



Donor Education and Organizing: A 2020 Snapshot

By ORS Impact on behalf of the Impact-Driven Philanthropy Collaborative.

Fall 2020



Acknowledgements

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- Julita Eleveld and Victoria Vrana, The Bill & Melinda Gates Foundation
- Sarah Gelfand and Elaine Martyn, Fidelity Charitable
- Stephanie Gillis and Athena Youm, Raikes Foundation

We invited a group of advisors to further refine the research design and help us make meaning out of the findings:

- Dave Biemesderfer, United Philanthropy Forum
- Jason Born, National Center for Family Philanthropy
- Jason Franklin, Ktisis Capital
- Melanie Ormos, The Philanthropy Workshop
- Ryan Schlegel, National Committee for Responsive Philanthropy

We also engaged IDPC member organizations and survey respondents in webinars to further inform the reporting of findings. A list of these organizations can be found in the appendix.

We are also grateful to Tracy Wilson for editing and to our colleagues at ORS Impact for reviewing the report.

We are thankful for all the help that went into this and hope this piece can support the field of organizations supporting donors to drive towards greater impact.

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Understanding the Current State of Donor Education

In the United States, nearly 80% of giving to nonprofits is directed by individuals.¹ In recent decades, **an ecosystem of organizations has emerged (or made it part of their mission) to educate individual high-net-worth (HNW) donors** on how to give their time, talents, and resources thoughtfully and intentionally to advance meaningful change on issues and in communities.

In 2003, out of recognition that we were “*entering an age when the giving tradition is starting to be more intentionally and formally taught,*” New Visions Philanthropic Research and Development conducted a landscape of donor education. New Visions’ research mapped the emergence of formal programs offered by a wide range of organizations to help support donors along their philanthropic journeys and identified issues/trends facing the field which, at the time, was in its infancy.² Seventeen years later, this remained the most recent landscape of the donor education, and **there was appetite for a more current picture of the organizations that directly educate (or organize) individual HNW donors.**

Our research methodology is not one-to-one with New Visions’, though **the purpose of this effort is similar: to fill gaps in understanding of the organizations and offerings available to educate donors; the donors that take up those offerings; how connected organizations are to one another; as well as issues/trends facing the ecosystem today.** While we went deepest on donor education/organizing, this effort also includes what we heard in conversations with leaders in other segments of the broader ecosystem of organizations that support or offer advice to donors on their philanthropic journeys (including giving circles, community philanthropy, philanthropic advisory organizations/consultants, financial services/banks, and intermediaries). These conversations **shed light on which issues/trends from the 2003 landscape hold up, and what other issues/trends have emerged and are facing the ecosystem today.**

It is important to note that **survey data was collected prior to two critical contextual shifts in the United States: the COVID-19 pandemic and the ongoing racial justice protests.** We are uncertain how these issues would have influenced the survey results but were able to explore what these shifts have meant for others within the broader donor support ecosystem.

This report is meant to serve as a reference to donor education organizations (including those that participated in this effort)*, funders of donor education/organizing, and organizations in other segments of the donor support ecosystem, to understand their unique positioning and what they might do differently (or in collaboration with others) to help donors transform their philanthropy and advance more just outcomes from their giving.

*To promote use of data, organizations that completed the survey received customized reports showing their organizations’ data against the aggregate.



Half of the organizations that participated in this research effort were **founded after the 2003 landscape was published.**

Letter from the Impact-Driven Philanthropy Collaborative Co-Chairs

Since 2015, The Raikes Foundation has hosted **the Impact-Driven Philanthropy Collaborative (IDPC)**— convening representatives from various segments of the donor support ecosystem to think together how we might influence more donors to give in ways more likely to make a difference. Specifically, **we seek to influence more donors to prioritize equity** (knowing the racial and historical context of the issues they care about, and centering those least well-served), **effectiveness** (embracing best practices and what is known about what works), **and systems change** (focusing more dollars on addressing root causes and reshaping systems). We two have had the privilege to serve as co-chairs of the Collaborative—facilitating in-person and virtual convenings, bridging relationships between organizations, engaging new and long-standing organizations on conversations around better giving, and connecting new leaders eager to shift the fundamental ways of philanthropic giving.

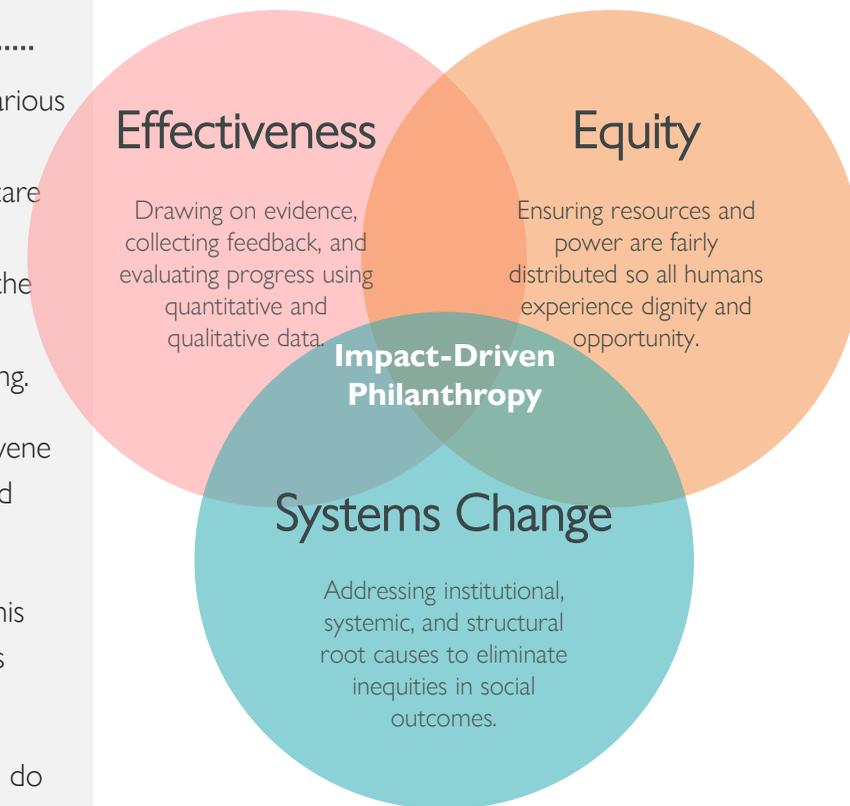
We have learned from this work that **donor educators and donor organizers play a critical role in the philanthropic ecosystem**. They convene and support donors who have the power to move billions of dollars. They champion the evolving best practices around impact-driven and equitable giving. And they often bridge between donors and the issues and communities they invest in.

Despite their relevance, these groups are little understood and infrequently engaged by the infrastructure that supports private giving in this country. The scaffolding that supports staffed foundations has grown more complex over the past 20 years. However, there has been less focus on, and less is known about, the infrastructure that supports individual donors.

As a Collaborative interested in understanding this ecosystem, it was surprising to us that the most recent research was done in 2003. To do our work, **we needed to have a better understanding of the current “state” of the donor education and donor organizing ecosystem**. And with the support of our colleagues at the Bill & Melinda Gates Foundation, we partnered with ORS Impact to conduct a landscape analysis. Understanding this ecosystem and the donors served is a key aspect of understanding the philanthropic landscape overall.

We know the work of these organizations to influence how donors give does not happen in a vacuum. These donor education organizations work in parallel with other segments of the greater ecosystem of donor support, including community foundations, giving circles, financial services, consultants, and philanthropic service organizations, and so ORS Impact was also tasked with learning from leaders in these segments.

We would be remiss not to recognize that COVID-19 and the ongoing movement for racial justice have had and will continue to have implications for the entire donor-support ecosystem. We’ve certainly experienced a shift in our own work and are committed to sustaining the momentum for the long term.



Letter from the Impact-Driven Philanthropy Collaborative Co-Chairs (cont.)

Though there is still so much to learn, the intent of this report is to provide donor education and organizing groups an understanding of their positioning within the ecosystem, and insight into how they can work differently with other organizations and with donors towards greater impact. It also can guide funders who seek to increase the impact of philanthropy.

Our hope is that you find this report valuable to your work and that you will share with us your successes, what you're wrestling with, and what you're learning so we can deepen our understanding of the ecosystem and collectively work towards greater impact.

Chris Cardona, Ford Foundation & Stephanie Gillis, Raikes Foundation

Segments of the Donor Support Ecosystem We Studied

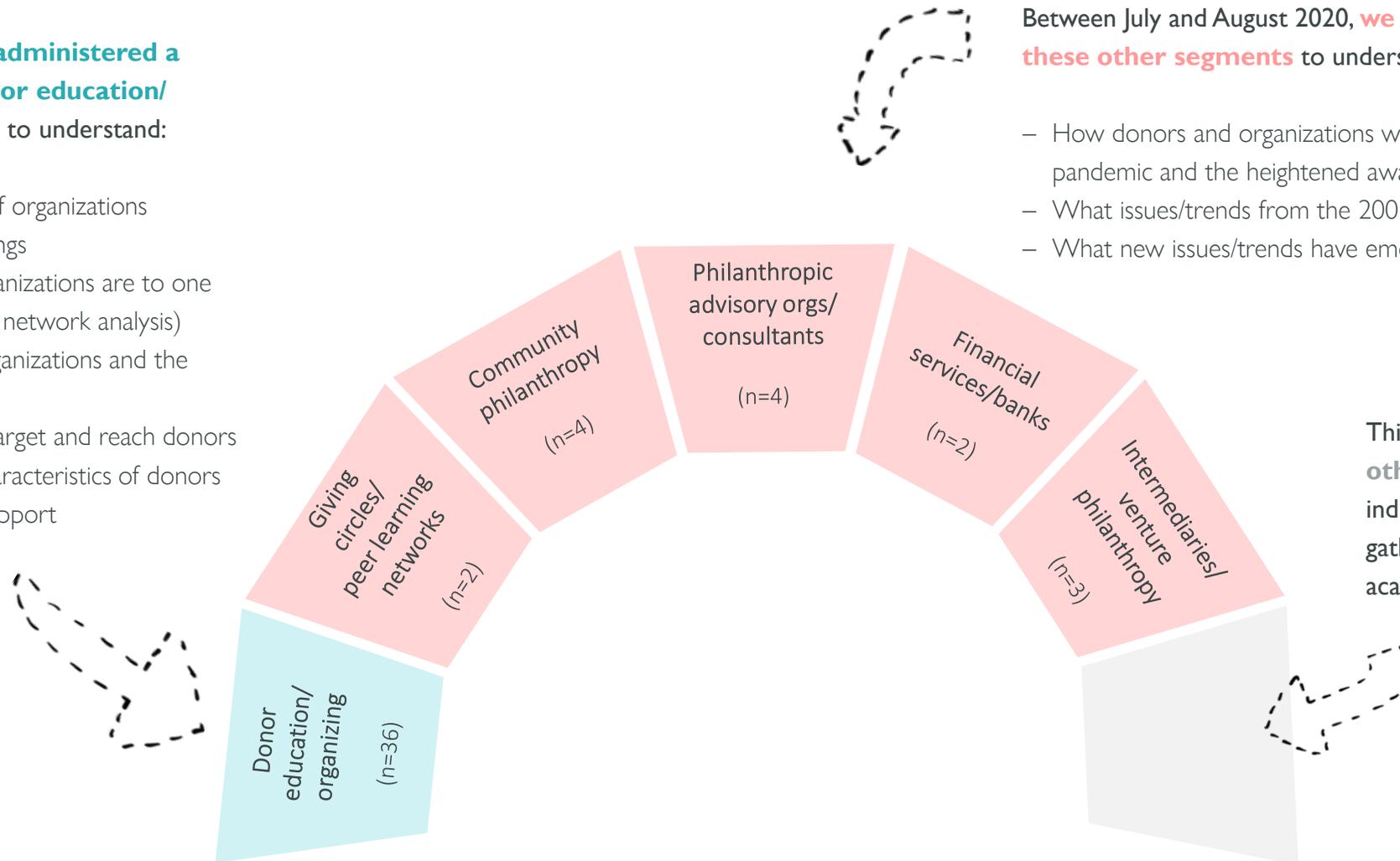
The ecosystem of organizations available to support individual HNW donors is “wide and varied”³ and choices had to be made about where to focus our efforts. We chose to go deepest on the segment of organizations that directly educate or organize individual HNW donors, and do some light data collection in other segments of the donor support ecosystem. We also reviewed recent literature to help situate our data in what’s already known about the donor support ecosystem.

In February 2020, we administered a survey with the donor education/organizing segment to understand:

- The characteristics of organizations
- Organizations’ offerings
- How connected organizations are to one another (using social network analysis)
- Challenges facing organizations and the ecosystem
- How organizations target and reach donors
- The number and characteristics of donors that organizations support

Between July and August 2020, we spoke with key informants in these other segments to understand:

- How donors and organizations were responding to the COVID-19 pandemic and the heightened awareness of racial injustice in the U.S.
- What issues/trends from the 2003 landscape still hold up today
- What new issues/trends have emerged



This landscape is not exhaustive. There are other types of organizations supporting individual HNW donors that we did not gather data from, for example, university/academic centers and digital infrastructure.

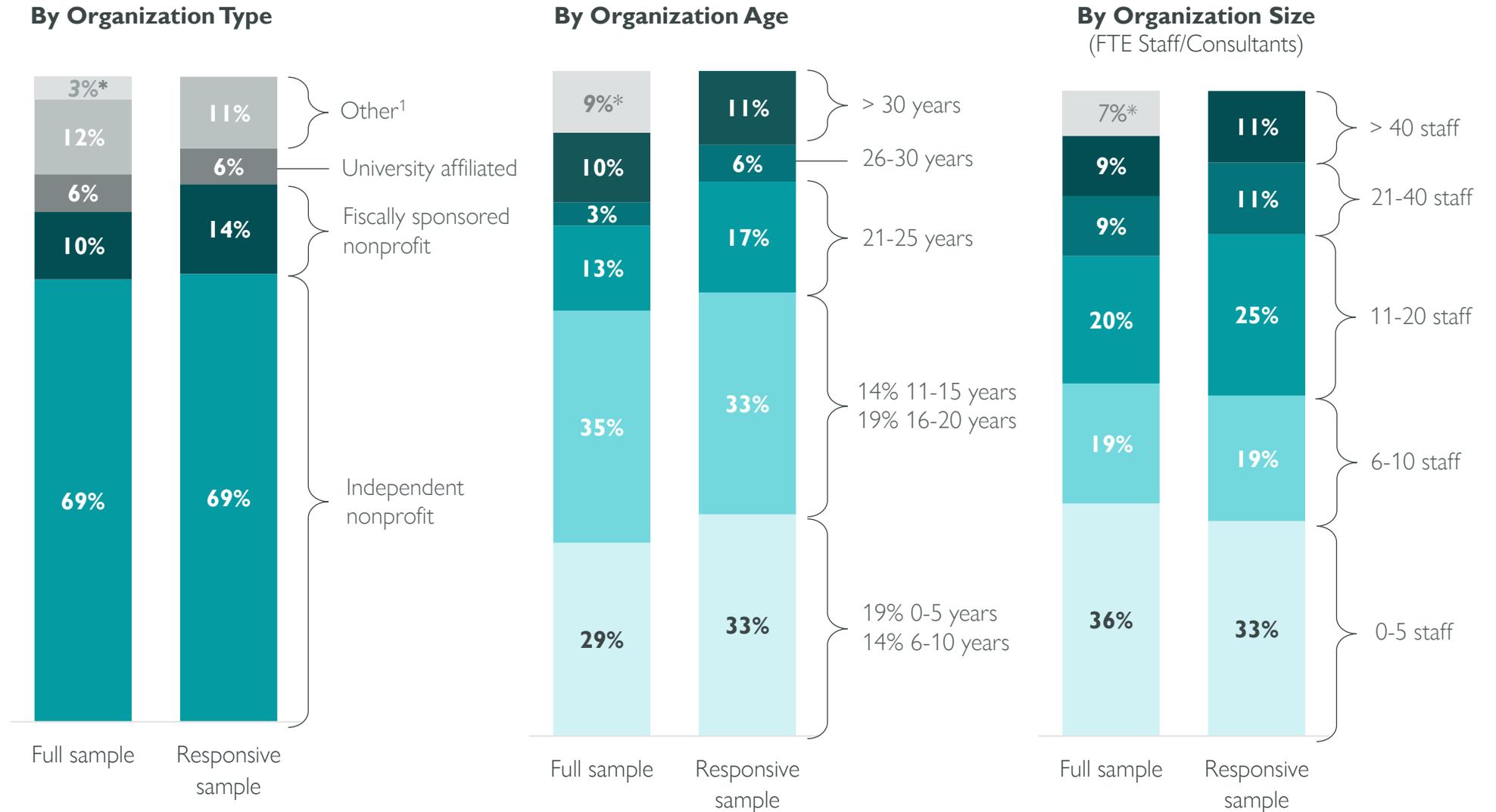
See the Appendix for more information on the process of co-designing this research, the sampling criteria used, and the names of people/organizations that participated.

What's Missing is Still There

We collectively identified and asked 86 organizations to respond to the survey, including 25 Social Venture Partners (SVP) affiliates. We received 36 completed responses (a 42% response rate).

To understand how representative organizations were to the full survey sample, we compared organizational characteristics of the 36 responding organizations against the total 86.

The organizations that responded generally align with the full survey sample, with **older and/or larger organizations being slightly more represented** in our survey data. We also noticed that **donor organizing was underrepresented**.



*Unable to determine based on review of website information

¹ Organizations classified as "Other" include 6 that are programs housed in an organization (5 in a nonprofit, 1 in a for-profit)

The State of Donor Education

THEN

From (or around the time of) the 2003 landscape⁴

Of the **192 organizations** that participated in New Visions' National Survey on Donor Education...

90% of donor education organizations subsidized the cost of their programs for donors

<10 private U.S. foundations fund donor education

&

NOW

From (or leading up to) 2020

- **15% rebranded** and/or underwent a name change
- **13%** no longer had an operating website or were confirmed by a third-party source to be **no longer operating**
- **4% merged** with other entities
- **One organization** was **split** into three independent organizations*

83% of donor education organizations reported donations and/or grants as a source of income

>15 private U.S. foundations fund donor education

*ORS Impact reviewed the websites of the original 192 organizations that were surveyed in the New Visions landscape as a proxy for general changes in the field of donor education.

The State of the Broader Donor Support Ecosystem

THEN

From (or around the time of) the 2003 landscape

Approximately 500 giving circles as of 2007, the majority formed in 2000 or later⁵

650 community foundations in 2003⁷

In 2005, the first community foundations were accredited by the Community Foundations National Standards Board

&

NOW

From (or leading up to) 2020

Approximately 1,600 total giving circles as of 2017

- Average membership size: 116
- 3% of wealthy donors participate

In 2016, giving circles gave an estimated \$28 million

- 84% of funding is local
- The majority are active volunteers⁶

800 community foundations today

Currently, over 500 community foundations are accredited by the Community Foundations National Standards Board

In 2017, community foundations gave an estimated \$5.48 billion⁸

The State of the Broader Donor Support Ecosystem (cont.)

THEN

From (or around the time of) the 2003 landscape

&

NOW

From (or leading up to) 2020

The National Network of Consultants to Grantmakers (NNCG) was established in 2006, out of a need for a professional standards and ethics and a sense of community for philanthropic educators and advisors

In 2020, the NNCG has 195 members in its directory, plus a code of ethical conduct, knowledge center, and monthly learning opportunities for philanthropy consultants⁹

Some financial services firms are building expertise about philanthropy in-house

Little evidence of *institution-wide* commitment by financial services firms to educate clients around philanthropy (beyond technical aspects of giving e.g., giving vehicles, tax benefits) in 2003¹⁰

- 91% of wealth advisors believe these discussions are important to have with their clients
- 80% make it a practice of asking their clients about philanthropy
- 45% of HNWI individuals are satisfied with philanthropic discussions with their advisors
- 44% of wealth advisors call themselves novices¹¹

73,000 donor-advised funds (DAFs) in 2002¹²

728,563 individual donor-advised funds as of 2018

\$121.42 billion in assets were held in DAFs and \$23.42 billion was granted out from DAFs in 2018¹³

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Executive Summary

Highlights: Donor Education/Organizing Organizations and their Offerings

The donor education/organizing ecosystem is relatively young.

- One third of organizations were founded in the last decade, and half did not exist when the most recent landscape of donor education happened (2003).
- One quarter of organizations took on donor education or organizing later in their lifespan.

Organizations are lean.

- The majority of organizations were small (fewer than 10 FTE staff), with one third having fewer than five staff and two organizations being volunteer-based.
- Limited, uneven, or unpredictable staff bandwidth was one of the most prevalent challenges facing organizations, second to needing more or more flexible funding.
- Organizations rely largely on foundation grants and donations from individuals.

Staff are predominantly white, though more diverse than the donors they serve.

- One third of staff positions were held by Black, Indigenous, and People of Color (BIPOC).
- Organizations with majority BIPOC staff were much more likely to also have a majority BIPOC board than majority white organizations.

Some organizations are addressing power with their donors.

- In their definitions of “better giving,” only 17% of organizations mentioned something about giving that addresses systemic inequities or systems; however, 29% talked about doing philanthropy in a way that is participatory and/or shares power.
- When asked what they thought the greatest challenge facing the ecosystem was, one third of organizations noted something about how donors understand and use their power, a challenge that did not show up in the 2003 landscape.

Assessing how well networked these organizations are with each other, one third of possible connections already exist, though formal partnerships/ collaborations are less common.

- Majority BIPOC organizations had a few more connections on average than majority white organizations.
- Organizations with newer leadership were more connected than those with longer-tenured CEOs/executive directors (EDs).
- More than half of organizations mentioned more than one way that being connected to others would be valuable—the most common being to learn from and share information with each other, to pool resources or co-create programming/offerings, and to more easily refer or gain access to donors.

Executive Summary

Highlights: Characteristics of Donors and Uptake of Offerings

Most organizations target donors by their giving levels, and over half target donors by their wealth levels. Only a few organizations target donors by their income level.

Nearly one third target more than one level.

- The median target giving level was \$50K and the median target wealth level was \$20M.
- It was also common for organizations to target donors by their philanthropic issue/focus area (62%), the stage in their philanthropic journey (55%), and geography (41%).

Of the 37,000 donors served in 2019, organizations only had donor race/ethnicity data for 6,000 and gender data for 9,000.

- Organizations' donors/members were majority white. Organizations with majority white staff were much less likely to serve majority BIPOC donors.
- Organizations' donors/members were majority female; even though the vast majority of high-net-worth (HNW) Americans are male¹⁴

Donors are concentrated in the west and the northeast.

- They tend to give locally or internationally. Fewer donors are giving to organizations that are national in scope.
- When asked what needs their donors/members had that they could not meet, one quarter of organizations said providing recommendations on a specific geography.

Most organizations are expanding their reach.

- Three quarters of organizations experienced modest (42%) or substantial (33%) growth in 2019. These organizations reported that peer referrals (96%) and referrals from other places (63%) were the most effective strategies for attracting new donors.
- Only two organizations said that they were not trying to expand their reach.
- Organizations with longer-tenured CEOs/EDs (>5 years) did not experience a decline in donors/members in 2019.
- One third of organizations reported that their biggest barrier to reaching donors was having the staff or staff time to commit to donor outreach or engagement. While this challenge was prevalent among organizations of all sizes, it was especially true for small organizations (<10 staff).
- One quarter of organizations struggled with gaining access to new donors or donors that were outside of their existing network(s). This was mentioned by two of the four organizations that saw a decline in donors/members in 2019.

Executive Summary

Highlights: Broader Donor Support Ecosystem

Key informants from all five segments of the broader ecosystem (giving circles, community foundations, philanthropic advisors, financial services/banks, and intermediaries) were already committed to advancing equity, but COVID-19 and the national conversation on racial injustice affirmed and/or accelerated their internal and external efforts.

- All five segments were observing a shift in donors’ awareness of race, power, and privilege and were having more donors come to them for guidance or resources around how to share power or address racial and systemic inequities through their giving.
- While many more donors are stepping up and adapting their giving, there is still a spectrum of how donors are responding in this time of uncertainty, “ranging from hiding and being overwhelmed and being paralyzed in fear” to being “more transformational and more innovative.”
- Most commonly, segments directly raised additional funding or experienced increased giving from their donor clients/members.
- Segments and donors are also responding by increasing funding flexibility, shifting grants to general operating funds, and loosening grant requirements, among other shifts toward a more trust-based philanthropy model.

Key informants are hopeful that this will be a movement, and not a moment, but stressed that it is the responsibility of organizations in the ecosystem to help donors sustain or continue to transform their philanthropy.

Many of the issues/trends facing the ecosystem in 2003 still resonated with key informants today.

- Organizations continued to be constrained by funding/capital, operational capacity, staff time, and/or skillsets it takes to keep up with the nuances of philanthropy and to help donors or families navigate their philanthropic journeys.
- Key informants are seeing an expansion of donors, including by income/wealth levels, age, gender, race/ethnicity, LGBTQ identity, etc., and believe there is an opportunity for the ecosystem to reframe best practices, develop new tools, messaging, etc. to reach and resonate with different types of donors.
- Community foundations and donor-advised funds (DAFs) look the most different today. While community foundations traditionally housed DAFs, the entrance of financial institutions have contributed to the popularity of DAFs and made them more widely accessible. While this presents a net positive for overall giving, “we’re seeing much more money sitting in the DAFs” and not (yet) flowing to nonprofits.
- When asked what other trends have emerged and are facing the donor support ecosystem today, there was very little overlap in key informants’ responses. Issues/trends ranged from technology to impact investing to a philosophical reckoning with philanthropy.

Findings

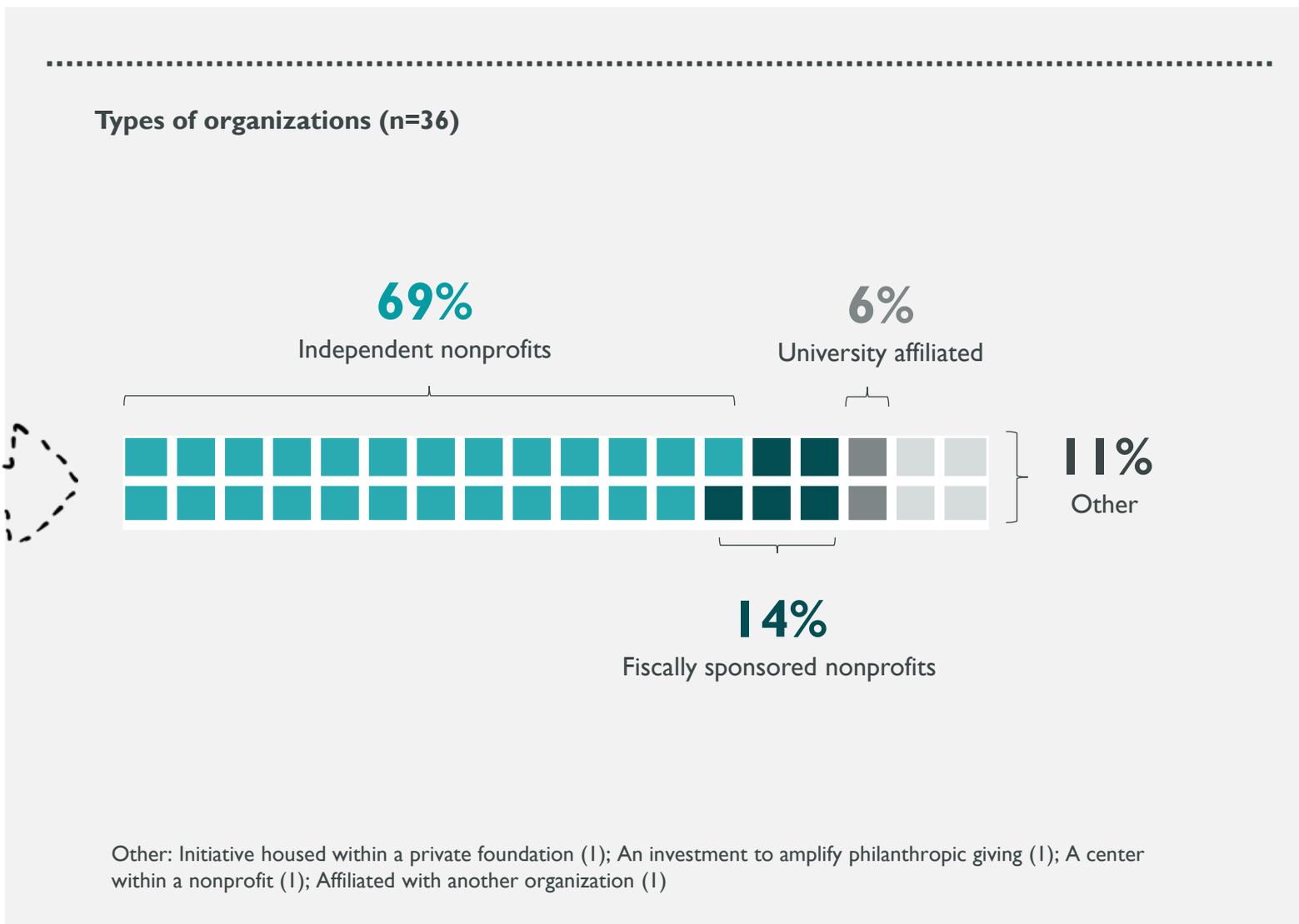
Characteristics of Organizations

that Educate/Organize Donors

- Organization classification
- Organization lifespan
- Leadership tenure
- Number of staff
- Staff race, ethnicity, and gender
- Board race, ethnicity, and gender
- Donor positions held in the organization
- Organizations' income sources
- Organizations' data use
- Greatest challenge facing organizations

Organization Classification

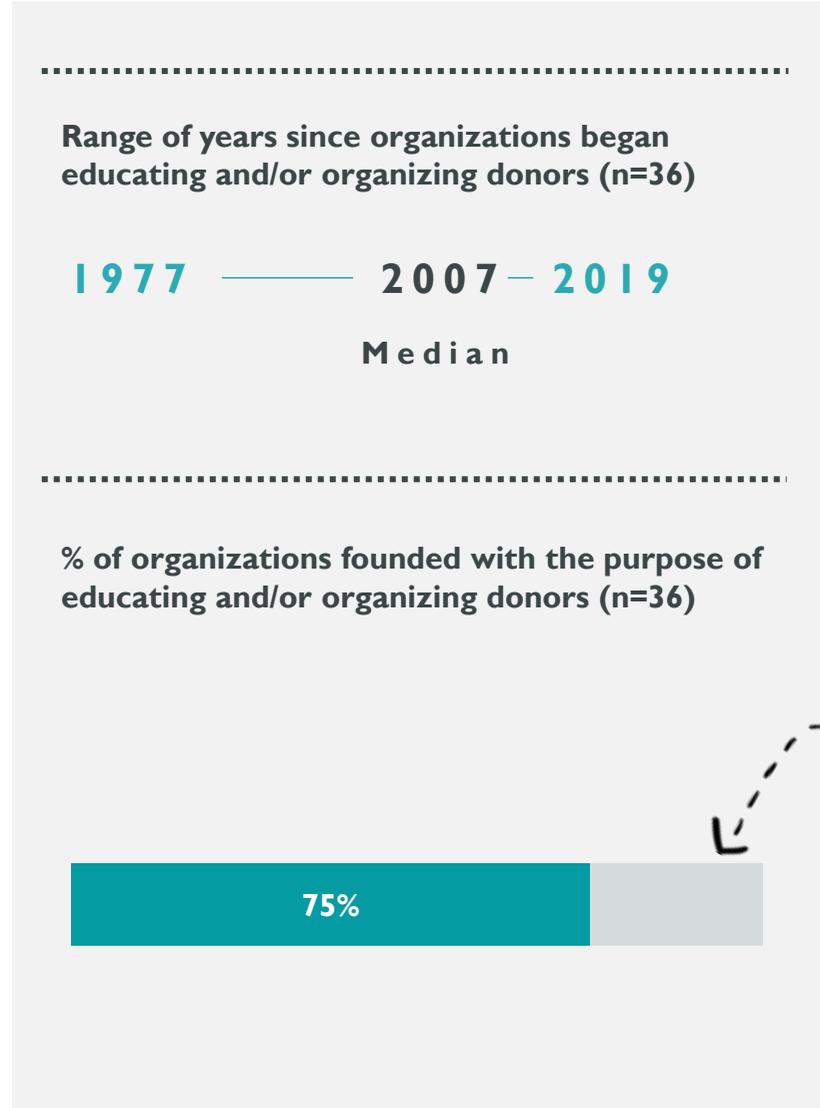
More than **two-thirds** of organizations classified themselves as **independent nonprofits**.



Organization Lifespan

The donor education/organizing ecosystem is relatively young.

One third of organizations were founded in the last decade and **half did not exist when the most recent landscape of donor education happened** in 2003.



One quarter of organizations **took on donor education or organizing later** in their lifespan.

Leadership Tenure

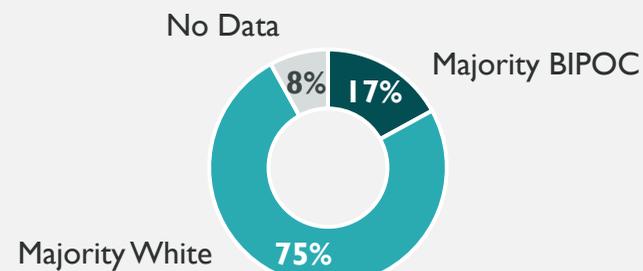


Most organizations experienced **changes in leadership (CEO/executive director) in the last five years.**

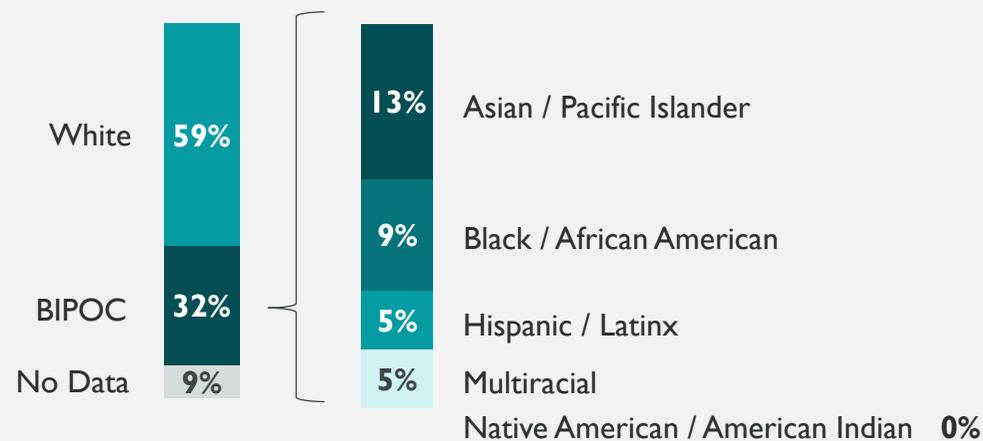
At least a few more organizations in our survey sample are known to have experienced CEO/ED turnover since data were collected in February 2020.

Staff Race and Ethnicity

% of organizations with majority BIPOC staff (n=36)



Racial and ethnic composition of FTE staff and consultants (n=36)

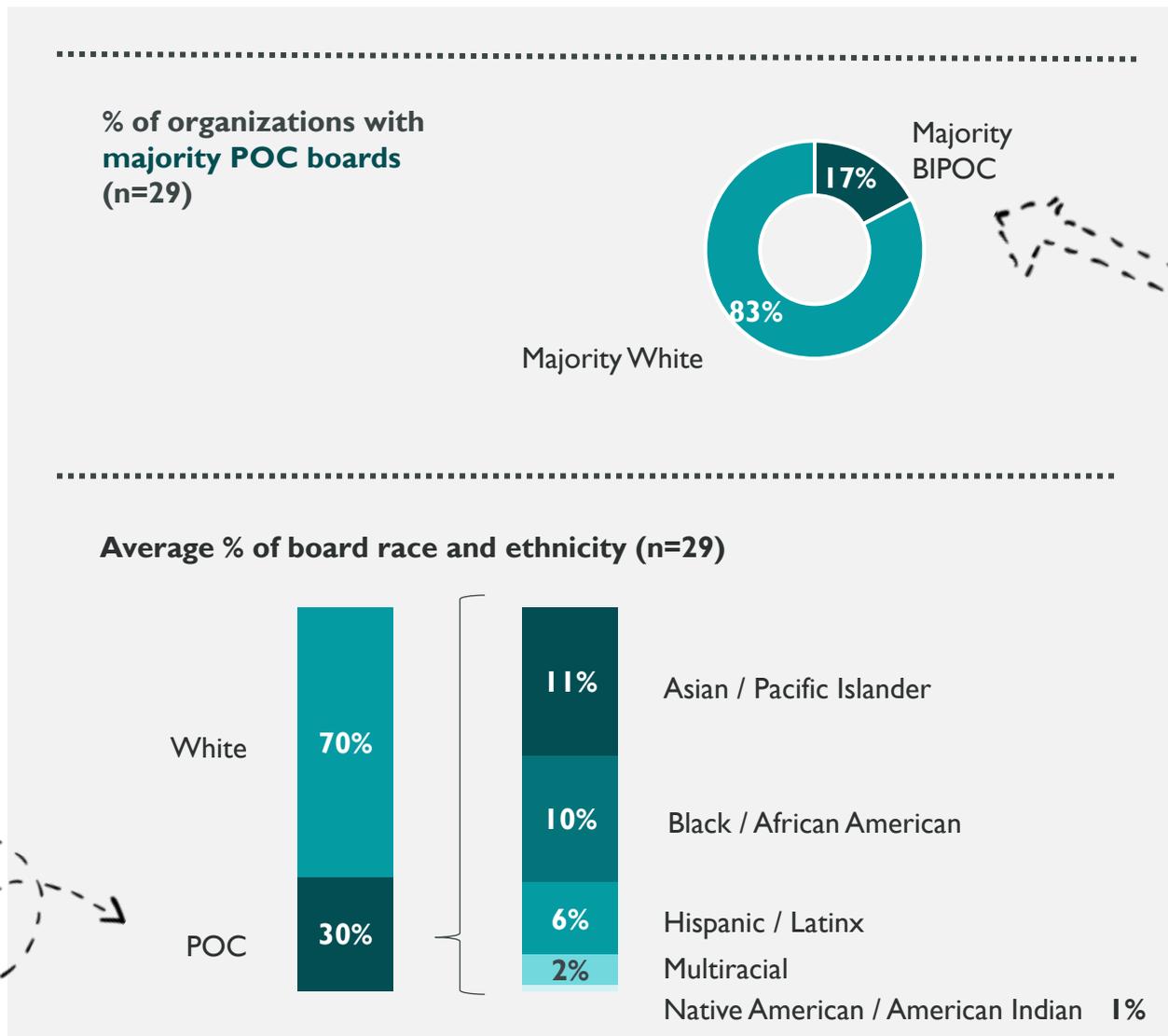


32% of staff positions were held by Black, Indigenous, People of Color (BIPOC), compared with 45% of staff in organizations supporting institutional philanthropy.¹⁶ In both ecosystems, the **staff were somewhat more diverse than the organizations/ donors they serve.**



Methodological note: This research effort did not ask how organizations' CEO/EDs identify, and so it's possible that majority white organizations are led by BIPOC. We recommend that future research efforts also gather the race and ethnicity of organizations' leadership. Additionally, while demographics are important, they do not tell us about lived experience— i.e., real, on-the-ground knowledge of the work that the organization is doing from the perspectives of the individuals and communities it seeks to serve.

Board Race and Ethnicity



Organizations with majority BIPOC staff were more likely to also have majority POC boards.

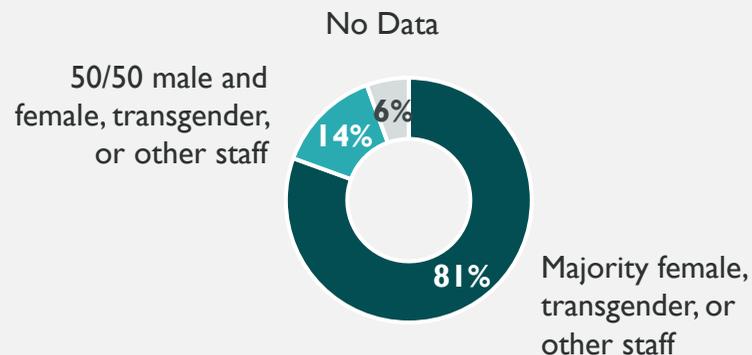
Of the six organizations with majority BIPOC staff, 50% also had a majority BIPOC board, whereas only 8% of the 26 organizations with majority white staff had majority BIPOC boards.

30% of board members identified as BIPOC, compared with 41% of board members of organizations supporting institutional philanthropy.¹⁷

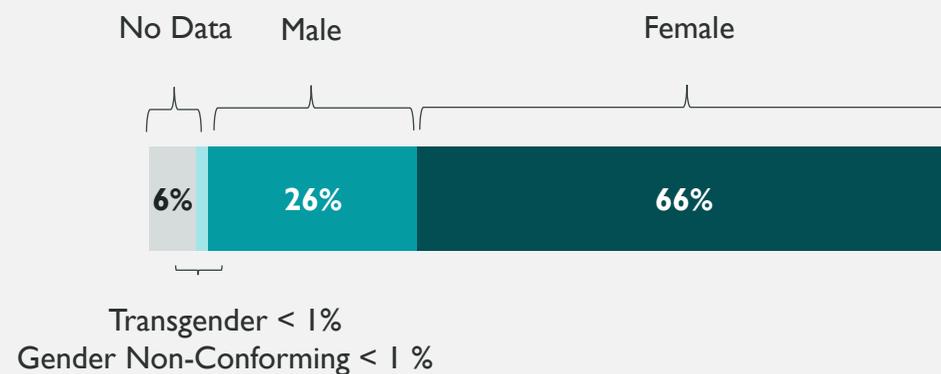


Staff Gender

% of organizations with majority female, transgender, or other gender staff (n=36)



Gender composition of FTE staff and consultants (n=36)

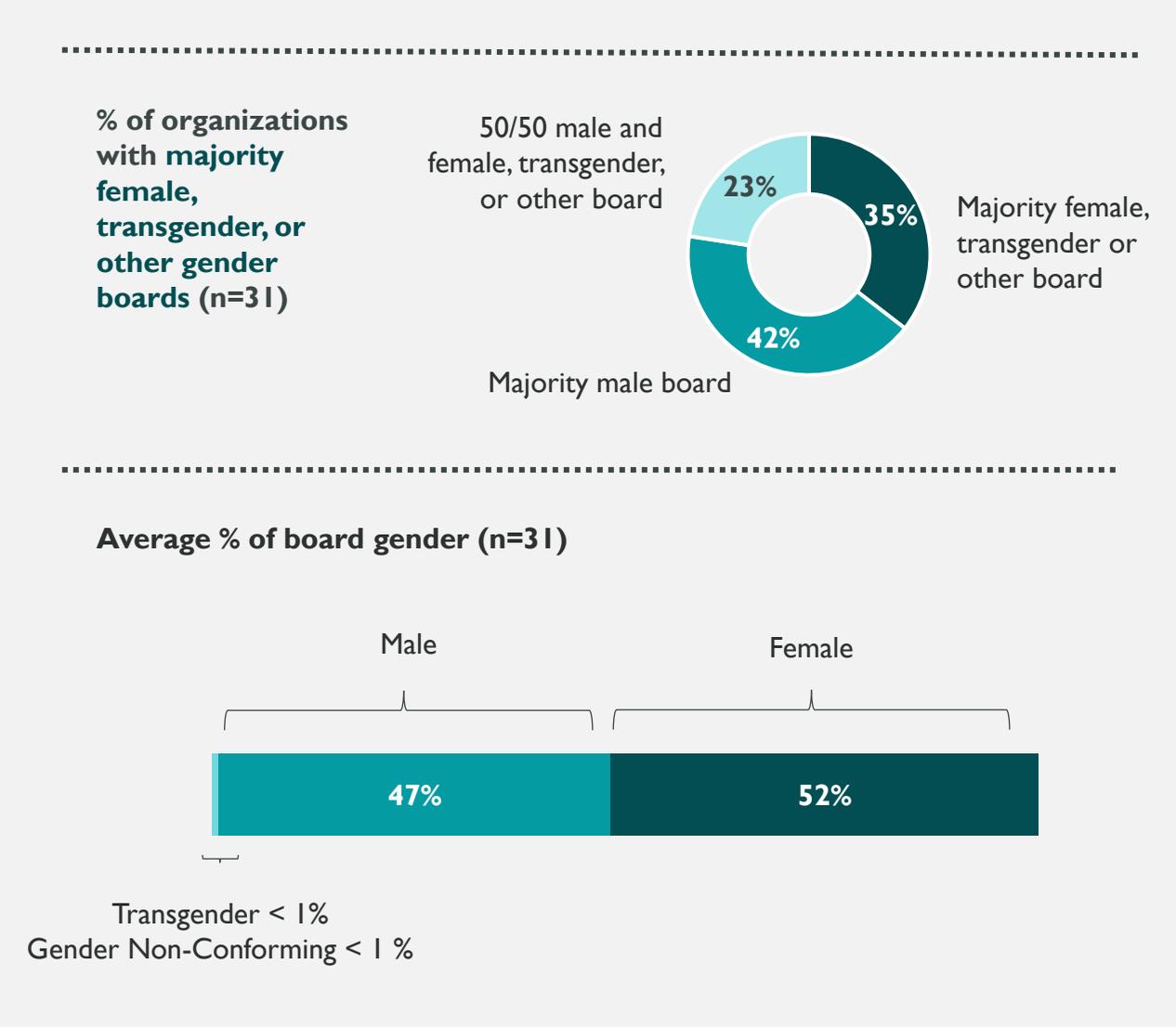


66% of staff positions were held by women, compared with 77% of positions in organizations supporting institutional philanthropy.¹⁹

Methodological note: We were also interested in also understanding the proportion of donor education/organizing staff who identify as LGBTQ. However, a 2018 report by Funders for LGBTQ Issues found that more than half of LGBTQ staff in philanthropy have not disclosed their sexual orientation or gender identity to all or most of their co-workers.¹⁸ Because our approach to gathering survey data was through CEOs/EDs, we chose not to include a survey item on LGBTQ identity.

* Francisco Maulbeck, Ben and Kan, Lyle Matthew with Funders for LGBTQ Issues. (2018) Inside the Philanthropic Closet: LGBTQ People in Philanthropy.

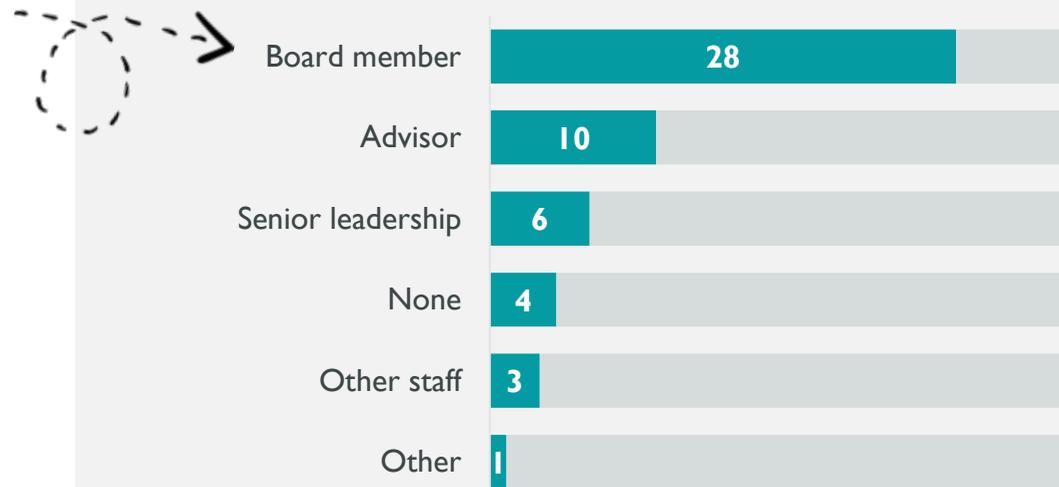
Board Gender



Organizations' boards had somewhat **more of a gender balance** than their staff.

Donor Positions Held

Organizations that reported HNW donors holding the following roles in their organization* (n=35)



Most organizations have at least one HNW donor **servicing on their board**.

Nearly half of organizations have HNW donors **servicing in more than one capacity**.

Other: Did not specify (1)

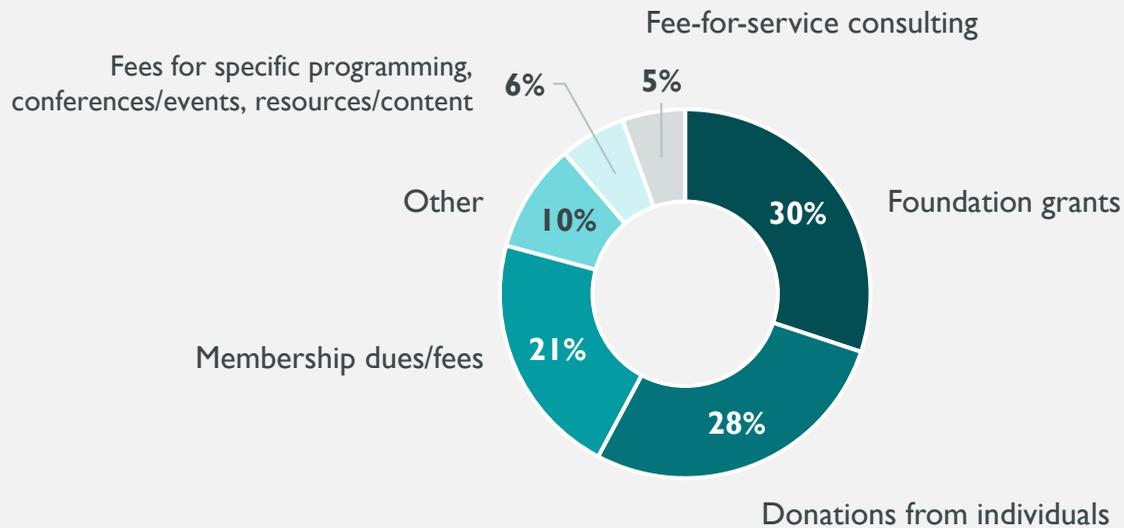
*This question asked organizations to select all that apply.

Organizations' Primary Sources of Income

Over two thirds of organizations are independent nonprofits, so it's not surprising that on average, **foundation grants were their greatest source of income.** Foundation grants were also the primary source of revenue for organizations supporting institutional philanthropy.²⁰

However, **a greater number of organizations reported donations from individuals** as a source of income.

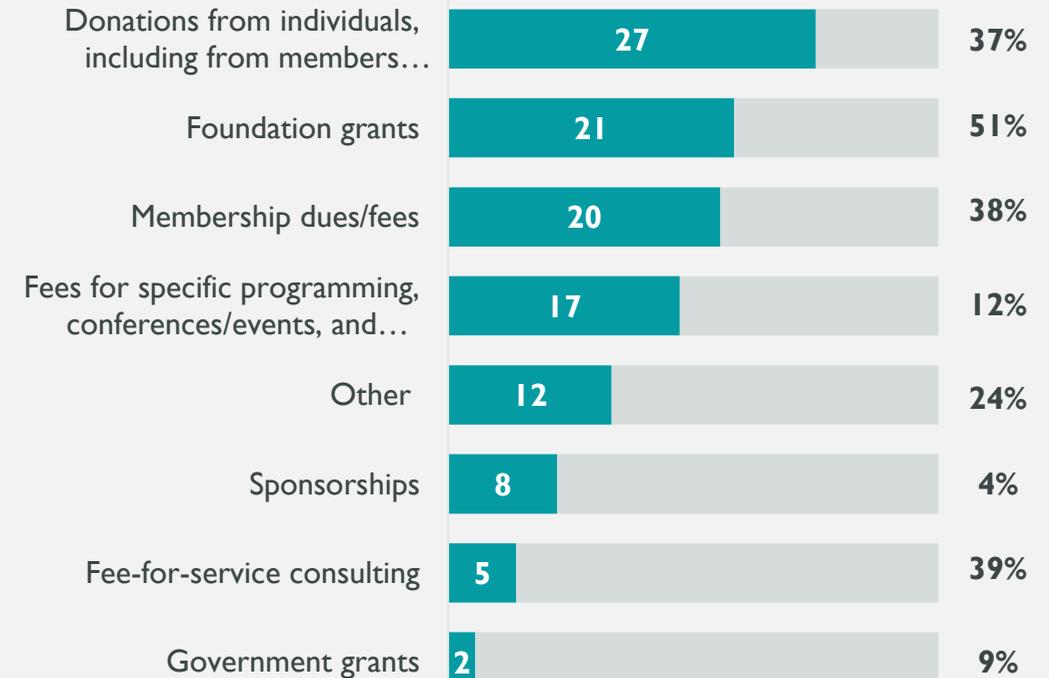
Average % of each income source across all organizations (n=36)



One quarter of organizations reported **having diverse income sources** (meaning no source was greater than 50% of their income), but almost as many reported having only one income source.

Organizations that reported having the following income sources (n=36)

Average % of each income source



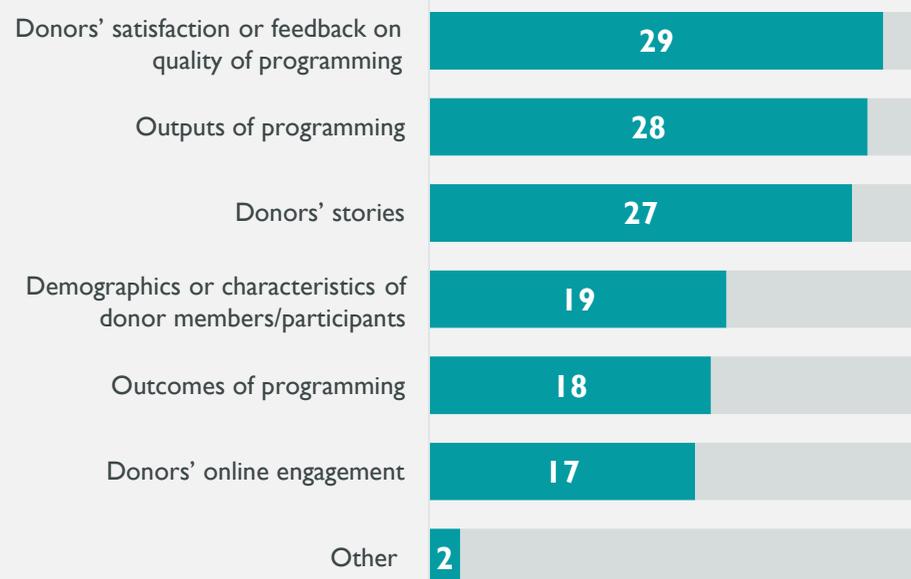
Other: Interest and gains (4); Did not specify/miscellaneous (4); Investment fee (1); Funded within a foundation (1); In-kind donations (1); Corporate donations (1)

Organizations' Data Use

Most organizations were tracking outputs or gathering donor feedback or stories.

Only half of organizations were collecting outcomes data to understand what difference their educational programming is making.

Organizations that collect the following sources of data* (n=34)



Other: Nonprofits' stories (1); Money donated to communities (1)

*This question asked organizations to select all that apply.

Because we asked organizations to provide their best guess, more organizations shared their donors' race/ethnicity, gender, and age data than systematically collect demographic data from their donors.



Challenges Facing Organizations

The greatest challenges facing organizations (n=31)

When asked to share the greatest challenge facing their organization, nearly half (14) of organizations mentioned **needing more and more flexible funding or new or different ways to raise capital**. Funding was the most prevalent challenge facing small, medium, and majority white organizations, and was also one of the top challenges for large organizations and majority BIPOC organizations.

Related to having limited resources, one third of organizations (10) reported **limited, uneven, or unpredictable staff bandwidth** and that they needed more staff or staff time. This was one of the most prevalent challenges for majority BIPOC organizations.

A few organizations mentioned specific staff capacities that they could benefit from, including to better **evaluate their impact** (3) or **engage donors/members** (2).

Some (6) small and medium-sized organizations struggled with **brand awareness**—that is, effectively marketing/storytelling or being visible to donors “so [they] can grow [their] reach/impact.”

Growing the organization or scaling programs/offerings to meet donor interests or needs, was also mentioned by some (5), particularly small and majority white organizations. All but one of the organizations that mentioned growing/scaling offerings also mentioned funding and/or staff bandwidth.

“We have come to great clarity in the first [few] years about what we can offer the space of philanthropy ... We are now in the process of **identifying the staffing/programming we need to roll that out at a larger level** - so we can then seek the funding for that.”

A few organizations (2) mentioned challenges with **collaborating**, which included finding the time to collaborate or to build alignment and trust with other organizations in the ecosystem.

One in four organizations mentioned a **unique challenge**, including being in a time of transition; gathering stakeholder input on strategy; retaining staff; diversifying staff; diversifying donors; accessing more nuanced data on donors; and finding more impactful giving opportunities.

“Aspirations can tend to exceed our bandwidth, so we struggle with prioritizing and making difficult choices. Raising additional capital (at least at large scale) takes a tremendous amount of time and high-touch engagement.”

“Funding growth efforts over the long term. Like so many non-profits, we do not have the multi-year funding we need to effectively scale. We need upfront, flexible investment that gives us the room to build a model (and team) to move beyond the immediate needs/wants of our members.”

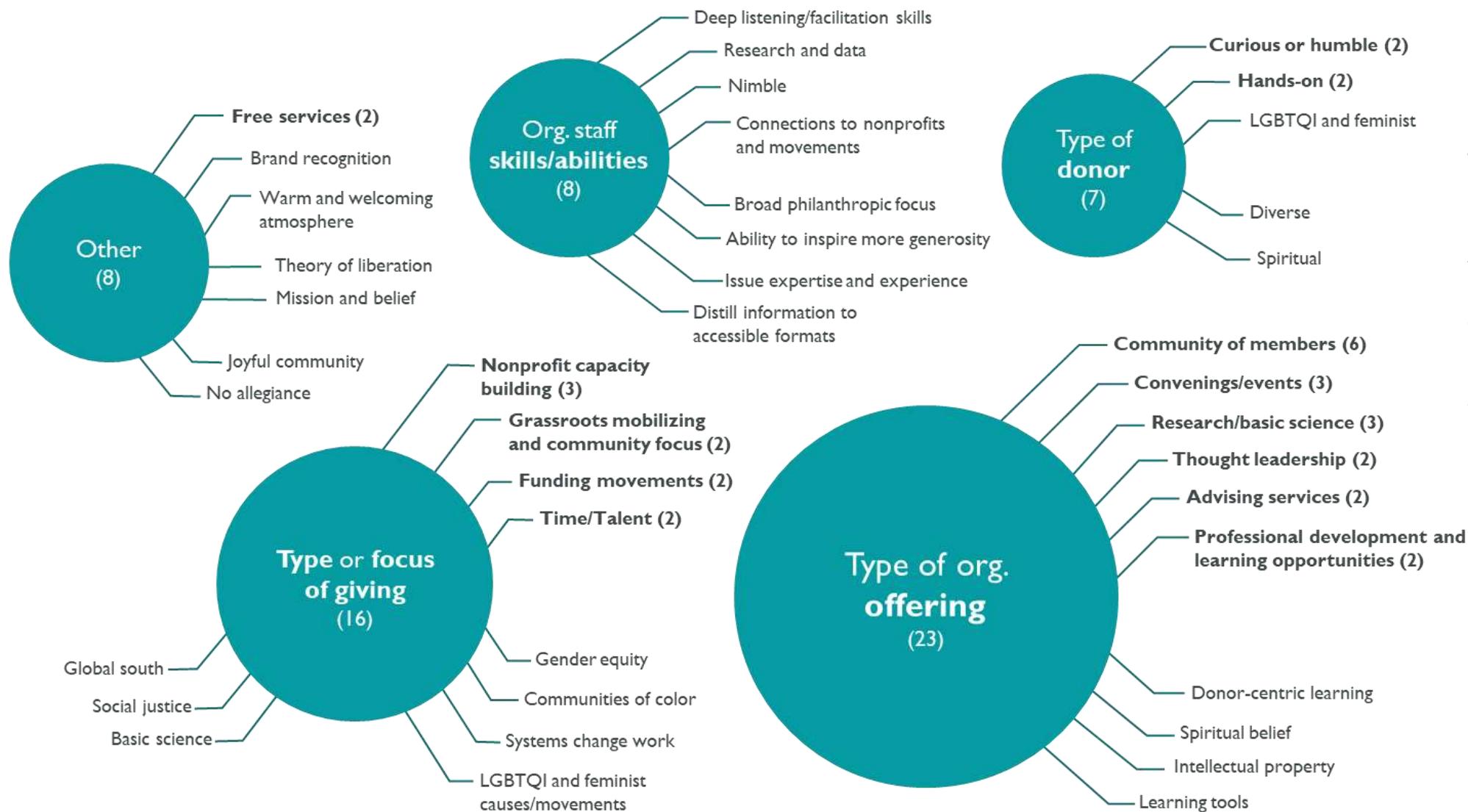
Donor Education/Organizing

Organizations' Offerings

- Organizations' strengths
- Organizations' definitions of "better giving"
- Topics that organizations educate donors on
- Factors that influence what topics to address with donors
- Other services provided to donors
- Format of educational offerings
- Whether and how organizations addressed systemic inequities, racism, or power

Organizations' Greatest Strengths

How organizations distinguish themselves in the landscape of offerings (n=34)



There was **not a lot of overlap** in organizations' descriptions of their strengths or how they distinguish themselves in the landscape.

The most duplication was with respect to the type of offering (i.e., how they educate/organize donors).



Definitions of “Better Giving”

How organizations define better giving (n=34)

While we selected organizations that “have a core focus of educating/organizing individual HNW donors around how to give with greater impact,” we did not want to impose a definition of what it means to give better, and instead asked organizations to share how they do or would define “better giving.”

Interestingly, most responses aligned with the [dynamic set of Principles and Practices](#) that reflect how members of the Impact-Driven Philanthropy Collaborative hope more donors will give²¹.

One third (11) of organizations defined “better giving” as including monitoring whether one’s giving is **having an impact** or using data/evidence to learn from and adapt their giving behaviors.

Nearly one third (10) of organizations mentioned the **amount or type of giving**, such as giving that is large-scale, multi-year, flexible/less restrictive, invests in capacity and infrastructure, etc.

Nearly one third (10) of organizations described giving that is **participatory (done “in close coordination with”)** or that **recognizes or shares power** with grantees, grassroots movements, or communities. Half of the majority BIPOC organizations mentioned this in their definitions.

Several organizations mentioned giving that **aligns with donors’ values** or is focused on advancing their personal priorities or goals (9), and similarly that donors “do their homework” to understand the issue, needs, and organizations and to make **informed/intentional giving decisions** (8).

Some organizations’ (6) definitions included **addressing systemic inequities or root causes** of issues.

One in four organizations mentioned **something distinct**, including giving that is risk-tolerant; intersectional; joyful; ethical and transparent; places realistic expectations on organizations; made to higher capacity and more sustainable organizations; involves sharing learning with peers; or made in collaboration with other funders or venture philanthropy.

“Effective philanthropy supports organizations that are likely to **meet their and their donors’ shared social or environmental goals**. It requires donors to go through a thoughtful decision-making process, **identifying their own philanthropic goals, conducting due diligence before selecting organizations to fund, and ultimately ensuring that those organizations are supported in a way that allows them to thrive.**”

“Engaged donors taking a long-term view and creating space for **equitable systems change.**”

Topics That Organizations Educate Donors On

Organizations that educate donors on the following topics* (n=35)



When asked what factors influenced the topics they addressed with donors, **those who said topics were organization-driven were more likely to address the topic of equity with donors** than organizations that looked to others (e.g., donors/ members, grantees, communities, the field) to inform which topics to address.

- Other:
- Topics based on member interests (1)
 - Family philanthropy (1)
 - Skills or peer learning (1)
 - Full cost funding (1)

*This question asked organizations to rank their top three topics.

Factors That Influence Topics

Factors that most influence which topics organizations address with donors (n=36)

When asked to share which factors influence the topics organizations address with donors, half of organizations (18) mentioned **more than one factor**.

A majority of organizations (29) said that topics were driven by **donor member/participant demand** (or the perceived needs of donors). Half of these organizations educated donors on issue area-specific philanthropy and strategic/impact-driven philanthropy, and one third provided introductory/orientation to philanthropy for donors that were newer to this space.

One third of organizations (13) said that topics were guided by the **organization**—either by the organization’s mission or strategy or by leadership and staff. Of these, more than half (8) had donors in positions of authority (whether as a board member, senior leader, and/or in an advisory capacity). At least one third of these organizations addressed issue area-specific philanthropy and equity with their donors.



Related, a few organizations (4) said they determine topics based on where there is the most opportunity for impact.

Nearly one third of organizations (10) said that topics were influenced by the needs/gaps articulated by **grantees** or **community or movement leaders**. Over half of these organizations educated their donors around strategic/impact-driven philanthropy.

Some organizations (4) looked to **field trends** or **gaps** to inform what topics to address with donors. For example, one organization offers “conversations that [donors] can’t have in other forums.” All but one of these organizations addressed issue area-specific philanthropy and strategic/impact-driven philanthropy with donors.



“We work in 1:1 ways to understand what **questions our donors are thinking about** and what issue areas they want to explore, and match these to the people and functions within our organization corresponding to those interests.”

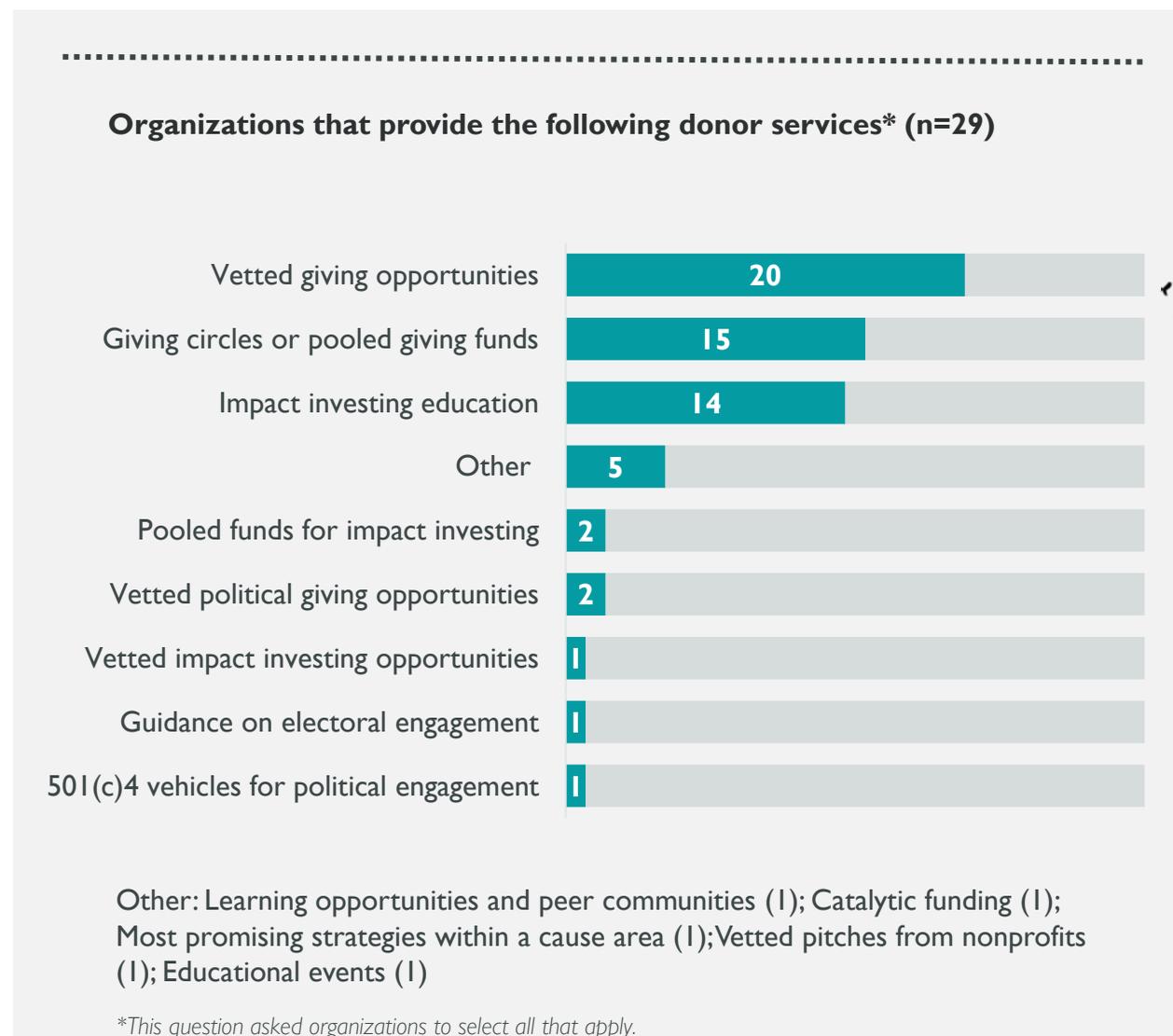


“[Topics are] self-identified and **mission-aligned**.”



“[Topics are informed by] needs/gaps **identified by specific social movements** and **our overall focus on social justice philanthropy** (as well as the **donor’s particular social issue interest area**).”

Other Services Provided to Donors



Vetted giving opportunities and giving circles or pooled funds were the most commonly provided services. Of the eight organizations that are part of the SVP affiliate network, five said they offered vetted giving opportunities.

Format of Educational Offerings

Organizations that provide the following donor education formats* (n=34)



Other: Guidebooks (1); Website content (1); Presentations and ongoing relationships with staff and leadership at donor networks (1)

*This question asked organizations to rank their top three topics.



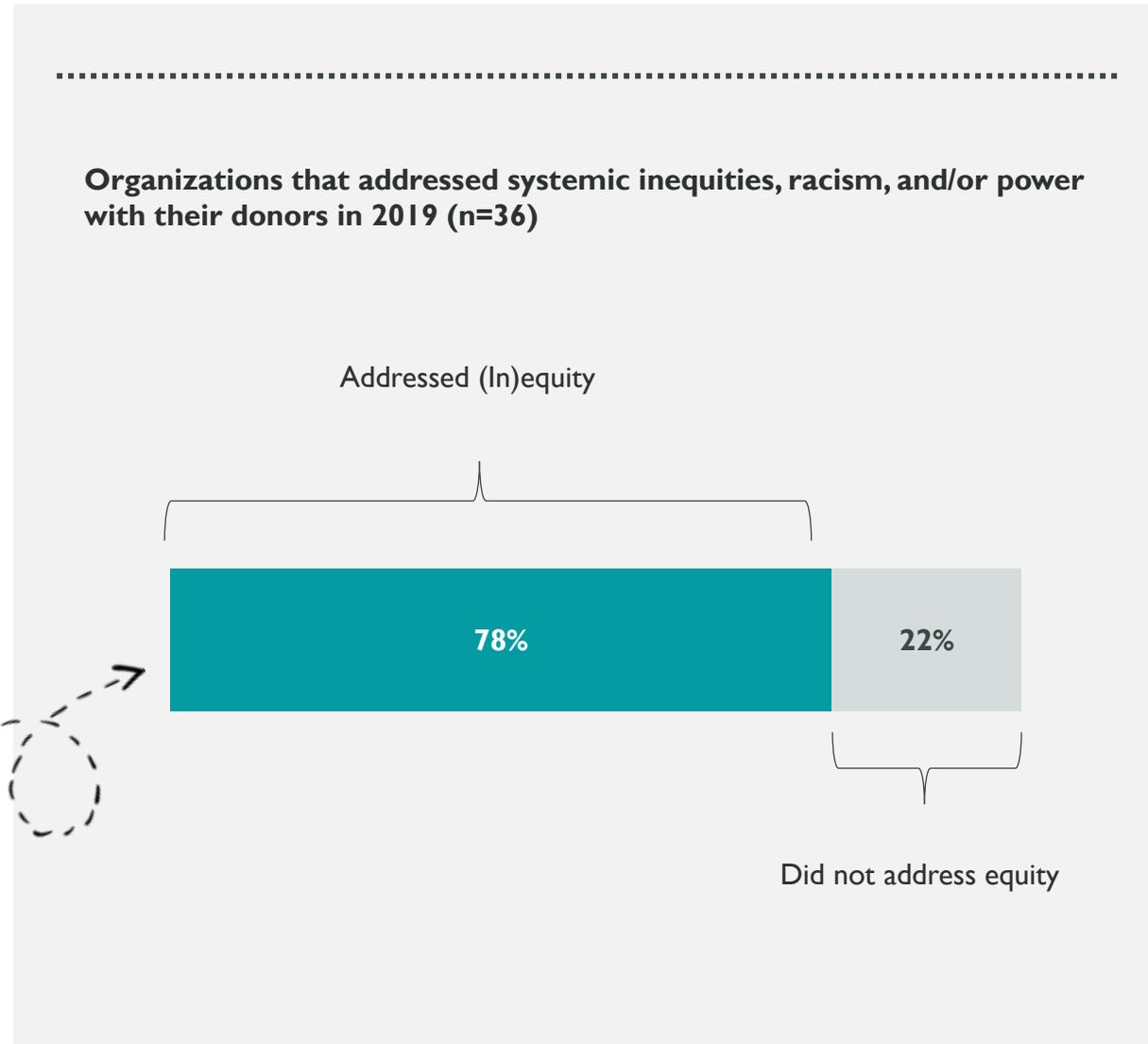
One third of organizations **provided one-on-one support** or coaching to donors, which was surprising given how lean organizations were.

That said, New Visions’ 2003 landscape of donor education indicated that one-on-one consultations and discussions were the most common format of donor education providers, and so, **conferences/summits, educational courses/workshops, and peer groups have become more common.**²²

Organizations that Addressed (In)equity

Over **three quarters** of organizations **addressed systemic inequities, racism, and/or power** with their donors, and one quarter of those said they embed equity in all of their programming.

Since these data were collected in February 2020, COVID-19 was declared a global pandemic, disproportionately affecting Black and Brown communities. Innocent Black lives—including George Floyd’s, Ahmaud Arbery’s, Breonna Taylor’s, Rayshard Brooks’, and others—have been taken at the hands of police and white supremacists, and significant and sustained racial justice protests, demonstrations, and calls to action followed. **We suspect that this proportion would be higher if data were collected again today.**



How Organizations Addressed (In)equity with Donors

How organizations addressed systemic inequities, racism, or shifting power with donors (n=28)*

24 organizations shared **the ways in which they addressed equity** or power with donors or programming they embedded it into:



19 organizations shared **the specific topics or content that they addressed** with donors related to equity or power:



*This question was open-ended and did not ask organizations to distinguish between the 'what' and the 'how.' Words are sized relative to the number of mentions.

Donor Education/Organizing

Ecosystem Connectedness and Health

- Functions of a network
- How collaborating adds value
- Barriers to coordinating or collaborating
- Levels of connectedness to other organizations (social network analysis)
- Types of connections (*know of, connected to, partnered/collaborated with*)
- Greatest challenge facing the ecosystem

Functions of a Network

Change doesn't happen in a vacuum—it is often the result of efforts from multiple organizations and individuals working together. Over the years, there has been an increased desire to understand existing and potential networks with the goal of developing a more effective donor education/organizing ecosystem that maximizes impact. A piece by Grantmakers for Effective Organizations and the Monitor Institute states,



“Grantmakers and social change makers are harnessing the power of networks to achieve positive social benefits in five key ways: weaving social ties, accessing new and diverse perspectives, openly building and sharing knowledge, creating infrastructure for widespread engagement and coordinating resources and action...Most efforts to activate networks involve several of these approaches at once. In the end, all are about connecting together actors and resources in order to create greater impact than an individual or organization can achieve on its own.”²³

Networks can serve multiple functions, such as:

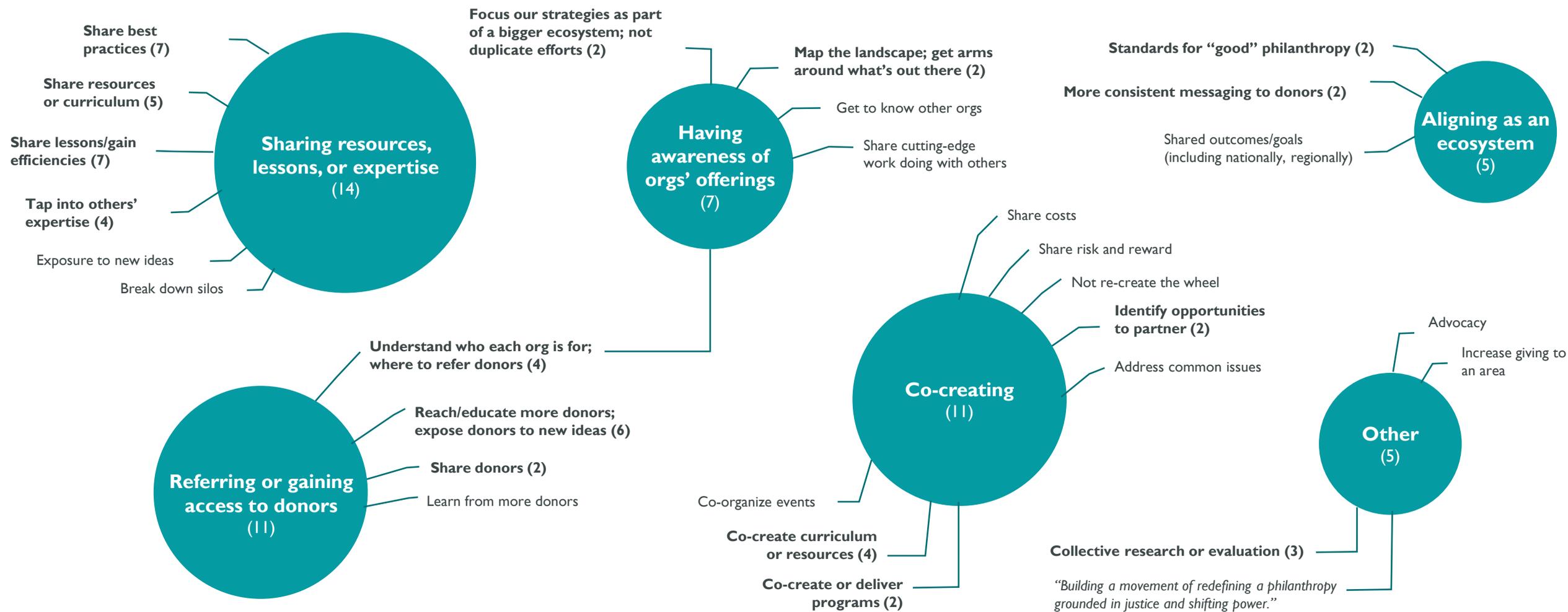
- Innovation—generation of novelty (new knowledge, products)
- Diffusion—rapid spread of ideas, products
- Combination—assembling of new capacities
- Alignment—formation of new identity/brand
- Mobilization—reaching and activating many people
- Exchange—sharing of information widely
- Assessment—provision of diverse feedback/evaluation
- Advocacy—influencing existing decision-making structures
- Delivery—bringing resources and assistance to increase capacity²⁴

And, in the case of the donor education/organizing ecosystem, having an awareness of the other organizations and their offerings is hypothesized to make it easier and more likely for organizations to efficiently refer donors to another organization that they believe could better meet their education needs. As one respondent put it, *“While we serve a broad range of donors, we certainly can't be everything to everyone. Having a clearer sense of who each organization is for (and who not) would help all of us better signpost where donors should go to meet their needs (if it's not us).”*

Value of Collaborating

Ways in which coordinating or collaborating with other organizations might be valuable (n=33)

Not wanting to assume that more connectedness is necessarily optimal, we asked organizations to share what they perceived to be the value-add of collaborating with other donor education/organizing organizations. **More than half of organizations mentioned more than one way in which collaborating would add value.** Many of the most connected organizations (>25 connections) mentioned sharing resources, lessons, or expertise; referring or gaining access to donors; and co-creating.



Barriers to Collaborating

Biggest barriers to coordination or collaboration in the ecosystem (n=33)

Organizations were asked to share what gets in the way of coordination or collaboration with other organizations in the ecosystem. More than half of organizations (19) mentioned **time or capacity** as a barrier, including the time it takes to coordinate and get to know one another, as well as staff capacity to build relationships with organizations (on top of donors).

- Organizations that mentioned time/capacity or funding were primarily small and medium-sized organizations.
- Related, a number of organizations (8) mentioned **limited funding/resources** to support coordination or collaboration. More than half of the organizations that mentioned funding also mentioned staff time or capacity as a barrier to collaborating.

Nearly one third of organizations (9) experienced or perceived a **competitiveness** among organizations in the ecosystem, either for donors/members or for funding. A few of those organizations specifically mentioned that organizations' egos or scarcity mindsets got in the way of coordinating or collaborating. Of the organizations that were the least connected to others in the ecosystem (10 or fewer connections), competitiveness was the only barrier that was mentioned more than once.

Several organizations (8) described having **different values, priorities, or approaches** than other organizations in the ecosystem, and that it therefore didn't make sense to partner. As one organization stated, *"if you don't agree on what you think donors *should* be doing, it is hard to work together on *how* they do it."*

A few organizations said that being **unfamiliar** with the work of other organizations made it difficult to partner (3); that there were **too many organizations** (2); or that organizations didn't have the **attention span** for collaborations (2).

Barriers that were mentioned as one-offs (6) included organizations' geography; orientation toward confidentiality; different types of donors/members; not having ideas for collaborations; not knowing the entry point or how to access potential partners; an obsessive focus on innovation and growth/scale; and that collaboration *"...is merely co-branding, rather than shared development, risk and reward."*

“...Exploring collaboration and partnership can be a long process that requires **staff time and capacity** that we don't often have to spare. Extra **funding** would be a game changer.”

“**Time and resources** to establish and build meaningful relationships with others. We spend a lot of time just trying to engage with our own network of stakeholders.”

“**There are so many** and it's hard to tell where the overlaps are, what the differences are, what the different organizational personalities are.”

Social Network Analysis

To better understand relationships among the donor education/organizing organizations, the 36 survey respondents were asked to identify their level of connection with each of the 86 organizations in our full survey sample.

Types of connections included:

- I don't know this organization.
- I know of this organization, but we are only loosely connected (e.g., we follow their work).
- We have connected with this organization, but haven't formally collaborated in the last year.
- We have partnered or collaborated around a project or issue in the last year.

The following key terms provide definitions of the metrics used to understand organizations' connections to one another.

Key Terms:

- **Density** measures the number of total connections that exist within the ecosystem out of the total connections that are possible.
- **Directed connections** measures the number of mutual connections an organization has with other organizations in the ecosystem.
- **Undirected connections** measures the number of connections an organization has with other organizations.

Insights from the Social Network Analysis

Organizations are collaborating and connecting with each other, but there is a desire for more and deeper connections. Organizations value the opportunity to share information/resources or expertise, co-create programs, and refer or gain access to donors. However, time and capacity along with competition and differing values, priorities, and approaches present challenges to collaborating.

While the network maps and metrics do not provide a complete picture of the ecosystem, they reveal existing and potential connections:

- On average, organizations were connected to 46 other organizations that educate/organize donors. The number of connections ranged from 14 to 74.
- Among the 86 organizations, the density of the network was 32.3%, meaning 32.3% of all possible connections exist. This suggests that there is potential for more connections within the ecosystem, though there is no guarantee that more connections is better.
- Not surprisingly, older organizations reported more connections to the ecosystem compared to newer organizations.
- Majority BIPOC organizations were more connected to the ecosystem, reporting an average of 52 connections compared to an average of 45 connections among majority white organizations.
- On average, the 36 responding organizations formally partnered or collaborated with 8 other organizations in the donor support ecosystem, with a range of 0 to 29 partnerships or collaborations reported.

- Organizations with longer-tenured CEOs or EDs (> 5 years) reported an average of 46 total connections, with a range of 17 to 73. In the last year, they partnered with an average of 6 organizations.
- Organizations with newer CEOs or EDs (<5 years) reported an average of 47 total connections, with a range of 14 to 74. However, they were more likely than organizations with longer-tenured CEOs or EDs to have collaborated in the past year, with an average of 9 partnerships or collaborations.
- Though newer leaders were more connected to other organizations, older organizations reported more connections. This could suggest that connections are more organization-led and less interpersonal.
- Small organizations (<10 FTE staff) were more connected than large organizations (>20 FTE staff). Small organizations were connected to an average of 49 organizations and collaborated with an average of 9 organizations. Large organizations were connected to an average of 34 organizations and collaborated with 5 organizations.

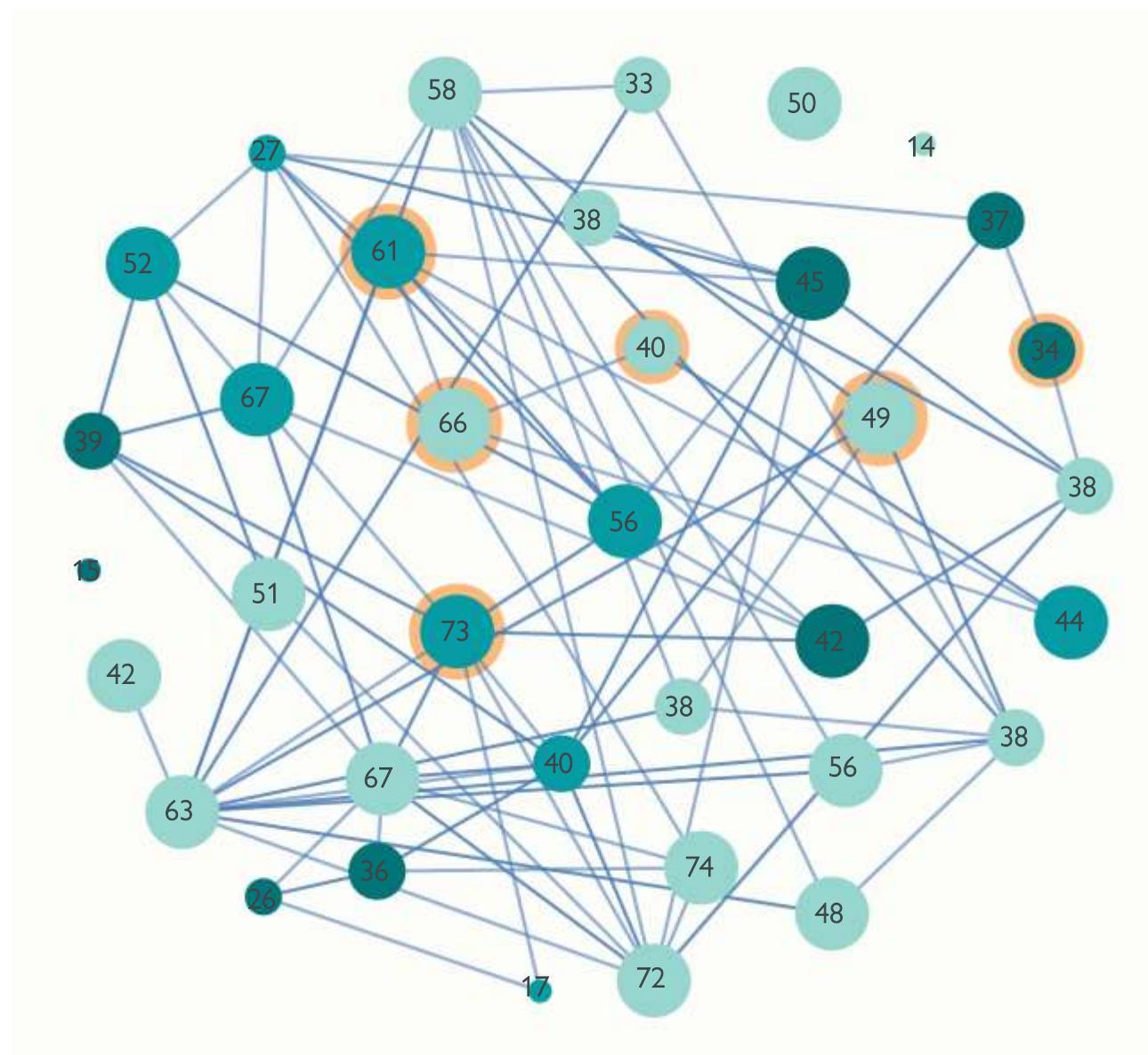
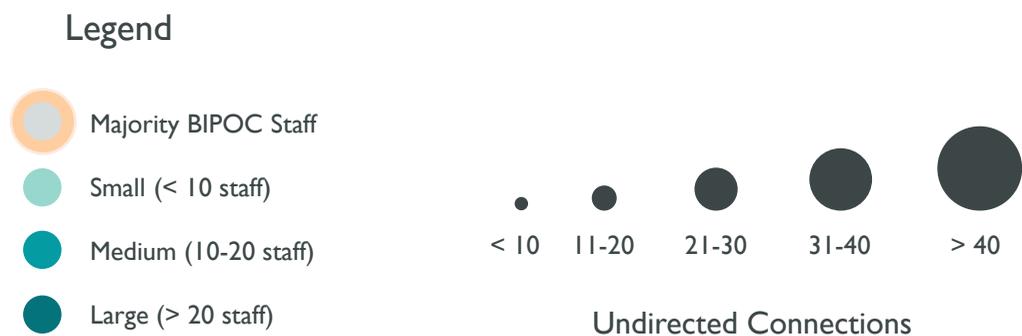
Though there is no baseline information to compare this data with, and there is uncertainty with how these connections may have changed since the survey was administered, these results suggest there are opportunities and a desire to deepen connections throughout the donor support ecosystem.

Organizations That Have Collaborated in the Past Year

Most organizations (35) collaborated or partnered with other organizations in the past year on an issue or program. The number of collaborations or partnerships in the past year ranged from 0 to 29.

Of these 35 organizations, 10 reported having collaborated or partnered with at least 10 other organizations. These organizations were more likely to have newer CEOs or EDs and be small (<10 FTE staff) or medium (between 10 and 20 FTE staff) organizations.

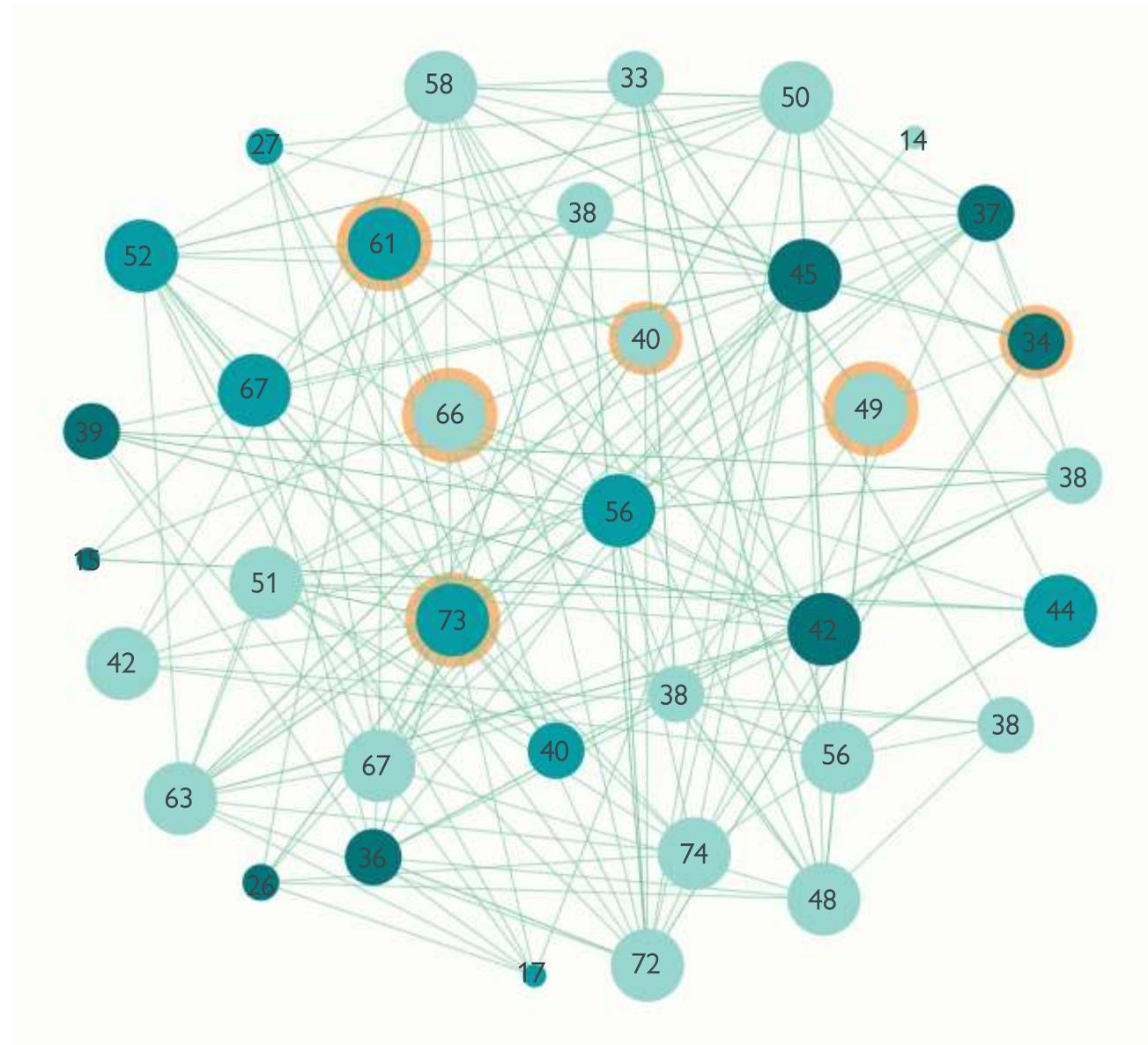
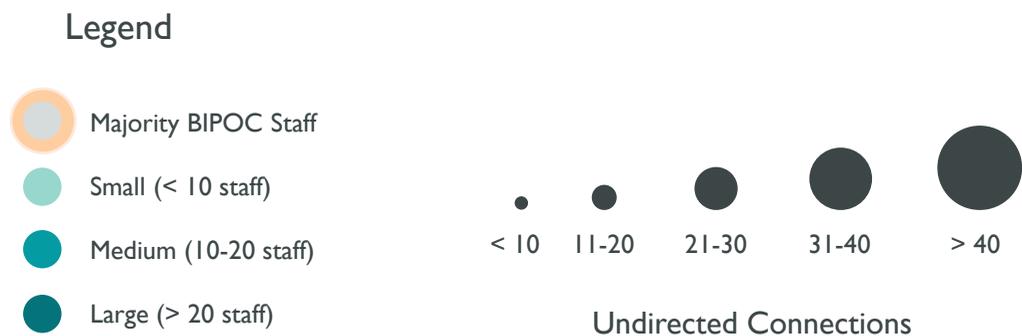
Numbers on each circle indicate the total number of undirected connections the organization has with other surveyed organizations.



Organizations That Have Connected But Not Collaborated in the Past Year

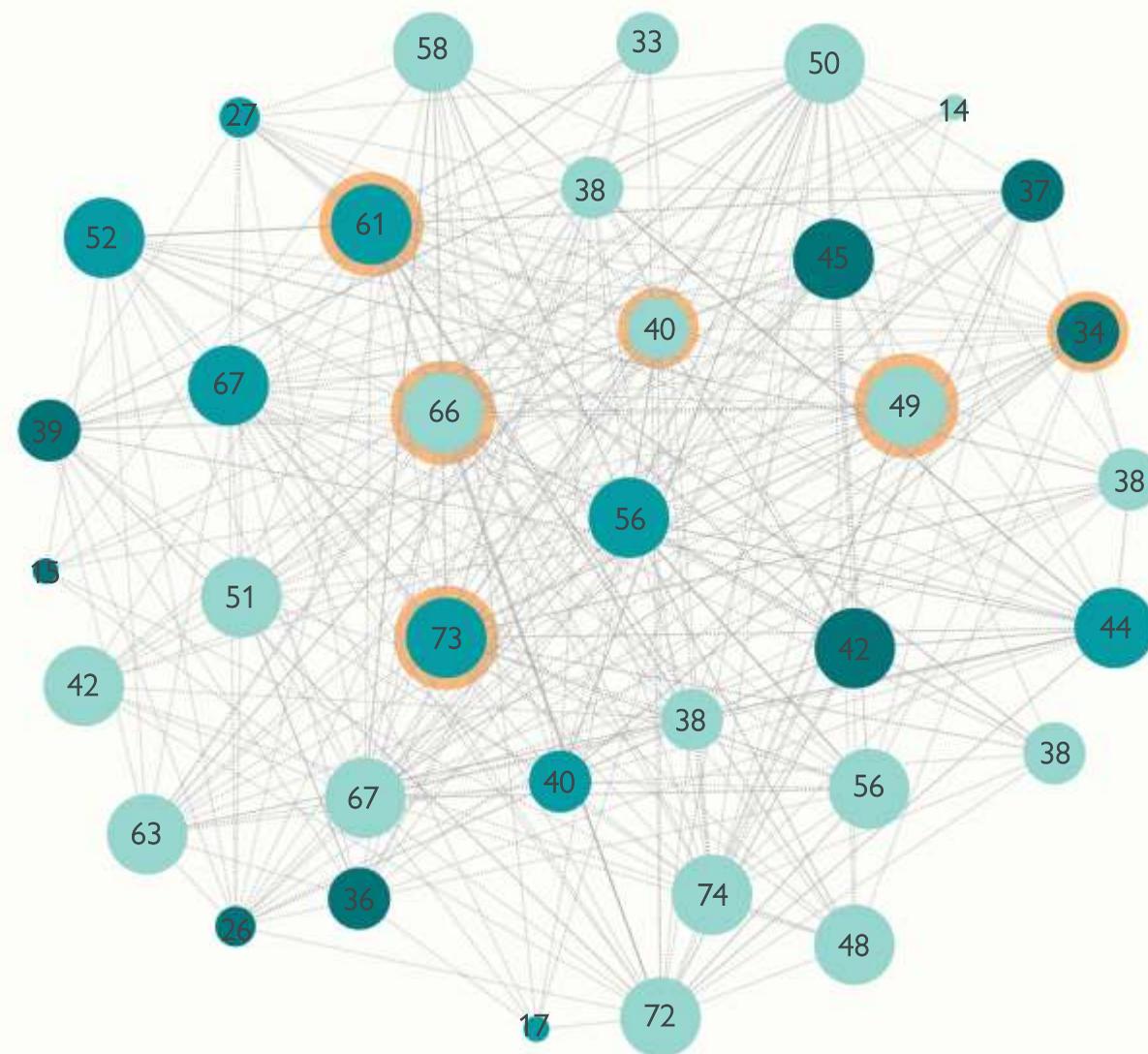
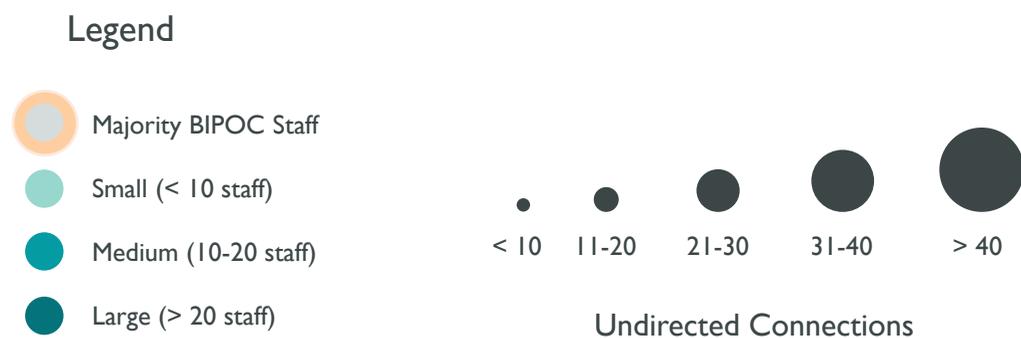
Many connections were made in the past year but have not yet resulted in a partnership or collaboration. On average, organizations were connected with 13 other organizations in the last year. The number of connections made in the past year ranged from 1 to 30.

Though time and capacity was mentioned as a barrier to connecting or collaborating with other organizations, small organizations (< 10 FTE staff) were more connected to the ecosystem than large organizations (> 20 FTE staff).



Organizations That Are Loosely Connected to Each Other

Unsurprisingly, there are opportunities to deepen connections within the ecosystem. On average, organizations reported that they were loosely connected with 24 other organizations but have not formally collaborated or connected in the past year.



Challenges Facing the Ecosystem

The greatest challenge facing the donor education/organizing ecosystem (n=29)*

We asked organizations to share what they believed was the greatest challenge facing the donor education ecosystem today and compared those responses to what New Visions reported as issues/trends facing donor education in 2003.

One third of organizations (9) noted something about **power**, such as donors not being aware of or understanding how to use their privilege or power, wrestling with “*driving just outcomes with wealth generated from unjust structures*,” or being far removed from the issue/community and/or wanting to put their stamp on something. While this was the most prevalent challenge among responding organizations, it did not show up as a challenge in New Visions’ 2003 landscape of donor education.²⁵

One quarter of organizations (8) mentioned **donors’ awareness** of the existence of educational programs, belief that they need to be educated, or ability to navigate the ecosystem. This was consistent with what New Visions’ found in 2003 and has been echoed by others in the ecosystem: “*Getting started in philanthropy can be an overwhelming endeavor, and the multitude of options leads to the paralysis of indecision.*”²⁶

Another challenge that resurfaced from 2003 was a **scarcity mindset**, or the perception that the ecosystem is crowded and fragmented and that organizations are protective of their offerings or duplicating efforts out of fear of losing donors.

- A few organizations (3) also mentioned having to **compete with other industries**, such as financial services/wealth management.

Several organizations (6) mentioned the ecosystem needing to better understand and **adapt to the diverse needs of donors**. As one example: “*There’s generational differences around giving, both in the why and the resources. I think we need to have multiple messages on hand to reach different audiences.*”

Other challenges from the 2003 landscape that were mentioned but not as prevalent included a need for professional standards (including around evaluation) (2); challenges with the economics of who covers the costs of programs (2); and the globalization of giving (1).

New challenges that emerged included providing or scaling high-touch/customized offerings (2); having leaders who believe in the work and “*not just delegate it to junior staff*” (1); and donors’ “*willingness to take the time and do the inner work to achieve root level shift*” (1).

“I think a lot of donors want the easy, feel-good experience that **upholds paternalism and existing power structures**.”

“[The ecosystem] feels too **inaccessible** to many ... There is a Goldilocks quality to this -- a donor needs to find something “just right” for them in terms of time commitment, vibe, accessibility, wealth level of other members. etc.”

“Everyone seems to **work in silos**, but also protective of what they have, instead of looking for opportunities to share.”

Donor Uptake

of Organizations' Educational Offerings

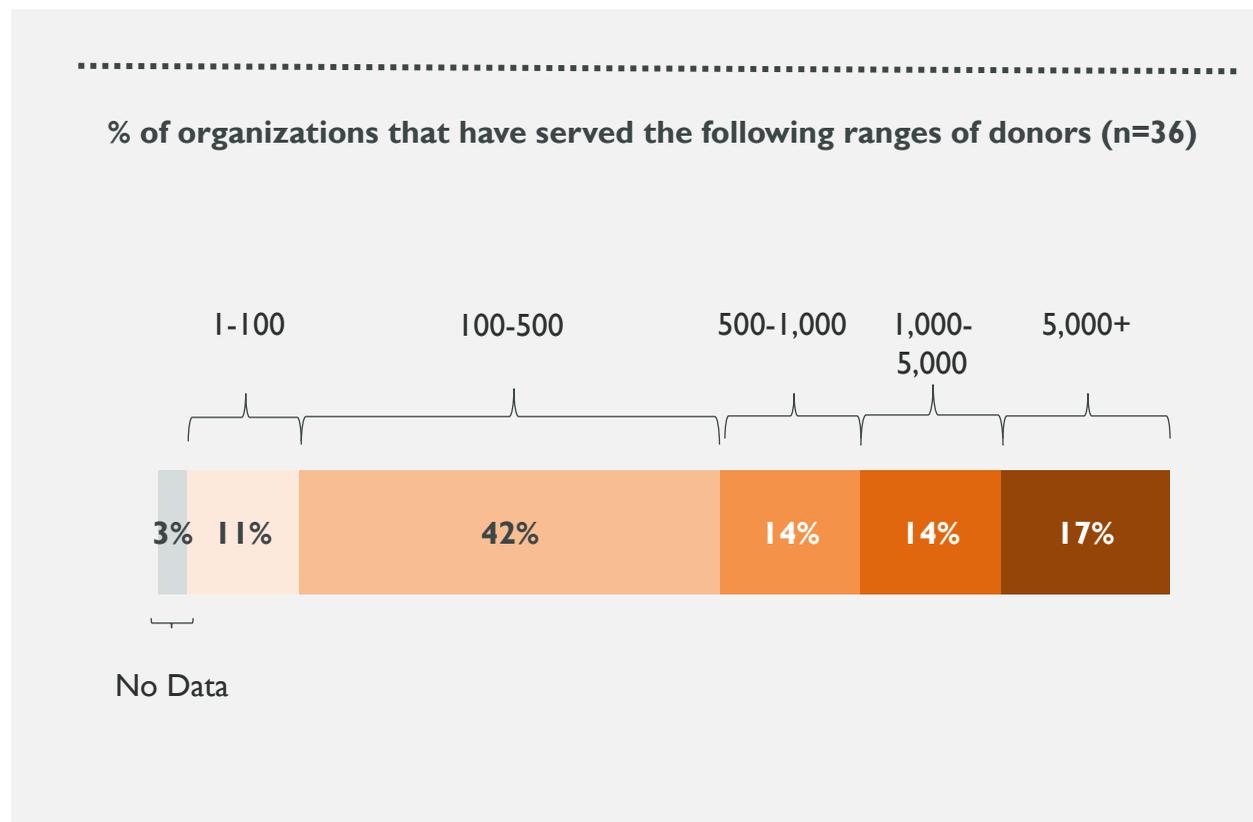
- Total donors ever served
- Target income, wealth, and/or giving levels
- Other target characteristics
- How organizations attract new donors
- Barriers to reaching donors

Total Donors Ever Served

Over **one third** of organizations have served between **100-500 donors**.

Unsurprisingly, older organizations were more likely to have served more donors overall.

Methodological note: The sample of respondents tends to be younger in terms of organizational lifespan.

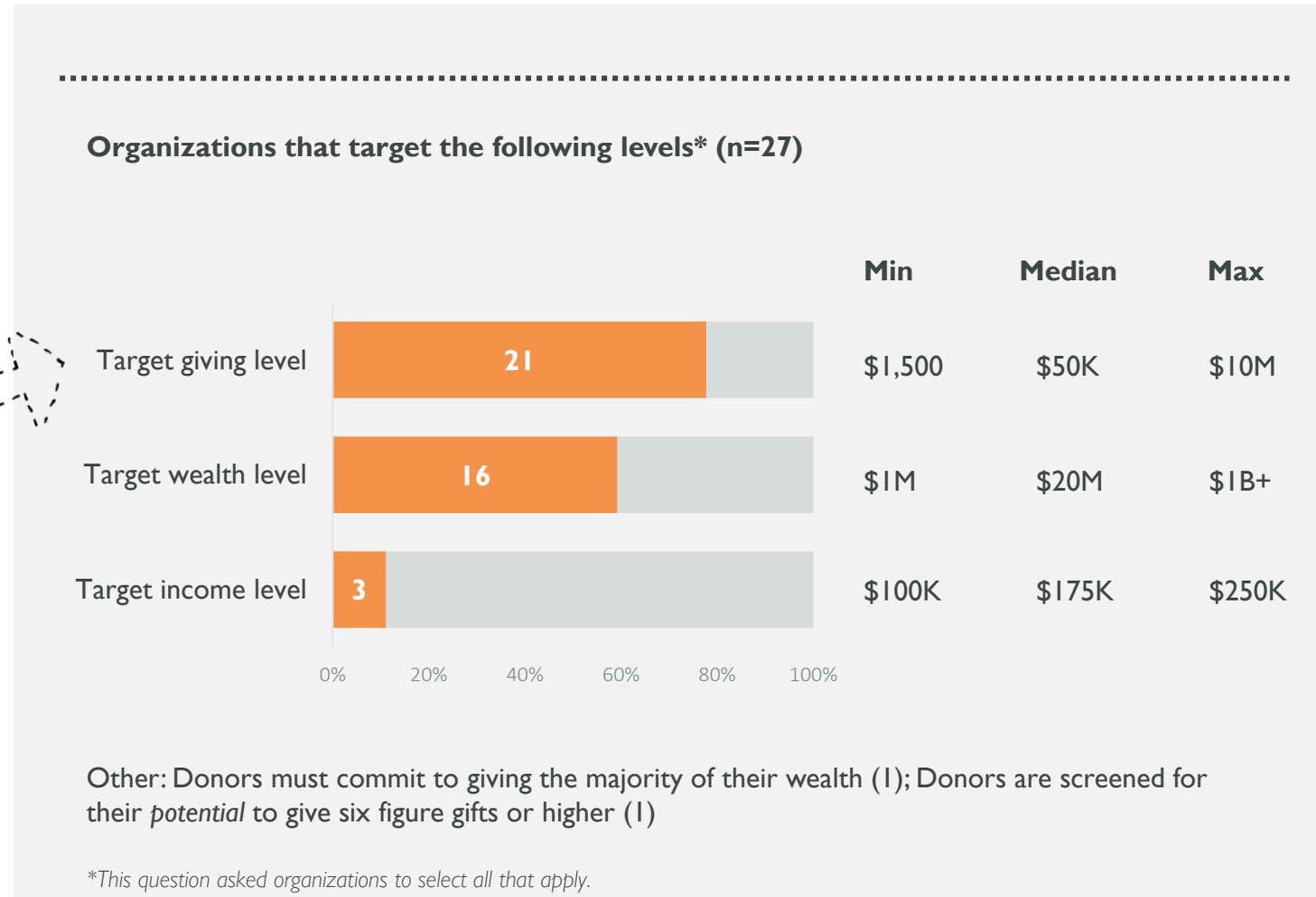


Donor Target Level

While we selected organizations that educate or organize HNW donors, there was no standard definition of high net worth. We chose to ask organizations what—if any—criteria *they* use to target donors with hopes that these data could inform the ecosystem.

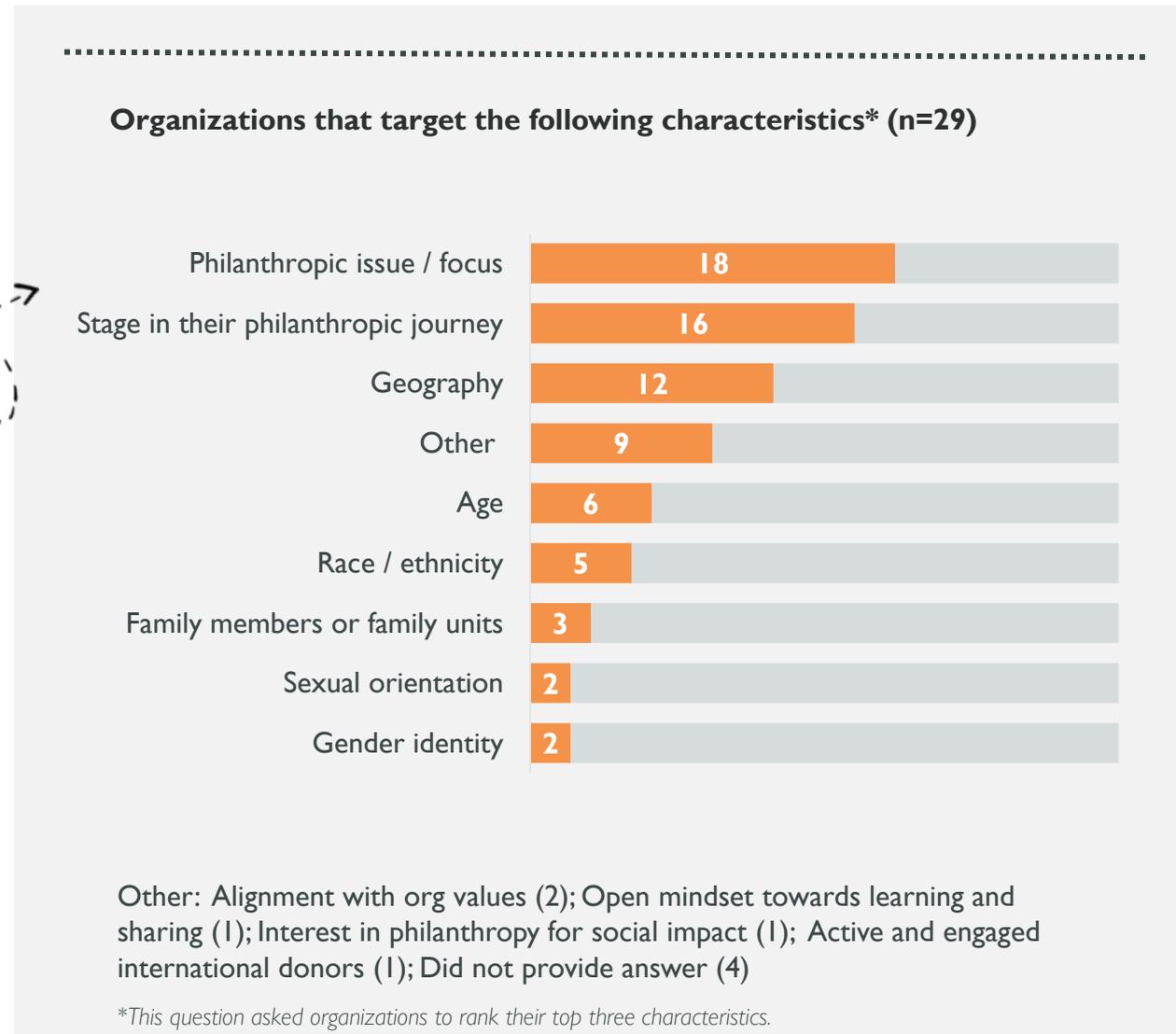
Most organizations target donors based on their **giving level**, followed by **wealth level**. Only a few organizations target donors by their income level.

Over **one third** of organizations (10 of 27) targeted **more than one level**.



Targeting Donors

In addition to targeting donors by their giving and/or wealth levels, it was common for organizations to target donors by their **philanthropic issue/focus area, the stage in their philanthropic journey, and geography.**



Attracting Donors

The two most effective strategies for attracting donors were referrals, whether through peers or from other organizations.

Organizations that attract donors through the following ways* (n=36)



Only **two organizations** said they were not trying to expand their reach.



Other: Not trying to attract new donors (2); Through affiliates (2); Targeted outreach (1); Through org publications (1)

*This question asked organizations to rank their top three strategies.

Barriers to Reaching Donors

Organizations' biggest barriers to reaching more individual HNW donors (n=35)

Of the 94% of organizations trying to expand their reach, one third of organizations (12) reported capacity limitations, such as **having enough staff or staff time** to commit to donor outreach or to engage as deeply with donors as organizations would like to. This was the most frequently mentioned barrier by majority white, majority BIPOC, and small organizations, but was also common for medium and large organizations.

One quarter of organizations (9) struggled with **gaining access to new donors**, particularly donors outside of their existing or familiar networks. This included getting their current donor members/participants to refer or champion the organization or its offerings. Sourcing new donors was mentioned by more than half of medium-sized organizations..

- Related, a few organizations (2) mentioned that donors will often **keep their wealth or giving private**, which can make them harder to reach. Others (3) struggled with finding donors who are aligned or a **good fit** for the organization.

Several organizations (7) said their biggest barrier was **convincing donors of the need/value add** of their offerings, **standing out** from other organizations, or being able to “cut through the noise” without “inundating” donors. This was only reported by majority white organizations.

- Related, a few organizations (2) struggled with **building donors' trust** in the organization or its offerings (in one case, because it was a young organization).

Barriers that were mentioned as one-offs (7) included organizations' thought leadership; offering programming to individuals who are not yet full-time donors; asking members for a few thousand-dollar minimum contribution; legal barriers that donors put up; donors' busyness; limited understanding of the organization's issue area; and disinterest in collective giving.

Two of the 35 organizations were **not trying to expand their reach** and one reported not having a clear growth strategy.

“The biggest barrier is **“organizing the unorganized.”** Reaching donors through existing progressive donor networks is our current strategy - but there are lots of donors who fall outside of this...”

“The ability to provide resources in a timely, efficient and effective manner to donors who are interested in being more strategic about philanthropy **while not inundating them with information.**”

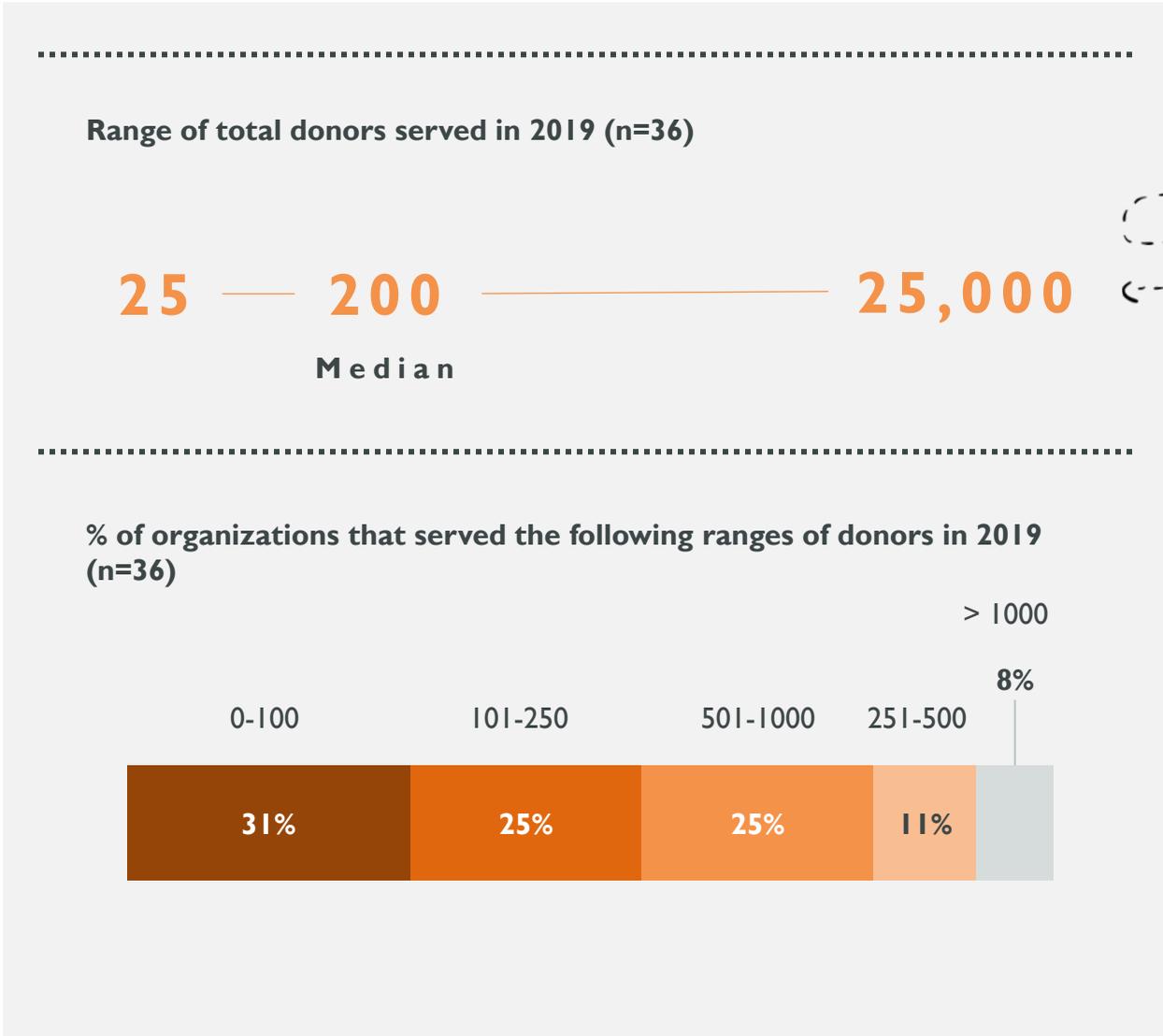
Characteristics of Donors

Supported by Donor Education/Organizing Organizations

- Number of donors served in 2019
- Expanding reach
- Race, ethnicity, gender, and age
- Stage in the philanthropic journey
- Geographic region
- Geographic scope of giving
- Primary giving vehicles
- Donor needs organizations can't reach

Total Donors Served in 2019

37,456 Total Donors Served in 2019 (n=36)

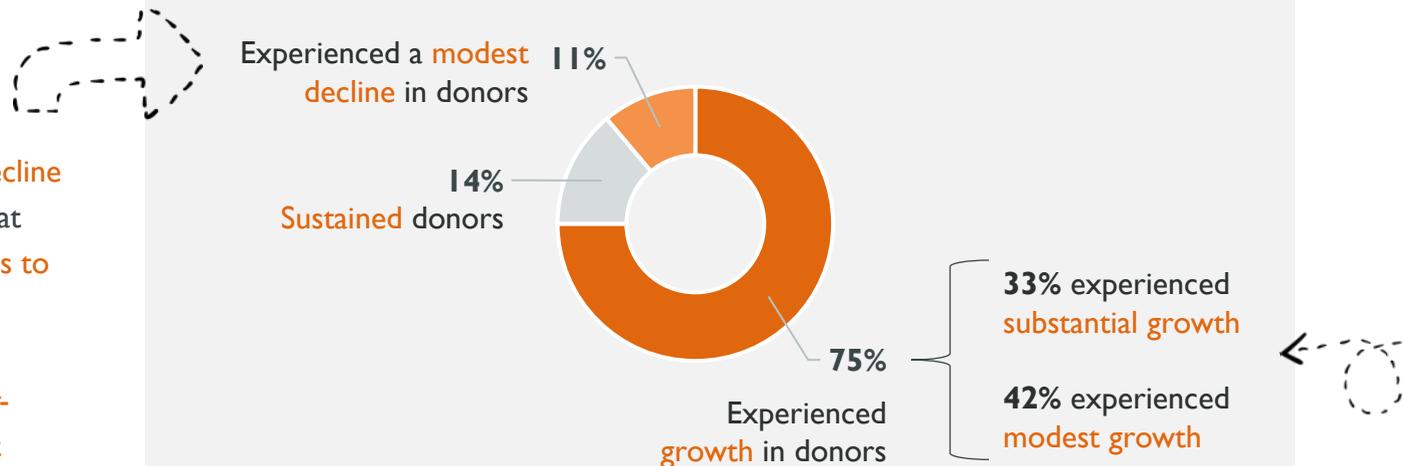


The organization that educated 25,000 donors in 2019 said that the figure reflected the number of donors that used research and tools available on their website to inform their giving. While this organization’s publicly-available resources reached a high number of individuals, the way in which they educated donors was less direct than what many other organizations reported (e.g., conferences, workshops, one-on-one consulting, etc.).

Methodological note: The following slides on characteristics of donors include analyses with and without this organization’s (referred to as ‘Organization X’) donors, because their donors make up 67% of the total donors served in 2019.

Expanding Reach

% of organizations that grew, sustained, or declined in donors/members in 2019 (n=36)



Half of organizations (4) that saw a decline in their donors/members reported that their biggest barrier was gaining access to new donors or networks.

Additionally, organizations with longer-tenured CEOs/EDs (>5 years) did not experience a decline in their donors/members in 2019.

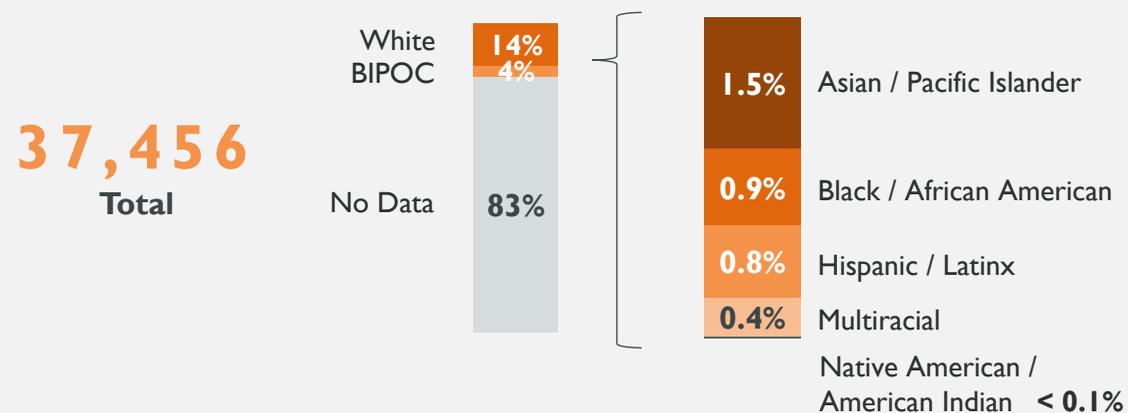
Three quarters of organizations experienced modest (42%) or substantial (33%) growth in 2019.

These organizations reported that peer referrals (96%) and referrals from other places (63%) were their most effective strategies for attracting new donors.

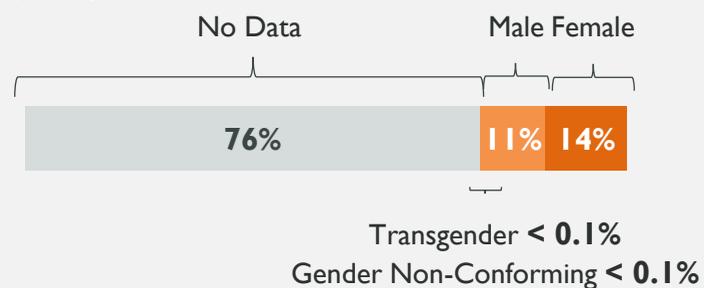
Donor Race/Ethnicity and Gender

Donors were majority white and majority female, though **there was only race/ethnicity data for 17% and gender data for 24% of the 37,456 donors** educated in 2019. The organization ('Organization X') that educated 67% of the total donors was included in the organizations that did not provide race/ethnicity or gender data. Although staff in the donor education/organizing ecosystem were predominantly white (70%), they were slightly more diverse than the donors they serve.

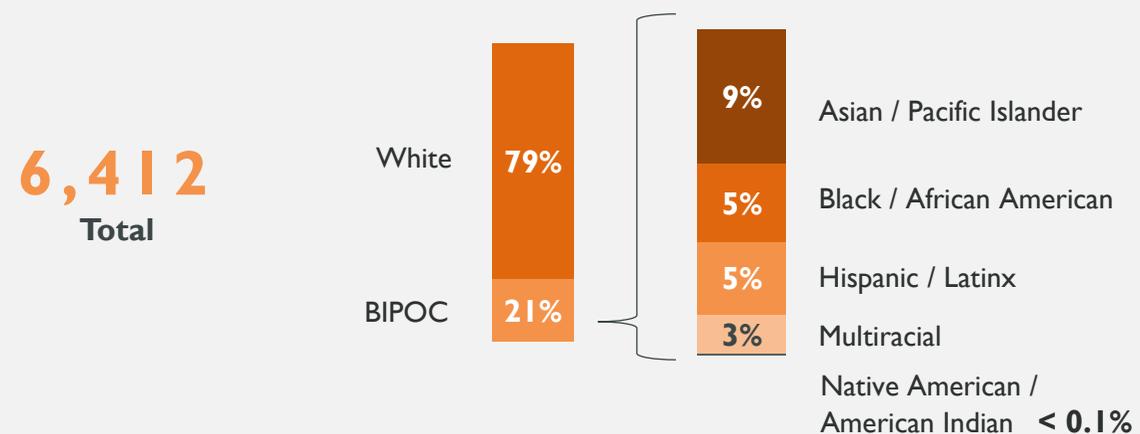
Racial and ethnic composition of donors (n=36)



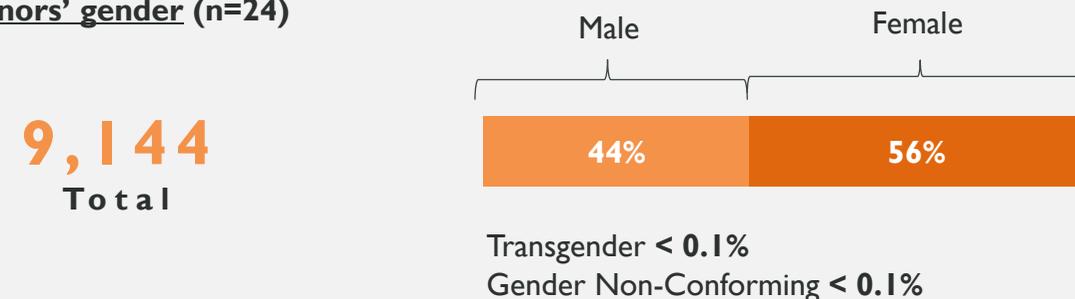
Gender composition of donors (n=36)



Racial and ethnic composition of donors without organizations that did not report donors' race and ethnicity (n=19)

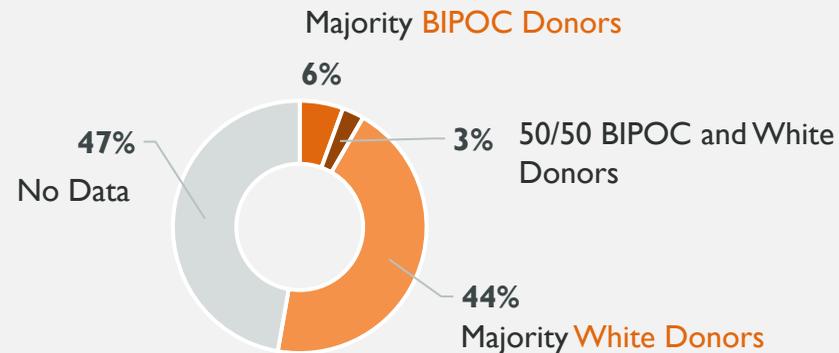


Total donors served in 2019 without organizations that did not report donors' gender (n=24)



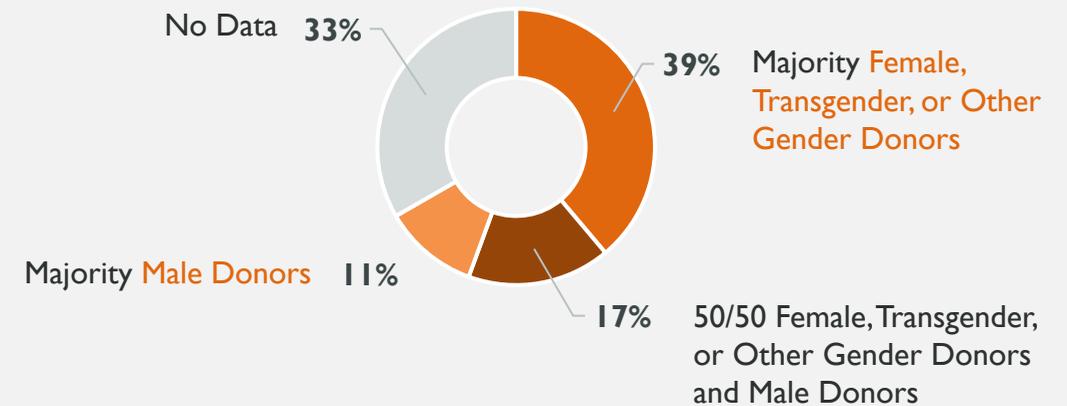
Organizations Serving Majority BIPOC or Female, Transgender, and Gender Nonconforming Donors

% of organizations serving majority BIPOC donors (n=36)



Of the six organizations with majority people of color staff, 33% also served majority BIPOC donors, whereas **only 4% of the 26 organizations with majority white staff served majority BIPOC donors.**

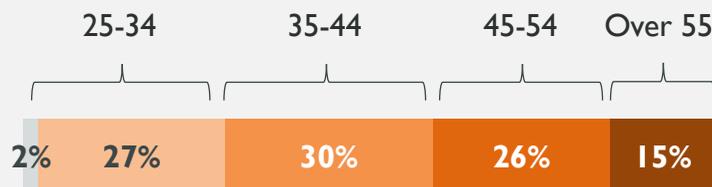
% of organizations serving majority female, transgender, or other gender donors (n=36)



According to Wealth X’s market research on the U.S. wealthy, “the vast majority of the wealthy are male. Among those with \$10M-\$20M, 15% are women; this drops to below 10% among those with more wealth.”²⁷ *Yet **more organizations’ donors/members are majority female than male.** This is consistent with what New Visions reported in its 2003 landscape, which is that women are “more likely to take sole responsibility for decision-making related to charitable giving”²²⁸

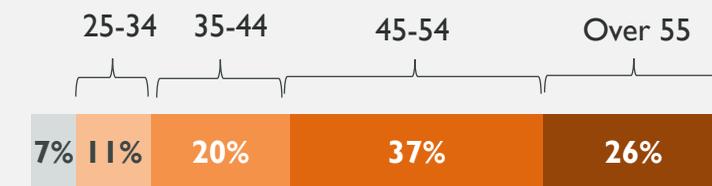
Donor Age and Stage

% of donors in each age range with Org X (n=36)



Unlike race/ethnicity and gender, age data were provided for most donors. **Only a minority of donors were 55 and over**, even though a vast majority of the wealthy are at least 60 years old, and only 6% are under the age of 45.²⁹

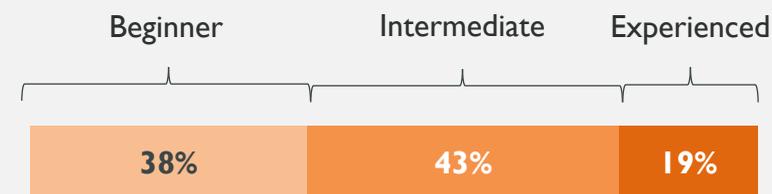
% of donors in each age range without Org X (n=35)



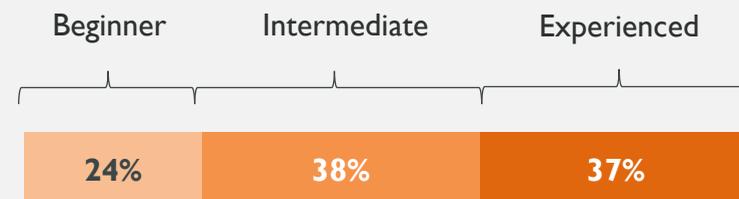
There was a good **balance** of donors at the beginner, intermediate, and experienced **stages in their philanthropic journeys.**

Organizations supporting younger donors were not more likely to be supporting donors that were new to philanthropy.

% of donors in each philanthropic stage with Org X (n=36)

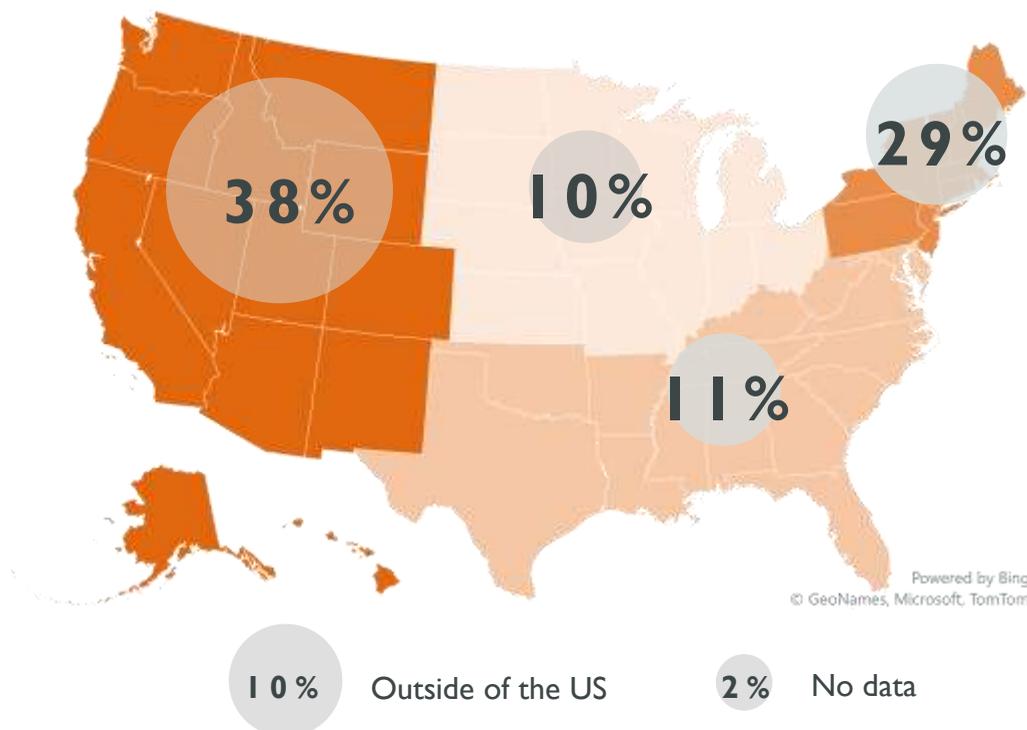


% of donors in each philanthropic stage without Org X (n=35)



Donor Geographic Region

% of overall donors located in each region* (n=36)



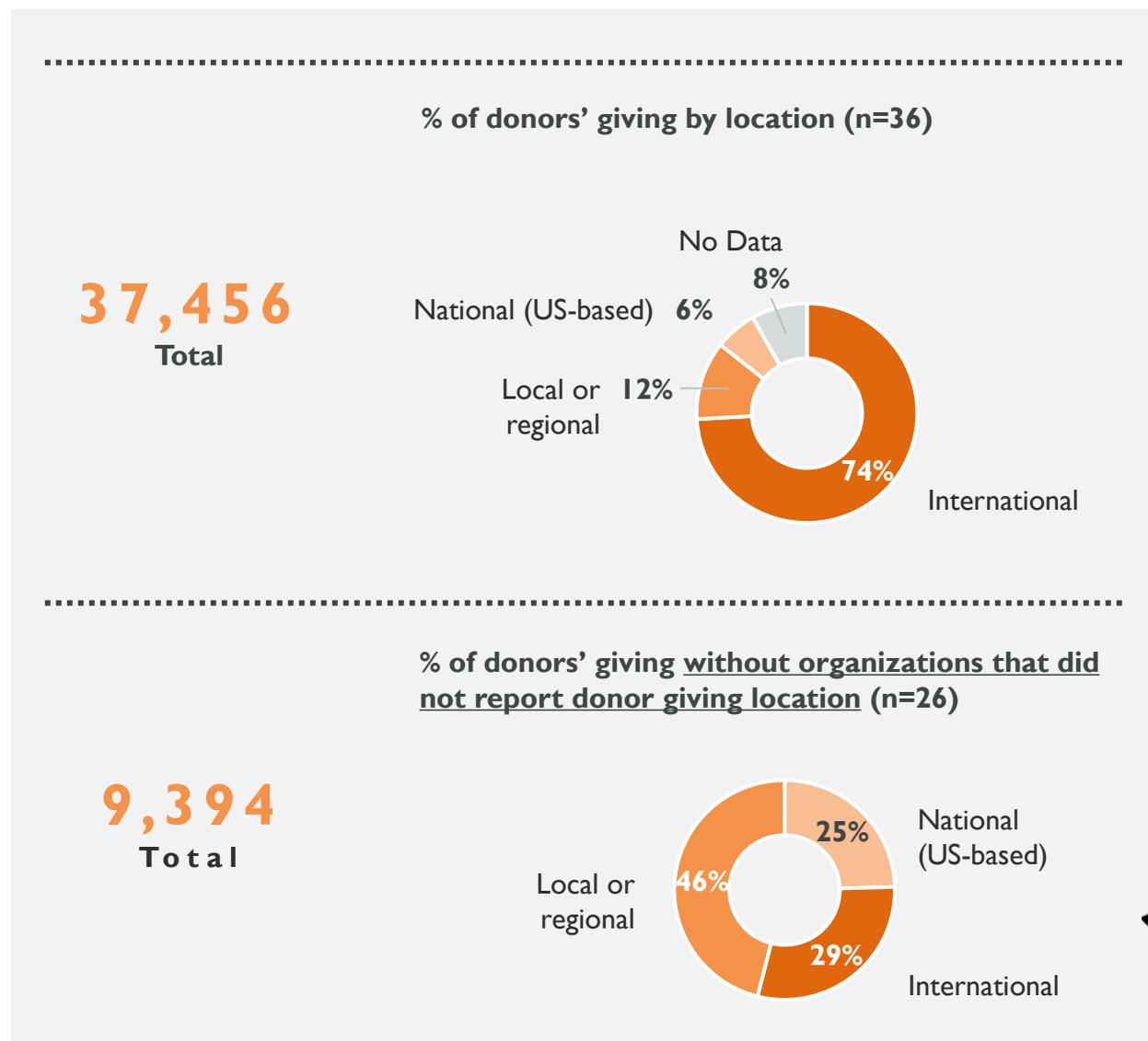
Of the 37,456 donors that organizations reached in 2019, most were **concentrated in the West and Northeast.**

In a report by WealthX prepared for the Impact-Driven Philanthropy Collaborative, it found that in 2019 out of a total of 282,275 HNWI individuals (>\$10M in wealth), 29% were located in the West; 28% were located in the South; 26% were located in the Northeast; and 17% were located in the Midwest. The report looked at HNWI individuals in the top 30 US metro cities with the largest pockets of wealth.

While it appears that the number of HNWI individuals are relatively on par with each other in the Northeast, South, and West, the percentages of HNWI individuals in each region reflect just four cities in the Northeast and eight cities in the West compared to ten cities in the South³⁰. Consistent with our findings, this suggests that there is a higher density of HNWI individuals in the West and Northeast compared to the South and Midwest.

Methodological note: Because U.S. regions are sometimes interpreted differently, the survey listed the states that made up the four regions (according to the U.S. Census Bureau). A limitation to using Census categories is that it groups West Coast states with the Intermountain West and the Mid-Atlantic with the South. We recommend that future research efforts use six U.S. regions to understand where donors are located.

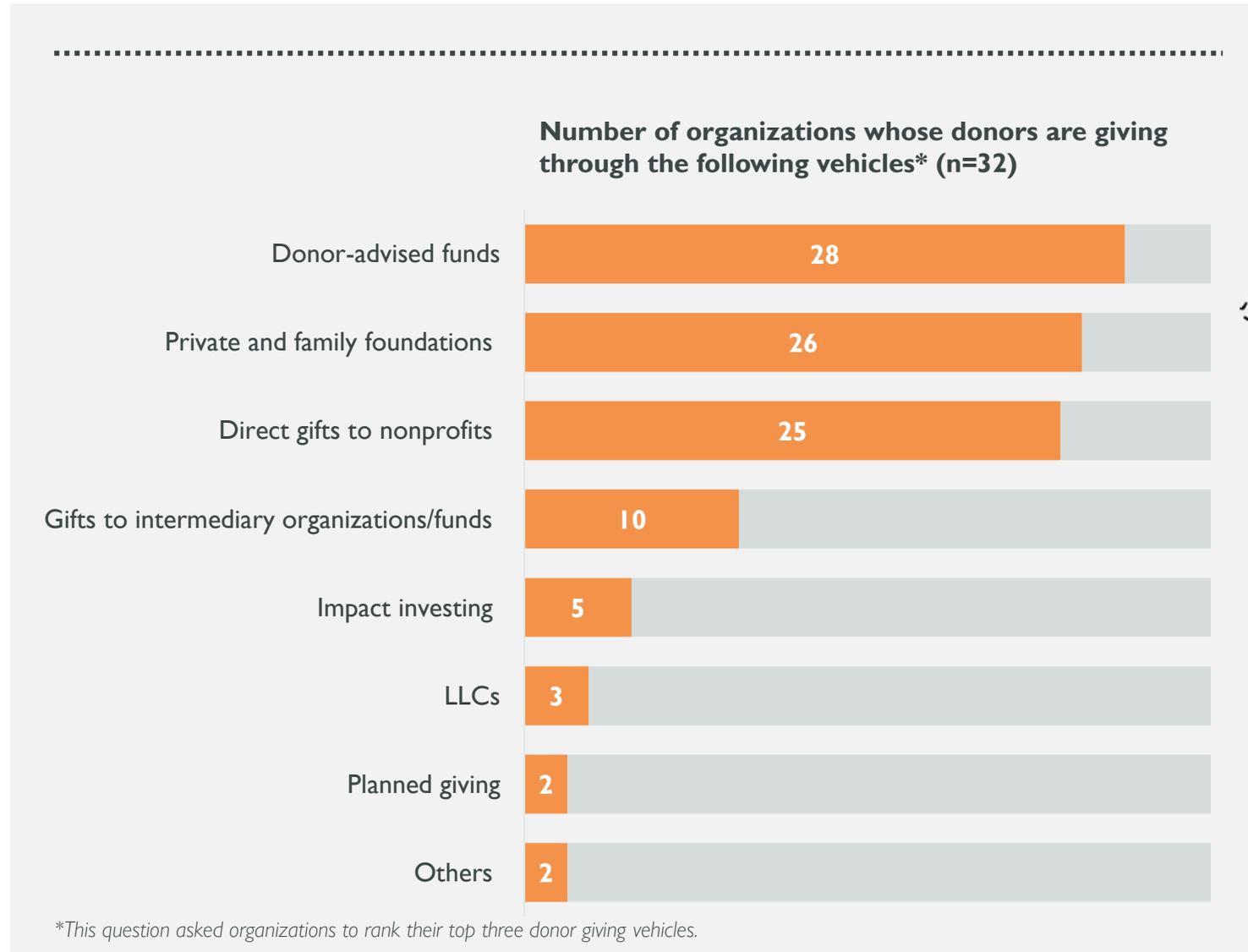
Where Donors are Giving



Donors tended to give **locally or internationally**. Fewer donors were giving to organizations or issues that are national in scope.



Donor Giving Vehicles



Donors were more likely to give through **donor-advised funds**, followed by **private and family foundations** and **direct gifts to nonprofits**.



Unmet Needs

Donor/member needs that organizations can't meet (n=26)

Organizations were asked to share what needs *their* donors/members have that their organization cannot meet. More organizations (10) **did not respond** to the question than gave any one response.

Some organizations (7) felt they couldn't meet donors' need for providing recommendations on a specific issue/**focus area or geography**. A few organizations implied that they advised on some giving focus areas, but that others fell outside of their scope.

Another common need that organizations (7) couldn't meet was supporting donors on **giving vehicles** or **mechanisms for moving/distributing money** (e.g., investing, DAFs, grantmaking or grants management, estate planning)—what one organization referred to as the “*technical*” aspects of philanthropy. Very few organizations addressed this topic with donors.

Some organizations (6) said they couldn't provide **one-on-one/customized advise** or consulting to their donors/members. However, organizations could refer donors to over one third of the organizations that said they offered one-on-one advice.

- Related, a few organizations (2) said they were unable to provide their donors/members with **legal advice**.

Some organizations (5) reported not being able to help their donors/members with **strategy and planning**, i.e., identifying which issues or organizations to give to, the needs/gaps, what it would take to address the needs/gaps, etc..

Quite a few organizations (7) mentioned a **unique need**, including training; more content; a donor community; support with strategic communications; evaluation of impact of grantees or investments; research projects; and “*reconciling the role of capitalism in generating wealth and the injustice that philanthropy seeks to address.*”

“A secret decoder ring that lets them know exactly what the most important **issues** are, the best **organizations** that are addressing them, where the **gaps** are, and exactly how much money it would take to fill the gaps.”

“There are many needs that [donors] address with other resources, including **comprehensive strategy and planning** for their philanthropy and **grants administration**, to name only some.”

Other Segments

of the Donor Support Ecosystem

- Other segments of the donor support ecosystem
- Response to landscape shifts, such as COVID-19 and increased momentum around Black Lives Matter
- 2003 issues/trends that held up
- Emerging issues/trends

Other Segments of the Donor Support Ecosystem

While the primary focus of this landscape was on the donor education/organizing segment, New Visions’ 2003 landscape suggested that “Donors find multiple pathways into philanthropy.” and that the ecosystem “is made up of a complex and emerging ecosystem to motivate, guide and support the wide diversity of donors in their philanthropic journeys.”³¹ To refresh the field’s understanding of the broader donor support ecosystem, we spoke to leaders in these other five segments (or types of providers):

Giving Circles

Giving circles are a participatory, democratic vehicle for giving, often started by and made up of donors. “From small groups of friends meeting over drinks to large organizations with their own nonprofit status and staff,” individual members pool funds and collectively decide where and how to deploy the funds.³² Many giving circles/communities are organized around an issue, an identity/affinity, or geography. As key informants said, “We’re not just one thing.”

Community Foundations

Community foundations are “generally local in orientation, have endowed as well as non-endowed assets from many living and non-living donors, and are defined as public charities by the IRS. These attributes affect their board compositions, internal structures, and depth of connection to their communities, the issues they pursue, and the activities in which they engage.”³³ Some community foundations host formal donor education programs.

Philanthropic Advisors

Philanthropic advisors and consultants offer one-on-one and customized supports to donors and their families. They help donors clarify their values, mission, and goals, and design a strategy or plan for their philanthropic giving. While there are some big shops, most advisory firms are small one- or two-person shops.³⁴

Financial Services/Banks

The majority of HNWI individuals work with wealth managers in financial services institutions/banks. While many wealth managers feel they have philanthropy expertise, more are making it part of their job to talk to or support their clients with their philanthropy (most notably with donor-advised funds), “even though their primary responsibilities center on protecting or increasing their clients’ financial assets.”³⁵

Intermediaries

Intermediaries are also a democratic vehicle for giving, but align individual donors, foundations, and corporations to “gang up on” social issues, as one key informant put it. Intermediaries can deploy funds more rapidly and to a wider range of organizations than foundations. And “being strategically placed between the field and donors enables [intermediaries] to experiment with new funding models and support riskier endeavors.”³⁶

Landscape Shifts

As mentioned previously, data from the survey were collected in February 2020, prior to **two critical contextual shifts in the United States: COVID-19 and the ongoing racial justice protests**. While it is uncertain how these shifts would have influenced the survey results, they will certainly have long-term implications to the donor support ecosystem.

To understand the early effects of COVID-19 and the ongoing racial justice protests, we conducted key informant interviews and focus groups to understand what changes they have seen in donor behavior, how their organizations and segment of the donor support ecosystem have responded, and what expected long-term impacts they expect to see as a result of these contextual shifts.

Since COVID-19 was declared a pandemic in March of 2020, **all segments took measures to respond to the crisis that has illuminated long-standing disparities that exist in communities of color and low-income communities**. Most commonly, **segments directly raised additional funding or experienced increased giving from their clients**. For example, one giving circle organization launched a pooled fund that matched or provided emergency aid to its giving circle grantees. A community foundation rapidly raised \$2.5M dollars for its COVID-19 fund and moved it into the hands of nonprofits serving those with critical needs. Philanthropic advisors and financial services organizations also observed an increase in giving among their clients and other informal giving supports, such as supporting small, BIPOC-owned businesses. Uniquely, financial advisors saw more first-time donors involved than ever before.

Aside from raising additional funds, **segments adapted their grantmaking approach**, increasing funding flexibility, shifting grants to general operating funds, and loosening grant requirements. Some giving circles that were at the final stages of awarding grants pivoted their grantmaking and split awards evenly among semifinalists. Philanthropic advisors and financial services organizations observed a shift among their clients towards a more trust-based philanthropy model.



*“We saw a real **shift to a more trust-based philanthropy** model where universally our clients follow the best practices around loosening restrictions, eliminating paperwork for short- or long- term, moving to general operating support. They also, for existing grantees and newer grantees, really led with recognizing the challenges they were facing and that they just needed money, and that they weren’t going to provide lots of unnecessary oversight and paperwork, and that they were really looking to different leaders in the community to make decisions in nontraditional ways about how to support that work and really listening to what organizations on the ground really needed. We saw and are seeing across both issues that people really view these things as massive shifts in the landscape.”*

– Philanthropic Advisor

Landscape Shifts (cont.)

Segments also aggregated resources and provided supports to their grantees, clients, and partners. One philanthropic advisor provided pro bono consulting to clients who were either concerned about their wealth or who wanted to give more to impacted communities. One intermediary offered supports to nonprofits on how to pivot services and shift their business model to meet the moment.. A financial services organization published blog posts about customized advisory support for donors who were wrestling with issues of racism and systemic inequities, and a giving circle hosted webinars to provide learning opportunities about how the moment is impacting Black communities and how giving circles can leverage the current moment for action.

In addition to providing supports, **segments are fundamentally shifting the ways in which they work with donors.** Philanthropic advisors and financial services organizations are encouraging their clients to be more strategic and intentional with their giving to meet the moment and for the long term. They are pushing clients to listen to social service organizations and communities to understand where the greatest needs are and to give in ways that maximizes impact. A giving circle organization is launching a community of practice for racial equity to support giving circle donors.

For all segments, a commitment to advancing equity was already part of their practice, but these **contextual shifts accelerated and/or affirmed their internal and external equity efforts.**



*“We were in the middle of a strategic plan thinking about how we were going to do more narrative change and donor education, how we were going to get deeper and not just to give people their money, not just for [donors] to give us their money, but how do we change their behavior? We believe we do that through better education and more things like we call narrative change. **What it [COVID-19, the economic fallout, and the ongoing racial justice movement] has done, it has made us accelerate it.** We have to get to where we’re trying to go faster so that we can on some level take advantage of the triple crisis that we’re in right now.” – Intermediary*

Landscape Shifts (cont.)

Across segments, **donors are increasingly becoming engaged on issues of race, power, and privilege.** One financial services organization stated that its blog post on racial justice and equity generated a lot of readership and garnered outreach from donors who are thinking about how their grantmaking can further equity. A philanthropic services organization is seeing more requests for personal coaching around racial equity.

Donors also have a desire to deepen their philanthropic practice in ways that maximize impact and are more willing to use their philanthropy as catalytic, risk capital for systemic change. They are also involving community members and leaders to inform decisions around their investments and are increasingly listening to communities to understand where the greatest needs are. One financial services organization shared that their clients' giving have shifted to more hyper-local efforts that allow communities to support their most vulnerable members.

“We’re having donors who have never asked us for guidance or advice on how and where to give and what the biggest issues are stepping up and giving in a way that they haven’t before. I am absolutely seeing donors, where they’re contacting us and asking, ‘I’m really concerned about housing evictions in light of COVID. What can we do? Who do we give to around housing justice and all this?’ which is—these are all sort of new areas that donors have never, in a lot of cases probably just didn’t think about or didn’t know about.” – Community Foundation

While segments are observing a shift in donors’ giving behavior, **the response to COVID-19 and the ongoing racial justice protests among donors have varied.** One intermediary suggested that some donors may be giving to protect their identity and public perception rather than giving money because of the cause. One philanthropic advisor organization shared how donors were worried about their wealth and endowment (given the economic fallout from COVID-19) and halted their giving altogether. Some donors were overwhelmed and took a wait-and-see approach to giving, while some took immediate action.



“What I see as some parallels to how consultants have responded and how funders have responded across the spectrum ranging from hiding and being overwhelmed and being paralyzed in fear to taking kind of wait-and-see approach to certainly adapting what they’re doing, taking immediate action and then on the other end being more what I would say like transformational and more innovative.” – Philanthropic Advisor



Landscape Shifts (cont.)

While it is too early to understand what long-term impacts COVID-19 and the ongoing racial justice protests will have on the donor support ecosystem, **segments are hopeful that these contextual shifts will lead to sustained, positive changes in individuals' philanthropy.** And to achieve this, key informants expressed that **the ecosystem must sustain the momentum and fundamentally change the ways in which it operates by:**

- Including community voices at the table
- Giving general operating, multi-year funding
- Increasing funding for policy and advocacy
- Holding institutions accountable
- Being more strategic and intentional in giving
- Deepening donors' understanding around race, power, and privilege
- Diversifying the staff and people educating and advising donors, and giving more and more flexible funding to BIPOC-led or majority-BIPOC organizations
- Increasing funding to communities of color and low-income communities
- Collaborating with organizations and individuals



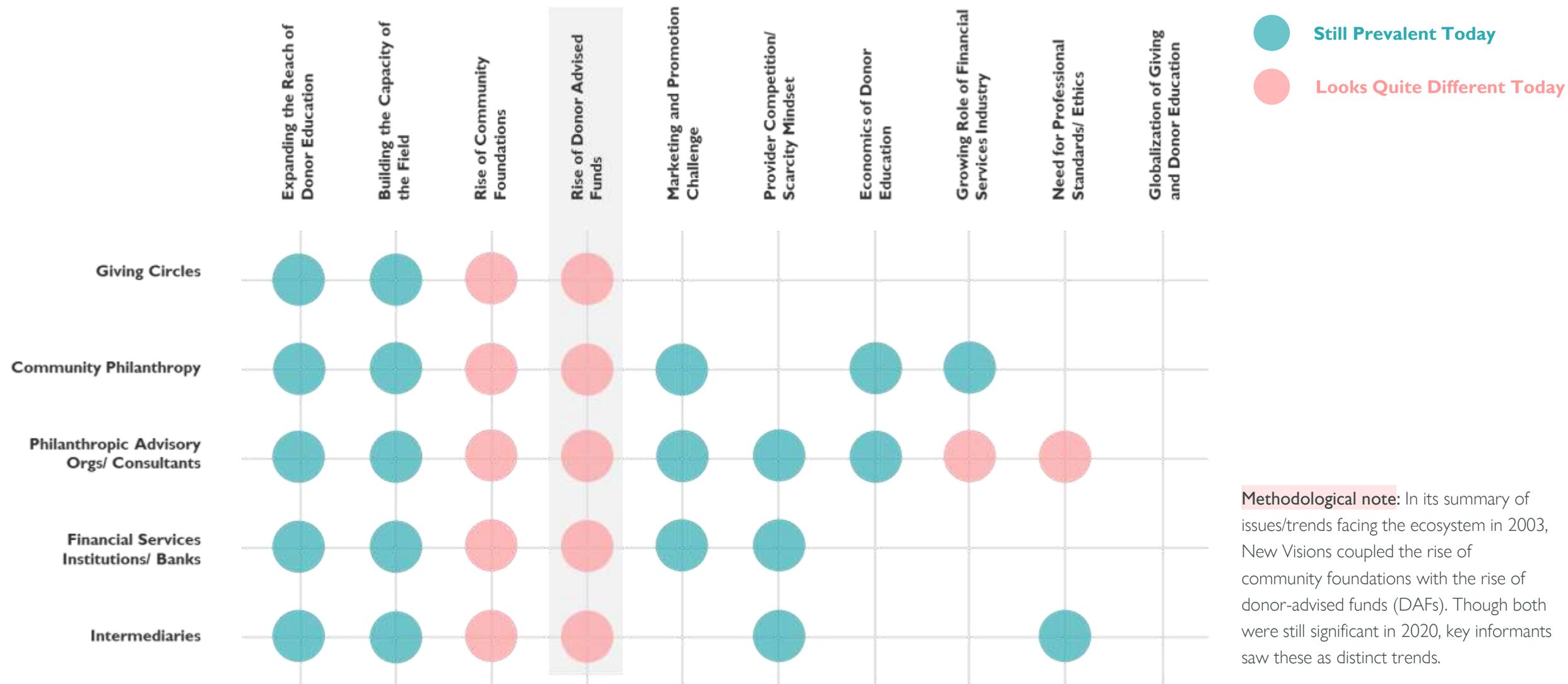
*“I do think we have an **opportunity to really pinpoint how those inequities not only have always existed but the impact they’re having and the need to address them,** and whether that’s in housing, access to health care, access to education, those are things that need to be addressed, and systemically addressed including looking at the root cause of these inequities and not just the symptoms. Right **now I’m hopeful that because there’s so much attention being focused on this** that we can create a movement and a momentum and keep going forward but there is an opportunity for us to really change that trajectory.” – Community Foundation*



*“I just think there is this **amplification of disparities that exist when it comes to funding organizations** led by people of color primarily serving people of color... There are more hoops to prove that they’re worthy to 1) get the money, and then 2) prove that they’re doing what they say they’re doing. If you’re talking about an organization that’s already limited in resources, that takes away from some of the work that they can be doing.” – Giving Circles*

Which Issues/Trends from 2003 Still Hold Up Today?

The purpose of this landscape is to understand the current state of the field—what’s the same, what looks different. We referred to what the 2003 New Visions report summarized as “core field issues” (nine challenges/trends that were facing the donor education field at that time) and asked key informants in the five segments to reflect on which are still significant in 2020.³⁷



Methodological note: In its summary of issues/trends facing the ecosystem in 2003, New Visions coupled the rise of community foundations with the rise of donor-advised funds (DAFs). Though both were still significant in 2020, key informants saw these as distinct trends.

Expanding the Reach of Donor Education

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Summary of the issue as described by New Visions in 2003:

- The ecosystem reaches only a small share of the existing and potential donor base.
- While HNWI individuals are the “biggest bang for the buck,” there is a huge market of more modest or everyday givers that organizations aren’t targeting or reaching.
- Most donor education programs tend to invite in already known and engaged donors. Organizations should offer programs/events where current or would-be donors actually reside, meet, or find affinity (such as retirement communities, professional associations, faith centers, etc.).³⁸

All five segments mentioned that expanding reach is still a relevant trend in 2020, with three segments (community philanthropy, philanthropic advisors, and financial services) tying this issue closely with marketing and promotional challenges. A part of the challenge identified in 2003 was related to the historical basis of philanthropy, a practice of giving to social causes developed by high-income individuals, typically white men. Because of this, educational resources are geared towards individuals who fit this mold, but we are slowly seeing an expansion of the types of donors that are giving in regards to income level, as well as types of donors such as young donors, women, people of

color, and LGBTQ+ individuals. This presents an opportunity for the donor education space to reframe best practices, develop new tools, and widen the pool of donors.

For community philanthropy, adopting modern platforms and technology has the potential to be an accessible gateway for new donors to tap into more in-depth programming that organizations offer.



“There has been no major effort to overhaul existing donor education into technological, mobile formats, nor the creation of new, innovative approaches to philanthropic education that can be readily made available to donors on their own time. While there is no substitute for in-person, local connections, education starts typically at the individual level well before they choose to directly engage with a community foundation or macro-level philanthropic intent.” – Community Foundation

One key informant also shared that prior to changing careers into philanthropic advising, they were unaware of the vast resources that already exist, even when they were heavily involved in the field of philanthropy, which could speak to feelings of certain resources or programs being exclusive and available only to certain groups.

Expanding the Reach of Donor Education (cont.)

Consistent to what we found in our survey of donor education/organizing, key informants from community philanthropy also expressed the need to reach more diverse groups of donors. One key informant for community philanthropy shared they were focusing on engaging other diverse networks, such as Donors of Color, because “there’s not really that many tools, education, and spaces for these donors”, and they’re part of a “valuable and untapped market” that has different needs than white donors, and have historically not been served. Research conducted on giving circles by the Forum of Regional Association of Grantmakers also tracked an increase in members and a surge in popularity during the 1990s, and the practice of pooled giving has had particular interest among women philanthropists, reflecting that the field is of philanthropy is slow to diversify.³⁹

Building the Capacity of the Field

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Summary of the issue as described by New Visions in 2003:

- Like institutional philanthropy, donor education organizations and the ecosystem are in need of several types of capacity-building strategies and interventions to expand its reach and effectiveness.
- Many organizations (particularly smaller organizations) lack staff and resource capacity to develop their own in-house materials, and called for the creation of off-the-shelf donor education packages and a standardized curriculum that could be adapted locally.
- There is a shortage of donor educators with the inclination or (hard and soft) skills to engage a wide array of donors in a very personal learning journey.⁴⁰

All segments mentioned this as an issue that is still relevant today. **These capacities could be generally categorized as operational capacity and skillset.**

Operational capacities relate to limitations based on logistics, such as budgetary constraints and the number of staff.

- **Budgets are difficult for organizations that rely on grants because a limited number of general operating grants are available, and this issue is compounded on smaller organizations that are “doing work on a shoestring budget.”** There is a need to make more unrestricted funds available to organizations over a longer period to provide more security for donor education programs.

- The number of staff is also an operational constraint that many organizations cite as a limiting factor because it involves a large effort to develop effective, quality programming and continue sustaining and supporting it. For giving circles, these operational issues are a particularly limiting factor. Some giving circles are housed in other organizations, but key informants share that it can be difficult for these organizations to take on the task of hosting a giving circle, both because the return on investment is unknown and they typically don't have the staff to dedicate towards upkeep and management of giving circles. These limitations can become more pronounced in standalone giving circles, both those that are staffed or volunteer-run.

Building the Capacity of the Field (cont.)

Engaging donors and educating donors also requires a specific skillset. **Beyond having knowledge of resources and creating effective programs, educators also need to have the ability to engage with donors on their personal or family giving journeys.** For philanthropic advisors, this area resonates the most because of the personal nature of their work with HNW donors as well as the continual learning the advisors need to engage in to understand the nuances and trends of the field. One philanthropic advisor noted that there is a trend towards doing philanthropy holistically by engaging their personal and family life, and navigating both those areas is complex.

“There’s not a focus on sort of holistic philanthropy by very many groups. So thinking about how do I need to untangle anything I personally feel around my wealth, around my family, around these issues, around my privilege, around how I balance philanthropy with life. How do I untangle those things to be able to activate and meaningfully do philanthropy in a highly engaged way, in a smart way? So that’s true in the donor education spaces and I think it’s true throughout wealthy people’s whole infrastructure system.” – Philanthropic Advisor



Rise of Community Foundations

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Summary of the issue as described by New Visions in 2003:

- Community foundations have exploded across the country, from 100 in 1987 to over 650 in 2003.
- Community foundations are just beginning to see donor education as their job. While they are positioned to offer one-on-one advice and consultation to donors, a relatively small percentage actually offer formal donor education programs.

Out of all the challenges listed, this issue/trend was the most mentioned across all segments; although significant, the issue looks very different today than in 2003. Over the years, community foundations became more mature in their programming and reach, and key informants outside community philanthropy observed they have expanded the kinds of services they provide, including philanthropic advisory services and DAFs. But some

individuals have pointed out that as community foundations have grown, their relationship with the communities they serve have changed, or they question some assumptions that were held in 2003 about community foundations.

Community foundations represent an extraordinary opportunity to connect monetary assets to local communities and leverage existing community strengths, but those opportunities are not always properly leveraged. For example, giving circles have noted that community foundations are reluctant to house giving circles because of the unknown return on investment, but in the process they gloss over an opportunity to foster deeper relationships with their community, tap into other valuable networks with potential to give, and provide perspective into pressing community issues—all activities that align with the missions of community foundations. They also added that **over time, community foundations have “not worked to connect with people who are actually doing intentional and strategic giving to the community”**. Similarly, one intermediary added that **community foundations have accumulated wealth from their donors but have not reinvested it back into the community.**

Rise of Community Foundations (cont.)

The landscape in which community foundations operate has also changed. One key informant from a community foundation noted that **the rise of crowdfunding platforms** (e.g. GoFundMe) and the **generational difference in strategic giving** have prompted their segment to rethink their relationships with donors, and consider how to continue being effective stewards of community funds with changing times.

“Now you’re seeing a much different kind of move to philanthropy, and so there’s really a question for community foundations: how do we position ourselves to be able to respond and meet that need and serve those incoming generations that may do things very differently ... really thinking about ways that a community foundation can reembrace the community part of their name and really looking to how to have the model be sustainable and viable for the long term.” – Community Foundation



Rise of Donor-Advised Funds (DAFs)

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Summary of the issue as described by New Visions in 2003:

- At many community foundations, 80-90% of philanthropic dollars were in donor-advised funds (DAFs), leaving few resources for general discretionary funds and special initiatives that are geared to meet researched community needs identified by foundation boards, program staff, local nonprofits, and community leaders. Some argue the rise of DAFs has swung the pendulum too far in terms of philanthropy serving primarily donor satisfaction rather than community need.⁴¹

Three segments out of five (financial services, intermediaries, and philanthropic advisors) noted that DAFs were a notable trend, with one key informant characterizing them as a “*landscape changer*.” DAFs have provided potential and current donors more flexibility with their giving, allowing them to earmark dollars for giving in the future and take a tax deduction without the structures and complications of establishing a family foundation. But these funds can be held in perpetuity until a donor feels ready to give; a **2019 report** by National Philanthropic Trust found that **\$121.42 billion in assets were held in DAFs, compared to \$23.42 billion that was granted out from DAFs in 2018.**⁴² Regardless, the spread of DAFs has earmarked billions of dollars for future giving.

While community foundations traditionally housed DAFs, the entrance of financial institutions has contributed to the popularity of DAFs and made them more widely accessible. On the other hand, it’s posed a new difficulty for community foundations, as one key informant detailed:



“[Financial Services] are moving to a zero fee where your donor-advised fund actually won't have a fee because they have enough money and enough resources to be able to do it, and that's not something a community foundation really will ever be able to do. That presents a real challenge ... do you try to get to a place where you can have a zero fee or do you try to leverage the resources of other financial services industries to be able to partner with them to still offer the high level service but where the fee is not the driving force behind why someone is engaged in community foundation.”

– Community Foundation

Rise of Donor-Advised Funds (DAFs)

Similar to the issue regarding the economics of donor education, community foundations feel like they have two options: either continue hosting DAFs and charging a fee knowing that donors are truly engaged with their foundation, or work with financial services to access a wider pool of donors but miss out on the donor relationship-building.

Part of the work with managing DAFs is guiding the donor in their giving. In this area, philanthropic advisors have also felt the effects of DAFs on their work. Particularly in financial industries, philanthropic advisors have seen wealth advisors being called to also fill the role of philanthropic advisor, which they have highlighted as having an impact on their work.

“The very light, if any, advising and support to help people untangle their philanthropy anxieties and make grants [makes it so] we’re seeing so much money just sitting in the DAFs. There’s also a lot of fuzziness and inflexibility around paying for support out of the DAFs. Some can do it but it’s still pretty light in terms of paying advisors to help using DAF funds.” – Philanthropic Advisor



Marketing and Promotional Challenges

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Summary of the issue as described by New Visions in 2003:

- A barrier to donors seeking out philanthropic learning opportunities was their lack of awareness of the existence of such programs.
- Philanthropy education is vastly undermarketed.
- Few organizations have large enough budgets or the marketing strategies/skillsets to promote their offerings to potential donors/members.⁴³

Three of the five segments (community foundation, philanthropic advisors, and financial services) indicated that marketing and promotional challenges are still present, but key informants did not mention this as frequently as other issues/trends.

Donors are starting to recognize that philanthropy is no longer perceived as simply writing checks to worthy causes, and in response donor educators have developed and are developing a plethora of resources and innovative ways to deliver content that, for a variety of reasons, are not accessed or known to donors.

One of these reasons is the sheer volume of resources that are available, and one key informant shared in 2020 that there is a close relationship between the marketing and promotion challenge and another 2003 issue/trend—expanding the reach of donor education.



“...there are so many resources available to donors now and it’s just a question of making sure that people really are aware of what’s available to them, and that’s on all of us who work in the field to make sure that we get the word out about what’s available and how we can help people.” Donors don’t know what they don’t know. – Financial Services and Banks

For new donors, it can be especially difficult to navigate or know where to start, so marketing plays a crucial role in communicating an organization or program’s niche offering or focus in a vast landscape of resources available. Open Impact’s 2018 “The Giving Journey” report found that donors have a hard time distinguishing between organizations, seeing that multiple organizations pursue similar, overlapping missions or are supported by (and also compete for) the same funding sources.⁴⁴ To someone new but interested in philanthropy, it can be frustrating to have to weed through multiple programs without seeing a unique offering that fits their individual combination of values, technical expertise, and goals.

Provider Competition and Donor Learning

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Summary of the issue as described by New Visions in 2003:

- There is an overwhelming fear of “losing” donors (to another organization) rather than sharing the full array of learning opportunities, giving vehicles, and resources available in the field.
- The result is a field marked by fragmentation and competition, instead of the integrative and collaborative initiatives and structures that need to be woven together to create a web of donor support.⁴⁵

Three segments (philanthropic advisors, financial services and banks, and intermediaries) mentioned this was still a relevant issue. There continues to be some feelings of competition or a scarcity mindset when it comes to donor education, although there were distinct differences between these three segments, which in the 2003 report were described as newer players or emerging providers of donor education services and programs.

Philanthropic advisors acknowledge that there is competition for the same pool of donors, but see it as more of a landscape factor because the field has grown so much in the past few years. Instead, key informants in this segment focused in on the competition posed by financial services organizations and banks, highlighting how that segment has their own internal dynamics to deal with, namely the inconsistency of philanthropic

advisory practices across firms, and “how these banks themselves are structured disincentivizes different wealth advisors” and increases competition and resource hoarding within firms.



“Provider competition I think is very real, and I think that’s a really interesting point... raised about the internal competition but I don’t know that you can do a lot about it. I don’t know that that’s really an area to focus on. I think it’s an area to understand and be aware of so that you can understand the dynamics happening...I mean the field has just gotten bigger. When I started...there weren’t a lot of consultants. It’s really exploded in a variety of different kinds of organizations and people and institutions.” – Philanthropic Advisor

Financial services organizations were relatively new to donor education in 2003, but since then have developed their practices and are embarking on new ways to continue to be competitive, such as leveraging technology to make learning more accessible to donors whenever they want and at any stage of their giving journey and decrease costs. Interestingly, competition was characterized as being between financial establishments as opposed to nonprofit providers.

Provider Competition and Donor Learning (cont.)

Intermediaries were also relatively new to the donor education space in 2003, but characterize their current struggle with provider competition in a similar way to how it was characterized in the 2003 report. One intermediary shared that they are open and actively trying to network with other “*purely donor education entities*”, but perceived protective behavior as efforts to protect networks and not distracting donors away from their own services. They also mentioned that the notion of scarcity is an illusion, instead suggesting it stems from a lack of awareness and access, which echoes sentiments shared in the donor education/organizing survey: while organizations see the value in collaborating, they also feel the competition for funding and donors is a barrier to more cooperative ventures.

Economics of Donor Education

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Summary of the issue as described by New Visions in 2003:

- Nearly all donor education providers subsidize the cost of their programs, yet only five or six large national foundations have provided funding, intellectual capital, and leadership to promote and grow philanthropy nationally and globally.
- Some outright reject the notion of subsidizing programs for the wealthy, yet donors are not typically at a stage where they are ready to invest significantly in their own education.
- Only a small segment of donors consider philanthropic advice important enough to pay for it.⁴⁶

In two of the five segments (philanthropic advisors and community philanthropy), elements of the 2003 report framing of this issue still exist today, centering on the value proposition of donor education. Today, there remains a general sentiment that donors do not value philanthropy education as they do other fields like legal or financial education, and so educators sometimes struggle to make a case for donors to pay a fee or compensate professionals for their service and programming.

Both philanthropic advisors and community philanthropy focused on supply-side economics, or how organizations are investing financially in donor reach.

Philanthropic advisors acknowledge that lower and mid-tier donors have historically not been reached, but in citing recent efforts by one of their peers there still lingers the question of “*how do you make that viable for someone to dive into [donor education] and make the economics, the money side of it, work?*” Put another way, **there’s an incentive to lower the financial barriers to accessing donor education, especially for newer donors, but the question still remains on who absorbs the cost for the intensive work of creating programming and teaching.**

This issue becomes more specific to community foundations. One key informant focused on technology in donor education shared an example of a typical economics situation that donor educators often find themselves in: “*Technology has not been fully leveraged to create meaningful, open-sourced programs and offerings to the field due to the common denominator of limited budgeting—from the innovation to create the programs, to accessing such programs, to implementing them.*” **There are viable platforms and creative opportunities to deliver this philanthropic education, but the initial monetary investment could outweigh the benefits for some organizations, especially those with fewer resources at their disposal.**

Economics of Donor Education (cont.)

While key informants did not mention economics, the same 2003 issue was characterized in the review of secondary literature. For instance, according to the Collective Giving Research Group, much about giving circles is unknown in regard to impact, effectiveness, and sustainability.⁴⁷ Because of this, there is hesitation for foundations to invest in a giving circle, and this is coupled with other factors such as the general decline of foundation assets and lack of staff capacity (both time and skill).

Despite the financial question of funding donor education, there are signs that some donors recognize the value of philanthropic education. One key informant who is a philanthropic advisor shared an anecdote where she asked donors of a former client to pay for their education, and both her and the client were surprised when they received a positive response. She named two possible sources for her surprise: **an assumption that ultra-high-net-worth individuals believe donor education is a right as opposed to a privilege, and the nature of the philanthropy sector as being very “service-oriented.”** The sector also has difficulties with pricing and how to price their programming and resources to sustain the work, but from this experience the key informant learned **not to be afraid to ask to be compensated for her professional work.**

One area to note is where organizational income comes from. In the donor education/organization survey, participants indicated that their income derived mainly from foundation grants, donations from individuals, and membership dues (averaging 51%, 38%, and 37% of total income respectively). Foundation grants and donor gifts occasionally are restricted to certain purposes, which could limit the amount of funding organizations independently allocate towards donor education. Tying this into the largest challenge shared by survey participants, the need for flexible funding, organizations continue to face financial constraints on their programming and education.



“Although the true costs of hosting were reported to be largely unknown, most surveyed hosts told us that less than half of the costs of supporting Giving Circles are covered by their existing fee structure. Only 18 percent of respondents claimed that all costs were covered. The majority of hosting organizations charge a fee or services based on the percentage of annual Giving Circle assets, while a smaller percentage charge a flat fee, no fee, or a fee based on a percentage of Giving Circle giving. The most common reason community foundations reported about why they don’t host or have stopped hosting Giving Circles is that the benefits - including contributing to a culture of philanthropy and the potential to engage new and more diverse donors - are outweighed by the costs for now.” – Collective Giving Research Group, “Giving Circles Research Executive Summary”⁴⁸

Growing Role of the Financial Services Industry

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Summary of the issue as described by New Visions in 2003:

- Financial services firms see philanthropy as an important new market of services and assets to capture, and as a way to support the needs of their clients.
- The overall impact of the wealth management world entering into philanthropic services is a net gain for new and increased giving to nonprofits. However, some resist the idea that financial services firms advise on effective grantmaking. Where guidance is offered, it is largely confined to the technical aspects of charitable tools and techniques, which emphasize the financial and tax benefits of giving.⁴⁹

Two segments out of five (community philanthropy and philanthropic advisors) indicated this was still a relevant issue today. Since 2003, the financial services industry has grown; with more banks and financial institutions offering options for clients such as DAFs and the number of wealth advisors employed by these institutions, they’ve started to become more noticeable in the donor education space.

In some ways, the finance industry has a higher capacity to serve more donors because they have access to more resources to employ several wealth advisors, market their services, and simply manage more funds. As the 2003 report mentioned, **this is seen as a net positive for philanthropy because financial institutions can do more at a larger scale.**

Because of the resources at the disposal of financial institutions, they are also well equipped to integrate technology into their services to better reach potential and current donors, which is especially important for younger donors who are more adept at utilizing fintech. One recent example is Vanguard Charitable’s Nonprofit Aid Visualizer (NAVi), an interactive map for donors to search U.S. nonprofits supporting communities hardest hit by COVID-19. The speed of NAVi’s development speaks to the capacity that greatly resourced organizations can be responsive to current issues.⁵⁰



“One of our more significant findings is that most ultra-wealthy individuals first turn to their wealth advisors for help with their philanthropy. This makes sense, as these firms (e.g., Morgan Stanley, JP Morgan, Merrill Lynch, Charles Schwab) are already advising them on their investments, wealth preservation, and tax strategies. They are the first point of contact, and often the only point, for sensitive conversations about money. Historically, these conversations often focused more on the financial side of the house and didn’t explore the role that philanthropy can play in helping individuals express their values . . . and meaning. However, there is a growing awareness among leading financial institutions that they should incorporate philanthropy into conversations with their clients. Increasingly, wealth advisors frame financial conversations around investor values, which is a natural segue to discussing philanthropy as well.” – Financial Advisors

Growing Role of the Financial Services Industry (cont.)

The 2018 Giving Journey report describes the patterns where wealth advisors are also oftentimes the first resource that donors turn to when they are first exploring philanthropy, which makes rational sense given that wealth advisors also handle tax, investments, and wealth preservation with their clients.⁵¹ This can significantly streamline donor education, allowing donors a one-stop shop for all their financial advice.

While philanthropy involves individual finances, financial institutions and wealth advisors are not always perceived as well-equipped to address the personal aspects of philanthropy and giving. In a 2018 survey by U.S. Trust on wealth, advisors and clients revealed that less than half (45%) of the clients surveyed were satisfied with the advice they received from their wealth advisor,⁵² explaining that this is connected to how the vast majority of wealth advisors focus on the technical aspects of philanthropy.

At the same time, **wealth advisors also lack comfort with providing philanthropic advice; they're confident in advising their clients on the vehicles of giving, but less confident walking the client through the emotional and self-reflective practice of giving.** A Stanford Effective Philanthropy Learning Initiative report from 2018 that focused on wealth advisors and their impact on HNW clients found that many wealth advisors feel uncomfortable bringing up philanthropy with their clients.⁵³ It's clear to wealth advisors that philanthropy is guided by personal choice, but because of that they are unsure on how to bring up potentially emotionally charged conversations with individuals in professional settings with the limited time they typically have to meet with their clients. Even for wealth advisors interested in the topic, there are limited resources available for them to self-educate that are specific to their roles.

Again, philanthropy is tied as much to a donor's personal values as it is to their dollars. For philanthropic advisors, who have similar clientele, **they perceive that wealth advisors and financial institutions tend to oversimplify philanthropy and their work as philanthropic advisors. There is a false equivalence between being an expert in wealth management and understanding philanthropy and social impact.**



“How hard is it to give away money? Well, the work that we do is complex, and it's not as simple as going through a roster and picking a nonprofit which is what I often hear [from] wealth advisor[s]... It's not the Wild West where I think some of the financial folks think that we're just kind of like playing around and not having any real diligence. So this idea that there is a sense of competition for donors, for their learning from the financial services industry often also coming from DAFs and the huge explosion of DAFs because they are controlling the funds for the most part. They are in control of the investments ... so that gives them in my mind a false sense of awareness and knowledge about the sector.” – Philanthropic Advisors

With the addition of financial institutions in donor education, some participants in the donor education/organizing survey noted that there's an impression the field has become more crowded and harder for donors to navigate than ever, before given the plethora of services and resources that were already available.

Need for Professional Standards and Ethics

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Summary of the issue as described by New Visions in 2003:

- The field of donor education is in its infancy, and, as such, is marked by a lack of professional and ethical standards.
- The field is grappling with questions such as: Who qualifies to be a donor educator? What difference does it make if you are a for-profit or nonprofit organization or consultant? Etc.⁵⁴

When asked about the relevancy of this 2003 issue, very few key informants mentioned or ranked this in their top three issues. One intermediary organization selected this as one of their top three issues still relevant today, but did not provide additional detail about how it affects the ecosystem today.

Philanthropic advisors shared that since 2003, the National Network for Consultants to Grantmakers (NNCG) was formed, which in their view effectively addresses the issue of professional standards and ethics for their segment. NNCG strives to “mobilize and strengthen the work of knowledgeable, ethical, and experienced consultants” who work with grantmakers.⁵⁵ This indicates some level of progress in codifying best practices, but it is unclear whether this is the case with other segments, or if there are any conversations cross-segment about larger questions around donor education.

While key informants did not highlight this issue as a priority, some participants in the donor education/organizing survey raised this as a challenge in their ecosystem. In general, there is limited information and resources available for educators to learn how to better serve donors, including advice on how to address specific donor needs. Even if advice is given, it’s perceived to be narrow, based on limited experience, or simply someone’s opinion on a situation. This could be partially explained by the personalized nature of donor education—having to account for the values, personality, and goals of the donor—but could also allude to a lack of conversation and/or collaboration between organizations to establish best practices, standards, and ethics, and lack of awareness of what other organizations in philanthropic education are doing.

Globalization of Giving and Donor Education

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Summary of the issue as described by New Visions in 2003:

- Infrastructure is growing to create more borderless giving, much of it online.
- With the growing ease of global giving, the need increases all the more for well-developed, international-oriented donor education programs.⁵⁶

This perception, coupled with relatively lower levels of charitable giving abroad, could indicate that this issue has not fully been recognized. Especially if the crux of the 2003 issue is related to growing infrastructure, it has been acknowledged that technology has not yet been fully integrated as part of the philanthropic education space, so there is potential for this to become more relevant.

None of the key informants across segments mentioned this as being an issue, which is explained by this report’s research focus on U.S.-based donor educators.

In 2003, New Visions reported that less than 2% of U.S. charitable giving was for organizations abroad⁵⁷; according to the 2018 Giving USA report, U.S. giving from individuals amounted to 6% of all donations in 2018, or \$22.97 billion, which was a decrease from 2017.⁵⁸ In terms of proportions, this is an overall increase of donors who are giving overseas. One participant in the donor education/organizing survey did indicate that this was a challenge. They indicated that there was a “nationalist” bias in U.S. giving and that more needs to be given abroad if donors believe that all lives are of equal value.

Emerging Issues/Trends

Key informants were asked to identify other issues/trends, beyond those outlined in the 2003 New Visions report, that are significant today. It's worthwhile to note that there was little overlap across segments, meaning that the additional issues/trends identified were not mentioned in relation to or repeated in another segment. This underscores the complexity of the field of philanthropy education, but could also indicate that there are several areas of opportunity for cross-sector collaboration to collectively address these issues to better the field.

- **Technology** (community philanthropy): While financial services have been able to leverage this platform, other segments such as community philanthropy are finding little to no movement to shift educational offerings onto this new platform. It's not a regular part of the giving and education infrastructure, but has great potential to impact how donor education can become accessible and simple.
- **Changing demographics of donors** (philanthropic advisors, financial services): There is a widely recognized transition of wealth to younger generations who also have an interest in strategic and sustainable philanthropy. The field of donors has also expanded to bring new diversity to philanthropy, including people of color, women, and LGBTQ+, prompting opportunities to expand the donor education curriculum.
- **Philosophical reckoning of philanthropy** (financial services, intermediaries): In understanding how to better educate potential/current donors, the field also needs to recognize the historical basis of philanthropy, how individuals accumulate wealth, and how money has contributed to social and systemic barriers; and explore what it means to be a responsible donor.

- **Rise of the strategic giver** (community philanthropy, financial services): Specific to the generational shift of donors, more donors are “giving while living”, and because there is a new cultural emphasis on responsible consumerism, by extension donors are interested in more strategic giving. Some do this through impact investing or being more responsible for their education on a social issue.



“We’re seeing more of that too among younger donors, and I think more of a sense that philanthropy is just one part of the continuum, and impact investing is another part of that. I think also with next gen gives a sense of things like being responsible consumers and working for companies that have good CSR programs. I think all of that is kind of seen as more holistic and more of a continuum so we’re starting to see that...definitely see increasing interest in being a strategic giver, and I think a willingness to reach out for tools and expert advice to help navigate what that means to be strategic and kind of an eagerness to learn.” – Financial Services



“I think we spent a lot of our time ... talking about it [technology] because ...such a significant core part of how community foundations operate is the accessibility to that type of information, not only internally to use as internal communication with your staff, but to make that available to our donors at some point later on down the line.” – Community Foundation

Emerging Issues/Trends (cont.)

- **Impact investing** (financial services): Philanthropy cannot solve the world’s issues in isolation, and younger donors in particular are seeing this practice as a viable option in concert with charitable giving. The vast majority of philanthropists have generated wealth on a capitalist system, and impact investing possesses structures that are familiar to donors.
- **Donor engagement vs. donor pitching** (intermediaries): Much of what is shared with donors about issues is a straightforward, linear narrative (e.g. you work hard, make the right decisions, and you can get yourself out of poverty). The reality is that it’s much more complex, and educators need to take the time to explore with donors the systemic causes of social issues, and suggest multifaceted solutions.
- **An increasing focus on metrics and business models** (intermediaries, community philanthropy): Some measures that are developed to assess success and/or impact were not “*developed in concert with community*” and misinform donors on what conditions need to change when addressing issues. As donors want to become more involved with where funding is going, creating metrics also puts a burden on foundations to focus on reporting to funders as opposed to impact on communities.
- **Taking direction from movements as opposed to being the architect** (intermediaries): Instead of trying to lead or direct the solutions to social issues, donors are starting to have more intentional conversations and display a sense of humility in coming alongside the work that has already been done.

- **Rise of unrestricted funding** (giving circles, intermediaries): Many small organizations, particularly organizations of color, are bound by limited resources, so asking them to jump through hoops for funding or adhere to strict standards can divert resources toward satisfying requirements and away from having the impact they were funded for in the first place.



“...When you're thinking about educating a donor it is really taking on the responsibility of educating that person which takes time and takes multiple touches. It's like if you're continuing to talk to people why the Black Lives Matter is so important and if that person doesn't believe that it's that important...you're not just going to change their mind with a newsletter or one conversation. It takes time to go back to the beginning to truly educate the donor around what is happening and why it's an appropriate movement and why that may actually kind of warrant some of their dollars or some of their investment [,] and so really taking it as an education role and measuring are they truly getting educating versus that this is just a pitch for us to get them to invest their money in a particular place.” – Intermediary

Observations and Closing Thoughts

Observations and Closing Thoughts

Individual donors have the power to move billions of dollars to nonprofits to see greater positive impact in the world about issues they care about. In this final section, we share a few observations about the state of the ecosystem at this moment.

- **Since 2003, the ecosystem of donor supports has expanded and matured; while supply is there, there is still a need to build demand and make those supports more navigable.** There are more and more organizations, resources, and ways for donors to get support, learn, and/or collaborate with other like-minded individuals. While more is available, there is a sense that donors are still learning about, and learning to value, the need for ways to make their giving more focused, intentional, impact-driven, equitable, and embracing of the evolving best practices around good giving.
- **There is an ethos that supports collaboration among the ecosystem, but there are barriers, too.** As shown in the social network analysis, the responding organizations have a lot of existing relationships to build upon. In sharing these findings and learning more from donor education/organizing groups, we find a strong ethos and interest in more collaboration. However, there is a tension in where staff spend their time in relationship- and trust-building efforts. Do they focus on donors or other organizations in the ecosystem? Given the economic/market issues for these services, having more flexible funding that could provide time and space for this kind of work could help create an ecosystem that is better connected and more navigable and supportive of donors who engage in it. In addition, other supports to strengthen the network could include “glue money” to support smaller efforts to bring people purposefully together, and/or development/maintenance of physical or virtual spaces to connect, share information, and learn.⁵⁹

- **Building upon and sustaining the current focus on racial injustice will require sustained and deeper reckoning with power.** Compared to the past, many donor support organizations are addressing racial equity and injustice. However, in their definitions of “better giving,” only 17% mentioned something about giving that addresses systemic inequities or systems; 29% talked about doing philanthropy in a way that is participatory and/or shares power. When asked about the greatest challenge facing the ecosystem, one third of organizations noted issues related to how donors understand and use their own power. These data were collected in early 2020, before the U.S. was in the midst of a much more visible movement for racial justice. While this likely spurred additional supports and efforts, there is already polling in August and September 2020 showing that support for the Black Lives Matter movement is waning among white Americans.⁶⁰ The hard work to reckon with power, wealth inequality, colonialism, and systemic racism will require sustained focus beyond what could risk being another social sector trend.

Observations and Closing Thoughts (cont.)

- **An ecosystem-level role for funders exists.** The ecosystem’s economic model is still largely reliant on foundations. In addition to providing support that can help organizations innovate and collaborate, funders can also provide ecosystem-level supports that could benefit the broader set of actors. This could include more demand generation efforts to keep building appetite for services. It’s possible to imagine that, with a strong track record of peer referrals and more connective tissue between parts of the ecosystem, a virtuous cycle could be created by getting more individuals connected, who could connect their peers and find a wealth of resources and services that they could access and be referred to across the organizations.

These are some the observations of the research team and advisory group. This report is meant to serve as a reference to donor education organizations (including those that participated in this effort), funders of donor education/organizing, and organizations in other segments of the donor support ecosystem, that might have other insights from the data or ideas for what they might do differently (or in collaboration with others) to help donors transform their philanthropy and advance more just outcomes from their giving.

Appendix

Appendix I: Methodology

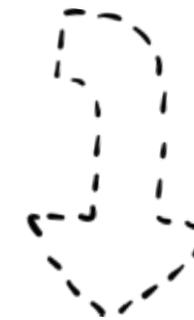
Co-Designing the Survey

Members of the Impact-Driven Philanthropy Collaborative (IDPC) **prioritized activities** that the IDPC could carry out in the near term. The highest priority activity was to gather data to understand the individual donor education organizations and the ecosystem.



A set of IDPC members volunteered to be part of the Donor Support Ecosystem Squad and **shaped the initial design** of this data collection effort. The Raikes Foundation and the Bill & Melinda Gates Foundation **co-funded this effort**, and ORS Impact was tasked with **leading the design and implementation**.

The survey methodology and sample was further **refined with input** from all IDPC member organizations.

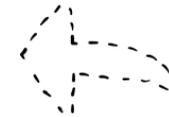


Finally, ORS Impact engaged an advisory group of donor support leaders and organizations to **finalize the survey** questions and sample and to help **make sense of survey data**.

Deciding Which Organizations to Survey

New Visions’ 2003 landscape defined donor education as “*formal learning opportunities that engage and enable individuals to make wise decisions about their giving to achieve impact and change.*”⁶¹ We designed this survey for organizations that were believed to meet a narrower criteria:^{1 and 2}

- Have a **core focus of educating or organizing individual HNW donors** (or donors with capacity to give at a high level and want to learn/lean in) around how to give with greater impact;
- **Have professional staff** who directly educate or organize donors (i.e., beyond peer networks or giving circles alone);
- Are **not university affiliated** (with the exception of academic centers that directly educate donors);
- Are anchored in (but not necessarily limited to) the **U.S.**; and
- Do **sustained, ongoing work** with donors (i.e., not a one-time event).



Because there was no standard definition of high net worth, the survey **asked organizations to share what—if any—criteria they use to target donors.**

Additionally, the IDPC didn’t want to impose their definition of what it means to give with impact. The survey **asked organizations to share how they do or would define “better giving.”**

We collectively identified **86 organizations that met these criteria, and received 36 completed responses** (a 42% response rate).

1. *There may be bias in the sample, based on the known organizations/networks of the Impact-Driven Philanthropy Collaborative members and survey advisory group.*
 2. *While the sample for this survey has some overlap with the 2003 New Visions report sample, our criteria was narrower and did not include organizations such as community foundations, banks and financial institutions, or philanthropic advisory organizations/consultants. However, we gathered other types of data from these segments.*

Designing the Conversations with Key Informants

Survey data were gathered in February 2020 before two critical contextual shifts: **COVID-19 and the ongoing racial justice protests**. To shed light on how organizations and the six segments of the donor support ecosystem have been affected by COVID-19 and momentum around the Black Lives Matter movement, changes they’re observing in donor behavior, what organizations are doing to respond, and what other issues/trends are affecting their segment of the ecosystem, we spoke to leaders/organizations in donor education/organizing and five other segments of the donor support ecosystem (giving circles, community philanthropy, philanthropic advisory orgs/consultants, intermediaries or venture philanthropy, and financial services/banks). Or, where focus groups were too much of a commitment, key informants were given the option of participating in one-on-one 20-minute interviews or responding to an abbreviated set of questions over email.

The questions were developed in partnership with Stephanie Gillis and Athena Youm of the Raikes Foundation, and further refined with the input of IDPC members and the advisory group.

Though the ecosystem of organizations available to support individual HNW donors is vast, choices had to be made on what segments we spoke with. Segments were narrowed down from the 15 types of providers mentioned in the 2003 New Visions report based on their direct access to donors and ability to speak to trends in philanthropy.

Individuals from segments were identified with the support of leaders in the field (see Appendix II). We collectively interviewed individuals from 15 different organizations, representing five segments.

The Literature Review Process

To supplement the survey and focus group data, we conducted a literature review of relevant publications to understand what themes from the 2003 New Visions report were still relevant, what other issues/trends are affecting the various segments of the ecosystem, shifts in donor behavior, and any early insight into how these segments have responded to COVID-19 and the heightened awareness around Black Lives Matter.

The publications we reviewed were recommended by advisors, key informants, and found through a web search. Collectively, we reviewed 21 publications, which are referenced in Appendix II.

Appendix II: Acknowledgements

Acknowledgements

The ORS Impact team, the co-funders, and the Impact-Driven Philanthropy Collaborative co-chairs would like to thank the 36 **donor education/organizing organizations** that took the time to complete the survey in February 2020, Many also participated in a June 2020 webinar to discuss the survey findings and implications. We hope that this landscape provides a more current picture of the ecosystem that informs your work moving forward.

- Aspen Institute (Philanthropy Program)
- Astraea Lesbian Foundation for Justice
- Center for High Impact Philanthropy (UPenn)
- Co-Impact
- Donors of Color Network
- Exponent Philanthropy
- Founders Pledge
- Give Well
- Giving Pledge
- Grand Street
- Jewish Funders Network
- Legacy Venture
- Magnify Community
- Milken Institute, Center for Strategic Philanthropy
- National Committee for Responsive Philanthropy
- New England International Donors
- New Profit
- Philanthropy Roundtable
- Science Philanthropy Alliance
- Social Venture Partners (SVP) International
- SVP - Boulder County
- SVP - Los Angeles
- SVP - Minnesota
- SVP - Philadelphia
- SVP - Portland
- SVP - San Antonio
- SVP - San Diego
- SVP - Seattle
- Solidaire Network
- Stanford Center in Philanthropy & Civil Society
- The Life You Can Save
- The Philanthropic Initiative
- The Philanthropy Workshop
- Tipping Point
- Wisdom and Money
- Women Donors Network

Acknowledgements (cont.)

We are equally appreciative of the **leaders and organizations in the other segments of the donor support ecosystem** that participated in focus groups or one-on-one interviews, or submitted written responses to our questions about COVID-19, the national conversation on racial injustices, and other issues/trends affecting the ecosystem.

Giving Circles

- Community Investment Network
- Philanos

Philanthropic Advisors

- Arabella Advisors
- Phila Engaged Giving
- Putnam Consulting Group
- Strategic Philanthropy, Ltd

Financial Services/Banks

- Morgan Stanley
- National Philanthropic Trust

Community Foundations

- Community Foundation of Greater Atlanta
- Council on Foundations
- East Bay Community Foundation
- Fairfield County Community Foundation
- Turn Two Communications

Intermediaries

- Blue Meridian
- Groundswell
- Tipping Point

We also wanted to acknowledge **individuals who helped us identify many of the key informants** listed above. This landscape benefited greatly from your suggestions and helped us get outside our usual networks. This includes: Tom Kelly, Hawaii Community Foundation; Sampriti Ganguli, Arabella Advisors; Jen Stout, The Bill & Melinda Gates Foundation; Phil Cubeta and Dien Yuen, The American College; Melissa Berman, Rockefeller Philanthropy Advisors; and Kris Putnam Walkerly, Putnam Consulting Group.

Acknowledgements (cont.)

Members of the Impact-Driven Philanthropy Collaborative (IDPC) prioritized activities that the IDPC could carry out, and the highest priority activity was to gather data to understand the individual donor support organizations and the ecosystem, which was the impetus for this landscape. Two IDPC members, the Raikes Foundation and the Bill & Melinda Gates Foundation, co-funded this effort. A set of IDPC members (**bolded**) volunteered to be part of a workgroup and collectively shaped the initial design of the donor education/organizing survey and sample. The survey methodology and sample was further refined with input from all IDPC member organizations.

- Candid, formerly GuideStar
- Cindy Mercer
- Donors of Color Network
- Evelyn and Walter Haas Jr. Fund
- **Fidelity Charitable**
- Ford Foundation
- Giving Compass
- Giving Project Learning Community
- Headwaters Foundation
- Larry Liebowitz
- Leap Ambassadors Community
- Nadia Roumani
- National Center for Family Philanthropy
- Paul Shoemaker
- **Raikes Foundation**
- Rockefeller Philanthropy Advisors
- Silicon Valley Community Foundation
- Social Venture Partners International
- **Stanford Center on Philanthropy & Civil Society (PACS)
Effective Philanthropy Lab**
- Synergos Institute
- Templeton Foundation
- **The Bill & Melinda Gates Foundation**
- The Philanthropy Roundtable
- The Philanthropy Workshop
- Virgin Unite
- W. K. Kellogg Foundation

We also engaged an **advisory group of donor support leaders and organizations** to finalize the survey questions and sample, and to help the ORS Impact team make sense of survey data. We are so grateful for your perspectives.

- Dave Biemesderfer, United Philanthropy Forum
- Jason Born, National Center for Family Philanthropy
- Jason Franklin, Ktisis Capital
- Melanie Ormos, The Philanthropy Workshop
- Ryan Schlegel, National Committee for Responsive Philanthropy

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⁸ *Ibid*

⁹ National Network of Consultants to Grantmakers. <https://nncg.org/about/>

¹⁰ Philanthropy's Forgotten Resource? Engaging the Individual Donor.

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¹² Philanthropy's Forgotten Resource? Engaging the Individual Donor.

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