



"Giving" Advice



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ABOUT YOUR FOUNDATION

Since 1973, the **Toledo Community Foundation** has provided individuals, families and businesses interested in the well-being of our community with an *efficient, effective, low-cost, professionally managed* mechanism to achieve their charitable goals.

For philanthropists wishing to maximize the impact and life of their charitable gifts, the Foundation provides *resources for thoughtful giving*. Using its expertise and personalized services, **Toledo Community Foundation** helps donors transform their philanthropic impulse to measurable

[<Back to Front Page](#)

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Tough Times, New Tactics

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THE WALL STREET JOURNAL.

How do you do good at a time when cash is tight?

That's the question many corporations have faced over the past few years, as profits plummeted and expenses were slashed.

So to augment -- or in some cases to replace -- cash donations to charitable causes, corporate philanthropists have increased their focus on skills-based volunteering, pro-bono services, policy advocacy and, perhaps most notably, making business decisions that accomplish a public good. Indeed, some of these decisions are intended to improve the company's bottom line in the future. But in these times of leaner budgets and thinner profit margins, it was perhaps inevitable that there would be some blurring of the lines between philanthropy and business objectives.

To find out how companies have balanced their philanthropy with their business objectives over the past couple of years, we interviewed four corporate executives. Here's what they said.

Jim Rogers

'Every job is a green job'

Jim Rogers, chief executive of Duke Energy Corp., the third-largest electric power company in the U.S., says the recession has led Duke to become more sustainable. What does that mean? "It's about profit, [the] planet and people," he says.

community impact. Beyond the gifting of assets, the Foundation helps donors identify issues of importance to them and *inspires engagement* with community organizations addressing these issues, thereby maximizing the impact of charitable gifts and creating a greater sense of fulfillment.

The Charlotte, N.C., company is committed to putting people to work, reducing environmental impact and increasing energy security, he says. This year it built wind farms, put more solar on rooftops, and earmarked \$600 million with Florida Power & Light to transform their combined car-and-truck fleet to plug-in-hybrid or all-electric by 2020. It also hired more than 3,000 people whose jobs are related to construction work that will reduce the company's carbon footprint and pollution.

These moves will "make us stronger financially over time," says Mr. Rogers, who adds that there is no such thing as a separate category of green jobs. "Every job in America can be a green job," he says.

The company hasn't pulled back on direct philanthropy in the meantime. Last year it donated \$4 million for cooling and heating assistance, and an emergency grant of \$800,000 for heating. Support for all causes rose slightly to \$30 million last year from \$29 million in 2006.

But the recession has led Duke to find new ways to leverage its contributions. Budget shortfalls at local United Way agencies, for example, led the company to encourage agencies with similar missions to work together and share resources.

Sophie Gasperment

'Business Can Be a Force For Good In Society'

The chief executive of the Body Shop International PLC, Sophie Gasperment, continues to run the cosmetics company on the founding belief "that business can be a force for good in society," she says.

Her company recently launched a world-wide campaign to stop sex trafficking of children and young people. With more than 2,500 stores in 65 countries to help spread its message, the campaign urges decision makers to give children greater protection.

The global recession has heightened the vulnerability of young people, Ms. Gasperment says. Poverty has increased in the children's countries of origin. This can mean that some children may be forced to quit school in order to work and contribute to the family income, thus making them more exposed to sexual exploitation. And in so-called destination countries, meanwhile, the clients of prostitution have less disposable income, which may drive the exploiters to look for cheaper labor, namely children, to maintain their criminal operations.

The role for the Body Shop is to team up with experts who are working directly on the problem, and to raise awareness of the issue with Body Shop customers. The company, a unit of France's L'Oreal SA, created a hand cream, the proceeds from which go to organizations that work to stop sex trafficking. Says Ms. Gasperment, "This is what we stand for, and why our customers come to our stores."

John Chambers

'Technology is the platform for change'

Economic crises are when "people need you the most," says John Chambers, chief executive of Cisco Systems Inc.

The recession has forced Cisco to expand its approach to philanthropy, Mr. Chambers says. In addition to making straightforward donations, the company focuses on how to increase the multiplier effects of giving -- through partnering with governments, non-governmental organizations and other companies "to leverage our dollars tenfold," Mr. Chambers says.

Last month Cisco announced a \$10 million contribution in cash, services and equipment over the next two years to support rehabilitation and reconstruction in the western Indian state of Karnataka, where recent flooding caused widespread loss of life and heavy damage to local infrastructure. Just as it did after Hurricane Katrina in 2005 and the Sichuan, China, earthquake last year, the company plans to work with the state government in a private-public partnership not only to rebuild but to improve the infrastructure, especially for education and health care, with 21st-century information-technology and communications equipment.

"It's the ability to think out of the box," Mr. Chambers says of his company's approach to disaster relief. The goal, he says, is not just to rebuild schools, but to "skip a generation and build 21st-century schools for the future," and to modernize how hospitals operate.

The economic downturn in the U.S. has also meant that local communities need more assistance. The company says it has boosted support in its own backyard through \$1.26 million in Silicon Valley Impact Grants to support community-service nonprofit groups within 50 miles of Cisco's headquarters in San Jose, Calif.

The company also encourages employees to get personally involved. Cisco has created 35 employee-led civic councils around the world to plan volunteering projects, forge nonprofit partnerships and coordinate charitable donations. Last year, personal philanthropy efforts became a part of every employee's performance review.

Peter Sands

'We need to reflect on the role of banks in society'

If any good is to come out of the crisis, it is that banks and bankers reflect more on their role in the broad economy to make sure their impact on society is positive, says Peter Sands, chief executive of Standard Chartered PLC.

"This is not the time to turn away from the issues" pressing the global economy and "the communities in which we operate," he says.

Microfinance, for instance, or making small loans to the poor, can help promote economic growth and lift people out of poverty in developing nations, Mr. Sands says. The company hopes to provide \$500 million to microfinance organizations by 2011, working with such groups as the World Bank, Accion International and the U.S. Agency for International Development.

"There is a real opportunity to make microfinance much, much bigger than it is at the moment," says Mr. Sands, who adds that his intention is to turn the practice into a commercially viable business. The company is offering free technical assistance workshops, conferences and training in governance, risk management and investment readiness to support microfinance institutions across Asia and Africa.

Standard Chartered is active in purely philanthropic campaigns as well, particularly in Asia, Africa and the Middle East. It tries to focus on projects that resonate with its world-wide staff of 70,000 and their local communities. For instance, it recently pledged \$20 million to bring eye-care services to 20 million people in 20 cities by 2015. Company officials say their Seeing Is Believing initiative has helped more than two million people so far.

Other core initiatives include Living with HIV, a program that aims to reduce the number of new HIV infections through the education of one million people about HIV and AIDS by 2010. Nets for Life, an anti-malaria program, has distributed more than one million mosquito nets since 2006.

The company gives its employees a few days of paid leave for volunteer work each year and gives awards to those in the countries with the highest volunteering rates. In 2008, the winners got additional days of paid-volunteering leave, and trips to visit community projects in India.

Says Mr. Sands, "We want our employees to own the various projects we've committed to."

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[<Back to Front Page](#)

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