

Getting Started with Your Philanthropy

An Overview for Donors

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Getting Started with Your Philanthropy: An Overview for Donors

Introduction

“A philanthropist is anyone who gives anything—time, money, experience, skills and networks—in any amount to create a better world.”

Laura Arrillaga-Andreessen, *Giving 2.0*

Philanthropy has been part of the collective conscience of the United States since the founding of the nation. Shortly after his tour of America in 1831, Alexis de Tocqueville, an aristocratic Frenchman, observed that America’s success as a non-aristocracy was largely attributed to our commitment to philanthropy¹ in providing for the needs of its people. He noted: “I have seen Americans making great and sincere sacrifices for the key common good and a hundred times I have noticed that, when needs be, they almost always gave each other faithful support.”²

Philanthropic generosity, as evidenced by activities such as The Giving Pledge (an initiative focused on inviting the wealthiest individuals and families in America to commit to giving away the majority of their wealth) is alive and well in twenty-first-century America. Unfortunately, great needs ranging from the environment to worldwide poverty compete for those charitable dollars. For many individual donors, it can be challenging to know where to begin. The number of causes will always exceed available resources no matter how significant, and there are numerous ways to pursue funding selected causes.

This publication is designed to help new donors think through seven key questions that every philanthropist should endeavor to answer. These questions are especially relevant to those starting in philanthropy but are also valuable for those revisiting their philanthropy at any given time:

1. **Why** do you want to give?
2. **When** do you want to give?
3. **Where** do you want to give?
4. **What** do you want to give?
5. **Who** do you want to give with (alongside) you?
6. **How** do you want to give?
7. **Do** you want to know how successful you are in giving?

At the end of the day, only you can answer these questions about your philanthropic efforts. The authors of *Give Smart: Philanthropy That Gets Results*, a book focused on helping philanthropists become more effective in their giving, remind readers that all philanthropy is personal and almost every philanthropic initiative contains a huge dose of ‘me.’ The questions are not necessarily sequential, as your answers to some may inform how you answer others. It is important, however, to take all your answers to these questions in sum in order to thoughtfully develop a coherent approach to your giving.

¹ Tocqueville did not use the word “philanthropy” in his two-volume treatise *Democracy in America* but he wrote extensively about the American voluntary action on behalf of the common good which well-describes the role of philanthropy today.

² Tocqueville, Alexis De, Henry Reeve, and John C. Spencer. *Democracy in America*. New York: G. Adlard, 1839.

Why do you want to give?

“I know of no more encouraging fact than the unquestionable ability of man to elevate his life by conscious endeavor.”

Henry David Thoreau

One of the fundamental questions you should answer before you begin your philanthropic journey is “Why do you want to give?” At the core of this question is the articulation of your values and beliefs about yourself, the world and the way in which positive change happens. While this exercise may be challenging, many experts in philanthropy emphasize it is essential to clarify your values and beliefs before you establish your giving priorities. Rather than naming causes you could support such as education, animal rights or the environment, the experts argue that it is better to begin by naming and prioritizing what you value and then tackling how you might actualize those values through your philanthropy.

21/64, a nonprofit consulting practice specializing in next generation and multi-generational engagement in philanthropy and family enterprise, uses a deck of motivational values cards to help their clients understand what motivates them personally and philanthropically. They take individuals and families through an exercise of sorting and prioritizing the cards³ which list values such as:

- Community
- Compassion
- Effectiveness
- Family
- Innovation
- Integrity
- Justice
- Obligation
- Opportunity
- Recognition
- Responsibility
- Spiritual growth
- Tradition

Sharna Goldseker, who directs 21/64, says the cards are also helpful in providing family members across generations with a common vocabulary for discussing values. The Philanthropy Workshop (TPW) begins its annual executive leadership program in philanthropy with a discussion on values in order to help families understand and get aligned with each other on their values.

Whether you reference a list of values such as the one above or come up with your own wording for the values and beliefs that guide your decision-making in life, it is essential to gain clarity on what is motivating your giving. As experts note, “Philanthropy helps us see wealth as a tool. First, for self-definition. Second, for service. Third, for correcting what you think is wrong in the world. This is not about guilt. It’s about fulfillment.”⁴

³ <http://2164.net/store/tool/new-motivational-values-cards>

⁴ Rockefeller Philanthropy Advisors. “Next Gen Philanthropy.”

When do you want to give?

“If a man has wealth, he has to make a choice, because there is the money heaping up. He can keep it together in a bunch, and then leave it for others to administer after he is dead. Or he can get it into action and have fun, while he is still alive.”

George Eastman, Eastman Kodak

Whether you are in the beginning stages of deciding how to give away a portion of your wealth, or have been engaged in giving for a long time, one key question to address is *when* you want to give away your resources. This question is often framed as a debate between designing vehicles for giving into perpetuity or “giving while living.”

A publication from the National Center for Family Philanthropy lays out the pro argument for the time limited approach and is careful to say “One approach is not inherently better than another...a vibrant nonprofit sector needs both philanthropists willing to invest large sums for potentially quicker results today and philanthropists investing in social programs for the long term.”⁵ The article describes the motivations for donors to limit the lifespan of their philanthropic vehicles at inception, including:

- You desire to control your own giving and see results in your lifetime
- You are committed to alleviating current suffering
- You desire to accomplish a specific mission in a defined period
- You fear burdening future generations who are not interested in grantmaking
- You lack heirs or suitable heirs⁶

The authors of an article⁷ by The Bridgespan Group that describes rationales for both spending down and giving into perpetuity suggest the following reasons to consider giving in perpetuity:

- You are passionate about problems you believe will be with us forever, and you see the value of a constant resource—available in good times and bad

- You’d like to see family engagement across the generations, and you believe yours will honor your intent
- You like the idea of leaving a legacy

Depending on which list of motivations applies more to you and your philosophy of giving, you may want to consider giving over a limited time or giving into perpetuity.

Of course, any discussion of charitable gift timing should be made with reference to the tax benefits associated with making a charitable contribution. Federal and state tax laws include provisions for charitable deductions in the income, gift and estate tax context. However, there are many complexities related to the application of charitable deductions. That is why it is important to seek expert tax and legal advice when life events that often result in charitable contributions occur such as sales of business interests, unusually high income earning years, or undertaking an estate planning exercise.

⁵ Stone, Deanne. “Alternatives to Perpetuity: A Conversation Every Foundation Should Have.” National Center for Family Philanthropy, 2005.

⁶ *Ibid.* p. 4.

⁷ “Frequently Asked Questions: Do I Spend Down or Form a Foundation in Perpetuity?” [www.bridgespan.org. http://bit.ly/1qvliHd.](http://bit.ly/1qvliHd)

Where do you want to give?

“Look for the cause that you are both determined to change and where you feel optimistic that change can happen.”⁸

Paul Shoemaker, Founding President
Social Venture Partners International

There are many ways people get involved in giving to particular causes. Requests from friends to support a cause he or she cares about, or participation on an organization’s board of directors where every board member is expected to donate on an annual basis, are common catalysts. These examples are often described as “reactive giving.” A certain amount of your philanthropy will likely always be reactive, and you should decide what portion of your giving will be dedicated to this type of funding.

However, chances are, you are reading this publication because you are interested in going beyond simple check-writing and reactive philanthropy and want to fund causes and organizations about which you are passionate and believe you can achieve some measure of impact. But where should you begin? There are geographical locations ranging from local, national, to international; a plethora of issue areas;⁹ and different levels of potential intervention within an issue area, e.g., meeting direct needs, supporting advocacy efforts, or building fields of practice.

One way to begin thinking about *where* you want to give is to answer another question, namely: “What are you passionate about?” The authors of *Give Smart* recommend thinking about the “anchors” you really care about as you work on focusing your philanthropy:

- **People:** defined by a population and their unique circumstances (e.g., impoverished children)
- **Problems:** defined by a potential harm or obstacle to human or environmental well-being (e.g., low graduation rates or climate change)
- **Places:** defined by the health and vitality of a location (e.g., a neighborhood such as Harlem, or an ecosystem such as the San Francisco Bay Delta)

- **Pathways:** defined by a belief in a particular solution or approach (e.g., the power of a mentor to guide and teach youth, or the power of technology to solve health challenges)
- **Philosophies:** defined by a viewpoint on how the world works or should work (e.g., promoting democratic principles)¹⁰

Tying your philanthropy into the areas or causes that you find energizing will produce fulfilling philanthropy and help more nonprofit organizations in the long-term.

If you struggle to identify what you are passionate about, experts recommend you take the time to learn. Talk with your spouse and family, mentors, colleagues, advisors, and especially other philanthropists. Ask yourself questions such as: “What makes me angry? What does love mean to me? What is beauty?” and tell a trusted individual your personal stories to help explain your answers. Look for themes in your stories that evoke areas of passion. Read as much as possible about those different areas and spend time with highly-reputable nonprofit organizations that address those issues. Make sure to write down your thoughts and list what things you do and don’t want to learn more about so that you can more easily target your giving priorities in the future.

⁸ Shoemaker, Paul. “Re: Getting Started in Philanthropy” to Melinda T. Tuan, 1 April 2016.

⁹ For a more comprehensive list of causes, see Tuan, Melinda T. “Finding and Funding Effective Nonprofit Organizations: An Overview for Donors”. Goldman Sachs Philanthropy Fund.

¹⁰“Clarifying Your Aspirations.” www.GiveSmart.org. The Bridgespan Group.

What do you want to give?

“We believe the most valuable contribution donors can make to advance significant change in the world is to extend their practice of philanthropy beyond financial gifts...”¹¹

Leslie Crutchfield, John Kania, Mark Kramer
Do More Than Give

The simple answer to the question of what to give is: money. Indeed, individual donors provide the vast majority of the total funds that nonprofit organizations receive in the U.S.¹² However a more comprehensive way of answering this question involves more than just monetary investment. In the financial world, equity investments are leveraged by debt and accompanied by a suite of services designed to build a company's infrastructure, and access to networks to increase the enterprise's likelihood of success. Similarly, philanthropic gifts can be leveraged by a donor's investment of impact capital, time, skills and expertise, and personal and professional networks.

Money—Philanthropic Dollars

Giving grants is good, but not all types of grants are equally effective. And there are certainly limits to what grants can achieve. For example, the amount of money given by private individuals in the United States in a year is dwarfed by the sums of money spent by federal, state, and local governments on social programs. We will discuss the different forms in which your philanthropic dollars can be deployed and suggest types of grants that can be more effective than others later in this publication under “How Do You Want to Give?”

Money—Impact Investments

In addition to giving grants, an increasing number of donors and philanthropic institutions are exploring how to use the assets on their balance sheets to invest in enterprises that generate social, environmental and financial returns. These individuals are using their business and investing acumen to make loans, equity investments and loan guarantees in addition to their traditional grantmaking to finance social change.

Time

Some individuals choose to devote themselves full-time to their giving. Others elect to spend more limited amounts of time on their philanthropy due to circumstances or preferences. The more time you spend on your philanthropy, the more knowledgeable you will be about the causes you support and the organizations you fund.

Talent

Every donor has certain skills and abilities that may be useful in helping nonprofit organizations fulfill their missions. The authors of *Do More Than Give* advocate for donors to use their talents, saying: “Donors have something valuable to contribute beyond their money. The clout, connections, business know-how, and political savvy that foundation leaders, business executives and many individual donors possess are key resources in advancing causes—resources that nonprofits often lack.”¹³

Networks

Beyond your money, time and talents, another powerful philanthropic resource you have at your disposal is your networks. One of most obvious ways to use your networks is to raise money to help reduce a nonprofit's fundraising burden. But networks can also be tapped to bring in technical expertise to complement funding or advocate for the causes to effect change on a system-wide policy level.

In their book *Money Well Spent*, Paul Brest and Hal Harvey observe that it often takes more than one tool to solve a problem. Like the authors of *Do More Than Give*, they also encourage donors to use whatever tools are necessary to achieve their philanthropic objectives. Consider the tools you have at your disposal: grants, impact investments, time, talent, and networks. Then, carefully consider your own abilities, resources and risk tolerance, and anticipate that as your circumstances change, your approach in deploying those tools will also change. It will be important to revisit your approach on a periodic basis and rebalance your activities just as you would rebalance your financial investment portfolio over time.

¹¹Crutchfield, Leslie R., Kania, John V., and Mark R. Kramer. *Do More than Give: The Six Practices of Donors Who Change the World*. San Francisco: Jossey-Bass, 2011. p. 4.

¹² According to Giving USA 2015, individuals comprise 72% of total giving.

¹³ Crutchfield, Leslie R., Kania, John V., and Mark R. Kramer. *Do More Than Give: The Six Practices of Donors Who Change the World*. San Francisco: Jossey-Bass, 2011, p. 4.

Who do you want to give with (alongside) you?

Many people say that their work in philanthropy gives them great joy. They dive into their philanthropy, and it becomes their new vocation. But that role isn't natural for everyone.

“Your Philanthropy Roadmap”
Rockefeller Philanthropy Advisors

As you consider how to begin giving, you will need to think about who will accompany you on this journey. Your answer to this question depends a lot on your responses to the questions regarding why, when, where, what and how you want to give. There are multiple options to choose from and you may employ a combination of these scenarios over time, including:

No one

Some donors consider their philanthropy a private, individual action and choose to make all decisions with respect to their giving personally. However, many donors who seek greater impact in their giving find it helpful to engage others in their philanthropic efforts.

Family/children

Some donors are interested in giving as a way of engaging other family members and younger generations in a shared activity. While some families find that giving together can offer a fulfilling experience unlike any other shared endeavor, others find family involvement stressful, given the often emotional nature of making collective decisions in the family context. Ensuring that all family members share the same values and goals is essential for successfully engaging your family members in your philanthropy.

Family office (lawyers, accountants, investment advisors)

You will likely need expert assistance from legal, tax and financial advisors regarding your giving to ensure you are taking advantage of tax deductions available to you and also abiding by the regulations. It is critical to ensure that all professionals who support your giving process have adequate access to and understanding of your goals and related actions to maximize your likelihood of a positive administrative support experience.

Community foundations

Some donors choose to partner with their local community foundation to help guide their giving. There are over 750 community foundations¹⁴ across the country that are equipped to direct contributions to where they are most needed in a particular community or field.

Peer philanthropists

Individual donors can also engage other donors to aggregate their capital and learn with and from each other's experiences. There are numerous giving circles and networks of individual donors that exist to connect donors with each other on the basis of their interests in particular causes or approaches to giving.

Philanthropic advisors

Increasing numbers of individuals of wealth are realizing they need professional assistance with their philanthropy. Similar to how individuals rely on the expertise of lawyers and financial planners to manage their estates, and investment advisors to manage their assets, donors are turning to philanthropic advisors to help them manage their giving.

Foundation staff

Some philanthropists find the complexity and/or volume of their charitable work requires staff to carry out their wishes and choose to establish their own charitable entities. It is essential that your core values and beliefs are well-aligned with any staff you hire and that your giving priorities are clearly articulated.

You may ultimately decide to engage a variety of people in your philanthropy as your needs evolve over time. Regardless of whom you choose to work with, whether a spouse, family members, peer philanthropists, advisors, or foundation staff and trustees, you should make sure all of them know and embrace what matters most to you to ensure your philanthropy is consistent with your values.

¹⁴ Foundation Center. Key Facts on U.S. Foundations. 2014 Edition.

How do you want to give?

“Choosing your philanthropic priorities is a values driven decision or more accurately, a series of decisions you will make not just once but many times.”

Thomas Tierney, Joel Fleishman, *Give Smart*

Individuals can structure their giving across several dimensions and approaches. These can be characterized as a series of choices driven by your personal values and priorities.

Give anonymously or publicly?

In the article “Should I Give Anonymously or Publicly?”¹⁵ authors from The Bridgespan Group present the following compelling reasons for each approach:

Reasons for Giving Publicly

- You want to be recognized
- You can lend credibility
- You can be an inspiration

Reasons for Giving Anonymously

- It fits with your beliefs
- You want to avoid public scrutiny
- You believe it’s better for the cause
- You want to lower your wealth profile

Overall, anonymous giving is less common than giving publicly, however there are clearly valid reasons for choosing either option.

Give for the short-term or over the long-term?

Grants are often made for 1-3 years in duration, which means that most nonprofits must spend tremendous amounts of time raising operating funds. Individual donors might evaluate the benefits of consistently giving over the long-term to help relieve this pressure for proven, effective nonprofit organizations.

Give restricted, unrestricted, or capital grants?

There are three typical types of grants donors can make to a nonprofit organization. One type of grant is highly restricted: designated for the specific program costs associated with delivering certain services, e.g., a tutoring program for at-risk children. If you are making program grants, good practice entails including not just the direct cost of the program but indirect costs such as administration and fundraising as well.

A second type of grant is unrestricted: general, operating support for the organization’s ongoing work. These types of grants are considered the gold standard of philanthropy from the nonprofit perspective – allowing for maximum flexibility in use of funds.

The third kind of grant is for capital. These tend to be larger grants to build the capacity of the organization to expand its services, or be more effective or efficient in meeting its mission. Clara Miller, former President & CEO of the Nonprofit Finance Fund, implores donors to be clear about which kind of grant they are giving and to coordinate their giving with other sources of revenue and capital in order to maintain or build strong nonprofit balance sheets.¹⁶

Once you have decided why, when, where, what and how you want to give, making the decision of which specific organization(s) to fund is the next step. “Finding and Funding Effecting Nonprofit Organizations,” published by the Goldman Sachs Philanthropy Fund, may prove a useful resource to answer this question in greater detail. At the simplest level, you may find organizations to fund by asking other philanthropists, trusted colleagues and experts in particular issue areas for their recommendations and/or conducting your own research. Once you have identified a potential organization, you can contact the development director or executive director directly to ask for more information about their funding needs and how you might be helpful to their organization.

¹⁵ “Should I Give Anonymously or Publicly?” www.GiveSmart.org. The Bridgespan Group.

¹⁶ Miller, Clara. “Re: Getting Started in Philanthropy” email communication to Melinda T. Tuan, 21 May 2012.

Do you want to know how successful you are in your giving?

“People whose philanthropy is both joyful and impactful tend to commit for the long term. They can see they’re making a real difference on causes deeply important to them and society.”

Tracy Mack Parker, Chief Executive Officer
The Philanthropy Workshop

This last of the seven key questions for philanthropists can be in some ways the simplest and also the hardest to answer. For some types of gifts, the simple satisfaction from the act of giving may be enough of a measure of success. However, for the majority of your giving, it may make sense to assess the results of your grants. Without measuring the success of giving, there is no way of knowing whether grants are achieving intended results, potentially working counter to original goals, or in the worst case actually causing some type of harm.

In the book *Leap of Reason: Managing to Outcomes in an Era of Scarcity*, Isaac Castillo of the Latin American Youth Center (LAYC) recounts the importance of measuring the results of a program to address domestic violence.¹⁷ By surveying participants before and after the program, Castillo was shocked to find that the program increased the acceptance of domestic violence among its participants. Armed with this information, LAYC was able to quickly change the program, measure the results again, and confirm that the participants came away with the right understanding of the unacceptability of domestic violence.

This example is meant to illustrate the importance and power of ensuring your giving is supporting the right kinds of results. There is no “one size fits all” approach to measuring success. Individuals may assess the success of their giving and individual gifts across a wide spectrum of approaches ranging from capturing grantee stories to randomized control trials akin to those used in pharmaceutical research.

Without getting into the details on various methodologies for measurement in this publication, there are three broad questions you may want to consider when thinking about your success in giving:

- How is your giving consistent with your values, beliefs, and passions?
- How is your giving achieving the positive change you are seeking?
- How are you using your resources efficiently and effectively?

In many ways, this seventh and last question regarding your success in giving is the most important one to answer. Your responses to whether and how you will measure the success of your grantmaking may cause you to revisit the earlier six questions of why, when, where, what, who and how you want to give, and enable you to achieve alignment in your responses to each question in kind.

For more information on how to measure the success of your philanthropy please see the Goldman Sachs Philanthropy Fund publication “Measuring the Results of Your Philanthropy: An Overview for Donors.”

¹⁷ Morino, Mario. *Leap of Reason: Managing to Outcomes in an Era of Scarcity*. Venture Philanthropy Partners. 2011, pp. 96-97.

Conclusion

“If I had one lesson learned to get across to new philanthropists it’s that people who are in a learning mode tend to have more impact than people who aren’t.”

Susan Ditkoff, Partner
The Bridgespan Group

Getting started with your philanthropy is not easy. It can be overwhelming to think through all the questions and the implications of the answers, and answers will likely change over time as your experience with philanthropy grows. However, as Parker states: “When you find your true passion, the philanthropy doesn’t feel like work. It’s an opportunity to help do the most good you can with the unique resources you bring to the table.”

This publication has been designed to help as you begin your philanthropic efforts. An extensive list of recommended resources for each of the seven questions is included in the bibliography. For more information on this topic or additional assistance with philanthropic topics, contact your Goldman Sachs Private Wealth Manager.

Recommended Resources

1. Why Do You Want to Give?

- 21/64 motivational value cards - <http://2164.net/store/tool/new-motivational-values-cards>
- GrantCraft. "Personal Strategy: Mobilizing Your Self for Effective Grantmaking." www.grantcraft.org. <http://bit.ly/2665JGt>.
- The Bridgespan Group. "Clarifying Your Aspirations." www.bridgespan.org. <http://bit.ly/1p59udu>.
- The Bridgespan Group. "Finding Your Philanthropy Compass." www.bridgespan.org. <http://bit.ly/2666qjb>.
- Shoemaker, Paul. *Can't Not Do: The Compelling Social Drive that Changes Our World*. Hoboken: John Wiley & Sons, 2015.

2. When Do You Want to Give?

- www.boldergiving.org – Launched in May, 2007, Bolder Giving's mission is to inspire and support people to give at their full lifetime potential. Bolder Giving promotes three ways to give boldly: 1) give more, 2) risk more, and 3) inspire more. The website provides resources in these three areas including self-assessment tools, videos, blogs, and stories of individual givers.
- The Bridgespan Group. "FAQ: The Philanthropist's Dilemma: Do I Spend Down or Form a Foundation in Perpetuity?" www.bridgespan.org. <http://bit.ly/1qvliHd>.
- GrantCraft. "Debating Perpetuity: Five Considerations." <http://www.grantcraft.org/blog/debating-perpetuity-five-considerations>.
- Markham, Amy and Susan Wolf Ditkoff. "Six Pathways to Enduring Results: Lessons from Spend Down Foundations." www.bridgespan.org. <http://bit.ly/1p5bfrh>.
- O'Neil, Megan. "Foundation Chiefs Spar on Question of Giving in Perpetuity." *Chronicle of Philanthropy*. April 5, 2016.
- Stone, Deanne. "Alternatives to Perpetuity: A Conversation Every Foundation Should Have." National Center for Family Philanthropy, 2005.

3. Where Do You Want to Give?

- Rockefeller Philanthropy Advisors. "Funding Locally." <http://roadmap.rockpa.org/funding-locally>.
- Tuan, Melinda T. "Finding and Funding Effective Nonprofit Organizations: An Overview for Donors." Goldman Sachs Philanthropy Fund.

4. What Do You Want to Give?

Philanthropic dollars

- Miller, Clara, "Hidden in Plain Sight: Understanding Nonprofit Capital Structure." *The Nonprofit Quarterly*, Volume 10, Issue 1, Spring 2003.
- Miller, Clara, "The Looking Glass World of Nonprofit Money: Managing in For-Profit's Shadow Universe." *The Nonprofit Quarterly*, Volume 12, Issue 1, Spring 2005.

Impact investments

- Bridgespan Group. "What is Impact Investing and Why Should or Shouldn't Philanthropists Consider It?" www.bridgespan.org. <http://bit.ly/1SSlcz1>.
- Etzel, Michael. "Philanthropy's New Frontier—Impact Investing." *Stanford Social Innovation Review*. Nov. 9, 2015.
- Rockefeller Philanthropy Advisors. "Impact Investing: An Introduction." <http://roadmap.rockpa.org/impact-investing>.

5. Who Do You Want to Give With (Alongside) You?

Intergenerational family members

- **The Philanthropic Initiative.** “Giving Together: A Primer for Family Philanthropy.” www.tpi.org. <http://bit.ly/1XAdepu>.
- **21/64** – www.2164.net – 21/64 is a nonprofit consulting practice specializing in next generation and multi-generational strategic philanthropy.

Networks of Individual Peer Donors

- **Exponent Philanthropy** – www.exponentphilanthropy.org – A vibrant membership organization providing resources and valuable connections that help funders make the most of the minutes they have and the dollars they give. Exponent Philanthropy members choose to give big while staying small, working with few or no staff to make the most of their resources. Its network comprises thousands of philanthropists who use a variety of giving vehicles including donor-advised funds, foundations, giving circles, and more.
- **The Gathering** – www.thegathering.com – An international network of individuals, families, and foundations engaged in Christian philanthropy and stewardship. The Gathering holds an annual conference as well as small "forums" of individuals and foundations who have an interest in a very particular topic or issue meet throughout the year. Participation is by invitation only, and is limited to individuals, families or foundations which have the capacity to or are currently giving a minimum of \$200,000 annually to Christian ministries.
- **Giving Circles Network** – givingcircles.org/giving-circle-central – This nonprofit organization compiles and regularly updates a list of the known giving circles across the country.
- **The Giving Pledge** – www.givingpledge.org – The Giving Pledge is an effort to help address society’s most pressing problems by inviting the world’s wealthiest individuals and families (billionaires or those who would be billionaires if not for their giving) to commit to giving more than half of their wealth to philanthropy or charitable causes either during their lifetime or in their will. At an annual event, those who take the pledge come together to share ideas and learn from each other. Throughout the year, there are opportunities for conversations that go deeper on the specific topics of interest to the group.
- **Legacy Venture** – www.legacyventure.com – A community of over 500 philanthropists and foundations, largely from the US, who convene to share insights and learn from each other and occasional experts. Members also invest a million or more in a fund comprised of investments in top venture funds around the world, steering all returns to the philanthropy of their choice.
- **Philanthropy Roundtable** – www.philanthropyroundtable.org – A national association of individual donors, foundation trustees and staff, and corporate giving officers that help members achieve their charitable objectives through expert advice and counsel and connecting peers with similar concerns and interests. Philanthropists who contribute at least \$50,000 annually to charitable causes are eligible to become members of The Philanthropy Roundtable.
- **Social Venture Partners** – www.socialventurepartners.org – A network of over 40 Social Venture Partner (SVP) organizations based in cities across the globe. Each SVP is a philanthropic community of individual donors who together practice a model of giving that parallels venture capital practices, combining grant making, volunteerism, nonprofit capacity building, and philanthropic education.
- **Wealth and Giving Forum** – www.wealthandgiving.org – Was founded in 2003 to provide inspiration, innovation and insights to individuals and families of significant means with respect to their philanthropy and socially responsible investing. Through its annual gatherings, topical symposia and communiqés, the Forum offers members of its community thoughtful peer-to-peer exchanges of ideas and practices on aligning wealth allocation with one’s values.

Networks of Impact Investors

- **The Global Impact Investing Network (GIIN)** – www.thegiin.org – Since its inception in 2008, the GIIN has supported the development of and raised awareness for the emerging field of impact investing by building a strong network of investors and leaders to drive conversation and actions to advance the impact investing industry.
- **Investor’s Circle** – www.investorscircle.net – A community of investors promoting the transition to a sustainable economy by increasing the flow of capital to enterprises that are addressing social and environmental challenges.

- **Mission Investors Exchange** – www.missioninvestors.org – A national network of foundations and mission investing organizations where innovators share ideas, tools, and experiences to increase the impact of their capital.
- **Toniic** – www.toniic.com – A global action community for impact investors, Toniic serves individuals, family offices, foundations and funds by increasing the velocity of money and services into impact investing to address global challenges. Toniic members commit to discover, evaluate, nurture, and invest in financial products – in all asset classes – that promote a just and sustainable economy.

Philanthropic Advisors

- **Arabella Advisors** – www.arabellaadvisors.com – Arabella helps foundations, families, investors, and corporate clients achieve greater good with their resources. Arabella offers a comprehensive suite of philanthropy services including: planning and strategy development, outsourced foundation management and philanthropy support, family engagement, and support for impact investing. Arabella also offers platforms to support and host donor collaboration, new initiatives, and policy advocacy.
- **The Bridgespan Group** – www.bridgespan.org – Bridgespan is a nonprofit advisor and resource for mission-driven organizations and philanthropists. Bridgespan works with individuals, families and foundations as they align their values and beliefs to their giving. Bridgespan generally engages with individuals and families as they are about to embark on or revise a significant philanthropic investment.
- **Rockefeller Philanthropy Advisors (RPA)** – www.rockpa.org – A nonprofit organization that helps donors create thoughtful and effective philanthropy throughout the world, RPA currently serves more than 150 donors in facilitating over \$200 million in annual gifts and grants to more than two dozen countries. RPA provides research and strategic planning, develops philanthropy programs, provides complete grantmaking management services, serves as a fiscal sponsor for philanthropic initiatives, and communicates widely about philanthropy.

6. How Do You Want to Give?

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- Brest, Paul and Hal Harvey, *Money Well Spent: A Strategic Plan for Smart Philanthropy*. New York: Bloomberg Press, 2008.
- The Bridgespan Group. *Getting Started Resource Library*. www.bridgespan.org. <http://bit.ly/1WwbEk8>.
- The Bridgespan Group – Landing page with a host of articles, videos, etc. about getting started with your philanthropy. www.bridgespan.org. <http://bit.ly/20J78ir>.
- Crutchfield, Leslie R., John V. Kania, and Mark R. Kramer. *Do More than Give: The Six Practices of Donors Who Change the World*. San Francisco: Jossey-Bass, 2011.
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- Tierney, Thomas J., and Joel L. Fleishman. *Give Smart: Philanthropy That Gets Results*. New York: Public Affairs, 2011.

7. Do You Want to Know How Successful You Are in Your Giving?

- Morino, Mario. *Leap of Reason: Managing to Outcomes in an Era of Scarcity*. Venture Philanthropy Partners, 2011. www.leapofreason.org.
- The Bridgespan Group. "Am I Getting Better?" www.bridgespan.org. <http://bit.ly/1qvoB0T>.
- Tuan, Melinda. "Measuring the Results of Your Philanthropy: An Overview for Donors." Goldman Sachs Philanthropy Fund.

Other Resources

Academic Centers Focusing on Nonprofits and/or Philanthropy

- **The Center for Advancement of Social Entrepreneurship (CASE)** – www.caseatduke.org – An award-winning research and education center based at Duke University's Fuqua School of Business, CASE prepares leaders and organizations with the business skills needed to achieve lasting social change. Since 2002, CASE and the CASEi3 Initiative on Impact Investing have worked to ensure social entrepreneurs have the skills, networks, and funding needed to scale their impact and solve the world's most pressing challenges.
- **The Center for High Impact Philanthropy** – www.impact.upenn.edu – The Center for High Impact Philanthropy is the global authority on practicing high impact philanthropy and analyzing opportunities for social impact. Based at the University of Pennsylvania's School of Social Policy & Practice, its multi-disciplinary team provides public information, education, and advisory services to funders around the world seeking greater social impact.
- **The Center for Social Innovation at Stanford Graduate School of Business (GSB)** – www.gsb.stanford.edu/csi – The center educates insightful leaders for social and environmental change. The center offers executive education programs for high potential individuals who aspire to lead corporate efforts to improve ethical and sustainable practices, manage nonprofits through strategic growth, and launch social enterprises that bring life-changing solutions such as loans to small businesses and safe lighting to the world's poorest places.
- **The Hauser Center for Nonprofit Organizations** – www.ksghauser.harvard.edu – A university-wide center for the study of nonprofit organizations and civil society. The Hauser Center seeks to expand understanding and accelerate critical thinking about the leadership of nonprofit and non-governmental organizations through the key goals of research, education, and practice.
- **The Indiana University Lilly Family School of Philanthropy** – philanthropy.iupui.edu – The Indiana University Lilly Family School of Philanthropy is dedicated to improving philanthropy to improve the world by training and empowering students and professionals to be innovators and leaders who create positive and lasting change. The school offers a comprehensive approach to philanthropy through its academic, research and international programs and through The Fund Raising School, Lake Institute on Faith & Giving, and the Women's Philanthropy Institute.
- **Initiative for Responsible Investment (IRI), The Hauser Institute for Civil Society at the Center for Public Leadership, Harvard Kennedy School** – <http://hausercenter.org/iri/> – A research center on fundamental issues and theories underlying the ability of financial markets to promote wealth creation across asset classes, while creating a stronger society and a healthier environment. The IRI accomplishes its mission by developing and presenting original research, providing a platform for dialogue, and taking practical action around issues of importance to the responsible investment community.
- **Stanford PACS Center on Philanthropy and Civil Society** – www.pacscenter.stanford.edu – A research center for students, scholars and practitioners to explore and share ideas that create social change. Its primary participants are Stanford faculty, visiting scholars, postdoctoral scholars, graduate and undergraduate students, and nonprofit and foundation practitioners. PACs publishes the preeminent journal *Stanford Social Innovation Review* (SSIR).

Philanthropy Education and Resources for Individual Donors

- **Exponent Philanthropy** – www.exponentphilanthropy.org – Exponent Philanthropy is the country's largest association of funders—more than members strong—and the only one dedicated to serving foundations with few or no staff, philanthropic families, and individual donors. Its vibrant network has in common lean operations and a style of philanthropy motivated by personal passion, community needs, and the strong desire for better outcomes. They provide high-quality and cost-effective programs, resources, and connections that maximize members' dollars and time for the benefit of diverse communities and causes.
- **GrantCraft** – www.grantcraft.org – Provides practical wisdom for grantmakers targeted at improving the effectiveness of program staff of foundations. Their resources include guides, cases, videos and other materials.
- **National Center for Family Philanthropy** – www.ncfp.org – The only national nonprofit dedicated exclusively to families who give and those who work with them. NCFP provide the resources, expertise and support families need to transform their values into effective giving that makes a lasting impact on the communities they serve.

- **The Philanthropy Workshop** – www.tpw.org – A global executive leadership program in philanthropy for individuals and families of wealth seeking to learn how to give effectively. With a confidential forum of fellow philanthropists and the top thinkers and leaders in philanthropy, the program consists of three week-long workshops held over the course of a year – the opening module in San Francisco or London, the second in a developing country and the third in New York. All participants then become members of the TPW Network of more than 400 philanthropists from around the world, the largest of its kind and unique to the field of philanthropy. Members regularly meet to learn and collaborate together.

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