



*Growing in Wisdom...
Evolving in Practice*

THE WOMEN'S GIVING ALLIANCE
ANNUAL REPORT | 2008



The Women's Giving Alliance is a dynamic group of women who pool their philanthropic giving to make a lasting impact on the lives of women and girls in Northeast Florida. Members enjoy opportunities to learn about their community, to learn about wise grantmaking strategies, to learn about the work of organizations serving women and girls, and to learn about each other. Through active participation, members become informed, collaborative and courageous philanthropists.

women together... changing lives

Each WGA member contributes \$1,500 annually, with \$1,000 going to the grants pool to fund initiatives and programs that enhance the lives of women and girls in Northeast Florida, and \$500 going to the Women's Endowment Fund at The Community Foundation in Jacksonville and administrative expenses.

The Women's Giving Alliance operates as an initiative of The Community Foundation in Jacksonville, the oldest community foundation in Florida. The Community Foundation works to stimulate philanthropy to build a better community, and holds more than 350 funds and assets valued at more than \$150 million."



MISSION

To inspire the women of Northeast Florida to be strategic philanthropists and to improve the lives of women and girls through collective giving.

VISION

The Women's Giving Alliance transforms how Northeast Florida addresses the needs of women and girls.

GUIDING PRINCIPLES

The Women's Giving Alliance is committed to:

- » Reach out and welcome all women who wish to join.
- » Build relationships among women united in their desire to improve the lives of women and girls.
- » Develop a membership of educated philanthropists who understand community needs and become informed, pioneering grantmakers.
- » Collaborate with funding partners and community organizations to empower women and girls.
- » Conduct our grantmaking with integrity, fiscal responsibility and respect for our grant recipients.

FROM THE PRESIDENT

women together... changing lives

Reading that, you may immediately think that the lives being changed are those of the people who benefit from the grants awarded by the Women's Giving Alliance. Indeed, we hope their lives are changed.

I now realize, however, that the WGA also is changing the lives of its members.

You will see throughout this report the comments of women whose perspective, whose understanding, whose awareness and behavior has been changed by involvement with WGA. These are women who are learning about and practicing strategic philanthropy, women who are coming to appreciate the power of collective giving.

In 2008, 22 percent of the membership – more than 45 women – actively participated in the grantmaking process. These women not only are learning about the art of philanthropy, they are learning about the challenges confronting women and girls in our community, and the many strategies being employed to address those challenges. It is the opportunity to participate and to learn, I think, that has drawn more women to WGA. Membership has increased steadily for four years now, with an increase of more than 20 percent just in the

last two years. These women recognize the power of an endowment to provide resources for lasting change, and they recognize the power of collective thinking and thoughtful analysis to impact our community.

Just as our members are growing and changing, our organization is growing and changing.

Our communications are more sophisticated, strategic and effective, with a website providing information for members and the public. In 2009, we will enhance that website with features that allow online payments and member-to-member communications.

Operationally, WGA now operates with a written set of Policies and Procedures. We report quarterly on our performance against the benchmarks set in our 2006 strategic plan. Our committees have a better understanding of our goals and are focused on their tasks and the desired outcomes.

Financially, WGA continues to be strong. Total revenues in 2008 were \$354,933. WGA awarded grants in 2008 of \$249,250. Since inception, total dollars granted are \$2,222,890, which includes partnership grants of \$339,600. As of December 9, 2008, the Women's Endowment Fund stood at \$619,979.

In short, WGA is a stronger organization. We have created a template for the future. All of this has been accomplished thanks to the leadership and support of very talented committee chairs. Their extraordinary talents and previous experience has helped to take

WGA to the next level. Their time, dedication, and support have been invaluable, both in the day-to-day leadership of the organizations and in the challenges of exploring uncharted waters.

I am thankful for the opportunity to have served as your president. I was fortunate to inherit an organization with a strong direction and focus, enabling me to move WGA forward, serve our membership and benefit our community.

I also am thankful for the continuing fiscal and operational support from The Community Foundation, which has allowed us to move ahead with speed. The Foundation always is there to guide us.

At seven years old, WGA still is a young organization. There are untold opportunities for its members to experience the joys of philanthropy and the rewards of being a change agent for women and girls in our community.

*We have many
more years in
which to be
women together...
changing lives.*

Joan Van Vleck
President





women together...
changing lives

GROWING IN WISDOM... EVOLVING IN PRACTICE

In seven years, the Women's Giving Alliance has made great strides, growing not only in size, but in philosophy, awareness and practice. It has moved from a young organization whose members were pleased to support local charities, to a more mature group of women asking thoughtful questions about the best ways to impact their community.

The changes have been both subtle and profound and reflect the members' collective philanthropic journey from a group of well-intentioned donors to a group of informed women looking for strategic ways to create positive change for women and girls.

Now, at the start of 2009, the members of WGA have honed the focus of their work, have refined the processes by which they will do that work, and have sharpened the skills and knowledge they will need to fulfill their mission.

Tracking the 'Four Traditions'

American philanthropy often is thought to fall into four broad traditions of giving: charity or "relief" from suffering; individual improvement, social reform and civic engagement. While none of these traditions is considered superior to the others, it is generally recognized that an individual's – or an organization's – philanthropic journey often begins with charitable giving and then, with experience and awareness, progresses on to other traditions of giving.

In many respects, the evolution of the Women's Giving Alliance follows this path.

Founded in 2002, WGA's early years of grantmaking were marked by gifts to nonprofit organizations for provision of direct services in variety of fields. These grants, though lacking in collective focus, were worthy investments and their diversity enabled WGA to "touch" a broad spectrum of organizations and endeavors.

But within two years, WGA members were asking questions about focus and impact, and those questions led them, appropriately, to community research. By 2004, WGA had commissioned and published *Voices Heard: Women & Girls Speak*, a study on the status of women and girls in Northeast Florida.

That research, and the experiences gained through the early years of grantmaking, helped WGA develop a strategic plan in 2006 that called for grantmaking to focus on improving the lives of women and girls in four areas:

- » Pre-K–12 public education;
- » Economic empowerment;
- » Physical and mental health;
- » Violence and crime intervention and prevention.

The plan further challenged WGA's grants committee to expand its repertoire of grantmaking strategies to:



As newcomers, my husband and I had no ties to institutions in the greater Jacksonville area, no specific knowledge of community needs and no map for how to be effective here. Like many others, we have long realized the importance to us of helping our community (wherever it is) through giving. We want our contributions, though quite limited, to make a difference. Part of our answer has been to support with our dollars what we care deeply enough about to support also with our time. Women's Giving Alliance has provided an important tool: the impact of focused, combined giving — far beyond what we can do on our own — with the comforting knowledge that grants are made thoughtfully after careful vetting of the issue, the need and the recipient.

Scott McGehee



My husband, Jim, and I are both professionally involved in the business of philanthropy. Personally, we are members of the United

Way Alexis de Tocqueville Society and have a donor-advised fund at The Community Foundation in Jacksonville. WGA is something that only I contribute to. I like the fact that membership is mine alone, that I'm the one making the contribution (our other gifts are as a couple.)

WGA goes a little deeper into women and girls' issues than I have before. I have learned better ways to connect the dots, understand how the "circle of life" is present in all societal problems, the realization that "place matters," and how prevention, intervention and education at early ages are the cornerstone to a better society.

As the mother of a seven year old daughter, I have the responsibility to be her first and best teacher of values, principles and selfless giving just as my mother did. WGA is giving me even more tools on my belt to accomplish this most worthy and challenging task.

Susan Towler

- » Apply creative solutions to critical needs of women and girls;
- » Produce lasting and measurable impact;
- » Shape the community's agenda and produce systemic change.

Thus, WGA's grantmaking began to move from charity and individual improvement, to social reform and civic engagement.

This shift has placed new demands on the organization. It requires WGA to delve deeper into issues and understand the underlying problems. It requires more front-end research prior to decisions about grants, and it requires more back-end followup with grantees, monitoring the work and staying with an issue for a longer period of time.

Emerging Work

Since 2007, two bodies of work have emerged that exemplify this more strategic approach to grantmaking. While both are in the very early stages, they illustrate the change in WGA's practices.

Aging Out of Foster Care

This initiative focuses on girls in foster care nearing age 18, the point at which they are emancipated from foster care. Research shows that girls who "age out" of foster care are at high risk for homelessness, early parenthood, depression, crime and substance abuse. It is worth noting that youth who live with their birth parents typically do not achieve full independence until age 23 – five years later than youth in foster care.

While the State of Florida mandates a host of services to prepare these girls for independent

living and support them in the early years of independence, numerous obstacles hinder fulfillment of those mandates, including:

- » An insufficient number of trained case workers;
- » Difficulty in providing early intervention efforts;
- » Lack of accountability for service delivery;
- » Difficulty in reaching youth in foster homes to provide counseling and training;
- » Struggles in addressing youth's needs to "catch-up" in school;
- » Affordable, appropriate housing for those aging out.

There are about 250 girls in foster care in Duval County, and roughly 35 "age out" of the system each year. To begin to address the needs of this population, WGA funded a pilot program at Jewish Family and Community Services, offering individual and group counseling, life skills training/practice, guidance from a female caregiver or mentor, transportation, transition planning and ongoing competency assessment.

WGA's second initiative focuses on girls in Florida's juvenile justice system, specifically on the availability and use of gender-specific programs to effectively address their needs. In Florida, a great deal of research exists documenting the needs of girls in the juvenile justice system.

Girls in the Juvenile Justice System

This initiative focuses on girls in Florida's juvenile justice system, specifically on the availability and use of gender-specific programs to effectively address their needs. In Florida, a great deal of research exists documenting the needs of girls in the juvenile justice system.

Florida was the second state in the nation to mandate gender-specific programs for girls in the system. Duval County, however, faces unique challenges. Duval has the highest number of girls committed to residential placements for misdemeanors or non-law violations of probation. The state's Office of Program Policy Analysis and Government Accountability found that many delinquency judges consider treatment options in Duval County to be inadequate and thus commit girls to institutions outside the community.

WGA awarded a two-year grant to the Children's Campaign, a statewide nonprofit advocacy group, to develop a county-wide plan to stem the tide of girls entering the juvenile justice system and improve outcomes. A local citizen-driven Leadership Council is working to develop innovative solutions, including policy and system changes. An advisory board, including stakeholders from law enforcement, schools, health care and agencies serving girls, is providing input. Expected outcomes include identifying essential services for justice-involved girls, raising community awareness, and involving Duval County's legislators in policy and appropriation issues.

Balance For the Future

Going forward, WGA seeks to find a healthy balance in its grantmaking – balance in the investments made in addressing women's needs vs. girl's needs, and balance in the range of investments, from charity to civic engagement.

WGA will continue to make grants to organizations providing direct services to women and girls. At the same time, however, it will continue to drill down within the four areas of interest to identify specific populations or issues that would benefit from a more comprehensive philanthropic strategy.

These inquiries may lead to new approaches to grantmaking. They may lead to collaborations with other community players. They certainly lead to more research, study and thoughtful discussion.

Most importantly, they position WGA to invest strategically and thoughtfully in its community, and live up to its mission of improving the lives of women and girls.



I was one of the founding members and a group of us met in The Community Foundation board room to discuss the creation of WGA and the direction it would head.

Prior to my involvement in WGA, I tended to support those organizations that members of my family were involved in, such as Episcopal High School, the Cummer Museum and Wolfson Children's Hospital. Through WGA I have learned a great deal about the needs of women and girls in our community. Some of these needs are being met, but many others are not. WGA looks into these areas and approaches organizations to help fund programs that, hopefully, make a difference.

My approach to giving has become much more thoughtful. Membership in WGA hasn't necessarily changed the agencies that I support, but in the past I would give to a specific need and often times to the person doing the ask. Now, I feel comfortable doing some research, asking some pertinent questions and then making a decision. I still give to agencies that address specific needs in the short term, but I now realize that pilot programs and agencies that address long-term needs and issues are also vital.

Mary Pietan



I was fortunate enough to be selected to facilitate the strategic planning process for WGA in 2006. During the process, I got to know the organization and some of its members very well. I was so impressed with the women I met and the direction of the organization that I wanted to be part of it long after my official work ended. The mission of the organization and its focus on women and girls is something that can make a far-reaching, lasting impact on our community.

As a result of my involvement with WGA, my personal philanthropy has become much more focused, and I've been able to make a bigger impact in the community sooner than I would have been able to do on my own.

Jana Ertrachter



I have always believed in charitable giving, ranging from programs that provide assistance to individuals in need to contributing

to religious, civic, arts and similar organizations. In early 2000, I attended presentations given by The Community Foundation explaining the difference between charitable and philanthropic giving. The formation of the WGA gave me the opportunity to become more philanthropic in my giving.

The WGA is a well-organized, focused philanthropic initiative that is making a difference in our region. I know this to be true because I've attended meetings and spoken with recipients whose organizations have benefited from the support of the WGA. I have observed the commitment of both the leadership and members to the mission and the vision of the WGA. This commitment is made evident in the time and attention given to day-to-day operations, the depth of the research that guides funding and program decisions, and the educational activities designed to increase the knowledge and independence of the members.

My giving has become more focused. I find I am giving larger amounts to fewer recipients. I still target some of my resources to programs that address immediate needs because I think that is important. However, my real commitment is to band with others to make lasting changes in 'the way things are.'

Afesa Adams

2008 GRANTS AWARDED

AGING OUT OF FOSTER CARE INITIATIVE

\$56,750 to **Jewish Family & Community Services** to support Building Bridges, a program that provides independent living training, therapeutic services and group activities to 40 girls ages 13-18, who are aging out of the foster care system.

\$30,000 to the **PACE Center for Girls** to support **PACEWorks!**, which provides an intensive program of life skills training, individual therapy and career exploration and preparation for girls ages 16-25 who are or have been at PACE and in the foster care system.

INFANT MORTALITY INITIATIVE

\$40,000 to the **Northeast Florida Healthy Start Coalition** to support the Azalea Project, which provides specialized outreach efforts for pregnant women and women of child-bearing age who are at highest risk for poor birth outcomes due to substance abuse and risk-taking behaviors.

STRATEGIC PROGRAMS – CONTINUATION FUNDING

\$30,000 to **Jewish Family & Community Services** for Get Moving, a program providing group sessions for girls ages 9-15 who are at risk of entering or re-entering the foster care system, and for women whose children are similarly at risk. Topics include decision-making, job search/interview skills, healthy relationships and community resources.

\$25,000 to the **National Council of Negro Women/Childwatch Partnership** to support the Reed Educational Campus, which offers after-school and summer programs for disadvantaged girls ages 9-12 in Northwest Jacksonville. Programs include customized and structured learning experiences with a focus on helping girls improve academic performance and establish healthy lifestyles.

\$25,000 to the **Safety Shelter of St. Johns County** to support the sexual assault nurse examiners' coordinator and the 24-hour victims' hotline at the Betty Griffin House Rape Crisis Unit at Flagler Hospital.

OPERATING SUPPORT

\$25,000 to the **Women's Center of Jacksonville** for general operating funds in support of the organization's new strategic plan.

DISCRETIONARY GRANTS

\$5,000 to **Beaches Women's Partnership** for the Women to Women Mentoring Program.

\$5,000 to **Healthy Mothers Healthy Babies** for the Cribs for Kids Program.

\$5,000 to **Junior Achievement of North Florida** for JAGIRL\$, a gender-specific financial literacy program for middle and high-school girls.

SPECIAL GRANTS

\$2,500 to the **Jacksonville Women's Business Center** to support Mentoring Matters, a program for women entrepreneurs.

2008 MEMBERSHIP

<i>President</i> Joan Van Vleck
<i>Vice President</i> Barbara Harrell
<i>Secretary</i> Susan Rowley
<i>Treasurer</i> Anna Brosche
<i>Nominating Chair</i> Sandy Cook
<i>WGA Coordinator</i> Jeneen Sanders

Afesa M. Adams
Brenda Adeeb
Linda R. Alexander
 Mary K. Andrysiak
 Sybil Ansbacher
 Vicki G. Arnold
Eleanor J. Ashby
 Hilah H. Autrey

Phyllis C. Bachand
Ann M. Baker
Anne Baker
Martha F. Baker*
 Sally F. Baldwin
Chris B. Ball
Kristanna B. Barnes
 Carson Barnett
Sally S. Barnett
Martha Barrett
 Sandy Bartow
 Jacquelyn Bates
 Judith Beaubouef
 Kitty Beckham
 Robin Berenberg*
 Susan Birk
 The Hon. Susan H. Black
Janet Bliton
Sandra W. Bond
Missy Boney
 Sheryl P. Bordelon
Mary Miller Bower
 Anna Brosche*
Mary Ann Bryan
 Peggy Bryan

Bette Bucci
Lee Ann D. Buchanan
Julie C. Buckingham
 Debbie Buckland
Sandra S. Burnaman
 Anne K. Buzby
Marilyn R. Carpenter
 Mary Carr Patton
Mary F. Carter
 Juli M. Catlin
 Pamela S. Chally
 Nancy Chartrand
Patricia H. Clarkson
Charlie Clayton
 Poppy H. Clements
 Dale L. Clifford
 Patricia Close
 Shereth L. Coble
Sandy L. Cook*
 The Hon. Mallory D. Cooper
 Janis Coovert
 Muffet Corse
 Kathryn Cowling
 Ann Stoddard Crook
 Sally B. Dann



The Women's Giving Alliance has enlightened me on thoughtful and "strategic" giving, targeting root causes proactively rather than reacting to the most recent charitable solicitation. This is an organization of distinguished women in this community, pooling their resources for the improvement of girls' and women's lives in Northeast Florida.

Kathryn Pearson Peyton, M.D.



A friend's daughter invited me to attend a meeting of WGA. The meeting gave me the opportunity to hear Jacksonville women discuss the problems facing women and girls in Northeast Florida and suggest solutions.

It forced me to take a more critical look at my new surroundings (I had moved to Jacksonville in 2000) and made me want to be a part of WGA.

I have always thought that women possessed unique problem solving skills and really understood the plight of many women and their children. However, these skills were not adequately used without capital behind them. When women began to pool their resources and be able to support their own initiatives, I began to really appreciate the concept of philanthropy in action. Working together toward a goal is wonderful but, when finances are available to put plans into action, it is even better.

I think of collective philanthropy somewhat like an investment club, but one requiring more planning, research and assessment. The gains result from improving the lives of those around us by using both the finances and incredible skills of the WGA membership.

Until I became a member of WGA, my personal philanthropy was not planned – it was haphazard. My experience in WGA has provided me with the education that I needed in order to examine very critically how my money is given. Now I look for the problem, a plan of action and a way to measure results.

Linda Hossenlopp



I was invited to attend one of WGA's education sessions. The subject was the Kesler Mentoring Program, and I went because

I was curious to find out how they organized training of mentors. I learned a great deal, but the session only included a tiny bit of information about WGA, I asked for more. It was soon clear to me that the Women's Giving Alliance had all the characteristics that attracted me at that first education session.

- 1) It is a community group in two senses of the word: it is a community of givers, and its goals are the improvement of our own broader community.*
- 2) It is based on the notion that philanthropy, like most other things, is done better when it is based on knowledge – in this case, research about needs and about best practices for dealing with community needs.*
- 3) I like learning about new things. Working on a WGA committee has stretched my brain, as well as introduced me to interesting people whom I might not otherwise meet.*

I now understand much more about the differences between giving to meet an immediate crisis, and thinking through how to give in a way that will create systemic change. I've wrestled with the pros and cons of funding programs versus operating costs. And of course I've learned in a direct way the power of pooling resources of money and talent. I pay much more attention now to demonstrable results, and think more creatively about the ways I direct my giving.

Dale Clifford

Mrs. T. Wayne Davis

Elana E. Dietz

Dorothy S. Dorion

Barbara J. Drake

Kathryn Durity

Cindy Edelman

Iris Eisenberg

Susan B. Elinoff

Jana Ertrachter*

Helen Euston

Karen Fairbairn

Renee M. Farrell

Carol J. Foley

Linda A. Foley

Catherine Forment

Susan Forster

Patricia S. Freeman

Beverly H. Furtick

Missy Galloway

Susan R. Garvey

Margaret Gellatly

Jill Gleeson

Margaret Gomez

Katherine Graci*

Christine Granfield

Tina M. Guyette

Judith R. Haberkorn

Sally Larkin Hall

Diane M. Halverson

Barbara H. Harrell*

Mary B. Harvey

Joan S. Haskell

Cris P. Hayes

Elizabeth Head

Janet S. Healy*

Lindsay D. Helms*

Judy Herrin

Ann C. Hicks

Sue P. Hightower

Renate W. Hixon

Kay M. Hood

Linda L. Hossenlopp*

Patricia M. Houlihan

Emly Benham Purcell-Howard

Sarah B. Howard

Linda Hull

Sharon T. Hunt

Nina D. Hunter

The Rev. Kimberly L. Hyatt

Sheila Jacobson

Monica A. Jacoby

Penny Z. Jenkins

Jennifer Johnson

Martha A. Jones

Delores Kesler

Lin M. Knapp

Duffy Kopriva

Jean C. Krueger

Andrea L. Laliberte

Barney E. Lane

Helen M. Lane

Irene Lazzara

Barbara Jane League

Sarah B. Lee*

Mary O. Lester

Suzanne Lichter

Janet S. Lithgow

Dawn Lockhart

Susan Lovett

Meta Magevney

Sherry P. Magill

Randle Marchman

Carla Marlier*

Christine M. Marx

Minerva R. Mason

Karen B. Mayfield

Beth Ayers McCague

Alison McCallum

Nancy M. McDonald

Scott McGehee*

Sandra McNeill

Roxie H. Merrill

Carolyn R. Michaels

Teala A. Milton

Marcy M. Moody

Helen Morse

Linda Crank Moseley

Ginny D. Myrick

Pam Gerrish Nelson*

Barbara B. Nellson

Joan W. Newton*

Kathy Newton

Gay C. Nightingale

Ann M. Norman

Bobbie O'Connor

Kathy G. Orr

LeAnne Christy Osburne

Nancy J. Overton

Anne K. Pajcic

Cheryl W. Parham

Deborah Pass Durham

Bonnie Patterson

Pamela Y. Paul

Danielle D. Payne

Kathryn Pearson Peyton

Kitty Phillips

Mary F. Pietan*

Carole J. Poindexter

Marian B. Poitevent

Barbara Lane Resnick

Blythe A. Rhodes

Julie Rice

Marianne Rizzo

Wendy S. Roberts

Susan Lutton Rodgers

Ginny Stine Romano

Judy Romesburg

Jamie Rood

Ellen Rosner

Susan M. Rowley*

Susan Remmer Ryzewic

Ann Sabbag

Peggy Scheu

Peggy Schiffers
 Sonja Schoeppel
 Helen E. Short
Laine S. Silverfield
Sharón L. Simmons*
 Marlene Skilton
Emily B. Smith
Mary Ellen Smith*
 Isabelle Owen Spence
 Deanie Stein
Linda B. Stein
Gail Mendelson Sterman
 Diana Stewart
 Elizabeth H. Stoddard
Kathleen P. Storm
 Sally H. Surface
Julia W. Taylor

Nancy B. Taylor
 Carol C. Thompson
 Marion E. Tischler
 Gwynne G. Tonsfeldt
 Susan B. Towler*
Mary Jane Uible
Joan A. Van Vleck*
 Robin Wahby
 Georgia Wahl
Theodora D. Walton
Jeanne L. Ward
Nina M. Waters*
Lisa Strange Weatherby*
Delores Barr Weaver
Shirley K. Webb
Cecelia W. Werber
 Susan West Schantz*

Tracey Westbrook
 Virginia H. Whitner
 Louise D. Wicker
 Peggy Wilchek
 Linda F. Wilkinson
 Elizabeth Riker Williams
 Judith P. Williams
 Sherry Williamson
Courtenay Sands Wilson
Mary B. Winston
 Susan S. Wohlfeld
 Donna C. Zahra
Elli Zimmerman

Bold – Founding Members
 * – Steering Committee Members



I was new to the community and read about WGA being organized. After talking with people at The Community Foundation, I felt WGA would be a perfect place for me to learn more about the community and meet other women.

At an early organizational meeting for the grants committee, we heard a presentation that helped us understand the respective roles of charity and philanthropy – perspectives I did not have at the time. As WGA has become more sophisticated in grantmaking, I also have learned a great deal about strategic philanthropy – being more focused in a few areas to begin to do more than program support and move toward making systemic change.

In my personal giving, I am more informed about where and how to give. I have become more focused – or at least trying to be – that is difficult with so many needs in the community. I also have taken on roles with nonprofits to assist with development – something I would not have done in the past.

Sandra Cook



Though I had spent decades doing volunteer work, unpaid staff work, serving on boards, and so forth, WGA provided a way to reconnect and gain a current, objective view of community issues. My years and community experiences had led me, long before, to identify two serious social problems — illiteracy and women’s health/reproductive issues – as my own personal philanthropic targets. WGA not only embraced those issues, but focused my attention on related issues, such as foster care and domestic abuse.

Group philanthropy was, for me, a new concept — with endless possibilities. Watching its acceptance by this very eclectic and capable group of women, I saw a sort of collective epiphany — the proverbial light bulb turning on.

They organized to do, as WGA, things they recognized they could never do alone.

The political and bureaucratic delays and inefficiencies that fail to identify so many urgent needs, and misdirect and mismanage so much of our public monies, forcefully emphasizes the need for the capital and leadership of private philanthropy to cut through and point the way to more effective public policy.

Linda Moseley



WOMEN'S GIVING
ALLIANCE
THE COMMUNITY FOUNDATION

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