

Jewish
Foundations:

A Needs
Assessment
Study



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The Andrea and Charles
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JEWISH FOUNDATIONS EXECUTIVE SUMMARY

OVERVIEW OF RESEARCH

The purpose of this study is to assess the needs of Jewish foundations. While other studies have examined the structural and ideological nature of giving among these institutions, the goal of this study is to identify the types of services, assistance, or programmatic initiatives that could be implemented to strengthen the effectiveness of these foundations.

METHODOLOGY

The summary of findings is based on data from regional discussion groups, personal interviews and a mail survey. Topics covered during the course of the study included: the key issues facing Jewish foundations and philanthropists, working with other foundations, and receiving assistance from other organizations. Participants also discussed their insights into successful and unsuccessful funding ventures and explored four issues affecting foundations—assessment and evaluation, dissemination and communication, networking and partnership building, and technical assistance.

MAJOR FINDINGS

Three major needs were identified in the study:

- The need for information collection and dissemination
- The need for networking and partnership building
- The need for professional development.

The Need for Information Collection and Dissemination

This study reveals that there is a tremendous need for increased support for information collection and dissemination about philanthropic opportunities in the Jewish community. Four important areas for meeting information needs that emerge from the study are:

- Creating a shared vision for Jewish philanthropists
- Developing a "map" of community needs and resources
- Developing a "map" of foundation characteristics
- Assessing the best practices for meeting community needs.

The Need for Networking and Partnership Building

The study reveals a need for communication mechanisms that facilitate the sharing of knowledge and the development of partnerships among foundations and philanthropists. Foundations and philanthropists have a strong desire to network with other foundations and individual philanthropists and more assistance is needed to develop and facilitate these connections.

The Need for Professional Development

The need for networking and partnership building requires the involvement of skilled professionals, both within foundations and communal organizations to develop, guide, and nurture these relationships. While some professionals have been able to navigate the complicated waters of foundation life, others have not. The study reveals that there is a strong need for a new professional cadre that is qualified to deal with the rapidly evolving foundation, federation, and philanthropic world.

SUGGESTED NEXT STEPS

This study shows that the information collection and dissemination, partnership building and networking and professional development systems needed to achieve the collective goals of the Jewish community are insufficient within the current institutional and organizational landscape of Jewish philanthropy. Therefore, the implementation of a three-pronged Philanthropic Initiative is recommended.

Each phase of the initiative will need to be designed and tested. The components of the initiative are:

The Development of an Information Collection and Dissemination System

The Jewish community requires systems for information collection and dissemination about the diverse and growing needs in Jewish communities locally, nationally, and internationally. Easily accessible systems should be developed to provide assistance to philanthropists and professionals who want to incorporate current information into their decision-making processes.

The Development of Networking and Partnership-Building Systems

Given the need to address shared concerns and to learn from each other, facilitated peer exchange groups are needed. Facilitated by skilled professionals, they would provide philanthropists with a new arena in which to consider their funding priorities and explore partnership potentials. Similarly, peer groups for foundation and federation professionals would enhance networking and improve grantmaking.

Professional Development

The world of Jewish philanthropy requires skilled professionals capable of guiding change consistent with Jewish values of service and philanthropy, and knowledge about the high-tech world of information management. Identifying and recruiting new professionals and improving the skills of many professionals already in the field will require expanded professional development and leadership programs.

OVERVIEW

Jewish foundations are now the major vehicles for philanthropy by major donors. In 1996, approximately 3,500 foundations gave to "something Jewish" and this number is expected to grow. Twenty of the largest Jewish foundations generated \$220 million in annual grant-making in 1994 and by 1999 this figure is expected to exceed \$300 million. This explosion of Jewish foundation assets and grants shows signs of overtaking the annual campaigns of UJA and federations. In fact, foundation grants may have already surpassed federation annual allocations and the growing endowment allocations in several communities with substantial Jewish wealth.

The accumulation of Jewish wealth in the United States is enormous and provides new opportunities for Jewish communal organizations. Tax incentives for creating new foundations and the steady rise in the stock market have contributed to the establishment of many new Jewish foundations. At the same time, there have been dramatic changes taking place in the Jewish community on the local, national, and international level. Jewish communal

organizations are under pressure to reinvent themselves or engage in careful self-assessment that will lead to organizational change. And, there is growing interests in creating new organizations and programs to address the changes taking place. The changes taking place in the landscape of the American Jewish community have made it difficult for foundations and philanthropists to know how to make a difference.

One of the most difficult challenges in conducting this type of research is identifying Jewish foundations. Accurately identifying them and gaining access to learn more about their operations is a complex process. The number of Jewish foundations has been growing rapidly in both size and number. Yet, so little is known about them: Who makes the decisions? How are coalitions for giving formed? What are the barriers to increased giving? What prevents philanthropists and foundations from giving more to Jewish causes?

It is also important to note that giving by Jewish foundations is not very different

from most individual philanthropy, that is, philanthropy that is completely personal and outside of any institutional structure or constraints. There are, of course, differences between individual philanthropists and foundations depending on a number of factors, including, whether or not the principle donor is still living, the size of the foundation, and the extent to which professional advice and assistance is utilized. Therefore, assessing needs has to take into account the human dynamic that is played out in this complex world. Understanding foundation needs means understanding human needs and the complications, ambivalences, contradictions, and mystery of human interactions.

This complexity is compounded by the realms in which Jewish foundations intersect. Indeed, one can hardly think of a more intense set of intersections than those between money, family, and religion. Jewish foundations are complex organizations filled with conflict, compassion, loyalty and disappointment, relationships between parents and children, siblings, friends and grandchildren. The terrain is filled with conflicting feelings of accomplishment and failure, generosity and greed, confidence and insecurity.

The Jewish community has evolved in such a way that it lacks a clear process for developing consensus about emerging community needs. As a result, there are often inefficiencies in 1) gathering and analyzing information, 2) linking successful programs, and 3) mustering the resources to create new projects or institutions that philanthropists would support. Thus, there is a breakdown in the system—a disconnect—between the desire to improve and change the quality of Jewish life and the realization of that goal. The switching stations for ideas, purposes, and programs and the money to support them do not exist in most local communities and at the national level. Organizational mechanisms are needed to address the following questions: What are the barriers? Where have the breakdowns occurred? What prevents the vast resources of the Jewish community from being utilized for the purposes for which many donors and foundations support? Answering these questions will help in the development of services, technical assistance, and institutional support that strengthen the connection between the financial resources of the Jewish community and the goal of improving the quality of Jewish life.

This research has three phases. This report highlights Phase I findings that examine the structure and ideological nature of giving (Tobin et. al., 1996). Phase II identifies the major needs and issues facing Jewish foundations. It concludes with a set of recommendations that could be taken as part of an initiative to address these needs. [Note: these rec-

ommendations are the opinions of the authors and do not necessarily represent those of the funders.] In Phase III, models for providing these services need to be developed and tested. It is hoped that Jewish foundations will be able to play a major role in addressing the challenges confronting the American Jewish community in the next millennium.

DEFINING PHILANTHROPY

To fully understand Jewish foundations, it is important to identify relevant issues concerning foundations. This chapter provides an overview of current research in the field of family foundations as they relate to Jewish foundations. It includes important trends and issues about governance, family involvement, grantmaking, and management within these organizations.

Philanthropic Trends and Motivations for Giving in the General Community

The landscape of philanthropy is undergoing a significant transformation. Over the next 20 years, the largest intergenerational transfer of wealth in American history will stimulate the development and/or expansion of new foundations. An estimated \$15 trillion intergenerational transfer is expected to expand philanthropy nationally and internationally (Zaudtke et. al., 1997).

The intergenerational transfer is also expected to expand the growing number of foundations, which currently stands at about 40,000. In response to this growth

expanded services are being provided by organizations such as the Council on Foundations and the newly founded National Center on Family Philanthropy.

These trends have also contributed to the growth of the Council on Foundations and have resulted in the development of local Regional Associations of Grantmakers (RAGs) as well as affinity groups that reflect loosely organized special interest groups. Additionally, the Council sponsors conferences, publications, technical assistance and lobbying. The National Center on Family Philanthropy provides a variety of similar services.

Foundations are now the major vehicle for philanthropic activity by major donors, a trend that holds true for Jewish donors as well (Wertheimer, 1997). The increased wealth of Jewish foundations and the increased amount of grantmaking among them have implications for the larger Jewish community.

This explosion of wealth and grants shows signs of overtaking the annual

- Family foundation boards operate more informally than other foundation boards, meet more frequently and for longer times.
- Few Jewish foundations limit board service compared to independent foundations, and therefore board members serve longer.

Family relationships among board members can be both an asset and a source of potential conflict. Generational differences, spouses, new family members, negative family dynamics, varying political or religious ideology all contribute to board tensions (Flather et. al., 1997).

For the most part, family members in Jewish foundations tend to work within the foundation structure in the same way they work in other venues. The efficiency, clarity, and effectiveness of the foundation are intertwined with family dynamics (e.g., sibling rivalries, conflicts between spouses, unresolved issues between parents and children, family feuds).

Management and Grantmaking

Most Jewish foundations rely on some administrative and/or professional support for conducting business. This may

include part time and/or full time staff of the following types: executive directors, program directors, grant managers, money managers, investment advisors, lawyers, accountants, office managers, secretaries, and bookkeepers. Larger foundations depend heavily on their professional staff or consultants. Those foundations without internal professional support may rely on clerical support and/or consultants to assist with grantmaking.

Since grantmaking is the core management activity of a family foundation, it is important to understand the grantmaking process. The primary methods used by Jewish foundations to generate proposals include sending out requests for proposals, soliciting recommendations from trustees and advisors, and responding to proposals from federation and the community. There is little reliance on unsolicited proposals. Basically, the vast majority of Jewish foundations are not formalized enough to have structures, guidelines, application forms, procedures and rules for the applicants. They tend to reflect the individual giving interests of the trustees and family members.

PHILANTHROPY IN THE JEWISH COMMUNITY

This chapter describes Phase I of this research upon which this needs assessment study was built (Tobin et. al., 1996). The 1995 study was conducted using personal interviews, analysis of the GrantScape: Sources of Foundations database, and content analysis of mission statements, application guidelines, brochures, and other published materials obtained from a sample of foundations.

Governance and Mission

Governance structures and issues for Jewish foundations are similar to those just described. This study found that Jewish foundations either lack a governance structure (e.g., either no board or a nominal board), or have generally small boards with two to fifteen members. There is also considerable variation in board composition (all family, some outsiders, and nearly all outsiders), and no clear pattern related to succession planning.

Most Jewish foundations are struggling to define their mission, purpose and

focus, especially related to core values, goals and measurable outcomes. These foundations may encourage innovation and risk-taking in grantmaking or maintain on-going support of existing communal structures that is largely influenced by their mission statement. Frequently, a foundation's lack of clarity about a mission or grant-making priority is related to the donor's/trustee's lack of clarity. To further complicate the matter, the philanthropic interests of trustees may change frequently over the course of time. Mission statements may undergo further change or modification as next generation members join the board, current members mature, and the foundation's asset value changes.

Several benefits of establishing a Jewish foundation were identified. For the donors, the foundation provides public recognition, helps them handle a barrage of fundraising requests, and provides flexibility in changing his/her priorities. For family members, the foundation can strengthen the Jewish identity of children and grandchildren of donors/trustees, provide them with training in assuming

responsibility for philanthropy, and strengthen the family unit by working on a common philanthropic mission.

Expressions of Jewish Identity

By and large, most Jewish foundations have an implicit or explicit mission that includes Jewish and non-Jewish causes. Jewish foundations frequently reflect the ideologies, conflicts, changes and transitions within the Jewish community. Additionally, many mission statements that work today may be altered during the coming decade as the next generation joins the board, current members mature, and as assets change.

Jewish foundations provide a vehicle for expressing Jewish identity and for developing a more informed Jewish philanthropic response. While the future of the Jewish community and the family unit are often seen as being at stake by one generation, the same may not be true for the other generation. On the one side is the younger generation, which uses disinterest or disdain for Jewish causes as a way to express their desire to be unleashed from their parental or grandparental constraints. On the other side are parents' and grandparents' fears and anxieties about generational disaffection

from Judaism. Such tensions threaten a donors'/trustees' dream of having their foundation serve to solidify the bond between the next generation and their Jewish community. As a result, it is important to understand how such foundations are managed on a day-to-day basis.

Management and Evaluation

How Jewish foundations manage their operations frequently relates to their definition of mission, purpose and focus. Most are unclear about what should be the primary ideology driving the foundation, what the best mechanisms for achieving stated goals are, and what programs are effective. A myriad of choices among different causes and institutions can be overwhelming.

When it comes to evaluating foundation operations including grantmaking, there appears to be little interest in formal evaluation for a number of reasons: the added burden to grantees, the cost of evaluation, technical difficulties, and the funder's personal view that he/she can do their own assessments.

Once a program or organization is funded, most Jewish foundations do not

engage in formal program evaluation, although most use informal criteria to assess the effectiveness of their funded projects.

Grantmaking

Making decisions about funding priorities is a critical issue related to grantmaking among Jewish foundations. In the past, giving to federated campaigns meant that the donor relinquished priority setting to communal planning committees. Today, with the increased interest of donors in making decisions about where their money should go, foundations provide a unique vehicle for self-expression. The foundation provides donors with the opportunity to designate how their money is spent. This contrasts with the local approach of a federation that sets priorities for the needs of the Jewish community by a group of local leaders. The study found that despite formal guidelines and processes, Jewish foundation grantmaking is strongly influenced by a number of donor characteristics including: donor interests, feelings, personal experiences, personal values, impulse, and personal relationships with grant advocates or applicants.

Partnerships

With respect to partnering, most Jewish foundations prefer to have a funding partner and not always serve as a project's sole funder. Those foundations not interested in partnering prefer to "own" a particular project or idea, and will only fund the project if no one else is involved. This is especially true of small funders when larger foundations become involved.

Whether or not a Jewish foundation has experience in partnering, many obstacles exist, such as difficulty in finding either the right opportunity or the right partner for collaboration, the desire to be primary or lead funders with the appropriate recognition, and lack of experience in dealing with the complexity of collaboration. Most significantly, there is limited communication among funders. They lack knowledge about each other, and have little opportunity to engage in strategic discussions.

EMERGING THEMES

Chapters two and three highlight the findings from the existing literature on family foundations in general and Jewish foundations in particular. The following important themes emerge:

- Amidst the enormous growth in foundations there has been an expansion of the number of foundations that fund Jewish causes.
- An increasing number of Jewish foundations are allocating 50% or more of their annual grantmaking to non-Jewish causes.
- Motivation for philanthropic activity varies and is often affected by personal, social and economic conditions.
- Foundation governance structures are frequently influenced by the complex involvement of family members.
- Decisions about grantmaking are often made without the benefit of carefully identified community needs, specific foundation guidelines or the use of current mission statements.

METHODOLOGY

Data for this study were collected from a variety of sources, including discussion groups, personal interviews and a mail survey.

Regional Discussion Groups

Six discussion groups were held with foundation principals and professionals. Three groups were held in New York

during fall 1997 and three groups were held in the Midwest and West in spring 1998. The format for all groups was similar, with some modifications made to the groups conducted in the spring based on results from the fall groups. Invitations for the discussion groups were sent primarily to donors/trustees. Five groups were comprised of both donors/trustees and foundation executives (Figure 1).

Figure 1 Discussion Group Participants

Location	Attendees
New York	
Donors/Trustees	10
Professionals	14
Philanthropists without Foundations	10
Chicago	
Donors/Trustees	5
Professionals	1
San Francisco	
Donors/Trustees	9
Professionals	1
Los Angeles	
Donors/Trustees	8
Professionals	3
Philanthropists without Foundations	6
Total	67

One New York group was comprised entirely of foundation professionals. The group held in Los Angeles was comprised entirely of women.

Recruitment lists for the discussion groups were developed in two ways: personal recommendations from key sources familiar with foundations in their regions (such as federation executives), and from various foundation databases. In addition, representatives from small, medium and large foundations were also considered. Invitations were either faxed or mailed, and invitees were asked to RSVP by phone or fax. Two or three follow-up phone calls were made to non-respondents, and in many cases invitations were faxed repeatedly until a response was received. In the end, attendance was based largely on personal recruitment through peer groups, therefore either lay or professional attendance was sometimes uneven.

The New York discussions occurred sufficiently early in the study to provide an opportunity to explore a variety of preliminary topics. Topics covered during the sessions included: key issues Jewish foundations face related to mission, grantmaking, promoting change, agenda setting and collaboration. Participants

were asked to identify other issues of importance to the future of Jewish foundations. In addition, participants were asked about their experiences in partnerships with other foundations, and in receiving consultation from organizations designed to provide an array of foundation services and support. Based upon these early discussions, a more focused list of questions were designed for the Midwest and West Coast discussion groups.

The Spring sessions took place in Chicago, San Francisco, and Los Angeles and included 22 donors/trustees and five professionals. Participants discussed their insights into successful and least successful funding ventures and explored four research-based issues affecting Jewish foundations—assessment and evaluation, dissemination and communication, network and partnership building, and technical assistance.

In addition to the discussion groups of foundation philanthropists and professionals, two discussion groups were held with philanthropists without foundations. They were convened in New York and Los Angeles in the Spring of 1998, and included a total of 16 participants. The format included questions about

their philanthropic experiences and interests, and was similar to the sessions conducted with foundation principals and professionals.

Personal Interviews

Personal interviews were conducted with foundation principals, spouses of foundation principals, philanthropists without foundations, federation executives, and the staff of national organizations (Figure 2). The interviews covered many of the same topics explored in the discussion groups.

Mail Survey

A mail survey was designed to learn more about the characteristics of Jewish foundations as well as their interest and

needs related to potential support services (Appendix A). The sample was identified through the Foundation Center's Database (version 2.0) using the keyword "Jewish" in the fields of interest. This process identified 3,502 foundations. The sample was divided into two groups based on size of grantmaking. One copy of the survey was sent to foundations whose total giving was under \$1 million (n=3,340). These surveys were addressed to the "Donor" or "President." Surveys were mailed to specific individuals at foundations whose total giving was \$1 million or more (n=162). These people were identified by having a last name similar to the foundation name, known to be on the board of directors, or were personally known by study staff. Three hundred and sixty-one surveys were sent to individuals at these foundations. A sec-

Figure 2 Interview Participants

Types	n
Donors/Trustees	60
Federation Executives	15
National Organizations	5
Jewish Philanthropists	60
Total Interviews	140

ond mailing was done approximately one month after the first to individuals at foundations with giving \$1 million or more. A total of 176 surveys were returned.

Data analysis was conducted using the Statistical Program for the Social Sciences (SPSS). The results of the survey cannot be considered as representative for two reasons. First, the 5% return rate is low, even for a mail survey. We expect that the low return rate is largely a result of the

lack of foundation professionals. Many foundations are administered through financial and legal institutions. It is unclear how many surveys reached individuals for completion. Second, foundations were identified by their interest in giving to Jewish causes and may or may not be a Jewish foundation. While these data may not be representative, they can be viewed as trend data, rather than as a statistically representative sample of Jewish foundations.

RESEARCH FINDINGS

Analysis of Phase II data reveals three major needs among Jewish foundations:

- 1) The need for information collection and dissemination
- 2) The need for networking and partnership building
- 3) The need for professional development.

THE NEED FOR INFORMATION COLLECTION AND DISSEMINATION

The study reveals that Jewish philanthropists, through their foundations and/or their personal giving, are eager to contribute to Jewish causes. However, many of those interviewed say they do not have adequate knowledge about where to contribute money. These individuals want to know about good programs, institutions, and ideas that they can support. However, many of those interviewed say they do not have adequate knowledge about where to con-

tribute their money and are asking for help. Findings reveal there is a tremendous need for increased support for information collection and dissemination about philanthropic opportunities in the Jewish community. Four important areas for meeting these information needs that emerge from the study are:

- Creating a shared vision for Jewish philanthropists
- Developing a "map" of community needs and resources
- Developing a "map" of foundation characteristics
- Assessing the best practices for meeting community needs.

Creating a Shared Vision for Jewish Philanthropists

Personal interviews and discussion groups indicate that there is a critical need to help the Jewish philanthropic world define a new mission and goal, a "blueprint for action," and to provide

ideas of how to go about shaping the future of the community in the local, national, and international arena. Most foundations and philanthropists are unsure of what needs to be accomplished, what is important, and what the Jewish community is doing.

Identifying the issues—what is to be accomplished, why it is important, what is needed by the Jewish community (either on a grand scale or even a limited program agenda)—and creating this vision is the first step towards removing this barrier. The increasing ideological conflicts within the Jewish community, such as those between denominational movements or between funding domestic and overseas needs, contributes to a sense of confusion and disaffection when it comes to developing a clear vision and purpose.

The lack of a shared vision is directly affected by several factors: 1) the disparaging of other institutions, individuals, denominations, and ideologies with the Jewish community, 2) the resulting infighting which creates a great deal of destructive noise in the Jewish community, and 3) the resulting disillusionment of donors.

This chain reaction appears to affect the pattern of Jewish giving when prohibitions against giving to particular kinds of institutions or programs emerge. For example, while synagogues may be seen as central institutions in Jewish life many foundations are reluctant to fund individual ones. Many foundations also will not support the general operating expenses of the organizations where they fund specific projects; therefore, these projects not be able to survive once the seed money is no longer available.

The chain reaction also can undermine donor's faith in Jewish organizations and institutions. Individuals may have had negative experiences through their family's own interaction as a service recipient, through being a board or committee member, or through word-of-mouth. While some Jewish organizations and institutions rank highly in people's evaluations, they are often seen as second- or third-tier compared to other high-status institutions in American life such as universities, cultural arts institutions, or health and medical institutions.

This lack of faith in the quality of Jewish organizations is tied to another barrier to giving to Jewish causes which is the clarity and quality of non-Jewish causes.

Many donors and foundations are clearer about the role and function of Johns Hopkins University, the Miami Symphony, or the University of California at Berkeley. These institutions enjoy not only great reputations, but the causes for which the individual is giving are clear-cut. The clarity of purpose may exist in Jewish life for issues such as the rescue of Jews from the former Soviet Union or Ethiopia, or building the national infrastructure of Israel, or a capital campaign for a Jewish Community Center. Some of the human service and many of the community-building functions, however, are much more difficult to grasp. The outcome is more difficult to define and the measurement of success far more elusive. Therefore, the Jewish community needs to foster the same clarity of causes.

*Developing a "Map" of
Community Needs and Resources*

In addition to a clear vision, the Jewish community needs to provide individual philanthropists and foundations with information about what needs to be done. Access to information is as important as producing information.

The study shows that most foundations or individual philanthropists do not have adequate access to information. Available needs assessments, population studies, and market research do not provide sufficient information to increase philanthropists' knowledge about programs, institutions, and needs that exist in the Jewish communal world.

Personal interviews and discussion groups reveal the need for a detailed "map" that captures the characteristics of the Jewish philanthropic world. The map should include an overview of the programs and institutions that exist to address communal needs on the local, regional, national, and international levels. The institutional landscape is very important for donors to understand.

The map would be a tool for exchanging information about the issues, programs, institutions, and foundations that exist in the community. The study found that the lack of information is partly due to the increasing number of Jewish organizations and programs and the difficulty philanthropists and foundations have in accessing information. Additionally, community organizations do not necessarily have access to the expanding world of

foundations and the large number of Jewish donors who are either peripheral or totally outside the existing philanthropic structure, such as the federation system.

Developing a "Map" of Foundation Characteristics

In addition to the map of community needs and resources, there is also a need for a map of Jewish foundations. The map that needs to be developed could be organized according to characteristics identified in this study. The proposed design of the map includes two areas:

- Major characteristics (demographic characteristics and grantmaking patterns)

- Philanthropic structures and processes (governance and grantmaking processes).

Mapping the Major

Characteristics of Jewish Foundations

Describing the major characteristics of Jewish foundations encompasses such demographics as location, age, and size of a foundation as well as grantmaking patterns related to assets and interests (Figure 3). Where are foundations located? Where are new Jewish foundations emerging? Do older, more established foundations operate differently from newly established foundations? How does the size of the foundation's assets impact upon the operations of the foundation?

Figure 3 Major Characteristics of Jewish Foundations

Demographics	Grantmaking Patterns
<ul style="list-style-type: none"> • Geographic location • Age of foundation • Involvement of principal donor • Age of principal donor • Personal net worth • Personal assets placed in foundation 	<ul style="list-style-type: none"> • Foundation assets • Principal's assets • Total grantmaking • Foundation giving to Jewish causes • Personal giving to Jewish causes

The principal's assets are also important elements in understanding the characteristics of a Jewish foundation. While it could be assumed that the assets of a Jewish foundation comprise the vast majority of a philanthropist's assets, this is not necessarily the case. For example, philanthropists make personal decisions about which contributions are to be made through the foundation and which are made outside the foundation. Among survey respondents, the amount of the personal net worth of the donor that has already been placed in their foundation ranges from 1% to 100%. Therefore, it is important to identify how much philanthropy takes place outside the foundation. For example, some philanthropists view their local federation as a site for locating one of their foundations (known as supporting foundations). Such a locale may be their only foundation while for others it is one of several foundations. Therefore it is valuable to understand the choices made by a philanthropist in allocating their financial resources inside and outside their Jewish foundation.

Jewish foundations are created to address the needs and interests of one or more family members who have acquired or inherited wealth. For many it is an opportunity to give back to a society that has provided the arena in which to

acquire wealth. For others, it is an opportunity to take advantage of tax laws. For most, it is an opportunity to engage in a philanthropic experience based on their own preferences, experiences, and interests.

The character of a foundation can reflect a functional or a dysfunctional family and everything in between. The efficiency, clarity, and effectiveness of the foundation are intertwined with the family dynamics. Sibling rivalries, conflicts between spouses, unresolved issues between parents and children, and recent or long-standing family feuds between different branches of families can often be exacerbated within the foundation structure. They rarely seem to be improved or solved, but can become more focused around money issues. In some cases, the opposite effect is achieved. The foundation may provide some common ground or institutional forum for individuals to become closer or to resolve some issues. But for the most part family members tend to behave, within the foundation structure, in precisely the same ways they behave in other venues.

Many foundations are formed by successful business people who view their foundation like a division of their for-profit enterprise (much like corporate grant

making addresses the strategic interests of the corporation). Their "bottom-line" orientation has a profound impact on their giving as they assess the impact and benefit of their gifts (community visibility, realistic impact or outcomes, enhancing friendships and networks, good public relations for their business, etc.). In other situations, foundation principals demonstrate the "habits of giving" orientation, where annual gifts/grants are made to organizations or programs that they have supported habitually over the years based on deeply-rooted values and/or comfort with their donor relationship.

For those who view their foundation work as a central element of their retirement years, there can be a greater openness to learning the role of community philanthropist. This assumes that there is an interest in moving from a simple "check-writing approach to foundation management" to a more comprehensive "philanthropic leadership approach to foundation management". The latter approach involves new learning related to staffing a non-profit foundation, using consultants, gathering and analyzing information related to grant-making, networking with other philanthropists (from exchanging ideas to joint ventures), and regularly evaluating the impact of the foundation.

Because most Jewish foundations are institutional extensions of an individual's personal philanthropy, analyses must take place on two levels: how the institutions operate as incorporated entities and how they function as expressions of individual thought and emotion. Understanding these relationships is critical for any policy discussions or possible interventions into the system to help it work more efficiently.

Mapping the Philanthropic Structures and Processes of Jewish Foundations

Beyond the overall characteristics of a Jewish foundation, it is important to understand how the foundation manages its philanthropic processes. Managing philanthropy within the context of a Jewish foundation involves an array of structures and processes (Figure 4). Since Jewish foundations are unique institutions, the motivations of the principal for creating and operating a philanthropic enterprise are significant. The motivations can range from "giving" is good for business to "giving" is good for the community. Other motivations may be important, namely those of the principal's spouse and/or family members. For those foundations large enough to employ staff, the motivations and inter-

Figure 4 Philanthropic Structures and Processes of Jewish Foundations

Foundation Structures	Processes
<ul style="list-style-type: none"> • Principal donor(s) on board of trustees • Family members on board of trustees • Professional staff 	<ul style="list-style-type: none"> • Funding priorities • Funding guidelines • Involvement in funding decisions • Involvement with grant recipients • Evaluate funding priorities • Evaluate funded programs • Exchange information about grants • Involvement in partnerships to fund projects • Involvement with local and national organizations

ests of professional staff enter into their advice giving and gate-keeping role.

It is important to understand the role of the principal as the dominant influence in the operation of a Jewish foundation, as well as how the principal relates to a board of directors. For some Jewish foundations, governance is an extremely pivotal issue while for others it is a non-issue. As a result, the composition of the board of directors is one indicator of who sits at the table to make the decisions. If family members are involved, what role do they play? If non-family members are involved, how significant or token is their role in the governance of the foundation?

One of the most sensitive governance issues involves succession. Does a succession plan exist and has it been discussed with relevant parties? Among survey respondents, two-thirds said that all of their board of trustees are family members, and 72% said that the principal donor is also still on the board.

Governance issues in Jewish foundations are tied directly to the personality of the principal and the traditions that have evolved over time with respect to spouse and family involvement.

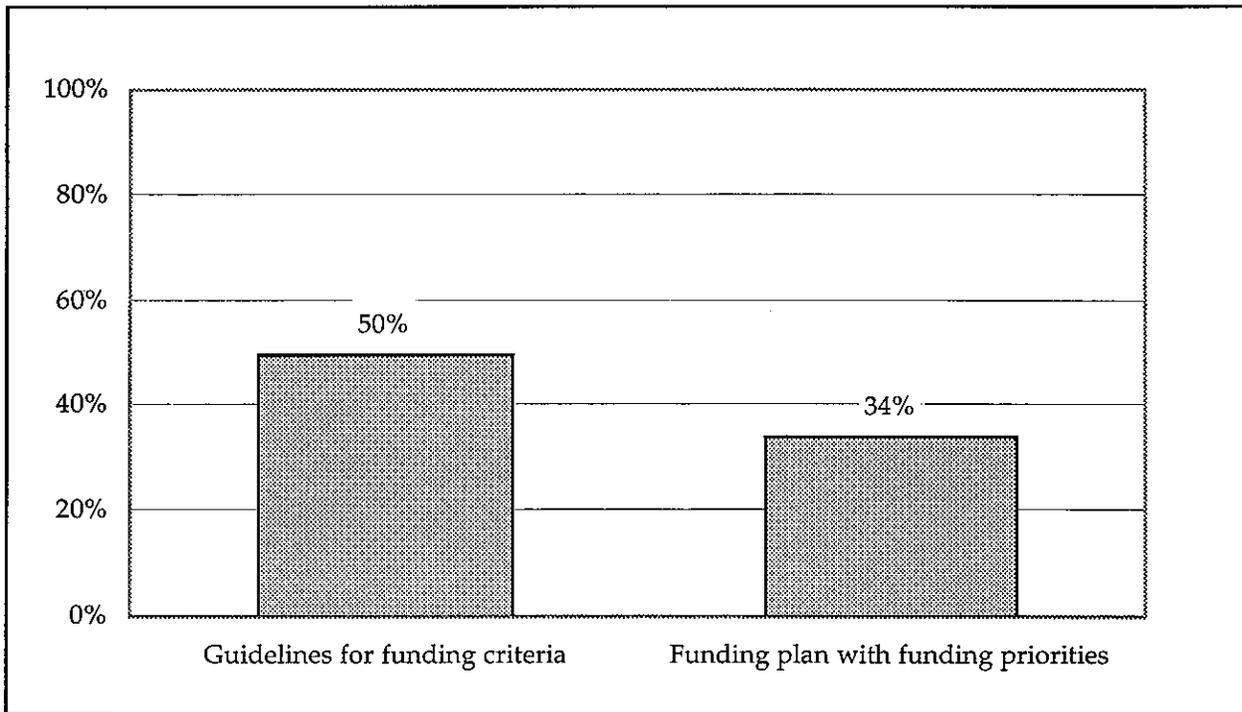
A key management element is a foundation's funding processes. A close look reveals many issues. Obviously the most

important factor is the amount of money available each year for distribution. How funds are allocated relates to the presence or absence of grant guidelines, as well as to the priority given to Jewish and non-Jewish causes. Among respondents to the survey, only half of the respondents have guidelines for funding and only a third have a funding plan with funding priorities (Figure 5). Over the past decade, Jewish foundations have also become more interested in creating and managing their own initiatives alongside continuing efforts to make grants to recipients. Grantmaking is fundamentally a decision-making process based on a variety of criteria used in making the decisions.

Is it primarily the principal who decides or are grants made primarily on the basis of documented community needs? Is priority given to innovative proposals or to established programs? How proactive are foundations in seeking funding partners on recipient-initiated or foundation-initiated proposals? Is grant support primarily short-term, long-term, or some combination?

A central feature of foundation management involves the assessment of needs (locally, nationally, internationally) and the assessment of impact. How are needs assessed and by whom? How are grants evaluated and by whom? Do foundations

Figure 5 Funding Guidelines and Plans



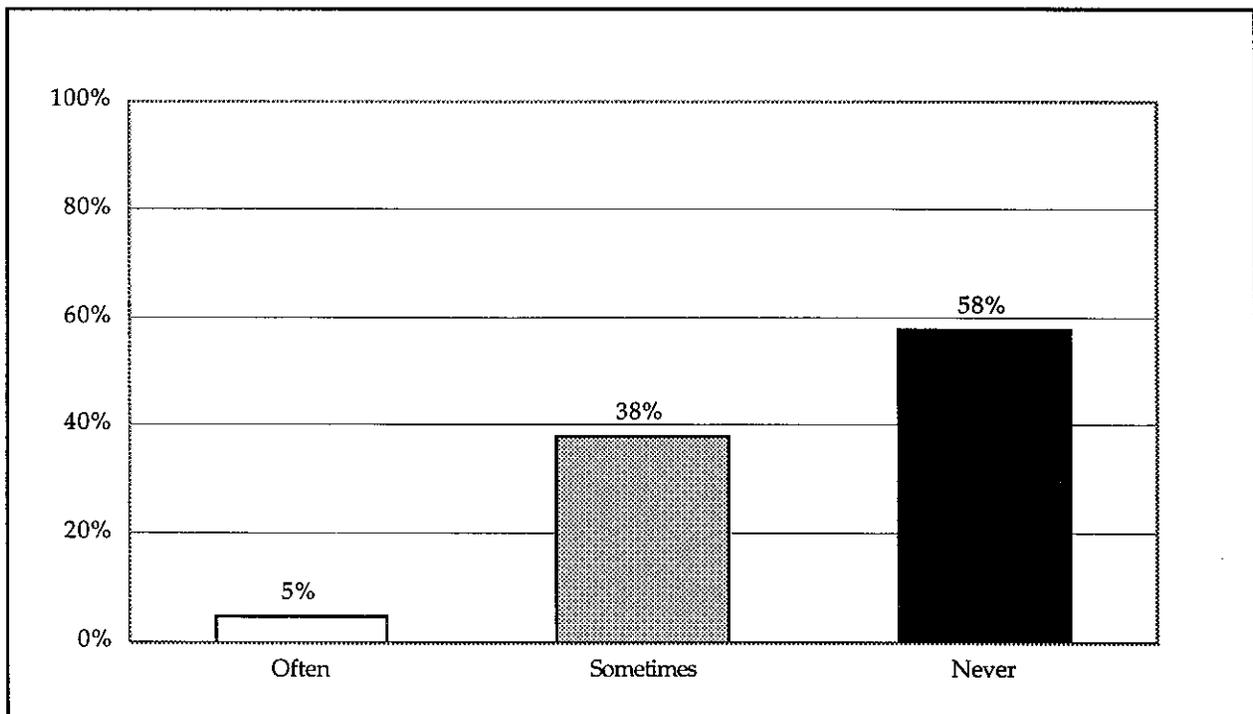
learn from each other through the formal or informal exchange of information?

The personal interviews and discussion groups reveal that decision-making around philanthropic activity is a very personal and emotional issue. Participants say that most giving is based on their individual preferences, including those they have given to in the past, rather than priorities set by others. According to one participant: "We only make grants to programs we care about personally."

For most of those interviewed, identifying needs around grantmaking is con-

ducted on an informal and unstructured basis and involves them and their families setting priorities for funding. Because of this reliance on individual preference and interests, most donors continue to give to causes and organizations that they have supported in the past. Most donors prefer to support causes on the local, rather than the national level. This emphasis on personal experience and connections to the local community translates into no set standards for giving and no structural mechanisms within most Jewish foundations to support the grant-making process.

Figure 6 Use Evaluation To Determine Funding Priorities

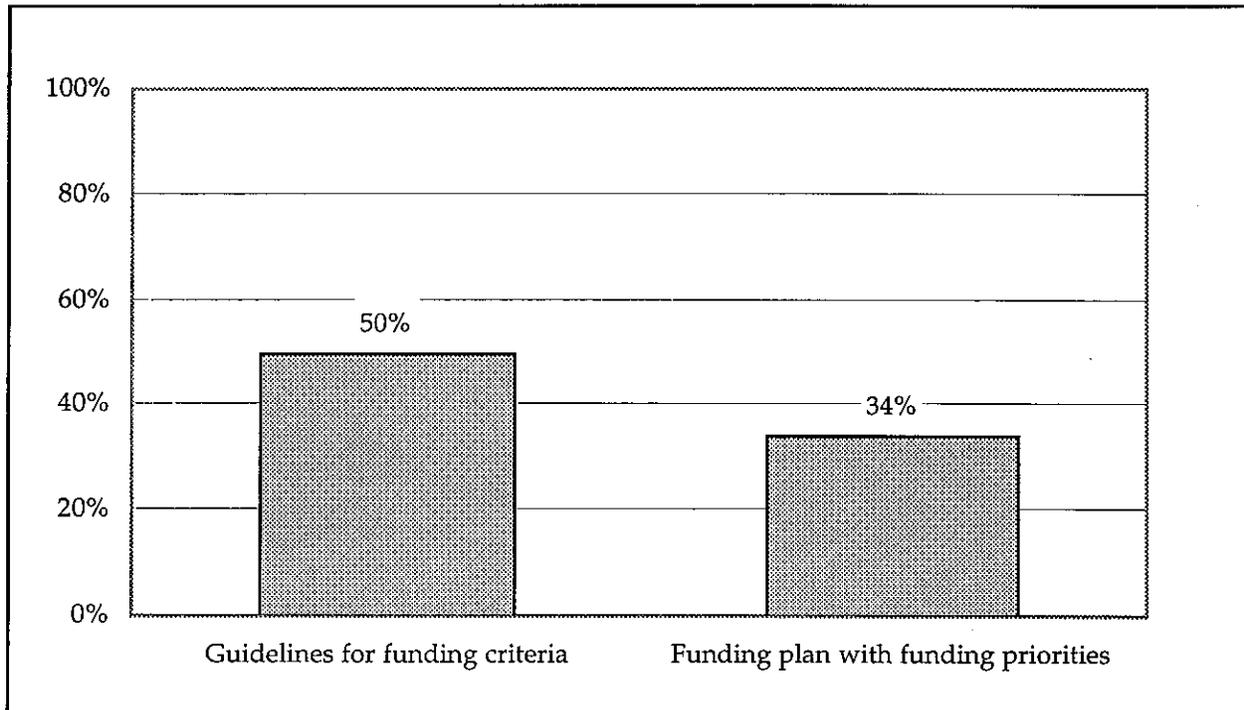


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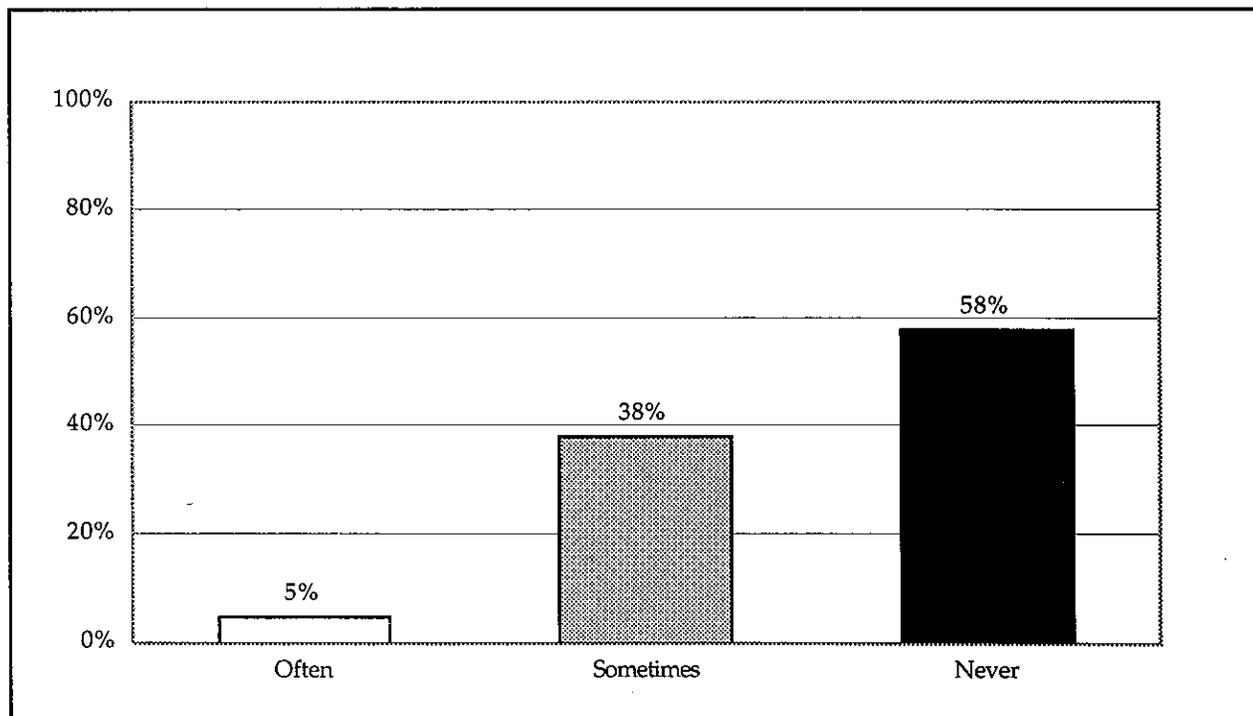
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Figure 6 Use Evaluation To Determine Funding Priorities



Because of this reliance on individual preference and interests, few foundations are involved in assessing the changing needs of the community. Among survey respondents, 43% say they use evaluation studies to determine funding priorities (Figure 6).

The study reveals that there are a variety of approaches, processes, and personnel involved in the grantmaking process. It is a combination of these factors that influence the operation of the foundation. This complexity will require more than one approach towards providing the assistance that is needed by foundations and philanthropists.

Assessing Best Practices

In addition to mapping community needs and resources and foundation characteristics, there is another critical need that was identified in this study: the capacity to identify individual programs or institutional best practices in terms of effectiveness and efficiency. Foundations and philanthropists want to know what works the best. What is the best investment of resources? How has the program impacted the larger community? Identifying best practices is critical for those who want to replicate particular approaches within their own communi-

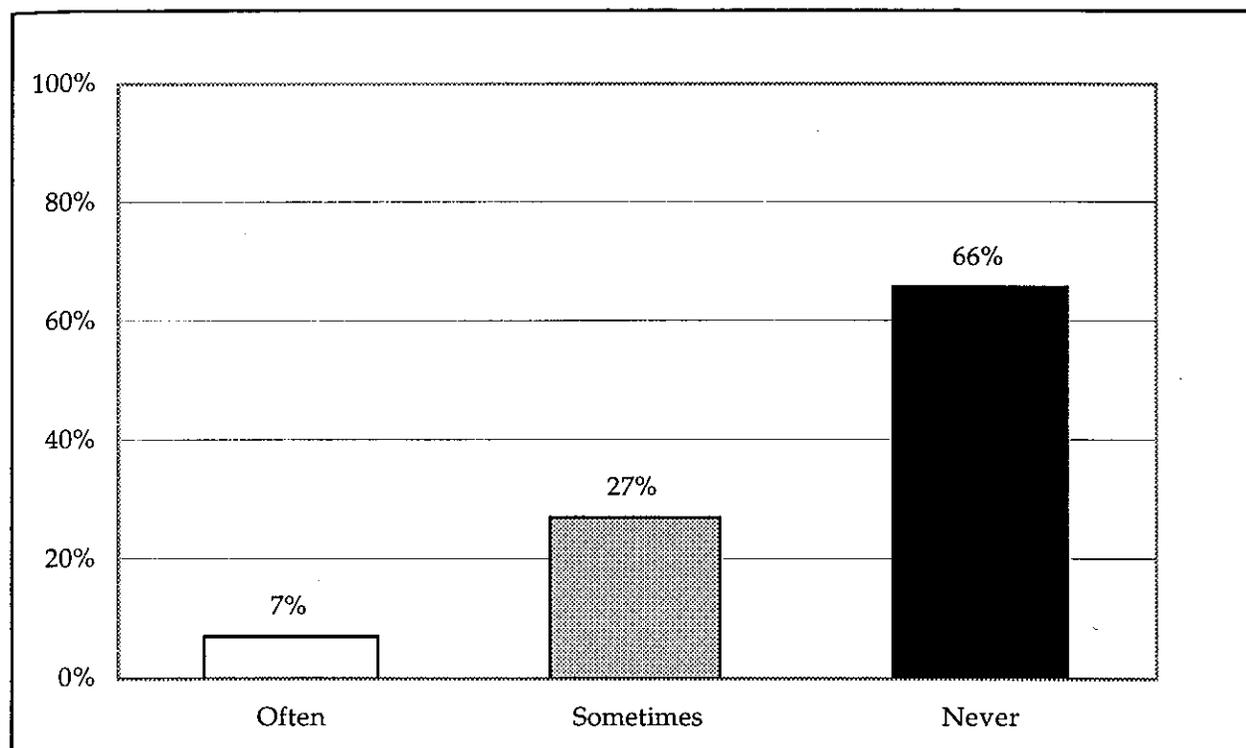
ties, within a particular institution, or to address a specific issue.

An additional aspect of identifying best practices is the assessment of the foundations and philanthropists themselves. Participants expressed interest in learning about innovative and exciting foundation initiatives throughout the country. Additionally, they want to know whom else is involved in an issue or project that interests them, and vice-versa, why a particular person or foundation is not involved.

The study reveals there is also a lack of mechanisms to assess and disseminate best practices. Therefore, many foundations and professionals have little awareness about innovative programs and institutions supported in the Jewish community. Because most philanthropy is based on personal interests and continued support of familiar organizations and causes, few Jewish foundations conduct program evaluations and, therefore, there is a dearth of information on whether or not grant recipients are successfully utilizing the monies they receive.

When it comes to evaluating the impact of their grantmaking, most foundations do not have sufficient resources to follow-up with their grant recipients. The

Figure 7 Use Evaluation to Assess Funded Programs



larger foundations and those with professional staff may require grant recipients to build an evaluation component into their proposal or involve outside consultants in the evaluation process. This evaluation frequently includes assessing the leadership skills, organizational skills, dedication of staff and board, and receptivity to foundation involvement among grant recipients. Among survey respondents, only one-third do any evaluation of funded programs (Figure 7).

Most foundation principals and professionals interviewed recognize the importance of sharing and disseminating infor-

mation. They also recognize the need for a dissemination and communication structure to share research on the evolving communal needs at home and abroad. Among survey respondents, only one-third formally exchange information with other organizations about funded programs (Figure 8).

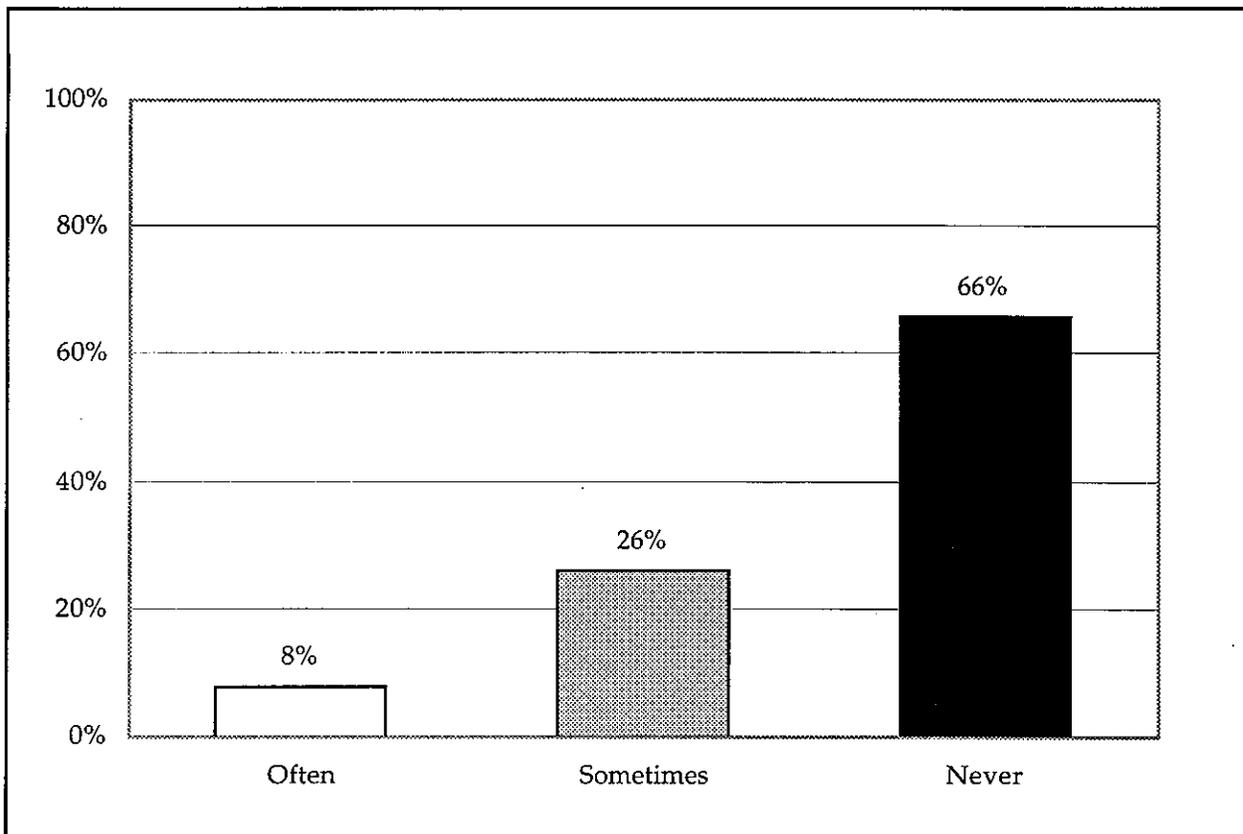
While most foundations and philanthropists have a desire to make purposeful change and impact within the Jewish community, there are few resources for them to gain an understanding of the current issues impacting the Jewish community. Results can be disseminated in a

variety of ways, including publications, an information exchange system between Jewish foundations, or the use of the Internet to disseminate findings to others.

The lack of information on community needs and the funding patterns of Jewish foundations hinders the ability of many foundations to respond to the changing needs of the Jewish community. The research function that should provide information for decision-making is not being performed systematically or in usable ways for most of the foundations

that were surveyed. Foundations receive information from a variety of sources. First, some engage in their own feasibility research. A number of the major foundations have taken systematic looks at particular areas such as Jewish education, trips to Israel, and leadership development. Thorough diligence in any particular arena is rare and only the largest are able to engage in this type of enterprise. Sometimes the information is shared with other foundations and the community at large and sometimes it is not. At this point, most foundations are unaware of

Figure 8 Formally Exchange Information



the research that is conducted either on a large scale or small-scale basis by other foundations. Information that does manage to move from one foundation to another is done either through word-of-mouth or obscure references that may come in a Jewish newspaper article. During the course of this study, it was discovered that a number of foundations were engaged in fact finding in exactly the same areas, and were unaware that other foundations were engaged in this activity.

Developing economies of scale is also important, especially for smaller foundations that cannot bear the research or feasibility study burden by themselves. Research tends to be costly and most foundations cannot afford to engage in this activity on their own. Some technical assistance is required even in helping foundations think through what kind of research they might want to undertake, or to explain the need for that research. Some individuals are reluctant to engage in any significant investment in research arguing that monies are better spent on direct service and grants to those in need. Yet, the lack of information often stalemates increased giving.

The contradictions and the need for information (and the inability to understand

its uses, fund its collection or assist in the dissemination) mean that most of the system operates without the kinds of information most principals acknowledge would help them make better decisions. Some foundations occasionally contract with local universities or private consultants to gain the information they need for particular decisions. Conferences and workshops sponsored by universities and other Jewish organizations are also used as forums for information dissemination. Individuals learn about what others are doing or find out about specific programmatic needs through meetings sponsored by Jewish communal organizations. But these tend to be "catch as catch can" depending on which foundation representative attends, which sessions they attend, who is speaking, and what kinds of materials are available for distribution. Where national and international initiatives are considered, there is often a significant lack of information.

The discussion groups and personal interviews revealed a tremendous need for research and development, the production and dissemination of information, and, most importantly, how to use that information in decision-making. While sending newsletters or holding conferences that disseminate information are all essential, they are not sufficient.

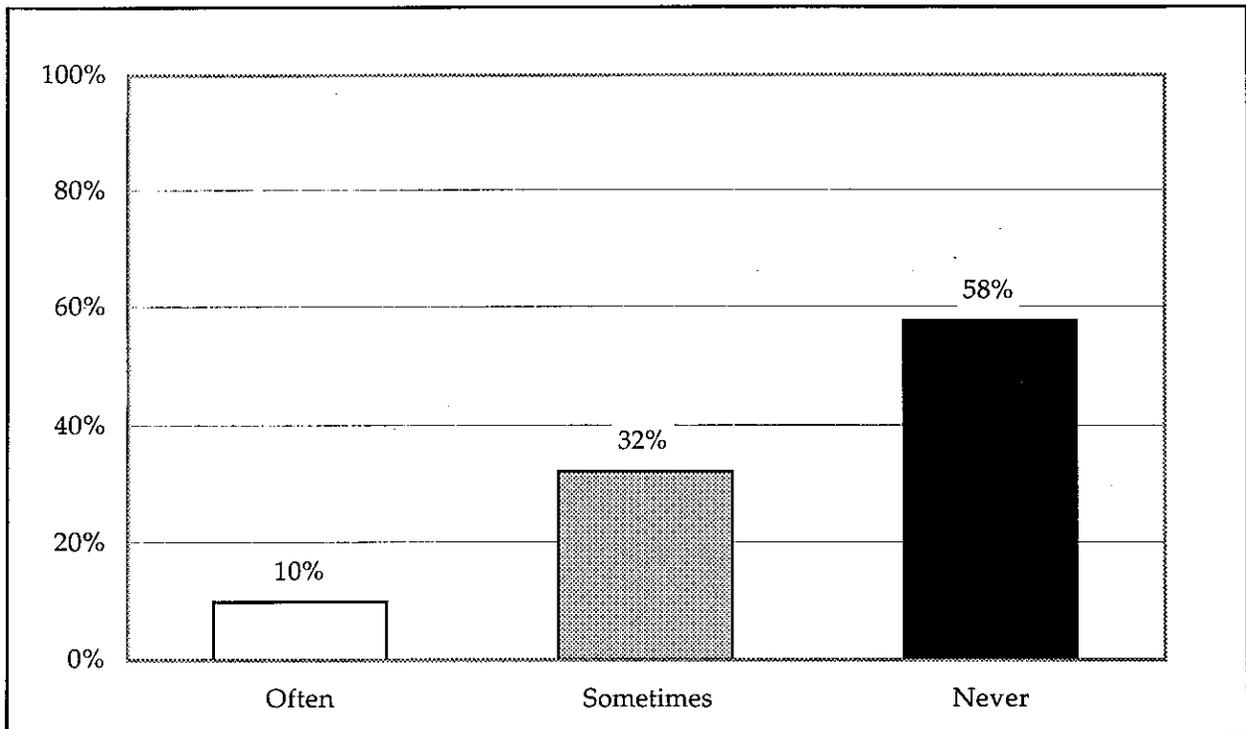
Technical assistance will be necessary to help individuals understand the implications of the new information for the Jewish community and how to use that information to make intelligent choices. The provision of information alone without mechanisms to help integrate it into the peer groups or within the decision-making apparatus of individual foundations will leave much to be desired.

It should also be noted that not all foundations are willing to share information on their funding initiatives. Foundations often compete with one another and may closely guard the information they obtain.

THE NEED FOR NETWORKING AND PARTNERSHIP BUILDING

The second set of findings relates to the need for building networks on the local, national and international levels. The study reveals a need for communication mechanisms that will facilitate the sharing of knowledge and the development of partnerships among foundations and philanthropists. While discussion groups, personal interviews, and survey results reveal that there is a strong interest among foundations and philanthropists to work with other foundations and individual philanthropists, the study also reveals that there are few formal struc-

Figure 9 Involvement in Partnerships to Fund Projects



tures in place to facilitate this process. Some partnerships have emerged. However, they are the exception rather than the norm and most foundations are not involved in networking or partnerships with other organizations or foundations on funding initiatives. Among survey respondents, only 42% say they enter into partnerships with other individuals or foundations to fund a project (Figure 9).

Many of those interviewed, however, do share a philosophy that partnering can leverage more support for a particular project, institution, or cause over time. The rationale for partnering has a variety of elements, depending on the individual characteristics of the foundation. For example, larger foundations can support certain programmatic initiatives or institutions through sole funding on their own. But these cases are limited. For the most part, even the largest foundations require partners for all but the smallest programs or institutions. Where particular institutions could be supported by a \$25 or \$100 million endowment from a particular individual, donors are concerned about the ability of that organization to raise money 20 years or more in the future when its purpose grows, and

outpaces the ability of a single funder to support it.

Furthermore, some of those interviewed believe that a solely funded project or institution diminishes the effectiveness of the program. They believe that others will see the work as too closely associated with a single funder and, therefore, limited in fulfilling its mission. Since personalities of donors can become entwined with the culture and politics of the community, the reputation or effectiveness of the program is seen by some to be tied to the idiosyncratic reputation of individuals. Therefore, many donors believe it is "clean" not to have any particular program or institution too closely identified with them. Of course, some of this effect could be mitigated through anonymous giving, but the need for recognition can be as strong as the need for developing partnerships and this conflict can play itself out in a form of partnering stalemate.

Many areas of support also benefit from public sector, corporate, and non-profit support as well. Most of those interviewed envision the development of alliances between their foundation and federations in order to support causes

that they advocate. Therefore, sole funding is seen as a barrier to involving others on a project. Smaller foundations struggle at the other end of this spectrum. Many of them said they simply cannot afford to fund any particular cause or institution by themselves. Therefore, by definition, they are looking for funding partners in almost every arena.

Smaller foundations also struggle with giving their money where they believe it can make a difference. This often means not only choosing causes that are worthwhile, but also targeting those causes where relatively small gifts would seem to have the most impact. Therefore, smaller foundations often are reluctant to be "swallowed up" in initiatives where much larger foundations are making lead grants. Therefore, developing partnerships between very large foundations and relatively small ones is extremely difficult. It is most likely that partnering successes would need to be developed among foundations of similar size.

Interviewees noted that the number of changes taking place in the Jewish philanthropic world has had a profound effect on the ability of foundations and philanthropists to network. There has been a phenomenal growth in the num-

ber of people involved in philanthropy, both as individuals and through foundations. Much of this philanthropy is taking place outside of the traditional communal structure. The growing privatization of philanthropy has led to a system of private "allocations." As a result, personal interests of the donor take precedence over a community agenda.

The emergence of thousands of foundations both reflects and exacerbates the change in the Jewish philanthropic system. They have evolved because individuals want to control their giving and because some federations are less able to fulfill their community planning function, thereby feeding the desire of individuals, through their foundations, to control their own giving. Individuals want to control their own allocations because they want to have more of an impact on the Jewish community and want to feel assured that their money is going to good purposes. This shift towards individual philanthropy does not necessarily mean that individuals have more access to information, a better knowledge base from which to make a decision, more contact with their potential grantees, or a sense of assurance and trust that their monies are being wisely used. In many cases, just the opposite is achieved. Working outside the

federation system creates more uncertainty and less control. Many foundations have the illusion of control but in fact reflect uncertainty.

Those interviewed expressed a need for services to build vital connections between philanthropists, foundations, and federations. Individuals need to develop networks with those with similar agendas, who are able to come together to create and manage the change in the Jewish community that they are seeking. Connections also need to be made among foundations. Foundations of similar size, geographic location, and mission, need to be able to exchange information, network, and develop partnerships. Bridges also need to be built between federations and foundations. These connections work well in some communities and not so well in others. Furthermore, there is no national network to connect federations and foundations or an international network. Lastly, federations and foundations need bridge building between asset managers and other professional consultants who advise foundations on their giving.

Since most of those interviewed are interested in funding programs and causes on the local level, local federations are

viewed as the major force in facilitating the development of their philanthropic involvement. Federations have played a major role in the development of Jewish philanthropy, and the majority of Jewish foundations are found inside the purview of local Jewish federations in the form of philanthropic funds and supporting foundations. Most Jewish foundations, while independent of local Jewish federations, have also established special funds/foundations at their federations.

Many of those interviewed said they are not interested in developing new institutions for funding local initiatives and turn to their federation for assistance. Some federations are more successful than others in working with Jewish foundations and philanthropists. Some of those interviewed identified the federation as the place they turned to when they established their foundation. Others said they have built Jewish foundations outside the local federation, even though they may have a supporting foundation or philanthropic fund at the federation. It is important to examine what factors enable some federations to work more successfully with Jewish foundations and what factors hinder their work.

Discussion groups and personal interviews reveal different views of the federation and the tensions that exist between philanthropists and local federations. Some say they do not wish to work with federation and view their work as separate from the community. Others view federation as the community's central address for identifying community needs, but in the end want to control where their money goes. Still others want an equal voice with federation in setting the community agenda. And some complain about dealing with federation bureaucracy and have little enthusiasm for federation participation in setting agendas for their foundation. One participant said, "My federation has blinders on. Our foundation needs to know what is being done on an international or national level where we can put our efforts. Some federations are not ready to move forward," while another said: "I don't think anyone trusts them to do the job you are talking about. But they are a valuable source of information about the Jewish community."

Tensions between the federation and foundations are especially apparent among those foundations that have professional staff. The professional, who in some cases is not Jewish, may not view

the foundation as part of the Jewish communal structure, especially if the majority of their funding is to non-Jewish causes. Federation professionals, on the other hand, view these foundations as an integral part of the Jewish community.

When federations reach out to Jewish philanthropists, they need to be aware of the varied interests of Jewish philanthropists and the prior experiences these donors have had with federation. Discussion group participants and personal interviews addressed issues of federation efforts to bring foundation representatives together periodically but also noted the lack of federation resources available for follow-up. One participant said, "Even when I attend informational meetings, I frequently feel like I am being solicited," while another said, "I don't like dealing with the federation bureaucracy."

Interviews indicate that some federations are doing a better job than others of playing the traditional role of central umbrella for allocations. These federations are the exceptions rather than the rule, and they have not only expanded their role to be the convening institution for donors, but have created foundation councils that effectively integrate private and public

decision-making between federations and foundations within the local community. Those interviewed believe that Chicago, Detroit, Baltimore, and Cleveland accomplish these tasks more successfully than most other federations. Even within some of these communities, however, the radical change in the Jewish landscape has made consensus more difficult in creating a vision of the Jewish future. New models of public and private interaction will likely evolve in these communities which have a collaborative lay-professional culture. The question, of course, is whether or not these partnerships can be replicated in other communities and what mechanisms are needed to facilitate this evolution even within these more successful communities.

Even within these communities, the national and international agenda may be more difficult to establish and fund. Enormous attention and imagination will be required to rethink how the new emerging public and private partnership will address local, national, and international needs; how to structure the nexus between fund-raising and grant making; and how the process of allocating funds will include not only monies from the annual campaign, but also endowment

funds, and philanthropic funds, supporting foundations and private foundations entirely outside of the federation.

Federations in the West have much less ability to interact with major donors through the normal channels, e.g., the annual campaign and planning and allocations. In the two largest communities in the West, the endowment departments are where most of the major donors have become most active. And in both of these communities, the endowment departments are seen by some as essentially separate institutions and, therefore, not well integrated into federation's *modus operandi*. The desire to involve federations on the part of foundation principals and professionals rests on the belief that the system is still viable. Therefore, the desire to leverage others places a lot of emphasis on federation not only for the monies that it can deliver itself, but the influence it can exert on other donors and foundations. While there is talk about the decline of federation, their diminishing authority and their decreasing part of the philanthropic pie, they are still seen as powerful engines and central to any philanthropic activity within the Jewish community.

Perceptions of the national organizations are even more mixed. National organizations, such as Jewish Funders Network (JFN), Council of Jewish Federations (CJF), and Council on Foundations (CF), are rarely viewed as useful to donors and foundation professionals. Additionally, many of these organizations are seen as limited in their ability to foster partnerships on the local level, which is extremely important to many of those interviewed.

In some communities, local Regional Association of Grantmakers (RAGs) provide networking opportunities with non-Jewish foundations. In New York, the local federation has launched an independent Jewish Association of Grantmakers that provides networking and information-sharing services. According to one philanthropist, "I attend our local RAG and usually learn something new." According to one foundation professional, "When my boss values networking, it is much easier for me to follow-up and make things happen."

The lack of contact is due in part to the lack of familiarity with the services of national organizations. For example, one participant said, "I don't know much about CJF so I can't imagine how they would be a resource for me."

Discussion groups and personal interviews reveal that JFN is viewed as a good resource by smaller foundations who find the annual meeting a useful resource to orient family members to the needs and interests of Jewish foundations. One participant said, "I find JFN very helpful for small foundations like mine and I learn a lot whenever I'm able to attend their national meetings."

Many discussion group participants see potential for organizations such as JFN, but only with increased resources and financial support. These organizations must also develop a more effective national network of Jewish foundations if they wish to become a major national force in the field of Jewish philanthropy. One participant said, "JFN has a specialized market niche in serving small foundations and will not succeed, in my lifetime, in becoming an umbrella organization capable of services for the needs of Jewish foundations of all sizes."

The disarray at the national level between the United Jewish Appeal (UJA), the Council of Jewish Federations (CJF), and the United Israel Appeal (UIA) complicates the ability of foundations and philanthropists to network and partner with each other. These institutions have been

undergoing fundamental restructuring for years, and because of this, these organizations are viewed as less able to provide national and international leadership and the necessary technical assistance to local communities in making this transition.

Considerable frustration was expressed by participants knowledgeable about UJA and CJF, and their inability to deliver technical assistance and collect and disseminate information about what should be funded. Most individuals would prefer that UJA and CJF operate in these arenas as efficiently as they are believed to have done in the past. The privatization of philanthropy is desired by many that want to make their own decisions and fund their own projects, but this desire goes only so far. Levels of frustration, uncertainty, and confusion have developed in the absence of a cohesive community agenda that UJA and CJF used to provide.

It is important to note that the national organizations are going through a substantial restructuring in order to ultimately better serve the Jewish community. Such efforts are difficult and lengthy. In the meantime, there is a void at the national level in helping to develop and

implement a national and international agenda to further the Jewish community. There is a breakdown in trust between the local communities and the national entities, and in the absence of what is considered to be an effective and efficient national system, local communities are doing whatever they can to insure their own survival and success. They must deal with day-to-day realities and attempt to adjust as best they can. Therefore, many local communities have been unable at this point to make the transition from a dominant public system to a public-private partnership and the national assistance to help facilitate this evolution is currently absent.

Philanthropists and foundations in the West had different views from those elsewhere in the country. They have little interest in being part of a system that appears to them to be centered and directed in the East and the notion of "New York directed" philanthropy is distasteful. There is some resentment about policy being formulated in New York and a general belief that Eastern institutions do not have an understanding or appreciation of Western Jewish communities. This is especially true for the younger generations that tend to have very high levels of intermarriage and, therefore, are

struggling much more with the incorporation of non-Jewish family members into the philanthropic enterprise.

These individuals are much more concerned with establishing information exchange, peer group interchange and priority setting based on the needs of communities in the West and the special character of the Western region. Some of these attitudes are shared by those from South Florida and the Midwest who were interviewed.

Finally, this study also reveals that gender plays a role in the development of networks and partnerships. In nearly all the cases where the primary donor is still alive, this person is almost always male and almost always maintains primary control over decision-making on funding issues. While many have informally involved their spouses or other family members by seeking their advice and counsel, the male donor has the final word. However, this is changing for many Jewish foundations, as more and more women become formally involved in philanthropy.

Women are becoming involved in a number of ways. First, women live longer than men and wives of primary donors

have begun to inherit more responsibility for the foundation upon the deaths of their husbands. Second, daughters are more likely than sons to become the foundation executive upon the death or retirement of the primary donor. Third, wives and daughters are becoming more actively involved not only on the foundation board, but also on the boards of organizations that are seeking foundation funding. Additionally, among foundation professionals, women outnumber men.

Women participants discussed the repercussions of this increased involvement. They view themselves as more strategic, more compassionate, more team-oriented, less ego-driven and less bottom-line than men. These participants view themselves as being in the "business of philanthropy" as opposed to the view that they are "little rich girls giving out money." This group also noted that an increasing number of young women view the family foundation as an opportunity to balance their desire to continue working, raising a family, and participating in philanthropic endeavors.

With the increased involvement of women, tensions are increasing between Jewish philanthropists and local funding and networking structures. Many of the

informal structures are based on personal ties and interests and these may differ from that of the principal donor. Therefore, the networks that women have developed will also differ from those of the principal donor. Another factor that may impact networking and partnering is between philanthropists and federations due to the fact that there are no female federation executives in a major city and only one female executive among the largest 40 federations. One female participant said, "Our money goes directly to Israel. AIDS, civil liberties, and battered women are issues that are personally important to us, and we fund programs where we see a need in Israel. We can't do it through Federation, which is mired in the past, dealing with past populations and issues. Our issue has to do with knowing that we are making a difference."

THE NEED FOR PROFESSIONAL DEVELOPMENT

The third set of findings relates to the need for skilled professionals, both within foundations and communal organizations to develop, guide, and nurture the relationship building process. Findings show that there are a limited number of professionals working at Jewish founda-

tions. Nearly all of the philanthropists interviewed seek out some form of professional assistance since they devote only part of their time to philanthropic endeavors.

While some professionals have been able to navigate the complicated waters of foundation life, others have not. The study reveals that there is a strong need for an expanded professional cadre that is qualified to deal with the rapidly evolving foundation, federation, and philanthropic world.

Personal interviews and discussions reveal that the world of philanthropy increasingly requires professionals with strong managerial, planning, communication, and coaching skills. Few individuals have the range of skills necessary to provide professional assistance to Jewish philanthropists. Additionally, because there are so few professionals involved in the Jewish philanthropic world, many must work in isolation and have few opportunities to network with other philanthropy professionals.

Information gathering, dissemination, and partnership-building all require intense professional assistance and those

foundations with professional staff are more likely to succeed in these endeavors. Because of the rapidly changing needs of the local, national, and international Jewish community, philanthropists who are supported by qualified professional staff have the capability to be more effective and successful in responding to changing priorities in the Jewish world.

Additionally, some federations and other communal organizations with skilled professionals have been better than others in providing assistance to foundations and philanthropists around information gathering, dissemination, and bridge-building.

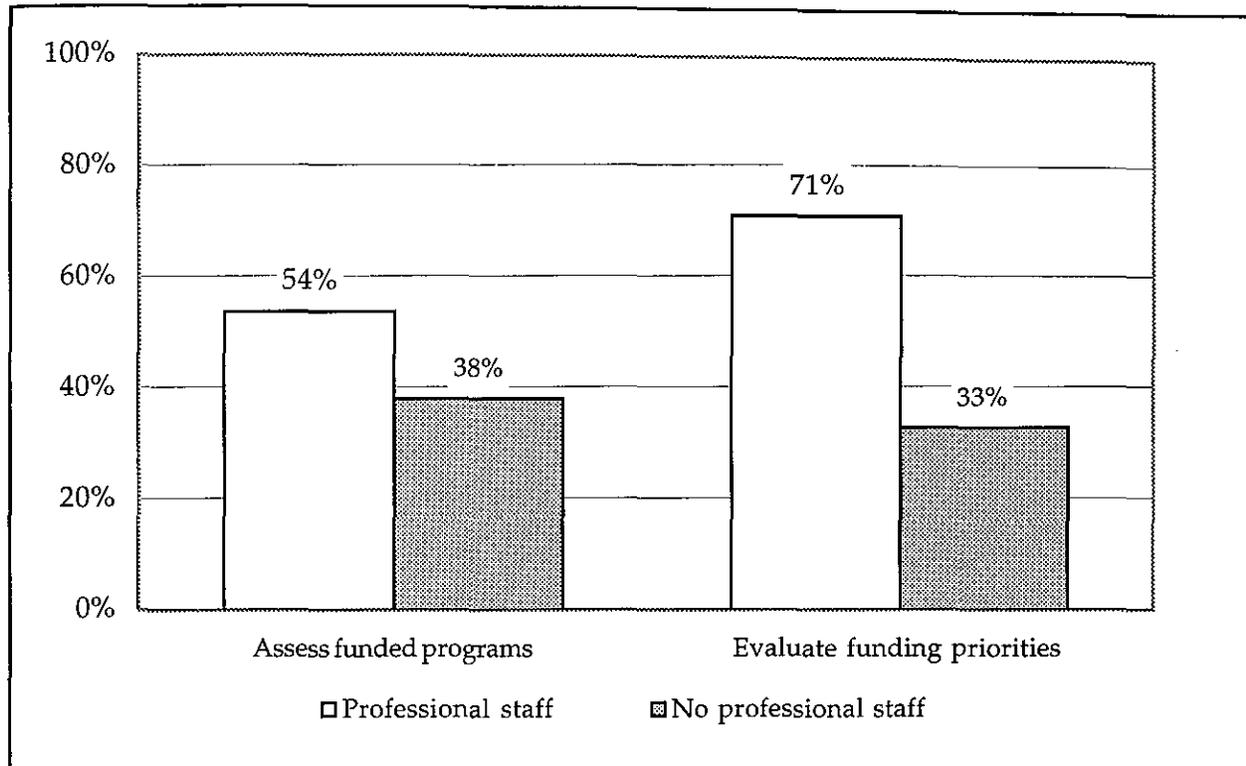
Not all foundations require the full-time involvement of a professional, but most require some professional assistance, either by an in-house professional or one from a federation or other communal organization. While the study indicates that there is a need for more professional involvement, the findings also indicate that there is a limited number of skilled professionals available to philanthropists, foundations, and federations. Among survey respondents, only one-quarter of foundations have any professional staff. Among this group, larger foundations

were also more likely than smaller ones to have any staff, either professionals or clerical/support staff. The Los Angeles discussion revealed that only seven full time professionals are associated with Jewish foundations in this large urban area, a fact that suggests a major arena of exploration with foundation principals.

The study reveals that those foundations with professionals are more involved in partnering, networking, evaluation, and assessment. According to one foundation professional, "I feel quite isolated and find very few opportunities to network with other foundation professionals or participate in a shared learning environment." Another foundation professional said, "When my boss values networking, it is much easier for me to follow-up and make things happen." One donor participant said, "We have no access to information, and without [the professional] we wouldn't know anything."

Among those foundations responding to the survey, those with professional staff are more likely to be involved in assessment and evaluation. Fifty-four percent of foundations with professional staff assess funded programs and 71% evaluate funding priorities, compared to less

Figure 10 Professional Involvement in Assessment



than 40% of those foundations without professional staff (Figure 10).

Because of the rapidly changing needs of the local, national, and international Jewish community, philanthropists who are supported by professional staff have the capability to be more effective in

responding to changing priorities in the Jewish world. In order to increase the number of qualified professionals working at Jewish foundations and federations, new training programs, professional associations, and professional networks will need to be developed.

SUMMARY OF MAJOR FINDINGS

The major findings are divided into three categories:

- 1) The need for information collection and dissemination
- 2) The need for networking and partnership building
- 3) The need for professional development.

THE NEED FOR INFORMATION COLLECTION AND DISSEMINATION

- The study reveals that Jewish philanthropists, through their foundations and/or their personal giving, are eager to contribute to Jewish causes. Many of those interviewed say they lack adequate knowledge about where to contribute their money and want to know more about good programs, institutions, and ideas that they can support.
- Personal interviews and discussion groups indicate that a lack of a shared vision for both the Jewish communal world and for individual philanthropists and foundations is a major barrier to increased giving by foundations and philanthropists.
- The lack of a shared vision further complicates ideological tensions such as those between denominational movements or between domestic and overseas funding priorities. These tensions often lead to unnecessary infighting and donor confusion and disillusionment.
- The study shows that most foundations and philanthropists lack adequate access to information. Available needs assessments, population studies, and market research do not provide sufficient information to increase philanthropists' knowledge about programs, institutions, and needs that exist in the Jewish world.
- Personal interviews and discussion groups reveal the need for a detailed "map" of the Jewish community that includes an assessment of the needs of the community and an overview of the

programs that exist to address these needs at the local, regional, national and international levels.

- Personal interviews and discussion groups reveal the need for a detailed "map" of the Jewish foundations that includes major characteristics related to demographics and grantmaking patterns, and philanthropic structures and processes, including governance and grantmaking processes.
- Another critical need is the dissemination and evaluation of individual, program, or institutional best practices in terms of effectiveness and efficiency. Identifying best practices is critical for those who want to replicate particular approaches within their own communities, within a particular institution, or to address a specific issue.
- The study also reveals that most foundations have not developed a culture of sharing information on their funding initiatives. Foundations often compete with one another and may closely guard the information they obtain.

THE NEED FOR NETWORKING AND PARTNERSHIP BUILDING

- The study reveals a need for communication mechanisms that will facilitate the sharing of knowledge and the development of partnerships among foundations and philanthropists. While there is a strong desire among foundations and philanthropists to network and work with other foundations and individual philanthropists, the study reveals that more assistance is needed in developing and facilitating these connections.
- Findings show that networking among foundations and philanthropists have been made difficult by the number of changes in the Jewish philanthropic world. The growing privatization of philanthropy has led to a system of private "allocations." As a result, a considerable amount of philanthropy is based more on the personal interests of the donor than as a response to a community agenda.
- Many of those interviewed are interested in funding projects on the local level

and believe that local federations are the major force in facilitating the development of their philanthropic involvement.

- Current restructuring at the national level between United Jewish Appeal, the Council of Jewish Federations, and the United Israel Appeal affects the ability of foundations and philanthropists to network and partner with each other.
- This study also reveals that gender plays a role in the development of networks and partnerships. Many of the structures that are based on informal relationships and personal ties between individual philanthropists, foundations, and federations are changing due to the increased involvement of women, as philanthropists, foundation executives and on board of members of community organizations.

THE NEED FOR PROFESSIONAL DEVELOPMENT

- There is a need for networking and partnership building among skilled professionals to develop, guide, and nurture the relationship building process. Nearly all of the philanthropists interviewed periodically seek professional

assistance since they devote only part of their time to philanthropic endeavors.

- The study reveals that there is a strong need for a new professional cadre that is qualified to deal with the rapidly evolving foundation, federation, and philanthropic world.
- The findings indicate that the lack of professional support can negatively impact the grantmaking process. Information gathering, dissemination, and partnership-building all require intense professional assistance and those foundations with professional staff are more likely to succeed in these endeavors. Because of the rapidly changing needs of the local, national, and international Jewish community, philanthropists who are supported by qualified professional staff have the capability to be more effective and successful in responding to changing priorities in the Jewish world.
- Some federations and other communal organizations with skilled professionals have been successful in providing assistance to foundations and philanthropists around information gathering, dissemination, and networking.

- While not all foundations require the full-time involvement of a professional, most require some professional assistance, either by an in-house professional or one from a federation or other communal organization. While the study indicates that there is a need for

more professional involvement, the findings also indicate that there are a limited number of skilled professionals available to philanthropists, foundations, and federations.

SUGGESTED NEXT STEPS

This study shows that the information collection and dissemination, partnership building and networking, and professional development systems needed to achieve the collective goals of the Jewish community are insufficient within the current organizational landscape of Jewish philanthropy. Therefore, a major Philanthropic Initiative is recommended where the following components are designed and tested:

- 1) The development of information collection and dissemination systems
- 2) The development of networking and partnership building systems
- 3) The development of a professional cadre.

THE NEED FOR INFORMATION COLLECTION AND DISSEMINATION SYSTEMS

The Jewish community requires systems for information collection and dissemination about the diverse and growing needs in Jewish communities locally, nationally,

and internationally. There is a need for a national information collection and dissemination structure to share research on evolving Jewish communal needs. Additionally, the systems should be developed to provide assistance to philanthropists and professionals who want to incorporate this information into their decision-making process. Components of this recommendation may include:

- Building national and local databases
- Building a website for database dissemination and update
- Convening national conferences on Jewish communal issues
- Convening expert panels to share commissioned working papers on emerging issues
- Establish newsletter/journals to disseminate information
- Provide technical assistance for incorporating information into the foundation decision-making processes

- Build local information sharing systems
- Document and disseminate best practices.

There are currently very few resources for Jewish foundations to gain an understanding of the current issues impacting the Jewish community at home and abroad. Both small and large Jewish foundations need access to local and national data on topics related to funding interests. The information should be put into language and form that can be easily understood and accessed by those who need it. Such information can be disseminated through a web site as well as through the use of timely, easy-to-use publications. National conferences need to involve the full array of Jewish foundations, federations, and related organizations interested in learning more about Jewish communal issues.

Using a web site to gather and disseminate information could provide timely information for Jewish foundations throughout the country and the world. This high-tech approach to database management would provide philanthropists and foundations with a valuable decision-making and networking tool.

Another approach is for panels of experts to be convened on an annual basis to

identify current and emerging issues. In addition to compiling the results of the expert panels, working papers on particular topics could be commissioned which could frame policy issues, reflect the best research over the past decade, and/or propose new directions.

There is also significant need for assistance with the use of such information in foundation decision-making. Newsletters, journals, and conferences are all good vehicles to disseminate information, but they are not sufficient. Technical assistance will be necessary to help philanthropists and foundations understand the implications of information. The effective use of information to make creative and intelligent choices requires skillful facilitation. Currently, university researchers and private consultants are available to assist with the dissemination and utilization of the information. Information can also be obtained through publications or the press. However, most large issues are left unexplored or inadequately addressed in a cohesive or comprehensive way. There are very few workshops, individual consultations or ongoing technical assistance to help principals and professionals apply research information to their foundation's decision-making process.

Special attention is needed to expand the understanding of the successful ventures carried out by Jewish foundations. There is a considerable amount of creativity and experience buried in local Jewish foundations. However, very few people know about it. There are few comprehensive local lists of Jewish foundations that could inform one another, let. al., one any shared reporting on what is being currently funded. The experience and creativity can be identified through a careful description of what is being funded, its impact on the community, and how the foundation participated in the process.

It is also important to carefully document best practices that can be shared with other Jewish foundations and interested parties. These comprehensive case studies could capture both long-term investments in Jewish communal life as well as short-term successful programs for targeted audiences. The best practices could be disseminated through a monograph publication series.

Given the individualistic and private nature of activist Jewish foundations, new strategies will need to be developed to gather and share the best practices found in both large and small foundations. While foundation principals share a common interest in "making a difference

in their respective communities", further research is needed to identify how best to support them in achieving their goals.

THE NEED FOR NETWORKING AND PARTNERSHIP BUILDING SYSTEMS

Given the need to address shared concerns and to learn from each other, facilitated peer groups are needed. Facilitated by skilled professionals, they would provide philanthropists with a new arena in which to consider their grantmaking priorities and explore partnership potentials. Similarly, peer groups for foundation professionals would enhance networking and improve grantmaking. Components of this recommendation may include:

- Building peer groups based on similar economic status
- Building peer groups based on similar age group
- Building peer groups based on similar ideologies
- Building peer groups based on geographic location.

The design and implementation of facilitated peer groups can be based on a variety of factors, including economic status, age, ideology, geography, shared inter-

ests, or a number of other different variables, but the need for them is quite strong. Peer groups serve the following functions: 1) they facilitate the exchange of information, 2) they provide opportunities for partnerships to be formed, and 3) they enable individuals to draw inspiration and develop ideas about ways to address issues.

Many philanthropists would prefer to be in groups with people of similar economic status. Those with the biggest potential want to be "at the table" with others who can make grants of similar size. For those who are thinking in the grandest terms of systemic change, they recognize the need for a major infusion of funds in particular areas and look for partners that can match or exceed their own investment. They also believe that having peer groups of major donors or foundations can help leverage other funding systems. Many large donors are also drawn to the status of being associated with elite groupings. Peer groups for the funding elite are essential. While most individuals deny that the efforts, opinions and behaviors of others in their economic group make a difference to them, there are subtle influences working in multiple directions and peer influence and approval still play a role in the decision-making of the wealthiest donors and foundation principals.

Individuals with smaller foundations also need to be around others of similar wealth and giving capability so as not to feel overwhelmed by the presence of the largest donors in their midst.

Peer groups also need to be formed along age groups. Most individuals feel comfortable with people of their own age. While it is important for there to be inter-generational dialogue and for these peer groups to intersect with one another at various points, styles of decision-making, life experiences and expectations, are very different. Therefore, most individuals are most comfortable around those within similar age spans.

Peer groups can also be developed among those with similar ideologies. Some individuals consider themselves to be more progressive while others are more conservative. Some have particular views about Israel, private versus public education, and a number of issues. Therefore, finding like-minded people around certain initiatives can be critical.

Peer groups can also be formed by geography. Nearly all foundations want to connect on certain issues at the local level and on other issues at the national or international level. Most individuals have a strong desire to make a difference in

their local community and are looking for ways to partner with others to help make that happen. Other issues transcend the local agenda, particularly those connected with Jews in other countries and particularly in Israel. On the one hand, national peer groups help define issues to be addressed at the local level, and on the other hand, experiences at the local level help provide case study "information" to others about possible initiatives or grant making in other communities.

It takes time for individuals to achieve comfort with one another in peer groups. Similarity of wealth, age, or any other factor may be enough to bridge the personality difference when individuals first enter a situation. However, it may take several years before any particular group has progressed to the point where shared funding decisions could be reached. Therefore, the "magic" of peer group development rests in the long-term design and nurturing of each subgroup.

There needs to be a way of addressing the growing interest among Jewish foundation principals and professionals in opportunities to learn about and support one another. A network of facilitated peer groups should be built around the country to provide a forum for learning, networking, motivating, joint venturing, and

information-sharing. Facilitated peer groups should also be developed for foundation staff members as well.

The difficulties of developing and maintaining peer groups should also be noted. In the course of this research, a number of problems were encountered in recruiting philanthropists to participate in focus groups that may have implications for peer group formation. Compiling the invitation list for the discussion groups in this study was complex. The goal was to invite the "right" group; namely, willing and motivated individuals from small, mid-size and large foundations who were interested in sharing their ideas and learning from others. It was important to be sensitive to the local politics of a community and avoid leaving promising prospects off the invitation list. The constantly changing list of "players" in the fast growing world of philanthropy further complicated the invitation process.

The numbers of discussion group invitees varied according to the extent to which the research staff was personally familiar with philanthropists and professionals. For example, in the San Francisco Bay area, it only took 18 invitations to enlist the participation of 10 principal donors/trustees. This contrasts with Chicago, where the population of philan-

thropists was generally less well known to the research study staff. It took 72 invitations to enlist the involvement of 6 participants. Given the centrality of the Federation, recruitment would have been much less complicated if the Federation would have been the convening institution.

These different levels of participation are important, because they represent significantly different amounts of groundwork. Invitees received multiple copies of a faxed invitation requesting an RSVP. Many did not respond and numerous follow-up faxes and telephone calls were made. In the case of the Midwest discussion group, two members of the research staff called and faxed repeatedly for several days with minimal effectiveness.

The invitation follow-up process was complicated by the fact that many foundations use answering machines and many of the smaller foundations do not have phone numbers and use post office boxes for mailing addresses. In some cases, this inaccessibility helps to maintain anonymity and/or shield the philanthropist from unwanted solicitations, as well as provide an efficient way for the small foundation to function.

Given the individualistic and private nature of Jewish philanthropists, it is clear that new strategies will need to be developed for those who: 1) abhor meetings, 2) resist mail or telephone contact, 3) have little time or inclination to read newsletters, and 4) trust only a few associates.

The formation and maintenance of peer groups will require the development of trusting relationships between philanthropists and professionals dedicated to improving Jewish philanthropy. It will require the extremely labor intensive process of contacting, inviting, reminding, nurturing, and following-up with philanthropists to a degree far more intensive than any other professional or lay relationship-building processes.

THE NEED FOR PROFESSIONAL DEVELOPMENT

Philanthropists want help in achieving their goals as both individuals and foundation board members. The world of Jewish philanthropy requires a new breed of professionals capable of guiding change consistent with Jewish values of service and philanthropy, and knowledgeable about the high-tech world of information management.

Identifying and recruiting new professionals and improving the skills of those already in the field will require:

- Identifying skilled professionals from inside and outside the traditional venues of the Jewish community
- Designing and implementing a leadership assessment program in order to identify individual strengths and areas for improvement
- Creating a learning curriculum for leadership development
- Creating a continuing education program utilizing publications, disks/tapes, and video training films.

One of the biggest challenges facing Jewish foundations is finding and educating a cadre of professionals capable of bridging the gap between the culture of philanthropy and the culture of communal service. Locating talent and preparing them for new forms of practice is a major challenge. For example, there is plenty of evidence in the Jewish communal world that outstanding fundraisers do not necessarily make good administrators and

excellent administrators are not necessarily prepared to be good fundraisers. Similarly, those communal professionals prepared to be excellent rabbis, social workers, or Jewish educators are often not well prepared to handle the demands of lay leaders who have emerged out an entrepreneurial world of quick decisions. In essence, the world of Jewish philanthropy will require a new breed of professionals capable of guiding change, operating in different cultures grounded in the Jewish values of service and philanthropy, and capable of operating in a high-tech world of information management.

This set of recommendations will require the expansion and revision of existing processes for information collection, dissemination, and networking; an increase in staff resources especially qualified professionals; and money, both seed money and continued operating expenses. It will also require the support and involvement of federations, national organizations, foundations, and individual philanthropists for it to succeed. The auspices for such an initiative must be determined, including the possibility of joint ventures.

CONCLUSION

This study began with the goal of identifying the needs and interests of Jewish foundations. It is now clear that most Jewish foundations reflect the interests of their principals. These interests are both fixed and changing. Those that are fixed tend to give to the same set of programs and institutions each year. These philanthropists are comfortable with their habits of giving or have carved out a niche that suits their interests. In contrast, those foundation principals with changing interests have acquired a more activist approach to philanthropy. They are either open to new ideas resulting in constantly changing priorities based on their own views of the world, or they are open to new ideas resulting in careful planning, investigation, and evaluation based on collecting the views of others (e.g., family, friends, consultants).

In an effort to interpret the findings of this study, it is important to identify one of the overarching themes; namely, that Jewish foundations today tend to be more of an extension of the personality or legacy of the principal than they are institu-

tions accountable to the Jewish community. In essence, Jewish foundations are private institutions that operate with little or no public scrutiny or accountability. In order to understand Jewish foundations, it is necessary to appreciate some of the underlying ambivalence and confusion faced by principals. For many principals, the challenge is making the transition from the demands of the for-profit business world to the demands of the non-profit world of foundations. Without an understanding of this transition, it is difficult for the Jewish community to fully appreciate the evolving nature of Jewish foundations.

There are many areas where there is ambivalence and confusion about the role of the principal who seeks to build a Jewish foundation. As a result, it is clear that there needs to be a forum or arena in which principals have the opportunity to address these issues. This can be done individually through the use of a trusted consultant or in peer groups of individuals with similar interests or levels of wealth.

The Jewish community enterprise is a collective. Sometimes one prays alone and sometimes one prays in groups. Jewish theology includes commandments about relating to God, to family, and to the community as a whole. The idea of individualism is deeply embedded in the communal psyche in that individuals are responsible for themselves and their own actions. At the same time, the community structure has been based on mutual support, joint decision-making, and action for the communal good. The evolving landscape of federations and foundations will need to strike a balance between a federation system where most decisions are made collectively and the proliferation of foundations that make funding decisions unrelated to communal needs. While most philanthropists want the local and national federation system to work, they want the system to work differently. In addition to the convening and partnership building functions of federations, new paradigms will have to be developed to identify the shared and independent roles of federations. Similarly, the national and local roles of federations and foundations need to be explored and linked.

Rethinking the needs of Jewish foundations requires simultaneously thinking about the needs of federations and Jewish philanthropists in general. Although they appear to be separate institutions, they are tied together by the individuals who contribute to federations and have private foundations, those that have foundations both within and outside federations and those that have been active or will be active in both realms. Anyone involved in the endeavor of rebuilding federations at the local or national level must incorporate new processes and structures to accommodate the largely private decision-making of the foundation world. Therefore, the recommendations in this report apply equally to individual philanthropists, federations, and foundations.

Identifying and understanding foundations' needs and interests is the essence of this research. The Jewish philanthropic world is still strongly inter-connected. Indeed, most of the recommendations in this report suggest ways to strengthen those connections and redefine them in a fundamentally new system of Jewish philanthropy.

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SURVEY OF FOUNDATION PRINCIPALS/MAJOR DONORS

The results of this survey will be used to assess the feasibility of designing and implementing national and international initiatives to serve the needs of Jewish foundations of all sizes. This survey should be completed by the **FOUNDATION PRINCIPALS OR MAJOR DONORS**. All answers are anonymous and confidential. Thank you for taking a few minutes to complete this survey.

I. DESCRIBING THE FOUNDATION

1. In what year was your private/family foundation established? _____
2. How many of your foundation's board of trustees are family members?
 - 1. All 2. Most 3. Some 4. None
3. Are any of the persons who established the foundation still on the board?
 - 1. Yes 2. No
4. Does your foundation have staff? 1. Yes 2. No

If yes: 4a. How many full-time professional staff? _____

 4b. How many part-time professional staff? _____

 4c. How many clerical and support staff? _____
5. Is your foundation managed by a private asset firm such as an asset management company, bank or law firm?
 - 1. Yes 2. No
6. What is the total asset size of your foundation? \$ _____
 - 6a. What percentage of your total personal net worth have you placed in your foundation? Now: _____%
 - 6b. What percentage will you place in the future? Future: _____%

II. THE FOUNDATION'S GRANTMAKING

7. In the last fiscal year, what was your foundation's total amount of grantmaking? \$ _____
8. In the last fiscal year, what percentage of your foundation giving went to Jewish causes? *Please estimate if you do not know the exact percentage.* _____%
9. In the last fiscal year, what percentage of your personal giving (outside your foundation) went to Jewish causes? *Please estimate if you do not know the exact percentage.* _____%

JEWISH FOUNDATION STUDY

10. What percentage of your total charitable giving in 1997 was made through your foundation? Please estimate if you do not know the exact percentage. _____ %

11. Does your foundation have :
- | | Yes
1 | No
2 |
|--|--------------------------|--------------------------|
| a. guidelines for funding criteria? | <input type="checkbox"/> | <input type="checkbox"/> |
| b. a funding plan, including funding priorities? | <input type="checkbox"/> | <input type="checkbox"/> |

12. Who helps your foundation make grantmaking/funding decisions? (Check all that apply)

- | | |
|---|--------------------------|
| a. I make them myself without outside advice | <input type="checkbox"/> |
| b. My spouse or other family members | <input type="checkbox"/> |
| c. My own foundation professionals | <input type="checkbox"/> |
| d. Federation professionals | <input type="checkbox"/> |
| e. Representatives from various organizations other than federation | <input type="checkbox"/> |
| f. Private asset management professionals, e.g., accountants, money managers, lawyers | <input type="checkbox"/> |
| g. Other (specify) _____ | <input type="checkbox"/> |

13. Circle the letter above that is the single largest influence.

14. How involved is your foundation with your largest grant recipients in terms of helping them set agendas and design programs?

1. *Very involved* 2. *Somewhat involved* 3. *Not at all involved*

15. Which of the following would you say best describes your foundation's annual grant making process? (check only one)

- | | |
|---|--------------------------|
| a. Grant recipients receive little or no direct foundation involvement | <input type="checkbox"/> |
| b. Our foundation manages most projects/programs (in-house initiatives) | <input type="checkbox"/> |
| c. Don't know | <input type="checkbox"/> |

16. To what extent does your foundation use evaluation studies to :

- | | Often
1 | Sometimes
2 | Never
3 |
|------------------------------------|--------------------------|--------------------------|--------------------------|
| a. determine funding priorities | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. formally assess funded programs | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

17. How often does your foundation:

- | | Often
1 | Sometimes
2 | Never
3 |
|---|--------------------------|--------------------------|--------------------------|
| a. enter into partnerships with other individuals or foundations to fund a project | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. formally exchange information with other foundations about grants, and/or the results of funded programs | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

18. To what extent have the following organizations helped you or your foundation build grantmaking partnerships with other funders?

	<i>Very helpful</i> 1	<i>Somewhat helpful</i> 2	<i>Not helpful</i> 3	<i>No contact</i> 4
a. Jewish Funders Network	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Council on Foundations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Your local Jewish Federation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Council of Jewish Federations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Asset management companies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Other (specify) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. How interested would your foundation be in a service or program that:

	<i>Very Interested</i> 1	<i>Somewhat Interested</i> 2	<i>Not Interested</i> 3
Assessment and Evaluation			
a. Collects, assesses and evaluates information about community needs and resources (local, national and international)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Identifies and assesses best practices (i.e., successful programs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Conducts research that assesses projects or initiatives for possible funding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Evaluates funded projects for outcomes and meeting goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dissemination and Communication			
e. Disseminates information about funding needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Sponsors national, regional and international conferences on Jewish philanthropy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Provides publications on Jewish philanthropy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Network and Partnership Building			
h. Supports partnerships (identifies and brings together partners with shared interests)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Builds an information exchange system between Jewish foundations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical Assistance			
j. Provides consultation on foundation management issues (grantmaking and family or inter-generational issues)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Provides staff development (conferences and workshops)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. Provides board development (retreats and workshops)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. Provides strategic planning (e.g., defining mission, goals, funding priorities)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

