

The Foundation Center

2003 ANNUAL REPORT



*Helping
grantseekers
succeed, helping
grantmakers make
a difference*





Contents

From the Chairman and the President	2
Information Resources and Research	4
Education, Libraries, and Outreach	8
The Foundation Center Online	14
Foundation Center Cooperating Collections	16
Donors	20
Leadership	26
Financial Statements	28

On the cover: Janet Camarena, director of the Foundation Center—San Francisco, spearheaded the initiative — underwritten by the James Irvine Foundation — to distribute free copies of *Guía para escribir propuestas* (a Spanish translation of the *Guide to Proposal Writing*) to California residents.



The Foundation Center

Our Vision

A world enriched by the effective allocation of philanthropic resources, informed public discourse about philanthropy, and broad understanding of the contributions of nonprofit activity to civil society.

Our Mission

To strengthen the nonprofit sector by advancing knowledge about U.S. philanthropy.

Our Values

Our Beliefs

- Philanthropy is vital to our democratic society.
- Transparency and accountability are key to earning the public trust.
- Knowledge about philanthropy starts with accurate information.
- Access to accurate information about philanthropy advances responsible and effective use of philanthropic resources.
- Grantmaker and nonprofit effectiveness is enhanced by shared information and understanding.

Our Practices

- We aim to deliver the highest quality of service to all those who use our resources.
- We strive to build partnerships that help us fulfill our mission.
- We preserve our credibility by remaining independent and objective.
- We embrace innovation and harness technology to maximize our effectiveness.
- We value our employees and their contributions to our impact.
- We exercise fiscal responsibility as a means of achieving our mission.

Foundations and the nonprofit sector as a whole faced another difficult year in 2003. Foundation giving finally showed the effects of the 10 percent decline in foundation assets over the prior two years and dropped 2.5 percent to under \$30 billion. The increased competition for funding put added pressure on nonprofits, as they strove to fill gaps left by government spending cuts and to respond to mounting needs in tough economic times.

In this environment, demands for increased foundation transparency and accountability were heard from many sides. Are foundations giving enough? Are they spending their money appropriately? Is the grantmaking process fair and efficient? In short, are they doing all they can to address the many challenges in our society effectively? The Foundation Center again served as a valuable resource to those seeking answers to these questions.

Created in 1956 during a similar period of public scrutiny of foundations, the Center has a long history of advancing transparency for foundations, individually and as a field, through accurate and objective information. This work has made us the nation's leading authority on U.S. grantmakers and their grants. As we approach our 50th anniversary in 2006, our fundamental purpose is as vital as it was in the wake of the McCarthy-era hearings on foundations.

During 2003 the Foundation Center's board and staff together undertook a planning process that culminated in our Strategic Plan for 2004–2006. The process shifted our focus from *what* we do to *how* we do it, from our *programs* to our *audiences*, and from *products* to *outcomes*. We determined that we want to become more effective as an organization and more significant to the field of philanthropy, actively shaping the future of the field by advancing knowledge, promoting informed discourse, and encouraging practices that improve accountability and lead to responsible and creative use of philanthropic resources. We acknowledged the important role that collaboration plays in pursuit of our highest aspirations and of our goal of strengthening the larger nonprofit community.

Our new directions do not represent a radical departure from our past, but rather build on our strengths to extend our reach and our contributions. Throughout this annual report for 2003, you will see evidence that we began to put the new plan and its spirit into practice even as we were creating it. This is especially apparent in some noteworthy Center partnerships—four of which we highlight in the report—that benefit a variety of audiences and illustrate the power of collaboration in the sector. We expect to be involved in more such partnerships in the coming three years as nonprofit infrastructure organizations come together to achieve common goals in a period of constrained resources.



The foundation field has a proud history of more than a century of notable contributions to our society. It is a dynamic history, reflecting a constantly changing social and political context. Support from the foundation community has enabled the Foundation Center to document the activities of individual foundations and the trends in the field for almost half a century. As we embark on this new year and our new strategic plan, we are mindful of the importance of enduring ideals and relationships at a time when foundations face new challenges. We thank you for supporting our ongoing efforts to shed light on the crucial role foundations play in our national life. By advancing knowledge about U.S. philanthropy, we aim to strengthen the nonprofit sector and thus our society as a whole.

Sara L. Engelhardt

Sara L. Engelhardt
President

Barry D. Gaberman

Barry D. Gaberman
Chairman

Information & Resources & Research

In 2003, the demand for information on institutional philanthropy reached the highest level in decades. The weak economy resulted in reduced giving by foundations, prompting renewed public interest in their activities. Faced with limited resources, grantmakers reassessed their strategies and programs to seek the greatest impact, while nonprofits tackled a difficult fundraising climate to sustain vital programs and services. As the need for resources intensified, the Foundation Center played a crucial role for both these audiences by connecting them to current and authoritative information on U.S. grantmakers and their giving.

Casting a Wider Net for Information

With interest in philanthropy spiraling upward, we launched a broad effort to increase the scope and depth of our information on institutional grantmakers. This year we added more than 4,600 new foundations to our database, applying rigorous coding standards to their programs and giving interests to enhance the value of the data. To increase our coverage of other types of funders, we collected detailed program information on over 1,000 grantmaking public charities, including those managing donor-advised funds. We expanded our grants database as well, adding 129,632 grants valued at \$16.5 billion, a new record for us in the number of grants indexed. Grants indexing enables us to characterize the funding patterns of the nation's largest foundations and to provide grantseekers with unique tools for matching their funding needs to grantmaker giving interests.

Raising the Bar on Data Currency

The field of philanthropy is rapidly changing, so we strive to deliver data with greater speed and efficiency to the thousands of people who access our databases online. We continue to work closely with grantmakers to present the most current information available on their programs and giving priorities. While many respond to our information questionnaires, mailed semiannually to the largest U.S. funders, a growing number of grantmakers are adopting our electronic tools to accelerate the flow of information to end-users. At the close of 2003, 1,077 grantmakers—a 65 percent increase over the previous year—were registered for Foundation Directory Online Updater, our interactive tool for updating information online. Our collaborations with regional associations of grantmakers in Alabama, Michigan, Missouri, Ohio, and Washington, DC, to publish regional directories spurred wider usage of the Updater among grantmakers in these areas. Grantmakers are increasingly sending us their grants lists electronically. Over 30,000 grants, representing more than 23 percent of the grants we indexed last year, were sent to us using our standard electronic reporting format.

Print and Electronic Resources

The Foundation Center's reference tools provide grantseekers and our other audiences with information about foundations and their grants in formats suited to their many different uses. Increased grantmaker participation in our data-collection efforts enables us to issue resources of the highest quality, with ever-greater breadth and currency of information. By year end, our database, from which we produce these resources, contained 76,682 grantmaker profiles and more than 360,000 indexed grants.

The Foundation Directory Online

The Foundation Directory Online is, by all accounts, the most widely used grantseeking research tool today. By the end of 2003, 9,200 subscribers — from every state and 53 countries — were using the service, with thousands more accessing it from one of our five library/learning centers. We continue to add new data and features to help grantseekers make the best possible use of the application. We added six new search fields that enable users to retrieve foundation records based on total assets, total giving, establishment year, and funder type, and grant records by the year the grant was authorized and dollar amount. We expanded our grants file significantly, adding grant awards under \$10,000, especially pertinent to small- to mid-size nonprofits. We redesigned the service to simplify navigation and added further value by providing links to daily philanthropy news stories and requests for proposals, drawn from other areas of our Web site.

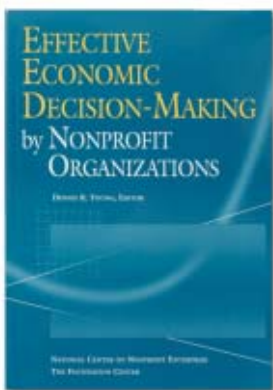
Print Directories and CD-ROMs

In 2003 we published updated and expanded editions of more than thirty print and electronic resources. We enhanced *FC Search*, our most popular CD-ROM, with links to recent foundation 990-PF returns. In collaboration with the Ohio Grantmakers Forum and the Ohio Association of Nonprofit Organizations, we published a new edition of the *Guide to Ohio Grantmakers*, on CD-ROM for the first time. Updated editions of the *Directory of Missouri Grantmakers* and *The Michigan Foundation Directory* were issued in collaboration with the Metropolitan Association for Philanthropy and the Council of

Michigan Foundations, respectively. We value these partnerships with regional associations as a means of sharing information resources and bringing specialized tools to their communities. To provide grantseekers with information on an alternative funding mechanism, we issued a new edition of *The PRI Directory: Charitable Loans and Other Program-Related Investments by Foundations*.

New Titles for Foundation and Nonprofit Executives

In the current philanthropic climate, nonprofits and grantmakers alike are being challenged to seek out new models for increasing their effectiveness. This year we published several titles that offer new strategies and best practices in the field. *The Foundation Center's Guide to*



Effective Economic Decision-Making by Nonprofit Organizations, published in collaboration with Dennis R. Young and the National Center on Nonprofit Enterprise, offers guidance to help nonprofit managers make sound financial decisions.

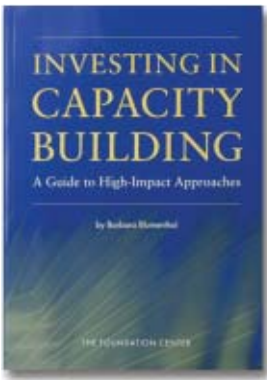


Practice Matters: The Improving Philanthropy Project

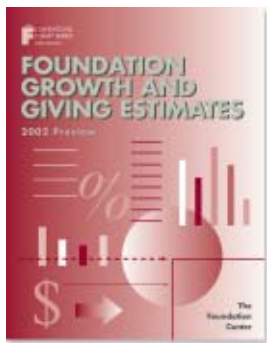
What does good philanthropy look like? What constitutes good practice? In her role as principal of a consulting firm working with a cross-section of foundations, Patricia Patrizi (pictured) set out to identify models of successful philanthropic practices that would fill gaps in knowledge among today's foundation leaders. With funding from several of the nation's largest foundations, she spearheaded *Practice Matters: The Improving Philanthropy Project*, a collective effort based on interviews with more than 150 grantmakers and scholars that resulted in a series of papers by expert practitioners on ten core areas of foundation practice.

"Once the project was under way, we had to determine the best method of translating the authors' work into a format that would be easily accessible and available to foundations on a broad scale," Patricia explained. "The Foundation Center immediately came to mind as a partner for this project because of its strong reputation as a leading publisher and communicator in the field and its history of and commitment to helping grantmakers make a difference." The Foundation Center welcomed the opportunity to collaborate on the *Practice Matters* project as part of its ongoing effort to advance knowledge about philanthropy and to provide foundations with tools to increase their effectiveness. Center staff worked closely with Patrizi Associates to publish the papers and corresponding discussion guides at the For Grantmakers area of our Web site. By year end, grantmakers nationwide were downloading the initial papers in the series, and many used the online feedback form to share their views on the areas of practice covered.

"The time is ripe for this project because foundations have an intense interest in finding ways to increase their effectiveness," said Patricia. "Our goals and those of the Foundation Center have converged around this effort to build important knowledge assets for the field."



Investing in Capacity Building, by Barbara Blumenthal, offers grantmakers innovative approaches to building nonprofit capacity.



Our emphasis on more forward-looking information resulted in deeper and broader coverage of *Foundation Growth and Giving Estimates* by media outlets, including *The New York Times*, *Newsday*, *The Atlanta Journal-Constitution*, *The Chronicle of Philanthropy*, and *The Nonprofit Times*.

Winning Proposals presents twenty funded proposals, with commentary by the funders, to help grantseekers hone this critical skill. A revised edition of Brian O'Connell's classic *Board Member's Book* was issued to assist nonprofits with board development.

In *Philanthropy's Challenge*, Paul Firstenberg discusses the positive impact of venture grantmaking on the growth and sustainability of nonprofit organizations. The Foundation Center published *Practice Matters: The Improving Philanthropy Project* at our Web site, in cooperation with Patrizi Associates at the OMG Center for Collaborative Learning. (See sidebar, page 5.) Funded by foundations, this series of papers and discussion guides offers perspectives on foundation practices that lead to good grantmaking.

Research on the Field

The Foundation Center analyzes and interprets the wealth of data we collect on foundations and their giving to fulfill our core mission of advancing knowledge about U.S. philanthropy. Stakeholders in the field and the broader public rely on our research to learn about current trends and gain insights into patterns of foundation activity over time.

Our primary research publication is our annual *Foundations Today Series*, comprised of five reports: *Foundation Giving Trends*, *Foundation Growth and Giving Estimates*, *Foundation Yearbook*, *Foundation Staffing*, and *Foundation Reporting*. This year, we distributed close to 15,000 copies of the "Highlights" of these reports to grantmakers, researchers, and the media, and posted them in the Researching Philanthropy area of our Web site to make them available to wider audiences.

Foundation Giving Forecast Survey

Released in late March, our report on *Foundation Growth and Giving Estimates* was greatly enhanced with findings from a new survey of grantmakers launched earlier in the year. Mailed to 2,200 of the nation's largest foundations, the survey yielded an excellent response, especially among very large foundations, where the response rate exceeded 70 percent. This effort improved our ability to accurately estimate foundation giving for 2002 and enabled us to forecast the direction of giving in the year ahead and present more qualitative data on changes in grantmaking practice.

2003 Publications

9/11 Relief and Regranting Funds **NEW**
Arts Funding IV: An Update on Foundation Trends
Board Member's Book, 3rd edition, by Brian O'Connell
Directory of Missouri Grantmakers, 5th edition
Effective Economic Decision-Making by Nonprofit Organizations, edited by Dennis R. Young **NEW**
FC Search: The Foundation Center's Database on CD-ROM, version 7.0
The Foundation 1000, 2003/2004 edition
The Foundation Center's Guide to Winning Proposals **NEW**
The Foundation Directory, 2003 edition
The Foundation Directory Part 2, 2003 edition
The Foundation Directory on CD-ROM, version 4.0
The Foundation Directory 1 & 2 on CD-ROM, version 3.0
The Foundation Directory Online
The Foundation Directory Supplement, 2003 edition
The Foundation Grants Index on CD-ROM, version 4.0
Foundation Grants to Individuals, 13th edition
Foundation Grants to Individuals Online
Foundations Today Series, 2003 edition
Foundation Giving Trends
Foundation Growth and Giving Estimates
Foundation Reporting
Foundation Staffing
Foundation Yearbook
Grant Guides, 2003/2004 edition
Guía para escribir propuestas **NEW**
Guide to Grantseeking on the Web, book and CD-ROM, 2003 editions
Guide to Ohio Grantmakers on CD-ROM **NEW**
Guide to U.S. Foundations, Their Trustees, Officers, and Donors, 2003 edition
Investing in Capacity Building: A Guide to High-Impact Approaches, by Barbara Blumenthal **NEW**
The Michigan Foundation Directory, 13th edition update
National Directory of Corporate Giving, 9th edition
National Guide to Funding in AIDS, 3rd edition
National Guide to Funding in Health, 8th edition
National Guide to Funding for Libraries and Information Services, 7th edition
National Guide to Funding in Religion, 7th edition
Philanthropy's Challenge: Building Nonprofit Capacity Through Venture Grantmaking, by Paul B. Firstenberg **NEW**
Practice Matters: The Improving Philanthropy Project **NEW**
The PRI Directory: Charitable Loans and Other Program-Related Investments by Foundations, 2nd edition
September 11: Perspectives from the Field of Philanthropy, Volume Two



To further the discussion about lessons learned in the aftermath of 9/11, we convened a roundtable with the Century Foundation and the *Columbia Journalism Review* entitled "The Media and Philanthropy in the Post-9/11 Era: Meeting the Public Trust," which sparked debate by thirty opinion-makers in philanthropy, academia, and the media.

9/11 Funding Database of giving by institutional donors. Throughout the year, in our online journal, *Philanthropy News Digest*, we published thirteen interviews with philanthropic leaders who helped shape the response to 9/11, and we printed these in *September 11: Perspectives on the Field of Philanthropy*, Volume Two, to coincide with the second anniversary of the attacks.

Partnering on Regional and Topical Studies

The Center collaborates with a wide range of organizations to produce regional and subject-based studies that inform grantmaking and policy initiatives in special areas. For the fourth time, we worked with Grantmakers in the Arts (GIA) on a detailed study of recent funding patterns in the field that was distributed to its members. We sent copies of the "Highlights" of *Arts Funding IV: An Update on Funding Trends* to nearly 4,000 arts and cultural organizations and led a panel of grantmakers in a discussion of the outlook for arts funding at GIA's annual conference.

We produced *International Grantmaking Update* in collaboration with the Council on Foundations, examining recent changes in international giving by U.S. foundations. Working with the New York Regional Association of Grantmakers (NYRAG), we held three briefings for New York-area grantmakers and nonprofits on the findings of our report, *New York Metropolitan Area Foundations*, prepared in cooperation with NYRAG and issued in December 2002.

Philanthropy's Response to 9/11

In the second phase of our multi-year project to create the definitive record of philanthropy's response to 9/11, we continued to track and analyze 9/11 giving by institutional donors and published the findings in an updated report, *Giving in the Aftermath of 9/11: 2003 Update on the Foundation and Corporate Response*. At the same time, we shed light on the ultimate uses and beneficiaries of 9/11 donations by surveying 111 relief and regranteeing agencies and publishing the findings in a new report, *9/11 Relief and Regranteeing Funds: A Summary Report of Funds Raised and Assistance Provided*. We created a second database to house the regranteeing data, complementing our online

The Center on Philanthropy at Indiana University

The Foundation Center is a key partner to the Center on Philanthropy at Indiana University, based at the School of Liberal Arts on the Indiana University-Purdue University Indianapolis (IUPUI) campus. The Foundation Center Historical Foundation Collection is a centerpiece of the Ruth Lilly Special Collections and Archives at the IUPUI University Library. Researchers studying individual foundations or foundation trends over time have found this unique collection of materials spanning 1896 through 1997 to be indispensable.



In addition, Foundation Center statistics and analysis on annual giving and assets of foundations comprise a significant portion of the data for *Giving USA*, the annual report on philanthropy published by the AAFRC Trust for Philanthropy. *Giving USA* is researched and written at the Center on Philanthropy under the direction of Melissa Brown (pictured), who serves as its managing editor. Fundraisers, nonprofit executives, grantmakers, policy-makers, and others rely on *Giving USA*'s estimates of the size and shape of charitable giving in the United States. Melissa speaks highly of the role of the Foundation Center's data in *Giving USA*: "The overall picture would not be complete without the Foundation Center's authoritative information on independent, community, and corporate foundations."

As an instructor in the Fund Raising School at the Center on Philanthropy, Melissa is also a fan of Foundation Center resources for grantseekers. She is sure to tell her students about *The Foundation Directory Online*, *Philanthropy News Digest*, and other features on our Web site. The growth of academic centers such as the Center on Philanthropy is essential to the field and to the Foundation Center in our collective efforts to advance knowledge about philanthropy.

Education & LIBRARIES *Outreach*

This year, we expanded our efforts to help grantseekers succeed through innovative training programs, additions to our roster of classes, and countless opportunities for networking. Using these varied strategies we strive to meet the education needs of a wide spectrum of grantseekers. We continued to pay special attention to under-resourced groups, providing them with key services and experiences to prepare them for success in these challenging times.

First Steps on the Road to Successful Grantseeking

Our First Steps on the Road to Successful Grantseeking program links funders, the Center, and nonprofits in a collaborative approach to building fundraising skills among the least experienced groups. Nonprofit participants undergo an intensive learning experience as they attend multiple training sessions and gain valuable practice in using our resources. This year we held the program in three of our regional offices. In each instance, we worked with collaborators — primarily local funders — to identify groups of nonprofits that would benefit greatly from this kind of capacity building and to secure funding to offer the program.

New Classes, Courses, and Workshops

In response to audience demand we expanded our educational offerings this year to include six new topics. We added four free, one-hour classes—Getting Started with Foundation Grants to Individuals Online; Your Board and Fundraising; Foundations and Their Role in Philanthropy; and in New York, a Spanish-language version of our most popular class, Grantseeking Basics, entitled Principios en la búsqueda de fondos. We also added two intensive, day-long courses—Foundation Fundraising: An Introductory Course and Evaluating Funding Prospects: Strategies for Finding a Match. The introductory course responds to the needs of those new to the field. The other teaches more advanced students how to research and evaluate prospects they have identified. These new courses bolster our already strong curriculum.

During Funding for Education Month we piloted our first interactive e-learning class, Finding Foundation Support for Your Education, in the Virtual Classroom area of our Web site. By year end, more than 400 online visitors had taken the class. Similar in content to the one-hour class on this topic that we conduct regularly in our five offices, the online version affords anyone with Web access the opportunity to take the class. We expect to significantly expand our e-learning offerings in the coming years.

As we have expanded our curriculum, we have found that outside speakers can help us offer education in areas beyond our in-house expertise, so, in 2003, we brought in experts to augment the material presented in some of our free classes. With these new sessions, we are able to offer attendees more targeted information in classes such as Grantseeking Basics for Individuals in the Arts. We added value to more than thirty training sessions, providing a richer learning

In the First Steps and Next Steps program, graduates from the Fundraising Consultants Network assist staff from small New York area nonprofits, strengthening the skills of both mentor and student.



experience for attendees. Class evaluations indicate that participants appreciated and learned a great deal from the experts in their particular area.

Attendance at regular training sessions exceeded 20,000 in 2003, 8 percent over last year. We offered an additional eighty customized training sessions for more than 1,600 people. Altogether, we served more than 27,000 at our classes, courses, and workshops.

Fundraising Consultants Network

Nineteen consultants successfully completed the Fundraising Consultants Network II program in 2003. This second iteration of the Network included pro bono pairing of consultants with under-resourced nonprofits from the start of the program. The consultants were able to apply what they learned in each monthly workshop to their nonprofit partner's circumstances. Reports from both the consultants and the nonprofits indicate that this new approach was very successful.

During the year, we also hosted bi-monthly meetings of the members of the first Network, so that these program graduates could continue networking and learning from one another.

With continuing support from the Clark Foundation, which had funded the two previous programs, we launched First Steps and Next Steps (a follow-on to the Fundraising Consultants Network). We offered this new program to 22 small New York-area nonprofits selected from more than seventy applicants. In October, the selected participants began a monthly series of day-long training sessions on a variety of fundraising and related topics.

Participants in the First Steps and Next Steps program also benefit from ongoing assistance from a consultant who is a graduate of the Foundation Center's Fundraising Consultants Network program. The nonprofit/consultant pairs work together for nine months to solve some of the nonprofits' most pressing problems. Participating nonprofits receive a variety of Center resources to assist them in their work, including an annual subscription to *The Foundation Directory Online Platinum*. Through this multidimensional capacity-building program, we are helping these nonprofits develop the skills to raise funds in a particularly challenging environment. Preliminary feedback from both the nonprofits and the consultants is overwhelmingly positive, and we are excited about the opportunities this intensive model opens up for under-resourced nonprofits.

SPANISH-LANGUAGE RESOURCES OFFERED



Our first Spanish-language book, *Guía para escribir propuestas*, is a translation of our classic *Guide to Proposal Writing*. The James Irvine Foundation underwrote a program to distribute free copies of the *Guía* to nonprofits in California. With the foundation's support, our San Francisco office worked with a number of our California-based Cooperating Collections to distribute more than 300 copies of this vital resource.

At the same time, we launched a Spanish translation of our online *Proposal Writing Short Course*, which has long been one of the most frequently visited areas of our Web site.

In New York, our new bilingual training coordinator, Luz Rodriguez (pictured), developed and began offering a Spanish-language version of our free class, Grantseeking Basics (*Principios en la búsqueda de fondos*). We have integrated the new class into our New York learning center curriculum and hope to introduce it in our field office cities in 2004.



Our Libraries & Learning Centers

Reduced foundation and government funding brought nonprofit organizations of all kinds into our five library/learning centers this year. These visitors made excellent use of the print and online resources in our libraries and attended a wide variety of classes, workshops, seminars, and special programs. Simultaneously, visitors to our five regional Web sites also increased this year, as did the number of subscribers to our regional broadcast e-mail newsletters. Further, collaborations helped us to reach new audiences — especially underserved and under-resourced groups — and were the cornerstone of our success during the three special months we dedicated to programming for the arts, education, and philanthropic communities.

New York

Nonprofits demonstrated continued interest in the fundraising resources and tools available to them through our New York library/learning center. The number of subscribers to “News from the New York Library,” a weekly overview of our resources, programs, and education opportunities, increased by nearly 20 percent.

During Funding for Arts Month in June, we were able to offer the sizable New York arts community the chance to hear from representatives of the New York Foundation for the Arts and the Lower Manhattan Cultural Council during our “Afternoon for Artists: Grants and Fiscal Sponsorship.” The capacity crowd included many first-time visitors, who were also introduced to Center resources most valuable to them.

Several of the consultants who participated in our Fundraising Consultants Network shared their expertise with attendees at “Broadening Your Funding Options with Government Funding and Earned Income,” a Funding for Education Month program that complemented our own resources on foundation philanthropy.

Noted fundraiser Jane Geever, author of our *Guide to Proposal Writing*, shared unique insights gained during her research for the fourth edition of the *Guide* in a program entitled “What the Funders Have to Say.” In two popular sessions during Celebrating Philanthropy Month, Ms. Geever described her recent conversations with forty grantmakers about what funders expect in a grant proposal.

New York-area visitors with disabilities welcomed improvements in access to our resources and services, including computer screen reader software for the visually impaired, a mobile workstation, and a street door ramp for wheelchair use. Funding from the Milbank Foundation for Rehabilitation made these enhancements possible.



Ted Berger, executive director of New York Foundation for the Arts, and Narisara Vanichanan, regrants manager of the Lower Manhattan Cultural Council, shared their insights on the current arts funding climate and the importance of fiscal sponsorship in the funding process.

Atlanta

In Atlanta, we offered a record number of classes, resulting in a 23 percent increase in the number of people attending.

For the second consecutive year, we were able to offer the intensive training of the First Steps on the Road to Successful Grantseeking program in Atlanta. This year, a group of representatives from ten low- to middle-income neighborhood youth organizations improved their chances of success at securing funding thanks to a grant from the Atlanta Falcons Youth Foundation. (See sidebar.)

Turner Broadcasting System, Inc., sponsored Funding for Arts Month in Atlanta, where members of the arts community attended presentations by local and national arts funders, a panel of arts funders and nonprofits from around the state, and a day-long series of classes geared specifically to individual artists, among other programs.

During Funding for Education Month in October we hosted presentations by staff from BellSouth Foundation, Nordson Corporation, and Georgia Student Finance Commission. Collaborating with organizations such as the Southeastern Council of Foundations and the Georgia Center for Nonprofits enabled us to bring these programs to Atlanta's nonprofit community.



Atlanta Falcons Youth Foundation

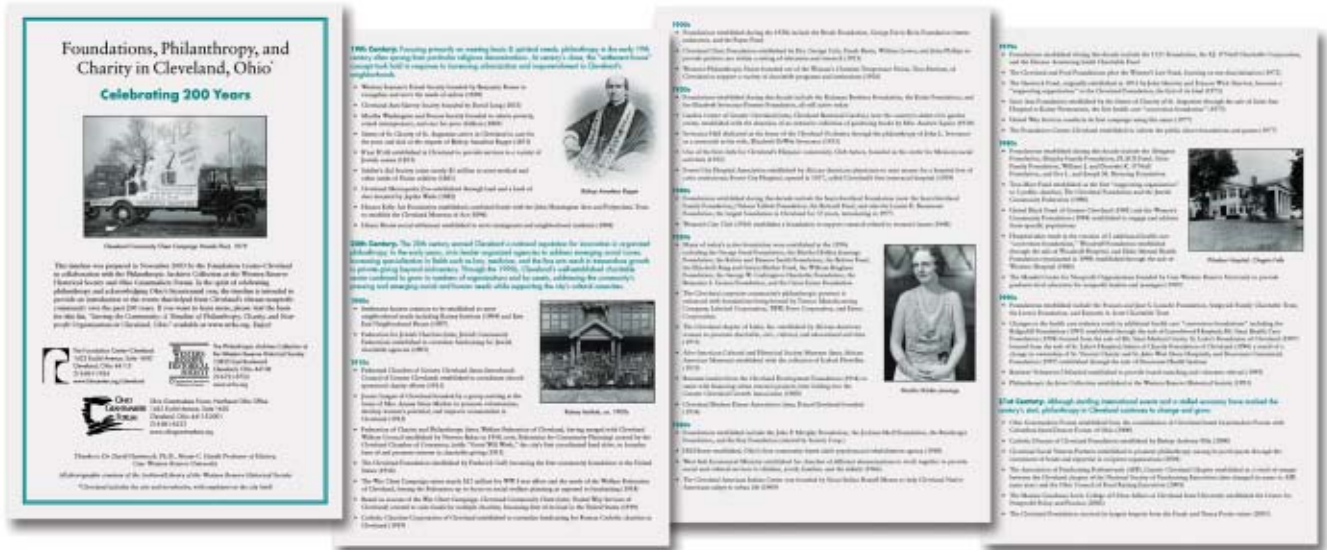
The Atlanta Falcons Youth Foundation seeks to give back to the community by promoting the healthy development of young people. Established in 1985, it supports physical fitness and sports in communities across Georgia and is particularly concerned with addressing the shortage of clean and safe football and soccer fields in low- and moderate-income neighborhoods.

In July, the Foundation teamed with the Foundation Center—Atlanta to provide the Center's First Steps on the Road to Successful Grantseeking program to ten youth-oriented sports organizations. These small, neighborhood-based nonprofits were facing increased pressure to diversify their revenue streams, and they had little or no prior experience seeking funding from foundations or corporations. The two days of intensive training — including classes on fundraising readiness, becoming a grant-worthy organization, and finding and securing funding partners — helped the representatives of these under-resourced organizations learn how to gain access to and use the tools that will help them improve their chances in competing for grants. The twenty peer learners acquired the knowledge and skills they need to devise a fundraising plan and to identify, approach, and secure foundation support.

Carol Breeding (pictured) has been with the Atlanta Falcons organization since 1973, served as director of community relations for a decade in the '90s, and became executive director of the Foundation in 2001. "The Atlanta Falcons Youth Foundation's goal is to provide assistance to community organizations that offer life-changing programs for our young people," said Ms. Breeding. "The First Steps program is an excellent way we can build the capacity of these organizations to better serve youth."

Cleveland

The Cleveland community celebrated 150 years of philanthropy in 2003. To commemorate this milestone, we collaborated with the Western Reserve Historical Society and Ohio Grantmakers Forum to produce a timeline of local philanthropy that was issued in print and online. The report was launched at a special event for local grantmakers featuring a presentation by an historian of philanthropy.



Cleveland-area grantmakers participated in a special session conducted by grants indexing specialists from our New York office on how the Center's Grants Classification System can help them manage their grants.

Local nonprofit staff continued to flock to our ever-popular Brown Bag Lunch series to network with colleagues and discuss such topics as "Developing Major Donors for the Annual Fund" and "Grantseeking in a Challenging Environment."

The Red Cross, Greater Cleveland Chapter, co-hosted a well-attended Dialogue with Donors program that featured a moderated conversation between the two

newly appointed leaders of the Cleveland Foundation and the George Gund Foundation.

A Center collaboration with Ohio Association of Nonprofit Organizations and Ohio Grantmakers Forum led to "Partnerships in Philanthropy: Building an Effective Organization," a program held in Columbus that combined a grantmaker panel presentation with small-group discussion opportunities between grantseekers and grantmakers.



San Francisco

In an extremely productive year, our San Francisco office staff made presentations to more than 1,500 representatives of diverse organizations, both off site and in our own library/learning center. Monthly workshops realized a 30 percent increase in attendance, a series of twelve Meet the Grantmakers programs saw a dramatic 70 percent increase in attendance, and Meet the Author events drew good attendance for a variety of topics.

Thanks to a joint grant from the Y & H Soda and Trio Foundations, twenty representatives of East Bay childhood education agencies were able to participate in the intensive training of our First Steps program. All of the participants reported satisfaction with the program and said they would recommend it to others.

An unusual and popular Center event this year was a Meet the Grantmakers session we hosted during Funding for Arts Month. "Music to My Ears: Rock-and-Roll Foundations" attracted particular attention in San Francisco's artistic community, members of which heard first-hand from representatives of these sometimes small, but actively committed funders of the arts: the Bill Graham, Phish Fans Mockingbird, Grateful Dead Rex, and Deborah and Carlos Santana Milagro Foundations. All of our Meet the Grantmakers programs in 2003 were presented in collaboration with Northern California Grantmakers, whose members contributed to the diverse panels we put together.

Washington, DC

In 2003, more than 13,700 visitors from the large and active nonprofit community in Washington came to our DC library/learning center, and subscribers to the broadcast e-mail newsletter increased nearly 15 percent.

In partnership with the Community Foundation for the National Capital Region, two different groups of nonprofits, one of beginners and the other of more advanced grantseekers — both serving immigrant and refugee communities — participated in our First Steps program.

A Weekend Lending Program was piloted in our Washington library with such successful results that we plan to expand the program to our other locations in 2004. Many library visitors took advantage of the opportunity to borrow from our first-rate collection of books on nonprofit management and fundraising to read over the weekend.

Our presence in the nation's capital continued to benefit policy-makers and federal government staff. We provided library tours, special presentations, and reference assistance to representatives of the Commerce Department, Congressional Black Caucus, and National Institutes of Health, among others, and for staff aides to many members of Congress.



2003 Educational Programs

- Before You Seek a Grant: A Checklist for New Nonprofits
- Evaluating Funding Prospects: Strategies for Finding a Match **NEW**
- Finding Foundation Support for Your Education Foundation Fundraising: An Introductory Course **NEW**
- Foundations Today
- Foundations and Their Role in Philanthropy **NEW**
- Getting Started with *FC Search*
- Getting Started with *Foundation Grants to Individuals Online* **NEW**
- Grantseeking Basics: An Orientation to the Funding Research Process
- Grantseeking Basics for Individuals in the Arts
- Grantseeking on the Web
- Guide to Resources on the Foundation Center's Web Site
- Introduction to Corporate Giving
- Introduction to Funding Research with *The Foundation Directory Online*
- Introduction to Fundraising Planning
- Principios en la búsqueda de fondos **NEW**
- Proposal Budgeting Basics
- Proposal Budgeting Workshop
- Proposal Writing Basics
- Proposal Writing Seminar
- Prospect Research Basics
- Your Board and Fundraising **NEW**

The Foundation Center *Online*

The Foundation Center's Web site serves as the gateway to philanthropy for ever-larger and diverse audiences eager for the most current and comprehensive resources on the field of philanthropy today. This year, 30,000 visitors came to our site daily to search our free databases, acquire grantseeking skills in our Virtual Classroom, and keep current with the latest news and research on philanthropy. To gain access to customized content tailored to their areas of interest and location, more than 47,000 visitors registered at our site in the first year we offered this service.

Philanthropy News Digest

Philanthropy News Digest (PND) plays a vital role in telling the story about the people, organizations, and events that shape the philanthropic sector. With thousands of people accessing PND online for daily news updates and more than 55,000 receiving the weekly e-mail version, it has one of the largest readerships of any philanthropy publication. This year, PND expanded the scope of its news coverage, increasing by 50 percent the number of stories abstracted each week. It now has a searchable archive of more than 6,000 stories dating back to 1995 that offer researchers a unique perspective on developments in philanthropy during a period of exceptional growth and change. Grantmakers contribute to the rich content in PND by providing news announcements about their program initiatives, grant awards, and personnel changes, facilitating the flow of timely information about their work.

My PND offers convenient access to the news that matters most to the 47,000 registered visitors of our site. This personalized version of *Philanthropy News Digest* provides customized links to news stories and related PND features, including Newsmakers interviews,

Foundation Folders

The Foundation Center creates and hosts Web sites for grantmakers at no charge, extending communication of their missions and programs to wider audiences. By the end of 2003, we were hosting 123 grantmaker Web sites. We introduced a Premium Web Hosting Service to help grantmakers increase the visibility and assess the impact of their Web sites, and *Foundation Folder Dispatch*, an e-newsletter for program participants.

The following new Folders were added during the year:

Anderson-Rogers Foundation, Inc.	The Hite Foundation, Inc.
Bicknell Fund	Hoop-A-Paluzza, Inc.
The Birmingham Foundation	Jovid Foundation
Booth Ferris Foundation	The Dolores Zohrab Liebmann Fund
Frank E. Clark Charitable Trust	Theodore Luce Charitable Trust
Cooper Foundation	The Mayer Foundation
The Ira W. DeCamp Foundation	The J. M. and Milbank Foundations
Sarah K. DeCoizart Perpetual Charitable Trust	Anne S. Richardson Fund
Blanche T. Enders Charitable Trust	Salem Health and Wellness Foundation
The Eustace Foundation	Santos Family Foundation
The Regina Frankenberg Foundation	Emma A. Sheafer Charitable Trust
Lisa and Douglas Goldman Fund	The Valentine Perry Snyder Fund
Charles M. & Mary D. Grant Foundation	Stegall Charitable Educational Foundation
Hagedorn Fund	Taconic Foundation, Inc.
The Heckscher Foundation for Children	

Connections items, the NPO Spotlight, and book and Web site reviews, based on users' specified areas of interest.

To augment its news coverage, PND presents fresh commentary to engage readers in topical issues of the day. In 2003, our Newsmakers series featured interviews with twenty leaders in philanthropy, including M. Christine DeVita, president of the Wallace Foundation, on "Trends in Arts Participation" and Martha Lamkin, president and CEO of the Lumina Foundation for Education, on "Working to Expand Access to Higher Education for All Americans." A weekly PND Poll was introduced to take the pulse of readers on a range of nonprofit issues, and two new columns, "The Sustainable Nonprofit" and "Nonprofits by Design," stirred discussion in PND Talk, our interactive message board.

PND offers related publications that address the broad interests of its readers. The *RFP Bulletin* features current foundation requests for proposals and, with nearly 65,000

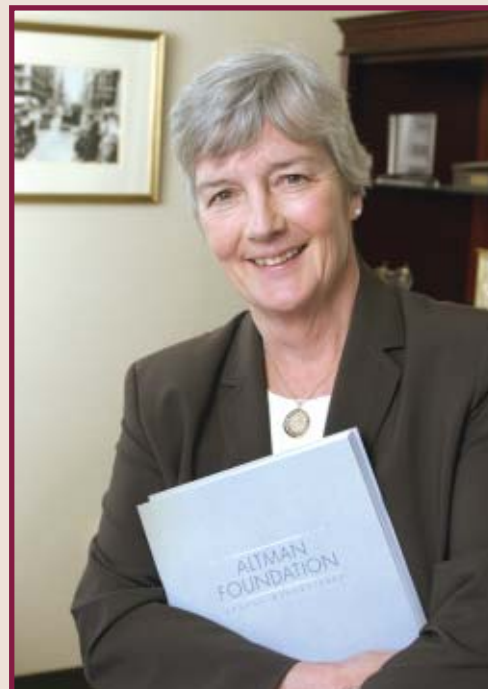
subscribers, is our most popular newsletter. By year end, more than 30,000 subscribers were receiving our *Job Corner Alert*, a weekly summary of nationwide jobs in the nonprofit sector. *Connections* is a new biweekly newsletter that alerts its 9,100 subscribers to new PND content, including interviews, topical threads from our message boards, and conference news. Thousands more access these resources at our Web site.



Launched in conjunction with two of our special focus months in June and October, respectively, *Arts Funding Watch* and *Education Funding Watch* are electronic newsletters that deliver personalized PND content each month to registered site visitors with interests in the arts and education.

For Individual Grantseekers

Several areas of our Web site are organized around essential resources for special audiences. With twenty percent of our registered site visitors seeking grants for their own endeavors, we launched a For Individual Grantseekers area, offering ready access to information and educational tools specific to the needs of artists, students, and academic researchers, among others. Often new to the funding research process, visitors to this area benefit from online tutorials, user aids, answers to frequently asked questions, and ready access to our *Foundation Grants to Individuals Online* database.



Altman Foundation

The Altman Foundation marked its 90th anniversary in October. Endowed by Benjamin Altman, whose B. Altman & Co. department store was a prominent New York City establishment for 110 years, the Foundation has consistently funded the city's nonprofits in the fields of social welfare, health, education, and the arts. Jane B. O'Connell (pictured), president of the Foundation, decided to celebrate this milestone by bringing together its grantees and friends for a program entitled "Taking the Long View: 90 Years of Philanthropy in New York City," followed by a networking reception. Foundation Center staff was privileged to participate, both as a grantee and as the host for the Altman Foundation's Web site, one of 123 that we maintain for grantmakers across the country for free.

"The Center has aided the Altman Foundation in getting our message across to the individuals, families, and communities we serve," Ms. O'Connell explains. "Since 2001, Altman's Foundation Folder has been a major success. More than just a 'template' site, the Center's staff has collaborated with us in shaping our Web site to communicate our programs in a unique way. The site features up-to-date information on the Foundation's guidelines and staff, as well as our fascinating history." Recently, the Altman Foundation decided to upgrade to our Premium Web Hosting Service. The site now features its own domain name and an enhanced package of services, including monthly site usage reports and a secure password-protected area.

The Foundation Folder is just one way the Altman Foundation stays connected to the Foundation Center. The Foundation has been an annual donor to the Center since 1986. Supporting the Center has been a natural fit for Altman, O'Connell explains. "Providing annual support gives the Center the resources to offer timely information on philanthropy here in New York and nationwide. It is a worthwhile contribution and one that also allows us to use the Center's fee-based services at reduced cost." The Altman Foundation looks forward to continuing its partnership with the Foundation Center into its second century.

FOUNDATION CENTER

Cooperating Collections

The Foundation Center's Cooperating Collection network gives those who are not within reach of one of our five library/learning centers in-person access to Center resources and materials. Cooperating Collections are housed in public or academic libraries, community foundations, and other nonprofit agencies. They provide free access to our core collection of print and electronic resources and assistance in using them. Many Collections also present our training programs in their communities.

In 2003, we added eight new Cooperating Collections in under-served areas of the country: Oakland, CA; Bartow, FL; Scottville, MI; Corning, NY; Hazleton, PA; Spearfish, SD; Moab, UT; and Shepherdstown, WV. Center staff visited 59 Cooperating Collections during the year and in most cases presented workshops for the public and for Collection staff on the use of Foundation Center resources. Below is the complete list of all locations.*

Forty-five Collection supervisors came to our Washington, DC, office for our annual Network Days Conference, "Helping Grantseekers Succeed," in October. They attended several of the Center's most popular courses, learned how to plan special events, and enjoyed opportunities to exchange ideas with one another.

Our CCNet extranet Web site and our broadcast e-mails are a valuable means for communicating with our Cooperating Collections, for giving them information and resources, and for helping them connect with one another.

Alabama

BIRMINGHAM PUBLIC LIBRARY
Birmingham

HUNTSVILLE PUBLIC LIBRARY
Huntsville

MOBILE PUBLIC LIBRARY
West Regional Library
Mobile

AUBURN UNIVERSITY AT MONTGOMERY LIBRARY
Montgomery

Alaska

CONSORTIUM LIBRARY
Anchorage

JUNEAU PUBLIC LIBRARY
Juneau

Arizona

FLAGSTAFF CITY-COCONINO COUNTY PUBLIC LIBRARY
Flagstaff

PHOENIX PUBLIC LIBRARY
Phoenix

TUCSON PIMA PUBLIC LIBRARY
Tucson

Arkansas

UNIVERSITY OF ARKANSAS—FT. SMITH
Boreham Library
Ft. Smith

CENTRAL ARKANSAS LIBRARY SYSTEM
Little Rock

California

KERN COUNTY LIBRARY
Bakersfield

HUMBOLDT AREA FOUNDATION
Bayside

VENTURA COUNTY COMMUNITY FOUNDATION
Camarillo

FRESNO REGIONAL FOUNDATION
Fresno

CENTER FOR NONPROFIT MANAGEMENT IN SOUTHERN CALIFORNIA
Los Angeles

LOS ANGELES PUBLIC LIBRARY
Mid Valley Regional Branch
North Hills

EAST BAY RESOURCE CENTER FOR NONPROFIT SUPPORT
Oakland

PHILANTHROPY RESOURCE CENTER
Pasadena

CENTER FOR NONPROFIT RESOURCES
Redding

RICHMOND PUBLIC LIBRARY
Richmond

RIVERSIDE CITY PUBLIC LIBRARY
Riverside

NONPROFIT RESOURCE CENTER
Sacramento

SAN DIEGO FOUNDATION
San Diego

NONPROFIT DEVELOPMENT LIBRARY
San Jose

PENINSULA COMMUNITY FOUNDATION
San Mateo

LOS ANGELES PUBLIC LIBRARY
San Pedro Regional Branch
San Pedro

VOLUNTEER CENTER OF GREATER ORANGE COUNTY
Santa Ana

SANTA BARBARA PUBLIC LIBRARY
Santa Barbara

SANTA MONICA PUBLIC LIBRARY
Santa Monica

SONOMA COUNTY LIBRARY
Santa Rosa

SEASIDE BRANCH LIBRARY
Seaside

SIERRA NONPROFIT SUPPORT CENTER
Sonora

Colorado

PENROSE LIBRARY
Colorado Springs

DENVER PUBLIC LIBRARY
Denver

Connecticut

DANBURY PUBLIC LIBRARY
Danbury

GREENWICH LIBRARY
Greenwich

HARTFORD PUBLIC LIBRARY
Hartford

NEW HAVEN FREE PUBLIC LIBRARY
New Haven

Delaware

UNIVERSITY OF DELAWARE
Hugh Morris Library
Newark

Florida

BARTOW PUBLIC LIBRARY
Bartow

VOLUSIA COUNTY LIBRARY CENTER
Daytona Beach

NOVA SOUTHEASTERN UNIVERSITY
Library, Research and Information Technology Center
Fort Lauderdale

INDIAN RIVER COMMUNITY COLLEGE
Learning Resources Center
Fort Pierce

JACKSONVILLE PUBLIC LIBRARIES
Jacksonville

MIAMI-DADE PUBLIC LIBRARY
Miami

ORANGE COUNTY LIBRARY SYSTEM
Orlando

SELBY PUBLIC LIBRARY
Sarasota

STATE LIBRARY OF FLORIDA
Tallahassee

HILLSBOROUGH COUNTY PUBLIC LIBRARY COOPERATIVE
Tampa

COMMUNITY FOUNDATION OF PALM BEACH & MARTIN COUNTIES
West Palm Beach

Georgia

HALL COUNTY LIBRARY SYSTEM
Gainesville

WASHINGTON MEMORIAL LIBRARY
Macon

THOMAS COUNTY PUBLIC LIBRARY
Thomasville

Hawaii

UNIVERSITY OF HAWAII
Hamilton Library
Honolulu

Idaho

BOISE PUBLIC LIBRARY
Boise

CALDWELL PUBLIC LIBRARY
Caldwell

Illinois

DONORS FORUM OF CHICAGO
Chicago

EVANSTON PUBLIC LIBRARY
Evanston

ROCK ISLAND PUBLIC LIBRARY
Rock Island

UNIVERSITY OF ILLINOIS AT SPRINGFIELD
Brookens Library
Springfield

Indiana

EVANSVILLE-VANDERBURGH PUBLIC LIBRARY
Evansville

ALLEN COUNTY PUBLIC LIBRARY
Ft. Wayne

INDIANAPOLIS-MARION COUNTY PUBLIC LIBRARY
Indianapolis

VIGO COUNTY PUBLIC LIBRARY
Terre Haute

Iowa

CEDAR RAPIDS PUBLIC LIBRARY
Cedar Rapids

SOUTHWESTERN COMMUNITY COLLEGE
Learning Resource Center
Creston

DES MOINES PUBLIC LIBRARY
Des Moines

SIoux CITY PUBLIC LIBRARY
Sioux City

Kansas

PIONEER MEMORIAL LIBRARY
Colby

DODGE CITY PUBLIC LIBRARY
Dodge City

KEARNY COUNTY LIBRARY
Lakin

SALINA PUBLIC LIBRARY
Salina

TOPEKA AND SHAWNEE COUNTY PUBLIC LIBRARY
Topeka

WICHITA PUBLIC LIBRARY
Wichita

Kentucky

WESTERN KENTUCKY UNIVERSITY
Helm-Cravens Library
Bowling Green

LEXINGTON PUBLIC LIBRARY
Lexington

LOUISVILLE FREE PUBLIC LIBRARY
Louisville

Louisiana

EAST BATON ROUGE PARISH LIBRARY
Baton Rouge

BEAUREGARD PARISH LIBRARY
DeRidder

OUACHITA PARISH PUBLIC LIBRARY
Monroe

NEW ORLEANS PUBLIC LIBRARY
New Orleans

SHREVE MEMORIAL LIBRARY
Shreveport

Maine

UNIVERSITY OF SOUTHERN MAINE LIBRARY
Maine Philanthropy Center
Portland

Maryland

ENOCH PRATT FREE LIBRARY
Baltimore

Massachusetts

ASSOCIATED GRANT MAKERS
Boston

BOSTON PUBLIC LIBRARY
Boston

WESTERN MASSACHUSETTS FUNDING RESOURCE CENTER
Springfield

WORCESTER PUBLIC LIBRARY
Worcester

Michigan

ALPENA COUNTY LIBRARY
Alpena

UNIVERSITY OF MICHIGAN—ANN ARBOR Graduate Library
Ann Arbor

WILLARD PUBLIC LIBRARY
Battle Creek

HENRY FORD CENTENNIAL LIBRARY
Dearborn

WAYNE STATE UNIVERSITY
Purdy/Kresge Library
Detroit

MICHIGAN STATE UNIVERSITY LIBRARIES
Funding Center
East Lansing

FARMINGTON COMMUNITY LIBRARY
Farmington Hills

UNIVERSITY OF MICHIGAN—FLINT
Frances Willson Thompson Library
Flint

GRAND RAPIDS PUBLIC LIBRARY
Grand Rapids

WEST SHORE COMMUNITY COLLEGE
Library
Scottville

TRAVERSE AREA DISTRICT LIBRARY
Traverse City

Minnesota

BRAINERD PUBLIC LIBRARY
Brainerd

From one of our first Cooperating Collections...

JIM LUTTON, CARNEGIE LIBRARY OF PITTSBURGH, PA

The Foundation Center at our library is a dynamic resource center serving the grantseeking and nonprofit communities in southwestern Pennsylvania. Our free newsletter, *Charitable Reminders*, currently available in both print and electronic format, is sent to more than 4,000 local nonprofits and features



Dorothy Kabakeris, senior staff librarian; Jim Lutton, manager; and Christi Miller, part-time library assistant.

workshops and seminars offered by our staff, top consultants, and other technical assistance providers in the area. In 2003, we sponsored 87 programs, covering fundraising, proposal writing, media relations, and board issues, with a total attendance of 1,079. We maintain a Nonprofit Technical Assistance Directory with over ninety local consultants listed. Our one-on-one guidance to nonprofits searching our specialized databases, coupled with a circulating core collection of key nonprofit materials, help make us a unique entity in Pittsburgh. As a prominent local nonprofit leader recently said, "The Foundation Center at the Carnegie Library and its employees are truly a priceless asset for Pittsburgh."

DULUTH PUBLIC LIBRARY
Duluth

SOUTHWEST STATE UNIVERSITY LIBRARY
Marshall

MINNEAPOLIS PUBLIC LIBRARY
Minneapolis

ROCHESTER PUBLIC LIBRARY
Rochester

ST. PAUL PUBLIC LIBRARY
St. Paul

Mississippi

LIBRARY OF HATTIESBURG, PETAL AND FORREST COUNTY
Hattiesburg

JACKSON/HINDS LIBRARY SYSTEM
Jackson

Missouri

UNIVERSITY OF MISSOURI—KANSAS CITY Council on Philanthropy
Kansas City

KANSAS CITY PUBLIC LIBRARY
Kansas City

ST. LOUIS PUBLIC LIBRARY
St. Louis

SPRINGFIELD-GREENE COUNTY LIBRARY
Springfield

Montana

MONTANA STATE UNIVERSITY—BILLINGS Library—Special Collections
Billings

BOZEMAN PUBLIC LIBRARY
Bozeman

Off to a running start, this new Cooperating Collection supervisor says...

EVE TALLMAN, GRAND COUNTY PUBLIC LIBRARY, MOAB, UT

It has been less than a year since we launched a Foundation Center Cooperating Collection in this community in southeastern Utah, but the service is so popular that there is a perpetual queue for our introductory workshops. More than sixty people have been trained so far, including, for example, fundraisers for hospital construction, hospice programs, and garden projects; individual filmmakers; and folklorists. The Four Corners area is sparsely populated and in great need of "outside funding," and the Foundation Center resources and instructional materials have elevated fundraising sophistication to a whole new level here. Not only are the unique projects of America's Canyonlands becoming visible on a national scale, but also local entities are joining together in collaborative efforts.



Sara Bowman, a library visitor, makes use of the voice-activated software on the library's assistive technology workstation.

Foundation Center Cooperating Collections

New York

NEW YORK STATE LIBRARY
Albany

BROOKLYN PUBLIC LIBRARY
Brooklyn

BUFFALO & ERIE COUNTY PUBLIC LIBRARY
Buffalo

SOUTHEAST STEUBEN COUNTY LIBRARY
Corning

HUNTINGTON PUBLIC LIBRARY
Huntington

QUEENS BOROUGH PUBLIC LIBRARY
Jamaica

LEVITTOWN PUBLIC LIBRARY
Levittown

ADRIANCE MEMORIAL LIBRARY
Poughkeepsie

RIVERHEAD FREE LIBRARY
Riverhead

ROCHESTER PUBLIC LIBRARY
Rochester

ONONDAGA COUNTY PUBLIC LIBRARY
Syracuse

UTICA PUBLIC LIBRARY
Utica

WHITE PLAINS PUBLIC LIBRARY
White Plains

YONKERS PUBLIC LIBRARY
Yonkers

North Carolina

PACK MEMORIAL LIBRARY
Asheville

THE DUKE ENDOWMENT
Charlotte

DURHAM COUNTY PUBLIC LIBRARY
Durham

FORSYTH COUNTY PUBLIC LIBRARY
Winston-Salem

North Dakota

BISMARCK PUBLIC LIBRARY
Bismarck

FARGO PUBLIC LIBRARY
Fargo

MINOT PUBLIC LIBRARY
Minot

Ohio

STARK COUNTY DISTRICT LIBRARY
Canton

PUBLIC LIBRARY OF CINCINNATI & HAMILTON COUNTY
Cincinnati

COLUMBUS METROPOLITAN LIBRARY
Columbus

DAYTON METRO LIBRARY
Dayton

MANSFIELD/RICHLAND COUNTY PUBLIC LIBRARY
Mansfield

PORTSMOUTH PUBLIC LIBRARY
Portsmouth

TOLEDO-LUCAS COUNTY PUBLIC LIBRARY
Toledo

PUBLIC LIBRARY OF YOUNGSTOWN & MAHONING COUNTY
Youngstown

Oklahoma

OKLAHOMA CITY UNIVERSITY
Dulaney Browne Library
Oklahoma City

TULSA CITY-COUNTY LIBRARY
Tulsa

Oregon

OREGON INSTITUTE OF TECHNOLOGY LIBRARY
Klamath Falls

MONTANA STATE LIBRARY
Helena

LIBBY PUBLIC LIBRARY
Libby

UNIVERSITY OF MONTANA
Mansfield Library
Missoula

Nebraska

UNIVERSITY OF NEBRASKA—LINCOLN
University Libraries
Lincoln

OMAHA PUBLIC LIBRARY
Omaha

Nevada

GREAT BASIN COLLEGE LIBRARY
Elko

CLARK COUNTY LIBRARY
Las Vegas

WASHOE COUNTY LIBRARY
Reno

New Hampshire

CONCORD PUBLIC LIBRARY
Concord

PLYMOUTH STATE COLLEGE
Herbert H. Lamson Library
Plymouth

New Jersey

CUMBERLAND COUNTY LIBRARY
Bridgeton

FREE PUBLIC LIBRARY OF ELIZABETH
Elizabeth

NEWARK ENTERPRISE COMMUNITY RESOURCE DEVELOPMENT CENTER
Newark

COUNTY COLLEGE OF MORRIS
Learning Resource Center
Randolph

NEW JERSEY STATE LIBRARY
Trenton

New Mexico

ALBUQUERQUE/BERNALILLO COUNTY LIBRARY SYSTEM
Albuquerque

NEW MEXICO STATE LIBRARY
Santa Fe

A veteran university Cooperating Collection supervisor writes...



Elizabeth Breed, Collection supervisor.

ELIZABETH BREED, UNIVERSITY OF WISCONSIN-MADISON, WI

Working with the Cooperating Collection has been the highlight of my library career, and I now spend about 100 percent of my working day with some aspect of the Collection.

Since we are located at a university, I am especially fortunate to work with all types of population groups on and off the University of Wisconsin-Madison campus and in an especially active (and activist!) nonprofit community, being in the Wisconsin state capital city. This past year, as usual, we held thirty workshops, seminars, and presentations for nonprofit organizations, university clientele, and local conferences on such topics as finding foundation funding, grants for individuals, funding databases, grantseeking on the Web, and funding for international students. Our audiences range from a host of community nonprofits to student organizations; university clientele composed of students, visiting scholars, and research faculty; and university classes that teach fundraising, such as those in the UW School of Business and the School of Social Work. It is especially exciting to be a part of the education of fundraising professionals-to-be.

SOUTHERN OREGON
UNIVERSITY
Pacific Non-Profit Network
Medford

MULTNOMAH COUNTY
LIBRARY
Portland

OREGON STATE LIBRARY
Salem

Pennsylvania

NORTHAMPTON
COMMUNITY COLLEGE
Paul and Harriett Mack
Library
Bethlehem

ERIE COUNTY LIBRARY
SYSTEM
Erie

DAUPHIN COUNTY
LIBRARY SYSTEM
Harrisburg

HAZLETON AREA PUBLIC
LIBRARY
Hazleton

LANCASTER COUNTY
LIBRARY
Lancaster

FREE LIBRARY OF
PHILADELPHIA
Philadelphia

CARNEGIE LIBRARY OF
PITTSBURGH
Pittsburgh

POCONO NORTHEAST
DEVELOPMENT FUND
James Pettinger Memorial
Library
Pittston

READING PUBLIC
LIBRARY
Reading

JAMES V. BROWN
LIBRARY
Williamsport

MARTIN LIBRARY
York

Rhode Island

PROVIDENCE PUBLIC
LIBRARY
Providence

South Carolina

ANDERSON COUNTY
LIBRARY
Anderson

CHARLESTON COUNTY
LIBRARY
Charleston

SOUTH CAROLINA STATE
LIBRARY
Columbia

COMMUNITY
FOUNDATION OF
GREATER GREENVILLE
Greenville

South Dakota

DAKOTA STATE
UNIVERSITY
Nonprofit Management
Institute
Madison

SOUTH DAKOTA STATE
LIBRARY
Pierre

BLACK HILLS STATE
UNIVERSITY
E.Y. Berry Library-Learning
Center
Spearfish

Tennessee

UNITED WAY OF GREATER
CHATTANOOGA
Chattanooga

KNOX COUNTY PUBLIC
LIBRARY
Knoxville

MEMPHIS & SHELBY
COUNTY PUBLIC LIBRARY
Memphis

NASHVILLE PUBLIC
LIBRARY
Nashville

Texas

AMARILLO AREA
FOUNDATION
Amarillo

HOGG FOUNDATION FOR
MENTAL HEALTH
Austin

BEAUMONT PUBLIC
LIBRARY
Beaumont

CORPUS CHRISTI PUBLIC
LIBRARY
Corpus Christi

DALLAS PUBLIC LIBRARY
Dallas

SOUTHWEST BORDER
NONPROFIT RESOURCE
CENTER
Edinburgh

UNIVERSITY OF TEXAS AT
EL PASO
Community Non-Profit
Grant Library
El Paso

FUNDING INFORMATION
CENTER OF FORT WORTH
Ft. Worth

HOUSTON PUBLIC
LIBRARY
Houston

LAREDO PUBLIC LIBRARY
Laredo

LONGVIEW PUBLIC
LIBRARY
Longview

LUBBOCK AREA
FOUNDATION, INC.
Lubbock

NONPROFIT RESOURCE
CENTER OF TEXAS
San Antonio

WACO-McLENNAN
COUNTY LIBRARY
Waco

NONPROFIT
MANAGEMENT CENTER
OF WICHITA FALLS
Wichita Falls

Utah

GRAND COUNTY PUBLIC
LIBRARY
Moab

SALT LAKE CITY PUBLIC
LIBRARY
Salt Lake City

Vermont

ILSLEY PUBLIC LIBRARY
Middlebury

VERMONT DEPT. OF
LIBRARIES
Montpelier

Virginia

WASHINGTON COUNTY
PUBLIC LIBRARY
Abingdon

HAMPTON PUBLIC
LIBRARY
Hampton

RICHMOND PUBLIC
LIBRARY
Richmond

ROANOKE CITY PUBLIC
LIBRARY SYSTEM
Roanoke

Washington

MID-COLUMBIA LIBRARY
Kennewick

KING COUNTY LIBRARY
SYSTEM
Redmond Regional Library
Redmond

SEATTLE PUBLIC
LIBRARY
Seattle

SPOKANE PUBLIC
LIBRARY
Spokane

UNIVERSITY OF
WASHINGTON—
TACOMA
Library
Tacoma

WENATCHEE VALLEY
COLLEGE
John A. Brown Library
Wenatchee

West Virginia

KANAWHA COUNTY
PUBLIC LIBRARY
Charleston

A new Collection supervisor shares the following...

MARILYN HOLBACH, MINOT
PUBLIC LIBRARY, ND



Our library has housed a Foundation Center Cooperating Collection since 2001. The Foundation Center materials — and especially *FC Search* — have opened up many possibilities for the nonprofit community in our service area of northwestern North Dakota and northeastern Montana. We're promoting the Collection across the area. Recently we made a poster on the Foundation Center's many resources in our library and took it to our booths at the North Dakota Association of Nonprofit Organizations Convention and the Tech Expo held in Minot. Since then, more people than ever have been using the Collection and attending the workshops. We even had a group attend a January workshop when the temperature was 29 degrees below zero. That's dedication! One community leader, Terri Aldrich, executive director of the Minot Area Council of the Arts says, "Foundation Center materials are such a wonderful resource for the community and our organizations. The Collection has helped us increase our funding for Arts in the Parks and Arts in the Schools by thousands of dollars."

Terri Aldrich from Minot Area Council of the Arts with Marilyn Holbach, Collection supervisor.

SHEPHERD COLLEGE
Ruth A. Scarborough
Library
Shepherdstown

Wisconsin

UNIVERSITY OF
WISCONSIN—MADISON
Memorial Library
Madison

MARQUETTE UNIVERSITY
Raynor Library
Milwaukee

UNIVERSITY OF
WISCONSIN—STEVENS
POINT
Main Library
Stevens Point

Wyoming

CASPER COLLEGE
Goodstein Foundation
Library
Casper

LARAMIE COUNTY
COMMUNITY COLLEGE
Instructional Resource
Center
Cheyenne

CAMPBELL COUNTY
PUBLIC LIBRARY
Gillette

TETON COUNTY LIBRARY
Jackson

SHERIDAN COUNTY
FULMER PUBLIC LIBRARY
Sheridan

Puerto Rico

UNIVERSIDAD DEL
SAGRADO CORAZON
M.M.T. Guevara Library
Santurce

Donors

Basic Support

Independent Foundations

The Abell Foundation
Louis and Anne Abrons Foundation, Inc.
Daniele Agostino Foundation
The Ahmanson Foundation
Altman Foundation
Hugh J. Andersen Foundation
John W. Anderson Foundation
Animal Welfare Trust
The Arca Foundation
Atherton Family Foundation
Lily Auchincloss Foundation, Inc.
The AVI CHAI Foundation
Axe-Houghton Foundation
The Helen Bader Foundation
The Barra Foundation, Inc.
The Bay Foundation
Claude Worthington Benedum Foundation
Benwood Foundation, Inc.
The Frank Stanley Beveridge Foundation, Inc.
The Mary Duke Biddle Foundation

This is a wonderful place. It's so organized and makes the grantseeking process less intimidating.

GRANTSEEKING BASICS FOR INDIVIDUALS IN THE ARTS ATTENDEE (NEW YORK)

Blandin Foundation
The Arthur M. Blank Family Foundation
The Morton K. and Jane Blaustein Foundation, Inc.*
The Blowitz-Ridgeway Foundation
Booth Ferris Foundation
The Mary Owen Borden Memorial Foundation
The Robert Bowne Foundation, Inc.
The Lynde and Harry Bradley Foundation
The Andrea and Charles Bronfman Philanthropies
The Brown Foundation, Inc.

The Bullitt Foundation, Inc.
Florence V. Burden Foundation
The Burroughs Wellcome Fund
The Bush Foundation
The Bydale Foundation
The Louis Calder Foundation
The California Endowment
The California Wellness Foundation
Callaway Foundation, Inc.
The Cannon Foundation, Inc.
Amon G. Carter Foundation
The Annie E. Casey Foundation, Inc.
The Ceres Foundation
The Champlin Foundations
The Charlepeg Foundation, Inc.
Ben B. Cheney Foundation
The Edna McConnell Clark Foundation
Robert Sterling Clark Foundation, Inc.
Cooper Foundation
The Cowles Charitable Trust
Bruce L. Crary Foundation, Inc.
The Daphne Seybolt Culpeper Memorial Foundation, Inc.
The Nathan Cummings Foundation
Dorothy U. Dalton Foundation, Inc.
The Dammann Fund, Inc.
The Dana Foundation
Ken W. Davis Foundation
Doris and Victor Day Foundation, Inc.
Deer Creek Foundation
The Gladys Krieble Delmas Foundation
Cleveland H. Dodge Foundation, Inc.
Dodge Jones Foundation
William H. Donner Foundation, Inc.
The Dorr Foundation
The Max and Victoria Dreyfus Foundation, Inc.
Doris Duke Charitable Foundation
The Duke Endowment
Dyer-Ives Foundation

Thanks again for *Guide to Winning Proposals*, an outstanding resource for grantmakers as well as grantseekers. You have much to be proud of.

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The Board of Trustees, The Foundation Center:

We have audited the accompanying balance sheets of The Foundation Center (the Center) as of December 31, 2003 and 2002, and the related statements of changes in unrestricted net assets, changes in net assets, and cash flows for the years then ended. These financial statements are the responsibility of the Center's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of The Foundation Center as of December 31, 2003 and 2002, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

March 26, 2004

New York, New York

KPMG LLP

Balance Sheets December 31, 2003 and 2002

Assets	2003	2002
Cash	\$ 123,409	101,342
Contributions and accounts receivable, net of allowance for doubtful accounts (note 2)	2,224,126	2,729,102
Publications inventory	197,035	136,301
Investments (note 3)	11,252,100	9,945,752
Furniture, equipment, and leasehold improvements, at cost, less accumulated depreciation and amortization of \$5,481,873 and \$4,689,265 in 2003 and 2002, respectively	3,262,413	3,856,164
Other assets	98,047	119,116
Total assets	\$17,157,130	16,887,777
Liabilities and Net Assets		
Liabilities:		
Accounts payable and accrued expenses	\$ 978,367	1,033,795
Deferred revenue	2,109,853	1,701,059
Accumulated postretirement benefit obligation (note 4)	944,309	805,821
Total liabilities	4,032,529	3,540,675
Commitments (note 8)		
Net assets:		
Unrestricted:		
Undesignated	204,829	191,990
Board-designated for long-term investment (note 5)	5,402,954	4,602,954
Investment in furniture, equipment, and leasehold improvements	3,262,413	3,856,164
Total unrestricted	8,870,196	8,651,108
Temporarily restricted (note 6)	2,640,405	3,081,994
Permanently restricted:		
General purposes	1,000,000	1,000,000
Library acquisitions	150,000	150,000
Public education	464,000	464,000
Total permanently restricted	1,614,000	1,614,000
Total net assets	13,124,601	13,347,102
Total liabilities and net assets	\$17,157,130	16,887,777

See accompanying notes to financial statements.

Statements of Changes in Unrestricted Net Assets

Years ended December 31, 2003 and 2002

	Operating	Nonoperating	Total	
			2003	2002
Revenues and gains (losses):				
Foundation and corporate contributions	\$ 2,195,794	—	2,195,794	2,317,208
Publication revenues	7,773,537	—	7,773,537	7,176,881
Program service fees	1,719,893	—	1,719,893	1,874,396
Investment return (note 3)	394,770	753,471	1,148,241	(1,203,291)
Net assets released from restrictions	3,331,398	108,963	3,440,361	3,526,597
Total revenues and gains (losses)	15,415,392	862,434	16,277,826	13,691,791
Expenses and losses:				
Program services:				
Data collection and publications	6,911,828	329,072	7,240,900	7,148,591
Library/learning centers and other public services	3,743,358	208,268	3,951,626	3,981,092
Research and other programs	814,727	44,256	858,983	803,088
Total program services	11,469,913	581,596	12,051,509	11,932,771
Supporting services:				
Management and general	3,311,933	181,703	3,493,636	3,130,079
Fund-raising	479,592	32,677	512,269	475,009
Total supporting services	3,791,525	214,380	4,005,905	3,605,088
Loss on disposal of furniture, equipment, and leasehold improvements	—	1,324	1,324	2,004
Total expenses and losses	15,261,438	797,300	16,058,738	15,539,863
Acquisition of furniture, equipment, and leasehold improvements from operations	(94,586)	94,586	—	—
Increase (decrease) in unrestricted net assets	\$ 59,368	159,720	219,088	(1,848,072)

Statements of Changes in Net Assets

Years ended December 31, 2003 and 2002

	2003	2002
Increase (decrease) in unrestricted net assets	\$ 219,088	(1,848,072)
Changes in temporarily restricted net assets:		
Foundation and corporate contributions	2,981,972	3,308,731
Investment income	16,800	17,323
Net assets released from restrictions:		
For operating activities	(3,331,398)	(3,445,428)
For capital purposes	(108,963)	(81,169)
Decrease in temporarily restricted net assets	(441,589)	(200,543)
Decrease in net assets	(222,501)	(2,048,615)
Net assets at beginning of year	13,347,102	15,395,717
Net assets at end of year	\$13,124,601	13,347,102

See accompanying notes to financial statements.

Statements of Cash Flows

Years ended December 31, 2003 and 2002

	2003	2002
Cash flows from operating activities:		
Decrease in net assets	\$ (222,501)	(2,048,615)
Adjustments to reconcile decrease in net assets to net cash provided by operating activities:		
Depreciation and amortization	795,976	804,152
Loss on disposal of furniture, equipment, and leasehold improvements	1,324	2,004
Net (appreciation) depreciation in fair value of investments	(916,241)	1,408,275
Changes in operating assets and liabilities, net:		
Decrease (increase) in contributions and accounts receivable	504,976	(41,851)
(Increase) decrease in publications inventory	(60,734)	42,416
Decrease (increase) in other assets	21,069	(32,844)
Decrease in accounts payable and accrued expenses	(55,428)	(5,784)
Increase in deferred revenue	408,794	465,339
Increase in accumulated postretirement benefit obligation	138,488	110,767
Net cash provided by operating activities	615,723	703,859
Cash flows from investing activities:		
Purchase of investments	(21,744,478)	(9,159,590)
Proceeds from sale of investments	21,354,371	8,777,597
Acquisition of furniture, equipment, and leasehold improvements	(203,549)	(310,099)
Net cash used in investing activities	(593,656)	(692,092)
Net increase in cash	22,067	11,767
Cash at beginning of year	101,342	89,575
Cash at end of year	\$ 123,409	101,342

See accompanying notes to financial statements.

Notes to Financial Statements

December 31, 2003 and 2002

(1) Organization and Summary of Significant Accounting Policies

Organization

The Foundation Center (the Center) is a not-for-profit organization exempt from U.S. Federal income taxes under Section 501(c)(3) of the Internal Revenue Code and has been designated as an organization which is not a private foundation. The Center's mission is to strengthen the nonprofit sector by advancing knowledge about U.S. philanthropy. The Center achieves this mission by collecting, organizing, and communicating information on U.S. philanthropy, conducting and facilitating research on trends in the field, providing education and training on the grantseeking process, and ensuring public access to information and services through its Web site, print and electronic publications, five library/learning centers, and a national network of Cooperating Collections. Its audience includes grantseekers, grantmakers, researchers, policymakers, the media, and the general public.

Summary of Significant Accounting Policies

(a) Basis of Presentation

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

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

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

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

Revenues are reported as increases in unrestricted net assets unless their use is limited by donor-imposed restrictions. Expenses are reported as decreases in unrestricted net assets. Gains and losses on investments and other assets or liabilities are reported as increases or decreases in unrestricted net assets unless their use is restricted by explicit donor stipulation or by law.

Expirations of temporary restrictions on net assets (i.e., the donor-stipulated purpose has been fulfilled and/or the stipulated time period has elapsed) are reported as net assets released from restrictions.

(b) Contributions

Contributions, which include unconditional promises to give, are recognized as revenues in the period received.

(c) Other Matters

Cash and cash equivalents managed for long-term investment purposes are included in investments.

Publications inventory is stated at the lower of direct production cost (first-in, first-out) or market.

Revenue is recognized during the fiscal year in which the service relates. Deferred revenue primarily includes annual subscriptions paid in advance of the period to which it relates.

Authorship costs are recorded as program expenses in the year incurred.

Depreciation and amortization are provided on a straight-line basis over a ten-year estimated useful life for furniture and equipment, over a five-year estimated useful life for electronic equipment, and over the shorter of the remaining term of the lease or useful life for leasehold improvements.

Total investment return (loss) net of the amount appropriated for operations, net assets released from restrictions for capital purposes, depreciation and amortization expense, and other gains or losses are reported as nonoperating activities in the current year statement of changes in unrestricted net assets.

Accounting estimates are an integral part of the financial statements prepared by management and are based upon management's current judgments. Actual results could differ from those estimates.

Certain 2002 amounts have been reclassified to conform with the 2003 presentation.

Other significant accounting policies are set forth in the financial statements and the following notes.

(2) Contributions and Accounts Receivable

Contributions and accounts receivable are scheduled to be collected as follows at December 31, 2003 and 2002:

	2003	2002
Less than one year	\$1,757,501	1,825,102
One to five years	466,625	904,000
	<u>\$2,224,126</u>	<u>2,729,102</u>

(3) Investments

Investments are carried at fair value based upon quoted market prices. Investments at December 31, 2003 and 2002 consist of the following:

	2003		2002	
	Cost	Fair Value	Cost	Fair Value
Cash equivalents	\$ 3,979,145	3,979,145	3,538,257	3,538,257
Bonds and notes	2,230,884	2,166,658	2,192,218	2,287,645
Common and preferred stocks	5,068,403	5,106,297	4,679,917	4,119,850
	<u>\$11,278,432</u>	<u>11,252,100</u>	<u>10,410,392</u>	<u>9,945,752</u>

The board of trustees has approved an annual spending rate of up to 4.5% of the average market value of the investments managed by the investment manager at the end of the three preceding years. The components of investment return (loss) for the years ended December 31, 2003 and 2002 are as follows:

	2003	2002
Interest and dividends	\$ 248,800	222,307
Net appreciation (depreciation)	916,241	(1,408,275)
Total investment return (loss)	1,165,041	(1,185,968)
Less investment return appropriated under spending policy, including temporarily restricted amount of \$16,800 and \$17,323 in 2003 and 2002, respectively	411,570	222,307
Investment return (loss) reported as nonoperating	\$ 753,471	(1,408,275)

(4) Postretirement Health Care Benefits

The Center sponsors an unfunded postretirement health care plan that covers all employees who meet certain eligibility requirements. The following table provides information with respect to the plan as of and for the years ended December 31, 2003 and 2002:

	2003	2002
Benefit obligation at December 31	\$ 1,271,592	979,831
Unrecognized loss	327,283	174,010
Accrued benefit liability recognized in the balance sheets	\$ 944,309	805,821
Net periodic benefit cost	\$ 154,207	126,486
Employer contributions	\$ 15,234	15,719
Benefits paid	\$ 15,234	15,719

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

	2003	2002
Weighted average discount rate as of December 31	6.25%	6.75%
Medical trend rates (applied to net incurred claims)	9.5% during the year 2003 (and 10% in 2002) decreasing to 9% during the year 2004 grading to 5.5% by 2011.	

In 2003, President Bush signed into law the Medicare Prescription Drug, Improvement and Modernization Act of 2003. The Act expands Medicare, primarily by adding a prescription drug benefit for Medicare-eligible starting in 2006. The Act provides employers currently sponsoring prescription drug programs for Medicare-eligible with a range of options for coordinating with the new government-sponsored program to potentially reduce program cost.

Pursuant to guidance from the Financial Accounting Standards Board under FSP FAS 106-1, the Center has chosen to defer recognition of the potential effects of the Act in these 2003 disclosures. Therefore, the retiree health obligations and

costs reported in these financial statements do not yet reflect any potential impact of the Act. Specific authoritative guidance on the accounting for the government subsidy is pending and that guidance, when issued, could require the Center to change previously reported information.

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

The board of trustees has designated certain amounts for long-term investment. In 2003, an additional \$800,000 was designated. A reduction of \$1,300,000 was authorized in 2002.

(6) Temporarily Restricted Net Assets

Temporarily restricted net assets were available for the following purposes or for future periods at December 31, 2003 and 2002:

	2003	2002
Data collection and publications	\$ 655,966	300,000
Library/learning centers and other public services	841,168	1,009,257
Other programs	111,971	238,554
Future periods	1,031,300	1,534,183
Total	\$2,640,405	3,081,994

(7) Pension Plan

The Center has a noncontributory, defined contribution group annuity pension plan, which provides for the option of voluntary employee contributions and covers all employees who meet minimum age and service requirements. Pension costs are funded when accrued, and benefits vest on contribution to the plan. Total cost of the plan for the years ended December 31, 2003 and 2002 amounted to approximately \$721,000 and \$631,000, respectively.

(8) Lease Commitments

The Center occupies office facilities in New York City, Washington, D.C., Cleveland, San Francisco, and Atlanta under various lease agreements. Future minimum annual rental payments under the lease agreements are as follows:

Year ending December 31	Amount
2004	\$1,147,607
2005	1,143,528
2006	1,195,257
2007	1,200,909
2008	823,270
Thereafter	591,094
	\$6,101,665

In connection with the New York lease, the Center maintained a letter of credit in the amount of \$200,000 and \$400,000 as of December 31, 2003 and 2002, respectively. Rent expense was approximately \$1,419,000 and \$1,369,000 in 2003 and 2002, respectively.

Credits

Design

Apicella Design

Photography

Steve Hockstein, Harvard Studio, except as noted below

9/11 roundtable (p. 7): Paule Rogol

Melissa Brown (p. 7): Tom Strickland

First Steps and Next Steps (p. 8): Erin Dey

Fiscal sponsorship panel (p. 10):

Michael Rogol

Carol Breeding (p. 11): Stanley Leary

Moab, UT, Cooperating Collection (p. 18):

Lisa Church

Madison, WI, Cooperating Collection (p. 18):

Nikki Busch

Minot, ND, Cooperating Collection (p. 19):

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