



Something Ventured

*An Innovative Model
in Philanthropy*

WASHINGTON WOMEN'S



FOUNDATION



Jane Markham Abel Singer Ackley Teri Akin Connie Albrecht Rhoda Altom Eve Alvord Nancy D. Alvord Jean Amick Carol Anderson Mary Jane Anderson Lisa Gurvich Anderson Lanny Anderson Susan R. Andonian Nancy B. Andrews Libby G. Armintra Connie E. Ballmer June Barnes Patty Barrier Corinne Bauer Esther H. Beatty Judi Beatty Sally S. Behnke Rebecca Benaroya Lauren Bennett Sue Bennett Laurie Besteman Debbi Bevier Katherine Binder Joanne Birkeland Inez Noble Black Sarah C. Black Debbi Blethen Sharon Gantz Bloome Carol Bobo Janet Boguch Julia M. Bolz Jina Bonin Barbara Bordeaux Betty Bottler Midge Bowman Debbi Brainerd Margaret Breen Li Breneman Shirley Bridge Helen Brooks Julie A. Brooks Alexandra Brookshire Susan Brotman Ann S. Buckner Jane Hoyt Buckner Sue Buerk Julia Calhoun Mindy Cameron Terri Campbell Elizabeth M. Campbell Blair Carleton Karen Carlson-Iffert Marjorie Chadsey Anna Chestnut Lynn M. Claudon Paula K. Clapp Judith N. Clifford Suzann Cluett Nancy J. Colbert Ida Cole Priscilla Collins Janice C. Condit Carole Conger Mary Alice Cooley Corinne Crabs Christine Crandall Katherine Crossley Alice Cunningham Danielle Cuvillier Rebecca Dale Carolee Danz Martha Darling Pamela David Sylvia DeForest Marion DeForest Katherine Deforest-Evans Betsy Dennis Ellen Conedera Dial Dee Dickinson Laura Domoto Mary Anne Dorward Mary H. Dougherty Manya Drobnack Jane C. Dudley Mildred King Dunn Susan Dunn Mary Dunna Maryel Duzan Kathleen Edwards Sharlee Eising Mary Ann Ekman Sandra Ellenbogen Deborah A. Elvins Jean Enersen Kathryn Enlow Wendy Ershig Guy Suzan Eskens Karen K. Evenden Mary Lou Everett Anne V. Farrell Karen Felton Ellen Ferguson Synnove L. Fielding Gunilla K. Finrow Elizabeth Fitzgerald Cheri Fitzpatrick Heath Fitzpatrick Sturgill Dorothy A. Fluke Dorian D. Ford Susan Formo Cay Fortune Col Foster Jody Foster Dayle Evan Fowler Cindy Freimuth Roxanna Frost Ann Frothingham Jean Gardner Anne Garrett Nan Garrison Melinda French Gates Mimi Gardner Gate Carrie George Katharyn Alvord Gerlich Maureen Gibbons Beth Gibson Ginny Gild Alison Gilligan Anne E. Gittinger Vicki Glant Peggy L. Golberg Barbara Goldman Linda Granat Jeannie Gravenkemper Jean Alexander Greenwald Cindy Griff Mary D. Griffin Lyn Grinstein Krista Grinstein Barbara Gross Erika Gudmundsson Washburn Helen Gurvich Judi Guy Betty Haines Regina M. Hall Yvonne Hall Barbara Hamachek Molly Hanlon Nancy Harns Cathi Hatch Phyllis Hatfield Anne Gou Hauberg Martine B. Hebrant Elizabeth Hedreen Jill Heerensperger Mary Herchen Catherine Hillenbrand Carol Hirsch Suzanne Hittman Marilyn Hoban Lannie Hoglund Anne Willoughby Holt Marcia McCraw Horwitz Susan Hubbard Mary Ellen Hughes Gretchen S. Hull Mary Lou Hunt Suzanne Lile Hunter Janice Magee Huseby Wink Hussey Becky Arnett Hussey Laura Ingham Ruth Ingham Joyce F. Jackson Mari Jalbin Kate Janeway Terri Jasen Beverly J. Jefferson Sally Jewell Barbara Johns Linda Johnson Sonia P. Johnson Pam Johnson Dorothy Haby Johnson Jan Johnston Sarah Keene Jourard Sandy Kachlein Martha Lampe Keck Inger Keeler Carolyn Kelly Roberta Kendall Patricia Kendall Kristin Kennell Ellen S. Kerr Janet Ketchum

Something Ventured

*An Innovative Model
in Philanthropy*

WASHINGTON WOMEN'S



FOUNDATION

Seattle, Washington

The publication of this handbook is made possible by a generous grant from the
Bill & Melinda Gates Foundation.

© 2002 by Washington Women's Foundation

All rights reserved. Permission to use portions of this book or concepts contained therein may
be granted by the Washington Women's Foundation.

Contact the Washington Women's Foundation:

1325 Fourth Avenue, Suite 1200

Seattle, Washington 98101

info@wawomensfoundation.org

www.wawomensfoundation.org

Printed in the United States of America

Designed by Virginia Hand

Photography by Susie Fitzhugh, Mark Seeger, Jeffrey Luke, Puget Sound Business Journal, Loren Callahan

Edited by Erika Gudmundsson Washburn

Contents

Acknowledgements	v
Foreword	vii
Introduction	ix
Washington Women's Foundation A New Community Asset	2
Building A Powerful Association of Community Investors	2
Money is a Power Tool	4
An Innovative Model in Philanthropy	6
Venture Something! Build On Your Spirit of Philanthropy to	
Create a Lasting Foundation	12
Stages of Development	12
Assemble an All-Star Team	13
Launch Your Foundation with Inspiration and Commitment	14
Build an Infrastructure	16
Organization Structure	19
Foundation Management	24
The Raison d'être Executing the Pooled-Fund Grant Process	32
Criteria for Funding	32
Achieving the Mission	32
Expected Goals and Outcomes	33
Guidelines	34
Reviewing Projects and Proposals	36
Grant Committee Structure	37
Grant-Making Schedule of Events	39
A Gift of Joy	48
Give Yourself A Gift of Joy	48
Founding Board of Directors	50
In Good Company	54
Individual Member Grants	55
Pooled Fund Grants	56
Tools and Resources	60
Suggested Reading	60
Sample Request for Proposal	62
Sample Voter's Pamphlet	66
Glossary of Terms	70
Index	71



Acknowledgements

The real heroes of this accomplishment are Washington Women's Foundation (WWF) members whose names appear on the end sheets of this publication. Their commitment and active participation have made these comments possible. Among the nearly 400 names listed, a few require special mention for their significant contributions to the foundation and this publication.

Special thanks to board members Rhoda Altom, Judi Beck, Anne Farrell, Suzanne Lile Hunter, Faye Sarkowsky, Margaret Walker and Colleen Willoughby and to committee chairs Sue Bennett, Margaret Breen, Mary Ann Ekman, Dorothy Mann, Dorothy Nelson, Gail Ransom and Alison Wilson for thoughtful leadership and stewardship of the foundation. Thank you to members Ann Buckner, Mary Anne Dorward, Jane Dudley, Marsha MacInnes, Kim Pasciuto, Roxanne Scott and Deb Seymour. Each has contributed freely of her time and expertise to create what has become a catalytic force in our community.

Thank you to Tina Kelley for the article in *People* magazine. It sparked the idea for this handbook and has encouraged others across the country to venture similarly in their own communities. And to the Bill & Melinda Gates Foundation for the grant that makes this manuscript possible. To Jean Hoffman, Linda Katz, Deborah McManus, Jan Oliva, Annette Park, Susan Smith, Patricia Szuch and Courtenay Wilson, thank you for drawing on the concepts and ideals of the Washington Women's Foundation model as you began foundations in your own communities. We congratulate each of you on successful launches and wish you well.

“All of us have strengths we need to share. The challenge lies in creating vehicles that enable diverse individuals to do so.

It is not just about volunteering or trying to be a better person.

It’s not about making your community a better place.

It’s not about service being good for your soul. It is more fundamental, almost primal. It is what the species instinctively wants to do: perpetuate itself by leaving something behind; to make a mark that lasts; to make ourselves count.”

— BILL SHORE, THE CATHEDRAL WITHIN

To Sarah Geren-Ziegler, Maria Groen and Patty Schuchart, thank you for your dedication and support of the business functions of the foundation. To Carolyn Norton and Molly Stearns of The Seattle Foundation and to Dan Wilton, thank you for your ongoing assistance.

Special thanks to Victoria Coelho, Jane Coleman, Loveday Conquest, Delphine Haley, Katherine Raff and the late Ann Castle, for your generous advice and consultation. To Erika Gudmundsson Washburn who accepted the challenge of editor and project manager with enthusiasm. Thanks also to George Willoughby, for his enduring patience and thoughtful counsel.

To Melinda French Gates and Priscilla Bullitt Collins, thank you for providing your rich perspectives on philanthropy. Our appreciation is immeasurable.

Foreword

Melinda French Gates

The Washington Women's Foundation is mobilizing a giving community through what has become a brave adventure for nearly 400 women. Established in 1995, the Washington Women's Foundation gives women of all ages and income levels an opportunity to become not just donors, but leaders in the field of philanthropy.

As a member of the Washington Women's Foundation, I have seen firsthand the powerful difference the combined resources of its membership are making. The nearly \$3 million the Washington Women's Foundation has put into the communities of the Northwest in just six years are dollars that weren't there before with women behind them who didn't see themselves as philanthropists.

Our country, and our region, has benefited tremendously from advances in medical science and information technology. But many of these advances, such as vaccines that protect children against killer diseases, are unavailable to those who need them most. Glaring gaps are growing between the deprivation experienced in developing countries and the abundance and efficiency that define our way of life. The central challenge we face is to reduce the inequities that divide our world. Through heightened awareness, discovery and participation, we can work to bridge these gaps in health, education, social services, the arts and the environment in our communities and around the world.

There are many similarities between the way the Bill & Melinda Gates Foundation and the Washington Women's Foundation ap-



PHOTO: BILL & MELINDA GATES FOUNDATION

Melinda French Gates
Co-founder Bill & Melinda Gates Foundation

proach philanthropy. Both do a lot of research and consider the counsel of experts from places within and far beyond our scope of knowledge. Both approaches to philanthropy are entrepreneurial, even experimental. Both foundations acknowledge the power of collaboration and turn people's attention to needs that are often overlooked. And both approaches require taking risks.

The Washington Women's Foundation has developed a model for collaborative giving that can easily be adapted to other communities. This publication offers guidance on how to implement its model in any city or town across the country.

Through our foundation work I've had the honor to meet Nelson Mandela. In his inaugural address, Mandela said, "we know it well, that none of us acting alone can achieve success." The Washington Women's Foundation recognizes this truth as well, and provides a forum for women to begin their philanthropic journey alongside other committed women. I hope you'll join us.

Melinda French Gates

Introduction

Colleen Willoughby

Since that day in high school, attending Girls Nation in Washington D. C., when I sat in the Senate chair of Margaret Chase Smith, the first woman to become a United States Senator, I have had an abiding interest in public service and a profound respect for women's effective civic leadership. I have spent nearly a lifetime finding ways for my own participation and helping to develop avenues that will offer others meaningful engagement for the benefit of the commonweal. Establishing the Washington Women's Foundation is another chapter of this ongoing journey.

From my experience, there are five clear observations that led me in the direction of developing a new philanthropy.

After nearly four decades as a community volunteer, I know that needs of community building are continuous and growing.

The potential for women's capacity and collective contribution is enormous. In the past 20 years, national statistics of women's wealth have grown dramatically, due in large part to independence and increased education and employment opportunities.

Donor-intent and donor-directed gifts have become commonplace. In recent years, primarily through United Way, it became clear that contributors to charitable causes want to be more involved with where and how their contributions are spent.

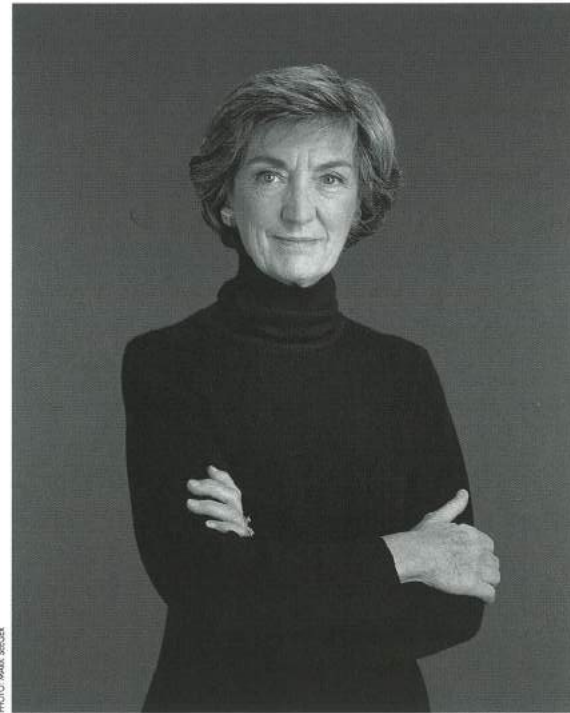


PHOTO: MARK SEIGER

Colleen S. Willoughby
Washington Women's Foundation Co-founder and President

Avenues for community participation need to be flexible and easy to access. Today's reality of multi-layered lifestyles demands it. Writing a check is often an effective first step for initiating personal involvement in community building.

Through several assignments as a volunteer in fund raising, I became acutely aware of a particular disconnect between women's financial capacity and confidence for using personal financial resources in major ways to effect social change in communities.

Together, these observations inspired me to broker women's financial capacity with tools that build confidence in investing resources in meaningful ways. Thus the early concepts for building a new organization to maximize women's leadership have become a new model in philanthropy, the Washington Women's Foundation.

The result of building this model has created not only a vehicle for women's enhanced participation in philanthropy, it has created a movement that has the potential to build important new community assets in virtually any town or community across the country.

In this handbook, you will discover that today's philanthropy is open to a breadth of income levels, and by aggregating smaller gifts, major grants are possible. There is a difference between loyal charitable giving and effective community investment. Philanthropy requires confidence and understanding that money is a powerful tool when used effectively.

We hope our design will be useful to you as a springboard for other new ventures in the field of philanthropy. Included is a guide for establishing a lasting philanthropy and helpful notes on executing a member-driven, pooled-fund grant-making process.

May the example and early results of the Washington Women's Foundation serve as your clarion call to action.

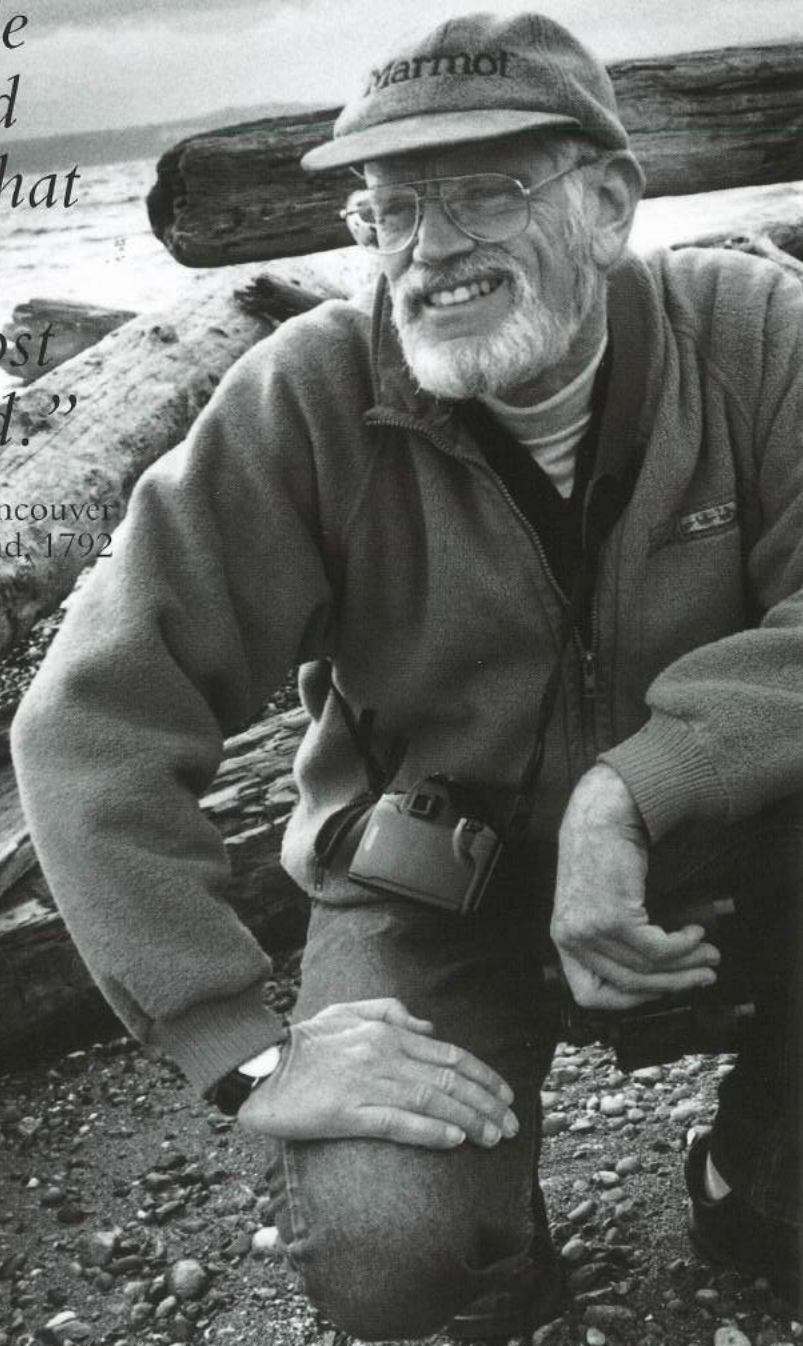
Venture Something!

Colleen S. Willoughby

Be confident. Think smart. Act big.

*“The serenity of the
climate, the innumerable
pleasing landscapes, and
the abundant fertility that
unassisted nature puts
forth...render it the most
lovely country imagined.”*

—Captain George Vancouver
upon seeing Puget Sound, 1792





WWF success story

\$50,000
People for
Puget Sound
Saving Puget Sound's
Shoreline

People for Puget Sound is dedicated to a long-term campaign of protecting and restoring the waters, land and common future of the Puget Sound region.

The grant was awarded to an innovative project aimed at reversing the decline of the shoreline by engaging owners of shoreline property and the public in a stewardship program based on the successful "Block Watch" model.

<http://www.pugetsound.org>

Washington Women's Foundation

A New Community Asset

Women are joining to combine resources to address philanthropic needs of the community. In just six years, WWF has tripled membership and generated nearly 3 million dollars for grant-making.

Building A Powerful Association of Community Investors

The mission is thriving. The Washington Women's Foundation is committed to educate and expand the pool of women in philanthropy, to build and strengthen community through individual and pooled investments, and to demonstrate the impact that can result from informed focused grant-making. In just six years, WWF has tripled membership and generated nearly 3 million dollars for grant-making. A broad base of informed philanthropists is growing and effecting change by making large-impact grants. The Washington Women's Foundation introduces a pool of new money and a more-informed donor base to create a powerful association of community investors to address the emergent issues of our time.

Now more than ever, our communities are tapping private investors to support organizations sponsoring the arts, education, environment, health care and social services. Needs are ongoing and expensive. Numbered are the days and limited is the effectiveness of penny drives and bake sales. The Washington Women's Foundation has designed a new model in philanthropy that provides members the opportunity and the tools to participate in large-impact grant-making.

"We approach this work not simply as volunteers helping to carry out an existing plan but as leaders, enabling projects which might

Expanding the pool of women in philanthropy

otherwise not be possible,” said Rhoda Altom, a founding board member.

The foundation achieves a greater level of impact by drawing on the aggregated financial and collective informational resources of members. These resources allow the foundation the ability to anticipate and respond to community needs with strategic placement of funds.

Purpose

- Provide education and tools to support and encourage women’s interest in participating in philanthropy.
- Demonstrate the impact of large-scale, focused grant-making.
- Inspire women to become leaders in philanthropy.

The Washington Women’s Foundation is throwing the doors wide open on what has been traditionally thought of as women’s issues. The foundation does not limit grant-making to women and girls as beneficiaries. Instead, it looks for critical need, bold new ventures and innovative approaches to solving age-old problems affecting men, women and families.

In the WWF we say, “We may not all individually be wealthy women, but we hold great wealth in common.” The pooled fund makes it possible for a \$2,000 contribution to have a \$1,000,000 impact. All WWF members become major donors.

“Deep pockets or not, women have the power to effect change. Big-ticket philanthropy isn’t just for the charity ball crowd anymore. Women’s foundations across the country are pooling funds from early- and mid-career women, allowing them to donate small amounts and collectively make a big difference. Instead of writing five- or six-figure checks to establish charitable funds, young women ante up from \$50 to \$2,000 for these group funds and get an early start on altruism.”

—EILENE ZIMMERMAN
WORKING WOMAN JUNE 2001

“Learning about money and philanthropy and taking action on it, is as important for women today as it was for our mothers to learn to drive or our grandmothers to secure the right to vote,”

—TRACY GARY, CO-FOUNDER OF THE
SAN FRANCISCO WOMEN'S FOUNDATION,
AND FOUNDER OF RESOURCEFUL WOMEN
AND WOMEN'S DONOR NETWORK.

Money is a Power Tool

Harnessing the power of the collective purse.

Today, women have greater access to financial wealth through higher education, better jobs and greater independence and opportunity. Women are coming into money in a variety of ways. “They earn it, marry it or inherit it,” says Martha Kongsgaard, a charter member. It does not really matter where it comes from as long as it is used wisely. Women are seeking ways to invest their capital to improve their communities.

The Washington Women's Foundation exercises an approach for giving that researches needs, analyzes available solutions and strategically allocates money to achieve the greatest impact. The Washington Women's Foundation provides women with practical hands-on experience for funding their charitable interests in high-powered ways. Money is a powerful tool. When used with intelligence, it can perform miracles.

The Washington Women's Foundation educates women in philanthropy to close the gap between women's capacity to give money and their willingness to use money as a tool to effect change. The Washington Women's Foundation encourages women to learn about, talk about and use money as an effective, powerful tool. The foundation does this by engaging women in dialogue about money and building women's skills and confidence for putting money into action.

Exposure to the nonprofit community and participation in informational forums empower new and experienced donors. It is the aim of Washington Women's Foundation that every member become an educated philanthropist, understanding how to assess community needs,

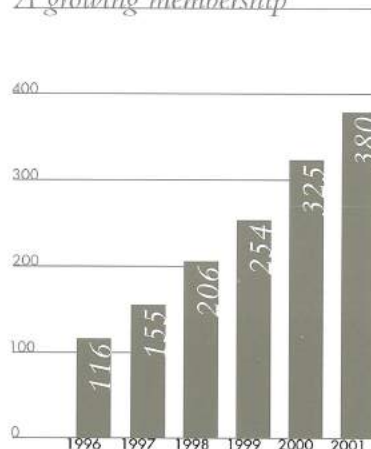
evaluate grant proposals, examine financial reports, interview executive directors seeking funding and award grants.

Charitable giving requires thoughtful consideration. "Philanthropy is a hard, complicated, demanding business. Giving isn't easy; it's only easy if you give everyone \$50," says Patsy Collins, a charter WWF member.

Investing *in the community*



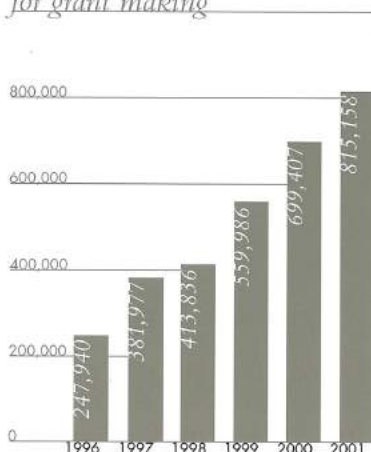
A growing membership



As of 6/30/01

Note: These numbers reflect annual membership growth and renewal. Numbers do not reflect member attrition due to relocation and major life changes. Accounting for attrition, actual membership as of 1/31/2002 is 360.

Total annual contributions for grant making



As of 6/30/01

Note: Some members elect to make multi-year contributions in one year

An Innovative Model in Philanthropy

100 percent of members' annual charitable contributions is invested in grant-making.

At WWF, members pledge to contribute \$2,100 annually for a five-year membership term. Contributions are equally divided between individually designated and pooled-fund grant-making. A small percentage is allocated to an administrative fund to support operating costs. Members' annual contributions are deposited in our fund at the local community foundation, The Seattle Foundation.

Individual Member Grant-Making

Individual grant-making allows members the opportunity to support their own unique interests. At WWF, a member designates \$1,000 of her annual contribution to organizations of her choice. The \$1,000 contribution may be divided among up to three organizations. There are no geographic restrictions on individual grant-making. Grants may be made only to organizations registered with the Internal Revenue Service as 501c3 nonprofit organizations. It is possible for members to direct their entire contribution to the pooled fund, thereby maximizing the impact of that fund. Funds are collected in October and distributed in December of each year.

Members are attracted to the idea that they can be part of an organization that allows them the flexibility of individual and pooled-fund grant-making. Many members claim that the experience of executing the pooled-fund grant-making process helps them become better individual donors. (See page 55 for a list of individual member grants.)

Pooled-Fund Grant-Making

Pooled-fund grant-making responds to communitywide need with large focused awards. It is through the grant-making process that the foundation promotes exposure to the grant-seeking community addressing a variety of charitable interest areas: arts, education, environment, health and social service.

At WWF, a member designates \$1,000 of her annual contribution to the pooled fund. The grant committee works on behalf of the entire membership to identify and nominate agencies addressing causes within the five charitable interest areas to appear on a ballot for a vote by the entire membership each spring.

Organizations are invited to apply for a grant of \$100,000. Depending on the size of the pool, as many \$100,000 grants as possible are given. Grants of \$75,000 and \$50,000 also are awarded.

Pooled-fund grants are distributed in June of each year. The Washington Women's Foundation has made 18 pooled-fund grants since 1995. (See page 56 for a listing of pooled-fund grants.)

Core Values

- Membership is open to women.
- Membership is diverse.
- Grant-making process is proactive.
- Decision-making is democratic.
- Every member is entitled to one vote.
- Grants are made solely from members' contributions.
- Grant-making is not limited to women and girls as beneficiaries.
- This model is not currently building an endowment.
- Pooled-fund grants are large-impact grants.
- There is no obligation to volunteer or participate in committee work.

Members may commit as little or as much time as they choose. There is a "no guilt" benefit with this model. No one is considered a lesser member for limiting her level of engagement to writing a check and voting. Members have no other obligation than to fulfill the annual contribution and to participate in the voting process determining recipients of pooled-fund grants. Members are welcome to participate in committee work but there is no requirement to do so.

Every issue is a woman's issue.

WWF members have made individually designated grants totaling more than \$1.2 million to 469 nonprofit organizations. Pooled-fund grant-making totals nearly \$1.4 million to 18 nonprofit organizations.

"WWF is about more than just money. It is about gaining knowledge about philanthropy and education about the community."

—MAGGIE WALKER

In Good Company

A number of organizations across the country are in the process of building on the Washington Women's Foundation's model of philanthropy. Each is adapting the model to suit interests and characteristics unique to its communities by adjusting what we call the "platform."

Platform

A platform consists of three primary planks: contribution levels, membership terms and areas of charitable interest. It is possible to tailor contribution amounts, individual and pooled-fund breakdown and length of membership term to population size, community economic stability and willingness and readiness to participate in philanthropic activity. Likewise, charitable interest areas may be determined to respond to differing gaps of need in communities across the country.

The platform for the Washington Women's Foundation is a \$2,100 annual contribution throughout a five-year membership term. The charitable interest areas are art, education, environment, health and social service. These five charitable interest areas were selected to provide a breadth of grant-making opportunities and reflect the diversity of our membership.

Members may elect to contribute more in any given year through planned gifts, advance payment and additional contributions. While a membership term lasts five years, it is intended that involvement with the foundation will include consecutive membership terms and become a long-term commitment.

Following are platforms communities are using to get started.



Members Jane Dudley, Roxanne Scott and Ellen Kerr with representatives from Powerful Voices.

Name, Location, Launch Date	Annual Member Contribution	Individual/ Pooled	Administrative Fund	Partnering Organization	Membership Commitment	Membership Totals	Charitable Interest Areas
Washington Women's Foundation Seattle, WA October 1995	\$2,100	\$1,000/\$1,000	\$100	The Seattle Foundation	5 years	360	Arts, Education, Environment, Health and Social Service
St. Alphonsus' Women's Philanthropic Healthcare Fund Boise, Idaho September 1999	\$1,100	\$1,000 pooled	\$100	St. Alphonsus Hospital	1 year	90	St. Alphonsus Affiliated healthcare projects
The WellMet Group New York, New York October 1999	\$5,000	\$2,500/\$2,500	Members volunteer to cover expenses at year's end	New York Community Trust	1 year	30	Emerging Nonprofits
San Diego Women's Foundation San Diego, California November 1999	\$2,000	\$1,000 pooled \$1,000 builds endowment*	\$0	The San Diego Foundation	5 years	120	Arts/Culture/Education Economic/Employment Development, Environment Health and Human Services Civil Society
Vancouver Women's Foundation Vancouver, Washington January 2000	\$2,010	\$2,000 pooled	\$10	Community Foundation for Southwest Washington	5 years	50	Rapid Response for Women in Need
Women's Network for Christian Philanthropy Issaquah, Washington May 2000	\$50 Annual Membership \$1,050 Philanthropic Membership	\$1,000 pooled	\$50	Trinity Lutheran College	1 year	30 annual members 22 philanthropic members	Women in Crisis Family Support Youth Welfare Christian Education
Idaho Women's Charitable Foundation Boise, Idaho September 2001	\$1,000	\$500/\$500	\$0	Idaho Community Foundation	3 years	30	Arts, Education, Environment, Health and Social Service
The Women's Giving Alliance Jacksonville, Florida November 2001	\$2,500	\$1,000 pooled \$1,000 individual \$400 endowment	\$100	The Jacksonville Community Foundation	1 year	100	Improving lives of women and girls in Northeast Florida
Ball State University Discovery Group Indianapolis, Indiana December 2001	\$1,000	\$1,000 pooled, Individual grants encouraged but not required for membership	\$0	Ball State University	3 years	22	Innovative undergraduate programs. Student leadership development. Programs fostering a civil and just climate.

Notes: The San Diego Women's Foundation began with a \$150,000 seed gift for an endowment.
Amounts indicated for administrative funds may not reflect true costs of operating each philanthropy.
Data current as of 1/31/2002.
See page 54 for contact information.

*“Every girl has a story....
Every girl has a voice...hear it.”*

—Powerful Voices brochure, 2001





WWF success story

\$100,000

Powerful Voices

MAPS Program

Making a Positive Step

Powerful Voices instills leadership skills, fosters development of critical thinking and promotes individual potential in adolescent girls. Its mission is firmly rooted in the belief that strong girls make strong women.

The grant was awarded for a program to reduce recidivism among adolescent girls released from juvenile detention by providing them with an adult mentor and training them to be a part of a network of peer educators who conduct workshops for girls who are not yet offenders.

<http://www.powerfulvoices.org>

Venture Something!

Build On Your Spirit of Philanthropy to
Create a Lasting Foundation.

*"Deciding to change a part of
the world through a philanthropic
gift is an act of leadership
and courage. Whether to solve
a problem facing our neighbor-
hoods or to preserve a valued
part of our community,
women are adding charitable
dollars to their traditional gifts
of hands and hearts."*

— JEANINE NORRIS FOR MISS HALL'S OCCASIONAL
PAPER 2ND ANNUAL ROUND-TABLE DISCUSSION,
"WOMEN IN PHILANTHROPY: THE POWER TO EFFECT
CHANGE" APRIL 22, 1998

The following pages describe what we discovered to be important to get started with our foundation: spirit of philanthropy, structure of organization and mechanics of the pooled-fund grant process. This document is a guidebook, not a rulebook. As you read, discover opportunities to tailor the model to your community. Once you have adopted a philosophy and mission and are beginning the development of your foundation, be mindful that it is a sequential and evolutionary process. Not all things need to occur at once.

A dedicated board of directors and many members have worked diligently to construct a foundation that effects change in the community. Special attention was given to gathering founding board members, building infrastructure, establishing a culture and providing for long-term sustainability of the foundation. As you begin developing your foundation, take adequate time to consider the stages of development before moving forward.

Stages of Development

- Inspire commitment of founding board members.
- Engage membership.
- Establish a sustainable culture.
- Build infrastructure.
- Create organization and committee structures.

Bringing together women's capacity and confidence

- Execute the grant-making process.
- Plan for the future.

Assemble an All-Star Team

A strong founding board and committed charter members will inspire others to join.

Critical to the success of your foundation will be to inspire a small group of founding board members to share the passion for the concept. Grounding the concept and fully developing the mission with a group of five to seven will maximize efficiency and effectiveness.

A wide mix of skills and experiences will assure your organization the diversity of interests, contacts and expertise needed to reach into all parts of the community. Identify individuals in the community who are recognized leaders in business, health, education, social service, arts and philanthropy. To maximize success, founding members should have high levels of integrity and accountability. Founding board members' collective experience, enthusiasm and continued involvement will ensure stability and safeguard the culture of your foundation.

Board members typically serve in a strategic and advisory capacity. They must be able to visualize creative possibilities and to develop and implement policy to effectively steward the foundation's potential.

"I became interested in WWF because I was tired of nickel-and-diming charities. I was doing no one any good. I thought there had to be a better way. The WWF model is that better way. It just makes sense."

—SUE LILE HUNTER

"I joined the WWF because it is an inspiring and compelling organization with a clear mission to serve as a conduit to bring more women into philanthropy through good education and colleagueship."

—MARTHA WYCKOFF



Members Sibby DeForest, Midge Bowman, and Marion DeForest.

Criteria for selecting founding board members

- Diversity of content experience in broad interest areas: arts, health, education, social service and environment.
- Breadth of professional experience: nonprofit management, foundation development, legal, financial, administrative, volunteer.
- Commitment to philanthropy.
- Leadership, integrity, accountability.

Like assembling an all-star team, recruit individuals who have a history of success. A strong leadership team will attract others to join. (See page 50 for WWF Founding Board of Directors' biographies.)

Launch Your Foundation with Inspiration and Commitment

While it is possible to attract members one at a time, it is more energizing to organize an event where prospective members gather to learn about the mission and vision of the new organization and to ask questions together. The goal of a launch event is to attract a group of enthusiastic individuals who can visualize the potential of developing a powerful association of community investors. Prospective members will see and meet a room full of others who are interested and committed to serving their community. A launch event will highlight the spirit of collaboration and social benefits of membership.

Below is a task list of things to do for your launch:

- Build a guest list reflecting broad community interests. Invite women of different ages, experiences and charitable interests.
- Plan a spirited program.
- Publicize the event, making it "the" place to be.
- Invite an inspirational speaker.

- Select a place and time of day that is appropriate to your guests.
- Send invitations and follow up with telephone calls to confirm attendance.
- Have plenty of packets of information and pledge forms available for each guest plus some extras for guests to take home to friends.
- Ask for a check that day. Guests will be inspired by what they hear at the event. Many will be eager to join before they leave.
- Follow up with each guest after the meeting with a note and/or a phone call to encourage or thank her for her participation.
- Send notes and a packet of information to invitees unable to attend.

Setting an initial membership goal becomes a strong mobilizing message. WWF initially targeted 100 members so that \$200,000 would be given back to the community the first year. This was an aggressive first goal, and we were successful.

Continued membership growth is important. Pace your growth, however, so that you are able to maintain personal relationships that result in collegiality and common purpose and so that your ability to manage the mechanics of the organization is not compromised. Whereas rapid growth may seem attractive, it has the potential to

Clarify mission and vision

“Our primary mission is to educate women to become better philanthropists. Our secondary mission is to put money into the community.”

—SUE BENNETT

Every event is a recruitment event.



Member Karen Lorene (far right) with representatives from Planned Parenthood.

"Inclusivity is part of the genius of WWF. All money is green. All money is equal. There is a sense of equality here."

—DOROTHY MANN

overwhelm administrative functions. The Washington Women's Foundation has found that after the initial 116 charter members, 50 new members per year is a manageable growth rate.

WWF's recruitment has been primarily by word-of-mouth. Every event, however, is considered a recruitment opportunity. Members are always encouraged to bring guests to workshops, educational forums, neighborhood gatherings, the annual meeting and the annual grant announcement event. The membership committee works throughout the year to conduct outreach and host special events to attract new members.

A Sustainable Culture

The Washington Women's Foundation has developed an environment that is professional, democratic, inclusive and collegial. It is important to cultivate and maintain a culture that is collaborative and cooperative, where there is sharing of expertise.

Members join the foundation with varying levels of familiarity with philanthropy. The process of executing grant cycles is educational for even seasoned philanthropists. The foundation culture meets members where they are in their learning continuum and encourages questions and further exploration. The board of directors and committee chairs are committed to maintaining the culture, a sociable atmosphere where members trust one another, respect diversity and where every member's voice is valued.

Build an Infrastructure

Once founding board members are committed to the idea and have pledged to participate, begin to build an infrastructure to support foundation operations. The following bullets serve as a list of steps necessary to get started:

- Engage legal expertise of those who understand tax-exempt organizations for assistance in creating by-laws and articles of incorporation. Employing legal expertise may cost money. Ask your attorney to consider reducing fees or working pro bono to keep start-up costs low.
- Develop a business plan complete with measurable goals and outcomes, calendar and budget.
- Register a charitable solicitation application with the state by contacting the local Secretary of State office. Explain the interest in establishing a nonprofit foundation. The office will send a packet of information to help you get started with instructions and a listing of proper legal registration forms. You may also gather information by accessing the local Secretary of State website. For example, search for “Secretary of State Washington” at <http://www.secstate.wa.gov/>
- Forge a partnership with a local community foundation as an advised fund. This partnership will provide your new fund with access to the community foundation’s professional expertise in capital fund investment and management, affiliation with an established institution promoting philanthropy and the availability of services provided by a community foundation, including assistance with the distribution of funds. Community foundations will differ in the variety of benefits and services they can provide. There is a fee for these services, but this investment more than compensates for the symmetry of mission and the stamp of approval it affords your start-up organization. The Washington Women’s Foundation is an advised fund at The Seattle Foundation.
- (Optional) Apply for 501c3 status with the Internal Revenue Service. If the foundation is affiliated with a community foundation, this step is not essential. Benefits

A journey of the head and the heart

“The Seattle Foundation broadly promotes philanthropy. The Washington Women’s Foundation complements this mission by serving as a vehicle for furthering women’s efforts in philanthropy. Working together, it is a mutually supportive partnership.”

—ANNE FARRELL, PRESIDENT AND CEO
OF THE SEATTLE FOUNDATION

"We have been very impressed with the WWF as a new funder for several reasons. The development of understanding about sound philanthropic practice for women as full participants in the new economy is timely. Collaborative pooled grant-making helps ensure the wise selection of projects to be funded."

—ALLIANCE FOR EDUCATION



Members Eleanor Nolan and Jan Condit with the late Superintendent of Seattle Public Schools, John Stanford.

to securing this registration in your initial organizing phase are long-term. The Washington Women's Foundation is a registered 501c3 nonprofit organization. Learn more at the IRS website:

http://www.irs.gov/bus_info/eo/char-orgs.html

- Familiarize yourself with the IRS Form 990. The foundation will need to use this form to account for cash flow and employees. Form 990 is a public document and will become available on the National Center for Charitable Statistics website once filed with the IRS: <http://nccs.urban.org/> Forms are available at the IRS website: http://www.irs.gov/forms_pubs/forms.html.
- For foundations establishing an office independent of a community foundation or other organization, it is necessary to secure office space and equipment. As you get started, it may be helpful to consult an organization that volunteers computer and database systems advice, training and expertise to nonprofit organizations. Npower is one such organization: <http://www.npower.org/>
- Staffing can be determined on a case-by-case basis. Volunteer and paid staff can share responsibilities if skill sets and time commitments can be secured.
- Establish a website and Internet connection on the World Wide Web. Information exchange with prospective and current members and the grant-seeking community will be enhanced by the use of technology.

Organization Structure

When writing by-laws and articles of incorporation, founding board members make decisions about governance structure and operating principles. Below is the Washington Women's Foundation governance example. It is a flat organization designed to promote communication and encourage members' sense of investment in the process. Growth, development and management are guided by consensus decision-making and side-by-side leadership.

Leadership Team

President/Executive Director

In the founding years, WWF has operated in a unique position of having one person act as both president and executive director. In this dual role, the president/executive director manages the daily activity, the current and future direction of the foundation and serves as a steward of the foundation's mission and culture.

In addition to implementing the myriad business functions of the foundation, the president must also be a key builder of long-term personal relationships by engaging in a very personal style of leadership-making it her business to know each member. She is approachable and available, allowing each member to feel equally invested in the activities of the foundation. As president of the board of directors, she facilitates the board agenda of strategic planning, financial oversight, program development and accountability.

Board Members

The role of board members is strategic and advisory, bearing the fiduciary responsibility of the foundation. They are active in the community, alert to philanthropic opportunities, and serve foundation committees throughout the year providing guidance and direction, and consulting on processes and organizational changes.

Power of the collective purse

*"Money is nothing without
transformation; making people
more powerful,
knowledgeable, insightful."*

—MAGGIE WALKER

*A \$2,000 contribution
can have a
\$1,000,000 impact.*



PHOTO © JANE FITZMAUGH

In the first four years, five founding board members dedicated much of their volunteer time to hands-on development of the foundation. Now that the foundation is entering adolescence and there are seven board members in addition to the leadership of a Committee Cabinet, board members are strategic in focus. Board members meet once per month to review activities, monitor financial reports and chart the future of the foundation.

Committee Cabinet

While the board of directors focuses on long-term planning and policy development, the Committee Cabinet concentrates on the tactical management and execution of the mission of the foundation. The Committee Cabinet addresses operational issues of recruitment and retention of members, organization of education forums and events, and the grant-making process.

The Committee Cabinet is comprised of one Cabinet chair, five committee chairs, vice chairs and in some cases past chairs, all appointed by the board of directors. Vice chairs are appointed with recommendation of the current chair of each committee. The committee chairs and vice chairs manage the activities of each of the five committees: grant, education, membership, communication and finance.

The Cabinet meets once a month to coordinate calendars and activities, deliver committee status updates, discuss successes and challenges, and brainstorm continuous improvement of WWF operations. These meetings focus on member needs and are a sounding board for member feedback. Communication between the Committee Cabinet and the board is regular and open.

Committee Structure

The Washington Women's Foundation currently maintains five committees: grant, education, membership, communication and finance. Each committee requires specialized skill and leadership. Volunteer members perform all committee functions.

The grant and education committees are the Washington Women's Foundation's *raison d'être*. Other committees are supporting committees. It is possible to sequence the development of supporting committees so that your new foundation and members are not overwhelmed in the first years by committee work. The Washington Women's Foundation started the first year with only a grant committee. Each year thereafter a new committee was added. The education committee was established the second year, followed by membership, finance and, finally, the communication committee.

Grant Committee

The grant committee is the heart of the foundation's operation. This committee nominates organizations and/or projects to be considered for grants from the pooled-fund. Any interested member is eligible to serve on this committee. The grant committee follows a structured process. Work groups conduct research in each of the foundation's charitable interest areas (arts, education, environment, health and social service) to identify and nominate finalist organizations to be listed on the ballot and voted on by the entire membership.

This process of selection takes roughly six months, January through June. The process is highly interactive internally with members and externally with the grant-seeking community. Fifty WWF members are currently serving on the 2002 grant committee.

Education Committee

The education committee provides members with skill-building and informational programming that enhances women's effectiveness in giving. Lectures, panel discussions and events prepare women to confidently exercise their voices in the community by learning about and funding their charitable interests. The education committee magnifies members' exposure to the nonprofit community and encourages women to become high-impact philanthropists.

An act of **leadership**

*"Beware of subtle barriers
to giving. Don't invade principal.
It's the children's money.
Have you asked permission?"*

—PATSY COLLINS

"Through WWF, I've had the opportunity to contribute my skills, develop my interests, and participate in the creation of a philanthropic foundation that continues to raise the sights for women about the legacies of leadership which they might leave."

—JANE DUDLEY

In the fourth year, a Committee Cabinet was initiated to expand leadership of the foundation beyond the board of directors. The board of directors appoints the committee chairs and the Committee Cabinet chair.

Committee Chair Succession

A term for a committee chair is one year and is reviewed annually. Following her term, a chair becomes a past chair and serves in an advisory role. Before a member becomes chair of a committee, she must first serve as a vice chair in a supporting role to the chair. This system of staggering helps to assure sustainability and maintains continuity of operating functions of committees from year to year.

The strategic planning committee is reviewing the issue of succession and will recommend appropriate longer-term policy in the 2002 strategic plan for the foundation.

Foundation Management

Administrative Calendar of Events

With a lean staff, it is helpful to calendar foundation administrative functions so that the most labor-intensive activities are spaced throughout the year.

Budgeting and Funding

As in any start-up venture, funding is fragile. The Washington Women's Foundation budget for expenditures, in the first six years, has been lean of necessity. Funding for administrative costs has come from interest and gains on deposits at The Seattle Foundation and in-kind donated services. Funds available are proportional to the number of members enrolled and dependent on prudent money management.

As the membership grows, so do demands for additional funds to provide services. A gap of need emerges. To begin to meet this disparity, and in the absence of an endowment to help offset administrative costs, an administrative fund has been established. Each member makes a \$100 annual contribution to support administration. To continue growth and to provide members services and foundation stability, other revenue streams will need to be explored. For WWF, a strategic planning committee has been formed and will incorporate a plan for creative, alternate revenue sources in the second five-year plan.

Members are invited to participate in generating revenue for administration by prepaying annual contributions to build a larger earning balance. Careful stewardship of member contributions is paramount to the mission of the foundation. The partnership between WWF and The Seattle Foundation helps to assure members that money is effectively managed throughout the year.

A budget of expenses to include office space, staff, equipment (computer, phone, fax), communications and other program-related expenses must be established. Some of these costs may be contributed as in-kind donations.

Annual Membership Renewal Billing & Individual Grant Requests

Billing for members' annual contributions toward their five-year commitment is done annually. WWF begins its billing process October 1. At the time of billing, members are asked to identify up to three nonprofit organizations to receive their individually designated grants, which are distributed by the end of December each year.

Members may join the foundation at any time during the year. Adjustments for renewal dates are made according to the month members joined.

Members may give stock in lieu of cash contributions. Employer-or corporate-matching programs are also encouraged.

Make a philanthropic
difference



Member Ann Buckner.

"The Washington Women's Foundation helps its members focus their charitable dollars to make a difference for the people of the Northwest. Through educational seminars, experience and cooperation, women are learning to leverage their contributions for maximum benefit to the casuses they care about most deeply."

—DEBRA SWEETS AT NATIONAL PHILANTHROPY DAY,
NOVEMBER 2000. WWF WAS NAMED
OUTSTANDING PHILANTHROPY BY THE
NATIONAL SOCIETY OF FUNDRAISING EXECUTIVES AT
THE 12TH ANNUAL CELEBRATION

Staffing

A staff must be assembled for the administrative work of the foundation to be effective. Management of staff functions will be decided on a case-by-case basis. WWF maintains an administrative office separate from the community foundation. WWF operates with a combined volunteer and paid staff model. The president/executive director volunteers her time and expertise to the foundation full time. A part-time program assistant is a paid staff member.

It is possible to gather a professional and talented staff to accomplish this work utilizing both volunteer and paid staff, providing the necessary skill sets and time commitments are available. Primary skill sets required to satisfy business functions of the foundation are financial, accounting, program and project management, organizational development, personnel management and communications and marketing. In addition to paid staff, members are regularly tapped for their expertise, counsel and assistance with these functions.

Program activities, committee work, events and pooled-fund grant-making are accomplished through the leadership and participation of members. The paid staff assistant supports the implementation of these activities that occur throughout the year.

One of the major functions of the administrative program assistant is managing the annual membership renewal and individual grant process from the beginning of October through the end of December. This is an activity requiring close attention to detail, diligence and sensitivity to working with members' grant information.

Sample Program Assistant Job Description

The program assistant reports to the president and works closely with the chairs of each committee to assist with implementation of programmatic activities and grant-making.

Specific responsibilities: gift processing for member contributions and individual designations; maintaining membership database and directory; communica-

tions with members, potential members, potential grant award recipients and the community foundation; participation in committee meetings; event planning; office management; newsletter distribution; and grant handbook production.

Required skills: organization, writing and editing, software knowledge (Database maintenance, spreadsheet manipulation, Windows, Microsoft Office, Internet navigation), public relations and customer service, research and reporting, sensitivity to confidential information, self-motivated, ability to work independently and with attention to detail.

Technology and Information Management

Maintaining a successful personal relationship between the foundation and members is dependent on a reliable system for data management. Record keeping with easy access to reporting is crucial for tracking members' contributions and designated grants. Confidentiality and sensitivity to member information needs to be carefully managed.

For the first five years, a commercial database application served the foundation well to manage member information and grant transactions. As the foundation grew and information requirements of the database multiplied, WWF upgraded to a customized database application.

WWF established an e-mail system and Internet connection and later developed a website. The website is maintained by a volunteer member. In the beginning, only a third of the membership used e-mail to connect with the foundation. Over the last few years, increasing numbers have begun using technology to communicate with the foundation and maintain communication with committee colleagues.

In the future, WWF may optimize the use of the Web to further the mission of the foundation. As new developments in technology become available and affordable, WWF will be able to capitalize on its efficiencies to further philanthropic missions.

Regular communication
keeps members
connected



PHOTO © SUZIE FZYN-CH

“Our perception of WWF is of a membership that is willing to partner in innovative solutions to community challenges.”

—COUNTRY DOCTOR COMMUNITY
HEALTH CENTERS

Planning for Succession and Sustainability

As discussed, a start-up organization must have a business plan outlining mission and purpose, programming, financial plans, membership recruitment and communication strategies. It is important to anticipate continuity and strength in succession, and solid financial planning for sustainability. Chart your transition from a start-up to a sustainable foundation by developing a strategic plan.

A strategic plan can be used to plan ahead three to five years and is most useful when reviewed annually. The accomplishment of this thoughtful review exercise will serve to confirm the intent of your philanthropy and will assure that a detailed set of aspired goals and benchmarks is in place to provide leadership and direction.

After the first five years of successful growth at WWF, the board and president began analyzing needs of the organization and planning for its future. The board, Cabinet, committee chairs and members participated in a thorough survey process and made comments about the strengths and weaknesses of the foundation and suggestions for maintaining financial stability and an engaged membership.

Major areas reviewed for strategic planning are:

Mission

Do programs and activities continue to support the mission of the foundation?

Core Values

Are philosophical and operating values current and meaningful?

Organization & Leadership

Is the foundation organized to sustain workloads while maintaining high-quality leadership? Can founders eventually leave knowing the organizational and volunteer structures are self-sustaining?

Operations and Infrastructure

Does the foundation maintain an infrastructure that will support growth in membership and programming? Are there enough employees and/or volunteers to accomplish the increased tasks as the foundation grows?

Everyone is an **equal** member

Financial Planning and Revenue

Are a financial plan and revenue streams in place that can support the current and future operations of the foundation? Has a budget been built on members' contributions, and does it account for the vagaries of investment income?





“The work we do is difficult and sometimes frustrating. Knowing we have community support for our work provides one more reason to excel.”

—Dr. James Olsen



WWF success story

\$50,000

**Children's Hospital
and Regional
Medical Center**

Brain Tumor Research Project

Children's Hospital and Regional Medical Center is the premier pediatric referral center for the Pacific Northwest, providing the best specialty pediatric care to every child who needs it and specializing in research, teaching and advocacy.

www.seattlechildrens.org

The grant was awarded to help establish a new laboratory to increase understanding of the origins of childhood brain tumors and develop therapies that are less toxic and more effective than current approaches. The ultimate goal is to increase the survival rate and quality of life of children with brain tumors. This lab now resides at Fred Hutchinson Cancer Research Center. www.fhcr.org

The *Raison d'être*

Executing the Pooled-Fund Grant Process

*It is a responsibility
to use wealth for the
common good.*

The mission of the grant committee is to research, identify and consider projects applying innovative solutions to critical and ongoing community needs.

Criteria for Funding

- Address a critical need.
- Make a significant community impact.
- Create a bold new venture or apply creative/innovative solutions to address chronic problems.

Achieving the Mission

- Involve all interested members as grant committee members.
- Research community needs by soliciting expert opinion and vision.
- Review and consider projects suggested by members and letters of inquiry submitted by grant-seeking organizations.

Giving wisely

- Evaluate grant proposals in a coordinated and consistent manner to include conducting site visits and interviews with organizations requesting funding.
- Participate in an evaluation of the grant cycle process.
- Document best practices and suggestions for improvement to be used in the succeeding grant cycle.
- Adhere to a strict confidentiality agreement.

Expected Goals and Outcomes

- Pooled funds will be awarded to projects and organizations that will have significant influence on the community.
- Projects selected for funding, over time, will reflect the diverse interests of the membership. Grant committee members form work groups. Each work group focuses on one of the five charitable interest areas.
- Money awarded will be put to use within the year it was granted.
- Systematic follow-up and evaluation will be conducted with grant recipients.
- Members will honor the integrity of the grant process. In the interest of making the best possible decisions, members will be fair.

“There is a tendency for philanthropies to develop expertise and become more narrowly focused over time. The WWF continues to challenge that tendency by starting fresh each year encouraging members to research needs of the community.”

— MAGGIE WALKER

Reviewing Projects and Proposals

The following suggestions are made by Molly Stearns, senior vice president of program and donor services at The Seattle Foundation. They are questions grant committee members may ask as they review proposals or explore new projects to be considered.

Investigate Candidate Organization Capacity to Achieve

- Does a clear mission statement exist?
- Is an adequate and competent staff in place?
- Is a strong board of directors involved?
- Does the board support the staff?
- Is the organization operating in the black?
- Does the organization command the respect of others in its field?
- Does the organization have a good track record of delivering what it promises?

Looking Closely at the Project Proposal

- Is the project relevant? Does it meet a need or address a challenge?
- Is the projected impact worth the funds requested?
- Does the project complement the organization's mission?
- Is the project duplicative of another agency's work?
- Is the budget reasonable? Can the organization accomplish its objectives with the funds requested?



PHOTO © SUZIE REDMON

Giving...it's the most fun you'll have in life.

- Is the organization in a position to realistically reach its projected target audience?
- Is an organization's proposal simply an effort to stay solvent and/or meet payroll?

The fine art of generosity

Grant Committee Structure

Work Groups

To assure foundation stability and to maintain a standard of institutional memory, the grant committee is comprised of a current chair, a vice chair, a past chair and a board liaison in addition to resource advisors and members-at-large organized into work groups. Each at-large member focuses time and effort on one of the charitable interest areas as a member of a work group. Each work group organizes with a leader, co-leader, resource advisor(s) and several members-at-large.

For clarification, these are the responsibilities of the grant committee.

Past Chair

The past chair has served as a chair during the grant cycle immediately before the current grant cycle. The past chair serves in an advisory capacity to the current chair and vice chair and assists as needed in the activities of the work groups.

Current Chair

The chair plans and facilitates the activity of the grant committee. The chair is responsible for ensuring the grant process is completed within the established time schedule. The current chair served as the vice chair in the grant cycle year immediately before the current grant cycle year.

*"A bake sale may be tried
and true, Isabel,
but we are trying to raise
\$5 million here."*

—CHRONICLE OF PHILANTHROPY CARTOON.

JULY 13, 1995

*"Giving isn't easy; it's only easy
if you give everyone \$50."*

—PATSY COLLINS

Vice Chair

The chair and vice chair share meeting commitments and obligations. The vice chair typically becomes the chair in the succeeding grant cycle.

Board Liaison

The board liaison is a member of the board of directors. As liaison, the board member serves the grant committee in an advisory capacity.

Work Group Leaders

The grant committee chair appoints a leader for each work group. At the first meeting work group members select co-leaders. Together, the work group leader and co-leader coordinate work group activity and share responsibility for accomplishing the business of the work group. It is helpful if both leader and co-leader attend all meetings of the work group. At least one of the two must attend each session, including training workshops and the final evaluation meeting. Attendance is required at all workshop/training meetings and the final evaluation session. Work group leaders must commit to a one-to-two year term. In some cases, the co-leader may continue the next year as leader of the work group, but this is not intended to be automatic or mandatory.

Resource Advisor

Work groups may select a foundation member who is especially experienced in a particular field of interest of the work group to serve as an advisor to the work group. The resource advisor is encouraged to attend as many meetings of the work group as possible and to provide counsel as requested. The resource advisor is a nonvoting member of the grant committee.

Work Group Member

Any member of the foundation may volunteer to serve on the grant committee. The members of each work group nominate the proj-

ects/organizations to receive Request for Proposals (RFPs). They review each RFP, conduct due diligence activities, and vote on the final projects to be placed on the member ballot. Attendance is required at work group meetings and two all-work group reporting meetings in April and in May. Each work group coordinates its own meeting times to accommodate its members' schedules.

Giving is Investing

Grant-Making Schedule of Events

The pooled-fund grant cycle begins each year in January with a notice in the newsletter announcing the time, date and place of the annual grant committee organization meeting. All members are invited to participate in the pooled-fund grant-making process.

Below is an outline of the activities of the grant committee. It is the role of the committee chair to establish and maintain a calendar of events and meetings. The pooled-fund grant-making process occurs January through June of each year.

- **Challenge Days.** In the fall, all members are invited to two days of discussions with community experts about the current challenges faced by each of the charitable interest areas.
- **Kick-Off Meeting.** In January, members break into work groups around the charitable interest areas.
- **Work groups** assign research tasks and establish a meeting schedule (usually three to four meetings) to select organizations to receive Request for Proposal (RFP) letters. All members are encouraged to suggest organizations for consideration.



Members Dorothy Louks Nelson, Sue Bennett and Carrie George.

*"These are women who
are taking responsibility for
their actions and the effective
use of their resources."*

— DOROTHY MANN



Member Dorothy Mann

- Request for Proposal letters (RFPs) are issued to 25 nominated organizations. Five are issued from each work group. Organizations are allotted six weeks to reply. (See page 62 for sample RFP.)
- When RFPs are returned, each work group reconvenes to analyze proposals received.
- April Grant Committee Report Meeting. Two meetings, one in April and one in May, are held for work groups to relay findings to the entire grant committee. At the April meeting, organizations are selected for site visits.
- Site-visit teams are assembled. Each site-visit team member must be able to attend all site-visits assigned to her team.
- May Grant Committee Report Meeting. At this meeting, site visit teams report findings, and organizations are selected to appear on the ballot. All members are invited to attend this important session.
- Voter's Pamphlet and ballot are created and mailed to every member. (See page 66 for sample Voter's Pamphlet.)
- Ballots are received and counted. A three-person teller committee is appointed to tally the ballots. The three members of this committee may not be grant committee members and are usually a board member, an accountant and a member-at-large. Appropriation of awards is determined at the conclusion of the ballot count.
- Announcement Event. A celebration to recognize the grant recipients of the pooled fund.

Education and Training Opportunities

Challenge Days

In the fall of each year, prospective grant committee members gather for two days of discussions with community experts about the current challenges faced by each of the charitable interest areas. These discussions are open to all members and aim to illuminate some of the critical issues on which grant committee members may focus when they convene in work groups in January. These discussions also help members become more informed for personal grant-making.

Workshops

Workshops are scheduled each year during the grant cycle to provide educational support for volunteers on the grant committee. Below are the titles of the workshops:

- How to evaluate the narrative portion of a written proposal.
- How to conduct site visits.
- How to examine the financial position of organizations by evaluating budgets and Form 990 documents.
- How to ask hard questions.
- How to effectively deliver unbiased project presentations.

All workshops and trainings are designed specifically to assist grant committee members but are available to all interested members.

Site Visits and Nominations

Each work group reviews five proposals. Three that most closely satisfy selection criteria are selected for a site visit. Three site-visit teams are assembled, combining representatives from all work groups. Fifteen site visits are conducted within a three-week period. One site-visit team meets with five organizations in one week. The second site-visit team meets with five remaining organizations the following week and so on. The three site-visit teams present their findings at the

Aggregating smaller gifts
creates major **grants**

“Participating in the education forums and the pooled-fund grant-making process has informed my personal giving.”

—ROXANNE SCOTT

May grant committee report meeting where the 15 site visits are discussed. The number of site-visit teams depends on the number of organizations considered.

The entire grant committee votes on 10 agencies, or two from each of the charitable interest areas, to appear on the ballot for a vote by the entire membership. It is intended that one organization from each of the charitable interest areas will receive a grant.

Ballot & Voter's Pamphlet

A voter's pamphlet includes summarized data about each organization appearing on the ballot. The pamphlet also includes comments from the grant committee stating rationale for selection and a summary of the impact each grant expects to make. (See page 66 for sample Voter's Pamphlet.)

The ballot includes the final list of candidate organizations to be voted on by the entire membership. Each member will cast one vote for her top choice in each of the five charitable interest areas. A second vote is requested to be used only in the event of a tie. Winners of the grants are determined by the total amount of money available and the percent differences among the runners-up. The amounts granted to each organization are determined by the number of votes it receives. The organization or project receiving the most votes will always receive \$100,000.

In most cases, the \$100,000 and \$75,000 awards will be paid in installments over two or three years. The possibility and feasibility of a multiyear payout is discussed with all candidate organizations receiving a site visit. Specifics of a multiyear payout are negotiated after winners are identified.

Dr. James Olsen of Children's Hospital in Seattle asserts that funding from WWF for the establishment the Brain Tumor Resource Laboratory helped him and his staff to secure several other major nationally competitive grants. Dr. Olsen parlayed a \$50,000 grant from the WWF into several million dollars for the Brain Tumor Resource Laboratory.

Voting & Tallying

In the first season of grant-making, WWF secured counsel on effective voting. Our queries concerned integrity and fairness to the organizations considered and to members who were voting. It was a challenge to achieve equity and avoid imbalance. For WWF, voting is a carefully calibrated process developed with the assistance of a statistician from the University of Washington.

A three-person teller committee is appointed to tally the ballots. The three members of this committee may not be grant committee members and are usually a board member, an accountant and a member-at-large. Appropriation of awards is determined at the conclusion of the ballot count.

Announcement Event

The announcement event celebrates selected organizations and projects. This event is open to all members and their guests. This event is an especially good recruiting event.

Prior to the announcement event, the president or grant committee chair contacts winning organizations to notify them of their grant award and to invite them to the announcement event. Identification of winners is to be kept as secretly as possible until the announcement event.

At the announcement event, a member of the grant committee introduces each project and awards each organization a larger than life-sized ceremonial check.

Distribution of Funds

Some organizations choose to use funds granted by WWF as leverage to apply for and receive additional funding. Other funding organizations view a WWF grant as a sign of validation. This is a testimony to the quality of the pooled-fund grant process. The process is rooted in principles of integrity, accountability, investigation and transformation.

You don't have
to be a millionaire
to give

Members Alice Cunningham, Karen Lorene, Sharon Bloome, Sandra Shira, Nan Garrison with representatives from Rotary Boys & Girls Club.



"Our financial success is only partly due to our own efforts; we owe so much to our surroundings, to the efforts of others."

—PATSY COLLINS

Some organizations have received the entire grant amount in one year. However, it is more common for a grant to be paid out over a two- or three-year period.

All funds are held in partnership with the community foundation. In June of each year, the community foundation helps distribute funds to selected organizations. Ask your community foundation how it can assist you in the process of distributing funds.

Accountability of Grant Recipients

This is an evolving process. Many philanthropies and foundations are currently struggling to measure performance and accountability of nonprofit organizations. It is often difficult to know what to measure and how to measure it. In standard business models, it is common to measure balance sheets and financial statements. With nonprofits, it may seem more appropriate to measure the intrinsic value of the work accomplished.

WWF is working to create an accountability and evaluation plan to be conducted with each grant recipient organization. A series of interviews, follow-up conversations and site visits within the first year or two have been suggested. Some have also suggested that WWF members offer to join the boards of some grant recipient organizations to offer guidance and experience when needed.

Evaluation of the Grant-Making Process

Following the grant process each year, grant committee members participate in a written evaluation process. Follow-up interviews are conducted with organizations that received site visits. Data collected during the evaluation process are used to amend the grant-making process for the succeeding year.

It's about **learning** how
to give responsibly



A black and white photograph of a young girl with pigtails looking surprised or excited, with a boy's arm visible in the foreground.

*“I want to show the world
what working together means.”*

—Jasmine, age 11



WWF success story

\$50,000

**Rotary Boys & Girls
Club of King County**
Innovative Arts Program

**Boys & Girls Clubs of King
County inspire and enable
young people to realize
their potential as produc-
tive, responsible and caring
citizens.**

**The grant was awarded to
add an innovative arts pro-
gram to the club's existing
educational assistance and
computer and sports pro-
grams as another powerful
way of motivating kids to
realize their full potential
and connect in positive
ways to their community.**

www.positiveplace.org

A Gift of Joy

Give Yourself A Gift of Joy

Priscilla Bullitt Collins

We need to teach our children that there can be legacies more valuable than money. A women's foundation shows how generous and caring it is to contribute with others to a community of justice, beauty and opportunity. What good is cash if you live in an empty desert? Join others and venture something!

Whatever your interest, there are wonderful organizations that work on it, and they all need your support. If you and your friends believe in the work of some nonprofit, and if together you give enough to make a difference, you will get not only a tax deduction but also a gift of joy at seeing your investment become a treasure.

In a women's foundation the peer pressure gives us confidence. In this comfort zone, we take each other seriously, and in the safety of our tribe, we let go any embarrassment at having money to give away. We never apologize—in fact, we are proud—we even talk about money (such nerve!).

We see mothers and daughters at our meetings, for an unwritten compact ties each generation to the next. We have only one way to thank those who gave us our community, and that is to take care of it.



PHOTO: NIGEL SOUND BUSINESS JOURNAL

Patsy Collins, a strategic giver to causes important to her: environment, music, libraries and most recently the gift given jointly with her sister of KING-FM to the Seattle Opera, the Seattle Symphony, and the Corporate Council for the Arts.

It's about being a part of a **community**

There are "no pockets in our shrouds," so it is up to us today to fulfill our promise to the future.

To venture is our most exciting adventure, and we do deserve its rewards. Don't give till it hurts, give till it feels great. And together we will endow our communities with help and love.

Patsy Collins





Founding Board of Directors

More than Two Hundred Years of Community Building

Rhoda L. Altom

Rhoda is owner and president of Milestone Company, specializing in property development and asset management.

Rhoda is a founding board member of the Washington Women's Foundation. She is a founding member of the YWCA Endowment Guild and the Pediatric Epilepsy Research Center at the University of Washington. She is a trustee at Children's Hospital and Regional Medical Center, a board trustee of Health Team Northwest and emeritus member and past president of YWCA Board of Directors for King & Snohomish counties. Rhoda has also served on the Cornish College of the

Arts Board of Trustees and Executive Committee. She is a charter member of CITYCLUB and a member of the University of Washington and Washington State University Alumni Associations.

Rhoda earned an Executive Master in Business Administration degree from the University of Washington and a Bachelor of Science degree in Engineering—Construction Management from Washington State University.

Judi Beck

Judi is a board member of the Washington Women's Foundation. She is a board member for the Corporate Council for the Arts in Seattle, Seattle Girls School, a former chairman of the KCTS Television Advisory Board, a steering committee member for the Puget Sound Environmental Learning Center and co-chair of the board of advisors for the Seattle Aquarium Society. Judi also holds emeritus board positions at AIDS Housing of Washington and the Seattle Public Library Foundation.

Judi earned a degree from Rutgers University in New Jersey. She has worked in production for ABC News in New York and for Rand Information Systems in San Francisco, California.



Board Members: (left to right) Faye Sarkowsky, Margaret Walker, Rhoda Altom, Colleen Willoughby, Judi Beck, Suzanne Lile Hunter, Anne Farrell. Photos © Susie Fitzhugh.

Suzanne Lile Hunter

Suzanne is a founding board member of the Washington Women's Foundation. She was a 25-year member of the board of directors and has served as chairman of the board of Children's Hospital and Regional Medical Center. She helped establish the first Children's Hospital Foundation and served as its chair, and she served on the committee to establish the Cancer Care Alliance with Children's Hospital, the University of Washington Medical Center and the Fred Hutchison Cancer Research Center. She is a co-founder of CITYCLUB in Seattle. Suzanne is a past president of the Junior League of Seattle and served as a director of the Association of Junior Leagues, International. She served as a member

of the board of directors for Washington Casualty Company, Seattle-King County YWCA, University of Washington Development Board, United Way of King County and the Seattle-King County Visiting Nurse Service. She served as a member of the National Advisory Committee for the Handicapped and Washington State Hospital Association. She is also a former vice president of finance and organizing committee member for Leadership Tomorrow.

The following awards honor Suzanne: The Matrix Table, Woman of Achievement Award and the Junior League of Seattle's Dorothy Stimson Bullitt Community Service Award. Suzanne earned a Bachelor of Arts degree in history from Smith College and the University of Washington.

Anne V. Farrell

Anne is President and CEO of The Seattle Foundation.

Anne is a founding board member of the Washington Women's Foundation. Anne serves on the board of directors for REI, PREMERA, Washington Mutual Savings Bank, WM Group of Funds and Alliance for Education. She is former president of the Junior League of Seattle, Rotary Service Foundation, Rotary Club of Seattle, KUOW Public Radio, Leadership Tomorrow, Northwest Development Officers Association, Alliance for Education, Philanthropy Northwest and the Washington Chapter of The Nature Conservancy.

Anne is a former board member of Girl Scouts of U.S.A., Blue Cross of Washington and Alaska, Independent Sector of Washington D.C., and the National Charities Information Bureau. Anne is a co-founder and a former member of the board of governors of CITYCLUB in Seattle. She is a former trustee of Children's Orthopedic Hospital and Lakeside School. She is also a former member of the boards and executive committees serving the Pacific Science Center and the Greater Seattle Chamber of Commerce.

Anne is honored by the following awards:YMCA A.K. Guy Award, African American Legislative Committee Community Service Award, Boy Scouts of America Community Service Award, International Woman's Forum Women of Achievement Award, the YWCA Isabel Colman Pierce Award for Excellence in Community Service, Matrix Table, "Women of Achievement" and the Junior League of Seattle's Dorothy Stimson Bullitt Award.

Anne earned a Bachelor of Arts degree from the University Washington.

Faye Sarkowsky

Faye is a founding board member of the Washington Women's Foundation. She is currently president of the Sarkowsky Family Foundation and former president of the board of directors of the Seattle Art Museum; PONCHO; University of Washington Development Fund; Jewish Federation of Greater Seattle—Women's Division; and the Turrets, Tic and Movement Disorders Foundation of New York.

Faye served as chairman of the board of the Israel 40th and 50th Anniversary Scholarship Programs and chairman of the Jewish Community Endowment Fund.

Faye is a board member of ARCS—Achievement Rewards for College Scientists, Museum Development Authority, Alexander Muss High School in Israel, Fifth Avenue Theatre Association, The Commerce Bank, Corporate Council for the Arts, National Council of the Fine Arts Museum of San Francisco and the Palm Springs Desert Museum.

Faye is a former board member of National Gallery of Art Collectors Committee, Nature Conservancy, Plestcheeff Decorative Arts Institute, Children's Hospital and Regional Medical Center Foundation, The

Advocates, Washington State Film Council, Robert Chinn Foundation, Seattle Center Foundation, A Contemporary Theater, Scandinavia Today, Jewish Community Center, City of Hope, Council of Jewish Women, The Arthritis Foundation and The Seattle Foundation.

She is a former advisory committee member of Art Fair, Pilchuck, Seattle Symphony, J.E.K. Center for the Performing Arts of New York and the University of Washington Fundraising Program.

Faye is a charter member of CITYCLUB in Seattle and a member of the board of governors of the Columbia Tower Club.

Faye is honored by the following awards:YWCA Isabel Coleman Pierce Award for Excellence in Community Service, The Pennington Award and the Jewish Federation—Althea Stroum Woman of Distinction Award.

Margaret Walker

For 15 years, Maggie worked in the commercial furnishings and design industry in the Pacific Northwest. Since the birth of her daughter, Maggie has continued as a design and art consultant to WRQ.

Maggie is a board member of the Washington Women's Foundation. She is immediate past president of the board of trustees of the Henry Art Gallery at the University of Washington and co-chairman of the board of directors of the Woodland Park Zoological Society. Maggie is also a co-founder of Social Venture Partners in Seattle. For five years, Maggie served as chairman of the board for Art Fair in Seattle. She is a board member of the University of Washington Foundation, fundraising for the College of Arts and Sciences.

Maggie has recently joined the board of the National Center for Family Philanthropy in Washington, D.C. She is a member of ARCS - Achievement Rewards for College Scientists and the Seattle Symphony's Major Gifts Committee. She is currently advising the Seattle Children's Home on a major fund-raising initiative.

Maggie earned bachelor of art degrees in history and journalism from the University of Washington.

Colleen S. Willoughby

Colleen is co-founder and president of the Washington Women's Foundation.

Colleen has served as the president of the Junior League of Seattle, Seattle Children's Home, United Way of King County, CITYCLUB, Leadership Tomorrow and the Saul and Dayee Haas Foundation. She is a co-founder and current vice president of CITYCLUB. She is currently a member of the board of directors of The Seattle Foundation, an emeritus trustee of Whitman College and a member of the University of Washington Visiting Committee for Evans Graduate School of Public Affairs.

Colleen has served as a member of the board of directors for the Association of Junior Leagues, International. In addition, she has served on the board of directors of the Pacific Science Center, YMCA of Greater Seattle, Planned Parenthood of King County, Seattle Center Foundation and the Children's Hospital Foundation.

Colleen is honored by the following awards: Big Sisters of King County Leadership Award, Museum of History and Industry History Makers Award, Whitman College Alumni Association for Distinguished Service, Junior League of Seattle's Dorothy Stimson

Bullitt Award, Matrix Table, "Women of Achievement," YWCA Isabel Colman Pierce Award for Excellence in Community Service and two Kappa Kappa Gamma Awards: the Doris Bronson Morrill Award and the Mary Gates Award for Public Service.

Colleen earned bachelor of art degrees in speech and political science from Whitman College and has taught junior high school in Washington and California.

In Good Company

Eight organizations have developed their own style of philanthropy based on the Washington Women's Foundation model.

Discovery Group— Discovery Indianapolis

c/o Office of University of
Development
Ball State University
Muncie, Indiana 47306
Contact: Patricia Szuch,
Director of Development
kaymiller@bsu.edu

Idaho Women's Charitable Foundation

912 North 17th
Boise, Idaho 83702
www.idwomencharitablefdtn.org
Contact: Susan Smith
Sme6587@cableone.com

Saint Alphonsus' Women's Philanthropic Healthcare Fund

1055 North Curtis Road
Boise, Idaho 83706
www.saintalphonsus.org
Contact: Annette Park,
Executive Director of Saint
Alphonsus Foundation
annepark@sarmc.org

San Diego Women's Foundation c/o San Diego Foundation

1420 Kettner Boulevard, Suite 500
San Diego, California 92101
www.sdfoundation.org
Contact: Linda Katz (858) 566-3660
Deborah Hoffinan (619) 235-2300
deborah@sdfoundation.org
Simona Valanciute (619) 235-2300
simona@sdfoundation.org

Vancouver Women's Foundation c/o Community Foundation for Southwest Washington

703 Broadway, Suite 610
Vancouver, Washington 98660
Contact: Jan Oliva
joliva@qwest.net

The WellMet Group

Gracie Station
P.O. Box 613
New York, New York 10028
Contact: Deborah McManus
(212) 860-0626
dmmcmanus@aol.com

Women's Giving Alliance at The Community Foundation

121 West Forsyth Street, Suite 900
Jacksonville, Florida 32202
www.jaxcf.org
Contact: Judy Herrin (904) 356-4483

Women's Network for Christian Philanthropy

c/o Trinity Lutheran College
4221 228th Avenue Southeast
Issaquah, Washington 98029-9299
Contact: Elaine Stamm (425) 392-0400
info@tlc.edu

Individual Member Grants

Arts

A Contemporary Theatre
Academy of Realist Art
Admiral Theater Foundation
Artist's Trust
Arts Education Northwest
Bellevue Art Museum
Center on Contemporary Art
Cinema Seattle
Empty Space Theatre
Findhorn Centre for the Arts
Friends of the Philadelphia String Quartet
Hedgebrook Farm
Henry Art Gallery
Hugo House
Institute of Visual Arts
U of WI, Milwaukee
Intiman Theatre Company
John Clymer Museum of Art
Meany Hall for the Performing Arts
Museum of Northwest Art
Northwest Girlchoir
On the Boards
Pacific Arts Center
Pacific Northwest Ballet
Pat Graney Dance Company
Pratt Fine Arts Center
Rockford Dance Company
Seattle Art Museum
Seattle Arts & Lectures
Seattle Chamber Music Festival
Seattle Children's Theater
Seattle Opera Association
Seattle Repertory Theatre
Seattle Shakespeare Fest.
Seattle Symphony
Seniors Making Art

Education

Alexander Muss High School
Alliance For Education
Antioch University
Architecture & Children, ARCS
Bellevue Community College Foundation
Bellevue Schools Foundation
Blake Joseph Grinstein Endowment WUW
Burke Museum
Bush School
Central Washington University
Children's Storefront
Concordia University
Constellation Park and Marine Reserve
Convent of the Visitation School
Cornish College of the Arts
Edward E. Carlson Leadership & Public Service
Epiphany School
Forest Ridge School of the Sacred Heart
Friends of Laurelhurst Elementary School Foundation
Gonzaga University
Historic Seattle
Institute for Motivating Reading KCTS/CHANNEL 9
KUOW
Lakeside School
Lakewood Communities in Schools
Laurelhurst Elementary School
Little Red School House, Inc.
Louisville High School
Lowell School

Maritime Heritage Museum
McCabe Endowment
Fund/Visitation School
Mount Zion Baptist Church
North Seattle Community College Foundation
Northwest School for Hearing Impaired Children
Northwestern University School of Law
Outward Bound
Pacific Science Center
PONCHO
Powerful Schools
Powerful Voices
Saint George's School
Seattle Jewish Primary School
Seattle Public Library Foundation
Seattle University
Shorewood High School PTSA
Sir Herbert Read Consortium
Smith College
St. Joseph's School
Stanford University
Stevens Elementary School
Teach for America
Technology Access Foundation
The Community Library Association
The Island School
U.W. Alumni Association
U.W. Foundation
U.W. Washington School of Architecture
U.W. School of Law
University Prep
UW College of Architecture & Urban Planning
Visitation School
Walnut Hill School
Wash. State Univ Foundation
Wellesley College
Wheaton College, Philadelphia PA
Wheaton College, Norton MA
Whitman College
Woodland Park Zoological Society
WSU-Dept. of Comparative American Cultures
Zion Preparatory Academy

Environment

1000 Friends of Washington
A Territory Resource
Arboretum Foundation
Beach Watchers (WSU)
Blue Mountain Humane Society
Center for Urban Horticulture (UW)
Chums of Maxwellton Salmon
City of Bellevue
E.B. Dunn Historic Garden Trust
Friends of the Cedar River Watershed
Humane Society of Seattle-King County
Institute of Friends of Nautical Archaeology
International Snow Leopard Trust
Kitsap Humane Society
Lighthouse Environmental Programs
Long Live the Kings
National Audubon Society
Pasado's Safe Haven
PAWS
People for Puget Sound

Progressive Animal Welfare Society
Puget Sound Environmental Learning Center
Seattle Audubon Society
Seattle Chinese Garden Society
Student Conservation Association
The Access Fund
The Land Conservancy
The Nature Conservancy of Washington
Tremendous Seattle
Trust for Public Land
Washington Environ. Council
Washington Park Arboretum
Washington Trout
WSU Beach Watchers

Health

Alliance Community Psychotherapy Clinic
Bailey-Boushay House
Burn Children Foundation
Cancer Lifeline
CARE
Catholic Community Services
Children's Hospital Foundation
Eastside Mental Health
Evergreen Hospice
Franciscan Foundation for Health Care
Fred Hutchinson Cancer Research Center
Harborview Medical Center
Hearing Speech & Deafness Center
Hospice of Seattle
Leukemia Society
Mary Bridge Children's Hospital Foundation
Mentor Health Northwest
Multifaith AIDS Project
National Multiple Sclerosis Soc. of Western WA
Northwest Medical Teams
Northwest Parkinson's Foundation
Overlake Hospital Foundation
Pike Place Market Foundation
Planned Parenthood of Western WA
Providence Medical Center Foundation
Safe Crossings/Providence Hospice of Seattle
Seattle Institute for Psychoanalysis
Seattle Yacht Club Rowing Foundation
Swedish Medical Center Foundation
Tutwiler Clinic and Outreach
Virginia Mason Medical Found.
WHERE

Other

Access Fund
ACLU of Washington
Cascadia Revolving Fund
Church of the Epiphany
CITYCLUB
Columbia Lutheran Ministries
Copper Canyon Press
Delta Society
Epiphany Church
Garden of Remembrance
George Pocock Rowing Foundation

Global Partnerships
International Dist. Village Square Assoc.
Inverleith House
Native American Heritage Association
North Cascades Institute
Pioneer Association of the State of Washington
Sammamish Rowing Foundation
Spirit Rock Meditation Center
St. Demetrios Church
St. Luke's Lutheran Church
St. James Cathedral
North Cascades Institute
Pioneer Association of the State of Washington
Sammamish Rowing Foundation
Spirit Rock Meditation Center
St. Demetrios Church
St. James Cathedral
St. Luke's Lutheran Church
St. Marks Century II Campaign
SYC Rowing Foundation
The Center for Spiritual Development
U.W. President's Club
U.W. Press
Virginia V. Foundation Wallingford Foundation
WA Coalition to Abolish the Death Penalty
Washington Special Olympics
Windemere Foundation
Xerxes Society
Youth Hall of Fame

Social Services

American Red Cross
Amigos
Asian Counseling & Referral Service
Bridge Ministries
Center for Human Services
Center to Prevent Handgun Violence
Child Care Resources
CHILDHAVEN
Children's Home Society
Children's Trust Foundation
Christmas in April
Cocoon House
Dress for Success
Eastside Domestic Violence Program
Eating Disorder Awareness and Prevention
Edmonds Food Bank
Edmonds United Methodist Church
Equal Justice America
FARESTART
First Avenue Service Center
First Place
Goodwill
Guide Dogs for the Blind
Habitat for Humanity
Intergenerational Innovations
International Mercy Network
Jewish Federation of Greater Seattle
Junior League of Seattle
King Cty. Eastside Multi-Service Center
King Cty. Multi-Service Center

King Cty. Sexual Assault Resource Center
Kirkland Interfaith Transitional Housing
Make-A-Wish Foundation
Medina Children's Services
Mothers Against Drunk Driving
Mothers Against Violence in America
Multi-Service Centers of King County
Neighborhood House
New Beginnings
Noel House
Northwest Harvest
Our Place Day Care Center
Parent Trust for WA Children
Pike Market Senior Center
Pomegranate Center
Presbyterian Counseling Service
Program for Early Parent Support
Puget Sound Blood Center
Refugee Women's Alliance
Residence XII
Rosededge
Ryther Child Center
Sacred Heart Church
Salvation Army
SE Seattle Seniors Foundation
Seattle Children's Home
Seattle Milk Fund
Seattle Young People's Project
Shepherd's Counseling Services
Simon of Cyrene/Mathew House
Solo Parenting Alliance
Southeast Seattle Senior Foundation
St. Martin de Porres Shelter
St. Stephen's Parish
Tahoma Indian Center
Teens In Public Service
Ten For Children
The Compass Center
The Market Foundation
Treehouse
Union Gospel Mission
United Way of King County
Univ. District Farmer's Market
University Presbyterian Church
Urban Enterprise Center
Washington Cash
Washington Works
WCADP
Women at the Well
YMCA of Greater Seattle
Youth Eastside Services
Youth In Focus
Youthcare
YWCA - Walla Walla
YWCA - Seattle, King County

Pooled-Fund Grants

Grants Awarded in 2001—\$350,000

\$100,000 Powerful Voices MAPS Program

The grant was awarded to reduce recidivism among adolescent girls released from juvenile detention by providing them with an adult mentor and training them to be a part of a network of peer educators who conduct workshops for girls who are not yet offenders.

<http://www.powerfulvoices.org>

\$100,000 Childhaven WWF Play Therapy Center

The grant was awarded for a state-of-the-art play therapy center for healing neglected and abused preschool children in Childhaven's new \$15M facility. The center will also be used as a model to other agencies and as a training facility for medical and psychology professionals.

<http://www.childhaven.org/home.html>

\$50,000 Rotary Boys & Girls Club Innovative Arts

The grant was awarded to add an innovative arts program to the club's already excellent educational assistance, computer and sports programs as one more powerful way of motivating kids to realize their full potential and connect in positive ways to their community.

Contact Patrick Carter pcarter@positiveplace.org for more information.

\$50,000 People for Puget Sound Saving Puget Sound's Shoreline

The grant was awarded for an innovative campaign to reverse the decline of our shoreline by engaging the owners of shoreline property, as well as the general public, in a stewardship program based on the successful Block Watch model. <http://www.pugetsound.org>

\$50,000 Dr. Judith Lee Nelson Pregnancy and the Female Bias in Autoimmune Disease

The grant was awarded to Dr. Judith Lee Nelson, medical researcher, to research the hypothesis that retained fetal cells from prior pregnancies contribute to the risk of developing autoimmune disease, which so disproportionately affects women. Contact J. Bracken jbracken@fhcrc.org for more information.

Grants Awarded in 2000—\$300,000

\$100,000 Medina Children's Service Family Connections

The grant was awarded to hire a full-time staff person dedicated to dramatically increasing the pool of prospective adoptive families for older foster children who are waiting for adoption in King County. The goal is the adoption of at least 70 older children over the two-year period of the grant.

<http://www.medinachild.org>

\$100,000 City Year/Treehouse Teentime

The grant was awarded to target Treehouse's foster youth of middle-school age, pairing them with young adult mentors from City Year, and engaging them in specially designed after-school and weekend activities. The goal is to structure the after-school hours of foster teens while they develop a one-on-one relationship with a role model.

<http://www.cityyear.org>

\$50,000 Puget Sound Neighborhood Health Centers Children's Dental Outreach Project

The grant was awarded to hire a full-time community health coordinator, whose responsibility it is to connect the children of a low-income, ethnically diverse population, with low-or no-cost dental services. In addition, education programs will familiarize families with the concept and practice of preventative oral health. For more information, please e-mail Susan Odell at

odells@psnhc.org

\$50,000 Planned Parenthood
Checkpoint

The grant was awarded to prevent premature pregnancy by helping middle-school boys develop positive concepts of masculinity that preclude teen fatherhood. The program is proactive, helping teens build strong personal skills to help them make important judgments and decisions.

<http://www.ppww.org>

Grants Awarded in
1999—\$250,000

\$100,000 King County Juvenile Justice
Program Structured Treatment Alternative
Restorative Services (STARS)

The grant was awarded to target first-time and repeat criminal offenders between the ages of 13-15 with an intervention and rehabilitative program to prevent re-offense. STARS coordinates academic, mental health and juvenile justice components in a unique collaboration with other local agencies. For more information, please e-mail Pam Jones at pam.jones@metrokc.gov

\$75,000 Country Doctor Community
Health Centers

The grant was awarded to provide a 30% time psychiatrist for three years. The Country Doctor provides primary health care to low-income residents in Seattle's Capitol Hill and Central areas. More than half their patients require mental-health treatment. An estimated 1,000 patients are served annually by the expanded mental-health team. For more information, please e-mail Henrietta Taylor-Knight at hknight@cdchc.org

\$75,000 Seattle Children's Home

The Center for Improving Futures

The grant was awarded to provide comprehensive care for children and families with emotional and behavioral disorders, mental illness and/or a history of abuse and neglect. By linking the various service providers, SCH prevents families from getting lost in the system.

<http://www.seattlechildren-shome.org>

Grants Awarded in
1998—\$200,000

\$100,000 FareStart

The grant was awarded in support of Farestart's mission to understand the reasons people become homeless and to transform their lives by providing job training and placement in the food industry. A particular focus of this grant is to bring more women into the program by offering shelter and childcare.

<http://www.farestart.org>

\$50,000 Children's Hospital and
Medical Research Center
Brain Tumor Research Project

The grant was awarded to increase understanding of the origins of childhood brain tumors and develop therapies that are less toxic and more effective than current approaches. The ultimate goal is to increase the survival rate and quality of life of children with brain tumors.

<http://www.seattlechildrens.org>

\$50,000 The Nature Conservancy
of Washington

The grant was awarded to purchase timberland in critical habitat/watershed areas for native salmon runs. The grant enables the NCW to partner with

Seattle City Light to connect several pieces of the Skagit preserve into a contiguous habitat/watershed and to qualify for a challenge grant from Paul Allen. <http://www.tnc.org>

Grants Awarded in
1997—\$160,000

\$100,000 Alliance for Education

The grant was awarded to launch a program for integration of arts with the core academic curriculum in the Seattle Public Schools. John Stanford, the late Seattle Schools superintendent, characterized this program as representing the best of two worlds: the revitalization of the arts and the systematic reform of the way basic subjects are taught.

<http://www.alliance4ed.org>

\$60,000 Washington Works

The grant was awarded for the implementation and development of the program to meet the "work first" mandates of welfare reform. The project supports welfare recipients transitioning into the labor force and "reimburses" employers for their commitment to hiring workers from this population.

<http://www.waworks.org>

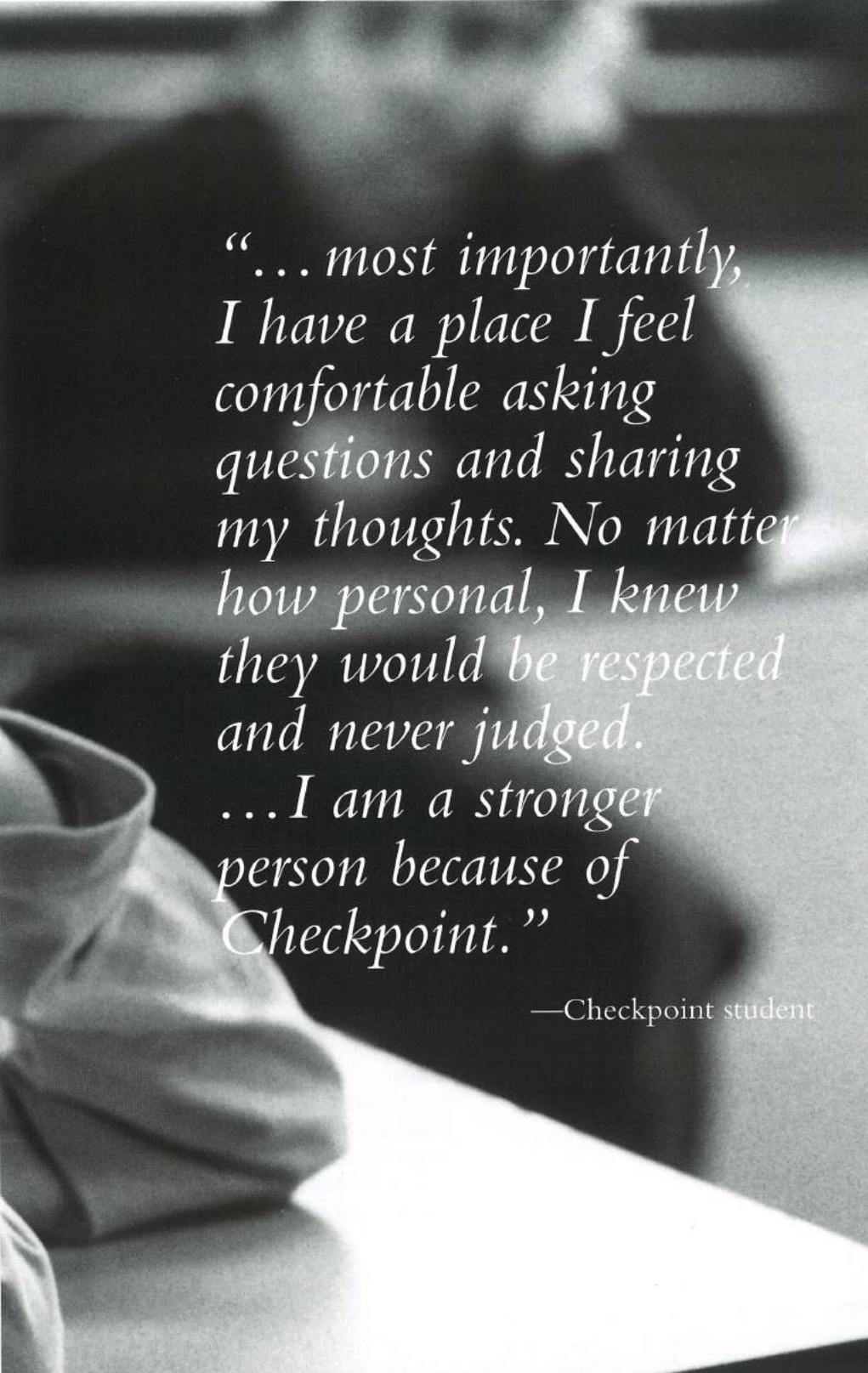
Grants Awarded in
1996—\$100,000

\$100,000 Mothers Against Violence
in America

The grant was awarded to support MAVIA's Students Against Violence Everywhere (SAVE) program, an anti-violence program for children and youth now operating in 27 schools and communities in the Puget Sound region.

<http://www.mavia.org>





*"...most importantly,
I have a place I feel
comfortable asking
questions and sharing
my thoughts. No matter
how personal, I knew
they would be respected
and never judged.*

*...I am a stronger
person because of
Checkpoint."*

—Checkpoint student

WWF success story

\$50,000

Planned Parenthood
of Western Washington
Checkpoint

Planned Parenthood offers high-quality, cost-effective clinical services and educational programs that foster an understanding of reproductive health and sexuality issues and promote responsible behavior.

The grant was awarded to the Checkpoint program, which provides social and educational programming to prevent premature pregnancy by helping middle-school boys develop positive concepts of masculinity that preclude teen fatherhood. The program is proactive, helping teens build strong personal skills to help them make important judgments and decisions. <http://www.ppww.org>

Tools and Resources

Suggested Reading

Books

Collier, Charles W. *Wealth in Families*. Cambridge: The President and Fellows of Harvard College, 2001.

DePree, Max. *Leadership is an Art*. New York: Bantam Doubleday Dell Publishing Group, Inc., 1989.

DePree, Max. *Leadership Jazz*. New York: Bantam Doubleday Dell Publishing Group, Inc., 1992.

Gardner, John W. *Self Renewal*. New York: Harper & Row Publishers, 1963.

Gary, Tracy and Melissa Kohner. *Inspired Philanthropy, Creating a Giving Plan*. Berkeley: Chardon Press, 1998.

Haley, Delphine. *Dorothy Stimson Bullitt An Uncommon Life*. Seattle: Sasquatch Books, 1995.

Nichols, Judith. *Pinpointing Affluence in the 21st Century: Increasing Your Share of Major Donor Dollars*. Chicago: Bonus Books, Inc. 2001.

Shore, Bill. *The Cathedral Within*. New York: Random House, 1999.

Wendroff, Alan L. and Kay Sprinkle Grace. *High Impact Philanthropy: How Donors, Boards and Noprofit Organizations Can Transform Communities*. New York: John Wiley & Sons, 2000.

Articles

Conover, Kirsten A. "Women Step Up to the Plate as Influential Philanthropists." *Christian Science Monitor*. 19 July 1996. p 10.

Hall, Holly. "Getting Together to Give—Tired of simply responding to fund-raising appeals, donors join forces to find worthy causes." *Chronicle of Philanthropy* 14 November 1996.

Hall, Holly. "What Donors Can Do to Avoid the Pitfalls of Shared Giving." *Chronicle of Philanthropy* 14 November 1996. p 14.

Jacoby, Susan. "Why Do We Donate? It's Personal." *New York Times* 9 December 1997, G1.

Kramer, Mark. "Mixed Motives Understanding why we give may help us feel better about the way we give." *American Benefactor*. Winter (1998): pp. 91-92.

Lawrence, Lee. "Now Women Give Time—and Money." *Christian Science Monitor*. 19 July 1996. p 10.

Miller, Annetta and Seema Nayyar. "The New Hands-on Philanthropy." *Working Woman*. July/August 1998. pp. 52-57.

Shaw, Sondra and Martha A. Taylor. "Overcoming Barriers to Women's Giving." *Grantsmanship Center Magazine*. Summer 1995. pp. 21-25.

"Women in Philanthropy: The Power to Effect Change." *Miss Hall's Occasional Paper*. 22 April 1998. Miss Hall's School. Pittsfield, Massachusetts.

Other

Ng, San. *Washington Women's Foundation: Women Taking Charge of Their Assets*. The Electronic Hallway. Cascade Center for Public Service, Public Service Curriculum Exchange, 2002.

leaders inspire inventions

Online Resources

Association of Fundraising Professionals

www.nsfre.org

Board Café www.boardcafe.org

Board Source www.boardsource.org

Chronicle of Philanthropy www.philanthropy.com

Foundation News & Commentary

www.foundationnews.org

National Center for Charitable

Statistics www.nccs.urban.org

Npower www.npower.org

Philanthropy Northwest

www.pngf.org

Women's Philanthropy Institute

www.women-philanthropy.org

Worth Magazine www.worth.com

Publications featuring the Washington Women's Foundation

"Unique Women's Foundation Helps Women Grow as Philanthropic Leaders." *Women's Philanthropy Institute News*. February 1999. pp. 1-3

Cameron, Mindy. "Philanthropy Seattle Style: a boom in bucks and ideas." *Seattle Times*. Sunday, 4 July, 1999.

Cameron, Mindy. "Turning Region's Nest Eggs into Community Assets." *Seattle Times*. Sunday 5 May, 1997. p B6.

Edwards, Tamala M. "The Power of the Purse—More and More It's Women who Control the Charity." *TIME*. 17 May, 1999. p 64.

Ferrendelli, Betta. "Women Join Forces to Make 'Immediate Impact'." *Puget Sound Business Journal*. pp. 25-31 May, 2001.

Harrell, Debera Carlton. "\$100,000 Grant Given to Fight Violence." *Seattle Post Intelligencer*. 26, June, 1996.

Kelley, Tina. "Charity Belle Colleen Willoughby helps women give money away." *People*. 30 November 1998. p. 149-150.

Latteier, Carolyn. "Giving Spirit." *Alaska Airlines Magazine*. December 2000. pp. 18-25.

McNally, Shana. "Foundation Pools Women's Donations—Philanthropy: Rather than giving small individual gifts, members contribute to 'sizable grants that clearly make a difference' at

a local level." *Los Angeles Times*. Sunday, 28 February, 1999. p 3.

McNally, Shana. "Women's Foundation: Confidence through generosity." *Eastside Journal*. Sunday, 14 February, 1999. p E3.

Mills, Kimberly. "Gates of Generosity Swing Wide Open." *Seattle Post Intelligencer*. 12 April, 2000. p A12.

Mills, Kimberly. "Women Balance Philanthropic Roles." *Seattle Post Intelligencer*. 12 April, 2000. pE2.

Rudolph, Barbara., "Join the Club: Move over, book groups and investment circles. The latest trend in affinity groups is focused on giving." *American Benefactor*. Fall (1998): pp. 29-34.

Shmavonian, Nadya K. "Staying on Target...Targeting the Cash." *Washington Post*. 13 December 1998: C3.

Stojnic, Niki. "Smart Giving—Washington Women's Foundation Makes a Difference." *Horizon Air Magazine*. May 2001. p 6.



REQUEST FOR PROPOSAL

February 15, 2002

Address:

Salutation:

The Washington Women's Foundation has selected your organization to submit a proposal for a grant from the Washington Women's Foundation Pooled Fund. This fund was established in 1995. The Pooled Fund is awarded annually in June and this will be the seventh year grants have been awarded. This invitation has been extended to twenty-five organizations.

Categories of interest to be considered are: education, cultural arts, health, environment and social services. Beneficiaries are not limited to women and girls.

The Foundation will award a grant for a project that demonstrates one or more of the following:

- Urgency or immediacy and addresses a critical need.
- Excitement because it is a bold new venture.
- Creativity in providing effective solutions to time-worn problems.

The guiding principle will be to select a project that will make a significant impact because of its existence in the community. You are invited to apply for a grant of \$100,000.

DEADLINE FOR SUBMITTAL

MARCH 28, 2002

COMPLETED APPLICATIONS SHOULD BE SENT TO:

Washington Women's Foundation
1325 4th Ave. Ste 1200
Seattle, WA 98101
(206) 340-1710

1325 Fourth Avenue, Suite 1200 / Seattle, WA 98101
ph 206.340.1710 / fax 206.340.1936 / www.wawomensfoundation.org

SCOPE OF PROGRAM

This RFP invites application for a grant of \$100,000 from nonprofit organizations within Washington state. The intent is to award as many \$100,000 grants as possible from the pooled fund. Depending on the size of the pool, some awards of \$50,000 - \$75,000 may be made. Please see the WWF website for previous awardees and amounts. The address is www.wawomensfoundation.org.

Awards may be contingent upon the project being fully funded from other approved sources if additional funds are required. Grants that are \$75,000 - \$100,000 will be paid in two to three installments.

SELECTION CRITERIA

All applicant organizations must qualify as tax-exempt under Section 501(c) (3) or 170(b)(1)(A)(vi) of the Internal Revenue Service code.

The project should demonstrate a reasonable degree of ability to achieve results and/or include supporting rationale to warrant the Washington Women's Foundation taking a risk.

The project should demonstrate potential for continuity and have a high probability of flourishing beyond the grant period. Applicant organizations must demonstrate that the use of these funds for the purpose intended can be audited.

The project may offer opportunities to leverage other funds and forge partnerships that will increase the impact of Washington Women's Foundation funds.

The project seeks to address underlying causes or systemic issues.

The project seeks to foster capacity building among the people targeted for service

CHANGE IN INTENDED USE OF FUNDS

Grants awarded to an organization by the Washington Women's Foundation are granted strictly for the use described in the proposal. In the event changes or modifications to this intended use become necessary, these proposed changes must be communicated to the foundation.

PROPOSAL

PLEASE PRESENT INFORMATION IN ORDER AS REQUESTED BELOW:

1. EXECUTIVE SUMMARY: short summary of proposal.

2. GENERAL INFORMATION:

Name and address of the organization requesting the grant.

Name, title and telephone number of the contact person regarding this specific grant.

Amount requested and purpose of grant. Multi-year grants can be requested.

Number of people to be served by this project.

Budget information, including a complete project budget, organizational operation budget, current balance sheet and most current audited financial statement and IRS 990 form.

A comprehensive project funding plan that includes a list of other funding sources being approached, if any.

Current Board list.

Verification of 501 (c)(3) tax-exempt status.

3. ORGANIZATION: Briefly describe your organization and its mission.

4. COMMUNITY NEED: What community challenge does this project seek to address?

PURPOSE OF THE PROJECT: Briefly describe your proposed project and how requested funds would be used.

ACTION PLAN: What steps must be taken to accomplish your goals?

ORGANIZATIONAL COMPETENCE: What evidence can you provide of your organization's ability to implement a project such as you are proposing?

HUMAN RESOURCES: Briefly describe the staffing plan for your proposed project.

FUTURE FUNDING: Briefly describe how future funding for your project would be accomplished should that be required.

SCHEDULE

Application and all back-up materials must be received in our office no later than March 28, 2002.

Three complete copies of the proposal should be submitted with an Executive Summary not to exceed two pages in length.

The executive director or CEO and the chairman or president of the organization should sign the proposal.

Notice of determination of award will be made by the Washington Women's Foundation by June 30, 2002.

All information will be fully reviewed by the grant committee of the Washington Women's Foundation. The final selection will be by vote of the membership of the Washington Women's Foundation.

In order to permit the foundation to report to its members concerning grants made, grantees are required to complete and sign a Memorandum of Understanding form upon acceptance of the award, indicating the beginning and end dates of the project, progress report deadlines and a project overview.

Six months after the announcement of the award and the first installment of the grant has been made, a representative of WWF will call for an appointment to review the progress of the grant implementation.

After the completion of the first year of the grant, a written report is required. If the grant is being paid in installments, the report must be received before the second payment is made.

COMPLETED APPLICATION SHOULD BE SENT TO:

Washington Women's Foundation
1325 Fourth Avenue #1200
Seattle, Washington 98101
(206) 340-1710

CONTACT: Colleen Willoughby, President

**POOLED FUND
VOTER'S PAMPHLET 2001**

WASHINGTON WOMEN'S



FOUNDATION

June 8, 2001

Dear Member:

Enclosed is your ballot to determine the recipients of the 2001 Washington Women's Foundation Pooled Fund. Please return it promptly by mail using the enclosed envelope or by FAX at 206.340.1936 on or before June 20, 2001. Ballots will be counted on Thursday, June 21. Forty-two WWF Grant Committee members have collaborated to review and select the five proposals from among the 23 organizations that were invited to submit proposals this year to the Washington Women's Foundation. All of the proposals were compelling and had merit. The ballot choices are diverse, and represent a breadth of interests of WWF members.

Beginning in January, members of the Grant Committee worked in small groups to consider the merits of each proposal. Site visits were made to ten semi-finalist organizations. Members of each of these organization's executive staff and members of their boards of directors spent an hour or more answering questions and elaborating on critical points within each of their respective proposals. Reports of these visits were made to members on May 24. Following the site committee's report, members of the Grant Committee voted and selected the following proposals for the membership ballot: Childhaven, Fred Hutchinson: Autoimmune Disease Research, People for Puget Sound, Powerful Voices, and Rotary Boys and Girls Club: Innovative Arts.

The amount of money available to award from the WWF Pooled Fund is directly proportional to the size of the membership. This year we are able to distribute \$350,000 up from \$300,000 that was awarded last year. We will apply the same formula for distributing the funds as has been used in the past. The spread of member votes will determine the number of \$100,000 grants that can be made and the distribution of the remaining balance.

There are some changes in the way this year's Pooled Fund will be distributed. It is the intent of WWF to fund all areas of interest over time. Therefore you will notice, that there is one project from each of the five groups on the ballot. All five ballot proposals will receive funding. As in previous years, your vote preference will prioritize how the funding will be allocated. Only vote for one project and write in an alternate in case of a tie.

In making your decision it may be helpful to review WWF's criteria to seek a project that demonstrates one or more of the following:

- Urgency or immediacy, addresses a critical need
- Excitement, as in a bold new venture
- Creativity in providing effective solutions to timeworn problems
- A significant impact on the community

In addition the Site Committee members used the following criteria:

- What difference or impact will \$100,000 make?
- Is the committee assured that the proposal is viable?
- What makes the proposal compelling?

The Voter's Pamphlet provides information on each of the five proposals. The information is a composite of facts taken from the project proposal itself and narrative from the site report meeting reflecting the Grant Committee discussion. The full text of each proposal is on file in our office and is available for your review upon request. In addition you will find a listing of previous winners of the WWF Pooled Fund to date.

We will announce the recipients of the WWF grants at a special celebration from 4:00-6:00 p.m. on Tuesday, June 26 at the Museum of History and Industry (an announcement and invitation were included in the recent newsletter). We hope you will plan to attend as well as consider inviting a prospective new member to join you. It promises to be another special occasion! Please let Patty in our office know of your attendance plans by Friday, June 22, at 206.340.1710.

Best regards,

Colleen S. Willoughby
President

1325 Fourth Avenue, Suite 1200 / Seattle, WA 98101

ph 206.340.1710 / fax 206.340.1936 / www.wawomensfoundation.org

Arts: Rotary Boys and Girls Club Innovative Arts Program

201 19th Avenue
Ms. Patrick Carter, Executive Director

Seattle, WA 98122
206-240-9362

Amount requested: \$100,000

Grant period: 2 years

DESCRIPTION OF THE PROGRAM

Boys and Girls Clubs were founded in 1943 when kids needed a home away from home with fathers at war and mothers working in factories. Today their mission is to inspire and enable young people, especially those from disadvantaged circumstances, to realize their full potential as productive, responsible and caring citizens. Clubs are dedicated to the notion that all children can achieve excellence when provided the opportunity and tools to do so. The Rotary Boys and Girls Club currently has outstanding programs in sports, computer education, and educational assistance. Now it is proposing to add an innovative program in the arts. It would include performing, visual, graphic, ethnic and literary arts as well as computer animation and web design.

IMPACT

The 800 participants in this central area club are 85% African American, 60% male, 40% female. Their families haven't the resources, time or transportation to provide them with exposure to or experience with the arts. Nevertheless, many of the kids are passionately interested and show tremendous potential in music, dance, theater, and multi-media arts. The program proposes to increase their exposure and opportunity; increase their cultural understanding; and strengthen family and community connections through the arts.

VIABILITY

WWF funds would allow the Rotary Boys and Girls Club to hire a full time Project Director, a part-time Arts Specialist and instructional staff. The program would partner with arts organizations such as Pratt Fine Arts Center, and Langston Hughes Cultural Arts Center, and The Arts Corps to provide instruction. The curriculum consists of after school, weekend and summertime classes, the opportunity to pursue individual lessons, cultural field trips and special speakers or performers. The program would serve 680 youth, ages 6 to 18, and including 150 parents.

WHAT MAKES THIS PROGRAM COMPELLING

The Boys and Girls Clubs have learned in their 50-plus years of serving youth that some kids are motivated by sports, some by computers, some by leadership or community service. Until now they have not provided opportunities for those who are motivated by the arts and creative expression. The arts provide another powerful way to reach kids and their families.

Education: Powerful Voices MAPS Program

139 23rd Avenue South
Julie Edsforth, Executive Director

Seattle, WA 98144
206-860-1026

Amount requested: \$95,000

Grant period: 3 years

DESCRIPTION OF THE PROGRAM

Powerful Voices was formed to address complex social issues at their root by developing the individual potential of adolescent girls by offering hands-on experiences in which they develop leadership and critical thinking skills. Powerful Voices currently offers middle school girls an after school program and an intensive summer leadership camp. It also runs a nationally recognized program for girls in juvenile detention. Powerful Voices is asking WWF to fund MAPS (Making a Positive Step), a program to reduce recidivism among adolescent girls released from juvenile detention.

IMPACT

In Washington State the recidivism rate is 33%; in King County it is more than 50%. Girls leaving juvenile detention return home to the same situations they faced at the time of arrest. 70% have been victims of sexual or physical abuse and 20% have been runaways. They turn their feelings of anger or fear inward by abusing drugs or prostituting their bodies. Because they are not a danger to society, their needs are overlooked. MAPS proposes to reduce recidivism by: (1) Forming a peer network of former offenders and training them as peer educators (2) Arranging for peer educators to influence others, who are not yet juvenile offenders, to stay in school and out of the system (3) Providing an adult mentor as a role model for the young educators of how life can be different.

VIABILITY

WWF funds would support monthly peer education workshops on topics crucial to the wellbeing of teens. The trainers are a team of four formerly detained girls identified while still in detention, recruited upon release, and trained as peer educators. There will be a total of 48 girls trained each year. The audience consists of eight girls who are at risk for entering the juvenile detention system. The workshops will reach 432 girls over a three-year period. The state saves \$144 per day for every girl who avoids incarceration.

WHAT MAKES THIS PROGRAM COMPELLING

Powerful Voices employs the power of education to turn around the lives of offenders. The offenders, in turn, help prevent other girls from entering the system. The MAPS Program dares offenders to discover their strengths and take control of their lives, then to challenge their peers to do the same.

Environment: People for Puget Sound Saving Puget Sound's Shoreline

1402 Third Avenue, Suite 1200 Seattle, WA 98101
Lisa Jaguzny, Development Director 206-382-7007

Amount requested: \$100,000 Grant period: 2 years

DESCRIPTION OF THE PROGRAM

People for Puget Sound is a ten-year-old regional, non-profit membership organization working to protect and restore the sound and Northwest coast. Its goals include habitat protection and restoration, pollution prevention and putting the region's environment on a sustainable course. Its proposal to WWF is an innovative campaign to reverse the decline of our shoreline. It engages owners of shoreline property and inspires public involvement in protection of our local beaches.

IMPACT

In 1999, our Chinook salmon, seven other fish species, and orca whales were declared endangered. The health of these species hinges on Puget Sound's 2,100 miles of shoreline. The shoreline is the habitat for the food fish for our salmon, as well as for shore and sea birds. In turn, well-stocked salmon runs provide the food for our orcas. One-half of the shoreline is currently privately owned. One-third has been unwittingly compromised by owners with seawalls and docks. The People for Puget Sound program proposes alternatives.

VIABILITY

WWF funds would pay for a program coordinator, and marketing and educational materials to educate and enlist the help of both shoreline owners and the general public. Using the successful block watch model shoreline owners would learn of the impact they can have on the shoreline and will be urged to participate in stewardship programs offered at several levels. The program would reach 500 property owners the first year and 1,000 the second year. The general public (500-1000 people) would also have stewardship opportunities and would be reached with targeted events held on public beaches highlighting shoreline issues.

WHAT MAKES THIS PROGRAM COMPELLING

People for Puget Sound looks at the environment as social workers look at child abuse and neglect. Waiting to intervene until a child becomes an adult at risk for a life of crime is costly and often unsuccessful. The same holds true for the environment. Waiting to act until the shoreline no longer supports salmon and orcas will almost certainly lead to a more costly and markedly less successful clean-up. We can invest now in a proactive program that promises to be much more effective.

Health: Pregnancy and the Female Bias in Autoimmune Diseases Fred Hutchinson Cancer Research Center

Program in Human Immunogenetics
1100 Fairview Avenue North Seattle, WA 98019-1024

J. (Judith) Lee Nelson, MD, Principal Investigator
206-667-5248 or 667-6840

Amount requested: \$100,000 Grant period: 2 years

DESCRIPTION OF THE PROGRAM

Dr. Judith Lee Nelson, associate professor of medicine at the University of Washington and associate member of Fred Hutchinson Cancer Research Center, is a medical researcher specializing in autoimmune disease. These are diseases in which the body's immune system mistakenly identifies its own tissue as foreign and mounts an attack. Dr. Nelson is asking WWF to fund a research project investigating the possibility that retained cells from prior pregnancies contribute to the risk of developing an autoimmune disease.

IMPACT

It is estimated that 1,186,015 new cases of autoimmune disease occur in the US every five years. Women are disproportionately affected, having 2.7 times greater risk than men, with ratios of greater than 10:1 for particular autoimmune diseases. Most autoimmune disease affects women in later years. Current studies prove that fetal cells pass through the placenta during pregnancy and persist in the mother's circulation for decades. This discovery causes Dr. Nelson to hypothesize that perhaps it is these foreign cells that trigger the immune system. In other cases, some of these foreign cells might actually offer protection from disease.

VIABILITY

Rheumatoid arthritis (RA) is the autoimmune disease chosen by Dr. Nelson for the focus of this investigation. Two hypotheses will be tested. (1) A woman who does not have the RA gene may develop RA because she carries retained fetal cells that do have the RA gene. (2) Conversely, a woman who has the RA gene may be protected from the disease by retained fetal cells that are free of the RA gene. WWF funds would be used for research supplies, equipment and computers as well as salaries for Dr. Nelson and two assistants. By special arrangement 100% will be used for research. No funds will go to the parent institution.

COMPELLING

Dr Nelson is an individual of exceptional intellect, integrity, dedication and passion for her work.

Her research is cutting edge. Should this investigation yield positive results it would provide valuable information about all autoimmune disease and could lead to a major grant from the National Institute of Health. Dr. Nelson's research could bring us one step closer to effective treatments for RA. Our grant would be an example of women supporting women to cure a disease that disproportionately affects women.

**Social Services: Childhaven
WWF Play Therapy Center**

310 Broadway
Laura M Sheehan, Executive Director

Seattle, WA 98122
206-624-6477

Amount requested: \$100,000 Grant period: 3 years

DESCRIPTION OF THE PROGRAM

Childhaven is a therapeutic facility dedicated to mitigating the devastating effects of abuse and neglect in children 1 month to 5 years old. Currently it serves 267 children five days a week, 50 weeks a year at four branches. The Central District building is more than 90 years old; its inadequacies are so great that state officials have notified them that they must get a new facility or lose their licensing. They have embarked on a \$15 million capital campaign to build a new facility on the same site. WWF monies would pay for a state-of-the-art play therapy center within the new facility.

IMPACT

In 1999, more than 75,000 child-maltreatment cases were referred for investigation in Washington State. Without treatment, studies have shown there is a 47.6% chance an abused child will become a violent offender. Childhaven's therapeutic child development approach has reduced this chance to 3.7%. Play therapy is a key part of this successful approach. Because children have limited communications skills, play is an effective way to act-out their innermost thoughts. In this way, children can recreate painful events and deal with the resulting emotions in a safe environment. Without play therapy these traumatic experiences can thwart a child's emotional, psychological and physical development and lead to life-long dysfunction.

VIABILITY

A \$100,000 grant from WWF would pay for the construction of three play therapy spaces at a cost of \$86,000. The remaining \$14,000 would be used for special equipment including video equipment, one-way windows, play equipment and specially designed durable surfaces. The play therapy center would serve 50 children a day, 75% more than can currently be accommodated. It would be named Washington Women's Foundation Play Therapy Center.

WHAT MAKES THIS PROGRAM COMPELLING

Childhaven is a leader in the treatment of child abuse. Forty communities in Washington have replicated its basic program. It is the place UW and Children's Hospital use to train their psychology and medical professionals. Currently it is the only Washington agency that has a play therapy program. Washington Women's Foundation Play Therapy Center would serve as the place to heal kids, train professional, and model program.



Glossary of Terms

501c3

A designation granted by the IRS communicating that an organization has met criteria and is qualified as a nonprofit organization.

Bylaws

A legal document outlining organizational structure and rules governing the internal affairs of an organization. It is customary to have an attorney draft bylaws.

Donor advised fund

A fund established and held with a community foundation. Donors take an active role in grant-making by designating charitable organizations as recipients. The community foundation assists the donor by verifying 501c3 status of organizations and managing financial resources. A number of individuals may be named as advisors of a single fund, encouraging participation and sharing in the spirit of giving.

Grant proposal

A detailed document requesting a grant. Typically, a grant proposal will have a specific format and convey specific information about a potential grantee's vision for use of a grant.

Letter of inquiry

A letter written by one seeking information about a grant application process.

Nonprofit organization (NPO)

An organization that has applied for and received 501c3 tax-exempt status from the IRS.

Philanthropist

One who engages in activity intended to promote human welfare.

Philanthropy

The effort or inclination to increase human well being, love of humankind. Something intended to promote human welfare.

Request for Proposal (RFP)

A letter sent to nonprofit organizations notifying them they have been identified for consideration to receive a grant from the foundation. The letter inquires after the nonprofit's need and interest in receiving a grant in addition to requesting additional information about the structure and organization of the nonprofit and its projects.

Stewardship

The act of managing another person's property, finances or affairs.

Index

- 501c3, 6, 17, 18, 63, 64, 70
- Accountability, 44
- Achieving the Mission, 32
- Acknowledgements, v
- Alliance for Education, 18, 51, 57
- Altom, Rhoda, v, 2, 3, 50
- Announcement Event, 40, 43
- Annual reports, 23
- Appropriation, 40, 42
- Articles of incorporation, 17, 19
- Audubon Society, 45
- Ball State University, 9, 54
- Ballot, 40, 42
- Beck, Judi, v, 50, 51
- Bennett, Sue, v, 15, 34, 35, 39
- Bill & Melinda Gates Foundation, v, vii
- Bloome, Sharon, 43
- Board liaison, 38
- Board of Directors, 13, 19
 - Criteria, 14
 - Succession, 23
 - Biographies, 50
- Bowman, Midge, 14
- Brain Tumor Resource Laboratory, 31, 42
- Breen, Margaret, v
- Buckner, Ann, v, 25
- Budget, 17, 24
- Business plan, 17
- By Laws, 17, 19, 70
- Calendar, 17, 24
- Capacity to achieve, 36
- Castle, Ann, vi
- Challenge Days, 39, 41
- Charitable interest areas, 8, 33
- Charitable solicitation application, 17
- Charter members, 13
- Checkpoint, 57-59
- Childhaven, 56, 69
- Children's Hospital and Regional Medical Center, 31, 42, 50, 51, 57
- Chronicle of Philanthropy, 37
- City-Year/Treehouse, 56
- Coelho, Victoria, vi
- Coleman, Jane, vi
- Collins, Priscilla (Patsy) Bullitt, vi, 5, 21, 38, 44, 48, 49
- Committee Cabinet, 20, 24
- Committee Structure, 20
 - Communication, 21, 23
 - Education, 21, 22
 - Finance, 21, 23
 - Grant, 21, 32, 37
 - Membership, 21, 22
- Guidelines, 34
- Community foundation, 17
- Community Foundation for Southwest Washington, 9, 54
- Condit, Jan, 18
- Confidentiality, 27, 33, 34
- Conflicts of Interest, 35
- Conquest, Loveday, vi
- Contributions, 6
- Core Values, 7, 28
- Corporate Council for the Arts, 48
- Country Doctor Community Health Centers, 28, 57
- Criteria for Funding, 32
- Culture, 16
- Cunningham, Alice, 43
- Data management, 27
- DeForest, Marion, 14
- DeForest, Sibby, 14
- Discovery Group, 9, 54
- Distribution of Funds, 43
- Donor advised fund, 17, 70
- Dorward, Mary Anne, v
- Dudley, Jane, v, 8, 24
- Education & Training, 41
- Education Committee, 21, 22
- Ekman, Mary Ann, v
- Equipment, 18, 27
- Evaluation, 33, 34, 45
- Executive Director, 19
- FareStart, 57
- Farrell, Anne, v, 17, 51, 52
- Financial planning and revenue, 29
- Form 990, 18, 64
- Foreword, vii
- Foundation Management, 24
- Fred Hutchinson Cancer Research Center, 31, 51, 68
- Gary, Tracy, 4
- Garrison, Nan, 43
- Gates, Melinda French, vi-viii
- George, Carrie, 39
- Geren-Ziegler, Sarah, vi
- Gift of Joy, 48
- Girls Nation, ix
- Grant Committee, 21, 32, 37
- Grant Committee Reporting Meetings, 40, 41, 42
- Groen, Maria, vi
- Guidelines, 34
- Haley, Delphine, vi
- Hoffman, Deborah, 54
- Hoffman, Jean, v
- Hunter, Suzanne Lile, v, 13, 51
- Idaho Community Foundation, 9
- Idaho Women's Charitable Foundation, 9, 54
- Individual grant-making, 6, 25
- Individual member grants, 55
- Information management, 27
- Informed Philanthropic Investing, 22
- Infrastructure, 16, 17
- In Good Company, 8, 54
- In-kind donations, 24
- Internal Revenue Service (IRS), 6, 17, 18, 63
- Internet, 18, 27
- Introduction, ix-xi
- Jacksonville Community Foundation, 9, 54
- Katz, Linda, v, 54
- Kelley, Tina, v
- Kerr, Ellen, 8
- Kick-off Meeting, 39
- King County Juvenile Justice Program, 57
- KING FM, 48
- Kongsgaard, Martha, 4
- Launch, 14
- Leadership team, 19
- Legal expertise, 17
- Letters of inquiry, 32, 70
- Lindberg, Anne Morrow, 22
- Lorene, Karen, 16, 43
- MacInnes, Marsha, v
- Making A Positive Step (MAPS), 11
- Mandela, Nelson, viii
- Mann, Dorothy, v, 16, 40
- McMannus, Deborah, v, 54
- Medina Children's Services, 56
- Member directory, 23, 27
- Membership, 6, 15, 16
 - Renewal, 25
- Membership Committee, 21, 22
- Miss Hall's Occasional Paper, 12
- Mission, 2, 28
- Model, 6-9
- Money, 4, 5
- Mothers Against Violence in America (MAVIA), 57
- National Center for Charitable Statistics, 18
- National Foundation of Fundraising Executives, 26

- National Philanthropy Day, 26
 National Society of Fundraising Executives, 26
 Nature Conservancy of Washington, The, 52, 57
 Nelson, Dorothy, v, 39
 Nelson, Dr. Judith Lee, 56, 68
 Newsletters, 23, 27
 New York Community Trust, 9
 Nolan, Eleanor, 18
 Nominations, 41
 Nonprofit Organization, 70
 Norris, Jeanine, 12
 Northwest School for the Hearing Impaired, 29
 Norton, Carolyn, vi
 Npower, 18
 Office space, 18
 Oliva, Jan, v, 54
 Olsen, Dr. James, 30, 42
 Online Resources, 61
 Operations & Infrastructure, 28
 Organization & Leadership, 28
 Organization structure, 19
 Pacific Northwest Ballet, 49
 Pasciuto, Kim, v
 Park, Annette, v, 54
 People for Puget Sound, xiii, 56, 68
 People magazine, v
 Philanthropy, 70
 Planned Parenthood of King County, 16, 53, 57, 59
 Platform, 8
 Pooled Fund Grants, 6, 56, 57
 Pooled fund grant-making, 6, 32
 Accountability, 44
 Achieving the mission, 32
 Criteria for funding, 32
 Evaluation, 45
 Goals and outcomes, 33
 Guidelines, 34
 Reviewing projects and proposals, 36
 Schedule, 39
 Powerful Voices, 8, 10, 11, 56, 67
 President, 19
 Press releases, 23
 Profiles in Philanthropy, 22
 Program Assistant job description, 26
 Project proposal, 36
 Puget Sound Neighborhood Health Centers, 35, 56
 Purpose, 3
 Raff, Katherine, vi
Raison d'etre, The, 32
 Ransom, Gail, v
 Request for Proposal (RFP), 34, 35, 38, 39, 40
 Sample RFP, 62-65, 70
 Resource Advisor, 38
 Revenue, 29
 Resourceful Women, 4
 Reviewing Projects & Proposals, 36
 Rotary Boys & Girls Club, 43, 47, 56, 67
 Saint Alphonsus Hospital, 9, 54
 Saint Alphonsus Women's Philanthropic Healthcare Fund, 9, 54
 San Diego Foundation, The, 9
 San Diego Women's Foundation, 9, 54
 San Francisco Women's Foundation, 4
 Sarkowsky, Faye, v, 50, 52
 Schuchart, Patty, vi
 Scott, Roxanne, v, 8, 35, 41
 Seattle Children's Home, 53, 57
 Seattle Foundation, The, vi, 9, 17, 36, 51-53
 Seattle Opera, 48
 Seattle Public Schools, 18
 Seattle Symphony, 48
 Secretary of State, 17
 Seymour, Deb, v
 Shira, Sondra, 43
 Shore, Bill, vi
 Site visits, 33, 40, 41
 Smith, Margaret Chase, ix
 Smith College, 5
 Smith, Susan, v, 54
 Staffing, 18, 26
 Stages of Development, 12
 Stamm, Elaine, 54
 Stanford, John, 18
 STARS, 57
 Stearns, Molly, vi, 36
 Stewardship, 70
 Strategic plan, 28, 29
 Succession, 23, 24, 28
 Suggested Reading, 60
 Sustainability, 16, 28
 Swets, Debra, 26
 Szuch, Patricia, v, 54
 Tallying votes, 43
 Technology, 18, 27
 Teller committee, 40, 43
 Tools & Resources, 60
 Trinity Lutheran College, 9, 54
 United Way of King County, ix, 51, 53
 University of Washington, 43
 Valanciute, Simona, 54
 Vancouver, Captain George, xii
 Vancouver Women's Foundation, 9, 54
 Volunteer, 18
 Voter's pamphlet, 40, 42
 Sample, 66-69
 Voting, 43
 Walker, Margaret, v, 8, 19, 33, 50, 53
 Washburn, Erika Gudmundsson, v
 Washington Women's Foundation, 9
 Washington Works, 57
 Wellmet Group, The, 9, 54
 Willoughby, Colleen S., v, ix, xi, 51, 53
 Willoughby, George, vi
 Wilson, Alison, v
 Wilson, Courtenay, v
 Wilton, Dan, vi
 Women's Donor Network, 4
 Women's Giving Alliance at The Community Foundation, 9, 54
 Women's Network for Christian Philanthropy, 9, 54
 Work groups, 33, 35, 37, 38, 39
 Working Woman Magazine, 3
 Workshops, 41
 Wyckoff, Martha, 14
 Zimmerman, Eilene, 3

Deborah T. Killinger Carol King Aexel Mimi K. Kirsch Anne S. Kopp Diane E. Knoll
Martha Kongsgaard Karen Koon Jackie Kotkins Sally Kranzler Connie Kravas Amy
Lin Kwan Christiane Laakmann Margaret Laliberte Susan Lammers Phyllis Lamphere
Ada Latham Susan H. Lawrence Stacy Lawson Robin S. Leavitt Ann Lennartz Janet
Linger Marcia McGreevy Lewis Carla Lewis Carol M. Lewis Alice Jean Lewis
Phyllis Lindsey Judy A. Block Linford Lisa K. Lindstrom Laura Lipton Frances W. Lloyd
Anne Loeb Francine Loeb Karen Lorene Midge Lucas Jane Lyons Karen E. Lytle
Terry Macaluso, Ph.D. Marsha MacInnes Carol Madigan Leslie Magid Dorothy H.
Mann Jackie Mansfield Linda Marcuse Valerie Margulis Gillian Marsden Connie
Marshall Kiki Martin Donna McBain Pamela B. McCabe Joyce McCallum Mary Kay
McCaw Mary Kay McFadden Barbara McIntosh Shelley Abel McIntyre Liz McKallor
Jane McKinley Jean E. McTavish Joan Meyer Laura Midgley Marjorie H. Moore
Gene Moris Martha Paper Moseley Judi Mullikin Toni Murdock, Ph.D. Dorothy Loucks
Nelson Marie B. Nelson Laurel Nesholm Peggy Newsom Carla Nichols Melissa
Bunger Nielsen Claudia J. Niles Connie Niva Eleanor C. Nolan Nancy Norberg
Nancy B. Nordhoff Nancy S. Nordhoff Molly Nordstrom Jeannie Nordstrom Barbara
Roseworthy Christine Fiedler O'Connor Gudrun Olsen Kristin Orejuela Carmen
Petro Margaret N. Padelford Kim Pasciuto Valerie Payne Molly E. Pengra Carol
Penny Mollie V. Pepper Sherilyn Peterson Judy Phillips Nicole W. Piasecki Judith K.
Pierce Miriam Pierce Mary Pigott Brooke Pigott Yvonne Pigott Virginia Pigott Sue
Pocock Frances Pocock Dinny Polson Mary Lynne Poole Barbara Powell Barbara
Prestrud Kathie Price Lucy S. Pruzan Katherine Raff Mary M. Ragen Suzanne Ragen
Ruth R. Randall Gail I. Ransom Lisa S. Ratliffe Victoria N. Reed Laura Retzler
Christine W. Rice Gail Richards Bonnie Robbins Helen Rodgers Shelley Rolfe
Anna J. Romein Paula Rose Jill Ruckelshaus Elizabeth Runde Judith M. Runstad Sara
Ryan Faye Sarkowsky Cathy Sarkowsky Eulalie Scanduzzi Nancy G. Schaub Ty
Heumann Julie Schmiel Bronkala Joyce Schweickert Nancy Slater Roxanne Scott
John B. Sealey Jane Searing Deb Seymour Frances M. Sherwood Sondra Shira
Linda Silver Dorothy Simpson Jan Sinegal Catherine Eaton Skinner Helen Langer
Elizabeth Smith Helen Sommers Roseanne Spence Benita Staadecker Rebecca
Staffel Marie Stanislaw Mary Jo Stansbury Carlyn J. Steiner Sarah Stelter Harriet
Stephenson Mary K. Stevens Rebecca D. Stewart Joan Stonecipher Helen Stusser
Thy Surace-Smith Linda Suzman Darci Swanson Judy Pigott Swenson Priscilla
Thase Tamsin Taylor Jennifer Teunon Margaret Towle Julie Van Camp Sally Veillette
Margaret K. Walker Mary H. Wallace Ellen J. Wallach Maro Walsh Barbara B. Ward
Arlyn Warner Kristen M. Webb Kathleen L. Weber Kate B. Webster Nancy
Weintraub Michele White Karen Wickstrand Virginia V. Wilcox Deborah J. Wilds
Mary Ann Wiley Jana Wilkins Jane Carlson Williams Colleen S. Willoughby Alison
Wilson Kathleen Wilson Jennifer Wilson Toni Woodruff Betty Woods Sally Wright
Martha M. Wyckoff Jane H. Yerkes Glen B. Youell Marcia Zech Robi Zocher

Venture Something!

- ☐ I would like to start a similar foundation in my community.
- ☐ Our organization would like to affiliate with a network of similar foundations.
- ☐ I am interested in an online support service to help us get started.

Name

Organization Name

Position/Title

Address

City

State

Zip

Phone

Fax

E-mail

WASHINGTON WOMEN'S  FOUNDATION

E-mail info@wawomensfoundation.org

www.wawomensfoundation.org

LETTER
STAMP
REQUIRED

WASHINGTON WOMEN'S
 FOUNDATION

1325 Fourth Avenue, Suite 1200
Seattle, WA 98101



"...women have the power to effect change."

—WORKING WOMAN

"The Washington Women's Foundation is a vital community force and has become a remarkable national model."

—THE NATURE CONSERVANCY OF WASHINGTON

"...members contribute to sizable grants that clearly make a difference."

—LOS ANGELES TIMES

"...a primary goal of the foundation is to educate women about philanthropy at a time when the need for their dollars and input is at an all-time high."

—SEATTLE POST INTELLIGENCER

"More and more, it's women who control the charity."

—TIME

WASHINGTON WOMEN'S



FOUNDATION

1325 Fourth Avenue, Suite 1200 / Seattle, WA 98101

ph 206.340.1710 / fax 206.340.1936 / www.wawomensfoundation.org