

GIVING BACK

Despite the recession, companies are finding creative ways to help communities in the U.S. and across the globe.

In partnership with





HIGH-TECH SCREENING:
A BOY IN BALTIMORE
EXPERIENCES A
UNITEDHEALTH GROUP
MOBILE TELE-
HEALTH CLINIC.

When the recession gripped the economy last year, U.S. corporations didn't shut off their philanthropic giving. Instead, a surprising number actually opened the spigot wider. A recently released report by the Committee Encouraging Corporate Philanthropy (CECP) shows that some 53% of companies surveyed boosted their contributions in 2008, with roughly half that number increasing giving by 10% or more. Some companies have indicated that they are reducing their philanthropic funding in 2009, but preliminary reports indicate that most are maintaining their 2008 giving levels and, in some cases, giving more.

"Companies are saying that this is no time to step back," says Charles Moore, CECP's executive director. "They see this as both a responsibility and an opportunity. And I don't want to underestimate the importance of that opportunity." Indeed, these days corporate philanthropy programs are increasingly positioned as part of corporate strategy. Having recognized that business can do well by doing good, many corporations are designing projects that work on multiple levels—helping the broader community while also providing opportunities for the company to develop new skills, new products, new connections, and new markets.

Consider the initiative being launched early next year by health and well-being giant UnitedHealth Group, which will open a new Connected Care mobile telehealth clinic in rural New Mexico through a partnership with global health organization Project HOPE. The mobile clinic will be equipped for high-definition video-conferencing, allowing patients to be ex-

NON-CASH CONTRIBUTIONS AMONG COMPANIES THAT INCREASED THEIR GIVING FROM 2007 TO 2008 ROSE BY A MEDIAN OF 29%.

—*Giving In Numbers*, 2009, CECP

amined, diagnosed, and treated remotely by physicians and specialists in partnership with the University of New Mexico.

"This will be the beginning of an innovative way of treating patients with chronic diseases, not only in the U.S., but around the world," says Dr. John Howe, president and CEO of Project HOPE.

Designed to address the high incidence of chronic diseases like diabetes,

"the program will combine traditional screening techniques with cutting-edge network capabilities to identify, treat, and educate people in these underserved areas," says Stephan Rodgers, who heads UnitedHealth Group's Connected Care program. "And working with an experienced partner like Project HOPE will provide UnitedHealth Group with important lessons on how to catalyze communities to serve themselves."

In addition, the program in New Mexico will generate valuable feedback as UnitedHealth Group brings its Connected Care facilities to a broader market, linking patients to a robust network of providers. By keeping people healthier, the company may also reduce the overall cost of health care.

Nurturing Entrepreneurship

Strategic thinking and a strong commitment to sustainable change are driving the Goldman Sachs "10,000 Women" initiative, as well. Launched in March 2008, this five-year, \$100 million program is designed to jump-start economic growth around the world by providing entrepreneurial women with a business education.

The program is based on research that found increasing women's participation in economies can have a significant impact on GDP growth. At the same time, it



The future of quality health care is here. And it can go anywhere it's most needed.

Introducing Connected Care, a telehealth program bringing access to rural, urban and other underserved areas.

UnitedHealth Group has created America's first national telehealth network. Connected Care will link health care providers to patients through state-of-the-art video-conferencing and advanced diagnostics. The program will launch in early 2010 in New Mexico through our partnership with **Project HOPE**. A Connected Care mobile clinic will crisscross the state, providing residents with health screenings and treatment where they are needed most. On-site staff will travel onboard the 18-wheel mobile clinic helping to make the promise of quality health care a reality for every resident — no matter where they live.

It's just one way we're reaching out — way, way out — to help ensure communities get the health care they need.

Learn more at connectedcareamerica.com.



UnitedHealth Group®



EDUCATE A WOMAN, CREATE A NATION

Ayo Megbope is one of “10,000 Women.” She is a wife, mother, entrepreneur—and an engine of economic growth.

The owner of a small catering business in Lagos, Nigeria, Megbope was in the first group of women to graduate as part of the Goldman Sachs 10,000 Women initiative, a \$100 million, five-year program designed to foster economic growth by providing business education to women around the world.

Enrolled in a locally designed four-month certificate program at Pan African University, Megbope took courses in subjects like accounting, marketing, and strategic planning. It didn’t take long for Megbope to start applying her new knowledge: Within a few weeks, she was negotiating discounts and arranging credit with her suppliers. Since graduating, she’s purchased a new party tent and a delivery van. She’s added clients, created jobs, and significantly increased revenues.

She’s also become a role model for her family and her community. “I want other women to have what I have. I want them to know how to take care of themselves, how to create a business that offers opportunity, power, and independence.”

is proving an effective method of engaging existing employees while aiding in the recruitment of new ones.

In establishing the 10,000 Women program, the global investment banking firm looked at economic research showing that investments in women have a significant multiplier effect. “We are disciplined in our investments, and when you get to the topic of trying to invest and create GDP, there is no better or more efficient investment than the investment you make in women,” says Lloyd C. Blankfein, chairman and CEO.

By the end of 2009, some 1,700 women in 18 countries will be enrolled or will have graduated from the business programs established by 10,000 Women. But, this initiative goes well beyond the impact on individuals. To create a practical and high-quality certificate course of study, the program has forged partnerships between established business schools in the U.S and Europe—including Harvard, Oxford, and Thunderbird, for example—and schools in countries with developing or emerging economies, including Kenya, China, India, and Afghanistan. Moreover, by training faculty and developing a curriculum based on locally relevant case studies, the program is building capacity for improved business education in the future. Additionally, educational institutions such as the United Negro College Fund and the Hispanic

Scholarship Fund are partners in 10,000 Women, working to build a new generation of women business leaders in the United States.

Celebrating Women

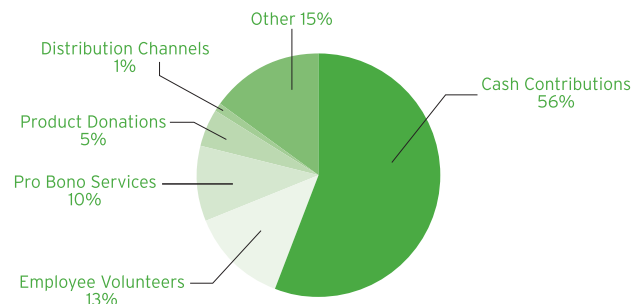
At Cartier, one of its philanthropic initiatives emphasizes women entrepreneurs, but the Paris-based jewelry company takes a somewhat different approach. It launched its international business plan competition—the Cartier Women’s Initiative Awards—in 2006 in partnership with the Women’s Forum, McKinsey & Co., and INSEAD business school. Recognizing entrepreneurs as having “the audacity to create, to innovate, and to imagine the future,” Cartier’s program aims to encourage female entrepreneurs in their most vulnerable, startup phase.

The prize in this global competition includes an infusion of working capital for the entrepreneurs who win. The annual winner from each of five continents—Africa, Asia, North America, South America, and Europe—gets a \$20,000 award, as well as networking opportunities, media exposure, and a year of coaching. In three years, the program has supported over 40 promising women entrepreneurs from all around the world who collectively employ several hundred people.

“It’s a great honor and very useful as well,” says Una Ryan, the North American winner whose U.S. company developed

LEVERAGING CORE ASSETS

Executives note which corporate resource has the greatest potential to help address social issues.



Source: *Giving in Numbers*, 2009, CECF



MARC BRYAN BROWN

Progress has a name.

In fact, it now has 10,000 names. Each one represents the goals and aspirations of women in every corner of the world. *10,000 Women*SM is designed to help these individuals make progress in their own lives. Through strategic partnerships with more than 60 leading academic institutions and non-profit organizations, *10,000 Women* offers women the power of a business and management education in the United States and 17 other countries. In turn, this creates exponential growth opportunities for local economies and future generations. In addition to helping women gain an education and earn a degree certification, *10,000 Women* provides access to mentoring programs and worldwide networking opportunities — with active participation from the people of Goldman Sachs. To learn more, visit 10000women.org



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an environmentally-friendly system that makes cleaning wastewater profitable. She plans to use the \$20,000 award to develop a prototype of the system. "I think Cartier has given a gift to the whole planet," she says.

Other winners this year included a Philippine entrepreneur whose company makes algae-based food supplements to fight malnutrition, and two women from Uruguay who train people who have an elementary knowledge of web design to develop customized, cost-effective sites. (Applications for the 2010 contest are being accepted through March 10 at www.cartierwomensinitiative.com.)

The Trickle-Down Effect

With their increasingly strategic focus, many corporate programs have continued relatively unscathed by tough economic times. Still, the recession has prompted some significant changes in the philanthropic landscape. Finding cash in short supply, many companies have been looking for better ways to not only leverage their giving, but also ensure that their programs are efficient and effective. One result is that companies are imposing greater discipline on their philanthropic partners.

"There has been a lot of creativity in this downturn," says CECP director Margaret Coady. Companies have been forced to rethink their priorities, and many nonprofits have had to overhaul their organizations in order to simply survive. "It shook up all the assumptions and forced people to come up with new ways to get their core work done."

One positive change has been the increase in volunteerism, which provides companies with a way to increase their giving when cash is scarce. Employee involvement has become a key part of any successful corporate philanthropy initiative, and such engagement serves multiple purposes. By bringing meaningful philanthropy into the workplace, companies find that they not only improve employee retention, but are also able to recruit new employees more



easily. At the same time, such projects strengthen ties within the community, generate significant goodwill, and often provide employees with opportunities to develop important leadership skills.

The power of such involvement is clear, judging by the internal response to Goldman Sachs's 10,000 Women program. Enthusiastic employees are volun-

INTERNATIONAL PHILANTHROPY HAS RISEN ROUGHLY 1% A YEAR OVER THE LAST SEVERAL YEARS TO ABOUT 13% OF TOTAL GIVING IN 2008.

—Giving In Numbers, 2009, CECP

teering to review business plans, screen applicants, and serve as guest lecturers. The program has been so popular that there is currently a long waiting list of employees who want to serve as mentors to the individual women.

Another result of the recession has been the rise in non-cash giving. Last year, companies with increased giving boosted

these gifts by a median of 29%, according to the CECP. What do they give? At a recent CECP gathering, CEOs and chairpersons shared ideas on possible non-cash giving that included product donations, use of in-house printing resources, access to meeting rooms, and even unfilled seats at corporate training courses.

Creative Solutions

With strategic philanthropy gaining traction, the recession has underscored the need for good business metrics that can be used in evaluating programs. "There is no question that companies want to be able to do more with less," says Coady.

Moreover, this trend toward metrics reflects the kind of focus and professionalism that are taking hold in today's well-designed corporate initiatives. UnitedHealth Group, for example, is now managing its programs like a "portfolio of assets," says executive vice president Jeannine Rivet. In doing so, UnitedHealth Group is able not only to fulfill its business goal and social mission of helping people live healthier lives, but also to measure how well its programs are working.

Such measurement, however, is not always easy. Consider the challenge posed by the A Billion + Change initiative, a

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three-year campaign launched last year by the Corporation for National and Community Service to generate \$1 billion of pro bono service for nonprofits. Law firms, which charge by the hour, can easily assign a value to their pro bono work by doing some simple math. But what about a manufacturing firm that is donating its logistics expertise? Or a retailer that has allocated staff to develop a marketing plan for a nonprofit?

In response to the problem, the Taproot Foundation's Pro Bono Action Tank and CECP recently developed hourly pro bono service rates ranging from \$80 to \$320, with a recommended estimate of \$120 per hour to help businesses value their programs. "We're just at the begin-

ning stages of the pro bono movement," says Taproot Foundation executive director Jamie Hartman, who sees the pro bono concept starting to gain traction throughout the corporate world.

By giving companies the tools needed to build pro bono programs, she says, philanthropic efforts may become so embedded in business operations that new college graduates will no longer have to choose between a corporate job and working to change the world. Instead, they'll be able to do both.

The powerful lessons learned in the recession are now helping corporations and nonprofits lay the groundwork for the future. There are, however, lots of game-changers that have the potential to

dramatically alter corporate philanthropy in coming years. Issues like global warming will certainly have an impact, as will the nature of the economic recovery and the replacement of the baby-boom generation with a new generation of technology-savvy workers who thrive on collaboration.

"Social problems are knotty and complex," says Coady, noting that the recession has highlighted the fundamental interconnection between business and society. The recession itself was caused by a convoluted interplay between business, government, and individuals. Not surprisingly, finding answers will require creativity, flexibility, and cooperation.

"We were all in it together on the way down," she says. "And we will all be in it together on the way back up."

—Lynn Asinof

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CEOs Leading the Way in Transforming Societal Challenges into Business Opportunities

For ten years, the Committee Encouraging Corporate Philanthropy has provided a forum for leading CEOs and chairpersons to join forces with the mission of raising the level and quality of corporate community involvement around the world.

Committee members agree that corporate philanthropy is a business imperative. Employees expect it, consumers demand it, and more and more companies recognize the value of philanthropy in supporting their business objectives.



CorporatePhilanthropy.org

