

Pro Bono Service: Leveraging Employee Expertise



Elaine L. Chao
U.S. Secretary of Labor



America is a great nation because of the compassion and generosity of the American people.

And that is

reflected in the tremendous amount of time and resources that Americans devote to helping others. More than one quarter of all Americans sixteen years and older volunteer.

Corporations and organizations are part of this tradition. Aside from being the right thing to do, corporations have found that getting involved in the community contributes to building a positive brand image that comes in handy during strategic times.

Over the years, employers have found that participating in philanthropic efforts can help define their brand and further solidify their corporate mission. In fact, many employers are discovering that comprehensive strategies for community involvement help build public trust and moral authority. Furthermore, it can be an effective way to differentiate one enterprise from another in an increasingly competitive environment.

Commitment to the important work being performed by nonprofit groups can also strengthen ties between employers and their local communities, with the added benefit of helping to attract and retain talent. So many young people today are looking not only to do well, but to make a difference. And the opportunity to collaborate with a nonprofit organization with the employer's support can be a deciding factor in the decision to choose and remain with that particular company.

Business and nonprofit professionals can learn much from one another while working together. As former president and chief executive officer of United Way of America and director of the Peace Corps, I know personally how valuable the private sector can be in contributing talent and resources to nonprofit organizations. Business professionals can help to augment the development needs of nonprofits with their expertise in financial management, marketing, strategic planning, fundraising, and maintaining transparent and accountable systems that cultivate public trust.

Interestingly, by supporting and promoting their employees' involvement with community organizations, employers find that their participation can be very helpful in identifying, developing, and training their most precious asset: human capital. In contributing to a nonprofit organization, a company's employees can develop and hone their

soft skills, including communications and leadership skills, interpersonal skills, and consensus-building management, which are so essential to the smooth functioning of any organization.

"I know personally how valuable the private sector can be in contributing talent and resources to nonprofit organizations."

For all these reasons, pro bono corporate giving is a win-win for everyone: employers, nonprofits, and, most of all, our communities and country. □

Defining Pro Bono Service

CECP has been involved in the challenge set forth in early 2008 by the President's Council on Service and Civic Participation to engage the corporate community in a three-year initiative committing \$1 billion to pro bono service. While government, nonprofit, and corporate partners have each assumed leadership of the various elements of this initiative, CECP will be working with the corporate community to develop a standard definition of pro bono service to support ongoing trend analysis and benchmarking.

Continued on page 2

EMPLOYEE ENGAGEMENT

Volunteerism		Non-cash equivalent	
Extra hands	Skills-based		
Hands-on volunteer activity: Soup kitchen, Habitat for Humanity, park clean up	Non-core skills activity: Mentoring, Junior Achievement, science fair judge	Board service: Board placement and training	Pro bono service: Nonprofit branding, HR consulting, strategic planning

Source: CECP and the Pro Bono Action Tank. A preliminary analysis of the spectrum of employee engagement.

Employee engagement is an important element of corporate philanthropy. In 2003, CECP dedicated an issue of this publication specifically to service and volunteerism. The current edition of *The Corporate Philanthropist* revisits the subject, with particular focus on the spectrum of skills-based volunteerism and pro bono service.

CECP is pleased to contribute to the dynamic conversations taking place with respect to pro bono service by sharing various perspectives and best practices in this developing arena.

In the context of evolving distinctions between skills-based volunteerism and non-cash donations of pro bono

service, CECP offers a preliminary definition of corporate pro bono service (on page 2). CECP looks forward to continuing partnerships with corporate members and cross-sector leaders to help companies leverage employee expertise in providing pro bono service to strengthen community organizations. □



Sharing Skills and Talents

Pro bono service has the potential to magnify the effect of corporate

community investment programs by empowering nonprofit organizations. As companies develop stronger relationships with their communities and gain better understanding of their partner organizations' needs, we as a business community have the opportunity to leverage the talents of our people.

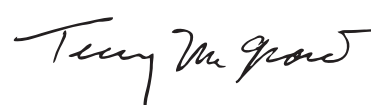
At the Committee Encouraging Corporate Philanthropy, we have held the view that strategic,

holistic philanthropy must engage all corporate resources to have the greatest impact in our communities. Therefore, CECP has partnered with the President's Council on Service and Civic Participation to encourage our members to consider the profound influence companies can have on the nonprofits they support through pro bono service.

In this issue of *The Corporate Philanthropist*, we showcase some examples of how companies are creatively matching their employees' skills with their nonprofit partners' needs. Professional services firms and other companies alike have the opportunity to tap into individuals'

interests and talents, applying their expertise to address community organizations' infrastructure and communication-related needs.

Every company thrives on the skills and talents of its workforce. Pro bono service is yet another means for companies to make a significant positive difference in their communities. □



Harold McGraw III
The McGraw-Hill Companies
Chairman, CECP

IN THIS EDITION

Leveraging Employee Expertise	1
U.S. Secretary of Labor Elaine L. Chao CECP Chairman Harold McGraw III	
Defining Pro Bono Service	2
CECP Definition President's Council on Service and Civic Participation, Jean Case	
CECP Best Practices	3-5
IBM, Sam Palmisano Deloitte, Barry Salzberg The McGraw-Hill Companies	
Nonprofit Perspective	6
Taproot Foundation, Aaron Hurst Points of Light & Hands On Network, Michelle Nunn	
CECP News	7
New Members, UN Event Summary	
Nonprofit Perspective	8
Pro Bono Institute, Esther Lardent Resource Organizations	
Special Insert	
Excellence Awards Winners	

Defining Pro Bono Service

CECP's Preliminary Definition

Continued from page 1

With the leadership of the Taproot Foundation, CECP and companies committed to pro bono service have made initial steps toward establishing a clear definition of the practice through an effort called the Pro Bono Action Tank. To support this, CECP added a preliminary question specific to pro bono service to the 2007 Corporate Giving Standard (CGS) survey, distinguishing this giving area from other non-cash donations and extending its relevance to companies beyond professional services firms. Due to the complexity and nuanced nature of pro bono service, it is likely that this question will be further refined for the 2008 survey.

Basics of Pro Bono

Employees engage in many types of valuable on-company time volunteerism strategies—pro bono is just one approach. But what differentiates pro bono from skills-based and “extra pair of hands” volunteerism is that pro bono services are rendered just as they would be for paying clients. If the work weren't provided pro bono, the nonprofit beneficiary would otherwise have to make a substantial financial investment to have it done. It is therefore implied that in providing pro bono services a company should commit to the quality, timeliness, and professional completion of the project just as it would for any paying client.

Implementation Differences

Professional services firms often relate more readily to pro bono because selling services, scoping projects, and managing client relationships are all part of their business model. The infrastructure enabling a company to provide pro bono service is tied to the company's core product. Moreover, pro bono services are often perceived as easier for professional services firms to supply than for other types of businesses.



New pro bono service providers attend a Taproot Foundation orientation session to prepare for their first nonprofit projects.

Non-professional services firms have tremendous potential for pro bono, but they require more structure and training to capitalize on the opportunity. There are various hurdles, like engaging hourly wage earners, understanding pro bono service as it applies outside of the legal profession, and even providing service to outside clients, all of which can make pro bono work more challenging for companies in this category.

A Working Definition

According to the 2007 CGS Survey Guide, pro bono service must meet the following criteria:

- ▶ **Commitment.** Your company must make a formal commitment to the recipient nonprofit organization for the final work product. The company is responsible for granting the service, staffing the project, and ensuring its timely completion and overall quality. Projects that occur informally as the result of an employee's personal interest and availability are not included.
- ▶ **Professional Services.** Pro bono donations are professional services for which the recipient nonprofit would otherwise have to pay. It is

fundamental that employees staffed on the project use the same skills that constitute the core of their official job descriptions.

- ▶ **Indirect Services.** Pro bono services must be indirect, meaning that the corporation must provide the service through a 501(c)(3) organization or international equivalent. Most pro bono work will support the capacity-building or operations of the nonprofit organization. In some cases, pro bono service might benefit the individual people whom the non-profit serves, but this is rare in light of the criteria listed above.

A standard dollar valuation of pro bono service will likely play an important role in measurement practices in the future, although no clear guidelines have yet been set. CECP looks forward to its continued work with the corporate community to determine the best common language for standards in pro bono service.

For more information, including examples of pro bono services according to CECP's definition, visit www.corporatephilanthropy.org/cgs and download a copy of the CGS Survey Guide. □

The Pro Bono Challenge

Jean Case

Chair, President's Council on Service and Civic Participation
CEO, The Case Foundation



Every day, nonprofit groups around the country are on the front lines of our communities, helping meet local needs, often with volunteer and corporate philanthropic assistance.

Yet while these organizations are doing important and innovative work, they often cannot take their ideas to scale—in part because they lack the professional skills to operate as efficiently as possible or to plan successfully for their growth.

To help rectify this situation, more than 130 corporate, government, and nonprofit leaders recently participated in kicking off the Pro Bono Challenge, a three-year campaign to generate \$1 billion of pro bono services from the corporate community.

This commitment differs from ones you might have made in the past through corporate volunteer campaigns. This new corporate goal is to help nonprofits achieve scale and sustainability—and as a result to extend their reach and impact.

Through this initiative to redefine pro bono service, we're targeting the deployment of skilled professionals in marketing, finance, technology, business development, and recruiting. This “laser-focused” form of professional service, led by the corporate sector, can take us farther, and faster, as we try to bring hope and prosperity to communities across the country and around the world.

If you're wondering how embracing this new initiative can benefit your company, the answer is clear: it can provide a competitive advantage across the spectrum. On one end, today's “best and brightest” in the workforce want more from their chosen place of employment than a paycheck and benefits. They want to affiliate with companies that play an active, visible role in addressing our society's needs.

On the other end, young consumers want to know that the companies behind the brands they choose are caring, responsible corporate citizens using their assets to make a positive difference in the world.

I firmly believe that by adhering to this new concept of expanding pro bono service we can forever change the relationships between our companies and our communities in profound ways. By working together to strengthen the institutions supporting our citizens' needs, we will strengthen our nation, too. □

CECP BOARD OF DIRECTORS

Chairman

Harold McGraw III
Chairman, President & CEO
The McGraw-Hill Companies, Inc.

Founding Co-Chairs

Kenneth T. Derr
Retired Chairman & CEO
Chevron Corporation

Paul L. Newman
Chairman
Newman's Own, Inc.

Honorary Chairs

Peter L. Malkin
David Rockefeller
Paul Volcker
Sanford I. Weill
John C. Whitehead

Alain J. P. Belda
Chairman & CEO
Alcoa Inc.

Mark Benioff
Chairman & CEO
salesforce.com, inc.

Lex Fenwick
CEO
Bloomberg L.P.

Lawrence K. Fish
Chairman
Citizens Financial Group, Inc.
RBS Americas

Timothy P. Flynn
Chairman
KPMG International

Robert H. Forrester
Chairman & CEO
Payne, Forrester & Associates, LLC

Jean-Pierre Garnier
Retired CEO
GlaxoSmithKline plc

Alan G. Hassenfeld
Chairman, Executive Committee
Hasbro, Inc.

Rochelle B. Lazarus
Chairman & CEO
Ogilvy & Mather Worldwide

Terry J. Lundgren
Chairman, President & CEO
Macy's, Inc.

Peter L. Malkin
Chairman
Wien & Malkin, LLC

Marilyn Carlson Nelson
Chairman
Carlson

James E. Rohr
Chairman & CEO
The PNC Financial Services Group, Inc.

Michael I. Roth
Chairman & CEO
The Interpublic Group

Edward B. Rust, Jr.
Chairman & CEO
State Farm Insurance Company

Arthur F. Ryan
Retired Chairman
Prudential Financial, Inc.

Henry B. Schacht
Director
Alcatel-Lucent

Martin J. Sullivan
President & CEO
American International Group, Inc.

Sanford I. Weill
Chairman Emeritus
Citigroup Inc.

John C. Whitehead
Former Deputy Secretary of State
Former Co-Chair, Goldman,
Sachs & Co.

BEST PRACTICE:

Implementing a Global Service Corps



IBM Offers Its Talents and Builds Global Leaders

CEO Perspective

Samuel J. Palmisano
Chairman and Chief Executive Officer
IBM Corporation



The IBM Global Citizen's Portfolio is aimed at enabling current and future IBMers to position themselves advantageously

in a globally integrating economy and society. It is an important step in creating our vision of the Globally Integrated Enterprise.

Through a suite of resources and programs that will grow over time, we provide opportunities for our people to acquire expertise and skills, to develop global leadership experience, and to equip themselves for transitions to service in the public sector—all to function successfully as global professionals and global citizens.



A beneficiary of the Global Citizen's Portfolio, teacher Vickie Szarek, formerly of IBM Global Services, is one of IBM's first Transition to Teaching graduates.

The Corporate Service Corps, one of the initial programs of the Portfolio, helps IBM develop leaders with new perspectives and enhanced skills and provides communities around the world with IBM talent and technology. Importantly, we believe this kind of experience broadens our people's thinking and understanding—not only of diverse cultures but also of the broad global context in which business operates today.

The Global Citizen's Portfolio is one among many examples of how we are empowering and enabling our people to make decisions and to act. We call this "lowering the center of gravity" of the company—that is, trusting IBMers and pushing decision-making authority out and down. The design point here is a dual responsibility between the employee and management: management has to provide the tools, the mechanisms, and the funding, and the individual has to make use of them. This is a very mature relationship, one that we believe to be central for both business and society in the global reality of the 21st century.



IBM partners with The Nature Conservancy on the Great Rivers project, developing a decision-making platform to empower stakeholders regarding water management in Brazil and China.

In March 2008, IBM launched the Corporate Service Corps (CSC) program as part of IBM's Global Citizen's Portfolio. Designed both to drive the company's pro bono service efforts and to develop global leaders, the Corporate Service Corps combines IBM employee expertise and professional client service management systems to tackle issues at the intersection of economic development and information technology in emerging markets.

IBM believes that business can lead efforts to improve the social and economic conditions of people living in developing countries through working partnerships with government and non-government organizations alike. IBM has created a program that allows it to leverage IBMers' expertise to address communities' needs in tangible ways while also providing significant benefit to the individual employees and the company at large.

How It Works

IBM employees from around the world were invited to participate in the Corporate Service Corps. Within a three-week period, nearly 5,500 employees applied for just 200 slots in the first round of this program. One hundred high-potential IBMers were selected, representing 33 different countries. IBM plans to expand the effort quickly, enlisting another 500 participants over the next three years.

Once chosen, employees are teamed with eight other colleagues from diverse technical and cultural backgrounds to work together on selected projects in developing countries.

Initial project sites are in Romania, Turkey, Vietnam, the Philippines, Ghana, and Tanzania.

CSC participants receive extensive preliminary training online before their work begins. For three months prior to their departure, employee teams work together virtually, receiving language and cultural education for their destination countries. They also discuss program goals and socioeconomic challenges for the communities they will be working to help.

In a pro bono capacity, the groups then tackle a range of issues: from helping women-owned and small- and medium-sized enterprises expand and increase jobs to assisting with market research and strategic planning for organizations and governments. The operational consulting IBM employees provide for these communities creates sustainable opportunities, fostering economic development and growth.

Through this program, employees not only offer their expertise to help the target communities solve real problems, they also acquire significant skills as part of their development as global business leaders. Participants are exposed to an international network of peers within the company and they can bring the insight and understanding gained in their CSC experience to add value to business decisions in their jobs and home countries.

Capturing the Learning

IBM is committed to instituting the same standards of service to community partners that are offered to its most prized business clients.

The company will gather feedback on the projects during and after implementation, serving as a foundation for future CSC teams. Using blogs, wikis, and other collaborative online resources, participants will draw from and add to the vast database of IBM experience.

In this way, IBM has established a powerful system for monitoring the effectiveness of the company's work, capturing best practices and sharing them with employees and customers. Leveraging IBM's business technology helps to improve the CSC beneficiaries' future work and is essential to bringing the CSC program to scale.

Taking Risks

Given its scope, newness, and complexity, the CSC's speed of execution is striking. Within just eight months of the announcement of this initiative, participants were in training for their tour of service. Of course, the program will likely face challenges as it grows to scale—but IBM decided to take the risk of launching this effort with the mindset that continual evaluations and fine-tuning were the best ways to build upon success.

One reason why IBM could confidently launch the program was due to the company's strong global presence, serving clients across 170 countries and having established relationships with key partners like the U.S. Agency for International Development and the World Bank. IBM's own employees contributed on-the-ground knowledge of current needs and appropriate projects while partner agencies vetted potential NGOs and helped plan programs on a large scale.

The Triple Benefit

The Corporate Service Corps offers a triple benefit to the entities involved. First, IBM employees have the chance for a unique leadership development opportunity, building new skills, networks, and global awareness. Secondly, the program contributes real value to the emerging economies in which employees dedicate their time. Finally, it helps the company foster a network of global leaders who can prepare IBM for greater success in today's globally integrated economy.

Stanley S. Litow is vice president of corporate citizenship and corporate affairs at IBM Corporation.

Lessons Learned

- ▶ Apply the same standards of corporate service to community partners that are offered to your most prized, paying business clients.
- ▶ Consider new applications for your products, services, and even business models that have the potential to transform civil society at its core. Re-think the process of collaboration to engage critical partners in this process.
- ▶ Integrate your program with your company's business strategy. Otherwise, your corporate responsibility efforts will risk being marginalized and create a disconnect between you and the clients and communities where you are trying to build long-term relationships. □



At a 2008 Earth Day event, the IBM PowerUp team demonstrates the 3-D virtual environmental game created in collaboration with the New York Hall of Science/TryScience and the Tech Museum of Innovation.

BEST PRACTICE:

A Natural Fit for Professional Services

Deloitte.

Deloitte's Dedication to Pro Bono

CEO Perspective

Barry Salzberg
Chief Executive Officer
Deloitte LLP



First and foremost, Deloitte is involved in the community to make a meaningful social impact. It starts with our shared values and our desire to build stronger communities.

But we also believe community involvement is good for business. As well as building a healthy business environment in the long term, the benefits can be more immediate. It helps communicate what a company stands for; it helps attract, develop and retain talent; and it helps us showcase our values and talents in the marketplace.

Our best opportunities for community involvement bring social impact and business value together, allowing us to become deeply involved in a way that leverages our core strengths. Increasingly, we judge the success of our community involvement by the results we achieve. It's not enough to say we care—we have to focus on real problems and produce tangible results.

"We have to focus on real problems and produce tangible results."

This means putting our core competencies to work. Community involvement isn't about leftover wealth or leftover time. If the key to a consumer business's strength is the purchasing power of its consumers, it might engage in cause-related marketing. If a business's core strengths are transportation and logistics, it might get involved with disaster relief.

At Deloitte, we leverage our talent and intellectual capital to build world-class, high-performing nonprofit organizations. That's what has driven us to formalize our skills-based volunteering and pro bono programs.

It takes hard work and commitment to truly understand the needs of our nonprofit partners and put our skills to work on their behalf. But the return is well worth the effort—real social change plus business value. That's our definition of a sustainable community involvement strategy.

Barry Salzberg is a member of CECP.



Sharon Allen, chairman of Deloitte LLP, speaks to nonprofits being "incubated" by Community Partners, an organization that accelerates ideas into action to advance the public good.

Deloitte recently launched a formal pro bono initiative to help strengthen the nonprofit sector. The program leverages the organization's most valuable asset—its people's intellectual capital—to create a strong combination of business and social benefit.

A Corporate Strategy

Deloitte's pro bono program started as part of a larger refocusing of our entire community involvement program, which is centered on contributing the deep knowledge and expertise of our people to help nonprofits become stronger organizations. When we looked into pro bono specifically, we found there were already several pockets of impressive activity. But it was ad hoc in nature; our resources weren't being leveraged as effectively as possible. In the absence of a policy or program, there were no clear guidelines as to which projects made the most sense or how our people would be supported in executing the work.

Our goal was to develop a strategy that would mobilize all our assets—across the country and across all parts of the business. We believed it would be an optimal scenario if we could replicate, as closely as possible, the model we use to deliver services to paying clients since pro bono is, in fact, the contribution of in-kind professional services.

The first step was to gain CEO support. Right away, Barry Salzberg, CEO of Deloitte LLP, embraced the idea, recognizing its potential to deliver significantly more social impact and business value. But it also represented a sea change in the way we supported our communities. In order to generate consensus, we were tasked with securing buy-in from each of our four business units (tax, audit, financial advisory, and consulting).

Over the course of two years, we held dozens of meetings with senior business leaders and junior employees alike to gain executive agreement and widespread employee support for the program. It was a long process, but well worth it in terms of developing a program that meets the needs of all stakeholders.

In February, we announced that Deloitte would commit to doing \$50 million in pro bono work over three years.

Deloitte's Model

Pro bono work at Deloitte is now built into our business units' annual planning and budgeting processes. A couple of things set our approach

apart. The first is what it is: a formal structure and funding stream that ensures pro bono projects receive the same level of world-class service as our commercial clients. This means our people will receive revenue credits, just as they would with a paying client, when working on a pro bono engagement. The second thing that sets the program apart is what it's not: a sabbatical program for a small group of people who compete for spots to participate. It's structured to tap the wide range of talent in our organization.

Projects are selected by regional leadership committees which review applications that are submitted by Deloitte personnel, evaluating them for the scope of work, expectations, desired outcomes, business value, and other criteria set by Deloitte on a national level. To be considered for a pro bono engagement, a nonprofit organization must have an existing relationship with Deloitte through financial support, volunteerism, Deloitte personnel serving on its board of directors or trustees, or a sponsor at the partner, principal, or director level of the company who will serve as an advocate during the engagement.



Deloitte employee James Luna at a college application-writing workshop hosted by College Summit.

Examples of Deloitte's pro bono work include strategic planning, consulting on human resource procedures, technical implementations, supply-chain recommendations, and other capacity-building efforts.

Evan Hochberg is the national director of community involvement for Deloitte Services LLP.

Lessons Learned



Deloitte employees in New York work with a nonprofit partner to share job-readiness and job-search skills during the organization's IMPACT Day.

- ▶ Honor the work by making time for it. A company cannot offer a truly meaningful program without allocating and recognizing employees' time during the business day to create a product that equals the quality of paid client work.
- ▶ Create a system that works within your company's culture. Deloitte created a program designed to tap the wide range of talent within our organization. The infrastructure now exists to draw on whoever is best for the project, wherever they are,

amongst Deloitte's team of 40,000+ people, in order to meet the specific needs of a pro bono client.

- ▶ Pro bono has the power to create real change. By committing employee time and expertise to capacity-building projects that address root obstacles and opportunities for change, the business community has the potential to have a lasting impact on social issues. □



Congratulations to the winners of the

EXCELLENCE IN CORPORATE PHILANTHROPY AWARDS

LARGE COMPANY AWARD
WINNER



CEO Perspective

James E. Rohr
*Chairman and Chief Executive Officer
The PNC Financial Services Group, Inc.*

PNC Grow Up Great is our ten-year, \$100 million initiative to help prepare children from birth to age five—especially those from underserved communities—for success in school and life. The ultimate goal is to help produce stronger, smarter, and healthier children, families, and communities.

As a financial services company, we know that we are only as strong as the communities in which we operate. Through PNC Grow Up Great, we wanted to accomplish two goals: 1) to sow the seeds for the qualified, skilled workforce of tomorrow, and 2) to create stronger communities.

We were able to fast-track the initiative by partnering with established organizations in early childhood education and creating an advisory council of national early education experts. And, our employees played a primary role in improving the prospects for many young children through their enthusiastic volunteerism in support of this signature cause.

PNC's philanthropy enables us to create opportunities that will improve the lives of those in communities where we operate for generations to come. It is vital to the company and an extension of our belief in the value of people and their abilities.

Why They Won Jury Perspective

Mark Kramer
FSG Social Impact Advisors

The PNC Grow Up Great program impressed the jury for a variety of reasons. PNC conducted a comprehensive evaluation of the company's philanthropy, which showed that only through a strategic and sustained effort could PNC truly make a measurable impact. PNC identified early childhood education as its focus because it surfaced as a topic of wide concern among employees and also because scientific research showed the power of early intervention in changing the course of children's lives.

Beyond a substantial financial commitment, PNC mobilized volunteerism, public advocacy, communications, and grassroots marketing efforts to help reach its objectives. PNC's Chairman and CEO Jim Rohr was personally engaged in the program's design and implementation, convening leaders in Washington, D.C. and speaking out to draw attention to the issue. PNC also brought on board influential nonprofit partners such as Sesame Workshop and Family Communications, Inc.

The result is a program that addresses a fundamental social and economic issue that is important to the business, its employees, and the country. It draws resources and expertise from stakeholders throughout the community and allows PNC to serve as a catalyst for change. PNC has built credibility and brand equity while making systemic changes to how underserved children enter school, in turn contributing to their success later in life. □

SMALL COMPANY AWARD
WINNER



CEO Perspective

Raymond W. McDaniel, Jr.
*Chairman and Chief Executive Officer
Moody's Corporation*

The Moody's Foundation and our corporate social responsibility program were created in 2001, shortly after Moody's became an independent public company. The Foundation's primary focus area is math, finance, and economics—so developing and funding the Moody's Mega Math Challenge, our first signature project, clearly fit within our strategic goals. We recognized the power of a competition in exciting students to learn about finance and economics.

After researching other existing competitions, we decided to develop our own, an ambitious undertaking. We narrowed our focus to applied math since our belief was that high school students often did not appreciate the usefulness of math in their everyday lives. We asked the Society of Industrial and Applied Mathematics (SIAM), a leader in the area of applied math, to manage the competition.

The relationship has been extremely rewarding, partly because our missions are so clearly intertwined. Our program has enabled SIAM to reach out to young students, and to increase its exposure to a larger, more diversified audience. The Moody's Foundation has benefited in that the program encourages students to consider math as a career option and improves Moody's visibility in the academic community. Over 1,400 students are participating in the 2008 competition, exceeding all expectations.

Why They Won Jury Perspective

JD Hoyer
National Academy Foundation

Based on the selection criteria for this award, the Moody's Mega Math Challenge program, in partnership with SIAM, excelled in the scope and ambition of the effort, offering a well-integrated, strategic approach to giving.

Many finance companies support financial literacy as part of a philanthropy portfolio. Moody's, however, offers a comprehensive initiative that drives the company's citizenship agenda. Moody's seeks opportunities to provide more than funds to nonprofit partners through student internships and employee volunteer programs. In an effort to build a talent pipeline for the financial sector, Moody's encourages students not only to engage in math competitions and conduct research in areas related to credit risk and financial markets, but also to develop a true passion for economics and finance.

Chairman and CEO Ray McDaniel ensures that Moody's incorporates a sophisticated level of measurement into all of the company's philanthropic efforts. By collecting both empirical and anecdotal evidence, the company is building exciting momentum for the programs, which are proving tremendously influential on community members and employees alike. □

DIRECTORS NONPROFIT AWARD
WINNER



Leadership Perspective

Jennifer Brandon
*Executive Director
Community Voice Mail*

Community Voice Mail (CVM) is the only nonprofit that provides free, 24-hour personalized telecommunications access nationwide, directly linking people to jobs, housing, and stability. Founded in 1993, CVM, on average, serves 40,000 people a year through 2,000 agencies in 400 cities and towns nationwide. Nearly 70% of our clients report achieving at least one of their goals, including employment and housing.

The partnership with Cisco Systems grew from our common mission to use information technology to create a "human network." Cisco's investment of cash, telecommunications equipment and software, and technical expertise from employees resulted in a state-of-the-art voice-over IP system that enables our operation to scale efficiently and effectively.

We are pleased to announce that Cisco has invested an additional \$1.95 million over three years. With Cisco's help, we intend to increase the number of people served annually to 80,000 and apply advanced features such as broadcast voice mail messaging and email notification.

Our human network is literally a lifeline that has served more than 165,000 people since 2003. Cisco's holistic approach to corporate philanthropy has created lasting, systemic change in the world.

Why They Won Jury Perspective

Jane Nelson
Harvard University and International Business Leaders Forum

Community Voice Mail serves an important social need that is so simple it can be easily overlooked. At its heart, CVM's mission is about empowering people through better connectivity. This aligns well with the corporate mission of Cisco Systems, which has developed a multi-faceted partnership with CVM. Over the past five years, this alliance has enabled CVM to leverage the company's core assets, including, above all, employee expertise and implementation support.

The partnership has had a transformative effect on CVM and continues to grow in significance as the organization adds more nonprofit partner agencies to its national network, serves more clients in need of telecommunications services, and provides a role model for similar initiatives in other countries.

This is a good example of how companies are increasing the value of their philanthropic efforts by becoming better at selecting nonprofit partners whose missions are closely tied to corporate values, priorities, and capabilities. CVM has been able to make effective use of Cisco's core competence in a manner that adds value for both parties, thereby helping to improve the connectivity and prospects of thousands of people. □

Winning Criteria

Standards for Excellence in Corporate Philanthropy



Charles H. Moore

Executive Director
Committee Encouraging Corporate Philanthropy



Each year, CECP's esteemed jury selects the winners of our Excellence Awards based on a rigorous application review process and animated

group debate. Choosing a winner is never easy and every year the applications grow more sophisticated and the programs more strategic.

CECP and the Excellence Awards jury have identified specific criteria for companies seeking distinction in their giving strategy. While corporations approach community partnerships with various objectives ranging from a desire to open future markets for the business to the strictly charitable acts of giving back to their local communities, there remain core qualities that make leading corporate philanthropy programs truly strategic and highly leveraged for social change.

CEO Leadership: The first criterion CECP evaluates is CEO leadership. There is an essential need for leadership involvement in successful giving strategy. A committed CEO enables a corporate culture that values



The CEOs representing the winning companies participated in a panel discussion at the Excellence Awards program in February 2008.

generosity and supports opportunities for employee volunteerism and pro bono service. In addition, senior management plays the important role of communicating the long-term business value of philanthropy—bridging the expectations of employees, customers, directors, vendors, and community members alike.

Measurement: A commitment to measurement shows a company's dedication to the continual improvement of its philanthropic initiatives. Businesses that make a concerted effort to track the inputs of their investments

can benchmark their programs and advance their efforts accordingly. In addition, strong programs often involve some level of risk and unexpected outcome. Therefore, measuring the social and business results, as well as determining the overall impact of the giving strategy, are necessary to ensure that philanthropy strategically creates the desired effects for both the community and company.

Innovation: With so many opportunities for companies to tap into corporate assets to invest in communities, CECP places high importance

on the level of innovation in corporate giving strategy. Winners selected for this award are expected to step beyond the traditional boundaries of corporate philanthropy to explore new ways of solving social problems and leveraging corporate resources including technology, intellectual property, employee expertise, and other relationships in creative ways.

Partnership: Clearly, corporate philanthropy does not exist in a bubble. Companies seeking to make real change must look to partners from all sectors to have the greatest impact. Therefore, CECP and the Excellence Awards jury evaluate companies' commitment to partnership—how corporations demonstrate success in working with nonprofit partners, government agencies, and corporate partners as well—to ensure that corporate resources are fully leveraged.

Whether a company is planning to apply for the 2008 Excellence Awards or simply wants to improve its philanthropic strategy, incorporating these criteria will undoubtedly elevate the business and social results of strategic corporate giving. 2008 Award applications will be available in August to be downloaded from CECP's website, www.CorporatePhilanthropy.org. □

Communicating Clearly About Your Philanthropy

Cari Hills

Director of Operations
Committee Encouraging Corporate Philanthropy



During CECP's 'Board of Boards' CEO Conference in February, the forty CEOs in attendance engaged in a lively conversation

about the value of communicating about corporate philanthropy. While some participants held the perspective that businesses will not reap the benefits of their corporate giving programs without a somewhat vigorous communications strategy, others cautioned that philanthropy efforts must first speak for themselves.

Regardless of how outspoken a company may be about its philanthropy, it's clear that thoughtful communications are essential for various stakeholder groups to understand and value the role of corporate community investment.

Here are some of the ways your company can give clarity to your giving programs:

- ▶ Brand your philanthropy program so employees and the public can easily reference your initiative and grasp corporate ownership of the effort.

- ▶ Engage CEO leadership and embrace groundswell employee support to help communicate a unified message across the company.
- ▶ Be specific, emphasize transparency, and avoid jargon in expressing your company's objectives and desired outcomes through community investment.
- ▶ Ensure that publicity—on your corporate website, in press releases, and in conversation with members of the media—conveys a consistent message about your giving program.
- ▶ Listen to your nonprofit partners, community leaders, and employees to understand how to address their needs through communications outreach.
- ▶ Articulate the strategic value of philanthropy and its integration with business objectives.

Applying for recognition like CECP's Excellence Awards allows companies not only to reflect on the attributes of their philanthropy programs, but also on how those programs are communicated to various stakeholders. □

Eighth Annual Excellence Awards Selection Committee

CECP is grateful to its esteemed jury from the corporate, nonprofit, government, investment, consulting, media, and academic communities who bring their significant expertise to the selection process.

Carol Cone

Chairman, Founder
Cone Inc.

JD Hoyer

President
National Academy Foundation

Bob Corcoran

VP, Corporate Citizenship,
Chief Learning Officer
General Electric Company

David Kirkpatrick

Senior Editor
Fortune Magazine

Suzanne DiBianca

Executive Director, Salesforce Foundation
salesforce.com, inc.

Mark Kramer

Managing Director, Founder
FSG Social Impact Advisors

Jeff Flug

Chief Executive Officer
Millennium Promise

Jane Nelson

Senior Fellow, Director
Harvard's Kennedy School of Government

Justine Frain

VP, Global Community Partnerships
GlaxoSmithKline plc

Daniel Runde

Head of Partnership Development
International Finance Corporation

Ray Horton

Director, Social Enterprise Program
Columbia Business School

David Schner

President, Executive Editor
LEADERS Magazine

Tae Yoo

Vice President of Corporate Affairs
Cisco Systems



Forty CEOs attended CECP's 'Board of Boards' Conference and debated the question of corporate philanthropy communication strategy.

BEST PRACTICE:

Tapping Core Talents

McGraw-Hill's Expertise Adds Professionalism to Nonprofit Marketing

The McGraw-Hill Companies



The following article includes insights on The McGraw-Hill Companies' Writers to the Rescue program in partnership with nonprofit organization MOUSE, shared during an interview with Louise Raymond and Amita Nagaraja from McGraw-Hill and Carole Wacey from MOUSE.

McGraw-Hill: Seven years ago, an employee approached us wanting to help nonprofits that need assistance developing communications materials. He thought that by tapping into the talents of McGraw-Hill's writers and editors we could provide an important service to many organizations.

The company embraced this idea and started promoting pro bono opportunities to our employees through our Writers to the Rescue program. We recognized the added value our company could bring to our nonprofit partners and the community at large.

Writers to the Rescue is a team-based initiative, but we have also incorporated other components based on needs in the community. We've assisted with annual reports, teaching curricula, websites, marketing materials, and more.

Interestingly, many nonprofits have come to us seeking assistance with grant writing. While our employees are very strong writers, they may not have experience writing grant proposals. Therefore, as a skill-building exercise, we partnered with the UJA Federation of New York to provide a grant-writing workshop that would train our employees with the writing and editing of grant proposals.

While the projects vary, most follow a similar structure. A volunteer team leader serves as the main project liaison for the nonprofit organization. Based on availability and area of expertise in the company, the team leader organizes a group of employee participants to fulfill the various responsibilities—as editors, writers, graphic designers, etc.



Middle school MOUSE students dissect a computer to understand better how it works.

MOUSE: In 2004, we learned about the Writers to the Rescue program and placed a cold call to McGraw-Hill. Our mission at MOUSE is to create technology-based opportunities that motivate underserved students to succeed in today's information



MOUSE Squad students work together to provide technical support at their school.

society. And it was an unbelievable opportunity for an organization like ours to learn about this free service.

We've enjoyed a great relationship with McGraw-Hill. Our project leader from the company has basically become an extension of our small organization. If I had to project-manage the materials we've created through this program it would have been a difficult and challenging task, but our Writers to the Rescue team leader did a tremendous job keeping the process smooth and on schedule.

I think this must be a great opportunity for corporate employees. They not only are presented the chance to provide necessary assistance to a nonprofit, but they also get to work with different colleagues at their own company.

McGraw-Hill: Many participants have said that working with a nonprofit can be fun and inspiring, giving them a chance to stretch their talents. We view our pro bono programs as skill-building opportunities, allowing our employees to take on new responsibilities and assume leadership roles.

There are so many potential benefits for employees working on a pro bono assignment: they have the opportunity to build their skills, see the community

impact of their efforts, meet colleagues, and build networks in their own offices and in other cities as well. For those who assume the responsibility of team leadership, they also gain access to project management.

Managing a project such as creating an annual report or other marketing materials for a nonprofit or business client is a

great experience that can translate to other areas where similar project management is required.

CECP: How is this relationship unique for MOUSE?

MOUSE: One of MOUSE's strengths has been our ability to leverage corporate partnerships to support our mission in a variety of creative ways. As executive director, I have found it helpful to piece together different types of support. For example, MOUSE's relationship with Citi started with financial assistance but has grown over the years to include board membership, the development of financial metrics, and hosting shadowships and internships for our students.

Writers to the Rescue, on the other hand, helps us tackle specific writing needs. Through this program we can tap into high quality talent from an organization that touches a similar mission (education) and has access to a wide variety of expertise.

I think the success of this program has a lot to do with the culture of McGraw-Hill. The leadership team deserves a lot of credit—they encourage their employees to take on these additional responsibilities, make them feel comfortable with the pro bono work, and are committed to seeing the project to completion. I was considered a customer and treated as a paying client of the company.

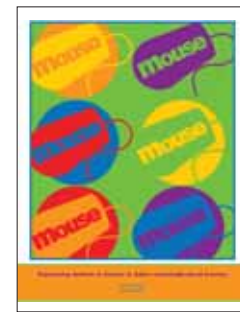
McGraw-Hill: Another component of our employee engagement program has involved leveraging our volunteer grants for Writers to the Rescue. Participants can apply for a grant of up to \$1,000 for the nonprofit partner. These funds often help offset printing costs and are a nice complement to the pro bono work.

MOUSE: McGraw-Hill connected us with a printing service they use frequently, so we got a great deal on printing. In addition, we received a \$1,000 team grant, so the entire cost to our organization for writing, editing, designing, and printing our annual report was only \$300. There were so many efficiencies with this partnership!

MOUSE has a staff of just eight people and we're serving nearly 200 schools across the country. We are often asked how we do this with such a small team and the answer is through our partnerships.

Lessons Learned

- ▶ Be creative and work within your company's core competencies. Whether you are a professional services firm or a manufacturing company, identify the pockets of employee talent and expertise that can have the most impact on nonprofit organizations.
- ▶ Leverage pro bono service as a means for professional development. Because it involves meeting the same standards for delivery as with any business client, supplying pro bono services to nonprofit beneficiaries affords employees the opportunity to develop their skills and experience new challenges.
- ▶ Make a connection to your company's broader corporate philanthropy efforts. By tying pro bono service to larger giving strategy, you ensure alignment with your overarching philanthropy goals, while resources—financial and otherwise—can be tapped for additional support to community partners.



McGraw-Hill partners with MOUSE to provide pro bono services including creating the organization's 2006-2007 Annual Report.

About Writers to the Rescue

Writers to the Rescue (WTR) provides nonprofit organizations with the services of writers, editors, graphic designers, and communication specialists from The McGraw-Hill Companies. Through WTR, McGraw-Hill helps develop and support the infrastructure of nonprofit organizations by assisting in the production of materials that fit within the nonprofit's larger communication, fundraising, and/or capacity-building strategies.

About MOUSE

MOUSE is a nonprofit organization that creates technology-based opportunities that motivate underserved students to succeed in today's information society. MOUSE's three main programs are MOUSE Squad, a student-driven technical support help desk program that addresses the technology needs of K-12 schools; MOUSECORPS, a youth development program designed to support the growth of leadership and career readiness for students; and TechSource, a research and policy initiative that provides information and leadership around critical education and technology issues facing urban districts. □

NONPROFIT PERSPECTIVE:

From Providing Charity to Serving Clients



An Evolving Approach to Pro Bono Service

Aaron Hurst
President and Founder
Taproot Foundation



The examples included in this publication suggest a theme that sets apart pro bono service from traditional volunteering.

Effective pro bono service requires truly treating nonprofit organizations as clients, not as charities.

This is a big shift in thinking for many companies. As a result, pro bono service not only has the ability to provide a tremendous amount of value to the nonprofit sector—it can transform the nature of the relationship between corporations and nonprofits.

In April 2008, the Taproot Foundation's Pro Bono Action Tank (PBAT) convened more than sixty pro bono leaders from corporations, professional services firms, and the nonprofit sector. One of the topics on the agenda was a discussion about what it means to treat the nonprofit as a client, equal to any other paying client or customer. Based on the participant's input, the following five indicators for successful client service and ten best practices for delivering on the promise of pro bono services are emerging:

Five Indicators of Good Client/Pro Bono Service:

- 1 The project is completed and delivered in a timely manner.
- 2 The nonprofit client's expectations are met or exceeded.
- 3 The deliverable is implementable and sustainable.

- 4 The nonprofit client reports that the project made an impact.
- 5 All parties involved report high satisfaction with the group's interactions.

Ten Best Practices in Pro Bono Service:

- 1 Focus on actively listening to the nonprofit's needs before diagnosing the situation and recommending solutions.
- 2 Ensure project scope is based on an alignment of the needs and the competencies of the pro bono team.
- 3 Staff pro bono teams with the skills needed to ensure a high quality outcome.
- 4 Ensure the project is a win-win before committing—it is okay to say no.
- 5 Document the scope and expectations up front and receive a formal commitment (i.e. signatures) from the nonprofit and the pro bono team.
- 6 Develop a communication plan for the project to ensure that both parties are accessible and continued alignment is reinforced.
- 7 Set regular milestones to formally check in on progress and solicit feedback.
- 8 Define clear metrics based on the above indicators to measure the success of the engagement.
- 9 Include an implementation and/or sustainability plan as the final deliverable for all projects.
- 10 Formally close the project with the pro bono team and client and celebrate the collective contribution.



In Seattle, pro bono volunteers join a kickoff meeting for their brand strategy project.

With Deloitte and Target as co-chairs of its Leadership Group, the Pro Bono Action Tank is working to ensure that corporations are able to successfully meet the community demand for quality pro bono work. This organization will spend the next twelve months partnering with leaders in the field to create some of the initial building blocks. These include:

Pro Bono Skills Map. Companies are often surprised by the skills nonprofits are seeking, and therefore by the potential for them to engage employees with a range of expertise. This map will identify the common needs of nonprofits and list the corporate skills required to deliver on those needs. San Francisco School Volunteers and Business Volunteers Unlimited are co-leading this effort.

Nonprofit Readiness. Through trial and error, leaders in the field have identified some of the key indicators of nonprofit readiness in receiving pro bono service. PBAT is working with the Corporation for National and Community Service to collect these best practices and create

a toolkit for determining the readiness for nonprofits to engage companies' pro bono teams.

Measurement. CECP is working with us to develop common metrics for the indicators of successful pro bono client service as well as how to measure the business value generated by the company. In addition, we will be jointly defining a model for assigning economic value to pro bono projects so corporations can include these services in their calculation of total giving.

About the Taproot Foundation

Taproot helps connect business and nonprofit communities, offering pro bono marketing, HR, and IT consulting services to organizations in need of infrastructure support. Visit www.taprootfoundation.org to read additional pro bono case studies and access Taproot's growing library of resources for companies engaging in pro bono service. For more information on the Pro Bono Action Tank visit www.doitprobono.org or contact Jamie Hartman at 415.359.1423 or jamie@taprootfoundation.org □

Matching Corporate Assets with Nonprofit Needs

POINTS OF LIGHT
&
HANDS ON NETWORK

Michelle Nunn
Chief Executive Officer
Points of Light & Hands On Network



All types of volunteerism and service are fundamental for a vibrant and democratic society. Service can include informal activity, such as helping at a school or religious organization; traditional volunteer activities, such as a soup kitchen feeding or house building project; as well as more skills-based efforts or corporate pro bono initiatives. Pro bono service, specifically, can have a vital impact on the capacity and long-term health of nonprofits.

As someone who has worked in the nonprofit sector for nearly twenty years, I have seen the power of pro bono service on the local and national level. I most recently experienced this in Accenture's valuable support of more than \$1 million in pro bono

EMPLOYEE ENGAGEMENT	PRO BONO OPPORTUNITY
<ul style="list-style-type: none"> ▶ Communications ▶ Marketing ▶ IT 	Develop an interactive communications plan to enhance web presence, email campaigns, or viral marketing to increase donors, clients, and/or volunteers
<ul style="list-style-type: none"> ▶ Human Resources 	Refine a performance review process to increase effectiveness and recognition of employees and volunteers Design a board development plan to increase breadth and depth of board capacity
<ul style="list-style-type: none"> ▶ IT 	Lead a technical audit and develop a long-term, realistic tech strategy to improve efficiencies while staying in budget
<ul style="list-style-type: none"> ▶ Logistics 	Review a logistics or warehousing plan for organizations like food banks or nonprofit storefronts to increase efficiency and capacity
<ul style="list-style-type: none"> ▶ New Business Development 	Perform sector research analyzing historic trends and future opportunities in area of service
<ul style="list-style-type: none"> ▶ Operations 	Conduct a real estate or capital development plan to support a growing nonprofit in expanding its capacity
<ul style="list-style-type: none"> ▶ Program Management 	Redesign an evaluation strategy to ensure program outcomes are clear, measurable, and achievable
<ul style="list-style-type: none"> ▶ Sales 	Create a sales plan for fundraising efforts including market research, cultivation strategy, and goal analysis

services towards the successful merger of Points of Light & Hands On Network.

While professional services firms are often more readily able to integrate pro bono work into their corporate giving platform, we have been fielding many requests from

other types of companies interested in increasing pro bono support but needing creative ideas as to how they might bring their organization's skills to bear.

The above examples include some of the unique opportunities for corporations to support nonprofit

organizational needs through pro bono service. These ideas may spark creative thinking within your company.

While finding the right nonprofit partners for pro bono service opportunities will take extra vetting, look first to the organizations with which your company has ongoing relationships. This allows you to start with a common understanding of mission, values, and culture of both parties. Additionally, organizations like those listed on page 8 of this publication may help.

About Points of Light & Hands On Network

Points of Light & Hands On Network is the largest volunteer mobilization and civic engagement organization in the nation with an alliance of 370 affiliate organizations. For more information on the innovative nature of our business orientation and our commitment to transformational change visit www.handsonnetwork.org or www.pointsoflight.org □

New Members

CECP welcomes the following new members, joining the Committee as champions for corporate philanthropy:



Sir Winfried F. W. Bischoff
Chairman
Citigroup Inc.



Sir Bischoff is chairman of the UK Academy Foundation and was previously a trustee of the Royal House Opera Covent Garden. Dedicated to education and business training, Sir Bischoff founded and chairs the Career Academies UK, modeled after the Career Academies initiative started by Sandy Weill in the United States.

Ian Cook
President and Chief Executive Officer
Colgate-Palmolive Company



Mr. Cook is a director of PepsiCo Inc. as well as the women's leadership organization Catalyst. As president and CEO, Mr. Cook is a champion of Colgate's global oral health improvement program, "Bright Smiles/Bright Futures." Since its inception in 1991, this initiative has reached more than 500 million children worldwide with classroom education and dental screening programs.

Brady W. Dougan
Chief Executive Officer
Credit Suisse



Based in Zurich, Mr. Dougan is the chief executive officer and a member of the executive boards of Credit Suisse Group and Credit Suisse. Before assuming his current responsibilities in May 2007, Mr. Dougan served as CEO of the Credit Suisse Investment Bank and its predecessor firm, Credit Suisse First Boston.

Bruce E. Mosler
President and Chief Executive Officer
Cushman & Wakefield, Inc.



Mr. Mosler is a member of several community and industry boards, including the American Cancer Society Hope Lodge; the Real Estate Board of New York; The Intrepid Sea, Air and Space Museum; the New York Historical Society; Partnership for the City of New York; and Duke University's Fuqua School of Business.

Duncan L. Niederauer
Chief Executive Officer
NYSE Euronext



Mr. Niederauer is chief executive officer of NYSE Euronext as well as a member of the company's management committee and board of directors. He also serves on the board of Colgate University. The NYSE Foundation, established in 1983, makes grants to programs in the areas of education, quality of life, and community improvement, with a focus on the needs of the New York metropolitan area.

Young-Ho Park
President and Chief Executive Officer
SK Holdings Co., Ltd.



Mr. Park is the president and CEO of SK Holdings, which includes seven major subsidiaries of SK group, with SK Energy and SK Telecom being the market leaders in the Korean petroleum and telecommunication industries, respectively. He serves as an advisor for all SK Holding community initiatives including Happy Meal Provision Center, 1318 HappyZone, and Training Assistants for Disabled Children.

Gerald L. Storch*
Chairman and Chief Executive Officer
Toys "R" Us, Inc.



Mr. Storch joined Toys "R" Us, Inc. in February 2006. Prior to his current position, he spent more than a decade in senior management at Target Corporation, most recently serving as the company's vice chairman. He serves on the board of the Toys "R" Us Children's Fund, which donates millions of dollars each year to organizations and charities that help children in need.

John A. Thain*
Chairman and Chief Executive Officer
Merrill Lynch & Co., Inc.



Mr. Thain serves on the board of directors of BlackRock, Inc. and is a member of the Federal Reserve Bank of New York's International Capital Markets Advisory Committee. In addition to providing ongoing support for the arts, health, human services, and civic causes, Merrill Lynch's philanthropic priority is a sustained investment in education through the Merrill Lynch Classroom program.

*CECP apologizes for a photo misprint in the Winter 2008 issue of The Corporate Philanthropist.

*Mr. Thain was previously a member of CECP representing NYSE Euronext.



CECP Online

To learn more about CECP or to gain access to CECP's research, including the most recent report from the 'Board of Boards' CEO Conference, visit CorporatePhilanthropy.org

Corporate Philanthropy in Support of the MDGs

On National Corporate Philanthropy Day, CECP collaborated on a special program of the United Nations to explore how corporate philanthropy can help advance the Millennium Development Goals (MDGs). UN officials, corporate CEOs, and nonprofit executives participated in panel discussions before nearly 500 cross-sector leaders gathered at the UN Economic and Social Council (ECOSOC) Chamber at United Nations Headquarters in New York.

Speakers included UN Deputy Secretary-General Asha-Rose Migiro, ECOSOC President Léo Mérore, UN Under-Secretary-General for Economic and Social Affairs Sha Zukang, Executive Director of the UN Office for Partnerships Amir



Professor Jeffrey Sachs of the Earth Institute at Columbia University moderated the first panel on "Applying Strategic Philanthropy to the MDGs."

Dossal, CECP Executive Director Charles Moore, Professor Jeffrey Sachs, and CECP CEO members Christina Gold and John Whitehead, among others.

The following are excerpts from an ECOSOC analytic summary of the event, available for download at www.un.org/ecosoc/phlntrpy/philanthropy.shtml.

"...The aim of the special event of ECOSOC was for Member States to learn more about strategic philanthropy, to hear the corporate sector's view on partnership opportunities, and for corporate guests to learn about the work of the UN and the internationally agreed development goals with a view to exploring ways for building and strengthening partnerships to achieve common development goals and enhancing the overall development impact of corporate philanthropy.

"...The great potential of partnerships, participants were reminded, lies in the different assets that each sector could bring. The UN has development expertise and a clear set of internationally agreed goals. The corporate philanthropy community could bring in significant resources, including

product donations, distribution channels, micro-loans and expertise through pro bono activities. The challenges of cross-sectoral partnerships, including "cultural" differences, could be overcome through a shared commitment to success, clearly defined goals and ownership, and accountability from both partners.



UN Deputy Secretary-General Asha-Rose Migiro welcomed CEO, giving officer, and UN delegate participants to the event.

"...It was noted that every industry in the world could tackle development challenges in a way that also made business sense. For instance, health care companies today are not only providing donations but also looking at pricing issues and investing in infrastructure. Financial institutions are not only engaged in microcredit/microfinance as philanthropy but also in knowledge development as part of their business endeavours. Businesses as partners could make strategic long-term commitments through their core activities or as risk management tools. Companies could utilize philanthropic donations to seed innovation that

might in turn feed into their core business. Through employee volunteering on development projects in partnerships, companies were harnessing their core competencies to deliver on the MDGs."

CECP would welcome receiving any suggestions the corporate philanthropic sector may have for strengthening partnerships and advancing the MDGs and looks forward to continuing its work with key partner organizations to advance collaboration and corporate philanthropy. For more information on the MDGs, visit www.mdgmonitor.org. □

NONPROFIT PERSPECTIVE:

The Business Benefits

The Case for Corporate Pro Bono

Esther Lardent
President
Pro Bono Institute



Numerous studies in recent years have demonstrated that volunteerism and community service have real value and

meaning for a company's employees and customers. An exciting new development in corporate volunteerism is the concept of pro bono service—corporate efforts applying the business skills of companies' professional staff to resource-starved nonprofit groups with vitally important missions but limited business skills and infrastructure.

The legal community has been a long-time leader in this movement. Large law firms and in-house legal departments contribute their lawyers' human capital to provide legal counsel and assistance to community groups and low-income families, using the same skills they provide to their corporate clients. Their level of commitment is extraordinary: nearly 150 law firms have committed 3-5% of their lawyers' total billable hours to pro bono service. At some firms, that translates into 100,000 hours or more of free legal services annually.

These legal institutions do not make a commitment to pro bono service for business reasons; they do so because the unmet need for that assistance is so great and because providing such service is a core element of their professional identity. However, when properly aligned with the institutions' business goals, pro bono service attracts business value. If the experience of the legal market is replicable, corporate pro bono service can generate the following benefits for companies and their professional staff:

► **Recruitment.** For potential recruits, a commitment to pro bono is an important differentiator. According to the 2007 Deloitte Volunteer Impact Study, nearly two-thirds of Gen Y employees prefer companies that let them volunteer their skills—and 62% of this age bracket prefer to work for a company that affords them opportunities to apply their skills to benefit nonprofits.

► **Retention, morale, and teambuilding.** Professional staff members may sometimes operate in isolation from one another or feel detached from the larger operations of the business. Making pro bono opportunities available demonstrates a company's appreciation of its employees' skills and enables professionals to work together across depart-

ments and areas of expertise. This investment builds loyalty both to the company and among teams.

► **Marketing and reputation.** At a time when the news seems focused on corporate malfeasance, pro bono service is a wonderful opportunity to demonstrate visibly a company's commitment to its community. Positive public interest stories about lawyers' pro bono services appear regularly in publications as diverse as *The Wall Street Journal* and *People*.

► **Professional development.** Law firms and legal departments have found that pro bono service is among the most effective and least expensive means of providing professional development opportunities for their staff. For younger employees, properly structured and supervised pro bono opportunities offer accelerated professional development, including greater autonomy and responsibility than that which they experience in their "day jobs."

► **Creativity.** Using their company skills in a different context promotes creativity. For example, when HR professionals help a diverse community group overcome management challenges, they may be required to come up with new and promising approaches that can be implemented in the corporate context. In addition, as professionals provide pro bono services, the quality of their judgment and performance with community partners can add insight into their leadership and growth potential within the company.

► **Networking.** Pro bono service creates a vehicle for participation in wider professional networks. In addition, nonprofit boards are typically composed of powerful community and corporate leaders. The pro bono nonprofit client of today may offer a pathway to a major commercial client in the future.

► **Stronger communities.** Nonprofit groups play an increasingly vital role in promoting the quality of life and economic health of their communities. When communities thrive, businesses thrive. Therefore, strengthening the capacity and infrastructure of these important institutions ultimately improves the business climate as well.

About Pro Bono Institute

The Pro Bono Institute is an internationally recognized nonprofit organization that offers training, support, research, and consulting services designed to increase and enhance pro bono legal services provided by law firms, in-house corporate legal departments, and legal public interest organizations around the world. For more information, visit www.probonoinst.org and www.cpbo.org. □

MORE INFORMATION:

Resource Organizations

While far from an exhaustive list, the following organizations offer national resources to assist corporations in developing both skills-based and pro bono programs.

Common Impact

www.commonimpact.org

Matches skilled corporate volunteers from leading companies to community nonprofits in need of assistance in the areas of IT, marketing, and human resources.

Corporation for National and Community Service

www.nationalservice.org

Provides full-time volunteers to build nonprofit organizational capacity and offers grants, training, technical assistance, and research to developing and expanding volunteer organizations.

Net Impact

www.netimpact.org

Engages its members in pro bono consulting projects related to finance, marketing, new program development, business planning, fundraising, and strategic planning for nonprofit organizations.

NPower Network

www.npower.org

Helps nonprofits use technology to serve their communities better through hands-on IT planning and implementation, volunteer matching, and technology consulting.



Legal professionals participate in the Pro Bono Leadership Convocation in 2007.

Points of Light & Hands On Network

www.handsonnetwork.org

Provides resources, programs, and thought leadership to support the creation of corporate skills-based volunteer opportunities.

Pro Bono Institute

www.probonoinst.org

Provides research, consulting services, analysis, publications, and training to advance pro bono work in the legal profession.

Pro Bono Partnership

www.probonopartnership.org

Offers pro bono legal services and educational resources to nonprofit organizations as well as recruits, places, supports, and supervises attorney volunteers.

SmartVolunteer

www.smartvolunteer.org

Connects skilled professionals with volunteer opportunities at nonprofits that utilize their professional expertise and experience.

Taproot Foundation

www.taprootfoundation.org

Recruits, places, and manages professionals on volunteer consulting projects and provides research, consulting services, analysis, publications, and training to advance pro bono work in the business community.

VolunteerMatch

www.volunteermatch.org

Matches nonprofits with volunteers, including professionals working in a pro bono capacity.

THE CORPORATE PHILANTHROPIST

Spring 2008

The Corporate Philanthropist is published by the Committee Encouraging Corporate Philanthropy (CECP).

Editor: Lindsay Siegel
Phone: 212.825.1000
Address: 110 Wall Street, Suite 2-1
New York, NY 10005
E-mail: Info@CorporatePhilanthropy.org
Web: CorporatePhilanthropy.org
Design: Thinkside Design



This paper is made carbon neutral by offsetting its thermal energy emissions with Verified Emissions Reduction credits. 100% of the electricity used in the manufacturing of this paper is offset by Green-e certified wind certificates.