### SNAPSHOT OF TODAY'S

# PHILANTHROPIC LANDSCAPE

9th Edition, 2020



A Guide to Philanthropy in the U.S.



// INTRODUCTION: Reflections on the Latest Data

In 2019, charitable giving in the United States surpassed previous records to reach \$449.64 billion in reported contributions from individuals, foundations, corporations, and charitable bequests. This represented an increase of

 $4.2\,percent\,over\,2018\,giving, a\,moderate\,growth\,rate\,relative\,to\,historical\,norms\,and\,a\,reversal\,of\,the\,negative\,growth$ 

seen in 2018.

Giving to Education, Environment/Animals, Public-Society Benefit, and Arts, Culture, & Humanities increased by

double digits. Corporate giving also rose by over 13 percent. This growth is part of a long-term trend, as foundation

giving has increased in nine of the last ten years, and individual giving has increased in four of the last five years.

While this report focuses on 2019, it is difficult to discuss the landscape of charitable giving without addressing

COVID-19, mass protests across the country to address racial injustice, and the uncertainty facing philanthropy and the

nonprofit sector. Charitable giving is built upon relationships, and how those relationships are formed and maintained

has necessarily had to change. We will likely see the effects of those changes lasting through 2020 and into 2021.

However, Americans continue to show their generosity. As of October 2020, U.S. giving toward the COVID-19 crisis

surpassed an estimated \$12 billion, as reported by Candid. American families, companies, and foundations are also

focusing philanthropy on relevant equity and social justice causes. Surveys conducted by Fidelity Charitable and Gallup

in the initial months of the pandemic both show that over half of those who regularly give plan to maintain their giving

in 2020, and both surveys show 25 percent will increase their giving this year.

From May through September 2020, CCS Fundraising completed three surveys of more than 1,000 nonprofit

professionals from all sectors to learn about how the pandemic immediately affected them and how they prepared to

respond. While these surveys show the significant negative impact of the crisis on year-to-date giving (see following

pages), there has been a notable improvement in outlook with more recent survey responses.

We hope that you can find value in this year's Snapshot of Today's Philanthropic Landscape. Though the current

climate presents us with a new set of pressing questions and needs, giving data from 2019 can serve as a useful

baseline by which we will measure the effects and scale of future changes.

Robert Kissane

Chairman

**CCS Fundraising** 

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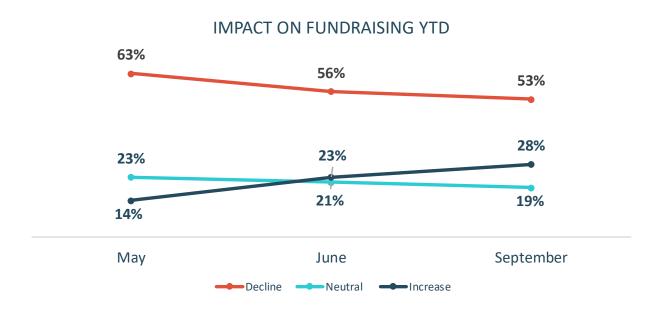
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# What We Know So Far: COVID-19's Impact on Nonprofits

To help understand the immediate philanthropic impact of COVID-19, CCS conducted three surveys from May through September that collected responses from more than 1,000 individuals at nonprofit organizations across all sectors. To download our full Philanthropic Climate Survey Reports, visit <a href="mailto:ccsfundraising.com/insights">ccsfundraising.com/insights</a>.



- Fundraising outcomes appear to be improving over time: the proportion of CCS survey respondents saying they experienced a decline in fundraising decreased from 63 percent in May to 53 percent in September.<sup>1</sup>
- Similarly, the Fundraising Effectiveness Project found that charitable giving in the first half of 2020 increased by nearly **7.5 percent** over the first half of 2019. In the first quarter of 2020, giving had seen a **6 percent** decrease compared to the same period in 2019.<sup>2</sup>
- Nonprofit professionals are adapting their fundraising methods in an increasingly virtual world: as of September, 44 percent of CCS survey respondents held some sort of online fundraising event since the pandemic, and 43 percent conducted a major gift solicitation via either phone or video.1

<sup>1</sup> CCS Fundraising, Fundraising Impact of COVID-19: Philanthropic Climate Survey, Edition III (2020)

<sup>2</sup> Fundraising Effectiveness Project, Quarterly Fundraising Report: Year-to-Date Nonprofit Sector Trends 01/01/2020-06/30/2020 (2020)

# What We Know So Far: The Donor Response to Current Events

In the initial months of the pandemic, a combined **56 percent** of U.S. households engaged in some kind of charitable activity in response to the COVID-19 crisis.<sup>1</sup> Amid nationwide calls for racial justice, many donors have also focused their giving on working toward racial equity.

32%

**32 percent** of households gave directly in response to COVID-19, with an average gift of **\$347** 

48%

**48 percent** of households gave indirectly in response, for example by ordering takeout to support restaurants and their employees

In April 2020, Fidelity Charitable found that **54 percent** of people who already give to charity plan to maintain their giving, while Gallup found that **66 percent** plan to do so. Both studies found that **25 percent** of donors planned to increase their charitable contributions this year.<sup>2</sup>



As of October 2020, more than \$16.6 billion has been donated worldwide in response to the COVID-19 pandemic, including \$12 billion from funders in the United States.<sup>3</sup>



As of October 2020, upwards of \$7.8 billion has been contributed in support of racial equity in the United States this year.<sup>4</sup>

#### Sources:

<sup>1</sup> IUPUI Lilly Family School of Philanthropy, COVID-19, Generosity, and Gender (2020)

<sup>2</sup> Fidelity Charitable, COVID-19 and Philanthropy (2020) and Gallup, "COVID-19 Requires Agility from Philanthropic Organizations" (2020)

<sup>3</sup> Candid, Foundation Maps: Philanthropy's Response to Coronavirus (COVID-19) (2020)

<sup>4</sup> Candid, Foundation Maps: Racial Equity (2020)

### Report Highlights

### \$449 BILLION

In 2019, giving reached \$449.64 billion just two years after breaking \$400 billion for the first time<sup>1</sup>

Year over year growth from 2018 was

4.2%

a moderate growth rate relative to historical norms and a reversal from the -0.2% decrease seen in 2018¹



Giving to Education, Environment/
Animals, Public-Society Benefit,
and Arts, Culture, & Humanities
increased by

double
digits

| Compared to the compared to



Note: Growth rates reflect current dollars

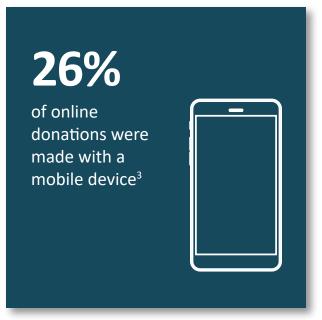
#### Sources

1 The Giving Institute, Giving USA: The Annual Report on Philanthropy (2020) 2 IUPUI Lilly Family School of Philanthropy, 16 Years of Charitable Giving Research (2019)





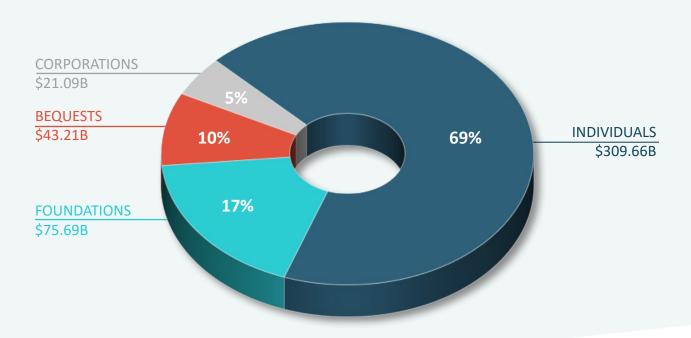




#### Sources:

- 1 The Chronicle of Philanthropy, "In Search of...America's Missing Donors" (2018)
- 2 Wealth-X, 2018-2019 Billionaire Census Report (2019)
- 3 Blackbaud, 2019 Charitable Giving Report (2020)

### In 2019, Americans Gave \$449.64 Billion



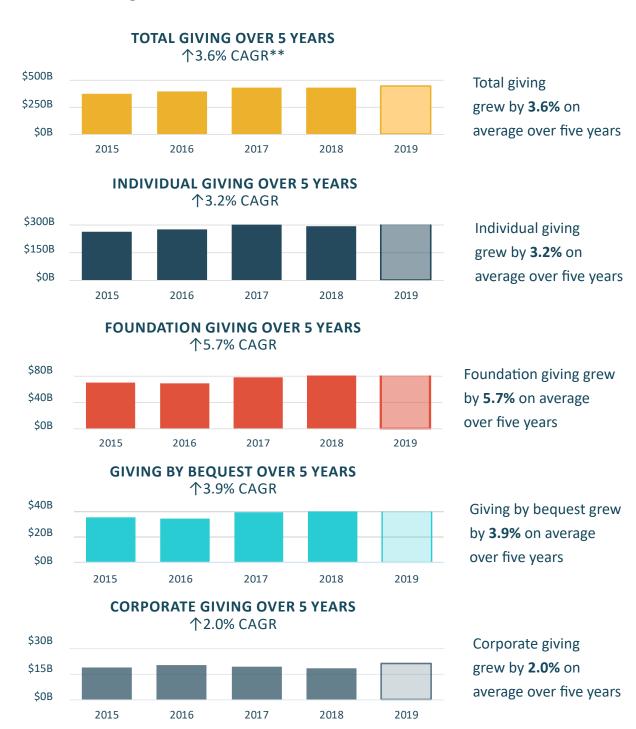
GIVING SOURCE	AMOUNT	CHANGE IN GIVING SINCE 2018
Individuals	\$309.66B	4.7% Increase
Foundations	\$75.69B	2.5% Increase
Bequests	\$43.21B	0.2% Increase
Corporations	\$21.09B	13.4% Increase

#### **NOTEWORTHY TRENDS**

- Individual Giving was on the rise again, reaching over \$300 billion for the second time ever
- Foundation Giving has increased in nine of the last ten years, with 2010 being the only decrease
- Giving by Bequest showed that more than half of all giving came from estates of \$5 million or more
- Corporate Giving increased the most in 2019 and showed its largest increase since 2014

### All Charitable Giving Sources Have Grown Over the Last Five Years\*

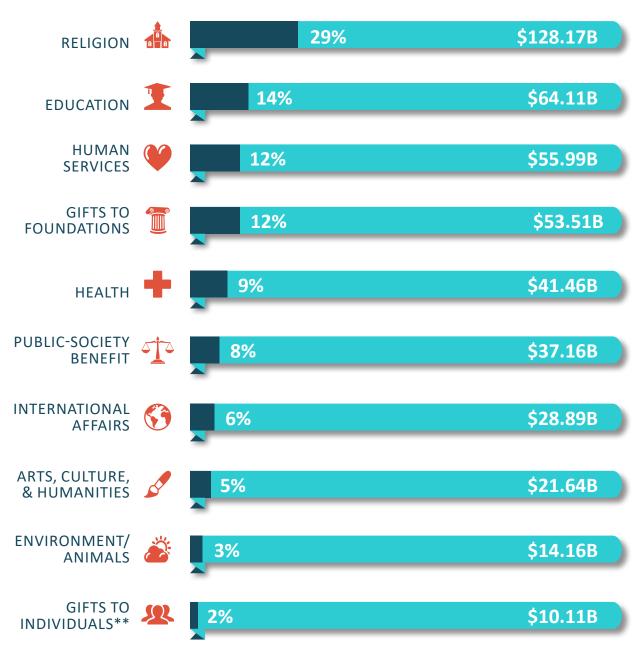
A look at source growth between 2015 and 2019.



<sup>\*</sup>In current dollars

<sup>\*\*</sup>Compound annual growth rate (CAGR)

### Over the Past Year, Most Major Charitable Sectors Saw an Increase in Giving





For the second year in a row, giving to **Religion** was below 30 percent of the total. However, it is still the largest sector by a wide margin.

Note: Numbers are rounded.

<sup>\*\*</sup>Gifts to Individuals: Includes in-kind gifts to individuals in need, made by foundations or assistance programs.

### Several Sectors Had Double-Digit Growth in 2019

Giving to Education, Environment/Animals, Public-Society Benefit, and Arts, Culture, & Humanities organizations all showed double-digit growth.

SECTOR	AMOUNT	CHANGE SINCE 2018
Public-Society Benefit	\$37.16B	Increased 13.1%
Arts, Culture, & Humanities	\$21.64B	Increased 12.6%
Education	\$64.11B	Increased 12.1%
Environment/Animals	\$14.16B	Increased 11.3%
Health	\$41.46B	Increased 6.8%
Human Services	\$55.99B	Increased 5.0%
Gifts to Foundations	\$53.51B	Increased 2.5%
Religion	\$128.17B	Increased 2.3%
Gifts to Individuals	\$10.11B	Increased 2.2%
International Affairs	\$28.89B	Decreased 0.4%

# In 2019, Individual Giving Rebounded to Reach \$309.66 Billion After a Slight Decrease in 2018



Individual giving accounted for **69 percent** of all giving in the U.S.<sup>1</sup>



Individual giving increased by 4.7 percent over 2018

The percentage of households making contributions has been declining since the early 2000s, but the number of households giving to both secular and religious causes represents over half of the country. The average amount given to religious causes is nearly twice that of secular causes.<sup>2</sup>



**53 percent** of households gave to charity with an average amount of **\$2,763** in 2016



**44 percent** of households gave to secular causes with an average gift of **\$1,406** 



**32 percent** of households gave to religious causes with an average gift of \$2,638

# More Charitable Giving is Coming from a Higher Concentration of Wealthy Households

Households with an income of \$200,000 or more have come to represent a larger percentage of charitable tax deductions over time.<sup>1</sup>



Nearly half of charitable giving is coming from the top 1%.2



80% of donations came from 20% of households



**45%** of donations came from only **1%** of households

Since 2000, the number of U.S. households indicating that they give to charity has declined from **66 percent** to **53 percent**.<sup>3</sup>

<sup>2</sup> Blackbaud, Vital Signs Part 3: How Major Donors are Shaping Philanthropy (2020)

<sup>3</sup> IUPUI Lilly Family School of Philanthropy, 16 Years of Charitable Giving Research (2019)

# Age Group and Religious Affiliation Are Factors in Giving Affinity

Contribution rates for those affiliated with a religion decreased over 15 years, but were still higher than rates for those unaffiliated.

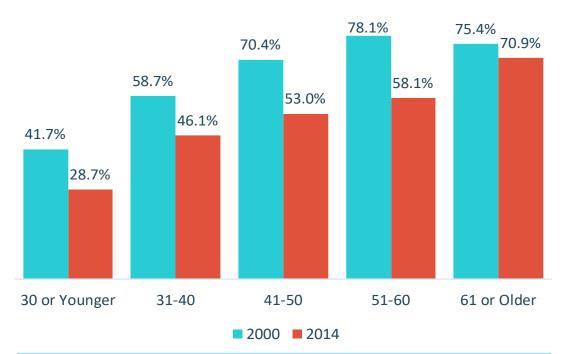
**↓11 pp** DECREASE

**58 percent** of households affiliated with a religion gave, down 11 percentage points since 2000

**↓7 pp**DECREASE

**42 percent** of households unaffiliated with a religion gave, down 7 percentage points since 2000

#### PERCENTAGE OF HOUSEHOLDS WHO GAVE BY AGE



The percentage of 51- to 60-year olds who have given declined more than any other group since 2000, with a **20 percentage point** decrease since 2000.

# Most Donors Research Nonprofits Before Giving

Prior to making contributions, donors consider the following factors:

TOPIC	% OF DONORS WHO RESEARCH BEFORE GIVING
Overall Efficiency	70%
Philanthropic Impact	59%
General Reputation	54%
Operating Costs	53%
Mission and Services	53%
Executive Salaries	43%
Funding Sources	31%

#### INSTITUTIONAL SPENDING REMAINS A PRIORITY



### More Americans are Volunteering

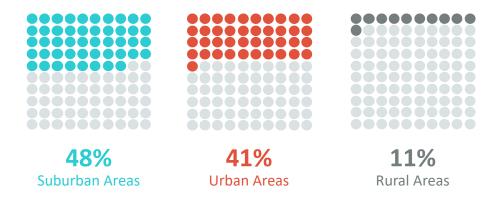




Regardless of age, at minimum nearly a quarter of each generation participates in volunteering.

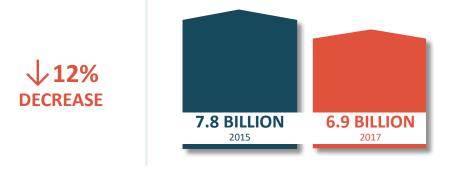
### **Demographics of Volunteers**

ABOUT HALF OF VOLUNTEERS ARE SUBURBAN<sup>1</sup>



**79 percent** of volunteers are female.

#### ESTIMATED VOLUNTEER HOURS<sup>2</sup>





Estimated value of each volunteer hour: \$24.14

Despite an increased number of volunteers, the estimated total value was \$167 billion in 2017, a \$17 billion decrease from 2015. While more people are volunteering over time, they are doing so for fewer hours total.

#### Sources:

- 1 Sterling Volunteers, 2020 Industry Insights (2020)
- 2 Corporation for National & Community Service, "Volunteering in America" (2018)

# The Highest Priority for Volunteers is Making an Impact

The charts below illustrate responses from volunteers who were surveyed about their experiences giving their time. These results are compared to the viewpoints of organizations that were asked about their volunteers.

#### THE VIEWS OF VOLUNTEERS AND THE ORGANIZATIONS THEY SERVE

Making a positive impact in the community motivates me/my volunteers.

#### **ORGANIZATIONS**

	80%	
VOLUNTEERS		
	81%	

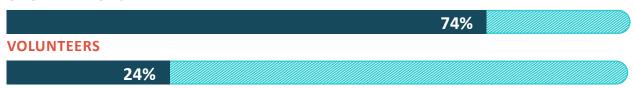
I want to hear about the direct impact of my volunteering/I inform volunteers about their impact.

#### **ORGANIZATIONS**

	97%
VOLUNTEERS	
	82%

Ongoing recognition keeps me engaged/I provide it to keep my volunteers engaged.

#### **ORGANIZATIONS**



Organizations and their volunteers are aligned when it comes to valuing impact and transparency about that impact. While some volunteers appreciate recognition for their work, organizations overestimate how necessary recognition is for keeping volunteers engaged.

### Top Metro Areas for Giving



			TOTAL ITEMIZED
	METRO AREAS	POPULATION (2016) <sup>1</sup>	CONTRIBUTIONS (2016) <sup>2</sup>
1	New York	19.3M	\$22.1B
2	Los Angeles	13.3M	\$11.2B
3	San Jose	2.0M	\$8.6B
4	Chicago	9.5M	\$7.9B
5	Washington, DC	6.1M	\$7.1B
6	Atlanta	5.8M	\$6.9B
7	San Francisco	4.7M	\$6.9B
8	Dallas-Fort Worth	7.2M	\$6.1B
9	Boston	4.8M	\$5.3B
10	Philadelphia	6.0M	\$4.7B

#### Sources:

<sup>1</sup> United States Census Bureau, "Metropolitan and Micropolitan Statistical Areas Population Totals and Components of Change: 2010-2019" (2020)

<sup>2</sup> The Chronicle of Philanthropy, "Reader's Choice: Tulsa" (2018)

# High Net Worth Individuals Continue to Have Increasing Influence

High Net Worth Individuals (HNWIs) are those having investible assets of \$1 million or more, excluding primary residence, collectibles, consumables, and consumer durables.

Global HNWI wealth rebounded with **8.6 percent** growth in 2019 after its first decline in seven years during the unusually volatile market in late 2018. Reports are showing this increase occurring particularly in North America.<sup>1</sup>

The Millionaire Population Has Increased <sup>2</sup>

- The U.S. saw **675,000** new millionaires in 2019.
- There are currently 18,614,000 millionaires in the U.S., which accounts for approximately 40 percent of the global total and roughly 6 percent of the U.S. population.

### Philanthropy is the Leading Interest Among Billionaires

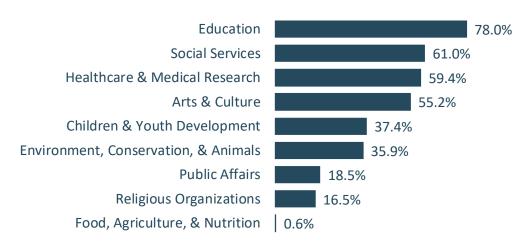
More than half of all billionaires in the world are active in charitable giving.<sup>1</sup>

#### INTEREST IN PHILANTHROPY



In the U.S. alone, philanthropy is the top interest for **76.2 percent** of billionaires.

#### TOP PHILANTHROPIC CAUSES<sup>2</sup>



- Globally, billionaires support education more than any other sector.
- Particularly in the U.S., billionaires are ardent supporters of their alma mater. In addition to education, over half of billionaires are supporters of Social Services, Arts & Culture, and Healthcare & Medical Research.

# U.S. Billionaires Make Up 27% of the Global Billionaire Population

U.S. BILLIONAIRE POPULATION COMPARED TO GLOBAL

	ALL	U.S.
Number of Billionaires	2,604	705
Total Wealth (\$B)	\$8,562	\$3,013
Average Wealth (\$B)	\$3.3	\$4.3
ASSET ALLOCATION		
Private Holdings (%)	35.0	32.2
Public Holdings (%)	36.4	36.8
Liquid Assets (%)	26.4	28.3
Real Estate and Luxury Assets (%)	2.2	2.6
SOURCE OF WEALTH		
Inherited (%)	13.3	18.0
Inherited/Self-made (%)	30.9	18.9
Self-made (%)	55.8	63.1
AGE		
Average Age	65.7	68.5
Proportion Under 50 Years of Age (%)	10.4	8.4
GENDER		
Male (%)	88.3	88.0
Female (%)	11.7	12.0

The combined wealth of U.S. billionaires makes up **35 percent** of global billionaire wealth.

### Nearly Half of High Net Worth Individuals Volunteered



**48 percent** of HNWIs volunteered for a charitable organization

142

Those who volunteered did so for an average of **142** hours annually, approximately 2.7 hours per week

3

HNWIs volunteered for an average of three organizations

#### REPORTED VOLUNTEERING BY DEMOGRAPHICS

#### **GENDER**

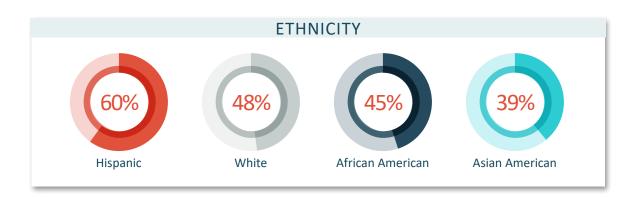
56% of women volunteered

**41%** of men volunteered

#### AGE

**43%** of millennials volunteered

49% of generations older than millennials volunteered

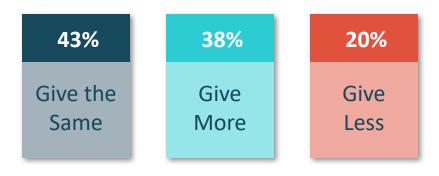


Wealthy Hispanic households volunteered at a higher rate than other groups surveyed.

# High Net Worth Individuals Serve on Boards to Advance Nonprofit Missions

Twenty-four percent of HNWIs serve on the board of a nonprofit organization.

THE EFFECTS SERVING ON A BOARD HAS ON GIVING TO AN ORGANIZATION



Note: Numbers may be rounded

Of HNWIs serving on a board, 26 percent report having a "give or get" policy.\*

#### **REASONS BOARD MEMBERS GIVE**

TOPIC	%
Belief in the mission	81%
Personal fulfillment	53%
Desire to support specific projects	51%
Belief in organization's leadership	40%
Sense of obligation	29%
Requirement from organization	9%

<sup>\*</sup>Requiring a specific amount of giving or leveraging connections to raise a certain amount of funds.

# Why High Net Worth Individuals Give to a Particular Charity

Organizational factors that contribute to giving decisions include the following.

#### **REASONS WHY HNWIS GIVE**

Alignment with personal values	
74%	
First/secondhand experience benefiting from organization	
54%	
Nonprofit is recognizable or reputable	
50%	
Perceived need of organization or issue area	
49%	
Association with another institution	
26%	
Nonprofit report rankings	
18%	
Compelling pitch (in person or collateral)	
9%	
WHEN ASKED IF THEIR GIFT IS HAVING THE IMPACT THEY INTENDED	%
Yes	42%
No	4%
Don't know	54%

### High Net Worth Individuals are Adversely Impacted by Too Many Requests

Overall, **28 percent** of HNWIs stopped giving to an organization they previously supported financially.

#### **REASONS WHY HNWIS STOP GIVING**

Organization made too many requests too often
41%
Change in personal giving priorities
25%
Change in personal circumstances
21%
Organization was not effective or didn't communicate its effectiveness
16%
Organization changed leadership, mission, or activities in ways donor didn't support
13%
Project was completed or impact goal was met
10%
Financial amount requests were not appropriate
9%
Organization did not respect privacy or personal information
8%

# Nearly Half of High Net Worth Individuals Have a Giving Strategy

The more knowledgeable donors become about philanthropy/charitable giving, the more likely they are to create a strategy and a budget.



**Eighty-six percent** of donations come from personal assets and income.

#### MOST DONORS GIVE TO MULTIPLE ORGANIZATIONS ANNUALLY





### The 2019 Philanthropy 50

The *Chronicle of Philanthropy* compiles a list of those who give the most through publicly announced gifts over the course of a year.

	DONOR	TOTAL 2019 GIVING	LOCATION	WEALTH SOURCE	TOP CAUSE
1	Michael Bloomberg	\$3.3B	New York, NY	Media	Financial Aid
2	Barron Hilton	\$2.4B	Beverly Hills, CA	Family Wealth	Various
3	Eric and Wendy Schmidt	\$1.3B	Atherton, CA	Technology	Various
4	Jim Walton	\$1.2B	Bentonville, AR	Family Wealth	Various
5	Thomas Lord	\$1.0B	Erie, PA	Manufacturing	Higher Education
6	Steward and Lynda Resnick	\$787.2M	Beverly Hills, CA	Agriculture; Food and Beverage	Environmental Conservation
7	Bill and Melinda Gates	\$589.0M	Medina, WA	Technology	Various
8	Denny Sanford	\$533.5M	Sioux Falls, SD	Finance	Higher Education
9	Pierre and Pam Omidyar	\$470.0M	Honolulu, HI	Technology	Various
10	John and Laura Arnold	\$350.0M	Houston, TX	Energy; Finance	Various
11	Philip and Penelope Knight	\$324.8M	Portland, OR	Manufacturing and Retail	Higher Education
12	John and Susan Sobrato	\$271.9M	Cupertino, CA	Real Estate	Various
13	Ernest and Evelyn Rady	\$236.6M	La Jolla, CA	Real Estate	Healthcare
14	Stephen and Christine Schwarzman	\$236.2M	New York, NY	Finance	Higher Education
15	Marc and Lynne Benioff	\$215.8M	San Francisco, CA	Technology	Medical Research
16	Phillip and Susan Ragon	\$200.0M	Cambridge, MA	Technology	Medical Research
17	Sheryl Sandberg	\$127.9M	Menlo Park, CA	Technology	Various
18	David and Stacey Goel	\$117.5M	Waltham, MA	Finance	Higher Education
19	Sergey Brin and Nicole Shanahan	\$113.2M	Mountain View, CA	Technology	Various
20	Mark Zuckerberg and Priscilla Chan	\$109.9M	Palo Alto, CA	Technology	Various
21	David Rockefeller	\$108.3M	New York, NY	Family Wealth	Art
22	David and Jane Walentas	\$105.0M	New York, NY	Real Estate	Financial Aid
23	Orlando Bravo	\$100.0M	San Francisco, CA	Finance	Various
24	Craig Newmark	\$94.3M	San Francisco, CA	Advertising	Various
25	Allan and Patricia Herbert	\$89.0M	Miami, FL	Hotels; Insurance	Higher Education

	DONOR	TOTAL 2019 GIVING	LOCATION	WEALTH SOURCE	TOP CAUSE
26	Jayne Wrightsman	\$85.0M	New York, NY	Family Wealth	Art
27	Paul Tudor Jones II and Sonia Jones	\$82.5M	Greenwich, CT	Finance	Various
28	Richard and Melanie Lundquist	\$81.9M	Los Angeles, CA	Real Estate	Medical Research
29	Robert and Sheila Challey	\$75.0M	Walnut Creek, CA	Real Estate	Higher Education
30	William and Ann Swindells	\$75.0M	Portland, OR	Construction	Various
31	Sidney and Caroline Kimmel	\$70.0M	Los Angeles, CA	Entertainment; Retail	Higher Education
32	Frank Sands, Sr.	\$68.0M	Arlington, VA	Finance	Higher Education
33	David and Carolyn Miller	\$62.3M	Dallas, TX	Finance	Higher Education
34	Fred Luddy	\$60.0M	Santa Clara, CA	Technology	Higher Education
35	Robert Smith	\$55.6M	Austin, TX	Finance	Financial Aid
36	Allison and Dorothy Rouse	\$54.4M	Redwood City, CA	Law	Higher Education
37	Patricia Mitchell	\$53.0M	Los Angeles, CA	Family Wealth	Higher Education
38	Orin and Charlene Edson	\$50.0M	Jackson, WY	Transportation	Medical Research
39	Michael and Lynn Garvey	\$50.0M	Seattle, WA	Transportation	Medical Research
40	James and Carol Herscot	\$50.0M	Lowell, MA	Real Estate	Healthcare
41	Jeff and Laurie Ubben	\$50.0M	San Francisco, CA	Finance	Financial Aid
42	Roy and Diana Vagelos	\$50.0M	Rahway, NJ	Pharmaceuticals	Higher Education
43	Frank and Joan Randall	\$48.4M	Newport Beach, CA	Real Estate	Environmental Conservation
44	David Geffen	\$46.0M	Beverly Hills, CA	Entertainment	Financial Aid
45	Richard and Nancy Kinder	\$40.0M	Houston, TX	Energy	Various
46	Michael Galvin	\$40.0M	Washington, D.C.	Finance	Higher Education
47	Lorraine (Casey) Stengl	\$38.6M	Temple, TX	Investments	Ecology
48	Louis and Gloria Flanzer	\$35.5M	Longboat Key, FL	Real Estate	Higher Education
49	Jonathan and Lizzie Tisch	\$35.3M	New York, NY	Finance; Hotels	Performing Arts
50	Thomas and Cathy Ryan	\$35.0M	Woonsocket, RI	Retail	Higher Education

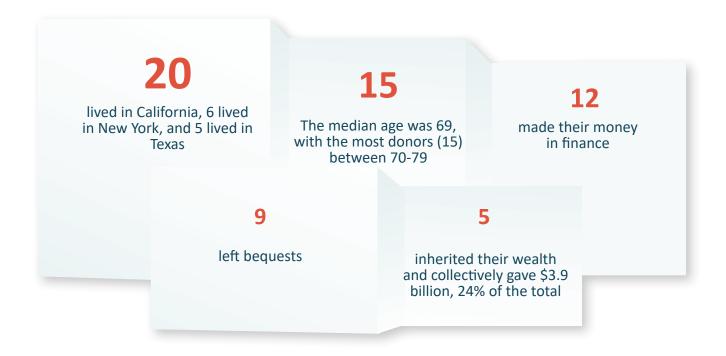
### The Top 50 U.S. Donors Gave More in 2019

Defined as those who gave the most over the course of 2019, the Top 50 donors gave **\$15.8 billion**, a large increase over the \$8 billion the top 50 gave in 2018.<sup>1</sup>

The combined giving by the top five donors on the list amounted to **\$9.3 billion**, which is more than all 50 gave the previous year.<sup>2</sup>

Combined giving by the Top 50 donors accounted for **3.5 percent** of total U.S. charitable giving in 2019.

#### A CLOSER LOOK AT THE TOP 50<sup>2</sup>



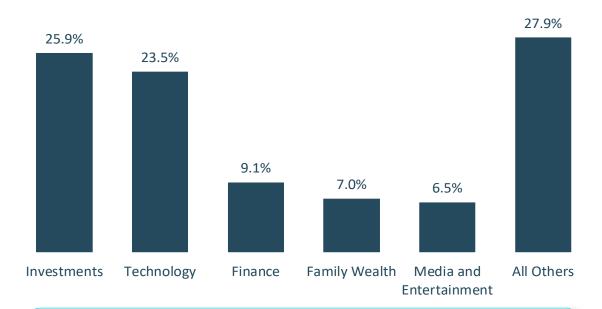
#### Sources:

<sup>1</sup> The Chronicle of Philanthropy, "Billion-Dollar Giving Streak Shows New Sense of Urgency Among 50 Top Donors" (2020)

<sup>2</sup> The Chronicle of Philanthropy, "In a Year of Record-Breaking Giving, Bloomberg Tops Philanthropy 50 Rankings" (2020)

<sup>3</sup> The Chronicle of Philanthropy, "Philanthropy 50" (2020) and "Philanthropy 50: Where They Live, Where They Give, and More" (2020)

#### HOW ALL TOP 50 DONORS FROM 2000-2019 MADE THEIR MONEY<sup>1</sup>



#### Forbes 400 List of Richest Americans Reached a New Peak in 2019

- The combined fortunes reached \$2.96 trillion, a two percent increase over 2018.<sup>2</sup>
- **21** individuals from the Philanthropy 50 were also listed on the Forbes 400. These donors gave an average of 4.42 percent of their wealth, more than the 2.59 percent average of the previous five years.<sup>3</sup>
- These 21 donors gave a total of **\$10.5 billion** in 2019. In 2018, there were 21 individuals on both lists, and they gave a combined \$5.5 billion.<sup>4</sup>
- There were **19** newcomers, 13 of whom are self-made billionaires.<sup>5</sup>
- The minimum net worth to make the Forbes 400 is **\$2.1 billion**, the same amount that it was in 2018.<sup>2</sup>

#### Sources:

<sup>1</sup> The Chronicle of Philanthropy, "Billion-Dollar Giving Streak Shows New Sense of Urgency Among 50 Top Donors" (2020)

<sup>2</sup> Forbes, "Forbes Releases 38th Annual Forbes 400 Ranking of the Richest Americans" (2019)

<sup>3</sup> The Chronicle of Philanthropy, "In a Year of Record-Breaking Giving, Bloomberg Tops Philanthropy 50 Rankings" (2020)

<sup>4</sup> The Chronicle of Philanthropy, "'Forbes 400' and 'Giving Pledge' Billionaires Who Gave Big in 2018'" (2019)

<sup>5</sup> Forbes, "Newcomers: These 19 Billionaires Join the Forbes 400 List in 2019" (2019)

### Online Giving Made Up Over 8% of Contributions in 2019



Online giving rose to contribute **8.7 percent** of total giving

9.6%

Overall online giving growth since 2017 was **9.6 percent** 

6.8%

Online giving grew by **6.8 percent** in 2019, a marked increase over the 1.2 percent rate in 2018

\$148

The average online donation amount was \$148



K-12 Education rose far above all other sectors with an average donation amount of \$1,503. The next largest average donation amounts were Healthcare at \$336, and Higher Education at \$287.

#### ONLINE GIVING RETENTION





Retention rate for first-year, onlineonly donors

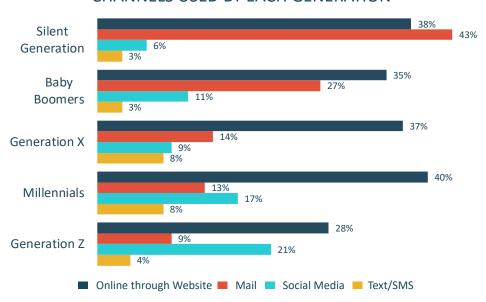
### Larger Organizations Saw Less Growth in Online Contributions



Small organizations saw the greatest growth in online fundraising.

### There is Significant Variation in How Generations Give

#### CHANNELS USED BY EACH GENERATION



More technologically advanced giving channels are favored by younger generations but older generations still show website giving rates comparable to younger generations.



The only channel to grow was social media. Over time, mail has seen the largest decline by far.

### Donor Engagement is Increasing on Social Media

Revenue secured through Facebook makes up an average of **3.5 percent** of all online giving.<sup>1</sup>

#### INCREASE IN NONPROFIT FOLLOWERS

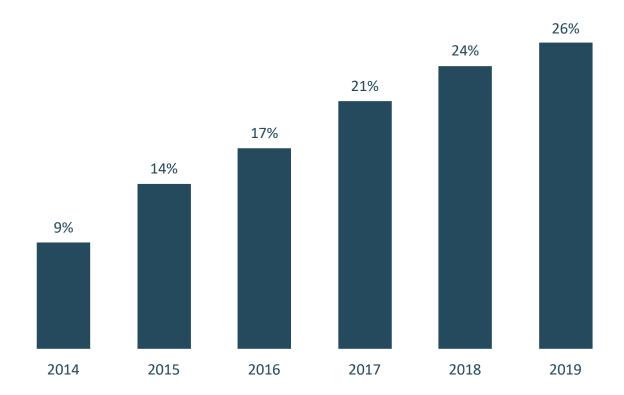


#### GivingTuesday Continues to Grow<sup>2</sup>

- In 2019, GivingTuesday broke records and raised \$511 million in the United States. This was almost a 28 percent increase over 2018.
- From its creation in 2012 through 2019, GivingTuesday is estimated to have raised \$1.97 billion in both online and offline donations.

# Mobile Donations Made Up Over a Quarter of Online Giving

#### PERCENTAGE OF ONLINE DONATIONS MADE WITH A MOBILE DEVICE

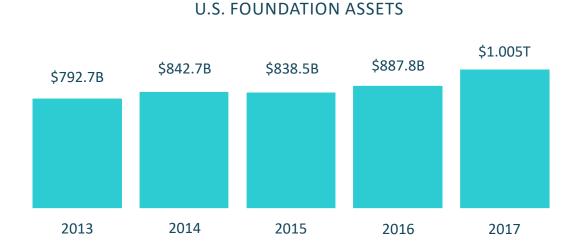


Since 2014, mobile device giving as a share of online donations has increased by **17 percentage points**.

# Giving by Foundations Increased to \$75.69 Billion in 2019, but Growth Slowed Slightly



In 2017, foundation assets broke \$1 trillion for the first time ever.<sup>2</sup>



Note: Giving USA data compiles independent, operating, and community foundations.

#### Sources:

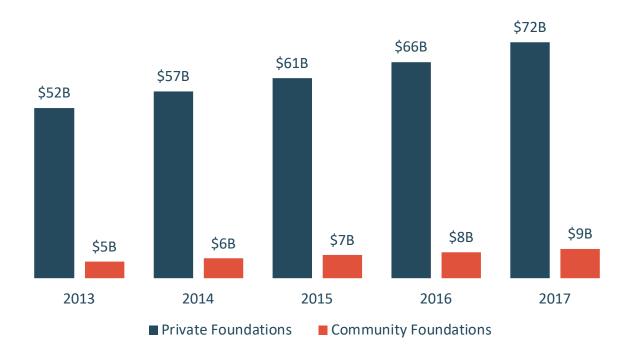
<sup>1</sup> The Giving Institute, Giving USA: The Annual Report on Philanthropy (2020)

<sup>2</sup> Foundation Advocate, "U.S. Foundations Assets Hit \$1 Trillion for the First Time" (2019)

# Private Foundations Continue to Have an Increasing Impact

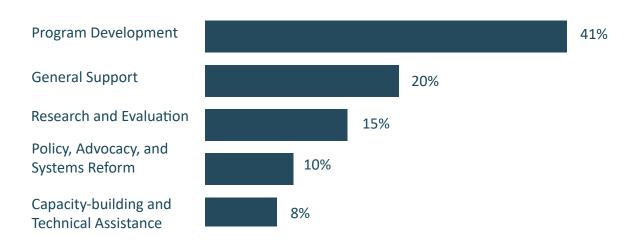
Giving by foundations rose by \$20 billion over the course of five years, while community foundation giving showed steady but modest growth.



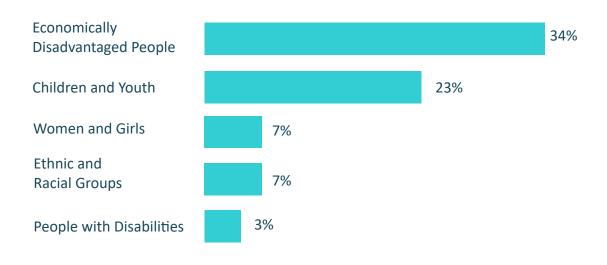


# Program Development is the Highest Priority for Foundation Funds

## TOP 5 SUPPORT STRATEGIES, BY DOLLAR ALLOCATION



## TOP 5 POPULATIONS SUPPORTED, BY DOLLAR ALLOCATION



Addressing economic needs and children/youth are significant concerns for U.S. foundations.

# Top 25 Independent and Family Foundations by Total Giving

	FOUNDATION	TOTAL GIVING	TOTAL ASSETS
1	Bill & Melinda Gates Foundation (WA)	\$4.6B	\$47.9B
2	Ford Foundation (NY)	\$534.5M	\$13.1B
3	Lilly Endowment Inc. (IN)	\$527.7M	\$17.0B
4	The William and Flora Hewlett Foundation (CA)	\$469.0M	\$9.8B
5	The Robert Wood Johnson Foundation (NJ)	\$409.6M	\$11.1B
6	The David and Lucile Packard Foundation (CA)	\$350.0M	\$7.4B
7	W.K. Kellogg Foundation (MI)	\$345.0M	\$8.6B
8	The Andrew W. Mellon Foundation (NY)	\$316.8M	\$6.6B
9	John D. and Catherine T. MacArthur Foundation (IL)	\$307.8M	\$6.5B
10	Gordon and Betty Moore Foundation (CA)	\$300.5M	\$6.5B
11	The Leona M. and Harry B. Helmsley Charitable Trust (NY)	\$279.0B	\$6.0B
12	Simons Foundation (NY)	\$255.0M	\$3.7B
13	Wellspring Philanthropic Fund, Inc. (NY)	\$236.2M	\$79.2M
14	Robert W. Woodruff Foundation (GA)	\$180.0M	\$3.3B
15	The Rockefeller Foundation (NY)	\$163.5M	\$4.4B
16	The Duke Endowment (NC)	\$160.2M	\$3.6B
17	Eli & Edythe Broad Foundation (CA)	\$151.8M	\$1.8B
18	Charles Stewart Mott Foundation (MI)	\$130.6M	\$3.0B
19	The Grainger Foundation Inc. (IL)	\$128.6M	N/A
20	John Templeton Foundation (PA)	\$119.5M	\$3.0B
21	Annenberg Foundation (PA)	\$118.2M	\$1.4B
22	The William Penn Foundation (PA)	\$112.6M	\$2.5B
23	Conrad N. Hilton Foundation (CA)	\$111.3M	\$2.8B
24	Margaret A. Cargill Foundation (MN)	\$110.1M	\$3.2B
25	S.D. Bechtel, Jr. Foundation (CA)	\$109.0M	\$249.5M

Note: Total assets and total giving represent information available on most recent 990 form as of October 2020

# Community Foundations More Than Doubled Gifts and Grants Over the Last Ten Years

## TOP 100 LARGEST COMMUNITY FOUNDATIONS BY TOTAL ASSETS

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Assets	\$40.5B	\$43.9B	\$45.0B	\$49.8B	\$58.1B	\$64.2B	\$66.2B	\$69.7B	\$78.6B	\$79.5B
Gifts	\$3.6B	\$4.1B	\$4.5B	\$6.1B	\$6.8B	\$7.8B	\$7.2B	\$8.1B	\$9.0B	\$9.7B
Grants	\$3.6B	\$3.7B	\$3.6B	\$4.0B	\$4.4B	\$5.3B	\$6.0B	\$6.8B	\$8.0B	\$8.5B

Total reported assets, gifts, and grants for all community foundations surveyed in 2018:



Between 2017 and 2018 there was a:

↑0.8% median increase in total assets
↑8.0% median increase in total gifts
↑10.0% median increase in total grants

## Staff and financial resources:

- The main driver of operating revenue comes from administrative fees (on average 73 percent).
- Two-thirds of operational expenses go to personnel costs (66 percent).

# Top 25 Community Foundations by Assets

	FOUNDATION	2018 ASSETS	2018 GIFTS	2018 GRANTS
1	Silicon Valley Community Foundation	\$8.9B	\$1.9B	\$2.0B
2	Tulsa Community Foundation	\$4.5B	\$250.5M	\$250.7M
3	The Chicago Community Trust	\$3.2B	\$467.4M	\$361.7M
4	Greater Kansas City Community Foundation	\$3.2B	\$581.6M	\$400.1M
5	The New York Community Trust	\$2.6B	\$77.9M	\$161.9M
6	Foundation For The Carolinas	\$2.4B	\$368.6M	\$315.2M
7	The Oregon Community Foundation	\$2.3B	\$183.0M	\$118.7M
8	The Cleveland Foundation	\$2.3B	\$57.4M	\$111.4M
9	Marin Community Foundation	\$2.2B	\$286.4M	\$237.8M
10	The Columbus Foundation	\$2.2B	\$190.3M	\$245.8M
11	California Community Foundation	\$1.7B	\$293.7M	\$247.5M
12	The San Francisco Foundation	\$1.5B	\$134.9M	\$164.8M
13	The Boston Foundation	\$1.3B	\$202.7M	\$130.1M
14	Saint Paul & Minnesota Foundation	\$1.2B	\$67.2M	\$82.7M
15	The Pittsburgh Foundation	\$1.2B	\$72.5M	\$77.3M
16	Omaha Community Foundation	\$1.1B	\$154.5M	\$85.7M
17	Communities Foundation of Texas, Inc.	\$1.1B	\$107.5M	\$126.4M
18	The Community Foundation for Greater Atlanta	\$1.1B	\$171.1M	\$129.8M
19	Oklahoma City Community Foundation, Inc.	\$1.1B	\$32.3M	\$32.7M
20	The Rhode Island Community Foundation	\$971.0M	\$114.7M	\$58.3M
21	San Antonio Area Foundation	\$938.9M	\$48.9M	\$54.6M
22	Arizona Community Foundation, Inc.	\$938.6M	\$120.9M	\$60.8M
23	Hartford Foundation for Public Giving	\$933.3M	\$13.1M	\$38.2M
24	Seattle Foundation	\$894.7M	\$127.5M	\$121.2M
25	Community Foundation for Southeast Michigan	\$872.6M	\$94.3M	\$87.0M

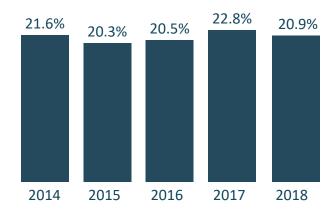
# Donor-Advised Funds Continue to Trend Upward

## DONOR-ADVISED FUNDS (DAFS) COMPARED TO INDEPENDENT FOUNDATION GROWTH<sup>1</sup>

INDEPENDENT FOUNDATIONS	2017	2018	PERCENT CHANGE
Charitable Assets	\$823.81B	\$872.65B	5.9%
Total Grant Dollars	\$49.50B	\$54.03B	9.2%
DAFS	2017	2018	PERCENT CHANGE
Charitable Assets	\$112.10B	\$121.42B	8.3%
Total Grant Dollars	\$19.70B	\$23.42B	18.9%

DAFs are outpacing independent foundations in terms of growth percentages, but independent foundations still direct significantly more charitable assets and provide twice the funding of DAFs toward support.

#### DAF GRANT PAYOUT RATE



Although the DAF grant payout rate dropped from 2017, it has remained around **20 percent** for every year on record.

Note: A Donor-Advised Fund (DAF) is a fund that allows donors to make contributions and then recommend preferred grants over time.

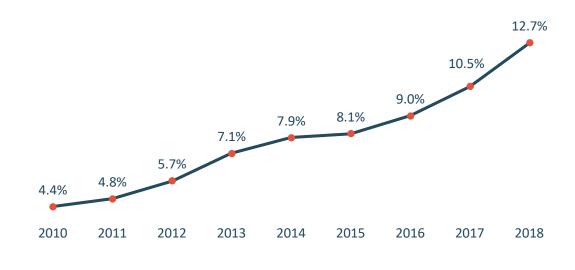
# Donor-Advised Funds Grew in Most Key Metrics

## DONOR-ADVISED FUND GROWTH PERCENTAGES

	2017	2018	% CHANGE
Charitable Assets	\$112.10B	\$121.42B	8.3%
Total Contributions	\$30.90B	\$37.12B	20.1%
Total Grant Dollars	\$19.70B	\$23.42B	18.9%
Total Number of DAF Accounts	469,331	728,563	55.2%
Average Size of DAF Account (\$)	\$238,857	\$166,653	-30.2%

Most metrics showed growth, particularly the number of accounts. However, average size of accounts showed a decline for the second year in a row.

## CONTRIBUTIONS TO DAFS AS A PERCENTAGE OF TOTAL INDIVIDUAL GIVING



Since 2010, the percentage of individual giving that is contributed to DAFs has nearly tripled.

# Corporate Giving Showed Significant Growth and Reached \$21.09 Billion in 2019

5.0% 5 percent of all giving came from corporations<sup>1</sup>

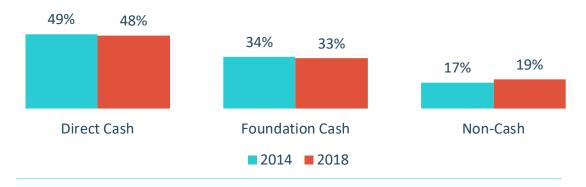
Corporate contributions increased by **13.4 percent** from 2018 to 2019, the largest increase since 2014

- 6 out of 10 companies increased giving between 2016 and 2018. The median increase over this time was 11 percent.<sup>2</sup>
- The Healthcare industry was the main driver of this growth, specifically among pharmaceutical companies and healthcare facilities/services. From 2016 to 2018, total giving from Healthcare companies increased by 42 percent.

From 2016 to 2018, the median measure for total giving as a percentage of pre-tax profit increased from **0.83 percent** to **0.94 percent**.

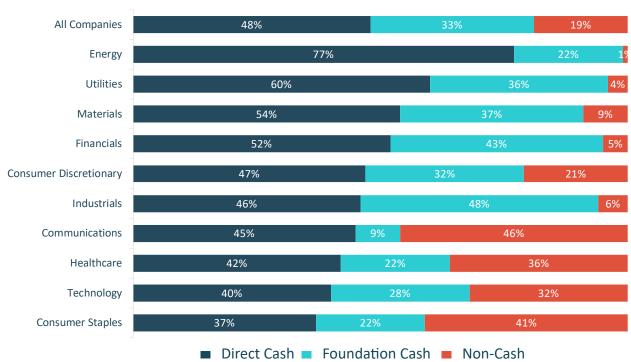
# Direct Cash is the Most Popular Method of Giving

Funding by type has remained steady since 2014.1



The largest change was a **2 percentage point** increase in non-cash giving.<sup>2</sup>

### 2018 CORPORATE GIVING BREAKDOWN BY FUNDING TYPE



Compared to the 2017 breakdown, the Energy industry continued to direct the highest majority of its giving in cash. The Technology sector slightly increased its cash giving share but remained near the bottom percentage-wise.<sup>3</sup>

Sources:

<sup>1</sup> CECP, Giving in Numbers (2015)

<sup>2</sup> CECP, Giving in Numbers (2019)

<sup>3</sup> CECP, Giving in Numbers (2018)

# The Largest Amount of Program Allocations are Directed to Health and Social Services

## 2018 CORPORATE GIVING BY SECTOR<sup>1</sup>

	CIVIC & PUBLIC AFFAIRS	COMMUNITY & ECONOMIC DEVELOPMENT	CULTURE & ARTS	DISASTER RELIEF	EDUCATION: HIGHER	EDUCATION: K-12	ENVIRONMENT	HEALTH & SOCIAL SERVICES	OTHER
All Companies	4%	16%	6%	3%	13%	14%	4%	26%	14%
Consumer Discretionary	3%	23%	7%	4%	19%	10%	2%	18%	14%
Consumer Staples	1%	15%	6%	2%	6%	11%	8%	43%	8%
Energy	4%	6%	3%	6%	14%	16%	7%	21%	23%
Financials	4%	27%	7%	4%	6%	15%	2%	15%	20%
Healthcare	3%	4%	1%	5%	7%	9%	0%	67%	4%
Industrials	4%	11%	4%	4%	22%	18%	2%	23%	12%
Materials	5%	10%	11%	1%	11%	15%	16%	22%	9%
Technology	3%	9%	7%	2%	34%	18%	2%	12%	13%
Utilities	5%	21%	7%	1%	10%	15%	9%	22%	10%

- Health and Social Services received the largest share of overall corporate giving in 2018, as it did in 2017.<sup>2</sup>
- The Technology industry allocated over a third of its giving to Higher Education.
- Though percentages have shifted, for the last five years the **top**three sectors (Health and Social Services, Community and Economic

  Development, and K-12 and Higher Education) have continued to be
  the most supported by all companies.<sup>3</sup>

<sup>1</sup> CECP, Giving in Numbers (2019)

<sup>2</sup> CECP, Giving in Numbers (2018)

<sup>3</sup> CECP, Giving in Numbers Brief (2019, 2018, 2017, 2016, 2015)

## A Third of Corporate Giving Comes from Corporate Foundations

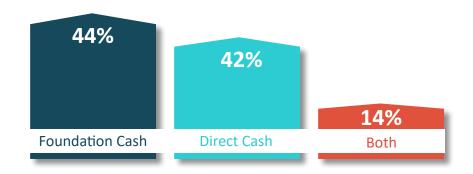
**Seventy-nine percent** of surveyed corporations had a foundation in 2018. Industrial and financial companies use their foundations the most for giving.



### FOUNDATION LONGEVITY FROM 2014 TO 2018



## USE OF FOUNDATION CASH FOR MATCHING GIFT PROGRAMS



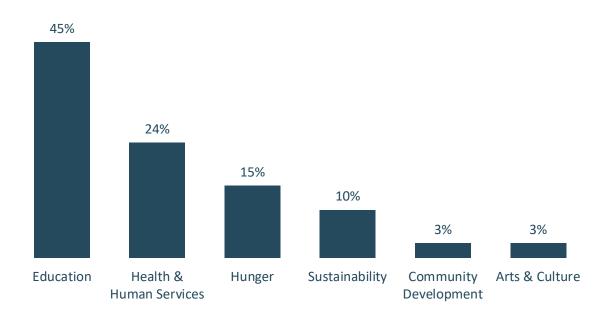
# Over a Quarter of Companies Make a Difference Through Signature Programs

Of companies surveyed, 28 percent had a signature program for social investments.





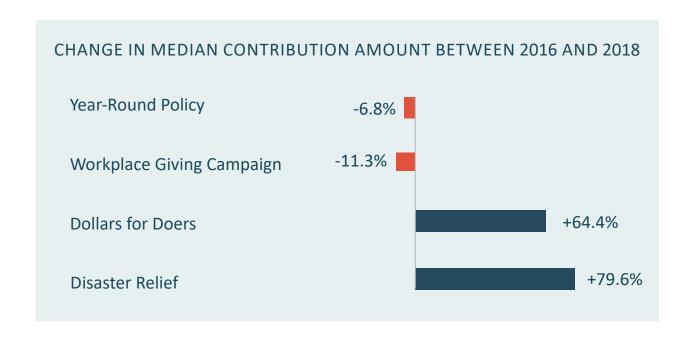
## FOCUS OF SIGNATURE PROGRAMS



## Most Corporations Have a Matching Gift Program



On average, **24 percent** of employees participated in their corporation's programs.



Although the median contribution decreased for workplace giving and year-round policy programs, those programs also had the highest median participation rates (39 percent and 11 percent, respectively).

## Top 50 Corporations by Giving

The following table represents giving reported by *The Chronicle of Philanthropy*.

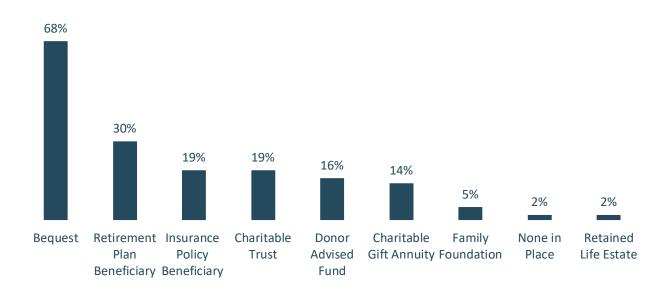
	CORPORATION	PRE-TAX PROFIT	TOTAL CASH DONATIONS	TOTAL DONATIONS
1	Pfizer (NY)	\$12.3B	\$210.1M	\$4.8B
2	Merck & Company (NJ)	\$6.5B	\$93.8M	\$2.7B
3	Google (CA)	\$27.1B	\$255.1M	\$1.7B
4	Gilead Sciences (CA)	\$13.5B	\$388.1M	\$1.6B
5	Johnson & Johnson (NJ)	\$17.6B	\$227.0M	\$1.4B
6	Microsoft Corporation (WA)	\$23.1B	\$169.4M	\$1.3B
7	Bristol-Myers Squibb (NY)	\$5.1B	\$162.7M	\$1.1B
8	Amgen (CA)	\$9.5B	\$23.6M	\$1.1B
9	Eli Lilly and Company (IN)	\$2.1B	\$33.5M	\$971.5M
10	Cisco Systems (CA)	\$12.2B	\$73.6M	\$367.3M
11	IBM (NY)	\$11.4B	\$36.6M	\$297.7M
12	Wells Fargo & Company (CA)	\$27.3B	\$286.5M	\$286.5M
13	Goldman Sachs Group (NY)	\$11.1B	\$279.6M	\$279.6M
14	JPMorgan Chase & Company (NY)	\$35.9B	\$250.0M	\$250.0M
15	Target Corporation (MN)	\$3.6B	\$104.9M	\$217.6M
16	ExxonMobil Corporation (TX)	\$18.6B	\$204.0M	\$204.0M
17	Kroger Company (OH)	\$4.6B	\$12.0M	\$189.0M
18	Bank of America (NC)	\$29.2B	\$180.6M	\$185.9M
19	Citigroup (NY)	\$22.7B	\$146.8M	\$146.8M
20	General Mills (MN)	\$2.5B	\$91.2M	\$136.7M
21	PepsiCo (NY)	\$9.6B	\$51.4M	\$108.9M
22	Ford Motor Company (MI)	\$8.1B	\$103.6M	\$103.6M
23	Procter & Gamble (OH)	\$14.0B	\$60.5M	\$99.5M
24	Mondelez International (IL)	\$3.1B	\$8.1M	\$90.2M
25	Intel Corporation (CA)	\$20.3B	\$88.5M	\$88.5M

	CORPORATION	PRE-TAX PROFIT	TOTAL CASH DONATIONS	TOTAL DONATIONS
26	Prudential Financial (NJ)	\$7.7B	\$73.3M	\$73.3M
27	State Farm Mutual Automobile Insurance Company (IL)	N/A	\$60.0M	\$61.5M
28	U.S. Bancorp (MN)	\$7.5B	\$60.1M	\$61.1M
29	UPS (GA)	\$7.1B	\$55.1M	\$60.9M
30	Dow Chemical Company (MI)	\$2.7B	\$52.7M	\$60.1M
31	Capital One Financial Corporation (VA)	\$5.5B	\$56.5M	\$56.5M
32	FedEx (TN)	\$4.5B	\$49.3M	\$54.5M
33	Exelon Corporation (IL)	\$3.8B	\$51.0M	\$52.2M
34	PNC Financial Services Group (PA)	\$5.4B	\$48.8M	\$48.8M
35	Kohl's (WI)	\$875.0M	\$44.0M	\$44.4M
36	Marriott International (DC)	\$2.8B	\$18.5M	\$43.8M
37	MetLife (NY)	\$5.0B	\$43.0M	\$43.0M
38	Dominion Foundation (VA)	\$3.0B	\$42.6M	\$42.6M
39	Nationwide (OH)	\$562.0M	\$41.8M	\$41.8M
40	Aetna (CT)	\$2.9B	\$41.1M	\$41.1M
41	Duke Energy Corporation (NC)	\$4.2B	\$39.7M	\$40.0M
42	American Express Company (NY)	\$7.4B	\$37.8M	\$37.8M
43	ConocoPhillips (TX)	\$2.6B	\$36.7M	\$36.7M
44	Costco Wholesale Corporation (WA)	\$4.0B	\$34.5M	\$34.5M
45	Deere & Company (IL)	\$3.1B	\$33.4M	\$33.4M
46	Caterpillar (IL)	\$4.0B	\$33.0M	\$33.0M
47	Colgate-Palmolive (NY)	\$3.4B	\$25.5M	\$32.7M
48	HCA (TN)	\$4.3B	\$32.0M	\$32.0M
49	Northrop Grumman Corporation (VA)	\$3.0B	\$30.7M	\$31.1M
50	Ecolab (MN)	\$13.8B	\$22.1M	\$28.2M

# Giving by Bequest Totaled \$43.21 Billion with Relatively Flat Growth



## PREFERRED PLANNED GIVING TYPES THAT HAVE BEEN ESTABLISHED BY RESPONDENTS<sup>2</sup>



Bequests are by far the most common form of planned giving among survey respondents.

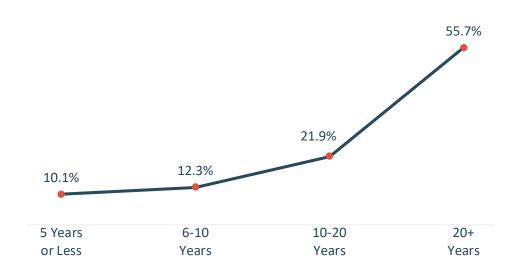
<sup>1</sup> The Giving Institute, Giving USA: The Annual Report on Philanthropy (2020)

<sup>2</sup> The Giving Institute, Leaving a Legacy (2019)

# Larger Bequests are Often Determined by Long-Term Relationships

The majority of donors' largest planned gifts were made to organizations they had been supporting for years.

#### TIME BETWEEN A DONOR'S FIRST GIFT AND MOST RECENT GIFT



For donors planning their largest gift, most have been giving to that organization for at least 20 years.

## A Planned Gift Indicates an Overall Increase in Giving

- Over 91 percent of respondents made other gifts to a particular nonprofit in addition to their planned gift.
- After making their planned gift, **47.3 percent** said their other donations to the nonprofit remained the same, and **44.7 percent** said they increased their other gifts. Only **8 percent** said their giving decreased.
- When asked how planned gift donors support organizations, 96.7 percent gave cash, 30.4 percent volunteered their time, and 18.8 percent said they gave stock gifts.

## **Glossary of Terms**

## **Baby Boomers**

Those born between 1946 and 1964.

## **CAGR**

Compound annual growth rate. The rate of growth of an investment over a specific period of time.

## **Community Foundation**

Nonprofit organization dedicated to a particular geographic area.

## **Dollars for Doers**

Corporate giving program that provides grants to nonprofits where employees volunteer.

## **Donor-Advised Fund (DAF)**

A fund that allows donors to make contributions and then recommend preferred grants over time.

## **Family Foundation**

Nonprofit organization funded by the endowment from a family.

#### **Foundation Cash**

Grant awarded by corporate foundations.

### **Generation X**

Those born between 1965 and 1976.

## **Generation Z**

Those born between 1996 and 2010.

## **Gifts to Individuals**

In-kind gifts to individuals in need, made by foundations or assistance programs.

## **Glossary of Terms**

## **High Net Worth Individual (HNWI)**

Those having investible assets of \$1 million or more, excluding primary residence, collectibles, consumables, and consumer durables.

## **Independent Foundation**

Nonprofit organization not governed by a benefactor, family, or corporation.

## **Millennials**

Those born between 1977 and 1995.

## Non-Cash

A form of corporate giving that includes in-kind gifts and pro bono services.

## **Operating Foundation**

Organization that conducts its own charitable projects instead of making grants to other organizations.

#### **Private Foundation**

Organization that is nonpublic-funded and includes independent, operating, and corporate foundations.

## **Public-Society Benefit**

Organizations focused on voter rights, civil rights, consumer rights, and community or economic development.

## **Silent Generation**

Those born in 1945 and earlier.

## **About CCS Fundraising**

CCS Fundraising is a strategic consulting firm that partners with nonprofits, providing a wide range of services that support and strengthen their fundraising programs. Founded in 1947, CCS operates in more than a dozen offices in countries around the world.

The firm's experts—skilled in campaign and development strategy—work closely with organizations of all sizes across nonprofit sectors. For more information, visit <a href="mailto:ccsfundraising.com">ccsfundraising.com</a>.

CCS Fundraising is an active corporate member and strategic partner of many prominent philanthropic membership organizations, including:

- The Giving Institute and Giving USA (founding member and major support partner)
- Association of Healthcare Professionals
- Association of Fundraising Professionals
- Council for Advancement and Support of Education (CASE)
- International Catholic Stewardship Council

Thank you to the following sources for the data used to compile the *Snapshot of Today's Philanthropic Landscape, 9th Edition*:

Association of Corporate Citizenship Professionals

**Bank of America** 

Blackbaud

Capgemini

Candid

<u>Chief Executives for Corporate Purpose (CECP)</u>

The Chronicle of Philanthropy

**Corporation for National & Community Service** 

**Credit Suisse** 

Fidelity Charitable

**Forbes** 

Foundation Advocate

The Fundraising Effectiveness Project

<u>Gallup</u>

The Giving Institute

<u>IUPUI Lilly Family School of Philanthropy</u>

M+R

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