



# INTERNATIONAL DATELINE

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## IN THIS ISSUE:

LEGAL DIMENSIONS  
International  
Grantmaking After  
September 11  
*Special Insert*

A CONVERSATION WITH  
RICK LITTLE  
page 2

NEWS &  
ANNOUNCEMENTS  
pages 4

PHILANTHROPY  
AROUND THE WORLD  
page 4

COUNCIL'S REVISED  
PRINCIPLES AND  
PRACTICES  
page 6

PROFESSIONAL  
OPPORTUNITIES  
page 8



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## Notes from the Chair

By *Cornelia Higginson*  
*Vice President, American Express*  
*Philanthropic Program*  
*Chair, Council on Foundations*  
*International Committee*

Keeping up with the rapid pace of change in the world today is a challenge to grantmakers. The Council's International Committee meeting October 7–8 provided an opportunity to reflect on several trends impacting international grantmaking, including globalization, the increasing role of technology and expanding opportunities for partnerships with government and multilateral institutions.

*Globalization* is a widely used term, but it can mean many different things. What is globalization and how is it changing international philanthropy? A Council Board Briefing paper titled "Economic Globalization: Concentrating Wealth or Creating Opportunity?" helped frame the issues. Our discussion was enriched by the perspectives of committee members from Bangladesh, Mexico and other countries. While the impact of globalization on philanthropy will continue to be debated, it's clear that global forces are impacting local grantmaking, the level of U.S. foundation and corporate giving internationally is on the rise, and around the world the philanthropic sector is growing rapidly.

Other meeting highlights include:

- Zoe Baird, president of The John & Mary R. Markle Foundation, was the featured dinner speaker. Her remarks highlighted

the Markle Foundation's innovative work on technology-based solutions to development problems.

- Lester Salamon of the Center for Civil Society Studies at the Johns Hopkins University presented his research findings, which confirm that the nonprofit sector has become a major economic force around the world.
- The committee heard about the launch of an exciting Council initiative with the World Bank to promote greater understanding of and support for community foundations in developing countries. For further information, see "World Bank Initiative" on page 5 of this issue.
- Holly Wise from USAID briefed the committee on that agency's Global Development Alliance (GDA). The GDA is an effort to build public-private partnerships with businesses, foundations and other nongovernmental organizations to address international development problems. For more details, see "Global Development Alliance" on page 4 of this issue.

The International Committee will continue to follow these developments as well as new ones at our next meeting in the spring of 2003.

*Providing grantmakers and their associations with information and resources regarding domestic giving on international themes, U.S.-based cross-border grantmaking and the development of philanthropic structures around the world.*



## A CONVERSATION WITH...

# Rick Little of the International Youth Foundation

*The International Youth Foundation's (IYF) mission is challenging, both in its global scale as well as its ambition: to "positively impact the greatest number of young people, in as many places as possible, in the shortest amount of time, with programs that are effective, and in ways that are sustainable." IYF, one of the world's largest public foundations involved with children's issues, works in 66 countries. IYF founder and CEO Rick Little was the 1997 recipient of the Council's Robert W. Scrivner Award for Creative Grantmaking. Council on Foundations staff writer Isabelle Mack talked with Little about the foundation's enormous task and how it is accomplishing this mission*

## I UNDERSTAND THAT IYF IS WORKING IN 66 COUNTRIES. WHAT MAKES THAT POSSIBLE?

Partnerships. It would be impossible for IYF on its own to work in such a broad range of diverse countries, cultures and contexts without rich and dynamic partnerships with local organizations. We work in robust partnerships where national organizations partner with us in carrying out the work. We form partnerships that identify effective programs and practices in those countries and then help them invest in scaling up and sustaining those good practices for young people. Through these partnerships, we promote indigenous philanthropy in those countries and foster civil society.

## GIVE US AN EXAMPLE OF ONE OF YOUR PARTNERSHIPS.

We have a broad range of partners. One is the Abrink Foundation in Brazil, which is one of the largest non-governmental organizations in the country.

Many of our partners could be described as quasi-community foundations in the sense that they are a blend of an operating foundation and a community foundation. They operate programs and they are grantmakers. They raise money and they give money. Consequently, they have this portfolio of activity that really makes them a hybrid type foundation.

## IYF HAS A GROUP CALLED THE GLOBAL ACTION COUNCIL. WHAT IS IT AND HOW DOES IT FUNCTION?

The Global Action Council is a group of senior statespersons from various walks of life and from various parts of

the world who are actively engaged in promoting the mission and the work, not only of the foundation but much more importantly, promoting the values and the issues we're concerned about. The former president of Finland, Marti Ahtisaari, chairs the council. As you know, he played a pivotal role in negotiating the peace treaty in the Balkan wars and was one of the "three wise men" who negotiated the [peace] deal in Northern Ireland. As chairman of the Global Action Council, he is very active and speaks regularly around the world regarding IYF programs, and he meets with various world leaders on IYF issues.

President Ahtisaari hosted a meeting for the IYF board with British Prime Minister Tony Blair, where we spent several hours talking with the prime minister about youth



## INTERNATIONAL DATELINE

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## A CONVERSATION WITH... *Continued from page 2*

issues, in particular, issues relative to Africa and the kinds of policies governments should be instituting on behalf of young people. We conversed about the kinds of development agendas that should be undertaken to have greater impact in the world and the kinds of relationships and partnerships that could be fostered between governments and private philanthropy to also maximize impact in the world. This is, of course, just one example of the role of the members of council. We tailor specific activities for each member of the Global Action Council.

### BILATERAL AND MULTILATERAL ORGANIZATIONS ARE BEGINNING TO LOOK AT FOUNDATIONS AS PARTNERS. PLEASE TELL OUR READERS ABOUT YOUR PARTNERSHIP WITH U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID).

We have a growing and important relationship with USAID and with other bilateral aid organizations. We have very important partnerships in the Middle East, in the Balkans and other parts of the world. In the Middle East, we are working together on employment training programs for young people and investing together around those issues. We've launched a significant relationship with USAID in the Balkans as well. In August, we co-hosted a meeting in Nairobi for a significant initiative being housed and led by IYF in an effort around HIV/AIDS in Africa. I think it is one of the most exciting and important pieces of work we are doing. We convened some of the largest groups that serve youth—YMCA and YWCA, World Association of Girl Guides and Girl Scouts, International Award Association, and International Red Cross and Red Crescent Societies—to work together on a global program. None of these organizations have ever pooled their efforts for a collective agenda at this level; and this is significant, not only because it's never been done, but also because worldwide they reach more than 100 million young people every day. IYF is the secretariat, and we have joined together in a targeted effort in Africa focused on HIV/AIDS. It is a long-term major undertaking where the organizations will actually work together on the ground rather than in isolation doing their own project. The initiative includes working with local indigenous organizations with girls and boys on prevention.

### DO YOU ENCOUNTER ANY DIFFICULTY IN MAKING GRANTS OUTSIDE THE UNITED STATES?

Any one who knows anything about international grantmaking knows that it is fraught with challenges and difficulties. It's hard to generalize, and I think it's even unhelpful to generalize those difficulties because they're actually quite specific to each country. Each country has its own unique set of legal, cultural and political challenges; therefore, we take it one country at a time and work with those sets of issues. The most important rules by which we try to address those very real challenges are by working with and through partners. This is an essential component of how we do our work. We do our work on the notion of best practices, both in the country as well as sharing among countries, so that we are helping to foster learning among and between countries.

### ANY CLOSING THOUGHTS OR WORDS OF WISDOM FOR YOUR COLLEAGUES?

I think in a post-9/11 culture and climate, and in an era of globalization and an era when the demographics cry out for more work internationally, this is a time for foundations and global corporations not to be retreating from their international grantmaking but to be expanding and looking for ways to collaborate with one another in that agenda. If there is anything I've learned, it's the value of working in partnership and the absolute value of working at the global level, because there is so much work to be done and so much that can be learned.

*For more information:*

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## NEWS &amp; ANNOUNCEMENTS

## International Programs Welcomes New Fellow

Andres Felipe Corral Mejia has joined the Council as the new International Programs Fellow. Andres comes to us from the FES Foundation in Cali, Colombia, where he coordinated the Young People in Action program. He also served as program officer with the CIVICUS (World Alliance for Citizen Participation) Secretariat for Latin America and the Caribbean. In addition, Andres has worked as a financial analyst and manager in the private sector in Colombia. He has also written about volunteerism and served on the NGO (nongovernmental organizations) committee that organized a celebration of the UN's International Year of Volunteers in Colombia. Andres is a graduate of the ICESI University in Cali where he majored in business administration, and he studied English at Algonquin College in Ottawa, Canada.

## Environmental Grantmakers Gather in North Carolina

Amid growing concern over local and global environmental issues, more than 300 members of the Environmental Grantmakers Association (EGA) met in Asheville, North Carolina, from September 7–15, for the EGA's annual retreat. This year's meeting featured two plenary speakers and nearly a half-dozen sessions focused on international topics.

Former congressman and current AIDS activist Ron Dellums spoke at Monday's opening plenary on "National Security and the American Dream," which explored the changed security situation in the wake of the terrorist attacks on September 11, 2001, and its effects on the activities of environmental grantmakers at both the national and international levels. At a second plenary session on Tuesday, Eliseo Medina, international executive vice president of the Service Employees International Union (SEIU) and a key organizer of the SEIU's Justice for Janitors campaign, spoke on the ongoing efforts to mobilize the latent majority of people who claim to be environmentalists.

Among the internationally focused breakout sessions were "Globalization and Human Rights," part of the introductory EGA Institute, which looked at the impacts of globalization on environmental policy and social justice, and "Finding Ways Forward on Global Warming," which gave practical examples of how local communities were

influencing the debate on international policy. Other sessions included a focus on attempts to link the global struggle for human rights with environmental efforts, as well as a recap and look at the potential future of the effort to redirect the path of globalization.

## World Bank Initiative

The Council on Foundations is collaborating with the World Bank to promote community foundations as a tool for local development and civic participation around the world. A community foundations advisory group under the Council's auspices has been working with the World Bank for the past two years to develop this initiative. The group includes John Binsted (Vancouver Foundation in Canada), Rob Collier (Council of Michigan Foundations), Suzanne Feurt (Council on Foundations), Elan Garonzik (C.S. Mott Foundation), Linetta Gilbert (Ford Foundation), Shannon St. John (Triangle Community Foundation) and Rob Buchanan (Council on Foundations).

In the initial two-year start-up phase, which is set to begin in late 2002, the World Bank will hire a senior community foundations specialist who will report to the Bank's manager of social development as an integral part of the Community Driven Development Group. The Council was asked to recruit applicants for the position and recommend a list of leading candidates to the Bank, which will make the final selection.

The senior community foundations specialist will educate World Bank staff about community foundations and explore ways in which the Bank can strengthen and support these organizations through pilot projects in selected developing countries. Ultimately, the initiative envisions linking community foundations to the Bank's poverty reduction strategies as well as mobilizing appropriate Bank support for the expansion of community foundations in less-developed countries.

## Global Development Alliance: USAID's Business Model for the 21st Century

*By Karen Mulhauser, USAID Global Development Alliance*

The Global Development Alliance (GDA) of the U.S. Agency for International Development was established in 2001 in response to the transformed global development environment. Thirty years ago, 70 percent of all the money that flowed to the developing world from the United States



came from Overseas Development Assistance (ODA). Today, the situation is reversed, with ODA accounting for 20 percent of the capital flow to the developing world and the rest coming from a variety of private sources—remittances, private foundations, universities, corporate foundations and individuals.

The unique aspect of the new GDA business model is that USAID meets with potential private partners, including foundations, and together they define the problem to be collectively solved. These alliances leverage resources on at least a one-to-one basis. This collaboration fosters a new type of cooperation between USAID and its existing and new partners.

In addition to financial resources, USAID is seeking private partners who bring technology, intellectual property, managerial expertise and creative approaches to address development challenges.

Secretary of State Colin Powell describes GDA as the business model through which USAID will “combine the assets of government, business and civil society to work in partnership on implementing sustainable development programs.”

A review of the available data on international grant-making makes it clear that during this period, U.S. foundations have become significant players by increasing financial flows to developing countries. Support for overseas recipients and for international programs in the United States climbed 86.4 percent between 1999 and 2000, from \$1.3 billion to roughly \$2.5 billion.<sup>†</sup> GDA is very encouraged that there are more internationally active foundations, and that independent foundations are making international grants in partnership with others.

The GDA, as the USAID’s new business model, promotes public–private alliances as a central element of USAID’s development mandate. USAID, which is working on 75 new alliances, optimistically points out that many involve active partnerships with U.S. foundations.

In addition to large global alliances with the Gates Foundation, such as the Global Alliance for Vaccines and Immunizations (GAVI) and the Global Alliance for Improved Nutrition (GAIN), USAID is forming alliances that include foundations at the regional and country level. USAID and the UN Foundation have formed an alliance to promote coral reef conservation in Central America, with each organization contributing \$1.5 million to support conservation efforts and promote environmentally and economically sound development, in particular, to preserve the 450

mile Meso-American Reef. Another public–private alliance is USAID’s partnership with the International Youth Foundation. USAID is supporting the Entra 21 regional initiative that will co-finance up to 40 youth training projects in up to 26 countries in Latin America. USAID’s \$3 million grant leverages almost \$21 million that other funders are bringing to the project. This alliance brings resources and international know how while allowing local partners to conceive and execute projects that are appropriate to local information and communication technology training needs.

For more information, visit [www.usaid.gov/gda](http://www.usaid.gov/gda).

<sup>†</sup> The Foundation Center. *Foundation Giving Trends*, (New York, NY: The Foundation Center).

## CALENDAR

### November 17–19

#### GRANTMAKERS WITHOUT BORDERS’ 2002 CONFERENCE

“Global Social Change Philanthropy: Funding a World that Works for Everyone”  
Gallaudet University  
Kellogg Conference Center  
Washington, DC  
John J. Harvey  
617/794-2253  
[gwob@att.net](mailto:gwob@att.net)  
[www.InternationalDonors.org](http://www.InternationalDonors.org)

### Dec. 10

#### INSTITUTE FOR NEW BOARD MEMBERS

Washington Marriott  
Washington, DC  
Sophie Dunbar  
202/467-0423  
[dunbs@cof.org](mailto:dunbs@cof.org)

### Dec. 11–13

#### INSTITUTE FOR NEW GRANTMAKERS

Washington Marriott  
Washington, DC  
Sophie Dunbar  
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### February 23–26, 2003

#### FAMILY FOUNDATION CONFERENCE

Fairmont Hotel San Jose  
San Jose, CA  
Colleen Reed  
202/467-0436  
[reedc@cof.org](mailto:reedc@cof.org)

### April 28–30, 2003

#### 54TH ANNUAL CONFERENCE COUNCIL ON FOUNDATIONS

Hyatt Regency Dallas  
Dallas, TX  
Angelique Wilkins  
202/467-295  
[wilka@cof.org](mailto:wilka@cof.org)



# Recommended Principles and Practices for Effective Grantmaking

After two years of thorough review, the Board of Directors of the Council on Foundations has completed its revision of the Council's statement on Recommended Principles and Practices for Effective Grantmaking. This revision marks the first change in the statement since its adoption in 1980.

The principles and practices statement is an important priority of membership in the Council on Foundations, since Council members subscribe to these principles as a condition of their membership. The statement sets forth well-recognized ideals for good practice that each member supports and is working to achieve.

An early draft of this revision was mailed to Council members in February 2002 seeking comments and suggestions. The draft was featured at Council conferences and reviewed by many Council committees. After close review of the many suggestions provided by members, the board of directors approved the final revision on June 25, 2002.

## R E V I S E D S T A T E M E N T

Members of the Council on Foundations subscribe to the following principles and practices:

### Preamble

*Foundations and corporate giving programs reflect philanthropic impulses to promote the public good. We recognize the wide diversity of philanthropic goals. We also strive to respect donors' charitable intentions expressed in organizational charters and core documents as we apply our philanthropic resources to contemporary social conditions. We attend to the future through prudent stewardship of financial and other resources, and we recognize that accountability calls for openness, responsiveness, fairness and trust. In short, we hold ourselves responsible to those who created us, those with whom we currently interact, and those who may look to us in the future.*

### Clear Goals and Procedures

**Clarity of Purpose.** We establish policies and procedures that define our program interests and our fundamental objectives.

**Governing Body.** An identifiable board, committee or other decision-making body is responsible for establishing and implementing our policies and procedures and reviewing and revising them on a regular basis.

**Grantmaking Procedures.** We establish and follow

clear processes for receiving, reviewing and acting on grant applications that are consistent with our policies and purposes. We communicate openly with grantseekers about our grantmaking policies and procedures.

We make readily available a brief written statement about policies, program interests, grantmaking practices, geographic and policy restrictions and preferred ways of receiving applications. It is important that grantseekers whose proposals fall outside our interests are notified in a timely manner and that those whose proposals are still under consideration are informed of the steps and timing that will be taken in reaching the final decision.

**Informing the Public.** All forms required by government are completed accurately and filed in a timely manner. In addition, we inform the public about our activities through various means such as publication of periodic reports (including annual reports, newsletters and reports to national and local organizations that publish information on grantmaking) and through electronic and other communications channels.



### Legal Knowledge

Complying with the law is essential, and we recognize that inadvertent violations can occur if the basic legal rules are not understood. We provide for adequate training and ongoing legal advice to ensure that our governing board and staff are well informed.

### Accountability

**Ethical Behavior.** Accountability extends beyond the requirements of the law. We establish and carry out policies that recognize multiple obligations for accountability: to the charter provisions by which our donors defined basic expectations, to the charitable institutions we serve, to the general public and to appropriate national and local governmental agencies.

**Self-Evaluation.** We regularly review our program interests and operating policies, the composition of our boards and staffs and the overall effectiveness of our grantmaking.

**Conflicts of Interest.** Beyond the legal requirements that forbid staff, board members and their families from profiting financially from any philanthropic grant or activity, we weigh carefully all circumstances in which there exists the possibility or appearance of conflict of interest. Our policies require staff and board members to disclose to their governing bodies the nature of any personal or family affiliation or involvement with any organization for which a grant is considered, even though such affiliation may not give rise to any financial or other conflict of interest.

### Addressing Change

We are alert and responsive to the changing conditions in society and to the evolving needs of

grantseeking organizations. In responding to new challenges, we use the knowledge, experience and insight of other individuals and groups to complement the guidance of those persons, families or corporations from which our funds originally came.

### Diversity

We affirm and value human diversity in its many forms. We seek diversity to ensure that a range of perspectives, opinions and experiences is recognized and acted upon to enhance our ability to contribute to the common good in our changing society. We reflect this diversity in multiple ways, such as through our grantmaking, through membership on our boards, committees, staffs and advisors, and through our business practices.

### Constructive Relationships

**Grantseekers.** The relationship between grantmaker and grantseeker is based on mutual respect, candor and understanding. We strive to ensure that each invests the necessary time and attention to define clearly the purposes of the grant, the expectations as to reports related to financial and other matters and the provisions for evaluating and publicizing results. Beyond providing financial support, many grantmakers offer guidance to grantseekers such as assistance in refining objectives, monitoring performance, evaluating outcomes, strengthening board governance and encouraging early planning for the future.

**Colleague Organizations.** We interact with others in the field of philanthropy to exchange information, further our missions and advance the role of philanthropy in society.

## ALSO AVAILABLE ONLINE

Visit the Council's website at

[www.cof.org/resources/prinprac.htm](http://www.cof.org/resources/prinprac.htm)

to access the Council's revised *Recommended Principles and Practices for Effective Grantmaking*.



## PROFESSIONAL OPPORTUNITIES

### Hilton Humanitarian Prize

The Conrad N. Hilton Humanitarian Prize of \$1 million (U.S.) is awarded annually to an organization making extraordinary contributions toward alleviating human suffering.

Sponsored by the Conrad N. Hilton Foundation, the 2002 prize was awarded to SOS Children's Villages at a ceremony in New York October 14. The award ceremony was part of a conference sponsored by the Hilton Foundation on the theme "Social Justice: Bridging the Global Gap between Rich and Poor."

### Call for Nominations— International Committee

The Council is seeking nominations to fill upcoming vacant positions on its International Committee.

The committee seeks members who are committed to its goals of assisting the Council in building and extending the field of international philanthropy and increasing its effectiveness. Self-nominations are welcome.

Selections are based on criteria that ensure the committee is broadly representative of the Council's membership. U.S. foundations represented on the committee must be Council members. As with all member committees, the International Committee seeks nominees whose participation will ensure racial and gender diversity.

The committee's work includes enhancing the following:

- Understanding of the interconnectedness of international and local issues
- Cross-border grantmaking
- Philanthropic infrastructure in other countries
- Visibility of international grantmaking.

New committee members will begin their two-year terms July 1, 2003; the

terms are renewable for one additional term. Deadline for nominations is December 31, 2002.

For a nomination form, please contact Isabelle G. Mack at 202/467-0435 or e-mail her at [macki@cof.org](mailto:macki@cof.org).

### Grantmaking Basics Online

New to grantmaking? Learn the fundamentals from your desktop and gather valuable skills to jump-start your career. Visit [www.cof.org/grantmaking-basics](http://www.cof.org/grantmaking-basics) to try Chapter One for free! New introductory rates available to Council members.

### Grantmaking Basics Online Mentor Program

Experienced grantmakers have a wealth of experience and understanding of philanthropic work, and many new foundation staff and trustees want to develop that knowledge beyond what can be taught in a professional seminar. Now there is a tool to match the need with the knowledge: *Grantmaking Basics Online*. Grantmakers interested in serving as mentors can help newcomers understand the industry's culture and values. Come away with a renewed outlook on philanthropy, a fresh view of grantmaking and a new colleague in the field.

For more information about these and other Council education offerings, call 202/467-0423, send an e-mail to [education@cof.org](mailto:education@cof.org) or log onto [www.cof.org/grantmakingbasics](http://www.cof.org/grantmakingbasics).

### Call for Nominations— Council on Foundations Board of Directors

The Council's Nominating Committee is seeking candidates for directors to

be elected by the Council membership at the 2003 Annual Business Meeting. Deadline for nominations is Friday, November 15, 2002.

If you need additional information or copies of the nominating materials, please call Vicky Strella at 202/467-0405 or e-mail her at [strev@cof.org](mailto:strev@cof.org). Information is also available on the Council's website ([www.cof.org](http://www.cof.org)). To suggest a candidate for consideration please submit the following:

- Biographical summary or resume
- Short statement of nomination—why this person would serve the Council well as a director
- Statement of the leadership experience of the candidate—including service on Council committees or involvement in regional associations of grantmakers (RAGS) or affinity groups.

Information should be sent via mail (preferred) or fax by Friday, November 15, 2002, to:

Vicky Strella  
Council on Foundations  
1828 L Street, NW, #300  
Washington, DC 20036  
Fax: 202/785-3926

### Institute for New Grantmakers, Institute for New Board Members

Foundation staff and trustees are invited to strengthen their grants management skills by participating in one or both of these Institutes. Come and learn the principles and best practices of grants management, broaden your understanding of philanthropy and expand your network of colleagues, December 10–13 at the Washington Marriott, Washington, DC. Watch for program information at [www.cof.org/conferences](http://www.cof.org/conferences).