PHILANTHROPY MATTERS

INDIANA UNIVERSITY CENTER ON PHILANTHROPY
VOLUME 10 ISSUE 1 • SPRING 2000

Welcome to the golden age of philanthropy

with $6 trillion to $25 trillion in bequests

PHILANTHROPY MATTERS

INCREASING UNDERSTANDING AND IMPROVING PRACTICE

Volume 10 Issue 1 • Spring 2000

Indiana University Center on Philanthropy
550 W. North Street, Suite 301
Indianapolis, IN 46202-3272
Telephone (317) 684-8918
Fax (317) 684-8900
www.philanthropy.iupui.edu

Executive Director and Publisher
Eugene R. Tempel
Executive Editor
Adriene L. Davis
Managing Editor
Kathy Gutowsky
Graphic Design, Copy Editing, and Production
Indiana University Office of Publications
Marcia M. Busch-Jones
Michele King
Erika Knudson
Malinda Kuhn
Director of Development and Communications
Wanda L. Kay

Philanthropy Matters *is published by the Indiana University Center on Philanthropy. The Center on Philanthropy is dedicated to increasing understanding and improving the practice of philanthropy and nonprofit management through education, research, professional development, and public service. The Center is located on the campus of Indiana University–Purdue University Indianapolis.*

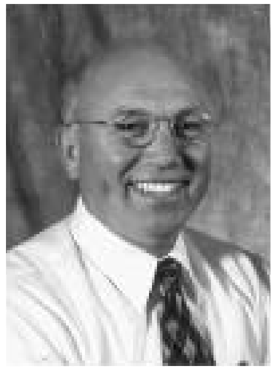
For subscription requests or address changes, please contact Brenda Gross, Philanthropy Matters, *Indiana University Center on Philanthropy, 550 W. North Street, Suite 301, Indianapolis, IN 46202-3272, Telephone (317) 684-8918, Fax (317) 684-8900, e-mail* bgross@iupui.edu .

All editorial correspondence should be sent to Adriene Davis, Philanthropy Matters, *Indiana University Center on Philanthropy, 550 W. North Street, Suite 301, Indianapolis, IN 46202-3272, Telephone (317) 236-4912, Fax (317) 684-8900, e-mail* adrldavi@iupui.edu .

No information contained in this issue of Philanthropy Matters *should be construed as legal or financial advice.*

Creation and production of this issue of Philanthropy Matters *is made possible by a grant from the Robert R. McCormick Tribune Foundation.*

Publication of Philanthropy Matters *is made possible by Lilly Endowment Inc.*



Tyagan Miller, courtesy Research & Creative Activity

Welcome to *Philanthropy Matters!*

Connecting philanthropy research and practice is a unique part of the Indiana University Center on Philanthropy's mission. *Philanthropy Matters* is designed to provide you—busy professionals and volunteers—with quick and easy access to information you can use. Inside you will find practical, need-to-know results culled from the latest high-quality research conducted by faculty and staff at the Center and by other scholars and nonprofit sector professionals around the world.

Every day, new research, information, and ideas change our understanding of philanthropy and have the power to dramatically transform our profession and our daily work. An example is the cover story on Paul Schervish's revelations about the staggering transfer of wealth we can expect in the future.

In this issue you will also find leading reasons for donor attrition and strategies for keeping your donors onboard. We reveal surprising differences in employer and employee expectations about "Community Service on Company Time." And we explore approaches to "Overcoming Funding Barriers."

Each issue of *Philanthropy Matters* will help inform your decision making and aid you in meeting your daily challenges. It will challenge you as you examine new findings, trends, and thoughts. Whether you are a nonprofit executive, a leader in the sector, a new professional, a foundation officer, a philanthropist, or a scholar, you will find ideas you can use.

After several years of publishing *Philanthropy Matters* as a general interest newsletter, we have developed this new format. We trust you will find the new *Philanthropy Matters* sometimes controversial and always thought-provoking. We want you to share your ideas with us and invite you to contribute your suggestions as we seek to make *Philanthropy Matters* your invaluable resource for increasing understanding and improving practice.

Cordially,

Eugene R. Tempel
Executive Director and Publisher

Contents

Cover art by Jerry Velasco

Golden Prospects

"A golden age is dawning for philanthropy—we're already seeing it happen—at least in quantity. Now we have to help guide the quality of giving."

Given the dazzling estimates of a groundbreaking wealth transfer report, nonprofits can be encouraged by how much money their donors really have. At the very least, charities can look forward to receiving $6 trillion in bequests over the next 55 years. And that amount could swell to a golden $25 trillion.

Paul Schervish is Distinguished Visiting Professor with the Center on Philanthropy for 1999–2000.

"What is going on is far more than we ever dreamed or expected," says Paul G. Schervish, report co-author and director of the Boston College Social Welfare Research Institute (SWRI). Schervish is Distinguished Visiting Professor with the Indiana University Center on Philanthropy for 1999–2000.

Developed by Schervish and SWRI Associate Director John J. Havens, the report estimates that the forthcoming transfer of wealth (from all adults alive today to heirs, charities, taxes, and other recipients) for the period from 1998 to 2052 will be between $41 trillion and $136 trillion. These figures are many times higher than the often-cited figure of $10 trillion established by Cornell University researchers for the 55-year period from 1990 to 2044. From their own wealth transfer numbers, Schervish and Havens further estimate that charitable bequests over the 55-year period will range from $6 trillion to $25 trillion after estate taxes, inheritances, and other fees are taken into consideration.

These new estimates were calculated using a first-of-its-kind computer simulation model of wealth accumulation and transfer. The model assumes that the value of assets held by individuals in the U.S. in 1998 was $32 trillion. Then, low-, middle-, and high-level wealth transfer scenarios are illustrated by introducing different rates of real growth and savings.

For example, the low estimate of $41 trillion assumes a maximum 2 percent rate of real growth combined with low savings and high expenditure rates, whereas the high estimate of $136 trillion sets the growth rate at 4 percent with high savings and low expenditure rates. Imitating economic behavior, the model then estimates what portion of each estate goes to estate fees, estate taxes, charity, and heirs.

The new wealth transfer figures have attracted the attention of many, including the Clinton administration. During the White House Conference on Philanthropy in October, 1999, the Council of Economic Advisors reviewed and used the figures to generate a fact sheet on giving.

But even with such a strong endorsement, until others have had a chance to review and comment on the work, the researchers prefer that the most credence be given to their low-end estimate. "Emphasizing the $41 trillion estimate with its 2 percent growth rate helps protect against charges of 'irrational exuberance,'" Schervish says.

The "Wealth Effect" for Nonprofits

As a leading authority on the wealthy, Schervish believes that something he calls the "wealth effect" paints a very optimistic future for nonprofits.

"We can see it in play already. The wealthier people are, the greater the amount they give to charities," he says. For example, for final estates valued at $20 million or more, the model estimates 39 percent will go to charity between 1998 and 2052. On the other end of the model, for final estates valued at $1 million to $4.9 million, only 8 percent will go to charity during the same period.

Besides assuming that more wealth means more giving, Schervish urges nonprofits to look at other factors that will be more influential as wealth increases. "One of these is that people are hesitant to do two things with their money—see it go to the government or have too much go to their children." Wealth holders are increasingly interested in pursuing

continued on page 5

Community Service

on Company Time

How in sync are employers and employees when it comes to beliefs about obligations to perform community service? A new study indicates that they may not always see eye-to-eye.

The study was conducted by Mary Tschirhart, associate professor of policy and administration with the School of Public and Environmental Affairs and associate professor of philanthropic studies at Indiana University, and Lynda St. Clair, assistant professor of management at Bryant College in Rhode Island.

Some studies have shown giving back to their communities improves companies' bottom lines and employee morale, says Tschirhart. "But what hasn't been studied is how corporate community service affects the employee-employer psychological contract. We wanted to find out how close a match in expectations there was between employers and potential employees."

The psychological contract is an implicit contract between an individual and his or her organization. It specifies what both parties expect to give and receive from each other. It includes issues like loyalty, training, promotions, long-term job security, and support with personal problems.

Tschirhart and St. Clair surveyed 480 business college freshmen and juniors and 50 corporate recruiters to determine what beliefs they held about workplace volunteerism and donations. They developed two sets of six community service obligations (see box, page 5) and compared how the corporate recruiters and business school recruits viewed the importance of each. They also looked at how students' past service experiences influenced attitudes about corporate community service.

Employer Obligations

Overall, both the students and the recruiters believed community service should be an employer obligation. However, students expected employees to be given more opportunities to select charities for corporate donations than recruiters did.

Employee Obligations

On five of the six community service obligations, students' ratings of employees' obligations were higher than recruiters' ratings. The only employee obligation both groups rated the same was employees' obligation to participate in the company's community service projects.

Tschirhart and St. Clair found, in particular, that potential new recruits expected to do more for their companies' community service projects than employers might ask of them. Companies who don't meet this employee desire to do more could end up with a less-than-satisfied workforce. "Corporations have to let employees know what level of involvement will be required and how they will want them to give or volunteer," says Tschirhart.

Tschirhart and St. Clair plan to take their study to the workplace. "We want to track new hires and find whether they are approaching community service projects with positive or cynical attitudes," says St. Clair. "We would also like to see how the psychological contract changes as employees remain with the company."

More Info Contact Mary Tschirhart at mtschirh@indiana.edu or visit www.indiana.edu/~speaweb/fcltydir/tschirh.html.

Employer Obligations

What employees expect from their employers:

- opportunity to contribute to charities through workplace giving programs
- opportunity to influence which charities receive corporate donations
- opportunity to influence employer's community service projects
- opportunity to volunteer in community activity organized by employer
- matching corporate donations to charities receiving donations from employees
- time off from work to volunteer in the community

Employee Obligations

What employers expect from their employees:

- participation in the company's community service projects
- service on committees deciding corporate donation policies
- willingness to help a nonprofit if employer asks employees to volunteer their time
- service on committees deciding corporate volunteer projects
- information on personal donations so company can match donations
- personal contributions by employees to workplace giving programs

Golden Prospects, *continued*

tax-abatement estate planning, and those with very large estates do not believe their children will benefit from excessive inheritances.

Another trend that is gaining momentum is what Schervish calls "hyperagency."

"This is the desire of wealth holders to be the force behind the success of institutions. They are accustomed to shaping the world. And they apply this thinking to their giving with significant gifts," Schervish says.

Quality of Giving, Not Quantity

Schervish believes the true quality of the future wealth transfer will be guided by the careful work of nonprofits. "A golden age is dawning for philanthropy—we're already seeing it happen—at least in quantity. Now we have to help guide the quality of giving."

To attain a high quality of giving, fund raisers need to adopt a new approach, Schervish says. He sees the new philanthropic strategy as one of discernment. Those organizations that wish to gain from the estimated wealth transfer will have to take the time to help wealth holders go through a process of self-discovery.

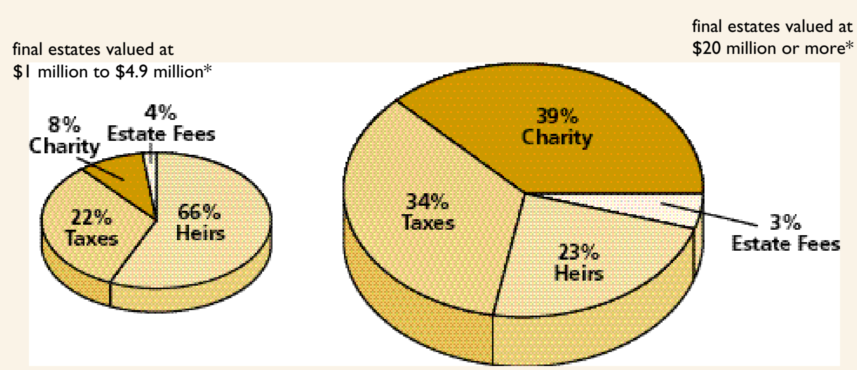
Self-knowledge will help people understand the forces and factors that have shaped their lives and for which they are grateful.

"This encourages *cura personalis*, or care of the person," Schervish says. He advises nonprofits to apply this approach to all potential donors. "Wealth holders shouldn't become the darlings of our attention. Indeed, we should not treat them any differently. This is the way to treat all people."

Ultimately, fund raisers should provide donors the opportunity to make fulfilling choices, Schervish says. "Aristotle understood the goal of life to be happiness—real, fundamental, inner happiness. And you get happiness through wise choices. Nonprofits need to work with people not to tell them what their wise choices should be, but to help them discern and make these choices themselves."

More Info For the report: *Millionaires and the Millennium: New Estimates of the Forthcoming Wealth Transfer and the Prospects for a Golden Age of Philanthropy*, visit www.bc.edu/swri.

More Wealth = More Giving



***Based on estimates by Schervish and Havens**, the larger the estate, the greater the proportion that will go to charity. For final estates valued at more than $20 million, 39 percent, a total of $3.4 trillion will go to charity. Estates valued at $1 million to $4.9 million will give 8 percent, a total of nearly $925 billion, to charity.*

* Figures from researchers' low-level estimates of wealth transfer of $41 trillion from 1998 to 2052.

DONOR OVERBOARD

Sargeant's findings, combined with the high cost of donor acquisition, make donor retention the new nonprofit life jacket.

Donor retention study points to how and why donors jump ship

British researcher Adrian Sargeant believes nonprofits should spend less time filling their leaky boats with new donors and instead work on keeping those onboard happy and dry.

"Up until now, it seemed nonprofit managers had no choice but to focus on acquiring new donors to beat the growing rate of donor attrition," says Sargeant, visiting professor of nonprofit marketing at the Indiana University Kelley School of Business and the Center on Philanthropy. But, based on his recent findings on donor retention issues in the United Kingdom, organizations that rely on new donor acquisitions to build their databases are just inviting more passengers to board a very leaky boat.

Funded by the Aspen Institute, Sargeant's study found that up to 50 percent of a nonprofit's cash donors stop giving after only one donation. After that, these new recruits abandon ship at an annual rate of 30 percent. But far more telling than the attrition rates were the top reasons donors gave for leaving a nonprofit.

In his study that surveyed the active and lapsed donors of 10 national U.K. nonprofits, Sargeant found several reasons for donor lapse. (A lapsed donor was defined as one who hadn't given in 18 months.) The number one reason was that the donor felt that other causes were more deserving of their support; second to that was the donor's lack of financial resources.

Sam Scott

Adrian Sargeant, visiting professor of nonprofit marketing at the Indiana University Kelley School of Business and the Center on Philanthropy, will extend his groundbreaking work on donor retention issues to U.S.-based nonprofits this fall.

The third most important reason was that lapsing donors had no memory of ever supporting the organization. A handful of communications issues—including inappropriate asks, lack of giving reminders, and no donor recognition—rounded out the reasons for donor lapse.

The message from Sargeant's findings is that individual nonprofits need to build strong communications to retain donors.

"Despite what many think, most donors don't stop giving because they don't have the money," says Sargeant. "Instead, donors' perceptions of the quality of fund raising communications they received was the single most important predictor."

Providing Life Jackets

Even for organizations that take care of donors' needs, Sargeant's findings are potentially useful. Most donors lapsed because they moved their support within the sector to "more deserving" organizations.

"Though bad for the organization that loses the donor, this shifting of support bodes well for the sector in general in that the donor base isn't shrinking," Sargeant says.

These findings, combined with the high cost of donor acquisition, make donor retention the new nonprofit life jacket. Studies have shown that it costs up to five times more to recruit a new donor than it does to raise funds from an existing one. So nonprofits that can reduce donor defection by as little as 5 percent can improve the profitability of the average donor relationship by between 25 and 85 percent.

Sargeant suggests a few strategies for keeping donors onboard:

- Move from intrusion to invitation marketing. Ask donors when and how they want to be contacted. Find out if they would rather be phoned, e-mailed, or written to, and how often. This includes giving them the option of telling nonprofits not to contact them at all. "You've got to have guts to go down this road," Sargeant says.

- Give donors choices in what amounts they can give, and make those choices reasonable.
- Stop the practice of reciprocating donors—or trading your small donor database with another nonprofit's list for acquisition mailings. Instead, hang on to your small donors and cultivate their interest in your organization.

U.S. Research

Having completed this first-ever study of donor retention issues in his homeland, Sargeant will be replicating his donor research with nonprofits in the United States, under a grant from the Indiana University Center on Philanthropy. Sargeant thinks it's likely that American nonprofits are experiencing the same kind of defection rate as those in the U.K.

Sargeant's U.S. research project will be based in Indiana, and he is currently seeking 10 Indiana nonprofit organizations to participate. Although there is a considerable time commitment involved, there are no direct costs to the nonprofit, and Sargeant will produce individual donor retention reports for each participating organization. Interested groups should contact Sargeant directly.

More Info Interested in Indiana study participation? Contact Adrian Sargeant at (317) 278-7329 or **asargean@iupui.edu**. For the report: *Improving Donor Retention*, visit **www.aspeninst.org**.

Top 10 Reasons Donors Jump Ship

	Percent of Sample
• Feel that other causes are more deserving	26.5
• Can no longer afford to support organization	22.3
• Do not remember ever supporting organization	11.4
• Still support organization by other means	6.8
• Moved	6.7
• Found organization's communications inappropriate	3.6
• Did not receive giving reminder	3.3
• Was asked for inappropriate sums	3.1
• Was not informed of how money was used	1.7
• Believe organization no longer needs my support	1.2

PROFESSIONAL DEVELOPMENT MATTERS

Developing Leadership for Major Gifts, Course 201

Building a strong leadership team is essential to the quest for all-important major gifts. At The Fund Raising School, board members, staff, and volunteers will gain the knowledge necessary to develop and manage successful major gift programs.

Learn how to:

- Define the roles of the board and staff in major gift fund raising
- Use your mission to motivate volunteers
- Help volunteers overcome their resistance to asking for gifts
- Implement the 8-Step Major Gift Process

Who should attend

CEOs, board members, and volunteers are encouraged to attend with development officers. We recommend that students complete either the *Principles and Techniques of Fund Raising* or the *Fund Raising for Small Nonprofits* course before enrolling in *Developing Leadership for Major Gifts*.

Locations & Dates

Register early. Class space is limited.

- May 8–10—Alexandria, VA
- June 19–21—Indianapolis, IN
- July 11–14—Mexico City, Mexico*
- July 24–26—Indianapolis, IN
- September 6–8—Atlanta, GA
- September 16–18—Argentina*
- November 1–3—Indianapolis, IN

* Courses taught in Spanish.

The Fund Raising School

More than 26,000 fund raising professionals, trustees, and volunteers have learned the strategies for successful, ethical fund raising with The Fund Raising School at the Indiana University Center on Philanthropy.

More Info For a complete directory of course offerings or for information about developing customized programs for your organization, contact The Fund Raising School at (800) 962-6692, or visit **www.philanthropy.iupui.edu/fundschool.htm**.

Overcoming Funding Barriers

The two-step approach to grant awards

Before nonprofits can secure grant funding from a foundation, they have to know the funder's screening criteria. It's getting over that first barrier that's the biggest challenge.

"Very little is known about how foundations structure their programs and select grant recipients," says Kirsten Grønbjerg, professor and associate dean for academic affairs at the Indiana University School of Public and Environmental Affairs (SPEA). Grønbjerg is also professor of philanthropic studies and chair of the research committee at the Center on Philanthropy.

Working with Laura Martell (then a graduate student in SPEA), Grønbjerg studied how funders in one community structured their grantmaking processes. Over a six-month period in 1996, her research team interviewed 46 Chicago-based philanthropic funders that directed grants toward human services. The participating funders were classified by overall volume of grant dollars and by type.

Types of funders included family foundations, independent foundations, corporate foundations/giving programs, and community/public foundations.

"The first stage involves high barriers to entry and favors agencies with personal connections to the funder. Competition in the second stage is less intense and is embedded in a relationship."

Screening processes among funders varied a great deal and reflected, at least in part, how foundations obtained their own funding. With their funds coming from the general public, virtually all of the community/public foundations used formal review processes, as did many of the largest corporate funders, who were accountable to stockholders and directors.

Larger independent foundations, with more money to award, also usually followed a systematic review process. However, many family foundations used reviews that created few, and in some cases, no opportunities for new applicants to obtain access.

Overall, the study rated the processes followed by one-quarter of the funders as very informal and one-fifth as relatively formal. "Most funders have vague funding criteria and little, if any, structured grant review process," says Grønbjerg. Having a personal connection to the funder was one of the most frequently cited factors in making funding decisions.

Other funding relationship patterns emerged from the study. Although more than half had changed their human services funding priorities in the last two years, one-third of the funders said they had little or no turnover in the agencies they fund from year to year.

These observations, among others, led Grønbjerg to conclude that many funders' decision-making processes are deeply embedded in their relationships with the agencies they already fund. This seemingly impenetrable awards system actually operates as a two-phase process.

"The first stage involves high barriers to entry and favors agencies with personal connections to the funder. Competition in the second stage is less intense and is embedded in a relationship in which the ongoing exchange of information plays a dominant role," says Grønbjerg. First, agencies must compete to become known to the funders. Once known, they compete with other known and trusted agencies.

As a result, it is critical for nonprofits to develop their legitimacy, Grønbjerg says. "Once you are in the system, once you are known and trusted, this funding can be an extraordinarily important resource."

More Info For the report: *Philanthropic Funding of Human Services: Solving Ambiguity Through the Two-Stage Competitive Process,* visit **www.indiana.edu~/speaweb/fcltydir/gronbjerg.html**.

Kirsten Grønbjerg offers several strategies to help agencies build relationships with funders.

Relationship Builders

Know your funders
Understand a foundation's motivations and outside trends that might affect it and its resources. Published guides are not always reliable. Many funders interviewed said such information was vague, inaccurate, or out-of-date.

Make lasting connections
Maintain external relations and define those broadly. One strategy is to become involved in available networks, like regional associations of grantmakers. These groups often organize policy forums to bring funders and nonprofits together to discuss issues. This neutral territory lets you focus on an issue and demonstrate your expertise in an area. At the same time, you can get to know funders with similar interests.

Demonstrate a difference
Though funders want to know what their funding accomplishes, they don't believe they get good information from the reports they request. It can be technically very difficult to demonstrate outcomes. To move beyond this reporting dilemma, successful agencies should maintain close communication with funders and position themselves as driving positive changes.

Humankind, across cultures and generations, has long been captivated by the Golden Rule: "Do to others as you would have them do to you." In the 1960s, psychoanalyst Erik Homburger Erikson took the Golden Rule a step further: "It is best to do to another what will strengthen you even as it will strengthen him," Erikson wrote. He said mutual interaction allows adults to be "generative," or to care for those who are younger and going through earlier stages of psychological development.

Erikson based his concept of the Golden Rule on the seventh stage—generativity vs. stagnation—of his eight-stage developmental model. It's the concept of generativity that provides the key to the psychology of giving, says Lawrence J. Friedman, Erikson scholar and Indiana University professor of history and philanthropic studies.

Tyagan Miller, courtesy *Research & Creative Activity*

Lawrence Friedman, Indiana University professor of history and philanthropic studies, has found truth in Erikson's concept of generativity in his own life experience as a "Big Brother" to Adam Sarnecki.

Giving Identity

"It is best to do to another what will strengthen you even as it will strengthen him."—Erik Erikson

Friedman is the author of the widely acclaimed biography, *Identity's Architect: A Biography of Erik H. Erikson*. His book has received international attention from those linking Erikson's life cycle theories to the recent high-profile incidents of adolescent violence.

"If you want to experience a sense of generating or creating instead of despair, you have to give to other generations," says Friedman. "It's basically the Golden Rule. As you move into later life, if you don't give or help in some way, you will stagnate and dry up within yourself."

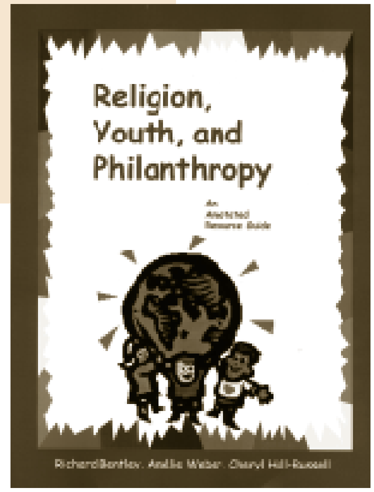
Friedman, in his current writing projects, is applying his exhaustive 10-year study of the architect of the "identity crisis" to the field of philanthropy. "Basically, if you want to get something out of life, you have to give. And once people start doing this, they will understand the habit of giving as a way of getting," says Friedman.

More Info For *Identity's Architect: A Biography of Erik H. Erikson*, contact the Indiana University Center on Philanthropy at (317) 684-8922, e-mail **pkelley1@iupui.edu**, or visit **www.philanthropy.iupui.edu**.

Contact Lawrence Friedman at **ljfriedm@indiana.edu**, or visit **php.indiana.edu/~ljfriedm/friedman.html**.

BOOKMARKS

To order these materials or for a full list of Indiana University Center on Philanthropy resources, contact the Center on Philanthropy at (317) 684-8922, or e-mail pkelley1@iupui.edu



Religion, Youth, and Philanthropy: An Annotated Resource Guide

by Richard Bentley, Amélie Weber, and Cheryl Hall-Russell

1999, Indiana University Center on Philanthropy;$15

This useful teacher's resource guide provides an overview of materials and exercises that promote key philanthropic concepts—stewardship, tithing, and obligations of charity and service to others.

It references a wide listing of teaching tools, lesson plans, children's stories, service project ideas, and resource guides that highlight lessons across Christian, Jewish, and Muslim traditions. Those who work with youth in several settings, including Sunday school, summer camps, day school, and after-school programs, also will find this an effective resource.

The guide was created as part of the Youth Understanding Philanthropy project of the Indiana University Center on Philanthropy.

New Directions for Philanthropic Fundraising

Issue Number 25
2000,sponsored by the Indiana University Center on Philanthropy, Jossey-Bass Publishers; $25

On August 27 and 28, 1999, the Center on Philanthropy's 12th Annual Symposium convened senior fund raising professionals and technology experts to reflect on and explore the ways in which technology is changing the fund raising profession. Selected presentations from these lively discussions are available in this report that covers many issues and concerns challenging philanthropic organizations:

- Maintaining the highest professional standards in a "high-touch, not high-tech" field while maximizing the benefits technology offers
- Understanding current trends, what is coming next, and how it will affect your nonprofit
- Positioning your organization to succeed and thrive in the new technological era
- Finding the elusive middle ground between chasing the latest fad and getting left behind
- Engaging a new generation of donors raised on cutting-edge technology
- Exploring costs versus benefits: good stewardship and the point at which technology costs more than it produces

Indiana University Center on Philanthropy 13th Annual Symposium

Beyond the Comfort Zone

Taking Fund Raising Seriously: Donor Dynamics Beyond the Comfort Zone

Wealth transfer estimates and new wealth are soaring. Nontraditional donors are revolutionizing philanthropy and creating new organizations. Entrepreneurial, women, minority, and younger donors are transforming relationships among nonprofits, funders, and donors.

Join your colleagues in exploring the new dynamics of donors, wealth, and philanthropic organizations. This is not a "how-to" conference; it is your opportunity to reflect on and discuss critical philanthropy and fund raising issues.

Who should attend?

- Nonprofit and foundation CEOs, board members, and senior staff
- Senior-level practitioners
- Grantmakers
- College and university faculty interested in philanthropy
- Donor advisers
- Development and fund raising executives
- Philanthropists
- Major gift officers
- Researchers

MARK YOUR CALENDAR! ATTENDANCE IS LIMITED. Registration materials will be available in June; the registration fee is $245. To request a registration packet or for more information, contact Brenda Gross today at (317) 684-8918 or e-mail **bgross@iupui.edu**.

Indiana University
Center on Philanthropy
Indiana University–Purdue University Indianapolis
550 W. North Street, Suite 301
Indianapolis, Indiana 46202–3272
www.philanthropy.iupui.edu

RETURN SERVICE REQUESTED

Nonprofit Org.
U.S. Postage
PAID
Indianapolis, IN
Permit No. 4245