GivingBack

A PRACTITIONER'S TOOLKIT

A GUIDE TO STUDYING GIVING AND VOLUNTEERISM IN YOUR COMMUNITY

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Introduction

When we decided to conduct our first study of Silicon Valley giving and volunteering in 1998, we entered uncharted territory. No one had done research quite like this in our region. The 1998 report ***Giving Back, the Silicon Valley Way*** became an important benchmark for our community. It revealed the unique ways that our residents give back, which we called the Silicon Valley Way. For us, the report was more than a snapshot in time; it provided vital knowledge for all sectors of the community and an opportunity to encourage and inspire philanthropy in all of its forms.

We've learned a lot since then. This toolkit, which is a partner to the 2002 ***Giving Back, the Silicon Valley Way*** report, captures the lessons that we have learned over time about how to measure giving and volunteering in our region. The toolkit is intended to be a resource for practitioners who are interested in conducting their own study of philanthropy. We hope to share practical information that you can easily put into action as you plan, design, and communicate your research to meet strategic objectives. The toolkit provides a common framework to aid in your research, but we anticipate that your specific approach and results will be different, reflecting the unique attributes of your region.

While our communities may be very different, I know that we can learn from one another. I ask that you share your experience with us as you examine and encourage philanthropy in your region.

Peter Hero
President
Community Foundation Silicon Valley

Project Planning

1

What are your goals?

Providing Information:
A survey can help establish a substantial foundation of basic data on giving or volunteering in your region. It can also be used to benchmark a community against the nation; multiple surveys can reveal trends over time.

Influencing Policy:
Good information can influence policymakers in government and business. For instance, if the survey revealed that workplace practices influence people's giving behavior, this information can be used to influence corporate policies.

Should You Create an Advisory Board?

An advisory board can be helpful for this type of project in a number of ways:

- They can identify key questions that the survey should answer
- They can act as a sounding board for themes and interpretation of data
- They can serve as media contacts who can speak to the importance or implications of the findings
- They can be key allies in disseminating the survey results and putting them into practice

Advice on Project Planning:

- ☐ *Work backwards:*
  Decide what "product" will be created from the survey and use the end goal to plan the project steps.
- ☐ *Manage the scope:*
  Identify what is essential to know vs. what is good to know. This will help keep the research focused.

Fundraising:
A survey can help in fundraising efforts by providing a better understanding of people's motivations for giving or the preferences of different demographic groups.

Program Planning:
The information can be used to shape a foundation's programs by targeting key opportunity areas. (See case studies in *Section VI: Using the Report* for examples.)

Who is your target audience?

The final "product"—in content and format—should reflect the unique needs of the end-user.

Depending on your goals, your target audience can include any and all of the following.

- General public
- Nonprofit/public benefit organizations
- Donors and volunteers
- Media and opinion leaders
- Corporations
- Research organizations
- Government officials

What is your budget and timeline?

Make sure you are realistic about the amount of money and staff time available to commit to this process. The key project components, which can be conducted in-house or contracted out, will be:

Survey:
Survey costs and timeline will depend on your research design (cross-sectional, diary, panel, etc.), your survey methodology (in-person, telephone, mail, or web), and your sampling plan. (See *Section II: Survey Design* for more information about different types of surveys). At a minimum, it is good to allow at least six months to develop the survey questionnaire and collect the responses, though this could be shorter or longer depending on specific survey procedures.

Analysis/Report Writing:
The analysis and writing can take anywhere from one to five months, depending on the amount of input solicited from experts, the amount of interaction with an advisory board (if there is one), and any additional qualitative research (such as focus groups) that you conduct to supplement the survey.

Production:
This includes the cost of designing and printing the final report, creating an online product, or other related material. When estimating costs, consider whether the final product will be professionally designed and published, or created using desktop publishing and printed from a computer.

Communications:
The cost of communications can vary depending on your in-house capacity. The extent of the communications effort varies, but can include developing media materials, distributing the report, holding community events, and much more.

Who are potential co-sponsors?

Because of the costs and labor associated with conducting a survey of giving/volunteering, you may want to consider the idea of collaborating with a local or national partner. When thinking about co-sponsors, consider organizations that (1) have financial resources to support project costs, (2) have interest in and use for the results of such a survey, (3) can extend outreach to particular groups or communities. The following types of organizations may be willing to co-sponsor such a project:

- Foundations (community foundations, family foundations)
- Government agencies (i.e. data collection functions)
- Local media (public television stations, regional newspapers, others)
- Private sector companies (including corporate philanthropy or community affairs departments, corporate foundations)
- Trade or professional associations
- Community groups (ethnic associations, local service clubs)

When partnering with other organizations, you will need to clarify issues such as: Who has creative control of the message? Who "owns" the survey results and the product? Who will speak on behalf of the project?

Who will conduct the survey?

There are many options when it comes to choosing a survey partner, from an educational institution to a private research firm. After sharing your objectives and budgets with your survey partner, the research partner you choose should help you decide upon your research design and sampling plan, and help you draft the questionnaire. Your survey partner will customize a research plan that will allow you to reach your desired levels of statistical precision and reliability as well as collect data that addresses your issues. Additional criteria to consider when selecting a research partner include:

- Previous experience doing survey work on the topic of giving/volunteering (they may be more knowledgeable about crafting the right questions)
- Capacity to do surveys in language(s) other than English, if that is appropriate for your populations of interest
- Level of data analysis provided by the research firm.

2

***Note**: Survey specifics like price, methodology, and sampling plans are complex subjects and should be discussed with your survey partner. Surveys vary; yours should be designed to meet your specific situation and needs. The following sections should be used as a starting point for planning with your survey partner.*

Research Design

There are three general types of research design:

The *cross-sectional study* is the most commonly used survey research design. In this design, a sample is selected from a population and information is collected from this sample at one point in time.

The *successive independent samples* design is a series of cross-sectional surveys in which the same questions are asked of each succeeding sample of respondents.

In a *panel study*, the same sample of respondents is interviewed more than once.

Designing the Survey Questionnaire

- *Decide what kind of information you want to know:*

Different Survey Methodologies

There are many different ways to conduct a quantitative survey. The method you choose should match with your research goals (for example, in its ability to reach target populations, or communicate complex information).

- *In-person interviews*, used by Giving Back USA for many years, are more expensive than mail or telephone surveys. In-person surveys are more useful when subject matter is complex or relies on consulting records.
- *Phone interviews* lend themselves particularly well to situations where timeliness is a factor and the length of the survey is limited. However, the reluctance of respondents to participate and the use of call-screening technologies have made telephone surveying more challenging.
- *Mail/e-mail surveys* are relatively low in cost but can be subject to response bias. Mail surveys can be most effective when directed at particular groups, such as a volunteer database or members of a professional association.
- *On-line surveys* are a quick and low cost way of capturing self-reported data, but may not be representative of the entire population.

(for more information, see the American Statistical Association, **http://www.amstat.org**)

Define Your Terms

The terms "giving", "philanthropy", and "volunteering" may mean different things to different people. For instance, does giving money to friends and relatives overseas count as "philanthropy?" Does helping a homeless person count as "giving?" Having a clear definition of giving— for both researchers and respondents — will help improve the validity of your results. You may want to consider the following:

- In addition to asking a general question such as "did you volunteer?" include some prompted questions about specific behaviors that you are interested in, such as "did you donate clothing or other property?" or "did you serve on a nonprofit board?"
- When talking about a concept, give examples or illustrations. For example, instead of saying "human services," say "human services that look after the interests of people such as the needy, homeless, or people with disabilities."
- Avoid jargon whenever possible. Use terms that people would hear in a conversation.
- Avoid emotionally-charged words or value-loaded phrases, such as "generous" or "stingy".

Behaviors:
(Did you do XYZ?) These questions are most useful for measuring the level of giving/volunteering in a region, and can be used to track trends over time.

Opinions and Attitudes:
(Why did you do XYZ?) These questions are useful to get a better understanding of the values, beliefs, attitudes that compel people to give.

Preferences:
(As a solution, would you prefer X, or Y, or Z?) With preference questions, you can test the public's inclination for different policy choices to encourage more giving.

Attributes:
(Demographic characteristics, such as age or gender.) These questions are useful for understanding different types of givers and comparing data across different subgroups.

- *Review survey questions from other national and local studies.*

This is particularly important if you want to compare your survey findings to previously published statistics. If this is the primary goal, you will want to ask the questions in an identical way because even small changes in wording can influence responses.

(See *Resources* section for a list of national and regional giving studies.)

■ *Pre-test your survey.* Pre-testing your survey informally with a few individuals will allow you to refine the survey questionnaire and rephrase questions that may be confusing or unclear to respondents. Test for how well respondents are able to answer the question (i.e. memory recall), as well as for their willingness to answer the question (i.e. sensitive topics). You can also get a good sense of how long the survey takes to complete. Additionally, your research partner may be able to formally pre-test the questionnaire before conducting the full survey.

Survey Length

The real driver of survey length should be your research objectives. Surveys can take anywhere from five minutes to an hour to complete. You must weigh the trade-offs between having a long survey and a short one.

- Short surveys often experience a higher response rate because people are more willing to complete a short survey. Data quality on short surveys may also be higher

Methodology Matters

Researchers at the Center on Philanthropy, using seven different survey modules, have found significantly different responses for each methodology, tested on the same population. They offer the following caveats to researchers:

■ Very short surveys tend to underestimate giving. The more prompts the survey has, the higher the giving figures reported. For example, the average level of giving was $504 for the shortest survey and $867 for the second shortest.

■ Look at whether the survey examines individual giving or household giving. Focusing on household giving may improve recall, at least among people who itemize tax deductions, because it is the way couples normally handle their taxes. The argument for reporting individual giving is that each person in a household may have made separate gifts.

■ When comparing results from regional studies to national numbers, use caution. Find out how the survey tools compare.

(Excerpted from "Surveying the Giving Landscape", Philanthropy Matters, Volume 11 Issue 1, Spring 2001, The Center for Philanthropy at Indiana University)

as longer surveys can fatigue respondents and lead them to give thoughtless answers toward the end or not finish.

- Short surveys cost less and allow you to include a larger sample for the same price. However, the marginal cost of additional surveys is small relative to the fixed costs of preparing for the survey and reporting results.
- Long surveys are more useful when the subject matter is complex (or when many prompts are necessary).

How many people should you survey?

Your research partner can help you determine the best sample size to use for your project, based on how precise you want your estimates to be.

For example, the sampling error around a finding based on 100 people is +/- 10% (i.e. If 50% of the people say that they are donors, the real value is between 40% and 60%). With 300 people the sampling error is +/-5.7% (or 44.3% to 55.7%).

Assuming all the conditions of representative sampling have been met, a doubling of the sample size decreases the sampling error by a quarter.

Reaching Diverse Groups

If you are particularly interested in ethnic groups (or they make up a significant part of your population), consider using strategies to ensure their views are captured in your survey such as conducting part of the survey in a foreign language.

Include people from diverse backgrounds on your advisory group who can help ensure that the survey questionnaire reflects the conventions/languages/needs of the local population.

Hispanic populations are well represented when the survey is offered in both English and Spanish. Cost depends on whether this is a telephone or in-person survey, on the length of the survey, and on the region of the country.

Non-English-speaking Asians, on the other hand, speak a diversity of languages. Depending on your region, there may be one Asian subgroup that is more prevalent and it may be advised to offer the survey in the native language of that group.

The overarching concern when interviewing immigrant groups is that those who are younger or better-educated are more likely to be able to complete the interview in English. The exclusion of older or less-educated respondents creates bias in the sample. For example, they may have stronger ties to their homeland, or volunteer for or give to different causes. Whenever the people you leave out are not like the people you keep in, you have a bias. Severe bias will distort your findings.

Analysis of Results

3

Identifying Central Themes

Here you get to dive into the data and find interesting patterns and themes that will form the basis of your report. Some basic questions you may want to answer:

- Who gives? Who volunteers?
- Where do they give? Where do they volunteer?
- What do they donate? (i.e. stock, money, property, etc.)
- Why do they give? Why do they volunteer?
- How do they give? (i.e. on the internet, through a foundation, etc.)

Some further questions to consider:

- What was a surprising finding?
- What is different or unique about your community, compared to the region, state, and nation?
- What do the results tell you about your community?
- What are interesting trends?
- Do particular demographic groups give differently than others?
- What are issues or barriers that exist to giving and volunteering?

Gathering Qualitative Information

A good way to supplement the survey findings is to gather qualitative information around some of the central themes of the reports. Quotes can add depth to data. Stories can illustrate a theme. Issues can be explored in-depth. Different ways to collect qualitative data include:

- Interviews with experts or opinion leaders
- Focus groups with different demographic or interest groups
- Writing up profiles and sharing stories of how people give to the community

Many Different "End Products"

Your end product should be tailored to the needs of your target audience. Some different alternatives to consider:

- ☐ Quick reference data sheets
- ☐ Issue briefs (i.e. Giving to the Arts, Family Philanthropy)
- ☐ Comprehensive report
- ☐ Policy recommendations
- ☐ Practical toolkit for nonprofit practitioners
- ☐ Media kit, including interviewees and other resources

Writing the Report

- Tell a compelling story, supported by facts.
- Use charts and visuals to illustrate key statistics.
- Create an executive summary, especially if the full document is long.
- Explain your methodology.
- Consider using quotes or profiles of givers or community organizations to add depth.
- Suggest concrete action steps, if intended to influence policies and programs.
- Include an appendix of resources.
- List the website where the report can be downloaded.
- Keep the report short, concise, skimmable.

4

Communications Strategy

Have a clear set of key messages, supported by proof points.

- Be honest. You are taking the pulse of your community. You can't make change if the reality is sugar-coated. Plus, reporters will see through it.
- Get your message together and make sure all of your spokespeople stick to it. Have a credible, responsive team to interact with the media (see *Building your Media Team*).
- Relationships matter! Build on ongoing personal relationships with individual reporters.
- Plan to use the data in the future, for example, in trend stories, features, or when reporters need data about giving and volunteering.
- Your most important audiences may be those closest to you: Communicating well with your staff, board, donors, and grantees is probably more important than making big headlines.

Advice on Communications:

- ☐ Develop the communications angle from the beginning, rather than after the research is completed or underway.
- ☐ Think of all of the potential tough questions and pitfalls upfront. Have someone be the communications "Devil's Advocate" in all phases of the project — survey planning, report review, and more.

Crafting Your Message

To really grab a reporter's attention, your story must be newsworthy. This list of "news hooks" can spice up your story and help you score press.

(Excerpted from SpinProject, see http://www.spinproject.org/resources)

Controversy sells stories. Frame the controversy to put the opposition on the defense.

Trends. Stories that suggest new opinions, behavior patterns and attitudes. Three is a trend; find at least three examples to assert that a new trend is emerging.

New Announcement. "Unprecedented" or "groundbreaking" or "first-ever". Reporters are only interested in new news, not old news. Make your news fresh.

Localize A National Story (and vice versa). Take a nationally breaking story and emphasize its local impact. (For example, when national news comes out about giving, provide a local angle or local data from your study.)

Fresh Angle On Old Story. Take an old story and put a fresh twist on it.

Profiles And Personnel may feature individuals, community leaders, or galvanizing spokespersons who may become news themselves because of their fascinating stories.

Special Event. A huge conference, rally or gathering. Frame event to capture the issue and importance.

Respond And React to news others have made.

Strange Bedfellows. Have unlikely allies come together in solidarity over your issue? Highlight it in your story.

Creating a Media and Release Strategy

There are many different ways to release the report to get media attention. Consider using a combination of these possibilities, depending on what will work best in your community and media market:

Granting a Media "Exclusive"

One strategy for creating a buzz is to provide your local newspaper an "exclusive" look at the report and the data, and then to release the full report and issue a press release after. We have found that this can generate more publicity — the initial newspaper story receives better play because the reporter has more time to write it and knows other media outlets won't "scoop" him or her.

- Write and distribute media advisories or press releases.
- Conduct media briefings or hold a press conference.
- Pitch the story to reporters.
- Announce results at an event.
- Write and place opinion pieces and editorials.
- Book radio and TV talk shows.
- Conduct radio interviews.
- Post the report on your website.

Building Your Media Team

You will need people to play different roles on your media team.

The "Navigator"—the first line of interaction with the media.

The "Senior Spokesperson"—the chief executive and/or board chair of the sponsoring organization.

The "Expert"—authors of the report.

The "Examples"—individuals whose experience or perspective illustrate key messages.

Summarize Key Messages:

This tool can help you map out your key messages for your team. Use this to stay on message when reporters call, to ensure that your messages are carried out in your news releases, and to develop presentations and talking points for your team.

Overall Message (i.e. Headline) *Silicon Valley Gives Back in Unique Ways*:			
Key Message #1 • *We support family/friends in other countries*	**Key Message #2**	**Key Message #3**	**Key Message #4**
Proof Points: • *X% of residents born outside U.S.* • *Y% give to relatives/friends overseas*	**Proof Points:**	**Proof Points:**	**Proof Points:**

Outreach to Target Audiences

5

Distributing Report

A simple way to reach target audiences is to do a direct mailing of the report to the membership of various groups (such as nonprofit organizations, neighborhood associations, business associations, and other organizations).

The mailing can include an invitation to a related event or workshop (see below) and can include a letter with a customized message that is most relevant to that particular audience.

Make the report available on your website and have an electronic version that can be sent via e-mail. A lot of information gets passed around this way.

Develop a speakers' bureau whose members can go out and speak to the community, or create a presentation that can be used by others.

Holding Events for Target Audiences

A more direct way to impact a target audience is to hold an event or workshop around the results/findings. For instance, this could the form of:

- A release event that shares the results with key civic leaders, gets comments from expert panelists, or breaks out into small group discussions.
- A fundraising workshop for nonprofits that covers strategies on how to use the information to improve fundraising.
- An informational presentation and discussion for the employees of a company.
- A special session to acquaint family foundations with donor information and trends.
- A workshop with youth or ethnic groups to discuss different ways of involving diverse communities
- A roundtable for government leaders.
- An event for members of the faith community, including ecumenical groups, parishes, Council of Churches.
- A presentation to local organizations or service clubs (i.e. Rotary, Kiwanis).

6

Finally, the results of a study of giving and volunteering can act as a powerful catalyst to launch new initiatives and programs. The following case studies illustrate tangible, innovative projects that resulted from the 1998 ***Giving Back, the Silicon Valley Way*** study, as well as illustrating how a local nonprofit agency used the study results.

case study:
SV2: Silicon Valley Social Venture Fund

The 1998 study ***Giving Back, the Silicon Valley Way*** identified a key challenge for Silicon Valley: that people in their 20s, 30s, 40s, and 50s in the region have money and talent to contribute, but often lack the time or the experience to evaluate charitable causes and make informed investments in them. Community Foundation Silicon Valley recognized the need to connect this group of younger philanthropists and build social networks that encourage experimentation and entrepreneurship in community involvement.

In June of 1999, a group of individuals pooled their resources to form the Silicon Valley Social Venture Fund (SV2) to meet this need. The goal is to educate the next of generation of philanthropists by leveraging their collective intellectual and financial capital to make a positive impact on the Silicon Valley community. While grantmaking is an important element of the program, SV2 staff believe that the real asset of the program lies in getting the SV2 partners (154 to date) “hooked” on philanthropy in a way that encourages “serial philanthropy” over the next 30 to 50 years of their lives.

This model is innovative in a number of ways. First, the relationship between SV2 and Community Foundation Silicon Valley is a key success component. CFSV provides important infrastructure—community knowledge, logistical support, and grantmaking assistance to SV2 partners. In return, because SV2 is able to experiment with new models of giving (such as SV2 Kids), they effectively act as “the philanthropic Research and Development arm” for CFSV.

Second, SV2 capitalizes on the social and entrepreneurial networks of the Valley to build a philanthropic community. Activities such as Philanthropy Forums, Partner Potlucks, and an SV2 Kids program create a social network that connects partners to each other.

SV2 recently went through strategic planning process, led by the two co-chairs and the board of managers (SV2's leadership group). The biggest challenge moving forward is to continue to refine the model and create ownership among the SV2 partners. This can represent a challenge because many members are busy and may be overcommitted elsewhere. The goal is engage and support members in their giving, both as part of SV2 and in their other philanthropic interests.

For more information, see www.sv2.org

case study:
Cisco Giving Counselor Program

The 1998 survey found that the workplace played a significant role in the Silicon Valley community. The 1998 ***Giving Back, the Silicon Valley Way*** report stated, "Work provides one of the strongest sources of community connection for many Silicon Valley residents. We respond about as well [to requests for donations] to being asked at work, as being asked at church and by people we know well, including friends and family."

Building on this finding, Peter Hero, president of Community Foundation Silicon Valley, approached Cisco Systems—one of the Valley's largest employers—in mid-2000 with a pioneering concept for bringing philanthropy to the workplace. The proposal for the Cisco Giving Counselor Program included having a Community Foundation staff member reside at Cisco full-time to work exclusively with employees worldwide to help them develop their own philosophy of giving. This unique partnership was made possible by a grant from Cisco, and supported the goals of the company's Corporate Philanthropy initiative to create a "legacy of individual philanthropists."

Employees get a variety of information from Catherine Gowen, the Giving Counselor, including research on specific non-profits; research on a particular area of interest (education, children, etc.); analysis of different giving vehicles (private foundation, donor-advised fund, supporting foundation, trusts, etc.). In addition to the employee outreach, Catherine also oversees a *Lunch and Learn* program, which is a series that brings employees together over lunch to learn about issues such as strategic philanthropy, board training, a foundation's grantmaking process, and philanthropic research conducted by the Community Foundation. She also posts links and resources for employees on a comprehensive internal website.

Over the two years since it began, the program has touched several thousand employees who have participated in a workshop, received a referral, or benefited from Catherine's philanthropic counseling. The website, which includes a listing of volunteer opportunities and nonprofit organizations, gets approximately 700 visits per month. Several employees have set up donor-advised funds, and the feedback has been quite positive. An employee who joined the board of a local nonprofit organization commented, "I have the Community Foundation and Cisco to thank for this. Specifically, Catherine Gowen was instrumental in working with me to match my interests with the right organization."

As the Giving Counselor program enters its third year, the grant from Cisco has been reduced to part-time, in light of recent market conditions, but with program infrastructure now in place and expertise gained since program startup, employees continue to receive excellent service. Challenges for the future, and for others interested in developing a similar program, include maintaining corporate support in a difficult economic climate and the ongoing challenge of communicating broadly the role and value of a giving counselor.

For more information, see www.cisco.com

case study:
Planned Parenthood Mar Monte

When the first ***Giving Back, the Silicon Valley Way*** report was released in 1998, it created a new reliable source of information that reshaped how the community thought about itself.

Linda Williams, CEO of Planned Parenthood Mar Monte, recalls the profound change it had on her organization's views and its approaches, "The fundamental impact that the survey had on us was that it gave us confidence in the altruism of this community. At that point, there was a pretty endemic belief that the community was disengaged and not particularly generous. It was helpful to our staff, volunteers, and board to be able to demonstrate 'People in Silicon Valley really do give back and *want* to give back.' With this knowledge, we set out to make it as easy as possible for them."

The report inspired, and helped validate, an opportunity that Planned Parenthood considered important—increasing outreach to young people. The 1998 ***Giving Back*** report countered the perception that young people were disengaged from their communities. Planned Parenthood recognized that an important way to reach this target population was to customize their messages and outreach efforts to this community.

This required abandoning old stereotypes about what a "volunteer" was and adopting new approaches that better fit with the habits, talents, and skills of college students and young adults. Planned Parenthood increased their presence on local college campuses, including Stanford and San Jose State, employing new college graduates to reach out to current students. Planned Parenthood also helped campus organizations that were interested in women's health issues by providing them with the tools to do advocacy, recruit volunteers, and develop into current and future givers. Finally, the organization listened to young people and changed the way they produced some of their materials, including creating "rave" cards (to be distributed at dances and rave parties) that provided information about birth control and sexually transmitted diseases.

Perhaps the most profound change from the ***Giving Back*** study was that "it gave us all confidence in ourselves as an engaged community," Williams says. "Interestingly, our development, marketing, and public affairs staff remember doing some specific things differently as a result of the study, but the changes have now become so much a part of our norm that no one can recall precisely what they were."

Dingle, Alan. The Independent Sector and United Nations Volunteers. *Measuring Volunteering: A Practical Toolkit* (2001).

Making News with Your Report: Spin Project.
http://www.spinproject.org/resources/making_news/index.html

Selected Giving Studies

(this list is not exhaustive)

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SILICON VALLEY IN THE 21ST CENTURY IS EVOLVING INTO A COMMUNITY THAT HAS BEGUN TO EMBRACE PHILANTHROPY AND WHERE GIVING BACK AND GETTING INVOLVED ARE EXPECTED. OUR GOAL AT COMMUNITY FOUNDATION SILICON VALLEY IS TO KEEP THAT SPIRIT GROWING INTO THE NEXT CENTURY AND BEYOND.

Giving Back,
A Practitioner's Toolkit
A Guide To Studying
Giving and Volunteerism
in Your Community

Prepared By

Collaborative Economics
Chi Nguyen
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Community Foundation Silicon Valley

San Jose Office
60 South Market Street, Suite 1000
San Jose, CA 95113-2336
408.278.2200

Palo Alto Office
1804 Embarcadero Road, Suite 200
Palo Alto, CA 94303
650.470.0470

www.cfsv.org