldon collaborates with a host of community organizations on programs such as First Night, What's Right with the Region Awards, Grand Center Visionary Awards, the 9/11 Commemoration, jazz and blues programs for Cardinals Care's Redbird Rookies, and many fundraising events for other non-profit organizations

in the St. Louis region.

St. Louis Intercollegiate Athletic

Conference

SLIAC Mission Statement, Purpose & Principles

Mission Statement

To enhance the student-athletes' educational process through intercollegiate competitive activity encompassing the rules of fairness based on the highest standards of integrity and sportsmanlike conduct.

Colleges and universities in the St. Louis Intercollegiate Athletic Conference consider the athletic experience an integral component of the educational process. In so doing, the St. Louis Intercollegiate Athletic Conference seeks to coordinate the objectives and programs of athletics with the academic developmental objectives and to ensure the integration of athletes with other students.

Adopted 5-26-93

Purpose & Principles

(Article 2.0 of the SLIAC Constitution)

The purpose of the St. Louis Intercollegiate Athletic Conference is to provide an association through which the member institutions may encourage organized competition in intercollegiate sports among teams representative of their

respective student bodies.
It is the cardinal principle of the St. Louis Intercollegiate Athletic Conference that participation in sports by the members of its teams shall be solely because of student interest in the enjoyment of the game. No financial aid shall be given to any student, which is conditioned upon participation in intercollegiate sports or provided for the purpose of encouraging participation.

No aid funds of any member institution shall be specifically reserved for athletes participating in the conference and the directors of athletics and coaches shall have no vote or participation in the determination of recipients or amounts of financial aid to any student who participates in any sports in this conference.

Admitting criteria for admission to individual member institution shall be the same for all students at that member institution.

St. Louis Regional Chamber

History

Much has changed at the St. Louis Regional Chamber since we were founded in 1836. Our name has changed, our headquarters has moved throughout downtown St. Louis, and our priorities have shifted to mirror the issues of the time. However, our core mission has always been to convene like-minded business professionals and serve as a catalyst for the regional economy. “The Chamber of Commerce and the

organizations that followed, by whatever name, have been a real force for progress.

That force must continue, for many challenges lie ahead. May our success meet those future challenges as successfully as our predecessors did the past ones.” – Former Chamber President James O’Flynn, served 1978 – 1986.

[View our history timeline.](#)

Mar 27, 2020 / Regional News
How You, Your Family, and Your Business are Affected by Each Phase of the Federal Coronavirus Legislation

[Image](#)

Mar 24, 2020 / Regional News
Public Policy Actions Regarding COVID-19

Upcoming Events
[VIEW ALL EVENTS](#)

17

Apr

Investors Only Event
CANCELED - Morning HuSTLe
Affinia Healthcare
7:15 a.m. - 9:00 a.m.
[View Details](#)

28

Apr

Public Policy Event
CANCELED - Arch to The Hill D.C. Fly-In
Washington, D.C.
[View Details](#)

15
May
Investors Only Event
Morning HuSTLe
The Little Bit Foundation
7:15 a.m. - 9:00 a.m.
View Details

- o Careers
- o Annual Programming
 - o Press
 - Why STL
 - o Live
 - o Work
 - o Play

15
May
Public Event
Webinar : Keeping The Profits Flowing
St. Louis Regional Chamber
7:30 am - 9:00 a.m.
View Details

One Metropolitan Square, Suite 1300
St. Louis, Missouri 63102
(314) 231-5555
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St. Louis Symphony Orchestra

History of the St. Louis Symphony Orchestra

The Grammy Award-winning St. Louis Symphony Orchestra, led by Music Director Stéphane Denève, is one of the world's pre-eminent orchestras, celebrated for its warm and engaging sound, prolific and acclaimed recording history, national and international touring activities, and distinctive commitment to educational and community outreach efforts. Now in its 140th season, the SLSO builds on the institution's current momentum on all fronts, including artistic, financial, audience growth, and community impact, as it begins this new era with Denève.

The nation's second-oldest orchestra, the SLSO traces its roots to 1880 with the founding of the St. Louis Choral Society by Joseph Otten, recognized as the SLSO's first Music Director. The St. Louis Symphony Society was formed ten years later when, in the spring of 1890, the St. Louis Choral Society absorbed the St. Louis Musical Union, a small symphonic group that was organized in 1881 by August Waldauer. Upon consolidation of these two groups, the name of the Choral Society was changed to St. Louis Choral-Symphony Society. In 1907, when Max Zach assumed the leadership of the orchestra, it became known as the St. Louis Symphony Society. Shortly after this change, musicians were first hired for a 20-week regular season.

Now, the SLSO performs a 43-week season from September through June—about 120 concerts at its home in historic Powell Hall and dozens of additional performances throughout the St. Louis region each season. Additionally, the SLSO boasts two resident choruses. Formed in the 1976/1977 season, the St. Louis Symphony Chorus is an audition-only, professional-level choral ensemble made up mostly of volunteers from the St. Louis region. Appearing with the St. Louis Symphony Orchestra several times each season, the Chorus performs advanced repertoire from the entire classical canon. Recognized for its artistic excellence, the chorus has performed at Carnegie Hall to critical acclaim. The chorus is directed by Amy Kaiser, who celebrates her 25th season leading the ensemble in 2020. The St. Louis Symphony IN UNISON Chorus is an all-volunteer, 120+-voice auditioned ensemble that performs a variety of musical styles, with a focus on the interpretation, performance, and

preservation of the music of African-American and African cultures. Founded in 1994 by Robert Ray, the chorus performs with the SLSO annually at its Gospel Christmas and Lift Every Voice: Black History Month Celebration concerts, as well as at its free community concert and throughout the community. The chorus is under the direction of Kevin McBeth.

Another key member of the SLSO family is the now 50-year-old St. Louis Symphony Youth Orchestra, a musical training ground for talented student musicians. Founded in 1970 by SLSO Conductor Laureate Leonard Slatkin, the Youth Orchestra presents three free concerts each season under the direction of SLSO Resident Conductor Gemma New. Recognized for its superb artistry, the Youth Orchestra performs professional-level repertoire and is composed of students from more than 35 schools who travel from a 150-mile radius to play in the ensemble.

The entire organization is served by a dedicated group of volunteers. Over the past almost 100 years, the St. Louis Symphony Volunteer Association has actively supported the St. Louis Symphony Orchestra in a variety of ways, from unique education programs including Picture the Music/Express the Music and the Instrument Playground, to exciting volunteer opportunities, fundraising projects, and more. Originally founded in 1923 as The Women's Committee of the Saint Louis Symphony Society, the SVA currently has more than 130 active members whose efforts champion the mission of the SLSO: enriching lives through the power of music.

Committed to nurturing the next generation of musicians, the SLSO began concerts for schoolchildren in 1921 under

Music Director Rudolph Ganz, one of the first orchestras to institute an education program in the country. In addition to inviting students to hear live orchestral performances through education concerts, SLSO musicians perform dozens of times per year at schools across the region, exposing students to classical music, many for the first time. In 2018, the SLSO launched its College Connections program to create bridges between area middle and high school music students and post-secondary educational opportunities. By 2021, the 100th anniversary of the first SLSO education concerts, the SLSO has pledged to make education concerts free to all students.

Celebrated for its long and distinguished recording history dating back to Music Director Vladimir Golschmann's recordings made for the RCA Victor Red Seal label in the 1930s, the SLSO has made more than 100 recordings of much of the core classical repertoire. A revolutionary agreement in the 1980s gave the SLSO the largest recording commitment for an orchestra up until then, with RCA Records committing to 30 discs with the orchestra. The SLSO's assiduous recording profile has resulted in 60 Grammy Award nominations and nine wins, including wins for Best Classical Orchestral Recording in 1985 for Prokofiev's Symphony No. 5, conducted by Leonard Slatkin, and Best Orchestral Performance in 2015 for John Adams' City Noir, conducted by David Robertson.

An eight-CD set of live recordings of Music Director Hans Vonk with the SLSO at Powell Hall received the Eddy Award in the Netherlands – the Dutch equivalent to a Grammy Award.

Situated in America's heartland, the SLSO has become known as the quintessential American orchestra, regularly recording works by American composers, including

John Adams, Copland, Ives, William Bolcom, Gershwin, Bernstein, and Barber – a recording of whose Piano Concerto the SLSO and soloist John Browning won a Grammy Award for Best Classical Performance-Instrumental. When Leonard Slatkin became as Music Director in 1979, the orchestra's creative direction was further sharpened on American repertoire, while still maintaining a sterling reputation as a standard-bearer for European repertoire. In 1982, Time Magazine called the SLSO the second-best orchestra in the country. That commitment to America's Musical Spirit led to the creation of a composer-in-residence position at the SLSO, with influential American composers including Joseph Schwantner, Joan Tower, Donald Erb, Donal Fox, and Claude Baker creating new American works for the SLSO. The orchestra became known as the world's foremost proponent of contemporary American music.

Aside from its vast touring portfolio to communities large and small throughout the Midwest, the SLSO has regularly toured nationally and internationally to critical acclaim. The orchestra's first performance in Carnegie Hall was in 1950. Regular performances at that venue have charmed critics and audiences alike ever since. Most recently, the SLSO performed John Adams' The Gospel According to the Other Mary at Carnegie Hall as part of the composer's 70th birthday celebration. International tours began in 1978 with the first European tour, including three concerts at the Athens Festival. In the more than 40 years since that first tour, the SLSO has given concerts in Austria, Belgium, France, Germany, Hong Kong, Japan, the Netherlands, South Korea, Spain, Switzerland, and the United Kingdom. A cultural pillar of St. Louis, the SLSO

has a proud history of performing free concerts in the community. A tradition first begun in 1968, the SLSO welcomes thousands of people each September for a free concert on Forest Park's Art Hill, performed in memory of longtime supporter Mary Ann Lee. Also in 1968, the SLSO performed a free memorial concert following the death of Dr. Martin Luther King, Jr. Following the catastrophic flood of 1993, the SLSO played a free benefit concert for flood victims. When its 1991 tour of Europe was postponed due to the first Gulf War, the SLSO toured Missouri, giving free concerts under the theme "America's Musical Spirit." The SLSO also has performed under the Gateway Arch as part of Fair Saint Louis on several occasions. Continuing that longstanding tradition of community engagement, SLSO musicians provide dozens of memorable musical experiences for free at area churches, healthcare centers, and cultural attractions including Forest Park's Jewel Box, the St. Louis Central Library, and the Missouri History Museum each season.

The SLSO is a proud member of the St. Louis community, regularly collaborating with many of the region's great institutions. The orchestra serves as the resident orchestra of Opera Theatre of Saint Louis, a relationship now in its 43rd year. It also hosts a yearly National Anthem contest with the reigning Stanley Cup Champion St. Louis Blues hockey club. Broadcast partnerships include those with St. Louis Public Radio and the Nine Network of Public Media. Other recent collaborations include those with The Magic House, Jazz St. Louis, the Saint Louis Zoo, The Muny, the St. Louis Childrens' Choirs, the Missouri History Museum, L.I.F.E. Arts, COCA-Center of Creative Arts, The Black Rep, Webster

University, the University of Missouri—St. Louis, Urban Chestnut Brewing Company, Shakespeare Festival of St. Louis, Circus Flora, and the Saint Louis Science Center.

An orchestra for everyone, the SLSO redefined the scope of its mission with the creation of the IN UNISON program in the early 1990s, supported since then by Bayer Fund. A revolutionary program designed to embrace the entire region, IN UNISON began with a partnership between the SLSO and African-American churches where musicians performed in houses of worship at no cost. In the fall of 1994, the IN UNISON Chorus formed and quickly became a permanent fixture in the SLSO family and the first resident chorus in the country to specialize in the preservation and performance of music with African and African-American origins. The Chorus recently celebrated its 25th anniversary. The IN UNISON program has become a flourishing, multi-faceted program that includes not only the initial church partnerships and chorus, but also the IN UNISON Academy – a support arm of IN UNISON dedicated to assisting young musicians achieve their musical and academic aspirations. The SLSO welcomes audiences where they are. That inclusive philosophy has resulted in weekly broadcasts of Saturday night concerts for 10 years on St. Louis Public Radio and a monthly television program that airs on the Nine Network. Additionally, the SLSO introduced the wide-ranging SLSO Invites initiative in 2019, created by Music Director Stéphane Denève. The initiative welcomes partner groups to Stéphane's Seats at each of Denève's concerts at no cost, as well as providing a block of tickets open to more community partners, also at no cost. SLSO Invites also introduces a more inclusive pricing structure and welcomes

students and first responders at reduced rates.

The SLSO places a high value on the music of today and tomorrow, introducing dozens of works into the repertoire through commissions and co-commissions. The emphasis on today's music is realized through a number of initiatives. The SLSO regularly commissions new works by talented composers of today, most recently including John Adams, Jeff Beal, Aaron Jay Kernis, Kevin Puts, and Christopher Rouse. The innovative St. Louis Symphony: Live at the Pulitzer Series, started in 2004, is an endeavor to identify and perform impactful chamber music works from the 20th and 21st century. Now in its second decade of concerts, performances take place in the intimate Tadao Ando-designed Pulitzer Arts Foundation building, with music programmed to connect with the current art exhibitions. The SLSO also nurtures young regional composers through a unique partnership with the Mizzou New Music Initiative, which gives young composers the opportunity to have their works performed by the SLSO. The SLSO continues to reach new audiences through its main series: Classical; Live at Powell Hall, which presents film scores and special performances with exciting guest artists; Holidays at Powell, which offers heartwarming musical experiences from Thanksgiving through the popular New Year's Eve concert; Family Concerts; Education Concerts; St. Louis Symphony: Live at the Pulitzer concerts; and Summer at the Symphony. New in the 2019/2020 season, the orchestra offers SLSO Crafted Concerts, an innovative series that keeps the spirit of classical concerts in a casual atmosphere with food and drinks, inspired by Music Director Stéphane Denève.

The SLSO has performed in five buildings since its founding in 1880: the first concerts took place in the Mercantile Library Hall; the St. Louis Grand Exposition Hall, at Olive and Thirteenth Streets, was its second home; near the turn of the century, the Odeon at Grand and Finney; and in 1934 the orchestra moved to Kiel Auditorium. In 1968, it moved to its first permanent home, Powell Hall in Grand Center, the current home of the orchestra.

Over its 140-year history, the SLSO has had 13 Music Directors. They include Joseph Otten (1880-1894), Alfred Ernst (1894-1907), Max Zach (1907-1921), Rudolph Ganz (1921-1927), Vladimir Golschmann (1931-1958), Eduard van Remoortel (1958-1962), Eleazar de Carvalho (1963-1968), Walter Susskind (1968-1975), Jerzy Semkow (1975-1979), Leonard Slatkin (1979-1996), Hans Vonk (1996-2002), David Robertson (2005-2018), and Stéphane Denève (2019-present).

The current artistic leadership at the SLSO includes Music Director Stéphane Denève, Resident Conductor Gemma New, Conductor Laureate Leonard Slatkin, St. Louis Symphony Chorus Director Amy Kaiser, and IN UNISON Chorus Director Kevin McBeth. The SLSO has been led by President and CEO Marie-Hélène Bernard since 2015.

expression, sexual orientation, ability, socio-economic status, and religion – in reaching their full potential.

Boys and Girls Club of Boston

Our Mission & Story

For 150 years, Clubs have changed and saved lives.

Tour a Club

Imagine a place where who you are, where you're from or the circumstances that surround you don't determine your access to experiences or opportunities.

Through your support, Boys & Girls Clubs are making that vision a reality — in your community and communities around the world.

97% of Club teens expect to graduate from high school and 88% expect to complete some kind of post-secondary education.

According to BGCA youth outcome data

Our Mission

To enable all young people, especially those who need us most, to reach their full potential as productive, caring, responsible citizens.

Our Vision

Provide a world-class Club Experience that assures success is within reach of every young person who enters our doors, with all members on track to graduate from high school with a plan for the future, demonstrating good character and citizenship, and living a healthy lifestyle.

Our Commitment to Inclusion

We believe every kid has what it takes. The mission and core beliefs of Boys & Girls Clubs fuel our commitment to promoting safe, positive and inclusive environments for all. Boys & Girls Clubs of America supports all youth and teens – of every race, ethnicity, gender, gender

Our Great Past

Boys & Girls Clubs of America had its beginnings in 1860 with three women in Hartford, Connecticut - Mary Goodwin, Alice Goodwin and Elizabeth

Hammersley. Believing that boys who roamed the streets should have a positive alternative, they organized the first Club.

With character development as the cornerstone of the experience, the Club focused on capturing boys interests, improving their behavior and increasing their personal expectations and goals. A cause was born.

In 1906, several Boys Clubs decided to affiliate. The Federated Boys Clubs in Boston was formed with 53 member organizations – this marked the start of a nationwide Movement and our national organization.

In 1931, the Boys Club Federation of America became Boys Clubs of America.

In 1956, Boys Clubs of America celebrated its 50th anniversary and received a U.S. Congressional Charter.

To recognize the fact that girls are a part of our cause, the national organization's name was changed to Boys & Girls Clubs of America in 1990. Accordingly, Congress amended and renewed our charter.

2006 marked the Centennial year of Boys & Girls Clubs of America, as we celebrated 100 years of providing hope and opportunity to young people across the country.

Through it all, kids have been our #1

priority.
Boys & Girls Clubs provide a safe haven for more than 4 million youth, giving them an opportunity to discover their great futures. But millions of kids are still in need, and we can't close the opportunity gap alone. You can make a life-changing difference today! Help put another kid on the path to a great future.

Donate Now

Have a year-round impact on a child's success.

Give Monthly

More Ways to Give →

Were you a Club kid?

Once a Club kid, always a Club kid.

Please take a moment to make sure you're a part of the Alumni & Friends network! sign up for alumni & friends

•

Friends of Acadia

ABOUT US

Join Us!

Our Mission

Friends of Acadia preserves, protects, and promotes stewardship of the outstanding natural beauty, ecological vitality, and distinctive cultural resources of Acadia

National Park and surrounding communities for the inspiration and enjoyment of current and future generations.

Protecting one of Earth's most magnificent places

Protecting more than 47,000 acres on two islands and a mainland peninsula on the

rugged coast of Maine, Acadia National Park is a jewel of granite mountains, filigreed coastlines, unique cultural resources, dazzling night skies, and precious communities of plant and animal life. Drawing more than 3.5 million visitors each year, Acadia is one of the ten most popular national parks in the US. It is also one of the smallest and most vulnerable.

This is why Friends of Acadia exists. We are an independent organization of passionate people, inspiring those who love this magnificent place to make a real and lasting difference for Acadia.

The first US national park originally created by private donations of land, Acadia today is protected and enriched by the members and volunteers of Friends of Acadia. Whether volunteering on one of Acadia's historic hiking trails, making a donation to protect threatened park lands, helping to maintain the Wild Gardens of Acadia, or supporting Friends of Acadia through an annual membership, our members and volunteers participate in a tradition of private philanthropy that began long before George B. Dorr established Sieur de Monts National Monument in 1916 and will continue as long as people love and appreciate Acadia National Park's spectacular scenery, rich ecology, and abundant opportunities to experience nature.

Friends of Acadia draws on that deep well of individual love for this remarkable place to help meet Acadia's greatest and most pressing needs. Friends of Acadia has resources, nimbleness, and flexibility to accomplish things that the park cannot do on its own—not to replace, but to enhance the park's federal support. With your help, we:

- Make crucial conservation grants to the park and communities
- Recruit and lead a corps of enthusiastic

volunteers

- Defend the area against emerging and ongoing threats
- Advocate for Acadia before Congress and the Maine legislature

Our mission includes the surrounding communities. This commitment to work toward the protection of Acadia, both inside and out of its boundaries, reflects the interwoven character of the park. Founded in 1986, Friends of Acadia is today a leading example of citizen stewardship at national parks, and a place where personal connections to the park are translated into a remarkable collective impact. We bring people together and find solutions that work—to benefit Acadia now and for all time.

“It is an opportunity of singular interest, so to develop and preserve the wild charm and beauty of this unique spot on our Atlantic coast that future generations may rejoice in it yet more than we...” —

George B. Dorr

JOIN / DONATE VOLUNTEER

historic campaign to create more access to the coast, protect wildlife habitat, and work with Maine communities to save the places people love.

LEARN MORE ABOUT THE
CAMPAIGN

Who We Are

Contact Us

We're happy to answer any questions you have about MCHT's work or land conservation generally.

Meet the Team

Find out what we do at MCHT and why this work matters to us.

Board and Council

This committed and generous group brings extraordinary passion and knowledge to MCHT's work.

Our Story

We've come a long way since 1970 and continues to grow and evolve.

If you love the Maine coast, you've come to the right place. Welcome to Maine Coast Heritage Trust.

HOW YOU CAN HELP PROTECT THE
COAST

Maine Coast Heritage Trust

About Us

We keep the coast Maine

We believe in protecting the singular beauty of the Maine coast and ensuring everyone has access to it.

Right now, this extraordinary coast is facing urgent threats. Access to the shore is being cut off, climate change is negatively impacting native plants and animals, and development pressure continues to compromise the lands we depend upon.

At the end of 2019, MCHT completed an

New England Conservatory of Music

Mission

New England Conservatory educates and trains musicians of all ages from around the world, drawing on the talent and deep reservoir of experience of our distinguished faculty. We are dedicated to inculcating the highest standards of excellence and nurturing individual artistic sensibility and creative growth. Understanding that music is one of the transcendent expressions of human civilization, NEC aspires to ensure it a

central place in contemporary society.

Core Values

We believe that the study of music builds human capacity, elevates the soul, and prepares our students for lives that enhance the public good.

We believe our students must have a supportive and collegial learning environment that maximizes the individual attention they receive from their teachers, and allows them to explore and develop their unique artistic personalities.

We believe in the critical importance of mutual support among faculty that encourages the highest standards of excellence and accommodates innovation, individual teaching philosophies, and a broad range of disciplines. We believe that we have a responsibility to reinforce and expand the position of music in society by educating the next generation of music leaders, incubating new work, and sharing our sublime art with the widest possible audience.

Fast Facts

New England Conservatory (NEC) an independent, not-for-profit institution, is recognized internationally as a leader among music schools, educating and training musicians of all ages from around the world. With music students representing more than 40 countries, NEC cultivates a diverse, dynamic community for students, providing them with performance opportunities and high-caliber training by 225 internationally-esteemed artist-teachers and scholars. NEC pushes the boundaries of making and teaching music through college-level musical training in classical, jazz and Contemporary Improvisation. It offers unique interdisciplinary programs such as Entrepreneurial Musicianship and Community Performances & Partnerships that empower students to create their own

musical opportunities. As part of NEC's mission to make lifelong music education available to everyone, the Preparatory School and School of Continuing Education delivers training and performance opportunities for children, pre-college students and adults.

Founded in Boston, Massachusetts in 1867 by Eben Tourjée, NEC created a new model of conservatory that combined the best of European tradition with American innovation. NEC is at the center of Boston's rich cultural history and musical life offering concerts performed in NEC's renowned venue Jordan Hall. Alumni go on to fill orchestra chairs, concert hall stages, jazz clubs, recording studios and arts management positions worldwide.

New England Conservatory is authorized by the Commonwealth of Massachusetts to grant degrees and is accredited by the New England Association of Schools and Colleges (NEASC).

Founded

- February 18, 1867

- New England Conservatory and NEC's Jordan Hall are National Historic Landmarks Enrollment

- 750 graduate and undergraduate College students from 46 states and 39 countries
 - 1400 Preparatory School students, including those enrolled in NEC @ Walnut Hill
 - 325 Continuing Education students College programs

Most of these programs are available as undergraduate and/or graduate, postgraduate majors.

- All orchestral instruments and guitar
 - Orchestral & Wind Ensemble Conducting
 - Piano
- Orchestras, wind ensembles, chamber music

- Jazz & Contemporary Improvisation
 - Voice and Opera
 - Composition
- Historical Performance & World Music
 - Music History & Theory
 - Music-in-Education
- Preparatory School programs
- Lessons, ensembles, and classes for pre-college students beginning with age 3
- Certificate offerings for students who follow specified curriculum
- Large ensemble programs allow many steps of progression by age and playing ability
- Continuing Education programs
- Certificate offerings in many areas of performance and scholarship
 - Summer Institutes that offer concentrated topic studies
 - Distance learning options
- Faculty
- Almost 400 musician-teachers on the College, Preparatory School, and Continuing Education faculties
 - Some College faculty also accept Preparatory and adult students
- NEC faculty and alumni make up half of the Boston Symphony Orchestra
- Facilities
- Jordan Hall 1013-seat concert hall, a National Historic Landmark, acclaimed as one of the world's most acoustically perfect performance spaces
- Brown Hall 260-seat concert hall with optional proscenium stage or flexible floor seating/performing configurations, small balcony seating area with separate egress
- Williams Hall 180-seat recital hall with proscenium stage and balcony
 - Keller Room 100-seat recital hall
- Pierce Hall 100-seat recital hall with recording capabilities
- Other rooms used flexibly as recital spaces

NEC-Educated Person
Overview: NEC's Bachelor of Music

curriculum is designed with the expectation that an NEC-educated person will be

- a musician with artistic integrity,
- an active life-long learner in both musical and academic disciplines, and
- a responsible citizen.

Definition of an NEC-Educated Person
(Bachelor's Degree Level)

A person graduating with a bachelor's degree from NEC demonstrates significant achievement of professional competence in the chosen musical discipline—through the acquired body of knowledge and skills in performance, musicianship, history, theoretical analysis, composition, and repertoire—and displays an ability to interpret music with a sense of individual expression, enriched by both traditional and innovative approaches to musical training. An NEC-educated musician demonstrates knowledge of fundamental concepts of music theory, and a basic familiarity with historical developments in Western music, including a more thorough understanding of at least one specific period or idiom. He/she will be able to use technology and the tools of scholarly research effectively to further his/her musical education, work, and exploration.

The NEC-educated person has developed college-level skills in analytical reading, critical thinking, academic writing, and oral presentation and discussion; can work both independently and in collaboration with others; and has a basic proficiency with technology and information resources. An NEC-educated person broadens his/her intellectual perspective by choosing from elective offerings in history, politics, economics, literature, cultural studies, philosophy, mathematics, science, languages, music education, and the creative arts. In doing so, students explore and deepen their creativity, and

examine and reflect on the social, political, and cultural issues that affect their lives as students, musicians, and participants in the global community. The NEC-educated person has developed the professional skills necessary to pursue a career in music or in other fields.

An NEC-educated person is an active life-long learner in both musical and academic disciplines, and a responsible citizen. As such, the NEC-educated person develops the skills to be a proponent for the role of music and musicians in society; is committed to outreach and community service through music; and supports the creation and growth of music and other arts organizations.

The NEC-educated person has an awareness of current events, both locally and globally; has an awareness of and respect for other cultures; is able to develop and express independent views; and is able to engage in respectful conversations or debate while honoring diverse perspectives. Understanding that learning is a process of discovery, NEC students graduating with a bachelor's degree will be able to apply their acquired knowledge, understanding, and skills beyond their undergraduate education, enabling them to continue critical studies, explore ideas and contemporary issues, deepen their creative work, and commit themselves to vital roles in their communities.

Nondiscrimination

New England Conservatory of Music does not discriminate on the basis of race, color, religion, sex, age, national or ethnic origin, sexual orientation, physical or mental disability, genetic make-up, or veteran status in the administration of its educational policies, admission policies, employment policies, scholarship and loan programs, or other Conservatory-

sponsored activities.

Winterthur Museum

About Winterthur

Almost 60 years ago, collector and horticulturist Henry Francis du Pont (1880–1969) opened his childhood home,

Winterthur, to the public. Today, Winterthur (pronounced “winter-tour”) is the premier museum of American decorative arts, with an unparalleled collection of nearly 90,000 objects made or used in America between about 1640 and 1860. The collection is displayed in the magnificent 175-room house, much as it was when the du Pont family lived here, as well as in permanent and changing exhibition galleries.

Winterthur is set amidst a 1,000-acre preserve of rolling meadows and woodlands. Designed by du Pont, its 60-acre naturalistic garden is among America's best, with magnificent specimen plantings and massed displays of color. Graduate programs and a preeminent research library make Winterthur an important center for the study of American art and culture.

In his later years, du Pont wrote: I sincerely hope that the Museum will be a continuing source of inspiration and education for all time, and that the gardens and grounds will of themselves be a country place museum where visitors may enjoy as I have, not only the flowers,

trees and shrubs, but also the sunlit meadows, shady wood paths, and the peace and great calm of a country place which has been loved and taken care of for three generations.

We invite you to visit and explore this exceptional place of beauty, history, and learning.

Apple Orchard School

MISSION & PHILOSOPHY

MISSION

Apple Orchard School focuses on the growth of the whole child through a play based, creative, nature focused curriculum. We promote this growth through a warm, engaging, and stimulating environment rooted in deep caring, and trusting relationships among teachers, children, and families.

PHILOSOPHY

We believe preschool children learn best through hands-on exploration and play, which is at the core of our curriculum. Play develops qualities such as empathy, flexibility, communication and capacity to collaborate which children need to lead happy, fulfilled lives.

Play is a primary learning path at Apple Orchard School, and our unique farm environment provides unlimited opportunities for skills learned through play to be applied to classroom foundational learning. At this age, we believe that sitting and having a child count blocks doesn't compare to jumping from stump to stump while counting or noticing how many ducks are on a pond one day compared to the next. We want to capitalize on what engages children at this

age so that they are excited and interested in learning.

We use the farm around us because there is a direct and positive correlation between contact with nature, imaginative play, and learning. In both our indoor and outdoor classrooms, we engage in storytelling, drama and frequent art projects, and participate in the exploration of building, estimating, measuring, planning, and problem solving. With nature at the core of our program we support our mission by using a blended approach from the evolving, well researched, early education best practices.

NOTICE OF NON-DISCRIMINATION

Apple Orchard School does not discriminate against children, teachers, or families on the basis of age, gender, race, color, sexual orientation, sexual identity, housing status, religion, cultural heritage, political beliefs, family status, or disability in the administration of its educational policies, employment practices, scholarship awards, or any other school sponsored program or activity.

To learn more about our program, philosophy, and curriculum, please download our Curriculum Guide below.
[Download Curriculum Guide](#)

- There is not a day that goes by when we don't arrive at Apple Orchard and appreciate this gift we have been able to provide our children. Apple Orchard is truly a magical place, with amazing teachers and team who care so much about our children. Without the scholarship program, our family would not have this opportunity to introduce our children to education in such a special way. We are forever grateful.

FORMER PARENT

- Receiving a scholarship for The Apple Orchard School has made it possible for my child to be a part of such a wondrous school. A school that does not feel like school, but feels like home. As a parent that has made a world of an impact on our family. When we count our blessings, we count Apple Orchard twice.

FORMER PARENT

- “I am thrilled that we have been able to find a preschool for our daughter that elevates play and concrete activities over academic concerns. You don’t pretend to do things, but you really do them. I love it that the kids pick vegetables, collect eggs, and cook snacks together. I think it’s nothing short of fabulous that the children got to watch ducks raised from eggs and set free on the pond.”

FORMER PARENT

- “Apple Orchard is truly a model school, the best place on the planet to send your child to jumpstart his or her education.”

CURRENT PARENT

- “The grounds are like being in another, simpler world. During a parent visit, taking a winter walk, I could see the joy in the children’s faces as they skipped, ran, got distracted, picked up a stick or rock, and then continued on their way. How often do you see a child skip these days? You do at AO!”

FORMER PARENT

- “The staff is genuine, friendly, exceptionally knowledgeable, and competent. They know your child’s habits, likes, dislikes, anything you can think of, and challenge them in a way that incorporates the natural world into the learning plan.”

FORMER PARENT

Brown University

Brown at a Glance

Founded in 1764, Brown is a leading Ivy League research university where students and faculty collaborate to address the defining challenges of a complex and changing world.

Brown’s Mission

The mission of Brown University is to serve the community, the nation and the world by discovering, communicating and preserving knowledge and understanding in a spirit of free inquiry, and by educating and preparing students to discharge the offices of life with usefulness and reputation. We do this through a partnership of students and teachers in a unified community known as a university-college.

Academics

80 +

undergraduate concentrations

6:1

student to faculty ratio

2,000 +

undergraduate courses offered each year

51

doctoral programs

33

master’s degree programs

70 %

of classes have fewer than 20 students

816

full-time faculty

75 +

countries Brown students can study abroad

6

libraries

At Brown, you'll find a community of the

brightest and most exceptional students
and scholars from across the globe.

Students
9,921
total students
6,752
undergraduates
2,584
graduate students
585
medical students
400 +
student groups
57
Rhodes Scholars
100 %
of first-year undergraduates live on
campus
43 %
identify as students of color
1,200 +
students
participate each year in Swearer Center
community engagement programs
2,700 +
internship/research opportunities
posted on BrownConnect
11 %
of undergraduates
are the first in their families to attend
college
704 %
Brown Fulbright Scholars
have taught or done research in countries
around the world
Undergraduates
represent 50 states and 63 nations and
speak 69 languages
Undergraduate Admission and Financial
Aid
38,674
applications
to the undergraduate Class of 2023
7.1%
acceptance rate for the Class of 2023
100%

of each student's demonstrated financial
need
met by Brown
43%
of the Class of 2023
received need-based scholarship or grant
aid
100%
of students receiving financial aid
have no loans in their University-
packaged financial aid awards
\$49,830
average need-based award
for Class of 2023 students who received
aid
\$143.1
million
in need-based scholarship budgeted for
2019-20
Brown students, faculty and staff
challenge and support each other within a
respectful and diverse campus
community.
Life after Brown
93%
of 2018 graduates
went on to employment or
graduate/professional school at or within
six months of graduation
91%
of graduates
who applied to law school are admitted
92%
of graduates
who applied to medical school are
admitted
110,166
Brown alumni around the world
Athletics
38
Division I sports teams
34
club teams
20
intramural teams
1st

NCAA Division I schools in academic achievement

De La Salle Collegiate

Lasallian Education

Around the World

As part of one of the largest educational networks in the world, Lasallian education can be found in 109 schools and ministries throughout the United States and Canada.

Since 1680 educational institutions in more than 80 countries have been influenced by the vision and innovative spirit of Saint John Baptist de La Salle, the founder of the Institute of the Brothers of the Christian Schools and the patron saint of teachers. De La Salle transformed education by forming a community of educators with whom he developed a spirituality of teaching and learning, to give a human and Christian education to young people, especially the poor.

Lasallian education centers on Catholic values and personal relationships, emphasizing academic excellence, faith formation, inclusion, respect for the individual, service and social justice. A Lasallian education strives to enrich each student's cultural, intellectual, physical, social and spiritual development.

The Five Goals of Lasallian education give expression and focus to the Lasallian character of our educational ministries.

Each of these five goals reflects an essential aspect of the vision and heritage

of St. John Baptist de La Salle, the Brothers of the Christian Schools, and the Lasallian mission. They serve as the basis for reflection and discussion in each school, guiding the assessment of the many ways the school embodies the vision of St. John Baptist de La Salle in its practices today through curricular and co-curricular activities.

1. We Instill Gospel Values. Ask for the grace to bring about the conversion of the hearts of those in your care. – Meditation 196

2. We Are Animated By and Foster a Spirit of Faith and Zeal. You will contribute in your ministry only in so far as you have the fullness of faith and are guided by the spirit of faith. – Meditation 139

3. We Develop and Maintain Diverse Programs Meeting Recognized Standards of Excellence. The Institute establishes, renews, and diversifies its works according to what the kingdom of God requires. – The Brothers Rule, Article 11

4. We Create and Sustain Respectful Human Relationships in Community. As the only object of those who form a community should be to encourage each other in the service of God, they should strive earnestly to do so, and to live united in heart and mind. – Meditation 113

5. We Exercise a Preferential Option for the Poor. For how long has Jesus been presenting himself to you and knocking at the door of your heart and you have not wanted to receive him. Why? Because he only presents himself under the form of a poor person. – Meditation for the Principal Feast 85

Today, the De La Salle Christian Brothers and their Lasallian Partners continue to respond to students through advancements in teaching, technology and scholarship. In Lasallian communities, educators touch hearts, stimulate minds and cultivate

leadership to prepare students for life,
work, and service to society and the
Church.

Mission

De La Salle Collegiate is dedicated to the Lasallian Catholic education of its diverse students, including the poor and disadvantaged. We are a college-preparatory school inspired by the spirit and tradition of St. John Baptist de La Salle, where learning takes place in the presence of God. Each student is encouraged to develop his faith, character, intellect, and morality.

This mission is embodied in the school's motto: Builders of Boys. Makers of Men. Derived from the Five Core Principles of Lasallian Schools (Quality Education, Inclusive Community, Concern for the Poor/Social Justice, Respect, Faith), these four terms, when used together, make up our DNA that is specifically us.

RESPECT Respect is powerful. At De La Salle Collegiate, it is an expectation as soon as you walk through the door.

Respect is earned. Respect is developed.

Respect is fueled by unwavering and trusting relationships. With an uncommon level of accountability flooding our hallways day in and day out, we are bound by commitment to do right and thrive, together.

FAITH Faith is plentiful here. Our faith extends far beyond religion, seeping into every aspect of our experience at De La Salle Collegiate. We have faith in one another, in our systems and processes, in our mission, in our values, and in our purpose. We have faith in our excellence and our determination.

INCLUSIVITY Inclusivity is in our fabric. We believe in dynamic groups of students, staff, families, and perspectives. We believe in equality and equity. We believe there is opportunity for all students to not

only be here, but to thrive here. There is a place for you at De La Salle. Come and claim it.

QUALITY EDUCATION

Quality education is who we are. We are redefining academic rigor every single day. We take the prestige of a highly academic institution and apply it to every aspect of the De La Salle experience.

Lasallian Heritage

De La Salle Collegiate was founded on the religious tradition of the Roman Catholic Church and animated by the educational vision of St. John Baptist de La Salle. De La Salle Collegiate provides a quality education in an atmosphere that incorporates Gospel values. Our De La Salle community places special emphasis on those school activities that proclaim Christ's message of salvation and provide opportunities to practice that message.

The preeminence of Lasallian mission and the centrality of Christ in daily life at De La Salle is illustrated by the call and response from teacher to students at the beginning of classes:

Let us remember that we are in the holy presence of God.

St. John Baptist De La Salle,
Pray for us.

Live Jesus in our hearts,
Forever.

St. John Baptist de La Salle was canonized as a saint in 1900 and declared the patron saint of teachers in 1950. He lived in 17th-18th century France and founded the Brothers of the Christian Schools in Reims in 1680. The culture of France at the time was hierarchical, with a small upper class and a large under class. De La Salle was a priest, who founded the Brothers as a non-clerical religious community, with the purpose of providing a Christian and human education to the

young, especially the poor. His genius lay in organizing the schools, training and supervising teachers, and adapting various educational methodologies, thereby elevating the lay ministry of teaching within the Church. - Touching The Hearts of Students; Characteristics of Lasallian Schools, Van Grieken, FSC, 1999.

The relationship between the teacher and student was most important to de La Salle. The Brothers were to know their students, in order to help them individually. They chose the name "Brothers" as opposed to "Masters," which is what teachers were called at the time. Thus, the Brothers were older brothers to their students.

De La Salle and his Brothers believed that the education they provided was to be practical, providing the students with skills needed to find work in French society. This education was also to be free, since most students could not afford to pay anything. At the same time, the Brothers stressed Christian morality and values, in order to bring these "badly brought up children" to salvation.

The end of this Institute is to give a Christian education to children; it is for this purpose the Brothers keep schools, that they may teach them to lead good lives, by instructing them in the mysteries of our holy religion, and by inspiring them with Christian maxims, and thus giving them a suitable education. -Chapter 1, 3; Common Rules of the Brothers of the Christian Schools, 1718

The educational philosophy enunciated by de La Salle over 300 years ago has borne fruit around the world. Today, the Brothers of the Christian Schools, assisted by more than 85,000 Lasallian partners, teach over 940,000 students in 82 countries. John Baptist de La Salle's emphasis on a close, caring and personal relationship with students, the centrality

of Christ, and the focus on serving a wide-range of students, are characteristics of Lasallian schools around the world. Likewise, this educational philosophy is central to the life of De La Salle Collegiate.

VISITS FROM THE VOCATION DIRECTOR

The Vocation Director for the Christian Brothers, visits each of the province's Lasallian high schools at least twice a year, speaking to senior students in the fall and to junior students in the spring. These visits are to highlight the vocation of the Brothers to our students and to invite the young men to consider the possibility that God is calling them to a religious vocation, particularly to the Brothers.

CONTACT PROGRAM

Entering religious life is a process that takes several years. While some religious communities still accept candidates right after high school graduation, the Brothers do not.

For the Brothers, no young man is accepted without at least two years of college completed and at least one year in its Contact Program. This is to give young men time to mature and learn more about the life of the Brothers before making the second stage of discernment called postulancy.

As a college contact, the student attends the college of his choice and pursues the major of his choice, while participating in a variety of activities with the Brothers. These activities include regular meetings with a Contact Brother specifically assigned for these meetings, annual retreats, visiting Brother's schools and communities when possible, attending gatherings with other Contacts, and possible summer employment at a work of the Brothers.

Many young men join the program and find that there is a greater level of engagement than the degree of their interest and decide to withdraw from the program. For others, the program allows for an incremental search for a vocation that can lead to an application to formally join the Brothers, or the choice of a priestly or other lay vocation. This period can last from two to four years, depending on the Contact.

For more information about the Contact Program, feel free to email Brother Michael Andrejko, FSC, or visit the DENA website.

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Save the Children

Who we are
Big goals
Share

Our plan for creating a world in which every child is safe, protected and has the opportunity to learn.

Building a better world

We have made dramatic progress in recent years to reduce the number of children who die from preventable causes; supporting more children to attend school and helping children achieve their rights. We are at a tipping point. We could be the generation – the first generation – to end children dying from preventable causes and ensure all children get a quality education.

But despite this global progress, there is a growing risk that we will leave a generation of children behind: because they are girls, because of caste or identity, because of poverty, because they live in

remote places, or because they are impacted by war or displacement.

We need to understand and respond to these inequalities to ensure every child achieves their rights.

If we can keep children safe, lift them out of extreme poverty and provide them with an education, Save the Children believes we can change the world.

We think it's a world worth fighting for.

By 2030 we will work to ensure:

- No child dies from preventable causes before their fifth birthday
- All children learn from a quality basic education
- Violence against children is no longer tolerated

Our vision

Save the Children's vision is a world in which every child attains the right to survival, protection, development and participation.

Our mission

Save the Children's mission is to inspire breakthroughs in the way the world treats children and to achieve immediate and lasting change in their lives.

Our values

We are guided by five core values: accountability, ambition, collaboration, creativity and integrity.

Teach for America

Our Values

Teach For America finds, develops, and supports a diverse network of leaders, working together to end educational inequity. Our alumni, corps members, and staff work in schools and in every sector

and field that helps shape educational opportunity in America. The TFA community is bound by a set of Core Values and a shared commitment to Diversity, Equity and Inclusiveness we envision for our country.

- Pursue Equity

We work to change practices, structures, and policies to realize educational equity for all children. As we do so, we actively examine our roles in perpetuating inequitable systems.

- Strengthen Community

We assume responsibility for our collective strength by developing relationships, building diverse and inclusive coalitions, and challenging one another to be our best. We act with empathy and extend grace to ourselves and others.

- Achieve Impact

We pursue ambitious, meaningful outcomes that lead to access and opportunity for all children. We hold ourselves to high standards, make data-informed decisions, and orient to long-term success.

- Choose Courage

We act on our beliefs and values, especially when it's hard. We center our efforts on the aspirations of our students and their families.

- Act with Humility

We acknowledge the limitations of our perspectives. We seek different points of view and historical context to evolve our thinking and actions.

- Demonstrate Resilience

We see every challenge as an opportunity to think expansively about solutions. When faced with obstacles, we deepen our resolve, adapt, and persist with optimism.

- Learn Continuously

We operate with curiosity and embrace new ideas to innovate and constantly

improve. We take informed risks and learn from successes, setbacks, and each other.

Diversity, Equity, and Inclusiveness

Realizing educational equity and excellence will take a broad and diverse coalition of people united around a common purpose and shared values. The change effort must be shaped by those of us who are most directly impacted by educational inequity. And progress is only possible if each of us works effectively across lines of difference—with students, parents, partners, and each other—and if each of us understands and leverages the assets we bring to this work based on our identities and life experiences.

In all we do, we act on the following beliefs:

- Diversity is crucial for successful change efforts and is one of Teach For America's greatest strengths.
- The full potential of our diverse network will be reached only when we are an inclusive community.
- The predictability of success or failure for our students or individuals in our organization should not correlate with any social, cultural or other identity-based factors.

Learn more about Who We Are.

Alzheimer's Association

Alzheimer's disease doesn't stop — and neither do we.

The Alzheimer's Association leads the way toward ending Alzheimer's and all other dementia. Donate today so we can continue accelerating critical research and providing 24/7 support during this global

emergency and beyond.

Give Now

Families Facing Alzheimer's Need You
Now More Than Ever

About

Our Impact

The Alzheimer's Association® is the leading voluntary health organization in Alzheimer's care, support and research.

Our Vision: A world without Alzheimer's and all other dementia.™

Our Mission: The Alzheimer's Association leads the way to end Alzheimer's and all other dementia — by accelerating global research, driving risk reduction and early detection, and maximizing quality care and support.

Care and Support

We work on a national and local level to provide care and support for all those affected by Alzheimer's and other dementias.

Research

As the largest nonprofit funder of Alzheimer's research, the Association is committed to advancing vital research toward methods of treatment, prevention and, ultimately, a cure.

Advocacy

The Association is the leading voice for Alzheimer's disease advocacy, fighting for critical Alzheimer's research and care initiatives at the state and federal level.

See Our Impact

The Alzheimer's Association is the leading voluntary health organization in Alzheimer's care, support and research. Stand with us today to help achieve our vision of a world without Alzheimer's tomorrow.

The Association has been recognized as a top large nonprofit to work for by The NonProfit Times, the leading information provider for the nonprofit sector.

- We provide care and support
- We educate and raise awareness
- We accelerate research
- We advocate
- Join our cause

We provide care and support to those in need

The Association works to provide care and support for all those affected by Alzheimer's and other dementias. We are here to help.

- We have local chapters across the nation, providing services within each community. Find your chapter.
- Our free nationwide 24/7 Helpline (800.272.3900) is staffed by master's-level clinicians and specialists, providing confidential support and information to all those affected in over 200 languages.
- We conduct face-to-face support groups and education programs in communities nationwide, and work to ensure that these services reach underserved populations.
- Our online community forum, ALZConnected®, provides a place for people with Alzheimer's disease and their caregivers to connect with others, share questions, find answers and share opinions with individuals or groups in the Alzheimer's community.
- We provide innovative resources to support those living with Alzheimer's, such as LiveWell, a suite of online tools to empower those living with the disease.
- We provide caregivers and families with comprehensive online resources and information through our Alzheimer's and Dementia caregiving section, which features sections on early-stage, middle-stage and late-stage caregiving.
- Our free online tool, Alzheimer's Navigator®, helps those facing the disease

to determine their needs and develop an action plan.

- We make it easy for families to find programs and services using the Alzheimer's Association & AARP Community Resource Finder, a comprehensive database of dementia and aging-related resources.
- We house the Alzheimer's Association Green-Field Library, the nation's foremost library and resource center devoted to increasing knowledge about Alzheimer's disease and other dementias.

We educate and raise awareness to grow understanding

- Our education programs for the general public, both online and in person, feature information on topics such as diagnosis, warning signs, communication, living with Alzheimer's disease and caregiving techniques.
- We provide clinicians with the tools to diagnose Alzheimer's and to educate people with the disease on available therapies and resources.
- We educate our nation's lawmakers on the Alzheimer's crisis and engage them in our efforts to fight the disease.
- Our awareness campaigns explain the difference between Alzheimer's and typical aging, and the power of early detection.

We accelerate research across the globe

As the largest nonprofit funder of Alzheimer's research, the Association is committed to accelerating the global progress toward methods of treatments, preventions and ultimately, a cure.

Currently, the Association is investing over \$185 million in more than 540 active best-of-field projects in 30 countries. See our Research and Progress section.

- We fund scientific investigations as part of the Alzheimer's Association International Research Grant Program.
 - We convene researchers at the

Alzheimer's Association International Conference® (AAIC)®, the world's largest and most influential forum for the dementia research community.

- We bring researchers together worldwide to advance scientific data sharing through the Global Alzheimer's Association International Network (GAAIN), a first-of-its-kind online database with advanced analytical tools to accelerate discoveries.

- Our scientific journal, Alzheimer's & Dementia®, provides a single publication for the global scientific community to share its diverse knowledge.

- Our professional society, Alzheimer's Association International Society to Advance Alzheimer's Research and Treatment (ISTAART), is the only professional society designed exclusively for individuals dedicated to Alzheimer's and dementia science.

- We accelerate clinical studies by connecting healthy volunteers, people with the disease and caregivers to current studies through Alzheimer's Association TrialMatch®, a free, easy-to-use clinical studies matching service.

- We play a key role in increasing knowledge about prevention and risk reduction. In 2018, the Association funded and implemented U.S. POINTER, a first-of-its-kind lifestyle intervention trial to reduce risk of cognitive decline and dementia. The Association is also funding SPRINT MIND 2.0, a study to clarify the role of lowering blood pressure in reducing dementia risk.

We advocate for the needs and rights of those facing Alzheimer's disease

The Association is the leading voice for Alzheimer's disease advocacy, ensuring that the need for Alzheimer's care, education and research is heard at every level of government.

- Working with the Alzheimer's Impact

Movement (AIM), a separately incorporated advocacy affiliate of the Association, we assemble and train a nationwide network of advocates whose voices are critical in engaging elected officials.

- We help pass landmark legislation such as the National Alzheimer's Project Act, which mandated the creation of a national plan to fight Alzheimer's and coordinates efforts toward its first goal to prevent and effectively treat the disease by 2025.
 - We strengthen the federal government's commitment to Alzheimer's research. In 2019, the Association and AIM helped secure a \$350 million funding increase, bringing total funding for Alzheimer's research at the National Institutes of Health to \$2.8 billion annually.
 - We develop resources, including the annual Alzheimer's Disease Facts and Figures report, to educate decision makers on the economic and emotional toll that Alzheimer's takes on families and the nation.
 - We secure quality health care services for those affected. The Alzheimer's Association and AIM were instrumental in a 2016 decision by the Centers for Medicare & Medicaid Services ensuring that people with Alzheimer's have access to care planning with a medical professional through Medicare.
- Join our cause
- Volunteer with the Alzheimer's Association. Plan an event, facilitate a support group or sign up for another opportunity to advance the cause.
 - Advocate for those affected by Alzheimer's and urge legislators to make the disease a national priority.
 - Participate in Walk to End Alzheimer's®, the world's largest event to raise awareness and funds for Alzheimer's disease care, support and research.

- Register for The Longest Day®. On the summer solstice, select any activity you love — or an activity loved by those affected — to help end Alzheimer's.
- Donate to advance vital research and provide care and support programs.
- Register for Alzheimer's Association TrialMatch®, a free, easy-to-use clinical studies matching service that connects individuals with Alzheimer's, caregivers, healthy volunteers and physicians with current studies.

Shriner's Hospital for Children

Mission and vision

Our mission

Shriners Hospitals for Children has a mission to:

- Provide the highest quality care to children with neuromusculoskeletal conditions, burn injuries and other special healthcare needs within a compassionate, family-centered and collaborative care environment.
- Provide for the education of physicians and other healthcare professionals.
- Conduct research to discover new knowledge that improves the quality of care and quality of life of children and families.

This mission is carried out without regard to race, color, creed, sex or sect, disability, national origin, or ability of a patient or family to pay.

Our vision

Become the best at transforming children's lives by providing exceptional healthcare through innovative research, in a patient and family-centered environment.

Women Together Foundation

Women Together Foundation

Who We Are

Women Together / Mujeres Unidas is a non-profit community service organization whose mission is to provide shelter and support services to victims of domestic violence and sexual assault.

What We Do

Women Together / Mujeres Unidas provides the following services to victims of domestic violence and sexual assault: emergency shelter, crisis intervention, legal advocacy, peer counseling, support groups, basic living needs and transitional housing.

Prevention Education and general community presentations are also available upon request.

United Way of Greater St. Louis

Who We Are

United Way of Greater St. Louis mobilizes the community with one goal in mind - helping people live their best possible lives.

Mobilizing Donors & Volunteers

It takes just a single person to initiate change. United Way connects people with causes close to their hearts and inspires them to roll up their sleeves in their

community.

Mobilizing Organizations

United Way convenes and collaborates with organizations across sectors to surround our community's most critical problems. Because no one can solve them alone.

Mobilizing Companies

Local businesses are the economic engine for our community. United Way helps them leverage their people and resources to connect to causes that are important to them.

Our Leaders

MEET THE TEAM MEET THE BOARD

Our Core Values

Community

United Way of Greater St. Louis is the place where people of our community come together in the spirit of teamwork and servant leadership to share our responsibility to care for one another.

Stewardship

As excellent stewards of financial and human resources entrusted to us, United Way of Greater St. Louis ensures that those resources are effectively developed and properly invested to achieve optimum impact in the community.

Integrity

We are an integral part of this community's leadership; we conduct ourselves with the highest regard for trust, fairness, ethics and respect for one another.

Volunteers

Volunteers are our foundation and most valuable resource. We were founded by volunteers and are a volunteer-directed organization.

Autonomy

We take responsibility for directing and managing this organization and in partnership with our agencies, we meet our community's critical human service needs.

Diversity

United Way of Greater St. Louis values and is committed to the richness of diversity in all aspects of our organization and those with whom we partner and serve.

Compassion

We are a catalyst for change, creating awareness of needs and celebrating successes in caring for one another and in creating a more compassionate community.

Our History

United Way was formed in 1887 when a Denver priest, two ministers and a rabbi recognized the need for cooperative action to address their city's welfare problems. The first campaign raised \$21,700 for 22 nonprofits.

United Way of Greater St. Louis began in 1922 as the Community Fund, organized by volunteers to raise money to help operate 40 charities.

By the 1950s, more than 1,000 communities across the U.S. and Canada had established United Ways. In 1974, United Ways raised nearly \$1.04 billion, marking the first time in history that a single organization raised more than \$1 billion in an annual campaign. Over its long history, United Way has helped with everything from the Persian Gulf War to the Olympic torch relay to the President's Summit for America's Future. It's won awards, such as the Charity of Choice from Financial World magazine. Across the country, United Ways now raise more than \$4 billion annually.

Today, through United Way's local partnership with nonprofits, as well as programs and services such as United Way 2-1-1, STLVolunteer, and others, we

are able to create a stronger, healthier and more equitable region.

How We Help OUR IMPACT

Community Investment Strategy
[LEARN MORE](#)

Recent Reports
[VIEW NOW](#)

Central Institute for the Deaf

WHO WE ARE

CID's mission is to teach children who are deaf and hard of hearing to listen, talk, read and succeed. We empower families and professionals in St. Louis and worldwide to help children reach their fullest potential.

We offer educational opportunities and resources for children and families as well as professionals (deaf education and general education teachers, speech-language pathologists, auditory-verbal therapists, audiologists, program administrators and others).

VALUES

CID's value statements help to define our culture. They inform our interactions with one another and with the children, families and professionals we serve. Our five core values are:

- REFLECTIVE INNOVATION
- We value innovation that contributes to student achievement and the advancement of our field. We achieve this through ongoing evaluation of self, program and organization. This reflective innovation is

fueled by experience, intuition, creative thinking and evidenced-based best practices.

- **COMMUNICATION AND COLLABORATION**

- We value sharing and collaborating within and across departments and with families, community, universities and professionals who can help children who are deaf or hard of hearing achieve their fullest potential. We further recognize that both formal and informal communication between CID administration and staff – from the top down and the bottom up – are paramount to CID’s success as an organization.

- **RESPECT**

- Every child, family, employee and professional’s voice is heard and respected at CID. We value fairness, tradition, diversity, manners and the needs of individuals, including the need for home and work balance.

- **COMPASSIONATE**

- **INDIVIDUALIZED EDUCATION**

- CID is dedicated to educating the whole child by adapting services to meet the individual needs of each child and family. We are committed to providing these services attentively and selflessly while remaining true to our mission.

- **HIGH EXPECTATIONS**

- All members of the CID family demand excellence from themselves, co-workers, students, families and the professionals we serve. We are committed to being a professional learning community and therefore a leader in the field. We achieve this through personal and professional accountability, honesty, continual self improvement/education and all the values stated above.

The Magic House

Our Mission

The Magic House, St. Louis Children’s Museum will engage all children with hands-on learning experiences that spark imagination, pique curiosity, enhance creativity and develop problem-solving skills within a place of beauty, wonder, joy and magic.

[Click here to learn more about our mission-driven work.](#)

[Click here to learn about job and volunteer opportunities at The Magic House.](#)

Our History

The Magic House, St. Louis Children’s Museum, opened to the public in 1979 in a quaint 5,500 square foot Victorian mansion located in the demographic center of the St. Louis region. Founded by two volunteers, Barbie Freund and Jody Newman, the not-for-profit museum was created as the first totally participatory museum designed just for children.

Over the years, The Magic House has grown from a small local museum to one of national prominence. Having undergone several major expansions, the Museum now houses 55,000 square feet of exhibits and serves over 600,000 visitors annually.

Throughout its history, education has been at the core of The Magic House’s mission.

Over 60,000 children visit the Museum each year for curriculum-enriching field trip experiences that support classroom learning and meet state and national standards. An additional 25,000 children participate in the Museum’s outreach

programs that take place in area classrooms, libraries and hospitals. The Museum is dedicated to inclusion and serving those children in the St. Louis community who have the fewest opportunities. All Title 1 schools receive free programming; approximately one-half of all students are admitted at no charge through the Museum's Access for All Initiative.

Lowell Plan

Vision and Mission

VISION

The Lowell Plan is a private non-profit that ensures the City of Lowell is a successful thriving place for all to live, learn, work, play, and grow a business in a rapidly changing global economy.

MISSION

The mission of the Lowell Plan is (1) to facilitate and advocate for transformative data-driven change through big-picture, forward thinking visioning and collaborative strategic planning; and (2) to foster collaboration across private, non-profit, and public sectors in Lowell that impacts the region.

As outlined in the attached Strategic Plan, the Lowell Plan will achieve this mission by focusing on the following guiding principles: (read more)

Metropolitan Opera

Our Story

The Metropolitan Opera is a vibrant home for the most creative and talented singers, conductors, composers, musicians, stage directors, designers, visual artists, choreographers, and dancers from around the world.

Since the summer of 2006, Peter Gelb has been the Met's general manager—the 16th in company history. Under his leadership, the Met has elevated its theatrical standards by significantly increasing the number of new productions, staged by the most imaginative directors working in theater and opera, and has launched a series of initiatives to broaden its reach internationally. These efforts to win new audiences prominently include the successful Live in HD series of high-definition performance transmissions to movie theaters around the world. To revitalize its repertoire, the Met regularly presents modern masterpieces alongside the classics. Starting with the 2018–19 season, Yannick Nézet-Séguin takes the musical helm of the company as the Met's Jeannette Lerman-Neubauer Music Director.

The Metropolitan Opera was founded in 1883, with its first opera house built on Broadway and 39th Street by a group of wealthy businessmen who wanted their own theater. In the company's early years, the management changed course several times, first performing everything in Italian (even Carmen and Lohengrin), then everything in German (even Aida and Faust), before finally settling into a policy of performing most works in their

original language, with some notable exceptions.

The Metropolitan Opera has always engaged many of the world's most important artists. Christine Nilsson and Marcella Sembrich shared leading roles during the opening season. In the German seasons that followed, Lilli Lehmann dominated the Wagnerian repertory and anything else she chose to sing. In the 1890s, Nellie Melba and Emma Calvé shared the spotlight with the De Reszke brothers, Jean and Edouard, and two American sopranos, Emma Eames and Lillian Nordica. Enrico Caruso arrived in 1903, and by the time of his death 18 years later had sung more performances with the Met than with all the world's other opera companies combined. American singers acquired even greater prominence with Geraldine Farrar and Rosa Ponselle becoming important members of the company. In the 1920s, Lawrence Tibbett became the first in a distinguished line of American baritones for whom the Met was home. Today, the Met continues to present the best available talent from around the world and also discovers and trains artists through its National Council Auditions and Lindemann Young Artist Development Program.

Almost from the beginning, it was clear that the opera house on 39th Street did not have adequate stage facilities. But it was not until the Met joined with other New York institutions in forming Lincoln Center for the Performing Arts that a new home became possible. The new Metropolitan Opera House, which opened at Lincoln Center in September 1966, was equipped with the finest technical facilities.

Many great conductors have helped shape the Met, beginning with Wagner's disciple Anton Seidl in the 1880s and

1890s and Arturo Toscanini, who made his debut in 1908. There were two seasons with both Toscanini and Gustav Mahler on the conducting roster. Later, Artur Bodanzky, Bruno Walter, George Szell, Fritz Reiner, and Dimitri Mitropoulos contributed powerful musical direction. Former Met Music Director James Levine was responsible for shaping the Met Orchestra and Chorus into the finest in the world, as well as expanding the Met repertoire. He led more than 2,500 Met performances over the course of his four-and-a-half decades with the company. When Yannick Nézet-Séguin assumes the role of Music Director in September 2018, he will become just the third maestro to occupy this position in company history. The Met has given the U.S. premieres of some of the most important operas in the repertory. Among Wagner's works, *Die Meistersinger von Nürnberg*, *Das Rheingold*, *Siegfried*, *Götterdämmerung*, *Tristan und Isolde*, and *Parsifal* were first performed in this country by the Met. Other American premieres have included *Boris Godunov*, *Der Rosenkavalier*, *Turandot*, *Simon Boccanegra*, and *Arabella*. The Met's 32 world premieres include Puccini's *La Fanciulla del West* and *Il Trittico*, Humperdinck's *Königskinder*, and five recent works—John Corigliano and William Hoffman's *The Ghosts of Versailles* (1991), Philip Glass's *The Voyage* (1992), John Harbison's *The Great Gatsby* (1999), Tobias Picker's *An American Tragedy* (2005), Tan Dun's *The First Emperor* (2006), and the Baroque pastiche *The Enchanted Island* (2011), devised by Jeremy Sams, with music by Handel, Vivaldi, Rameau, and others. An additional 78 operas have had their Met premieres since the opera house at Lincoln Center opened in 1966. *Hänsel und Gretel* was the first complete

opera broadcast from the Met on Christmas Day 1931. Regular Saturday afternoon live broadcasts quickly made the Met a permanent presence in communities throughout the United States and Canada.

In 1977, the Met began a regular series of televised productions with a performance of *La Bohème*, viewed by more than four million people on public television. Over the following decades, more than 70 complete Met performances have been made available to a huge audience around the world. Many of these performances have been issued on video, laserdisc, and DVD.

In 1995, the Met introduced Met Titles, a unique system of real-time translation. Met Titles appear on individual screens mounted on the back of each row of seats, for those members of the audience who wish to utilize them, but with minimum distraction for those who do not. Titles are provided for all Met performances in English, Spanish, and German. Titles are also provided in Italian for Italian-language operas.

Each season, the Met stages more than 200 opera performances in New York.

More than 800,000 people attend the performances in the opera house during the season, and millions more experience the Met through new media distribution initiatives and state-of-the-art technology. The Met continues its hugely successful radio broadcast series—entering its 88th year this fall—the longest-running classical music series in American broadcast history. It is heard around the world on the Toll Brothers–Metropolitan Opera International Radio Network.

In December 2006, the company launched *The Met: Live in HD*, a series of performance transmissions shown live in high definition in movie theaters around the world. The series expanded from an

initial six transmissions to 10 in the 2014–15 season and today reaches more than 2,000 venues in 73 countries across six continents. The *Live in HD* performances are later also shown on public television, and a number of them have been released on DVD. In partnership with the New York City Department of Education and the Metropolitan Opera Guild, the Met has developed a nationwide program for students to attend *Live in HD* transmissions for free in their schools.

Other media offerings include Metropolitan Opera Radio on SiriusXM Satellite Radio, a subscription-based audio service broadcasting both live and historical performances, commercial-free and round the clock. *Met Opera on Demand* (formerly called *Met Player*), a subscription-based online streaming service available at metoperaondemand.org, was launched in November 2008. It offers more than 550 Met performances, including *Live in HD* productions, classic telecasts, and archival broadcast recordings, for high-quality viewing and listening on any computer or iPad. The Met also provides free live audio streaming of performances on its website once every week during the opera season.

In 2006, the Met launched a groundbreaking commissioning program in partnership with New York's Lincoln Center Theater to provide renowned composers and playwrights the resources to create and develop new works at the Met and at Lincoln Center's Vivian Beaumont Theater. The first of these to reach the stage was Nico Muhly's *Two Boys*, with a libretto by Craig Lucas, which opened at the Met in the fall of 2013.

Other initiatives include annual holiday entertainment offerings; a Rush Ticket Program offering discounted orchestra

seats for \$25; expanded editorial offerings in Met publications, on the web, and through broadcasts; and new public programs that provide greater access to the Met.

Middlesex School

Mission and History

Frederick Winsor wanted the school he founded in 1901 to be distinct from the boarding schools of the time, and from its beginnings, Middlesex School has occupied a unique place in the independent school landscape.

It is a non-sectarian School with a positive sense of tradition and mission. It is a school with small-school intimacy and big-school opportunity, a school that early on sought students from every part of the country through a National Scholarship Program. As it has grown, Middlesex has broadened its national and international reach while always benefiting from its local surroundings—the human and cultural capital of the Boston/Cambridge area.

Middlesex School, both in the present and in the past, has preferred capacity in many areas to specialization in one. We believe a transparent and familiar community is an ethical community. We believe in our students. From the start, Winsor’s mission was to “find the promise that lies hidden” in every student, and that message of individuality, hope, and possibility guides us today. Our campus, designed by the Olmsted Brothers firm, remains centered on its iconic circle. We are fortunate to live in a

beautiful setting that naturally brings our paths and our lives together. Radiating from a common sense of place and purpose, Middlesex continues to prepare its students for a changing world.

We have evolved in many ways since our founding over a century ago. We have undergone renovation, conservation, expansion, and constant transition in person and place. Yet our buildings, our fields, our programs, and our ethos still cleave to a human scale fostering collegiality and contact. Despite the school’s continuous transformation, our mission, with our students at the center, remains the same.

Middlesex School Mission Statement

Middlesex School is an independent, non-denominational, residential, college-preparatory school that, for over one hundred years, has been committed to excellence in the intellectual, ethical, creative, and physical development of young people. We honor the ideal, articulated by our founding Headmaster, of “finding the promise” in every student, and we work together in an atmosphere of mutual trust and shared responsibility to help students bring their talents to fruition as knowledgeable, capable, responsible and moral citizens of the world. As a community, we respect the individual interests, strengths, and needs of each student. We also value the rich diversity of belief and experience each of us brings to the School. We expect that each student will bring his or her best efforts to the shared endeavor of learning and that the School, through its faculty, will engage and encourage each student’s growth, happiness, and well-being. We aspire for all Middlesex students to develop personal integrity, intellectual vitality and discipline, and respect for themselves and for others. We expect each student to engage energetically and

cooperatively in the life of the School, and we seek to inspire in all students the desire to seek understanding of themselves and the larger world, both now and in their futures.

The Fenn School

The Fenn School Mission Statement

The Fenn School seeks to prepare boys for a lifetime of learning, leadership, and integrity by offering a broad and challenging educational program in a personal community that honors diversity. Inspired by the ideals of honesty, respect, empathy, and courage, and guided by the motto, Sua Sponte, each boy is challenged to accept responsibility for himself, for his own education, and for the well-being of others.

The Fenn School Philosophy

The Fenn School embraces the following principles as fundamental to educating boys in their elementary and middle school years:

A school specifically dedicated to teaching boys in their elementary and middle school years has the unique ability to provide a program that empowers boys to discover their talents, to develop their intellectual curiosity, to establish their essential academic skills and knowledge, and to define their moral character.

A nurturing school community that is inspired by care offers a singular opportunity for boys to thrive and grow in personal confidence as they prepare to embark upon their adolescent and

secondary school years.

An understanding of gender-related cognitive, academic, emotional, social, leadership, and character developmental needs of boys, along with a recognition of their differences as individuals, informs development of the School's educational program.

A challenging program of substantial breadth and depth in academics, the arts, and athletics, taught with versatile methods of instruction to boys of strong intellectual ability, high academic potential, and varied learning styles, best serves our students' learning in the present and the future.

Shared values of honesty, respect, empathy, and courage provide the moral underpinnings of our school community and offer an ethical context for shaping the individual character of each boy. A range of opportunities for boys to care about and for others by investing their time, effort, and resources in community service and philanthropic activities serve as a central aspect of educating boys to become ethical, effective, and empathetic leaders in their communities and the world.

An inclusive school community that recognizes, respects, and celebrates the world's human diversity, including differences in culture, race, religion, gender, ethnicity, economic class, and sexual orientation, best educates and prepares boys for success in leadership and in life.

Our motto, Sua Sponte, challenges boys to accept responsibility for their own learning and lives and instills their obligation to help ensure the well-being.

A Vision for an Inclusive Fenn School to Educate Responsible Leaders

Vision: Within the charge of its mission, Fenn should educate boys in their middle

school years to live and lead responsibly as adults in a diverse world. To do so,

Fenn should enroll students and enlist adults in authority who represent a broad range of socially defining differences and backgrounds, including, importantly, race and class, that reflect the diversity found in the extended geographical communities of its students and their families. The Fenn educational program should foster in students the knowledge, perspective, and skills necessary to lead in a diverse world. The Fenn community should maintain a culture of inclusivity, access, respectfulness, and equity in its values, policies, and practices.

Premises:

To prepare students to lead fulfilled and responsible lives, an effective school community must foster the ability to understand varied intellectual and social perspectives, a genuine respect for difference in its many forms, the inclusion of members from varied backgrounds, and a broad knowledge of and perspective on the world.

To provide the foundation for a full and rich education, a school community's members and constituencies should collectively embody, while remaining true to the school's mission, the breadth of defining difference in its many forms: cultural, religious, ethnic, gender, physical, learning style, sexual orientation, and social and economic class.

To enhance this vision, the culture, practices, and curriculum of the school community should, within the context of its mission, reflect values that promote understanding, respect, inclusion, access, equity and justice.

To best develop students' abilities to be leaders in a diverse world, development of their knowledge, skills, and perspective must start at an early age.

Visit

Ready to get in touch with us? We'd love to talk with you and set up a time for you to come see for yourself what a Fenn education can do for your son.

Apply

Ready to explore Fenn as an option for your son? We are here to help you. Please contact us to set up a time to speak with our Admissions team.

Support

Fenn relies on its loyal community to sustain this wonderful place of learning for young boys. Your gift to Fenn today ensures the Fenn of tomorrow.

•

Association for Individual Development

Since 1961, The Association for Individual Development (AID) has served individuals with developmental, intellectual, physical and/or mental health challenges, those who have suffered a trauma and those at risk. Vital, life-enriching services that promote the highest level of independence and community immersion include: autism programs; permanent supportive housing; in-home support; developmental and vocational training; job placement and on-the-job coaching services; crisis intervention; victims services; mental health treatment; behavioral intervention; health and wellness; community education; and advocacy.

Operating in the greater Fox Valley area and other western suburban counties, AID

is a leading provider of services that address the unique needs of individuals throughout every stage of their lives. Serving over 4,500 children and adults, AID operates community day centers in Elgin, Aurora, Batavia and Yorkville; mental health outpatient clinics throughout the Fox Valley; supports over 500 individuals living in their own apartments; and more than 200 individuals in group homes scattered throughout the greater Fox Valley. AID also administers the Ride in Kane paratransit program in partnership with RTA, Pace, Kane County, and local municipalities and social service agencies.

[View Full Screen Map](#)

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• [Staff Webmail](#)

CASA Kane County

WHO WE ARE

About CASA Kane County

WHO IS CASA KANE COUNTY?

CASA Kane County is a nonprofit volunteer organization that has been advocating for the best interests of abused and neglected children within the Juvenile Court system since 1988. CASA Kane County recruits, trains, and supervises community volunteers who serve as Court Appointed Special Advocates and Guardians ad Litem (CASA/GAL) for children who are in court due to abuse, neglect or private guardianship. CASA Kane County is governed by 20 professional Board of Directors that give their time, talent and treasure. Daily

operations are managed by the Executive Director and dedicated staff of 19.

CASA Kane County's 230 CASA/GAL volunteers are serving over 600 children throughout Kane County annually. CASA Kane County is one of over 1,000 CASA organizations across the country, and one of 38 within the State of Illinois. The organization is a registered 501(c)(3) organization, and relies solely on philanthropic support from individuals, grants and special event fundraising to support its operations. The CASA Kane County office is located in the downtown district of Geneva in the old courthouse that represents a county with over 500,000 people serving 28 cities.

Annual Report

[Click to view our current annual report](#)
[Current Voice Newsletter](#)

[Click to view our quarterly newsletter, The Voice](#)

What Guides Us

MISSION

CASA Kane County is a nonprofit, volunteer organization that advocates for the best interests of abused and neglected children within the Juvenile Court system.

VISION

We believe that every child has the right to a safe, nurturing and permanent home, and deserves the support and involvement of their community to make this all possible.

VALUES

Well-chosen values serve as meaningful guidelines for every program or activity, regardless of whether the stakeholders are volunteers, staff, advising boards or others.

OUR PHILOSOPHY

EMBRACING DIVERSITY

OUR PHILOSOPHY

EMBRACING DIVERSITY

Child Demographics

TOWNS

AGE
GENDER
ETHNICITY
Communities Served
Aurora
Batavia
Burlington
Campton Hills
Carpentersville
East Dundee
Elburn
Elgin
Geneva
Gilberts
Hampshire
Kaneville
Lily Lake
Maple Park
Montgomery
Mooseheart
North Aurora
Pingree Grove
Plato Center
St. Charles
Sleepy Hollow
South Elgin
Sugar Grove
Valley View
Virgil
Wasco
Wayne
West Dundee

Community Foundation of the Fox

River Valley

ABOUT

Serving Charitable Donors Since 1948
The Community Foundation of the Fox River Valley is a collection of individual funds and resources given by local citizens to enhance and support the quality of life in the Fox River Valley Illinois. We are a tax-exempt public charity that allows individuals, businesses, and other non-profit organizations to establish permanent endowment and temporary funds within the confines of one large foundation.

Foundation funds are used to provide grants to non-profit organizations and scholarships to area students.

The Community Foundation of the Fox River Valley serves the Greater Aurora Area, the TriCities and Kendall County in the State of Illinois.

Mission Statement

Our mission is to provide effective and rewarding ways for donors to fulfill their philanthropic objectives.

Vision Statement

The Community Foundation's vision is to be recognized as a trusted philanthropic leader in the communities we serve through the delivery of the highest quality donor services, customized and unique grant and scholarship programs, and bold initiatives to address community needs.

PO Box 4786

Our Core Values

The Y is guided by four core values: caring, honesty, respect and responsibility.

YMCA of Greater Des Moines

Our Mission

To put Christian principles into practice through programs that build healthy spirit, mind and body for all.

Our Cause

Strengthening the Foundations of Community

The YMCA of Greater Des Moines is a powerful association of men, women and children of all ages and from all walks of life joined together by a shared passion: to strengthen the foundations of community.

With a commitment to nurturing the potential of kids, promoting healthy living and fostering a sense of social responsibility, the Y ensures that every individual has access to the essentials needed to learn, grow and thrive. The Y has the long-standing relationships and physical presence not just to promise, but to deliver, lasting personal and social change.

Though the world may be unpredictable, one thing remains certain – the Y is, and always will be, dedicated to building healthy, confident, secure and connected children, families and communities.

We serve over 65,000 members from communities throughout central Iowa. Our locations include 6 full-facility YMCAs, the YMCA Supportive Housing Campus in downtown Des Moines and Y Camp resident camp in Boone. See our GuideStar profile, 990 forms and Charity Navigator rating.

GENYOUth Foundation

OUR MISSION

GENYOUth nurtures healthy, high-achieving school communities by:

- Activating programs that create healthy, active students and schools
- Empowering youth as change-agents in their local communities
- Engaging a network of private and public partners that share our goal to create a healthy, successful future for students, schools and communities nationwide.
- GENYOUth specializes in a range of national initiatives including the largest in-school wellness program (Fuel Up to Play 60) in partnership with National Dairy Council and the NFL; an innovative youth social entrepreneurship program (AdVenture Capital); youth and thought-leader engagement (Leadership Roundtables, Student Ambassador Summit, Town Halls); and widely circulated stakeholder-targeted publications.

Click here to download a brochure about
GENYOUth
REPORTS

GENYOUth convenes thought leader discussions, generates insights, conducts research, gathers data and generates reports to build awareness of challenges,

opportunities and proven solutions to
improve school wellness

National Park Foundation

YOU ARE HEREABOUT THE
FOUNDATION
MISSION & HISTORY
CONGRESSIONAL CHARTER NPF
THROUGH THE YEARS

“Everybody needs beauty as well as
bread, places to play in and pray in, where
nature may heal and give strength to body
and soul alike.” — John Muir

THE OFFICIAL CHARITABLE
PARTNER OF THE NATIONAL PARK
SERVICE

A photo of President Theodore Roosevelt
and John Muir overlooking the falls in
Yosemite.

John Muir and President Theodore
Roosevelt, here visiting Yosemite
National Park, were two of the earliest
park advocates.

Library of Congress

As the official nonprofit partner of the
National Park Service, the National Park
Foundation generates private support and
builds strategic partnerships to protect and
enhance America’s national parks for
present and future generations.

Chartered by Congress in 1967, the
National Park Foundation is rooted in a
legacy that began more than a century
ago, when private citizens from all walks

of life took action to establish and protect
our national parks. Today, the National
Park Foundation carries on that tradition
as the only national charitable nonprofit
whose mission is to directly support the
National Park Service.

OUR NATIONAL PARKS HISTORY

The preservation of our most magnificent
and meaningful places for the purpose of
public appreciation and recreation is a
uniquely American idea. The Yosemite
Grant was signed by President Abraham
Lincoln in 1864. And with it, for the first
time, the federal government set aside
parkland for preservation and public use.
This protected landscape includes iconic
American features such as Bridalveil Fall,
Half Dome Rock, and some of the oldest
trees on Earth, the giant Sequoias.

In 1872, Yellowstone National Park, was
established to be “dedicated and set apart
as a public park or pleasuring-ground for
the benefit and enjoyment of the people.”

Protecting the hallowed ground in
Yosemite Valley set the precedent for the
creation of all of the national parks. And
in 1890, largely in part due to the activism
and lobbying of John Muir, the Yosemite
Valley came under official federal
protection as Yosemite National Park.

Historic map of Yellowstone National
Park, dated 1904.

By 1916, the Department Interior was
managing a large portfolio of protected
landscapes across the country—but had no
official or unified leadership. Action from
journalists, businessmen, and nature
conservationists led to the establishment
of the National Park Service by Congress.

NPS's mission is to “conserve the scenery and the natural and historic objects and wildlife therein, and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations.”

OUR FOUNDATION HISTORY

The story of the parks is the story of us — a commitment to protect the places we cherish. The action of ordinary citizens inspired the next step in the protection and enhancement of our national parks: The National Park Foundation.

Through lobbying efforts of visionaries like First Lady of the United States, Lady Bird Johnson and philanthropist Laurance Rockefeller, the official charter to establish the National Park Foundation was passed by Congress in 1967. As one of the first advocates for the National Park Foundation, Lady Bird Johnson’s commitment to beautifying our country lives on in the actions of conservationists nationwide who work to protect our parks.

Lady Bird Johnson, an early advocate for the National Park Foundation, in her beloved Texas Hill Country.

Wikipedia

Private citizens previously did not have a clear way to directly support our parks, be it through financial contributions or land donation—making expansion and further protection of our national parks a challenge for the National Park Service to take on alone.

The creation of the National Park Foundation lead to the immediate protection and enhancement of some of our most iconic and historic places. For example, within the first 10 years, we established grants to protect President

Theodore Roosevelt’s home in Sagamore, Long Island; made emergency land purchases to save Gettysburg, the Blue Ridge Parkway, and Muir Woods; supported a grant in the Rocky Mountain Range; and established a fund to enhance the Lyndon B. Johnson Memorial Grove along the Potomac River.

OUR WORK TODAY

As the official nonprofit partner of the National Park Service, we directly impact what matters most: our treasured national parks.

We focus on promoting programs and projects that protect precious landscapes and wilderness, historical sites, and places of cultural significance.

We work to keep trails clear through our Active Trails program, partner with collaborators like the White House to get kids outdoors through Open OutDoors for Kids, and most importantly, raise and allocate critical funds to keep our national parks safe. And with the ongoing support of fellow park lovers, we’ll continue for years to come.

Our Active Trails program helps kids connect with the outdoors, shown here at Glen Canyon.

We were founded on, and continue to embody, our core values that reflect an unwavering commitment and connection to our national parks.

VISION

Inspiring all people to connect with and protect America’s national parks.

MISSION

As the official nonprofit partner of the National Park Service, the National Park

Foundation generates private support and builds strategic partnerships to protect and enhance America's national parks for present and future generations.

GUIDING PRINCIPLES

Stewardship: We foster a culture of stewardship of our national parks and the investments we make in them.

Strategic: We work with the National Park Service to identify, fund, and advance priority initiatives.

Impact: We invest in critical projects that provide lasting, measurable benefits to national parks.

Common Ground: We represent common ground where all those who love the national parks can support a shared agenda.

Partnership: We convene strategic partnerships to amplify our efforts and achieve broader impacts within our national parks.

Innovation: We employ an entrepreneurial approach to address the complex challenges facing our national parks.

Diversity: We encourage inclusion and diversity of people, beliefs, and viewpoints among National Park Foundation staff, board, and partners.

Future Orientation: We help the National Park Service to anticipate future challenges and create long-term solutions.

Tree Fund-Tree Research & Education

Our History

Tree Research and Education Endowment Fund (TREE Fund) was established via a merger of the Research Trust of the International Society of Arboriculture (ISA) and the National Arborist Foundation of the National Arborist Association, now the Tree Care Industry Association (TCIA). Organized as a charitable trust in the state of Illinois on July 20, 2002, the roots of TREE Fund go deep into the arboriculture profession and industry.

TREE Fund's mission is to identify and fund programs that support the discovery and dissemination of new knowledge in arboriculture and urban forestry.

In addition to funding scientific research related to tree care and urban forestry, TREE Fund also supports student scholarship in this area and environmental educational programs for children and adults.

Milestones in Arboriculture

Reliable information about tree healthcare in this country was scarce until the beginning of the 20th century. This list was compiled by Hyland Johns, now retired from Asplundh Tree Expert Co., using sources cited below. It is not intended as a comprehensive history of the industry.

1901 – John Davey published “The Tree Doctor” and later founded The Davey

Tree Expert Company, establishing its laboratory and tree school at Kent, OH.
1907 – Bartlett Tree Experts is founded by F.A. Bartlett at Stamford, CT.
1924 – First national conference of commercial arborists, researchers and educators held at Stamford, CT for 35 attendees.
1926 – A permanent organization, the National Shade Tree Conference (NSTC) is established at the industry's 3rd conference. Several resolutions, including one for research, are adopted by the NSTC – a name formally adopted the following year.
1932 – First use of term 'arboriculture' in America by Charles Irish in his "Highlights in the Early History of Arboriculture," although that term was used in England over 300 years ago.
1935 – "Arborists News" was the first monthly periodical of NSTC, with the first sponsored research project on lightning protection awarded the following year.
1946 – Creation of "The Memorial Research Fund" by NSTC, with a \$2,000 sponsored research project awarded to Ohio State University (OSU). Many other projects followed in the '50s and '60s at OSU and other universities.
1960 – The NSTC becomes the International Shade Tree Conference (ISTC).
1972 – Establishment of a tax-exempt "Memorial Research Trust Fund" – proposed by O.J. Anderson and John Duling
— "Book of Remembrance" for memorial donations to research presented to the International Shade Tree Conference (precursor to ISA) by ISTC President and Mrs. O.J. Anderson.
1973 – Establishment of Arboriculture Research and Education Academy (AREA), a special interest group serving educators and researchers.

1976 – Establishment of the ISA Research Trust.– Five research grants (\$500 each) awarded in its first year.
1985 – Establishment of the National Arborist Foundation (NAF) by The National Arborist Association (now Tree Care Industry Association) to fund scholarships in arboriculture and promote career opportunities in the field.
1986 – A planned giving campaign published in the Journal of Arboriculture facilitates the creation of an endowment fund for research and education.
1990 – Journal of Arboriculture publishes a proposal for collaboration between ISA Research Trust and NAF to develop cooperative promotion and innovation in arboriculture through research and education.
1991- In its first 15 years the Trust awards 162 grants totaling \$250,000.
1992 – First Tour des Trees: Seattle WA to Oakland CA (1,000 miles)– Organized by Jim Clark and John Goodfellow as a cycling fundraiser for research and education and a means of increasing public awareness of proper tree care.
— 13 riders raised \$89,000.
1995 – Creation of "Hyland R. Johns Grant Program" for research grants of \$5,000 or more.– Smaller awards are designated "John Z. Duling Grants" in recognition of a gift from Duling's estate.
2002 – ISA Research Trust and NAF officially merge, resulting in the creation of Tree Research and Education Endowment Fund (TREE Fund).
Since its inception in 2002, TREE Fund has issued more than 260 awards, totaling nearly \$3.2 million.
ISA Research Trust Founders:
John Duling (IN)
Yvon Fournier (Trois Rivieres, Quebec)
Gene Himelick (IL)
Jack Rogers (CA)

Hyland Johns (PA)

Robert Felix Memorial Fund:

Robert Felix served for over 25 years as Executive Vice President of the National Arborist Association (now Tree Care Industry Association). The Robert Felix Memorial Fund was created following his death in 1996 to honor his work and contributions to the industry.

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