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Working with Today's New Donors: Lessons from Research and Practice

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Overview

Philanthropy in America has entered a new era with great potential for individual donors to expand the resources available to nonprofit organizations. These new resources have been predicted to come from several sources. The baby boom generation stands poised to inherit between \$41 to \$136 trillion over the next fifty years; experts estimate that a substantial portion of these dollars may be used for philanthropic purposes. The information economy has made entrepreneurs, their employees, and stockholders wealthy at a young age. Some of these new millionaires have reinvented philanthropy, incorporating business ideas into their giving. The booming economy of the late 1990s made many owners of traditional businesses wealthy and they are now in a position to expand their philanthropy. Among them are increasing numbers of women and people of color who have become entrepreneurs or have moved into senior positions in business, law, and other professions. These individuals are helping to diversify the traditional field of philanthropy and are looking for ways to use their resources to strengthen their communities.

These “new donors” have been the subject of a growing number of research studies and expert analyses, and have been the targets of efforts to expand philanthropic resources through donor education. This paper synthesizes lessons about working with new donors gleaned from three sources: research studies of new donors; papers written by experts who work with new donors; and interviews with program officers from 13 major foundations that fund philanthropy-related activities, including donor education programs, philanthropy promotion, and the organizations that provide an infrastructure for the field. These interviews were conducted during the summer of 2001.

Part A of this paper describes what these sources tell us about today's new donors – their motivation, attitudes, and ways they prefer to give. Part B discusses the implications of these new donor characteristics for an effort by large foundations to reach new donors through donor education efforts. Finally, the list of studies and partial listing of donor education resources can be found in the appendices.

Part A: Characteristics of today's new donors

Who are today's new donors?

For purposes of this paper, new donors are those who are (1) relatively newly wealthy, because of business activity, investments, or inheritance; and (2) already motivated to become philanthropists. In general, they are younger than traditional philanthropists, and as a result may be unmarried, recently married, or parents of young children. Most say that they were poor or middle class while growing up, and that their life experiences taught them values that encouraged giving and volunteering. Several recent studies have focused on subgroups of this population: entrepreneurs, high tech industry employees, or specific communities, including Silicon Valley, Chicago, and Oregon entrepreneurs. However, the findings of both the subgroup research and broader studies are substantially similar.

It is also worth noting that although common characteristics can be identified, today's new donors are diverse in many ways, including their motivations, attitudes toward philanthropy, and giving style. Moreover, few of the studies included in this paper discuss giving by women and people of color, who may have unique giving patterns. Finally, it is also important to appreciate two things: (1) as a group, new donors are, in many ways, similar to traditional donors, particularly in their motivations to give; (2) innovative giving strategies pioneered by new donors are beginning to be adopted by other types of donors. Therefore, it is increasingly difficult to differentiate between new donors and so-called "traditional" donors, although this paper attempts to do so.

What motivates new donors to give?

Like traditional donors, new donors are motivated to give because of their values, religious influences, and personal experiences. Tax benefits and personal recognition also help to motivate both new and traditional donors. Among new donors, the opportunity for social interaction was considered important, particular to younger donors, and a "search for meaning" was cited by several studies concerned with those in the Baby Boom age cohort. Studies that looked at new donors with children found that these parents were interested in using philanthropy to instill values in their children.

Several motivating factors appeared in almost all of the studies:

- A desire to "give back" once an individual has achieved good fortune; and
- The belief that they can "make a difference."

In some cases, this desire to bring about change is linked to the donor's belief that he can apply his substantial skills and resources, often gained through a career in business, to change the conditions in which they and others will live – he need not simply *find* a cause or organization to support, he can *found* new ones. Paul Schervish calls this idea "hyperagency": "the ability to bring into being, rather than just supporting, particular

charitable projects.”¹ It becomes an important driver in efforts to characterize the giving styles of new donors.

How do new donors view philanthropy and the nonprofit sector?

A study of Oregon entrepreneurs observed, consistent with Schervish’s theory, that new donors are looking to support change, not charity; this idea is consistent with the notion highlighted in many of the studies that these donors are concerned with the impact of their philanthropy. They bring to philanthropy their experience in business and a view that giving should be market-conscious and knowledge-based, with outcomes that can be measured.

Unfortunately, many new donors’ interactions with the nonprofit sector leave them frustrated. Negative opinions cited in studies focus on the effectiveness of these organizations, their ability to manage resources, the clarity of their mission and goals, their willingness to share information, and their ability to develop a coherent strategy that will produce results. Donors want to see their giving go directly to people in need, and do not always see a connection between nonprofit organizational infrastructure and effective service. Some believe that inefficient nonprofits should be “weeded out” so more money will flow to those that are maximizing results.

Several foundation staff interviewed believe that new donors often do not appreciate the differences between business and the nonprofit sector, the complexity of problems that nonprofits are trying to solve, the value of incremental change, and the difficulty of measuring impacts. Staff of new donor groups counter that nonprofits *can* successfully adopt business techniques and that their focus on this kind of involvement reflects the donors’ appreciation of the value of building organizational infrastructure. At least one study suggested that new donors’ concerns about nonprofit organizations discourage many from being as generous as they would like to be; a study of Silicon Valley donors found that over half would be motivated to give more if they knew “charities would use the money effectively” or if they “had more confidence that charities can make a difference in making your community a better place to live.”²

What kinds of organizations do new donors prefer?

Given their concerns about the nonprofit sector generally, it is not surprising that the new donors studied prefer nonprofits that:

- can demonstrate results through evaluations;
- maximize the share of funds going to program rather than administration;
- offer specific goals and clear strategies to achieve them; and
- can find productive roles for donors seeking involvement particularly those that use their business skills.

¹ Paul G. Schervish, *The Modern Medici: Patterns, Motivations, and Giving Strategies of the Wealthy*. Boston College Social Welfare Research Institute, March 7, 2000, p. 14.

² *Giving Back, The Silicon Valley Way*, Community Foundation Silicon Valley, November 1998, p. 12.

In addition, nonprofits that have attributes found in successful businesses have appeal to new donors. Such nonprofits may:

- have a “visionary leader”;
- offer a bold or systemic approach to community problem solving;
- enable donors to leverage their donations to achieve a greater effect;
- collaborate effectively with other organizations in the community; or
- operate as “growth organizations” that can take a proven program “to scale.”

In the business world, successful companies are often those that are expanding, leveraging their market power or other assets to increase their size and profits. While this has not been a typical pattern in the nonprofit sector, new donors question why this model would not work equally well in contexts other than business. Accordingly, they are often frustrated by the small scale of most nonprofits and their lack of interest in replicating their programs in other communities.

Do new donors prefer to give to certain causes?

The studies suggest that for the most part, new donors support the same causes as other donors with several exceptions. First, the Silicon Valley study found that the donors they surveyed tend to give less support to religious organizations than do other donors. Second, several studies noted that today’s new donors have a global world view and as a result, tend to give more outside of their own communities. Finally, new donors are more likely to support education and other children’s organizations than are other donors, most likely because of the importance of education in their own lives. Whatever cause they choose, new donors are more likely than other donors to restrict or target their gift to exert more control over its use.

What characterizes the new donor style of giving?

It is important to remember that, as one paper puts it, “for every venture philanthropist who disavows ‘mainstream’ philanthropy in favor of new approaches to social change, there is another who contributes to improvements to the civic infrastructure through contributions to Disney Hall or public school reform.”³ Not every new donor gives the same way, and many follow in the footsteps of the traditional-style philanthropists.

Nonetheless, virtually all studies and interviews did identify certain giving styles that are strong associated with new donors. For example, there is consensus that many new donors prefer some type of direct involvement in their giving. As one new donor put it, “I don’t want to be considered the rich person that wrote the check and now it’s like hands off. I want to feel that I am part of a team.” In particular, new donors want to lend their business skills to building organizational capacity. Such involvement might take the

³ Center on Philanthropy and Public Policy, University of Southern California, *What is “New” about New Philanthropy*, January 19-29, 2000, p. 7.

form of volunteering with a nonprofit organization; taking a seat on the nonprofit's board; developing a venture philanthropy fund in which the donor or her staff work closely with the grantee in addition to providing sizeable grants to a limited number of organizations; treating the running of their foundation as a second career; or even developing and running their own nonprofit organization. Involvement may extend beyond the individual donors to his family; a survey of Social Venture Partners (SVP), a high-end, highly organized giving circle that has been the model for many other similar efforts, found that members felt strongly that SVP should involve "my family and kids in philanthropy more fully."⁴

Donors' desire to be personally involved in their philanthropy correlates with the notion that new donors consider their giving to be an important part of their identity. This manifests itself in two seemingly inconsistent ways. On the one hand, new donors, particularly those in the high tech field, are highly independent in their giving. They prefer to find things out for themselves, are not easily influenced, and like to create their own programs and institutions. On the other hand, new donors are highly collaborative, inventing new ways to create leverage by engaging with one another through giving circles, community foundations, and professional networks. In some ways, this desire to work together for greater impact is consistent with growing emphasis in the business world on strategic alliances.

Because new donors are more connected to work-related groups than any other organizations, the workplace becomes an important venue for their philanthropic activity. Several papers compared the new donor workplace to religious organizations as institutions that play an important role in stimulating and supporting charitable interests. One study found that many new donors interviewed attributed their interest in philanthropy to a business colleague.⁵

Other aspects of the "new donor" giving style include making larger gifts to a smaller number of causes and making large gifts at a younger age than previous generations. As noted earlier, new donors view their gifts not as charity, but as "investments" in the community. And while these donors look for community impacts, they are willing to take risks on innovative programs.

What giving mechanism do new donors prefer?

New donors use all of the mechanisms employed by traditional donors, including simple check writing. However, because many new donors received their money in a windfall – as the result of their business going public or becoming profitable, stock options vesting, or a death of a parent – studies indicate that large numbers of these donors are creating their own foundations or establishing donor advised funds. In fact, the number of family foundations is expected to grow at a rate of roughly 1,000 a year, and donor advised fund assets grew more than two hundred percent between 1995 and 1999.

⁴ Social Venture Partner, *Partner Survey*, February 2000, p. 12.

⁵ Unnamed study cited in Virginia Esposito, *Motivations and Concerns of Philanthropic Donors*, National Center for Family Philanthropy, July 15, 2001, p. 3.

New donors are also innovators, creating hybrid institutions, their own nonprofit organizations, giving circles, and other creative new structures for their philanthropic endeavors. These structures include an increasing number of “minority funds” at community foundations, which increased from 100 in 1993 to 638 by 1998, and tremendous growth in women’s funds and giving circles. Increasingly new donors who are cash-poor are creating and utilizing giving vehicles that allow them to donate pre-IPO stock. Others are raising money for a “mutual fund” portfolio of nonprofit organizations dedicated to certain causes.

Where do new donors turn for help and advice?

Some studies suggest that new donors do not take advice, preferring to use their own knowledge and personal experience to inform their giving. Other studies report a reliance on peers, friends, and business associates. The success of giving circles such as the Social Venture Partners confirms the importance of peer advice, although the group also sponsors seminars by experts. Still others suggest that legal, tax, and financial advisors play a role in informing new donors. New donors are skeptical of advice offered by potential recipients of charitable gifts. Many turn to the Internet for basic information.

The Philanthropic Initiative’s *What’s a Donor to Do?* provides the clearest map of the stages a donor may go through in developing a philanthropic program and where he may turn for information.⁶ “Dormant But Receptive” givers (who give primarily in response to requests) turn to traditional sources for information, including wealth-related advisors, fundraisers, peers, family members, religious institutions, social and business groups, and the Internet. “Engaged, Getting Organized” givers (who are more engaged and proactive in their giving) turn to community foundations, charitable gift funds, and financial institutions or law firms for assistance, primarily because it is in this stage that donors are looking to formalize their giving by establishing a giving mechanism. Finally “Committed, Becomes a Learner” donors (who have made philanthropy a serious part of their lives and are focused on doing it better) seek out membership organizations, identity groups, consultants, established foundations, and donor education programs to increase the sophistication of their giving. It follows that donor education efforts will be most effective if they target donors at specific stages.

What type of supports do new donors need?

Supports needed by new donors fall into two categories:

- Process (legal and tax advice, information about different types of giving mechanisms, linkages with appropriate vehicles, strategic planning, foundation management, family-related issues)

⁶ The Philanthropic Initiative, Inc., *What’s a Donor to Do? The State of Donor Resources in America Today*, August 2000.

- Substance (identifying organizations that further a specific causes, making effective grants, determining the effectiveness of nonprofit organizations, evaluating the impact of a grant or the underlying program)

Studies indicate that new donors are most likely to seek assistance with process matters, although many individuals interviewed indicated that such donors also need help with the substance of their grantmaking. Donors themselves suggest that they would like to know more about effective grantmaking, as well as information both about nonprofits in general and about specific nonprofits. At least one study found many donor education efforts to be insufficient in the eyes of new donors.⁷ However, even where high quality assistance is available, new donors have no central place to find the services they need, or the ability to assess their quality. (This problem is being addressed by several foundations that are collaborating on a web-based system to provide information about donor education options.)

Although not addressed directly by studies, the rise of “giving circles” – formal or informal groups of donors who collaborate on their giving or meet to discuss philanthropic topics – appear to address new donors’ need for another form of support – that of their peers. No study has been done to date documenting the number of giving circles or studying the factors that make them successful. However, given the growth in numbers and memberships of several of the larger formal giving circles, which focus on high dollar, and to some degree, high tech donors, the importance of peer support should not be underestimated.

Part B: Lessons for established foundations seeking to reach “New Donors”

The need for additional donor education efforts

Existing donor education resources tend to be concentrated on process rather than substance. This focus is consistent with the widely held view that giving should be based on one’s personal values and priorities, as well as new donors’ healthy skepticism about anyone seen as an interested party promoting a specific organization. However, even in the process arena, there appears to be a need for additional donor education efforts. For example, established foundations could make a significant contribution to the knowledge base of new donors by sharing effective grantmaking practices. Grantmaking is the core of a foundation’s work and has an important impact on the nonprofit sector. As the number of small foundations grows, nonprofit organizations are likely to spend increasing amounts of resources pursuing foundation grants. Improving the grantmaking processes of these smaller foundations could have a substantial impact on the nonprofit sector.

New donors could also benefit from an effort by established foundations to share their knowledge of substantive issue areas. As noted in *What’s a Donor to Do*, “the

⁷ Paul Mattessich, *Motivation and education of new philanthropists*, Wilder Research Center, November 2000.

intellectual capital within the large foundations, both issue specific and experiential, is not being disseminated in useful or broad-based ways with new donors.”⁸ Most foundation staff interviewed agreed that small foundations often do not have a sophisticated understanding of the tools of social change; nor do they know where to go for such information. These program staff consider the provision of substantive information to be a useful complement to existing philanthropy promotion and education efforts. And as one observer notes, “a single piece of information can be used by an unlimited number of people without being used up. In fact the more times you apply a knowledge asset, the greater the return on the initial investment.”⁹

Caution about the approach to new donors

Although new donors might benefit from donor education, virtually everyone interviewed stressed the need for caution in approaching these donors. First, individuals interviewed noted that there is a significant cultural divide between new, smaller foundations and large, older ones, with many new donors believing traditional foundations to be bureaucratic and out of touch with the challenges they face. Second, smaller donors believe that many large foundation staff are heavy handed in their approach, imposing national programs on local communities without appreciating the unique needs and cultures. As noted earlier, these smaller donors rely on peers or their own research for information. It may therefore be advantageous for larger foundations to partner with small foundations or networks.

In any case, an approach to new donors must be carefully crafted. It should focus on providing tools rather than proselytizing, and rely on peers to deliver and reinforce the message. It should not suggest that there is anything wrong with the organizations or initiatives currently supported by these funders or attempt to steer them toward causes they have not previously support. Rather, it should expose them to new ideas that they can incorporate in their grantmaking.

Rely on existing networks, advisors, and affiliations

A good way to reach these donors is through their existing networks and affiliations, such as giving circles, professional associations, alumni organizations, and social organizations. Efforts to inform the professional advisors who work with these donors should also be considered.

Because many new donors place work at the center of their lives, the workplace is a good place to reach them. Engaging these individuals through their workplace could offer the benefits of instant credibility, community, convenience, and potential for continuity. Many companies are finding that the philanthropic and volunteer contributions of their employees help to improve the image of the business, and are therefore eager to facilitate such efforts. On the other hand, individuals are most easily distracted at the workplace,

⁸ p. 66.

⁹ Lucy Bernholz and Kendall Guthrie, *Knowledge Is An Asset, Too*, Foundation News and Commentary, May/June 2000.

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when pressing business prevents them from focusing on other matters. Some organizations have found that creating ways to engage new donors that involve the whole family have appeal, as busy executives value time with their family and are reluctant to devote scarce family time to activities that do not involve spouses or children.

Use the web to provide information, but not as the principle means to engage new donors

Many new donors who prefer to rely on their own research to inform their giving use the web to learn about issues and organizations. However, the web is probably not the most effective means to deliver donor education to a population that favors learning by experience, or to reach out to new donors to develop their interest in specific issues or ways of giving. Nonetheless, particularly for new donors, the web is an important secondary tool for any donor education effort, or any effort to provide information to individuals already interested in a subject.

Provide information through the media

New donors read a variety of business and news publications. Providing information through the publications these individuals read enhances the credibility of the message and spreads it to a wider audience. Interestingly, one study of entrepreneurs found that no person in the focus groups they conducted mentioned reading any publication concerned with philanthropic activity.

Develop tools for professional advisors

Professional advisors – from lawyers and accountants to the boutique consultants who have recently set up shop to advise individuals on giving – do have an influence on new donors to some degree. Providing these individuals with information and tools is one potential strategy to reach new donors on a one-to-one basis.

Use peers to deliver the message

As noted earlier, new donors rely to a large degree on their peers for advice, and distrust other messengers. Any donor education effort intended to reach these individuals should use peers to deliver key messages and to increase interest in the effort. Several studies and individuals interviewed suggested that mentoring programs that match new donors with experienced philanthropists, or other peer learning opportunities, would work well. Providing peer role models can also be accomplished through videotapes, by feeding stories to the media, through case studies, and other efforts that do not require the labor intensity of one-on-one mentoring.

Create experiential learning opportunities

Because many new donors prefer to learn for themselves through direct observation and participation, donor education programs should include experiential components, such as site visits, volunteer opportunities, and other activities that let the philanthropist draw her

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own conclusions. Case studies and videotapes would also be suitable for this group of donors who “don’t want to be lectured to.”

Involve local nonprofits

The involvement of local nonprofits in a donor education effort could have several beneficial effects. First, it could help to educate these organizations about the expectations and giving styles of new donors, and potentially help them improve their own operations as a result. Second, local nonprofits can help reinforce key messages and set realistic expectations for donors. Finally, the involvement of local nonprofits in an initiative gives them an opportunity to work closely with one another and with other donors, which is important, given the premium new donors place on involvement and collaboration.

Conclusion

Today’s new donors will have a significant impact on the nonprofit sector over the next decades, even if the economy experiences cyclical ups and downs. This impact will come in the form of additional resources, but those resources may come with new demands – in the form of higher expectations, a greater degree of donor involvement, and the need for accountability.

Education efforts to help new donors give wisely can play an important role in making their engagement in philanthropy productive. At the same time, efforts to help nonprofit organizations become effective partners with these donors are needed. Over time, this new partnership paradigm may well transform the nonprofit sector as a whole, for the better.

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Appendix I Studies and papers reviewed

Research studies

Bankers Trust, *Wealth with Responsibility Study/2000*.

Community Foundation Silicon Valley, *Giving Back, The Silicon Valley Way: The Culture of Giving and Volunteerism in Silicon Valley*, November 1998.

Marcia K. Festen and Wendy L. Siegel, *Greater Chicago Philanthropy Initiative: Report of Focus Groups and Interviews on Charitable Giving*, January 2001.

Kandis Brewer Nunn, *Oregon Entrepreneurs: Giving Forward in the 21st Century*, Oregon Community Foundation, November 1, 2000.

Paul Mattessich, *Motivation and education of new philanthropists*, Wilder Research Center, November 2000.

The Philanthropic Initiative, *What's a Donor to Do?*, August 2000.

Paul Schervish, Mary O'Herlihi, and John Havens, *Agent-Animated Wealth and Philanthropy: The Dynamics of Accumulation and Allocation Among High-Tech Donors*, Association of Fundraising Professionals, May 3, 2001.

Paul Schervish, *The Modern Medici: Patterns, Motivations, and Giving Strategies of the Wealthy*, March 7, 2000.

Social Venture Partners, *Partner Survey*, February 2000.

Nancy Upton, *Exploring the Entrepreneur's Perception of Foundation Creation and Management*, Kauffman Foundation Center for Entrepreneurial Leadership, 1998.

US Trust Corporation, *US Trust Survey of Affluent Americans XVIII*.

Observations and analysis

Lucy Bernholz, *New Giving Partners*, July 2001.

Center on Philanthropy and Public Policy, USC, *What is "New" about New Philanthropy?*, January 19-20, 2000.

Virginia M. Esposito, *Motivations and Concerns of Philanthropic Donors*, July 15, 2001.

Ellen Remmer, *From the Serene to the Sublime: How Does a Donor Become a Strategic Investor in Society?*, July 2001.

Appendix II

Fueled by increased awareness of the potential represented by new donors – particularly those in the high tech field and those who will inherit the wealth of the baby boom -- the field of donor education is in a period of rapid growth. These new donors receive much of their knowledge about giving through informal channels, from friends, families, and colleagues. They may also receive information through traditional means – legal and financial advisors, nonprofit fundraisers, and fundraising intermediaries (such as United Ways, Jewish Federations, and Catholic Charities).

In recent years, new donor education resources have been developed to reach specific populations. Many of these are listed in the chart below.¹⁰ This chart does not provide an exhaustive list – particularly in the area of ephilanthropy sites, resource centers, and membership groups, which are too numerous to allow for a comprehensive list.

Donor Education Resources

Philanthropic services	
Community Foundations	Some community foundations offer advice and training for donors to help them make informed philanthropic decisions. The Community Foundation Silicon Valley and Peninsula Community Foundation have launched innovative philanthropy programs to reach new high tech donors. The Triangle Community Foundation has been successful working with donor advisors. Many community foundations sponsor “affiliate funds” – assets dedicated to needs in a specific community.
Commercial gift funds	The Fidelity Charitable Gift Fund serves 22,000 donors and holds assets of \$2.3 billion. Other financial services companies have copied this model, offering their own charitable funds. These funds focus almost exclusively on philanthropic transactions and provide little donor education or individual advising.
Independent consultants	There is a growing cottage industry of philanthropic consultants who advice donors on their giving.
Associations	
Regional Associations of Grantmakers (RAG)	RAG’s New Ventures in Philanthropy initiative has spurred many regional associations to undertake innovative new efforts to reach out to new populations of potential donors.

¹⁰ Many of these sources were identified in Paul Mattessich, *Motivation and education of new philanthropists*, Wilder Research Center, November 2000.

Affinity groups	Affinity groups provide information to foundations interested in their area of expertise.
Council on Foundations	The Council offers seminars and conference workshops, including some for people new to philanthropy. It also sponsors a philanthropic advisors network.
Association of Small Foundations	This new organization has almost 3,000 members, dwarfing the Council on Foundations in terms of membership size. It offers classes, seminars, peer networks, ongoing assistance, and donor education to its members.
The Philanthropy Roundtable	The Roundtable provides educational programs, conferences, and publications for conservative donors.
Resource Centers	
National Center for Family Philanthropy	The Center provides one-on-one help through consultants.
The Philanthropic Initiative	TPI provides seminars, research, and consulting services for donors. Its "What's A Donor to Do" report was commissioned by a group of foundations that have continued to collaborate on potential follow-up activities.
Center for Effective Philanthropy	Founded by Harvard business professors Mark R. Kramer and Michael E. Porter to help charitable foundations and other donors think and work more strategically, the Center offers seminars and materials to improve outcomes.
Center for Venture Philanthropy	An initiative of the Peninsula Community Foundation, CVP is designed to provide a forum for community donors to "collaborate and catalyze societal change."
Public Education Network	This network of local education funds works to educate its members and the public about public education.
Neighborhood Funders Group	This organization educates member grantmakers about community change.
National Committee for Responsive Philanthropy	This organization offers forums, publications, and seminars to encourage and embolden foundations in their support of advocacy, applied policy research, leadership development, citizenship action and community organizing.
Newtithing	The Newtithing Group in San Francisco encourages wealthy people to increase their charitable giving. Its web site features a charitable-giving calculator.
Membership groups	
involveX	Founded in 1999, involveX raises awareness of the personal and societal value of giving through outreach events and volunteer projects. It connects its young professional members to organizations that match their interests.
Social Venture Partners	This Seattle-area giving circle offers donor education to its members and has been replicated in 16 cities.
The Impact Project	The Impact Project is a non-profit membership organization in Eugene, Ore., that helps wealthy people analyze the role money plays in their lives and learn about philanthropy.

Women's funds	The more than 100 women's funds nationwide channel donations to organizations that help women.
21 st Century Foundation	This 30-year-old organization engages the African American community of New York in philanthropy to support Black community initiatives and youth development.
First Nations Development Institute	This organization engages Native Americans in philanthropy and sponsors other efforts to increase self-determination
Threshold Foundation	This network pools money for social justice grants.
Giving circles	The actual number of giving circles is unknown, but they are presumed to play a significant role in informal donor education.
Academic centers	
Program in Strategic Giving	Harvard's seminar targets individuals of high wealth.
Stanford High Impact Philanthropy	Stanford's donor education program is a weeklong symposium.
Indiana University Center on Philanthropy	The Center conducts research on a variety of philanthropic topics. It held a donor education seminar in conjunction with the Conservation Company.
Online resources	
Helping.org	Helping.org uses the Guidestar database to help donors identify charities working on specific causes or in specific communities.
eGrants	Sponsored by the Tides Foundation, eGrants identifies progressive organizations and accepts online donations for their support.
Donor education clearinghouse	Still in the concept stages, an online clearinghouse of donor education resources is being planned by several major foundations
Other	
The Philanthropic Workshop	This yearlong workshop sponsored by the Rockefeller Foundation educates wealthy donors through classroom seminars and site visits. It is being replicated on the west coast.
Philanthropy Venture Network	This new project of the Tides Foundation will play a role in philanthropy promotion.
Philanthropy incubators	The foundation incubator located in Silicon Valley will provide space, speakers, and backoffice functions to the small foundations that are its tenants.