

11 TRENDS

— IN PHILANTHROPY FOR —

2020

Anticipate and embrace **what's next.**



JOHNSON CENTER

AT GRAND VALLEY STATE UNIVERSITY

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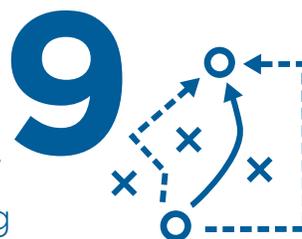
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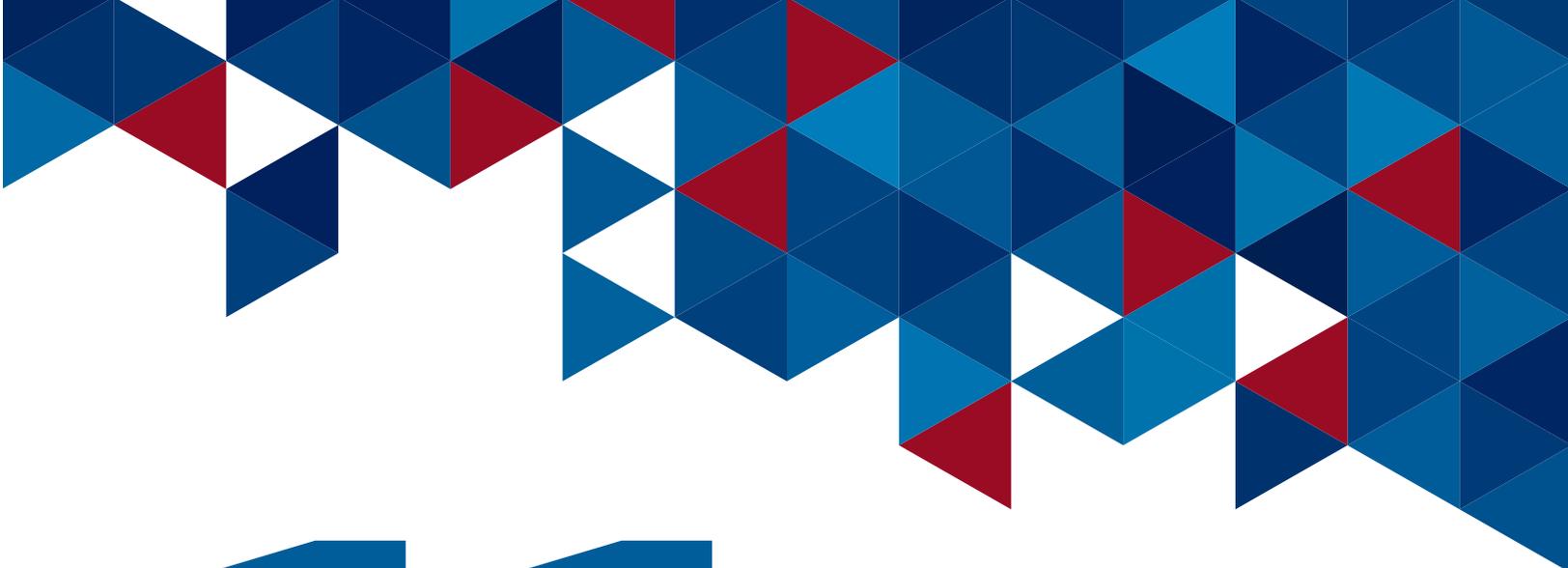
Teri Behrens

As this fourth annual *Trends* report is being written, the public and private sectors are in a time of upheaval. With the impending United States presidential election, partisanship is escalating. The impeachment of our current president, the authority to engage in military operations, and the ongoing divides over social issues such as abortion and transgender rights have all played into widening the divide. Although the U.S. economy is going strong in many respects, some business segments are in rapid decline due to changes in consumer behavior (especially the shift to online shopping) and the impacts of international trade tensions.

At the same time, the philanthropic sector has been roiled by critiques of the role that billionaire philanthropists play in influencing public policy, and we see these critiques as continuing. However, we also see the philanthropic sector as being best positioned to help unite us, domestically and internationally, to address some of the global challenges we face. As a sector, we focus on solving problems, meeting human needs, and developing innovative approaches to addressing complex situations. We invite you to join us in discussing these trends by following us on social media, reading our blog at johnsoncenter.org/blog, and subscribing to our email newsletters.

A handwritten signature in black ink that reads "Teresa F. Behrens". The signature is fluid and cursive.

Teresa Behrens, Ph.D.
Executive Director



11 trends IN PHILANTHROPY for 2020

What place should philanthropy hold in a democratic society?

Across our field, in politics, in business, and in our communities, Americans are questioning the very nature of philanthropy and probing its core value. These questions ask who has the responsibility — or the right — to tackle complex problems like poverty and climate change. They ask how nonprofits and funders are evolving in response to community needs. They ask what is just, and they ask what is kind.

These questions are not new; they have been at the heart of our sector since the beginning. Rather, they are renewed in our modern context. Here, we explore 11 trends in philanthropy for 2020 to help you anticipate and embrace what's next.



Increasing Critiques of (Big) Philanthropy

Go to any philanthropy conference today and one of the keynote speakers is likely to be the author of a book about “the elite charade of changing the world” (Giridharadas, 2019), “why philanthropy is failing democracy” (Reich, 2018), or the need to “decolonize” and “heal” (Villanueva, 2018) a philanthropic sector gone awry.

The same conversation is happening even outside philanthropy’s circles. Historian Rutger Bregman made headlines for bitterly dismissing the “stupid philanthropy schemes” of the rich at Davos (Ho, 2019), and the public questioned the legitimacy of donor priorities after donations poured in to repair fire-damaged Notre Dame Cathedral (Sullivan, 2019). Mainstream media outlets criticize billionaires like Mark Zuckerberg or Michael Dell when they argue against a wealth tax by defending how much good they can do with their wealth through large-scale philanthropy (Aronoff, 2019; Roberts, 2019).

Some (though definitely not all) of these critiques go beyond arguments on the effectiveness of philanthropic practice. They question whether philanthropy even has a legitimate place in democratic societies, and they challenge the considerable power wielded by big philanthropists. Some critics don’t just say “fix it” but rather, “throw it out.”

Sharp, fundamental, even scathing critique of philanthropy is certainly not new. As Rob Reich (2018) points out, French economist Anne Robert Turgot railed in the mid-1700s against donor-directed, perpetual foundations using arguments that are remarkably similar to the ones we hear now. When Andrew Carnegie and other Gilded Age philanthropists announced their philanthropic plans, they were met with deep suspicion — in the same way George Soros and many other big donors are today.

This debate is necessary and has clearly been helpful in raising core questions about philanthropy’s role over the years. Any powerful, widespread, value-laden social institution like philanthropy *should* be subject to close examination and critical appraisal. Big donors shape the communities we all live in, often in transformative ways. They have outsized impact on every cause we care about. And their actions have

social and moral implications that we should examine closely (Payton & Moody, 2008).

In fact, thoughtful scrutiny of philanthropy is arguably more essential than ever before, as philanthropy — especially elite philanthropy — is experiencing tremendous expansion and unprecedented evolution (Soskis, 2014). These changes are raising tough questions that we need to talk about. For instance:

- Increasing economic inequality is feeding increasing philanthropic inequality, as a greater percentage of charitable dollars are coming from a shrinking number of big donors (Moody, 2019a).
- Donor Advised Funds (DAFs) are growing at lightning-fast speed, yet, unlike foundations, they have no legal payout nor annual reporting requirements. For some observers this creates a moral hazard and perpetuates donor power (Madoff, 2016), even if overall DAF payout rates are higher (in aggregate) than foundations (National Philanthropic Trust, 2019).
- Turgot’s warning about the dangers of perpetual endowments is coming home to roost, as endowments balloon in size and the debate intensifies over whether deceased donors should wield such long-term control (Ostrower, 2016).
- Philanthropy and nonprofits increasingly intersect in complex ways with government, and businesses increasingly look to “do good” as well as make a profit. This blurring of sector boundaries makes it harder to see clearly what role philanthropy can and should play (Moody, 2019b).

Fortunately, our ability to scrutinize activities like elite giving — a world that used to be mostly hidden — is also increasing.

Philanthropy-focused media outlets — from *Nonprofit Quarterly* to the *Chronicle of Philanthropy* to *Inside Philanthropy* — have grown in the last several decades, bringing a journalistic penchant for investigation and constant questioning to their coverage of philanthropy. Many of these outlets have recurring series on topics like “philanthropy and democracy” (*Chronicle of Philanthropy*, 2019).

And when philanthropy makes it to the proverbial front page of the mainstream media, it is often a story about critiques of giving. In 2000, Felicity Barringer of *The New York Times* identified “the four horsemen of nonprofit coverage — charity balls, big gifts, soft features about worthy programs and, of course, scandal.” Today, the fourth topic is still a popular focus, and the coverage of the other three often includes questions about their actual impact. This does not mean there is more bad behavior and unaccountable elite control in philanthropy today, just that it is easier now to learn about and debate that behavior and control (Lenkowsky, 2006).

While all this increased scrutiny and critique is, again, essential, we also need to be careful. We need to avoid throwing the baby out with the bathwater.

“ [W]e have to have **meaningful, open, informed conversations** about what we want the role of philanthropy to be, and what philanthropy ‘at its best’ looks like. ”

Some current critiques, for instance, move too easily from concerns about the most elite — or the most egregiously unethical — expressions of philanthropy, to foundational condemnations of the entire institution and practice of philanthropy. They slip too easily from judgments of *big* philanthropy to judgments of *all* philanthropy. This simplistic stance threatens to undermine the significant historical and social role philanthropy can, has, and should play in our democracy (Buchanan, 2019).

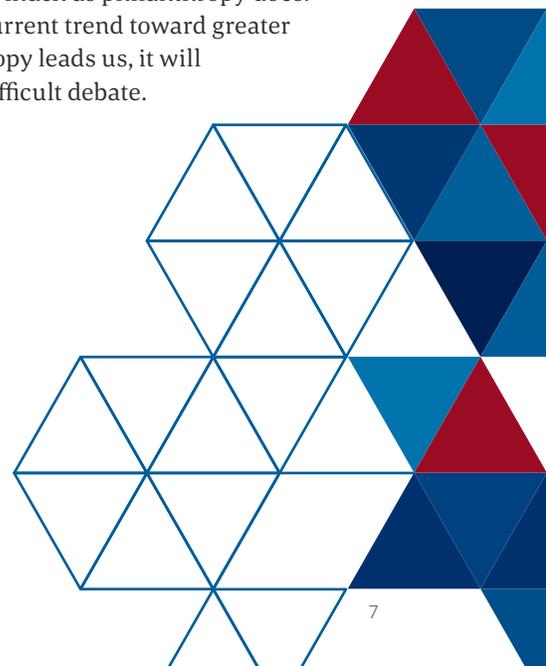
Organized philanthropy, done well, can have a dramatic and even inclusive impact in communities.

It can embrace our highest ideals of democratic decision-making and community-shaped responses to collective challenges. But to reach this aspiration, we have to have meaningful, open, informed conversations about what we want the role of philanthropy to be, and what philanthropy “at its best” looks like (National Center for Responsive Philanthropy, 2009).

As this trend toward increasing critique of philanthropy continues, we would hope not for less critique, but for *better* critique. This means critique that is:

- Informed by research and based on deep knowledge about philanthropy in all its diverse expressions, elite and non-elite.
- Complex and nuanced enough to foster critical discussion about philanthropy’s distinctive and legitimate role (Buchanan, 2019).
- Open to evidence that both donors’ motives and the consequences of giving are rarely black and white.
- Constructive and focused on making philanthropy better for all involved, more a tool to fight injustice than a means of expressing injustice. (Rockefeller Philanthropy Advisors, 2019).

Good critique is a calling in, not a calling out. And in a democratic society, all people should be called in to the conversation about institutions that affect their lives and societies as much as philanthropy does. If this is where the current trend toward greater critique of philanthropy leads us, it will be worth the often difficult debate.





Equity Mapping Tools Combine the Power of Data and Narrative Change

In just the last decade, U.S. foundations have dispersed \$3.4 billion in racial equity grants, with the Ford and W.K. Kellogg Foundations topping the list (Candid, n.d.). Over this same period, technological innovations and the amount of data that we create and collect have been accelerating rapidly. Experts estimate more than 150 zettabytes (150 trillion gigabytes) of data will need to be analyzed by 2025 (Kulkarni, 2019).

With so much money and information in the mix — and so many lives and communities in the balance — philanthropy has an opportunity to better leverage the data we have to achieve the ends we seek.

The Social Innovation Exchange reminds us that with such a large quantity of data in need of analysis, there is a growing demand for practitioners to be skilled at collecting, interpreting, and using data (Junge, Schreiner, & Pulford, 2018). Not all nonprofit practitioners, however, will be data scientists on the side. There is a growing need for tools and systems that can help broader audiences make sense of large quantities of data for informed decision-making. One approach to addressing this issue is through equity mapping.

Members of the National Neighborhood Indicators Partnership (NNIP, 2014) define equity mapping as the use of “GIS technology to make the connection between so-called areas of opportunity — places where jobs are relatively plentiful and access to education, healthcare, and other amenities is close at hand — and communities with high concentrations of low-income and minority residents” (para. 1). Users of equity maps (or equity atlases) are able to obtain a clear picture of which assets exist within a community.

According to the U.S. Department of Housing and Urban Development (2014), the first equity atlas in the nation was the Pacific Northwestern Regional Equity Atlas, produced for the Portland-Vancouver region in 2007. The second atlas appeared five years later, when Denver, Colo. released the Denver Regional Equity Atlas in 2012.

Today, equity atlases have cropped up around the country, some in the form of static maps and others

as interactive, web-based mapping platforms. Equity atlases tend to focus on a specific region, such as the Bay Area Equity Atlas and the Metro Atlanta Equity Atlas. They also can focus on a specific topic, such as that Denver Regional Equity Atlas, the Los Angeles Index of Neighborhood Change, and the Transportation Equity Atlas in New York City.

“
Equity mapping is proving invaluable for helping local leaders make **decisions about investment and development opportunities** and target the impact of proposed projects.
”

While most equity atlases focus on smaller geographic regions, there are some equity mapping tools that focus on the entire nation. The Opportunity Atlas, produced by Harvard’s Opportunity Insights, focuses on economic indicators, while the National Equity Atlas from the University of Southern California’s Program for Environmental and Regional Equity (PERE) and PolicyLink focuses on equitable and sustainable community futures. These national equity atlases help us understand not only the differences within our own geographies of interest but also how these geographies compare to surrounding regions and the nation as a whole.

Equity mapping is proving invaluable for helping local leaders make decisions about investment and development opportunities and target the impact of proposed projects (e.g., expanding transit access,

opening a community college satellite). To provide local leaders with the best information available, it is preferable to have datasets available at small geographic levels, like census tracts. Visualizing data for smaller geographic levels on a map can highlight which localities in a city should be given priority attention over others. For example, Denver's use of an equity atlas helped investors identify sites near public transit for affordable housing and healthy food financing (Sadler, 2014).

Researchers, too, use equity mapping in their work. Ohio State University's Kirwan Institute for the Study of Race and Ethnicity (2019) developed Child Opportunity Index maps in partnership with diversitydatakids.org. The Institute's maps show the opportunity levels in metropolitan area census tracts, relative to other tracts in the area. Virginia Commonwealth University's Center on Society and Health is also using equity maps for research purposes. Its maps show just how drastically life expectancy can differ even between neighborhoods in a single city. According to the Center (2016), "In some cases, life expectancy can differ by as much as 20 years

in neighborhoods only about five miles apart from one another" (para. 1).

Equity maps are also helping communities flip the script for narrative change. Asset maps, a type of equity map, can help highlight the strengths of all communities, including those that are often considered underprivileged or disadvantaged. For example, HealthyCity.org, developed and maintained by the Advancement Project California, allows users to map assets, including arts and culture organizations, athletic fields/courts, farmers' markets, public health organizations, and many others (Healthy City, n.d.). Philanthropic organizations can use asset maps to better understand communities and their strengths, rather than focusing only on disparities.

Philanthropy and technology are changing rapidly, and as more and more data become available, the need for accurate interpretations continues to grow. Combining the power of mapping tools with the ever-finer interpretations of data can help advance data-informed decision making at every level.

3



by Teri Behrens and Tory Martin

Collaboration and Consolidation in Philanthropy's Infrastructure

Over the past several years, we've seen an increase in philanthropic infrastructure groups coming together to collaborate and consolidate. There are both benefits and potential pitfalls in the shifting landscape of the philanthropic infrastructure.

On the consolidation side, the 2019 merger of Foundation Center and GuideStar — longtime giants in the landscape of philanthropy's infrastructure — into one entity, Candid, was a major development in the field. It is a marquis example, but it is not unique. At the local level, for instance, the Mississippi Center for Nonprofits and the Mississippi Association of Grantmakers also merged in 2019 to become one

unified organization — the Mississippi Alliance of Nonprofits and Philanthropy.

Evidence of collaboration is also abundant. For instance, in 2017, the Forum of Regional Associations of Grantmakers concluded a two-year visioning process and unveiled a new name and mission — the United Philanthropy Forum aims "to be the place where philanthropy's infrastructure comes together, integrating regional [Philanthropy Serving Organizations'] deep regional roots and connections with national PSOs' deep content knowledge and reach in a more comprehensive and strategic way" (United Philanthropy Forum, 2017, para. 3).

In a similar vein, Joint Affinity Groups is now Change Philanthropy. Through Change, organizations like EPIP, ABFE, and AAPI come together biennially for a joint Unity Summit. Their emphasis is on collaboration and urgency.

Funding constraints are clearly a factor in this trend. The Foundation Center’s 2018 report, *U.S. Foundation Funding for Nonprofit and Philanthropic Infrastructure, 2004–2015*, noted that in the full twelve-year period studied, infrastructure funding amounted to less than 1% of all foundation giving (0.71%).

An earlier report from the Foundation Center (2015) highlighted that, from 2004–2012, 881 funders awarded infrastructure grants to 511 nonprofits. However, 35 organizations, or just under 7% of all infrastructure organizations that received grants in that timeframe, received 48% of all infrastructure funding. The top four recipients — Foundation Center, the Bridgespan Group, Independent Sector, and the Council on Foundations — each received an average of more than \$5 million a year.

“ [T]he desire to forge stronger, more balanced relationships between funders and nonprofits is also a driver of this trend toward collaboration and consolidation. ”

In total, the number of organizations receiving infrastructure support declined from a high of 328 in 2011, to 287 in 2015 (Foundation Center, 2018). Less than a year later, 22 infrastructure organizations issued a joint appeal, *Investing in Infrastructure*, inviting funders to dedicate at least 1% of their grantmaking to infrastructure support (National Council of Nonprofits, 2016). That would represent a small but substantial increase over 2015 levels.

On a positive note, the desire to forge stronger, more balanced relationships between funders and nonprofits

is also a driver of this trend toward collaboration and consolidation. As the Worldwide Initiatives for Grantmaker Support (WINGS, 2017) notes in a report,

The combination of complementary strengths is a means to increase the effectiveness of an intervention...Building strong partnerships and collaborating are therefore important for philanthropy infrastructure organizations to develop the field and strengthen the sector. It is also one of the things that funders identified as key where they felt there was room for improvement. (p. 43)

Significantly, the numbers also illustrate that foundations are generally more inclined to support infrastructure organizations that explicitly serve foundations than those that serve nonprofits or are multi-sectoral: support for multi-sector infrastructure organizations represented only 9.5% of 2013–2015 grants, as compared to 36.9% for organizations serving foundations (e.g., regional associations and affinity groups).

Calls for greater investment in philanthropy’s infrastructure continue to appear, however. In 2018, *Alliance* magazine and WINGS launched the #LiftUpPhilanthropy movement to encourage greater investment — and attention — from funders. “There are some encouraging signs,” writes Benjamin Bellegly (2018), executive director of WINGS, “that a growing number of funders, including individual philanthropists from emerging market economies, but also non-philanthropic funders such as development aid agencies, are strengthening their investments in this field” (para. 6).

In the 2017 WINGS report, 65% of respondents shared that “Staffing Size (Understaffed)” is a challenge for their organization. Forty percent identified “Staffing: Procurement of Knowledgeable Talent” as a challenge, as well. Serving an understaffed and under-resourced sector, philanthropy’s infrastructure is already working with less than what it needs to serve the field optimally. As we’ve noted in the past,

Concentration and consolidation can often lead to greater efficiencies and bigger impact when those who were pulling separately now pull together...But alternatively, it can also mean that there are fewer resources and thinkers available to do complex work. Our field can benefit from remembering that consolidation should happen when and because it advances the work (Behrens, 2019, para. 5).





Data Science for Social Impact

In a world where 294 billion emails are sent daily, and roughly 3.8 million internet searches are performed every minute (Desjardins, 2019b, 2019a), there is no question about the power, importance, and value of data.

A huge proportion of the data we have is not purposefully created by users. Rather, it is passively generated and collected as a byproduct of everyday interactions with digital products or services, including mobile phones, credit cards, and social media. This trail of unconventional data reflecting users' habits or behaviors is called exhaust data, or a digital footprint (Kirkpatrick, 2011). And as the world's access to new and more sophisticated technology expands, this data is playing a much larger and more complex role in our lives and work.

Data science is the multi-disciplinary field that emerged from the increasing need to extract knowledge faster and more efficiently from both structured (i.e., organized and formatted) and unstructured data. The scientific methods, processes, and algorithms utilized in data science are not themselves new concepts. The main differences in their contemporary application come from current levels of computing capabilities and the massive amounts of data available for analysis.

Businesses were quick to embrace the power of data and data science to maximize profit. As a sector, they developed and implemented systems to convert their data into usable information to help create new products, optimize services, and reduce costs. The narrative, however, has been different for organizations that work for social change, as limited resources often keep them from taking full advantage of this data revolution.

At the macro level, we have seen about a decade of action aimed at advancing the nonprofit sector's ability to use data for social good. The term "data scientist" itself only dates to about 2008 (UC Berkeley, 2019). In 2011, the United Nations introduced the term "data philanthropy" at the World Economic Forum to describe and encourage a new form of partnership in which private sector companies share data for public benefit (Kirkpatrick, 2011). Examples of these kinds of partnerships are outlined in the Urban Institute's report,

Data Philanthropy: Unlocking the Power of Private Data for Public Good, and include datasets and projects supported by major digital players, including Google, Twitter, the National Institutes of Health, and others (McKeever, Greene, MacDonald, Tatian, & Jones, 2018).

“**Individuals and foundations are responding to — and fueling — this trend by investing heavily in academic programs that train students to enter the workforce as data scientists.**”

Simultaneously, organizations like DataKind (launched in 2011) and the Data Science for Social Good Foundation (founded in 2013) have been pioneers in connecting data science talent with social organizations.

Groups that recognize the need to close the gap between the speed at which data is generated and the amount of effort needed to make that data useful have started to invest in helping nonprofits and governments embrace the use of data science. United Way Worldwide is one such organization: “With effective data insights, we can help companies be much more strategic in investing in the best performing solutions that align to corporate Environmental, Social, and Governance (ESG) priorities,” said William Browning, senior vice president and chief transformation officer (personal communication, December 10, 2019).

At the 2019 World Economic Forum, the Rockefeller Foundation and the Mastercard Center for Inclusive Growth announced an initial commitment of \$50 million over five years for Data Science for Social Impact, a transformational model for collaborative philanthropy designed to build and accelerate the use of data science to solve important social challenges (The Rockefeller Foundation, 2019).



The National Science Foundation also announced a commitment in 2019 to invest \$30 million in each of its 10 Big Ideas; two of those, Harnessing the Data Revolution and the Future of Work at the Human-Technology Frontier, include workshops and research on Philanthropy Data Analytics (National Science Foundation, 2019).

Individuals and foundations are responding to — and fueling — this trend by investing heavily in academic programs that train students to enter the workforce as data scientists. Together, their contributions amount to hundreds of millions of dollars in gifts (Scutari, 2019). In 2017, Taner Halicioglu, a former engineer at Facebook, alone pledged \$75 million to UC San Diego to establish a data science institute. And in 2019, the Quantitative Foundation gifted the University of Virginia \$120 million, the largest single gift in the university's history, to establish the School of Data Science (Hester, 2019).

(These investments could be tangentially tied to philanthropy's growing interest in supporting workforce development. "Data scientist" was ranked the #1 Best Job in America by Glassdoor for 2019 — the third year running.)

Data science adds depth and nuance to information on human behavior and experiences. New sources of data, new technologies, and new analytical approaches, if applied responsibly, can enable more agile, efficient, and evidence-based decision-making. With the proper data protection measures in place, data science and analytics can contribute to sustainable development and equitable community change.

Still, new trends come with new challenges: major gaps are opening between those with access to data and technology and those with more limited resources. Concepts like artificial intelligence, big data, and machine learning generate enough debate that focus often shifts to *methods* of doing work instead of *reasons why* the work should be done in the first place.

Awareness of the biases, weaknesses, and blind spots that affect both individual and communal thinking will help reduce the inequality frontier that threatens to split the world between those who know, and those who do not. But data science must remain a collaborative effort, an ecosystem of shared responsibility where capacity, leadership, tools, data, policy, and governance are given equal importance in order to achieve inclusive and sustainable growth.

5



by Teri Behrens and Tory Martin

Millennials in the Nonprofit Workforce Present Challenges and Opportunities

The most recent data available show that the nonprofit sector employs 12.4 million workers, 10.2% of the U.S. workforce overall, at an average wage of \$53,367 (U.S. Bureau of Labor Statistics, 2019). The sector employs more than 15% of the workforce in 10 states, including, for example, Pennsylvania, Minnesota, and New York, and is the third largest workforce in the country, behind only "retail trade" and "accommodations and food service," and equal to "manufacturing" (Salamon & Newhouse, 2019). By any measure, the nonprofit sector is a major force in the U.S. economy.

This year, millennials — born between 1981 and 1996, although interpretations vary — are predicted to make up more than half of the U.S. labor force for the first time, outnumbering baby boomers who are about a quarter of the workforce (Fry, 2018). The U.S. population as a whole is expected to hit majority minority status by 2045 (Frey, 2018). Emerging, more heterogeneous generations are requiring that workplaces of all kinds evolve. Philanthropy is no exception.

Nonprofit leaders are well aware that, despite vocal enthusiasm and mountains of data, we are not

making rapid enough progress in diversifying the sector (e.g., BoardSource, 2017; Funders for LGBTQ Issues, 2018). Hiring and retention can mitigate this stagnation. However, larger demographic shifts also require philanthropy to “keep up with the times.” Some organizations are looking to open the doors wider by focusing on entry points. Opportunities include:

- **Increasing the availability of paid internships and apprenticeships.** People of color especially report “that unpaid internships and low-salaried jobs were significant barriers early on in their careers and [pose] a challenge to their retention and advancement” (Fund the People, 2019, p. 15).
- **Expanding the use of competency-backed hiring practices.** Competency-based hiring strategies have been shown to result in greater diversity in hiring, increased talent retention, and improved overall performance (Grigoryev, 2006; Talent 2025 and West Michigan Works!, 2018).

This generational changing of the guard presents both great opportunity and some challenges for the nonprofit workforce. On the challenge side, much has been written about the personality traits of millennials — and some of it is supported by research. Well-done research has shown that narcissism and high self-esteem are more prevalent in millennials than in previous generations. (See Ng, Lyons, & Schweitzer, 2012 for a summary of the research.) They want close contact with their managers — in fact, they are looking for coaches rather than bosses, and they change jobs more frequently (Gallup, 2016). As a sector that already struggles with a lack of skilled leaders and high turnover rates, nonprofits will have to re-examine how they think about talent development and retention.

The opportunity for nonprofits is that millennials are looking for more than a paycheck; they want their work to have meaning and see their work as their life — not just a job — while at the same time seeking good work-life balance (Gallup, 2016). They are values-based, and may be willing to trade higher pay and faster advancement for more flexibility (ProInspire, 2015; Finn & Donovan, 2013). These changing attitudes are reflected in their desires for workplace change:

- **Work-Life Flexibility.** 55% of respondents to the 2015 Employee Job Satisfaction and Engagement report from the Society for Human Resource Managers (SHRM), reported that the “flexibility to balance work and life issues” is very important to

their job satisfaction — that was up 10% from the previous year’s report (SHRM, 2015).

- **Learning organizations.** Millennials look for — even require — opportunities to develop their capacities as workers and leaders. They are attracted to workplaces that commit to professional development, ongoing and transparent feedback, and cross-generational mentorship (ProInspire, 2015).
- **Quality over Quantity.** Millennials want workplaces that measure productivity in output, rather than hours worked or physically in the office (Finn & Donovan, 2013). Their insistence on flexible — and often remote — work schedules runs up against traditional workplace norms.

“As a sector that already struggles with a lack of skilled leaders and high turnover rates, nonprofits will have to re-examine how they think about **talent development and retention.**”

Mission-driven nonprofit work would seem to be an ideal match for this generation of the labor force. However, as more for-profit companies emphasize social outcomes, the nonprofit route may actually be less attractive based on salaries and benefits. Meanwhile, evolving technologies and for-profit social enterprises are providing ways outside of traditional work and formal organizations to engage (Millennial Impact Report, 2018).

The millennial generation is the most diverse in the history of the country (56% of millennials are white, versus 72% of Baby Boomers) (ProInspire, 2015). The increasing diversity of the overall working population will lead to a more diverse pool from which to draw employees. However, nonprofits need to take steps to create better and clearer pathways into leadership positions if they hope to keep this generation of employees engaged.



Increased Attention to Sustainable Development Goals

In May 2018, Kanye West set off an unusual internet firestorm. Seemingly out of nowhere, West shared a tweet with his 28 million followers, “The United Nations introduced the Sustainable Development Goals and platform in 2015 to transform the world by 2030” (Gharib, 2018). Across the Twitter-sphere many people, especially those in organizations doing the work to achieve these goals, debated the tweet’s value. Was West’s message a throw-away comment, or could his influence as a celebrity help bring attention to these global efforts? (Gharib, 2018).

In 2015, the United Nations (U.N.) members adopted the Sustainable Development Goals (SDGs), also known as Global Goals. The SDGs are a set of 17 interconnected goals that ideally would lead to all people having a viable future and a significant quality of life by 2030. The goals, which focus on the eradication of extreme poverty and inequality, and climate improvement, comprise 169 targets and 232 indicators to measure impact (United Nations, 2019). The SDGs are a more transformative and comprehensive successor to the U.N.’s Millennium Development Goals that originated in 2000 (ICLEI, 2015).

Whether or not West’s tweet had a measurable impact on public interest or progress on these goals, it is clear that philanthropy is increasing its investment in these efforts and in the public’s awareness. Between 2010 and 2015, foundations worldwide spent an average of \$34.3 billion annually on global initiatives that aligned with SDG goals (SDGFunders by Candid, 2019). That number increased considerably following the adoption of the SDGs. Between 2016 and 2019, foundations spent an average of \$39.8 billion annually (\$159 billion total), with a few weeks remaining in 2019 at the time of this writing (SDGFunders by Candid, 2019).

While this \$5.5 billion annual funding increase can’t be directly attributed to the adoption of the SDGs, it does provide evidence that philanthropists have increased their investment in SDG-related initiatives. Since 2016, the top foundations dispersing funds worldwide include: the global development heavy hitter, Bill &

Melinda Gates Foundation (\$12.8 billion), Fidelity Charitable (\$4.6 billion), and Gothic Corporation (\$3.4 billion), formed to support the tax-exempt intentions of Duke University. Philanthropic dollars have most heavily supported the goals of Quality Education (\$64.3 billion); Good Health and Well-Being (\$50.7 billion); and Peace, Justice, and Strong Institutions (\$16.0 billion) (SDGFunders by Candid, 2019).¹

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The Sustainable Development Goals are a set of 17 interconnected goals that ideally would lead to all people having a **viable future and a significant quality of life** by 2030.

While private foundations doing international grantmaking have been among the biggest users of the SDG framework, the Council on Foundations’ report about the relevance of the SDGs for community foundations is helping draw attention to their value (Ross, 2018). For instance, we are starting to see some community foundations, such as the Southwest Florida Community Foundation, begin to use the SDGs in assessing their work.

Foundations are collaborating amongst themselves and other stakeholders to track philanthropic investments and SDG outcomes to accelerate impact. The SDG Philanthropy Platform (SDGPhilanthropy.org) is supported by the United Nations Development

¹ Grants may be counted in the funding totals of multiple SDGs, rendering the calculation of percentage of overall funding by SDG, inaccurate.

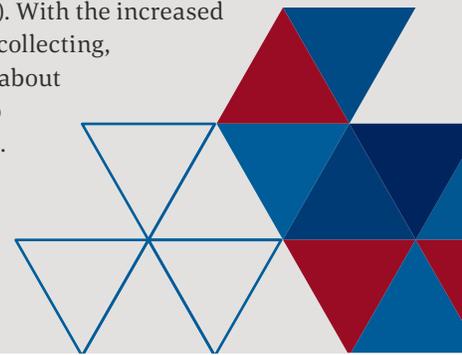
Programme and Rockefeller Philanthropy Advisors, and provides reports and highlights on current initiatives and regions of focus.

SDG Funders (SDGFunders.org) grew out of the SDG Philanthropy Platform. Created by Candid (formerly Foundation Center and GuideStar), and funded by the Conrad N. Hilton Foundation, Ford Foundation, and the MasterCard Foundation, it provides tools and captures data primarily from U.S. foundations, to support alignment and report on giving that advances SDG targets. The populations targeted by the grantmaking and region/country of funding source are also available on the site.

Philanthropy is also supporting efforts to keep the public informed about global progress toward these goals. The SDG Tracker (SDG-Tracker.org) is an open-access data visualization tool that allows the public to view SDG goal progress globally and by country. It is

a collaboration between researchers at the University of Oxford and the Global Change Data Lab, which publishes Our World in Data (Ritchie, Roser, Mispy, & Ortiz-Ospina, 2019). The data available on the tracker include U.N. statistics and information from other international organizations. Our World in Data has received grant support from the Gates Foundation, Susanne Klatten, and Nuffield Foundation, as well as contributions from sponsors.

Achieving the 17 SDGs by 2030 will require an additional estimated \$2.5 trillion annually (SDG Philanthropy Platform, 2019). With the increased attention to the goals and to collecting, analyzing, and sharing data about progress, we may get close to accomplishing some of them.



7



by Michael Moody and Michael Pratt

Tainted Money and Tainted Donors: A Growing Crisis?

Just about every major arts institution — from the Guggenheim to the Louvre — has received sizable funding from the Sackler family. Until recently, this arts patronage was how most people knew the Sackler name — if they knew it at all.

But the Sacklers, and their company Purdue Pharma, makers of the addictive painkiller OxyContin, are now becoming much better known for a different reason — their aggressive marketing of the drug despite its known dangers, and their complicity in fueling the nation’s deadly opioid epidemic. Museums with a Sackler-named wing, and other nonprofits supported by the Sackler family, now find themselves facing tough questions and ethically complex choices (Singer, 2019).

Unfortunately, the Sackler family’s fall from grace is not an isolated case. New examples of this sort of

“tainted donor” or “tainted money” problem seem to keep popping up: the boiling controversy over financier and convicted sex offender Jeffrey Epstein’s contributions to MIT’s Media Lab, and the Lab’s handling of this uncomfortable fact (Binkley, 2019); the University of Southern California’s rejection of a \$5 million gift from former film producer and accused sexual predator Harvey Weinstein, meant to support female filmmakers (Helge, 2018); and questions about the prominent board seats occupied by tear gas-maker Warren Kanders (Halperin, 2019). In some circles, the “cleanliness” of *any* money gained through current, predatory capitalist practices should be considered suspect (McGoey, 2015).

All of this puts the nonprofits who depend to varying degrees on private donations in an ethically complicated spot.

These concerns harken back to ethical questions raised about major philanthropists in the past, such as the famous controversy over John D. Rockefeller's gift to the missionary arm of the Congregationalist Church in 1905 (Mislin, 2019). In fact, the term "tainted money" was popularized in that debate, mainly by Congregationalist minister Washington Gladden. Gladden was the leading voice for rejecting Rockefeller money because of concerns over how it was made (Soskis, 2017).

But even at that time, ethical opinions were mixed about whether charities should accept tainted money. Salvation Army founder William Booth is often quoted as saying at the time, "the problem with tainted money is there t'aint enough!" Whether Booth actually said that or not, we know he was strongly in favor of accepting such money, saying tainted money was "washed clean" when used for the greater good (Winston, 1999).



In today's hyper-connected world, concerns about supposedly tainted donors or money are more easily raised and more rapidly spread.



In today's hyper-connected world, concerns about supposedly tainted donors or money are more easily raised and more rapidly spread. Yet nonprofits and donors have never really developed a sophisticated way of addressing the thorny ethical questions raised in these cases. And this might be the silver lining in the current wave of controversies. They can force us to think and debate more deeply about the ethics of giving and receiving, and to develop better conceptual tools for handling these sorts of challenges in our field.

To do so, we first need to better understand these challenges and their context.

First, what exactly "taints" the money or the donor, and what variations are there in these claims? The distinction between tainted *money* (problems with how

money was created) and tainted *donors* (problems with who is giving money) seems a primary one to clarify. Also, are there variations in severity that might matter — e.g., the stigma attached to donors accused of child abuse might be more problematic than that attached to donors accused of not paying their workers a living wage? And perhaps most important, who gets to decide whether a certain money or donor is tainted or not?

Beyond these conceptual questions, and even more urgent, are the practical questions, especially for nonprofits — questions about the range of possible responses, the process of deciding how to respond, and protocols to preempt or mitigate the risk of future tainted donations. What choices do nonprofits have beyond just refusing or returning the donation (Dunn, 2010)? And who should be consulted? How should the decision be communicated, especially when the ethical questions are blurry or disputed? What policies or procedures should nonprofits adopt to guard against the risk posed by tainted money and donors?

There are some resources in the field to help nonprofits and donors find their way through this ethical thicket. Nonprofit membership and philanthropy support organizations, like Independent Sector and the Association of Fundraising Professionals, have Codes of Ethics that address the tainted money/donor issue (Independent Sector, 2015; Association of Fundraising Professionals, 1964). But while useful, these often do not provide explicit advice for nonprofits who find themselves facing this sort of challenge. U.S. nonprofits can find some guidance by looking to the U.K., where regulators have developed some detailed, actionable guidelines for how and when to accept (or reject) a donation (Charity Commission for England and Wales, 2018; Fundraising Regulator, 2019).

Examples of practices that would enable nonprofits to anticipate, mitigate, and/or respond to this challenge include investing more resources in vetting donors, creating standing ethics committees, and developing and implementing formal policies and procedures for accepting (or rejecting) donations (Rendon, 2019). These policies and procedures address variables like how the extent of due diligence might change with a gift's size, the conditions under which a donation should be rejected, and contingency plans for when a previously accepted donation becomes tainted.

Finally, we need to always remember that establishing general policies and procedures is not enough to find our way through these ethical quagmires (Levine, 2019). Context matters in every case. What is "right"

might depend on many factors of the situation and the parties involved. For example, might oil companies be considered tainted donors to environmental organizations, but not so much to arts ones? Will an organization on the brink of insolvency be more willing to accept suspect donations just to keep their doors open? And if a nonprofit has accepted donations from a donor repeatedly in the past, does this change their decision about whether to continue to accept donations when new allegations are made against that donor?

Whatever the specifics, we know these sorts of tainted money and tainted donor questions will continue to

arise, and will continue to trouble both nonprofits and the donors who support them. We should use this trend as an opportunity to have a more complex and sophisticated conversation about the ethics of philanthropy. This better conversation will help all parties around the philanthropic table be more accountable and have greater impact.

8



by Juan Olivarez

Inclusive Growth Requires Urgent Collaboration and Deliberate Patience

Many philanthropic organizations have been joining forces — with their assets, competencies, and relationships — to invest in new economic opportunities and innovations, hoping to create prosperity for more people.

These efforts have been playing out for more than a decade, through international, national, and local communities. Their focus has been on inclusive growth — a concept that promotes communities where all people share in the benefits of economic growth and increasing upward mobility, especially marginalized communities (Liu, 2017).

Today's activities differ from past efforts in that they 1) embrace highly place-based orientations, and 2) they integrate strategies, learned over an extended period of time, that are finding success. These strategies include a heavy emphasis on collaboration among public, private, and philanthropic entities (Rubin, Blackwell, & Schildt, 2016); an innovative investment strategy (Feloni, 2018; Giloth, 2017, 2019); and a focus on systems change (Hanstad, 2019). The combination of these elements is the current trend in the journey of creating inclusive growth communities.

The 2019 Global Inclusive Growth Summit (GIG), co-hosted by the MasterCard Center for Inclusive Growth and the Aspen Institute, recently elevated these strategies on an international stage. Around 300 attendees from a variety of public and private backgrounds gathered in Washington, D.C. in October to hear from funders and thought leaders (e.g., former Secretary of State Madeleine Albright, former New Orleans Mayor Mitch Landrieu, and Business Roundtable CEO Josh Bolten) about the continued global divide among the haves and have nots.

The summit's stated purpose was to “catalyze new partnerships and spark new commitments” that could identify effective, scalable pathways to increasing prosperity. Some looked to the past for inspiration, while others reminded us of the current reality. Rajiv Shah, president of the Rockefeller Foundation, provided compelling data illustrating how America's leaders once helped to build the middle class through public policies and practices, such as federal housing and the GI Bill (GIG Summit, 2019). Jean Case, CEO of the Case Foundation, discussed the effectiveness of impact investing, while reminding the audience that 79% of all venture capital goes to only three states

(New York, Massachusetts, California), that a mere 2% goes to women, and only 1% to persons of color (GIG Summit, 2019).

Both Shah and Case were illustrating systems-level issues and strategies at the national level. Similar conversations are also happening at the local level, where communities are convening diverse groups to explore, learn, and act in new ways to create inclusive growth. One such convening in May 2019 was the Powering Inclusion Summit in Minneapolis, Minn., hosted by the Center for Economic Inclusion. Speakers from public, private, and corporate sectors addressed the four hundred people who gathered to learn, design, and make commitments to meaningful collaborations.

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The Opportunity Zones designated by the 2017 Tax Cuts and Jobs Act specifically create community development-focused tax incentives that encourage collaboration and shared prosperity.
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New developments in the policy world are also contributing to this trend. The Opportunity Zones (OZs) designated by the 2017 Tax Cuts and Jobs Act specifically create community development-focused tax incentives that encourage collaboration and shared prosperity. “By tying the most substantial tax relief to investors who are prepared to stay for the long haul,” notes Bruce Katz (2019), “the Opportunity Zone incentive provides an enormous impetus for financiers, states, localities, and others to work together to make sure there’s a significant benefit for all involved” (para. 6). Katz goes on to encourage foundations specifically to wield their convening and financial power in the service of OZ investment.

What is clear through these examples and the larger body of literature on this subject (e.g., Katz, 2019; Sweeney, 2019; Giloth, 2017) is that the philanthropic

sector can be a substantial economic driver for communities through strategies of economic inclusion. However, collaboration, long term investments, and systems change can take a lot of time. Some funders are beginning to think about how they address this long horizon in establishing needed relationships, program design, implementation, and results.

While one report by Bridgespan indicates that the average duration of a grant made is less than 18 months, a second report indicates that systems change may take as much as 20 years (Wolf Dikoff & Gindle, 2017). Tim Hanstad (2019), CEO of the Chandler Foundation, recently wrote in the *Chronicle of Philanthropy* that “in global development, where the most important social problems are complex and require structural change, we need to see fewer day traders and more long-term investors” (para. 15). Philanthropy, he argues, has to be prepared to commit to the long game.

Examples of long-term investments can be seen in efforts like the Fund for Our Economic Future, the major economic development organization in the greater Cleveland, Ohio region (Garr Pacetti, 2014). This foundation-led effort to fund and develop wealth-building programs with local anchor institutions has committed support over many years. In addition, there are promising results with Detroit’s philanthropic community which is developing new relationships and taking on roles previously left to others. Through the New Economy Initiative, the Detroit Economic Growth Corporation, and others, community members are finding innovative solutions to creating wealth and achieving more equitable economic outcomes for residents (Kaplan & Dubb 2018).

Inclusive growth initiatives to increase prosperity for more people will not be brought to scale unless collaboration, long term investments, and systems change are achieved at the local level. This calls for attention to the *causes* of our current situation, not merely the symptoms (Katz, 2019). Changes in government policies, changes to real estate practices, access to capital, increased opportunities for education and training, and other changes will be imperative if we want to see different results from current reality. It is encouraging to see more philanthropic organizations committing to these investments and being patient for the desired results.





Alternatives to Strategic Philanthropy Are Emerging

The idea that foundations should be strategic in how they deploy their resources has taken root in the field. Articulated goals, prescribed outcomes, and theories of change are now common among foundations and corporate donors. Many wealth advisors and philanthropy consulting firms exist to provide advice on developing giving strategies.

However, along with the growth in strategic philanthropy, there have been increasing critiques of this approach. Some argue that strategic philanthropy is resulting in too much power in the hands of funders. Bill Schambra (2013) was among the early vocal critics, when he urged a crowd of William and Flora Hewlett Foundation staff to weigh “local knowledge and traditional wisdom” heavily in determining where and how to disperse funding (para. 36).

More recent criticisms arise from the increasing focus on equity in the sector. Edgar Villanueva (2018), for example, is now well known for making wealth-as-colonizing-force a major topic of discussion in the field. As more organizations work to “center equity” in their practices, more advocates are honing in on participation and shared decision-making as levers for progress. Rhodri Davies (2019), head of policy at Charities Aid Foundation, argues that, “A crucial part of making philanthropy capable of addressing inequality is to ensure that it is not seen as merely a tool for the powerful to entrench their advantage. It is thus vital to find ways to give away not only money, but also power” (para. 11).

In recent years, two complimentary practices have emerged as alternatives to strategic philanthropy: trust-based philanthropy and participatory grantmaking. These approaches are becoming increasingly well-defined paradigms for how to shift power dynamics in the relationship between funders and nonprofit grantees, dynamics that may have been exacerbated by the strategic philanthropy approach.

The Whitman Institute (2019), perhaps the major proponent of trust-based philanthropy, identifies the core values of the process as power-sharing, equity,

humility, transparency, curiosity, and collaboration. They encourage providing multi-year, unrestricted funding; doing homework on the nonprofit’s alignment with the foundation, rather than requiring the homework to fall on the nonprofit; simplifying application processes; transparency; using feedback; and partnering beyond writing a check.

“ [T]wo complimentary practices have emerged as alternatives to strategic philanthropy: **trust-based philanthropy** and **participatory grantmaking**. ”

In 2018, the Robert Sterling Clark Foundation and the Headwaters Foundation joined the Whitman Institute in launching the Trust-Based Philanthropy Project to persuade more grantmakers to adopt these principles. That fall, the Whitman Institute also hosted representatives from three other foundations and several philanthropy networks to evangelize the perspective (Daniels, 2019). Several regional associations of grantmakers (for example, Iowa, Rhode Island, and Southern California) are bringing workshops on the approach to their members in the coming year.

The second emerging practice related to shifting power is increasing experimentation with participatory grantmaking. GrantCraft defines participatory grantmaking as grantmaking that “cedes decision-making power about funding — including the strategy and criteria behind those decisions — to the very communities that funders aim to serve” (Gibson, 2018, p. 7).



Foundations vary in how wholeheartedly they are embracing the approach, ranging from engaging community members in developing theories of change to turning grantmaking decisions over completely to resident groups (Bourns, 2010.) Cynthia Gibson (2017), one of the leading experts in participatory grantmaking, notes that “The move toward more public participation, however, is mostly an ad hoc phenomenon, with individual organizations and institutions embracing and testing new practices on their own” (p. 5). The Colorado Trust has been one of the foundations at the forefront of deep engagement, turning grantmaking over to community resident groups (Czuti and Barley, 2016).

The current public critiques and discussion about the role of philanthropy and ultra-wealthy donors create a climate in which alternatives to the funder-knows-best model of strategic philanthropy are likely to receive

a warm welcome. An increasing attention to equity throughout the sector has encouraged reflection on how the traditional, and often exclusionary practices of philanthropy, have failed to change conditions in communities.

Funders such as the Whitman Institute, along with the Ford Foundation and Open Society Foundations (funders of GrantCraft’s work on participatory grantmaking), are beginning to engage in field-building work — publications, toolkits, training, etc. — to promote these alternative approaches. As the philanthropic field continues to wrestle with equity, the role of mega-donors, and the enduring impacts of racism and colonialism, trust-based philanthropy and participatory grantmaking are potential frameworks that can help to level the philanthropic playing field.

10



by Patty Janes and Olivia Rau

Corporate Social Responsibility Employs Many Models to Strategically Align Business and Philanthropy

In *11 Trends in Philanthropy for 2019*, Michael Moody (2019) noted that for-profit organizations are now embracing social impact as part of their mission. While there are a variety of terms in use (corporate citizenship, triple bottom line, etc.), corporate social responsibility (CSR) is often used as an overarching term. CSR can be defined as actions outside an organization’s normal scope of business that seek to address the needs of the community beyond pure economics (Carroll, 1999). These activities seek to align social good and ethical obligations with business objectives. CSR is a function to meet — and hopefully exceed — stakeholder expectations.

It is important to note that CSR and corporate philanthropy are not synonymous. CSR is broader in scope and encompasses many ways that corporations

contribute to social good, one of which is corporate philanthropy. Where corporate philanthropy seeks to address social change through the allocation of time, financial, and other resources, CSR takes the practice one step further to strategically align philanthropic efforts with business objectives (Lazarri, 2018).

Craig Smith (2013) suggests this concept has a long history, as organizations have documented instances where they have engaged in community issues and needs since at least the 19th century. Others suggest it was the Great Depression when organizations began helping society as part of their role. Formally, scholars and business analysts have been studying and attempting to define the concept of CSR since the 1940s (Bowen, 1953).

Regardless of the origins, the 2010s were bookended by two major events related to CSR. In 2010, the International Standards Organization, the international body that sets standards in a broad range of topics related to business and trade, issued ISO 26000 to provide guidance on operating a business in a socially responsible way. As the decade came to a close, the Business Roundtable (2019), which includes the CEOs of 200 major corporations, declared that the purpose of a corporation is to deliver value to all stakeholders, including communities, employees, and suppliers, and to protect the environment. This is a major departure from the previous stance that increasing shareholder value is the sole purpose of an organization.

Throughout this last decade, CSR in various shapes has taken deeper root. A 2015 KPMG Survey of Corporate Responsibility Reporting estimated that 92% of the Fortune 250 took action toward a larger social mission and produced an annual report summarizing their actions and impacts. These activities vary widely, but share the intent to benefit both the “organization” — through motivated employees and increased profits — and the “community” it serves — by addressing relevant social issues. Further, 82% of the S&P 500 produced reports detailing their CSR initiatives in 2016, a significant increase from less than 20% reporting their CSR efforts in 2011 (Coppola, 2017).

CSR Models. Definitions and models attempting to explain the CSR phenomena have evolved significantly over the years. Early analysis focused on the obligation of businesses to consider how their decisions impact surrounding communities and meet public expectations (Davis & Blomstrom, 1966). Archie Carroll’s (1999) CSR Pyramid sought to reconcile four categories of business responsibilities — economic, legal, ethical, and philanthropic — stating that organizations’ philanthropic responsibility didn’t begin until profitability occurred. Newer models attempt to situate CSR and market value within a single conceptual framework (García-de-Madariaga & Rodríguez-de-Rivera-Cermades, 2010).

Another recent approach by Tracee Keys, Thomas Malnigh, and Kees van der Graaf (2009) is to use McKinsey & Co.’s matrix, which pinpoints CSR’s primary objective: to align successful business practices while pursuing benefits to society. Ultimately, this model leads to “strategic” CSR that results in high benefits for society and for business, recognizing that organizational practice’s range and subsequent benefits to society and the organization also vary accordingly.

The matrix demonstrates that some efforts have a higher benefit to society than to business. At the low-impact, “pet projects” level, employees may ask those in the workplace to adopt a family during the holidays. More significant giving occurs in “philanthropy,” where the organization may identify a charitable cause to support throughout year. These examples could be classified as corporate philanthropy.

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Where corporate philanthropy seeks to address social change through the allocation of time, financial, and other resources, CSR takes the practice one step further to **strategically align philanthropic efforts with business objectives.**”

What Keys and colleagues label as “propaganda” are efforts in which the benefits to society are low, but high to the organization. For example, a hotel asking guests to help save the environment by not having linens washed daily during their multi-day stay may or may not benefit society. However, the financial savings to the organization is significant.

Finally, those actions of high value to both the organization and society are defined as “strategic.” These include practices that center around the organization, from employee volunteerism in human resources to fair trade supplier relationships; or practices that are externally focused, from energy and waste saving practices to disaster relief.

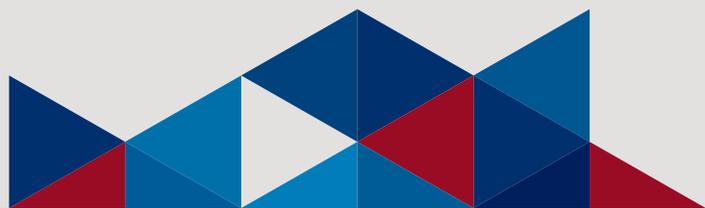
SMEs strategically embracing CSR. Although more and more companies are engaging in and reporting on their CSR activities, commitment levels are wide ranging, and thus the benefits are too. What also varies is the size and types of organizations taking strategic action.

While top performers in the private sector are the most documented, the CSR trend isn’t limited to

only the largest of organizations. Small and medium enterprises (SMEs) are embracing CSR, however some scholars suggest fewer are producing annual reports and engaging with CSR as a strategic initiative (Perälä & Saukkonen, 2017). Yet, small businesses account for nearly half of the U.S. workforce and over 30 million organizations (Giese, 2019). Further, of the 5.6 million employer firms in the U.S. in 2016 “the vast majority (88%) of employer firms have fewer than 20 employees, and nearly 40% of all enterprises have under \$100k in revenue” (JP Morgan Chase & Co., n.d.). In fact, 98.2% of firms have fewer than 100 employees (SBE Council, 2018).

Despite their undeniably large part in the U.S. workforce, the Global Reporting Initiative found that only 10% of SMEs conduct annual sustainability reports (GRI, 2016). As such, SMEs are not reaping the same CSR benefits as those that have strategically implemented and publicly report their philanthropic initiatives.

In 2020, CSR will continue to evolve strategically for SMEs as they too will benefit their communities and help solve social issues while, in turn, more successfully achieving their organizational objectives.



11



by Teri Behrens and Tory Martin

Philanthropy Will Be On the Front Lines of Climate Change

As the effects of climate change continue to become more powerful, nonprofit organizations and the funders who support them will be playing critical roles on the frontlines of responding to and mitigating climate disaster. Most of this work falls into four key categories:

1. responding to disasters that are more frequent and more powerful as a result of climate change,
2. incorporating the impacts of climate change into strategies for issues already being addressed,
3. advancing innovative programs for mitigation and prevention, and
4. continuing to lead on advocacy efforts for climate-focused policy change.

Disaster Response. Extreme weather attributed to climate change has led to increased demand for emergency services and crisis relief. Fires in California and Australia, record flooding in the upper Midwest and Indonesia, and tornados and hurricanes across the globe

fuel demand for food, water, housing, and emergency medical care — all typically provided by nonprofits.

The U.S. Global Change Research Program (2014), for example, notes that unprecedented multi-month extreme heat waves have been occurring, often contributing to droughts. At the other end of the spectrum, heavy rain in the Midwest and Northeast has led to flooding. During the past year, the Center for Disaster Philanthropy gave \$10.9 million in grants to 65 U.S. and international organizations to address needs ranging from emergency shelter to debris removal and mental health services.

Issue Intersections. Environmental and climate-related issues are being overlaid on issues that foundations and nonprofits have typically addressed. For funders and nonprofits concerned with social justice, for example, environmental justice is becoming a more important issue, as low-income communities have the fewest resources and poorest infrastructure, putting them at the greatest risk from climate

change. The Kresge Foundation, as one example, has linked climate resilience with their focus on urban opportunities (Dorothy A. Johnson Center for Philanthropy, 2019).

For those in the philanthropic sector focused on basic needs domestically and internationally, scarcity is likely to increase as rising temperatures lead to crop failures. Some experts are predicting that the Sudan, for example, will be uninhabitable in 40 years due to drought and crop failures (Britton, 2016). Nonprofits will be at the forefront in providing hunger relief, running refugee camps for displaced populations, and addressing the physical and mental health consequences.

Those organizations focused on health will see increasing demand for both old and new health services. The Medical Society Consortium on Climate and Health has summarized the health threats of climate change, concluding that, “We are sounding the alarm that climate change poses a risk to the health of every American” (Sarfaty, Gould, & Maibach, 2017, p. 25). The spread of tropical diseases to new regions, poorer air quality, and contaminated food are some examples of the widespread ways in which changes in climate impact health.

Innovation. Nonprofits (and social enterprises) are also on the forefront of developing proactive strategies for mitigating or even reversing the effects of climate change. The United Nations Momentum for Change climate solutions awards, for instance, recognize dynamic nonprofits that are bringing unique solutions to the table. Recent winners include:

- Wetlands International received the award for their work restoring peatlands outside of Moscow. Healthy, waterlogged peatlands trap and hold more carbon dioxide than any other type of “carbon sink” ecosystem on the planet (Tugend, 2018).
- WeCareSolar combines the fight against “energy poverty” with the momentum needed to move past fossil fuels. This international nonprofit deploys “solar suitcases” to hospitals in 27 countries. The portable kits provide solar energy infrastructure, lighting, and fetal health monitors to improve maternal healthcare outcomes (Tugend, 2018).

As nonprofits and funders pursue these burgeoning opportunities, evaluators in philanthropy have also begun developing innovative approaches to evaluation that incorporate environmental sustainability into the

process (Patton, 2020; Parsons, Dhillon, & Keene, 2019), providing new tools for the sector.

Advocacy. The philanthropic sector is at the forefront of advocacy efforts to combat climate change. The Environmental Grantmakers Association (2017) reports that the most-funded strategies in 2015 (the most recent data) among their members were related to advocacy (35% of grants), with both energy and climate reaching record highs that year (\$226 million and \$142 million respectively). We Are Still In, funded and coordinated by a multi-sector coalition that includes municipalities, businesses, nonprofits, and others in all 50 states, is dedicated to meeting the goals set in the Paris Climate Accord.

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Research supports the important role that nonprofits can play in climate advocacy. For example, Bies, Lee, Lindsey, Stoutenborough, and Vedlitz (2013) researched the role of nonprofits in influencing citizens’ orientation toward climate change as a problem:

... [I]t appears that it is the sense of legitimacy and trust that citizens have for environmental organizations and the information they provide that is exerting the greatest influence. This is a very important finding that should further encourage environmental organizations as they produce and disseminate relevant information, and, when doing so, seek to maintain their respected positions of legitimacy and trust. (p. 21)

Climate change is often referred to as the most pressing issue of our time. As is often the case, the philanthropic sector will be called upon to take a leadership role in mitigating and preventing its impacts.

1. Increasing Critiques of (Big) Philanthropy

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OUR VISION

We envision a world with smart, adaptive, and effective philanthropy.



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