

**NEW HORIZONS IN FAMILY GIVING:
THE IMPACT AND EXPERIENCE
OF INTERNATIONAL GRANTMAKING
A VIEW FROM THE U.S.**

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Trustee, Peter C. Cornell Trust

Mission

The Council on Foundations is a membership organization that serves the public good by promoting and enhancing responsible and effective philanthropy.

Vision

In an environment of unprecedented change and potential, the Council on Foundations in the twenty-first century supports philanthropy worldwide by serving as

A trusted leader. Promoting the highest values, principles and practices to ensure accountability and effectiveness in philanthropy.

An effective advocate. Communicating and promoting the interests, value and contributions of philanthropy.

A valued resource. Supporting learning, open dialogue and information exchange about and for philanthropy.

A respectful partner. Collaborating within a network of philanthropic and other organizations working to promote responsible and effective philanthropy.

Statement of Inclusiveness

The Council on Foundations was formed to promote responsible and effective philanthropy. The mission requires a commitment to inclusiveness as a fundamental operating principle and calls for an active and ongoing process that affirms human diversity in its many forms, encompassing but not limited to ethnicity, race, gender, sexual orientation, economic circumstance, disability and philosophy. We seek diversity in order to ensure that a range of perspectives, opinions and experiences are recognized and acted upon in achieving the Council's mission. The Council also asks members to make a similar commitment to inclusiveness in order to better enhance their abilities to contribute to the common good of our changing society.

Council on Foundations

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TABLE OF CONTENTS

Family Foundations Going Global.....	4
Wealth, Power and Terrorism.....	5
Microcredit: From Entrepreneur to Entrepreneur	7
A Family Foundation Enters the International Arena	9
Heart to Heart With the One You Help.....	11
Choosing Your Focus	12
You Have Limitless Options.....	13
Go For It!	14
Resources to Help You Get Started	15
About the Author	19

FAMILY FOUNDATIONS GOING GLOBAL

A growing number of families and family foundations are becoming engaged in global grantmaking—both here and at home. Why?

Increased international travel and advances in communications technology bring far-off places closer than ever before, making more people aware of the rest of the world. In addition to the beauty and wonder of faraway places, they see poverty, injustice, violence, disease and despair. Many want to do something to help.

Large numbers of the family foundations emerging in the last several years, as well as many with significant longevity, were created with money generated by transnational corporations. Often the wealth creator is a person in business who has logged millions of international air miles, communicated through cyberspace, and managed thousands of employees operating in different countries in different languages. These foundation donors are accustomed to an international world where borders evaporate as international business flourishes. They know through experience that stability in the world order is essential for the success of their companies.

Board members with a worldview bring their experiences, concerns and interests to their foundations' deliberations and frequently prompt consideration of global grantmaking. They are finding that it is exciting, challenging and rewarding. Why?

Family foundation board members who have made grants in an international environment describe the following discoveries about those grants:

- Small amounts of money go a very long way.
- Money can be highly leveraged.
- It is possible to make a difference in seemingly hopeless situations.
- Family foundations can play a role in making the world safer and more equitable.
- Follow-up site visits demonstrate that Americans *do* care and share.
- There are several reliable ways to make grants overseas, directly or through related nonprofits in this country.

Board members talk with feeling about the benefits their families receive through making international grants:

- Their world expands, as does their understanding of its peoples.
- Their younger children benefit from an enlarged perspective and a sense of realities beyond their privileged existence.
- They meet grantees as learners and partners in a common mission.
- Their personal encounters are more varied, more real and deeper than previous tourist experiences.
- They play a part in bringing hope and opportunity to people in poverty and despair.
- By sharing their site visits and experiences across generations, they come closer together as a family.
- They build bridges and form friendships across borders that live on.

Families engaged in the world, sharing their blessings and contributing to our understanding of each other, also play an important role in America's relationships with the rest of the world, particularly at this time in history.

WEALTH, POWER AND TERRORISM

The United States is the richest and most powerful country on earth, yet it is not secure. In a world where 10% of the people control 90% of the wealth we cannot feel safe. We grope for ways to contend with a dangerous and violent radicalism that feeds on resentment of our power and wealth. The terrorists behind the September 11 attacks aren't all poor, but they use poverty as an ally and hide among the poor.

The world is in our backyard today. Our neighbors are Pakistani, Russian, Somali, Filipino, Mexican, Indian and South African. We are still a Mecca for those seeking freedom and better lives for themselves and their children. Immigrants can encounter problems of language, fear, trust, and adjustment. But they also bring us a richness of culture, customs, skills and perspective that make our country what it is today. Most of our families were immigrants once. We found freedom, democracy, opportunity and community. We helped to build the nation and its future. Immigrants today are doing the same.

The world is present in our lives every day. Our newspaper headlines and TV datelines alert us to drought, famine, HIV/AIDS, poverty, war, and terrorism in the developing world and now, terrorism within our own borders.

We have known for years that inequalities in the world are getting worse; many are rich and living well, but many more are poor and growing poorer. We are slow to see the connection between our wealth and the waves of terrorism that are beginning to assail us.

We cannot guard every border crossing, every port, every airway, every rail line. We cannot battle every threat with guns and bombs, or throw every suspicious person in jail without endangering our fundamental beliefs and the world's stability.

We have to find a way to relieve some of the causes of terrorism, relieve the abject poverty and despair that can become fertile ground for the angry messages of fanatics and their visions of violence.

As a mother, a professional and a trustee of a family foundation, I try to imagine myself in the place of the desperate, emaciated women and children I see on the evening news. I think about my own three beloved children. What would it be like to gradually watch my children starve to death? What would it be like to know that even if they lived, abject poverty, war, disease, despair would be their lot? Would I have to sell my body to feed them? Worse, would my daughter have to do the same?

Would I bring HIV/AIDS into our family? Would I sell a child to a rich family so that she or he might eat? Would I follow some of my more desperate sisters and maim a child to wring pity from tourists for coins to keep the other children alive? How would I choose which one? If they survived, would they have any hope of schooling? Of a job? Of a life?

I know my sons and daughter: they would fight being condemned to such a future.

How would they fight? Who are the foot soldiers of the fanatics? They are children like mine, if mine were desperate and angry. Young men and women who feel ignored and abandoned will follow a leader bent on revenge for colonialism and capitalism. They resent the wealth and callousness of the industrialized world; they resent Americans unwilling to share their bounty because they have turned their eyes away or are too busy with their own lives, making money, watching football games, shopping, enjoying the good life.

Since the September 11 attacks, we in the United States find ourselves face to face with new dangers in a changed world. Large numbers of us are trying to learn about this world, its political, economic and religious issues, the conditions of inequality that divide us. Some of us react with fear, but many want to know what an individual (or corporation or foundation) can do to help turn around the dangerous situation in which

we find ourselves. We are asking, “Why do they hate us? What can we do about it? What can I do about it?”

Americans are generous by nature and, at our best, good at sharing with those less fortunate than we. We poured out our hearts and emptied our pockets to help victims and volunteers in New York and Washington, DC in the aftermath of the first terrorist attack on our own shores.

But the critical question is: What can we do to change world conditions so that terrorism is not our inevitable future?

I believe that we need to turn our eyes outward, to truly believe that the suffering we see on television is real, and take up the challenge of helping to surmount it. We cannot wait for government-to-government programs, although we must urge our own government to be far more generous than it has been historically. On behalf of the downtrodden and poverty-stricken in the global south we can speak out in our communities, corporate environments and political councils. We can learn about programs that really work to eradicate poverty, and put our muscle and money into them.

MICROCREDIT: FROM ENTREPRENEUR TO ENTREPRENEUR

I am trustee of a small family foundation in Buffalo, New York, The Peter C. Cornell Trust (PCCT). Until I joined the board we had not even considered making an international grant in our 50 years of philanthropy. Now we give a healthy percentage of our grants to microcredit organizations that have proven successful in helping people work themselves out of poverty. We do so because we know that even a small amount of money will go a very long way in Africa or Latin America or Asia. We see that the money is leveraged many times over to improve countless numbers of lives. We know that there are critical needs in Buffalo and Western New York, but we believe that we have a responsibility to help make the globe safer for all by contributing, even in a small way, to reducing the inequalities in the world.

My Great Uncle Peter, father of the famous actress Katharine Cornell, established our foundation fifty years ago with money he had made as an inspired and indefatigable entrepreneur. He would love the route we have chosen for international engagement: microcredit. We are funding nongovernmental organizations in Africa and Latin America that provide small loans (\$35 to \$100) to the poor, primarily women, to start or expand

tiny businesses, allowing them to feed their families, educate their children and work their way out of grinding poverty.

From an American point of view, the microcredit movement introduces the purest form of enterprising capitalism into millions of families once embedded in poverty. Entrepreneurs like my uncle understand that start-up or transitional financing enables an entrepreneur, however small, to build a business that produces profit over time. The poor aren't poor because they are lazy or inept. They are poor because they were born into poverty and have no chance to emerge from it. They need a hand. Microcredit provides it.

Initiated 25 years ago by a banker in Bangladesh, Muhammad Yunus, microcredit now reaches nearly 40 million people whose loan repayment rates are an astonishing 95%, replenishing the pool of funds for new or additional loans. Clients repay their loans, borrow again, start saving, eat better, send their children to school, hire others, lift themselves out of poverty and help their communities help themselves. The dollars a funder provides are put to work again and again.

Economists estimate that 1.6 *billion* people are living in extreme poverty, on less than \$1 per day. At least 800 million of these are starving. Fifteen thousand children die *each* day from a combination of malnutrition, respiratory ailments or infectious diseases. Twenty-five million die from HIV/AIDS each year. People are dying from illnesses that we in the West learned to prevent or treat long ago.

Millions more dollars are needed to give people such as these a start, to help them help themselves. Most practitioners of microcredit provide their borrowers with education: business planning and marketing, disease treatment and prevention, literacy, alternatives to poaching and environmentally dangerous practices. Perhaps the most critical by-product of microcredit is the empowerment of women—giving them freedom from male domination, a foundation for decision making in the family, the confidence and financial freedom to say no to a potential HIV/AIDS carrier, and the means to feed, clothe and educate thousands of AIDS orphans across continents. Study after study tells us that an investment in women is an investment in the future on multiple fronts: education, health, population, food security, poverty alleviation, AIDS prevention, nonviolence, peace and stability.

At PCCT we find that microcredit can be linked to most of our foundation's interests—economic development, education, health, environmental protection, recovery from addiction, development of women, etc.—because it provides people with hope, energy and tools to help themselves meet basic needs and then go beyond to tackle quality-of-

life issues. At PCCT we frequently find that microfinance organizations need operational funds. Donors like to think of their money going directly into a loan to a poor woman. That is wonderful and badly needed. But microcredit groups often find themselves hard pressed to pay for the vehicle and gas to take loan officers to villages 100 or 200 or 500 kilometers away, or the salary to pay loan officers, or the hardware and software to keep track of thousands of tiny loans. Every businessperson knows that sound infrastructure is essential to keeping a business going strong. So it is in the microcredit business.

Surveys show that most Americans think that we spend about 15% of our national budget on foreign assistance. The sad truth is that we contribute only one-half of 1% of our federal budget—far less than other industrialized countries—and we spend that on humanitarian relief, refugees, post-conflict peace operations and dealing with terrorism. We could have spent our money on prevention, on poverty alleviation, health programs and education that would have contributed to stability in the world and cost far less in the long run. We must do that now, through microcredit and other programs that get at the roots of poverty and empower people to change the conditions in which they live. Our private foundations can lead the way, calling for a national commitment to ending these nightmare statistics of suffering, and putting our money into the effort while challenging our government to do the same.

A FAMILY FOUNDATION ENTERS THE INTERNATIONAL ARENA

The Oswald Family Foundation (OFF) was founded six years ago in Minneapolis by entrepreneur and patriarch Charley Oswald. In searching for themes around which two or more members of the family could coalesce, his daughter Julie Oswald Umbarger, president of the foundation, established an international committee. She and her five siblings had traveled and studied abroad, participated in student exchanges through World Learning and in church and teacher exchanges as adults. They are all keenly aware of the world, international issues and the economic divide between North and South. They recognize that they are citizens of the world and have responsibilities as members of the human family. They want to continue their own education about regions of the world and global problems and solutions.

The family asked themselves “Where do we start? There’s a huge world out there!” They decided to build on an existing connection, a college-aged granddaughter’s commitment, with her roommate, to supporting a child in Bolivia for \$20 a month. By initially concentrating grants in one country, they believed they could learn something about how to make

relevant grants that meet real needs, lessons they could then apply to other regions of the world if they so wished.

The foundation made four different kinds of grants in Bolivia and then took three generations of the family to visit these grantees to learn more about being open-minded and effective funding partners. The grants were to:

- Build a community center in the village of Viloma through World Vision, the program and home of the original sponsored child;
- Support Unidad Academica Campesina-Carmen Pampa, a fledgling university for campesino youth in Northern Bolivia that trains students in fields needed by their villages: public health, veterinary medicine, sustainable agriculture, land and water management, childcare and elementary education,
- Provide loan funds to the Bolivian arm of ACCION International, a microfinance institution active across Latin America, and
- Support “social entrepreneurs,” innovative individuals pioneering programs with the potential for major national or regional impact, through ASHOKA: Innovators for the Public. In this case, the individuals are involved in educating street children through theater and art.

The family found these grantees through granddaughter Betsy Workman, staff research, and Katy Oswald’s neighbor who raises funds for Carmen Pampa. A year later the family spent two weeks in Bolivia and Peru, visiting each site and listening to the grantee organizations and their clients; making art out of found objects in the plaza with street children; learning about the microentrepreneurs’ businesses and how their lives have been improved by the foundation’s loan funds; standing in the rain at the college while public health students recounted their three-hour walks in the dark to deliver advice and medicine to farmers before 7:00 a.m. when they left their homes to work in the fields.

Before returning home, family members hiked the Inca Trail to Machu Picchu in Peru, adding personally funded adventure travel to their foundation work experience. A year later, family members were still talking about how their own lives were changed by the experience. Granddaughters Molly and Suzanne Workman, 18- and 19-year-old sisters, said their perceptions of the world were radically altered. With their mother, Carolyn Oswald Workman, they say they never want to travel again without meeting and talking with “real people” as they did in Bolivia.

Carolyn and Molly made presentations on Bolivia and the grantee programs to church and school groups throughout the year. They collected basic supplies for the Viloma community center from their entire community and spoke to the Family Foundation Conference about their experiences. They used a video made by videographer Tom Oswald that has since been shown numerous times and prompted another foundation to hire Tom to make two promotional pieces. Everyone is still talking about the bus trip on the “most dangerous road in the world” and the muddy struggle side by side with the Carmen Pampa students and the driver to push the bus out of a ditch on the return trip.

The Oswalds also talk about the close bonds created on the trip, their increased ability to listen to each other’s perceptions and reactions, the fun they had and the enormous and exciting learning curve they embraced. Several plan to return to volunteer at the college. All want to arrange another trip to Bolivia, and then one to Africa to follow up the microcredit and social entrepreneur grants they are now making in Tanzania and Kenya.

Of the people they met, Julie Umbarger says: *“To shake hands with them, to laugh and cry with them, that’s worth all of the grappling we do and researching and the rest. I once heard David Rockefeller addressing a group about giving. He said that philanthropy is finding your heart. That’s an ongoing challenge and I’ll never forget that. In the visits we’ve done to the places and people we’ve supported, I’ve felt a powerful sense of partnership. If money is what we have to give to bring some light and hope into their world, some satisfactions and dignity and security, then we want to say, ‘Take it and let your energies and spirit do the rest.’ That’s a great place for us to be—great because it honors both the giver and the receiver.”*

HEART TO HEART WITH THE ONE YOU HELP

Mike Rauenhurst is a member of another Minnesota family, one that has created several foundations built on the assets of his father, Jerry Rauenhurst, a hugely successful entrepreneur and corporate figure in building and real estate, founder of the Opus construction and management companies.

Mike heads one of the family’s foundations and works as a consultant to Deutsche Bank in New York. Deutsche Bank is an active supporter of microcredit as an effective tool for international investment and grantmaking. The bank maintains a \$400 million portfolio, initiated by Steven Rockefeller and dedicated to socially motivated loans and

investments as part of its community development commitment. Mike talks thoughtfully about what the microcredit movement can mean to both the borrower and the provider of the loan funds:

“What it does for us, I think, is to restore our humanity. In this it has benchmarks. It shows us the value of accountability, how families can work together. It emphasizes openness in how we relate to each other and it expands the dynamics of solidarity. September 11 and its aftermath created many things for us, but one of them was confusion about how to relate to people in need.

“One of the things we find about charity, straight-out charity, is that it’s not simple. It can be complicated. But microfinance simplifies the process of helping. It makes the relationship (between the borrower and the funder of the loans) a partnership. The dollar becomes working capital. You can talk directly to the borrower. The talk doesn’t have to be stilted. You talk about real things, like the number of carrots or sewing machines that working capital can produce. You’re not talking charity but a business deal, and both parties see and understand that.”

CHOOSING YOUR FOCUS

The McKnight Foundation, founded by the McKnight family of 3M, got involved in international work through the interests of several trustees and the younger generation’s commitment to human rights and conflict prevention. The foundation turned to a locally based national organization, American Refugee Committee, for help in researching how to become active. Three of seven trustees also made fact-finding trips overseas to develop their own knowledge and convictions about international issues. These efforts led the foundation to sharpen its focus to: (1) enhance women’s economic opportunities and the well-being of their families in Tanzania, Uganda and Zimbabwe; (2) strengthen the capacity of local leaders to deliver health services and human development programs to the people of Laos, Vietnam and Cambodia; and (3) enhance the resolution of international problems, particularly those that have historically led to international armed conflict.

Trustee Patricia McKnight Binger states, *“In working for the advancement of women in Africa, I have developed a larger frame of reference. Everywhere I have traveled I find people are motivated by love of their children, a need to get ahead and a sense of spirituality. Our board will continue to innovate and explore new ways we can be effective overseas.”*

YOU HAVE LIMITLESS OPTIONS

The diversity of grantmaking activities in the international arena is a tribute to American funders, their ingenuity and the broad range of their interests. **Listed at the end of this paper are resources to help you find appropriate grantees or partner organizations in your areas of international interest, both here and overseas.**

Foundation funds are being used domestically to educate Americans about our growing global interdependence, fund research on vaccines to combat malaria in sub-Saharan Africa, help immigrant parents from Central America to understand how their local school system operates, bring Muslims together with Jews and Christians to discuss the meaning of the true Islam, fund legal and translation services, help with childcare while mothers learn English or an employable skill, and a host of other programs.

AT HOME you might:

- Underwrite public policy initiatives, advocacy or research on a specific international issue.
- Support international literacy in the United States by funding education on global issues for K–12 and university students and the general public.
- Fund immigration, citizenship, refugee or ethnic group issues or activities in the United States, perhaps through a local community foundation or other non-governmental organization.

OVERSEAS you might:

- Make grants directly to organizations and programs in a specific country or area of interest to your foundation.
- Support intermediary U.S.-based voluntary and nongovernmental organizations that are active overseas in your areas of interest.
- Collaborate with other foundations to co-fund programs in areas of joint interest or fund parallel programs or grantees that have the potential to interact in mutually beneficial ways.
- Fund operations and loan pools of local microfinance institutions or the affiliates of U.S.-based groups.

ACROSS BORDERS you might:

- Fund exchanges of people moving between countries, such as student, community, professional or academic exchanges.

- Fund exchanges of ideas and solutions between representatives of industrialized and non-industrialized countries.
- Support meetings and conferences that have strong international participation and where multinational professionals wrestle with long-term global issues.
- Assist and promote multilateral organizations in the government and private and public sectors that are working to forge transnational solutions to complex problems.
- Commission and promote performances of works of art, music, dance and literature where traditional cultures are at risk of being lost.

AND FINALLY, consider:

- Aligning your foundation's investments with your international programs focus by adopting program-related or socially responsible investing strategies.

GO FOR IT!

There are hundreds more stories of families whose horizons have been expanded and who have experienced personal, intellectual and spiritual growth through their international philanthropy.

Being part of a family foundation engaged internationally can be a win-win experience for everyone involved. The family's trust in each other deepens as their worldview broadens. Private wealth at work in the world to solve problems and develop communities makes huge differences in thousands of lives. Poverty and desperation are alleviated. The needy benefit. The agencies working with them are energized. Communities grow. Giving families experience stimulation and fulfillment far beyond their expectations.

Instead of feeling powerless in the face of terrorism and volatility in the world, families that partner with international grantees are uplifted and encouraged by the knowledge that they have contributed in some way to global stability and fairness.

If your foundation is thinking about going global, do it. You and your family are in for the ride of your lives.

RESOURCES TO HELP YOU GET STARTED

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The Council on Foundations promotes responsible and effective philanthropy in the U.S. and around the world. It also publishes *International Dateline* quarterly and numerous other reports and resources. Call, e-mail, or visit website for details.

The Foundation Center

79 Fifth Avenue, 8th Floor

New York, NY 10003

Tel: 212/620-4230 or 1-800/424-9836; Fax: 212/691-1828

www.fdncenter.org

Call for a list of cooperating collections around the country or visit their website. Publication: *The Guide to Funding for International and Foreign Programs* (in print or on CD-ROM).

The Global Philanthropy Forum

World Affairs Center

312 Sutter Street, Suite 200

San Francisco, CA 94108

Tel: 415/293-4600; Fax: 415/293-4691

www.philanthropyforum.org

The Global Philanthropy Forum brings together foundation leaders, NGOs, and individual donors to learn more about opportunities for international philanthropy. Website includes directory of intermediary organizations and an international grantmaking tutorial.

Grantmakers Without Borders (GWOB)

P.O. Box 181282

Boston, MA 02118

Tel: 617/794-2253; Fax: 617/266-0497

www.internationaldonors.org

GWOB is a project of the National Network of Grantmakers that advocates for a stronger philanthropic presence around the world, particularly around human rights, environment, and development activities.

The Microcredit Summit Campaign

440 First Street, NW, Suite 460
Washington, DC 20001
Phone: 202 637 9600; Fax: 202 637 3566
E-mail: info@microcreditsummit.org
www.microcreditsummit.org

The Campaign is a large repository of information on microcredit institutions, networks, programs, status, geographical location and current issues. Its goal is to ensure that 100 million of the world's poorest families are receiving credit for self-employment and other business and financial services by 2005.

United States International Grantmaking (USIG)

c/o Council on Foundations
International Programs Department
1828 L Street NW, Suite 300
Washington, DC 20036
Tel: 202/467-0386; Fax: 202/835-2986
www.usig.org

USIG is a collaborative effort of the Council on Foundations, the International Center for Not-For-Profit Law and a group of funders that seeks to provide legal and technical information for those interested in doing international grantmaking.

Internationally Focused Affinity Groups

Affinity Groups are networks of grantmakers that may be formal or informal and are organized around specific issue areas. More information on Affinity Groups is available at the Council on Foundations website at www.cof.org/affinity/index.htm.

Africa Grantmakers Affinity Group

437 Madison Avenue, 37th Floor
Tel: 212/812-4200; Fax: 212/812-4299
www.africagrantmakers.org

Asian Americans/Pacific Islanders in Philanthropy

225 Bush Street, Suite 580
San Francisco, CA 94104
Tel: 415/273-2760; Fax: 415/273-2765
Peggy Saika, Executive Director
www.aapip.org

Environmental Grantmakers Association

437 Madison Avenue, 37th Floor
Tel: 212/812-4260; Fax: 212/812-4299
www.ega.org

Funders Concerned About AIDS

50 East 42nd Street, 19th Floor
New York, NY 10017
Tel: 212/573-5533; Fax: 212/687-2402
www.fcaids.org

Grantmakers Concerned with Immigrants and Refugees

P.O. Box 1100
Sebastopol, CA 95473
Tel: 707/795-2705
www.gcir.org

International Funders for Indigenous Peoples

c/o First Nations Development Institute
11917 Main Street
Fredericksburg, VA 22408
Tel: 540/371-5615; Fax: 540/371-3505
www.firstpeoples.org/IFIP.htm

International Human Rights Funders Group

c/o Mertz Gilmore Foundation
218 East 18th Street
New York, NY 10003
Tel: 212/475-1137; Fax: 212/777-5226
Coordinator: Mona Younis, Ph.D.
E-mail: myounis@mertzgilmore.org
www.hrfunders.org

Hispanics in Philanthropy

5950 Doyle Street, Suite 7
Emeryville, CA 94608
Tel: 510/420-1011; Fax 510/42-0387
Diana Campoamor, President
E-mail: info@hiponline.org
www.hiponline.org

Jewish Funders Network

330 Seventh Avenue, 18th Floor

New York, NY 10001

Tel: 212/726-0177; Fax: 212/726-0195

Mark Charendoff, President

E-mail: jfn@jfunders.org

www.jfunders.org

Southern Africa Grantmakers Association

P.O. Box 31667

Braamfontein 2017

South Africa

Tel: 27-11-403-1610; Fax: 27-11-403-1689

Ms. Colleen Du Toit, Executive Director

www.donors.org.za/members.html

ABOUT THE AUTHOR

Susan Cornell Wilkes is a Trustee of her family's fifty-year-old foundation in Buffalo, New York, the Peter C. Cornell Trust. In her professional life, she is President of Philanthropic Partners LLC, which manages and/or advises family foundations, particularly in their international grantmaking. Her company specializes in combining adventure travel with international site visits. During her career, Susan has developed, directed and/or served on the boards of several national and local internationally oriented nonprofit organizations. Her experience includes work in the international arena with community, corporate and private foundations. Susan also served for three years on the family foundations Conference Planning Committee. Susan and her husband, Jim Klobuchar, a columnist, mountain climber and adventure travel leader, plan to publish a book they have written on the revolutionary economic movement of microcredit, including interviews and stories of the thousands of women it empowers and lives it transforms in the poorest parts of the world. As an author, public speaker and innovator, Susan has traveled and worked in over 30 countries in Africa, Asia, and Latin America.