

# **Elevator Magazine Business Private Equity Philanthropy**

Joel L. Fleishman

*Creating Philanthropic Capital Markets* Lucy Bernholz, 2004-02-04 Through a coherent framework for pursuing such far-ranging changes, this easy-to-understand book addresses new ways for individuals and organizations to invest grant funds, approach regulatory structures that guide giving, and define their goals, activities, outcomes, and achievements. The author applies basic principles of industrial theory and evolution to examine, with a trained scholar's eye, how individual organizations, associations, and the philanthropic infrastructure can work more effectively. Order your copy today!

Leverage for Good Lester M. Salamon, 2014 With the resources of both governments and traditional philanthropy barely growing or in decline, yet the problems of poverty, ill-health, and environmental degradation ballooning daily, new models for financing social and environmental objectives are urgently needed. Fortunately, a revolution is underway in the instruments and institutions available to meet this need. Loans, loan guarantees, private equity, barter arrangements, social stock exchanges, bonds, social secondary markets, and investment funds are just some of the actors and tools occupying the new frontiers of philanthropy and social investment. Together they hold the promise of leveraging for social and environmental purposes not just the billions of dollars of charitable grants but the hundreds of billions, indeed trillions, of dollars of private investment capital. While the changes under way are inspiring, they remain largely uncharted. This concise introduction to the topic, and its companion volume, provide the first comprehensive and accessible roadmap to these important advances. In the process, these works will better equip investors, philanthropists, social entrepreneurs, nonprofit leaders, business executives, government officials, and students the world over to capture the opportunities that these developments hold out to them and to our world.

**Tech Billionaires** Lewis D. Solomon, 2017-09-08 In the first decade of the twenty-first century a new wave of thinking has emerged from tech billionaires that may shape the way private capital gets invested to tackle social problems. These entrepreneurs broke the business mold in the 1980s and 1990s and are now trying to break the traditional pattern of philanthropy pioneered by Andrew Carnegie and John D. Rockefeller, Sr. some one hundred years ago. Combining billions of dollars of their personal capital with new ideas, cutting-edge businesslike techniques, media and marketing savvy, the tech benefactors profiled in this book are attacking some of the globe's most intractable societal problems. In trying to make a difference in the world, these new philanthropists, dubbed philanthrocapitalists by the author seek to break down traditional barriers dividing business, charity, and government. As a result of the rapid wealth creation in recent years, the world now boasts 1,125 billionaires, many of whom are self-made, according to the Forbes' 2008 list, including Bill Gates, Pierre Omidyar, Jeffrey Skoll, Stepehn Case, Sergey Brin, Larry Page, and more. Their massive wealth has created new philanthropic challenges. Imaginative giving by the new billionaires is beginning to transform philanthropy in terms of timing, involvement, strategy, and tactics. How this development impacts society as a whole is the subject of Lewis Solomon's book. As the author notes, the traditional categories of business and philanthropy may no longer serve to meet the challenge of social problems. In the twenty-first century the tools and resources used to solve societal problems will be far more varied and mixed than previously. We now see interesting partnerships and new ways of thinking. The divide between profit and social good will narrow. If successful in using their money in innovative ways, government or for-profit business could scale up the catalytic efforts of the new philanthropists. This volume is a proactive, innovative guide to a new era, not just a new technique of monetary support.

*Private Equity at Work* Eileen Appelbaum, Rosemary Batt, 2014-03-31 Private equity firms have long

been at the center of public debates on the impact of the financial sector on Main Street companies. Are these firms financial innovators that save failing businesses or financial predators that bankrupt otherwise healthy companies and destroy jobs? The first comprehensive examination of this topic, *Private Equity at Work* provides a detailed yet accessible guide to this controversial business model. Economist Eileen Appelbaum and Professor Rosemary Batt carefully evaluate the evidence—including original case studies and interviews, legal documents, bankruptcy proceedings, media coverage, and existing academic scholarship—to demonstrate the effects of private equity on American businesses and workers. They document that while private equity firms have had positive effects on the operations and growth of small and mid-sized companies and in turning around failing companies, the interventions of private equity more often than not lead to significant negative consequences for many businesses and workers. Prior research on private equity has focused almost exclusively on the financial performance of private equity funds and the returns to their investors. *Private Equity at Work* provides a new roadmap to the largely hidden internal operations of these firms, showing how their business strategies disproportionately benefit the partners in private equity firms at the expense of other stakeholders and taxpayers. In the 1980s, leveraged buyouts by private equity firms saw high returns and were widely considered the solution to corporate wastefulness and mismanagement. And since 2000, nearly 11,500 companies—representing almost 8 million employees—have been purchased by private equity firms. As their role in the economy has increased, they have come under fire from labor unions and community advocates who argue that the proliferation of leveraged buyouts destroys jobs, causes wages to stagnate, saddles otherwise healthy companies with debt, and leads to subsidies from taxpayers. Appelbaum and Batt show that private equity firms' financial strategies are designed to extract maximum value from the companies they buy and sell, often to the detriment of those companies and their employees and suppliers. Their risky decisions include buying companies and extracting dividends by loading them with high levels of debt and selling assets. These actions often lead to financial distress and a disproportionate focus on cost-cutting, outsourcing, and wage and benefit losses for workers, especially if they are unionized. Because the law views private equity firms as investors rather than employers, private equity owners are not held accountable for their actions in ways that public corporations are. And their actions are not transparent because private equity owned companies are not regulated by the Securities and Exchange Commission. Thus, any debts or costs of bankruptcy incurred fall on businesses owned by private equity and their workers, not the private equity firms that govern them. For employees this often means loss of jobs, health and pension benefits, and retirement income. Appelbaum and Batt conclude with a set of policy recommendations intended to curb the negative effects of private equity while preserving its constructive role in the economy. These include policies to improve transparency and accountability, as well as changes that would reduce the excessive use of financial engineering strategies by firms. A groundbreaking analysis of a hotly contested business model, *Private Equity at Work* provides an unprecedented analysis of the little-understood inner workings of private equity and of the effects of leveraged buyouts on American companies and workers. This important new work will be a valuable resource for scholars, policymakers, and the informed public alike.

*Venture Philanthropy*, 2002

For-Profit Philanthropy Dana Brakman Reiser, Steven A. Dean, 2023-01-03 This book exposes a migration of business practices, players, and norms into philanthropy that strains the regulatory regime sustaining public trust in elite generosity through accountability and transparency and proposes legal reforms and private solutions to restore it. Practices, players, and norms native to the business sector have migrated into philanthropy, shattering longstanding barriers between commerce and charity.

Philanthropies organized as limited liability companies, donor-advised funds sponsored by investment company giants, and strategic corporate philanthropy programs aligning charitable giving by multinationals with their business objectives paint a startling new picture of elite giving. In *For-Profit Philanthropy*, Dana Brakman Reiser and Steven A. Dean reveal that philanthropy law has long operated as strategic compromise, binding ordinary Americans and elites together in a common purpose. At its center stands the private foundation. The authors show how the foundation neatly combines donor autonomy with a regulatory framework to elevate the public's voice. This framework compels foundations to spend a small but meaningful portion of the assets their elite donors have pledged to the public each year. Prophylactic restrictions separate foundations from their funders' business and political interests. And foundations must disclose more about the sources and uses of their assets than any other business or charity. The philanthropic innovations increasingly espoused by America's most privileged individuals and powerful companies prioritize donor autonomy and privacy, casting aside the foundation and the tools it provides elites to demonstrate their good faith. By threatening to displace impactful charity with hollow virtue signaling, these actions also jeopardize the public's faith in the generosity of those at the top. Private ordering, targeted regulation, or a new strategic bargain could strike a modern balance, preserving the benefits of the compromise between the modest and the mighty. *For-Profit Philanthropy* offers a detailed roadmap to show how it can be accomplished.

Foundation and Endowment Investing Lawrence E. Kochard, Cathleen M. Rittereiser, 2010-12-28 In *Foundation and Endowment Investing*, authors Lawrence Kochard and Cathleen Rittereiser offer you a detailed look at this fascinating world and the strategies used to achieve success within it. Filled with in-depth insights and expert advice, this reliable resource profiles twelve of the most accomplished Chief Investment Officers within today's foundation and endowment community—chronicling their experiences, investment philosophies, and the challenges they face—and shares important lessons that can be used as you go about your own investment endeavors.

**Corporate Social Investing** Curt Weeden, 1998-09-10 Table of Contents

*New Frontiers of Philanthropy* Lester M. Salamon, 2014 With the resources of both governments and traditional philanthropy barely growing or in decline, yet the problems of poverty, ill-health and environmental degradation ballooning daily, it is increasingly clear that new models for financing and promoting social and environmental objectives have become urgently needed. Fortunately, however, a significant revolution appears to be underway in the way in which social and environmental purposes are being financed. The heart of this revolution is a massive explosion in the instruments and institutions being deployed to mobilize private resources in support of social and environmental objectives. Where earlier such support was limited to charitable gifts, now a bewildering array of new instruments and institutions has surfaced—loans, loan guarantees, private equity, barter arrangements, social stock exchanges, bonds, secondary markets, investment funds, and many more—all of them designed to leverage not just the tens of billions of dollars of philanthropic grants but the hundreds of billions, indeed trillions, of dollars of private investment capital. While the changes under way are inspiring and by no means trivial, however, they remain largely uncharted in any systematic fashion. This monograph, and of the companion volume for which it also serves as the introductory chapter, is designed to overcome this problem, to provide the first comprehensible and accessible roadmap to the full range of important new developments taking place on the frontiers of philanthropy and social investment. In the process, it seeks to broaden awareness of these developments, increase their credence and traction, and make it possible to maximize the benefits they can generate while acknowledging the limitations and challenges they also face.

**Courage to Lose Sight of Shore: How to Partner with Private Equity to Grow Your Business with Confidence** Kelley W. Powell, 2020-10-06 You've founded a successful company and now it's time to grow. Is a private equity investment the best route? Assuming it is, what's the right timing and how do you find the ideal partner, one whose values and expectations align with yours? Kelley W. Powell works every day to grow the portfolio companies of private equity firms. Now she wants to give you the confidence and clarity to move forward by sharing an honest account of what to expect when you pursue private equity. *Courage to Lose Sight of Shore* will give you a greater understanding of your company's story and yourself as a leader so you can decide whether private equity is right for you. You'll also learn how to find the right firm, navigate the process, and scale the business alongside your new partner.

***The Real Deal*** Sandy Weill, Judah S. Kraushaar, 2006-10-09 Shortly after we set up shop, the four of us and our wives convened at Arthur's home on Long Island to celebrate. It was a festive occasion, and we all openly shared our aspirations. To this day, I remember the others stressing over and over their desire to become wealthy. Given that Joanie and I were raising two toddlers and lived nearly hand-to-mouth, the talk was certainly seductive. Still, what I remember most from that dinner was my declaration that the money should be secondary-what mattered more to me was to build a great firm: one that would lead the industry, employ lots of people, endure over many years, and, importantly, command respect. Over the next forty-three years, I never altered my priorities.-from *THE REAL DEAL* The Sandy Weill story is truly one for the ages. Starting with \$30,000 in borrowed cash in 1960, and relying on uncanny entrepreneurial instincts, Sandy created one of the leading securities firms in the U.S. and became one of the best known businessmen in the world. After selling his company to American Express and becoming its president, he experienced a professional setback. Undaunted, he cannily parlayed it into a second career, starting over with a sleepy consumer loan company called Commercial Credit, which over the next seventeen years he transformed into the leading global bank, Citigroup. During this span, Weill as chairman and CEO delivered an astounding 2,600 percent return to investors-better than legendary CEO Jack Welch or investor Warren Buffett during that same period. Yet success is never an easy path, and Weill divulges the highs and lows. His ascent to power has been documented by the media over the years, but never before has Weill revealed the brutally honest and unvarnished side of an astonishing life and career. And Weill goes further, sharing his love of philanthropy, a journey that took him from a mediocre bass drummer in my high-school marching band to the chairmanship of Carnegie Hall. He brings readers into his personal life, introducing them to his wife, Joan, his daily inspiration, and discussing his relationships with competitors and colleagues alike, including proteges like Peter Cohen and Jamie Dimon. Along the way, he shares the most important lessons he learned in business and in life. From a middle-class Brooklyn childhood to corporate legend, philanthropist, financier, and chairman emeritus of Citigroup Inc., *THE REAL DEAL* tells a remarkable story-that of a financial superstar who always loved the game more than the gold.

***Putting Wealth to Work*** Joel L. Fleishman, 2017-09-26 By 2025, Americans will likely be donating over half a trillion dollars annually to nonprofit organizations. Those philanthropic gifts will transform significant parts of America's civic sector landscape. Philanthropy is entering an era of unprecedented growth and innovation. Established foundations such as Ford and Rockefeller are doubling down on programs tackling long-simmering problems, including global inequality, less-than-stellar education, and uneven access to health care. Many foundations are engaging in advocacy on controversial issues, exploring venture philanthropy solutions, and experimenting with impact investing. And philanthropists such as Bill Gates, Warren Buffett, New York's high-profile financiers, and Silicon Valley's billionaires are planning to

put their wealth to work as never before: Mark Zuckerberg and Priscilla Chan recently pledged to donate 99 percent of their Facebook shares during their lifetimes, and nearly 150 others have signed the Giving Pledge to increase dramatically their giving while living. In *Putting Wealth to Work*, Joel L. Fleishman provides expert analysis of contemporary philanthropy, offering invaluable insight for those engaging with and affected by charitable foundations. This is the fascinating and definitive account of philanthropy today, and an indispensable guide to understanding its inner workings, impact, and expansive potential.

*Philanthropy and the Business Corporation* Marion R. Fremont-Smith, 1972-11-30 Attempts to study corporation philanthropy inevitably prove frustrating, for it is a subject surrounded by rhetoric and almost entirely devoid of hard facts. Marion R. Fremont-Smith's concise appraisal of corporation philanthropy takes a close look at the donative policies of corporations and their methods of giving. Concentrating on the legal and historical setting, as well as corporation philanthropy in practice, the author analyzes recent expansion in the field of traditional philanthropy and the accompanying shift in public attitude toward the responsibility of business corporations. The book shows how this new attitude has brought with it a reappraisal of the philosophical and legal bases for corporate action in the social sphere. In conclusion, Mrs. Fremont-Smith calls for a more imaginative and independent definition of the objectives of corporate philanthropic policies and not merely a continuing series of ill-considered defensive reactions.

*The Buyout of America* Josh Kosman, 2009-11-12 An authoritative exposé of the mysterious and potentially dangerous world of private equity Few people realize that the top private equity firms, such as Blackstone Group, Carlyle Group, and Kohlberg Kravis Roberts, have become the nation's largest employers through the businesses they own. Using leveraged buyouts that load their acquired companies with loans, private equity firms have generated more than \$1 trillion in new debt—which will come due just when these businesses are least likely to be able to pay it off. Journalist Josh Kosman explores private equity's explosive growth and shows how its barons wring profits at the expense of the long-term health of their companies. He argues that excessive debt and mismanagement will likely trigger another economic meltdown within the next five years, wiping out up to two million jobs. He also explores the links between the private equity elite and Washington power players, who have helped them escape government scrutiny. The result is a timely book with an important warning for us all.

*Private Equity in Action* Claudia Zeisberger, Michael Prah, Bowen White, 2017-06-09 Global Best Practice in Private Equity Investing *Private Equity in Action* takes you on a tour of the private equity investment world through a series of case studies written by INSEAD faculty and taught at the world's leading business schools. The book is an ideal complement to *Mastering Private Equity* and allows readers to apply core concepts to investment targets and portfolio companies in real-life settings. The 19 cases illustrate the managerial challenges and risk-reward dynamics common to private equity investment. The case studies in this book cover the full spectrum of private equity strategies, including: Carve-outs in the US semiconductor industry (LBO) Venture investing in the Indian wine industry (VC) Investing in SMEs in the Middle East Turnaround situations in both emerging and developed markets Written with leading private equity firms and their advisors and rigorously tested in INSEAD's MBA, EMBA and executive education programmes, each case makes for a compelling read. As one of the world's leading graduate business schools, INSEAD offers a global educational experience. The cases in this volume leverage its international reach, network and connections, particularly in emerging markets. *Private Equity in Action* is the companion to *Mastering Private Equity: Transformation via Venture Capital, Minority Investments & Buyouts*, a reference for students, investors, finance professionals and business owners looking to engage with private equity firms. From deal sourcing to exit, LBOs to responsible investing, operational value

creation to risk management, Mastering Private Equity systematically covers all facets of the private equity life cycle.

**Lessons from Private Equity Any Company Can Use** Orit Gadiesh, Hugh Macarthur, 2008-02-07 Private equity firms are snapping up brand-name companies and assembling portfolios that make them immense global conglomerates. They're often able to maximize investor value far more successfully than traditional public companies. How do PE firms become such powerhouses? Learn how, in *Lessons from Private Equity Any Company Can Use*. Bain chairman Orit Gadiesh and partner Hugh MacArthur use the concise, actionable format of a memo to lay out the five disciplines that PE firms use to attain their edge:

- Invest with a thesis using a specific, appropriate 3-5-year goal
- Create a blueprint for change--a road map for initiatives that will generate the most value for your company within that time frame
- Measure only what matters--such as cash, key market intelligence, and critical operating data
- Hire, motivate, and retain hungry managers--people who think like owners
- Make equity sweat--by making cash scarce, and forcing managers to redeploy underperforming capital in productive directions

This is the PE formula for unleashing a company's true potential.

**The Foundation** Joel L. Fleishman, 2007-01-09 Foundations are a peculiarly American institution. They have been the dynamo of social change since their invention at the beginning of the last century. Yet they are cloaked in secrecy -- their decision-making and operations are inscrutable to the point of obscurity--leaving them substantially unaccountable to anyone. Joel Fleishman has been in and around foundations for almost half a century . . . running them, sitting on their boards, and seeking grants from them. And in this groundbreaking book he explains the history of foundations, tells the stories of the most successful foundation initiatives -- and of those that have failed -- and explains why it matters. The baby boomer generation is going to participate in the largest transfer of wealth in history when it passes on its assets to its successor generation. The third sector is about to become more powerful than ever. This book shows how foundations can provide a vital spur to the engine of the American, and the world's, economy -- if they are properly established and run.

**Value-creation in Middle Market Private Equity** John A. Lanier, 2015-02-28 Value-creation in Middle Market Private Equity by John A. Lanier holistically examines the ecosystem relationships between middle market private equity firms and their portfolio companies. Small business is the job creating engine in the US economy, and consequently is a prime target market for private equity investment. Indeed, private equity backs over six of each 100 private sector jobs. Both the small businesses in which private equity firms invest, and the private equity firms making the investments, face inter- and intra-company fiduciary leadership challenges while implementing formulated strategy. The architecture of each private equity firm-portfolio company relationship must be uniquely crafted to capitalize on the projected return on investment that is memorialized in the investment thesis. Given the leveraged capital structure of portfolio companies, the cost of a misstep is problematic. Individual private equity professionals are typically members of multiple investment teams for the firm. Not only may each investment team have its own unique leadership style, but its diverse members have to assimilate styles for each team in which they participate relative to a specific portfolio company. Acquisitions and their subsequent integrations add exponential complexity for both private equity investment and portfolio company leadership teams; indeed, cultural integration ranks among the most chronic acquisition obstacles. Accordingly, the stakeholders of private equity transactions do well to embrace leadership best practices in applying value-creation toolbox best practices. The perspectives of both the private equity investment team and the portfolio company leadership team are within the scope of these chapters.

**Private Equity** Paul A. Gompers,Victoria Ivashina,Richard Ruback,2019-03-15 'Private Equity' is an advanced corporate finance book that integrates a range of topics from a private equity investor's perspective. The book presents a set of cases used in the Private Equity Finance class, an advanced elective course offered in the Harvard Business School MBA elective curriculum. The structure of the book follows the timeline of a typical investment, starting with deal sourcing, due diligence, and valuation, followed by execution of the transaction, including issues related to capital structure and governance. 'Private Equity' then transitions to examining operational changes and management of the capital structure, closing with a set of cases related to exit. Intended for readers interested in working for private equity firms, investing in private equity as limited partners, or providing investment banking or consulting services to private equity firms, 'Private Equity' is also appropriate for readers who are interested in a more detailed exploration of corporate finance.

**Getting a Job in Private Equity** Brian Korb,Aaron Finkel,2008-12-03 If you're seriously considering a career in private equity, you have to become familiar with how firms hire. With Getting a Job in Private Equity, you'll gain invaluable insights that will allow you to stay one step ahead of other individuals looking to secure a position in this field. Here, you'll discover what it takes to make it in PE from different entry points, what experience is needed to set yourself up for a position, and what can be done to improve your chances of landing one of these limited opportunities.

Eventually, you will extremely discover a further experience and triumph by spending more cash. yet when? realize you acknowledge that you require to acquire those all needs following having significantly cash? Why dont you try to get something basic in the beginning? Thats something that will guide you to understand even more something like the globe, experience, some places, later history, amusement, and a lot more?

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