





## Editor's Note

The disruption to our lives caused by the pandemic, which is now in its 20th month, has not spared the nonprofit sector. The Independent Sector, which just released its "Health of the U.S. Nonprofit Sector" report, found that 40% of nonprofits surveyed reported a loss in total revenue and, not surprisingly, 47% reported serving fewer people in 2020. Just prior to the onset of COVID-19 nonprofit organizations accounted for about 12.5 million jobs, or 10.2 % of all U.S. employment. As reported recently by the Johns Hopkins Center for Civil Society Studies, during the first three months of the pandemic (March through May 2020), nonprofits lost a conservatively estimated 1.64 million of those jobs, reducing the nonprofit workforce by 13.2% as of May 2020. However, during the next three months (June through August), about 40% of these lost jobs were recovered, thanks in part to increased philanthropic giving. September 2020 through February 2021 saw very modest job gains (about 4%) followed by more robust growth through September. According to the most recent report, **nearly 66% of the nonprofit jobs lost as of May 2020 have been recovered.** However, with an estimated 560,000 jobs still lost, the Johns Hopkins Center predicts that it will take another 12.5 months for the nonprofit sector to return to its pre-pandemic level of employment.

One in ten U.S. employees work in a nonprofit organization. That's more than the total number of workers in the manufacturing industry. In 2020, nonprofits made up nearly 6% of the U.S. GDP despite the effects of COVID-19. Supporting nonprofits in their continuing efforts to serve others is not only a moral imperative, it is an economic priority. A healthy economy depends on a healthy nonprofit sector.

Rick King, Editor  
Director, FPP

# News From FPP Grads

## Claire Love, FPP '19



One of the most important things I learned during my time in FPP was to invest in my community. I learned how important it was not only to make sure that an organization is not only thriving in its current situation but how to make sure that success is sustainable.

This lesson is something that has shaped my college career at Saint Louis University (SLU) thus far. Right from the start I wanted to invest in both my campus community and St. Louis community at large so I got involved with clubs like Residence Hall Association and Overground Railroad to Literacy. In the Residence Hall Association we work to improve the community that is in residence halls, planning events and different engagement activities. I have fallen so much in love with this kind of community development that I became a resident advisor my sophomore year. In Overground Railroad to Literacy I tutor students in the St. Louis Public School system who are at risk of dropping out. Through our efforts we are trying to disrupt the school-to-prison pipeline that exists for so many of our students. It is through this program that a lot of walls have been broken between the SLU community and the larger St. Louis community.

I am currently studying abroad in Madrid, Spain. Even though I am thousands of miles away from home I have still been very intentional about investing in my community here. Living with a host family I get to experience what life as a real madrileña is like. I also have been given the opportunity to teach English classes to local adults. For so many of them, being able to speak English will allow them to advance in their careers, travel, and overall experience the world in a whole new way. So whether in Oak Park, St. Louis or Madrid the lessons I have learned from FPP are continually having an impact on me.

## Coleman Sitzman, FPP '18



Since graduating from FPP in 2018 I have served as my fraternity's philanthropy chair at Indiana University for two semesters and I continue to sit on the philanthropy committee today. As philanthropy chair, I organized and ran two large fundraising campaigns raising over \$15,000 for SeriousFun Children's Network as well as directing our participation in the Indiana University Dance Marathon benefiting Riley Children's Hospital. Sitting on the philanthropy committee since then, I have continued to participate in the planning and oversight of numerous other fundraising campaigns and service events to help local non-profit organizations in the Bloomington area. Throughout my college career and internship process I continue to use the leadership, development, and critical thinking skills that I gained in FPP to plan campaigns, craft effective strategies for specific audiences and communicate effectively. I am currently a Senior studying Informatics with a minor in Marketing. After graduation, I intend to work in the marketing data analysis industry where I will no doubt benefit from the valuable lessons that I learned in FPP.

*More grad news on the following page*



## News From FPP Grads

### Maille O'Donnell, FPP '15

Meat is the single largest contributor to climate change and biodiversity loss. And before you stop reading – I'm not about to ask you to go vegan (but that's great, too!). Instead, I'm asking you to embrace making meat in different ways – in ways that are vastly more sustainable, safe, and resilient.



There are a number of companies, from fresh startups to the largest food companies in the world, who are working on technologies to create meat from cells and plants rather than animals. Doing so would address so many world problems – from climate change, biodiversity loss, and global hunger to antibiotic resistance, pandemic risk, and animal welfare. This new category of foods is called alternative proteins, and you're going to hear a lot more about them in the coming years as the philanthropic, government, and business communities increasingly recognize alternative proteins as a key climate solution.

At the Good Food Institute, our mission is to create a world where alternative proteins are no longer alternative. We want to make the most humane and sustainable proteins the default choice, because that is much easier than changing every single person's mind. We do this by working across the public and private sectors to drive investment, accelerate innovation, and scale the supply chain faster than market forces alone would allow.

In my role as Corporate Engagement Coordinator, I support the Corporate Engagement team's work engaging with established food manufacturers, startups, investors, and retailers to increase investment and remove bottlenecks to scale-up. We've convinced some of the largest companies in the world to develop plant-based product lines, make meaningful capital investments into cultivated meat, and carry plant-based products (for retailers and restaurants). I write our monthly industry newsletter and help manage the GFIdeas community (which is a great place to get involved if you are considering a career in alternative proteins!). I also write for our website, host events, and generally help the team stay as organized as possible.

Please reach out to me if you would like to learn more. I'll leave you with a challenge: this week, try to swap out one of your favorite foods with the plant-based version. You might be surprised by how much you like it!

(You can reach Maille at [maileo@gif.org](mailto:maileo@gif.org))

## Joeisms

### Easy doesn't do it.



Joe Smith, FPP Mentor

This Joeism seems appropriate at the moment in time. During this Pandemic Era we have experienced a concurrent language epidemic manifested by the rebirth, overuse and abuse of the of the word **Just**. The word has been both mobilized and weaponized. It comes down to a question of usage.

**Just** the adjective is experiencing the rebirth as its inherent definitions of fair-minded and equitable have moved to the forefront. The challenge we face is to protect it from being used as the pathway to hyperbole and employed as the enzyme for social improvement.

The adverb **Just** presents a more slippery slope – "If we **just** do this or if we **just** do that, everything will be fine;" and in its most dangerous application: "If we could **just** go back to the way things were."

Anytime the path of life takes us down a difficult road, there is the capacity to pine for the good old days, when things were easier. They weren't. To quote Billy Joel:

Cause the good ole days weren't  
Always good  
And tomorrow ain't as bad as it seems

**Easy doesn't do it** does not mean it cannot be done! It represents an acceptance of the difficulty, faith in the process and commitment to a positive resolution. That acceptance will make the process more realistic and the outcome contain both satisfaction and honor.

We will always be your Mentors.

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"You must be careful not to rely only on your memory. It will always remember the good and repress the bad." – George Shultz

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# What is an Aspiring Leader?

## How to Recognize Leadership Potential

By Rick King

Every organization has prized employees who perform their jobs extremely well year after year and who obtain significant knowledge and experience, often at a level that no one else in the organization possesses. Axiomatic as it may seem, however, it is not always clear that a prized employee has a propensity for high-level leadership. So, what is it that defines leadership potential? What is it that convinces you that an individual has the right stuff to become an outstanding future leader? Here are the attributes that I look for in assessing an individual's leadership potential.

**Critical thinking skills** – Often called judgement, critical thinking requires three things: focusing on what's most important, seeing the whole picture and committing to a course of action (decision making). Someone who exhibits good critical thinking skills is able to get to the root cause of a problem, but they also see the "whole chessboard", i.e. thinking several moves ahead by understanding how each action may affect the next. They have unwavering confidence to follow through on their decisions once made. Absent good judgement, decisiveness alone is not indicative of leadership.

**Honest self-awareness** – Often called emotional intelligence, self-awareness is the ability of a person to perceive and control the connection between their feelings (emotion) and their actions (behavior). It is about understanding the "authentic self". Leaders who demonstrate high self-awareness are seen as steady and reliable. They are willing to open up and ask questions and allow themselves to be vulnerable. They size people up quickly. They can comfortably admit that they don't have all the answers. They control their behavior and work on their bad habits.

**Builds interpersonal relationships** – Good communication skills are essential to working effectively with others. Leaders demonstrate genuine respect for the rights of others and have the empathy to understand the emotional needs of their fellow workers. They are true to their word; they follow up on their promises. Often associated with teamwork, relationship building is essential for maintaining a harmonious workplace environment as well as for setting a developmental climate that results in high-quality work and accountability. Self-awareness skills are closely linked to communication skills.

**Demonstrates imagination** – Imagination is the linchpin of vision. Leaders with vision have the ability to imagine a different state of being, to see beyond the present, with its many distractions, and come up with big ideas. They are aided by an inquisitive mind and a resourcefulness to get the most out of what they have. Inspiration is drawn from big ideas which are the result of vision. Inspirational leaders, who tend to also be passionate and high achievers, are often skilled in the art of persuasion as well, which is essential in galvanizing followers.

You can no doubt come up with other characteristics that will discern a person's leadership potential. Integrity, or honesty, is certainly one. Integrity implies a moral compass as well. Good leaders tend to have solid ethics. Courage is another. Also called fortitude, good leaders have the ability to manage adversity. They are not likely to lose direction when facing a storm of challenges that threaten their ultimate objectives. They have an inner strength, and the patience, to work through ambiguity and uncertainty.

An aspiring leader shows early signs of their capacity and readiness to lead when they incorporate these kinds of leadership qualities and attributes. Because many of these characteristics are so difficult to measure by test, it is essential to be intentional in observing, first-hand, the aspiring leader's work. This will indicate the specific leadership skills that need to be improved or enhanced which can lead to specific professional development opportunities that can be made available.

# Philanthropy's Next Gen is Starting to Make Big Changes

## EXCERPT FROM THE CENTER FOR EFFECTIVE PHILANTHROPY

*By Michael Moody and Kevin Peterson | January 19, 2021*

It is clear that so-called “next gen donors” are not just fundamentally transforming giving, but redefining the role of philanthropy in society and rethinking what being a “changemaker” entails. Research on millennials (currently aged 24–39) overall shows that while they still give their time, talent, and treasure, they want a closer and more active relationship with the groups they support, and with other supporters. As the book *Generation Impact* reports, those next gen donors with the capacity for major giving — whether deriving from their own wealth creation, or due to their inheritance of a historic wealth transfer — similarly want to be more hands-on, and to learn and give with their peers. This new cohort of big donors (including Gen Xers, currently aged 40–55) embraces many of the fast-emerging, boundary-blurring innovations in how to deploy their considerable wealth for good. In fact, they are willing to change whatever they need to about accepted philanthropic practice in order to try to achieve greater impact.

Beyond the “how” of giving, the next gen also sees the role of the philanthropic sector fundamentally differently than previous generations. They do not consider supporting traditional nonprofits to be the only way to “do good” and advance the causes they are so passionate about. As one recent commentary notes, “millennials are everyday changemakers,” preferring to make intentional acts of social good in all aspects of their life — including in their careers, consumer decisions, and political activities. They want to organize movements and support campaigns. They want to use their market power — as a particularly large generational cohort — to force change — e.g., by buying sustainable or fair-trade products, or taking jobs at socially responsible companies.

In short, the rising generations of donors want to give and to create change in a variety of different ways. They see giving to nonprofits as just one option — and often not the best one.

### Next Gen Nonprofits

It is no secret that the events of 2020 greatly impacted and reshaped the workplace. Yet those watching closely had already noted how, with millennials coming to represent the largest population in the workforce, and Gen Z hot on their heels, organizations and working norms were already being revolutionized before the crises of this past year. And nonprofit organizations were already undergoing these same changes.

Both generations were told growing up they could make a difference in this world, and as adults they are actualizing this belief. These generations see their time (as employees or volunteers) as

being as important as money to support causes they believe in. Compared to prior generations, more millennials and Gen Zers expect their professional roles and their passions to be in alignment. They are also more focused on mission and issue loyalty than on brand or organization loyalty. This means that while the next gen has a natural affinity for nonprofit careers, they don't see working for a nonprofit as the only way to do good in their professional lives. Many will prefer to work for a socially responsible, triple bottom line company, or a hybrid organization like a B Corps. This will have implications for the nonprofit workforce, of course.

These emerging generations have also grown up with an abundance of volunteer opportunities, and in many cases community service was even required of them at some point. They certainly want to give their time and talent as well as their treasure, and to do so in meaningful, direct ways.

Board service is, of course, a particularly important volunteer activity. While millennials and Gen Zers currently hold less than 17% of nonprofit board seats, according to BoardSource, they are extremely eager to increase that number substantially.

If done right, one great benefit of better engaging the next gen as nonprofit professionals, volunteers, and board members is that they can help the organization live its commitment to diversity, equity, and inclusion. This is not only because of the commitment of the next gen to these ideals, but also because of the sheer fact that younger generations are much more diverse than any that have come before. Gen Z is almost evenly split between people of color and white people.

Millennials and Gen Zers of all financial levels have responded using all the tools in their toolbelts — and even invented some new tools. They have changed their purchasing habits to support local and BIPOC-owned businesses, joined and/or organized movements and demonstrations, used their social media to call attention to injustices and push for change, and more. Some observers are saying that the resurgence of the Black Lives Matter (BLM) movement in 2020 will be a generation-defining influence on Gen Z.

These next gen responses to 2020 are not one-time actions or temporary reactions to an unusual time. They are illustrations and expressions of where the next gen intends to take philanthropy in the coming decades. And these changes that the next gen is bringing will require fundamental adaptation in the field.

Philanthropy will not “return to normal” after 2020. Because of the next gen, it will never be the same.

# Watch the Debate: How Senate Bill to Speed Up Giving Would Work

## EXCERPT FROM THE CHRONICLE OF PHILANTHROPY

By Stacy Palmer | September 16, 2021



A Senate bill to speed the flow of money from donors and foundations to charities has split the nonprofit world.

The measure, called the **Accelerating Charitable Efforts Act**, would affect charities, foundations, and donors in different ways.

Demand for changes to federal legislation has been growing as trillions of dollars sit in private foundations and, increasingly, in donor-advised funds.

Underlying the debate over the bill are questions about federal tax policy. Some argue that it is not doing enough to encourage donors to support charities and the communities they serve, yet many also recognize that philanthropies need to keep some dollars in waiting to be ready for future catastrophes.

The measure, sponsored by Angus King of Maine and Charles Grassley of Iowa, would:

- Allow donors to get an upfront tax deduction for donor-advised-fund deposits if they distribute the money within 15 years.

Alternatively, donors could choose to delay the income-tax deductions and have 50 years to distribute their charitable funds. Donors could still

receive immediate capital-gains and estate and gift-tax savings.

- Waive foundations' annual excise tax of 1.39 percent of their net investment income in any year in which their payout tops 7 percent of assets. Private foundations created after the legislation takes effect could be exempt from the tax if they agree to give away all assets within 25 years.
- Excuse community foundations' donor-advised funds worth \$1 million or less from the reporting rules. Accounts larger than \$1 million at community foundations would have to be distributed in 15 years or would have to contribute at least 5 percent a year.
- Prohibit foundations from meeting their payout obligations by paying salaries or travel expenses of foundation family members, as they can now.

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**"Instead of praising people for being resilient, change the systems that make them vulnerable."**

Dr. Muna Abdi, Social Activist

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# Declining Giving Rates Should Catalyze the Philanthropic and Nonprofit Sectors

## EXCERPT FROM THE CENTER FOR EFFECTIVE PHILANTHROPY

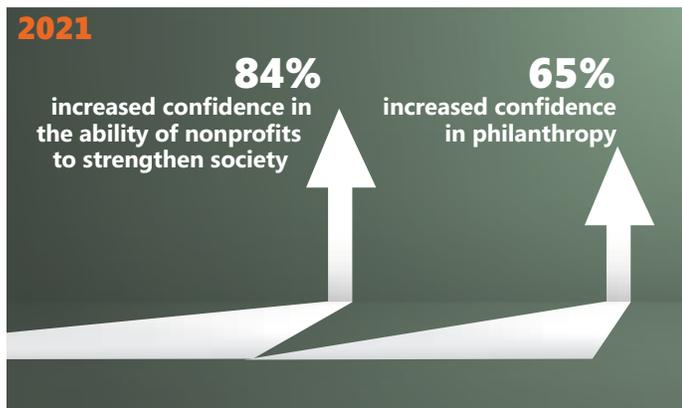
By Phil Buchanan | August 19, 2021

The American tradition of philanthropic giving should not be taken for granted, in part because it may well be in real jeopardy.

"What's the problem?," you might ask. After all, charitable giving reached an all-time high in 2020 – some \$471.4 billion given, according to Giving USA.

For the second year in a row, Independent Sector has published original findings on trust in civil society from a research study conducted in partnership with Edelman Data & Intelligence. The 2021 Independent Sector Trust in Civil Society survey finds, overall, that trust across all institutions is declining, but a majority of Americans remain confident in the ability of the nonprofit and philanthropic sector to strengthen U.S. society.

Specifically, the survey reveals increased confidence (84% in 2021) in the ability of nonprofits to strengthen society, and that Americans support nonprofits in helping the most vulnerable, making change, and setting a good example for others. Confidence also increased in philanthropy (65% in 2021) among Americans. On the question of trusting nonprofits and philanthropy (corporations, private foundations, and high-net worth individuals) to do what is right, the net nonprofit trust level stayed relatively the same at 45 points in 2021, but trust in philanthropy dropped to 4 points in 2021.



"Understanding these findings is critical because public trust continues to be the currency of the nonprofit sector to support healthier and more equitable communities. We know increased engagement leads to more trust," said Daniel J. Cardinali, president and CEO of Independent Sector. "We need to use this data about trust and confidence so we can emerge from the COVID-19 pandemic stronger than before and to address racial injustice, environmental sustainability, and economic challenges. All communities, including communities of color, need to thrive in the United States."

For this second annual report, Edelman Data & Intelligence conducted two national surveys (one focusing on nonprofits with 5,000 Americans ages 18+ and one examining philanthropy with 3,000 Americans ages 18+) to assess the general population's trust in the sector (nonprofits and / philanthropy) and examine factors that drive trust.

Indiana University's Lilly Family School of Philanthropy reported in June that the percentage of households giving to charity fell to 49.6 percent in 2018 – the most recent year for which the School has data – down from the mid 60s during 2000-2008. Also this summer, Independent Sector, working with the Edelman Trust, reported on polling of the American public showing "a small drop in trust in nonprofits and a more significant decline for philanthropy."

So the warning signs are flashing and we should take heed. Broad philanthropic participation is crucial as it offers nonprofits diversified revenue streams that increase their independence. There is also important legitimacy conferred, especially for community-rooted organizations, by a robust and diverse donor population that includes more than just big foundations or the wealthy.

Participation matters for our democracy: community-based nonprofits are places where citizens are able to come together across ideological, racial, and economic lines to support organizations whose missions inspire them. The decline in participation in the great American tradition of giving back should concern all of us.

# Increasing Attention to How Much and Where Money Flows — or Doesn't

EXCERPT FROM THE JOHNSON CENTER FOR PHILANTHROPY

By Teri Behrens and Michael Layton | January 19, 2021

Who is giving — and who isn't? How much, or how little? Who is receiving, and how is the money spent? Many of the forces we examine in this year's 11 Trends report, and in previous years' reports — such as the global concentration of wealth and the marginalization of BIPOC communities — are driving crucial conversations about the haves and have-nots.

For decades, challenging questions have been raised about the power dynamics within philanthropy. Who benefits? Which needs and communities are given priority? And most contentiously, how much funding is being distributed? While these questions are not new, today they are being pressed more urgently by social justice leaders, sector critics, and even by major philanthropists and foundation leaders. The multifaceted crisis confronting the U.S. and the world in 2020 amplified calls to move beyond questions to demands for meaningful change in the distribution of philanthropic resources, specifically, more grant dollars, to more diverse organizations, with more autonomy for grantees.

The most intense debates are occurring over the crucial question of how much funding is being distributed. As Collins provocatively states, "Over \$1 trillion is parked in private foundations and another \$120 billion in donor-advised funds." Some participants in this debate have called for voluntary measures that entail a greater distribution of resources in response to the public health emergency and consequent economic crisis, and others are calling for congressional action.

One example is the #HalfMyDAF challenge, wherein David and Jennifer Risher and other donors offered to match donations made by anyone with a DAF who committed to donating half of their holdings: "We want to help transform DAFs from being enormous parking lots into being funding superhighways, supporting non-profits now, when they need it most."

The Giving Pledge celebrated its tenth anniversary in August of 2020. Aimed at billionaires, members are asked to pledge half of their wealth to charitable causes and to write an open letter explaining their motivation. In its first decade, membership increased to over 200 from 40 and the number of nations represented grew to two dozen from only the U.S. During that time, the number of billionaires in the world has also steadily climbed, as have their assets and share of the world's wealth.

The compelling contrast between the philanthropy of Amazon founder Jeff Bezos and his ex-wife, Mackenzie Scott, provides a current example of the focus on giving by the ultra-wealthy. Bezos has faced criticism for his limited philanthropy and for not signing the Giving Pledge, although he has launched a multi-billion-dollar, multi-year initiative to address climate change. Scott not only signed the Pledge, but over a four-month period in late 2020, she donated \$6 billion dollars to organizations that serve people who are struggling economically, including historically Black colleges and universities, community development financial institutions, and organizations that advocate for civil rights and serve basic needs. Most of these grantees did not even know they were being considered for a grant.

Those who want to move beyond encouragement to policy reform have found greater traction. Ray Madoff, a professor at Boston College Law School, and John Arnold, a billionaire and philanthropist, have teamed up to launch the Initiative to Accelerate Charitable Giving. They are calling upon Congress to enact reforms that would mandate that more philanthropic holdings are distributed more quickly to working charities.

There are important challenges to these proposed reforms, including the argument that accelerated spend-down requirements will leave the philanthropic sector disadvantaged when confronted with its next large-scale challenge. Recent research by the Johnson Center and Plante Moran shows that increasing payout requirements will likely result in a long-term decline in available grant funds.

Besides the question of who is giving how much, the question of who benefits from that giving is coming under increasing scrutiny. Philanthropy has long faced criticism for being a tool for wealthy individuals to support causes that benefit those like them, and recent data show that seven of the top ten grant recipients were elite universities.

Increasingly, questions are now being raised about why more resources are not going to BIPOC-led organizations. Activist and noted author of *Decolonizing Wealth* Edgar Villanueva draws a direct connection between the accumulation of great wealth, the impoverishment of BIPOC communities, and the need for philanthropic resources to be mobilized as a form of reparations to advance social justice. A recent study by the Bridgespan Group found that "revenues of the Black-led organizations are 24 percent smaller than the revenues of their white-led counterparts, and the unrestricted net assets of the Black-led organizations are 76 percent smaller than their white-led counterparts."