

Beyond the Recycling Bin: GREENING PRACTICES OF GRANTMAKERS



Grants Managers Network

EXPERTISE IN GIVING

This report was prepared by the Grants Managers Network (GMN). GMN improves grantmaking by advancing the knowledge, skills, and abilities of grants management professionals and leading grantmakers to adopt and incorporate effective practices that benefit the philanthropic community.

As the nation's only nonprofit membership organization devoted to grantmaking operations, GMN connects its more than 1,600 members to best practices and the collective knowledge of the field, innovative learning experiences, and peer-to-peer collaborations. For more information about GMN, visit www.gmnetwork.org.

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I. EXECUTIVE SUMMARY

In 2009, the Grants Managers Network (GMN) surveyed its membership to determine if grantmaking organizations are going “beyond the recycling bin” in their greening practices. The survey was designed to answer three key questions:

1. What greening practices are currently in use by grantmaking organizations?
2. What variables affect the number and type of practices grantmakers will implement?
3. What are the perceived barriers to greening?

This report summarizes the survey findings. It is intended to provide grantmakers with information on how their peers are approaching greening and also to spur dialogue about the role of the philanthropic sector in promoting and implementing environmentally sustainable practices.

KEY FINDINGS

The overwhelming majority of respondents (91%) believe that environmentally sustainable practices should be a priority for their organization, and 99% implement some greening practices. Not every grantmaking organization, however, has adopted all or even a majority of the greening practices available to them. In fact, there are only four greening practices implemented by at least 75% of the survey respondents with all four falling in the “Recycle, Reuse, Reduce” greening practice.

RECYCLE, REUSE, REDUCE

Use recycle bins	88%
Practice double-sided printing	81%
Use direct deposit	78%
Use recycled paper	76%
Accept reports electronically	74%
Purchase reusable dishware	65%
Accept applications electronically	58%
Use an electronic grants-management system	51%
Donate unused materials	51%
Use recycled/reusable/biodegradable notepads	42%
Use recycled/reusable/biodegradable folders	41%
Distribute annual reports electronically	32%
Use recycled/reusable/biodegradable binders	31%
Make electronic payments	27%
Use recycled packaging	27%
Accept electronic signatures on grant agreements	24%
Track paper use	16%
Use compost bins	11%
Eliminate paper files	8%
Use electronic notepads	1%

ENERGY EFFICIENCY

Use energy efficient light bulbs	48%
Power down electronic equipment	44%
Use automatic light system	40%
Use an energy efficient heating/cooling system	35%
Use Energy Star rated computer monitors	31%
Purchase carbon credits to offset energy use	10%
Underwent carbon emissions audit	8%

TRAVEL

Encourage the use of communication technology	49%
Encourage employee use of public transportation	37%
Provide flexible work schedule	28%
Adopted a telecommuting policy	24%
Encourage employee carpooling	20%
Conduct board meetings virtually	13%
Purchase carbon credits to offset employee travel	7%
Pay incentives to those who bicycle or walk to work	3%

OTHER

Use non-toxic cleaning supplies	30%
Use other green products	24%
Serve local food	22%
Serve organic food	13%
Underwent environmental audit	8%

ORGANIZATIONAL CULTURE

Adopt goal to implement greening practices	25%
Establish a greening committee	22%
Use an environmentally friendly email tag	20%
Adopt and publicize a greening policy	18%
Recognize Earth Day	17%

VARIABLES AFFECTING GREENING CHOICES

The survey responses revealed several variables that appear to affect the ability or willingness of a grantmaking organization to adopt greening practices. Variables identified include:

1. Type of Grantmaking Organization

Corporate grantmakers report a higher percentage of implementation in each greening category.

2. Geographic Location

Three regions stand out as leaders in greening: Pacific Northwest, Ohio, and Northern California. Respondents from these regions implement more greening practices and adopt these practices at a higher rate than in other regions.

3. Asset Size

A slightly higher percentage of “large” organizations, those with assets of over \$100 million, are engaged in energy-related greening activities. Larger organizations also seem more inclined to have an organizational culture that promotes greening, and more have success with using technology to reduce paper transactions.

4. Environmental Grantmaking

Environmental grantmakers are more likely to have an organizational culture that encourages greening than non-environmental funders. However, this difference in organizational culture does not translate into a higher implementation of greening practices among environmental grantmakers.

5. Rent vs. Own Office Space

A greater percentage of organizations that own their space report practices designed to reduce energy use. In addition, a higher percentage of those that own have adopted a greening policy, a greening goal, and formed a greening committee. Looking at practices that reduce paper use, organizations that own also report a higher percentage of implementation than those that rent.

6. Greening Goal, Policy and/or Greening Committee

While a greening goal or policy does not guarantee that an organization will be more environmentally conscious, there is a strong correlation between the implementation of greening practices and a formal commitment to green practices through adopting a stated policy or goal.

GREENING GRANTS MANAGEMENT

The grants management department can play a leadership role in greening an organization. Accepting electronic applications, reports, and signatures are just some of the ways grants managers help with greening while also streamlining the grantmaking process. The chart below indicates the extent to which paperless practices have been implemented by survey respondents. Two excellent resources for information on document retention and electronic grantmaking are **Project Streamline** (www.projectstreamline.org) and the **GM Guide** (<http://www.gmnetwork.org/about-us/gm-guide>).

Accept reports electronically	74%
Accept applications electronically	58%
Use electronic grants-management system	51%
Make electronic payments	27%
Accept electronic signature on grant applications	24%
Eliminate paper files	8%

PERCEIVED BARRIERS TO GREENING

The most frequently cited barriers to greening, reported by over 30% of respondents, are:

- Greening is not an organizational priority
- Budget constraints prevent greening
- Greening is not part of the organization’s culture or traditions

Other barriers include lack of incentive, lack of control over organizational environment, and lack of information about how to implement greening practices. While some identified cost and time requirements as barriers to greening, these were also cited as motivations for greening, indicating that the ability to reduce expenses could be an important greening message.

CONCLUSIONS

1. Grantmakers are very interested in greening and can do much more to increase their use of environmentally sustainable practices.
2. Grantmakers with greening policies and goals are significantly more likely to successfully implement greening practices.
3. Grantmakers need specific information and tools to build support for and implement green practices.
4. Grantmaking organizations that are greening do not have a forum to learn from and share their experiences with their colleagues.
5. Grants managers can impact greening at their organization.

II. INTRODUCTION

Grantmakers adopt greening practices for environmental reasons, such as conserving limited resources and reducing their carbon footprints, and for organizational reasons, such as saving money and increasing employee satisfaction. When these goals are attained, everyone wins.

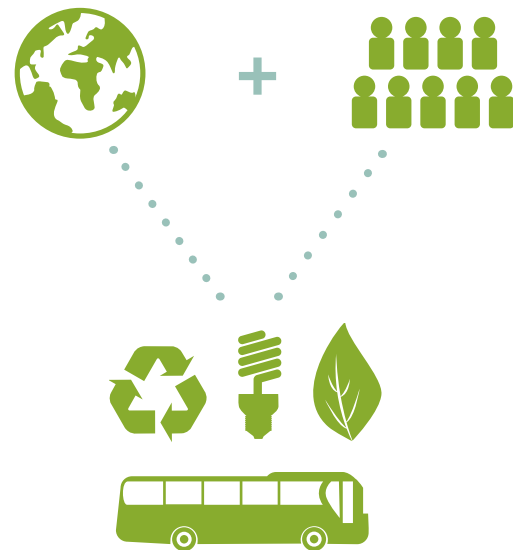
Philanthropic organizations are, by definition, committed to promoting human welfare and advancement in a fiscally responsible and efficient manner. Given that commitment, it is imperative for the philanthropic community to stand at the forefront of the greening movement.

At the urging of its members, the Grants Managers Network (GMN) incorporated a greening goal in its 2009–2011 strategic plan: to investigate current grantmaker practices and develop ideas, tools, and resources to help grantmakers conduct their grantmaking in an environmentally friendly way.

Answering the question, “Are grantmaking organizations going beyond the recycling bin in their greening practices?” is the first step towards achieving this goal.

Some answers found in this report are what would be expected. Others are surprising, even puzzling. Together, they help grantmakers examine what can be done, explore the perceived barriers to implementation, and develop a benchmark for measuring progress in the adoption of environmentally sustainable practices.

Beyond the Recycling Bin is intended to fuel the conversation, provide some practical insights, and encourage grantmakers to continue to make the positive changes that collectively will position the entire field as a leader in greening.



III. METHODOLOGY

In June 2009, GMN's 1,500 members were asked to complete an electronic survey designed to answer three key questions:

1. What greening practices are currently in use by grantmaking organizations?
2. What variables affect the number and type of practices grantmakers will implement?
3. What are the perceived barriers to greening?

Two hundred and seventy-nine GMN members responded to the survey (19%). The respondents come from all across the country and represent a cross-section of the different types, sizes, and locations of grantmaking organizations. Even taking into account that the GMN members who responded to the survey self-selected and, therefore, may have a stronger interest in greening, the survey results offer valuable information on current practices in the philanthropic community and a way to measure any growth or change in these practices.

Survey responses were analyzed to determine the most common and least common practices. In addition to comparing overall results, the responses were grouped by different organizational variables (type of grantmaking organization, asset size, rent vs. own office space, etc.) to determine which, if any, of these variables affect what kind and how many greening practices organizations have adopted. Finally, data was collected on how respondents feel about greening practices and perceived barriers to greening. Key findings can be found in Section VI.

KEY TOPICS



Greening Practices
(Recycle, Reduce, Reuse;
Energy Efficiency;
Travel; and Other)



Organizational Variables
(Type of Organization,
Asset Size, Rent vs.
Own Office Space, etc.)



Perceived Barriers
(Greening not an
Organizational Priority,
Budget Constraints, etc.)

IV. WHAT DOES IT MEAN TO BE GREEN?

“Greening” has become an umbrella term encompassing everything from recycling to energy efficiency to environmentally friendly products. For the purposes of this report, “greening” refers to both the specific greening

practices used by organizations to reduce their impact on the environment as well as efforts to create an organizational culture to support those practices.

A. GREENING PRACTICES

The greening practices asked about in the GMN survey fall into four categories: Recycle, Reuse, Reduce; Energy Efficiency; Travel; and Other.



1. Recycle, Reuse, Reduce

- Use recycling bins
- Use recycled paper
- Use other recycled, reusable, or biodegradable office products (e.g., notepads, binders, folders)
- Donate unused materials
- Use recycled or recyclable packaging
- Practice double-sided printing
- Track the amount of paper used in each department
- Use direct deposit
- Distribute annual reports electronically
- Use electronic notepads
- Accept applications electronically
- Accept electronic signatures on grant agreements
- Accept reports electronically
- Use an electronic grants management system
- Make electronic payments
- Eliminate paper files
- Purchase reusable dishware
- Use compost bins



2. Energy Efficiency

- Use an automatic light system
- Use an energy efficient heating/cooling system
- Use energy efficient light bulbs
- Use Energy Star rated computer monitors
- Power down electronic equipment
- Purchase carbon credits to offset energy use
- Undergo carbon emissions audit



3. Travel

- Adopt a telecommuting policy
- Provide a flexible work schedule to allow work from home for part of the week
- Purchase carbon credits to offset employee travel
- Conduct board meetings virtually
- Encourage the use of video web conferences, webinars, and other communication technology
- Encourage and/or incentivize employee carpooling/ridesharing
- Encourage and/or incentivize employee use of public transportation
- Provide incentives to those who bicycle or walk to work



4. Other

- Use non-toxic cleaning supplies and other green products
- Serve local food
- Serve organic food
- Undergo an environmental audit

Green Email Tag

a line in an email used to promote a favorite environmental cause or to remind the reader not to print the message

B. ORGANIZATIONAL CULTURE

Steps that grantmakers have taken to promote a culture of greening include:



- Adopt and publicize a greening policy
- Adopt a goal to implement greening practices
- Establish a greening committee
- Recognize Earth Day
- Use an environmentally friendly or “green” email tag

V. WHY BE GREEN?

In our every deliberation, we must consider the impact of our decisions on the next seven generations.
~ From The Great Law of The Iroquois Confederacy

A paperless office is a goal of the organization because there is a cost associated with paper/filing. This is not a green initiative. Rather we seek to save money on administrative costs because it allows for more money to go toward meeting the grantmaking goals of the organization.

~ Survey Participant

The changes we've made have resulted in considerable reduction of our energy usage and costs.

~ Survey Participant

The greening movement has attracted a great deal of attention lately with most of the emphasis placed on the importance of environmental sustainability. Certainly, the desire for a healthy environment is an important motivator for organizations adopting greening policies. There are, however, reasons to green that directly impact grantmakers' capacity to fulfill their missions. Some of these include:

Cost savings

Green practices are often cost effective because they reduce the amount spent on supplies, energy use, and other resources. These dollars can be reallocated to mission-related activities.

Improving efficiency and saving time

Practices such as electronic funds transfers and electronic grant application and reporting save valuable staff time and improve efficiency.

Increasing employee satisfaction

Comfortable, healthy buildings generate lower absenteeism and healthcare costs while contributing to successful employee recruitment and retention.

Interestingly, cost and time requirements are also two of the top perceived barriers to greening, indicating that more education and tools to quantify the benefits of greening could accelerate adoption of greening practices among grantmakers.

RECYCLING FACTS

SOURCE: OBERLIN COLLEGE RESOURCE CONSERVATION TEAM.



Each ton (2,000 pounds) of recycled paper can save 17 trees.



Recycling paper instead of making it from new material generates 74% less air pollution and uses 50% less water.



Americans go through 25 billion plastic bottles every year.



Each year Americans throw away 25,000,000,000 (that's 25 billion!) styrofoam cups, enough every year to circle the earth 436 times.



When you toss out one aluminum can you waste as much energy as if you'd filled the same can half-full of gasoline and poured it into the ground.

VI. KEY FINDINGS

A. Current Use of Greening Practices

The overwhelming majority of respondents (91%) believe that environmentally sustainable practices should be a priority for their organizations, and 99% implement some greening practices. Not every grantmaking organization, however, has adopted all or even a majority of the greening practices available to them. For example:

- 90% encourage recycling across the organization, and 87% extend that encouragement to the grants management department;
- 69% offer incentives to reduce travel of their employees;
- 25% have implementing greening practices as a stated goal of the organization;
- 18% have an environmental or greening policy;
- 16% track the amount of paper used in each department; and
- 8% have undergone an environmental audit.

Based upon how common each practice is, we divide greening strategies into three classes. They are: **Low-Hanging Fruit, Ripe Opportunities, and Germinating Efforts**

1. LOW-HANGING FRUIT

The practices adopted by the largest percentage of organizations (over 75%) can be considered the Low-Hanging Fruit. These practices seem to be the easiest and/or most rewarding to incorporate into office procedures or for a grantmaking department to do independently. They are relatively simple, not time consuming, and require little to no organizational support. As a result, most can be implemented on a departmental level even if there is no organizational interest.

Recycle, Reuse, Reduce

Over 80% of respondents use at least one type of recycled, reusable, and/or biodegradable product in their office. The Low-Hanging Fruit in this category is making recycling bins available (88%), using double-sided printing (81%), and using recycled paper (76%).

Organizations also appear to be reducing their overall use of paper by employing technological solutions. Electronic direct deposit is used by 78% of organizations as a substitute for paper checks.

LOW-HANGING FRUIT • RECYCLE, REUSE, REDUCE



88%
Use recycle bins



81%
Use double-sided printing



78%
Use direct deposit



76%
Use recycled paper

Environmental Audit

a report on the financial benefits and drawbacks of implementing greening practices

Energy Efficiency, Travel, and Other

Our survey did not identify any Low-Hanging Fruit opportunities currently in use.

Organizational Culture

Our survey did not identify any Low-Hanging Fruit opportunities currently in use.

2. RIPE OPPORTUNITIES

Ripe Opportunities are practices taking place in 30% to 75% of the organizations surveyed. These practices are slightly more resource intensive but are still being adopted by organizations or departments that are interested in greening.

Recycle, Reuse, Reduce

Within Ripe Opportunities, the most common practice is to decrease the use of consumable products, particularly of paper or other disposables. Almost two thirds of the surveyed organizations (65%) use reusable dishware instead of paper and plastic disposable items, reducing waste and saving money. Over half (51%) of the organizations reduce waste by donating unused equipment and office supplies, and almost a third (32%) of organizations have moved to distributing their annual report electronically, saving paper and eliminating printing and shipping costs.

Grants management departments are moving their organizations towards paperless offices, with 74% accepting reports from their grantees electronically, 58% accepting applications electronically, and 51% using electronic grants management systems.

Organizations that want to become paperless but are intimidated by the potential cost should be comforted by one piece of revealing data: 38% of those that accept electronic reports do not use professional electronic grants management software. This demonstrates that it is still possible to move toward a paperless office and to increase efficiency without making a large financial investment in a new software system.

Maintaining files electronically, reducing paper storage, and streamlining grantmaking practices not only reduce environmental impact but also free up office space and staff time. The **Project Streamline** website (www.projectstreamline.org) and the **GM Guide** (<http://www.gmnetwork.org/about-us/gm-guide>) are good resources for information on document retention and electronic grantmaking.

RIPE OPPORTUNITIES • RECYCLE, REUSE, REDUCE



74%	58%
Use electronic reports	Use electronic applications
51%	32%
Use electronic grants management systems	Use electronic annual reports



65%
Use reusable dishware



51%
Donate unused materials



Use recycled, reusable, biodegradable office supplies

42%	41%	31%
Notepads	Folders	Binders

Carbon footprint

a measure of carbon dioxide emissions that result from activities of an individual or organization during a given time period

Energy Efficiency

Many of the organizations in this survey have reduced or improved their energy usage. Notably, 40% of the surveyed organizations use an automatic lighting system that has the ability to turn off at a particular time or when the room remains unoccupied for a set period. Thirty-five percent of organizations have energy efficient heating and cooling systems that can be set at one temperature when people are in the building and turned off when the office is vacant.

Energy Star Rating

given to products that meet the government's stringent energy efficiency requirements

RIPE OPPORTUNITIES • ENERGY EFFICIENCY



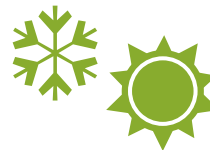
48%
Use energy efficient lightbulbs



44%
Use power down equipment



40%
Use automatic light systems



35%
Use energy efficient heating/cooling systems



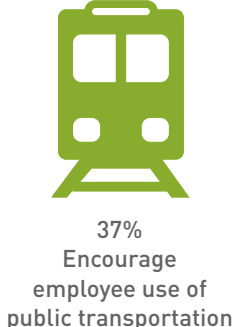
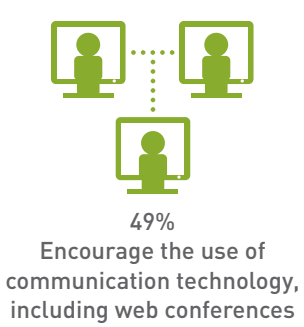
31%
Use Energy Star rated computer monitors

Travel

- Reducing the carbon footprint of employee commuting and business travel has become a focus of a majority of organizations, with 69% instituting some form of employee incentive to minimize their travel or the impact of their commutes. One large private foundation's environmental audit found that their biggest impact on the environment is travel, particularly international travel. Fortunately, most of the alternatives to traveling, such as technological conferencing services, are more convenient, just as efficient, and cheaper.

Although most organizations implement at least one greening practice to reduce travel, only two specific practices can be categorized as Ripe Opportunities:

RIPE OPPORTUNITIES • TRAVEL



Other

Thirty percent of respondents use non-toxic cleaning supplies. It is the only Ripe Opportunity found in this “Other” category.

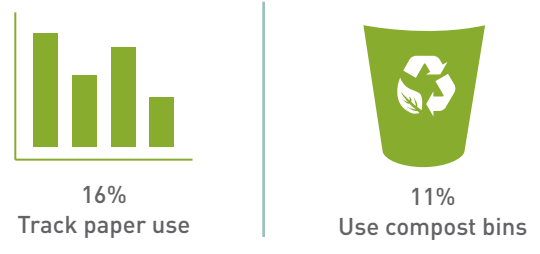
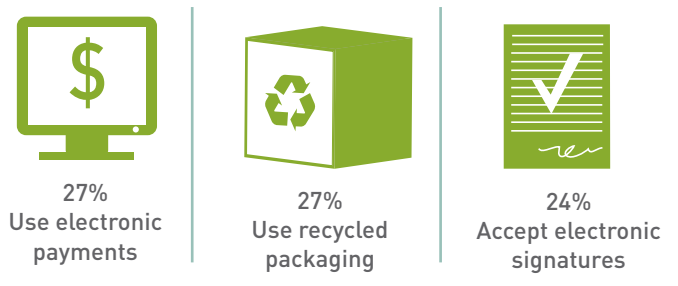
Organizational Culture

There are no Ripe Opportunities listed because less than 30% of survey respondents implement individual practices that address a green organizational culture.

3. GERMINATING EFFORTS

A few organizations have moved beyond Low-Hanging Fruit and Ripe Opportunities to broaden their greening efforts. The following measures are being executed by fewer than 30% of grantmaking organizations surveyed.

GERMINATING EFFORTS • RECYCLE, REUSE, REDUCE



Energy Efficiency

Two energy efficiency practices fall within the category of Germinating Efforts: purchasing carbon credits to offset energy use (10%) and undergoing a carbon emissions audit (8%).

Travel

Reducing work-related travel and private transportation is very much a Germinating Effort. Just under one quarter (24%) of organizations in the survey have a telecommuting policy, and 13% conduct their board meetings virtually. This indicates that most grantmakers still prefer to meet in person, but a shift in practices is happening in a few driven organizations.

Less than 30% of organizations offer their employees a flexible schedule or the ability to work from home for part of the week. In an example of where this practice is implemented, employees may be allowed to choose to work ten hours a day for only four days a week (instead of eight hours a day for five days).

Twenty percent of respondents feel they are actively encouraged to carpool or participate in rideshare programs by their organization. Less than 4% of those surveyed say their organization provides paid incentives to use emission-free transportation,

Carbon Emissions Audit measure of an organization's carbon dioxide emissions from electricity use, heating, transportation, and other sources

Recycle, Reuse, Reduce

Recycling, reusing, and eliminating the use of unnecessary products are strongly favored practices in the grantmaking field; however, some initiatives are still developing in their widespread use. The following are Germinating Efforts in this area:

such as riding a bike or walking to work, but 7% of respondents say their organization does purchase carbon credits to offset employee travel.

Carbon offset

a financial instrument bought by organizations to balance out their carbon footprints, carbon offsets fund reduction or absorption of carbon emissions elsewhere. Carbon offsets often fund renewable energy or energy efficiency projects such as wind farms, hydroelectric dams, and forestry initiatives.

One organization participates in a program in its area that coordinates and manages the demand for transportation. This program encourages the use of commuting alternatives, such as buses, trains, vanpool carpooling, telecommuting, compressed work schedules, walking, biking, and any travel mode that reduces the number of single occupant vehicles on the road. This improves air quality and reduces emissions. The same organization keeps a communal bike in the office for employees to use during the day.

Although the number of organizations implementing significant green travel practices remains low, qualitative responses to the survey indicate that participants feel “encouraged” by a broad range of activities that include talking about the importance of less harmful travel, paid incentives, and reduced costs through organization-wide participation in alternate transportation programs.

GERMINATING EFFORTS • TRAVEL



28%
Offer a flexible work schedule



24%
Have a telecommuting policy



20%
Encourage employee carpooling



13%
Have virtual board meetings



7%
Use carbon credits to offset employee travel



3%
Offer incentives to bicycle or walk to work

Other

Some additional Germinating Efforts that are being implemented by greening leaders include serving local food (22%), serving organic food (11%), and undergoing an environmental audit (8%). Environmental audits increase accountability and provide valuable benchmarks for greening efforts.

Organizational Culture

Some organizations are working to promote a culture of greening, but these practices remain Germinating Efforts, with only 25% adopting a greening goal, 18% adopting and publicizing a greening policy, and 22% establishing a greening committee.

GERMINATING EFFORTS • ORGANIZATIONAL CULTURE



25%
Adopt goal to implement greening practices



22%
Establish a greening committee



20%
Use an environmentally friendly email tag



18%
Adopt and publicize a greening policy



17%
Recognize Earth Day

VI. KEY FINDINGS

B. Variables Affecting Greening Choices

The ability of a grantmaking organization to adopt greening practices can be affected by a number of variables, including:









1. Type of Grantmaking Organization
2. Geographic Location
3. Asset Size
4. Environmental Grantmaking
5. Rent vs. Own Office Space
6. Organizational Culture






1. TYPE OF GRANTMAKING ORGANIZATION









The GMN survey divided grantmaking organizations into seven types: private foundations, family foundations, operating foundations, public charities, community foundations, corporate foundations/giving programs, and government giving. Corporate grantmakers report a higher percentage of implementation in each category: Recycle, Reuse, Reduce; Energy Efficiency, Travel; Other; and Organizational Culture. Operating foundations also have higher percentages in many of these categories.







For example, 71% of corporate grantmakers say their organization has greening as a stated goal and 52% have a greening policy. One-third of corporate grantmakers report having a greening committee, and 43% of those working at operating foundations report having such a committee. One third of corporate grantmakers and 14% of operating foundations report having undergone a carbon emissions audit.

Following are samples of greening practices by type of organization.

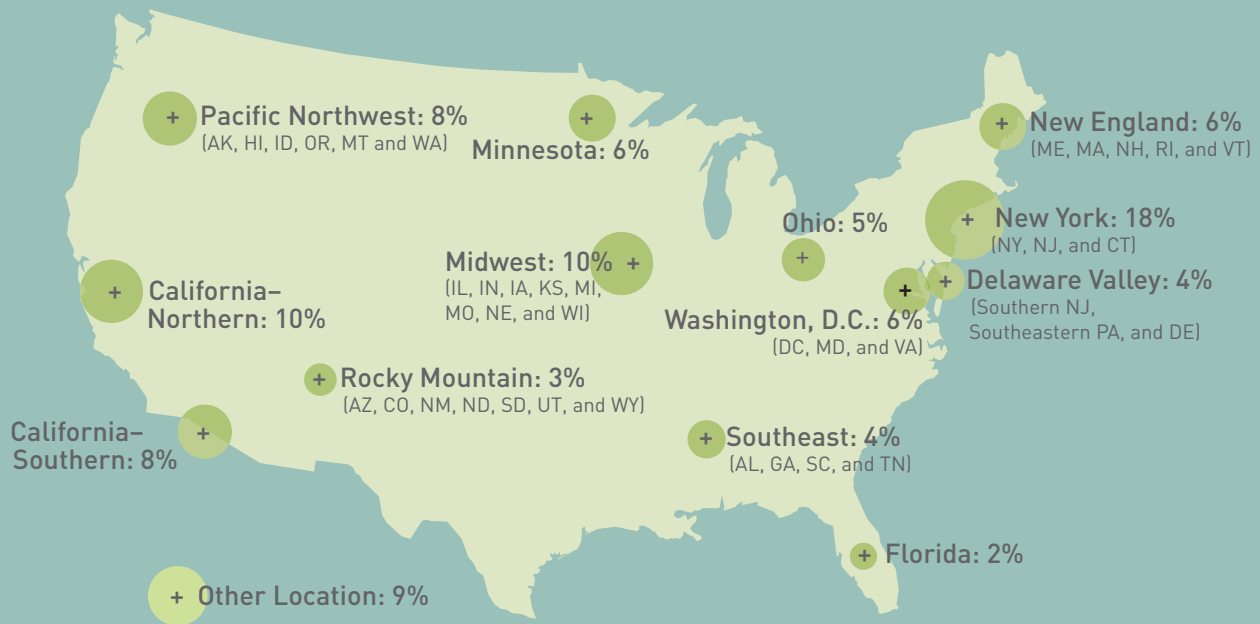
 RECYCLE, REUSE, REDUCE	Community Foundations (33)	Corporate Foundation/ Giving Programs (22)	Family Foundations (53)	Public Charities (49)	Operating Foundations (8)	Government (9)	Private Foundations (108)
 Track paper use	34%	29%	0%	14%	43%	50%	14%
 Electronic grants management system	41%	71%	44%	52%	71%	50%	57%
 Accept applications electronically	56%	62%	58%	57%	86%	67%	58%
 Electronic payments	25%	38%	19%	41%	43%	33%	25%
 Accept electronic signatures	25%	43%	19%	31%	29%	33%	19%
 Eliminate paper files	9%	24%	2%	5%	0%	0%	10%
 Accept reports electronically	75%	76%	75%	83%	86%	50%	74%

 ENERGY EFFICIENCY	Community Foundations (33)	Corporate Foundation/ Giving Programs (22)	Family Foundations (53)	Public Charities (49)	Operating Foundations (8)	Government (9)	Private Foundations (108)
 Automatic light system	22%	57%	39%	33%	71%	43%	46%
 Energy efficient heating/cooling system	38%	71%	27%	30%	71%	29%	34%
 Carbon credits to offset energy use	3%	19%	14%	7%	14%	14%	11%
 Carbon emissions audit	13%	33%	6%	2%	14%	0%	6%

 TRAVEL	Community Foundations (33)	Corporate Foundation/ Giving Programs (22)	Family Foundations (53)	Public Charities (49)	Operating Foundations (8)	Government (9)	Private Foundations (108)
 Telecommuting policy	13%	52%	25%	28%	57%	29%	19%
 Flexible work schedule	22%	67%	27%	21%	14%	29%	28%
 Carbon credits to offset employee travel	0%	10%	12%	5%	0%	0%	8%
 Conduct Board meetings virtually	9%	29%	18%	9%	43%	29%	9%
 Encourage use of communication technology	44%	62%	41%	56%	57%	29%	50%
 Encourage employee carpooling	28%	57%	10%	14%	57%	0%	18%
 Encourage employee use of public transportation	19%	62%	37%	40%	14%	29%	38%

 ORGANIZATIONAL CULTURE	Community Foundations (33)	Corporate Foundation/ Giving Programs (22)	Family Foundations (53)	Public Charities (49)	Operating Foundations (8)	Government (9)	Private Foundations (108)
 Greening policy	18%	52%	12%	13%	29%	38%	13%
 Stated greening goal	18%	71%	23%	22%	14%	25%	23%
 Environmental email tag	19%	48%	14%	21%	43%	0%	17%
 Greening committee	25%	33%	20%	21%	43%	43%	16%
 Recognize Earth Day	13%	57%	12%	16%	14%	29%	14%

2. GEOGRAPHIC LOCATION



The survey looked at greening practices across GMN’s thirteen regions. GMN does not have chapters in all parts of the country, so respondents not located in a region selected “Other Location.” Analyzing the survey data according to region revealed some interesting results.

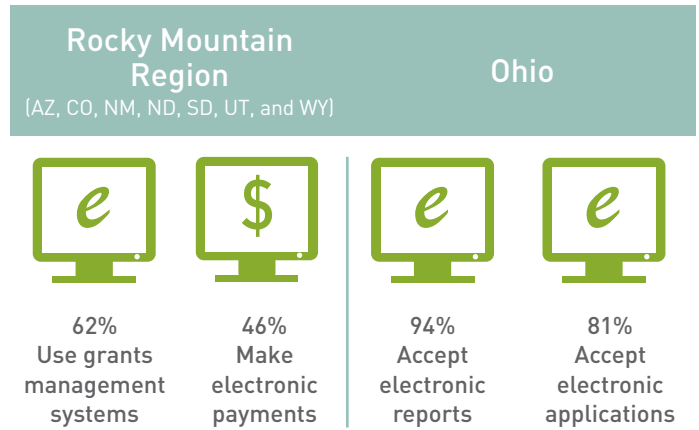
There are three regions that stand out as leaders in greening: Pacific Northwest, Ohio, and Northern California. Respondents from these three regions implemented more greening practices and adopted these practices at a higher rate than in other regions.

Overall, the remaining regions are implementing greening practices at approximately the same rate as one another, although New England and the Rocky Mountain region lag slightly behind their peers. There are a few regions which stand out in specific categories of practices.

The leader in energy efficiency greening, Northern California, shows a higher than average implementation of all of the energy-related greening practices (automatic light systems, energy efficient heating and cooling systems, energy efficient light bulbs, etc.) except one. The only area in which Northern California lags behind is in using Energy Star rated computers.

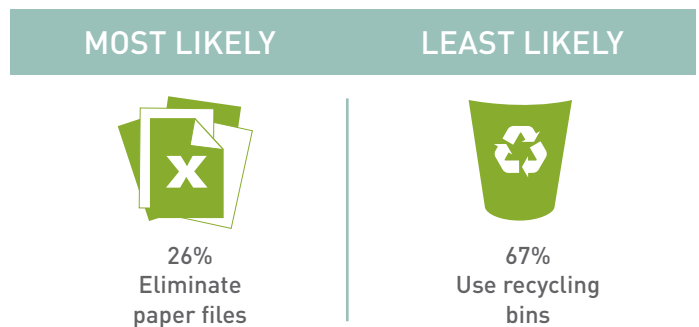
In the move to paperless grantmaking, the Rocky Mountain region and Ohio region are adopting more of these electronic practices at a higher rate than in other areas. The Rocky Mountain region leads the way in making electronic payments (46%) and using electronic grants management systems (62%), and Ohio shows the highest percentage of respondents accepting electronic reports (94%) and accepting electronic applications (81%).

LEADERS IN ELECTRONIC GREENING PRACTICES



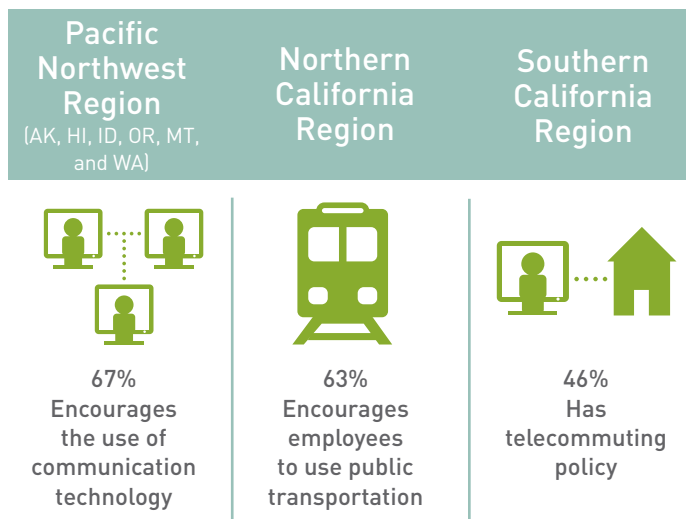
Respondents from the Southeast region are the most likely to eliminate paper files (26%). They are also, however, the least likely to use recycling bins (67%).

SOUTHEAST REGION (AL, GA, SC, AND TN)



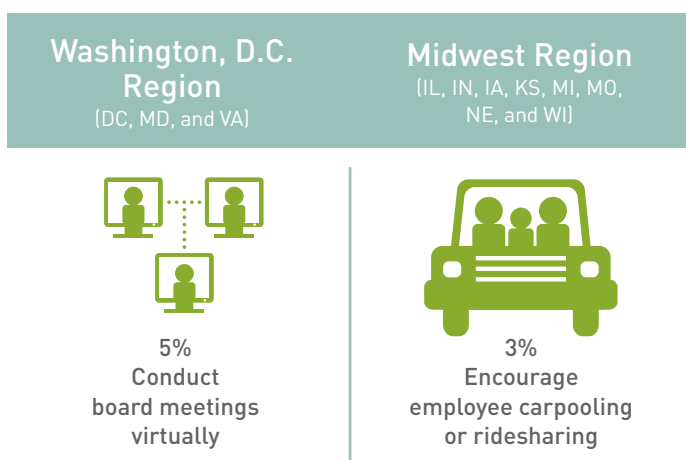
The Pacific Northwest, Southern California, and Northern California are where respondents report the highest percentages of travel-related greening. The Pacific Northwest shows the highest percentage of organizations encouraging the use of video web conferences, webinars, and other communication technology (67%). Northern California has the highest percentage of organizations encouraging employees to use public transportation, and Southern California respondents are much more likely to have a telecommuting policy (46%) and a flexible work schedule where they work from home part of the week (50%).

LEADERS IN TRAVEL RELATED GREENING



At the other end of the spectrum, only 5% of respondents from the Washington, D.C. region conduct board meetings virtually, and only 3% of Midwest respondents encourage employee carpooling or ridesharing.

REGIONS FALLING BEHIND IN TRAVEL RELATED GREENING



3. ASSET SIZE

A slight majority of respondents (52%) work for organizations with assets of over \$100 million. A slightly higher percentage of these “large” organizations are engaged in energy-related greening activities, most of which involve some level of capital investment.

ENERGY EFFICIENT PRACTICES	Large Asset Size (145)	Small Asset Size (118)
Automatic light system	52%	24%
Energy efficient heating/cooling system	37%	32%
Energy Star rated computer monitors	34%	28%
Carbon credits to offset energy use	13%	7%
Power down electronic equipment	43%	46%
Energy efficient light bulbs	49%	47%
Carbon emissions audit	8%	5%

4. ENVIRONMENTAL GRANTMAKING

Environmental grantmakers are more likely to have an organizational culture that encourages greening than non-environmental funders. A larger percentage of environmental grantmakers report that their organization has a greening policy (26% vs. 10%), a greening committee (25% vs. 19%), and a stated greening goal (33% vs. 18%). Nevertheless, this difference in organizational culture does not always translate into a higher implementation of more greening practices.

ORGANIZATIONAL CULTURE	Environmental Funders (138)	Non-Environmental Funders (141)
Greening policy	26%	10%
Stated goal for organization	33%	18%
Environmentally friendly email tag	25%	15%
Greening committee	25%	19%
Recognize Earth Day	30%	5%









When it comes to travel, 74% of environmental funders report that their organization offers at least one travel reduction incentive compared to 64% of non-environmental funders, but in many other areas non-environmental funders are just as, or almost as, likely to adopt the same greening practices as their environmental grantmaking peers. Both groups are just as likely to use recycled paper, use direct deposit, have an automatic light system, have a compost bin, and have a telecommuting policy. Even in categories such as the purchase of non-toxic cleaning supplies or energy efficient light bulbs, environmental funders appear to be only slightly leading in implementation.

Many of the environmental funder respondents indicate that their mission and program areas motivate their behavior. Although this external focus on environmental issues is not always reflected in more or improved greening practices internally, there is encouraging evidence that some environmental funders are taking the lead, especially in the more intensive Germinating Efforts (practices being implemented by less than 30% of respondents).

For example, 21% of environmental funders are purchasing carbon credits, while none of the non-environmental funders report using this tool. A higher percentage of environmental funders have also undergone environmental audits (12% vs. 4%) and carbon emissions audits (13% vs. 2%).

5. RENT VS. OWN OFFICE SPACE

As might be expected, a greater percentage of organizations that own their space report practices designed to reduce energy use. The following chart shows the comparison.

 ENERGY EFFICIENT PRACTICES	Rent Space (193)	Own Space (84)
 Automatic light system	33%	55%
 Energy efficient heating/cooling system	30%	46%
 Energy Star rated computer monitors	31%	33%
 Carbon credits to offset energy use	10%	13%
 Power down electronic equipment	40%	52%
 Energy efficient light bulbs	39%	66%
 Conduct carbon emissions audit	5%	15%

A higher percentage of those that own have adopted a greening policy (25% vs. 14%), a greening goal (34% vs. 22%), and formed a greening committee (33% vs. 17%). Regarding reducing paper use, organizations that own also report higher percentages than those that rent in the following areas: tracking paper use (23% vs. 13%), using an electronic grants management system (61% vs. 47%), and accepting electronic applications (71% vs. 51%). The percentage difference is not as large for accepting electronic reports (78% vs. 72%). Seventy-five percent of those organizations that own offer at least one incentive to reduce travel, as opposed to only 67% of the organizations that rent.

6. ORGANIZATIONAL CULTURE

Percentages are consistently higher in every greening category for organizations that report having a greening policy. The same is true for those that have a stated goal of implementing greening practices.

At least 85% of those with policies are implementing practices designated as Low-Hanging Fruit, and at least 50% are implementing all but three of those in Ripe Opportunities. Of the 28 practices designated as Germinating Efforts, 18 are being implemented by at least 20% of those with a greening policy.

The numbers are also high for those with a stated greening goal: Low-Hanging Fruit practices are being implemented by at least 89% of respondents; all but three Ripe Opportunities are in place in at least 50% of the organizations; and at least 20% of respondents are implementing 16 of the 28 practices considered Germinating Efforts.

While a greening goal or policy does not guarantee that an organization will be more environmentally conscious, there is a strong correlation between the implementation of greening practices and a formal commitment to greening by the adoption of a stated policy or goal.

VI. KEY FINDINGS

C. Greening Grants Management







We try to find ways to streamline the grantmaking process so we use less paper and use electronic versions of documents.

~ Survey Participant

The grants management department has the opportunity to impact greening, even if it is just a small department in a very large organization. Eighty-seven percent of respondents say their grants management department encourages recycling, and 17% say that implementing more environmentally safe practices is a stated goal for their departments.

Accepting electronic applications, reports, and signatures reduces paper and helps in streamlining the grantmaking process. The chart below illustrates practices currently being implemented by survey respondents.

GRANTS MANAGEMENT GREENING PRACTICES

	Accept reports electronically	74%
	Accept applications electronically	58%
	Use electronic grants-management system	51%
	Make electronic payments	27%
	Accept electronic signatures on grant agreements	24%
	Eliminate paper files	8%

DOCUMENTS GRANTS MANAGERS ARE MOST LIKELY TO KEEP

Grant Agreements	86%
IRS Determination Letter	60%
All Reports	59%
Budgets	56%
Correspondence	51%
All Proposals	47%
Audits	47%
Board of Directors List	45%
Current Tax Status (Publication 78 listing)	32%
Form 990	31%
Most Recent Proposal	28%
Annual Reports	23%
Most Recent Report	19%

Grants managers continue to struggle with paper consumption. Only 8% have transitioned to paperless files. Also, while 58% of organizations accept applications electronically, more than 40% are required to maintain a hard copy of all proposals. This suggests that even when materials are received electronically they are still printed for review.

ORGANIZATIONAL PAPER CONSUMPTION TRENDS



58%
Accept applications electronically



40%
Are required to maintain hardcopies of all proposals

VI. KEY FINDINGS

D. Perceived Barriers to Greening

Our building managers have not yet adopted green policies, so any recycling, for example, has to be taken home by employees.

~ Survey Participant

Grants management serves the mission of the organization by being efficient and effective. Implementing green initiatives are only acceptable if the initiative achieves a more efficient and effective grants management process.

~ Survey Participant

The majority of GMN members who responded to the survey (91%) believe that environmentally sustainable practices should be a priority for their organization. This is a positive sign that, with support to overcome some of the perceived barriers to greening, grants managers can have an impact on their organization's sustainability practices.

1. ORGANIZATIONAL BARRIERS

The GMN G4 Team identified nine potential barriers to greening and asked survey respondents to note which, if any, applied within their organizations. Here are the responses:

POTENTIAL ORGANIZATIONAL BARRIERS	
Not an organizational priority	37%
Budget constraints	32%
Not aligned with the organization's culture or traditions	32%
Lack of incentive to shift to environmentally conscious practices	24%
No control over organization's environment	17%
Lack of information on environmentally safe products and policies	16%
Lack of public infrastructure	9%
Organizational policy	7%
Lack of available recycling receptacles	7%

The most commonly perceived barrier to implementing more greening practices is that greening is not an organizational priority (37%). This is not surprising given that only 25% of the respondents report that implementing greening practices is a stated goal of their organization. Several respondents who cite organizational priorities as a barrier indicate that greening is not a priority because they believe it will divert focus from achieving their organization's mission.

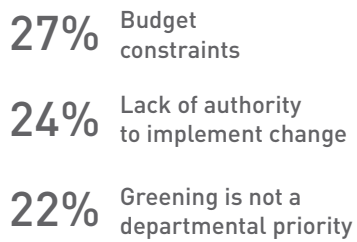
Thirty-two percent of respondents say budget constraints are a barrier to greening. This perception of greening as a costly activity is also reflected in the concern about diverting resources from mission-related activities.

Lack of control over the organization's environment is identified by 17% of respondents as a hindrance to their ability to implement environmentally sustainable practices. Examples include lack of public infrastructure to recycle or safely dispose of materials, unsupportive landlords, and conflicting contract agreements with cleaning staff and waste disposal services. Unsurprisingly, this limited control over their surroundings is seen as a barrier by more organizations that rent (22%) than by those that own their own office space (8%).

2. GRANTS MANAGEMENT DEPARTMENT BARRIERS

Grants managers were asked to identify specific barriers to change within their own departments. The most commonly perceived departmental barrier is budget constraints (27%).

PERCEIVED BARRIERS TO GREENING (DEPARTMENTAL)



Lack of authority to implement change (24%) is the second most common, with requiring a change to department priorities (22%) a close third.

Respondents also indicate as barriers a lack of incentive to change (19%), requires a change to culture and tradition

(18%), a lack of information on environmentally safe products and policies (15%), and requires a change to departmental policy (9%).

Additional comments on barriers within grants management departments focused on the time, cost, and knowledge to properly design and implement a “more environmentally friendly process.” This suggests a perception among grants managers that greening is a cumbersome and resource-intensive process for groups to research and implement.

VII. CONCLUSIONS

Analysis of the data collected for this report leads to the following conclusions:

1. Grantmakers are very interested in greening and can do much more to increase their use of environmentally sustainable practices.
2. Grantmakers with greening policies and goals are significantly more likely to successfully implement greening practices.

3. Grantmakers need specific information and tools to build support for and implement green practices.
4. Grantmaking organizations that are greening do not have a forum to learn from and share their experiences with their colleagues.
5. Grants managers can impact greening at their organizations.

1. Grantmakers are very interested in greening and can do much more to increase their use of environmentally sustainable practices.

Several promising statistics have come out of the greening survey: 91% of grantmakers surveyed believe that greening should be a priority for their organization; 99% say their organization has adopted at least one greening practice; 90% of organizations encourage recycling; 88% have implemented at least one practice to become paperless; 87% use at least one recycled, reusable or biodegradable product; and 69% offer at least one incentive to reduce employee travel.

adopted by over 75% of respondents, and only nine have been adopted by more than 50%. There is still a lot of work to be done to increase greening in the philanthropic sector and to position grantmaking organizations as leaders in the greening field.

2. Grantmakers with greening policies and goals are significantly more likely to successfully implement greening practices.

Only 25% of respondents have a specific greening goal and only 18% have adopted a greening policy. Among these organizations, the successful implementation of Low-Hanging Fruit, Ripe Opportunities, and Germinating Practices far exceeds that of organizations without such a policy or goal. This correlates with respondents reporting “not an organizational priority” as the most common barrier to greening.



Look closely at the adoption of individual practices, however, and the numbers show that while organizations may want to be green, they struggle to implement more than a few greening practices. Of the 45 greening practices listed in the survey, only four have been



One way to overcome this barrier is to look at the numbers. Many of the most popular greening practices implemented by grantmaking organizations result in cost savings and improved efficiency. This suggests that the practices are adopted because they have a financial benefit, as well as a positive environmental impact.

Corporate grantmakers—perhaps because they are driven by the bottom line—report more implementation of greening practices in every category. This is in line with the report titled

2009 Greening of Corporate America, conducted by McGraw Hill Construction. It shows that 75% of firms surveyed view sustainability as consistent with their profit mission. That report also notes that corporations are discouraged by measurement difficulties as they try to determine how greening will impact the bottom line.

Grantmakers have a duty to make the most out of every dollar spent, but like the corporate community, they need more information on measuring the benefits and challenges of greening practices in order to make the best decisions for their organizations.

3. Grantmakers need specific information and tools to implement green practices.

The survey indicates a need for more information on greening practices in general. The Environmental Grantmakers Association has contributed to this work in its *Green Beyond Grants: Sustainable Practices for Foundations*, which includes ideas and additional resources in energy conservation, green materials and supplies, sustainable foods and beverages, waste reduction, and travel.

Within GMN's areas of expertise, the survey results clearly indicate that members are interested in being better informed on how to implement paperless grantmaking. Transitioning to a paperless office already has been addressed in part through *Project Streamline*, the *GM Guide*, and GMN's annual conference. The *Beyond the Recycling Bin* survey indicates a need not only to better disseminate the material that is available but also to expand that work to include more information on how organizations have successfully reduced and eliminated paper consumption.

4. Grantmaking organizations that are greening do not have a forum to share their experiences and lessons learned to help their colleagues green.

The majority of the survey participants who indicate that their organization has an environmental or greening policy respond that these documents are limited to internal circulation.

One small private family foundation does post a greening statement on its website. This statement describes the policies and practices adopted to reduce environmental impact and the resources that recommended those practices. Other organizations are slightly more cautious about making a public pledge to be environmentally conscious but still want to share their practices with the field. As a compromise, these organizations do not have one, holistic policy, but they share information on discrete topics such as purchasing safer products, recycling, or participating in carbon offsetting.

If grantmakers share resources and information on how to improve greening practices, they could convince and motivate other organizations that want to improve their own practices but don't know how or where to begin.

5. Grants managers can impact greening at their organization.

Even when grants managers make up a small percentage of overall staff, they can still have an impact on organizational greening. There are some practices that can be implemented without organizational approval, such as powering down electronic equipment at night. In addition, many practices unique to grantmaking can help to reduce paper consumption, such as accepting electronic applications and grant reports.

Grants managers show an interest in further greening in their departments, but need more support and information on how to do this successfully. Specific topics that should be addressed include a clarification of the current legal obligations of organizations to maintain their files and information on the different types of technology available to electronically sign grant agreements, pay grants electronically, organize files electronically, and reduce paper files. *Project Streamline* (www.projectstreamline.org) has some resources available to assist with these issues.

A CALL TO ACTION

GMN's 2009 survey shows that grants managers are overwhelmingly interested in greening practices, and their actions can impact the overall greening of their organization. Still, there is a need for additional measurements, tools, and information.

This work will begin with a GMN-wide discussion of the report findings, focusing on current practices, barriers, and conclusions. In 2010 and 2011 the G4 Team will use these discussions and the report to develop tools and resources to support grants managers' efforts to green within their departments and across their organizations. The G4 Team will also capture and share ideas, best practices, and lessons learned and disseminate them to inform grants managers as they pursue greening efforts.

GMN calls on its members to move Beyond the Recycling Bin and, together, help position philanthropy as a leader in the greening movement.