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U.S. Foundation Funding for Nonprofit and Philanthropic Infrastructure

2004–2015

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ABOUT FOUNDATION CENTER

Established in 1956, Foundation Center is the leading source of information about philanthropy worldwide. Through data, analysis, and training, it connects people who want to change the world to the resources they need to succeed. Foundation Center maintains the most comprehensive database on U.S. and, increasingly, global grantmakers and their grants—a robust, accessible knowledge bank for the sector. It also operates research, education, and training programs designed to advance knowledge of philanthropy at every level. Thousands of people visit Foundation Center’s website each day and are served in its five regional hubs and its network of more than 400 funding information centers located in public libraries, community foundations, and educational institutions nationwide and around the world.

For more information visit foundationcenter.org, tweet us [@fdncenter](https://twitter.com/fdncenter), or email communications@foundationcenter.org.

ABOUT THE WILLIAM AND FLORA HEWLETT FOUNDATION

The William and Flora Hewlett Foundation is a nonpartisan, private charitable foundation that advances ideas and supports institutions to promote a better world. For more than 50 years, it has supported efforts to advance education for all, preserve the environment, improve lives and livelihoods in developing countries, promote the health and economic well-being of women, support vibrant performing arts, strengthen Bay Area communities and make the philanthropy sector more effective.

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ISBN 978-1-59542-541-6

Design by [ondesign](http://ondesign.com).

Background

There are an estimated 10 million non-governmental organizations (NGOs) worldwide. If NGOs were a country, they'd have the fifth-largest economy in the world.¹ The nonprofit sector in the United States alone contributed more than \$930 billion to the economy in 2014.² Given the volume and complexity of civil society organizations around the world, a substantial ecosystem of support organizations have emerged over time to enable, strengthen, and evolve their work. These support organizations, also known as “infrastructure organizations,” provide essential services such as strategic planning; evaluation, assessment, and feedback; board and staff development; data and research; legal services; business modeling; and support for diversity, equity, and inclusion efforts. They form a much-needed backbone for work on our most critical global challenges, enabling changemakers to be more effective in their efforts to build a better future.

In 2015, Foundation Center, with support from the William and Flora Hewlett Foundation, analyzed U.S. foundation funding of these infrastructure organizations. It developed a taxonomy of these organizations and established research criteria for determining which foundation grants should be counted as infrastructure-related. The key findings of this initial research in 2015: U.S. foundation support for nonprofit and philanthropic infrastructure totaled more than \$1 billion or 0.6 percent of total giving between 2004 and 2012, based on giving by 1,000 of the country's largest foundations.

The research—the first of its kind—garnered attention from the field, resulting in valuable feedback that led Foundation Center to substantially modify the taxonomy and research criteria. The study has now been updated to include three more years of data. The result is the present report.

As in the earlier report, the goals of the study included:

- Documenting how funding is distributed among key organization types in the nonprofit and philanthropic infrastructure ecosystem; and
- Tracking funding trends over time, both within the infrastructure ecosystem and compared to U.S. foundation giving overall.

Civil society organizations (including foundations) are working to make our world a better place, and the infrastructure that supports this work exists to continuously improve and strengthen their efforts.

We hope that this analysis is useful for understanding the funding context within which funders and infrastructure organizations operate, that it will inform the funding practices surrounding infrastructure organizations going forward, and that it serves as inspiration for future research on how to better support the pursuit of social good.



THE DATA

This study spans 12 years of foundation funding for nonprofit and philanthropic infrastructure from 2004 to 2015. This report analyzes 21,148 infrastructure-related grants made by 881 foundations to 511 organizations based in 30 different countries, totaling \$1.94 billion. **Unless otherwise noted, all figures, charts, and tables in this report are based on the full 12-year period.**

The data used in this analysis come from Foundation Center's annual FC 1000 research data set, which includes all grants of \$10,000 or more made by 1,000 of the largest U.S. private and community foundations. Each year, the set includes roughly 150,000 grants representing about half of total grant dollars awarded by all U.S. foundations each year. In this data set, grant amounts are generally reflected in full in the year the grants were issued, regardless of the grant duration or payment schedule.

See **Appendix A** for a full description of how the methodology of this report differs from the report issued three years ago.

¹ “25 Facts and Stats about NGOs Worldwide.” *Global NGO Technology Report 2017*. <http://techreport.ngo/previous/2017/facts-and-stats-about-ngos-worldwide.html>.

² “Fast Facts about the Nonprofit Sector.” *National Council of Nonprofits*. <https://www.councilofnonprofits.org/sites/default/files/documents/2017-Fast-Facts-About-the-Nonprofit-Sector.pdf>.

Key Findings

Explore these key findings and other research about support for civil society organizations around the world at infrastructure.foundationcenter.org.

- Infrastructure-related giving totaled \$1.94 billion over 12 years.** This funding supported 511 organizations providing infrastructure services to the social sector in the U.S. and globally over the 12-year period between 2004 and 2015, an average of about \$162 million per year.
 - While 511 organizations received infrastructure-related grants over this period, no more than 328 received grants in any given year.
 - Altogether, 881 funders provided infrastructure grants during this period. The number of funders that contributed in any given year rose from 346 in 2004 to 430 in 2015.
- While overall giving by U.S. foundations in the data set grew 66 percent, infrastructure-related giving grew just 25 percent.**
 - Adjusted for inflation, overall foundation giving grew 35 percent, while infrastructure funding rose just 4 percent (measured in 2015 dollars).
 - Infrastructure funding rose from an average of \$143 million per year (2004–06) to \$179 million per year (2013–15).³
- Funding for infrastructure accounted for less than 1 percent (0.71 percent) of total giving by U.S. foundations.**
 - The overall share of giving for infrastructure declined from 0.86 percent of total giving in 2004 to 0.59 percent in 2015.
- The vast majority of infrastructure funding (97 percent) went to U.S.-based organizations.**
 - While funding for infrastructure organizations in general grew 25 percent between 2004 and 2015, funding for non-U.S.-based infrastructure organizations declined 43 percent over that same period—from \$6.9 million per year (2004–06) to \$3.9 million per year (2013–15).
- Twenty-seven foundations gave an average of more than \$1 million per year for nonprofit and philanthropic infrastructure.**
 - Together, these 27 foundations accounted for about 60 percent of all infrastructure funding.
 - Three funders—the Ford Foundation, the W.K. Kellogg Foundation, and the Bill & Melinda Gates Foundation—accounted for 24 percent of all infrastructure funding over this period.
- Thirty-five infrastructure organizations received an average of at least \$1 million per year.**
 - Together, these 35 organizations received 48 percent of all infrastructure funding.
 - The top four recipients—Foundation Center, Bridgespan Group, Independent Sector, and Council on Foundations—each received an average of more than \$5 million in funding per year.

Key Findings from 2013–2015

- Infrastructure funding reached a new high in 2015, but growth remained slow.** In 2012, annual funding for infrastructure reached \$189 million, its highest point over the nine-year period from 2004 to 2012. Over the following three years (2013–15), funding declined to \$161 million in 2013, rebounded to \$183 million in 2014, and reached a new high of \$192 million in 2015.
- Strong growth for nonprofit-focused infrastructure funding.** Funding for nonprofit-focused organizations grew from an average of \$71 million per year to \$88 million per year, an increase of 24 percent.
- Decreased funding for both philanthropy-focused and multi-sector infrastructure organizations.** Funding for both philanthropy-focused and multi-sector infrastructure organizations was lower between 2013 and 2015 than it was during the previous three-year period (2010–12). Philanthropy-focused organizations declined from an average of \$66 million per year to \$63 million per year. Multi-sector organizations fell from an average of \$31 million per year to \$28 million per year.
- Share of total giving continued to decline.** As a share of overall foundation funding, support for infrastructure fell to just 0.59 percent in 2015, its lowest point over the 12-year period of the study. It reached a high of 0.90 percent in 2006.

³ These figures are based on three-year averages for the periods 2004–06 and 2013–15. Three-year averages are used to control for random year-to-year fluctuations in funding.

What Is the Nonprofit and Philanthropic Infrastructure?

At present, there is no consensus on how to define which organizations constitute “infrastructure” or precisely what kinds of services constitute “infrastructure support.” This study proposes a classification scheme that will help the field to consistently document the evolution of the nonprofit and philanthropic infrastructure over time.

Infrastructure organizations can be grouped into three main categories, based on the types of audiences they serve:

1. **Philanthropy-focused organizations and associations** provide services primarily in support of the work of foundations and other philanthropic entities.
2. **Nonprofit-focused organizations and associations** provide services in support of the work of nonprofit organizations or the nonprofit sector in general.
3. **Multi-sector infrastructure organizations** provide services in support of the work of organizations both within and beyond the social sector, such as academia, government, and business.

This report examines patterns of foundation funding for each of these types of infrastructure organizations from 2004 through 2015. A total of 511 organizations met study criteria for inclusion in this analysis.



A NOTE ON TAXONOMY TERMINOLOGY

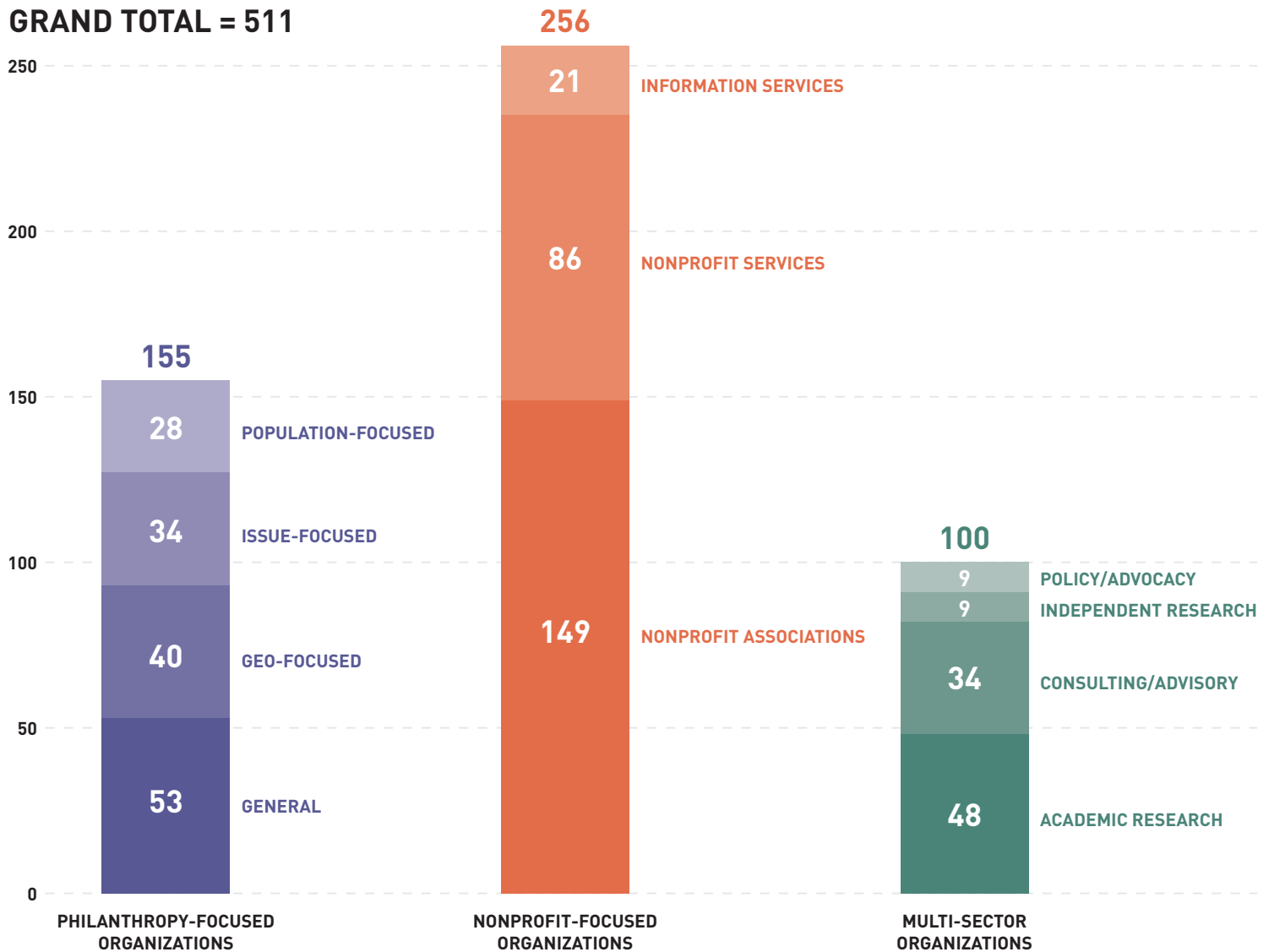
The terms used in this taxonomy arise from the United States context in which there is a palpable distinction made between grantmaking (“philanthropy”) and non-grantmaking (“nonprofit”) organizations. While these categories may be less appropriate for describing the work of infrastructure organizations working in other countries, this research is nonetheless valuable for civil society organizations around the world to better understand how U.S. foundations support nonprofit and philanthropic infrastructure. We hope that this research serves as a springboard for additional iterations and analyses in the future.

Infrastructure Taxonomy

PHILANTHROPY-FOCUSED ORGANIZATIONS AND ASSOCIATIONS	NONPROFIT-FOCUSED ORGANIZATIONS AND ASSOCIATIONS	MULTI-SECTOR INFRASTRUCTURE ORGANIZATIONS
<ul style="list-style-type: none"> • General • Geography (Geo)-focused • Issue-focused • Population-focused 	<ul style="list-style-type: none"> • Nonprofit Associations and Networks • Nonprofit Service Organizations • Information Service Organizations 	<ul style="list-style-type: none"> • Academic Research Centers • Independent Research Centers • Consulting/Advisory Organizations • Public Policy/Advocacy Organizations

Number of Infrastructure Organizations, 2004–2015

GRAND TOTAL = 511



Source: Foundation Center, 2018. Based on all grants of \$10,000 or more awarded by 1,000 of the largest U.S. private and community foundations.

The study identified 155 organizations and networks that are exclusively or primarily philanthropy-focused.⁴ These include:

- **28 population-focused organizations and associations**, such as Asian Americans/Pacific Islanders in Philanthropy, Disability Funders Network, and Women’s Funding Network;
- **34 issue-focused organizations and associations**, such as Environmental Grantmakers Association, Grantmakers in the Arts, and Center for Disaster Philanthropy;
- **40 geography-focused organizations and associations**, such as Council of Michigan Foundations, Philanthropy Northwest, and Southeast Council on Foundations; and
- **53 organizations that support philanthropy in general**, such as Council on Foundations, Grantmakers for Effective Organizations, and Exponent Philanthropy.

The study identified 256 organizations that perform support services for nonprofit organizations or for the social sector in general.

These include:

- **21 information service organizations**, such as GuideStar USA, Foundation Center, and Charity Navigator;
- **86 service providers**, such as BoardSource, Network for Good, and Taproot Foundation; and
- **149 associations**, such as the Association of Fundraising Professionals, the Georgia Center for Nonprofits, and Independent Sector.

⁴ Some regional associations of grantmakers—Forefront (IL), for example—also include nonprofit organizations and/or individuals among their membership. We included these organizations in this category.

The study also identified 100 other organizations that, while *not primarily focused on providing support services for the social sector*, do provide a significant amount of “infrastructure” support for the field. These “multi-sector” organizations include:

- ④ **9 public policy or advocacy organizations**, such as Center for Rural Strategies, Demos: a Network for Ideas and Action, and Mathematica Policy Research;
- ④ **9 independent research centers**, such as the Urban Institute (which houses the Center on Nonprofits and Philanthropy), the Hudson Institute (publisher of *The Index of Global Philanthropy and Remittances*), and the Aspen Institute (which houses the Program on Philanthropy and Social Innovation);
- ④ **34 consulting and advisory organizations**, such as FSG, Bridgespan Group, and Synergos Institute; and
- ④ **48 academic research centers**, such as Duke University (which houses the Center for Strategic Philanthropy and Civil Society), Indiana University–Purdue University Indianapolis (which houses the Lilly Family School of Philanthropy), and Grand Valley State University (which houses the Dorothy A. Johnson Center for Philanthropy).

A full listing of all organizations that have *occasionally* provided support services for the social sector would include hundreds of additional organizations beyond the 100 multi-sector organizations included in this study.⁵ These organizations are not unimportant in terms of the services they provide to the sector, but they are not

engaged consistently enough by a sufficient number of nonprofit and philanthropic organizations that they can be thought of as a relatively permanent part of a definable set of infrastructure organizations serving the field. It is important to recognize that these organizations exist, but the focus of this study is on organizations whose role in the infrastructure is significant enough that they can be unambiguously called “infrastructure organizations.”

For purposes of this updated report, we include “multi-sector” infrastructure organizations *only if* they have received at least \$500,000 of foundation funding over a 10-year period (i.e., \$50,000 per year).⁶

While the number of multi-sector infrastructure organizations included in this report is limited to those receiving at least \$50,000 of funding per year, *there is no minimum threshold of funding required in order for a philanthropic or nonprofit-focused infrastructure organization to be included.*

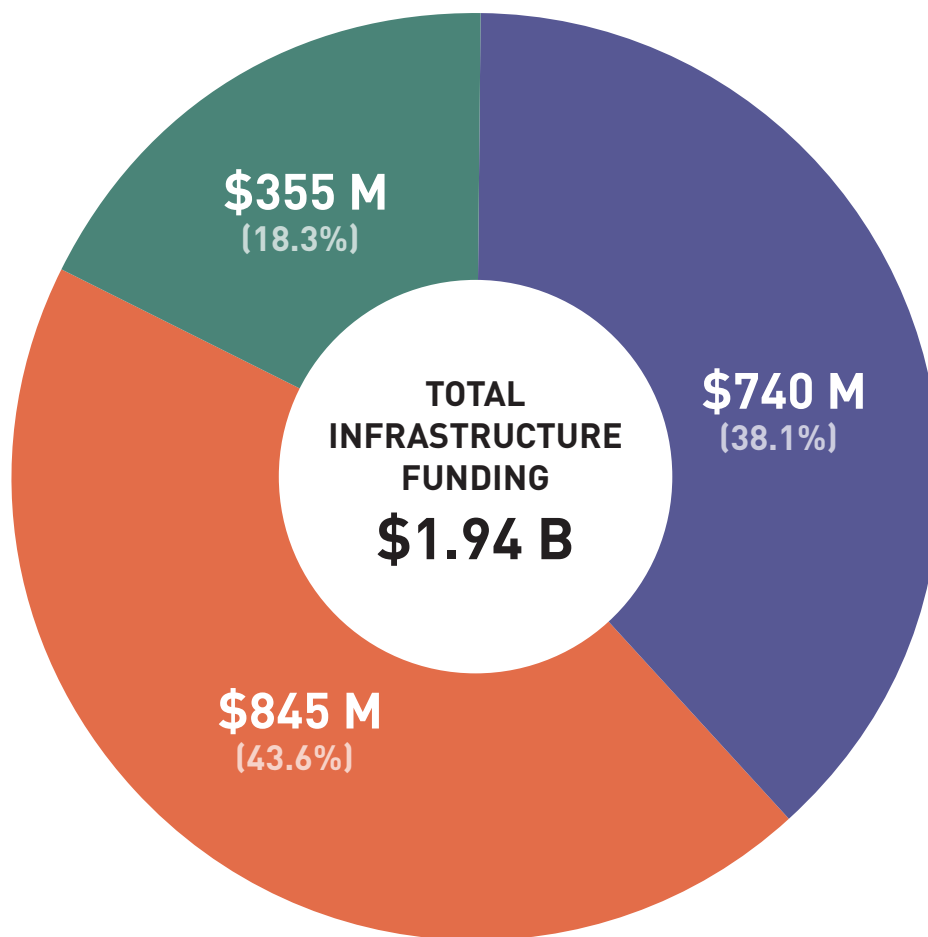
See [Appendix B](#) for a full listing of the organizations included in this report.

⁵ See, for example, *Assessing Community Foundation Needs and Envisioning the Future* (Foundation Center, 2017), which lists more than 500 “support organizations” from which community foundations have received services.

⁶ The median grant size for nonprofit and philanthropic infrastructure organizations between 2004 and 2015 was \$25,000. Drawing the cutoff line at \$50,000 per year means that an organization had to receive funding equivalent to at least two grants of “average” (median) size per year in order to be included in our analysis of multi-sector organizations.

How Much Foundation Funding Supports Nonprofit and Philanthropic Infrastructure?

Percent of Total Infrastructure Funding by Type of Recipient Organization, 2004–2015



■ PHILANTHROPY-FOCUSED ORGANIZATIONS ■ NONPROFIT-FOCUSED ORGANIZATIONS ■ MULTI-SECTOR ORGANIZATIONS

Source: Foundation Center, 2018. Based on all grants of \$10,000 or more awarded by 1,000 of the largest U.S. private and community foundations.

From 2004 through 2015, nonprofit and philanthropic infrastructure organizations received a total of \$1.94 billion in U.S. foundation funding, an average of \$162 million per year.

- Philanthropy-focused organizations (N=155) received \$740 million of funding (38 percent), with a yearly average of \$61.7 million.
- Nonprofit-focused organizations (N=256) received \$845 million of funding (44 percent), with a yearly average of \$70.4 million.
- Multi-sector infrastructure organizations (N=100) received \$355 million between 2004 and 2015 (18 percent), with a yearly average of \$29.6 million.

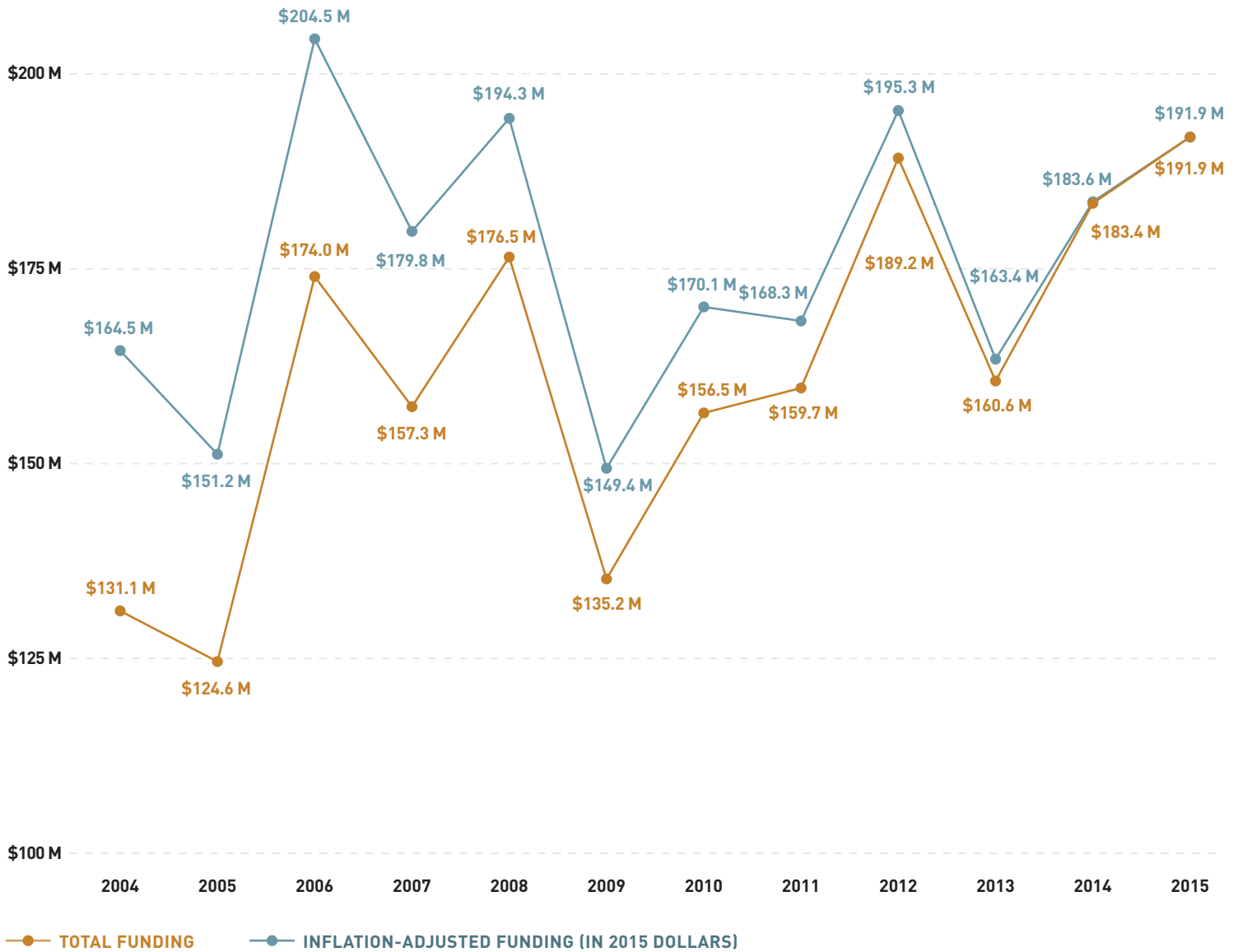


Nonprofit-focused organizations received the most infrastructure funding during the study period.

Although nonprofit-focused organizations received the most funding overall, proportionately, philanthropy-focused organizations still received more funding on average per organization (45 percent) than nonprofit-focused organizations.

Is Funding for Infrastructure Growing?

Funding for Nonprofit and Philanthropic Infrastructure, 2004–2015



Source: Foundation Center, 2018. Based on all grants of \$10,000 or more awarded by 1,000 of the largest U.S. private and community foundations.

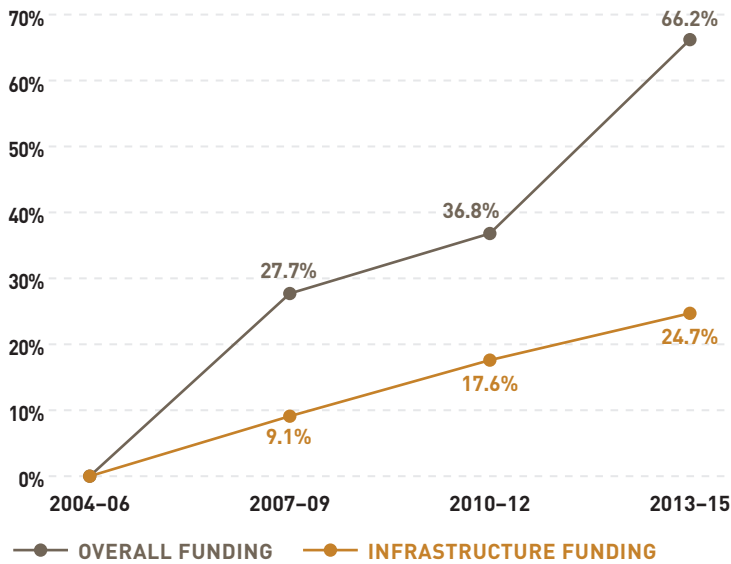
Foundation funding for infrastructure grew from \$131 million in 2004 to \$192 million in 2015. On the surface, this represents a 47 percent increase over 12 years. But this obscures some important fluctuations in funding over that period.

Between 2004 and 2008, infrastructure funding grew from \$131 million to \$177 million, an increase of 35 percent. During the economic downturn, however, funding fell to \$135 million in 2009 (a 23 percent decrease) and did not surpass pre-2009 levels again

until 2012. By 2015, funding had grown to \$192 million, an increase of 42 percent since 2008.

Adjusted for inflation, though, infrastructure funding has basically been flat since 2006. Measured in 2015 dollars, funding for infrastructure peaked at \$205 million in 2006. Between 2006 and 2015, funding for infrastructure declined by 6 percent, based on inflation-adjusted dollars.

Cumulative Growth in Funding, 2004–2015



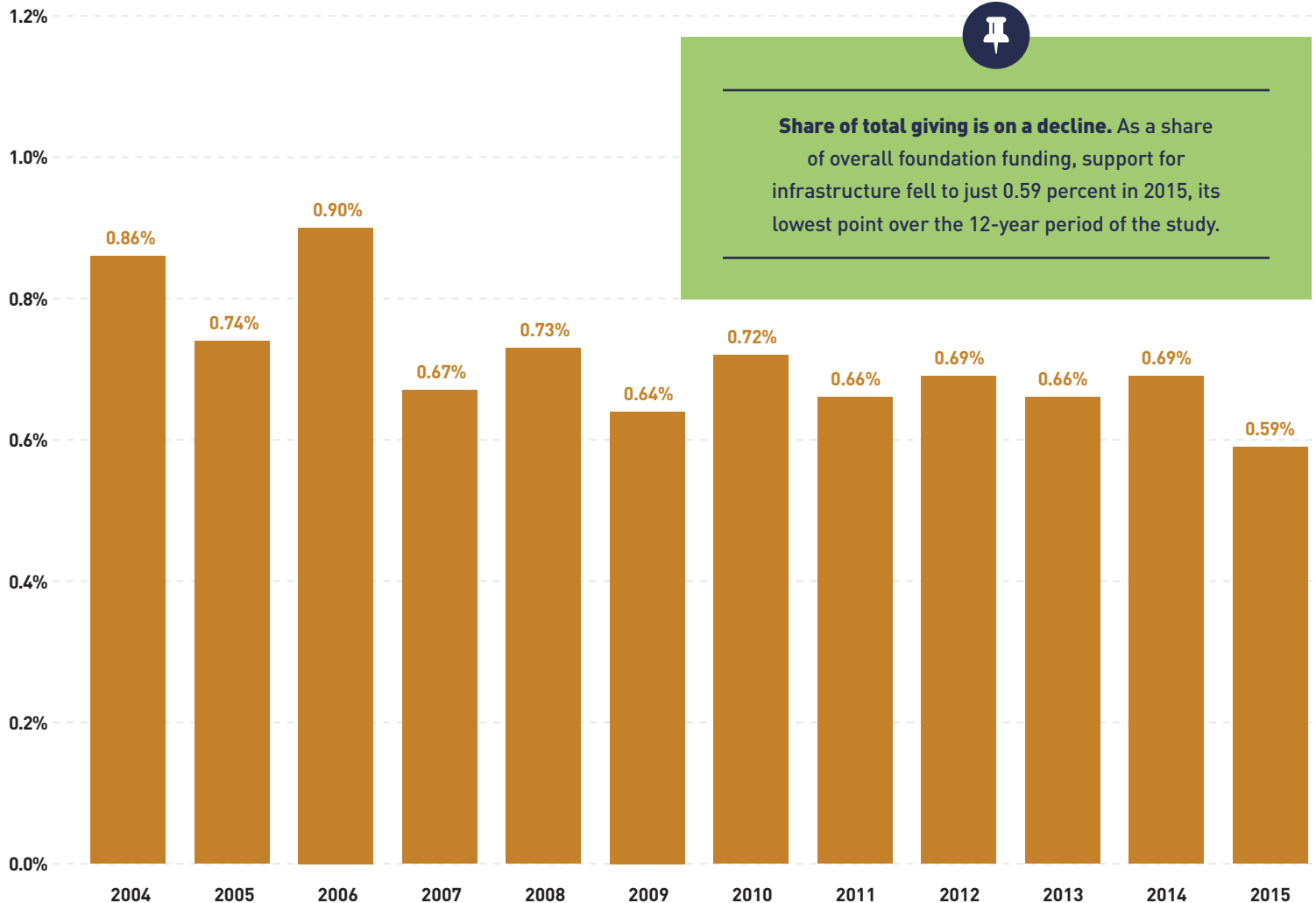
Source: Foundation Center, 2018. Based on all grants of \$10,000 or more awarded by 1,000 of the largest U.S. private and community foundations.

Overall foundation giving rose **66%**, while infrastructure funding rose just **25%**.

After grouping the data into three-year intervals to smooth out year-to-year fluctuations, we found that overall giving by U.S. foundations grew by 66 percent from 2004 to 2015, compared to just 25 percent for infrastructure-related giving.

Adjusted for inflation, overall foundation giving grew 35 percent, while infrastructure funding rose just 4 percent (measured in 2015 dollars).

Funding for Nonprofit and Philanthropic Infrastructure as a Share of Overall Foundation Giving, 2004–2015

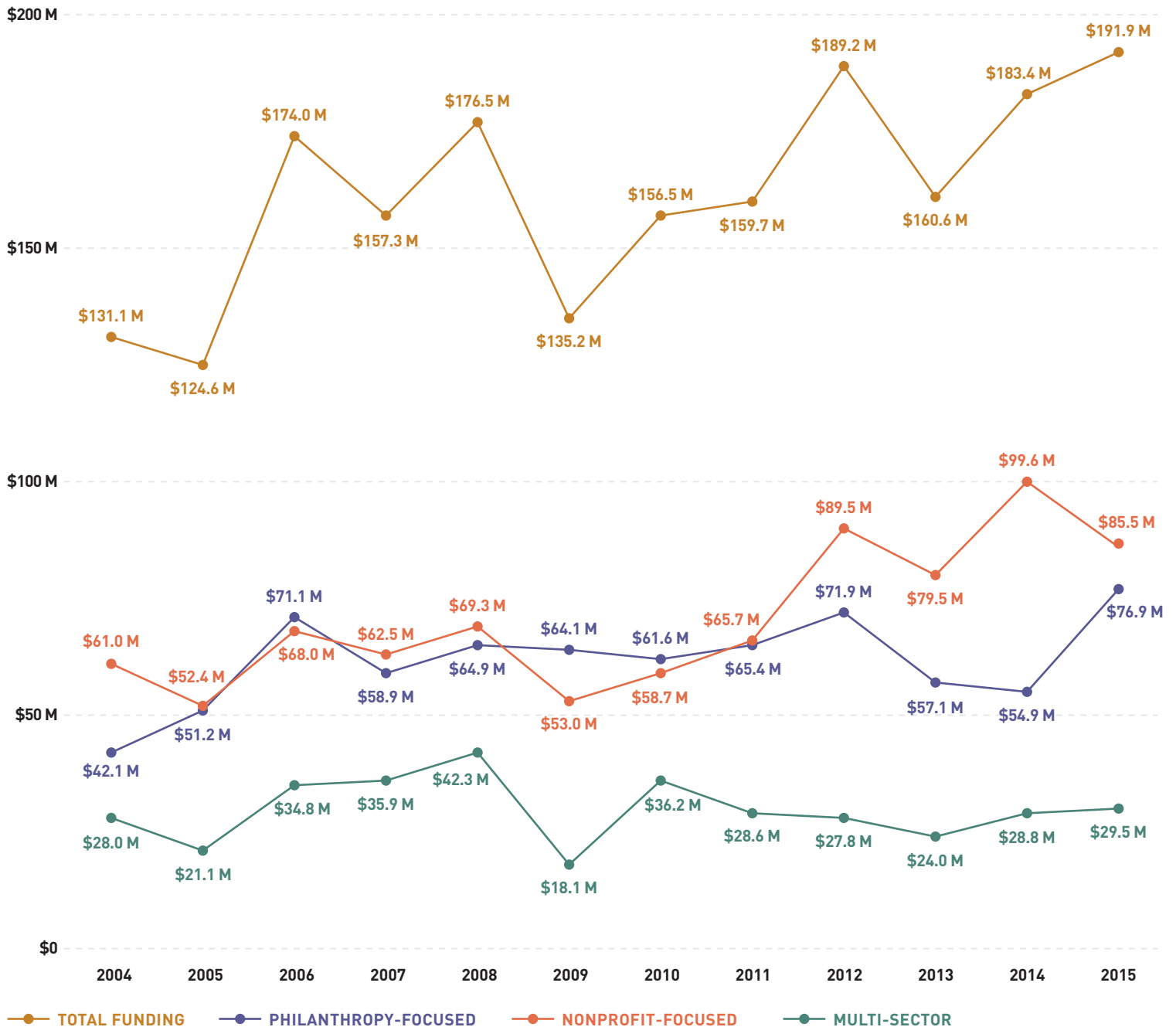


Source: Foundation Center, 2018. Based on all grants of \$10,000 or more awarded by 1,000 of the largest U.S. private and community foundations.

Share of total giving is on a decline. As a share of overall foundation funding, support for infrastructure fell to just 0.59 percent in 2015, its lowest point over the 12-year period of the study.

How Does Funding Compare Across Types of Organizations?

Funding Trends by Type of Infrastructure Organization, 2004–2015

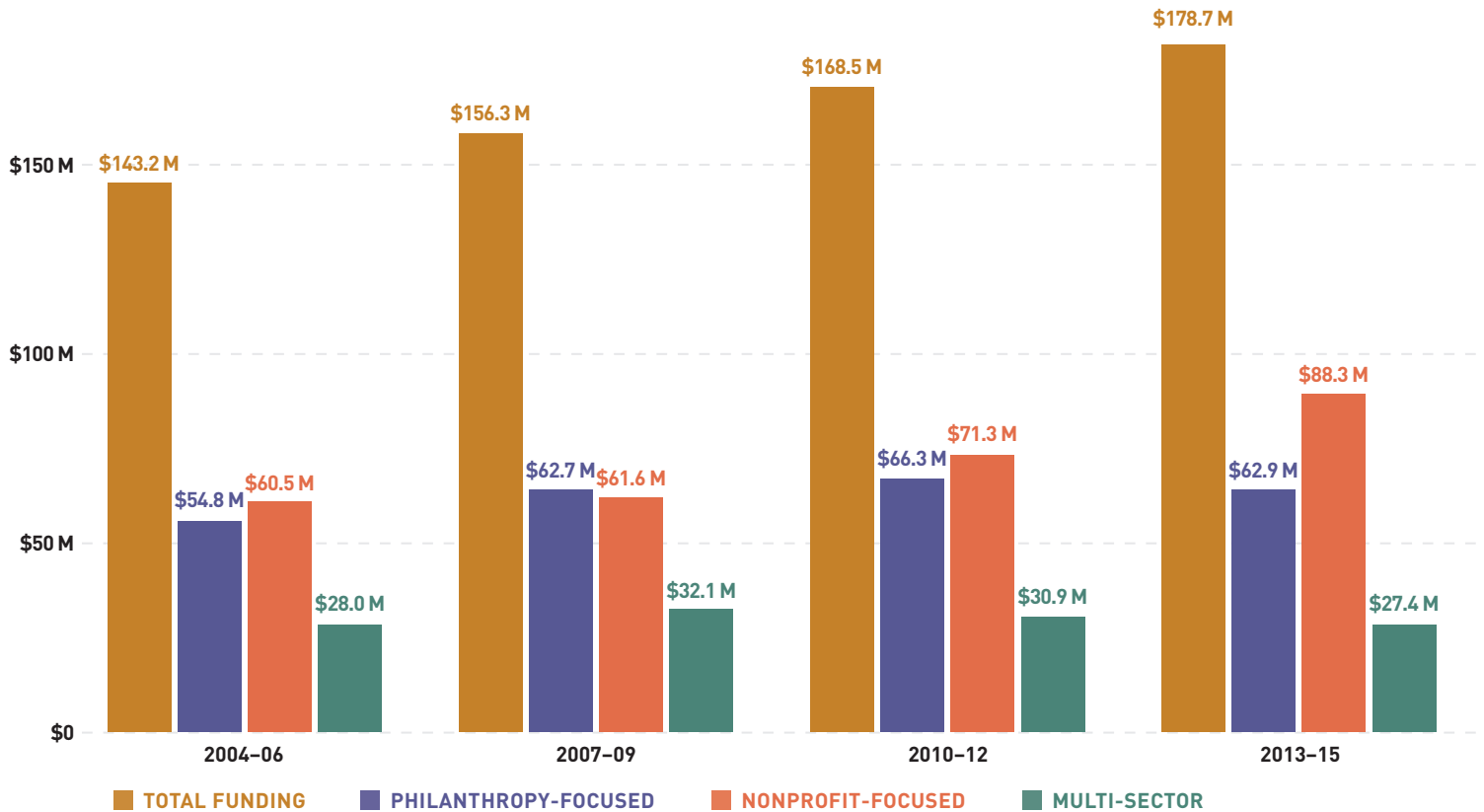


Source: Foundation Center, 2018. Based on all grants of \$10,000 or more awarded by 1,000 of the largest U.S. private and community foundations.

While all types of organizations experienced drops in funding following the economic downturn in 2009, nonprofit-focused organizations and multi-sector organizations experienced much steeper declines. This suggests that U.S. foundations funding infrastructure focused their support on organizations with which they were most directly engaged,

such as funder networks. Although funding for nonprofit-focused and philanthropy-focused organizations has since returned to and surpassed pre-recession levels, as of 2015, funding for multi-sector organizations is still lower than it was in 2008.

Funding for Nonprofit and Philanthropic Infrastructure (Three-Year Averages), 2004–2015



Source: Foundation Center, 2018. Based on all grants of \$10,000 or more awarded by 1,000 of the largest U.S. private and community foundations.



Most of the growth in infrastructure funding was due to increased levels of funding for nonprofit-focused organizations.

During the three-year period 2004–06, infrastructure organizations received an average of \$143 million per year. In subsequent three-year periods, this increased to \$156 million, \$169 million, and finally, between 2013 and 2015, \$179 million per year.

Funding for philanthropy-focused organizations and networks grew slowly (15 percent) across the 12-year period, from \$55 million per year to \$63 million per year.⁷ Between 2007 and 2015, however, funding for philanthropy-focused organizations and networks was flat.

Funding for multi-sector organizations was flat from 2004 to 2015. Most of the growth in infrastructure funding was due to increased levels of funding for nonprofit-focused organizations, which grew from an average of \$61 million per year (2004–06) to \$88 million per year (2013–15), a 46 percent rise.

Just six grants of \$1 million or more (totaling \$11.2 million) were awarded to nonprofit-focused organizations from 2010 to 2012, while 19 such grants (totaling \$43.6 million) were awarded to these organizations from 2013 to 2015.

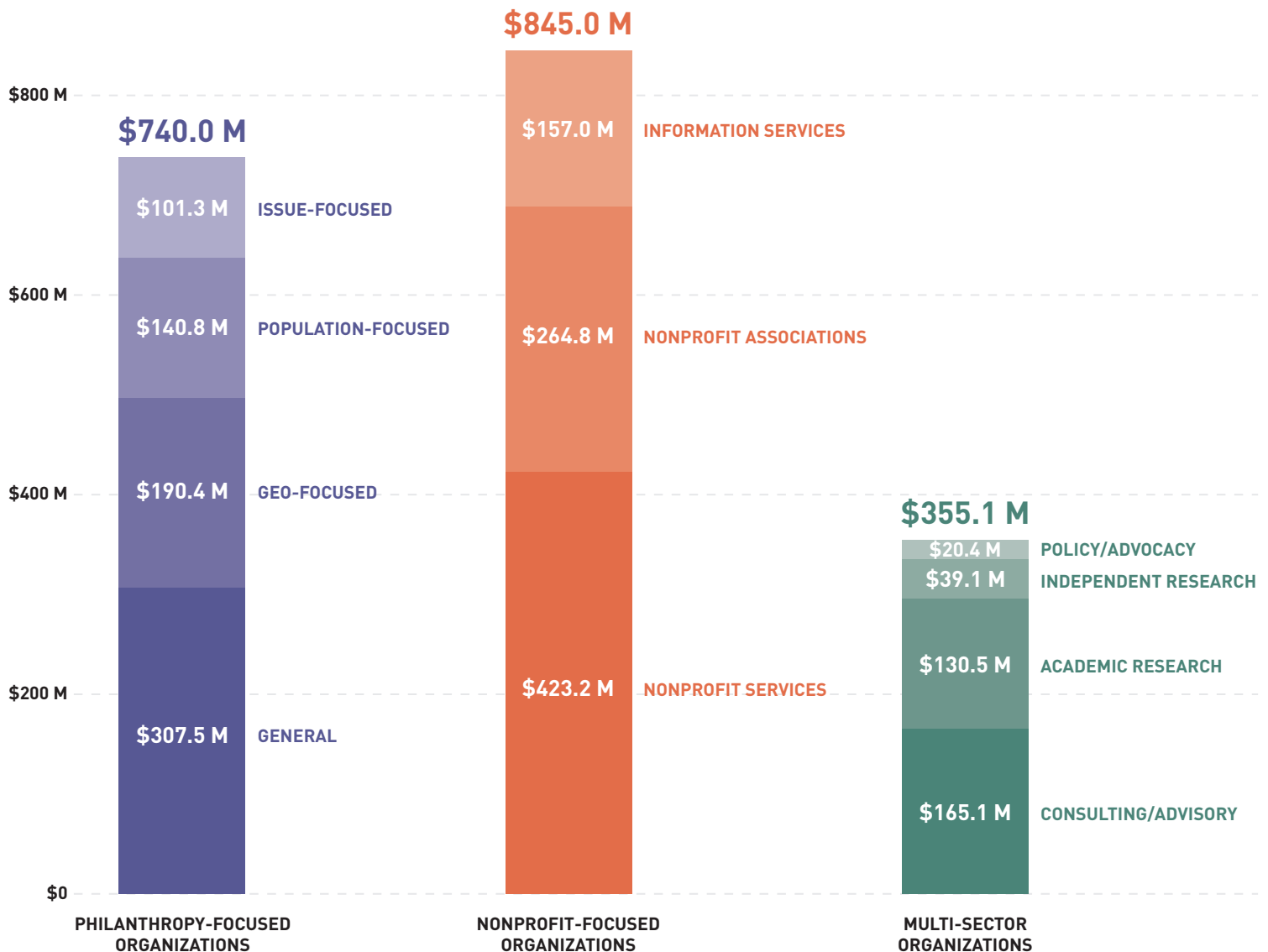
The biggest recipients of these million-dollar grants between 2013 and 2015 were Network for Good (five grants for \$13.4M) and American Fund for Charities (two grants for \$9.2M).⁸

Other organizations receiving grants of over \$1 million between 2013 and 2015 were JustGive (2), Generous Giving, Good360, Midland Shared Spaces, Charitable Ventures of Orange County, GoodNet, Institute for Nonprofit News, NetHope (2), GiveDirectly, and Development Gateway.

⁷ In our 2015 study, we reported that philanthropy-focused organizations grew 79 percent (before inflation) between 2004 and 2012. In the current report, we report that the rate of increase in funding for philanthropy-focused organizations between 2004 and 2015 was just 15 percent. The reason for this discrepancy is that the current report uses three-year averages to calculate rates of change from one period to another, i.e., 2004–06 compared to 2013–15. The earlier report calculated the rate of change using data from single years, i.e., 2004 compared to 2012. Because philanthropy-focused infrastructure giving was relatively low in 2004 (\$42M), the change from 2004 to 2012 (\$72M) was relatively dramatic, an increase of 72 percent. By averaging the amount of support across three-year periods a truer sense of overall change over time can be determined, by smoothing out year-to-year fluctuations that may be unrelated to broader trends in giving.

⁸ For purposes of this report, all grants (of any kind) were included in the totals for philanthropy-focused and nonprofit-focused infrastructure organizations. In some cases, e.g., Network for Good, Hispanics in Philanthropy, Women's Funding Network, and others, it is certain that some grants intended for regranteeing have been included in their totals. This means that the total support indicated for these organizations likely overstates the amount of support they received strictly for "infrastructure" purposes, but we don't know by how much. It was beyond the scope of this study to attempt to exclude such "pass-through" grants from our analyses, as it would have required detailed grant-by-grant review of thousands of grants. In future iterations of this research we hope to be able to provide more nuanced results.

Funding for Infrastructure Organizations by Subcategory, 2004–2015



Source: Foundation Center, 2018. Based on all grants of \$10,000 or more awarded by 1,000 of the largest U.S. private and community foundations.

The subcategory receiving the most funding over the 12-year period from 2004 to 2015 was **nonprofit service organizations**, which received \$423 million (21.8 percent out of all infrastructure funding).

Combined with **nonprofit membership associations** (\$265 million, 13.6 percent) and **information service organizations** (\$157 million, 8.1 percent), nearly 44 percent of infrastructure funding focused on organizations that serve nonprofit organizations or the social sector in general.

Membership associations and networks serving philanthropy received \$740 million in total, broken out as follows:

- General purpose associations: \$308 million (15.8 percent)
- Geo-focused associations: \$190 million (9.8 percent)
- Population-focused associations: \$141 million (7.3 percent)
- Issue-focused associations: \$101 million (5.2 percent)

Nearly 44 percent of infrastructure funding focused on organizations that serve nonprofit organizations or the social sector in general.

Multi-sector organizations received \$355 million in total, broken out as follows:

- Consulting/advisory organizations: \$165 million (8.5 percent)
- Academic research centers: \$131 million (6.7 percent)
- Independent research centers: \$39 million (2 percent)
- Public policy/advocacy organizations: 20 million (1.1 percent)

Funding Trends by Infrastructure Organization Subcategory

The 25 percent growth in funding for nonprofit and philanthropic infrastructure organizations was driven largely by a huge increase in the amount of support for nonprofit service organizations, which nearly doubled from an average of \$29.3 million of support per year to \$52.8 million per year (+80 percent).

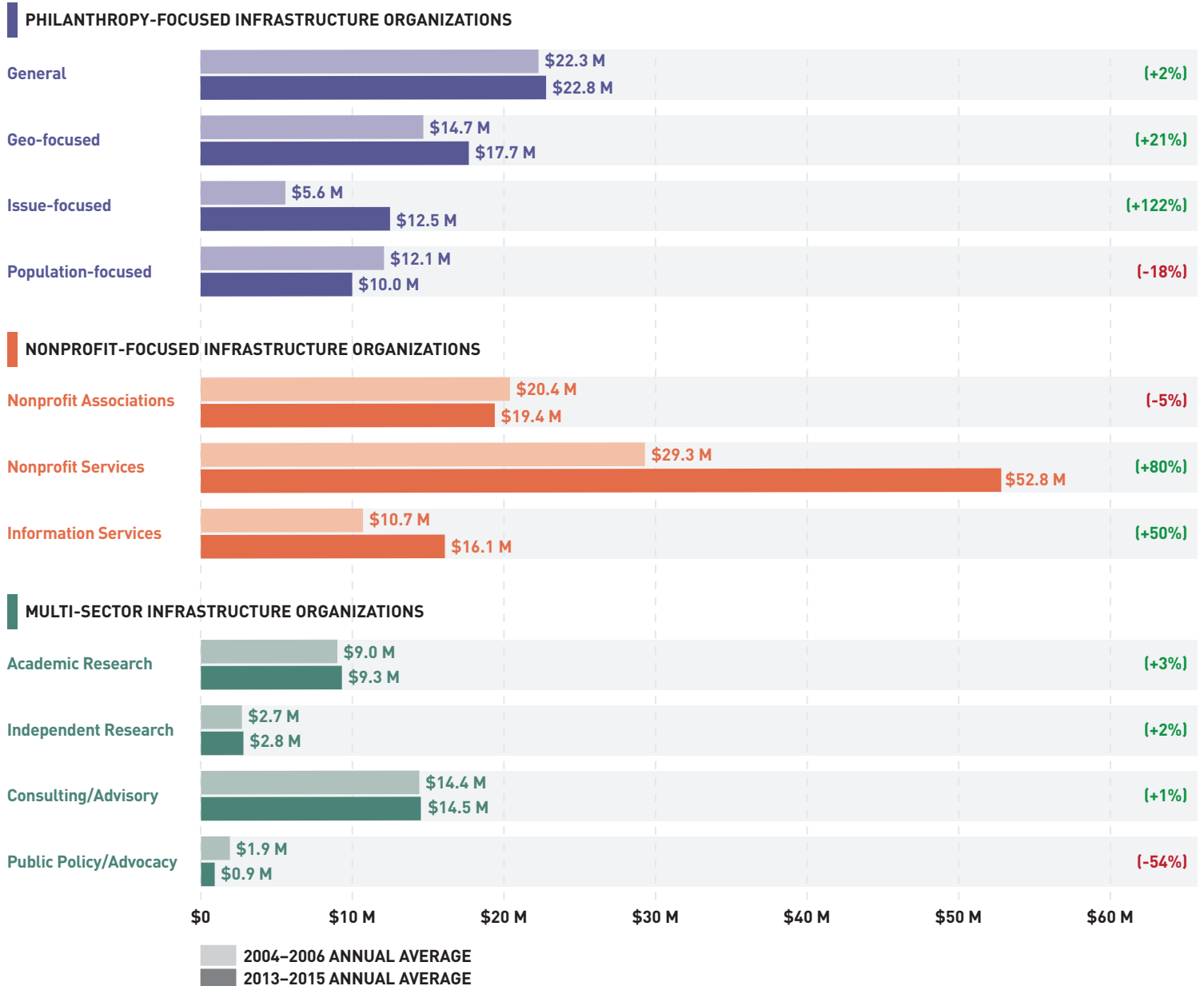
Just one other infrastructure subcategory, issue-focused membership associations (+122 percent), increased at a rate that outpaced foundation giving in general (+66 percent) between 2004 and 2015.

Information service organizations (+50 percent) was the only other infrastructure subcategory to see an increase of more than 21 percent.

Three subcategories experienced declines:

- Public policy/advocacy organizations (-54 percent);
- Population-focused membership associations (-18 percent); and
- Nonprofit-focused membership associations (-5 percent).

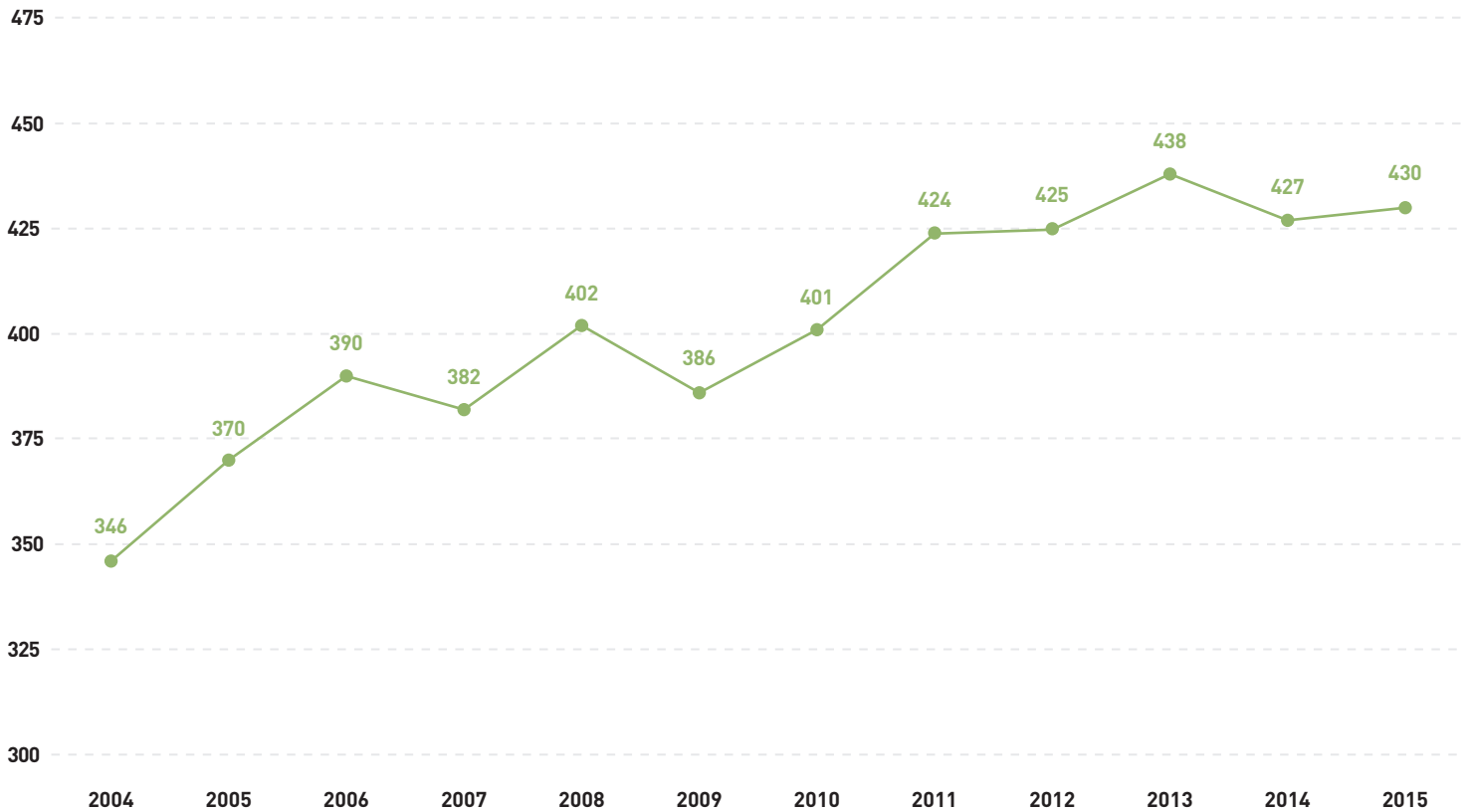
Changes in Levels of Annual Funding for Infrastructure Organizations, 2004–2015



Source: Foundation Center, 2018. Based on all grants of \$10,000 or more awarded by 1,000 of the largest U.S. private and community foundations.

How Many Funders Provide Support for Infrastructure?

Number of Funders of Infrastructure, 2004–2015



Source: Foundation Center, 2018. Based on all grants of \$10,000 or more awarded by 1,000 of the largest U.S. private and community foundations.



A total of **881 foundations** provided at least one grant of \$10,000 or more to support infrastructure organizations between 2004 and 2015.

The largest number of funders supporting infrastructure in a given year was 438 (in 2013). The smallest number was 346 (in 2004). Over the entire study period, the number of funders supporting infrastructure has grown 27.2 percent. (As explained in [Appendix A](#), this research is based on an analysis of 1,000 of the largest U.S. funders per year, not the entire universe of U.S. grantmaking foundations. For a full list of 223 funders that provided more than one million dollars in infrastructure support between 2004 and 2015 see [Appendix C](#).)

Who Is Funding Infrastructure?

Top 20 Funders of Infrastructure, 2004–2015

1. Ford Foundation	\$ 165.9 M
2. W.K. Kellogg Foundation	\$ 150.2 M
3. Bill & Melinda Gates Foundation	\$ 146.6 M
4. Charles Stewart Mott Foundation	\$ 70.4 M
5. William and Flora Hewlett Foundation	\$ 61.6 M
6. Robert Wood Johnson Foundation	\$ 56.1 M
7. David and Lucile Packard Foundation	\$ 52.9 M
8. Rockefeller Foundation	\$ 39.6 M
9. Kresge Foundation	\$ 35.3 M
10. Annie E. Casey Foundation	\$ 32.9 M
11. California Endowment	\$ 31.7 M
12. Lilly Endowment	\$ 31.3 M
13. Edna McConnell Clark Foundation	\$ 25.9 M
14. Surdna Foundation	\$ 24.6 M
15. James Irvine Foundation	\$ 24.3 M
16. John S. and James L. Knight Foundation	\$ 24.3 M
17. Silicon Valley Community Foundation	\$ 21.1 M
18. John D. and Catherine T. MacArthur Foundation	\$ 20.8 M
19. Marguerite Casey Foundation	\$ 20.1 M
20. Ruth Lilly Philanthropic Foundation	\$ 18.2 M

Source: Foundation Center, 2018. Based on all grants of \$10,000 or more awarded by 1,000 of the largest U.S. private and community foundations.



The top 20 infrastructure funders accounted for **54 percent of all funding** received by infrastructure organizations between 2004 and 2015.

Twenty-seven foundations provided at least \$1 million per year for infrastructure. Together, these 27 foundations accounted for about 60 percent of all infrastructure funding.

The next seven funders that round out the top 27 are: Foundation to Promote Open Society (\$18.0M), Greater Washington Community Foundation (\$16.5M), Barr Foundation (\$15.9M), California Wellness Foundation (\$14.5M), Omidyar Network Fund (\$14.2M), Rasmuson Foundation (\$12.6M), and Wallace Foundation (\$12.5M).

Two of the top 27 foundations are community foundations—Silicon Valley Community Foundation and Greater Washington Community Foundation—which suggests that some combination of support for infrastructure may be coming from donor-advised funds as well as general funds.

Share of Infrastructure Funding by Funder Rank, 2004–2015



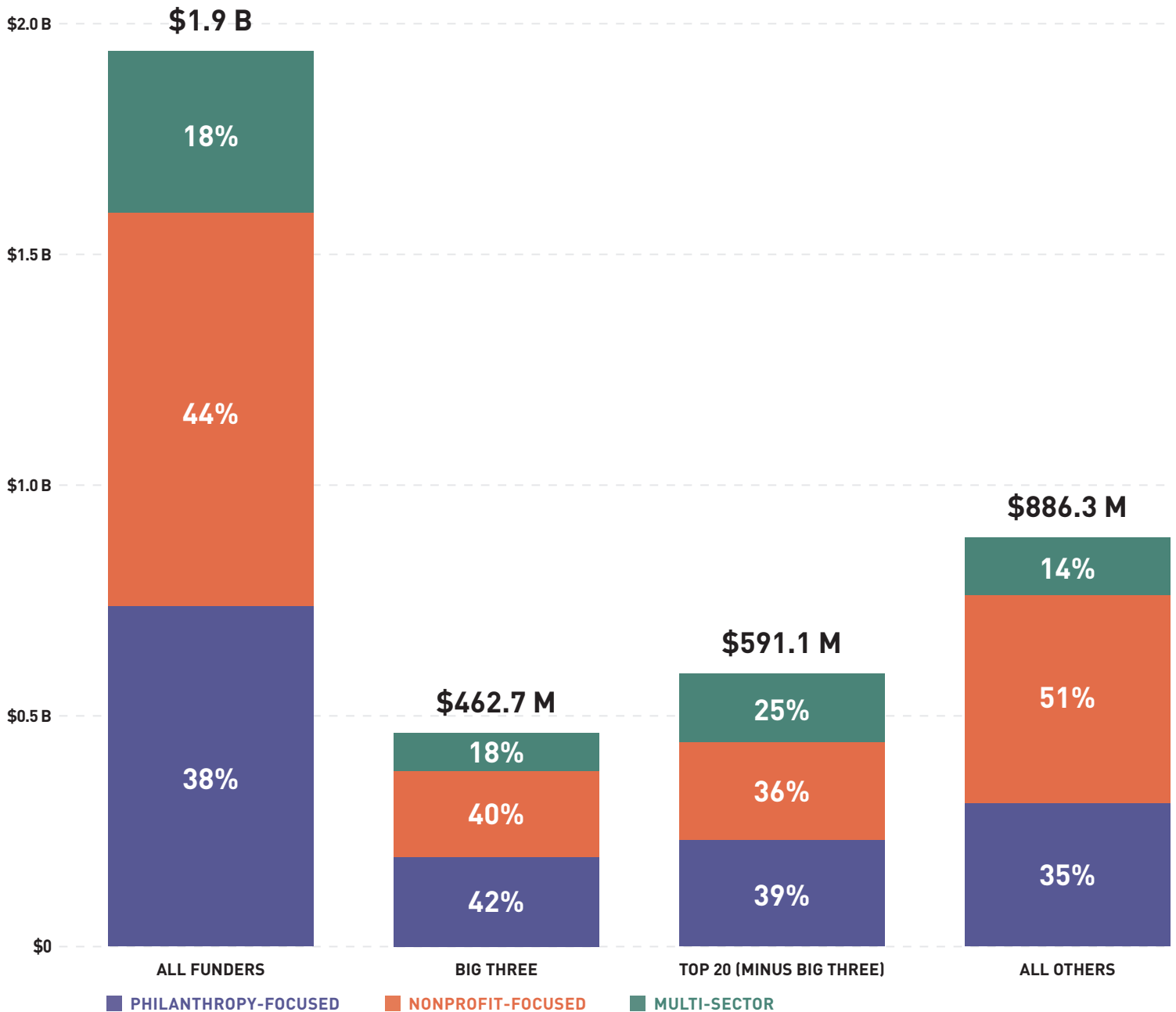
Source: Foundation Center, 2018. Based on all grants of \$10,000 or more awarded by 1,000 of the largest U.S. private and community foundations.



While a small number of foundations continue to account for a substantial share of U.S. foundation giving for nonprofit and philanthropic infrastructure, the share of funding provided by foundations outside of the top 20 funders grew from **38 percent** in 2004–2006 to **48 percent** in 2013–2015. This suggests that a greater number of foundations are making a stronger commitment to supporting the infrastructure of the sector.

Three foundations—the Ford Foundation, the W.K. Kellogg Foundation, and the Bill & Melinda Gates Foundation—stand out among all other infrastructure funders. Each provided an average of more than \$12 million per year for infrastructure, led by the Ford Foundation (\$13.8M), then the W.K. Kellogg Foundation (\$12.5M), then the Bill & Melinda Gates Foundation (\$12.2M). Together, these “Big Three” funders accounted for 24 percent of all infrastructure funding.

Types of Organizations Supported by Funder Rank, 2004–2015



Source: Foundation Center, 2018. Based on all grants of \$10,000 or more awarded by 1,000 of the largest U.S. private and community foundations.

As noted previously, 44 percent of all infrastructure funding was directed to nonprofit-focused organizations, 38 percent to philanthropy-focused organizations, and 18 percent to multi-sector organizations. This funding pattern changes, though, when you break out the findings by funder rank – the “Big Three,” the top 20 (minus the “Big Three”), and all other funders.

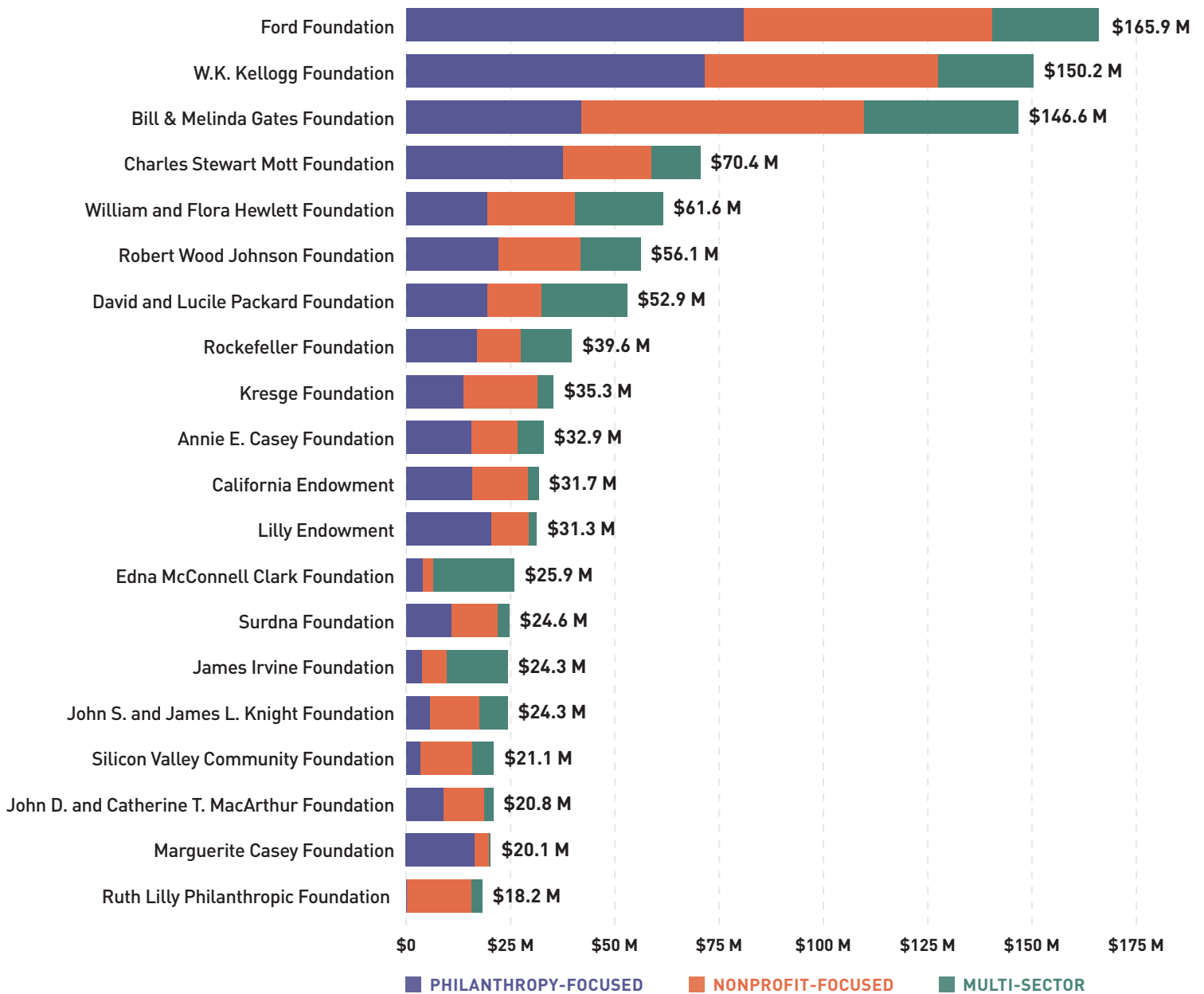
For example, the 20 largest funders of infrastructure (including the “Big Three”), gave slightly more for philanthropy-focused organizations than for nonprofit-focused organizations (40 percent vs. 37 percent, when you merge those two groups together). For smaller



In general, the less a foundation gives for infrastructure, the more likely it is to support **nonprofit-focused organizations**.

funders, however, the reverse was true. More than half (51 percent) of all infrastructure support provided by funders outside of the top 20 went to nonprofit-focused organizations.

Types of Organizations Supported by Top 20 Funders



Source: Foundation Center, 2018. Based on all grants of \$10,000 or more awarded by 1,000 of the largest U.S. private and community foundations.



The 12 largest infrastructure funders accounted for **half of all funding** for philanthropy-focused organizations between 2004 and 2015.

Three of the top 20 funders allocated more than 50 percent of their infrastructure support to **philanthropy-focused organizations**—Marguerite Casey Foundation (82%), Lilly Endowment (65%), and Charles Stewart Mott Foundation (53%).

Three of the top 20 funders allocated more than 50 percent of their infrastructure support to **nonprofit-focused organizations**—Ruth Lilly Philanthropic Foundation (86%), Silicon Valley Community Foundation (59%), and The Kresge Foundation (50%).

Two of the top 20 funders focused a majority of their support on **multi-sector organizations**—Edna McConnell Clark Foundation (75%) and The James Irvine Foundation (60%).

Consistency Among Infrastructure Funders Over Time

Seven foundations have appeared among the top 20 every year between 2004 and 2015 (12 consecutive years):

- Ford Foundation (top funder in 2004, 2005, 2007, 2008, and 2009)
- W.K. Kellogg Foundation (top funder in 2006)
- Charles Stewart Mott Foundation
- William and Flora Hewlett Foundation
- Bill & Melinda Gates Foundation (top funder from 2010 to 2015)
- David and Lucile Packard Foundation
- Robert Wood Johnson Foundation

Eight funders have appeared in the top 20 list at least seven times between 2004 and 2015 (first and last appearance indicated for each):

- Lilly Endowment (10 times, between 2004 and 2015)
- The Kresge Foundation (10 times, 2006–2015)

- The Annie E. Casey Foundation (9 times, 2004–2012)
- The Rockefeller Foundation (8 times, 2004–2015)
- Surdna Foundation (8 times, 2004–2011)
- Edna McConnell Clark Foundation (8 times, 2004–2015)
- The James Irvine Foundation (8 times, 2005–2015)
- John S. and James L. Knight Foundation (7 times, 2004–2014)

Five foundations have become more prominent infrastructure funders in recent years (2010–2015):

- The California Endowment (appeared 5 times in the top 20 from 2010 to 2015)
- Foundation to Promote Open Society (4 times)
- Ruth Lilly Philanthropic Foundation (3 times)
- Conrad N. Hilton Foundation (3 times)
- Omidyar Network Fund (3 times)

Sample Infrastructure Grants

FUNDER
FORD FOUNDATION

RECIPIENT
Brazilian Association of Non-Governmental Organizations

To strengthen the capacity of civil society organizations and to raise awareness about their importance for the future of democracy

FUNDER
CHARLES STEWART MOTT FOUNDATION

RECIPIENT
Association for Community Relations

For general support for work to build the capacity of nonprofit organizations in Romania to raise local resources, introduce new giving mechanisms and programs, improve the level and quality of corporate giving, strengthen community philanthropy and community foundations, and improve the visibility of the philanthropic sector in Romania

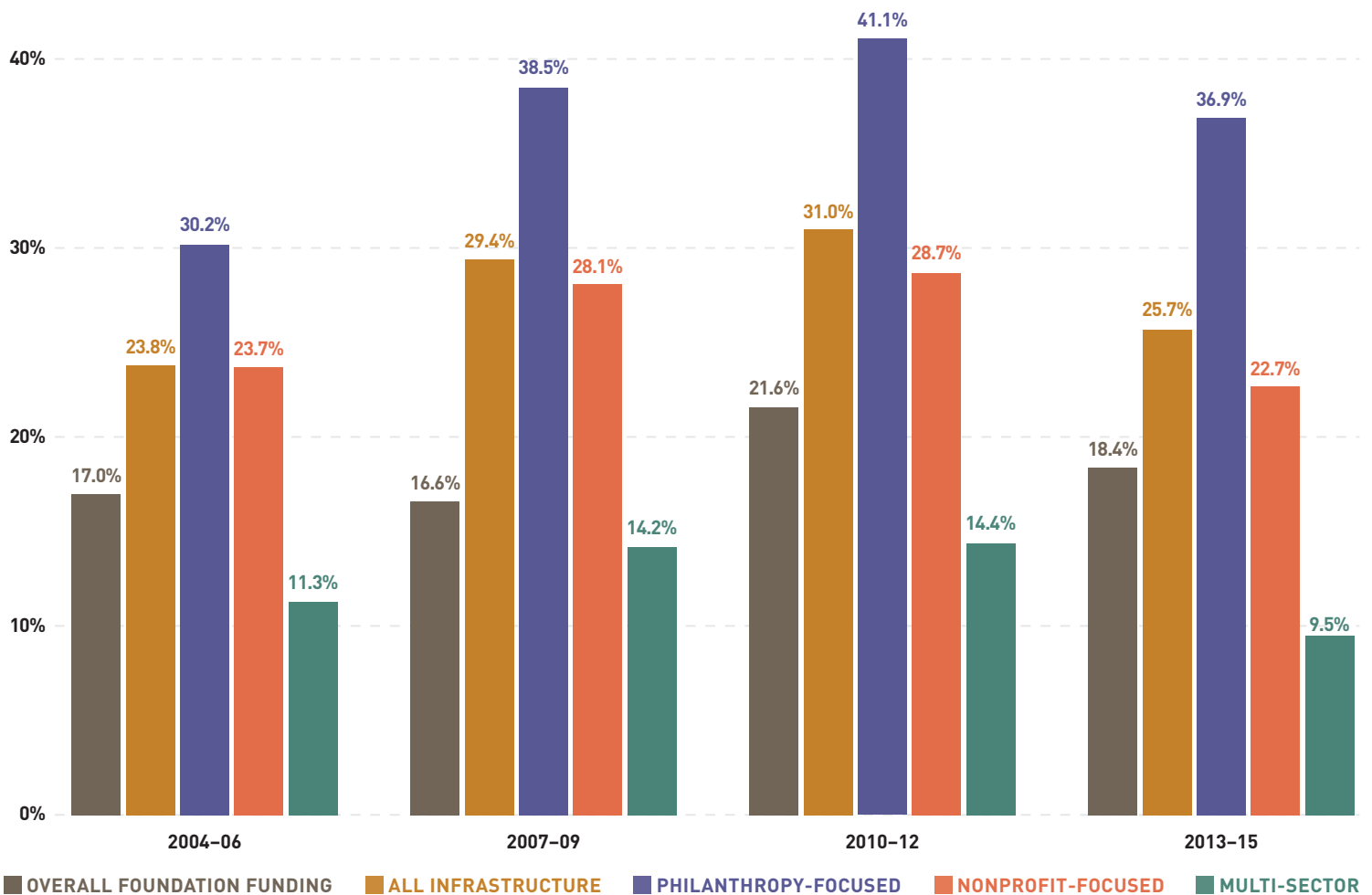
FUNDER
JOHN S. AND JAMES L. KNIGHT FOUNDATION

RECIPIENT
Hispanics in Philanthropy

To support the field of community foundations to build outreach strategies for diverse audiences during giving days by expanding HIPGive.org, a platform for engaging Latino donors nationally

What Share of Infrastructure Funding Is for General Support?

General Support for Infrastructure Organizations, 2004–2015



Source: Foundation Center, 2018. Based on all grants of \$10,000 or more awarded by 1,000 of the largest U.S. private and community foundations.

As a percentage of total giving for infrastructure organizations, general support averaged 27.5 percent between 2004 and 2015. By comparison, general support for foundation giving overall during this period was 18.5 percent.

General support for infrastructure organizations peaked between 2010 and 2012, reaching 31 percent.

Broken out across four three-year time periods, general support grew from 23.8 percent (2004–06) to 29.4 percent (2007–09), and then to 31.0 percent (2010–12). It declined to 25.7 percent in 2013–15.



General support for philanthropy-focused organizations was substantially higher than for other types of infrastructure organizations, averaging 37 percent, and peaking at 41 percent in 2010–12.

What Is the Median Grant Size Awarded to Infrastructure Organizations?

Median Grant Sizes for Infrastructure Organizations, 2004–2015



Source: Foundation Center, 2018. Based on all grants of \$10,000 or more awarded by 1,000 of the largest U.S. private and community foundations.

The median grant awarded to infrastructure organizations between 2004 and 2015 was \$30,000. This aligns with the median grant awarded by U.S. foundations overall during the same time period, which was also \$30,000.⁹

Broken out by type of organization, the median grant for multi-sector organizations was twice as large as it was for philanthropy-focused organizations, \$50,000 vs. \$25,000. The median grant for multi-sector organizations reached a high of \$67,365 in 2013–15.¹⁰

The median grant for nonprofit-focused organizations increased over time from \$30,000 (2004–06) to \$35,000 (2013–15), while the median grant for philanthropy-focused organizations remained at \$25,000 across the entire 12-year period.

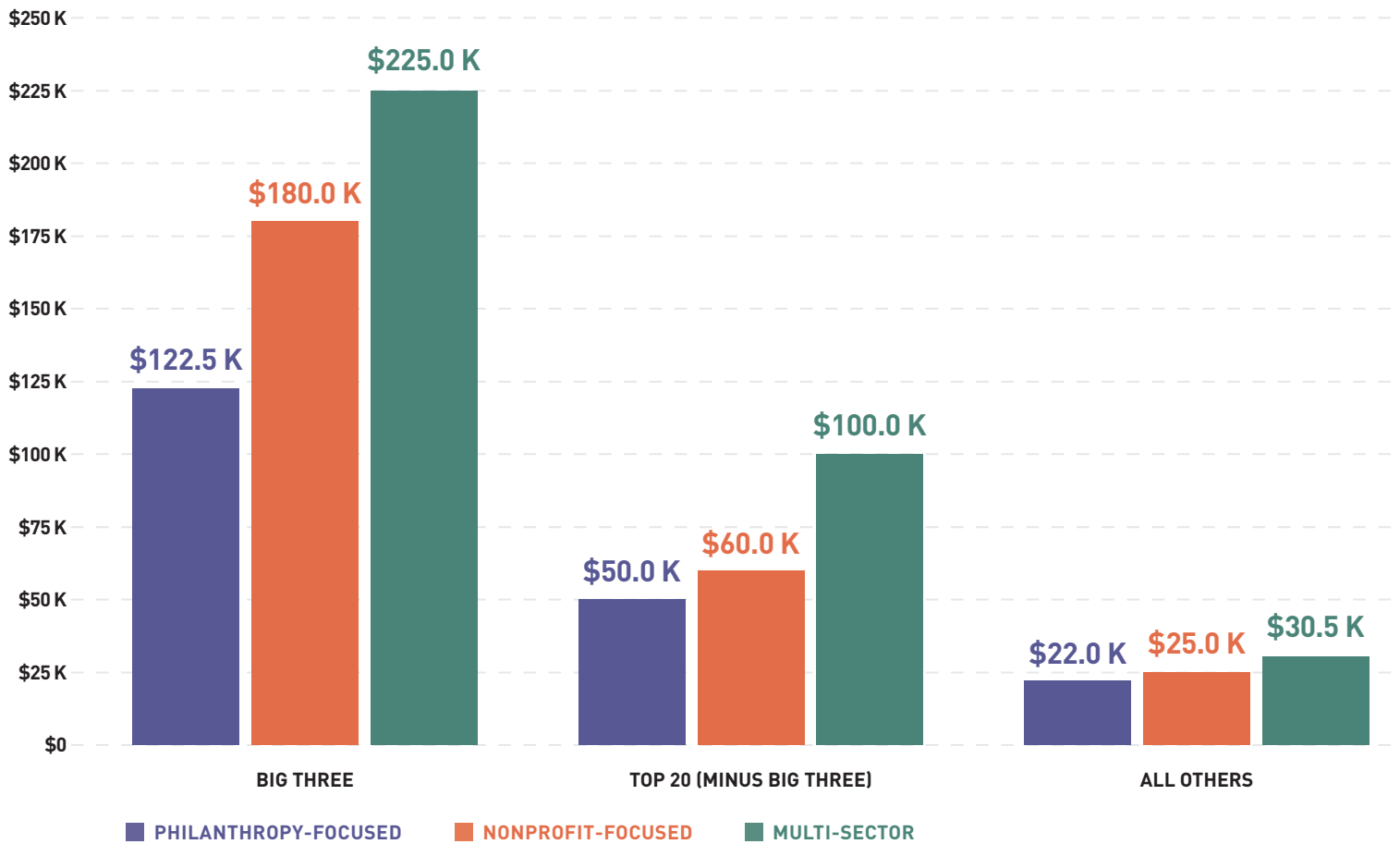


The median grant size awarded to all infrastructure organizations increased from **\$28,348** in 2004 to **\$34,150** in 2015.

⁹ This is based on grants of \$10,000 or more awarded by 1,000 of the largest U.S. foundations.

¹⁰ As a reminder, multi-purpose organizations include both academic and independent research organizations, as well as consulting and advocacy organizations. See [Appendix A](#) for more details.

Median Grant Sizes for Infrastructure Organizations by Funder Rank, 2004–2015



Source: Foundation Center, 2018. Based on all grants of \$10,000 or more awarded by 1,000 of the largest U.S. private and community foundations.

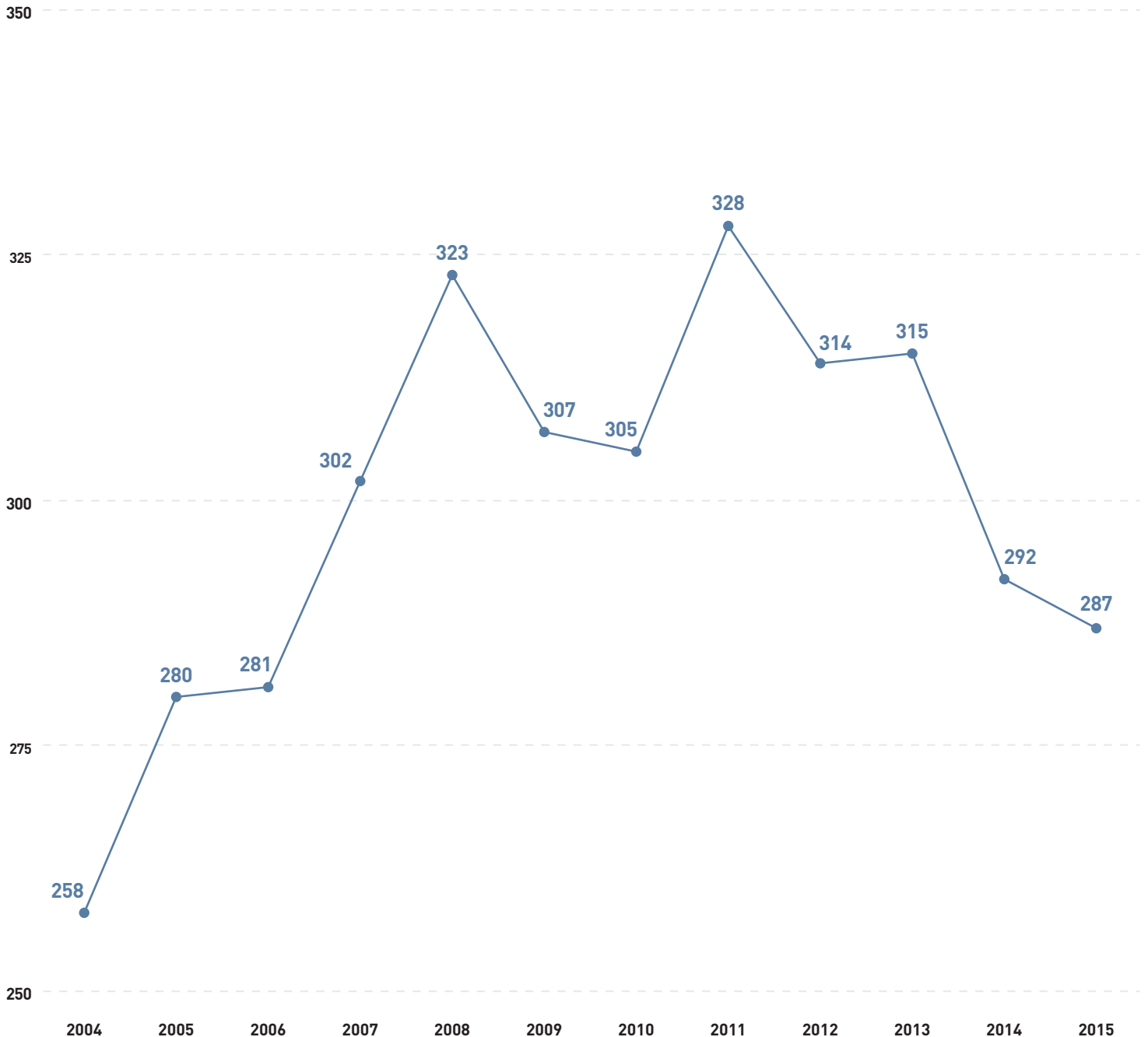
Not surprisingly, grants made by the three biggest infrastructure funders tended to be larger than those of other funders. Overall, the median infrastructure grant made by the “Big Three” funders (Ford, Kellogg, and Gates) was \$150,000. By comparison, the median grant made by other funders in the top 20 was \$55,000, while for all other funders (outside of the top 20), the median grant was \$25,000.



Across all funders, regardless of rank, **multi-sector organizations received the largest grants**, followed by nonprofit-focused organizations and philanthropy-focused organizations.

How Many Infrastructure Organizations Receive Grants Each Year?

Number of Recipients of Infrastructure Funding, 2004–2015



Source: Foundation Center, 2018. Based on all grants of \$10,000 or more awarded by 1,000 of the largest U.S. private and community foundations.

While 511 organizations received infrastructure-related grants between 2004 and 2015, no more than 328 received grants in any given year. Although the number of recipient organizations receiving

funding has increased 11% from 2004 to 2015, since 2011 this number has declined 12.5 percent, indicating a narrower distribution of support for this ecosystem.

Who is Receiving Infrastructure Funding?

Top Recipients of Nonprofit and Philanthropic Infrastructure Grants, 2004–2015

RANK	NAME	LOCATION	NO. OF GRANTS	TOTAL
1	Foundation Center	NY	848	\$ 78,784,720
2	Bridgespan Group	MA	125	\$ 72,540,476
3	Independent Sector	DC	874	\$ 66,392,163
4	Council on Foundations	VA	1,461	\$ 64,178,472
5	Rockefeller Philanthropy Advisors	NY	131	\$ 45,129,737
6	Hispanics in Philanthropy	CA	300	\$ 38,490,236
7	Center for Effective Philanthropy	MA	269	\$ 36,696,865
8	Council of Michigan Foundations	MI	300	\$ 32,955,605
9	Philanthropy Roundtable	DC	586	\$ 30,957,629
10	GuideStar USA	VA	231	\$ 30,266,992
11	InterAction	DC	36	\$ 28,078,300
12	Third Sector New England	MA	198	\$ 25,340,516
13	Asian Americans/Pacific Islanders in Philanthropy	CA	153	\$ 23,754,030
14	Funders' Network for Smart Growth & Livable Communities	FL	228	\$ 22,955,456
15	CompassPoint Nonprofit Services	CA	209	\$ 21,062,243
16	Women's Funding Network	CA	93	\$ 20,051,310
17	Network for Good	DC	55	\$ 19,561,533
18	Michigan Nonprofit Association	MI	99	\$ 17,949,655
19	BoardSource	DC	162	\$ 17,934,281
20	Northern California Grantmakers	CA	308	\$ 17,473,205
21	TechSoup Global	CA	98	\$ 16,795,185
22	American Fund for Charities	DE	40	\$ 16,651,127
23	Taproot Foundation	CA	305	\$ 16,498,426
24	Grantmakers in Health	DC	199	\$ 16,384,720
25	Grantmakers for Effective Organizations	DC	247	\$ 16,041,024
26	Philanthropy New York	NY	415	\$ 15,324,148
27	Indiana Philanthropy Alliance Foundation	IN	30	\$ 15,161,082
28	Community Partners	CA	154	\$ 14,234,430
29	Foraker Group	AK	38	\$ 13,776,820
30	Equal Measure	PA	55	\$ 13,518,643
31	JustGive	CA	20	\$ 12,739,288
32	Colorado Nonprofit Development Center	CO	207	\$ 12,678,676
33	Global Philanthropy Partnership	IL	71	\$ 12,600,250
34	Good360	VA	60	\$ 12,445,742
35	European Foundation Centre	Belgium	89	\$ 12,379,780

■ PHILANTHROPY-FOCUSED ■ NONPROFIT-FOCUSED ■ MULTI-SECTOR

Source: Foundation Center, 2018. Based on all grants of \$10,000 or more awarded by 1,000 of the largest U.S. private and community foundations.



Altogether, the top 35 recipients received **48 percent** of all infrastructure giving.

Thirty-five organizations received more than \$12 million in grant support from 2004 to 2015, an average of at least \$1 million per year.¹¹

Four of those organizations—Foundation Center, Bridgespan Group, Independent Sector, and Council on Foundations—each received more than \$60 million, or at least \$5 million per year. Each of these organizations was a top 10 recipient of infrastructure funding at least nine times.

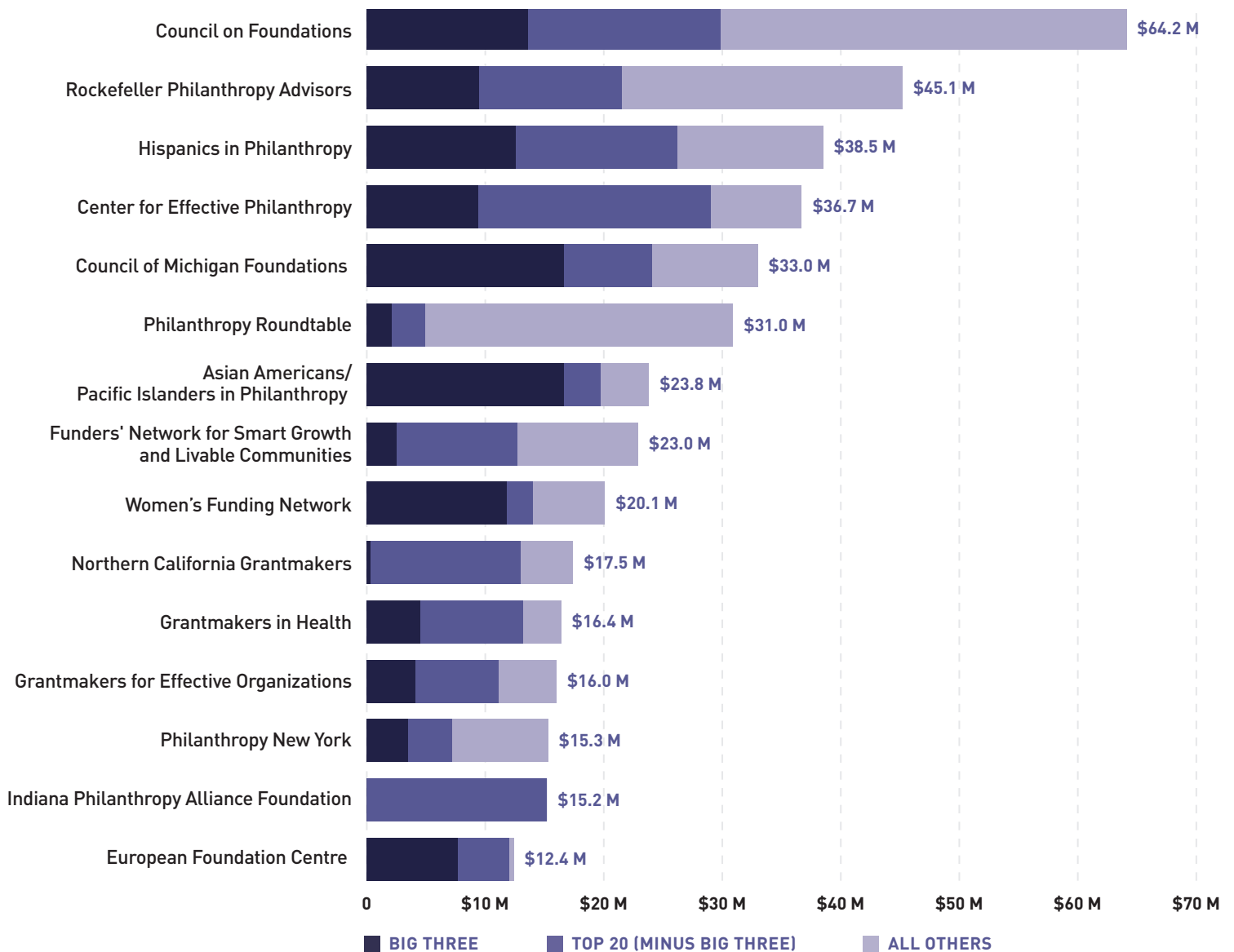
Eighteen of the top 35 recipients were nonprofit-focused infrastructure organizations, led by Foundation Center, Independent Sector, GuideStar USA, InterAction, and Third Sector New England. Each of these five organizations received more than \$25 million.

Fifteen of the top 35 recipients were philanthropy-focused infrastructure organizations, led by Council on Foundations, Rockefeller Philanthropy Advisors, Hispanics in Philanthropy, Center for Effective Philanthropy, Council of Michigan Foundations, and Philanthropy Roundtable. Each of these six organizations received more than \$30 million.

Only two of the top 35 recipients were multi-sector infrastructure organizations—Bridgespan Group and Equal Measure.

¹¹ Totals for philanthropy-focused and nonprofit-focused infrastructure organizations may include some funds intended for *regranting*. This means that the total support indicated for these organizations likely *overstates* the amount of support they received strictly for “infrastructure” purposes, but it is not known by how much. See footnote 7 on page 12 for more information.

Support for Top Philanthropy-focused Infrastructure Organizations by Funder Rank, 2004–2015



Source: Foundation Center, 2018. Based on all grants of \$10,000 or more awarded by 1,000 of the largest U.S. private and community foundations.

Four of the top 15 philanthropy-focused infrastructure organizations received more than 50 percent of their support from the “Big Three” funders (Ford, Kellogg, and Gates)—Asian Americans/Pacific Islanders in Philanthropy (70 percent), European Foundation Centre (62 percent), Women’s Funding Network (59 percent), and Council of Michigan Foundations (50 percent).

Four of the top 15 philanthropy-focused infrastructure organizations received more than 50 percent of their support from the *other 17 funders in the top 20*—Indiana Philanthropy Alliance Foundation (100 percent), Northern California Grantmakers (73 percent), Center for Effective Philanthropy (54 percent), and Grantmakers in Health (53 percent).

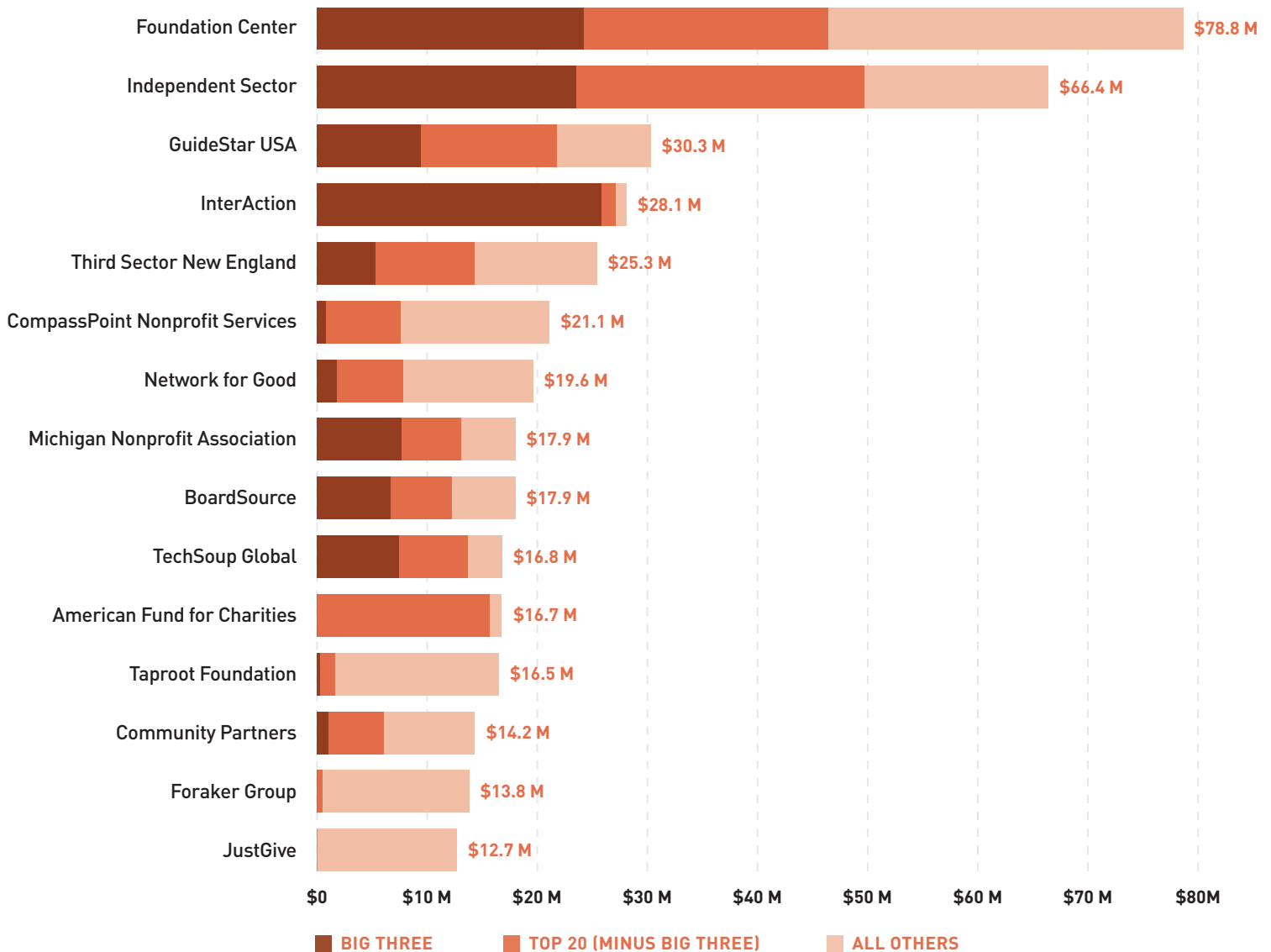
All of the support for Indiana Philanthropy Alliance Foundation came from the Lilly Endowment (30 grants between 2004–2015).



The majority of the top 15 philanthropy-focused infrastructure organizations received **more than 50 percent** of their funding from top 20 funders.

Four of the top 15 philanthropy-focused infrastructure organizations received more than 50 percent of their support from funders *outside of the top 20*—Philanthropy Roundtable (84 percent), Council on Foundations (54 percent), Philanthropy New York (53 percent), and Rockefeller Philanthropy Advisors (53 percent).

Support for Top Nonprofit-focused Infrastructure Organizations by Funder Rank, 2004–2015



Source: Foundation Center, 2018. Based on all grants of \$10,000 or more awarded by 1,000 of the largest U.S. private and community foundations.

Just one of the top 15 nonprofit-focused infrastructure organizations received more than 50 percent of its support from the “Big Three” funders (Ford, Kellogg, and Gates)—InterAction: American Council for Voluntary International Action (92 percent). The vast majority of the support for InterAction came from the Bill & Melinda Gates Foundation (seven grants of \$1.5M or more between 2008 and 2015).

Just one of the top 15 nonprofit-focused infrastructure organizations received more than 50 percent of their support from the *other 17 funders in the top 20*—American Fund for Charities (94 percent).¹² Almost all of the support for American Fund for Charities came from the Ruth Lilly Philanthropic Foundation (23 grants between 2004 and 2015).

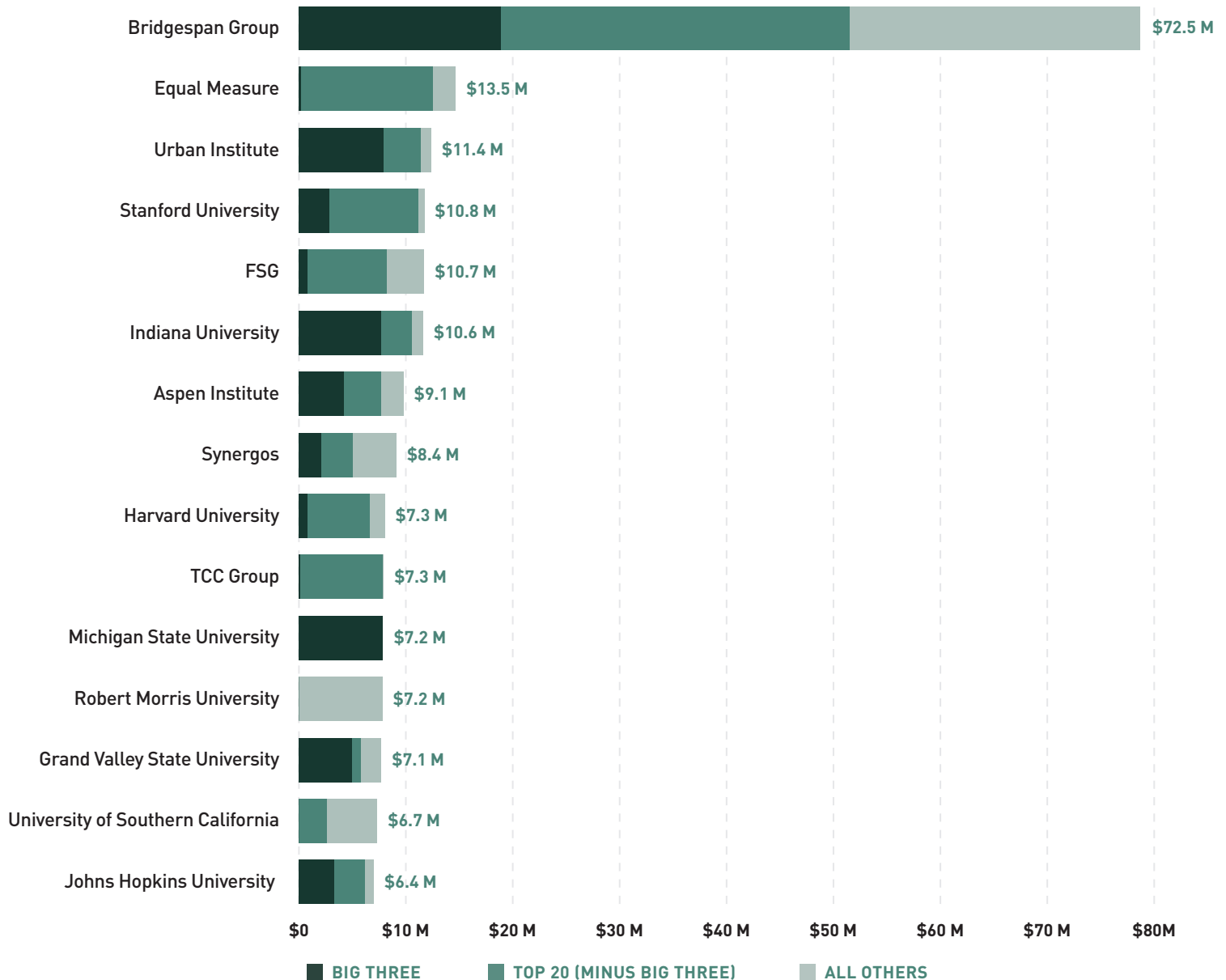
¹² Totals for philanthropy-focused and nonprofit-focused infrastructure organizations may include some funds intended for *regranting*. This means that the total support indicated for these organizations likely *overstates* the amount of support they received strictly for “infrastructure” purposes. See footnote 7 on page 12 for more information.

Six of the top 15 nonprofit-focused infrastructure organizations received more than 50 percent of their support from funders *outside of the top 20*—JustGive (100 percent), Foraker Group (96 percent), Taproot Foundation (90 percent), CompassPoint Nonprofit Services (64 percent), Network for Good (60 percent), and Community Partners (58 percent).



Six of the top 15 nonprofit-focused infrastructure organizations received the bulk of their funding from funders outside of the top 20.

Support for Top Multi-sector Infrastructure Organizations by Funder Rank, 2004–2015



Source: Foundation Center, 2018. Based on all grants of \$10,000 or more awarded by 1,000 of the largest U.S. private and community foundations.

Four of the top 15 multi-sector infrastructure organizations received more than 50 percent of their support from the “Big Three” funders (Ford, Kellogg, and Gates)—Michigan State University (100 percent), Indiana University (67 percent), Grand Valley State University (65 percent), and Urban Institute (64 percent). All of the support for Michigan State University came from the W.K. Kellogg Foundation (30 grants between 2005 and 2014).

Five of the top 15 multi-sector infrastructure organizations received more than 50 percent of their support from the *other 17 funders in the top 20*—TCC Group (98 percent), Equal Measure (84 percent), Harvard University (73 percent), Stanford University (72 percent), and FSG (64 percent). Most of the support for TCC Group came from The James Irvine Foundation (14 grants between 2006 and 2013).

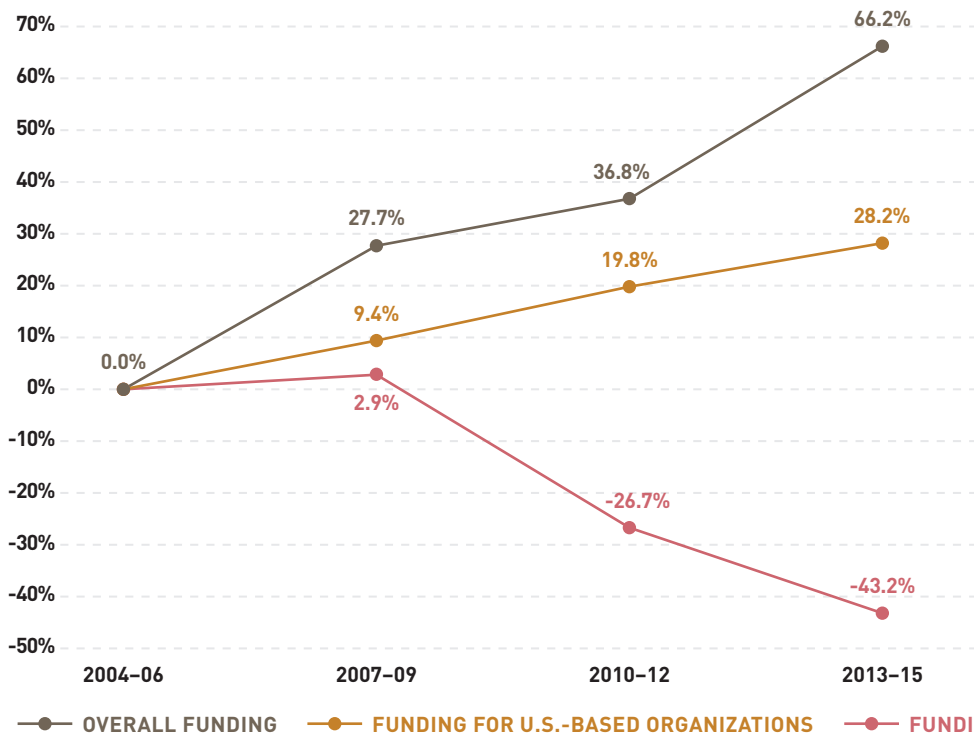


The majority of the top 15 multi-sector infrastructure organizations received more than 50 percent of their funding from the top 20 funders.

Two of the top 15 multi-sector infrastructure organizations—Robert Morris University and University of Southern California—received more than 50 percent of their support from *funders outside of the top 20* (100 percent and 65 percent, respectively).

What Does Infrastructure Support Look Like Outside of the U.S.?

Funding for U.S.-based and Non-U.S.-based Organizations, 2004–2015



Funding for infrastructure organizations based outside of the U.S. has **declined by 43 percent** since 2004–06, from \$6.9 million per year to \$3.9 million per year.

Source: Foundation Center, 2018. Based on all grants of \$10,000 or more awarded by 1,000 of the largest U.S. private and community foundations.

Infrastructure organizations based outside of the U.S. received a total of \$68.6 million from U.S. foundations between 2004 and 2015 (or 3.5 percent of all U.S. foundation funding for nonprofit and philanthropic infrastructure).

This equates to about \$5.7 million per year, compared to \$162 million per year for domestic infrastructure organizations.

For purposes of comparison, total funding for infrastructure organizations based outside of the U.S. was roughly the same as total funding received by Independent Sector (\$66.4 million) from 2004 to 2015.

In total, 61 infrastructure organizations in 29 countries other than the U.S. received funding between 2004 and 2015. These organizations included philanthropy-focused organizations such as Grupo de Institutos Fundações e Empresas (GIFE) in Brazil, nonprofit-focused organizations such as the Voluntary Action Network in India, and multi-sector organizations such as the Center for Research and Innovation in Social Policy and Practice in the United Kingdom. Nineteen of these organizations received at least \$1 million in support, led by the European Foundation Centre, which received

\$12.4 million, or 18 percent of all funding for non-U.S.-based infrastructure organizations.

Two-thirds (68 percent) of all funding for infrastructure organizations based outside of the U.S. between 2004 and 2015 came from just two U.S. foundations—the Ford Foundation and the Charles Stewart Mott Foundation. Together, they provided \$46.6 million in support, while 20 other foundations gave a combined total of \$22 million.

The decline in funding for infrastructure organizations outside of the U.S. coincides with increased restrictions on civil society instituted by governments around the world, with 98 new restrictive laws being introduced across 55 countries from 2012 to 2015.¹³ Eighteen of the 29 countries that received infrastructure funding in the time period covered in this analysis have a current score of obstructed, repressed, or closed on the CIVICUS monitor.¹⁴ These countries are also the most in need of a robust ecosystem of support organizations that can protect and advance the work of civil society.

13 Rutzen, Douglas, "Aid Barriers and the Rise of Philanthropic Protectionism," *International Journal of Not-for-Profit Law* / vol. 17, no. 1, March 2015 / 1. <http://www.icnl.org/research/journal/vol17ss1/Rutzen.pdf>.

14 CIVICUS Monitor. <https://monitor.civicus.org/>. Accessed 9/19/18.

Putting It All Together

This report illuminates many trends in U.S. foundation support for infrastructure organizations, a few of which are worth underscoring again here:

- ❶ **Infrastructure funding is a small percentage of overall foundation giving, and this percentage is declining.** The overall share of giving for infrastructure declined from 0.86 percent of total giving in 2004 to 0.59 percent in 2015.
- ❷ **Infrastructure funding by U.S. foundations is concentrated in the United States and funding for infrastructure organizations based outside of the United States is declining.** While these findings are based on giving data from the largest U.S. foundations, they do suggest an uneven distribution of support for infrastructure organizations around the world. With increased restrictions on civil society being instituted by many governments, organizations operating in these restrictive legal environments are those most in need of a strong ecosystem of support organizations that can protect and advance their work.
- ❸ **Infrastructure funding includes a higher percentage of funding for general support than overall funding; however, this percentage has declined in recent years.** As a percentage of total giving for infrastructure organizations, general support averaged 27.5 percent between 2004 and 2015. By comparison, general support for foundation giving overall was 18.5 percent. In recent years, general support for infrastructure organizations declined from 31.0 percent in 2010–12 to 25.7 percent in 2013–15.
- ❹ **The fewer total dollars a foundation gives for infrastructure, the more likely it is to support nonprofit-focused organizations.** More than half (51 percent) of all infrastructure support provided by funders outside of the top 20 went to nonprofit-focused organizations.
- ❺ **Giving is concentrated among the leading funders of infrastructure, but this concentration is slowly waning.** The top 20 infrastructure funders accounted for 54 percent of all funding received by infrastructure organizations between 2004 and 2015. However, the share of funding provided by foundations outside of the top 20 grew from 38 percent in 2004–2006 to 48 percent in 2013–2015. This suggests that a greater number of foundations are making a stronger commitment to supporting the infrastructure of the sector.

This research also raises some questions:

- ❶ What trends would we see if we look outside of the 1,000 largest U.S.-based foundations and at grants under \$10,000?
- ❷ Why are we seeing a decline in the overall share of funding for infrastructure organizations over this 12-year period? And is that decline likely to continue?
- ❸ How sustainable is it for infrastructure support to be so concentrated among a relatively small group of funders?
- ❹ What might compel more than 881 of the 1,000 largest U.S. foundations to support infrastructure?
- ❺ Would consolidation or expansion of the infrastructure landscape shift how funders support it?
- ❻ How can infrastructure organizations outside of the U.S. be better supported?

At a time when civil society is facing threats and restrictions around the globe, it is increasingly important to ensure there is a robust network of supporting institutions to help nonprofits and nongovernmental organizations strengthen and coordinate their efforts, evaluate their initiatives, learn from each other, and reach new levels of impact. We hope that funders and infrastructure organizations use the data in this report to better understand the landscape, inform strategy, and share the critical role infrastructure organizations play in building a more strategic sector for us all.

Methodological Changes from Previous Report

Foundation Center's earlier analysis of infrastructure funding, covering 2004–2012, was released in 2015. This analysis of funding, covering 2004–2015, differs from the earlier one in three important ways:

1. It introduces a revised infrastructure taxonomy;
2. It introduces some changes in how infrastructure organizations and grants are counted; and
3. It includes three more years of data (2013–2015).

Change #1: Revised Infrastructure Taxonomy

FIRST REPORT (2015)

1. Philanthropy-specific Organizations and Networks

- General
- Issue Focus
- Population Focus
- Regional Focus

2. Other Nonprofit Infrastructure Organizations, Networks, and Services

- Nonprofit Associations/Centers
- Information Service Organizations
- Academic/Research Centers
- Public Policy/Advocacy Organizations
- Multipurpose and Other Organizations

THIS REPORT (2018)

1. Philanthropy-focused Organizations and Associations

- General
- Issue Focus
- Population Focus
- Geography Focus

2. Nonprofit-focused Organizations and Associations

- Nonprofit Associations and Networks
- Nonprofit Service Organizations
- Information Service Organizations

3. Multi-sector Infrastructure Organizations

- Academic Research Centers
- Independent Research Centers
- Public Policy/Advocacy Organizations
- Consulting/Advisory Organizations

Our earlier report classified infrastructure organizations into two main categories—"Philanthropy-specific Organizations and Networks" and "Other Nonprofit Infrastructure Organizations, Networks, and Services."

Philanthropy-specific Organizations and Networks included:

- **"General" Organizations and Networks**, such as Council on Foundations, Center for Effective Philanthropy, and Rockefeller Philanthropy Advisors;
- **Geographically focused Associations**, such as Philanthropy New York, Northern California Grantmakers, and Forefront;
- **Issue-focused Associations**, such as Grantmakers in the Arts, the Consultative Group on Biological Diversity, and Funders' Network for Smart Growth and Livable Communities; and
- **Population-focused Associations**, such as Asian Americans/Pacific Islanders in Philanthropy, Funders for LGBTQ Issues, and the Association of Black Foundation Executives.

All other organizations receiving infrastructure-related support were gathered together under the rubric of **"Other Nonprofit Infrastructure Organizations, Networks, and Services."** This bucket of organizations included:

- **Academic/Research Centers**, such as university-based centers like the Dorothy A. Johnson Center at Grand Valley State University and independent research organizations like Aspen Institute and Hudson Institute;
- **Information Service Organizations**, such as Foundation Center and GuideStar USA;
- **Nonprofit Associations/Centers**, such as Association of Fundraising Professionals and place-based nonprofit associations like Nonprofit Association of Oregon;
- **Public Policy/Advocacy Organizations**, such as Demos: a Network for Ideas and Action and Mathematica Policy Research; and
- **Multipurpose and Other Organizations**, such as Equal Measure and FSG.

For this report, the taxonomy has been revised and expanded in the following ways, to better capture the full range of organizations making up the nonprofit and philanthropic infrastructure (**new categories** introduced in this report are highlighted):

1. Academic/Research Centers has been broken into two new categories—**Academic Research Centers** and **Independent Research Centers**.
2. Multipurpose and Other Organizations has been broken into two new categories—**Nonprofit Service Organizations** and **Consulting/Advisory Organizations**.
3. Nonprofit Associations/Centers has been refined to focus exclusively on nonprofit membership organizations and relabeled **“Nonprofit Associations and Networks.”**
4. Three types of organizations—Nonprofit Associations and Networks, Nonprofit Service Organizations, and Information Service Organizations—have been rolled up into a new major category, **“Nonprofit-focused Organizations and Associations.”**
5. As a result, the new taxonomy now has three main categories rather than two:
 - ❖ **Philanthropy-focused Organizations and Associations**
 - ❖ **Nonprofit-focused Organizations and Associations**
 - ❖ **Multi-sector Infrastructure Organizations**

The first category—“Philanthropy-focused Organizations and Associations”—remains the same as it was in the earlier report.

The second category—“Nonprofit-focused Organizations and Associations”—consists of other social sector-specific organizations that deliver services primarily to nonprofit organizations or civil society in general. These include nonprofit associations and networks, nonprofit service organizations, and information service organizations.

All the organizations included in these two main categories comprise a “core” group of organizations that exists solely to provide services in support of the social sector. These are the organizations that the field tends to have in mind when it loosely refers to “the nonprofit and philanthropy infrastructure.” What sets them apart from all other organizations that may receive some form of infrastructure-related support is that the only reason they exist is to provide infrastructure support for the field.

Beyond these “core” infrastructure organizations, there is a third main category of organizations that provide infrastructure support for the field, even though they are not exclusively focused on the social sector. These are referred to as **multi-sector infrastructure organizations**. They include academic research centers, independent research centers, consulting and advisory organizations, and public policy and advocacy organizations.

Change #2: How the Amount of Infrastructure-related Support is Determined

FIRST REPORT (2015)

- ❖ Included only grants with a “subject code” of philanthropy, that also met either of the following criteria:
 - “Organizations or programs that focus on promoting the practice of giving and volunteering or which represent and serve a wide range of philanthropy and charitable institutions”
 - “Programs that provide management and administrative support to philanthropic and nonprofit organizations and projects”
- ❖ Included all organizations that received at least one such grant

THIS REPORT (2018)

- ❖ Included all grants made to philanthropy-focused and nonprofit-focused infrastructure associations and organizations
 - Exceptions were made for some organizations that provide fiscal sponsorship or grants management services; in these cases, only philanthropy-related grants were counted.
- ❖ Included only “philanthropy”-related grants (defined as before) made to multi-sector organizations
- ❖ Excluded from the analysis all “multi-sector” infrastructure organizations receiving less than \$500,000 total funding over the most recent 10-year period

In our earlier report, a grant was counted as “infrastructure-related” if:

- The grant had a subject related to philanthropy, and
- The purpose of the grant was either:
 - To support “organizations or programs that focus on promoting the practice of giving and volunteering, or which represent and serve a wide range of philanthropy and charitable institutions,”
 - OR
 - To support “programs that provide management and administrative support to philanthropic and nonprofit organizations and projects.”

All grants that met these criteria were included in the analysis, no matter what organization received the grant. As a result, the analysis included grants to over 1,150 organizations, many of which would not typically be considered “nonprofit and philanthropic infrastructure” organizations.

For the current study, we adopted a new methodology that allows us to focus more specifically on a clearly defined set of organizations that better represent what we mean by the nonprofit and philanthropic infrastructure.

- **Philanthropy-focused and nonprofit-focused infrastructure organizations.** For this report, we counted **all grants** made to **any exclusively nonprofit or philanthropy-focused infrastructure organization** that received at least one grant (of at least \$10,000) between 2004 and 2015 (N=411). In the earlier report, we counted only “infrastructure-related” grants to these organizations. As a result, the total number of grants included for these organizations in the current report is larger than the number that was included in the previous report.
- **Multi-sector infrastructure organizations.** Grants made to **organizations not exclusively focused on the social sector** were included **only** if they were “infrastructure-related,” as defined above. In other words, grants to these organizations were counted the same way they were in the earlier report. We refer to these recipients as “multi-sector” infrastructure organizations. These

include: 1) academic research centers; 2) independent research centers; 3) consulting/advisory organizations, and 4) public policy/advocacy organizations.

- Further, to keep the analysis from being cluttered with hundreds of sparsely supported organizations that are not what the field typically thinks of as belonging to the social sector “infrastructure,” we have excluded any multi-sector infrastructure organization that did not receive at least **\$500,000 in funding in the past 10 years** (or an average of at least \$50,000 per year).

ORGANIZATIONS EXCLUDED FROM THIS REPORT

- There are many hundreds of other organizations that occasionally performed support services for philanthropic and nonprofit organizations over this 12-year period, but they have been **excluded** from this analysis because they did not receive at least \$500,000 over the most recent 10-year period.
- These organizations are not unimportant in terms of the services they provide to the sector, but they are not engaged consistently enough by a sufficient number of nonprofit and philanthropic organizations that they can be thought of as a relatively permanent part of a definable set of infrastructure organizations serving the field. It is important to recognize that these organizations exist, but **the focus of this study is on organizations whose role in the infrastructure is significant enough that they can be unambiguously called “infrastructure organizations.”**
- By employing these criteria consistently, we can better track the relative growth or shrinkage of the civil society infrastructure over time.
- Were these peripheral organizations to be included in this report, they would likely add about \$100 million (about 5 percent) more to the total amount of funding for infrastructure between 2004 and 2015.
- In other words, the 511 organizations tracked in this report account for around 95 percent of all funding that could be counted as infrastructure-related.

Change #3: Three More Years of Data

FIRST REPORT (2015)

- Analyzed 9 years of data (2004–2012)
- 717 funders
- 12,200 grants
- 1,152 recipient organizations
- Total funding: \$1.04 billion

THIS REPORT (2018)

- Analyzed 12 years of data (2004–2015)
- 881 funders
- 21,148 grants
- 511 recipient organizations
- Total funding: \$1.94 billion

The current report extends the analysis by three years, through 2015. The data set consists of all infrastructure-related grants of at least \$10,000 made by 1,000 of the largest U.S. foundations each year. *[See below for information on how “infrastructure-related grants” were identified.]*

- The current analysis focuses on grants awarded to a specifically defined set of 511 organizations, instead of 1,152 as in the earlier study. This allows us to focus more directly on the main organizations that constitute the civil society infrastructure, rather than on a broader, more loosely defined collection of organizations, some of which may have received an infrastructure-related grant here or there.

- Although there are 511 “infrastructure” organizations in this 12-year data set, no more than 328 received funds in any given year.
- Likewise, while there were 881 funders who made infrastructure grants over this period, no more than 438 made grants in any given year.
- The earlier nine-year analysis included 12,200 grants, worth \$1.04 billion. The current 12-year analysis includes 21,148 grants, worth \$1.94 billion. The additional three years of data (2013–15) added 5,593 grants and \$561,484,756 to the data set.

Infrastructure Organization Taxonomy

I. PHILANTHROPY-FOCUSED ORGANIZATIONS AND ASSOCIATIONS—civil society organizations that provide services primarily in support of the work of foundations and other philanthropic entities

A. General Organizations and Associations—organizations and associations whose clients or members are philanthropic or philanthropy-related entities and **whose focus is philanthropy in general**

Examples: Committee to Encourage Corporate Philanthropy, Council on Foundations, European Foundation Centre, Philanthropy Roundtable, Russia Donors Forum

B. Geo-focused Organizations and Associations—organizations and associations whose clients or members are philanthropic or philanthropy-related entities and **whose focus is on a specific sub-national geographic area**¹⁵

Examples: Association of Baltimore Area Grantmakers, Forefront, Grantmakers of Oregon and Southwest Washington, Southeastern Council of Foundations, Southern California Grantmakers

C. Issue-focused Organizations and Associations—organizations and associations whose clients or members are philanthropic or philanthropy-related entities and **whose focus is on a specific issue or subject area**

Examples: Center for Disaster Philanthropy, Consultative Group on Biological Diversity, Funders' Network for Smart Growth and Livable Communities, Grantmakers in Health, Peace and Security Funders Network

D. Population-focused Organizations and Associations—organizations and associations whose clients or members are philanthropic or philanthropy-related entities and **whose focus is on a specific population or demographic group**

Examples: Association of Black Foundation Executives, Funders for LGBTQ Issues, Hispanics in Philanthropy, International Funders for Indigenous Peoples, Women's Funding Network

II. NONPROFIT-FOCUSED ORGANIZATIONS AND ASSOCIATIONS—civil society organizations that provide services primarily in support of the work of other civil society organizations (especially implementing organizations) or civil society in general¹⁶

A. Associations and Networks—associations and networks whose members are primarily implementing ("nonprofit") organizations

Examples: Association of Fundraising Professionals, Center for Nonprofit Management, Coordinating Assembly of Nongovernmental Organizations (Swaziland), Independent Sector, Louisiana Association of Nonprofit Organizations

B. Service Organizations—organizations that provide services primarily to implementing ("nonprofit") organizations, such as

capacity building, training, technical assistance, giving platforms, etc.

Examples: BoardSource, CompassPoint Nonprofit Services, JustGive, Network for Good, TechSoup Global

C. Information Service Organizations—organizations that collect data, conduct research, and/or disseminate information and knowledge about the work of implementing ("nonprofit") and philanthropic organizations and civil society in general

Examples: Charity Navigator, Foundation Center, GuideStar USA, Philanthropic Collaborative, Rockefeller Archive Center

III. MULTI-SECTOR INFRASTRUCTURE ORGANIZATIONS (NOT CIVIL SOCIETY-SPECIFIC)—organizations whose remit is broader than civil society, but that also provide services in support of the work of implementing ("nonprofit") and philanthropic organizations

A. Academic Research Centers—entities based at academic institutions that collect data, conduct research, and/or disseminate information and knowledge about the work of implementing ("nonprofit") and philanthropic organizations

Examples: American University in Cairo, Grand Valley State University, Indiana University Purdue University Center on Philanthropy, Institute of Development Studies (UK), National Center on Philanthropy and the Law

B. Independent Research Centers—independent entities that collect data, conduct research, and/or disseminate information and knowledge about the work of implementing ("nonprofit") and philanthropic organizations

Examples: Aspen Institute, Brookings Institution, Harder and Company Community Research, Hudson Institute, Urban Institute

C. Consulting/Advisory Organizations—organizations that provide strategic or project-focused expertise and advice in support of the work of implementing ("nonprofit") and philanthropic organizations

Examples: Bridgespan Group, Equal Measure, FSG, Nonprofit Finance Fund, TCC Group

D. Public Policy/Advocacy Organizations—organizations that provide policy- or advocacy-focused expertise and advice in support of the work of implementing ("nonprofit") and philanthropic organizations

Examples: Associated Black Charities, Capital Research Center, Center for Rural Strategies, Demos: A Network for Ideas and Action, Mathematica Policy Research

¹⁵ National-level associations, such as Council on Foundations in the United States, Asociación Española de Fundaciones in Spain, and Grupo de Institutos Fundações e Empresas in Brazil, are considered "general" organizations within their national context, rather than geo-focused organizations.

¹⁶ In the U.S., the term "implementing organizations" refers to nonprofit organizations, as distinguished from foundations or other philanthropic entities.

PHILANTHROPY-FOCUSED ASSOCIATIONS AND ORGANIZATIONS

GENERAL

Alliance for Global Good (NC)
Asia Pacific Philanthropy Consortium (Philippines)
Asian Venture Philanthropy Network (Singapore)
Association for Community Relations (Romania)
Association of Charitable Foundations (United Kingdom)
Bulgarian Donors Forum (Bulgaria)
Center for Effective Philanthropy (MA)
Centre for Philanthropy (Ukraine)
CFLeads (MO)
Charities Aid Foundation-Southern Africa (South Africa)
China Foundation Center (China)
Committee to Encourage Corporate Philanthropy (NY)
Community Foundation Insights (NY)
Confluence Philanthropy (NY)
Council on Foundations (VA)
Czech Association of Community Foundations (Czech Republic)
Czech Donors Forum (Czech Republic)
East Africa Association of Grantmakers (Kenya)
Emerging Practitioners in Philanthropy (CA)
European Foundation Centre (Belgium)
European Venture Philanthropy Association (Belgium)
Exponent Philanthropy (DC)
First Nations Development Institute (CO)
Foundation Financial Officers Group (IL)
Foundation Incubator (CA)
Grantmakers for Effective Organizations (DC)
Growth Philanthropy Network (NY)
Grupo de Institutos Fundações e Empresas (Brazil)
Hungarian Donors Forum (Hungary)
Institute for Philanthropy (United Kingdom)
Japan Philanthropic Association (Japan)
Joint Affinity Groups (MN)
Mexican Center for Philanthropy (Mexico)

Mission Investors Exchange (WA)
National Center for Family Philanthropy (DC)
National Committee for Responsive Philanthropy (DC)
Network of European Foundations for Innovative Cooperation (Belgium)
Our Giving Community (ME)
PEAK Grantmaking (DC)
Philanthropic Initiative (MA)
Philanthropy Roundtable (DC)
Philanthropy Workshop West (CA)
Polish Donors Forum (Poland)
Rockefeller Philanthropy Advisors (NY)
Romanian Donors Forum (Romania)
Russia Donors Forum (Russia)
Sampradaan Indian Centre for Philanthropy (India)
Slovak Donors Forum (Slovakia)
Southern African Community Grantmakers Leadership Forum (South Africa)
Southern African Grantmakers Association (South Africa)
Ukrainian Philanthropists Forum (Ukraine)
World Affairs Council of Northern California (CA)
Worldwide Initiatives for Grantmaker Support - WINGS (Brazil)

GEO-FOCUSED

Africa Grantmakers Affinity Group (DC)
Alabama Giving (AL)
Appalachia Funders Network (NC)
Arizona Grantmakers Forum (AZ)
Associated Grant Makers (MA)
Association of Baltimore Area Grantmakers (MD)
Chesapeake Bay Funders Network (MD)
Colorado Association of Funders (CO)
Connecticut Council for Philanthropy (CT)
Council of Michigan Foundations (MI)
Council of New Jersey Grantmakers (NJ)
Donors Forum of South Florida (FL)
Florida Philanthropic Network (FL)
Forefront (IL)

Forum of Regional Associations of Grantmakers (DC)
Gateway Center for Giving (MO)
Grantmakers Forum of New York (NY)
Grantmakers of Oregon and Southwest Washington (OR)
Grantmakers of Western Pennsylvania (PA)
Indiana Philanthropy Alliance (IN)
Indiana Philanthropy Alliance Foundation (IN)
Kentucky Philanthropy Initiative (KY)
Maine Philanthropy Center (ME)
Minnesota Council on Foundations (MN)
Mississippi Association of Grantmakers (MS)
New Mexico Association of Grantmakers (NM)
North Carolina Network of Grantmakers (NC)
Northern California Grantmakers (CA)
Philanthropy Network Greater Philadelphia (PA)
Philanthropy New York (NY)
Philanthropy Northwest (WA)
Philanthropy Ohio (OH)
Philanthropy Southwest (TX)
San Diego Grantmakers (CA)
Southeastern Council of Foundations (GA)
Southern California Grantmakers (CA)
U.S.-Mexico Border Philanthropy Partnership (CA)
Washington Regional Association of Grantmakers (DC)
West Virginia Grantmakers Association (WV)
Wisconsin Philanthropy Network (WI)

ISSUE-FOCUSED

Asset Funders Network (IL)
Australian Environmental Grantmakers Network (Australia)
Bay Area Justice Funders Network (CA)
Center for Disaster Philanthropy (DC)
Consultative Group on Biological Diversity (CA)
EDGE Funders Alliance (CA)
Environmental Grantmakers Association (NY)
Funders Collaborative on Youth Organizing (NY)
Funders Concerned About AIDS (DC)

Funders for Sustainable Food Systems (CA)
 Funders' Network for Smart Growth and Livable Communities (FL)
 Funders Network on Population, Reproductive Health and Rights (MD)
 Funders Together to End Homelessness (MA)
 Grantmakers for Education (OR)
 Grantmakers for Southern Progress (NC)
 Grantmakers for Southern Progress (LA)
 Grantmakers in Health (DC)
 Grantmakers in the Arts (WA)
 Grantmakers Without Borders (CA)
 Gulf Coast Funders for Equity (LA)
 Health and Environmental Funders Network (MD)
 Interfaith Funders (CO)
 International Human Rights Funders Group (NY)
 Juvenile Justice Work Group (MO)
 Media Impact Funders (PA)
 More for Mission Investing (MA)
 National Public Education Support Fund (DC)
 National Rural Funders Collaborative (TX)
 Neighborhood Funders Group (CA)
 Neighborhood Funders Group (DC)
 Philanthropic Collaborative for a Healthy Georgia (GA)
 Philanthropy for Active Civic Engagement (DC)
 Sustainability Funders (CA)
 Sustainable Agriculture and Food Systems Funders (CA)

POPULATION-FOCUSED

Asian Americans/Pacific Islanders in Philanthropy (CA)
 Association of Black Foundation Executives (NY)
 Bay Area Blacks in Philanthropy (CA)
 Bay Area Early Childhood Funders (CA)
 Black Philanthropic Alliance (DC)
 D5 Coalition (IL)
 Disability Funders Network (VA)
 Foundations and Donors Interested in Catholic Activities (DC)

Funders Collaborative for Strong Latino Communities (NC)
 Funders Collaborative for Strong Latino Communities- Midwest Region (MN)
 Funders for Lesbian and Gay Issues (NY)
 Grantmakers Concerned with Immigrants and Refugees (CA)
 Grantmakers for Children, Youth and Families (MD)
 Grantmakers in Aging (VA)
 Hispanics in Philanthropy (CA)
 International Funders for Indigenous Peoples (CA)
 International Network of Women's Funds (Mexico)
 National Center for Black Philanthropy (DC)
 Native Americans in Philanthropy (MN)
 New England Blacks in Philanthropy (MA)
 Students Helping Achieve Philanthropic Excellence (FL)
 Women and Philanthropy (DC)
 Women Donors Network (CA)
 Women Moving Millions (NY)
 Women's Funding Network (CA)
 Young Philanthropists Foundation (CO)
 Youth Transition Funders Group (IL)

NONPROFIT-FOCUSED ASSOCIATIONS AND ORGANIZATIONS

NONPROFIT ASSOCIATIONS

Alliance for Better Nonprofits (TN)
 Alliance for Nonprofit Excellence (TN)
 Alliance for Nonprofit Management (NY)
 Alliance of Arizona Nonprofits (AZ)
 American Society of Association Executives (DC)
 Association of Fundraising Professionals (NY)¹⁷
 Association of Fundraising Professionals (MN)
 Association of Fundraising Professionals (CA)
 Association of Fundraising Professionals (CA)
 Association of Fundraising Professionals (VA)
 Association of Fundraising Professionals (HI)
 Association of Fundraising Professionals (IL)
 Association of Fundraising Professionals (OH)

Association of Fundraising Professionals (WA)
 Association of Fundraising Professionals (VA)
 Association of Fundraising Professionals (MI)
 Association of Fundraising Professionals (TX)
 Association of Fundraising Professionals (NJ)
 Association of Fundraising Professionals (ND)
 Association of Fundraising Professionals (TX)
 Association of Fundraising Professionals (OH)
 Association of Fundraising Professionals (RI)
 Association of Fundraising Professionals (AK)
 Association of Fundraising Professionals (MD)
 Association of Fundraising Professionals (CA)
 Association of Fundraising Professionals (CA)
 Association of Fundraising Professionals (TX)
 Association of Fundraising Professionals (NY)
 Association of Fundraising Professionals (IN)
 Association of Fundraising Professionals (AL)
 Association of Fundraising Professionals (CA)
 Association of Fundraising Professionals (CA)
 Association of Fundraising Professionals (FL)
 Association of Fundraising Professionals (OH)
 Association of Fundraising Professionals (OH)
 Association of Fundraising Professionals (TX)
 Association of Fundraising Professionals- Greater Houston Chapter (TX)

Association of Fundraising Professionals- Oregon and SW Washington Chapter (OR)
 Big Sky Institute for the Advancement of Nonprofits (MT)
 Brazilian Association of Non-Governmental Organizations (Brazil)
 California Association of Nonprofits (CA)
 Carbondale Community Nonprofit Center (CO)
 Center for Excellence in Nonprofits (CA)
 Center for Nonprofit Advancement (DC)
 Center for Nonprofit Corporations (NJ)
 Center for Nonprofit Excellence (OH)
 Center for Nonprofit Excellence (KY)
 Center for Nonprofit Excellence (VA)

¹⁷ Some organizations have multiple local units or multiple chapters located in the same state that are all listed separately in this appendix.

Center for Nonprofit Management (TX)	Minnesota Association for Volunteer Administration (MN)	Nonprofit Village Center (MD)
Center for Nonprofit Management (TN)	Minnesota Council of Nonprofits (MN)	Nonprofits First (FL)
Center for Nonprofit Management of Northern Manhattan (NY)	Mission Capital (TX)	North Carolina Center for Nonprofits (NC)
Center for Volunteer and Nonprofit Leadership of Marin (CA)	Mississippi Center for Nonprofits (MS)	North Dakota Association of Nonprofit Organizations (ND)
China Association for NGO Cooperation (China)	Montana Nonprofit Association (MT)	Ohio Association of Nonprofit Organizations (OH)
China Association for Nonprofit Organizations (China)	National Center for Nonprofit Excellence (PA)	Oklahoma Center for Nonprofits (OK)
China Charity Federation (China)	National Council of Nonprofit Associations (DC)	Organization for Nonprofit Executives (AZ)
China NPO Network (China)	Nevada Association of Nonprofit Organizations (NV)	Paterson Alliance (NJ)
Colorado Nonprofit Association (CO)	New Hampshire Center for Nonprofits (NH)	Pennsylvania Association of Non-Profit Organizations (PA)
Communications Network (IL)	New York Council of Nonprofits (NY)	ROOTS / Shalom Zone Nonprofit Association (WA)
Community Association of Nonprofit Business Executives (MO)	Non Profit Development Center of Southern New Jersey (NJ)	San Antonio Nonprofit Council (TX)
Conseil National des Organisations Non Gouvernementales de Developpement de la Republique Democratique du Congo (Congo, Democratic Republic)	Nonprofit Association of Oregon (OR)	San Diego Association of Nonprofits (CA)
Consortium of Civil Society Development (Indonesia)	Nonprofit Association of the Midlands (NE)	Sierra Nonprofit Services (CA)
Coordinating Assembly of Non-Governmental Organizations (Swaziland)	Nonprofit Association of Westchester (NY)	Silicon Valley Council of Nonprofits (CA)
Delaware Alliance for Nonprofit Advancement (DE)	Nonprofit Center (WA)	Social Enterprise Alliance (TN)
Development Network of Indigenous Voluntary Associations (Uganda)	Nonprofit Center of Milwaukee (WI)	Sound Alliance (WA)
Georgia Center for Nonprofits (GA)	Nonprofit Center of Northeast Florida (FL)	South African Council of Churches (South Africa)
Hawaii Alliance of Nonprofit Organizations (HI)	Nonprofit Chamber of Service of Sedgwick County (KS)	South Carolina Association of Nonprofit Organizations (SC)
Idaho Nonprofit Development Center (ID)	Nonprofit Connect Network Learn Grow (MO)	South Dakota Nonprofit Association (SD)
Independent Sector (DC)	Nonprofit Coordinating Committee of New York (NY)	Southern California Center for Nonprofit Management (CA)
Indian Nonprofit Alliance (MT)	Nonprofit Information Networking Association (MA)	Staten Island NFP Association (NY)
Indonesia NGOs Council (Indonesia)	Nonprofit Leadership Alliance (MO)	Texas Nonprofit Management Assistance Network (TX)
Information Network for the Third Sector (Brazil)	Nonprofit Leadership Center of Tampa Bay (FL)	The Alliance (CT)
InterAction: American Council for Voluntary International Action (DC)	Nonprofit Management Center (TX)	Thrive - The Alliance of Nonprofits of San Mateo (CA)
Life and Environment (Israel)	Nonprofit Management Center of Wichita Falls (TX)	United Nonprofits (AK)
Louisiana Association of Nonprofit Organizations (LA)	Nonprofit Missouri (MO)	Utah Nonprofits Association (UT)
Maine Association of Nonprofits (ME)	Nonprofit Network (WA)	Vermont Alliance of Nonprofit Organizations (VT)
Maryland Association of Nonprofit Organizations (MD)	Nonprofit Resource Center (CA)	Vietnam Union of Science and Technology Associations (Vietnam)
Massachusetts Nonprofit Network (MA)	Nonprofit Resource Center of Alabama (AL)	Virginia Network of Nonprofit Organizations (VA)
Michigan Nonprofit Association (MI)	Nonprofit Resource Center of Texas (TX)	Voluntary Action Network India (India)
	Nonprofit Risk Management Center (VA)	Washington Nonprofits (WA)
	Nonprofit Roundtable of Greater Washington (DC)	Wisconsin Nonprofits Association (WI)
	Nonprofit Services Consortium (MO)	Young Involved Philadelphia (PA)
	Nonprofit Support Center (CA)	Young Nonprofit Professionals Network (NY)
	Nonprofit Technology Enterprise Network (OR)	

Young Nonprofit Professionals Network of Washington DC (DC)

Young Nonprofit Professionals Network Phoenix (AZ)

NONPROFIT SERVICES

501 Commons (WA)

501cTech (DC)

Academy for the Development of Philanthropy in Poland (Poland)

Achievements Unlimited Foundation (ND)

Action Without Borders (NY)

All Stars Helping Kids (CA)

American Fund for Charities (DE)

Americas Charities (VA)

Apparo Solutions (NC)

Arkansas Nonprofit Alliance (AR)

Athletes for Hope (MD)

BoardAssist (NY)

BoardSource (DC)

Business Civic Leadership Center (DC)

Business Volunteers Unlimited (OH)

Cause Effective (NY)

Center for Civic Partnerships (CA)

Charitable Ventures of Orange County (CA)

Charities Review Council of Minnesota (MN)

Colorado Nonprofit Development Center (CO)

Community League (NJ)

Community Partners (CA)

Community Resource Center (CO)

Community Resource Exchange (NY)

CompassPoint Nonprofit Services (CA)

Development Gateway, Inc. (DC)

Entrepreneurs Foundation (CA)

Executives in Action (TX)

Financial Stewardship Resources (OR)

Foraker Group (AK)

Generous Giving (TN)

GiveDirectly Inc (NY)

GiveMN.org (MN)

Good360 (VA)

GoodNet (FL)

Grassroots Institute for Fundraising Training (CA)

Greater DC Cares (DC)

Greenlights for Nonprofit Success (TX)

Groundspring.org (CA)

Hopa Mountain (MT)

Impact Foundation (ND)

Impact Online (CA)

Indianapolis Neighborhood Resource Center (IN)

Innovation Network (DC)

Institute for Nonprofit News (CA)

Interaction Institute for Social Change (MA)

International Center for Innovation in Civic Participation (DC)

JustGive (CA)

La Piana Associates (CA)

Lawyers Alliance for New York (NY)

Learning to Give (MI)

Long Beach Nonprofit Partnership (CA)

Management Assistance Program for Nonprofits (MN)

MarinSpace, Inc. (CA)

MBA-Nonprofit Connection (CA)

Michigan Community Resources (MI)

Midland Shared Spaces (TX)

NetHope (VA)

Netroots Foundation (CA)

Network for Good (DC)

Nonprofit Assistance Center (WA)

Nonprofit Connection (NY)

Nonprofit Enterprise and Self-Sustainability Team (CA)

Nonprofit Enterprise at Work (MI)

Nonprofits Assistance Fund (MN)

NPO Development Center, Shanghai (China)

OneStar Foundation (TX)

Orange County Shared Spaces Foundation (CA)

Partnership for Nonprofit Excellence (VA)

Potlatch Fund (WA)

Pro Bono Partnership (NY)

Pro Bono Partnership of Atlanta (GA)

Program to Aid Citizen Enterprise (PA)

Razoo Foundation (VA)

Rockwood Leadership Institute (CA)

Support Center for Nonprofit Management (NY)

Taproot Foundation (CA)

Tech Impact (PA)

TechBridge (GA)

TechFoundation (MA)

TechSoup Global (CA)

Third Sector New England (MA)

Tides Foundation (CA)

Vision Maker Media (NE)

Volunteer Consulting Group (NY)

ZeroDivide (CA)

INFORMATION SERVICES

Association for Research on Nonprofit Organizations and Voluntary Action (IN)

BBB Wise Giving Alliance (VA)

Catalogue for Philanthropy (MA)

Catalogue for Philanthropy Greater Washington (DC)

Charity Navigator (NJ)

Charity Rating Ideell Forening (Sweden)

Foundation Center (NY)

FrameWorks Institute (DC)

Funding Information Center of Fort Worth (TX)

Global Philanthropy Partnership (IL)

GreatNonprofits (CA)

GuideStar International (United Kingdom)

GuideStar USA (VA)

International Center for Not-for-Profit Law (DC)

IssueLab (IL)

New Philanthropy Capital (United Kingdom)

Nonprofit Knowledge Works (LA)

Philanthropedia (CA)

Philanthropic Collaborative (DC)

Philanthropic Enterprise (IN)

Rockefeller Archive Center (NY)

MULTI-SECTOR ORGANIZATIONS

ACADEMIC RESEARCH CENTERS

American University in Cairo (Egypt)
Ancilla Domini College (IN)
Autonomous Technological Institute of Mexico (Mexico)
Boston College (MA)
Boston University (MA)
Brandeis University (MA)
Case Western Reserve University (OH)
Claremont Graduate University (CA)
Columbia University (NY)
Duke University (NC)
Georgetown University (DC)
Graduate Center, City University of New York (NY)
Grand Valley State University (MI)
Harvard University (MA)
Holy Cross College (IN)
Indiana University (IN)
Indiana University–Purdue University Center on Philanthropy (IN)
Indiana University–Purdue University Indianapolis (IN)
Institute of Development Studies (United Kingdom)
Johns Hopkins University (MD)
Kellogg Community College (MI)
La Salle University (PA)
Michigan State University (MI)
Michigan Technological University (MI)
Midland College (TX)
National Center on Philanthropy and the Law (NY)
New York University (NY)
Northwestern University (IL)
Peking University (China)
Renmin University of China (China)
Robert Morris University (PA)
Rutgers, The State University of New Jersey (NJ)
Rutgers, The State University of New Jersey (NJ)

Stanford University (CA)
Temple University (PA)
University of California (CA)
University of California (CA)
University of California (CA)
University of Cape Town (South Africa)
University of Chicago (IL)
University of Denver (CO)
University of KwaZulu-Natal (South Africa)
University of Minnesota (MN)
University of Pennsylvania (PA)
University of Pittsburgh (PA)
University of Southern California (CA)
University of Texas (TX)
Yale University (CT)

INDEPENDENT RESEARCH CENTERS

Aspen Institute (DC)
Beijing Civil Society Development Research Center (China)
Brookings Institution (DC)
Centre for Research and Innovation in Social Policy and Practice (United Kingdom)
Harder and Company Community Research (CA)
Health Research and Educational Trust of New Jersey (NJ)
Hudson Institute (DC)
Human Interaction Research Institute (CA)
Urban Institute (DC)

CONSULTING/ADVISORY

AccountAbility: Institute of Social and Ethical AccountAbility (United Kingdom)
ARCEconomics (SC)
Brandon Roberts and Associates (MD)
Bridgespan Group (MA)
Cause Communications (CA)
Changemakers (CA)
Common Impact (MA)
Communications Leadership Institute (DC)
Development Alternatives and Resource Centre (Nigeria)

Equal Measure (PA)
Executive Service Corps of Central Oklahoma (OK)
Executive Service Corps of Chicago (IL)
Executive Service Corps of New England (MA)
Executive Service Corps of Southern California (CA)
Executive Service Corps of the Charlotte Region (NC)
Executive Service Corps, Detroit (MI)
FSG (MA)
Gallup (DC)
IDEO (CA)
Just Partners (MD)
LaFrance Associates (CA)
LeaderSpring (CA)
Legacy Works Foundation (CA)
LM Strategies Consulting, LLC (IL)
Looking Glass Institute (PA)
Management Assistance Group (DC)
Management Consulting Services (MA)
McLeod Grant Advisors (CA)
Nonprofit Finance Fund (NY)
Root Cause Institute (MA)
Spitfire Strategies (DC)
Synergos Institute (NY)
TCC Group (NY)
Williams Group (MI)

PUBLIC POLICY/ADVOCACY

Associated Black Charities (MD)
Capital Research Center (DC)
Center for Effective Government (DC)
Center for Lobbying in the Public Interest (DC)
Center for Rural Strategies (KY)
CIN (NC)
Demos: A Network for Ideas and Action (NY)
Fund for Our Economic Future (OH)
Mathematica Policy Research (NJ)

APPENDIX C:

Infrastructure Funders That Provided More Than One Million Dollars in Support from 2004 to 2015

MORE THAN \$50 MILLION

Bill & Melinda Gates Foundation
Charles Stewart Mott Foundation
The David and Lucile Packard Foundation
Ford Foundation
W. K. Kellogg Foundation
The Robert Wood Johnson Foundation
The William and Flora Hewlett Foundation

\$10 MILLION TO \$49.9 MILLION

The Annie E. Casey Foundation
Barr Foundation
Blue Shield of California Foundation
The California Endowment
The California Wellness Foundation
Conrad N. Hilton Foundation
Edna McConnell Clark Foundation
Evelyn and Walter Haas, Jr. Fund
Foundation to Promote Open Society
The Greater Washington Community Foundation
The James Irvine Foundation
John D. and Catherine T. MacArthur Foundation
John S. and James L. Knight Foundation
The Kresge Foundation
Lilly Endowment Inc.
Marguerite Casey Foundation
The New York Community Trust
Omidyar Network Fund, Inc.
Rasmuson Foundation
The Rockefeller Foundation
Ruth Lilly Philanthropic Foundation
Silicon Valley Community Foundation
Surdna Foundation, Inc
The Wallace Foundation

\$5 MILLION TO \$9.9 MILLION

3M Foundation
American Express Foundation
The Bank of America Charitable Foundation, Inc.
Boston Foundation, Inc.
Bush Foundation
Carnegie Corporation of New York
The Chicago Community Trust
Cisco Systems Foundation
Citi Foundation
The Clark Foundation
The Cleveland Foundation
Eugene and Agnes E. Meyer Foundation
GE Foundation
Gordon and Betty Moore Foundation
The Heinz Endowments
Houston Endowment Inc.
The Joyce Foundation
The JPB Foundation
The JPMorgan Chase Foundation
Lumina Foundation
The Lynde and Harry Bradley Foundation, Inc.
M. J. Murdock Charitable Trust
Marin Community Foundation
The McKnight Foundation
The Michael and Susan Dell Foundation
The Morris and Gwendolyn Cafritz Foundation
Northwest Area Foundation
The Oak Foundation U.S.A.
Open Society Institute
The Paul G. Allen Family Foundation
Peninsula Community Foundation
Richard King Mellon Foundation
Robert W. Woodruff Foundation
Rockefeller Brothers Fund, Inc.
Seattle Foundation

The Skoll Foundation
The UPS Foundation
Walton Family Foundation
Weingart Foundation
The William Penn Foundation

\$2 MILLION TO \$4.9 MILLION

Abell-Hanger Foundation
Abbott Fund
The Ahmanson Foundation
Alfred P. Sloan Foundation
The Allstate Foundation
Altman Foundation
The Andrew W. Mellon Foundation
Annenberg Foundation
Arcus Foundation
AT&T Foundation
Bader Philanthropies
The Bauman Foundation
California Community Foundation
Community Foundation of Greater Memphis
Communities Foundation of Texas, Inc.
Community Foundation for Southeast Michigan
Dalio Foundation, Inc.
Daniels Fund
The Denver Foundation
Dobkin Family Foundation
Doris Duke Charitable Foundation
Dyson Foundation
Ewing Marion Kauffman Foundation
The F. B. Heron Foundation
The George Gund Foundation
Geraldine R. Dodge Foundation, Inc.
Gill Foundation
Google Foundation
The Harry & Jeanette Weinberg Foundation Inc
Hartford Foundation for Public Giving

Healthcare Georgia Foundation, Inc.
The Herbert H. and Grace A. Dow Foundation
John Templeton Foundation
The Kendeda Fund
The Lemelson Foundation
Levi Strauss Foundation
The MacLellan Foundation, Inc.
Margaret A. Cargill Foundation
McGregor Fund
The Meadows Foundation
Meyer Memorial Trust
The Minneapolis Foundation
The Nathan Cummings Foundation
New Hampshire Charitable Foundation
Newman's Own Foundation
Otto Bremer Trust
The Paul G. Allen Charitable Foundation
The Pfizer Foundation, Inc.
The Prudential Foundation
RGK Foundation
Robertson Foundation
The Saint Paul Foundation
The San Francisco Foundation
Sarah Scaife Foundation, Inc.
S.D. Bechtel, Jr. Foundation
Searle Freedom Trust
The Skillman Foundation
Stuart Foundation
Ted Arison Family Foundation USA, Inc.
The Wal-Mart Foundation, Inc.
Wells Fargo Foundation
William E. Simon Foundation, Inc.
William Randolph Hearst Foundation
Yawkey Foundation II
Z. Smith Reynolds Foundation, Inc.

\$1 MILLION TO \$1.9 MILLION

Alcoa Foundation
The Anschutz Foundation
The Applied Materials Foundation
Arie and Ida Crown Memorial
The Assisi Foundation of Memphis, Inc.

Baptist Community Ministries
Baton Rouge Area Foundation
Bloomberg Philanthropies
Blue Moon Fund, Inc.
Booth Ferris Foundation
The Bristol-Myers Squibb Foundation, Inc.
The Cargill Foundation
The Case Foundation
Charles K. Blandin Foundation
Claude Worthington Benedum Foundation
College Futures Foundation
The Colorado Trust
The Columbus Foundation and Affiliated Organizations
The Commonwealth Fund
Community Foundation for Greater Atlanta
The Community Foundation for Northeast Florida
Community Foundation Silicon Valley
Deerbrook Charitable Trust
DTE Energy Foundation
The Duke Endowment
The East Bay Community Foundation
El Pomar Foundation
Fannie Mae Foundation
Fidelity Foundation
Foundation For The Carolinas
Freddie Mac Foundation
The Frist Foundation
General Mills Inc
The Gordon and Llura Gund Foundation
The Grable Foundation
Grand Rapids Community Foundation
Greater Milwaukee Foundation
The Greater New Orleans Foundation
H. N. & Frances C. Berger Foundation
Henry Luce Foundation
Horace W. Goldsmith Foundation
Hudson-Webber Foundation
Irene W. & C. B. Pennington Foundation
Irving Harris Foundation
The J. Willard and Alice S. Marriott Foundation
Jessie Ball duPont Fund

Kalliopeia Foundation
Kansas Health Foundation
Kimberly-Clark Foundation, Inc.
The Leona M. and Harry B. Helmsley Charitable Trust
Longwood Foundation
The Marcus Foundation, Inc.
Marty and Dorothy Silverman Foundation
Mary Reynolds Babcock Foundation, Inc.
Max M. and Marjorie S. Fisher Foundation, Inc.
Medtronic Communities Foundation
The Melville Charitable Trust
Mertz Gilmore Foundation
MetLife Foundation
Minnesota Community Foundation
New York Foundation
New York Life Foundation
NoVo Foundation
The Noyce Foundation
Orange County Community Foundation
The Philadelphia Foundation
The Pittsburgh Foundation
Polk Bros. Foundation, Inc.
Public Welfare Foundation, Inc.
The Ralph M. Parsons Foundation
The Retirement Research Foundation
Richard and Rhoda Goldman Fund
Saint Luke's Foundation of Cleveland, Ohio
The Spencer Foundation
The Starr Foundation
The Staten Island Foundation
State Street Foundation, Inc.
The Summit Foundation
The Susan Thompson Buffett Foundation
Travelers Foundation
Triad Foundation, Inc.
The Valhalla Charitable Foundation
Vermont Community Foundation
The Wachovia Wells Fargo Foundation, Inc.
Wallace Alexander Gerbode Foundation
Walter and Elise Haas Fund
The Wendling Foundation

