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The Business of Animal Protection

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The Humane Society of the United States

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The Business of Animal Protection

Andrew N Rowan

May, 2012

Animal Care Expo, Las Vegas

A. Growth of Animal Protection in the USA.

The first animal protection group established in the USA was the ASPCA in 1865. Two years later, the Erie SPCA was established in Buffalo (but as a branch of the ASPCA) followed by the MSPCA in Boston in 1868 and the PSPCA in Philadelphia.

In 1912, McCrea published a book examining the humane movement in the United States. In it, he discussed the number of humane groups and their income and activities (derived from surveys). According to McCrea, the 1909 American Humane Association Annual Report identified 543 societies in the United States that year, of which approximately 195 appeared to be inactive or shut down. That left 348 active societies. McCrea identified 185 humane societies (in those days a “humane” society covered both child and animal protection), 104 animal protection societies (spca’s) and 45 child protection societies. McCrea’s surveys identified the following features of the humane movement in 1908 and 1909.

Table 1. The 1908/1909 Animal Protection Movement.

	1908	1909
Orgs Responding	285	348
Paid Employees	807	952
Volunteers	4,957	7,199
Members/contributors	54,563	64,879
Contributions	\$299,131	\$351,853
Receipts from fines	\$62,148	\$53,351
Government receipts	\$190,815	\$241,493
Receipts from endowment	\$96,517	\$195,720
Total Receipts	\$947,314	\$1,215,291
Total disbursements	\$903,601	\$1,069,367
# children involved in work	166,264	174,613
# animals involved in work	762,004	1,048,913
# convictions	26,013	28,618
# small animals killed	184,803	274,409
Human Population served	44,104,791	42,353,041
Indices		
Expenditures/capita	\$0.0205	\$0.0248
Animals Euth./1,000 people	4.82	6.87

The CPI in 1909 was around 22-fold lower in 1909 (than in 2008) and so the expenditure of \$0.0248 per capita in 1909 would be approximately equivalent to \$0.50 per capita in 2008 dollars. Actual expenditures in 2008 (including animal control) were over \$10 per capita indicating how much the movement has grown in the last 100 years.

The US animal protection movement became increasingly marginalized between the two World Wars. Today, only 109 of the 289 humane societies and spca's active in 1909 are still around.

The table below provides a picture of the changes in the humane movement over the past 145 years. Please note that some of the numbers (1898,1938) are pure guestimates (interpolations) and the identification of groups as "national" organizations involves a certain amount of subjectivity.

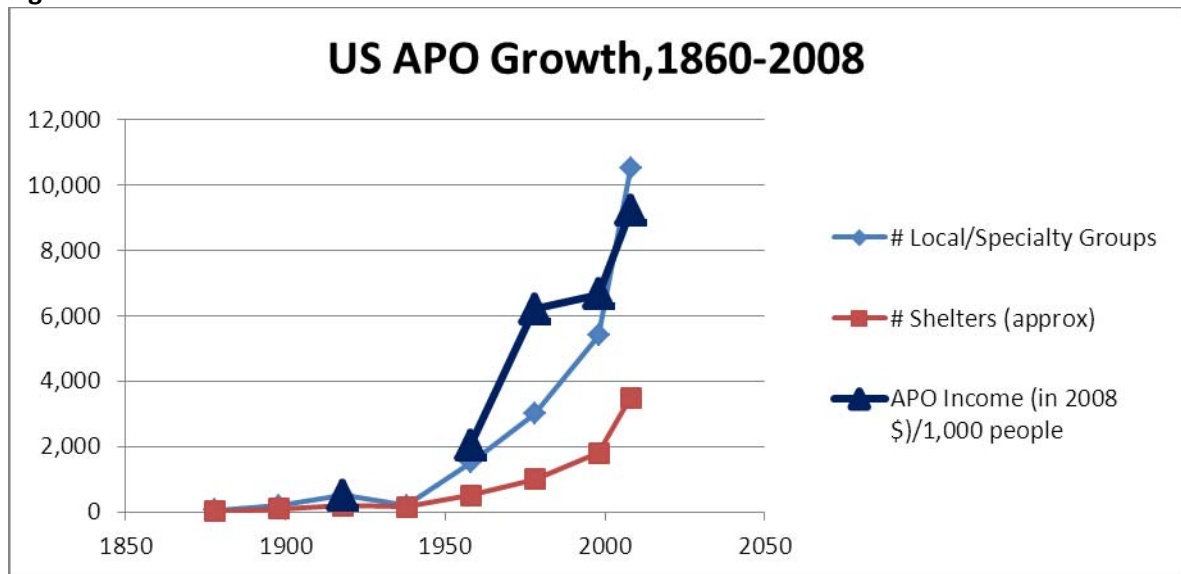
Table 2: Estimated animal protection movement growth.

2 Decades/year ending	1878	1898	1918	1938	1958	1978	1998	2008
# Local/Specialty Groups	60	200	500	200	1,500	3,000	5,400	10,500
# Shelters (approx)	20	100	200	150	500	1,000	1,800	3,500
# National Groups	2	3	4	4	7	19	33	34
APO Income (in 2008 \$)			52.2		364.6	1,394.5	1,865.4	2,855.0
US Pop ('000s) - approx	50,000	76,000	105,000	131,000	179,000	225,000	280,000	310,000
APO Inc. ('08 \$)/per cap			0.50		2.04	6.20	6.66	9.21

Currently, the IRS identifies approximately 11,500 groups in the D20-category (animal protection as opposed to conservation groups or zoos and veterinary care organizations) so the number of animal protection organizations continues to grow rapidly.

The chart below (Figure 1) provides a visual of movement growth.

Figure 1: Animal Protection Movement Growth.



Every community tends to take a very short-term view of its economic status and so there has been a lot of complaining in the last two years about the bad economy. Some organizations may well be struggling (especially animal control operations) but, from a movement-wide perspective looking at the past one hundred or even past fifty years, we have never had it so good!

B. Recent Developments – Shelters (private/public) and Other Organizations.

We are beginning to obtain more accurate figures on the number of animal protection organizations thanks to web-based access to IRS data files and to Guidestar but there is still no registry of shelters around the country – that is organizations that have their own building where they house dogs and/or cats.

Over the past decade, The HSUS has supported several projects to identify shelters in particular. Based on these activities, we estimate there are between 3,350 and 3,500 shelters in the USA with the following characteristics:

Approximately,

40% are municipal animal control shelters,
20% are private organizations without any animal control contracts,
20% are private organizations with an animal housing contract only with local authorities,
20% are private organizations with an animal control contract with local authorities,

45% have an annual budget under \$250,000,
40% have an annual budget between \$250,000 and \$1 million, and
15% have an annual budget over \$1 million.

There are approximately 14,500 animal control employees (according to statistics kept by the Department of Labor) who earn an average of around \$32,000 a year. Based on surveys we have conducted, private shelters employ a further 20-25,000 people and benefit from the support of hundreds of thousands of volunteers (450-500,000). In addition, employees and volunteers at the non-shelters (around 8,000 organizations) should also be counted in these statistics. It is likely that there are at least 50,000 people employed by animal protection organizations and somewhere between 500,000 and one million people who contribute voluntary time and expertise to the movement.

Another way to view the growth of the animal protection movement is by looking at the years when individual organizations were established. The IRS database allows one to do this and Table 3 below is the result.

Table 3: Distribution of Animal NGOs (D20 NTEEC Classification) in IRS database by IRS Ruling Date (approximately the same as founding date). Note that these figures were extracted from the IRS database in 2006. They also refer only to organizations that file an actual 990 form. Organizations that have less than \$25,000 in income do not have to file 990s and they number in the thousands.

Ruling Date	# of NGOs	%	# Filing 990 (% filing)	Total Annual Income (\$millions)*	Mean Income per org. (\$millions)*
Before 1950	109	1.9	104 (95)	\$701.2	\$6.73
1950s	113	1.9	108 (96)	343.7	\$3.18
1960s	194	3.3	188 (97)	190.8	\$1.02
1970s	469	8.0	423 (90)	234.0	\$0.55
1980s	596	10.2	521 (79)	161.2	\$0.31
1990s	1,803	30.7	1,074 (60)	276.5	\$0.26
2000s	2,564	43.7	726 (28)	46.7	\$0.06
Unknown	18	0.3	17 (94)	7.4	
TOTAL	5,866	100	3,161 (54)	1,961.5	

*The numbers in this column represent the 2006 annual income for private nonprofit organizations founded in each decade. For example, the 2006 annual income for organizations founded in the 1980s is \$161.2 million. The figures exclude municipal agencies because they do not typically file 990 forms with the IRS.

The founding data is interesting in that it provides some sense of turnover (between 1909 and today, 180 of 289 humane and animal protection organizations active in 1909 folded – a closure rate of 62.3%). Of the 109 survivors, one can gain some idea of the fiscal approaches adopted by the members of past board and management teams by looking at the level of reserves and net assets that any one of these 109 organizations has. The ASPCA, the Pennsylvania SPCA, the San Francisco SPCA all have tens of millions of dollars in net assets. The Washington Humane Society, by contrast, only has a few million dollars in net assets. There are arguments that could be marshaled to support both the asset-wealthy and the asset-poor members of the early humane movement group. Perhaps we should have a more robust discussion of what level of reserves is appropriate for different types of organizations and why.

C. Income and Expenditure Sources.

The Society of Animal Welfare Administrators gathers data from organizations associated with its members and one can use this data to identify sources of income. The figures below provide the average amount (in % of total income) raised by the 80-odd organizations in each of the different categories.

Fee for service	-	20.5%	(std. dev. 11.6%)
Retail services	-	4.3%	(std. dev. 7.8%)
Planned giving	-	16.2%	(std. dev. 16.5%)
Grants	-	3.4%	(std. dev. 4.9%)
Direct mail	-	11.9%	(std. dev. 8.3%)
Events	-	10.2%	(std. dev. 6.9%)
Miscellaneous	-	11.2%	(std. dev. 10.5%)
Interest	-	4.8%	(std. dev. 6.8%)

There were enormous variations in the pattern of income from one organization to another. You might be interested to compare the above averages with the income sources for your own organization to see what is the major income-generating focus for your own organization and what income sources appear to be relatively untapped. The ranges seen from one organization to another indicate that there are still significant amounts of untapped income in most communities that could be raised if one had a well-rounded fund-raising program.

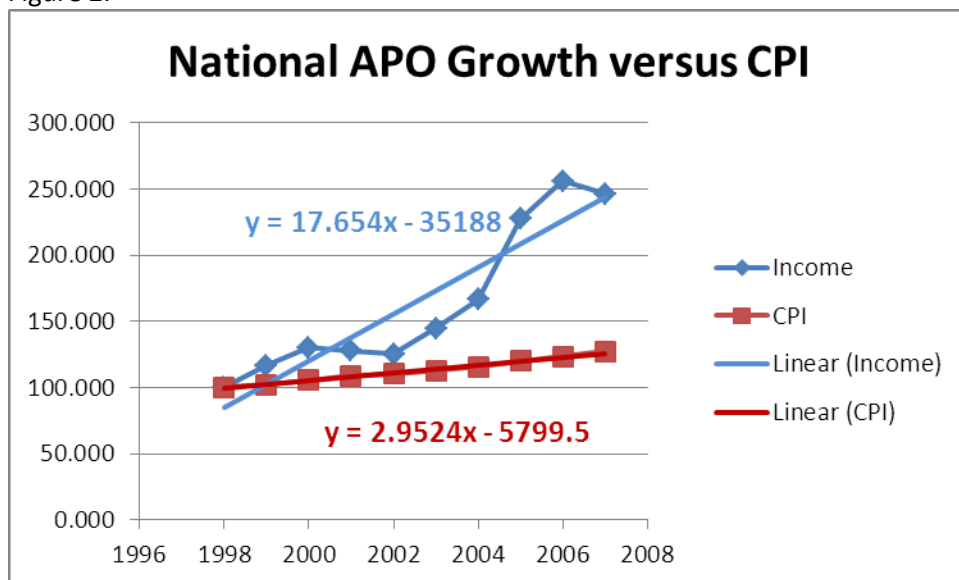
Today in the USA, total income for private animal protection organizations is around \$2.44 billion or just under \$8 per capita. However, there are large variations in this figure from one state to another ranging from Colorado at the upper end (around \$13 per capita (DC is actually higher at \$16-17 per capita but a lot of money comes in from the outer suburbs in Maryland and Virginia) to a low of around \$2 per capita in Utah (note: national groups like Best Friends are not included in the income numbers for each state). If every state were as successful as Colorado, then the animal movement would be bringing in \$4 billion a year (almost double its current income). In fact, there are signs that the animal movement could have the potential to raise even more than this. San Francisco, for example, raises over \$30 per capita on dog and cat sheltering, rescue and sterilization and Marin Humane Society (across SF Bay) spends over \$20 per capita. At the other extreme, there are counties in the US that spend \$1 or less per capita on animal sheltering and rescue.

The attached chart provides state-by-state data on total state income, total state expenditures, animal control (municipal) employment and the number of animal organizations in the state reporting more than \$100,000 in annual income. (Organizations with less than \$100,000 in total income may be doing very important work but they account for less than 10% of all state income going into animal protection activities.) On average, there is approximately one organization with income of \$100,000 a year or more for every 100,000 people in the USA.

D. Recent Growth in Animal Protection Funding

There has been substantial growth in animal protection income over the past decade. For example, from 1998 to 2007, the total income raised by “national” groups increased from around \$190 million to around \$380 million. The chart (with trend lines) is provided in Figure 3.

Figure 2.



Most of the above growth reflects the growth of just five national organizations – The HSUS, the ASPCA, PETA, PCRM and Best Friends. The other thirty or so national groups have just barely managed to keep up with inflation.

The larger local private organizations (annual budgets of more than \$1 million) have also seen faster-than-inflation growth. From 2000 to 2007 (eight years), total income has increased from \$730 million to \$980 million at a rate that is almost double the rate of growth of the CPI. Although the standard dogma is that growth slowed from 2008 to 2010, inspection of the 990s of a few of the larger organizations does not support that dogma. Yes, some organizations have experienced flat income over the past few years, but many have continued to grow.

E. State-by-State Metrics.

Examining animal organization numbers on a state-by-state basis provides further evidence that the movement could be raising more than it is currently doing.

	2010 Population ('000s)	# Orgs	# Orgs/ 100,000	Total Revenue	Rev./Cap	AC Workers
	2010					
Alabama	4,800	36	0.75	\$17,779,613	\$3.70	240
Alaska	710	7	0.99	\$2,801,163	\$3.95	40
Arizona	6,392	63	0.99	\$44,027,229	\$6.89	210
Arkansas	2,916	28	0.96	\$7,591,268	\$2.60	200
California	37,254	303	0.81	\$270,078,068	\$7.25	2,110
Colorado	5,029	62	1.23	\$63,357,610	\$12.60	240
Connecticut	3,574	30	0.84	\$12,498,925	\$3.50	240
Delaware	898	4	0.45	\$6,646,154	\$7.40	100
DC	602	3	0.50	\$9,831,798	\$16.33	0
Florida	18,801	177	0.94	\$110,342,931	\$5.87	640
Georgia	9,688	81	0.84	\$28,157,052	\$2.91	470
Hawaii	1,360	5	0.37	\$14,272,720	\$10.49	0
Idaho	1,568	17	1.08	\$10,952,062	\$6.98	130
Illinois	12,831	109	0.85	\$65,120,266	\$5.08	540
Indiana	6,484	67	1.03	\$23,277,904	\$3.59	290
Iowa	3,046	26	0.85	\$13,132,629	\$4.31	130
Kansas	2,853	25	0.88	\$14,780,750	\$5.18	200
Kentucky	4,339	39	0.90	\$16,822,516	\$3.88	290
Louisiana	4,533	21	0.46	\$12,311,447	\$2.72	270
Maine	1,328	29	2.18	\$10,488,190	\$7.90	180
Maryland	5,774	57	0.99	\$34,308,608	\$5.94	180
Massachusetts	6,548	56	0.86	\$70,204,092	\$10.72	460
Michigan	9,884	78	0.79	\$46,055,670	\$4.66	300
Minnesota	5,304	47	0.89	\$25,855,941	\$4.87	80

Mississippi	2,967	20	0.67	\$10,365,892	\$3.49	140
Missouri	5,989	42	0.70	\$37,876,081	\$6.32	280
Montana	989	17	1.72	\$5,952,926	\$6.02	60
Nebraska	1,826	14	0.77	\$15,366,606	\$8.42	50
Nevada	2,701	24	0.89	\$16,419,215	\$6.08	110
New Hamp.	1,316	19	1.44	\$12,448,625	\$9.46	90
New Jersey	8,792	80	0.91	\$44,488,120	\$5.06	370
New Mexico	2,059	27	1.31	\$13,194,532	\$6.41	200

	2010 Population ('000s)	# Orgs	# Orgs/ 100,000	Total Revenue	Rev./Cap	AC Workers
New York	19,378	154	0.79	\$139,686,980	\$7.21	1,060
North Carolina	9,535	98	1.03	\$34,767,839	\$3.65	570
North Dakota	673	7	1.04	\$2,059,166	\$3.06	0
Ohio	11,537	116	1.01	\$51,567,623	\$4.47	370
Oklahoma	3,751	30	0.80	\$8,535,630	\$2.28	370
Oregon	3,831	45	1.17	\$26,036,961	\$6.80	100
Pennsylvania	12,702	116	0.91	\$80,082,174	\$6.30	300
Rhode Island	1,053	10	0.95	\$5,774,383	\$5.48	70
South Carolina	4,625	41	0.89	\$23,278,996	\$5.03	230
South Dakota	814	7	0.86	\$4,157,704	\$5.11	40
Tennessee	6,346	56	0.88	\$27,928,811	\$4.40	300
Texas	25,146	188	0.75	\$100,543,334	\$4.00	1,410
Utah	2,764	10	0.36	\$5,732,460	\$2.07	240
Vermont	626	13	2.08	\$4,547,790	\$7.26	30
Virginia	8,001	96	1.20	\$50,043,554	\$6.25	500
Washington	6,725	65	0.97	\$47,794,759	\$7.11	270
West Virginia	1,853	20	1.08	\$6,682,826	\$3.61	110
Wisconsin	5,687	63	1.11	\$37,559,801	\$6.60	100
Wyoming	564	13	2.30	\$5,270,298	\$9.34	70
	308,766	2,761	0.89	\$1,748,857,692	\$5.66	14,980
Natl & Intl Orgs	308,766	85		\$495,768,887	\$1.61	
TOTAL	308,766	2,846		\$2,244,626,579	\$7.27	
Orgs<\$100K - 8.5% of Income				\$190,793,259		
TOTAL ALL ORGS	308,766			\$2,435,419,838	\$7.89	
Total Est. AC Expense				\$1,020,000,000		
Total (An Shelter & Ctrl)				\$3,455,419,838		

The table above tracks total income by state (of all APOs taking in more than \$100K in a year). This data was collected late in 2011. When a search was performed on Guidestar using the same parameters, there were 3,100+ organizations at the end of 2012 that matched the criteria (i.e. animal protection

groups with annual income of more than \$100K). The table above identifies just 2,846. In other words, the animal protection movement continues to grow.

One of the key features of the above table is the large variation in income per capita from state to state. The national and international organizations have been removed from the state tallies as have the major foundations (e.g. the Duffield Foundation) that support animal protection. Therefore, the state-by-state per capita income is not skewed by a large national organization. DC is something of an anomaly because it contains two large local organizations that receive sizable donation income from outside the state (Maryland and Virginia counties). Therefore, the top income producer among the states is Colorado with \$12.60 per capita. The worst state is Utah at \$2.07 per capita. The mean income for all states is \$5.66 per capita.

This data could be used to conclude that animal organizations could raise twice as much money as they currently do if they all matched Colorado. However, there are local areas that do even better than Colorado. Marin residents in California (admittedly a wealth county) generate \$20+ per capita for animal organizations in the county.

This (Per Capita Revenue) is the first metric that animal organization executives should be attending to and examining to see if they could do better in terms of generating income.

Recent State-by-State Growth in Animal Protection Funding

The table of state-by-state income that is included above was generated in 2011 and includes mostly the figures contained in 2010 reports (990s) to the IRS. An earlier analysis of animal protection income was conducted in early 2006 and included mostly data from the 2004 reports to the IRS. The table below compares the state-by-state income from these two sources and, despite some differences in the two data sets, allows one to compare how income for animal protection activities is growing from one state to another. Overall, total income has grown by 60% nationally (while the CPI increased by 15%). However, the state-by-state numbers vary widely.

	2004		2010		Per Cap Fold-Incr.
	Total Revenue	Rev./Cap	Total Revenue	Rev./Cap	
Alabama	\$6,731,396	\$1.48	\$17,779,613	\$3.70	2.50
Alaska	\$1,591,089	\$2.40	\$2,801,163	\$3.95	1.64
Arizona	\$26,993,093	\$4.55	\$44,027,229	\$6.89	1.51
Arkansas	\$4,327,426	\$1.56	\$7,591,268	\$2.60	1.67
California	\$170,927,494	\$4.73	\$270,078,068	\$7.25	1.53
Colorado	\$28,445,147	\$6.10	\$63,357,610	\$12.60	2.07
Connecticut	\$13,392,685	\$3.82	\$12,498,925	\$3.50	0.92
Delaware	\$3,617,586	\$4.29	\$6,646,154	\$7.40	1.73
DC	\$9,970,023	\$18.11	\$9,831,798	\$16.33	0.90

Florida	\$69,985,389	\$3.93	\$110,342,931	\$5.87	1.49
Georgia	\$16,561,977	\$1.83	\$28,157,052	\$2.91	1.59
Hawaii	\$6,062,219	\$4.75	\$14,272,720	\$10.49	2.21
Idaho	\$1,796,118	\$1.26	\$10,952,062	\$6.98	5.54
Illinois	\$36,337,793	\$2.85	\$65,120,266	\$5.08	1.78
Indiana	\$17,482,843	\$1.90	\$23,277,904	\$3.59	1.89
Iowa	\$7,526,048	\$2.54	\$13,132,629	\$4.31	1.70
Kansas	\$7,559,319	\$2.75	\$14,780,750	\$5.18	1.88
Kentucky	\$6,452,075	\$1.55	\$16,822,516	\$3.88	2.50
Louisiana	\$6,277,155	\$1.39	\$12,311,447	\$2.72	1.95
Maine	\$7,272,916	\$5.50	\$10,488,190	\$7.90	1.44
	2004		2010		
	Total Revenue	Rev./Cap	Total Revenue	Rev./Cap	Per Cap Fold- Incr.
Maryland	\$16,430,464	\$2.93	\$34,308,608	\$5.94	2.03
Massachusetts	\$57,985,916	\$9.06	\$70,204,092	\$10.72	1.18
Michigan	\$34,137,675	\$3.37	\$46,055,670	\$4.66	1.38
Minnesota	\$14,744,350	\$2.87	\$25,855,941	\$4.87	1.70
Mississippi	\$3,307,920	\$1.13	\$10,365,892	\$3.49	3.09
Missouri	\$17,220,219	\$2.97	\$37,876,081	\$6.32	2.13
Montana	\$5,516,073	\$5.90	\$5,952,926	\$6.02	1.02
Nebraska	\$7,279,846	\$4.14	\$15,366,606	\$8.42	2.03
Nevada	\$11,393,021	\$4.72	\$16,419,215	\$6.08	1.29
New Hampshire	\$5,332,348	\$4.07	\$12,448,625	\$9.46	2.32
New Jersey	\$38,069,895	\$4.37	\$44,488,120	\$5.06	1.16
New Mexico	\$6,893,864	\$3.58	\$13,194,532	\$6.41	1.79
New York	\$70,270,408	\$3.65	\$139,686,980	\$7.21	1.97
North Carolina	\$15,697,759	\$1.81	\$34,767,839	\$3.65	2.01
North Dakota	\$1,168,909	\$1.84	\$2,059,166	\$3.06	1.66
Ohio	\$42,455,719	\$3.56	\$51,567,623	\$4.47	1.26
Oklahoma	\$6,890,743	\$1.94	\$8,535,630	\$2.28	1.17
Oregon	\$11,486,294	\$3.16	\$26,036,961	\$6.80	2.15
Pennsylvania	\$44,252,989	\$3.56	\$80,082,174	\$6.30	1.77
Rhode Island	\$3,052,680	\$2.84	\$5,774,383	\$5.48	1.93
South Carolina	\$9,583,664	\$2.25	\$23,278,996	\$5.03	2.24
South Dakota	\$1,358,154	\$1.75	\$4,157,704	\$5.11	2.92
Tennessee	\$9,938,990	\$1.67	\$27,928,811	\$4.40	2.64
Texas	\$54,403,866	\$2.38	\$100,543,334	\$4.00	1.68
Utah	\$6,077,558	\$2.46	\$5,732,460	\$2.07	0.84

Vermont	\$4,538,245	\$7.28	\$4,547,790	\$7.26	1.00
Virginia	\$30,518,758	\$4.03	\$50,043,554	\$6.25	1.55
Washington	\$32,437,437	\$5.16	\$47,794,759	\$7.11	1.38
West Virginia	\$4,042,100	\$2.23	\$6,682,826	\$3.61	1.62
Wisconsin	\$22,819,867	\$4.12	\$37,559,801	\$6.60	1.60
Wyoming	\$2,391,253	\$4.70	\$5,270,298	\$9.34	1.99
TOTAL	\$1,041,006,775	\$3.51	\$1,748,857,692	\$5.66	1.61
Natl & Intl Orgs	\$294,557,925	\$0.99	\$495,768,887	\$1.61	1.62
TOTAL	\$1,335,564,700	\$4.50	\$2,244,626,579	\$7.27	1.62
(Small orgs <\$100K)	\$113,569,604		\$190,793,259		
TOTAL ALL ORGS	\$1,449,134,304	\$4.89	\$2,435,419,838	\$7.89	1.61

The estimated expenditure by animal control agencies is around \$1 billion per annum so the total outlay on animal sheltering/rescue/advocacy is around \$3.4-\$3.5 billion per annum.

The states highlighted in green in the table above have all doubled their income or done even better with Idaho recording the highest growth rate (over 5-fold in just six years). Connecticut and Utah saw their overall income decline over that period as did DC. However, DC is something of an anomaly because a significant proportion of its support comes from the city suburbs located outside the District of Columbia.

Animal Philanthropy, Foundation and Major Donor Support

In 2010, foundations gave away \$41 billion in grants and awards in the USA. Around 6.5% of that funding went to organizations involved in the Environment and Animals sector, or \$2.66 billion. Typically animal protection receives a small fraction of these funds – perhaps \$100 million (a little less than 4%) or so. For the most part, animal protection does not do well in either the “major gift” or the foundation sectors. Of the \$2.4 billion taken in by animal protection organizations in the USA, perhaps \$1.6 billion comes from various forms of contributions with the remaining one third coming from service fees, program income and government animal control contracts to private entities. Following the 80:20 rule in which 20% of donors are estimated to provide 80% of all donations, the animal movement mainly receives its funding from the pool of small donations (around \$60 billion in 2010). Therefore, animal protection receives approximately 2.5% (\$1.5 billion) of these smaller donations. By comparison, animal protection receives around .25% of all foundation awards.

Animal protection share of larger donations (\$240 billion)	-	0.05%
Animal protection share of smaller donations (\$60 billion)	-	2.5%
Animal protection share of foundation funding (\$40 billion)	-	0.25%

If the animal protection movement could increase its share of major gifts and foundation funding to 0.5% of the total available, then that would translate into an extra \$1.3 billion a year of overall income. If animal protection could manage to raise its share of philanthropy to 2.5% overall (the share that the general public - not major donors - gives to animal protection), then we would be talking about an extra \$6.78 billion a year in income!

Foundation funding of Animal Protection

It is not clear why animal organizations do so poorly among foundations and major donors. A number of foundations have been set up in the last thirty years with the aim of funding animal welfare projects but many of them have either gone against the founder's wishes or have chosen to fund animal welfare at a far lower level than the founding document would appear to indicate would be appropriate. The Helmsley Trust is a recent example of a large foundation choosing not to follow a founder's wishes in terms of funding. The Geraldine R Dodge Foundation is another that is no longer following the founder's wishes. After more than two decades of allocating about 10% of the foundation's resources to animal welfare, the Dodge Foundation has now closed its animal welfare program. Doris Duke was a generous supporter of animal causes but, after her death, the trustees of the new Duke foundation decided that they would not include animal protection as a foundation program. There are a number of other examples where the wishes of the founders to support animal protection have not been fully implemented.