

20 Years
in the Pursuit
of Deep Social Impact





End homelessness. Create a highly skilled workforce. Stem global warming.

These are the visions of ambitious donors. They can feel simultaneously unattainable and within reach. Driven by corporate goals and personal values as diverse as the ways to pursue them, these visions will only be realized through bold and sustained efforts. They are visions of deep social impact.

AT THE PHILANTHROPIC INITIATIVE, INC. we strive to be an ally and thought partner to those imaginative, entrepreneurial, and pragmatically optimistic social investors willing to embrace creative thinking and move beyond traditional grantmaking in their efforts to find or invent levers for change.

With 20 pioneering years behind us, we are proud of the role we have played in the maturation of philanthropy in the U.S. and around the globe. Every step of the way we've tried to push forward, often into the unknown, always building upon lessons learned. As we move into our third decade, we will continue to encourage the restlessness that drives donors to go deeper and the patience that keeps them committed throughout the long, hard journey needed to realize their vision for a better world.



Practical Idealism

THE PHILANTHROPIC INITIATIVE, INC.

is a nonprofit with a mission to help donors and social impact investors of all skill levels dream big and act wisely. Our efforts to advance and expand the broader field of philanthropy have been central to fulfilling our mission and to defining who we are. Through our consulting practice, we move rhetoric into reality and put innovation into action.

These two pieces – the consulting and the field advancing – are intrinsically tied to and strengthened by one another; they keep us connected, retrospective, and innovative. They ground us in the practical idealism needed to both inspire and deliver.

TPI was founded as a social business before anyone knew what a social business was. We are not grant-dependent; we support ourselves largely through earned revenue and invest our own resources in our field-advancing efforts. Our ability to sustain this rare business model speaks to the value our clients see in our work.

Our strength lies in the team of individuals who are TPI. Team members distinguish themselves as thought leaders and trusted advisors with experience

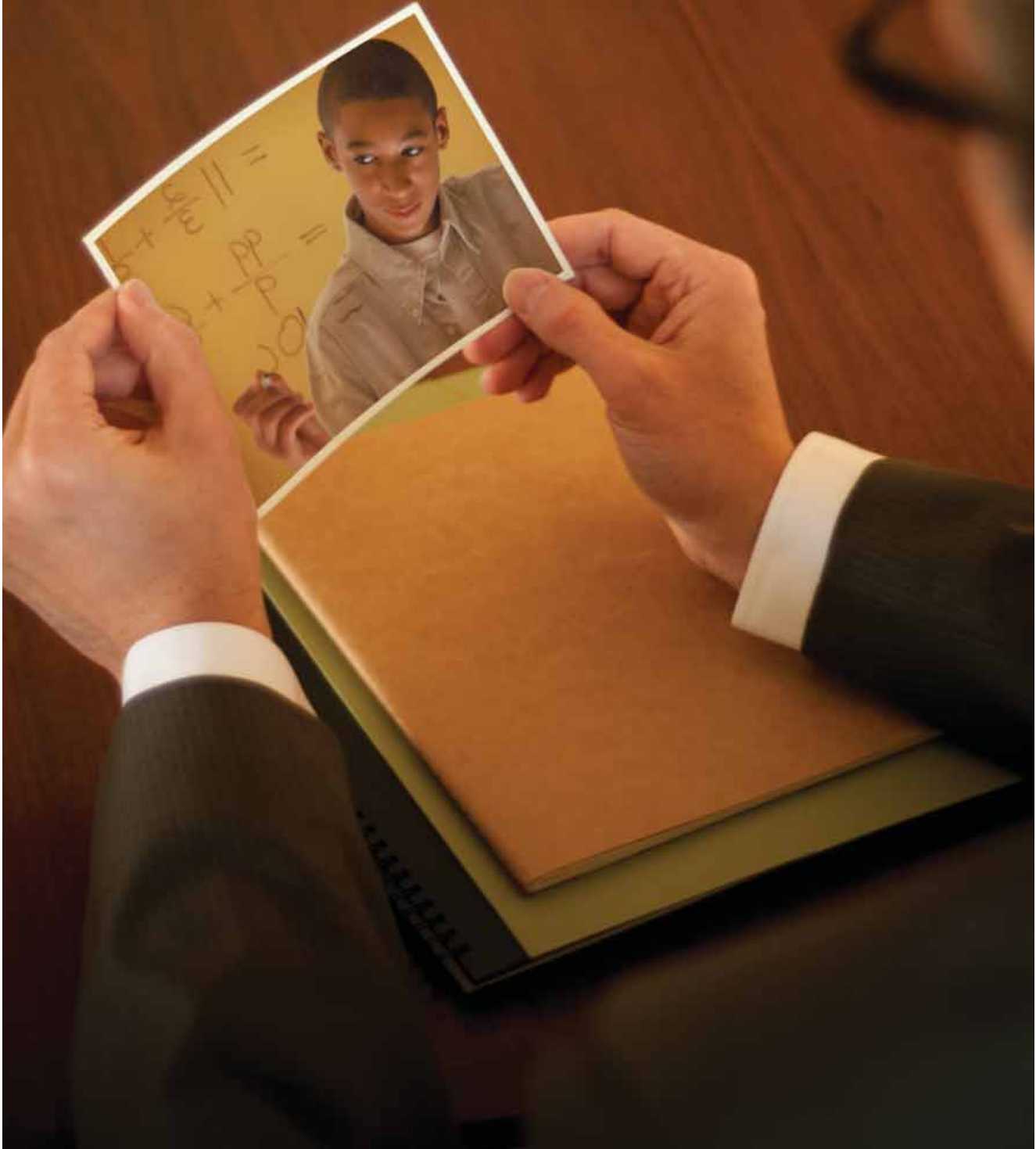
both broad and deep. Embracing rich internal collaboration and an external network built over 20 years, we assemble powerful teams with diverse perspectives. We view lessons learned through the lens of innovation. We couple deep issue area expertise with the understanding of process, organizations, and systems.

Through fresh, creative thinking we uncover new possibilities for accelerating change. Whether conceptualizing the strategic direction for a new foundation, or identifying new ways to leverage philanthropic resources for greater impact, we deliver innovative ideas born from two decades of boots on the ground.

Over the past 20 years, we have been fortunate to partner with an extraordinary group of individual, foundation, and corporate donors to achieve a level of impact that may not have been realized without our help. This track record instills confidence in our clients. With a proven partner alongside, our clients can pursue their goals for deep social impact more boldly.

“ TPI’s groundbreaking work in donor advising and leadership role in strengthening and growing the philanthropic sector has helped to shape the landscape we see today. ”

PATRICK ROONEY, EXECUTIVE DIRECTOR,
THE CENTER ON PHILANTHROPY AT INDIANA UNIVERSITY



1991

TPI assembles its first "introduction to philanthropy" program for clients of a private bank. Since then, over 250 such events have been held for institutions such as Wachovia, Bank of America, Deutsche Bank, CitiGroup, and Capital Guardian Trust, involving more than 8,000 donors and their advisors.

1995

TPI publishes a Primer for community foundations on outreach and promotion approaches to advisors. With the W.K. Kellogg Foundation, TPI launches a "road-show" seminar series to train staff of community foundations.

TPI client Alan Alda delivers the keynote to the Council on Foundations' Family Foundation Annual Conference. Citing TPI's support for his family, Alda issues a clarion call for families with financial resources to get more involved in society.

TPI and Synergos complete their third global philanthropy conferences at Pocantico, the Rockefeller Family estate, to build interest among US donors for international giving.

1999

With a significant grant from The Atlantic Philanthropies, TPI conducts an unprecedented nationwide survey of the attitudes and practices of legal and financial advisors regarding their support for their clients' philanthropy.

TPI helps Paul Newman and corporate leaders form the emerging Committee to Encourage Corporate Philanthropy.

1996

TPI begins an extensive interview process with senior advisors regarding their promotion of philanthropy with high net worth clients. The results reach 60,000 advisors through a centerpiece article in the first-ever edition of "Trusts and Estates" to focus exclusively on philanthropy.

1992

With the Council of Michigan Foundations, TPI begins an organized outreach approach to wealth advisors in Michigan, using the experience as a laboratory to test approaches to engage advisors in promoting giving.

1993

TPI publishes, with the editorial assistance of a diverse, nationwide group of donors involved in their families' giving, a Primer on launching a strategic family philanthropy. Within five years, more than 5,000 copies are distributed.

1989

Peter Karoff launches a "social experiment" to see if increased effectiveness in giving can increase generosity. Leslie Pine drafts TPI's mission: "to increase the effectiveness of charitable giving through innovative ideas that are combined with a carefully designed plan of execution."

1990

Pell Rudman, wealth management firm catering to entrepreneurs, partners with TPI to develop a first-of-its-kind convening for clients to connect around philanthropy.

1994

In collaboration with the Johnson Foundation, TPI creates a Wingspread Seminar on the philanthropic opportunities offered by intergenerational wealth transfer. The conference, co-sponsored by the W.K. Kellogg Foundation, codifies a collective game plan to reach out to wealth that is not yet philanthropically engaged.

1998

With the editorial assistance of 25 practitioners and staff of the Conference Board, TPI publishes a Primer on creating effective and strategic corporate giving programs.

- NATIONAL
- GLOBAL

Advancing the field

We certainly did not invent strategic philanthropy. But 20 years ago, these concepts and practices were largely exclusive to the upper echelon of major foundations and corporations. Determined to make them accessible to a growing cadre of new donors, TPI's founders committed the organization to supporting the development of trained advisors and skilled donors. We conduct vital research, convene diverse voices, and train individuals, organizations, and even other philanthropic advisors in best practices. Overseas, we partner with philanthropy, government, and NGO leaders to build cultures and systems that embrace and support effective social investing.

1997

The Ford and Kellogg Foundations engage TPI to determine if organized philanthropy could effectively fund grassroots efforts to promote philanthropy. TPI's findings and subsequent program design provide the framework for the groundbreaking New Ventures in Philanthropy initiative of the Forum of RAGs.

2002

TPI, in collaboration with New Ventures in Philanthropy and Surdna Foundation, convenes the first national "summit" on advisors and philanthropy, bringing together the nation's premier advisors to demonstrate the need to create tools and strategies for supporting advisors.

TPI chairs a working group for the International Network for Strategic Philanthropy, a global consortium of donors and philanthropy experts committed to identifying, creating, and promoting best practices in effective giving.

2005

TPI designs and manages, for the Bertelsmann Foundation, an international workshop on strategies for promoting global giving in Mexico City.

With a grant from the C.S. Mott Foundation, TPI launches an initiative to study the practice of U.S. community foundations around encouraging and supporting global giving.

2009

TPI convenes an advisory board of diverse thought-leaders to guide Peter Karoff's exploration into the moral and ethical dimensions of philanthropy and social action.

TPI serves as Forum Advisor to the Ze Shan Foundation's first-ever forum to encourage and support strategic family philanthropy in Hong Kong.

TPI presents at the first-ever China Private Forum conference in Beijing.

2000

At the request of a consortium of large national foundations, TPI develops a first-ever, major sourcebook on resources available for new and emerging donors. Entitled "What's a Donor to Do," the report remains a benchmark on donor education and resources.

2003

TPI partners with Annie E. Casey Foundation's Place-Based Philanthropy Initiative to develop education programs for donors who want to improve results for disadvantaged children and their families.

2006

With support from the Bertelsmann and Hewlett Foundations TPI undertakes a major study of best practices for promoting diaspora philanthropy.

TPI is retained by "Give 2 Colombia" to assist in the design and delivery of a two-day conference on achieving greater impact and reach.

2004

Concluding a two-year research and advisor education campaign underwritten by the Packard Foundation, TPI publishes the most complete picture of advisor behavior with recommendations for broad-based action for leveraging the advisor's role in increasing philanthropy.

TPI and the National Center for Family Philanthropy co-sponsor the first-ever national summit on family philanthropy for community foundation CEO's.

TPI publishes *Just Money: A Critique of Contemporary American Philanthropy* edited by Peter Karoff.

Working with the Asia Pacific Philanthropy Consortium in a Hewlett Foundation-funded initiative, TPI develops tools to encourage greater philanthropy in Bangladesh, India, Indonesia, Pakistan, the Philippines, and Thailand.

The Bertelsmann Foundation commissions TPI to co-author two important papers on global giving: "Promoting Philanthropy: Global Challenges and Approaches," and "Tools for Good: A Guide to Vehicles for Philanthropy and Charitable Giving."

2008

The World We Want: New Dimensions in Philanthropy and Social Change is published. Peter tours nationally to lead discussions on book themes ranging from the role of market forces to the creation of social movements.

TPI is faculty for a CAF/IDIS in Sao Paulo, Brazil to promote strategic philanthropy and share best practices in high impact and venture philanthropy.

TPI partners with Harvard Kennedy School of Government to advance family philanthropy within Chile.

2007

TPI partners with community foundations in the Excellence in Family Philanthropy Initiative to develop a training curriculum and peer learning agenda for community foundation staff who advise donors.

2001

Following on research underwritten by the Rockefeller Foundation, TPI publishes "Global Social Investing," one of the first known surveys of mechanisms, barriers, and obstacles to global giving.



Photo credit: Jim Coutre

IN 1999, AN ANONYMOUS DONOR ASKED TPI TO HELP ADDRESS A FRUSTRATING PROBLEM:

Many talented students from urban, minority, and low-income backgrounds were unable to excel in college, even with substantial tuition support. Together, TPI and the donor developed a flexible initiative that gives disadvantaged youth access to the same college opportunities other students enjoy. Since its inception, this college success program has supported more than 100 students, whose 4-year college graduation rates far exceed the national average among low-income, minority students. Many of these individuals have pursued careers in law, education, medicine, and social work, and are creating change in the communities where they live and work.



“As a mentor I see how this nontraditional program changes the trajectory of students’ lives. What’s more, I see the ripple effect of their success on their families and communities.”

DEB DENHART, MENTOR TO SABRINA ACLOQUE

Sabrina Acloque was the first in her family to graduate from college. Born of Haitian immigrants and a star student at Boston Latin High School, Sabrina earned a scholarship to Cornell with dreams of going to law school. But once at Cornell, Sabrina realized the costs of attending college were far greater than she’d imagined; textbooks, living expenses, and trips home were beyond her means.

Sabrina faced a dilemma familiar to many talented, low-income students: even the best tuition support may not prevent the derailment of their promising academic trajectories. Extensive expenses, the demands of work and family, lack of health insurance, and other tangential challenges as simple as the inability to afford meals out with friends, cause many gifted students to drop out, never fulfilling their chance at meaningful careers as leaders and problem-solvers.

Fortunately for Sabrina and others like her, an anonymous donor was committed to doing something about this pervasive problem. The donor worked with TPI to create an innovative program to support low-income, high-achieving youths so they can succeed in college and become the change agents of tomorrow.

Through the donor’s philanthropy, the college success program provides financial support beyond tuition, one-on-one mentoring, and networking opportunities so students can enjoy and benefit from their college experiences without constantly worrying about money. TPI administers the program and coordinates its mentors, some of whom are volunteers while others are TPI employees.

Sabrina credits the program with helping her through her Cornell and law school educations and significantly contributing to her career aspirations. In particular, the program’s mentoring opportunities have been invaluable. “To have a network of people, both the donor and my mentor, who really care about my success has made this an extremely personal experience for me,” she says.

Sabrina’s mentor has provided her with unwavering encouragement and career connections that would not have been available to her otherwise. Through her mentor, she learned of a fellowship at Greater Boston Legal Services (GBLS), where she helped low-income clients advocate for their rights. “Without my mentor, I never would have known about GBLS, or what possibilities were available to me. And it was there that I learned to use the law to advocate for people who can not advocate for themselves,” she says.

Today, as a Boston College Law School graduate, Sabrina is looking forward to a career as an attorney and public policy advocate. She hopes to change the lives of the disadvantaged by “helping them understand their rights under the law.” In so doing, Sabrina believes she can not only “maximize the career and life opportunities of everyday people,” but also inspire them to pursue education and create change within their own communities, just as she has been inspired.

“Without this program, many of us students would not be where we are today. By contributing to our future, this donor is contributing to the social capital of the neighborhoods from which we come. He is making an investment in the future,” she says.



“ It takes courage to change systems, and that is exactly what Boston Scientific Foundation is doing with its Health Disparities Initiative. ”

SHARON MORRISON, R.N.,
BOSTON HEALTH CARE FOR THE HOMELESS PROGRAM

At Clinic Olè in Napa, California, nearly half the patients are migrant farm workers and their families. More than 70 percent earn incomes below the poverty level, most are Spanish-speaking, and many are under- or uninsured. These families face challenging health problems—including cardiovascular disease, obesity, alcoholism, and depression—and also suffer from the significant disparities in health care that often plague disenfranchised populations. Due to language and cultural barriers, lack of education, and fear of immigration officials, among other concerns, these individuals may not receive preventive care, visit a doctor when they feel sick, or know how to manage their own illnesses. For chronic diseases like diabetes and high blood pressure, lack of care and poor self-management can be deadly.

That's why Clinic Olè, a primary health and dental care provider, uses *promotores*—trained community member volunteers who provide leadership, peer education, support, and resources to promote health and self-care among patients. According to Monica Garcia, community public health coordinator at Clinic Olè, “Patients will ask questions and seek help from the *promotores* whom they know and trust, in ways they might not with a doctor.”

The *promotores* are often the first to identify significant health problems, educate patients about their care, and promote healthful lifestyle choices. Thanks to financial support from the Boston Scientific Foundation—a corporate foundation dedicated to improving health care among disadvantaged populations—Clinic Olè has trained its *promotores* in the critical leadership and health management skills they need to work effectively in the community.

The training of *promotores* is one of many innovative programs the Boston Scientific Foundation has funded to address health disparities. With counsel from TPI—who helped Boston Scientific Corporation

create and launch its foundation in 2001—the Foundation has donated more than \$14 million in targeted health and education grants. In 2003, TPI helped the Foundation design and launch its National Health Disparities Initiative, which strives to improve health outcomes for disenfranchised populations through innovative approaches to patient self-management.

With strategic guidance from TPI, the Health Disparities Initiative is spurring change in clinics nationwide by training providers to work more effectively with homeless people and migrant workers. Through multi-year grants, training, and other support, the Initiative helps clinicians give patients the support, access, and motivation they need to care for their own health.

At Clinic Olè, and others like it around the country, Boston Scientific Foundation's philanthropy has made a critical difference in the health and quality of life of populations that are often neglected.

“Training our *promotores* is having a huge impact, not just on individuals but on families,” Garcia says.

“The *promotores* are teaching parents to model healthy behavior, and that makes a difference for their children.”

Thanks to support from the Boston Scientific Foundation, Sharon Morrison, a Diabetes Nurse Educator, has trained hundreds of health care providers working with homeless patients. According to Sharon, “The Health Disparities Initiative is changing the way clinicians work with patients throughout the country, significantly improving the lives of individuals and families who would otherwise face overwhelming challenges in accessing quality care and learning to manage their own health. Improving care and self-management means not only will patients experience better outcomes but also that their children, and even their children's children, will stay healthier.”



Photo credit: Scott Wallace / World Bank

RESEARCH SUGGESTS THAT PATIENT SELF-MANAGEMENT CAN HAVE A SIGNIFICANT IMPACT ON HEALTH OUTCOMES. Yet clinicians often lack the skills and training to help poor, minority, and homeless populations set realistic goals and effectively manage their care. That's why the Boston Scientific Foundation, with strategic support from TPI, created its National Health Disparities Initiative. Just a few years after its launch, the Initiative has trained hundreds of clinicians in working with homeless patients and other populations to improve health outcomes. The program goes far in fulfilling the Foundation's mission to improve the lives of the economically disadvantaged.

“ Through our work with TPI, we have come to recognize them as deeply knowledgeable. They also hold themselves and their work to the highest standards of excellence. ”

CARY GRACE, HEAD OF PHILANTHROPIC MANAGEMENT,
BANK OF AMERICA MERRILL LYNCH



Subset photos: Scott Wallace / World Bank

Consulting

Corporations, foundations, families, and individuals hire TPI to develop and execute customized philanthropic strategies. As a thought partner, convener, subject matter expert, or staff, we work across the continuum—from visioning and strategy through implementation and evolution—to help our clients reach their unique goals.

Visioning

Help donors define big goals at the intersection of their interests, social needs, and fertile ground for change.

Strategy Development

Help donors craft strategies that use a powerful range of tools, partners, tactics, and solutions.

Impact

Focus on delivering results for change.

Assessment & Adaptation

Build in rigorous reflection processes that will inform and improve strategy and practice.

Comprehensive Implementation

Integrate a dynamic team with the tools to ensure successful implementation.

Corporate Consulting

By aligning philanthropic goals with business goals, companies will invest more deeply in work that produces positive outcomes for all stakeholders—boards, shareholders, consumers, employees, and the communities in which they live, work, and serve.

Today's employees are sensitive to how their companies are perceived and are drawn to corporations recognized for their positive impact on the world around them. Employees are also eager to roll up their sleeves and pitch in if the programs are meaningful and if corporate culture and participation structures encourage action. Today's consumers and shareholders are more sophisticated than ever at evaluating the authenticity of a company's efforts. The demonstration of real impact is an imperative.

As corporate goals differ, so too does our work. Relationships may range from focused, short-term initiatives to multi-year partnerships.

Our work with corporations includes:

- Launching a new foundation or community involvement effort
- Creating a signature initiative to take leadership on an issue
- Facilitating a strategic planning process
- Strengthening existing programs through needs or impact assessments
- Identifying opportunities to leverage philanthropic investments
- Implementing programs
- Creating collaboratives and partnerships

Tools and approaches include:

- Research, scans, benchmarking
- Stakeholder interviews, surveys, employee focus groups
- Requests for proposals, site visits, due diligence
- Employee engagement programs, giving circles
- Evaluation

Our process engages key stakeholders from beginning to end. We work internally to understand the culture, business, goals, and aspirations of our clients while looking outward to identify critical needs, benchmarks, best practices, and opportunities that intersect with corporate goals.

Our corporate consulting work includes:

CVS CAREMARK Across a 20 year relationship, the CVS Caremark Charitable Trust and TPI have partnered to create, launch and implement philanthropic strategies that make powerful grants, engage employees, and strengthen CVS's role in the community. Examples include developing and managing a decade long program that supported fundamental K-12 school change; creating and administering the CVS Volunteer Challenge Grant program which supports employee volunteer efforts; and due diligence and leveraging of grants, many of which aim to enhance opportunities for children with disabilities.

WALT DISNEY Starting with a planning process that included an "idea lab" involving Disney Imagineers, consultants, and program experts, TPI helped Disney develop a national strategy to raise awareness and action around creative approaches to engaging children in learning. The Disney Learning Partnership was designed to leverage the company's financial, creative, and communications resources through partnerships, grants initiatives and other strategies to promote creativity in teaching and learning.

PUTNAM INVESTMENTS When TPI surveyed Putnam employees, we heard a common desire to pursue local efforts with demonstrable impact. With a focus on youth at risk, TPI worked with Putnam to create the YouthPartners career development and job training program. TPI also supported Putnam's top executives in establishing and staffing a senior executive foundation that pooled over \$1 million annually in personal contributions for organizations serving disadvantaged communities.

GOLDMAN SACHS TPI worked with the Goldman Sachs Foundation over several years to support Foundation staff through research on math and science education, due diligence and grant recommendations, and oversight for ongoing grant initiatives designed to advance the Foundation's goals of developing high potential youth and advancing academic achievement.



“ To see our family grow in wisdom, to see them get strong in the ability to weigh difficult decisions – to make the best choice among many good choices – these are among the greatest joys of my life. ”

ALAN ALDA, ACTOR; FOUNDER,
JENJO FOUNDATION

Foundation Consulting

Individuals, families, and foundations often turn to TPI at inflection points spurred by change or opportunity. Leadership transitions, generational shifts, influx of funds, desire to accomplish greater things: all times at which objective expertise is critical to seizing the moment.

Some donors come to us when they are just getting started. Some come to us looking for strategic focus. Other come to us after years of grantmaking, looking to make course corrections. We meet donors where they are, starting from their values and interests and moving, in partnership, towards greater engagement and impact.

Our work with foundations include:

- Creating a new foundation
- Developing a strategic plan
- Designing and executing a new program
- Finding creative ways to leverage for greater impact
- Assessing structure, governance, and programmatic strategies
- Coaching staff and trustees

Tools and approaches include:

- Research, scans, benchmarking
- Stakeholder interviews, retreats
- Governances models and board development
- Succession plans
- Next generation engagement
- Donor partnerships and collaboratives
- Evaluation

Working with Families

Our work with single and multigenerational families is truly rewarding. Giving as a family comes with its own unique opportunities to create:

Deepened connection to each other and the outside world

An intergenerational common ground

Pathways to strengthen and pass on a family legacy

A cohesive strategy that multiplies collective impact

Yet it requires an additional sensitivity to the complexity of each family, a skill set we have honed through our work with well over 150 families.

Our foundation consulting work includes:

ANONYMOUS INDIVIDUAL DONOR

Driven by a donor's desire to recognize the power of unsung heroes to make a difference in their community, TPI created and manages a Neighborhood Fellows program using anonymous community members and TPI staff as "spotters" to find, vet, and award \$30,000 no-strings-attached "thank you's" to citizens who demonstrate remarkable creativity, vision, and leadership. This program is just one component of the donor's annual grantmaking that TPI manages focused largely on creating opportunity for disadvantaged youth with great potential.

MELVILLE CHARITABLE TRUST The Trust was created upon two simple thoughts: The first was that the persistence of homelessness in the wealthiest democracy in the world was, quite simply, scandalous. The second was that it was a solvable problem. TPI incubated the Trust, providing strategic guidance, all staffing, and a physical home for over a decade. Today the Trust is recognized as a leader in the fight to end homelessness.

ZE SHAN FOUNDATION In 2001, TPI began its work with this Hong Kong-based family foundation on strategic planning, foundation governance, executive director training, and involving the next generation. Most recently, TPI helped design Ze Shan's first-ever forum in Hong Kong as part of ongoing efforts to encourage and support strategic family philanthropy in the region.

AMERICAN LEGACY FOUNDATION

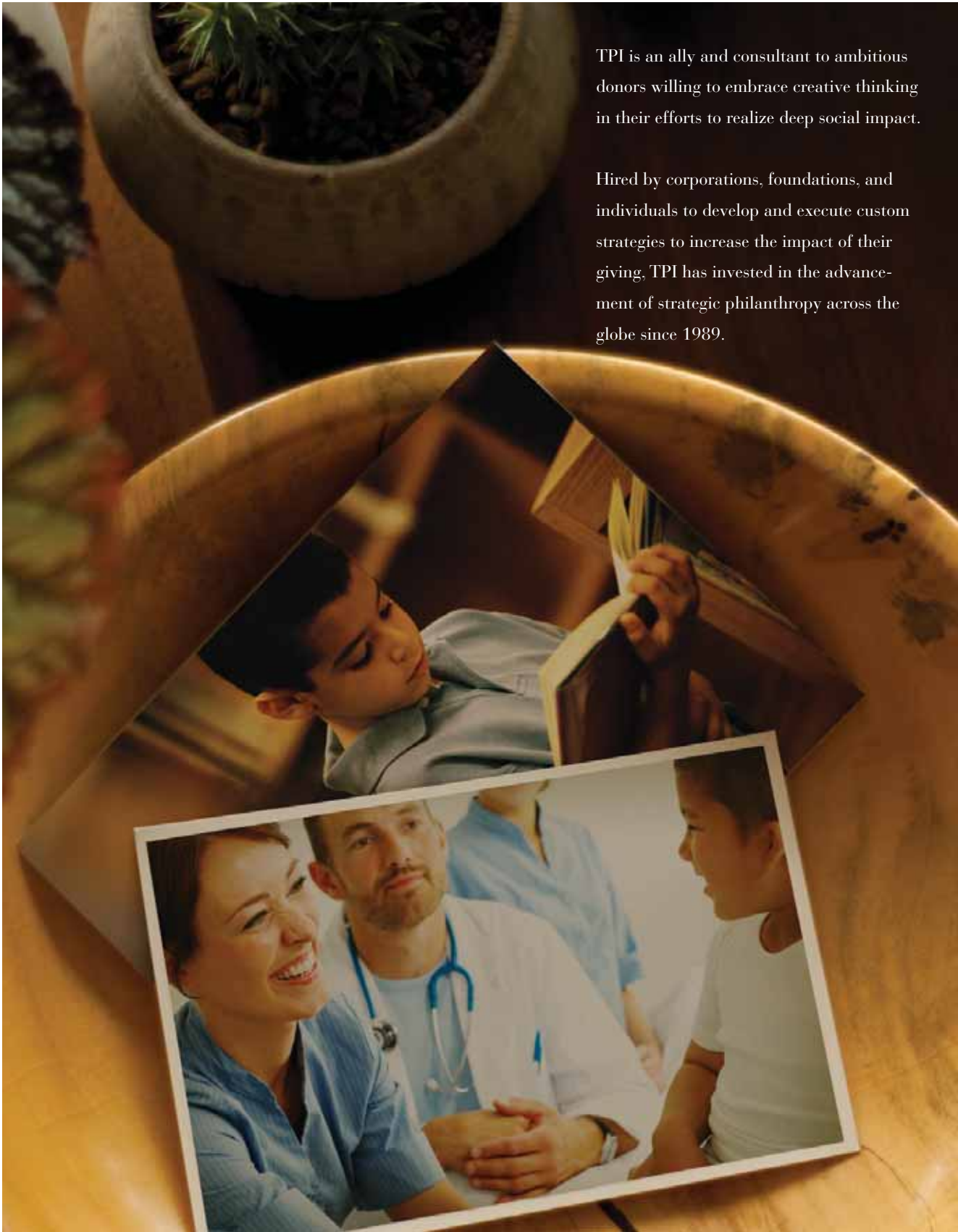
Established as a result of the Master Settlement Agreement between a coalition of attorneys general in 46 states and the tobacco industry, American Legacy develops national programs and strategies to end tobacco use. TPI helped to create an initial blueprint for the Foundation's strategic grantmaking and has subsequently assisted with Board training and development, staffing questions, development of policies and procedures, benchmarking research, and stakeholder analysis.

ANONYMOUS FAMILY Over the course of a decade, TPI has worked with this Minneapolis based multigenerational family across a wide range of governance, strategic, and operational issues. We have researched, designed, and implemented significant programs including a global initiative to develop alternatives to orphanages across five countries on three continents, a microenterprise program in Jamaica, and a \$1 million global humanitarian prize.

Together, let's remain restless.

Let's take bold steps towards more effective giving – and sustain the patience needed to truly change lives and systems.

Contact us to open an informal conversation about how The Philanthropic Initiative, Inc. can help you achieve more.



TPI is an ally and consultant to ambitious donors willing to embrace creative thinking in their efforts to realize deep social impact.

Hired by corporations, foundations, and individuals to develop and execute custom strategies to increase the impact of their giving, TPI has invested in the advancement of strategic philanthropy across the globe since 1989.

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