

Who's Minding The Store?

The issues of ethical foundation practices, adherence to standards, and accountability for the stewardship of charitable endowments have been much in the news. Most notably, but not alone, the *Boston Globe* has run a series of articles about abuses and irresponsible practices of private foundation trustees and staff who have received excessive benefit from their positions at the expense of the foundation's endowment. Stories about the use of foundation assets to purchase property and other emoluments not related to a foundation's grantmaking endeavors present a negative view of private philanthropy to the public. Notwithstanding the bad press, we all know that most of the 62,000 foundations in the United States operate responsibly and effectively for the good of the community. But how do others in the community perceive private philanthropy?

In response to the press profiling of private foundation "bad actors," regional and national associations are more aggres-

sively promoting the adoption of standards and the evidence of self-regulation in the field. They also urge Congress to fund the IRS to carry out the work with nonprofits that was

"The number of IRS audits of private foundations has declined from 1,200 in 1990 to 191 in 1999."

defined in the 1969 Tax Reform Act. While organizations like the Council on Foundations and regional associations of grantmakers work with their constituents to promote self-regulation through ethical standards and responsible practices among foundation grantmakers, the responsibility for enforcing federal regulations lies with government.

Store continued, see page 3

Featured Member

Collaboration for Systemic Change

Reflecting its founder's conviction, **The Caroline and Sigmund Schott Foundation** is committed to change at the policy level and to strengthening the capacity of those most disadvantaged. The Funders Alliance recently spoke with Cassie Schwerner, Program Director for Funding for Quality Education, about the **Schott Foundation** and the Schott Center for Public and Early Education and their activities to improve public education for all in New York State.

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A Review of Self-Dealing

With all the scrutiny of private foundation operations, a quick review of self-dealing rules and the definition of a disqualified person may help your staff and trustees assure that your foundation is maintaining a high standard of ethics.

Self-dealing is a prohibition against a foundation entering into *any* financial transaction with disqualified persons. Disqualified persons (persons not qualified to have a financial transaction with the foundation) include:

- officers, directors or trustees of the foundation
- a substantial contributor to the foundation (individual or corporate)
- companies or partnerships owned substantially by disqualified persons
- spouses and families of all of the above.

In general, any person who may benefit from the foundation's activities or influence its grantmaking is likely to be considered a disqualified person.

Self-dealing activities between a foundation and a disqualified person include:

- renting space from family members
- providing seating at fundraising events
- lending money or extending credit (e.g., using a foundation credit card for personal expenses and reimbursing the expenditure).
- selling or exchanging property (including supplies, insurance, stationery, printing)
- furnishing goods or services (except for personal services such as legal or accounting help)
- compensation to staff and trustees needs to be fair and reasonable for duties performed and knowledge and experience of the individual
- paying pledges made by disqualified persons

This is a limited sample of instances of self-dealing and is not intended to replace competent legal advice. It is recommended that foundations review their practices with their legal advisor. For additional material on the subject, call the Funders Alliance office to receive a copy of *Top 10 Ways Family Foundations Get into Trouble*. 📄

Funding Technical Assistance

The field of technical assistance for nonprofits may need to be readjusted to account for the rise in nonprofits generating their own revenue, according to a recent W.K. Kellogg Foundation report examining the implications of the blurring of traditional boundaries separating the nonprofit, for-profit, and government sectors. *Blurred Boundaries and Muddled Motives: A World of Shifting Social Responsibilities* explores the rise of social-purpose businesses and nonprofit revenue-generating enterprises. The report also points out some changes foundations may need to make to their funding and investment strategies in response to the development of these new models. View or download the report at www.wkkf.org/Pubs/PhilVol/SectorBlurReport_00251_03774.pdf

Advancing Our Public Policy Agenda

Foundations on the Hill

On February 4, a delegation from the Funders Alliance took part in Foundations on the Hill, a day jointly sponsored by the Council on Foundations and the Forum of Regional Associations of Grantmakers. Delegates from Upstate New York included: Joanne Florino, Executive Director, **Triad Foundation** and Chair of the Funders Alliance governance team; Catherine Gura, President, **The Children's Guild**; Jennifer Leonard, President and CEO, **Rochester Area Community Foundation**; Liz Wilder, Executive Director, **Funders Alliance of Upstate New York and Rochester Grantmakers Forum**. The delegates visited the offices of eight Representatives and Senator Schumer to build the Funders Alliance relationship with them and deliver the message that Upstate New York foundations are a source of knowledge for legislators about philanthropy and the nonprofit sector in our region.

Legislative Breakfasts

Funders Alliance members will have an opportunity to deliver this message to legislators in their districts this summer. Watch for information about a series of legislative breakfasts which will be planned to meet our federal and state legislators in their home territory.

Member briefings

The Program Committee has scheduled a series of member update conference calls on policy issues. See the enclosed schedule and sign up for calls to discuss the NYS budget and get an update on federal legislation affecting foundations.

Website

Visit our public policy page on the Funders Alliance website at www.grantmakers.org/FundersUpstate. It provides various reviews of national legislation and links to national organizations and government. 📄

Who's Minding The Store *continued*


Federal Regulation

In 1969, Congress passed the Tax Reform Act which included provisions to prevent abuses of private foundation assets. Under this Act, private foundations are required to distribute 5% of assets annually and are generally subject to a 1-2% excise tax on their net investment income. The revenue raised by the tax (\$500 million in 1999) was intended to cover the cost of IRS oversight of exempt organizations. Throughout the 1970s and 80s, the IRS reviewed over 10% of private foundation returns on a regular basis and found that they were in a high level of compliance with regulations. Today, while the revenue raised by the excise tax has steadily increased, and the number of private foundations has ballooned, the number of IRS audits of those foundations has declined from 1,200 in 1990 to 191 in 1999. The fiscal 2001 budget of the Service's exempt-organization division was \$58 million. Clearly the IRS lacks the funding and capacity to do this job. Congress has responded to real and perceived abuses by proposing additional legislation to further regulate the distributions and expenses of private foundations.

State Regulation

States also have a role in the regulatory process. Upstate New York funders heard from Asst. Attorney General William Josephson in September 2003 about the regulatory role of the Attorney General's Charities Bureau. Josephson shared 12 cases of self-dealing by foundation boards in New York State. His speech also highlighted the Bureau's need for state of the art database management tools to track the yearly filings of foundations and raise flags about practices. Attorney General Eliot Spitzer has sent a bill to the NYS Legislature to extend the corporate reporting regulations of Sarbanes-Oxley to nonprofits. We are fortunate to reside in a state where there is regulatory attention paid to the nonprofit sector and private philanthropy. This scrutiny also obliges foundations to be well-informed about proposed public policies that will affect their operation, grantmaking and the nonprofits to whom they grant.

Foundation Role


Self-defense lobbying is allowed for foundations, and should be carried out whenever legislators threaten to punish the field for the acts of a few. But foundations also have a responsibility to promote and celebrate their community involvement and the image of private philanthropy in our region. Modesty aside, there are grants being made everyday that improve the quality of life for residents of Upstate New York. Perhaps we need to welcome opportunities to share our social investment successes with the rest of the community and take charge of the image of philanthropy for the good of the field. We own the store, let's run it responsibly and promote its virtues to the community. 

Empire Blue Cross Blue Shield Conversion Litigation Update

New York State still cannot spend any of the \$418 million it received from Empire Blue Cross and Blue Shield's conversion to a public company in 2002. The NYS Supreme Court has ruled that Consumers Union has raised a viable challenge to the constitutionality of legislation that allowed Empire's holding company, WellChoice, to proceed with an initial public offering last November.

The main goal of the suit is to invalidate the 2002 law allowing Empire to convert. That legislation approved the public offering and said 95 percent of the money raised from it would be given to the state to pay for salary increases for health care workers. The remaining money would be set aside in a charitable foundation to improve health care for uninsured New Yorkers. Consumers Union has challenged the deal arguing that all the money should have been given to the charitable foundation since Empire was founded with grant money and has benefited from tax breaks. The office of Attorney General Eliot L. Spitzer represents the state in the suit.

In the meantime, several bills have been introduced by state legislators that could ameliorate the effects of the 2002 law. One bill would set standards for conversions and require the transfer of 100% of fair market value to a foundation. Sen. Seward has a similar bill that requires transfer to a foundation but is somewhat less specific.

Another introduced by Senator Grannus, would require that 50% of the proceeds exceeding \$1 billion in the Empire conversion be paid to a conversion foundation. That could be up to \$900 million at Empire's present stock value, a very substantial enhancement to the original 5% endowment. 

**Three Reasons to Connect with
Your Regional Association of
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ROCHESTER GRANTMAKERS FORUM
WESTERN NEW YORK GRANTMAKERS ASSOCIATION

Alliance News

Celebrating Collaborative Success

With all the talk of accountability and abuse, funders should take every opportunity to celebrate the success of their grantmaking. On April 20, 2004, Rochester area funders will tour a collaborative project that has borne success for community development in the city.

Established in 2000, the Rochester Community Development Collaborative (RCDC) is a funder partnership committed to community development in low-income neighborhoods who share the vision of re-energized urban housing markets, safe neighborhoods, and bustling commercial centers. RCDC has provided four community organizations with core operating money over four years, technical assistance for organizational assessment and business planning, and project funding through loans and grants for a signature project in each neighborhood.* In May 2003, RCDC published an evaluation report of the collaborative's first three years. An executive summary of the report is available from The Enterprise Foundation, 585.454.2750.

*The partners are the **Bruner Foundation**, Citibank, **City of Rochester**, HSBC, **JP Morgan Chase**, **Daisy Marquis Jones Foundation**, **Rochester Gas & Electric**, and **United Way of Greater Rochester** with administrative help from The Enterprise Foundation.

One of the grantees of this collaborative, North East Area Development (NEAD), has effectively implemented plans to renovate the historic Wehle Building for commercial use and to revitalize the neighborhood around it. In 2002, members of the **Rochester Grantmakers Forum** toured the building at the beginning of the renovation. The building was completely gutted and the task seemed enormous. Two years later, there is a daycare center and a catering business where there once were piles of rubble. The remaining space is being renovated to house IMOKA, the International Museum of Kids' Art run by Lake Effects Magazine. In addition, through the City of Rochester's Home Expo, there are newly built houses on the street, all of which have been sold to proud owners. NEAD is also renovating an old theater up the street which is used for performances by Dazzle School of Visual and Performing Arts. This project has truly transformed the once blighted entrance to a Rochester neighborhood. NEAD raised additional money from other funders to augment the contribution from RCDC for this project. They include: Martin Luther King Jr. Foundation, **M&T Bank**, **Monroe County**, National Trust for Historic Preservation, Nationwide Foundation, Pike Corporation, **Fred and Floy Willmott Foundation**, and **Marie C. and Joseph C. Wilson Foundation**.

Daisy Marquis Jones Foundation, **Marie C. and Joseph C. Wilson Foundation**, and **Fred and Floy Willmott Foundation** will host a lunch and tour of the Wehle Building on Tuesday, April 20. Other grantmakers will have the opportunity to hear from the funders and see real progress over the past two years. For more information, call the Funders Alliance office at 585.232.2380 or contact Liz Wilder, liz.wilder@grantmakers.org. ↩

Member News

The offices of **The Community Foundation of Herkimer & Oneida Counties, Inc.** have been relocated to 1222 State Street in Utica. "After nearly 15 years at 270 Genesee Street, the Foundation simply outgrew its space," said President and CEO Al Sassone. "We're staying downtown and supporting its development by using one of the terrific, beautifully restored buildings here, this one being part of the Munson-Williams-Proctor Arts Institute campus. It's a win-win situation for the Foundation, our donors and the community." He noted that the Foundation's telephone number remains 315.735.8212. Its website address also continues to be www.foundationhoc.org.

Judy Lyons, President of the **Community Foundation for the Capital Region**, is retiring in June. Established in 1968 the **Community Foundation for the Capital Region** serves the counties of Albany, Rensselaer, Saratoga, and Schenectady. Judy Lyons came to the Community Founda-

tion in 1989. During her tenure assets have increased from \$700,000 to \$27,000,000. Over \$2,000,000 is granted annually through unrestricted, field-of-interest, scholarships, and donor advised funds. In addition, the organization founded and houses the **Grantmakers Alliance of North-eastern New York** to serve area funders. Judy has established the Community Foundation as a regional center of philanthropy meeting community needs through effective grantmaking. All who have worked with her through the Funders Alliance congratulate her and wish her well.

The **Rochester Area Community Foundation** has hired Woody Greene as Program Officer for Civic Engagement. Greene succeeds Evan Lowenstein who has taken the position of Director of the Common Good Planning Center.

Ann McCarthy, **Wegmans Food Markets**, Buffalo, was elected board president of **Western New York Grantmakers**.

Pennies For Charity

According to the Office of Attorney General Eliot Spitzer \$184.3 million was raised by telemarketing organizations doing business in New York in 2002. The 2003 Pennies For Charity report issued in December shows that charities retained \$57.1 million or 31 percent of the funds raised. Many received much less than 31 percent and some received nothing at all. The remainder - \$127.1 million – was paid to fundraisers for fees and/or used to cover the costs of conducting campaigns. How much of that money was raised for charities in Upstate New York, and how much did they keep?

Area	Gross Amt.	Net %
Lower Hudson Valley	\$9,854,854	33.7
Capital District & E. Adirondacks	\$8,470,845	30.9
Central NY & W. Adirondacks	\$4,421,982	32.6
Rochester & Surrounding Region	\$2,560,440	35.9
Western NY	\$3,167,042	31.8

A quick scan of charities in the report shows that most of the telemarketing fundraising in Upstate New York was conducted for the benefit of public safety, veterans, and fraternal organizations. Other service providers in Upstate who conducted campaigns received on average *well above* 31% of the proceeds. Some notable exceptions with low yields were: Broome County Humane Society, 15%; Buffalo State College Foundation, 14%; New York Food Pantry (Capital District), 20%; New York State Jaycees (Central NY), 15%; Self Help for Hard of Hearing People (Western NY), 15%; Stop the Violence, Inc. (Capital District), 15%.

There are many legitimate factors that affect fundraising costs. Identifying new donors can be more expensive than contacting previous contributors. Test-marketing new fundraising ideas or combining public education or volunteer recruitment with fundraising activities can result in higher costs or lower donations. In tight economic times, nonprofits may be attracted to telemarketing as a way to raise operating or capital funds. Does your grantee use telemarketing to raise money? In many cases this can be a successful partnership with a professional fundraiser. Unfortunately, in other cases, donor contributions are eaten up by inordinate costs. More detailed information about the report, the fundraisers, and the charities included is available from the AG's website www.oag.state.ny.us/charities/charities.html. or from the Funders Alliance office. 🔄

Learn More About Donor Collaborations

On March 3 in Rochester and March 4 in Buffalo, Funders Alliance members will have the opportunity to speak with Cassie Schwerner, **Schott Foundation**, and Fred Frelow from the Rockefeller Foundation about the Donors Education Collaborative and the Alliance for Quality Education. See the calendar insert for details.

Schott *continued*

F.A. How was the Schott Foundation established?

C.S. Lilo Leeds and her husband Gerry were refugees from the Holocaust who came to the United States “with only our education.” Successful in business, Mrs. Leeds and her son Greg Jobin-Leeds established the Caroline and Sigmund Schott Foundation (named for Lilo’s parents) in 1986 to provide quality education and childcare for all. This goal was based on lifelong family values of equality, fairness and the importance of systemic change. Lilo’s daughter, for example, successfully challenged the New York State Little League in the courts to become the first young girl to join Little League in the state, opening the way for many others. Greg Jobin-Leeds is the current Foundation chairman and works from the main office in Cambridge, Massachusetts.

“Demography is not destiny.”

- Justice DeGrasse, NYS Supreme Court

F.A. With the main office in Cambridge, how did you come to have a presence in New York State?

C.S. Our office in New York was created to support our efforts with the Campaign for Fiscal Equity (see NOTE below). We began by providing grant money to wage a court battle against the public school funding practices of the state, and soon discovered that roughly one-third of our grantmaking was in New York. After strategic planning, we opened our Funding for Quality Education Program in New York in 1998. The Program is concentrated on New York State, which has some of the largest disparities in educational quality between wealthier and poorer school districts.

Schott advocates for a “leveling up” of public education funding that would provide all school systems with resources consistent with the best funded schools. We realize that private funders can’t make up for the difference in program funding, but they can fund advocacy efforts to fully fund these programs with state and federal money.

F.A. What major projects is Schott currently funding?

C.S. Schott continues to promote the Campaign for Fiscal Equity (CFE) which seeks to reform New York State’s school finance system. It won a final legal hurdle in June 2003 with the decision that the funding formula for the New York City schools is unconstitutional. Schott and CFE want to see the formula for the entire state change. The quality of a child’s education should not be determined by economic position or neighborhood. As Justice DeGrasse said in his trial court decision, “Demography is not destiny.”

Schott continued, see page 6

However, based on our conversations with experts in the field, we believe that significant policy change can't come through the courts alone. Real and lasting change requires building public will. Schott has a multi-pronged approach to the problem, funding media and legislative campaigns, research, and technical assistance to grantees (particularly for organizing). We do grantmaking to connect the dots to enhance and strengthen our lead grantees like the Alliance for Quality Education in Albany and the CFE.

We also fund the Fiscal Policy Institute in Albany to research and analyze data supporting the Alliance for Quality Education's message. For example, FPI analyzed the governor's budget last year to see what the impact would be on each school district across the state. Then AQE presented the results regionally around the state.

The Schott Foundation is a partner in the Donors Education Collaborative. The hard work in that collaborative was establishing a common agenda before any money was contributed. Over a nine-year period, large and small foundations in the New York City area will have invested \$9 million through the collaborative to build constituency for systemic education reform. Chapin Hall Center for Children formally evaluated the Donors Education Collaborative. The results can be viewed at www.chapinhall.uchicago.edu.


F.A. What are the statewide public education issues now?

C.S. Most severe is the continuing disconnect between standards and funding. New York State requires high levels of academic achievement without providing the necessary funding. This is a system designed to fail kids. Most problems stem from, and start with, the resource issue. For example: we have universal pre-K in New York State, but it's not funded adequately for rural counties in upstate to provide transportation to the programs. There is a lack of bilingual and afterschool programs, and classrooms are overflowing in our urban districts.

F.A. Why is the Schott Foundation a member of the Funders Alliance?

C.S. We joined to promote policy outcomes throughout the state. It is important to be part of an alliance of funders with a goal to develop a common voice. All opinion leaders in the state need to come together. As funders we have a responsibility to participate in these solutions. Working together is a more powerful way to get whole state solutions.

NOTE: The Campaign for Fiscal Equity, Inc. is a coalition of parent organizations, community school boards, concerned citizens, and advocacy groups which seeks to reform New York State's school finance system to ensure adequate resources and the opportunity for a sound basic education for all students in New York City.


The Alliance for Quality Education is a statewide coalition of over 230 organizations of parents, children's advocates, schools, teachers, clergy, labor unions, business leaders, and others who believe it will take fair funding and smarter spending to support better public schools and give every child in New York State a quality education. 

Funders Alliance e-Newsletter

In the past few months you may have noticed something new in your email inbox. Bearing our new logo and colored "funder's green," the Funders Alliance e-Newsletter made its debut in August 2003. Since its release we have sent one e-Newsletter per month to keep you up to date on important events and deadlines that might otherwise slip between installments of our quarterly newsletter.

In an attempt to reduce the costs of publication and channel those dollars back into improving our programs, the Alliance has been using electronic mailings, such as the e-Newsletter, more than ever before. If you are a member of the Funders Alliance and have email, but are not signed up for our members-only listserv, you could be missing these valuable updates and reminders. Please take a moment to contact Phil Peters at 585.232.2380 or email him at phil.peters@grantmakers.org and register your email address today.

To see past editions of the e-Newsletter, visit our website at www.grantmakers.org/fundersupstate. Follow the navigation tab that reads "Newsletter," and you will find each issue of the e-Newsletter listed chronologically.

Please Note: Though our paper newsletter reaches a broader audience, the e-Newsletter is a members-only service of the Funders Alliance. If you have questions about eligibility for membership or would like to become a member, please call our office at 585.232.2380 and speak with our executive director, Liz Wilder. 

Would your organization or one that you know like to be featured in this section of our newsletter?

Please contact us at:

fundersupstate@grantmakers.org

Program Plans

February already! The program calendar for the Funders Alliance has filled up quickly, and every day more topics and speakers peak interest for additional programs. A complete calendar of events is enclosed.

Public Policy

Two Member Briefing conference calls are scheduled to inform us about public policy issues in New York—one on the NYS budget process and performance, and one to update members on legislative action on HR 7 and the CARE Act, hopefully being addressed in this current session of Congress.

Roadshows

Strategies to enhance and expand impact of philanthropy often are in the news lately. To that end, we are hosting “roadshows” throughout upstate on the Donors Education Collaborative, a group of foundations working together to increase their impact on the issue of quality education. Cassie Schwerner of the **Schott Foundation** [this issue’s featured member, see page 1], Fred Frelow, Rockefeller Foundation, and Karen Scharff, Alliance for Quality Education, will talk about why they are collaborating, what they have experienced and the outcomes of their efforts to improve NY education. The first events will be held in Rochester on March 3 and in Buffalo on March 4. We are investigating two or three other upstate sites as well. If learning about Donors Collaboratives would be of interest in your area, please contact me.

Joint Meeting with Rochester Grantmakers Forum

The next large convening of Funders Alliance members will be in conjunction with the Rochester Grantmakers Forum Annual Meeting, June 10, in Rochester. All members are invited to attend. This event, Healthy Families: Achieving Family Economic Success, will allow us to share and celebrate philanthropy of the past year and to inspire future work for the Upstate NY region. Healthy communities are the future of Upstate economic success. But how can we make healthy communities, if many upstate New York urban *and* rural families, particularly the children, continue to live in poverty, face discrimination, receive inadequate educations, and lack job skills?

We are delighted to have Gwen Robinson, Family Economic Success Program Associate, Annie E. Casey Foundation (AECF) speak about the successes of AECF programs and initiatives designed to address these problems, and how funders can have lasting impact on children and families, revitalizing their own communities in the process. The Annie E. Casey Foundation believes that only with strong financial resources, that is, adequate incomes and savings and equitable access to financial services, can families and communities better the lives of these children. AECF is investigating practical ways to eliminate the barriers that keep children and families in poverty. To that end, they have funded initiatives, specifically tailored to each community, to increase neighborhood organizing, availability of financial programs (including tax assistance, credit counseling, matching savings programs, low cost housing loans), establish local financial institutions, community development programs, job creation, and influence on public policy.

After a keynote speech at lunch, Gwen will participate in an interactive workshop for funders in the afternoon. There will be a brief Grantmakers Forum meeting during lunch.

Please join us!

Lisa Dahl, Program Director



 **Save the Date!**
September 20-21, 2004
Funders Alliance Annual Conference
“Change Beyond Charity”

Ramada Inn Geneva Lakefront
Geneva, NY

Keynote Speaker: Lewis M. Feldstein
President, New Hampshire Charitable Foundation
and Co-author with Robert Putman of
Better Together: Restoring the American Community.

Family Economic Success?

- A single parent working full-time at minimum wage (\$5.15 per hour) will earn a family income of \$10,712. The 2002 US poverty threshold for a family of one parent and one child is \$12,400 (US Health & Human Services, <http://aspe.hhs.gov/poverty>)
- A 2002 poll of US voters indicated that half believe that a family of four needs to earn at least \$45,000 to make ends meet (AECF Kids Count 2002). The US poverty line for a family of four is \$18,244 (2002 HHS Poverty Thresholds).
- The average Earned Income Tax Credit refund is \$1700. But 10-15% of eligible workers do not receive it because they don't know it exists or how to apply for it. Of those who did receive refunds, the Brookings Institution estimated that \$1.75 billion were diverted, in 1999, to fees for tax preparation, electronic filing and refund anticipation loans (RALs) due to inadequate financial literacy. (AECF, Earn It, Keep it, Save it)
- Family income has been suggested as the most crucial social influence in early childhood cognitive development (Duncan and Gunn 1997).

Funders Resources

Materials are available on loan from the Funders Alliance Library to members only. To borrow materials please call 585.232.2380.

Foundation Effectiveness Seminar

The Center for Effective Philanthropy (CEP) has published the proceedings of their Foundation Effectiveness Seminar held October 2003 in New York. The report includes sections on the board role in performance assessment and the nature and depth of the bond between grantees and funders. The report also includes a look at new field-wide research on foundation effectiveness, drawing on data from a survey of more than 3,000 grantees of 30 foundations, as well as preliminary findings from research on foundation governance. This research is a follow-up to the grantee perception research presented at the 2002 Funders Alliance conference by CEP president Phil Buchanan. To read the report, go to

www.effectivephilanthropy.com/seminars/cepseminar03.pdf

The Council of Community Services of New York State

is offering **free** trainings for boards of directors, Executive Directors and Chief Fiscal Officers in Rochester, Syracuse, Albany, and Watertown. Please contact Amy Nevin at 1-800-515-5012 x106, anevin@ccsnys.org or visit their website to download a complete copy or register at www.ccsnys.org/sbtc.

The Mott Foundation: Grantee

Toolbox. The Mott Foundation recently launched a Web site that provides detailed information on reporting requirements and procedures for organizations that have received Foundation grants. The Grantee Toolbox includes an overview of Mott's grants administration process, budget and grant reporting requirements, downloads of frequently used forms, and information specific to international grantees. The Toolbox is available to the public and can be accessed via <http://toolbox.mott.org>.

New Arrivals

Putnam, Robert D. and Lewis M. Feldstein. Better Together: Restoring the American Community. New York: Simon & Schuster, 2003, 318 pp. Stories of the compelling ways in which civic renewal is taking place today in diverse locations, in response to civic crises and local problems. [NOTE: Hear Lewis Feldstein speak about examples of community building across the country at the Funders Alliance annual conference, September 20-21, 2004.]

Kohm, Amelia and David La Piana. Strategic Restructuring for Non-profit Organizations: Mergers, Integrations, and Alliances.

Westport, CT: Praeger/Chapin Hall, 2003, 153 pp. Case studies and conclusions from the findings of a two-part national study on strategic restructuring. [NOTE: Funders Alliance members are welcome to hear more about this topic from Dr. James Austin at the Rochester Grantmakers Forum annual Philanthropy Forum, April 1, 2004 – see calendar of events.]

Charities Bureau, NYS Dept. of Law. Pennies for Charity: Where Your Money Goes.

December, 2003. A compendium of reports filed with the Attorney General's office by professional fundraisers in 2002.

Building a Partnership for National Service.

The Grantmakers Forum on Community & National Service. 2003, 14 pp. A summary of research recently completed on how grantmakers' view national service. Free copies available to members of the Funders Alliance. Contact Normie Pineda at info@gfcns.org and indicate your membership.

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FUNDERS ALLIANCE STAFF

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Philip Peters
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Alliance Calendar

Regional Events

February

WNYGA Program

February 12, 8:00-2:30pm

Heathstone Manor, 333 Dick Road, Depew, NY 14043

Aiming Toward Setting Standards

Guest Speaker: Tom David, Director of Organizational Learning and Evaluation, The Marguerite Casey Foundation, Seattle, WA.

This collaborative effort seeks to foster greater understanding about the range of organizational standards being offered for use by nonprofit organizations.

Funders Alliance Member Briefing

February 17, 8:30-9:30am

A conference call jointly hosted by the Funders Alliance and NYRAG.

Diana Fortuna, President, Citizens Budget Commission will help participants understand New York State's budget problems - how we got here, what the issues are, why they're so hard to fix, what the leaders probably will and will not address this year, how the state's problems are related to the local governments' problems. Challenges include the budget gap, poor performance over time, the excessive burden on local governments, and the NYS education finance case.

Registration: \$15/phone line (Members only). For complete registration information see our website at www.grantmakers.org/fundersupstate/events.htm.

Grantmaking Course: Legal and Ethical Responsibilities of Investing in Community

February 26, 8:30-11:30am

Frontier Learning and Conference Center, Rochester

Registration: \$40, members; \$55 non-members. For additional information, or to register, please call us at 585.232.2380.

March

Funders Alliance Roadshow

March 3, Noon-1:30pm

United Way of Greater Rochester, 75 College Avenue, Rochester

March 4, Noon-1:30pm

Saturn Club, 977 Delaware Ave., Buffalo (With Western NY Grantmakers Association)

2-3 additional sites TBD

Funder Collaboratives: Making A Difference Together!

Registration fee: \$30.00, members; \$45, non-members.

Funders often are concerned that they alone can't address

the critical issues facing their communities. How can their limited resources make a difference? How can small foundations have an impact on big problems? Cassie Schwerner, Schott Foundation, and Fred Frelow, Rockefeller Foundation will talk about the Donors Education Collaborative, why it started, what their strategy is to address public policy issues in education, and how together they are helping organizations working to improve education in New York. Karen Scharff, Alliance for Quality Education, will talk about outcomes of the DEC effort.

Grantmaking Course: Interpreting Nonprofit Financials

March 11, 8:30-11:30am

Frontier Learning and Conference Center, Rochester

Registration: \$40, members; \$55 non-members. For additional information, or to register, please call us at 585.232.2380.

Funders Alliance Member Briefing

March 23, 1-2pm

A conference call jointly hosted by the Funders Alliance and NYRAG.

Legislative Update: HR.7 (the Charitable Giving Act) and S. 476, the CARE Act (Charity Aid, Recovery and Empowerment).

Congress returns to Washington this year to complete the second session of the 108th Congress. Will charitable giving legislation again take center stage? Ellen Dadisman, Vice President of Government and Media Relations, Council on Foundations, will speak about continuing action on federal legislation affecting the philanthropic community.

Registration: \$15/phone line (Members only). For complete registration information see our website at www.grantmakers.org/fundersupstate/events.htm.

Grantmaking Course: Strategies for Program Evaluation

March 25, 10:00am-12:30pm

Frontier Learning and Conference Center, Rochester

Registration: \$40, members; \$55 non-members. For additional information, or to register, please call us at 585.232.2380.

April

Rochester Grantmakers Forum Annual Philanthropy Forum

April 1, 8:00-11:30am

Memorial Art Gallery, M&T Ballroom

Let's Get Together: Strategic Nonprofit Alliances

This year's Philanthropy Forum features noted speaker Dr. James E. Austin, Ph.D., Harvard, and a six speaker panel who will address advantages and disadvantages of strategic alliances. All funders and nonprofits welcome.

Registration: \$20, light breakfast included.

Continued

Alliance Calendar

June-September

Joint Meeting With Rochester Grantmakers Forum

June 10, 2004

RIT Inn and Conference Center, Rochester

Healthy Families: Achieving Family Economic Success

Gwen Robinson, Annie E. Casey Foundation, will speak on Casey initiatives for building healthy families and healthy communities.

- 10am FA Governance Team meeting
- Noon Lunch for All members
- Brief RGF member meeting at lunch
- 1:30-3:30pm Interactive workshop with Gwen Robinson

Legislative Breakfasts

July & August 2004, TBD

Funders Alliance Annual Conference

September 20-21, 2004

Ramada Inn Geneva Lakefront, Geneva, NY

Change Beyond Charity

Keynote Speaker: Lewis M. Feldstein

National Events

February

Child Welfare League of America

February 23-25, 2004

Marriott Wardman Park Hotel, Washington, DC

2004 National Conference

Please plan now for CWLA's annual national conference, Children 2004: Vision, Action, Results. Professionals, community advocates, administrators, and others concerned with the well-being of children will gather in Washington, DC for two and a half days to share what we know and develop the policy, program, and public affairs action strategies that will truly make our children a national priority. For more information go to: www.cwla.org/conferences/2004national.htm

March

Federal and State Budgets: The Daunting Challenges Ahead

March 4, 2004

Hamilton Crowne Plaza, Washington, DC

A Briefing for Funders Sponsored by the Center on Budget and Policy Priorities. For more information or to sign up for this event please call Debrah Harrod 202.408.1080.

Grantmakers for Effective Organizations Program

March 16-17, 2004

Westin Hotel, Seattle, WA

Leveraging What You Know: Knowledge Management Strategies for Funders

Grantmakers for Effective Organizations, Technology Affinity Group, the Consortium of Foundation Libraries and The Communications Network invite you to join a gathering to discuss knowledge management in philanthropy prior to the GEO national conference, Aligning for Results.

For more information, visit: www.geofunders.org/index.cfm?fuseaction=Page.viewPage&pageID=202

Grantmakers for Effective Organizations 2004 National Conference

March 17-19, 2004, Seattle, WA

Aligning for Results

Call 202.518.7251 for more information.

2004 International Corporate Citizenship Conference

March 28-30, 2004, San Francisco, CA

Margins to Mainstream: Integrating Corporate Citizenship into the Business Core.

For more information, visit: www.bc.edu/ccf/conference.

April

Council of Foundations Conference

April 26-28, 2004, Toronto, Ontario

55th Annual Conference

Join the Council on Foundations for the 55th Annual Conference in the beautiful city of Toronto, Ontario to examine the facets of "Leadership in Challenging Times." For more information, visit: <http://int2.cof.org/Conferences/AC2004/index.htm>.

May

World Business Forum 2004

May 10-11, 2004, New York, NY

Leadership Speaks

To register call 1-866-711-4476 or visit: www.wbfny.com.