# Philanthropy Annual



#### **WELCOME**

s technology propels philanthropy forward, the Foundation Center is issuing a print publication that reviews the year that just passed. *Philanthropy Annual* is something you can hold in your hands, pick up, put down; an opportunity to pause and reflect on what our sector has achieved in 2009 and has yet to achieve in the future that awaits us.

The news in this issue of *Philanthropy Annual* recaps how nonprofits and foundations alike have been coping with the



economic crisis, how the face of philanthropy is changing due to the digital and social media revolution, and how the symbiotic relationship between nonprofits and the government impacts us all.

"People Who Make a Difference" highlights leaders who raise the bar in the third

sector, including Albert Ruesga, president and CEO of the Greater New Orleans Foundation, and Vicki Escarra, president and CEO of Feeding America. The "Media Review" leads you to the best books, periodicals, blogs, and online reports. Our comprehensive statistics define the dimensions, growth, and trends in foundations and their giving. And because communication is crucial to effective philanthropy, we include an updated list of key contacts to facilitate your daily work.

We invite you to join our ongoing discussion of ideas that matter at *Philanthropy News Digest*'s PhilanTopic blog. And we appreciate hearing how we can make *Philanthropy Annual* more useful to you at philanthropyannual@foundationcenter.org.



BRADFORD K. SMITH President The Foundation Center

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# Top Stories in the

...the year had more twists and turns than a novel by Dickens...



HE YEAR OPENED WITH THE GLOBAL ECONOMY IN CRISIS, a Wall Street scandal hanging over the world of philanthropy, and a new president — the first African American chief executive in the nation's history — in the White House. By year's end, the economy seemed to be on the mend, the bonus train was steaming ahead for some, and Congress was moving toward passage of an historic healthcare bill that promised to dramatically reduce the ranks of the uninsured. In between, the year had more twists than a novel by Dickens, as the United States began to wind down one war while escalating another; the stock market fell to 12-year lows, then roared back with startling swiftness; and ordinary Americans struggled to hold on to their homes, their jobs, and their hopes.

As the year comes to a close, the editors of the Foundation Center's *Philanthropy News Digest* (PND) look back at some of the important philanthropic stories and personalities of 2009, and look ahead to the start of a new year and decade certain to bring their share of challenges, surprises, and as yet undreamed-of opportunities.



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### **Hard-Pressed Nonprofits Wait, Hope for Recovery**

AS THEY DID IN 2008, BARACK OBAMA AND THE AILING ECONOMY dominated the headlines in 2009, leaving foundations and nonprofits scrambling to adjust to new economic realities and holding fast to their hope that philanthropy and the nonprofit sector had an advocate in the White House.

he year began much as the previous one had ended: with private and public sources of funding squeezed by turmoil in the financial markets, a slowing economy, and rising unemployment. The battering suffered by many endowments and investor portfolios in 2008 — a January survey by the Chronicle of Philanthropy found that the typical foundation endowment had lost nearly 30 percent of its value over the previous 12 months — had foundations and their nonprofit grantees playing catch-up before a single New Year's resolution could be broken. Fallout from the Ponzi scheme run by New York City-based money manager Bernard Madoff further chilled

the fundraising climate.

Indeed, it seemed that no one could avoid the pain. With foreclosures mounting, the auto industry ailing, and the unemployment rate climbing past 8 percent, calls for the White House and Congress to include assistance for nonprofits in their economic stimulus plans reached a crescendo by late January. Proposals designed to help the sector navigate the economic storm included setting up a \$15 billion bridge loan fund targeting human service providers, the extension and expansion of an IRA charitable rollover, and investing 10 percent of any stimulus directly into nonprofits. "We can take advantage," said the Brookings Institution's Isabel Sawhill at the time, "of a huge network of institutions that work hard . . . to improve the welfare

of communities and individuals, that will spend the money quickly, that have the capacity to spread the dollars widely, and that in the absence of such help will need to shrink and thus become another drag on the economy."

None of those proposals was included in the final package, the

> American Recovery and Reinvestment Act of 2009, though the \$787 billion bill did include an



Vice President Joe Biden looks on as President Barack Obama signs the American Recovery and Reinvestment Act on February 17, 2009, during a ceremony at the Denver Museum of Nature and Science.

expansion of unemployment benefits and other social welfare provisions, relief for cash-strapped state governments, and significant funding for education reform. But the bill's passage did little to stem the markets' or economy's slide. In fact, it wasn't until Federal Reserve chair Ben Bernanke, in a speech to the Council on Foreign Relations in March, called for a review of "mark-to-market" accounting

practices that confidence in the markets was restored. From their lows on March 9, a day before Bernanke's speech, the Dow and S&P got off the mat and went on a nine-month tear, ending the year up more than 65 percent — an historic performance that did much to repair battered portfolios and investor psychology.

As events would bear out, however, what's good for the investor class doesn't always translate into glad tidings on Nonprofit Street — at least in the short run. As Wall Street began to recover in the spring and summer, funding for nonprofits remained tight, unemployment continued to climb — the official rate would pass 10 percent in October before leveling off — and

many nonprofit agencies found themselves struggling to meet the growing demand for their services. In June, a survey by the Listening Post Project at Johns Hopkins University found that 80 percent of U.S. nonprofits were experiencing fiscal stress, with close to

40 percent reporting that the stress was "severe" or "very severe." And the stress wasn't limited to nonprofits, as foundations large and small were forced to reduce headcount, cut or downsize programs, and look for other efficiencies.

The willingness of private and community foundations to make tough choices, seek out opportunities for collaboration, and allocate resources to the economically disadvantaged and others affected by the economic downturn was noted by many — as was the real possibility that 2010 would be another down year for foundation giving. Indeed, as the economy, aided by massive infusions of federal bailout money, limped into the fall and began to show signs of recovery, the outlook for 2010 was anything but clear.

"We can't single-handedly right this out-of-kilter economy," said Rip Rapson, president of the Michigan-based Kresge Foundation, one of many foundations to have announced funding opportunities for safety-net and emergency-service organizations during the course of the year. "But we will, to the best of our ability, use our resources to provide maximum traction for our grantees, who work day-to-day to improve the life conditions of countless numbers of individuals."

Related stories from PHILANTHROPY NEWS DIGEST:



http://foundationcenter.org/pnd/

- > "Many Foundations Have Lost a Third of Their Assets, Survey
- Finds" (1/25/09)

  Nonprofits Hope for a Piece of Economic Stimulus Package"
- "Despite Decline in Assets, Foundations Are Responding to Those Affected by Recession, Report Finds" (5/8/09)
- > "Their Endowments Battered, Foundations Resort to Staff Buyouts" (6/23/09)
- > "U.S. Nonprofits Stressed but Surviving, Survey Finds" (6/30/09)
- "Drop in Foundation Giving May Be Steeper Than Anticipated, Report Finds" (11/5/09)

# **Global Health, Healthcare Reform Share Spotlight**

WITH MEDIA COVERAGE SURROUNDING HEALTHCARE REFORM reaching a fever pitch in the latter part of the year, it was easy to forget that 2009 opened with major news from the *global* health arena.



Melinda Gates at a hospital in Dhaka, Bangladesh.

n February, the Bill & Melinda Gates Foundation announced commitments totaling hundreds of millions of dollars to global health efforts, including \$255 million to Rotary International for polio eradication efforts; \$100 million to the International Partnership for Microbicides to help women in developing countries protect themselves against HIV infection; and \$34 million to the Global Network for Neglected Tropical Diseases to treat and combat neglected diseases affecting the world's poorest populations. The foundation, the largest private funder of global health initiatives in the world, continued its support for such efforts throughout the year, announcing additional commitments totaling hundreds of millions of dollars by year's end, including \$115 million to the Genevabased Medicines for Malaria Venture to fund MMV's research and development pipeline for anti-malarial drugs.

In fact, funding for malaria prevention was a major global health theme in 2009. United Against Malaria was launched over the summer with money from Gates and other sources to leverage global interest in soccer into increased support for malaria prevention efforts in the run up to the 2010 World Cup in South Africa, while Roll Back Malaria, a public-private partnership composed of multilateral agencies, nongovernmental organizations, and foundations, and the Acumen Fund each launched efforts during the year to develop and provide anti-malarial drugs to the developing world.

Closer to home, healthcare reform shared the spotlight with the economy as the most discussed and analyzed issue of the year. In September, the U.S. Census Bureau released a report that found that the number of Americans without health insurance grew from 45.7 million in 2007 to 46.3 million in 2008 — a number that, according to the Obama administration, might have jumped by an additional six million in 2009 due to soaring unemployment. Against that backdrop, a string of reports funded by the Commonwealth Fund and the Robert Wood Johnson, Peter G. Peterson, and Henry J. Kaiser Family foundations highlighted the growing cost of healthcare in the U.S., weighed the pros and cons of different reform options, and warned about the perils of inaction.

With the year drawing to a close and healthcare reform continues on page 6



#### Healthcare continued

legislation moving inexorably toward becoming law, it was difficult to predict what the final bill would look like. One could be reasonably certain, however, that whatever the final outcome, private foundations and individual philanthropists in 2010 would continue their efforts to reduce healthcare disparities and achieve quality health care for the greatest number of people, both at home and abroad.

As Melinda Gates told a group of lawmakers, administration officials, and foreign policy experts in October, that goal can't be achieved quickly enough. "When it comes to global health, Bill and I are optimists — but we're impatient optimists," Gates said. "The world is getting better, but it's not getting better for everyone, and it's not getting better fast enough."

Related stories from **PHILANTHROPY NEWS DIGEST:** 



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- > "Gates Foundation, Foreign Governments Commit \$630 Million to Fight Polio" (1/22/09)
- > "Gates Foundation Awards \$100 Million to Help Women Prevent HIV Infection" (2/26/09)
- > "Public-Private Partnership Launched to Provide More Affordable Malaria Drugs" (4/21/09)
- > "Without Federal Reform, **Number of Uninsured Could Expand Sharply Over Next** Decade, Report Finds" (5/27/09)
- > "Number of Uninsured Grew. Poverty Rate Hit Eleven-Year High in 2008, Report Finds" (9/11/09)
- > "Bill and Melinda Gates Call on U.S. Policy Makers to Continue Support of Global Health Initiatives" (10/28/09)

## **Shrunken Endowments, Infusion of Federal Funds Dominate Education Agenda**

AFTER YEARS IN WHICH TUITION COSTS AND FEES ROSE almost as sharply as market returns, colleges and universities in 2009 found themselves scrambling to address the effects of state budget cuts and shrinking endowment values, with many university endowments falling 25 percent or more from their pre-panic peak in 2008.



eanwhile, as the economy continued to worsen in the first quarter, the Obama administration moved to

turn the crisis into an opportunity, earmarking more than \$100 billion in American Recovery and Reinvestment Act (ARRA) funds to stabilize state education budgets, jumpstart education reform efforts around the country, and pursue

partnerships with a

range of philanthropic

and business entities.

The year opened with endowed institutions reeling from the steep drop in equity markets. Combined with lower gift revenue, the resulting squeeze on university finances forced many schools to borrow at higher rates and look to donors of restricted gifts to relax the conditions on those gifts in order to help fund core operations and needs, including scholarships.

But while the markets began to recover in March, pushing the value of endowments higher throughout the summer and fall, the outlook for major gifts remained uncertain. In July, the Council for Advancement and Support of Education's Fundraising Index survey found

that gifts to schools, colleges, and universities in 2008-09 had fallen an average of 3.9 percent and projected only modest growth in 2009-10. Indeed, by year's end, several schools had announced they were reevaluating the decision to offer

Many university endowments have fallen 25 percent or more from their 2008 peak

> "no-loan" grant aid to students from middleincome families, even as tuition and fees on campus continued to outpace the rate of inflation.

High and rising costs notwithstanding, expanding access to higher education was seen as essential to the economic success of both individuals and the nation as a whole. To that end, the Lumina Foundation for Education and the Bill & Melinda Gates Foundation announced millions of dollars in awards in the fall to support efforts to raise graduation rates, including a joint two-year, \$1 million grant to advance development of an accountability system designed to help community colleges improve their programs and graduate more students on time and at lower cost.





U.S. Secretary of Education Arne Duncan fields a question from a Paul Revere Elementary School student on May 22, 2009, in San Francisco, a day when mayors and school district superintendents from around the state met to discuss the federal stimulus plan and what it means for cities

The goal of expanding access to higher education depends on having high school graduates who are prepared for college, and how to achieve that was the subject of debate from the moment the Obama administration, early in the year, challenged educators and legislators to fix "an education system that used to be . . . the best in the world, and no longer is." Accordingly, some \$5 billion of the approximately \$100 billion earmarked for education in ARRA was designated for states and school districts willing to embrace the administration's ideas for improving the nation's schools.

A cornerstone of that effort, the Race to the Top Fund, required states to meet a series of conditions in order to boost their chances of receiving additional Department of Education funding. In addition, a \$650 million Investing in Innovation (i3) Fund was announced in October to support local efforts to start or expand innovative research-based programs with the potential to close the achievement gap and improve outcomes

for all students. "We're making an unprecedented investment in cutting-edge ideas that will produce the next generation of school reforms," said Secretary of Education Arne Duncan, a former chief executive of the Chicago Public Schools, in announcing the fund. "The i3 competition will provide seed money for fresh ideas, help grow promising programs with a good track record, and scale up programs with proven results to a national level."

With the reform debate in Washington increasingly focused on innovative data-driven models, the Gates Foundation ramped up its efforts in the education area with a push for teacher effectiveness. In June, a report funded by the Gates, Robertson, and Joyce foundations found that the evaluation systems of most U.S. school districts fail to reward effective teachers or lead to the dismissal of ineffective ones. Subsequently, Gates awarded a total of \$290 million to support new methods for recruiting, evaluating, and rewarding teachers at pilot school districts in Florida, Pennsylvania, and Tennessee as well as \$45 million to the Measures of Effective Teaching project to develop and test an array of reliable indicators.

Given that its focus on teacher effectiveness and accountability dovetailed with the administration's priorities, the Gates Foundation also offered grants to help states apply for the Race to the Top funds for public education reform. But support for linking teacher pay to student test scores proved controversial for both the foundation and the administration, especially among teachers' unions. Others worried that the partnership with the federal government could compromise the foundation's independence. Still, interest in public-private partnerships in the area of education was almost certain to grow as additional stimulus funding made its way through the pipeline in 2010.

#### Related stories from **PHILANTHROPY NEWS DIGEST:**



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- > "U.S. Schools Failing to Assess Teacher Effectiveness, Report Finds" (6/4/09)
- > "White House Pledges \$5 Billion to Encourage Innovations in Education" (7/28/09)
- > "Fund to Provide \$650 Million in Stimulus Money to Innovative Education Programs" (8/25/09)
- > "Community Colleges to Create New Accountability System" (10/8/09)
- > "Gates Foundation Awards \$335 Million to Improve Student Achievement" (11/20/09)
- > "Lumina Foundation Awards \$9 Million to Improve Graduation Rates in Seven States" (11/27/09)

# **Charity Comes to the Social Media Ball**

WHILE EARLY ADOPTERS AND YOUNG ADULTS have embraced online social networks for years, 2009 was the year that celebrities, nonprofits, and foundations got in on the act and began to experiment in earnest with social media tools and platforms to raise awareness for their programs and causes.

ccording to a report issued early in the year by the Pew Internet and American Life Project, 46 percent of American adults online claimed to use a social networking site such as MySpace, Facebook, or LinkedIn, up from 5 percent in early 2005, while 11 percent said they use Twitter or another "microblogging" service. Facebook, the most popular of the social networking sites, soared past the 200-millionuser mark in the spring, while the number of people who access Twitter, the new darling of the social media world, spiked in February and March after the mainstream media caught on to the fact that celebrities had become regular users of the service.

Indeed, more than a few celebrities decided to leverage their real-world popularity to champion charitable causes on Twitter. In April, actor Hugh Jackman (@realhughjackman) challenged his Twitter followers to explain (in 140 characters or less) why he should support their favorite charity, with the most convincing "tweet" winning \$100,000 — a prize that ultimately was shared by two organizations, Operation of Hope and charity: water. Similarly, Bob Woodruff (@) bobwoodruff), the ABC News anchor who sustained serious head and brain injuries in 2006 while covering the war in Iraq, raised more than \$75,000 through Twitter over the Memorial Day weekend for his foundation, which aids injured service members and veterans.



"From our very first experiences with social media prior to the launch, we recognized the powerful potential to bring communities together around issues for which they shared a passion."

Many private foundations also embraced social media for the first time in 2009, while a smaller number experimented with online challenges that employed crowdsourcing techniques to generate awareness for or solutions to a specific problem. In January, the Peter G. Peterson Foundation, in partnership with mtvU, launched the Indebted Digital Challenge to help raise awareness among college students about the nation's deepening fiscal crisis, while a month later the Robert Wood Johnson Foundation and Ashoka's Changemakers community unveiled Designing for Better Health, a global online competition designed to identify "nudges" that can help people make better health decisions.

Then there was the John D. and Catherine T. MacArthur Foundation, which in May created an "island"

> in Second Life, the popular usergenerated 3-D world, in partnership with the University of Southern California and Global Kids. Part of the foundation's \$50 million digital media and learning initiative, MacArthur Island was designed to be an online laboratory where, over the next couple of years, the foundation can explore how virtual spaces can be used for social good, grantees can showcase their work, and the foundation and its partners could connect to new audiences.

How to tap into virtual communities to promote a brand while doing good was a challenge that a number of Fortune 500 companies took up during the course of the year. In May, the Target Corporation launched a contest called Bullseye Gives in which visitors to the mass-market retailer's Facebook page could decide how \$3 million should be allocated among 10 large charities selected by the company. And in November, JP Morgan Chase launched its own Causes on Facebook application to crowdsource millions of dollars in charitable giving to a hundred deserving nonprofits. While the suggestion in a New York Times story that the bank had "disqualified" three

nonprofit groups — two favoring reform of existing drug laws and an anti-abortion group — from the contest as their vote totals mounted resulted in a flurry of critical blog posts, online social media-based giving campaigns seemed to be here to stay.

That view was echoed by Case Foundation CEO Jean Case, whose foundation, in partnership with Parade magazine, helped pioneer the social media giving campaign. "From our very first experiences with social media prior to the launch [of America's Giving Challenge on Facebook], we recognized the powerful potential to bring communities together around issues for which they shared a passion," said Case. "[W]e believe that the prospects for robust participation by nonprofits are better today than they were in the first challenge, and we are heartened to see that nonprofits have embraced the rapid growth in social media with enthusiasm."

Related stories from **PHILANTHROPY NEWS DIGEST:** 



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- > "MacArthur Foundation Announces Winners of 2009 Digital Media and Learning Competition" (4/17/09)
- > "Online Contests Represent Potential 'Jackpots' for Charities" (5/13/09)
- > "MacArthur Foundation Launches Virtual Island in Second Life" (5/24/09)
- > "US Twitter Usage Surpasses Earlier Estimates" (9/14/09)
- > "Case Foundation Launches **Initiative to Help Nonprofits** Leverage Social Media" (9/6/09)
- > "2009 America's Giving Challenge Winners Announced" (11/26/09)

## Philanthropy and the Future of Journalism

OF ALL THE ECONOMY-DRIVEN STORIES of the year, the near-death — or, as some would have it, suicide of the newspaper industry may have been the most avidly followed and hotly debated. Needless to say, it was a dismal year for all but a few papers.



y the end of the first quarter, the Los Angeles Times, Chicago Tribune, and Philadelphia Inquirer had sought Chapter

11 bankruptcy protection, the Seattle Post-Intelligencer had stopped publishing a print edition, and the Rocky Mountain News, Colorado's oldest newspaper, had closed its doors entirely. As the recession dragged on and circulation and advertising revenues continued to fall, other newspapers across the country were forced to make layoffs, scale back home delivery, and scramble to find cost-saving measures.

But as bad as it was, media experts seemed to agree that the industry had not bottomed out. According to U.S. Bureau of Labor Statistics data published in Editor & Publisher magazine which was shuttered at the end of the year by its parent the Nielsen Co. after 125 years as a going concern — the industry will lose nearly 25 percent of its jobs by 2018.

Such dire projections made it clear that journalism, in order to thrive in the twenty-first century, needs a new business model — and one of the options most frequently mentioned was the not-for-profit model. In March, Sen. Ben Cardin (D-MD) introduced legislation (S. 673) that would allow newspapers to become tax-exempt, nonprofit organizations and operate in a manner similar to public broadcasting stations; in September, Rep. Carolyn Maloney (D-NY) offered a companion bill (H.R. 3602)

in the House, saying that "Unless something is done, and done fast, it's likely that many metropolitan areas may soon have no local daily newspapers — and that would damage our democracy."

Foundations also were looked to in some quarters to provide a solution to the industry's plight — and a number responded. In May, John S. and James L. Knight Foundation president Alberto Ibargüen was one of six media thought leaders to testify before Congress about the future of journalism and how government can help ensure that communities' information needs are met during the transition to new models and platforms. Knight, which under Ibargüen's leadership has invested more than \$100 million in projects that could help shape journalism in the digital age, wasn't alone. In June, the Henry J. Kaiser Family Foundation announced the launch of a nonprofit news service dedicated to major health policy issues in the United States; in August, the Chicago Community Trust announced the creation of Community News Matters, an initiative designed to spur the growth of new sources of quality local news and information about the Chicago region; and in September, the California HealthCare Foundation and Annenberg School for Communication at the University of Southern California in Los Angeles announced a partnership to provide in-depth, impartial reporting on health policy issues in the state. continues on page 10

#### The Future of Journalism continued

Still, while it was clear that foundations could only be part of the solution to the industry's problems — the Nieman Journalism Lab at Harvard estimated that the cost of endowing every newspaper in the country could run as high as \$114 billion — a July report from the Center on Communication Leadership and Policy at USC Annenberg agreed that foundations were likely to continue their support for journalism and journalism-related experiments.

As Center for Public Integrity founder Charles Lewis put it, the future of good journalism may depend on whether "the philanthropic community steps up and embraces this civic moment and crisis and tries to solve it. This is a failure of the market. The market can no longer support news substantially."

Related stories from PHILANTHROPY NEWS DIGEST:

Model" (3/5/09)



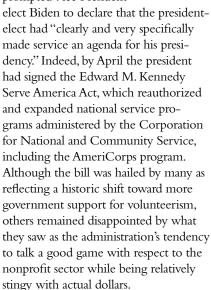
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- > "As Troubles Mount, Newspaper Industry Reconsiders Business
- "Senator Proposes Bill to Allow Newspapers to Become Nonprofits" (3/27/09)
- "Kaiser Family Foundation Launches Nonprofit Health Policy News Service" (6/6/09)
- > "Foundations Increasingly Support Journalism, Report Finds" (7/7/09)
- "Chicago Community Trust Launches Community News Initiative" (8/19/09)
- "California HealthCare Foundation, Annenberg School for Communication to Partner on New Healthcare Journalism Venture" (9/27/09)

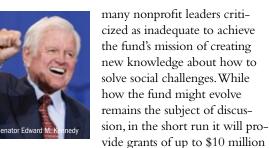
# White House Pledges Support for Social Innovation, Public–Private Partnerships

EVEN BEFORE BARACK OBAMA became the 44th president of the United States in January 2009, there was a sense in the country that the relationship between the federal government and nonprofits, foundations, and social entrepreneurs was ripe for change. But while some leaders in the social sector expected to be warmly embraced by the first Democratic administration in eight years, the urgent demands of the global economic crisis soon pushed the administration's agenda in a different direction and left many sector leaders feeling frustrated if not hopeful.

he new administration assumed the reins of government on January 20, one day after Martin Luther King, Jr. Day, which was celebrated as a national day of volunteering and prompted Vice President-



The eagerly awaited Social Innovation Fund was an example of the latter. Established as part of the Serve America Act, the fund was authorized at \$50 million for FY 2010 — an amount



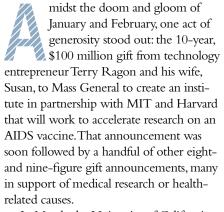
annually to five to seven intermediary organizations, which in turn will make matching grants of at least \$100,000 to innovative, community-based nonprofits that can show evidence of results.

In June the administration unveiled another initiative, United We Serve, a 12-week effort to engage Americans in community service efforts that culminated in a national day of service on September 11, the 8th anniversary of the 9/11 attacks. The initiative, which was generally well received and leveraged funding from several foundations, nonprofits, and state service commissions, targeted four key areas in which, according to the administration, sustained volunteer work can have a continuing effect on communities: education, health, energy and the environment, and community renewal.

The most important public–private partnership of the year, however, was

## Noteworthy Gifts

FOR A FEW WEEKS at the beginning of the year, one could have said the days of the nine-figure charitable gift were history and not have been considered crazy. With Washington scrambling to avoid a meltdown of the financial system and dozens of investors and foundations rocked by the fallout from Bernie Madoff's \$50 billion Ponzi scheme, the boom years, on Wall Street and in philanthropy, seemed to be at an end. But thanks in part to the trillions of dollars of liquidity injected into the system by the Federal Reserve and Treasury, financial armageddon was averted and by year's end the tempo of mega-gift announcements had picked up.



In March, the University of California, San Francisco received a \$125 million matching gift from Charles F. Feeney and Atlantic Philanthropies for construction of a state-of-the-art continues on page 12



A group of AmeriCorps volunteers prepare for work.

the one authorized by the American Recovery and Reinvestment Act of 2009 and spearheaded by the Department of Education. Armed with \$5 billion set aside for education reform through the so-called Race to the Top Fund, DoE pushed states to meet a series of conditions designed to boost their chances of receiving funding. At the same time, one of the nation's most ardent supporters of education reform, Bill Gates, made a number of appearances to promote his foundation's latest education initiative, the development of uniform achievement standards and teacher effectiveness metrics, telling lawmakers at the annual summit of the National Conference of State Legislatures in July,"We don't know the answers because we're not even asking the right questions."

Indeed, while Gates and his foundation took some heat for being too involved with and supportive of the administration's reform efforts, Gates defended the partnership, telling the AP, "It's no secret the U.S. education system is failing. We're doing all kinds of experiments that are different. The Race to the Top is going to do many different ones. There's no group-think."

Related stories from PHILANTHROPY NEWS DIGEST:



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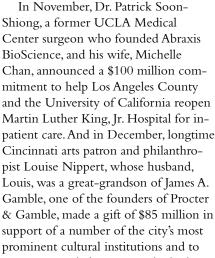
- "President Obama Signs Edward M. Kennedy Serve America Act" (4/23/09)
- "National Community Service Initiative Launched, Leveraged by Organizations Across the Country" (6/24/09)
- "Obama Pledges Support for Social Innovation, Encourages Public-Private Partnerships" (7/2/09)
- "Fund to Provide \$650 Million in Stimulus Money to Innovative Education Programs" (8/25/09)
- "Gates Foundation Investing Millions to Sway Federal Education Dollars" (10/27/09)
- "Congress Allocates \$50 Million for Social Innovation Fund, Cuts Funding for Other Nonprofit Programs" (12/20/09)



#### Noteworthy Gifts continued

medical center on UCSF's Mission
Bay campus. April saw Citigroup chair
emeritus Sandy Weill and his wife,
Joan, agree to provide \$170 million of
a nine-figure pledge they had originally planned as a bequest to help raise
\$200 million for the construction of a
new research building at Weill Cornell
Medical College. In April, South
Dakota businessman and philanthropist
Denny Sanford fulfilled a \$400 million commitment to Sioux Falls-based
Sanford Health — more than five years
ahead of schedule — while J. Ronald
Terwilliger, the chairman and former

CEO of Trammell Crow Residential, the largest multi-family housing developer in the United States, pledged \$100 million in May to Habitat for Humanity International to support the organization's efforts to provide affordable housing to people around the world.



help preserve the high quality of classical music in the Queen City.

The two largest gifts of 2009, however, were made by living donors to their family foundations. Just before the end of the year, the *Chronicle of Philanthropy* announced that investment managers Stanley and Fiona

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Druckenmiller had given \$705 million to the Druckenmiller Foundation to support medical research, education reform, and the foundation's efforts to fight poverty. And on the second-to-last day of the year, the Philadelphia-based William Penn Foundation announced a \$747 million gift from its former chairman, John C. Haas — whose parents, Otto and Phoebe Haas, created the foundation in 1945 — to support in perpetuity the quality of life for individuals in the Greater Philadelphia region.

There were a number of other noteworthy gifts made in 2009. Midway through the year, Open Society Institute founder George Soros announced a one-time gift of \$100 million to support nonprofits in central and eastern Europe working to help poor and low-income people affected by the global economic crisis. Also during the summer, the Druckenmillers pledged \$100 million to New York University's Langone Medical Center, where Ms. Druckenmiller serves as a trustee, to establish a neuroscience institute. In October, Bill and Melinda Gates made a \$350 million gift to their own foundation, the world's largest private philanthropy, for construction of a new headquarter campus. And in November, New York City mayor Michael Bloomberg gave \$125 million to six organizations working in lowand middle-income countries around the world to prevent death and disability from road traffic crashes.

And then there was Massachusetts philanthropist Robert I. Lappin, who lost much of his personal fortune when the Madoff fraud was exposed but spent \$5 million of his own money to restore the retirement savings of employees at his company whose 401(k)s had been managed by Madoff's firm. When asked why, Lappin simply said: "I wanted to do the right thing. And I feel I've done the right thing, and that to me is my reward."





#### Related stories from PHILANTHROPY NEWS DIGEST:

http://foundationcenter.org/pnd/

- "Massachusetts General Receives \$100 Million to Create Institute to Find AIDS Vaccine" (2/5/09)
- "Former Citigroup Chair Accelerates Pledge to Weill Cornell Medical College" (4/8/09)
- "South Dakota Philanthropist Completes \$400 Million Commitment to Improve Public Health" (4/9/09)
- "Habitat for Humanity Receives \$100 Million Commitment From Board Chair" (5/15/09)

- "Massachusetts Philanthropist Restores Employee Nest Eggs Lost in Madoff Scandal" (7/17/09)
- "Chan Soon-Shiong Family Foundation Announces \$100 Million Underwriting Guarantee to Help Reopen Martin Luther King, Jr. Hospital" (11/2/09)
- "Bloomberg Philanthropies Awards \$125 Million for Global Road Safety Initiative" (11/19/09)
- "Arts Patron Pledges \$85 Million to Support Cincinnati Arts Groups" (12/19/09)

#### 2010: Preview of the Year Ahead

IF THE HEADLINES IN 2009 WERE DOMINATED BY A SINGLE STORY, namely the near-death and revival of the economy, 2010 is likely to see a renewed focus on efforts to meet the challenges — and leverage the opportunities — posed by globalization and accelerating technological change.

economy, is out of the woods. In October, the Chronicle of Philanthropy's annual Philanthropy 400 survey found that large charities remain gloomy about their fundraising prospects, while the results of a recent survey by the Foundation Center suggest that foundation giving will fall further in 2010 after a 10 percent decline in 2009. The same survey suggests that most funders believe that nonprofits were not sufficiently prepared to weather a severe economic downturn and that the crisis is likely to take a toll on smaller, weaker organizations, leading to more collaborations and an emphasis on greater

transparency and accountability within

the sector. We shall see.

ot that the economy, and

certainly not the nonprofit

If the economy does recover and the federal government is able to stop and begin to reverse the alarming deterioration in its finances, nonprofits are certain to step up the pressure on the White House for more assistance and leadership on a range of issues, from tax and regulatory policy, to the environment, to encouraging public-private partnerships that truly support social innovation. With meaningful (if flawed) healthcare reform a near-certainty, attention will shift to the education arena, where hundreds of billions of dollars spent over decades have done little to close the educational achievement gaps between low-income students and their more affluent peers, between white students and students of color, and between the United States and other high-performing nations.



Growing income disparities across regions and different socioeconomic strata are also likely to come to the fore — especially if the economy slows or falls back into recession. As Boston Foundation president and CEO Paul S. Grogan put it earlier this fall, "[G]rowing inequality . . . threatens our optimistic assumptions about the future. The American Dream, especially for urban families with children, is receding and the question . . . is: Can we rise to the challenge to heal the growing divide?"

One should expect to see foundations and nonprofits answer Grogan's call — and to employ every tool at their disposal in doing so. The use of social media to drive engagement, awareness, collaboration, and financial support for causes and organizations will accelerate, and it's quite possible we will see the release of a "killer app" during the year that galvanizes new enthusiasm for and

investment in the work of the social sector. Of course, a higher profile for the sector will lead to calls for individual nonprofits to demonstrate their impact. There will be pushback, as there always is, against the "quantification" of social change work, but that train has left the station — and 2010 will see more people hopping on board.

As revenue-constrained organizations continue to look for ways to cut costs and create opportunities for their digitally savvy 20- and 30-somethings, an uptick in leadership transitions within the sector will be another trend to keep an eye on in 2010. The boomers have had a great ride and done more than anyone could have imagined to turn the nonprofit sector into a positive force for change. As more of them retire over the coming months and years, let's not forget the debt we owe them.

# Related stories from PHILANTHROPY NEWS DIGEST:



http://foundationcenter.org/pnd/

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- > "Educational, Economic Achievement Gaps Correlated, Reports Find" (4/24/09)
- "Fundraising Environment for America's Largest Charities Still Challenging, Survey Finds" (10/31/09)
- "Drop in Foundation Giving May Be Steeper Than Anticipated, Report Finds" (11/5/09)
- > "Most Nonprofit Retirement Benefit Plans Under 'Stress,' Report Finds" (11/10/09)
- "Online Giving Campaign Raises \$14 Million for Minnesota Nonprofits" (11/20/09)
- > "Report Details Growing Income Disparities in Greater Boston Area" (12/18/09)



# PEOPLE Who Make a Difference

N A YEAR THAT SAW THE
near-collapse of the global
economy and a series of
extraordinary actions taken
by governments and central
banks to prevent such a collapse, it was no surprise that the president's
economic team and members of Congress
dominated the headlines. But it was a littleknown money manager by the name of
Bernard Madoff who came to symbolize, as
much as anyone, the greed and hubris of a
money culture gone awry.

"Nonprofit
leaders are the
often invisible
heroes of our
communities."

- JULIE L. ROGERS

HE 70-YEAR-OLD MADOFF first made news in December 2008 when he confessed to running a \$50 billion Ponzi scheme through his firm and was arrested by federal authorities on charges of securities fraud. Fallout from the case continued to make news well into the new year, however, with much of the damage borne by Jewish philanthropy. As Irving H. Picard, the court-appointed trustee charged with recovering assets for Madoff's victims, dug deep into the scandal, the list of defrauded organizations and investors grew — as did the list of those suspected of benefiting from Madoff's activities. The latter included Boston philanthropist Carl Shapiro, whom Picard accused of reaping \$1 billion from Madoff's scheme over four decades, and longtime Madoff investor Jeffry M. Picower, whose foundation was one of the first to close its doors after the scandal broke and who maintained his innocence right up until his death of a heart attack in October.

Still, for organizations that lost money in the scheme, the year couldn't end soon enough. "It has been a very difficult year," said Richard Gordon, president of the American Jewish Congress, which saw a \$21 million trust left to it by philanthropists Lillian and Martin Steinberg vanish in the fraud. "Like

anything else, you go through anger and outrage, and over the year I think you work through some of the issues. But there is a tremendous sense of loss of what you could have done."

What remained to be done was on the minds of a number of foundation leaders who were either taking the reins from esteemed predecessors or getting ready to depart. In June, Robert Gallucci, dean of the Edmund A. Walsh School of Foreign Service at Georgetown University, became president of the John D. and Catherine T. MacArthur Foundation, succeeding Jonathan Fanton, who retired after two five-year terms. Also in June, the Geraldine R. Dodge Foundation in Morristown, New Jersey, announced that its longtime president and CEO, David Grant, would step down within the year to return to Vermont to pursue interests in education and social issues. And a few months later, the Baltimore-based Annie E. Casey Foundation announced that Douglas W. Nelson, one of the longest-serving presidents at a major U.S. foundation, planned to step down in April 2010 after 20 years at the foundation.

The year also was noteworthy for the remarkable philanthropists who left us. In March, Leonore Annenberg, widow of billionaire publisher and diplomat Walter H. Annenberg, died at the age of 91. Mrs. Annenberg had run the Pennsylvania-based Annenberg

...It has been a very difficult year...

I think you work through some of the issues. But there is a tremendous sense of loss of what you could have done.

Foundation since the death of her husband in October 2002. August saw the passing of another matriarch, Special Olympics founder Eunice Kennedy Shriver, whose work on behalf of the developmentally challenged was viewed by many as the most lasting of the Kennedy family's contributions to American society. Just a few weeks later, the nation paused and watched as the Kennedy family came together again to lay to rest Eunice Shriver's brother, Sen. Edward M. Kennedy, whose 50-year career in the U.S. Senate, passionate support for progressive causes, and fight-to-the-finish push for healthcare reform caused many to reflect, if only for a moment, on the better angels of our nature. And just before the end of the year, Ruth Lilly, the last surviving great-grandchild of pharmaceutical magnate Eli Lilly, died at the age of 94. Over the course of her lifetime, Lilly gave away an estimated \$800 million to a variety of causes and organizations, many of them based in her hometown of Indianapolis. But it was her unexpected gift of \$100 million to the Modern Poetry Association in 2002 a gift that almost doubled in value after she made it - that revealed the reclusive heiress to be a poet at heart.

A year that most will not soon forget came to a sad close in December as 85-year-old Anthony Marshall, son of Brooke Astor, the legendary philanthropist and doyenne of New York society, was sentenced to one to three years in prison for having defrauded his ailing mother of tens of millions of dollars. The announcement of Marshall's sentence brought to a close a case that began in 2006 when Marshall's son Philip asked that his father be removed as Mrs. Astor's legal guardian. Mrs. Astor died in 2007 at the age of 105.

#### **Changes in Leadership 2009**

KATHY SIMON ABELS was named executive director of the Simon Family Foundation in July 2009.

MARK G. ACKERMANN was named president and CEO of Lighthouse International in September 2009.

MARK D. ANDERSEN was appointed executive director of the Yampa Valley Community Foundation (Colorado) in December 2009.

ARTHUR ARUNDEL, founder of the Great Meadow Foundation more than 25 years ago, announced that he is stepping down as chair in March 2009.

DAVID AYLWARD was named the first executive director of mHealth Alliance in September 2009

**DOUGLAS B. BAUER** was named executive director of the Clark Foundation in June 2009.

ANNE C. BEAL, MD, MPH, was named president of the Aetna Foundation in July 2009.

MARK BERGSTROM was named CEO of the Sonora Area Foundation (California) in January 2009. He succeeds Mick Grimes.

PIER HICKMAN BLAKE was named executive director of the Jack and Jill America Foundation in February 2009.

REVETA BOWERS, former president of the California Association of Independent Schools, was appointed chair of the California Community Foundation in January 2009.

ELIZABETH BRAZAS was named as the president of the Community Foundation of Western North Carolina in September 2009. DOROTHY BRIDGES, president and CRO of City First Bank of DC, was named chair of the Northwest Area Foundation in July 2009.

HANK BROWN, former president of the University of Colorado and University of Northern Colorado, was elected chair of the Daniels Fund in May 2009.

RICHARD BUERY, JR., was named president and CEO of the Children's Aid Society in July 2009, effective October. He succeeds C. Warren Moses, who retired after a 40-year tenure at the organization.

#### MARK CHRONISTER,

former audit partner of PricewaterhouseCoopers, LLP, was named chair of the Minneapolis Foundation in July 2009.

ROBERT W. CONN, Ph.D., was appointed president of the Kavli Foundation in April 2009. He succeeds **Dr. David H. Auston**, who has retired.

JAY DAVIS was elected president of the Fannie and John Hertz Foundation in October 2009.

FRED DREW stepped down as president and CEO of the Kern Community Foundation (California) in October 2009.

MICHELLE DUCRE was named executive director of the Community Foundation of Southwest Missouri in April 2009.

DAVID EGNER was appointed executive director of the Community Foundation for Southeast Michigan in September 2009.

**EDITH FALK**, chair and CEO of Campbell and Company, was elected chair of the GivingUSA Foundation in November 2009.



JUDY GENSHAFT, president of the University of Florida, was elected chair of American Council on Education in February 2009.

RICHARD GIORDANO was appointed chair of the Carnegie Endowment for International Peace in May 2009.

ELIZABETH GOMEZ, executive director of the Los Angeles Youth Network, was elected chair of the California Wellness Foundation in February 2009.

RON GONZALES, former mayor of San José, California, was named president and CEO of the Hispanic Foundation of Silicon Valley in July 2009. He succeeds Teresa Alvarado, its first executive director.

**HENRY GOOSS**, senior advisor at Investor Growth Capital, Inc., was named chair of the William T. Grant Foundation in February

#### JOSEPH M. "JODY" GRANT.

former chairman and CEO of Texas American Bancshares, was elected chair of the Communities Foundation of Texas in February 2009.

KATHERINE D. GUENTHER was appointed president and CEO of the Wartburg Foundation in November 2009. She succeeds Edgar J. Myers, who established the foundation 17 years ago.

BONNIE W. GWIN, managing partner at executive search firm Heidrick & Struggles, was appointed chair of the Make-A-Wish Foundation of America in November 2009.

NANCY H. HANDEL, former CFO at Applied Materials, was named chair of the Silicon Valley Community Foundation in February 2009.

#### **DEBORAH HARRINGTON.**

president of the Woods Fund of Chicago, announced in May 2009 that she would retire in December.

#### **CHANGES IN LEADERSHIP 2009**

MARILYN HARRIS, president of Manistee Investments, was elected chair of the Arizona Community Foundation in March 2009.

#### WILLIAM R. HARTMAN

became president of the York County Community Foundation (Pennsylvania) in July 2009.

SUE HARTSHORN, president of Montgomery Row, was elected chair of the Community Foundation of Dutchess County (New York) in August 2009.

DAVID D. HILLER became president and CEO of the McCormick Foundation in July 2009. He succeeds David Grange, who retired in June 2009.

**DAVID HIRSCH**, CEO of Vertex Distribution, was named chair of the Rhode Island Foundation in January 2009.

JIM HOP was elected chair of the Midland Area Community Foundation (Michigan) in June 2009.

BARBARA HUGHES was named president and CEO of the Community Foundation Sonoma County (California) in April 2009. She succeeds Paul DeMarco.

JOHN (JACK) HUGHES was elected chair of the Christopher and Dana Reeve Foundation in September 2009.

SARAH ISELIN was named president of Blue Cross Blue Shield Foundation of Massachusetts in October 2009, effective January 2010.

#### **ALEXINE CLEMENT JACKSON,**

past president of Black Women's Agenda, was named chair of Susan G. Komen for the Cure in May 2009.

#### DOUGLAS M. JANSSON.

president and CEO of the Greater Milwaukee Foundation, announced in September 2009 that he will retire in September 2010.



JACK B. JEWETT was named president and CEO of the Flinn Foundation in April 2009. He succeeds retiring John W. Murphy, who led the foundation since 1981.

MEREDITH H. JONES was promoted to president and CEO of the Maine Community Foundation in February 2009. She succeeds Henry L.P. Schmelzer, who retired in 2008.

PAUL KAMINSKI, CEO of Technovation Inc., was named chair of the Rand Corporation in May 2009.

**GREG KAPP** became president and CEO of the Community Foundation of Greater Lafayette (Indiana) in September 2009. He succeeds **Douglas W. Eberle**, who died in April 2009.

#### LAWRENCE KUTNER, Ph.D.,

was named executive director of the Jack Kent Cooke
Foundation in August 2009.
He succeeds **Matthew Quinn**,
founding executive director, who retired in April 2009.

RACHEL LEON was named director of the Environmental Grantmakers Association in June 2009.

JORGE LUIS LOPEZ, ESQ., was appointed chair of the Dade Community Foundation (Florida) in October 2009.

**ANDY LOWER** was appointed executive director of Eleos Foundation in February 2009.

#### MARIE V. McDEMMOND

was elected chair of Lumina Foundation for Education in December 2009, effective March 2010.

HALA MODDELMOG resigned as president and CEO of Susan G. Komen for the Cure in December 2009. Mike Williams is serving as interim president.

RICHARD MOE, president of the National Trust for Historic Preservation, announced in November 2009 his plan to retire, to take effect when a successor is named.

#### **RACHEL GARBOW MONROE**

was named president of the Harry and Jeanette Weinberg Foundation in March 2009. She succeeds **Shale Stiller**, whose term concludes February 2010.

RICHARD MORRILL was named president of the Teagle Foundation in February 2009. He succeeds W. Robert Connor, who steps down in January 2010.

LESIA BATES MOSS was named president of Seedco Financial in March 2009. Moss succeeds Bill Grinker, who stepped down in 2008.

JAMES W. NARRON, an attorney, was elected chair of the North Carolina Community Foundation in May 2009.

ANNE E. NASH resigned as president and CEO of the Blue Grass Community Foundation (Kentucky) in June 2009.

DOUGLAS W. NELSON, president and CEO of the Annie E. Casey Foundation, announced in September 2009 his plan to retire in April 2010.

**DRUMMOND PIKE** announced in November 2009 his plan to step down in 2010 as CEO of Tides, which he founded in 1976.

JEFF PORTER, chair of the Environmental Law Section at Mintz Levin Cohn Ferris Glovsky and Popeo, was named chair of the Nature Conservancy in January 2009.

**BARRY RAND** was appointed CEO of AARP in March 2009. He succeeds **William Novelli**.

NORMAN RICE, former mayor of Seattle, was named president and CEO of the Seattle Foundation in June 2009. He succeeds **Phyllis Campbell**, who resigned in February.

GAIL RICHARDS was named CEO of the Johnson County Community Foundation (Indiana) in February 2009.

PATRICK ROONEY was named executive director of the Center on Philanthropy at Indiana University in June 2009.

EDWARD ROVER, CEO of the Dana Foundation, was elected its chair in October 2009. He succeeds William Safire, who died in September 2009.

AMANDA SCHAFER was named executive director of the Mt. Pleasant Area Community Foundation (Michigan) in October 2009.

MICHAEL SCHLEIN was named president and CEO of ACCION International in September 2009. He succeeds María Otero, who was appointed U.S. Under Secretary of State for Democracy and Global Affairs in August 2009.

NADYA K. SHMAVONIAN was appointed president of Public/ Private Ventures in October 2009.

JERRY SILVERMAN was named president and CEO of the United Jewish Communities in July 2009.

CAROL SIMONETTI announced her retirement as CEO of the Alaska Community Foundation in July 2009.

#### **JAVIER ALBERTO SOTO**

became president of the Dade Community Foundation (Florida) in July 2009. He succeeds **Ruth Shack**, who led the organization since 1985.

ANN STALLARD, CEO of Graphic Communications Corporation, was elected chair of the United Way of America in June 2009.

KEN STERNAD was named president of the UPS Foundation in February 2009. He succeeds Lisa Hamilton.

ROBERT J. STRUYK, senior vice president of Dorsey & Whitney Trust Company, was elected chair of the McKnight Foundation in February 2009. JEFFREY STURCHIO was named president and CEO of the Global Health Council in May 2009.

MARY P. SUNDEEN was appointed executive director of the HealthWell Foundation in October 2009.

SCOTT C. SWANSON, president of Charter One Bank, Illinois, was elected chair of the Eleanor Foundation in February 2009.

DONN WEINBERG was elected chair of the Harry and Jeanette Weinberg Foundation in March 2009, effective February 2010.

A. DENNIS WHITE was named president and CEO of MetLife Foundation in March 2009.

#### **OBITUARIES**

NORMAN BRINKER, former husband of Susan G. Komen for the Cure founder Nancy G. Brinker and founding Board member, died in June 2009.

**AENGUS FINUCANE**, former CEO of the Irish charity Concern Worldwide, died in October 2009.

DONALD G. FISHER, co-founder of Gap Inc., who funded the creation of KIPP (Knowledge Is Power Program) Foundation, died in October 2009.

JOHN W. FISHER, former chairman and president of the Ball Brothers Foundation, died in June 2009.

MILLARD FULLER, founder and longtime CEO of Habitat for Humanity International, died in February 2009.

TERRY KEENAN, healthcare philanthropy pioneer and an early leader at the Robert Wood Johnson Foundation, died in February 2009.

CLAIBORNE PELL, founder of the Pell Grants program and six-term Democratic senator from Rhode Island, died in January 2009. CARL POHLAD, owner of the Minnesota Twins baseball club and founder of the Carl and Eloise Pohlad Family Foundation, died in January 2009.

#### CHRISTOPHER RANDOLPH,

president and CEO of the Marine Corps Scholarship Foundation, died in May 2009. WOODWARD A. WICKHAM, former vice president of the John D. and Catherine T. MacArthur Foundation, died in January 2009.

MARGARET WILSON, the first black woman to serve as chair of the NAACP, died in August 2009.

"Foundations remain one of the few sources of stability for nonprofit organizations in this very volatile economic climate.... However, the longer this crisis persists, the more foundations will have to reduce giving."

 Foundation Center president BRADFORD K. SMITH (Foundation Center Press Release 3/31/09)



# PRIZE PHILANTHROPY AWARDS and RECIPIENTS, 2009



The Aspen Institute

#### **JOHN P. MCNULTY PRIZE**

Description: Recognizes an extraordinary young leader making creative, effective, and lasting contributions to his or her community.

Amount: \$100,000 2009 Recipient(s):

PATRICK AWUAH of GHANA, founder of the Accra-based Ashesi University

Lynde and Harry Bradley Foundation

#### **BRADLEY PRIZES**

Description: Recognizes individuals of extraordinary talent and dedication who have made contributions of excellence in areas consistent with the foundation's mission.

Amount: Up to \$250,000 each

2009 Recipient(s):

FOUNDERS and LEADERS of the FEDERALIST SOCIETY for PUBLIC POLICY STUDIES

MARTIN GILBERT, historian and official biographer of Winston Churchill ARNOLD C. HARBERGER, chief economic advisor, USAID WILLIAM KRISTOL, founder and editor, *The Weekly Standard* 

Eli and Edythe Broad Foundation

#### **BROAD PRIZE for URBAN EDUCATION**

Description: Awarded to the most improved urban school district in the country. Amount: \$2 million

2009 Recipient(s):

ALDINE INDEPENDENT SCHOOL DISTRICT. Texas

The Andrea and Charles Bronfman Philanthropies Inc.

#### **CHARLES BRONFMAN PRIZE**

Description: Celebrates the vision and talent of an individual or team 50 years of age or under, whose humanitarian work has contributed significantly to the betterment of the world.

Amount: \$100,000 2009 Recipient(s):

MIKE FEINBERG and DAVE LEVIN, co-founders of Knowledge Is Power Program (KIPP) **Burroughs Wellcome Fund** 

#### **CAREER AWARDS for MEDICAL SCIENTISTS**

Description: Supports the last years of a mentored position and the beginning years of an independent position, facilitating the transition to a career in research.

Amount: \$700,000 each over five years

2009 Recipient(s):

THOMAS R. HAWN, M.D., Ph.D., University of Washington ROBERT O. HEUCKEROTH, M.D., Ph.D., Washington University ARI MELNICK, M.D., Weill Medical College of Cornell University STEPHANIE WARE, M.D., Ph.D., University of Cincinnati

**Bush Foundation** 

#### **ENDURING VISION AWARD**

Description: Encourages the artists' continued influence on present and future generations of artists, audiences, and their chosen field of work.

AMOUNT: \$100,000 each over three to five years

2009 Recipient(s):

MICHAEL SOMMERS, Minneapolis, MN KEVIN LOCKE, Wakpala, SD

MARY LOUISE DEFENDER WILSON, Fort Yates, ND

Carnegie Corporation of New York

#### **ACADEMIC LEADERSHIP AWARD**

Description: Honors leaders of higher education institutions for their commitment to equity, access to an affordable education, curricular innovations, and outstanding liberal arts instruction.

Amount: \$500,000 each

2009 Recipient(s):

LEON BOTSTEIN, president, Bard College SCOTT COWEN, president, Tulane University

AMY GUTMANN, president, University of Pennsylvania

WILLIAM E KIRWAN shancellar University Cyctom of Mo

WILLIAM E. KIRWAN, chancellor, University System of Maryland

#### Annie E. Casey Foundation and Harvard University's Ash Institute

#### **INNOVATIONS AWARD**

Description: Recognizes government initiatives that forward innovative practices that benefit citizens.

Amount: \$100,000 2009 Recipient(s):

WRAPAROUND MILWAUKEE, Milwaukee, WI

**Champalimaud Foundation** 

#### **ANTÓNIO CHAMPALIMAUD VISION AWARD**

Description: Recognizes achievements in preventing blindness in the developing world.

Amount: \$1.4 million 2009 Recipient(s):

HELEN KELLER INTERNATIONAL, New York, NY

Chicago Community Trust

#### **TRUST FELLOWSHIP**

Description: Provides a significant investment in the leadership talent for not-for-profit organizations and supports excellence in the sector.

Amount: Up to \$60,000 each

2009 Recipient(s):

JAIME DE LEON, communities program director, Enlace Chicago
JUAN DIES, executive director, Sones de Mexico Ensemble
LIZ DRAPA, associate director, Corporation for Supportive Housing
MALIK GILLANI, co-founder and executive director, Silk Road Theatre Project
CHRISTIAN GREER, senior director of education, The John G. Shedd Aquarium
GABRIELLE LYON, co-founder and executive director, Project Exploration

SYLVIA PUENTE, director, The Latino Policy Forum SANDRA WILKNISS, director, Thresholds Institute

#### Civic Ventures

#### **PURPOSE PRIZE**

Description: Recognizes social entrepreneurs age 60 and older.

Amount: \$100,000 or \$50,000

2009 Recipient(s):

\$100,000 Prize Winners:

ELIZABETH and STEPHEN ALDERMAN, Bedford, NY

JUDITH BRODER, Studio City, CA

DON COYHIS, Colorado Springs, CO

HENRY LIU, Columbia, MO

TIM WILL, Rutherfordton, NC

\$50,000 Prize Winners:

MARCY ADELMAN, San Francisco, CA

**DUNCAN CAMPBELL, Portland, OR** 

ANN HIGDON, Dayton, OH

CONNIE SISKOWSKI, Boca Raton, FL

JAMES SMALLWOOD, Camden, NJ

#### Franklin Institute

#### **BOWER AWARD and PRIZE for ACHIEVEMENT in SCIENCE**

Description: Presented to a distinguished member of the international scientific community for work in a prescribed discipline that changes each year.

Amount: \$250,000 2009 Recipient(s):

SANDRA M. FABER, Ph.D., astronomer, University of California

Observatories/Lick Observatory, and professor of astronomy & astrophysics, University of California, Santa Cruz

#### **Bill & Melinda Gates Foundation**

#### **ACCESS TO LEARNING AWARD**

Description: Recognizes a library that uses innovative ways of providing people in need around the world with free access to computers and the Internet

Amount: \$1 million 2009 Recipient(s):

FUNDACIÓN EMPRESAS PÚBLICAS de MEDELLÍN (EPM FOUNDATION), Medellín, Colombia

**Bill & Melinda Gates Foundation** 

#### **GATES AWARD FOR GLOBAL HEALTH**

Description: Recognizes an organization that has made a major and lasting contribution to the field of global health.

Amount: \$1 million

2009 Recipient(s):

LONDON SCHOOL of HYGIENE & TROPICAL MEDICINE, England

Richard N. Goldman and Rhoda Goldman

#### **GOLDMAN ENVIRONMENTAL PRIZE**

Description: Awarded to grassroots environmental heroes from each of the world's inhabited continental regions.

Amount: \$150,000 each

2009 Recipient(s):

WANZE EDUARDS, Suriname

MARIA GUNNOE, USA

SYEDA RIZWANA HASAN, Bangladesh

YUYUN ISMAWATI, Indonesia

S. HUGO JABINI. Suriname

MARC ONA ESSANGUL Gabon

OLGA SPERANSKAYA, Russia

#### **Gruber Foundation**

#### **GRUBER INTERNATIONAL PRIZES**

Description: Honors contemporary individuals in the fields of cosmology, genetics, neuroscience, justice, and women's rights, whose groundbreaking work provides new models that inspire and enable fundamental shifts in knowledge and culture.

Amount: \$500,000 per category (shared)

2009 Recipient(s):

Cosmology:

WENDY FREEDMAN, director, Observatories of the Carnegie Institution of Washington, Pasadena, CA

ROBERT KENNICUTT, director, Institute of Astronomy at the University of

Cambridge, England JEREMY MOULD, professorial fellow, University of Melbourne School of Physics Genetics:

JANET DAVISON ROWLEY, M.D., Blum-Riese Distinguished Service Professor, University of Chicago

BRYAN STEVENSON, executive director, Equal Justice Initiative **EUROPEAN ROMA RIGHTS CENTRE** 

#### Neuroscience:

JEFFREY HALL, professor of neurogenetics, University of Maine MICHAEL ROSBASH, professor and director, National Center for

Behavioral Genomics at Brandeis University

MICHAEL YOUNG, professor and head of the Laboratory of Genetics at Rockefeller University

Women's Rights:

LEYMAH ROBERTA GBOWEE, executive director, Women in Peace and Security Network - Africa

WOMEN'S LEGAL CENTRE (WLC), South Africa

#### John Simon Guggenheim Memorial Foundation

**GUGGENHEIM FELLOWS** 

#### Description: Awarded to individuals on the basis of distinguished achievement and exceptional promise to help provide blocks of time in which

they can work with as much creative freedom as possible.

Amount: \$43,200 average 2009 Recipient(s):

213 RECIPIENTS (See list at www.gf.org/fellows/current/)

**Heinz Family Foundation** 

#### **HEINZ AWARDS**

Description: Commemorates the late Sen. John Heinz's long-standing commitment to the environment to individuals whose achievements have helped bring about a cleaner, greener, and more sustainable planet.

Amount: \$100,000 each

2009 Recipient(s):

ROBERT BERKEBILE, founder, American Institute of Architects' National Committee on the Environment

P. DEE BOERSMA, Wadsworth Endowed Chair in Conservation Studies, University of Washington

CHRISTOPHER B. FIELD, founding director, Department of Global Ecology, Carnegie Institution for Science

ASHOK GADGIL, professor of civil and environmental engineering,

University of California, Berkeley

CHIP GILLER, founder, Grist magazine

DEBORAH RICE, toxicologist, Maine Department of Health and Human Services, Environmental, and Occupational Health

JOEL SALATIN, author, lecturer, and farmer, Polyface Farm

KIRK R. SMITH, professor of Global Environmental Health, University of California, Berkeley, School of Public Health

THOMAS SMITH, director of Texas office, Public Citizen

#### PRIZE PHILANTHROPY AWARDS and RECIPIENTS, 2009

BEVERLY H. WRIGHT, founder and executive director, Deep South Center for Environmental Justice, Dillard University

Conrad N. Hilton Foundation

#### **CONRAD N. HILTON HUMANITARIAN PRIZE**

Description: Honors an organization that has made extraordinary contributions toward alleviating human suffering anywhere in the world.

Amount: \$1.5 million 2009 Recipient(s): PATH, Seattle, WA

**Hyatt Foundation** 

#### PRITZKER ARCHITECTURE PRIZE

Description: Honors living architects whose work demonstrates a combination of talent, vision, and commitment and who have produced consistent and significant contributions to humanity.

Amount: \$100,000
2009 Recipient(s):
PETER ZUMTHOR, Switzerland

James Irvine Foundation

#### **LEADERSHIP AWARDS**

Description: Honors Californians who are developing practical solutions to some of the state's most critical challenges.

Amount: \$125,000 per organization

2009 Recipient(s):

JOSEFINA ALVARADO MENA, Safe Passages/Youth Ventures Joint Powers Authority, Oakland

TIM DANG, East West Players, Los Angeles

KATHRYN ICENHOWER, Shields for Families, Los Angeles

LUIS SANTANA, Reading and Beyond, Fresno

RICHARD VALLE, Tri-Ced Community Recycling, Union City

JENNIFER VANICA, Jacobs Center for Neighborhood Innovation, San Diego

Robert Wood Johnson Foundation

#### **COMMUNITY HEALTH LEADERS AWARD**

Description: Recognizes individuals who have overcome daunting obstacles to improve the health and quality of life for underserved men, women, and children in communities across the United States

*Amount:* \$125,000 each 2009 Recipient(s):

AMANDA GAYNOR ASHLEY, D.M.D., Ms.Edu., dental clinic director, Samuel Simmonds Memorial Hospital Dental Clinic, Barrow, AK

DAVID CAREY, chairperson, Inspire Human Services Co-op, Phoenix, AZ HUGH F. "TREY" DALY III, J.D., senior attorney, Legal Aid Society of Greater Cincinnati. OH

LYNNE HOLDEN, M.D., president and chief executive officer, Mentoring in Medicine, Inc., Bronx, NY

UWE JACOBS, PH.D., clinical and executive director, Survivors International, San Francisco, CA

RAJIV KUMAR, chair and co-founder, Shape Up RI, Providence, RI SONITH PEOU, program director, Metta Health Center, Lowell, MA FRANCES STOUT, R.N., board chair, Tohono O'odham Nursing Care Authority (TONCA), Sells, AZ

CLAUDIA STRAVATO, board member and retired executive director, Texas Panhandle Family Planning and Health Centers, Amarillo, TX SATIRA STREETER, Psy.D., executive and clinical director, Ascensions Community Services, Inc., Washington, DC

The Joyce Foundation

#### **JOYCE AWARD**

Description: Awarded to arts organizations in the Great Lakes region to support artists of color and their new works.

Amount: \$50,000 per organization

2009 Recipient(s):

Dance:

RAVINIA FESTIVAL, Chicago, to support choreographer Bill T. Jones

Music:

DETROIT INTERNATIONAL JAZZ FESTIVAL, Detroit, to support bassist, composer, and arranger John Clayton

heater:

GOODMAN THEATRE, Chicago, to support playwright Quiara Alegía Hudes Visual Arts:

MUSEUM of CONTEMPORARY ART CLEVELAND, Cleveland, to support visual artist Iona Rozeal Brown

**Ewing Marion Kauffman Foundation** 

#### EWING MARION KAUFFMAN PRIZE MEDAL for DISTINGUISHED RESEARCH IN ENTREPRENEURSHIP

Description: Awarded to promising young scholars who contribute new insight into the field of entrepreneurship.

Amount: \$50,000

2009 Recipient(s):

ANTOINETTE SCHOAR, Ph.D., Michael M. Koerner Associate Professor of Entrepreneurial Finance, Massachusetts Institute of Technology Sloan School of Management

W.M. Keck Foundation

#### DISTINGUISHED YOUNG SCHOLARS IN MEDICAL RESEARCH

Description: Helps to promote the early career development of some of the country's most promising biomedical scientists.

Amount: up to \$1 million to each institution over a period of up to five years

2009 Recipient(s):

JASON BRICKNER, Northwestern University
CHANG-ZHENG CHEN, Stanford University
NEVAN KROGAN, University of California, San Francisco
J. CHRISTOPHER LOVE, Massachusetts Institute of Technology
WENYING SHOU, Fred Hutchinson Cancer Research Center

W.M. Keck Foundation

#### **RESEARCH EXCELLENCE AWARDEES**

Description: To recognize the achievement of five young scientists.

Amount: up to \$1 million to each institution over a period of up to five years 2009 Recipient(s):

SREEGANGA CHANDRA, Ph.D., Assistant Professor, Departments of Neurology, and Molecular, Cellular and Developmental Biology, Yale University

BENJAMIN PENG-CHU TU, Ph.D., Assistant Professor, Department of Biochemistry, University of Texas Southwestern Medical Center TATYANA SHARPEE, Ph.D., Assistant Professor, Department of Computational Neurobiology, Salk Institute for Biological Studies LEOR WEINBERGER, Ph.D., Assistant Professor, Department of Chemistry and Biochemistry, University of California, San Diego THOMAS WESTBROOK, Ph.D., Assistant Professor, Departments of Biochemistry and Molecular Biology, and Molecular and Human Genetics, Baylor College of Medicine

**Knight Foundation** 

#### **KNIGHT ARTS CHALLENGE**

Description: Awards the best ideas for the arts in South Florida.

Amount: \$3.7 million in matching grants (shared)

2009 Recipient(s):

20 RECIPIENTS (See list at www.knightarts.org/knight-arts-challenge/2009-winners/)

**Knight Foundation** 

#### **KNIGHT NEWS CHALLENGE**

Description: For creating innovative digital projects with the potential to transform community life.

Amount: \$10,000-\$719,500 each; \$5.1 million total

2009 Recipient(s):

JOE BOYDSTON, "CMS Upload Utility," McNaughton Newspaper Group, Placerville, CA

ALEKSANDRA CHOJNACKA and ADAM KLAWONN, "The Daily Phoenix," Phoenix, AZ

JOHN EWING, "Virtual Street Corners," Roxbury, MA

ORY OKOLLOH, "Crowdsourcing Crisis Information," Ushahidi, Orlando, FL AARON PRESNALL, "Data Visualization," The Jefferson Institute,

Washington, DC

GAIL ROBINSON, "Councilpedia," Citizens Union Foundation, New York, NY SCOTT ROSENBERG, "MediaBugs," Berkeley, CA

ERIC UMANSKY and SCOTT KLEIN, ProPublica; and ARON PILHOFER and BEN KOSKI, *The New York Times*, "DocumentCloud," New York, NY KATRIN VERCLAS, "Mobile Media Toolkit," MobileActive, New York, NY

Albert and Mary Lasker Foundation

#### **LASKER AWARDS**

Description: Honors outstanding basic and clinical medical research discoveries and for lifetime contributions to medical science.

Amount: \$300,000 each

2009 Recipient(s):

Basic Medical Research Award:

JOHN GURDON, Cambridge University

SHINYA YAMANAKA, Kyoto University

Lasker-DeBakey Clinical Medical Research Award:

NICHOLAS B. LYNDON, formerly of Novartis

CHARLES L. SAWYERS, Memorial Sloan-Kettering Cancer Center

Lasker-Koshland Special Achievement Award in Medical Science:

MICHAEL R. BLOOMBERG, New York City Mayor

**Lemelson Foundation** 

#### **LEMELSON-MIT PRIZE**

Description: The prize recognizes outstanding inventors, encourages sustainable new solutions to real-world problems, and enables and inspires young people to pursue creative lives and careers through invention.

Amount: \$100,000 2009 Recipient(s):

DR. JOEL SELANIKIO, co-founder, DataDyne, and assistant professor of pediatrics, Georgetown University Hospital, Washington, DC

**Lodestar Foundation** 

#### THE COLLABORATION PRIZE

Description: Awarded annually to a collaboration that demonstrates quantifiable evidence of impact and effectiveness through programmatic collaborations, administrative consolidation, or other joint activities.

Amount: \$250,000 (shared)

2009 Recipient(s):

YMCA & JCC, Greater Toledo, OH
MUSEUM of NATURE & SCIENCE, Dallas, TX

John D. and Catherine T. MacArthur Foundation

#### MACARTHUR AWARD for CREATIVE and EFFECTIVE INSTITUTIONS

Description: For demonstrating significant impact in their fields and spurring significant change with modest budgets.

Amount: \$350,000, \$500,000, or \$650,000 each 2009 Recipient(s):

ACCESS TO JUSTICE, Lagos, Nigeria

CARIBBEAN NATURAL RESOURCES INSTITUTE, Port of Spain, Trinidad

CENTER for NEIGHBORHOOD TECHNOLOGY, Chicago, IL

CENTRE for INDEPENDENT SOCIAL RESEARCH, St. Petersburg, Russia CHICAGO COMMUNITY LOAN FUND, Chicago, IL

MAHILA SEWA TRUST, Ahmedabad, Gujarat, India

NATIONAL HOUSING CONFERENCE & CENTER for HOUSING POLICY,

Washington, DC

WOMEN OF THE DON REGION, Novocherkassk, Russia

#### John D. and Catherine T. MacArthur Foundation

Description: For individuals who show exceptional creativity in their work and the prospect for still more in the future. Often called "genius" grants.

Amount: \$500,000 each over five years 2009 Recipient(s):

**MACARTHUR FELLOWS** 

LYNSEY ADDARIO, photojournalist, Istanbul, Turkey

MANEESH AGRAWALA, computer vision technologist, University of California, Berkeley, Berkeley, CA TIMOTHY BARRETT, papermaker, University of Iowa, Iowa City, IA MARK BRADFORD, mixed media artist, Los Angeles, CA EDWIDGE DANTICAT, novelist, Miami, FL

RACKSTRAW DOWNES, painter, New York, NY

ESTHER DUFLO, economist, Massachusetts Institute of

Massachusetts Institute of Technology, Cambridge, MA

DEBORAH EISENBERG, short story writer, New York, NY

LIN HE, molecular biologist, University of California, Berkeley, Berkeley, CA PETER HUYBERS, climate scientist, Harvard University, Cambridge, MA JAMES LONGLEY, filmmaker, Daylight Factory, Seattle, WA

L. MAHADEVAN, applied mathematician, Harvard University, Cambridge, MA HEATHER MCHUGH, poet, University of Washington, Seattle, Seattle, WA JERRY MITCHELL, investigative reporter, Clarion-Ledger, Jackson, MS REBECCA ONIE, health services innovator, Project HEALTH, Boston, MA RICHARD PRUM, ornithologist, Yale University, New Haven, CT JOHN A. ROGERS, applied physicist, University of Illinois, Urbana-Champaign, Urbana, IL

ELYN SAKS, mental health lawyer, University of Southern California Gould School of Law, Los Angeles, CA

JILL SEAMAN, infectious disease physician, Old Fangak, Sudan BETH SHAPIRO, evolutionary biologist, Pennsylvania State University, University Park, PA

DANIEL SIGMAN, biogeochemist, Princeton University, Princeton, NJ MARY TINETTI, geriatric physician, Yale School of Medicine, New Haven, CT CAMILLE UTTERBACK, digital artist, San Francisco, CA

THEODORE ZOLI, bridge engineer, HNTB Corporation, New York, NY

**McKnight Foundation** 

#### **MCKNIGHT DISTINGUISHED ARTIST AWARD**

Description: Recognizes individuals who have helped lay the foundation for Minnesota's rich cultural life.

Amount: \$50,000 2009 Recipient(s):

BAIN BOEHLKE, theater producer, director, designer, and actor

Eugene and Agnes E. Meyer Foundation

#### **EXPONENT AWARDS**

Description: Recognizes strong and effective DC-area nonprofit leaders with a track record of accomplishment who have the potential for future growth and development

Amount: \$100,000 each over two years

2009 Recipient(s):

LINDSEY BUSS, President, Martha's Table

ANA LOPEZ, Executive Director, Community Bridges

JONATHAN M. SMITH, Executive Director, Legal Aid Society of the District of Columbia

DAVID ANDREW SNIDER, Producing Artistic Director and CEO, Young Playwrights' Theater

KELLY SWEENEY MCSHANE, Executive Director, Community of Hope

#### NARSAD

#### **DISTINGUISHED INVESTIGATOR AWARDS**

Description: Provides support for experienced investigators conducting neurobiological research.

Amount: \$100,000 each

2009 Recipient(s):

WADE BERRETTINI, M.D., Ph.D., University of Pennsylvania

ALEXANDER BYSTRITSKY, M.D., Ph.D., University of California, Los Angeles

PIETRO DE CAMILLI, M.D., Yale University

MICHAEL D. EHLERS, M.D., Ph.D., Duke University

JORAM FELDON, D.Phil., Swiss Federal Institute of Technology

TERRY E. GOLDBERG, Ph.D., the North Shore-LIJ Health System

RENÉ HEN, Ph.D., Columbia University

TOMAS HÖKFELT, M.D., Ph.D., Karolinska Institute, Sweden

JAMES KNOWLES, M.D., University of Southern California

STEPHEN LAWRIE, M.D., University of Edinburgh, Scotland

ANDREAS MEYER-LINDENBERG, M.D., Ph.D., University of Heidelberg, Germany

RICHARD J. MILLER, Ph.D., Northwestern University

DANIELE PIOMELLI, Ph.D., University of California, Irvine

JUDITH L. RAPOPORT, M.D., the National Institute of Mental Health

EMILIE F. RISSMAN, Ph.D., University of Virginia

MARTHA E. SHENTON, Ph.D., Harvard University

The New York Times Company

#### NEW YORK TIMES COMPANY NONPROFIT EXCELLENCE AWARDS

Description: Winners are chosen for their excellent management practices in four categories.

Amount: One \$25,000 and three \$5,000

2009 Recipient(s):

Overall Management Excellence:

**NEW YORK CARES** 

**Excellent Communications:** 

GROUNDWORK, INC.

Excellent Culturally-Based Management Strategies:

VERA INSTITUTE of JUSTICE

Excellent Use of Technology and Focus on Mission:

NEIGHBORHOOD ECONOMIC DEVELOPMENT ADVOCACY PROJECT (NEDAP)

**Opportunity Finance Network** 

#### WACHOVIA NEXT AWARDS for INNOVATIVE LENDING PROGRAMS

Description: Recognizes top performing community development financial institutions for lending programs directly benefiting low- and moderateincome communities.

Amount: \$750,000 in grants and \$7.5 million in low-cost loans (shared) 2009 Recipient(s):

COMMUNITY LOAN FUND, NH

FEDERATION OF APPALACHIAN HOUSING ENTERPRISES, KY

**Opus Prize Foundation** 

#### **OPUS PRIZE**

Description: Recognizes unsung heroes of any faith tradition, anywhere in the world, solving today's most persistent social problems.

Amount: One \$1 million and two \$100,000

2009 Recipient(s):

\$1 million prize:

AÏCHA ECH CHANNA, founder and president, Association Solidarité Féminine, Casablanca, Morocco

\$100,000 prizes:

SISTER VALERIANA GARCÍA-MARTÍN, founder and director, Asociación

Hogares Luz y Vida, Bogotá, Colombia

FATHER HANS STAPEL, co-founder and president, Fazenda da Esperança (Farms of Hope), Guaratinguetá, Brazil

**Pew Charitable Trusts** 

#### **PEW FELLOWSHIPS in the ARTS**

Description: Awarded to outstanding artists who live and work in the five-county Philadelphia area, who have a demonstrated commitment and professional accomplishment within their field, and who will continue their artistic growth within the five-county Philadelphia area.

Amount: \$60,000 each

2009 Recipient(s):

MARC BRODZIK, media arts

ANTHONY CAMPUZANO, works on paper

SARAH GAMBLE, works on paper

DANIEL HEYMAN, works on paper

KEN KALFUS, fiction and creative nonfiction

JENNIFER LEVONIAN, media arts

ROBERT MATTHEWS, works on paper

FRANCES MCELROY, media arts

BEN PETERSON, works on paper

MARCO ROTH, fiction and creative nonfiction

RYAN TRECARTIN, media arts

NAMI YAMAMOTO, works on paper

**Pew Charitable Trusts** 

#### **PEW SCHOLARS in the BIOMEDICAL SCIENCES**

Description: Provides funding to young investigators of outstanding promise in science relevant to the advancement of human health.

Amount: \$240,000 each over a four-year period

2009 Recipient(s):

FRANK ALBER, Ph.D., University of Southern California

DIANA M. BAUTISTA, Ph.D., University of California, Berkeley

JON P. BOYLE, Ph.D., University of Pittsburgh

ZEV D. BRYANT, Ph.D., Stanford University

JENNIFER G. DELUCA, Ph.D., Colorado State University

QING R. FAN, Ph.D., Columbia University

KEVIN A. JANES, Ph.D., University of Virginia

JOHN K. KIM, Ph.D., University of Michigan

ALEXANDER MEISSNER, Ph.D., Harvard University

#### PRIZE PHILANTHROPY AWARDS and RECIPIENTS, 2009

CHARLES G. MULLIGHAN, M.D., St. Jude Children's Research Hospital PATRICK J. PADDISON, Ph.D., Fred Hutchinson Cancer Research Center JOSEPH R. POMERENING, Ph.D., Indiana University NICHOLAS J. PRIEBE, Ph.D., University of Texas at Austin MELISSA M. ROLLS, Ph.D., Pennsylvania State University JOSHUA W. SHAEVITZ, Ph.D., Princeton University BEN Z. STANGER, M.D., Ph.D., University of Pennsylvania R. GRACE ZHAI, Ph.D., University of Miami, Miller School of Medicine

#### Prize4Life

#### BIOMARKER CHALLENGE PROGRESS and DISCOVERY PRIZE

Description: Awards teams that have made significant progress towards the goal of the Biomarker Challenge: the race to find the first validated Amyotrophic Lateral Sclerosis (ALS) biomarker that meets the established requirements.

Amount: \$100,000 (shared)

2009 Recipient(s):

HARVEY ARBESMAN, M.D. M.S., dermatologist SEWARD RUTKOVE, M.D., ALS researcher and clinician

#### **Rockefeller Foundation**

#### **JANE JACOBS MEDAL**

Description: For individuals whose actions and accomplishments in New York City exemplify the late author and civic activist's principles.

Amount: \$100,000 each 2009 Recipient(s):
Lifetime Leadership:

RICHARD KAHAN, Founder and CEO, Urban Assembly

New Ideas and Activism:

DAMARIS REYES, Executive Director, Good Old Lower East Side (GOLES)

#### Sapling Foundation

#### **TED PRIZE**

Description: Designed to leverage the TED (Technology, Entertainment, Design) community's exceptional array of talent and resources, and the award includes the granting of "One Wish to Change the World."

Amount: \$100,000 each

2009 Recipient(s):

DR. JOSÉ ANTONIO ABREU, founder, El Sistema SYLVIA EARLE, explorer-in-residence, National Geographic Society JILL TARTER, Director, SETI (Search for Extraterrestrial Intelligence) Institute's Center for SETI Research

#### The Shaw Prize Foundation

#### **THE SHAW PRIZE**

Description: Honors individuals who have achieved significant breakthrough in academic and scientific research or application and whose work has resulted in a positive and profound impact on mankind.

Amount: \$1 million in each category

2009 Recipient(s):

Astronomy:

FRANK H. SHU, professor, University of California

Life Science and Medicine:

DOUGLAS L. COLEMAN, professor, Emeritus Scientist, The Jackson Laboratory; and JEFFREY M. FRIEDMAN, Marilyn M. Simpson Professor of the Rockefeller University and Investigator, Howard Hughes Medical Institute

Mathematical Sciences:

SIMON K. DONALDSON, Royal Society Research Professor of Pure Mathematics, Imperial College London, UK; and CLIFFORD H. TAUBES, William Petschek Professor of Mathematics, Harvard University

#### **Sloan Foundation**

#### **SLOAN INDUSTRY STUDIES FELLOWSHIP**

Description: Encourages close interaction between academics and industry in order to stimulate new lines of inquiry and broaden the impact of scholarly research.

Amount: \$45,000 each over a two-year period

2009 Recipient(s):

Radio Industry:

GABRIEL ROSSMAN, Assistant Professor, University of California, Los Angeles, Department of Sociology

Engineering Design Services:

JOHN TAYLOR, Assistant Professor, Columbia University, Civil Engineering & Engineering Mechanics

Digital Media Industry:

RAHUL TELANG, Assistant Professor, Carnegie Mellon University, Heinz School of Public Policy and Management

Sloan Foundation

#### **SLOAN RESEARCH FELLOWSHIP**

Description: Recognizes the achievements of outstanding young scholars in science, mathematics, economics, and computer science.

Amount: \$50,000 each over a two-year period

2009 Recipient(s):

118 RECIPIENTS (See list at http://www.sloan.org/fellowships/page/19)

#### Harold and Mimi Steinberg Charitable Trust

#### **EMERGING PLAYWRIGHT AWARD**

Description: Honors early career playwrights whose professional work shows great promise.

Amount: \$50,000 or \$25,000 each

2009 Recipient(s):

BRUCE NORRIS, TARELL ALVIN MCCRANEY, and DAVID ADJMI

#### John Templeton Foundation

#### **TEMPLETON PRIZE**

Description: Honors a living person who has made an exceptional contribution to affirming life's spiritual dimension, whether through insight, discovery, or practical works.

Amount: £1,000,000 sterling

2009 Recipient(s):

BERNARD D'ESPAGNAT, physicist and philosopher of science, France

#### **United States Artists**

#### **USA FELLOWSHIP**

Description: Honors artists from all disciplines who demonstrate artistic excellence, unique vision, and significant contributions to their fields.

Amount: \$50,000 each

2009 Recipient(s):

50 RECIPIENTS (See list at www.unitedstatesartists.org/Public2/ USAFellows/2009Fellows/)

## **2009 Awards to Philanthropists**

AWARD GIVEN BY	NAME OF AWARD	2009 RECIPIENT	DESCRIPTION OF AWARD
Americans for the Arts	Frederick R. Weisman Award for Philanthropy in the Arts	Sidney Harman Chairman Emeritus Harman International Industries, Inc.	Presented to an individual with a demonstrable history of philanthropic giving to one or more major arts institutions.
Association of Black Foundation Executives	James A. Joseph Lecture on Philanthropy	Amina J. Dickerson Senior Director of Global Community Involvement Kraft Foods	Recognizes an outstanding individual whose leadership and contributions as a visionary philanthropic leader have helped advance progressive philanthropic ideals, strengthen grantmaking institutions, and build vital Black communities.
Association of Black Foundation Executives	Emerging Leader in Philanthropy Award	Rahsaan Harris Program Executive The Atlantic Philanthropies	Recognizes the accomplishments and contributions of staff, donors, and trustees new to the philanthropic sector.
Association of Fundraising Professionals	Paschal Murray Award for Outstanding Philanthropy	<b>John C. Erickson</b> Founder and Chairman Erickson Retirement Communities	Presented to an individual or family with a proven record of exceptional generosity who, through direct financial support, has demonstrated outstanding civic and charitable responsibility, and whose generosity encourages others to take philanthropic leadership roles on a community, national, and/or international level.
Carnegie Corporation	Carnegie Medal of Philanthropy	Michael R. Bloomberg The Koç family Betty Irene Moore	Honors families and individuals from around the world who have dedicated their private wealth to the public good and who have sustained their philanthropic activities.
		Gordon E. Moore Joan H. Weill Sanford Weill	
Central Minnesota Community Foundation	Individual Award in Philanthropy	Nancy Ehlen	For fostering passion and vision for philanthropy in Central Minnesota.
Council on Foundations	Distinguished Grantmaker Award	Robert Hohler Executive Director Melville Charitable Trust	Honors an individual who has made significant lifetime contributions to the field of philanthropy.
Council on Foundations	Robert W. Scrivner Award for Creative Grantmaking	Geri Mannion Director US Democracy Program at Carnegie Corporation of New York Taryn Higashi Executive Director Unbound Philanthropy	Honors grantmakers who, with a combination of vision, principle, and personal commitment, are making a critical difference in a creative way.
European Foundation Centre	Philanthropy Compass Prize	William S. White Chairman, President, and CEO Charles Stewart Mott Foundation	Recognizes outstanding contributions to the development of the EFC and the European philanthropic sector as a whole.
Grantmakers for Children, Youth & Families	Fred Rogers Leadership Award in Philanthropy for Children, Youth, and Families	Carol Goss, MSW President and CEO The Skillman Foundation	Recognizes outstanding contributions by staff and trustees in the field of philanthropy on behalf of children, youth, and families.



AWARD GIVEN BY	NAME OF AWARD	2009 RECIPIENT	DESCRIPTION OF AWARD
Grantmakers in Health	Terrance Keenan Leadership Award in Health Philanthropy	Gary L. Yates President and CEO California Wellness Foundation	Honors outstanding individuals in the field of health philan- thropy whose work is distinguished by leadership, innovation, and achievement.
Independent Sector	John W. Gardner Leadership Award	<b>Geoffrey Canada</b> President and CEO Harlem Children's Zone	Honors outstanding Americans who exemplify the leadership and the ideals of John W. Gardner, American statesman and founding chair of Independent Sector.
Jewish Funders Network	Sidney Shapiro Tzedakah Award	Harold Grinspoon Diane Troderman Founders Harold Grinspoon Foundation	Awarded biennially to a person, couple, or family who practice the ways of grantmaking that Sidney Shapiro was passionate about: creative, strategic, collaborative, innovative, forward-thinking, and responsive to tangible and urgent societal needs.
Ms. Foundation for Women	Gloria Award: Woman of Vision and Action Award	Bonnie Schaefer Former Co-CEO and Co-Chairman of the Board Claire's Stores, Inc.	Gloria Awards honor the remarkable achievements of women activists and their supporters whose strength, courage and leadership move us towards the realization of our shared vision for a just and inclusive democracy.
Native Americans in Philanthropy	Louis T. Delgado Distinguished Grantmaker Award	<b>Joel Neimeyer</b> Program Officer Rasmuson Foundation	Honors an individual or an institution who reflects the values and ethics of Louis T. Delgado in their actions and philosophies.
The Nonprofit Management and Philanthropy Sector Program in the School of Social Work at Loyola University Chicago	Louis T. Delgado Social Justice in Philanthropy Award	<b>Ngoan Le</b> Vice President of Programs The Chicago Community Trust	Honors NMPS founder and his achievements in past years, as well as his ongoing commitment to social justice in philanthropy.
Ohio Grantmakers Forum	Ohio Philanthropy Award	<b>Malvin Bank</b> Senior Partner Thompson Hine LLP	For individuals or organizations who demonstrate longstanding leadership in advancing organized philanthropy, creativity in responding to societal problems, and who have significant positive impact on organized philanthropy.
Philanthropy Roundtable	William E. Simon Prize for Philanthropic Leadership	Philip and Nancy Anschutz The Anschutz Foundation	Honors living philanthropists who have shown exemplary leadership through their charitable giving, highlights the power of philanthropy to achieve positive change, and seeks to inspire others to support charities that achieve genuine results.
Women's Funding Network	Changing the Face of Philanthropy Award	Swanee Hunt President Hunt Alternatives Fund	Honorees inspire, challenge, and serve as models for others to become part of social change philanthropy; contribute substantially of their time, money, and vision to the network or a women's and girls' fund; and demonstrate a long-standing commitment to the values of diversity, shared leadership, gender equity, and social justice.



he NonProfit Times' 12th annual "NPT Power & Influence Top 50" celebrates some of the sector's top executives and thinkers. These executives were selected for the impact they have now and for the innovative plans they are putting in place to evolve the charitable sector. Following is the "NPT Power & Influence Top 50, Class of 2009."



FRED J. ALI President & CEO Weingart Foundation Los Angeles, Calif.

Ali transformed the foundation's funding to be more responsive to

economic needs. He boosted and promoted grants for operating expenses even in the face of his own organization's endowment dropping. That's leadership.

**DIANA AVIV** President & CEO Independent Sector Washington, D.C.



key go-to policy shop on charitable issues in Washington, D.C., and it's because of Aviv.

#### **ELIZABETH BORIS**

Director Center on Nonprofits and Philanthropy, Urban Institute Washington, D.C.

The work of Boris and her team during the past decade has led the way in making

the nuts and bolts of nonprofits more transparent to civilians. The data has highlighted patterns of operation and governance, pushing managers to be more efficient and transparent. It's hard to deny the numbers



President William and Flora Hewlett Foundation Menlo Park, Calif.

He's become a leading outcomes thinker – both for the

charity and the donor. He wrote in his blog: "A philanthropist has every reason to ask whether it (a charity) has a sound strategy and a good track record as well as good leadership. The alternative is to sow hundreds of seeds without ever finding out which take root and flourish."



JOHN M. BRIDGELAND President & CEO

Civic Enterprises Washington, D.C. Bridgeland lives and breathes public service. He was at the center of the national service

movement before it was cool. He's smart, strategic, has worked at the highest levels of government and the charitable sector and has the ears of those who can help him make the most difference.

#### **MICHAEL BROWN**

CEO & Co-Founder City Year, Inc. Boston, Mass.

City Year was the blueprint for the federal AmeriCorps program. It has put more than

10,000 members into communities and the Boston concept has been replicated in 18 cities across the nation. Brown was a key leader in the ServiceNation event that pushed both major presidential candidates to add national service as a priority.





**KELLY BROWNING** 

**Executive Vice President** American Institute for Cancer Research Washington, D.C. As chairman of the Direct Marketing Association, and

having gone up the ranks through the nonprofit side of the organization, he is a key policy influencer when it comes to fundraising and regulation of it.

#### **SHARON BURNS**

Chief Information Officer John D. and Catherine T. MacArthur Foundation Chicago, III.

Information technology is now driving charities and funders

and Burns is one of the leaders when it comes to integration. She maintains and develops business information technology strategies that align with program and foundation goals on the efficiency and effectiveness of internal business process.

#### **GEOFFREY CANADA** President & CFO Harlem Children's Zone New York, N.Y.

In a 97-square-block area of what was once the toughest neighborhood of New York City, Canada has created a



national model of catching kids at birth and nurturing them through obtaining a college degree. He understands rate of return on investment on social outreach and devised a pipeline of services that are envied.

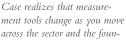


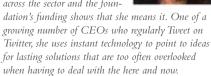
**EMMETT CARSON** President & CEO Silicon Valley Community Foundation Mountain View, Calif. He could sit on his more than \$1 billion in assets but he

chooses to challenge conventional thinking. Carson sees this economy as an opportunity to redefine the social contract between philanthropy and the communities they serve. "This is our moment," he said in a recent interview. He's right.

**JEAN CASE** 

Chief Executive Officer The Case Foundation Washington, D.C.







**KATHY CLONINGER** Chief Executive Officer Girl Scouts of the USA New York, N.Y. Being open to ideas isn't a

cliché with Cloninger's Girl Scouts, who not only asked members, but also boys and

men, about how the organization could be better. Cloninger is leading both an organizational rebranding and in an era of online social networking, a tech revolution for girls, while not forgetting that leadership is also face to face.

**ROBERT EGGER** 

Founder D.C. Central Kitchen Washington, D.C. He's looking for ways to re-engage the vital and often forgotten middle mangers who are stuck between an



organization's need for process/outcome measurements and the energy, idealism and impatience of the newest team members. And, he's involved in just about every civic engagement movement.

**ISRAEL L. GAITHER** National Commander Salvation Army Alexandria, Va.

Gaither defines leadership as "serving others with integrity." He believes that 21st century

leadership is not telling people what to do, but working in partnership with them. The SA under his leadership has done more outreach to secular organizations to get the job done.



**BRIAN GALLAGHER** President & CEO

United Way of America Alexandria, Va. It is not possible to transform

an organization more than Gallagher has done at the United Way of America. It is

once again a force for change on a national and local level. The fundraising behemoth has an agenda for change that is flexible by community and the national office has proved to be nimble at getting it done.

**BILL GATES** 

Co-Founder Bill & Melinda Gates Foundation Seattle.Wash.

The kid who has the ball generally gets to pitch and set the pace

of the game. Gates is the philanthropic community's leading funder whose organization makes grants to what is immediately needed but has always thought about the future and building the charitable infrastructure. And, he's not afraid to play Big Foot.



PETER GOLDBERG

President & CEO Families International Milwaukee, Wisc.

A collaborative dealmaker, Goldberg oversees six different entities, four of which are under a unique corporate

structure that allows for one parent company, allowing financial independence of each organization while creating an environment that encourages collaboration. The groups involve more than 360 child- and family-serving organizations.



President Volunteers of America Alexandria, Va.

Gould is a partner that other nonprofit CEOs



trust. It's a prime reason affordable housing is getting built in the Gulf region. VoA's "Coming Back Home" is creating more than 1,000 units of affordable rental housing and has partnered with other nonprofits through Katrina Aid Today to touch the lives of nearly 200,000 people.

JOHN H. GRAHAM IV

President & CEO ASAE & The Center For Association Leadership Washington, D.C.

Graham could spend all of his time advocating on

Capitol Hill for his members. Sure he opens doors, but his mantra is good governance via accountability and transparency. His leadership has led many organizations to scrutinize their governance practices in an effort to protect the public's trust in the sector.



**ROBERT GREENSTEIN** 

Founder & Executive Director Center on Budget and Policy Priorities Washington, D.C.

Respected on both sides of the political aisle, he is widely

viewed as an unbiased, authoritative expert on a range of fiscal policy and poverty issues, and his work has helped improve the economic outlook of millions of America's poorer citizens. With the massive federal debt, his analysis is more vital than ever.

STEVE GUNDERSON

President & CEO Council on Foundations Arlington, Va.

Gunderson is standing up for the diversity of organizations as regulators and some in the sector attempt to devise

mandates that just don't work for all groups. He has called a single set of measures to strengthen philanthropy and the nonprofit sector unrealistic.



STEPHEN B. HEINTZ

President Rockefeller Brothers Fund New York, N.Y.

Heintz has toiled in the social and economic reform field his entire life and is one of the few who really under-

stands that, in his words, increasing global interdependence explains why U.S. philanthropy is a "primary source of risk capital for social change." He understands that philanthropy, i.e., funders, also has an obligation to take risks.

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**BELINDA JOHNS** Senior Assistant Attorney General State of California San Francisco, Calif. Johns doesn't see charity fraud behind every rock. She believes

that both donors and state charity regulators have roles in controlling abuses in the solicitation of charitable contributions and in the operation of the charities themselves. She should be a role model for AGs who are more aggressive and get less done.

**IRV KATZ** 

President National Human Services Assembly Washington, D.C.

Katz was talking and writing about whether the government

would be able to support investments in individuals, families and community development at sufficient levels in the near future and beyond before the economic crash. Because of his vision, he leads a group that was as ready as one could be given the circumstances.



Founder & CEO Be the Change, Inc. Cambridge, Mass.

Few believed he and his merry band would be able to pull off the ServiceNation summit, let

alone have the impact that it did. He's a primary reason (along with a massive federal budget deficit) that national service is front and center in the Obama administration.



MARGUERITE KONDRACKE President & CEO America's Promise Alliance Washington, D.C. Kondrake uses bold language I to make a point. She explains

that one year of high school dropouts equates to \$319 billion in lost wages over their lifetimes. She has put an ROI on educating and helping kids without forgetting they are flesh and blood. She has moved the group from a political rest stop to one getting into communities across the country.

**WENDY KOPP** 

Teach For America Chief Executive Officer & Founder New York, N.Y.

A 2005 study showed that 75 percent of school principals



consider Teach for America educators more effective than their peers. Koop's work is also a model of how to take an incredible idea to national scale. She's just might be the education and service sector's answer to Jack Welch.

#### **GARA LAMARCHE**

President & CEO The Atlantic Philanthropies New York, N.Y.

LaMarche is proving that the pen is mightier than the sword. He uses that pen to sign checks

that fund some of the nation's most important progressive ideas while also writing columns that sometimes characterize others in the movement as "profiles-in-no-courage."



SR. GEORGETTE LEHMUTH

President & CEO National Catholic Development Conference Hempstead, N.Y.

When a large vendor went bankrupt earlier this year, Lehmuth

knew many of her members were going to be in trouble. She spearheaded conversations that gave her members alternatives and saved many a program. She's also pushing educational collaboration between her organizations and others.



President & CEO Association of Fundraising Professionals Arlington, Va.

She has said that simply raising

money is not enough and that ethical treatment of donors and funds is critical to an effective fundraising process. The funny thing is that she actually means it. Maehara has long led the call for stewardship that is beyond reproach.



WILLIAM C. MCGINLY President & CEO

Association for Healthcare Philanthropy Falls Church, Va.

McGinly barked for more than a decade that patients might be

unable to meet deductibles and co-payments and that philanthropy will be vital to American healthcare. As more people file bankruptcy because of medical bills, there are undoubtedly thousands more who were rescued because of his vision in pushing systemic healthcare philanthropy.

**CLARA MILLER** President & CEO Nonprofit Finance Fund New York City, N.Y. Miller's views go in the oppo-

site direction of conventional



wisdom and she's generally correct. While many see mergers and consolidations as the answer to the current financial crisis, Miller says that's too simplistic. Economies of scale are subject to the laws of diminishing returns, she believes.

WILLIAM L. (LARRY) MINNIX, JR.

President & CEO American Association of Homes and Services for the Aging Washington, D.C.



Minnix clearly knows the science and the art of understanding and responding to basic human needs and he's been an effective communicator when it comes to leading the troops on long-term care and aging. He has a voting block and lets legislators know it. That's not a threat, of course, but ...



MICHELLE NUNN

Chief Executive Officer Points of Light Institute Atlanta, Ga.

What good is curative medicine if the drug doesn't have a delivery system? As the nation gets serious about citizen ser-

vice once again, Nunn operates the mechanism that in 2008 delivered through its HandOn business unit 30 million hours of volunteer service valued at \$615 million covering some 83 percent of the United States.

#### **WAYNE PACELLE**

President & CEO Humane Society of the **United States** Washington, D.C.

He was leading HSUS into Web 2.0 and blogging long before other organizations had

any idea of the Internet's power. Never at a loss for words, Pacelle connects with donors with an informal urgency other CEOs should consider. It's all about transparent operations and ideas.



LISA PAULSEN

President & CEO Entertainment Industry Foundation Los Angeles, Calif. Paulsen brings star power to fundraising. She has forged

relationships with stars, television networks and entertainment's elite to funnel potentially hundreds of millions of dollars to causes such as cancer research and national service. She knows how to get the spotlights turned on and into donors'pockets. (And, she knows Jennifer Aniston.)





KAREN PITTMAN
Chief Executive Officer
The Forum for Youth
Investment
Weekington D.C.

Washington, D.C.

Pittman has been at the center of many of the more important initiatives when it comes to

youth development as part of the nonprofit sector and the federal government. The organization's Ready by 21 programs has provoked both admiration and ire and that's how conversations that change the world get started.



Washington, D.C.
Forget his legion of Baby
Boomers. Rand is lending
AARP's numbers and check-



book to just about every aspect of the nonprofit sector, particularly public service. As his membership became more active, so did AARP and that has provided muscle that Congress and state legislators can't ignore.

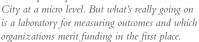


HOLLY ROSS
Executive Director
NTEN
Portland, Ore.
Technology is the key to
expanding operations and

engaging donors. Ross is ringmaster of perhaps the most undisciplined circus of geeks with great ideas on building constituencies. There is absolutely no doubt the big tent at which she checks tickets will bring the next generation of nonprofit technology.

DAVID SALTZMAN
Executive Director
Robin Hood Foundation
New York, N.Y.

It appears he has the best job in the sector, a well-heeled board and the ability to impact New York







President & CEO Lutheran Services in America Baltimore, Md.

Forget that she's a great manager who runs an organization with tentacles in every community in

this nation. Sometimes a leader makes the list simply for inspirational purposes. Schumann was the original social networker, sans computer, when she wrote about "Making The Circle Wider, Building A Culture Of Belonging." She lives it every day.

#### JOHN R. SEFFRIN

Chief Executive Officer American Cancer Society Atlanta, Ga.

Seffrin is a leading thinker on management, organizational design and the integration of marketing the message. The

ACS's marketing campaigns and how one initiative ties into another is a model to behold. They might as well rip down all the walls at headquarters. There's no need for them at ACS.



LORIE A. SLUTSKY

President New York Community Trust New York, N.Y.

In her own words: "We do need to make a compelling case that strong, effective, and cutting edge

nonprofits are essential to the tasks we are asked to take on." She puts the trust's money into play to do just that and is working to find and fund the next generation of sector leadership.

**REV. LARRY SNYDER** President & CEO

President & CEO Catholic Charities USA Alexandra, Va.

He believes poverty in the U.S. can be cut in half by 2020. Wagering against him

just might be a sucker's bet. He has the worldwide resources as part of the Pontifical Council Cor Unum, a council that manages the church's charitable activities around the world, and has infiltrated the U.S. federal government's working groups on the sector.



#### **STERLING SPEIRN**

President & CEO W.K. Kellogg Foundation Battle Creek, Mich.

Speirn knows that the philanthropic sector needs to invest not only in people and their ideas but also the aspirations

of the communities those leaders serve. He has called the nonprofit sector society's R&D and funds those investments. While looking for models to replicate, Speirn has turned Kellogg into one.

**BLAIR H. TAYLOR** 

President & CEO Los Angeles Urban League Los Angeles, Calif.

Establishing models to replicate is all Taylor does. He and his organization raised \$13 million

and involved businesses in a 70-block area, sort of a safe zone, around embattled Crenshaw High. You

can't learn if you're not safe. And, with the state's budget in shambles, he led a business delegation to China to try to jumpstart L.A.'s economy.



#### H. ART TAYLOR

President & CEO BBB Wise Giving Alliance Arlington, Va.

Donors want to know if a charity is legitimate. All of a sudden there are many self-appointed

watchdogs, some of whom have their own transparency issues. Taylor calmly locks horns with the fundraising establishment on reasonableness of costs and the need for independent boards. The BBB's seal of approval is sought after by charities.



**THOMAS J. TIERNEY** 

Chairman & Co-founder Bridgespan/Bridgestar Boston, Mass.

Tierney has been absolutely brutal in his assessment of the management at nonprofits and

the future leadership deficit. It's taken more than a decade but many in the sector have woken up and discovered: "Hey, there's a shortfall." He's one of the few laying out ideas for discussion and action.

#### **DOUG ULMAN**

President & CEO Lance Armstrong Foundation Austin, Texas

Sure, he Tweets (and has 300,000+ followers), but who doesn't these days? Barely into

his 30s, he started the Ulman Cancer Fund for Young Adults. Now he leads a foundation with one of the most visible brands in the world, which prioritizes advocacy to ensure nonprofits are involved in policy discussions, and is engaging the next generation of donors and advocates.



#### JANE WALES

President & Co-Founder Global Philanthropy Forum San Francisco, Calif. Roughly 750 of the world's richest and most affluent philanthropists believe she has something to say and listen to

her. Wales believes nonprofits are vital to a healthy democracy, providing the space for compromise because we have a lot of work to do as a society to regain the respect for the process of coming to solutions together.

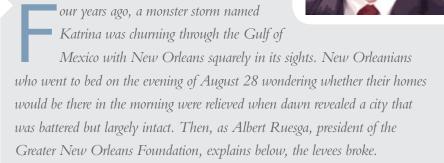
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# An Interview with Albert Ruesga

PRESIDENT AND CEO,
GREATER NEW ORLEANS FOUNDATION



The devastation that ensued was epic in scale and scope. Hundreds of thousands of New Orleanians were forced to flee their homes, while tens of thousands of others, mostly poor, were left stranded in the stifling, water-logged city by a state and federal government response that was slow, haphazard, and inadequate.

Within days, Katrina had become a watchword for public-sector fecklessness. And Americans learned, or re-learned, a painful truth: poverty based on race and class differences had not been vanquished during the long years of the boom, but rather had been hiding in plain sight, visible to anyone who cared to look.

In August 2009, Philanthropy News Digest spoke with Ruesga about the post-Katrina recovery effort in his adopted city, the role played by foundations in that recovery, social justice philanthropy in an imperfect America, and his hopes for the "Venice of the Gulf Coast."

Much admired as a social justice advocate, Ruesga became president of the Greater New Orleans Foundation (GNOF) on January 1, 2009, after a 20-year career in the philanthropic sector that included stints at the Boston Foundation, New Ventures in Philanthropy, and the Eugene and Agnes E. Meyer Foundation. His blog, White Courtesy Telephone, is a must-read among savvy nonprofit practitioners and fans of sharp, snappy prose.



#### **PHILANTHROPY NEWS DIGEST:**

You've been president and CEO of GNOF since January. What has most surprised you about the job and about New Orleans?

**ALBERT RUESGA:** Nothing much surprised me about the job: having worked at a community foundation, I knew what to expect. The first four or five months of the job I would come home exhausted and fall asleep over my newspaper, drooling into my lap. That's the nature of work at a community foundation.

The city, however, surprised me in a big way. The level of civic engagement in New Orleans is off the charts, compared with cities like Washington, DC, New York, and Boston. Before coming to New Orleans, I had heard about the proliferation of charter schools in the city. I never imagined how deeply and how far public education reform had come. It's quickly becoming a model for the rest of the country.

**PND:** On a scale of one to 10, with 10 being "fully recovered," how would you assess the city's post-Katrina recovery?

**AR:** You use the term "post-Katrina," but one point worth remembering is that Hurricane Katrina actually skirted the City of New Orleans and hit our neighbors further south and east hardest. Most New Orleans residents breathed a sigh of relief when Katrina passed the city by. They saw some trees come down, a few shingles blow off their roofs.

Then the levees broke.

On a scale of one to 10, I'd say we're at about a six, give or take a few. Many residents will tell you that we're not aiming for full recovery: we're aiming for something better, something like a 14 on your scale of one to 10.

**PND:** Are people who had been displaced by the flooding coming back to the city? And has that made things more difficult in terms of the recovery?

AR: Well, we wish more of the folks who left would come back. I think a lot of people who left probably enrolled their kids in other school systems and might be waiting for them to finish middle school or high school before they think about coming back. Others visit their old neighborhoods and aren't convinced there is enough of a critical mass of neighbors to warrant coming back. And, of course, some people will never come back. That's just the way it is.

At the same time, we've had an influx of people, many of them younger, from outside the region. There are so many opportunities here for young people to find meaningful, satisfying work that they simply wouldn't be able to find in other cities.

**PND:** How are residents of the city and region feeling about the recovery effort? Are people optimistic? Tired? Do they feel abandoned or forgotten?

AR: There's an abiding anger over the city, state, and federal responses, but the folks I work with in the nonprofit sector, in business, and in government are very upbeat and hopeful. The region has come a long way these past four years. Long-time New Orleanians love their city deeply and their love has sustained the region for many generations. Newcomers like myself share their passion and want to contribute to the region's recovery. We've been warmly welcomed.

There's an organization called 504ward dedicated to helping younger newcomers establish themselves in the city. "Five-oh-four" by the way, is the area code for the City of New Orleans. The organization was founded by one of

our local heroes, Leslie Jacobs, who also played a key role in saving and reforming the Orleans Parish schools in the aftermath of the storms.

**PND:** What have been the chief obstacles to a speedier recovery — in New Orleans and region-wide?

AR: Our region was poor before the storms. The city suffered from so-called white flight in the '70s and '80s, and the region as a whole, being largely rural, suffered from years of public underinvestment. The failure of the levees during Katrina put 80 percent of the city under water and devastated tens

of thousands of homes and other structures. We lost 2,000 souls to the storm. You don't snap

back from that in just a few years.

We have no lack of volunteers willing to come from across the country to help us rebuild. We're deeply grateful for their generosity. I don't want to sound crass, but what we need most is money. Our nonprofit leaders are the smartest and most committed you'll find anywhere. After the failure of the levees, they didn't wait for government — local, state, or federal — to save them and their neighborhoods. They took action. But they can't survive on air. They need resources to invest in their programs and in themselves. Our local philanthropic institutions are stretched to the limits. We support many functions that are properly the domain of government. Our public institutions also need support as much as they need to be challenged to speed our recovery.

**PND:** Based on stories you've heard since you've been at GNOF, which

organizations and agencies were especially effective in responding to the disaster and its aftermath? Which ones could have performed better? And which ones are still delivering the goods?

AR: Stories of heroism abound. In the aftermath of Katrina, many neighborhood associations sprung up whose acts of courage and generosity are legend. I think of organizations like the Broadmoor Improvement Association and the Lower 9th Ward Neighborhood Empowerment Network Association Mary Queen of Viet Nam, and many others. They're still doing our region a world of good. There were

# ...On a scale of one to 10, I'd say we're at about a six...

many individual heroes and heroines acting without the support of private or public institutions as well.

Don't get me started on FEMA or the Army Corps of Engineers.

**PND:** Has the Obama administration been responsive to the plight of New Orleans and the Gulf Coast?

**AR:** We've had quite a few visits from members of the administration, and what we've seen during those visits is not only incredible sensitivity to the plight of the region, but also a very deep background in the kind of work the civil sector does. That's been refreshing. At the same time, one of the traps we have to be careful of not falling into is expecting that it's up to the Obama administration, it's up to a black president, to care for black people. It's not. It's the responsibility of every president and every legislator at every level.

#### NEWSMAKERS

#### Albert Ruesga continued

PND: Katrina exposed some painful truths about New Orleans that had been hiding in plain sight — entrenched poverty, an abysmal public school system, high levels of unemployment and crime, public sector corruption, a glaring divide between the region's haves and have-nots. That that was the reality for tens of thousands of the city's residents came as a shock to many Americans. Were you shocked by the racial and class disparities revealed by the storm and its aftermath?

AR: Not in the least. These disparities are endemic to every major city in the United States. It's consistently a tale of two cities in places like New York, Washington, Boston, Chicago, Los Angeles — wherever you go that has a significant minority population. I've had some of the most honest and fruitful conversations about race here in New Orleans, not in the cities of the East Coast. What was appalling to me, rather than shocking, was the lack of reflection and analysis in media coverage of the storm and its aftermath.

Its soul and its beauty aside, New Orleans is in many ways Every City.

**PND:** Why are those conversations more honest and fruitful, as you say, in New Orleans?

AR: It's hard for me to say. When you're talking about race, which is such a difficult thing to talk about, and you step in it, which we all do, the other person usually has one of two responses: they either charge it to your head, or they charge it to your heart. I think people here are more willing to charge it to your head than to your heart. I don't know why, maybe it has something to do with Southern character, or the wonderful diversity

we have here, our gumbo of cultures, as we like to call it. Maybe that's made us more tolerant of differences in some ways. There are a lot of integrated neigh-

borhoods in New Orleans, and they're integrated in a way that you don't see in other cities. The idea that somehow New Orleans had a special problem with race just isn't right; it's not accurate. And in a way I think Katrina was a mirror. Like so many people across the country, I watched events unfold from a safe distance, I was in Washington, DC, and I was horrified by the images I saw on TV. But I also thought that same thing could have happened in Washington if the conditions had been right. And the same kinds of inequities would have been uncovered in other cities along the East Coast and in other parts of the country.

**PND:** How would you characterize the foundation response to Katrina? Has the foundation community displayed sufficient urgency in responding to the disparities revealed by the storm? And could foundations be doing more in 2009 to help New Orleans get back on its feet?

**AR:** The foundation response to New Orleans has been magnificent. We're deeply grateful to national colleagues like the Rockefeller Foundation, Ford, Surdna, Annie E. Casey, the Conrad Hilton Foundation, the blue moon fund, and others that gave their talent and treasure to help put the region back on its feet.

We're only partway through our recovery, so we could use a lot more help. More importantly, we're determined to be not just a recovered city but a model city — in terms of education reform, civic engagement,

...Maureen Robinson, the mom in the 1960s TV series Lost in Space, is the perfect metaphor for the future of philanthropy...

economic development, the environment and water management, racial integration, youth development, health care delivery, and other areas.

We can offer philanthropic investors a smart, diverse, resilient, and committed group of people who love their city and are not afraid to experiment.

PND: Over the last year or two, you've written extensively about social justice and social justice philanthropy. Because you've argued elsewhere that definitions matter, I have to ask: How do you define social justice?

AR: Social justice is fairness.

As much as I consider myself a disciple of philosophers like John Rawls and Isaiah Berlin, I prefer the simpler, more direct approach to that question.

**PND:** As you've also written, many people view social justice philanthropy as either a hopelessly Pollyanna-ish endeavor or an inherently radical proposition, in that it aims to fundamentally restructure society. As a social justice advocate, how do you respond to those critiques?

**AR:** If you're a grantmaker attempting to address some of society's most intractable problems and you believe social justice philanthropy is hopelessly Pollyanna, then you're probably in the wrong business. I would argue that you're essentially doing philanthropy in bad faith. Get out of the way and let somebody else try.

In many important areas of philanthropic work, social justice philanthropy is all about effectiveness. As a grantmaker, you're simply hallucinating if you believe you can make a dent in generational poverty, for example, without attending to matters of race and class. The real Pollvanna, in my view, triages the victims that come floating downstream never wondering where they might be coming from.

To those who say that social justice philanthropy aims to fundamentally restructure society, I say, Yes, that's exactly right and it's long overdue. But there's nothing radical about this proposition. There are many people of good will — rich and poor, black and white — who share this view.

PND: As a social justice advocate, do you believe poverty, racism, homophobia, and other forms of discrimination can be eliminated?

AR: No, not completely. But I do believe they can be eliminated far enough to become the experience of a few unlucky souls rather than the destiny of whole communities of people.

PND: Is it safe to assume that social justice philanthropy will become a hallmark of the Greater New Orleans Foundation's work? And if so, what will that work look like?

AR: That's my fervent hope, and that of my board which added the promotion of "equitable outcomes" to our foundation's mission statement well before I signed up for the job.

Good social justice work, in my view, begins with a framework for thinking about social justice. My framework is very simple: social justice is about fairness and equality of opportunity. After you've decided

on your goals — and there's a lot involved in these choices — the secret sauce, if there is one, is the analysis on which you base your theory of change. A social justice analysis will examine all the forces — current and historical — that mitigate or abet the problems you aim to address. These forces include the effects of racism, gender oppression, and other factors. In the U.S. context, this analysis includes looking at the ways laws, policies, and institutions contribute to racialized outcomes: better outcomes for middle-income white children, say, than for poor black children. Then comes a bit of magic: translating this analysis into a set of strategies and tactics based on a sound theory of change. The process is iterative, so you need to evaluate as you go along and, if you fail, modify your assumptions and try again.

PND: Because GNOF is a community foundation, many of the grants it awards are donor directed. On the discretionary side of things, does the foundation have a theory of change and systems in place to assess, on an ongoing basis, the impact of its work?

AR: We have theories of change for specific areas of our work. We've published not just our goals, objectives, and guidelines on our web site, we've also published the rationales for them, and we've invited the public to criticize our thinking by adding their comments just as blog readers add comments to blog posts. You can see that in action in the Community Revitalization and Environment areas of the site. We might be the first community foundation to have done that — I'm not sure. I'd love to hear from others who have tried it.

But our overall theory of change will be very much grounded in the kind of social justice framework I just described.

PND: What do you do in situations where a grant failed to make an impact?

**AR:** You learn something from it and share it with others. And in most cases, you roll up your sleeves and help the organization in question do better. I think it's important for grantmakers to think not in terms of individual grants, but in terms of organizations and cohorts of organizations working toward clearly specified goals. An individual organization might be the key to meeting your goals. In a case like this, you'd be a fool to abandon it because of a failed grant.

PND: Acknowledging failure is something many foundations seem to have a difficult time with. Has that been your experience, and do you think it's changing?

AR: I think it is changing, thanks to trailblazers like the James Irvine Foundation and others. Many foundations are publishing evaluations of specific programs, and many of those evaluations show clearly that not all the goals of the program were met, or that they were only partially met, if at all. That's the trend.

At the same time. I think foundations should be more forgiving of themselves. That is, when you make an investment in social change and you don't meet your specific objectives but other good things happen, you shouldn't necessarily consider that a failure. I saw that when I was at New Ventures in Philanthropy. In some cases, our work did not grow the philanthropic pie very much but it did bring in new kinds of philanthropists that had never been involved in philanthropy, philanthropists from communities of color, for example. That's a victory. Maybe we didn't focus on it or intend to do it from the beginning, but I'd hardly call it failure.

#### NEWSMAKERS

#### Albert Ruesga continued

**PND:** That would seem to argue for creating strategic frameworks that have a certain amount of flexibility.

**AR:** We sometimes caricature folks who talk about strategic frameworks or who apply business models to philanthropy. But I think the caricature is that these frameworks are inflexible, that once you commit them to paper you can't modify them. That's just not the case. Very few people think about them that way.

**PND:** Community foundations are part of an increasingly crowded and competitive philanthropic industry. Do you worry that a focus on social justice work could scare some donors away?

**AR:** Not in the least. Social justice philanthropy is about effective grantmaking. Moreover, the individual donors and donor families I've met share a regard for fairness and equality of opportunity. They understand, no less than anyone else, that social factors like race and class can affect the fates of individuals and families, and, by extension, whole communities of people. This is a human thing, not a liberal or conservative thing.

**PND:** How do we get others to see it that way?

AR: It's a matter of . . . of communications, and also a matter of undoing certain habits of mind that prevail in the nonprofit sector. I'm constantly amazed by groups of nonprofit organizations that shoot themselves in the foot by not, for example, seeking out partners in the business sector or in the government sector, so that from the get-go it becomes a kind of oppositional effort, or an effort that is hampered by not having all the

people around the table who should be at the table. We tend to separate ourselves into camps rather too easily, and that keeps us from being as effective as we could be.

**PND:** That's also true of public discourse in this country, which seems to have been trapped in a negative feedback loop for decades. Do you have any ideas as to how we might reverse that trend?

**AR:** Actually, that has been one of my obsessions. To be honest. I've been worried about the effect of the Internet on public discourse. I know that, in the eves of many, the Internet is supposed to abet constructive public discourse. But my experience from participating on a lot of social media sites is that the discourse tends to be rather fractured and seldom amounts to anything I would call deliberative. In fact, I think deliberative discourse is rare in public settings; we're losing the ability to agree, disagree, and debate reasonably in public. And the Internet and television are contributing to that erosion. We desperately need more media literacy training for our kids. People think they get it by watching a lot of YouTube videos or spending a lot of time in front of the TV. That's just not the case. Media literacy is something that has to be taught and thought about and exercised. You know, if I had my own foundation, that would be one of the areas where I'd be making big investments. It's critical to our future as a democracy that we have young people who have those deliberative and analytical skills.

**PND:** If 2008 was the year the great American credit bubble burst, 2009 is looking more and more like gut-check time for nonprofits. Do we have a bubble in the nonprofit sector?

**AR:** Some nonprofits will fail, sure; they'll likely fail at a faster rate than before. But nonprofit organizations

have always been under-resourced and under siege. In this economic downturn, gifts from assets will be more strongly affected than gifts from income. The much maligned "checkbook philanthropists" will be the salvation of many organizations vital to the health of our communities.

**PND:** What do you tell grantees caught between the rock of soaring demand and the hard place of declining funding streams?

**AR:** The best advice I can give is remember. Start planning for the next decline now. Grow your reserves. Don't put every discretionary dollar you get toward your programs: invest in yourselves. This is easier to say than to do, given how hard it is to come by those discretionary dollars, but it's essential to meeting your mission.

There are many wonderful resources on the 'Net for organizations struggling in this economy. The Association of Fundraising Professionals, for example, has a very good Survival Kit on its site.

**PND:** What do you think the sector will look like in five years?

**AR:** Pretty much the same as it looks now, I'm afraid. I know there are consultants who specialize in convincing gullible foundations that a new philanthropic world is just around the corner, who prey on foundation presidents who are always looking for the Next Big Thing.

But the fundamentals haven't changed, nor do I expect they will anytime soon.

I've argued elsewhere that Maureen Robinson, the mom in the 1960s TV series Lost in Space, is the perfect metaphor for the future of philanthropy. The fact that she travels through space represents our futuristic fetish. The fact that she stays home and makes meatloaf for her husband and

kids represents our resistance to changing what needs changing most.

PND: What do you hope to be able to say about the Greater New Orleans Foundation in five years?

AR: We gave our all to this "impossible but inevitable city."

PND: That's catchy. Who coined that phrase? And what's "inevitable" about New Orleans?

AR: I think, though I'm not positive, it was Pierce Lewis, who wrote New Orleans: The Making of an Urban Landscape. The inevitability of the city has something to do with its position at a crook in the Mississippi River that catches all the richness flowing down from the heart of the country.

But for me, New Orleans has always been our Venice. I have this wonderful photograph of Venetians buying bread and cheese at a store that's filled with two feet of water. They have their waders on, and they're completely oblivious to the fact that they're standing in two feet of water. Now, of course, that's not what I want for New Orleans. But I do think it speaks to a tenacity and love for their city that is very much a part of this city, with its wonderful built environment and cultural richness. I mean, you can go into some of the poorest neighborhoods in this city and gaze on wonderful 19th-century structures that have withstood storm, fire, and all sorts of other assaults. Your jaw will drop. And it makes you realize how much has been invested in this city, this jewel on the Gulf, and makes you believe it's going to be around for a long time to come.

PND: Well, thank you, Albert.

AR: It was my pleasure. 🇆



-Mitch Nauffts

## An Interview with **Jane Wales**

PRESIDENT AND CO-FOUNDER. GLOBAL PHILANTHROPY FORUM

#### Philanthropy and Social Innovation



he world is getting smaller, warmer, and more crowded. Disparities in income, health care, and access to education continue to grow, even as technology and globalization raise the expectations of billions of people around the globe. Between now and midcentury, most of the increase in the world's population, some two to three billion people, will be concentrated in its poorest countries. The world's poor, in other words, will become much poorer. And destitution, notes technologist and prize-winning author James Martin, leads to desperation.

That affluent developed countries must act to change that calculus is a given — and not just for reasons of security or out of self-interest. We must act because it is the right thing to do. And the prescription for averting disaster, says Martin, is straightforward: End poverty. Eliminate disease and squalor. Educate children. Teach women to read. And understand that non-action with respect to the problems that confront us is not an option.

In March 2009, Philanthropy News Digest spoke with Jane Wales, vice president of philanthropy and society at the Aspen Institute and co-founder of the Global Philanthropy Forum (GPF), about GPF's efforts to focus attention on the plight of the world's poor, the impact of the global financial meltdown on international philanthropy, and the Obama administration's interest in leveraging social innovation to bring about needed change. A social activist with decades of experience in the public, private, and nonprofit sectors, Wales has been asked by the Obama administration to convene a series of meetings to explore ways in which the public sector can work with nonprofits to accelerate social innovation.

In addition to her leadership roles at GPF and Aspen, Wales is president and CEO of the World Affairs Council of Northern California and host of the nationally syndicated National Public Radio show "It's Your World." Since July 2007, she has served as acting CEO of The Elders, a group of experienced global leaders convened by Nelson Mandela, Graça Machel, and Archbishop Desmond Tutu, and in April 2008 she became chair of the Poverty Alleviation track for the Clinton Global Initiative.

Previously, Wales served in the Clinton and Carter administrations, chaired the international security programs at the Carnegie Corporation of New York and the W. Alton Jones Foundation, and directed the Project on World Security at the Rockefeller Brothers Fund. She is the former national executive director of Physicians for Social Responsibility, which shared in the 1985 Nobel Peace Prize during her tenure.

#### NEWSMAKERS

Jane Wales continued

#### **PHILANTHROPY NEWS DIGEST:**

You've served in two Democratic administrations, advised businessmen and Nobel Prize winners, and worked in foundations and nonprofits. None of those sectors — public, private, or tax-exempt — is held in particularly high regard by the public at the moment. Indeed, by some measures, public confidence in institutions of any kind is at an all-time low. What can government, business, and the nonprofit sector do to regain the public's trust?

JANE WALES: One of the key characteristics of the Information Age is the diffusion of decision-making and authority. And with that comes a decline in public trust in all institutions. So I think the premise of your ques-

In that kind of shifting, uncertain environment, the idea of success itself is up for grabs. And so the task for each sector, and for institutions of every kind, is to develop a shared view of what constitutes success, and to monitor, measure, and communicate our progress in achieving it. It's also essential to be willing to admit to mistakes and failures. I would argue that the nonprofit sector scores relatively high on the latter and has some work to do with respect to sharing its successes.

PND: It's funny you should mention mistakes and failures. It is the perceived mistakes and failures of Wall Street that are largely responsible for the current economic mess we find ourselves in, which in turn has created a tremendous amount of acrimony and finger-pointing. We are all taught to believe that robust debate

knowledge, the concept of the village green, and that implicit in the idea of democratic decision-making is the notion and art of compromise. Rather than seeing compromise as capitulation, healthy democracies see it as an essential element of decision-making. And nonprofits and NGOs provide the space for compromise, they provide the village green. That said, we have a lot of work to do as a society to regain our respect for the process of coming to solutions together.

PND: Over the last year, the condition of the global financial system has gone from bad to worse. Indeed, no less an authority than George Soros is on record as saying that the world financial system has disintegrated and that the economic turmoil we're experiencing is as serious as what the world went through during the Great Depression. Do you agree?

JW: Well, I would not presume to challenge George Soros on questions of global finance. [Laughs.] He's the expert and has the track record to prove it. What I would say is that one of the great ironies of the mess we find ourselves in is that while the financial systems of the developed world have failed us, systems set up for the developing world — that is to say the whole field of microfinance — did not fail. Here's a world in which collateral is not things or dollars, but a set of social relationships. And it turns out that that is a more resilient system than ours — and one from which we all could learn something.

**PND:** What are some of the lessons developed economies can learn from microfinance?

**JW:** That norms may be more important than things, that commitment

# ...One of the key characteristics of the Information Age is the diffusion of decision-making and authority...

tion is correct. At the same time, it is not clear that there's a direct correlation between performance on the one hand and levels of trust on the other. That is to say, lack of trust in institutions could be a function of something much larger; it could, for example, be a function of the enormous amount of information that washes over everyone today - a flood that is both exhausting and, increasingly, unmediated. The contexts within which we used to evaluate information are eroding, and there are fewer and fewer people with the authority to set standards, to tell us what is good and what is bad, what is right and what is wrong.

and competing policy prescriptions are hallmarks of a vibrant democracy. Are we having healthy debates on big issues such as health care, energy, and the economy? And are you hearing anything in those debates that causes you concern?

JW: What is interesting about this moment is that we are not only in a crisis, but that it's a crisis that is widely recognized and acknowledged. In fact, it is broadly acknowledged that we are facing not a single crisis, but a series of crises — and that we must work together to address them. I would argue that democratic decision-making is based on an assumption of shared

to community may be the most important source of societal resilience, and that therefore the loss of social capital may be a fundamental one that can erode all else. If that is so, rebuilding social capital should be our priority. And that is where the nonprofit sector and the philanthropic sector have critical roles to play. And, of course, political leader-

PND: What are the implications of the global financial meltdown for international philanthropy? Should we expect to see reductions in philanthropic capital flows from the developed world to developing countries over the next couple of years?

ship is key.

JW: You're already seeing an enormous reduction in remittances, which is a significant source of income for many countries. And as foundation endowments shrink, so will their giving. But the impact of that will be more gradual than the immediate impact of frozen or declining capital markets. That is because foundations tend to calculate the amount they give each year based on a rolling average of asset values over a three- to five-year period. The idea is to ensure that when asset values decline, as they do from time to time, giving declines gradually rather than precipitously. At the same time, in September, when it became apparent that the economy was facing a deep and significant recession, a number of foundations became more forward-leaning and decided to increase their payout rather than pay out 5 percent of their assets, as required, they decided to increase that percentage. That said, as the recession has deepened, many foundations

have begun to worry more about protecting the corpus and conserving their endowments for the future. So I think we will see a decline, albeit a relatively gradual decline, in philanthropic giving, and I would expect to see giving rebound, albeit gradually, as the economy rebounds.

**PND:** The Global Philanthropy Forum will hold its eighth annual conference in Washington, DC, later this month. The conference will focus on five interlocking crises: poverty, at home

when it comes to providing quality education. Each of these problems is in essence a symptom of a syndrome that causes societies to crumble and states to fail. So they need to be looked at as a whole, and that's what we've chosen to do.

**PND:** Increasingly, foundations, corporations, and high-net-worth individuals are applying a strategic lens to their philanthropy. According to one currently popular view, being strategic in a philanthropic context

...rebuilding social capital should be our priority. And that is where the nonprofit sector and the philanthropic sector have critical roles to play....

and abroad; climate change; access to health care; education; and averting state failure in the wake of conflicts. That's an ambitious agenda. Why has the forum decided to consider those five issues together, and what are the benefits of doing so?

JW: We've selected those issues because they are in the in-box of not only the president of the United States, but of leaders worldwide. And in each instance, governments cannot solve these problems alone. Indeed, the public sector will need to be able to tap all sources of social innovation — be they from the private, philanthropic, or civic sector. They will need the agility and inventiveness of each. You noted that the five issues are interlocking, and that is correct. You cannot solve the problem of poverty, for example, without addressing the need for access to affordable health care for all and without creating a level playing field

means having clarity about your goals, having a strategy based on sound evidence for achieving those goals, building in feedback loops that enable you to course-correct as you work toward your goals, and periodically evaluating the impact of your efforts. Is that a viable framework for philanthropic interventions in developing countries?

JW: It is. In fact, as someone who worked at Carnegie Corporation, the Rockefeller Brothers Fund, and the W. Alton Jones Foundation, I would say that that has been the approach of most private foundations that have worked internationally. But what foundations must keep in mind is that the process of evaluation can be very expensive for the grantee to bear. This means funders need to, at a minimum, share the burden of evaluation, if not underwrite that expense altogether. At Carnegie Corporation, for example,

#### NEWSMAKERS

#### Jane Wales continued

we saw it as our job to do that, and did not pass that cost onto the grantee. Had we done so, our grantees would have been limited to large, well to-do institutions.

**PND:** Do you see more and more NGOs and social entrepreneurs in developing countries adopting that kind of framework?

JW: They adopt it when they can afford to do so and when it is presented in a way that is practical, from their perspective. A lot of innovators get to be well known because they are intuitive. They have a sense of what success looks like and how they can get there. At the same time, they have extraordinary drive and a relentlessness about them, and they are almost always highly strategic. It has never been enough to be intuitive alone. The really successful innovators have always combined vision with strategy.

**PND:** Do you think foundations take enough chances when working internationally? Or do they get locked into formulas?

JW: We probably would not have seen many, if not most, of the important social innovations of our lifetimes if foundations had been too formulaic. Agility, adaptability, and a willingness to course-correct based on new information are essential to effective philanthropy. Let me give you an example. Back in the 1970s, Mohammed Yunus, who today is known as the father of the microfinance movement, was given a small grant by the Ford Foundation to undertake a specific project. Part way through the project, he reached out to his program officer

...It has never been enough to be intuitive alone. The really successful innovators have always combined vision with strategy....

at Ford and said, "You know, I've come up with a completely different idea — I want to lend to the poor." And then he described the approach to microfinance with which he wanted to experiment. That program officer could have said, "No, those weren't the terms of the grant, send our money back." Or, he could have said, as he did, "Go for it!" Obviously, that turned out to be a very good call.

**PND:** What, in your view, is the biggest misperception in the United States about international philanthropy?

**JW:** That it's too hard, that it's too costly, and that it doesn't actually have an impact.

**PND:** What can foundations and others who work internationally do to combat those misperceptions?

JW: They can demonstrate the impact they have with a series of small, strategically pursued grants. And they can tell the story, describe the outcomes. For example, were they to develop a portfolio of small grants to women's organizations designed to raise the status of women and girls in the developing world, they could demonstrate the ripple effect of relatively modest interventions, because an empowered woman leads to a strengthened society.

**PND:** I'd like to shift the focus back to the United States. In its first budget proposal, the Obama administration proposed, among other things, a reduction in the charitable deduction

from 35 percent to 28 percent for those who make \$250,000 or more a year. What kind of effect will that have on charitable giving if it is passed and signed into law?

JW: It is something all of us in the field are studying and trying to get a sense of. Clearly, the administration wants to unleash greater giving and volunteerism. Whether this particular provision runs contrary to those goals is something we all have to ask ourselves. It requires careful analysis.

PND: As we all know, the administration is eager to work with the nonprofit and philanthropic communities to tackle some of the large problems we face. To that end, it has proposed creating a new Office of Social Innovation, and you've been asked by the White House to hold a series of meetings over the next year to support its efforts to tap sources of innovation. Who will be invited to those meetings? And what do you hope to see come out of the process?

JW: The first step in the process was to convene a meeting of people from the private, nonprofit, and philanthropic sectors to consider the mission, methods, and measures of success of the Social Innovation Fund that was contained in the Serve America Act. This would be a \$100 million fund, the purpose of which would be to catalyze philanthropic dollars to scale up proven ideas emanating from the nonprofit

sector. In order for the meeting to be fruitful it had to be relatively small — we were at capacity with 38 people in the room, and it turned out to be highly productive.

I expect that the next set of meetings will focus on investing in social enterprises, which we define as enterprises that produce both financial and social returns. And after that — and this is the larger task — our hope is to take a look at specific solutions to key problems. For example, there are disparities in access to quality education in this country, and the solutions that have been proposed to address the prob-

lem include improving the quality of teaching, funding targeted interventions designed to improve high school graduation rates, and so on. What we hope to do is to put together a group of experts in the field to identify theories of change in that area;

identify the key strategies that flow from those theories; consider the division of labor among the public, private, and philanthropic sectors; explore the possibilities for public and private partnerships; and come to a shared view of what the metrics are for success.

PND: Obviously, one important thing the government can do in the realm of social innovation is to be a significant provider of funds. Are there other ways that the public sector can work with nonprofits and the philanthropic community to encourage and accelerate social innovation?

JW: First, the public sector should increase its commitment and willingness to invest in R&D. Were it not for the investments by the federal government in the ARPANET [Ad-

vanced Research Projects Agency Network], for example, we would not have the Internet and all of the efficiencies we've gained, in both the private and not-for-profit sectors, as a result. There are core investments in R&D and infrastructure of all kinds that government can make that would be of significant value to the economy as a whole. And in most cases, what is good for the economy is good for the nonprofit sector.

Secondly, the task of reviewing and eliminating, where appropriate, regulatory or other policy barriers to giving and innovation is an important agenda, and one very much worth

problems. I would go so far as to say that the process is already under way in various sectors and sub-sectors and in various agencies and organizations.

PND: Are you confident that something at the federal level will be created around the idea of social innovation?

JW: I am confident that social innovation will occur outside of government and, in many cases, in partnership with government. But at the end of the day it's up to others

... I am confident that social innovation will occur outside of government and, in many cases, in partnership with government....

pursuing. Some barriers are there for good reasons and others are not. In some ways, that kind of review has the potential to be even more significant than any social innovation fund.

PND: Some of the challenges we've mentioned — poverty, access to health care, education reform, climate change — are huge and, in most cases, will require decades to ameliorate. Looking out a few years, do you see any short-term opportunities or low-hanging fruit for an Office of Social Innovation?

**JW:** We did not discuss low-hanging fruit, but I think President Obama was very clear about his priorities in February in his address to the Joint Session of Congress. And, by virtue of setting an agenda, that helps nonprofits which are in a position to contribute to solving some of these

to decide and shape the context within which those public-private partnerships take place. The Aspen Institute's Program on Philanthropy and Social Innovation will seek to encourage and enable it whenever we can, for Aspen's most fundamental purpose is to advance the "good society." Furthermore, this is central to the Global Philanthropy Forum's agenda, which exists to inform, enable, and enhance the strategic nature of giving and social investing. We are part of a much larger community that shares this purpose, regardless of sector, discipline, or political point of view.

PND: Well, thank you for speaking with us, Jane.

JW: Thank you. 🧆

-Mitch Nauffts

#### 5 QUESTIONS FOR...



# Katya Andresen

CHIEF OPERATING OFFICER, NETWORK FOR GOOD

efore she became active in the nonprofit sector, Katya Andresen worked as a journalist in developing nations, where she was witness to enormous social ills and need. Today, she works to help nonprofits in this country through her efforts at giving portal Network for Good and her nonprofit marketing blog, Getting to the Point. Andresen, who was named Fundraising Professional of the Year in 2007 by Fundraising Success Magazine, also is the author of the widely praised Robin Hood Marketing: Stealing Corporate Savvy to Sell Just Causes.

In March 2009, Philanthropy News Digest spoke to her about how nonprofit marketing has evolved in an era of social media and ubiquitous connectivity and what organizations can do to better market their causes and raise funds in these uncertain economic times.

#### **PHILANTHROPY NEWS DIGEST:**

You've written extensively about what you call "Robin Hood marketing."
What does that term mean?

KATYA ANDRESEN: The most succinct description is the one we used for the subtitle of the book: "Stealing corporate savvy to sell just causes." Corporate America is very clever and effective at selling things to consumers, because it understands that in order to get someone to buy something, you need to understand who they are, you need to understand what they need, you need to speak to their values, and you need a consumercentric approach. Nonprofits, unfortunately, don't always take that type of approach. Speaking as the COO of a nonprofit myself, I can say that that's because we often feel as if what we're doing is so important, we don't have to sell it.

The fundamental message of the book is that it's not enough to try to do good in the world — you have to

sell the concept of what you're doing in order to really get people behind your cause. Corporate America has lots of people who are good at this, and by co-opting some of the methods they use and thinking dispassionately about how and why people behave as they do, the nonprofit sector can move a lot more people to action.

**PND:** Your book was published in 2006. Has nonprofit marketing changed over the past few years?

KA: In some ways nothing has changed, and in some ways everything has changed. The fundamentals of how you motivate people to take action are timeless, so in that regard nothing has changed. Human beings still want to feel good, still want a measure of psychic satisfaction when they support a nonprofit or a charitable cause. They want to feel that they are seen and heard in the world. They want to connect to causes they care about. And they want to feel they can

trust the organizations they support. Those basic things are never going to change.

What has changed significantly, however, are the technologies we now have at our disposal to connect us to audiences and spur people to take action. For instance, online fundraising — though still a relatively small percentage of total giving — is gaining in popularity. That's great because people tend to give for deeply personal and emotional reasons, so if you can tap into someone's emotions and make it easy for them to act on the impulse to give, that's a powerful combination.

Social media sites are also great tools because they take word-of-mouth marketing — one of the great drivers of charitable giving — and put it on steroids. It is now possible through sites like Facebook and Twitter to reach a huge number of people very efficiently. And those sites also function like a big focus group, in that they enable you to

listen to lots of conversations and collect a lot of information about how people perceive your organization and your issue. Social media is a wonderful research tool and a wonderful tool for connecting with others who care about your issue or cause.

**PND:** You spent several years living and working in developing countries, including Cambodia and Madagascar. How did those experiences help shape your interest in nonprofits and nonprofit marketing?

**KA:** Most of my time overseas was spent as a journalist. My job was to observe, translate, and communicate what was going on in the countries in which I lived and visited. It was incredibly compelling work. By simply shining a light on things that are happening around the world, you can do a lot to raise awareness and do some good. But for me, it wasn't quite enough to be a witness. I saw an incredible amount of human need, and I really wanted to be involved in helping to find solutions to the poverty, the disease, and some of the other problems I saw all around me.

**PND:** What is the biggest mistake that nonprofits make in terms of marketing?

KA: The most common mistake I see is failing to approach outreach, communications, and fundraising from the perspective of your target audience. I call the phenomenon "nonprofit narcissism." Organizations want to talk about themselves — their needs, all the great work they do, and so on — but that's not enough to get an individual to take action. One of the downsides of all these new technologies is that people have lots and lots of things competing for their attention. To have any hope of breaking through the message clutter — which, I might add, is getting worse by the minute — organizations have to understand where their audiences are coming from and piggy-back on the things that are most likely to get their attention.

Another common mistake nonprofits make is failing to have a clear, specific call to action — even something as simple as displaying a "Donate Now" button on their web sites or providing an opportunity for visitors to the site to sign a petition. We tend to do a lot of awareness-building in the nonprofit sector because we think that if we share information about our cause, people will automatically act on it. Unfortunately, it doesn't work that way, which leaves a huge number of campaigns struggling to get results. Once an organization has gotten an individual to take action, it is essential that it follows up on that relationship. One of the major reasons people stop

KA: I see them asking for money more often and, unfortunately, not always in the right ways. Like everyone else, I'm worried about my 401(k) and whether the stock market is going to turn around a year from now, so I'm really subjecting my own giving to scrutiny. And because practically every nonprofit on the planet needs money right now, organizations need to do a better job than ever at connecting with their audience, demonstrating their relevance, and explaining how they're different from other nonprofits that are working on their issue. They have to be crystal clear about what they are accomplishing and why it is important to their audience. And they have to make it clear that they are good stewards of their donors' money. That's the kind of pitch I want to see from nonprofits in this kind of environment.

# ...to get someone to buy something, you need to understand who they are...

giving is because of how they are treated by the charity they have given to. If they feel they weren't thanked properly, or they feel bombarded by requests for additional donations, or they never have a clear understanding of what their money accomplished, they will not continue to give.

The other really common mistake that organizations make is to treat marketing as an afterthought. Really good marketing is integral to everything an organization is and does and is not something you can just tack onto the end of a planning session.

**PND:** With the economy in recession, how are nonprofits changing the ways in which they market?

But nonprofit organizations shouldn't despair. Nonprofits are able to offer a better return on investment than almost anything else right now. They provide us with wonderful art and cultural offerings, they feed the hungry, they make our environment healthier. Most other things, in contrast, have a negative return right now - even T-bills. Nonprofits shouldn't forget that. And while a lot of nonprofits have become risk-averse and gone back to the bread-and-butter ask, now is not the time to do that. Organizations need to stand out from the crowd right now. The organizations that can do that are the ones that will be around in five years.

Lauren Kelley

#### 5 QUESTIONS FOR...

#### Vicki Escarra

PRESIDENT AND CEO, FEEDING AMERICA

ince joining the staff of Feeding America in 2006, when it was known as America's Second Harvest, Vicki Escarra has shepherded the organization through a significant re-branding process, coordinated federal government support that resulted in the passage of the 2008 Farm Bill, and helped develop an ambitious new plan for the organization to assist tens of millions of Americans struggling with hunger. Today, Escarra is helping Feeding America meet the rising demand for food and food services at foodbanks across the country.

In May 2009, Philanthropy News Digest spoke with Escarra about how Feeding America's plans have shifted as the recession has dragged on, the importance of corporate support to the organization, and steps the Obama administration has taken so far to reduce hunger in America.

#### PHILANTHROPY NEWS DIGEST: Cit-

ing a 30 percent increase in requests for emergency food assistance at foodbanks across the country, Feeding America recently announced that it will attempt to distribute nearly three billion pounds of food to thirty million Americans by 2010 rather than 2012, as originally planned. How do you plan to achieve that ambitious goal?

VICKI ESCARRA: Well, first, I want to clarify that the 30 percent increase is an average. Some of our foodbanks — in Los Angeles and Mississippi, for example — have seen requests for emergency food assistance increase by 40 percent to 45 percent. So there is even greater need in some parts of the country.

As far as the new timeline goes, we felt like we did not have a choice but to try to close the gap between the people who need food right now and the food that's available. Fortunately for us, donations from food manufacturers and retailers are up — we'll

close out our fiscal year with donations up more than 22 percent. That includes a significant amount of food - about a quarter of all the food we receive, in fact — from the federal government. And federal support is increasing. President Obama's stimulus package included \$150 million for USDA to purchase additional food for foodbanks, while USDA secretary Tom Vilsack has announced additional support for programs to try to help lower-income families with food. But, ultimately, to meet our accelerated goal, we will rely heavily on all our supporters — federal, private, corporate, and nonprofit.

**PND:** You've received some large corporate gifts of cash and food recently. How important is corporate support to your plans for expansion, and how concerned are you about such support if the economy doesn't improve over the next few months?

**VE:** Corporate support is very important to us because, number one.

companies like ConAgra, Kellogg, General Mills, Kraft, Procter & Gamble, Campbell's, Wal-Mart, Kroger, and Super Value provide us with huge amounts of food and funding. But some of them also give us access to their employees, which is a great resource for us. Wal-Mart, for instance, is giving us roughly one hundred million pounds of food this year, they provide us with a significant amount of funding through their foundation, and they have two million employees who do a lot of volunteering for us in the communities we serve.

Corporations also are hugely important to us from a co-branding perspective. General Mills is a good example: they provide us with foundation funds and a lot of nutritious foods, plus they put Feeding America's name on many of their products and have partnered with us in sponsoring the TV show "The Biggest Loser." Those kinds of things really help get our name out there.

Now, obviously, with the economy in trouble, we're concerned about funding. But corporations are in business to make sure they get a good return for their shareholders — and we know that consumers value brands that have a good social and/or community focus. So a lot of these companies really value having a partnership with Feeding America, and I feel we have enough breadth of support — at 250 major corporations and counting — that we have room to grow, even in this economy.

**PND:** What do you hope to see the Obama administration do to combat hunger across the country?

**VE:** Luckily for us, hunger is really a nonpartisan issue. Nobody, Republican or Democrat, wants to see kids go to school hungry, or see senior citizens who've worked their entire lives and are living on a fixed income not have enough food. So we're lucky in that we have a lot of support from both parties.

That said, President and Mrs. Obama have been very involved since their Chicago days in the work we do, and Michelle Obama continues to volunteer with us in DC, which is a great sign of support. And we're already seeing encouraging actions from the administration, including the commitment by the president and vice president to end child hunger by 2015 by, among other things, strengthening the Child Nutrition and WIC Reauthorization Act, which focuses on improving free and reduced school meals programs, the Summer Food Service Program, and other efforts to feed children. We find these commitments and efforts to be reassuring signs that we'll continue to have federal support during this time of unprecedented need.

PND: What's the best way for concerned individuals to help address the ongoing hunger crisis in America? **VE:** First, people can educate themselves about how pervasive the issue of hunger is in America. Many people don't know that one in eight Americans is struggling to get enough food for themselves and/or their families. Secondly, people can get involved, either by volunteering or by giving money directly to us or to a local foodbank. Those are probably the two best ways people can help right now.

PND: The New York Times recently reported that a huge number of newly unemployed professionals are seeking volunteer opportunities, creating a corps of volunteers that, in some cases, has overwhelmed local nonprofits. How are foodbanks and other safety-net organizations utilizing the influx of volunteers?

VE: Oh, we always have something for our volunteers to do! We've

worked with roughly a million volunteers at more than 63,000 agencies around the country, which is largely how we deliver food through our pantries and soup kitchens, Boys & Girls Clubs, senior assistance homes, et cetera. And with demand up an average of 30 percent, as you noted earlier, that means we have that much more work to do. So the influx of volunteers is great for us. We recently held our annual meeting in Orlando and had 180 volunteers pack more than 7,000 boxes for the Orlando foodbank in preparation for hurricane season — boxes, should they be needed, that will help get a lot of families through a really tough few days. We love our volunteers. They're really instrumental in helping us do our work

Lauren Kelley

## **Julie Rogers**

PRESIDENT, EUGENE AND AGNES E. MEYER FOUNDATION

 $\blacksquare$ or more than 65 years, the Eugene and Agnes E. Meyer Foundation has supported small and midsize nonprofits serving the most vulnerable residents in

the greater Washington, DC, area, worked to identify visionary local nonprofit leaders, and made grants that strengthen the region's philanthropic community.

Like many other foundations, Meyer saw the value of its endowment decline by roughly 30 percent in 2008. Rather than cut its 2009 grantmaking budget proportionately, the foundation decided to make adjustments in other areas. Its grantmaking for 2009 is expected to be \$7.3 million, compared to \$8 million in 2008; the foundation will continue to provide its grantees with general support and grants for financial management, governance, and organizational assessment, as well as short-term cash-flow loans.

In spring 2009, Philanthropy News Digest spoke with Julie Rogers, president of the foundation since 1986, about what nonprofits can do to weather the economic storm, the impact of the tough fundraising climate on executive turnover in the sector, and the prospects for a renewed sense of public service in the country.

PHILANTHROPY NEWS DIGEST: Will 2009 be remembered as the "Year of the Survival of the Fittest?" What are your grantees doing to stay afloat?

JULIE ROGERS: Savvy nonprofit leaders are protecting the core of their organizations' work by planning contingencies and helping their boards act decisively and quickly. They are communicating their actions clearly to key constituencies and staying close to funders, even those that can't fund them this year. A longtime Meyer grantee, Bread for the City, wrote an open letter about how it decided to face its own economic circumstances. It cut services fairly dramatically, for instance, and it also cut staff and salaries. The organization was courageous in the very public way in which it put the news out there to its constituents, including what percent salaries were cut.

#### 5 QUESTIONS FOR...

#### Julie Rogers continued

Bread for the City provides multiple services for a lot of poor people and is the kind of place that would have lines out the door every day. Still, it decided to close on Fridays because that's what it had to do.

One of the best resources we can recommend to nonprofits is the Bridgespan Group article "Managing in Tough Times: 7 Steps." While being deeply "planful" and strategic and moving expeditiously are all part of surviving in a rocky economic climate, Bridgespan points out the wisdom of being able to identify your strongest performers and rethink the way your organization is shaped and operates. It offers more than the standard advice about hunkering down.

PND: Daring to Lead 2006, a Meyerfunded study of nonprofit executive directors in eight U.S. metropolitan areas, found that three out of four executive directors of small and midsize organizations are likely to leave their jobs within the next five years because of issues like low pay, fundraising pressures, and challenging relationships with their boards. Given today's economic climate, in which the need to raise money is as great as it has ever been but funders are pulling back, should we expect to see an increasingly unhappy cohort of nonprofit leaders stuck in jobs they no longer want but can't afford to leave?

JR: The underlying factors that contribute to executive burnout and turnover — frustration with fundraising and chronic undercapitalization — are more evident now than at any time in recent memory, and we believe executive burnout and leadership turnover will continue to be a significant challenge for the sector. That said, we're hearing about some nonprofit leaders who were planning to retire or

leave their jobs but no longer feel able to do so because of the decline in their retirement accounts. We're also seeing some leaders who might have stepped down but now feel obligated to stay on and steer their organizations through choppy waters. I think 2010 and 2011 will be difficult years for nonprofit leaders as the country works through its economic issues and the pressures on nonprofit revenues and service demands continue. But the leaders I know aren't looking for a safe pass for themselves out of a bad situation; they're trying to push through it and lead their organizations as best they can.

**PND:** Interestingly enough, *Daring to Lead* also found that 70 percent of the executive directors who planned to leave their posts within the next five years expected to stay in the sector. If executive turnover in the near future is a given, what do nonprofits and their boards need to know about successful leadership transitions?

JR: In successful transitions, executives give adequate notice to allow the board time to approach the search thoughtfully and deliberately, to figure out what skills they're looking for in a new leader. A search firm or transition consultant is often the key to a successful transition, since board members are volunteers with other responsibilities and limited time. Failed transitions are costly and destructive, and up-front investment in a skilled consultant can pay dividends many times over.

All leadership transitions are highrisk propositions, especially when the current leader has been in place for a long time. Sometimes boards don't make a great decision, either because they don't fully understand what the organization needs at the next stage of its development, or they concentrate too much on the skills — or deficits — of the person who's leaving and don't calibrate correctly, overemphasizing the opposite qualities in that person's replacement. And sometimes boards have invested so much energy in the selection of the next leader that they tend to relax and don't keep an early-warning system in place. Their leadership and key committees should stay in close touch with and mentor the new leader in the first year of his or her life with the organization. A board has to realize that the transition doesn't end with the new executive's first day on the job.

**PND:** How do you think President Obama's call to public service will affect the nonprofit sector?

**JR:** It's wonderful to have a president and first lady, and an Executive Branch staff, with a lot of experience serving in small and midsize nonprofits or on nonprofit boards. I think they understand and care about the sector, and my hope would be that over time the conversations about social innovation will lead to national conversations about the great value of nonprofit organizations to our society and what we can do to strengthen them. For instance, how might government money flow differently to nonprofits? Or how could giving and volunteerism be supported in ways that give fledgling organizations a real shot at becoming sustainable? It also will be important to see how the administration's proposal to cap some charitable deductions and the estate tax debate might play out.

President and Mrs. Obama's perspectives on poverty and income disparity, and their first-hand knowledge of grassroots community-building organizations, will certainly inspire more leaders to consider the sector as a viable career option. And the Edward M. Kennedy Serve America Act has the potential to more than triple the number of Americans in national service programs. Hopefully, the new emphasis on service

will generate new leaders from all disciplines who are willing to lead non-profit organizations at some point in their careers. One of the silver linings of the economic downturn might be that more people discover nonprofit work as a career option.

**PND:** This is probably the most challenging fundraising environment in 30 years. Can veteran nonprofit leaders apply the lessons they have learned in the past to the current environment, or is this new territory for everyone?

JR: It's new territory for everyone. Many leaders, in both the nonprofit and for-profit sectors, have had the great good fortune of managing organizations in a strong economy, when the focus was on growth and expansion. Today's environment, on the other hand, challenges leaders to rein in and even shrink the organizations that, in many cases, they have built. That's very difficult.

Another issue is the nonprofit sector has never had any great financing mechanisms or a good flow of capital into the sector. Meyer recently funded an Urban Institute study — the first of its kind — to find out if nonprofits in the metropolitan DC area have operating reserves. According to the findings, they don't — or if they do, their reserves and working capital are insufficient. I think the report, Washington-Area Nonprofit Operating Reserves, will generate a lot of discussion in the sector. The undercapitalization of nonprofits is an issue the Meyer Foundation has been concerned about for a long time.

**PND:** We look forward to reading the report. Thanks again for your time.

JR: Thank you.

Alice Garrard and Matt Sinclair

#### COMMENTARY & OPINION

# Make a Socially Responsible Investment in Young Black Men

By CEDRIC BROWN, DIRECTOR, MITCHELL KAPOR FOUNDATION

We had to do something.

In 2004, the Mitchell Kapor Foundation began noticing a disturbing trend in the San Francisco Bay Area. Black male applicants were visibly absent from the selection pool for the educational programs run by our sister organization, the Level Playing Field Institute. At the same time, we were dismayed by the news of several shootings of young black men, among them a college-bound high school senior.

We knew then that we had to do something.

e dug deeper, and the numbers we uncovered painted a disturbing picture. In today's tough economic climate, job loss is hitting black men the hardest, and research links education to that trend. In California, it is estimated that nearly half the state's black male students drop out of high school. Even in the "knowledge economy"-based San Francisco Bay Area, black males are less likely to have



high school or college degrees than the general population: 27 percent of black males in Oakland and 32 percent in San Francisco have a high school diploma or GED, while only 10 percent of black males in Oakland and 14 percent in San Francisco have a bachelor's degree. Moreover, high school dropouts and those without a college degree are more likely to be jobless and incarcerated.

Although young black men in our communities have tremendous potential, too often that potential is not being recognized or maximized. So we decided to do something: We launched an effort to invest in the phenomenal minds that exist in our communities, with the aim of getting youth away from the margins, helping them overcome obstacles, and supporting them on a path to college.

Five years later, this past June, we celebrated the first cohort of college-bound graduating high school seniors from our Black Boys College Bound Initiative, a multiyear, \$1 million effort aimed at increasing the number of black male youth in the Bay Area, particularly from San Francisco and Oakland, who are prepared for college.

As part of the initiative's first phase, we allocated grants of up to \$50,000 to 11 organizations. To date, our grantees have served nearly 400 Bay Area youth in middle and high schools with such programs as college readiness workshops, college tours, academic coaching, mentoring, mental health services for students and their families, social development and much more. This fall, more than 40 seniors will go on to college, serving as visible role models of success and possibility for other youth in their communities.

#### **COMMENTARY & OPINION**

These early results show the types of community returns that we can expect when we invest in young black men, a population that — despite the historic election of Barack Obama — faces tremendous challenges.

The root causes for such disparities range from insufficient investment in education to an array of biases and barriers, some hidden and some blatant, to a culture of low expectations shared by members of the community, parents, and the young men themselves. The dearth of role models and the absence of visible diversity in many parts of the private sector, including California's Silicon Valley, makes the promise of hard work being rewarded ring hollow.

While the causes remain up for debate, one thing is clear: young black men are valuable assets to our communities and we must invest in their potential by helping them to earn college degrees. Without an education, there's no question that young black men will fall further behind, and families, neighborhoods and communities will bear the brunt of our collective failure. As a nation, we're willing to invest big dollars in the prison industrial complex to disproportionately lock up young black men. Why aren't we as committed to socially responsible investments in this same demographic?

Though we launched our initiative specifically to meet some of these challenges, our efforts are part of a larger emerging national trend in philanthropy characterized by large institutional funders focusing more resources and attention on young black men and boys:

- The Ford Foundation provided funding and leadership for the Masculinity Project, an innovative multimedia initiative launched by NBPC and ITVS that explores black masculinity.
- The Open Society Institute recently launched the Campaign for Black Male Achievement.
- The 21st Century Foundation is coordinating Black Men and Boys Initiatives in six cities nationally and serving as a lead agency in Project 2025.
- In New York, along with the Fund for the City of New York, a public/private philanthropic partnership has formed to launch the Pipeline Crisis/Winning Strategies initiative.
- The Schott Foundation for Public Education maintains a Web-based 50 State Report on Black Males that provides ready access to educational data on black male academic achievement
- The California Endowment released Reparable Harm, an examination of racial and ethnic disparities for men and boys of color in California. A set of recommendations accompany the report.
- The Association of Black Foundation Executives is serving as a convener and information clearinghouse for philanthropy on improving outcomes for black males.

But more must be done. We can't turn our collective backs on young black men in crisis. We can't let issue fatigue stand in the way of meeting the needs of a population that deserves the benefit of our attention, hope, and investment.

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Each sector and individual has a role to play. We can continue to seize on the historical significance of President Barack Obama to challenge commonly held stereotypes of black men and mundane or subtle biases against them. We can devote our time to tutoring and mentoring the youth in our communities, providing the guidance and encouragement they need to overcome obstacles. We can invest in the organizations in our midst that are directly working with youth to prepare them for college. And in a truly radical move for businesses, for every H-1B visa covered we can pay an equivalent amount for a young black man to pursue an education that would prepare him to be hired by our companies.

Without collective action, we will continue to lose too many young black men — and along with them, their unlimited and dynamic potential for contributing to our families, communities, and workplaces. That is a loss we simply cannot afford.

We have to do something.

Cedric Brown is Director of the San Franciscobased Mitchell Kapor Foundation.

...one thing is clear: young black men are valuable assets to our communities and we must invest in their potential by helping them to earn college degrees...

# **Performance Measurement:** Put a Stake in the Ground

By ANDREW WOLK, CEO AND FOUNDER, ROOT CAUSE

If you are a nonprofit leader operating in today's hardscrabble

environment, you're undoubtedly spending an exceptional (and unacceptable) amount of time looking for support and fiercely competing for shrinking philanthropic dollars. No matter how good your program is, you may be one of many who are only a few months shy of having to fold your tent.



o the one thing you probably don't want to hear is what may sound like cold business-speak: take time, now, to gather and dive more deeply into hard data. Get better at measuring your performance.

Business discipline for nonprofits is not an oxymoron. Better measurement can help, not hinder, your mission. It's a key to your success, perhaps even your survival. Contrary to the fears of some, it doesn't have to be complicated or overwhelming. Done thoughtfully, it can be your secret weapon, resulting in significant improvements in your operations, an invaluable learning experience and cultural shift for your staff, better communication with your funders, and a reliable roadmap toward increased social impact.

The pressure on nonprofits to prove their worth has never been greater. Doing good is no longer good enough. Today there's a spotlight on better measurement, all the way from the top. Sonal Shah, head of the new White House Office of Social Innovation, said at the recent SoCap09 panel on which I served that measurement is the "major theme" as the social enterprise sector grows up.

President Obama set the tone in June when he outlined the plan for new Social Innovation Fund: to find the "most promising nonprofits in America, examine their data and rigorously evaluate their outcomes....We'll invest in those with the best results that are most likely to prove a good return on our taxpayer dollar."

Every time I talk with a social impact investor — whether an individual donor or from a foundation, government agency, or company — one theme resonates: "What works?" Social impact investors tell us that, unlike their experiences in the private capital market, they often find it difficult in the nonprofit sector to access reliable, insightful, and useful information about performance. They want more transparency and more proof that your organization is well run, sustainable, and making a difference.

"I know what social issues I feel passionate about funding," one frustrated philanthropic investor told us in a common refrain. "But I don't understand which organizations within those social issues are making the most difference."

Your measurement must be meaningful. Many organizations publish annual reports that track their budgets and client numbers. Far fewer take on the challenge

of measuring social impact - uncovering and reporting, through hard data as well as personal stories, their progress toward realizing their mission.

We at Root Cause found that, over the last three years, all the applicants to our Social Innovation Forum whose statistics we tracked used some form of measurement, including financial health and client growth. But only one-third of them were engaged in meaningful measurement of impact.

Our own experience this past year illustrates how using performance measurement is well worth the effort.

In a search for better ways to measure social impact work beyond the usual financial statements, we asked half a dozen gutsy leaders of small to medium-size nonprofits in the greater Boston area who had been selected as Root Cause "social innovators" to participate in a year-long pilot program to improve their performance measurement.

They agreed to come up with new measurement indices tailored to their organizations and follow the results closely for a year, checking in quarterly to report their progress. At the end of the year, they shared their results in public reports and a panel discussion before curious potential investors the upsides, the downsides, the "aha" moments of more transparency and accountability.

All of them reported that developing a customized, data-driven performance measurement system took a bit of work; occasionally they had to go back to the drawing board. But their efforts proved powerful in giving them a clearer picture of how well their mission matched their programs and provided more convincing evidence to potential donors that their money would be invested in ideas that worked.

Organizations that complete the Social Innovators program grow an

#### **COMMENTARY & OPINION**

average of 30 percent a year, compared to the average nonprofit growth rate of 5 percent a year. The social innovators who participated in the program said that the payoff in both improved operations and grateful investors was worth it.

Designing a solid performance measurement system is less daunting than it might seem; you don't have to gather an enormous amount of data. While there's much discussion today about standardized indices, you can go a long way right now in creating a program that is both customized to your needs and easily understood by funders.

These are the key things to address:

- Review your mission. Make sure it's specific enough and that all your programs and services link to it.
- Select measurement indicators tied to your organization's strategic plan and internal goals.
- ◆ Include indicators not only for organizational health and program performance, but also for social and economic performance that give a real sense of your organization's outcomes and progress in meeting its vision. Example: If your goal is to get high school students into college, you'll want to track what percent of your program's graduates enroll in college because of your work, not just the number of students you counseled. Select indicators that will drive effective behaviors.
- If you're just starting out on this, keep it simple; don't get overwhelmed. Focus on what's most helpful to better understand your progress in carrying out your mission. You can refine later.
- Employ a variety of measurement tools, including spreadsheets and intake forms, interviews, observations, and surveys. (You might want to hire an evaluation expert to help you create a meaningful survey.)

It is important, of course, that your measurement system allows room for experimentation; that's the essence of innovation. Especially in the early years, you need to have some time and freedom to test what works.

 The best part: Be prepared for some terrific learning opportunities for your efforts. Your data will help you more clearly see opportunities for ongoing improvement and modifications in your programs, ultimately leading to more success and an impressive "report card" that will help you keep current donors and impress potential ones.

If you put a stake in the ground in impact measurement and organizational metrics, you'll be one of those who is rewarded with resources. And those with resources to give will continue to invest, because you've clearly shown

both them and yourself how you're meeting your goals and developing enduring solutions to social problems.

Andrew Wolk is CEO and founder of Root Cause, a nonprofit organization headquartered in Cambridge, Massachusetts, that advises innovative nonprofits and educates social impact investors. He is also a lecturer in social entrepreneurship at Harvard University and MIT, and the co-author of Building a Performance Measurement System: Using Data to Accelerate Social Impact.

# **Social Media Can Open Door to Philanthropy's Future**

By LARRY BLUMENTHAL, FORMER DIRECTOR, SOCIAL MEDIA STRATEGY, ROBERT WOOD JOHNSON FOUNDATION

In retrospect, I'm not sure I would try this exercise again.

A few months back, I began a workshop for staff from a variety of foundations by asking them to shout out all of their whiny, cry-baby excuses for not getting involved in social media. The excuses flew at me fast and furious, like so many tranquilizer darts. I don't have time. It's too much work. We don't have the resources. Can't figure out the return on investment. Senior staff don't see the value. We're afraid of losing control. What if people criticize us? My shoes are too tight.



was going down like one of those tagged bears on *Animal Planet* (or my chunky Uncle Bernie after eating both drumsticks on Thanksgiving).

Then I heard the excuse that got my blood pumping again: "Social media doesn't seem relevant to my work."

There it was. All of this talk about Twitter, Facebook, YouTube. It all feels like so much noise. Why should I care that someone with a wolverine tattoo on his neck and a self-inflicted case of ADD is tweeting that he is stuck in line at Starbucks? What does that have to do

with grantmaking? And does he really need more caffeine, anyway?

I realized I had about 45 minutes to convince these people that social media is more than relevant to philanthropy. That it is core to our future. That social media can make us all better philanthropists. There I said it. Social media can make foundations more effective. I know that doesn't go down easily, but here is an exercise:

Forget about the tools for a minute and look at the core principles behind social media: collaboration, openness, transparency, timeliness, sharing work in progress, embracing and learning from failure. Then think about how we traditionally operate as foundations.

We could clearly benefit from adopting some of the practices of the Wikipedia world, where input is invited from a much broader and diverse audience and the knowledge is being gathered in an open and participatory manner. Why? Because if we have the courage to embrace social media principles to break open and speed up our traditionally closed and limited grantmaking model, we can produce stronger, more grounded, innovative, and effective solutions. Isn't that what we want more than anything — to make a difference on the issues that we care about so deeply?

They seemed like a good group of people at this workshop, except for the guy in the back with yellow eyes and a raven on his shoulder. I took a deep breath, hitched up my pants, and offered them three reasons to welcome social media on board

#### **Better Listeners**

A program officer mentioned to me recently that he didn't think he could be effective at his job if he didn't follow the blogs, Twitter buzz, and other online conversation in his area of interest. He didn't see that as extra work. He saw it as a better way to stay informed. If we can get past the idea that social media is just one more thing to do, one more thing to learn, we will see that these tools can help us do what we are already doing — only more effectively. At the Robert Wood Iohnson Foundation we use many of these tools to "listen" to what is being said about us, our senior staff, and our grantees. We also try to monitor what is being said on the issues we are working on. Why? Because we are vainer and more self-centered than a Hollywood celebrity? No. Because we want to understand how our work is being received and because we want to join the conversation. Both will help us have more impact.

#### **Better Partners**

In the traditional world of foundations, communication tends to be one-way. We tell the world what we plan to fund. We tell the world who has received our funding. We share what we are learning in the form of briefings and publications. All good things, but all focused on broadcast-

The foundation world has a growing number of examples as well. The Packard Foundation has used wikis to get broader input into its work on nitrogen and reproductive health. RWJF and other foundations have been working with Changemakers and Idea Crossing to experiment with new ways of generating ideas. The Rockefeller Foundation is helping nonprofits tap into InnoCentive's global network of problem solvers. And the Case Foundation is involving everyday

# ...In the world of social media, you put down the megaphone and hold a conversation...

ing our message to the universe. In the world of social media, you put down the megaphone and hold a conversation. I heard a senior executive involved in social media at Starbucks say recently that what works best are things the company can do together with its customers. I think that principle can work well for foundations also. Building partnerships is something we've always done. Using these tools to broaden those partnerships and harness the power created by the resulting networks can only make us better at what we do.

#### **Better Agents of Change**

Last May, the Maine Health Access Foundation posted letters of inquiry on Facebook. It wanted applicants to its Fund for the Future to get broad input from the field before they submitted their proposals. Program officer Len Bartel knew that input from the community would make the final proposals stronger. The for-profit and academic worlds boast many examples of tapping into the wisdom of the crowd to make their products and their research better.

citizens in the process. Those are just a few examples.

If we want to make a difference, it is time to tear down the walls that have traditionally existed between us and our grantees. Between us and "the field." It is time to begin to open our closed grantmaking process to the world. Time to let a broader audience provide input at a much earlier point in the process and all the way through the evaluation phase. Social media can help us do that. Social media can help us have more impact.

How did I do with the group in the workshop? No one came at me with a sharp object. We all drank too much wine together afterward, even the guy with the raven (the bird liked the merlot), and talked about the challenges ahead. Did I convince them? Maybe a little. Did I convince you? You tell me. We're in this together.

At the time of this writing, Larry Blumenthal was director of social media strategy for the Robert Wood Johnson Foundation. He now heads Open Road Advisors and blogs and tweets regularly about philanthropy and social media.



#### **BOOKS**

n-depth explorations of ideas — new and old — provide inspiration to the nonprofit organizations navigating our rapidly changing world. Here is a selection of notable titles published in 2009.

#### **Philanthropy and Foundations**

# The Art of Giving: Where the Soul Meets a Business Plan

CHARLES BRONFMAN, JEFFREY R. SOLOMON Jossey-Bass Publishers, 2009

#### Criteria for Philanthropy at its Best: Benchmarks to Assess and Enhance Grantmaker Impact

NIKI JAGPAL National Committee for Responsive Philanthropy, 2009

#### Foundations and Public Policy: Leveraging Philanthropic Dollars, Knowledge, and Networks for Greater Impact

JAMES M. FERRIS (ED.) Foundation Center, 2009

# Giving Circles: Philanthropy, Voluntary Association, and Democracy

ANGELA M. EIKENBERRY Indiana University Press, 2009

#### Patronizing the Public: American Philanthropy's Transformation of Culture, Communication, and the Humanities

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WILLIAM J. BUXTON (ED.) Lexington Books, 2009

# Women, Wealth and Giving: The Virtuous Legacy of the Boom Generation

MARGARET MAY DAMEN, NIKI NACASTRO MCCUISTION John Wiley & Sons, 2009

#### International Issues

#### Buying Respectability: Philanthropy and Urban Society in Transnational Perspective, 1840s to 1930s

THOMAS ADAM Indiana University Press, 2009

# The Life You Can Save: Acting Now to End World Poverty

PETER SINGER Random House, 2009

#### Philanthropy in a Flat World: Inspiration Through Globalization

JON DUSCHINSKY John Wiley & Sons, 2009

#### **Social Justice Philanthropy**

# Change Philanthropy: Candid Stories of Foundations Maximizing Results Through Social Justice

ALICIA EPSTEIN KORTEN Jossey-Bass Publishers, 2009

# Wit and Wisdom: Unleashing the Philanthropic Imagination

MARK D. CONSTANTINE Emerging Practitioners in Philanthropy, 2009

#### **Social Investment**

#### Billions of Drops in Millions of Buckets: Why Philanthropy Doesn't Advance Social Progress

STEVEN H. GOLDBERG John Wiley & Sons, 2009

#### Transformational Philanthropy: Entrepreneurs and Nonprofits

LISA M. DIETLIN
Jones and Bartlett Publishers, 2009

#### **Management and Leadership**

#### Brandraising: How Nonprofits Raise Visibility and Money Through Smart Communications

SARAH DURHAM Jossey-Bass Publishers, 2009

# Causewired: Plugging in, Getting Involved, Changing the World TOM WATSON

John Wiley & Sons, 2009

# Embracing Cultural Competency: A Roadmap for Nonprofit Capacity Builders

PATRICIA ST.ONGE Fieldstone Alliance, 2009

#### The Idealist.org Handbook to Building a Better World: How To Turn Your Good Intentions Into Actions That Make a Difference

STEPHANIE LAND Penguin Books, 2009

# The Jossey-Bass Reader on Nonprofit and Public Leadership

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JAMES L. PERRY (ED.) Jossey-Bass Publishers, 2009

# Managing Executive Transitions: A Guide for Nonprofits

TIM WOLFRED Fieldstone Alliance, 2009

#### Managing Technology to Meet Your Mission: A Strategic Guide for Nonprofit Leaders

HOLLY ROSS, KATRIN VERCLAS, ALISON LEVINE (EDS.) Jossey-Bass Publishers, 2009

#### Nonprofit Finance for Hard Times: Leadership Strategies When Economies Falter

SUSAN U. RAYMOND John Wiley & Sons, 2009

#### Nonprofit Guide to Going Green

TED HART AND ADRIENNE D. CAPPS, MATTHEW BAUER (EDS.) John Wiley & Sons. 2009

#### Seven Turning Points: Leading Through Pivotal Transitions in Organizational Life

SUSAN GROSS Fieldstone Alliance, 2009

#### BOOK REVIEWS

FOR PND'S "OFF THE SHELF" BOOK REVIEWS, VISIT:

http://foundationcenter.org/pnd/offtheshelf/









**Philanthropy and Foundations** 

#### The Guide to Intelligent Giving: Make a Difference in the World — and in Your Own Life

JOANNA L. KROTZ

Hearst Books, 2009

igh-net-worth U.S. households are the target audience for the Guide to Intelligent Giving. The book addresses issues from the pros and cons of creating a family foundation and how to set one up, to engaging children in philanthropy and building a philanthropic legacy with them, to new ways of giving. The book's topical format allows the reader to easily turn to a particular area of interest, such as the difference between charitable remainder trusts and charitable lead trusts, reasons for and costs associated with a donor consultant, forming a nonprofit corporation, and honing your nonprofit management skills. Other topics include joining a board, becoming a high-profile fundraiser, the advantages of long-term giving, the disadvantages of restricted gifts, and the pros and cons of establishing a foundation in perpetuity.

Krotz scatters clarifying and thought-provoking questions throughout the book and includes sample forms for managing grant requests and site visits, as well as a chart comparing the various costs and tax implications of donor-advised funds, supporting organizations, and private foundations. In its last chapter, "Ways and Means," Krotz has compiled a list of more than one hundred philanthropy advisors, donor education centers, foundation and family-giving advisors, watchdog groups, funder affinity groups, and relevant blogs. -ALICE GARRARD

International Issues

#### Globalization, Philanthropy, and Civil Society: **Projecting Institutional Logics Abroad**

DAVID C. HAMMACK, STEVEN HEYDEMANN (EDS.) Indiana University Press, 2009

t a time when an emergent global civil society is advancing the idea of universal standards with respect to governance and accountability, one of the key questions about global philanthropy is when, how, or even whether foundations can be effective agents in strengthening civil society abroad. Taking a social sciences approach to the question, the editors of Globalization, Philanthropy and Civil Society present a range of case studies that illustrate how foundations and nongovernmental organizations project their "logics" — i.e., "models for the organization of civil society, foundations, advocacy, entrepreneurialism, and public health" — abroad and how such models are received by local nonprofits and communities.

The ten chapters are informed by a series of big questions, such as: Do funders' institutional models limit the effectiveness of local grantees engaged in building civil society? How are Western organizations implicated in patron-client relationships governing the distribution of resources and political power? And, how does culture affect a funder's ability to adapt its strategies to local contexts?

The book does not offer definitive answers to the myriad questions it raises. It does, however, offer diverse perspectives on topics ranging from attempts to import South Africa's Truth and Reconciliation Commission as a model for transitional justice to the advocacy strategies of Greenpeace and Friends of the Earth in four different countries. For all the detail included in each chapter, Globalization, Philanthropy and Civil Society, like the many variations in the local contexts it examines, is a hodge-podge of ideas, arguments, and conclusions. Informative and provocative? Yes. The last word on the subject? No. —KYOKO UCHIDA

Social Justice Philanthropy

#### A Philanthropic Covenant With Black America

RODNEY M. JACKSON (ED.)

John Wiley & Sons, 2009

compilation of eight essays written by leaders within the African-American community, A Philanthropic Covenant With Black America paints a compelling picture of the realities of black life in America and argues that a renewed sense of philanthropy within black communities is vital to strengthening those communities. The book delves into many topics related to philanthropy within the black community, including the roles of religion, civic engagement and volunteerism in shaping black philanthropy; the important role of family and friends in black communities; and the African-American response to hurricanes Katrina and Rita. It addresses both micro and macro views of African-American philanthropy, with a particular emphasis on the role of the individual in the black community and a passionate belief that what is good for the African-American community is also beneficial — indeed, critical — to the overall health of American society.

Don't pass on A Philanthropic Covenant because you don't consider yourself to be connected to or focused on the African-American community. Whether the topic is community fundraising, civic engagement, the development of children and youth as a volunteer resource, or the operation of an effective giving circle, the advice and multifaceted approach to philanthropy presented by the book's contributors will benefit any individual — indeed, any nonprofit — looking to strengthen his or her cultural competency and philanthropic effectiveness. —GILLIAN SCIACCA

Management and Leadership

#### You've Gotta Have Heart: Achieving a Purpose Beyond Profit in the Social Sector

CASS WHEELER

Amacom, 2009

ass Wheeler, CEO of the American Heart Association 1997-2008. has penned a management book, and in it he addresses the hunger for charitable-minded business advice. The days of charities as scrappy little institutions, muddling by on their wits and the kindness of strangers, are long gone, he says. Rather, he espouses a more pragmatic, clear-eyed view of what nonprofits need to do to succeed that entails adopting many tactics from the for-profit world.

He offers advice on both the more regimented aspects of nonprofit work — business model development, branding, collaboration and partnerships — as well as the traditional nuts-and-bolts aspects of charity work — advocacy, volunteer management, developing a mission statement. He weaves his discussion of business-minded practicality and charitable-minded idealism into a presentation that does justice to both without slighting either. Throughout, Wheeler humanizes his advice and guidance with stories of lessons learned during his tenure at the American Heart Association.

Plainspoken and straightforward, his words ring with pragmatism based on years of experience, success, and the occasional setback. And as he notes early on, anyone moved to pick up a book like this — whether she's an executive, a board member, a staffer, or a volunteer — is, in their own way, already well on their way to being a nonprofit leader. —TRACY KAUFMAN

#### **PERIODICALS**

rofessionals working in philanthropies and other nonprofits depend on published resources — print and online newspapers, magazines, and journals — to keep up with the latest news, technological advances, and research on trends in giving in their field. The must-reads for many include those on the list below.

#### Alliance

News and analysis of current international events in the philanthropy and social investment sectors. Features include articles from worldwide contributors, book reviews, and opinion columns. Published in the U.K.

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#### The Chronicle of Philanthropy

The newspaper of the nonprofit world, published biweekly.

#### Exempt

Published by The NonProfit Times

A financial magazine for nonprofits, offering financial news for CEOs, CFOs, and investment committee board members at nonprofits with budgets of \$10 million and more.

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#### The Foundation Review

Published by the Johnson Center for Philanthropy at Grand Valley State University A peer–reviewed journal of philanthropy, written by and for foundation staff and boards, and those who work with them implementing programs. Quarterly.

#### International Journal of Not-for-Profit Law

Published by the International Center for Not-for-Profit Law

Quarterly journal provides analysis on global civil society; addresses legal topics as well as social, cultural, political, and economic issues affecting the legal environment.

# Nonprofit and Voluntary Sector Quarterly

Published by the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA)

Provides research, discussion, and analysis of the nonprofit sector, focusing

on five general areas: Organization and Leadership, Philanthropy, Voluntarism, Public Policy, and Civil Society.

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#### The Nonprofit Quarterly

Strives to strengthen the role of nonprofit organizations to activate democracy.

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#### The NonProfit Times

A bi-weekly print publication covering nonprofit management issues.

#### **OMB Watch**

Addresses the issues the organization tracks in the course of monitoring OMB: federal budget, taxation, and government performance; information and access; nonprofit action, advocacy, policy, and technology; and regulatory policy. Online.

#### OnPhilanthropy

Published by Changing Our World

An information resource in the areas of fundraising, philanthropic trends, corporate philanthropy, technology, and nonprofit employment. Online.

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#### Philanthropy Journal

Published by A. J. Fletcher Foundation News, information, and opinion about charitable giving, fundraising, and management, focusing in particular on organizational effectiveness, donor engagement, and collaboration. Online.

#### **Philanthropy Matters**

Published by the Center on Philanthropy
Semi-annual issues contain results from the
latest research conducted by faculty and staff
at the Center on Philanthropy at Indiana
University and by other practitioners and
scholars around the world.

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# Philanthropy News Digest (PND)

Published by the Foundation Center

This daily news service is a compendium, in digest form, of philanthropy-related articles from print and electronic media outlets nationwide. It also publishes original interviews with leaders in the field and outside commentary. Online.

Continued on next page.



#### PERIODICALS continued

#### **PNNOnline**

Published by Philanthropy News Network News, information, and resources for the nonprofit sector in the U.S. Online.

#### Responsive Philanthropy

Published by the National Committee for Responsive Philanthropy

Quarterly journal provides coverage of the latest trends and critical issues surrounding foundation, corporate, and workplace philanthropy as they affect social justice and the public interest.

# Stanford Social Innovation Review

Published by the Center for Social Innovation, Stanford University Graduate School of Business

Insights and practical experiences for leaders in the fields of nonprofit management, corporate social responsibility, social entrepreneurship, and philanthropy.

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#### Thought > Impact > Action

Published by the Council on Foundations A bimonthly journal intended to be a dynamic forum for differing views on issues relevant to the philanthropic field. Online.

#### Trusts & Estates

Monthly journal for estate planning and wealth management professionals includes an annual charitable giving supplement.

# Voluntas: International Journal of Voluntary and Nonprofit Organizations

Published by the International Society for Third-Sector Research (ISTR)

Research in the area between the state, market, and household sectors; articles include issues around civil society.

#### Worth

Provides financial intelligence on issues related to wealth preservation, management, and transference.

#### For more information

See the Key Contacts (p. 106) to get contact information for editors of these and other philanthropy-focused publications.



## **BLOGS**

n a daily basis, a wide-ranging group of thoughtful observers — from foundation presidents to community activists — share their opinions on current issues facing the third sector. To help you navigate the myriad blogs that focus on philanthropy and the nonprofit world, we present a selection — by no means exhaustive — below.

#### A.Fine Blog

afine2.wordpress.com

**ALLISON FINE** focuses on the ways that digital tools, particularly social media, are enhancing our connectedness to one another and our ability and willingness to work for the collective social good.

#### **Audacious Ideas**

www.audaciousideas.org

#### **OPEN SOCIETY INSTITUTE-BALTIMORE's**

blog intended to stimulate ideas and discussion about solutions to difficult problems in Baltimore.

#### Beth's Blog

beth.typepad.com

**BETH KANTER** writes for nonprofits who want to make use of new technology and social networking applications.

#### **Bob's Blog**

tcenews.calendow.org/pr/tce/blog.aspx ROBERT K. ROSS, M.D., is president and CEO of the California Endowment.

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#### The CEP Blog

www.effectivephilanthropy.org/blog/ From the CENTER FOR EFFECTIVE PHILANTHROPY.

#### **BLOGS** continued

#### **Charity Navigator Blog**

blog.charitynavigator.org

Professionals from CHARITY NAVIGATOR share thoughts on emerging issues relating to the nonprofit sector and offer tips to help donors make the most of their charitable endeavors.

#### The Cohen Report

www.nonprofitquarterly.org/cohenreport/ RICK COHEN, national correspondent for the Nonprofit Quarterly, writes about changes in law and trends in regulation and enforcement.

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#### The Communications Network Blog

comnetwork.typepad.com

BRUCE TRACHTENBERG's blog about communications practices in philanthropy.

#### Dan Pallotta

blogs.hbr.org/pallotta/

DAN PALLOTTA, a leading expert on innovation in the nonprofit sector, blogs at the Harvard Business Review.

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#### The Fine Print

www.ombwatch.org/the\_fine\_print Nonprofit advocacy issues from OMB WATCH. •••••

#### FI iP

flip.typepad.com

OnPHILANTHROPY's blog is dedicated to creating a community and a network where future leaders can meet, learn, exchange ideas, and contribute to each other's success.

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#### Gift Hub

www.gifthub.org

PHIL CUBETA is a "pro bono morals tutor to America's wealthiest families."

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#### Give & Take

www.philanthropy.com/giveandtake/ The CHRONICLE OF PHILANTHROPY's roundup of blogs about the nonprofit world.

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#### The GiveWell Blog

blog.givewell.net

An informal forum for the members of the GIVEWELL project to share thoughts and explore how to accomplish as much good as possible with donations.

#### **Government and Politics Watch**

philanthropy.com/blog/Government-Politics-Watch/13/

The **CHRONICLE OF PHILANTHROPY**'s editors track the intersection of government and charity.

#### **Inside Philanthropy**

philanthropyjournal.blogspot.com From **TODD COHEN**, editor and publisher of Philanthropy Journal.

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#### Joanne's Nonprofits Blog

nonprofit.about.com/b/

Nonprofit veteran JOANNE FRITZ's blog at About.com.

#### **Keeping a Close Eye**

www.ncrp.org/blog/

The official blog of the NATIONAL COMMITTEE ON RESPONSIVE PHILANTHROPY.

#### **Ken's Commentary**

www.kenscommentary.org

From KEN BERGER, president of Charity Navigator.

#### **New Voices of Philanthropy**

www.tristaharris.org

TRISTA HARRIS, executive director of Headwaters Foundation for Justice, a community foundation in Minnesota, covers issues of generational change in the philanthropic sector and more broadly trends in philanthropy.

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#### ..... **Nonprofit & Foundation Advocacy Blog**

advocacydigest.blogspot.com

A forum hosted by **ALLIANCE FOR JUSTICE** to strengthen the voices of nonprofits and foundations and to provide a better understanding of the laws that govern their participation in the policy process.

#### Nonprofit Literature Blog

literature.foundationcenter.org

JIMMY TOM, manager of bibliographic services at the Foundation Center, looks at the latest books, articles, reports, and videos from one of the most comprehensive libraries of published materials relating to philanthropy.

#### The Nonprofiteer

nonprofiteer.net

KELLY KLEIMAN is a lawyer and journalist with 20 years' experience in the nonprofit sector.

#### Philanthropy 2173

philanthropy.blogspot.com

LUCY BERNHOLZ, founder and president of Blueprint Research & Design, blogs about "the business of giving."

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#### **Philanthropy Action**

www.philanthropyaction.com

TIM OGDEN edits the discussion about poverty-focused philanthropy from the donor perspective.

#### **PhilanTopic**

pndblog.typepad.com/pndblog/

MITCH NAUFFTS, publisher and editorial director of the Foundation Center's Philanthropy News Digest, provides opinion and commentary on the changing world of philanthropy.

#### **Rosetta Thurman**

www.rosettathurman.com

Promoting next-generation leadership for social change.

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#### **Social Citizens**

www.socialcitizens.org

Focuses on how Millennials are influencing civic engagement, sponsored by the CASE FOUNDATION.



#### **BLOGS** continued

#### **Social Edge**

www.socialedge.org/blogs/

A collection of blogs by and for social entrepreneurs can be found at this **SKOLL FOUNDATION** project, headed by Victor D'Allant.

#### **Social Entrepreneurship**

socialentrepreneurship.change.org NATHANIEL WHITTEMORE's blog at change.org.

#### Stanford Social Innovation Review Opinion Blog

www.ssireview.org/opinion/

**SSIR**'s forum for leading thinkers on civil society, philanthropy, program effectiveness, and more.

#### **Tactical Philanthropy**

www.tacticalphilanthropy.com

**SEAN STANNARD-STOCKTON** discusses philanthropy and chronicles "The Second Great Wave of Philanthropy."

#### **Uncivil Society**

uncivilsociety.org

By **JEFF TREXLER**, Wilson Professor of Social Entrepreneurship at Pace University.

#### VA£U€S

www.philanthrocapitalism.net

MATTHEW BISHOP and MICHAEL GREEN
are co-authors of Philanthrocapitalism:
How the Rich Can Save the World.

#### White Courtesy Telephone

postcards.typepad.com/white\_telephone/

News, opinion, and commentary from inside the Third Sector, by Greater New Orleans Foundation President, **ALBERT RUESGA**.

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#### Wise Philanthropy

wisephilanthropy.blogspot.com
RICHARD MARKER, senior fellow in
philanthropy at NYU's Heyman Center
for Philanthropy and Fundraising, facilitates
a conversation about current issues in the
donor and funder community.

#### **ONLINE REPORTS**

# **New Realities, New Opportunities: Impact, Transparency, and Diversity**

s foundations grapple with the effects of the economic crisis on their endowments, their grantees, and society at large, the need to measure impact and performance in meeting urgent needs comes into sharper focus. Of the thousands of reports published and/or funded by foundations in 2009, we highlight here a selection of publications that address the issues of impact, transparency, and diversity (see inset).

New Financial Realities: The Response of Private Foundations (Commonwealth Fund) surveys the damage to foundation endowments, offers lessons learned in endowment management, and considers the implications for spending plans and program strategies — especially for perpetual social improvement foundations such as the Commonwealth Fund that must work closely with grantees to design projects likely to produce results and to communicate those results to policy audiences.

How, then, should foundations measure impact? Breakthroughs in Shared Measurement and Social Impact (FSG Social Impact Advisors) considers an array of shared measurement platforms, comparative performance systems, and adaptive learning systems that enable social enterprises not only to measure outcomes and report performances across multiple organizations but also to coordinate their efforts. Doing Good Today and Better Tomorrow: A Roadmap to High Impact Philanthropy Through Outcome-Focused Grantmaking (William and Flora Hewlett Foundation) discusses lessons learned about designing a portfolio of grants to ensure maximum impact as well as its challenges, including a lack of data, complex modeling requirements, and hardto-quantify value judgments.

What makes an organization strategic? In *Essentials of Foundation Strategy*, the Center for Effective Philanthropy explores the defining characteristics of strategic foundation leaders: an external orientation to their decision making and a focus on logical connections between resource use and achievement of goals.

The James Irvine Foundation and the Robert Wood Johnson Foundation have been developing their own measurements for organizational performance, as seen in their 2008 Assessment Report (Robert Wood Johnson Foundation) and 2008 Annual Performance Report (James Irvine Foundation), respectively.

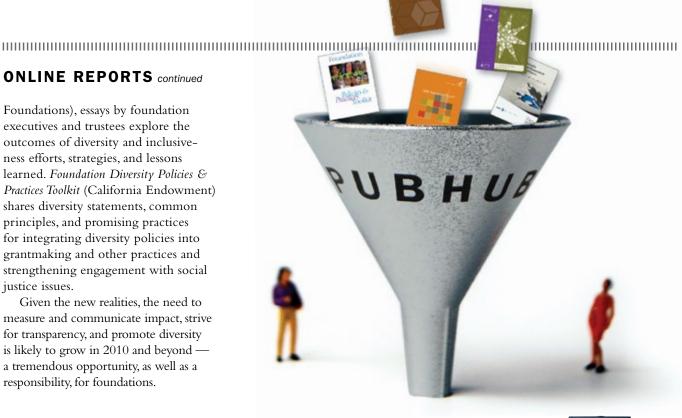
Grantee perception reports represent one external indicator of organizational performance, and *Aiming for Excellence at the Wallace Foundation: Update* (Center for Effective Philanthropy) highlights improvements in the Wallace Foundation's grantee relationships following changes made based on an earlier grantee perception report.

If publicly reporting on program effectiveness and assessments by grantees and experts are essential elements of transparency, diversity increasingly is seen as an essential element of program effectiveness. In *Diversity in Action:*Strategies With Impact (Rockefeller Philanthropy Advisors; Council on

#### ONLINE REPORTS continued

Foundations), essays by foundation executives and trustees explore the outcomes of diversity and inclusiveness efforts, strategies, and lessons learned. Foundation Diversity Policies & Practices Toolkit (California Endowment) shares diversity statements, common principles, and promising practices for integrating diversity policies into grantmaking and other practices and strengthening engagement with social justice issues.

Given the new realities, the need to measure and communicate impact, strive for transparency, and promote diversity is likely to grow in 2010 and beyond a tremendous opportunity, as well as a responsibility, for foundations.



VISIT PUBHUB AT

http://foundationcenter.org/gainknowledge/pubhub/



#### SHARING KNOWLEDGE TO BUILD A BETTER WORLD

You can access many other interesting reports published in 2009 at PubHub, the Foundation Center's online catalog of annotated links to annual reports, case studies, issue briefs, literature reviews, program evaluations, research reports, surveys, and toolkits published and/or funded by U.S. foundations. And now you can comment on those reports and share your insights. If you have a report to recommend, please let us know via the "Submit a report" link or at pubhub@foundationcenter.org.

#### **PUBHUB REPORTS: Foundation Practice**

#### Aiming for Excellence at the Wallace Foundation: Update

PUBLISHED BY: Center for Effective Philanthropy FUNDED BY: Wallace Foundation

#### 2008 Annual Performance Report

PUBLISHED BY: James Irvine Foundation

#### 2008 Assessment Report

PUBLISHED BY: Robert Wood Johnson Foundation

#### Breakthroughs in Shared Measurement and Social Impact

PUBLISHED BY: FSG Social Impact Advisors

FUNDED BY: William and Flora Hewlett Foundation

#### Diversity in Action: Strategies With Impact

PUBLISHED BY: Rockefeller Philanthropy Advisors; Council on Foundations

FUNDED BY: Charles Stewart Mott Foundation

#### Doing Good Today and Better Tomorrow: A Roadmap to High Impact Philanthropy Through Outcome-Focused Grantmaking

PUBLISHED BY: William and Flora Hewlett Foundation

#### Essentials of Foundation Strategy

PUBLISHED BY: Center for Effective Philanthropy

FUNDED BY: David and Lucile Packard Foundation, Robert Wood Johnson Foundation, W.K. Kellogg Foundation, William and Flora Hewlett Foundation

#### Foundation Diversity Policies & Practices Toolkit

PUBLISHED BY: California **Endowment** 

#### How Public Is Private Philanthropy?: Separating Reality From Myth

PUBLISHED BY: Philanthropy Roundtable

FUNDED BY: Searle Freedom Trust

#### New Financial Realities: The Response of Private Foundations

PUBLISHED BY: Commonwealth Fund

# The State of From Foundations Today Series and other research published by the Foundation Center in 2009. From Foundations Today Series and other research published by the Foundation Center in 2009.

# GIVING

OLLOWING A YEAR OF RELATIVELY MODEST GROWTH IN GIVING, grantmaking by U.S. foundations rose 13.8 percent in 2007. Overall, the nation's more than 75,000 grantmaking foundations increased giving from \$39 billion in 2006 to \$44.4 billion in 2007, while their assets climbed

increased giving from \$39 billion in from \$614.7 billion to \$682.2 billion. This increase in assets reflected multiple factors, including stock market gains, which promote the growth of existing assets and new gifts into foundations, and the continued establishment of new foundations. All four major regions reported growth in number of foundations, assets, and giving in 2007, with the West posting the fastest rate of growth across these measures. Among individual states, Nebraska, Idaho, Montana, and Utah reported the greatest percentage increase in assets. In terms of giving, Nebraska, North Dakota, Delaware, Mississippi, and Oklahoma showed the fastest growth.

# EFFECT of INFLATION on FOUNDATION GIVING, 1998 to 2007

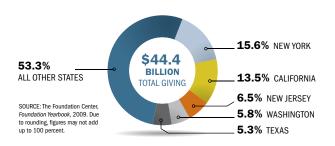


SOURCE: The Foundation Center, Foundation Yearbook, 2009.

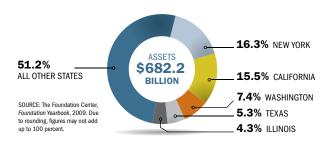
¹Constant 1998 dollars based on annual average Consumer Price Index, all urban consumers, as reported by the U.S. Department of Labor, Bureau of Labor Statistics, as of April 2009.



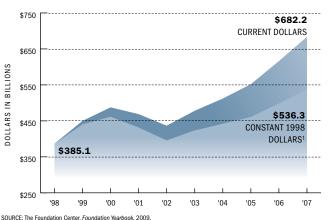
# DISTRIBUTION of FOUNDATION GIVING by STATE, 2007



#### DISTRIBUTION of FOUNDATION ASSETS by STATE, 2007



# INFLATION-ADJUSTED FOUNDATION ASSETS, 1998 to 2007



SOURCE: the Foundation Center, Foundation rearbook, 2009.

"Constant 1998 dollars based on annual average Consumer Price Index, all urban consumers, as reported by the U.S. Department of Labor, Bureau of Labor Statistics, as of April 2009.

# Foundation Growth, Giving, and Assets Through 2007

- Number of grantmaking foundations exceeded 75,000
- ◆ Actual number of foundations increased by 2,710—compared to a peak gain of nearly 6,400 in 2000
- ◆ Giving by the nation's grantmaking foundations grew 13.8 percent to \$44.4 billion
- Giving by the 25 largest funders jumped just over 25 percent to \$8.9 billion
- ◆ Assets of all active U.S. foundations grew 11 percent to \$682.2 billion, setting a new record
- ◆ For the 25 largest foundations, assets increased 11.7 percent
- ◆ Gifts into foundations totaled \$46.8 billion, up 28.1 percent from the prior year
- Number of foundations receiving gifts and bequests of at least \$5 million increased from 1,016 to 1,234

#### CHANGE in FOUNDATION STATISTICS, 2006 to 2007

	2006	2007	% Change
All Foundations			
No. of Foundations	72,477	75,187	3.7
Total Giving	\$39,004	\$44,394	13.8
Total Assets	\$614,656	\$682,222	11.0
Gifts Received	\$36,569	\$46,844	28.1
Independent			
No. of Foundations	64,405	67,034	4.1
Total Giving	\$27,457	\$32,220	17.3
Total Assets	\$509,077	\$564,216	10.8
Gifts Received	\$21,591	\$31,279	44.9
Corporate			
No. of Foundations	2,548	2,498	-2.0
Total Giving	\$4,098	\$4,397	7.3
Total Assets	\$19,730	\$21,924	11.1
Gifts Received	\$4,374	\$4,418	1.0
Community			
No. of Foundations	717	717	0.0
Total Giving	\$3,596	\$4,348	20.9
Total Assets	\$49,942	\$56,680	13.5
Gifts Received	\$6,033	\$6,232	3.3
Operating			
No. of Foundations	4,807	4,938	2.7
Total Giving	\$3,853	\$3,429	-11.0
Total Assets	\$35,906	\$39,403	9.7
Gifts Received	\$4,571	\$4,915	7.5

SOURCE: The Foundation Center, Foundation Yearbook, 2009. Dollars in millions. Percent change represents current dollars. Includes only foundations that awarded grants in the latest fiscal year.

#### Trends by Region and State in 2007

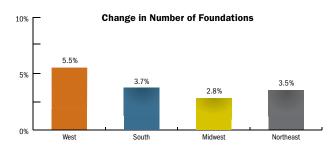
#### **Regions:**

- ◆ The West experienced the fastest rate of growth in the number of foundations
- The Northeast continued to lead in terms of total number of foundations
- ◆ The West experienced the fastest growth in giving
- All four regions showed asset gains, with the West registering the largest increase in assets

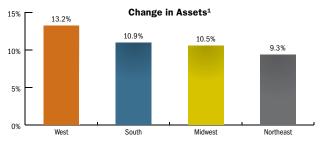
#### States:

- Forty-four states plus the District of Columbia posted an increase in foundation giving
- Nebraska experienced the most rapid rate of growth in giving; California led in actual grant dollar gain
- New York foundations reported the largest amount of giving overall
- Delaware ranked first based on giving per capita due to its small population and the presence of one of the largest pharmaceutical operating foundations
- ◆ All but two states reported asset increases
- Nebraska registered fastest rate of growth in assets in 2007; California topped all states in actual asset dollar gain

# CHANGE in FOUNDATION NUMBER, GIVING, and ASSETS by REGION, 2006 to 2007

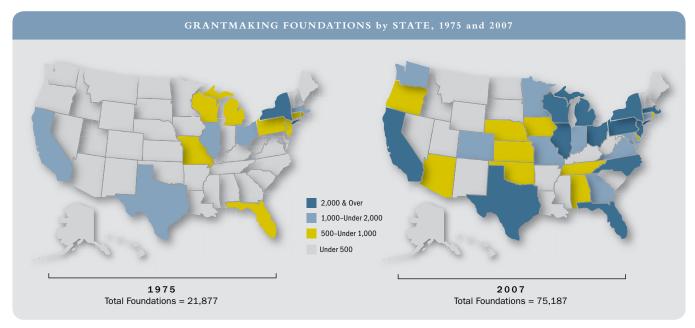






SOURCE: The Foundation Center, Foundation Yearbook, 2009

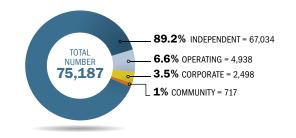
1Percent change based on current dollars.



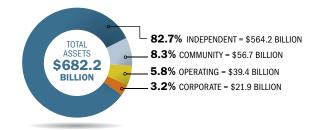
SOURCE: The Foundation Center, Foundation Yearbook, 2009

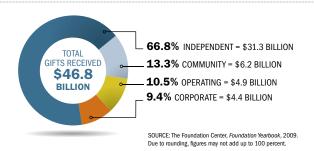


NUMBER of FOUNDATIONS, GIVING, ASSETS, and GIFTS RECEIVED by FOUNDATION TYPE, 2007









# Giving and Growth of Independent, Corporate, and Community Foundations in 2007

- Giving by independent foundations rose 17.3 percent
- ◆ Independent foundation assets increased 10.8 percent, following an 11.7 percent rise in 2006
- ◆ Corporate foundation giving rose 7.3 percent
- ◆ Corporate foundation assets jumped 11.1 percent, surpassing a 10.9 percent increase in 2006
- Giving by community foundations rose 20.9 percent
- ◆ Community foundation assets grew 13.5 percent in the latest year, following a 12 percent gain in 2006

#### 2008 Giving

Giving by the nation's more than 75,000 grantmaking foundations rose by an estimated 2.8 percent in 2008 to a record \$45.6 billion—about \$1.2 billion more than in 2007. A number of factors helped to buoy foundation giving or reduce the extent of cutbacks in this challenging economic environment. Foundation assets posted double-digit year-end gains in 2006 and 2007—the first consecutive years of double-digit asset growth since the end of the 1990s. This increase reflected both positive market performance and, in the latter year, a record \$46.8 billion in new gifts and bequests coming into foundations from donors.

#### FOR MORE RESEARCH, VISIT

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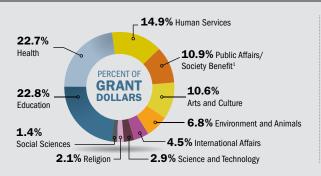
The Foundation Center's funding trends reports and online statistical service (FC Stats) provide the latest data available on every aspect of U.S. foundation philanthropy. Our team of research experts analyzes and interprets the data on foundations that we collect — providing a national data source unique for its scope, depth, and historical value.

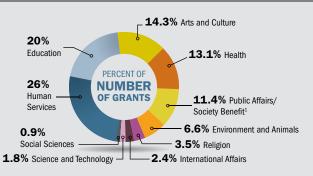
#### 30 LARGEST GRANTS, 2007

	Recipient S	Recipient state/Country	y Foundation	Foundation State	AMOUNT	Purpose
1.	Aeras Global TB Vaccine Foundation	MD	Bill & Melinda Gates Foundation	WA	\$200,665,210	To develop and license improved vaccine against tuberculosis for use in high-burden countries
2.	Alliance for a Green Revolution in Africa	Kenya	Bill & Melinda Gates Foundation	WA	164,580,000	To help build sustainable foundation for agricultural sector growth by restoring African soil fertility (with focus on Angola)
3.	University of California at Berkeley Foundation	CA	William and Flora Hewlett Foundation	CA	110,000,000	For challenge grant to endow 100 faculty chairs
4.	University of Washington	WA	Bill & Melinda Gates Foundation	WA	105,228,184	To create Global Health Metrics Institute
5.	Rotary Foundation of Rotary Intl.	IL	Bill & Melinda Gates Foundation	WA	100,000,000	For global polio eradication activities through Rotary Foundation's PolioPlus program
6.	Foundation for Innovative New Diagnostics	Switzerland	Bill & Melinda Gates Foundation	WA	62,630,901	To accelerate late-stage development of diagnostic tests for neglected infectious diseases such as tuberculosis
7.	University of Washington Foundation	WA	Bill & Melinda Gates Foundation	WA	61,223,271	To conduct Phase III trial of safety and efficacy of TDF and FTC/TDF in reducing HIV acquisition among HIV-negative partners within heterosexual HIV-discordant couples
8.	Southwestern Medical Foundation	TX	T. Boone Pickens Foundation	TX	50,156,353	Unspecified
9.	World Health Organization	Switzerland	Bill & Melinda Gates Foundation	WA	50,000,000	To scale up access to treatment for HIV/AIDS, malaria, and tuberculosis in developing countries
10.	PATH Vaccine Solutions	WA	Bill & Melinda Gates Foundation	WA	50,000,000	To develop Shigella and Enterotoxigenic Escherichia coli (ETEC) vaccines that induce persistent immunity and are effective in preventing disease in populations most at risk, especially young children
11.	University of Texas M.D. Anderson Cancer Center	TX	T. Boone Pickens Foundation	TX	49,478,000	Unspecified
12.	TechnoServe	CT	Bill & Melinda Gates Foundation	WA	46,955,200	To help entrepreneurial men and women in poor rural areas of developing world (with focus on Kenya) build business
13.	Conservation International	VA	Gordon and Betty Moore Foundation	n CA	46,729,207	To support Global Conservation Fund, which finances creation, expansion, and long-term management of protected areas in both healthy areas of the world and damaged ones
14.	Indiana University Foundation	IN	Lilly Endowment	IN	44,000,000	For Jacobs School of Music faculty studio building
15.	Heifer Project International	AR	Bill & Melinda Gates Foundation	WA	42,850,000	To move smallholders simultaneously to stimulate milk production, dairy-sector services, business development and dairy market pull, with focus on smallholders in Kenya
16.	African Agricultural Technology Foundation	Kenya	Bill & Melinda Gates Foundation	WA	42,450,000	To develop drought-tolerant maize for small farmers in Africa, with focus on farmers in Kenya
17.	Vanguard Charit. Endowment Prgm.	PA	Aspen Foundation	NJ	41,103,351	For general support
18.	Duke University	NC	Duke Endowment	NC	40,000,000	To endow 32 new faculty positions in Trinity College, Pratt School of Engineering and Nicholas School of Environment
19.	International Development Research Centre of Canada	Canada	William and Flora Hewlett Foundation	CA	40,000,000	For general support of Think Tanks Program
20.	London School of Hygiene and Tropical Medicine	England	Bill & Melinda Gates Foundation	WA	39,795,736	For coordinated research programme to identify how best to optimize delivery and cost- effectiveness of combination drug treatment for malaria in Africa and Asia
21.	PATH Vaccine Solutions	WA	Bill & Melinda Gates Foundation	WA	38,750,000	For research and development of new influenza vaccines to address pandemic influenza
22.	United Nations Foundation	DC	Turner Global Foundation	FL	37,500,000	Unspecified
23.	Monterey Bay Aquarium Research Institute	CA	David and Lucile Packard Foundatio	n CA	36,816,000	For operations, research projects and ordinary capital support
24.	Emory University	GA	Robert W. Woodruff Foundation	GA	35,000,003	For redevelopment of outpatient facilities at Woodruff Health Sciences Center
25.	PATH	WA	Bill & Melinda Gates Foundation	WA	34,690,601	To shape future of supply and delivery systems for vaccines and other health products in low- and middle-income countries
26.	International Labour Organization	Switzerland	Bill & Melinda Gates Foundation	WA	34,221,598	To improve and expand insurance for poor through Microinsurance Innovation Facility
27.	International Maize and Wheat Improvement Center	Mexico	Bill & Melinda Gates Foundation	WA	33,301,753	To decrease hunger and increase food and income security of resource-poor farm families in sub-Saharan Africa (with focus on Angola)
28.	Stanford University	CA	David and Lucile Packard Foundatio	on CA	32,500,000	For three components of Initiative on Environment and Sustainability: Leopold Leadership Program, Environment and Energy building, and Center for Ocean Solutions
29.	Tufts University	MA	Jonathan M. Tisch Foundation	NY	32,112,445	Unspecified
30.	Liverpool School of Tropical Medicine	England	Bill & Melinda Gates Foundation	WA	30,467,755	To evaluate new and existing drug-based interventions and vector control measures to improve control of malaria in pregnancy (MiP) in Africa to save lives of mothers and their infants

SOURCE: The Foundation Center, Foundation Giving Trends, 2009. Based on a sample of 1,339 larger foundations.

#### GRANTS by MAJOR SUBJECT CATEGORIES, 2007





SOURCE: The Foundation Center, Foundation Giving Trends, 2009. Based on all grants of \$10,000 or more awarded by a sample of 1,339 larger foundations. Due to rounding, figures may not add up.

1ncludes civil rights and social action, community improvement and development, philanthropy and voluntarism, and public affairs.

#### 2007

#### **COMMUNITY FOUNDATIONS**

The Carlsbad Charitable Foundation, CA BACKGROUND: Established as an affiliate of the San Diego Foundation

The Cobb Community Foundation, GA

Columbia Community Foundation, OH

The Oceanside Charitable Foundation, CA

Silicon Valley Community Foundation, CA BACKGROUND: Created through the merger of Peninsula Community Foundation and Community Foundation

Ulster County Community Foundation, NY BACKGROUND: Established as a geographic affiliate of the Community Foundation of Dutchess County.

#### COMPANY-SPONSORED FOUNDATIONS

#### Adobe Foundation, CA

DONOR(S): Adobe Systems Incorporated
BACKGROUND: Adobe Systems historically allocated one percent of its annual net income to philanthropic giving, managed through a donor-advised fund at the Silicon Valley Community Foundation. These funds will now be managed directly by the Adobe Foundation

Atlantic Stewardship Foundation, NJ DONOR(S): Atlantic Stewardship Bank

Beck Community Development Foundation, TX DONOR(S): The Beck Company, Henry C. Beck Charitable

Beckman Coulter Foundation, CA

The Beneficial Foundation, PA

The Bolte Family Foundation, PA DONOR(S): BDP International, Inc

CentiMark Foundation, PA

DONOR(S): CentiMark Corp., Timothy M. Dunlap

John and Mary Kemp Clarke Foundation, IL ronmental Mosquito Management, Inc.

#### Collette Foundation, RI

DONOR(S): Collette Travel Service, Inc. BACKGROUND: Launched at Collette's 90th anniversary. More than 25% of Collette's nearly 600 worldwide employees have volunteered to participate on projects

Cornerstone Bancshares Foundation, TN DONOR(S): Cornerstone Bank, N.A.

D'Annunzio Family Foundation, Inc., NJ

DONOR(S): D'Annunzio & Sons, Inc

The Danversbank Charitable Foundation, Inc., MA

The Doctors Company Foundation, CA DONOR(S): The Doctors Co.

Duane Reade Charitable Foundation, DE DONOR(S): Proctor and Gamble

El Dorado Promise, Inc., AR DONOR(S): Murphy Oil Corporation

ESSA Bank & Trust Foundation, PA

Ewing Employee Assistance Foundation, AZ DONOR(S): Ewing Irrigation, Inc

Fallon Family Charitable Foundation, MA DONOR(S): The Fallon Co., LLC

First Financial Northwest Foundation, WA DONOR(S): First Financial Northwest, Inc

The Harden & Associates Foundation, FL DONOR(S): Harden & Assocs., Inc.

Health Net Foundation, Inc., CA DONOR(S): Health Net, Inc.

A. B. Hudson Charitable Foundation, KS DONOR(S): A.B. Hudson, Workingman's Friend Oil. Inc.

Incredible Pizza Charitable Foundation, MO DONOR(S): Incredible Pizza Franchise Group, LLC

Integrity Bank and Trust Charitable Trust, CO DONOR(S): Integrity Bank and Trust

Lord Bissell & Brook Foundation, IL DONOR(S): Locke, Lord, Bissell & Liddell, LLP National Life Group Charitable Foundation Inc., VT

New Course Charity Foundation, Inc., NJ DONOR(S): Mee Corp. Group, LLC, Mee Corp. Capital Markets IIC

Northfield Bank Foundation, NY

The People's United Community Foundation, Inc., CT

The Pokagon Fund, Inc., MI DONOR(S): Four Winds Casino Resort

The Regence Foundation, OR DONOR(S): The Regence Group

Saddlehorn Community Foundation, MT

DONOR(S): Saddlehorn, LLO Sempra Energy Foundation, CA

DONOR(S): Sempra Energy, Donald E. Felsinger, American Gas Assn.

Spartan Stores Foundation, MI DONOR(S): Spartan Stores Inc

TeleTech Community Foundation, DE DONOR(S): TeleTech Holdings, Inc.

Third Federal Foundation, OH

DONOR(S): Third Federal Savings and Loan Association, MHC, TFS Financial Corp. BACKGROUND: Formed as part of the initial public offering of Third Federal Savings and Loan.

The Way Foundation, NC

DONOR(S): Neuwirth Motors, Inc.

The WKS Foundation, CA DONOR(S): Roland C. Spongberg, WKS Restaurant Co.

Wynne Charitable Foundation, FL

#### INDEPENDENT FOUNDATIONS

#### 100 Times Foundation Corporation, FL

DONOR(S): Keith E. Lindner BACKGROUND: Established as successor to 100 Times

The 5 51 5 Foundation, Inc., NY

#### Adelson Family Foundation, MA

DONOR(S): Dr. Miriam Adelson, Sheldon G. Adelson BACKGROUND: Mr. Adelson is the chair of the Las Vegas Sands Corp., which owns and operates properties in Las Vegas, including the Venetian Resort Hotel and Casino.

Ahearn Family Foundation, NY

The Allen Family Foundation, IL

Altrusa Foundation, TX

Anan Family Foundation, CA DONOR(S): Qing Wang

Angel Oaks Foundation, NC

Donors(s): Judith T. Carpent

Asofsky Family Foundation, Inc., FL

The Elias, Genevieve and Georgianna Atol Charitable Trust, CA DONOR(S): Genevieve Atol

#### Banovich Wildscapes Foundation, MT

BACKGROUND: Mr. Banovich, a wildlife artist, has worked with several worldwide organizations with a successful history of bringing the non-hunting conservation community and sportsmen conservationists together in united efforts to save wildlife for future generations

Timothy and Michele Barakett Foundation, NY DONOR(S): Timothy Barakett

BACKGROUND: Timothy Barakett is head of investment firm Atticus Capital

The James R. & Mary Jane Barrett Foundation.

DONOR(S): Brian Barrett

Stephen Bechtel Fund, CA

DONOR(S): Stephen D. Bechtel, Jr.

Richard and Sibylle Beck Family Foundation, OR DONOR(S): Richard D. Beck Trust

Geoffrey Beene Foundation, NY

DONOR(S): Geoffrev Beene

BACKGROUND: Geoffrey Beene was a fashion designer who founded the clothing retail company Geoffrey Beene, Inc. in 1963 and received a National Design Award from the Smithsonian in 2002.

The Ted and Laurie Beneski Foundation, TX DONOR(S): Ted W. Beneski, Laurie M. Benes

Gayle and Tom Benson Charitable Foundation, TX

DONOR(S): Gayle Benson, Benson Football, Tom Bens Grace and Tom Benson Charitable Foundation, NFL Charities BACKGROUND: Tom Benson is the co-owner of the NFL's New Orleans Saints and of the Arena Football League's New Orleans VooDoo. He became wealthy by investing profits from his automobile dealerships in local banks. He eventually purchased several small banks and formed Benson Financial, which he sold to Wells Fargo in 1996.

The Bissell Family Foundation, NC

DONOR(S): Sara H. Bissell, Howard C. Bissell BACKGROUND: Howard C. Bissell is the founder and chair of the Rissell Companies, a real estate company

Box Street Charitable Foundation, NY

Breakaway Productions Foundation, CA

Norman Brinker Foundation, Inc., TX,

BACKGROUND: Norman Brinker was a restaurateur who sold the chain restaurant Steak & Ale to Pillsbury in 1976, eventually becoming president of the company's restauran operations. After leaving Pillsbury in 1984 he founded one of the largest restaurant holding companies in the world, now known as Brinker Internation.

Orville Gordon Browne Foundation, Inc., NY

John & Jacolyn Bucksbaum Family Foundation, IL DONOR(S): John Bucksbaum, Jacolyn Bucksbaum, The Matthew and Carolyn Bucksbaum Family Foundation

The Marc Bulger Foundation, OH

DONOR(S): Marc R. Bulger Managed Agency, Moritz and Reusch Jewelry, Inc., St. Louis Rams, Jerry Clinton, Ameren BACKGROUND: Marc R. Bulger plays for the St. Louis Rams

Ruth Celle Charitable Trust, CA

The Chapel Family Foundation, VA DONOR(S): R. John Chapel, Virginia Todd Chapel

Chern Medal Foundation, TX

DONOR(S): The Simons Foundation, S.S. Chern Foundation for Mathematical Research

Chester Foundation, NY DONOR(S): Harry Gold

China Arts Foundation International,

**Community Health Foundation** of Warren II

The Cotchery Foundation, Inc., NY

BACKGROUND: Jerricho Cotchery, Jr., plays for the New York Jets team in the NFI

Josephine and Louise Crane Foundation, Inc., MA

BACKGROUND: Established as a result of the merger of the Josephine B. Crane and Louise Crane

Norman P. Cripe Charitable Organization, WI

Geoffrey T. Crowley Family Foundation. Inc., WI

DONOR(S): Geoffrey T. Crowley D&G Foundation, NY

DONOR(S): David Eisenstein Daboise Foundation, Inc., NY

DONOR(S): Solomon Kraus Jack Detzler Charitable Trust, NE

DONOR(S): lack I. Detzler Trust Anne Dinning and Michael Wolf Foundation, NY

Peter Hawkins Dobberpuhl Foundation, TN DONOR(S): Joel E. Dobberpuhl

Dohmen Family Foundation, Inc., WI DONOR(S): Mary H. Dohmen

The Dore Family Foundation, LA DONOR(S): William J. Dore, S.

The Dunham Fund, IL DONOR(S): John C. Dunham Trust

**Easton Sports Development** Foundation II, CA

DONOR(S): James L. Easton

Teddy Ebersol's Family Foundation, CA

DONOR(S): Dick Ebersol, Susan Saint James
BACKGROUND: Dick Ebersol is president of NBC Sports and chairman of NBC Universal Sports & Olympics division Susan Saint James is an Emmy Award-winning actress.

Raymond A. Eckstein, Ir. & Roslyn S. Eckstein Foundation, LA

DONOR(S): Raymond A. Eckstein, Jr., Roslyn S. Eckstein

Edlis-Neeson Foundation, IL DONOR(S): Stephan Edlis

Eisai USA Foundation, Inc., NJ

Fatwallet Charitable Foundation, IL

Gilbert & Jacqueline R. Fern Foundation, IL

The Fine Fund, PA

DONOR(S): Milton Fine, Milton Fine Trust BACKGROUND: Milton Fine was co-founder of Interstate Hotels Corporation, which he built into the largest independent hotel management company in the country. Following the sale of IHC to Wyndham Hotels and Resorts. Mr. Fine formed FFC Capital Corporation

"When it comes to global health, Bill and I are optimists but we're impatient optimists. The world is getting better, but it's not getting better for everyone, and it's not getting better fast enough."

- MELINDA GATES, co-chair of the Bill & Melinda Gates Foundation, speaking on the U.S. response to global health issues. (Bill & Melinda Gates Foundation Press Release 10/27/09)



#### FOUNDATION ESTABLISHMENTS, 2007-2009

Firethorn Charitable Foundation, GA

DONOR(S): Said Mohammadioun, William Payne, Allen Smith, James O. Hayles, Mrs. James O. Hayles, Campbell B. Lanier, III, Gene Gabbard, Bill Amick, Brady Rackley, III

Norman J. Fisher and Doris Fisher Foundation, PA DONOR(S): Doris Fisher. Norman Fisher

Flamboyan Foundation, Inc., DC DONOR(S): Fundacion Flamboyan

The Flying O. Foundation, NY DONOR(S): Randal A. Nardone

The Foundation for Peripheral Neuropathy, IL

Hagedorn Foundation, NY

DONOR(S): Horace Hagedorn Foundation, Seedworks

Helen's Hope Foundation, NJ DONOR(S): Kenneth Karl, Stephanie Karl

High Meadows Foundation, MA

DONOR(S): Carl Ferenbach, Judy Ferenbach

The R. Scott Hitt Foundation, CA
DONOR(S): The Foundation for Civil Rights, Angel Civil
Foundation for Civil Rights

BACKGROUND: Named for Dr. R. Scott Hitt, who became the first openly gay person to head a presidential advisory council when President Clinton named him Chairman of the Presidential Advisory Council on HIV/AIDS in 1996.

Audrey and Sydney Irmas Foundation For Social Justice, CA

DONOR(S): Audrey Irmas

JJY Family Foundation, IL

DONOR(S): JJY Family Foundation Contribution LLC, C. Yeh

W. C. Jones Foundation, Inc., NY

The Ida & Joseph Kaplan Foundation, DC

The Kasprow Foundation, CA

Peter Koo Community Charitable Foundation, Inc., NY

Ronald A. Krieger Charitable Foundation, VA DONOR(S): Ronald A. Krieger

Robert E. and Ann Dana Kusch Foundation. FL

Labatt Foundation, Inc., TX

Landry's Helping Heart Foundation, GA
DONOR(S): William J. Albertson, Crista Albertson

Steven M. Lewis Family Foundation, PA

La Vida Feliz Foundation, DE

DONOR(S): Aaron Sosnick

Lockwood Family Foundation, TX

Love Sees No Color Foundation, NV

DONOR(S): Carnival PLC Nassiri Music, LLC, Fred F. Nassiri BACKGROUND: Fred F. Nassiri is a songwriter, recording artist, and philanthropist.

Edgar and Holli Martinez Foundation, WA DONOR(S): Edgar Martinez, Holli Martinez

BACKGROUND: Edgar Martinez formerly played baseball for the Seattle Mariners MLB team.

Kent and Lisa Matranga Family Foundation, CA DONOR(S): Kent Matranga, Lisa Matranga

J. L. Maxwell, Jr. Foundation, NC DONOR(S): J.L. Maxwell, Jr.

McDonald Family Foundation, CA

The McKelvey Entrepreneurial Foundation, NY DONOR(S): Andrew J. McKelvey

Meegama Family Foundation, CA DONOR(S): Sanjeeva Meegama

Mehlum Family Foundation, OR

The Meringoff Family Foundation, Inc., NY DONOR(S): Stephen J. Meringoff

William Merwin Trust f/b/o United Health Services Foundation. NY

DONOR(S): William Merwin Trust

The Messner Foundation, Inc., NJ DONOR(S): Elaine Messner, Harold Messner

The Evelyn Borchard Metzger Foundation, NY DONOR(S): Edward A. Metzger

John H. & Hannelore F. Meyer Family Foundation, Inc., NY

The Dorothy Phillips Michaud Charitable Trust, CA

DONOR(S): Dorothy P. Michaud Administrative Trust

K. J. Middleton Foundation, IL DONOR(S): Karen Middleton

Shannon Miller Foundation, Inc., FL DONOR(S): Shannon Miller, Shade Global, Inc. BACKGROUND: Shannon Miller is a former Olympic gymnast and gold medal winner.

Moglia Family Foundation, NE DONOR(S): Joseph Moglia

Edward S. & Winifred G. Moseley Foundation, MA DONOR(S): Edward S. Moseley Trust

Judge C. F. Moulton Christmas Poor Fund, MO

Nash Family Foundation, WI

Neviaser Charitable Foundation, FL DONOR(S): Charles Neviaser Trust

The Steven L. Newman Support Foundation, NY North Florida Surgery Center Foundation, Inc., FL

Oklahoma Education Association Foundation for Quality Teaching and Learning, OK

Oliphant-Mayo Foundation, OK

The Optima Charitable Foundation, NY DONOR(S): Optima Fund Management, Ltd., Optima Group

DONOR(S): Optima Fund Management, Ltd., Optima Grou Holdings, LLC

Osh Paksh, NY

DONOR(S): Isidore Mendelovitz

Jeffrey P. Ossen Family Foundation, CT DONOR(S): Samuel J. Gordon

Otfinoski Family Foundation, CT

The P&A Family Foundation, VA

Pareto Foundation, NY DONOR(S): Mark B. Pearlman

Chang K. Park Foundation, NY DONOR(S): Chang K. Park

The Pay It Forward Foundation, CT

Peace of Art, Inc., MA

DONOR(S): Daniel Varoujan Hejinian BACKGROUND: Daniel Varoujan Hejinian is an artist known for his Romantic Expressionist paintings.

Charles and Anna M. Pedrazzini Private Charitable Foundation, CA

DONOR(S): Charles Pedrazzini Trust

The Pershing Square Foundation, NY
DONOR(S): William Ackman, Nicholas Botta, Pershing
Square Capital Mgmt., Karen Ackman, Roy Katzovicz

Lovett & Ruth Peters Foundation, OH DONOR(S): Lovett C. Peters

Peterson Family Foundation, NE

Lydia & Rob Petty Family Foundation, NY DONOR(S): Robert Petty

The Philanthropists Charity, NY DONOR(S): Michael Konig, Steven Krausman

The Philecology Foundation, TX

DONOR(S): Edward P. Bass
BACKGROUND: Edward P. Bass financed the Biosphere 2
project, an artificial closed ecological system.

Donald and Lisa Pliner Peace for the Children Foundation, Inc., FL

DONOR(S): Donald J. Pliner, Lisa F. Pliner, Bilberg Factors, Inc. BACKGROUND: Donald J. Pliner is a designer of luxury footware.

John & Alice Powers Foundation, AZ DONOR(S): Powers Steel & Wire Products, Inc.

Presley Charitable Foundation, CA

BACKGROUND: Lisa Marie Presley, singer-songwriter, is the daughter of musician Elvis Presley and Priscilla Presley.

The Princess Thi-Nga Foundation, NY

Ouichua Foundation. IL

R. & R. Family Foundation, Inc., NJ

DONOR(S): Dominick V. Romano, Mrs. Dominick V. Romano, Ronetco Supermarkets Inc.

Ragsdale/Carolina Crossroads Foundation, VA

Reap Foundation, OR

The Mabel Dorn Reeder Foundation, GA

J. Christopher and Anne N. Reyes Foundation, IL
DONOR(S): J. Christopher Reyes, Anne N. Reyes

Richard E. Richardson Educational Opportunities Trust, TX

The Pat Riley Family Foundation, FL

DONOR(S): Tudor Investment Corp.

BACKGROUND: Founded in the name of Patrick James "Pat"
Riley, former NBA player and coach and current president
of the Miami Heat basketball team

Rockefeller State Park Preserve Conservancy, Inc., NJ DONOR(S): Lucy R. Waletzky, M.D., David Rockefeller

DONOR(S): Lucy H. Weierzky, M.D., David Nocketeller BACKGROUND: David Rockefeller is a banker and the current patriarch of the Rockefeller family. He has served as Chairman of the Council of Foreign Relations, the Chase Manhattan Bank, and the Museum of Modern Art.

Rogers Family Charitable Trust, CA

The Rosemont Foundation, Inc., NJ

DONOR(S): Torricelli for U.S. Senate, Inc.
BACKGROUND: Robert G. Torricelli is a former U.S. Senator

Gradie R. Rowntree, M.D. Trust, PA

Charles and Carolyn Russell Family Foundation, MN DONOR(S): Caroline Russell, Charles Russell

Andrew Sabin Family Foundation, NY
DONOR(S): Andrew Sabin. Sabin Commodities. Inc.

Sanders Family Foundation, NY

DONOR(S): Daniel S. Sanders'
BACKGROUND: Daniel S. Sanders is a director of Arch
Chemicals, Inc., former president of ExxonMobil Chemical
Co., and winner of the 2005 Chemical Industry Medal.

Lola and Leonard Schack Foundation, Inc., NY

Swanson Schmucker Charitable Trust, WI DONOR(S): Virginia Schmucker Trust

The Eleanor Schwartz Charitable Foundation, DE

Marion F. Seabury Living Trust, CA

Charlotte D. Searle Charitable Trust, FL

The Shemesh Foundation, NY

Victor Smile Foundation, MI

Smith and Reilly Family Foundation, IL

Snell Family Foundation, OK

Sokun Foundation, Inc., NJ

The Dianne & David Stern Foundation, NY
DONOR(S): David J. Stern, Dianne B. Stern
BACKGROUND: David J. Stern is the Commissioner of the NBA.

Don and Joan Strube Family Foundation, Inc., FL

Marguerite R. Sutliff f/b/o St. Peters Church, NY DONOR(S): Marguerite R. Sutliff

Steven & Sharon Sutton Family Foundation, Inc., NY DONOR(S): Sharon Sutton, Steven Sutton

**Piper Sutton Foundation, Inc., NJ** DONOR(S): *James S. Regan* 

SYL Foundation, NY

Tenmile Foundation, UT

The Three Dogs Foundation, NY DONOR(S): Michael E. Novogratz

The Tiger Foundation, PA

Tuscaloosa Housing Opportunities Corporation, AL

Tuscaloosa Housing Opp

Van Andel Fund, Inc., MI

DONOR(S): Jan & Betty Van Andel Foundation

Fox Vance Family Foundation, WA

Greg and Beth Wahl Foundation, IL

DONOR(S): Gregory S. Wahl, Elizabeth H. Wahl, Wahl Clipper Corp.

Walter Christian Development Foundation, TX
DONOR(S): Joseph C. Walter III

The Warfield Foundation, Inc., VA

Waterston Family Foundation, NY

DONOR(S): Samuel Waterston
BACKGROUND: Sam Waterston is an actor best known for his role as "Jack McCoy" on the NBC television series
"Law and Order."

The Ariella Weiss Memorial Trust, NY

Westminster Foundation, Inc., FL

Whiteaker Charitable Trust f/b/o McCracken County

Library, AL

White Cake Family Foundation. TX

DONOR(S): License Fee, Ltd., Kenny Troutt Separate Property Trust

Henry Wolf Foundation, NY DONOR(S): Henry Wolf

DUNUR(S): Henry Wolf

WS Foundation, Inc., AL DONOR(S): Blacksher White-Spunner, Peggy B. White-

YCYA Foundation, CA

The Bill and Ann Ziff Foundation, NY

DONOR(S): Robert M. Ziff, Dirk E. Ziff, Daniel M. Ziff BACKGROUND: Founded in honor of William Bernard Ziff, Jr., who was a publishing executive of the Ziff Davis publishing and Internet company.

Joseph and Vera Zilber Charitable Foundation,

OPERATING FOUNDATIONS

AAA Private Foundation, IL

Abbott Patient Assistance Foundation, IL
DONOR(S): Abbott Laboratories, Inc.

All About Dialysis, GA

Assymmetric Biodiversity Studies and Observation

Group, IL DONOR(S): Steven Hatfill, M.D

Rita Blitt Foundation, MO

DONOR(S): Rita Blitt, Copaken, White & Blitt, LLC
BACKGROUND: Rita Blitt is a painter, sculptor, and

Byte Size Persuasion Foundation, CA

Coving Community Inc. 14

Caring Community, Inc., IA

Community Threads, WA

Democracy Conservator Foundation, Inc., AZ

Dutton Family Foundation, CA

DONOR(S): John Dutton, Terina Dutton

BACKGROUND: John Dutton plays for the Colorado Crush

team in the Arena Football League.

Tom T. East, Sr., Alice K. East, Alice H. East and

Robert C. East Wildlife Foundation, TX

The Ephesus Foundation, Inc., MO Doris & Donald Fisher Fund, CA

DONOR(S): DDFY2K Family Trust

The Ruth Kaplan Furman Foundation, NY
The Robert & Bernice Gogo

Foundation, CA Innovative Technology for Education, PR

The Julius M. Kleiner Memorial Park Trust. ID

The Meigs Family Foundation, CA

Mochary Foundation, Inc., NY

The Murphy Family Foundation, CA
DONOR(S): Matt Murphy, Elaine Murphy

Nelkin Family Foundation, LANew Mighty Foundation, DC DONOR(S): New Mighty US Trust, Goldman Sachs

Henry T. Nicholas Education Foundation, Inc., CA

#### FOUNDATION ESTABLISHMENTS, 2007-2009

Jerious Norwood Foundation, Inc., MS

DONOR(S): Jerious Norwood BACKGROUND: Jerious Norwood plays for the Atlanta Falcons in the NFL.

Park West Charitable Foundation, MI

DONOR(S): Albert Scaglione

BACKGROUND: Albert Scaglione is the founder and CEO of Park West Gallery, the largest independently-owned fine art

The Roark Foundation, PA

The Roche Family Foundation, Inc., IL

Gerard & Barbara Shapiro Family Foundation, FL

Ken Thurston Feel Good Foundation, NM

Wallin Education Partners, MN

DONOR(S): Winston R. Wallin, Wallin Foundation, Maxine H. Wallin, Ron Cornwell, Joan Cornwell, Marilyn Erickson, James C. Hayes, St. Paul Foundation, Medtronic Foundation, Alpha Kappa Psi Scholarship Foundation, Carol Pfleiderer

#### 2008

#### COMMUNITY FOUNDATIONS

Chilkat Valley Community Foundation, AK BACKGROUND: Established as an affiliate of the Alaska Community Foundation.

Community Foundation of San Joaquin, CA

Petersburg's Frederick Sound Community Foundation, AK

Seward Community Foundation, AK

BACKGROUND: Established as an affiliate of the Alaska

Jessica Stevens Community Foundation, AK BACKGROUND: Established as an affiliate of the Alaska

#### COMPANY-SPONSORED FOUNDATIONS

Coach Foundation, Inc., NY DONOR(S): Coach, Inc.

The Gate Foundation, FL DONOR(S): Gate Corporation BACKGROUND: Established in 2008.

Independence Foundation, Inc., KY

The JMG Wealth Management Group Charitable Foundation, PA

DONOR(S): The JMG Wealth Management Group

Ketchum Charitable Foundation Inc., OK DONOR(S): Betts, LLC, McJunkin Red Man Corp., Red Man

#### INDEPENDENT FOUNDATIONS

The 1830 Family Foundation, PA

A. Gales Adams and Blanche Adams Foundation, TX

The Albertson Foundation, PA

DONOR(S): Grace A. Dilione, Raymond Dilione

Victor C. Barringer Memorial Foundation Trust, RI DONOR(S): Victor C. Barringer

Barry Family Foundation, Inc., FL R(S): Stanley L. Barry, Marilyn R. Barry

J. Addison Bartush and Marion M. Bartush Family Foundation, MI DONOR(S): J. Addison Bartush

The Deborah Hunt Beebe Foundation, FL

The Benjack Family Foundation, VA DONOR(S): Claire K Reniack David I Reniack

Carpenter Family Caritas Foundation, NY DONOR(S): William M. Carpente

The Children's Hope Network, Inc., FL

Circle of Change Foundation, MN DONOR(S): United Development Center

Conrad Foundation, CA

DONOR(S): Nancy Conrad; X PRIZE Foundation BACKGROUND: Established to honor astronaut Charles "Pete" Conrad. The Pete Conrad Spirit of Innovation Award was expanded out of the X PRIZE Foundation to become the Conrad Foundation.

Evelyn M. Davies Charitable Foundation, TX

DONOR(S): Evelyn M. Davies

William Harold Davis Foundation, NY DONOR(S): Margaret R. Day

Dong Family Foundation, CA

The Dupuytren Foundation, FL DONOR(S): Charles I. Fator

Ringwald Eberle Foundation, MO DONOR(S): Regina Eberle

Eleison Foundation, NY

Fred A. and Barbara M. Erb Family Foundation, MI DONOR(S): Barbara M. Erb. Fred A. Erb

BACKGROUND: Fred Erb is the founder of the Erb Lumber Co. Fred and Barbara Erb spent \$100 million to fund the foundation, which focuses on creating environmentally healthy and culturally vibrant communities in the Detroit, MI, area, In the future, the foundation will receive another \$100-\$150 million, which would place it among the largest foundations in MI.

Feng Family Foundation, CA

The Richard and Marlene Ferst Family Foundation, PA

Findowrey Foundation, Inc., MD DONOR(S): Beatrice L. Ward

Charles W. Frees and Jean H. Frees Foundation, MO

The Gardener Foundation, Inc., NJ DONOR(S): Priscilla Knapp

Gibson Family Foundation, NY

Good Hope Community Foundation, Inc., NC

**GP Family Foundation, NY** 

DONOR(S): Louis Glick, LG & SG NY 1987 Trust, LG & SP NY 1987 Trust

Guru Krupa Foundation, Inc., NY

The Guthy-Jackson Charitable Foundation, CA DONOR(S): William R. Guthy

Harbin Family Foundation, Inc., GA DONOR(S): Harbin Lumber Co., Inc.

Donald M. Hardin & Patricia M. Hardin Family Foundation, OK

William H. and Mattie W. Harris Foundation, NV BACKGROUND: Established as successor to the William H. & Mattie W. Harris Foundation.

Hartnett Foundation, CT

DONOR(S): Michael J. Hartnett, Veronica Hartnett

Heartland Communities, Inc., IN

Hensley Charitable Trust, MI

DONOR(S): Gladys Hensley Irrevocable Trust

Laurence E. Herman Family Foundation, IL

The Hitt Family Foundation, Inc., MD

DONOR(S): J. Adam Hitt, Joann H. Hitt

HL Family Foundation, CA

The Hoffman Family Foundation of Hanover, PA

The Home for Life Foundation, MN DONOR(S): Joseph S. Micalle

J. F. Hughes Trust f/b/o Foxcroft Academy, RI DONOR(S): Ethel B. Hughes

Benno and Elayne Hurwitz Family Foundation,

The Ethel Hyman and Rose Kaplan Foundation, MI

The IMR Charity Foundation, Inc., NY

Izzo Family Foundation, MD DONOR(S): Anthony J. Izzo, Jr., Genco Masonry, Inc.

Jasperson Family Foundation, Inc., WI DONOR(S): Newell Jasperson, Helen Jasperson, Whittlesey Cranberry Co. Inc.

Joannides Family Foundation, WY

The Jones Family Foundation, MI DONOR(S): Wayne D. Jones, Shelly Jones David Kang Foundation, NJ

DONOR(S): Evermetal, Inc., Shin Hak Kang, Yeui Soon Kang

Matthew Kelly Family Foundation, CA

The KFF-2 Foundation, PA

DONOR(S): The Karabots Foundation, Nicholas G. Karabots

E. Ann Klein Charitable Trust, PA DONOR(S): F. Ann Klein Irrevoc

The Kuhn Foundation, FL

The Mahalo Foundation, UT

The Makana Aloha Foundation, CA DONOR(S): Gunars E. Valkirs, Jorene Valkirs

Malvern Federal Charitable Foundation, PA

Abby Mandel Charitable Foundation, IL

Rosalie Thorne McKenna Foundation, MA

MDEKFSE Family Foundation, OR DONOR(S): Michael D. Elton, Kay F.S. Elton

MGA Global Foundation, Inc., AZ

Millennium Community Development Empowerment Corporation, SC

Morgridge Family Foundation, CO

Myrtle Beach Christian Connection, Inc., SC

Nelsons Family Foundation, CT

New Shire Institute, WA

Nuestra Voz. Inc., II

Orion Projects, Inc., CA

The Perotto Charitable Foundation, IL

Pet Pals, Inc., CA

Peter G. Peterson Foundation, NY

DONOR(S): Peter G. Peterson, Warren E. Buffett, David M. Walker BACKGROUND: Peter G. Peterson, a businessman, investment banker, author, and politician, served in the Nixon administration as Secretary of Commerce from 1972 to 1973. He served as Chairman of the Federal Reserve Bank of New York from 2000 to 2004. He is the co-founder and Sr. Chairman of The Blackstone Group. an alternative asset management and financial services company. Using his personal fortune, he endowed the foundation with \$1 hillion

Peyser Foundation for Population Health, MI

The Preservati Family Charitable Trust Foundation, WV

The Russell Family Foundation, MD DONOR(S): James F. Russel

S. & H. Family Foundation, CA

Savran Surgical Fellowship Fund, FL

Clara A. Schiller Perpetual Charitable Trust, FL DONOR(S): Clara A. Schiller Trust

Olin B. and Desta Schwab Foundation, Inc., IN BACKGROUND: Established following a merger with the Olin B. & Desta Schwab Foundation.

Siegfried Family Foundation, WY

R. H. Siegfried Foundation, WY

D. J. Skuza Family Foundation, NJ DONOR(S): Donald Skuza Trust

Smoke Rise Foundation, Inc., IL

The Snapdragon Book Foundation, TX

DONOR(S): Skyhawk Chemicals, Anne Knickerbocker, Clark Knickerbocker, Wayne Black, Annette Thubboron, Frank Thubboron

BACKGROUND: Established by a former school librarian in order to put books into the hands of children

The David & Susan Snyder Family Foundation, CA DONOR(S): David Snyder, Susan Snyde

Spark Charitable Foundation, WA DONOR(S): Furman C. Moseley, Susan R. Moseley Walter and Mary Alice Stastny Charitable

Foundation, OR DONOR(S): Walter H. Stastny Suburban Charitable Foundation, Inc., NY

DONOR(S): Robert G. Nath

The Suder Foundation, TX

The Suen Family Foundation, WA

Tanger Family Foundation, NC

DONOR(S): Stanley K. Tanger BACKGROUND: Stanley K. Tanger is founder of Tanger Factory Outlet Centers, Inc.

Tonsmeire Charitable Foundation Trust, AL

Francis J. Van Bortel and Dorothy Greey Van Bortel Fund, WI

DONOR(S): Dorothy Van Bortel

The Vannozzi Family Monteleone Chariot Fund, NV

The Michael and Norah Videtta Charitable Trust, MA

Virginia Kappa Foundation, Inc., GA

The Walsh Family Foundation, CO

Beverly Westheimer Wellnitz Charitable Foundation, Inc., OK

Wheelchair Athletic Association, GA

Jane H. Wilson Trust f/b/o Grace United Methodist

Church, MO DONOR(S): Jane H. Wilson

Jane H. Wilson Trust f/b/o Passavant Memorial Hospital, MO

DONOR(S): Jane H. Wilson

Working, Inc., OH

World Wide Web Foundation DONOR(S): Tim Berners-Lee; John S. and James L. Knight

BACKGROUND: Tim Berners-Lee invented the World Wide Web. Elva Virginia Young Foundation, FL Youth and Family Impact, Inc., OH

OPERATING FOUNDATIONS

The Full Circle Empowerment Center, TN

Humananatura, Inc., KS

Louis J. and June E. Kay Foundation, NY DONOR(S): Louis J. Kav. June E. Kav.

The Paul W. Lingle Family Foundation, IN DONOR(S): Paul W. Lingle

The Bill and Ruth Mary Service Foundation. OH

Multicultural Citizen Advisory Commisioners, NJ

Open to Hope Foundation, Inc., CA DONOR(S): Gloria C. Horsley, S. Phillip Horsle

Sawtooth Stables Youth Equestrian Center, MT

The Shaner Family Foundation, PA The Sondheimer Family Charitable Foundation, IL

The Therese Foundation, Inc., CT DONOR(S): Mason Slaine, Mary Slaine

The Paul and Florence Thomas Memorial Art School, Inc., NC

DONOR(S): Florence Thomas Warbird Education Foundation, TX

#### 2009

#### INDEPENDENT FOUNDATIONS

The Kenneth and Anne Griffin Foundation, IL DONOR(S): Anne Griffin, Kenneth Griffin BACKGROUND: Kenneth Griffin is the founder and CEO of financial firm Citadel. Anne Griffin is the founder of Aragon Global Management, a \$100 million hedge fund.

The McKenna Legacy Foundation, TX

BACKGROUND: Established with proceeds from the sale of McKenna Memorial Hospital.

SOURCE: The Foundation Center.

NOTE: The foundations on these lists were selected from 3.000+ foundations established 2007-2009. Data for 2008-2009 are incomplete and will be updated in the next edition of Philanthropy Annual.

#### 2007

#### COMPANY-SPONSORED FOUNDATIONS

Action Performance Charitable Foundation, NC Established in 2003

Auburn Foundry Foundation, IN Established in 1955

N. W. Ayer Foundation, Inc., NJ

Banta Corporation Foundation, Inc., IL

Established in 1953

BACKGROUND NOTES: The foundation transferred its assets to the R.R. Donnellev Foundation.

Greater Bay Bancorp Foundation, CA

Established in 1998

BACKGROUND NOTES: The foundation terminated as a result of Wells Fargo & Company absorbing Greater Bay Bancorp.

The Birds Eye Foods Foundation, NY

The Blount Foundation, Inc., AL Established in 1970

CancerVax Research Foundation, CA

Established in 2002
BACKGROUND NOTES: The foundation distributed remaining assets to the UC San Diego Foundation and Cancer Center Research Foundation Fund

Cinergy Foundation, Inc., OH

Established in 1994 BACKGROUND NOTES: The foundation merged with the Duke Energy Foundation.

City National Bank Foundation, NY

Established in 1987

BACKGROUND NOTES: The foundation transferred its assets to the Fulton County YMCA, Mountain Valley Hospice, Nathan Littauer Hospital Foundation, and Fulton-Montgomery Community College.

CTS Foundation, IN Established in 1953

**DEKALB Genetics Foundation, IL** 

Established in 1964 Dresser-Rand Employee Benefit Fund, NY

Established in 1994

BACKGROUND NOTES: The foundation transferred its assets to the Dresser-Rand Local Employees Association.

East Chicago Community Development Foundation, Inc., IN

Established in 1997

BACKGROUND NOTES: The foundation merged with the Twin City Education Foundation, Inc., to form a new foundation, Foundations of East Chicago.

Excel Bank Minnesota Foundation, MN

Established in 2004

Fannie Mae Foundation, DC

Finkl Charities, Inc., IL

Established in 1999

Foundation for Hand Research and Education, IN

Established in 1993

BACKGROUND NOTES: The foundation transferred its assets to St. Vincent Foundation

Futureation Foundation, MI Established in 2001

Hawkeye Food Systems Foundation, IA

Established in 1994

The Invacare Foundation, OH

The Leesona Charitable Foundation, NJ

Legrand North America Foundation, Inc., CT Established in 1967

LogistiCare Foundation, Inc., FL Established in 2004

The May Department Stores Foundation, OH Established in 1945

National By-Products Foundation, Inc., IA

PacifiCare Health Systems Foundation, CA

Established in 1991

BACKGROUND NOTES: The foundation merged with United Health Foundation

Jack B. Piatt Foundation, PA

Established in 1967

Regions Bank Community Foundation, AL Established in 1998

Reilly Foundation, IN

Rockville Bank Foundation, Inc., CT Established in 2005

Ruhl&Ruhl Commercial Charities, IA

The Savings Bank of Rockville Foundation, CT

Established in 1998 BACKGROUND NOTES: The foundation merged with the Rockville Bank Community Foundation.

Shopping.com Foundation. CA

Established in 2004

BACKGROUND NOTES: The foundation transferred its assets to the Ebay Foundation.

Sky Foundation, OH

BACKGROUND NOTES: The foundation merged into the Huntington Foundation

South Hadley Scholarship Foundation, MA

Spencer Turbine Foundation Trust, MA

BACKGROUND NOTES: The foundation transferred its assets to HFPG, Inc., an affiliate of the Hartford Foundation for Public Giving, to establish a donor-advised fund known as the Spencer Turbine.

State Street Foundation, Inc., MA

Established in 1963

BACKGROUND NOTES: The foundation transferred its assets to the State Street Foundation

The Staubach Company Foundation, TX Established in 2001

The Stone Foundation, Inc., MO

Established in 1944 BACKGROUND NOTES: The foundation transferred its assets to the Smurfit Stone Corporation Charitable Fund.

SunTrust Carolinas Group Foundation, Inc., FL

Established in 1985 BACKGROUND NOTES: The foundation transferred its assets to the Suntrust Mid-Atlantic Foundation.

Tampa Bay Rays of Hope Foundation, Inc., FL

Established in 1997
BACKGROUND NOTES: The foundation transferred its assets to the Rays Baseball Foundation, Inc.

J. Harold Townsend Trust, WI

BACKGROUND NOTES: The trust transferred its assets to West Virginia University.

Twin City Education Foundation, Inc., IN

Established in 1997

BACKGROUND NOTES: The foundation merged with the East Chicago Community Development Foundation to form a new grantmaking entity, the Foundations of East Chicago.

U.S. Trust Corporation Foundation, NY

Established in 1955

Universal Studios Archive Foundation, CA

Established in 2003

BACKGROUND NOTES: The foundation transferred its assets to the University of Southern California.

Villa Park Bank Foundation, MI

BACKGROUND NOTES: The foundation transferred its assets to Willowbrook High School

Wabash Magnetics Scholarship Foundation, NY

Waypoint/York Federal Foundation, Inc., PA

Established in 1980

BACKGROUND NOTES: The foundation transferred its assets to the York County Community Foundation.

Winthrop, Inc., NH

Established in 1992

BACKGROUND NOTES: The foundation terminated due to Thermo Electron Corporation acquiring Fisher Scientific International, Inc., as a subsidiary.

INDEPENDENT FOUNDATIONS

Newton and Rochelle Becker Family Foundation, CA Established in 1999

BACKGROUND NOTES: The foundation transferred its assets to the Becker Charitable Trust.

Edward and Lillian Bishop Foundation, WA Established in 1971

Jane H. Booker Residuary Trust, NY Established in 1995 Eli & Edythe L. Broad Foundation, CA

Established in 1967 BACKGROUND NOTES: The foundation merged into the

The Shelby Cullom Davis Foundation, MD Established in 1962

Gault-Hussey Charitable Trust, TX

Frank M. Gilman Trust, NH

Established in 2005 BACKGROUND NOTES: The trust transferred its assets to the Frank M. and Olive Gilman Foundation.

Howard Heinz Endowment, PA

Established in 1941

BACKGROUND NOTES: The endowment was consolidated with the Vira L. Heinz Endowment to form the Heinz

Vira I. Heinz Endowment, PA

Established in 1986

BACKGROUND NOTES: The endowment was consolidated with the Howard Heinz Endowment to form the Heinz

Halbert & Alice Kadish Foundation, WI

Klaus Family Foundation, Inc., NY Established in 1979

The Ken and Laurie Levy Family Foundation, Inc., NJ

The Seth Neiman and Lauren Speeth Foundation, CA Established in 2000

North Dade Medical Foundation, Inc., FL Established in 1997

F. W. Olin Foundation, Inc., NY Established in 1938 Ruth and Lovett Peters Foundation, OH

The Ritter Foundation, Inc., NY Established in 1947

Established in 1992

Richard M. Scaife Journalism Foundation, PA Established in 2003

BACKGROUND NOTES: The foundation terminated due to being merged into the Tribune-Review Charities

The Shady Side Academy Fund, PA

Working to Create

a Better Tomorrow.

The Soros Foundation-Hungary, Inc., NY

The Tommy Tune Foundation, CA Established in 1996

The Whitehead Foundation, NY

BACKGROUND NOTES: The foundation transferred its assets to the Whitehead Foundation, Inc.

Wiebe Charitable Foundation, NE Established in 1990

Robert R. Young Foundation, CT

Established in 1959 BACKGROUND NOTES: The foundation merged into the Jean and David W. Wallace Foundation, Inc.

OPERATING FOUNDATIONS

Daniel J. Stowe Conservancy, NC

The Sun Microsystems Foundation, Inc., CA Established in 1990

2008

COMMUNITY FOUNDATION

The Greater Bridgeport Area Foundation, Inc., CT

Established in 1967
BACKGROUND NOTES: The foundation merged into the Fairfield County Community Foundation, Inc.

COMPANY-SPONSORED FOUNDATIONS

ABIG Foundation, GA Established in 1998

BACKGROUND NOTES: The foundation transferred its assets to the Assurant Satellite Learning Center PTA and the Girl Scout Council of Tropical Florida, Inc.

#### FOUNDATION TERMINATIONS, 2007-2009

Altria Fund, Inc., NY Established in 1998

AT&T Foundation, TX

Established in 1984 BACKGROUND NOTES: The foundation merged with the AT&T

Foundation (formally the SBC Foundation).

Centura First Savings Foundation of Rutherford County, Inc., NC Established in 1993

Florida Rock Industries Foundation, Inc., FL Established in 1981

BACKGROUND NOTES: The foundation transferred its assets to the Vulcan Materials Company Foundation.

Fred Mever Fund, OR

BACKGROUND NOTES: The fund merged into the Kroger

Happy Dancing Turtle Foundation, MN

Heineman & Company Foundation, Inc., CT

HRH Charitable Foundation, VA

Established in 1995 BACKGROUND NOTES: The foundation transferred its assets to the Community Foundation Serving Richmond & Central Virginia.

The Huffy Foundation, Inc., OH Established in 1959

BACKGROUND NOTES: The foundation transferred its assets to the Children's Heat Foundation, Dayton History, and the Dayton School of Law.

George Lee Foundation, CA Established in 1993

MASSBANK Charitable Foundation, MA Established in 1997

McDonald's Corporation Charitable Foundation, IL

BACKGROUND NOTES: The foundation transferred its assets to the McDonald's Family Charity, Inc.

The Millipore Foundation, MA

The Nelson Foundation, CT

BACKGROUND NOTES: The foundation transferred its assets to the Nelsons Family Foundation.

Potlatch Foundation for Higher Education, WA

The Premier Foundation, WA Established in 1990

The Ralphs/Food 4 Less Foundation, CA

Established in 1991 BACKGROUND NOTES: The foundation merged with the Kroger Co. Foundation

Sommers, Schwartz, Silver & Schwartz Foundation, MI

St. Paul Travelers Connecticut Foundation, Inc., MN

Established in 2003

BACKGROUND NOTES: The foundation transferred its assets to the Travelers Foundation

Sunmark Foundation, MO

BACKGROUND NOTES: The foundation transferred its assets to the Vanguard Charitable Endowment Program.

SunTrust Bank Atlanta Foundation, GA Established in 1959

BACKGROUND NOTES: The foundation transferred its assets to the SunTrust Mid-Atlantic Foundation

SunTrust Bank Memphis Foundation, FL Established in 2001

BACKGROUND NOTES: The foundation transferred its assets to the SunTrust Foundation.

SunTrust Banks of Florida Foundation, FL Established in 1986

BACKGROUND NOTES: The foundation transferred its assets to the SunTrust Mid-Atlantic Foundation.

SunTrust Banks of Tennessee Foundation, FL Established in 1993

BACKGROUND NOTES: The foundation transferred its assets to the SunTrust Mid-Atlantic Foundation.

INDEPENDENT FOUNDATIONS

The Frank Stanley Beveridge Family Foundation,

Established in 1947 BACKGROUND NOTES: The foundation merged into the Beveridge Family Foundation, Inc.

Sarah & Ernest Butler Family Fund, TX

The George and Dale Cavalletto Charities, CA

Chais Family Foundation, CA

BACKGROUND NOTES: The foundation terminated due to losses from the Bernard L. Madoff scandal.

Chapin Foundation of Myrtle Beach, South

Established in 1943

Louise Crane Foundation, MA

Established in 1963 BACKGROUND NOTES: The foundation merged with the Josephine B. Crane Foundation to form the Josephine and Louise Crane Foundation.

Champion McDowell Davis Charitable Foundation, NC

**Durham Foundation, NE** Established in 1990

Mary D. and Walter F. Frear Eleemosynary Trust. HI

Established in 1936

Gleason Family Foundation, NY

Established in 1959
BACKGROUND NOTES: The foundation transferred its assets to Gleason Family Foundation

R. H. & Esther F. Goodrich Foundation, TX

The Tom and Linda Hannon Foundation, Inc., GA Established in 2004

Harrison Family Foundation, Inc., VA

BACKGROUND NOTES: The foundation transferred its assets to the Harrison Foundation and The Mary A. Harrison

Robert Howard Family Foundation, NY Established in 2006

The J. W. C. Foundation, Inc., CA

The William and Elaine Kaplan Charitable Foundation, DE

The Henry Kendall Trust, MA

Maddie's Fund, CA

BACKGROUND NOTES: The fund merged into Maddie's Spirit.

Madoff Family Foundation, NY

Established in 1997 BACKGROUND NOTES: The foundation terminated due to

losses from the Bernard L. Madoff scandal. The Arthur I. and Sydelle F. Meyer Private Charitable Foundation, FL

Established in 1995 BACKGROUND NOTES: The foundation terminated due to losses from the Bernard L. Madoff scandal.

Morania Foundation, Inc., DE Established in 1960

Philip and Audrey Reed Charitable Trust, CA

Robert T. Rolfs Foundation, Inc., WI Established in 1981

William F. Shallenberger Trust Fund, GA The Stone Foundation, Inc., CT

Leon Strauss Foundation, CA Fstablished in 1976

Lawrence A. White Foundation, WA

BACKGROUND NOTES: The foundation transferred its assets to the Fidelity Charitable Gift Fund and the Social

The Larry and Marianne Williams Foundation, Inc., ID

OPERATING FOUNDATION

The Schlichter Foundation

BACKGROUND NOTES: The foundation terminated due to losses from the Bernard L. Madoff scandal.

2009

COMPANY-SPONSORED FOUNDATIONS

**BNSF Foundation, IL** 

ConocoPhillips Foundation, OK Established in 1994

The EDS Foundation, TX

BACKGROUND NOTES: The foundation transferred its assets to the Hewlett-Packard Company Foundation.

Irwin Home Equity Foundation, CA

Meridian Mutual Foundation, Inc., IN

Washington Mutual Foundation, WA

INDEPENDENT FOUNDATIONS

Baptist Community Ministries, LA

Established in 1995

BACKGROUND NOTES: The foundation merged into the Christian Health Ministries

Beldon Fund, NY Established in 1987

Mary Flagler Cary Charitable Trust, NY

Hach Scientific Foundation, CO

BACKGROUND NOTES: The foundation transferred its assets to the American Chemical Society

The Hackett Foundation, Inc., NJ

Halcyon Hill Foundation, NY Established in 1991

JEHT Foundation, NY

Established in 2000

BACKGROUND NOTES: The foundation terminated due to losses from the Bernard L. Madoff scandal.

Virginia & Leonard Marx Foundation, NY

The Picower Foundation

Established in 1989 in FL

BACKGROUND NOTES: The foundation terminated due to losses from the Bernard L. Madoff scandal

The Pottruck Family Foundation, CA

Raft Charitable Foundation, SD Established in 1999

Relations Foundation, IL Established in 1969

Jay and Betty Van Andel Foundation, MI

OPERATING FOUNDATION

Circuit City Foundation, VA

SOURCE: The Foundation Center. NOTE: The foundations on these lists were selected from about 1,500 foundations that terminated operations 2007-2009. Data for 2008-2009 are incomplete and will be updated in the next edition of Philanthropy Annual.

"Corporate foundations will not be alone in having to reduce giving this year, but the cuts may well be deeper than for other types of grantmakers."

- STEVEN LAWRENCE, senior director of research, commenting on findings from a new Foundation Center report (Foundation Center Press Release 5/11/09)



## 50 LARGEST GRANTMAKING PUBLIC CHARITIES by TOTAL GIVING, c.2007

	Public Charity*	State	TOTAL GIVING	Assets	Fiscal Date
1.	Gothic Corporation	NC	\$1,719,170,689	\$5,466,425,173	6/30/07
2.	World Vision International	CA	1,419,308,556	407,381,349	9/30/07
3.	Fidelity Charitable Gift Fund	OH	995,043,080	4,682,906,695	6/30/07
4.	Food for the Poor, Inc.	FL	976,556,884	35,823,149	12/31/07
5.	AmeriCares	CT	833,187,204	239,966,096	6/30/07
6.	World Vision, Inc.	WA	797,434,145	386,081,477	9/30/07
7.	The GAVI Fund	DC	763,550,335	2,009,503,698	12/31/07
8.	Feeding America	IL	642,528,572	25,277,920	6/30/07
9.	Mayo Clinic	MN	551,469,297	4,474,758,141	12/31/07
10.	Corporation for Public Broadcasting	DC	520,439,167	328,548,725	9/30/07
11.	Conference on Jewish Material Claims Against Germany	NY	453,812,102	1,184,740,937	12/31/07
12.	Feed the Children, Inc.	OK	439,639,481	558,817,681	6/30/07
13.	Vanguard Charitable Endowment Program	MA	370,229,935	1,710,131,236	6/30/07
14.	National Collegiate Athletic Association	IN	346,630,006	443,768,013	8/31/07
	The Brother's Brother Foundation	PA	335,901,299	20,001,940	12/31/07
	National Christian Charitable Foundation, Inc.	GA	331,503,301	879,983,723	12/31/07
	Legal Services Corporation	DC	331,373,708	68,827,397	9/30/07
18.	Jewish Communal Fund	NY	261,181,612	953,821,799	6/30/07
9.	American Lebanese Syrian Associated Charities, Inc.	TN	257,855,376	1,939,076,512	6/30/07
	Schwab Charitable Fund	CA	246,876,049	1,767,821,190	6/30/07
	University of Wisconsin Foundation	WI	228,685,867	2,883,834,567	12/31/07
	American National Red Cross	DC	225,480,994	4,463,421,064	6/30/07
	Alta California Regional Center, Inc.	CA	221,940,454	49,752,573	6/30/07
	Operation Blessing International Relief and Development Corp.	VA	221,749,473	28,339,039	3/31/07
·····•	Plan International, Inc.	RI	214,999,476	131,347,194	6/30/07
	The Pew Charitable Trusts	PA	205,011,434	338,349,377	6/30/07
	The American Jewish Joint Distribution Committee, Inc.	NY	202,062,483	474,991,928	12/31/07
	Florida Clinical Practice Association, Inc.	FL	197,511,300	97,644,207	6/30/07
	Catholic Medical Mission Board, Inc.	NY	188,060,002	21,600,056	9/30/07
	Samaritan's Purse	NC	187,735,950	191,963,722	12/31/07
	Habitat For Humanity International, Inc.	GA	183,125,898	345,069,202	6/30/07
	UJA - Federation of New York	NY	179,207,000	1,288,043,000	
		CA		39,018,891	6/30/07
	North Los Angeles County Regional Center, Inc. United States Fund for UNICEF	NY	178,558,495		6/30/07
			173,197,397	111,661,423	6/30/07
	National Philanthropic Trust	PA	171,478,129	521,647,085	6/30/07
	Early Learning Coalition of Miami-Dade and Monroe	FL	168,983,674	38,768,812	6/30/07
	The UCLA Foundation	CA	161,741,803	1,415,375,519	6/30/07
	University Medical Service Association, Inc.	FL	156,094,348	88,866,942	6/30/07
•••••	Big Ten Conference, Inc.	IL CA	154,232,443	18,564,225	6/30/07
	Tri-Counties Association for the Developmentally Disabled, Inc.	CA	152,359,488	25,320,451	6/30/07
	San Diego Imperial Counties Developmental Services, Inc.	CA	148,299,524	33,677,265	6/30/07
	American Nicaraguan Foundation, Inc.	FL	147,830,609	22,418,082	12/31/07
	Direct Relief International	CA	141,672,054	133,083,051	3/31/07
	American Heart Association, Inc.	TX	141,145,161	1,211,923,980	6/30/07
	ChildFund International	VA	140,447,280	69,991,355	6/30/07
	The Trust for Public Land	CA	138,914,728	362,453,135	3/31/07
	Cross International Catholic Outreach, Inc.	FL	138,383,131	4,881,902	12/31/07
	Juvenile Diabetes Research Foundation International	NY	137,826,000	243,910,000	6/30/07
19.	Atlantic Coast Conference	NC	137,729,798	44,151,294	6/30/07
0	Save The Children Federation, Inc.	CT	135,365,765	278,865,309	9/30/07



#### FOR MORE STATISTICS VISIT

http://foundationcenter.org/ findfunders/statistics/

SOURCE: The Foundation Center 2009.

\*A Grantmaking Public Charity is a publicly sup-ported tax-exempt organization that has been classified by the IRS with a 501(c) designation. Grantmaking Public Charities provide monetary awards, loans, use of space, stipends, in-kind support, or prizes to organizations or individuals.

## 50 LARGEST FOUNDATIONS by ASSETS, 2007



1. Bill & Melmida Gales Foundation		Foundation	State	Foundation Type <sup>1</sup>	ASSETS	Total Giving <sup>2</sup>	Fiscal Date
3.   Paul Getty hust    CA	1.	Bill & Melinda Gates Foundation	WA	IN	\$38,921,022,000	\$2,011,675,000	12/31/07
4. Robert Wood Johnson Foundation NJ IN 10,722,296,000 407,698,000 12/31/07 5. William and Flora Hewlett Foundation CA IN 9,284,917,000 421,400,000 12/31/07	2.	Ford Foundation	NY	IN	13,798,807,066	583,915,463	9/30/07
5. William and Flora Hewlett Foundation	3.	J. Paul Getty Trust <sup>3</sup>	CA	OP	11,187,006,719	17,780,165	6/30/07
6. W. K. Kellogg Foundation MI IN 8,058,127,639 272,511,561 8/31/08 7. Illip Endowment IN IN IN 7,734,860,156 341,863,979 12/31/07 12/31/07 19. David and Lucile Packard Foundation II. IN 7,052,165,312 231,856,772 12/31/07 19. David and Lucile Packard Foundation IV IN 6,539,865,000 300,199,000 12/31/07 10. Andrew W. Mellon Foundation IV IN 6,539,865,000 300,199,000 12/31/07 11. Gordon and Betty Moore Foundation IV IN 6,539,865,000 300,199,000 12/31/07 12. California Endowment CA IN 4,657,176,628 140,510,981 2/28/08 13. Rockefeller Foundation IV IN 4,657,176,628 140,510,981 2/28/08 13. Rockefeller Foundation IV IN A,515,428,564 162,956,223 12/31/07 14. Susan Thompson Buffelt Foundation IV IN 3,307,777,1072 202,684,478 12/31/07 15. Kreage Foundation IV IN 3,341,141,730 180,958,871 12/31/07 17. Dube Endowment IN IN 3,341,141,730 180,958,871 12/31/07 17. Dube Endowment IN IN 3,341,141,1730 180,958,871 12/31/07 17. Dube Endowment IN IN 3,341,141,1730 180,958,871 12/31/07 19. Camegie Corporation of New York IN 3,3073,837,326 80,272,806 9/30/07 19. Camegie Corporation of New York IN 3,073,837,326 80,272,806 9/30/07 19. Camegie Corporation of New York IN 3,073,837,326 80,272,806 9/30/07 20. Starr Foundation IN IN 2,321,141,41,49,525 135,566,710 12/31/07 19. Charles Stewart Mot Foundation IV IN 2,201,697,830 207,284,873 12/31/07 22. Charles Stewart Mot Foundation IP IN 2,211,49,925 135,566,710 12/31/07 22. Charles Stewart Mot Foundation IP IN 2,211,49,925 135,566,710 12/31/07 24. Casty Family Programs¹ WA OP 2,566,706,389 2,91,742 12/31/07 24. Casty Family Programs¹ WA OP 2,566,706,389 21 266,898,723 6/30/08 26. Harry and Jeanette Weinberg Foundation IP IN 1N 2,487,703,921 266,898,723 6/30/08 26. Harry and Jeanette Weinberg Foundation IP IN 1N 2,489,251,109 99,570,742 2/29/08 27. Eving Marion Kauffman Foundation IP IN 1N 2,489,251,109 99,570,742 12/31/07 30. Cheeland Foundation IP IN 1N 2,489,251,009 12/31/07 31,007,307,307,307,307,307,307,307,307,307	4.	Robert Wood Johnson Foundation	NJ	IN	10,722,296,000	407,698,000	12/31/07
7. Lilly Endowment	5.	William and Flora Hewlett Foundation	CA	IN	9,284,917,000	421,400,000	12/31/07
8. John D. and Catherine T. MacArthur Foundation II. IN 7,052,165,312 231,856,772 12/31/07 9. Dwid and Lucile Packard Foundation CA IN 6,594,540,283 307,935,012 12/31/07 11. Gordon and Betry Moore Foundation NY IN 6,539,865,000 300,199,000 12/31/07 11. Gordon and Betry Moore Foundation CA IN 6,609,252,816 290,694,047 12/31/07 12. California Endowment CA IN 4,657,176,628 140,510,981 2/28/08 13. Rockefeller Foundation NY IN 4,615,428,564 162,956,223 12/31/07 14. Susan Thompson Buffett Foundation NE IN 3,907,771,072 202,684,478 12/31/07 15. Kresge Foundation MI IN 3,841,141,730 180,935,871 12/31/07 15. Kresge Foundation OK CM 3,740,241,151 87,148,870 12/31/07 16. Iulas Community Foundation OK CM 3,740,241,151 87,148,870 12/31/07 18. Annie C. Gasey Foundation MD IN 3,326,105,746 192,006,321 12/31/07 19. Camegie Corporation of New York NY IN 3,073,837,326 80,272,806 9/30/07 19. Camegie Corporation of New York NY IN 3,073,837,326 80,272,806 9/30/07 20. Starr Foundation NY IN 2,801,697,830 207,284,873 12/31/07 22. Charles Stewart Mott Foundation GA IN 2,715,991,495 95,293,393 12/31/07 23. John S, and James L. Knight Foundation FL IN 2,618,700,006 121,267,122 12/31/07 24. Casey Foundation FL IN 2,487,703,921 266,898,723 6/30/08 24. Casey Foundation PA IN 2,487,703,921 266,898,723 6/30/08 24. Casey Foundation PA IN 2,487,703,921 266,898,723 6/30/08 24. Casey Foundation PA IN 2,482,703,921 266,898,723 6/30/08 28. McKinglit Foundation PA IN 2,482,703,921 266,898,723 6/30/08 29. First Park and Subman Foundation PA IN 2,492,926,923 11/31/07 28. McKinglit Foundation PA IN 2,492,926,923 109,215,672 12/31/07 28. McKinglit Foundation PA IN 2,219,250,223 109,215,672 12/31/07 29. Richard King Melton Foundation PA IN 2,219,250,223 109,215,672 12/31/07 29. Richard King Melton Foundation PA IN 2,219,250,223 109,215,672 12/31/07 30. Civeland Foundation PA IN 2,219,250,223 109,215,672 12/31/07 30. Civeland Foundation PA IN 1,949,925,266 72,732,886 6/30/07 31,31/07 31,31/07 31,31/07 31,31/07 31,31/07 31,31/07 31,31/07 31,31/07 31,31/07	6.	W. K. Kellogg Foundation	MI	IN	8,058,127,639	272,511,561	8/31/08
9. David and Lucile Packard Foundation	7.	Lilly Endowment	IN	IN	7,734,860,156	341,863,979	12/31/07
10. Andrew M. Mellon Foundation	8.	John D. and Catherine T. MacArthur Foundation	IL	IN	7,052,165,312	231,856,772	12/31/07
11.   Gordon and Betty Moore Foundation	9.	David and Lucile Packard Foundation	CA	IN	6,594,540,283	307,935,012	12/31/07
12. California Endowment	10.	Andrew W. Mellon Foundation	NY	IN	6,539,865,000	300,199,000	12/31/07
13. Rockefeller Foundation	11.	Gordon and Betty Moore Foundation	CA	IN	6,409,252,816	290,694,047	12/31/07
14. Susan Thompson Buffett Foundation	12.	California Endowment	CA	IN	4,657,176,628	140,510,981	2/28/08
15. Kresge Foundation	13.	Rockefeller Foundation	NY	IN	4,615,428,564	162,956,223	12/31/07
16. Tulsa Community Foundation         OK         CM         3,740,241,151         87,148,870         12/31/07           17. Duke Endowment         NC         IN         3,344,776,129         164,837,762         12/31/07           18. Annie E. Casey Foundation         MD         IN         3,326,105,746         192,006,321         12/31/07           19. Carnegie Corporation of New York         NY         IN         3,073,837,326         80,272,806         9/30/07           20. Starr Foundation         NY         IN         2,801,697,830         207,284,873         12/31/07           21. Robert W. Woodruff Foundation         MI         IN         2,715,991,495         95,253,832         12/31/07           22. Charles Stewart Mott Foundation         MI         IN         2,715,991,495         95,253,832         12/31/07           23. John S. and James L. Knight Foundation         FL         IN         2,618,700,006         121,267,122         12/31/07           24. Casey Family Programs <sup>33</sup> WA         OP         2,596,706,893         2,917,42         12/31/07           25. Annenberg Foundation         PA         IN         2,487,703,921         266,898,723         6/30/08           26. Harry and Jeanette Weinberg Foundation         MD         IN         2,480,	14.	Susan Thompson Buffett Foundation	NE	IN	3,907,771,072	202,684,478	12/31/07
17. Duke Endowment	15.	Kresge Foundation	MI	IN	3,841,141,730	180,935,871	12/31/07
18. Annie E. Casey Foundation	16.	Tulsa Community Foundation	OK	CM	3,740,241,151	87,148,870	12/31/07
19. Carnegie Corporation of New York	17.	Duke Endowment	NC	IN	3,344,776,129	164,837,762	12/31/07
20. Starr Foundation	18.	Annie E. Casey Foundation	MD	IN	3,326,105,746	192,006,321	12/31/07
21. Robert W. Woodruff Foundation         GA         IN         2,715,991,495         95,253,832         12/31/07           22. Charles Stewart Mott Foundation         MII         IN         2,711,459,525         135,868,710         12/31/07           23. John S. and James L. Knight Foundation         FL         IN         2,618,700,006         121,267,122         12/31/07           24. Casey Family Programs <sup>2</sup> WA         OP         2,596,706,893         2,971,742         12/31/07           25. Annenberg Foundation         PA         IN         2,487,703,921         266,898,723         6/30/08           26. Harry and Jeanette Weinberg Foundation         MD         IN         2,487,703,921         266,898,723         6/30/07           28. McKnight Foundation         MD         IN         2,482,352,109         99,570,742         2/29/08           27. Ewing Marion Kauffman Foundation         MN         IN         2,310,279,385         93,643,806         12/31/07           28. McKnight Foundation         PA         IN         2,219,250,223         109,215,672         12/31/07           30. Cieveland Foundation         OH         CM         2,183,913,190         78,915,972         12/31/07           31. New York Community Trust         NY         CM         2,135	19.	Carnegie Corporation of New York	NY	IN	3,073,837,326	80,272,806	9/30/07
22. Charles Stewart Mott Foundation         MI         IN         2,711,459,525         135,868,710         12/31/07           23. John S. and James L Knight Foundation         FL         IN         2,618,700,006         121,267,122         12/31/07           24. Casey Family Programs³         WA         OP         2,596,706,893         2,971,742         12/31/07           25. Annenberg Foundation         PA         IN         2,487,703,921         266,898,723         6/30/08           26. Harry and Jeanette Weinberg Foundation         MD         IN         2,480,251,109         99,570,742         2/29/08           27. Ewing Marion Kauffman Foundation         MO         IN         2,422,322,294         37,478,586         6/30/07           28. McKnight Foundation         MN         IN         2,219,250,223         109,215,672         12/31/07           30. Cleveland Foundation         OH         CM         2,183,913,190         78,915,972         12/31/07           31. New York Community Trust         NY         CM         2,135,691,023         166,053,450         12/31/07           32. Dris Duke Charitable Foundation         NY         IN         2,079,833,758         95,711,333         12/31/07           34. Silicon Valley Community Foundation         CA         IN	20.	Starr Foundation	NY	IN	2,801,697,830	207,284,873	12/31/07
23. John S. and James L. Knight Foundation         FL         IN         2,618,700,006         121,267,122         12/31/07           24. Casey Family Programs³         WA         OP         2,596,706,893         2,971,742         12/31/07           25. Annenberg Foundation         PA         IN         2,487,703,921         266,898,723         6/30/08           26. Harry and Jeanette Weinberg Foundation         MD         IN         2,480,251,109         99,570,742         2/29/08           27. Ewing Marion Kauffman Foundation         MO         IN         2,422,322,294         37,478,586         6/30/07           28. McKnight Foundation         MN         IN         2,310,279,385         93,643,806         12/31/07           29. Richard King Mellon Foundation         PA         IN         2,219,250,223         109,215,672         12/31/07           30. Cleveland Foundation         OH         CM         2,135,691,023         166,053,450         12/31/07           31. New York Community Trust         NY         CM         2,135,691,023         166,053,450         12/31/07           32. Doris Duke Charitable Foundation         NY         IN         2,079,833,758         95,711,333         12/31/07           34. Silicon Valley Community Foundation         CA         IN	21.	Robert W. Woodruff Foundation	GA	IN	2,715,991,495	95,253,832	12/31/07
24. Casey Family Programs³         WA         OP         2,596,706,893         2,971,742         12/31/07           25. Annenberg Foundation         PA         IN         2,487,703,921         266,898,723         6/30/08           26. Harry and Jeanette Weinberg Foundation         MD         IN         2,480,251,109         99,570,742         2/29/08           27. Ewing Marion Kauffman Foundation         MO         IN         2,422,322,294         37,478,586         6/30/07           28. McKnight Foundation         MN         IN         2,310,279,385         93,643,806         12/31/07           29. Richard King Mellon Foundation         PA         IN         2,219,250,223         109,215,672         12/31/07           30. Cleveland Foundation         OH         CM         2,183,913,190         78,915,972         12/31/07           31. New York Community Trust         NY         CM         2,135,691,023         166,053,450         12/31/07           32. Doris Duke Charitable Foundation         NY         IN         2,079,833,758         95,711,333         12/31/07           33. Eli & Edythe Broad Foundation         CA         IN         1,964,521,000         127,30,400         127,31/07           34. Silicon Valley Community Foundation         NY         IN	22.	Charles Stewart Mott Foundation	MI	IN	2,711,459,525	135,868,710	12/31/07
25. Annenberg Foundation         PA         IN         2,487,703,921         266,898,723         6/30/08           26. Harry and Jeanette Weinberg Foundation         MD         IN         2,480,251,109         99,570,742         2/29/08           27. Ewing Marion Kauffman Foundation         MO         IN         2,422,322,294         37,478,586         6/30/07           28. McKnight Foundation         MN         IN         2,310,279,385         93,643,806         12/31/07           29. Richard King Mellon Foundation         PA         IN         2,219,250,223         109,215,672         12/31/07           30. Cleveland Foundation         OH         CM         2,183,913,190         78,915,972         12/31/07           31. New York Community Trust         NY         CM         2,135,691,023         166,053,450         12/31/07           32. Doris Duke Charitable Foundation         NY         IN         2,079,833,758         95,711,333         12/31/07           33. Eli & Edythe Broad Foundation         CA         IN         1,964,521,000         127,304,000         12/31/07           34. Silicon Valley Community Foundation         CA         IN         1,943,885,894         243,245,861         12/31/07           35. Alfred P. Sloan Foundation         NY         IN	23.	John S. and James L. Knight Foundation	FL	IN	2,618,700,006	121,267,122	12/31/07
26. Harry and Jeanette Weinberg Foundation         MD         IN         2,480,251,109         99,570,742         2/29/08           27. Ewing Marion Kauffman Foundation         MO         IN         2,422,322,294         37,476,586         6/30/07           28. McKnight Foundation         MN         IN         2,310,279,385         93,643,806         12/31/07           29. Richard King Mellon Foundation         PA         IN         2,219,250,223         109,215,672         12/31/07           30. Cleveland Foundation         OH         CM         2,183,913,190         78,915,972         12/31/07           31. New York Community Trust         NY         CM         2,135,691,023         166,053,450         12/31/07           32. Doris Duke Charitable Foundation         NY         IN         2,079,833,758         95,711,333         12/31/07           33. Eli & Edythe Broad Foundation         CA         IN         1,964,521,000         127,304,000         12/31/07           34. Silicon Valley Community Foundation         NY         IN         1,943,885,894         243,245,861         12/31/07           35. Alfred P. Sloan Foundation         NY         IN         1,940,925,266         72,732,888         12/31/07           36. James Irvine Foundation         CA         IN	24.	Casey Family Programs <sup>3</sup>	WA	OP	2,596,706,893	2,971,742	12/31/07
27. Ewing Marion Kauffman Foundation         MO         IN         2,422,322,294         37,478,586         6/30/07           28. McKnight Foundation         MN         IN         2,310,279,385         93,643,806         12/31/07           29. Richard King Mellon Foundation         PA         IN         2,219,250,223         109,215,672         12/31/07           30. Cleveland Foundation         OH         CM         2,183,913,190         78,915,972         12/31/07           31. New York Community Trust         NY         CM         2,135,691,023         166,053,450         12/31/07           32. Doris Duke Charitable Foundation         NY         IN         2,079,833,758         95,711,333         12/31/07           33. Eli & Edythe Broad Foundation         CA         IN         1,964,521,000         127,304,000         12/31/07           34. Silicon Valley Community Foundation         CA         IN         1,964,521,000         127,304,000         12/31/07           35. Alfred P. Sloan Foundation         NY         IN         1,949,925,266         72,732,888         12/31/07           36. James Irvine Foundation         CA         IN         1,909,669,970         84,883,316         12/31/07           37. Chicago Community Trust         IL         CM         1,841	25.	Annenberg Foundation	PA	IN	2,487,703,921	266,898,723	6/30/08
28. McKnight Foundation         MN         IN         2,310,279,385         93,643,806         12/31/07           29. Richard King Mellon Foundation         PA         IN         2,219,250,223         109,215,672         12/31/07           30. Cleveland Foundation         OH         CM         2,183,913,190         78,915,972         12/31/07           31. New York Community Trust         NY         CM         2,135,691,023         166,053,450         12/31/07           32. Doris Duke Charitable Foundation         NY         IN         2,079,833,758         95,711,333         12/31/07           33. Eli & Edythe Broad Foundation         CA         IN         1,964,521,000         127,304,000         12/31/07           34. Silicon Valley Community Foundation         CA         CM         1,943,885,894         243,245,861         12/31/07           35. Alfred P. Sloan Foundation         NY         IN         1,940,925,266         72,732,888         12/31/07           36. James Irvine Foundation         CA         IN         1,999,669,970         84,883,316         12/31/07           37. Chicago Community Trust         IL         CM         1,841,684,803         115,544,031         9/30/07           38. Houston Endowment         TX         IN         1,745,222,911	26.	Harry and Jeanette Weinberg Foundation	MD	IN	2,480,251,109	99,570,742	2/29/08
29. Richard King Mellon Foundation         PA         IN         2,219,250,223         109,215,672         12/31/07           30. Cleveland Foundation         OH         CM         2,183,913,190         78,915,972         12/31/07           31. New York Community Trust         NY         CM         2,135,691,023         166,053,450         12/31/07           32. Doris Duke Charitable Foundation         NY         IN         2,079,833,758         95,711,333         12/31/07           33. Eli & Edythe Broad Foundation         CA         IN         1,964,521,000         127,304,000         12/31/07           34. Silicon Valley Community Foundation         CA         CM         1,943,885,894         243,245,861         12/31/07           35. Alfred P Sloan Foundation         NY         IN         1,940,925,266         72,732,888         12/31/07           36. James Irvine Foundation         CA         IN         1,990,669,970         84,883,316         12/31/07           37. Chicago Community Trust         IL         CM         1,841,684,803         115,544,031         9/30/07           38. Houston Endowment         TX         IN         1,745,222,911         66,260,835         12/31/07           39. Wallace Foundation         NY         IN         1,696,744,124	27.	Ewing Marion Kauffman Foundation	MO	IN	2,422,322,294	37,478,586	6/30/07
30. Cleveland Foundation         OH         CM         2,183,913,190         78,915,972         12/31/07           31. New York Community Trust         NY         CM         2,135,691,023         166,053,450         12/31/07           32. Doris Duke Charitable Foundation         NY         IN         2,079,833,758         95,711,333         12/31/07           33. Eli & Edythe Broad Foundation         CA         IN         1,964,521,000         127,304,000         12/31/07           34. Silicon Valley Community Foundation         CA         CM         1,943,885,894         243,245,861         12/31/07           35. Alfred P Sloan Foundation         NY         IN         1,940,925,266         72,732,888         12/31/07           36. James Irvine Foundation         CA         IN         1,940,925,266         72,732,888         12/31/07           37. Chicago Community Trust         IL         CM         1,841,684,803         115,544,031         9/30/07           38. Houston Endowment         TX         IN         1,745,222,911         66,260,835         12/31/07           39. Wallace Foundation         NY         IN         1,686,008,063         58,267,054         12/31/07           40. Heinz Endowments         PA         IN         1,686,008,063         58,26	28.	McKnight Foundation	MN	IN	2,310,279,385	93,643,806	12/31/07
31. New York Community Trust         NY         CM         2,135,691,023         166,053,450         12/31/07           32. Doris Duke Charitable Foundation         NY         IN         2,079,833,758         95,711,333         12/31/07           33. Eli & Edythe Broad Foundation         CA         IN         1,964,521,000         127,304,000         12/31/07           34. Silicon Valley Community Foundation <sup>4</sup> CA         CM         1,943,885,894         243,245,861         12/31/07           35. Alfred P. Sloan Foundation         NY         IN         1,940,925,266         72,732,888         12/31/07           36. James Irvine Foundation         CA         IN         1,909,669,970         84,883,316         12/31/07           37. Chicago Community Trust         IL         CM         1,841,684,803         115,544,031         9/30/07           38. Houston Endowment         TX         IN         1,765,222,911         66,260,835         12/31/07           39. Wallace Foundation         NY         IN         1,696,744,124         68,770,717         12/31/07           40. Heinz Endowments         PA         IN         1,686,008,063         58,267,054         12/31/07           41. Kimbell Art Foundation <sup>3</sup> TX         OP         1,597,504,350	29.	Richard King Mellon Foundation	PA	IN	2,219,250,223	109,215,672	12/31/07
32. Doris Duke Charitable Foundation         NY         IN         2,079,833,758         95,711,333         12/31/07           33. Eli & Edythe Broad Foundation         CA         IN         1,964,521,000         127,304,000         12/31/07           34. Silicon Valley Community Foundation <sup>4</sup> CA         CM         1,943,885,894         243,245,861         12/31/07           35. Alfred P. Sloan Foundation         NY         IN         1,940,925,266         72,732,888         12/31/07           36. James Irvine Foundation         CA         IN         1,909,669,970         84,883,316         12/31/07           37. Chicago Community Trust         IL         CM         1,841,684,803         115,544,031         9/30/07           38. Houston Endowment         TX         IN         1,745,222,911         66,260,835         12/31/07           39. Wallace Foundation         NY         IN         1,696,744,124         68,770,717         12/31/07           40. Heinz Endowments         PA         IN         1,686,008,063         58,267,054         12/31/07           41. Kimbell Art Foundation <sup>3</sup> TX         OP         1,597,504,350         80,000         12/31/07           42. Walton Family Foundation         AR         IN         1,555,505,085         6	30.	Cleveland Foundation	ОН	CM	2,183,913,190	78,915,972	12/31/07
33. Eli & Edythe Broad Foundation         CA         IN         1,964,521,000         127,304,000         12/31/07           34. Silicon Valley Community Foundation <sup>4</sup> CA         CM         1,943,885,894         243,245,861         12/31/07           35. Alfred P. Sloan Foundation         NY         IN         1,940,925,266         72,732,888         12/31/07           36. James Irvine Foundation         CA         IN         1,909,669,970         84,883,316         12/31/07           37. Chicago Community Trust         IL         CM         1,841,684,803         115,544,031         9/30/07           38. Houston Endowment         TX         IN         1,745,222,911         66,260,835         12/31/07           39. Wallace Foundation         NY         IN         1,686,008,063         58,267,054         12/31/07           40. Heinz Endowments         PA         IN         1,686,008,063         58,267,054         12/31/07           41. Kimbell Art Foundation <sup>3</sup> TX         OP         1,597,504,350         80,000         12/31/07           42. Walton Family Foundation         AR         IN         1,595,597,053         218,864,851         12/31/07           43. William Penn Foundation         CA         IN         1,531,767,000         67,889,76	31.	New York Community Trust	NY	CM	2,135,691,023	166,053,450	12/31/07
34. Silicon Valley Community Foundation <sup>4</sup> CA         CM         1,943,885,894         243,245,861         12/31/07           35. Alfred P Sloan Foundation         NY         IN         1,940,925,266         72,732,888         12/31/07           36. James Irvine Foundation         CA         IN         1,909,669,970         84,883,316         12/31/07           37. Chicago Community Trust         IL         CM         1,841,684,803         115,544,031         9/30/07           38. Houston Endowment         TX         IN         1,745,222,911         66,260,835         12/31/07           39. Wallace Foundation         NY         IN         1,696,744,124         68,770,717         12/31/07           40. Heinz Endowments         PA         IN         1,686,008,063         58,267,054         12/31/07           41. Kimbell Art Foundation <sup>3</sup> TX         OP         1,597,504,350         80,000         12/31/07           42. Walton Family Foundation         AR         IN         1,595,597,053         218,864,851         12/31/07           43. William Penn Foundation         PA         IN         1,555,505,085         61,644,970         12/31/07           45. Samuel Roberts Noble Foundation         OK         IN         1,484,451,635         11,462,02	32.	Doris Duke Charitable Foundation	NY	IN	2,079,833,758	95,711,333	12/31/07
35. Alfred P Sloan Foundation         NY         IN         1,940,925,266         72,732,888         12/31/07           36. James Irvine Foundation         CA         IN         1,909,669,970         84,883,316         12/31/07           37. Chicago Community Trust         IL         CM         1,841,684,803         115,544,031         9/30/07           38. Houston Endowment         TX         IN         1,745,222,911         66,260,835         12/31/07           39. Wallace Foundation         NY         IN         1,696,744,124         68,770,717         12/31/07           40. Heinz Endowments         PA         IN         1,686,008,063         58,267,054         12/31/07           41. Kimbell Art Foundation³         TX         OP         1,597,504,350         80,000         12/31/07           42. Walton Family Foundation         AR         IN         1,595,597,053         218,864,851         12/31/07           43. William Penn Foundation         PA         IN         1,555,505,085         61,644,970         12/31/07           44. W. M. Keck Foundation         CA         IN         1,531,767,000         67,889,763         12/31/07           45. Samuel Roberts Noble Foundation         OK         IN         1,484,4154,992         83,442,116	33.	Eli & Edythe Broad Foundation	CA	IN	1,964,521,000	127,304,000	12/31/07
36. James Irvine Foundation         CA         IN         1,909,669,970         84,883,316         12/31/07           37. Chicago Community Trust         IL         CM         1,841,684,803         115,544,031         9/30/07           38. Houston Endowment         TX         IN         1,745,222,911         66,260,835         12/31/07           39. Wallace Foundation         NY         IN         1,696,744,124         68,770,717         12/31/07           40. Heinz Endowments         PA         IN         1,686,008,063         58,267,054         12/31/07           41. Kimbell Art Foundation³         TX         OP         1,597,504,350         80,000         12/31/07           42. Walton Family Foundation         AR         IN         1,595,597,053         218,864,851         12/31/07           43. William Penn Foundation         PA         IN         1,555,505,085         61,644,970         12/31/07           44. W. M. Keck Foundation         CA         IN         1,531,767,000         67,889,763         12/31/07           45. Samuel Roberts Noble Foundation         OK         IN         1,484,451,635         11,462,026         12/31/07           46. Open Society Institute³         NY         OP         1,484,154,992         83,442,116         12/	34.	Silicon Valley Community Foundation <sup>4</sup>	CA	CM	1,943,885,894	243,245,861	12/31/07
37. Chicago Community Trust         IL         CM         1,841,684,803         115,544,031         9/30/07           38. Houston Endowment         TX         IN         1,745,222,911         66,260,835         12/31/07           39. Wallace Foundation         NY         IN         1,696,744,124         68,770,717         12/31/07           40. Heinz Endowments         PA         IN         1,686,008,063         58,267,054         12/31/07           41. Kimbell Art Foundation³         TX         OP         1,597,504,350         80,000         12/31/07           42. Walton Family Foundation         AR         IN         1,595,597,053         218,864,851         12/31/07           43. William Penn Foundation         PA         IN         1,555,505,085         61,644,970         12/31/07           44. W. M. Keck Foundation         CA         IN         1,531,767,000         67,889,763         12/31/07           45. Samuel Roberts Noble Foundation         OK         IN         1,484,451,635         11,462,026         12/31/07           46. Open Society Institute³         NY         OP         1,484,154,992         83,442,116         12/31/07           47. Lumina Foundation for Education         IN         IN         1,398,768,744         95,250,084	35.	Alfred P. Sloan Foundation	NY	IN	1,940,925,266	72,732,888	12/31/07
38. Houston Endowment         TX         IN         1,745,222,911         66,260,835         12/31/07           39. Wallace Foundation         NY         IN         1,696,744,124         68,770,717         12/31/07           40. Heinz Endowments         PA         IN         1,686,008,063         58,267,054         12/31/07           41. Kimbell Art Foundation³         TX         OP         1,597,504,350         80,000         12/31/07           42. Walton Family Foundation         AR         IN         1,595,597,053         218,864,851         12/31/07           43. William Penn Foundation         PA         IN         1,555,505,085         61,644,970         12/31/07           44. W. M. Keck Foundation         CA         IN         1,531,767,000         67,889,763         12/31/07           45. Samuel Roberts Noble Foundation         OK         IN         1,484,451,635         11,462,026         12/31/07           46. Open Society Institute³         NY         OP         1,484,154,992         83,442,116         12/31/07           47. Lumina Foundation for Education         IN         IN         1,398,768,744         95,250,084         12/31/07           48. Michael and Susan Dell Foundation         NY         IN         1,391,631,010         36,250,000 <td>36.</td> <td>James Irvine Foundation</td> <td>CA</td> <td>IN</td> <td>1,909,669,970</td> <td>84,883,316</td> <td>12/31/07</td>	36.	James Irvine Foundation	CA	IN	1,909,669,970	84,883,316	12/31/07
39. Wallace Foundation         NY         IN         1,696,744,124         68,770,717         12/31/07           40. Heinz Endowments         PA         IN         1,686,008,063         58,267,054         12/31/07           41. Kimbell Art Foundation³         TX         OP         1,597,504,350         80,000         12/31/07           42. Walton Family Foundation         AR         IN         1,595,597,053         218,864,851         12/31/07           43. William Penn Foundation         PA         IN         1,555,505,085         61,644,970         12/31/07           44. W. M. Keck Foundation         CA         IN         1,531,767,000         67,889,763         12/31/07           45. Samuel Roberts Noble Foundation         OK         IN         1,484,451,635         11,462,026         12/31/07           46. Open Society Institute³         NY         OP         1,484,154,992         83,442,116         12/31/07           47. Lumina Foundation for Education         IN         IN         1,398,768,744         95,250,084         12/31/07           48. Michael and Susan Dell Foundation         NY         IN         1,391,631,010         36,250,000         12/31/07           49. Bloomberg Family Foundation         NY         IN         1,391,631,010         36,	37.	Chicago Community Trust	IL	CM		115,544,031	9/30/07
40. Heinz Endowments         PA         IN         1,686,008,063         58,267,054         12/31/07           41. Kimbell Art Foundation³         TX         OP         1,597,504,350         80,000         12/31/07           42. Walton Family Foundation         AR         IN         1,595,597,053         218,864,851         12/31/07           43. William Penn Foundation         PA         IN         1,555,505,085         61,644,970         12/31/07           44. W. M. Keck Foundation         CA         IN         1,531,767,000         67,889,763         12/31/07           45. Samuel Roberts Noble Foundation         OK         IN         1,484,451,635         11,462,026         12/31/07           46. Open Society Institute³         NY         OP         1,484,154,992         83,442,116         12/31/07           47. Lumina Foundation for Education         IN         IN         1,426,578,909         52,366,865         12/31/07           48. Michael and Susan Dell Foundation         TX         IN         1,398,768,744         95,250,084         12/31/07           49. Bloomberg Family Foundation         NY         IN         1,391,631,010         36,250,000         12/31/07	38.	Houston Endowment	TX	IN	1,745,222,911	66,260,835	12/31/07
41. Kimbell Art Foundation³         TX         OP         1,597,504,350         80,000         12/31/07           42. Walton Family Foundation         AR         IN         1,595,597,053         218,864,851         12/31/07           43. William Penn Foundation         PA         IN         1,555,505,085         61,644,970         12/31/07           44. W. M. Keck Foundation         CA         IN         1,531,767,000         67,889,763         12/31/07           45. Samuel Roberts Noble Foundation         OK         IN         1,484,451,635         11,462,026         12/31/07           46. Open Society Institute³         NY         OP         1,484,154,992         83,442,116         12/31/07           47. Lumina Foundation for Education         IN         IN         1,426,578,909         52,366,865         12/31/07           48. Michael and Susan Dell Foundation         TX         IN         1,398,768,744         95,250,084         12/31/07           49. Bloomberg Family Foundation         NY         IN         1,391,631,010         36,250,000         12/31/07	39.	Wallace Foundation	NY	IN	1,696,744,124	68,770,717	12/31/07
42. Walton Family Foundation         AR         IN         1,595,597,053         218,864,851         12/31/07           43. William Penn Foundation         PA         IN         1,555,505,085         61,644,970         12/31/07           44. W. M. Keck Foundation         CA         IN         1,531,767,000         67,889,763         12/31/07           45. Samuel Roberts Noble Foundation         OK         IN         1,484,451,635         11,462,026         12/31/07           46. Open Society Institute³         NY         OP         1,484,154,992         83,442,116         12/31/07           47. Lumina Foundation for Education         IN         IN         1,426,578,909         52,366,865         12/31/07           48. Michael and Susan Dell Foundation         TX         IN         1,398,768,744         95,250,084         12/31/07           49. Bloomberg Family Foundation         NY         IN         1,391,631,010         36,250,000         12/31/07	40.	Heinz Endowments	PA	IN	1,686,008,063	58,267,054	12/31/07
43. William Penn Foundation         PA         IN         1,555,505,085         61,644,970         12/31/07           44. W. M. Keck Foundation         CA         IN         1,531,767,000         67,889,763         12/31/07           45. Samuel Roberts Noble Foundation         OK         IN         1,484,451,635         11,462,026         12/31/07           46. Open Society Institute³         NY         OP         1,484,154,992         83,442,116         12/31/07           47. Lumina Foundation for Education         IN         IN         1,426,578,909         52,366,865         12/31/07           48. Michael and Susan Dell Foundation         TX         IN         1,398,768,744         95,250,084         12/31/07           49. Bloomberg Family Foundation         NY         IN         1,391,631,010         36,250,000         12/31/07	41.	Kimbell Art Foundation <sup>3</sup>	TX	OP	1,597,504,350	80,000	12/31/07
44. W. M. Keck Foundation         CA         IN         1,531,767,000         67,889,763         12/31/07           45. Samuel Roberts Noble Foundation         OK         IN         1,484,451,635         11,462,026         12/31/07           46. Open Society Institute³         NY         OP         1,484,154,992         83,442,116         12/31/07           47. Lumina Foundation for Education         IN         IN         1,426,578,909         52,366,865         12/31/07           48. Michael and Susan Dell Foundation         TX         IN         1,398,768,744         95,250,084         12/31/07           49. Bloomberg Family Foundation         NY         IN         1,391,631,010         36,250,000         12/31/07	42.	Walton Family Foundation	AR	IN	1,595,597,053	218,864,851	12/31/07
44. W. M. Keck Foundation         CA         IN         1,531,767,000         67,889,763         12/31/07           45. Samuel Roberts Noble Foundation         OK         IN         1,484,451,635         11,462,026         12/31/07           46. Open Society Institute³         NY         OP         1,484,154,992         83,442,116         12/31/07           47. Lumina Foundation for Education         IN         IN         1,426,578,909         52,366,865         12/31/07           48. Michael and Susan Dell Foundation         TX         IN         1,398,768,744         95,250,084         12/31/07           49. Bloomberg Family Foundation         NY         IN         1,391,631,010         36,250,000         12/31/07	43.	William Penn Foundation	PA	IN	1,555,505,085	61,644,970	12/31/07
45. Samuel Roberts Noble Foundation         OK         IN         1,484,451,635         11,462,026         12/31/07           46. Open Society Institute³         NY         OP         1,484,154,992         83,442,116         12/31/07           47. Lumina Foundation for Education         IN         IN         1,426,578,909         52,366,865         12/31/07           48. Michael and Susan Dell Foundation         TX         IN         1,398,768,744         95,250,084         12/31/07           49. Bloomberg Family Foundation         NY         IN         1,391,631,010         36,250,000         12/31/07	44.	W. M. Keck Foundation	CA	IN	1,531,767,000	67,889,763	12/31/07
46. Open Society Institute³         NY         OP         1,484,154,992         83,442,116         12/31/07           47. Lumina Foundation for Education         IN         IN         1,426,578,909         52,366,865         12/31/07           48. Michael and Susan Dell Foundation         TX         IN         1,398,768,744         95,250,084         12/31/07           49. Bloomberg Family Foundation         NY         IN         1,391,631,010         36,250,000         12/31/07	45.	Samuel Roberts Noble Foundation	OK	IN	1,484,451,635	11,462,026	
47. Lumina Foundation for Education         IN         IN         1,426,578,909         52,366,865         12/31/07           48. Michael and Susan Dell Foundation         TX         IN         1,398,768,744         95,250,084         12/31/07           49. Bloomberg Family Foundation         NY         IN         1,391,631,010         36,250,000         12/31/07	46.	Open Society Institute <sup>3</sup>	NY	OP	1,484,154,992	83,442,116	
48. Michael and Susan Dell Foundation         TX         IN         1,398,768,744         95,250,084         12/31/07           49. Bloomberg Family Foundation         NY         IN         1,391,631,010         36,250,000         12/31/07	47.	Lumina Foundation for Education	IN	IN	1,426,578,909	52,366,865	
49. Bloomberg Family Foundation         NY         IN         1,391,631,010         36,250,000         12/31/07	48.	Michael and Susan Dell Foundation	TX	IN	1,398,768,744	95,250,084	12/31/07
	49.	Bloomberg Family Foundation	NY	IN	1,391,631,010	36,250,000	12/31/07
	50.	Daniels Fund	CO	IN	1,354,022,076	47,932,111	12/31/07

SOURCE: The Foundation Center, Foundation Yearbook, 2009. Aggregate foundation fiscal information in tables and figures is based on data provided to the Center as of January 2009. Fiscal data on individual foundations included in this table may be more current.

<sup>1</sup> IN = Independent;

CM = Community;

OP = Operating.

<sup>&</sup>lt;sup>2</sup> Includes grants, scholarships, and employee matching gifts; excludes set-asides, loans, PRIs, and program expenses.

<sup>&</sup>lt;sup>3</sup> For some operating foundations, total giving amount includes grants and program expenses; for others, total giving amount includes only grants. Most operating foundations' qualifying distributions are paid out for administration of operating programs and not for grants.

<sup>&</sup>lt;sup>4</sup>In 2007, the Peninsula Community Foundation and Community Foundation Silicon Valley merged to become the Silicon Valley Community Foundation.

## 50 LARGEST FOUNDATIONS by TOTAL GIVING, 2007

	Foundation	State	Foundation Type <sup>1</sup>	TOTAL GIVING <sup>2</sup>	Assets	Fiscal Date
1.	Bill & Melinda Gates Foundation	WA	IN	\$2,011,675,000	\$38,921,022,000	12/31/07
2.	Ford Foundation	NY	IN	583,915,463	13,798,807,066	9/30/07
3.	AstraZeneca Foundation <sup>3</sup>	DE	OP	517,675,952	0	12/31/07
4.	William and Flora Hewlett Foundation	CA	IN	421,400,000	9,284,917,000	12/31/07
5.	Robert Wood Johnson Foundation	NJ	IN	407,698,000	10,722,296,000	12/31/07
6.	GlaxoSmithKline Patient Access Programs Foundation <sup>3</sup>	NC	OP	344,193,427	28,134,271	12/31/07
7.	Lilly Endowment	IN	IN	341,863,979	7,734,860,156	12/31/07
8.	David and Lucile Packard Foundation	CA	IN	307,935,012	6,594,540,283	12/31/07
9.	Andrew W. Mellon Foundation	NY	IN	300,199,000	6,539,865,000	12/31/07
10.	Gordon and Betty Moore Foundation	CA	IN	290,694,047	6,409,252,816	12/31/07
11.	W.K. Kellogg Foundation	MI	IN	272,511,561	8,058,127,639	8/31/08
12.	Annenberg Foundation	PA	IN	266,898,723	2,487,703,921	6/30/08
13.	Janssen Ortho Patient Assistance Foundation <sup>3</sup>	NJ	OP	259,736,936	17,331,297	12/31/07
14.	Silicon Valley Community Foundation <sup>4</sup>	CA	CM	243,245,861	1,943,885,894	12/31/07
	Bristol-Myers Squibb Patient Assistance Foundation <sup>3</sup>	NJ	OP	235,562,386	760,710	12/31/07
	John D. and Catherine T. MacArthur Foundation	IL	IN	231,856,772	7,052,165,312	12/31/07
	Walton Family Foundation	AR	IN	218,864,851	1,595,597,053	12/31/07
•••••	California Community Foundation	CA	CM	216,019,934	1,257,906,849	6/30/08
	Genentech Access To Care Foundation <sup>3</sup>	CA	OP	215,418,960	1,726,412	12/31/07
	Starr Foundation	NY	IN	207,284,873	2,801,697,830	12/31/07
	Jay and Betty Van Andel Foundation	MI	IN	205,265,000	79,737,013	12/31/07
•••••	Susan Thompson Buffett Foundation	NE	IN	202,684,478	3,907,771,072	12/31/07
	Greater Kansas City Community Foundation	MO	CM	192,905,943	1,183,724,020	12/31/07
	Annie E. Casey Foundation	MD	IN	192,006,321	3,326,105,746	12/31/07
	Bank of America Charitable Foundation	NC	CS	188,236,685	62,928,307	12/31/07
•••••	Kresge Foundation	MI	IN	180,935,871	3,841,141,730	12/31/07
	Sanofi-Aventis Patient Assistance Foundation	NJ	CS	177,414,396	3,841,141,730	
	Lilly Cares Foundation <sup>3</sup>	IN	OP	177,414,390	3,019	12/31/07
		NJ	OP		3,019	12/31/07
	Roche Patient Assistance Foundation <sup>3</sup>			170,175,708		12/31/07
	New York Community Trust	NY	CM	166,053,450	2,135,691,023	12/31/07
	Duke Endowment	NC	IN	164,837,762	3,344,776,129	12/31/07
	Rockefeller Foundation	NY	IN	162,956,223	4,615,428,564	12/31/07
•••••	Merck Patient Assistance Program <sup>3</sup>	NJ	OP	161,500,000	0	12/31/07
	Wyeth Pharmaceutical Assistance Foundation <sup>3</sup>	NJ	OP	142,044,959	0	12/31/07
	California Endowment	CA	IN	140,510,981	4,657,176,628	2/28/08
	Charles Stewart Mott Foundation	MI	IN	135,868,710	2,711,459,525	12/31/07
•••••	Eli & Edythe Broad Foundation	CA	IN	127,304,000	1,964,521,000	12/31/07
	John S. and James L. Knight Foundation	FL	IN	121,267,122	2,618,700,006	12/31/07
39.	T. Boone Pickens Foundation	TX	IN	120,425,524	188,966,228	12/31/07
10.	Chicago Community Trust	IL	CM	115,544,031	1,841,684,803	9/30/07
1.	Wal-Mart Foundation	AR	CS	110,895,707	4,402,583	1/31/08
12.	Columbus Foundation and Affiliated Organizations	OH	CM	110,778,929	1,045,016,666	12/31/07
13.	Richard King Mellon Foundation	PA	IN	109,215,672	2,219,250,223	12/31/07
14.	Foundation For The Carolinas	NC	CM	106,345,459	801,483,218	12/31/07
15.	Harry and Jeanette Weinberg Foundation	MD	IN	99,570,742	2,480,251,109	2/29/08
16.	Wachovia Foundation	NC	CS	96,909,222	329,114,112	12/31/07
7.	San Francisco Foundation	CA	CM	96,511,000	1,017,024,000	6/30/08
18.	Citi Foundation	NY	CS	96,422,843	58,626,225	12/31/07
19.	Doris Duke Charitable Foundation	NY	IN	95,711,333	2,079,833,758	12/31/07
·····	Robert W. Woodruff Foundation	GA	IN	95,253,832	2,715,991,495	12/31/07



 ${\tt SOURCE: The\ Foundation\ Center}, \textit{Foundation}$ Yearbook, 2009. Aggregate foundation fiscal information in tables and figures is based on data provided to the Center as of January 2009. Fiscal data on individual foundations included in this table may be more current.

<sup>1</sup> IN = Independent;

CS = Corporate; CM = Community;

OP = Operating.

<sup>&</sup>lt;sup>2</sup> Includes grants, scholarships, and employee matching gifts; excludes set-asides, loans, PRIs, and program expenses.

<sup>&</sup>lt;sup>3</sup> For some operating foundations, total giving amount includes grants and program expenses; for others, total giving amount includes only grants. Most operating foundations' qualifying distributions are paid out for administration of operating programs and not for grants.

 $<sup>^{\</sup>rm 4}$  In 2007, the Peninsula Community Foundation and Community Foundation Silicon Valley merged to become the Silicon Valley Community Foundation.

## TOP FOUNDATIONS by ASSETS, c.2007

Foundation	Type <sup>1</sup>	ASSETS	Fiscal Date
ALABAMA			
1. The Community Foundation of Greater Birmingham	CM	\$164,495,277	12/31/0
2. Alabama Power Foundation, Inc.	CS	159,307,575	12/31/0
3. The Daniel Foundation of Alabama	IN	156,327,765	12/31/0
4. Lakeshore Foundation	OP	109,035,047	9/30/0
5. Wiregrass Foundation	IN	105,894,118	12/31/0
6. The J. L. Bedsole Foundation	IN	72,194,895	12/31/0
7. The Hugh Kaul Foundation	IN	68,748,526	12/31/0
8. Alpha Foundation, Inc.	OP	50,758,733	12/31/0
9. The Community Foundation of South Alabama	CM	49,144,030	9/30/0
LO. Robert R. Meyer Foundation	IN	44,709,156	12/31/0
ALASKA	1		
1. Rasmuson Foundation	IN	\$600,733,028	12/31/0
2. The CIRI Foundation	CS	56,909,711	12/31/0
3. The Alaska Community Foundation	CM	37,057,070	12/31/0
4. Atwood Foundation, Inc.	IN	31,926,113	12/31/0
5. Alaska Kidney Foundation, Inc.	IN	11,679,090	12/31/0
6. Harvey Samuelsen Scholarship Trust	IN	10,001,472	12/31/0
7. Alaska Conservation Foundation	CM	6,956,026	6/30/0
8. The Carr Foundation, Inc.	IN	6,417,234	12/31/0
Koniag Education Foundation	CS	5,693,220	3/31/0
10. Gottstein Family Foundation	IN	4,843,537	12/31/0
ARIZONA	1111	4,040,001	12/01/0
The Virginia G. Piper Charitable Trust	IN	\$614,218,132	3/31/0
Arizona Community Foundation	CM	511,573,000	3/31/0
Lincoln Institute of Land Policy	OP	504,528,031	
			11/1/0
4. The Flinn Foundation	IN	221,360,366	12/31/0
5. Dorothy D. and Joseph A. Moller Foundation	IN	210,909,528	12/31/0
6. The Kemper and Ethel Marley Foundation	IN	181,154,748	2/27/0
7. Research Corporation	OP IN	178,455,427	12/31/0
8. Stardust Foundation, Inc.		132,347,181	12/31/0
9. Aurora Foundation	IN	129,875,904	12/31/0
10. The Steele Foundation, Inc.	IN	106,546,774	12/31/0
ARKANSAS	1	*4 505 507 050	40 (04 (0
1. Walton Family Foundation, Inc.	IN	\$1,595,597,053	12/31/0
2. The Winthrop Rockefeller Foundation	IN	155,472,214	12/31/0
3. Winthrop Rockefeller Trust	IN	141,960,026	6/30/0
4. Arkansas Community Foundation, Inc.	CM	129,131,177	6/30/0
5. Charles A. Frueauff Foundation, Inc.	IN	123,534,645	12/31/0
6. The Murphy Foundation	IN	92,619,027	4/30/0
7. The Ross Foundation	IN	88,068,365	12/31/0
8. Harvey and Bernice Jones Center for Families	OP	69,855,695	11/30/0
9. The Jesus Fund	CS	46,471,881	12/31/0
10. Windgate Charitable Foundation, Inc.	IN	44,911,760	12/31/0
CALIFORNIA	,		
1. J. Paul Getty Trust	OP	\$11,187,006,719	6/30/0
2. The William and Flora Hewlett Foundation	IN	9,284,917,000	12/31/0
3. The David and Lucile Packard Foundation	IN	6,594,540,283	12/31/0
4. Gordon and Betty Moore Foundation	IN	6,409,252,816	12/31/0
5. The California Endowment	IN	4,657,176,628	2/28/0
6. Broad Foundation	IN	1,964,521,000	12/31/0
7. Silicon Valley Community Foundation*	CM	1,943,885,894	12/31/0
8. The James Irvine Foundation	IN	1,909,669,970	12/31/0
9. W. M. Keck Foundation	IN	1,531,767,000	12/31/0
10. California Community Foundation	CM	1,257,906,849	6/30/0

Foundation	Foundation Type <sup>1</sup>	TOTAL GIVING <sup>2</sup>	Fiscal Date
ALABAMA			
1. The Community Foundation of Greater Birmingham	CM	\$14,028,119	12/31/07
2. Alabama Power Foundation, Inc.	CS	11,633,157	12/31/07
3. The Daniel Foundation of Alabama	IN	7,525,200	12/31/07
4. Compass Bank Foundation	CS	4,733,124	12/31/07
5. George W. Barber, Jr. Foundation	IN	4,471,000	12/31/07
6. The Caring Foundation	CS	3,853,282	12/31/07
7. Vulcan Materials Company Foundation	CS	3,522,890	11/30/07
8. The Community Foundation of South Alabama	CM	3,345,518	9/30/08
9. The Hugh Kaul Foundation	IN	3,332,362	12/31/07
10. Wiregrass Foundation	IN	3,014,399	12/31/07
ALASKA	1 1	2,221,222	1,,
1. Rasmuson Foundation	IN .	\$26,329,186	12/31/07
The Alaska Community Foundation	CM	5,122,336	12/31/07
3. The CIRI Foundation	CS	1,677,737	12/31/07
4. Atwood Foundation, Inc.	IN		*
· · · · · · · · · · · · · · · · · · ·		1,370,515	12/31/07
5. Arctic Education Foundation	CS	1,013,262	12/31/07
6. Alaska Conservation Foundation	CM	808,374	6/30/08
7. Steve Nash Foundation	IN	629,862	12/31/07
8. Alaska Kidney Foundation, Inc.	IN	451,937	12/31/07
9. The Aleut Foundation	CS	336,983	3/31/08
10. Chugach Heritage Foundation	CS	327,687	12/31/07
ARIZONA			:
1. Arizona Community Foundation	CM	\$70,383,068	3/31/08
2. The Virginia G. Piper Charitable Trust	IN	24,324,834	3/31/08
3. Community Foundation for Southern Arizona	CM	11,235,663	6/30/07
4. Dorrance Family Foundation	IN	8,488,958	12/31/07
5. The Kemper and Ethel Marley Foundation	IN	7,865,628	2/27/08
6. Stardust Foundation, Inc.	CS	5,776,252	12/31/07
7. Research Corporation	OP	5,651,034	12/31/07
8. The Flinn Foundation	IN	5,035,665	12/31/07
9. Freeport-McMoRan Copper & Gold Foundation	CS	4,089,434	12/31/07
10. Stewart Education Foundation	IN	3,428,383	12/31/07
ARKANSAS			
1. Walton Family Foundation, Inc.	IN	\$218,864,851	12/31/07
2. Wal-Mart Foundation	CS	110,895,707	1/31/08
3. Windgate Charitable Foundation, Inc.	IN	10,693,354	12/31/07
4. Winthrop Rockefeller Trust	IN	10,236,366	6/30/08
5. Arkansas Community Foundation, Inc.	CM	7,371,526	6/30/08
6. The Winthrop Rockefeller Foundation	IN	5,936,591	12/31/07
7. Charles A. Frueauff Foundation, Inc.	IN	5,549,290	12/31/07
8. The Murphy Foundation	IN	3,736,852	4/30/08
9. The Jesus Fund	CS	3,701,611	12/31/07
10. Harvey and Bernice Jones Center for Families	OP OP	2,869,486	<u>+</u>
CALIFORNIA	Or E	2,009,400	11/30/07
	INI	£424_400_000	12/21/07
1. The William and Flora Hewlett Foundation	IN	\$421,400,000	12/31/07
The David and Lucile Packard Foundation     Contain and Path, Marza Foundation	IN	307,935,012	12/31/07
3. Gordon and Betty Moore Foundation	IN	290,694,047	12/31/07
4. The Annenberg Foundation	IN	266,898,723	6/30/08
5. Silicon Valley Community Foundation*	CM	243,245,861	12/31/07
6. California Community Foundation	CM	216,019,934	6/30/08
7. Genentech Access To Care Foundation	OP	215,418,960	12/31/07
8. The Lincy Foundation	IN	170,728,247	9/30/08
9. The California Endowment	IN	140,510,981	2/28/08
10. Broad Foundation	IN	127,304,000	12/31/07

2. The Anschutz Foundation         IN         1,195,692,532         11/30/0           3. El Pomar Foundation         IN         569,431,809         12/31/0           4. The Deriver Foundation         CM         559,026,450         12/31/0           5. The Colorado Trust         IN         513,383,869         12/31/0           6. Gates Family Foundation         IN         301,928,613         12/31/0           7. Boettcher Foundation         IN         301,928,613         12/31/0           9. The Gilf Foundation         IN         217,542,616         6/30/0           9. The Gilf Foundation         IN         210,240,871         12/31/0           10. Helen K. and Arthur E. Johnson Foundation         IN         217,542,616         6/30/0           10. Helen K. and Arthur E. Johnson Foundation         IN         217,536,9013         12/31/0           CONNECTICUT         IN         175,369,013         12/31/0           1. Hartford Foundation for Public Giving         CM         \$797,759,854         12/31/0           2. Smith Richardson Foundation, Inc.         IN         30,518,999         6/30/0           2. Smith Richardson Foundation for Greater New Haven         CM         298,413,877         12/31/0           5. The Educational Foundation of America	Foundation					
1. Daniels Fund IIN \$1,354,022,076 12/31/0 2. The Anschutz Foundation IIN 1,195,692,532 11/30/0 3. El Pomar Foundation IIN 569,431,809 12/31/0 4. The Deriver Foundation CM 559,026,450 12/31/0 5. The Colorado Trust IIN 513,383,869 12/31/0 6. Gates Family Foundation IIN 509,015,727 12/31/0 6. Gates Family Foundation IIN 301,928,613 12/31/0 8. Temple Hoyne Buell Foundation IIN 210,240,871 12/31/0 9. The Gill Foundation IIN 210,240,871 12/31/0 10. Helen K. and Arthur E. Johnson Foundation IIN 210,240,871 12/31/0 10. Helen K. and Arthur E. Johnson Foundation IIN 175,369,013 12/31/0 10. Helen K. and Arthur E. Johnson Foundation IIN 569,711,394 12/31/0 12. Smith Richardson Foundation, Inc. IIN 569,711,394 12/31/0 13. The ZOOM Foundation of Greater New Haven CM 298,413,877 12/31/0 14. The Community Foundation of America IIN 231,216,074 12/31/0 15. The Educational Foundation of America IIN 231,216,074 12/31/0 16. The Smart Family Foundation IIN 175,905,805 10/31/0 16. William Caspar Graustein Memorial Fund IIN 124,000,000 12/31/0 10. William Caspar Graustein Memorial Fund IIN 124,000,000 12/31/0 10. William Caspar Graustein Memorial Fund IIN 366,811,738 12/31/0 10. William Caspar Graustein Memorial Fund IIN 174,652,844 12/31/0 13. Delaware Community Foundation, Inc. IIN 133,984,393 12/31/0 14. Stephen and Mary Birch Foundation, Inc. IIN 153,984,393 12/31/0 15. Welfare Foundation, Inc. IIN 153,984,393 12/31/0 16. Crystal Trust IIN 153,984,393 12/31/0 17. Raskob Foundation, Inc. IIN 153,984,393 12/31/0 18. Reactice P. Delany Charitable Trust IIN 104,254,049 10/31/0 19. Robert & Ardis James Foundation IIN 393,384,554 12/31/0 10. The L. E. Phillips Family Foundation IIN 393,384,554 12/31/0 10. The L. E. Phillips Family Foundation IIN 393,384,554 12/31/0 10. The L. E. Phillips Family Foundation IIN 393,384,554 12/31/0 10. The L. E. Phillips Family Foundation IIN 393,384,554 12/31/0 15. Welfare Foundation for Catholic Activities, Inc. IIN 605,498,847 10/31/0 16. The Gottesman Fund IIN 265,098,558 4/30/0 17. Hilliwood Museum a	Foundation	Type <sup>1</sup>	ASSETS	Fiscal Date		
2. The Anschutz Foundation IIN 1,195,692,532 11/30/0 3. El Pomar Foundation IIN 569,431,809 12/31/0 4. The Demer Foundation CM 559,026,450 12/31/0 5. The Colorado Trust IIN 513,383,869 12/31/0 6. Gates Family Foundation IIN 509,015,727 12/31/0 7. Boettcher Foundation IIN 301,928,613 12/31/0 8. Temple Hoyne Buell Foundation IIN 217,542,616 6/30/0 9. The Gill Foundation IIN 210,240,871 12/31/0 10. Helen K. and Arthur E. Johnson Foundation IIN 175,369,013 12/31/0 10. Helen K. and Arthur E. Johnson Foundation IIN 210,240,871 12/31/0 10. Helen K. and Arthur E. Johnson Foundation IIN 175,369,013 12/31/0 10. Helen K. and Arthur E. Johnson Foundation IIN 569,711,394 12/31/0 10. Helen K. and Arthur E. Johnson Foundation IIN 569,711,394 12/31/0 10. Helen K. and Arthur E. Johnson Foundation IIN 569,711,394 12/31/0 10. The Community Foundation, Inc. IIN 569,711,394 12/31/0 10. The Community Foundation of America IIN 231,216,074 12/31/0 10. The Community Foundation of America IIN 231,216,074 12/31/0 10. The Louis Calder Foundation IIN 175,905,805 10/31/0 10. William Caspar Graustein Memorial Fund IIN 175,905,805 10/31/0 10. William Caspar Graustein Memorial Fund IIN 124,000,000 12/31/0 10. William Caspar Graustein Memorial Fund IIN 232,692,494 12/31/0 10. William Caspar Graustein Memorial Fund IIN 232,692,494 12/31/0 10. Welfare Foundation, Inc. IIN 356,811,738 12/31/0 10. The L. E. Phillips Family Foundation IIN 174,652,844 12/31/0 10. The L. E. Phillips Family Foundation IIN 33,384,354 12/31/0 10. The L. E. Phillips Family Foundation IIN 33,384,554 12/31/0 10. The L. E. Phillips Family Foundation IIN 230,693,538 4/30/0 10. The L. E. Phillips Family Foundation IIN 33,384,554 12/31/0 10. The L. E. Phillips Family Foundation IIN 33,384,554 12/31/0 10. The L. E. Phillips Family Foundation IIN 289,024,360 12/31/0 10. The L. E. Phillips Family Foundation IIN 33,384,554 12/31/0 10. The L. E. Phillips Family Foundation IIN 33,384,554 12/31/0 10. The L. E. Phillips Family Foundation IIN 289,024,360 12/31/0 10. The L. E. Phillips F	COLORADO					
3. El Pomar Foundation	1. Daniels Fund	IN	\$1,354,022,076	12/31/07		
4. The Deriver Foundation CM 559,026,450 12/31/05. The Colorado Trust IN 513,383,869 12/31/06. Gates Family Foundation IN 509,015,727 12/31/07. Boetticher Foundation IN 301,928,613 12/31/07. Boetticher Foundation IN 301,928,613 12/31/07. Boetticher Foundation IN 217,542,616 6/30/09. The Gill Foundation IN 210,240,871 12/31/09. The Gill Foundation IN 175,369,013 12/31/09. The Gill Foundation IN 175,369,013 12/31/09. The Gill Foundation Foundation IN 175,369,013 12/31/09. The Gill Foundation for Public Giving CM \$797,759,854 12/31/09. The Gill Foundation Foundation IN 1869,711,394 12/31/09. The Gill Foundation Foundation IN 320,518,999 6/30/09. The Educational Foundation for Greater New Haven CM 298,413,877 12/31/09. The Educational Foundation, Inc. IN 188,976,325 12/31/09. The Educational Foundation, Inc. IN 188,976,325 12/31/09. The Louis Calder Foundation IN 175,005,805 10/31/09. The Louis Calder Foundation CS 160,239,746 8/31/09. Fairfield County Community Foundation, Inc. CM 142,312,589 6/30/09. Fairfield County Community Foundation, Inc. CM 142,312,589 6/30/09. The Incommunity Foundation, Inc. IN 188,976,325 12/31/09. The Longwood Foundation, Inc. IN 184,000,000 12/31/09. The Laure Community Foundation CS 160,239,746 8/31/09. The Laure Community Foundation Inc. CM 142,312,589 6/30/09. The Laure Community Foundation CM 233,663,641 6/30/09. The Laure Community Foundation CM 233,663,641 6/30/09. The Laure Foundation, Inc. IN 185,345,967 12/31/09. Shephen and Mary Birch Foundation, Inc. IN 183,345,967 12/31/09. Robert & Ardis James Foundation Inc. IN 183,345,967 12/31/09. Robert & Ardis James Foundation Inc. IN 185,345,967 12/31/09. Robert & Ardis James Foundation Inc. IN 185,345,967 12/31/09. Robert & Ardis James Foundation Inc. IN 185,345,967 12/31/09. Robert & Ardis James Foundation Inc. IN 185,345,967 12/31/09. Robert & Ardis James Foundation Inc. IN 185,345,967 12/31/09. Robert & Ardis James Foundation Inc. IN 185,345,967 12/31/09. Robert & Ardis James Foundation Inc. IN 185,345,967 12/31/09. Robert & Ardi	2. The Anschutz Foundation	IN	1,195,692,532	11/30/07		
5. The Colorado Trust         IN         513,383,869         12/31/0           6. Gates Family Foundation         IN         509,015,727         12/31/0           7. Boettcher Foundation         IN         301,928,613         12/31/0           8. Temple Hoyne Buell Foundation         IN         217,542,616         6/30/0           9. The Gill Foundation         IN         210,240,871         12/31/0           10. Helen K. and Arthur E. Johnson Foundation         IN         210,240,871         12/31/0           CONNECTICUT             12/31/0               12/31/0              12/31/0              12/31/0             12/31/0             12/31/0             12/31/0             12/31/0             238,413,877         12/31/0             238,413,877         12/31/0              231,216,074	3. El Pomar Foundation	IN	569,431,809	12/31/07		
6. Gates Family Foundation	4. The Denver Foundation	CM	559,026,450	12/31/07		
7. Boettcher Foundation         IN         301,928,613         12/31/0           8. Temple Hoyne Buell Foundation         IN         217,542,616         6/30/0           9. The Gill Foundation         IN         210,240,871         12/31/0           10. Helen K. and Arthur E. Johnson Foundation         IN         175,369,013         12/31/0           CONNECTICUT           1. Hartford Foundation for Public Giving         CM         \$797,759,854         12/31/0           2. Smith Richardson Foundation, Inc.         IN         569,711,394         12/31/0           3. The ZOOM Foundation of Greater New Haven         CM         298,413,877         12/31/0           4. The Community Foundation of America         IN         188,976,325         12/31/0           5. The Educational Foundation, Inc.         IN         188,976,325         12/31/0           6. The Smart Family Foundation, Inc.         IN         175,905,805         10/31/0           7. The Louis Calder Foundation         IN         175,905,805         10/31/0           8. Newman's Own Foundation, Inc.         CM         142,312,589         6/30/0           10. William Caspar Graustein Memorial Fund         IN         124,000,000         12/31/0           10. William Caspar Graustein Memorial Fund         IN	5. The Colorado Trust	IN	513,383,869	12/31/0		
8. Temple Hoyne Buell Foundation         IN         217,542,616         6/30/0           9. The Gill Foundation         IN         210,240,871         12/31/0           10. Helen K. and Arthur E. Johnson Foundation         IN         175,369,013         12/31/0           CONNECTICUT         1. Hartford Foundation for Public Giving         CM         \$797,759,854         12/31/0           2. Smith Richardson Foundation, Inc.         IN         569,711,394         12/31/0           3. The ZOOM Foundation         IN         320,518,999         6/30/0           4. The Community Foundation for Greater New Haven         CM         298,413,877         12/31/0           5. The Educational Foundation of America         IN         231,216,074         12/31/0           6. The Smart Family Foundation, Inc.         IN         188,976,325         12/31/0           6. The Smart Family Foundation         CS         160,239,746         8/31/0           7. The Louis Calder Foundation         IN         175,905,805         10/31/0           8. Newman's Own Foundation         CS         160,239,746         8/31/0           9. Fairfield County Community Foundation, Inc.         IN         124,310,000         12/31/0           10. William Caspar Graustein Memorial Fund         IN	6. Gates Family Foundation	IN	509,015,727	12/31/0		
9. The Gill Foundation IN 210,240,871 12/31/0 10. Helen K. and Arthur E. Johnson Foundation IN 175,369,013 12/31/0 CONNECTICUT  1. Hartford Foundation for Public Giving CM \$797,759,854 12/31/0 2. Smith Richardson Foundation, Inc. IN 569,711,394 12/31/0 3. The ZOOM Foundation IN 320,518,999 6/30/0 4. The Community Foundation of America IN 231,216,074 12/31/0 5. The Educational Foundation of America IN 231,216,074 12/31/0 6. The Smart Family Foundation, Inc. IN 188,976,325 12/31/0 7. The Louis Calder Foundation IN 175,905,805 10/31/0 8. Newman's Own Foundation CS 160,239,746 8/31/0 9. Fairfield County Community Foundation, Inc. CM 142,312,589 6/30/0 10. William Caspar Graustein Memorial Fund IN 124,000,000 12/31/0 DELAWARE  1. Longwood Foundation, Inc. IN \$661,178,355 9/30/0 12/31/0 3. Delaware Community Foundation, Inc. IN 356,811,738 12/31/0 3. Delaware Community Foundation, Inc. IN 356,811,738 12/31/0 4. Stephen and Mary Birch Foundation, Inc. IN 232,692,494 12/31/0 5. Welfare Foundation, Inc. IN 174,652,844 12/31/0 6. Crystal Trust IN 153,435,967 12/31/0 8. Beatrice P. Delary Charitable Trust IN 104,254,049 10/31/0 9. Robert & Ardis James Foundation, Inc. IN 93,384,554 12/31/0 9. Robert & Ardis James Foundation, Inc. IN 93,384,554 12/31/0 9. Robert & Ardis James Foundation, Inc. IN 93,384,554 12/31/0 9. The Le Phillips Family Foundation, Inc. IN 93,384,554 12/31/0 9. The Le Community Foundation, Inc. IN 93,384,554 12/31/0 9. The Le Community Foundation, Inc. IN 93,384,554 12/31/0 9. The Community Foundation Inc. IN 93,384,554 12/31/0 9. The Community Foundation Inc. IN 93,384,554 12/31/0 9. The Morris and Gwendolyn Cafritz Foundation IN 725,639,538 4/30/0 12/31/0 9. The Community Foundation Inc. IN 93,384,554 12/31/0 9. The Morris and Gwendolyn Cafritz Foundation IN 289,024,360 12/31/0 9. The Morris and Agnes E. Meyer Foundation IN 225,227,850	7. Boettcher Foundation	IN	301,928,613	12/31/0		
10. Helen K. and Arthur E. Johnson Foundation   IN   175,369,013   12/31/0	8. Temple Hoyne Buell Foundation	IN	217,542,616	6/30/08		
CONNECTICUT  1. Hartford Foundation for Public Giving 2. Smith Richardson Foundation, Inc. 3. The ZOOM Foundation 4. The Community Foundation of Greater New Haven 5. The Educational Foundation of America 6. The Smart Family Foundation 7. The Louis Calder Foundation 8. Newman's Own Foundation 9. Fairfield County Community Foundation, Inc. 10. William Caspar Graustein Memorial Fund 11. Longwood Foundation, Inc. 12. Mount Cuba Center, Inc. 13. Delaware Community Foundation 14. Stephen and Mary Birch Foundation 15. Welfare Foundation, Inc. 16. Crystal Trust 17. Raskob Foundation, Inc. 18. 153,984,393 12/31/0 19. Robert & Ardis James Foundation, Inc. 19. Robert & Ardis James Foundation, Inc. 10. William Freedom Forum, Inc. 10. The L. E. Phillips Family Foundation, Inc. 10. William Freedom Forum, Inc. 10. The Columbia 10. The Freedom Forum Inc. 10. The Gottesman Fund 10. The Gottesman Fund 11. Caspa, 244 12/31/0 12/31/0 12/31/0 13. Palliam Freedom Forum Inc. 15. Welfare Foundation, Inc. 16. Crystal Trust 17. Robert & Ardis James Foundation 18. Spandayas, 22/29/0 19. Robert & Gottesman Fund 19. Robert & Gottesman Fund 10. The L. E. Phillips Family Foundation, Inc. 19. Spandation Inc. 20. P \$1,057,311,201 21/31/0 2	9. The Gill Foundation	IN	210,240,871	12/31/0		
CONNECTICUT         1. Hartford Foundation for Public Giving         CM         \$797,759,854         12/31/0           2. Smith Richardson Foundation, Inc.         IN         569,711,394         12/31/0           3. The ZOOM Foundation         IN         320,518,999         6/30/0           4. The Community Foundation of Greater New Haven         CM         298,413,877         12/31/0           5. The Educational Foundation of America         IN         231,216,074         12/31/0           6. The Smart Family Foundation, Inc.         IN         188,976,325         12/31/0           7. The Louis Calder Foundation         IN         175,905,805         10/31/0           8. Newman's Own Foundation         CS         160,239,746         8/31/0           9. Fairfield County Community Foundation, Inc.         CM         142,312,589         6/30/0           10. William Caspar Graustein Memorial Fund         IN         124,000,000         12/31/0           10. William Caspar Graustein Memorial Fund         IN         \$661,178,355         9/30/0           10. William Caspar Graustein Memorial Fund         IN         \$2661,178,355         9/30/0           10. William Caspar Graustein Memorial Fund         IN         \$2661,178,355         9/30/0           2. Mount Cuba Center, Inc.         IN	10. Helen K. and Arthur E. Johnson Foundation	IN	175,369,013	12/31/0		
2. Smith Richardson Foundation, Inc. 3. The ZOOM Foundation IN 320,518,999 6/30/C 4. The Community Foundation for Greater New Haven 5. The Educational Foundation of America IN 231,216,074 12/31/C 5. The Educational Foundation of America IN 188,976,325 12/31/C 6. The Smart Family Foundation, Inc. IN 188,976,325 12/31/C 7. The Louis Calder Foundation IN 175,905,805 10/31/C 8. Newman's Own Foundation CS 160,239,746 8/31/C 9. Fairfield County Community Foundation, Inc. CM 142,312,589 6/30/C 10. William Caspar Graustein Memorial Fund IN 3661,178,355 9/30/C 10. William Caspar Graustein Memorial Fund IN 3661,178,355 9/30/C 2. Mount Cuba Center, Inc. IN 356,811,738 12/31/C 3. Delaware Community Foundation CM 233,663,641 6/30/C 4. Stephen and Mary Birch Foundation, Inc. IN 174,652,844 12/31/C 5. Welfare Foundation, Inc. IN 174,652,844 12/31/C 6. Crystal Trust IN 153,984,393 12/31/C 7. Raskob Foundation for Catholic Activities, Inc. IN 153,984,393 12/31/C 9. Robert & Ardis James Foundation IN 93,384,554 12/31/C 10. The L. E. Phillips Family Foundation, Inc. IN 85,216,504 2/29/C DISTRICT OF COLUMBIA 1. The Freedom Forum, Inc. IN 605,498,847 10/31/C 2. The Morris and Gwendolyn Cafritz Foundation IN 725,639,538 4/30/C 3. Public Welfare Foundation, Inc. IN 289,024,360 12/31/C 4. The Community Foundation for the National Capital Region IN 289,024,360 12/31/C 5. Wallace Global Fund IN 289,024,360 12/31/C 6. The Gottesman Fund IN 289,024,360 12/31/C 7. Hillwood Museum and Gardens Foundation IN 225,527,850 12/31/C 8. Eugene and Agnes E. Meyer Foundation IN 170,629,595 12/31/C 8. Both Fund IN 170,629,595 12/31/C	CONNECTICUT					
2. Smith Richardson Foundation, Inc.       IN       569,711,394       12/31/0         3. The ZOOM Foundation       IN       320,518,999       6/30/0         4. The Community Foundation for Greater New Haven       CM       298,413,877       12/31/0         5. The Educational Foundation of America       IN       231,216,074       12/31/0         6. The Smart Family Foundation, Inc.       IN       188,976,325       12/31/0         7. The Louis Calder Foundation       IN       175,905,805       10/31/0         8. Newman's Own Foundation       CS       160,239,746       8/31/0         9. Fairfield County Community Foundation, Inc.       CM       142,312,589       6/30/0         10. William Caspar Graustein Memorial Fund       IN       \$661,178,355       9/30/0         10. William Caspar Graustein Memorial Fund       IN       \$56,811,738       12/31/0         10. William Caspar Graustein Memorial Fund       IN       \$366,811,738       12/31/0         10. William Caspar Graustein Memorial Fund       IN       \$366,811,738       12/31/0         2. Mount Cuba Center, Inc.       IN       \$356,811,738       12/31/0         3. Delaware Community Foundation       CM       233,663,641       6/30/0         4. Stephen and Mary Birch Foundation, Inc.       IN <td>Hartford Foundation for Public Giving</td> <td>CM</td> <td>\$797,759,854</td> <td>12/31/0</td>	Hartford Foundation for Public Giving	CM	\$797,759,854	12/31/0		
3. The ZOOM Foundation		IN				
4. The Community Foundation for Greater New Haven 5. The Educational Foundation of America IN 231,216,074 12/31/0 6. The Smart Family Foundation, Inc. IN 188,976,325 12/31/0 7. The Louis Calder Foundation IN 175,905,805 10/31/0 8. Newman's Own Foundation IN 175,905,805 10/31/0 8. Newman's Own Foundation IN 124,000,000 12/31/0 9. Fairfield County Community Foundation, Inc. IN 124,000,000 12/31/0 10. William Caspar Graustein Memorial Fund IN 124,000,000 12/31/0 10. William Caspar Graustein Memorial Fund IN \$661,178,355 9/30/0 10. William Caspar Graustein Memorial Fund IN \$661,178,355 9/30/0 10. William Caspar Graustein Memorial Fund IN 356,811,738 12/31/0 2. Mount Cuba Center, Inc. IN 366,811,738 12/31/0 3. Delaware Community Foundation CM 233,663,641 6/30/0 4. Stephen and Mary Birch Foundation, Inc. IN 232,692,494 12/31/0 5. Welfare Foundation, Inc. IN 174,652,844 12/31/0 6. Crystal Trust IN 153,984,393 12/31/0 7. Raskob Foundation for Catholic Activities, Inc. IN 153,435,967 12/31/0 8. Beatrice P Delany Charitable Trust IN 104,254,049 10/31/0 9. Robert & Ardis James Foundation IN 93,384,554 12/31/0 10. The L. E. Phillips Family Foundation, Inc. IN 85,216,504 2/29/0 DISTRICT OF COLUMBIA 1. The Freedom Forum, Inc. IN 725,639,538 4/30/0 3. Public Welfare Foundation, Inc. IN 605,498,847 10/31/0 5. Wallace Global Fund IN 289,024,360 12/31/0 6. The Gottesman Fund IN 267,908,254 8/31/0 7. Hillwood Museum and Gardens Foundation IN 225,527,850 12/31/0 8. Eugene and Agnes E. Meyer Foundation IN 170,629,595 12/31/0	3. The ZOOM Foundation	IN				
5. The Educational Foundation of America         IN         231,216,074         12/31/0           6. The Smart Family Foundation, Inc.         IN         188,976,325         12/31/0           7. The Louis Calder Foundation         IN         175,905,805         10/31/0           8. Newman's Own Foundation         CS         160,239,746         8/31/0           9. Fairfield County Community Foundation, Inc.         CM         142,312,589         6/30/0           10. William Caspar Graustein Memorial Fund         IN         124,000,000         12/31/0           10. William Caspar Graustein Memorial Fund         IN         \$661,178,355         9/30/0           10. William Caspar Graustein Memorial Fund         IN         \$661,178,355         9/30/0           10. William Caspar Graustein Memorial Fund         IN         \$661,178,355         9/30/0           2. Mount Cuba Center, Inc.         IN         \$661,178,355         9/30/0           2. Mount Cuba Center, Inc.         IN         356,811,738         12/31/0           3. Delaware Community Foundation, Inc.         IN         233,663,641         6/30/0           4. Stephen and Mary Birch Foundation, Inc.         IN         174,652,844         12/31/0           5. Welfare Foundation for Catholic Activities, Inc.         IN         153,435,967						
6. The Smart Family Foundation, Inc. IN 188,976,325 12/31/0 7. The Louis Calder Foundation IN 175,905,805 10/31/0 8. Newman's Own Foundation CS 160,239,746 8/31/0 9. Fairfield County Community Foundation, Inc. CM 142,312,589 6/30/0 10. William Caspar Graustein Memorial Fund IN 124,000,000 12/31/0  DELAWARE 1. Longwood Foundation, Inc. IN \$661,178,355 9/30/0 2. Mount Cuba Center, Inc. IN 356,811,738 12/31/0 3. Delaware Community Foundation CM 233,663,641 6/30/0 4. Stephen and Mary Birch Foundation, Inc. IN 232,692,494 12/31/0 5. Welfare Foundation, Inc. IN 174,652,844 12/31/0 6. Crystal Trust IN 153,984,393 12/31/0 7. Raskob Foundation for Catholic Activities, Inc. IN 153,435,967 12/31/0 8. Beatrice P. Delany Charitable Trust IN 104,254,049 10/31/0 9. Robert & Ardis James Foundation Inc. IN 85,216,504 2/29/0  DISTRICT OF COLUMBIA 1. The Freedom Forum, Inc. OP \$1,057,311,201 12/31/0 2. The Morris and Gwendolyn Cafritz Foundation IN 725,639,538 4/30/0 3. Public Welfare Foundation, Inc. IN 605,498,847 10/31/0 4. The Community Foundation for the National Capital Region CM 383,114,303 3/31/0 5. Wallace Global Fund IN 289,024,360 12/31/0 6. The Gottesman Fund IN 289,024,360 12/31/0 7. Hillwood Museum and Gardens Foundation IN 225,527,850 12/31/0 8. Eugene and Agnes E. Meyer Foundation IN 225,527,850 12/31/0 9. Moriah Fund IN 170,629,595 12/31/0						
7. The Louis Calder Foundation         IN         175,905,805         10/31/0           8. Newman's Own Foundation         CS         160,239,746         8/31/0           9. Fairfield County Community Foundation, Inc.         CM         142,312,589         6/30/0           10. William Caspar Graustein Memorial Fund         IN         124,000,000         12/31/0           DELAWARE           1. Longwood Foundation, Inc.         IN         \$661,178,355         9/30/0           2. Mount Cuba Center, Inc.         IN         356,811,738         12/31/0           3. Delaware Community Foundation         CM         233,663,641         6/30/0           4. Stephen and Mary Birch Foundation, Inc.         IN         174,652,844         12/31/0           5. Welfare Foundation, Inc.         IN         153,984,393         12/31/0           6. Crystal Trust         IN         153,435,967         12/31/0           7. Raskob Foundation for Catholic Activities, Inc.         IN         153,435,967         12/31/0           8. Beatrice P Delany Charitable Trust         IN         104,254,049         10/31/0           9. Robert & Ardis James Foundation         IN         93,384,554         12/31/0           10. The L. E. Phillips Family Foundation, Inc.         IN         85,216,	***************************************					
8. Newman's Own Foundation         CS         160,239,746         8/31/0           9. Fairfield County Community Foundation, Inc.         CM         142,312,589         6/30/0           10. William Caspar Graustein Memorial Fund         IN         124,000,000         12/31/0           DELAWARE         IN         \$661,178,355         9/30/0           1. Longwood Foundation, Inc.         IN         \$661,178,355         9/30/0           2. Mount Cuba Center, Inc.         IN         356,811,738         12/31/0           3. Delaware Community Foundation         CM         233,663,641         6/30/0           4. Stephen and Mary Birch Foundation, Inc.         IN         174,652,844         12/31/0           5. Welfare Foundation, Inc.         IN         153,984,393         12/31/0           6. Crystal Trust         IN         153,435,967         12/31/0           7. Raskob Foundation for Catholic Activities, Inc.         IN         153,435,967         12/31/0           8. Beatrice P Delany Charitable Trust         IN         104,254,049         10/31/0           9. Robert & Ardis James Foundation         IN         93,384,554         12/31/0           10. The L. E. Phillips Family Foundation, Inc.         IN         85,216,504         2/29/0           DIS						
9. Fairfield County Community Foundation, Inc.						
DELAWARE   1. Longwood Foundation, Inc.   IN \$661,178,355   9/30/0   2. Mount Cuba Center, Inc.   IN \$661,178,355   9/30/0   3. Delaware Community Foundation   IN   233,663,641   6/30/0   4. Stephen and Mary Birch Foundation, Inc.   IN   174,652,844   12/31/0   5. Welfare Foundation, Inc.   IN   153,984,393   12/31/0   6. Crystal Trust   IN   153,435,967   12/31/0   8. Beatrice P Delany Charitable Trust   IN   104,254,049   10/31/0   9. Robert & Ardis James Foundation   IN   93,384,554   12/31/0   10. The L. E. Phillips Family Foundation, Inc.   IN   85,216,504   2/29/0   DISTRICT OF COLUMBIA   1. The Freedom Forum, Inc.   OP   \$1,057,311,201   12/31/0   2. The Morris and Gwendolyn Cafritz Foundation   IN   725,639,538   4/30/0   3. Public Welfare Foundation, Inc.   IN   605,498,847   10/31/0   4. The Community Foundation, Inc.   IN   605,498,847   10/31/0   5. Wallace Global Fund   IN   289,024,360   12/31/0   6. The Gottesman Fund   IN   287,908,254   8/31/0   7. Hillwood Museum and Gardens Foundation   IN   225,527,850   12/31/0   9. Moriah Fund   IN   225,527,850   12/31/0   9. Moriah Fund   IN   170,629,595   12/31/0   9. Moriah Fund   IN   170,62						
DELAWARE  1. Longwood Foundation, Inc.  2. Mount Cuba Center, Inc.  3. Delaware Community Foundation  4. Stephen and Mary Birch Foundation, Inc.  IN 232,692,494 12/31/0  5. Welfare Foundation, Inc.  IN 174,652,844 12/31/0  6. Crystal Trust  IN 153,984,393 12/31/0  7. Raskob Foundation for Catholic Activities, Inc.  IN 153,435,967 12/31/0  8. Beatrice P Delany Charitable Trust  IN 104,254,049 10/31/0  9. Robert & Ardis James Foundation  IN 93,384,554 12/31/0  10. The L. E. Phillips Family Foundation, Inc.  IN 85,216,504 2/29/0  DISTRICT OF COLUMBIA  1. The Freedom Forum, Inc.  2. The Morris and Gwendolyn Cafritz Foundation  IN 725,639,538 4/30/0  3. Public Welfare Foundation, Inc.  IN 605,498,847 10/31/0  4. The Community Foundation for the National Capital Region  CM 383,114,303 3/31/0  5. Wallace Global Fund  IN 289,024,360 12/31/0  6. The Gottesman Fund  IN 267,908,254 8/31/0  7. Hillwood Museum and Gardens Foundation  IN 225,527,850 12/31/0  9. Moriah Fund  IN 170,629,595 12/31/0  12/31/0  12/31/0  12/31/0  13/10,629,595 12/31/0						
1. Longwood Foundation, Inc.       IN       \$661,178,355       9/30/00         2. Mount Cuba Center, Inc.       IN       356,811,738       12/31/00         3. Delaware Community Foundation       CM       233,663,641       6/30/00         4. Stephen and Mary Birch Foundation, Inc.       IN       232,692,494       12/31/00         5. Welfare Foundation, Inc.       IN       174,652,844       12/31/00         6. Crystal Trust       IN       153,984,393       12/31/00         7. Raskob Foundation for Catholic Activities, Inc.       IN       153,435,967       12/31/00         8. Beatrice P Delany Charitable Trust       IN       104,254,049       10/31/00         9. Robert & Ardis James Foundation       IN       93,384,554       12/31/00         10. The L. E. Phillips Family Foundation, Inc.       IN       85,216,504       2/29/00         DISTRICT OF COLUMBIA         1. The Freedom Forum, Inc.       OP       \$1,057,311,201       12/31/0         2. The Morris and Gwendolyn Cafritz Foundation       IN       725,639,538       4/30/0         3. Public Welfare Foundation, Inc.       IN       605,498,847       10/31/0         4. The Community Foundation for the National Capital Region       CM       383,114,303       3/31/0		IIN	124,000,000	12/31/0		
2. Mount Cuba Center, Inc.  2. Mount Cuba Center, Inc.  3. Delaware Community Foundation  4. Stephen and Mary Birch Foundation, Inc.  5. Welfare Foundation, Inc.  6. Crystal Trust  7. Raskob Foundation for Catholic Activities, Inc.  8. Beatrice P. Delany Charitable Trust  9. Robert & Ardis James Foundation  10. The L. E. Phillips Family Foundation, Inc.  11. The Freedom Forum, Inc.  2. The Morris and Gwendolyn Cafritz Foundation  3. Public Welfare Foundation, Inc.  4. The Community Foundation for the National Capital Region  5. Wallace Global Fund  1. The Gottesman Fund  2. The Morris Arabita Sala Sala Sala Sala Sala Sala Sala Sa		INI	¢661 170 2EE	0 /20 /0		
3. Delaware Community Foundation CM 233,663,641 6/30/C 4. Stephen and Mary Birch Foundation, Inc. IN 232,692,494 12/31/C 5. Welfare Foundation, Inc. IN 174,652,844 12/31/C 6. Crystal Trust IN 153,984,393 12/31/C 7. Raskob Foundation for Catholic Activities, Inc. IN 153,435,967 12/31/C 8. Beatrice P. Delany Charitable Trust IN 104,254,049 10/31/C 9. Robert & Ardis James Foundation IN 93,384,554 12/31/C 10. The L. E. Phillips Family Foundation, Inc. IN 85,216,504 2/29/C DISTRICT OF COLUMBIA 1. The Freedom Forum, Inc. OP \$1,057,311,201 12/31/C 2. The Morris and Gwendolyn Cafritz Foundation IN 725,639,538 4/30/C 3. Public Welfare Foundation, Inc. IN 605,498,847 10/31/C 4. The Community Foundation for the National Capital Region CM 383,114,303 3/31/C 5. Wallace Global Fund IN 289,024,360 12/31/C 6. The Gottesman Fund IN 267,908,254 8/31/C 7. Hillwood Museum and Gardens Foundation IN 225,527,850 12/31/C 9. Moriah Fund IN 170,629,595 12/31/C 9. Moriah Fund IN 170,629,595 12/31/C						
4. Stephen and Mary Birch Foundation, Inc.       IN       232,692,494       12/31/C         5. Welfare Foundation, Inc.       IN       174,652,844       12/31/C         6. Crystal Trust       IN       153,984,393       12/31/C         7. Raskob Foundation for Catholic Activities, Inc.       IN       153,435,967       12/31/C         8. Beatrice P. Delany Charitable Trust       IN       104,254,049       10/31/C         9. Robert & Ardis James Foundation       IN       93,384,554       12/31/C         10. The L. E. Phillips Family Foundation, Inc.       IN       85,216,504       2/29/C         DISTRICT OF COLUMBIA         1. The Freedom Forum, Inc.       OP       \$1,057,311,201       12/31/C         2. The Morris and Gwendolyn Cafritz Foundation       IN       725,639,538       4/30/C         3. Public Welfare Foundation, Inc.       IN       605,498,847       10/31/C         4. The Community Foundation for the National Capital Region       CM       383,114,303       3/31/C         5. Wallace Global Fund       IN       289,024,360       12/31/C         6. The Gottesman Fund       IN       267,908,254       8/31/C         7. Hillwood Museum and Gardens Foundation       IN       225,527,850       12/31/C         9. Mori						
5. Welfare Foundation, Inc.         IN         174,652,844         12/31/0           6. Crystal Trust         IN         153,984,393         12/31/0           7. Raskob Foundation for Catholic Activities, Inc.         IN         153,435,967         12/31/0           8. Beatrice P Delany Charitable Trust         IN         104,254,049         10/31/0           9. Robert & Ardis James Foundation         IN         93,384,554         12/31/0           10. The L. E. Phillips Family Foundation, Inc.         IN         85,216,504         2/29/0           DISTRICT OF COLUMBIA           1. The Freedom Forum, Inc.         OP         \$1,057,311,201         12/31/0           2. The Morris and Gwendolyn Cafritz Foundation         IN         725,639,538         4/30/0           3. Public Welfare Foundation, Inc.         IN         605,498,847         10/31/0           4. The Community Foundation for the National Capital Region         CM         383,114,303         3/31/0           5. Wallace Global Fund         IN         289,024,360         12/31/0           6. The Gottesman Fund         IN         267,908,254         8/31/0           7. Hillwood Museum and Gardens Foundation         OP         254,268,803         12/31/0           8. Eugene and Agnes E. Meyer Foundation <t< td=""><td></td><td></td><td></td><td></td></t<>						
6. Crystal Trust         IN         153,984,393         12/31/0           7. Raskob Foundation for Catholic Activities, Inc.         IN         153,435,967         12/31/0           8. Beatrice P. Delany Charitable Trust         IN         104,254,049         10/31/0           9. Robert & Ardis James Foundation         IN         93,384,554         12/31/0           10. The L. E. Phillips Family Foundation, Inc.         IN         85,216,504         2/29/0           DISTRICT OF COLUMBIA           1. The Freedom Forum, Inc.         OP         \$1,057,311,201         12/31/0           2. The Morris and Gwendolyn Cafritz Foundation         IN         725,639,538         4/30/0           3. Public Welfare Foundation, Inc.         IN         605,498,847         10/31/0           4. The Community Foundation for the National Capital Region         CM         383,114,303         3/31/0           5. Wallace Global Fund         IN         289,024,360         12/31/0           6. The Gottesman Fund         IN         267,908,254         8/31/0           7. Hillwood Museum and Gardens Foundation         OP         254,268,803         12/31/0           8. Eugene and Agnes E. Meyer Foundation         IN         170,629,595         12/31/0	-					
7. Raskob Foundation for Catholic Activities, Inc.         IN         153,435,967         12/31/0           8. Beatrice P Delany Charitable Trust         IN         104,254,049         10/31/0           9. Robert & Ardis James Foundation         IN         93,384,554         12/31/0           10. The L. E. Phillips Family Foundation, Inc.         IN         85,216,504         2/29/0           DISTRICT OF COLUMBIA           1. The Freedom Forum, Inc.         OP         \$1,057,311,201         12/31/0           2. The Morris and Gwendolyn Cafritz Foundation         IN         725,639,538         4/30/0           3. Public Welfare Foundation, Inc.         IN         605,498,847         10/31/0           4. The Community Foundation for the National Capital Region         CM         383,114,303         3/31/0           5. Wallace Global Fund         IN         289,024,360         12/31/0           6. The Gottesman Fund         IN         267,908,254         8/31/0           7. Hillwood Museum and Gardens Foundation         OP         254,268,803         12/31/0           8. Eugene and Agnes E. Meyer Foundation         IN         170,629,595         12/31/0           9. Moriah Fund         IN         170,629,595         12/31/0	····*					
8. Beatrice P. Delany Charitable Trust         IN         104,254,049         10/31/0           9. Robert & Ardis James Foundation         IN         93,384,554         12/31/0           10. The L. E. Phillips Family Foundation, Inc.         IN         85,216,504         2/29/0           DISTRICT OF COLUMBIA           1. The Freedom Forum, Inc.         OP         \$1,057,311,201         12/31/0           2. The Morris and Gwendolyn Cafritz Foundation         IN         725,639,538         4/30/0           3. Public Welfare Foundation, Inc.         IN         605,498,847         10/31/0           4. The Community Foundation for the National Capital Region         CM         383,114,303         3/31/0           5. Wallace Global Fund         IN         289,024,360         12/31/0           6. The Gottesman Fund         IN         267,908,254         8/31/0           7. Hillwood Museum and Gardens Foundation         OP         254,268,803         12/31/0           8. Eugene and Agnes E. Meyer Foundation         IN         170,629,595         12/31/0           9. Moriah Fund         IN         170,629,595         12/31/0						
9. Robert & Ardis James Foundation IN 93,384,554 12/31/0 10. The L. E. Phillips Family Foundation, Inc. IN 85,216,504 2/29/0  DISTRICT OF COLUMBIA  1. The Freedom Forum, Inc. OP \$1,057,311,201 12/31/0 2. The Morris and Gwendolyn Cafritz Foundation IN 725,639,538 4/30/0 3. Public Welfare Foundation, Inc. IN 605,498,847 10/31/0 4. The Community Foundation for the National Capital Region CM 383,114,303 3/31/0 5. Wallace Global Fund IN 289,024,360 12/31/0 6. The Gottesman Fund IN 267,908,254 8/31/0 7. Hillwood Museum and Gardens Foundation IN 225,527,850 12/31/0 8. Eugene and Agnes E. Meyer Foundation IN 225,527,850 12/31/0 9. Moriah Fund IN 170,629,595 12/31/0				12/31/0		
10. The L. E. Phillips Family Foundation, Inc.		IN	104,254,049	10/31/0		
DISTRICT OF COLUMBIA           1. The Freedom Forum, Inc.         OP \$1,057,311,201         12/31/0           2. The Morris and Gwendolyn Cafritz Foundation         IN 725,639,538         4/30/0           3. Public Welfare Foundation, Inc.         IN 605,498,847         10/31/0           4. The Community Foundation for the National Capital Region         CM 383,114,303         3/31/0           5. Wallace Global Fund         IN 289,024,360         12/31/0           6. The Gottesman Fund         IN 267,908,254         8/31/0           7. Hillwood Museum and Gardens Foundation         OP 254,268,803         12/31/0           8. Eugene and Agnes E. Meyer Foundation         IN 225,527,850         12/31/0           9. Moriah Fund         IN 170,629,595         12/31/0		-		12/31/0		
1. The Freedom Forum, Inc.         OP         \$1,057,311,201         12/31/0           2. The Morris and Gwendolyn Cafritz Foundation         IN         725,639,538         4/30/0           3. Public Welfare Foundation, Inc.         IN         605,498,847         10/31/0           4. The Community Foundation for the National Capital Region         CM         383,114,303         3/31/0           5. Wallace Global Fund         IN         289,024,360         12/31/0           6. The Gottesman Fund         IN         267,908,254         8/31/0           7. Hillwood Museum and Gardens Foundation         OP         254,268,803         12/31/0           8. Eugene and Agnes E. Meyer Foundation         IN         225,527,850         12/31/0           9. Moriah Fund         IN         170,629,595         12/31/0		IN	85,216,504	2/29/0		
2. The Morris and Gwendolyn Cafritz Foundation       IN       725,639,538       4/30/0         3. Public Welfare Foundation, Inc.       IN       605,498,847       10/31/0         4. The Community Foundation for the National Capital Region       CM       383,114,303       3/31/0         5. Wallace Global Fund       IN       289,024,360       12/31/0         6. The Gottesman Fund       IN       267,908,254       8/31/0         7. Hillwood Museum and Gardens Foundation       OP       254,268,803       12/31/0         8. Eugene and Agnes E. Meyer Foundation       IN       225,527,850       12/31/0         9. Moriah Fund       IN       170,629,595       12/31/0	DISTRICT OF COLUMBIA					
3. Public Welfare Foundation, Inc.       IN       605,498,847       10/31/0         4. The Community Foundation for the National Capital Region       CM       383,114,303       3/31/0         5. Wallace Global Fund       IN       289,024,360       12/31/0         6. The Gottesman Fund       IN       267,908,254       8/31/0         7. Hillwood Museum and Gardens Foundation       OP       254,268,803       12/31/0         8. Eugene and Agnes E. Meyer Foundation       IN       225,527,850       12/31/0         9. Moriah Fund       IN       170,629,595       12/31/0	1. The Freedom Forum, Inc.	OP	\$1,057,311,201	12/31/0		
4. The Community Foundation for the National Capital Region       CM       383,114,303       3/31/C         5. Wallace Global Fund       IN       289,024,360       12/31/C         6. The Gottesman Fund       IN       267,908,254       8/31/C         7. Hillwood Museum and Gardens Foundation       OP       254,268,803       12/31/C         8. Eugene and Agnes E. Meyer Foundation       IN       225,527,850       12/31/C         9. Moriah Fund       IN       170,629,595       12/31/C	2. The Morris and Gwendolyn Cafritz Foundation	IN	725,639,538	4/30/0		
5. Wallace Global Fund         IN         289,024,360         12/31/0           6. The Gottesman Fund         IN         267,908,254         8/31/0           7. Hillwood Museum and Gardens Foundation         OP         254,268,803         12/31/0           8. Eugene and Agnes E. Meyer Foundation         IN         225,527,850         12/31/0           9. Moriah Fund         IN         170,629,595         12/31/0	3. Public Welfare Foundation, Inc.	IN	605,498,847	10/31/0		
6. The Gottesman Fund         IN         267,908,254         8/31/0           7. Hillwood Museum and Gardens Foundation         OP         254,268,803         12/31/0           8. Eugene and Agnes E. Meyer Foundation         IN         225,527,850         12/31/0           9. Moriah Fund         IN         170,629,595         12/31/0	4. The Community Foundation for the National Capital Region	CM	383,114,303	3/31/0		
7. Hillwood Museum and Gardens Foundation         OP         254,268,803         12/31/C           8. Eugene and Agnes E. Meyer Foundation         IN         225,527,850         12/31/C           9. Moriah Fund         IN         170,629,595         12/31/C	5. Wallace Global Fund	IN	289,024,360	12/31/0		
8. Eugene and Agnes E. Meyer Foundation         IN         225,527,850         12/31/0           9. Moriah Fund         IN         170,629,595         12/31/0	6. The Gottesman Fund	IN	267,908,254	8/31/0		
9. Moriah Fund IN 170,629,595 12/31/0	7. Hillwood Museum and Gardens Foundation	OP	254,268,803	12/31/0		
	8. Eugene and Agnes E. Meyer Foundation	IN	225,527,850	12/31/0		
10. New Mighty Foundation OP 100,704,711 12/31/0	9. Moriah Fund	IN	170,629,595	12/31/0		
	10. New Mighty Foundation	OP	100,704,711	12/31/0		

## TOP FOUNDATIONS by TOTAL GIVING, c.2007

Foundation	Foundation Type <sup>1</sup>	TOTAL GIVING <sup>2</sup>	Fiscal Date
COLORADO			
1. The Denver Foundation	CM	\$65,127,294	12/31/07
2. The Anschutz Foundation	IN	63,076,654	11/30/07
3. Daniels Fund	IN	47,932,111	12/31/07
4. Gates Family Foundation	IN	18,638,168	12/31/07
5. Leptas Foundation Trust	IN	17,845,000	12/31/07
6. The Colorado Trust	IN	16,346,250	12/31/07
7. El Pomar Foundation	IN	15,907,639	12/31/07
8. Charter School Growth Fund	OP	11,014,228	12/31/07
9. Boettcher Foundation	IN	10,634,734	12/31/07
10. The Gill Foundation	IN	9,567,854	12/31/07
CONNECTICUT			
1. GE Foundation	CS	\$91,486,393	12/31/07
2. Boehringer Ingelheim Cares Foundation, Inc.	OP	90,200,348	12/31/07
3. Steven A. and Alexandra M. Cohen Foundation	IN	40,940,135	12/31/07
4. Hartford Foundation for Public Giving	CM	26,214,465	12/31/07
5. Smith Richardson Foundation, Inc.	IN	22,662,415	12/31/07
6. The ZOOM Foundation	IN	20,000,000	6/30/08
7. Newman's Own Foundation	CS	19,516,418	8/31/07
8. The Educational Foundation of America	IN	14,955,702	12/31/07
9. Aetna Foundation, Inc.	CS	13,621,848	12/31/07
10. The Community Foundation for Greater New Have		12,614,531	12/31/07
DELAWARE		12,014,001	12/01/01
1. AstraZeneca Foundation	OP	\$517,675,952	12/31/07
2. Longwood Foundation, Inc.	IN	42,798,418	9/30/08
3. The Kendeda Fund	IN	32,559,121	12/31/07
4. Delaware Community Foundation	CM	13,661,618	6/30/08
5. Mount Cuba Center, Inc.	IN	10,938,500	12/31/07
Stephen and Mary Birch Foundation, Inc.	IN	10,374,000	12/31/07
7. Beatrice P. Delany Charitable Trust	IN	9,637,500	10/31/07
Raskob Foundation for Catholic Activities, Inc.	IN	6,640,769	12/31/07
Welfare Foundation, Inc.	IN	6,516,287	
			12/31/07
10. Rowe Family Foundation  DISTRICT OF COLUMBIA	IN	4,840,000	12/31/07
	CM	¢01 206 201	2/21/00
The Community Foundation for the National Capital Region     The Freedom Foundation	n CM OP	\$91,206,281	3/31/08
2. The Freedom Forum, Inc.		60,798,719	12/31/07
3. Public Welfare Foundation, Inc.	IN	20,699,150	10/31/07
4. New Mighty Foundation	OP	16,779,098	12/31/07
5. The Morris and Gwendolyn Cafritz Foundation	IN	16,374,997	4/30/08
6. Wallace Global Fund	IN	13,607,427	12/31/07
7. The Gottesman Fund	IN	12,973,022	8/31/08
8. The Wyss Foundation	IN	12,900,987	12/31/07
9. Moriah Fund	IN	9,469,688	12/31/07
10. Eugene and Agnes E. Meyer Foundation	IN	8,285,890	12/31/07

<sup>\*</sup>In 2007, the Peninsula Community Foundation and Community Foundation Silicon Valley merged to become the Silicon Valley Community Foundation.



**California topped** all states in actual asset dollar gain

## TOP FOUNDATIONS by ASSETS, c.2007

Foundation	oundati Type <sup>1</sup>	on ASSETS	Fiscal Date
FLORIDA			
1. John S. and James L. Knight Foundation	IN	\$2,618,700,006	12/31/0
2. Publix Super Markets Charities	IN	654,247,907	12/31/0
3. Ted Arison Family Foundation USA, Inc.	IN	577,824,373	12/31/0
4. Wallace H. Coulter Foundation	IN	354,801,131	9/30/0
5. Jessie Ball duPont Fund	IN	326,947,493	12/31/0
6. The Batchelor Foundation, Inc.	CS	316,024,258	6/30/0
7. Turner Global Foundation, Inc.	IN	298,347,123	12/31/0
8. Arthur S. DeMoss Foundation	IN	291,574,845	12/31/0
9. Flight Attendant Medical Research Institute, Inc.	IN	283,466,986	9/30/0
O. The Arthur Vining Davis Foundations	IN	256,932,619	12/31/0
GEORGIA			
1. Robert W. Woodruff Foundation, Inc.	IN	\$2,715,991,495	12/31/
2. The Community Foundation for Greater Atlanta, Inc.	CM	771,651,441	12/31/
3. J. Bulow Campbell Foundation	IN	643,929,564	12/31/
4. The Goizueta Foundation	IN	532,180,270	12/31/
5. The University Financing Foundation, Inc.	OP	407,954,796	12/31/
6. O. Wayne Rollins Foundation	IN	341,835,594	12/31/
7. Zeist Foundation, Inc.	IN	276,297,598	12/31/
8. The Marcus Foundation, Inc.	IN	240,477,196	12/31/
9. Callaway Foundation, Inc.	IN	•••••	
		231,561,689	9/30/
O. The Wilbur and Hilda Glenn Family Foundation	IN	191,139,912	12/31/
HAWAII	OM	\$20E 40C C40	10 (01 (
1. Hawaii Community Foundation	CM	\$385,186,618	12/31/
2. Harold K. L. Castle Foundation	IN	178,943,822	12/31/
3. Consuelo Zobel Alger Foundation	OP	177,523,390	12/31/
4. The Hau'Oli Mau Loa Foundation	OP	147,387,323	4/30/
5. The Clarence T. C. Ching Foundation	CS	124,894,370	12/31/
6. Atherton Family Foundation	IN	103,484,136	12/31/
7. McInerny Foundation	IN	72,759,839	9/30/
8. The Shaw "U.S." Foundation	IN	44,454,363	12/31/
9. HMSA Foundation	IN	41,941,541	12/31/
O. New Moon Foundation	OP	35,985,323	12/31/
IDAHO			
1. J. A. & Kathryn Albertson Foundation, Inc.	IN	\$578,795,013	12/31/
2. J. R. Simplot Foundation, Inc.	IN	134,529,211	9/30/
3. Micron Technology Foundation, Inc.	CS	119,342,807	12/31/
4. Laura Moore Cunningham Foundation, Inc.	IN	100,520,175	8/31/
5. Idaho Community Foundation	CM	72,582,582	12/31/
6. The John F. Nagel Foundation	IN	34,031,221	12/31/
7. The Lightfoot Foundation	IN	26,565,901	2/29/
8. The Julius C. Jeker Foundation, Inc.	IN	21,951,258	12/31/
9. Jeker Family Trust	IN	18,974,492	12/31/
.0. The John H. and Orah I. Brandt Foundation	IN	18,004,465	12/31/
ILLINOIS			, , ,
John D. and Catherine T. MacArthur Foundation	IN	\$7,052,165,312	12/31/0
2. The Chicago Community Trust	CM	1,841,684,803	9/30/0
3. The Joyce Foundation	IN	986,172,775	12/31/0
Terra Foundation for American Art	OP	467,303,192	
5. Pritzker Foundation	IN	463,316,581	6/30/0 12/31/0
		•	
6. Arie and Ida Crown Memorial	IN	451,989,152	12/31/0
7. The Spencer Foundation	IN	449,164,019	3/31/0
8. Polk Bros. Foundation, Inc.	IN	432,331,206	8/31/0
The Irving Harris Foundation	. IN	341,703,781	12/31/0

## TOP FOUNDATIONS by TOTAL GIVING, c.2007

Foundation	Foundation Type <sup>1</sup>	TOTAL GIVING <sup>2</sup>	Fiscal Date
FLORIDA			
1. John S. and James L. Knight Foundation	IN	\$121,267,122	12/31/07
2. Turner Global Foundation, Inc.	IN	50,000,000	12/31/07
3. Arthur S. DeMoss Foundation	IN	37,684,147	12/31/07
4. Flight Attendant Medical Research Institute, Inc.	IN	34,572,010	9/30/08
5. Publix Super Markets Charities	IN	32,172,727	12/31/07
6. The Community Foundation, Inc.	CM	23,606,754	12/31/07
7. Wallace H. Coulter Foundation	IN	23,408,313	9/30/07
8. The C.O.U.Q. Foundation, Inc.	IN	18,615,370	2/28/08
9. Ted Arison Family Foundation USA, Inc.	IN	17,145,685	12/31/07
10. Community Foundation of Tampa Bay, Inc.	CM	13,677,534	6/30/08
GEORGIA			
Robert W. Woodruff Foundation, Inc.	IN	\$95,253,832	12/31/07
2. The Community Foundation for Greater Atlanta, Inc.	c. CM	74,491,445	12/31/07
3. The UPS Foundation	CS	42,253,878	12/31/07
4. The Marcus Foundation, Inc.	IN	39,800,225	12/31/07
5. The Coca-Cola Foundation, Inc.	CS	37,029,520	12/31/07
6. J. Bulow Campbell Foundation	IN	35,087,597	12/31/07
7. O. Wayne Rollins Foundation	IN	21,127,009	12/31/07
8. Bradley-Turner Foundation, Inc.	IN	19,165,100	12/31/07
9. The Arthur M. Blank Family Foundation	IN	18,687,556	12/31/07
10. The Scott Hudgens Family Foundation, Inc.	IN	16,287,620	12/31/07
HAWAII		10,201,020	12/01/01
Hawaii Community Foundation	CM	\$23,282,204	12/31/07
Harold K. L. Castle Foundation	IN	6,922,581	12/31/07
3. Atherton Family Foundation	IN	4,533,248	12/31/07
4. The Shaw "U.S." Foundation	IN	3,237,180	12/31/07
5. McInerny Foundation	IN		
6. Alexander & Baldwin Foundation	CS	2,898,187	9/30/08
7. Samuel N. and Mary Castle Foundation	IN	2,189,934	12/31/07 12/31/07
8. Victoria S. & Bradley L. Geist Foundation	IN	2,080,083	12/31/07
9. First Hawaiian Bank Foundation	CS	2,028,136	12/31/07
Hawaiian Electric Industries Charitable Foundation		1,691,129	÷
IDAHO	1 63	1,091,129	12/31/07
1. J. A. & Kathryn Albertson Foundation, Inc.	IN	\$39,405,860	12/21/07
Micron Technology Foundation, Inc.	CS	8,895,946	12/31/07
			12/31/07
3. Idaho Community Foundation	CM	5,193,228	12/31/07
4. Laura Moore Cunningham Foundation, Inc.	IN	5,161,500	8/31/08
5. Albertson's Stores Charitable Foundation, Inc.	CS IN	1,799,900	1/31/08
6. Harold E. & Phyllis S. Thomas Foundation		1,438,007	12/31/07
7. The John F. Nagel Foundation	IN	1,317,300	12/31/07
8. The Lightfoot Foundation	IN	1,151,668	2/29/08
9. The Julius C. Jeker Foundation, Inc.	IN	942,832	12/31/07
10. The Kasiska Family Foundation	IN	780,000	12/31/07
ILLINOIS		**************************************	40/04/07
John D. and Catherine T. MacArthur Foundation     The Objects Community Texts	IN	\$231,856,772	12/31/07
2. The Chicago Community Trust	CM	115,544,031	9/30/07
3. BP Foundation, Inc.	CS	57,384,701	12/31/07
4. Howard G. Buffett Foundation	IN	57,123,103	12/31/07
5. The Grainger Foundation Inc.	IN	49,340,305	12/31/07
6. Caterpillar Foundation	CS	35,867,750	12/31/07
7. The Joyce Foundation	IN	35,561,248	12/31/07
8. Abbott Fund	CS	26,821,486	12/31/07
9. Polk Bros. Foundation, Inc.	IN	24,169,547	8/31/08
10. Circle of Service Foundation	IN	24,046,856	12/31/07

Foundation Foundation	undati Type¹	on ASSETS	Fiscal Date
INDIANA			
1. Lilly Endowment Inc.	IN	\$7,734,860,156	12/31/07
2. Lumina Foundation for Education, Inc.	IN	1,428,704,028	12/31/07
3. Central Indiana Community Foundation, Inc.	CM	670,306,270	12/31/07
4. Nina Mason Pulliam Charitable Trust	IN	401,344,357	12/31/07
5. Richard M. Fairbanks Foundation, Inc.	IN	374,277,913	12/31/07
6. Dekko Foundation, Inc.	IN	258,953,075	8/31/07
7. John W. Anderson Foundation	IN	241,846,612	12/31/07
8. Regenstrief Foundation, Inc.	IN	184,322,865	6/30/08
9. WellPoint Foundation, Inc.	CS	164,982,380	12/31/07
10. Foellinger Foundation, Inc.	IN	163,790,649	8/31/08
IOWA	1 1		
1. Iowa West Foundation	IN	\$392,964,356	12/31/07
2. Roy J. Carver Charitable Trust	IN	314,360,898	4/30/08
The Community Foundation of Greater Des Moines	CM	185,010,137	12/31/07
4. AEGON Transamerica Foundation	CS	122,825,037	12/31/07
5. The Hall-Perrine Foundation, Inc.	IN		
	IN	115,163,379	12/31/07
6. Wallace Research Foundation	-	103,042,147	12/31/07
7. Matthew and Carolyn Bucksbaum Family Foundation		65,090,631	12/31/07
8. Sehgal Family Foundation	IN	64,333,874	12/31/07
9. Richard O. Jacobson Foundation, Inc.	IN	62,047,894	10/31/08
10. The John K. & Luise V. Hanson Foundation	IN	59,764,824	6/30/08
KANSAS*			
1. Kansas Health Foundation	IN	\$542,077,949	12/31/07
2. Harry J. Lloyd Charitable Trust	IN	126,106,569	12/31/07
3. Dane G. Hansen Foundation	IN	100,411,433	9/30/08
4. Sunderland Foundation	IN	97,487,435	12/31/07
5. Mark and Bette Morris Family Foundation	IN	68,129,465	12/31/07
6. Capitol Federal Foundation	IN	65,115,771	12/31/08
7. Robert M. Beren Foundation, Inc.	IN	64,527,010	10/31/07
8. Wichita Community Foundation	CM	56,988,453	6/30/08
9. Topeka Community Foundation	CM	54,618,000	12/31/07
10. Israel Henry Beren Charitable Trust	IN	53,711,972	12/31/07
KENTUCKY			
1. James Graham Brown Foundation, Inc.	IN	\$477,667,981	12/31/07
2. The Community Foundation of Louisville, Inc.	CM	200,538,573	6/30/08
3. The Humana Foundation, Inc.	CS	83,438,493	12/31/07
4. The Gheens Foundation, Inc.	IN	69,147,101	10/31/08
5. Ray and Kay Eckstein Charitable Trust	IN	65,033,220	12/31/07
6. The Spray Foundation, Inc.	IN	55,461,763	12/31/07
7. Fischer Family Foundation	IN	53,317,003	11/30/07
8. W. L. Lyons Brown Foundation	IN	42,745,137	12/31/07
Blue Grass Community Foundation, Inc.	CM	41,098,129	12/31/07
10. Mildred V. Horn Foundation	IN	35,001,627	12/31/07
LOUISIANA	1	00,001,021	12,01,0.
Baton Rouge Area Foundation	CM	\$563,915,918	12/31/07
• • • • • • • • • • • • • • • • • • • •	OP		
Kemper and Leila Williams Foundation     Baptist Community Ministries	IN	325,564,311	3/31/08 9/30/08
	-	219,992,395	
4. The Greater New Orleans Foundation	CM	192,027,860	12/31/07
5. Irene W. & C. B. Pennington Foundation	IN	165,756,438	12/31/07
6. Joe W. & Dorothy Dorsett Brown Foundation	IN	140,226,952	12/31/07
7. Zemurray Foundation	IN	107,615,502	12/31/07
8. Goldring Family Foundation	IN	84,533,672	11/30/07
9. The Community Foundation of Shreveport-Bossier	CM	82,165,307	12/31/07
10. Eye, Ear, Nose and Throat Foundation	IN	64,376,305	12/31/07

## TOP FOUNDATIONS by TOTAL GIVING, c.2007

Foundation	Foundation Type <sup>1</sup>	TOTAL GIVING <sup>2</sup>	Fiscal Date
INDIANA			
1. Lilly Endowment Inc.	IN	\$341,863,979	12/31/07
2. Lilly Cares Foundation, Inc.	OP	175,211,475	12/31/07
3. Lumina Foundation for Education, Inc.	IN	52,366,865	12/31/07
4. Central Indiana Community Foundation, Inc.	CM	38,539,909	12/31/07
5. Eli Lilly and Company Foundation	CS	28,902,259	12/31/07
6. Richard M. Fairbanks Foundation, Inc.	IN	20,992,205	12/31/0
7. WellPoint Foundation, Inc.	CS	17,763,558	12/31/07
8. Nina Mason Pulliam Charitable Trust	IN	15,162,364	12/31/07
9. Lincoln Financial Foundation	OP	11,845,517	12/31/0
10. Dekko Foundation, Inc.	IN	11,558,131	8/31/07
IOWA			
1. The Community Foundation of Greater Des Moines	s CM	\$26,907,746	12/31/07
2. Iowa West Foundation	IN	25,993,354	12/31/0
3. Roy J. Carver Charitable Trust	IN	16,680,599	4/30/08
4. Principal Financial Group Foundation, Inc.	CS	7,521,251	12/31/0
5. AEGON Transamerica Foundation	CS	5,764,666	12/31/0
6. The Hall-Perrine Foundation, Inc.	IN	5,738,420	12/31/0
7. Wallace Research Foundation	IN	5,321,652	12/31/0
8. Rockwell Collins Charitable Corporation	CS	4,246,140	9/30/08
9. Community Foundation of Northeast Iowa	CM	4,061,664	4/30/08
10. The F. Maytag Family Foundation	IN	2,561,746	12/31/0
KANSAS*			
1. Kansas Health Foundation	IN	\$23,413,000	12/31/0
2. Greater Salina Community Foundation	CM	8,801,822	6/30/08
3. Sprint Foundation	CS	7,518,179	12/31/0
4. Harry J. Lloyd Charitable Trust	IN	7,235,928	12/31/0
5. Sunderland Foundation	IN	4,618,500	12/31/0
6. Rudd Foundation	IN	4,325,757	12/31/0
7. Wichita Community Foundation	CM	4,218,868	6/30/08
8. Claude R. Lambe Charitable Foundation	IN	4,206,140	12/31/0
9. Dane G. Hansen Foundation	IN	3,738,356	9/30/08
10. Capitol Federal Foundation	IN	3,273,324	12/31/0
KENTUCKY			•
1. James Graham Brown Foundation, Inc.	IN	\$20,482,428	12/31/07
2. The Community Foundation of Louisville, Inc.	CM	12,106,305	6/30/08
3. The Humana Foundation, Inc.	CS	5,778,900	12/31/07
4. Yum! Brands Foundation	CS	5,658,433	12/31/07
5. The Gheens Foundation, Inc.	IN	3,843,440	10/31/08
6. Rowland Foundation, Inc.	IN	3,007,800	7/31/07
7. YPI Charitable Trust	IN	2,871,472	5/31/08
8. The Spray Foundation, Inc.	IN	2,600,000	12/31/07
9. Fischer Family Foundation	IN	2,372,675	11/30/07
LO. Blue Grass Community Foundation, Inc.	CM	2,255,851	12/31/07
LOUISIANA			•
1. Baton Rouge Area Foundation	CM	\$16,533,112	12/31/0
2. The Greater New Orleans Foundation	CM	13,492,635	12/31/0
3. Baptist Community Ministries	IN	9,876,041	9/30/08
4. Irene W. & C. B. Pennington Foundation	IN	7,031,438	12/31/0
5. Newcorp, Inc.	OP	6,223,491	12/31/0
6. Zemurray Foundation	IN	5,281,325	12/31/0
7. Goldring Family Foundation	IN	4,706,586	11/30/0
8. The Woldenberg Foundation	IN	4,471,550	12/31/0
9. Joe W. & Dorothy Dorsett Brown Foundation	IN	3,577,160	12/31/0
	IN	3,157,104	12/31/0

<sup>\*</sup>Servant Foundation was omitted from the list because updated fiscal information was not available.

## TOP FOUNDATIONS by ASSETS, c.2007

Foundation Fo	undati Type <sup>1</sup>	on ASSETS	Fiscal Date
MAINE			
1. The Oak Foundation U.S.A.	IN	\$368,420,877	12/31/0
2. The Maine Community Foundation, Inc.	СМ	244,900,766	12/31/0
3. Harold Alfond Foundation	IN	159,875,796	12/31/0
4. Elmina B. Sewall Foundation	IN	153.027.704	9/30/0
5. Libra Foundation	IN	144,955,047	12/31/0
6. Maine Health Access Foundation	IN	129,904,492	12/31/0
7. The Edward E. Ford Foundation	IN	76,332,078	9/30/0
8. Sam L. Cohen Foundation	IN	44,634,830	12/31/0
9. The Sandy River Charitable Foundation	IN	40,716,687	5/31/0
O. Melmac Education Foundation	IN	40,031,154	12/31/0
MARYLAND		10,001,101	12/01/
1. The Annie E. Casey Foundation	IN	\$3,326,105,746	12/31/0
2. The Harry and Jeanette Weinberg Foundation, Inc.	IN	2,480,251,109	2/29/0
3. The Sherman Fairchild Foundation, Inc.	IN	618,266,240	12/31/0
4. The J. Willard and Alice S. Marriott Foundation	IN	468,832,759	12/31/0
5. Eugene B. Casey Foundation	IN	268,774,793	8/31/0
6. France-Merrick Foundation	IN	241,086,112	5/31/0
7. The Abell Foundation, Inc.	IN	223,158,290	12/31/0
8. The Baltimore Community Foundation	CM	193,765,035	12/31/0
9. The Laszlo N. Tauber Family Foundation	IN	160,909,383	12/31/0
O. The Jacob and Hilda Blaustein Foundation, Inc.	IN	141,089,339	12/31/0
MASSACHUSETTS			
1. Barr Foundation	IN	\$1,142,271,401	12/31/0
2. Boston Foundation, Inc.	CM	923,736,000	6/30/0
3. Cummings Foundation	OP	698,395,781	12/31/0
4. Yawkey Foundation II	IN	529,152,772	12/31/0
5. Edward C. Johnson Fund	IN	444,663,067	12/31/0
6. Fidelity Foundation	CS	414,554,258	12/31/0
7. Carl and Ruth Shapiro Family Foundation	IN	323,912,042	12/31/0
8. China Medical Board, Inc.	IN	248,610,137	6/30/0
9. The Highland Street Connection	IN	236,340,446	12/31/0
O. The Paul and Phyllis Fireman Charitable Foundation	IN	231,050,819	12/31/0
MICHIGAN	1 1		
1. W.K. Kellogg Foundation	IN	\$8,058,127,639	8/31/0
2. The Kresge Foundation	IN	3,841,141,731	12/31/0
3. Charles Stewart Mott Foundation	IN	2,714,908,552	12/31/0
4. The Skillman Foundation	IN	583,455,021	12/31/0
5. Community Foundation for Southeast Michigan	CM	678,357,305	12/31/0
6. The Herbert H. and Grace A. Dow Foundation	IN	517,363,246	12/31/0
7. John E. Fetzer Institute, Inc.	OP	493,666,493	6/30/0
8. Kalamazoo Community Foundation	CM	287,717,771	12/31/0
9. Ruth Mott Foundation	IN	252,856,877	12/31/
O. Grand Rapids Community Foundation	CM	235,833,233	6/30/0

## TOP FOUNDATIONS by TOTAL GIVING, c.2007

Foundation	Foundation Type <sup>1</sup>	TOTAL GIVING <sup>2</sup>	Fiscal Date
MAINE			
1. The Oak Foundation U.S.A.	IN	\$28,721,715	12/31/07
2. The Maine Community Foundation, Inc.	CM	16,218,149	12/31/07
3. Libra Foundation	IN	11,551,515	12/31/07
4. Elmina B. Sewall Foundation	IN	8,733,000	9/30/08
5. Harold Alfond Foundation	IN	4,966,973	12/31/07
6. TD Charitable Foundation	cs	4,330,803	12/31/07
7. Maine Health Access Foundation	IN	4,330,713	12/31/07
8. The Edward E. Ford Foundation	IN	2,726,586	9/30/07
9. The Sandy River Charitable Foundation	IN	2,453,466	5/31/08
10. Ray of Hope Foundation	IN	2,091,071	12/31/07
MARYLAND			
1. The Annie E. Casey Foundation	IN	\$192,006,321	12/31/07
2. The Harry and Jeanette Weinberg Foundation, Inc.	IN	99,570,742	2/29/08
3. Eugene B. Casey Foundation	IN	34,261,900	8/31/08
4. The Ellison Medical Foundation	IN	32,633,253	12/31/07
5. The Baltimore Community Foundation	CM	29,990,076	12/31/07
6. The J. Willard and Alice S. Marriott Foundation	IN	24,737,805	12/31/07
7. The Sherman Fairchild Foundation, Inc.	IN	17,461,281	12/31/07
8. HRLD Foundation, Inc.	IN	12,452,863	12/31/07
9. France-Merrick Foundation	IN	12,001,936	5/31/08
10. The Abell Foundation. Inc.	IN	10,136,876	12/31/07
MASSACHUSETTS	1		==, -=, -:
Genzyme Charitable Foundation, Inc.	OP	\$82,315,884	12/31/07
2. Boston Foundation, Inc.	CM	78,664,000	6/30/08
3. Citizens Programs Corporation	IN	72,192,612	6/30/08
4. The Henry Kendall Trust	IN	47,081,200	12/31/08
5. Barr Foundation	IN	45,055,701	12/31/07
6. Edward C. Johnson Fund	IN	37,728,809	12/31/07
7. Yawkey Foundation II	IN	27,497,000	12/31/07
8. Fidelity Foundation	CS	22,502,303	12/31/07
Dr. Miriam and Sheldon G. Adelson Medical Research Foundati	on IN	21,589,776	12/31/07
10. Sumner M. Redstone Charitable Foundation	IN	16,022,055	12/31/07
MICHIGAN	1 "" 1	,	:,,
1. W.K. Kellogg Foundation	IN	\$272,511,561	8/31/08
2. Jay and Betty Van Andel Foundation	IN	205,265,000	12/31/07
3. The Kresge Foundation	IN	178,518,389	12/31/07
4. Charles Stewart Mott Foundation	IN	135,868,710	12/31/07
5. The Ave Maria Foundation	IN	67,775,925	12/31/07
6. Community Foundation for Southeast Michigan	CM	51,279,257	12/31/07
7. The Richard and Helen DeVos Foundation	IN	42,073,127	12/31/07
8. The Dow Chemical Company Foundation	CS	40,889,095	12/31/07
9. The Skillman Foundation	IN	26,011,361	12/31/07
10. The Herbert H. and Grace A. Dow Foundation	IN	23,481,744	12/31/07
20. The final distance of the final distance		20,701,777	12,01,01



Nebraska experienced the most rapid rate of growth in giving

	Foundatio	on	
Foundation	Type <sup>1</sup>	ASSETS	Fiscal Date
MINNESOTA			
1. The McKnight Foundation	IN	\$2,316,874,276	12/31/07
2. Bush Foundation	IN	905,299,291	12/31/07
3. Fred C. and Katherine B. Andersen Foundation	IN	817,604,041	12/31/07
4. The Saint Paul Foundation	CM	763,057,187	12/31/07
5. The Minneapolis Foundation	CM	689,426,201	3/31/08
6. Otto Bremer Foundation	IN	615,761,975	12/31/07
7. The Blandin Foundation  8. Northwest Area Foundation	IN	472,839,298	12/31/07
	IN	466,353,191	3/31/08
9. Minnesota Community Foundation	CM	213,139,565	12/31/07
10. The Jay and Rose Phillips Family Foundation  MISSISSIPPI	IN	211,579,655	12/31/07
The Luckyday Foundation	IN	\$116,904,501	12/31/07
2. The Bower Foundation, Inc.	IN	93,759,025	12/31/07
3. Maddox Foundation	IN	87,127,285	12/31/07
4. The Community Foundation, Inc.	IN	65,723,690	12/31/07
5. The Gertrude C. Ford Foundation, Inc.	IN	63,267,401	12/31/07
	IN	57,421,802	12/31/07
The Riley Foundation     Blue Cross & Blue Shield of Mississippi Foundation		49,758,903	
8. Phil Hardin Foundation	II GS IN	47,521,164	12/31/07
9. The Robert M. Hearin Foundation	IN	45,995,634	12/31/07
10. Gulf Coast Community Foundation	CM	44,348,601	6/30/07
MISSOURI	CIVI	44,346,001	6/30/08
Ewing Marion Kauffman Foundation	IN	\$2,403,973,679	12/31/07
	CM	1,183,724,020	
2. Greater Kansas City Community Foundation	IN		12/31/07
Hall Family Foundation     A. James S. McDonnell Foundation	IN	922,669,158	12/31/07
Muriel McBrien Kauffman Foundation	IN	609,739,365 355,248,926	12/31/07 12/31/07
William T. Kemper Foundation	IN	321,179,199	10/31/07
7. The Danforth Foundation	IN	189,611,950	5/31/08
Community Foundation of the Ozarks	CM	141,487,981	6/30/08
Greater Saint Louis Community Foundation	CM	140,319,995	3/31/08
10. The Francis Family Foundation	IN	138,275,282	12/31/07
MONTANA	""	100,210,202	12/31/01
Dennis & Phyllis Washington Foundation, Inc.	cs	\$193,413,843	12/31/07
The Bair Ranch Foundation	IN	100,566,236	12/31/07
Gianforte Family Charitable Trust	IN	77,095,718	12/31/07
Montana Community Foundation	CM	62,990,203	6/30/07
5. Charles M. Bair Family Trust	IN	34,754,122	4/30/08
6. Browning-Kimball Foundation	IN	18,313,305	12/31/07
7. Haynes Foundation	IN	17,460,955	3/31/08
8. O. P. and W. E. Edwards Foundation, Inc.	IN	13,795,414	8/31/08
9. Jack Creek Preserve Foundation, Inc.	OP	12,754,408	9/30/08
10. Town Pump Charitable Foundation	IN	12,344,032	12/31/07
NEBRASKA	1 "" [	12,044,002	12/01/01
The Susan Thompson Buffett Foundation	IN	\$3,907,771,072	12/31/07
2. Omaha Community Foundation	CM	471,122,114	12/31/07
3. Peter Kiewit Foundation	IN	401,633,697	6/30/08
4. The Sherwood Foundation	IN	240,440,461	12/31/07
5. Lozier Foundation	IN	225,163,144	12/31/07
6. Lincoln Community Foundation, Inc.	CM	87,688,211	12/31/07
7. The Holland Foundation	IN	84,447,000	12/31/07
8. Eagle Foundation	IN	82,750,012	12/31/07
9. Hirschfeld Family Foundation, Inc.	IN	55,212,733	8/31/08
Neitz Family Foundation	IN	32,663,296	8/31/08
		02,000,200	5/01/00

## TOP FOUNDATIONS by TOTAL GIVING, c.2007

Foundation	Foundation Type <sup>1</sup>	TOTAL GIVING <sup>2</sup>	Fiscal Date
MINNESOTA	, ,		,
1. The McKnight Foundation	IN	\$93,689,666	12/31/07
2. The Minneapolis Foundation	CM	49,540,078	3/31/08
3. The Saint Paul Foundation	CM	42,422,608	12/31/07
4. Bush Foundation	IN	38,567,884	12/31/07
5. Fred C. and Katherine B. Andersen Foundation	IN	36,479,528	12/31/07
6. Otto Bremer Foundation	IN	28,981,712	12/31/07
7. Northwest Area Foundation	IN	24,062,900	3/31/08
8. The Medtronic Foundation	CS	23,392,823	4/30/08
9. 3M Foundation	CS	21,012,195	12/31/07
10. General Mills Foundation	CS	21,000,000	5/31/08
MISSISSIPPI			
1. Mississippi Common Fund Trust	IN	\$12,058,511	6/30/07
2. Gilmore Sanitarium, Inc.	IN	7,756,692	5/31/08
3. Gulf Coast Community Foundation	CM	5,521,739	6/30/07
4. Foundation for the Mid South	CM	5,513,801	12/31/07
5. The Luckyday Foundation	IN	5,376,448	12/31/07
6. The Bower Foundation, Inc.	IN	4,351,051	12/31/07
7. The Community Foundation, Inc.	IN		<u> </u>
8. The Gertrude C. Ford Foundation, Inc.	IN	3,465,000	12/31/07
,		2,909,850	12/31/07
9. Community Foundation of Greater Jackson	CM	2,702,359	3/31/08
10. The Robert M. Hearin Foundation	i IN	2,305,000	11/30/07
MISSOURI	014	*400 00F 040	40/04/07
1. Greater Kansas City Community Foundation	CM	\$192,905,943	12/31/07
2. Ewing Marion Kauffman Foundation	IN	74,166,806	12/31/07
3. The Danforth Foundation	IN	39,487,576	5/31/08
4. Hall Family Foundation	IN	31,034,512	12/31/07
5. Emerson Charitable Trust	CS	24,405,611	9/30/07
6. James S. McDonnell Foundation	IN	19,056,137	12/31/07
7. Greater Saint Louis Community Foundation	CM	14,426,898	3/31/08
8. Muriel McBrien Kauffman Foundation	IN	12,974,777	12/31/07
9. William T. Kemper Foundation	IN	10,675,518	10/31/07
10. Monsanto Fund	CS	10,482,599	12/31/07
MONTANA			
1. O. P. and W. E. Edwards Foundation, Inc.	IN	\$4,182,048	8/31/08
2. The Bair Ranch Foundation	IN	3,600,000	12/31/07
3. Montana Community Foundation	CM	3,288,564	6/30/08
4. Gilhousen Family Foundation	IN	1,852,401	12/31/07
5. Charles M. Bair Memorial Trust	IN	1,682,095	1/31/2009
6. Dennis & Phyllis Washington Foundation, Inc.	CS	1,590,161	12/31/07
7. Gianforte Family Charitable Trust	IN	1,385,814	12/31/07
8. First Interstate BancSystem Foundation, Inc.	CS	1,243,990	12/31/07
9. Charles M. Bair Family Trust	IN	1,036,343	4/30/08
10. Haynes Foundation	IN	920,000	3/31/09
NEBRASKA	1 "" 1	525,555	: -,,
The Susan Thompson Buffett Foundation	IN	\$202 684 478	12/31/07
The Sherwood Foundation	IN	\$202,684,478 63 225 776	12/31/07
		63,225,776	12/31/07
3. Omaha Community Foundation	CM	57,627,570	12/31/07
4. Buffett Early Childhood Fund	IN	19,147,595	12/31/07
5. Peter Kiewit Foundation	IN	17,179,261	6/30/08
6. Lozier Foundation	IN	10,965,603	12/31/07
7. Union Pacific Foundation	CS	9,513,958	12/31/07
8. Weitz Family Foundation	IN	5,451,456	8/31/08
9. Lincoln Community Foundation, Inc.	CM	4,638,964	12/31/07
10. Durham Foundation	IN	3,937,257	12/31/07

## TOP FOUNDATIONS by ASSETS, c.2007

NEVADA			
1. Donald W. Reynolds Foundation	IN	\$1,160,000,365	12/31/0
2. Conrad N. Hilton Foundation	IN	1,107,953,389	2/28/0
3. The Skip Viragh Foundation, Inc.	IN	339,367,046	6/30/0
4. E. L. Wiegand Foundation	IN	143,474,740	10/31/0
5. Cyrus Tang Foundation	IN	134,210,061	12/31/0
6. The Cord Foundation	IN	115,556,116	12/31/0
7. Nell J. Redfield Foundation	IN	89,390,191	12/31/0
8. Thomas Spiegel Family Foundation	IN	77,036,549	12/31/0
9. Engelstad Family Foundation	IN	62,775,788	12/31/0
10. James H. Clark Charitable Foundation	IN	60,263,615	3/31/0
NEW HAMPSHIRE			
1. The New Hampshire Charitable Foundation	СМ	\$489,631,040	12/31/0
2. Endowment for Health, Inc.	IN	90,405,184	9/30/0
3. Foundation for Seacoast Health	IN	79,122,552	12/31/0
4. The Taylor Home	OP	77,256,829	4/30/0
5. Cogswell Benevolent Trust	IN	33,143,721	12/31/0
6. Agnes M. Lindsay Trust	IN	30,474,237	12/31/0
7. The Trust Family Foundation	IN	25,598,909	12/31/0
8. Putnam Foundation	IN	23,580,277	10/31/0
9. Annie Rowell Intervivos Trust	IN	19,199,859	6/30/0
10. The Penates Foundation	IN	19,198,018	8/31/0
NEW JERSEY			-,, -
The Robert Wood Johnson Foundation	IN	\$10,730,549,952	12/31/0
2. Hess Foundation, Inc.	IN	672,999,333	11/30/0
3. F. M. Kirby Foundation, Inc.	IN	566,112,528	12/31/0
4. Verizon Foundation	CS	400,193,809	12/31/0
5. Geraldine R. Dodge Foundation, Inc.	IN	310,584,974	12/31/0
6. The Russell Berrie Foundation	IN	298,350,423	12/31/0
7. Victoria Foundation, Inc.	IN	235,785,601	12/31/0
Community Foundation of New Jersey	CM	227,983,325	12/31/0
The Healthcare Foundation of New Jersey	IN	178,067,271	12/31/0
10. The Henry and Marilyn Taub Foundation	IN	165,412,460	12/31/0
NEW MEXICO		103,412,400	12/31/0
1. J. F Maddox Foundation	IN	\$248,391,104	12/21/0
2. Lannan Foundation	IN	239,359,449	12/31/0
McCune Charitable Foundation			12/31/0
	IN	144,073,293	12/31/0
4. Messengers of Healing Winds Foundation	IN CM	61,027,606	12/31/0
5. Albuquerque Community Foundation	CM	52,524,459	6/30/0
6. Eugene V. & Clare E. Thaw Charitable Trust	IN	51,823,256	12/31/0
7. The R. D. & Joan Dale Hubbard Foundation	IN	46,508,838	12/31/0
8. The Frost Foundation, Ltd.	IN	38,768,358	12/31/0
9. The New Mexico Community Foundation	CM	34,741,983	12/31/0
10. Santa Fe Community Foundation	CM	29,529,058	12/31/0
NEW YORK		440.700.00===	
1. The Ford Foundation	IN	\$13,798,807,066	9/30/0
2. The Andrew W. Mellon Foundation	IN	6,539,865,392	12/31/0
3. The Rockefeller Foundation	IN	4,615,428,564	12/31/0
4. Carnegie Corporation of New York	IN	3,073,837,326	9/30/0
5. The Starr Foundation	IN	2,801,697,830	12/31/0
6. The New York Community Trust	CM	2,135,691,023	12/31/0
7. Doris Duke Charitable Foundation	IN	2,079,833,758	12/31/0
Q Alfred D Clean Foundation	IN	1,940,925,266	12/31/0
8. Alfred P. Sloan Foundation			

Foundation I	Foundation Type <sup>1</sup>	TOTAL GIVING <sup>2</sup>	Fiscal Date
NEVADA			
1. Donald W. Reynolds Foundation	IN	\$74,169,008	12/31/07
2. Conrad N. Hilton Foundation	IN	42,436,802	2/28/08
3. Engelstad Family Foundation	IN	30,553,665	12/31/07
4. Greenspun Family Foundation	IN	9,889,053	12/31/07
5. Lied Foundation Trust	IN	8,416,010	12/31/07
6. Community Foundation of Western Nevada	CM	7,850,994	12/31/07
7. Nevada Community Foundation, Inc.	CM	6,758,447	6/30/08
8. E. L. Wiegand Foundation	IN	6,650,171	10/31/07
9. The Cord Foundation	IN	6,022,900	12/31/07
10. Cyrus Tang Foundation	IN	5,776,273	12/31/07
NEW HAMPSHIRE	1 114	3,110,213	12/31/01
The New Hampshire Charitable Foundation	СМ	¢22 772 //20	12/21/07
	IN	\$33,773,420	12/31/07
2. The Jack and Dorothy Byrne Foundation, Inc.		3,192,295	12/31/07
3. Putnam Foundation	IN	2,133,855	10/31/07
4. Agnes M. Lindsay Trust	IN	1,752,914	12/31/07
5. The Trust Family Foundation	IN	1,481,335	12/31/07
6. The Penates Foundation	IN	1,359,940	8/31/08
7. Endowment for Health, Inc.	IN	1,358,001	9/30/08
8. Cogswell Benevolent Trust	IN	1,322,593	12/31/07
9. HNHfoundation	IN	1,078,564	12/31/07
10. Annie Rowell Intervivos Trust	IN	1,025,388	6/30/08
NEW JERSEY			
1. The Robert Wood Johnson Foundation	IN	\$329,322,323	12/31/07
2. Janssen Ortho Patient Assistance Foundation, Inc.	OP	259,736,936	12/31/07
3. Sanofi-Aventis Patient Assistance Foundation	CS	177,414,396	12/31/07
4. The Roche Patient Assistance Foundation	OP	170,175,708	12/31/07
5. Wyeth Pharmaceutical Assistance Foundation	OP	142,044,959	12/31/07
6. Merck Patient Assistance Program, Inc.	OP	119,936,852	12/31/07
7. Johnson & Johnson Family of Companies Contribution Fun	d CS	58,734,462	12/31/07
8. Verizon Foundation	CS	51,027,185	12/31/07
9. Matan B'Seter Foundation, Inc.	IN	47,415,000	11/30/07
10. The Merck Company Foundation	CS	44,085,873	12/31/07
NEW MEXICO	1 1	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	. , , , ,
1. J. F Maddox Foundation	IN	\$9,119,574	12/31/07
2. Lannan Foundation	IN	8,462,738	12/31/07
McCune Charitable Foundation	IN	6,909,851	<del>:</del>
McCurie Charlable Foundation     The New Mexico Community Foundation	CM		12/31/07
5. Robert W. Umbach Cancer Foundation, Inc.	OP OP	5,834,346	12/31/07
		5,091,244	12/31/07
6. Eugene V. & Clare E. Thaw Charitable Trust	IN	4,417,468	12/31/07
7. Messengers of Healing Winds Foundation	IN	3,867,600	12/31/07
8. Santa Fe Community Foundation	CM	3,157,444	12/31/07
9. Albuquerque Community Foundation	CM	3,153,207	6/30/08
10. The Frost Foundation, Ltd.	IN	2,763,326	12/31/07
NEW YORK			
1. The Ford Foundation	IN	\$583,915,463	9/30/07
2. The Andrew W. Mellon Foundation	IN	300,198,561	12/31/07
3. The Bristol-Myers Squibb Patient Assistance Foundation, In	ic. OP	235,562,386	12/31/07
4. The Starr Foundation	IN	207,284,873	12/31/07
5. The New York Community Trust	CM	166,053,450	12/31/07
6. The Rockefeller Foundation	IN	162,956,223	12/31/07
7. Carnegie Corporation of New York	IN	101,314,879	9/30/08
8. Citi Foundation	CS	96,422,843	12/31/07
9. Doris Duke Charitable Foundation	IN	95,711,333	12/31/07
10. Open Society Institute	OP	83,442,116	12/31/07

Foundation			
Foundation	Type <sup>1</sup>	ASSETS	Fiscal Date
NORTH CAROLINA	,		
1. The Duke Endowment	IN	\$3,344,776,129	12/31/0
2. Foundation For The Carolinas	CM	801,483,218	12/31/0
3. Burroughs Wellcome Fund	IN	731,595,487	8/31/0
4. Kate B. Reynolds Charitable Trust	IN	600,906,174	8/31/0
5. The Leon Levine Foundation	IN	342,008,507	6/30/0
6. The Wachovia Wells Fargo Foundation, Inc.	CS	329,114,112	12/31/0
7. The Winston-Salem Foundation	CM	253,435,307	12/31/0
8. The Morehead-Cain Foundation	IN	223,638,095	6/30/0
9. John William Pope Foundation	IN	189,681,264	6/30/0
O. Mary Reynolds Babcock Foundation, Inc.	IN	188,770,776	12/31/0
NORTH DAKOTA			
1. Fargo-Moorhead Area Foundation	CM	\$50,380,063	12/31/0
2. The Barry Foundation	IN	49,448,025	12/31/0
3. North Dakota Community Foundation	CM	40,773,363	12/31/0
4. The R. B. Nordick Foundation	IN	37,109,168	12/31/0
5. North Dakota Natural Resources Trust, Inc.	IN	18,362,333	12/31/0
6. Tom and Frances Leach Foundation, Inc.	IN	13,824,181	12/31/0
7. Scheels All Sports Foundation	IN	12,699,738	12/31/0
8. L. W. Huncke Foundation	IN	10,902,750	9/30/0
9. Alex Stern Family Foundation	IN	10,156,203	12/31/0
LO. Dakota Foundation	IN	8,920,962	12/31/0
ОНІО			
1. The Cleveland Foundation	CM	\$2,183,913,190	12/31/0
2. The Columbus Foundation and Affiliated Organizations	CM	1,045,016,666	12/31/
3. The Greater Cincinnati Foundation	CM	518,758,310	12/31/0
4. The George Gund Foundation	IN	512,636,215	12/31/
5. Mathile Family Foundation	IN	354,068,870	11/30/
6. The Dayton Foundation	CM	327,628,228	6/30/
7. Osteopathic Heritage Foundations	IN	283,949,153	12/31/
8. Jack N. and Lilyan Mandel Foundation	IN	278,849,661	12/31/
9. Carol & Ralph Haile, Jr. Foundation	IN	244,839,916	12/31/
10. Saint Luke's Foundation of Cleveland, Ohio	IN	229,782,994	12/31/0
OKLAHOMA			
1. Tulsa Community Foundation	СМ	\$3,740,241,151	12/31/
2. The Samuel Roberts Noble Foundation, Inc.	IN	1,484,451,635	12/31/
3. The J. E. and L. E. Mabee Foundation, Inc.	IN	803,644,047	8/31/0
4. Oklahoma City Community Foundation, Inc.	CM	563,527,952	6/30/0
5. The William K. Warren Foundation	IN	538,105,764	12/31/0
6. Inasmuch Foundation	IN	289,146,234	6/30/0
7. Presbyterian Health Foundation	IN	205,372,774	9/30/0
8 Mary K Chanman Foundation	IN	204 764 522	17/31/1
Mary K. Chapman Foundation     Charles and Lynn Schusterman Family Foundation	IN IN	204,764,522 174,851,566	12/31/0 12/31/0

## TOP FOUNDATIONS by TOTAL GIVING, c.2007

Foundation	Foundation Type <sup>1</sup>	TOTAL GIVING <sup>2</sup>	Fiscal Date
NORTH CAROLINA			
1. GlaxoSmithKline Patient Access Programs Foundation	on OP	\$344,193,427	12/31/07
2. The Bank of America Charitable Foundation, Inc.	CS	188,236,685	12/31/07
3. The Duke Endowment	IN	164,837,762	12/31/07
4. Foundation For The Carolinas	CM	106,345,459	12/31/07
5. The Wachovia Wells Fargo Foundation, Inc.	CS	96,909,222	12/31/07
6. The Winston-Salem Foundation	CM	31,356,354	12/31/07
7. Burroughs Wellcome Fund	IN	29,445,222	8/31/07
8. Kate B. Reynolds Charitable Trust	IN	21,875,498	8/31/07
9. Lowe's Charitable and Educational Foundation	CS	19,368,491	1/31/08
10. Z. Smith Reynolds Foundation, Inc.	IN	17,020,995	12/31/07
NORTH DAKOTA			
1. Fargo-Moorhead Area Foundation	CM	\$5,077,387	12/31/07
2. The Barry Foundation	IN	2,755,643	12/31/07
3. MDU Resources Foundation	CS	1,998,355	12/31/07
4. The R. B. Nordick Foundation	IN	1,503,060	12/31/07
5. North Dakota Community Foundation	CM	1,405,193	12/31/07
6. Tom and Frances Leach Foundation, Inc.	IN	600,000	12/31/07
7. Scheels All Sports Foundation	IN	560,100	12/31/07
8. L. W. Huncke Foundation	IN	480,000	9/30/07
9. Alex Stern Family Foundation	IN	474,172	12/31/07
10. North Dakota Natural Resources Trust, Inc.	IN	465,647	12/31/07
ОНІО			
The Columbus Foundation and Affiliated Organization	s CM	\$110,778,929	12/31/07
2. The Cleveland Foundation	СМ	70,130,377	12/31/07
3. The Dayton Foundation	CM	41,453,544	6/30/08
4. The Greater Cincinnati Foundation	СМ	39,998,633	12/31/07
5. Macy's Foundation	CS	27,350,566	2/2/08
6. The Wexner Family Charitable Fund	IN	24,906,668	12/31/07
7. The Lerner Foundation	IN	23,774,116	12/31/07
8. Nationwide Foundation	CS	23,045,166	12/31/07
9. NCC Charitable Foundation	CS	22,550,204	6/30/08
10. Mathile Family Foundation	IN	20,382,892	11/30/07
OKLAHOMA	1 1		:,,
1. Tulsa Community Foundation	СМ	\$87,148,870	12/31/07
2. The J. E. and L. E. Mabee Foundation, Inc.	IN	40,299,190	8/31/08
3. The William K. Warren Foundation	IN	23,946,158	12/31/07
4. Oklahoma City Community Foundation, Inc.	СМ	21,977,396	6/30/08
5. Inasmuch Foundation	IN	15,648,148	6/30/08
6. The Samuel Roberts Noble Foundation, Inc.	IN	11,462,026	12/31/07
7. Communities Foundation of Oklahoma	CM	10,356,896	6/30/08
8. The Anne and Henry Zarrow Foundation	IN	9,167,360	12/31/07
9. E. L. and Thelma Gaylord Foundation	IN	7,833,295	12/31/07
10. Mary K. Chapman Foundation	IN	7,437,910	12/31/07
10. mary 10 original Foundation	I IIV	1,451,310	12/31/01



# **New York foundations** reported the largest amount of giving overall

## TOP FOUNDATIONS by ASSETS, c.2007

Foundation			
Foundation	Type <sup>1</sup>	ASSETS	Fiscal Date
OREGON			
1. The Oregon Community Foundation	CM	\$1,214,148,698	12/31/0
2. The Ford Family Foundation	IN	682,982,243	12/31/0
3. Meyer Memorial Trust	IN	680,458,704	3/31/0
4. The Lemelson Foundation	IN	388,379,666	12/31/0
5. The Collins Foundation	IN	209,689,288	12/31/0
6. James F. & Marion L. Miller Foundation	IN	203,011,658	12/31/0
7. Maybelle Clark Macdonald Fund	IN	135,598,731	6/30/
8. Ann and Bill Swindells Charitable Trust	IN	119,276,642	12/31/
9. Knight Foundation	IN	110,394,683	12/31/
.0. The Jeld-Wen Foundation	CS	66,538,452	12/31/
PENNSYLVANIA			
1. Richard King Mellon Foundation	IN	\$2,219,250,223	12/31/
2. The Heinz Endowments	IN	1,686,008,063	12/31/
3. John Templeton Foundation	IN	1,521,282,234	12/31/
4. The William Penn Foundation	IN	1,471,109,210	12/31/
5. The Pittsburgh Foundation	CM	784,867,282	12/31/
6. Longwood Gardens, Inc.	OP	722,056,581	9/30/
7. Alcoa Foundation	CS	591,063,051	
		••••••	12/31/
8. Colcom Foundation	IN	504,937,663	12/31/
9. McCune Foundation	IN	466,641,966	9/30/
O. Claude Worthington Benedum Foundation	IN	454,956,820	12/31/
RHODE ISLAND			
1. The Rhode Island Foundation	CM	\$609,912,911	12/31/
2. The Champlin Foundations	IN	456,374,583	12/31/
3. van Beuren Charitable Foundation, Inc.	IN	130,767,524	12/31/
4. Dorot Foundation	IN	83,295,650	3/31/
5. CVS Caremark Charitable Trust, Inc.	CS	74,198,675	12/31/
6. Newport Restoration Foundation	OP	61,339,766	12/31/
7. Jonathan M. Nelson Family Foundation	IN	51,828,813	12/31/
8. M. G. Davis Trust	IN	49,178,790	12/31/
9. The Feinstein Foundation, Inc.	IN	47,090,177	12/31/
O. Rhoda M. Hellmann Trust f/b/o American Cancer Society, et al	. IN	31,161,486	12/31/
SOUTH CAROLINA			
1. Drs. Bruce and Lee Foundation	IN	\$165,908,721	12/31/
2. Coastal Community Foundation of South Carolina	CM	138,022,941	6/30/
3. The Spartanburg County Foundation	CM	104,737,392	12/31/
4. Central Carolina Community Foundation	CM	96,045,198	6/30/
5. Blue Cross and Blue Shield of South Carolina Foundation	CS	91,664,213	12/31/
6. J. Marion Sims Foundation, Inc.	IN	84,187,880	9/30/
7. Mary Black Foundation, Inc.	IN	78,582,739	6/30/
8. The Abney Foundation	IN	53,249,121	12/31/
9. The Graham Foundation	IN	50,828,836	8/31/
O. Community Foundation of the Lowcountry	CM	44,932,034	6/30/
		/,	-, -0,

## TOP FOUNDATIONS by TOTAL GIVING, c.2007

Foundation	Foundation Type <sup>1</sup>	TOTAL GIVING <sup>2</sup>	Fiscal Date
OREGON			
1. The Oregon Community Foundation	CM	\$50,980,877	12/31/07
2. The Ford Family Foundation	IN	40,224,684	12/31/07
3. Intel Foundation	CS	39,434,599	12/31/07
4. Meyer Memorial Trust	IN	28,000,000	3/31/08
5. Knight Foundation	IN	20,007,206	12/31/07
6. Ann and Bill Swindells Charitable Trust	IN	16,259,774	12/31/07
7. The Lemelson Foundation	IN	13,357,383	12/31/07
8. NIKE Foundation	CS	11,939,843	5/31/08
9. The Collins Foundation	IN	9,174,505	12/31/07
10. Maybelle Clark Macdonald Fund	IN	7,982,430	6/30/08
PENNSYLVANIA			
1. Richard King Mellon Foundation	IN	\$109,215,672	12/31/07
2. John Templeton Foundation	IN	68,615,314	12/31/07
3. The William Penn Foundation	IN	61,644,970	12/31/07
4. The Heinz Endowments	IN	58,267,054	12/31/07
5. The Pittsburgh Foundation	CM	31,403,916	12/31/07
6. The Lenfest Foundation, Inc.	IN	30,848,255	6/30/07
7. Alcoa Foundation	CS	28,327,647	12/31/07
8. McCune Foundation	IN	27,079,744	9/30/08
9. Colcom Foundation	IN	23,983,500	12/31/07
10. The Philadelphia Foundation	CM	21,593,401	12/31/07
RHODE ISLAND			
1. The Rhode Island Foundation	CM	\$22,963,604	12/31/07
2. The Champlin Foundations	IN	22,002,335	12/31/07
3. Dorot Foundation	IN	6,187,300	3/31/08
4. van Beuren Charitable Foundation, Inc.	IN	5,164,325	12/31/07
5. CVS Caremark Charitable Trust, Inc.	CS	4,353,218	12/31/07
6. Hasbro Children's Fund, Inc.	CS	3,664,530	12/30/07
7. Hassenfeld Foundation	IN	3,330,448	12/31/07
8. The Carter Family Charitable Trust	IN	2,776,025	6/30/08
9. The Feinstein Foundation, Inc.	IN	2,508,516	12/31/07
10. The Textron Charitable Trust	CS	2,158,108	12/31/07
SOUTH CAROLINA			
1. Coastal Community Foundation of South Carolin	na CM	\$11,182,369	6/30/07
2. Central Carolina Community Foundation	CM	7,866,133	6/30/08
3. The Spartanburg County Foundation	CM	7,663,782	12/31/07
4. Drs. Bruce and Lee Foundation	IN	6,892,050	12/31/07
5. Community Foundation of Greenville, Inc.	CM	4,430,233	12/31/07
6. J M Smith Foundation	CS	3,558,612	2/28/08
7. Community Foundation of the Lowcountry	CM	3,407,778	6/30/07
8. Blue Cross and Blue Shield of South Carolina Foundatio	n CS	3,192,525	12/31/07
9. Phifer/Johnson Foundation	IN	2,830,124	12/31/07
10. The Spaulding-Paolozzi Foundation	IN	2,617,000	12/31/07



The Northeast continued to lead in terms of total number of foundations

Foundation F	oundation Type <sup>1</sup>	n ASSETS	Fiscal Date
SOUTH DAKOTA	Type	ASSETS	riscai Date
1. John T. Vucurevich Foundation	IN	\$118,746,347	12/31/07
	CM		
2. South Dakota Community Foundation	CM	82,337,721	12/31/07
3. Sioux Falls Area Community Foundation		66,986,945	6/30/08
4. Dakota Charitable Foundation, Inc.	IN	40,866,190	12/31/07
5. Opus Prize Foundation	IN	31,393,429	12/31/07
6. Milbank Community Foundation	CM	23,654,403	12/31/07
7. Via-Bradley College of Engineering, South Dakota	IN	23,030,543	12/31/07
8. Branches Foundation	IN	18,185,184	12/31/07
9. Raft Charitable Foundation	IN	15,538,862	12/31/07
10. Larson Foundation	IN	12,272,434	4/30/08
TENNESSEE			:
1. Community Foundation of Middle Tennessee, Inc.	CM	\$437,080,433	12/31/07
2. The MacIellan Foundation, Inc.	IN	390,984,444	12/31/07
3. Community Foundation of Greater Memphis	CM	318,842,001	4/30/08
4. The Assisi Foundation of Memphis, Inc.	IN	244,328,720	12/31/07
5. The Frist Foundation	IN	231,077,045	12/31/07
6. Lyndhurst Foundation	IN	218,752,401	12/31/07
7. East Tennessee Foundation	CM	145,779,776	12/31/07
8. Hyde Family Foundations	IN	145,424,146	12/31/07
9. Benwood Foundation, Inc.	IN	133,972,012	12/31/07
10. The HCA Foundation	CS	116,106,170	12/31/07
TEXAS	•		
1. Houston Endowment Inc.	IN	\$1,745,421,254	12/31/07
2. Kimbell Art Foundation	OP	1,597,504,350	12/31/07
3. The Michael and Susan Dell Foundation	IN	1,398,768,744	12/31/07
4. The Brown Foundation, Inc.	IN	1,301,109,971	6/30/08
5. The Moody Foundation	IN	1,289,965,453	12/31/07
6. The Meadows Foundation, Inc.	IN	1,023,752,838	12/31/07
7. Communities Foundation of Texas, Inc.	CM	754,453,000	6/30/08
8. The Robert A. Welch Foundation	IN	613,952,706	8/31/08
Nelda C. and H. J. Lutcher Stark Foundation	IN	589,384,991	12/31/07
	OP		
10. Menil Foundation, Inc.  UTAH*	UF	572,896,546	6/30/07
	INI	¢E90 E20 907	10/21/07
1. George S. and Dolores Dore Eccles Foundation	IN	\$589,520,897	12/31/07
2. The Jon and Karen Huntsman Foundation	IN	561,835,020	12/31/07
3. The ALSAM Foundation	IN	207,985,752	12/31/07
4. Emma Eccles Jones Foundation	IN	99,634,934	8/31/08
5. Niki Charitable Art Foundation	OP	83,467,387	4/30/08
6. S. J. & Jessie E. Quinney Foundation	IN	77,737,257	12/31/07
7. The GFC Foundation	IN	70,165,697	6/30/08
8. The Louis S. Peery Charitable Foundation	IN	48,491,802	12/31/07
9. Dr. W. C. Swanson Family Foundation, Inc.	IN	42,338,165	12/31/07
10. Willard L. Eccles Charitable Foundation	IN	36,405,351	3/31/08
VERMONT			
1. Vermont Community Foundation	CM	\$167,499,959	12/31/07
2. Woodstock Foundation, Inc.	OP	68,149,874	12/31/07
3. The Windham Foundation, Inc.	OP	49,307,151	10/31/08
4. Frank M. & Olive E. Gilman Foundation	IN	38,047,250	12/31/07
5. The Gibney Family Foundation, Inc.	IN	28,243,635	12/31/07
6. General Education Fund, Inc.	IN	27,850,047	7/31/08
7. Foundation for a Sustainable Future	OP	24,163,543	4/30/07
8. Sills Family Foundation, Inc.	IN	20,708,430	12/31/07
o. o.lo railing roundation, mo.	11.4	20,100,400	12/01/01
9. Richard E. and Deborah L. Tarrant Foundation, Inc.	IN	19,478,073	12/31/07

## TOP FOUNDATIONS by TOTAL GIVING, c.2007

Foundation	oundation Type <sup>1</sup>	TOTAL GIVING <sup>2</sup>	Fiscal Date
SOUTH DAKOTA			
1. Sioux Falls Area Community Foundation	CM	\$5,859,543	6/30/08
2. John T. Vucurevich Foundation	IN	3,080,582	12/31/08
3. South Dakota Community Foundation	CM	2,523,244	12/31/07
4. Via-Bradley College of Engineering, South Dakota	IN	2,290,688	12/31/07
5. Dakota Charitable Foundation, Inc.	IN	2,008,880	12/31/07
6. Opus Prize Foundation	IN	1,295,000	12/31/07
7. Bob & Ginny Peterson Foundation	IN	1,265,509	12/31/07
8. Larson Foundation	IN	1,048,742	4/30/08
9. Branches Foundation	IN	829,586	12/31/07
10. Harvey W. Peters Research Foundation	IN	585,267	6/30/07
TENNESSEE			
1. Community Foundation of Middle Tennessee, Inc.	CM	\$44,399,342	12/31/07
2. Community Foundation of Greater Memphis	CM	36,715,619	4/30/08
3. The Community Foundation of Greater Chattanooga, In	c. CM	21,844,925	12/31/07
4. The Maclellan Foundation, Inc.	IN	18,632,317	12/31/07
5. The Ann and Monroe Carell Foundation	IN	12,568,099	12/31/07
6. Hyde Family Foundations	IN	12,294,210	12/31/07
7. The Poplar Foundation	IN	12,239,275	12/31/07
8. The Harrah's Foundation	CS	11,896,062	12/31/07
9. The Assisi Foundation of Memphis, Inc.	IN	11,820,097	12/31/07
10. Plough Foundation	IN	11,099,085	12/31/07
TEXAS		11,000,000	12/01/01
The T. Boone Pickens Foundation	IN	\$120,425,524	12/31/07
The Michael and Susan Dell Foundation	IN	95,250,084	
Communities Foundation of Texas, Inc.	CM	76,888,000	12/31/07
4. ExxonMobil Foundation	CS		6/30/08
	IN	75,214,761	12/31/07
5. Houston Endowment Inc.	IN	66,260,835	12/31/07
6. The Brown Foundation, Inc.		64,308,170	6/30/08
7. Greater Houston Community Foundation	CM	58,380,000	12/31/07
8. AT&T Foundation	CS	57,772,461	12/31/07
9. The Burnett Foundation	IN	55,119,137	12/31/07
10. The Meadows Foundation, Inc.	IN	32,086,600	12/31/07
UTAH*	1 1		
1. George S. and Dolores Dore Eccles Foundation	IN	\$26,597,096	12/31/07
2. The Sorenson Legacy Foundation	IN	10,615,065	12/31/07
3. The ALSAM Foundation	IN	8,375,922	12/31/07
4. Emma Eccles Jones Foundation	IN	4,935,000	8/31/08
5. The GFC Foundation	IN	4,488,880	6/30/08
6. S. J. & Jessie E. Quinney Foundation	IN	4,417,630	12/31/07
7. Tanner Charitable Trust	IN	4,082,850	12/31/07
8. The Jon and Karen Huntsman Foundation	IN	3,408,000	12/31/07
9. John A. & Telitha E. Lindquist Foundation	IN	2,616,908	12/31/07
10. Dr. W. C. Swanson Family Foundation, Inc.	IN	2,296,482	12/31/07
VERMONT			
1. Vermont Community Foundation	CM	\$15,180,650	12/31/07
2. Richard E. and Deborah L. Tarrant Foundation, Inc.	IN	1,773,130	12/31/07
3. General Education Fund, Inc.	IN	1,641,568	7/31/08
4. The Gibney Family Foundation, Inc.	IN	1,109,582	12/31/07
5. Lintilhac Foundation	IN	1,035,195	6/30/08
6. Amy E. Tarrant Foundation, Inc.	IN	1,022,335	12/31/07
7. Frank M. & Olive E. Gilman Foundation	IN	992,100	12/31/07
8. Sills Family Foundation, Inc.	IN	938,700	12/31/07
9. Castanea Foundation, Inc.	OP	677,841	3/31/08

<sup>\*</sup>The Ray and Tye Noorda Foundation and the Thrasher Research Fund were omitted from the list because updated fiscal information was not available.

## TOP FOUNDATIONS by ASSETS, c.2007

	ındati Type¹	ASSETS	Fiscal Date
VIRGINIA			
1. Jack Kent Cooke Foundation	IN	\$711,258,257	5/31/0
2. Community Foundation Serving Richmond & Central Virginia	CM	385,909,968	12/31/0
3. The Claude Moore Charitable Foundation	IN	242,491,424	12/31/0
4. The Norfolk Foundation	СМ	230,743,563	12/31/0
5. Blue Moon Fund, Inc.	IN	219,018,726	12/31/0
6. Danville Regional Foundation	CS	214,184,788	12/31/0
7. Freddie Mac Foundation	CS	197,542,234	12/31/0
8. Charles G. Koch Charitable Foundation	IN	189,275,926	12/31/0
9. Robins Foundation	IN	145,645,310	12/31/0
LO. Obici Healthcare Foundation, Inc.	IN	108,837,289	3/31/0
WASHINGTON			
1. Bill & Melinda Gates Foundation	IN	\$38,921,022,000	12/31/0
2. Casey Family Programs	OP	2,596,706,893	12/31/0
3. M. J. Murdock Charitable Trust	IN	949,645,467	12/31/0
4. Marguerite Casey Foundation	IN	743,497,946	12/31/0
5. The Seattle Foundation	CM	676,792,933	12/31/0
6. The Norcliffe Foundation	IN	382,662,727	11/30/0
7. Gary E. Milgard Family Foundation	IN	272,893,227	12/31/0
8. The Russell Family Foundation	IN	159,350,047	12/31/0
Washington Research Foundation	IN	156,853,931	6/30/0
10. Apex Foundation	IN	147,371,729	12/31/0
WEST VIRGINIA		,,	// -
The Greater Kanawha Valley Foundation	CM	\$179,079,974	12/31/0
Hazel Ruby McQuain Charitable Trust	IN	157,204,963	12/31/0
3. Clay Foundation, Inc.	IN	65,885,111	10/31/0
4. Bernard McDonough Foundation, Inc.	IN	41,435,336	12/31/0
5. Hugh I. Shott, Jr. Foundation, Inc.	IN	40,171,217	12/31/0
6. The H. P. and Anne S. Hunnicutt Foundation, Inc.	IN	35,407,181	6/30/0
7. Maier Foundation, Inc.	IN	26,972,996	10/31/0
8. Parkersburg Area Community Foundation	CM	24,347,676	6/30/0
9. The Community Foundation for the Ohio Valley, Inc.	CM	23,919,994	6/30/0
10. The Daywood Foundation, Inc.	IN	22,212,635	12/31/0
WISCONSIN		22,212,000	12/01/0
The Lynde and Harry Bradley Foundation, Inc.	IN	\$831,695,847	12/31/0
Greater Milwaukee Foundation	CM	574,010,246	12/31/0
3. The Kern Family Foundation, Inc.	IN	384,417,861	12/31/0
4. Reiman Foundation, Inc.	IN	256,128,564	
5. Kohler Foundation, Inc.	IN	232,489,958	12/31/0 12/31/0
Community Foundation for the Fox Valley Region, Inc.	CM	196,582,546	6/30/0
Madison Community Foundation	CM		
	CS	155,768,495	12/31/0
8. Northwestern Mutual Foundation, Inc.		139,846,263	6/30/0
9. Thrivent Financial for Lutherans Foundation	CS	108,994,900	12/31/0
.0. Pleasant T. Rowland Foundation, Inc.	IN	99,017,626	12/31/0
	INI	\$4.7F CO7.000	4/20/0
1. The Lynn and Foster Friess Family Foundation	IN	\$175,607,290	4/30/0
2. Whitney Benefits, Inc.	IN	136,196,582	6/30/0
3. Cumming Foundation	IN	67,671,737	12/31/0
4. The McMurry Foundation	IN	66,936,086	12/31/0
5. Wyoming Community Foundation	CM	64,251,387	12/31/0
6. The Robert S. and Grayce B. Kerr Foundation, Inc.	IN	47,452,018	12/31/0
7. The John P. Ellbogen Foundation	IN	34,139,468	12/31/0
8. Community Foundation of Jackson Hole	CM	29,955,385	12/31/0
Newell B. Sargent Foundation	IN	28,975,491	10/31/0

#### TOP FOUNDATIONS by TOTAL GIVING, c.2007

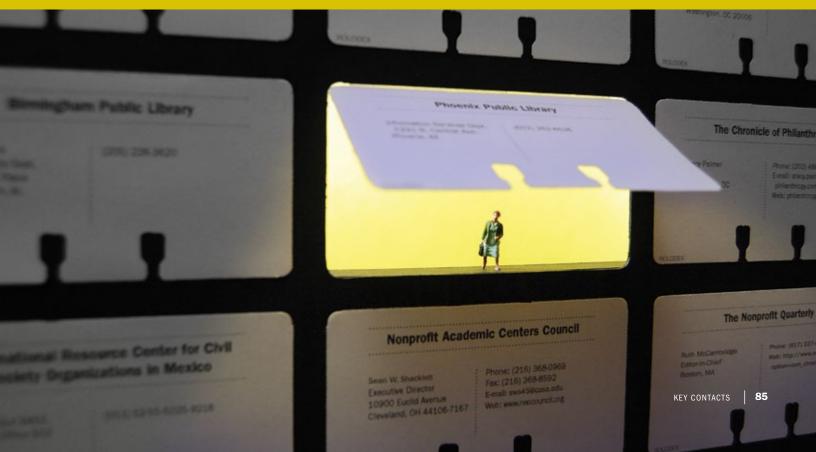
Foundation	Foundation		Fiscal Date
	Type <sup>1</sup>	GIVING <sup>2</sup>	riscai Date
VIRGINIA	CM	¢20 206 204	10/21/07
Community Foundation Serving Richmond & Central Virginia     The Batten Foundation	I CM	\$38,296,384	12/31/07
3. Jack Kent Cooke Foundation	IN	35,000,000	6/30/08
		22,469,177	5/31/08
4. Freddie Mac Foundation	CS	22,232,459	12/31/07
5. Charles E. Smith Family Foundation	IN	19,757,500	2/28/07
6. Blue Moon Fund, Inc.	IN	14,048,399	12/31/07
7. Robert H. Smith Family Foundation	IN	12,727,537	11/30/07
8. Gannett Foundation, Inc.	CS	11,185,415	12/31/07
9. The Norfolk Foundation	CM	8,082,824	12/31/07
10. Mustard Seed Foundation, Inc.	IN	8,037,912	12/31/07
WASHINGTON			
1. Bill & Melinda Gates Foundation	IN	\$2,011,675,000	12/31/07
2. The Seattle Foundation	CM	57,603,017	12/31/07
3. The Paul G. Allen Family Foundation	IN	29,993,298	12/31/07
4. Marguerite Casey Foundation	IN	29,652,086	12/31/07
5. M. J. Murdock Charitable Trust	IN	27,673,407	12/31/07
6. PACCAR Foundation	CS	21,777,567	12/31/07
7. The Norcliffe Foundation	IN	19,181,318	11/30/07
8. Charles Simonyi Fund for Arts and Sciences	IN	13,369,890	12/31/07
9. The Wilburforce Foundation	IN	11,166,860	12/31/07
10. The Russell Family Foundation	IN	10,331,042	12/31/07
WEST VIRGINIA	1		
The Greater Kanawha Valley Foundation	CM	6,072,696	12/31/07
Hazel Ruby McQuain Charitable Trust	IN	\$5,820,215	
	IN		12/31/07
3. Clay Foundation, Inc.		5,643,028	10/31/08
4. The H. P. and Anne S. Hunnicutt Foundation, Inc.	IN	2,217,814	6/30/08
5. Bernard McDonough Foundation, Inc.	IN	1,757,678	12/31/07
6. Lyell B. & Patricia K. Clay Foundation	IN	1,736,428	10/31/08
7. Parkersburg Area Community Foundation	CM	1,592,819	6/30/08
8. Hugh I. Shott, Jr. Foundation, Inc.	IN	1,453,705	12/31/07
9. The Community Foundation for the Ohio Valley, Inc.	c. CM	1,272,688	6/30/08
10. The Daywood Foundation, Inc.	IN	1,203,000	12/31/07
WISCONSIN	, ,		
1. The Lynde and Harry Bradley Foundation, Inc.	IN	\$39,810,371	12/31/07
2. The Cudahy Foundation	IN	37,859,470	12/31/07
3. Greater Milwaukee Foundation	CM	32,662,025	12/31/07
4. Thrivent Financial for Lutherans Foundation	CS	21,847,126	12/31/07
5. Northwestern Mutual Foundation, Inc.	CS	19,624,744	6/30/08
6. Community Foundation for the Fox Valley Region,	Inc. CM	18,306,967	6/30/08
7. The Argosy Foundation	IN	14,561,669	12/31/07
8. Pleasant T. Rowland Foundation, Inc.	IN	12,802,226	12/31/07
9. Helen Bader Foundation, Inc.	IN	11,968,636	8/31/08
10. Kohler Foundation, Inc.	IN	11,477,166	12/31/07
WYOMING	1 *** 1	,,	://
Community Foundation of Jackson Hole	CM	\$14,460,881	12/31/07
The Lynn and Foster Friess Family Foundation	IN	6,204,087	4/30/08
Whitney Benefits, Inc.	IN		6/30/08
		5,138,715	<b></b>
4. Cumming Foundation	IN	4,556,246	12/31/07
5. The McMurry Foundation	IN	4,013,648	12/31/07
6. Wyoming Community Foundation	CM	3,338,444	12/31/07
7. Fields Family Foundation	IN	3,282,467	12/31/07
8. The Andrew Allen Charitable Foundation	IN	1,729,346	10/31/08
9. The Robert S. and Grayce B. Kerr Foundation, Inc.	IN	1,632,617	12/31/07
10. Homer A. & Mildred S. Scott Foundation	IN	1,255,666	2/28/08

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# CONTACTS



## **Foundation Center Cooperating Collections**

## Free Funding Information Centers

or free fundraising information and other funding-related technical assistance, visit Foundation Center Cooperating Collections. Located nationwide in libraries, nonprofit resource centers, or other agencies, Cooperating Collections provide visitors with free access to core electronic and print resources and fundraising research guidance, along with access to the Internet and searchable databases. Many offer workshops and programs for local nonprofits. For the most current contact information, visit foundationcenter.org/collections/ or call (800) 424-9836. Individual Collection hours vary, so please confirm specifics before paying a visit. No appointment is necessary, and no fee is charged for use of Foundation Center resources.

#### **ALABAMA**

**Birmingham:** Birmingham Public Library, Government Documents Dept., 2100 Park Place (205) 226-3620

**Hoover:** Hoover Public Library, 200 Municipal Dr. (205) 444-7800

**Huntsville:** Huntsville-Madison County Public Library, Information and Periodicals Dept., 915 Monroe St. (256) 532-5940

**Mobile:** Mobile Public Library, 5555 Grelot Rd. (251) 340-8555

**Montgomery:** Auburn University at Montgomery, 74-40 East Dr. (334) 244-3200

#### ALASKA

Anchorage: University of Alaska— Anchorage, Consortium Library, 3211 Providence Dr. (907) 786-1848

**Juneau:** Juneau Public Library, 292 Marine Way (907) 586-5267

#### **ARIZONA**

Flagstaff: Flagstaff City–Coconino County Public Library, 300 W. Aspen Ave. (928) 779-7670

**Phoenix:** Phoenix Public Library, Information Services Dept., 1221 N. Central Ave. (602) 262-4636

**Prescott:** Prescott Public Library, 215 E. Goodwin St. (928) 777-1500

**Tucson:** Pima County Public Library, 101 N. Stone Ave. (520) 594-5500

Yuma: Yuma County Library District, Main Branch, 2951 S. 21st Dr. (928) 782-1871

#### **ARKANSAS**

**Fayetteville:** Fayetteville Public Library, 401 W. Mountain St. (479) 856-7000

**Fort Smith:** University of Arkansas–Fort Smith, Boreham Library, 5210 Grand Ave. (479) 788-7204 **Little Rock:** Central Arkansas Library System, 100 Rock St. (501) 918-3000

**Little Rock:** Charles A. Frueauff Foundation, 200 S. Commerce, Ste. 100 (501) 324-2233

**Mountain Home:** Arkansas State University, Norma Wood Library, 1600 S. College St. (870) 508-6112

#### **AUSTRALIA**

**Brisbane, QLD:** Queensland University of Technology, Gardens Point Library, 2 George St., Level 7, V Block (+61) 7-3138-2083

#### BRAZIL

**Belo Horizonte, Minas Gerais:** Instituto Hartmann Regueira, Rua Nicaragua, 36 - Sion (+55) 31-3228-1750

#### **CALIFORNIA**

**Bakersfield:** Kern County Library, Beale Memorial Library, 701 Truxtun Ave. (661) 868-0701 **Bayside:** Rooney Resource Center, Humboldt Area Foundation, 373 Indianola Rd. (707) 442-2993

**Berkeley:** Berkeley Public Library, 2090 Kittredge St. (510) 981-6100

**Camarillo:** Ventura County Community Foundation, Center for Nonprofit Leadership, 1317 Del Norte Rd., Ste. 150 (805) 988-0196

**Colusa:** Community Foundation of Colusa County, 2967 Davison Ct., Ste. C (530) 458-4222

**Fairfield:** Solano Community Foundation, 1261 Travis Blvd., Ste. 320 (707) 399-3846

**Fresno:** Fresno County Library, 2420 Mariposa St. (559) 488-3195

**Livermore:** Las Positas College Library, 3000 Campus Hill Dr., Bldg. 2000 (925) 424-1151

Long Beach: Long Beach Nonprofit Partnership, 4900 E. Conant St. (562) 290-0018

Los Angeles: Southern California Library for Social Studies and Research, 6120 S. Vermont Ave. (323) 759-6063

Milpitas: Compasspoint Nonprofit Services, Nonprofit Development Library, 600 Valley Way, Ste. A (408) 719-1400

**Modesto:** Stanislaus County Library, 1500 I St. (209) 558-7800

**North Hills:** Los Angeles Public Library, Mid-Valley Regional Branch Library, 16244 Nordhoff St. (818) 895-3650 **Oakland:** Oakland Public Library, 125 14th St. (510) 238-6611

**Pasadena:** Flintridge Foundation, 1040 Lincoln Ave., Ste. 100 (626) 449-0839

**Quincy:** Plumas County Library, 445 Jackson St (530) 283-6310

Redding: Shasta College, Center for Nonprofit Resources, 1504 Market St., Ste. 200 (530) 225-4385

**Richmond:** Richmond Public Library, 325 Civic Center Plaza (510) 620-6561

**Riverside:** Volunteer Center of Riverside County, Resource Center for Nonprofit Management, 2060 University Ave., Ste. 201 (951) 686-4402

**Sacramento:** Nonprofit Resource Center, 1331 Garden Highway (916) 285-1840

**San Diego:** Nonprofit Management Solutions, 8265 Vickers St., Ste. C (858) 292-5702

**San Diego:** San Diego Foundation, 2508 Historic Decatur, Ste. 200 (619) 235-2300

**San Mateo:** San Mateo Public Library, 55 W. 3rd Ave. (650) 522-7802

San Pedro: Los Angeles Public Library, San Pedro Regional Branch, 931 S. Gaffey St. (310) 548-7779

**San Rafael:** Center for Volunteer and Nonprofit Leadership of Marin, 555 Northgate Dr. (415) 479-5710

Santa Ana: Volunteer Center Orange County, 1901 E. 4th St., Ste. 100 (714) 953-5757

**Santa Barbara:** Santa Barbara Public Library, 40 E. Anapamu St. (805) 962-7653 Santa Monica: Santa Monica Public Library, 601 Santa Monica Blvd. (310) 458-8600

**Santa Rosa:** Sonoma County Library, 3rd and E Sts. (707) 545-0831

**Seaside:** Seaside Branch Library, 550 Harcourt Ave. (831) 899-2055

**Sonora:** Sierra Nonprofit Services, 591 S. Washington St. (209) 533-1093

**Soquel:** Community Foundation of Santa Cruz County, 2425 Porter St., Ste. 17 (831) 477-0800

**Stockton:** University of the Pacific, Global Center for Social Entrepreneurship, Callison Hall, 3601 Pacific Avenue (209) 946-7654

Ukiah: Catalyst (North Coast Opportunities), 776 S. State St., Ste. 102B (707) 462-2984

**Victorville:** High Desert Resource Network, c/o Women's Business Center, 15490 Civic Dr., Ste. 106 (760) 949-2930

#### COLORADO

**Colorado Springs:** El Pomar Nonprofit Resource Center, Penrose Library, 20 N. Cascade Ave. (719) 531-6333

**Denver:** Denver Public Library, 10 W. 14th Ave. Pkwy. (720) 865-1111

**Durango:** Durango Public Library, 1900 East 3rd Ave. (970) 375-3380

**Grand Junction:** Mesa County Libraries, 530 Grand Ave. (970) 243-4443

**Greeley:** High Plains Library District, Farr Branch Library, 1939 61st Ave. (970) 506-8550 **Pueblo:** Doris D. Kester Southern Colorado Community Foundation, Nonprofit Resource Center, Rawlings Public Library, 100 E. Abriendo Ave. (719) 562-5626

**Steamboat Springs:** Yampa Valley Community Foundation, 465 Anglers Dr., Ste. 2-G (970) 879-8632

#### CONNECTICUT

**Greenwich:** Greenwich Library, 101 W. Putnam Ave. (203) 622-7900

**Hartford:** Hartford Public Library, 500 Main St. (860) 695-6295

**Middletown:** Russell Library, 123 Broad St. (860) 347-2520

**New Haven:** New Haven Free Public Library, 133 Elm St. (203) 946-7431

**Westport:** Westport Public Library, Arnold Bernhard Plaza, 20 Jesup Rd. (203) 291-4800

#### **DELAWARE**

**Dover:** Dover Public Library, 45 S. State St. (302) 736-7030

Newark: University of Delaware, Hugh M. Morris Library, 181 S. College Ave. (302) 831-2432

Wilmington: University of Delaware, Center for Community Research and Service, 100 W. 10th St., Ste. 812 (302) 573-4475

#### **FLORIDA**

**Bartow:** Bartow Public Library, 2150 S. Broadway Ave. (863) 534-0131

**Boca Raton:** Junior League of Boca Raton, Vegso Community Resource Center, 261 NW 13th St. (561) 620-2553

Clearwater: JWB Children's Services Council of Pinellas County Grants Resource Center, 14155 58th St. N. (727) 547-5670

Clermont: Community Foundation of South Lake County, George Hovis and Don Wickham Community and Nonprofit Resource Center, 2150 Oakley Seaver Dr. (352) 394-3818

**Daytona Beach:** Volusia County Library Center, City Island, 105 E. Magnolia Ave. (386) 257-6036

Fort Lauderdale: Nova Southeastern University, Alvin Sherman Library, Research, and Information Technology Center, 3100 Ray Ferrero Jr. Blvd. (954) 262-4613

**Fort Myers:** Southwest Florida Community Foundation, 8260 College Pkwy., Ste. 101 (239) 274-5900

Fort Pierce: Indian River Community College, Miley Library, Learning Resources Center, 3209 Virginia Ave. (866) 866-4722

**Gainesville:** Alachua County Library District, 401 E. University Ave. (352) 334-3900

Jacksonville: Jacksonville Public Libraries, 303 N. Laura St. (904) 630-2665

Miami: Miami-Dade Public Library, Humanities/Social Science Department, 101 W. Flagler St. (305) 375-5575

**Orlando:** Orange County Library System, Social Sciences Dept., 101 E. Central Blvd. (407) 835-7323

**Sarasota:** Selby Public Library, 1331 1st St. (941) 861-1100

**Stuart:** Martin County Library System, Blake Library, 2351 SE Monterey Rd. (772) 288-5702

**Tampa:** Hillsborough County Public Library Cooperative, John F. Germany Public Library, 900 N. Ashley Dr. (813) 273-3652

West Palm Beach: Community Foundation for Palm Beach and Martin Counties, 700 S. Dixie Highway, Ste. 200 (561) 659-6800

Winter Park: Rollins College, Philanthropy and Nonprofit Leadership Center Library, 200 E. New England Ave., Ste. 250 (407) 975-6414

#### **GEORGIA**

Atlanta: Atlanta-Fulton Public Library System, Ivan Allen Jr. Reference Dept., One Margaret Mitchell Square (404) 730-1900

**Brunswick:** United Way of Coastal Georgia, Coastal Georgia Nonprofit Center, 1311 Union St. (912) 265-1850

**Columbus:** Chattahoochee Valley Regional Library System, Columbus Public Library, 3000 Macon Rd. (706) 243-2669

**Gainesville:** Hall County Library System, 127 Main St. NW (770) 532-3311

**Macon:** Methodist Home, Rumford Center, 304 Pierce Ave., 1st Fl. (478) 751-2800

**Savannah:** Georgia Center for Nonprofits, Coastal Georgia Regional Office, 428 Bull St., Ste. 202E (912) 234-9688

**Thomasville:** Thomas County Public Library, 201 N. Madison St. (229) 225-5252 **Vienna:** Southwest Georgia United, 1150 Industrial Dr. (229) 268-7592

#### IDAHO

**Boise:** Boise Public Library, 715 S. Capitol Blvd. (208) 384-4024

Coeur d'Alene: United Way of Kootenai County, 501 E. Lakeside Ave., Ste. 3 (208) 667-8112

**Pocatello:** Marshall Public Library, 113 S. Garfield (208) 232-1263

#### **ILLINOIS**

**Carbondale:** Carbondale Public Library, 405 W. Main St. (618) 457-0354

**Chicago:** Donors Forum, 208 S. LaSalle, Ste. 1535 (312) 578-0175

**Evanston:** Evanston Public Library, 1703 Orrington Ave. (847) 448-8630

**Glen Ellyn:** College of DuPage, Philanthropy Center, Student Resource Center, 425 Fawell Blvd. (630) 942-3364

**Grayslake:** College of Lake County, John C. Murphy Memorial Library, Lake County Philanthropy Center, 19351 W. Washington St. (847) 543-2071

Joliet: Joliet Junior College Library, 1215 Houbolt Rd., J-Bldg., 3rd Fl. (815) 729-9020

Oak Forest: Acorn Public Library, 15624 S. Central Ave. (708) 687-3700

"It really is about an effective teacher for every student every year of their school career. If we did that, we would make the kind of progress that we have all long dreamed about in this country...."

 VICKI PHILLIPS, director of the Gates Foundation's K-12 education program, commenting on a study of teacher effectiveness (Associated Press 8/19/09)



Quincy: John Wood Community College, West Central Illinois Philanthropy Center, 1301 S. 48th St. (217) 224-6500

**Rock Island:** Rock Island Public Library, 401 19th St. (309) 732-7323

**Schaumburg:** Schaumburg Township District Library, Northwest Suburban Philanthropy Center, 130 S. Roselle Rd. (847) 985-4000

Springfield: University of Illinois at Springfield, Central Illinois Nonprofit Resources Center, Brookens Library, One University Plaza, MS BRK 140 (217) 206-6633

#### **INDIANA**

**Anderson:** Anderson Public Library, 111 E. 12th St. (765) 641-2456

**Bloomington:** Monroe County Public Library, 303 E. Kirkwood Ave. (812) 349-3050

**Evansville:** Evansville Vanderburgh Public Library, 200 SE Martin Luther King Jr. Blvd. (812) 428-8218

Fort Wayne: Allen County Public Library, Paul Clarke Nonprofit Resource Center, 900 Library Plaza (260) 421-1200

**Gary:** Indiana University Northwest, 3400 Broadway (219) 980-6580

Indianapolis: First Samuel (W)Holistic Resource Center, 1402 N. Belleview Place (317) 636-7653

Indianapolis: Indianapolis–Marion County Public Library, 40 E. St. Clair St. (317) 275-4100

**Muncie:** Muncie Public Library, 2005 S. High St. (765) 747-8204

**Shelbyville:** Shelbyville–Shelby County Public Library, 57 W. Broadway St. (317) 398-7121

**South Bend:** St. Joseph County Public Library, 304 S. Main St. (574) 282-4630

**Terre Haute:** Vigo County Public Library, One Library Square (812) 232-1113

Valparaiso: Valparaiso University, Christopher Center for Library and Information Resources, 1410 Chapel Dr. (219) 464-5364

Vincennes: Knox County Public Library, 502 N. 7th St. (812) 886-4380

**Washington:** Carnegie Public Library, 300 W. Main St. (812) 254-4586

#### **IOWA**

**Ames:** Iowa State University, 204 Parks Library (515) 294-3642

Cedar Rapids: Cedar Rapids Public Library, 2600 Edgewood Rd. SW (319) 398-5123

**Council Bluffs:** Council Bluffs Public Library, 400 Willow Ave. (712) 323-7553

**Des Moines:** Des Moines Public Library, 1000 Grand Ave. (515) 283-4152

**Dubuque:** Community Foundation of Greater Dubuque, 700 Locust St., Ste. 195 (563) 588-2700

**Fairfield:** Fairfield Public Library, 104 W. Adams (641) 472-6551

**Sioux City:** Sioux City Public Library, Siouxland Funding Research Center, 529 Pierce St. (712) 255-2933

#### KANSAS

**Junction City:** Dorothy Bramlage Public Library, 230 W. 7th St. (785) 238-4311

**Liberal:** Liberal Memorial Library, 519 N. Kansas (620) 626-0180

**Ness City:** Ness City Public Library, 113 S. Iowa Ave. (785) 798-3415

**Salina:** Salina Public Library, 301 W. Elm (785) 825-4624

**Topeka:** Topeka and Shawnee County Public Library, Adult Services, 1515 SW 10th Ave. (785) 580-4400

**Wichita:** Wichita Public Library, 223 S. Main St. (316) 261-8500

#### **KENTUCKY**

**Bowling Green:** Western Kentucky University, Helm-Cravens Library, 110 Helm Library (270) 745-6163

**Covington:** Kenton County Public Library, 502 Scott Blvd. (859) 962-4060

**Highland Heights:** Northern Kentucky University, W. Frank Steely Library, Nunn Drive (859) 572-5456

**Lexington:** Lexington Public Library, 140 E. Main St. (859) 231-5520

**Louisville:** Bellarmine University, W.L. Lyons Brown Library, 2001 Newburg Rd. (502) 452-8317

**Louisville:** Louisville Free Public Library, 301 York St. (502) 574-1617

**Somerset:** Pulaski County Public Library, 304 S. Main St. (606) 679-8401

#### LOUISIANA

Alexandria: Community Development Works, 1101 4th St., Ste. 101B (318) 443-7880

**Baton Rouge:** East Baton Rouge Parish Library, River Center Branch, 120 St. Louis St. (225) 389-4967

**Baton Rouge:** Louisiana Association of Nonprofit Organizations (LANO), 4560 North Blvd., Ste. 117 (225) 343-5266

**DeRidder:** Beauregard Parish Library, 205 S. Washington Ave. (337) 463-6217

**Lafayette:** Louisiana Association of Nonprofit Organizations (LANO), Community Foundation of Acadiana, 1035 Camellia Blvd., Ste. 100 (337) 769-4840

New Orleans: Louisiana Association of Nonprofit Organizations (LANO), 1824 Oretha Castle Haley Blvd. (504) 309-2081

**New Orleans:** New Orleans Public Library, Business and Science Division, 219 Loyola Ave. (504) 596-2580

**Shreveport:** Louisiana Association of Nonprofit Organizations (LANO), 2924 Knight St., Ste. 406 (318) 865-5510

**Shreveport:** Shreve Memorial Library, 424 Texas St. (318) 226-5894

#### MAINE

**Portland:** Maine Philanthropy Center, USM Glickman Family Library, 314 Forest Ave., Room 321 (207) 780-5039

**Presque Isle:** Mark and Emily Turner Memorial Library, 39 Second St. (207) 764-2571

#### MARYLAND

**Baltimore:** Enoch Pratt Free Library, Social Science and History Dept., 400 Cathedral St. (410) 396-5320

**Columbia:** Howard County Library, Central Library, 10375 Little Patuxent Pkwy. (410) 313-7860

**Frederick:** Frederick County Public Libraries, C. Burr Artz Central Library, 110 E. Patrick St. (301) 600-1383

**Hagerstown:** Washington County Free Library, 100 S. Potomac St. (301) 739-3250

**Hyattsville:** Prince George's County Memorial Library, Hyattsville Branch Library, 6530 Adelphi Rd. (301) 985-4690

**Prince Frederick:** Calvert Library, 850 Costley Way (410) 535-0291

**Rockville:** Rockville Library, 21 Maryland Ave. (240) 777-0140

**Salisbury:** Community Foundation of the Eastern Shore, 1324 Belmont Ave. (410) 724-9911

Waldorf: Charles County Public Library, P.D. Brown Memorial Branch, 50 Village St. (301) 645-2864

**Wye Mills:** Chesapeake College Library, 1000 College Dr. (410) 827-5860

#### MASSACHUSETTS

**Boston:** Boston Public Library, Social Sciences Reference Dept., 700 Boylston St. (617) 536-5400

**Oak Bluffs:** Oak Bluffs Public Library, 56R School St. (508) 693-9433

**Pittsfield:** Berkshire Athenaeum, One Wendell Ave. (413) 499-9480

**Springfield:** Springfield City Library, 220 State St. (413) 263-6828

**West Barnstable:** Cape Cod Community College, Wilkens Library, 2240 lyannough Rd. (508) 362-2131 x4480

**Worcester:** Worcester Public Library, 3 Salem Square (508) 799-1654

#### **MEXICO**

**Guanajuato:** Biblioteca Publica de San Miguel de Allende, A.C., Insurgentes 25, San Miguel de Allende (+52) 415-152-0293

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Querétaro, Qro: International Resource Center for Civil Society Organizations in Mexico, Senda Eterna 461-3-1, Milenio III (+52) 555-025-9216

#### MICHIGAN

**Alpena:** Alpena County Library, 211 N. 1st St. (989) 356-6188

**Ann Arbor:** University of Michigan, Harlan Hatcher Graduate Library, 209 Hatcher Graduate Library (734) 615-8610

**Battle Creek:** Willard Public Library, 7 W. Van Buren St. (269) 968-3284

**Detroit:** Purdy/Kresge Library, Wayne State University, 134 Purdy/Kresge Library (313) 577-6424

East Lansing: Michigan State University, Funding Center, 100 Library (517) 432-6123

**Farmington Hills:** Farmington Community Library, 32737 W. 12 Mile Rd. (248) 553-0300

Flint: Flint Public Library, 1026 E. Kearsley St. (810) 232-7111

**Fremont:** Fremont Area District Library, 104 E. Main St. (231) 924-3480

**Grand Rapids:** Grand Rapids Public Library, Reference Dept., 111 Library St. NE (616) 988-5400

**Houghton:** Portage Lake District Library, 58 Huron St. (906) 482-4570

**Kalamazoo:** Kalamazoo Public Library, 315 S. Rose St. (269) 553-7844

**Ludington:** Mason County District Library, Ludington Library, 217 E. Ludington Ave. (231) 843-8465

**Marquette:** Peter White Public Library, 217 N. Front St. (906) 226-4311

**Petoskey:** Petoskey District Library, 500 E. Mitchell St. (231) 758-3100

Saginaw: Public Libraries of Saginaw, Hoyt Public Library, 505 Janes Ave. (989) 755-0904

**Traverse City:** Traverse Area District Library, 610 Woodmere Ave. (231) 932-8500

**Washington:** Romeo District Library, Graubner Library, 65821 Van Dyke (586) 752-0603

#### MINNESOTA

**Brainerd:** Brainerd Public Library, 416 S. 5th St. (218) 829-5574

**Duluth:** Duluth Public Library, 520 W. Superior St. (218) 730-4200

**Mankato:** Blue Earth County Library, 100 E. Main St. (507) 304-4001 Marshall: Southwest Minnesota State University, University Library, 1501 State St. (507) 537-7278

Minneapolis: Hennepin County Library, Central Library, 300 Nicollet Mall (612) 630-6000

**Rochester:** Rochester Public Library, 101 2nd St. SE (507) 328-2300

**St. Cloud:** Central Minnesota Community Foundation, 101 S. 7th Ave., Ste. 100 (320) 253-4380

**St. Paul:** St. Paul Public Library, 90 W. 4th St. (651) 266-7000

#### **MISSISSIPPI**

**Jackson:** Jackson/Hinds Library System, 300 N. State St. (601) 968-5803

#### MISSOURI

**Columbia:** Columbia/Boone County Community Partnership, 1900 N. Providence, Ste. 300 (573) 256-1890

Joplin: Missouri Southern State University, George A. Spiva Library, 3950 E. Newman Rd. (417) 625-9342

**Kansas City:** Kansas City Public Library, 14 W. 10th St. (816) 701-3400

**Kirkwood:** Kirkwood Public Library, 200 S. Kirkwood Rd. (314) 821-5770

**Springfield:** Springfield-Greene County Library, 4653 S. Campbell (417) 882-0714

**St. Louis:** St. Louis Public Library, 1301 Olive St. (314) 241-2288

**St. Peters:** St. Charles City—County Library District, Spencer Road Branch, 427 Spencer Rd. (636) 441-0794

#### **MONTANA**

**Baker:** Fallon County Library, 6 W. Fallon Ave. (406) 778-7160

Billings: Montana State University–Billings, Library– Special Collections, 1500 University Dr. (406) 657-2262

**Bozeman:** Bozeman Public Library, 626 E. Main St. (406) 582-2402

**Kalispell:** Flathead County Library, 247 1st Ave. E. (406) 758-5819

**Missoula:** University of Montana, Mansfield Library, 32 Campus Dr. #9936 (406) 243-6800

#### **NEBRASKA**

**Cambridge:** Butler Memorial Library, 621 Penn St. (308) 697-3836

**Hastings:** Hastings Public Library, 517 W. 4th St. (402) 461-2346

**Lincoln:** University of Nebraska-Lincoln, Love Library, 13th and R Sts. (402) 472-2526

Omaha: Omaha Public Library, W. Dale Clark (Main) Library, 215 S. 15th St. (402) 444-4800

#### **NEVADA**

**Carson City:** Nevada State Library and Archives, 100 N. Stewart St. (775) 684-3314

**Elko:** Great Basin College Library, 1500 College Pkwy. (775) 753-2222

Incline Village: Parasol Community Collaboration, 948 Incline Way (775) 298-0118 Las Vegas: Clark County Library, 1401 E. Flamingo 702-507-3421

#### **NEW HAMPSHIRE**

**Concord:** Concord Public Library, 45 Green St. (603) 225-8670

**Plymouth:** Plymouth State University, Herbert H. Lamson Library, 17 High St. (603) 535-2258

#### **NEW JERSEY**

**Elizabeth:** Free Public Library of Elizabeth, 11 S. Broad St. (908) 354-6060

**Galloway:** United Way of Atlantic County, 4 E. Jimmie Leeds Rd., Ste. 10 (609) 404-4483

New Brunswick: Rutgers, The State University of New Jersey, School of Social Work, Center for Nonprofit Management and Governance, 390 George St., Ste. 511 (732) 932-8758

**Piscataway:** Piscataway Public Library, John F. Kennedy Branch, 500 Hoes Lane (732) 463-1633

**Randolph:** County College of Morris, Learning Resource Center, 214 Center Grove Rd. (973) 328-5296

**Trenton:** New Jersey State Library, 185 W. State St. (609) 278-2640

Vineland: Cumberland County College, Center for Leadership, Community and Neighborhood Development, 3322 College Dr. (856) 691-8600

**Washington:** Warren County Community College, 475 Rte. 57 W. (908) 835-9222

#### **NEW MEXICO**

**Albuquerque:** Albuquerque/ Bernalillo County Library System, 501 Copper Ave. NW (505) 768-5141

**Las Cruces:** Thomas Branigan Memorial Library, 200 E. Picacho Ave. (575) 528-4000

**Santa Fe:** New Mexico State Library, 1209 Camino Carlos Rey (505) 476-9702

#### **NEW YORK**

**Albany:** New York State Library, Cultural Education Center, Empire State Plaza (518) 474-5355

**Auburn:** Seymour Public Library District, 176-178 Genesee St. (315) 252-2571

**Binghamton:** Broome County Public Library, 185 Court St. (607) 778-6400

**Bronx:** New York Public Library, Bronx Library Center, 310 E. Kingsbridge Rd. (718) 579-4244

**Brooklyn:** Brooklyn Public Library, Society, Sciences, and Technology Division, 10 Grand Army Plaza (718) 230-2145

**Buffalo:** Buffalo and Erie County Public Library, Business, Science, and Technology Dept., One Lafayette Square (716) 858-8900

**Cobleskill:** SUNY Cobleskill, Jared Van Wagenen Library, 142 Schenectady Ave. (518) 255-5841

Corning: Southeast Steuben County Library, 300 Nasser Civic Center Plaza (607) 936-3713

**Flushing:** Queens Borough Public Library, Flushing Branch, 41-17 Main St. (718) 661-1200 "As the economy took a turn from bad to worse, I felt it was the right time — the essential time — for someone like me, someone who's been so fortunate in my own life, to step up and give back even more. I don't think of it only as a responsibility, but as a privilege."

 New York City mayor MICHAEL R. BLOOMBERG on being named the top living individual donor in the United States in 2008 (New York Times 1/27/09)



**Holbrook:** Sachem Public Library, 150 Holbrook Rd. (631) 588-5024

**Huntington:** Huntington Public Library, 338 Main St. (631) 427-5165

Jamaica: Queens Borough Public Library, Social Sciences Division, 89-11 Merrick Blvd. (718) 990-0700

**Jamestown:** James Prendergast Library, 509 Cherry St. (716) 484-7135

**Kingston:** Kingston Library, 55 Franklin St. (845) 331-0507

**Levittown:** Levittown Public Library, One Bluegrass Lane (516) 731-5728

**Mahopac:** Mahopac Public Library, 668 Rte. 6 (845) 628-2009

Margaretville: Blue Deer Center, 1155 County Rte. 6 (845) 586-3225

**Newburgh:** Newburgh Free Library, 124 Grand St. (845) 563-3601

**Poughkeepsie:** Adriance Memorial Library, 93 Market St. (845) 485-3445

**Riverhead:** Riverhead Free Library, 330 Court St. (631) 727-3228

**Rochester:** Rochester Public Library, 115 South Ave. (585) 428-8127

**Saratoga Springs:** Saratoga Springs Public Library, 49 Henry St. (518) 584-7860

**Staten Island:** New York Public Library, St. George Library Center, 5 Central Ave. (718) 442-8560

**Staten Island:** Wagner College, Horrmann Library, One Campus Rd. (718) 390-3401

**Suffern:** Suffern Free Library, 210 Lafayette Ave. (845) 357-1237

**Syracuse:** Onondaga County Public Library, 447 S. Salina St. (315) 435-1900

White Plains: White Plains Public Library, 100 Martine Ave. (914) 422-1480

Yonkers: Yonkers Public Library, Riverfront Library, One Larkin Center (914) 337-1500

#### NIGERIA

Maryland, Lagos: Development Alternatives and Resource Center (DARC), 2A, Akin Ademokoya Close, Off Okupe Estate Rd. (+234) 1-851-2678

#### NORTH CAROLINA

**Asheville:** Pack Memorial Library, Community Foundation of Western North Carolina, 67 Haywood St. (828) 250-4711

**Brevard:** Transylvania County Library, 212 S. Gaston St. (828) 884-3151

**Charlotte:** Charlotte Mecklenburg Library, 310 N. Tryon St. (704) 416-0101

**Durham:** Durham County Public Library, 300 N. Roxboro St. (919) 560-0100

**Flat Rock:** Blue Ridge Community College, Small Business Center, 180 W. Campus Dr. (828) 694-1779

**Greensboro:** Greensboro Public Library, Glenwood Branch Nonprofit Resource Center, 1901 W. Florida St. (336) 297-5000

**Jacksonville:** Onslow County Public Library, 58 Doris Ave. E. (910) 455-7350

**Kinston:** Neuse Regional Library, Kinston-Lenoir County Public Library, 510 N. Queen St. (252) 527-7066

Raleigh: Wake County Public Libraries, Cameron Village Library, 1930 Clark Ave. (919) 856-6710

**Spruce Pine:** Avery-Mitchell-Yancey (AMY) Regional Library, Spruce Pine Public Library, 142 Walnut Ave. (828) 765-4673

**Wilmington:** New Hanover County Public Library, 201 Chestnut St. (910) 798-6301

**Winston-Salem:** Forsyth County Public Library, 660 W. 5th St. (336) 703-3020

#### NORTH DAKOTA

**Bismarck:** Bismarck Public Library, 515 N. 5th St. (701) 222-6410

**Fargo:** Fargo Public Library, 102 N. 3rd St. (701) 241-1472

Minot: Minot Public Library, 516 2nd Ave. SW (701) 852-1045 "Our nation's nonprofit organizations are displaying exceptional resilience in the face of enormous fiscal challenges. Nearly three-fourths of the organizations reported being able to maintain or actually increase the number of people they serve, and this was especially true of service to vulnerable populations."

 LESTER M. SALAMON, director of the Johns Hopkins Center for Civil Society Studies, (Johns Hopkins University Press Release 6/29/09)



#### OHIO

**Akron:** Akron-Summit County Public Library, 60 S. High St. (330) 643-9000

**Akron:** Center for Nonprofit Excellence, 703 S. Main St., Ste. 200 (330) 762-9670

**Ashtabula:** Ashtabula County District Library, 335 W. 44th St. (440) 997-9341

**Canton:** Stark County District Library, 715 Market Ave. N. (330) 452-0665

**Cincinnati:** Public Library of Cincinnati and Hamilton County, 800 Vine St. (513) 369-6900

**Cleveland:** Cleveland Public Library, 325 Superior Ave., NE (216) 623-2800

Cleveland Heights: Cleveland Heights-University Heights Public Library, Lee Road Library Branch, 2345 Lee Rd. (216) 932-3600

**Columbus:** Columbus Metropolitan Library, Business and Technology Dept., 96 S. Grant Ave. (614) 645-2275

**Dayton:** Dayton Metro Library, 215 E. 3rd St. (937) 463-2665

**Elyria:** Elyria Public Library, West River Branch, 1194 W. River Road N. (440) 324-9827

Independence: Cuyahoga County Public Library, Independence Branch, 6361 Selig Dr. (216) 447-0160

Lima: Lima Public Library, 650 W. Market St. (419) 228-5113

Mansfield: Mansfield/Richland County Public Library, 43 W. 3rd St. (419) 521-3110

**Marietta:** Marietta College, Legacy Library, 220 5th St. (740) 376-4741

**Painesville:** Morley Library, 184 Phelps St. (440) 352-3383

**Piqua:** Edison Community College Library, 1973 Edison Dr. (937) 778-7950

**Portsmouth:** Portsmouth Public Library, 1220 Gallia St. (740) 354-5688

**Toledo:** Toledo-Lucas County Public Library, Business Technology Dept., 325 N. Michigan St. (419) 259-5209

**Twinsburg:** Twinsburg Public Library, 10050 Ravenna Rd. (330) 425-4268

**Warren:** Kent State University, Trumbull Campus Library, 4314 Mahoning Ave. NW (330) 847-0571

**Westlake:** Westlake Porter Public Library, 27333 Center Ridge Rd. (440) 871-2600

**Wooster:** Wayne County Public Library, 220 W. Liberty St. (330) 262-0916

**Xenia:** Greene County Public Library, Xenia Community Library, 76 E. Market St. (937) 352-4000 **Youngstown:** Public Library of Youngstown and Mahoning County, 305 Wick Ave. (330) 744-8636

**Zanesville:** Muskingum County Community Foundation, 534 Putnam Ave. (740) 453-5192

#### **OKLAHOMA**

**Oklahoma City:** Southeastern Oklahoma State University, Henry G. Bennett Memorial Library, 1405 N. 4th, PMB 4105 (580) 745-2702

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**Enid:** Public Library of Enid and Garfield County, 120 W. Maine (580) 234-6313

**Norman:** Pioneer Library System, Norman Public Library, 225 N. Webster (405) 701-2600

**Oklahoma City:** Oklahoma City University, Dulaney Browne Library, 2501 N. Blackwelder (405) 208-5065

**Tulsa:** Tulsa City-County Library, 400 Civic Center (918) 596-7977

#### OREGON

**Eugene:** Eugene Public Library, 100 W. 10th Ave. (541) 682-5450

**Eugene:** University of Oregon, Knight Library, 1501 Kincaid (541) 346-3053

**Klamath Falls:** Oregon Institute of Technology Library, 3201 Campus Dr. (541) 885-1000

**Medford:** Jackson County Library Services, 205 S. Central Ave. (541) 774-8689

Portland: Multnomah County Library, Government Documents, 801 SW 10th Ave. (503) 988-5123

#### **PENNSYLVANIA**

**Aliquippa:** Beaver County Library System, 109 Pleasant Dr., Ste. 101 (724) 728-3737

**Allentown:** Allentown Public Library, 1210 Hamilton St. (610) 820-2400

**Bethlehem:** Northampton Community College, Paul and Harriett Mack Library, 3835 Green Pond Rd. (610) 861-5360

**Blue Bell:** Montgomery County Community College, The Brendlinger Library, 340 DeKalb Pike (215) 641-6596

**Bristol:** Margaret R. Grundy Memorial Library, 680 Radcliffe St. (215) 788-7891

East Stroudsburg: East Stroudsburg University of Pennsylvania, Kemp Library, 200 Prospect Ave. (570) 422-3594

**Erie:** Erie County Library System, 160 E. Front St. (814) 451-6927

**Franklin:** Franklin Public Library, 421 12th St. (814) 432-5062

**Harrisburg:** Dauphin County Library System, East Shore Area Library, 4501 Ethel St. (717) 652-9380

**Hazleton:** Hazleton Area Public Library, 55 N. Church St. (570) 454-2961

**Honesdale:** Wayne County Public Library, 1406 N. Main St. (570) 253-1220

**Lancaster:** Lancaster Public Library, 125 N. Duke St. (717) 394-2651

**Philadelphia:** Free Library of Philadelphia, Regional Foundation Center, 1901 Vine St., 2nd Fl. (215) 686-5423 **Philadelphia:** The Johnson-UGO Foundation Library, Johnson Memorial UMC Education Building, 3117 Longshore Ave. (215) 338-5020

**Phoenixville:** Phoenixville Public Library, 183 2nd Ave. (610) 933-3013

**Pittsburgh:** Carnegie Library of Pittsburgh, 4400 Forbes Avenue (412) 622-3158

**Pittston:** Nonprofit and Community Assistance Center, 1151 Oak St. (570) 655-5581

**Reading:** Reading Public Library, 100 S. 5th St. (610) 655-6355

**Scranton:** Albright Memorial Library, 500 Vine St. (570) 348-3000

**Sharon:** Community Library of the Shenango Valley, 11 N. Sharpsville Ave. (724) 981-4360

**Washington:** Citizens Library, 55 S. College St. (724) 222-2400

Williamsport: James V. Brown Library, 19 E. 4th St. (570) 326-0536

**York:** Martin Library, 159 E. Market St. (717) 846-5300

## PUERTO RICO

**San Juan:** Universidad Del Sagrado Corazón, Biblioteca Madre Maria Teresa Guevara, PO Box 12383 (787) 728-1515

#### RHODE ISLAND

**Providence:** Providence Public Library, 150 Empire St. (401) 455-8088

#### **SOUTH CAROLINA**

**Anderson:** Anderson County Library, 300 N. McDuffie St. (864) 260-4500

**Charleston:** Charleston County Library, 68 Calhoun St. (843) 805-6930

**Columbia:** South Carolina State Library, 1500 Senate St. (803) 734-8026

**Florence:** Florence County Library System, Doctors Bruce and Lee Foundation Headquarters Library, 509 S. Dargan St. (843) 662-8424

**Greenville:** Greenville County Library System, 25 Heritage Green Place (864) 242-5000

**Spartanburg:** Spartanburg County Public Libraries, 151 S. Church St. (864) 596-3500

#### **SOUTH DAKOTA**

Madison: Dakota State University, Karl E. Mundt Library, 820 N. Washington Ave. (605) 256-5100

**Pierre:** South Dakota State Library, 800 Governors Dr. (605) 773-3131

**Rapid City:** Rapid City Public Library, 610 Quincy St. (605) 394-4171

#### SOUTH KOREA

**Seoul:** The Beautiful Foundation, 16-3 Gahoe-dong, Jongno-Gu (+82) 2-766-1004

## TENNESSEE

**Chattanooga:** United Way of Greater Chattanooga, 630 Market St. (423) 752-0300

**Johnson City:** Johnson City Public Library, 100 W. Millard St. (423) 434-4450

**Knoxville:** Knox County Public Library, 500 W. Church Ave. (865) 215-8751

**Memphis:** Alliance for Nonprofit Excellence, 5100 Poplar Ave., Ste. 502 (901) 684-6605

**Memphis:** Memphis Public Library and Information Center, 3030 Poplar Ave. (901) 415-2734

**Nashville:** Nashville Public Library, 615 Church St. (615) 862-5800

#### **TEXAS**

Amarillo: Amarillo Area Foundation, 801 S. Filmore, Ste. 700 (806) 376-4521

**Arlington:** Arlington Public Library, George W. Hawkes Central Library, 101 E. Abram St. (817) 459-6900

**Austin:** Regional Foundation Library, 1009 East 11th St. (512) 475-7373

**Beaumont:** Southeast Texas Nonprofit Development Center, 700 North St., Suite D (409) 832-6565

**Corpus Christi:** Corpus Christi Public Library, 805 Comanche St. (361) 880-7000

**Dallas:** Dallas Public Library, Urban Information, 1515 Young St. (214) 670-1400

Edinburg: Southwest Border Nonprofit Resource Center, The University of Texas-Pan American, 1201 West University Drive, ITT 1.404H (956) 292-7566 El Paso: University of Texas at El Paso, Community Non-Profit Grant Library, 500 W. University, Benedict Hall Room 103 (915) 747-5672

Fort Worth: Funding Information Center of Fort Worth, 329 S. Henderson St. (817) 334-0228

**Houston:** Houston Public Library, Bibliographic Information Center, 500 McKinney St. (832) 393-1313

**Houston:** United Way of Greater Houston, 50 Waugh Dr. (713) 685-2300

Kingsville: Texas A&M University– Kingsville, James C. Jernigan Library, 700 University Blvd., MSC 197 (361) 593-3416

**Longview:** Longview Public Library, 222 W. Cotton St. (903) 237-1350

**Lubbock:** Lubbock Area Foundation, 1655 Main St., Ste. 209 (806) 762-8061

**North Richland Hills:** North Richland Hills Public Library, 9015 Grand Ave. (817) 427-6800

**San Antonio:** Nonprofit Resource Center of Texas, 110 Broadway, Ste. 230 (210) 227-4333

**Tyler:** United Way of Tyler/Smith County, 4000 Southpark Dr. (903) 581-6376

Victoria: Victoria College/ University of Houston, Victoria Library, 2602 N. Ben Jordan (361) 570-4166

**Waco:** Waco-McLennan County Library, 1717 Austin Ave. (254) 750-5941

Wichita Falls: Nonprofit Management Center of Wichita Falls, 2301 Kell Blvd., Ste. 218 (940) 322-4961

#### **THAILAND**

Chiang Mai: Payap University— Funding Resource Center, Sirindhorn Learning Resource Center (Central Library), Superhighway Chiang Mai - Lumpang Rd., Amphur Muang (+66) 53-851-478 x7450

#### UTAH

**Cedar City:** Southern Utah University, Gerald R. Sherratt Library, 351 W. University Blvd. (435) 586-7700

**Moab:** Grand County Public Library, 257 E. Center St. (435) 259-5421

**Ogden:** United Way of Northern Utah, Zada Haws Community Grant Center, 2955 Harrison Blvd., Ste. 201 (801) 399-5584

**Salt Lake City:** Salt Lake City Public Library, 210 E. 400 S. (801) 524-8200

Salt Lake City: Utah Nonprofits Association, 175 S. Main St., Ste. 1210 (801) 596-1800

#### **VERMONT**

**Middlebury:** Ilsley Public Library, 75 Main St. (802) 388-4095

**Montpelier:** Vermont Dept. of Libraries, Reference and Law Information Services, 109 State St. (802) 828-3261

#### VIRGINIA

**Abingdon:** Washington County Public Library, 205 Oak Hill St. (276) 676-6222

**Alexandria:** Alexandria Library, Kate Waller Barrett Branch, 717 Queen St. (703) 838-4555 "People are really thinking more carefully about what they will support, and while they may have supported a broad range of causes before, many are now giving less to each or giving to fewer organizations."

 JULIE A. LUCAS, an assistant dean who raises money for Fordham University Law School, speaking about how the economic downturn is affecting individual donor giving (New York Times 5/21/09)

**Arlington:** Arlington County Public Library, 1015 N. Quincy St. (703) 228-5990

**Ashburn:** George Washington University, Virginia Campus Library, 44983 Knoll Square, Ste. 179 (703) 726-8230

**Bealeton:** Fauquier County Public Library, Bealeton Library, 10877 Willow Dr. N. (540) 439-9728

**Charlottesville:** Center for Nonprofit Excellence, 401 E. Market St., Exec. Ste. 26 and 27 (434) 244-3330

Fredericksburg: Central Rappahannock Regional Library, 1201 Caroline St. (540) 372-1144

**Hampton:** Hampton Public Library, 4207 Victoria Blvd. (757) 727-1314

**Hopewell:** Appomattox Regional Library System, 209 E. Cawson St. (804) 458-0110

**Norfolk:** VOLUNTEER Hampton Roads, 400 W. Olney Rd., Ste. B (757) 624-2400

**Richmond:** Richmond Public Library, Business, Science and Technology, 101 E. Franklin St. (804) 646-7223



**Roanoke:** Roanoke City Public Library System, 706 S. Jefferson St. (540) 853-2477

Sperryville: Rappahannock NonProfit Center, 12018 A Lee Highway, P.O. Box 21 (540) 987-8011

Virginia Beach: Virginia Beach Public Library, 4100 Virginia Beach Blvd. (757) 385-0120

#### **WASHINGTON**

**Bellingham:** Bellingham Public Library, 210 Central Ave. (360) 778-7323

**Bremerton:** United Way of Kitsap County, 647 4th St. (360) 377-8505

**Kennewick:** Mid-Columbia Library, 1620 S. Union St. (509) 783-7878

**Redmond:** King County Library System, Redmond Regional Library, Nonprofit and Philanthropy Resource Center, 15990 NE 85th (425) 885-1861

**Seattle:** Seattle Public Library, 1000 4th Ave. (206) 386-4636

**Spokane:** Spokane Public Library, 906 W. Main Ave. (509) 444-5300

**Tacoma:** University of Washington Tacoma Library, 1902 Commerce St. (253) 692-4440

#### **WEST VIRGINIA**

**Bluefield:** Craft Memorial Library, 600 Commerce St. (304) 325-3943

**Charleston:** Kanawha County Public Library, 123 Capitol St. (304) 343-4646

**Parkersburg:** West Virginia University at Parkersburg, 300 Campus Dr. (304) 424-8260

**Shepherdstown:** Shepherd University, Ruth A. Scarborough Library, 301 N. King St. (304) 876-5420

Wheeling: Wheeling Jesuit University, Bishop Hodges Library, 316 Washington Ave. (304) 243-2226

#### WISCONSIN

**Eau Claire:** L.E. Phillips Memorial Public Library, 400 Eau Claire St. (715) 839-5001

**La Crosse:** La Crosse Public Library, 800 Main St. (608) 789-7100

Madison: University of Wisconsin–Madison, Memorial Library, Grants Information Center, 728 State St., Room 262 (608) 262-3242

**Milwaukee:** Marquette University Raynor Memorial Library, 1355 W. Wisconsin Ave. (414) 288-1515

**Stevens Point:** University of Wisconsin–Stevens Point, 900 Reserve St. (715) 346-2540

#### **WYOMING**

**Casper:** Natrona County Public Library, 307 E. 2nd St. (307) 237-4935

**Cheyenne:** Laramie County Community College, Ludden Library, 1400 E. College Dr. (307) 778-1205

**Gillette:** Campbell County Public Library, 2101 S. 4-J Rd. (307) 687-0115

**Jackson:** Teton County Library, 125 Virginian Lane (307) 733-2164

**Sheridan:** Sheridan County Fulmer Public Library, 335 W. Alger St. (307) 674-8585

# **Nonprofit Academic Centers**

he Nonprofit Academic Centers Council is a membership association of academic centers at accredited colleges and universities that focus on the study of nonprofit organizations, voluntarism, and/or philanthropy. Contact information for each member organization in the Council's network is provided below.

For more information, contact:

#### **NONPROFIT ACADEMIC CENTERS COUNCIL**

Sean W. Shacklett, Executive Director 10900 Euclid Avenue Cleveland, OH 44106-7167 Phone: (216) 368-0969

Fax: (216) 368-8592 E-mail: sws45@case.edu Web: www.naccouncil.org

#### ARIZONA STATE UNIVERSITY

Robert Ashcraft, Director
ASU Lodestar Center for Philanthropy and
Nonprofit Innovation
University Center – Mail Code 4120
411 North Central Avenue, Suite 500
Phoenix, AZ 85004-0691
Phone: (602) 496-0183
Fax: (602) 496-0952
E-mail: ashcraft@asu.edu
Web: nonprofit.asu.edu

## BARUCH COLLEGE, CITY UNIVERSITY OF NEW YORK

James A. (Jack) Krauskopf, Director Center for Nonprofit Strategy and Management 1 Bernard Baruch Way, Box D-901 New York, NY 10010-5585 Phone: (646) 660-6724 Fax: (646) 660-6701 E-mail: james.krauskopf@baruch.cuny.edu

Web: www.baruch.cuny.edu/spa/ researchcenters/nonprofitstrategy/

#### **BAY PATH COLLEGE**

Melissa Morriss-Olson, Dean and Professor The Graduate School and Nonprofit Management and Philanthropy Program 588 Longmeadow Street Longmeadow, MA 01106 Phone: (413) 565-1056 Fax: (413) 565-1116

E-mail: mmolson@baypath.edu Web: www.baypath.edu/

GraduateProgram/GraduateDegrees/ MSNNonprofitManagementandPhilanthropy.aspx

#### **BOSTON COLLEGE**

Paul Schervish, Director Center on Wealth and Philanthropy 516 McGuinn Hall Chestnut Hill, MA 02467-3807 Phone: (617) 552-4070 Fax: (617) 552-3903 E-mail: Paul.Schervish@bc.edu Web: www.bc.edu/research/swri/

#### CASE WESTERN RESERVE UNIVERSITY

Steve Feldman, Interim Executive Director Mandel Center for Nonprofit Organizations 10900 Euclid Avenue Cleveland, OH 44106-7167 Phone: (216) 368-0629 Fax: (216) 368-8592 E-mail: spf@case.edu Web: www.cwru.edu/mandelcenter/

#### **CENTRE FOR SOCIAL IMPACT**

Web: www.csi.edu.au

Peter Shergold, Director
The University of New South Wales
Level 2, Australian Graduate School of
Management Building
The University of New South Wales
NSW 2052 Australia
Phone: +61 (2) 9385 9702
E-mail: p.shergold@unsw.edu.au

#### CITY UNIVERSITY LONDON

lan Bruce, Director
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Cass Business School
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London, England, EC1Y 8TZ
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Fax: 44 (0) 20 7040 8579
E-mail: i.bruce1@btinternet.com
Web: www.centreforcharityeffectiveness.org

#### **CLEVELAND STATE UNIVERSITY**

Jennifer Alexander, Co-Director Center for Nonprofit Policy & Practice Maxine Goodman Levin College of Urban Affairs 1717 Euclid Avenue, Suite 317 Cleveland, OH 44115 Phone: (216) 687-5011 Fax: (216) 687-9239

E-mail: j.k.alexander@urban.csuohio.edu Web: urban.csuohio.edu/nonprofit/

#### **DEPAUL UNIVERSITY**

J. Patrick Murphy, Director School of Public Service 14 East Jackson Boulevard, Suite 1600 Chicago, IL 60604-2216 Phone: (312) 362-5608 Fax: (312) 362-5506 E-mail: jpmurphy@depaul.edu Web: las.depaul.edu/sps

#### GEORGE MASON UNIVERSITY

Alan J. Abramson Nonprofit Management Studies Department of Public and International Affairs 3330 Washington Boulevard, Suite 302 Mail Stop 6B7 Arlington, VA 22201-4498

Arlington, VA 22201-4498 Phone: (703) 993-8189 E-mail: aabramso@gmu.edu Web: pia.gmu.edu

#### GEORGETOWN UNIVERSITY

Kathy Kretman, Director and Research Professor Center for Public and Nonprofit Leadership Georgetown Public Policy Institute 3520 Prospect Street, NW, Suite 400 Washington, DC 20007-3214 Phone: (202) 687-5499 Fax: (202) 687-5542

E-mail: kpk2@georgetown.edu Web: cpnl.georgetown.edu

#### **GEORGIA STATE UNIVERSITY**

Dennis Young, Bernard B. and Eugenia A. Ramsey Professor of Private Enterprise Department of Public Management and Policy P.O. Box 3992

Atlanta, GA 30302-3992 Phone: (404) 413-0126

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#### GRAND VALLEY STATE UNIVERSITY

Kathy Agard, Executive Director
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201 Front Avenue, SW
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#### HARVARD UNIVERSITY

Web: www.gvsu.edu/jcp/

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#### INDIANA UNIVERSITY

Patrick M. Rooney, Executive Director The Center on Philanthropy at Indiana University 550 West North Street, Suite 301 Indianapolis, IN 46202-3272 Phone: (317) 278-8908/8909 Fax: (317) 278-8999 E-mail: rooney@iupui.edu Web: www.philanthropy.iupui.edu

#### JOHNS HOPKINS UNIVERSITY

Lester M. Salamon, Director Center for Civil Society Studies 3400 North Charles Street Baltimore, MD 21218-2608 Phone: (410) 516-5463 Fax: (410) 516-7818 E-mail: Isalamon@jhu.edu Web: www.jhu.edu/~ccss/

#### LOUISIANA STATE UNIVERSITY-SHREVEPORT

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E-mail: stacey.martino@lsus.edu
Web: www.lsus.edu/ihspp/

#### **MOUNT ROYAL COLLEGE**

Ketih Seel, Director Institute for Nonprofit Studies 4825 Mount Royal Gate SW Calgary, Alberta, Canada T3E 6K6 Phone: (403) 440-7055 Fax: (403) 440-8811 E-mail: kseel@mtroyal.ca Web: www.mtroyal.ca/nonprofit

#### THE NEW SCHOOL

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New York, NY 10011-8001
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Fax: (212) 229-5904
E-mail: watsonm@newschool.edu
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#### **NEW YORK UNIVERSITY**

Kathy O'Regan, Director
Public and Nonprofit Management &
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E-mail: Katherine.oregan@nyu.edu
Web: www.nyu.edu/wagner/

#### NEW YORK UNIVERSITY SCHOOL OF LAW

Jill Manny, Executive Director
National Center on Philanthropy and the Law
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#### NORTH PARK UNIVERSITY

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#### **NORTHWESTERN UNIVERSITY**

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Web: www.kellogg.northwestern.edu/research/

#### NOTRE DAME

nonprofit/index.htm

Tom Harvey, Director
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Notre Dame, IN 46556
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Web: business.nd.edu/mna/

#### PORTLAND STATE UNIVERSITY

Linda Golaszewski, Acting Director Institute for Nonprofit Management Mark O. Hatfield School of Government P.O. Box 751

Portland, OR 97201-0751 Phone: (503) 725-8217 Fax: (503) 725-8250 E-mail: lagola@pdx.edu Web: www.inpm.pdx.edu

#### QUEENSLAND UNIVERSITY OF TECHNOLOGY

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Brisbane, Australia, Q 4001 Phone: (07) 3138-2936 Fax: (07) 3138-9131 E-mail: m.mcgregor@qut.edu.au Web: cpns.bus.qut.edu.au

#### **REGIS UNIVERSITY**

Gary Smith, Chair Global Leadership Studies and Nonprofit Management Program 3333 Regis Boulevard Mail Code L-16 Denver, CO 80221-1099 Phone: (303) 964-5271

Fax: (303) 964-5538 E-mail: grsmth@regis.edu Web: www.regis.edu/spsgrad/

#### **ROCKEFELLER ARCHIVE CENTER**

15 Dayton Avenue Sleepy Hollow, NY 10591-1522 Phone: (914) 631-4505 Fax: (914) 631-6017

E-mail: stapled@mail.rockefeller.edu Web: www.rockefeller.edu/archive.ctr/

#### **SEATTLE UNIVERSITY**

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#### SETON HALL UNIVERSITY

Naomi Wish, Director Center for Public Service Kozlowski Hall, 5th Floor South Orange, NJ 07079-2691 Phone: (973) 761-9501 Fax: (973) 275-2463 E-mail: wishnaom@shu.edu Web: artsci.shu.edu/cps/

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#### UNIVERSITY AT ALBANY-SUNY

Judith Saidel, Director
Center for Women in Government &
Civil Society
Rockefeller College of Public Affairs and Policy

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#### UNIVERSITY OF CALIFORNIA-BERKELEY

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Web: groups.haas.berkeley.edu/nonprofit/

#### UNIVERSITY OF CALIFORNIA-LOS ANGELES

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#### **UNIVERSITY OF DELAWARE**

Steve Peuquet, Director
Center for Community Research & Service
College of Human Services, Education and
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297 Graham Hall
Newark, DE 19716
Phone: (302) 831-1689
Fax: (302) 831-4225
E-mail: speuquet@udel.edu
Web: www.ccrs.udel.edu

"Millions of Americans are working hard to build economic security for their families, yet antiquated labor policies actually set them up to fail. The bedrock of our country is hard work, but for too many families, that hard work isn't yielding the economic security it used to. These grants are about building a smarter system that rewards responsibility and brings basic economic security within reach of more workers."

LUIS UBINAS, president, Ford Foundation (Ford Foundation Press Release 12/02/09)



#### UNIVERSITY OF MICHIGAN

Ashlev Zwick, Director Nonprofit and Public Management Center School of Social Work 2759 School of Social Work Building Ann Arbor, MI 48109-1106 Phone: (734) 615-2096 Fax: (734) 763-4214

E-mail: zwicka@umich.edu Web: www.umich.edu/~nonproft/

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#### UNIVERSITY OF MISSOURI-KANSAS CITY

David Renz, Director Midwest Center for Nonprofit Leadership Cookingham Institute of Public Affairs Bloch School of Business & Public Administration 5110 Rockhill Road, Bloch 310 Kansas City, MO 64110-2499 Phone: (816) 235-2342 Fax: (816) 235-1169 E-mail: renzd@umkc.edu

#### UNIVERSITY OF MISSOURI-ST. LOUIS

Web: www.mcnl.org

Nancy T. Kinney, Director Nonprofit Management and Leadership Program 347 SSB Political Science, Public Policy Admin. 8001 Natural Bridge Road St. Louis, MO 63121 Phone: (314) 516-5420 Fax: (314) 516-4245 E-mail: KinneyN@umsl.edu Web: www.umsl.edu//npml/

#### UNIVERSITY OF PENNSYLVANIA

Ira Harkavv Center for Community Partnerships Penn Program for Public Service 133 South 36th Street, Suite 519 Philadelphia, PA 19104-3246 Phone: (215) 898-5351 Fax: (215) 573-2799 E-mail: harkavy@pobox.upenn.edu Web: www.upenn.edu/ccp/

#### UNIVERSITY OF SAN DIEGO

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#### UNIVERSITY OF SAN FRANCISCO

Web: www.sandiego.edu/nonprofit/

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MNA.html

#### UNIVERSITY OF SOUTHERN CALIFORNIA

James Ferris, Director Center on Philanthropy and Public Policy Lewis Hall 210 Los Angeles, CA 90089-0626 Phone: (213) 740-0388 Fax: (213) 740-0001 E-mail: iferris@usc.edu Web: www.usc.edu/philanthropy/

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#### UNIVERSITY OF TEXAS AT AUSTIN

Peter Frumkin, Director RGK Center for Philanthropy and Community Service LBJ School of Public Affairs P.O. Box Y Austin, TX 78713-8925 Phone: (512) 232-7061 Fax: (512) 232-7063

E-mail: frumkin@mail.utexas.edu Web: www.rgkcenter.org

#### UNIVERSITY OF WASHINGTON

Steven Smith, Director Nancy Bell Evans Center on Nonprofits & Philanthropy 203 Parrington Hall, Box 353055 Seattle, WA 98195-3055 Phone: (206) 221-4629 Fax: (206) 685-9044 E-mail: smithsr@u.washington.edu Web: evans.washington.edu/research/nbec/

index.php

#### UNIVERSITY OF WISCONSIN-MILWAUKEE

Douglas Ihrke, Interim Executive Director Helen Bader Institute for Nonprofit Management P.O. Box 413 Milwaukee, WI 53201 Phone: (414) 229-4732 Fax: (414) 229-4477 E-mail: dihrke@uwm.edu Web: www.helenbaderinstitute.uwm.edu

#### VIRGINIA TECH

Max. O. Stephenson, Executive Director Institute for Policy and Governance 205 West Roanoke Street Blacksburg, VA 24061 Phone: (540) 231-7340 Fax: (540) 231-7067 E-mail: mstephen@vt.edu Web: www.ipg.vt.edu

#### YORK UNIVERSITY

Fax: (416) 650-8071

Brenda Gainer, Director Nonprofit Management & Leadership Schulich School of Business 4700 Keele Street Toronto, Canada M3J 1P3 Phone: (416) 736-5092

E-mail: bgainer@schulich.yorku.ca Web: www.schulich.yorku.ca/nmlp.nsf

# **Regional Associations of Grantmakers**

he Forum of Regional Associations of Grantmakers is a national network of 33 regional associations of grantmakers, each of which serves a specific geographic area varying in size, from single metropolitan areas to entire states or several states. Contact information for each member organization in the Forum's network is provided below.

For more information, contact:

#### **Forum of Regional Associations of Grantmakers**

Michael Litz, President 2121 Crystal Dr. Suite 700 Arlington,VA 22202 Phone: (703) 879-0812 Fax: (703) 879-0800 E-mail: info@givingforum.org Web: www.givingforum.org

#### **ARIZONA GRANTMAKERS FORUM**

Marissa Theisen, President/CEO 1505 East Missouri Road Suite 200 Phoenix, AZ 85014 Phone: (602) 977-2756

E-mail: mtheisen@azgrantmakers.org Web: www.azgrantmakers.org

#### ASSOCIATED GRANT MAKERS

Miki C. Akimoto, Acting President 55 Court Street, Suite 520 Boston, MA 02108 Phone: (617) 426-2606 x17 Fax: (617) 426-2849 E-mail: makimoto@agmconnect.org Web: www.agmconnect.org

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# ASSOCIATION OF BALTIMORE AREA GRANTMAKERS

Betsy Nelson, Executive Director 2 East Read Street, Second Floor Baltimore, MD 21202 Phone: (410) 727-1205 Fax: (410) 727-7177 E-mail: info@abagmd.org Web: www.abagmd.org

#### **COLORADO ASSOCIATION OF FUNDERS**

Joanne Kelley, Executive Director 600 South Cherry Street, Suite 1200 Denver, C0 80246 Phone: (303) 398-7404

Fax: (303) 398-7430 E-mail: jkelley@rcfdenver.org Web: www.coloradofunders.org

## CONFERENCE OF SOUTHWEST FOUNDATIONS

Lucille DiDomenico, Executive Director 624 North Good-Latimer Expressway, Suite 100 Dallas, TX 75204

Phone: (214) 740-1787 Fax: (214) 740-1790 E-mail: Idd@c-s-f.org Web: www.c-s-f.org

## CONNECTICUT COUNCIL FOR PHILANTHROPY

Nancy Roberts, President 221 Main Street Hartford, CT 06106 Phone: (860) 525-5585 Fax: (860) 525-0436 E-mail: ccp@CTphilanthropy

E-mail: ccp@CTphilanthropy.org Web: www.ctphilanthropy.org

#### **COUNCIL OF MICHIGAN FOUNDATIONS**

Robert Collier, President & CEO 1 South Harbor, Suite 3 Grand Haven, MI 49417 Phone: (616) 842-7080 Fax: (616) 842-1760

E-mail: info@michiganfoundations.org Web: www.michiganfoundations.org

#### **COUNCIL OF NEW JERSEY GRANTMAKERS**

Nina Stack, President 101 West State Street Trenton, NJ 08608 Phone: (609) 341-2022 Fax: (609) 777-1096 E-mail: nstack@cnjg.org Web: www.cnjg.org

#### **DELAWARE VALLEY GRANTMAKERS**

Debra Kahn, Executive Director 230 South Broad Street, Suite 4C2 Philadelphia, PA 19102 Phone: (215) 790-9700 x4 Fax: (215) 790-9704 E-mail: info@dvg.org Web: www.dvg.org

#### **DONORS FORUM**

Valerie Lies, President and CEO 208 South LaSalle Street Suite 1540 Chicago, IL 60604 Phone: (312) 578-0090 x129 Fax: (312) 578-0103 E-mail: info@donorsforum.org Web: www.donorsforum.org

#### **DONORS FORUM OF SOUTH FLORIDA**

Scot Marken, President and CEO 200 South Biscayne Boulevard, Suite 3300 Miami, FL 33131 Phone: (305) 371-7944 Fax: (305) 371-2080 E-mail: info@donorsforumsf.org Web: www.donorsforumsf.org

#### **DONORS FORUM OF WISCONSIN**

Deborah Fugenschuh, President 759 North Milwaukee Street Suite 515 Milwaukee, WI 53202

Phone: (414) 270-1978 Fax: (414) 270-1979

E-mail: dfugenschuh@dfwonline.org

Web: www.dfwonline.org

#### FLORIDA PHILANTHROPIC NETWORK

Katie Ensign, President 199 East Welbourne Avenue, Suite 203 Winter Park, FL 32789-4365 Phone: (407) 478-6262 Fax: 407-478-6261 E-mail: admin@fpnetwork.org Web: www.fpnetwork.org

#### **GATEWAY CENTER FOR GIVING**

Mary McMurtrey, President 1141 South 7th Street St. Louis, MO 63104 Phone: (314) 621-6220 Fax: (314) 621-6624 E-mail: info@mapstl.org Web: www.centerforgiving.org

#### **GRANTMAKERS COUNCIL OF RHODE ISLAND**

Susan Neupauer, Executive Director 5600 Post Road, Suite 114 East Greenwich, RI 02818 Phone: (401) 887-3478 E-mail: sneupauer@gc-ri.org

Web: www.gc-ri.org

#### GRANTMAKERS FORUM OF NEW YORK

Elizabeth Wilder, Executive Director 75 College Avenue, Suite 311 Rochester, NY 14607-1009 Phone: (585) 232-2380 Fax: (585) 232-8413

E-mail: Liz.wilder@grantmakers.org Web: www.grantmakers.org

#### GRANTMAKERS OF OREGON AND SW WASHINGTON

Joyce B. White, Executive Director 425 Northwest Tenth Avenue, Suite 400 Portland, OR 97209 Phone: (503) 226-6340 Fax: (503) 228-5840 E-mail: jwhite@gosw.org Web: www.gosw.org

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#### GRANTMAKERS OF WESTERN PENNSYLVANIA

Barbara Taylor, Executive Director 650 Smithfield Street, Suite 210 Pittsburgh, PA 15222 Phone: (412) 471-6488 x2 Fax: (412) 232-3115 E-mail: info@gwpa.org Web: www.gwpa.org

#### INDIANA GRANTMAKERS ALLIANCE

Marissa Manlove, President and CEO 32 East Washington Street Suite 1100

Indianapolis, IN 46204-3529 Phone: (317) 630-5200 Fax: (317) 630-5210

E-mail: info@indianagrantmakers.org Web: www.indianagrantmakers.org

#### IOWA COUNCIL OF FOUNDATIONS

Angie Dethlefs-Trettin, Director P.O. Box 13229 Des Moines, IA 50310 Phone: (515) 537-6956 Fax: (319) 287-9105

E-mail: info@iowacounciloffoundations.org Web: www.iowacounciloffoundations.org

#### MAINE PHILANTHROPY CENTER

Janet Henry, President USM Library, Box 9301 314 Forrest Avenue Portland, ME 04104-9301 Phone: (207) 780-5039 Fax: (207) 780-4649

E-mail: mpc@mainephilanthropy.org Web: www.mainephilanthropy.org

#### MINNESOTA COUNCIL ON FOUNDATIONS

Bill King, President 100 Portland Avenue South, Suite 225 Minneapolis, MN 55401-2575 Phone: (612) 338-1989 Fax: (612) 335-5089 E-mail: info@mcf.org Web: www.mcf.org

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#### NEW MEXICO ASSOCIATION OF GRANTMAKERS Ron White, Executive Director

P.O. Box 9280 Santa Fe, NM 87504-9280 Phone: (505) 995-0933 Fax: (505) 989-4533 E-mail: info@nmag.org

Web: www.nmag.org

#### NORTHERN CALIFORNIA GRANTMAKERS

Colin Lacon, President and CEO 625 Market Street, 3rd Floor San Francisco, CA 94105 Phone: (415) 777-4111 Fax: (415) 777-1714 E-mail: ncg@ncg.org Web: www.ncg.org

#### OHIO GRANTMAKERS FORUM

George Espy, President 37 West Broad Street, Suite 800 Columbus, OH 43215 Phone: (614) 224-1344

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#### PHILANTHROPY NEW YORK

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E-mail: info@philanthropynewyork.org Web: www.philanthropynewyork.org

#### PHILANTHROPY NORTHWEST

Carol Lewis, CEO 2815 Second Avenue, Suite 290 Seattle, WA 98121 Phone: (206) 443-8430 Fax: (206) 441-4622

E-mail: info@philanthropynw.org Web: www.philanthropynw.org

#### SAN DIEGO GRANTMAKERS

Nancy Jamison, Executive Director 5060 Shoreham Place, Suite 350 San Diego, CA 92122

Phone: (858) 875-3333 Fax: (858) 202-1762

E-mail: info@sdgrantmakers.org Web: www.sdgrantmakers.org

#### SOUTHEASTERN COUNCIL OF FOUNDATIONS

Michael Howland, President 50 Hurt Plaza, SE, Suite 350 Atlanta, GA 30303 Phone: (404) 524-0911 Fax: (404) 523-5116 E-mail: mike@secf.org

Web: www.secf.org

#### **SOUTHERN CALIFORNIA GRANTMAKERS**

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Sushma Raman, President 1000 North Alameda Street, Suite 230 Los Angeles, CA 90012 Phone: (213) 680-8866 Fax: (213) 680-8730

E-mail: info@socalgrantmakers.org Web: www.socalgrantmakers.org

#### ...... WASHINGTON REGIONAL ASSOCIATION OF **GRANTMAKERS**

Tamara Lucas Copeland, President 1400 Sixteenth Street, NW Suite 740 Washington, DC 20036 Phone: (202) 939-3440

Fax: (202) 939-3442

E-mail: info@washingtongrantmakers.org Web: www.washingtongrantmakers.org

#### **WEST VIRGINIA GRANTMAKERS ASSOCIATION**

Shannon Cunningham, President P.O. Box 985 Weston, WV 26452 Phone: (304) 517-1450 Fax: (304) 388-9861

E-mail: Info@WVGrantmakers.org Web: www.wvgrantmakers.org

#### **WESTERN NEW YORK GRANTMAKERS** ASSOCIATION

Kathleen Christy, Program Director P.O. Box 1334 Buffalo, NY 14205

Phone: (716) 857-0885 Fax: (716) 854-0877 E-mail: wnyga@verizon.net

# Grantmaker Affinity Groups

ffinity groups are organizations founded by grantmakers who have common interests and provide opportunities for them to meet each other, share knowledge, and encourage collaborative funding. Some affinity groups are formed around the identity of the population served. Some are formed around particular grant issue areas. Still others are formed around position and function. Contact information for each grantmaker affinity group is provided below.

#### For more information, contact:

#### **Council on Foundations**

Michelle Bermúdez, External Relations Phone: (703) 879-0600 2121 Crystal Drive, Suite 700 Arlington, VA 22202

E-mail: affinity@cof.org www.cof.org

#### ABFE (ASSOCIATION OF BLACK **FOUNDATION EXECUTIVES)**

Susan Batten, President and CEO 55 Exchange Place, 5th Floor New York, NY 10005 Phone: (646) 230-0307 E-mail: sbatten@abfe.org Web: www.abfe.org

#### **AFFINITY GROUP ON JAPANESE PHILANTHROPY**

Ms. Laura Cronin, Foundation Director c/o Toshiba America Foundation 1251 Avenue of the Americas, 41st Floor New York, NY 10028 Phone: (212) 596-0667

E-mail: foundation@tai.toshiba.com

#### AFRICA GRANTMAKERS' AFFINITY GROUP

Niamani Mutima, Director P.O. Box 150

Warrenton, VA 20188-0150 Phone: (540) 878-5015

E-mail: info@africagrantmakers.org Web: www.africagrantmakers.org

#### ASIAN AMERICANS/PACIFIC ISLANDERS IN PHILANTHROPY

Peggy Saika, President/CEO 200 Pine Street, Suite 700 San Francisco, CA 94104 Phone: (415) 273-2760 E-mail: aapip@aapip.org Web: www.aapip.org

#### ASSOCIATION OF SMALL FOUNDATIONS

Timothy R. Walter, Chief Executive Officer 1720 N Street, NW Washington, DC 20036 Phone: (202) 580-6560 E-mail: asf@smallfoundations.org Web: www.smallfoundations.org

#### **CFLEADS (Formerly COALITION OF COMMUNITY FOUNDATIONS FOR YOUTH)**

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Martha K. Johnston, Associate Director 1055 Broadway, Suite 130 Kansas Citv. MO 64105 Phone: (800) 292-6149 E-mail: martha@cfleads.org Web: www.cfleads.org

#### THE COMMUNICATIONS NETWORK

Bruce S. Trachtenberg, Executive Director 1755 Park Street, Suite 260 Naperville, IL 60563 Phone: (630) 328-2857 E-mail: info@comnetwork.org Web: www.comnetwork.org

#### **CONSORTIUM OF FOUNDATION LIBRARIES**

Brenda L. Burk, Chairperson c/o IUPUI University Library 755 West Michigan Street Indianapolis, IN 46202 Phone: (317) 278-2329 Web: www.foundationlibraries.org

#### **DISABILITY FUNDERS NETWORK**

Kim Hutchinson, Executive Director 14241 Midlothian Turnpike, #151 Midlothian, VA 23113-6500 Phone: (703) 795-9646

E-mail: khutchinson@disabilityfunders.org

Web: www.disabilityfunders.org

#### EMERGING PRACTITIONERS IN **PHILANTHROPY**

Rusty Morgen Stahl, Executive Director 10 East 34th Street, 10th Floor New York, NY 10016 Phone: (212) 584-8249 E-mail: rusty@epip.org Web: www.epip.org

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#### **ENVIRONMENTAL GRANTMAKERS ASSOCIATION**

Rachel Leon, Executive Director 55 Exchange Place, Suite 405 New York, NY 10005-1965 Phone: (646) 747-2655 E-mail: ega@ega.org Web: www.ega.org

#### FUNDERS' COMMITTEE FOR CIVIC **PARTICIPATION**

Debra Ross, Executive Director 80 Broad Street, Suite 1600 New York, NY 10048 Phone: (503) 724-2922

E-mail: nchamplin@funderscommitte.org Web: www.funderscommitte.org

#### **FUNDERS CONCERNED ABOUT AIDS**

John Barnes, Executive Director 189 Montague Street, Suite 801A Brooklyn, NY 11201 Phone: (718) 875-0251 E-mail: john@fcaaids.org Web: www.fcaaids.org

#### FUNDERS FOR LESBIAN AND GAY ISSUES

Karen Zelermyer, Executive Director 116 East 16th Street, 6th Floor New York, NY 10003 Phone: (212) 475-2930 E-mail: info@lgbtfunders.org Web: www.lgbtfunders.org

#### **FUNDERS' NETWORK FOR SMART GROWTH AND LIVABLE COMMUNITIES**

L. Benjamin Starrett, Executive Director 1500 San Remo Avenue, Suite 249 Coral Gables, FL 33146 Phone: (305) 667-6350 E-mail: info@fundersnetwork.org Web: www.fundersnetwork.org

#### ..... **FUNDERS NETWORK ON POPULATION, REPRODUCTIVE HEALTH & RIGHTS**

Denise Shannon, Executive Director 1215 Veirs Mill Road Rockville, MD 20851 Phone: (301) 294-4157 E-mail: info@fundersnet.org Web: www.fundersnet.org

#### **FUNDERS TOGETHER TO END HOMELESSNESS**

Jason Born 240 Newbury Street, 2nd Floor Boston, MA 02116 Phone: (617) 236-2244 E-mail: jason@melvilletrust.org Web: www.funderstogether.org

#### GRANTMAKERS CONCERNED WITH **IMMIGRANTS AND REFUGEES**

Daranee Petsod. Executive Director P.O. Box 1100 Sebastopol, CA 95473 Phone: (707) 824-4374 E-mail: info@gcir.org Web: www.gcir.org

#### GRANTMAKERS FOR CHILDREN, **YOUTH & FAMILIES**

Stephanie McGencey Washington, Ph.D., MPH, Executive Director 8757 Georgia Avenue, Suite 540 Silver Spring, MD 20910 Phone: (301) 589-4293 E-mail: info@gcyf.org Web: www.gcyf.org

#### GRANTMAKERS FOR EDUCATION

Christine Tebben, Executive Director 720 SW Washington Street, Suite 605 Portland, OR 97205 Phone: (503) 595-2100 E-mail: information@edfunders.org Web: www.edfunders.org

#### GRANTMAKERS FOR EFFECTIVE ORGANIZATIONS

Kathleen P. Enright, Executive Director 1725 DeSales Street, NW, Suite 404 Washington, DC 20036 Phone: (202) 898-1840 E-mail: info@geofunders.org Web: www.geofunders.org

#### GRANTMAKERS IN AGING

Carol Farquhar, Executive Director 7333 Paragon Road, Suite 220 Dayton, OH 45459-4157 Phone: (937) 435-3156 E-mail: cfarquhar@giaging.org Web: www.giaging.org

#### GRANTMAKERS IN FILM + **ELECTRONIC MEDIA**

Alyce R. Myatt, Executive Director 2406 East Fairmount Avenue Baltimore, MD 21224-1042 Phone: (410) 675-4024 E-mail: info@gfem.org Web: www.gfem.org

#### GRANTMAKERS IN HEALTH

Mary Backley, Vice President for Finance and Administration 1100 Connecticut Avenue, NW, 12th Floor Washington, DC 20036

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Phone: (202) 452-8331 E-mail: info@gih.org Web: www.gih.org

#### **GRANTMAKERS IN THE ARTS**

Janet Brown, Executive Director 604 West Galer Street Seattle, WA 98119-3253 Phone: (206) 624-2312 E-mail: gia@giarts.org Web: www.giarts.org

#### **GRANTMAKERS INCOME SECURITY** TASK FORCE

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Christianne Lind c/o The Finance Project 1401 New York Avenue, NW Suite 801 Washington, DC 20005 Phone: (202) 587-1000

#### GRANTS MANAGERS NETWORK

Michelle Greanias, Executive Director 1101 14th Street, NW, Suite 420 Washington, DC 20003 Phone: (202) 329-7670 E-mail: info@gmnetwork.org Web: www.gmnetwork.org

#### GRASSROOTS GRANTMAKERS

Janis Foster, Executive Director P.O. Box G Hallettsville, TX 77964-2324 Phone: (361) 798-1808

E-mail: info@grassrootsgrantmakers.org Web: www.grassrootsgrantmakers.org 

#### HISPANICS IN PHILANTHROPY

Diana Campoamor, President 55 Second Street, Suite 1500 San Francisco, CA 94105 Phone: (415) 837-0427 E-mail: info@hiponline.org Web: www.hiponline.org

#### INTERNATIONAL FUNDERS FOR INDIGENOUS PEOPLE

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Evelyn Arce-White, Executive Director P.O. Box 1040 Akwesasne, NY 13655 Phone: (518) 358-9500 E-mail: ifip@internationalfunders.org Web: www.internationalfunders.org

#### INTERNATIONAL HUMAN RIGHTS **FUNDERS GROUP**

Michael Hirschorn, Executive Director 45 West 56th Street, 6th Floor New York, NY 10018 Phone: (212) 378-4430 E-mail: info@ihrfg.org Web: www.ihrfg.org

#### JEWISH FUNDERS NETWORK

Mark S. Charendoff, President 150 West 30th Street, Room 900 New York, NY 10001-4003 Phone: (212) 726-0177 E-mail: ifn@ifunders.org Web: www.jfunders.org

#### LITERARY FUNDERS NETWORK

Margaret Doughty, Founder 501 East Bayshore Drive Palacious, TX 77465 Phone: (832) 721-5915

E-mail: Margaret@literacypowerline.com Web: www.literacypowerline.com

#### NATIVE AMERICANS IN PHILANTHROPY

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Joy Persall, Executive Director 2801 21st Avenue South, Suite 132D Minneapolis, MN 55407 Phone: (612) 724-8798

E-mail: info@nativephilanthropy.org Web: www.nativephilanthropy.org

#### **NEIGHBORHOOD FUNDERS GROUP**

Bettye Brentley, Executive Director 1301 Connecticut Avenue NW, Suite 500 Washington, DC 20036 Phone: (202) 833-4690 E-mail: nfg@nfg.org Web: www.nfg.org

#### ..... PEACE AND SECURITY FUNDERS GROUP

Katherine Magraw, Director 7 Elliewood Avenue, 3rd Floor Charlottesville, VA 22903 Phone: (434) 989-1514

E-mail: kmagraw@peaceandsecurity.org Web: www.peaceandsecurity.org •••••

#### PHILANTHROPY FOR ACTIVE CIVIC ENGAGEMENT

Christopher T. Gates, Executive Director 444 Sherman Street, Suite 200 Denver, CO 80203 Phone: (303) 765-3411 E-mail: info@pacefunders.org Web: www.pacefunders.org

#### SUSTAINABLE AGRICULTURE & **FOOD SYSTEMS FUNDERS**

Virginia Clarke, Coordinator 911 West Pedregosa Street Santa Barbra, CA 93101 Phone: (805) 687-0551 E-mail: vclarke@safsf.org Web: www.safsf.org

#### TECHNOLOGY AFFINITY GROUP

Lisa Pool, Executive Director c/o Lisa Pool Consulting, LLC 23 Briar Road Wayne, PA 19087 Phone: (610) 688-6832 E-mail: info@tagtech.org Web: www.tagtech.org

#### **WOMEN'S FUNDING NETWORK**

Christine Grumm, President/CEO 1375 Sutter Street, Suite 406 San Francisco, CA 94109 Phone: (415) 441-0706 E-mail: info@wfnet.org Web: www.wfnet.org

# **Other Nonprofit Support Organizations**

here are many nonprofit organizations whose mission is to help and support other nonprofit organizations — with management, technology, research, education, and more. They are sometimes referred to as infrastructure organizations. The grantmaker affinity groups and regional associations of grantmakers listed elsewhere in this volume fall into this general category, as do the national organizations on the list below.

#### **ACTIONS WITHOUT BORDERS/IDEALIST.ORG**

Ami Dar, Executive Director 302 Fifth Avenue, Eleventh Floor New York, NY 10001 Phone: (212) 843-3973

E-mail: www.idealist.org/en/about/ contact.html?#email

Web: www.idealist.org

#### THE ADVOCACY INSTITUTE

Candace Cortiella, Director 6080 John Barton Payne Road Marshall, VA 20115 Phone: (540) 364-0051

E-mail: info@advocacyinstitute.org Web: www.advocacyinstitute.org

#### THE ALLIANCE FOR JUSTICE

Nan Aron, President 11 Dupont Circle, NW, Second Floor Washington, DC 20036 Phone: (202) 822-6070 E-mail: Alliance@afj.org

E-mail: Alliance@afj.o Web: www.afj.org

#### ALLIANCE FOR NONPROFIT MANAGEMENT

Tangie Newborn, Executive Director and CEO 1899 L Street, NW, Seventh Floor

Washington, DC 20036 Phone: (202) 955-8406

E-mail: tangie@allianceonline.org Web: www.allianceonline.org

#### BBB WISE GIVING ALLIANCE

H. Art Taylor, President and CEO 4200 Wilson Boulevard, Suite 800 Arlington, VA 22203

Phone: (703) 276-0100

E-mail: onlinecharity@council.bbb.org

Web: www.give.org

#### **BOARDNET**

David M. LaGreca, Transitional Executive Director 6 East 39th Street, Suite 602 New York, NY 10026 Phone: (212) 447-1236 E-mail: dlagreca@vcg.org

Web: www.boardnetusa.org

#### **BOARDSOURCE**

Linda C. Crompton, President and CEO 1828 L Street, NW, Suite 900 Washington, DC 20036 Phone: (202) 452-6262

E-mail: www.boardsource.org/AboutUs.

asp?mode=contact
Web: www.boardsource.org

#### **CENTER FOR EFFECTIVE PHILANTHROPY**

Phil Buchanan, President 675 Massachusetts Avenue, Seventh Floor Cambridge, MA 02139

Phone: (617) 492-0800

E-mail: philb@effectivephilanthropy.org Web: www.effectivephilanthropy.org

## CENTER FOR LOBBYING IN THE PUBLIC INTEREST

Larry Ottinger, President 1612 K Street, NW, Suite 505 Washington, DC 20006 Phone: (202) 387-2008 E-mail: larry@clpi.org Web: www.clpi.org

#### CHARITY NAVIGATOR

Ken Berger, President and Executive Director 1200 MacArthur Boulevard, Second Floor

Mahwah, NJ 07430 Phone: (201) 818-1288

E-mail: info@charitynavigator.org Web: www.charitynavigator.org

## COMMITTEE ENCOURAGING CORPORATE PHILANTHROPY

Charles Moore, Executive Director 110 Wall Street, Suite 2-1 New York, NY 10005 Phone: (212) 825-1000

E-mail: info@CorporatePhilanthropy.org Web: www.corporatephilanthropy.org

#### **COMMUNICATIONS CONSORTIUM**

Kathy Bonk, Executive Director and Co-Founder 401 Ninth Street, NW, Suite 450

Washington, DC 20004 Phone: (202) 326-8700 E-mail: info@ccmc.org Web: www.ccmc.org

#### **COMMUNICATIONS LEADERSHIP INSTITUTE**

Michael Chihak, Executive Director 149 Natoma Street, Second Floor San Francisco, CA 94105 Phone: (415) 227-4200

E-mail: michael@communicationsleadership.org

Web: www.smartcommunications.org

#### **COUNCIL ON FOUNDATIONS**

Steve Gunderson, President and CEO 2121 Crystal Drive, Suite 700 Arlington, VA 22202 Phone: (800) 673-9036 E-mail: info@cof.org Web: www.cof.org

# FORUM OF REGIONAL ASSOCIATIONS OF GRANTMAKERS

Forum of Regional Associations of Grantmakers Michael Litz, President 2121 Crystal Drive, Suite 700 Arlington, VA 22202 Phone: (703) 879-0812 E-mail: info@givingforum.org

#### THE FOUNDATION CENTER

Web: www.givingforum.org

Bradford K. Smith, President 79 Fifth Avenue New York, NY 10003 Phone: (202) 620-4230 E-mail: bks@foundationcenter.org Web: foundationcenter.org

#### GUIDESTAR

Robert Ottenhoff, President and CEO 4801 Courthouse Street, Suite 220

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E-mail: bottenhoff@guidestar.org

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#### INDEPENDENT SECTOR

Diana Aviv, President and CEO 1602 L Street, NW, Suite 900 Washington, DC 20036 Phone: (202) 467-6100

E-mail: diana@independentsector.org Web: www.independentsector.org

#### INNOVATION NETWORK

Web: www.innonet.org

Lily Zandniapour, Executive Director 1625 K Street, NW, Eleventh Floor Washington, DC 20006 Phone: (202) 728-0727 E-mail: info@innonet.org

# NATIONAL CENTER FOR CHARITABLE STATISTICS, URBAN INSTITUTE

Thomas H. Pollak, Program Director 2100 M Street, NW, Fifth Floor Washington, DC 20037 Phone: (866) 518-3874 E-mail: tpollak@ui.urban.org Web: nccs.urban.org

"Solutions to America's challenges are being developed every day at the grassroots.
Government shouldn't be supplanting those efforts. It should be supporting those efforts."

 PRESIDENT OBAMA, speaking on the occasion of the launch of the Community Solutions Agenda (America Forward Press Release 6/30/09)



# NATIONAL CENTER FOR FAMILY PHILANTHROPY

Virginia M. Esposito, President 1101 Connecticut Avenue, NW, Suite 2200 Washington, DC 20036

Phone: (202) 293-3424 E-mail: ginny@ncfp.org Web: www.ncfp.org

## NATIONAL CENTER FOR NONPROFIT ENTERPRISE

Dennis R. Young, Ph.D., President 205 South Patrick Street Alexandria, VA 22314 Phone: (703) 548 7978 E-mail: richard@nationalcne.org Web: www.nationalcne.org

## NATIONAL COMMITTEE FOR RESPONSIVE PHILANTHROPY

Aaron Dorfman, Executive Director 2001 S Street, NW, Suite 620 Washington, DC 20009 Phone: (202) 387-9177 E-mail: info@ncrp.org Web: www.ncrp.org

## NATIONAL COUNCIL OF NONPROFIT ASSOCIATIONS

Tim Delaney, President and CEO 1101 Vermont Avenue, NW, Suite 1002 Washington, DC 20005

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- STEVE SUITTS, Southern Education Foundation vice president and co-author of the report "New Orleans Schools Four Years After Katrina: A Lingering Federal Responsibility" (New Orleans Times-Picayune 10/14/09)



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