

Index

A

ACBP (Andrea and Charles Bronfman Philanthropies): aiding donors to formulate giving choices, 40; art displays by local artists at, 20; Birthright Israel partnership with, 5, 72, 84, 176–180; Charles Bronfman Prize given by, 50; clarity and transparency of, 205–206; donor-nonprofit partnership approach by, 110–111; Independence and Interdependence program mistake of, 108–109; investment prudence shown by, 156–157; process of gift decision at, 71–72; program-related investments by, 204; programmatic activities of, 5–6; psychological tools developed by, 52; Reboot program of, 182–183; Slingshot program of, 204. *See also* Bronfman, Charles; Solomon, Jeffrey

Acceptability success measure, 181

Accessibility success measure, 180–181

Advocate gifts, 58

African American education, 75

Aga Khan Network, 218

Allen, Woody, 124

Americans with Disabilities Act, 58

Andrews, Julie, 42

Appreciated securities donation, 191

Aranow, Bill, 187

Artificial gift inflation, 198

Ashoka, 203, 209–210

B

Baby boomer donors: description of, 26–27; generosity of the, 14; philanthropic approach by, 16; wealth inheritance of, 13

Bass, Lee, 143–144

Best, Charles, 208–209

Beth Israel Medical Center, 72

Bethlehem Steel, 100

Better Business Bureaus, 106

Bill and Melinda Gates Foundation, 73, 99–100, 204–205

Birthright Israel: commitment to launching, 72; evaluating product of, 178–180; fostering Jewish identity through, 5; measuring success of, 176–180; partnering with, 84–86; *Ten Days of Birthright Israel* on the, 178

Black universities, 75

BoardSource, 207

Bottinger, Erwin, 184

Brandeis University, 176, 178

Bronfman, Andrea, 21, 48, 55–56, 103

Index

- Bronfman, Charles: chairman of the board responsibilities of, 124–125; equal partnership between Jeff and, 103–104; foundation created by, 21, 48; Independence and Interdependence program mistake and, 108–109; Israel Philharmonic and Concerts in Jeans funding by, 69; managing capital campaign gift by, 169; philanthropic history of, 4–5; successful family foundation experience of, 135. *See also* ACBP (Andrea and Charles Bronfman Philanthropies)
- “Bronfman Prize for Jewish Unity,” 72
- Bronfman, Sam, 4
- Bronfman, Stephen, 135
- Brookings Institution, 54, 98
- Bruder, Ron, 37
- Buffett, Warren, 82
- C**
- Capital campaign gifts: challenge grant to finish up, 166; description and management of, 168–170
- Capital gifts: one-time, 162; restricted, 165, 171–172
- Car donations, 199
- Car metaphor, 54–56
- Carnegie, Andrew, 39–40
- Carr, Barbara, 87
- Casual donors, 32–33
- Catastrophe-related restricted gift, 166
- Catholic Charities, 16
- Celebrity personality, 106–107
- Center for Effective Philanthropy (CEP), 206
- Central Park Zoo, 34
- CEOs: comparing business CEOs and nonprofit, 122–123; interaction between board chairman and, 120; Jeff’s experience as, 123–125; of major hospitals, 124. *See also* Solomon, Jeffrey
- Challenge grants: capital campaign finished up through, 166; description and effectiveness of, 167
- Changing the Present, 209
- Chantelle, 91
- Charismatic personality, 106–107
- Charitable lead trusts, 201
- Charitable remainder trusts, 201
- Charitable trusts, 200–201
- Charity: philanthropy versus, 15–18; social obligation implications of, 217
- Charity Navigator, 106
- Chazan, Barry, 178
- Check donations, 190
- Chicago Community Trust, 210
- Charles Bronfman Prize, 60
- Christianity, 218
- Christie’s auction house, 194, 195
- Churchill, Winston, 54, 56
- Cincinnatus (roman farmer) mythology, 217
- CitiBank, 91
- “Citizen philanthropists,” 209
- City Year, 210
- Civic knowledge gap, 186
- Clarity value, 205–206
- Commemorative plaques: on Central Park Zoo conflict over, 34; decision to use, 167; Kresge Foundation water treatment facilities, 166
- Concerts in Jeans, 69
- Consanguinity rule, 138
- Contemporary Jewish Museum (San Francisco), 183
- Continuum, 72
- Copernicus, 23
- Council on Foundations, 140
- D**
- Demand/supply sides, 63–64
- Demonstration phase, 110
- Diane Von Furstenburg/Saks Fifth Avenue, 91
- Do Something, 94–95
- Donating land, 195–197
- Donor cohorts: baby boomer, 13, 14, 16, 26–27; Generation X, 14, 27, 139, 187; Generation Y (“echo boom”), 26, 27, 139; traditionals, 14, 26

INDEX

- Donor motivation: ACBP psychological tools on, 52; equilateral triangle and, 45–50; examining specific, 40–44; global and personal levels of, 52; inner sources of, 219; motivational values cards, 46–49; for starting family foundations, 130*fig*
- Donor niches: choosing to give to specific, 70–71; dimensions of philanthropy, 67–70; how to slice the contribution pie, 74*fig*–77; National Taxonomy of Exempt Entities classification system of, 65–66*t*; selection as continuing process, 77; trick for choosing specific, 71–73; vast variety of, 65–67
- Donor types: casual, 32–33; nondonor, 29–30; passive, 30; reluctant, 31–32; self-promoting, 33–34; social, 32; social entrepreneur, 35–36, 37, 208–211; strategic, 35
- Donor-advised funds, 53, 192–193, 200
- Donor-grantee relationships: donor favors and meddling issues of, 149–150; explanations for miscommunication in, 144–145; handling nonpayment/reduced payment by donors, 145–148; misunderstandings affecting, 143–144; no surprises rule for, 145; nonmonetary donor services and, 148–149; public relations component of, 147
- Donor-nonprofit partnerships: ACBP approach to, 110–111; benefits of, 99–100; charismatic personality issue of, 106–107; description of good and symmetrical, 100–103; development of, 110; donor mistakes affecting, 108–109; donors, board, and professional staff triangle of, 103–105; the fundamentals of, 105–108; managing disagreements and mission of, 104–105; mistakes to avoid in, 108–109; sustainability of, 111. *See also* Partnering
- Donors: baby boomer, 13, 14, 16, 26–27; charitable trusts created by, 200–201; clarifying mission and conditions of gifts, 169–170; conflicts between grantee and, 143–151; due diligence by, 73, 150; entrepreneur versus investor decision by, 81–95; examining the passion driving, 1–2; Generation X, 14, 27, 139, 187; Generation Y (“echo boom”), 26, 27, 139; intentionality of, 20–22, 177, 219–220; new relationship between nonprofits and, 17–18; NIFO (noses in, fingers out) rule for, 150, 211; providing information on art of giving to, 2–4; resistance to overhead expenses by, 163–164; selecting the right foundation for themselves, 199–200; traditionals, 14, 26; twenty questions to ask themselves, 213–214; vignettes of different types of, 11–13; who don’t honor their pledges, 145–148. *See also* Gifts; New philanthropist
- Donors’ circles, 204, 210–211
- DonorsChoose.org, 208–209
- Dow Jones index, 154
- Drayton, Bill, 210
- Dress for Success, 91–95
- Due diligence: Bernard Madoff scandal (2008) as caution for, 150; importance of donor, 73

E

- e-marketing firms, 208
- Echoing Green, 210
- Economic downturn (2008): grim calculations on the, 153; issues emerging from the, 13–14; Madoff scandal as part of the, 150, 156; nonprofit adjustment to realities of, 154–156; persistent generosity prior to, 154; wealth prior to, 13
- Education for Employment Foundation, 37
- Education organizations: contributions to, 74*fig*, 75; Julius Rosenwald’s gifts

Index

- to, 75; Rose Foundation support of, 76–77
- Endowment gifts: description and management of, 170–171; restricted, 171–172
- Entrepreneur donors: Bill Gates as classic, 82; cautions for, 83–84; Dress for Success example of, 91–95; going it alone, 85–87; Musicians on Call example of, 87–91; partnering approach by, 84–85; partnering with preexisting nonprofits, 99–111. *See also* Social entrepreneurs
- Environmental Protection Agency, 210
- Equilateral triangle, 45–50
- E.T.* (film), 42
- Event-related gift, 172–173
- F**
- Family foundations: age of primary donor or founder of, 129*fig*; description of, 53–54; emotional reactions to money element of, 137–138; family conflicts inherent in, 127–128; family dynamics affecting, 129–133; founder motivations for starting, 130*fig*; legacy to hand down to young generation, 139–141; percentage of directed giving by large, 132*fig*; percentage of giving by area (2006), 131*fig*; snapshot of, 130*t*; spouses, divorce, and rule of consanguinity, 138; transforming hierarchy model into collegiality, 133–136
- Farmer, Paul, 19
- Farrakhan, Louis, 63
- Faust, Drew Gilpin, 123
- Field dimension, 68
- Financial advice: appreciated securities, 191; artificially inflated gifts, 198; charitable trusts, 200–201; check donations, 190; donating land, 195–197; donating your car, 199; donor-advised funds, 53, 192–193, 200; gifts of physical assets, 193–195; intellectual property donation, 199; jewelry donations, 197; 144 shares (preferred stock), 197; retirement plan assets, 191; selecting the right foundation, 199–200; sources of reliable, 202
- Finding Neverland* (film), 42
- 501(c)3 tax status, 190
- FLOG (Freidman’s Law on Grants), 82–83
- Ford Foundation, 205, 206
- Form 990, 205
- Foundations: contributions to, 74*fig*, 75; donor selection of, 199–200; family, 53–54, 127–141; funding priorities of independent and community, 75, 76*fig*; IRS tax rules for private, 53; partnering up with, 99–111; private, 53; private grant-making versus private operating, 200
- Founders: donor-nonprofit partnerships with, 99–111; family foundation, 127–141; identifying niches of, 65–77; motivations of, 40–52; not standing in the way of program, 111
- Founder’s syndrome, 36
- Four Corners of Public Square, 19–20*fig*
- Funders: donor-nonprofit partnerships with, 99–111; identifying niches of, 65–77; motivations of, 40–52; not standing in the way of program, 111
- Funding efficiencies, 204
- “Future World Jewish Leaders” conference, 72
- G**
- Gates, Bill, 39, 51, 82, 205
- Gates Foundation, 73, 99–100, 204–205
- General Motors (GM), 100
- Generation X, 14, 27, 139, 187
- Generation Y (“echo boom”), 26, 27, 139
- Generations of Giving* (Gersick), 129, 130
- Gersick, Kelin E., 129, 130
- Gift donations: appreciated securities, 191; artificial inflation of gifts, 198; donating land, 195–197; donating

INDEX

- your car, 199; donor-advised funds, 53, 192–193, 200; gifts of physical assets, 193–195; giving jewelry, 197; intellectual property, 199; 144 shares (preferred stock), 197; “partial interest,” 196–197; retirement plan assets, 191; writing a check, 190
- Gift of New York, 55–56, 86
- Gift to the president’s fund, 164
- Gifts: advocates, 58; clarifying mission and conditions for, 169–170; contributions (2007) by type of recipient organizations, 74*fig*; for creating and meeting standards, 61–63; heritage, 41; mistake of giving too large, 108–109; nonmonetary services as, 148–149; pattern of persistent generosity of, 154; prizes, 60–61; restricted, 162–173; slicing the pie of, 74–77; supporting infrastructure, 59–60; targeted for marketing, 58–59; types of, 161–173; unrestricted, 161–162. *See also* Donors; Pledges
- Giving: distinction between getting and, 218; entrepreneur versus investor decision on, 81–95; as essence of philanthropy, 220; general areas of, 50–52; intentionality of, 20–22, 177, 219; joy of, 17, 19–22; providing information on art of, 2–4. *See also* The Thing
- Giving areas: car metaphor for, 54–56; general types of, 50–52
- Giving circles, 204, 210–211
- Giving USA Foundation, 74
- Goldman Sachs, 94
- Grant Street, 139
- Grant-making foundations, 200
- GrantCraft project, 206
- Grantee-donor relationships: donor favors and meddling issues of, 149–150; explanations for miscommunication in, 144–145; handling nonpayment/reduced payment by donors, 145–148; misunderstandings affecting, 143–144; no surprises rule for, 145; nonmonetary donor services and, 148–149; public relations component of, 147
- Grantmakers for Effective organizations, 206
- Grants: challenge, 166, 167; FLOG (Freidman’s Law on Grants) on, 82–83; foundations making, 200; GrantCraft project assembling information on, 206
- Great Depression, 26
- Greatest Generation, 26
- H**
- Hammer, Michael, 173
- Hauptman, Andrew, 135
- Hauptman, Eileen Bronfman, 135
- Helene Field School of Nursing, 62
- Herb, 63
- Heritage gifts, 41
- Heritage Program, 5
- Hill & Knowlton, 210
- Human capital innovations, 204
- Hurricane Katrina, 209
- Hyman, Morton P., 72–73
- I**
- Idea generation, 110
- Independence and Interdependence program, 108–109
- Inflated gift donations, 198
- Information as power, 184–186
- Infrastructure support gifts, 59–60
- Innovations: adapting for-profit competition to nonprofits, 206–209; resources on specific types of, 203–205; value of clarity and transparency as, 205–206
- Intellectual property donation, 199
- Intentionality, 20–22, 177, 219–220
- Internal Revenue Service: charity deductions allowed by the, 189–190; Form 990 expanded for nonprofits, 205; grant-making foundation rules of the, 200; nonprofit 501(c)3 tax status granted by, 190; private foundation tax rules by, 53. *See also* Tax issues

Index

Investor donors, Warren Buffett as classic, 82
Islam, 218
Israel Philharmonic, 69

J

Jeep metaphor, 55–56
Jerusalem Theater, 72
Jewelry donations, 197
Jewish Communal Fund, 195
Jewish Federation, 51
Jewish Telegraphic Agency, 71
Joint Commission on the Accreditation of Health Care Organizations, 62
Jonas, Barbara, 194
Jonas, Donald, 194–195
Jonas family, 62
Joy of giving: as central to philanthropy, 19–22; description of, 17; as essence of philanthropy, 220; intentionality of, 20–22, 177, 219
Judaism: blessings for daily activities in, 219; perfectibility of society legacy of, 217–218; philanthropic outlook fostered by, 218; *tzedaka* (justice) value of, 217

K

Kellogg Foundation, 205
Kennedy, John F., 54, 210
Kennedy School (Harvard University), 34
Kramer, Mark, 206
Kresge Foundation, 166, 167
Kristen Ann Carr Fund, 87, 88, 89

L

Land donations, 195–197
Latham and Watkins, 210
Latino Giving Circle, 210
Lechter's, 194
Leverage Alliance, 139
Lighthouse for the Blind, 134–135
Los Angeles County Museum of Art, 135
Lublin, Nancy, 91–95

M

Madoff, Bernard, 150, 156–157
Madoff scandal (2008), 150, 156
Management: staff relationship with, 122–125; trustee training of middle, 117–118
Marge, 40–44
Marsalis, Wynton, 87, 88, 89
Maslow, Abraham, 220
Massachusetts General Hospital, 98
Maurice and Marilyn Cohen Center for Modern Jewish Studies (Brandeis University), 178
McGill University, 4
McKinsey & Company, 178, 210
Meals-on-wheels, 52
Mentoring (philanthropic), 204
Mercedes metaphor, 55
Metropolitan Museum shops, 211–212
Microsoft, 91
Miscommunication: donor-grantee relationships and, 143–144; reasons for donor-grantee, 144–145
Mode of service dimension, 68–69
Money: emotional reactions and meanings of, 137–138; mistaking power for, 151
Montreal Expos, 5
Montreal Jewish Appeal, 4
Montreal Jewish Federation, 5
Moody's Economics, 154
Mothers Against Drunk Drivers, 69
Motivation: ACBP psychological tools on, 52; equilateral triangle and, 45–50; examining specific, 40–44; global and personal levels of, 52; inner sources of, 219; for starting family foundations, 130*ffg*
Motivational values cards, 46–49
Mount Sinai, 184
Mt. Sinai Medical Center, 119
Museum of Modern Art (San Francisco), 185–186
Musicians on Call, 87–91

INDEX

N

- NARAL, 58
- National Center for Charitable Statistics, 65
- National Center for Non-Profit Boards, 207
- National Taxonomy of Exempt Entities classification system (2005), 65–66*t*
- Natural History Museum (Philadelphia), 197
- Needs assessment, 110
- New philanthropist: car metaphor for giving by, 54–56; examining motivations of, 40–50; examining the motivations defining, 40–44; examples of approach taken by, 39–40; finding your niche as, 65–77; motivational values cards for, 46–49; supply and demand sides of philanthropy and, 63–64; twenty questions to ask themselves, 213–214; various delivery approaches taken by, 53–56. *See also* Donors
- New philanthropy: comparing old and, 24–26; delivery of, 53–56; emergence of the, 23–24; resources on innovations for, 203–215; supply and demand sides of, 63–64. *See also* Philanthropy
- New York Federation, 82
- New York Times*: antibigotry nonprofit ad in the, 63; on Central Park Zoo naming rights conflict, 34; on trachoma (river blindness), 73
- New York United Jewish Appeal—Federation of Jewish Philanthropies, 123–124
- NIFO (noses in, fingers out) rule, 150, 211
- 9/11. *See* September 11 attacks
- 990 Form, 205
- No surprise rule, 145
- Nobel Prize, 60
- Nondonors, 29–30
- Nonpayment by donors, 145–148
- Nonprofit boards: FLOG law on, 82–83; interaction between CEO and chairman of, 120; trustees of the, 113–122; working to improve dysfunctional, 119–120
- Nonprofit governance: adapting for-profit competition to, 206–209; management and staff roles in, 122–125; trustee roles, in, 113–122
- Nonprofit organizations: adjusting to realities of economic downturn, 154–156; charismatic personality of the, 106–107; checking rating services of, 105; clarifying mission and conditions of gift, 169–170; creating profitable, 211–212; creating standards for, 61–63; donor-grantee relationships of, 143–150; economic constraints faced by, 98–99; 501(c)3 tax status of, 190; Form 990 expanded for, 205; limited media coverage of, 98; measuring success of, 175–187; new relationship between donor and, 17–18; overhead expenses of, 163–164; partnering with preexisting, 99–111; resources on innovations for, 203–213; social entrepreneur role in, 35–36, 37, 208–211; untrained volunteers and management of, 16; vigilance about outside influence by, 150–151
- Nonprofit success: acceptability measurement of, 181; accessibility measurement of, 180–181; of Birthright program, 176–180; information required for quality service and, 183–186; outcomes measurement of, 181–183; trust component of, 186–187
- Nurse shortage, 62

O

- Obama, Barack, 208
- Obama presidential campaign (2008), 208
- One Percent for Moms, 210
- One-time capital gift, 162
- 144 shares (preferred stock), 197

Index

- Operating foundation, 200
Operation Smile, 207
Orientation. *See* Giving areas
Outcomes success measure, 182–183
Overhead expenses: donor resistance to paying for, 163–164; trusting management of, 163
Overseas Shipholding Group, 72–73
- P**
- Packard Foundation, 205
“Partial interest” gifts, 196–197
Partnering: of Birthright Israel with ACBP, 5, 72, 84–86, 176–180; as option for entrepreneur donors, 84–85; with preexisting nonprofits, 99–111. *See also* Donor-nonprofit partnerships
Passive donors, 30
Paulson, Laura, 195
Peace Corps, 210
Perfect storm metaphor, 155
Perfectibility of society notion, 217–218
Personal Shoppers, 94
Philanthropic investment account, 53
Philanthropic mentoring, 204
Philanthropy: charity versus, 15–18; as civic religion, 218–219; consequences versus causes dilemma of, 57; dimensions of, 67–70; diminishing incentives during bad economy, 155; examining the elements of, 2–4; giving to get back essence of, 220; inner sources of, 219; investment context of, 15; joy of giving through, 17, 19–22; religion as fostering, 217–218; story of smart, 166; supply and demand sides of, 63–64; as unifying force, 218. *See also* New philanthropy
Philanthropy dimensions: field as, 68; mode of service as, 68–69; population as, 67–68; using the, 69–70
Philanthropy for profit, 204
Philanthropy Roundtable, 5
Physical asset gifts: Donald Jonas’s approach to donating, 194–195; tax deduction rules on, 193–194
Pledges: avoiding use as collateral, 148; donors who don’t honor their, 145–148. *See also* Gifts
Ponzi schemes, 150, 156
Pooled income fund, 201
Population dimension, 67–68
Porter, Michael, 206
Private foundations, 53
Profitable nonprofits, 211–212
Program-related investments, 204
Public Square, 19–20*fig*
- R**
- Reboot program, 182–183
Red Cross, 192, 209
Reduced payments, 145–148
Rehabilitation agency businesses, 212
Religion: Christianity, 218; Islam, 218; Judaism, 217–218; philanthropy providing civic, 218–219
Religious organizations: contributions to, 74*fig*, 75; fostering philanthropic outlook, 217–218
Reluctant donors, 31–32
Resource Generation, 139
Restricted endowment gift, 171–172
Restricted gifts: capital campaign, 166, 168–170; capital gifts, 162, 165, 171–172; catastrophe-related, 166; challenge grant, 166, 167; endowment gift, 170–171; event-related gift, 172–173; gift to the president’s fund, 164; restricted endowment gift, 171–172; restricted gift for program, 164–165; time-restricted gift, 166–167; virtual endowment, 167–168
Retirement plan assets, 191
Revenue building, 204
Richard Rogers Foundation, 199
Righteous Persons Foundation, 182
Robert Wood Johnson Foundation, 62
Robin Hood Foundation, 25

INDEX

- Rockefeller, John D., 51
 Rogers, Richard, 199
 Rose Foundation, 76–77
 Rosenwald, Julius, 75, 77
- S**
- Sabin Institute, 73
 Salvation Army, 25, 41
 San Francisco Museum of Modern Art, 185–186
 Sandler family, 62
Saving Private Ryan (film), 42
 Saxe, Len, 178
 Scalability issue, 204–205
 Schervish, Paul, 23
 Schweitzer, Albert, 19, 54
 Seagram Company, 4
 Sears Roebuck, 75
 Self-promoting donors: description of, 33–34; perils of, 34
 September 11 attacks: economic slowdown following the, 89; Education for Employment Foundation formed after, 37; The Gift of New York program for victims of, 55–56, 86; nurse shortage since, 62
 Slingshot, 204
 Smile Train, 207
 Social donors, 32
 Social entrepreneurs: Ashoka education of, 208, 209–210; coining of term, 210; description of, 35–36; increasing impact of, 209–211; innovative example of, 37. *See also* Entrepreneur donors
 Solomon, Jeffrey: CEO position taken by, 123–125; on donor decision on giving area, 50–52; on equilateral triangle and motivation, 45–50; examining motivation of donors, 40–44; FLOG (Freidman’s Law on Grants) by, 82–83; on gathering necessary information for quality service, 183–184; on handling difficult contributors, 107–109; on improving dysfunctional boards, 119–120; on increasing Cuban population use of mental health services, 180–181; on managing nonprofit symmetry, 102–103; on managing partnership of equals, 103–105; personal and professional background of, 6–8; on rehabilitation agency businesses, 212. *See also* ACBP (Andrea and Charles Bronfman Philanthropies); CEOs
 Solomon, Michael, 87–90
 Sotheby’s auction house, 194
Sound of Music (film), 42
 Springsteen, Bruce, 87, 88, 89
 Staff: building rapport with the, 120–121; management relationship with, 122–125
 Standards, benefits of establishing nonprofit, 61–62
 Stein, Gertrude, 161
 Steinhart, Michael, 176
 Standard and Poor (S&P) index, 154
 Strategic donors, 35
 Success measures. *See* Nonprofit success
 Supply/demand sides, 63–64
 Suzuki Foundation in Canada, 135
- T**
- Targeted gifts, 58–59
 Tax issues: appreciated securities donation, 191; charity deductions, 189–190; donating jewelry, 197; donating land, 195–197; donor-advised funds, 53, 192–193, 200; gifts of physical assets, 193–194; grant-making foundation, 200; inflated gift donations, 198; nonprofit 501(c)3 tax status, 190; 144 shares, 197; private foundation tax rules, 53; retirement plan assets, 191. *See also* Internal Revenue Service
 Teach for America, 210
 Technical innovations: creating a web presence, 208–209; non-profit adoption of, 208–209; resources for, 203. *See also* Web sites

Index

- Templeton Prize, 60
Ten Days of Birthright Israel (Chazan and Saxe), 178
Teresa, Mother, 19
The Thing: definition of, 56; identifying and finding the, 77. *See also* Giving
Time-restricted gift, 166–167
Tiwary Entertainment Group, 87–88
Tiwary, Vivek, 87–90
Tocqueville, Alexis de, 14, 217
Traditionals donors: description of, 26; generosity of the, 14
Transparency: Madoff's firm and lack of, 157; value of clarity and, 205–206
Trust, 186–187
Trustees: how to be an effective, 115–117; monetary obligations of, 117; placing trust in, 113–115; responsibilities and obligations of the, 117–122
21/64, 47
Tzedaka (justice), 217
- U**
UJA-Federation of New York, 8
United Jewish Appeals, 186
United Way: federated charity structure of, 51; heritage gifts to the, 41; information gaps experienced by, 187; infrastructure support gifts to, 60; as largest charity in the U.S., 25; limited media coverage of, 98; as umbrella institution, 16
Unrestricted gifts, 161–162
U.S. Constitution, 186, 218
- V**
Values: assessing your priorities and, 212–215; clarity, 205–206; *tzedaka* (justice), 217
Venture fund, 211
Virtual endowment, 167–168
Vista program, 210
- W**
Wealth: emotional reactions and meanings of, 137–138; mistaking power for, 151
Web sites: ACBL psychological tools, 52; Ashoka, 209; Changing the Present, 208–209; DonorsChoose.org, 208–209; Grant Street, 139; Leverage Alliance, 139; Resource Generation, 139; 21/64, 47. *See also* Technical innovations
Welch, Jack, 23
Whitman, Meg, 209
World Trade Center attacks. *See* September 11 attacks
- Y**
Yale College, 144
YMCA, 165, 212