



FOUNDATION
CENTER
Knowledge to build on.



2006 Annual Report

► **Inside:** Meet some of the people across the country who are achieving their goals using Foundation Center resources.



OUR MISSION is to strengthen the nonprofit sector by advancing knowledge about U.S. philanthropy.

CONTENTS

- 02 A Conversation with
Our Chairman and President
- 04 **Go Imagine:**
Building for philanthropy's future
- 06 **Go Celebrate:**
Looking back at 50 years
- 08 **Go Figure:** Mining the data
- 10 **Go Deep:** Exploring new trends
- 12 **Go Anywhere:**
Expanding our reach
- 16 **Go Beyond:**
Increasing public awareness
- 19 Donors
- 25 Financials
- 31 Leadership
- 32 Where to Find Us
- 33 **Go Forward**

Go (gō) verb:

Moving forward and forward-thinking.

Ever-changing and always evolving.

Advancing the agenda. Leading the charge.

Illuminating trends in growth and giving.

Building knowledge. Shaping public

discourse. Adapting to the shifting landscape.

Venturing into new terrain. Informing the

public on site and online. Bringing more

people into the know. Going deep, going

wide, and most of all, going boldly.

Go ahead. See what we did in 2006.

A CONVERSATION WITH OUR CHAIRMAN AND PRESIDENT

2006 was a record-breaking year for philanthropy.

More people gave more money to more causes than ever before. It was also a milestone year for the Foundation Center. We celebrated our 50th anniversary and launched our new strategic plan. Spurred by broad shifts in the philanthropic landscape, the plan centers on four strategic priorities for the coming years: expanding access to information, exploring emerging issues in philanthropy, building capacity for nonprofits, and enhancing the public's understanding of the field. To support the plan's ambitious goals, we also embarked on our first major capacity-building campaign in 20 years.

Foundation Center Board Chairman M. Christine DeVita and President Sara L. Engelhardt discuss these new priority areas and how the Center has anticipated and responded to pivotal changes in philanthropy over the past year.

Q: Last year was a big year for philanthropy. How has the landscape changed in your view—and how has the Foundation Center responded?

SARA L. ENGELHARDT: The landscape has been changing for years, but last year a couple of seismic shifts became apparent. Foundations have begun to come together as a field despite their many differences in purpose and in style. The emergence of new giving models, including the Buffett gift to the Gates Foundation, has stimulated more discussion among foundations about how to build on these new models with regard to strategy and impact.

The public is also more engaged because there has been such large-scale new giving, and people active in public life are running their philanthropies themselves instead of creating bequests. I think these are key factors in the changing landscape.

M. CHRISTINE DEVITA: What is really interesting to me, given the difference between the breadth of institutional giving forms today versus 50 years ago, is that the need for objective and credible information of the kind the Foundation Center collects and distributes remains constant. This information is truly transformative in its ability to foster greater understanding of philanthropy and its impact on society.

SLE: Yes, and many of our new research initiatives are advancing understanding of the field on a whole new level. We've always served as the source for aggregate information on foundations' growth and giving. Foundations use the data to see where they fit in the broader picture. But increasingly, we're addressing *how* foundations work, in addition to *what* they do, because both foundations and the public want to understand more about the dynamics that drive grantmaking. I think many of the people who want to get into philanthropy are drawn to it by precisely that "how." They see that they can participate in a strategic way that puts them front and center as change agents for making the world a better place.

Q: How are new technologies changing the way you collect and share information?

SLE: We're using technologies more effectively to step up the amount of information that we have, the timeliness of it, and the delivery system so that it gets in the hands of the people who want it in a faster way.

M. Christine DeVita (left) and Sara L. Engelhardt (right).



The other important piece is *Philanthropy News Digest*, because there we're taking other people's information and organizing it and distributing it—information about what's happening in the world and opinions about what's going on. We're just putting it out there to help readers start their own conversations.

Q: There's phenomenal growth in the number of nonprofit organizations across the country. How are you reaching out to these new nonprofits?

SLE: We've been extending our reach for many years through our five regional centers and by expanding the number of our Cooperating Collections in libraries and nonprofit resource centers nationwide. We're focusing especially on reaching the under-resourced in urban and rural areas. Our 330 Cooperating Collections allow us to reach into these communities, teach them proposal writing skills, and give them guidance on fundraising, including how to involve their boards.

Q: There has always been a great need for capacity building among nonprofits. How is the Foundation Center addressing this need?

SLE: The newest piece and a critically important one is our educational programming. We have built a major curriculum of courses and classes—offered on site and online—that help people on many different levels, from grassroots to professional fundraisers. In many cases, funders send us their grantees.

MCD: Also, the Center has been providing education for grantmakers. We provide forums for people who have particular views around philanthropy, for people to come and listen to a speaker on a certain topic and then engage in a discussion around it. I think we'll do more of this grantmaker outreach as we begin to track new trends in grantmaking through our research initiatives.

Q: It's clear that there is new vision, new energy, and extraordinary momentum thanks to the Center's many accomplishments during its 50th anniversary year. Is there anything you'd like to add?

SLE: 2006 was an extraordinary year for the Foundation Center. It was the first year of our new strategic plan and our capacity-building campaign. It was also a celebration, not just of what we've been in the past, but where we're going in the future. All of this gave us tremendous energy as we marked the beginning of our next 50 years.

MCD: And the capstone really was the 50th anniversary event in November. So many people came to help us celebrate. Clearly it felt to all of us that this was an institution of the future, not just of the past.



▼ **Noël N. Weekes, Jr., M.D.**

Founder and Executive Director
Health Science Education, Inc.
New York City

“I believe that the best way to help patients is to educate them—so I’m creating a digital medical encyclopedia database designed especially for them. Knowing absolutely nothing about the nonprofit world when I started, I’ve found the Foundation Center to be a constant source of information and contacts. So far, the Center has helped me get more than \$12,000 for the project.”



IMAGINE

Building for Philanthropy's Future

In 2006, we imagined a new vision, and we acted on it. We re-examined how you search for information and how you connect to it. And we changed how we respond to your questions and how we help you find your answers.

How did we do it? We imagined a new era of flexibility and even greater customer focus so we could help you create more change in the world. Those values are at the heart of our new strategic plan, *Building for Philanthropy's Future*. Launched last year, the plan focuses on:

- Building 21st-century information services by creating a Philanthropy Data Factory, a robust arsenal of data organized to give people the information they want in the way that they want it
- Creating and sharing knowledge assets for professionals in the field, including reports on trends and analyses of grantmaker practices
- Improving the capacity of nonprofits nationwide through more access to more free services, more educational programs, and a 24/7 online help center
- Embarking on a new public outreach initiative to raise awareness of organized philanthropy



To read the Strategic Plan for 2006–2008, go to foundationcenter.org/about/plan06-08.pdf



CELEBRATE

Looking Back at 50 Years

2006 was a special year for us—our golden anniversary. Even New York City’s Mayor Bloomberg took notice, proclaiming November 9, 2006, “Foundation Center Day.” Across the country, we celebrated in Foundation Center style.

- From Atlanta to San Francisco, we held special programs with high-profile guest speakers around a host of hot topics. Issues ranged from disaster planning for nonprofits to brand strategies for socially responsible organizations.
- During 2006, we tapped into the minds of 15 of philanthropy’s biggest newsmakers to understand their thoughts on the current climate. Through our *Philanthropy News Digest*, we brought these candid conversations online and compiled the interviews into a commemorative volume, *Philanthropy in the 21st Century*.

Among the many notables, we spoke with legendary philanthropist David Rockefeller, who shared motivations behind his family’s philanthropic legacy; and Vartan Gregorian, president of Carnegie Corporation of New York, who discussed the evolution of organized philanthropy in the U.S. and the challenges now confronting it.

With more than a dozen other influential personalities, we explored everything from what it means to be a risk-taker in the world of American philanthropy to what philanthropic leaders really mean by social change. We discussed how foundations think about social entrepreneurship and the web’s role in shaping it. We examined new philanthropic models crossing sector boundaries and age-old issues of accountability and transparency.



We're proud to have assembled these unique, powerful voices in an engaging dialogue that now stands as historical record.

- To bring the story of the Foundation Center to life, we created an interactive timeline that provides the historical backdrop for the Center's growth over the past 50 years. From the Center's founding during the turbulent McCarthy years to its rapid expansion over the decades and its place of prominence today as the definitive source on American philanthropy, we illustrate how one library founded in 1956 became a 21st-century information hub.
- The capstone event of the year was our 50th Anniversary Symposium and reception at the Smithsonian's National Museum of the American Indian in New York City. The symposium featured Emeritus Trustees Barry Gaberman, Steven Minter, Douglas Nelson, Douglas Patiño, and Julie Rogers in a free-ranging discussion about the future of philanthropy.
- In conjunction with our 2006 anniversary, we launched a five-year capacity-building campaign that is helping us meet the goals of our strategic plan—providing next-generation services for the field so we can build for philanthropy's future. As the year drew to a close, we had already exceeded the halfway mark toward the campaign goal of \$15 million.

For 50 years, we've been proud to serve as the nation's leading connector in the philanthropic world. And now, as we look ahead to our second half-century of service, we embrace a new vision that will guide us in advancing philanthropy at every level.



To read the 50th anniversary interviews, explore the interactive timeline, and view the symposium video, go to foundationcenter.org/about/50years



FIGURE

Mining the Data

As philanthropy's information hub, the Foundation Center connects people to the best data available on U.S. grantmakers and their grants. Last year, the field of philanthropy changed dramatically, and we changed too. We brought our information to a whole new level to encourage greater exploration of organized giving in all its forms.

In 2006 we offered more information to more people in more formats. Our flexible, user-friendly approach inspired the creation and expansion of our Philanthropy Data Factory—our entire network of information—which now offers deeper, more forward-looking content. Powered by the latest technologies, accurate, up-to-the-minute answers are only a click away.

New online search tools and enhancements to current offerings are helping web site visitors find funding prospects—and partners—faster than ever before.

- In response to growing interest in corporate funding, we launched our newest searchable database, *Corporate Giving Online*. Rich in detail and easy to use, this tool opens the door to new funding opportunities for nonprofits seeking grants, volunteers, and in-kind donations of equipment, products, and services.
- *Foundation Directory Online*, our flagship online database, is the industry's most comprehensive funding research tool. In 2006, we expanded the number of grantmaker profiles to 87,713, added hundreds of thousands of new grants, and launched an *FDO Update Alert* service for the fastest possible delivery of timely grantmaker information.

- 990 Finder, a free web-based application, allows visitors to search and locate a nonprofit's IRS returns, including those of foundations. This is one of the best ways for our customers to uncover unique details about other nonprofits and potential funders. Last year we expanded 990 Finder to include over 1.7 million Forms 990 and 990-PF.

The Philanthropy Data Factory allows us to tailor information to serve specific audiences, which means categorizing and classifying information in every way imaginable.

- Working with the Disability Funders Network, a membership association of grantmaking organizations, we added new search terms to our grants database to improve the quality of information that can be retrieved about funding for disability-related issues.
- With the PRI Makers Network, we created a searchable online database to help network members identify funders and recipients of loans and other program-related investments.
- We partnered with the Ford Foundation's International Fellowships Program to create a customized web site, offering 500 program alumni at nonprofit agencies around the world free access to the *Foundation Directory Online*, e-learning classes on fundraising and proposal writing, and links to our resources on international funding.

“Our work with the Center to enhance disability grants data resulted in many grateful letters from disability organizations. What really surprised us was the enthusiastic response of funders who want to support expanded outreach to grantmakers.”

Jeanne Argoff

Executive Director, Disability Funders Network

2006 PUBLICATIONS

California Foundations

Corporate Giving Online **NEW**

FC Search: The Foundation Center's Database
on CD-ROM, v. 10.0

The Foundation 1000, 2006/2007 ed.

The Foundation Directory, 2006 ed.

The Foundation Directory Part 2, 2006 ed.

The Foundation Directory Supplement, 2006 ed.

The Foundation Directory 1 & 2 on CD-ROM, v. 5.0

The Foundation Directory Online

Foundation Expenses and Compensation

Foundation Grants to Individuals, 15th ed.

Foundation Grants to Individuals Online

Foundations Today Series, 2006 ed.

- Foundation Giving Trends
- Foundation Growth and Giving Estimates
- Foundation Yearbook

Giving in the Aftermath of the Gulf Coast Hurricanes **NEW**
Grant Guides, 2006/2007 ed.

Guide to Funding for International & Foreign Programs, 8th ed.

Guide to Greater Washington, DC Grantmakers
on CD-ROM, v. 4.0

Guide to Ohio Grantmakers on CD-ROM, v. 3.0

Guide to U.S. Foundations, Their Trustees, Officers,
and Donors, 2006 ed.

International Grantmaking Update

Michigan Foundation Directory, 15th ed.
(book and CD-ROM)

National Directory of Corporate Giving, 12th ed.

Practice Matters—The Evaluation Conversation **NEW**

Wise Decision-Making in Uncertain Times,
by Dennis Young **NEW**



To search 990 Finder, go to
[foundationcenter.org/
findfunders/990finder](http://foundationcenter.org/findfunders/990finder)



DEEP

Exploring New Trends

As vast as our Data Factory is, we don't just report the data—we delve deeper by analyzing trends, investigating findings, and sharing insights. We make it our business to stay on top of emerging issues so you can be in the know. While we continue to play the valuable role of objective observer, we also work with those on the front lines to illuminate the state of philanthropy today and build knowledge for the future.

Foundations are facing increased pressure to focus their grantmaking strategies more sharply and evaluate grantees more rigorously. They demand new benchmarking tools and new ways of managing and sharing knowledge.

That's where research comes in. In 2006, we expanded our capacity to carry out a range of special projects—including studies of foundation practices and of newer forms of giving—so that you can stay ahead of the curve.

SHOWCASING THOUGHT LEADERSHIP

- In response to increased public interest around spending patterns of the country's largest foundations, we issued a widely disseminated study with the Urban Institute and GuideStar, *Foundation Expenses and Compensation: How Operating Characteristics Influence Spending*.

This report is the first large-scale national study of expense patterns for the top 10,000 independent, corporate, and community foundations. It helps foundations benchmark their own practices against those of their peers—by size and type, staffed and unstaffed.

And it informs federal and state legislators, regulators, and the media about issues related to foundation spending.

- To coincide with the first anniversary of Hurricane Katrina, we released a report on *Giving in the Aftermath of the Gulf Coast Hurricanes*, a comprehensive study based on a survey of grantmakers. The new report generated a significant amount of attention around organized philanthropy's response to the relief effort, recovery, and rebuilding, including in-kind contributions. By year's end, we had information on more than 560 grantmakers who had given over \$730 million to Gulf Coast recovery efforts.
- We continue to be the definitive source of the most comprehensive trend data available on philanthropic giving. Our analyses of foundation characteristics and giving trends go back more than 30 years and are updated annually in our *Foundations Today* reports.

In addition to analyzing philanthropic trends across the country, in 2006 we worked with our regional centers on a number of research studies to examine regional trends in philanthropy.

- In partnership with USC Center on Philanthropy and Public Policy, we produced *California Foundations: An Update on the State's Grantmaking Community*, which provides the most comprehensive analysis to date of the state's private and community foundations.
- We also produced "spotlight reports" in Georgia, California, and Ohio that explore trends in health and arts grantmaking. Each report includes a directory of foundations that fund those programs, a ranking list of the state's top funders, and an analysis of beneficiary groups receiving the grant dollars.



Read "5 Questions for Larry McGill" to hear from our new head of research:

foundationcenter.org/pnd/fivequestions

DID YOU KNOW?

Here are some highlights of our recent research findings:

\$40.7 BILLION

Total giving of all grantmaking foundations in 2006, more than double the amount in 1998
Foundation Growth and Giving Estimates

\$77.4 BILLION

Total assets of all California foundations in 2004
California Foundations: An Update on the State's Grantmaking Community

\$3.8 BILLION

U.S. foundation support for international purposes in 2005
International Grantmaking Update

36,700

Number of U.S. foundations with donor or donor-family involvement—more than half of all U.S. foundations in 2005
Key Facts on Family Foundations

2,607

Number of grantmaking corporate foundations in 2005
Key Facts on Corporate Foundations

30%

Proportion of the 10,000 largest foundations that have no operating or administrative expenses
Foundation Expenses & Compensation



▼ **Nancy Tillinghast**

Cooperating Collection Supervisor

Director, Thomas County Public
Library System

Thomasville, GA

Recipient, 2006 *New York Times*
Librarian Award

“The Foundation Center’s Cooperating Collection is important because it allows our rural population to have access to all the resources they need to search for grants, without having to travel to a big city. It has helped me to meet my goal of providing my patrons with exceptional service. That’s so important to me—to help others go after their dreams!”





GO

ANYWHERE

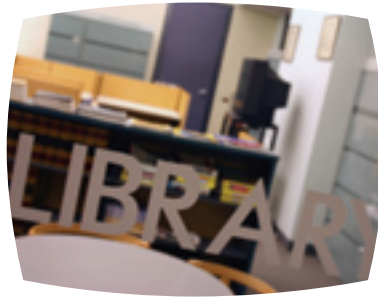
Expanding Our Reach

Every day, new nonprofits spring up to serve important public causes. And every day, these nonprofits compete for the same limited resources to fulfill their missions, greatly increasing demand for our assistance. This is why we're committed to boosting the capacities of the nation's nonprofits, making all of our on-site offerings—proposal writing workshops, prospect research training, budgeting seminars, and vital fundraising information—more accessible than ever before.

We've dramatically expanded our national network of Cooperating Collections to bring Foundation Center resources to more people in more locations. In 2006, we added 56 Cooperating Collections in libraries, community foundations, and nonprofit centers, mainly in underserved areas. Today, we have 330 Cooperating Collections—in every U.S. state and in Puerto Rico—providing free local access to critical resources and training on how to use them. So grantseekers can succeed, no matter where they live.



To find a Cooperating Collection near you, go to foundationcenter.org/collections



- In 2006, staff located in our five regional centers—New York, Atlanta, Cleveland, San Francisco, and Washington, DC—concentrated on holding classes and public trainings off-site so we could participate more actively in the lives of more nonprofits in more communities.
- In the spirit of instant access any time, anywhere, we expanded services electronically through our “Ask Us” service. The number of queries our online librarians answered increased by 63 percent, helping literally thousands of people in the process. Whether you’re looking for instructions on how to use our electronic resources or information on government grants, the Online Librarian is only a click away.
- To highlight popular areas of interest for both nonprofits and funders, we dedicated the month of May to Funding for Health and October to Funding for Arts. Filled with programs and events across every region of the country, these special months allow grantmakers and grantseekers to get the latest news on initiatives in their sector.
- We continued our reach into the Spanish-speaking community through our Spanish-language classes and Grantseeker Training Day events. Launched in 2005, this outreach program to Latino communities grew in 2006 as part of our wider effort to expand our resources to underserved nonprofits.
- We also added more courses to our e-learning repertoire in 2006: “Getting Ready for Foundation Fundraising,” a new free course and a grantseeker’s starting point for our e-learning curriculum; and “Proposal Writing: The Comprehensive Course,” launched at the end of the year for those who want the full complement of proposal writing instruction from A to Z.

ACROSS THE COUNTRY

Here are a few highlights of the numerous activities and programs at our regional centers in 2006:

New York

Our New York office expanded its services, offering 65 off-site classes and events at local Cooperating Collections, community-based organizations, colleges, and other agencies, reaching thousands of new people in the metropolitan area.



Got a question? Ask our Online Librarian.

Go to foundationcenter.org/getstarted/askus

2006 EDUCATIONAL PROGRAMS

Before You Seek a Grant
Developing a Fundraising Plan
Earned Income: Assessing Your Nonprofit's Revenue Options
Finding Foundation Support for Your Education
Finding Foundation Support for Your Education (online)
Foundation Funding Research **NEW**
Foundation Fundraising
Foundations and Their Role in Philanthropy
Foundations and Their Role in Philanthropy (online)
Getting Ready for Foundation Fundraising (online) **NEW**
Getting Started with FC Search
Getting Started with Foundation Grants to Individuals Online
Grantseeker Training Institute
Grantseeking Basics
Grantseeking Basics for Individuals (online)
Grantseeking Basics for Individuals in the Arts
Grantseeking Basics for International Organizations
Grantseeking Basics for Nonprofit Organizations (online)
Guide to the Resources on the Foundation Center's Web Site
How to Approach a Foundation
Introduction to Corporate Giving
Introduction to Fundraising Planning
Introduction to the Foundation Directory Online
Nonprofit Boards and Fundraising
Outcome Thinking and Management
Principios de la búsqueda de fondos
Principios de la escritura de propuestas
Proposal Budgeting Basics
Proposal Budgeting Workshop
Proposal Writing Basics
Proposal Writing Seminar
Proposal Writing Seminar II
Proposal Writing: The Budget (online)
Proposal Writing: The Comprehensive Course (online) **NEW**
Proposal Writing: The Project Description (online) **NEW**
Proposal Writing: The Statement of Need (online)
Prospect Research Basics
Spanish-language Grantseeker Training Day
Your Board and Fundraising

Atlanta

The Southeast region was especially active, expanding and strengthening our Cooperating Collections in locations hit hard by Hurricane Katrina. From New Orleans to Mobile and points in-between, we established a number of new Collections and provided nonprofits in greatest need with free training and classes.

Cleveland

Our Cleveland office took advantage of Ohio's strong philanthropic presence to hold dialogues and special programs with leading corporate and family funders not only in Cleveland, but also in Columbus and the Dayton/Cincinnati area.

San Francisco

We took our training on the road throughout California and were met with standing-room-only audiences across the state. Working with the Community Foundation of Silicon Valley and the James Irvine Foundation, among others, we offered extensive education on everything from proposal writing to budgeting to developing a fundraising board.

Washington, DC

In an effort to reach more underserved nonprofits, our office in the nation's capital conducted trainings and presentations at organizations throughout the community, reaching faculty and staff in public schools, at Howard University, and at the Perry Center in the inner city, among others. In Baltimore, we trained fundraisers at Gallaudet University, serving the deaf community, and at the Enoch Pratt Free Library.

The powerful combination of our national and regional trainings and online tools has allowed us to provide services literally anywhere, at any time.



BEYOND

Increasing Public Awareness

As the leading authority on foundations, we're in a unique position to shape the public's understanding of organized philanthropy. We're committed to telling the story of philanthropy and why it matters. Whether it's helping underserved kids learn to read or assisting in a humanitarian crisis, the power of philanthropy can help transform a wish or a vision into policy or practice.

We'll also continue to tell the public and the nonprofit community—from grassroots charities to prominent foundations—about all we have to offer. We'll empower them to use our tools, resources, trainings, and workshops to make the right connections so that they can leverage the power of philanthropy in the smartest ways possible.

In 2006, we made great strides:

- We started by launching a revamped web site with a refreshed design and improved navigation, giving greater visibility to key events, programs, and resources. These enhancements contributed enormously to the skyrocketing number of visits in 2006—an average of 43,000 a day, an increase of 30 percent from 2005.
- *Philanthropy News Digest* (PND), our daily online news service of articles from print and online media outlets across the country, received a fresh makeover, and we streamlined navigation to create a seamless user experience.

In addition to our Newsmakers interviews, we expanded *Philanthropy News Digest's* offerings and introduced the new Commentary & Opinion feature, in which leaders in philanthropy share their perspectives on hot topics. By the end of 2006, nearly two dozen leading thinkers had contributed, with topics ranging from combating child obesity to democratizing Uzbekistan and everything in between. To enrich readers' understanding of the issues, we added annotated links to other sites for alternative opinions and editorials.

A new and instantly popular feature in PND this year was "5 Questions For..." in which we asked leading experts from nonprofits across the country about their thoughts on current issues of the day—from Katrina to Darfur to the state of funding for the performing arts.

- PubHub showcases valuable information and publications that foundations generate and makes these documents more accessible. Through a searchable storehouse of links, anyone can access reports and briefs covering the full scope of philanthropic activity in the United States. In 2006, we teamed up with Indiana University–Purdue University Indianapolis University Library to create a digital archive to preserve these publications long-term.
- We complemented our traditional outreach to congressional staff—designed to raise the level of understanding of philanthropy by these policymakers—by delivering a program for them "where they live," on Capitol Hill.



To check out what the experts have to say on a range of issues, go to foundationcenter.org/pnd/commentary

SPREADING THE WORD IN 2006

The news media looks to the Foundation Center as a leading authority in the field. Journalists turn to us regularly as a source of the latest comprehensive information so they can report current trends. From *USA Today's* article on philanthropy's 2006 record-breaking year to the dozens of citations our report on foundation expenses earned, we reached millions of people through more than a hundred media placements in numerous outlets, including:

ABC News
Associated Press
Atlanta Journal-Constitution
Baltimore Sun
Bloomberg News
The Boston Globe
Business Week
CBS News
Charlotte Observer
The Chronicle of Philanthropy
Cincinnati Enquirer
Detroit Free Press
The Economist
Financial Times
Forbes
Los Angeles Times
MSNBC
The New York Times
The NonProfit Times
Philadelphia Inquirer
Philanthropy Journal
PNN Online
San Francisco Chronicle
Seattle Post-Intelligencer
St. Louis Post-Dispatch
The Times-Picayune (New Orleans)
USA Today
Voice of America
Wall Street Journal



▼ Wardrobe for Opportunity helps low-income job seekers learn to dress for success. Here, a volunteer works with a client.

“I got a scholarship from the Foundation Center–San Francisco to attend a proposal writing seminar. The timing couldn’t have been better—I’d just been promoted into a position that involved grant writing. I learned strategies for tailoring my proposals to grantmakers’ needs and got to learn from other participants as well, thanks to the dynamic classroom environment.”

Michelle Augenstein

Program Manager, Wardrobe for Opportunity
Oakland, CA



DONORS

We are grateful for the support of many people who share our commitment to building knowledge about philanthropy. We would like to extend a heartfelt thanks to the following foundations, corporations, and other organizations that allow the Foundation Center and our programs to thrive. We're proud to count you among our supporters.

BASIC SUPPORT

Independent Foundations

The Abell Foundation
Louis and Anne Abrons Foundation, Inc.
The Ahmanson Foundation
Altman Foundation
Hugh J. Andersen Foundation
John W. Anderson Foundation
The Annenberg Foundation
The Arca Foundation
Atherton Family Foundation
Lily Auchincloss Foundation, Inc.
The AVI CHAI Foundation
Axe-Houghton Foundation
The Barra Foundation, Inc.
The Bay and Paul Foundations, Inc.
Beazley Foundation, Inc.
Helen Andrus Benedict Foundation, Inc.
Claude Worthington Benedum Foundation
The Frank Stanley Beveridge Foundation, Inc.
The Mary Duke Biddle Foundation
Birmingham Foundation*
Blandin Foundation
The Arthur M. Blank Family Foundation
Booth Ferris Foundation
The Mary Owen Borden Memorial Foundation
The Robert Bowne Foundation, Inc.
Otto Bremer Foundation
The Andrea and Charles Bronfman Philanthropies

The Buhl Foundation*
The Bullitt Foundation, Inc.
Florence V. Burden Foundation
The Burroughs Wellcome Fund
The Bush Foundation
The Louis Calder Foundation
The California Wellness Foundation
Callaway Foundation, Inc.
J. Bulow Campbell Foundation
Carnegie Corporation of New York
Amon G. Carter Foundation
The Annie E. Casey Foundation, Inc.
Marguerite Casey Foundation*
Samuel N. and Mary Castle Foundation
The Ceres Foundation
The Champlin Foundations
The Charlpeg Foundation, Inc.
Ben B. Cheney Foundation
The Edna McConnell Clark Foundation
Robert Sterling Clark Foundation, Inc.
Colcom Foundation*
The Commonwealth Fund
Cooper Foundation
The Cowles Charitable Trust
Bruce L. Crary Foundation, Inc.
The Daphne Seybolt Culpeper Memorial Foundation, Inc.
The Nathan Cummings Foundation
Dorothy U. Dalton Foundation, Inc.
The Dammann Fund, Inc.
The Dana Foundation
Ken W. Davis Foundation

Doris and Victor Day Foundation, Inc.
Deer Creek Foundation
The Gladys Kriebel Delmas Foundation
Daniele Agostino DeRossi Foundation
Cleveland H. Dodge Foundation, Inc.
Dodge Jones Foundation
William H. Donner Foundation, Inc.
The Dorr Foundation
Jean and Louis Dreyfus Foundation, Inc.
The Max and Victoria Dreyfus Foundation Inc.
Doris Duke Charitable Foundation
The Duke Endowment
Dyer-Ives Foundation
The Dyson Foundation
The Educational Foundation of America
The O.P. and W.E. Edwards Foundation, Inc.
El Pomar Foundation
Fred L. Emerson Foundation, Inc.
Engineering Information Foundation
Richard M. Fairbanks Foundation, Inc.
Falk Foundation
The Ford Foundation
Mary D. and Walter F. Frear Eleemosynary Trust
The Freed Foundation, Inc.
The Freeman Foundation
Charles A. Frueauff Foundation, Inc.
Gates Family Foundation
Bill & Melinda Gates Foundation
The Gerber Foundation

The Wallace Alexander Gerbode Foundation
Irving S. Gilmore Foundation
Herman Goldman Foundation
The Florence Gould Foundation
Edwin Gould Foundation for Children
Graham Foundation for Advanced Studies in the Fine Arts
The Grainger Foundation
William T. Grant Foundation
William Caspar Graustein Memorial Fund
The Greenwall Foundation
Mary Livingston Griggs and Mary Griggs Burke Foundation
Paul and Mary Haas Foundation
The Hackett Foundation, Inc.*
The Hahn Family Foundation
Phil Hardin Foundation
The Harkness Foundation for Dance
John H. and Wilhelmina D. Harland Charitable Foundation, Inc.
The Irving Harris Foundation
The John A. Hartford Foundation, Inc.
Charles Hayden Foundation
The John Randolph Haynes and Dora Haynes Foundation
The Edward W. Hazen Foundation
The Hearst Foundation, Inc.
The Heckscher Foundation for Children
Vira I. Heinz Endowment
The F.B. Heron Foundation
The William and Flora Hewlett Foundation
The Hillman Foundation, Inc.
Conrad N. Hilton Foundation
The Hite Foundation
Houston Endowment Inc.
The Huber Foundation
Hudson-Webber Foundation
The Charles Evans Hughes Memorial Foundation, Inc.
The Hyde and Watson Foundation
Independence Foundation
The International Foundation
Ittleson Foundation, Inc.
Janesville Foundation, Inc.
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Foundation

†Denotes Challenge Grant

*Denotes new donor



▼ **Ali-Sha Alleman**

Founder and Executive Director
Ramona's Way
Washington, DC

“I moved to DC several years ago with a big idea. I wanted to start my own nonprofit for survivors of domestic violence and substance abuse. Through the Foundation Center, I've learned how to research funding, expand my knowledge of nonprofit management, and grow as an executive director. This year, my organization, Ramona's Way, turns 5 years old, and when I'm facing a challenge, I still turn to the Foundation Center for answers.”



FINANCIAL STATEMENTS

Independent Auditors' Report

The Board of Trustees, The Foundation Center:

We have audited the accompanying balance sheets of The Foundation Center (the Center) as of December 31, 2006 and 2005, and the related statements of changes in unrestricted net assets, changes in net assets, and cash flows for the years then ended. These financial statements are the responsibility of the Center's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Center's internal control over financial reporting.

Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of The Foundation Center as of December 31, 2006 and 2005, and the changes in its net assets and its cash flows for the years then ended in conformity with U.S. generally accepted accounting principles.

April 27, 2007

KPMG LLP

BALANCE SHEETS

December 31, 2006 and 2005

	<u>2006</u>	<u>2005</u>
Assets		
Cash	\$ 132,298	114,886
Contributions and other receivables, net of allowance for doubtful accounts (note 2)	5,092,437	3,881,619
Publications inventory	183,831	202,032
Investments (note 3)	18,021,487	12,205,181
Furniture, equipment, and leasehold improvements, at cost, less accumulated depreciation and amortization of \$7,170,223 and \$6,568,189 in 2006 and 2005, respectively	3,212,162	3,394,903
Other assets	269,604	197,357
Total assets	<u>\$ 26,911,819</u>	<u>19,995,978</u>
Liabilities and Net Assets		
Liabilities:		
Accounts payable and accrued expenses	\$ 1,026,814	695,476
Deferred revenue	3,581,946	2,933,704
Accumulated postretirement benefit obligation (note 4)	1,428,274	1,322,112
Total liabilities	<u>6,037,034</u>	<u>4,951,292</u>
Commitments (note 8)		
Net assets:		
Unrestricted:		
Undesignated	304,162	241,688
Board-designated for long-term investment (note 5)	7,002,954	6,252,954
Investment in furniture, equipment, and leasehold improvements	3,212,162	3,394,903
Total unrestricted	<u>10,519,278</u>	<u>9,889,545</u>
Temporarily restricted (note 6)	8,741,507	3,541,141
Permanently restricted:		
General purposes	1,000,000	1,000,000
Library acquisitions	150,000	150,000
Public education	464,000	464,000
Total permanently restricted	<u>1,614,000</u>	<u>1,614,000</u>
Total net assets	<u>20,874,785</u>	<u>15,044,686</u>
Total liabilities and net assets	<u>\$ 26,911,819</u>	<u>19,995,978</u>

See accompanying notes to financial statements.

STATEMENTS OF CHANGES IN UNRESTRICTED NET ASSETS

Years ended December 31, 2006 and 2005

	Operating	Nonoperating	Total	
			2006	2005
Revenues and gains:				
Foundation and corporate contributions	\$ 2,530,774	—	2,530,774	2,383,372
Publication revenues	9,489,493	—	9,489,493	8,875,186
Program service other fees	2,156,612	—	2,156,612	1,973,273
Investment return (note 3)	463,547	756,049	1,219,596	539,142
Net assets released from restrictions	4,081,854	101,574	4,183,428	3,220,825
Total revenues and gains	18,722,280	857,623	19,579,903	16,991,798
Expenses and losses:				
Program services:				
Data collection and publications	7,854,216	262,500	8,116,716	7,764,214
Library/learning centers and other public services	4,290,138	131,250	4,421,388	4,152,075
Research and other programs	1,007,357	36,400	1,043,757	688,686
Total program services	13,151,711	430,150	13,581,861	12,604,975
Supporting services:				
Management and general	4,540,327	145,379	4,685,706	3,806,911
Fundraising	653,221	27,776	680,997	680,682
Total supporting services	5,193,548	173,155	5,366,703	4,487,593
Loss on disposal of furniture, equipment, and leasehold improvements	—	1,606	1,606	146
Total expenses and losses	18,345,259	604,911	18,950,170	17,092,714
Acquisition of furniture, equipment, and leasehold improvements from operations	(320,596)	320,596	—	—
Increase (decrease) in unrestricted net assets	\$ 56,425	573,308	629,733	(100,916)

See accompanying notes to financial statements.

STATEMENTS OF CHANGES IN NET ASSETS

Years ended December 31, 2006 and 2005

	2006	2005
Increase (decrease) in unrestricted net assets	\$ 629,733	(100,916)
Changes in temporarily restricted net assets:		
Foundation and corporate contributions (note 9)	9,355,874	4,558,310
Investment return (note 3)	27,920	26,188
Net assets released from restrictions:		
For operating activities	(4,081,854)	(3,133,184)
For capital purposes	(101,574)	(87,641)
Increase in temporarily restricted net assets	5,200,366	1,363,673
Increase in net assets	5,830,099	1,262,757
Net assets at beginning of year	15,044,686	13,781,929
Net assets at end of year	\$ 20,874,785	15,044,686

See accompanying notes to financial statements.

STATEMENTS OF CASH FLOWS

Years ended December 31, 2006 and 2005

	<u>2006</u>	<u>2005</u>
Cash flows from operating activities:		
Increase in net assets	\$ 5,830,099	1,262,757
Adjustments to reconcile increase in net assets to net cash provided by operating activities:		
Depreciation and amortization	603,305	588,542
Increase in allowance for doubtful accounts	15,000	—
Loss on disposal of furniture, equipment, and leasehold improvements	1,606	146
Net appreciation in fair value of investments	(826,112)	(264,720)
Capital campaign contributions	(6,409,500)	—
Changes in operating assets and liabilities, net:		
Decrease (increase) in contributions and other receivables, less amounts classified as financing activities	591,514	(1,658,532)
Decrease (increase) in publications inventory	18,201	(34,145)
Increase in other assets	(72,247)	(4,895)
Increase (decrease) in accounts payable and accrued expenses	331,338	(307,002)
Increase in deferred revenue	648,242	575,129
Increase in accumulated postretirement benefit obligation	106,162	212,260
Net cash provided by operating activities	<u>837,608</u>	<u>369,540</u>
Cash flows from investing activities:		
Purchase of investments	(5,531,955)	(8,618,534)
Proceeds from sale of investments	541,761	8,528,193
Acquisition of furniture, equipment, and leasehold improvements	(422,170)	(262,791)
Net cash used in investing activities	<u>(5,412,364)</u>	<u>(353,132)</u>
Cash flows from financing activities:		
Cash received from capital campaign	4,592,168	—
Net cash provided by financing activities	<u>4,592,168</u>	<u>—</u>
Net increase in cash	17,412	16,408
Cash at beginning of year	114,886	98,478
Cash at end of year	<u>\$ 132,298</u>	<u>114,886</u>

See accompanying notes to financial statements.

NOTES TO FINANCIAL STATEMENTS

Years ended December 31, 2006 and 2005

(1) Organization and Summary of Significant Accounting Policies

Organization

The Foundation Center (the Center) is a not-for-profit organization exempt from U.S. federal income taxes under Section 501(c)(3) of the Internal Revenue Code and has been designated as an organization which is not a private foundation. The Center's mission is to strengthen the nonprofit sector by advancing knowledge about U.S. philanthropy. The Center achieves this

mission by collecting, organizing, and communicating information on U.S. philanthropy, conducting and facilitating research on trends in the field, providing education and training on the grantseeking process, and ensuring public access to information and services through its web site, print and electronic publications, five library/learning centers, and a national network of Cooperating Collections. Its audience includes grantseekers, grantmakers, researchers, policymakers, the media, and the general public.

Summary of Significant Accounting Policies

(a) Basis of Presentation

The net assets of the Center and changes therein are classified and reported as follows:

Unrestricted net assets – Net assets that are not subject to donor-imposed stipulations. This category of net assets includes amounts designated by the board for long-term investment and amounts invested in furniture, equipment, and leasehold improvements, net of accumulated depreciation and amortization.

Temporarily restricted net assets – Net assets subject to donor-imposed stipulations that will be met either by actions of the Center and/or the passage of time.

Permanently restricted net assets – Net assets subject to donor-imposed stipulations that the principal be maintained permanently by the Center. The Center is permitted to use the income earned on the related investments for general or specified operating purposes.

Revenues are reported as increases in unrestricted net assets unless their use is limited by donor-imposed restrictions. Expenses are reported as decreases in unrestricted net assets. Gains and losses on investments and other assets or liabilities are reported as increases or decreases in unrestricted net assets unless their use is restricted by explicit donor stipulation or by law. Expirations of temporary restrictions on net assets (i.e., the donor-stipulated purpose has been fulfilled and/or the stipulated time period has elapsed) are reported as net assets released from restrictions.

(b) Contributions

Contributions, which include unconditional promises to give, are recognized as revenues in the period received. The Center received \$1,800,000 in conditional pledges for its capital campaign, which are not included in these financial statements.

(c) Other Matters

Cash and cash equivalents managed for long-term investment purposes are included in investments. • Publications inventory is stated at the lower of direct production cost (first-in, first-out) or market. • Revenue is recognized during the fiscal year in which the service relates. • Deferred revenue primarily includes annual subscriptions paid in advance of the period to which they relate. • Authorship costs are recorded as program expenses in the year incurred. • Depreciation and amortization are provided on a straight-line basis over a ten-year estimated useful life for furniture and equipment, over a five-year estimated useful life for electronic equipment, and over the shorter of the remaining term of the lease or useful lives for leasehold improvements. • Total investment return (loss) net of the amount appropriated for operations, net assets released from restrictions for capital purposes, depreciation and amortization expense, and other gains or losses are reported as nonoperating activities in the current year statement of changes in unrestricted net assets. • Accounting estimates are an integral part of the financial statements prepared by management and are based upon management's current judgments. Actual results could differ from those estimates. • Certain 2005 amounts have been reclassified to conform to the 2006 presentation. • Other significant accounting policies are set forth in the financial statements and the following notes.

(2) Contributions and Other Receivables

Contributions and other receivables consist of the following at December 31, 2006 and 2005:

	<u>2006</u>	<u>2005</u>
Contributions receivable, due to be collected as follows:		
Less than one year	\$ 2,817,918	2,198,572
One to five years	1,877,000	1,430,333
Other receivables	462,519	302,714
Allowance for doubtful accounts	(65,000)	(50,000)
	<u>\$ 5,092,437</u>	<u>3,881,619</u>

(3) Investments

Investments are carried at fair value based upon quoted market prices.

Investments at December 31, 2006 and 2005 consist of the following:

	<u>2006</u>		<u>2005</u>	
	Cost	Fair Value	Cost	Fair Value
Cash equivalents	\$ 9,081,257	9,081,257	3,905,168	3,905,168
Bonds and notes	2,618,887	2,582,490	2,468,841	2,384,498
Common and preferred stocks	4,775,423	6,357,740	5,029,842	5,915,515
	<u>\$ 16,475,567</u>	<u>18,021,487</u>	<u>11,403,851</u>	<u>12,205,181</u>

The board of trustees has approved an annual spending rate of up to 4.5% of the average market value of the investments managed by the investment manager at the end of the three preceding years. The components of investment return for the years ended December 31, 2006 and 2005 are as follows:

	<u>2006</u>	<u>2005</u>
Interest and dividends	\$ 421,404	300,610
Net appreciation in fair value of investments	826,112	264,720
Total investment return	1,247,516	565,330
Less investment return appropriated under spending policy, including temporarily restricted amount of \$27,920 and \$26,188 in 2006 and 2005, respectively	491,467	395,137
Investment return reported as nonoperating	<u>\$ 756,049</u>	<u>170,193</u>

(4) Postretirement Health Care Benefits

The Center sponsors an unfunded postretirement health care plan that covers all employees who meet certain eligibility requirements. Additionally, the Center chose to enroll eligible retirees into a Medicare Advantage Plan effective January 1, 2006. The following table provides information with respect to the plan as of and for the years ended December 31, 2006 and 2005:

	<u>2006</u>	<u>2005</u>
Accumulated benefit obligation at December 31	\$ 1,105,858	1,741,562
Unrecognized (gain) loss	(322,416)	419,450
Accrued benefit liability recognized in the balance sheets	<u>\$ 1,428,274</u>	<u>1,322,112</u>
Net periodic benefit cost	\$ 122,574	234,943
Employer contributions	16,412	22,683
Benefits paid	16,412	22,683

The assumptions used in the measurement of the Center's benefit obligation are shown in the following table:

	<u>2006</u>	<u>2005</u>
Weighted average discount rate as of December 31	5.95%	5.75%
Medical trend rates (applied to net incurred claims)	10.00% during the year 2006 and 2007 (and 8.50% in 2005) grading to 5.00% by 2012	

The assumption used in the measurement of the Center's net periodic benefit cost is shown in the following table:

	<u>2006</u>	<u>2005</u>
Weighted average discount rate as of December 31	5.75%	6.00%

Assumed health care cost trend rates have a significant effect on the amounts reported for health care plans. A 1% point change in assumed health care cost trend rates would have the following effects on the amounts reported:

	<u>2006</u>		<u>2005</u>	
	1% increase	1% decrease	1% increase	1% decrease
Effect on total service and interest cost	\$ 34,547	(26,594)	59,378	(45,164)
Effect on postretirement benefit obligation	249,333	(194,931)	416,079	(321,545)

Projected premium payments for each of the next five years and thereafter through 2016 are as follows:

	<u>Amount</u>
2007	\$ 16,427
2008	17,608
2009	19,963
2010	24,570
2011	30,578
Thereafter through 2016	<u>198,628</u>
	<u>\$ 307,774</u>

In September 2006, the Financial Accounting Standards Board issued Statement on Financial Accounting Standards (SFAS) No. 158, Employers' Accounting for Defined Benefit Pension and Other Postretirement Plans. SFAS No. 158 requires an employer to recognize the funded status of benefit plans, measured as the difference between plan assets at fair value and the projected benefit obligation, in the balance sheet. The Center will be required to adopt this standard in its December 31, 2007 financial statements.

(5) Board-Designated Amounts for Long-Term Investment

The board of trustees has designated certain amounts for long-term investment. Additional amounts designated in 2006 and 2005 were \$750,000 and \$200,000, respectively.

(6) Temporarily Restricted Net Assets

Temporarily restricted net assets were available for the following purposes or for future periods at December 31, 2006 and 2005:

	<u>2006</u>	<u>2005</u>
Data collection and publications	\$ 366,667	916,667
Library/learning centers and other public services	894,499	1,180,869
Other programs	896,713	522,623
Capital campaign	5,668,382	1,700
Future periods	915,246	919,282
Total	<u>\$ 8,741,507</u>	<u>3,541,141</u>

(7) Pension Plan

The Center has a noncontributory, defined contribution group annuity pension plan, which provides for the option of voluntary employee contributions and covers all employees who meet minimum age and service requirements.

Pension costs are funded when accrued, and benefits vest on contribution to the plan. Total cost of the plan for the years ended December 31, 2006 and 2005 amounted to approximately \$804,000 and \$780,000, respectively.

(8) Lease Commitments

The Center occupies office facilities in New York City, Washington, D.C., Cleveland, San Francisco, and Atlanta under various lease agreements. Beginning in 2005, the Center subleases part of its New York City facility.

Future minimum annual rental payments under the lease agreements, net of sublease income, are as follows:

<u>Year ending December 31:</u>	<u>Amount</u>
2007	\$ 1,500,541
2008	1,500,905
2009	1,691,338
2010	1,752,744
2011	1,616,096
Thereafter	<u>7,130,472</u>
	<u>\$ 15,192,096</u>

In connection with the New York lease, the Center maintained a letter of credit in the amount of \$400,000 as of December 31, 2006 and 2005. Rent expense was approximately \$1,928,000 and \$1,793,000 in 2006 and 2005, respectively.

(9) Concentration

Two members of the board of trustees are affiliated with organizations that contributed \$4,000,000 to the Center's capital campaign.



▼ The Red Cross provided meals and other assistance in the aftermath of storms and flooding that hit northeastern Ohio in the summer of 2006.

“I’m in charge of securing corporate and foundation support and have taken advantage of the Foundation Center’s Dialogues with Donors, where grantseekers get a chance to hear directly from grantmakers and build relationships. Since I started participating on a regular basis, I’ve increased ten-fold the grant dollars I’ve secured for my organization, from tens of thousands to hundreds of thousands of dollars.”

Michael J. Parry, CFRE

Senior Manager—Corporate & Foundation Support
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Project Director: Cheryl Loe

Design: BBMG, bbmg.com

Photography: Erin Dey (pages 3 & 7)

Printing: Printed by Hanover Printing of New Jersey, Inc.



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