



# GLOBAL IMPACT

2005 ANNUAL REPORT

**Global Impact is the best partner to transform resources into opportunities worldwide.**

**A**t Global Impact, all efforts are focused on making a tangible difference in the lives of the world's most vulnerable citizens. Global Impact represents more than 50 of the most respected U.S.-based international charities in workplace giving campaigns across the nation.

Each year, Global Impact and its member charities help millions of people affected by poverty restore self-sufficiency, hope and dreams of a brighter future. In addition to supporting critical international relief and development programs, Global Impact also manages the two largest workplace giving campaigns in the world. These are the Combined Federal Campaign of the National Capital Area (CFCNCA) in Washington, DC, and the Combined Federal Campaign-Overseas (CFC-O) for all overseas commands of the Department of Defense.

**ON THE COVER**

*Children play on swings near temporary shelters in Kaluanchikoli Suriyaparam, Sri Lanka. Homes in the area were destroyed by the tsunami on December 26, 2004.*

© Tomas Van Houtryve/Corbis

A young girl in a white dress is swinging happily on a swing set. The background shows a rural village with simple buildings and a cloudy sky. The entire image is overlaid with a semi-transparent white filter.

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## A JOINT MESSAGE FROM THE CHAIRMAN AND THE PRESIDENT & CEO



A handwritten signature in black ink, appearing to read 'David J. Zuercher', with a long, sweeping underline that extends to the right.

David J. Zuercher  
Chairman, Board of Directors

**T**heodore M. Hesburgh, president emeritus of the University of Notre Dame, once said, “The very essence of leadership is that you have to have vision. You can’t blow an uncertain trumpet.”

During 2005, Global Impact sounded a very sure trumpet. We developed strategic partnerships, launched innovative programs, explored online giving in new and exciting ways and—most important—continued to strengthen our position in accessing workplace giving campaigns. These accomplishments build on the positive results of past years and hold the promise of new and continuing support for our member charities and the vital programs they offer millions of children, women and men in developing countries.

In the arena of campaign management, Global Impact continued to grow the nation’s two largest Combined Federal Campaigns. For the tenth consecutive year, Global Impact was chosen as the administrator of the Combined Federal Campaign-Overseas, and for the third year managed the Combined Federal Campaign of the National Capital Area.

As in the past Americans continue to be extremely generous to those enduring difficult times.

8 During campaign year 2004, through the campaigns in which we participate as well as the campaigns we help manage, Global Impact raised a total of \$89.7 million for thousands of local, national and international charities.

8 For its 50 member charities, Global Impact raised \$18.8 million, making the organization one of the nation’s most significant funding sources for these charities.

As always, these initiatives are driven by commitment to our mission to be the best partner to transform resources into opportunities worldwide. Our charity partners are a major force for transforming the world, for fueling economic progress in the geographic areas they touch through improving health care, alleviating hunger and providing disaster relief, education and economic opportunities to the world’s poorest people.

This year Global Impact member charities reached into every corner of the developing world, providing opportunities in the form of emergency medical care, food, water and shelter to those whose lives were upended by the South Asia tsunami, the famine that holds Africa in its grip, the scourge of HIV/AIDS and the ongoing conflict in Darfur, which has displaced 2 million people. They introduced nutritious crops to combat malnutrition in South America and promoted financial independence through microloans to rural entrepreneurs worldwide. And when their expertise was needed at home, in the Gulf Coast region devastated by Hurricanes Katrina and Rita, Global Impact member charities mobilized to offer emergency relief.

As we look forward to 2006, our 50<sup>th</sup> year of assuring help for people in need, we are recognizing those who make our work possible—the hundreds of thousands of donors who give through campaigns sponsored by the government agencies, corporations and foundations who employ them. Through their partnerships with Global Impact, these organizations afford their employees the choice to follow their hearts and their conscience to make contributions to the global community.

Donors support Global Impact year after year because we are among the most trusted partners to assure the donations serve their intended purpose—helping others. Global Impact's commitment to accountability, fiscal integrity, efficiency and transparency is unparalleled in the philanthropic community. Our commitment to our donors and workplace giving partners is unmatched as well.

Gifts to Global Impact contribute to substantial and sustainable progress among the poor and disadvantaged, and your support of workplace giving will continue to make the Global Impact vision a reality. We have much more to accomplish to bring help now and hope for the future to people in need. Your work, compassion and generosity demonstrate your commitment to this cause.



A handwritten signature in black ink that reads "Renée Acosta". The signature is fluid and cursive.

**Renée S. Acosta**  
President & CEO

**“The very essence of leadership is that you have to have vision. You can’t blow an uncertain trumpet.”**

—THEODORE M. HESBURGH

## A Legacy of Caring

For 50 years, Global Impact has helped Americans make a tangible difference in the lives of the poorest people on Earth. Over that half century, so much of what has changed in the world can be credited to the work of international relief and development charities:



- 8 Global Impact member charities U.S. Fund for UNICEF and Rotary Foundation of Rotary International are partnering with the U.S. Centers for Disease Control and Prevention and the World Health Organization to spearhead the fight to eradicate polio. Through their efforts and those of governments worldwide, the partnership has achieved a 99 percent reduction in the number of polio cases worldwide.
- 8 Rural entrepreneurs the world over can now obtain loans of as little as \$100 to start up small businesses, enabling them to work their own way up the economic ladder with dignity and pride. Global Impact member charity ACCION International was a pioneer in microlending, making its first loans to fledgling business operators 30 years ago.
- 8 Literacy rates are up 33 percent worldwide in the last 25 years, and primary school enrollment has tripled in that period.
- 8 In the past 20 years, the number of the world's chronically undernourished has been reduced by 50 percent.



Photo: Josh Kresger/Mercy Corps

**ROSHI, A WIDOW** in a Pakistan village called Bela, works on her winter shelter as a participant in a Global Impact member charity's cash-for-work program, which has helped build shelters for over 2,600 households in areas leveled by the October 8, 2005, earthquake.

Participants mostly use recovered materials from destroyed homes to build the multi-family buildings—and earn income to support their families. Everyone in Bela has pitched in to help Roshni build her house, including the women, who are encouraged to participate as much as possible. In Bela, 40 percent of the cash-for-work laborers are women, and all of them earn the same daily wages as men.

Mahatma Gandhi said “you must be the change you wish to see in the world.” Global Impact donors, workplace giving partners and member charities are all part of the progress that has been realized in improving health and literacy, providing economic opportunities, reducing hunger and caring for children.

Global Impact was founded in 1956 with a core group of four charities. Originally operating under the name International Service Agencies (ISA), it participated in the federal workplace campaign now known as the Combined Federal Campaign (CFC). That first campaign raised \$698,203 for international charities.

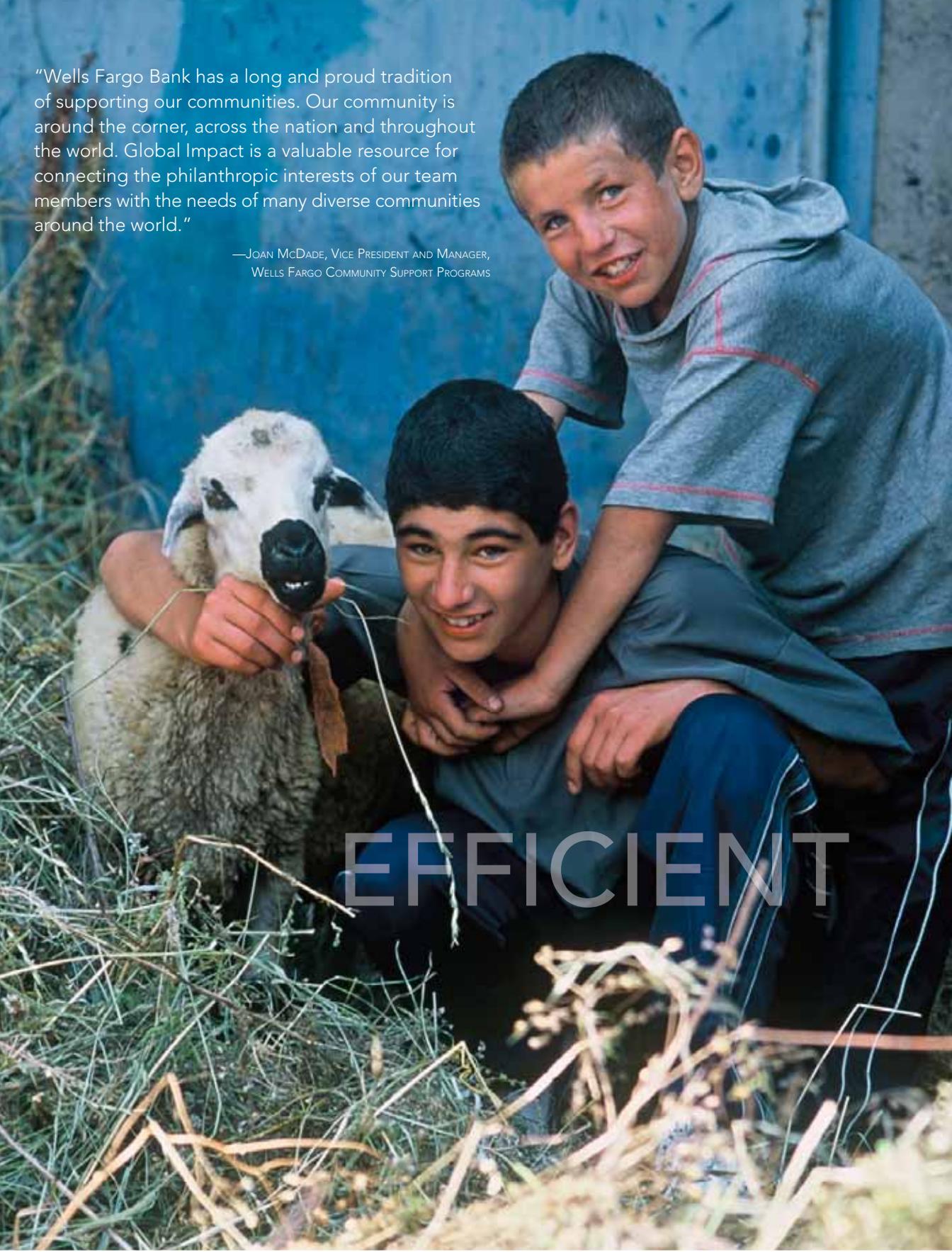
By 1981, ISA was comprised of 11 member charities—a number that doubled two years later and has since grown to include more than 50 premier international charities devoted to serving the most vulnerable citizens in the world. This notable roster includes founding member CARE as well as Catholic Relief Services, Doctors Without Borders USA, Project HOPE, Save the Children, U.S. Fund for UNICEF and World Vision. ISA changed its name to Global Impact in 2003 in order to better convey the organization's mission and that of its member charities.

In the 2004–2005 fiscal year, Global Impact raised more than \$89.7 million, including revenue from campaign management, with an overhead rate of less than 7 percent. This ratio is well below both the Combined Federal Campaign (CFC) regulation of 25 percent and the prevailing Better Business Bureau's Wise Giving Alliance standards of 35 percent.

Global Impact is proud that since its founding in 1956, it has distributed more than \$375 million to its member charities and that it touches the lives of hundreds of millions of people each year.

“Wells Fargo Bank has a long and proud tradition of supporting our communities. Our community is around the corner, across the nation and throughout the world. Global Impact is a valuable resource for connecting the philanthropic interests of our team members with the needs of many diverse communities around the world.”

—JOAN McDADE, VICE PRESIDENT AND MANAGER,  
WELLS FARGO COMMUNITY SUPPORT PROGRAMS

A photograph of two young boys and a lamb. One boy is crouching in the foreground, smiling, and holding a small white and black lamb. The other boy is leaning over his shoulder from behind, also smiling. They are in a field of dry grass and brush. The word "EFFICIENT" is overlaid in large, semi-transparent white letters across the bottom half of the image.

EFFICIENT



## Connecting Americans to International Efforts through Workplace Giving

Global Impact helps Americans support international relief and development efforts such as emergency assistance, education and health care by raising funds for its member charities through employee giving campaigns. Global Impact participates in private sector employee campaigns, including those of companies such as American Express, Wells Fargo and Dell Computer Corporation. These campaigns have a very high return on investment—corporate partners can make a big difference to charities providing real results in developing countries with a small investment of corporate resources.

Today, hundreds of thousands of American workers have the chance to support and sustain vital programs because of Global Impact—and each year that number increases as corporations and individuals realize the power their contributions have to build a safer, healthier and more prosperous world.

**Growing private sector workplace giving.** Most of Global Impact's funding comes from individuals who give via payroll deductions throughout the year—and most of those donors continue to support our work for many years. Building new partnerships with employers fuels this growth—every year, the Global Impact Corporate Access program gives more and more employees the option of donating to the world's best international charities. This year, over \$3.5 million of our funding is directly attributable to employee donors added through this successful program.

## A Reputation for Innovation

In recent years Global Impact has developed innovative programs and partnerships to assist corporations and their employees with their charitable giving efforts. These include:

- 8 Global Alliance, a program developed by Global Impact as a vehicle to form strategic alliances with U.S. corporations for the purpose of facilitating the flow of new philanthropic corporate funds into developing countries.
- 8 Global Alert, an electronic crisis response program that offers corporate partners a tool for helping their employees make donations to relief funds. Launched after the catastrophic tsunami of December 26, 2004, the first Global Alert raised \$1.1 million for tsunami relief.
- 8 Donor Advised Fund Management, established in 2005, to assist corporations with distribution of charitable gifts raised in private workplace giving campaigns. The program helps companies administer their corporate philanthropy and employee giving programs in a manner that reduces cost to the companies. In the final quarter of the fiscal year, Global Impact collected and distributed more than \$4.3 million to over 4,000 local, national and international charities.

As a respected and trusted leader in raising and distributing charitable funds, Global Impact is the workplace giving partner of choice for major U.S. corporations, including Accenture, American Airlines, American Express, UnitedHealth Group, Sears, Wells Fargo and many others.

# REAL RESULTS

## American Express Gives Employees Global Choices

Leading the accelerating trend in offering America's multi-cultural workforce the opportunity to give overseas as well as domestically, American Express continues innovation in their corporate citizenship and philanthropy programs. As part of the strategy of American Express to increase engagement of their employees in workplace giving and to increase total donations to charities, American Express retooled their workplace campaign in 2001, now offering employees a broad range of charitable giving options through payroll deduction. The campaign includes Global Impact and its member charities.

"By expanding our campaign back in 2001, we have given our employees the flexibility of real choice in deciding upon the charities they would like to support through our annual campaign," said Angela Woods, director of employee programs for American Express. "By partnering with Global Impact, we are also able to help those charities in the most need in other parts of the world, which is important to American Express as a global company."

The nationwide, company-branded campaign now involves about 32,000 employees in the U.S. American Express has succeeded in marrying high technology with high touch resulting in a winning combination that raised more than \$5 million in 2004. The campaign is conducted online, providing employees with the opportunity to pledge electronically, yet continues to emphasize those high touch best practices essential to successful campaigns.

Global Impact's workplace giving partnership with American Express continues to yield benefits for its member charities and speaks to the potential for additional corporate workplace partnerships. In the last four years, Global Impact's revenue has increased eight-fold—to more than \$800,000 dollars—due to the generosity of American Express employees.



Photo courtesy of Christian Children's Fund

**AFTER HER FAMILY'S HOME** and fish-exporting business were washed away in the December 2004 tsunami, 14-year-old Hashini had to walk a rubble-strewn path past strangers to use a communal toilet.

Hashini's family is living in a temporary shelter on their land while working to rebuild their home. The wooden shelter has two rooms and a dirt floor—it did not even have water facilities until a Global Impact member charity laid pipes from municipal water mains to the temporary house and installed two taps. Having their own water and sanitation facilities is helping this family recover from a devastating experience.

## A Record of Leadership

Global Impact has responded to a changing environment by creating strategies to meet the challenges ahead.

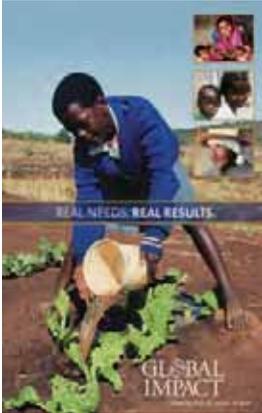
- 8 In 1996, Global Impact made the decision to expand its core business and enter campaign management. The organization was selected that year as the administrator of the Combined Federal Campaign-Overseas (CFC-O), serving the military and Department of Defense (DoD) employees stationed abroad. For 10 consecutive years Global Impact has been reappointed by DoD to manage the campaign. During those 10 years CFC-O has experienced a steady upward trend in revenue, percent participation and average gift. In campaign year 2004, CFC-O had a record-breaking year, raising an all-time high of nearly \$15 million, a 5 percent increase over 2003. More than \$3 million was raised from deployed troops supporting operations in the Middle East, whose generosity to international charities likely reflects their concern for the desperate need they witness firsthand each day.
- 8 Global Impact was selected to manage the Combined Federal Campaign of the National Capital Area (CFCNCA) in 2003. CFCNCA is the largest CFC and the largest workplace giving campaign in the world. Global Impact is now in its third year of managing this important fundraising drive. CFCNCA also had a record-breaking year in 2004, raising \$55.9 million—a 10 percent increase over 2003. The participation rate increased by 2 percent for the second year in a row, and the average gift grew to \$336. CFCNCA average gift levels far exceed the national average of \$198.

In 2004, CFC-O and CFCNCA had the highest dollar growth among the approximately 315 CFCs nationwide and accounted for \$6 million—or 80 percent—of total new dollars raised.

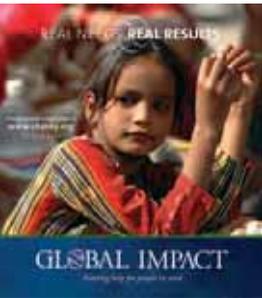
# ACCOUNTABILITY

Donors will entrust Global Impact with \$100 million for charities in fiscal year 2005-2006.





Global Impact's 2005 campaign theme, reflected in the brochure (above) and tent card (below), was "Real Needs. Real Results."



## A Track Record of Success

In addition to participating as a federation in all Combined Federal Campaigns, Global Impact takes part in state employee campaigns, local government fund drives and private sector employee campaigns, reaching more than 6 million employees every year. Global Impact is proud to report the following accomplishments for campaign year 2004. Each dollar raised, each encouraging statistic and each success story motivates us to continue to provide the best way for American citizens and companies to show their compassion for the poorest people on Earth.

### Global Impact

- ⌘ Raised \$18.8 million for member charities, an increase of \$1.2 million or 6.8 percent over 2003
- ⌘ Raised \$70.9 million for charities participating in campaigns we help manage, an increase of \$6.1 million or 9.4 percent
- ⌘ Added revenue of \$4.3 million through donor advised fund management
- ⌘ Reduced overhead to less than 7 percent of revenue

### CFC-Overseas

For U.S. military and civilian employees of the Department of Defense stationed overseas

- ⌘ Raised nearly \$15 million, an all-time high and a 5 percent increase over 2003
- ⌘ Raised more than \$3 million from deployed troops supporting operations in the Middle East
- ⌘ Reached a record 109,738 donors
- ⌘ Involved 1,400 campaign volunteers, up from 1,180 in 2003

### CFCNCA

For federal employees in the Nation's Capital

- ⌘ Raised \$55.9 million, a 10 percent increase over 2003
- ⌘ Gained nearly 6,000 new donors
- ⌘ Involved 19,000 campaign volunteers
- ⌘ Increased participation rate by over 2 percent for second consecutive year, for a total of 47.8 percent

## Accountability, Efficiency, Transparency

As part of Global Impact's responsibility to our member charities, our donors, our corporate partners and the beneficiaries of the funds we raise, the organization adheres to a rigorous series of checks and balances that ensure the accountability and integrity of our fiscal management systems. This commitment includes strong procedures to assure that designations to Global Impact member charities are honored in full, and that no funds collected are diverted to support terrorism or for any purpose other than international relief and development.

Since it began operations, Global Impact has received unqualified, or "clean," opinions in each of our many audits. Each year, we are audited for both our internal programs and our management of the federal workplace giving campaigns.

The Global Impact Board of Directors is fully engaged in organizational oversight, takes the responsibility of maintaining the public trust seriously and meets regularly, in person and on conference calls. The Board members serve without compensation and have no material conflict of interest.



# TRANSPARENCY

50 charities meeting one high standard of fiscal and operational integrity.

## Member Charities: Meeting the Highest Standards

Global Impact member charities meet regulatory requirements as set forth by the U.S. Office of Personnel Management and many other governing entities. Charities must also meet our additional criteria that address commitment to international humanitarian assistance, documented administrative integrity and commitment to professional standards of practice for fundraising. Each charity also annually certifies its full compliance with U.S. laws and regulations prohibiting support of terrorism.

Because 800 million people—300 million of them children—go to bed hungry each night, Global Impact member charities work in every developing country to help the poorest of the poor. For more information about Global Impact and its charities, call 800-836-4620 or visit [www.charity.org](http://www.charity.org).

# 50 PREMIER MEMBER CHARITIES

ACCION International  
Africa-America Institute  
African Medical and Research  
Foundation (AMREF)  
Africare  
American Ireland Fund  
American Jewish World Service  
American Leprosy Foundation  
American Near East Refugee Aid  
(ANERA)  
American Refugee Committee  
AmeriCares  
Boy Scouts of America  
(Councils Operating Overseas)  
CARE  
Catholic Relief Services  
Children International  
Christian Children's Fund  
Christian Reformed World Relief  
Committee (CRWRC)  
Church World Service/CROP  
Doctors Without Borders USA  
ECHO  
FINCA International  
Freedom from Hunger  
Girl Scouts of USA—Overseas  
Health Volunteers Overseas  
Heifer International

Helen Keller International  
International Eye Foundation  
International Orthodox  
Christian Charities  
International Relief Teams  
International Rescue Committee  
International Youth Foundation  
Lutheran World Relief  
Mercy Corps  
Near East Foundation  
Opportunity International  
Oxfam America  
Pan American Development  
Foundation  
PATH  
Plan USA (formerly Childreach)  
Planned Parenthood—World  
Population  
Population Communications  
International  
Project HOPE  
Rotary Foundation of Rotary  
International  
Salvation Army World Service  
Office (SAWSO)  
Save the Children  
TechnoServe  
UNICEF, U.S. Fund for

Unitarian Universalist Service  
Committee  
United Methodist Committee  
on Relief  
United Seamen's Service  
World Relief Corporation  
World Vision



Photo: Albania Demwchi/Mercy Corps

800-836-4620 • [www.charity.org](http://www.charity.org)

## HONORS AND AWARDS

Global Impact has received the following awards in recognition of accomplishments in fundraising and campaign management:

- 8 National Alliance for Choice in Giving Excellence Award for distinguished performance, leadership and innovation in the field of workplace giving campaign management (2004)
- 8 National Alliance for Choice in Giving Achievement Award for the highest percentage of campaign growth over the previous year (2004)
- 8 Office of Personnel Management Innovators Award, for CFC of the National Capital Area (2003, 2004)
- 8 Office of Personnel Management CFC Campaign Award for Highest Percent Dollar Increase, for CFC-Overseas (2003)

In addition, Global Impact member charities have received widespread recognition of their outstanding work.

- 1 Nobel Peace Prize winner
- 1 Bush-Clinton Tsunami Relief Fund grant recipient
- 2 honored with Gates Foundation Award for Global Health
- 2 received Arab American Institute's Kahlil Gibran Spirit of Humanity Award
- 4 received the Conrad N. Hilton Humanitarian Prize
- 6 earned Charity Navigator's 4-star rating
- 12 were named among *Worth* magazine's 100 Best Charities
- 22 are American Institute of Philanthropy Top-Rated Charities
- 50 have administrative and fundraising costs below the BBB Wise Giving Alliance Standards of 35 percent

**LIKE MANY CHILDREN**, the Langa sisters—ages 10, 12 and 14—go to school, work a plot of land beside their house and spend afternoons studying. But appearances in today's Africa are deceptive; these girls are orphans living alone in their parents' house.

Laura, Cremilda and Anastacia Langa have seen both parents die and now survive as best they can without them. No one says whether their parents died of AIDS-related causes, but in Mozambique 470,000 children have already been orphaned by AIDS. By 2010, this number is projected to top one million.

A support program, sponsored by a Global Impact member charity, allows HIV-positive volunteers to travel throughout the district to monitor and counsel orphaned children like the Langas and help to keep them in their homes and communities.



**Statement of Dues and Fees:** The Board of Directors, which includes member charity representatives, approves a maximum expense budget. Actual expenses, which may not exceed this ceiling, are funded by cost recovery from donations and revenue from other sources. Costs are not recovered on a percentage basis. Unless a member charity elects to participate in optional state registration and/or cooperative advertising programs, no service fees are charged. Global Impact does not charge dues.

## GLOBAL IMPACT FINANCIAL SUMMARY

<b>2004-2005 Primary Sources of Revenue</b>	
Global Impact Workplace Revenue	\$ 17,635,201
Non-workplace Revenue	\$ 1,166,846
Fund Management for Private Sector Workplace Campaigns	\$ 4,338,599
<b>SUBTOTAL—All Global Impact Revenue</b>	<b>\$ 23,140,646</b>
2004 Combined Federal Campaign of the National Capital Area (CFCNCA)	\$ 55,980,857
2004 Combined Federal Campaign-Overseas (CFC-O)	\$ 14,986,467
<b>SUBTOTAL—All Combined Federal Campaigns Management</b>	<b>\$ 70,967,324</b>
Adjustment for Designations to Global Impact in CFC Campaigns	
CFCNCA	\$ (3,527,259)
CFC-O	\$ (867,135)
<b>2005 TOTAL REVENUE</b>	<b>\$ 89,713,576</b>

For the fiscal year ending June 30, 2005 Global Impact raised and managed more than \$89.7 million for thousands of charities serving people locally, nationally and internationally.

This amount includes \$17.6 million raised in public and private sector campaigns for the 50 member charities that provide international relief and development services. Our non-workplace giving through Global Alert and online donations raised over \$1.1 million. In addition, through campaign management of the CFC-O and CFCNCA, Global Impact raised an additional \$70.9 million. This year Global Impact also began managing the collection and distribution of \$4.3 million in donor advised funds to more than 4,500 charities.

The total revenue includes adjustments to avoid duplicate counting of contributions designated to Global Impact member charities in campaigns managed by Global Impact.



Photo: Rohanna Mertens for ACCION International

**JOSÉ ARNULFO STRUGGLED** to support his family as a factory worker, but he dreamed of becoming a basket weaver. José had talent as a weaver; he just lacked the assets and savings needed to build his own business.

A friend told José about a Global Impact member charity that provides microloans and business training to poor women and men who start their own businesses. A small loan allowed José to buy wicker for his baskets in bulk, saving him money and allowing him to take on more orders. Several more loans enabled José to expand his basket production to products from brooms to bassinets. With much satisfaction José says, "I've been able to move forward."



<b>Global Impact</b> <b>Statements of Financial Position</b> Years ended June 30	2005	2004
<b>Assets</b>		
Cash and cash equivalents	\$ 3,678,811	\$ 1,876,207
Pledges receivable (net of allowance for uncollectible pledges of \$803,974 and \$1,008,355, respectively)	10,896,587	10,985,994
Contributions Receivable	145,508	142,632
Due from Combined Federal Campaign-Overseas	2,122,445	497,878
Due from Combined Federal Campaign-National Capital Area	439,234	506,583
Prepaid expenses and other assets	258,565	191,937
Investments	576,899	524,885
Investments—deferred compensation	490,138	423,056
Property and equipment, net	165,289	110,749
<b>TOTAL ASSETS</b>	<b>\$ 18,773,476</b>	<b>\$ 15,259,921</b>
<b>Liabilities and Net Assets</b>		
<b>Liabilities</b>		
Lines of credit	\$ 2,177,129	\$ 93,141
Accounts payable	63,621	142,002
Accrued expenses	335,171	208,797
Deferred compensation liability	490,138	423,056
Campaign funds payable to member agencies	12,387,071	12,387,190
Donor advised funds payable	899,954	–
Deferred rent	15,618	–
Capital lease obligations	–	3,290
<b>TOTAL LIABILITIES</b>	<b>\$ 16,368,702</b>	<b>\$ 13,257,476</b>
<b>Commitments and Contingencies</b>		
<b>Net Assets</b>		
Unrestricted		
Available for general use	\$ 1,759,266	\$ 1,359,813
Opportunity fund	500,000	500,000
Total unrestricted net assets	2,259,266	1,859,813
Temporarily restricted	145,508	142,632
Total net assets	2,404,774	2,002,445
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 18,773,476</b>	<b>\$ 15,259,921</b>

From 2005 Financial Statements audited by BDO Seidman, LLP

<b>Global Impact</b> <b>Statements of Activities</b> <i>Years ended June 30</i>	2005	2004
<b>Changes in Unrestricted Net Assets</b> <b>Amounts Raised in Campaigns</b> (net of campaign expenses and shrinkage)		
Combined Federal Campaign—Domestic	\$ 8,535,858	\$ 8,688,104
Combined Federal Campaign—Overseas	558,812	767,902
State employee campaigns	2,897,229	2,805,163
Local employee campaigns	712,344	717,369
Private sector employee campaigns	1,473,893	994,137
Employee campaigns—direct payments	1,424,424	1,129,673
Total net amounts raised in campaigns	15,602,560	15,102,348
Less amounts raised on behalf of others	14,839,016	14,327,750
<b>Public support designated to Global Impact</b>	<b>\$ 763,544</b>	<b>\$ 774,598</b>
<b>Revenue, Gains and Other Support</b>		
Donor Advised Funds	\$ 4,338,599	\$ —
Administrative charges for raising funds on behalf of others	2,649,677	2,238,250
Non-workplace giving	1,166,846	—
Cost share reimbursement	270,096	591,993
Member registration fee	140,598	77,003
Cooperative advertising revenue	134,377	109,760
Contributions	130,136	170,000
Investment income	61,758	59,699
In-kind contributions	17,850	14,000
Other revenue	12,356	18,392
Net assets released from restrictions:		
Satisfaction of time restrictions	3,800	3,020
Total revenue, gains and other support	\$ 8,926,093	\$ 3,282,117
<b>Total public support, revenue, gains and other support</b>	<b>\$ 9,689,637</b>	<b>\$ 4,056,715</b>
<b>Expenses</b>		
Program services		
Donor Advised Funds	4,338,599	—
Campaign support	2,363,145	2,229,102
Non-workplace giving	1,166,846	—
Total campaign services	\$ 7,868,590	\$ 2,229,102
Supporting services		
Management and general	1,129,579	1,021,255
Fundraising	292,015	244,898
Total supporting services	\$ 1,421,594	\$ 1,266,153
Total expenses	\$ 9,290,184	\$ 3,495,255
<b>Change in unrestricted net assets</b>	<b>\$ 399,453</b>	<b>\$ 561,460</b>
<b>Changes in Temporarily Restricted Net Assets</b>		
Change in value of split interest agreement	\$ 6,676	\$ 17,527
Net assets released from restrictions:		
Satisfaction of time restrictions	(3,800)	(3,020)
<b>Change in temporarily restricted net assets</b>	<b>\$ 2,876</b>	<b>\$ 14,507</b>
<b>Change in net assets</b>	<b>\$ 402,329</b>	<b>\$ 575,967</b>

## Board of Directors

Mr. David J. Zuercher  
BOARD CHAIR  
Executive Vice President  
International & Insurance Group  
Wells Fargo  
Los Angeles, CA

Mr. John Beardsley, APR  
BOARD VICE CHAIR  
Counselor in Public Relations  
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President & CEO  
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(USAF Ret.)  
Sharon, PA

Mr. Peter Grant  
Partner  
Stone Arch Capital  
Minneapolis, MN

Mr. Scott Jackson  
Vice President for External Relations  
PATH  
Seattle, WA  
Member Charity Representative

Ms. Karen R. Johnson  
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Austin, TX

General George A. Joulwan (USA Ret.)  
Arlington, VA

Mr. James B. Kanuch, CPA  
Manager  
Langan Associates, P.C.  
Arlington, VA

Ms. Nancy A. Kelly  
Executive Director  
Health Volunteers Overseas, Inc.  
Washington, DC  
Member Charity Representative

Jordan Lewis, PhD  
Washington, DC

Ms. Maryon Davies Lewis  
San Francisco, CA

Mr. Oleg Lobanov  
Vice President  
Fund Development and Marketing  
Catholic Relief Services  
Baltimore, MD  
Member Charity Representative

### General Counsel

Mr. Kenneth I. Schaner, Esq.  
Swidler Berlin LLP  
Washington, DC





**GLOBAL  
IMPACT**

**Global Impact**

66 Canal Center Plaza, Suite 310  
Alexandria, VA 22314  
800.836.4620  
globalimpact@charity.org  
www.charity.org

**CFCNCA**

750 17th Street, NW, Suite 200  
Washington, DC 20006

**CFC-Overseas European Command**

Unit 8485, APO AE 09094

**CFC-Overseas Pacific Command**

HQ United States Forces Japan  
Unit 5068/J1E, APO AP 96328