

Imagining Possible Futures 2030 When Driving Forces Interact



Scenario D

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P.O. Box 510257 ▲ Milwaukee WI 53203 ▲ 414-962-6696 ▲ www.garyhubbellconsulting.com

EVOLUTION OR (R)EVOLUTION

Elaine Martyn

Gary Hubbell Consulting Conversation 2012



PARTICIPANT BIO

Elaine Martyn

Vice President of Development, The Global Fund for Women

Elaine Martyn's position as Vice President of Development at the Global Fund for Women represents the intersection of her personal and professional passions: a commitment to women's empowerment through high-level, dynamic fundraising. Ms. Martyn has lead efforts to build the philanthropic community in the UK, US and Asia. Her career has centered on the advancement of human rights through medical education, social justice, diversity policy, and advocacy using fundraising and political action. Elaine brings her experiences at Refugees International, King's College London, the British Medical Association, and Dana-Farber Cancer Institute/Harvard Medical School to the Global Fund for Women to work with philanthropists who are committed to growing its impact.

Prior to joining Global Fund, she lead the development team at Refugees International in Washington DC. From 2005-2008, she influenced the strategic vision behind King's College London's capital campaign, personally raising over \$40 million towards medical research and healthcare projects in the UK, Africa, India, Pakistan, Sri-Lanka and the U.S. She served as Head of Research Grants and Trusts at the British Medical Association and managed the work of a 20-member Board of Medical Education, crafting policy on patient rights and medical education. Ms. Martyn worked on marketing, communications, and donor stewardship initiatives at Dana-Farber Cancer Institute, the National Writing Project, and the International Institute. She has published on equal opportunities, mentorship, and management.

Ms. Martyn double majored in Medical Studies and English Literature and Communications at Gannon University, and has a Master's degree in Victorian Literature from the University of Leeds. She is a member of the Association of Fundraising Professionals, Women's Foreign Policy Group and Women in Development, and an active supporter of Planned Parenthood. Her lifelong support of women's rights, immigrant communities, and fundraising the developing world stems from her upbringing as a Sri-Lankan American and was inspired by her grandmothers who were passionate about philanthropy and education. When she's not putting the fun in fundraising, Elaine enjoys reading 19th century novels and cheering for the New England Patriots.

This is Elaine's first GHC Conversation.

Evolution or (R)evolution

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If the Victorian era was illustrated by industrial reform, political reform, and national self-confidence, then the current century can be framed through the lens of 9-11, social movements, the rise of Silicon Valley, and a series of economic recessions.

A third of the way into the first century of this millennium we can see a number of trends emerging. Competition, speed, and a center around the collective are all inherent to 2030. But what do these really mean? We are overwhelmed by choice. We have been told we can do anything. And now the tools are within our reach, which make communication simpler, automatic. Communication is not a skill but an inherent reality.

Over the last 20 years, a major shift has come about in terms of technology, education, and aging. The baby boomers are now in their 90s and while some diseases like cancer are preventable and treatable, age-related diseases and neurological malfunctionality are rife. Extensive work on biomarkers has been carried out but only to address treatment of symptoms, not prevention or cures. The dawn of the millennium initiated a rigorous study of genomics, proteomics, and other cellular functionality but the brain, mind, and its neurological pathways remain a mystery. Thus, people are living longer, but in many cases with some spectrum of dementia. Investment in long-term care, in functional adaptation, and in balancing expectations from care-givers (whether they be inter-family, or external) is increasing.

The movement towards integrated clinical research programs has been wholly embraced, and as a result rehabilitation physical therapy has become part of daily life, again contributing to longer wellness and higher physical functionality. There have been major philanthropic investments in capital funding for neurological research, which have been driven by self-preservationist sensibilities. This has meant a major investment into medical centers, but not into endowments. Medicine has had to incorporate alternative technologies, and the use of imaging technology has led to growth of that industry as well.

On the flip side, this increase in speed of communication, and vast improvements in mobile technology has meant that the modern generation has collective attention deficit disorder. Men and women in their 20s and 30s are used to instant responsiveness. They demand personal attention and personal adaptation. They are masters of their own path but siloed on those paths by black and white choices. And opinions are no longer static but are ever changing as new knowledge emerges.

The Yelp mobile app model of searching for a local restaurant or business that rose in 2010, translated into crowd philanthropy in the subsequent years. Kickstarter has evolved into a whole slate of crowd funding programs. What began as friends funding friends, has now

emerged into activists funding initiatives. However the modern generation are not primarily activists as much as they are re-activists. As a result, the number of community foundations has risen in comparison to the number of family or private foundations. One complicating factor is that as a result, multiple philosophies have shaped the evolution of these foundations, and these philosophies are ever changing.

An interesting phenomenon occurred in 2012, when a friend of mine launched a new company in Manhattan, called the Superman Series. It was a life-coaching program targeted at hedge fund managers, leading tech boomers, and entrepreneurs. Many of them had achieved extraordinary financial and professional success but were looking for meaning in their lives. The Superman Series was targeted at helping identify meaning and personal direction not wholly based on career. The aim was to start a program, which would challenge these 30-something year old men, who had already made enough money to sustain them for their lives, to think about communities. Naturally, the evolution of open-source technology at the same time, meant that for these men, there was a focus on the collective rather than the individual.

These men, now in their mid-50s have been for some time, a target source for philanthropic giving. But the way in which they give has become increasingly personal—linked to the journey of discovery that they experienced through the Superman Series. These 50-somethings are reminiscent of the industrial giants of the 19th century—Rockefeller, Mellon, and Carnegie. Their fortunes emerged when they were in their 20s and 30s, and they were financial leaders at a young age. They were raised in homes where one parent was in a traditional “profession,” in that I mean, those who grew out of traditional roles like doctor, lawyer, teacher, engineer and chose careers which emerged for the first time in their generation. As in the case of our Superman: tech guru, hedge fund manager, entrepreneur.

This generation is comprised of two major philanthropic communities: those who made extraordinary amounts of money in very short stints of time, and those who are the beneficiaries of a major wealth transfer from their parents’ generation.

This younger community is struggling to find what it is passionate about. Many of them feel that while their education was useful, it was also limited, and thus they have been major proponents of so-called open-source education. The education system in North America has had to change over the last 25 years. With the rise of technology and the shrinking of the media, learning has become more individualized, moving towards a learning center model, where students engage in tutorials rather than being constrained by mass-produced curriculums to achieve standardized tests. The world has become smaller – information is wholly shared through the internet and mobile technology. Laptops and tablets are things of the past. Work is primarily carried out through mobile tools. Smaller, easier to manage, faster, more efficient than those of 20 years ago. It is the Atari to the Wii, the laptop to the mobile device.

Thus, the demand for more interactive, more responsive philanthropy is growing, including through social banking. The notion of venture philanthropy, once popular has faded away to focus on investment philanthropy. There is a need for deliverables “now” as well as philosophical change. There is an impatience for movement. The CNN effect has taken hold in activism as well, and change happens rapidly, and definitively. Wars are not decades long. Models exhibited by organizations like ICG to support prevention of modern conflicts is working.

In the US, individual states have gained more power and control over community programming. This has had a major influence on green practices, and the evolution of ecologically aligned tools. For example, many buildings, particularly urban buildings which were built to survive for 50 years, now have been in existence for over 100 years. These buildings have been greened and in doing so a large investment (which was slow in developing) has finally taken hold in the ecological sector. Major investments have been made in rethinking approaches to greening—both from a consumer and a producer perspective.

Climate displacement is no longer a concept but a reality. The small island states which were threatened having negotiated with the US, Canada, and Australia for relocation of their populations, and many migrant farmers are struggling to adapt to life in these new lands. and exchange of resources and populations is common practice. Canada’s immigration numbers have grown which has meant that more consumers are competing for the same amount of product. Reliance on production of goods from Asia has increased substantially as manufacturing has been outsourced from the US completely. With this in mind, more people are mobile. There is less need to be based in one city, in one country for decades at a stretch. Movement has also meant the expansion of international philanthropic dollars into and out of the US.

There is now a larger number of women in the workforce. Many of the women who were expanding their academic degrees in the 2010s are now in the highest paying professions. They are no longer economically dependent wives, thereby fostering a shift towards funding more social causes and activist initiatives. One mechanism which has grown significantly is the notion of women’s corporate philanthropy, particularly as related to job training and entrepreneurial investment. And as such, micro-investment has evolved into macro-investment.

The university and medical institutions which were the primary beneficiaries of the majority of \$100m gifts of the past are now competing with social justice organizations, many of which emerged in the last 50 years. These organizations, which have merged or adapted in their advocacy or research scope to move towards a more vocal, activist lens have seen an influx in activity. With this influx of women leaders who come with new leadership philosophies and organizational styles, come new opportunities for engagement

in philanthropy. Leveraged philanthropy is commonplace, and intergenerational philanthropy has been structuralized. This has multiple means. Not only do families train the next generation of potential philanthropists in philosophies of giving, but also experienced funders have taken emerging funders into mentoring relationships. One example is the notion of a family university which was developed by the Galvin family in Chicago. Annually, they meet for a weekend of learning about a variety of social, political, and economic topics to influence their thinking about market trends, emerging needs in the community and their respective sectors, and where there are possibilities for them to make change through philanthropic investment. This family model has been mimicked by other small community groups to help train and influence, not with specific organizations featured, but with targeted global topics discussed.

There is a growing desire from both men and women to be more involved in volunteerism to support charitable causes for which they care. However, unlike past event organization, financial advice giving, or strategists, they are now serving in leverage roles. Donors see their responsibility not only as donors but as proponents of the cause to which they are evangelizing. However, unlike in the past where they saw themselves as needing to be equipped with information from the organization about the issues, they are now the developers of that information and the drivers of that dissemination. This shift has relied on technology but also on a simplification of knowledge sharing.

Faced with a more diverse, larger and more actively engaged philanthropic community we will need to be more culturally sensitive, and fast-paced in our responses and our development and management of relationships.