



The Philanthropic Divide

2007

Assets and Per Capita Granting Update

BIG SKY INSTITUTE

For the Advancement of Nonprofits

Dear Friends:

Big Sky Institute for the Advancement of Nonprofits' (BSI) research on the Philanthropic Divide helped bring the philanthropic challenges of Montana and other Divide states to the attention of the broader philanthropic and nonprofit communities, and to the attention of Montana's senior senator, Max Baucus (D-Montana).

Advocates for increasing philanthropy for rural America have noted that history was made in May of 2006. At the invitation of Steve Gunderson, President of the Council on Foundations, Senator Max Baucus addressed the Council's annual conference in Pittsburgh. Montana's senior senator used his plenary speech to the conference attendees to challenge the national foundation community to "...double foundation grants to rural areas in 5 years."

At the time of his Pittsburgh address, Baucus was the ranking member of the Senate Finance Committee. Following the realignment of the U.S. Senate resulting from the November, 2006 elections, he became Chair of the Senate Finance Committee, and rededicated his commitment to increasing grantmaking to rural America. During 2007, Baucus worked with the Council on Foundations to promote and participate in a first-ever national conference on rural philanthropy, held at the University of Montana in Missoula. He spoke to conference attendees during a plenary address in which he reiterated his call for doubling grantmaking to rural America.

The significant disparities in in-state foundation assets and per capita grantmaking in the largely rural Divide states documented by BSI were highlighted by Senator Baucus in his speeches in Pittsburgh and Missoula. He proposed four very specific challenges to conference attendees at the Missoula conference:

- consider working together with local, state and regional partners;
- invest in local community foundations;
- invest in rural nonprofit infrastructure; and
- consider revising grantmaking guidelines to accommodate rural organizations.

To date, Senator Baucus has used the bully pulpit of encouragement. He has proposed no policy changes, giving the national foundation community ample room and opportunity to respond to the challenges and opportunities he has put forward.

BSI's *Philanthropic Divide 2007 Update Report* provides a revised snapshot of the foundation assets and per capita grantmaking data that originally piqued Senator Baucus' interest. The following report documents how the disparities in in-state assets and per capita grantmaking have significantly increased from figures previously reported. The trendlines are disturbing, and further underscore the concerns articulated by Senator Baucus.

BSI is working with colleagues in the Philanthropic Divide states and throughout rural America to disseminate this report and further catalyze the national conversation regarding the need to increase foundation grantmaking to the Divide states and to rural America more generally. BSI's research agenda regarding philanthropy and the Divide states is substantial, and a series of reports will soon be in the pipeline (see Page 11 for more details). We fully anticipate that this national conversation to broaden and deepen rural philanthropy will become increasingly focused and solutions-oriented during 2008.

We are grateful to the Carnegie Corporation of New York, the Ford Foundation and the W.K. Kellogg Foundation, whose financial support has underwritten this publication. For the record, the perspectives and opinions contained herein are solely the responsibility of Big Sky Institute for the Advancement of Nonprofits.

Sincerely,

A handwritten signature in black ink that reads "Mike Schechtman". The signature is written in a cursive, flowing style.

*Michael D. Schechtman
Executive Director
July, 2008*

Introduction

Big Sky Institute for the Advancement of Nonprofits' (BSI)

mission is to strengthen and increase the capacity of the nonprofit sector in the Philanthropic Divide states of Montana and those nearby. BSI carries out research, dissemination, education, leadership development and special projects tailored to the capacity development priorities of each state's respective nonprofit sector. BSI especially focuses on those projects that hold significant promise to develop sustainable structures and resources, which will assist nonprofits in building their own capacities to effectively carry out their mission and deliver programs and services.

Through our **Philanthropic Divide Initiative**, BSI works at the national level to increase grantmaking from regional and national foundations to what BSI has termed the *Philanthropic Divide* states. The Divide states are those that, when compared to their counterparts, rank at the very bottom in regard to both philanthropic assets and, typically, per capita grantmaking. These bottom states are largely rural with low population densities and have experienced very challenged economic times. Through research and advocacy, BSI provides national leadership to bring about systemic change to increase philanthropic support to the Divide states on a sustained basis.

Philanthropic Divide 2007 highlights the most recent assets and grantmaking figures for the ten most philanthropically challenged states in 2005. This update also explores some longterm trends among the bottom ten states each year in relation to their wealthier counterparts, as well as the nation as a whole. *Philanthropic Divide 2007* draws attention not only to the dramatic gap between those states with the most assets and those with the least, but also the striking rate at which that gap is growing. Research draws from the *most recent data available through the Foundation Center's Foundation Yearbook 2007*. *Because of a two-year lag in reporting data, these data reflect assets and per capita grantmaking figures circa 2005.*

Summary

The Bottom Ten States:

According to Foundation Center data released in 2007, the ten states with the fewest foundation assets in 2005 were North Dakota, South Dakota, Montana, Vermont, Alaska, Mississippi, West Virginia, Idaho, New Hampshire and New Mexico.

A Growing Gap:

The gap between the average foundation assets per state among the ten bottom states and the average foundation assets per state among the top ten states continues to widen significantly. In 1988, average foundation assets among the top ten states that year was almost \$9.26 billion, while the average among the bottom ten states that year was roughly \$63 million. This represents a gap of approximately \$9.2 billion. According to data released a decade later for 1998, the average foundation assets among the top ten states that year grew to \$26.17 billion, while the average for the bottom ten states increased to nearly \$398 million. During this time, the gap had skyrocketed from approximately \$9.2 billion to about \$25.8 billion. According to the most recent data released for 2005, that gap is now pegged at approximately \$36.1 billion.

A Sliver of the Nation's Pie:

In 2005, the bottom ten states held nearly \$7.66 billion in total foundation assets, representing only 1.39 percent of the nation's total foundation assets. The ten states with the most foundation wealth in 2005 held approximately \$368.2 billion in collective assets, representing about 66.89 percent of the nation's total foundation assets.

Per Capita Giving Matters:

Foundations in the bottom states granted—on average—far fewer dollars per capita in 2005 than the average foundation grantmaking of both their wealthier counterparts and the nation as a whole. Average per capita grantmaking per capita for the bottom ten states that year was \$34, while the average for the top ten states was \$171, and the national average was \$117.

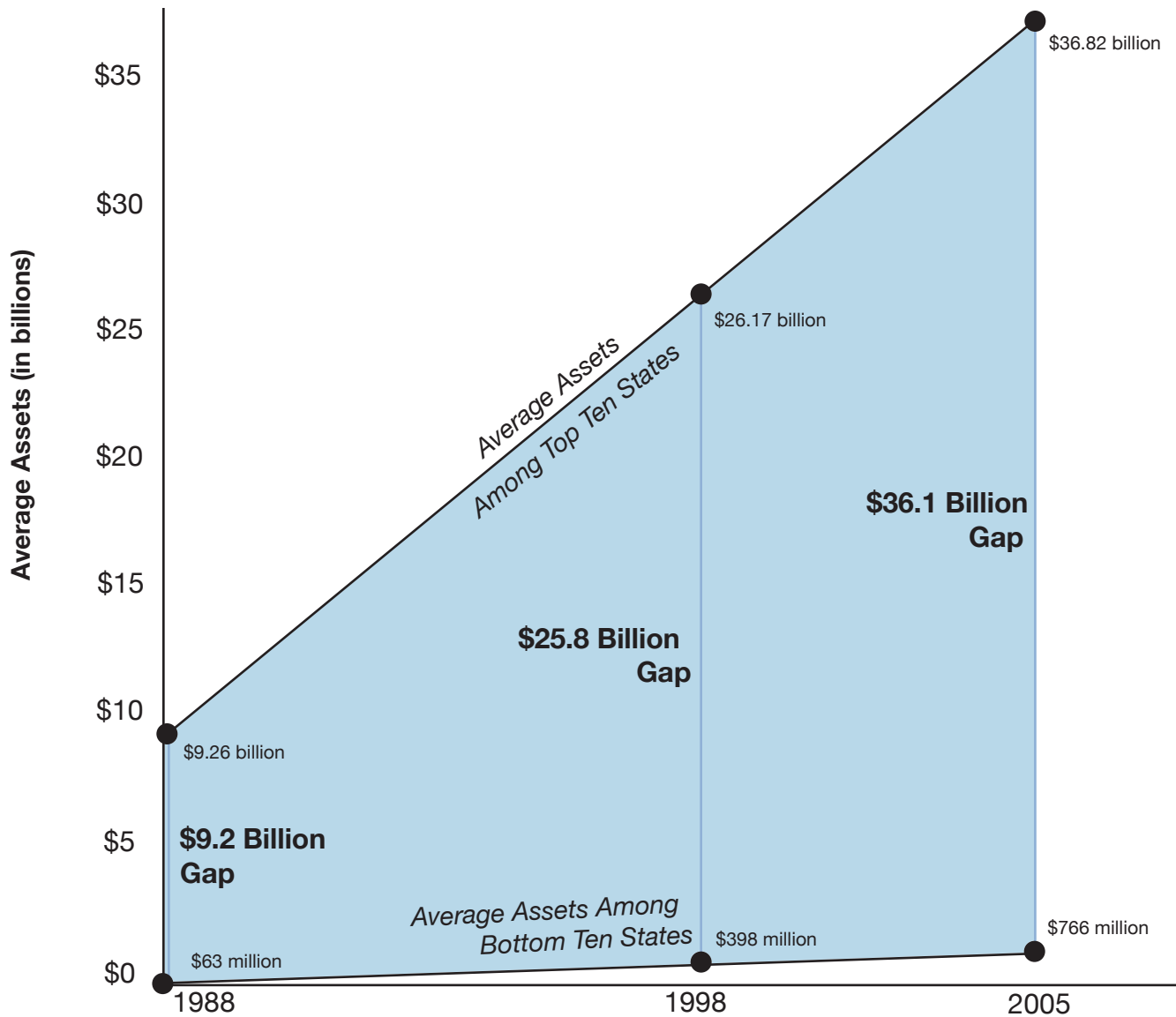
A Growing Gap

What is the Philanthropic Divide?

The term “Philanthropic Divide” is a vehicle to draw attention to how the growth of foundation assets in the United States has resulted in huge disparities between the states with the least assets and those with the most. In 1988, average foundation assets among the top ten states that year was almost \$9.26 billion, while the average among the bottom ten states was roughly \$63 million—representing a difference

of approximately \$9.2 billion. In 1998, the average foundation assets among the top ten states that year had increased to \$26.17 billion, while the average for the bottom ten states had increased to \$398 million. In this period of time, the gap had widened from \$9.2 billion to \$25.8 billion. According to the most recent data released for 2005, that gap now stands at \$36.1 billion.

Gap Between the Growth of Average Assets Among the Top Ten States and the Average Assets Among the Bottom Ten States



A Growing Gap

Average Assets Among States 1988 - 2005

When comparing 2005 figures to 1998 figures, the bottom ten states increased their average assets by 92 percent. On one hand, this rate of growth compares very favorably with the 41 percent increase of the top ranked states' average assets within that same time period. On the other hand, the asset growth experienced by the wealthiest states **in absolute dollars** continues to greatly outpace the growth of their less wealthy counterparts.

What also becomes evident in examining the growth of philanthropic wealth over time is that, although the asset gap is widening, the percentage of national assets held by the ten wealthiest states is actually declining, while the percentage of national assets held by the least wealthy states is increasing.

As promising as this appears for the nation's most philanthropically challenged states, however, the percentage at which the top ten states' share of national assets is declining is much greater than the percentage at which the bottom ten states' share of national assets is increasing during the same time period. This suggests that the asset growth of the remaining thirty states and Washington D.C., rather than that of the bottom ten states, is accounting for much of this realignment.

Nevertheless, states that experience persistently challenged philanthropic sectors continue to work exceptionally hard to build their in-state philanthropic institutions and assets, and to make important progress.

The Bottom Ten States (Bottom 10 of 50 and DC by Assets)

1988*		1998**		2005***	
Total assets 51-42	\$630,468,000	Total assets 51-42	\$3,979,027,000	Total assets 51-42	\$7,656,773,000
Percent of total US assets	0.52%	Percent of total US assets	1.03%	Percent of total US assets	1.39%
Average assets/state	\$63,046,800	Average assets/state	\$397,902,700	Average assets/state	\$765,677,300

The Top Ten States (Top 10 of 50 and DC by Assets)

1988*		1998**		2005***	
Total assets 10-1	\$92,605,299,000	Total assets 10-1	\$261,725,659,000	Total assets 10-1	\$368,242,597,000
Percent of total US assets	75.85%	Percent of total US assets	67.97%	Percent of total US assets	66.89%
Average assets/state	\$9,260,529,900	Average assets/state	\$26,172,565,900	Average assets/state	\$36,824,259,700

* National Data Book of Foundations, 14th Edition (1990)

** The Foundation Center, *Foundation Yearbook*, 2000

*** The Foundation Center, *Foundation Yearbook*, 2007

Snapshot 2005

Comparing the Assets of the Bottom Ten States and Top Ten States

Foundation assets of the top ten states in 2005 totaled roughly \$368.24 billion. Out of the nearly \$550.51 billion in total national foundation assets that year, **these ten states accounted for almost 67% of the total.**

The Top Ten States (Top 10 of 50 and DC by Assets)

2005*		
State	Rank	Assets
Ohio	10	\$15,908,227,000
Florida	9	\$16,939,674,000
New Jersey	8	\$19,600,828,000
Illinois	7	\$23,657,024,000
Pennsylvania	6	\$23,998,829,000
Michigan	5	\$24,852,573,000
Texas	4	\$29,756,668,000
Washington	3	\$38,339,167,000
California	2	\$83,759,417,000
New York	1	\$91,430,190,000
Total Assets 10-1		\$368,242,597,000
Total US Assets		\$550,508,011,000
Percent of Total US Assets		66.89%
Average Assets/state		\$36,824,259,700

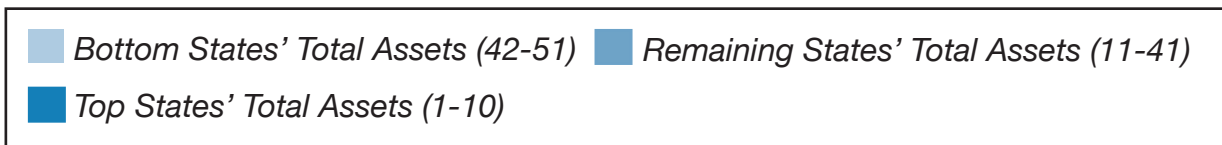
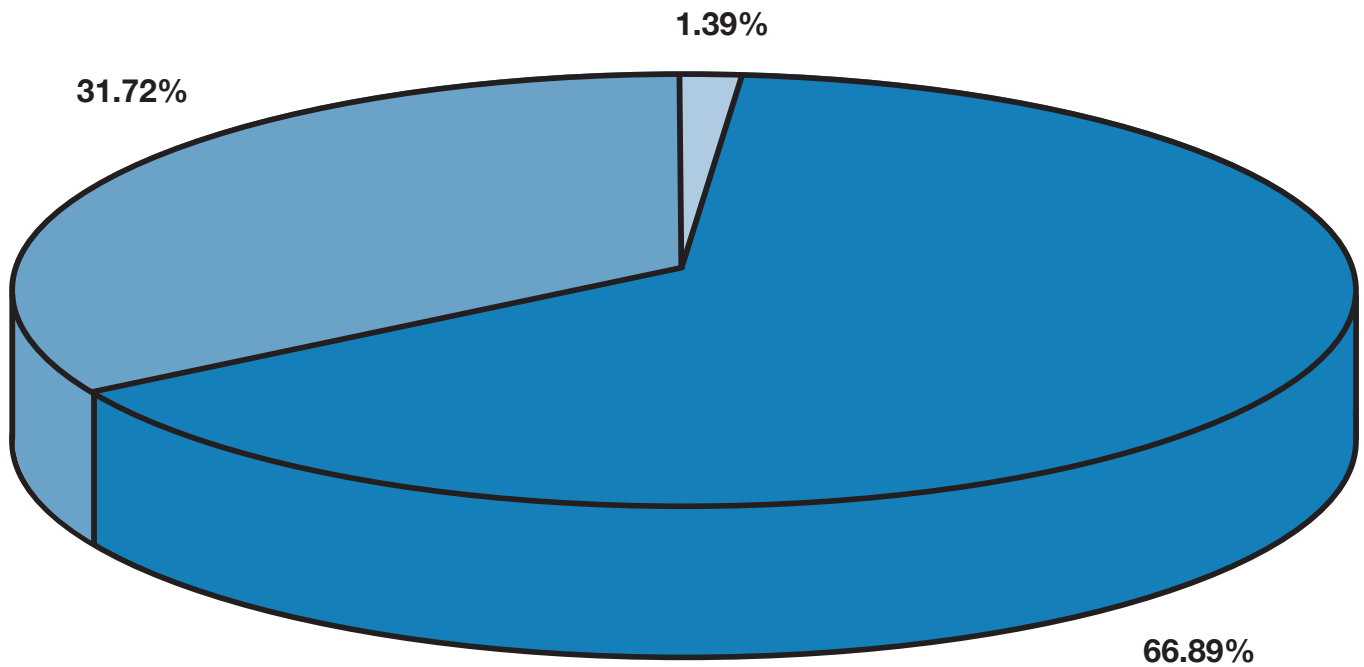
The Bottom Ten States (Bottom 10 of 50 and DC by Assets)

2005*		
State	Rank	Assets
North Dakota	51	\$193,113,000
South Dakota	50	\$359,615,000
Montana	49	\$442,782,000
Vermont	48	\$459,310,000
Alaska	47	\$681,304,000
Mississippi	46	\$986,813,000
West Virginia	45	\$1,027,909,000
Idaho	44	\$1,084,813,000
New Hampshire	43	\$1,191,069,000
New Mexico	42	\$1,230,045,000
Total Assets 51-42		\$7,656,773,000
Total US Assets		\$550,508,011,000
Percent of Total US Assets		1.39%
Average Assets/state		\$765,677,300

In contrast, the bottom ten states in 2005 held approximately \$7.66 billion in collective assets, **representing only 1.39% of the nation's total foundation assets** for that same year.

* The Foundation Center, *Foundation Yearbook*, 2007

Nation's Total Assets 2005*



* The Foundation Center, *Foundation Yearbook*, 2007

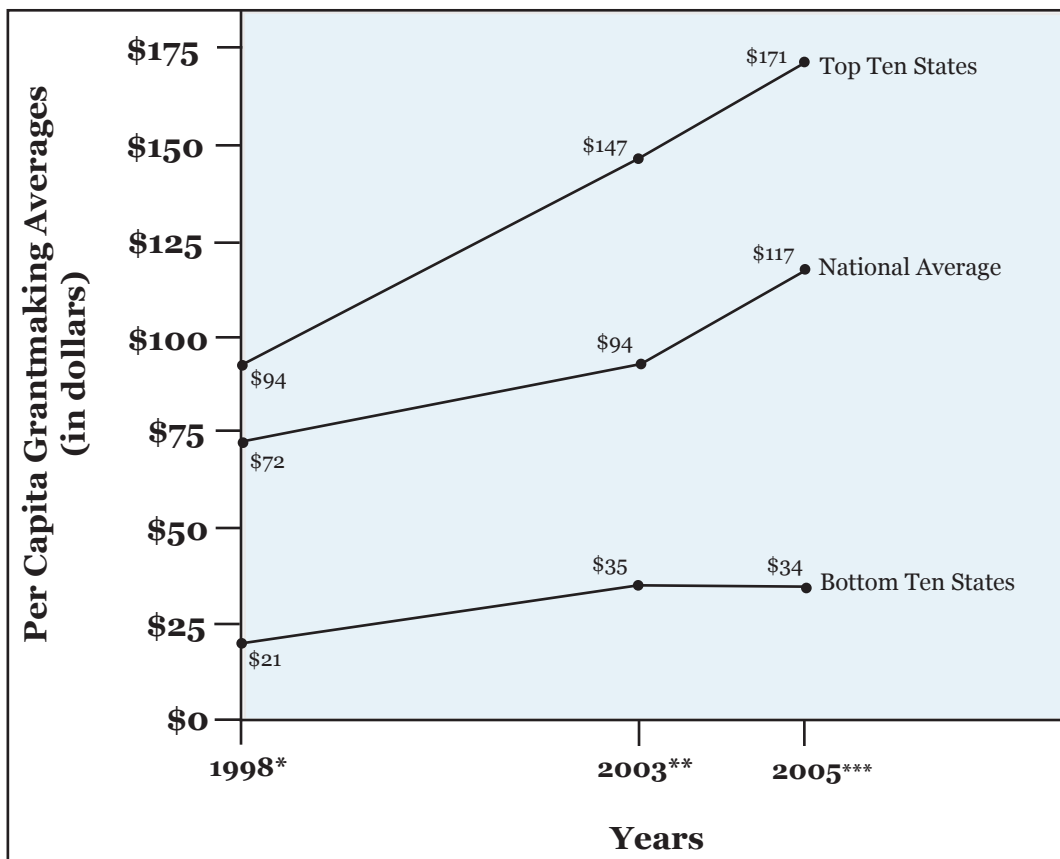
Per Capita Grantmaking

A Growing Gap in Giving

Philanthropically challenged states are largely rural in nature, and thus have relatively fewer people. At first glance, it may not seem problematic for states with significantly fewer people to have significantly fewer assets, but analysis of *per capita grantmaking* demonstrates yet another significant disparity. Not

only do data reveal that the growth of the bottom states' assets is unable to keep pace with what their wealthier counterparts are able to grant on a per capita basis, they also indicate that these states are not keeping up with the national per capita grantmaking average.

**A Growing Gap in Giving:
Comparison of the Top Ten States, Bottom Ten States
& National Average**



* The Foundation Center, *Foundation Yearbook*, 2000

** The Foundation Center, *Foundation Yearbook*, 2005

*** The Foundation Center, *Foundation Yearbook*, 2007

Per Capita Grantmaking

Comparing the Bottom Ten States to the Top Ten States & Nationally

Bottom 10 of 50 States and DC by Assets

2005*			
State	Rank by Assets	Rank by Per Capita Granting	Giving Per Capita
North Dakota	51	51	\$15
South Dakota	50	44	\$30
Montana	49	46	\$28
Vermont	48	40	\$35
Alaska	47	35	\$50
Mississippi	46	50	\$23
West Virginia	45	42	\$33
Idaho	44	39	\$42
New Hampshire	43	37	\$47
New Mexico	42	41	\$34
Bottom 10 Average			\$34
National Average			\$117

In 2005, the average per capita grantmaking of the bottom ten states by assets that year was roughly \$34, while the average of the top ten states by assets was approximately \$171. This represents a **\$137 per capita grantmaking difference** between the states with the most assets, and the states with the least.

Top 10 of 50 States and DC by Assets

2005*			
State	Rank by Assets	Rank by Per Capita Granting	Giving Per Capita
Ohio	10	25	\$91
Florida	9	33	\$60
New Jersey	8	3	\$374
Illinois	7	19	\$109
Pennsylvania	6	8	\$154
Michigan	5	14	\$144
Texas	4	27	\$76
Washington	3	5	\$289
California	2	18	\$122
New York	1	4	\$294
Top 10 Average			\$171
National Average			\$117

When comparing the bottom ten states by assets to the nation as a whole, the average per capita grantmaking of the bottom ten states in 2005 was **\$83 below the national average**, while the average per capita grantmaking of the top ten states by assets that year was **\$54 above the national average**.

* The Foundation Center, *Foundation Yearbook 2007*

State Trends

Reflecting on the Growth of Assets

Percentage Change for States That Have Ranked in the Bottom 10

1988* - 2005**			
State	1988	2005	Percentage Change
North Dakota	\$30,719,000	\$193,113,000	528.6%
South Dakota	\$15,629,000	\$359,615,000	2,200.9%
Montana	\$60,070,000	\$442,782,000	637.1%
Vermont	\$75,378,000	\$459,310,000	509.3%
Alaska	\$7,770,000	\$681,304,000	8,668.4%
Mississippi	\$91,308,000	\$986,813,000	980.8%
West Virginia	\$174,196,000	\$1,027,909,000	490.1%
Idaho	\$53,775,000	\$1,084,813,000	1,917.3%
New Hampshire	\$280,311,000	\$1,191,069,000	324.9%
New Mexico	\$139,399,000	\$1,230,045,000	782.4%
Wyoming	\$71,228,000	\$1,233,711,000	1,632.1%
Maine	\$85,192,000	\$1,540,397,000	1,708.1%

Naturally, due to changes in relative asset growth among states, the composition of the bottom states can, and does, shift. Nevertheless, BSI has found that these twelve states have each ranked as a bottom ten state within the past decade and a half, with some more often than others.

* National Data Book of Foundations, 14th Edition (1990)

** The Foundation Center, *Foundation Yearbook* 2007

Percentage Change for States That Have Ranked in the Bottom 10

2004* - 2005**			
State	2004	2005	Percentage Change
North Dakota	\$175,200,000	\$193,113,000	10.22%
South Dakota	\$373,730,000	\$359,615,000	-3.78%
Montana	\$404,287,000	\$442,782,000	9.52%
Vermont	\$393,825,000	\$459,310,000	16.63%
Alaska	\$629,432,000	\$681,304,000	8.24%
Mississippi	\$914,319,000	\$986,813,000	7.93%
West Virginia	\$900,056,000	\$1,027,909,000	14.21%
Idaho	\$1,173,671,000	\$1,084,813,000	-7.57%
New Hampshire	\$1,133,452,000	\$1,191,069,000	5.08%
New Mexico	\$1,149,953,000	\$1,230,045,000	6.96%
Wyoming	\$1,092,854,000	\$1,233,711,000	12.89%
Maine	\$992,492,000	\$1,540,397,000	55.20%

Alaska has experienced some of the more astonishing growth rates in the past seventeen years. The Rasmuson Foundation in particular has contributed to much of this state's asset growth (see above).

According to 2005 data, Maine ranked #1 in the nation in asset growth between 2004 and 2005. Vermont, West Virginia, Wyoming and North Dakota all experienced growth rates in the double digits (see right).

* The Foundation Center, *Foundation Yearbook*, 2006

** The Foundation Center, *Foundation Yearbook*, 2007

Redefining the Divide

Working Toward a More Comprehensive Set of Indicators

Currently, the *Philanthropic Divide* is defined by the growing asset disparities that exist between the bottom ten states and the top ten states. As BSI continued monitoring these disparities, data revealed that certain states consistently lagged far behind their peers.

Although in-state assets and per capita grantmaking are effective measurements for explaining why some states are experiencing challenged philanthropic and nonprofit sectors, BSI is expanding its research to include additional philanthropic metrics and indicators to more adequately describe the systemic conditions associated with being a philanthropically challenged state.

As examples, our research will examine the status of development of local community foundations, the status of development of in-state nonprofit infrastructure, and the grantmaking of this nation's top grantmakers to these philanthropically challenged, largely rural states. When this work is completed, BSI anticipates that resulting indicators will lead to the inclusion of more states being identified as Divide states, rather than just those that have ranked in the bottom ten by assets.

The future designation of a state as a Philanthropic Divide state is neither intended to criticize nor undervalue that state's status or progress. Rather, these qualifying indicators will provide Divide states with a framework in which to assess and address the capacity needs and opportunities within their state. Furthermore, they will provide other, largely rural states with a new framework for examining their own philanthropic and nonprofit sector capacities.

**The Bottom Fifteen States
(Bottom 15 states of 50 and DC by Assets)**

2005*		
State	Rank	Assets
North Dakota	51	\$193,113,000
South Dakota	50	\$359,615,000
Montana	49	\$442,782,000
Vermont	48	\$459,310,000
Alaska	47	\$681,304,000
Mississippi	46	\$986,813,000
West Virginia	45	\$1,027,909,000
Idaho	44	\$1,084,813,000
New Hampshire	43	\$1,191,069,000
New Mexico	42	\$1,230,045,000
Wyoming	41	\$1,233,711,000
Maine	40	\$1,540,397,000
Hawaii	39	\$1,599,290,000
Kentucky	38	\$1,687,846,000
South Carolina	37	\$1,690,189,000
Total Assets 51-37		\$15,408,206,000
Average Assets/ State		\$1,027,213,733

* The Foundation Center, *Foundation Yearbook*, 2007

So What?

WHY IS MONITORING THE ASSET GAP SO IMPORTANT?

In-state foundation assets are an important indicator of a state's ability to support its nonprofits, address emerging needs and catalyze change within its state nonprofit sector through philanthropic investment.

States that have more, give more.

Federal cutbacks and devolution have diminished funding for many nonprofits and placed a heavy burden on **local nonprofits** to deliver many of the services once delivered by the government sector. In the Divide states, where there are fewer foundations, fewer wealthy individual donors, fewer major corporate givers and limited access to out-of-state foundations, local nonprofits often find themselves straining to play larger roles with the same, or shrinking, budgets. With significantly fewer in-state foundation dollars to turn to than nonprofits in wealthier states, nonprofits in Divide states often struggle to secure adequate funds to capitalize new initiatives, to sustain current programs, and all too often, to secure the operating funds necessary for day-to-day expenses.

Additionally, without adequate in-state foundation assets, nonprofits are often forced to operate within weaker nonprofit sectors. Unlike large foundations in wealthy states, foundations in Divide states are typically too small to capitalize and sustain various components of a **healthy nonprofit infrastructure**, including state nonprofit associations, management support organizations and various technical assistance providers. Infrastructure actors play a wide range of roles building the capacities of nonprofits to more effectively serve their communities and to

pursue larger, more competitive grants. Without strong capacity building infrastructure organizations, Philanthropic Divide state nonprofits face an uneven playing field when competing with larger, urban organizations for regional and national foundation grants.

It takes money to get money.

With the largest intergenerational transfer of wealth underway, rural areas like those in the Divide states stand to gain much from the transfer of wealth that will take place between generations in the years ahead. Even places traditionally seen as poor will experience large transfers in the way of land, mineral rights, and other non-cash possessions. As promising as this sounds, however, many rural areas are largely unprepared for this transfer. Because most Divide states and other rural areas lack adequate philanthropic resources to build staffed, sustainable **local and county community foundations** to pursue legacy gifts, these communities may not participate in a way that positions them to fully benefit from the asset building opportunities the generational wealth transfer has to offer.

Various efforts are underway to help low philanthropy regions, states and communities develop indigenous foundation capacities and endowments. While assets have clearly grown, this report documents that the pace of asset growth has not been sufficient to slow (let alone reverse) the trendline of increasing disparities between those states with the least assets, and those with the most. Going forward, monitoring whether the disparities in assets are growing or shrinking is a way to help determine whether new initiatives and/or incentives are needed to aid asset development in low-asset states.

What's Next?

The underfunding of rural America and the Philanthropic Divide states has gone on for decades. Change at the scale that is needed will not take place overnight; systemic problems require systemic solutions, and developing them takes time. Research, analysis, education, coalition building, consensus development and action are the core strategies needed to create and implement long-range solution strategies.

Fortunately, the U.S. Senate Finance Committee is chaired by Senator Max Baucus (D-Montana), who is deeply concerned about the disparities in both assets and grantmaking for Montana, other Divide states and rural America more generally. Concurrently, the Council on Foundations has begun to examine the role of philanthropy with respect to rural America. Never before has there been a more auspicious time to focus on these significant philanthropic disparities and opportunities, and bring about lasting change.

The best strategy available for increasing foundation assets in Philanthropic Divide states is to develop staffed, sustainable local and county community foundations. This is a long range solution that in the near term requires significant and steady investment from both out-of-state and in-state foundations.

Through research and advocacy, BSI is working with colleagues from Divide states and elsewhere to engage regional and national foundations to increase grantmaking to develop and expand programs and infrastructure that can help build local community foundations in Divide states and rural America. In addition to national work, BSI conducts programs in Montana to build philanthropic resources. We develop, implement, test and refine philanthropy building initiatives here that have potential for replication.

Our Montana Projects Include:

Philanthropic Divide Initiative: In addition to conducting research, BSI will continue to work with its Philanthropic Divide Leadership Network, which consists of nonprofit and philanthropic leaders from Divide states, to advocate for increased regional and national foundation grantmaking to Montana and other Divide states on a sustained basis.

LCF Development in Montana: BSI works in several arenas to help develop strong, sustainable community foundations, including in-depth, hands-on organizational development projects to build staffed LCFs; publication of the first directory of Montana's more than fifty LCFs; development of model approaches for diversifying the funding and increasing the sustainability of LCFs; and other training and assistance activities.

Montana Nonprofit Organizational Effectiveness Grantmaking Program (OEG): BSI's collaborative initiative with a growing number of Montana foundations is developing a funding program that will provide grants to local nonprofits to help strengthen their organizational capacities. The program will enable nonprofits to retain consultants to conduct organizational assessments and carry out capacity building projects.

Indian Philanthropy and Nonprofit Group (IPNG) Initiative: BSI is working with leaders from Indian Country, state government, Montana foundations and nonprofit infrastructure organizations to create philanthropic and nonprofit development resources and programs for Indian-led nonprofits on the seven reservations in Montana, as well as urban-based Indian communities.

In the Pipeline

Look for the following publications in 2008:

1. The Philanthropic Divide Revisited: an updated and expanded report on the ten Divide states. The report will cover: in-state foundation assets; per capita grantmaking; grantmaking to these states by the forty largest grantmaking foundations in the U.S.; grantmaking to these states by the Top Fifty foundations that make grants to these states; total grants received by these states; and in-state foundation assets of community foundations. The data sets will include comparisons with national figures.

2. The Philanthropic Divide Nonprofit Sector Infrastructure Assessment: an assessment of the status of nonprofit sector infrastructure in the ten Divide states, using a glossary identified through interviews of informants in the Divide states. The report will provide an overview of aggregate findings regarding the ten states, as well as state-by-state findings on the extent and nature of state-level nonprofit sector infrastructure.

3. The Philanthropic Divide Community Foundation Assessment: an assessment of the status of community foundation development within the ten Divide states. The report will include information on the total community foundation assets per state, total number of local community foundations (LCFs) per state, the status of infrastructure in each Divide state to help with LCF development, and an inventory of key factors that are contributing to the development of each state's LCFs.

4. Barriers and Opportunities: Access to Regional and National Grantmaking by Rural Nonprofits: an inventory of barriers experienced by both nonprofits in Divide states and regional and national foundations when attempting to engage in grantmaking partnerships; examples of where and how these barriers have been overcome; and a preliminary inventory of opportunities for overcoming these barriers in ways that make sense to both grantseekers and grantmakers.

5. The Philanthropic Divide Briefing Book: this document will summarize key findings from the preceding documents and include additional sections designed for foundations that are interested in either starting or increasing grantmaking to the Divide states. Examples of sections include:

- ◉ **More than Money:** the unique conditions of the Philanthropic Divide states;
- ◉ **Good Works Underway:** successful initiatives underway in Divide states to strengthen nonprofit and philanthropic sector infrastructure;
- ◉ **Great Investments:** examples of successful grants by regional and national foundations to help build nonprofit sector and philanthropic infrastructure, and the characteristics of those grants that made them effective; and
- ◉ **State Profiles:** appendices that provide supplemental information about each Divide state, including demographic data, statistics regarding each state's nonprofit sector, and key organizations and contact people.

For more information on BSI's work, visit www.bigskysinstitute.org

the Team



www.kevinkovaleski.com

Staff

Christine Brummer, Project Associate

Michele Infanger, Bookkeeper

Judith Johnston, BSI Program Associate and
Lewis and Clark County Community Foundation
Administrator

Michael Melneck, Development Coordinator

William Pratt, Project Coordinator

Michael Schechtman, Executive Director

Rachael Swierzewski, Research Coordinator

Board of Directors

Julie DalSoglio, President, Montana Deputy
Office Director, U.S. Environmental Protection
Agency

Hal Fossum, Economist, Montana
Department of Transportation

Steve Nelsen, Vice President, Former
Director of the Montana Commission on
Community Service

Alan Rollo, Secretary, Watershed
Coordinator, Sun and Teton Rivers

Dick Rule, Treasurer, Principal, RBR &
Associates, Business and Tax Consultants

Michael Schechtman, Executive Director, Big
Sky Institute for the Advancement of Nonprofits

Philanthropic Divide Research Advisory Committee

Joe Belden, Deputy Executive Director,
Housing Assistance Council (HAC)

Jeff Benay, Chair, Governor's Advisory
Commission on Native American Affairs, State
of Vermont

Sheila Maith, Assistant Director and Commu-
nity Affairs Officer, Federal Reserve Board

Rachel Mosher-Williams, Project Director,
Nonprofit Sector and Philanthropy Program,
Aspen Institute

BIG SKY INSTITUTE

For the Advancement of Nonprofits

P.O. Box 1514

Helena, MT 59624-1514

406-443-5860

www.bigskyinstitute.org

FOR ADDITIONAL INFORMATION:

Rachael Swierzewski

Research Coordinator

rachaels@bigskyinstitute.org

FUNDING BY:

Carnegie Corporation of New York

Ford Foundation

W.K. Kellogg Foundation

The
Philanthropic Divide

2007