

A Snapshot of Internet Innovation:

Using e-Philanthropy to Expand Volunteering, Giving and Community Building

Partners:



Research

Leslie Harris and Associates:

Jill Bond, David Evans, Regan Fitzgerald, Laura Quilter, and Rachel Zwerin

www.lharris.com

Writing and Editing

WaltersGroupUSA:

Michele Lynn and Susan Walters

www.WaltersGroupUSA.com

This report features profiles of organizations throughout the country that have integrated the Internet into their work. The observations in the profiles represent the viewpoints of each organization and are not necessarily endorsed by the conference sponsors.

The AOL Time Warner Foundation provided additional support for this report. The report is available online at www.independentsector.org.

March 2002

Table of Contents

| | |
|---|-----------|
| Section 1 Introduction | 3 |
| Section 2 Snapshots | 3 |
| Action Without Borders/Idealist.org..... | 4 |
| America’s Promise..... | 5 |
| Baltimore Giving Project..... | 6 |
| Catholic Relief Services..... | 7 |
| Civilrights.org..... | 8 |
| CorpWatch..... | 9 |
| Creative Capital..... | 10 |
| eGrants.org..... | 11 |
| Fannie Mae Foundation..... | 12 |
| Human Rights Campaign..... | 13 |
| MediaRights.org..... | 14 |
| Mercy Corps..... | 15 |
| Eugene and Agnes E. Meyer Foundation..... | 16 |
| National Abortion and Reproductive Rights Action League..... | 17 |
| National Council on Aging..... | 18 |
| National Law Enforcement Officers Memorial Fund..... | 19 |
| National Mentoring Partnership..... | 20 |
| NetAid..... | 21 |
| Network for Good..... | 22 |
| Rock the Vote..... | 23 |
| Rolling Readers U.S.A. | 24 |
| StargazerNET..... | 25 |
| Surdna Foundation..... | 26 |
| United Jewish Communities..... | 27 |
| Verizon Foundation..... | 28 |
| VolunteerMatch..... | 29 |
| YouthNOISE..... | 30 |
| Section 3 e-Philanthropy Coming of Age Stories after September 11th | 31 |
| Section 4 Lessons Learned | 36 |

Section 1 Introduction

What is e-Philanthropy?

As the Internet continues to transform our culture, it is playing an increasingly important role in the activities of the nonprofit sector. Nonprofit organizations and foundations¹ are turning to the Internet to increase volunteering, giving and civic engagement. And individuals are looking to the Internet to learn about nonprofit organizations and to get involved in supporting them. These activities are defined as e-Philanthropy. The Internet, by facilitating the ability of individuals to access information about nonprofit organizations and issues, propels them to get involved. At the same time, by easing the ability of nonprofits to build loyalty, engage users and communicate immediately, the Internet is helping to strengthen nonprofit organizations.

Report Overview

The goal of this “Snapshot of Internet Innovation” report is to provide attendees at the 3rd e-Philanthropy Conference with a glimpse of innovative ways that the Internet is being used by nonprofit organizations and foundations. The report focuses on the stories of groups that are achieving results by strategically using online technology. The areas of e-Philanthropy explored in the conference sessions are echoed in this report. We have included both well-known and lesser-known organizations in order to portray a wide range of experiences.

This report is not a list of capacity building sites, although these sites will be mentioned. We surveyed the field for glimpses of innovation; thus this publication is comprised of anecdotal stories, not academic research. Our objective was to capture the voices of individuals and organizations using Internet technology that has gone beyond the standard uses (e.g., one way information, signing a petition, etc.)

The sites featured are effective because they use integrated strategies in which online and offline functions merge, in the areas of fundraising, volunteer matching and management and civic engagement. The sites use community building to create loyalty among users – loyalty that leads to increased giving, volunteering and community involvement. At the same time, the technology facilitates the capacity building of the organizations.

This is certainly not an exhaustive listing of all the innovative and creative organizations throughout the country that utilize Internet strategies in their work. The report is not a compendium of the best practices in the field and it does not aim to be predictive of future Internet success. As we have seen recently, even in the for-profit world, it is difficult – if not impossible – to foresee which organizations will have success with their Internet strategies. This report is a snapshot of the present moment – a thumbnail sketch of what some organizations are finding to be successful now.

In the aftermath of September 11th, we have included a section that examines how selected nonprofit organizations and corporations used the Internet to respond to the terrorist attacks. The goal of this section was to get a glimpse of how the Internet has impacted organizations’ ability to respond to crisis; this sampling is again anecdotal, not scientific.

We hope that the stories told give conference attendees additional information about pioneering e-Philanthropy activities. In showcasing innovative examples, our wish is that the report can serve as a resource guide for those institutions beginning to explore and develop online strategies.

Section 2 Snapshots

The following pages profile organizations throughout the country that have integrated the Internet into their work. These are just some of the many philanthropic organizations that are leading the way on the Web. The profiles, which are listed alphabetically, are told from the point of view of each organization. The profiles represent the viewpoints of each organization and are not necessarily endorsed by the conference sponsors

¹ For the purposes of this report, the word “foundation” is used to describe all organized giving.

Action Without Borders/Idealist.org
www.idealist.org

ORGANIZATIONAL MISSION: Action Without Borders is a global network of individuals and organizations working to build a world where all people can live free and dignified lives in a healthy environment. Action Without Borders is independent of any government, political ideology or religious creed. Its work is guided by the common desire of its members and supporters to find practical solutions to social and environmental problems, in a spirit of generosity and mutual respect.

IN THEIR OWN WORDS: When we started in 1995, our idea was to create a place on the Web where people could go to help themselves and help others. So, for example, when we have information about a battered women's shelter, we can encourage people to volunteer there but can also help women who were being battered to find a shelter.

We have created a site that has information from over 26,000 nonprofit and community organizations in 153 countries, which users can search or browse by name, location or mission. The site also contains thousands of job openings and volunteer opportunities throughout the country and around the world as well as a list of organizations that can help site visitors to volunteer abroad. Over the last two years, we have become the leading nonprofit career site on the Web although we didn't plan it that way.

Customizing the Web

In spring 2001, we added "My Idealist" to the site, which allows users to register for personal e-mail updates with new listings matching their interests. So far, 50,000 people have registered for this. Someone could decide that they are interested in working for a women's organization and volunteering for a nonprofit in India. They will receive a daily e-mail informing them of the opportunities that match their interests. The ability to customize our Web site for users took our work to a completely different level.

We are getting incredible feedback from our site. One example is a staff member of a nonprofit in the Philippines who wrote to me and said that two of their volunteers were individuals who responded to her organization's listing with us. One came all the way from Canada, at her own expense. It's the power of the Web that allows us to connect people in such a way and helps them to make a difference in the world.

Community Building

To strengthen the community building of the site, we are going to add bulletin boards to invite these 30,000+ people and 20,000+ organizations to talk to one another. They all have something in common; we're going to give them the chance to speak with each other. If we can provide a safe place, many people will be able to find each other for sharing and support.

The biggest thing we have learned over the past six years is that trust is incredibly important in the nonprofit world. It takes a long time for people to trust a Web site or a new organization. To build trust, there are things you don't do: you don't sell e-mail addresses; you don't invade the privacy of your site's visitors; and, you don't spam them. And there are things that you should do, such as: treat your site's users the way you want to be treated; respond to every e-mail you receive, regardless of the question; get back to people within 24 hours. Being a small organization can be an advantage because people don't see you as a threat.

I think that one of the great things about the Web is that it has no borders. We recently launched a Spanish version of the site and French is next. To be able to work with people wherever they are and to help them effect change throughout the world is very appealing.

When we started, I was trying to make it easier for people everywhere to take action on issues that need attention. I believed that the more hurdles we could remove and the easier we could make it, the more people who would get involved in creating change. I think the Web has allowed us to do that and we will continue to create change and help people get involved.

Action Without Borders/Idealist.org, 350 Fifth Avenue, Suite 6614, New York, NY 10118
Phone: 212-843-3973 Fax: 212-564-3377

Contact: Ami Dar, Executive Director ami@idealist.org

America's Promise
www.americapromise.org

ORGANIZATIONAL MISSION: America's Promise is committed to mobilizing people from every sector of American life to build the character and competence of our nation's youth by fulfilling five promises for young people: ongoing relationships with caring adults in their lives; safe places with structured activities during non-school hours; healthy start and future; marketable skills through effective education; and opportunities to give back through community service.

IN THEIR OWN WORDS: The Internet is an integral part of our organizational strategy. It is essential for a mass movement and a way to reach scale. Because of the Internet, individuals are in control of the amount of information and resources they receive. It enables them to make important decisions on how they engage in the life of a child. We have moved from simply using the Internet as a home for an online brochure to utilizing it for interactive exchange and information sharing and to stimulate community mobilization.

America's Promise incorporates the use of numerous Internet tools in its organizational strategy. This results in greater visibility for partners, affiliates and the America's Promise mission. Because of the Internet, we are able to reach the nation in a far more economical and effective manner than ever before. Using the Internet as one of our primary communication vehicles, we are able to immediately respond to needs presented in communities across the country.

The Internet Expands Our Capabilities

Through our Web site, we reach about 75,000 visitors and achieve more than 2 million hits a month. More than 5,000 people each month log onto our site looking for ways to immediately get involved in the life of a child. Getting this many people to join this effort would take a large staff, but technology allows us to expand our capabilities without significantly increasing the numbers of employees in our national office. Because of our Web site, almost 100 percent of prospective partners now have information about America's Promise before even meeting our staff. The Web site is a sales tool that has increased our efficiency, which has broadened our reach.

Our Web site is full of tools and content such as KIDSONline (Knowledge Information Data Systems) which helps our partners better manage and share online information about progress toward their commitments to children and youth. This electronic version of our Report to the Nation is updated year round and is always current. In addition, our Web site also features an online advertising kit that offers electronic access to print, radio and collateral materials from our "Pull Your Weight." advertising campaign.

Offline and Online—Complementary Strategies

America's Promise utilizes offline marketing to bring individuals, organizations and communities to our national Web site and local Promise Station sites. These sites help to educate and enlist throngs of supporters of youth who then work offline nationally and within their communities to improve the lives of young people. The Internet and other technologies will never replace people. The Internet is a tool that assists with all forms of mobilization, but personal relationships are essential. Nonprofits interested in online engagement need strong and competent staffs to fulfill an effective mobilization strategy.

America's Promise, 909 N. Washington Street, Suite 400, Alexandria, VA 22314
Phone: 703-684-4500 Fax: 703-535-3900

Contact: Tobeka G. Green, Vice President, Information Technology TobekaG@americaspromise.org

Baltimore Giving Project
www.baltimoregivingproject.org

ORGANIZATIONAL MISSION: The mission of the Baltimore Giving Project is to promote, encourage and expand organized philanthropic giving in the greater Baltimore area by fostering the creation and expansion of new foundations, charitable funds and corporate giving programs.

IN THEIR OWN WORDS: Baltimore Giving Project (BGP) is a project of the Association of Baltimore Area Grantmakers. BGP, which primarily works with individuals, is an educational and outreach campaign to promote philanthropic giving. We're trying to get the word out about philanthropy and we're using the Internet to do this. The Internet allows us to give people a sense of what BGP is and to support individuals who are looking to plug into philanthropy in a variety of ways.

Last year, we launched BGP's Web site as well as two online newsletters. We also developed "The Art of Charitable Planning," a Web-based tool for financial advisors to use with clients regarding options for organized philanthropy (www.theartofcharitableplanning.org). We want to help these advisors use charitable planning in their everyday financial planning with their clients by giving them a tool they can use with their clients offline. We also developed an African American Giving Toolkit, a Giving Circle Toolkit, and "A Plan of One's Own: A Woman's Guide to Giving" – all available to download off our Web site. We decided that the Internet – via our Web site, online newsletters, and other Web-based tools – could be used to reach a broad audience. We also link visitors to our Web site with resources specific to their area of interest, e.g. African-American philanthropy, family philanthropy, women in philanthropy, giving circles, venture philanthropy, etc.

The Web site section "Vehicles for Giving" provides visitors with information on planning their giving, ways to give, where to give, what to give, and how to give. By placing this information online, we can encourage and empower people to get involved in philanthropy with the ease of being in their home.

Online and Offline – Working Together

In 2001, we initiated the "Donate your Rebate – Maryland!" campaign to encourage Maryland residents to donate their tax rebate to a local nonprofit organization. To undertake a statewide campaign, in a very short period of time and of this magnitude normally would have taken a lot of effort, but we were able to form a loose coalition, delegate tasks, solicit pro bono assistance, and quickly move the campaign from idea to conception all online. Over 130 nonprofits sent out letters encouraging their members to donate. The campaign included a link to an online donation site as well as a direct link to online information for nonprofits on how to join the campaign. In early 2002, we sent an online survey to all 130 nonprofits to evaluate the overall success of the campaign

The Internet has made it easier, faster and more efficient for us to facilitate and encourage the growth philanthropy in our community in a wide variety of ways.

Baltimore Giving Project, 2 East Read Street, 8th Floor, Baltimore, MD 21202-2470
Phone: 410-727-0719 Fax: 410-727-7177 E-mail: bgp@abagmd.org

Contacts: Jan Rivitz, Chair
 Buffy Beaudoin-Schwartz, Director
 Laurel Sereboff, Project Manager
 Tanya Jones, African American Philanthropy Initiative Director

Catholic Relief Services
www.catholicrelief.org

ORGANIZATIONAL MISSION: Catholic Relief Services (CRS) was founded in 1943 by the Catholic Bishops of the United States with the goal of assisting the poor and disadvantaged outside the U.S. To this end, CRS provides direct aid to the poor and involves people in their own development, helping them to realize their potential.

IN THEIR OWN WORDS: Catholic Relief Services has utilized the Internet to expand our fundraising and awareness. We provide a highly visible “Contribute Now!” link on every page of the Web site. Including this link and message on all pages - whether it is on a description of a project we have implemented, on our budget statement, or on our job opportunities page - reinforces the message about how important contributions are and increases the opportunities site visitors have to donate funds. This ubiquitous contribution link is particularly useful during international crises when our site is likely to receive the most visitors and when our services are most needed. During the month of April 1999 alone, we received \$278,000 from donors who were largely motivated by the war in Kosovo. This figure is especially remarkable because at the time, our entire site had only been online for two months. The immediacy of the Internet is especially valuable during times of crisis; when we are highlighting a current emergency, donors want to be able to give quickly.

New Donors

Over the last three years, we have raised \$1.3 million dollars online. Annual online donations show an upward trend: in FY 2001, we raised \$576,500, up from \$325,000 in FY 2000. Soliciting funds online has allowed us to reach a new donor audience with a decidedly different contribution profile. Forty percent of online donors are first-time donors to CRS; the average online donation is \$200, compared to the average direct mail gift of less than \$50. Receiving donations online has been particularly cost-effective and efficient compared to paper methods. We can instantaneously process online donations; donors receive an e-mail confirmation within 24 hours.

Interactivity is Key

We definitely have interactive elements – fun quizzes, forms – to engage people. We also have a kids’ Web site, aimed at kids ages 8 to 13, which we launched last fall. We are working hard to make it a learning tool about our agency and issues such as relief, development, poverty, refugees, hunger, and clean water but we also want to make it fun. We’ll be promoting the site through a network of school teachers.

While we have been very successful with online fundraising, it accounts for less than 1% of our total donations. We look at the Web as a tool to increase awareness and fundraising. Future advertising campaigns will drive traffic to our Web site. It’s important that our Internet strategy be coordinated with the agency. Ads, news releases, direct mail, and all of our communications will be pushing our new logo, brand, and URL; it all has to be integrated. You have to have one face for the public or you confuse people.

Analyze Traffic Patterns

We want to continue to expand the way we use the Internet to increase our awareness building and fundraising. When people give to CRS online, we ask them to opt into options that allow us to contact them. We’ll be pursuing some e-mail marketing campaigns; we’ve done a couple of tests that have been successful. We are working on the backend technology of the databases so we can carefully analyze the results. We think it is very important to analyze Web site traffic patterns and feedback from visitors so that we can upgrade our site to meet the needs of our visitors. This analysis and monitoring of user habits has contributed to our success.

Catholic Relief Services, 209 West Fayette Street, Baltimore, MD 21202-2470
Phone: 410-625-2220 Fax: 410-685-1635

Contact: Laura Mirkovic, Web site Director Lmirkovic@catholicrelief.org

Civilrights.org
www.civilrights.org

ORGANIZATIONAL MISSION: The mission of Civilrights.org is to empower the civil rights community to lead the fight for equality and social justice in the emerging digital society through the establishment of an online social justice network.

IN THEIR OWN WORDS: Civilrights.org leverages communications technologies to create an online society committed to the continued pursuit of equality and fostering greater understanding and mutual respect for difference. Created by the Leadership Conference on Civil Rights, the nation's largest and broadest civil and human rights coalition, and the Leadership Conference Education Fund, with assistance from the AOL Time Warner Foundation, civilrights.org is committed to serving as the online nerve center not only for the struggle against discrimination in all its forms, but also to help build the public understanding necessary for our country and other nations to continue the journey toward social and economic justice.

Every day, through the power of technology, individuals and organizations seize power away from large institutions and access, aggregate, produce, manipulate, and disseminate information on their own terms. While radical power shifts have occurred in the past, technology-based communications advances (and in particular, the Internet) are providing individuals and organizations with the unprecedented ability to bypass many information intermediaries -- in commerce, culture, and politics -- and manage information for themselves in ways they previously relied on others to do for them. We are seizing this opportunity to present our stories, our ideas, and our images, on our own terms, to individuals and organizations interested in pursuing social and economic justice.

The Digital Revolution

As the "digital revolution" transforms our economic, social, political, and cultural life, the future success of the broad civil rights movement will be affected by the civil rights community's ability to adapt its offline model to the new information and communications technology environment. By acting now to build the communications capacity of the broad civil and human rights community, civilrights.org is helping to shape the emerging digital society in a manner consistent with our goals and in doing so, ensuring a voice for the voiceless in the years ahead.

Our primary objective is to serve as the preeminent Web-based aggregator, producer and distributor of social justice content to community-oriented and media-related Web sites. Civilrights.org is quickly becoming the "infomediary" of the social justice space, offering the same efficiencies and economies of scale to the civil and human rights coalition that the Internet is currently bringing to the for-profit world.

Through a sophisticated back-end database, civilrights.org is serving as an intermediary between social justice content creators (namely member organizations of the Leadership Conference on Civil Rights) and individuals desiring specialized social justice news. Civilrights.org's backend system empowers coalition members to add their own content to the network. In addition to being aggregated and displayed on civilrights.org, the content is streamed to the Web sites of coalition members and others interested in advancing civil rights.

With very modest resources, civilrights.org has demonstrated the potential of bringing the diverse voices of the civil rights community together in one place online. Our site is aggregating content from over 100 organizations. Dozens of organizations are receiving civilright.org content feeds and the site is clearly regarded within the coalition as the leader in online activity. The Internet's reach allows us to reach throughout the nation, and the world, to bring civil rights to all, both online and offline.

civilrights.org, Leadership Conference on Civil Rights, 1629 K Street NW, 10th Floor,
Washington, D.C. 20006

Phone: 202-466-3311 Fax: 202-466-3435

Contact: Brian Komar, Civilrights.org Director komar@civilrights.org

ORGANIZATIONAL MISSION: CorpWatch counters corporate-led globalization through education and activism and fosters democratic control over corporations by building grassroots globalization--a diverse movement for human rights, labor rights and environmental justice.

IN THEIR OWN WORDS: The Internet is a tremendous part of what we do – it even influenced the name of our organization. When we were founded in 1997, our organization was called TRAC - Transnational Resource and Action Center, and our Web site was called Corporate Watch. But since most people knew us from our Web site, in March 2001 we simplified the situation by bringing TRAC together with our Internet presence under one name, one logo and a matching Web site address. Our campaigns include the Alliance for a Corporate-Free U.N. and the Climate Justice Initiative.

Worldwide Civic Engagement

Designed specifically to involve people in activism, CorpWatch sends e-mails to the approximately 3000 CorpWatch Action Team subscribers once or twice a month, notifying them of action alerts on our site. They can fax a message to a targeted recipient---who may be a political leader or an executive of a multinational corporation. We use our Cyber Action team to mobilize activists around a variety of issues, particularly global trade liberalization, environmental justice and workers rights disputes in the Third World.

We receive an average of 150,000 visits per month. Along with our 3000 Cyber Action subscribers, we also have 6000 members on a listserv whom we notify weekly about newly posted investigative reports and campaign updates. We have successfully collaborated with many small to medium size organizations that share common goals but do not have a strong Web presence, allowing those who visit the site to learn also about those organizations.

Become a Reliable Source

It has been amazing to get the feedback about how our Web site is being used. High school teachers are printing it out and posting it in their classrooms, journalists are using it to help them research and report stories, and socially responsible investment firms are using it for research on investments for their clients. Activists regularly cite CorpWatch as a major source of information on globalization issues.

The virtues of the Web are its immediacy and the rapidity with which you can disseminate information and mobilize action. It is also relatively affordable compared to radio and television broadcasts and even compared to a print publication. Even more importantly, we can reach younger people because the demographics of the Web skew younger.

Challenges and Solutions

It's a real challenge for all nonprofits to keep up with changes on the Web. In the last year, we redesigned the site so that we have a new look. We are about to launch a "content management solution" which we've had specifically designed for the CorpWatch site. This solution will give us a more automated way of posting content on the Web so we can respond more quickly to world events and post things more easily. This will free up human resources to work more effectively. Developing this solution has been a huge investment. We're one of the first small nonprofits to put significant resources into backend development but that's because we recognize how important the Web is to our work. The Internet does not ever substitute for organizing on the ground. But when you are connected with organizing on the ground, the Internet becomes a very important tool for disseminating information and facilitating communication.

CorpWatch, P.O. Box 29344, San Francisco, CA 94129
Phone: 415-561-6568 Fax: 415-561-6493

Contacts: Tristy Tanaka, Design and Technology Director corpwatch@corpwatch.org
Julie Light, Managing Editor editor@corpwatch.org

Creative Capital
www.creative-capital.org

ORGANIZATIONAL MISSION: Creative Capital Foundation is a national nonprofit organization that supports artists pursuing innovative approaches to form and content in the media, performing, and visual arts, and in emerging fields.

IN THEIR OWN WORDS: From its inception in May 1999, this foundation has taken the Internet extremely seriously in its work. I believe there are profound implications for a foundation being born at this moment in time. In the beginning, we said that we must be a digital funder and we're going to figure out what that means. Rather than think from paper to computer, we need to think from computer to paper.

Becoming a Digital Funder

Our first decision was to not only make the application available online but to make it possible for people to e-mail us their initial applications. They now mail us samples of their work for the second part of the application process but eventually we will be looking at images digitally. Enabling people to complete this process from their living room radically impacts who has access to us and significantly decreases the costs of applying.

When we originally talked about using an online application process, everyone said artists would never go for it - artists weren't online and they were anti-technology. Creative Capital has really deflated the myth that artists cannot and will not go online. In our first year of making grants, 1100 of the 1800 applications we received were submitted online; 600 came in on the deadline day alone. Incredibly enough, the server did not crash! This year, 93% of the 2,300 applications came in online, which is an incredible percentage.

Share Knowledge

We are committed to sharing information on how we operate and what we're learning. The Internet allows us to have institutional transparency. We're defining our own best practices and sharing them with the field at large. You could learn a lot about innovative arts funding from looking at our site. We've included things such as our artist handbook, my reports to our board, major public addresses, and chronicles of our activities, including our amazing annual retreat for artists. We also post information, such as sample applications and information on how to create a budget that helps build the capacity of artists; we provide password-protected resources on our Web site for grantees.

Marketing Online

Another area in which the Internet plays an important role is in promoting the artists we're supporting. Creative Capital provides more than simply one-time funding; we offer marketing and other non-artistic assistance to develop audiences for the artists' work. Our marketing includes a calendar of artists' events, linked to a searchable and geographically indexed database of the artists, usually including samples of their work. We encourage the artists that we're funding to give us digital information— photos, moving images — that we can place on the Web site. We want to very aggressively promote the site to the community of presenters and exhibitors so we can be a resource to people who are doing cultural programming. For example, a film curator in Amsterdam can go to the site and see the work of the media artists we're supporting. We're at the beginning of using the site in this way.

The Internet is a tremendous tool. It helps us wed the best of what a traditional foundation does with what an artists service agency would do and glue it all together with an entrepreneurial sensibility.

Creative Capital, 65 Bleecker Street, Seventh Floor, New York, NY 10012
Phone: 212-598-9900 Fax: 212-598-4934

Contact: Ruby Lerner, Executive Director ruby@creative-capital.org

eGrants.org
www.egrants.org

ORGANIZATIONAL MISSION: The mission of eGrants is to improve the effectiveness of the nonprofit sector by utilizing information technology to facilitate and enhance communication and engagement between nonprofit organizations and their stakeholders. Specifically, we:

- Provide tools and training to help nonprofit organizations raise funds online and manage their operations more efficiently;
- Partner with other organizations to promote engaged online philanthropy.

IN THEIR OWN WORDS: eGrants is a member of the Tides Foundation's family of organizations. We work with our affiliated organizations to bring online resources to philanthropy. We see the Internet as a powerful tool for philanthropy on a variety of levels. One part of our mission is to serve nonprofit organizations. As a nonprofit foundation, we're able to help nonprofit organizations in several ways: we provide a low-cost online donation processing service, *DonateNow!*; we offer a training program throughout the country with workshops in online fundraising and an online resource center on our Web site; and we receive donations on our client's behalf in states which require organizations to be registered as a charitable fundraiser, so that our clients do not need to register as a solicitor in every state. We plan to offer additional services such as e-mail campaign and consulting services that will enhance the ability of organizations to communicate with and solicit their supporters.

Partnership Is Key

We also partner with our friends at Working Assets Funding Service to process donations made through their Web site GiveForChange.com. GiveForChange is a portal site that provides donation opportunities for approximately 300 social change organizations. We have also partnered with the Tides Foundation to raise funds online for some of their strategic giving initiatives. For example, we raised \$60,000 online for the Tides Foundation's September 11th Fund, and did a very successful campaign for the Foundation's Living Wage Fund last summer.

Since we began in 1999, eGrants has raised more than \$4 million for social change organizations in the U.S. We now serve more than 600 organizations with online donation processing, training and support services. We plan to continue to expand and strengthen our ability to use the Internet to raise money for social change by tapping into the limitless power of the Web.

The Internet is a powerful tool but it is important to emphasize that it is a tool among other tools. There's no magic answer – you can't put a button on your site and have the money just start to appear. But the Internet can help organizations manage their stakeholders in a number of ways, including volunteering, giving money, getting involved.

eGrants.org, Presidio Building 1014, P.O. Box 29256, San Francisco, CA 94129-0256
Phone: 415-561-7807 Fax: 415-561-6401

Contact: Dan Geiger, Executive Director dan@egrants.org

Fannie Mae Foundation
www.fanniemaefoundation.org

ORGANIZATIONAL MISSION: The Fannie Mae Foundation creates affordable home ownership and housing opportunities through innovative partnerships and initiatives that build healthy, vibrant communities across the United States. The Foundation is specially committed to improving the quality of life for the people of its hometown, Washington, D.C., and to enhancing the livability of the city's neighborhoods.

IN THEIR OWN WORDS: Fannie Mae Foundation launched KnowledgePlex (www.knowledgeplex.org) last October. This free, online, interactive resource: collects and disseminates information relevant to the field of affordable housing and community development (AH/CD); offers a peer-to-peer link and virtual meeting place for sharing information and ideas among industry experts—practitioners, policy makers, and scholars; and, provides an opportunity to bring individuals with diverse perspectives together to provide solutions to AH/CD issues.

The site is a one-stop shop for information about affordable housing and community development. It allows users to take advantage of the synergy of knowledge sharing by a broad spectrum of industry experts. At the same time, it promotes innovation in the AH/CD field and strengthens the analysis, development, and implementation of housing policy.

Building Virtual Communities

Our site consists of a “Knowledge Library” that is a resource for current information on a broad spectrum of AH/CD issues as well as electronic versions of case studies, best practices, articles, and journals. There is an area devoted to “Communities of Interest” which provide interactive space to explore key topics, issues, and trends affecting AH/CD; online live chats, threaded discussions, and message boards; community contacts; and a calendar of events. In addition, users have access to a daily housing news feed, links to Web sites, and detailed information about best practices in significant housing issues and other groups working on AH/CD issues.

Collaboration is key

We launched the Web site, which is funded by the Fannie Mae Foundation, last October. The site was developed in partnerships with 19 other organizations that serve as content contributors and advisors to the site. The purpose of the site is to create a platform where individuals can gather virtually to share information that keeps them up to date on advances in the AH/CD field and to share information that will help them do their jobs more effectively. For example, the directors of the housing departments in Des Moines and Chicago may share similar challenges but may have different areas of expertise. Our virtual community allows them to collaborate, learn from each other, and problem solve together. As a foundation, in the past we may have funded separate initiatives that are designed to foster the same solution. But by encouraging knowledge sharing, funders are able to get the maximum impact from their funding dollars. The Internet makes effective and efficient knowledge sharing possible.

In the final analysis, if someone is able to solve a problem in their community by learning from another organization that has faced a similar challenge by going onto the site, then we have achieved our goal. That is the power of the Internet.

Fannie Mae Foundation, 4000 Wisconsin Ave. NW, North Tower, Suite One, Washington, D.C. 20016
Phone: 202-274-8000 Fax: 202-274-8120

Contact: Amy Tharpe, Director, KnowledgePlex.org/Knowledge Initiative atharpe@fanniemaefoundation.org

Human Rights Campaign

www.hrc.org

ORGANIZATIONAL MISSION: The Human Rights Campaign (HRC) is a bipartisan organization that works to advance equality based on sexual orientation and gender expression and identity, to ensure that gay, lesbian, bisexual and transgender (GLBT) Americans can be open, honest and safe at home, at work and in the community.

IN THEIR OWN WORDS: There's a lot of community building happening on the Internet. All the research indicates that gays and lesbians are well wired and are early adopters. Our Web site is a place for our members and the larger gay, lesbian, bisexual and transgender community to go for the latest information about federal legislation and regulatory activities with an impact on their lives.

Building Community Through Action

We have an average of 120,000 unique users at our site each month, although this peaks considerably when there is a hot issue on Capitol Hill and during times of crisis. Our users spend an average of nearly 10 minutes per visit, a relatively long time in the Web world. Our online Action Center has more than 50,000 registered users. After users complete contact information, the Action Center automatically determines their U.S. Representative and both U.S. Senators. Users are shown a list of actions they can take. They can use a sample letter or edit it to make it more personal and then send it electronically to their representatives. Action Center members are sent e-mails alerting them to actions they can take based on their areas of political interest and/or where they live. So, if we are targeting members of Congress from five states on a given issue, we can alert only our Action Center members in those states.

Two-Way Communication

The Internet allows you to get your message out unfiltered. You can communicate immediately and not have to wait for publication deadlines. Our Web site also helps facilitate communication back to HRC from the community we serve. People can see right on the homepage the issues we're working on and if they have an opinion or suggestion, they can e-mail or call us right away. (And they do!)

With our WorkNet and FamilyNet projects, the Web site helps us get important information directly into our constituents' hands. Our users can pull down information about domestic partner benefits, non-discrimination policies, etc. right from the Web site. We've also been able to place important information in searchable databases which also saves staff time and empowers users. We have been running monthly drawings for HRC merchandise in the FamilyNet area to promote new registrants, which is working well.

Our Web site makes money. We build membership through the Web site. We currently receive an average of 238 new members or renewals per month producing an annual income of about \$300,000 a year. We also sell HRC merchandise through our Web site. (At the moment, we're grossing an average of \$54,000 a year – a number that has been climbing steadily in the last four years.) Our Web site's newest iteration – which went live on July 14, 2001 - has a "Volunteering" button on the homepage, where we explain the range of activities people can get involved with. We then direct people to respond to various e-mail boxes. Because this area is new, it's a work in progress.

During the battle over same-sex marriage in Hawaii in 1998, our opponents had much more money than we did. We had TV ads to counter theirs but not enough cash to buy air time. We used our Web site to showcase the ads our opponents were running and the ads we had created to counter their messages. We asked members to help us go back on the air in Hawaii by contributing to the cause. In just a few weeks, we raised more than \$30,000 and were able to get those ads back up in the final days of the campaign. Our Web site allows people to get involved without leaving their house. I think we're at the beginning of realizing the potential of the Internet right now.

Human Rights Campaign, 919 18th Street, N.W., Washington, D.C. 20006

Phone: 202-628-4160

Fax: 202-347-5323

Contacts: Kim Mills, Director of Education
Tuvinh Vuong, Web Manager

kim.mills@hrc.org
tuvinh.vuong@hrc.org

MediaRights.org
www.mediarights.org

ORGANIZATIONAL MISSION: MediaRights.org, a community Web site, helps media makers, educators, nonprofits, and activists use documentaries to encourage action and inspire dialogue on contemporary social issues.

IN THEIR OWN WORDS: MediaRights.org features easy-to-use databases of social issue documentaries and nonprofit organizations in the United States. Our site helps nonprofits use media for social change in their work and to collaborate with media makers while creating a central place to find information about social issue media on the Web. Our community of over 2,600 members can connect through MediaRights.org, resulting in collaborations and information sharing both online and offline. During the past year we undertook a major redesign of our site to encourage greater community participation. We now offer online workshops, message boards, resources and tips tailored to our members. Our online workshops help participants use MediaRights.org and the Web to inform and support their interest in social issue media and media activism. We also offer a “live” workshop called Media That Matters, which we present at nonprofit conferences. This workshop enhances the ability of organizations to use social issue media in their work and includes follow-up information for participants in our online workshops.

Meeting Members’ Needs

We tailor the site’s contents to the interests of our members. On the home page and in our monthly online newsletter, we alert members about new films in their specific interest areas. Visitors to MediaRights.org don’t have to know the name of the film or the filmmaker to find a film – they can just type in “racial profiling” or “toxic waste” and find relevant media, or browse by subject heading. We commission and post “best practices” articles in our News Section, send out monthly newsletters, and update our databases of social issue documentaries, nonprofits and activist organizations.

We have approximately 12,000 unique visitors each month. We attract new visitors and members through our e-mail marketing campaigns, search engine listings, and partner links. In addition to our database of 4,500 social issue documentaries, we license a database of over 850,000 nonprofit organizations from Guidestar.org and are building our own database of activist organizations that have worked with media.

Another example of our site showcasing media for social change is “The Media That Matters Online Film Festival.” The festival introduced an interactive format that streams films simultaneously and gives viewers an opportunity to get involved in the issues presented. Viewers of the film festival can donate to organizations working on the issues presented in the festival through our partnership with Helping.org, or take action in other ways (sign a petition, write to Congress, join an online community). We present the festival both offline at New York’s Lincoln Center and in broadcasts on Free Speech TV, and online, where it streams throughout the year at <http://www.mediarights.org/festival>.

Community Building Tools

We have created a number of community building tools so that our members can know each other and create online and offline working relationships. We encourage this exchange by allowing members to:

- Create membership profiles. Members write their own profile, indicating the causes they care about, films in our database on which they worked or that are their favorites, and organizations of which they are already active members;
- Comment on the 3,000 documentary films in our database in the comments box at the bottom of each film listing;
- E-mail articles from our site to friends and/or colleagues; and
- List their social issue documentary in our database or join the media maker or activist database.

MediaRights.org, 104 W. 14th Street, 4th Floor, New York, NY 10011
Phone: 646-230-6288 Fax: 646-230-6328

Contacts: Julia Pimsleur, Executive Director Julia@mediarights.org
Nicole Betancourt, Creative Director Nicole@mediarights.org

Mercy Corps
www.mercycorps.org

ORGANIZATIONAL MISSION: Mercy Corps is a not-for-profit organization that exists to alleviate suffering, poverty, and oppression by helping people build secure, productive, and just communities. Mercy Corps pursues its mission through: emergency relief services that assist people afflicted by conflict or disaster; sustainable community development that integrates agriculture, health, housing and infrastructure, economic development, education and environment, and local management; and, civil society initiatives that promote citizen participation, accountability, conflict management, and the rule of law.

IN THEIR OWN WORDS: For Mercy Corps, the Web is first and foremost a fundraising tool. We've seen other agencies that think of the Web as a volunteer tool or a communications tool and they do fundraising on the side. We don't think that this is an effective way to maximize fundraising on the site. There's a difference between a passive Web presence and an active Web presence. You can't have success without an active Web presence with clear guidelines and clear goals.

Active Web Presence

Mercy Corps has an active Web presence, constantly communicating with donors. We have an e-mail list of 14,000 people that we use to drive people to our site; we send e-mail on a regular basis, about four times per month. In our e-mails, we tell engaging stories about individuals involved in and/or benefiting from our work. Some examples - a high school student who went to Honduras to help build homes and a refugee from Afghanistan who came to the United States and became a doctor. Having an active Web presence also means that the organization has to have someone who can spend time on the site, preferably a part-time or full-time Webmaster.

The Web has made a huge difference in the work we do. We take a diversified approach, raising money from many different sources but we can depend on the Web to provide 10% of our private fundraising revenue. Web donors are a different kind of donor: they give more money than direct mail donors and they give more often.

Partnerships

Our hunger relief programs receive a boost from our partnership with The Hunger Site, a pioneering Web site designed to make it easy for millions to participate in the fight to end hunger every day. People just need to click on the link to The Hunger Site which has funded the purchase and distribution of over 250 million cups of food. Sponsors pay for the cost of the food - visitors pay nothing.

Provide Options

A form on our Web site allows visitors to contribute money through a variety of online giving options, including a monthly pledge option, donation of appreciated securities, and gifts in honor of others. The monthly pledge option is particularly useful because it allows us to lock in a steady revenue stream from a donor over time. During the last fiscal year, we raised \$650,000 through the Web, about \$500,000 through the form. Perhaps more importantly, 40% of all new donors contributed using the Internet.

We have an online program called Mercy Kits through which individuals can give money to a specific cause (e.g., children's health, drought relief). We cross market this program through our direct mail campaigns as a way to buy a meaningful gift instead of something that is going to collect dust in the closet. It has been very successful, especially during the holiday season, and has raised \$150,000 to date.

We don't see chat functions as necessary to raise money; we build community through news. The newspaper is a community-building tool but you don't interact with it. I think our site plays the same role by having lots of stories about our project areas. We receive from 20 to 30 e-mails every day and we reply to every one.

Mercy Corps, 3015 S.W. First Avenue, Portland, OR 97201
Phone: 503-796-6800 Fax: 503-796-6844

Contact: Jacob Colie, Web Design and Marketing Specialist jcolie@mercycorps.org

Eugene and Agnes E. Meyer Foundation
www.meyerfoundation.org

ORGANIZATIONAL MISSION: The Meyer Foundation works to develop Greater Washington as a community by supporting capable, community-based nonprofit organizations that foster the well being of all people in the region. The foundation is especially concerned with low-income people and with creating healthy neighborhoods, while valuing and seeking to promote the region's diversity

IN THEIR OWN WORDS: We decided to create the Meyer Foundation Web site primarily to feature the community work that performed by the groups that we value and fund. Our site goes much further than merely listing the grants the foundation has made. For instance, we frequently have a front page feature written by a program officer on a nonprofit group or a critical issue in our region that we think needs attention—such as affordable housing or vulnerable youth.

Technology that Builds Capacity

The way we've built our Web site is different from that of many foundations. We could have used the site to publicize what we do, provide details on our endowment, etc., but instead we chose to use technology in what we think is a more innovative way: to build capacity.

Some examples - The Meyer Foundation was a founding funder of Technology Works for Good, a solutions network of nonprofits, technology support providers, funders, and IT companies. Nonprofit leaders told us that they needed tools, know-how, and technical support but that existing resources were too expensive, too disjointed, and too unresponsive. Technology Works is committed to reducing costs and to making tools, know-how, and support very accessible and easy to use.

We've tried to use the Web site to encourage our grantees to make investments in technology. We still mail forms and applications, but we strongly encourage applicants to visit our site and download the application and guidelines directly. We hope that our Web site (which is powerful and requires a bit more than the bare minimum of equipment to surf) will encourage nonprofit groups to make the investment in technology that we think is crucial to their success.

Using Interactive Applications Group's (iapps.com) Orgitecture® as the development platform, a grants database was integrated to help our site's visitors quickly locate grants by subject area or keyword or to view all grants for the current year. Orgitecture also enables foundation staff to handle all content management and site administration with a browser-based, point-and-click interface.

We also invite our grantees to visit the foundation's offices and use the frequently upgraded equipment and software that we have invested in. We bought our equipment with community use in mind. Grantees can use our scanner so they don't have to purchase one and they can search the Web for fundraising possibilities using our DSL access. Our next challenge is to make our high-end color printer Internet-accessible so that grantees can work from their offices but print in our office over the Internet.

We have used Meyer's longstanding values to increase the sophisticated use of technology by our nonprofit partners.

Eugene and Agnes E. Meyer Foundation, 1400 16th Street, NW, Suite 360, Washington, D.C. 20036
Phone: 202-483-8294 Fax: 202-328-6850

Contact: MaryAnn Holohean, Director, Nonprofit Sector Advancement Fund
maholohean@meyerfdn.org

National Abortion and Reproductive Rights Action League

www.naral.org

ORGANIZATIONAL MISSION: The mission of the National Abortion and Reproductive Rights Action League (NARAL) is to develop and sustain a constituency that uses the political process to guarantee every woman the right to make personal decisions regarding the full range of reproductive choices, including preventing unintended pregnancy, bearing healthy children, and choosing legal abortion.

IN THEIR OWN WORDS: We are on the cutting edge in making sure that the Internet is a tool in virtually everything we do. NARAL is integrating technology into every aspect of the organization – in fundraising, volunteer recruitment and management, and notably in civic engagement. Perhaps the most exciting way we're using the Internet now is through the Choice Action Network (CAN), our nationwide network of more than 167,000 activists, of whom two-thirds are on line.

Integrating the Internet

People can join CAN in all of the real-world, old-fashioned ways. But there are also a number of innovative ways we're using the Internet to draw people into CAN, such as through two Web sites, banner ads, multi-media e-mails, messages with streaming videos, postings to chat rooms, and advertising in online newsletters. Our goal is to provide pro-choice Americans with information on what's happening on reproductive issues and the ability to take some immediate action.

Technology has allowed us to provide this useful vehicle to pro-choice Americans – they don't have to wait for a phone call or letter to find out that something is happening in their backyard or in D.C.. We use CAN to reach our traditional constituency (members, activists, pro-choice individuals) but we can also now reach those pro-choice people who are cyber-savvy. This brings a whole new constituency to us - people who are surfing the Web, who happen to be pro-choice but haven't been involved before.

Some people say, "You're doing community organizing; doesn't technology get in the way of connecting with people?" Instead, technology is allowing us to do things as organizers that we simply would not be able to do any other way. Just because we're communicating with them via their computer doesn't mean we're limiting their involvement on this issue to a click of their mouse. We're adding clicking their mouse to the other ways they can be involved, such as attending a meeting, writing a letter to the editor, and giving money. We have a more active base to draw upon because we have cultivated and deepened their relationship to NARAL. These people are more committed—more likely to act and more likely to give money. And their involvement is not limited to the Internet.

Other Web site features include the "Ten Minute Activist" which allows visitors to quickly and easily send predetermined letters on a variety of pro-choice topics to their representatives in Congress. Activists can use this feature to check on the status of legislation or current Congressional voting records.

Capacity Building Opportunities

NARAL has been experimenting with technology to network organizers and create new forms of action. We have conducted online training sessions that covered organizing basics and advanced techniques. We support organizer listservs so that activists and organizers can communicate with one another. We hosted an online conference during which pro-choice elected officials discussed choice and reproductive issues online. Through a publicly accessible Web site, about 170 individuals were able to chat in real time with officials and directly discuss the politics of choice. We are facilitating capacity building at our state affiliates by hiring consultants for technology assessments of affiliates and providing funding for equipment. We see technology as something we focus on from the national office and we link it into what all of our affiliates are doing. Today, our organizing always includes giving people at least three options – snail mail, toll-free number and of course, our Web site.

National Abortion and Reproductive Rights Action League/

NARAL Choice Action Network, 1156 - 15th Street, Suite 700, Washington, D.C. 20005

Phone: 202-973-3000

Fax: 202-973-3096

Contact: Lisa Horowitz, Director of Constituency Development lhorowitz@naral.org

National Council on Aging
www.benefitscheckup.org and www.ncoa.org

ORGANIZATIONAL MISSION: For more than fifty years, the mission of the National Council on Aging (NCOA) mission has been to improve the quality of life for older persons, especially disadvantaged and frail elders. NCOA achieves its mission by working with and through thousands of community-based, nonprofit service organizations in every community in the United States.

IN THEIR OWN WORDS: In June 2001, NCOA launched a new Web site, www.benefitscheckup.org, which enables older persons and their families to quickly and easily learn about all of the federal and state benefits to which they are entitled. This service is needed because at least five million seniors are eligible for, but are not receiving, a range of important benefits such as Medicaid, SSI, Food Stamps, pharmacy assistance, home energy assistance and Veterans benefits.

The BenefitsCheckUp has made it possible for anyone, anywhere, anytime to go online and learn about all of the benefits for which an elder is eligible, where to go and how to apply. Because of the Internet, NCOA is able to make this service universally available to the public as well as to the thousands of community service organizations that reach out to help disadvantaged seniors connect to the help they need.

For ten years before June 2001, our agency was deploying a disk-based version of the service in about 10 communities and we were proud of having been able to help an estimated 200,000 seniors. Since introducing the online BenefitsCheckUp, we have served more than 500,000 people in the first six months. NCOA expects to serve more than 5 million people over the next four years.

Strong Partnerships

One important lesson of this experience is the value of strong partnerships. By mobilizing the community service organizations that are members of NCOA as well as enlisting the help of outreach partners such as AARP, Catholic Charities and AOL Time Warner, BenefitsCheckUp has surpassed its usage goals for the year in the first few months.

NCOA has received hundreds of e-mails and phone calls from people who have been helped. Pat Fields was sending her mother several hundred dollars each month to help pay for her prescription drug bills and home heating costs. Pat used the BenefitsCheckUp and learned that her mother was eligible for a New Jersey Pharmacy Assistance Program and Low Income Home Energy Assistance and now her mother is saving at least \$3,000 per year.

Each partner has focused on its area of expertise. For example, AOL Time Warner has provided technical assistance which has enabled NCOA to respond to much higher than expected demand for the service and to focus our energies on what we know best: entitlement programs for older adults and how to mobilize and support community groups that work with seniors.

The Internet and BenefitsCheckUp are also enabling NCOA to transform how we communicate with and help our members. In the past two years, we have become an "e-association" - eliminating most paper communications and maximizing the power of new technologies to educate, support and energize our members.

National Council on the Aging, 409 Third Street, SW, Washington, D.C. 20024
Phone: 202-479-1200 Fax: 202-479-1735

Contact: James Firman, CEO

james.firman@ncoa.org

National Law Enforcement Officers Memorial Fund
www.nleomf.com

ORGANIZATIONAL MISSION: The mission of the National Law Enforcement Officers Memorial Fund is to generate increased public support for the law enforcement profession by permanently recording and appropriately commemorating the service and sacrifice of law enforcement officers, and to provide information that will help promote law enforcement safety.

IN THEIR OWN WORDS: We see the Web site as a tool to educate people about the law enforcement men and women who were killed during duty and their time of service, so that they are not forgotten. Our goal in creating the site was to expand the interactivity of our community. We communicate to them about events, such as National Police Week, for example. The Internet has been a great tool to increase participation at events such as this. Web site users can find out about the large event that is held in Washington, D.C. or about local celebrations held in various communities around the country.

A telling and recent example of the impact of our use of the Internet occurred last year when a member of the New Hampshire state legislature said, "The only good cop is a dead cop." We demanded that he resign from office and asked our constituency to support us and spread the word. It was amazing to see the ripple effect; the response was overwhelming. The list of people supporting his resignation quadrupled overnight. We asked our community to write letters to their local editors, call their state representatives and senators and demand this legislator's resignation. Our online organizing helped bring about his resignation. This is the type of community involvement and action that is made possible by the Internet.

The September 11th tragedy deeply affected our organization since 70 law enforcement officers were killed in New York City during the rescue effort. I visited "Ground Zero" one week after the attack and posted an article describing the experience on the Memorial Web site. We used our e-mail newsletter—an update we send weekly to about 20,000 police officers, survivors and supporters—to alert people to this article.

We also used our e-mail newsletter to encourage people to leave personal tributes to the victims and rescuers of the September 11th disaster. Many of our visitors left very moving tributes under the "Personal Tributes" section of the Memorial Web site.

We also encouraged visitors to purchase a memorial flag, lapel pin, remembrance bracelet, police badge mourning band, or one of the many other memorial gift items so they could visibly show their support for law enforcement and honor the 70 officers who died on September 11th. Online memorial gift sales increased dramatically during the weeks after September 11th.

Internet Sparks Offline Fundraising

The Internet is a key component of our fundraising endeavors. We have asked people on our e-mail list for donations to important campaigns and they have responded. During National Police Week, we added another 300 names to the memorial that cost \$60,000. Our e-mail inspired one member of our online community to go out into their personal community to raise \$57,000 for the Memorial. We also have an online store where customers can buy memorabilia, including T-shirts, patches, and books. The sales have more than doubled in a year.

The Internet has allowed the National Law Enforcement Officers Memorial to proactively communicate with our member group about what we are doing on an ongoing basis. This community building has a quantifiable impact in all aspects of e-Philanthropy, including financial support for our organization, volunteer assistance and community engagement.

National Law Enforcement Officers Memorial Fund, 605 E Street, NW, Washington, D.C. 20004
Phone: 202-737-3400 Fax: 202-737-3405

Contact: Craig Floyd, Chairman and Executive Director craig@nleomf.com

National Mentoring Partnership www.mentoring.org

ORGANIZATIONAL MISSION: The National Mentoring Partnership (The Partnership) is an advocate for the expansion of mentoring and a resource for mentors and mentoring initiatives nationwide. Through Mentoring.org, The Partnership provides online resources to individuals and organizations dedicated to the expansion of quality mentoring for our nation's youth.

IN THEIR OWN WORDS: Our goal is to show that everyone has the time to make a difference in the life of a child. The Internet is an integral part of our strategy. Our online and offline work are so seamlessly integrated that many people only know our organization as www.mentoring.org.

The Internet - A One-Stop Shop

The Internet has allowed us to aggregate mentoring-related information -- training materials, technical assistance, advocacy information and resources for mentoring -- which previously was very fragmented. With the Internet, we have centralized all of the tools one needs to be a productive mentor or to run a successful mentoring program. Individuals and organizations now have access to training, tools and resources 24 hours a day, seven days a week.

Another critical way we use the Internet is through a volunteer match tool that was developed in partnership with AOL Time Warner. Through this tool on our Web site, individuals have access to a searchable database of almost 5,000 mentoring opportunities and the tools to connect potential volunteers with an organization that matches their interests. The Internet is used by our many virtual volunteers who contribute to our organization by researching resources for our mentors, generating new activities for mentors and mentees, or updating links for mentors and mentees to explore together online.

e-Mentoring

Our e-mentoring project, with which people can mentor online, is an exciting use of the Internet. The Digital Heroes Campaign is a national mentoring program created by PEOPLE magazine in partnership with America Online and in association with The National Mentoring Partnership, PowerUP, and The Waitt Family Foundation. The Digital Heroes Campaign combines the flexibility and power of the Internet with the life experiences of some of America's most extraordinary individuals. Over 100 influential people have chosen to participate by offering their support, experience, and guidance to over 100 underserved youth from PowerUP Centers across the country. These mentors and youth participants will communicate via regular e-mail exchanges for the duration of the program.

Virtual Community

The Internet has allowed us to build community. Individuals feel a part of this community by engaging in any number of our online tools, such as listservs, bulletin boards, online training, and Ask the Experts. One success story: An English citizen was interested in starting a mentoring program and didn't know how. Through our Web site, he gathered information from successful programs abroad and connected with three different groups in the United States. Ultimately, his company paid for him to travel here to learn more. This would not have happened as easily without the internet.

Last year, our site had nearly 60,000 unique visitors each month, clearly showing that the Internet is an effective way to reach those interested in mentoring and making a difference in the lives of young people.

One of the most important lessons we have learned is that content plays a key role in the infrastructure of our site. The technology tools, such as audio, video, real-time chat and plug-ins, work hand-in-hand with the content that is developed for our site. Technology and content are seamless for us.

National Mentoring Partnership, 1600 Duke Street, Suite 300, Alexandria, VA 22314
Phone: 703-224-2200 Fax: 703-226-2581

Contact: Tonya T. Wiley, Vice President, Online Services

twiley@mentoring.org

NetAid
www.netaid.org

ORGANIZATIONAL MISSION: NetAid was created to mobilize support for an end to extreme poverty by bringing individuals, companies and organizations together in ways that expand opportunities for the world's poorest families and communities. NetAid provides direct connections to local projects throughout the developing world that measurably improve the lives of people.

IN THEIR OWN WORDS: NetAid was created in 1999 with the specific objective of using the Internet as a tool to mobilize people in the fight against poverty. We do that by providing innovative and concrete ways for people to make a difference in the lives of those in extreme poverty throughout the world. We have a community of over 50,000 members, including over 3,000 NGOs (non-governmental organizations.)

We identify projects in developing countries that are providing strategies to end poverty and access to education. We facilitate the ability of people in the developed world to help people in developing countries. The transparency of the Internet is an important element in our success. At our site, if you donate to a project in Ghana, for example, you can track the progress of the project through the Web site so you know how your donation is being used. In 2000, over half of the public contributions we received were raised directly through online donations.

Virtual Volunteering

In the past 18 months, our online volunteering program has been able to match over 4,000 volunteers with organizations that are working in developing countries. This program is a partnership with the United Nations Volunteers which, before working with us, placed 6,000 volunteers in the field over 30 years. These numbers show you the power of the Internet. Our volunteers can work from their homes. From her personal computer in Texas, one of our volunteers used the Internet to coordinate 150 volunteers from over 30 countries to work with an NGO in Uganda; the volunteers were able to secure a grant of \$150,000 from a U.S. foundation. And all of this was done online.

We are a good example of how the Internet can be used to mobilize people toward a common goal. The Internet is certainly an incredible tool to reach people but your strategy can't end there. It is unrealistic to think that the Internet can solve all of our problems. We have expanded our strategy to other media as well.

Integrated Communication

We see the biggest results when we combine media. After a big article about NetAid in Time magazine, we received \$300,000 in donations. People who read about us in a magazine can go the Web site to learn more. So, the communications strategy has to be an integrated one. It's not just "let's do a Web site." You have to determine what you are going to use it for. We have also learned that it is important for the organization to have a clear, concise and unified message to use in all media.

The Power of Partnerships

We do all of our work in partnerships; they are fundamental to what we do. Our partners include corporations which sponsor our projects, local development organizations that are doing the work in the field, and individuals who support our cause with their time or money. One hundred percent of the contributions from the public go directly to projects in the field. Many of these partnerships are made possible by the power of the Internet.

NetAid, 267 Fifth Avenue, 11th Floor, New York, NY 10016
Phone: 212-537-0500 Fax: 212-537-0501

Contact: Edith Asibey, Director of Communications easibey@netaid.org

Network for Good www.networkforgood.org

ORGANIZATIONAL MISSION: Network for Good's mission is to foster the informed use of the Internet for civic participation and philanthropy and to help nonprofit organizations become more effective and efficient.

IN THEIR OWN WORDS: Network for Good (NFG), which was launched at the end of 2001, was founded by the AOL Time Warner Foundation and AOL, Inc.; the Cisco Foundation and Cisco Systems, Inc.; and Yahoo! Inc., in partnership with over 20 nonprofit foundations and associations. We use the Internet to reach our two main audiences: individuals, whom we want to motivate to become engaged in philanthropy by speaking out, making donations, or volunteering; and, nonprofit organizations, which we want to help become more effective and efficient by using Internet-based resources and tools.

A Central Place for Online Giving

Our Web site is engaging many people in e-Philanthropy. The site averages 25,000 unique visitors each week. In 2001, Network for Good and its predecessor, Helping.org, raised about \$22 million—including \$15 million in response to September 11th and \$3 million after the Network for Good brand was launched on November 19th. The average donation has ranged from \$115 to \$200, which is higher than average donations offline. At the same time, we support a range of nonprofit organizations with Web-based content and tools that help nonprofits leverage the Web for fundraising, volunteer recruitment, and relationship building.

Integrating the Online and Offline Worlds

While NFG is primarily an Internet-based initiative, we encourage the integration of online and offline strategies. The Internet is a tool and not a replacement for things in the offline world. So, while our site may help a nonprofit collect e-mail addresses, the organization must cultivate relationships with those folks to get them involved as donors, volunteers, or supporters. Clearly, there is still a role for traditional methods such as direct mail and special events. NFG leverages the power of the Internet to provide a point of entry for individuals into the nonprofit world. Our site serves as a bridge to the nonprofit organization. Ultimately, it's up to the nonprofit to make the most of that opportunity and to develop the relationship.

Partnerships are Essential

We work with a number of partners to deliver specialized expertise and resources to the users of our site. With GuideStar, which contains financial records on more than 700,000 nonprofit organizations, donors get educated on our site about nonprofits in which they are interested. VolunteerMatch, another of our major partners, provides a Web-based database that allows users to find the perfect volunteer opportunity. Each week, an average of 700 volunteer matches are made through our site.

Lessons Learned

Although our site launched last year, many people involved in this initiative have worked to strengthen online philanthropy for years. We have learned that the Internet is a legitimate place to expect a significant – and growing – amount of philanthropic giving. Online giving has increased steadily, similar to the ways that other forms of e-commerce have grown. Donors are attracted to online giving in part because it can be a more cost-effective way to do philanthropy, allowing more money to go to programs instead of to administrative costs. We are conducting research and listening carefully to our advisors, including many nonprofit leaders and practitioners, to learn where our resources will be best applied.

Our long-term goal is to give consumers a view to a much larger universe of opportunities that are available so they can learn and be motivated to give, volunteer, or take an action. On the nonprofit side, our goal is to provide value-added content, resources, and tools that enable nonprofits to leverage the power and reach of the Internet and to be more effective and efficient overall.

Network for Good, 235 Montgomery Street, San Francisco, CA 94104
Phone: 703-265-3235 Fax: 703-265-2135

Contact: Ken Weber, Chief Operating Officer

Ken.Weber@networkforgood.org

Rock the Vote

www.rockthevote.org

ORGANIZATIONAL MISSION: Rock the Vote is dedicated to protecting freedom of expression and empowering young people to change their world.

IN THEIR OWN WORDS: Rock the Vote registered one million people to vote in 2000. The Internet is one of the ways that Rock the Vote communicates that it's cool to be political; we are the merchants of cool for the political arena. Unlike other organizations, our demographic – the audience we are reaching out to - is already online. They are spending any free moment they have online, surfing the Web, instant messaging their friends, doing research on their schoolwork. This makes the Internet a very friendly environment for Rock the Vote.

We don't spend money trying to drive traffic to the Web since these young people are already there. Instead, we work to drive traffic from within the Internet to our site. So, we are in contact with AOL, Yahoo!, Alta Vista, Rolling Stone.com – sites and portals that give us donated space for our banners. Having a presence on these giant networks helps drive traffic to our site and our campaigns.

Getting Attention and Results

We use the Web to educate young people and to get them involved. Through our site, people can get involved in their community as a volunteer and get involved in the political process. In 2000, we had an incredibly successful campaign called "Yes or No," designed to get people to explore both sides of the issues at stake in the presidential election. We sent an e-mail with the subject line, "Urgent Message from MTV and Rock the Vote," which had a flash file attached. You know that with a subject like that, 90% of young people are going to open it. When you opened the e-mail, you were faced with a picture of a 7-year-old boy with a gun aimed at you. Next to the photo were two boxes: "yes" and "no." Holding your cursor over the "yes" box showed an argument for gun control and holding it over the "no" box showed a counter argument. There were pictures representing other controversial subjects including abortion, same sex marriage, and the death penalty. After viewing all of the pictures and arguments, viewers could choose an action: send a letter to a member of Congress or Presidential candidate, register to vote, or send the e-mail to a friend.

That campaign had 22 million downloads. The average click-through was 33%, a percentage that was unheard of by all the commercial companies that had donated space to us; they never had a click-through rate that was as high. We generated an average of 10,000 unique visitors per day who generated an average of 527,000 hits per day. This was huge! This campaign was successful for a number of reasons: it was a cool campaign; nobody else was doing anything like it; it had photos that were in your face, Rock the Vote and MTV enjoy strong name recognition; and it was an election year.

Activism is Real

We don't believe that activism comes only from being online. The Internet is a source of information and is the source of certain type of activism. With the Internet, you can increase the number of letters written to Congress. But the Internet definitely doesn't replace activism on the streets; it doesn't replace people going to a rally or dedicating their time to be an activist for what they believe in. We use the Internet to drive traffic to street teams that are active on the ground. We staff voter registration tables at concerts with volunteers who have gotten involved through the Internet. Our brand lives and it breathes.

Rock the Vote, 10635 Santa Monica Boulevard, Box 22, Los Angeles CA 90025
Phone: 310-234-0665 Fax: 310-234-0666

Contact: Mario Velasquez, Executive Director

Mario@rockthevote.org

Rolling Readers U.S.A.
www.rollingreaders.org

ORGANIZATIONAL MISSION: To help disadvantaged children and families to learn and love to read and gain a lifelong interest in books, literature, and learning.

IN THEIR OWN WORDS Rolling Readers U.S.A. offers two programs that focus on economically disadvantaged and under-achieving children: “Read Aloud” volunteers spend one hour per week reading to a group of children in a classroom or community site and “Tutor USA” volunteers work with children identified by their teachers as having difficulty with reading. Our organization has approximately 14,000 volunteers nationwide, in 50 community-based chapters serving approximately 2,500 schools and community sites. These volunteers reach over 200,000 children on a weekly basis.

Partnerships Enable Success

Rolling Readers U.S.A. has partnered with VolunteerMatch to use the power of the Web to recruit volunteers. Our success with VolunteerMatch prompted us to further explore online volunteer matching and management. This spring we will be launching an online program that will allow us to link and integrate all of our chapters’ functions on the Internet. Using the latest technology, including active server pages, SSL encryption and easy-to-use image editing software, our chapters create and customize their own Web site and manage volunteer and donor data in a shared, secure environment. A chapter coordinator with little or no HTML or Web design experience can easily maintain an appealing Web site, generate standard reports and mailing labels and thereby optimize community relations with minimal expense and effort. We have developed three different templates for our chapters so the mastheads, borders and buttons will be standard. We have included a direct link to our online database of volunteers.

Once the volunteer submits the form online, it will be forwarded via e-mail to a chapter leader in their community. After the volunteer placement is made, the information from the volunteer form will be transferred to the organizational database, which is stored on a secure server that both the local chapters and national office can access. Volunteers will be able to apply, be placed and stay in communication electronically and without a paper trail. The database of community sites where individuals can volunteer will also be linked to the Web site so that potential volunteers can find a suitable match online.

Small Can Be Virtually Big

This technology allows us to provide services that a larger organization can provide. We are able to do this on a shoestring budget because we found some local IT professionals that also do freelance programming. They gave us a reduced rate because we’re a nonprofit organization and they wanted to give back to the community.

The Internet has helped us in our efforts to support our chapters. At the same time, online technology is responsible for the formation of important strategic alliances including the Charles Schwab Foundation for Learning and Purple Mountain Press, both of which initially discovered our organization through the Web.

Rolling Readers U.S.A., P.O. Box 4827, San Diego, CA 92164-4827
Phone: 619-296-4095 Fax: 619-296-4099

Contact: Michael Horvat, Managing Director mhorvat@rollingreaders.org

StargazerNET
www.StargazerNET.net

ORGANIZATIONAL MISSION: StargazerNET, a project of the nonprofit Stargazer Foundation, is dedicated to using the World Wide Web to support nonprofit educational and social objectives. StargazerNET's mission is to enable the sharing of knowledge, experience, and information throughout the world, at no cost. To accomplish that mission, StargazerNET provides a broad range of powerful features and capabilities.

IN THEIR OWN WORDS: StargazerNET, a major initiative of the Stargazer Foundation, is a new kind of Internet platform and portal designed to support not-for-profit educational and social objectives. StargazerNET's capabilities are available free of charge to individuals, groups, and organizations who are committed to educational and social purposes.

Some of StargazerNET's capabilities include:

- StarQuests – guided learning experiences that enable anyone to combine information already on the Web with their own knowledge and experience and to share that package freely with others.
- StarBases – a place on StargazerNET where users can create mini-portals or mini-Web sites enabling them to organize, accumulate, and link to information and resources.
- Collaboration Capabilities – a variety of communications capabilities that enhance collaboration and distance learning, including conference rooms, message boards, and moderated discussions. Collaboration capabilities may be created by anyone on-demand and allow for varying access levels (public, limited, private). If a collaboration is not private, a session transcript may be created so that others can gain from the learning.
- Portals - StargazerNET includes several portals that are centered on the sharing of knowledge, experience, and other resources.
- Self-Teaching – StargazerNET is designed to teach people how to use its capabilities and to provide examples of how others have used it to enhance their own capabilities or achieve their objectives.

Our site's capabilities are based on models that have served society well for generations: combining one's own knowledge and experience with information provided by others; conversation and teaching; and reliance upon trusted sources, such as educators, experts, and credible organizations.

Since launching in October, we have had 16,500 visitors from 124 countries, all 50 states, and the District of Columbia. We see 165 new unique visitors per day with a visit that averages 20 minutes. In addition, we have developed relationships with over 200 nonprofit and for-profit partners.

StargazerNET is a free gift of state-of-the-art technical capabilities—only deliverable with the existence of the World Wide Web—that supports nonprofit organizations and activities throughout the world.

StargazerNET, 1650 Tysons Boulevard, Suite 200, McLean, VA 22102
Phone: 703-245-7065 Fax: 703-245-7010

Contact person: Kiran Makam, Director KiranMakam@Stargazer.com

Surdna Foundation
www.surdna.org

ORGANIZATIONAL MISSION: The Surdna Foundation funds in the areas of the environment, community revitalization, effective citizenry, arts, nonprofit sector support initiative, and organizational capacity building grants. We are interested in fostering catalytic, entrepreneurial programs which offer viable solutions to difficult systemic problems.

IN THEIR OWN WORDS: Over the past few years, Surdna has made several grants to nonprofits for innovative uses of technology. Our grants have provided seed funds to set up a variety of nonprofit technology support programs. By funding intermediary nonprofits, whose work helps nonprofits deal with their technology problems, these grants have had a widespread impact. In April 2001, we released a report by Andrew Blau entitled, "More than Bit Players: How Information Technology Will Change the Ways Nonprofits and Foundations Work and Thrive in the Information Age" which examines how foundations can strategically fund technology in the nonprofit sector.

Information Technology – Key to Nonprofit Success

Initially we sensed the enormous power that came with the Internet and we wanted nonprofits to get up to speed with the private sector. We are somewhat of a risk-taking organization but it is always risk balanced with knowledge and due diligence. It was clear to us early on that technology offered promises that couldn't be matched elsewhere. As time went on, we realized that nonprofits' ability to use IT technology and integrate it into their work was a basic management skill that was integral to nonprofits' long-term survival.

We have made a conscious decision to focus on this area but it didn't start that way. It began by seeing an increased number of proposals dealing with technology in areas that we already funded. So, proposals came in from arts groups, for example, that needed technology to accomplish their goals; we didn't see these as technology requests, per se, but as an organic part of what they were doing. And it became an organic part of what we were doing.

Unique Approach

We have a sort of unusual approach here. There's nothing in our guidelines that says apply to us for technology projects. The most important thing is to stay true to what your core projects are and recognize that technology will be a component of any effective nonprofit organization. We don't have a technology program or a technology program officer; instead, we have a collaborative evaluation process. Like any risky venture or any venture that you're not completely familiar with, there are risks involved and you have to be willing to take those risks. You're not going to back a winner with every single grant you make.

Unlike some other requests, Internet-based proposals often require that you move at a faster speed than is generally done at foundations. Emerging technology moves so quickly. In order for a project to work, you have to get to scale quickly or the opportunity is lost.

We have funded some very successful projects, such as ImpactOnline (also known as VolunteerMatch), Nonprofit Technology Enterprise Network (also known as N-TEN), Compumentor's TechSoup, and NPower. In retrospect, we have backed probably the best combination of proposals that we could have.

Surdna Foundation, 330 Madison Avenue, 30th Floor, New York, NY 10017
Phone: 212-557-0010 Fax: 212-557-0003 E-mail: request@surdna.org

Contacts: Jonathan Goldberg, Grants Administrator & Information Specialist jgoldberg@surdna.org
 Vincent Stehle, Program Officer, Nonprofit Sector Support Program vstehle@surdna.org

United Jewish Communities
www.ujc.org www.ujcfedweb.org

ORGANIZATIONAL MISSION: United Jewish Communities (UJC) was established to chart a new course for the Jewish community: to improve the quality of Jewish life worldwide, nurture Jewish learning, care for those in need, rescue Jews in danger, and ensure the continuity of the Jewish people. UJC is committed to meet today's and tomorrow's challenges with a bold new model of Jewish community and philanthropy, a framework for new opportunities and new partnerships that will challenge the Jewish people to continue the traditions of education, leadership, advocacy, and responsibility that have inspired the world.

IN THEIR OWN WORDS: We established UJC's FedWeb to provide a set of tools, skills, and content for Jewish organizations of all sorts. We started with the strategic point of view that we needed to figure out a way to embrace technology to meet the needs of the diverse Jewish community that we serve. We represent 189 local Jewish federations, as well as 400 smaller units throughout North America. These grassroots groups were trying to figure out how they could begin to tap into the Internet without each federation having to spend enormous sums to build the same product as its neighbor.

Efficiencies of Scale

We created FedWeb to address this. We partnered with four Federations to develop tools, design applications, acquire content, and provide templates for designs. FedWeb now has a packet of tools – including database services, news, calendaring, online forms, Web site design templates, polling features, e-commerce, chat and message boards – that local Federations can use to create their own Web portals. It's innovative because we've created something much bigger than a Web site. It is a Web portal that has many faces – it allows every local federation to create a local Web site using basic tools with prompting from our resources. The local site administrators don't need HTML skills; the system is flexible so that each local group can create a site that is very personal and reflective of their community. By providing a coordinated menu of services, we are able to streamline Web site operation expenses and offer the advantages of a full-scale Web site to local Federations at a fraction of the cost.

Reaching a New Audience

Like many philanthropies, our database of names, donors, and volunteers is skewed to people over 40. One of the problems that we, as well as many other philanthropies, have had over the years is that younger people tend not to be organizationally driven, at least not in traditional ways. Meanwhile, they spend hours online. We realized that if we wanted to tap into the younger community, we needed to tap into the way they live their lives. The Web allows us to do this. We spent a lot of time learning what people want: a site that is engaging, fresh and interesting, and contains information that they are seeking.

One of the most important lessons we have learned is that if you invest in something that is a little sexy and exciting for your Web site, you get the attention of many individuals and the larger Web sites as well. For example, we used the Web site extensively to promote a planned Israel Now Solidarity Rally in New York City. We launched an e-mail campaign to increase awareness about the rally. Attached to the e-mail was a flash video that drove you to our Web site to watch it. As a result of this and some traditional advertising, we saw the traffic on our Web site bump up from 2,000 visitors per week to over 10,000 per week. Some Israeli newspapers posted banners to their sites promoting our rally and then linked back to our site, driving traffic from their sites to ours. There's a synergy that's out there – it's like striking a match on a thread of dry hay - you don't know where it's going next but it continues to grow.

The Web is a very valuable form of community building that reaches all different age brackets but especially younger people. The extent of its potential is unknown at this point and it's hard to predict where it's going to take you. It keeps growing and expanding. Success will really be measured when people click off their computer and get on their feet; we are finding that people are getting involved – by giving their time and money – as a result of the community building of the Web.

United Jewish Communities, 111 Eighth Avenue, Suite 11E, New York, NY 10011
Phone: 212-284-6500 Fax: 212-284-6835 E-mail: info@ujc.org

Contact: Joli Halper, Project Manager, FedWeb joli.halper@ujc.org

Verizon Foundation
www.verizon.com/foundation

ORGANIZATIONAL MISSION: Verizon Foundation supports programs that create innovative eSolutions, help bridge the digital divide, foster basic and computer literacy, help enrich our communities, and create a skilled workforce. Verizon Foundation promotes partnerships in technology with organizations serving the needs of diverse communities, people with disabilities, and the economically and socially disadvantaged.

IN THEIR OWN WORDS: The Verizon Foundation is committed to being a true "cyber-foundation." We rely on the Internet as the backbone of our operations and seek to integrate technology into everything we do. We were the first corporate foundation to require that all grant applications be submitted online, a move designed to encourage nonprofits to use the Internet and view it as a valuable tool to enhance their operations and communications capabilities.

Pushing the Cyber-Edge

We are continually pushing the cyber-edge with our Web site – using technology to enhance relations with the nonprofit community through two-way communications, while prompting educational institutions and other nonprofit organizations to see the benefits of using the Internet. We believe that corporate foundations can successfully break out of their traditional modes by embracing technology and adopting new and innovative approaches to help the nonprofit community.

24/7 Employee Involvement

Verizon Volunteers, our employee giving program, represents our most recent effort to integrate the Web into all that we do. We have an extranet for employees which helps them find online applications for all components of the program including: Matching Incentive Program (we match employee contributions to eligible nonprofit organizations); Volunteer Incentive Program (employees receive two \$500 checks to present each year to two charities at which they volunteer); Team Incentive Program (we match funds raised by a team of 10 or more employees who participate in fundraisers such as walk-a-thons, bowl-a-thons, and bike-a-thons); Payroll Incentive Program (employees can donate year-round to health and human service agencies, including the United Way); and, Verizon Foundation Scholarship Program (children of active employees can apply for competitive four-year scholarships to accredited colleges and universities).

We use our Web site as a community building tool by posting things such as pictures of employees who team up for the Team Incentive Program and profiles of employees who volunteer for nonprofit organizations. These are some of the key benefits of an online giving program. Having our program online also makes it easy and convenient for our employees to give. We are a 24/7 company, with people working around this clock. As a result, our employees can get involved with philanthropy at anytime. If employees don't have on-the-job access to the Web, they can access the program through public facilities such as libraries or their personal Internet account.

Our program has a large database of U.S. nonprofit organizations that is updated through a data feed transmitted by the IRS. The database helps employees learn about those organizations eligible for a Foundation match. Through the Web, employees are able to see an immediate response to any inquiry on nonprofit support, a history of their giving and the status of their latest grant request.

This program is all part of our commitment to bridging the digital divide between nonprofits and the business sector. The Web makes it easier for employees to be involved with philanthropy. In 2001, employee participation in the Verizon Volunteers program stood at 38%. In 2002, we expect this number to increase. We are proud of our Web-based program because it gives our employees input in the philanthropic endeavors we support.

Verizon Foundation

Phone: 800-360-7955

Fax: 212-840-6988

e-mail: verizon.foundation@verizon.com

Contact:

Gale A. Cirigliano, Director, eSolutions & Technology Programs

e-mail: gale.a.cirigliano@verizon.com

VolunteerMatch
www.volunteermatch.org

ORGANIZATIONAL MISSION: VolunteerMatch is dedicated to helping everyone find a great place to volunteer.

IN THEIR OWN WORDS: VolunteerMatch is a nonprofit, online service that helps interested volunteers get involved with community service organizations throughout the United States. Volunteers enter their ZIP code on the VolunteerMatch Web site to quickly find local volunteer opportunities matching individual interests and schedules. Since we launched the site in 1998, more than 630,000 volunteer referrals nationwide have been generated. By working with thousands of local nonprofits, VolunteerMatch has become the Web's largest database of domestic volunteer opportunities.

We try to leverage the Internet on behalf of community service. Our goal in creating the Web site and our technology has been to allow nonprofit organizations to use the Internet to broadcast their volunteer needs to their communities and for individuals to get involved and make a difference.

Success By The Numbers

There are nearly 20,000 community organizations throughout the U.S. that have created accounts on VolunteerMatch. They collectively are posting over 30,000 opportunities right now. These include virtual opportunities which allow people to get involved from the comfort of their home. Using our Internet-based search tools, anyone can find a great opportunity that will utilize their computer skills, writing ability and even their seamstress skills. The "binky patrol" recruits volunteers around the country to sew and distribute blankets to children in need.

Our technology enables nonprofits to communicate their volunteer needs to the public-at-large which then makes it easy for people to find volunteer opportunities. Before the Web, where could someone who wanted to volunteer go? The Yellow Pages offered perhaps the best resources, but it hardly made for efficient searching.

Engaging New Volunteers

In a survey that concluded in August, we found that almost 20% of the people using VolunteerMatch were volunteering for the first time. We see the Internet as a growing channel for volunteerism. After September 11th, we saw a tenfold increase in traffic. We're working to keep new users engaged online in a number of ways. We send out newsletters every month that remind people of the fantastic opportunities available. We often remind people that there are always great excuses to volunteer. We just re-launched the Web site with pictures to remind them that every day real people are making a real difference. On the site, we rank cities by their volunteer activity. It encourages people to think about how they can promote volunteering in their city. This is also another way of combining online and offline activities.

The Power of Partnerships

We are strategic in our collaborations. We work with the Corporation for National Service to enable their Web site to use our technology; users of their site are actually accessing our volunteer database. That is also true for the Red Cross; users can access all the Red Cross affiliates throughout the country from our site and the Red Cross's national Web site. We are the volunteering backend for the Network for Good site, which is the volunteering and donation site developed in partnership by AOL Time Warner, Yahoo!, and Cisco. We have participated in online discussions with Yahoo! Internet Life Magazine and TechSoup. Having partners provides us with greater reach on the Web. Corporations, such as Microsoft, Dell, Coca Cola, and Nike, which are interested in providing volunteer opportunities to their employees, license our technology and database. Partnerships allow us to reach further and to get more people involved in volunteering while increasing our sustainability.

Volunteer Match, 385 Grove Street, San Francisco, CA 94102
Phone: 415-241-6868 Fax: 415-241-6869

Contact: Jason Willett, Director of Communications

jwillett@volunteermatch.org

YouthNOISE
www.YouthNOISE.com

ORGANIZATIONAL MISSION: YouthNOISE's mission is to inspire, connect, and empower teens to help young people everywhere through philanthropy, service and policy.

IN THEIR OWN WORDS: We launched YouthNOISE last August as an initiative of Save the Children. At YouthNOISE.com, teens learn about an array of issues affecting their generation locally and globally, join a community of teens collaborating across geographic divides, and access tools and resources that empower them to take action.

We focus on teen civic engagement: in volunteering, raising and donating, community building, and speaking out, both online and offline. There is a spectrum of involvement and we have designed the site to appeal to teens regardless of where they are on that spectrum. A first-time visitor might take their first steps of involvement on our site, for example, by clicking to help raise funds to send homeless kids to summer camp, and then get inspired to volunteer offline with homeless kids. Or a first-time visitor might be an activist who uses our Toolkits to organize their own fundraiser, then uses our community building tools (such as People Search and NOISE boards) to find and learn from other teens with experience organizing this type of fundraiser. In the wake of September 11th, one of the many ways we offered teens to help was to write e-messages to young people who lost family in the terrorist attacks. Over 1,500 online messages and cards came from literally around the world.

Expanding Offline

We believe you shouldn't reinvent the wheel—right now, YouthNOISE is exclusively a Web-based initiative that works closely with offline partners. Our role is to gather content from offline partners and teen issue experts, present that content in a way that is engaging and relevant to teens, and inspire teens to take action to help further partners' programs and causes.

Partnership, Partnership, Partnership

Our commitment to collaboration extends to how we get the word out about YouthNOISE.com, how we built the site, and how we work with funders. We have marketing partners (including Ad Council, AOL Time Warner, Alloy, Bolt, Power Up, Seventeen, and Yahoo!), technology partners (AOL Time Warner, Infopop, Vignette, Webtrends), and content partners (Center for Youth as Resources, VolunteerMatch, Youth Service America and hundreds more nonprofit issue experts.) A good example of a win/win partnership: a month before September 11th, *Seventeen* magazine ran an article describing the challenges Afghan girls faced accessing education. The article pointed readers to YouthNOISE.com where, for each click of a button, we donated 5 cents (up to \$10,000) for educational supplies for Afghan refugee girls. In a matter of weeks, \$10,000 worth of clicks were generated. But more than that, teens wrote to us to find out how they could do more, to send additional donations, and to let us know the article gave them a newfound appreciation for the value of their own education.

Targeting Teens

To inspire and engage teens, we create promotions and content that appeals to them. Our visuals are bright and eye-catching and our content is written by teens wherever possible. We offer a virtual community where teens can connect with young people from throughout the world around issues and activities that they have in common. We use viral incentives such as sending autographed products from boy bands to randomly selected users who sent cause-related e-cards to five or more friends. And the school that donates and participates the most during a nationwide clothing drive we're sponsoring will receive a prize of a fashion show at their school. Everything we do is directed at empowering teens to tap their fullest individual and collective potential to help others today and throughout their lives.

YouthNOISE, 2000 M Street, NW, Fifth Floor, Washington, D.C. 20036
Phone: 202-408-0271 Fax: 202-293-1778

Contact: Julia Cohen, Executive Director Julia@youthnoise-mail.com
Diane Ty, President and co-Founder Diane@youthnoise-mail.com

Section 3 e-Philanthropy Coming of Age Stories after September 11th

To get a sense of the impact of the Internet in facilitating philanthropy in response to the events of September 11th, we talked to some leading corporations and nonprofit organizations to gauge the impact, learn their strategy, and glean insights for the future.

When the first plane hit the World Trade Center on the morning of September 11, 2001, many people heard about it immediately through the Internet. Friends relayed the news using “instant messages,” workers received e-mails from family and employers, and teens surfing the Internet saw the news on Web portals. The Internet was a key player in the immediate aftermath of the tragedy and continues as a significant resource today. The Web played an important role in facilitating timely and meaningful connections for people to: disseminate information about the events and the needs of those affected; raise money to help victims and their families; mobilize volunteers to help; and build community – to provide support for those affected by the events.

Many people believe that after September 11th, we witnessed a true coming of age for online philanthropy. Before that tragic day, very few Americans had used the Internet to research a nonprofit or give money. But a desire to respond to September 11th propelled many people to their computers. According to the AOL Time Warner Foundation, among the most notable figures from that outpouring of online support:

- Significantly more than \$100 million has been raised online thus far;
- Average donations online exceeded \$75 while mail donations averaged less than \$25;
- Many of the donors appear to be new donors who will hopefully stay engaged and involved in online giving. Just as with early e-commerce adoption, it is likely that many of these “first-time” e-philanthropists will continue to give money to charities and other nonprofits online now that they’ve discovered how easy it is.

In its report, “How Americans Used the Internet After the Terror Attack,” the Pew Internet Project likened the Internet to a “virtual town square.” According to the report:

- 13% of Internet users “attended” virtual meetings or participated in virtual communities by reading or posting comments in chat rooms, online bulletin boards, or e-mail listservs, in the 48 hours after the terrorist attack. On a typical day, only 4% of online Americans visit chat rooms.
- 33% have read or posted material in chat rooms, bulletin boards, or other online forums and most report that those virtual commons were civil, rational places.
- 12% have gone to commemorative sites, many of which were created in the wake of the attack.

The report notes that, “After the terror attacks, Internet users were doing everything online from grieving, to comforting each other, to having reasoned discussions about policy options, to having flame wars where emotions ran high and insults were exchanged. Online communities were an emotional, spiritual, cerebral, primal, and sorrowful place for Americans to sort out their feelings and hash out their views.”

The Internet Inspires Action

“The power of the online medium has allowed concerned people to move from awareness to education to action with just a fraction of the time and effort required in the offline world,” noted Lisa Aramony, Vice President of AOL Time Warner Corporate Relations and AOL Time Warner Foundation. “That easy transition from information to action is why the Internet has emerged as one of the largest single funding vehicles for organizations working to help the victims of September 11th.”

“In the offline world, there have always been significant hurdles to disaster-related fundraising,” she continued. “In the tumultuous aftermath of a tragedy, it can be extremely difficult to get the word out about charities assisting in the recovery efforts, educate potential donors about critical needs, differentiate between credible charities and scams, and motivate people to not only remember a charity’s address (or phone number) but also go through the hassle of writing and mailing a check. The Internet, by contrast, offers a

quick and convenient process by which users could get the most recent breaking news, find a charity assisting in the relief efforts, compare that charity with other similar organizations, and make a donation.”

Within hours of the attack, Helping.org put up a site educating people on how they could help, learn more, donate or volunteer. The site followed up with ongoing programming on the tragedy, with a wide variety of information including how individuals and groups could donate blood, support each other and those affected, and find support offline.

For the 38,000 worldwide employees of Cisco, the company’s Web site offered information that calmed their fears and enabled them to take action. In the week following September 11th, the site’s banner headline featured information related to the terrorist attacks, including: personal security; information about the one Cisco employee who died as a result of the tragedy; where to learn more about the organizations delivering aid to the victims and rescue workers; and how to give online through the internal system so that the Cisco Foundation could match the donation.

The main goal was to inform employees about actions Cisco was taking to ensure the safety of its employees while the secondary goal was to let them know how to best act on their strong desire to help with their time and donations of cash, according to Maideh Radpour, Director of Corporate Philanthropy at Cisco. “Without the Internet, we wouldn’t have been able to get our message out to a global audience so quickly and efficiently,” said Radpour. “We wanted to communicate with them about the actions Cisco was taking, how we were helping our customers who were affected, and ways they could take action. I think it meant a lot to our employees. As a result of our ability to communicate so efficiently, we were able to send out clear messages, which avoided the usual frustration of rumors. Additionally, employees felt they had a clear view of the situation and what Cisco was doing to help.”

Cisco gave \$6 million to groups that were assisting victims and rescue workers, including the American Red Cross in NYC and Washington, D.C., the YMCA of Greater New York, and the Armed Forces YMCA. In addition, the company utilized an existing employee online giving site to collect and track donations. “We had a lot of the places that we were giving money to as well as other organizations,” said Radpour. “Employees were able to learn about the work being done and make a difference while sitting at their desks. Eighty-three percent of the \$500,000 that our employees gave (and which was subsequently matched by the Cisco Foundation) was raised online. The Internet allowed our employees a way to find out what was going on and to act on their desire to help.”

Brand Loyalty Raises Money

Well-known Web sites used the trust they established with their community to raise money almost immediately. Amazon.com got its online donation system set up on the evening of September 11th while AOL created a pop-up screen for donations, something the company rarely does. eBay used its virtual community to raise money. New York’s Governor Pataki asked Meg Whitman, eBay’s President and CEO, for assistance in creating a way to get the community involved that did not directly solicit cash contributions. By the end of the weekend after September 11th, eBay’s engineers had created Auction for America whose goal was to raise \$100 million in 100 days. While the actual amount raised was less, the \$10 million generated was donated to one of six funds that each seller could designate. Tod Cohen, eBay’s Associate General Counsel, Global Policy, said, “There was a tremendous outpouring in the first month from both sellers and buyers. But once the immediacy faded, it was harder to generate as much interest.”

The September 11th Fund, formed on the day of the disaster by the United Way of New York City (UWNYC) and the New York Community Trust, was designed as a way to allow people to address both the short-term and longer term needs of victims, their families and the communities affected. To date, the fund has received about \$425 million total contributions. To keep donors engaged with the United Way, interested donors are receiving e-updates on the progress of the fund. “We want to keep them engaged and more aware of the United Way,” noted Ira Bellach, Chief Information Officer of the UWNYC. “Our goal is to develop loyal United Way supporters.” Bellach’s point was echoed by others: while many first-time donors responded to September 11th by donating online, nonprofits are focusing on having the donors feel connected to the organization and its mission, a strategy which will hopefully cultivate long-term donors.

AOL Time Warner, Amazon.com, Cisco, eBay, Microsoft, and Yahoo! joined together to create a central Web resource called LibertyUnites.org, a private sector activity that was done in coordination and consultation with the White House. Through Liberty Unites, people could find, learn about, and contribute to charities assisting the relief and recovery efforts. Lisa Aramony of AOL Time Warner said, "We've learned a lot from Helping.org, Liberty Unites and our response to September 11th: people want to be directed; and they want easy hassle-free opportunities to donate, to volunteer, to be able to make a difference. They like the idea of our being a trusted, secure source of information. Receiving advice and guidance from us helped users, especially first-time users, feel better about using the Web as a resource."

The Red Cross has established itself as one of the preeminent places on the Web to which people donate when crisis hits; last year, prior to September 11th, \$2.5 million was raised using the Internet. More than \$68 million was raised online in response to September 11th. Much of this successful fund raising effort was due to collaboration and relationships.

In the immediate aftermath of September 11th, people swarmed the Red Cross Web site, eager to help. According to Marti Jones, officer, Growth and Integrated Development at the American Red Cross, traffic at the Web site of the American Red Cross increased more than a hundred fold. She remembers, "There was an incredible influx of Web sites directing people to our site. People we didn't even have agreements with were directing traffic to our www.redcross.org site. According to Advertising Age, the Red Cross banner effort was the biggest online ad effort ever."

Although the organization had infrastructure in place to handle donations, its system was unable to handle the number of hits it was receiving. The Red Cross turned to corporate supporters for help. Marti Jones said, "On September 12th, when our online donation system still could not keep up with the traffic, Yahoo! said that they wanted to help. Yahoo! was the backend for our online donation systems until October 31st; they ran it flawlessly and seamlessly."

Playing To Their Strengths

"Yahoo!'s technology platform is built to sustain incredible amounts of traffic," said Meg Garlinghouse, Manager of Community Affairs at Yahoo! "We have more than 210 million visitors on a monthly basis. Our core competency is to handle immense amounts of traffic," something that was very useful in the aftermath of September 11th.

Although there were times that all of the Red Cross banners on the Web were pointing at the Yahoo! Web site, users would not have realized that they were at the Yahoo! site unless they looked at the Web address. Yahoo! used its technology to ensure that the site was branded as the Red Cross. Yahoo! also used a real time ticker to tally donations so that donors could see how much money had been raised and how many people were donating. Meg Garlinghouse said that this tool helped assuage some of the concerns of new users. "There were a lot of first time Internet donors so this tool helped them to see how their donation was making a difference which is, in a sense, a form of instant gratification" she said.

Yahoo! also took advantage of the number of eyeballs its site attracts by putting up a Red Cross logo on their site on September 11th that enabled people to donate to the Red Cross with one click. In the next few days, they also added the ability for visitors to donate to the New York Firefighters 9/11 fund, Save the Children, Salvation Army and the United Way of New York City. Cognizant of privacy concerns, Yahoo! did not capture any of the personal information but instead, sent all of the data to the nonprofits. "We have been working with nonprofits since we started," says Garlinghouse. "We understand a lot of the sensitivities around donor information. In our agreements with nonprofits, we specify that we will never use the donor information for our own purposes."

Collaboration Is Key

Marti Jones says that partnerships were instrumental in the success of the Red Cross's fund raising effort. "You can't go into the Internet by yourself; you're not going to be successful unless you have help. Whether you are paying for the help or are gaining it from a strategic relationship that you have established, you have to have partners. We wouldn't have been successful if we didn't have the existing infrastructure. But it made a difference that I was on a first name basis with Meg Garlinghouse at Yahoo! and Lisa Aramony at the AOL

Time Warner Foundation, for example. Having those personal relationships in place and having online relationships established helped us to respond quickly.”

The unique collaboration of six major corporations who joined together to form LibertyUnites.org was possible because there were no turf battles. Jane Meseck, Community Affairs Program Manager for Microsoft Corporation noted, “AOL was instrumental in pulling Liberty Unites together. We agreed that this would be a great solution to provide one entry point for folks interested in donating.”

It Takes A “Cyber” Village

A recent UCLA Internet Project survey found that more than 100 million Americans used e-mail to gain or send emotional support, relay messages of concern, and obtain information about victims of the September 11th tragedy.

“September 11th was the first major national crisis since the beginning of the Internet and e-mail,” said Jeffrey Cole, director of the UCLA Center for Communication Policy and founder of the UCLA Internet Project. “In the aftermath of the attacks, e-mail had a profound influence on how Americans communicate.”

“Tens of millions of Americans shared an emotional connection through e-mail after the attacks -- communication that in almost all instances would not have occurred through telephone or letters,” said Cole. “This was not simply an exchange of information -- this was a type of ‘I care mail’ after the attacks, e-mail users reached out, sent messages of emotional support or concern for others, and looked for information about victims of the attacks. Users established new connections, and reconnected with old relationships.”

Both the UCLA study and a study by the Pew Internet Project noted most Americans still used the traditional vehicle of television to get most of their information about the terrorist attacks. At the same time, there were more Internet users getting news online after September 11th than before. According to Pew, more than two-thirds of Internet users (69%) used the Web to get news and information related to the attacks and their aftermath. Half of Internet users - more than 53 million people - have gotten some kind of news about the attacks online.

According to the Pew study, Internet users were more likely than non-users to display some kinds of emotional and civic engagement with their country. Online Americans were among the most fervent to attend meetings and attempt to donate blood.

The Internet is unique in its ability to serve as a community building medium and for the immediacy of its communication. The power of the Internet is demonstrated in an e-mail message received by Yahoo!, commending its instant message function: “...Yesterday, 9/11/01, I was totally in shambles watching the World Trade Center destroyed, knowing my wife was there. After frantic phone calls could not secure my hope, I was able to get online and call up my Messenger ... Tears ran down my face as I saw ‘Honey, I am safe and alive.’ You truly do not know how much your service meant to me. But from my soul, I thank you.”

The Internet played a role in helping other families and loved ones learn the fate of people affected by the attacks. Microsoft developed a database for the American Red Cross that supported family assistance programs. According to Rodney Hines, Community Affairs Program Manager at Microsoft, “The Red Cross approached us and said they were in crisis mode. They needed help in facilitating communication from survivors to their families and loved ones to let them know that they were alive and had survived. Within 24 hours, our developers and testers deployed a system on the Internet that served as a central collection point for this information. This was on both the Red Cross and MSN Web sites, so it was accessible to anyone online. Anyone could provide information about his or her whereabouts to this database. To honor confidentiality, individuals who wanted to find out about a loved one had to contact their local Red Cross to access the information in the database.”

In addition to creating the database, Microsoft partnered with Compaq, which donated computers that were placed in agencies and in Starbucks coffee shops. These computer kiosks were dedicated to allowing users to input the news that they had indeed survived. Rodney Hines says, “This database was only a viable solution for the Red Cross because of the Internet. The Internet allowed anyone throughout the world to find out the condition of their loved one and whether they had survived.”

The Web provides immediacy and the capacity to build community. As Patricia Nash, Director of Communications and Marketing at Independent Sector notes, "The Web provided us with the ability to have immediate communication. Sara Meléndez, our president, sent a reflective e-mail to our members saying that even in the midst of a terrible tragedy, we see beautiful examples of philanthropy and volunteering. This positive message, which people really appreciated, helped our members to feel connected."

Ongoing Issues

The philanthropic community will continue to explore how technology can be used to facilitate e-Philanthropy. Is e-Philanthropy only useful in a time of crisis or can it be utilized throughout the year? In the wake of the tremendous Internet use in response to September 11th, what can nonprofits do to keep these new visitors engaged online? These are just some of the questions need to be addressed. We also need to critically examine what the online world enables us to do that cannot be done offline. We will continue to wrestle with how the Internet can best be used to facilitate donations of time and money but, perhaps more importantly, to build the sense of community that is the underpinning of philanthropic ventures.

Section 4 Lessons Learned

As we researched this report, we talked to a number of leaders of nonprofit organizations, foundations and corporations about e-Philanthropy and the impact the Internet has had on the nonprofit community. While the organizations represented a range of geographic locations, issues, and strategies, a number of common themes emerged. The lessons learned were similar in the organizations conducting day-to-day e-Philanthropy operations and in organizations responding to the unprecedented events of September 11th.

- **Integrate online and offline strategies** –The Internet is an important strategic tool that nonprofits must utilize in order to be effective and current. But it is important to remember that it is only one tool that organizations must have in their toolkit. The Internet can support a strong organizational infrastructure but not replace it. Successful organizations need to have a presence both on the Web and also in the community. The Internet can facilitate action and can be an excellent communication tool, but it is not a magic bullet. Organizations can't just put a "Donate Now" button on their Web site and expect the money to start pouring in. They need to have a fundraising infrastructure in place and a carefully thought-out fundraising strategy.
- **Collaboration is vital** – Partnerships and relationships are intrinsic to success on the Internet. While this is clear from how organizations worked together in response to the terrorist attacks, collaboration is an integral element to Web success.
- **The medium is not the message** - The Internet is a means of delivering information. Graphics and flash files are eye catching and make an impact. But solid content is essential. You must have something to say and then say it well.
- **Organizing is essential** - The Internet facilitates civic engagement by allowing nonprofits to easily communicate with the masses. This powerful communications tool can provide an effective means of organizing support and communicating with constituents but the Internet does not replace activism on the streets.
- **The Internet skews young** - Many organizations are finding that their efforts on the Internet help them reach a younger, non-traditional constituency. Organizations whose main constituency is young people are finding that the Internet is an accepted – even preferred—means of gaining information about an organization.
- **Look for your target constituency online** - While there seems to be a typical audience of Internet users, organizations should not discount the ability to reach others. Creative Capital has deflated the myth that artists are not online. Rolling Readers U.S.A. found that many of their retired volunteers pushed the organization to pursue the Internet. In some cases, assumptions that rural communities do not have computers have been invalidated. The digital divide certainly exists but there are surprises about which communities are plugged in. And the communities plugged in are constantly changing.
- **Community building is fundamental** – The success of any organization depends on the commitment of a community of constituents. The Internet facilitates the building of communities by providing an inexpensive means of disseminating information easily and communicating regularly with its constituents.
- **Stay true to your mission** – It is easy to be seduced by the promise of technology but organizations should not use the Internet as an excuse to suddenly target a new audience or deliver new products. Just because the tool makes something technically possible does not mean that it is the right strategy for your organization.
- **Change is constant** – The Internet is a rapidly changing environment. Organizations have to stay on top of the constantly evolving technology in order to stay current and effective.