

Unleashing Philanthropy's Potential



Smarter grantmaking. Stronger nonprofits. Better results.

mission

Understanding that grantmakers are successful only to the extent that their grantees achieve meaningful results, GEO promotes strategies and practices that contribute to grantee success.

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Message from the Board Chair and the President and CEO

In spite of significant philanthropic and public sector investments, there is a growing feeling that current approaches to solving society's most pressing problems are not having the desired impact. Too often, inadequate resources or fragmented approaches stand in the way of achieving the results we seek.

Many grantmakers are responding to this challenge by embracing new ways of working. These grantmakers are taking steps such as pooling resources with other grantmakers to expand the impact of their grants, engaging grantees and community members in shaping foundation priorities and exploring collective approaches to assessing impact. Several have also partnered with government to grow the impact of innovative approaches to pressing social problems, through the Social Innovation Fund and other federal programs.

Grantmakers for Effective Organizations works to keep pace with these new approaches and to learn from the experiences of others to share them with the GEO community. We have listened to the challenges and questions facing our members and developed resources and fostered connections to meet those needs. And we continue to serve as a hub for the change agents in philanthropy who are dedicated to working smarter so that nonprofits grow stronger and achieve better results.

This year's annual report highlights the accomplishments the GEO community achieved in the face of many challenges by focusing on *collaboration*, *innovation* and *growing impact*. Through participating in GEO conferences and workshops, contributing to publications and new content and helping shape a major new initiative, *Scaling What Works*, GEO members answered the call to find ways to work smarter.

GEO members see the value of growing their impact — the numbers of people and communities whose lives are significantly and sustainably improved through the combined efforts of innovative funders and effective nonprofit organizations. And GEO plays a valuable role in connecting, facilitating and serving as a resource to ensure that our vibrant community of grantmakers is better equipped to adjust to these challenging economic times and to grow impact.

Thank you for your leadership and for working with us to unleash philanthropy's potential in 2010 and beyond.



Kathleen P. Enright
President and CEO
Grantmakers for Effective Organizations



Gregg Behr
GEO Board Chair
Executive Director, The Grable Foundation

GROWING IMPACT

GEO has nurtured a shift in grantmaking practice that helps the vibrant nonprofit sector create, sustain and grow impact. Over the years, GEO's activities have pushed for paradigm shifts in grantmaking practices, including the following:

- ▷ An increase in general operating support, multiyear support and other types of capacity building support to help grantees have the flexibility and resources necessary to most effectively advance their mission;
- ▷ Evaluation being increasingly viewed by grantmakers as a tool for making their philanthropy smarter and more effective;
- ▷ Grantmakers adapting their practice in the face of a shifting landscape (giving more at a moment when there is less, releasing restrictions on grants and recognizing that the old rules no longer apply and recalibrating strategies based on changes in the economy);
- ▷ Dispelling the notion that foundations alone know what is best for the community, and engaging stakeholders to better address society's most pressing challenges; and
- ▷ More sophisticated support for nonprofit leadership development as a capacity-building strategy, which has resulted in improved nonprofit performance.

GEO's biennial member satisfaction survey, released in 2009, revealed that participation in GEO leads to important changes in grantmaker awareness, knowledge and practice that contribute to nonprofit success. The GEO impact is apparent at both the individual and organizational levels. GEO knows that better results and stronger nonprofits require smarter grantmaking. And because change is never easy, we provide our members the tools and resources to succeed.

At the end of 2010 we completed a planning process to sharpen our business and communication models, including our strategic intent and organizational objectives, to better support our long-term goals. Certain elements of GEO's approach to change have become key pillars of our revised strategy; from our community orientation toward our membership to how we help build and navigate connections that foster dialogue, spur innovation and lead adoption of new and more effective practices. Read more about our new strategic objectives in the section titled Looking Ahead (page 7).

Snapshot of GEO Members in 2010:



Where are GEO members located? Visit our interactive membership map at www.geofunders.org/geocommunity.aspx.

INNOVATION

Grantmakers' continued response to the economic downturn requires new and innovative approaches. Similarly, GEO has also adjusted our work and how we engage with the GEO community, creating new resources and programs, and identifying new ways to foster connections online.



In July 2010, the Corporation for National and Community Service, the federal agency that administers the Social Innovation Fund, announced its first round of intermediary awards, and over half of this cohort are GEO members:

- AIDS United
- The Edna McConnell Clark Foundation
- Foundation for a Healthy Kentucky Inc.
- New Profit Inc.
- REDF
- Venture Philanthropy Partners

Supporting these grantmakers is a growing list of their GEO community peers, who are participating in the Social Innovation Fund as collaborating funders and project partners, including:

- The Annie E. Casey Foundation
- The Bank of America Charitable Foundation, Inc.
- Blue Ridge Foundation New York
- The California Endowment
- The Duke Endowment
- Ford Foundation
- Fresno Regional Foundation
- George Kaiser Family Foundation
- John S. and James L. Knight Foundation
- KnowledgeWorks
- Open Society Foundations
- The Prudential Foundation
- Robin Hood Foundation
- SeaChange Capital Partners
- Walter and Elise Haas Fund

New Programs: *Scaling What Works*

Scaling What Works

A LEARNING INITIATIVE OF



Launched in 2010, *Scaling What Works* is a multiyear learning initiative of Grantmakers for Effective Organizations to expand the number of grantmakers and public sector funders that are working together to broaden the impact of high-performing nonprofits. Through *Scaling What Works*, GEO will offer training, networking opportunities, and a host of tools and resources to better equip grantmakers to help the nonprofit organizations they support to plan, adapt and grow their impact in creating sustainable benefits for people, their communities and our planet.

Through the *Scaling What Works* initiative, GEO has the chance to extend the reach, learning and impact of innovative community-based projects and partnerships, like the Social Innovation Fund, far beyond the direct participants to contribute to the capacity and effectiveness of a greater number of private and public sector grantmakers. We expect that our work to learn from these efforts — and share our findings with the field of philanthropy — will help to develop a much larger pool of funders adept in supporting the capacity and growth of high-performing nonprofits, as we explore the most effective and efficient ways to use limited resources to make faster progress on our country's most pressing social challenges.



New Content: Publications

GEO publications contain cutting-edge content that keeps grantmakers informed of the emerging trends, debates and practices from the field of philanthropy. Titles released in 2010 included the following:

Due Diligence Done Well: A Guide for Grantmakers



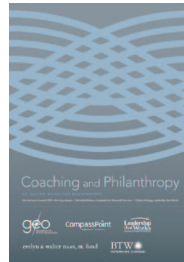
GEO partnered with La Piana Consulting to update the wildly popular 2004 *Due Diligence Tool* with new learning and information.

The guide explores

approaches to thinking about effective due diligence and how to create a grantee-friendly approach to information gathering that enhances communication, trust and confidence. The accompanying interactive online tool provides additional resources and guidelines, a detailed account of the different steps in the due diligence process and a place for members to submit their own due diligence success stories.

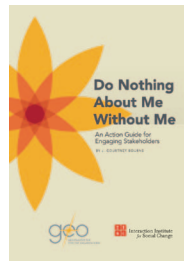
In addition to new publications, GEO also released a variety of other resources in 2010, including conference materials, case studies, tear sheets, grantmaker stories, newsletters, GEOList discussions, and so much more.

Coaching and Philanthropy: An Action Guide for Grantmakers



GEO and its partners on the Coaching and Philanthropy Project took a deep dive into learning about the nonprofit sector's support for and use of coaching and consolidated that knowledge into an action guide and an online toolkit. The guide explores coaching as a core leadership development activity to improve the effectiveness of individuals and teams so that they can lead their organizations to deliver better results.

Do Nothing About Me Without Me: An Action Guide for Engaging Stakeholders



Co-published with the Interaction Institute for Social Change, this guide argues the value of engaging diverse stakeholders, highlights grantmakers who are bringing diverse stakeholders into the center of their work and offers a variety of tools

— including an online toolkit — to help grantmakers better engage grantees, community members and other partners.

Fostering Connections Online

In 2010, GEO provided more interactive online resources to members so they could share challenges and questions with their peers and build their online networks. We have broadened our approach to using social media, with a library of videos on YouTube, regular thought-provoking Facebook discussions and daily updates on Twitter. Given tightening professional development budgets, in 2010 we worked harder to meet our members where they are by employing more technology tools and designing digital presentations to capture ideas from popular programs and publications that could be shared with more audiences without the hassle of travel.



COLLABORATION

The best learning occurs when innovative grantmakers collaborate with their peers, especially when they are tackling the problems that challenge them the most. This type of knowledge building leads to stronger ideas, changed practice and a community that is empowered to lead even broader change in its field. In 2010, GEO offered a range of opportunities, from conferences to workshops and seminars, for members to convene to share learning and network.

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Highlights from GEO's 2010 National Conference: *Unleashing Philanthropy's Potential*

Close to 550 participants deliberated on philanthropy's role as a leader and innovator during changing times at the 2010 GEO National Conference in Pittsburgh, held in partnership with Grantmakers of Western Pennsylvania. The conference provided cutting-edge content that deepened participants' understanding of the relationship between grantmakers and grantees, the innovative ways that grantmakers can enhance nonprofit results and the importance of networking in grantmaking and nonprofit communities.



Special events at the conference included Pitch In for Pittsburgh, a volunteer activity sprucing up reclaimed land with GTECH Strategies.



Dev Patnaik discusses building empathy by increasing stakeholder engagement and shaping more effective collaborations during the opening plenary session. The topic of empathy in philanthropy will soon be explored through a GEO publication in fall 2011.



GEO launched an Ambassador Program designed to facilitate and deepen both first-time and seasoned participants' networking experience by creating lasting connections that strengthen grantmakers' work and build community. More than 130 attendees participated in GEO's inaugural Ambassador Program.



Kathleen P. Enright, Albert Ruesga (president of the Greater New Orleans Foundation), Paul Carttar (director of the Social Innovation Fund at the Corporation for National and Community Service), and Carla Javits (president of REDF) participate in a candid exchange about how we define “what works,” identifying how government and philanthropy can work together to advance learning for expanded impact during “Philanthropy and the Obama Administration” at the closing plenary session.

Respondents to our post-conference survey report that reconnecting with colleagues is one of their favorite things about GEO conferences. What impact did the conference have on attendees?

- ▷ 95 percent agreed or strongly agreed that they were satisfied with the conference overall.
- ▷ 95 percent agreed or strongly agreed that the conference was relevant to issues they were currently facing in the field.
- ▷ 92 percent agreed or strongly agreed that the conference afforded them access to cutting-edge content in the field.
- ▷ 89 percent agreed or strongly agreed that the conference gave them access to concrete tools and resources to apply in their work.
- ▷ 86 percent agreed or strongly agreed that the conference increased their understanding of the connection between grantmaker practices and grantee results.

Action Learning

GEO’s Action Learning peer group program helps grantmakers facing common challenges and working under similar constraints come together to solve shared problems and turn what they know into improved practice. In 2010, participants explored public-philanthropic partnerships, developed a shared understanding of their challenges and identified and tested promising practices to address them.

Engage for Results

GEO regularly partners with the Interaction Institute for Social Change to offer “Engage for Results: Involving Grantees and Other Stakeholders in Your Grantmaking” skill-building seminars. In 2010, a seminar was held in Toronto for participants to learn strategies for soliciting grantee feedback, incorporating the grantee perspective when setting priorities and building staff and boards that reflect the communities they serve.

Scaling What Works Skill-Building Workshops

GEO, as part of its *Scaling What Works* initiative, and Nonprofit Finance Fund teamed up with a variety of regional partners to launch a traveling workshop series held in Tulsa, Okla. and Austin, Texas in 2010, with more to follow in Colorado, Iowa, Kansas, Ohio and South Carolina in 2011. “Assessing and Supporting Nonprofit Financial Health” workshops provide tools to guide grantmakers in their financial assessments of grantees and explore traditional grantmaking practices that sometimes unintentionally hinder nonprofit effectiveness.

On The Money Workshops

GEO delivered a series of workshops connected to our publication *On the Money: The Key Financial Challenges Facing Nonprofits Today — and How Grantmakers Can Help* in Chicago, Baltimore and Michigan in partnership with Donors Forum, the Council of Michigan Foundations and the Association of Baltimore Area Grantmakers. The content of the workshops focused on helping grantmakers understand the financial challenges nonprofits are facing and gain a clear understanding of what they can do in their own practices to mitigate that stress and unleash the potential of nonprofits to achieve results.

LOOKING AHEAD

We are continuously looking for ways in which we can achieve greater impact within our community and more effectively influence the broader field of philanthropy.

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We are committed to staying at the cutting edge of innovation and continuing to offer compelling and energizing services that incorporate the latest in technology and promising practices. As we work hard to broaden our influence and impact, we will:

- ▷ Create spaces for provocative conversations and capture promising approaches;
- ▷ Increase adoption and deepen application of practices by advocating for change in philanthropy, profiling stories from the field and catalyzing action through peer exchange;
- ▷ Strengthen and energize GEO's membership base by employing tailored approaches for recruiting, engaging and communicating with current and prospective members; and
- ▷ Maintain the highest standards of quality, efficiency and effectiveness by enhancing internal learning, decision-making and planning processes.

In keeping with these strategic objectives and GEO's overall mission, we also plan to expand our membership and offer more benefits to our community; focus our content to dig more deeply into engaging with grantees; host provocative events — including The Learning Conference 2011 and Growing Social Impact in a Networked World: A Grantmakers' Gathering on Networks, co-hosted with Monitor Institute — to bring practical yet innovative resources and tools to attendees; and continue our work on new initiatives that will inspire the change we hope to see in philanthropy.



GEO in the News

GEO has continued to reach new audiences and influential networks to share our change agenda with grantmakers no matter where they are geographically located. In 2010, GEO was regularly featured in articles focused on topics of importance to the philanthropic community in major publications, including an article co-authored by Kathleen Enright and Courtney Bourns for the *Stanford Social Innovation Review* and an opinion piece co-authored with GEO board member Grant Oliphant from the Pittsburgh Foundation for the *Pittsburgh Post-Gazette*.

BOARD, STAFF AND COMMITTEE MEMBERS

2010 GEO Board of Directors

(as of December 31, 2010)

Gregg Behr (chair)
The Grable Foundation

Handy L. Lindsey, Jr. (vice chair)
The Cameron Foundation

Valerie S. Lies (treasurer/secretary)
Donors Forum

Gayle Williams (governance committee chair)
Mary Reynolds Babcock Foundation

Beth Bruner
Bruner Foundation

Roberto Cremonini
formerly of Barr Foundation

Mae Hong
Rockefeller Philanthropy Advisors

Clara Miller
The F.B. Heron Foundation

Mary Mountcastle
Z. Smith Reynolds Foundation

Grant Oliphant
The Pittsburgh Foundation

Albert Ruesga
Greater New Orleans Foundation

Suzanne Walsh
Bill & Melinda Gates Foundation

Kathleen P. Enright
GEO president and CEO (ex officio)

GEO Staff

Leonor Alfonso
Senior Program Specialist

Alison Anderson
Manager of Operations

Lissan Anfune
Program Assistant

Lori Bartczak
Director of Programs and Communications

Courtney Bourns
Vice President of Programs

Tony Bowen
Special Initiatives Coordinator

Kathleen P. Enright
President and CEO

Andy Freeze
Development Specialist

Eunice Gambah
Operations Assistant

Kamasha Hendrickson
Senior Events Specialist

Laurel Jacobsen
Senior Membership Specialist

J McCray
Chief Operating Officer

Nancy Murphy
Executive Vice President

Brendan Reardon
Program Assistant

Jason Twiss
Manager of Member Engagement

Suzi Van Sickle
Program Assistant

Jessica Wechter
Project Specialist for
Scaling What Works

Danielle Yates
Manager of Marketing and Communications

Leadership Committee (2008-2010)

Paul Hogan
The John R. Oishei Foundation

Stephanie McAuliffe
The David and Lucile Packard Foundation

Richard Moyers
The Eugene and Agnes E. Meyer Foundation

Annemarie Riemer
Hartford Foundation for Public Giving

Donna Stark
The Annie E. Casey Foundation

Alvin Starks
Arcus Foundation

Kerry Herlihy Sullivan
The Bank of America Charitable Foundation, Inc.

Peter Taylor
Maine Community Foundation

Mailee Walker
Claneil Foundation Inc.

Gayle Williams
Mary Reynolds Babcock Foundation

Linda Wood
Evelyn and Walter Haas, Jr. Fund

The Learning Conference Planning Committee

Beth Bruner (chair)
Bruner Foundation

Fatima Angeles
The California Wellness Foundation

Gale Berkowitz
The MasterCard Foundation

Ted Chen
W.K. Kellogg Foundation

Nancy Csuti
The Colorado Trust

Adam Donaldson
Association of Baltimore Area Grantmakers

Robert Hughes
The Patterson Foundation

Tom Kelly
The Annie E. Casey Foundation

Peter Laugharn
Firelight Foundation

Vivien Luk
The Forbes Funds

Amanuel Melles
United Way Toronto

Jill Wohlford
Lumina Foundation for Education, Inc.

Membership Committee

LaTida Smith (chair)
Saint Luke's Foundation of Cleveland,
Ohio

Jennifer Acree
BEST Nonprofit Project

Catherine Brozowski
Orfalea Fund

Una Flannery Kelley
Nonprofit Finance Fund

Yvonne Moore
The Daphne Foundation

Annemarie Riemer
Hartford Foundation for Public Giving

Tracey Rutnik
The Aspen Institute

Anne Vally
The James Irvine Foundation

Suzanne Walsh
Bill & Melinda Gates Foundation

Dan Wilson
Ontario Trillium Foundation

2010 National Conference Host Committee

Grant Oliphant (chair)
The Pittsburgh Foundation

Heather Arnet
The Women and Girls Foundation of
Southwest Pennsylvania

Carrie Barmen
Pittsburgh Social Venture Partners

Gregg Behr
The Grable Foundation

Henry Beukema
McCune Foundation

Susan Brownlee
The Fine Foundation

Diana Bucco
The Forbes Funds

Dee Delaney
Formerly of FISA Foundation

Sylvia Fields
Eden Hall Foundation

Joni Schwager
Staunton Farm Foundation

Frederick Thieman
The Buhl Foundation

Kirk Utzinger
The Community Foundation of
Westmoreland County

Robert Vagt
The Heinz Endowments

Mailee Walker
Claneil Foundation Inc.

Karen Wolk Feinstein
The Jewish Healthcare Foundation of
Pittsburgh

2010 National Conference Planning Committee

Carrie Avery (chair)
The Durfee Foundation

Tanya Beer
Formerly of The Colorado Trust

Diana Bucco
The Forbes Funds

Patrick Corvington
*Formerly of The Annie E. Casey
Foundation*

Victoria Dunning
The Global Fund for Children

Sidney Hargro
Community Foundation of South Jersey

Annie Hernandez
The Lumpkin Family Foundation

Ellen Koenig
New Hampshire Charitable Foundation

Curt McPhail
Mary Black Foundation

Yvonne Moore
The Daphne Foundation

Kathleen Odne
Dean & Margaret Leshner Foundation

Paul Shoemaker
Social Venture Partners Seattle

Barbara Sieck Taylor
Grantmakers of Western Pennsylvania

Gayle Williams
Mary Reynolds Babcock Foundation

Huilan Yang
W.K. Kellogg Foundation

Scaling What Works Advisory Group

Eugene W. Cochrane, Jr. (chair)
The Duke Endowment

Carol Thompson Cole
Venture Philanthropy Partners

Anna Cowenhoven
The Bank of America Charitable
Foundation, Inc.

Charles T. Harris III
SeaChange Capital Partners

Handy L. Lindsey, Jr.
The Cameron Foundation

Mary Mountcastle
Z. Smith Reynolds Foundation

Nancy Roob
The Edna McConnell Clark Foundation

Shirley Sagawa
sagawa/jospin consulting firm and
Center for American Progress

Susan G. Zepeda
Foundation for a Healthy Kentucky Inc.

Financial Supporters

\$500K and above

Bill & Melinda Gates Foundation
The Edna McConnell Clark Foundation
George Kaiser Family Foundation
Open Society Foundations
W.K. Kellogg Foundation

\$250K-\$499,999

The Annie E. Casey Foundation
The Atlantic Philanthropies
The Duke Endowment
Ford Foundation
Robert Wood Johnson Foundation

\$150K-\$249,999

Charles Stewart Mott Foundation
The David and Lucile Packard Foundation
John S. and James L. Knight Foundation
Surdna Foundation

\$50K-\$149,999

The Bank of America Charitable
Foundation, Inc.
Carnegie Corporation of New York
Evelyn and Walter Haas, Jr. Fund
The Kresge Foundation
Lumina Foundation for Education, Inc.
S.D. Bechtel, Jr. Foundation
The William and Flora Hewlett Foundation

\$20K-\$49,999

Blue Ridge Foundation New York
Blue Shield of California Foundation
Bruner Foundation
The F.B. Heron Foundation
The Joyce Foundation
New Profit Inc.
SeaChange Capital Partners

Up to \$19,999

The Eugene and Agnes E. Meyer
Foundation
The James Irvine Foundation

STATEMENTS OF FINANCIAL POSITION

December 31, 2010 and 2009

	2010	2009
ASSETS		
Cash and cash equivalents	\$800,065	\$1,049,970
Investments ¹	2,997,229	352,834
Contributions receivable	1,963,855	424,500
Membership dues receivable	12,643	6,500
Prepaid expenses	20,742	18,886
Deposits	19,726	14,886
Other assets	5,414	5,868
Property and equipment, net	151,207	224,902
Total assets	\$5,970,881	\$2,098,346
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts payable and accrued expenses	\$171,670	\$53,705
Accrued leave	23,027	31,732
Deferred membership dues	39,175	105,210
Deferred conference registration ²	—	226,561
Deferred rent	58,480	74,898
Other liabilities	5,250	5,250
Total liabilities	\$297,602	\$497,356
Net assets		
Unrestricted:		
Undesignated	\$1,015,351	\$444,835
Board designated reserve	750,000	750,000
Total unrestricted	\$1,765,351	\$1,194,835
Temporarily restricted ³	3,907,928	406,155
Total net assets	\$5,673,279	\$1,600,990
Total liabilities and net assets	\$5,970,881	\$2,098,346

¹ Investments are in government-backed securities.

² 2010 national conference registration revenue was deferred in 2009.

³ Includes temporarily restricted assets for program support for 2011–2013.

STATEMENTS OF ACTIVITIES

December 31, 2010 and 2009

	2010	2009
REVENUE AND SUPPORT		
Grants and contributions ⁴	\$5,035,175	\$685,240
Membership fees	845,190	603,140
Conference registrations ⁵	446,633	–
Conference sponsorship	19,500	145,500
Action learning	33,603	74,467
Consulting	50,166	39,845
Publications	1,763	1,834
Contributed services	–	3,385
Investment income	22,136	10,811
Sublease rent ⁶	42,000	8,750
Other income	1,850	3,270
Total revenue and support	<u>\$6,498,016</u>	<u>\$1,576,242</u>
EXPENSES		
Program services:		
Member programs	\$714,724	\$770,694
<i>Scaling What Works</i> ⁷	493,995	–
Conferences	369,674	187,384
Research	–	50,252
Communications	313,655	191,322
Action learning	98,093	85,535
Total program services	<u>\$1,990,141</u>	<u>\$1,285,187</u>
Supporting services		
Management and general	\$378,386	\$414,379
Fundraising	57,200	69,221
Total supporting services	<u>435,586</u>	<u>483,600</u>
Total expenses	<u>\$2,425,727</u>	<u>\$1,768,787</u>
Changes in net assets	\$4,072,289	(\$192,545)
Net assets, beginning of year	1,600,990	1,793,535
Net assets, end of year	<u>\$5,673,279</u>	<u>\$1,600,990</u>

2010 National Conference Supporters

\$25K and above

The Grable Foundation
The Heinz Endowments
The Pittsburgh Foundation

\$5K - \$24,999

Anonymous
The Buhl Foundation
Claude Worthington Benedum Foundation
The Durfee Foundation
FISA Foundation
Lumina Foundation for Education, Inc.
Staunton Farm Foundation

Up to \$4,999

American Eagle Outfitters Foundation
Claneil Foundation Inc.
The Community Foundation of Westmoreland County
Eden Hall Foundation
The Erie Community Foundation
The Fine Foundation
The Forbes Funds
IssueLab (in-kind support)
The Jewish Healthcare Foundation of Pittsburgh
Roy A. Hunt Foundation

⁴ Includes temporarily restricted grants and contributions for program support raised for 2011 – 2013.

⁵ No conference held in 2009.

⁶ 2010 was the first full year of sublease rent revenue.

⁷ *Scaling What Works* was a new program area in 2010.

GEO Members

A to E

AIDS United
Alberta Ecotrust Foundation
Alberta Real Estate Foundation
Allegheny Franciscan Ministries, Inc.
The Aloha Foundation
American Jewish World Service
American Society for the Prevention of Cruelty to Animals
The Annenberg Foundation
The Annie E. Casey Foundation
Arcus Foundation
Arts Midwest
ASB Community Trust
Assisi Foundation of Memphis, Inc.
Associated Grant Makers
Association of Small Foundations
ASU Lodestar Center for Philanthropy & Nonprofit Innovation
The Atlanta Women's Foundation
The Atlantic Philanthropies
Ausherman Family Foundation
AVI CHAI Foundation
The Bank of America Charitable Foundation, Inc.
Bank of America Merrill Lynch, Philanthropic Management
Barr Foundation
Basin Electric Power Cooperative
Bayview Hunter's Point Community Fund
Bertelsmann Stiftung
BEST Nonprofit Project
Bill & Melinda Gates Foundation
Blue Cross Blue Shield of Michigan Foundation
Blue Cross Blue Shield of North Carolina Foundation
Blue Ridge Foundation New York
Blue Shield of California Foundation
Bonfils-Stanton Foundation
The Boston Foundation
The Brainerd Foundation
The Brico Fund, LLC
Bruner Foundation
The Business of Good
The C. E. and S. Foundation Inc.
California Community Foundation
The California Endowment
The California HealthCare Foundation
The California Wellness Foundation
The Cameron Foundation
Campion Foundation
The Case Foundation
CDA Foundation
Cedarmere Foundation
Center for Effective Philanthropy
Charity Intelligence Canada
Charles and Lynn Schusterman Family Foundation
Charles Stewart Mott Foundation
Cherokee Preservation Foundation
Chesapeake Bay Trust
The Chicago Bar Foundation
The Chicago Community Trust

The Christensen Fund
Claneil Foundation Inc.
Clarence E. Heller Charitable Foundation
The Clark Foundation
The Cleveland Foundation
The Clowes Fund Inc.
CME Group Foundation
The Coleman Foundation
The Colorado Health Foundation
The Colorado Trust
Common Good Ventures
Commonweal Foundation Inc.
Community Clinics Initiative
The Community Foundation for Greater Atlanta
The Community Foundation for Greater New Haven
Community Foundation for Monterey County
The Community Foundation in Jacksonville
The Community Foundation of Greater Birmingham
Community Foundation of Greater South Wood County
The Community Foundation of Herkimer & Oneida Counties
The Community Foundation of Mendocino County
Community Foundation of Santa Cruz County
Community Foundation of South Jersey
Community Foundation Sonoma County
Community Memorial Foundation
Cone Health Foundation
Corporation for National and Community Service
Council of Michigan Foundations
Council of New Jersey Grantmakers
Council on Foundations
Cream City Foundation
The Cricket Island Foundation
Daisy Marquis Jones Foundation
The Daphne Foundation
The David and Lucile Packard Foundation
DC Children & Youth Investment Trust Corporation
de Beaumont Foundation
Deaconess Community Foundation
Deaconess Foundation
Dean & Margaret Leshar Foundation
Delaware Valley Grantmakers
Donors Forum
Donors Forum of Wisconsin
Doris Duke Charitable Foundation
The Duke Endowment
The Durfee Foundation
Dyson Foundation
The Edna McConnell Clark Foundation
Education Matters
Endowment for Health
Environmental Support Center
The Eugene and Agnes E. Meyer Foundation
Eurasia Foundation
Evelyn and Walter Haas, Jr. Fund

F to J

Fieldstone Foundation
Firelight Foundation
First 5 Butte County
First 5 LA
First 5 San Bernardino
First 5 Sonoma County
Flamboyant Foundation
Fleishhacker Foundation
Flintridge Center
The Forbes Funds
Ford Foundation
Forum of Regional Associations of Grantmakers Foundation Center
Foundations of East Chicago
French American Charitable Trust
Fresno Regional Foundation
The Frist Foundation
Fund for Nonviolence
Gap Foundation
Gateway Center for Giving
Gaylord & Dorothy Donnelley Foundation
George Cedric Metcalf Charitable Foundation
George Kaiser Family Foundation
The Gifford Foundation
The Global Fund for Children
GMA Foundations
Goldsbury Foundation
Gordon and Betty Moore Foundation
The Grable Foundation
Grand Rapids Community Foundation
Grand Victoria Foundation
Grantmakers for Education
Grantmakers in Health
Grantmakers of Oregon and Southwest Washington
The Grantmaking School
The Greater Cedar Rapids Community Foundation
Greater New Orleans Foundation
Greater Worcester Community Foundation
Greenlee Family Foundation
GreenLight Fund
Gulf Coast Community Foundation of Venice
Harold K.L. Castle Foundation
Hartford Foundation for Public Giving
The Harvest Foundation
Hawai'i Community Foundation
The Health Foundation of Central Massachusetts
Herbalife Family Foundation
Hogg Foundation for Mental Health
Howard County Department of Citizen Services
Huey & Angelina Wilson Foundation
The Hyams Foundation, Inc.
The Impact Foundation
International Development Research Centre
Iowa Council of Foundations
Iowa West Foundation
Irene E. & George A. Davis Foundation
The J.W. McConnell Family Foundation
The Jacob & Valeria Langeloth Foundation
The James Irvine Foundation
Jessie Smith Noyes Foundation

Jewish Community Federation of
San Francisco, the Peninsula, Marin and
Sonoma Counties
Jim Joseph Foundation
John Muir/Mt. Diablo Community Health Fund
The John R. Oishei Foundation
John Rex Endowment
John S. and James L. Knight Foundation
John T. Vucurevich Foundation
JVA Consulting, LLC

K to O

Kansas Health Foundation
The Kate B. Reynolds Charitable Trust
The Kenneth A. Picerne Foundation
Kern Community Foundation
KnowledgeWorks
The Kresge Foundation
Laidlaw Foundation
Lancaster County Community Foundation
Legacy Foundation
The Leighty Foundation
The Lodestar Foundation
Lotte & John Hecht Memorial Foundation
Lucile Packard Foundation for Children's
Health
Lumina Foundation for Education, Inc.
The Lumpkin Family Foundation
Maine Community Foundation
Maine Health Access Foundation
Management Assistance Group
Marguerite Casey Foundation
Marin Community Foundation
The Marion I. & Henry J. Knott Foundation
Mary Black Foundation
The Mary Morton Parsons Foundation
Mary Reynolds Babcock Foundation
Massachusetts Cultural Council
Mathile Family Foundation
McAuley Ministries
The McKay Foundation
McKesson Foundation, Inc.
Medina Foundation
The Melville Charitable Trust
MetroWest Community Health Care
Foundation
Meyer Memorial Trust
Milton A. & Charlotte R. Kramer Charitable
Foundation
Minnesota Council on Foundations
Monitor Institute
The Morris & Gwendolyn Cafritz Foundation
Ms. Foundation for Women
Napa Valley Community Foundation
National Arts Strategies
National Committee for Responsive
Philanthropy
Nebraska Children and Families Foundation
The Needmor Fund
NeighborWorks America
Nellie Mae Education Foundation
New Hampshire Charitable Foundation
New Place Fund
New Profit Inc.
New Venture Fund
New York State Health Foundation

Nokomis Foundation
Nonprofit Finance Fund
Nonprofit Management Fund
Northern California Grantmakers
Northwest Area Foundation
Northwest Health Foundation
OMG Center for Collaborative Learning
OneStar Foundation
Ontario Ministry of Citizenship and
Immigration
Ontario Trillium Foundation
Open Society Foundations
Orfaea Fund
Ottinger Foundation

P to T

The Panasonic Foundation
Panta Rhea Foundation
Partnership for Excellence in Jewish Education
Partnership for Nonprofit Excellence
The Patterson Foundation
The Paul J. Aicher Foundation
Pennsylvania Humanities Council
The Peter and Elizabeth C. Tower Foundation
The Pew Charitable Trusts
Philadelphia Cultural Management Initiative
The Philanthropic Initiative
Philanthropic Ventures Foundation
Philanthropy New Zealand
Philanthropy Northwest
The Pittsburgh Foundation
Placer Community Foundation
Polk Bros. Foundation, Inc.
Program to Aid Citizen Enterprise
The Prudential Foundation
Public Interest Projects
Quantum Foundation
Quixote Foundation, Inc.
The Rapides Foundation
Rappahannock United Way
The Raymond John Wean Foundation
REACH Healthcare Foundation
Real Estate Foundation of British Columbia
REDF
The Regence Foundation
The Retirement Research Foundation
RGK Foundation
The Rhode Island Foundation
Richard and Susan Smith Family Foundation
Richard King Mellon Foundation
Richard M. Fairbanks Foundation, Inc.
Richmond Memorial Health Foundation
Robert G. Cabell III and Maude Morgan Cabell
Foundation
Robert Wood Johnson Foundation
Robin Hood Foundation
Robins Foundation
The Rockefeller Foundation
Rockefeller Philanthropy Advisors
Rogers Family Foundation
Root Cause
Root Change
Ruth Mott Foundation
S.D. Bechtel, Jr. Foundation
Saint Luke's Foundation of Cleveland, Ohio
The Salem Health & Wellness Foundation

The San Diego Foundation
San Diego Grantmakers
San Luis Obispo County Community Foundation
Santa Barbara Foundation
Saxon Family Fund
SeaChange Capital Partners
Sea Change Foundation
Seasons Fund
The Seattle Foundation
Shasta Regional Community Foundation
Siebert Lutheran Foundation, Inc.
Sierra Health Foundation
The Simmons Foundation
Sisters of Charity Foundation of Cleveland
Sisters of Charity Foundation of South Carolina
The Skillman Foundation
Skoll Foundation
Sobrato Family Foundation
Social Venture Partners International
Social Venture Partners Seattle
Southeastern Council of Foundations
Southern California Grantmakers
Southern Partners Fund
The Sprout Fund
Stella and Charles Guttman Foundation
Stuart Foundation
Stupski Foundation
Sunflower Foundation
Surdna Foundation
Taproot Foundation
TCC Group
Telstra Foundation
Texas High School Project
Third Sector New England
Third Wave Foundation
Toledo Community Foundation
TomKat Charitable Trust
The Tony R. Wells Foundation, Inc.
The Tow Foundation

U to Z

United Methodist Health Ministry Fund
United Way of Cambridge and North Dumfries
United Way of Canada - Centraide Canada
United Way of Greater Rochester
United Way of Winnipeg
United Way Toronto
Venture Philanthropy Partners
Vine & Branches Foundation
Virginia Foundation for Healthy Youth
Virginia G. Piper Charitable Trust
The W. Clement & Jessie V. Stone Foundation
W.K. Kellogg Foundation
The Wallace Alexander Gerbode Foundation
Walter & Elise Haas Fund
Weingart Foundation
Wells Fargo Regional Foundation
Wellspring Advisors, LLC
Wilburforce Foundation
The William and Flora Hewlett Foundation
William Caspar Graustein Memorial Fund
William Penn Foundation
The Women's Foundation of California
Y & H Soda Foundation
Z. Smith Reynolds Foundation
ZeroDivide

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