

ST. BALDRICK'S FOUNDATION

Donald Grunewald
Iona College

It was late on a Monday afternoon in early January. Professor Sean Hoffman had just completed teaching his afternoon class in Strategic Management at Muldoon College and was relaxing in his office reading an academic journal article on hostile takeovers for a few minutes before going to the college cafeteria to get a sandwich for dinner. Professor Hoffman was one of the senior professors on campus. He was well liked by his students for his stories of what happened at some companies and for his summary biographies of some leading business executives based upon his knowledge and acquaintance with leading business executives. After his sandwich, Professor Hoffman would teach another class to his evening students before going home to his wife and two children in a nearby leafy suburb.

Muldoon College was a liberal arts college founded by a Roman Catholic religious order of nuns more than one hundred years ago. The religious order was founded in Ireland and most of the nuns were of Irish descent. The college became coeducational in 1950 but began as a women's college and about sixty percent of the students were female. Most of the faculty and administrators were lay faculty members and there were few nuns still teaching at the college. Muldoon was located in a small city and had approximately 2,000 full time students. About half of the students lived on campus and the rest mostly commuted or lived nearby in the city where the college was located.

Students request help in Fundraising

There was a knock at Dr. Hoffman's office door. When Professor Hoffman opened the door, he found one of his students, Megan Ryan, who was one of his best students, standing in the corridor with another young woman. The professor invited them to come into his office and sit down. Megan introduced the professor to the other student, Ann O'Rourke, who was the president of an Irish club on campus that sponsored cultural events for the Irish American students and their friends on campus.

Megan proceeded to tell the professor that she and Ann were organizing an event at Muldoon College to be sponsored by their campus club to raise funds for a charity that supported research to find cures for children's cancer. She explained that she and Ann came to the professor for help since he had stated in class that he lost his mother last year to cancer. Professor Hoffman replied that since he was half Irish and was interested in helping their student club, he would be very happy to help by making a donation. He stated that since Lent was starting soon, he could cut back on eating one chocolate bar each day despite being a chocoholic who consumed several chocolate bars each day and maybe save on something else so he would be able to afford making a donation of \$50 to support their charitable cause. The two students thanked the professor for agreeing to make a donation.

Ann then asked Professor Hoffman to consider also helping participate in the event beyond making a donation. Ann stated, “Our club really needs your help in this project”. Professor Hoffman responded that he would be happy to do anything he could to help their student organization achieve success in the fundraising event it would sponsor for this good cause. He told the students he thought about how difficult it is for children to have cancer and how hard this is on their families as well. He also said it was hard for him to deny a request to help an Irish organization like theirs at Muldoon College. “After all, he said, I’m half Irish”.

Both women began to laugh and Ann said, “Are you sure you would be willing to volunteer to help?” Professor Hoffman reiterated he would be happy to help them raise money for this cause. Ann gave the professor a big smile and said the charity was St. Baldrick’s Foundation. She went on to tell the professor that the way the foundation raised money for research was to invite college students and other groups to hold events sponsored by their organizations. To raise funds for the event, persons would volunteer to have their heads shaved bald at the event. This would help show solidarity with children with cancer who typically lose their hair during treatment. Friends and family members of the “shavees” sponsor their shaving with gifts of financial support to the St. Baldrick’s Foundation.

Ann then said the professor could best meet the commitment he just made to Megan and herself by agreeing to volunteer to become a shavee at the event at Muldoon College, which would take place a few days before St. Patrick’s Day. A “shavee” is what the Foundation called a person who volunteered to have his or her head shaved at an event to raise money for the Foundation. After more laughter, she continued by stating that the professor’s name would be put up on the St. Baldrick’s web page listing the Muldoon College event which listed all prospective events and their sponsors for the event and the names and pictures of those who had volunteered to have their heads shaved at the event. Persons looking at the website could then make an on line or by mail donation to the foundation. This would honor the person of their choice who had volunteered to be a shavee at the event. Student volunteers would make the event known on campus by posting signs on campus, using the internet and other electronic means and talking about the event in classes and other means.

Ann then reached up to her head and removed what turned out to be a red wig. Her head was completely bald. Ann was wearing two small hoop earrings which helped highlight her head. Ann explained she was getting chemotherapy for a rare form of cancer and was hopeful of being cured from her cancer. At the end of her chemotherapy, her hair would grow back. When she found out her hair would fall out when she started chemotherapy, she had volunteered to have it cut very short and donated her locks to a charitable organization, Locks for Love, that collected hair to be used to make wigs for cancer patients.

Professor Hoffman was stunned by unexpectedly seeing Ann bald. After some silence and some thought, Professor Hoffman told Ann and Megan that he had tried a buzz cut many years before but his wife didn’t like it so he had let his hair grow back. Professor

Hoffman then told the two students that before he could make a decision on volunteering to be a shavee, he would like to know more about St. Baldrick's Foundation. He also wanted to find out the likely support from his students for this cause if he agreed to volunteer to have his head shaved at the event.

Other student fundraising events at Muldoon College

Professor Hoffman thought about how much students at his college and others did to help charitable causes. The media had been quick to report stories about college students when they did something wrong like drinking too much in public with subsequent bad behavior or littered local streets as they drove near campus. The public heard a lot less about the role of students who helped raise funds and provided volunteer service to charity by students and other groups on campus which benefitted less fortunate neighbors in their community and elsewhere. Professor Hoffman knew that Americans have had a long record in having given generously of their funds and their time to charitable activities. American students have been generous givers even though most students did not have a lot of spare change. Students have also had limited time to volunteer due to their many academic activities.

Students at many campuses today including those as Muldoon College have helped raise money on campus and in their communities for soup kitchens and meals for the homeless for holidays like Thanksgiving Day and on a regular basis. On some campuses including students at Muldoon, students have collected food and brought the food to the homeless in midnight runs to neighborhood shelters. Sometimes students have helped staff soup kitchen or other agencies serve the poor as volunteer workers. Students also responded to international appeals for aid by raising funds on campus and sometimes off campus after a hurricane or an earthquake or some other natural disaster. Students often raised funds to help provide scholarships to needy students on their campuses. They also have helped well known charitable organizations such as the Red Cross or Special Olympics in fund raising drives on campus. Students have also helped build housing through Habitat for Humanity. Students at Muldoon have also helped local service clubs such as Rotary and Kiwanis in cleaning up yards and painting houses as volunteers when the residents were elderly and could not afford to properly maintain their homes.

In recent years, students at Muldoon College had hosted a variety of fund raising events on campus to benefit many good charitable causes. To help raise these funds, students and other members of the college community volunteered to do things that helped attract funds as well as provided fun for students who worked together to help these good causes. For example, a student organization sponsored a car wash and a sale of student baked cookies to help fund a student trip to Washington, DC and baked and sold cookies that helped a sports team meet its travel expenses.

St. Baldrick's Foundation

As Professor Hoffman pondered how to respond to the students request to volunteer to have his head shaved at the St. Baldrick's event on campus, the two students gave him some information on St. Baldrick's Foundation taken from the web site of the Foundation (www.St.Baldricks.org). In the fiscal year ending June 30, 2008, St. Baldrick's had made grants of more than \$13 million for research on children's cancer as well as support of institutions that treat students by using organizations to raise money for the Foundation through head shaving events. Funds raised by supporters of St. Baldrick's Foundation had been donated to hospitals, universities and medical schools for research purposes to help find cures for cancer that affects children. The Foundation also had supported infrastructure grants to help treat children on clinical trials. St. Baldrick's Scholars had been organized by the foundation and had supported new researchers who wished to do research on cancer. St Baldrick's Fellows had helped support the training of new doctors to specialize in pediatric oncology research. Multi-institutional grants had included cooperative research and laboratories of the 200 member Children's Oncology Group. St. Baldrick's had recently spread their events outside the United States to help fund similar items in such countries as the United Kingdom, the Hong Kong administrative region of China, Canada and Bermuda.

The Financial Statements of the St. Baldrick's Foundation stated that the "Foundation remains committed to complete transparency, accountability and efficiency, adhering to the Donor's Bill of Rights." St. Baldrick's Foundation had not raised funds through mass mailings or telemarketing, nor had it received or solicited government grants. St. Baldrick's volunteer event organizers, shavees, barbers, sponsors, donors, staff, board members, and other volunteers had generated 100% of revenues, according to the Annual Report for 2007-2008.

The fiscal year ending June 30, 2010 brought tremendous growth to the Foundation , the revenues and costs of which were reflected in the financials.

Exhibit One- Donations to St. Baldrick's Foundation

Calendar Year Totals	2007	2008	2009	2010
Number of Events	412	568	630	785*
Number of Shavees	18,100	27,159	32,992	37,861*
Amount Raised	\$12,934,504	\$17,404,493	\$16,660,068	\$21,593,682*

*As of Oct 5, 2010

Source: St. Baldrick's Foundation Annual Reports 2007-2010

Exhibit Two
Financial Position St. Baldrick's Foundation

June 30,	2007	2008	2009	2010
Assets				
Cash and cash equivalents	\$11,884,570	\$9,957,724	\$18,088,363	\$23,106,972
Website development, net	166,903	186,434	507,051	604,633
Property & equipment, net	46,255	80,851	44,692	49,862
Other assets	16,149	37,842	72,138	63,986
Total assets	\$12,113,877	\$10,262,851	\$18,712,244	\$23,825,373
Liabilities and Net Assets				
Liabilities				
Grants payable	\$5,841,059	\$3,274,669	\$12,254,827	\$14,754,319
Accounts payable & accrued expenses	75,801	64,390	137,553	195,456
Total liabilities	\$5,916,860	\$3,339,059	\$12,392,380	\$14,949,765
Net assets				
Unrestricted	6,197,017	6,923,792	6,319,864	8,875,608
Total net assets	\$6,197,017	\$6,923,792	\$6,319,684	\$8,875,608
Total liabilities & net assets	\$12,113,877	\$10,262,851	\$18,702,244	\$23,825,373

Source: St. Baldrick's Foundation Annual Reports 2007- 2010

Exhibit Three
Statement of Activities St. Baldrick's Foundation

Years ended June 30,	2007	2008	2009	2010
Changes in unrestricted net assets:				
Revenues and gains				
Contributions	\$12,113,877	\$16,658,896	\$16,475,524	\$21,780,089
Contributed services & assets	96,366	733,038	430,017	332,778
Interest income	130,189	222,996	86,756	2,839
Total unrestricted revenues & gains	12,703,028	17,614,930	16,952,297	22,115,686
Expenses for program & support services:				
Childhood Cancer Research	7,006,676	13,019,980	13,106,382	15,163,476
Fundraising	1,971,728	3,402,954	3,835,236	3,736,208
Management and general	396,651	465,221	654,607	660,258
Total program & support services	9,375,055	16,888,155	17,596,225	19,559,942
Increase in unrestricted net assets	3,327,973	726,755	(603,928)	2,555,744
Net assets, beginning of year	2,869,044	6,197,017	6,923,792	6,319,864
Net assets, end of year	\$6,197,017	\$6,923,792	\$6,319,864	\$8,875,608

Source: St. Baldrick's Foundation Annual Reports 2007-2010

An independent audit of the St. Baldrick's Foundation has been performed by DBO Seidman, LLP. A copy of the full financials can be seen at www.StBaldricks.org.

Despite his reputation for making instant decisions, Professor Hoffman told the two students that he wanted ask his classes to do research on the St. Baldrick's Foundation on the internet as a special class assignment. He would then get feedback from his students about whether or not he should participate as a prospective shavee at the event sponsored by the student group at Muldoon College. He promised to get back to Ann and Megan within two weeks since web site publicity for the event would have to be released in three weeks since the event at Muldoon College was to occur near St. Patrick's Day in March.

After the students left his office, Professor Hoffman began to think more about St. Baldrick's Foundation. He wondered what information he and his students should review to know whether or not the charity was efficiently run and whether the cause was worthwhile and whether fund raising was done in a proper manner.

BBB Wise Giving Alliance

One independent appraisal for charities is provided by the BBB Accredited Business & Charity Directory sponsored by the Better Business Bureau Wise Giving Alliance. Professor Hoffman decided to ask his students in his classes to do some research on St. Baldrick's Foundation, including a review of the annual report of St. Baldrick's and review of the Better Business Bureau Wise Giving Alliance Report for St. Baldrick's Foundation at www.bbb.org/charity.

“The BBB Wise Giving Alliance Standards for Charity Accountability were developed to assist donors in making sound giving decisions and to foster public confidence in charitable organizations. The standards seek to encourage fair and honest solicitation practices, to promote ethical conduct by charitable organizations and to advance support of philanthropy.

Organizations that comply with these accountability standards have provided documentation that they meet basic standards:

In how they govern their organization

In the ways they spend their money

In the truthfulness of their representations, and

In their willingness to disclose basic information to the public. ”

(Source: Standards for Charity Accountability- US Better Business Bureau, 2009).

See Appendix A for the 20 specific Standards for Charitable Accountability used by the BBB Wise Giving Report that is available on the WWW Wise Giving web site for each charity that is rated by the BBB Charity Reports and for more information on St. Baldrick's Foundation.

See Appendix B for the BBB Wise Giving Report for St. Baldrick's Foundation October 2010, expires October 2012.

After reviewing the BBB information in Appendix A and B, Professor Hoffman and his students would need to consider what other sources they should look at before trying to make a decision. If it was determined that St. Baldrick's Foundation was a legitimate charity that operated under the principles promoted by the Better Business Bureau and other sources, it would then be necessary to decide whether Professor Hoffman should consider volunteering as a prospective shaver. Professor Hoffman also needed to decide what information he needed to get from his students to find out what amount of funds might be raised from his students and to find out their general reaction to him possibly participating as a volunteer.

What would others think?

He knew he also had to consider his personal situation. He wanted very much to help the students have a successful event and to help them raise as much funds as possible for the charity if it would be a good recipient of the funds raised. The research would have to demonstrate that the charity was a good one in efficiently raising and using the funds that were raised from donors. On the other hand, he knew his wife would probably not like his appearance with a shaved head. He wondered whether he should tell his wife in advance about the option of volunteering to have his head shaved at the event. He felt sure if he told his wife in advance, she would try to persuade him not to volunteer as a shavee. However, he thought the hair would quickly grow back in a month or so to a crew cut and this would not create any long term problem while it grew back to his normal traditional length. He also wondered how his colleagues on the faculty would react to seeing him with a shaved head and how the administration of the college would react to a senior professor volunteering to have his head shaved at a student fundraising event.

Professor Hoffman then decided to survey each of his classes to see how his students felt about the charitable cause and the event to be held at Muldoon College after they had completed an assignment to do research on the St. Baldrick's Foundation for a classroom discussion on charities and charitable giving. He decided to ask each of his students at the end of this research assignment and subsequent classroom discussion to fill out an anonymous index card with the answer yes or no as to whether the professor should volunteer to be a shavee. If they voted yes, he asked them to list their email address if they wanted to be contacted about donating to this cause if he agreed to have his head shaved. They could also list on the card why he should or should not volunteer to be a shavee.

Classroom Findings or Reactions

When Professor Hoffman administered the survey to each of his classes he told them not to indicate their name on the survey. The professor then reviewed the anonymous responses. In each of his three classes, only two students in each class voted "no"- the rest all voted "yes" and about five students in each class included their email address so the professor could contact them if he decided to volunteer. Most of the students who voted "yes" indicated that he should volunteer because it was a good cause. Some of the other yes votes indicated they were curious as to how the professor would look with a shaved head and that it would be a lot of fun for the professor and the students if the professor volunteered to have his head shaved for this charitable cause. None of the "no" voters indicated why they said no.

Professor Hoffman wondered whether such factors as his relationships with students or providing fun for them were relevant to his decision? Professor Hoffman reported back to each of his classes. As he discussed the results of the surveys in class, most of his students told him to "go for it" with a lot of smiles and laughter. Two students told the professor they had volunteered to have their heads shaved at the event and hoped that he would join them in supporting this good cause. The professor then led a discussion in

each of his classes about charitable giving and its importance to society and the specific charities such as the American Red Cross, their college and St. Baldrick's Foundation. The classes also discussed the numbers found in the charitable reports on St. Baldrick's.

Decision Time

Since he was a senior professor at Muldoon, Professor Hoffman believed it sometimes was helpful for him as a professor to relate better with students by helping them in their activities when asked to do so. He wondered whether he should decide to go ahead with this project because of his desire to see cures for children's cancer and his family experience with cancer and because the event would provide fun for volunteers and donors. He decided that there were a number of stakeholders in this decision and decided to quickly jot down each of the stakeholders in the decision and their likely view on what he should decide.

The professor wondered also whether he should put any conditions on agreeing to volunteer to have his head shaved at the event.

Appendix A- Standards for Charitable Accountability, US Better Business Bureau, 2009

GOVERNANCE AND ACCOUNTABILITY

The governing board has the ultimate oversight authority for any charitable organization. This section of the standards seeks to ensure that the volunteer board is active, independent and free of self-dealing. To meet these standards, the organization shall have:

- 1. A board of directors that provides adequate oversight of the charity's operations and its staff.** Indication of adequate oversight includes, but is not limited to, regularly scheduled appraisals of the CEO's performance, evidence of disbursement controls such as board approval of the budget, fund raising practices, establishment of a conflict of interest policy, and establishment of accounting procedures sufficient to safeguard charity finances.
- 2. A board of directors with a minimum of five voting members.**
- 3. A minimum of three evenly spaced meetings per year of the full governing body with a majority in attendance, with face-to-face participation.** A conference call of the full board can substitute for one of the three meetings of the governing body. For all meetings, alternative modes of participation are acceptable for those with physical disabilities.
- 4. Not more than one of 10% (whichever is greater) directly or indirectly compensated person(s) serving as voting members of the board. Compensated members shall not serve as the board's chair or treasurer.** (*Publicly soliciting churches and other houses of worship: see the Implementation Guide for further information about the application of this standard*).
- 5. No transaction(s) in which any board or staff members have any material conflicting interests with the charity resulting from any relationship or business affiliation.** Factors that will be considered when concluding whether or not a related party transaction constitutes a conflict of interest and if such a conflict is material, include, but are not limited to: any arms length procedures established by the charity, the size of the transaction relative to like expenses of the charity; whether the interested party participated in the board vote on the transaction; if competitive bids were sought and whether the transaction is one-time, recurring or ongoing.

MEASURING EFFECTIVENESS

An organization shall regularly assess its effectiveness in achieving its mission. This section seeks to ensure that an organization has defined, measurable goals and objectives in place to evaluate the success and impact of its program(s) in fulfilling the goals and

objectives of the organization and that also identifies ways to address any deficiencies. To meet these standards a charitable organization shall:

- 6. Have a board policy of assessing, no less than every two years, the organization's performance and effectiveness and of determining future actions required to achieve its mission.**
- 7. Submit to the organization's governing body, for its approval, a written report that outlines the results of the aforementioned performance and effectiveness assessment and recommendations for future actions.**

FINANCES

This section of the standards seeks to ensure that the charity spends its funds honestly, prudently and in accordance with statements made in fund raising appeals. To meet these standards, the charitable organization shall:

Please note that standards 8 and 9 have different denominators.

- 8. Spend at least 65% of its total expenses on program activities.**

Formula for standard 8:

Total Program Services Expenses
----- should be at least 65%
Total Expenses

- 9. Spend no more than 35% of related contributions on fund raising.** Related contributions include donations, legacies, and other gifts received as a result of fund raising efforts.

Formula for standard 9:

Total Fund Raising Expenses
----- should be no more than 35%
Total Related Contributions

- 10. Avoid accumulating funds that could be used for current program activities. To meet this standard, the charity's unrestricted net assets available for use should not be more than three times the size of the past year's expenses or three times the size of the current year's budget, whichever is higher.**
(Meeting certain public disclosure requirements described in the Implementation Guide may enable a charity to satisfy this standard).

An organization that does not meet Standards 8,9, and /or 10 may provide evidence to demonstrate that its use of funds is reasonable. The higher fund

raising and administrative costs of a newly created organization, donor restrictions on the use of funds, exceptional bequests, a stigma associated with a cause and environmental or political events beyond an organization's control are among factors which may result in expenditures that are reasonable although they do not meet the financial measures cited in these standards.

- 11. Make available to all, on request, complete annual financial statements prepared in accordance with generally accepted accounting principles.** When total annual gross income exceeds \$250,000, these standards should be audited in accordance with generally accepted auditing standards. For charities whose annual gross income is less than \$250,000, a review by a certified public accountant is sufficient to meet the standard. For charities whose annual gross income is less than \$100,000 an internally produced, complete financial statement is sufficient to meet this standard.
- 12. Include in the financial statements a breakdown of expenses was allocated to program, fund raising, and administrative activities.** If the charity has more than one major program category, the schedule should provide a breakdown for each category.
- 13. Accurately report the charity's expenses, including any joint cost allocations in its financial statements.** For example, audited or unaudited statements which inaccurately claim zero fund raising expenses or otherwise understate the amount a charity spends on fundraising, and/or overstates the amount it spends on programs will not meet the standard.
- 14. Have a board-approved annual budget for its current fiscal year, outlining projected expenses for major program activities, fund raising and administration.**

FUND RAISING AND INFORMATIONAL MATERIALS

A fund raising appeal is often the only contact a donor has with a charity and may be the sole impetus for giving. This section of the standards seeks to ensure that a charity's representations to the public are accurate, complete and respectful. To meet these standards, the charitable organization shall:

- 15. Have solicitations and informational materials, distributed by any means, that are accurate, truthful and not misleading, both in whole and part.** Appeals that omit a clear description of program(s) for which contributions are sought will not meet this standard.

A charity should also be able to substantiate that the timing and nature of its expenditures are in accordance with what is stated, expressed, or implied in the charity's solicitations.

- 16. Have an annual report available to all, on request, that includes:**
 - a. the organization's mission statement,**
 - b. a summary of the past year's program service accomplishments,**
 - c. a roster of the officers and members of the board of directors,**
 - d. financial information that includes (I) total income in the past fiscal year, (II) expenses in the same program, fund raising and administrative categories as in the financial statements and (III) ending net assets.**

- 17. Include on any charity websites that solicit contributions, the same information that is recommended for annual reports, as well as the mailing address of the charity and electronic access to its most recent IRS Form 990.**

- 18. Address privacy concerns of donors by**
 - a. Providing in written appeals, at least annually, a means (e.g., such as a check off box) for both new and continuing donors to inform the charity if they do not want their name and address shared outside the organization and**
 - b. Providing a clear, prominent and easily accessible privacy policy on any of its websites that tells visitors (I) what information, if any, is being collected about them by the charity and how this information will be used, (II) how to contact the charity to review personal information collected and request corrections, (III) how to inform the charity (e.g., a check off box) that the visitor does not wish his/her personal information to be shared outside the organization, and (IV) what security measures the charity has in place to protect personal information.**

- 19. Clearly disclose how the charity benefits from the sale of products or services (i.e., cause-related marketing) that state or imply that a charity will benefit from a consumer sale or transaction. Such promotions should disclose, at the point of solicitation:**
 - a. the actual or anticipated portion of the purchase price that will benefit the charity (e.g., 5 cents will be contributed to abc charity for every xyz product sold),**
 - b. the duration of the campaign (e.g., the month of October).**
 - c. any maximum or guaranteed minimum contribution amount (e.g., up to a maximum of \$100,000).**

- 20. Respond promptly to and act on complaints brought to its attention by the BBB Wise Giving Alliance and/or local BBBs about fund raising practices, privacy violations and /or other issues.**

Source: www.bbb.org/us.Charity-Standards/

**Appendix B- BBB Wise Giving Report for St. Baldrick's Foundation
October 2010 This report expires in October 2012**

This report stated in part:

“This BBB accredited charity meets all 20 standards for Charity Accountability and is a Seal Holder. Find out more. . .”

Charity Contact Information

Name: St. Baldrick's Foundation
Address: 1333 S. Mayflower Avenue, Suite 400
Monrovia, CA 91016
Phone: 888-899-2253
626-792-8247
Web address: www.st.Baldrick's.org.

BBB Wise Giving Alliance Comments

Year, State Incorporated : 2004, New Jersey
Affiliates: None
Stated Purpose: “To fund research to find cures for childhood cancers and give survivors long and healthy lives.”

Evaluation Conclusions

St. Baldrick's Foundation (St. Baldrick's) meets the 20 standards for Charitable Accountability.

Programs

St. Baldrick's Foundation seeks to promote increased awareness about childhood cancer through charitable fundraising that supports research to help fight childhood cancer. The organization's most notable fundraising event seeks volunteer “shavees” who are shorn bald in solidarity for children with cancer who typically lose their hair during treatment. Friends and family members of the shavees “Sponsor” their shaving with gifts of financial support to the St. Baldrick's Foundation. The organization's priorities of awareness include both prevention (reducing late effects by changing current therapies) and intervention (treating patients who already have late effects).

For the fiscal year ended June 30, 2010, St. Baldrick's program expenses were:

Childhood cancer research	\$15,163,476
Total program Expenses:	\$15,163,476

Governance

Chief Executive: Kathleen Ruddy, Executive Director
Compensation: \$210,949

Chair of the Board: John R. Bender

Board Size: 9

Paid Staff Size: 28

July 1, 2009- June 30, 2010 compensation includes annual salary and, if applicable, benefit plans, expense accounts, and other allowances.

Fund Raising

Method(s) Used:

Print advertising, television, radio, grant proposals, internet appeals, door to door, cause related marketing

Fund raising costs were 17% of related contributions. (Related contributions, which totaled \$22,112,847, are donations received as a result of fund raising activities).

Tax Status

This organization is tax-exempt under section 501(c)(3) of the Internal Revenue Code. It is eligible to receive contributions deductible as charitable donations for federal income tax purposes.

Financial

The following information is based on St. Baldrick's audited financial statements for the fiscal year ended June 30, 2010.

Source of Funds

Contributions	\$21,780,089
Contributed services and goods	332,758
Dividend and interest income	2,839
Total income	\$22,115,686

Uses of Funds as a % of Total Expenses

Programs: 78% Fund Raising: 19% Administrative: 3%

Total Income	\$22,115,686
Program expenses	15,163,476
Fund Raising expenses	3,736,208
Administrative expenses	660,258
 Total Expenses	 \$19,559,942
Income in Excess of Expenses	2,555,744
Beginning net assets	6,319,864
Ending net assets	8,875,608
Total liabilities	14,949,765
Total assets	\$23,825,373

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An organization may change its practices at any time without notice. A copy of this report has been shared with the organization prior to publication. It is not intended to recommend or depreciate and is furnished solely to assist you in exercising your own judgment. If the report is about a charity and states the charity meets or does not meet the BBB Standards for Charitable Accountability, it reflects the results of an examination of information and materials provided voluntarily by the charity. The name Better Business Bureau is a registered service mark of the Council of Better Business Bureaus, Inc.

This report is not to be used for fund raising or promotional purposes.

Source: <http://www.bbb.org/charity-reviews/national/cancer/st-baldricks-foundation-in-pmfpvoa-ca-2177>