

Dear Member of FADICA:

The year 2011 marked an important period of reflection for FADICA—introspection, if you will—as the organization prepared and planned for a key leadership transition. After serving three decades as your president, I announced my retirement, which was to take effect in early 2012.

Accordingly, in addition to our regular agenda of meetings, conferences and other activities, much of FADICA's time and conversation last year was devoted to taking stock of our rich past; and reviewing with deep gratitude, all that we have accomplished together.

Celebrating Our Story: Renewing for the Future

TAXABLE PARTY.

What's important to note is that all of us are determined to take advantage of this time of transition to define FADICA's principal challenges going forward and to put in place resources that will best help FADICA rise to meet them.

Leadership transitions are seldom easy. However, literature on the subject suggests that properly managed leadership transitions provide nonprofits with the rare opportunity to intensify momentum, strengthen capacities, and—if necessary—even change direction.

Leadership transitions are extremely complicated and multi-faceted processes that make nonprofit boards sometimes feel overwhelmed by the task. FADICA must find the proper balance between continuity with the best practices of the past while giving new leadership the latitude to succeed in an always changing environment. In keeping with our organization's proud history of facing challenges head-on, FADICA's board did not shy away from the task and throughout 2011 devoted a great deal of its time and conversation to FADICA's upcoming, brand new chapter of service.

Board meetings in February, May, September and December were each devoted to assessing FADICA's mission, its history, and present resources and capacity. All along, we remained ever attentive to the new environment of Catholic philanthropy today.

Debate was often passionate and reflective of the rich diversity of opinion that has always been the hallmark of FADICA's deliberations. In the end, the board set in motion a solid framework for engaging the entire membership in planning for this leadership succession. The following narrative provides a glimpse of the compelling challenges posed by FADICA's leadership transition and its exciting promise of renewal. Besides a look at our storied past, it is also an accounting of the organization's ongoing work this year to support and regenerate Catholic philanthropic stewardship.

Sincerely,

Francis J. Butler President



In 2011, FADICA entered its 35th year of service more committed than ever to the principal mission of empowering the membership to be as informed, engaged and effective as possible in responding to the church's needs through bold, creative and generous philanthropic action.

Our leadership set out to honor the organization's proud history of the many years of faithful service to that mission by recalling the remarkable ways FADICA has bundled and leveraged the resources and talents of its members around critical areas of church need.

FADICA's substantive contributions to the life of the church include:

Protecting the Dignity of Retired Religious

Thanks to FADICA's historic role in launching the Religious Retirement Fund in 1986, 363 religious institutes of women and 114 religious communities of men—representing a combined 45,665 religious—receive funding today to provide for the needs of their retired members. To date, the fund has generated nearly \$600 million in grant support.

Promoting Stewardship and Generosity

The Catholic church is one of the largest charities in the world—and American parishes provide much of the financial means of U.S. church ministry and international church aid. Parish-based fundraising programs were given a powerful and much-needed impetus fifteen years ago when the U.S. bishops issued a letter on church stewardship. FADICA played an influential role in the preparation and drafting of the historic 1992 U.S. bishops' pastoral letter entitled, *Stewardship: A Disciple's Response.* It stands as a pioneering framework for church fundraising.

Strengthening Catholic Institutional Identity

During the first half of the 1990s, FADICA helped organize and sponsor a multi-year, crucial trust-building dialogue between Catholic college and university leadership and the U.S. hierarchy. These far-reaching discussions built a consensus that Catholic studies programs and other measures were needed to strengthen the religious identity of Catholic higher education. Today, such programs are part of the curriculum in many universities, giving thousands of students a sustained encounter with Catholic thought and culture, and an appreciation of the vital contributions of Catholicism to the history of ideas.

FADICA takes pride in these and many other concrete achievements that are part of our ongoing story. All of us are grateful for the tremendous growth and goodwill that has resulted from these initiatives.

From a dozen founding philanthropies in 1976 to more than 40 member foundations today, the giving of FADICA's members is now hundreds of millions of dollars each year. Some of the most respected Catholic philanthropists in the world are among the ranks of the organization's leadership. Yet, as we mark FADICA's 35th year of service, our members do not wish to rest on the laurels of the past. Indeed, we cannot. The rapidly changing environment confronting Catholic philanthropy makes clear that today'sand tomorrow's-challenges will require a sustained, even bolder and more ambitious deployment of the organization's time, talent, and resources.

Here are some of the ways that FADICA responded last year to urgent challenges facing the Catholic community:

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Our reputation for supporting innovation and devising effective change has always drawn many enthusiastic participants to FADICA's symposia. Last year was no exception, as we began 2011 with a conference that explored new governance and partnership configurations for Catholic schools.

An inspiring cast of bright Catholic school leaders from New York, Connecticut, Illinois and Georgia, gave testimony to FADICA's foundations and donors that stronger partnerships between the schools and the local church institution—drawing on more active archdiocesan and diocesan school management—can sharply improve the quality of instruction and significantly grow demand.

Award-winning school superintendent Margaret Dames of the Diocese of Bridgeport, CT, reported stellar academic results; a multitude of new, talented principals; cooperative partnerships with neighboring universities; and a culture of accountability—remarkable successes that have given new life and energy to local Catholic schools. Sister Mary Paul McCaughey, OP, school superintendent for the Archdiocese of Chicago, contrasted the new, fresh approach with the church's tendency in the past to be handsoff when it came to promoting change in the classroom. "We have to reconfigure ourselves and be very clearly on the side of kids," she said, which means insisting on academic excellence, accountability, and putting both students and their teachers in a position to succeed.

Clearly, many dioceses are breaking with past management styles that have increasingly hindered the success of their Catholic schools, which in recent years have been operating in a much more demanding and competitive environment. The FADICA membership enthusiastically welcomed this inspiring news, which holds the promise that the next chapter unfolding for Catholic schools will be one marked by still more educational innovation and creative partnerships.



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Big Shoulders Fund Receives Charles Carroll Award

Chicago's Big Shoulders Fund received FADICA's 2011 Charles Carroll Award in Catholic Philanthropy for the transformative impact the Fund has had on the lives of students in urban Catholic schools. The award also recognized the Fund's commitment to innovation that has distinguished its philanthropy since its founding in 1986. Big Shoulders provides assistance to Catholic elementary and high schools in Chicago's low-income communities. The donor and volunteer network supports 75 elementary schools and 17 high schools, serving a combined total of 25,000 students. However, a huge challenge remains. How do these success stories make their way to dioceses, schools and communities across the country? In media coverage and the popular perception of Catholic schools, the dominant tenor is one of decline, marked by financial woes and closings.

In June 2011, FADICA's president, Francis J. Butler, spoke at Georgetown University to an audience of business leaders convened by the National Leadership Roundtable on Church Management. He called for the launch of a well-funded national communications campaign to tell the compelling story of how innovation in Catholic schools is paving the way for a very bright future. Driven by both old and new media, such an effort would boost enrollment, Dr. Butler said, and help recruit gifted teaching candidates, as well as donors and volunteers. A significant media push would also greatly contribute to a sense of pride in Catholic schools, while giving the public at large a positive and dynamic image of the U.S. Catholic church.

Big Shoulders Fund.

Catholic Social Teaching:

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The Life and Dignity of the Human Person Family, Community, Participation Human Rights and Responsibilities Option for the Post and the Valuerstein Dignity of Work/Rightsof Workers Global Solidarity Case for God's Creation

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In 2011 FADICA also made a concerted effort to set the stage for the implementation of the *Faith Shaping the Future* initiative. This multi-faceted program is designed to enhance FADICA's ability to engage the next generation of Catholic philanthropists; strengthen FADICA's communications capacity; support more partnerships among its members; and—last but not least—build up the organization's marketing and research capabilities.

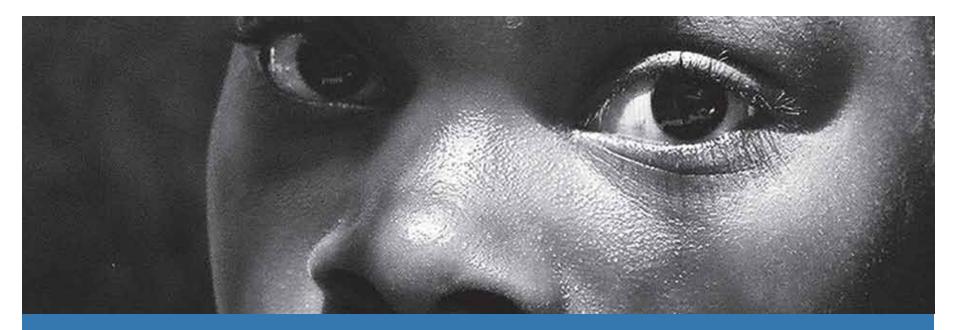
Launched in 2006 as the organization's first capital campaign, the fundraising stage of the *Faith Shaping the Future* program was concluded in 2011, with its implementation phase now poised to take off in earnest. But much has been accomplished already.

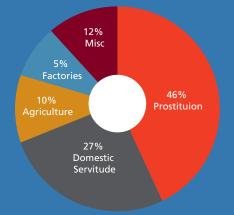
Early in 2011, Dr. Erik Goldschmidt, a dynamic Boston College educational innovator and former Notre Dame University ACE volunteer, joined the FADICA staff. Prominent among his duties was readying the organization to take concrete steps to put into practice the *Faith Shaping the Future* program. By year's end, FADICA had run a national philanthropic training institute for its younger members; redesigned and launched a new website for FADICA; and enhanced the research capabilities and functionality of *The Catholic Funding Guide*, an authoritative online research database produced and maintained by FADICA.

As momentum was building, Dr. Goldschmidt was unexpectedly called back to Boston College at year's end to lead the prestigious Church in the 21st Century Center, a catalyst and resource for church renewal—and, as such, a highly valued forum of opinion for this organization. FADICA is truly grateful to Dr. Goldschmidt for his stellar year of service that laid the groundwork for bringing the organization's capacity-building project to life.



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Annan Trafficking

- 14,500-17,500: estimated number of people trafficked into the United States each year
- 50% of people trafficked into the U.S. each year are children
- 800,000 people are trafficked worldwide each year
- East Asia/Pacific is the region that is the largest source of people who are trafficked into the U.S. each year.

Industries into which victims are trafficked

Human trafficking—modern day slavery—involves the subjugation of children, women and men for the purposes of sexual exploitation and forced labor. It is a contemporary plague that touches the entire globe, including most American communities.

Each year, almost a million victims are trafficked across international boundaries and thousands of them enter the U.S.—joining untold numbers of other children and vulnerable adults who have been lured into the human trafficking industry in this country. Worldwide, victims can be found in domestic servitude, sweatshop factories, labor camps, and wherever prostitution, drug trade and sex entertainment occurs.

Catholic Charities USA, comprised of 163 local social service affiliates, has for several years been working hard to raise community awareness of human trafficking. It has been training its social workers to spot situations where human exploitation is occurring, as well as to provide means of escape and effective support for its victims. In May of 2011, FADICA and Catholic Charities USA (CCUSA) co-sponsored a conference in Washington, DC, entitled: *Lives For Sale*. A panel of social service and law enforcement experts painted a grim picture of widespread human trafficking today, both at home and abroad. These workers in the trenches also explained how local communities—especially faith communities—can be particularly influential in mobilizing local action to combat and prevent the deeply inhuman practice.

As a result of the conference, FADICA is helping Catholic Charities USA assemble a national task force on commercial sexual exploitation of American children. This organization, with help from individual members of FADICA, will also provide professional training for Catholic Charities workers so that the church can expand its capacity to help communities mobilize against this tragic problem.



On May 20, 2011, Catholic Charities USA awarded its prestigious Centennial Medal to FADICA in recognition of the organization's commitment to the mission of Catholic Charities. In presenting the award, CCUSA President Father Larry Snyder said, "Through our collective influence and efforts, we can create a society in which every person is treated with dignity and respect."



Research amply shows that despite the enormous growth in Hispanic populations in Catholic dioceses across the United States, resources for Hispanic pastoral outreach and leadership training remain scarce.

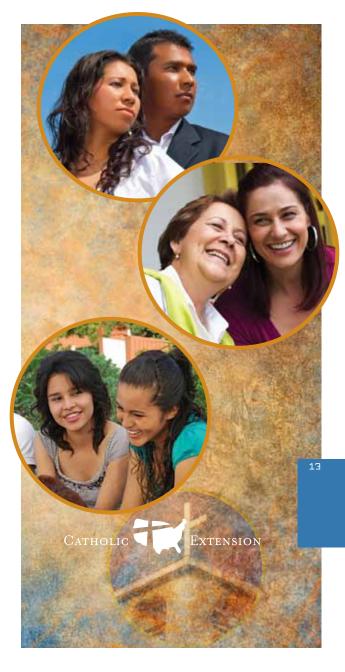
At present, Hispanics represent almost 40 percent of all Catholics; among the faithful under age 25 they are already the majority. Since 1960, Hispanics have accounted for more than 70 percent of the growth in the U.S. Catholic population.

The Hispanic influx into its ranks is a great opportunity for the Catholic church. But the pace of growth poses a formidable pastoral challenge—especially in those 86 U.S. dioceses that are considered "mission dioceses." These are places with already underserved Catholic populations and stretched human and material resources.

It is in these mostly rural environments, where the Catholic presence has historically always been thin, that Hispanic Catholic growth has been the most pronounced. In the Diocese of Richmond, VA, for example, the Sacred Heart Center ministers in the inner-city to upwards of 4,000 Hispanic Catholics—many of them new arrivals in the country—serving their spiritual as well as their economic and social needs.

The Catholic Church Extension Society, a primary funder of the nation's home missions, has made pastoral care for Hispanic Catholics an urgent priority. In close collaboration with a number of FADICA members, Extension has embarked on a program to train and put in place 100 new Catholic Hispanic lay leaders throughout the home mission dioceses. Reminiscent of the mission-sending societies of old, Extension has committed to raising more than \$15 million to finance this groundbreaking initiative. The funding partnership envisioned includes one half of this amount coming from Extension itself working in cooperation with foundations and donors, and the balance of funds donated by participating dioceses.

In Spring 2012, FADICA and Extension will co-sponsor a grantmakers forum in Charleston, SC. The conference will explore the challenges facing Hispanic ministry across the board; survey the extraordinary pastoral opportunities for home mission dioceses; and find ways to put local churches in a position to respond warmly and effectively to the gift of this Hispanic growth.



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Church leaders and scholars have not been the only ones keeping their eyes on 2012 as the 50th anniversary of one of the most dramatic and influential religious events of modern times—the Second Vatican Council. Catholic grantmakers in FADICA took time last year to plan for a major conference to mark the momentous occasion. The conference, to be entitled, *The Spirit of Renewal, Vatican II and the Future of Catholic Philanthropy*, will take place in February 2012.

Indeed, it was the Council itself that inspired the creation of FADICA in 1976, while the conciliar documents have consistently played a powerful role in setting the organization's agenda throughout its nearly four decades of work. In particular, FADICA can proudly point to the history of its work, matching church-wide efforts to give concrete expression to the Council's call for an informed and active laity that is more spiritually grounded, compassionate and committed to social justice. The Council deepened and enriched the quality of Catholic philanthropy as it inspired and guided FADICA to become a model of cooperative lay collaboration. Our organization's blueprint for joint action by the laity continues to faithfully and creatively answer the call issued by the historic convening of Catholic leaders from around the world.

However, as already noted, we cannot rest. As we enter an era in which religion will confront what many are certain will be an ever less friendly and more aggressively secular environment, the future of Catholicism hinges more than ever on spiritually healthy and dynamic faith communities and institutions. For FADICA, 2012 is a perfect time to reflect on its record of action on behalf of the church at large, and carefully consider where the membership's collaborative efforts can be of the greatest service to Catholicism's ongoing renewal.



As part of the <u>Faith Shaping the Future</u> initiative, participants in FADICA's Future Foundation Leadership Venture 2011 Summer Institute discussed Catholic social teaching and philanthropy as a vocation.

FADICA's decades of stewardship have proven the power of a philanthropic approach that is cooperative; that is sustained by ongoing adult learning and research; and that is anchored in existing Catholic structures. FADICA continues to offer the highest quality ongoing education for Catholic grantmakers, while presenting them with unique and exciting opportunities for innovative grantmaking in a Catholic-centered environment.

Above all, the FADICA model has demonstrated beyond a doubt that close collaboration among our member foundations can forge a great deal more constructive and forward-looking development in our faith communities than would be possible for any one foundation or donor going it alone. FADICA has a long history of accomplishments—and few more groundbreaking than its ability to bring together some of the largest private grantmakers committed to Catholic causes.

FADICA can proudly celebrate its strengths and accomplishments as it enters a challenging year of transition following the retirement of its current president, Francis J. Butler. Dr. Butler built up a superior legacy of service to Catholic philanthropy. Under his leadership, FADICA was instrumental in the founding of three major Catholic charities and the creation of two organizations devoted to promoting management excellence in the church. Dr. Butler planned and moderated more than 100 grantmaker conferences; syndicated and oversaw innovative funding projects for more than 30 years; and served as a prominent voice for Catholic philanthropy in national and international media.

Dr. Butler's contributions to Catholic philanthropy and the church at large gives rise to FADICA's profound gratitude—and his legacy of leadership has set the bar very high for his successor as FADICA's next president.

To manage this changing of the guard, the FADICA board is eager to enlist the entire network of the organization's members and friends in the essential task of planning for the future. The task at hand entails identifying those leadership qualities and talents deemed most essential to FADICA's continued ability to thrive; it also requires thoughtful participation in setting the stage for FADICA's next chapter of service. Through its many years of work with the Vatican and the Catholic hierarchy, as well as members' substantial and inspiring discussions with religious leaders and scholars, FADICA has built up a huge store of goodwill with decision-makers and influencers in the church at home and abroad. This social, intellectual and moral capital will surely enable the organization to be an influential voice for private, faith-driven philanthropy for decades to come.

This award-winning philanthropic association can face its future with hope and confidence, carrying forward an inspiring story. Nonetheless, FADICA must be ever mindful that its strength and vitality will always depend on the steadfast engagement of its members and supporters in the ongoing task of renewing for the future.



Francis J. Butler

STATEMENTS OF FINANCIAL POSITION

DECEMBER 31, 2011

CURRENT ASSETS	trac 007
Cash and cash equivalents Investments	\$526,887
Promises to give	4,290,307 25,000
Inventory	27,250
Interest receivable	8,832
Prepaid expenses	6,359
Total current assets	4,884,635
PROPERTY AND EQUIPMENT	
Furniture, fixtures and equipment	108,755
Accumulated depreciation	(99,220)
Total property and equipment	9,535
OTHER ASSETS	
Rent deposits and other assets	1,907
Total other assets	1,907
TOTAL ASSETS	\$4,896,077
	\$\$,050,077
CURRENT LIABILITIES	
Accounts payable	\$10,318
Accrued expenses	17,845
Deferred revenue	22,670
Total current liabilities	50,833
	50,833
NET ASSETS	
Unrestricted	426,471
Unrestricted - board designated	2,509,882
Temporarily restricted	543,063
Permanently restricted	1,365,828
Total net assets	4,845,244
TOTAL LIABILITIES AND NET ASSETS	\$4,896,077
TOTAL LIADILITIES AND INET ASSETS	\$4,896,077

STATEMENTS OF CASH FLOW

DECEMBER 31, 2011

CASH FLOWS FROM OPERATING ACTIVITIES

Change in net assets Adjustments to reconcile change in net assets to net cash used by operating activities	\$(997,009)	Significant non-cash investing and financing activities:
Depreciation	8,091	infancing activities.
Contributions received, restricted for long-term investment	(25,000)	During 2011,
Unrealized (gain) loss on investments	286,747	the Organization
Realized (gain) loss on sale of investments	(85,134)	disposed of assets
(Increase) decrease in operating assets		with an aggregate
Accounts receivable	42,759	basis and accumu-
Promises to give	17,500	lated depreciation
Inventory	2,549	of \$8,396 and \$8,396,
Interest receivable	(3,648)	respectively.
Prepaid expenses	(4,573)	
Increase (decrease) in operating liabilities		
Accounts payable	7,918	
Accrued expenses	8,224	
Deferred revenue	(11,420)	
Net cash used in operating activities	(752,996)	
CASH FLOWS FROM INVESTING ACTIVITIES		
Property and equipment purchases	(1,530)	
Proceeds from sale of investments	1,027,272	
Purchases of investments	(1,132,571)	
Net cash used in investing activities	(106,829)	
	747711	THEFT
CASH FLOWS FROM FINANCING ACTIVITIES	11.000	
Contributions received, restricted for long-term investment	25,000	
Net cash provided by financing activities	25,000	PPAR IN
NET DECREASE IN CASH AND CASH EQUIVALENTS	(834,825)	and the second states
CASH AND CASH EQUIVALENTS - BEGINNING OF YEAR	1,361,712	
CASH AND CASH EQUIVALENTS - END OF YEAR	\$526,887	

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