



# Women & Philanthropy

**BOLDLY SHAPING A BETTER WORLD**

SONDRA SHAW-HARDY  
MARTHA A TAYLOR

with BL

HWARTZ

*Foreword by Debra Mesch and Andrea Pactor*

WOMEN'S PHILANTHROPY INSTITUTE

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"Thanks in large part to the lessons in this book, the success of United Way Women's Leadership Councils is beyond our expectations. Yours could be, too. Start by reading this book!"

—Linda Paulson, director of strategic markets,  
United Way Worldwide, New York, New York

"Anyone involved with donor education will benefit from this wise, clear, story-filled book. *Women and Philanthropy* shows step-by-step how to design programs that will nurture women from their first tentative gifts into their full philanthropic leadership."

—Anne and Christopher Ellinger, founders, Bolder Giving  
in Extraordinary Times and *More Than Money Journal*,  
Boston, Massachusetts

"A great resource for the women's funding movement, this book demystifies women's giving."

—Jacki Zehner, former Goldman Sachs Partner; vice-chair,  
The Women's Funding Network, New York, New York

"When it comes to advancing women's philanthropy and giving circles, there are few other leaders who match the passion and knowledge of these authors. I recommend this book to everyone who cares about raising more money while addressing important transformational changes in our society."

—Tracy Gary, philanthropist, nonprofit entrepreneur, and legacy mentor; and author of *Inspired Philanthropy*, Houston, Texas

"Real experts in the field share their energetic, imaginative look at the force women have become in philanthropy. The authors provide many excellent workshop pages set up for duplication and use with staff, trustees, donors, or students. *Women and Philanthropy* is a book I will use all the time."

—Claire Gaudiani, former president, Connecticut College; author,  
*The Greater Good: How Philanthropy Drives the American Economy and Can Save Capitalism*, New York, New York

"*Women and Philanthropy* provides a thoughtful and comprehensive donor education curriculum that will be a valuable tool for organizations and individual advisors to empower female donors to reach their full philanthropic potential."

—Dune Thorne, principal and client advisor,  
Silver Bridge Advisors, Boston, Massachusetts

“For a generation, these authors have been pointing women and men who care about fundraising in the right direction, and this book is important to all those who care about the future of philanthropy.”

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“Warning: This book, written by the modern founders of their field, outlines practical and new tools to unleash women’s philanthropy. Are you ready?”

—Lisa Witter, chief strategy officer, Fenton Communications;  
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Are the Market for Changing the World and  
How to Reach Them*, Brooklyn, New York

“*Women and Philanthropy* illustrates how and why younger, diverse generations of women feel compelled to create their own philanthropic journey and be role models for their peers.”

—Beverley Francis, president and CEO, The Columbia  
Foundation, Howard County, Maryland’s Community  
Foundation, Columbia, Maryland

“This book does a wonderful job tracing the evolution and deepening impact of women’s philanthropy through the generations. This accessible volume captures how women’s philanthropic identities are distinct from those of men, informed by the myriad roles they have to balance as well as the life stages that continue to render those roles poignant over time.”

—Sharna Goldseker, director of 21/64, a consulting division  
of the Andrea and Charles Bronfman Philanthropies,  
New York, New York

“I was introduced to the exciting world of women’s philanthropy by Martha Taylor and it changed my life. This book will impact the lives of all women who already are philanthropists, large or small, or want to become one. The guidebook we have all been waiting for, *Women and Philanthropy* provides the tools women need to use the power of their wealth to transform institutions and our lives.”

—Joy Picus, philanthropist, former member of the  
Los Angeles City Council, Los Angeles, California



"The founders of the women's philanthropy movement have done it again! After catalyzing the explosion of interest in women's philanthropy over 15 years ago with *Reinventing Fundraising*, Shaw-Hardy and Taylor bring us the must-have guide to helping women shape the future of our world through philanthropy."

—Ellen Remmer, president and CEO,  
The Philanthropic Initiative, Boston, Massachusetts

"This new book from the authors of the seminal book on women's philanthropy celebrates the impact of their work and that of many others to help women break the 'philanthropy glass ceiling.' The ceiling may be shattered, but much work is left to be done. This book will motivate women to 'be bold!'"

—Cheryl L. Altinkemer, associate vice president for  
advancement, Purdue University, Lafayette, Indiana

"While Shaw-Hardy and Taylor are rightly recognized as pioneers in the field of women's philanthropy, their foremothers like Mary Lyon, Sophia Smith and Ellen Browning Scripps—all who founded colleges for women using either their own funds or those they had raised—would also extol the virtues of Sondra's and Martha's groundbreaking work, and would each want to have a copy of *Women and Philanthropy*."

—Trish Jackson, vice president for development,  
Smith College, Northampton, Massachusetts

"In the world of philanthropy, these authors once again raise the critical role that women continue to play in its evolution. It's a must-read for all boards, organizational and institutional leaders and staff who are engaged in raising support with and from women. As the title suggests, it's bold!"

—Cynthia Woolbright, founder and principal,  
The Woolbright Group, Webster, New York

"Board members and nonprofits alike will benefit from this winning combination of the nuts and bolts and inspirational stories."

—Diane Thornton, director of planned giving, University of  
St. Thomas; board member, Planned Giving Council  
of Houston, Houston, Texas

"This is the definitive book on women and their historical quest toward philanthropic significance."

—Margaret May Damen, president and CEO, the Institute for Women and Wealth, Inc.; and coauthor of *Women, Wealth, and Giving*, Palm City, Florida

"*Women and Philanthropy* is an exciting read not only for the development professional, but also for the emerging women philanthropist. It affirms many of her innate instincts about wanting to change and improve the world, as well as provides inspiring role models and practical advice on how to do so."

—Christine Lodewick, community volunteer and philanthropist;  
University of Wisconsin Foundation and  
Women's Philanthropy Council board member

"This book is a wake-up call for fundraisers and boards who have yet to recognize the important role women of all ages play in today's philanthropy."

—Wanda Gottschalk, chief development officer,  
Child Saving Institute, Omaha, Nebraska

"*Women and Philanthropy* offers guidance to all nonprofits on how to engage and support the charitable dreams of women, who now more than ever before have the powerful assets, empathic visions, and dynamic diversity to contribute to social change."

—Jessica Chao, principal, Lotus & Grain LLC, and former executive, Rockefeller Philanthropy Advisors, New York, New York

"This book shines a lantern on common mistakes, misperceptions, and bad practices of fund development operations that have resulted in the under-involvement of female supporters. Best of all, the book provides hundreds of practical tips and strategies that could help organizations connect with the needs, values, and aspirations of women philanthropists and inspire increased and sustained support from them."

—Lorraine F. del Prado, senior director of development, Seattle Children's Hospital Foundation, Seattle, Washington

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Book Discussion Questions  
Whys and Hows of Starting a Women's Giving Circle—PowerPoint Presentation by Sondra Shaw-Hardy for Inspired Legacies  
Survey of the Relationship Between Women's Generation and Their Philanthropy



*To the bold and brave women of the past and present who have made women's philanthropy a movement that stands for equality, justice, peace, and a sustainable world for all. And particularly to those who in the future will lead women's philanthropy to even greater heights. Through their efforts, inspiring all those who will follow, the world will be a better place, not only for women and girls, but for all humankind.*

## Foreword

THIS BOOK SHOULD BE REQUIRED READING FOR EVERYONE WHO cares about bringing as many individuals and resources as possible to the table to advance the public good, whether they are fundraisers or donors, men or women. The truth, plain and simple, is that stereotypes linger when one uses the words *women* and *philanthropy* in the same sentence. This book offers solid evidence that women's philanthropy is not a trend or a passing fancy, but that it has become, in rich and varied ways, an important component of the philanthropic landscape.

Women's philanthropy emerged as a field over the past forty years to bring attention to and raise the profile of what women have been doing for hundreds of years in the United States: investing their intellectual, financial, social, and cultural capital in improving the world around them. The goal has been to change the way people think about women and philanthropy, to see women as partners at the philanthropic table. The world underrates women's philanthropic capacity and impact. When Shaw-Hardy and Taylor published their first book on women's philanthropy in 1995, *Reinventing Fundraising: Realizing the Potential of Women's Philanthropy*, the notion of women's philanthropy was a novelty. Although women had made significant gains in business and professions, philanthropy was still perceived as a man's world. In some corner offices, that perception remains.

What is different about the contemporary women's philanthropy movement is women's increasing access to the financial resources

to make serious change. In the past forty years, American women have enjoyed more access to education and income than ever before. Benefiting from the momentum of the women's movement of the 1960s and 1970s, women began to approach philanthropy intentionally and strategically. They created new models of engagement. In 1972, the first women's fund, the Ms. Foundation for Women, was created and began a trajectory that continues unabated. Women's funds are generally founded and led by women and allocate grants to support programs for women and girls. Giving circles were another new model that attracted scores of women in large and small communities around the country. Women's philanthropic initiatives grew on campuses as well, encouraged by Taylor's initial efforts at the University of Wisconsin in 1988. Women leveraged their capital outside and inside the mainstream.

At the same time, researchers began to explore gender differences in philanthropy. Historians documented the rise of women's benevolent associations in the nineteenth century and told of wealthy women philanthropists who contributed significantly to the growth of higher education and arts institutions. Economists began to ask about gender differences in altruism and generosity and the influence of women in making charitable decisions in households. Sociologists and psychologists examined leadership issues and charitable inclinations. Those in the field of religious studies examined the impact of religiosity on overall charitable giving.

This interdisciplinary perspective toward research in this field has shown that men and women do indeed differ in their approaches to philanthropy. Much of the conventional wisdom, which holds that women do not have the capacity, interest, or resolve for philanthropy, is simply inaccurate today. A different perspective is needed, one that recognizes that just as men and women have different communication and leadership styles, their motivations for and patterns of giving differ as well. Shaw-Hardy, Taylor, and Beaudoin-Schwartz, through their stories, discourse, and interviews, demonstrate that what works for men often does not work for women.

Is what is good for politics and business good for philanthropy? In *Women Lead the Way*, author Linda Tarr-Whelan affirms that moving beyond tokenism to balanced leadership moves the conversation beyond gender to focus on issues. She writes that since the

Fourth UN conference on Women in Beijing in 1995, 23 countries around the globe have met or exceeded the goal for one-third of their legislature to be women and 101 countries are working to reach that goal. As early as 1977, Harvard Business School professor and prolific author Rosabeth Moss Kanter argued that a critical mass of one-third of women in corporate decision-making roles positively affects outcomes. Research by Catalyst shows that Fortune 500 companies that have more women on boards make more money than those with fewer women. These are only a few examples of what happens when women fully contribute in society.

What distinctive traits do women bring to the philanthropic table? The list closely resembles leadership styles that are more and more in demand in today's workplace: collaboration, communication, consensus, building relationships, imagination, inspiration, ingenuity, and networking. With these assets in hand and the rich capital that women can leverage, what hinders the full blossoming of women in philanthropy?

Two key stakeholder groups resist fully accepting and integrating women at the philanthropic table. One group is fundraisers. Not all, but some fundraisers are reluctant to change the status quo, and may perceive that women are irrational, take too long to make a decision, or give small gifts. The other group is women. Yes, some women, often well-meaning and with the best of intentions, enervate the field with reluctance to think of themselves as philanthropists and an unwillingness to seek and receive public recognition for their gifts. Although such public recognition goes against the grain of how women are socialized, this barrier impedes recognition of the capacity, influence, and power of women to contribute substantial wealth for the public good.

*Women and Philanthropy* shatters those perceptions. Readers will learn to see with new eyes the philanthropic landscape and the potential for women's involvement. With a broad overview of the field and stories that demonstrate time and again women's philanthropic capacity, commitment, and leadership, this book presents a compelling case for increased attention to women in philanthropy.

What is the goal of women's philanthropy? Ask five people and you will likely receive five different answers to this question. For some the goal is parity, ensuring that women are at the philanthropic table

as often as men. For others, the goal is equality: women are asked for gifts as often as men, and they are treated equally with men. For some the goal is increased visibility for women's roles in philanthropy as donors, fundraisers, volunteers, leaders, and mentors. And for others, the goal is diversity, because with diversity, different perspectives are represented, contributing to a richer understanding of the issues at hand. For still others, the goal is inclusivity, that philanthropy includes *all* people from across the world, rich and poor, white and black, men and women of all faiths and cultures, because we are stronger when all participate in finding solutions to challenging issues.

At the Center on Philanthropy's 2008 symposium, *Moving Women's Philanthropy Forward*, center staff announced the creation of a new award, the Shaw-Hardy Taylor Achievement Award for extraordinary contributions to advancing women's philanthropy. It was fitting that Sondra Shaw-Hardy and Martha Taylor receive the first award. They saw the potential for women's involvement in philanthropy long before it became a trend or a strategy to enrich the philanthropic table. They created an organization to advance women's philanthropy that evolved into the Women's Philanthropy Institute, now housed at the Center on Philanthropy at Indiana University. Their vision, commitment, and pioneering spirit have never wavered. This book is a testament to them, as well as to the field of women's philanthropy.

Debra Mesch, Director  
 Andrea Pactor, Associate Director  
 Women's Philanthropy Institute at the  
 Center on Philanthropy at Indiana University  
 June 2010



## Preface

WOMEN AND PHILANTHROPY, WOMEN'S PHILANTHROPY: HOW THE meaning of those words has changed. When one of us, Martha Taylor, began talking about the subject in 1988, people often looked confused. Some even said that "women and philanthropy" was an oxymoron. Many others believed philanthropy was strictly associated with men because it was men who had the money. If women gave at all, it was to the causes to which their husbands or their families gave. So they said. But Martha knew, from both her academic and practical perspectives, that something was wrong with this philanthropic picture. Were women not giving? If so, why was that?

She began asking questions: Why weren't women giving to their universities in the same numbers they were represented as students and alumna? Why were so many more men than women in positions of leadership within advancement? Why were so few buildings, programs, and scholarships named after women? Why were schools of liberal arts, education, human ecology, social services, and nursing not being funded to the same degree as business, engineering, and athletics? Martha asked coauthor Sondra Shaw-Hardy, a fundraising colleague in Madison, Wisconsin, to help her learn more. Together we set out to find answers.

We interviewed hundreds of women philanthropists and development officers throughout the country, conducted numerous focus groups, and presented to scores of community and national organizations and institutions. The result—at the urging of Martha's mother,

Esther Hougen Taylor—was our first book, *Reinventing Fundraising: Realizing the Potential of Women's Philanthropy*, published in 1995 by Jossey-Bass.

## THE BOLD NEW PHILANTHROPY

Philanthropy has changed a great deal in the last two decades. Even a few years ago, scarcely anyone was talking about passion, values, vision, and responsibility. Now those terms and usage are commonplace. Now they mean women's philanthropy. In effect, women's philanthropy has led the way and "reinvented" fundraising.

But some still don't understand that "women's philanthropy" is no contradiction in terms. Too often women still are not taken seriously as philanthropists, and when they are, the ways in which women are approached to give don't take into account how women give and what they care about.

We felt called on to address these continuing issues, to spread an understanding that women are perhaps the largest of their donor constituencies. We feel there's a need to update the concepts of fundraising that best appeal to women and will lead to the creation of more women philanthropic leaders.

Add to this the fact that many nonprofit computer systems are designed to credit only one donor per address record—and generally that's the man, or at best "Mr. and Mrs. John Doe." And finally, *women's philanthropy* has not yet become a mainstream term meaning "shaping a better world."

In our research, we turned up a number of topics that people want explored:

- What is behind the women's philanthropy movement?
- In what ways have women changed philanthropy?
- Has women's philanthropy brought about social change? In what ways?
- How can women donors' loyalty be maintained after a gift has been made?
- What ethnic and cultural differences are important in women's giving? How are younger generations of women giving?

- How can nonprofit institutions develop more women donors and what does that mean to their future?
- Are women accepting the power of their new status as philanthropic leaders?
- How should women be encouraged to become philanthropic leaders and to encourage others to become leaders as well?
- What might the world look like if women's philanthropy was the accepted way for everyone to give?

Once again we set out after answers, approaching colleagues in the field, many of whom were working with women donors, developing different approaches and programs and eager to share their results.

Women philanthropists themselves were also extremely forthcoming. They talked to us about the joy they received from giving and the responsibility they felt to give to their communities, their nation, and the world. They shared stories quite different from ones we heard in the 1990s.

This time around, women were anxious to lead the way in philanthropy and to educate, inspire, and encourage others as well. They were happy to be recognized for their gifts—to be role models for others. They had become bold about their philanthropy, not only in terms of large gifts but also in daring, dauntless, and audacious efforts to make a better world.

Much of what we record in *Women and Philanthropy* will become the norm for all future fundraising. Women's philanthropy has reinvented fundraising and will continue to do so.

## A TOUR OF *WOMEN AND PHILANTHROPY*

Many, many topics bear on women's philanthropy—values, passion, compassion, ideals, socialization, generation, gender, and experience among them. Appreciating this is important to understanding how best to engage women as donors. We recommend reading *Women and Philanthropy* in its entirety, starting at the beginning. The chapters group themselves into four general themes: gender differences and potential, how women give and their motivations, reaching women donors, and the impact of women's philanthropy.

Each chapter includes examples of women philanthropists and their giving motivations and ways to apply the knowledge gained from each section and concludes with “Takeaways” summarizing the chapter material.

**Acknowledging the Differences: Chapters One and Two—**Why women’s philanthropy is different and its importance to the future of nonprofits.

Chapter One describes gender differences in women’s and men’s actions, giving, and communicating. Reasons for these differences are discussed as well as strategies to address and recognize these special traits and their importance and benefit to nonprofits.

Chapter Two documents women’s potential for giving and reviews the expansion of women in the workplace, their economic gains, increased career choices, and educational achievements. This chapter describes how women have taken control of their finances and consequently their lives. It identifies the new woman philanthropist, how much she is giving, and where. Chapter Two concludes with how one university invested in women and changed the culture of giving at the institution.

**The Hows and Whys of Women’s Philanthropy: Chapters Three through Five—**How women give, what women want, and their characteristics as donors.

Chapter Three looks at the modern women’s philanthropy movement and the media’s role in creating and shaping it. Stereotypes of women’s giving are detailed with ideas for overcoming any barriers that may still exist.

Chapter Four describes the motivations of women givers using the core six Cs: create, change, commit, connect, collaborate, and celebrate, as well as the three new Cs that have resulted from women’s philanthropy: control, confidence, and courage. It also suggests how to incorporate the Cs into development efforts.

Chapter Five features issues that impact women’s giving, including life stages and life styles, with a particular emphasis on generation. Through stories and case studies from each generation, readers will learn how to approach women “of a certain age.”

**Building Bridges to the Other Half: Chapters Six through Nine** are strategies to involve more women in philanthropic leadership and build lifelong relationships and loyalties.

Chapter Six contains important information about how to assess an organization’s readiness to better engage women donors: