



2025 Philanthropic Landscape

14TH EDITION

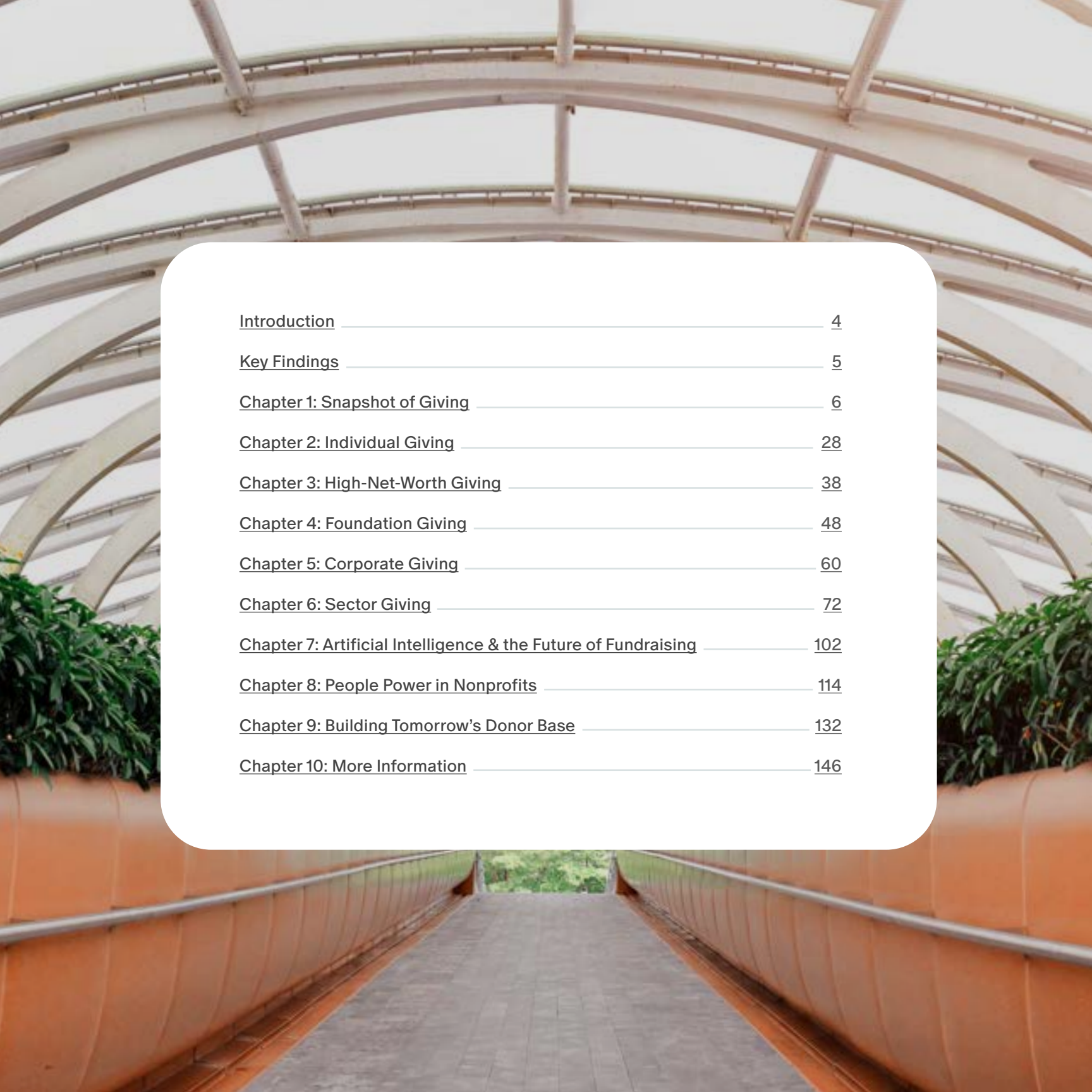
Welcome to the 2025 *Philanthropic Landscape*

Now in its 14th year, the *Philanthropic Landscape* offers a data-informed view of trends shaping U.S. philanthropy. Produced by CCS Fundraising, this annual report reflects our continued commitment to providing timely, strategic insights for nonprofit organizations.

The 2025 edition reflects on 2024 giving data, but has been written during a period of rapid change. As the philanthropic landscape continues to evolve, we hope this report serves as a reliable reference for your planning, strategy, and continued impact.

We are proud to announce that the 2024 edition was named a Finalist in the Content Marketing Awards for Best B2B Publication by the Content Marketing Institute (CMI), a recognition of the value this annual publication brings to the nonprofit industry.





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Introduction

At a time that calls for philanthropy’s enduring spirit of purpose, we are thrilled to present CCS Fundraising’s *2025 Philanthropic Landscape*. This report, grounded in data from *Giving USA* and other leading sources, provides a detailed analysis of the current state of charitable giving in the United States. Each year, our aim is to provide nonprofit leaders, fundraising professionals, and philanthropic partners with meaningful information to guide strategic decision-making and deepen impact.

Total charitable giving in the United States reached \$592.5 billion in 2024, a modest increase in current dollars from the previous year. Though growth varied across donor sources and recipient categories, philanthropy has once again demonstrated its strength and staying power in the face of change.

This is especially important as this year’s report arrives at a moment of profound change. Philanthropy is resilient and continues to operate meaningfully within an evolving landscape shaped by economic fluctuation, shifting public policy, global conflicts, and broad societal change. From geopolitical tensions to domestic debates over federal funding, today’s philanthropic environment presents both challenges and opportunities for nonprofits to lead with purpose.

At their core, nonprofits are problem solvers—uniquely positioned to rise to the moment with ingenuity, creativity, and commitment. Their ability to pivot and persist has never been more essential. As needs grow and circumstances evolve, so does the nonprofit community’s resolve to support. Even in the face of economic and political pressures, donors remain steadfast in their generosity, fueling the nonprofit industry’s continued impact.

This 14th edition report offers an in-depth look at giving across sectors and donor types, paired with timely insights into the future of fundraising. We examine emerging donor behaviors, the critical importance of nonprofit leadership and talent, and the growing role of artificial intelligence in shaping nonprofit strategy.

For nearly 80 years, CCS has been a dedicated ally to our client partners and the greater nonprofit industry, harnessing philanthropy in order to make the world a better place. Looking ahead, we remain confident in the sector’s ability to navigate what comes next. The challenges are real, but so is the potential. Philanthropy will continue to evolve, and nonprofit leaders and donors alike will continue to build a more equitable, innovative, and compassionate future.



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Key Findings

\$592.5B

Total giving reached \$592.5 billion in 2024, the highest ever recorded in current dollars.¹

9 of 9

All 9 giving sectors saw growth in current dollars in 2024.¹

2/3

Individual giving rose 8.2% and made up two-thirds of all contributions.¹

\$100B

Foundation giving surpassed \$100 billion for the third year in a row.¹

9.1%

Corporate giving hit a record high, growing 9.1% in current dollars.¹

25%

Religious giving has fallen from 56% of all giving in the five-year period beginning 1985 to 25% in the five-year period ending 2024.¹

32%

America's top 50 donors gave \$16.2 billion in 2024, up 32% from 2023.²

54%

More than half (54%) of Millennials, 45% of Gen Z, and 43% of Gen X made mobile donations in 2024.⁴

1/3

One-third of nonprofit CEOs expect to leave their roles within 2 years.³

77%

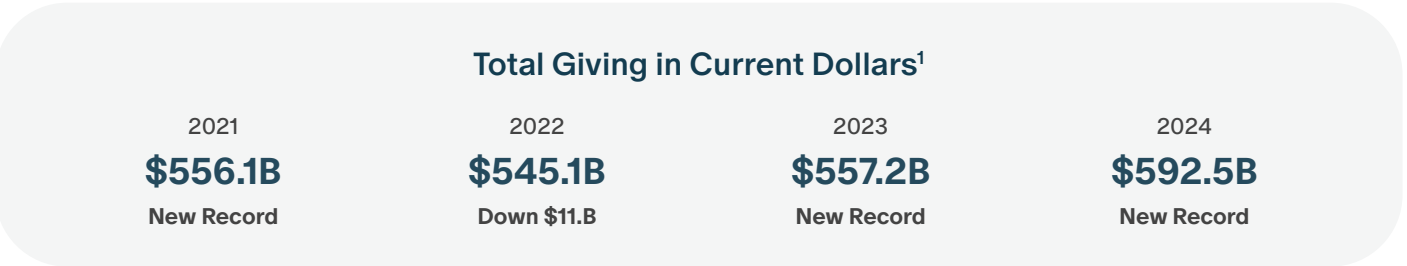
In the next 3 to 5 years, 77% of nonprofits expect to adopt AI across functions.⁵

A man wearing a brown beanie and glasses is holding a camera with a large lens, looking through the viewfinder. The background is a plain, light-colored wall. The text "Chapter 1 Snapshot of Giving" is overlaid on the image in white, bold, sans-serif font.

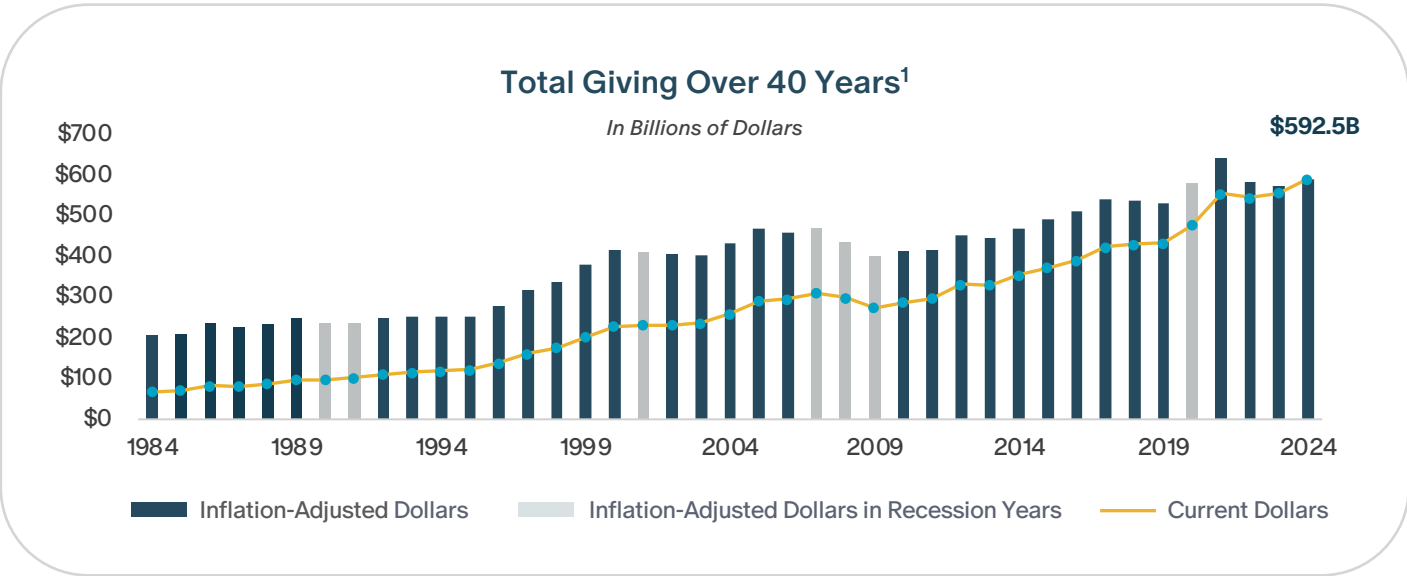
Chapter 1 Snapshot of Giving

Moments That Mattered

In 2024, philanthropy in the U.S. reached an all-time high in current dollars, with total charitable giving rising to \$592.5 billion.¹ Fueled by strong economic growth and significant increases in individual and corporate contributions, giving surpassed pre-pandemic levels once again. Despite inflation and shifts in the broader political landscape, donors demonstrated remarkable generosity and commitment last year. Emerging trends, such as mobile giving and artificial intelligence (AI)-enhanced fundraising, reflected the evolving ways in which supporters engage with causes, demonstrating both resilience and innovation within the industry.



As we reflect on these milestones, it is equally important to recognize that the philanthropic landscape is quickly evolving. New legislation, such as 2025 H.R. 1, along with other shifts in federal as well as state policy, are influencing donor behavior and funding structures that shape how nonprofits operate. While this chapter focuses on topline giving trends from 2024, readers will also find insights on the changing environment woven throughout this report.



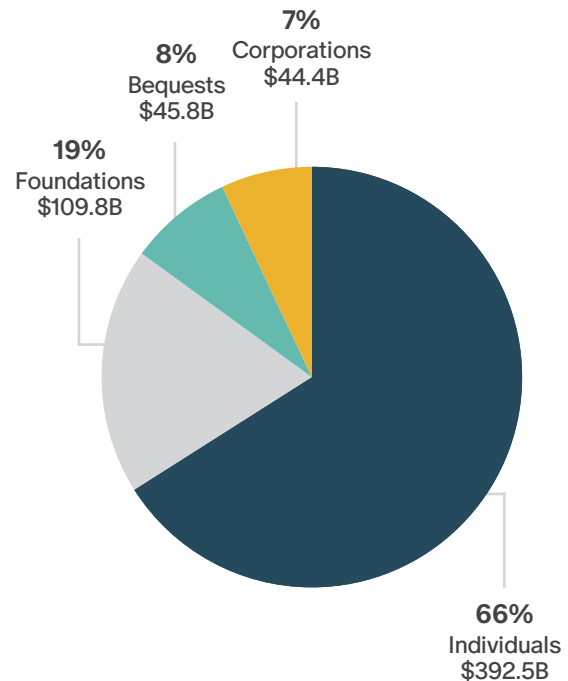
Individual Giving Rose 8.2% and Accounted for Two-Thirds of Total Contributions¹

Individual donors remained the cornerstone of U.S. philanthropy in 2024, contributing an estimated \$392.5 billion—representing 66% of all charitable giving.¹ Despite inflationary pressures and other financial constraints, individual giving demonstrated remarkable resilience, rising 8.2% in current dollars and maintaining a steady share relative to disposable personal income (1.8%)—consistent with pre-pandemic norms.¹ This stability highlights that, even during broader financial fluctuations, individuals continue to prioritize generosity, fueling missions and community impact across the nation.

The shifting dynamics of individual philanthropy are shaped by the continued rise in prominence of give-now, grant-later [donor-advised funds \(DAFs\)](#).² Assets held in U.S. DAFs soared by 560% from 2011 to 2023.³ Although contributions to DAFs declined in 2023, grantmaking from these funds remained near record levels, underscoring their growing influence as flexible, strategic giving vehicles.⁴ For nonprofits, working to establish and nurture authentic donor relationships and integrating DAFs into broader gift-planning discussions will be key to unlocking sustained support beyond one-time transactions.

While digital giving channels grew modestly, monthly recurring donations on digital platforms saw notable increases as well, now representing nearly one-third of online revenue and offering greater long-term value than one-time gifts.⁵ As donor expectations place greater emphasis on values-based philanthropy and personalized engagement, organizations face increased pressure to retain donors, which recurring giving can help address.

2024 Giving: \$592.5B by Source of Contributions



In addition, nonprofits are seeing opportunities to deepen connections and cultivate generosity through strategic stewardship and clear impact-focused communication, including tax-smart giving.^{5,6} With individual giving poised to remain a critical pillar of overall philanthropy, nonprofits must continue to innovate to meet evolving donor priorities and secure long-term fundraising success.

The Top 50 Mega-Donors Contributed \$16.2B in 2024, Up 32%⁷

The influence of America's wealthiest donors continues to grow in shaping philanthropy, with the top 50 individual givers contributing \$16.2 billion in 2024, a notable 32% increase over the prior year.⁷ This surge reflects both rising fortunes and evolving philanthropic strategies. Those with at least \$1 million in liquid assets, commonly known as high-net-worth individuals (HNWIs), are increasingly leveraging multiple giving vehicles, including foundations and donor-advised funds, to maximize the impact and flexibility of their contributions.⁸ Still, only 19 of the Forbes 400 richest Americans gave enough to qualify as a Top 50 mega-donor. So, while wealth enables larger gifts, it does not necessarily translate into high levels of giving. Even with so few participating at this level, these mega-donors have an outsized impact—highlighting the transformative potential if more HNWIs made gifts of similar scale.⁷

Top 50 Mega-Donors Total Giving in 2024⁷

\$16.2B

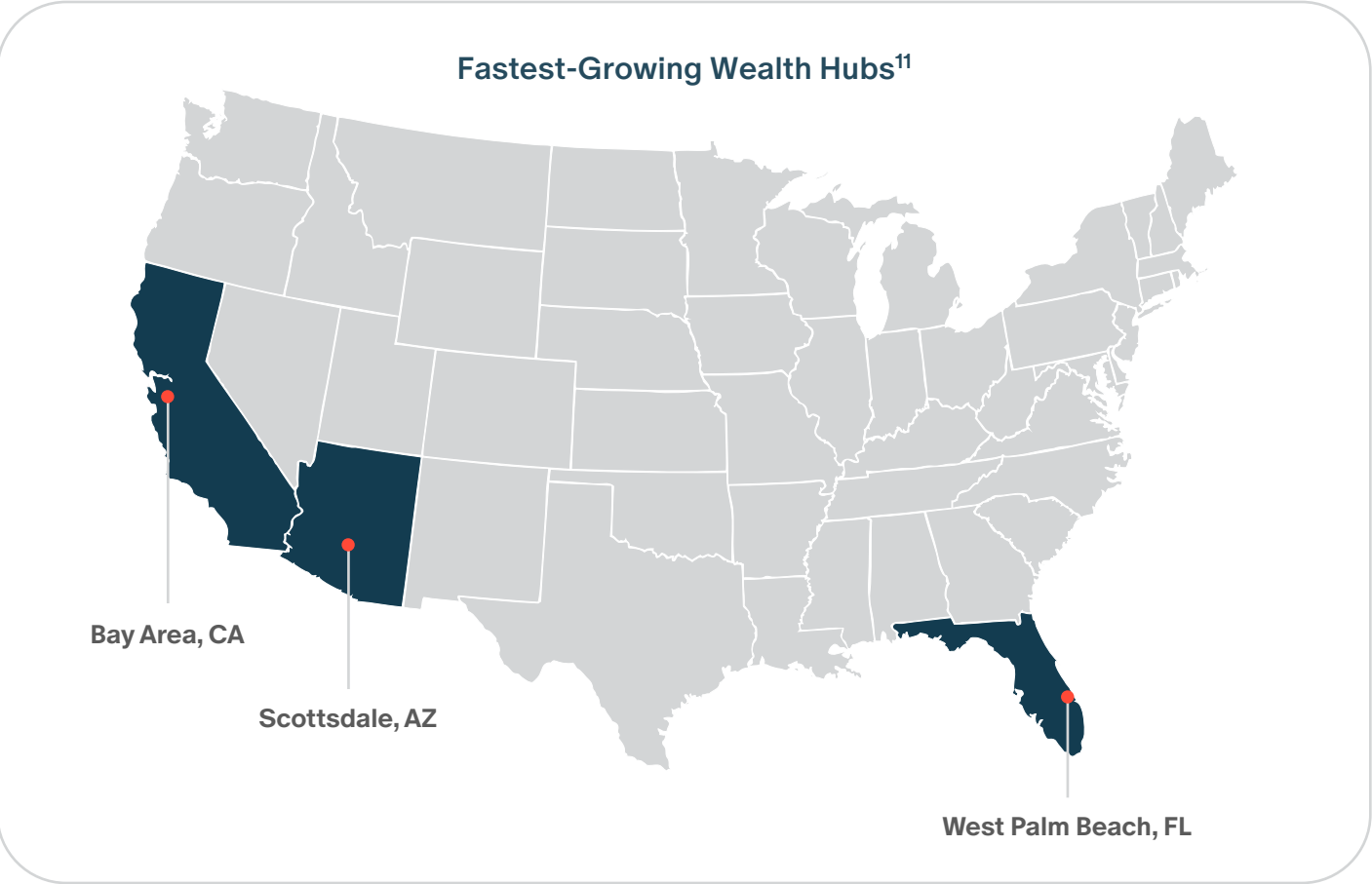
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High-net-worth donors want to know that their contributions have a lasting, measurable impact. They are increasingly deliberate about which organizations they choose to support, expecting transparency, clear outcomes, and personalized engagement. Nonprofits that build authentic and strategic relationships by inviting high-potential donors into their impact journey will be better positioned to secure sustained major support.

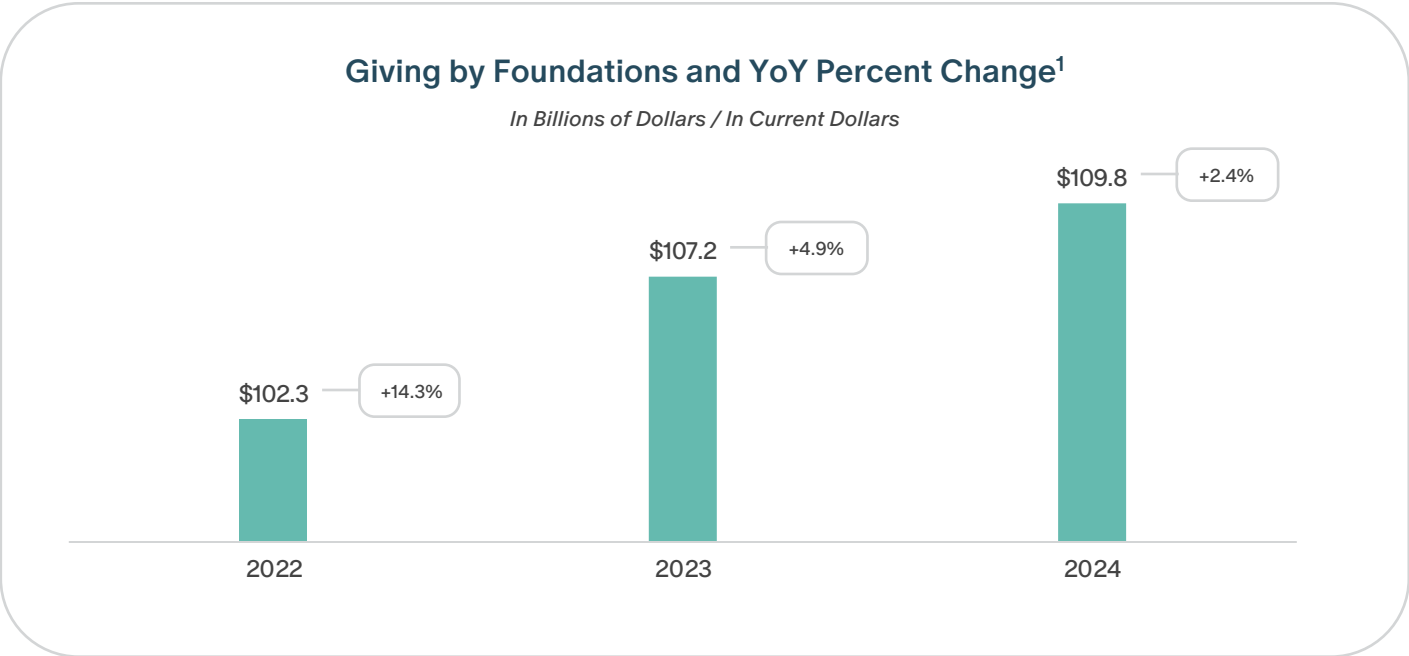


The causes supported by these mega-donors span a broad range of sectors, with education, climate change, health, science, and equity remaining priorities.⁹ In 2024, three gifts surpassed the billion-dollar mark, emphasizing the continued role of mega-gifts (typically \$10 million or more) in advancing large-scale social change.¹⁰ Alongside traditional sectors, emerging areas like artificial intelligence and technology for social good gained traction last year, clearly showing that donors are open to innovation and systemic solutions.⁹

Geographic shifts also play a role in philanthropic opportunity among individual donors. U.S. cities and metro areas such as Scottsdale, West Palm Beach, and the Bay Area are among the fastest-growing wealth hubs, bringing diverse and younger high-net-worth populations into focus for donor engagement strategies.¹¹ Nonprofits are encouraged to engage donors early and across generations to position themselves for sustainable support. After all, bequests remain a vital channel for lasting impact, with major estates contributing hundreds of millions to causes like financial aid and biomedical research in 2024.¹²



Foundation Giving Surpassed \$100 Billion for the Third Consecutive Year¹



Foundation giving remains a central force within philanthropy, with total giving from U.S.-based foundations reaching a record \$109.8 billion in 2024. This marks a 2.4% increase in current dollars from the previous year, underscoring the steady influence that foundations have as the second-largest source of charitable giving nationwide.¹ Independent and operating foundations increased grantmaking while community foundations dipped. Despite these variations by type, foundations collectively provided vital stability against the backdrop of evolving trends.¹

Driven by confidence in their strategic role, a majority of foundations expect to maintain or increase support in the coming years, even as market and operational factors reshape giving decisions.¹³ Collaboration among funders is also growing and creating opportunities for nonprofits to secure multi-funder grants that align with collective impact goals.¹⁴ Data show that nurturing existing foundation relationships and submitting tailored proposals for funding yields stronger results than generic applications submitted en masse.¹⁵

Family foundations provide a clear example of these trends in action. Representing a growing share of foundation assets, they are simplifying grant processes and increasing unrestricted support, while still expecting clear alignment with their values and measurable impact.¹⁶ This demonstrates how foundations are adapting strategically to maintain influence and effectiveness in a changing philanthropic environment.¹⁶

For nonprofits, foundations continue to serve as a critical funding source that offers long-term support and a helpful buffer to fluctuations in individual giving. Organizations that actively work to align their messaging with funders' impact expectations and embrace collaborative funding models are well positioned to strengthen resilience, secure increased and sustained foundation support, and plan ambitious initiatives more effectively and with greater confidence.

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Foundations increasingly expect clear, measurable evidence that their funding is driving real change. Nonprofits must build strong data capabilities—not just to meet reporting requirements, but to tell a compelling story of impact. This means identifying meaningful metrics, tracking both quantitative results and qualitative outcomes, and weaving in narratives that bring the data to life.

Corporate Giving Hit a Record High, Growing 9.1% in Current Dollars¹

Corporate philanthropy surged to \$44.4 billion in 2024, marking the steepest growth among charitable sources, with a 9.1% increase in current dollars and 6% inflation-adjusted increase.¹ This rise reflects last year's strong economy, record corporate profits, and a vibrant stock market.^{17,18} Yet, beneath headline gains, many companies are reshaping their giving priorities to better balance profit goals with their social commitments—embedding social investments in environmental, social, and governance (ESG), marketing, and human resources strategies.¹⁹

While corporate giving accounted for 7% of all charitable dollars in 2024—the highest share in four decades—contributions are becoming increasingly concentrated among fewer companies, with some reducing community investments due to legal and regulatory challenges.¹⁹ Notably, corporate support for equity programs declined in 2024, even as sectors like health and economic development remained key funding areas.¹⁹



Matching gift programs are a powerful but underutilized tool for corporate giving. While 65% of Fortune 500 companies offer these programs, billions in potential matches go unclaimed due to low employee awareness.²⁰ These programs significantly boost donor generosity and present an accessible opportunity for nonprofits to increase support.^{21,22}

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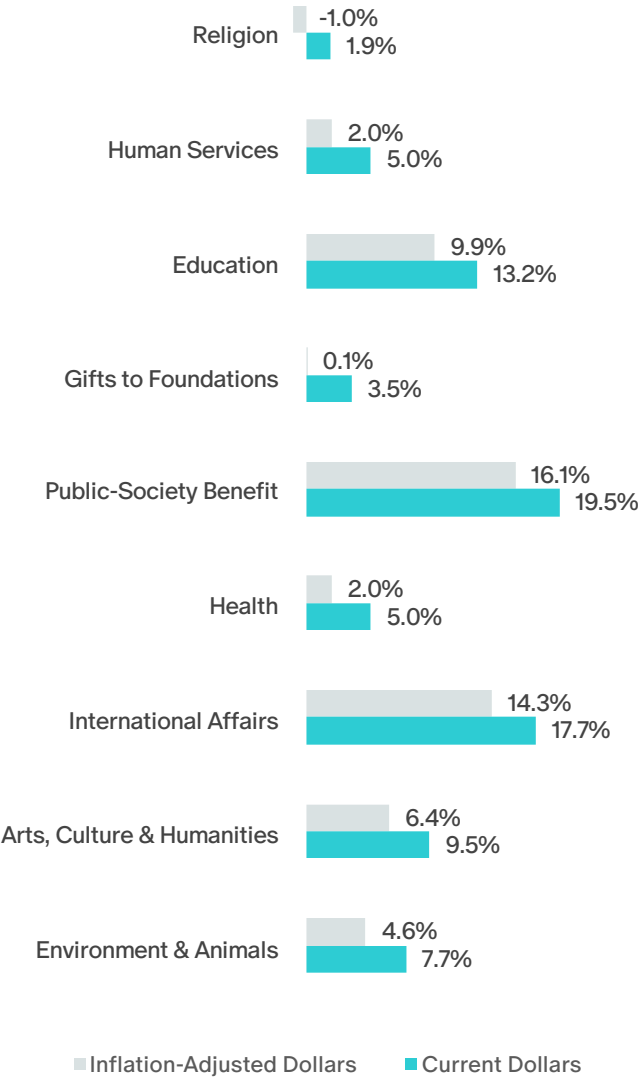
Corporations are most responsive when there is strong alignment between their mission and a nonprofit's impact. Rather than pursuing broad, transactional requests, organizations should prioritize cultivating deeper partnerships with select companies. Demonstrating measurable outcomes, offering meaningful engagement opportunities such as employee volunteer programs, and actively leveraging matching gift initiatives can transform corporate giving from one-off contributions into sustained, strategic support.

Growth Across All Nine Giving Sectors in 2024¹

In 2024, all nine major philanthropic sectors grew in current dollars, reflecting steady donor support despite rising costs and ongoing policy challenges.¹

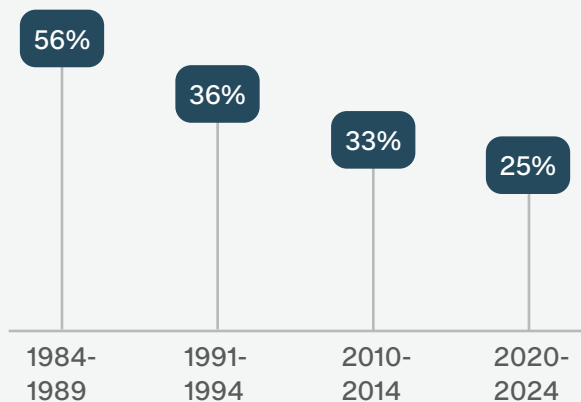
Growth in All Categories
(Current Dollars) vs. 7 of 9
(Inflation-Adjusted)¹

In Order of 2024 Contributions



Religious Contributions Decrease¹

Adjusted for Inflation



Religious organizations remained the largest recipients of all charitable dollars last year, but they consistently represent a smaller share of total giving, declining from 56% in the mid-1980s to 25% in 2024.¹

Meanwhile, several sectors—including arts and culture, environment and animals, education, health, and international affairs—hit record or near-record levels, with mega-gifts driving much of the growth in education and health.^{1,23} Human services and public-society benefit organizations also saw gains due in part to rising community needs and shifting federal policies.^{1,24}

Nonprofits are navigating change in multiple ways. Faith-based groups are adapting to expanded federal engagement opportunities. Environmental organizations are adjusting to evolving regulatory frameworks. Health nonprofits are responding to increased demand due to changes in Medicaid and tax-related provisions.²⁵⁻³¹ Additionally, international



philanthropy surged in response to global crises but faced disruptions from temporary pauses in U.S. foreign aid funding.³²⁻³⁵

Arts and culture institutions rebounded from pandemic setbacks but confront uncertainty from ongoing federal budget adjustments.³⁶⁻⁴¹ And donors increasingly support foundations that prioritize equity, collaboration, and systemic solutions to social challenges.^{1,31,42}

The sole sector to decline last year was giving to individuals. This was largely attributable to reductions in corporate patient assistance programs.¹ However, individual patient assistance programs are tracked separately and are not included in the nine core philanthropic sectors.

Looking ahead, nonprofits across all sectors will need to deepen donor trust, remain agile, and clearly demonstrate mission impact to sustain growth in today's changing environment.

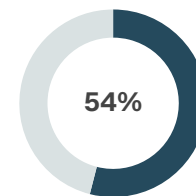
More Than Half of Millennials Made Mobile Donations in 2024¹

Mobile giving continues to grow as a preferred method of donating among younger philanthropists with 54% of Millennials, 45% of Gen Z, and 43% of Gen X reporting smartphone-based donations in 2024.¹ This convenient, giving channel is increasingly shaping how donors support causes, providing nonprofits with additional avenues for engagement.

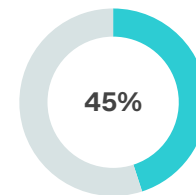
Beyond the channels of giving, a broader transformation is underway as the Great Wealth Transfer is expected to bring \$124 trillion to younger and mid-career donors in the coming decades.^{43,44} These donors are reshaping philanthropy by prioritizing authenticity, social impact, and alignment with personal values, rather than simply following inherited giving patterns.⁴⁵

Younger donors are broadening the causes they choose to support, including faith-based, education, health, and social justice. They are also adopting more structured and sophisticated giving vehicles, such as family foundations and donor-advised funds. Meanwhile, the often overlooked Gen X cohort already controls substantial assets, which presents organizations with an opportunity for targeted engagement to unlock their philanthropic potential.⁶

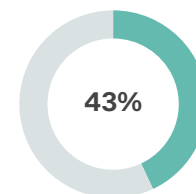
Reported Smartphone Use for Donations¹



Millennials



Gen Z



Gen X

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As the Great Wealth Transfer shifts philanthropic influence from Baby Boomers toward Millennials, nonprofits must diversify their outreach strategies to engage multiple generations effectively. What resonates with older donors often differs from the values and communication preferences of younger supporters. Tailoring engagement approaches, in both messaging and communication channels, to reflect these generational differences will be critical for nonprofits looking to sustain long-term donor relationships and capitalize on emerging giving trends.



Leadership Transitions May Challenge Nonprofits as One-Third of CEOs Plan to Leave Within Two Years⁴⁶

About one-third of nonprofit CEOs expect to leave their roles within two years, signaling a significant leadership shift on the horizon.⁴⁶ This wave of transitions reflects growing pressures on leaders balancing complex demands, staffing challenges, and evolving funding landscapes.

During this time of transition, many organizations are responding proactively: investing in staff development, restructuring teams, and embracing new leadership models to build stronger, more adaptable organizations.^{6,46}

Though recruitment remains difficult and burnout is a concern, nonprofits that prioritize strategic workforce investment and board engagement are better positioned to navigate leadership changes and sustain organizational impact.^{47,48} When managed thoughtfully, leadership transitions can also offer opportunities to inject fresh energy and innovative ideas and approaches into mission-driven work.⁴⁹ They can spark creative problem-solving and strategic renewal. With continued focus on building leadership capacity and aligning resources, nonprofits can turn this period of change into a catalyst for growth and resilience.

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To ensure continuity and sustainability, nonprofits should proactively plan for succession by identifying essential leadership skills, assessing internal talent, and creating structures to preserve institutional knowledge. Forming board committees well in advance to manage transitions and framing succession as part of long-term organizational health can help organizations navigate change with greater confidence and resilience.

An Impressive 77% of Nonprofits Expect to Adopt AI Across Functions in the Next 3–5 Years⁵⁰

Artificial intelligence (AI) is moving rapidly from an emerging technology to an essential part of fundraising infrastructure, with most nonprofits anticipating adoption within the next few years.⁵⁰ While many organizations are still building familiarity and trust with AI tools, early users report clearer donor insights, more personalized engagement tactics, and improved operational efficiency.⁵¹

Beyond efficiency gains, AI offers nonprofits the ability to better understand donor motivations and behaviors, enabling smarter, data-driven decisions that strengthen long-term relationships and increase giving potential. By analyzing patterns in donor engagement and wealth, organizations can tailor stewardship and outreach with greater precision—turning insight into action.⁶

The shift to AI-supported fundraising does not replace human connection but empowers fundraising professionals to focus on what matters most: building trust and deepening impact. Nonprofits that embrace AI strategically, invest in internal capacity, and maintain transparency with donors will be better positioned to navigate a new giving era and unlock additional opportunities for growth.



Nonprofits Planning to Adopt AI⁵⁰

Each symbol represents 2% of respondents



Giving Around the World



Generosity Beyond Borders

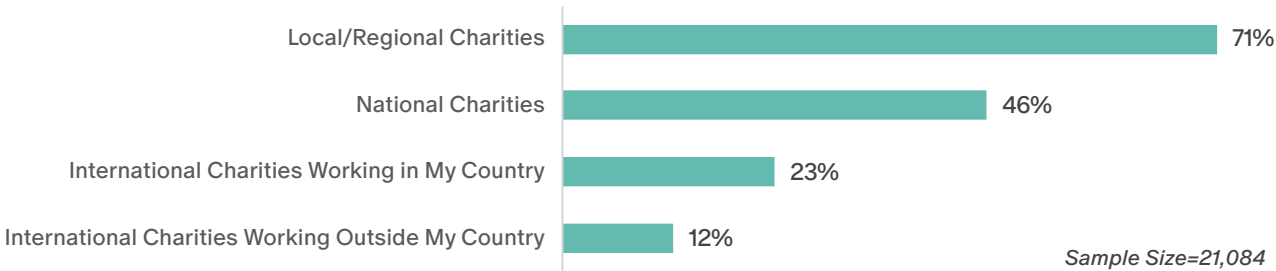
Around the globe, philanthropy is rising to meet the demands of an interconnected and increasingly complex world. In 2024, donors worldwide directed impactful contributions to address a range of local priorities and global challenges—advancing education in Asia, preserving cultural institutions in Europe, responding to conflict and crisis in the Middle East and Africa, and supporting environmental stewardship in Latin America, to name a few.

Together these giving patterns signal a global philanthropic movement rooted in community knowledge, sustained, solution-focused investments, and a growing sense of shared responsibility. Across borders, philanthropy is not only filling urgent gaps but building enduring systems to promote resilience and opportunity.

In 2024, global citizens donated an average of 1% of their total income to charitable causes, according to the 2025 *World Giving Report*.⁵² Based on survey results that reflect input from more than 50,000 respondents across 101 countries, this report measures giving as a percentage of total income,⁵² unlike sources such as *Giving USA*, which focus on disposable income after taxes. By this measure, the most generous countries included Nigeria, Egypt, China, Ghana, and Kenya.⁵² Across most continents, the top-ranking cause was children and young people, highlighting a shared priority to invest in our future.⁵²

Donors worldwide showed a strong preference for supporting organizations close to home with 71% giving to local or regional charities and 46% supporting national organizations.⁵² International giving by global donors was less common, with 23% supporting charities working within their country and just 12% giving to organizations operating abroad.⁵² This pattern of proximity-based giving underscores the importance of community trust and relevance, even as global challenges increasingly shape philanthropic agendas.

Types of Charities Global Donors Gave to in 2024⁵²



Income Groups⁵³

The *World Giving Report* does not define income classifications, but it aligns with World Bank standards based on gross national income (GNI) per capita:

- *Low income*: \$1,135 or less
- *Lower-middle income*: \$1,136 to \$4,495
- *Upper-middle income*: \$4,496 to \$13,935
- *High income*: More than \$13,935

Giving Patterns Across Income Levels

The 2025 *World Giving Report* found that people in lower-income countries tend to give a larger share of their income to charitable causes, while donation rates generally decline as national wealth increases. In low- and lower-middle-income countries, generosity is particularly strong, with citizens frequently supporting both local and national priorities. Upper-middle-income countries see a noticeable drop in the proportion of income donated, though certain countries still stand out for high giving. In high-income countries, donations as a share of income are typically lower, with a few exceptions where generosity is higher than the regional norm.

Average Percentage of Annual Income Donated⁵²

1.5%

Low-Income Countries

Despite limited resources, citizens in low-income countries donate a remarkable share of their income. Uganda (2%), Malawi (1.8%), and Tanzania (1.7%) donated the most.

1.4%

Lower-Middle-Income Countries

Lower-middle-income countries show strong community-driven generosity. Nigeria (2.8%), Egypt (2.5%), and Ghana (2.2%) donated the most.

1.0%

Upper-Middle-Income Countries

Upper-middle-income countries contribute steadily, balancing growth and giving. China (2.2%), Turkey (1.8%), and Botswana (1.5%) donated the most.

0.7%

High-Income Countries

High-income countries donate less proportionately, despite greater financial capacity. Qatar (1.9%), UAE (1.9%), and Saudi Arabia (1.1%) donated the most, but in most of the 39 countries in this category, people donated less than 1% of their incomes.



Europe

Europeans donated an average of 0.6% of their total income to charitable causes in 2024, the lowest of any continent.⁵² Only 59% of Europeans donated money in 2024, and they supported the narrowest range of causes—an average of 2.5 organizations supported per donor.⁵² Despite this, Europe had the highest rate of support for international charities working outside their own countries (15%).⁵²

Understanding the Context of European Giving

These modest figures belie a more nuanced reality. In many European countries, giving is shaped not by a lack of generosity, but by deeply embedded systems of social support and fiscal policy. In Germany, citizens contribute up to 9% of their income tax liability through a mandatory church tax that funds religious and social services. This can make additional charitable giving feel redundant. In Sweden, where the state provides extensive welfare through high taxation, philanthropy is often viewed as part of the public sector's responsibility. And in Spain, where charitable institutions continue to cultivate public trust, generosity is more often expressed privately, within family networks. These dynamics help explain why European giving can seem restrained, even as a growing culture of high-impact philanthropy continues to take shape.⁵⁴

Transformative Gifts in Europe

European philanthropists made landmark contributions in 2024 to advance social, cultural, and humanitarian causes across the continent. Sir Paul Marshall donated £145.1 million to causes in Europe, including a £50 million gift to the London School of Economics to expand the Marshall Institute for Philanthropy and Social Entrepreneurship.⁵⁵ Swiss philanthropist Hansjörg Wyss contributed CHF 100 million to the city of Bern, Switzerland, for public benefit, earning him honorary citizenship in recognition of his impact.⁵⁶ Meanwhile, Ukrainian billionaire Rinat Akhmetov provided over €242 million in humanitarian and military aid to Ukraine through his foundation and affiliated organizations.⁵⁷ These gifts exemplify the growing role of European donors in shaping regional resilience, cultural preservation, and long-term community vitality.



The Middle East

Donors in the Middle East demonstrated notable generosity in 2024, with Qatar, UAE, and Egypt each reporting average giving rates above 1.9% of total income, placing them among the top global performers.⁵² Religious motivations had a particularly powerful effect on giving. Donors who cited religious reasons driving their contributions supported more causes and gave a higher share of total income (2.2%) than others.⁵² This region also stood out for its global solidarity. UAE (32%) and Saudi Arabia (29%) led in cross-border humanitarian giving. This reflects a broader philanthropic posture: Middle Eastern donors were among the most likely to extend their generosity internationally, often prioritizing humanitarian aid and disaster relief abroad.⁵²

Transformative Gifts in the Middle East

Donors in the Middle East also deepened regional engagement. Middle Eastern philanthropists played a significant role in 2024 by responding to humanitarian needs in Gaza and supporting civil society in Israel, while also advancing broader development initiatives. Qatar Charity led Gaza relief efforts, delivering over 70,000 food packages, 12,000 blankets, and 8,000 sleeping mats to Gaza.⁵⁸ In early 2024, Qatar sent more than 80 aid planes carrying relief supplies to Gaza and evacuated multiple groups of wounded Palestinians to Doha for treatment.⁵⁹ Philanthropy within Israel was bolstered by organizations such as the Edmond de Rothschild Foundation Israel, which invested in education and psychological support programs to strengthen community bonds and promote social well-being.⁶⁰

Regional philanthropy in the Middle East in 2024 extended beyond crisis relief to strategic investments in education, gender equity, and healthcare. The Meem Foundation, founded by Emirati philanthropist Muna Al Gurg, donated AED 3 million to Dubai's Al Jalila Foundation to fund medical scholarships for aspiring female students and treatment programs for women and children.⁶¹ At the same time, Saudi Arabia's Ministry of Education committed \$38 million to the Global Partnership for Education (GPE) to support education in low-income countries. The agreement, signed during the Human Capability Initiative conference, emphasizes the Kingdom's focus on developing human capital and strengthening access to quality education across the region.⁶² Saudi Arabia's commitment demonstrates how public resources are being mobilized alongside private philanthropy to advance education in the MENA region.



Asia

Asia ranked second in global generosity, with individuals donating an average of 1.3% of their total income.⁵² Asian donors gave to the widest range of causes, averaging 3.3 organizations supported per donor, and were among the most likely to support environmental causes, especially in Vietnam (37%), China (27%), and India (24%).⁵² Volunteering was also strong among Asian philanthropists, with an average of 7.5 volunteer hours committed per person, with a particular focus on support for the elderly. This level of engagement places Asia ahead of Europe and North America in both diversity of causes supported and time volunteered.⁵²

Transformative Gifts in Asia

Regional leaders in Asia directed significant resources to bolster domestic education and research. Chinese business magnate Yu Renrong, chairman of Will Semiconductor, donated approximately U.S. \$745 million to establish the Eastern Institute of Technology in Ningbo, his hometown. The gift will fund science, technology, engineering, and mathematics (STEM) scholarships and infrastructure for higher education.⁶³ Lei Jun, cofounder and CEO of Xiaomi, contributed ¥1.3 (around U.S. \$182 million) to Wuhan University, his alma mater, to commemorate its 130th anniversary and strengthen its technological research capabilities.⁶⁴

In Singapore, Eduardo and Elaine Saverin made a prominently reported donation of S\$20 million (U.S. \$15 million) to the Singapore American School, strengthening academic programs in the region.⁶⁴ Collectively, these gifts from Asian donors to Asian institutions reflect a growing commitment to nurturing education, innovation, and regional development within the continent.



Africa

Africa was the most generous continent in 2024, with individuals donating an average of 1.5% of their total income to causes.⁵² An average of 2 out of every 5 Africans volunteered their time, averaging 14.5 hours worked per person, with religious organizations being the most popular causes.⁵² Nigeria led globally in generosity, with individuals donating 2.8% of their income and supporting an average of 4.3 causes.⁵² Local giving was especially strong, with 87% of African donors supporting charities within their communities.⁵²

Transformative Gifts in Africa

In particular, African philanthropy in 2024 made substantial strides toward empowering youth entrepreneurship and economic development. The Tony Elumelu Foundation disbursed \$100 million in seed capital to support 20,000 African entrepreneurs across all 54 countries in its flagship program, generating thousands of new businesses and jobs.⁶⁵ Zimbabwean entrepreneur Strive Masiyiwa's Higherlife Foundation contributed approximately \$240,000 in medical equipment donations to upgrade maternal and neonatal care in hospitals throughout Zimbabwe, in addition to payouts from a \$100 million investment fund for local economic support.⁶⁶

Furthermore, South Africa's Gift of the Givers Foundation, the largest disaster response non-governmental organization (NGO) on the continent, conducted substantial relief operations to 100 disaster incidents in 2024.⁶⁷ These efforts show the influence of African-led philanthropy in delivering impactful, locally driven solutions that advance health, resilience, and economic opportunity across diverse countries.



Central & South America

In 2024, donors in Central and South America gave an average of 0.73% of their income to charitable causes, with 56% of individuals making financial contributions and volunteering an average of seven hours.⁵² Giving in the region reflected strong community engagement, with donors more likely than those in other regions to be motivated by personal appeals and fundraising activities. While international giving was less common, support for local and national efforts remained robust, underscoring the importance of proximity and trust in shaping philanthropic behavior.⁵²

Transformative Gifts in Central & South America

Several high-impact philanthropic investments in indigenous-led conservation took place in Central and South America that impacted climate resilience, and sustainable resource management. A standout initiative saw Brazil's Amazon Fund, managed by Brazilian development bank BNDES, receive a record \$BRL 882 million in commitments in 2024, funding reforestation, community inclusion, and bioeconomy projects in the Amazon Basin.⁶⁸ In December 2024, Ecuador's first-ever debt-for-nature swap, facilitated through The Nature Conservancy's Nature Bonds Program, unlocked roughly U.S. \$460 million in funding to support the Amazon Biocorridor Program, enhancing terrestrial and freshwater ecosystem protection.⁶⁹ Another notable example is Global Edge, a Brazil-based venture, which pledged U.S. \$100 million through One Amazon to support tech-driven conservation and community partnerships in the Amazon region. This gift highlights innovative regional philanthropy leveraging private capital for indigenous and environmental stewardship.⁷⁰



Oceania

(South Pacific Ocean Islands)

In the Oceania region, people donated an average of 0.8% of their total income in 2024, ranking fourth among the continents. Charitable giving was particularly strong, with 54% of people donating to nonprofits—the highest rate of any continent, though average donation amounts remained modest.⁵² Australians, specifically, donated an average of 0.7% of their income in 2024, placing the country 68th globally.⁵²

Transformative Gifts in Oceania

Several landmark philanthropic contributions showcased the culture of community-focused giving present in Oceania. Nicola Forrest, co-founder of the Minderoo Foundation, directed A\$100 million in 2024 to establish the Future Generation Women Fund, an innovative vehicle empowering female financial inclusion and investment leadership through philanthropy.⁷¹ Lindsay and Paula Fox donated \$100 million to the National Gallery of Victoria for the NGV Contemporary project, the largest cultural gift for a capital program ever made to an Australian art museum by a living donor.⁷²

The philanthropic Ainsworth family committed A\$50 million over 10 years to establish the Ainsworth Endometriosis Research Institute (AERI) at UNSW Sydney, a pioneering initiative set to advance endometriosis research, diagnosis, and treatment, positioning Australia as a global leader in women's health.⁷³ And in another landmark contribution, Geoff Cumming donated A\$250 million to establish the Cumming Global Centre for Pandemic Therapeutics at the Doherty Institute, a joint venture between the University of Melbourne and Royal Melbourne Hospital. This gift, the largest ever to Australian medical research, will support the rapid development of treatments for pathogens of pandemic potential, advance antiviral science, and strengthen global health resilience.⁷⁴

These high-impact gifts illustrate Australia's growing tradition of significant, locally-focused philanthropy shaped by national priorities and community vision.



North America

Because the Philanthropic Landscape as a whole is focused on U.S. giving, the focus of this section is on Canada and Mexico.

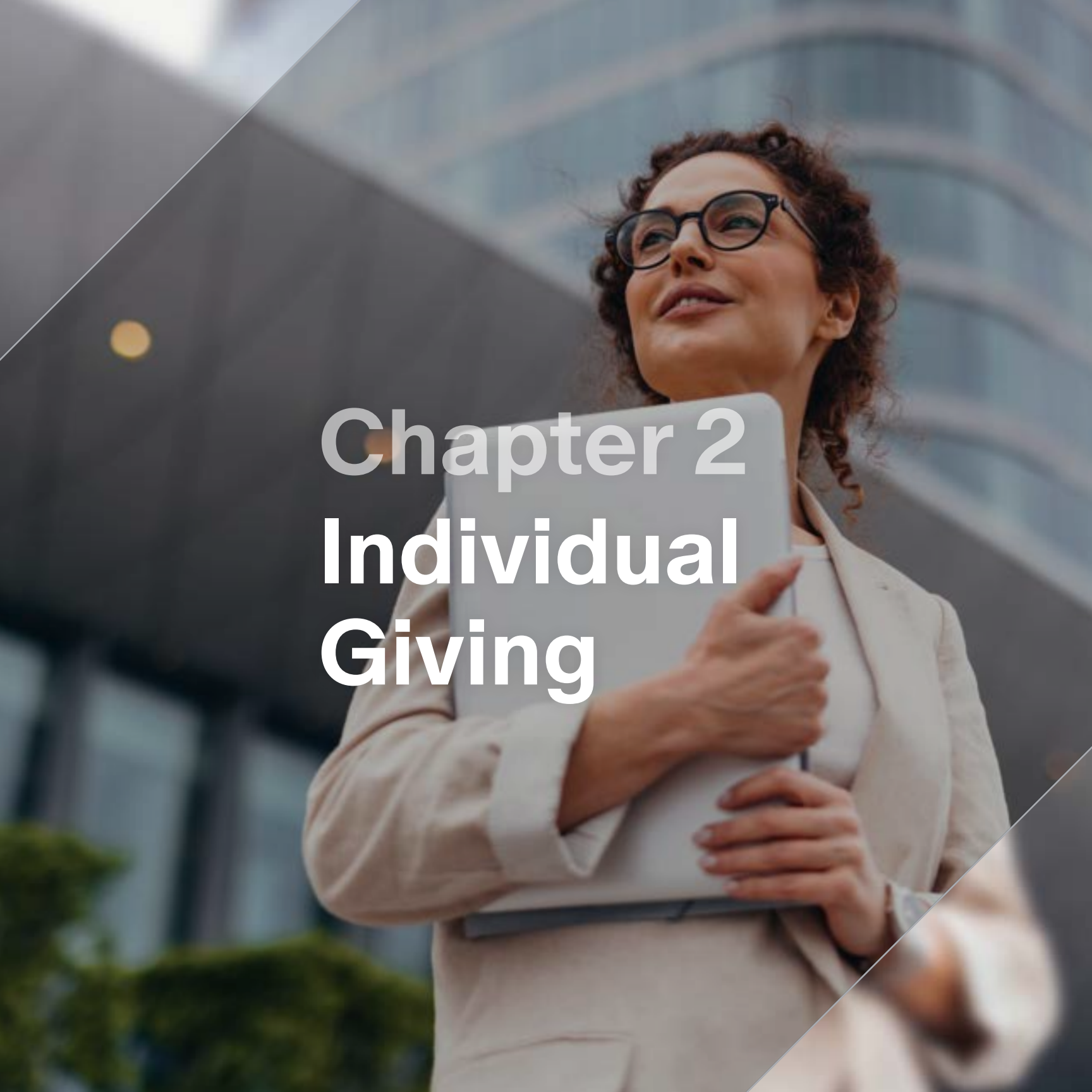
In North America, individuals donated an average of 0.9% of their income to charitable, religious, and direct causes in 2024.⁵² The U.S. led the region at 1%, followed by Mexico at 0.9% and Canada at 0.8%. Giving in Canada was consistent with other high-income countries, where donations tend to be lower as a proportion of income, and giving in Mexico reflected broader Latin American patterns, with donors motivated by community needs and showing relatively high trust in charities.⁵²

Transformative Gifts in North America

Significant gifts underscored the region's philanthropic breadth. In Canada, nine families and foundations made the country's largest-ever climate philanthropy pledge, committing \$405 million through the Climate Champions initiative to accelerate clean energy, emissions reduction, and climate policy by 2030.⁷⁵ Philanthropist Bruce McKean, through the Waverley House Foundation, also made a historic \$203 million cumulative gift to the Centre for Addiction and Mental Health (CAMH)—the largest donation to mental health in Canadian history. The gift supports the construction of the Waverley House Secure Care & Recovery Building, a 758,000-square-foot facility that will modernize forensic psychiatric care and expand recovery services for vulnerable patients.⁷⁶

In Mexico, community foundations played a growing role in advancing locally rooted philanthropy. In Nuevo León, COMUNIDAR managed 13 funds and supported 167 civil society organizations through 19 calls for proposals. In Puebla, the Fundación Comunitaria Puebla engaged more than 2,000 donors, reached over 10,000 beneficiaries, and managed more than 40 funds, including one established to channel contributions from a German auto manufacturer and its employees.⁷⁷

Together, these high-impact commitments highlight North America's dual tradition of large-scale institutional giving and community-driven philanthropy, shaped by family leadership, donor collaboratives, and local trust.

A woman with curly brown hair and black-rimmed glasses, wearing a light beige blazer, is holding a silver laptop. She is looking upwards and to the right with a slight smile. The background is a blurred modern building with large glass windows and curved architectural elements. The image has a diagonal split with a dark grey area on the top left and a lighter area on the bottom right.

Chapter 2

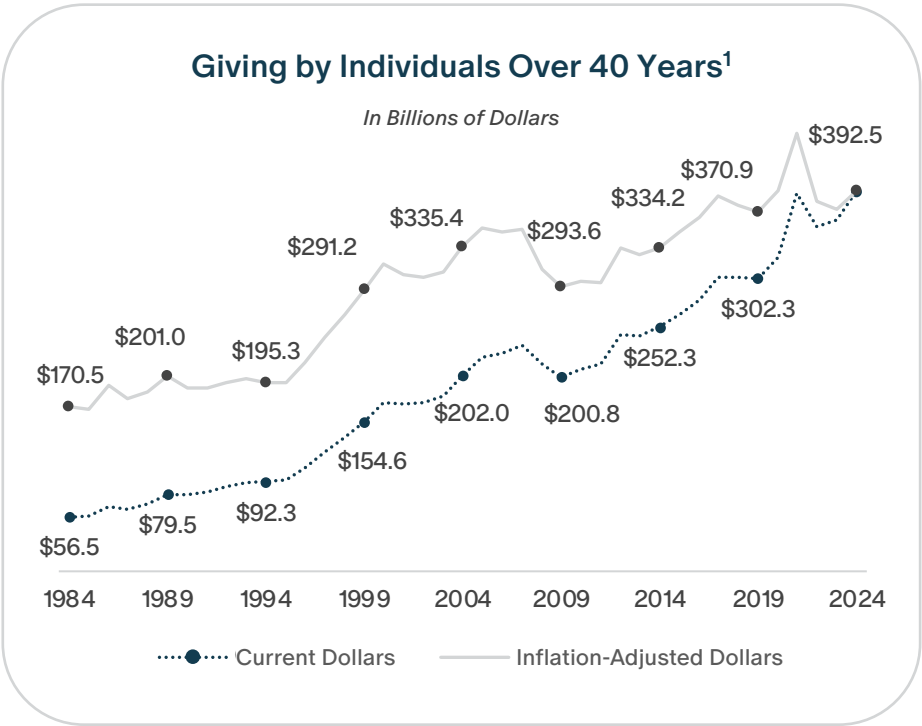
Individual

Giving

The Impact of One, Multiplied

Even during economic uncertainty, everyday generosity continues to lead the way in fueling missions, moving communities forward, and making a difference. Individual giving, which includes cash and non-cash contributions, remained the largest share of total charitable donations in 2024. Over the past five years, individual giving has grown at an average annual rate of 5.4%, albeit with notable fluctuations, including a spike in 2020 and 2021.¹

Despite inflation, overall giving continued its trend of stabilization last year after the sharp decline observed in 2022.¹ Individuals contributed an estimated \$392.5 billion to charitable causes in 2024, accounting for 66% of all giving in the United States. This represents an 8.2% increase from 2023 in current dollars—or 5.1% when adjusted for inflation—reflecting a strong rebound and continued generosity well above pre-pandemic norms.¹



Key Statistics¹

\$392.5B

given by individuals in 2024

66%

of all charitable
contributions were given
by individuals

+8.2%

year-over-year change
(current dollars)

+5.1%

inflation-adjusted change

+5.4%

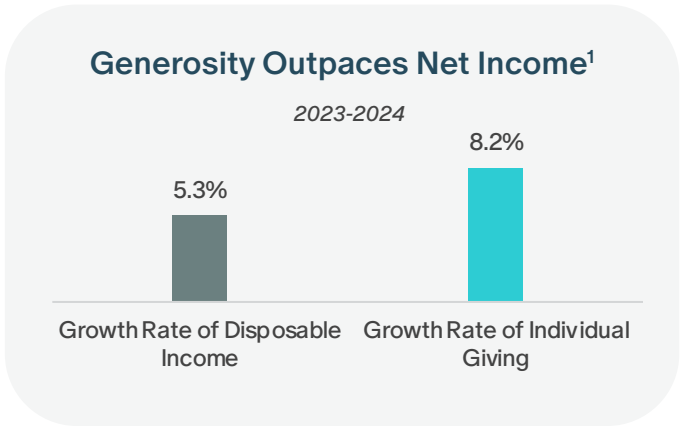
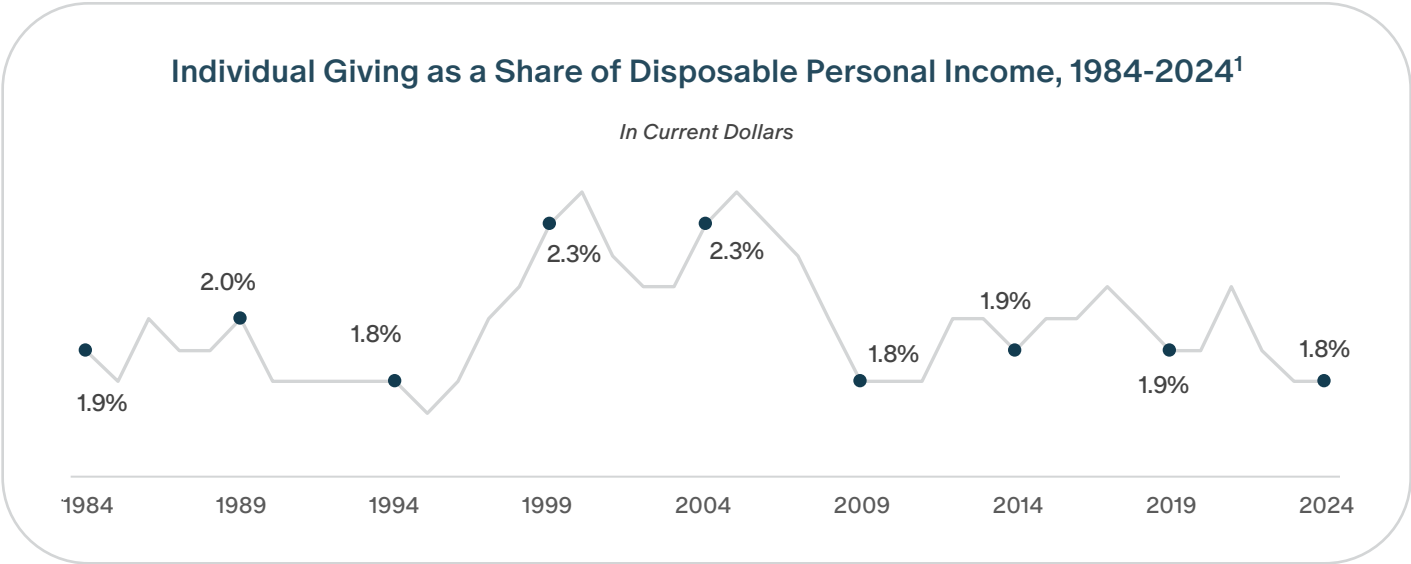
five-year annualized growth
rate

1.8%

of disposable personal
income donated (matching
2023 levels despite spike in
intervening years)

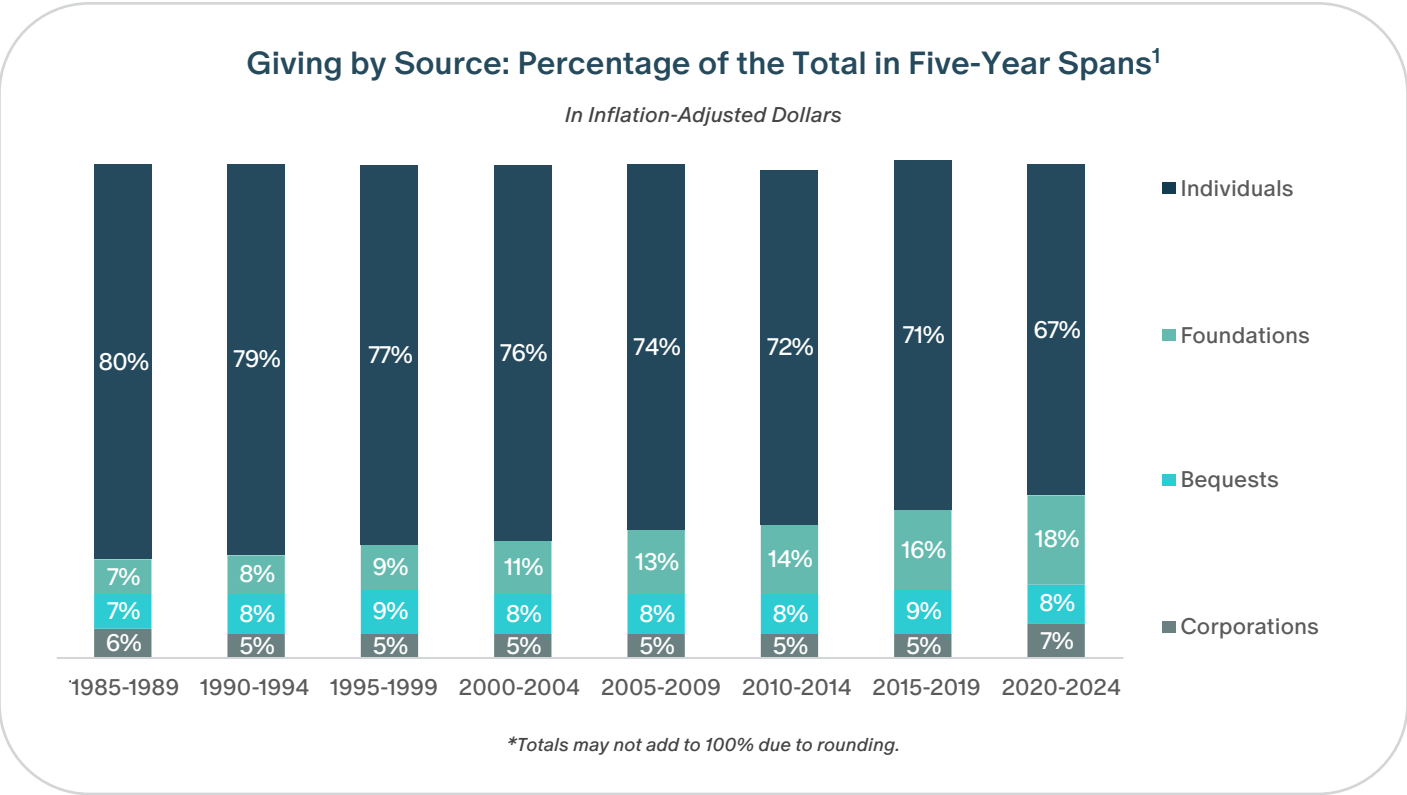
Disposable Personal Income & Individual Giving

Disposable personal income, the amount households have available to spend after taxes, significantly influences individual charitable giving. In 2024, disposable income rose by 5.3% in current dollars, or 2.2% when adjusted for inflation. During the same period, individual giving grew by 8.2% in current dollars and 5.1% when adjusted for inflation. Despite faster growth, individual giving as a share of disposable income held steady at 1.8%, the same as in 2023. Over the past four decades, this percentage has remained relatively consistent, hitting a low of 1.7% in 1995 and peaking at 2.4% a decade later in 2005. This suggests that while people are giving more in absolute terms, they are doing so in proportion to their overall wealth.¹



Sustained Support from Individual Donors

Although it is still the largest source of contributions, individual giving has declined as a share of total giving, falling from an average of 80% during the 1985 to 1989 period to 67% in the period from 2020 to 2024, highlighting broader shifts in how donors structure their philanthropy. These shifts are partly driven by the continued growth of giving vehicles that are reshaping the landscape of individual philanthropy. Family foundations are often established and directed by individuals but are statistically included in foundation giving. Conversely, donor-advised funds (DAFs) are classified as individual giving and reflect individual donors’ philanthropic values.¹



Donor-Advised Funds

Donor-advised funds (DAFs) are charitable giving accounts that allow donors to make contributions when they are able, receive an immediate tax deduction, then recommend grants over time at their discretion. Between 2011 and 2023, assets held by DAFs in the U.S. went from \$38 billion to \$251 billion, a 560% increase.²

CLIENT SPOTLIGHT

DIOCESE OF HELENA

The Diocese of Helena partnered with CCS to increase engagement within the church and to build a renewed culture of faith and generosity. CCS conducted a comprehensive planning study, crafted a resonating messaging strategy, and trained clergy and volunteers to lead meaningful conversations around stewardship. This training included opportunities to educate parishioners about the benefits of blending immediate generosity with legacy and estate giving. Over 22 months, the campaign raised more than \$91 million—surpassing its original \$30 million goal—with \$43 million in cash or pledges and another \$48 million in documented legacy gifts. The campaign secured critical resources that deepened the Diocese’s spiritual vitality and community connection.



FAITH



While individual contributions to DAFs declined by 21.7% in 2023, according to the latest data available, grantmaking remained steady overall.³ It was the second-highest DAF grantmaking year on record, nearly doubling pre-pandemic levels and showing both the power and growing influence of DAFs.³

It is important to note that fluctuations in DAF giving may reflect broader, varied behavior patterns. Many donors follow end-of-year giving cycles and practice "donation bunching," a strategy common after the 2017 Tax Cuts and Jobs Act.⁴ For example, a donor who typically gives \$10,000 annually might bunch three years of giving into a single \$30,000 gift to maximize tax benefits, then pause giving for the next two years. Further, many donors may alternate between taking the standard deduction one year and itemizing the next.⁵

To maximize DAF fundraising, nonprofits should prioritize "relationship fundraising," placing the donor at the center of a strategic partnership.⁴ It can be easy to accept a grant from a DAF sponsor without connecting directly with them, but this risks leaving future giving potential untapped. DAF gifts should follow a full donor cycle like any other philanthropic contribution.

Key DAF Statistics³

\$54.8B

granted from DAFs in 2023
(–1.4% from 2022)

\$59.4B

contributed to DAFs in 2023
(–21.7% from 2022)

\$251.5B

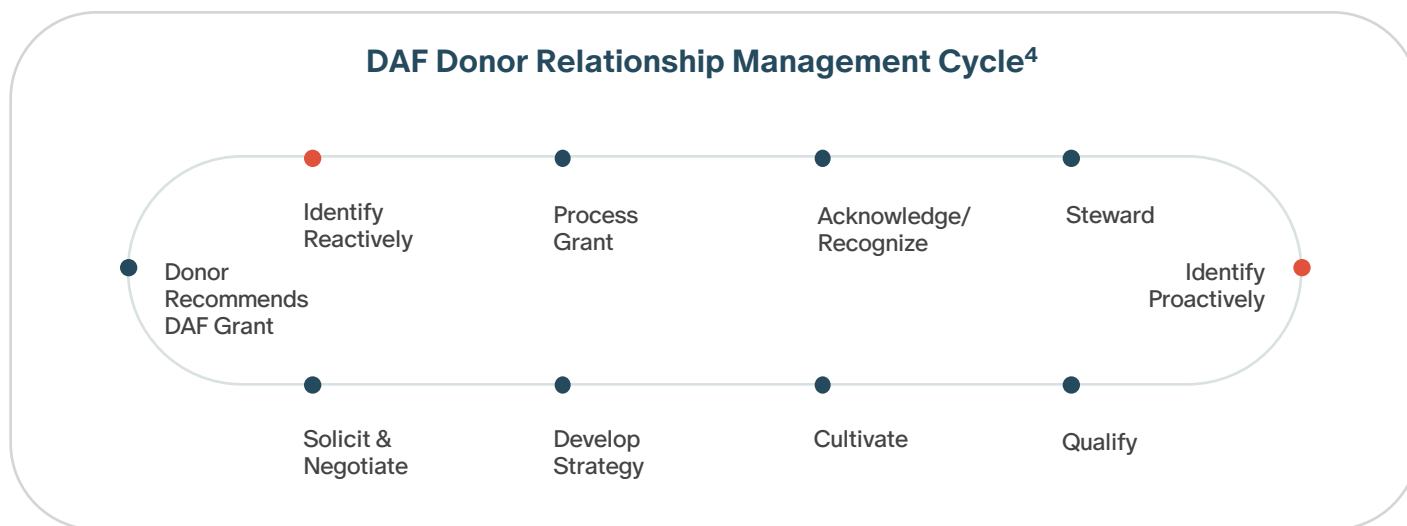
in charitable assets held in DAFs (up
approximately 10% from 2022 due to a strong
2023 stock market)

24%

approximate payout rate, consistent with
historical high range, indicating that majority of
charitable funds are remaining within DAFs as
opposed to reaching organizations



After all, behind every DAF grant is a real donor whose engagement and stewardship can deepen giving beyond the transaction. Meaningful relationships can also lead to support beyond the annual grant cycle.⁴ The DAF Research Collaborative has identified a DAF Donor Relationship Management Cycle to help guide this work:



Another critical consideration for nonprofits seeking to increase DAF contributions is understanding how to identify donors who have DAFs. Many DAF gifts arrive anonymously. If organizations fail to proactively cultivate donor trust and open gift planning discussions, they may never learn of the donor’s use of a DAF. When DAF grants are viewed as stand-alone contributions, nonprofits may limit their ability to foster deeper, ongoing commitments. By integrating DAFs into broader planning discussions—such as legacy giving or multi-year commitments—organizations can help donors align their charitable tools with future goals. This not only strengthens donor trust but also supports more strategic, sustained philanthropy.

Donor Acquisition & Retention

Building authentic relationships through conversations that surface donor motivations is not only key to stewarding existing supporters, but it is also foundational to effectively acquiring and retaining new donors.

Based on respondent feedback from the 2025 CCS Philanthropy Pulse survey, nonprofits continue to navigate evolving challenges in individual donor engagement. While 46% of organizations still cite donor acquisition as a top fundraising concern, that figure is down from 58% in previous years, suggesting modest improvement. Similarly, organizations citing concern about donor retention and stewardship has dropped to 23%, down from 41% in 2023, though it remains a key priority for many organizations.⁶

Encouragingly, 53% of nonprofits reported an increase in donor acquisition in 2024. While this is slightly lower than the 57% that saw growth in donor acquisition in 2023, it signals potential momentum in expanding supporter bases.⁶

Although donor retention has improved over the last few years, it remains difficult due to several persistent barriers. Limited fundraising resources were cited as the most significant factor impacting retention strategies, affecting 33% of U.S. organizations. Additionally, responses indicated that lack of donor engagement are noted challenges for 22% of U.S. nonprofits, while economic factors affect 19%.⁶

CCS INSIGHT

Dollars from mid-level donors (typically defined as donating between \$1K and \$10K annually) continue to represent a significant share of nonprofit revenue, despite comprising a small segment of the overall donor base. Robust customer relationship management (CRM) systems and clean data reporting can help nonprofits identify these donors and implement tailored connection strategies that support their generosity. A strong mid-level engagement program can also serve as a critical pathway to raising donor commitments and cultivating future major gift (\$50,000 or more) support.

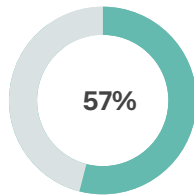


Evolving Expectations in Individual Giving

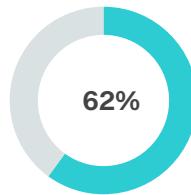
As nonprofits strive to deepen engagement and retention of their donors, understanding shifting behaviors—especially in digital giving and values-based philanthropy—is essential to adapting strategies for sustained support.

In 2024, online revenue trends showed modest but meaningful growth across multiple channels. Average online revenue rose by 2%, reversing a slight decline seen in 2023.⁷ One driver of this growth was recurring monthly individual giving, which grew by 5% and accounted for 31% of all online revenue while one-time revenue held flat.⁷ Reflecting this shift, 90% of nonprofits now offer monthly giving on their main donation forms, and 78% use language or features to actively encourage it.⁷

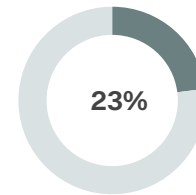
Retention Rates for Online Donors⁷



Monthly Donors
(after 12 months)



Prior Online Donors
Sample Size=216



New Online Donors

In a survey of 216 nonprofits, online donor retention rates varied by type with 57% of monthly donors retained after 12 months, 62% of prior online donors giving again, and 23% of new online donors retained. Yet, reaching online donors through email fundraising is becoming more of a challenge. Nonprofits raised an average of \$58 per 1,000 fundraising emails sent, representing a 10% drop from 2023 levels.⁷ As donor expectations continue to evolve, nonprofits need to analyze their email performance and lean into storytelling that creates connection. Aligning messaging across email, websites, and social media can help create a more unified and compelling donor experience.

Meanwhile, revenue for online DAF contributions rose by 6%, with nonprofits generating an average of \$0.13 in DAF contributions for every dollar raised online, reflecting an expanded use of varied giving vehicles.⁷

In addition to changes in how donors give, expectations are also shifting around why they give. Many individual donors, especially those who prioritize value-based giving, seek visible commitments by the organizations they support to diversity, equity, and inclusion (DEI) in

leadership and community engagement. At the same time, some may view DEI efforts as politically charged, requiring fundraising professionals to navigate complex donor perspectives while staying mission aligned.

In the 2025 CCS Philanthropy Pulse survey, 49% of nonprofits reported challenges reaching diverse donor groups. Additionally, 45% of respondents were unsure how to measure DEI's impact or align it with goals, and 30% cited internal resistance to adopting DEI practices.⁶ This reinforces the critical role of strategic, sustained engagement in reaching diverse donors and advancing DEI goals.

Above all, individual donors remain one of the most essential donor groups for organizations to prioritize in their fundraising strategies. Meaningful engagement that clearly articulates a nonprofit's impact and seeks to understand the philanthropic priorities of diverse donors lays the groundwork for long-term giving. Equally important for nonprofits to build sustainability is investing early in relationships with the next generation of donors, who may not be making major gifts today, but represent the future of transformational giving.



GENERATIONAL LENS

Baby Boomers: 1946-1964 | Generation X: 1965-1980 | Millennials: 1981-1996 | Generation Z: 1997-2012

Annual charitable participation by Millennial and Gen Z individuals has increased by 16% and 22%, respectively, since 2021.⁸ An estimated \$124 trillion in wealth is expected to transfer across generations over the next 25 years, with about \$85 trillion anticipated to pass specifically to Millennials and Gen Z.⁹ This historic Great Wealth Transfer represents a major philanthropic opportunity. However, it is anticipated that much of the transitioned funds earmarked for charitable purposes will first reside in DAFs or foundations before nonprofit organizations will benefit from them.¹⁰

It is increasingly important for nonprofits to engage younger generations in meaningful, consistent ways. Engagement tactics might include creating opportunities for children or grandchildren of current donors to get involved through volunteerism, leadership roles, or multigenerational gift planning. Tailoring messaging to reflect the values of younger donors is also essential. These donors often want to see their gifts driving immediate, visible change, and they are more likely to respond to communications on social media and other digital platforms that reflect authenticity and impact.

Offering incentives like matching grants is also particularly effective, with 65% of donors saying such offers encourage them to give. This sentiment is even stronger among younger donors, with 72% of Millennials and 71% of Gen Z reporting that matching grants motivate their philanthropy.⁸



Chapter 3

High-Net-Worth Giving

Wealth, Influence & Investment

In a world where wealth is reaching unprecedented heights, the influence on philanthropy by the most affluent individuals is both vast and evolving. Their growing fortunes offer immense potential for positive change, yet their approaches to giving are shifting. They are embracing innovation, technology, and new models of impact that challenge traditional assumptions.

Global high-net-worth individual (HNWI) wealth grew 4.2% in 2024, and the global HNWI population increased by 2.6%. These increases were largely driven by strong equity markets and renewed macroeconomic growth. North America led in these trends with an 8.9% rise in HNWI wealth and a 7.3% increase in its HNWI population.¹

Philanthropy from the Wealthiest Americans

The top 25 U.S. philanthropists increased their lifetime giving by 14% in 2024, reaching \$241 billion. Meanwhile, their collective net worth grew even faster, rising 18.5% to \$1.6 trillion over the same one-year period.² This imbalance highlights a persistent trend: even among the most committed donors, charitable giving is not keeping pace with wealth accumulation. A broader snapshot shows that the top 50 donors gave \$16.2 billion in 2024 alone, a 32% increase from the previous year, though only 19 of the Forbes 400 richest people in the U.S. gave enough to be included.³ The disconnect between rising fortunes and relatively slower growth in giving is especially striking in light of emerging philanthropic tools like AI-driven initiatives and trust-based giving models, which are designed to make charitable dollars more effective and scalable.²

Leading Causes Supported by Wealthiest Donors²

- 1 — Education
- 2 — Climate Change
- 3 — Health and Science
- 4 — Equity and Democracy
- 5 — AI and Tech for Good



In 2024, three individual gifts exceeded the \$1 billion threshold, underscoring the continued influence of mega-donors in shaping philanthropy. Reed Hastings and Patty Quillin gave \$1.1 billion in Netflix stock to their fund at the Silicon Valley Community Foundation, while Michael Bloomberg committed \$1 billion to Johns Hopkins University to eliminate medical school tuition for most students. Ruth Gottesman also made headlines with a \$1 billion gift to the Albert Einstein College of Medicine to permanently waive tuition.⁴

In 2024, the causes that were supported by the wealthiest donors in the United States reflected a vast and impactful range of priorities. Education remained a top focus, evidenced by two of the year’s three largest individual gifts. Climate change also attracted significant attention with contributions from Jeff Bezos via The Bezos Earth Fund and support from Michael Bloomberg’s Bloomberg Philanthropies for closing gaps under the Paris Agreement.²

Health and science received major investments as well, including Sergey Brin’s funding for Parkinson’s research and the Chan Zuckerberg Initiative’s support of innovative science hubs. Equity and democracy were central to the philanthropic strategies of donors like George Soros, through his Open Society Foundations, and MacKenzie Scott, whose unrestricted giving model emphasizes flexibility and trust. Finally, emerging areas such as artificial intelligence and technology for social good gained momentum, with initiatives like Bezos’s AI for Climate project and Zuckerberg’s development of virtual cell models leading the way.²

Top Donors: Lifetime Giving & Focus Areas²

Donor	Lifetime Giving	2024 Giving	Focus Area
Warren Buffett	\$62B	\$5.3B	Health and poverty alleviation
Bill Gates & Melinda French Gates	\$47.7B	\$5.2B	Health, poverty alleviation
George Soros	\$23B	\$1.7B	Democracy, human rights
Michael Bloomberg	\$21.1B	\$3.7B	Climate, education, health
MacKenzie Scott	\$19.3B	\$2.6B	Economic equity, education, housing
Marilyn Simons & Family	\$9.4B	\$3.4B	Science and mathematics
Mark Zuckerberg & Priscilla Chan	\$5.1B	\$620M	Science and education
Steve & Connie Ballmer	\$5B	\$1.2B	Economic mobility, climate

The most generous donors increasingly use multiple giving structures versus relying solely on private foundations, as has been done in the past. In fact, over three-quarters of the Forbes Top 25 Givers employ more than one vehicle. Thus, nonprofits should be prepared to engage donors with diverse giving channels, including DAFs.⁵

Millionaire Migration & Metro Trends

U.S. cities continue to dominate the list of the world’s fastest-growing wealth hubs, with Scottsdale (+125%), West Palm Beach (+112%), and The Bay Area (+98%) leading growth from 2014 to 2024.⁶ These increases reflect a mix of factors, such as tech sector dominance in the Bay Area⁷, real estate migration to Florida,⁸ and lifestyle-driven relocations to business-friendly cities like Scottsdale.⁹ At the same time, trends suggest growing philanthropic opportunity in emerging wealth centers, where donor engagement strategies must be tailored to newer, younger, and more diverse populations of HNWIs.

Fastest-Growing Wealth Hubs in U.S. ⁶				
City	Millionaire Growth	Millionaires	Centi-Millionaires*	Billionaires
Scottsdale	125%	14,800	64	5
West Palm Beach	112%	11,500	78	10
Bay Area	98%	342,400	756	82
Miami	94%	38,800	180	17
Washington, D.C.	92%	28,900	97	12
Austin	90%	32,000	90	10
Dallas	85%	72,400	135	16
Houston	75%	81,800	210	16

**Those with \$100 million or more*

CLIENT SPOTLIGHT

PÉREZ ART MUSEUM MIAMI

As Miami surges onto the world stage as a cultural capital, Pérez Art Museum Miami (PAMM) is growing with and advancing a bold vision to make art more visible, more accessible, and more central to people's lives. PAMM has launched an ambitious endowment campaign, working in partnership with CCS on a feasibility study and nearly three years of embedded campaign strategy. The effort has inspired record-breaking support, including two eight-figure pledges and a series of seven-figure gifts from renowned donors. The campaign is also driving real-world impact: growing PAMM's acclaimed collection that reflects Miami's international communities and vibrant energy, presenting critically acclaimed exhibitions, expanding Miami's largest arts education program outside Miami-Dade public schools, and ensuring the transformational power of art is accessible to all. With an exceptional campaign underway, PAMM is securing its future as a cultural anchor for a blossoming city.



ARTS & CULTURE



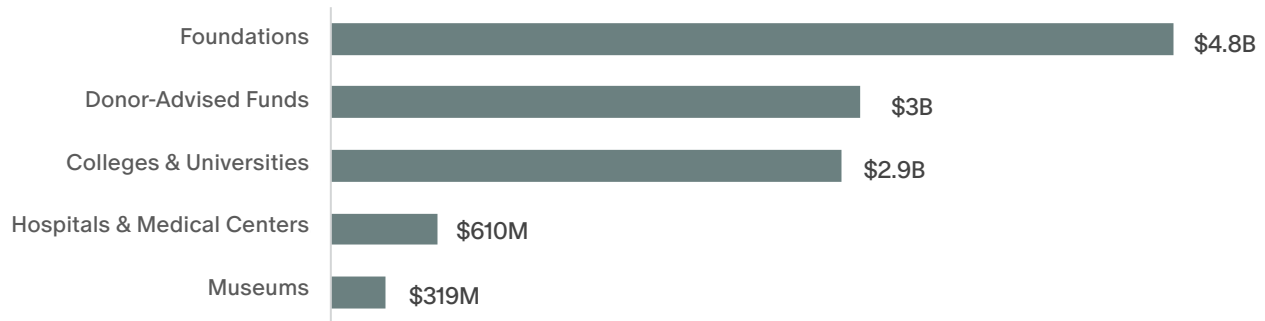
Following the Money: 2024’s Largest Gifts

In 2024, the largest gifts of \$1 million or more were primarily directed to foundations (\$4.8B) and DAFs (\$3B), underscoring the preference of major donors for flexible, long-term donation vehicles that can adapt to evolving philanthropic priorities. Leading contributors included Reed Hastings and Patty Quillin, Michael and Susan Dell, Warren Buffett, Priscilla Chan and Mark Zuckerberg, and Melinda French Gates. Collectively, they directed nearly \$6 billion through their respective foundations and DAFs.¹⁰

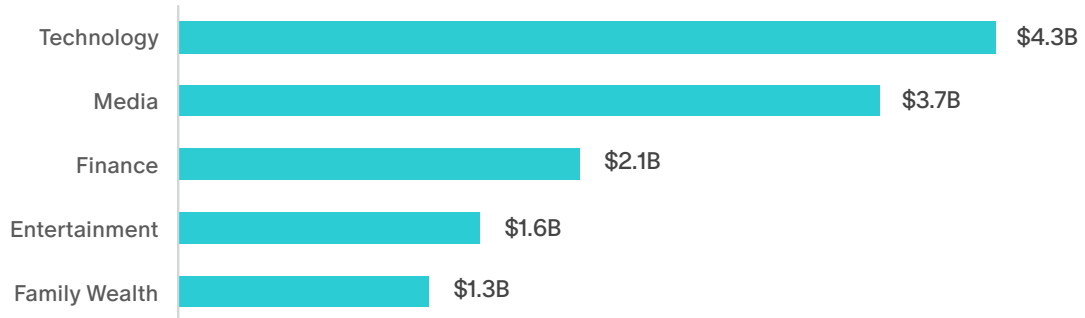
Top 5 Gifts to Foundations & Donor-Advised Funds ¹⁰			
Donors	Amount Given to Foundations and DAFs	Foundations and DAFs	Amount Given or Committed to Nonprofits
Reed Hastings and Patty Quillin	\$1.6 Billion	Hastings Fund at Silicon Valley Community Foundation	Not available*
Michael and Susan Dell	\$1.5 Billion	Michael and Susan Dell Foundation and Michael and Susan Dell Donor Advised Fund	\$308 Million
Warren Buffett	\$1.1 Billion	Howard G. Buffett Foundation, Susan Thompson Buffett Foundation, NoVo Foundation, and Sherwood Foundation	Not available*
Priscilla Chan and Mark Zuckerberg	\$1.1 Billion	Chan Zuckerberg Initiative Foundation and Chan Zuckerberg Donor Advised Fund at Silicon Valley Community Foundation	\$345 Million
Melinda French Gates	\$501.9 Million	Gates Foundation	Not available*

**The amount that foundations and DAFs gave or committed to nonprofits is often private or undetermined.*

Where Donations of \$1 Million or More Went¹²



How Much People Gave, by Source of Wealth¹²



Colleges and universities attracted \$2.9 billion in large gifts—far outpacing hospitals (\$610 million) and museums (\$319 million). This highlights a sustained donor preference for institutions perceived to drive lasting societal impact.¹¹ A separate analysis by wealth source found that technology donors led all sectors, contributing \$4.3 billion, followed by media (\$3.7 billion), finance (\$2.1 billion), and entertainment (\$1.6 billion), reinforcing the dominance of newly created wealth, especially from tech, in shaping today's major philanthropy.¹²

Notable Named Donors & Mega-Gifts in 2024

While the total number of mega-gifts (typically \$10 million or more) from individual donors in 2024 held steady compared to the previous year, the overall dollar value dropped to \$4.4 billion, down from \$5.4 billion in 2023.¹³ Most of these 9- and 10-figure contributions went to higher education and healthcare institutions, continuing a long-standing trend. Transformative gifts included Ruth Gottesman's \$1 billion to cover tuition at Einstein Medical College, as well as significant contributions to these sectors from Roy and Diana Vagelos, Marc and Lynne Benioff, and others.¹³ A smaller number of these transformational gifts went to less traditional recipients, such as the Aspen Institute and community development initiatives in California and New York.¹³

Top 10 Mega-Donors of 2024¹¹

Rank	Donor	Source of Wealth	Total 2024 Giving	Top Cause	Biggest Gifts
1	Michael Bloomberg	Media	\$3.7B	Various	Arts, education, environment, public health, and programs aimed at improving city governments around the world
2	Reed Hastings and Patty Quillin	Entertainment	\$1.6B	Various	Hastings Fund at Silicon Valley Community Foundation
3	Michael and Susan Dell	Technology	\$1.5B	Various	Michael and Susan Dell Foundation (\$784.9M), Dell Donor Advised Fund (\$670.6M)
4	Warren Buffett	Finance	\$1.1B	Various	Susan Thompson Buffett Foundation (\$716.1M), Sherwood, Howard G., and NoVo Foundations (\$143.2M each)
5	Priscilla Chan and Mark Zuckerberg	Technology	\$1.1B	Various	Chan Zuckerberg Initiative (\$690M), Chan Zuckerberg Donor Advised Fund at Silicon Valley Community Foundation (\$424M)
6	Ruth Gottesman	Family Wealth	\$1B	Financial Aid	Albert Einstein College of Medicine
7	Melinda French Gates	Technology	\$501.9M	Various	Gates Foundation
8	Thomas Golisano	HR Services	\$500M	Disability Services	Golisano Foundation (\$52M), University of Rochester Medical Center (\$50M), and others totaling \$398M
9	Diana and Roy Vagelos	Pharmaceuticals	\$483.9M	Biomedical Research	Columbia University (\$400M), University of Pennsylvania (\$83.9M)
10	Penny and Phil Knight	Retail, Manufacturing	\$370M	Various	Knight Foundation (\$170.5M), Knight Family Charitable Fund and Travis Knight Family Charitable Fund (\$119.7), University of Oregon Foundation (\$40.8M), others totaling (\$39.4M)

One clear outlier is MacKenzie Scott, whose giving model is distinct in scope and flexibility. In 2024, she awarded over \$2 billion in unrestricted grants to a variety of organizations, including substantial gifts to support affordable housing, inclusive financial resource access, and nonprofit infrastructure groups.¹⁴ Scott's unrestricted, trust-based giving—often without prior relationships—contrasts with most major donors, who tend to fund familiar institutions. Her philanthropy challenges traditional assumptions about how and where large-scale giving can have an impact.

Bequests & Planned Giving Trends

Bequests remained a significant source of philanthropic giving in 2024, totaling \$45.8 billion.¹⁵ Of that, \$420.3 million came from five estates included in the *Philanthropy 50*, demonstrating the lasting impact of planned giving. Barbara Britt's estate donated \$200.2 million, primarily supporting financial aid. Helen Izzi Schilling's estate followed with \$65 million, also toward financial aid, as did Anica Donnan Rawnsley's \$55 million contribution. Julian Robertson Jr.'s estate gave \$50.1 million, supporting a variety of causes, while Allen and Billie Dee Noble's estate contributed \$50 million to multiple philanthropic areas. Evidenced by these substantial planned gifts, the ongoing importance of bequests as a channel for lasting impact is clear.¹¹

CCS INSIGHT

Nonprofits can better position themselves to capture bequest giving by engaging their donors and prospects already in their donor base early and encouraging them to include charities in their wills and estate plans. It is far more effective for organizations to steward these conversations now than to try initiating new relationships with donors who are later in life.

Additionally, building connections across both older and younger generations within the same family ensures nonprofits are well-positioned for sustained giving, having already cultivated relationships with the next generation by the time a wealth transfer occurs.

Top Reported Bequests of 2024¹¹

1

Barbara Britt
\$200.2M
Financial Aid

2

Helen Izzi Schilling
\$65M
Financial Aid

3

Anica Donnan Rawnsley
\$55M
Financial Aid

4

Julian Robertson, Jr.
\$50.1M
Various

5

Allen & Billie Dee Noble
\$50M
Various



GENERATIONAL LENS

Baby Boomers: 1946-1964 | Generation X: 1965-1980 | Millennials: 1981-1996 | Generation Z: 1997-2012

The global wealth management environment is undergoing a fundamental transformation. The Great Wealth Transfer will empower next-generation high-net-worth individuals (HNWIs) who are more values-driven, tech-forward, and impact-oriented than previous generations. Importantly, 81% of these inheritors plan to switch wealth management firms within 1 to 2 years of receiving their inheritance—primarily due to poor digital experiences, limited investment options, and lackluster service offerings primarily due to poor digital experiences, limited investment options, and lackluster service offerings.¹ To build trust with this rising generation of donors, wealth managers and fundraising professionals alike should offer more personalized, values-aligned, and impact-focused engagement over

Of the broader \$124 trillion in global wealth expected to transfer across generations by 2048,¹⁶ an estimated \$18 trillion is projected for philanthropic purposes.¹⁷ Emerging high-net-worth donors will play an increasingly central role in reshaping how this giving is done. Rather than keeping philanthropy separate from financial strategy, many are already adopting integrated approaches such as blended capital models, social investments, and alternative funding structures that aim to deliver both impact and longevity.¹⁷ These individuals are not simply inheriting wealth—they are redefining its purpose by prioritizing transparency and measurable outcomes that align with global sustainability objectives.

High-net-worth donors from the next generation are also challenging traditional philanthropic identities. Many prefer to view themselves as partners, advocates, or drivers of systemic change instead of conventional benefactors.¹⁷ Their giving often reflects deeply held commitments to climate action, racial and gender equity, and grassroots empowerment. Above all, this generation values meaningful engagement, long-term impact, and collaborative models of philanthropy that reflect a new standard for how wealth is used in service of the public good.¹⁷

A man with a beard, wearing a dark blue suit, white shirt, and dark tie, is smiling and looking upwards and to the right. He is holding a dark blue folder or book. The background shows a classical building with large white columns and arches. Several other people are visible in the background, some standing and some sitting. The overall scene is outdoors, likely in a public square or courtyard.

Chapter 4

Foundation Giving

Guided by Interests

Foundations don't just fund causes; they express vision. Through structured, enduring support, foundations champion priorities, advance strategies, and formalize values that reflect the intent behind each dollar donated. Whether motivated by a sense of equity, innovation, community development, or legacy, foundation giving continues to shape the philanthropic landscape with precision and purpose.

In 2024, giving from U.S.-based foundations reached \$109.8 billion, representing a 2.4% increase in current dollars (-0.5% inflation-adjusted) over 2023, a modest slow-down from the 4.9% increase seen in the previous year. This marks the highest total on record in current dollars for foundation contributions and reinforces the significant role foundations have in philanthropy as the second-largest source of charitable giving in the U.S. With 19% of all charitable dollars given in 2024 coming from foundations, they remain a stabilizing force within broader philanthropic shifts.¹



Key Statistics¹

\$109.8B
given by foundations

19%
of all charitable
contributions

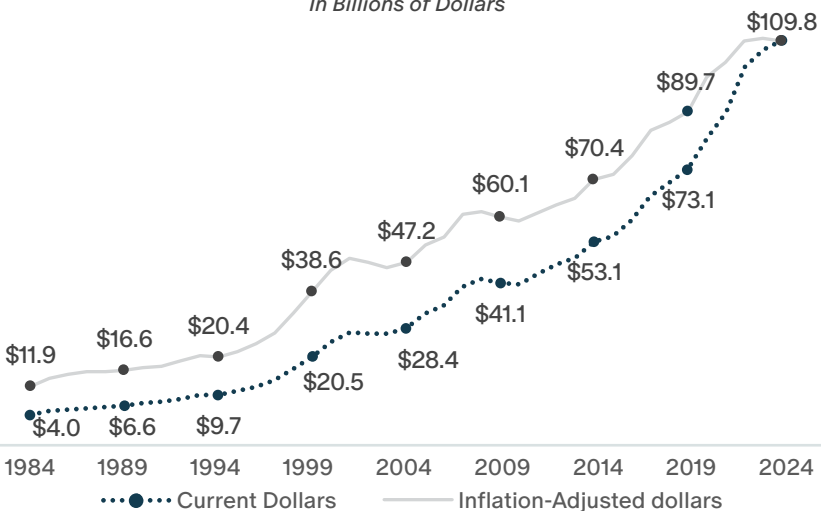
+2.4%
year-over-year change
(current dollars)

-0.5%
inflation-adjusted change

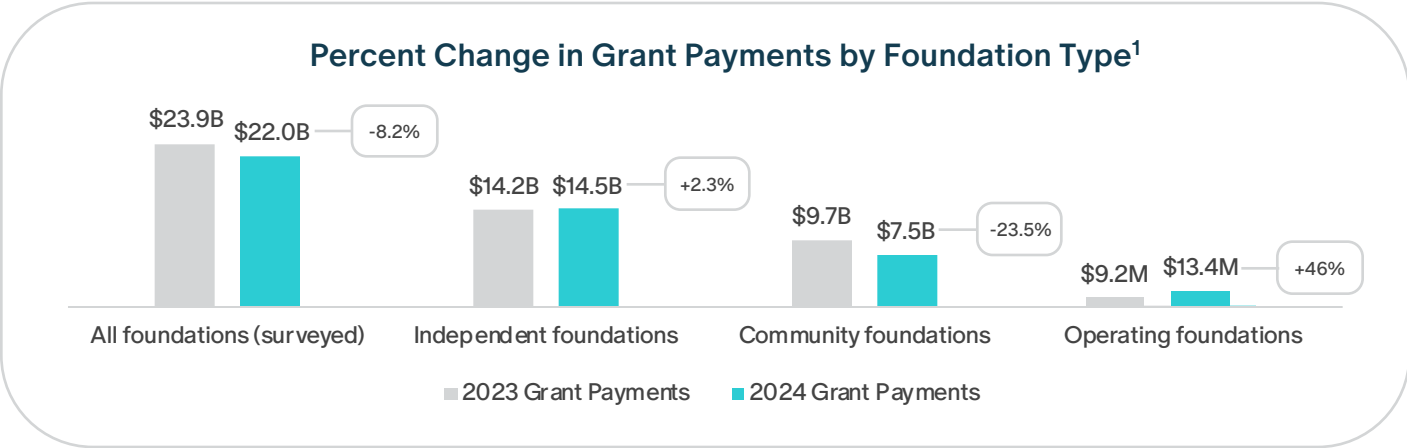
+8.5%
five-year annualized
growth rate

Giving by Foundations Over 40 Years¹

In Billions of Dollars



According to self-reported data from nearly 500 U.S. foundations, most foundation types increased their grant payments in 2024. Independent foundations reported a modest increase, but community foundations saw an overall decline, primarily due to reductions by three large funders. Operating foundations, on the other hand, showed the most significant growth in grantmaking.¹



Foundations Explained¹

Independent foundations (also known as private foundations) include a broad spectrum of funders, from large national entities like the Gates and Ford Foundations to small, family-run foundations. Though often donor-established, family foundations contribute to foundation giving totals due to their legal structure.

Corporate foundations are funded by companies to support charitable causes that align with their values, community priorities, or business interests.¹ They include foundations like Ford Motor Company Fund and Microsoft Philanthropies.

Community foundations, such as the Silicon Valley Community Foundation and the New York Community Trust, are place-based charitable organizations that manage donor funds and distribute grants to support local nonprofits, civic initiatives, and community needs.

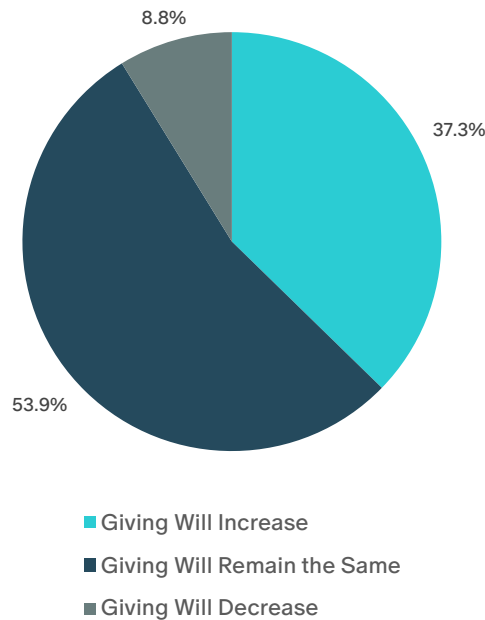
While donor-advised funds (DAFs) may be administered by independent, corporate, or community foundations, the grants they distribute are attributed to individual giving totals to reflect donor control.

Strategic Grantmaking Trends

Most foundations anticipate steady or increased giving in 2025, according to the *Foundation Giving Forecast Survey*.² These forecasts span foundation types and sizes, highlighting a shared sense of confidence across the field. However, market conditions, evolving strategies, and DAF activity were noted as key influences on giving projections.²

Despite these projections, that same survey reports that foundations increased giving only slightly in 2024. The median increase across all foundations was 3.1%, narrowing to just 0.1% when adjusted for inflation. Community foundations outpaced others, showing an inflation-adjusted median increase of 5.6%—a strong signal for place-based philanthropy. However, the largest community foundations gave less than they did in the previous year. Meanwhile, corporate foundation giving fell slightly when adjusted for inflation, reflecting shifts in corporate priorities and the impact a few key funders make on the category.²

Anticipated Fiscal Year End Giving 2025 vs. 2024²



Sample Size=523

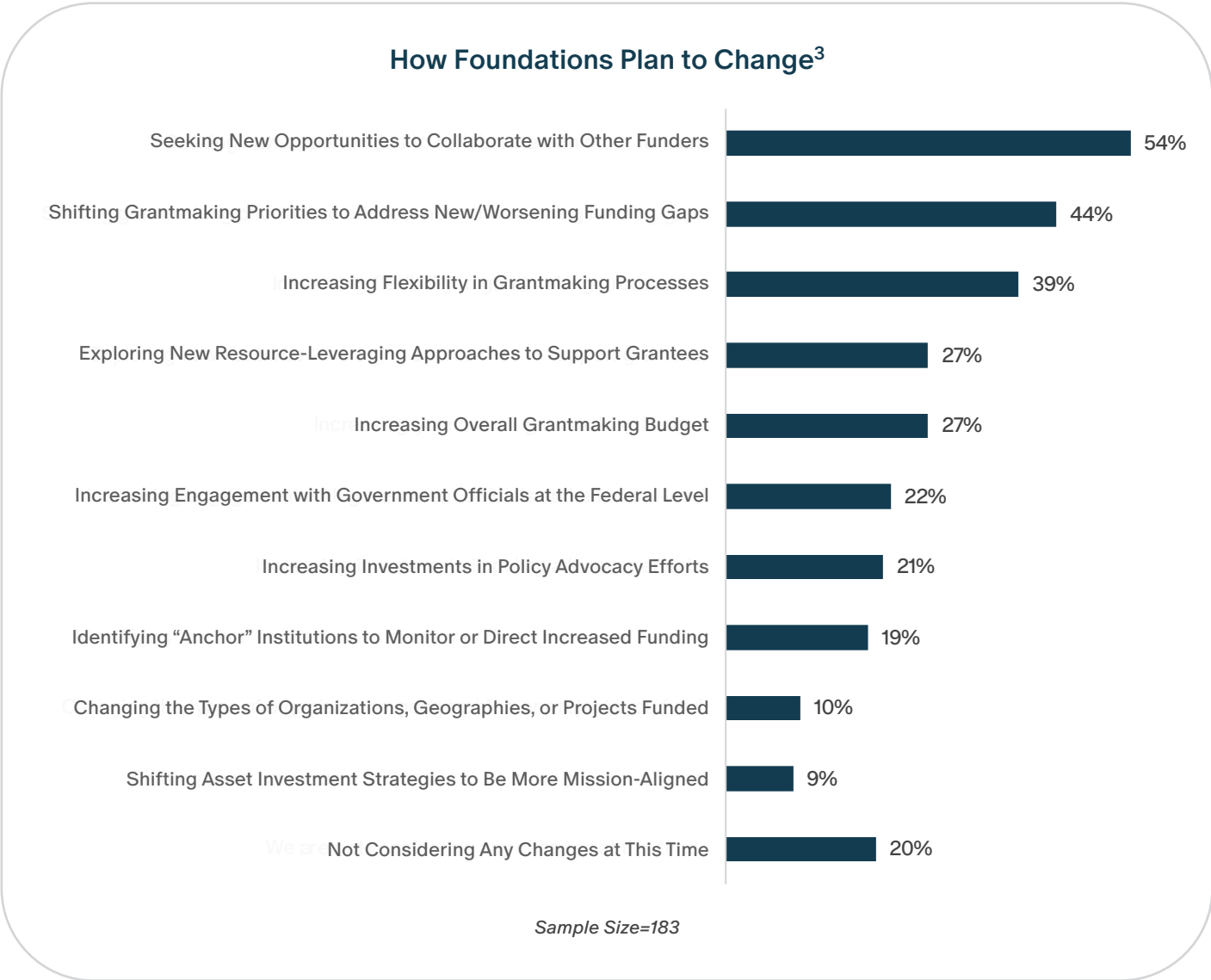
Median Giving Increase Across Foundations²

3.1%



Operational Trends in Foundation Giving

When foundation leaders were asked if they were considering making any changes to how they operate, 80% said “yes.” The most cited change, reported by 54% of respondents, was to move toward greater collaboration with other funders. This trend toward partnership opens the door for grant-seeking organizations to secure more multi-funder grants, especially those aligned with shared goals or collective impact strategies.³



Nonprofit Fundraising & Foundation Giving

A 2024 survey of trusts and foundations highlighted several important insights for nonprofits seeking foundation funding. While the data reflects practices in the U.K., many of the themes resonate with institutional fundraising dynamics in the U.S.⁴

- 1 Organizations tend to do better when they focus on nurturing relationships with existing donors. Nonprofits can improve success rates, gain insight into donor priorities, strengthen trust, and position themselves for larger or multi-year grants.⁴ This way, organizations can use staff time efficiently, avoiding too many speculative applications.
- 2 Funders continue to expect strategic, tailored, and thoughtful proposals, especially for larger or multi-year grants. Submitting fewer, more targeted requests can result in stronger performance and improved outcomes.⁴
- 3 Finally, the survey demonstrated that competition remains especially fierce for smaller grants (under £5,000, approximately \$6,780), which attract a high volume of applicants. To avoid over-dependence on low-return efforts, nonprofits should diversify their funding strategy and include a mix of grant sizes. With signs of stability expected in the next year, now is the time to plan for long-term growth.⁴

CCS INSIGHT

Funders are increasingly returning to organizations with which they have deep, established relationships. Nonprofits that demonstrate measurable impact and responsible use of prior funds are more likely to receive renewed support. For new applicants, building trust through strong alignment and engagement with foundation leadership remains essential to securing funding.

Keys to Securing Foundation Funding⁴



Build Relationships



Re-engage Past Supporters



Invest in Mission-Aligned Funders



Develop Thoughtful Proposals

CLIENT SPOTLIGHT

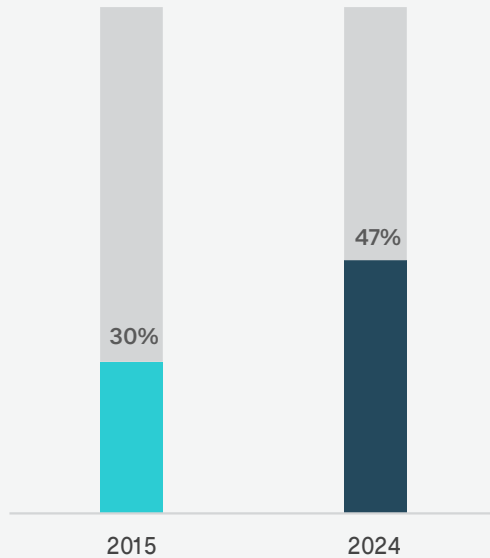
METROPOLITAN STATE UNIVERSITY OF DENVER

MSU Denver joined forces with CCS to launch Roadrunners Rise, its first-ever comprehensive fundraising campaign aimed at advancing equity and economic mobility. CCS delivered a strategic campaign plan, helped develop the campaign case, and drove donor engagement. The University has exceeded its initial \$75 million goal, with more than \$85 million raised to date. Philanthropic support has come from across the philanthropic landscape, including a historic \$10 million gift from Gina and Frank Day to their eponymous Health Institute and a contribution from the Western Union Foundation supporting student scholarships and essential student services. The campaign is fueling investments in classroom-to-career pathways, equity-centered programs, and initiatives that strengthen Colorado's talent pipeline.



HIGHER EDUCATION

Increase of Foundations with Assets Over \$10M⁵



Family Foundations: Scale, Strategy & Shift

According to the National Center for Family Philanthropy's *Trends 2025*, the share of foundations with assets over \$10 million rose from 30% in 2015 to nearly 50% in 2024. In 2023, 71% of family foundations distributed more than the legally required 5% minimum, and 36% of awards were \$1 million or more, up from 23% a decade earlier.⁵

Many foundations are adapting their approach in response to grantee feedback. Forty percent (40%) have simplified their application and reporting processes, and 29% have increased unrestricted grants to provide greater flexibility. Yet, the proportion of foundations offering general operating and multi-year support declined from 83% to 66% over the same period.⁵

This shift reflects a more nuanced evolution in family philanthropy. Simplifying the process does not mean expectations are lower. While many family foundations are reducing administrative hurdles through streamlined applications or more flexible funding, they still expect strong alignment with their values, clear articulation of outcomes, and meaningful impact. Grantseeking is being streamlined to prioritize deeper, strategic relationships while minimizing time spent on speculative requests.

DEI Grantmaking Faces Legal & Political Headwinds

Since the U.S. Supreme Court's 2023 decision on race-based admissions in higher education, legal challenges to diversity, equity, and inclusion programs have gained momentum. NYU's Meltzer Center recorded 126 lawsuits focused on diversity-focused initiatives between June 30, 2022, and December 31, 2024. As of August 2025, they have added another 44 to the list.⁶



The Fearless Fund¹¹

In 2024, the Fearless Fund, which is a venture capital firm focused on supporting businesses owned by women of color, closed its Strivers Grant Contest following a lawsuit alleging racial discrimination. The case drew national attention as a bellwether for the intensifying legal scrutiny of race-conscious philanthropic initiatives. Though the fund avoided a Supreme Court ruling by settling, the case reflects the growing pressure on foundations and funders to defend or reassess DEI-aligned grantmaking strategies in a shifting legal and political environment. The settlement came after a federal appeals court ordered the contest to be paused. The Fearless Fund has since shifted its focus by introducing a new \$200 million loan program to help more under-resourced business owners access capital.

Some foundations have responded by modifying how they describe their grant programs, including the language used in proposals and communications.⁷ Meanwhile, many foundations continue to actively fund programs that advance equity and social justice.

In early 2024, the Mellon Foundation awarded more than \$14 million to 10 liberal arts colleges through its “Humanities for All Times” initiative. The funding supports curricular projects that connect humanities education to real-world social justice issues such as racism, environmental inequality, and criminal justice reform.⁸ More recently, the foundation provided \$15 million in emergency funding to state humanities councils after the National Endowment for the Humanities suspended most of its grantmaking.⁹ The Minneapolis Foundation similarly demonstrated sustained commitment in 2024, awarding over \$3 million in 2025 to local groups advancing racial and economic justice through community-led policy advocacy, economic development, and narrative change efforts.¹⁰

Implications for Philanthropy

Foundations continue to offer a vital revenue stream for nonprofits, especially in times of fluctuating individual giving. This reliability offers organizations a crucial financial buffer to sustain programs and plan for the future.

Meanwhile, the growing emphasis by foundations on rigorous impact measurement and DEI principles is reshaping grantmaking processes, pushing for both greater accountability and equity in funding. Nonprofits that adapt to these shifts, by demonstrating clear outcomes and aligning with funder values, are better positioned for lasting support. As foundations increasingly collaborate and adopt strategic, outcome-focused grantmaking, nonprofits have new opportunities to engage in partnerships that drive systemic change.

“

With intention and commitment, family philanthropies can forge new trends for 2030. Over the next five years, foundations that embrace principle-based giving practices can create an urgency to act, unlock critical capital, and powerfully propel significant impact.

—National Center for Family Philanthropy,
Trends 2025



Foundations & Artificial Intelligence: Exploring the Edges of Adoption

Artificial intelligence (AI) is reshaping industries from healthcare to agriculture, yet its influence in foundation grantmaking remains limited so far.¹² Many AI tools being used today, such as chatbots, grant-match algorithms, or automated financial summaries, primarily improve workflow efficiency rather than strategy or equity.¹²

Smaller foundations, often constrained by staff capacity, are beginning to explore how AI can support their operations. A 2024 report by Temelio found that small-to-midsize funders are using AI to analyze grantmaking data, clean internal records, and streamline documentation.¹³ Still, many are proceeding cautiously, particularly those embracing trust-based philanthropy.

According to the Temelio report, foundations committed to trust-based practices are more likely to encourage AI use by grantees—for example, to assist with application writing or reporting—but are less likely to use AI themselves in grant review processes.¹³ Funders in this group cited concerns about diminishing human connection and the potential for AI to reinforce bias or obscure power dynamics.¹³

Still, some leaders envision a future where AI complements human judgment by surfacing overlooked needs, elevating community voice, and freeing up time for deeper engagement.¹² For foundations willing to co-create and experiment, AI could become not just a tool for efficiency, but a partner in more equitable, relationship-centered philanthropy.

How to Integrate AI into Trust-Based Philanthropy¹³

1

Prioritize Human Oversight

2

Emphasize Transparency with Grantees

3

Invest in Bias-Free AI



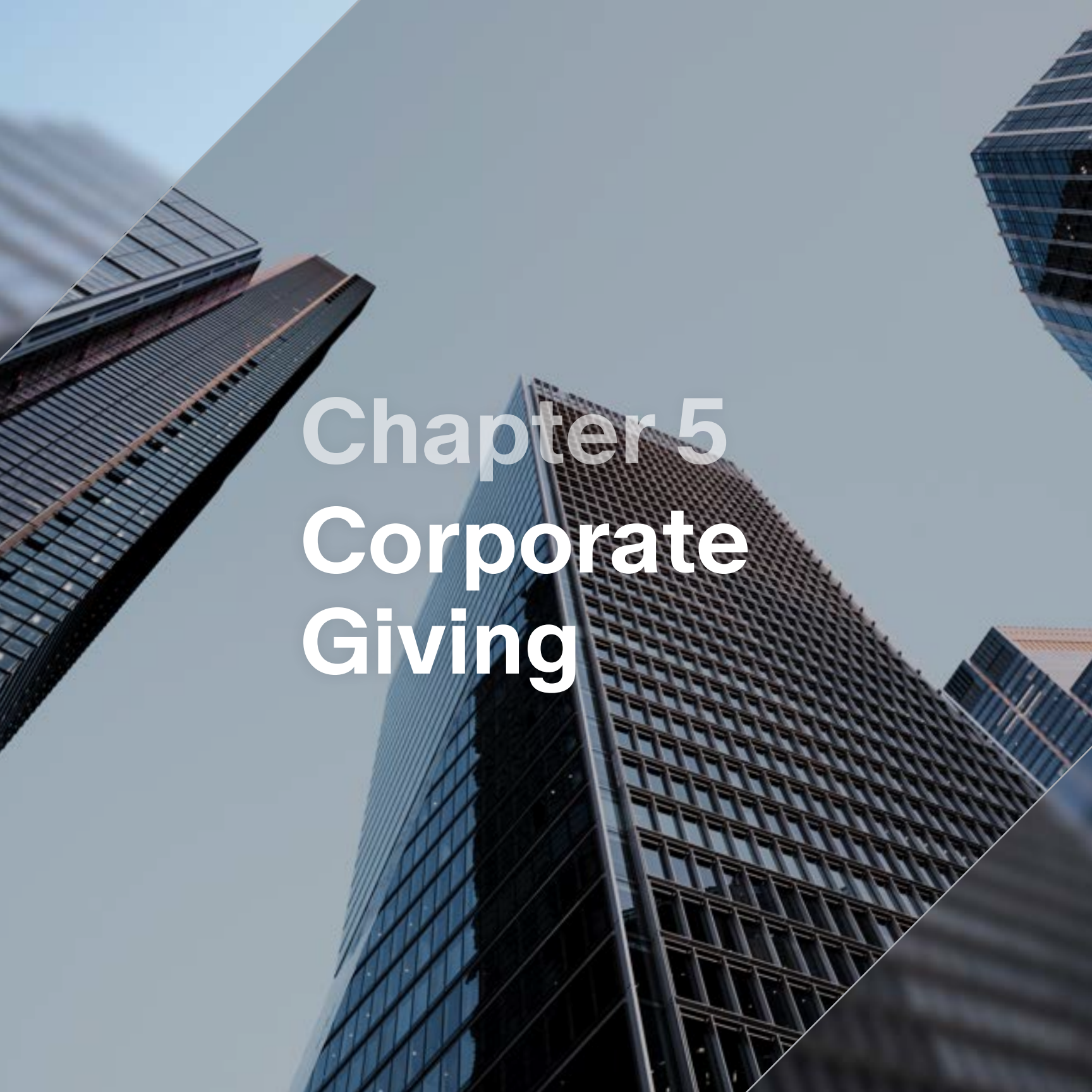
GENERATIONAL LENS

Baby Boomers: 1946-1964 | Generation X: 1965-1980 | Millennials: 1981-1996 | Generation Z: 1997-2012

Data from the National Center for Family Philanthropy (NCFP) reveal that while families say they prioritize next-generation engagement at similar levels to a decade ago, their strategies to support it have declined sharply.⁵ Site visits involving younger members have fallen from 56% to 28% since 2015, and formal intergenerational discussions fell from 62% to 21%. The use of discretionary or matching funds to empower youth has dropped by 19 percentage points.⁵

Many families report growing barriers to participation. Over one-third (35%) say younger generations have less time for family philanthropy, and one-quarter say geographic relocation has weakened philanthropic cohesion.⁵ Meanwhile, a rising share of foundations cite cultural tensions: 16% report conflict over political, religious, or social views (double the previous rate), 11% report disagreements over racial equity (nearly triple since 2015), and 12% cite intergenerational conflict over wealth (also doubled).⁵

Complex family dynamics are more commonly cited as well. Fourteen percent (14%) now say these internal challenges are impeding participation, up from 7% in 2020. Competing personal and professional commitments are also playing a larger role, cited by 28% of respondents, up from just 16% in 2020.⁵ These findings point to a widening gap between stated values and actual practice in family philanthropy, raising important questions about how to prepare the next generation for meaningful, sustained engagement.

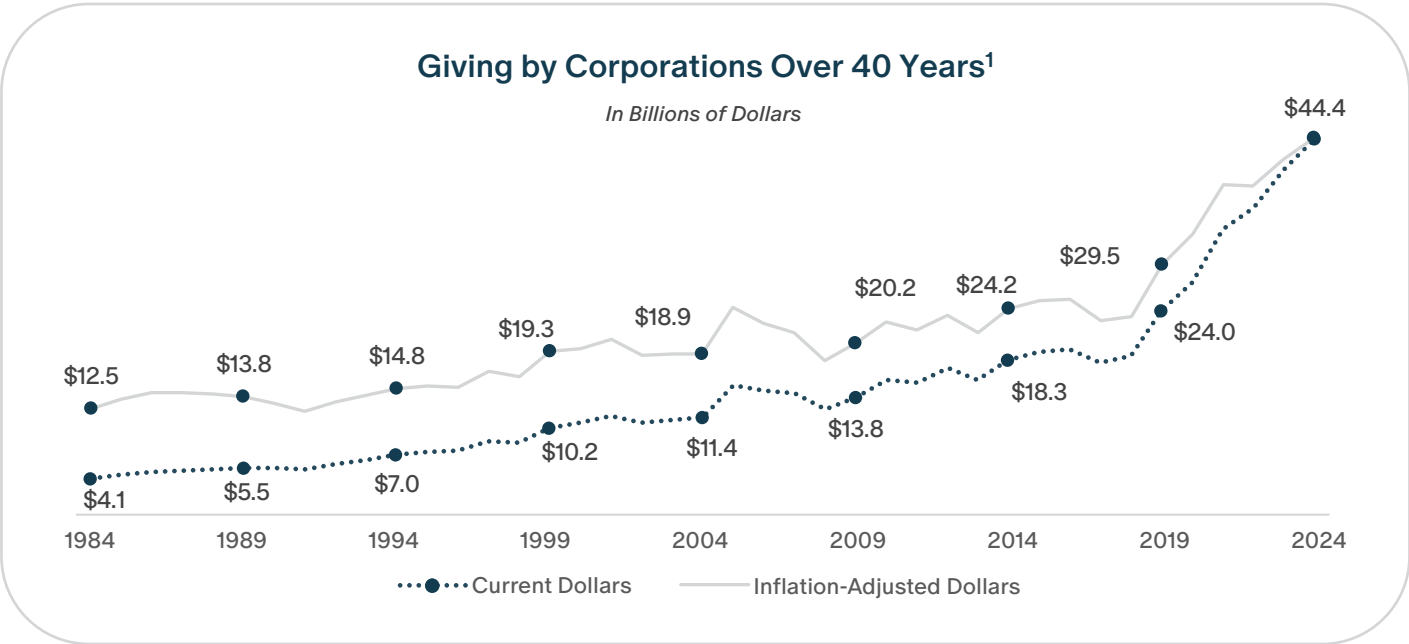
A low-angle, upward-looking photograph of several modern skyscrapers with glass and steel facades. The buildings are arranged in a way that creates a sense of height and scale, converging towards the top of the frame. The sky is a clear, pale blue. The text "Chapter 5 Corporate Giving" is overlaid in the center in a white, sans-serif font.

Chapter 5 Corporate Giving

From Profits to Purpose

Corporate philanthropy has long served as a way for companies to invest in communities, express their values, and build trust. As expectations from consumers, employees, and investors grow, charitable commitments by companies are increasingly seen as part of core business strategy. Corporate giving remains a key expression of how companies engage with the world around them. For nonprofit leaders, understanding how corporate priorities evolve, and proactively adapting to them, is essential to building partnerships that last. In 2024, the ability to align with shifting priorities took on new significance.

Fueled by a robust economy, alongside rising pre-tax profits and a strong stock market, corporate giving accelerated in 2024. *Giving USA* reports that while corporate contributions still represent the smallest share of overall charitable giving, they showcased the fastest year-over-year growth among all sources tracked. Corporate giving reached \$44.4 billion in 2024, reflecting a 9.1% increase in current dollars and a 6% rise after adjusting for inflation.¹

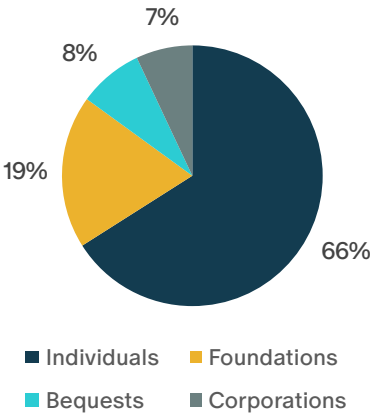


Yet beneath this headline growth, corporate priorities are shifting, and company values are playing a larger role in investment decisions. Chief Executives for Corporate Purpose (CECP) reports that 87% of companies now indicate they have a purpose statement guiding decision-making, and the vast majority use that statement to inform both social investment strategies (92%) and broader business decisions (93%).² At the same time, inflation-adjusted data shows that most large corporations reduced their community investments between 2021 and 2023, a sign of possible tension between profit goals and long-term commitments to social impact.²

Additionally, some companies are reassessing their prior commitments to social programs, especially around diversity, equity, and inclusion (DEI) philanthropy. According to Giving USA and CECP, corporate support for DEI initiatives declined in 2024 as businesses responded to political and legal pressures.² However, within the funds that remain, sectors like health and social services continue to receive strong support, with community and economic development still ranking among the areas of top focus.²

Corporations accounted for 7% of total charitable giving in 2024, tying the largest share seen in the past 40 years.¹ This increase reflects total giving across all companies; however, it masks the reality that many companies reduced their contributions, while a smaller group gave significantly more.²

Corporate Giving Accounted for 7% of Total Giving¹



Key Statistics¹

\$44.4B

estimated in corporate giving

+9.1%

growth in current dollars

+6%

growth adjusted for inflation

7%

of charitable giving
(tied for highest share in 40 years based on
five-year span data)

1.1%

of corporate pre-tax profits given

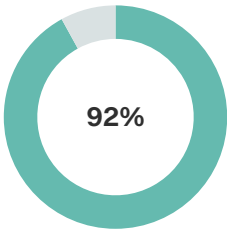
Trends & Insights

Corporate giving experienced the strongest 5- and 10-year annualized growth among all sources in 2024, reflecting a robust economic backdrop and evolving philanthropic priorities. This surge was driven by a 2.8% real GDP increase in 2024,³ record-high corporate profits, and a 23% gain in the S&P 500.⁴ These economic indicators, especially corporate profits and market performance, are closely tied to corporate giving trends. While corporate giving can fluctuate from year-to-year, extended data show steady growth in contributions.¹

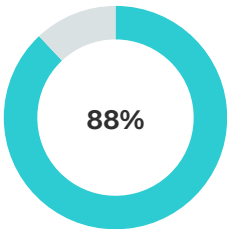
As the Data suggests that corporate commitment to the philanthropic arm of their Corporate Social Responsibility (CSR) strategies remained strong last year. Benevity’s 2025 “State of Corporate Purpose” survey found that 92% of corporate impact leaders (professionals who oversee CSR, philanthropy, or social impact initiatives) say their companies continue to invest in CSR because it is good for their company’s bottom line.⁵ However, this is a trend to watch in 2025 as corporations shift their CSR strategies in response to increasing external factors.⁶



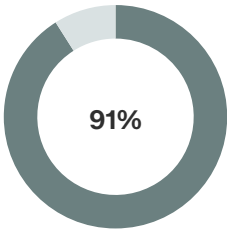
Top Drivers of Corporate Impact Strategies⁵



say they are investing because it is good for business



say their impact strategy is future-proofing their business when it comes to talent, customers, and regulatory requirements



say they are making sure their programs support their corporate strategy & values

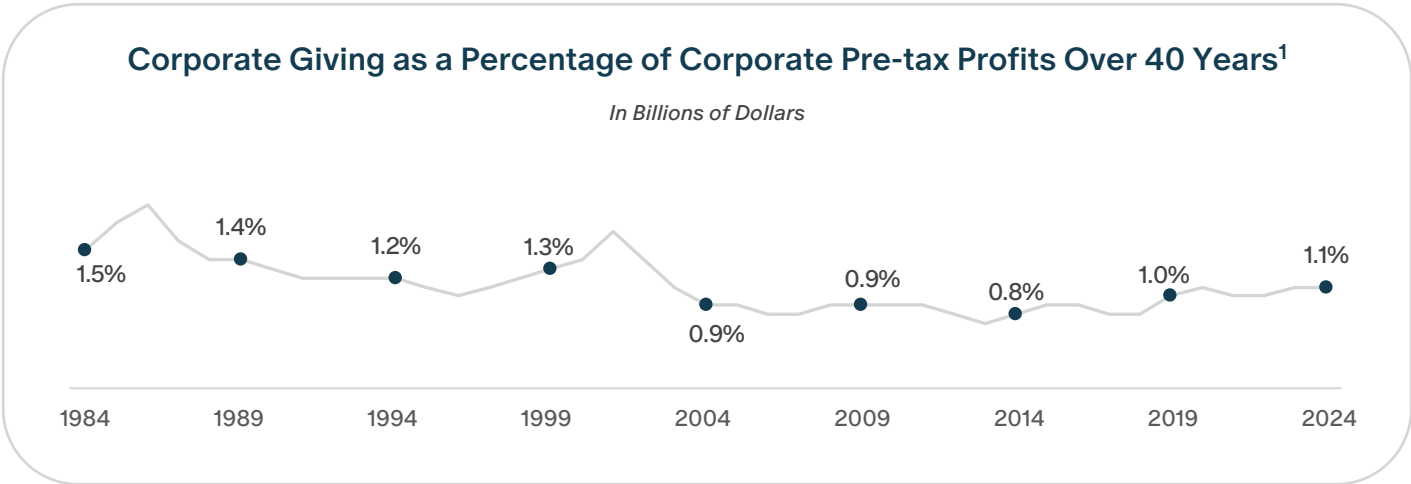
Economic Context & Corporate Contributions

Giving as a share of pre-tax profits (1.1% in 2024) remains modest compared to historic highs, such as in 1986, when it reached 2%.¹ Still, this represents an upswing since falling to 0.9% in the 2000s and 0.8% in 2014 before bouncing back to 1% in 2019.¹ It remains uncertain whether this recent stabilization will continue, as ongoing shifts in how companies approach their financial and non-financial charitable contributions—commonly known as Total Community Investments (TCIs)—can significantly shape future corporate giving decisions.

Part of this uncertainty reflects varying trends across 2021 to 2023, caused by the COVID-19 pandemic, compared to 2024. Between 2021 and 2023, pretax profits declined overall, and more than half of companies reduced their TCIs. Yet the median TCI amount during that timeframe rose slightly, indicating a higher concentration of giving by fewer companies. Companies gave a larger share of shrinking profits, increasing median TCI as a percentage of pre-tax profits by 38%, even as pre-tax profits dropped by 28% (inflation-adjusted).²

In contrast, 2024 saw both corporate pre-tax profits and corporate giving amounts increase simultaneously, contributing to the observed 9.1% growth in giving dollars and the rise to 1.1% of pre-tax profits given.²

How companies now define and account for social investments could add complexity. Increasingly, corporate contributions are embedded in marketing campaigns, in-kind donations, and sustainability initiatives—many of which are managed through Environmental, Social, and Governance (ESG) budgets. These efforts, while impactful, are not consistently reflected in philanthropic reporting.² This means that traditional giving figures may not capture the full extent of corporate social investment. This shift reflects a broader trend identified by CECF: companies are integrating purpose into core business functions, with social impact efforts often managed by departments such as human resources, communications, or ESG, rather than traditional philanthropy teams.²



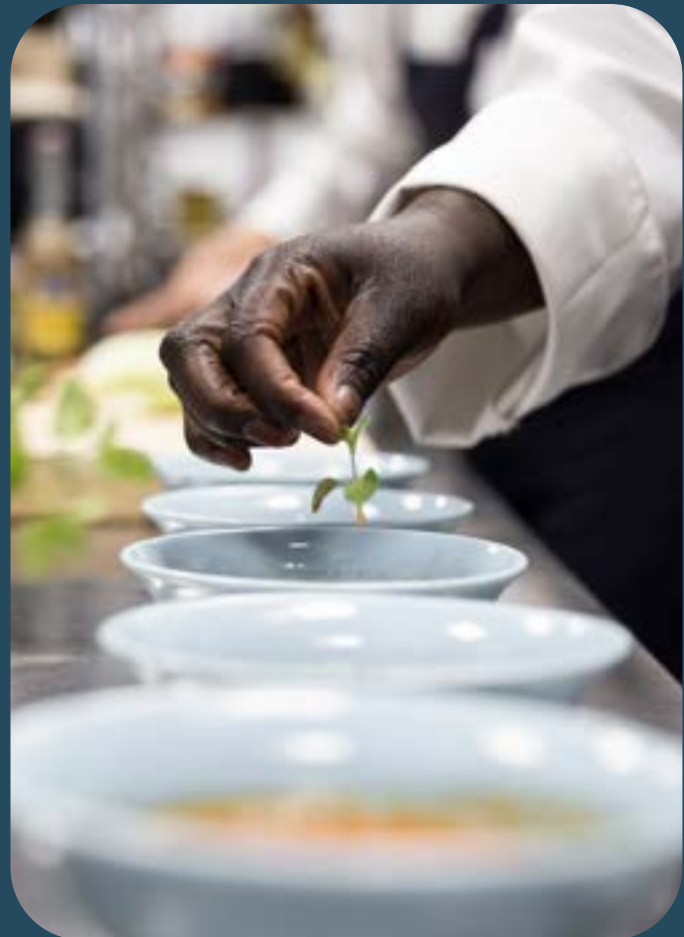
CLIENT SPOTLIGHT

JAMES BEARD FOUNDATION

The James Beard Foundation engaged CCS to help realize a bold vision for equity and sustainability in the culinary industry through its first major campaign in over a decade. CCS conducted a feasibility study, shaped campaign strategy and materials, and provided embedded counsel to drive early success. Together, the team launched the \$20 million Good Food for Good™ campaign. To date, it has secured over \$13 million in commitments, fueling investments in leadership and grantmaking that advance a more equitable food system.



ARTS & CULTURE



Workplace Giving

Matching gift programs are among the most effective, and underleveraged, corporate giving tools for engaging employees and enhancing donor generosity. In 2024, 65% of Fortune 500 companies offered matching gift programs.⁷ Despite this availability, \$4 to \$7 billion in potential matching gifts go unclaimed each year, in part because only 22% of employees are aware of their company’s matching program.⁷

**Key Matching
Gift Statistics⁷**

65%
of Fortune 500
companies offer
matching gift programs

\$4–\$7B
in matching gifts go
unclaimed annually

Only 22%
of employees are aware
of their company’s
matching gift program



Research from the Big-Give Research Initiative shows that 84% of donors report they are more likely to give when a match is offered, while one-third say they would give a larger gift in the presence of a match.⁸

On average, matched gifts are 1.5 to 2 times larger than unmatched gifts, according to a 2023 analysis.⁹ Matching gift availability consistently ranks as the top motivator for giving, outperforming other common drivers such as emergency appeals and holiday campaigns.⁷

Corporate Matching Gift Examples⁷

- Google: Matches funds employees raise in events like walks, marathons, bike rides
- Penguin Random House: Matches up to \$1,500 per employee per year for fundraising event money raised
- Intuit: Matches up to \$5,000 per employee per year for fundraising event participation

Corporate Volunteer Matches (Dollars for Doers)⁷

- Apple: \$25 donated per volunteer hour, no minimum hours required
- Disney: Minimum 10 volunteer hours, grants up to \$2,000 based on hours; also offers an annual \$2,500 exceptional volunteer grant
- Bank of America: \$250 grant after 50 volunteer hours; \$500 grant after 100 hours

Matching Gifts for Board Members⁷

- American Express Company: Standard 1:1 match, but 2:1 match for employees serving on nonprofit boards
- Wells Fargo: \$500 grant for employees serving on nonprofit boards
- AstraZeneca Canada: \$250 grants for organizations where employees serve as board members

CCS INSIGHT

Matching gifts play an important role in helping organizations reach their annual fund and campaign goals. Taking the time to educate and remind donors about the availability of corporate gift matching programs can yield an outsized result for nonprofits. Simple strategies such as including matching gift reminders in email newsletters and training fundraising staff to ask about employer matches during donor conversations can significantly boost awareness and participation.

The Impact of Policy on Diversity, Equity, & Inclusion Initiatives

While corporate philanthropy supported racial and social equity in 2024, 2025 has brought increased examination and political challenges, prompting some companies to scale back internal diversity, equity, and inclusion programs or adjust external DEI-related giving.

One corporate philanthropy survey found a reduced emphasis on racial and gender equity.¹⁰ Amazon, Target, and Meta exemplified this trend, rolling back their internal DEI policies and programs.¹¹ Other companies, including John Deere, Caterpillar, Tractor Supply Company, and Lowe's, followed suit by suspending DEI policies, adjusting training requirements, or cutting sponsorships of events such as Pride festivals and civic engagement campaigns.¹



CCS INSIGHT

As corporate giving continues to grow, nonprofits have a strategic opportunity to align with companies pursuing social impact. A few signals can help organizations identify, engage, and deepen relationships with corporate partners.

Target corporate partners with Corporate Social Responsibility (CSR) goals that match your organization's mission and values. As corporations remain laser focused on CSR initiatives as a way to drive strong business results, share with corporate prospects how your partnership could help them achieve their CSR and financial goals.

Leverage your organization's network to connect with potential corporate partners. To make the most of the increase in corporate giving seen in this year's data, seek out connections within your organization's board, friends, and supporters to determine how to pursue partnerships with mission aligned corporations.

Don't underestimate the power of corporate matching gifts. Reminding and encouraging donors to check in with their employers about corporate matching gifts can be a powerful tool to drive increased giving.

Walmart scaled back its internal DEI policies and also ended a \$100 million, five-year investment in its Center for Racial Equity aimed at addressing racial disparities in education, health, finance, and criminal justice. The company also discontinued its supplier diversity targets and withdrew from the Human Rights Campaign's Corporate Equality Index.¹ Ford and Harley-Davidson also exited the Equality Index, with Harley-Davidson also removing their DEI initiatives and diversity spending goals.¹

While these moves reflect internal corporate decisions, they can also influence the philanthropic landscape and nonprofit partnership potential. Nonprofits focused on racial and social equity may face reduced funding opportunities as some companies pull back or reconsider their support for these causes. Even organizations with different missions but strong DEI initiatives might find partnering with companies that have scaled back theirs challenging due to potential conflicts in values or funding limitations.

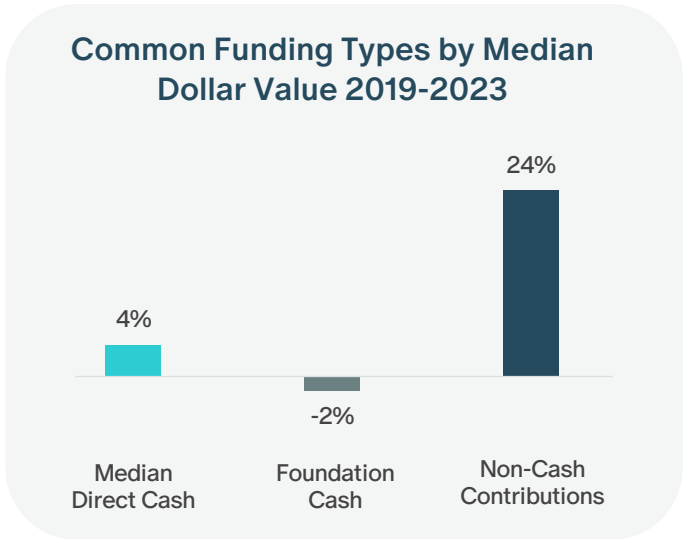
Resilience & Reinvention in Corporate Partnerships

Some companies resisted external pressure and doubled down on their DEI commitments. Cisco pledged \$150 million over five years in order to support Historically Black Colleges and Universities.¹² Furthermore, companies such as Apple, Microsoft, and JPMorgan Chase made public recommitments to their DEI efforts.¹³

Transparency is also increasing as a result of shifting consumer demands, with 24% of companies now publicly reporting racial or ethnic pay gap data, up

from 15% in 2022.¹⁴ In tandem, companies are exploring trust-based philanthropy, favoring unrestricted grants to foster nonprofit resilience.¹⁵

Some corporations are also sustaining nonprofit partnerships to meet shared ESG objectives. For example, Starbucks and Feeding America have partnered to provide over 13 million pounds of food and offered hunger relief to 1.6 million people since 2021.¹⁶

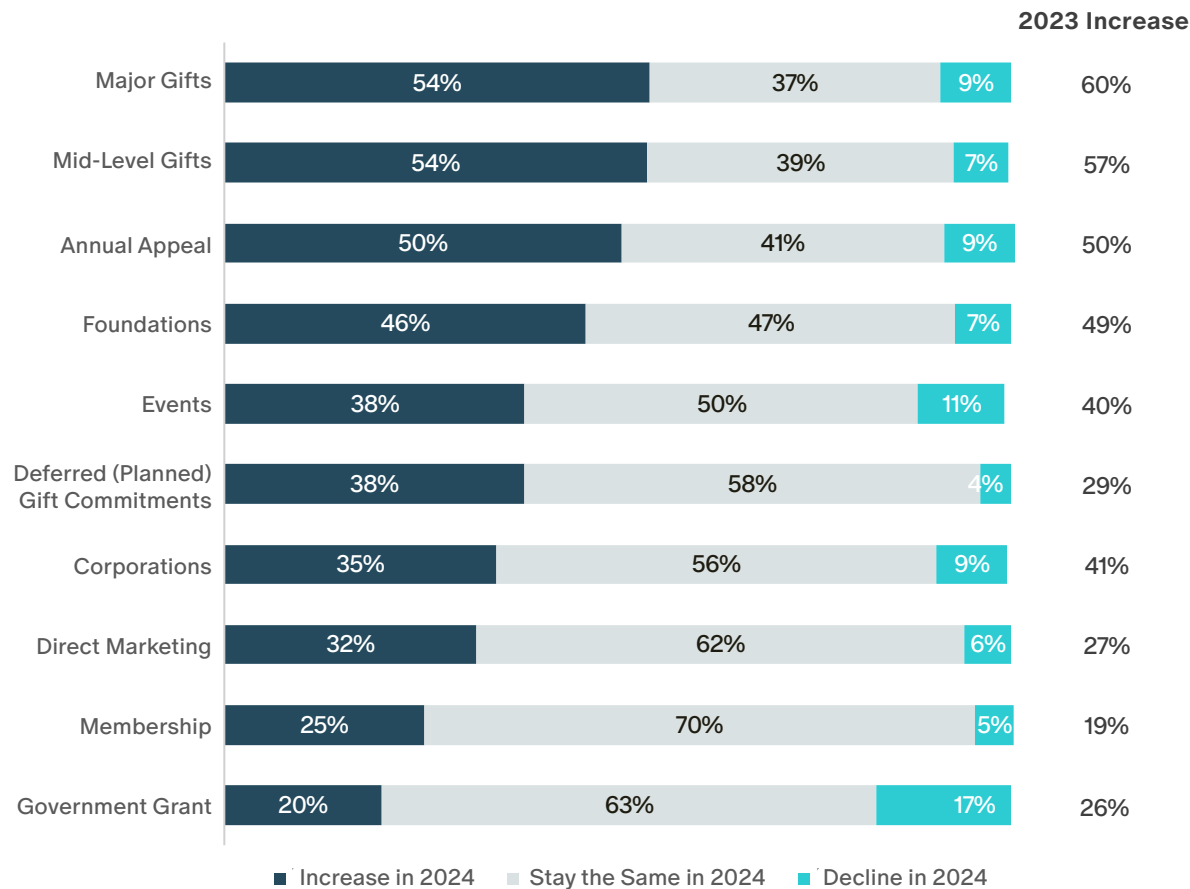


Corporate community investment strategies also evolved in both form and focus in the last year. Many companies reduced their overall community budgets, but shifted toward more flexible, measurable giving. From 2019 to 2023, foundation cash contributions (grants given through companies' philanthropic arms) decreased by 2%, direct cash (direct corporate giving from company budgets) increased by 4%, and non-cash support (product donations, pro bono services, etc.) increased by 24%.² This rebalancing reflects a growing preference for more service-based funding vehicles.

Evolving Priorities in Corporate Investment

Recent patterns in community investment reflect a complex giving environment shaped by economic fluctuations and values-driven leadership. These shifts in corporate giving are particularly significant for nonprofits navigating an increasingly competitive funding landscape. As companies dedicate a steady share of earnings to community investment, nonprofits may discover more opportunities to engage corporate partners. The timing is promising: 35% of organizations now report seeking corporate support, compared to just 20% relying on government grants, a reversal from trends seen in the immediate aftermath of the COVID-19 pandemic.¹⁷

Expected Change in Programs for 2025 vs. 2024¹⁷





GENERATIONAL LENS

Baby Boomers: 1946-1964 | Generation X: 1965-1980 | Millennials: 1981-1996 | Generation Z: 1997-2012

Younger donors, particularly Millennials and Gen Z, are increasingly drawn to broadly defined giving models that reflect their values and desire for sustained impact. Monthly donation matching programs and employer-paid volunteer time are gaining traction among these generations as preferred ways to integrate philanthropy into their daily lives.⁷ Matching gift campaigns are also a powerful motivator: 72% of Millennials and 71% of Gen Z say matching gifts increase their likelihood to give.¹⁸

These shifts in donor behavior and expectations are changing how younger individuals give and redefining expectations for the companies they work for, buy from, and support. For nonprofit leaders, this means corporate giving programs will be increasingly shaped by employee values. To remain competitive, nonprofits must demonstrate alignment with key social and environmental priorities that matter most to today's workforce.

According to the *Purpose Pulse 2024* report, 53% of Millennial and Gen Z respondents expect companies to take stronger stances on social issues, up from just 39% in 2021.¹⁹ Yet many feel corporations are falling short— 49% of Millennials and 58% of Gen Z believe businesses are not doing enough. While trust is low (only 32% believe companies can effectively address major societal challenges), expectations remain high: 81% expect businesses to care for employees, 78% support equal pay, and 76% want companies to uphold transparent, purpose-driven values.¹⁹

Diversity, equity, and inclusion (DEI) and climate responsibility are also defining priorities. Over half of younger respondents say companies should set racial and gender representation targets (57%) and actively promote DEI (51%).¹⁹ Environmental values influence career choices as well, with 22% of Millennials and 23% of Gen Z saying they have researched a company's environmental impact before accepting a job.²⁰



Chapter 6

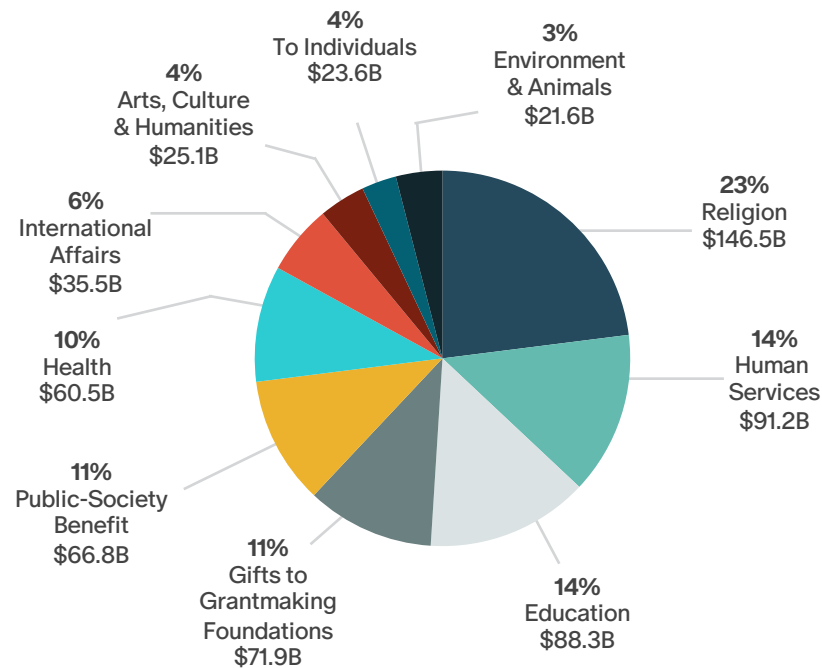
Sector Giving

Connected by Cause

Every charitable gift has a destination. Whether sparked by a personal connection, a breaking news headline, or a long-standing commitment to a cause, donors make choices about where their dollars go, and those choices shape our nation. In 2024, donors across the United States gave to diverse missions—from urgent humanitarian needs to future-focused investments in education, health, and the environment. These patterns of giving offer a window into the values and priorities that defined the past year.

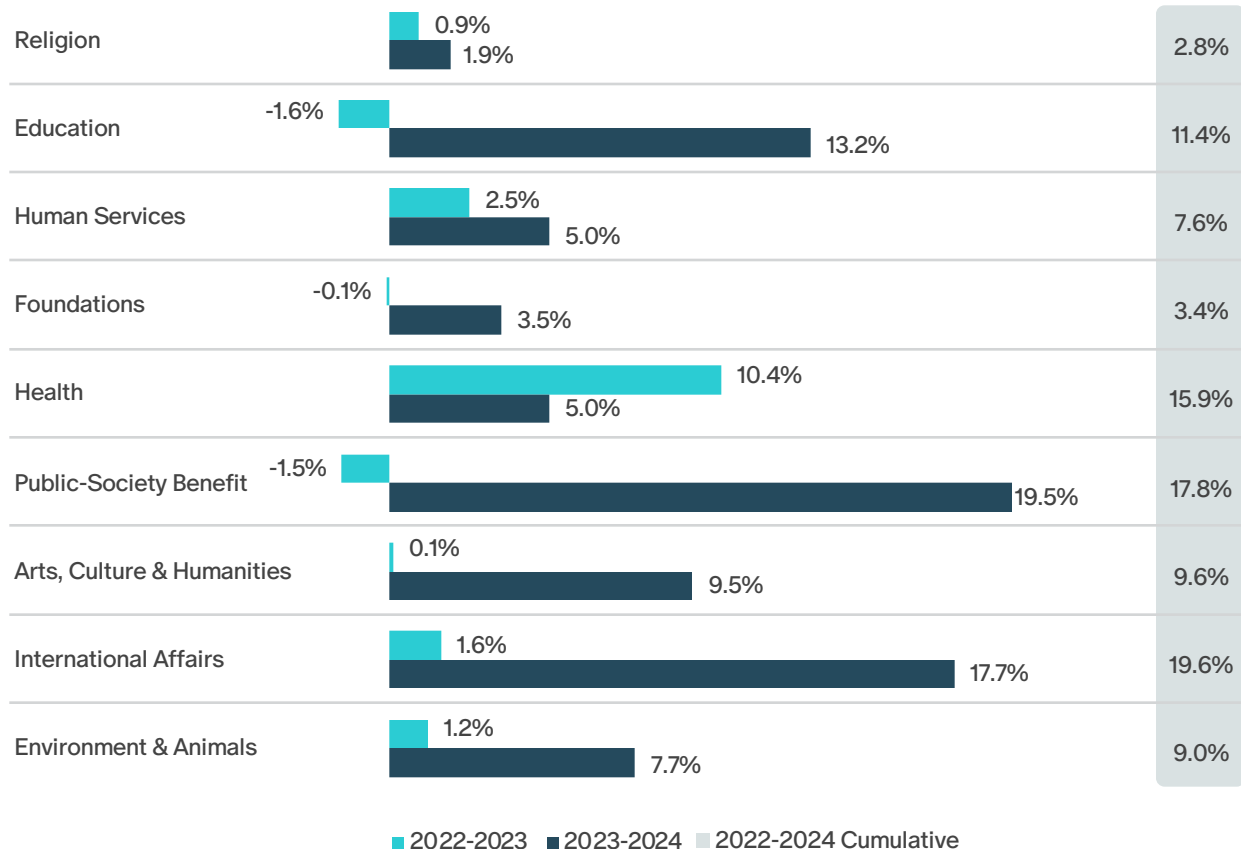


2024 Contributions: \$592.5 Billion by Type of Recipient Organization¹



Changes in Giving by Type of Recipient Organization¹

In Current Dollars



**The two-year change is calculated separately and is not the sum of the changes in two years.*

All 9 Sectors Grew in 2024 in Current Dollars

Charitable dollars flowed across a wide range of causes in 2024, with all recipient sectors experiencing real growth in current dollars and 7 of 9 growing in inflation-adjusted dollars.¹ This broad-based rebound after a slower 2023 reflects both sector resilience and renewed donor engagement.

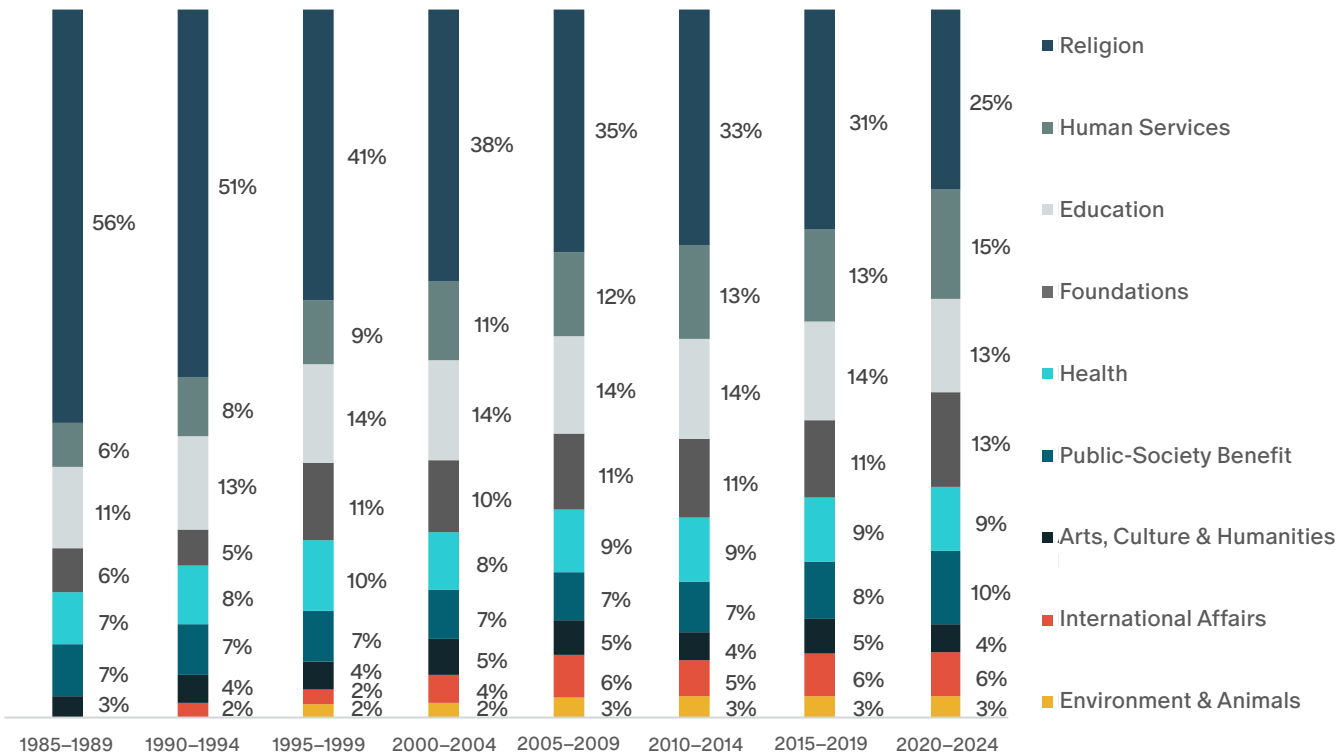
Changing Growth Patterns Across Sectors

Giving to the arts, culture, and humanities sector, along with education, health and environment and animal causes reached record highs in 2024, even when adjusted for inflation. Others, including international affairs and public-society benefit posted double-digit current-dollar growth after weak performances in 2023.¹

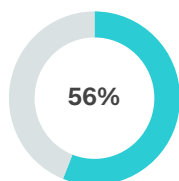
Religious organizations, while still receiving the largest share of total contributions, have seen their portion of the philanthropic pie shrink significantly over the past four decades, from 56% in the 1985 to 1989 period to 25% in the most recent five-year period, 2020 to 2024. This decline does not reflect a drop in contributions to religion, per se, but rather the rapid growth of other sectors.

Giving by Type of Recipient: Percentage of the Total in Five-Year Spans¹

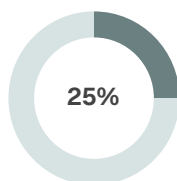
In Inflation-Adjusted Dollars



Religious Giving Share Comparison¹



1985-1989



2020-2024



Sector-Wide Implications of 2025 H.R. 1

New legislation such as House of Representatives Bill 1 (H.R. 1) may affect giving behavior across sectors. Reduced tax incentives for large gifts could increase pressure on health systems, universities, and other nonprofits to personally engage more ultra-high-net-worth (UHNW) donors, while expanded deductions for smaller contributions create opportunities to grow entry-level giving in human services, arts, and community-focused organizations.

Nonprofits should:

- *Deepen UHNW relationships with personalized stewardship*
- *Strengthen full-pipeline strategies from major to first-time donors*
- *Track and adapt as donor behavior responds to changing laws*

Policy shifts can reshape fundraising landscapes. Organizations that adapt quickly and balance top-tier stewardship with new donor acquisition will be best positioned to sustain and grow support.

Causes By Sector

Philanthropy helps people and places thrive—from addressing urgent needs to creating lasting impact. Giving to causes by sector supports everything from essential services to global engagement, reflecting societal priorities.



Giving to the Religion Sector

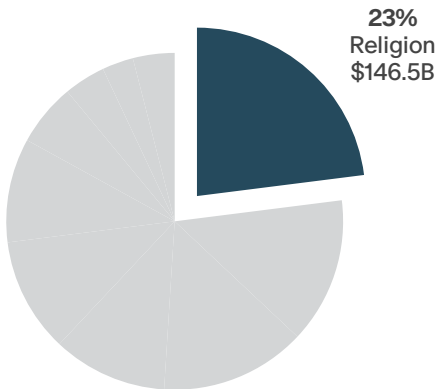
Religious organizations received \$146.5 billion in charitable contributions in 2024, representing a 1.9% increase in current dollars but a 1% decline when adjusted for inflation.¹ Although this sector continues to receive the most total giving, its portion has gotten smaller, falling below 30% for another consecutive year.

According to the Evangelical Council for Financial Accountability (ECFA), inflation-adjusted cash giving to its members declined by an average of 2.7% from 2022 to 2023, continuing a multi-year downturn.¹ Churches experienced a smaller drop of about 1% compared to the 3.3% decrease reported across all ECFA members.¹

That being said, organizations at both ends of the budget spectrum, with annual budgets under \$2 million and those exceeding \$20 million, recorded gains of 2.4% and 3.4% respectively.¹ Newer congregations tended to see stronger growth than older ones, which may reflect greater adaptability and innovation.¹ At the same time, many still faced difficulty engaging new supporters, even as some reported growth in their number of individual donors.¹

Most ECFA member entities reported improved financial health over the past five years, and a majority of members expressed optimism about future giving.¹

Share of 2024 Contributions:
Religion¹



Emerging Religion Sector Realities in 2025

New executive actions have expanded opportunities for faith-based organizations to engage in federal programs while maintaining their religious identity. Specifically, the White House Faith Office was established to ensure the government respects religious freedom and supports and funds faith-based nonprofits.²

As an example, Equal Treatment regulations have ensured that faith-based organizations can compete for federal grants without compromising their religious identity.² However, organizations must also navigate federal rules regarding participation in publicly funded programs.

Moreover, one executive order ensures that faith-based organizations receive equal treatment in federal grant-making processes, and it prohibits government discrimination against religious organizations based on their beliefs or the content of their religious doctrines.³ At the same time, many faith-based organizations are advancing their own efforts to strengthen financial sustainability and expand mission impact.

Drawing on findings from CCS's 2024 *National Diocesan Report*, produced in collaboration with the International Catholic Stewardship Council (ICSC), several Catholic dioceses—particularly those in the Southwest, South Central, Mountain West, and Southeast—built on significant offertory growth (20%) from 2020 to 2022 by expanding digital platforms, strengthening foundation-led initiatives, and increasing planned giving. These strategies are now positioning dioceses to tap into an estimated \$778.2 million in unrealized gifts and, in some cases, to exceed campaign goals by nearly 200%.⁴

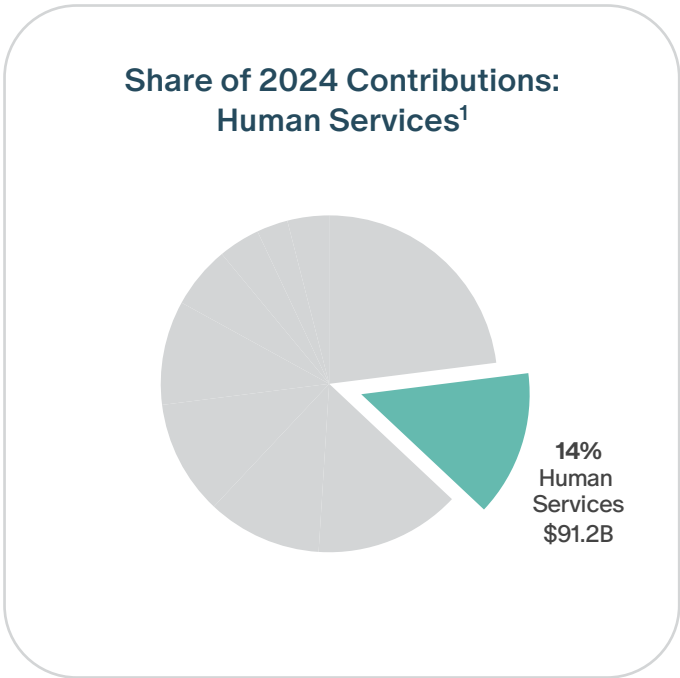
By leveraging these digital, foundation, and planned-giving strategies, faith-based organizations can strengthen donor engagement, expand mission impact, and position themselves for sustained growth in an evolving landscape.

Giving to the Human Services Sector

Maintaining its position as the second-largest destination of charitable dollars, human services organizations received \$91.2 billion in 2024, representing a 5% increase over the previous year in current dollars and a 2% increase when adjusted for inflation.¹ Human services giving has expanded at an average annual rate of 9.3% over the past five years—well above the 6.4% growth rate for total charitable contributions.¹

Human services includes nonprofits that provide communities with essential services such as food assistance, housing support, mental health care, and disaster relief. In 2024, demand for these services continued to rise—particularly in housing, where need increased by 51%, but related fundraising grew by only 20%.¹ Similar gaps between need and funding were seen in mental health and food assistance, underscoring the pressure many organizations faced to meet community needs.

To keep pace, more than half (55%) of human services organizations expanded their fundraising teams and increased wages, though staffing and resource constraints persisted.¹ Disaster response also played a significant role in the sector’s performance, as human services organizations received \$335.7 million in contributions for relief efforts related to Hurricanes Helene and Milton. An additional \$550 million in mega-gifts (typically donations of \$10 million or more) supported the sector overall.¹



Emerging Human Services Sector Realities in 2025

Human services organizations are facing changes to their funding composition as federal policies shift spending priorities around public welfare, healthcare access, housing support, food assistance, and immigration services.

Since early 2025, a series of bills have been considered that would impact Supplemental Nutrition Assistance Program (SNAP) and Medicaid funding, affecting access to healthcare and food support for low-income individuals and families.⁵ Federal funding for affordable housing initiatives, homelessness prevention programs, and community development block grants are also under review as Congress evaluates program budgets.

New immigration enforcement measures are influencing how nonprofits approach services for undocumented populations, requiring careful compliance and program adjustments. Recent executive orders have also changed the scope of programs related to diversity, equity, and inclusion (DEI), prompting nonprofits to reassess how they deliver services aimed at addressing disparities.

Still, human services organizations are finding ways to adapt, leveraging partnerships, advocacy, and community-based solutions to sustain critical programs. For example, during the 2025 Los Angeles wildfires, nearly 4,200 nonprofits were in affected areas, many of which mobilized rapidly to provide medical care, shelter, and mental health support, illustrating the sector's resilience and critical role in community recovery.⁶ These kinds of efforts highlight the importance of stable and flexible funding to ensure organizations can respond quickly and continue providing essential services during crises.

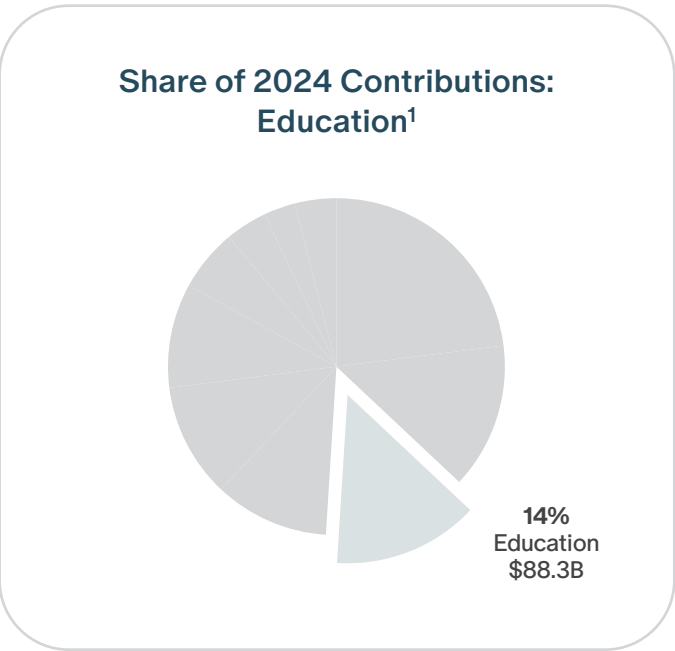
To remain resilient, organizations in this sector should prioritize advocacy on core safety-net programs, strengthen community-based partnerships, and diversify revenue through unrestricted gifts and social enterprise, ensuring they can continue providing essential services to meet evolving community needs.

Giving to the Education Sector

Education donations increased by 13.2% in current dollars (9.9% after inflation), making it one of the fastest-growing sectors of the year. This growth was powered by mega-gifts from donors such as Cincinnati philanthropists Laura and Peter Klekamp,⁷ along with notable investments in higher education, community college access, and AI and cybersecurity programs.¹

While higher education continues to receive the largest share of education-related giving, K-12 schools, early childhood education programs, and independent schools are gaining traction with donors. In 2024, K-12 education was the second most common corporate priority focus area, identified by 23% of companies, even though it received only 10% of corporate community investments.¹

Early childhood education also saw increased attention, particularly from corporate and foundation donors focused on prolonged impact. Programs supporting literacy, science, technology, engineering, and math (STEM) readiness, and family engagement received new investments, reflecting a strategic emphasis on equity and early learning outcomes.¹ Together, these trends reflect a growing donor interest in educational equity and readiness across the full learning continuum. This focus on equity is also reflected in successful endowment campaigns that aim to expand access and financial assistance, helping schools achieve broader economic representation among their student populations.



Giving to education has experienced strong long-term growth, with a five-year annualized average growth rate of 7.2%, outpacing total giving. However, the share of overall funding going to education has declined slightly, suggesting increased competition from other causes. Meanwhile, independent schools reported a rebound in giving per student in fiscal year 2024 to 2025, with median giving rising 8%.¹

Alumni giving grew by 7.5% in 2024, according to the *CASE Voluntary Support of Education Survey*,⁸ though participation rates remain a concern. The 2025 *National Alumni Survey* found that only 31% of alumni who made charitable donations gave to their alma mater last year.⁹ Silent and Boomer generations (17% of alumni) contributed the majority of alumni dollars, while Millennials and Gen Z (49% of alumni) contributed only 7%.⁹ This increase in giving is largely observed in higher education, and reflects a consistent pattern of total dollars rising even as the number of donors declines.

The 2024 *CASE Alumni Engagement* report shows that institutions are increasingly tracking multi-modal engagement, recognizing that alumni who give, volunteer, and stay connected in other ways may be more likely to continue future support.¹⁰ This more comprehensive view of engagement reflects an increasing recognition that meaningful philanthropic behavior is frequently preceded by other forms of involvement, such as volunteering, advocacy, or participation in activities.¹⁰

Giving patterns also vary by institution type and years since graduation. Alumni who are 20 or more years post-graduation are the most likely to give, while recent



graduates are more inclined to support cause-specific funds such as student emergency aid or diversity, equity, and inclusion (DEI) initiatives.⁸⁹ Community colleges and regional public institutions are gaining traction with donors, which could indicate a shift in donor priorities toward access, equity, and workforce development.¹ This shift is evidenced by a record-breaking \$116.2 million gift made in 2024 to LaGuardia Community College, the largest ever made to a U.S. community college.¹¹

To sustain momentum, schools should consider aligning internal operations to support alumni philanthropic priorities and donors. Tactics could include integrating alumni engagement and fundraising teams into a coordinated structure, coordinating activities calendars with donor pipelines, and establishing shared systems and prospect review processes.¹²

Emerging Education Sector Realities in 2025

The K-12 education landscape is preparing for major reform, as new federal policies are changing curriculums and downsizing the Department of Education (DOE). Schools face new pressures regarding content, funding eligibility, and federal oversight, with plans to reassign authority from the federal government to the states resulting in a significant reduction in the Department's role.¹³ The Supreme Court authorized the reduction in force of more than 1,000 employees from the DOE in July 2025, following a temporary block two months prior.¹⁴ Nonprofits in education can expect short-term stability, but should monitor legal developments and prepare contingency strategies while the implications of federal actions on reshaping K-12 education content and oversight are still unfolding.¹⁵

New federal and state policies are also influencing college and university curriculums, policies, scholarships and financial aid, along with other programs. Cuts to Pell Grants may lead to a projected \$2.7 billion budget reduction over the next fiscal year.¹⁶ Other policies—such as those addressing immigration, LGBTQ+ rights, and equity for low-income and marginalized communities—may also affect higher education institutions and their students.

Some institutions have already changed their programming, while others are waiting to respond until the full implications of these new policies are clear. In April 2025, more than 150 colleges and universities came together to issue a formal statement encouraging constructive dialogue and collaboration.¹⁷ These institutions are pushing back against attempts to enforce these new policies and inviting open dialogue to explore thoughtful, practical reforms.

In early March 2025, the DOE cancelled \$400 million in grants to Columbia University¹⁸ and announced the targeting of more than 60 other institutions for investigation.¹⁹ These actions were part of an expanded federal review effort that is scrutinizing how colleges and universities align with new policy requirements. While the outcomes of these investigations remain to be seen, higher education leaders face heightened uncertainty as they navigate shifting legal, financial, and political pressures.

To stay resilient and provide stability for programs and students, education nonprofits should focus on advocacy for equitable funding, strengthen connections with schools and community partners, and explore alternative revenue streams such as scholarship endowments, program fees, or collaborative grants, ensuring that students continue to have access to the resources and opportunities they need to thrive.

CCS INSIGHTS

Policy shifts—including Pell Grant changes, international student enrollment fluctuations, and the new endowment tax—are creating financial pressures across colleges and universities. Historically Black colleges and universities, facing heightened leadership transitions and capacity limits, may be especially affected. Institutions can respond by emphasizing annual fundraising and unrestricted support, using creative strategies like challenges or matching campaigns to inspire giving, while also strengthening alumni engagement, scholarship campaigns, and strategic partnerships to protect student access.

The evolving policy landscape makes it critical for education nonprofits to plan to maintain program continuity despite potential shifts in funding and resource allocation. For independent schools, these federal changes may have limited direct impact, but could influence enrollment patterns and make them more attractive options for families navigating evolving public school systems.

One of CCS's clients, a California public university, offers a striking example of today's complex grantmaking climate. A research grant studying the diversity of plankton in the Monterey Bay ecosystem was initially cancelled—not for its scientific merit, but because the word “diversity” triggered scrutiny under new federal review standards. The grant was later reinstated, but the experience highlights a growing need for institutions to evaluate not just what they study, but how they frame it. As funding criteria evolve, even neutral language can become politicized. Institutions should be prepared to adapt grant language and clarify intent without compromising academic integrity.



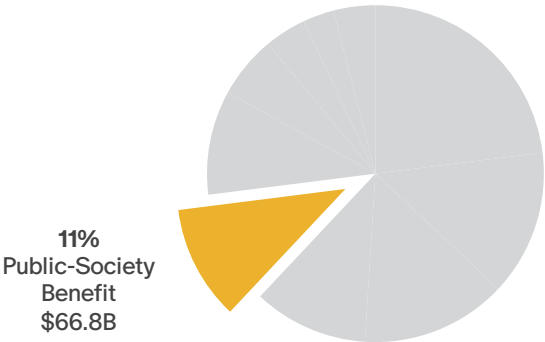
Giving to Public-Society Benefit

Public-society benefit organizations attracted \$66.8 billion in 2024, a 19.5% increase over 2023 in current dollars and a 16.1% increase when adjusted for inflation. Last year’s contributions to public-society benefit marked the second-highest total recorded for the category since 1987.¹ What’s more, its 11.5% five-year average growth rate outpaced the overall giving average, underscoring the rising importance of these organizations in the philanthropic landscape.¹ But what is public-society benefit?

This wide-reaching sector includes nonprofits that support the public good in ways that do not fall neatly into other categories. It includes civil rights and advocacy groups, voter engagement efforts, and philanthropic infrastructure groups such as community foundations. Despite their differences, these groups are united by a focus on strengthening civic life and advancing systemic change.

The 2024 growth for this category was impacted by organizations that responded quickly and effectively to a range of domestic issues—including civil rights, voting access, and reproductive health.¹ These organizations were often well-positioned to receive and distribute funds quickly, helping them meet urgent needs and retain donor trust.

Share of 2024 Contributions: Public-Society Benefit¹





Emerging Public-Society Benefit Sector Realities in 2025

In 2025, public-society benefit organizations are also navigating new political and legal realities. Federal actions are changing what types of diversity and identity-focused programs receive public funding.²⁰ Philanthropic organizations have expressed concern that proposed legislation could jeopardize nonprofit tax-exempt status and lead to humanitarian aid being misclassified.¹ This could raise compliance risks for advocacy and civic engagement groups¹ and may deter donors and funders from supporting nonprofits perceived as vulnerable to regulatory scrutiny.

However, some major donors are stepping up in response to these obstacles. A campaign called Fund Our Futures has raised \$182 million since its launch to help LGBTQ+ groups address shrinking foreign-aid support.²¹ The Schusterman Family Philanthropies continues to offer grant support to groups like All Voting Is Local, Fair Fight Action, and Protect Democracy.²² In May 2025, the Gates Foundation pledged \$200 billion over the next 20 years for causes like gender equity, public security, and access to digital and artificial intelligence.²³

Even with evolving political and regulatory conditions, philanthropy continues to support civic engagement, community inclusion, and systemic change. Nonprofits in this space should seek to be proactive, stay legally compliant, explore diverse funding sources, and prepare for more change.

Giving to the Health Sector

In 2024, charitable giving to health organizations reached \$60.5 billion, a 5% increase over 2023 in current dollars and a 2% increase when adjusted for inflation.¹ Sustained donor commitment to health-related causes helped the sector reach a new high in total contributions. Biomedical research significantly contributed to this growth, drawing interest from high-capacity donors looking to the future. Meanwhile, community-focused efforts, including those addressing mental health, cancer care, and maternal health, attracted support from individual and institutional funders alike.¹

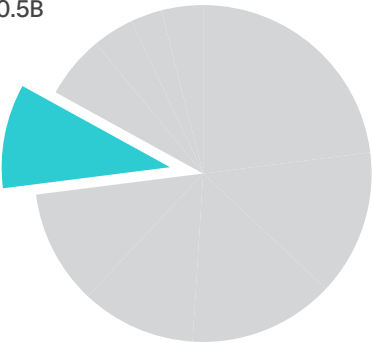
Peer-to-peer fundraising campaigns like the Heart Walk and the Walk to End Alzheimer’s each raised more than \$100 million in 2024, demonstrating the power of community engagement in health philanthropy.¹ Mega-gifts played a significant role in the sector’s performance last year as well. Health organizations in 21 states and Washington, D.C. received 64 mega-gifts, totaling \$2.4 billion—maintaining levels of large-scale giving that are 150% higher than pre-2021 averages.¹ This focus on both biomedical research and community-based programs offers fundraisers an opportunity to align proposals with public health priorities, highlight innovation and measurable impact in underserved communities, and attract high-impact donor support.

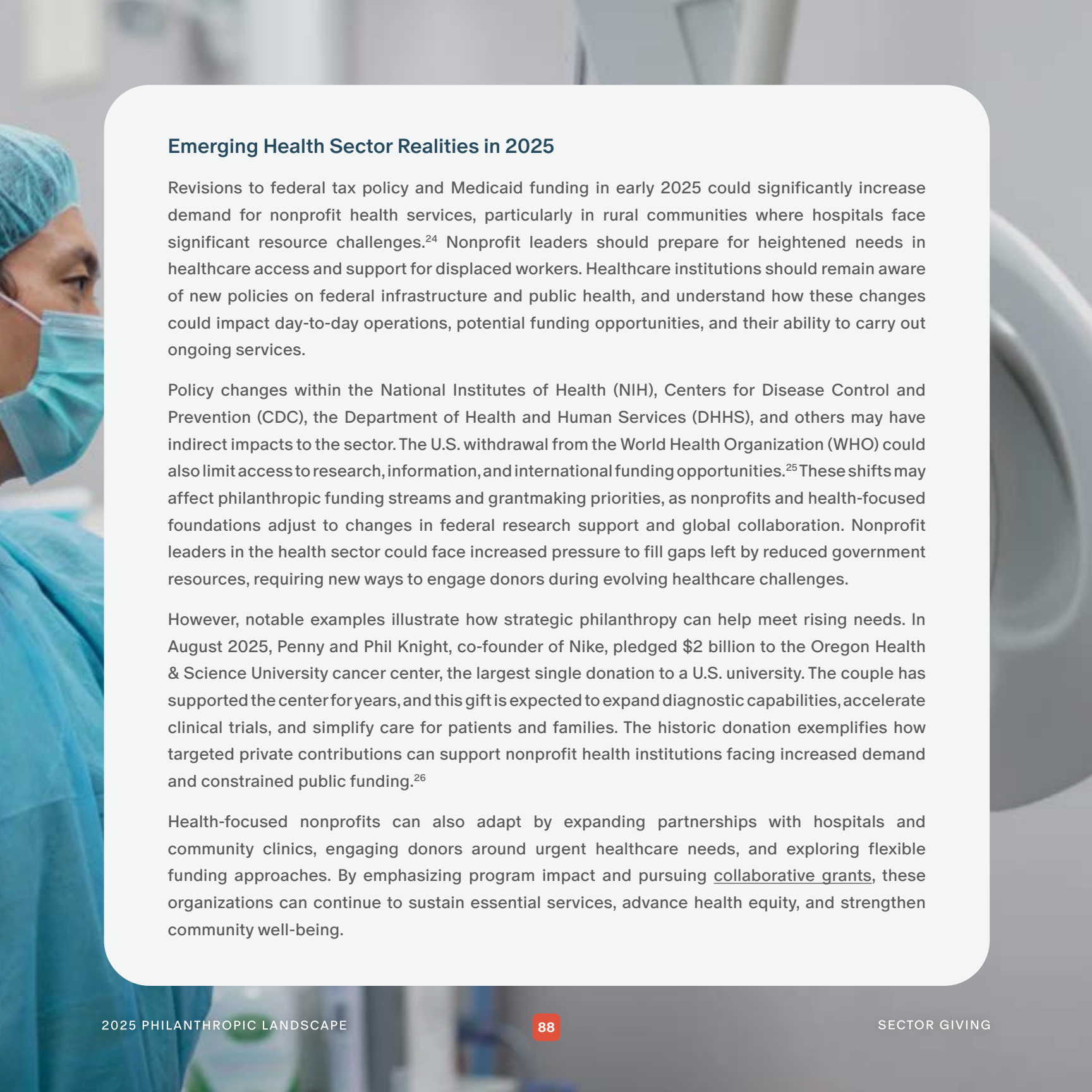
CCS INSIGHT

Healthcare organizations face rising demand and declining Medicaid patient volumes, which reduce reimbursable care—especially at safety-net hospitals and rural providers. Many institutions are managing budget pressures and staffing challenges. Fundraisers can help by prioritizing unrestricted gifts that support urgent needs, link contributions to patient outcomes, and ensure continuity of essential services. Clear communication about the impact of giving can strengthen donor engagement and maximize philanthropic support even in a challenging operating environment.

Share of 2024 Contributions: Health¹

10%
Health
\$60.5B





Emerging Health Sector Realities in 2025

Revisions to federal tax policy and Medicaid funding in early 2025 could significantly increase demand for nonprofit health services, particularly in rural communities where hospitals face significant resource challenges.²⁴ Nonprofit leaders should prepare for heightened needs in healthcare access and support for displaced workers. Healthcare institutions should remain aware of new policies on federal infrastructure and public health, and understand how these changes could impact day-to-day operations, potential funding opportunities, and their ability to carry out ongoing services.

Policy changes within the National Institutes of Health (NIH), Centers for Disease Control and Prevention (CDC), the Department of Health and Human Services (DHHS), and others may have indirect impacts to the sector. The U.S. withdrawal from the World Health Organization (WHO) could also limit access to research, information, and international funding opportunities.²⁵ These shifts may affect philanthropic funding streams and grantmaking priorities, as nonprofits and health-focused foundations adjust to changes in federal research support and global collaboration. Nonprofit leaders in the health sector could face increased pressure to fill gaps left by reduced government resources, requiring new ways to engage donors during evolving healthcare challenges.

However, notable examples illustrate how strategic philanthropy can help meet rising needs. In August 2025, Penny and Phil Knight, co-founder of Nike, pledged \$2 billion to the Oregon Health & Science University cancer center, the largest single donation to a U.S. university. The couple has supported the center for years, and this gift is expected to expand diagnostic capabilities, accelerate clinical trials, and simplify care for patients and families. The historic donation exemplifies how targeted private contributions can support nonprofit health institutions facing increased demand and constrained public funding.²⁶

Health-focused nonprofits can also adapt by expanding partnerships with hospitals and community clinics, engaging donors around urgent healthcare needs, and exploring flexible funding approaches. By emphasizing program impact and pursuing collaborative grants, these organizations can continue to sustain essential services, advance health equity, and strengthen community well-being.

Giving to International Affairs

Philanthropic support for international affairs totaled \$35.5 billion in 2024, which marks a 17.7% increase over 2023 in current dollars and 14.3% growth when adjusted for inflation.¹ It joins education and public-society benefits as one of the fastest-growing sectors in the philanthropic landscape. Contributions to international affairs accounted for 6% of all U.S. charitable giving last year and represents the highest inflation-adjusted total recorded for the category since tracking began in 1987.¹

While international giving spans many issue areas, this category specifically includes U.S.-based nonprofits that have missions rooted in global development, diplomacy, and humanitarian aid. The distinction highlights the expanding role of U.S. philanthropy in international engagement.

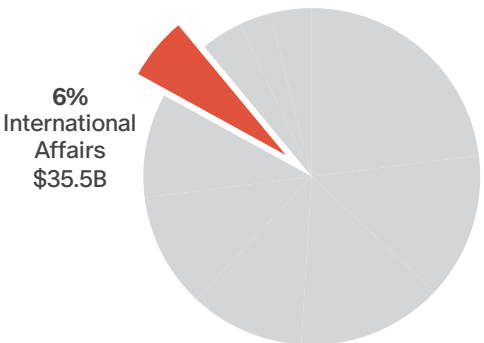
In 2024, philanthropic efforts surged in response to the humanitarian crisis in Gaza. Notable efforts included \$190 million raised on GoFundMe to aid the people in

Gaza, \$750 million in grants from the American Muslim Community Foundation, \$851 million raised by the Jewish Federation of North America, and a \$15 million gift from Sophie Schmidt to Doctors Without Borders.¹

Support for other global crises also created an impact abroad. The Howard G. Buffett Foundation committed an additional \$300 million to Ukraine, bringing its total support to over \$820 million since the start of the Russo-Ukrainian war. Project CURE received over \$1.5 million in donations to deliver medical supplies to Ukrainian hospitals, including a \$1 million matching gift from philanthropist John Evans.¹

Philanthropy also advanced peacebuilding and diplomacy. Boston-based Tech2Peace was awarded \$3.2 million to support joint training programs for Israeli and Palestinian youth, while in Santa Fe, Tomorrow's Women received \$400,000 to promote women's leadership in conflict resolution.¹

**Share of 2024 Contributions:
International Affairs¹**



Emerging International Affairs Sector Realities in 2025

In 2025, U.S. foreign aid faced unprecedented disruption following Executive Order 14169. Issued on January 20, 2025, the order temporarily froze nearly all USAID-funded programs for 90 days, excluding only narrowly defined life-saving assistance.²⁷ The pause led to the suspension of health, humanitarian, and development programs, with United Nations (UN) agencies warning of severe consequences for millions who rely on these services.²⁸ The sudden funding freeze caused immediate operational disruptions, increasing demand for philanthropic support to fill urgent gaps.²⁹

On February 26, 2025, the UN Population Fund (UNFPA) confirmed that nearly all of its grants with USAID and the U.S. State Department had been terminated, including those previously given humanitarian waivers.³⁰ The UNFPA estimates that \$377 million in cuts could have substantial impacts on women and girls in crisis zones such as Gaza, Sudan, and Ukraine, where USAID-supported programs had provided maternal healthcare, protection from violence, and other lifesaving services.³⁰

Since the U.S. foreign aid freeze, philanthropic organizations have been facing increased demand for support from foundations and individual donors.³¹ More broadly, international philanthropy is experiencing growth in new giving models, including collaboratives, giving circles, and donor-advised funds that pool resources from multiple donors.³¹ Given recent disruptions to traditional funding streams and evolving donor models, for U.S.-based nonprofits supporting international causes, strategic agility and diversified funding have become more essential than ever.³¹

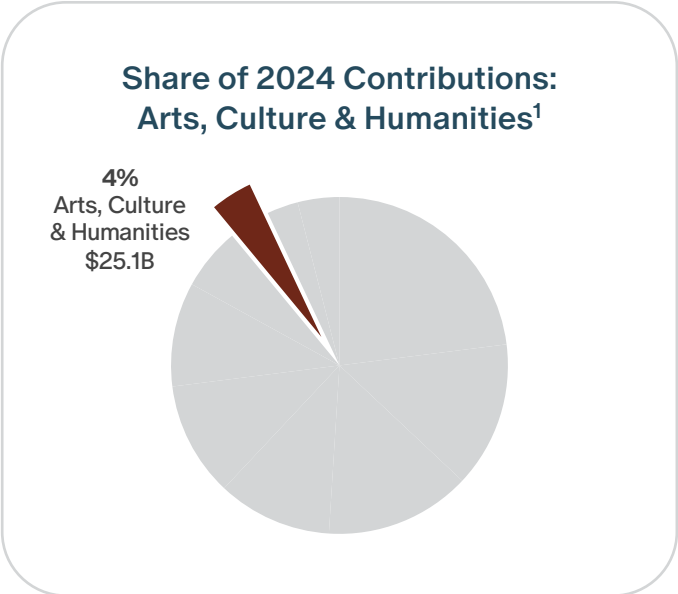
Despite significant funding disruptions and challenges, international humanitarian and philanthropic actors continue to adapt and collaborate to continue providing critical services. Emergency aid exceptions and program waivers have helped preserve essential support in key areas²⁹ while these new models are growing to meet rising demand.³¹ Additionally, local and proximate leadership in regions like Africa demonstrates resilient impact even as traditional funding streams evolve.³¹ These developments showcase how strategic partnerships, innovative funding models, and local leadership can sustain international aid and amplify impact even when faced with complex challenges.

Giving to the Arts, Culture & Humanities Sector

Charitable giving to arts, culture, and humanities reached \$25.1 billion in 2024, representing a 9.5% increase in current dollars and a 6.4% increase when adjusted for inflation—setting a new benchmark for the sector.¹ Following a flat year in 2023, this strong year-over-year growth can be attributed to a mix of large capital gifts, renewed public investment, and donor interest in community recovery.¹ Donors are re-engaging with the arts after several years of uneven giving and donor participation—particularly during and after the pandemic.

While overall giving to the sector rose, support varied across organization types. According to the American Alliance of Museums, 46% of North American museums reported an increase in individual giving between 2019 and 2024, while 32% saw little or no change and 19% reported a decrease.³² Meanwhile, 34% saw growth in their donor base, 41% reported stability, and only 20% experienced a decline in donor numbers over the same five years.³²

In contrast, performing arts organizations faced more pronounced challenges in the years following the pandemic. According to 2023 data, donation revenue declined by 14% for orchestras, 7% for opera and dance companies, and 19% for theater organizations when compared to pre-pandemic levels. Only performing arts centers experienced a net increase in gift revenue, rising 39% since 2019.¹ These figures suggest that while museums may have benefited from broader public engagement and recovery efforts, many performing arts organizations continued to navigate a slower return to pre-pandemic fundraising levels. The contrast highlights the uneven pace of recovery across the cultural sector and suggests a need for tailored strategies to support different types of institutions.



Emerging Arts, Culture & Humanities Sector Realities 2025

After a record-setting year for arts and culture giving in 2024, marked by renewed donor engagement and recovery from pandemic-era declines, the outlook for arts and culture in 2025 is unclear. Since early 2025, some executive actions have sought to limit federal funding for cultural organizations and programs, and some long-standing grant programs have been cancelled.

Budgetary actions in the first half of 2025 included reductions to several cultural programs, prompting concern among arts organizations about long-term federal support. Specific developments include:

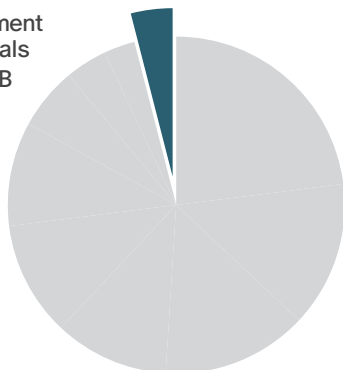
- A presidential action that eliminated several institutions, including the Institute of Museum and Library Services³³
- Potential modifications in grant funding and staffing reductions of up to 80% for the National Endowment for the Humanities, which supports museums, scholarships, and historical sites³⁴
- Discontinuation of the Challenge America grant program supporting small, underserved arts organizations³⁵
- A presidential action that rescinded an earlier directive promoting federal support for arts, humanities, and museum and library services³⁶
- Rescinding by Congress of federal funding for public media, eliminating all appropriations to the Corporation for Public Broadcasting as part of broader budget cuts.³⁷

While arts and culture nonprofits are encouraged to stay prepared and fundraise with agility, the courts provide some hope. In May 2025, a federal judge issued an injunction halting the dismantling of the Institute of Museum and Library Services (IMLS), requiring restoration of staff and funding during ongoing legal proceedings.³⁸

Arts and culture nonprofits continue to operate within this evolving federal funding environment and are adjusting their approaches to fundraising and program delivery accordingly. They can continue to adapt by refining fundraising strategies, strengthening partnerships, and exploring flexible program models, ensuring they sustain impact and engage communities despite ongoing funding uncertainties.

Share of 2024 Contributions: Environment & Animals¹

3%
Environment
& Animals
\$21.6B



Giving to the Environment & Animals Sector

Environmental and animal organizations received a record \$21.6 billion in philanthropic support in 2024, reflecting a 7.7% increase in current dollars over the previous year (4.6% inflation-adjusted).¹ This growth outpaced the overall rate of philanthropic expansion and represented the highest inflation-adjusted total recorded for the sector since tracking began in 1987.¹

While still comprising just 3% of total charitable giving in the United States, the environment and animals category has shown remarkable momentum. Over the past five years, contributions to this sector have grown at an average annual rate of 10.1%, well ahead of the 6.4% average for all sectors.¹

Beyond the numbers, the sector saw a shift in strategy. A growing share of funding flowed through trusted organizations that connect big donors with high-impact local and community-led efforts, helping smaller nonprofits access the support they might otherwise miss. This was especially notable in climate philanthropy, where more resources reached grassroots and underfunded movements focused on environmental justice and animal protection.¹

Collaboration emerged as a defining theme in this sector. Organizations that formed alliances—whether with community foundations, disaster relief agencies, or major donors—were more likely to secure high-profile gifts and media attention. This was especially evident in response to natural disasters, for which environmental, animal welfare, and humanitarian groups worked together to address overlapping needs.¹



For example, collaborative relief efforts for Hurricanes Helene and Milton in 2024 involved partnerships among community foundations like the Community Foundation of Western North Carolina, national nonprofits like the American Red Cross, and corporate donors like Lowe's and the Verizon Foundation. These joint initiatives contributed to an estimated \$278 million in funding announced by December 2024 for recovery and support.¹ This trend illustrates how environmental and humanitarian needs are increasingly intertwined, creating opportunities for cross-sector partnerships that address climate-related crises while maintaining dedicated support for traditional environmental initiatives.



CCS INSIGHT

While the environment and animals sector remains a relatively small portion of philanthropy, its growth in 2024 signals a rise in donor interest and institutional support. The challenge ahead lies in sustaining momentum and ensuring that new dollars translate into lasting impact. In 2025, nonprofits in this sector are shifting strategies in response to executive actions and H.R. 1, including adapting messaging, strengthening compliance measures, and increasing collaboration with c4 social-welfare organizations (which are able to lobby and advocate on policy issues).



ENVIRONMENT & ANIMALS

CLIENT SPOTLIGHT

PHILADELPHIA ZOO

As America's first zoo, the Philadelphia Zoo holds a storied place in the region's cultural landscape, inspiring joyful discovery and action for wildlife. In service of its bold philanthropic goals and strategic vision, the zoo engaged CCS to launch their first-ever comprehensive fundraising campaign. This campaign was designed to double annual contributed revenue, support key programs and animal care, and bring to life an exciting new exhibit: Bear Country. The campaign launched alongside a multi-year strategic planning initiative that has energized zoo leadership, staff, and donors. CCS first conducted a strategic growth assessment, followed by a comprehensive campaign study that refined key messages, evaluated philanthropic potential, and set the stage for the Philadelphia Zoo's largest fundraising effort to date. CCS has provided executive counsel and campaign management to activate this campaign, deepen community engagement, and expand the zoo's legacy of impact. The great success of the quiet phase led the zoo to increase their initial working campaign goal by 42%, allowing them to broaden the campaign's scope and align it campaign fully with an ambitious new strategic plan.

Emerging Environment & Animals Sector Realities in 2025

Despite record-setting growth in 2024, environmental organizations are entering 2025 seeing regulatory frameworks weakened and federal funding streams reduced. Climate and conservation initiatives in particular are receiving less funding focus. Developments in the first half of 2025 that could impact sector funding include:

- A presidential action that created a Federal Emergency Management Agency (FEMA) Review Council to evaluate the agency's disaster response and recommend reforms to improve effectiveness, impartiality, and public trust.³⁹
- A presidential action that promoted U.S. energy production on federal lands and waters and revoked executive actions from previous administrations focused on climate change mitigation and adaptation.⁴⁰
- A presidential action that withdrew the U.S. from select international climate and environmental agreements.⁴¹

As environmental organizations navigate these shifts, they should identify climate and conservation priorities that resonate with donor interests, pursue partnerships with corporate sustainability programs or climate-focused foundations, and engage supporters with clear stories of measurable environmental impact.

Emphasizing outcomes such as habitat preservation, emissions reduction, or community-led conservation initiatives can strengthen donor confidence, while leveraging challenge grants or recurring-donor programs can help to maintain reliable funding streams.

Giving Vehicles

How people give shapes what's possible in philanthropy. These channels—institutional and individual —guide how resources flow toward impact.

Giving to Foundations

Giving to foundations grew by 3.5% in current dollars and 0.5% after inflation, reflecting a return to growth after a weaker 2023.¹ In total, foundations received \$71.9 billion, accounting for 11% of all U.S. charitable giving.¹

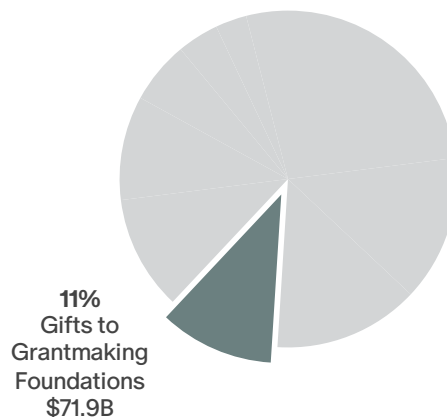
This category includes contributions to independent (or private) foundations, community foundations, and operating foundations. It also encompasses gifts to donor-advised funds (DAFs) housed at community foundations, with *Giving USA* reporting the net of contributions to and grants from those DAFs to avoid double-counting.¹

These contributions are often driven by wealthy donors, planned giving strategies, and asset-based gifts like stocks. Over the past four decades, foundations have received between 5% and 13% of all charitable contributions, with giving to foundations reaching its highest levels in the most recent five-year period beginning in 2020.¹

High-dollar donors are driving a move toward collective, equity-centered philanthropy with their contributions to this channel. By funding gender-focused efforts and joining collaborative initiatives, donors are influencing future priorities—even when their gifts are deployed gradually.¹ Examples include major commitments like

Melinda French Gates' \$1 billion pledge to support women and girls, and MacKenzie Scott's unrestricted gifts to hundreds of nonprofits, many of which advance gender equity. Reed Hastings and Patty Quillin, as well as Michael and Susan Dell, directed substantial support through DAFs, reinforcing the role they play in advancing education, health, and economic mobility.¹ These investments reflect a growing donor emphasis on systemic change, intersectional impact, and sustainability through foundation-led strategies.¹

Share of 2024 Contributions:
Foundations¹



Giving to Individuals

Giving to individuals totaled \$23.6 billion in 2024, representing 4% of total U.S. charitable giving.¹ This category declined by 11.9% (14.4% inflation-adjusted), making it the only recipient category to experience a double-digit decline.¹

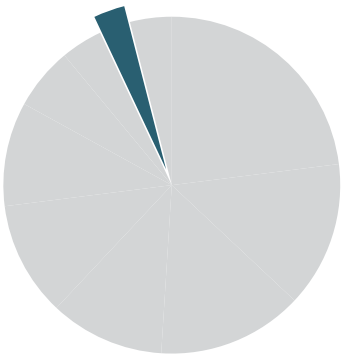
But what does “giving to individuals” include? Within the Giving USA framework, this category is made up mainly of in-kind donations of medications that are provided directly to patients through the patient assistance programs of pharmaceutical companies’ operating foundations.¹ These contributions do not pass through traditional nonprofit organizations, which is why *Giving USA* tracks them separately from other sectors like health or human services.

The sharp decline of giving to individuals in 2024 reflects reductions in corporate patient assistance programs, which have historically accounted for the full value of this category.¹ While less visible in traditional fundraising channels, these donations continue to provide essential support to individuals in need.



Share of 2024 Contributions: Individuals¹

4%
To Individuals
\$23.6B





GENERATIONAL LENS

Baby Boomers: 1946-1964 | Generation X: 1965-1980 | Millennials: 1981-1996 | Generation Z: 1997-2012

In 2024, generational giving patterns revealed a strong divergence by cause. Gen Z significantly increased support for faith-based organizations (+133%) and health causes (+29%), while Millennials drove a 57% surge in donations to places of worship.⁴² Boomers continued to lead in total dollars given, with a 15% increase in donations to places of worship, a notable rise in gifts to military and veterans' causes, and a slight decline in education funding (-6%). Health donations also showed contrasting trends: Gen Z and Millennials increased their support, while Gen X and Boomers decreased their donations to this sector.⁴²

Also noteworthy, Gen X stood apart from other generations by logging the highest volunteer hours across all generations, yet financially contributed less to both health and faith-based causes. Additionally, Millennials who give to religion often also support secular causes, but Gen Z donors are less likely to do both—highlighting a differentiator in how younger donors approach faith and philanthropy.⁴² Boomers and Gen X show lower religious engagement overall, both in attendance and giving.⁴²

To better understand these generational differences in giving, it is helpful to consider the key philanthropic sectors individually.

Environmental causes, once a top priority for Gen Z in 2021, were replaced by faith-based giving in 2024—a sign of changing values and philanthropic focus.⁴² This pivot away from environmental giving was not isolated; it reflected a broader reprioritization among younger donors, who also gave less to education and arts-related causes.⁴²

While Giving USA's *Giving By Generations* report does not include generational data for education giving in 2024 for Gen Z, Millennials, or Gen X, it does show that education did not rank among the top three giving priorities for these groups.⁴² Only Boomers prioritized education, ranking it second among their top giving sectors and contributing \$407 million to the field.⁴²

The pattern of education supporters skewing older may be related to the high levels of student loan debt carried by 19% of Gen Z and 25% of Millennials in 2024.¹ The substantial debt burden influenced donation decisions for 56% of Gen Z graduates, compared to just 6% of Baby Boomers.¹ For nonprofits in education, understanding this financial reality is critical to engaging younger donors meaningfully.

Other sector-specific trends further illustrate generational distinctions in giving. Boomers continue to dominate giving to arts, culture, and humanities organizations, while younger generations remain underrepresented in this sector.¹

In contrast, public-society benefit organizations have gained traction among Millennials and Gen Z, especially during moments of social activism.⁴² Human services giving remains a consistent priority for Boomers and Gen X, though younger donors also support this sector during times of crisis.¹

Together, giving patterns among varied causes reveal how each generation brings distinct motivations, constraints, and priorities to their contributions. As younger donors reshape the philanthropic environment with new expectations and older generations continue to drive the majority of dollars, understanding these nuances is essential for organizations seeking to engage across the generational spectrum.

Across sectors, nonprofit and fundraising professionals are navigating economic and social change—and those that remain mission-focused and donor-centric are best positioned to thrive. Generational trends in giving further emphasize the importance of nonprofits tailoring strategies by age group, with Gen Z increasingly prioritizing faith-based and health causes and Boomers continuing to lead across all sectors. The chart below illustrates how each generation’s top philanthropic priorities have changed since 2015, offering a clear snapshot of where giving is shifting and where nonprofits might focus their donor communication efforts.

Annual Giving by Generation ⁴					
Generation & Top 3 Supported Causes	2015	2021	2024	\$ Increase / Decrease	% Increase / Decrease
Gen Z					
Places of Worship	N/A	\$239	\$200	-\$39	-16%
U.S. Health/Medical	N/A	\$107	\$138	\$31	29%
Faith-Based Orgs	N/A	\$48	\$112	\$64	133%
Millenials					
Places of Worship	\$436	\$300	\$471	\$171	57%
Faith-Based Orgs	\$106	\$243	\$231	-\$12	-5%
U.S. Health/Medical	\$77	\$156	\$191	\$35	22%
Gen X					
Places of Worship	\$737	\$432	\$581	\$149	34%
Faith-Based Orgs	\$105	\$159	\$122	-\$37	-23%
U.S. Health/Medical	\$94	\$144	\$100	-\$44	-31%
Boomer					
Places of Worship	\$1,190	\$996	\$1,141	\$145	15%
Education	\$343	\$431	\$407	-\$24	-6%
Military/Veterans	N/A*	N/A*	\$313	N/A*	N/A*

**First measured in 2024*

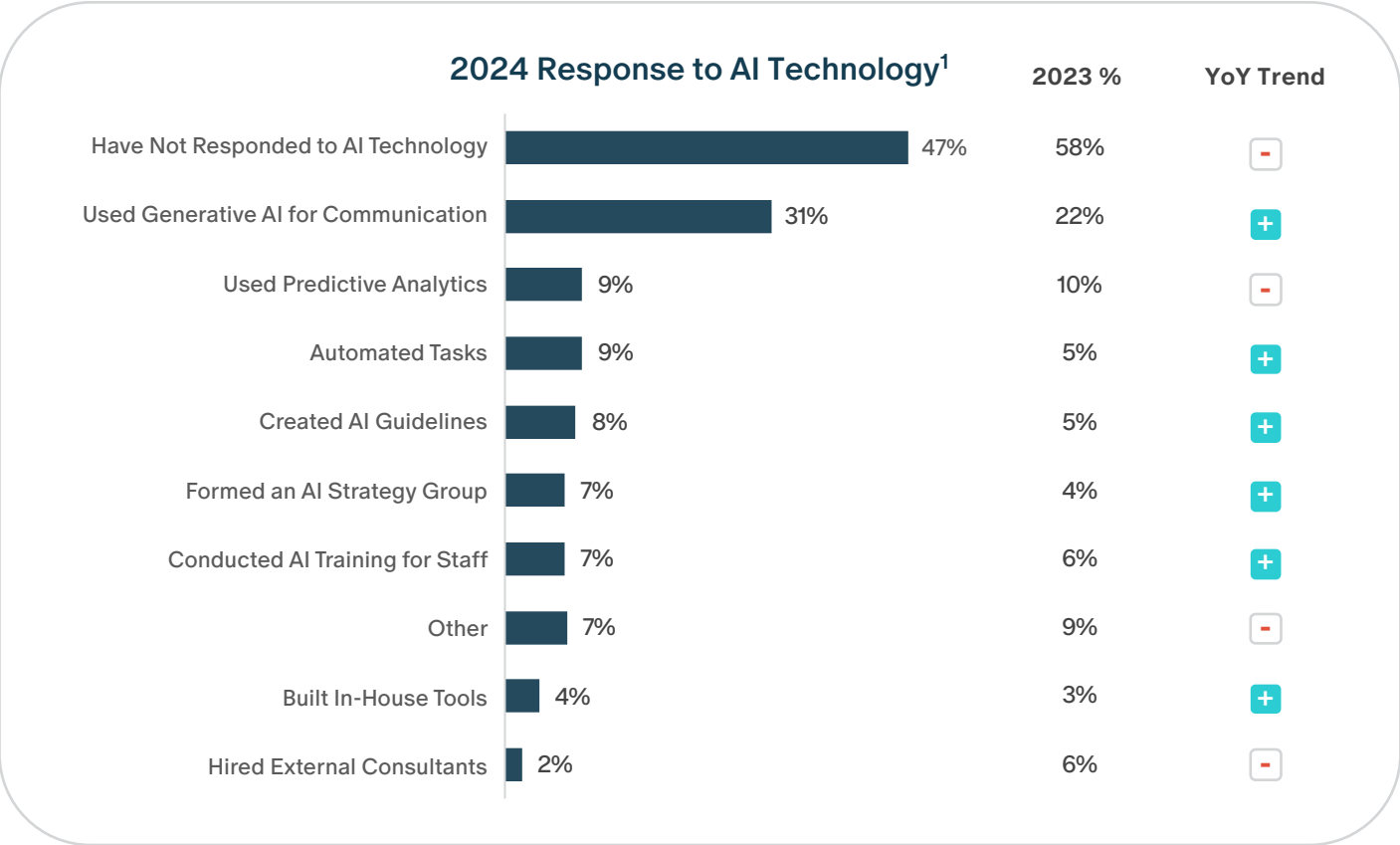
A close-up photograph of a person's hands holding a tablet. The person is wearing a blue long-sleeved shirt and a brown leather watch. The background is blurred, showing an indoor setting with a white wall and a window. The text is overlaid on the image in a white, sans-serif font.

Chapter 7

Artificial Intelligence & the Future of Fundraising

Data, Decisions & Donors

Artificial Intelligence (AI) and data tools continue to shift from emerging technologies to essential infrastructure for competitive fundraising. Nearly two-thirds (61%) of nonprofits report some familiarity with AI, but adoption remains limited, as 47% of organizations admit they have not yet responded to it.¹



Ninety-two percent (92%) of organizations surveyed by Bloomerang in 2024 described their AI infrastructure as “subpar,” with only 2% saying they feel fully equipped to implement AI. Even more telling, 60% expressed mistrust in AI.²

While some may be concerned that AI could replace human talent, it should instead be viewed as a tool to augment and support—not replace—human expertise. By automating routine tasks and providing data-driven insights, AI enables fundraising professionals to work more efficiently and effectively, freeing up valuable time to build trust and deepen relationships with donors.

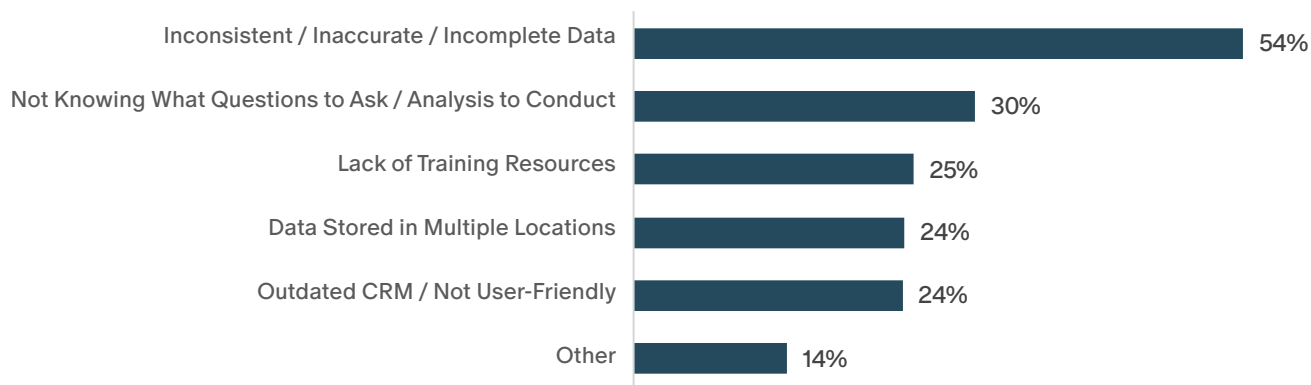
For those who embrace AI, the benefits are clear. Among nonprofits currently using data and AI, nearly 31% report improvements in tailoring communications and refining campaign targeting, with several also noting gains in operational efficiency. Additionally, the ability to personalize donor engagement was cited as one of the primary advantages to using AI in fundraising.¹

Encouragingly, adoption of AI does not require perfection. Many organizations have started benefiting from using generative AI for content creation while building toward more strategic applications. A 2025 Chronicle of Philanthropy survey, conducted by Clarion Research, found that 77% of nonprofits expect to adopt AI within the next 3 to 5 years, reflecting growing anticipation around its potential.³

As expectations rise and resources remain tight, fundraising professionals will increasingly turn to analytics, predictive models, and generative AI to work smarter. As a result, the philanthropic sector will benefit in shifting from intuition-led to intelligence-driven decision-making, allowing more nonprofits to make smarter decisions, increase donor lifetime value, and boost fundraising efficiency.



Top Challenges with Donor Data¹



Making Smarter Decisions Begins with Better Data

For development professionals facing complex planning decisions, access to historical insights and forecasting tools is transforming how strategy is set. Whether launching a major campaign or seeking institutional support, analytics and AI offer the ability to test assumptions, anticipate outcomes, and time outreach more effectively.

Scenario Planning for Major Campaigns

By examining donor engagement data over several years, patterns emerge that show when donors are most likely to interact with an organization by giving, attending events, or engaging in other ways. While it is well known that the end of the calendar year is a peak giving period, an independent school might also discover that current parents often give within the first month of school and alumni concentrate their giving between mid-March and mid-April. These insights would enable more targeted outreach and tailored messaging by audience and timing. Advanced analytics builds on this by simulating "what-if" scenarios before resources are committed.



AI in Nonprofits Defined

■ GENERATIVE AI

Advanced AI that creates personalized content—such as emails, proposals, reports, images, or videos—based on historical data and user prompts, enabling non-technical users to streamline and scale donor communications.

■ PREDICTIVE AI

Data-driven AI requiring datasets and analytical skills to forecast donor behavior, segment prospects, and guide fundraising strategies.

■ WORKING TOGETHER

Predictive AI analyzes data to identify donor trends and opportunities, while generative AI uses those insights to craft personalized outreach; conversely, the content and responses created by generative AI can enrich data inputs, improving predictive models over time.

Additionally, by inputting five years of data—such as giving history, donor segments, and wallet share (the portion of a donor’s total charitable giving that a nonprofit currently receives)—nonprofits can model the potential impact of a drop in major gifts (\$50,000 or more) or a reduction in staffing. These simulations offer benchmarked, customized insight drawn from organizational and sector-wide data. Modeling like this is especially valuable for understanding how to keep donors engaged for enduring impact.

Real-Time & Historical Revenue Forecasting

Dynamic dashboards and tracking tools can help nonprofits keep a close eye on fundraising progress as it happens. When results start to diverge from projections, these tools make it easier to spot shifts and respond quickly. Predictive AI adds additional analytical benefit by forecasting how campaigns are likely to perform based on donor behavior and seasonal trends, such as expecting a surge in year-end giving or a slowdown in the summer. Generative AI can complement forecasting by translating predictive insights into clear, actionable reports to further accelerate decision-making. When used together, these technologies improve planning, reduce surprises, and support quicker, more confident decision-making.

Institutional & Foundation-Giving Analysis

Understanding where a nonprofit stands in the institutional funding landscape is key to shaping a smarter grant strategy. By analyzing 990 data and grant records, organizations can identify which foundations are funding similar work, assess how much of a foundation’s total giving they are currently capturing,

CCS INSIGHT

Many CCS clients observe that around 50% of their top donors stop making gifts after six years. By examining this trend, organizations can re-evaluate their engagement strategies for long-time donors while also using insights to identify and cultivate a new cohort of major gift prospects, ensuring their pipeline remains strong with both current and new donors.

and uncover gaps in cultivation. When a funder is specifically and actively stewarded by a staff member, for example, organizations tend to secure twice as much of their contributions than nonprofits with unassigned or passive cultivation approaches.

Predictive AI builds on this analysis by rapidly scanning and comparing hundreds of potential funders to highlight those most aligned with an organization’s mission, geography, and project type. Instead of reviewing foundation profiles one by one, teams can use predictive models to uncover high-level giving patterns, segment funders by likelihood to give, and prioritize their outreach efforts. This not only saves significant time, but it also increases the chances of submitting high-fit proposals to the right funders at the right time.

Meanwhile, generative AI's advanced reasoning capabilities can help organizations evaluate internal projects and funding needs against each foundation's history and preferences. By identifying which initiatives are most likely to resonate with funders, generative AI can suggest how to best position a proposal to align with a funder's priorities. With premium features like custom generative pre-trained transformers (GPTs), generative AI can even simulate different proposal strategies and generate tailored submissions based on unique application criteria — turning grant writing into a more strategic, insight-driven process.

Increasing Donor Value with Data-Driven Engagement

Donor lifetime value—the total amount a donor is projected to give to an organization over the entire course of their relationship—grows when outreach is proactive, personalized, and data-informed. With AI and analytics, nonprofits can pinpoint top prospects and optimize the timing and approach of their stewardship.

Identify High-Potential Major Donors

Understanding which prospects are likely to substantively give—and when—helps sharpen fundraising strategy. Tools like affinity scores, wealth screening, and engagement heatmaps uncover donors with both a high capacity and an interest in giving, including those with valuable assets or frequent event attendance.

Predictive AI models identify when donors are most likely to give next, helping fundraising professionals time their outreach effectively. Acting on that insight often comes with a practical challenge: communicating with dozens of donors in a meaningful, personalized way all at once. However, generative AI can draw from historical information to craft customized outreach for each donor and also prepare donor briefings. The time saved enables gift officers to focus on more strategic development efforts.

CCS INSIGHT

Typically, organizations successfully engage about 10% of the giving capacity within their assigned prospect pools, demonstrating the opportunity for growth through targeted strategies.



Stewardship and Re-engagement Priorities

Targeting donor relationships before they weaken helps organizations sustain support. Analytics can map donor journeys and identify when lapsed supporters are likely to return. Moreover, predictive models flag donors at risk of leaving and recommend the best next step based on donor preference—such as a call, visit, personalized updates, thank you notes, or reengagement message—generative AI can then create the messaging. This layered, data-informed approach keeps donors connected and engaged over time.

Advanced Lifetime Value Modeling

Advanced modeling can help nonprofits forecast and grow the long-term value of their donors. Rather than focusing only on recent gift size, lifetime value modeling highlights patterns of sustained generosity, capturing both loyalty and prolonged giving potential for each donor. These models estimate how frequently donors are likely to give and at what level, enabling organizations to engage more strategically based on predicted future value.

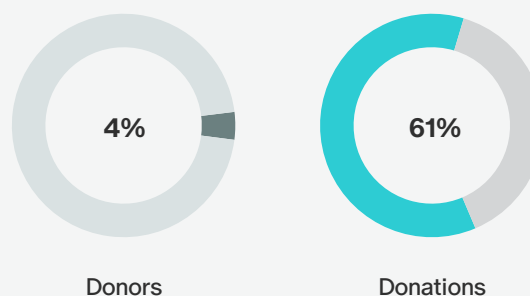
In a recent analysis of a CCS client's annual giving population, 4% of donors were projected to contribute 61% of annual fund donations over the next five years. This insight allowed the organization to focus more significant resources on its best prospects and optimize their fundraising impact.

Predictive AI refines the insights derived from advanced lifetime value models by identifying donor traits, such as preferred giving channels or program interests, that are most closely linked to high lifetime value. It pinpoints engagement activities that yield stronger retention, helping nonprofits focus on proven tactics. Generative AI then supports these efforts by drafting multi-year giving plans and tailored stewardship outlines, making extended engagement both scalable and personalized.

CCS INSIGHT

One recent CCS client observed that donors with 10 or more volunteer activities gave 66 times more than those with just one, underscoring how repeat involvement can drive generosity.

CCS Has Observed That Just 4% of Donors Can Drive 61% of Donations



Boosting Fundraising Efficiency Through Smarter Systems

More and more fundraising teams are being stretched thin, making it critical to focus time and resources where they will have the most impact. With the help of AI and analytics, organizations can identify at-risk donors before they lapse, uncover those ready to increase their giving, and streamline how gift officers manage their portfolios to achieve more with greater precision.

Only 46% of Donors Are Retained Each Year on Average



As observed across the organizations CCS has worked with over the last five years.

At-Risk Donor Segmentation

On average, nonprofits retain only about 46% of their donors each year. To improve fundraising results, organizations can use AI to identify donors who might be slipping away and re-engage them with timely, targeted outreach. For example, a donor who typically gives every November, but skipped this year, could be at risk of lapsing. Analytics tools can spot early signs of declining support by examining how recently, how often, and how much donors give (known as recency, frequency, and monetary value or RFM metrics).

Predictive AI goes further by recognizing patterns in donor behavior, such as patients who give after a hospital stay but often stop giving within a year unless they receive a personal follow-up. Knowing this, teams can use generative AI to develop customized stewardship, moving fundraising away from generic appeals and enabling teams to act earlier to secure relationships before they fade.

CLIENT SPOTLIGHT

BRYANT UNIVERSITY

As Bryant University prepared for its next major campaign, fundraising leaders sought data-informed ways to assess feasibility, gauge donor readiness, and strengthen their pipeline. In partnership with CCS, the University launched a predictive modeling exercise to analyze donor behavior, giving capacity, and engagement patterns. The resulting insights offered a clear view of where philanthropic opportunity existed and where further cultivation was needed. These findings became a foundational input for campaign planning and strategy. With a deeper understanding of donor potential, the team set ambitious yet achievable goals, rebalanced gift officer portfolios, and prioritized outreach to the prospects most critical to success. The effort demonstrated how predictive AI can equip advancement teams to plan boldly, invest wisely, and lead with greater precision and impact.



HIGHER EDUCATION



Upgrade-Ready Prospect Targeting

One of the most effective ways for nonprofits to raise more funds is by identifying donors who are ready to donate more relative to their giving potential. Analytics can surface these prospects with additional giving potential by flagging patterns in their giving behavior, engagement, and capacity.

Predictive AI helps development teams model when and how similar donors have deepened their support over time, and recommend ask amounts based on these patterns. Using generative AI, teams can tailor the tone of ask letters for each group and reflect the donors' values, interests, and history.

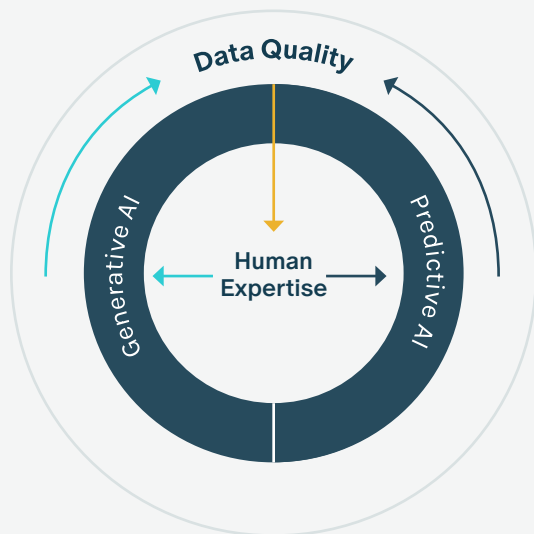
AI-Driven Portfolio Strategy for Gift Officers

Fundraising teams can become more effective by utilizing AI to identify what is already working and find ways to continue building on success. Analytics tools can reveal which gift officers are building the strongest donor relationships and also which activities are most often linked to deeper engagement or increased giving. Predictive AI sharpens this view by highlighting patterns in gift officer behavior, donor assignments, and outcomes, allowing managers to recognize top performers and coach others toward similar success. It also helps spot where portfolios may be overloaded or where donors are not receiving sufficient attention, supporting more balanced and responsive portfolio management.

By creating tailored learning plans and training materials that reflect specific strategies identified by predictive analytics, generative AI can help gift officers adopt more consistent, relationship-centered habits. These methods help ensure that the effects of these habits are based on what works for their unique donor base.



Fundraising Intelligence



Fundraising teams can also work more efficiently by improving how gift officers manage their donor lists. Analytics tools track how officers spend their time and can show real-time dashboards with portfolio sizes and engagement levels. Predictive AI takes dashboard insights further by matching donors with the gift officers best suited to connect with them based on factors like location or past success. Generative AI can then help by creating personalized outreach plans, organizing follow-up tasks, and preparing briefing notes for meetings.

Embracing the Future of Fundraising

The future of fundraising belongs to organizations that harness AI and data thoughtfully and strategically. Moving beyond hesitation, nonprofits that embrace smarter, data-informed decision-making, deepen donor relationships through personalized engagement, and streamline fundraising operations by leveraging AI tools will gain a vital edge. While challenges around AI infrastructure and trust persist, steady progress shows that adoption is not just impactful, it's achievable. Ultimately, technology can serve as a powerful tool to support—not replace—the human relationships at the heart of philanthropy, unlocking greater generosity and lasting impact.



GENERATIONAL LENS

Baby Boomers: 1946-1964 | Generation X: 1965-1980 | Millennials: 1981-1996 | Generation Z: 1997-2012

A 2024 study, *Donor Perceptions of AI: Implications on the Future of Charitable Giving*, reveals a clear generational divide in familiarity and comfort with artificial intelligence. Among donors aged 18 to 44, 92% reported being somewhat or very familiar with AI technologies, with moderate to high comfort levels around its use in areas such as program delivery, donor communications, and impact measurement. In contrast, older donors (60+), and especially those over 75, expressed significantly lower familiarity and comfort.⁴

These findings not only reflect current attitudes, they also offer early insight into how future generations of donors might relate to AI-enabled fundraising. If younger donors continue to show interest in transparency, personalization, and data-informed decision-making, AI could become a valuable tool for meeting those expectations—particularly when used to enhance, not replace, human connection.

For nonprofits, this may be an opportunity to begin building responsible AI practices that align with evolving donor preferences. Investing in internal AI literacy, piloting tools that improve donor engagement or reporting, and communicating transparently about the role of technology in mission delivery could help organizations remain relevant and responsive to the next generation of supporters.



Chapter 8

People Power in Nonprofits

The Heart of Mission & Impact

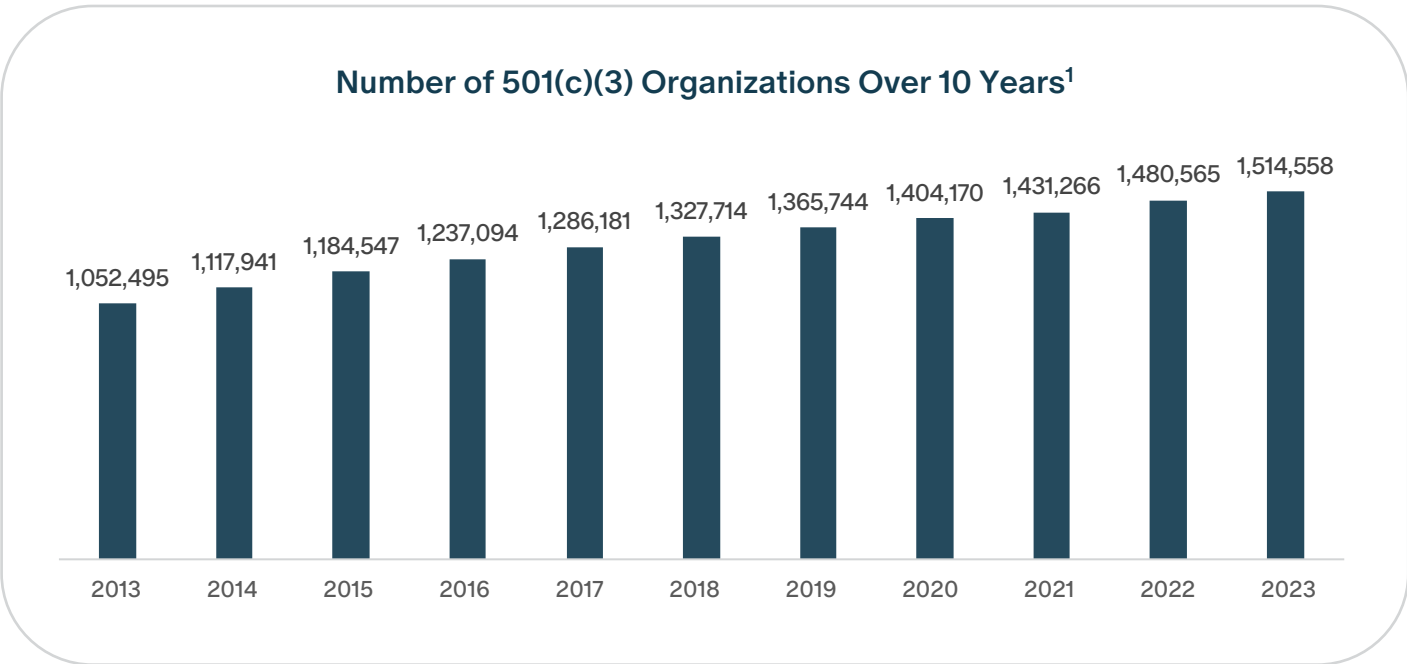
A nonprofit organization’s greatest asset has always been its people. Mission-driven, resilient, and committed to building a better future, the nonprofit workforce brings vision to life and ensures communities thrive. With the right leadership and talent in place, nonprofits can transform systems and drive bold change.

Yet this workforce is under growing strain. The industry now faces seismic shifts in staffing, funding, and service demands that are reshaping how nonprofits operate. Persistent staffing shortages, expanding leadership responsibilities, and uneven board engagement are stretching organizations thin.

At this crossroads, organizational continuity depends not only on vision and strategy but also on how effectively nonprofits attract, support, and retain the people who make their work possible.

The Nonprofit Talent Challenge

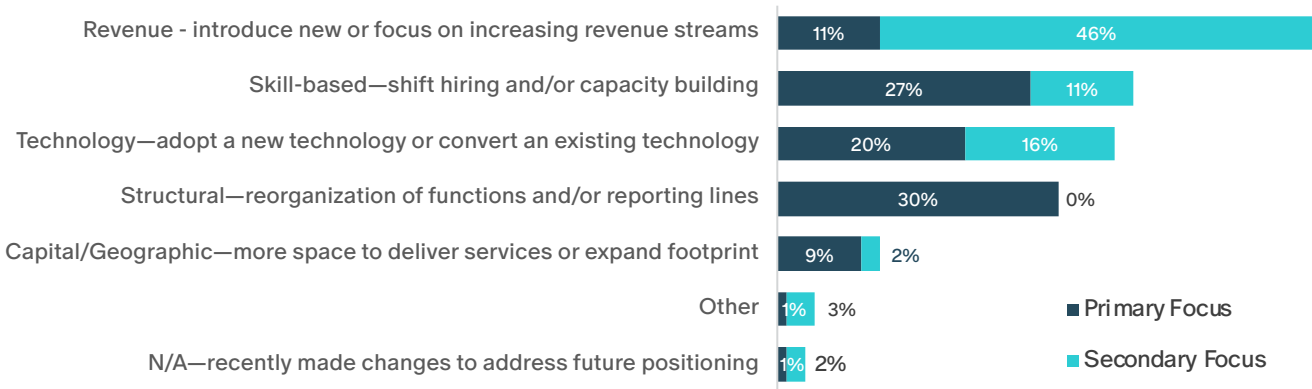
From 2013 to 2023, the number of 501(c)(3) nonprofits in the United States grew nearly 44%, reaching over 1.5 million organizations.¹ At the same time, data from the Bureau of Labor Statistics (BLS) reveal that only approximately one-fifth (300,000) of nonprofit organizations in the United States have paid employees.²



Many organizations are intentionally designed to rely entirely on volunteers for staffing needs. However, among those that do employ staff, the workforce need is urgent. These organizations face mounting challenges in attracting, retaining, and compensating their staff. As fundraising becomes more complex and donor expectations rise, prioritizing staffing is no longer optional. It is a strategic imperative.

Workforce strategy is increasingly being seen as essential to long-term impact. Of the nonprofit leaders surveyed by CCS on the strategic shifts they plan to make to better position their organizations for success, 27% highlighted skill-based changes—such as hiring shifts and capacity building—as their primary focus for future-proofing the organization. An additional 11% listed it as a secondary focus.³ These responses recognize that workforce strategy is essential to future success.

Strategic Shifts Organizations Plan to Make for Future Success³



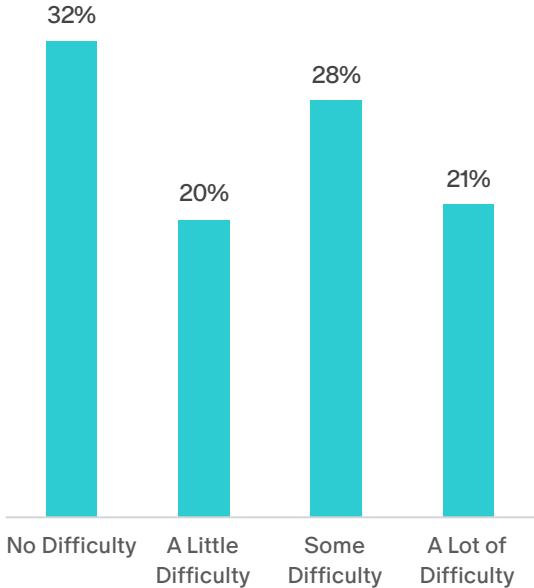
Across philanthropy, more organizations are beginning to rethink roles, invest in staff development, and explore models to build capable teams. Still, the industry has seen declining momentum in staffing growth. Only 23% of organizations increased their fundraising staffing in 2024 compared to 33% the previous year. More than half of respondents (59%) reported that fundraising staffing levels had remained the same, and about one-fifth said they had fewer fundraising staff than the previous year.³



Meanwhile, recruitment is becoming more difficult for organizations. In a 2023 survey conducted by the National Council of Nonprofits, nearly 75% of respondents reported persistent job vacancies, severely impacting their ability to serve communities. More than half of respondents indicated that vacancies were more prevalent in 2023 than they were before the COVID-19 pandemic.⁴ A 2024 study by the Center for Effective Philanthropy (CEP) reinforced this trend, finding that about two-thirds of surveyed nonprofit leaders reported a little to a lot of difficulty filling organization-wide staff vacancies over the past year, consistent with 2022 and 2023 findings.⁵

When nonprofits cannot secure the workforce needed to provide vital services, the public ultimately suffers. As public funding landscapes shift and community needs intensify, nonprofits are being called on more than ever to step in where public services fall short, such as providing essential programs, increasing access to resources, and supporting communities in need. Meeting this moment requires not just passion, but the people and leadership capacity to deliver at scale. In the years ahead, talent must sit at the center of any serious organizational strategy. Those who invest in people today will be the ones best equipped to lead through tomorrow's change.

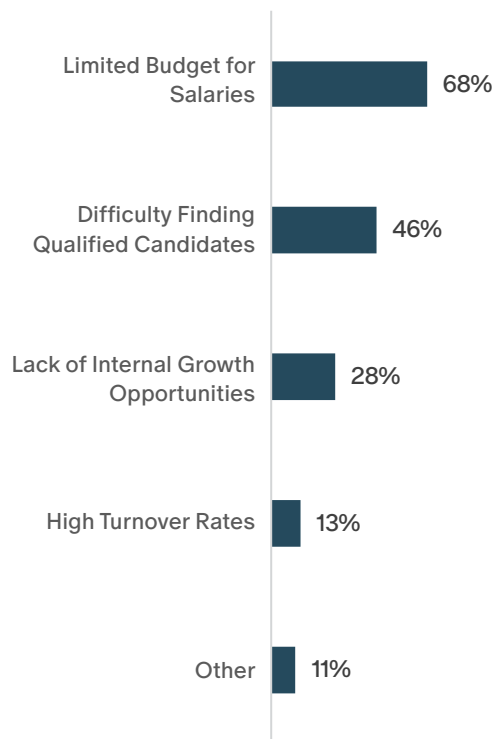
Nonprofit Leaders' Levels of Difficulty Filling Staff Vacancies⁵



Sample Size=239



Top Challenges in Staff Hiring³



Barriers to Hiring and Retention

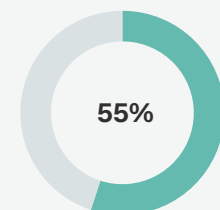
Despite growth in charitable giving and increased demand for services, nonprofits face a consistent set of obstacles that undermine their ability to build strong teams. Hiring and retaining fundraising professionals has remained one of the top three challenges for nonprofit organizations for three consecutive years, according to the [*CCS Philanthropy Pulse*](#). While the share of respondents naming it a top concern declined from 38% in 2022 to 19% in 2024, it still ranks third overall, signifying its ongoing urgency.³

Budget constraints are a key contributor to staffing challenges. When asked to identify their top barriers to hiring, 68% of respondents to CCS's survey cited limited budgets for salaries, while 46% pointed to difficulty finding qualified candidates.³ This trend is affirmed in a separate, staffing-specific study, in which PNP Staffing Group found that the ability to offer competitive salaries was the most frequently cited issue by a much wider margin (55%). That is more than three times the next most common challenge of identifying qualified candidates (17%).⁶

CCS INSIGHT

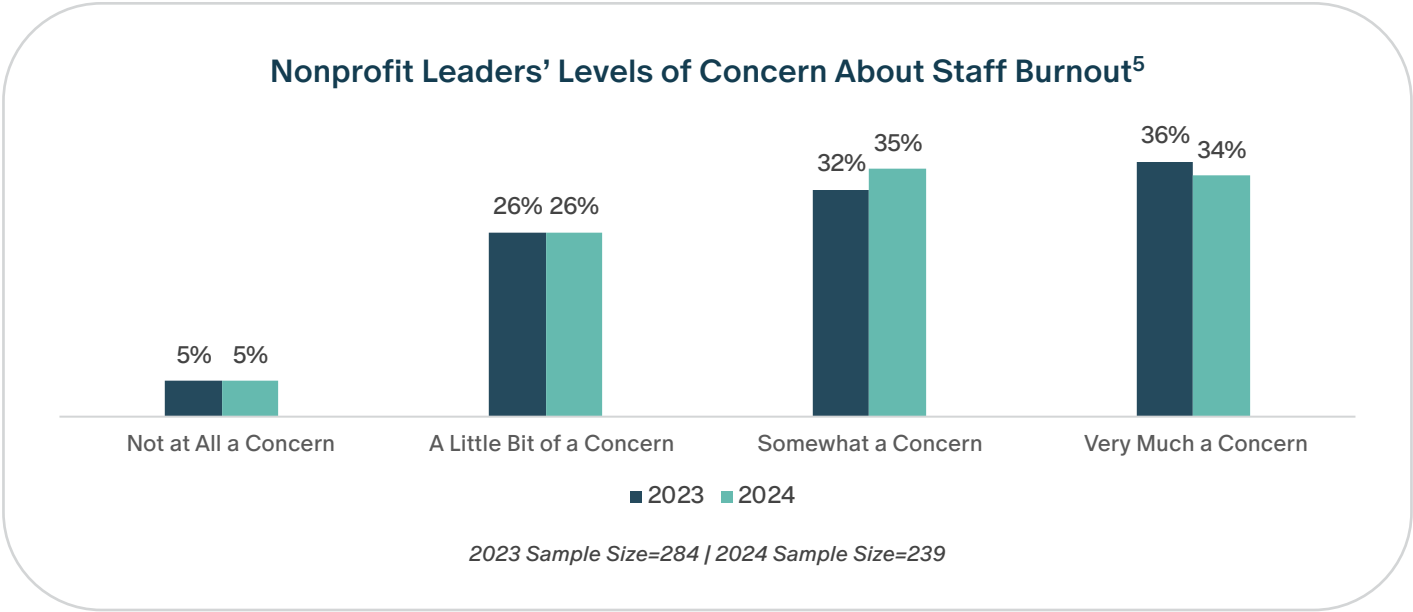
National salary benchmarks can miss the mark in high-cost regions. In CCS's work, experience suggests that aligning compensation with local market rates—rather than national averages—can significantly improve talent acquisition and retention. Especially in urban centers, strategic salary adjustments can show candidates that an organization understands and values the competitive realities of its market.

#1 Staffing Challenge⁶



Ability to Offer Competitive Salaries

Staff shortages also contribute to another major retention challenge: burnout. The consequences of staff shortages are felt across entire nonprofit teams. Current employees often absorb additional responsibilities, which can lower morale and affect organizational effectiveness. In 2024, 95% of nonprofit leaders surveyed by CEP expressed that they were worried about burnout among their entire staff, with 69% describing it as either “somewhat” or “very much” a concern.⁵

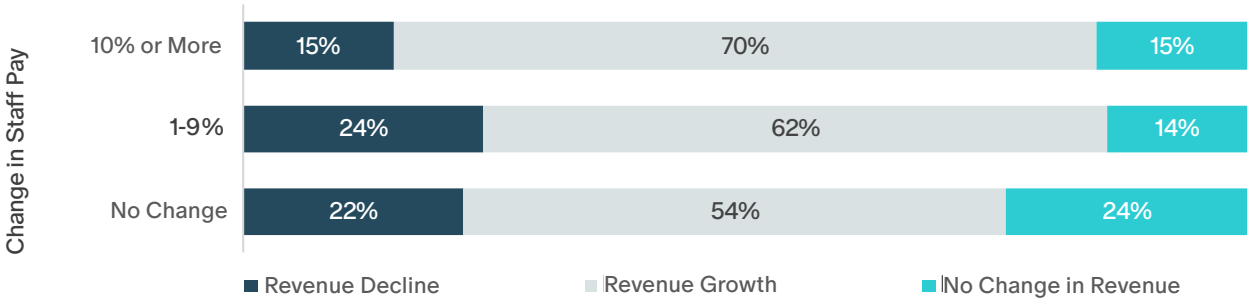


More than 25% of nonprofits in PNP’s 2024 survey reported experiencing “quiet quitting” across their teams,⁶ a sign of hidden disengagement that, like turnover, often stems from burnout. Both trends reflect not only staffing challenges but also declining employee commitment, posing serious risks to mission success. In response to these challenges, many nonprofits are pursuing proactive strategies to build and retain talented teams, recognizing that people are central to mission success.

What’s Working: Strategies for Staffing Resilience

With workforce challenges mounting, nonprofits are investing where they can to stabilize their teams. While budget limitations remain real, strategic investments in compensation, professional growth, and employee wellbeing have yielded results. Organizations that increase salaries for fundraising professionals have seen measurable returns. In 2024, 70% of nonprofits that raised fundraising staff pay by 10% or more reported revenue growth,³ suggesting that investing in compensation can fuel organizational performance.

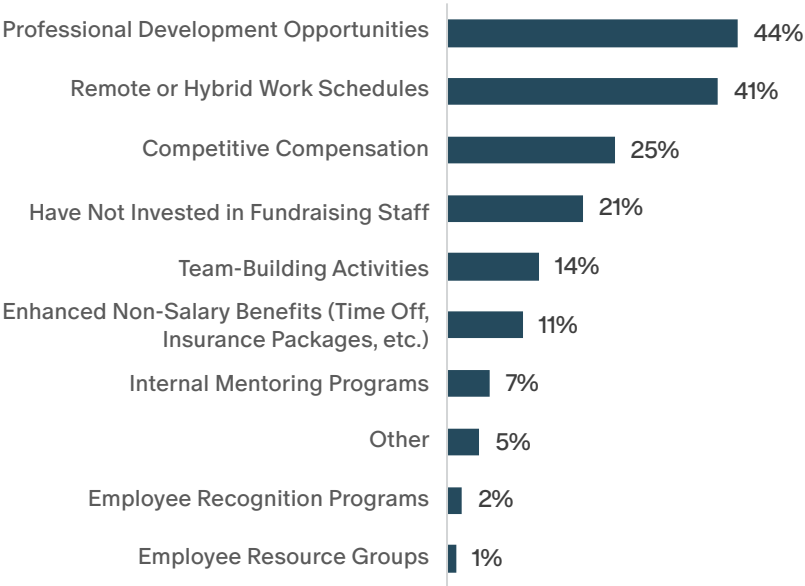
Increase in Fundraising Staff Pay as Compared to Revenue Performance³



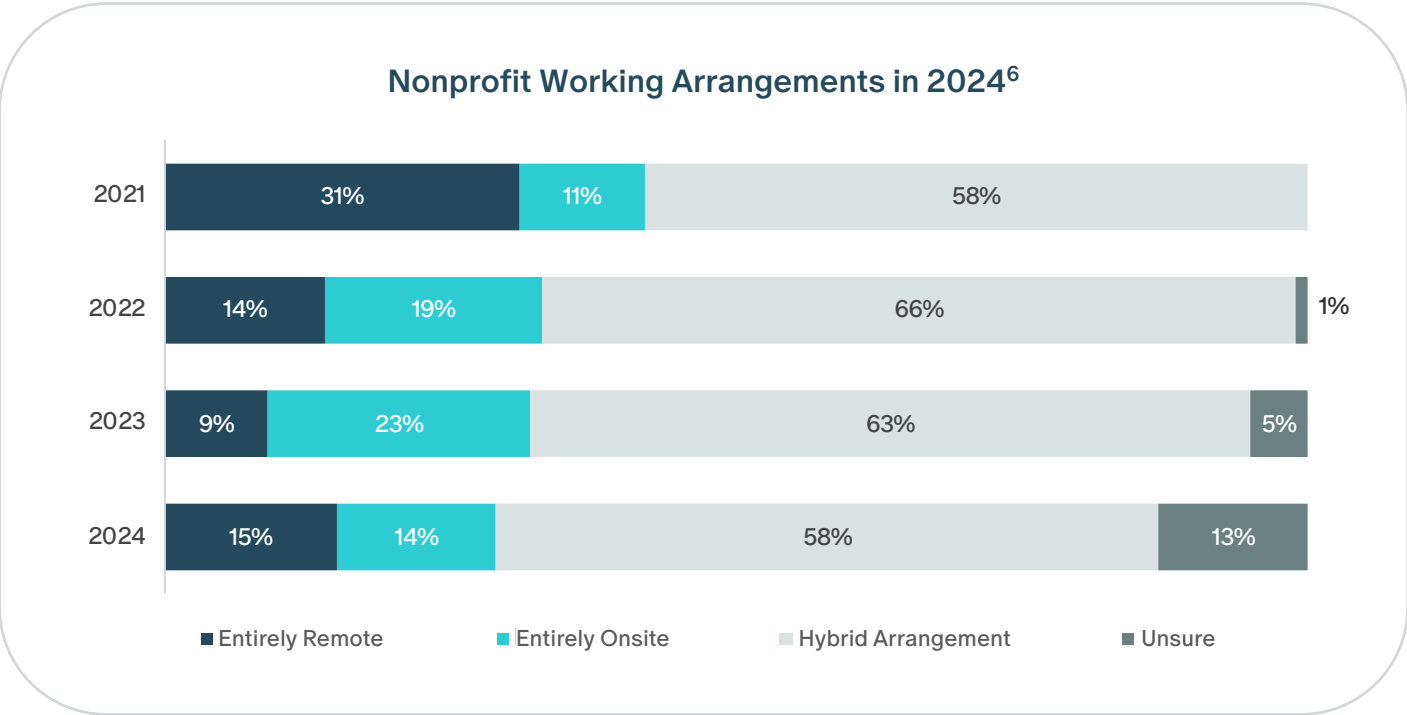
Pay, though, is only part of the picture. Most nonprofits prioritized some form of non-compensation investment in their fundraising teams over the past year, with professional development (44%) and flexible work arrangements (41%) leading the way.³



Investment in Staff³



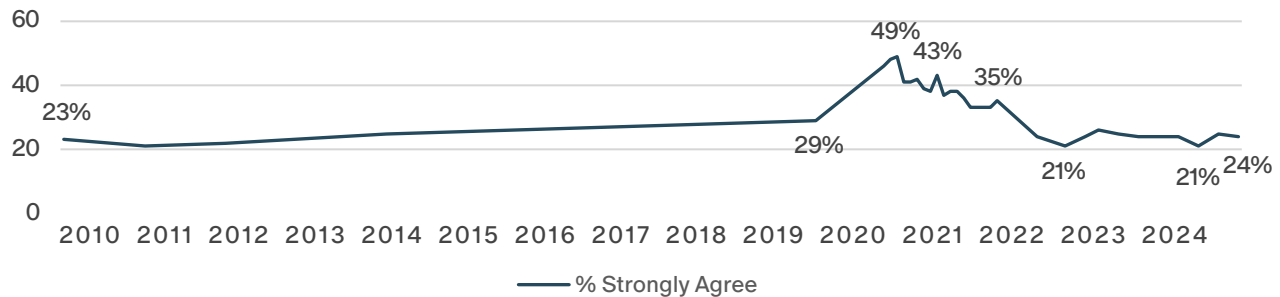
Flexible work remains a key retention tool. In 2024, PNP found that 58% of nonprofit staff worked in hybrid settings, 15% were fully remote, and only 14% were fully on-site. However, year-over-year uncertainty about future work arrangements has grown from 5% in 2023 to 13% in 2024 as organizations grapple with building models that are sustainable for both employee satisfaction and organizational performance.⁶



Beyond location flexibility, a broader view of employee wellbeing is emerging as the industry works to both recruit and retain talent. Financial stability and mental health are now recognized as central drivers of performance and retention. According to a 2024 study, 22% of nonprofit workers lived in households that earned too much to qualify for public assistance but not enough to consistently afford housing, healthcare, childcare, and transportation.² While the 2024 report data reflects conditions in 2022, these affordability challenges have only grown more acute in the years since, as rising costs and changes to public benefits further strain household stability.

Despite the complexity of compensation challenges, organizations can take meaningful steps to improve wellbeing, as seen by the range of ways to invest in staff beyond payroll. Small changes in culture, feedback, and support can yield outsized impact. Understanding and addressing employee needs directly is an opportunity organizations can act on immediately.

My Organization Cares About My Overall Wellbeing⁷



For example, according to Gallup, employee confidence that their organization cares about their wellbeing fell to a historic low in 2011, rose during the COVID-19 pandemic, and—despite a modest rebound in 2023—returned to that low by early 2024, possibly influenced by return-to-office policies.⁷

It is important for nonprofits to take a holistic approach to workforce development. Investments in compensation, professional development, work flexibility, and wellness strategies may differ by organization, but together they share a common result: stronger, more resilient and loyal teams in an increasingly volatile environment.

Opportunities for Leadership

Sustainable organizations start with strong leadership. As expectations for nonprofit executives expand, the industry must invest in both its leaders and the systems that enable them to succeed. Today's nonprofit executives are expected to be visionaries and strategists, coaches, mentors, culture stewards, and fundraising professionals, guiding their teams through a rapidly changing landscape while maintaining mission effectiveness.

These dynamic leaders are navigating a dual set of challenges: internal workforce strains and external pressures. Many organizations face staff constraints, shifting employee expectations, and organizational culture issues, all while responding to funding volatility, political tension, and heightened public scrutiny.



The Expanding Expectations of Nonprofit Leaders

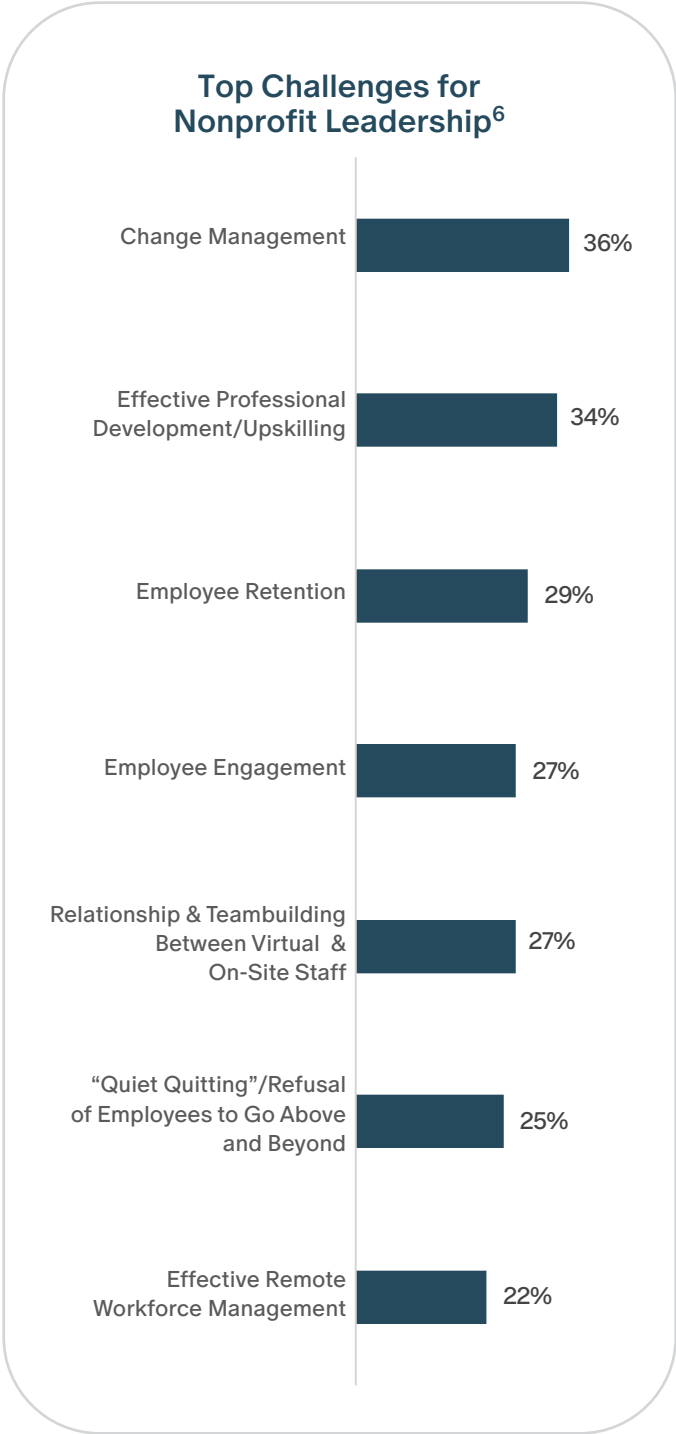
A 2024 PNP survey highlights how these pressures translate into daily leadership burdens. Nonprofit executives cited change management (36%), staff upskilling (34%), employee retention (29%), and hybrid team-building (27%) as top challenges. This wide range of priorities suggest that both emotional intelligence and strategic agility are required of today’s nonprofit leaders.⁶

Broader societal trends further compound the pressures felt by leadership. In a 2024 CEO survey, nearly two-thirds of nonprofit leaders reported that political and cultural polarization was making their work more difficult.⁸

The toll is personal, as well as professional. Ninety percent (90%) of nonprofit CEOs said they feel tremendous pressure to succeed, with nearly 60% struggling to maintain work-life balance and one-third expect to leave their roles within two years. These leadership transitions will further exacerbate staffing challenges. Notably, 22% of respondents said they may leave the nonprofit industry entirely.⁸

At the organizational level, nonprofit leaders are driving structural shifts to meet today’s demands. In fact, when asked what matters most for future readiness, 30% of nonprofit leaders identified internal restructuring as the single most important step.³

Meanwhile, 27% say they are investing in staff skill development, and 20% are upgrading technology to support more efficient and resilient operations.³ These changes indicate a trend toward more adaptive, innovation-driven leadership.



To meet today's challenges, nonprofit leaders must adopt a multidimensional mindset—one that balances short-term operational success and stability with long-term strategic transformation.

Managing Complexity & Change

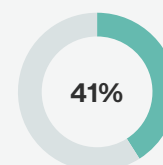
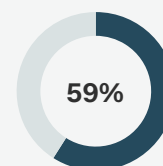
Nonprofit executives are operating in a time of unprecedented uncertainty. Changing funding models, evolving work structures, and rising stakeholder demands are redefining what effective leadership looks like. At the same time, experienced Baby Boomers are continuing to retire while eager Millennials and Gen Xers are preparing to step into leadership roles.

Fundraising itself is also evolving, and given ongoing shifts in public funding priorities, government grant support is expected to be less available. In response to these changes, more than half of organizations (57%) plan to introduce or expand new revenue streams as a means to maintain financial sustainability.³ This shift places heightened demands on leaders.

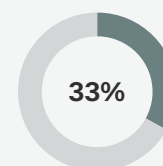
While offering flexible work arrangements has helped some organizations with hiring and retention challenges, remote and hybrid team dynamics continue to pose collaboration and engagement difficulties. Of leaders surveyed, 22% report challenges managing remote workforces, and 27% struggle to foster cohesion across in-person and virtual staff.⁶

What's more, leaders today must navigate a disconnect between what employees say they value and what drives engagement. Employee engagement differs significantly across these varying work environments. Fifty-nine percent (59%) of in-person employees report

Self-Reported Employee Engagement Based on Work Environment⁹



Hybrid



Remote

being extremely engaged, compared to 41% of hybrid workers and just 33% of remote staff. While 90% of hybrid employees say flexibility boosts engagement, only 41% also say they feel highly engaged.⁹ This gap raises the question of whether the true challenge lies in where team members work or in how effectively organizations build systems that foster engagement across all work environments.

CLIENT SPOTLIGHT

THE CATHOLIC FOUNDATION OF NORTHEAST KANSAS

The Catholic Foundation of Northeast Kansas partnered with CCS to build a roadmap for long-term sustainability and mission alignment. CCS conducted a development assessment, led three leadership retreats, and provided targeted coaching that produced a five-year strategic plan and a refreshed case for support. As a result, the Foundation increased planned giving expectancies by \$15 million and enhanced its capacity to support parishes, schools, and ministries across the archdiocese.

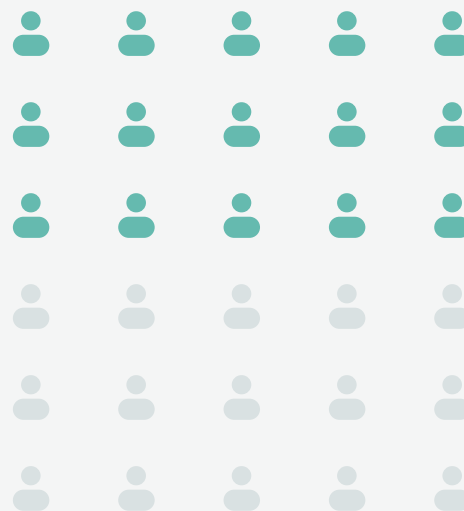


FAITH

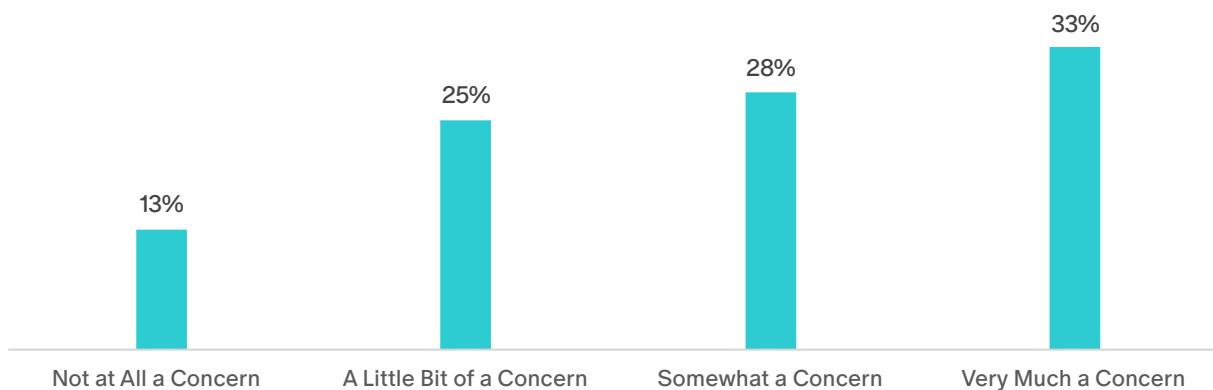
Meanwhile, half of executives leading large nonprofits (more than 50 employees) cite staff advocacy for higher pay and shifts in organizational practices as key stressors.⁸ In response, many leaders are rethinking their approach—increasing transparency, shared responsibility with stretched staff, and prioritization of key initiatives such as staff wellbeing and resource allocation. Some describe the need to “do less, but do it better,” as a strategy to avoid burnout and maintain work-life quality.⁸

The issue of leadership wellbeing is also pressing. One-third of executives report being “very much” worried about their own burnout. And half say those concerns have increased over the past year.⁵ Despite the toll, nonprofit leaders remain deeply invested in their work. A remarkable 97% say the positives of the role outweigh the challenges, and 96% express high job satisfaction.⁸

CEO Stress: Half Cite Pay & Culture Concern⁸



Nonprofit Leaders' Levels of Concern About Their Own Burnout⁵



Sample Size=239

Turnover, Transitions & Succession Gaps

Even the most dedicated nonprofit leaders may eventually move on from their current roles to pursue other career interests. Leadership transitions are not just organizational changes—they are stress tests that reveal how well a nonprofit is prepared for the future.

When succession planning is absent, transitions can result in leadership vacuums, lost institutional knowledge, weakened donor relationships, and organizational instability.¹⁰ Conversely, proactive succession planning ensures smooth leadership transitions by fostering continuity, maintaining organizational momentum, and reinforcing stakeholder confidence. It empowers teams to stay focused on mission delivery while enabling new leaders to step in with clarity and purpose.

In 2024, CEO turnover in the public and private sectors reached a record high, with 2,221 departures, 16% more than in 2023.¹¹ Of all sectors, the combined government and nonprofits grouping lost the most leaders, accounting for 493 of those exits.

In December 2024 alone, 55 leadership changes occurred within this grouping, 52 of which were at nonprofit organizations. Interim appointments rose from 6.8% to 13.5% last year, suggesting that many organizations do not have formal succession plans.¹¹

These transitions also impact teams deeply. Ninety-three percent (93%) of employees say they feel the effects of C-suite departures, with 52% reporting operational disruptions and 55% saying the mission is called into question.⁹

Yet leadership transitions also present an opportunity for renewal. Sixty-three percent (63%) of employees report greater engagement when a new executive brings fresh vision and clarity to their roles, demonstrating how leadership can reenergize organizations when transitions are handled strategically.⁹

These findings affirm an important truth: effective leadership is not only critical for navigating today's complexity, but also for preserving mission, values, and organizational vitality.

Impacts of New Leadership⁹



52% experience operational disruptions



55% see mission questioned



63% feel renewed engagement under new leadership

CCS INSIGHT

Effective leadership is not just about navigating today's changing environment, it is about setting the foundation for sustaining culture, continuity, and resilience. Organizations can strengthen leadership by investing in talent development, clarifying strategic priorities, fostering transparency, and aligning leadership capacity with long-term goals. Interim management and succession planning can further support stability and readiness. These efforts are both supportive and central to a nonprofit's ability to adapt and thrive.

Optimizing Board Member Relationships

As nonprofit leaders face growing demands, the role of a nonprofit board becomes increasingly vital. They must not only assist with and champion strategy development and ensure accountability, but they must also support leaders through job pressure, transitions, and transformation.

Nonprofit Boards and Fundraising

Nearly a quarter of organizations (23%) cite board and leadership involvement as the second biggest challenge they face today.³ Fewer than 24% of CEOs say their board members are active fundraising professionals, even though 62% of respondents report a substantial increase in fundraising demands and 80% acknowledge the growing difficulty of securing needed funding.⁸

Boards that place fundraising above all else, however, often do so at the expense of other strategic priorities. When governance and community engagement are balanced alongside fundraising, organizational impact is maximized.¹² Despite many CEOs (95%) describing their board relationships as productive, nearly 40% say their boards are insufficiently engaged.⁸



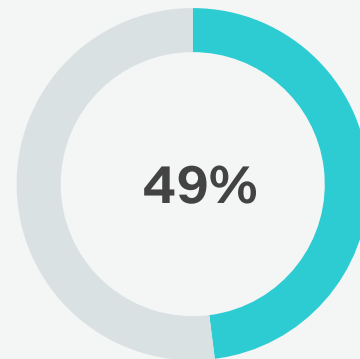
Culture, Inclusion & Leadership Support

Effective boards bring together diverse expertise and experiences, enabling them to provide impactful oversight, foster meaningful community relationships, and support fundraising efforts in ways that align with the organization's mission and goals. However, diversity and community representation remain areas for improvement. According to a 2021 survey from BoardSource, 49% of CEOs reported their boards do not include the right members to build trust with the communities they serve.¹²

While staff diversity is increasing, many organizations have not yet translated that progress to senior leadership or the board.⁸ According to the 2021 survey, only 32% of boards prioritized “knowledge of the community served,” and just 28% prioritized having members from within those communities.¹² Executives consistently reported having or spending insufficient time cultivating diverse and inclusive boards, even though these relationships are essential to trust, legitimacy, and mission alignment.¹² Investing in diversity and inclusion at the board level not only enhances representation, but also strengthens a nonprofit's relevance and future success.¹²



Board Diversity Challenge²



of CEOs see gaps in board makeup
needed to foster community trust

The Board's Essential Functions¹²



Setting Direction and Strategy



Providing Oversight



Ensuring Resources

Strengthening Boards Through Structure & Support

Clear structures and processes are essential to effective board governance. Benchmarking and self-surveys offer nonprofits a way to identify growth opportunities while addressing ongoing board involvement challenges. As nonprofits face growing complexity in scale, scope, and stakeholder demands, boards must evolve as strategic partners to the executive team. Their role should extend beyond fiduciary oversight. It should include guidance to the organization during transitions and support for executive wellbeing and performance. Boards can also help formalize commitments through clear agreements and conduct regular evaluations of member engagement and contributions.¹³

Well-designed onboarding practices for new board members and board chairs can help clarify responsibilities, set expectations, and build a shared understanding from the outset.¹³ Succession planning within the board (especially for key positions like the chair) is equally critical. Without defined handoff processes, leadership transitions can create instability that undermines the organization as a whole. It also reinforces the concept of time-bound board service—often formalized through term limits—which adds urgency to elevating succession as a strategic priority.

Stronger Teams, Greater Impact

Sustained impact for nonprofits depends on more than mission. It requires the alignment of leadership, staff, and boards. When all three are supported, resourced, and working in concert, organizations are far better equipped to meet challenges, seize opportunities, and serve their communities with strength and purpose.

In the years ahead, nonprofits that invest in talent at all levels will be best positioned not only to confront difficulties, but to innovate through them. Across every change and challenge, people power remains the most enduring force behind a nonprofit's ability to adapt, lead, and serve.

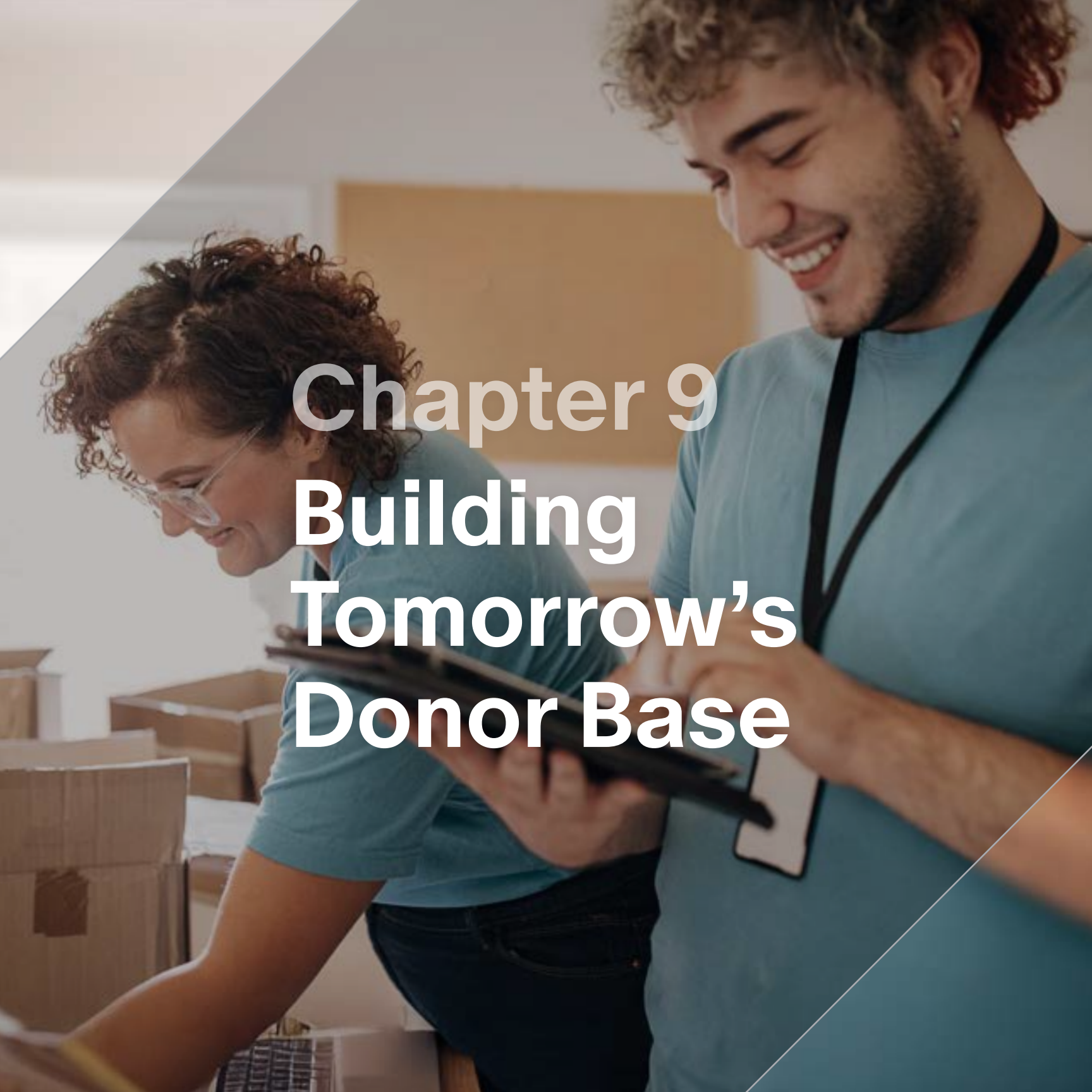


GENERATIONAL LENS

Baby Boomers: 1946-1964 | Generation X: 1965-1980 | Millennials: 1981-1996 | Generation Z: 1997-2012

Generational shifts and the future of the workforce are converging in new ways: as of mid-2024, Millennials made up the largest share of the U.S. labor force (36%), followed by Gen X (31%), Gen Z (18%), Baby Boomers (15%), and the Silent Generation (1%).¹⁴ For the first time in history, five generations are working side by side—a dynamic that is redefining workplace culture and expectations.¹⁵

While these figures reflect the full workforce, they offer important insight for the nonprofit sector. Gen Z, for example, is driving rapid cultural change and innovation, and younger leaders are the most critical of current development offerings—citing poor content and lack of relevance more often than older peers.¹⁶ To build resilient teams, nonprofits may need to rethink professional development and foster inclusive, multigenerational environments where all generations can contribute and thrive.

A photograph of two people, a woman and a man, in a warehouse or storage area. The woman, on the left, has curly brown hair and wears glasses and a light blue t-shirt. She is looking down at a tablet held by the man. The man, on the right, has curly brown hair and a beard, and wears a light blue t-shirt and a black lanyard. He is smiling and looking at the tablet. In the background, there are several cardboard boxes stacked. The text "Chapter 9 Building Tomorrow's Donor Base" is overlaid in white on the image.

Chapter 9

Building Tomorrow's Donor Base

New Generations, New Expectations

A generational shift is quietly transforming philanthropy. As younger donors come of age, their charitable behavior—rooted in digital fluency, values alignment, and a broad definition of giving—is reshaping how nonprofits should engage them. Understanding their motivations will be the key to future growth for many organizations.

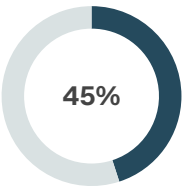
In the United States, there are approximately 70 million members of Generation Z.¹ Among them, 84% report supporting causes in some way, and one-third say they expect to increase their giving in the coming year.¹

Meanwhile, about three-quarters of Millennials now describe themselves as philanthropists—a term they define broadly to include time, skills, and financial resources.²

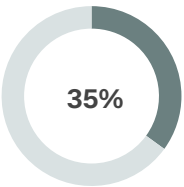
Generation Birth Years & Definitions

Gen Z 1997–2012	Digitally savvy and socially conscious donors
Millennials 1981–1996	Currently the largest cohort of active philanthropists
Gen X 1965–1980	Often overlooked but financially powerful donors
Baby Boomers 1946–1964	Long-time philanthropic leaders with high giving capacity and strong ties to legacy institutions

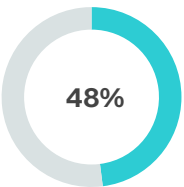
“I Consider Myself a Philanthropist”²



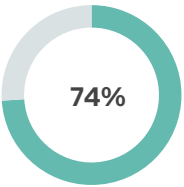
Total Surveyed



Baby Boomers



Gen X



Millennials



“

Younger U.S. donors are more positive than their elders on the ability of the charitable sector to deliver important services more effectively than the government. Overall, we believe the data points to one important thing: there is reason for optimism for the future of philanthropy as Millennials and Gen Z donors mature.

—Giving USA, *Giving By Generation*

Coupled with a long giving runway and rising cultural and financial influence, these young philanthropists present an opportunity for fundraising professionals to build multigenerational donor pipelines.

As previously highlighted, individual donors remain the backbone of charitable giving in the U.S., contributing approximately two-thirds of all donations in 2024.³ Even through economic uncertainty, individual giving has shown remarkable consistency, holding steady between 1.8% and 1.9% of disposable personal income from 2009 through 2024.³

Together, these patterns reinforce the importance of engaging younger donors now to sustain and grow individual giving in the years ahead. As demographic and cultural shifts accelerate, long-term engagement strategies must align with generational expectations and behaviors.

CCS INSIGHT

Nonprofits should explore opportunities to engage the next generation of donors, particularly those who give through family foundations. Building relationships with younger generations now is essential to fundraising sustainability, as they are likely to become future decision-makers. Organizations that involve the whole family during proactive gift planning conversations are making investments in future philanthropic growth.



Generational Values & Behaviors

Understanding generational values is critical to encouraging giving and building durable donor relationships. Between 2021 and 2024, Millennials increased their average annual giving by 22% (to \$1,616), while Gen Z increased theirs by 16% (to \$867).⁴

As the Blackbaud Institute notes, “Take a lesson from the Gen Z value of authenticity. View Gen Zers as an opportunity, but don’t drop everything to change what you’re doing or dramatically shift who you are.” Genuineness, not reinvention, is what builds trust.¹

Annual Giving by Generation ⁴					
Generation	2015	2021	2024	\$ Increase	% Increase
Gen Z	N/A	\$747	\$867	\$120	16%
Millennials	\$942	\$1,323	\$1,616	\$293	22%
Gen X	\$1,265	\$1,220	\$1,371	\$151	12%
Boomer	\$2,921	\$2,568	\$3,256	\$688	27%

Younger generations are also broadening the scope of causes they support. Faith-based giving surged (more than doubling among Millennials and up 133% among Gen Z), and support also grew for education, health, social justice, and environmental causes.⁴ Notably, younger high-net-worth donors are both upholding and reshaping philanthropic traditions.

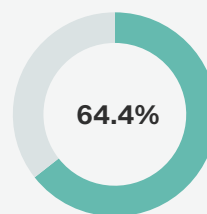
In a recent study of 1,007 affluent donors, 88% of individuals aged 21 to 43 said they share their parents' commitment to giving back. Yet, 80% of donors surveyed said they take a different approach to philanthropy the generation before them.⁵

This means that emerging philanthropists are not simply inheriting past preferences—they are redefining them. Motivations are increasingly driven by personal affinity, lived experience, and alignment with mission, rather than legacy or tradition. A parent's or grandparent's support of a particular organization or sector does not ensure that subsequent generations will follow the same path.

Meanwhile, these donors are embracing more structured approaches to giving. Notably, younger high-net-worth donors are increasingly turning to sophisticated giving vehicles. Among donors ages 21 to 43, 36% use charitable trusts, 25% use family foundations, and 22% use donor-advised funds (DAFs). These figures are dramatically higher than their older counterparts at 7%, 3%, and 8% respectively.⁵ These younger donors, many of whom are inheritors of wealth, are already building sustainable philanthropic strategies that balance legacy with flexibility.

Equity and representation also matter. Diversity, equity, and inclusion (DEI) is seen by younger donors as a marker of a nonprofit's trustworthiness and effectiveness. For instance, 64.4% of Millennials believe DEI improves trust.⁶ Gen Z is particularly sensitive to whether nonprofits authentically align with DEI values, and they assess organizational credibility accordingly.¹

DEI Improves Trust⁶



of Millennials assume diverse, equitable, and inclusive boards and staff enhance an organization's trustworthiness.

CCS INSIGHT

Nonprofits that actively seek and value the perspectives of the next generation are more likely to attract emerging philanthropists. Organizations may consider launching a junior board or advisory committee. These groups not only generate early interest and investment in an organization's mission, but also offer younger donors meaningful opportunities for involvement and representation.

Digital Engagement & Discovery

Digital behavior is another key dimension of modern philanthropy, notably among younger generations. Mobile giving has become especially dominant, with 54% of Millennials, 45% of Gen Z, and 43% of Gen X reporting smartphone-based donations via nonprofit websites in 2024.⁴

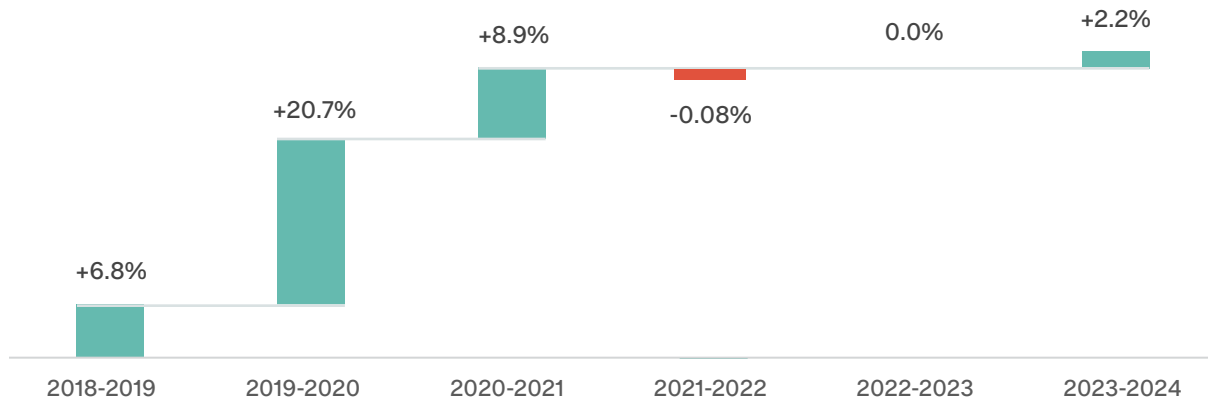
Percentage of Donors Using a Smartphone to Give an Online Gift ⁴				
Year	Gen Z	Millennials	Gen X	Boomers
2016	N/A	36%	26%	15%
2022	48%	47%	41%	27%
2024	45%	54%	43%	27%

Online giving overall remains strong, with 79% of Gen Z and 82% of Millennials reporting having made an online gift.⁴

Online Giving by Generation ⁴				
Year	Gen Z	Millennials	Gen X	Boomers
2016	N/A	70%	61%	57%
2022	76%	81%	69%	61%
2024	79%	82%	69%	58%

The rise of digital philanthropy has expanded recurring giving, fostering a multi-year trend in consistent donor engagement.⁷ Online giving grew steadily from 2019 to 2024. While the pandemic drove dramatic gains from 2020 to 2021, 2022 saw a slight decline in online donations before it stabilized again in 2023. In 2024, a 2.2% year-over-year increase pushed total online giving beyond the previous 2021 peak.⁷

Percentage Change of Online Giving Year-Over-Year⁷



To engage Millennials, Gen Z, and even emerging Gen Alpha donors, 63% of nonprofits now use digital and social campaigns rooted in cause-based, impact-driven storytelling and personalized outreach.⁸

Still, digital does not mean impersonal. Despite being digital natives, Gen Z still values personal acknowledgments, including handwritten notes or mailed thank-you letters, even as they give through digital channels.¹

New giving methods are gaining traction as well. More than half of Gen Z (53%) and Millennials (54%) are willing to use QR codes, compared to just 22% of Gen X and 9% of Boomer donors.⁴ Meeting younger donors where they are—digitally, conveniently, and with clarity of mission—is critical for the future success of nonprofits.

How Are Organizations Targeting the Next Generation of Philanthropists?⁸

63%

Digital or Social Media Campaigns

32%

Personalized, Targeted Outreach

31%

Cause-Based, Impact-Driven Narratives

CCS INSIGHT

A frustrating website can deter potential donors, especially those who prefer to give digitally. When organizations invest in online giving platforms that are mobile-friendly and easy to use, donors benefit from a seamless giving experience. Nonprofits should explore ways to improve the functionality of the organization's website and giving portal, ensuring they are intuitive and usable across different types of smartphones and devices.

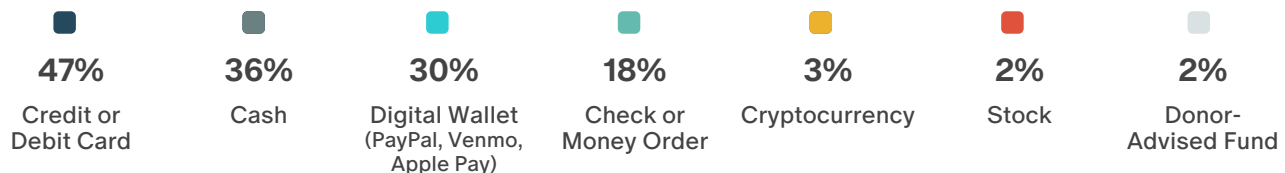
Emerging Payment Methods & Cryptocurrency

As technology reshapes how donors discover and engage with causes, it is also transforming how they give. From mobile wallets to cryptocurrency, new payment methods are rapidly gaining traction⁹—particularly among younger, tech-savvy donors—reshaping the donation experience and opening new channels for philanthropic engagement.

Cryptocurrency donations surpassed \$1 billion for the first time in 2024,¹⁰ and 70% of the top 100 U.S. charities now accept cryptocurrency.³ Crypto giving surged by 386.3% in 2024, with the average donation size jumping nearly fivefold to nearly \$11,000—indicating rising adoption among major donors and financial advisors.¹⁰ In this modern era of giving, donors are not only rethinking what they give, but how they give.

A 2024 report from Onecause focused on social giving, which includes charitable support given through socially-driven efforts like galas, peer-to-peer campaigns, and milestone-based challenges. This report found that credit and debit cards remain the most common way donors give, with 47% of social donors using these methods.¹⁰ However, newer tools are quickly gaining ground. Digital wallets (such as Apple Pay, Google Pay, Venmo, etc.) were used by 39% of Gen Z and Millennial donors for their most recent gift, well above the 30% average across all donors.¹⁰

How Donors Give¹⁰



This growing embrace of mobile-friendly and tech-integrated giving tools does not replace traditional methods; it expands the ways donors can engage. For nonprofit leaders, it is important to ensure that their organizations continue to evolve with donor preferences—both in what donors are asked to support and in the methods provided for giving.

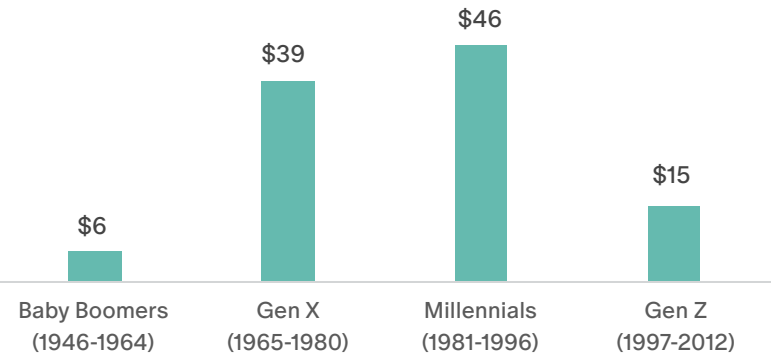
The Overlooked Generation: Gen X

While younger generations dominate philanthropy headlines, another powerful group is often overlooked: Gen X. Described in 2018 as “poised to be the next big thing for philanthropy,”¹¹ in 2025, Gen X still receives less targeted outreach than its counterparts.

This oversight is especially significant given their financial standing. As of the end of 2024, Gen X held \$48.6 trillion in assets,¹² with another \$39 trillion expected through intergenerational transfer, bringing their projected total to over \$87.6 trillion.¹³ That’s more than Millennials, who held about \$24 trillion in 2024¹² and are projected to inherit another \$46 trillion by 2048.¹³

Estimated Wealth to Be Inherited Through 2048, by Generation¹³

In Trillions of Dollars



Cerulli Associates (as cited by Bank of America)



Gen X donors are often at a life stage defined by complex financial demands: raising children, caring for aging parents, and preparing for retirement. These pressures may heighten their interest in flexible, impact-driven philanthropy. Legacy giving, DAFs, and endowments could resonate strongly with these donors, especially when paired with thoughtful cultivation.

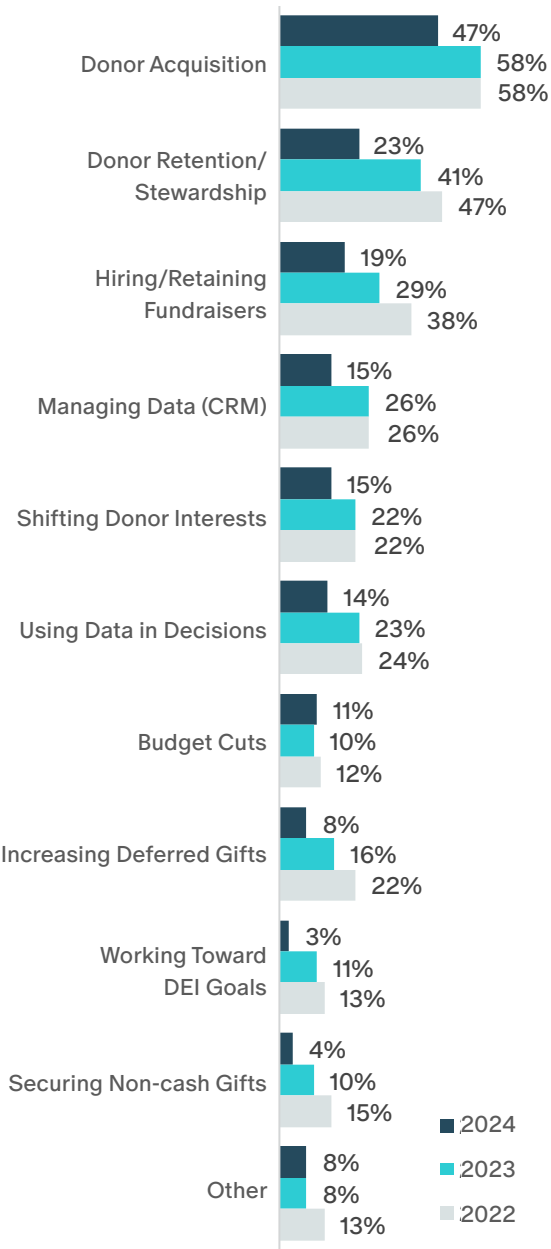
Gen Xers are already giving. They just need to be seen. Meaningful engagement, storytelling, and stewardship can unlock this generation’s philanthropic power.

Donor Retention & Giving Patterns in Focus

As nonprofit leaders adapt to the changing preferences of modern donors, one constant remains for ensuring a future donor base: the importance of donor retention. While new channels and technologies are expanding reach, retaining committed supporters continues to drive long-term impact.

Donor acquisition and retention remain top challenges for nonprofits—cited by 47% and 23% of organizations respectively—but there are signs of progress. Because donor acquisition is often more costly and resource-intensive than retention, strengthening existing donor relationships through authentic, proactive stewardship is a critical strategy for success. Encouragingly, the perceived difficulty of donor retention is declining. Compared to two years ago, its ranking as a top challenge fell by 24 percentage points, suggesting that recent investments in stewardship are beginning to gain some traction.⁸

Top Fundraising Challenges⁸



CLIENT SPOTLIGHT

THE HILL SCHOOL

The Hill School in Middleburg, VA partnered with CCS to launch a Centennial Campaign focused on sustainability and community stewardship. Through strategic counsel and multi-year campaign planning, CCS helped the school surpass its \$15 million goal, securing \$15.7 million in gifts and pledges. The campaign significantly expanded Hill's legacy society, strengthening its financial future and deepening a culture of philanthropy. In addition, the effort successfully engaged a new generation of supporters—nearly one-third of leadership donors are younger or first-time major contributors.



PRIMARY & SECONDARY EDUCATION

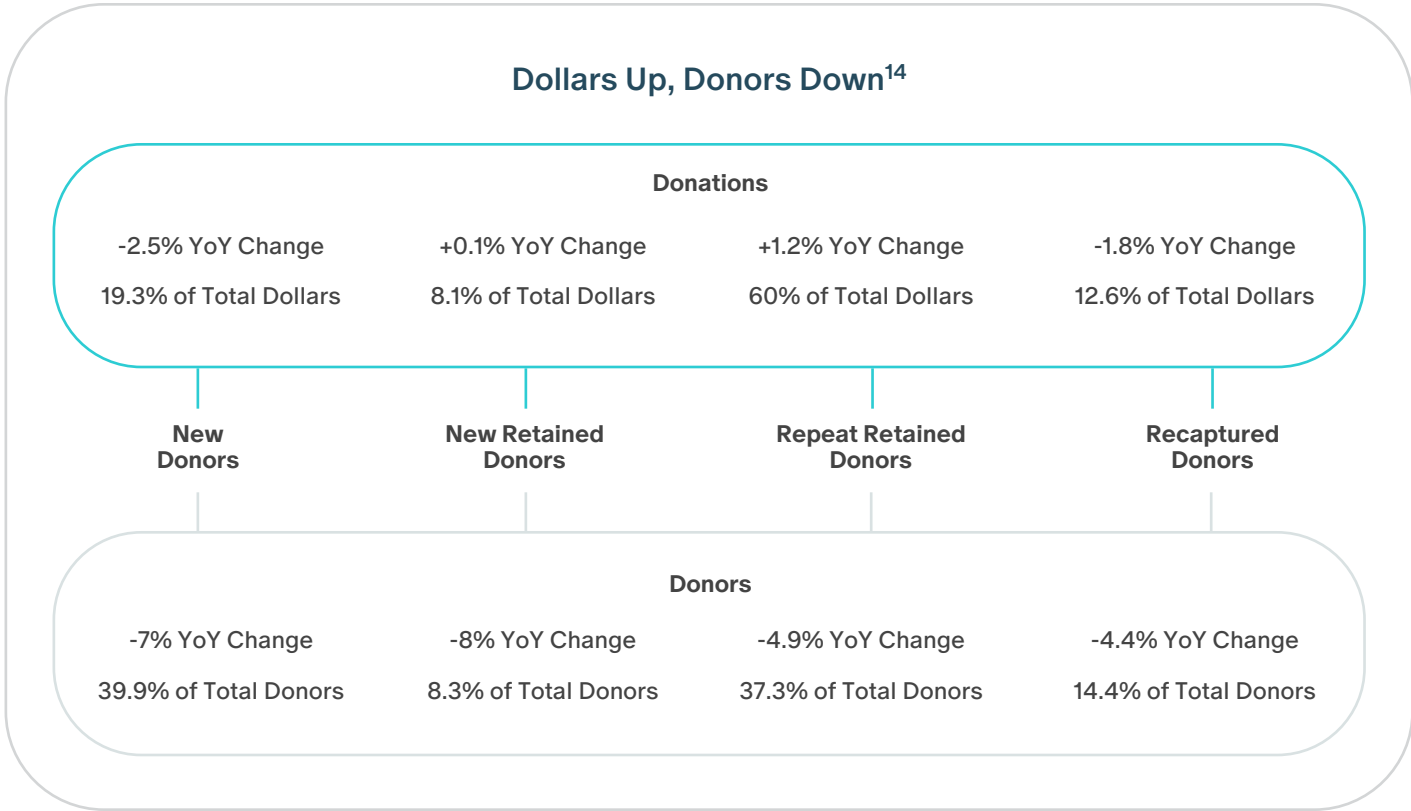


Despite the improving sentiment of donor retention as a top fundraising challenge, nonprofits should stay vigilant. According to the Fundraising Effectiveness Project, donor retention dropped by 2.6% in 2024, marking the fifth consecutive year of decline.¹⁴ Retention rates vary sharply based on giving, with 32.1% of one-time donors being retained compared to 86.8% of those who have given seven or more times.¹⁴

Recurring giving is playing a growing role in retention efforts. Monthly giving accounted for nearly one-third of all online revenue in 2024, growing 5% year-over-year.¹⁵ Yet, annual recurring giving options remain under-leveraged, with just 15% of nonprofits offering them on their primary donation pages.¹⁵

Importantly, the donor pool is shifting. Overall, donor numbers decreased across every lifecycle segment, led by a 7% drop in new donors, who made up nearly 40% of the 2024 giving population. However, repeat-retained donors (those who contribute the majority of revenue) declined just 4.9% in number and drove a 1.2% increase in total raised.¹⁴

The takeaway for fundraising professionals is clear: building enduring relationships matters more than ever. Donor quantity may be shrinking, but the value of loyalty is rising.



“

Generation Alpha might still be in grade school, but their philanthropic potential is enormous. As the first true digital natives—born entirely in the 21st century—they’re growing up with instant access to global information, climate urgency, and social justice stories woven into everyday life. Alphas are already showing signs of tech-fueled altruism, thanks to socially conscious Millennial and Gen Z parents.”

—Cami Berriex, *Miami County Community Foundation Blog*¹⁶



Looking Ahead: Earning the Next Generation of Giving

The future of fundraising belongs to those who evolve with their donors, build trust through authenticity, and invest in multichannel engagement. Organizations grounded in data, aware of generational differences in confidence and perception, and committed to extended relationship-building will be best positioned to secure the next era of giving.

Percentage of Donors Who Believe Charities Are Doing a Good or Excellent Job ⁴				
Year	Gen Z	Millennials	Gen X	Boomers
2016	N/A	60%	60%	56%
2022	52%	68%	60%	59%
2024	58%	65%	62%	62%



GENERATIONAL LENS

Baby Boomers: 1946-1964 | Generation X: 1965-1980 | Millennials: 1981-1996 | Generation Z: 1997-2012

Across generations, the future of philanthropy will be shaped not only by how much wealth is transferred, but by how well nonprofits are prepared to connect with the individuals who steward it. Younger and future donors are growing up in an era defined by rapid change: economic uncertainty, social shifts, climate urgency, and technological acceleration. These dynamics are influencing not just how they give, but why, when, and to whom.

Emerging data suggest that many of these donors prioritize impact, transparency, and alignment with their personal values. They may be more inclined toward participatory or trust-based models of philanthropy, integrated giving structures, and platforms that offer immediacy, personalization, or peer validation. But preferences are still taking shape—and will continue to evolve alongside new tools, cultural shifts, and global events.

For nonprofit leaders, building tomorrow's donor base may be less about predicting fixed behaviors, and more about cultivating long-term readiness: investing in infrastructure that supports personalization and feedback, building relationships across life stages, and approaching engagement as a dynamic, generationally informed practice. The next era of philanthropy will not be defined by a single generation—but by how effectively nonprofits adapt to serve many at once.

A woman with blonde hair tied back, wearing a blue and white patterned blouse, is smiling and shaking hands with another person whose back is to the camera. They are in a bright, modern office with large windows in the background. The text 'Chapter 10 More Information' is overlaid in white on the right side of the image.

Chapter 10

More Information

Looking Ahead

We sincerely thank you for your unwavering commitment to advancing philanthropy. It has been our privilege to present the CCS Fundraising 2025 *Philanthropic Landscape*, a resource designed to illuminate trends and empower your mission-driven efforts.

We have every reason to remain optimistic in the face of today's ever-changing environment. Donors will continue to give to causes they care about, and overall giving is expected to grow over a five-year period. Beyond economic indicators such as GDP and inflation, philanthropy is navigating demographic change, a historic wealth transfer, and continued digital transformation. Success in 2025 and beyond will require bold, donor-centric strategies that deepen trust, demonstrate relevance, and inspire action.

Philanthropy is not just resilient; it is a stabilizing force and a catalyst for progress. Historical trends during years of global uncertainty and recession show that those who continue investing in philanthropy, whether by fundraising staff, campaigns, or donor relationships, inspire generosity. They not only sustain, they often grow support.

In this chapter, you will find resources to stay updated on philanthropic and nonprofit trends, publication acknowledgments, detailed sources, and a look at CCS Fundraising's evolving legacy over 78 years partnering with nonprofits.

We are proud to continue making transformational change with you.

Resources

To stay informed in a rapidly evolving nonprofit landscape, these trusted sources offer timely updates across governance, advocacy, funding, legal compliance, and philanthropic trends.

Governance & Leadership

BoardSource

- boardsource.org
- Guidance on nonprofit board leadership, governance practices, and sector standards

Advocacy & Legal Compliance

Bolder Advocacy (Alliance for Justice)

- bolderadvocacy.org
- Tools and legal guidance for nonprofit advocacy and civic engagement

IRS Exempt Organizations Update

- irs.gov/charities-non-profits
- Official updates on tax-exempt compliance and nonprofit regulations

National Law Review—Nonprofit Law Section

- [Natlawreview.com](https://natlawreview.com)
- Expert legal commentary on rulings and legislation affecting nonprofits

Sector Trends & Data

Candid

- candid.org
- Insights into funding flows, foundation activity, and nonprofit transparency

Giving USA Foundation

- givingusa.org
- Authoritative annual reports and special studies on charitable giving trends

Urban Institute—Center on Nonprofits and Philanthropy

- urban.org
- Nonpartisan research on nonprofit performance, funding, and policy impact

News & Analysis

The Chronicle of Philanthropy

- philanthropy.com
- Independent journalism covering nonprofit leadership, giving trends, and sector challenges

Inside Philanthropy

- insidephilanthropy.com
- Profiles of major donors and analysis of funding patterns across issue areas

Policy & Advocacy Networks

Independent Sector

- independentsector.org
- Advocacy and policy updates for nonprofits, foundations, and corporate giving programs

National Council of Nonprofits

- councilofnonprofits.org
- Federal and state policy analysis tailored to nonprofit operations and impact

Thought Leadership & Strategy

CCS Fundraising—Insights & Publications

- ccsfundraising.com/insights
- Original research, strategic guidance, and expert commentary from CCS Fundraising consultants

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Metropolitan State University Denver	The Catholic Foundation of Northeast Kansas
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700

Annual Client Partnerships

50+

Campaigns Managed Raising Over \$100M

975+

Projects Managed Annually

15

Offices Spread Around the Globe

\$26B

In Managed Campaign Goals Annually

600+

Dedicated Team Members

