

### COUNCIL OF NEW JERSEY GRANTMAKERS *Harnessing Philanthropy's Potential*

The Council of New Jersey Grantmakers (CNJG) is a nonprofit membership organization dedicated to serving the state's philanthropic community. Among CNJG's more than 120 members are independent, family, community and corporate foundations, corporate giving programs and federated funds. The Council's mission is to strengthen and promote effective philanthropy throughout the State of New Jersey. To assist grantmakers in their work, CNJG programs and services provide members with valuable resources, networking opportunities, educational programs, collaborative opportunities and links to a national network of organized philanthropy. We support our members by strengthening their capacity to address New Jersey and society's most difficult problems. We also access the resources of the philanthropic community – funding, expertise, leverage - to provide leadership on statewide issues.

## HIGHLIGHTS OF MEMBER BENEFITS AND SERVICES

Throughout the year, CNJG programs bring together all types and sizes of grantmakers with leaders from government, business, academia, and New Jersey's nonprofit community. In 2014, CNJG offered more than 60 briefings, roundtable and panel discussions, workshops, teleconferences and webinars, events, and gatherings providing grantmakers the opportunity to gain knowledge and share ideas on best and emerging practices in philanthropy and areas of funding interest. (For details see selected highlights below.)

### Signature Program Highlights

The **2014 Spring Colloquium - Being Fearless: Driving Change for Impact** on Tuesday, June 3<sup>rd</sup> welcomed close to 200+ in-person leaders from foundations and nonprofits, and those attending viewing parties at five sites hosted by regional associations throughout the nation, including Maine, Connecticut, Florida, New York and Wisconsin. The Colloquium explored the notion of being fearless and how a philosophy of calculated risk can drive innovation. Discussing fearlessness and acknowledging failures is no easy task. But to have lasting impact and the ability to critically look at what works, these conversations must be upfront and out in the open.

Our panelists included Ben Cameron, Program Director for the Arts at the Doris Duke Charitable Foundation; Cindy Rizzo, Vice President of Impact and Learning at the Arcus Foundation; and Ami Dar, Executive Director and Founder of Idealist.org; along with our own CNJG member, Ellen Lambert, President of the PSEG Foundation who moderated the discussion. Feedback and post event surveys indicate this conversation clearly resonated with the work that grantmakers are doing.



CNJG sincerely thanks our 2014 Spring Colloquium Sponsors: PSEG - Signature Sponsor; Verizon - Simulcast and Podcast Sponsor; Citi - Contributing Sponsor; and The Horizon Foundation for New Jersey - Gift Sponsor. We also thank the Robert Wood Johnson Foundation for providing additional support.

The Council held its inaugural **Investment Forum for Foundations and Endowments** in November. Building on the Council's popular Finance and Investment Affinity Group, the event featured over fifty presenters in 11 different breakout sessions and three full plenaries. The morning and afternoon concurrent sessions explored a range of hot topics from mission-related investing to establishing an alternate investment portfolio to good governance policies and practices. Our stellar line-up included Brian O'Neil, Chief Investment Officer from the Robert Wood Johnson Foundation in our Opening Plenary discussing "Oversight of Your Investment Portfolio: What You Have to Get Right."



Networking over lunch wrapped up as our featured panelists, Tony Werley, J.P.Morgan; Ted Leh, Goldman Sachs; and John Church, Glenmede - took the stage with moderator Linda Bowden of PNC, to provide a “Market Outlook” helping attendees consider the many implications of the our rapidly changing economic and policy environment.

The closing plenary featured a conversation with renowned philanthropist investors J. Peter Simon, William E. Simon & Sons, and Leslie C. Quick, III, Massey Quick, discussing their thoughts on giving with moderator Feather Houstoun, Wyncote Foundation. The Council thanks our presenters and many sponsors for making this first Investment Forum a success.

The **Annual Meeting and Holiday Luncheon** clearly is the one time per year where members can readily take the time to really connect and network with their colleagues in a setting specifically created for the state’s philanthropic community, as well as explore a dynamic topic of interest to the philanthropic sector. Over 130 Council members and special guests attended the 2014 gathering on December 11<sup>th</sup> at the Newark Club. And while connection and comradery are the definite highlights of the Annual Meeting, the keynote speaker provides thoughtful openings and ideas to carry forward into the new year. This year was no exception.

A Council favorite, Mark Sedway, challenged members to contemplate how grantmakers can more fully advance and actively engage their causes and those of their grantees. *The Practice of Giving* presentation reminded us “There’s not a funder in the world who can create the change they seek alone.” As a result of his masterful presentation style, attendees aptly proposed their own solutions and voiced their own plans to champion the issues they care deeply about. Mark also carried this theme and topic into the post meeting workshop.



Finally, the Council was particularly pleased to distribute “A Path Appears: Transforming Lives, Creating Opportunity” as the gift book. This book has been called everything from “an inspiring guide for anyone who wonders what difference a single person can make in building a more hopeful world” to “an insightful book focused on how individuals can contribute to a positive change.”

Special thanks our 2014 Annual Meeting Sponsors: Novartis – Signature Sponsor, The Prudential Foundation – Sustaining Sponsor, and Novo Nordisk – Gift Sponsor.

## Funders Briefings

The Council provides a number of Funder Briefings throughout the year to expand grantmakers’ knowledge and strengthen their efforts to address a range of issues and challenges. The following are two of note:

As the federal government’s role in New Jersey’s recovery from Hurricane Sandy changes, the Council hosted the **Post-Sandy Funder Briefing Call with FEMA** on March 3<sup>rd</sup>. The one hour webinar discussed the very specific areas in which federal long-term recovery funds can be used, as well as the areas in which they cannot, and instances where FEMA’s work can complement funders’ investment. Grantmakers also learned exactly how FEMA’s work and role is transitioning, how the Federal Disaster Recovery Coordination is structured, ongoing efforts in community outreach and resource coordination, as well as the partners that FEMA is actively working with.

Working with the CNJG Arts Funders Affinity Group, the Nonprofit Finance Fund (NFF) developed a special briefing for grantmakers. The NFF provides an annual national survey focusing on the challenges faced by the nonprofit sector. The 2014 State of the Sector Survey further drilled down to provide an in-depth look at the nonprofit arts and culture sector. Jina Paik, Associate Director of NFF, presented the **2014 State of the Nonprofit Sector - Arts and Culture Organizations** in July. Paik shared results and insights from the survey, including program and grantmaking trends, financial health, and recommendations for grantmakers. The presentation focused broadly on the national findings and more specifically on NJ respondents.

## Affinity and Interest Groups

The Council manages and facilitates 15 interest and affinity groups on behalf of our members. Most affinity groups have a dedicated listserv ensuring that grantmakers can quickly share information, news and request assistance from their colleagues. Affinity groups provide a valued forum for grantmakers to connect, learn from experts, and exchange information and ideas to inform their work. Interest groups are more informal, meeting less frequently, but still offering members time together to network and learn. CNJG members chair and take the leading role in convening the groups listed below:

### 2014 Affinity/Interest Groups

Arts Funders

Camden Funders

College Access and Success Working Group

Early Childhood Education Funders Group

Education Subcommittee of Newark Funders

Emerging Leaders in Philanthropy

Environmental Grantmakers

Finance and Investment

Funders for NJ Education

Health and Aging Funders

Newark Funders

Ocean and Monmouth County Funders

Paterson Funders

Strong & Thriving Communities

Trenton/Mercer County Funders

### Chair(s)

Laura Packer, Geraldine R. Dodge Foundation (formerly)

Amanda Bauman, Campbell Soup Foundation  
Sidney Hargro, Community Foundation of South Jersey

Dale Anglin, Victoria Foundation

Curt Fields, Turrell Fund

Dale Anglin, Victoria Foundation  
Sarah Keh, Prudential Foundation

Jasmine Hall-Ratliff, Robert Wood Johnson Foundation  
Lauren Meehan, Victoria Foundation

Lucy Vandenberg, The Fund for New Jersey  
Margaret Waldock, Geraldine R. Dodge Foundation

Bill Gibson, The Leavens Foundation

Wendy Liscow, Geraldine R. Dodge Foundation  
Barbara Reisman, The Schumann Fund for New Jersey

Renie Carniol, The Grotta Fund for Senior Care  
Grace Egan, New Jersey Foundation for Aging

Etta Denk, Bank of America  
Barbara Reisman, The Schumann Fund for New Jersey

Kathy Durante, OceanFirst Foundation

Chris Daggett, Geraldine R. Dodge Foundation  
Barbara Lawrence, The Henry and Marilyn Taub Foundation

Craig Drinkard, Victoria Foundation  
Lois Greco, Wells Fargo Regional Foundation

Michelle Cash, Princeton Area Community Foundation  
Rita Nini, Educational Testing Service

Discussion topics have been as varied as the groups themselves. Among these: Environmental Grantmakers – “Sustainability and Resiliency” in February; Paterson Funders – “Building Collective Impact through Stakeholder Mapping” in March; Finance & Investment – “Mapping a Path Forward: A Framework for Bond Investing” in May; Health and Aging - “The Geriatric Emergency Department” in July; and Emerging Leaders - “Personal Philanthropy: How Does What You Do, Impact How You Give?” These groups have been instrumental in forging relationships among colleagues; ensuring grantmakers remain on the cutting edge of best practices, model programs and trends; and providing opportunities to convene the best and the brightest of the state’s foundation leadership.

---

## Skill Building

Social media has created quick and easy ways for corporate foundations and giving programs to publicize giving efforts. Attorneys with the law firm Drinker Biddle & Reath presented **Promoting Community Relations and Corporate Giving Programs: Legal Aspects of Marketing and Social Media** in March. The program described how trademark, copyright, publicity and privacy laws affect corporate giving programs, and how grantmakers can legally use social media as part of their ongoing community relations work.

## Programs with Partners

Long-time partners, the National Center for Family Philanthropy offers CNJG members **Family Philanthropy Monthly Teleconferences and Webinars** exclusively designed with the family foundation in mind. Topics ranged from February's "Telling Your Story to Maximize Impact" to "Leading through Change: Advice from a Seasoned CEO" in April and "So You Want to be a Family Philanthropist" in August. Family foundations often have unique needs apart from other types of foundations – whether staffed or unstaffed. The partnership ensures members have access to this specialized knowledge.

Building on our partnership with the Center for Non-Profits, the Council was pleased to host a webinar about the impact of government policies on the nonprofit sector presented by Linda Czipo, Executive Director on January 28<sup>th</sup>. Beyond just contracting issues, the webinar helped grantmakers explore how these many complex and far-reaching issues affect both the philanthropic and nonprofit communities. **What Every New Jersey Grantmaker Should Know About How Government Contracting Impacts Grantees** highlighted findings from the Urban Institute's most recent Nonprofit-Government Contracts and Grants Survey. Grantmakers were able to explore the many implications for program and service delivery, and the challenges that nonprofits continue to face when contracting with government. The webinar also provided insights into how the philanthropic community can better work with nonprofits that contract with government. The Council values the partnership we have developed with the Center for the Non-Profits over the last few years. The Center provides special biannual funder briefings for CNJG members as well as serving as an invaluable resource on a number of policy issues.

## New Resources for Members

At the request of the membership, a new listserv was added in 2014 - bringing the CNJG listserv total to 15. The Paterson Funders Listserv was launched after the March meeting of the Paterson Funders Affinity Group when members indicated their desire to communicate easily and more frequently with each other. An initial list of 40 subscribers populated the listserv. Listservs facilitate ongoing group e-mail discussions among subscribed network members. CNJG Listservs are used to: quickly pose a question to an entire group; discuss and brainstorm issues related to New Jersey grantmaking; request assistance on a specific topic, problem or issue; and alert members about time-sensitive or other helpful information. CNJG Listservs include:

- Arts and Culture Funders
- Camden Funders
- CNJG Member CEOs
- NJ Emerging Leaders
- NJ Corporate Funders
- NJ Education Funders
- NJ Environmental Funders
- NJ Family Foundations
- NJ Food Funders
- NJ Health and Aging Funders
- Newark Funders
- Paterson Funders
- Strong and Thriving Communities
- Trenton/Mercer County Funders
- Post-Sandy Response

After many years of planning and collaborative work with our colleagues at the Forum of Regional Associations of Grantmakers, the Council soft-launched a **new website** in July. Over the course of the year, the Council tested the system, while also adding additional features. The Member Directory - a highly valued benefit for Council members – is slated to be installed in 2015. We are grateful to the Union Foundation, the E.J. Grassmann Trust, and The Hyde & Watson Foundation for their ongoing support of the multi-year design, build, migration and creation process.

---

# LEADERSHIP AND POLICY

## Philanthropic Response to Hurricane Sandy

Today, in the wake of the ongoing effects from Hurricane Sandy, CNJG continues to convene grantmakers in their collective recovery and rebuilding efforts. By providing resources and information to assist grantmakers in decision-making and opportunities for grantmakers to connect with experts, policymakers, and one another to determine their ongoing long-term response - the Council has been instrumental in supporting and strengthening New Jersey's philanthropic sector in this critical work.

In partnership with the Jon Bon Jovi Soul Foundation and the OceanFirst Foundation, CNJG presented the **Private Funder Briefing on Sandy Recovery at 18 Months** in May in Red Bank. The briefing focused on housing, hunger, mental health recovery issues and ongoing needs even 18 months after the storm. Grantmakers heard heart-breaking personal stories from families that were displaced and their long struggle to rebuild and recoup. The half-day gathering featured representatives from many of the Long Term Recovery Groups throughout the state – from Bergen, Middlesex and Newark to Cumberland, Monmouth and Ocean as well as nonprofit leaders in housing, hunger and mental health who provided the funding community with updates and recommendations to leverage giving. Several Long Term Recovery Groups described some of their ongoing challenges, but also shared what was working. Building on these efforts, the Council convened a **Post-Sandy Private Funder Briefing Follow-Up** on August 18<sup>th</sup> that invited grantmakers to focus on very specific issue areas and discuss strategies to address ongoing challenges, opportunities for potential collaborations, and how funders might consider leveraging an array of resources.



The Council of New Jersey Grantmakers, in collaboration with Philanthropy New York, the Center for Disaster Philanthropy (CDP) and the Foundation Center, published a report detailing the relief and recovery efforts of the philanthropic community in the aftermath of Hurricane Sandy. **Philanthropy & Hurricane Sandy: A Report on the Foundation & Corporate Response** breaks down the allocation of dollars contributed, offers perspective on the role of private giving in disaster response, as well as highlighting lessons and best practices that the philanthropic community and others can take directly from Sandy. The observations and advice outlined in the report are designed to help funders to be more strategic in their response to disasters going forward.

The **Disaster Philanthropy Playbook: A Guide for Funders and Philanthropists** builds on CNJG's learning during the months immediately after the storm. The publication will incorporate philanthropy's best practices and innovative responses nationwide coupled with CNJG's successful strategies, as a regional association serving grantmakers, for harnessing philanthropy's unique power to support recovery efforts. This will bring together a meaningful compilation of strategies employed by funders. Designed as a multimedia, interactive online magazine, the Playbook will be an "evergreen" resource designed for continued updates and knowledge-building. The Playbook is also envisioned to be national in scope serving grantmakers, their grantees and the communities they care about throughout the United States and beyond. This year, CNJG finalized the parameters and architecture of the Playbook. The Center for Disaster Philanthropy assumed the lead role for the Playbook earlier this year. The Council is pleased to partner with CDP and grateful that they have taken on this important project. The Playbook is expected to be launched in 2016.

The Council of New Jersey Grantmakers gratefully acknowledges the Rita Allen Foundation, New Jersey Natural Gas, the OceanFirst Foundation, the PSEG Foundation, Victoria Foundation (through a grant via the United Way of Essex and West Hudson), Citi, Fund for New Jersey, Horizon Blue Cross Blue Shield of New Jersey, Johnson and Johnson, the Jon Bon Jovi Soul Foundation, T.D. Bank, and The Henry and Marilyn Taub Foundation for their leadership support in funding the Council's work related to the post-Sandy philanthropic response initiatives.

## Newark Philanthropic Liaison

Today in its eighth year, the **Office of the Newark Philanthropic Liaison** can point to positive outcomes for Newarkers through new or expanded grant programs. These areas have included prisoner reentry, greening and sustainability, healthy homes, early childhood development, college access, and workforce and economic development.

This year has been one of local government transition in Newark, as Mayor Booker was elected to the United States Senate in November 2013, Mayor Quintana kept the city on course, and Ras Baraka was elected on May 13<sup>th</sup> to serve as the next Mayor of Newark. During this time, the Office of the Newark Philanthropic Liaison continued to address pressing issues identified by foundations and the Mayor's Office.

Newark funders met with Al Koepp, Co-Chair of Mayor-Elect Baraka's Transition Committee and Tai Cooper, Director of the Transition Steering Committee on June 2<sup>nd</sup> following the election of Ras Baraka. Grantmakers shared their commitment to the Newark Philanthropic Liaison initiative and support of public-private partnerships that can ultimately transform the city of Newark. It is also important to note, Mayor-Elect Baraka included a number of CNJG members to serve on the Transition



Group committees - as chairs or members - including representatives from Panasonic, Prudential, and the Victoria Foundation.

Building on this discussion, Newark funders were pleased to meet with Mayor Baraka on July 30<sup>th</sup> to learn about his vision for the city and the challenges and opportunities in his first 100 days and beyond. The Mayor shared his "Blueprint for a New Newark" which included the Newark Funders Group's **Newark Mayoral Transition Briefing** as an appendix to the Blueprint. The document highlighted the work of Newark funders and provided a number of "compass point" recommendations for the

new mayor to consider. During the meeting, funders also conveyed a number of issues they have been working to address, including education, public safety, and how to more fully engage the community.

Finally, the Council was pleased to release **Strengthening Philanthropy in Newark - Report to the Field 2013 – 2014** from the Office of the Newark Philanthropic Liaison in late December. The report highlights a number of public-private partnerships guided by Liaison Jeremy Johnson.

Supporters of the Newark Philanthropic Liaison are Bank of America, Geraldine R. Dodge Foundation, the Foundation for Newark's Future, MCJ Amelior Foundation, Nicholson Foundation, Prudential Foundation, Schumann Fund for New Jersey, Turrell Fund, and Victoria Foundation. The Council also thanks PSEG and Panasonic for providing meeting space and related in-kind support.

## Engaging with Local, State and Federal Leadership – Policymakers and Elected Officials

Over thirty grantmakers met with Commissioner David Hespe on October 16<sup>th</sup> to learn more about the New Jersey Department of Education's priorities and opportunities for collaboration. The Commissioner discussed two projects of potential interest for grantmakers, including a current communications project with the PTA and changing the culture regarding data collection. The **Conversations with the Cabinet** program connects CNJG members with the Governor's Administration and provides an opportunity for candid discussion focusing on the current priorities within the Department's focus areas. Funders are also able to share their knowledge, insights and best practices that can help inform the public sector's strategies for addressing challenging issues.

The Council once again participated in the annual **Foundations on the Hill** (FOTH) event in March. FOTH is a two-day legislative and public policy event in Washington D.C. for foundation staff, board members and philanthropic leaders, jointly hosted by the Forum of Regional Association of Grantmakers and the Council on Foundations. The event is designed to inform members of Congress about the important role foundations play in improving communities across the country and around the world. The Council was represented by delegates from member organizations: Bill Byrnes, F.M. Kirby Foundation; Sam Crane, Essex Equity Management; Diane Hagerman, New Jersey Health Initiatives; Macro Navarro, Robert Wood Johnson Foundation; and Doug Schoenberger, Verizon New Jersey; well as CNJG staff, Nina Stack and Theresa Jacks.

---

Discussions with our Representatives and their staff included the ongoing philanthropic response in the aftermath of Superstorm Sandy, the need to protect a charitable giving incentive, and the considerable expertise and investment that grantmakers contribute to New Jersey's communities. Members were pleased to meet directly with Congressman Frelinghuysen, Congressman Lance and Congressman Runyan.



As a result of many years participating with Foundations on the Hill, the Council has been able to develop relationships with our elected officials and key staffers, thus helping to ensure that our Washington Legislators understand the critical role the philanthropic sector plays in our communities. The CNJG Leadership and Policy Committee plans and vets talking points and messaging in advance of the event.

Following a similar tact as the Newark Funders Groups, CNJG's **Trenton and Mercer County Funders** also invited mayoral candidates to meet with grantmakers working in the city. As a result, and within just three days of winning, Trenton Mayor Eric Jackson had his staff reach out directly to the Council in order to engage funders for his transition teams. For New Jersey and the Council, these are important new practices. This is the first time in Trenton and only the second time in Newark where leaders from philanthropy have been asked to serve in this manner.

**Paterson Funders** also met with Mayor Jose Torres following his election. The September meeting provided grantmakers with the opportunity to hear about Mayor Torres' priorities and what he sees as Paterson's most important issues. The Council is pleased to serve as convener and relationship builder to advance this work.

On December 2<sup>nd</sup>, Nina Stack attended a convening hosted and organized by the White House on the 100th Anniversary of community foundations along with Sidney Hargro, Executive Director of the Community Foundation of South Jersey, other leaders from community foundations, and our regional association colleagues throughout the nation. The gathering entitled **Community Foundations: Vital Leadership for America's Future**, was recognition of the exceptional legacy and investment that these organizations have contributed to our country. While perhaps a few years ago the idea of 100 representatives from the foundation community being the focus of a daylong meeting at the White House wouldn't have been imaginable, today it is another indication that government recognizes the important role philanthropy plays in our communities.

In 2014, CNJG's partnership with the Center for Non-Profits added another milestone. On November 19<sup>th</sup>, the Center and the Council co-presented a two-hour briefing for New Jersey's Office of Legislative Services. The session, titled **Understanding New Jersey's Non-Profit Community: Role, Impact, Myths & Facts** was a great success. Legislative staff from some key sections and committees that need to understand the work of the nonprofit and the philanthropic sectors attended the briefing. Attendees were highly engaged asking a number of insightful questions. The feedback following the presentation was overwhelmingly positive.

Policy and government relations work continues to grow among CNJG's members and therefore within our scope of activity here at the Council. In November, we welcomed our first ever **Public Policy Fellow**, Stephanie Holcomb, who comes to us as a first year Master's candidate at the Edward J. Bloustein School of Planning and Public Policy at Rutgers University. Thanks to support from the F.M. Kirby Foundation and Essex Equity Management, Stephanie will be with us through June 2015 helping the Council to deepen its relationships with elected officials and policymakers on both state and federal levels.

## Board Approves Formal Position on the Excise Tax

After careful consideration, the CNJG Leadership and Policy Committee recommended the Council's Board of Trustees adopt the following formal position: **The Council of New Jersey Grantmakers supports simplification of the private foundation excise tax on net investment income to a flat rate.** The Committee believes a flat rate would remove uncertainty and simplify the process. A flat rate could also potentially encourage grantmakers to give more. The Committee stressed that the issue is not to necessarily lower the tax burden on private foundations, but to simplify the process. Therefore, the Committee did not endorse a "specific" rate such as the 1% rate, but simply recommended endorsing a "flat rate." The Board agree and adopted the formal position at the October 23<sup>rd</sup> Board meeting.

---

---

## CAPACITY AND OPERATIONS

The Council was pleased to welcome two new staff members to our team in 2014. Craig Weinrich serving as Director of Member Services joined CNJG as the new year began. Craig comes to the Council with many years of experience working in both the nonprofit and member association sectors. Alisha Patman, Member Services Associate was welcomed in April. Alisha recently graduated from The College of New Jersey with a degree in Sociology and a specialization in Urban and Ethnic Studies. Both Craig and Alisha focus on member services and programs.

### Staff

Nina Stack, President  
Patricia Foo, Office Manager  
Stephanie Holcomb, Public Policy Fellow  
Theresa Jacks, Deputy Director  
Alisha Patman, Member Services Associate  
Craig Weinrich, Director of Member Services  
Kari Williams, Finance Manager

### Adjunct Staff

Jeremy Johnson, Newark Philanthropic Liaison  
Vince Caputo, Policy Fellow, Newark Philanthropic Liaison  
Ruby Annette Evans, Newark Philanthropic Liaison  
Administrative Assistant  
Abby O'Neill, Investment Forum  
Jennifer Sancton, Spring Colloquium  
Mary Trimbach, Webmaster & Communications  
Megan Young, Intern

---

The logo for the Council of New Jersey Grantmakers (CNJG) features the letters 'CNJG' in a large, serif font. The 'C' and 'G' are light gray, while the 'N' and 'J' are a dark blue color.

COUNCIL OF NEW JERSEY GRANTMAKERS

*Harnessing Philanthropy's Potential*

101 WEST STATE STREET, TRENTON, NEW JERSEY 08608

WWW.CNJG.ORG

CNJG became a unified project under the Community Foundation of New Jersey in 1990 and was soon established as an independent 501(c)(3) organization. Member dues and leadership grants from CNJG members support the Council's operations.

The Council partners extensively with other regional associations of grantmakers across the country through membership in the Forum of Regional Associations of Grantmakers. The Forum Network of 34 member associations, representing over 4,000 grantmaking entities nation-wide, collaborate and leverage resources in support of members' response to critical issues on behalf of the philanthropic sector. The Forum is the largest network serving the philanthropic community in the United States.

CNJG gratefully acknowledges in-kind support from Thomas Edison State College.

**The Council of New Jersey Grantmakers:  
Learn... Leverage... Partner... Improve Outcomes for the People and Communities You Care About.**

---