

THE CHRONICLE OF

PHILANTHROPY[®]

February 2016 \$7

50

MOST GENEROUS DONORS IN AMERICA

WHY THEY GIVE

Meet the 50 Americans who contributed the most in 2015

HOW TO LAND MULTIPLE MEGAGIFTS

Lessons from a banner year

SILICON VALLEY VS. WALL STREET

New York's big donors are back

MANHUNT

A charity searches for a mystery man who gave \$125 million

A MENU FOR GIVING

Donors are flocking to food causes **25**

REACHING GEN Z

Charity retools to stop today's kids from smoking **28**

DONOR DEMANDS

Keeping charity independence in an age of distrust **31**

COMMUNITY

“I Stand for Parkland.” More than a campaign theme, those words capture the passion of a community that came together to build a brighter future for Dallas.

Parkland

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GIVING

6 The Year in Megagifts

Meet the tech titans, Wall Street moguls, entertainment kingpins, and surprise philanthropists who gave the most to charity in 2015.

The Making of a Windfall: A Midwestern university gets a flurry of nine-figure gifts. **10**

Data: How much of their wealth are billionaires giving away? **12**

Mystery Donor: A charity that serves blind people gets a \$125 million bequest from a stranger. **14**

Big Bets: Donations aimed at social change include \$600 million from a Texas theater-chain owner. **18**

New York Strikes Back: Though Silicon Valley philanthropy gets all the hype, Big Apple donors are giving big, too. **20**

GIVING

4 The Face of Philanthropy: An arts group puts opera on the move.

39 Research: Suggesting how much to give in an appeal doesn't improve donations.

FUNDRAISING

36 Data You Can Use: Capital campaigns are popping up all over — and they work.

LEADING

37 Innovations: A nonprofit builds a pipeline to bring fresh ideas to life.

40 People: New leaders at Feed the Children, KaBoom, and more.

OPINION

31 Strobe Talbott and Kimberly Churches, of the Brookings Institution, say charities must make a new deal with supporters to maintain their integrity and independence.



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FUNDRAISING NEWS

Charities Urged to Watch Donor-Anonymity Legal Challenges

With More People Involved in Fundraising, Giving Rose in 2015

Big Gifts, Small Charities: Fundraising Success Secrets

ADVICE

Video: What Foundations Want From Grantee Evaluations

Advice: 7 Tips for Enlivening Your Nonprofit's Annual Report

Checklist: How to Stay Within the Law in Election-Year Advocacy

CORRECTIONS TO OUR JANUARY ISSUE

- An article about Trish Tchume stated incorrectly that the Young Nonprofit Professionals Association she headed has 46 chapters. It has 42.
- An article on Marisa Renee Lee, managing director of My Brother's Keeper Alliance, wrongly said that she had worked on the 2008 Obama presidential campaign.



KELLY CAMPBELL

25 A Giving Feast

More donors than ever want to improve farming, food distribution, and nutrition and fight obesity.

BRANDING

28 Winning Over Generation Z

The Truth Initiative has updated its approach to turn today's teenagers away from tobacco.



JAKE NAUGHTON

COMING IN MARCH

Killing Fundraising's Sacred Cows. Why some charities are rethinking the old ways of generating support and what they're doing instead to succeed.

Singing From the Rooftops to Share a Love of Opera

GREAT ART transports audiences and helps them see the world in new ways. The Industry, a nonprofit, experimental opera company in Los Angeles, took that mandate literally in its most recent production, *Hopscotch*, which was performed in some unusual places.

Operagoers boarded limousines in groups of four, along with singers and musicians. Each group experienced eight of 24 chapters of the nonlinear performance, which chronicles the life, loves, and shifting identity of a woman named Lucha. Scenes took place in the vehicles, in parks, along the Los Angeles River, and in other locations.

“It was very transformative for people to experience music and theater outside of a traditional space,” says Elizabeth Cline, executive director of The Industry. “With the city as a backdrop, all of a sudden the work really expanded for people.”

The production presented technical challenges. In one scene, a singer and musicians performed on a downtown rooftop, with a trumpet player on a nearby water tower and a trombone player on another roof. The Industry had to figure out how to capture and amplify the performers so the audience members could hear them together.

The organization aims to both expand the boundaries of opera and make it more accessible to the public. So it streamed the far-flung performances to a central hub in Los Angeles’s arts district, where people could watch and listen for free. For the last performance each day, all the artists and audience members converged on the hub for a live finale.

Says Ms. Cline: “When you reduce the barriers to participation — whether that means making something free or doing something in public — you immediately are getting a different audience.”

Here, Marja Kay sings on a downtown rooftop.

— NICOLE WALLACE





JENNA SCHOENEFELD/LOS ANGELES TIMES

PHILANTHROPY

50

ANNUAL SURVEY OF AMERICA'S MOST GENEROUS DONORS

LAST YEAR was hard on megagift donors. Uneasiness about the country's growing inequality revved up the criticism that often follows philanthropy by the wealthy: The gift does nothing for the common good; or it's a pittance of the donor's wealth.

In the Philanthropy 50, such critics will find ammunition. Ten of the billionaires on the list gave away less than 1 percent of their wealth. And more than \$2 billion went to major American universities and colleges, many of which have enormous endowments. Mark Zuckerberg and Priscilla Chan raised more eyebrows: They pledged \$45 billion to doing good

By **MARIA DI MENTO**

but will funnel the money through a limited-liability corporation. (They don't make the list because their money isn't committed to charity.)

Still, the Philanthropy 50 also offers a more appealing story. Many of 2015's biggest gifts aim to drive social change, and several emerging philanthropists are making gifts to the needy.

Crossing the midpoint of the decade, big-gift philanthropy seems at a crossroads. Stay tuned.

What inspires big-gift philanthropy?

Find more online, including expanded profiles of donors, additional data about their giving, and details on their favorite causes.

Plus, search years of data on hundreds of major donors.

philanthropy.com



ANDY STARNES/PITTSBURGH POST-GAZETTE

1 RICHARD MELLON SCAIFE \$758.9 MILLION

Estimated bequests to Allegheny Foundation (\$369.4 million), Sarah Scaife Foundation (\$369.4 million), others (\$20 million)

The Mellon banking and oil heir left his largest bequests to two foundations he led for decades. He gave smaller gifts to an environmental group, a museum, and possibly other nonprofits that could not be confirmed. The rest of the conservative activist and publisher's estate is mired in lawsuits brought by his two children.



BILLY CALZADA/SAN ANTONIO EXPRESS-NEWS

2 JOHN SANTIKOS \$605 MILLION

Estimated bequest to San Antonio Area Foundation

Mr. Santikos, head of a large theater chain, directed the bulk of his estate to arts and culture; medicine, health care, and medical research; people in need, especially the elderly, people with special needs, child-abuse victims, and disaster survivors; public libraries, parks, and museums; and youth and education programs.



BRENT N. CLARKE/WIREIMAGE/GETTY IMAGES

3 MICHAEL BLOOMBERG \$510 MILLION

Arts, education, environment, and public-health groups, along with programs to improve city governments

The founder of the Bloomberg financial-news empire and former New York mayor continues to back the five main causes he has supported in recent years. To date, he has given \$3.3 billion to charity.



ROSE LINCOLN/HARVARD U.

4 JOHN and JENNY PAULSON \$400 MILLION

Harvard University

The 60-year-old billionaire hedge-fund manager (right) and his wife attracted several weeks' worth of attention — and quite a bit of criticism — with his pledge to the university that has higher education's heftiest endowment.



THE OMIDYAR GROUP

5 PIERRE and PAM OMIDYAR \$327 MILLION

The Omidyar Network, HopeLab, Humanity United, the Ulupono Initiative, and others

After starting eBay 20 years ago, the Omidyars embarked on a philanthropy spree; this is their 12th appearance on the Philanthropy 50. Among their recent charitable efforts: the Democracy Fund, which aims to combat extreme partisanship.



6 BILL and MELINDA GATES

\$272 MILLION

Estimated donation to Bill & Melinda Gates Foundation

The couple announced last month that they plan to concentrate their foundation's grant making in three areas. They will continue to support global-health programs such as Gavi, the Vaccine Alliance, and the Global Fund to Fight AIDS, Tuberculosis, and Malaria. But they are now also focusing on efforts to help women and girls and projects to advance science and technology.

8 STEPHEN and CHRISTINE SCHWARZMAN

\$200 MILLION

Yale University (\$150 million), Inner-City Scholarship Fund (\$40 million), John F. Kennedy Center for the Performing Arts (\$10 million)

The Yale pledge is the third splashy nine-figure gift in recent years by the 68-year-old billionaire, a New York financier. (China's Tsinghua University and the New York Public Library received the other two.) He graduated from Yale in 1969.

10 DAVID KOCH

\$192 MILLION

Memorial Sloan Kettering Cancer Center (\$153 million), Deerfield Academy (\$25 million), others (\$14 million)

Primarily known for his support of conservative candidates and causes, Mr. Koch, a top executive with the family business Koch Industries, has given nearly \$1.3 billion to charity over the past decade.

11 JACK TAYLOR

\$187.8 MILLION

Crawford Taylor Foundation (\$67 million), others (\$120.8 million)

Through his family foundation, the 93-year-old founder of Enterprise Rent-a-Car backs numerous St. Louis nonprofits devoted to such causes as animal welfare, development of St. Louis, environmental protection, and programs for women and children. Mr. Taylor also gives personally to charities in Missouri and nationally.

12 JAY FAISON

\$165.6 MILLION

ClearPath Foundation

The 48-year-old entrepreneur and Republican created the foundation to promote clean-energy efforts and green-energy business opportunities to attract conservatives and centrists.

13 JOHN and LAURA ARNOLD

\$162.5 MILLION

Laura and John Arnold Foundation (\$108 million), others (\$54.5 million)

Though the Arnolds are relatively young — he is 41, she is 42 — they have donated at least \$1.2 billion to charity since they started disclosing their giving five years ago. The foundation established by the hedge-fund billionaire and his wife, a lawyer, awarded \$190.5 million last year to numerous causes.

14 LOUIS SIMPSON and KIMBERLY QUERREY

\$136.5 MILLION

Northwestern University (\$126.5 million), Princeton University (\$10 million)

The couple, who founded the SQ Advisors investment advisory firm, gave to schools Mr. Simpson attended and where they have close ties. He graduated from Northwestern in 1958 and earned a master's in economics in 1960 from Princeton. Both Mr. Simpson, 79, and Ms. Querrey, 54, are Northwestern trustees.

15 CONRAD PREBYS

\$125 MILLION

Sanford Burnham Medical Research Institute (\$100 million), Indiana University at Bloomington (\$20 million), Public Broadcasting Service (\$1 million), others (\$4 million)

The 82-year-old San Diego real-estate magnate is a serial donor to local education, health, arts, and science institutions. The Indiana gift is the first to his alma mater; the PBS donation is his latest to support the Masterpiece Theater series (he's a *Downton Abbey* fan).

15 DONALD SIRKIN

\$125 MILLION

Estimated bequest to LightHouse for the Blind and Visually Impaired

Officials at LightHouse had never heard of Mr. Sirkin until the late entrepreneur's lawyer contacted the charity. The group was named the main recipient of Mr. Sirkin's estate.

17 PAUL ALLEN

\$113 MILLION

Arts and culture, brain and cell science, climate change, wildlife conservation, and efforts to fight Ebola

The Microsoft co-founder donated to causes he has supported in recent years but did not give to his foundation.

18 ERNEST and EVELYN RADY

\$112 MILLION

University of California at San Diego Rady School of Management (\$100 million), University of California at San Diego Jacobs Medical Center (\$12 million)

With wealth from real-estate and insurance businesses, the couple has donated well over \$200 million to charity in the past decade. Favorite causes include children's health and the business school named for Mr. Rady 10 years ago following a \$30 million gift.



DANNY JOHNSTON/AP IMAGES

7 ALICE WALTON

\$224.8 MILLION

Various nonprofits

The three children of Walmart's Sam Walton — Alice, Jim, and Robson — donated to charity company stock valued at \$407 million. Of that, \$243 million went to the Walton Family Foundation, according to a family spokeswoman. Alice Walton, 66, is best known for spearheading her family's creation of Crystal Bridges Museum of American Art in their hometown of Bentonville, Ark.

8 DAVID GEFFEN

\$200 MILLION

Lincoln Center for the Performing Arts and the University of California at Los Angeles (\$100 million each)

The 73-year-old Hollywood mogul put his name on the Lincoln Center's home of the New York Philharmonic — a noteworthy choice given that his 1980s record company backed rock bands like Nirvana and Sonic Youth. The donation sparked controversy: Under its terms, the former Avery Fisher Hall will carry his name for as long as it stands.

\$7 billion Total the Philanthropy 50 gave in 2015

• **\$91.1 million** Median they gave in 2015

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19 RUTH BEDFORD

\$104 MILLION

Estimated bequests to Norwalk Hospital (about \$52 million), Westport Weston Family YMCA (about \$52 million)

The Standard Oil heiress had close, decades-long ties to these two organizations. She died in 2014, weeks shy of her 100th birthday, and left them most of her estate. (She made a \$40 million bequest to the Foxcroft School in 2014.)

20 J.B. and M.K. PRITZKER

\$101 MILLION

Northwestern University

The 51-year-old Mr. Pritzker, a venture capitalist and entrepreneur, is one of the many heirs to the fortune of the Chicago family famous for its Hyatt hotel chain. Although the Pritzkers are known for their philanthropy, this is the first appearance on the list by any member of the clan.



NYU

22 RANJAN and CHANDRIKA TANDON

\$100.05 MILLION

New York University

Both Tandons are players in New York's finance world; she's also a Grammy-nominated musician. Their gift went to the university's engineering school, which was renamed for the couple, sparking protests from some students and alumni.

21 DAVID ELLIOTT and ROBERTA BUFFETT ELLIOTT

\$100.9 MILLION

Northwestern University

This is the first publicly announced nine-figure gift by Ms. Buffett Elliott, 82, sister of the investment guru Warren Buffett. She and her husband initially talked to Northwestern about a bequest but eventually made the donation outright with a transfer of stock in Berkshire Hathaway, Mr. Buffett's company.

Hot Streak

Northwestern University's remarkable year illustrates how one big gift often leads to another.

By DREW LINDSAY

ON A PLANE TRIP to California, two Northwestern University officials worried over the \$3.75 billion campaign they were leading. Three years after the start of the quiet phase of the drive and almost a year after its public launch, they were ahead of schedule and landing multimillion-dollar pledges, including one for \$40 million. But in their planning, they had expected at least one gift of \$100 million.

"Are we ever going to break the \$40 million level?" President Morton Schapiro wondered aloud to development chief Robert McQuinn.

That was December 2014. Mr. Schapiro needn't have worried. Within weeks, the university had secured one gift of \$100 million and another for \$92 million. A second \$100 million contribution rolled in later. And by year's end, Northwestern could count four donors who each had reached nine figures in total campaign giving.

Bagging Megagifts

Landing multiple nine-figure donations in a year is the fundraiser's equivalent of bagging Everest, though it's a rarer feat. Since 2010, only six institutions have received two gifts of at least \$100 million in a calendar year, according to *The Chronicle's* database of publicly announced donations.

Northwestern's remarkable year offers lessons for any nonprofit chasing large gifts. In part, it's a case study in fundamentals. The university had worked with the four donors (each a husband and wife) for years. Five of the eight individuals were alumni; four had been tapped as trustees, and three had helped craft the university's 2011 strategic plan that the campaign aimed to fund.

University officials had been diligent stewards of each donor's previous gifts. "You cannot underestimate the time and attention that these level of donors take," says Debra LaMorte, senior vice president for development at New York University, which received three nine-figure gifts in 2008.

Northwestern's story also illustrates the power of momentum — a not-so-obvious and not always predictable force. The big-gift tide began to turn for the university on Mr. Schapiro and Mr. McQuinn's trip in late 2014 to California, though they didn't know it at the time. Roberta Buffett Elliott, the 82-year-old sister of the legendary Berkshire Hathaway billionaire Warren Buffett, had asked the two to visit and discuss a bequest, not the campaign.

A 1954 graduate of Northwestern, Ms. Buffett Elliott had reconnected with the university when she chaired her 50th-reunion committee in 2004.

Over the next few years, she made significant contributions — reportedly \$10 million — to endow the university's center for international studies. In 2006, the university named the center and an annual lecture for her. Each year afterward, she returned to campus for the lecture and a dinner with the president, the speaker, and guests.

At one encounter, Ms. Buffett Elliott was pleased to learn that the university was raising money to supplement her endowment giving to the center, according to Mr. Schapiro. "We made her happier than she expected to be." (Ms. Buffett Elliott and the other donors declined through the university to be interviewed.)

Now, over dinner, Ms. Buffett Elliott listened as Mr. Schapiro and Mr. McQuinn outlined plans to expand the international-studies program and create an institute for global studies. They suggested several levels at which she could contribute, all through her will. The top number: \$100 million.

As Ms. Buffett Elliott walked the two men to their car after dinner, she said, "I'm excited about this." Within a few days, she called Mr. Schapiro with a decision: She would donate \$100 million, and not as a bequest; she would transfer shares of

Big-gift momentum is key to a campaign. "You want large gifts to become the norm, not the aberration."

Berkshire Hathaway right away. "I was floored," said Mr. Schapiro. "I sat down on my couch and said, 'Are you really going to do \$100 million?'"

Announced on Jan. 28, 2015, Ms. Buffett Elliott's gift rippled across the university's pool of big donors. A few weeks later, the university announced another big gift: \$92 million for its biomedical-research programs.

The donors were trustees Kimberly Querrey and her husband, Louis Simpson. Mr. Schapiro had phoned them not long after his conversation with Ms. Buffett Elliott. Mr. Simpson is a long-time friend of Warren Buffett's, having managed investments for Geico, a Berkshire Hathaway subsidiary, for decades. In the phone call, he agreed to help host Mr. Buffett at a dinner for Ms. Buffett



Elliott. He also marveled at her gift, Mr. Schapiro remembers. “He said: ‘That’s a great number. Maybe you could use some more. What’s the next big thing?’”

Momentum Swing

Top fundraisers swear by the notion that big gifts beget more big gifts. Regardless of size, an organization should design a campaign calendar with signature moments and events that inspire others to give, says Rhea Turteltaub, vice chancellor for external affairs at the University of California at Los Angeles, which secured two \$100 million gifts last year. “You go into a campaign with the express expectation that you’re going to build momentum. You want large gifts to become the norm, not the aberration.”

A large university has a natural advantage creating big-gift momentum; each of its colleges and institutes can create significant gift opportunities. A small organization can mimic that approach, Ms. Turteltaub says, by designing large-gift opportunities rooted in multiple elements of its mission.

They Don’t Need My Money

Some fundraisers worry that big gifts can work

in reverse, depressing giving. “People may say, ‘Well, they just got \$100 million dollars. Why do they need my \$100,000 gift?’” says Timothy Winkler, a consultant and former Furman University development officer.

To guard against this, Northwestern has redoubled its campaigns efforts and hammered the message that every dollar is needed. “We need to be more visible rather than look like we’ve declared victory,” Mr. Schapiro says.

So far, the effort seems to be working. Giving at all levels has surged, Mr. Schapiro says, and the university has secured more significant gifts: an additional \$34.5 million from Mr. Simpson and Ms. Querrey, which brought their five-year campaign total to \$152 million; \$100 million to the law school from the venture capitalist J.B. Pritzker and his wife, M.K. Pritzker; and \$26 million from the billionaire executive Patrick Ryan and his wife, Shirley — this on top of the \$75 million that the couple had already given to the campaign.

With two years left in the campaign, the university isn’t done. Mr. Schapiro met recently with big donors who weren’t yet talking about nine figures. But then the president told them that the campaign’s four lead donors were contributing nearly a half-billion dollars. “Their eyes went very wide,” he says. ■

BIG BOUNTY

80

Number of nine-figure cash gifts, 2010-15

6

Number of institutions securing two nine-figure gifts in a calendar year

University of California at Los Angeles, Cornell, Harvard, Northwestern, University of Michigan, University of Southern California



JIM YOUNG/REUTERS/NEWSCOM

‘I’M EXCITED ABOUT THIS’

Roberta Buffett Elliott, sister of investing guru Warren Buffett (right), stunned Northwestern University when she turned a conversation about a bequest into a gift of more than \$100 million to create a global-studies institute.



The Rich List

Only 23 of the donors on this year’s Philanthropy 50 list also appear on the Forbes 400 list of the wealthiest Americans. It may be a sign that many of the wealthiest people in America aren’t big givers. But there’s an important caveat: Some generous billionaires don’t regularly make the Philanthropy 50 because they donate infrequently in very large amounts.

Donor	Forbes rank	Net worth	Percentage of wealth directed to charitable giving in 2015
John and Laura Arnold (No. 13)	227	\$2.9 billion	5.6%
Pierre and Pam Omidyar (No. 5)	57	\$8 billion	4.1
John and Jenny Paulson (No. 4)	41	\$11.4 billion	3.5
Mark and Mary Stevens (No. 34)	375	\$1.8 billion	3.4
David Rubenstein (No. 27)	256	\$2.6 billion	3.3
J.B. and M.K. Pritzker (No. 20)	182	\$3.4 billion	3.0
David Geffen (No. 8)	70	\$6.9 billion	2.9
John and Rosemary Brown (No. 35)	307	\$2.2 billion	2.7
Jack Taylor (No. 11)	47	\$10.1 billion	1.9
Stephen and Christine Schwarzman (No. 8)	38	\$11.6 billion	1.7
Gordon and Betty Moore (No. 23)	74	\$6.2 billion	1.6
Marc and Lynne Benioff (No. 40)	149	\$3.8 billion	1.3
Michael Bloomberg (No. 3)	8	\$38.6 bilion	1.3
Jan Koum (No. 33)	60	\$7.7 billion	0.8
Michael and Marian Ilitch (No. 47)	88	\$5.4 billion	0.7
Alice Walton (No. 7)	12	\$32 billion	0.7
Paul G. Allen (No. 17)	26	\$17.8 billion	0.6
David Koch (No. 10)	5	\$41 billion	0.5
Ray and Barbara Dalio (No. 32)	29	\$15.3 billion	0.4
Bill and Melinda Gates (No. 6)	1	\$76 billion	0.4
Jim Walton (No. 25)	9	\$33.7 billion	0.3
Robson Walton (No. 25)	13	\$31.7 billion	0.3
Lawrence Ellison (No. 44)	3	\$47.5 billion	0.1

TOTAL THESE 23 GAVE IN 2015 • MORE THAN \$3.6 BILLION

Among the 114 U.S. signers of the Giving Pledge, 13 landed a spot on the Philanthropy 50. The Giving Pledge was started in 2010 by Warren Buffett and Bill and Melinda Gates to persuade the world’s wealthiest people to commit to giving at least 50 percent of their wealth to charity.

Michael Bloomberg (No. 3)	\$510 MILLION
Pierre and Pam Omidyar (No. 5)	\$327 MILLION*
Bill and Melinda Gates (No. 6)	\$272 MILLION*
John and Laura Arnold (No. 13)	\$162.5 MILLION*
Paul Allen (No. 17)	\$113 MILLION
Gordon and Betty Moore (No. 23)	\$100 MILLION
David Rubenstein (No. 27)	\$85.9 MILLION
Joan and Irwin Jacobs (No. 29)	\$82.3 MILLION
Gerry and Marguerite Lenfest (No. 30)	\$80 MILLION
Ray and Barbara Dalio (No. 32)	\$65 MILLION*
Mark and Mary Stevens (No. 34)	\$61 MILLION
Herbert and Nicole Wertheim (No. 39)	\$52 MILLION
Larry Ellison (No. 44)	\$49.5 MILLION*

* Indicates primary gift to their own foundations

TOTAL GIVING • NEARLY \$2 BILLION



WILL RAGOZZINO/BFA/NEWSCOM

29 IRWIN and JOAN JACOBS \$82.3 MILLION

Joan and Irwin Jacobs Fund at the Jewish Community Foundation of San Diego (\$47.3 million), others (\$35 million)

The Qualcomm co-founder and his wife are quiet serial donors. They have contributed more than a billion dollars to charity in the past 15 years.

23 MARION ANDERSON \$100 MILLION

University of California at Los Angeles

Mrs. Anderson is the widow of the Los Angeles billionaire entrepreneur John Anderson. Including a donation she made with her husband before his death, she has donated at least \$180 million to UCLA and Children’s Hospital Los Angeles since 2011.

23 GORDON and BETTY MOORE \$100 MILLION

California Institute of Technology

This commitment comes almost 15 years after Mr. Moore, 87, an Intel co-founder who got his Ph.D. at Caltech, and his wife, 88, gave the university \$600 million — half personally and half through their foundation. At the time, that was a record donation in higher education.

25 JIM WALTON \$91.1 MILLION

Various nonprofits

This amount represents Walmart stock the 67-year-old Mr. Walton donated to charity. Altogether, he and his sister Alice and brother Robson gave away \$407 million in stock, with \$243 million going to the Walton Family Foundation, according to a family spokeswoman.

25 ROBSON WALTON \$91.1 MILLION

Various nonprofits

The eldest of Walmart founder Sam Walton’s children, Robson Walton, 71, retired as the company’s chairman last year. He has given some of his wealth to the Walton Family Foundation over the years and is a big supporter of Conservation International, for which he is a member of the board of directors.

27 DAVID RUBENSTEIN \$85.9 MILLION

Duke University (\$25 million), Institute for Advanced Study (\$20 million), the Johns Hopkins University School of Medicine (\$15 million), others (\$25.9 million)

The private-equity guru favors a few top universities, landmark cultural institutions in the nation’s capital, and historic-preservation nonprofits. He also has a soft spot for pandas: He has given a total of \$9 million to the Smithsonian Institution’s National Zoo panda-research program.

28 DAVID and DANA DORNSIFE \$85.4 MILLION

Drexel University (\$45.4 million), World Vision (\$40 million)

World Vision has been the focus of the couple’s donations to clean-water efforts and poverty-fighting programs for the past 35 years. They have given the Christian humanitarian charity at least \$75 million to support aid projects globally. Mr. Dornsife is chairman of the Herrick Corporation, a steel-fabrication company.

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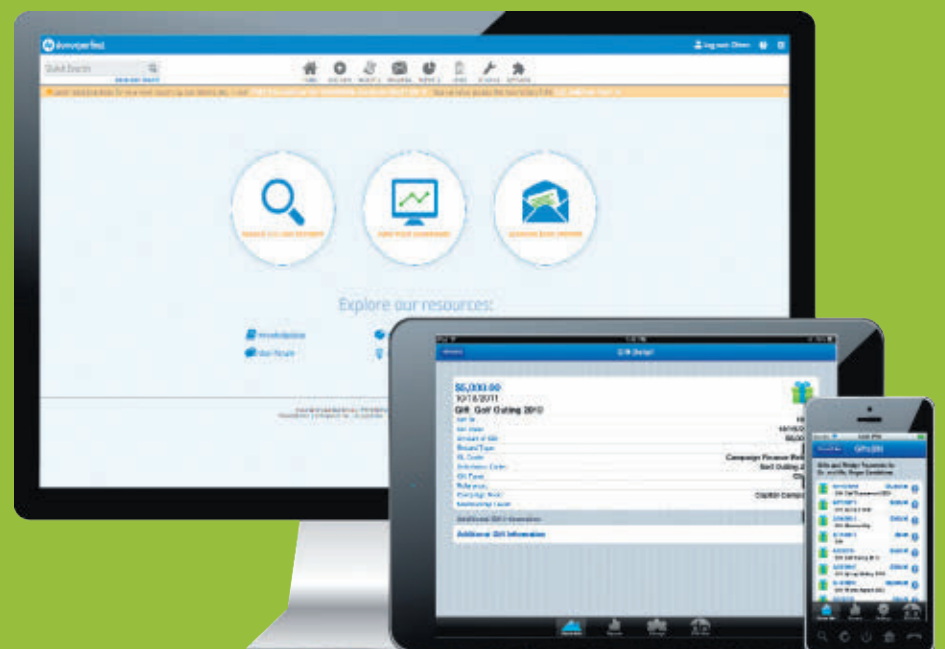
- Karen Duell, Community Blood Center/Community Tissue Services

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A DEEP DONOR HISTORY
After a huge gift to his charity
from an unknown donor,
Bryan Bashin dug into the
man's life story.

Mystery Money

A charity hunts for the meaning behind a \$125 million bequest from a stranger.

By **DREW LINDSAY**

FOR THE LightHouse for the Blind and Visually Impaired, the mystery began with an email from a lawyer. It reported the death of an obscure Seattle businessman whose will designated that the San Francisco charity was to receive the bulk of his estate.

The note offered few details about the man, but a slow drip of information over the next few weeks offered clues that his wealth was considerable. One tipoff: The donor owned 40,000 square feet of prime office space in Seattle. That alone was obviously worth millions.

When all the assets were tallied, the LightHouse gift totaled about \$125 million. The executive director, Bryan Bashin, believes it is the largest-ever donation to a charity for the blind. Fortuitously, it arrived just as the 114-year-old organization, which raises about \$2 million a year, is setting a new course. Yet strangely, this outpouring of generosity came from a stranger: The donor, 86-year-old Donald Sirkin, had never given the organization a dime.



This type of nine-figure lightning strike is not without precedent. In 2012, the Community Foundation of Elkhart County, a small charity in Indiana, received a surprise \$150 million bequest from 56-year-old David Gundlach. The entrepreneur and film producer, who lived in Elkhart as a boy, had first contacted the organization only months before his death from a heart attack.

Famously, the pharmaceutical heiress Ruth Lilly pledged an estimated \$100 million in stock to *Poetry* magazine in 2002. Ms. Lilly, it was learned, had frequently submitted her work under a pseudonym; though never published, she appreciated the editor's cordial, handwritten rejection letters.

Unlike with those gifts, however, LightHouse had not even a remote connection to its benefactor. Who was this man? What motivated his bequest? Before releasing news of the gift publicly, Mr. Bashin felt obligated to find answers. Without more information, news stories would focus on the money, not the man behind the

extraordinary gift. And Mr. Bashin believed that a full recounting of the grand, late-in-life display of generosity could inspire others.

Pete McCown, head of Elkhart County's community foundation, conducted a similar search to understand his organization's benefactor. (Mr. Gundlach had visited the foundation's office only once; he left a check for \$100,000, its disbursement to be decided in subsequent phone calls and correspondence.) "We did walk a mile in his life's story," Mr. McCown says.

The board thoughtfully considered whether it was obligated to interpret Mr. Gundlach's values as it deployed his money. But he had never expressed more than a general interest in doing good for his hometown.

Self-Made Man

Mr. Bashin's fact-finding mission took him to Seattle, where he interviewed Mr. Sirkin's friends, family, and colleagues. What emerged was a



JEREMY RAFF/KQED

portrait of a scrappy, self-made man. Born in New York City during the Depression, Mr. Sirkin as a young man hitchhiked across the country, working oil rigs, ranches, mines, and more. After settling in Seattle, he started a series of businesses, including a newspaper for construction contractors and an insurance agency.

Associates say Mr. Sirkin intentionally designed his will for maximum impact. He could have sprinkled his fortune over dozens of organizations and done modest good in each, Mr. Bashin says. “But he wanted to make a splash and do something that was distinct and memorable and paradigm-changing.” (Mr. Sirkin reportedly left his two children only \$250,000 each.)

Visiting the millionaire’s Puget Sound house with another LightHouse executive, Mr. Bashin discovered the likely reason the organization was chosen to receive the bulk of Mr. Sirkin’s fortune. Rooms were filled with books but also giant magnifiers that he apparently relied on to read. There were

also enormous TV or computer monitors. The kitchen, meanwhile, was stocked with pomegranate juice, which some believe promotes good eyesight.

Mr. Sirkin’s friends had suggested his eyesight was fading. And in the clutter of his house, Mr. Bashin saw the signs of someone desperately fighting failing vision.

Mr. Bashin, who is blind, knows this battle all too well. When he began to lose his sight in his late teens and early 20s, he, too, fought back. Embarrassed, he refused to use a cane or other aids that would mark him in public as blind.

Mr. Sirkin, he concluded, may also have tried to hide his blindness out of shame. His gift to LightHouse was perhaps his way of encouraging others to seek the help and mentorship he never did.

High-Tech Lab

LightHouse received word of Mr. Sirkin’s bequest only months after its board approved construction of a new three-story, \$20 million headquarters, with extensive customized space for its training programs. Work was scheduled to begin on only the first two floors, but after the gift, the organization decided to build out all three floors right away, according to Mr. Bashin.

Later this year, LightHouse leaders will consider how to use the remainder of the gift. The organization offers a range of training and counseling services, and Mr. Bashin hopes to expand its work with tech companies to design consumer products that the blind can easily use.

The organization’s new building, which is amid San Francisco’s hub of tech companies, includes meeting space that can double as a user-experience lab. Says Mr. Bashin: “When the Facebooks and Googles of the world want to see how blind people deal with their products, they can just walk over.” ■

The money could have been sprinkled over dozens of charities. “But he wanted to make a splash.”

30 GERRY and MARGUERITE LENFEST \$80 MILLION

Lenfest Scholars Foundation (\$30 million), Institute for Journalism in New Media (\$20 million), others (\$30 million)

Mr. Lenfest made news when he donated the holding company for *The Philadelphia Inquirer*, *Daily News*, and Philly.com to the Institute for Journalism in New Media, a nonprofit he created. That gift is not included in his total (the company’s assets haven’t been appraised), but his \$20 million to the institute will support the three news organizations and award grants to others.

31 AUDREY IRMAS \$70 MILLION

Audrey Irmes Foundation for Social Justice

The gift represents the proceeds from the sale of a Cy Twombly painting by Mrs. Irmes, a prolific art collector. Although the 86-year-old philanthropist and widow of lawyer Sydney Irmes earmarked \$30 million for a grant to the Wilshire Boulevard Temple for an events center, her foundation mostly supports aid projects in Africa and programs for Los Angeles youths and families in need.

32 RAY and BARBARA DALIO \$65 MILLION

Dalio Foundation

Mr. Dalio runs Bridgewater Associates, one of the world’s largest hedge funds. Through their foundation, he and his wife gave more than \$315.3 million from 2012 to 2015 to hundreds of nonprofits, chiefly in the areas of the environment, medical research, and K-12 education.

33 JAN KOUM \$64.2 MILLION

Silicon Valley Community Foundation

The 39-year-old co-founder of WhatsApp, a mobile-messaging company that Facebook acquired in 2014, made a splash that same year when he started a donor-advised fund with nearly \$556 million. Last year’s infusion pushed the fund well over \$600 million.



MARK AND MARY STEVENS WITH USC PRESIDENT C. L. MAX NIKIAS (RIGHT)

STEVE COHN/USC

34 MARK and MARY STEVENS \$61 MILLION

University of Southern California (\$54 million), others (\$7 million)

A pledge by the venture capitalist and his wife of \$50 million to endow the university’s Neuroimaging and Informatics Institute was spurred by a 20-year friendship between Mr. Stevens and USC President C.L. Max Nikias. But it’s also rooted in family experiences: Mr. Stevens’s father has Alzheimer’s disease, and the couple has a son who has struggled with dyslexia.



35 JOHN and ROSEMARY BROWN

\$59 MILLION

Auburn University (\$57 million), others (\$2 million)

The Browns planned to give Auburn \$55 million but bumped up the amount to commemorate 1957, the year they graduated and got married. He's a former executive at a medical-technology firm.

37 STUART MILLER and FAMILY

\$55 MILLION

University of Miami

Stuart Miller, his family, and the foundation associated with Lennar, the Millers' home-construction company, have given the university nearly \$220 million over the years.

39 HERBERT and NICOLE WERTHEIM

\$52 MILLION

University of Florida College of Engineering (\$50 million), Florida International University Nicole Wertheim College of Nursing and Health Sciences (\$2 million)

Mr. Wertheim, an optometrist and former NASA engineer, invented the UV coating used on sunglasses. The pledge to the University of Florida will back the expansion of the engineering college.

40 MARC and LYNNE BENIOFF

\$50.5 MILLION

University of California at Santa Barbara (\$10.2 million), San Francisco General Hospital Foundation (\$10 million), others (\$30.3 million)

The founder of the cloud-computing company Salesforce and his wife are practicing what they preach by giving to nonprofits that help those most in need. San Francisco General serves the city's poorest patients, and nearly \$11 million of the couple's smaller gifts have supported nonprofits that help the disadvantaged, primarily in the San Francisco area.

41 ALBERT and NANCY NICHOLAS

\$50 MILLION

University of Wisconsin at Madison

The Nicholases, who are both alumni, stipulated that to receive the full pledge, the university must raise other money to endow support for students. Mr. Nicholas is the founder of an investment-management firm.

41 DWIGHT and MARTHA SCHAR

\$50 MILLION

Inova Health System

The Schars, who have been patients at Inova hospitals, have supported the Northern Virginia health system for more than two decades. Mr. Schar is a home-building mogul and part owner of the Washington Redskins.

41 ANDREW VITERBI

\$50 MILLION

American Technion Society

A co-founder of Qualcomm and a scholar famous for the Viterbi algorithm, Mr. Viterbi teaches electrical engineering at the University of Southern California's Viterbi School of Engineering, which was named for him in 2004 when he donated \$52 million.

44 LARRY ELLISON

\$49.5 MILLION

Lawrence Ellison Foundation

The Oracle chief's foundation, which expanded its mission in 2013 to support causes beyond biomedical research, doled out roughly \$46 million in grants last year. Among its new causes: education, global health and development, and wildlife conservation.

45 HOWARD and JULIE LEVINE

\$45.7 MILLION

The Howard R. Levine Foundation at the Foundation for the Carolinas

Mr. Levine is chief executive of Family Dollar, the variety-store chain founded by his father in 1959. He and his wife plan to give \$3.2 million a year from their donor-advised fund to support programs that help low-income and struggling families.

46 RONALD and GAYLE CONWAY

\$43.5 MILLION

University of California at San Francisco Medical Center (\$40 million), others (\$3.5 million)

Mr. Conway is an angel investor best known for his early bets on Google and PayPal. In addition to the medical center, the couple supports efforts to stop gun violence and gives to groups that help the homeless, struggling youths, veterans, families of cancer patients, and more.



CRAIG LEE

38 RAY DOLBY

\$52.6 MILLION

University of Cambridge

Mr. Dolby, the sound pioneer who invented the Dolby technologies that revolutionized music, film, and television, died in 2013 at age 80. A decades-long Cambridge supporter, he credited the university with helping shape his work; he also met his wife there.

36 MYRTLE WOLDSON

\$56 MILLION

Estimated bequests to Gonzaga University (\$55 million), Catholic Charities Spokane (\$1 million)

Myrtle Woldson inherited a small fortune from her father but built far greater wealth through decades of savvy investing. She left the bulk of her estate to Gonzaga for a performing-arts center and endowed scholarships.

39 Age of Jan Koum, youngest donor on the list

• 69 Median age of living Philanthropy 50 donors

• 93 Age of Jack Taylor, oldest living donor

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Indiana University
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47 MICHAEL and MARIAN ILITCH

\$40 MILLION

Wayne State University

The pledge by the Little Caesars Pizza founders toward a new business-school building is part of a three-year, Ilitch-led effort to revitalize 50 blocks north of downtown Detroit called the District Detroit. The area, which is anchored by the new stadium for the Detroit Red Wings, the professional hockey team owned by the Ilitches, will feature housing, retail, and other commercial space and the new headquarters for Little Caesars.

48 RICHARD CORBETT

\$35 MILLION

University of Notre Dame

Mr. Corbett's father played quarterback at Notre Dame under the legendary Knute Rockne, and the glow of that association is reflected in the \$10 million he set aside to endow the university's head football coaching position. Mr. Corbett, who's also a Notre Dame alumnus, is head of a real-estate investment firm.

49 WILLIAM and WESLIE JANEWAY

\$32.6 MILLION

University of Cambridge (\$27 million), Princeton University (\$5.6 million)

The pledge by the venture capitalist and his wife to support the University of Cambridge (he is an alumnus) will endow the Janeway Fund for Economics and a fellowship at the university's Pembroke College.

49 JOHN LUTH and JOANNE CHOUINARD-LUTH

\$32.6 MILLION

College of the Holy Cross

A former trustee, Mr. Luth, founder of an aviation-consulting business, believed the university's athletics center badly needed renovating and knew that most Holy Cross donors were more likely to support academics and student aid. After an anonymous donor committed \$10 million to the center, he and his wife pledged \$25 million. (The couple made other donations, too, including \$7.5 million to turn a field house into a recreation center.) ■



ABBY METTY/WORLD VISION

CHANGE AGENTS
David and Dana Dornsife (center) talk with residents of a village in Zambia. They gave \$40 million in 2015 to support clean-water efforts.

'Big Bets' for Social Change

OF THE BILLIONS donated by the Philanthropy 50, how much goes to sparking social change? That figure is not easy to calculate. Some philanthropists who talk about doing good don't always identify the non-profits they support. Also, some big givers earmark contributions for social-change goals but funnel the money through family foundations. Until those dollars are disbursed as grants, they can't be counted as catalysts for change.

Still, several 2015 gifts are noteworthy for both their size and their purpose. The nonprofit Bridgespan Group, which did a groundbreaking study last year of "big bets" for social change, examined each Philanthropy 50 donation of \$10 million or more that included the disclosure of the dollar figure and charity recipient (excluding donor-advised funds and family-controlled entities).

Bridgespan defined a big bet for social change in broad terms: gifts to human services, environmental, and international development groups; or gifts to support efforts that focus on those issues as well as poverty or underfunded diseases that disproportionately affect low-income people.

Among the social-change big bets from 2015:

\$30 MILLION

Lenfest Scholars Foundation

The Philadelphia media mogul **Gerry Lenfest and his wife, Marguerite (No. 30)**, quietly made this gift to a college-scholarship program they began in 1999.

\$40 MILLION

Inner-City Scholarship Fund

The New York financier **Stephen Schwarzman and his wife, Christine (No. 8)**, are paying for scholarships for disadvantaged students to attend Catholic schools in the city.

\$40 MILLION

World Vision

The gift by the steel-magnate **David Dornsife and his wife, Dana (No. 28)**, will expand the international aid group's clean-water, sanitation, and hygiene projects. The couple also gave \$45 million to Drexel University (Ms. Dornsife's alma mater) to improve health in cities and expand the university's global-health program, among other things.

\$101 MILLION

Northwestern University

The venture capitalist and Hyatt hotel scion **J.B. Pritzker (No. 20)** worries that crushing debt loads prevent newly minted lawyers from seeking public-interest careers. Among other things, this gift to the law school by Mr. Pritzker (an alumnus) and his wife, M.K., will go toward scholarships and grants as well as social-justice centers focused on wrongful convictions, children and family issues, international human rights, and environmental law.

\$125 MILLION

Estimated bequest to Lighthouse for the Blind and Visually Impaired

The San Francisco charity will decide later this year how to use this windfall from entrepreneur **Donald Sirkin (No. 15)**, but the group hopes to expand its work with the city's high-tech companies to design consumer products that blind people can easily use.

\$605 MILLION

Estimated bequest to San Antonio Community Foundation

Before his death, **John Santikos (No. 2)**, owner of a Texas movie-theater chain, directed his bequest to support people in need; youth and education programs; public libraries, parks, and museums; arts and culture; and health care and medical research.



\$2.1 billion

Given to colleges and universities in 2015

• \$182 million

Given to human-services groups in 2015

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Governor Hugh L. Carey Award Recipient

Waikiki Health's Path Clinic
Waikiki Health
Honolulu, Hawaii

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PathPoint
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Champlain Housing Trust
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Job Discovery Program

Opportunity Village
Las Vegas, Nevada

Move for Hunger

Move for Hunger
Asbury Park, New Jersey

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Ryan's Case for Smiles
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Morrisville, North Carolina

The Mutual of America Community Partnership Award annually honors the outstanding contributions that nonprofit organizations, in partnership with public, private and other social sector organizations, make to society. Since its inception in 1996, the Community Partnership Award has recognized 200 partnerships from cities and towns all across America.

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GOTHAM'S PHILANTHROPY BOOM

Top: A \$1.3 billion campaign added a new research center (right foreground) to Weill Cornell Medicine (left). Above right: Lincoln Center's home for the New York Philharmonic was renamed for \$100-million-donor David Geffen (center). Right: New York Governor Andrew Cuomo and Oprah Winfrey at Robin Hood Foundation's record-setting gala. Above: The new Whitney Museum of American Art opened after a \$760 million campaign.

The Empire Strikes Back

Largely forgotten in the fuss over Silicon Valley's new wealth, New York philanthropy roars back from the recession. By DREW LINDSAY

POOR New York City. About five years ago, the Facebook co-founder Mark Zuckerberg planted the flag of Silicon Valley philanthropy just across the Hudson River with his \$100 million gift to Newark, N.J., schools.

Ever since, the media and opinion leaders have obsessed over the “new new thing” that tech billionaires represent. Meanwhile, New York, with its black-tie galas and gilded naming opportunities, has begun to look old and frumpy, a dowager clinging to past glory.

A *New York Times* story last fall laid bare the tensions between the upstarts out West and the establishment back East. It found in Silicon Valley “pious disdain for Wall Street’s showy, status-seeking ways of giving.” Among the Californians quoted, Emmett Carson, head of the Silicon Valley Community Foundation, threw down the most direct challenge, saying, “West Coast philanthropy is not influenced by East Coast pronouncements.”

Lost in this cross-country rivalry is a remarkable story out of New York. Even as Silicon Valley has ascended, giving in the traditional epicenter of American philanthropy has boomed. Consider the evidence:

- From 2010 to 2012, New Yorkers made only four gifts equal to or greater than Mr. Zuckerberg’s Newark donation. But in the past three years, they have rung the nine-figure bell at least 14 times.

- Gifts of \$5 million or more by Gotham-area residents totaled \$4.1 billion in the past three years — up from \$2.3 billion from 2010 to 2012, according to *The Chronicle*’s database of publicly announced gifts.

- New York charities are setting new fundraising highs. The Robin Hood Foundation and the

United Jewish Appeal-Federation of New York each brought in record hauls from their annual galas last year. A Columbia University campaign closed in 2013 at \$6.1 million — an Ivy League record until Harvard bested it recently.

- Outside of the public eye, many philanthropists are socking away cash for doing good after relatively quiet years. Notably, Ray Dalio, who manages one of the world’s largest hedge funds, has poured more than \$750 million into his family foundation in the past four years. As of 2013 (the latest year data is available), assets in New York-area foundations had nearly returned to their inflation-adjusted 2007 peak of \$212 billion, according to the Foundation Center.

In short, Big Apple philanthropy is back and, for some organizations, stronger than ever, particularly when it comes to big gifts. Columbia, for instance, is averaging better than 100 gifts of \$1 million each year — even more than it did in the run-up to the recession.

The president of the Robin Hood Foundation, Reynold Levy, is a Brooklyn native who’s led Lincoln Center and other major New York nonprofit institutions for decades. He says he’s never seen a time like this. Every part of the nonprofit world can point to major institutions that are financially robust and assembling big plans for growth. “You are talking to an energized, pumped-up guy,” he says.

More Than Wall Street

New York’s resurgent philanthropy obviously owes much to the improved economy and stock
Continued on Page 22



“Since the mid-1990s, the wealth coming in has been pretty phenomenal.”



ROBERT CAPLIN/THE NEW YORK TIMES/REDUX

TWO MEN ON A MISSION

Financier Glenn Hutchins (right) backs projects that aim to produce social change. Among them: an African-American studies institute at Harvard run by Henry Louis Gates Jr.

New York State of Mind?

These philanthropists don't always go about their giving in traditional Big Apple fashion.

WILLIAM ACKMAN, 49

Among the billionaire hedge-fund managers in philanthropy, Mr. Ackman is one of the most focused on measuring impact and sparking change in new ways. "When you think about how profits are going to be made in the 21st century, they're going to be made solving problems," he told *Forbes* recently.

Mr. Ackman's family foundation (which has awarded nearly \$100 million in grants in the past three years) was an early backer of the 10-year-old One Acre Fund, which helps poor farmers in Africa get financing, training, and market access. A recent Ackman project: supporting the expansion of Kiva, a pioneer in microloans for families in developing countries, into New York City to aid low-income small businesses.

LEAH HUNT-HENDRIX, 32

The granddaughter of the oil and gas tycoon H.L. Hunt is a leader of *Solidaire*, a network of wealthy individuals and foundations that support social movements. Grantees have included Black Lives Matter and Missouri-based Hands Up United.

"Change takes decades," she says. "We're going to support boring infrastructure and background work that's often needed." The organization also offers rapid-response funding. One recent example: backing for a protest at a Donald Trump rally in response to his comments on Muslims.

GLENN HUTCHINS, 60

His Silver Lake, a leader among the growing number of New York private-equity firms investing in technology, is known for its 2013 buyout of Dell computers with founder Michael Dell. In his philanthropy, Mr. Hutchins says he finds underfunded areas in which a modest investment can bring about significant social change.

Notably, his family foundation has committed \$10 million to identify and fund disparate groups of scientists trying to cure chronic fatigue syndrome. Hospitals and medical-research institutions might typically do such work, but "they are not used to the levels of accountability that we insist upon, and they don't move as quickly," Mr. Hutchins says.

Another big gift: \$15 million to help Harvard's Henry Louis Gates Jr. build an institute of African-American studies.

JOHN OVERDECK, 46

This billionaire and his wife, Laura, are new names in New York philanthropy; they started their foundation (assets: \$300 million) in 2011. Thanks in part to Mr. Overdeck's stint as an Amazon executive before he co-founded his hedge-fund firm in 2001, they believe technology and data can bring about social change. "We're a little bit on the West Coast side of things," he says.

While Mr. Overdeck is among the many New York financiers backing charter schools, he also supports tech-infused education efforts such as Khan Academy, the nonprofit provider of online, personalized education.

— DREW LINDSAY

Continued from Page 21

market, despite the 2015 dips in the major indices. Wall Street is paying healthy bonuses, and hedge funds — a reliable generator of megawealth — are opening at a faster clip than before the recession, despite punishing numbers for some brand-name firms last year. "You'll hear about someone making a bit gift, and it's often a hedge-fund person you've never heard of," says Donald Fellows, president of Marts & Lundy, a consulting firm with headquarters outside Manhattan.

Campaigns at Full Tilt

Still, there's more to the story. Many nonprofits are reaping the benefits of an economic diversification decades in the making. Finance, insurance, and real estate remain the city's economic linchpins, but other industries are kicking in — particularly a tech sector that has grown from a mere whisper to what some measures rank as the nation's second largest, behind Silicon Valley.

"New York is clicking on all cylinders," says Jonathan Bowles, executive director of the Center for an Urban Future. "Since the mid-1990s, the wealth coming in has been pretty phenomenal."

The post-recession boom in big gifts is also a by-product of fundraising on overdrive. In the fall, at least 16 Manhattan arts institutions were running campaigns, according to the *Times*. The combined ask: \$3.47 billion. Manhattan-based Weill Cornell Medical College closed a \$1.3 billion campaign in February 2013, then turned on a dime and completed a \$312 million drive in less than two years.

Fundraisers say they're encountering donors who are optimistic about the future regardless of whether their assets have fully recovered from the downturn. Some say the Giving Pledge is spurring donors at all wealth levels to give, not just billionaires. Of the 141 billionaires who've taken the pledge since its launch in 2010, 28 are from the New York area. (By contrast, 20 are from San Francisco and Silicon Valley.)

"There's a far greater understanding in the culture of Wall Street and in the culture of successful people in New York broadly that they have a responsibility to give back," says Mark Medin, the top development executive at the United Jewish Appeal-Federation of New York.

Nothing New?

Though New York philanthropy is surging, it's not abandoning its time-honored modes of giving. "There's still a lot of the same old philanthropy," says one development executive who asked not to be identified. "There are three to 10 to 15 galas competing on Monday through Saturday night each week." Younger New Yorkers want to be hands-on in their giving, the fundraiser says, "but they're still following a lot of what mom and dad, even grandma and grandpa, taught them about philanthropy."

Nevertheless, modernity has made some inroads. Some charity leaders say increasing numbers of New Yorkers have embraced new giving vehicles available through donor-advised funds and bank wealth-management programs. The result, they say, is an increasingly opaque system of charity. "Nonprofit leaders are really struggling; they see the changing patterns, but they don't know how to get to the money," says Chris Daggett, president of the New Jersey-based Geraldine R. Dodge Foundation.

Interestingly, one small yet influential group of New York donors frames philanthropy in terms that echo the manifestos of the Silicon Valley set.

In the late 1980s, about the time Mr. Zuckerberg was a grade schooler in suburban New York, two hedge-fund managers, Paul Tudor Jones and Julian Robertson, created foundations that preached and practiced an analytical, results-driven approach to philanthropy. Mr. Jones's Robin Hood Foundation and Mr. Robertson's Tiger Foundation have since functioned almost as "philanthropy finishing schools" for a generation of financiers, says Chris Addy, a partner with Bridgespan, a consultant that works with philanthropists.

Mark Lipton, a management scholar at the New School in New York, began advising some young hedge-fund managers on their philanthropy a few years ago. "They're not by and large throwing \$50 million at a hospital to get their name on it," he says. "They're much, much more analytic, much more focused on measuring impact," he says. "That's just how they're hard-wired."

Silicon Alley and Wall Street

To be sure, the hedge-fund kings differ from the tech moguls. Even the results-driven among them make the kinds of gifts to the arts or their alma maters that techies often disdain. And the annual Robin Hood gala — a hot ticket in New York high society — has no equivalent in Silicon Valley.

Still, tech moguls have found at least one like-minded partner on Wall Street. Hedge-fund manager William Ackman contributed \$25 million to the Newark school-overhaul effort about the time that Mr. Zuckerberg signed on. More recently,

he joined philanthropic ventures with LinkedIn co-founder Reid Hoffman and eBay's Pierre Omidyar. [See "New York State of Mind?", previous page.]

Hedge-fund leaders could craft similar alliances with the tech leaders building their companies — and their fortunes — in New York. Like many charities, Robin Hood is beginning to court these executives. Early meetings have featured geeky discussions of measuring impact with data, says Reynold Levy. "You can hardly breathe the air in the room, it's so arid with all these intellectuals discussing methodological differences."

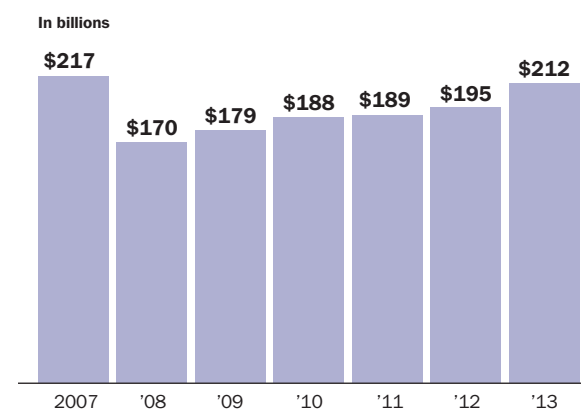
In the long run, New York's maturing tech industry, which is centered in "Silicon Alley" in the Flatiron district, may prove the catalyst for change in the city's philanthropy. Companies aren't yet generating the wealth that leads to megagifts, and fundraisers say tech leaders are too busy building their empires to devote much time to good works. But New York is betting big on tech.

Under former mayor Michael Bloomberg, the city gave 12 acres on Roosevelt Island to Cornell University and Technion-Israel Institute of Technology to build an applied-sciences and engineering campus. The resulting Cornell Tech — funded in part with nine-figure gifts from Mr. Bloomberg's foundation, Charles Feeney's Atlantic Philanthropies, and Qualcomm's Irwin Jacobs — opens its first buildings in 2017.

City officials estimate the campus will spin off 1,000 companies over three decades, many of them in the tech field. Who knows? New York might even produce philanthropy's next Mark Zuckerberg. ■

ON THE RISE

Assets in New York-area foundations are climbing back to their pre-recession peak.



SOURCE: Foundation Center

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Dave and Dana's newest gift of \$40 million, a 1:1 matching fund, will continue to develop World Vision's high-quality water programs in Africa. World Vision is committed to reaching one new person with clean water every 10 seconds by 2020, and everyone in all its project areas by 2030. **"We believe this gift is one of the most important investments we can make,"** Dana said, "and we hope it inspires others to join with us so we can solve the global water crisis in our lifetimes."



Thanks to the dedication of the Dornsife family, clean water is flowing all over rural regions of Africa—setting children free to live, learn, and grow up healthy. In joyful recognition of the Dornsifes' decades of leadership in helping end the global water crisis, World Vision is honored to present them with the **2016 Water Warrior Award**.

Thank you, Dana and Dave, for your inspiration.



World Vision is a Christian humanitarian organization dedicated to working with children, families, and their communities worldwide to reach their full potential by tackling the causes of poverty and injustice. Motivated by our faith in Jesus Christ, we serve alongside the poor and oppressed as a demonstration of God's unconditional love for all people.



KEN GOODMAN

CHEF'S CHOICE

A James Beard Foundation program called Chefs Boot Camp for Policy and Change hosts retreats around the country in which participants cook dinner together, study food-related issues, and learn how to run an advocacy campaign.

A Growing Appetite for Giving

Food-related philanthropy is booming among foundations, individual donors, and even celebrity chefs.

By EDEN STIFFMAN

DURING A FOOD AND SOCIETY conference six years ago hosted by the W.K. Kellogg Foundation, Curt Ellis, a documentary filmmaker, was taking a break in his hotel room and watching TV coverage of President Obama signing a law to expand AmeriCorps when a light bulb went off in his head.

Mr. Ellis gathered a few dozen people from the conference to discuss creating a “good food” effort that would meet the new law’s directive to create AmeriCorps programs addressing childhood obesity.

“I realized this is the moment where we can put those young people out in the field in national-service positions connecting kids to healthy food in school,” he says. Two years earlier, visiting college campuses to promote his film *King Corn*, a takedown of industrialized agriculture, students had impressed him with their passion about food as a social-justice issue.

From Mr. Ellis’s eureka moment emerged FoodCorps, a nonprofit that works with schools to improve student nutrition. Its co-founders include Mr. Ellis and five others from the Kellogg

conference. Kellogg itself joined with AmeriCorps and provided seed money. FoodCorps’ budget has grown from \$2 million in the first year to \$10.5 million today, and it has personnel in 18 states.

Mr. Ellis is not alone in his passion for the issue. A growing number of foundations, donors, and nonprofits are keenly interested in improving the way food is raised, encouraging better nutrition, and supporting fairer systems of food production and distribution.

“I don’t see anything philanthropic that’s been on a similar trajectory or anything even close to this,” says Scott Cullen, executive director of the Grace Communications Foundation, which makes grants related to food, energy, and water and runs programs like the Meatless Monday campaign.

“It’s in every aspect of popular culture and society, and it was so underappreciated or ignored over a long period of time,” he says. “It’s gone from ignored to almost ubiquitous. It’s been a remarkable jump.”

The Foundation Center’s most recent data on
Continued on Page 26

GIVING



KELLY CAMPBELL

PLANTING A SEED

FoodCorps service members, like Ahreaf Ware, in Jackson, Miss., work with schools to improve children's nutrition.

Continued from Page 25

the 1,000 U.S. foundations that give the most over all shows that almost \$495.6 million was donated to organizations working on food, nutrition, and agriculture issues in 2012 — a nearly 300 percent increase since 2002.

Cultural Phenomenon

Hunger has long been an important issue for nonprofits and grant makers, but now, with a boost from media stars including talk-show host John Oliver and celebrity chef Jamie Oliver, food-related philanthropy is growing fast.

At the World Economic Forum in January, the Rockefeller Foundation announced a \$130 million program that aims to tackle world hunger by reducing waste throughout the food-production process. The Bill & Melinda Gates Foundation has devoted 11.6 percent of its total grant making to agriculture development since its founding in 1997, according to a 2015 report by the Global Alliance for the Future of Food and the Meridian Institute. In June, the foundation announced a six-year, \$776 million commitment to fighting hunger and malnutrition.

And in 2014, based on the growing interest of its members, the Clinton Global Initiative created a new area of focus on food issues. The “Food Systems Track” supports programs that address hunger, improve nutrition with fortified foods, increase the productivity of small farms, reduce food waste, and mitigate the environmental footprint of food production.

The Environmental Grantmakers Association says its members’ giving to sustainable agriculture and food systems doubled from just over \$55 million in 2012, to more than \$110 million in 2013, the most recent data available. And in 2011, large grant makers including Gates, Kellogg, the Walton Family Foundation, and others came together and started AGree, which seeks to promote food and agriculture issues as national priorities.

A big part of the growth in food-related grant making may be driven by the Sustainable Agricul-

ture & Food Systems Funders, a diverse network of foundations dedicated to improving the way food is produced and distributed. Over the past 10 years, since spinning off from the Environmental Grantmakers Association, the network has experienced exponential growth: Today it has almost 100 paying members and many others who participate in its programming and events.

Getting the Rich on Board

Wealthy individuals are also showing more interest in food-related causes. “Virtually every family we hear from these days has some interest in food,” says Eric Kessler, founder of Arabella Advisors, which makes recommendations for donors.

Since its founding in 2005, Arabella has worked on about 40 client projects related to food involving individual donors, institutional foundations, impact investors, corporate foundations, and businesses, Mr. Kessler says. In December, the firm launched its Good Food Practice to provide in-depth guidance to this growing group of donors.

The list of problems and challenges is long and complex. In the United States, 50 million people lack consistent access to sufficient healthy food, according to a U.S. Department of Agriculture study, while 1.3 billion tons of food is wasted every year, according to the Natural Resources Defense Council.

About one in nine people around the world does not have enough to eat, according to the United Nations World Food Program and the Natural Resources Defense Council. Seventeen percent of children and teens and more than a third of adults are obese, according to the Centers for Disease Control and Prevention.

Furthermore, according to the SAGE Encyclopedia of Food Issues, published in 2015, an estimated 20 million Americans — about a sixth of the nation’s work force — are employed in food industries, many of them without basic safety protections or living wages.

And there is anecdotal evidence of strong growth in the number of nonprofits dedicated to agricul-

ture and nutrition, though that growth is difficult to quantify. In 2014, the James Beard Foundation and Food Tank produced the Good Food Org Guide, a directory highlighting about 400 nonprofits in the United States working on food and agriculture, nutrition, hunger, and obesity. The updated guide lists nearly 1,000 groups, says Danielle Nierenberg, president of the nonprofit Food Tank.

Complex Issue

Food-related issues can be a complex arena for grant makers and donors. In 2012, several corporate, individual, and foundation donors approached the University of Pennsylvania’s Center for High Impact Philanthropy seeking guidance on how to get the best results from their combined efforts.

“So many funders are working in programmatic silos, and that makes it difficult to understand the broader food-funding landscape, how it fits together, and where opportunities exist for collaboration,” says Carra Cote-Ackah, director of partnerships and strategic efforts at the center and the project leader on what became the Food Funder Compass.

Published in 2013, the Compass is a guide that identifies four main impact areas of food philanthropy — health and hunger, environment, vibrant communities, and rights and equity — and includes case studies and additional examples of positive change in each of those areas.

Approaches that affect more than one of those areas are often seen as the most promising. For example, a grant maker advocating for reduced levels of pesticides through the nonprofit Food & Water Watch may be able to show benefits to the environment, human health, and worker conditions. A donor supporting job-training programs through organizations like DC Central Kitchen can support local economies while also reducing hunger, improving health, and even cutting down on transportation emissions.

In Chicago’s Englewood neighborhood, which has suffered from decades of disinvestment and lack of healthy food choices, the nonprofit Growing Home is using high-production urban farming as a gateway to transform the lives of residents facing employment barriers.

Through paid 14-week internships on its farm sites, participants contribute to every aspect of production, from the field to the marketplace. All produce is sold locally, generating about 13 percent of the organization’s revenue. The rest comes from individuals, corporations and foundations. The program includes intensive job-readiness training, like résumé workshops and mock job interviews. Partner organizations provide services like legal aid, child care, and GED preparation.

In 2014, 85 percent of participants finished the 14-week program, and about 80 percent of those graduates found jobs, most of which pay above minimum wage and include some benefits. Many program graduates continue working in the food system.

Allies in the Kitchen

Chefs are helping to draw awareness and funding to food issues domestically and abroad, often by partnering with existing charities or creating nonprofits of their own. Training programs have been growing to help bolster their advocacy efforts.

One is the James Beard Foundation’s Chef’s Boot

Camp for Policy and Change, started by Mr. Kessler, of Arabella Advisors, who joined the culinary charity's board in 2012. Over an intensive three-day period, chefs participate in workshops centered on topics such as how advocacy campaigns work, how to build them, and an overview of how policy change happens at the state and federal levels.

The program, which recently held its eighth boot camp at Shelburne Farms in Northern Vermont, is supported by grants and individual donations, from funders including the Baltimore-based Osprey Foundation as well as Mr. Kessler himself.

More Coordination

Progress is being made in terms of better coordination, says Ricardo Salvador, director of the food and environment program at the Union of Concerned Scientists and previously a program officer for food, health, and well-being at the Kellogg Foundation.

"The funding side has grown to mirror what's going on on the advocacy side," he says. Groups are looking for ways to pool ideas, capacity, and influence to be most effective, though that work is in the very early stages.

Mr. Salvador is involved in a coalition called the HEAL Food Alliance (Health, Environment, Agriculture, and Labor) that has brought together groups like his Union of Concerned Scientists, the Food Chain Workers Alliance, and the Movement Strategy Center.

The idea is to involve grass-roots groups to support a common cross-sector platform that

promotes healthy, fair, green, and affordable food. The intent is that this "good food" platform will result in thriving local economies, better stewardship of the environment, and healthier people.

The alliance's efforts may include community-organizing campaigns, influencing political candidates and campaigns by holding individuals accountable to the platform, and rewarding businesses for socially responsible practices. The alliance's organizers acknowledge that their goals are ambitious, though this big thinking has already led two donors to support the early stages of their planning.

Says Mr. Salvador, "The audacity is believing that we can take organizations that are accustomed to working on their own, with their own mission and own goals and funding," and provide resources to those committed to supporting systemic change.

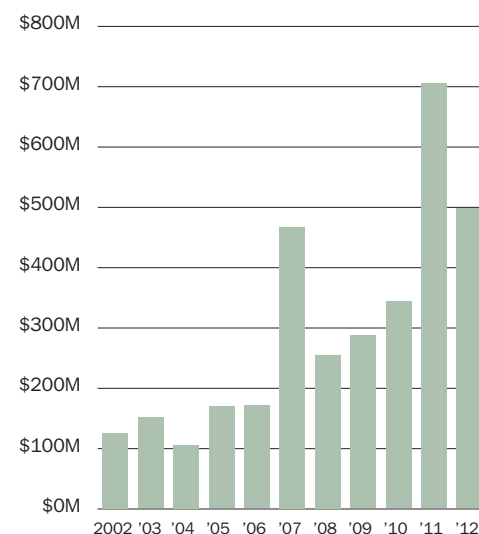
The organizers and its supporters recognize that building a successful "good-food movement" will be a lengthy process.

Former *New York Times* columnist and bestselling cookbook author Mark Bittman, who accepted a yearlong fellowship at the Union of Concerned Scientists to work on the effort, urges patience for those who care about the issue.

"It took a long time to build the so-called food system," Mr. Bittman told a group last year at the Sustainable Agriculture and Food Systems Funders conference. "It happened very, very gradually, and it's happened over the last 100 or 120 years. It can't take 100 or 120 years to be something better, but it's not going to take six weeks, either." ■

Food-Related Giving Growing Steadily

The 1,000 biggest grant makers in the U.S. donated \$495.6 million in 2012 to organizations working on food, nutrition, and agriculture issues, a nearly 300 percent increase since 2002, according to the Foundation Center.



SOURCE: Foundation Center

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A Tobacco Campaign Reset for Today's Kids

ONE OF THE FIRST THINGS Robin Koval did after taking over as president of the American Legacy Foundation in 2013 was to jettison its name. The former advertising executive wanted to reinvigorate the anti-smoking nonprofit, and sounding like a bank or an insurance company didn't help.

The stakes were high: The organization has been widely credited with contributing to a massive drop in teen smoking, but those efforts were beginning to stall.

Ms. Koval didn't look too far for a new moniker. Truth, the name of the nonprofit's long-running ad campaign, captured the goal of shining a light on deceptive cigarette advertising. The American Legacy Foundation became the Truth Initiative.

The Truth campaign has been highly successful in portraying tobacco companies as corporate boogeymen. While that approach had been effective with rebellious youths in the past, kids today are less inclined to be against something, Ms. Koval says; they'd rather join a cause. So the Truth Initiative came up with #FinishIt, a hashtag campaign that uses celebrities, musicians, trendy apparel, and a heavy dose of social media to encourage this generation of young people to be the one that ends smoking.

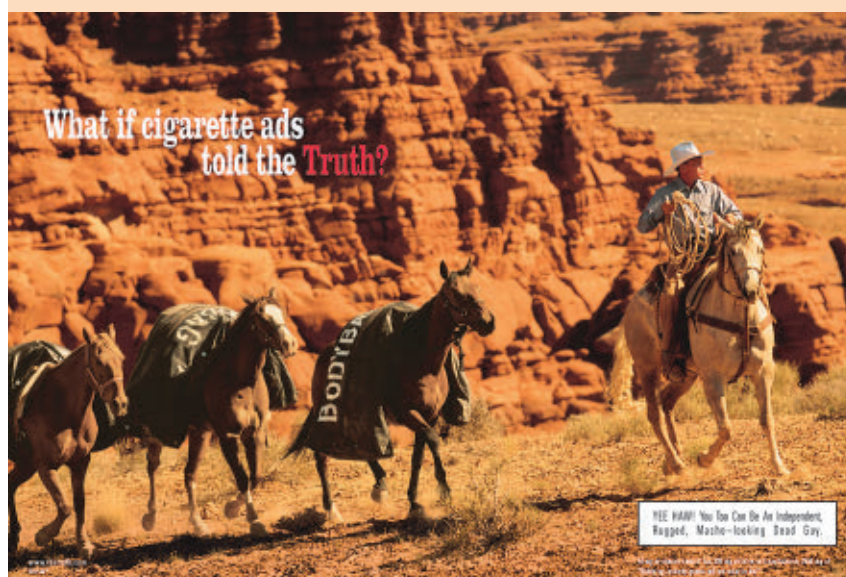
To help spread the word, the organization's orange bus (*right*) made 116 stops on two music festival tours last summer and fall, complete with a DJ and portable dance floor.

BRANDING



THE OLD LOOK

Early ads took direct aim at the tobacco industry and sought to tap into youthful rebellion. Here, an American Legacy Foundation ad uses dark humor to demystify the iconic Marlboro man, replacing cowboy chic with death.



SOCIAL-MEDIA CELEBRITIES

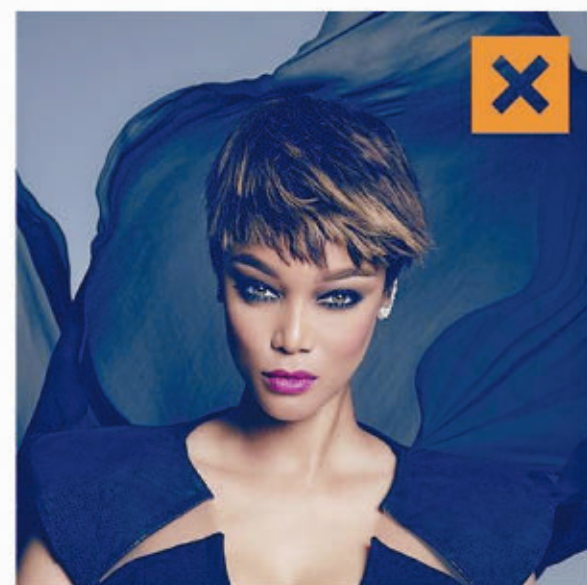
A big part of the #FinishIt campaign is connecting to youths through their role models, including social-media stars. Tobacco companies are still squarely in the nonprofit's sights, but the mood is lighter than in earlier spots. In one video, Jerry Purpdrank, an online celebrity who has 9 million followers on the video-sharing service Vine, dances to a thumping beat and tells young people that smoking only enriches corporations.



JOSHUA COGAN

TEENAGE KICKS

Young people's tastes may change, but one thing is constant: a desire to be cool. By incorporating youth style favorites into the campaign, the Truth Initiative hopes to make abstaining from cigarettes fashionable and build its own brand at the same time. The nonprofit takes a portion of the proceeds from the sale of such items, including this Vans sneaker designed by the artist Kevin Lyons.



X'ING OUT SMOKING

The #FinishIt campaign allows young people to emulate their favorite stars and take part in an effort to crush out cigarettes once and for all. Tyra Beauty, the cosmetics line of the supermodel Tyra Banks, includes smoky shades so users can "smoke" their eyes — not cigarettes. Young ex-smokers are encouraged to follow the example of Ms. Banks by putting an orange "X" on their online avatars to let others know they quit.

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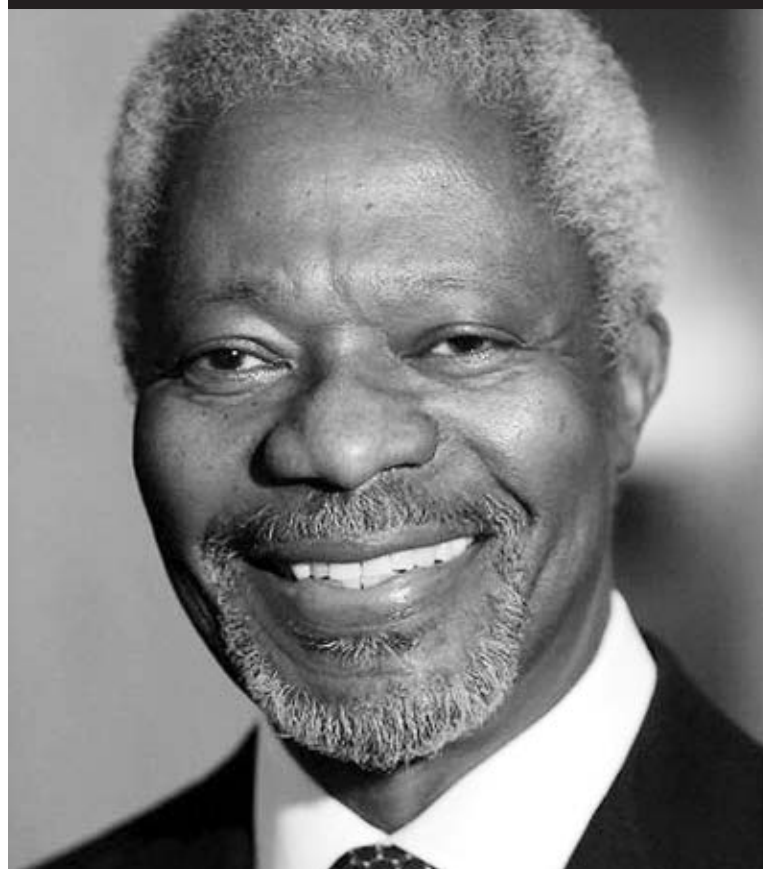
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Safeguarding Charity Independence



AMERICA'S PHILANTHROPISTS are giving more generously than ever, but they are also increasing restrictions on their gifts and seeking demonstrable outcomes.

This shift comes at a time when big money — however it is made, spent, or donated — is increasingly suspect in the eyes of the American public.

For both these reasons, it's time for those of us who rely on charitable giving to start developing a new compact with our supporters. Whether our mission relates to education, health, science, ecology, community services, culture, or, in our own case, public policy, many of us have to rethink and revise how we maintain our financial support while protecting our independence and integrity.

Through most of the last century, benefactors often let their beneficiaries allocate gifts as they saw fit. Sometimes the donations took the form of endowment, ensuring reliable and all-purpose funding in perpetuity.

While unfettered and long-term giving is still crucial for most nonprofits, more and more donors are concentrating on projects that are in line with their own civic, cultural, intellectual, and humanitarian interests. They also want to see evidence of results from their contributions in their own lifetimes.

Hence the surge of project-based — that is, restricted — funding and the increased desire of donors to monitor progress.

A similar change is also apparent among foundations, including large, long-established ones as well as newcomers. In the past several years, world-renowned philanthropies have reordered and consolidated their priorities to focus on specific social goods and ratcheted up their engagement with their grantees.

The other main sources of funding — individuals, corporations, and governments — want to know the specific causes and projects for which their charitable donations will be put to use.

In response to this trend, nonprofits are faced with a choice: They can reject the restrictions and forgo the donations, thereby limiting the funds they raise; or they can accept donations that make nonprofit work possible on the condition that donors refrain from trying to influence the outcome of that work.

Our organization and others like it have long operated by that principle. Our door is open to a potential donor who wants to support research on an issue in which our scholars have expertise. The door shuts when it becomes apparent that the contributor is looking for what has been called "Jeopardy" research ("Here's the answer we

**By STROBE TALBOTT and
KIMBERLY CHURCHES**

Strobe Talbott heads the Brookings Institution, where Kim Churches is the senior fundraiser.

want, and we expect you to pose the question accordingly").

Today's philanthropic environment calls for a new, forceful agreement between donors and nonprofits that clarifies and fortifies the boundary of the no-go zone.

Still, no matter how assiduously donors and nonprofits commit to staying on the right side of that line, others may see the relationship straying into what they regard as a gray area, or worse. For example, universities and think tanks take money for independent research from donors who also — and separately — support political and partisan causes. Even with explicit assurances that there are no strings attached to the research funding, a recipient often has to fend off allegations that the relationship compromises the institution's ethical standing. In such cases, the more transparent donors and nonprofits can be about the terms of a donation, the better able they will be to deal with controversy.

But controversy is inevitable and growing. Our own organization and many others with a similar mission are under intensifying media scrutiny.

In America today, constructive criticism and civil

Continued on Page 33

OPINION

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Continued from Page 31

debate are often drowned out in a cacophony of discontent, pessimism, fear, and grievance that registers in public-opinion surveys. One result is a welter of distrust and anger directed at national institutions, political authorities, big business, academe, religion, sports, and elites, especially the superrich.

Washington think tanks are especially vulnerable because of their proximity and connections to the federal government, which is in poor repute in the eyes of many of its constituents.

Those of us who work in the nation's capital should not waste time on protests or lamentation, and by no means should we go into a defensive crouch, letting critics impose their admonitions on how we ply our trade.

That said, we have an obligation to explain our policies and practices, and we cooperate with journalists and others who can — and often do — play a positive role in holding us to high standards. In addition to defending our funding, we're also prepared to treat reasonable inquiries as a basis for self-correction when we see a need for it. In our own case, we conduct, at least annually and sometimes more often, reviews of donor guidelines, conflict-of-interest policies, and other rules, as well as our compliance with them.

THE CHALLENGE TO NONPROFITS is to seek the funding we need while shoring up the independence that we cherish. How these imperatives are reconciled will vary from one institution to another, given the differences in their goals and business models.

Our own experience led us, several years ago, to adopt additional procedures in an era of restricted giving and widespread mistrust. These innovations, which we're constantly updating, give us confidence that project-specific support is compatible with independent inquiry and conclusions.

So is consultation with donors on the concept of a proposal, as long as we and they agree on the delineation between discussion of the project, which can be helpful as well as appropriate, and the decisions that we in management and our scholars must make by ourselves, independently.

We insist that the contents of a project and its product, however it is funded, must be rooted in rigorous research by scholars operating under the aegis of academic freedom. To that end, we require a donor's explicit and unambiguous acceptance and observance of that injunction, including in letters of inquiry, proposals, gift agreements, memoranda of understanding, and stewardship and implementation plans.

If a donor attempts at any time to exert influence over a project and its results — whether during the planning stages or once the work is under way — we will walk away, refusing the donation or returning the money if it's already been accepted. There have been several instances when this has happened.

Corporate support for nonprofits that engage in public education and policy issues — universities, scientific and medical-research organizations, and think tanks — requires special care, clarity, and strictures. On the recipient's side, there should be peer review of the prod-

Continued on Page 35

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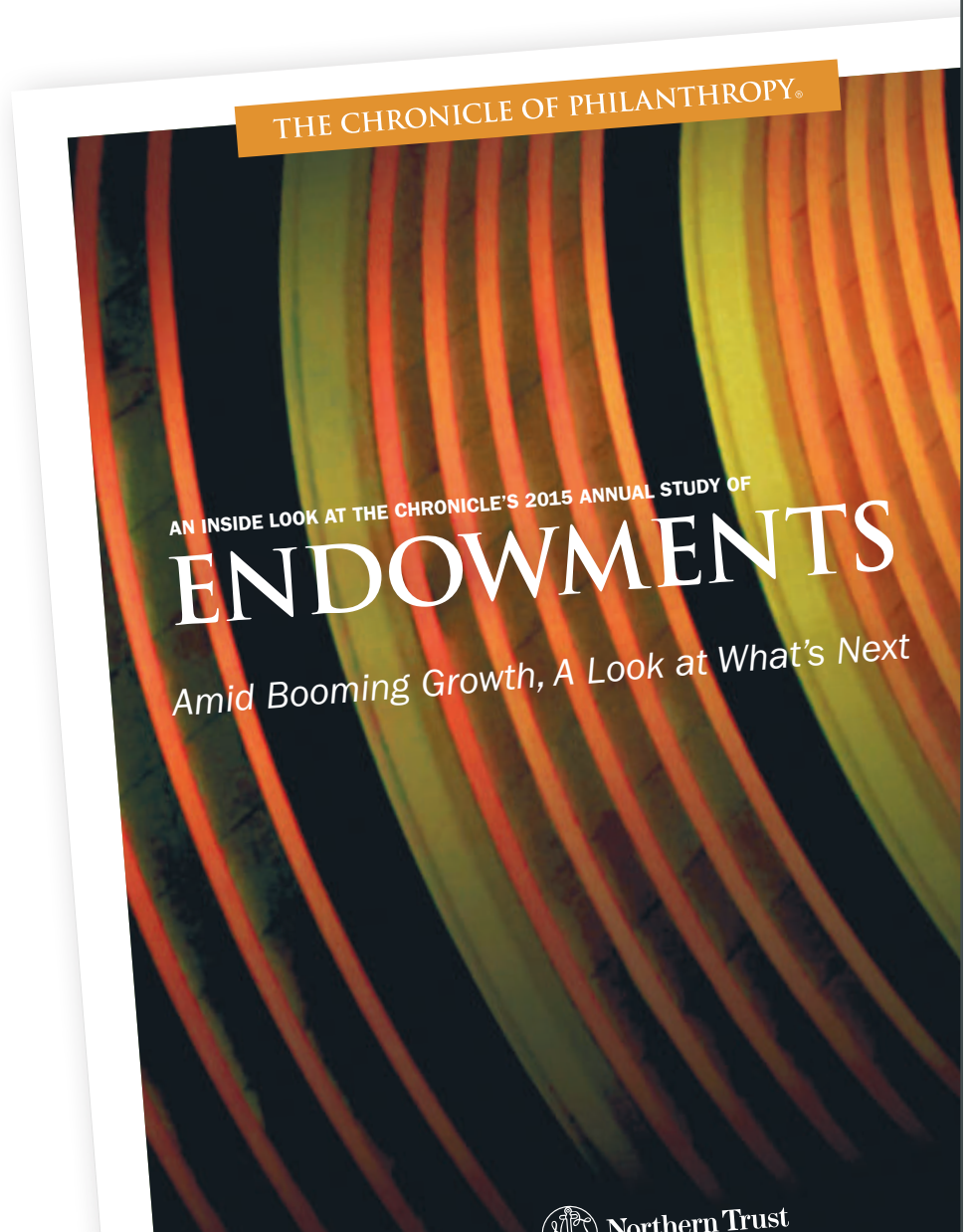
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Continued from Page 33
uct as well as public disclosure of corporations that are supporting the organization.

Rules like these that apply to the organization as a whole should be accompanied by ones that regulate individual scholars’ outside, part-time consultancies or membership on corporate boards. Those doing the research or carrying out the project should be required to provide full, frequent, timely, and detailed disclosure of perceived or potential conflicts of interest, accompanied by recusals and other measures to avoid conflict. These rules should extend to part-time, nonstaff experts as well, so that their consulting work in the for-profit world is not misunderstood to have the imprimatur of the nonprofits they are affiliated with.

Along with our reliance on detailed agreements with donors and robust rules, all of us in the nonprofit world owe it to ourselves, our constituencies, and the public to listen carefully to critics and take seriously admonitions and suggestions that we find valid. But we must also be prepared to gird — and defend — ourselves against criticisms that we believe are flawed, and work harder to inform those who are questioning our practices and principles.

STARTING in the last decades of the nineteenth century, the founders of American philanthropy were innovators. They had the ultimate entrepreneurial satisfaction — inventing an entirely new and vital sector of America’s economy and civil society that uses private wealth to advance the public good.

Today’s philanthropists are also innovators. They made their fortunes placing big bets on bold ideas that have paid off in new products and services, often transforming society and the economy. As they have turned their energies and resources to the nonprofit sphere, they are investing in our expertise in the areas they care about.

That means investing in our independence. If they were contracting for our knowledge to support their views and commercial objectives, the result would be worth little to them, since it would lose credibility. From a recipient’s standpoint, of course, we would be betraying our core values.

While we and our donors understand that this precept is both nonnegotiable and mutually beneficial, we must adapt to the temper of the times. That will require thickening our skins as well as strengthening our safeguards with better internal controls, stricter mechanisms to ensure accountability, rigorous oversight from our boards of trustees or directors, ongoing self-criticism, and constant receptivity to useful cautions and suggestions from outside.

Each of our organizations is, after all, itself a work in progress, in two senses of that word: We’re constantly adapting to change, and we’re doing our best to promote change for the better in society.

Whatever our specialty, it is a microcosm of a common goal — the improvement of an imperfect world. Whether our mission and passion is providing children with better education, combating disease, alleviating hunger and homelessness, or improving how we govern our communities, from local to national to global levels, those of us who depend on philanthropy are just as eager as our benefactors to see progress in our lifetimes.

We will both come closer to that goal if the support we receive also has two dimensions: Our donors provide the financial resources that are our lifeblood, and they join us in protecting our independence, which is not just our heart and soul but the very value proposition we offer. ■

Strobe Talbott is president of the Brookings Institution, where Kimberly Churches is managing director and chief development officer.

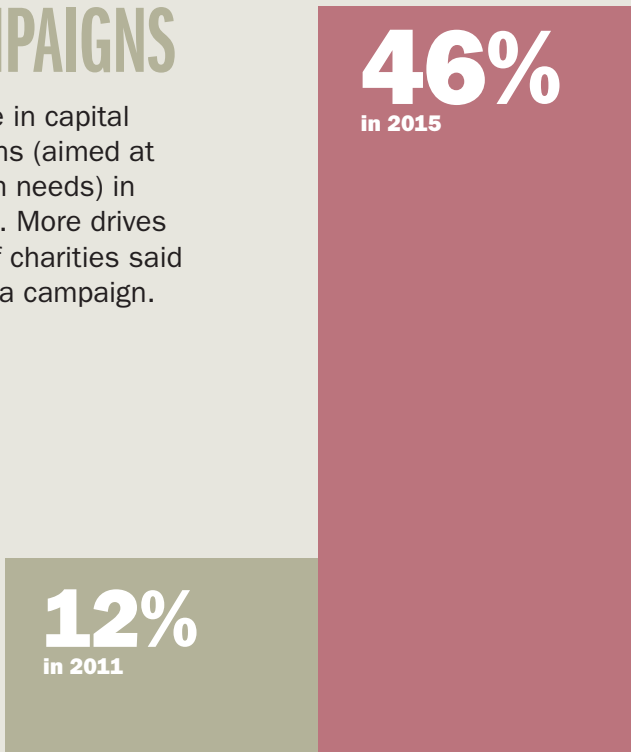
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Fundraising Campaigns: On the Rise and Driving Success

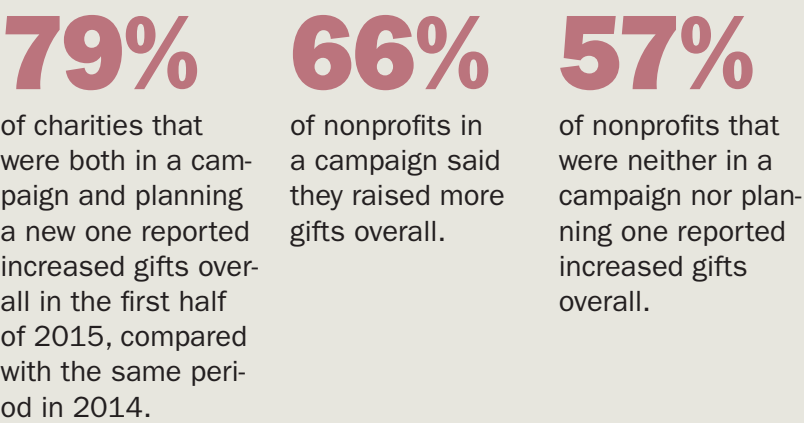
MORE CAMPAIGNS

More charities were in capital or special campaigns (aimed at financing short-term needs) in 2015 than in 2011. More drives are coming: **28%** of charities said they were planning a campaign.



MORE MONEY

Capital drives help charities raise more money. Even planning a campaign helps nonprofit organizations boost their ability to raise money overall.



ARTS AND CULTURE
30% capital campaigns
25% special campaigns



COLLEGES, UNIVERSITIES, AND EDUCATION
43% capital campaigns
18% special campaigns



ENVIRONMENT AND ANIMAL WELFARE
30% capital campaigns
20% special campaigns



HOSPITALS, MEDICAL CENTERS, AND HEALTH
24% capital campaigns
14% special campaigns



HUMAN SERVICES
16% capital campaigns
16% special campaigns

\$45 million

Average capital-campaign goal

4.7 years

Average capital-campaign duration

\$3 million

Average special-campaign goal

2.2 years

Average special-campaign duration

HOW MUCH CHARITIES HOPED TO RAISE

Average campaign goals for drives that started or were in progress during the first six months of 2015

Organizations' annual spending	Capital-campaign goal	Special-campaign goal
\$10 million or more	\$84,625,300	\$6,168,200
\$3 million to \$9.9 million	30,606,900	2,658,200
\$1 million to \$2.9 million	10,006,500	2,661,500
\$250,000 to \$999,999	5,056,000	316,400
Less than \$250,000	2,614,500	831,700

SOURCE: Nonprofit Research Collaborative

Charity Looks to Its Start-up Days for ‘Cowboy’ Spirit

IN ITS EARLY DAYS, Fractured Atlas was scrappy and tried new ideas out of necessity. But as the non-profit organization — which uses technology to help artists manage the business side of their work — grew and programs became more specialized, its founder worried about losing that culture of experimentation.

So three and a half years ago, Fractured Atlas started a research-and-development pipeline to lay out the process for pursuing new projects and encouraging employees to propose bold new ideas.

“We saw an opportunity to take the kind of cowboy spirit that had pervaded the organization for its first decade of existence and think about what that looks like in a mature organization,” says Adam Huttler, founder and executive director of Fractured Atlas.

So far, nine ideas have entered the pipeline. Two have developed into new services: Artful.ly, web-based software that helps artists manage ticket sales, donations, and contacts, and SpaceFinder, an online service that connects artists with available rental spaces.

‘Questioning and Prototyping’

Nonprofits, often stretched for staff, money, and time, struggle to build innovation into their schedules. And until recently, innovation programs at arts groups have been rare, says Richard Evans, president of EmcArts, a consulting company in New York.

Traditionally, he says, cultural groups have applied their creativity to the art they produce, not to organizational problems. But that mindset is starting to change, leading more groups to institute a process for nurturing new ideas.

“They’re realizing that innovation isn’t just about the occasional product,” says Mr. Evans. “It’s not just about the light bulb and the best, brightest new idea. It’s actually a continuous process of questioning and prototyping.”

One of the biggest benefits of Fractured Atlas’s program is that it has given staff members a shared way of discussing their ideas and what’s involved in bringing them to fruition, says Mr. Huttler.

“It allows us to talk about the different stages of development of a new project or a new program.”

The Idea



The Make Time Clock is a hand-some wooden clock designed to help artists carve out time for their creative projects, especially people who do such projects in conjunction with a day job.

“There’s not many of us who can do arts full time, so you’re sort of struggling to balance your creative goals with just paying the bills,” says Chap Ambrose, a user-experience engineer at Fractured Atlas and the employee who proposed the project. “It gives you a way to track progress.”

Artists set a goal for how much time they want to spend on their creative pursuits for the week. They clock in and out by pressing a simple metal button on the top of the clock. For every 10 percent of their time goal they complete, one of the 10 LED lights on the clock’s face lights up.

The clock connects to an on-line app, which allows artists to set their weekly goals and track their progress over time. But Mr. Ambrose felt it was important to have a tangible object that showed artists their progress for the week.

“The problem with apps is that you can delete them,” says Mr. Ambrose. “You can put them in a folder and forget about them. The power of having something physical is that it is a reminder.”

A Kickstarter campaign to fund production of the clock raised nearly \$44,000, far surpassing the \$25,000 goal. People who contributed will start receiving clocks this summer.

The Process

1 ...

Someone with a new idea submits a two-page proposal, which may or may not get the green light from Adam Huttler, the founder of Fractured Atlas.

2 ...

During the planning phase, Atlas employees create a mock-up, figure out how the idea fits into the organization’s mission, and create a budget.

3 ...

Employees determine the most basic version of the product or service that’s worth releasing and build it.

Go!

During the final step, the focus shifts to identifying who the customers are and getting feedback from users.

The pipeline has seen at least one failure. A project that combined arts data with information from the Internal Revenue Service, U.S. Census, and Bureau of Labor Statistics to map arts activity in different geographic regions was well into the scaling phase when Fractured Atlas canceled it. Several groups still use the underlying software, but Fractured Atlas no longer promotes the product.

The experience drove home an important lesson: The cost of pulling the plug on a project, measured in terms of money, mission, and reputation, increases further along in the process.

It took two years for the nonprofit’s employees to join Mr. Huttler in submitting ideas into the pipeline for possible development.

The charity’s founder thinks his colleagues may have held back because of concerns about taking on additional work. But he also thinks that until staff members saw one of their peers start the process, many of them didn’t feel like they had permission to propose new endeavors.

“Until there was an example to the contrary, there was the sense that, ‘Oh, Adam’s the guy who comes up with new ideas for the pipeline, and other people may be brought in to advise on it or help manage it, but this is Adam’s pipeline,’” he says.

Orderly Experimentation

The idea that broke the logjam is the Make Time Clock (*above*), which helps artists carve out time for their creative projects. A Kickstarter

campaign to fund production of the Make Time Clock raised almost \$44,000, far surpassing its goal of \$25,000. The first clocks will go out this summer.

Employees have submitted two other ideas for the research-and-development pipeline since Chap Ambrose, a user-experience engineer at Fractured Atlas, proposed the clock idea.

The innovation program, says Mr. Huttler, does a good job of balancing what can be conflicting values: experimentation and order.

“We’ve been able to build an infrastructure and processes that allow anybody to have new ideas and get them tried out,” he says. “But we’ve got a way of doing that where it’s not just people running amok.”

— NICOLE WALLACE



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- Balance storytelling and the use of data to convey your organization's impact and importance.
- Make your planning process for drafting proposals more efficient.

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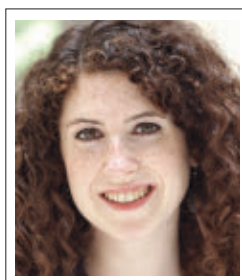


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Charity Appeals That Mimic Business Pricing Backfire

It's a familiar pricing trick: Gas stations offer fuel for \$1.99 a gallon to suggest to drivers that they're paying just a bit more than a buck, rather than nearly \$2.

But charities are ill-advised to try such a ploy when suggesting gift amounts, according to a recent study.

A big reason is that pricing a gallon of gas is different than suggesting a donation. Drivers are looking for a good deal when they fill their tanks. Charitable donors, however, aren't necessarily value hunters. Donors don't want to spend too much time mulling over the optimal donation amount, because they have a certain "bliss point" that determines how much they want to give, according to David Reiley, co-author of the report. When they encounter numbers that aren't commonly used, it demands what Mr. Reiley calls a "cognitive cost." Rather than make the donation, the potential contributors are more likely to set the solicitation aside.

THE TEST

Mr. Reiley and his co-author, Anya Samek, tried out different "ask strings" — a series of suggested donation amounts — in a pitch for Tucson public broadcasting stations.

They found that when people were presented with a choice of giving \$35, \$50, \$75, \$100, or \$250, 12.3 percent of those who were solicited made a donation. But when the \$100 option was replaced with \$95, the response rate declined to 11.4 percent. The average gift size also dropped, falling nearly 18 percent.

"If giving \$100 is your 'bliss point' and someone suggests you give \$100, you check the box," he says. "But if you ask for \$95, hmmm, it doesn't sound quite right. It looks weird."

DIGGING DEEPER

Using round numbers is simple enough, but how should charities determine the range of suggested donations in the first place?

The answer isn't clear, Mr. Reiley says. In a separate experiment, he and Ms. Samek tailored suggested gift amounts to donors' previous contributions to see what would happen when the suggested amounts were ratcheted up. The result was a significantly lower response rate. That doesn't mean that asking donors for more than they have given in the past won't work. The question is how much the suggested donation amounts can be inflated. More research is needed, Mr. Reiley says, to see if there is a sweet spot for such increases that won't scare away donors.



FIND IT

"How Do Suggested Donations Affect Charitable Gifts? Evidence from a Field Experiment in Public Broadcasting," by David Reiley, Pandora Media and University of California at Berkeley, and Anya Samek, University of Southern California.

— ALEX DANIELS

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PEOPLE IN PHILANTHROPY

FORMER CONGRESSMAN TO LEAD FEED THE CHILDREN

J.C. Watts Jr., a former member of Congress, was named chief executive of Feed the Children.

Mr. Watts is the founder and chairman of Watts Partners, a lobbying group. Elected to the U.S. Congress from the fourth district of Oklahoma in 1994, he became chairman of the Republican Conference in 1998. He will retain his position at Watts Partners.

Feed the Children was previously led by Kevin Hagan, who left a year ago to head the American Diabetes Association. Mr. Hagan, who joined the charity in 2012, helped to improve its reputation and integrity after several scandals involving the leadership.

HAAS FUND PRESIDENT SAYS HE WILL STEP DOWN

After the foundation's successful battle to make same-sex marriage legal in the United States,

Ira Hirschfield will step down at the end of 2016 as president of the Evelyn and Walter Haas Jr. Fund. Mr. Hirschfield, who led organization for 28 years, will also resign as a trustee of the grant maker; he is the only board member who is not related to the founders, who derived their wealth from the apparel giant Levi Strauss & Company.

Mr. Hirschfield served as the president of Haas from 1985 to 1988, and returned in 1992. In between those two stints, he was director of philanthropy for Rockefeller Family Associates. The Haas fund reported \$485 million in assets in 2015 and paid out \$29 million in grants.

NOTABLE APPOINTMENTS

■ Kara Medoff Barnett, former managing director of Lincoln Center International at Lincoln Center for the Performing Arts, is now executive director of the American Ballet Theater.

■ James Siegal, president of Ka-



CHARLOTTE FIORITO

Ira Hirschfield

Boom, will be its new chief executive.

■ Hadar Susskind, director of Bend the Arc Jewish Action and the Bend the Arc Jewish Action PAC, will be vice president for public policy at the Council on Foundations.

■ Tyson Voelkel, founder of



ROSALIE O'CONNOR

Kara Medoff Barnett

Testudo Consulting Group, a wealth adviser, will lead the Texas A&M Foundation.

NOTABLE DEPARTURE

■ Chandini Portteus has quit as chief executive of Livestrong after 10 months.

— ANAIS STRICKLAND

Create Real Change in the New Social Movement Paradigm

Social Movements for Good is a guidebook for driving change, by taking advantage of the social "currency" that makes movements go viral. Author Derrick Feldmann has spent a career showing organizations how to best reach donors, activists, and employees, and engage a new generation of supporters. In this book, he shares his secrets alongside the stories of today's most successful social good movements by companies and nonprofits. You'll learn about the leaders behind these movements, the individuals who responded, and the approaches that made it work.



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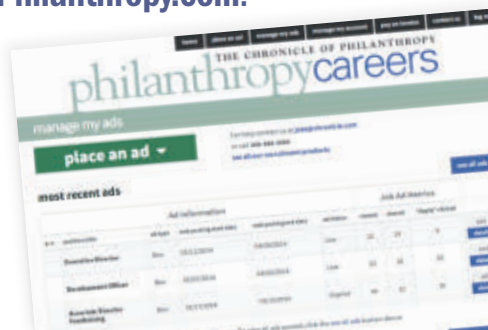
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Volunteer Board Chair and Member Candidates

We are on the way up and need you to join us.

The China California Heart Watch (chinacal.org) is looking for volunteer board chair and member candidates with passion, commitment and experience to build a young 501 C3 non profit dedicated to teaching, research and clinical care, regarding heart disease among impoverished children of Yunnan Province, China. Willingness to attend teleconference and one annual face to face meeting and to lead fund raising efforts are requirements. Contact Robert Detrano (robert@chinacal.org) for more information.

Vice President for Advancement- Semester at Sea



SEMESTER AT SEA®

Semester at Sea, administered by the Institute for Shipboard Education, is seeking a Vice President for Advancement for office in Fort Collins, CO. For information on this job position, please visit: www.semesteratsea.org (click on Employment/ ISE Home Office Opportunities/VP for Advancement). Nominations are welcome. For full consideration, applicant information must be received by January 15, 2016. Applications will be accepted until the position is filled. Questions may be sent to: humanresources@isevoyages.org.

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This position is responsible for: developing, implementing, and managing the Foundation's financial operations; preparing annual operating and grantmaking budgets; reporting of financial information to staff, donors and recipients, and various committees; monitoring of performance by investment managers; provides financial and investment services for the Foundation's Supporting Foundations as well as affiliated nonprofit organizations; oversees the development and implementation of hardware and software systems; monitors risk management, payroll and employee benefits.

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- Masters Degree in Finance/Accounting, plus CPA Certification.
- 10+ years of industry experience in management and accounting, preferably for a non-profit organization.
- Oversight of technology management.
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- Strong interpersonal skills.

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Director of Human Resources
The Columbus Foundation
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Chief Executive Officer

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BACKGROUND: University Settlement, The Door and Broome Street Academy are part of a unique structure of interconnected organizations that provide a multitude of services at over 30 sites in New York City including early childhood education, comprehensive youth development, mental health services, senior services, a tuition-free public charter high school, and much more. Together with a combined budget of over \$60 million and a staff of approximately 1,000, the three organizations assist more than 40,000 vulnerable New Yorkers every year.

ROLE: The CEO is responsible for the overall vision, leadership, and management of University Settlement and The Door, working in close partnership with their Executive Directors and Boards of Directors. The CEO serves as University Settlement and The Door's primary representative and advocate for government, funders, partners, and the public. He/she will drive public and private fundraising and partnerships. The CEO also oversees setting strategic direction and planning, increasing the organizations' visibility, engaging the University Settlement and The Door Boards, directly supervising the shared administrative functions, overseeing facilities and real estate holdings, and inspiring and supporting the Executive Directors leading the three organizations and their programs.

SELECT QUALIFICATIONS:

- Significant senior executive leadership, management, fundraising and operational experience at a complex, multi-faceted organization.
- Experience serving as a public face or advocate; entrepreneurial, inspiring and innovative.
- Demonstrated experience leading significant fundraising from both public and private sources.
- Passion for the organizations' missions and demonstrated commitment to social justice causes.
- Strong interpersonal and relationship building skills; enthusiasm for government relations.
- Familiarity with multiple sectors including the political, nonprofit and corporate arenas.

APPLICATION PROCESS: University Settlement and The Door have retained Sandler Search to assist in the search. Please email nominations and applications (resume and cover letter) to:

Josie Sandler, CEO, Sandler Search
Email: CEOsearch@sandlersearch.org

University Settlement and The Door are Equal Opportunity Employers and encourage candidates of all backgrounds to apply for this position.

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RAISESM

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For more information, visit www.raiseyourhandtexas.org.

Position:

The leader of Raise Your Hand will have overall operational and strategic responsibility for staff, programs, research, advocacy, and execution of its mission.

Responsibilities:

- Coach, develop, and lead Raise Your Hand's leadership team.
- Actively engage Raise Your Hand policy committee, advisors, alumni (principals who have received professional development at Harvard and Rice through Raise Your Hand), educational leaders, and partner organizations.
- Develop systems and evaluation metrics to measure program success.
- Effectively communicate with legislators, community leaders, professional educators, and other constituents.
- Manage our communications team to include website, video, and print publications to promulgate the organization's positions and activities.
- Design a strategic plan to build partnerships with the goal of strengthening the statewide commitment to high quality public education.
- Develop a financial plan and manage our \$10 million budget.

Qualifications:

- Preferably an advanced degree, ideally an MBA, or other related masters, Ph.D. or Ed.D., with at least 5 years of senior management experience; track record of effectively leading a regional or statewide organization to exceptional recognized achievement.
- Ability to work effectively in collaboration with diverse groups of people.
- Demonstrated knowledge and experience in education and/or public policy.
- Broad contacts across Texas.
- Excellence in organizational and leadership management.
- Strong written and verbal communication skills including public speaking.
- Thought leader in a changing and complex education environment.
- Someone who has the ability and passion to influence the public, legislators, community leaders, parents, school boards, and educators to make a difference for all Texas students.

Interested candidates must include a letter of interest along with a resumé.

Contact Information:

E-mail: leadersearch@RaiseYourHand.org

Application Deadline:

Open Until Filled - Apply Immediately

Director of Development

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for Children™**

Shriners Hospitals for Children - Portland is seeking a Director of Development to increase support and awareness of our hospital and research operations. Our hospital provides primarily orthopedic, cleft lip & palate, and non-acute burn care to patients with varying and complex medical needs, regardless of the patients' ability to pay. The Director of Development will be responsible for all fundraising and development activities which include cultivating, managing and closing major donations and gift prospects.

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- Work directly for the Hospital Administrator, and coordinate with senior leadership, the Board of Governors, and corporate development representatives
- Develop, plan and implement a comprehensive development strategy
- Oversee all aspects of relationship management with donors to ensure prompt communication and appropriate recognition
- Ensure compliance with policy and procedures for gift acceptance, gift processing, record keeping, tax documentation and donor acknowledgement
- Monitor fundraising data; provide and present to Administrator, Development committee of the Board of Governors, as well as the overall Board of Governors
- Evaluate progress toward annual goals
- Maintain effective interdepartmental relationships
- Work with Public Relations department to facilitate, organize, and conduct major event planning activities relating to donor development

Skills Required:

- Strong communication and interpersonal skills with persons from diverse cultural and professional backgrounds
- Proven track record in prospect management
- Able to work successfully with colleagues, donors, administrators, and volunteers using excellent interpersonal skills
- Working knowledge of planned giving vehicles and prior experience with charitable gift annuities programs

Education and Experience Required:

- At least seven (7) years of progressive fundraising experience, with at least (3) years of working in a major giving and planned giving programs
- Track record of fund-raising accomplishments
- Bachelor's degree required
- Managerial experience required
- Healthcare fundraising preferable

To apply, please send your cover letter and resume to Kelly Cook at kncook@shrinenet.org



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