

THE IMPLICATIONS OF NEW FUNDING STREAMS FOR THE FEDERATION SYSTEM

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The annual campaigns are no longer the total measure of success in federation fund raising, as revenues from endowments and participatory funds soar. This massive growth of funds under the federation umbrella that are not subject to the allocations process poses significant challenges. Federations are increasingly becoming facilitators for big givers, rather than controllers of communal spending.

Federations in localities across North America have long played an unparalleled role in collecting and then allocating funds to Jewish agencies concerned with domestic needs and programs for the rescue and relief of Jews abroad.¹ To be sure, many Jewish institutions—synagogues, schools, cultural institutions, Jewish Community Centers, national community relations agencies, and the like—run independent fund-raising efforts, and indeed, collectively they raise significantly larger sums than the network of 189 local federations of Jewish philanthropy in the United States and Canada. Nevertheless, the federated system remains vital for the ongoing maintenance of organized American Jewry. In each community, the local federation serves as the central address for Jewish philanthropy and provides an umbrella fund to support key agencies; each federation also engages in complex deliberations to determine how resources will be allocated, a decision-making process critical to the governance of Jewish communal life in North America.

During the 1990s, some observers have expressed concern over the robustness of fed-

eration fund raising. "Is the great money-machine running down?," some have wondered. Others have questioned whether the system of allocating funds, an elaborate consensus-driven process, is giving way to less coordinated forms of decision-making. This article addresses such concerns by tracing the various types of funds now flowing into the coffers of federations and suggests that the re-channeling of funding streams is remaking the governance of federations and indeed the way in which they conceive of their role.

FEDERATED FUND RAISING²

In 1998, the annual campaigns of all North American federations raised \$841 million—\$756 million raised in the United States and \$85 million raised in Canada—a record tally representing the third year in a row of increases. It marked the first time in over a decade that the annual campaign has grown over and above the rate of inflation. The importance of this increase, however, is somewhat tempered by the fact that, by all estimates, the earning power and net worth of the Jewish community soared during this period.

¹For a broader examination of the Jewish philanthropic enterprise during the second half of the twentieth century, see Jack Wertheimer, "Current Trends in American Jewish Philanthropy," *American Jewish Year Book*, 1997, pp. 3–92.

²All data in this report were collected by the Research Department of United Jewish Communities in three separate surveys: the 1997/98 Survey of Federation Endowment Development, the 1998 Annual Campaign Survey, and the Report of Federation Allocations for 1998.

The annual UJA-Federation campaign has grown ever more dependent on a shrinking donor base: The most recent campaign received contributions from 130,000 fewer donors than did the campaign five years ago, which, in turn, was supported by 50,000 fewer donors than five years earlier. Compared to other philanthropies, UJA-Federation campaigns rely heavily on major gifts, and of late that tendency has become even more pronounced—the proportion of annual campaign dollars from the 2 percent of donors who give \$10,000 or more annually now exceeds 60 percent, compared to 55 percent just ten years ago. Though appealing to the wealthiest donors is a highly efficient way to raise dollars and to keep expenses low, the erosion of their donor base is understandably worrisome to federations, which, after all, regard themselves as the embodiment of the total Jewish community. Recently, federations in large cities have mounted a concerted effort to expand the number of donors, a push that is yielding positive results in quite a number of localities.

In addition to their reliance upon a stable base of support provided by the annual campaigns, federations of late have gained access to important new sources of funding through other types of gifts, thereby augmenting their total fund raising considerably (Chart 1). Campaign dollars, in fact, now represent slightly less than half the philanthropic funds entering the federated system each year. The total philanthropic dollars raised by federations in 1998 reached nearly 2 billion, also a record.³ (By way of comparison, United Ways of America, a comparable federated charitable system not limited to a particular religious or ethnic community, raised \$3.6 billion. This means that American Jews, a community numbering no more than 2 percent of the total American population, raised more than half as much through its umbrella campaign as did the entire Ameri-

can population for the United Ways campaigns.)

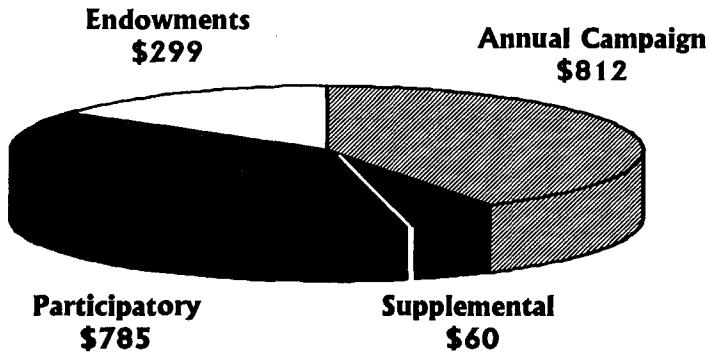
Once we take into account all the sums raised by federations, and not only the revenues of annual campaigns, it is evident that the total dollar sums raised by this system have grown quite remarkably. True, in 1990, federations took in over \$1.6 billion, but that was a “blip on the screen” driven by the emergency Operation Exodus campaign, a special effort to resettle Jews from the former Soviet Union. That exception aside, federations have steadily increased the dollars raised annually through highly successful efforts to raise funds through federation endowment and foundation programs, capital campaigns, and other supplemental philanthropic efforts (Chart 2).

The rapid growth in these types of programs constitutes one of the more dramatic shifts in Jewish philanthropy during the 1990s. At the end of the last decade donors contributed an average of \$100 million annually to federation permanent endowment funds and an additional \$200 million annually to their participatory funds. By 1998 donors poured \$300 million into permanent endowment funds and \$914 million into participatory funds, increases of 200 percent and 357 percent, respectively. The accumulated assets of these endowment and foundation funds reached \$6.3 billion in 1998, an increase of 929 percent over 16 years (Chart 3).

Due to the growth in contributions to endowments and foundations, grants made from permanent endowment funds and participatory funds have surged over the last ten years. In 1988, for example, a total of \$276.3 million was made available for grants; of this sum, \$93.3 million came from permanent endowment funds and \$183 million from participatory funds. A decade later, grants from the total endowment program totaled \$650 million, an increase of 136 percent over a 10-year period. Grants made in 1998 were divided as follows: Some \$161 million came from permanent endowment funds and \$489 million from participatory funds, increases of 73 percent and 167 percent, respectively, over the totals for 1988 (Chart 4).

³Please note endowment data at UJC are collected on a fiscal year basis and are referred to as 97/98 on the charts. Campaign data are collected on a calendar year basis.

Chart 1. UJA Federations Fund Raising in 1997/98.*



*Raised through the annual campaign and endowment/foundation programs, less the \$129 million distributed from philanthropic funds and supporting foundations (participatory) to the annual campaign.

PERMANENT ENDOWMENT FUNDS

To appreciate the consequences of these shifts, we need to examine the nature of various types of funds and the ways in which grant-making decisions are structured in each. We begin with the most straightforward of these—*unrestricted endowment funds*. Donors of such funds give federations free reign to determine how and when the interest income on such bequests and gifts is to be spent. Over the last ten years, assets in unrestricted endowment funds have grown from \$316 million in 1988 to \$924 million in 1998, an increase of 192 percent. Grants made from these funds have risen by 77 percent, from \$39 million in 1988 to \$69 million in 1998.

The allocation of grants from unrestricted endowments is based on several factors. Charities try to accumulate unrestricted assets so that they have sufficient funds available to tide them over during times of crisis. It is the general wisdom that a not-for-profit organization should try to amass an unrestricted endowment fund at least equal to double its annual budget. During the 1990s, a growing number of federations have successfully increased assets in their unrestricted endowments to the point where they have attained this level of financial security.

Once federations decide to use unrestricted endowment funds to make grants—and many do so well before they have amassed assets

equal to 200 percent of their annual budgets—they must still determine how deeply they will cut into those assets. Private foundations are required by federal legislation to give away at least 5 percent of their assets annually. Most other not-for-profit institutions annually expend anywhere from 4 to 8 percent of the assets in their unrestricted funds. Federations have made grants representing 8.9 percent of their unrestricted assets, a high percentage compared to other charities.

Federations employ two distinctly different methods to handle funds they can expend from unrestricted endowments (Tobin et al., 1997). Some add such funds to the total available for distribution and then determine how they will be spent as part of the general allocations process, a centralized decision-making process taking into account the needs of the entire Jewish community. Such is the method employed by federations in New York and Chicago, among others. In 1998, \$21 million, 30 percent of grants from unrestricted endowment funds at federations, went directly into the general allocations “pot” of North American federations.

The majority of communities have a separate grant-making process for unrestricted endowment funds. Sometimes the endowment is an independently incorporated entity that engages in little or no collaboration with the planning and allocations process at all.

Other federations establish a separate process to handle endowment funds, but make sure that grant-making is in synch with the priorities set by the federation. In 1998, some \$48 million in grants were made from unrestricted endowment funds using one of these two methods distinct from the federation allocations processes. Approximately \$20 million, 42 percent of such funds, went to local Jewish beneficiaries.

Federations also have significant assets in *restricted endowment funds*; that is, funds that donors have designated for specific purposes. Such funds have grown from \$490 million in 1987 to \$1.4 billion in 1998, an increase of 186 percent over 10 years (Chart 5). Grants from unrestricted endowments have increased from \$48 million in 1987 to \$87 million in 1998, a growth of 81 percent over 10 years.⁴

There are many different types of restricted endowment funds. The majority are narrowly defined and allow little or no discretion in the distribution of grants. About 63 percent of all grants made from restricted en-

dowment funds fall under this category. Nearly half of such funds allow for no real discretion because they are earmarked for a specific beneficiary agency, and another 28 percent go directly into the annual campaign from PACE (perpetual annual campaign endowment) funds.

The remaining 37 percent of restricted funds allow federations some discretion within a particular field of interest, such as health care or Jewish education, because they are broadly defined and not specifically earmarked for a particular agency or program.

PARTICIPATORY FUNDS

Vast sums of money have been pouring into two other types of funds created under the federation umbrella. The first of these is known as *donor-advised or philanthropic funds*. Donors who create a philanthropic fund reserve the right to make recommendations as to where grants should go from these funds, often in consultation with family members, such as a spouse and children. Once such recommendations are offered, grant requests are generally filtered through an endowment grants committee and the board of the local federation to ensure that they are not at odds with the mission of the federation. Federations, in fact, retain the legal right to reject the recommendation of the donor, but

⁴This figure amounted to 7.8 percent of assets in such funds, a "yield" that was lower than expenditures from unrestricted endowments. Restricted endowments are generally established in a more conservative fashion that leave federations with less latitude as to the percentage of the funds they may expend annually.

Chart 2. Trends in UJA Federation Revenue Streams 1998 — 97/98.

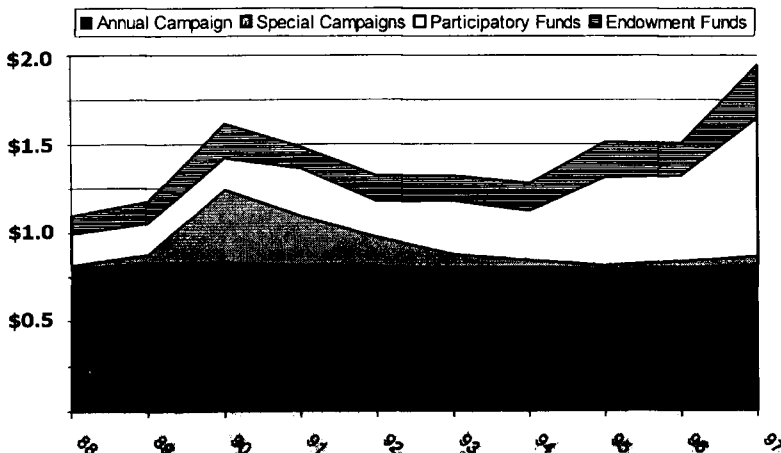
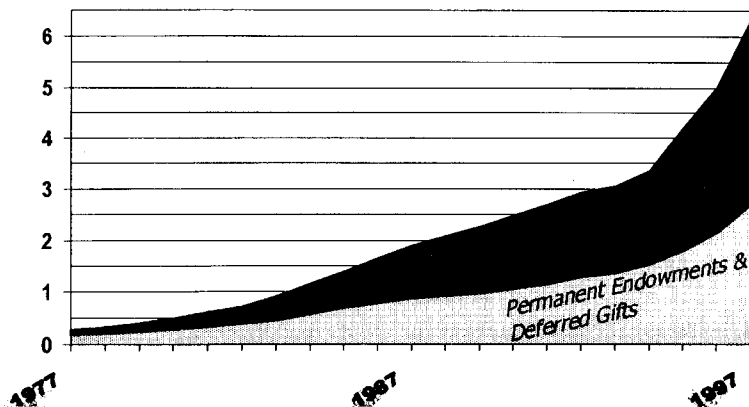


Chart 3. CJA Federation Endowment/Foundation Assets 1977—97/98.



rarely need to exercise such a veto. In most federations, the amount made available for grants is not restricted, and the entire assets of these funds may be expended. Assets in philanthropic funds amounted to \$758 million in 1987; by 1998 those assets had grown to \$1.8 billion, an increase of 137 percent over 10 years.

Currently, there are approximately 7000 philanthropic funds in the federation system. Each operates independently and may involve itself with different concerns: Some address local needs, others are focused on religious or educational institutions, and still others mainly fund national agencies. Federation professionals actively advise donors, and after considerable consultation, the recommendations made by the latter generally are honored. The method of determining how assets from philanthropic funds will be spent is one of the emerging issues in the field of federation-funded philanthropy. As donors gain increasing influence in such decisions, is the elaborate consensus-driven planning process traditionally mounted by communities being overtaken by other models?

The actual distribution of grants by philanthropic funds also raises provocative questions. In 1998, \$373 million was made available for grants from philanthropic funds, representing 26 percent of their assets. (Philanthropic funds tend to be actively managed with a lot of money flowing in and out.) A large portion—\$167 million or 45 percent—

went to Jewish beneficiaries, \$97 million or 26 percent of the dollars went directly to the annual campaign, and \$107 million or 29 percent went to non-Jewish causes. The latter figure prompts the question: Should Jewish federations be involved in the allocation of such large sums to institutions and causes that are not Jewish?

As we consider this important question, we should note that the \$107 million channeled to nonsectarian causes from philanthropic funds in 1998 was unusually large due to a few one-time gifts to educational and health institutions. In most years, federations distribute between 10 to 15 percent of their grants from donor-advised funds to nonsectarian beneficiaries. Still, the question remains whether such allocations by funds under federation auspices are in keeping with the proper mission of Jewish federations. Given the many unmet needs within the Jewish community, is it responsible and proper for federations to direct such large sums to non-Jewish beneficiaries?

The argument in defense of such practices would pose an alternative question: Would the federated system have the opportunity to work cooperatively with these big givers if philanthropic funds were barred from making grants to nonsectarian causes? In all likelihood, a goodly number of these 7000 donor families would distribute even fewer of their funds in accordance with the priorities of the federation if they could not forge work-

ing partnerships with the non-Jewish community through such grant-making vehicles. By keeping these donors within the federated system, the Jewish community retains the opportunity to influence their funding decisions via the give-and-take between federation professionals and those who establish donor-advised funds. In assessing whether federations ought to channel money to non-sectarian causes, we also ought not ignore the potential goodwill generated by such largess: Funds distributed by donor-advised funds technically are made by Jewish federations, and payments are made through checks bearing the name of those federations. As tens of millions of dollars are directed by federations to nonsectarian institutions, they have the potential of playing a constructive role in Jewish community relations.

SUPPORTING FOUNDATIONS

Certainly, the most independent of all funding streams under the federation umbrella are supporting foundations. Structured much like private foundations, these entities are directed by independent boards and have their own tax ID numbers. Supporting foundations are required by law to "support" one or more public charities, and the latter, in turn, must exercise some control

over the supporting foundation. In almost all cases, federations appoint the majority of board members to the approximately 400 supporting foundations under the federation umbrella. This makes it possible for federations to influence directly the allocations of these highly independent entities.

The assets of supporting foundations have grown at a torrid pace in the past ten years—from \$255 million in 1987 to \$1.8 billion by 1998, an increase of 605 percent. Viewed comparatively, this growth is even more dramatic, for the 400 supporting foundations are dwarfed by the 7000 philanthropic funds under federation auspices, but the assets of the former exceed the holdings of the latter.

Supporting funds made grants in 1998 to the tune of \$116 million. This sum represented 8 percent of their assets, a fairly high percentage given the tendency of supporting foundations to keep tight control on the percentages of their funds expended each year. These grants were divided as follows: \$55 million (48%) went to non-Jewish beneficiaries, \$32 million (28%) went directly to the annual campaign, and \$27 million (23%) was given to Jewish beneficiary agencies. The extraordinarily large sums granted to beneficiaries outside the Jewish community was due to a large grant made by a single supporting foundation in 1998. Most federations

Chart 4. Federation Endowment and Foundation Grants 1997/98.

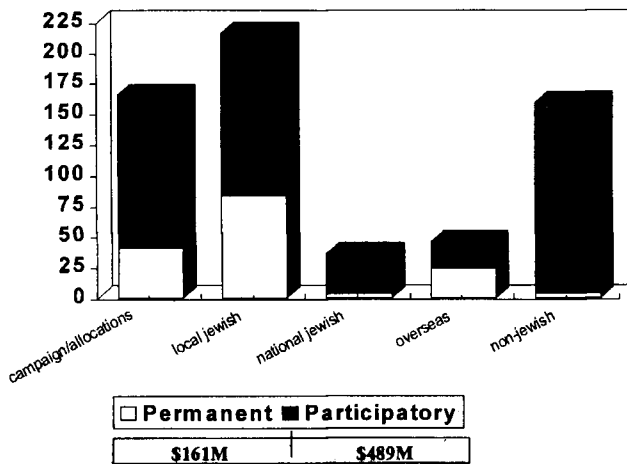
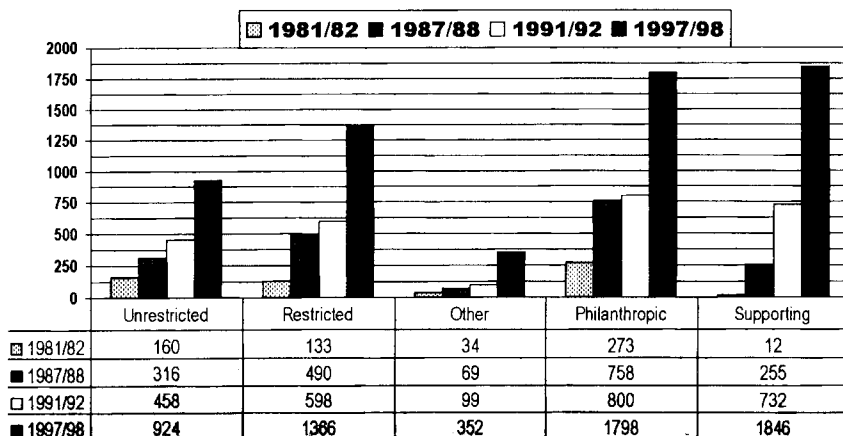


Chart 5. Growth Trends in Endowment/Foundation Funds.



with supporting foundations grant an amount less than 15–20 percent of total dollars to nonsectarian beneficiaries.

Still, the flow of money from supporting foundations to agencies outside the Jewish community underscores the independence of these funds. As noted, the majority of board members for supporting foundations are federation appointees, with the remaining members appointed by the donor. It is up to the members of the board to determine precisely how the interests of the donor and of the federations will mesh. In practice, each supporting foundation board is structured like a mini planning and allocations committee. Taken together, the allocations made by these 400 boards amount to a powerful supplemental funding source that complements the traditional planning and allocations process of federations. Since the majority of board members are appointed by federations, there is reason to believe that the interests and priorities of the Jewish community will be well represented. In the view of some, supporting foundations even enable federations to attain their goals, since they make large sums available that cannot be allocated by the community. One might think that the explosive growth of assets in supporting foundations may come at the expense of funds that otherwise may have found their way into federation coffers subject to the allocations

process; in fact, however, most donors who establish supporting foundations also make gifts to the annual campaign.

Still, the funding tendencies of supporting foundations raise some troubling questions. Undoubtedly, some of these supporting foundations allocate funds to beneficiaries that the federation leaders do not deem of the highest priority. Moreover, there is the question of balance. Just how much of the resources of the Jewish community should be channeled to those beneficiaries that do not place high on the list of priorities?

IMPLICATIONS FOR THE FEDERATION SYSTEM

The massive growth of funds under the federation umbrella that are not subject to the allocations process poses significant new challenges to the Jewish community. On the most basic level, it is prompting federation leaders to look at the broad picture of total grants and distributions, rather than focusing on money channeled through the allocations process alone. The annual campaigns are no longer the total measure of success in federation fund raising. On a deeper level, as assets in restricted endowments and participatory funds soar, ever larger amounts are distributed within the federation system through grants, rather than the deliberative process of alloca-

tions committees. This is very different from the traditional planning and allocations process since it does not involve the same careful examination of budgets, proposals, committee meetings, and other aspects of the traditional decision-making process by a broad range of federation volunteers and professionals.

Such grants-making may in fact prove healthy to the system because it challenges agencies to clarify their mission and goals in order to win funding. It may help spur the growth of innovative programs. And it may channel massive new funds into institutions deemed especially needy at a particular juncture. Currently, for example, several federations are directing special grants from such funds to day schools and other programs of formal and informal Jewish education because that is where a large infusion of capital seems most urgent. These funds, then, give federations the flexibility and wherewithal to respond quickly to emerging community needs while forming important partnerships with donors. In addition, when nearly 7,500 donors and their families are involved in grants-making via their participatory funds, federations may actually find they are expanding the network of decision-makers.

Still, however we assess the impact of these new arrangements, no one can gainsay that the large sums of grant-money generated by unrestricted endowments and participatory funds represent something new and quite radical in the federated system. The impulse behind this change is not difficult to discern. As big givers increasingly insist on earmarking their funds rather than content themselves, as did their predecessors, with giving to the federation, the federated system has created new vehicles to adapt to the new outlook of their major donors. Indeed, rather than regarding the new philanthropic climate as a threat, some federation professionals have come to regard the new environment as an opportunity for greater flexibility and responsiveness in dealing with the interests and concerns of the community as a whole. Moreover, federations have played a proactive role

in the massive growth of "planned approaches" to philanthropy by Jewish families. This has resulted in the increase in private foundations and federation foundations that have exploded on the American scene in the past fifteen years. Contrary to those who have chided federations for ignoring new ways of giving in the Jewish community, the system has been fairly nimble in adapting to the altered philanthropic climate.⁵

These adaptations, however, have prompted major shifts in the way federations now conceive of their roles. For the past half-century, federations strove to centralize planning and allocations through a hierarchical and consensus-driven process. The new types of funds are undoing that model and are forcing federations to decentralize their allocations: The bulk of funds continue to go through allocations committees, but a growing percentage are distributed as grants in collaboration with the thousands of families running participatory funds. The upshot is that federations are increasingly becoming *facilitators* for big givers, rather than *controllers* of communal spending.

Perhaps nothing dramatizes this shift more clearly than the growth of funds channeled by Jewish federations to nonsectarian agencies and institutions. Federation professionals have concluded that they are better off advising large donors on how to allocate their resources to Jewish and nonsectarian charities than by adhering to their traditional roles of working only with funds donated to the federated campaign. So federations now serve as conduits for the expenditure of tens of millions of dollars flowing outside of the Jewish community.

The rapid growth in endowment and participatory funds under federation auspices, then, attests to some profound changes in the

⁵For a provocative articulation of the new realities and a critique of federations for their slowness in adapting, see Evan Mendelson, "New Ways of Giving," *Sh'ma* Sept. 6, 1996, pp. 3-4.

philanthropic environment, which, in turn, are remaking the manner in which federations conceive of their own roles.⁶

Put starkly, the key challenge now is whether federations can negotiate a compromise between two alternatives—their historical role as the central address for federated giving and distributions and their potential reconstitution as merely conduits for the largess of the wealthiest Jews.

For a report on donors who shied away from federations in the past but then joined the system when the opportunity to create supporting foundations under federations became available, see Vince Stehle, "Diversifying Jewish Philanthropy," *The Chronicle of Philanthropy*, May 15, 1997, p. 1f.

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THE FUNDER'S PERSPECTIVE

EVAN MENDELSON

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Don Kent and Jack Wertheimer's analysis of the implications of new funding streams for federated giving raises three important questions for Jewish philanthropy.

1. Given the many unmet needs within the Jewish community, is it responsible and proper for federations to direct such large sums (from philanthropic and donor-advised funds) to non-Jewish beneficiaries?
2. How much of the resources of the Jewish community should be channeled to those beneficiaries that do not place high on the list of federation priorities?

3. Will federations continue to serve as central planners for the community or mainly as facilitators for the largess of big givers, as ever larger amounts are distributed within the federation system through grants, rather than the deliberative process of allocations committees?

Kent and Wertheimer provide an essential perspective—that of the Jewish federation in transition—on the issues raised by these questions. Another important perspective on this Jewish philanthropic enterprise is that of the Jewish funder—whether individual philanthropist, funding family, or foundation. Rather than viewing the issue as the "federation system" versus the "big givers," I suggest that the system be enlarged to encompass the whole of the Jewish service-

*The Jewish Funders Network is a national membership organization with over 650 members from over 200 families and foundations dedicated to advancing the growth and quality of Jewish philanthropy to Jewish and secular causes.

providing community of religious institutions and public charities with a Jewish mission, as well as those private individuals and foundations who provide the financial support for this community. When seen as part of a broader system, many of the dilemmas raised by the three questions can be addressed more successfully.

The Jewish funder is not just a giver, the writer of a check, the invisible cow that supplies the needed milk for the nourishment of the community. He, she, and the collective it (family or foundation) are the primary elements that make the community function. They are the creators of the institutions; the leaders who oversee, direct, and maintain the institutions; the advocates who support causes; and the institutions that address them and sell them to others. Every gift has behind it choices, values, interests, traditions, and family history. The Jewish federation is central to the Jewish community system in North America, but it can only succeed in its mission if it can involve the hearts and minds of its essential parts—the institutions that provide Jewish mission-driven services and the individuals who represent the activists, volunteers, professionals, leaders, and supporters of those institutions.

Federations are changing to varying degrees in order to respond to the realities they face. As the Kent/Wertheimer article points out, "Rather than regarding the new philanthropic climate as a threat, some federation professionals have come to regard the new environment as an opportunity for greater flexibility and responsiveness in dealing with the interests and concerns of the community as a whole." The federations that are succeeding in this new climate regard the funder as a partner in the Jewish philanthropic enterprise. Granted, it is more difficult to involve the many funders who choose to participate in this enterprise, but doing so fulfills a primary mission of federations—community building. The primary mission is not, after all, fund raising, which is only the means by which federations fulfill their mission.

Federations have had wonderful success in raising funds that provide a stable base of support for the many beneficiary agencies in the federated system. This success is unprecedented in the American nonprofit world. But as its role in raising the funds (through the multiple streams that the Kent/Wertheimer article describes) has grown, so too has its role as central planner diminished. Federations are seen as "great money-machines," as fund-raising organizations. The emphasis is on raising the money needed, rather than on how it is allocated. The personnel patterns over the last few years reflect this reality: the number of fund-raising professionals has increased, while the number and status of planning professionals have stagnated both locally and nationally.

Kent and Wertheimer raise concern about the loss of central planning and the "deliberative process of allocations committees." But is the current state of planning and allocations adequate to the task? Where is the money for research, evaluation, and needs assessment? Where is the adequate staffing to provide an appropriate level of grantmaking service and due diligence for all those participatory funds and supporting foundations? Where is the value that should be placed on accountability and clear goals and outcomes for beneficiary agencies rather than longevity? Improvement in these areas would do much to reassure funders that their money is well spent and could provide the services that they want the most—knowledgeable, objective advice on where they can make a difference. Then there would be less of a dichotomy between the central planning function and the interests of individual funders.

The issue of funding beneficiaries that are not priorities for the federations is one of who sets the priorities and how they are established. Individual philanthropists have always played a role in determining the priorities of the Jewish community. It was individual philanthropists and activists who created the Jewish institutions of today—the Rosenwalds, Warburgs, Haases, and Morgenthau. Today it is the Mandels,

Wexners, Steinhardts, and Bronfmans who are creating the institutions of tomorrow. Their work does not diminish the important role of federations in trying to develop consensus and set priorities in the community.

They, and the many other smaller local funders, provide an important balance within the system. They are the entrepreneurs. They take the risks, try out new ideas, and identify new unmet needs. They do not upset community priorities so much as bring fresh ideas to the table. Often the needs they identify are then placed on the communal agenda. As the Kent/Wertheimer article points out, "when nearly 7,500 donors and their families are involved in grantmaking via their participatory funds (and over 4,000 independent, private foundations), federations may actually find they are expanding the network of decision-makers." This is a positive outcome for the community.

Finally, should Jewish federations be involved in the allocation of large sums to institutions and causes that are not Jewish? Behind this question is an even more fundamental consideration—what is Jewish philanthropy? From the perspective of the federations, meeting the unmet needs within the

Jewish community is their mission. But from the larger perspective of the Jewish community, and from the personal values, principles, religious traditions, and experiences of Jews who live in North America, the definition of Jewish philanthropy is much broader. It is not just for utilitarian reasons ("keeping these donors within the federated system [in order] to influence their funding decisions") or to play a constructive role in Jewish community relations that federations should welcome the involvement of Jews in the society and global community in which they live. It is because federations should be the teachers and models of Jewish values and the importance of *tzedakah* and *tikkun olam*. It is because they will be more successful in raising the funds that are needed for the Jewish community when they begin to accept their donors as "complete" people, with individual values and interests in both the Jewish and American communities. By encouraging integration of funders' Jewish and American selves, federations will be seen as an important philanthropic resource for them, the place to go to implement those important Jewish values.

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