



Transformational Philanthropy: An Exploration

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TRANSFORMATIONAL PHILANTHROPY

*All things are possible
once enough human beings realize
that everything is at stake.*

—Norman Cousins

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EXECUTIVE SUMMARY

This inquiry was predicated on the understanding that we are moving through an extremely rare period in human history—a time of transition as great as the shift from the agrarian age to the industrial revolution—and that such an extraordinary shift calls for a “transformational” response from the philanthropic community.

This report summarizes two years of inquiry and research regarding the creative role of philanthropy in responding to our rapidly changing world. A core question motivating this inquiry was whether it was possible to identify “transformational initiatives” that respond to the challenge of building a more sustainable, just, and compassionate future. As background to this question, this report reviews the powerful forces that are transforming the world, such as climate change, resource depletion, the spread of weapons of mass destruction, and growing disparities of wealth, trends that are creating conditions that are ripe for transformational initiatives.

The authors then explore properties or attributes of transformational initiatives that respond uniquely to this pivotal time in the human journey. We summarize by noting that transformational philanthropy is unique because it consciously recognizes that the entire world system is moving through a time of profound change, creating a unique opportunity for seeding initiatives that support a move toward a more sustainable, just, and compassionate future. Transformational initiatives are informed by a consciousness of the big picture, build strength by actively embracing diversity, encourage self-organizing leadership from the grass roots level, and bring a more reflective consciousness into the workings of systems. They embody a bigger story about the nature and purpose of life—one that looks beyond simply maintaining ourselves to also surpassing ourselves. They also provide leadership that ignites a belief in transformational change while recognizing and appreciating multiple ways of knowing.

The project team proposes to seize this historical moment by developing a Transformational Philanthropy Network that will research and identify transformational funding opportunities and serve as a resource and support system for philanthropists. This network would:

- Center on an Internet clearinghouse with donor-education resources and opportunities
- Provide up-to-date maps of the transformational terrain and funding opportunities, including names and contact information for organizations, people, and projects
- Synthesize essential research into useful formats
- Mobilize a supportive network of world-class thinking partners
- Develop guidelines and evaluation frameworks for transformational projects
- Convene a restricted and facilitated web site for confidential conversations among philanthropists
- Transmit a quarterly fax bulletin highlighting new information and areas of interest added to the web site

BACKGROUND

In 1999, the Transformational Philanthropy team launched an open-ended inquiry with colleagues in order to address a number of pressing concerns raised in their practices during the prior three decades. Among the recurring questions were:

- Why is it so difficult to move beyond time-honored and family funding obligations to make way for more strategic and satisfying giving?
- What criteria can be used to identify projects that address root causes of our largest challenges rather than just their symptoms?
- Where can individual donors as well as large foundations find trustworthy information about projects that represent “out-of-the-box” thinking?
- What risks are okay to take as a funder? How can “riskier” projects be presented to boards and can evaluation be as nontraditional as the projects themselves?
- What democratic processes can funders put in place to gather diverse input in establishing their priorities and budget considerations?
- What is the role of philanthropy in responding to unprecedented challenges and opportunities?
- Through what sources can donors readily gain access to research about existing and emerging transformational projects, learn about strategic criteria for identifying such projects, and become aligned with a supportive network of other donors supporting such work?

On November 17, 2001, the Transformational Philanthropy Team gathered approximately 70 donors and activists for a conference entitled *Trim-Tab Philanthropy: New Perspectives and Interventions for Strategic Funders—An Invitational Dialogue*. Among the conference goals were:

- Further the inquiry into 21st-century strategies for funders wishing to invest in transformational change

- Explore and cocreate possibilities for programs, products, and services that will help make philanthropy more relevant and responsive to systemic, global, and community conditions and needs
- Expand our examples of leaders, organizations, and projects that embody the properties of transformational change

This report documents research conducted during the two years of this inquiry, discussions from the 2001 conference, and follow-up research that further describes the role of creative philanthropy in identifying and supporting transformational interventions that are equal to the challenge of building a more sustainable, just, and compassionate future.

LIVING IN TRANSFORMATIONAL TIMES

This inquiry was predicated on the understanding that we are moving through an extremely rare period in human history—a time of transition as great as the shift from the agrarian age to the industrial revolution—and that such an extraordinary shift calls for a “transformational” response from the philanthropic community.

As confirmed by recent surveys of foundations, 95 percent of philanthropy dollars are directed to projects and/or nonprofit organizations whose work results in:

- **Amelioration**—lessening suffering within existing systems
- **Adaptation**—helping individuals and communities better adjust to current systems
- **Restoration**—returning things to their “original” condition

While all of these can be of great importance, the goal of this project was different; namely, to explore how we might respond to our time of historic transition with initiatives that are equal to the challenge of building a more sustainable, just, and compassionate future. Implicit in this goal is the assumption that the world is moving into a uniquely demanding time. But is it? After all, the human family has always confronted enormous difficulties throughout history. Why should we assume that the current period is any different? Are we moving through an extremely rare period in human history—a moment between major epochs, a time of transition as great as the shift from the agrarian revolution to the industrial revolution? These ten theses argue that we have truly entered an era of radically new human circumstances, one that calls for transformational initiatives rather than just amelioration, adaptation, and restoration:

Weapons of mass destruction—For the first time in history humanity has developed innumerable weapons of mass destruction—nuclear, biological, chemical—that are so powerful that we dare not use them, yet they are becoming available to people and groups that feel powerless and hopeless. For the first time, we have created

the unprecedented ability for a handful of people to cause vast harm to millions of others and to the planet.

Global climate change—For the first time, human activity has begun to seriously disrupt the global climate. Already humanity has generated carbon dioxide levels that are higher than they have been for 20 million years¹. There is every likelihood that this will soon produce climate fluctuations and changes of a scope and speed that are completely outside our range of experience and that will require us to cooperate in unprecedented ways to cope with coastal flooding, a greater number of more-intense storms, drought in key food-growing regions, the spread of tropical diseases, and stress to all ecosystems and habitats.

Growing population—For the first time in history our numbers have grown so large that we have already occupied all of the land favorable for human habitation. Without dramatic changes in our manner of living and consuming, the human family will have grown too large for the earth to sustain. Furthermore, for the first time, a majority of the human family is living in urban settings, and this percentage will continue to increase rapidly as more and more people in developing countries move into huge megalopolises.

Resource depletion—For the first time in human experience, fresh water is becoming a scarce resource at a global scale. By 2030, according to the World Watch Institute, 40 percent of the earth's population will not have enough water to grow their own food and will become increasingly dependent on nonlocal food sources². Within this same time frame there is also the prospect of dwindling supplies of inexpensive oil³. The end of inexpensive oil will not only impact global transportation, but will also make it more expensive to maintain the productivity of a global system of agriculture that relies heavily upon petroleum-based pesticides and fertilizers.

¹ Paul Pearson and Martin Palmer, "Atmospheric Carbon Dioxide Concentrations over the Past 60 Million Years," *Nature*, Vol. 406, August 17, 2000, p.695.

² Sandra Postel, "Water for Food Production: Will There Be Enough in 2025?," *BioScience*, Vol. 48, No. 8, August 1998.

³ L.F. Ivanhoe, "Get Ready for Another Oil Shock!," *The Futurist*, January-February 1997.

Species extinction—Human activities are causing a rapid, massive, and worldwide extinction of both plant and animal species that is unprecedented. A group of natural scientists polled by the Museum of Natural History of New York estimated that within 30 years 20 percent of all plant and animal species would be extinct⁴. Another estimate developed by *National Geographic* concluded that half of the world's plant and animal species could be extinct within 100 years⁵.

Warning of world's scientists—For the first time humanity is being collectively warned by a large community of its most senior scientists that our current forms of economic growth are endangering the very life-support systems of the planet. In the historic 1992 *Warning to Humanity* published by the Union of Concerned Scientists, a majority of the world's living Nobel laureates in the sciences, as well as 1,600 other scientists, signed a statement declaring that “human beings and the natural world are on a collision course...a great change in our stewardship of the earth and the life on it is required, if vast human misery is to be avoided and our global home on this planet is not to be irretrievably mutilated⁶.”

Poverty and disparities of wealth—The human family continues to increase the disparities between those who have wealth and material well-being and those who do not. In terms of real income, it is estimated by the United Nations that a majority of people on the earth (approximately 60 percent) live on the equivalent of \$3 a day or less, which means they are effectively shut out from participating in the global economy that is advertised each day on television.

Communications revolution—In a change without precedent, the entire human family is being connected through a transparent system of communication where anything happening anywhere can be known virtually everywhere almost instantly. Not only is the speed and scope of communication accelerating, the quantity of information being communicated is also growing at a rate completely outside any previous human experience.

⁴ Joby Warrick, “A Warning of Mass Extinction,” *Washington Post*, April 21, 1998.

⁵ Virginia Morell, “The Sixth Extinction,” *National Geographic*, Washington, D.C., February 1999, p.46.

⁶ “Warning to Humanity” was sponsored by the Union of Concerned Scientists, 26 Church Street, Cambridge, MA 02238.

Human genome project—For the first time, the human species is decoding the genetic instructions of life and learning how to manipulate them to do far more than simply cope with inherited diseases. Scientists are now exploring how to create new forms of life. With the ability to deliberately alter the makeup of a human being, humanity has entered an unprecedented era of choice, responsibility, and risk.

Gender revolution—For the first time in roughly 5,000 years, women around the world are challenging the legitimacy of patriarchal structures that have diminished their rights and limited their opportunities. As half of the human race becomes empowered, coequal partners in all aspects of life, this change will have an enormous impact on humanity's future.

Even considering this limited list, it is clear that the human family is truly moving into a singular moment in human history—a pivot point on which the future of the entire species may turn. Although human societies have confronted major hurdles throughout history, the challenges of our era are genuinely unique. Never before has the entire human family been entrusted with the task of working together to imagine and then consciously build a sustainable, just, and compassionate future. Never before have the challenges we face been so urgent. Never before in human history have so many people been called upon to make such sweeping changes in so little time. We have truly entered a situation that calls for transformational initiatives.

Importantly, as we approach this pivot point, we will experience both the breakdown of many existing institutions and systems, and the breakthrough of new systems. Our social and environmental systems have been driven far from their historical equilibrium conditions. When this occurs, chaos theory tells us that higher levels of creativity may simultaneously emerge that enable systems to reshape themselves into new and more sustainable forms. Furthermore, systems theory tells us that it is this *“in-between” time that is most inviting of our creativity and innovation.*

Transformational initiatives may have a disproportionate effect by enabling systems to reach beneath the surface chaos and discover potentials for collective understanding and communication that were always present, but required the demanding circumstances of this species rite of passage to draw them out. Current conditions of creative ferment are ripe for transformational initiatives. This degree of freeing up and reframing of the human journey is extremely rare in human history and completely unique on a global scale. However, given the urgencies of the time, this period of radical openness will likely close quickly around what seem to be the viable pathways into the future. Therefore it is important to recognize the great value of this brief window of opportunity as we enter the next several decades.

PROPERTIES OF TRANSFORMATIONAL PHILANTHROPY

One of the clearest descriptions of transformational philanthropy and how it differs from traditional philanthropy was offered by Fran Korten, who was for 20 years a program officer with the Ford Foundation in Asia and is now the Executive Director of the Positive Futures Network. According to Korten:

“ Transformational philanthropy is for organizations pursuing a large vision of social change— organizations that see the depth of the ecological and social crisis that is upon us and is working to bring about a deep shift in consciousness, in the way we live, and in the possibilities we can see for our collective future. Transformational philanthropy is willing to be more daring—to be less specific in its outcomes and more holistic in its frame. As we think about consciousness change, we have to be prepared to pursue long-term goals. Much of traditional philanthropy is aimed much more at the short term and at more concrete objectives. I think communications and convening play a bigger role in transformational philanthropy because of the importance of shifting consciousness and providing support and connections for people pursuing pioneering visions and actions⁷. ”

Peter Copen, also a participant in the 2001 Trim-Tab Philanthropy Conference, is the President of the Copen Family Fund and founder of iEarn (an Internet-based initiative linking teachers and students in over 47 countries for the purpose of working together on meaningful social and environmental projects through email, online conferences, exchanges, audio, and video telephones.) Copen adds:

“ Transformational philanthropy means having a large vision, one that will create a new paradigm—a paradigm that will exponentially reduce suffering (and enhance the evolution) of people and the planet. It also means asking some big and important questions and having the courage to fund projects that live within those questions, not knowing how they will turn out. Why? Because a new paradigm cannot be adequately described or conceived by the language and concepts of the old one. ”

⁷ Fran Korten, keynote presentation, Trim-Tab Philanthropy Conference, November 17, 2001, Petaluma, CA.

The most common questions that arose through this inquiry were, “In what ways do transformational initiatives differ from what we are already doing?” and “How do transformational initiatives differ from what we already call high-leverage or high-impact giving?”

To develop a set of criteria for identifying and searching out transformational projects and organizations, we drew upon the collective intelligence of more than three dozen persons from a wide range of backgrounds (See Appendix A). In face-to-face meetings, email exchanges, and telephone conversations, the following nine properties of transformational initiatives gradually emerged. While these principles or properties do not exhaust the descriptions for transformational initiatives, they are helpful criteria for identifying them and searching them out.

A “transformational initiative” will tend to have many, though not necessarily all, of the following characteristics. It will:

1 Recognize that we have entered a time of global change and a historical window of opportunity—Transformational initiatives reflect the actual dynamics of the world situation. Within this generation, we face the possibility of either an evolutionary crash or an evolutionary bounce. We live in a rare time of global transition when old institutions are breaking down and new ones are emerging. There is a freeing up of old ways of thinking and a new receptivity to alternative approaches.

2 Adopt a whole-systems, integral perspective—Einstein said that a problem cannot be solved at the same level at which it is being created. Individuals working in transformational initiatives tend to stand back and look at the big picture to see the most productive approach to change. Such approaches recognize that many problems extend beyond national borders and are truly of global concern (e.g., ozone depletion and the buildup of greenhouse gases). Taking a whole-systems perspective means looking at not only the larger context but also the dynamics of change happening within and around the system.

3 Build strength by actively embracing diversity—These initiatives recognize the importance and power of including people from all walks of life. By embracing the very differences that often divide us (e.g., race, gender, wealth, and geography), we can discover the creativity, wisdom, and power needed to respond authentically to our challenging circumstances.

4 Tell a bigger story about the nature and purpose of life—The “mental model” or paradigm that is expressed in any system can be as limiting as any physical structure. Transformational initiatives can bring a new vision of life or a new world view. At the deepest level, a transformational initiative can, for example, embody an enlarged sense of identity (e.g., we are beings of both biological and cosmic dimension), reality (e.g., the cosmos is a living system of which we are an integral part), and society (e.g., with a spirit of mutually assured development, we can all thrive).

5 Bring a reflective consciousness into the functioning of systems—Enabling systems (e.g., social groups or organizations) to “see themselves” and examine their own functionality brings forth a new level of accountability, efficiency, and ethicality. Individuals working in transformational initiatives recognize that bringing a reflective capacity into systems is a powerful way to set into motion a self-transforming process. Therefore, a core challenge is to support the awakening of a self-reflective capacity for a system so that its participants can collectively communicate and come to a conscious understanding of the ways in which they embody the system’s sentiments and intentions.

6 Foster self-organization at the grass-roots scale—Transformational initiatives often foster citizen empowerment. They release the leadership potential of individuals to take actions in their personal lives that support realization of a new vision of maturity and sustainability, trusting that millions of others can do likewise. In voluntarily working for the well-being of a larger community, there can be a great sense of satisfaction and reward that feeds back upon itself in a self-reinforcing manner. With reinforcing feedback, such initiatives become contagious and transportable.

7 Provide leadership that ignites a belief in transformational change—While transformational initiatives often seek to create new systems whose workings do not depend upon a charismatic leader, at the outset the commitment and perseverance of a strong leader or group who sees a clear possibility for change is a vital ingredient. An inspired leader and/or small team of coleaders combined with an inspired approach to change can catalyze a community and ignite its belief that large-scale change can happen and that its members can make a difference.

8 Approach change in transformational ways—Rather than trying to redirect a system through brute force from the outside, these initiatives generally bring new feedback loops into the steering or guiding process on the inside that, in turn, redirect the system in a healthier direction. By providing feedback that was previously either missing or ineffectual, transformational initiatives can enable system participants to consciously guide systems toward a healthy future.

9 Recognize and appreciate multiple ways of knowing—A system can be no more reflective and conscious than the individuals who comprise it; therefore, in systems/institutions of growing consciousness, there will be an appreciation of the importance of both the personal and the collective consciousness of the community. Both “intuitive reasoning” (or common sense) and an “intuitive appreciation of relationships” (or compassion) are important knowing capacities for building a community life supportive of a sustainable, inclusive, and meaningful future.

EXAMPLES OF TRANSFORMATIONAL INITIATIVES

For the purposes of illustration only, we offer the following examples of current projects, each of which incorporate aspects of the nine characteristics of transformational philanthropy (See Table I for details.) Additional initiatives are described briefly in Appendix B and these, in turn, represent a small sampling of the more than 80, highly diverse, initiatives that were reviewed.

Example I: Transforming mass communication through public feedback—Communication will be critical to the future and broadcast television is at the heart of mass communication in modern societies. The average American watches four hours of television per day so it is not surprising that a majority of people get a majority of their news and information about the world from this single source. For better or worse, television has become the most visible part of our “social brain” and sets much of our social agenda.

Our Media Voice, a nonprofit and nonpartisan campaign for media accountability, believes that an extraordinary cultural shift could occur if communities began using televised “town meetings” to communicate publicly to television broadcasters about their strict legal responsibility to serve the public interest. Beginning in the San Francisco Bay Area, *Our Media Voice* is working to develop independent, nonpartisan, community-sponsored, televised forums to promote a more mature and balanced diet of television programming. Using live polling of a preselected sample of citizens, televised “Feedback Forums” would use the power of television to hold broadcasters publicly accountable for programming in the public interest. The goal of *Our Media Voice* is to influence the television industry (and thus our entire culture) in a direction of communication that is responsive to the needs of citizens as we confront unprecedented challenges to our future (Helen Grieco, President, ed@canow.org, www.ourmediavoice.org).

Example II: Building sustainable refugee settlements— One of the root causes of poverty as well as one of its greatest symptoms can be traced to the refugee camps around

the world that are now home for millions of displaced persons. According to the World Refugee Survey 2000 conducted by the U.S. Committee for Refugees⁸, the world's population of refugees and internally displaced persons was more than 35 million at the end of 1999. Many of the residents of these camps were impoverished in their home communities. But many were wrenched away from businesses, jobs, and extended families and thrown into the grim life of refugee camps. These individuals constitute an entirely new population of impoverished, displaced persons being created in the world.

In response to this enormous problem, the Rocky Mountain Institute (RMI), led by Hunter and Amory Lovins, is preparing to convene world experts to rethink fundamentally the design and management of refugee/displaced-person camps. Using whole-systems thinking, RMI's team of biologically oriented, integrative designers and noted refugee-camp experts aim to convert these settlements to kinder, more restorative habitats. These settlements would better provide refugees with clean water, nourishment, shelter, comfort, sanitation, refrigeration, telecommunications, health, security, family education, commerce, culture, and community during the months and years of relocation, while conveying portable skills and technologies for subsequent rebuilding. If innovative designs can achieve this "loaves and fishes" outcome in the austere setting of refugee camps, the same designs could improve living conditions for at least two billion other people trying to create sustainable settlements out of very little (Amory Lovins, Rocky Mountain Institute, www.rmi.org/sitepages/pid560.php).

⁸ "U.S. Committee for Refugees Issues 2001," June 19, 2001. www.refugees.org/world/worldmain.html.

SUMMARY OF TRANSFORMATIONAL PHILANTHROPY EXAMPLES

Transformational Criteria	OUR MEDIA VOICE: Campaign for Accountability	RMI: Refugee Camp Redesign
Recognizes that we have entered an historical window of opportunity	Feedback Forums are consciously intended to mobilize a new capacity for citizen dialogue in response to the unprecedented challenges of our times.	The redesign of settlements is in direct response to the global crisis in accommodating millions of displaced persons.
Takes a whole-systems perspective	The overall system of communication via broadcast television is of concern and citizen feedback is intended to influence the overall system	Refugee settlements are being viewed as whole systems in designing more sustainable and restorative habitats. Design integration can often turn unconnected costs into beneficial synergies, yielding better performance at lower cost.
Builds strength by actively embracing diversity	The social legitimacy of Our Media Voice depends on being inclusive of the diverse voices in the community. Because power in a democracy is the power to communicate, this initiative gives new power to disenfranchised people.	The goal is to assist roughly 2 billion or more of the world's poor, irrespective of their racial, religious, or ethnic orientation. Initial field applications will emphasize South Asia and Africa.
Tells a bigger story about the nature and purpose of life	The initiative assumes that we are more than consumers who want to be entertained; we are also citizens who want to be involved in choosing our pathway into a more sustainable, just, and compassionate future.	These settlements look beyond sheer survival needs of refugees to their needs for childcare, family education, access to telecommunications and microcredit, etc. so they can return to being productive members of communities.
Brings a reflective consciousness into the functioning of systems	At the heart of this initiative are Citizen Feedback Forums whose explicit function is to allow the community to reflect on the programming practices of broadcasters and to further reflect on their own interests and priorities as a community.	Ongoing monitoring and feedback are vital functions in the design of settlements. Noted refugee-camp practitioners intend to apply the new designs and learn from them quickly.
Fosters self-organization at the grass-roots scale	Grassroots organizing is essential because legal responsibility rests at the local level for broadcast stations.	Working partnerships are being created between local entities, the United Nations, and other government and private agencies.
Provides leadership that ignites a belief in transformational change	This initiative challenges people's sense of powerlessness regarding meaningful change in the media and provides a straightforward way for the public to communicate directly with broadcasters about the overall public interest	This work makes a dramatic statement about the value we place on the lives of refugees and our commitment to their lives beyond crisis. It also expresses American solidarity across boundaries of faith and culture.
Approaches change in transformational ways	By bringing the power of public judgment to bear in public forums, this initiative seeks to use the power of the media to transform how the media is being used.	Uses design from many different disciplines, emphasizing biology and social science, to create a whole-systems alternative respectful of refugee cultures.
Recognizes and appreciates multiple ways of knowing	This initiative rests upon an intuitive appreciation of the importance of our relationships with one another and with the Earth, if we are to build a sustainable, just, and compassionate future.	In addition to rational design factors, the redesigned settlements are concerned with creating supportive social relationships, cultural expression, and microcommunities.

MOBILIZING TRANSFORMATIONAL PHILANTHROPY

In order to support the development of transformational philanthropy that takes advantage of this brief window of historical opportunity, we propose the development of a “Transformational Philanthropy Network.”

The goal of the Transformational Philanthropy Network is to increase awareness of the importance of allocating philanthropic dollars to transformational projects, to research and identify transformational funding opportunities for philanthropists, and to serve as a resource and support system for those philanthropists.

Realization of such a network will depend on its ability to build a community of supportive relationships and to provide trustworthy and useful information to those who support this new philanthropic paradigm. Among the resources the network should include will be an Internet-based clearinghouse with:

- Donor education resources and opportunities
- Up-to-date maps of the transformational terrain and funding opportunities, including names and contact information for organizations, people, and projects
- Essential research synthesized into useful formats
- A supportive network of world-class thinking-partners
- Guidelines and evaluation frameworks for transformational projects
- A restricted and facilitated web site where confidential conversations among philanthropists can occur
- A quarterly fax bulletin highlighting new information and areas of interest added to the web site

IN CONCLUSION

Just as the world is in transition, so too is philanthropy. It is our hope that this innovative inquiry will serve to open the door to a much broader conversation about how to respond meaningfully to the enormous challenges and opportunities of our times. It is our further hope that a growing community of philanthropists will work together to identify the most highly promising leverage points and to focus our scarce resources—time, energy, funding—on those that offer the highest potential for truly epochal change.

APPENDIX A

CONTRIBUTORS AND SPONSORS

We would like to express our appreciation to the following individuals who contributed their time and experience to this report:

Chris Bache	Paul Hawken	Joel Rubinstein
Steve Boyd	Denis Hayes	Elizabeth Sahtouris
Dave Brown	Tom Hurley	Aqeela Sherrills
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APPENDIX B

TEN EXAMPLES OF TRANSFORMATIONAL INITIATIVES

PREPARED BY MARK DUBOIS

Note: Presented below in summary form are ten examples of transformational initiatives. We make no claim that these are the best examples from the many that were submitted, but these projects do represent a small sampling of the more than 80 initiatives that were reviewed. Note that the scope and character of transformational initiatives is considerably greater than even this review suggests.

1. Creating the Solar Future: Co-op America has created a multistakeholder Solar Catalyst Group to demonstrate that, with just one major public/private program, the cost of solar technologies can be reduced by 60 to 80 percent, making solar a viable alternative on a mass scale and moving the nation toward a sustainable future that relies on renewable energy sources (Alisa Gravitz, alisagravitz@coopamerica.org; www.coopamerica.org 202-872-5311).

2. Youth Jams: A project of YES! (Youth for Environmental Sanity), “jams” are places for young changemakers to connect, support, and inspire one another through transformative community and capacity-building events. YES is taking the core elements of success and condensing them into a “Jam-in-a-box,” enabling young activists to organize their own Jams (typically on a \$10,000 budget) to unite outstanding changemakers in their region, nation, and continent (Youth Jams, camps@yesworld.org, www.yesworld.org).

3. GEMS (Green Economic Movement Strategies): GEMS is a combined, nonprofit and for-profit entity. As a nonprofit thinktank, it researches and identifies strategic opportunities for enhancing green-value-driven activities in the marketplace. It also is engaged in strategies, including the use of the Internet to foster an empowered producer/consumer movement that allows millions of Americans to vote their values in the marketplace and to act as a lobbying arm to push the mainstream economy in a more sustainable direction.

As a for-profit entity it engages in dealmaking, brokering, and facilitating entrepreneurial interventions and connections in the marketplace on behalf of sustainable economic activity (John Steiner, steiner_king@mail.earthlink.net).

4. Global Village of Beijing (GVB): GVB is catalyzing the birth of an environmental movement in China. For Earth Day 2000, GVB obtained government permission to create the first coalition of nongovernment groups in China's modern history. GVB has used novel collaborations with government, NGOs, and the media, woven together with national pride and local organizing to link and empower local efforts (in even the most remote corners of China) while building a national environmental consciousness (Liao Xiaoyi gvb@public3.bta.net.cn, www.gvbchina.org).

5. TakingITGlobal (TIG): TIG's goal is to foster a sense of leadership and social entrepreneurship through the innovative use of technology and the creation of meaningful experiences for young people around the world. Driven by youth, TIG is a powerful online system for networking and connecting youth ready to make a difference with organizations, volunteer opportunities, events and each other. (Founded by 19-year-old Michael Furdyk and 21-year-old Jennifer Corriero, TakingIT Global, Ontario, Canada, info@takingitglobal.org, www.takingitglobal.org.)

6. Books Not Bars (BNB): BNB is a powerful new campaign against the over-incarceration of youth. The campaign converts young people that are usually the 'objects' of juvenile justice policies to the shapers of policy. BNB recruits young poets, rappers, and activists, and trains them to advocate for themselves before high-level decision-making bodies using art, poetry, and music. Simultaneously, they bring adult allies to collaborate with youth for change (Van Jones, van@ellabakercenter.org).

7. The Turning Tide Coalition: The coalition was formed by successful social entrepreneurs who came together as a group to motivate individual citizens around the world to

take action to accelerate the creation of a thriving, just, and sustainable way of life for all (Lynne Twist, 415-386-5599, or Tom Burk, TCBurt@ aol.com).

8. Creating Our Future: This project focuses on the relationship between inner peace and world peace, and the critical role of spiritual practice in the evolution of human consciousness. It seeks to develop a coherent, nonanger-based response to the current world situation that honors the anger and grief of the American people, while seeking to play a measurable role in tempering the American military response (Sat Santokh S. Khalsa or Ram Dass, satsantokh@home.com, www.satsantokh.com).

9. RESULTS (Responsibility for Ending Starvation Using Legislation, Trimtabbing, and Support): RESULTS is an international grassroots lobby whose mission is to create the political will to end hunger and poverty and to empower individuals to take back their own political power. RESULTS volunteers lobby their own governments and representatives to enhance the funding, quality, and availability of domestic, and international, anti-poverty and anti-hunger programs that support the survival, health, and education of children; and provide income opportunities to adults through microenterprise lending (results@resultsusa.org, <http://resultsusa.org/>).

10. The Institute of Noetic Sciences (IONS): This is an example of an organization with a transformational mission. Founded in 1973, IONS is a membership-based research and educational institution that is grounded in the belief that our capacities as human beings are far greater than we are trained to expect. The goal of IONS is to explore the role of consciousness in the awakening of a “global wisdom society” in which love is at the center of life (Chris Bache, cbache@noetic.org, www.noetic.org).

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