The Business of the Civil Society Sector: Taking Care of Community

A Report produced by the
Office Depot Foundation
Civil Society Leadership Symposium
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Boca Raton, Florida

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The Office Depot Foundation's mission is: LISTEN LEARN CARE®

The Office Depot Foundation is focused on the following strategic priorities, known collectively as the "5 X 5® Program," for the next five years:

- Helping children get ready for life and work
- Helping civil society (non-profit) organizations become more professional and productive
- Strengthening local communities
- Enhancing disaster relief and recovery
- Promoting global development

"As a company that is dedicated to helping our customers achieve success, Office Depot is very pleased to support the Office Depot Foundation Civil Society Leadership Symposium. Civil society organizations play an essential role in our nation. We applaud the Foundation's commitment to helping these organizations strengthen their capacity to meet the very compelling needs of their constituents and communities."

Elisa D. Garcia C., Executive Vice President, General Counsel and Corporate Secretary, Office Depot

The Third Annual Office Depot Foundation
Weekend in Boca Civil Society Leadership Symposium
will take place from December 6-9, 2009.
Please visit www.officedepotfoundation.org/civil_society.asp
for more information.

I. Preface

Peter Drucker spent the latter part of his career advocating the social sector as an equal partner to business and government in making America healthy, safe and prosperous. Today's social challenges are too great for any one sector to go it alone and we surely need to move past stale debates over whether the market or government offers the best prescription. The best communities in America experience dynamic partnerships between innovative government leaders and enlightened business leaders working alongside the civil society sector's social entrepreneurs.

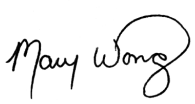
This type of cross-sector conversation was in full swing throughout the Office Depot Foundation's second annual "Weekend in Boca." We convened some of the leading national experts in the field of civil society innovation and corporate citizenship. We were particularly pleased to again have the United States Chamber of Commerce Business Civic Leadership Center as our co-sponsor. This was an important national conversation with strong local interests.

Office Depot is pleased to call South Florida home and we take our responsibility to serve our neighbors very seriously. Just as we enjoyed the surroundings of Boca Raton as our conference venue, so too did we appreciate the innovation displayed by Delray Beach and Boca Raton civic leaders who led us on a tour. We saw first-hand how the economic downturn is creating stress on South Florida civil society (non-profit) organizations just when their services are needed more than ever.

And of course, South Florida is not alone in experiencing this conundrum. As you will read in the pages of this report, America's civil society sector is experiencing a watershed moment of unprecedented growth, unforeseen challenges and myriad new opportunities for partnership. There has never been a better time for companies to deploy their number one asset – their people – toward their communities' biggest problems in collaboration with civil society organizations who might formerly have been seen strictly as grantees, but are now seen as full partners.

We hope that you will enjoy this glimpse into a very exciting and important dialogue held in December 2008. More importantly, we invite you to participate in the Office Depot Foundation Leadership Network, which was conceived at Weekend in Boca II to ensure that the conversation is not simply an annual event but a regular source of inspiration and capacity building for civil society and corporate citizenship leaders alike. You will find details on how to join the Leadership Network on page 14.

Thank you for your service to your communities and for your interest in growing both the supply and effectiveness of cross-sector partnerships.



Mary Wong, President
Office Depot Foundation

II. Introduction

Office Depot is well known for "taking care of business," especially the small business sector that serves as the engine of America's economy. This report reveals how the Office Depot Foundation is catalyzing the company's role as a corporate citizen by investing in the number one small business in America: the civil society sector – also commonly known as the non-profit sector.

America's civil society organizations employ one in 10 American workers. There are over 1.5 million such organizations across the United States; these groups combine for $670 billion in annual revenue and possess assets exceeding $1.7 trillion. To put these numbers in context, America's non-profit sector would comprise the sixth largest economy in the world if it were a separate nation.

There are many reasons to explain this growth. Some would argue that it is due to retrenchment in government budgets and programs that accelerated in the 1990s when President Clinton declared that "the era of big government is over." Others would argue that the growth in civil society organizations reflects the fact that many Americans are civically minded, and want to add value to their communities through social endeavors. What is clear is that there is no single impetus behind the explosion in the number of non-profits; rather, a number of trends are coming together to increase their importance in American society.

And the growth continues. Over the past 25 years, the number of civil society organizations has more than doubled and it has grown at twice the rate of the overall business sector. In 2007, American charitable giving topped $300 billion for the first time in history. By comparison, the record-setting presidential campaign spent $580 million in the same year – less than one quarter of one percent of the amount given to charity.

Recent statistics show that more than 60 million Americans volunteer and three out of four citizens give to charity. While growth of philanthropy and non-profit service has been expanding rapidly, citizen service has always been the cornerstone of our democracy. Problems get solved in communities, one life at a time. And corporations often supply the volunteers and resources to help meet these local needs.

Yet, even before the financial crisis of 2008, challenges were looming on the civil society sector horizon. Charitable giving, while impressive, has not kept pace with the demand. Independent Sector CEO Diana Aviv reports that the number of non-profit organizations has grown at nearly twice the rate of charitable giving in recent years and that total giving (adjusted for inflation) per organization has actually decreased by one-third.

The consulting firm Bridgespan reports that 640,000 new senior civil society organization executives will be needed to fill vacant positions in the coming years. How big is that number? It is 2.4 times greater than the number of current leaders in those positions. As a thought experiment, Bridgespan notes that you would have to recruit 50 percent of graduates from every MBA program in America each year for the next decade to fill all the necessary slots.

The economic downturn has only exacerbated these concerns – and therein rests the biggest opportunity for corporate citizenship in our generation. As *New York Times* columnist David Brooks notes, "the older do-gooders had a certain policy model: government identifies a problem. Really smart people design a program. A cabinet department in a big building administers it." No longer. Now the problems are too big and moving too fast for old, top-down solutions.

It is essential for the speed and entrepreneurial approach of business to become central to the new community problem-solving model. Consider just the issue of the non-profit talent gap. As noted later in the report, corporate pro bono service and skilled volunteering present a dynamic win-win proposition: strategic leadership is gained at the civil society organization level and a much more rewarding experience is achieved for the corporate volunteer.

As board members and volunteers, business executives also are needed to help improve the professionalism of civil society organizations. For example, philanthropies are increasingly requiring non-profits to have a business plan. However, most such groups do not possess a plan and for those that do, there is often no reliable cost data. The typical non-profit manager would gauge cost by how much money was raised for an activity rather than calculating normal costs of doing business (i.e., direct program costs plus infrastructure).

Do civil society sector leaders understand this need? And if they do, will they be receptive to help from the outside? The Taproot Foundation reports that 78 percent of non-profits do not conduct strategic business analysis, yet 87 percent would welcome such support via corporate pro bono service. This matches nicely with the U.S. Chamber of Commerce's research that finds the number one contribution companies want to make is to have their employees serve as volunteers in local communities.

If there is an upside to today's economic downturn, it is that non-profits are seen as essential, corporate contributions are needed at a more strategic level and efficiencies long needed in the civil society sector will become the standard expectation and increasingly normal operating procedure.

III. Weekend in Boca II

It is with these challenges and opportunities in mind that the Office Depot Foundation convened its second annual Civil Society Leadership Symposium in Boca Raton, Florida, on December 11-13, 2008. The goal of the symposium was to build on the work from the first Weekend in Boca and the research and work that had been done throughout the year, and to identify concrete next steps that would help the civil society sector and companies working with the civil society sector to improve their effectiveness and engagement practices.

The Office Depot Foundation has become a pacesetter in this field by not separating its philanthropic priorities from its corporate mission. Instead, it has found ideal synergy in its company profile of helping people become successful in business and life, and in its corporate community investment strategies. These interests unite in a focus to help civil society organizations become more professional and productive.

Two of the Foundation's top-tier priorities (see the "5 X 5 Program" strategies inside the front cover of this report) aim to enhance the quality of life at a local level while strengthening the civil society sector to grow and sustain positive local solutions to society's most stubborn social problems. These goals are on full display during the Weekend in Boca. This year's session was titled "Community Development, Private Sector Partnerships and Non-profit Capacity Building in a Challenging Economy" and included nearly 90 participants, mostly from states along the Eastern seaboard.

At the start of Weekend in Boca II, Business Civic Leadership Center (BCLC) Executive Director Stephen Jordan and Office Depot Foundation President Mary Wong participated in a webcast sponsored by the U.S. Economic Development Administration. During the session, Jordan announced the release of a new BCLC report on corporate community investment. The report's highlights include:

- American businesses provide more than $6-8 billion in philanthropic contributions to communities across the nation.
- Local forums revealed that corporations increasingly desire cross-sector collaboration. They cite social problems such as housing and homelessness as being too big for one sector alone.
- Additionally, companies are less interested in funding "big ticket" items or controversial single issues; they prefer to add value by investing in tipping points.

A series of forums hosted by BCLC in eight cities nationwide also yielded the following recommendations:

- Community leaders should host public-private community investment planning sessions.
- Community leaders should provide a "welcome kit" to acclimate new businesses to local community needs and practices.
- Community leaders should provide a museum or online tool to record the history and lessons learned following successful civic action.

Taking a page from these recommendations, Weekend in Boca II featured a public-private community assessment and investment session. Starting with a bus tour and followed by roundtable discussions, participants were struck by the huge disparity between wealth and poverty. Said one participant, "Palm Beach County is richest of the rich and poorest of the poor."

Delray Beach Vice Mayor Gary Eliopoulos and Boca Raton Mayor Susan Whelchel discussed the amount of funding they provide to non-profits annually; $1.9 million and $500,000, respectively. The two communities have dramatically different demographics and their lack of connectivity to Miami via effective transportation poses one of the region's main economic challenges.

Nationally renowned urban planner Michael Gallis expounded on this point by explaining regions have become one of the most important economic development factors in the new economy. He explained that regions are composed of common systems: environment, economy, transportation, arts and culture and housing. Thus, the lack of cohesion within South Florida along with wide income disparities mark serious challenges that must be addressed by innovative community investment strategies.

Stephen Jordan remarked that the arrival of the Scripps Research Institute's new Scripps Florida campus in South Florida is a very important first step. Boca Raton has an impressive history with high technology. IBM invented and perfected the personal computer there. Attracting Scripps Florida to Palm Beach County indeed promises significant economic impact for the region.

Scripps Florida representatives in attendance expressed appreciation for the enthusiastic reception they have received. "They treat us like astronauts," said Barbara Noble, Scripps Florida's director of external affairs. In turn, Barbara stated Scripps' desire to be a quality corporate citizen and she offered to host regular meetings of South Florida non-profit leaders as a bridge between Boca II and Boca III. Mark Dobosz, executive director of the SCORE Foundation, joined the collaborative spirit by offering to produce quarterly

newsletters to track progress during this same timeframe. And Casey Golden, CEO and founder of the Small Act Network, pledged to help develop a social networking component to the conversation.

The participants were exceptionally receptive to these concepts. As one person observed, "Only this would create change."

"Inspired." "Informed." "Equipped." These are the words that Weekend in Boca participants used to describe their experiences. The following comment from one participant captures the attendees' general impression: "It was heart that brought us here. It is the ideas shared that made us better." Said another, "The bringing together of knowledgeable people who advocate for philanthropy, and come together with a cross-section of experiences and ideas is, at its least, highly stimulating, and at its best, exhilarating. The broad spectrum of issues we touched upon, given the input of this diverse group, has helped stimulate my thinking. The synergies and potential to formulate policy and strategy are exhilarating."

Following the inaugural Weekend in Boca in 2007, Christine Letts, senior associate dean and Rita E. Hauser Lecturer in Philanthropy and Non-profit Leadership in the John F. Kennedy School of Government at Harvard University, wrote, "I admire the Office Depot Foundation for creating a forum for imaginative and committed local and national leaders in the social sector to develop ideas for solving problems and creating opportunities to rethink community building and cross-sector engagement." By the end of the sessions, it seemed clear that Weekend in Boca II had lived up to the high level of expectations established one year earlier.

IV. Responding to a Challenging Economy: A Call to Action

Just as the impact of the civil society sector on the economy is enormous, so too does the economy's performance impact the civil society sector. As the Dow Jones tumbled and investment earnings turned to losses, the philanthropic sector and donors cut giving in sudden and unprecedented levels throughout the past year. This was a major source of conversation among Weekend in Boca II participants.

The Chronicle of Philanthropy notes that foundation assets on average have declined 28 percent. As the accompanying chart illustrates, all major foundations have lost significant assets, yet not all of them plan to cut spending. Non-profits must learn to navigate this new terrain by becoming leaner and determining who is investing in social sector value-creating organizations regardless of dwindling endowments.

Source: Chronicle of Philanthropy

Foundation	2007 Assets	2008 Assets	Percentage Change	2009 Giving Plans
Bill & Melinda Gates Foundation	$38,915,283,835	$31,000,000,000	- 20 percent	Increase
Ford Foundation	$13,500,000,000	$9,500,000,000	- 30 percent	Decrease
Robert Wood Johnson Foundation	$10,337,800,000	$8,005,000,000	- 23 percent	Decrease
Lilly Endowment	$7,341,434,876	$5,463,463,277	- 26 percent	TBD
John D. and Catherine T. MacArthur Foundation	$6,802,000,000	$5,200,000,000	- 24 percent	Same

"Consistency and steadiness is what really matters to our grantees. They can trust us, they can count on us."
Jonathan Fanton, MacArthur Foundation president

Foundation losses have forced civil society organizations to rethink priorities and make tough calls. The *Chronicle* reports two different responses to the same uncertain environment. Brandeis University in Massachusetts announced that it will close Rose Art Museum and consider selling more than 6,000 artworks, including paintings by Andy Warhol. Chicago's Lincoln Park Zoo lost a stunning $7.6 million during the last nine months of 2008. Aside from a hiring freeze, the zoo's investment manager says that an endowment is long term and thus they plan to resist immediate course correction.

The Indiana University Center on Philanthropy reports that the overall level of confidence in fundraising is at its lowest level in a decade. The Center produces the Philanthropic Giving Index (PGI), which functions much like a Consumer Confidence Index for charitable giving. Its latest report shows a 21.7 percent decrease from just six months earlier and a 27 percent decrease since December 2007.

"The total giving picture is very complex. More than 93 percent of fundraisers said the economy is having a negative impact on fundraising, including 28.5 percent who reported a very negative impact," said Una Osili, interim director of research at the Center on Philanthropy. "However, just over 21 percent of those surveyed expect the economic impact to be positive six months from now. We expect that different types and sizes of organizations will be affected in different ways."

The silver lining of the present economic distress is the efficiency and innovation that it will spawn. Take, for example, the Shepherd Community Center in Indianapolis. When Lilly Endowment sought proposals from the city's hard-pressed charities, Shepherd responded not with a "save us" message but rather one entitled, "Thrive in '09."

Finding itself in the situation facing many inner-city service providers in the current economic downturn – dwindling resources and increased demand – Shepherd's leadership resisted the natural impulse to ask for more money and instead identified six strategies to serve more people with fewer resources.

#1 Lead with Passion

#2 Train and Empower Volunteers to Lead

#3 Deepen Relationships with Investors

#4 Strengthen Our Stewardship Model

#5 Execute Programs with Excellence

#6 Invest in Our Own People

Recommendations to non-profit organizations in a slowing economy:

"To mitigate the impact of an uncertain economy, non-profit organizations should assess their individual situations, prepare contingency plans, make a compelling case for the needs their organizations meet, and continue fundraising efforts.

"Non-profit leaders who understand their organization's costs and, where appropriate, raise funds for specific cost items, who communicate clearly and honestly with stakeholders (including board members and staff), and who recognize that the economy will improve in the future are likely to be prepared for this challenging time."

Center on Philanthropy
Indiana University

Whereas the civil society sector's role can be adoption of more sound business practice a la Shepherd Community, corporations can respond by giving non-cash assets that possess both real financial value and huge returns on investment. Three such strategies were presented at the Boca II symposium: in-kind donations, free business counseling and corporate pro bono services.

Barry Anderson, interim CEO of Gifts In Kind International (GIKI), presented the in-kind model. His organization has become the 12th-largest charity in the United States by transferring product donations from corporate partners to community charities worldwide. Since 1983, GIKI has distributed more than $6 billion in products and services to a network of 100,000 community charities helping more than 13 million people in need every year.

The Office Depot Foundation dramatically multiplied its support of charities in 2007 by supplementing its $3.2 million in direct financial contributions with over $23.9 million in in-kind donations.

Mark Dobosz presented the SCORE model as the second strategy useful in any business cycle – but especially so in a distressed economy. A partner with the U.S. Small Business Administration, SCORE is a nationwide free counseling resource to small businesses, including non-profits. With 370 chapters and 11,200 volunteers, SCORE offers capacity-building services directed at non-profit organizations' five basic needs: increasing revenue, recruiting more volunteers, attracting more in-kind services, expanding services in the community and improving productivity.

The third non-cash strategy discussed at Boca II was corporate pro bono services. As noted earlier in the report, it is increasingly evident that none of the three sectors can solve problems on its own. Complex social problems – poverty, homelessness, and gang violence – require collaboration among business, government and the civil society sector. Each sector possesses a unique set of skills and assets; when paired with each other, they can meet even the most daunting and serious challenges.

In the early 1960s, President Kennedy called a group of lawyers to the White House to explain that civil rights laws would soon be passed. However, the President said that these laws would only be made real if lawyers in communities defended the new rights of their minority neighbors. This was the birth of the pro bono movement in law firms across the United States.

Last year, President Bush issued a similar call to action to America's business community. He set a goal of $1 billion in pro bono services by corporations in service to the communities where they do business. The logic is clear: corporate pro bono and skilled volunteering partnerships give civil society organizations access to business skills and experience they need to develop sound business strategies and improve their organizational infrastructure. Research proves that in return, companies improve people's lives while adding significant value to their own recruitment, productivity and profitability.

President's Council on Service and Civic Participation and The Corporate Pro Bono Challenge

In December 2008, President Bush named Office Depot Chairman and CEO Steve Odland to serve on the President's Council on Service and Civic Participation. The Council was established to recognize the important contributions Americans of all ages are making within their communities through service and civic engagement.

Administered by the Corporation for National and Community Service, the Council brings together leaders from the worlds of business, entertainment, sports, education, government, non-profits and the media. Among the Council's duties is administration of the President's Volunteer Service Award to recognize selfless acts of service. The Council's major initiative – A Billion + Change – is a three-year challenge to leverage $1 billion in skilled volunteering and pro bono services from the corporate community.

Selected Benefits of Corporate Pro Bono Services

(For a complete list, visit www.nationalservice.gov/about/initiatives/probono_why.asp)

It's good for business

- 64 percent of executives say that corporate citizenship produces a tangible contribution to the bottom line. At large companies, 84 percent of execs see direct bottom-line benefits. (*Source: Center for Corporate Citizenship at Boston College and Business Civic Leadership Center, 2005*)
- 70 percent of Americans say that a company's commitment to social issues is an important factor in deciding which stocks and mutual funds to invest in. (*Source: The 2004 Cone Corporate Citizenship Study*)
- 86 percent of Americans say they are likely to switch from one brand to another that is about the same in price and quality if the other brand is associated with a social/community cause. (*Source: The 2004 Cone Corporate Citizenship Study*)

It's good for employees

- Employees' perception of a company's corporate citizenship affects employee morale, spirit and pride, trust in their employer, and a willingness to recommend their employer as a good place to work. (*Source: GolinHarris survey, 2005*)
- 81 percent of Americans take into consideration a company's commitment to a social issue when deciding where to work. (*Source: Cone Corporate Citizenship Study, 2004*)
- Pro bono projects and recognition events give employees the opportunity to get to know each other in a positive way and instill a sense of pride in the company. (*Source: Making the Business Case for Pro Bono, The Pro Bono Institute, 2000*)

Skilled volunteers are crucial to communities

Corporate pro bono bridges a crucial gap by providing non-profits with the tools they need to achieve the scale, sustainability, and effective delivery of services that truly make a difference in our communities.

- There are more than 6.7 million professionals in corporate America with the skills necessary to help address the non-profit sector's most critical needs. (*Taproot Foundation*)
- 89 percent of non-profit directors and managers realize that volunteers' workplace skills are extremely or very valuable to their organizations. (*Source: 2006 Deloitte/Points of Light Volunteer IMPACT Study*)
- 77 percent of non-profit leaders agree that their organizations could benefit significantly from corporate volunteers focusing on business practices improvements. (*Source: Taproot Foundation*)
- Volunteers who were offered more challenging opportunities to perform professional or management activities (such as strategic planning, marketing, and budgeting) have higher volunteer retention rates. (*Source: Volunteering in America: 2007 State Trends and Rankings, Corporation for National and Community Service*)

Yet, despite these mutual benefits,

- 62 percent of non-profits do not work with any companies that provide volunteers.
- Just 12 percent of non-profits typically align tasks with volunteers' specific workplace skills.
- Only 19 percent of volunteers say their workplace skills are the primary service they provide when they support a non-profit organization.

(Source: 2006 Deloitte/Points of Light Volunteer IMPACT Study)

The Corporation for National and Community Service hosts a website promoting the benefits of corporate pro bono services and some tools to initiate or improve skilled volunteering. The previous two pages provide more information, as does the website http://nationalservice.gov/about/initiatives/probono.asp.

V. A Unifying Strategy: Collaboration

If there is a single participant comment that captured the value and importance of Weekend in Boca II, it might be this: "The Office Depot Foundation's Weekend in Boca event allowed all sectors of the civil society to interact in a collaborative space and share ideas that will no doubt lead to great efficiencies in offering services in an increasingly resource-strapped environment. The key in difficult times is partnership and Weekend in Boca helped connect us."

The themes of partnership and collaboration permeated the weekend. Participants acknowledged that going it alone may no longer be advisable – or successful. In a discussion of strategic collaboration, participants offered a wide range of insightful and actionable suggestions for civil society organizations to consider:

- Know what you have to offer (strengths/weaknesses) and match resources across agencies.
- Articulate the value of the non-profit to the government and business sectors. Engage leadership in each sector.
- Create win-win partnerships.
- Explore nontraditional relationships – large corporations with small grassroots organizations; small with large.

- Encourage funder-organized initiatives (corporate/foundation/government) to support consolidation and collaboration, with goals such as elimination of duplicative services/programs and streamlining back office administrative operations.
- Challenge each other to make collaborative ideas/programs happen – then go to funders and offer to meet their challenges/priorities with your partner.

As another Weekend in Boca participant noted, "With resources limited now more than ever in this difficult economic environment, partnerships and collaborations become critical to every organization's success." It is our hope that, thanks to opportunities like the Office Depot Foundation's Weekend in Boca, this message will reverberate throughout the civil society sector.

VI. Next Steps

Weekend in Boca II pushed the conversation forward by talking about the importance of non-financial contributions to operational performance – particularly the power of mapping, networking, product donations and volunteerism. Civil society clearly benefits from increased communication, coordination and collaboration, and more efficiencies need to be identified in terms of how to leverage the non-financial assets that supporters like corporations might be able to provide.

But more needs to be done on a number of fronts. Critical community economic and social functions still tend to operate in "silos." Transportation leaders don't necessarily know how their work impacts health care or workforce issues or housing and vice versa.

Individual groups also don't necessarily know how they fit into the bigger picture of a region's development.

Coming out of the discussion, it is clear that more needs to be done in terms of:

- strengthening cross-sector communication, coordination and collaboration,
- developing mapping capabilities that give individual organizations more visibility about how their individual activities fit into the community's development as a whole,
- cluster studies or system integration studies that help different sectors understand how their actions affect other sectors and vice versa,

- and the creation of networks and coalitions that help communities address multiple issues through better coordination and the sharpening of understanding about the division of labor.

It is clear that information management, in many different ways, is going to be a critical driver for the future effectiveness and efficiency of the civil society sector. How to put the right information in the right hands at the right time so that good results can happen more quickly is a topic that needs to continue to be explored.

VII. Afterword: Introducing the Office Depot Foundation Leadership Network

To continue investigating the trends affecting America's civil society sector and to advance strategies assisting non-profits and the corporate citizens who support them, the Foundation has established the Office Depot Foundation Leadership Network. You may register for the Leadership Network by visiting www.officedepotfoundation.org/civil_society.asp.

Benefits of participation in the Leadership Network include:

- Invitations to participate in peer learning webinars featuring prominent national faculty.
- Quarterly delivery of an online newsletter.
- Recommended reading material and links to corporate citizenship and civil society sector best practices.
- Participation in social networking activities hosted by the Office Depot Foundation.

"The Weekend in Boca is not only an amazing collaboration of leaders in non-profits, government and industry, but is an essential barometer of what needs to happen in the upcoming years ahead. All three sectors are in the dire straits of survival in this economy and must work together for a sustainable future. This weekend not only has a huge value for the participants, but its insight and leadership will have a widespread, potentially global impact, providing the critical light and inspiration that is needed in the darkness of this night. Its importance has never been greater."

Casey Golden, principal and managing partner, Small Act Network

Weekend in Boca II Participants

The following individuals participated in the Weekend in Boca II in Boca Raton, Florida, on December 11-13, 2008. The authors of this report are grateful to each for the wisdom and insight they provided in the "Boca II" dialogue. Much of the material presented in this report is a direct result of their generous contributions.

Amy Allen, *South Florida Business Journal*

Robert McCormes-Ballou, Office Depot

Justin Bibb, The Gallup Organization

Sharie Blanton, Global Impact

Amy Brand, Bethesda Hospital Foundation

Katharin Brink, Nonprofits First

Danielle Cameron, Community Foundation for Palm Beach and Martin Counties

Mike Campbell, Habitat for Humanity South Palm Beach County

Pat Chandler, Points of Light Institute

Karin Coleman, Take Stock in Children

John Collins, Centre for the Arts

Sharon DaBrusco, Bank of America Investment Services, Inc.

Ollie Davidson, Business Civic Leadership Center

Pedro Del Sol, Nonprofits First

Margaret Delmont-Sanchez, Hispanic Unity of Florida

Debby Dodge, *USA Today*

Stacey Dowdle, American Heart Association

Lori Durante, Museum of Lifestyle & Fashion History

Brian Edwards, United Way of Palm Beach County

Jill Estavillo, International Economic Development Council

Susan Feehan, Hospice of Palm Beach County

Marjorie Ferrer, Delray Beach Downtown Development Authority

Joe Ferrer, Sunset Entertainment

Patrick Franklin, Urban League of Palm Beach County

Michael Gallis, Michael Gallis & Associates

Lottie Gatewood, Boys & Girls Clubs of Palm Beach County

Lori Gold, LGC, Inc. // Hispanic Unity of Florida

Casey Golden, Small Act Network

Linda Gove, Boca Helping Hands

Dale Gregory, Cherrystone Management Consultants Inc.

Lisa Guarini, Smartbroad

Joni Henderson, National Board of Professional Teaching Standards

Amy Hever, The Morikami Museum and Japanese Gardens

Kay Johnson, St. Joseph's Episcopal School

Beth Johnston, Delray Beach Chamber of Commerce

Kellie Kuecha, Women that Win

Melissa Lanning-Trumpower, Gifts In Kind International

Debbi Lawlor, Kids In Distress

Deborah Leach-Scampavia, Scripps Florida

Katie Loovis, Business Civic Leadership Center

Steven Luis, Florida International University

Scot Marken, Donors Forum of South Florida

Clifford Matis, WXEL TV & WXEL FM

Mary Beth Mcdade, Allstate Insurance Florida Region

Troy McLellan, Greater Boca Raton Chamber of Commerce

Bernie Milano, KPMG Foundation

Robert Moore, Rosebud Sioux Tribe

Patrick Morris, Hands on Miami

Cissy Musselman, Risk Management Services Corp.

Brenda Nachreiner, Development Consultant

Barbara Noble, Scripps Florida

Ines Pearce, Business Civic Leadership Center

Vicki Pugh, Kids@Home

Robin Read, National Foundation for Women Legislators (NFWL)

Rick Ross, Feed The Children

Kelly Smallridge, Business Development Board of Palm Beach County

Al Tafur, Tucheon LLC (Meeville.com)

Debby Tafur, Tucheon LLC (Meeville.com)

Sheridan Truesdale, Palm Beach County Division of Emergency Management

Carolyn Wathey-Lee, Kravis Center for the Performing Arts

Lisa Wilson, The Mentoring Center

Presenters

Barry Anderson, Gifts In Kind International

Mark Dobosz, The SCORE Foundation

Jay Hein, Sagamore Institute for Policy Research

Stephen Jordan, Business Civic Leadership Center

Mary Wong, Office Depot Foundation

Special Guests

Robert Brewer, Executive Committee, Office Depot Foundation

Gary Eliopoulos, Deputy Mayor of Delray Beach

Elisa D. Garcia C., Executive Vice President, General Counsel and Corporate Secretary, Office Depot

Susan Whelchel, Mayor of Boca Raton

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