

# Grassroots Fundraising Journal

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**In This Issue:**  
Membership  
Record Keeping;  
Endowment Funds;  
Community  
Fundraising  
Dinner; New  
Resources.



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# Record-Keeping for Membership Campaigns

**R**ecord-keeping is the backbone of any effective membership campaign. Because it can be tedious, monotonous work, it is often regarded as unimportant. Unfortunately, the value of effective record-keeping becomes apparent to many organizations at a point when they realize it should have been done. This is usually a time when they need access to information and realize that it has not been recorded. Don't let this happen to you. It is much easier to record information as it comes in than it is to reconstruct it or remember it later.

## ***Why are membership records important***

These are two major functions of membership records. One is fairly self-evident. A membership campaign depends on people joining and then renewing their membership on an annual basis. If you don't have a record of who joined, when they joined and how to find them, you will never be able to contact them again to ask them to renew.

The second not so self-evident function of membership records is to facilitate evaluation of a campaign. Evaluations of membership campaigns are important because they can assist and direct an organization in its efforts to expand its membership base.

## ***What information do you need for renewals?***

The most basic information that must be kept on members is that which is necessary to contact them to ask them to renew. This includes name, address, zip code, phone number, the date they joined, and the size of their

contribution. Since the goal is to get people to renew every year, it is also important to record the date of each renewal and size of that contribution.

Many organizations do not think to record a phone number. It is important to record a phone number for two purposes. First, many organizations get to the stage when they decide to use phonathons to increase their membership renewal rate. Many hours spent pouring over phone books can be saved if the phone number is recorded when the member first joins.

Second, one of the important uses of a membership base is that it helps identify potential major donors. Since major donors are solicited through a personal visit arranged over the phone, a phone number will probably come in handy.

## ***What information do you need for evaluation?***

To answer this question it may be useful to ask first, what would you want to evaluate and why.

The major reason why groups evaluate their membership base is to help in their efforts to expand that base. Therefore, the primary category of information to be evaluated is who are your members. Where do they live, what professions do they work in, what sex are they, and what are their interests?

Knowing who your members are will help in targetting outreach in two ways. First, it will indicate whether people with certain kinds of interests, professions or geographic locations seem more likely to join your organization than others. For example, if 50% of your members are doctors, then it is fair to conclude that people in the medical profession are more inclined to become members than

## Grassroots Fundraising Journal

people in other fields. This would suggest that if you want to expand your membership base, one focus of future outreach should be the medical profession.

Of course, if 50% of your members are in one profession, this may indicate that you have focussed your outreach on that field, and not on others. In addition to knowing who are your members, it is important to look at who are not. If you believe that your organization ought to be able to attract people in the legal profession, but find that only 5% of your members are in that field, you should be targeting your outreach to that field.

One piece of information that will tell you something about who your members are is what got them to join. Did a particular member join based on a letter that you sent? Who signed that letter? Was it a letter that was sent to the membership of some other organization? Did

a member join after hearing a presentation by you or someone else from your group? Where did that presentation take place? Who did it? What issue did it address? Did the person join because someone on your Board of Directors asked him/her? Which Board member? Knowing how each member came to join can tell you

some of the following: who he/she knows in your organization, to what other organizations he/she belongs, what kinds of events he/she attends, and what particular issues interest him/her. How each member joined will not tell you all of this about every member, but it will tell you some.

There is another reason for keeping track of what got each member to join. This is to evaluate your various forms of outreach. To do an effective evaluation on this issue requires keeping careful records both on each

### Example One: Tracking Appeals

In order to know which appeals are most effective, you have to "track" how successful each appeal is. The simplest method for this is to keep a piece of paper near the person who takes care of the mail, and ask him/her to code each response to an appeal. The diagram below shows such a device.

APPEAL	RESPONSE				
	Week No. 1	Week No. 2	Week No. 3	Week No. 4	Month No. 2
Summer 400 sent 7/15/82	 	 	 	 	 
Pledge 300 sent 8/12/82		 	 	 	 

The first four weeks are the heaviest response, and by the end of two months, you have 90% of your response in, and can add them up and evaluate the success of the mailing.

### Sample Evaluation

Appeal	Total Response		Major Donors		Regular Members	
	No.	\$	No.	\$	No.	\$
Spring 300 sent 4/12/82	25	500	1 1	50 100	23	350
Average Gift (excluding major donors):	350/25		\$14			
Gifts you get most often:			\$10			
Cost of Mailing:			\$37			
Percent of response:	25/500		5%			
Dollar income versus dollar expense:	500/37		\$13.50 per \$1 spent			

**Evaluation:** A good moneymaker. Response might have been higher if we hadn't mailed in April. We can get this list again this summer, and try it out. The appeal letter (attached) does not need to be improved as it has consistently pulled 5% or more. This is our best spring appeal yet, but a much smaller return than our fall appeal to a similar group of people.



member who does join and on each outreach effort. A good example is a membership mailing. The information you want to record to evaluate is how many people were sent the mailing; what list(s) was used; if several lists were used, how many names were on each list; who signed the letter; if different groups of people got different letters, how many of each letter was sent. In order to "track" a membership mailing, you must mark the return cards or envelopes in such a way that you can determine which list the respondent came from and which letter he/she received. To understand how "tracking" can be used to evaluate outreach, see *Example One*.

It should be noted that an evaluation based on the information that is collected as members join will be somewhat limited because you will not have the same amount of information on every member. But it will allow you to do some evaluation, which may lead you to want to engage in a more intense evaluation, or may meet your needs.

One category of information that it possible to gather on every member and use for evaluation is when he/she renews. If you accurately record when each member initially joins and his/her consequent renewals, you will be able to assess what percent of the members renew after the first year, after the second year, and so on. The sign of a strong membership is one in which a high percentage (50% or higher) of the members renew several years in a row. The sign of a weak membership is one in which a high percentage of the members do not renew at all.

If you find that members are not renewing, you should not necessarily conclude that a membership campaign is not viable for your organization. You should look at what you could do to increase the rate of renewal. One of the basic steps in getting people to renew their membership is to ask them. It is amazing how many organizations don't send out renewal notices and then are surprised that members aren't renewing. It may be that the tone or content of the renewal notice needs revising. Some groups try enclosing a self-addressed return envelope to increase the number of renewals. It is important to ask if you are providing enough incentives to make membership in your organization desirable. Do you send any kind of information, such as a newsletter, or update to your members? If you don't maybe you need to. If you do, maybe it isn't often enough. These are just some of the questions to ask about what is causing a low rate of renewal. The important point is that without recording renewal information on each member, it will be extremely time consuming if not impossible to assess the renewal rate.

### How do you get all of this information?

There are two ways to get information that you want

to record on each member: ask for it or figure it out for yourself. The way to ask members for information is to develop a form for members to fill in as they join. In developing this form you will face some limitations. You will probably be trying to get the form to fit on a membership brochure, and therefore will have limited space for it. Also, it is important that you not have such a detailed membership fill-in form that people don't want to take the time to fill it in and so don't join. Below is an example of a fill-in form in three parts. The first section is what most organizations use, and is the minimum that an organization should consider. Parts B and C are optional, but if used, provide somewhat more detailed information.

### How to keep records

There are two level of keeping your records. One is the form on which you record data for each individual; the other is the format in which all of the records are kept.

#### Sample Membership Form

**Yes**, I would like to become a member of the Green Organization. Enclosed is my membership contribution of:

- |   |  |
|---|--|
| <input type="checkbox"/> \$15 (student/low income)  | <input type="checkbox"/> \$100 (sponsoring membership) |
| <input type="checkbox"/> \$25 (regular member)      | <input type="checkbox"/> \$500 (benefactors)           |
| <input type="checkbox"/> \$50 (contributing member) | <input type="checkbox"/> \$1000 (special friends)      |

Name \_\_\_\_\_

Address \_\_\_\_\_

City/State/Zip \_\_\_\_\_

Phone \_\_\_\_\_ (work) \_\_\_\_\_ (home)

Occupation \_\_\_\_\_

I am particularly interested in receiving information on the following issues:

- |  |   |
|--|---|
| <input type="checkbox"/> environment         | <input type="checkbox"/> animal rights        |
| <input type="checkbox"/> disarmament         | <input type="checkbox"/> civil disobedience   |
| <input type="checkbox"/> community economics | <input type="checkbox"/> international issues |

I am interested in joining the following committees or helping in the following areas:

- |  |  |
|--|--|
| <input type="checkbox"/> newsletter      | <input type="checkbox"/> fundraising       |
| <input type="checkbox"/> public speaking | <input type="checkbox"/> poster production |
| <input type="checkbox"/> events          | <input type="checkbox"/> outreach          |

Date	Gift Amount (each gift is recorded separately)	Response To
4/84	\$15	
10/84	\$10	membership mailing to WRL list
4/85	\$25	film screening renewal



# "If Only We Had An Endowment Fund!"

by Hank Rosso

*Many organizations have asked the Journal about the feasibility of setting up an endowment fund. We are very pleased that noted expert Hank Rosso was willing to submit the following article which addresses this question.*

The Editors

So many years ago, I labored on my knees in my father's truck garden pulling resisting weeds from the sun-hardened dirt in acre after acre of tomato and pepper plants.

How I dreamed, as I fought with the weeks, that I could invent that magic machine that would do the job for me, releasing me for more pleasurable strawberry picking in the fields of early summer or freeing me for the cool delights of a tree-shaded swimming hole.

I never did invent that magic machine — and neither did anyone else. I continued to bruise my knees and sunburn my back pulling weeks to help the tomatoes and pepper to grow.

Not-for-profits seeking simpler ways to fuel critical programs reach out for the magic answer, endowment: the magic machine that could provide the income for all time. No longer would it be necessary to toil in the gardens of fundraising to raise the required annual funds.

Endowment does hold a potential for nonprofits. Endowment building, however, is not the simple tool that some promoters make it out to be. It is the result of careful planning, sound financial management procedures and never-ending constituency identification, involvement and solicitation.

Successes recorded by larger, more traditional organizations should never be used to establish the rationale that endowment can automatically result from an intensive fund raising campaign.

Endowment is not a program. Endowment is money or assets invested/managed in perpetuity to provide

income — restricted or unrestricted — to support programs or activities of non-profit organizations.

A fund of \$50,000 or \$75,000 or even \$100,000 rarely is an endowment fund. This money represents capital reserve, constantly susceptible to invasion during times of financial crisis.

Endowment is capital that must be protected and must never be used for short-term purposes; once "borrowed," it is rarely returned. Many so-called endowment holdings have quietly faded away as the result of well-intended borrowings.

Only the income from endowment should be used. On occasion, stock dividends or capital appreciation can be used, but even these as a general rule should be protected as a method to help the fund assets to grow.

Responsible endowment management has the power to attract "investors," particularly careful donors who are concerned about how their money will be used.

Grassroots organizations do have the ability to secure gifts for endowment purposes, but not necessarily through the simple expediency of an intensive campaign. They must be sought month after month, year after year in a

plodding, persistent, never-despairing kind of continuing fundraising effort.

What kinds of gifts should be sought? Outright cash gifts, appreciated property, bequests, insurance policies, savings accounts, or trusts that can be transferred when the donors no longer need them.

Consider these questions to help the organization to prepare for continuing endowment fundraising:

1. Is the board and management committed to make this fundraising happen? Has each person considered making his/her own commitment in any of the forms suggested above?
2. Is management/board competent to manage/invest the fund, or to secure proper investment management?
3. Does your organization have an ongoing annual giving program with a proper base of donors who are renewing and upgrading their gifts? This is the nurturing ground for endowment gifts.
4. Are you asking trustees, staff, current donors, prospects, friends to remember your organization in their wills? Are you promoting the idea of gifts of insurance earmarked for endowment? Does the organization's newsletter carry a regular reminder that it can receive bequests and other endowment gifts?
5. Is the Board willing to accept the reality that endowment holdings are not developed overnight but result from hard work year after year after year? ■

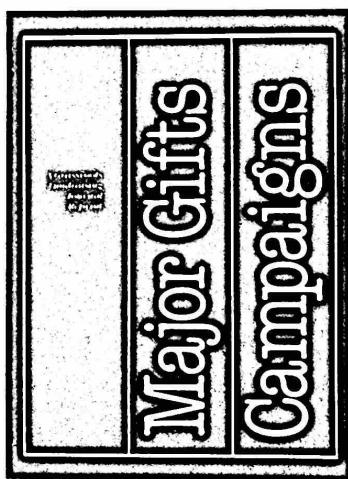
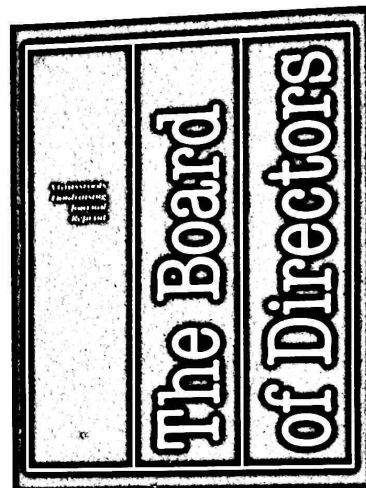
**Hank Rosso, CFRE** (Certified Fundraising Executive) is the Director of the Fund Raising School, a prestigious training organization located in San Rafael, CA. Mr. Rosso has been fundraising for more than 35 years, and is one of the foremost experts in the field. He was recently given the Outstanding Fund Raising Executive of the Year Award by the National Society of Fund Raising Executives at the International Meeting in Houston, TX. For more information about the Fund Raising School's training programs, write: P.O. Box 3237, San Rafael, CA 94902.

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# A Community United

by Gail Robertson

*From time to time the Journal receives articles from writers and activists around the country describing their efforts to raise money in their communities. The following article an article. It does not address raising money for an organization. It does describe the coming together of a community to deal with a financial problem that one family was facing. To us the distinction is not important.*

*What is described in the following article could happen for an individual, a family, an organization or a group of organizations.*

*In many ways the story that follows epitomizes a successful grassroots fundraising project. The individuals involved worked together toward a common goal of raising enough funds so that a family in their community did not lose its farm trying to pay off medical bills. They pulled off a very creative variation on the fundraising dinner theme and in the process increased on their sense of community. On top of it all, it sounds like a good time was had by everyone.*

The Editors

**F**arm Life, an area located in Griffins Township, Martin County, North Carolina, has always been a different sort of place. It isn't just another little farming community with tractors under every shelter and ancient oaks towering over freshly manicured yards. It's a community that has for many generations remained close-knit and bonded by sincere acts of kindness. Quite simply, the people here

genuinely *care* what happens to their neighbors down the road and across the way. A recent event provides just one example of what makes living in Farm Life different and special.

J.R.P. Griffin, a life-long resident here and a charter Ruritan member (a local service club) died after many months of critical hospital care. The Farm Life Ruritans decided they wanted to do something to help the family with medical expenses. Once instigated, their project grew to include many residents of the area as well as some from outside the community. As a result, a huge benefit supper was prepared and delivered all over the country, with more than 3,400 dinners sold and more than \$8,000 in assistance funds netted.

Actual food preparation for the benefit began the afternoon before the scheduled event when 1,000 pounds of cabbages were turned into slaw, using the facilities of an area barbecue business nearby.

That night, a "potato peeling" was held at the local fire department in order to conserve time and be fully prepared the next morning. About 100 people showed up to volunteer their wrist muscles and sharp knives.

The 1,500 pounds of potatoes, half of which were donated by a Williamstown business, The Martin Supply, were easily made ready amid the joking and laughing of neighbors whose conversations were happily shared by everyone within hearing range. Such personal stabs as: "Hey, look here feller! Are you qualified to do this?" was answered good-naturedly by, "Yeah, I'm just as ugly as you are!" It wasn't long before wash tubs were filled with water and jammed full of freshly peeled potatoes,

all sliced and waiting for the sun to come up.

At 6:00 the next morning, the interior of the fire department was a virtual hub of activity. By mid-morning, cars and pick-up trucks lined both sides of the highway as preparations were made for the busy day ahead. Though the Ruritans had spear-headed this project, it looked as if they had plenty of assistance.

Out back, a cold wind whirled steam about from three 20-gallon and one 35-gallon cast iron pots bubbling full of succulent stewed potatoes atop homemade gas burners. One of the pots itself was 100 years old and thought to have once swung from an open fireplace. From time to time someone casually lifted a lid and gently stirred the potatoes with a boat paddle tasting to see if more salt or pepper was needed and adding a few crushed crackers to help absorb the liquid and create more flavor.

On either side of the potato pots stood large self-made gas cookers manned at all corners by volunteers trying to keep warm while poking at half-done hushpuppies. Before long, new splashes of raw corn meal were being added as quickly as the golden brown hushpuppies floating on the top were removed and stashed in cardboard boxes lined with paper towels to drain and keep warm. "When you get done there, just take 'em out with your fingers!" yelled one man to another in search of a dipper.

It didn't seem to make much difference if these folks were men or women, public workers or farmers. Many of them had volunteered a vacation day from the office or the field to help with this benefit.

Finally, two long rows of tables were set end-to-end, and four assembly lines were formed. The disposable plates were more than adequately filled with barbecue, slaw, stewed potatoes and hushpuppies, then packed into a husky cardboard box and slid into the back of trucks and vans backed up to the large, open doors of the firehouse. Someone standing by, carefully checked on the number of plates going out in each vehicle, after which they were quickly delivered to various pickup sites across the county. Though tickets had been sold in advance, extra plates were thoughtfully included for those who wished to make an unexpected purchase. By 11:00 am, 700 plates had been disbursed.

The nineteen hogs had been donated by people all over the area. Ruritan members were responsible for transporting the hogs from the owners to a processing plant, after which the neighborhood barbecue business took control. From nineteen donated hogs and 1,200 pounds of picnic shoulders, 1,700 pounds of succulent barbecue was prepared.

Some of the corn meal was donated. Even cash donations were made. The cookers and the gas to operate them were simply brought out and set up by various owners who had no intention of asking for reimbursement for gas or the loan of their equipment. Many folks volunteered at the various pickup sites strung out across



the county, not to mention the many conveniences supplied by the neighborhood barbecue business. The tickets themselves were printed compliments of a Ruritan member.

Various Ruritan members and community folks also combined efforts to clean the fire department before all the gathering began, and again after all the hoopla was over. There were those who were kept busy behind the wheel delivering extra food to areas running low. A loan was made of trucks equipped with radios to help keep in touch, parked conveniently at each pickup station as well as the fire department and controlled by a woman at the home base station.

It took a lot of thought and effort to originate these plans, get everything together in one place, and see to it that nothing went astray. It wasn't an easy job, but there seems to be a reasonable explanation for the success of it all. "Wherever there's a need, these people respond," explained the chairman of the Ruritan social committee. "The reason all this gets done in the first place is because nobody waits for somebody else to do it. They just do it themselves."

The hectic atmosphere lifted for a while after the lunch plates were disbursed and a few of the folks kept occupied with cards, watching a ball game on tv or simply catching up on local gossip. A friendly argument was overheard: "You can take a bath all you want to, but when you come out of there with a beard on, I say you're still dirty!"

This quiet lull didn't last for long, however, and when the trucks returned the whole place was once again seething with activity. Cardboard boxes, stacked along one wall, were quickly pulled down and stuffed to the brim with supper plates freshly assembled and moved out to the sites as done earlier in the day.



One man, elbow deep in corn meal mixture, was kept constantly busy as the demand for more bread echoed from the truck radio outside. Large pans of barbecue immediately replaced the empty ones on the tables, and somebody hollered for more slaw. The assembly line stopped only briefly to admit more pots of hot food to the tables, and then rapidly sent the filled plates down the line to be fastened with rubber bands on top, securing lid, fork and napkin in place.

The kitchen became a virtual hub of activity with both men and women trying to use the sink and hunting for various needed items. Anyone who had to leave was quickly replaced by someone else who had just arrived. There was room for everyone here, and most certainly a job to keep them occupied.

On a side table was plenty of ice, tea and soft drinks for those who wished to remain in the firehouse and enjoy their supper instead of carrying their plates back home. There was plenty of table space set up for anyone who wanted to watch all the goings on while they ate.

As the hectic pace continued, it was feared that there might not be enough food, but after another hour of continuous plate filling, it was decided that things were working out rather well after all.

The afternoon wore on, and though many of these folks had been on their feet since daylight, no one seemed to want to quit until there was no reason left to remain. When that time finally arrived, it was already well into the night. Though duly exhausted, the workers' faces reflected an inner peace that only comes from giving of one's time unselfishly.



In Farm Life that day, there was a lot of laughing, joking and just plain fooling around. But the reason for being there was serious, as were the memories of a fellow neighbor now gone. And so the job got done, and to perfection.

As the crowd dwindled down to a mere handful, a quiet calm settled over the firehouse. Outside, a few lone vehicles waited for the moment when all would be deserted and the fire trucks themselves would be the only remaining occupants of the community building.

There's a special kinship among the residents of this community. There's something here that has long since been forgotten in other places. Somehow, "Mr. J. R.'s" presence lingered afterwards in the cool night air. This had been his home, home to both him and his family from many years before. He used to be one of those who gave, cared and shared, just like the ones who were here today for his memorial fund. He saw this community united like this many times throughout the years. Somehow, one thinks that he would be proud to know that it was done again, and that this time his community united just for him.



**Gail Roberson** is a full-time free-lance writer who has been writing for about 20 years. She was first published at the age of 17, is a member of the Tarhill Writers Roundtable, and has won two awards for her pieces. She lives and works in Williamstown, North Carolina writing short stories, poetry, and features for newspapers and magazines.

In concentrating on major donors, we sometimes forget the role of the small donor — the person who repeatedly gives \$15, \$25, or even \$50 to a wide variety of groups during the year. Most of these gifts are made by mail. This article profiles a retired couple who give in this way.

He is 69, she is 67. They are retired schoolteachers, living from a fixed income on a small parcel of land in a rural area. With savings and income from investments, as well as their pensions, they have about \$30,000 a year to live on.

They describe themselves as people who "don't have much money, so no group really pays much attention to us. No one would ever call us to ask for money, or come and see us," says the wife. They give almost entirely through the mail. "I read every appeal I get," says the husband. "My wife doesn't want to read them all, so I sort through them for the ones I am most interested in, and then give those to her. About once a week, we choose two or three and send them a donation, and chuck the rest."

They have given to so many causes that they are now the recipients of multiple appeals from the same charities. One group writes once a month, and another at least every other month. They give every time they are asked. They like the frequent appeals from the same group because it allows them to give a little each time, adding up to fairly substantial donations over the course of a year. "If these groups wanted \$100 all at once, we couldn't afford it, but when they write several times, we

# Profile Of A Small Donor

can give \$20 and \$30 at a time, and it adds up by the end of the year."

They also feel that groups which ask for money frequently are very effective in their work, because they have so many different programs to solicit for. One of their favorite groups, a national environmental organization, "is everywhere. They save seals and whales, and California mountain lions, plus they protest nuclear missiles and dirty water and air, as well as a bunch of other things."

When asked about the cost of so many appeals, they said, "Come on. How much does a letter cost?" They have noticed a huge increase in the number of mail appeals they receive every year. The husband says, "The more places we give to, the more places ask us to join. It's nice to be wanted by so many different groups." The wife says, "I love the newsletters I get. I now get 25 a month! I really feel I can keep up with different people's viewpoints on things, and not just have to rely on the newspaper and radio for information." (They don't have a TV.)

Their reaction to getting more than one appeal from the same group was also complacent. "We can't judge

groups on that kind of stuff. We know our names are on several lists, and so they send to all those lists. We don't expect them to take the time and money to sort through and find our little name reappearing several times."

They receive about 18 appeals a week, more in January, and fewer over the summer. For them, giving money by mail is a way of expressing their generosity and concern about different world issues without having to leave home. They see direct mail as a great advantage for people who don't have much to give, but are willing to give what they have. To them, mail appears to be an inexpensive way to get a message to thousands of people, in addition to keeping them informed of world events.

They saved copies of appeals from organizations they had given money to for a period of two months. The organizations they supported ran the gamut from national environmental and peace groups to traditional charities such as the Red Cross and the Metropolitan Museum of Art, to more local groups including a legal aid program, a food relief program, and a group working to reform corporate taxes. About one-third were advocacy and lobbying organizations. The rest provided either service or education and outreach.

Not receiving their support were family planning and women's rights groups. ("We would support those issues, but the appeals are too confusing.") Likewise, they give no money to higher education. ("Neither of us gives money to our colleges. They have so





much money — our little bit won't help.")

Their favorite benefits received are newsletters and educational materials; their least favorite are bumper stickers and T-shirts. They do not keep track of how many groups they have supported over a number of years, nor how many new groups they add on each year.

Their total giving for 1984 was \$2500, with their biggest single gift \$100 to a local animal rights group.

These people exemplify the need to see and evaluate direct mail from the point of view of people who respond

to mail appeals. Many of the prejudices commonly voiced about mail solicitation, ("donors are dunned to death," "I would never give to a group that sent me three copies of the same appeal," "long letters don't work because they are too expensive") are put forward by people who would not give through the mail in any case.

Opinions about fundraising by mail from people who would probably never respond to mail are essentially worthless. Opinions about mail appeals from people who like to use that medium to express their commitments finan-

cially can be very helpful in designing and modifying mail appeal programs. For people who live in rural areas and/or are elderly with fixed incomes, mail is a main form of communication from the world and back again to it. These are, of course, not the only people who respond to mail appeals, nor do all rural or elderly people contribute this way, but keeping in mind the different types of populations who might find direct mail not only bearable, but actually enjoyable and useful will help you strengthen your mail appeal program. KK

## New Resources Available

**Nonprofits Enter the Computer Age.** Available from Community Careers Resource Center, 1520 16th St., N.W., Washington D.C. 20036. (202) 387-7702. \$6.95.

A new publication on how computers work, what they do well (and not so well) and how nonprofits specifically can put them to best use. This is an updated and expanded version of a four part series that first appeared in Community Jobs magazine, written by Marc Rotenberg and Iris Rothman.

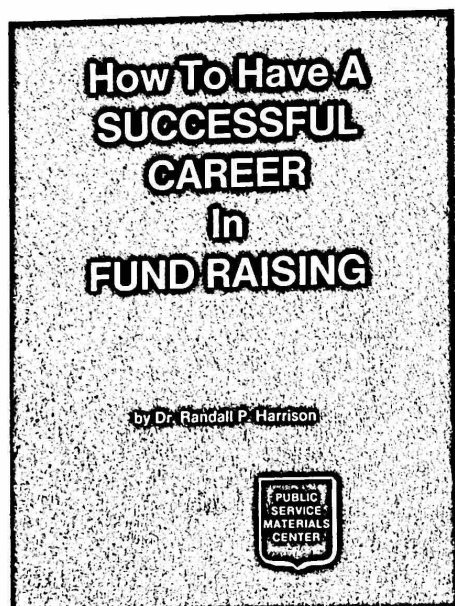
**The Directory of Missouri Foundations** compiled and edited by Wilda H. Swift. Available from Swift Associates, PO Box 28033, St. Louis, MO 63119, (314) 962-2940. \$15.00 plus \$3.00 postage, tax, and handling. Data on nearly 800 Missouri foundations presented for the most recently reported fiscal year.

**The 1984 Hooper Directory of Texas Foundations.** Available from Funding Information Center, 507 Brooklyn, San Antonio, Texas 78215, (512) 227-4333. \$30.00 plus \$2.00 postage and handling. Includes expanded listings on over 800 of the largest foundations in Texas including information about funding priorities, application procedures, grant restrictions and complete lists of trustees.

**National Directory of Corporate Charity** by Sam Sternberg. Available from the Regional Young Adult Project, 330 Ellis St., Fifth Floor, San Francisco, CA 94102, (415) 771-8375. \$83.00, plus \$5.20 for California residents. A collection of contribution information on every major U.S. corporation. Includes profiles of 1600 companies, plus advice to nonprofits developing a strategy on corporate fundraising.

**Fast Forward: A Video Workshop for Community Effectiveness** prepared by the Center for Education and Communication, Inc., 38 Babcock St., Brookline, MA 02146 (617) 731-1983. Videotape that features direct experiences of community leaders from around the world: how they got started, their motives, tactics, insights and inspirations. Accompanied by *Participant* and *Facilitator Guides*, making it a self-run video workshop for community groups.

**Giving With Interest: A Guide to Enlightened Charitable Giving.** Available from Bissell, Gorochow and Associates, 6000 Executive Blvd., Suite 310, Rockville, MD 20853, (301) 770-7730. New brochure explains how informed taxpayers can give to charity at little or no after-tax cost.



### How to Have a Successful Career in Fundraising

by Randall P. Harrison

Published by Public Service Materials Center, 111 N. Central Avenue, Hartsdale, New York 10530. 160 pp.

To those who have been carefully observing the field of fundraising it is probably apparent that it is a field that is coming of age. One major indication of this trend is the number of books and periodicals on fundraising currently appearing on bookshelves and in catalogues. Some of these new publications are valuable and important. They address topics such as how to break into the corporate fundraising world, and how to develop a grassroots fundraising program. They help demystify a process in which all non-profit organizations must engage (increasingly since the Reagan administration's economic programs came into being).

Some of these new publications, however, seem to be of the kind that emerge whenever there is a growing interest in a field. They address aspects of the field that have been dealt with from numerous other perspectives, but never specifically from the perspective of *that* field. *How to Have a Successful*

*Career in Fundraising* is an example of this second type of publication.

*How to Have a Successful Career in Fundraising* is a book about career development for the individual who wants to get ahead in fundraising. To assess the value of this kind of book, one must pose two questions. The first is, "What is there about building a career in fundraising that is different from building a career in any other field." After reading *How to Have a Successful Career in Fundraising* it does not appear that there is anything particularly different.

The book is organized in three sections: Getting a Better Job; Doing a Better Job; and Rising to the Top. The specific advice given is not uniquely applicable to fundraising either. It includes such topics as how to carefully assess one's current job, creating networks, identifying mentors, how to interview for new jobs, how to get promoted, how to make yourself more "sellable," and how to move up. These are all standard topics that any book on career development will address.

The second question that must be posed is, "Is there any reason why a book on this topic approached from this perspective is necessary or useful?" The answer in relation to *How to Develop a Successful Career in Fundraising* is yes, particularly if one looks at fundraisers in community or social change organizations.

In many community or social change organizations, the person who is the fundraiser is not someone who is developing a fundraising career and took that job as a step in that development. More often, it is a person who is fundraising because someone has to and no one else will. It is often someone who became involved in the organization because he or she was interested in the issues it was addressing. Because the amount of work is ever-expandable, this person soon finds his or her time increasingly if not entirely devoted to fundraising, and less and less involved

in the organizing or advocacy or whatever originally attracted him or her to the group. He or she often begins to lose his or her sense of connection to the issues, and soon starts to feel isolated and unvalued.

One of the reasons that this happens in small social change organizations is that while the results of the fundraiser's work is highly valued, the work itself and the skills required to do it are not. Most people hate fundraising, but do it because it has to be done. With this attitude prevalent, it is no wonder that fundraising as a career is not treated very seriously.

Strange as it may seem to some, there are individuals who *like* to fundraise. They find that it is a field in which they can creatively apply their organizing, management, negotiating and networking skills. They find the work challenging, and feel rewarded when they are successful. These individuals often have to deal with negative views of their work. For them, a book that approaches fundraising as a serious career, such as *How to Develop a Successful Career in Fundraising*, is very important. This kind of book can help an individual value the work he or she does and begin to see him or herself as a professional. And, it is likely that if one takes oneself seriously, so will others.

The author of *How to Have a Successful Career in Fundraising* is a research psychologist and an "expert" on fundraising. He has worked with major foundations, universities, corporations, and government agencies, and has written a number of other books on fundraising including, *Fundraising by Formula — Steps to Make People Give*.

*How to Have a Successful Career* is brief and easy to read. If you are looking for ways to be a more effective fundraiser, there are other and better books for you to read than this. However, if you are thinking about making fundraising your career, or feeling devalued in the job you currently hold as a fundraiser, this book may help you out.

LH

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