

THE CHRONICLE OF PHILANTHROPY®

The Newspaper of the Nonprofit World

Volume XXIV, No. 13 • May 31, 2012 • \$5

A Grant Maker Builds a Record of Helping Nonprofits Innovate

By Nicole Wallace

MENLO PARK, CALIF.

WHEN KIVA APPROACHED the Draper Richards Foundation for a grant in 2006, the fledgling, all-volunteer organization looked very different than the Internet giant it is today.

At the time, the group was working with pastors in Kenya, Tanzania, and Uganda who would identify candidates for small loans to start businesses in their congregations and then post their parishioners' information on Kiva's site. During six months of discussions, as the foundation considered whether to make the grant, its staff members asked Kiva tough questions about how the group planned to grow and helped the nonprofit connect with traditional microfinance organizations, says Matt Flannery, Kiva's co-founder.

"They actually helped us shape our model," he says. "They did a lot of work with us. They were just really, really involved and engaged."

Kiva won the grant—its first—and the group's decision to work with established microfinance institutions helped the organization take off. To date, people from 210 countries have made more than \$310-million in loans to entrepreneurs in developing countries through Kiva's Web site.

Groundbreaking Growth

Since Draper Richards was founded here 10 years ago by two longtime venture capitalists, it has made

Behind Planned Parenthood's Social-Media Magic

By Suzanne Perry

WHEN IT COMES TO SOCIAL MEDIA, Planned Parenthood is on a roll. Celebrities tweet about it. Fans create supportive videos, photos, and messages. Today, some 300,000 people are following it on Facebook, a steep climb from fewer than 100,000 in January 2011. And a photo the group posted on Facebook of an all-male panel of witnesses at a Congressional hearing on birth control was shared more than 20,000 times and attracted more than 10,000 comments.

By most accounts, it won the social-media war hands down when news broke in January that Susan G. Komen for the Cure planned to stop giving the group money for breast-screening services. Planned Parenthood acted quickly to take advantage of the anger that erupted on Facebook and Twitter—and Komen reversed its decision several days later.

The organization was able to respond immediately



Little Kids Rock provides weekly music-education classes to 86,000 public-school students in 25 cities. It also trains teachers and volunteers to use its innovative popular-music curriculum.

When the Draper Richards Kaplan Foundation identified it in 2005 as a charity that could become a potential game changer it served just 8,000 students.



COURTESY OF LITTLE KIDS ROCK

early bets on groups that, like Kiva, have grown quickly and shot to prominence in the nonprofit world, including Room to Read and the One Acre Fund. Its rigorous process for finding talented social entrepreneurs and nurturing them with three-year grants and extensive coaching is considered among the most successful in the United States.

But for most of the fund's history, the money and attention could be lavished on just a handful of entrepreneurs.

Now the foundation has adopted a groundbreaking growth strategy of its own, raising nearly \$30-million from the fund's founders and 15 new donors, including
Continued on Page 31



Planned Parenthood enlists hundreds of thousands of supporters to share its message.

to the Komen controversy partly because it had been building its advocacy strategy, including the use of social media, to respond to earlier crises involving Congressional politics. And the results offer lessons for other advocacy organizations.

"They walked away with more supporters and more money," says Kathy Roeder, a consultant who advises nonprofits on media strategy. "Those are two criteria that would define success."

Dawn Laguens, an executive vice president who
Continued on Page 15

Donor-Advised Funds Show Robust Growth, Chronicle Study Finds

By Peter Bolton and Holly Hall

A GROWING CACHE of charitable dollars is up for grabs in the nation's donor-advised funds, which have accumulated tens of billions of dollars and are now worth more than they were before the recession.

The funds have more than made up for the drubbing they took in the downturn, and now some are seeking new ways to help deserving charities get some of the bounty.

According to *The Chronicle's* biennial survey of 126 large donor-advised funds, assets at the biggest funds were 10 percent higher than they were in 2007, just as the economy began to sour. What's more, signs of growth continue in 2012: Total assets of the top 10 largest funds are up 16 percent, led by a 25-percent increase in assets at the Fidelity Charitable Gift Fund. Other indicators, such as the number of funds, gifts,
Continued on Page 7



ULMAN CANCER CENTER FUND FOR YOUNG ADULTS

Pledging to Win

■ In tough times, fundraising marathons offer charities a powerful way to attract lots of small donors. Careful planning can help organizations of any size mount successful events.
Page 23

Limiting CEO Pay

■ Many New York nonprofits that get government aid will soon have to get permission to pay their leaders more than \$199,000 a year. The move is one of the toughest state efforts to rein in executive compensation.
Page 22

MANAGING

Governance and Regulation

How Planned Parenthood Mastered Social-Media Amid Controversy

Continued from Page 1

oversees Planned Parenthood's advocacy efforts, says the organization has been working to strengthen its digital-advocacy strategy since it faced a "wake-up call" at the beginning of last year: The House passed an amendment proposed by Rep. Mike Pence, Republican of Indiana, to ban all federal spending for Planned Parenthood services.

The group has been controversial for decades because its clinics perform

How do you absorb a million new people into your activism? People were coming out of the woodwork.

abortions, but Ms. Laguens says that vote signaled that critics were ready to wage a concerted battle to end federal support, which pays for family-planning and other health services besides abortion. The move generated outrage among women's-health advocates, family-planning proponents, and others—and the Senate eventually defeated the legislation.

"We were learning a lot during that," says Ms. Laguens. "Part of it was, How do you absorb a million new people into your activism? People were coming out of the woodwork."

The group created a now-ubiquitous "I Stand With Planned Parenthood" graphic and sent a pink bus on a "Truth Tour" to organize rallies. Its travels were publicized on Facebook and Twitter and through videos on YouTube of people attending the events.

'Women Are Watching'

Planned Parenthood Federation of America, a charity, and the Planned Parenthood Action Fund, its advocacy arm, employ 342 people in New York and Washington; 40 of them work on communications issues, including 18 who focus on social media and other digital projects.

Since the Pence vote, Planned Parenthood has increased from four to seven the number of staff members in Washington devoted to digital advocacy, fundraising, and engagement, and it plans to add three more.

It started a new Web site and blog called Women Are Watching to provide daily updates on lawmakers and political candidates who are working to strip public aid to the group or curtail access to birth control or abortion. It has also created two new Facebook pages on health issues, with the original page—whose following has grown rapidly—focused on advocacy. Its Twitter feeds have been similarly separated.

Planned Parenthood has developed a sophisticated system of monitoring news, getting it out quickly to supporters, and asking them for help when needed. The group receives daily re-



DEREK LIEU, FOR THE CHRONICLE

Heather Holdridge, Jeremy Frisch, Jacqueline Murphy, Amanda Mourant, Aubrey McCullen (standing), Stephanie Lauf, and Morgan Shoaff work in Washington to get Planned Parenthood's messages online.

ports from an outside firm that tracks Twitter and Facebook conversations on issues like birth control and abortion; analyzes whether they generally support Planned Parenthood's views; and identifies prominent people who are influencing the debate.

Giving Direction to Supporters

Such preparation was essential to the group's speedy response when the Associated Press reported that Komen was cutting off aid to Planned Parenthood. It quickly sent a link to the article on Twitter and Facebook, posted a statement on its Web site, sent e-mails to supporters, and organized a Breast Health Emergency Fund to replace the roughly \$700,000 a year it was set to lose from Komen. That fund has now raised more than \$3-million.

Heather Holdridge, who leads Planned Parenthood's digital-advocacy efforts, says the organization decided it needed to play several roles for angry supporters: uniting them, giving them regular updates, and offering them "something constructive and meaningful to do," she says. "For us, that was standing with Planned Parenthood, it was not criticizing Komen."

The day after the Komen news broke, Planned Parenthood asked people to sign an "I Stand With Planned Parenthood" open letter that a supporter had drafted. The text was shared more than 99,000 times on Facebook.

Because Planned Parenthood is a health-care provider, it has a built-in advantage that not all nonprofits do: a core of supporters who have used its

services, or want them available for themselves or others.

Those include people like Jacob Eichengreen, a junior at Wesleyan University, who helped create a video last year after he grew angry about the Pence amendment. The video features shots of young people reading signs they are carrying, with statements such as "I Have Sex" and "My Friends Have Sex" and "I Use Birth Control," and it urges lawmakers to "cut corporate welfare" and "save Planned Parenthood."

Mr. Eichengreen, whose video has been viewed on YouTube more than 400,000 times, says he wanted to remind older generations that young people would suffer from cuts to Planned Parenthood that might limit access to contraception and testing for sexually transmitted diseases.

Focus on Health, Not Abortion

Communications experts say Planned Parenthood has been smart not only in its tactics, but also in the way it has shaped its overarching message that it is fighting for women's health—a mission that moves the discussion beyond the sticky realm of abortion politics.

After Komen's decision came to light, "they put the issue of breast-cancer screening into the larger context of public health, saying public health is not meant to be a political issue," says Suzana Grego, a consultant on communications strategy.

However, some of Planned Parenthood's critics called the group a bully during the Komen controversy. Carol

Tobias, president of National Right to Life, says Planned Parenthood likes to use social media because it does not have to go into detail about its abortion activities. "Quite frankly, all they have is sound bites, and social media limits what you say," she says.

Komen also has a strong social-media presence, with more than 500,000 followers on Facebook. But people flooded the organization's page with negative comments after the Planned Parenthood announcement (along with some supportive messages), and critics say the organization failed to convey its message well in response to the crisis. Andrea Rader, Komen's communications director, says the reaction showed that "this is a very active and engaged community. There is a high level of interest in women's health care."

Now that the controversy has subsided, comments on Komen's Facebook page have grown more positive, she says. "As times goes on, people are beginning to feel that trust in us again."

Ms. Holdridge of Planned Parenthood says her group has learned through recent crises that it is important to build relationships with supporters even when you're not asking them to engage in traditional advocacy moves, like expressing support for a bill.

"It's about meaningful engagement that they connect with," she says, "so when you do need them to send a letter that says 'I need you to support H.R. 123,' they're there for you."

Learn more about Planned Parenthood's social-media approach on the following pages.



NURTURE SUPPORTERS

Planned Parenthood says it has more than 6 million supporters, including many who have used its health services. They include donors, people who have signed up to get e-mails or taken action like signing a petition, and other activists. During crises, some of them create art, videos, or other features, and the group thanks them and shares their work on its own Twitter feeds and Facebook pages.

During the Susan G. Komen for the Cure controversy, for example, a “Planned Parenthood Saved Me” space was created on Tumblr inviting people to submit stories about how Planned Parenthood’s health services “saved or changed” their lives. The organization encouraged its followers to add their stories. Another

supporter made a photo of Batman carrying signs with the words “I Stand With Planned Parenthood,” and a graphic designer, Chris Piascik, created a drawing (above) to illustrate how many more Americans approve of Planned Parenthood than they do of Congress.

The group does not promote messages that contradict its own positions—for example, messages calling for retribution against Komen.

Planned Parenthood is stepping up its ties to celebrities, encouraging them to tweet or retweet supportive messages. Among those who have done so in recent months: the actress Eva Longoria, and Samantha Ronson, a singer and disc jockey.

TAILOR MESSAGES TO DIFFERENT AUDIENCES

As both a charity that provides health care and an advocacy group, Planned Parenthood tries to reach audiences as diverse as hardened Capitol Hill watchers and teenagers seeking birth-control information. Under tax law, all messages that express opinions about political parties or candidates must be sent from the group’s advocacy arm, the Planned Parenthood Action Fund.

The organization used to try to reach everyone with a single Facebook page and one Twitter account. As conversations about political issues started mounting, however, the group decided to create multiple outlets. In February, it set up two new Facebook pages focusing on health issues, one aimed at a general audience and another specifically for teenagers, as well as separate Twitter feeds for each group. All of the outlets draw on relevant materials from the others.

Staff members in New York and Washington hold a conference call every morning to coordinate communications efforts (including e-mails, press releases, and media relations).

They are guided by daily reports that track news articles and social-media conversations to see which topics that affect Planned Parenthood are getting the most attention and whether the “major sentiment” is positive or negative.



Planned Parenthood Action Fund
Facebook.com/PlannedParenthood
@ppact

Planned Parenthood Health
Facebook.com/PlannedParenthoodHealth
@ppfaq

Planned Parenthood Info for Teens
Facebook.com/PlannedParenthoodInfoforTeens
@heypp

YouTube
YouTube/PlannedParenthood.com



Planned Parenthood reaches out to celebrities to encourage them to send tweets like those shown here.

STEPHEN BOITANO/EVERETT COLLECTION/NEWSCOM

Eva Longoria
@EvaLongoria (3,457,747 followers)

How is it 2012 and we're fighting over birth control? Sign this if you think all women deserve access to bc: bit.ly/And8P9



ROB RICH/EVERETT COLLECTION/NEWSCOM

Samantha Ronson
@samantharonson (1,609,905 followers)

Think you'll miss Rick Santorum? On women's health, @MittRomney is #JustLikeRick. <http://bit.ly/liUHRL>

A Day in the Life of Planned Parenthood's Digital-Advocacy Staff

Planned Parenthood has three staff members in Washington—Heather Holdridge, Jacqueline Murphy, and Morgan Shoaff—who plan the group's daily advocacy activities on Facebook, Twitter, a blog, and other social networks. Following is how they spend a typical day, with examples of actual Facebook entries and Twitter updates they posted one day in early May:

7 a.m. Receive news clips about the organization, birth control, abortion, and other health issues that are sent daily by e-mail to Planned Parenthood staff members.

8:30 a.m. Draft initial tweets based on what's happening in the news and a daily "What We're Reading" feature that is posted on the group's Women Are Watching blog, which tracks state and federal legislation and statements by political figures.

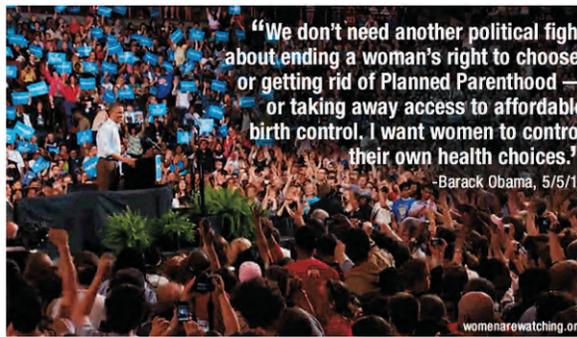
9:30 a.m. Attend conference call to coordinate communications issues, including social media and media relations, with colleagues from Planned Parenthood's New York office.

9:31 a.m.

New anti-abortion measure in Kansas could become one of the most restrictive abortion laws in the country <http://huff.to/IEOVYK>

10:30 a.m. Meet for a daily planning session.

10:30 a.m. to 1 p.m. Publish "What We're Reading," Facebook entries, and tweets; monitor other social media.



10:48 a.m.

President Obama speaking to a crowd in Columbus, Ohio: Women Should 'Control Their Own Health Choices' <http://bit.ly/IPxbjp> #women2012

12:26 p.m.

The gender gap is getting bigger; 20-point difference in the presidential preferences of men and women <http://usat.ly/IF4UMO> @USAtoday

1 p.m. Receive a daily report that tracks what people are saying on social media about Planned Parenthood and the issues it cares about, and whether influential supporters are weighing in. If an issue is getting a lot of attention, social-media responses may be increased.

2:47 p.m.

Guest post: #Colorado State Senate stands up for women's access to birth control <http://bit.ly/KQM8ze> Good!

The group posts a feature on its blog, Facebook, and Twitter each day highlighting legislation and political activities that affect women's health issues.

Your daily reminder that the attacks on women's health are a figment of your imagination

Friday, Arizona Governor Jan Brewer signed a bill called the "Whole Woman's Health Funding Priority Act." The law bans funding for Planned Parenthood in the state, and could eliminate access to preventive health care for 4,000 women.



4:03 p.m.

Thank you @MelindaGates for making family planning a global priority at <http://bit.ly/IQcU6> #nocontroversy

4:30 p.m. Afternoon check-in meeting, planning for the next day.

4:45 p.m.

What We're Reading: In Utah, an anti-women's health law will require women to wait 72 hours before having an abortion <http://bit.ly/JMsZeG>

6 p.m. Afternoon report arrives to show what people are talking about on social media.

Let's talk not-for-profit.

J.H. Cohn provides specialty teams that understand the needs of not-for-profit organizations. Personal, partner-level attention and guidance to enhance financial stewardship, protect your tax-exempt status, and improve performance—so you can stay focused on your mission. If that's what you're looking for in an accounting firm, talk to J.H. Cohn.

J.H. COHN LLP
ACCOUNTANTS & CONSULTANTS
We turn expertise into results.

Kelly Frank, CPA, Director,
Not-for-Profit Practice

Joe Torre

jhcohn.com
877.704.3500



New York · New Jersey · Connecticut · Massachusetts · California

NEXIA INTERNATIONAL
J.H. Cohn is a member
of Nexia International