

# DARING GOALS FOR A CARING SOCIETY

*A Blueprint for Substantial Growth  
in Giving and Volunteering in America*



INDEPENDENT  
SECTOR



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**INDEPENDENT SECTOR**  
1828 L Street, N.W.  
Washington, D.C. 20036  
1987

**A Summary of the Final Report of the Task Force on  
Measurable Growth in Giving and Volunteering**





## A NEW YARDSTICK FOR GIVING AND VOLUNTEERING

**A** challenge to all Americans has been sounded: double charitable giving and increase volunteer activity 50 percent by 1991. The challenge comes from a task force of distinguished citizens who found that over 40 million Americans are already leading the way.

These are the “fivers” — the 20 million people who already give 5 percent of their income to the causes of their choice and the 23 million individuals who volunteer five or more hours per week. These fivers, including the true leaders of our caring society, the tithers, are active in citizenship and personal

community service. They support organizations that provide services, espouse causes and vastly enrich American educational, scientific, cultural and religious life.

Called “*Daring Goals for a Caring Society*,” the program aims to give Americans a clearer idea of what all of us should do in the fulfillment of our community service and what the composite of all this caring can mean to our communities and to the nation.



## DARING GOALS FOR A CARING SOCIETY

### *America the generous.*

We picture ourselves as a generous and caring people, ready to help the unfortunate at home or in distant lands, to aid the victims of natural disaster or other calamity here at home, or to sustain the work of our churches and colleges. That picture of Americans has a solid foundation. Indeed, recent studies show that more Americans give money and volunteer time than had previously been thought. That's because the donors — average men and women — don't like to make a big fuss about it. They consider giving and volunteering to be part of being a good citizen.

In the early days, the practice of tithing — giving a tenth of one's income to the church or other causes — was common in many communities. Many people still tithe, although the pressures of modern-day living and taxes have made tithing less common.

Because of the needs, INDEPENDENT SECTOR decided when it was founded in 1980 to explore the possibility of stimulating giving and volunteering. Could the base — the number of people who would give and volunteer — be enlarged? Could the overall amount of money donated and time volunteered be increased significantly?

Giving and volunteering are profoundly important to the Members of INDEPENDENT SECTOR, a nonprofit coalition of 650 corporate, foundation and voluntary organizations. These Member-organizations provide services to the public, operate voluntary agencies that espouse a wide variety of causes, and otherwise represent not-for-profit activity throughout the educational, scientific, health, welfare, cultural and religious life of the nation.

Three years ago, INDEPENDENT SECTOR asked 19 distinguished Americans to examine this matter. The task force included leaders in education, religion, health and human services and other fields, as well as heads of major private foundations and of national organizations concerned with charitable fund raising.

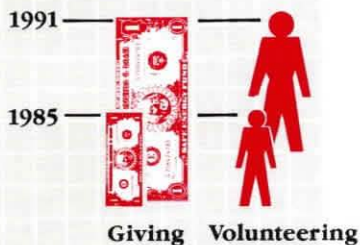
After thorough study of the patterns and practices of American giving and volunteering and after long deliberations on the needs and aspirations of Americans, the task force put forth a challenge: that Americans double their charitable giving and increase volunteering 50 percent by 1991.

These goals are based on solid evidence that Americans are developing the habit of "fiving" — a kind of contemporary version of tithing. Fivers give 5 percent or more of their income to charity and volunteer five or more hours a week to the causes of their choice. An estimated 20 million people are 5 percent givers and 23 million are fiver volunteers.

Are these goals attainable? The growth trends indicate yes, but a wide-ranging effort will be needed.

The implications of the Program for Measurable Growth in Giving and Volunteering for all Americans are immense. It means an opportunity to help solve local and national problems in a direct and satisfying way. For the charitable community, it means an opportunity to develop new and enlarged sources of financial and volunteer support.

For all Americans, the accomplishment of these daring goals will mean affirmation of the spirit and practice of active citizenship and personal community service.



*The Task Force put forth a challenge: a doubling of giving and a 50 percent increase in volunteering by 1991.*

*An estimated 20 million people are 5 percent givers and 23 million are fiver volunteers.*



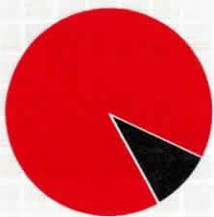
## The Case for Growth

At every turn — in one's own community, in the nation, the world — one finds crushing needs involving such fundamental issues as hunger, disease, human rights and peace. Private philanthropy and volunteer work cannot substitute for government in addressing these major concerns or those such as defense, social security and clean air. But they can make an enormous difference. The uniqueness of our society is that we have both public and private initiative.

The whole reason for growth in giving and volunteering is to increase citizen service and influence.

### Is Growth Practical?

Is the wellspring of generosity among Americans sufficiently deep to merit confidence that growth is possible? Consider the evidence, based on polls and studies considered by the task force:



*Almost 90 percent of all giving comes from individuals.*

*Nine out of 10 Americans contribute to the causes of their choice.*

### Personal Giving

- Total individual giving hit \$66 billion in 1985, about \$700 per household;
- Almost 90 percent of all giving comes from individuals; 9 out of 10 Americans contribute to the causes of their choice;
- On average, Americans gave 2 percent of their income to charity in 1984. Giving rose 8.9 percent in 1985;
- An estimated 20 million people give 5 percent or more of their income;
- A major reason people give is because they are asked;
- Thirty-eight percent of Americans believe they should give more than they do;

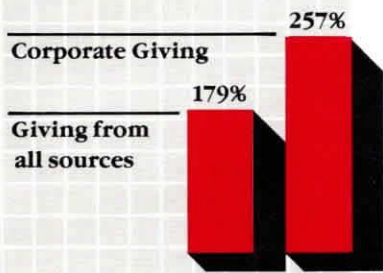
### Foundations (Excluding corporate foundations)

- Foundations gave a total of \$4.3 billion in grants in 1985;
- There are 20,000 grantmaking foundations;
- Between 1979 and 1984, foundation assets grew 56 percent and grants increased 105 percent;
- Community foundations have grown dramatically in numbers and in assets;

### Total Giving: 1985 (in billions)

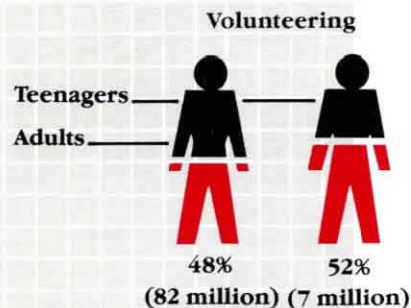
Individuals	\$66
Bequests	\$5.2
Foundations	\$4.3
Corporations	\$4.3



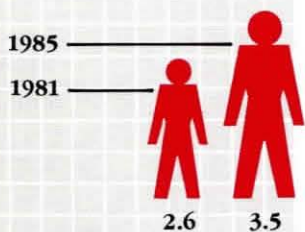


*Corporate giving has increased at a faster rate over the past 10 years than has giving from all sources.*

*Corporate giving grew three times faster than did pretax profits.*



*In 1985, 48 percent of adults and 52 percent of teenagers volunteered.*



*The average number of hours per week per volunteer rose from 2.6 in 1981 to 3.5 in 1985.*

### **Corporations (Including corporate foundations)**

- In 1985, corporations gave \$4.3 billion;
- The great majority of companies contribute, and 80 percent of those with assets of more than \$25 million make contributions;
- In 1985, corporations gave 1.89 percent of corporate pretax net income;
- About 272,000 companies reported giving 2 percent or more of net income in 1982, which accounted for two-thirds of all corporate giving; 40 percent of the 75 largest corporations gave 2 percent or more of their U.S. pretax income; and about 160,000 companies (10 percent of the 1.6 million corporations that year) gave 5 percent or more of net income and accounted for one-third of all corporate giving;
- Corporate giving has increased at a faster rate (257 percent) over the past 10 years than has giving from all sources (179 percent); corporate giving grew three times faster (257 percent) than did pretax profits (72 percent);

### **Volunteering**

- An estimated 23 million people volunteer 5 or more hours a week to the causes of their choice;
- In 1985, 48 percent of adults (82 million people) and 52 percent of teenagers (7 million) volunteered; the dollar value of the contributed time of adults was estimated at \$100 billion in 1985;
- Volunteers come from all ages and economic groups;
- A person who volunteers is far more likely to be a financial contributor as well;
- Adult volunteers average 3.5 hours per week; 42 percent give at least 5 hours per week;
- The average number of hours per week per volunteer rose from 2.6 in 1981 to 3.5 in 1985;
- The largest single reason people volunteer is because someone asks them;
- Almost 8 out of 10 people agree that everybody should volunteer to help those who are less well off; but 49 percent of all Americans (65 million people) who agree with that statement do not yet volunteer.



## Translating Trends Into Significant Future Growth

Americans are willing to give more time and money than they do. What is not nearly so obvious is what will bring forth this giving and volunteering.

Some causes, communities and populations perform much better than others. Studies of this subject suggest that those in successful causes ask for help in an organized, systematic way, and make clear what is requested and expected. Before, during and after solicitation, they make very clear how much the help means to people, the community, or the cause. They recruit, challenge, and use volunteers effectively. Finally, they invest in their capacity to raise dollars and involve volunteers.

## Goals for Giving and Volunteering for 1991

Goals for giving and volunteering must strike a balance between aspiration and reality. The task force believes that giving can be doubled and volunteering can be increased 50 percent by 1991. Philanthropic and voluntary organizations will have to work hard to achieve those goals, but the goals are within reach.

The goals are national; each individual organization and community will be asked to assess its own ability to give and to set its own goals. For some, this may be 50 percent increase and for others it may be well above 100 percent.

The doubling of **total giving** by 1991 would generate \$159.6 billion. Simply projecting past trends into the future will not produce that amount. From 1979 to 1985, giving increased at a compound rate of 10.6 percent per year. Applying that rate to the 1985 total of \$79.8 billion would produce \$145.9 billion in 1991. To reach the proposed 1991 goal of \$160 billion will require raising the annual growth rate from 10.6 to 12.2 percent.

**Individual giving** rose at the rate of 10.3 percent during the past seven years; this rate of growth would produce \$119 billion by 1991, less than the \$132 billion needed to reach the giving goals. Thus, individual giving must be raised from the rate of 10.3 percent to 12.2 percent.

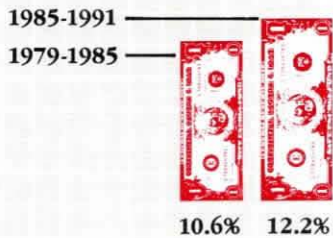
**Foundation giving** rose at an annual rate of 10.1 percent over the past seven years, which would yield an amount of \$7.6 billion if projected to 1991. By contrast, a doubling of the 1985 foundation giving by 1991 would require \$8.6 billion.

**Corporations** gave 1.89 percent of their pre-tax net income in 1985. Applying that rate to Bureau of Labor Statistics projections for corporate income for 1991 produces \$7.7 billion. By contrast, a doubling of 1985 corporate giving by 1991 would require \$8.6 billion.

## Goals for Volunteering

An ultimate goal in a democratic society should be that everybody volunteers. An increase of 50 percent in total volunteering by 1991 is achievable.

A combination of factors to produce that result would involve: (1) increasing the percentage of adult volunteers by 25 percent, from 48 percent of adults to 60 percent (attempts will also be made to increase the percentage of teenage volunteers); (2) increasing average volunteer hours per week by 10 percent; and (3) a projected population growth of 8 percent among those age groups that are the most active in volunteering. This combination of factors would increase annual volunteering hours by 48.5 percent by 1991.



*To reach the proposed 1991 goal of \$160 billion will require raising the annual growth rate from 10.6 to 12.2 percent.*

*“The ultimate goal in a democratic society should be that everybody volunteers.”*



## Achieving the Goals for Giving and Volunteering

Measurable Growth is a program for all Americans. It is a program for all voluntary organizations, government at all levels, foundations and the business community, as well as for men, women and youth from all parts of the country and all segments of society.

The ultimate success of the program depends on broad involvement of people and institutions at the local level.

Achieving the overall goal for giving and volunteering depends in turn on achieving specific goals and objectives. The objectives fall under two broad goals:

### Goal 1 —

**Goal #1** *To establish a climate for giving and volunteering so that society as a whole and individuals in particular are conditioned to the importance of private philanthropy and voluntary service.*



#### Public Awareness

- *The public must become more aware that we all have a very great stake in being sure that current and future generations of Americans understand and practice the values of active citizenship and personal community service.*
- *The public needs to understand that the “fivers” — the millions of people who contribute 5 percent or more of income and volunteer five or more hours a week — are setting the example for all of us.*
- *We must cause our school systems to include teaching about the nonprofit/voluntary sector and to provide opportunities for student community service.*
- *We must increase major recognition of the leaders in giving and volunteering.*

#### Government Policies

- *Preserve the tax deduction for charitable giving.*
- *Preserve and extend governmental incentives for the formation of voluntary organizations.*
- *Build a grassroots lobbying effort to convince government officials of the importance of the independent sector.*

#### Research

- *Encourage and publish better research on motivations for giving and volunteering.*
- *Expand the mechanisms for distributing the facts about giving and volunteering in America. Every Annual Meeting of INDEPENDENT SECTOR could be the release date for an annual state of giving and volunteering announcement.*

## Goal 2—

### **Goal #2 *Develop a far greater ability of voluntary organizations to raise money and involve volunteers.***

#### **Leadership**

- *Boards should know that a realistic part of total resources of their organizations, including board and staff time, must be invested in the health and, where appropriate, the growth of the organizations.*
- *Boards should understand that they can't leave fund raising to staff, and executive directors must understand that they can't leave fund raising to other staff.*
- *Boards should measure performance, including their own, in terms of fund raising and use of volunteers.*

#### **Management and Staff**

- *Attract talented people into staff jobs in the sector and help build career ladders.*
- *Stimulate and encourage training of nonprofit agency staffs in fund raising and in developing dedicated, effective volunteers.*

#### **Grantmakers**

- *Help foundations and corporations recognize that investment in the ability of voluntary organizations to attract and develop good management, to raise money, and to involve volunteers is more important for long-term program impact than specific program or project grants.*
- *Grantmakers should invest in activities designed to strengthen career management of nonprofit organizations.*

#### **Organizations**

- *Organizations and services that focus on strengthening voluntary organizations should be encouraged. These include organizations such as VOLUNTEER, American Association of Fund-Raising Counsel, Association of Volunteer Administrators, National Society of Fund Raising Executives, Council for the Advancement and Support of Education, National Association for Hospital Development and many others.*
- *The number of strong, visible Volunteer Centers around the nation should be doubled.*
- *Corporations and labor unions should expand their promotion of volunteers from the workplace, including retirees.*







## **A Blueprint for Action**

Sound organization, dedicated effort and sufficient resources will be necessary to achieve the Measurable Growth program goals for any one organization and for the sector as a whole. A basic blueprint for action has been developed, and includes the following elements.

INDEPENDENT SECTOR will take the lead with its own Membership and will coordinate national activities building the national climate conducive to giving and volunteering.

A key responsibility of INDEPENDENT SECTOR will be to develop a sustained national advertising campaign designed to encourage the practice of “fiving” — the giving of 5 percent or more of one’s income and the volunteering of five or more hours per week. This will be an Advertising Council campaign, aimed at all media nationwide and will last several years. Opportunities will exist for nonprofit and voluntary organizations to tie in their own local efforts with the national campaign, which will produce materials that can be used in church bulletins, newsletters, fund raising appeals and other places.

Regional and local groups, including foundations, corporations and community-related groups, can raise the general levels of giving and volunteering in their areas. They should consider such activities as surveying current levels of giving and volunteering; involving local media, for general publicity and for assistance in conducting and publishing the local surveys; forming coalitions of major fund raising bodies, including local churches; involving local affiliates of INDEPENDENT SECTOR Members; and involving other funders.

Such activities are already underway in some cities and have generated a promising, enthusiastic response.

### ***What Voluntary Organizations Can Do***

Most voluntary organizations can reap many benefits from the Measurable Growth program. For example:

1. The Board should set fund raising goals for next year and five years that are realistic, but which stretch the Board and everyone else in the organization.
2. The Board must commit a significant portion of the resources of the organization, including their own time, to the pursuit of the fund raising goals. For most organizations, it will take a minimum of 20 percent of the organization’s time and money to develop significant fund raising thrust. This is fully justified if, in the long run, the organization will be able to do more in the fulfillment of its program mission.
3. Similar goals and commitments should be made for increased volunteer participation.
4. The Board should devote a portion of almost every meeting and at least one full meeting to evaluating progress toward the goals. It should resolve to make these goals central to everything the organization does.



5. Make fund raising and the effective utilization of volunteers every bit as important and prestigious as the most important program activities of the organization.
6. Encourage the Board and staff to participate in training efforts to improve fund raising skills and effectiveness in recruiting and involving volunteers. Where necessary, help create such training opportunities by working with experienced and successful volunteer and staff leaders from other organizations.
7. The organization's communications to current volunteers, members, contributors and others should emphasize the message of "fiving" and the importance of all people being engaged in active citizenship and personal community service. Pay first attention to those who are already involved. They offer the greatest potential for increased participation.
8. Help develop a local coalition of churches, other voluntary organizations, funders, media and others to build interest and awareness of "fiving" and a spirit of contributing back to the community through support of the causes of one's choice.
9. Honor the strong contributors and volunteers. Make it clear that the organization is aware and appreciative how special they are.
10. Elevate the good volunteers and fund raisers to the Board. Make it clear that their performance is what the organization respects.

The strategic plan can be an invaluable tool in helping a voluntary organization improve the performance of its board and staff. In addition, it can help improve fund raising results. And, it can help an organization accomplish its overall mission.

Voluntary organizations can use and adapt messages and materials generated by the overall Measurable Growth program to communicate with their members, givers, volunteers and other supporters, who comprise the first line of potential increased giving and volunteering. In many communities, these materials will be available from coalitions that are forming to implement the Measurable Growth program in their areas. INDEPENDENT SECTOR will provide information and clearinghouse functions at the national level.

Using these materials, voluntary organizations can develop their own Measurable Growth goals and plans for achieving them. The end result of this combined effort should be that every individual is far more aware in five years of what is expected in active citizenship and personal community service, and how to better fulfill his or her role as a citizen.





## **AMERICA'S CHALLENGE, AMERICANS' RESPONSE**

The goals for giving and volunteering proposed in the Measurable Growth program constitute America's challenge to its own citizens. The idea of "fivers" — people who give 5 percent of their income and volunteer five or more hours a week — grows out of practices that have become part of the everyday lives of many millions of people.

The Measurable Growth program simply adds an established gauge by which citizens in all walks of life can measure their contributions to their communities and to the causes of their choice. And, the program can move the organizations working for those causes — the voluntary agencies serving people — from the current struggle for survival to a bold new thrust for growth.

## **THE TEN PRIORITIES**

*The 10 priority objectives most likely to influence significant growth in giving and volunteering are:*

- 1. To achieve greater public awareness that personal service is essential to a free and caring society, and that everyone can make a difference by generously supporting the causes of his or her choice;*
- 2. To show clearly that people who give 5 percent or more of their incomes and 5 or more hours a week are models for a caring society;*
- 3. To help voluntary organizations develop their ability to raise money and effectively use boards and other citizen volunteers;*
- 4. To encourage foundations and corporate grantmakers to invest more funds in helping voluntary organizations achieve greater capacity to raise money and involve volunteers;*
- 5. To help accelerate the birthrate and growth rate of foundations;*
- 6. To help fulfill the goal of the President's Task Force on Private Sector Initiatives, which called for doubling the involvement of corporations and for achieving an average of 2 percent of pretax net income for corporate contributions;*
- 7. To preserve tax deductions for charitable contributions;*
- 8. To double the number of strong, visible Volunteer Centers;*
- 9. To develop the independent sector's research capacity in topics such as motivations for giving and volunteering;*
- 10. To build a grassroots lobby capable of convincing government officials of the significance of the independent sector.*



**Committee on Measurable Growth in Giving and Volunteering  
(As of January, 1987)**

*Eugene C. Dorsey*, Gannett Foundation, Chairperson  
*Kenneth N. Dayton*, Oakleaf Foundation, Chairperson, Original Task Force  
*K. Kenn Allen*, VOLUNTEER: The National Center  
*Marjorie Powell Allen*, The Powell Family Foundation  
*William Aramony*, United Way of America  
*Philip Bernstein*, Council of Jewish Federations  
*Edward Cleary*, New York State AFL-CIO  
*Christopher F. Edley*, United Negro College Fund  
*John Elliott*, Ogilvy & Mather  
*Christine G. Franklin*, Association for Volunteer Administration  
*Robert M. Frehse, Jr.*, William Randolph Hearst Foundation  
*Catherine French*, American Symphony Orchestra League  
*Lyda Hunt Hill*, The Volunteer Connection, Dallas, TX  
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*William C. McGinly*, National Association for Hospital Development  
*Gary Quebl*, Council for the Advancement and Support of Education  
*John J. Schwartz*, American Association of Fund-Raising Counsel, Inc.  
*Deborah Seidel*, Association of Junior Leagues  
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*Lisa Semple*, New York Nonprofit Coordinating Committee  
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