

Making Philanthropy Count: How Women Are Changing the World

Women's Philanthropy Institute
at the Center on Philanthropy at Indiana University



May 2009

Making Philanthropy Count: How Women Are Changing the World

We are excited to offer this wide-ranging report on recent trends and developments in the contemporary women's philanthropy movement and we are delighted that the Women's Philanthropy Institute (WPI) at the Center on Philanthropy at Indiana University has played, and continues to play, a vital role in moving this field forward.

Making Philanthropy Count: How Women are Changing the World grows out of the commitment of the WPI to further the understanding of women's philanthropy worldwide. Dedicated to research, training, convening, and knowledge dissemination, WPI's value-neutral perspective informs scholars, practitioners, and donors about the multifaceted dimensions of women's philanthropy. This report is an example of one of the many ways in which we advance our mission and translate research into practice. As you peruse this material, you will find that the information shared at our symposia exemplifies the most recent and "cutting edge" work that is being put into practice. Our symposia are unique in that we expect our research, as well as research from others, to inform practice.

Bracketed by the Center's two major symposia on women's philanthropy, convened in 2005 and 2008, the narrative tracks key research, current progress, ongoing challenges, and likely next steps. The report's three sections, "Gaining momentum," "Driving results," and "Taking action" mirror the remarkable forward trajectory of women's philanthropy in recent years. New research initiatives, innovative approaches to engaging women donors, and inspired leaders all form the fabric of this story about how women today are truly changing the world.

We hope you find this report both useful and inspiring. And we are eager to hear your feedback. Please share your stories and comments at wpiinfo@iupui.edu.

Cordially,



Dr. Debra Mesch

Director

Women's Philanthropy Institute at the Center on Philanthropy at Indiana University

May 2009

The **strength** of the movement is a kaleidoscopic, multifaceted approach that clearly has **expanded** across generations, geography, and class.

GAINING MOMENTUM

Exploring growth, leadership, and advocacy

Only four short years ago, the Center on Philanthropy at Indiana University (the Center) convened its first symposium to map the uncharted terrain of “women’s philanthropy.” That original gathering sold out six weeks prior to the event, drawing a capacity crowd of more than 300 practitioners, donors, and scholars from across the country.

Over two packed days in late August 2005, the mood of enthusiasm and excitement among the group kept rising, making it evident that the gathering had been aptly themed *Women and Philanthropy: Gaining Momentum*. While no one (and everyone) had a thoroughgoing definition of this diffuse coalition, it was clear that the contemporary women’s philanthropy movement was both broadening and gaining strength. Organized eighteen months after the Women’s Philanthropy Institute formally became a part of the Center on Philanthropy at Indiana University, the conference marked a turning point, highlighting WPI’s ongoing mission to further the understanding of women’s philanthropy through research, education, and knowledge dissemination.

During working sessions, discussions, and receptions participants shared insights and experiences while critically examining the

opportunities, strategies, and research of the changing philanthropic environment. Breakout groups delved into growth in the field at universities and in communities, the shifts and greater reach of women donors, the impact of women’s funds, the surfacing trend in collective giving, such as giving circles. Overall, the symposium documented and defined what’s now become a movement catch phrase: “How women are changing the face of philanthropy.”

Tellingly, in the opening address, Helen LaKelly Hunt evoked a personal journey, as women who work for change so often do. In her case, that meant an evolution from Dallas debutante to feminist philanthropist. Her first words? “I grew up rich.”

With that unexpected and riveting start, Hunt chronicled her “Belle and the Baptist” upbringing, as she called it, setting personal biography and career against the host of entrenched shibboleths about women, money, and giving. Hunt appraised the weight of many wealthy families’ values and rigid sex roles by invoking the old nursery rhyme: “The King is in his counting house counting out the money. The Queen is in the parlor eating bread and honey.” Women of her age and station, said Hunt, were kept shackled by “golden handcuffs,” forbidden to mention money or consider work. Step by emotional step, Hunt described the passages and turnings she and her sister Swanee traveled in order to finally occupy their own family’s counting house. Ever

“As a child I helped my mom make sock puppets for the Junior League. In the 1950s, after my father died, my mother found her voice and power, and began using philanthropy to make a difference. My engagement in women’s philanthropy came from watching my mom and the transformational experience she had as a leader in philanthropy and the impact she had on organizations.”

Ellen Remmer
President, The Philanthropic Initiative
Member, Center on Philanthropy Board of Visitors
Remarks at *Moving Women’s Philanthropy Forward* Symposium
November 14, 2008

since, Helen LaKelly Hunt has been leveraging her money and influence on behalf of women’s causes.

The high-energy conference offered many such breakthrough moments. Other highlights included the presentation of the movement’s modern history by Sondra Shaw-Hardy and Martha Taylor, co-founders of the WPI. Their session was anchored by the duo’s now-famous 6 Cs of women’s giving: Create, Change, Connect, Collaborate, Commit, and Celebrate. Donna Hall, of the Women Donors Network, identified the rising power of women donors to change the world, while Claire Gaudiani, professor at New York University, addressed a plenary session on “How Women in Philanthropy Drive the American Economy and Keep Saving Capitalism.” Jessica Bearman, then on staff at New Ventures in Philanthropy, an initiative of the Forum of Regional Associations of Grantmakers, provided results from the organization’s pioneering scan of giving circles nationwide, including data about how circles form, operate, and make grants around the country. Debra Mesch, now Director of the WPI, and Patrick M. Rooney, currently Interim Executive Director of the Center on Philanthropy, outlined research from Indiana Gives and Giving USA data sets in, “Are There Differences in Giving and Volunteering by Race, Gender, and Marital Status?” And Tracy Gary, founder of Inspired Legacies and author of *Inspired Philanthropy*, presented the case for “Women Making

Societal Change” in communities.

After the symposium, attendee evaluations drew attention to perceived tension in women’s philanthropy. Participants asked whether women’s philanthropy was defined by women only funding women and girls’ programs or by women funding all causes. They posed questions about what women do and what women should do. What is the way to maximize impact? If women do not fund women and girls’ programs, who will? Is there one right approach for women’s philanthropy? These ideas and many of the symposium presentations were collected into a book edited by Shaw-Hardy and Taylor, *The Transformative Power of Women’s Philanthropy*, published in 2006.

Ultimately, what emerged from the conference and the thoughtful overview was the strength of the movement’s multifaceted, kaleidoscopic approach that clearly had expanded across generations, geography, and class.

Sitting in the driver’s seat

If the 2005 conference reflected women’s interest and development in the sector at that time, then the changing status of women in the larger society was likewise fueling and informing women’s philanthropy. With growing earning power, expanding professional skills, profitable businesses of their own, and deepening control over family

trusts and inheritances, women have increasingly been developing the means and the will for philanthropic engagement.

Over the past few decades, women have been making more decisions about greater wealth every year. In its August 2008 release of the most recent available data, the IRS reported that 43 percent of the nation's top 2.7 million wealth holders in 2004 were women. Top wealth holders are defined as individuals with assets of \$1.5 million or more and account for a total \$11 trillion. Assets of those nearly 1.2 million women were valued at \$4.6 trillion, or about 42 percent of that total wealth.¹

More than a third (35 percent) of the women in the group are older, age 50 to 65. In addition, women control 48 percent of estates worth more than \$5 million.² They account for more than 80 percent of consumer spending, to the tune of \$3.7 trillion.³

As of 2008, women owned 10.1 million companies, employing more than 13 million people and generating about \$2 trillion in sales, according to the Center for Women's Business Research.⁴ Female employment is not only up but paying better. Half of all management, professional, and related occupations in the U.S. were held by women as of 2007, the latest data available from the Bureau of Labor Statistics.⁵ And as the economy went into freefall in 2009, many economists predicted that women were more likely to hold onto jobs than were men.

Then there's that oft-mentioned intergenerational transfer of wealth anticipated to be in the trillions of dollars over the next several decades. Many experts have naturally dialed down from predicting the imminent transfer of huge chunks of wealth, even before the economic challenges of 2009. But if even a fraction of that amount shifts over the next decades, women are most likely to benefit. On average, women live about five years longer than men, marry men older than themselves and, according to the U.S. Census, remarry less frequently after a spouse dies. Women aged 65 and older are three times more likely to be widowed than their male counterparts (42.5 percent vs. 13.1 percent), according to the U.S. Census Bureau, as of 2006.⁶ Longevity puts women in line to control their husband's and their family's monies.

Simultaneously, more and more women have been learning how to manage financial portfolios and steward their wealth. "Women are no longer like a deer in headlights about finances," says Margaret May Damen, of the Women and Wealth Institute, who provided insights about giving among boomer women at the second women's philanthropy symposium in November 2008. "They know profit and loss, understand the balance sheet, and write big checks," says Damen.

The burgeoning field of women's philanthropy has benefitted as women in the U.S. and around the world have marshaled their expanded resources to create networks, build infrastructures, raise the bar, and improve their communities.

Creating the springboard

Overall, the first symposium and the WPI and Center research underway from 2000–2007 offered an impressive springboard for future exchanges and study in women's philanthropy.

At a Glance

The Women's Philanthropy Institute at the Center on Philanthropy at Indiana University

Vision

The Women's Philanthropy Institute will be recognized internationally as the preeminent center for the study and education about women's philanthropy.

Mission

The Women's Philanthropy Institute furthers the understanding of women's philanthropy through research, education, and knowledge dissemination. Strategic goals for WPI are:

- Advance women's philanthropy through original research by addressing significant and groundbreaking research questions
- Translate research into increased understanding and improvements in practice
- Provide a continuum of research-based educational services to inform donors, fundraisers, institutions, and other constituencies about women's philanthropy
- Establish the WPI as the leading resource for women's philanthropy trends, best practices, and information
- Disseminate knowledge to leaders, decision makers, the public, and the media



Ryan Klitzch, Angie Carr Klitzch, Una Osili, and John Stingley at the 2008 symposium *Moving Women's Philanthropy Forward*

DRIVING RESULTS

Taking stock of success

In November 2008, for the first time in its twenty-year history of convening symposia, the Center's annual conference repeated a prior theme—that is, women's philanthropy. As testament to the growing power and breadth of the movement, this encore event, hosted by WPI, was themed *Moving Women's Philanthropy Forward: Influences, Intent, Impact*. Timely and opportune, the conference was designed to identify the movement's tangible advances and to look at surfacing issues. Its agenda reflected a desire to explore how women's philanthropy can gain higher profile, deepen engagement, generate greater mainstream credibility, and widen recognition. Expectations for attracting a capacity crowd were not disappointed. The 2008 gathering also sold out to a crowd of nearly 300.

Interest in understanding how and why women give has grown exponentially over the past four years, prompting researchers to examine gender issues in philanthropy from new angles. The more clearly gender differences in giving can be defined, the more society will benefit from contributions of time, talent, and treasure by everyone. In addition, and like the larger movement, the WPI has also undergone change. With the appointment of Dr. Debra Mesch as Director in 2008, the emphasis of the Women's Philanthropy Institute has shifted to focus more on expanding and developing its research agenda in order to better inform the practice and further the understanding of women's philanthropy.

"Women behave differently than men in their philanthropic giving," says Mesch. "We cannot assume that what works for men will be applicable to women. I can foresee the WPI as the leading place for understanding women's philanthropy through original research, through cataloging the research of others, and by providing outreach services.

There is a great need to translate this research into information that will be useful for practitioners, development officers, and other constituents."

The November 13–14, 2008 conference extended the platform for new and ongoing inquiry. Areas of exploration built on the interests of the first symposium, such as how practitioners can begin to benchmark the success of women's giving programs and how to attract mainstream media to cover its news and stories. Other investigations looked at what the recent research reveals about donor intent, the impact of donor education on women, and the impact of giving circles on members' philanthropic and civic behaviors. Overall, the conference focused on what kind of action and research will bring women's philanthropy initiatives to scale. More than a dozen sessions provided demonstrable data and thoughtful discussion, covering what's been accomplished, what remains speculative, what's changing in society, and practical agendas for going forward.

Raising the bar

Backlit by the dim economy, the 2008 symposium attendees were realistic yet energized by the work required in the short- and long-term. As practitioners, scholars, and donors, and in large part owing to ongoing WPI research (reviewed on p. 13), attendees now are more informed about the work required to clear the hurdles. Compared to 2005, this conference had the track record and experience to better define the resources, commitment, strategies, and practices that will improve the effectiveness of women's philanthropy.

Certainly women's philanthropy is more visible today as more women have moved into the mainstream of philanthropic endeavor and more nonprofits are noticing this untapped resource. Women continue to volunteer; in fact research documents that more women than men volunteer.

Women are also joining boards, commanding influence as leaders, and contributing more, including \$1 million and \$100 million plus gifts. Social change, of course, takes hold only bit by bit, well under the radar. Yet at unfathomable points, the process reaches critical mass, so-called tipping points. All at once, shifts in society's expectations or acceptance turn tangible for all to see. "Suddenly," for instance, a credible Democratic woman candidate ran for president in the 2008 primary campaign.

So it is now with women's rising influence in philanthropy. Across the board, women's deepening engagement in philanthropy is having an impact on social policy, the choice of grant awards, program development, nonprofit management, fundraising, and even grantor-grantee relationships. That adds up to unparalleled potential as more and more women eye their legacies. Many nonprofits

are rejiggering their marketing campaigns to become more female-friendly and are training staff to make sure women are cultivated for gifts as often as men. Even women's foundations are re-thinking their efforts. The individual donor base at the Ms. Foundation, for instance, "tends to be high-net-worth older women, 55 or so, with inherited

money, who feel the women's movement changed their lives," says CEO Sara Gould. "But now we're also growing the donor base among younger women of earned wealth."

Larger, more established institutions also are taking notice. A few years ago, for instance, after months of research and market testing, international humanitarian agency CARE, with programs in 66 countries, repositioned the brand to concentrate its programs on women's global empowerment and its fundraising efforts on women donors. As the agency developed a rights-based approach and shifted its emphasis to empowerment with a focus on women and girls, it found that women were the organization's natural constituency, not only because of their attitudes toward the cause but—and this is key—because they also control wealth and giving.

As women flex their developing muscle and money, their giving is exploding in multiple arenas across the U.S. and world.

In March 2006, on International Women's Day, CARE launched its "I Am Powerful" campaign, enlisting marquee spokespeople to help spread the word like actress Meg Ryan, former model Christy Turlington Burns, and billionaire activist Sheila Johnson, co-founder of the Black Entertainment Network. Johnson has donated several million dollars to CARE and in 2007 pledged \$4 million as a dollar-for-dollar challenge match. That campaign generated \$8 million in less than one year for CARE's humanitarian efforts.

As women flex their developing muscle and money, their giving is exploding in multiple arenas across the U.S. and world. Women now are a significant factor in giving to political campaigns, although their contributions still remain less than 30 percent of all federal political donations. A study commissioned by the Women's Campaign

Forum Foundation, released in September 2008, found that American women donated more than \$109 million to the two major party presidential candidates—three times the amount they contributed eight years ago.⁷

In other giving by women, a random sample of recent high-

profile examples includes Eli Lilly pharmaceutical heiress Ruth Lilly's gift of \$100 million to *Poetry* magazine; feminist and philanthropist Joan Palesky's bequest of \$200 million to the California Community Foundation; and Joan Kroc, widow of McDonald's founder Ray Kroc, with the largest bequest on record, \$1.5 billion, to the Salvation Army, not to mention \$200 million to benefit National Public Radio. In 2007, Chicagoan Ann Lurie pledged \$100 million through her family foundation to Children's Memorial Hospital to build a new world-class medical center. One of the country's leading donors, Lurie has repeatedly earned a top ranking on the *Chronicle of Philanthropy's* annual list of the fifty most generous Americans. She has said that she learned the habit of philanthropy as a child when her mother urged her to do a good deed daily.



“When it comes to winning support or raising money for your cause, women are not a niche audience. They are *the* audience, because they vote, volunteer, and give to more organizations than men do.”

Lisa Witter
COO
Fenton Communications

Women who earned their own wealth also are stepping up. Former eBay CEO Meg Whitman donated \$30 million in 2002 to build a new residential college at Princeton, which opened its doors in 2007. “I had a great time as a Princeton undergraduate,” said Whitman. “The University inspired me to think in ways that have guided me throughout my life. I’m pleased that I can help bring Princeton to more students and that my gift will benefit the University for generations to come.” In 2005, Janet W. Prindle (class of ’58), who broke the glass ceiling at the investment firm of Neuberger Berman, contributed \$10 million to her alma mater, DePauw University, to create the Prindle Institute for Ethics, which also was completed in 2007. And banker Adrienne Arsht earned a spot on the *Chronicle of Philanthropy’s* most-generous list in 2009. Following her contribution of \$30 million to the Carnival Center for the Performing Arts in Miami, Arsht allowed her name to be put on the center because “when people see a name attached, they are more likely to be inspired to give at whatever level they can.”⁸

Categorizing bold and visible changes

During the November symposium, four keynote speakers addressed contemporary challenges and achievements of women’s philanthropy today.

Opening the conference, Lisa Witter, COO at

Fenton Communications, a New York public interest PR firm, and co-author of *The She Spot: Why Women Are the Market for Changing the World and How to Reach Them*, persuasively argued that “when it comes to winning support or raising money for your cause, women are not a niche audience. They are *the* audience, because they vote, volunteer, and give to more organizations than men do.” Witter offered insights and field-tested advice to help nonprofits connect more effectively with women and to leverage women’s power as partners for social change.

Savvy corporations, Witter pointed out, have recognized that women make 83 percent of all purchasing decisions and, as a result, have begun to market directly to women. “Nonprofits can learn to do the same,” she said. Describing four key marketing principles—Care, Connect, Control, and Cultivate—Witter offered case studies from such companies as Home Depot and T-Mobile as well as from nonprofits like Moveon.org, Heifer International, and UNICEF to explain how those principles can lead to market-proven results. Plus, concluded Witter, “if marketers and nonprofits successfully reach women, they would get men on their side, too.”

Other keynote speakers invoked additional top-of-mind themes and concerns. Marjorie Sims, a newly appointed Program Director at the W.K. Kellogg



“It’s important to dream big. We can be examples for this to happen.”

Julie Fisher Cummings
Keynote Speaker
2008 Symposium

Foundation, provided an environmental overview of the challenges facing the country. Kimberly Davis, Senior Vice President of Global Philanthropy and President of the JPMorgan Chase Foundation, in remarks entitled “Dynamic Times Require Dynamic Leadership,” challenged attendees to concentrate on mentoring in order to ensure that the next generation of women learns strong and effective leadership skills. Davis defined those skills as the ability to “manage, listen, communicate, and negotiate.”

At the symposium’s closing address, Julie Fisher Cummings and her 27-year-old daughter Caroline shared their inspirational perspectives about philanthropic legacies, in particular, how three generations of giving represent their family’s core values. Cummings spoke candidly about the emotional process that led her to make what she called her “gulp gift”—a contribution of \$5 million to fund a new campus for the girls’ middle school at the famed Cranbrook Schools, part of the Cranbrook Academy, in Bloomfield Hills, Michigan.

A graduate herself (class of ’73), Cummings so loved the Cranbrook school, and so admires its emphasis on the importance of public service that, in 1989, she persuaded her husband Peter to move from Florida back to Michigan so their children could also attend. A former board member, Cummings remains involved in developing the school. So, in 2007, she was asked to contribute

the lead gift to build the new school. Cranbrook’s campus had a middle school for boys but the girls were taught in the basement of the upper school. “But when they asked for five million dollars, I said, ‘You’ve got to be crazy,’” Cummings told the gathering. “‘Maybe when I die or later on, but I don’t have that kind of money right now.’”

It was Cummings’ husband who helped convince her that not only could she donate at that level, but that given her passion and dedication to the school she should not wait. Describing her slow and wary journey toward making the generous gift, Cummings talked about how her reactions are typical of women who think about how to “play big.” Indeed, research from the Center has shown that public recognition is not a key motivator for women’s gifts.

Cummings felt that way, too. “I didn’t want to tell people how much I gave,” she said. “I thought it would change the way people looked at me—and that’s often the problem for women.” However, when she did “stand up,” as she put it, and made her contribution public, Cummings found both support and validation: “After that, a woman younger than I am donated \$1 million.” She couldn’t help but feel that she had inspired that gift. “It’s important,” Cummings told the group at the closing luncheon, “to dream big. We can be examples for this to happen.”

Another highlight at the close of the 2008



Sondra Shaw-Hardy and Martha Taylor, award recipients and co-authors of "Reinventing Fundraising: Realizing the Potential of Women's Philanthropy."

symposium was Debra Mesch's presentation of the first "Shaw-Hardy Taylor Achievement Award," to be given periodically by the Center for extraordinary contributions toward moving women's philanthropy forward. Fittingly, this first-time award went to the two distinguished pioneers in the field for which it was named: Sondra Shaw-Hardy and Martha Taylor. In presenting it, Mesch said, "The award is named in honor of the leadership of two visionary women, Sondra Shaw-Hardy and Martha Taylor, who saw the potential for women's involvement in philanthropy long before it became a trend or a strategy to enrich the philanthropic table. They created an organization to advance women's philanthropy, which evolved into the Women's Philanthropy Institute.... They have devoted countless hours and logged untold miles advocating for women in philanthropy."

Understanding present-day influences, intent, and impact

During the symposium's breakout sessions, participants exchanged updates, shared new research, and looked at case studies of the reach, behavior, and effects of current trends in women's philanthropy. Building on earlier and ongoing research from The Center on Philanthropy Panel Study and other projects, workshops largely investigated the factors that inform women's giving

behavior and decisions, including education, race, wealth, experience in volunteering, and a desire to give back.

Given the economic climate, discussions at the 2008 symposium often turned to the impact of the economy on general giving. Plus, recent proposals recommending lower charitable tax deductions may affect the equation going forward. The fall 2008 Giving USA Foundation's newsletter, written and researched at the Center, reports that most households continue to give during times of financial insecurity, although some give lesser amounts and some cease altogether, especially among those who earn less than \$50,000 per year. The impact of gender on giving during times of economic uncertainty remains to be explored.

Generally, women participate in philanthropic activities that they enjoy, seeing the experience as a way to both socialize and forge community. They emphasize relationships and caring for the individual. In contrast, relationship building is not a primary motivator for men. That focus on social connection, also seen in earlier research, helps explain why giving circles continue to appeal to large numbers of women.

Certainly, men also are joining circles nowadays, but women still are the majority of all circle members. At the session entitled "Giving Circles and Their Impacts on Members' Philanthropic and



Patrick M. Rooney, Ph.D. Interim
Executive Director, Center on
Philanthropy at Indiana University and
Debra Mesch, Ph.D., Director, Women's
Philanthropy Institute

Civic Behaviors,” Jessica Bearman reported results from a recently completed survey of 26 giving circles of varying types, sizes, and identities. Today, more than a decade after this nationwide grassroots phenomenon surfaced to pool resources and provide collective philanthropy, the prime motivator for giving circle founders remains a desire to improve their communities (96 percent). In addition, participating in a circle usually influences members to give and grant more strategically, to give to a broader range of organizations, and to be more engaged in the community. Giving circle members in this survey were more likely to support programs for women and girls, ethnic and minority groups, and arts, culture, and ethnic awareness. They were less likely to support religious purposes or federated funds.

Boomer women (born 1946–1964) received special attention from Margaret May Damen, founder of the Institute for Women and Wealth, in the presentation, “Men, Women, X and Y: Generational and Gender Differences in Motivations for Giving.” Boomers’ motivation to give, said Damen, “is fueled by an impatience to lead society and to leave a legacy, especially as the world view shifts toward interdependence and sufficiency.”

Concerns and interests about philanthropy among women of color were investigated in a presentation by Kijua Sanders McMurtry, Associate

Dean of Students and Special Assistant to the President on Diversity, Agnes Scott College; and by Michele Minter, Vice President of Development, The College Board. Philanthropists and philanthropic behavior generally focuses on whites, and on white males in particular, yet African Americans give more of their discretionary income to charity than any other racial or ethnic group. Women are at the heart of that giving, both in money and time. Offering an overview of giving practices and motivations among African American women, the session looked at similarities between female donors and African American female donors, but also at some distinctions. “Of course, different communities of color have different giving patterns, histories, and experiences, so it’s hard to generalize,” said Minter. “Still, women of color have a perspective both as a female and as a person of color so fundraisers need to honor their multiple identities.” Fundraisers must avoid making the mistake of assuming that female solidarity will smooth over other cultural differences, according to Minter.

As a case study of the contributions of African American women, the session explored women of The Links, Inc., an African American social service organization dedicated to serving black communities and society at large. Founded in 1946, the organization began while Jim Crow laws were still in effect. Two women galvanized their friends



“When you link service, friendship, resources, and talent, you are able to make remarkable differences in the communities you serve.”

Kijua Sanders-McMurtry
Associate Dean of Students and
Special Assistant to the President on Diversity
Agnes Scott College

to establish a club. The philosophical base of that small group of women was rooted in their goal of “linking friends in service” to their communities and targeting educational, civic, and cultural issues. For example, in 1974, The Links gave the largest donation ever made by a black organization up to that point when they contributed \$132,000 to the United Negro College Fund (UNCF). Over the past 60 years, the group has given \$1 million each to the UNCF, the National Association for the Advancement of Colored People, the National Urban League, and the NAACP Legal Defense Fund.

Today, The Links, Inc. remains an activist black women’s service organization with more than 11,000 members and 275 chapters in the U.S., the Bahamas, Germany, and South Africa. Its members have a proven philanthropic record of racial and social support. As such, its organizational programs present a model for other African American groups and nonprofits, specifically related to activism, philanthropy, and uplift.

Rethinking practices, refining programs

Recognizing the potential of women in philanthropy, some nonprofit organizations and institutions of higher education are developing initiatives geared to engage women. These strategies range from long-standing, formal programs such as the Women’s Philanthropy Council at the University of Wisconsin,

which celebrated its 20th anniversary in 2008, to deliberately creating a culture of engagement, such as having fundraisers call on couples rather than only on the husband, and developing marketing materials that include images and stories about women donors. Programs range from fundraising to financial literacy, and from leadership training to networking. Depending on the organization, these new models may be top-down or grassroots-driven, but donor education is a consistent and key component. Such initiatives also share the desire to build relationships with women as donors, to strengthen bonds between those donors and the organizations or institutions, and to more fully harness women’s philanthropic potential.

For example, a symposium panel moderated by consultant Kathleen Loehr at International Planning Associates, called “We are Powerful: Elevating the Profile of Women’s Giving,” reported on the continuum of efforts at national agencies with local affiliates.

The United Way of America formally launched the Women’s Leadership Council (WLC) in 2004, following the lead of several local United Way affiliates that had developed successful efforts. One of United Way’s fastest-growing areas, WLCs experienced double-digit percentage increases over the past three years. “We also know that when the local United Way has a woman’s program, the

Resource Development performance outperforms the system as a whole,” said United Way’s Kye Fox. WLCs set a minimum gift for membership, typically \$1,000, and offer special recognition at the \$10,000 level. To date, 40,000 WLC members have invested \$105 million in 125 communities, nearly doubling the \$56 million in 2003, and exceeding their goal of \$100 million by 2008. “Across the nation, the Councils vary to meet the needs of their communities, usually focusing on issues from preschool education, financial stability, and access to healthcare,” said Fox. In Anderson, South Carolina, for instance, the WLC worked to reduce teen pregnancy because it was central to many problems in the community. The group began its work at the school with the highest incidence, partnering with other organizations, the school board, and parents. They allocated \$40,000 in annual grants. The result: Four years ago, the school reported 33 student pregnancies. Today, there are none.

The Tiffany Circle program of the American Red Cross began as a pilot initiative in eight cities in 2007, with a member giving level of \$10,000. It, too, has been one of the organization’s most successful efforts. “In contrast to United Way’s WLC program, which began locally and expanded out and up, Tiffany Circle was centralized from the start,” said Red Cross Tiffany Circle volunteer Jill Valenti. Headquarters provided training for volunteer and staff leaders as well as substantial marketing support, including a customized Tiffany & Co. bracelet for each member. The launch kicked off in Washington, D.C. with a Summit for members, highlighted by Red Cross and government official briefings on current issues. Focused on women’s and leadership giving, and operating in such places as Miami, Florida; Cambridge, Massachusetts; Oklahoma City, Oklahoma; Chicago, Illinois; and Minneapolis, Minnesota, the pilot targeted a total fundraising goal of \$1 million. Results achieved three times that, or \$3 million. In addition, Tiffany Circles attracted new and different donors. More than 60 of the 235 members were brand-new to the organization and four out of ten (40 percent) had previously given but never at the \$10,000 level.

In 2008, expanded to 25 cities, Tiffany Circles raised over \$5.3 million for their local communities. “More importantly, it has created an exciting network of women supporters,” said Valenti. “Today, there are 431 women donors engaged with Circle chapters, through fundraising, volunteering, being trained in CPR, and disaster preparedness.”

While United Way and the American Red Cross created special programs just for women, CARE



completely reorganized its priorities, viewing women not as a niche effort but as its central focus (see page 5 for more details). “The strategy

of CARE is to address the root causes of poverty by empowering women in places where they have historically been marginalized,” said John Stingley, CARE’s representative to the symposium. “As a result, CARE needed to re-launch and re-introduce itself to a new generation of constituents, including donors.” Spearheaded by its successful “I Am Powerful” campaign, CARE leveraged creative public service advertising valued at \$100 million to communicate the story and draw major donors. Ongoing efforts continue to build buzz, for instance, with a feature-length documentary about CARE shown at one-night-only events at nationwide theaters early in 2009.

Other efforts to raise awareness for women’s philanthropy are evolving out of the tradition of women’s funds. A distinct form of women’s philanthropy, women’s funds began with the founding of the Ms. Foundation for Women in 1972, in order to focus on programs that support women and girls in the U.S. and worldwide. The largest membership network of such funds is the Women’s Funding Network (WFN), based in San Francisco. In 2008, in aggregate, 130 WFN funds made grants of more than \$50 million.

With the idea of upping the ante on women’s giving and burnishing its profile, Helen LaKelly Hunt and her sister Swanee jumpstarted an initiative in November 2007 called “Women Moving Millions”—meaning the campaign’s hoped-for influence and its ability to raise funds. With an ultimate goal of raising \$150 million by December

(CONTINUED ON PAGE 16)

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Jane Justis
Executive Director
The Leighty Foundation
Moderating session on "Shaping the Future of
the Women's Philanthropy Research Agenda"
2008 symposium

Advancing Women's Philanthropy through Research

Reviewing the research into women and giving

The significant role of “research to inform practice” and “practice to inform research” is uniquely characteristic to the Women’s Philanthropy Institute (WPI). Our program has a twofold goal: to translate research into practice and to actively seek research questions from the field. Empirical research permits scholars, practitioners, and donors to better understand philanthropic behavior and patterns of giving. In turn, informed understanding strengthens the entire nonprofit sector, from donors to decision makers to fundraisers. Since the WPI joined the Center on Philanthropy in 2004, gender issues have become an intentional focus of the broader research agenda.

To date, research evidence supports the assumption that gender differences in giving are real. But while substantial literature from multiple disciplines exists to explain why people give, little work has looked at philanthropic giving through a gender lens. “From the research side, we really don’t have a solid body of empirical research that addresses differences between men and women’s philanthropic behaviors,” says WPI Director Debra Mesch.

So far, much of the research has focused on five key topics that build deeper understanding of the dynamics of gender in giving: 1) inclination to contribute; 2) volunteering; 3) motivations; 4) influence in decision making; and 5) generational differences.

Contributing more

Much of the research literature suggests that women are more generous than men and are more likely to make charitable contributions, even after accounting for demographic characteristics, such as income, race, and education. One Center study, which tracked sex differences in volunteering and giving, found that single women are more likely to be donors than single men. In addition, says Patrick M. Rooney, Interim Executive Director of the Center on Philanthropy, “single females give almost twice as much as single males, an average \$935 versus \$470 per year.” And, married females give significantly more than single and married males.

Another study, this one in a laboratory setting, found that under anonymous conditions women give significantly more than men, women are more likely than men to give all the money away and less likely to keep all the money – and that pairs consisting of one man and one woman give more money than same-sex pairs, where all male pairs give the least (Kamas, Preston, and Baum, 2008).

Such persuasive results, obtained from a laboratory setting and in a large survey data set from both a U.S. sample as well as from an Indiana sample, can guide strategic nonprofits in pulling down the most common barrier to increasing giving among women: making certain women are asked.

Translating the research into action

Learn who your donors are. Understand their giving patterns. Engage them in dialogue. Involve them in your organization's work. Visit with as many women donors as with men donors.

Volunteering more

Research indicates a significant and positive relationship between volunteering and giving among both men and women. And most of the research indicates that women volunteer significantly more than men do. Findings from Mesch, et al., (2006) show that single females are 18 percent more likely to be a volunteer and that, on average, they also volunteer 146 hours per year more than single men—again, accounting for demographic characteristics. Consistent with earlier findings of key predictors of volunteer behavior, that probability increases with education and income. Other studies confirm this. For example, Marx (2000) found that those who gave to human services were significantly more likely to be volunteers as well as female. Parsons (2004) found that women who volunteer are more likely to provide financial support to the same organization where they or family members contribute their time.

Findings from another researcher indicate that, “because single women as a group may have less social and human capital, single women in particular may be compelled to volunteer by using volunteering as a means to build or rebuild social capital.” This theory gains credence when viewed against the rise of women’s funds and giving circles. Anecdotal evidence strongly suggests that opportunities for networking and relationship building are key motivations for participating in such groups. A major finding of Jessica Bearman and Angie Eikenberry’s substantive research on the impact of giving circles is that members volunteer more and give more once they participate in a circle. And, of course, giving circle members are predominantly female.

Translating the research into action

Provide opportunities for women to volunteer and

to network. Recognize women’s contributions of time and talent. Celebrate women’s investment in your organization.

Learning more about motivation

What motivates women to give? Are women’s motivations different from those of men? While it is important to remember that women are not a homogenous group, they do comprise half or more of all donors. Therefore, a better understanding of why women give will enable organizations to effectively communicate and help female donors achieve their full philanthropic potential.

The research literature suggests that gender is a critical factor in understanding donor motivations but much is yet to be learned in this area. There is a large literature from the social psychology and psychology fields that finds significant differences by gender in giving, empathy, helping, and altruistic behavior. Skoe et al. (2002) found that women are more inclined to help in a relational manner, placing greater emphasis on relationships and on care of the individual, whereas, men tend to prefer more non-relational acts, for instance, favoring justice as a reason for wanting to help. The economic literature suggests that benefits are “private in nature” and can be tangible (name on a building) as well as intangible (enhanced reputation) but also can be more intrinsic such as the “warm glow” of giving back to the community. These motivations, along with a sense of alleviating guilt and buying-in by making a fair-share contribution, have yet to be tested for gender variables. In research that utilized experimental game scenarios, women turned out to be “less selfish” than men, giving significantly larger gifts than men did. In addition, women were more likely to be perfectly altruistic (giving all of the allotted money to charity) than men, and less likely to be perfectly selfish (giving no money to charity).

A recent study conducted at the Center found three statistically significant differences in motives for giving:

1. Men are more motivated by a desire to “make my community a better place”

2. Men are more motivated to provide services where government can't or won't;
3. Women feel a strong responsibility to help those who have less

A second study found that the top two motivations for women who give are (1) identifying with a certain cause and (2) helping individuals meet their basic needs.

Translating the research into action

What is the best way to learn what motivates donors? Ask them questions, such as: What people, experiences, and institutions have had the most impact on your life and in what ways? What prompts your interest in this cause? What do you value about this work? Engage multiple generations of the same family in an objective conversation about philanthropy.

Influencing decisions among married couples

Research has found that in a marriage, the wife influences the couple's giving decisions. Specific studies about charitable giving among couples find that gifts are more likely to go to health, education, and religious organizations when the wife makes the decision alone, rather than if the husband alone or the couple jointly decides. However, when the woman is the sole decision maker, she gives less to more charities. Joint decisions tend to favor the husband's preferences—but this is often a function of education and income. As noted in research by Eleanor Brown (2006), the influence of married women in family charitable giving is growing as women's earnings rise.

Increasingly, charitable organizations are learning to address wives as well as husbands in requests for funds. Subsequent research by Rooney, Brown, and Mesch (2007) which builds on these prior studies, finds that households in which women take the lead in making choices, or when they give independently from their husbands, are more likely to give to education. In such instances, women also give nearly twice as much.

Translating the research into action

Who signs the checks and does this reflect who made the decision to support the cause? How is that recorded and tracked at the agency?

Considering generational differences

Virtually no empirical research has been conducted into examining philanthropic giving by generation. However, research does suggest that generational differences in values, aspirations, and behavior in giving do exist. At the WPI 2008 symposium, Melissa Brown reported results about generational giving taken from a nationally representative random sample. Before controls, she found that boomer women (those born between 1946–1964) gave the most to charity while millennials (1980–2000) gave the least. Boomer women gave more than boomer men (\$2,129 vs. \$1,847 per year on average), the only generation in which women contributed more than men. Even after controls, significant differences were found in motivations and choices of charity across generations.

The study also found that millennial women are three times more likely than Gen X (1964–1980) or Boomer women to respond to an “improve the world” message. Boomer and older women are more likely than boomer men to respond to a message that urges “responsibility to help those with less.”

This large data set study suggests that the heightened sensitivity about generational differences in the workplace transfers to philanthropy. Millennials do not perceive charity in the same way as boomers. WPI will build upon and extend the preliminary work conducted by Brown in the coming months.

Translating the research into action

What are the demographics of your donor constituency? Do programs and marketing materials appeal to women in different generations? Which generation are your most likely donors and have you crafted a message to specifically appeal to them?

“Women’s funds are expanding the boundaries of what foundations look like and what foundations do. Women’s funds are asking the question: What’s good for women and girls? It seems like a simple enough question, but...most of mainstream philanthropy isn’t asking it, and doesn’t seem to be very interested in the answers. We are all still in the process of learning that *women do matter*.”

Sara Gould, President & CEO
Ms. Foundation for Women
“Engaging Women to Effect Social Change: a Case Study”
“Community Conversation” at the Women’s Philanthropy Institute
February 2007

2009, in partnership with the WFN, the campaign asked individual donors to each give \$1 million or more to fund women’s rights, health, safety, and economic development. Each donor was free to earmark the money for whichever women’s issue or group he or she chose. Plus, the campaign clocked lifetime donations, not only those made after the campaign’s official launch.

This high-powered ask began in 2005 because Swanee Hunt, who directs the Women and Public Policy Program at Harvard University’s Kennedy School of Government and often works with the U.N., was expecting to take a job in Liberia (which ultimately didn’t materialize). “It’s easy to die in a war zone,” she says. So she made sure her affairs were in order. “I went over the will and thought, well, Helen is the godmother of women’s philanthropy, in terms of living people, so I should leave her \$5 million for her work.” Then it dawned on Swanee that she might outlive her sister, or that by the time Helen inherited, she might be too old to do the work. “That was the turning point,” says Swanee. “I realized I could do this right now.”

Eventually, the Hunts together donated \$10 million in seed money to launch the Women Moving Millions campaign. Over the past 20 years, the WFN has collectively granted \$450 million and counts \$400 million in member endowments, for a total of \$850 million. “We thought crashing through the

\$1 billion mark would make a nice round number,” says Helen, explaining the \$150 million goal. By December 2008, WMM had raised \$113 million and by mid-May the campaign reached \$174 million, exceeding its initial goal by 16 percent. Perhaps as a sign of the times, the campaign drew a diverse range of women’s wealth and star power, from author and psychologist Cheryl Saban and former Cisco executive Cate Muther, to actress Jane Fonda and philanthropist Jennifer Buffett.

Measuring the effectiveness of women’s programs

No women’s giving program is a standalone entity. To be successful, such a program requires institutional commitment and organization-wide awareness that women are included in fundraising and development strategy. Allocating adequate and long-term intellectual and financial capital have been critical elements for that success. As Shaw-Hardy and Taylor note in their book, *Reinventing Fundraising: Realizing the Potential of Women’s Philanthropy*, a women’s giving program requires an organization to “...make a major commitment to involve more women in your organization, develop female leaders and role models, increase the number of women donors and volunteer fundraisers, and take an initial few steps before trying a major program.”⁹

The work needed to create an institutional

(CONTINUED ON PAGE 18)



Marcela O. de Rovzar honored with the 2008 Rosso Medal

Each year, the Center on Philanthropy recognizes individuals for their lifetime achievement in ethical fundraising. The Center's highest honor, this award was established to recognize the work of Hank Rosso, a founder of both the Center and The Fund Raising School. Since 1990, 35 men and women have been so honored.

At a ceremony during the November symposium, the 2008 Henry A. Rosso Medal for Lifetime Achievement in Ethical Fundraising was presented to Marcela Orvañanos de Rovzar in recognition of her lifelong dedication to philanthropy's ethics and values, her mentorship of philanthropic traditions, and her distinguished and productive career.

A philanthropist from Mexico and a respected international leader, Marcela O. de Rovzar has served as president of the UNICEF México advisory board and has founded several nonprofit human service and community development organizations in Mexico and in New York City. An expert on fundraising and developing resources for nonprofits, de Rovzar founded Procura A.C. in 1995, a training institute built on the principles of

The Fund Raising School. Headquartered in Mexico City, Procura, to date, has trained more than 12,000 people from about 3,000 organizations.

"Giving in Mexico is often misunderstood as giving on the streets to beggars or children, and this is something I fight against, as it only worsens the problems," says de Rovzar. "We need to give strategically and with consciousness. And the only way to learn how to do it is by getting involved in the causes we support."

Recently, de Rovzar also launched the Qualitas of Life Foundation, a financial literacy educational organization that seeks to enhance the quality of life of Mexican immigrants living in New York City, and the Fondo de Estrategia Social A.C. (Strategic Social Fund, FES), an organization created with the goal of investing private economic resources in social causes from the Mexico City community. "While women in America have taught me how to give in an orderly and professional way, Mexican women have taught me how to do it with great creativity," says de Rovzar.

“Women are different than men in their philanthropic behaviors because of the differences in the way we have been raised and the expectations that have been placed upon us as women. Women have been socialized differently than men from a very young age and there is a vast literature that indicates that altruism or pro-social behavior is more highly developed in women than in men and the more recent empirical research suggests that women appear to be more charitable than their male counterparts.”

Dr. Debra Mesch, Director
Women's Philanthropy Institute at the Center on Philanthropy and
Professor, Public & Nonprofit Management & Philanthropic Studies
School of Public and Environmental Affairs, IUPUI

culture in which women's giving can thrive is increasingly proving to be effort well spent, resulting not only in dollars raised but also in engaging a donor pool with enormous potential. But a spate of questions has dogged such efforts: How do you measure the impact and influence of your efforts? Where do you start? How do you overcome the challenges of data collection and reporting? How do you communicate the results? Quantitative and qualitative points of reference need to be defined, established, and monitored. Collection and dissemination of this information is critical to creating, assessing, and improving program budgets and business plans. In response, more sophisticated benchmarking efforts are being developed to bolster the influence of women with credible metrics.

In “Dames, Dollars, and Data: Measuring the Impact and Influence of Your Women's Program,” Senior Vice President for Development at Oklahoma State University Foundation Debra Engle addressed the critical need in today's results-driven climate to communicate the impact that women's philanthropy programs make on an organization's mission and bottom line.

Good benchmarking and data collection can guide both staff and board members to make both better and data-driven decisions. That, in turn, is key to communicating success, using resources effectively, recognizing potential, inspiring others, and helping to

strategically plan for the future. Of course, there are a host of challenges in gathering and analyzing data about women's philanthropy programs. “But perhaps the most significant is recordkeeping,” said Engle. “Database structure has traditionally been male-oriented.” Organizational databases are not set up to capture information about split gifts or to recognize individual gifts from a spouse. “That's created years of quantitative data that is difficult to gather and analyze, which have resulted in acknowledgement procedures that usually recognize and favor the male spouse,” said Engle. Fundraisers would be well served to review procedures and policies in order to improve gift receipts and accuracy of names and acknowledgements.

Beyond that, to begin demonstrating the impact and influence of a women's philanthropy program, Engle recommends measuring the number of women donors, total amounts given by women, and their average gift size. Later on, more sophisticated benchmarking can measure the number of solicitations made of women, men, and couples, and then further delve into the type of visit and its location, in order to gain a clear baseline upon which to build. “Types of gifts, including outright, pledges, or deferred gifts, may be analyzed to determine gaps in marketing or business strategies,” said Engle. “When an organization launches a concerted strategy to work with women donors, consistent collection of



“Often, women’s philanthropy goes unappreciated because fundraisers lack the language and information to communicate the results beyond less data-driven information such as, ‘Everyone had a good time,’ or, ‘We had a lot of people attend.’”

Debra Engle
Senior Vice President for Development
Oklahoma State University Foundation

that kind of data over a three- to five-year period can provide noticeable results.”

Donor and staff attitudes toward women’s philanthropy programs are other areas that can be qualitatively measured by event attendance, newsletter response, surveys, and focus groups. In particular, women’s representation in leadership roles, both staff and volunteer, can be telling signs of awareness that women count.

Communicating impact and influence is critical to better board and staff understanding of women’s philanthropic roles. “Begin by thinking strategically about the audience for the information, building the case for the importance and urgency of a women’s philanthropy program, and presenting a clear vision of what success will look like,” suggests Engle. “Often, women’s philanthropy goes unappreciated because fundraisers lack the language and information to communicate the results beyond less data-driven information such as, ‘Everyone had a good time,’ or, ‘We had a lot of people attend.’” Alternative and data-driven evaluations offer a great deal more persuasion and drama. For instance, organizations might communicate that “Women who attended donor education programs had a 40 percent more likelihood of making a significant gift in the three years following involvement,” or that “The audience of a donor program had given over \$30 million already.” That kind of impact and influence, said

Engle, “can be clearly understood and appreciated by board leadership, staff, and volunteers.”

Implementing the implications

By building on the body of research findings and measurable results and with specific and proven knowledge about women’s motivation and behavior in giving, the platform for women’s philanthropy becomes stronger and wider. Practitioners and fundraisers now have practical and growing guidelines to help harness the potential of women donors, in dollars, in time, in skills, and in commitment to organizational missions and goals.

For practitioners in the field, WPI and Center findings suggest that when focusing on women, success is more likely when:

- Strategies target women with comparatively high levels of education and income;
- Messages emphasize a responsibility for those with more to help those with less and, for millennial men and women, “to improve the world”;
- Nonprofit organizations engage women in volunteer leadership positions with the board, campaign planning committee, and giving associations; and
- Donor education programs help connect donors to their passions and values.

“It is vital that women understand and leverage our power. We can’t wait for others to give us power. We have to create the conditions and tap into our own resources and influence.”

Kimberly Davis
Senior Vice President of Global Philanthropy and
President, JP Morgan Chase Foundation



TAKING ACTION

Evaluating next steps

Despite clear and palpable progress, the influence and impact of women donors remains largely untapped. As JPMorgan Chase Foundation President Kim Davis said at the 2008 symposium, “It is vital that women understand and leverage our power. We can’t wait for others to give us power. We have to create the conditions and tap into our own resources and influence.”

At the same time, significant areas of inquiry and research into women’s giving patterns and motivations are waiting to be mapped in order to help move women’s potential and power into the mainstream. “I have found recent and budding interest in women’s philanthropy from a younger generation of researchers who are doing their doctoral dissertations in this field,” says Debra Mesch. For example, one recent dissertation identified several factors involved in the donation decision that differ for men and women. Chris Einolf, now Assistant Professor in the School for Public Service at Depaul University, found that women gave greater importance to altruistic reasons for giving than men do. “Women, more than men, were more likely to engage in philanthropy as a way to show human caring, express their moral beliefs, help others, or as an expression of gratitude for their

own good fortune,” says Mesch. Possible research questions to explore further, she suggests, are patterns of women’s giving across cultures; different preferred gift mechanisms for men and women, such as trusts compared to bequests; how women learn philanthropy; and how becoming educated about philanthropy and finances affects women’s giving.

Leveraging e-tools and online giving

Technology is changing the philanthropic landscape. Online engagement, whether fundraising, advocacy, or donor education continues to see “positive growth even in a down economy,” according to the 2009 Convio Online Marketing Nonprofit Benchmark Index Study. Web-based tools provide proliferating opportunities to engage women donors and to reach out to constituencies that recruit and address women. Of course, online giving also is redefining time and place, a key factor in the rise of microfinance and social entrepreneurship.

Recent findings from the 2008 donorCentrics Internet Giving Benchmarking Analysis, conducted by Target Analytics, reveal that online giving still represents a relatively small portion of donors and revenue at most organizations, but it is growing rapidly. In addition, online donors are younger and have higher incomes than traditional direct mail donors and, unsurprisingly, seem to be impatient fast-moving types. That is, they respond to natural

disasters, support event and marathon fundraisers, often give at the last minute, and do not tend to be repeat givers.

In the symposium presentation, “Going Online, Going Global,” Donna Callejon, COO of GlobalGiving, an online marketplace that connects donors to causes and countries, pointed out that the portal’s donor/users are a bit different. They’re more often female and they’re older. “Half are under age 45 and 60 percent are female,” said Callejon. Only 28 percent of the GlobalGiving community has household incomes of more than \$100,000. “They also give more than 38 percent of their annual contributions to international causes.” Nearly six out of 10 (58.7 percent) are interested in giving to Africa. According to GlobalGiving’s survey, the top areas of concern for their women donors are children, women and girls, climate change and the environment, and human rights. Key reasons why women contribute through the GlobalGiving site are “because someone I know asked me” (21 percent) and “something I read in the news (20 percent).”

Expanding awareness of women’s global reach

The field of women’s philanthropy continues to be crowded, complex, and ever-changing. In addition to online giving to worldwide causes, microfinance loans, international women’s funds, and international humanitarian agencies focused on women, global players also include those engaged in faith-based overseas work, government-funded efforts, foundation-funded projects, individual donor activities, social entrepreneurship efforts, and remittances. Una Osili, Associate Professor of Economics at Indiana University-Purdue University Indianapolis and Interim Director of Research at the Center on Philanthropy, reported on remittances and international giving at the 2008 symposium. Nearly 50 percent of the world’s migrants now are women, according to Osili. Further, the World Bank estimated remittance flows to developing countries at \$283 billion in 2008, up 6.7 percent from \$265 billion in 2007. Gender is playing a growing role in this process. With increased political, social, and

cultural attention focused on the interconnectedness of global issues, women’s global philanthropic activity is ready for further exploration.

Getting out the message

As the movement becomes more sophisticated about research, measurement, and development, it is also learning to market more effectively and to tap media influence. The Women Moving Millions and CARE’s “I am Powerful” campaigns are vivid, well-branded marketing efforts that have garnered national and international attention and results.

Along with the other tools for bolstering the profile of women’s philanthropy, turning up the volume of the media megaphone can yield significant rewards. To successfully engage media in this message, a symposium workshop called “The Media Mix—Women and Philanthropy,” presented by Andrea Davis, an editor at the *Indianapolis*

Restructuring the Women’s Philanthropy Institute

WPI has recently revised its governance structure, moving from having one Advisory Committee to being organized with three volunteer groups, each with distinct roles and responsibilities. This structure enables WPI to expand its stakeholder base, focus on strategic planning, and build the important research component in an organized, methodical fashion. These are:

The **WPI Council** is committed to advancing the vision and mission of the WPI, serving as ambassadors to external stakeholders, and helping to elevate the profile and strengthen the impact of the WPI around the world. More specifically, the WPI Council is charged with oversight of the strategic plan and marketing efforts, and with assisting in securing philanthropic and earned income for the WPI.

The **Research Advisory Committee** is charged with advancing the WPI’s research agenda through original research, by addressing significant and groundbreaking research questions, and by translating research into increased understanding and improvements in practice.

The **WPI Educational Services Committee** serves in an advisory capacity in promoting and marketing the WPI as the leading resource for women’s philanthropy trends, best practices, and information.

Business Journal, and Joanna Krotz, contributing editor for philanthropy to *Town & Country* and author of *The Guide to Intelligent Giving*, covered how practitioners and fundraisers might engage media attention. This included defining their desired audience; how time and place influence the news cycle for a range of media outlets; typical perspectives and expectations of assigning editors and media decision makers; and how to utilize Web 2.0 and social media outlets.

Successful media outlets, whether TV, magazines, or online forums, define the readers or viewers they want to reach by income, gender, age, sometimes political affiliations, values, hobbies, and more—whatever will inform the content in order to attract potential customers for the advertisers that pay for most media. To figure out which media will best work for a particular cause or message, a key consideration is whether the outlet's audience mirrors the targeted group of donors, policymakers, volunteers, or other prospects that practitioners wish to reach. A local food pantry, for example, is not served by a story on HuffingtonPost.com—unless the goal is nationwide advocacy for food pantries across the country. Nowadays, of course, every organization or institution also needs to investigate alternative messaging channels by creating digital formats, such as audio and video clips, podcasts, Webcasts, and RSS feeds. Web 2.0 channels and User-Created Content (UCC) allow each organization to better control and distribute its communications, including via blogs, e-newsletters, interactive online boards, YouTube, and Twitter.

Improvising results as leadership changes

Over the next decade, the philanthropic community worldwide will undergo widespread leadership transitions. That provides an opportunity for women to take on professional and voluntary leadership, pointed out Elizabeth Stefanski, Executive Director of the Maine Women's Fund, and The College Board's Vice President of Development Michele Minter, in a symposium presentation called "Leading Toward Change."

According to a 2006 study jointly conducted by

CompassPoint Nonprofit Services and the Meyer Foundation, perhaps as many as three-quarters of nonprofit leaders will leave their jobs over the next five years. "This poses both a risk and an opportunity for women's leadership," says Stefanski. On the one hand, the exodus will likely include many of today's women leaders. Women currently comprise about half of the CEOs in the philanthropic community, although they tend to lead smaller organizations that pay substantially less than those led by men. So a generation of women leaders may exit along with the men. "On the side of opportunity," said Stefanski, "if women will 'step up' to and 'stand in' these newly opened positions, there is tremendous opportunity for innovation, improved performance, and results in the philanthropic community." The potential could be greatest if the shift also includes an influx of younger leaders keen on recognizing the advantages women bring to leadership.

Differences in the sexes' leadership styles have been documented by a range of researchers, pop gurus, and social activists, from Tom Peters and Sally Helgesen, to Dee Dee Meyers and Marie Wilson. Over time, generally accepted differences have surfaced, including women leaders' tendency to build "webs" of communication that rely on both horizontal and vertical flows of information within an organization. Women also often share information more readily and more widely across a company than men do. While these strategies and approaches are being heralded in the private sector because they improve performance and results, they are not identified as female attributes. Stefanski speculated that this is because women have not claimed them. Nevertheless, such leadership attributes may explain why companies with the most women in senior management positions are seeing higher returns, or an average 35 percent higher return on equity and a 34 percent higher total return to shareholders, as pointed out by Lois Frankel in her book, *See Jane Lead*.

While such theories have yet to be tested in the philanthropic sector, the prospect is tantalizing. With scant innovation over the past half-century, many argue that it's time for the philanthropic community to improve communication and



Left to right: Larry Smith, Elizabeth Stefanski, and Michele Minter at the 2008 symposium

transparency, and to shift leadership styles from the male-oriented “command and control” to female-oriented partnerships and collaboration. If women’s leadership has been a catalyst for performance in the private sector, it stands to reason that the same might apply to the philanthropic sector.

“However, if qualified women do not step up to the leadership challenge, none of this is possible,” says Minter. That ought to include training in financial management, modeling, and planning, as well as the ability to build a constituency base and instill loyalty. Women who step up to leadership positions, argues Minter, need to be ambitious, not simply aspire to being in charge, and learn how to occupy leadership positions with real authority. Like women donors, women nonprofit leaders must learn how to “play big.”

Change in women’s leadership and philanthropy must also address women’s volunteer service, especially as the research indicates that women volunteer at significantly higher rates than do men and that volunteering is a key predictor of philanthropic giving. Although all volunteer service is valuable, all of it does not involve leadership. “Certain types of volunteer roles disproportionately influence decision making and outcomes within nonprofits, and there is a continuing disconnect between the high rate of women’s volunteer service and their leadership roles,” says Minter. According

to BoardSource, although women comprise 43 percent of board members, they usually serve on the boards of smaller organizations. Moreover, as budgets grow, the percentage of female board members declines. “In other words, women give more time but have less decision-making power in the nonprofit world,” says Minter. Both women and the organizations they serve must challenge themselves to change this pattern, according to Minter and Stefanski.

Organizations that seek to engage women as leaders, either as donors or as staff, or who need volunteer support should think strategically about how to groom women volunteers. Likewise, for women looking to demonstrate or build their own leadership skills or to maximize their influence as philanthropists, volunteer service can be one of the best ways to do it. “Leadership is not gender-neutral and expectations for performance and results should not be either,” said Stefanski. Women leaders bring advantages to the table that need to be valued and celebrated, as well as developed and nurtured. A robust pipeline of qualified female leaders will not occur naturally. “We must build the infrastructure and support, as well as cultivate the role models and mentors that give us faith that ‘being different’ will not translate into ‘being less than,’” said Stefanski. “Our current leadership transition and the generational implications therein, give us a

pool of candidates who are willing to take this risk. Our job is to help them succeed.” Or, as Kim Davis, JPMorgan Chase Foundation President, put it during her keynote address: “I ask you to ask yourself what it will take on your part, on my part, on our part, to be able to read in ten years that women have taken the leadership role to rebuild the world communities. The power is within our control.”

Bringing the movement to scale

Looking ahead, the frontier of women’s philanthropy lies in raising the profile of women’s giving and in strengthening social and political perceptions that women are powerful and control purse strings. As many symposium presenters pointed out, women are hardly a niche market. Clearly, nonprofits ought to be doing more to address women’s concerns and their potential for philanthropy. Yet, thus far, the sector hasn’t been doing a great job of it, as several workshops also noted.

The encouraging news is the growing traction of “womenomics” around the world. This theory argues that women now are the “investment of choice,” as many policymakers have it, or, as *The Economist* magazine has stated, “Arguably, women are now the most powerful engine of global growth.” Indeed, it is not only women activists who are making this argument of late, but also establishment experts such as management guru Tom Peters, former UN Secretary Kofi Annan, and *New York Times* columnist Nicholas Kristof.

First, womenomics offers a business case for targeting women because they represent a powerful market (remember that 83 percent of all purchases in the U.S. are made by women) and because women’s distinctive attributes as leaders have been shown to improve corporate performance. Second, more and more practitioners and donors believe that funding women is the most cost-effective tool for producing social change, as seen in the success of the Women Moving Millions campaign and in such global efforts as the Nike Foundation’s The Girl Effect, which supports adolescent girls in developing countries. “We know that poor women in the developing world save in considerable amounts,”

says Guy Stuart, Associate Professor of Public Policy at Harvard’s Kennedy School of Government. What’s more, he says, “there’s considerable evidence to suggest that putting \$1 in the hands of a woman, even if the \$1 is used by a man, has a significant impact on the household.” As a result, we are also seeing greater profile and increased contributions for such organizations as Women for Women International, Vital Voices, the Global Fund for Women, and more.

In a class by itself in demonstrating the expanding power of women is the 10,000 Women initiative, launched in 2008, which is funding and training women entrepreneurs around the globe, including in the U.S., backed by a staggering \$100 million fund from the Goldman Sachs Foundation. When commitments like that are added to other initiatives, such as microfinancing efforts from Google and microloans to women from Grameen Bank, change turns tangible.

Women now lead in boardrooms and on battlefields, in sports, art, medicine, and even in government. Despite that progress, many women have not yet considered their role in philanthropy or their capacity to be donors. Fundraisers and practitioners, who understand both women’s distinctive giving and the growing body of research that characterizes it, now increasingly have the tools to develop results-oriented strategies for working with women donors. To help fuel that effort, WPI and The Fund Raising School at the Center on Philanthropy have developed a two-day course called “The Dynamics of Women’s Giving,” designed to help fundraisers be successful in engaging women as donors (for more information, visit www.philanthropy.iupui.edu). What’s required is to absorb the knowledge generated from scientific inquiry, rigorous quantitative and qualitative scholarship, and transform that into best practices and strategic solutions.

Looking ahead, WPI is committed to creating practical, research-based ways to engage women donors. There is a good deal of work still to be done, but the goal is within sight now.

We look forward to seeing you at the next symposium.

End Notes

- 1 Internal Revenue Service (2004). Female Top Wealthholders by Size of Net Worth [data file]. Retrieved February 17, 2009 from <http://www.irs.gov/taxstats/article/0,,id=185880,00.html>
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- 8 The Chronicle of Philanthropy (2008). The Philanthropy 50: Americans Who Gave the Most in 2008. The Chronicle of Philanthropy. Retrieved from <http://philanthropy.com/philanthropy50/gifts.php?view=topdonors&year=2008>
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A more comprehensive bibliography of research on women's philanthropy is available at: www.philanthropy.iupui.edu/philanthropicservices/wpi

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Web Sites for Further Study

- GlobalGiving, www.globalgiving.com
- Ms. Foundation for Women, www.msfoundation.org
- New Ventures in Philanthropy (giving circles knowledge center) www.givingforum.org
- The Girl Effect, www.girleffect.org
- Women Donors Network, www.womendonors.org
- Women's Funding Network, www.wfnet.org
- Women Moving Millions, www.womenmovingmillions.org
- Women's Philanthropy Institute, www.philanthropy.iupui.edu/philanthropicservices/wpi

2005 Symposium

Women and Philanthropy: Gaining Momentum

Plenary Speakers

- *How Women in Philanthropy Drive the American Economy and Keep Saving Capitalism*
Claire Gaudiani, New York University
- *Faith and Feminism: Two Roots of Inspired Philanthropy*
Helen LaKelly Hunt, Founder & President, The Sister Fund
- *From Entrepreneur to Philanthropist: Turning Dreams into Reality One Step at a Time*
Patricia R. Miller, Indiana Secretary of Commerce, Co-owner and Co-president, Vera Bradley Design; and Co-founder, Vera Bradley Foundation for Breast Cancer
- *What Do Women Want?*
Dorothy S. Ridings, President, Council on Foundations

Presenters

- *What's Different about Women's Leadership in Philanthropy?*
Bonita Banducci, Banducci Consulting
- *Giving Together: A National Overview of Giving Circles and Shared Giving*
Jessica Bearman, New Ventures in Philanthropy, an initiative of the Forum of Regional Associations of Grantmakers
- *Married Couples' Giving: Who Decides and Why It Matters*
Eleanor Brown, Pomona College
- *Engaging Women of All Ages in Philanthropy*
Meresa Creekmore-Armor, YMCA of Greater Indianapolis; Allison Lewis, Sigma Kappa Foundation; Kari Pardoe, Council on Michigan Foundations
- *Successful Families' Secrets to Wealth Transfer that Works*
Barbara Culver, Resonate, Inc.
- *Women Philanthropists Leveraging Influence and Impact as Change Makers*
Tracy Gary, Changemakers and Inspired Legacy

- *Women Donors Can Make the Difference: The Power to Change the World*
Christine Grumm, Women's Funding Network, and Donna P. Hall, Women Donors Network
- *How Faith Informs Women's Philanthropy*
Carol Johnston, Christian Theological Seminary; Cheryl Hall-Russell, YMCA of Greater Indianapolis; Lynne Himelstein, National Women's Philanthropy Board, United Jewish Communities; Patricia Wittberg, Indiana University-Purdue University Indianapolis
- *Passing the Philanthropic Legacy from One Generation to Another*
Jane Leighty Justis, The Leighty Foundation, and Ellen Remmer, The Philanthropic Initiative
- *Voices of African-American Women on Philanthropy*
Angela Logan, Indiana University-Purdue University Indianapolis
- *Are There Differences in Giving and Volunteering by Race, Gender, and Marital Status?*
Debra Mesch, Indiana University-Purdue University Indianapolis and Patrick M. Rooney, Center on Philanthropy at Indiana University
- *Women, Wealth, and Endowed Philanthropy—Change Is Underway*
Kim Otis, Women and Philanthropy, and Katherine Jankowski, Jankowski & Associates
- *The Modern Women's Philanthropy Movement: Gaining Momentum and New Leadership Initiatives for the Future*
Sondra Shaw-Hardy, Women's Philanthropy Institute, and Martha Taylor, University of Wisconsin
- *Women's Giving to Education: A Long and Relevant Tradition*
Andrea Walton, Indiana University
- *Women, Money, and Spirituality: Applying Values to Giving*
Rosemary Williams, Women's Perspective

2008 Symposium

Moving Women's Philanthropy Forward: Influences, Intent, Impact

Plenary Speakers

- *From Generation to Generation: Celebrating the Philanthropic Legacy*
Julie Fisher Cummings, Managing Trustee, Max M. and Marjorie S. Fisher Foundation, and Caroline Cummings
- *Women and Leadership*
Kimberly B. Davis, Senior Vice President, Global Philanthropy, and President, JP Morgan Chase Foundation
- *Women's Roles in Building Philanthropy*
Anne Mosle, Vice President for Programs, W. K. Kellogg Foundation
- *The She Spot: Why Women Are the Market for Changing the World and How to Reach Them*
Lisa Witter, Chief Operating Officer, Fenton Communications

Presenters

- *New Voices, New Directions for Women's Philanthropy*
Jennifer Pope Baker, Women's Fund of Central Indiana; Ana Collisson, Scripps College; Angela Carr Klitzsch, and Ryan Klitzsch, Giving Sum
- *Giving Circles, Donors, and Civic Engagement: An Investigation of the Real Impact of Giving Together*
Jessica Bearman, Bearman Associates
- *Going Global*
Donna Callejon, GlobalGiving
- *Dames, Dollars, and Data: Measuring the Impact and Influence of Your Women's Program*
Debra Engle and Pat Moline, Oklahoma State University Foundation
- *Philanthropy Among Women of Color*
Marybeth Gasman, University of Pennsylvania; Kijua Sanders McMurtry, Agnes Scott College; and Michele Minter, College Board
- *Women, Islam, and Social Responsibility*
Barbara Ibrahim, American University in Cairo
- *The Media Mix – Women and Philanthropy*
Joanna Krotz, Town & Country, and Andrea Muirragui Davis, Indianapolis Business Journal
- *We Are Powerful: Elevating the Profile of Women's Giving*
Kathleen Loehr, International Planning Associates; Kye Fox, United Way of America; Jill Valenti, American Red Cross; and John Stingley, The Observatory
- *Shaping the Future of the Women's Philanthropy Research Agenda*
Debra Mesch, Women's Philanthropy Institute
- *Who Decides? Women's Influence in Giving to Education*
Debra Mesch, Women's Philanthropy Institute, and Patrick M. Rooney, Center on Philanthropy at Indiana University
- *Models of Engagement for Maximum Impact*
Suzanne Musikantow, Women's Funding Network, and Ruth Ann Harnisch, The Harnisch Foundation
- *Gender, Remittances, and International Philanthropy*
Una Osili, Indiana University-Purdue University Indianapolis
- *Men, Women, X, and Y: Generational and Gender Differences in Motivations for Giving*
Patrick M. Rooney and Melissa Brown, The Center on Philanthropy at Indiana University
- *Leading Toward Change*
Elizabeth Stefanski, Maine Women's Fund, and Michele Minter, College Board



The Center on Philanthropy at Indiana University

The Center on Philanthropy at Indiana University is a leading academic center dedicated to increasing the understanding of philanthropy and improving its practice worldwide through research, teaching, public service, and public affairs programs in philanthropy, fundraising, and management of nonprofit organizations. A part of the Indiana University School of Liberal Arts at Indiana University—Purdue University Indianapolis (IUPUI), the Center also collaborates closely with the Indiana University School of Public and Environmental Affairs. The Center operates programs on the IUPUI and IU Bloomington campuses. Founded in 1987, the Center created the field of Philanthropic Studies. Today it has more than 50 staff members and 60 faculty members across Indiana University.

According to The NonProfit Times, the Center and Indianapolis have developed into “a second nerve center, after Washington, D.C., for information, research and in-depth soul-searching in and about the charitable sector around the world... If [the Center] doesn’t have the information from its own top-flight sector research, it knows where to get it... [the Center is] the first stop for bringing the sector together to think and develop practical solutions.”

The Women’s Philanthropy Institute

The Women’s Philanthropy Institute became part of the Center on Philanthropy in 2004. The mission of the Women’s Philanthropy Institute is to further understanding of women’s philanthropy through research, education, and knowledge dissemination.

By addressing significant and ground-breaking research questions and translating that research into increased understanding and improvements in practice, WPI helps to leverage new and expanded resources for the common good. WPI is the only organization to examine all aspects of women’s philanthropy through a value-neutral lens, from distinctive structures and models to the multiple roles of women in philanthropy and in the nonprofit sector.

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WPI and you – working together to deepen the understanding of women’s philanthropy and to enhance its practice

NOW is the time to work collaboratively to extend the platform and expound the message about the power and impact of women’s philanthropy. As more organizations and individuals recognize and appreciate women’s contributions of time, talent, and treasure, we have the unique opportunity to help strengthen and to truly bring the women’s philanthropy movement to scale.

The Women’s Philanthropy Institute is the only organization to examine all aspects of women’s philanthropy through a value-neutral lens, from distinctive structures and models to the multiple roles of women in philanthropy and in the nonprofit sector. WPI’s work is bolstered by the Center’s internationally respected research department, practical expertise of The Fund Raising School, and association with philanthropic partners around the globe.

WPI Partners

WPI Partners is a network of institutions working in concert with the Women’s Philanthropy Institute and the Center on Philanthropy to deepen the understanding of women’s philanthropy.

Your participation as a **WPI Partner** will invigorate our ability to exchange ideas, test theories, and develop cutting-edge research.

Learn more about benefits and sign up today at http://www.philanthropy.iupui.edu/PhilanthropicServices/WPI/wpi_partners.aspx

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Philanthropic Support

The Women’s Philanthropy Institute (WPI) is well-positioned to lead the way in furthering the understanding of women’s philanthropy through research, education, and knowledge dissemination.

Philanthropic support is essential to WPI’s ability to accomplish its mission. By supporting our work, you advance our collective efforts in research and education and reinforce the field.

To learn more about how to support WPI, please contact:

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