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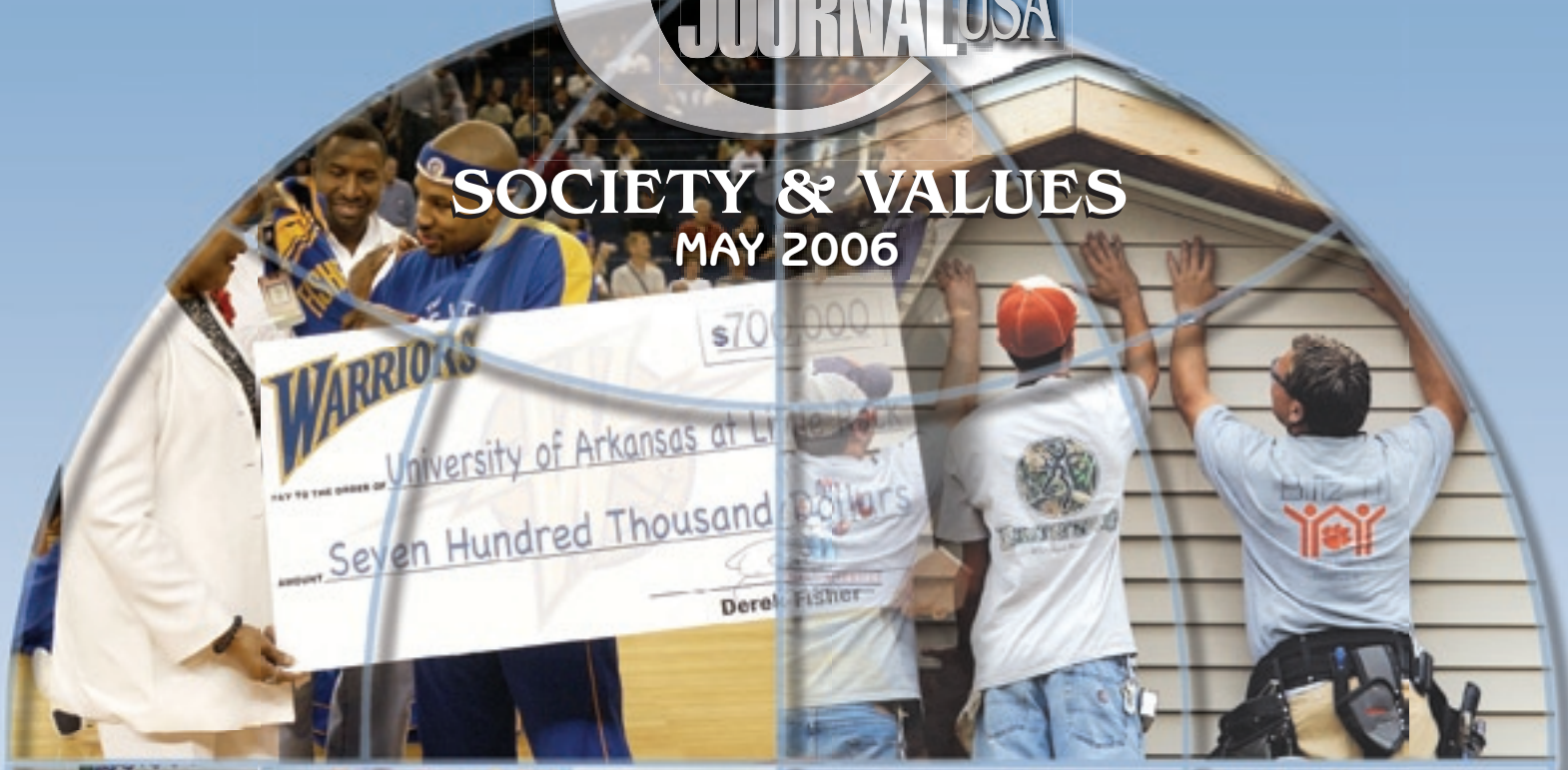

GIVING
U.S. Philanthropy

U.S. DEPARTMENT OF STATE / BUREAU OF INTERNATIONAL INFORMATION PROGRAMS

SOCIETY & VALUES

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Top left: The National Basketball Association Golden State Warriors, based in California, present a check for $700,000 to the University of Arkansas (photo: AP/WWP). Top right: Volunteers help to construct a home for Habitat for Humanity (photo: AP/WWP). Bottom right: Employees of Motorola help KaBOOM! build a playground in Mississippi (photo courtesy of KaBOOM!). Bottom left: Students in a classroom learn about the common good (photo courtesy of the League Powered by Learning to Give).

The Bureau of International Information Programs of the U.S. Department of State publishes five electronic journals under the *eJournal USA* logo—*Economic Perspectives, Global Issues, Issues of Democracy, Foreign Policy Agenda,* and *Society & Values*—that examine major issues facing the United States and the international community, as well as U.S. society, values, thought, and institutions.

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ABOUT THIS ISSUE

Robert H. Bremner's *American Philanthropy*, written as part of the Chicago History of American Civilization, remains the premier reference on the subject. In his introduction to the text, Bremner defines the goal of philanthropy as the "improvement in the quality of human life. … to promote the welfare, happiness, and culture of mankind."

What role, then, does philanthropy play in U.S. society? Again, according to Bremner, "Voluntary benevolence has played a large role and performed important functions in American society. … It has been one of the principal methods of social advance. … The record of American philanthropy is so impressive that it would require several lengthy volumes to list its achievements. …"

In describing the scope of philanthropic endeavors in the United States, Bremner writes:

> *We are all, in some degree, beneficiaries of philanthropy whenever we attend church, go to college, visit museums or concert halls, draw books from libraries, obtain treatment at hospitals, or spend leisure hours in parks. Most of us use, or may have occasion to use, institutions and services now tax-supported, which originated as philanthropic enterprises. We continue to rely on philanthropy for the support of scientific research, for experimentation in the field of social relations, and for diffusion of knowledge in all branches of learning.*

How did philanthropy come to play such a key role in providing essential elements of life in the United States? According to the Council on Foundations, charitable giving in the United States "has strong roots in religious beliefs, in the history of mutual assistance, in the democratic principles of civic participation, in pluralistic approaches to problem solving, and in American traditions of individual autonomy and limited government."

A list of U.S. foundations and major benefactors reads like a "Who's Who" of American history, society, and industry. Leaders in the fields of business and industry, entertainment, and sports use their fame and their personal wealth to create and underwrite projects throughout the world.

While large foundations distribute thousands of millions of dollars for causes across the United States and the world, individual Americans regularly donate more than seven times as much through their personal gifts, bequests, and contributions to causes they, themselves, have chosen. Examples include organized giving at offices, a fund-raising jar on the counter at a small business, collecting money for a local family in need, and teaching children the powerful feeling of helping make a difference through a charitable project of their school or club.

From small, spontaneous outpourings of support for a specific cause, to organizations with a staff and structure to rival a multinational corporation, there are many variations of philanthropy in the United States. This issue of *eJournal USA* discusses the history, variety, and some key examples of this aspect of U.S. society, helping describe a phenomenon that is viewed proudly by Americans as an important societal strength that gives citizens connection to and control over programs that might otherwise be handled by government.

The examples presented in this journal are illustrative of the types of giving going on in the United States, but for each group, corporation, or program mentioned, there are thousands of others we could have featured. We hope readers will use these examples to start their own exploration of this inspiring topic.

The Editors

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LIFTING SOMEONE ELSE

Government Encouragement of Volunteer Efforts

Michael Jay Friedman

Library of Congress

We have glimpsed what a new culture of responsibility could look like. We want to be a nation that serves goals larger than self.
— President George W. Bush

From their founding of colonial public libraries and volunteer fire departments, Americans long have demonstrated their eagerness to build public institutions and help their fellow citizens by donating their time, labor and money. The federal, state and local governments value these efforts highly and increasingly have encouraged Americans to continue and expand their volunteerism.

Michael Jay Friedman is a staff writer with the U.S. Department of State, Bureau of International Information Programs.

During the Second World War, the U.S. Department of Agriculture urged Americans to alleviate wartime food shortages by planting their own vegetable and fruit gardens. Nearly 20 million responded, and by 1943 these "Victory Gardens" produced nearly 40 percent of the vegetables grown in the United States.[1] By tilling private yards, urban rooftops and land donated by private industry, these volunteer farmers did their part for the war effort.

During the subsequent Cold War, national leaders came to view individual Americans' abundant talent, energy and altruistic spirit as a valuable and tangible way to earn the respect of other peoples. Properly organized and supported, their efforts could help citizens of the newly emerging nations by alleviating poverty and spurring economic development. They also could improve American society, and help make it more of a model for others.

Government-Funded Volunteerism

Not unsurprisingly in a diverse society, American leaders adopted a number of approaches to encourage their fellow citizens' volunteer efforts. One was to expend government funds and resources on specific volunteer programs. The Peace Corps is one example. In his 1961 Inaugural Address, President John F. Kennedy issued a full-throated call to service: "Ask not what your country can do for you; ask what you can do for your country." These volunteer efforts, Kennedy said, "can truly light the world." Later that year he created the Peace Corps. The Corps trained volunteers in skills needed in health and education, and agricultural projects, then matched them with requests from foreign governments. By 1966, some 15,000 Americans were serving in nearly 4 dozen countries. President George W. Bush has pledged to double the size of the Peace Corps.

Peace Corps

These volunteers arriving in Ghana in 1961 are the first Peace Corps Volunteers to begin service. Five other countries received volunteers the same year.

Kennedy's successor, Lyndon B. Johnson, introduced a number of government initiatives to encourage and utilize volunteer efforts. Among them were the Volunteers in Service to America (VISTA) program, sometimes called the domestic Peace Corps, and the Retired and Senior Volunteer Program (RSVP) which matches volunteers aged 55 and older with service opportunities ranging from building houses to immunizing children and protecting the environment. Today, RSVP and two other programs—the Foster Grandparent Program, which matches senior volunteers with vulnerable young people who need mentoring and support, and the Senior Companion Program, where volunteers assist older Americans who have difficulty with simple day-to-day tasks like shopping and light chores—comprise Senior Corps, and afford opportunities for over a half million volunteers.

A number of Presidents have been associated with this approach. From Richard M. Nixon's ACTION agency to Bill Clinton's AmeriCorps, leaders have used government to channel Americans philanthropic energies for the common good.

Government Promotes Volunteerism

Even as many Americans advocated government-run volunteer programs, many others believed that government's role should be to limited to supplying information for private organizations and individual volunteers to identify community needs. Public-spirited Americans, they argued, would organize themselves. In 1981, President Ronald Reagan established the White House Office of Private Sector Initiatives and worked to encourage businesses and the private sector to organize volunteer opportunities.

In his 1991 State of the Union Address, Reagan's successor, George H.W. Bush, memorably said "We can find meaning and reward by serving some purpose higher than ourselves — a shining purpose, the illumination of a thousand points of light." Today, the Points of Light Foundation, a non-profit, non-partisan, non-governmental organization, connects citizens to volunteer opportunities. It operates a national volunteerism web portal: 1-800-volunteer.org, and variety of other programs and services to encourage people and businesses from all walks of life to volunteer their efforts to help their communities and their fellow citizens.

In his January 2002 State of the Union Address, President George W. Bush called on each American to dedicate at least two years—the equivalent of 4,000 hours—in service to their communities, their country and the world. Bush's USA Freedom Corps works to strengthen the non-profit sector, recognize volunteers, and help connect individuals with volunteer opportunities.

Regardless of whether they volunteer through a government-run program or a private-sector organization, Americans bring the same ethic of hard work and a caring spirit to their volunteer duties. We see that spirit in the words of Senior Corps volunteer Pernicie Welch of Mendenhall, Mississippi:

> *I have been a volunteer with Simpson County RSVP since June 2001, volunteering at the Old*

Pearl Community Center and the Copiah Living Nursing Home.

During Hurricane Katrina I lost power. Fortunately it was quickly restored and when it was I plugged the freezers of three other families into my own power. Using my gas stove I also cooked for several families; washed clothes for 21 people; went to the local fire station to pick up ice, water, and MRE meals to deliver to families; donated clothes to those who lost everything; and provided refreshments for utility workers. I also joined a group of others and put on a carnival for the community.

Despite all of this, I wish I could have done more.

While American leaders offer different visions of how government might encourage individual initiatives, all endorse volunteerism as a glory of American life. None would disagree with the 1986 words of Ronald Reagan, who called volunteer work "an aspect of the American character that is as fundamental to our way of life as our freedom to speak, assemble, and worship."

State and Local Initiatives

While these federal initiatives provide many opportunities, volunteerism remains predominately a state and local phenomenon. Even as some Americans travel the world to help the needy, many concentrate their efforts on their family, friends and local community. State and local governments have accordingly fashioned a number of initiatives to help those generous Americans find suitable outlets for their generosity.

The state of West Virginia, for instance, created a Commission for National and Community Service. The Commission encourages citizens of that state to make "life around them richer and better through their donations of time and effort." The Commission offers training, a volunteer-organization matching program and other services. In California, a network of 28 Volunteer Centers refers over 650,000 volunteers each year to approximately 40,000 community-based 0rganizations.

Local municipalities eagerly seek volunteer help and many citizens are glad to pitch in—to gain valuable skills, to meet new friends, or just to help. The city of Loveland, Colorado (population 58,000) interviews prospective volunteers about their goals, work skills and volunteer experiences. Volunteers are placed in the city's Parks and Recreation Department, Library, Volunteer Fire Department and other parts of city government. The volunteer "Snow Squad," for instance, shovels snow from the driveways of elderly and disabled residents.

One might list as many examples as there are American communities, and more. The impulse to help remains a vital part of Americans' lives. They accept as an organizing principle in their lives the words of the educator Booker T. Washington: "If you want to lift yourself up, lift up someone else." ■

For further information on government efforts in support of citizen involvement, see Paul C. Light, "The Volunteering Decision: What Prompts It? What Sustains It?" The Brookings Review*, vol. 20, no. 4 (Fall 2002), pp 45-47. Public domain posters are available at http://library.thinkquest.org/15511/museum/garden.htm.*

FOUNDATIONS
Architects of Social Change

Steve Gunderson

Illustration Courtesy of the Artist and Bentley Publishing Group

Barn Raising by Ann Mount.

This article discusses developments in philanthropy in the United States, with a focus on the role played by foundations. Steve Gunderson is president and chief executive officer of the Council on Foundations in Washington, DC

Throughout the history of the United States, individual citizens have voluntarily joined together to meet important needs in their communities. This generosity, this willingness to work together toward a common goal, is a hallmark of the American character. Philanthropy has strong roots in religious beliefs, in the history of mutual assistance, in the democratic principles of civic participation, in pluralistic approaches to problem solving, and in American traditions of individual autonomy and limited government.

The hardships of the early settlers to North America, where government was then weak and distant, forced people to join together to govern themselves, to help each other, and to undertake such community activities as building schools and churches and fighting fires. Out of these experiences grew a tradition of citizen initiatives and individual efforts to promote the public welfare. Later immigrants supported their communities by giving through churches and by forming groups to help the poor, as well as by organizing associations to assist each other in their new homeland. Native Americans and African Americans have likewise had deeply rooted giving practices.

Religious leaders also have long encouraged their members to give to the poor and to the charitable works of their churches. Giving to needy people in their communities, to the poor in other lands, to the victims of natural disasters, and to their churches has been a strongly felt obligation for many people, and religious beliefs are still an important motivation for being involved in philanthropy.

Benjamin Franklin (1706-1790), the inventor and statesman of America's colonial era, was an early philanthropist. He gave to improve his community and to provide opportunities for people to help themselves. He founded local civic organizations such as Philadelphia's first volunteer fire company and institutions such as the Pennsylvania Hospital, the University of Pennsylvania, and the Philadelphia public library.

But it was not until the early 20th century that individuals generally began to use their philanthropy to seek ways to combat problems, conduct research, and promote science. One of the early proponents of modern philanthropy was Andrew Carnegie, a wealthy business entrepreneur. He viewed the person of wealth as a product of natural selection by the forces of competition. By winning wealth, a person became an agent of civilization, and philanthropy became a tool for improving civilization while substituting for radical reforms. Carnegie's philanthropy included starting public libraries and other agencies that would provide "ladders upon which the aspiring can rise."

Carnegie and several other civic and business leaders—among them John D. Rockefeller and Margaret Olivia Sage—organized their philanthropic giving in a new form, much like the business corporations that were then so successful. Also at this time, banker Frederick H. Goff created the first community foundation in Cleveland, Ohio. These new "foundations," both private and community, were not designed to help those in need directly; rather, they were to be the instruments of reform and problem solving, addressing the root causes of poverty, hunger, and disease by giving funds, known as "grants," to those persons and organizations best equipped to address specific problems. This idea of systematic, scientific philanthropy is a product of the era of optimism and faith in the ability of science and reason to solve human problems. And it is the rationale for most current-day American foundations. Today, much charity is still carried out with grant funds dispersed in this manner.

Philanthropy As Architect

Philanthropy can be thought of as the architect for strategic investments that promote the common good. Much like professional architects, foundations analyze challenges, design solutions that are functional, and make maximum use of available resources by focusing on outcomes. Foundations are not bound by profit margins as is industry, nor are they constrained by the politics of government. They can afford to take risks to conduct the important research and development work needed to examine social structures, review known patterns, and take on the challenges that produce crises.

Foundations come in many different forms: family foundations centered around the use of a family's resources, community foundations organized to improve the quality of their communities, and independent foundations geared toward unique missions established by boards of trustees. But this is just one chapter of philanthropy. Corporate giving is another key element of our efforts to give back to society.

Foundations bring together the expertise of industry, government, academia, community groups, and individuals to address pressing issues and find successful solutions. It is exactly this type of collaboration, for example, that has led to a public-private partnership between foundations and the U.S. Library of Congress to fund an initiative to build the World Digital Library, which will bring scattered primary materials of the world's varied cultures into consolidated Web sites for each culture. The World Digital Library has enormous potential for increasing transcultural understanding.

Through insight, inspiration, and innovation, foundations have made significant and lasting contributions in health, education, the environment, youth development, and the arts, and they have been instrumental in revitalizing neighborhoods and restoring the social fabric of communities across the United States and throughout the world.

For example, many foundations today are addressing the problems of HIV/AIDS, malaria, and tuberculosis, and are spending millions of dollars on research and projects to expand vaccination programs targeting childhood diseases in the world's poorest countries. The Bill and Melinda Gates Foundation spends more than a billion dollars each year—nearly as much as the World Health Organization—on efforts to raise public awareness of and eradicate the aforementioned diseases. Many regard the Gates Foundation, one of the newest and largest foundations to enter the philanthropic sector, as

the most influential organization in global health today.

Education is also a key focus of philanthropy, with many U.S. foundations expanding their scope of funding and research to advance higher education around the world. To this end, the John D. and Catherine T. MacArthur Foundation, the Ford Foundation, the Rockefeller Foundation, the Carnegie Corporation of New York, the William and Flora Hewlett Foundation, and the Andrew W. Mellon Foundation have joined together in the Partnership for Higher Education in Africa. Collectively, these foundations have given more than $150 million and have pledged to disperse an additional $200 million over five years in support of selected universities in Ghana, Mozambique, Nigeria, South Africa, Tanzania, Uganda, and Kenya that are seen as agents of social, economic, and political progress.

PHILANTHROPY IN THE 21ST CENTURY

The nature and practice of philanthropy in the United States is currently experiencing a spectacular change fueled mostly by growth in size and character. Economic prosperity has resulted in a dramatic proliferation of foundations. The few thousand post-World War II American grant-making institutions have swelled today to more than 65,000 organizations worldwide, testifying to the profound growth in philanthropy—not just in the United States, but on a global level. The assets of these foundations now total more than $500 billion, with giving at an all-time high of $33.6 billion annually. It is, in many respects, a time of optimism and creativity as people explore new systems for bringing private wealth back to the community from which it was derived to benefit the public good.

The United States lives and flourishes in a global economy. As a result, American philanthropy is increasingly global. As wealth grows in new market economies, traditions of "giving back" are stressed. Worldwide, there are dozens of new foundations in Africa, Asia, Latin America, and Europe. The *2005 Community Foundation Global Status Report* estimates that there are at least 1,188 community foundations in 46 countries outside the United States, with at least another 150 under development around the world.

Engaging in that global community must include a constructive partnership with philanthropic colleagues all over the world. The Council on Foundations, an international membership organization of more than 2,000 grant-making foundations and corporate giving programs established in 1949, is committed to increasing the cooperative global reach of philanthropy and is currently organizing one of the largest gatherings of philanthropic leaders in history. During this summit, scheduled for 2008, the council will invite our American and global colleagues to gather in Washington, DC, to engage in crucial conversations across all lines, enabling us to best address the critical role for philanthropy in the 21st century.

The challenge to philanthropy is to do desperately needed work where others are unable or unwilling to do it: in the hard soil where violence takes root, amid the grim conditions in which unemployment is all but assured, and for those ventures that are difficult for governments to undertake because of political pressures. Philanthropists must focus their work on the trends that predict tomorrow's news headlines. The most enduring legacy of philanthropy across the decades may reside simply in the act of giving, in making the exemplary donation, whether it is to create a foundation, sustain a charitable organization, or alleviate a human need.

Fortunes rise and fall, but society can always rely on the perpetuity of philanthropy's innovation, cooperation, and results for the common good. ■

The opinions expressed in this article do not necessarily reflect the views or policies of the U.S. government.

NEW JERSEY'S NONPROFIT SECTOR
An Economic Force

Center for Non-Profit Corporations

A nonprofit corporation is an organization formed to serve a public benefit, rather than realize a profit from its activities. Nonprofits generally have a literary, health, educational, public safety, scientific, artistic, or charitable purpose; most carry out their activities with donated or grant funds and with volunteer or low-paid staffs. This article, which is excerpted from the 2004-2005 report of the Center for Non-Profit Corporations in the northeastern U.S. state of New Jersey, provides insights into the way that nonprofits operate at the state level throughout the United States.

New Jersey nonprofit organizations play a regular and significant role in our daily experience: Through them, we pursue recreation and hobbies, enjoy the arts, and fulfill spiritual needs. Nonprofits provide care of our children, our elderly, and our needy; they enable access to medical care, the pursuit of education, and the building of community.

New Jersey's nonprofit sector is an expression of how we live, what we value, where we turn for pleasure, and where we turn in need. Clearly, the full impact of nonprofit sector activities on our lives cannot be quantified.

But the economic contributions of the sector can be measured. And, collectively, these measures present a profile of significant force in the economic life of the state—an economic force for building a better New Jersey.

What We Are

New Jersey is home to more than 25,000 charitable organizations, including day care centers, clinics, homeless centers, hospitals, faith-based organizations, environmental groups, libraries, orchestras, YMCAs, universities, animal shelters, foundations, and many others serving the public good. Collectively, these 25,000 charities have some $59 billion in assets and more than $41 billion in income.

More than one-sixth of the income for reporting charities comes from public [government sources] support. In 2002, New Jersey's reporting charities received more than $4.7 billion in gifts, grants, and contributions. And New Jersey charities spend a notable amount, much of it inside the state. The total expenses reported by New Jersey's charitable sector in 2002 were in excess of $26 billion.

New Jersey nonprofits employ more than 272,000 workers. In fact, more people work in nonprofits than in the construction industry, more than in transportation and public utilities, and more than in the finance and insurance industries combined.

Along important economic dimensions, New Jersey's charities rank in the top third of all states (Table 1).

Table 1
Ranking of New Jersey Among All U.S. States

	Public Charities	Foundations
Number of organizations	10th	8th
Assets	15th	7th
Expenses	11th	3rd
Support from contributions, gifts, and grants	15th	---
Contributions, gifts, and grants paid	---	8th

As government pulls back from service provision and other funding for civic activities, the nonprofit sector has grown to fill the gap. Between 1996 and 2003 in New Jersey:

Table 2
Public Charities in New Jersey, by Type

Category	Number	Percent
Arts/Culture/Humanities (historical societies, museums, performing arts, and other arts organizations)	783	7.0%
Education (elementary, secondary, and higher education, student services, and organizations)	2,049	18.3%
Environment/Animals (environment, conservation, and animal-related organizations)	260	2.3%
Health (health, treatment, nursing, hospitals, disease, research, mental health)	1,160	10.4%
Human Services (crime, legal, food, jobs, agriculture, housing, safety, recreation, youth and family, residential/independence services)	2,876	25.7%
Public, Societal Benefit (civil rights, advocacy, community-building, philanthropy, science, technology, social science)	2,243	20.2%
Religion (religion-related organizations)	366	3.3%
Supporting Public Charities (public foundations, fund-raising organizations)	21	0.2%
Other or Unclassified	1,425	12.8%

- The number of public charities grew by 63 percent.
- The assets of reporting public charities grew by 6 percent.
- The expenses of reporting public charities increased by 50 percent.
- Contributions, gifts, and grants from private and government sources increased by 69 percent.

It is no longer possible to ignore the nonprofit sector's expanding role in New Jersey's social and economic systems.

Who We Are

New Jersey charities touch virtually all aspects of our lives. Although the largest numbers of organizations are in the areas of human services, education, and health, nonprofits pursue a diverse and wide-ranging continuum of purposes, as shown in Table 2.

The New Jersey nonprofit sector is not comprised of large bureaucracies but mostly of community-based groups launched through the passion and creativity of individual people. Although the sector includes a number of big charities, the majority of organizations have yearly budgets of less than $100,000. Not surprisingly, New Jersey's nonprofits are located where there is the greatest population density, but charitable organizations can be found in all corners of the state.

What We Give

The nonprofit sector is the place where the deepest values of a culture can find expression. In charitable giving, New Jersey citizens have demonstrated consistent support for the work of nonprofits, support that continues to expand over the years. In 2002, the itemized income tax deductions for New Jersey taxpayers included more than $5 billion donated to charities, with an average donation of $3,022 per tax return. Since most taxpayers do not itemize their deductions although many give, actual charitable giving totals would be considerably larger. Furthermore, New Jerseyans bequeathed over $392 million to charity in 2000.

Perhaps there is no better evidence of the meaning the nonprofit sector holds in our lives than the substantial tangible and intangible contributions we make through volunteerism.

- More than 25 percent of New Jerseyans volunteer at least once a year with a group of their choice.
- The estimated dollar value of volunteer services in New Jersey in 2002 was $20.55 per hour.

Our Challenges

Along with significant growth and accomplishments, a number of challenges influence nonprofits' ability to fulfill their vital role in society. For much of the nonprofit community, increased need for services, tighter funding streams, and rising expenses have made operations more difficult. In recent surveys, New Jersey nonprofits have identified funding uncertainties, rising demand for services, rising benefit and insurance costs, ability to attract and retain quality employees, and capacity/infrastructure among the top issues affecting the long-term viability and effectiveness of individual organizations and the sector as a whole.

The Immeasurables

As the statistics indicate, New Jersey's nonprofit sector carries considerable economic weight. But equally important is the sector's less quantifiable significance in the life of our state.

New Jersey's nonprofit sector is an essential partner with the government and business sectors. It is often the source of innovative solutions to social problems. It is the sector in which we can pursue individual beliefs and interests. It is where we voluntarily associate and experience our diversity as a citizenry. It serves our aesthetic needs and educational ambitions.

But it is also the sector that gives voice to our sense of the public interest. Through it we actualize our demands for diversity, equity, and social justice. We respond to community needs and build local structures to meet them. In many ways, the nonprofit sector is where we find the core values of a democratic culture, and we cannot survive without it. ■

The opinions expressed in this article do not necessarily reflect the views or policies of the U.S. government.

National Statistics

Many groups and publications publish philanthropic statistical reports. This information was taken from the Foundation Center's February 2006 reports on giving.

Top U.S. Foundations by Assets

$28,798,609,188	Bill and Melinda Gates Foundation
10,685,961,044	The Ford Foundation
9,642,414,092	J. Paul Getty Trust
8,991,086,132	The Robert Wood Johnson Foundation
8,585,049,346	Lilly Endowment

Top U.S. Foundations by Giving

$ 1,255,762,783	Bill and Melinda Gates Foundation
522,872,210	The Ford Foundation
519,998,639	Merck Patient Assistance Program, Inc.
506,639,972	Bristol-Myers Squibb Patient Assistance Foundation, Inc.
428,977,921	Lilly Endowment

Largest Corporate Foundations by Giving

$ 119,801,389	Wal-Mart Foundation
114,668,984	Aventis Pharmaceuticals Health Care Foundation
77,916,903	Ford Motor Company Fund
64,747,007	The Wells Fargo Foundation
57,720,957	Citigroup Foundation

Largest Community Foundations by Giving

$ 139,638,866	The New York Community Trust
109,135,104	Peninsula Community Foundation
91,295,121	California Community Foundation
83,251,153	The Community Foundation for the National Capital Region
82,821,824	Foundation for the Carolinas

APPROACHES TO GIVING

Robin L. Yeager

Courtesy of Committee to Encourage Corporate Philanthropy

Corporations make decisions about philanthropy.

This article outlines different methods Americans use to contribute philanthropically, and gives examples of each type of charity. Robin L. Yeager is a staff writer with the U.S. Society and Values Team, Bureau of International Information Programs, U.S. Department of State. She is a former administrator and trainer for nonprofits.

Donations to charity can come from a variety of sources—from corporations, from individuals, and from communities of people. Many different organizations, including social groups, sports teams, service organizations, religious institutions, and groups of individuals with some shared concern, such as a love for animals or desire to address a particular social issue, can work together to support a specific charity or a variety of charitable causes. Clubs, teams, and other groups sell items or otherwise raise money to support philanthropic activities. This article highlights various approaches to philanthropy in the United States.

CORPORATE PHILANTHROPY

Small and large businesses in the United States regularly support philanthropic projects, whether by donating snacks for a school event, allowing an employee to use work time or resources to help a good cause, or making a financial contribution to a charity. In the United States, such support is an expected part of being a good corporate citizen.

Businesses engage in philanthropy for a variety of reasons. A primary reason is that a business—really the leaders of the business—believe in a certain cause and are happy to direct resources toward it. There are other reasons as well. Helping the community allows a business's employees to feel pride in their employer and a personal connection to the efforts of the company. This raises employee morale and engenders a sense of affiliation with the company. Another reason is appreciation from the recipients and the community at large: Helping is good public relations. Finally, with the system of tax incentives created by the U.S. government, the "sting" of any financial contribution is at least partially offset by a corresponding tax break. As in the

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Microsoft helps nonprofits utilize software.

Microsoft case study below, donations by corporations can be of funds, of volunteer or professional services, or of products or materials. Donations of goods and services are often called in-kind contributions.

Recognizing the positive impact of corporate philanthropy and the resulting goodwill for corporations, the U.S. Chamber of Commerce actively encourages and tracks corporate giving. In addition, the chief executives of many of the top U.S. corporations are part of the Committee to Encourage Corporate Philanthropy (CECP), whose work is described at http:/www.corporatephilanthropy.org.

Case Study—Microsoft: In 2005, Microsoft as a corporation gave charitable causes $61 million globally in donated funds, as well as $273 million in donated computer software. Of this amount, $19.4 million and $4.4 million in donated software went to charities in the Puget Sound region of Washington state, where Microsoft has its corporate headquarters. In all, Microsoft supported 9,201 different charities worldwide, including funding from the Microsoft matching-fund program, which matched $20.6 million in private donations made by Microsoft employees in 2005, thus doubling employees' gifts to the charities of their choice.

Microsoft also encourages volunteer service. Since Microsoft launched a volunteer hour-tracking program in October of 2005, approximately 1,500 of its employees have volunteered a total of 60,000 hours to charitable causes. Because the program and its reporting mechanism are still new, the actual numbers may be even higher.

Through such programs, Microsoft and its employees have been able to offer significant levels of support to both the Seattle Foundation, a community foundation serving the local region, and the King County United Way, an example of the complementary relationship between corporate philanthropy, community foundations, United Ways, individual philanthropy, and family foundations (the well-known Bill and Melinda Gates Foundation is only one of the foundations resulting from Microsoft). Money generated by one company, through the generosity of individuals and the corporation itself, was involved in all these aspects of giving.

FOUNDATIONS

Corporations and the estates of corporate leaders or other wealthy individuals may establish a foundation—or an endowment to support a particular cause or a range of key interests. Individuals may also choose to create a foundation. While many wealthy people make direct, individual donations to causes that they particularly support, many, and especially those in the public eye, may also choose to establish a foundation to handle their contributions. This shields a prominent person from direct appeals for support and allows large funds and endowments to be professionally managed.

Whether financed by and directed toward the interests of one person or a family, or reflecting the concerns and utilizing the resources of a long-ago individual or corporate source, foundations disperse funds, often through grants, to support many vital programs and constituencies. Managing a foundation is a complex task, and professionals in this field receive training and support from a number of sources. Specific information about these support programs is available from the Council on Foundations (http://www.cof.org) and the Foundation Center (http://www.fdncenter.org). Many groups support foundations or charities hoping to receive funding from foundations through submission of grant proposals.

Case Study—The W. K. Kellogg Foundation: One goal of the W.K. Kellogg Foundation is to link poor and rich, informal and formal executives, and social activists

Courtesy of the W. K. Kellogg Foundation

In Massachusetts, former gang members participate in an education and employment project through ROCA, Inc. funded through the Kellogg Foundation.

and business leaders. Through programs sponsored by the foundation, communities address challenges caused by the imbalances between the "haves" and the "have-nots." According to the foundation's Web site (http://www.wkkf.org), "WKKF creates social spaces where people from different sectors of society can come together and share their vitality and creativity. As philanthropists, we want the community to utilize knowledge and energy from all sectors."

Its annual report for 2005 highlights a handful of the many grantees that the W.K. Kellogg Foundation supports, including the National Center for Boundless Playgrounds, which works across North America creating universally accessible playgrounds that are developmentally appropriate for all children; the Cultural Industries Exchange Program, through which more than 100 indigenous artists in southern Africa are learning to use native art as a cultural and economic development tool for self determination and poverty reduction; and the Centro de Multiservicios Educativos in Bolivia, which offers primary and secondary formal education, as well as support for such critical services as libraries, audiovisual and computer equipment, laboratory equipment, and teacher training.

I Gave at the Office—or the Religious Institution, or the Market, or...

Because making giving easy increases contributions, charitable organizations and others have adopted a number of practices to encourage philanthropy. While they operate in different ways, with different degrees of formality, the common elements of these practices are that they provide information to potential donors about possible charities to consider, they allow people to feel comfortable that their contributions will get to the intended recipient, and they assure people that by working together, the resulting donation will be large enough to make a measurable difference.

Through office-wide, community-wide, or other institution-wide campaigns, people can arrange to make automatic contributions to the charities of their choice. Contributions can be made at work by having part of one's salary sent directly to a nongovernmental organization, or at church, when the church designates a percentage of all donations to certain causes, or through one-time donations for special projects. In the credit card age, it is increasingly common to make donations this way, especially for major fund-raising efforts for which donors can arrange for regular, periodic payments to be charged against their accounts. Through these larger, combined gifts, donors can identify a particular accomplishment their donation has brought about or can exert some influence on how the donation will be used. And they can celebrate with others the progress that is being made.

Retail stores and other organizations may offer to make donations to certain causes as an incentive for their customers. For example, for every turkey purchased at a certain market at holiday time, a crate of food is given to the local food pantry for the needy, or for every 10 crates of beverages purchased, a bottling company donates drinks to a children's group. The customers get their turkeys and their beverages, knowing that, through their purchases, they have supported a worthwhile cause.

Case Study—The United Way of America: The United Way is an umbrella organization that accepts monetary donations and distributes them to a wide range of member charities. In the 2004-2005 season, the United Way raised more than $3.6 billion.

Organized by county or other local area, most United Ways offer potential donors the chance to give to local charities or to national or international ones. The national United Way organization and its 1,350 local offices are run by volunteers who direct a paid staff.

The United Way conducts an annual campaign during which working people are able to select charities and enroll in an automatic payroll-deduction payment system that sends a certain number of dollars from their

salaries to the charities on a regular basis. The United Way system publicizes charities with which an individual might otherwise not be familiar, provides a vehicle for transferring the funds, and allows an employer to see the combined impact of the employees' contributions. Some corporations match their employees' contributions, which creates a double benefit: When an employee donates $1, the company makes a matching donation, resulting in $2 going to a charity. Donors can designate their contributions for a specific charity, such as the local American Red Cross, or the donations can be undesignated, allowing United Way leaders to decide how to distribute the funds. Information about United Way of America is available at http://national.unitedway.org/, from which information on local United Ways can be accessed.

Employees of the federal government, from their offices around the world, have a similar chance to donate collectively through what is known as the Combined Federal Campaign. Started in 1961, the Combined Federal Campaign is the nation's largest workplace charity drive and the only philanthropic effort permitted by law in the federal workplace. Since its inception, the CFC has raised more than $5.5 billion. In 2005, federal employees pledged $268.5 million to a wide range of charities around the world.

Power in Numbers

According to the Giving Forum's New Ventures in Philanthropy, people increasingly are coming together in groups called giving circles. Members of a group, or circle, combine their charitable donations and decide collectively how to distribute the "pool" of money to worthy causes.

Working collectively encourages people to meet their pledged donation, to feel informed about the programs being supported, and to feel that they are making a big enough donation to make a difference or send a message. This collective empowerment appeals to many audiences, and it is especially popular with women's groups, ethnic groups, and those who fall into the "new donor" category. There are more than 200 circles in at least 40 U.S. states. Community foundations are examples of an older form of this collective charity.

Case Study—The Cleveland Foundation: The first community foundation, the Cleveland Foundation, was formed in 1914 when a Cleveland, Ohio, banker and attorney, Frederick Goff, had a revolutionary idea—an idea that changed the face of philanthropy in the United States and became the footprint for nearly 600 community foundations worldwide. His idea was to establish a foundation in which charitable individuals could contribute permanent funds that would be distributed in the form of grants for the betterment of their community.

Some 90 years later, the Cleveland Foundation is one of America's largest community foundations and continues to be a pioneer in the field of philanthropy, with assets of $1.6 billion. In 2004, the foundation distributed more than $86 million to nonprofit organizations, mainly in the greater Cleveland area, for projects in a variety of areas, including health care, education, economic development, conservation, and the arts.

Heroes and Role Models—Philanthropy by Celebrities

Entertainment and sports celebrities are increasingly vocal and visible in their support for charitable programs. Images of stars visiting poor or devastated places, helping raise funds for a humanitarian cause, or making some sick child's dream come true are so frequent that *Time* magazine dubbed 2005 "The Year of Charitainment." Celebrity names and faces, as well as their often considerable fortunes, bring attention and support to causes, while providing the stars with a way to tell their fans and critics that they are more than the characters they portray, the clothes they wear, or the publicity events they attend.

Searching the Internet for a celebrity's name is likely to result in examples of that person's charitable activities. The Foundation Center lists famous current and historical philanthropists (http://youth.fdncenter.org/youth_celebrity.html), while Look to the Stars (http://www.looktothestars.org) tells of 160 celebrities' activities in support of a variety of charities. The site is updated regularly. On one recent day, the top 10 featured celebrities included the international grouping of George Clooney, Bono, Jude Law, Oprah Winfrey, Elton John, Jackie Chan, Kate Moss, Ewan McGregor, Robbie Williams, and Bob Geldorf. Celebrities' top 10 charities were identified as Make Poverty History, ONE Campaign, Clothes Off Our Back, UNICEF, Luke Neuhedel Foundation, RADD, Amnesty International, the American Red Cross, St. Jude Children's Research Hospital, and Oxfam.

The Sports Philanthropy Project, which tracks and encourages philanthropy by all levels of the sports professions—leagues, teams, owners, and players—hosts

AP/WWP

The Golden State Warriors NBA team presents a check to a university.

an annual conference as part of its work. The Legacy League (http://www.thelegacyleague.com) works with individual players to establish foundations or charitable programs of particular interest to that individual. The Sports Philanthropy Project can be found at http://www.sportsphilanthropyproject.com.

Case Study—NBA Cares: With a focus on addressing important social issues, especially programs supporting education, health-related causes, and youth and family development, NBA Cares is the U.S. National Basketball Association's global community outreach initiative. According to the organization's Web site (http://aol.nba.com/nba_cares/), over the next five years the league, players, and teams will raise and contribute $100 million for charity, donate more than 1 million hours of hands-on volunteer service to communities around the world, and build more than 100 places where kids and families can live, learn, and play.

NBA Cares involves many programs and activities. Read to Achieve is just one example. This year-round program aims to help young people develop a love of learning and encourages adults to read regularly with children to support this goal. NBA Cares estimates that the program reaches 50 million children each year—the most extensive educational outreach in the history of professional sports.

Case Study—Oprah Winfrey: Media mogul, philanthropist, and television entertainer viewed daily by millions of Americans, Oprah Winfrey not only contributes extensively to charity through her own foundation, but helps causes in other ways through her television program.

Programs aired this year showcased actor George Clooney and his activities to publicize the horrors faced daily in Darfur. Lisa Ling was featured discussing the plight of child soldiers in Uganda, and actress Meg Ryan's trip to India for CARE was reported, as was the work of actress and goodwill ambassador for the United Nations High Commission on Refugees Angelina Jolie on behalf of Darfur. In April 2006, Oprah joined Bill and Melinda Gates as they toured U.S. high schools underwritten by their foundation. Celebrity attention to issues raises the attention of the public and encourages them to find out more, become involved, or make a contribution. Oprah regularly uses her show to provide such access.

Oprah also assists charities through the collective action of her viewers. For example, after hearing about the difficulties faced by victims of the 2005 earthquake in Pakistan, Oprah encouraged her viewers to send in donations that would be sent collectively to the stricken area. Actress Lucy Liu, who was featured in a subsequent show visiting a camp in Pakistan as part of her work in support of UNICEF, showed Oprah's audience the "tent schools" that the viewers' donation of approximately $500,000 would help purchase. More information on the charitable activities of Oprah Winfrey can be found at http://www.oprah.com.

Courtesy of the Committee to Encourage Corporate Philanthropy

Young earthquake survivors in Pakistan are gathered in a tent similar to the one in Lucy Liu's report.

Youth Programs: Instilling Habits, Passing Along Traditions

According to Council of Michigan Foundations and its collaborators in developing the Learning to Give curriculum, leaders from emerging democracies often come to the United States with a relatively surprising question. They want to know how they can create a third sector in their countries, how to teach democratic and

philanthropic principles to their children, and how to pass on the tradition of private citizens working for the common good. These questions are difficult to answer because, in many cases, these concepts have mostly been taught informally. There has not been a formal curriculum for teaching the facts or inculcating the values of the nonprofit sector.

Despite this lack, instilling in the next generation a commitment to helping others has been an important goal of many who work with youth. Groups such as the Boy Scouts, the Girl Scouts, 4-H, the Boys and Girls Clubs of America, religious organizations, school civics or service curricula and extracurricular clubs, service organizations, sports teams, and others offer young people examples of volunteer service and giving, as well as opportunities to engage in these activities themselves. Community agencies, from hospitals to the American Red Cross to libraries and playgrounds, often have youth volunteer activities. Through all these programs, young people get to identify causes; choose, plan, and carry out projects; and see the results of their labors.

Case Study—America's Promise—The Alliance for Youth: America's Promise is an alliance that brings together communities, individuals, companies, and organizations from all sectors to improve the odds of a good life for children and youth.

America's Promise—The Alliance for Youth was founded following the Presidents' Summit for America's Future in 1997, at which Presidents George H.W. Bush, Jimmy Carter, Bill Clinton, and Gerald Ford—with Nancy Reagan representing President Ronald Reagan—challenged the nation to make children and youth a national priority. President George W. Bush reaffirmed that commitment in 2001. Retired Army General Colin L. Powell became America's Promise founding chairman, serving in that capacity from 1997 until 2001.

The mission of America's Promise is to strengthen the character and competence of America's youth. America's Promise wants to see every child in America have the fundamental resources he or she needs to be ready for the future.

The five promises that all children should benefit from are:

- Caring adults in their lives, as parents, mentors, tutors, coaches.
- Safe places with structured activities in which to learn and grow.
- A healthy start and healthy future.
- An effective education that equips them with marketable skills.
- An opportunity to give back to their communities through their own service.

Upon the founding of America's Promise, Powell made an "Address to Youth" about the fifth promise. Here is a portion of his message:

> *America's Promise is about helping kids, but it is also about young people helping other young people live full and promising lives—the Fifth Promise.*
>
> *Giving back involves a certain amount of giving up. You may give up an hour or two a week, or a Saturday, or perhaps a weekend, or even some vacation time to help with a community project. Or you may give a year or more of your life to serving your country through the Peace Corps, the armed forces, or AmeriCorps.*
>
> *Most young people who have helped tell me that*

Courtesy of America's Promise - The Alliance for Youth

Retired General Colin L. Powell poses with some participants in America's Promise—The Alliance for Youth.

they get as much back from serving others as they give. Serving makes you feel good about yourself while you are making a difference in someone else's life. More than that, giving back improves your self-confidence and self-esteem, gives you a chance to learn new skills, and allows you to be a leader at an early age. Some young men and women have discovered talents they never knew they had and have even found their life's work through serving others.

Individual Donations

While a tremendous amount of money is donated by foundations and corporations, much more—some years as much as seven times more—is donated by individuals. Individuals, like corporations or groups, can make direct monetary donations to a cause, or they can donate material and equipment, or they can serve as volunteers. Their gift may be making a charitable organization a benefactor of their estate. They may choose to frequent businesses that promise to support certain causes or that give "credit" to local schools or other groups based on purchases by local patrons. One individual may support a fund-raising effort for cancer research by volunteering to run in a race, while another individual supports that cause by agreeing to donate money for every mile the volunteer runner completes. Individuals volunteer for an unlimited number of projects and organizations, freely sharing themselves to support every segment of U.S. society.

The work of Dr. Jennifer Stobbe and her colleagues is just one example of the countless and often unrecognized ways in which individual Americans give of their time, talent, and treasure.

Case Study—Jennifer Stobbe, Doctor of Veterinary Medicine: In the aftermath of Hurricane Katrina, volunteers rescued hundreds of animals, including a disreputable looking dog, from the dangerous and dirty floodwaters of New Orleans, Louisiana. Since the dog was suffering from heartworm and from skin and other infections, had lost lots of hair, and was nearly starved, the volunteers first named the animal "Mangy Dog." She was taken to a camp run by Arkansans for Animals, where she met Jennifer Stobbe, a veterinarian from Mississippi who had gone to Arkansas with her staff to help in the camp. Dealing with heat, humidity, and sick and scared animals, the staff did their work in tents at the makeshift camp. There, Mangy Dog and hundreds of other animals received food, medicine, and a safe place to sleep. Thanks to Stobbe, more than 50 of the dogs were transported to Mississippi, and eventually to groups in Virginia and Maryland who had offered the dogs homes.

After her rescue and transport to a new home more than 1,600 kilometers away, Mangy Dog met others who addressed her health problems and, more importantly, gave her a new life and a family. Now settled in the home of one of this journal's editors, Mangy Dog (renamed Katy, for Katrina) is happy, healthy, beautifully furry, and very grateful to all those who made her rescue possible.

From talking to the groups and individuals involved in the rescue efforts, it seems the collective donation of services, medicine, transportation, and expenses encountered by the volunteers resulting in Katy's rescue and recovery was remarkable. Multiply this by the hundreds of animals rescued from the storm, and the scope of people's generosity is amazing. In April 2006, Katy, pictured here, joined some new friends in the Annapolis, Maryland, Humane Society Walk for the Animals. By walking, Katy helped earn money for the Society to continue supporting animals. Good girl, Katy! ■

Courtesy of the Anne Arundel County Society for the Prevention of Cruelty to Animals

Katy walks for others.

A CLOSER LOOK

If there is a need in the community, across the country, or around the world, someone in the United States is trying to address it, and if there is a resource, someone is trying to match it to a need. In truly American fashion, when two or more things can be accomplished at the same time—for example, helping the poor and promoting a product, or having fun, or publicizing an issue—all the better. Often the finding and matching process involves some unique or entrepreneurial activity or is noteworthy because it's a first. This keeps the field of philanthropy lively, but it makes the characterization of programs difficult as the blend between philanthropy and volunteerism, commercial and charity, and government and nongovernmental (or public and private) blurs as partnerships and collaborations are created.

This section features brief profiles of a number of philanthropic organizations and activities through which Americans help others. These examples are meant to be representative of the many foundations, programs, and projects supported by Americans. For each example, there are another thousand we could have chosen, and only the limits of our publication prevent us from including more of them. The examples are taken largely from the Web sites of the organizations mentioned. We encourage you to start with these examples, then continue on, learning more about the creativity, generosity, and commitment to others demonstrated daily as Americans share their time, talent, and treasure.

Basketball Star Dikembe Mutombo

National Basketball Association (NBA) All-Star Dikembe Mutombo Mpolondo Mukamba Jean Jacques Wamutombo of the Houston Rockets came to the United States to study medicine, with the goal of returning home to help correct health problems in his native Democratic Republic of Congo. During his college years at Georgetown University, the tall student was invited to try out for the basketball team. He not only made the university team, but later became a leading professional basketball player, a career that made him a star.

AP/WWP

Mutombo greets young autograph seekers.

Having played basketball in the NBA for the better part of a decade, Mutombo has accumulated the celebrity and wealth to allow him to engage in charitable activities. While playing for a team in Atlanta, he visited hospitals, worked with the Special Olympics athletic program for developmentally disadvantaged young people, and supported the trip of the Zambian women's basketball and track teams to the 1996 Olympic Games in Atlanta. He is active with the organization Basketball Without Borders and travels throughout Africa on behalf of the NBA. He is a spokesman for the international relief agency CARE, and he was the first Youth Emissary for the United Nations Development Program. Perhaps his most impressive work has been in building into his basketball programs in Africa extensive community outreach and educational seminars addressing such important social issues as education about and the prevention of HIV/AIDS.

In 1997, he created the Dikembe Mutombo Foundation, which is dedicated to the eradication of childhood diseases that are now rare in the developed world but that still threaten life everyday in Congo. *USA Weekend* named Mutombo the 1999 Most Caring Athlete for his efforts to raise money to help support HIV/AIDS efforts in the Democratic Republic of Congo. Those efforts continue, and in 2006 Mutombo convinced the U.S. Congress to promise $2 million to fund clinics and health centers in his homeland. More information on the Dikembe Mutombo Foundaton is available at http://www.dmf.org.

Saint Jude Children's Research Hospital and American Lebanese Syrian Associated Charities

More than 50 years ago, a struggling young Lebanese-American entertainer stopped to pray to St. Jude, the patron saint of hopeless causes. He prayed for career guidance and promised, in return, to build a shrine to the saint. A few years later, now a successful singer, actor, and producer, the entertainer, Danny Thomas, made good his promise. He decided to build a research hospital to help children with life-threatening diseases and to dedicate it to St. Jude. Thomas, his wife, and local businesspersons in Memphis, Tennessee, the future site of the hospital, worked to raise money. After years of effort and of sharing the dream with others, they had enough money to begin the hospital, but not enough to fund its operating expenses.

To solve this problem, Thomas turned to his fellow Americans of Arabic-speaking heritage. He believed that this would be a way for the group to thank the United States for the gifts of freedom given their parents and to honor immigrant forefathers who had come to the United States. One hundred representatives of the Arab-American community met in Chicago to form the American Lebanese Syrian Associated Charities (ALSAC), with the sole purpose of raising funds for the hospital. Since that time, ALSAC has assumed full responsibility for the hospital's fund-raising efforts, raising millions of dollars annually. Today, Americans of all ethnic, religious, and racial backgrounds support the hospital—the third largest health care charity in the United States—as do more than one million volunteers nationwide.

Not only do individuals around the country support St. Jude, but so do businesses and organizations. Target Corporation, the U.S. merchant with an impressive record of local and large-scale philanthropy, has built Target Houses I and II to provide living quarters for the families of children whose treatment at the hospital is scheduled to last more than three months. Together, the Target Houses feature 96 fully furnished, two-bedroom apartments for children and their families from around the world. Each apartment is equipped with a full kitchen. Shared areas include a playground, a library, a communal kitchen and dining rooms, recreation rooms, and laundry facilities. Target's dedication to St. Jude shows not only in the construction of the houses but also in the company's day-to-day support of families in any St. Jude-sponsored housing facility.

Another of the now many St. Jude corporate supporters, Univision Radio, the largest Spanish-language radio broadcaster in the United States, joined St. Jude in a live broadcast for more than 30 hours in February of 2006. Thousands of donors jammed the phone lines, pledging $4.2 million during the annual *Promesa y Esperanza* (Promise and Hope) program and making it the most successful outreach in the program's history. ALSAC spokesman David McKee thanked Hispanic audiences across the country for their support, which he said would help St. Jude continue its global mission of finding cures and saving children around the world, including at affiliated hospitals in Central and South America.

Committed to the idea that no child should die in the dawn of life, Danny Thomas's hospital treats all children, regardless of their ability to pay. And through its research, shared freely with the medical community throughout the world, St. Jude has helped raise the survival rate for many diseases, including some pediatric cancers that used to have a 20 percent survival rate and now have greater than 70 percent.

Since the death of her parents, the Thomas's daughter, Marlo, on the right in the photograph, has taken over the role of spokesperson for the hospital. Here the actress poses with some of the children treated at St. Jude. Learn more at http://www.stjude.org.

Courtesy of ALSAC/St. Jude Children's Research Hospital

The Tiger Woods Foundation

AP/WWP

Tiger Woods, pictured below, the 30-year-old golf champion, has attracted attention, prize money, and endorsement earnings for years. In 1996, the year Woods began his professional career, he established the Tiger Woods Foundation. According to the foundation's Web site, http://www.twfound.org, the overarching goal of the foundation is to inspire dreams in America's youth. This is done through personal enrichment programs, scholarships, direct grants, junior golf teams, and the new Tiger Woods Learning Center, which opened in Anaheim, California, in February 2006. The 3,150-square meter building houses the latest technology in a learning environment dedicated to helping young people to identify their dreams and look for concrete ways to make them come true, to look at the realities of choosing careers, and to relate school lessons to those future careers. The center offers courses in math, science, technology, and language arts.

At the opening of the center, which was attended by former U.S. President Bill Clinton and California First Lady Maria Shriver, Woods told the assembled audience of some 600 people: "This is bigger than golf. This is bigger than anything I've done on the golf course. Because we will be able to shape lives." Kultida Woods, Tiger's mother, said, "I'm so proud of him for giving back. I told Tiger years ago, 'God gave you talent, but you have to share.' " She said it was "the proudest moment" for her, and added that "the future of the country depends on these kids. When you give them an opportunity, look at what they can do. It's mind-boggling."

The Land Trust Alliance

The Land Trust Alliance represents more than 1,500 land trusts (groups that use donated or purchased ownership arrangements to permanently set aside land and protect it from development) across the United States. The goal is to promote voluntary conservation of private land in order to benefit communities and natural systems. Land trusts do this by bringing local people together to protect the lands that are significant in their own communities. They provide grants, training, information, and advice, including how to secure funding from individuals, foundations, and other sources. One important aspect is to encourage tax laws that reward efforts to protect lands. The Land Trust Alliance features the following three examples of land trust success stories on the organization's Web site.

In Colorado in 2005, the Aspen Valley Land Trust (AVLT) completed 40 conservation projects that protected 1,440-hectares, including ranchland on the ecologically important East Mesa. AVLT calls it "domino effect conservation"—neighbors joining together to place significant parcels of working ranchland under protection. Once one piece of land is protected, others fall into place, preserving land important to the community and its way of life.

Courtesy of the Liberty Prairie Conservancy

Members of the Liberty Prairie Conservancy examine a field.

The prairie, native grasslands important to both U.S. ecology and history, has been disappearing since westward settlement began. In Illinois prairie country, the Liberty Prairie Conservancy has expanded its efforts beyond protecting the prairie preserve. Now they help landowners and others throughout their county by teaching them how to get involved, explaining their options and the resources available to help them, developing scientific plans for restoration of damaged ecological areas, and working with

governmental agencies to develop partnerships for conservation. More than 400 member families and individuals, businesses, the Liberty Prairie Foundation, and other foundations, through volunteer service and other contributions, make the conservancy's work possible.

In a fast-growing area of California, the Placer Land Trust has teamed up with local governments to set aside city and county lands to preserve upland habitat, vernal pools, annual grasslands, and grazing land. Working with developers and city planners, the trust was able to set aside a 91-hectare piece that contains an important vernal pool habitat for fairy shrimp and Swainson's hawks. It will provide a flood control retention basin along with recreational trails for hiking, biking, and horseback riding. Find out more about land trusts and their success stories at http://www.lta.org.

The Children's Theatre Company

In the upcoming season, young audiences in Minnesota's twin cities of Minneapolis and St. Paul will have an opportunity to see imaginary creatures, classical stories, literature brought to life, and social challenges explored in productions of *The BFG (Big Friendly Giant); The Watsons Go to Birmingham-1963; Antigone*; Dr. Seuss's *How the Grinch Stole Christmas; Tale of a West Texas Marsupial Girl; Goodbye, Mr. Muffin; Huck Finn; The Lost Boys of Sudan; Seussical*; and *Fashion 47*. Featured in this photograph, in May 2006, fans of the beloved children's book *Pippi Longstocking* were able to see their favorite characters come to life on stage.

Courtesy of The Children Theatre Company, Minneapolis, MN

Each year, 184,000 children and families in the Minneapolis-St. Paul area attend more than 350 main stage productions. In addition, the theater provides reduced rate tickets to more than 70,000 students from some 800 schools for the School Matinee Series. The theater offers pre-professional training programs for would-be actors and engages in a number of community/school partnership programs.

This 2003 Regional Theatre Tony Award-winning theater's programs are supported by individual, corporate, foundation, and government grants. Learn more about the theater at http://www.childrenstheatre.org.

Prudential Financial

The impressive Web site of Prudential Financial (http://www.prudential.com) highlights their companies' community involvement page and the Spirit of Community Awards. These awards honor middle-level and secondary school students for outstanding volunteer service to their communities. Created in 1995 by Prudential Financial in partnership with the National Association of Secondary School Principals, the awards constitute the largest youth recognition program based solely on volunteering in the United States. Over the past 11 years, the program has honored more than 70,000 young volunteers at the local, state, and national levels.

Under the title Real Life Project Ideas From Recipients of the Prudential Spirit of Community Award, at http://www.prudential.com/productsAndServices/0,1474,intPageID%253D1667%2526blnPrinterFriendly%253D0,00.html, are 22 pages of two- and three-line entries about the imaginative community service ideas of young people. Learn about feeding programs run by 8- to 12-year-olds, about coat collections for the needy, about tutoring for the children of migrant workers, about fund-raising to provide toys to a children's hospital, and many other worthwhile projects. According to the Web site, this list may give an idea of what can be done in the reader's own neighborhood or town to help make life better for someone else.

Courtesy of Prudential Fincincial

The Girl Scouts of the USA

In a little less than 100 years, the Girl Scouts of the USA (GSUSA) has grown from 18 members to more than 3.6 million, including almost a million adult volunteers. GSUSA is part of the worldwide network of Girl Scouts and Girl Guides that has 10 million members in 145 countries. The Girl Scouts provide educational, recreational, and developmental opportunities for girls.

In the research related to an Emerging Program Model taking a look at national programs for the future, scouts themselves defined Girl Scouting as including girls who make the world a better place, and defined "being their own best self" as, among other things, making a difference, giving back to the world, and having far-reaching goals. Scout troops engage in a wide range of service projects, in some cases providing direct service and in some cases taking on the role of philanthropists by designating a portion of their income from annual cookie sales and other projects to charitable undertakings of their own choice. These experiences help girls establish a life-long pattern of community service. For more information on GSUSA, go to http://www.girlscouts.org.

AP/WWP

Girl Scouts prepare for their annual cookie sale.

The Network of Religious Communities

The Network of Religious Communities of western New York state brings together people from many different religious backgrounds to share their common concerns, learn more about each other, and learn how to help address community problems within the context of the faith traditions of its members. They sponsor a number of programs each year, including a Festival of Faith that provides a showcase for each group to present information about its religion. The festival includes workshops, music, and food, and is an annual highlight for the communities.

Courtesy of the Network of Religious Communities

The network also has a number of other programs, including a summer feeding program for children from the area. The network's board of directors includes members of many faiths, including Hindu, Muslim, Sikh, Jewish, and Christian. You can learn more about the network and their busy schedule of programs at http://www.religiousnet.org/.

Pictured here (left to right), Sawsan Tabbaa (Islam), Rabbi Jacqueline Mates-Muchin (Judaism), Christine Chesterton(Roman Catholicism), and Helen Singh (Sikh) were presenters at the Network of Religious Communities' program on Women of Faith in the 21st Century.

Chef Emeril Lagasse

Years ago, as a young chef in New Orleans, Louisiana, Emeril Lagasse was touched by the work of St. Michael's Special School, which helps mentally disadvantaged children. He became involved in supporting the school by giving cooking demonstrations, dedicating his earnings from a celebrity game show to the school, and participating in an annual golf tournament that raises money for the school and other local children's charities.

Today, Emeril Lagasse is one of America's most celebrated chefs. Restaurateur, author of 11 cookbooks, host of two television shows, and guest expert on others, Lagasse is an impressive force, both for cooking and for community service. In 2002, he established the Emeril Legasse Foundation to support and encourage developmental and educational programs for children, especially those that involve training relating to food and the hospitality industry. Current programs range from

Kids Café and Café Reconcile to the Parkway Partners, Teach for America, Covenant House, and other creative programs that involve the children in entrepreneurial, educational, and community-building efforts that teach skills and help prepare them for life and work. Lagasse's 1,000th television show was honored by his television producers with a $50,000 donation to endow a scholarship program at Johnson and Wales University, Lagasse's alma mater, which offers one of the premier culinary programs in the United States.

© Ethan Miller / Getty Images

Since Hurricane Katrina struck New Orleans in 2005, Lagasse, who has three restaurants and his corporate base in that city, has been even more active, engaging in efforts to raise funds for rebuilding and to encourage others to play a role in ensuring the city's future. He's pictured here, center, with fellow chefs. Learn more at http://www.emeril.org.

The Committee to Encourage Corporate Philanthropy

The Committee to Encourage Corporate Philanthropy (CECP) is an organization of corporate leaders founded in 1998 by Paul Newman (actor and head of the Newman's Own line of food) and Ken Derr (former chief executive officer of Chevron Corporation) to encourage philanthropy by corporations. Each year, the committee recognizes private and public companies that demonstrate outstanding commitment, dedication to measurement and evaluation of programs, and innovation in corporate philanthropy.

CECP's February 2006 award ceremony was attended by representatives of the top 500 corporations in the United States. At the ceremony, former United Nations Deputy Secretary-General Louise Fréchette honored five companies that had made significant contributions to the South Asia earthquake relief efforts. Other honorees included Cisco Systems, KaBOOM!, and Grand Circle, a leading international travel company that was recognized for its philanthropic contributions to projects in more than 60 countries, as well as in the Boston, Massachusetts, area. For more information on CEPC, go to http://www.corporatephilanthropy.org.

The Ad Council

The Ad Council is a private, nonprofit organization that blends talent from the advertising and communications industries, the facilities of the media, and the support of business and nonprofit communities to deliver messages to the American public about critical social concerns. It produces thousands of public service messages each year that address health, educational, environmental, and quality of life issues for children, families, and communities.

Courtesy of the Ad Council

The Ad Council began its work in public service advertising in 1942. An early campaign was for war security, and the slogan "Loose Lips Sink Ships" was one of the most famous of the time. Ad Council campaigns have been so successful over the years that phrases from their advertisements have become part of America's culture and language while changing behavior and building support for a cause. You can read more about specific Ad Council campaigns and their results on their Web site at http://www.adcouncil.org. If you click on "campaigns," you will get a list of campaigns; the subcategory "historic campaigns" describes some of the most successful and best-known campaigns of the past. Think you know a lot? Test yourself on the trivia contest at http://adcouncil.org/timeline.html.

Sesame Workshop

In March of 1968, the Ford Foundation, the Carnegie Foundation, and the U.S. Office of Education teamed up to create the Children's Television Workshop (CTW), a nongovernmental organization with the goal of combining research into education with television production to create the first children's television programs designed with learning theory in mind. The next year, the first workshop program, *Sesame Street*, debuted and changed children's television forever. In the intervening 38 years, *Sesame Street* has been joined by other shows and has expanded into several international and other language versions; earnings from the shows and licensed characters have allowed the workshop to continue to combine the latest learning theory with engaging educational programs.

©2006 Sesame Workshop

In 2000, CTW changed its name to Sesame Workshop, combining the name of its most successful and best-known show with the original workshop concept, establishing a "creative, inventive environment where collaboration across disciplines brings children and families the best that media offers." As many as three generations of preschoolers around the world have grown up watching *Sesame Street*.

Research shows children learn best from television that is animated, interactive, and uses repetition to reinforce the learning. *Sesame Street* and the other shows, as well as their international versions, employ these techniques to present basic counting, reading, and writing skills; readiness skills such as sorting and classifying; and interesting and stimulating social situations in which courtesy, truth, work and practice, kindness, friendship, and many other concepts can be portrayed and discussed. In some parts of the world, the programs focus more on local issues.

As it says on the Sesame Workshop Web site: Take a stroll along Sesame Street and you'll see children laughing and playing in more than 120 countries. You'll hear them talking and singing in languages as diverse as Arabic, Russian, and Zulu. You'll find them sharing a love of learning with their furry and feathered friends along what some call the longest street in the world. Find out more at http://www.sesameworkshop.org.

American Bar Association and the Pro Bono Institute

Attorneys and other professionals regularly engage in pro bono, or unpaid, work for individuals and nongovernmental organizations. The American Bar Association, the professional organization for American lawyers, and the Pro Bono Institute at Georgetown University Law Center in Washington, DC, recommend that law firms devote a certain percentage of "billable hours" each year to pro bono projects. The Georgetown institute suggests a range of from 3 to 5 percent of the firm's total hours, which comes to between 60 and 100 hours per attorney per year.

American Bar Association President Michael S. Greco issued a call for a "renaissance of idealism in the legal profession—a recommitment to the noblest principles that define the profession: providing legal representation to assist the poor, disadvantaged, and underprivileged; and performing public service that enhances the common good." He went on to say that "every day, somewhere in this country, lawyers are providing pro bono representation to criminal defendants, victims of domestic violence, immigrant children, elderly residents in need of affordable housing and medical treatment, and small-business owners struggling with legal problems. Lawyers serve on town councils and nonprofit boards, run for elective office, and coach youth sports teams."

The ABA Renaissance Web site at http://www.abanet.org/renaissance/ gives examples of volunteer organizations with which attorneys can serve. For more on the Pro Bono Institute, check out http://www.probonoinst.org/challenge.text.php.

Los Angeles Philharmonic Association

Courtesy of Walt Disney Concer Hall, Press Office

Where, in just a few months, can you go to see Carlos Santana, Andrea Bocelli, Van Morrison, the Flaming Lips, "A Prairie Home Companion," a reggae festival, the Shins, the Dave Matthews Band, and music from video games (complete with lasers and other effects)? Where can you go to see a world-class orchestra and guest artists perform some of the best classical and world music? The answer is the Hollywood Bowl and the Walt Disney Concert Hall, the two venues of the Los Angeles Philharmonic Association.

More than one million patrons each year attend concerts presented at these two sites. In addition, the Los Angeles Philharmonic Association offers concerts and educational programs in a variety of locations throughout Los Angeles, with special collaborative presentations and educational and community programs designed to reach underserved populations. Here, girls are enjoying the "Summer Sounds" program. To accomplish this, the philharmonic association receives support from individuals, foundations, and corporations. Check out upcoming programs on the http://www.laphil.com Web site; for a list of "Who's Who" in the corporate world, see the list of corporate sponsors (and the benefits of sponsorship) at http://www.laphil.com/support/corporate.cfm.

Clothes Off Our Back Foundation

Founded by actors Jane Kaczmarek of the TV show *Malcolm in the Middle* and her real-life husband, Bradley Whitford, of the show *The West Wing*, the five-year-old Clothes Off Our Back Foundation takes donated objects, most often clothing and accessories worn by celebrities, usually at high-profile events such as award shows and premieres, or in a film, on stage, or on television, and auctions them online to the highest bidder. The sales happen over the Internet, and the proceeds go to various children's charities. Online, one can see how many people have bid, the amount of the current high bid, and the amount of time remaining before the sale is final.

Courtesy of Clothes Off Our Back Foundation

These blue jeans, signed by celebrities, were auctioned for charity.

On a recent visit to http://www.clothesoffourback.org, items up for bid included a red dress worn by actress Lindsay Lohan at Olympus Fashion Week in New York. The dress's designer, Calvin Klein, donated it to the charity. The final bid was $2,500. Also, gold-metal-winner Apolo Anton Ohno's Olympic jacket was donated by Roots, the designer of the jacket. The jacket received a final bid of $3,383. In both cases, the proceeds were to be divided between the charities Cure Autism Now, Half the Sky, and UNICEF's work in Darfur.

Ilm Foundation: An Islamic Community NGO

The Ilm Foundation is a 501-c-3 registered Muslim charity based in southern California. It has a number of programs that allow the local Islamic community to help the homeless and underprivileged in their area. Ilm's name has two meanings. In Arabic, Ilm means "knowledge" and, in English, the letters stand for intellect, love and mercy. The Ilm Foundation is supported by gifts and volunteer services from Muslim groups in the greater Los Angeles area. According to Ilm, the predominantly African-American, Muslim volunteers range from 8-80, include members of

all races, include many first-generation Americans from affluent neighborhoods, and include both men and women. Students from public and private schools and universities participate as part of a service learning program.

Homeless feeding program: each month about 350 homeless people in communities in the LA area are helped with gifts of food and health and hygiene supplies. In addition to the food, medical screenings, support on accessing services, both volunteers and clients appreciate the conversations that help focus on the homeless as people, not problems.

For the working poor: monthly food packs are distributed, and include foods that can be cooked, in comparison to the ready-to-eat goods given to the homeless. Facing a growing Hispanic clientele, the program is expanding into a wider array of ethnic foods to better address the needs of their audience.

Beyond the Game: Another growing program, this one is co-sponsored by local community colleges that serve as hosts. These one-day camps directed at young athletes match them with older athletes who serve as supportive mentors and role-models. Combining one-hour workshops on age-appropriate life skills, such as test preparation for senior high students, with sports clinics, medical checks, and a climate that addresses what happens in life beyond sports, the annual one-day programs focus on four prime themes: gratitude, attitude, motivation, and education – or GAME. The Ilm Foundation's website is currently under construction.

Learning to Give

Courtesy of The LEAGUE Powered by Learning to Give

Young students learn about philanthropy in school.

The Council of Michigan Foundations and a steering committee of 13 collaborating members in education, volunteerism, and nonprofit leadership have developed a set of lessons designed for students from kindergarten to grade 12 and containing units and materials on philanthropy. The resulting curriculum, Learning to Give, is an innovative educational initiative that seeks to maintain and enhance a civil society. According to its Web site, Learning to Give educates youth about philanthropy, the nonprofit and volunteer sectors, and the importance of giving their time, talent, and treasure for the common good; develops philanthropic behavior and experience; and allows youth to take voluntary citizen action for the common good into their classrooms, their lives, and their communities.

Today, the developers have tagged their curricular materials throughout the region to the specific curriculum goals of different U.S. states. Teachers, parents, youth workers, religious instructors, and others can use the materials, which include bibliographies and other information. The Learning to Give definition of philanthropy is sharing time, talent, and treasure. Find out more at http://www.learningtogive.org.

Xerox Corporation

In 1970, on a flight from California where they had made a donation to a university on behalf of Xerox Corporation, a former Xerox president and another executive had a conversation about the reason for their trip. They discussed how "easy" it was to give money and pondered what kind of philanthropic gesture would represent a genuine sacrifice for Xerox. They concluded that the company's employees were the company's most valuable asset, and that offering employees' time would demonstrate a true philanthropic commitment by the company. In 1971, the company announced its Social Service Leave program—just one of the ways Xerox enables employees to volunteer in their communities.

Under this program, every year since 1971, a number of Xerox employees have taken a leave of absence from their work for up to one year to tackle full-time community service projects—while their full pay continues from Xerox. Technical, business, and personal skills are brought to a range of social issues, such as advocating for abused children, supporting military families, improving emergency response systems, and more. Since its inception, the Social Service Leave initiative has granted paid leave to 469 employees.

Courtesy of Xerox Corporation

Here, 2005 leave-taker Patricia Forte, a Xerox financial analyst based in Rochester, New York, works at the Trinity House of HOPE—an organization that offers emotional and financial support to those in need. While Forte helped the agency keep its food pantry shelves well stocked, she also put her business skills to work in developing a grant-writing system to increase the agency's funding.

Social Service Leave is believed to be the oldest program of its kind in American business. Xerox estimates that through the collective efforts of the program's participants, it has donated about a half-million volunteer hours. The program is just one of the activities that merited Xerox Corporation the 2005 U.S. Community Service Award from the U.S. Chamber of Commerce Center for Corporate Citizenship. Learn more about Xerox Corporation's social responsibility efforts at http://www.xerox.com/csr.

Xerox Chief Executive Officer Anne Mulcahy was one of five persons chosen in November 2005 by President George W. Bush to head up a South Asia earthquake relief fund. With the support of the president, the five private sector leaders have undertaken a nationwide effort to raise awareness and resources to help those in need as a result of this disaster. The other four executives represent General Electric, Pfizer, UPS, and Citigroup. The fund—administered by the Committee to Encourage Corporate Philanthropy—can be accessed at http://www.southasiaearthquakerelief.org.

Bill and Melinda Gates Foundation

The Gates Foundation was started by Bill (William H. III) and Melinda Gates to support philanthropic initiatives in the areas of global health and learning, with the hope that in the 21st century, advances in these critical areas will be available for all people. Bill Gates, founder and chief software architect of Microsoft Corporation, grew up in a family active in community philanthropic activities. His father, William H. Gates II, was an attorney and a volunteer leader with a number of nonprofit organizations. His mother, Mary, a schoolteacher, was a regent with the state university and was involved in the United Way giving program. According to the younger Gates, dinner table conversations in their house were often about social and philanthropic issues. William H. Gates II is still involved in philanthropy: He helped Bill and Melinda establish their foundation and, as co-chair with them, is responsible for guiding the foundation's vision and strategic direction.

Courtesy of the Bill /Melinda Gates Foundation

Bill and Melinda Gates visit with women during a visit to Mozambique.

The younger Gates describes his evolution as a philanthropist. With regular encouragement, especially from his mother, as Microsoft and his own personal wealth grew, he began thinking about how and when to focus on giving money away rather than earning it. An early effort was the commitment to support United Way fund-raising campaigns at Microsoft. This led to other philanthropic programs at the firm. Gates says he discovered that giving

money away was as challenging as earning it, and he began to tackle giving with the same determination as he has given to building his company.

Two other influences came together to inspire the creation of the foundation. First, as Gates's name began to appear regularly at the top of the list of the world's wealthiest individuals, he and his wife began to consider what would ultimately happen to their fortune. Gates did not think that wealth in that magnitude should be passed along to their children, so they developed a plan to distribute 95 percent of it while they are still alive. At the same time, they became aware of several areas of need, including education in the United States, especially secondary school education. A second major area of concern was the substandard health conditions in parts of the developing world, where diseases largely prevented today in developed countries annually take millions of lives. One day Bill sent an article about such conditions to his father, asking if they could do something. From this quest, the foundation was born.

In 2005, the Bill and Melinda Gates Foundation had assets of almost $29.8 billion, and disbursed $1.255 billion. Deeply involved in efforts to find a vaccine for HIV/AIDS, Gates explains the benefit of having this research supported by a foundation. Governments take a risk, he says, if they fund something estimated to have only a 33 percent chance of success, because most likely they will have to explain to taxpayers and the political opposition why they spent money on something that failed. A foundation, however, is freer to take such risks. The Bill and Melinda Gates Foundation's Web site is at http://www.gatesfoundation.org/.

Singer/Songwriter Gloria Estefan

Courtesy of Zazzle

In early 2006, Cuban-American singer/songwriter Gloria Estafan and other celebrities participated in a fund-raising campaign of the Humane Society of the United States titled "Sealed With a Kiss." Timed for the Valentine's Day period, this program of America's major animal welfare organization allowed people to purchase postage stamps designed with the singer's lip prints. Estafan's stamp is shown in the photograph.

This activity is only one of Estefan's many charitable ventures. In 1997, she established the Gloria Estefan Foundation, which is aimed at reaching those who struggle outside the safeguards of society by promoting good health, education, and cultural development. The foundation's mission includes funding annual scholarships for students who need financial assistance. Aside from playing an active role in her foundation, Estefan has a strong commitment to paralysis research that began as a result of a tragic bus accident she suffered in 1990.

Estefan is married to musician Emilio Estefan, with whom she staged a benefit concert raising nearly $3 million for hurricane relief in Florida. The two have also been very successful at mentoring and developing young Latino musicians. Gloria received a Congressional Medal of Honor "Ellis Island" award for immigrants who have made special contributions to the United States, and she and Emilio received an American Spirit Award for philanthropy from California's Pepperdine University. More information is available at http://www.gloriaestefan.com.

Alliance for American Quilts

Courtesy of Thomas Stephan

This quilt was created by Yvonne Porcella, Karen Musgrave, and Karen Watts. It was sold to raise money for the Alliance.

Quilts—pieced bedcovers with traditional or original designs—are familiar elements of American folk art. The Alliance for American Quilts supports fiber artists and works to support and promote quilting as an art form. The alliance links the world of quilts, scholarship, and the general public. It develops projects and carries them out in partnership with museums, universities, and grassroots quilt guilds around the country, and hosts the Web site http://www.centerforthequilt.org, where material is collected to inform, educate, and connect people everywhere with the rich quilt heritage of the United States. The alliance's activities include an oral history project, a project to train people to identify and help preserve rare quilts, an index of quilt information, and a forum for researchers to share information.

America's Second Harvest—The Nation's Food Bank Network

Courtesy of America's Second Harvest

America's Second Harvest volunteers distribute food to those in need.

Harvest is the time of gathering the crops. It determines if and how well a community will eat for the coming year. How appropriate then that the name America's Second Harvest was chosen by this organization, which goes to stores, restaurants, food production factories, and farmers to gather food to redistribute to those in need. Collected food is distributed through a network of local food banks—groups that gather, store, and distribute food through food pantries, soup kitchens, senior centers, homeless shelters, community kitchens, and youth programs. More than 200 member food banks supplied food to 94,000 food distribution sites serving 9 million children, 3 million elderly, and 13 million other hungry people in 2005. You can find a list of Second Harvest's many corporate sponsors and donors on its Web site at http://www.secondharvest.org.

Save the Children (USA)

Save the Children is a member of the International Save the Children Alliance comprising 27 national Save the Children organizations working in more than 110 countries to ensure the well-being of children. Save the Children USA is currently involved in work in 40 countries.

Through the work of Save the Children, donors help children in need around the world. Current projects involve children in Sudan; areas devastated by Hurricane Katrina, the Asian tsunami, the Philippine mudslides, and the Pakistan earthquake; and projects addressing the avian flu and HIV/AIDS. Individual donors to Save the Children can identify one child to support long term, contributing regularly to that child and helping his or her parents and often a whole community by providing basic health, nutrition, and education. Recently, a school in Pennsylvania supported efforts to build a school in Ethiopia through Save the Children. On the Web, Save the Children can be found at http://www.savethechildren.org.

Michael Bisceglie / Save the Children

This girl in Indonesia receives support from Save the Children.

Reading Is Fundamental, Inc.

Reading Is Fundamental, Inc. (RIF) prepares and motivates children to read by delivering free books and literacy resources to those children and families who need them most. Now 40 years old, RIF is the oldest and largest children's and family nonprofit literacy organization in the United States.

Courtesy of Reading Is Fundamental

Reading your own book is fun.

Reaching underserved children from birth to age eight through community volunteers in every state and U.S. territory, RIF provides 4.5 million children with 16 million new, free books and literacy resources each year. RIF programs combine three essential elements to foster children's literacy: reading motivation, family and community involvement, and the excitement of choosing free books to keep. RIF receives support from the U.S. Department of Education, corporations, foundations, community organizations, and thousands of individuals. For more information: http://www.rif.org.

The Carnegie Legacy

AP/WWP

Andrew Carnegie

In 1901, Andrew Carnegie sold Carnegie Steel Corporation and became the richest man in the world. He then focused his energies and wealth on efforts to "promote the welfare and happiness of the common man." Those efforts manifest themselves today in several philanthropies, including the Carnegie Foundation for the Advancement of Teaching and Carnegie Corporation of New York.

The Carnegie Foundation was founded in 1905 and chartered by an act of the U.S. Congress in 1906. For 100 years, the foundation has addressed problems in American education. While it began as a philanthropy, today the Carnegie Foundation is essentially a research foundation. The philanthropic activities have moved to Carnegie Corporation and subsequent foundations.

Carnegie Corporation of New York was created by Andrew Carnegie in 1911 to promote "the advancement and diffusion of knowledge and understanding." Under the terms of Carnegie's will, grants distributed by the corporation must benefit the people of the United States, although up to 7.4 percent of the funds may be used for the same purpose in countries that are or have been members of the British Commonwealth, with a current emphasis on Commonwealth Africa. As a grant-making foundation, the corporation seeks to carry out Carnegie's vision of philanthropy, which he said should aim "to do real and permanent good in this world." Carnegie Corporation of New York (http://www.carnegie.org) expects to distribute more than $80 million in grants during fiscal year 2005-2006. Its major program areas include education, international peace and security, international development, and strengthening U.S. democracy.

Operation Smile

For $240, Operation Smile can change a child's life by giving the gift of surgery. Throughout the world, Operation Smile volunteers repair childhood facial deformities while building public and private partnerships that advocate for sustainable health care systems for children and families.

Founded in 1982 by Dr. William P. Magee Jr., a plastic surgeon, and his wife, Kathleen S. Magee, a nurse and clinical social worker, Operation Smile is headquartered in Norfolk, Virginia. Since its first mission to the Philippines, the program has grown to include missions to 24 partner countries. Since 1982, Operation Smile volunteers have medically treated 98,000 children and young adults around the world and in the United States. For more information, visit http://www.operationsmile.org/

AP/WWP

A volunteer medical team gives a child a new face, and a more normal life.

Vale United Methodist Church

At Ferebee-Hope Elementary School in Washington, DC, the school budget does not provide art classes. When the members of Vale United Methodist Church, a 550-member congregation located 20 miles away in suburban Virginia, learned of this situation and other needs at the school, they decided to act. That's how the volunteer art squad came about. Each Wednesday church members load up art supplies and drive into the city. At the school the students have art classes or tutoring sessions provided by church volunteers in rooms furnished by church donations. Another volunteer also gives free piano lessons at another school, and members buy coats and shoes for children in a nearby neighborhood each winter. Other projects include collecting and sorting clothing for a local charity called The Closet; preparing meals and delivering them to Alternative House, a group home for teens; and collecting food and money to support a food pantry in Anacostia, one of the poorest sections of the city. Further afield, church members contribute money to bring children of Northern and Southern Ireland together on neutral ground in a spirit of peace. For more information, see http://www.gbgm-umc.org/vale/.

KaBOOM!

KaBOOM! is a national nonprofit organization that envisions a great place to play within walking distance of every child in America. Celebrating 10 years of service in 2006, KaBOOM! has used its innovative community-build model to bring together business and community interests to construct nearly 1,000 new playgrounds and skateparks and renovate 1,300 others nationwide. In addition, KaBOOM! offers trainings, challenge grants, and publications for communities to use to plan a new play space on their own.

Courtesy of KaBOOM!

Motorola corporation employees build a community playground in Mississippi.

KaBOOM! attracted the attention of then-First Lady Hillary Rodham Clinton in 1998. Praising the organization for attempting "to do what we know is so important and that is to provide spaces and playgrounds in neighborhoods around the U.S., particularly very tough difficult neighborhoods where they haven't had a playground for many years because of violence and gangs, drugs and … other challenges," Clinton designated KaBOOM! as one of the organizations to receive a portion of the profits from her book *It Takes A Village*. At her request, the next year KaBOOM! representatives went to Rwanda to help build a playground in the city of Kigali. What could be a better gesture of reconciliation and hope than a playground? KaBOOM! believes play knows no borders.

A click on KaBOOM!'s Web site at http://kaboom.org provides information on the organization, examples of playground projects around the country, and details of the many corporate partners and other community support the program has engendered. On the cover of this journal is a photograph of employees of the global communications company Motorola helping build a playground in the state of Mississippi.

Google.org—The Google Foundation

Google.org is the philanthropic arm of the popular Web search engine Google. Google.org includes the work of the Google Foundation, some of Google's own projects using Google talent, technology, and other resources, as well as partnerships and contributions to for-profit and nonprofit entities.

Google founders Sergey Brin and Larry Page have said, "We hope that someday this institution will eclipse Google itself in overall world impact by ambitiously applying innovation and significant resources to the largest of the world's problems." While the organization continues to define the goals, priorities, and approach for Google.org, it will continue to focus on several areas, including global poverty, energy, and the environment.

The Google Foundation has made some initial commitments, which include the following.

- Acumen Fund is a nonprofit venture fund that invests in market-based solutions to global poverty. The fund supports entrepreneurial approaches to developing affordable goods and services for the 4 billion people in the world who live on less than $4 a day.
- TechnoServe helps budding entrepreneurs turn good business ideas into thriving enterprises. With funding from the

Courtesy of Acumen Fund

An Acumen Fund water quality project helped these farmers bring a better crop to market, feeding communities and earning a profit.

Google Foundation, TechnoServe is launching a Business Plan Competition and an Entrepreneurship Development Program in Ghana.

- PlanetRead is an organization seeking to improve literacy in India using same-language subtitling. By adding subtitles to Bollywood films and videos of popular folk songs, PlanetRead gives people who have low literacy skills regular reading practice.

In addition, the Google Foundation plans to support research in western Kenya to identify ways to prevent child death caused by poor water quality and to better understand what works in supplying water in rural areas.

An early Google project was the creation of the Google Grants program, which gives free advertising to selected nonprofits. To date, Google Grants has donated $33 million in advertising to more than 850 nonprofit organizations in 10 countries. Current Google Grants participants include the Grameen Foundation USA, Doctors Without Borders, Room to Read, and the Make-a-Wish Foundation. For information about the Google Grants program, visit http://www.google.com/grants.

Police Activities League

Building positive relationships between a community's young people and its law enforcement is not always easy, but when police officers sponsor and participate in recreational and athletic programs with the children in their area, both groups benefit. Many cities in the United States have a long tradition of Police Athletic (or Activities) Leagues, or PALs. A *New York Times* article from April 1938 recounts the following:

> *... The Police Athletic League, which spells "PAL" to 75,000 boys and girls of this city, made public yesterday its annual report on the relations between the "cop" on the corner and the small "kids" who play on the sidewalks of New York. They get along very well, according to the report. The league, which has among its aims to cut juvenile delinquency and build citizenship, increased its membership by 40,000 last year. So eager were the children for membership and alliance with the Police Department that they even paid annual dues of 10 cents. …The league, which operates in all five boroughs, has an adult associate membership of 13,000. It has 69 indoor centers at strategic points. It covers a wide field in outdoor recreation and is aided by the education and recreation department of the Works Progress Administration.*

Courtesy of the Police Activities League of Greater Portland

PAL lets children get to know police officers both on and off duty. Sometimes they get to know police horses, too.

Today, many U.S. cities continue this tradition. In Oregon, the Police Activities League of Greater Portland provides educational, recreational, and athletic programs for the youth of the Portland/Gresham metropolitan area, with an emphasis on disadvantaged youth. PAL strives to connect law enforcement and youth in a positive way. The organization utilizes athletics as well as recreational and educational activities to instill positive life principles and character-building tools in an effort to deter juvenile crime and violence. PAL focuses on youth who live in high-risk areas, are low income, or are classified as "at risk." More than 85 percent of the youth that PAL of Greater Portland served last year are low-income.

Pictures and stories about Portland's Police Activities League programs and their participants can be found at http://www.palkids.org/. In the photograph above, not only the police officers, but sometimes their horses, get involved with the youngsters.

Habitat for Humanity International

Many people are familiar with Habitat for Humanity International (HFHI) and its work providing housing across the United States and around the world. Habitat was very visible in 2005 and 2006, helping address the housing needs created by the Asian tsunami, the Pakistan earthquake, and the series of devastating hurricanes in the United States.

People may not be as familiar with the origins of the organization. According to Habitat's Web site, at a Christian farming community near Americus, Georgia, in 1965, Millard and Linda Fuller and others developed the concept of "partnership housing"—in which those in need of adequate shelter would work side by side with volunteers to build simple, decent houses. The houses would be built and sold in accordance with the biblical teaching "no profit, no interest." Instead, volunteers, donations, house payments, and the contributed labor of the new homeowners would provide the new homes. In 1968, the group constructed 42 houses in Georgia. In 1973, the Fullers moved to Mbandaka, in the present Democratic Republic of Congo, with the goals of trying the model in a developing country and building shelter for 2,000 people. Three years later, the effort successfully launched, the Fullers returned to the United States.

In September 1976, supporters gathered together for a meeting; the result was Habitat for Humanity International. The program continued to develop, but the period of phenomenal growth began when former President Jimmy Carter and his wife, Rosalynn, conducted their first building project in 1984, drawing worldwide attention to Habitat's work.

Courtesy of Habitat for Humanity

Today, Habitat describes itself as a nonprofit, ecumenical, Christian organization dedicated to eliminating substandard housing and homelessness worldwide and to making adequate, affordable shelter a matter of conscience and action. Under Habitat's open-door policy, all who desire to be a part of the work are welcome, regardless of religious preference or background, and the organization is committed to serving those in need, regardless of race or religion. Pictured here, actor Alec Baldwin is at work constructing a home in Covington, Louisiana, in November 2005.

This simple, but effective formula has attracted supporters from many quarters, from corporations and service organizations, from individuals, from schools, and from countless celebrities. In 2001, Habitat held its first World Leaders Build. At that time, President Carter joined then South Korean President Kim Dae-jung working with Korean families. In all, 28 heads of state or governments from 26 countries participated in World Leaders Build, resulting in more than 1,000 homes in 43 countries. Leaders—local, regional, and sometimes national—from around the world, members of parliament, governors, mayors, presidents, and others, including President George W. Bush and former President Bill Clinton, continue to help build or support projects through their participation and attention. The Habitat Web site at http://www.habitat.org provides photos, videos, and numerous examples of Habitat's accomplishments.

ACCESS: The American Jewish Committee's New Generation Program

Courtesy of the American Jewish Committee

A member of ACCESS helps with clean-up in New Orleans after Hurricane Katrina.

In February 2006, 32 young Jews from across the United States went to New Orleans, Louisiana, to meet with residents and government officials about the reconstruction effort and to help in city clean-up projects in the aftermath of 2005's Hurricane's Katrina. Representatives of ACCESS: The American Jewish Committee's New Generation Program helped provide relief, which also included a visit to the flood-damaged Xavier University, a historically black, Catholic college. During the visit, they presented a donation for $100,000 to Xavier's rebuilding efforts and met with affected students and staff.

At other sites around the city, ACCESS participants pitched in with locals to help in the reconstruction effort. A participant is pictured here during the clean-up project. Projects included cleaning and painting the gym at Torah Academy, a Jewish day school in Metairie, Louisiana; organizing the library at Gates of Prayer, a reform synagogue in Metairie; and gutting several homes in the devastated Ninth Ward region with relief organization Common Ground Collective. The visitors returned home to share the needs they observed with their communities and state legislators. The prior December, AJC Executive Director David A. Harris delivered checks totaling $575,000 from the organization's Katrina fund to Dillard University, St. Clement of Rome Catholic Church, and two synagogues, Congregation Gates of Prayer and Congregation Beth Israel.

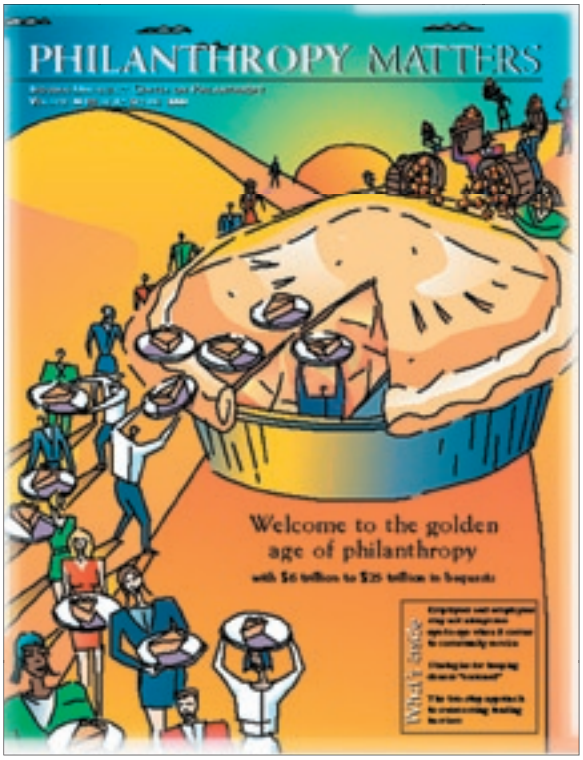
Speaking at a fund-raising concert at New York City's Lincoln Center prior to the visit, the chair of the Roman Catholic Archdiocese of New York's Office of Black Ministry, Carla Harris, said, "The fact that the American Jewish Committee would support a black Catholic college is a symbol of how people of different faith and race can come together in the wake of a disaster like Katrina."

The American Jewish Committee, celebrating its 100th anniversary this year, has a proud tradition of responding to humanitarian crises. Over the years, AJC has contributed millions of dollars in relief and reconstruction projects benefiting people of diverse racial, religious, and ethnic backgrounds in the United States and around the world. AJC can be found at http://www.ajc.org. The ACCESS Web site is http://www.ajc.org/access.

The opinions expressed in this article do not necessarily reflect the views or policies of the U.S. government.

IT DOESN'T JUST HAPPEN

Guidelines, Supports, and the Profession of Nonprofit Management



Courtesy of Indiana University Center of Philanthropy

The scope of philanthropic activities performed by people in the United States is impressive in its diversity. Certainly, informal and spontaneous volunteer service and philanthropy continue to happen at a heartening rate. Nevertheless, philanthropy as a field of endeavor has developed to the point that many charities and foundations are managed by professional staff members trained in the special disciplines related to this work.

- Attracting, managing, training, and thanking volunteers are tasks handled by administrators of volunteer services who may be members of special professional organizations or have specialized certifications or college degrees to support this work. According to *Nonprofit Management Education—Current Offerings in University-Based Programs*, in 2002 some 255 colleges and universities offered courses in nonprofit management, as well as graduate or undergraduate degree programs.
- The art and science of transferring money to charitable causes through grants has also become quite sophisticated for both the applicant organization that prepares grant proposals, receives funding, and prepares reports on its activities, and for the foundation that receives and judges the applicant proposals, monitors grants, and ultimately reports back to its board of directors, donors, or other interested parties.
- Donors and charities alike have become very interested in the way that charities handle their funds and programs, and especially in the results they produce and the care with which they manage resources. Oversight groups rate charities based on their results and the percentage of

funds that actually reach the groups being served, compared to the percentage used to pay for administrative overhead expenses. Donors choose the charities they support in part based on these ratings. Naturally, methods of reporting are also very important to all the above audiences.

In many ways, the field of nonprofit management has become self-policing. Foundations and charities prepare financial and other reports on their results and administrative practices. Organizations such as the Council on Foundations and the Center for Foundations then use this information to prepare comprehensive reports. And other groups rate charities according to their performance. A sampling of organizations active in nonprofit management is provided at the end of this article.

The Government Role

The U.S. government, principally through the Internal Revenue Service (IRS)—the government's tax collector—also plays a part in nonprofit management.

Tax-Exempt Status: A nonprofit group or individual can take steps to qualify for a special government designation known as 501(c)(3). This designation means that the charity has undergone a government screening process and been granted tax-exempt status. A primary benefit of being tax exempt under 501(c)(3) is that the organization may accept contributions and donations that are tax deductible to the donor. Further, the organization is exempt from federal and state corporate taxes, and it may apply for grants and other public or private allocations open only to IRS-recognized organizations. This designation also increases the organization's public legitimacy in the eyes of possible donors and others.

Referring to the process of becoming a 501(c)(3) organization, the head of a new nonprofit describes the experience as "painful but valuable." In completing the extensive application packet, her group had to include its by-laws and the names of the organization's officers. They had to very specifically describe the charitable work in which they were engaged. Finally, they had to submit a tax report on the money they had received. The application process involved extensive work by an attorney and an accountant.

A handbook designed to guide applicants through this process explains the benefit of the process this way: Many charities fail; they do not attract the funds needed to support the causes they have identified. Going through the extensive application process forces a charity to plan, prioritize, define, and weigh options. In so doing, the resultant decisions not only help them qualify for a charitable designation, they also help ensure long-term success.

The head of the new charity agrees. She says that because of the designation process, she and her colleagues had to decide whether or not to incorporate, which city or state jurisdiction to register in, whether or not they would be a member organization, and what the scope and limitations of their work would be. A year later, the group finds this homework has paid off. It makes promoting the group's cause easier. Potential donors are relieved to learn the group is a 501(c)(3) charity, and the definitions help donors understand the group's mission and know it is something that they support.

Tax Credits for Donors: The IRS has an extensive system of allowances that permits taxpayers, whether individuals or corporations, to report the amount of gifts they have given to bona fide charities [for instance, those with a 501(c)(3) designation], and to be given a full or partial credit on this amount when figuring their annual income tax. This system encourages donations. It also helps track transfers of funds. Volunteers can even deduct amounts spent on transportation to a volunteer site, as well as some other service-related costs. As intended, the tax credits do encourage philanthropy, but most experts agree that, generally, other factors are more important in a donor's or volunteer's decision to support a cause.

Some Examples of Organizations Offering Support to Nongovernmental and Charitable Groups and Their Managers

The **Council on Foundations** is a membership organization of more than 2,000 grant-making foundations and giving programs worldwide. The council provides leadership expertise, legal services, and networking opportunities—among other services—to its members and to the general public. For further information: http://www.cof.org/index.htm.

The mission of the **Foundation Center** is to strengthen the nonprofit sector by advancing knowledge about U.S. philanthropy. To achieve this mission, the center collects, organizes, and communicates information on U.S. philanthropy, conducts and facilitates research on trends in the field, provides education and training on the grant-seeking process, and ensures public access to information and services through its Web site, print and electronic publications, five library/learning centers,

and a national network of "cooperating collections." Founded in 1956, the center is dedicated to serving grant-seekers, grant-makers, researchers, policymakers, the media, and the general public. Find out more at http://www.fdncenter.org/.

The United States is home to 60,000 smaller foundations, those led entirely by volunteer boards or operated by just a few staff. These foundations account for half of the country's total foundation grant dollars, providing essential financial support in thousands of communities across the country. The **Association of Small Foundations** was founded 10 years ago and has grown rapidly to become a key membership association of philanthropists in the country. Through the association, members find commonsense advice to support their philanthropic activities. For further information: http://www.smallfoundations.org/.

The **National Council of Nonprofit Associations** (NCNA) is a network of state and regional nonprofit associations serving more than 22,000 members in 45 U.S. states and the District of Columbia. NCNA links local organizations to a national audience through state associations and helps small and mid-sized nonprofits manage and lead more effectively, collaborate and exchange solutions, engage in critical policy issues affecting the sector, and achieve greater impact in their communities. Find out more at http://www.ncna.org/.

Indiana University Center on Philanthropy (located on the campus of Indiana University-Purdue University at Indianapolis—IUPUI) offers master's degree programs in nonprofit management and philanthropy studies, as well as a doctoral program in philanthropy studies. The center also publishes the journal *Philanthropy Matters*. In 2005, the center joined forces with the California-based The Foundation Incubator (TFI) to create the **Philanthropy Incubator**. The Philanthropy Incubator is continuing the work of TFI, which since 2001 has provided support for new foundations and for new philanthropists moving into the nonprofit world. The Philanthropy Center, with offices in both California and Indiana, is building on TFI's work to provide a wide range of training and education services in support of the field of philanthropy. Further information is available at http://www.philanthropy.iupui.edu/mpa.html.

Milano New School for Management and Urban Policy is part of The New School—a university located in New York City. Milano offers a nonprofit management degree program with a focus on five critical areas of study: the nonprofit sector (history, roles, and current contexts); analytical thinking skills; management and leadership in the nonprofit sector; funding of nonprofit organizations; and management of resources in the nonprofit sector. For further information: http://www.newschool.edu/milano/Npm/. ■

Information for this article was taken from the organizations' Web sites.

The opinions expressed in this article do not necessarily reflect the views or policies of the U.S. government.

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The U.S. Department of State assumes no responsibility for the content and availability of the resources from other agencies and organizations listed above. All internet links were active as of May 2006

INTERNET RESOURCES

Selected Web sites on U.S. philanthropy

U.S. GOVERNMENT

Combined Federal Campaign (CFC)
http://www.opm.gov/cfc/
Managed by the U.S. Office of Personnel Management for federal government employees, over 300 individual CFC campaigns throughout the United States and the world raise millions of dollars to support more than 20,000 eligible nonprofit organizations worldwide.

Corporation for National and Community Service (CNS)
http://www.cns.gov/
This site links to all the volunteer organizations under the CNS umbrella, including AmeriCorps, Learn & Serve America, and the Senior Corps. Notices of funding opportunities, internships available, networking guides, clearinghouses, and documents are available here as well.

Global Development and Foreign Aid
http://usinfo.state.gov/ei/economic_issues/global_development.html
A product of the U.S. Department of State's Office of International Information Programs' Economic Security team, this Web page includes current articles, reports, fact sheets, and links.

Helping America's Youth
http://www.helpingamericasyouth.gov/
Helping at-risk youth reach their full potential is the goal of this presidential initiative that connects children and teens with family, school, and community. Resources from the *Community Guide to Helping America's Youth* are accessible through the site.

Partnership for a Better Life
http://usinfo.state.gov/partnerships/index.html
This site from the U.S. Department of State's Office of International Information Programs focuses on the ways Americans reach out to people in need, either directly or with international partners, "to reduce poverty, improve the status of women and girls, protect the environment, expand education, establish good governance, address HIV/AIDS and other diseases, provide emergency help to communities and individuals hit by natural disasters, and strengthen democratic institutions."

Tax Information for Charities and Other Nonprofits
http://www.irs.gov/charities/index.html
Key forms, instructions, and publications from the U.S. Internal Revenue Service are accessible through this site. Note particularly the documents associated with the Life Cycle of a Public Charity/Private Foundation.

USA Freedom Corps
http://www.usafreedomcorps.gov/
Created in 2002 to strengthen and reform new volunteer initiatives, the USA Freedom Corps includes programs such as Volunteers for Prosperity, an initiative that uses American professionals to support major U.S. development initiatives overseas, Americorps, and the Peace Corps.

USA Freedom Corps for Kids
http://www.usafreedomcorpskids.gov/
Ideas and resources to encourage children and young people to volunteer are featured on this site, which contains separate pages for kids, youth, parents, and teachers.

USAID Global Development Alliance (GDA)
http://www.usaid.gov/our_work/global_partnerships/gda/
"GDA mobilizes the ideas, efforts and resources of governments, businesses and civil society by forging public-private alliances to stimulate economic growth, develop businesses and workforces, address health and environmental issues, and expand access to education and technology." Reports, notices of upcoming conferences, and requests for proposals are accessible through this site.

Volunteerism
http://usinfo.state.gov/scv/life_and_culture/volunteerism.html
Current articles, links to organizations, statistics, and reports on U.S. volunteerism are featured on this site from the Society and Values team in the U.S. Department of State's Office of International Information Programs.

The White House Office of Faith-Based and Community Initiatives
http://www.whitehouse.gov/government/fbci/
The office and the government-wide Centers for Faith-Based and Community Initiatives were created in 2001 to focus on the needs of the homeless, prisoners and at-risk youth, addicts, the frail elderly, and families moving from welfare to work.

OTHER RESOURCES

Academic Centers Focusing on the Study of Philanthropy
http://www.independentsector.org/programs/research/centers.html
A directory from the Independent Sector, which provides contact information for college and university academic centers.

America's Promise: The Alliance for Youth
http://www.americaspromise.org/
Corporations, foundations, and other organizations from the private and public sectors work together to ensure that "children and youth get the essential resources that they need to lead productive, fulfilling lives." Visitors to this site can access a community toolkit and a database of great ideas and best practices, along with other resources.

Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA)
http://www.arnova.org/
Bringing together international researchers, scholars, and practitioners in the field of nonprofit and philanthropic studies, the activities of this forum include an annual conference, publications, listservs, and seminars.

Association of Small Foundations
http://www.smallfoundations.org/about_asf
Defined as being run entirely by volunteer boards or operated by a few staff members, small foundations "account for half of the country's total foundation grant dollars." Resources include the "Foundation in a Box" collection and other relevant tools.

BBB (Better Business Bureau) Wise Giving Alliance
http://www.give.org
This national charity-monitoring group was formed to assist donors in making informed decisions and to advance high standards of conduct among charities. In-depth reports, codes of standards, and a quarterly magazine are among the publications available from the alliance.

BoardSource
http://www.boardsource.org/
Dedicated to strengthening the effectiveness of nonprofit boards of directors, BoardSource publishes a variety of books, online tools, CDs, and videos, and offers its members training, consulting services, and an information center.

Campus Compact
http://www.compact.org/
Comprised of more than 950 college and university presidents representing some 5 million students, this national coalition is "dedicated to promoting community service, civic engagement, and service-learning in higher education." Model programs and other resources are available on the site.

The Center on Philanthropy at Indiana University (Indiana University-Purdue University Indianapolis)
http://www.philanthropy.iupui.edu/
Among the programs offered at this center are education programs such as the Fund Raising School and the Philanthopy Incubator, which provides philanthropy education, training, and consulting services; the Women's Philanthropy Institute; and partnership programs. The center is also home to the Philanthropic Studies Library, which compiles the comprehensive Philanthropic Studies Index, a useful tool for locating information on "voluntarism, nonprofit organizations, fundraising, and charitable giving."

Charity Navigator
http://www.charitynavigator.org
Ratings of organizational efficiency, capacity, and financial health are provided for more than 5,000 charities to assist charitable givers in making intelligent giving decisions. Additional services are offered to registered members.

Council on Foundations
http://www.cof.org/
The site of this membership organization of giving programs worldwide is replete with resources for community, corporate, family, international, private, and public grantmakers. Membership is required to access some of the material on the page.

Foundation Center
http://www.fdncenter.org/
A major resource for researching philanthropy in the United States, the Foundation Center offers free access to many valuable materials, including the Finding Funders database, recent research on philanthropy, publications, training courses, online tutorials, the *Philanthropy News Digest,* the Catalog of Nonprofit Literature, and extensive lists of links to other resources. A subscription is required to access some of the in-depth information, such as the well-known, comprehensive *Foundation Directory Online.*

Giving Institute: Leading Consultants to Nonprofits
http://www.aafrc.org/
Formerly the American Association of Fundraising Counsel (AAFRC), the Giving Institute and its member firms advise nonprofit clients from local institutions to international organizations, maintaining a strict code of fair practices. The institute co-publishes the seminal annual report *Giving USA.*

The Giving Forum
http://www.givingforum.org/
The Forum of the Regional Associations of Grantmakers is "a national network of local leaders and organizations across the United States that support effective charitable giving" on the city, state, and multi-state levels. Features of the site include the Regional Association Locator and the Giving Circle Knowledge Center.

GrantCraft: Practical Wisdom for Grantmakers
http://www.grantcraft.org/
This project of the Ford Foundation offers resources on the tools and techniques of effective grant-making. Guides, videos, case studies, and workshops from practitioners in the field are among the resources provided.

Grantmakers Without Borders
http://www.internationaldonors.org/
A funders' network committed to "increasing strategic and compassionate funding for international social change," this organization provides advice for grantmakers and grant-seekers, as well as programs on philanthropic learning, networking, policy advocacy, legal issues, and information services.

GuideStar
http://www.GuideStar.org/
GuideStar, from Philanthropic Research, Inc. (PRI), consists of a searchable database of half a million nonprofit organizations in the United States. While the basic database and public documents are free with registration, PRI charges for more in-depth information.

Hudson Institute Center for Global Prosperity
http://gpr.hudson.org/
Using conferences, discussions, publications, and media appearances, the center provides a platform to create awareness "about the central role of the private sector, both for-profit and not-for-profit, in the creation of economic growth and prosperity." The center's core product is the new annual *Index of Global Philanthropy*, which details the sources and extent of U.S. private international giving.

Idealist
http://www.idealist.org/
Published in English, French, and Spanish by Action Without Borders, this site contains resources for nonprofit managers, job seekers, volunteers, young people, teachers, and consultants. A useful feature of the site is the Nonprofit FAQ, which addresses nonprofit organizations, management, regulation, resources, and development.

Independent Sector (IS)
http://www.independentsector.org
As a leading nonpartisan coalition of more than 500 charities, foundations, and corporate giving programs, the Independent Sector strives to lead, strengthen, and mobilize the nonprofit sector through its research, publications, codes of ethics and standards, and advocacy programs. IS also sponsors the Giving and Volunteering Research Clearinghouse, which contains nearly 400 studies related to charitable behavior on the local, state, national, and international levels. Registration is required; some information is available to members only.

InterAction: American Council for Voluntary International Action
http://www.interaction.org/
Initiatives of this alliance of U.S.-based international development and humanitarian nongovernmental organizations include advocacy, development, disaster response, humanitarian policy and practice, gender and diversity, and communications and media.

National Center for Charitable Statistics (NCCS)
http://nccsdataweb.urban.org/FAQ/index.php?category=31
Using statistics from the Internal Revenue Service and other sources, this database is "the national repository of data on the nonprofit sector in the United States." It is a project of the Urban Institute's Center on Nonprofits & Philanthropy.

National Center for Family Philanthropy
http://www.scfp.org/
Dedicated to promoting "philanthropic values, vision, and excellence across generations of donors and donor families," this organization offers a number of programs: Research and information gathering, presentations and seminars, publications and profiles on a broad range of topics, a referral network, and a newsletter.

National Committee for Responsible Philanthropy (NCRP)
http://www.ncrp.org/
NCRP works to encourage the philanthropic community to address the unmet needs of disadvantaged and disenfranchised communities and populations by providing research, technical assistance, advocacy, and publications.

Network for Good
http://www.networkforgood.org/
This portal page and virtual database enables nonprofits to receive donations via their Web sites, post volunteer opportunities, and recruit volunteers online. The network also maintains records of donations, provides tips for charitable giving, and partners with corporations and foundations "to foster the informed use of the Internet for civic participation and philanthropy."

Nonprofit Academic Centers Council (NACC)
http://www.naccouncil.org/
Leaders of university-based academic programs founded the council to "advance the field of philanthropic and nonprofit sector education." The site includes links to its member centers and curricular guidelines.

Nonprofit Virtual Library
http://www.lib.msu.edu/harris23/grants/znonprof.htm
This extensive list of annotated links providing assistance on running nonprofits is a service of the Foundation Center's Cooperating Collection at Michigan State University.

Philanthropy Roundtable
http://www.philanthropyroundtable.org/
This national association was founded on the belief that "voluntary private action offers the best means of addressing many of society's needs, and that a vibrant private sector is critical to generating the wealth that makes philanthropy possible." In addition to publishing highlights from its journal, *Philanthropy*, the Web site has links to the roundtable's publications, conferences, and meetings.

Points of Light Foundation
http://www.pointsoflight.org/
Dedicated to encouraging volunteerism and community service, the foundation provides assistance to nonprofit groups that coordinate volunteer efforts, businesses that sponsor volunteer programs, and youth organizations. Resources on the site include publications, service project ideas, awards, and other useful materials for individuals, families, and organizations.

Project to Strengthen Nonprofit-Government Relationships
http://www.nonprofit-gov.unc.edu/about.html
The mission of this project is "to identify and promote ways to help nonprofit and government organizations work together to serve the public more effectively." Visitors to the site will find information about its activities, training exercises, and publications, as well as a listserv.

TechFoundation
http://www.techfoundation.org/
TechFoundation delivers "technology, expertise and capital" to help nonprofit organizations achieve their humanitarian goals.

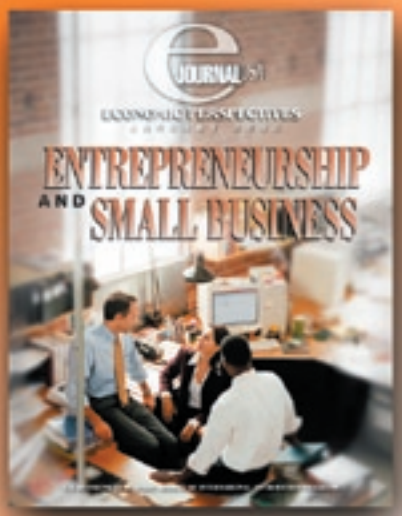
U.S. Chamber of Commerce, Business Civic Leadership Center (BCLC)
http://www.uschamber.com/bclc/default
BCLC's mission "to advance the positive role of business in society" is promulgated through four core partnership programs. Its Web site contains a calendar and information about awards and programs, as well as links to resources on pressing social and ethical issues.

United Way of America
http://national.unitedway.org/
Although best known for its consolidated workplace donation program, the United Way also works with communities and local volunteer centers to address pressing social needs. The national organization comprises approximately 1,350 independent community-based groups run by local volunteers.

Volunteers of America
http://www.voa.org/
Serving abused and neglected children, homeless people, the elderly, youth at risk, and others, the Volunteers of America is "a national, nonprofit, spiritually-based organization providing local human service programs and the opportunity for individual and community involvement." The Web site has a directory of community-based offices; links to *Spirit Magazine* and *The Gazette*; advocacy information, with a weekly public policy update; and extensive program information.

Worldwide Initiative for Grantmaker Support (WINGS)
http://www.wingsweb.org/
Sponsored by the Council on Foundations, WINGS is an international forum for grant-makers and support organizations that encourages global philanthropy. Directories of organizations and associations, case studies, a newsletter, calendars of events, information about exchanges, and links are among the resources included on the Web site. ■

The U.S. Department of State assumes no responsibility for the content and availability of the resources from other agencies and organizations listed above. All Internet links were active as of May 2006.



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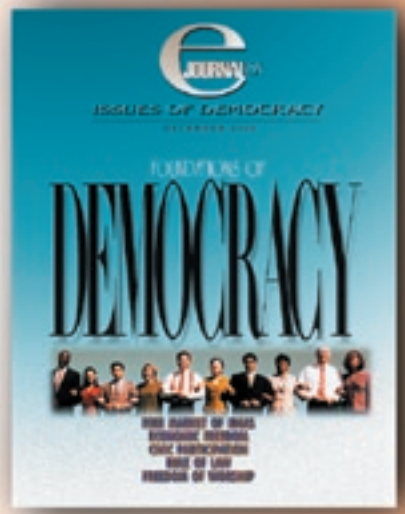

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