

Grassroots

Fundraising

Journal

Volume 6
Number 5
October, 1987
\$3.50

In This Issue:

**Keeping in Touch
with Major Donors**

Profile of a Major Fundraiser

Running Better Board Meetings

Why Throw Money Away?

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The Grassroots Fundraising Journal is happy to consider articles for publication. Please submit copy typed, double-spaced. If computer-generated, please submit highest quality printing possible (no dot matrix printouts, please). Please do not submit material typed in all capital letters.

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Classified:

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1/8 page, 3 1/2" x 2 1/4"	\$ 25
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Deadlines:

February issue: January 1

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In This Issue

Keeping in Touch with Major Donors	3
Profile of a Major Fundraiser	6
Running Better Board Meetings	8
Why Throw Money Away?	11

The Grassroots Fundraising Journal is published six times a year: February, April, June, August, October, and December. It is published in Knoxville, Tennessee.
ISSN No. 0740-4832.

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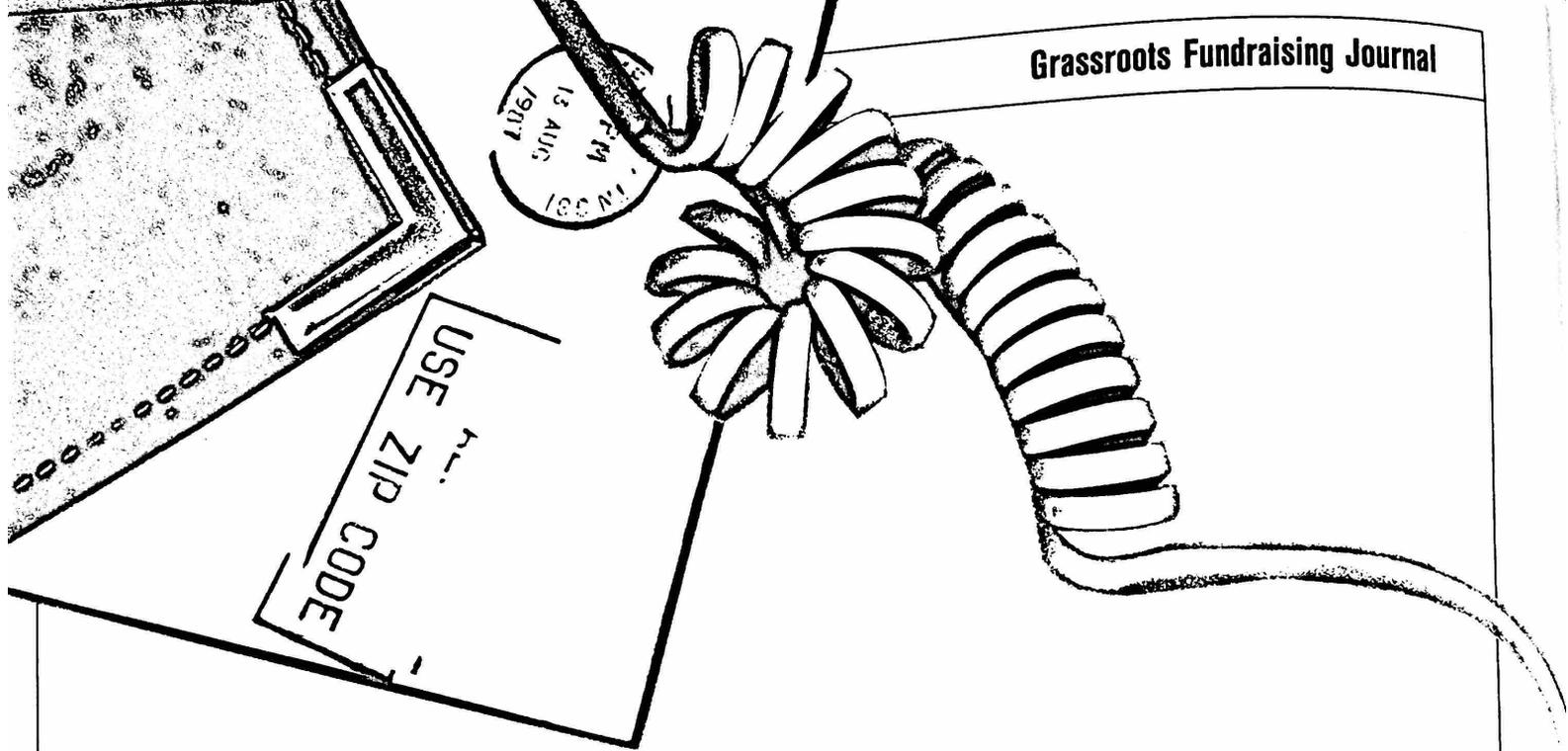
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Keeping In Touch With Major Donors

Most groups understand the importance of maintaining some kind of contact with those donors who give a "major gift". Whether you define a "major donor" in your organization as someone who gives \$50 or \$500, these supporters need to receive more than a newsletter and occasional direct mail appeals to feel the organization's appreciation for their generosity. The purpose of special contacts with these people is the same as the purpose of any contact with any donor or volunteer—to build the loyalty of that person to your organization. As fundraisers, we are constantly striving to bring people into our organizations as donors, and then to keep them interested and committed to our group so that they continue to give, and to give more each year. Ideally we are striving to have every donor give as much money to our organization as she or he can afford, based on their level of commitment. Since there is nothing we can do about how much someone can afford, we must work on the only variable in our control: donor loyalty.

Many organizations' staff and board feel that donors who give \$50 or more demonstrate that they have more money than other people. This is not an accurate reading. People giving \$50 or more to an organization are demonstrating a willingness (as well as an ability) to do more than what is called for, and to support our group more than they support most other groups. Even the wealthiest people cannot afford to give \$100, \$500 or \$1000 to every worthy non-profit they care about. Since most donors give to about five non-profits, it is clear that those giving us major gifts are making us a priority in their charitable giving. In order to keep and to increase our priority status, we must help them to realize that their decision to give us a major gift is a correct decision and can only be improved by giving more and more money.



Human nature is such that a person's loyalty to another entity (be it church, family, school, work, lover, or charity) is related to how that person feels treated by that entity. The more welcomed, appreciated, sought after, praised, loved, or cherished the person feels, the more likely it is they will continue to seek that response.

As non-profits, we are limited in the kinds of responses we can make to our donors. Generally it is not appropriate to send them flowers, buy them presents, invite them to Thanksgiving, etc. We are limited to somewhat formal thank you notes, business-like visits and phone calls, and professional correspondence. We may also send Annual Reports, articles from newspapers, and occasional personal notes. Within that framework, however, we have a lot of latitude.

Every contact with a donor must be made with the viewpoint of the donor in mind. Every time a donor hears from us, subconsciously they are asking, "Now what?" or "So what?" It is because organizations' staff do not ask "So what?" that a lot of their correspondence is wasted on donors. When a donor says, "You shouldn't have wasted the postage," or "You shouldn't have gone to that trouble," you know that you failed to answer the question "So what?" If we ask ourselves "Now what?" or "So what?" before sending correspondence or making a phone call, we will be more likely to make worthwhile contact, and leave behind contact for its own sake.

A simple rule of thumb for any organization is to try to be in contact with major donors four times a year in addition to the time you ask the donor to renew or increase their gift. Contact includes letters, phone calls, and visits. It does not include special events, because there the donor is not being addressed personally.

Generally, having standard ways to be in touch with major donors twice a year simplifies your work greatly. The Annual Report provides an opportunity for easy contact, and a special six-month report half-way through the year

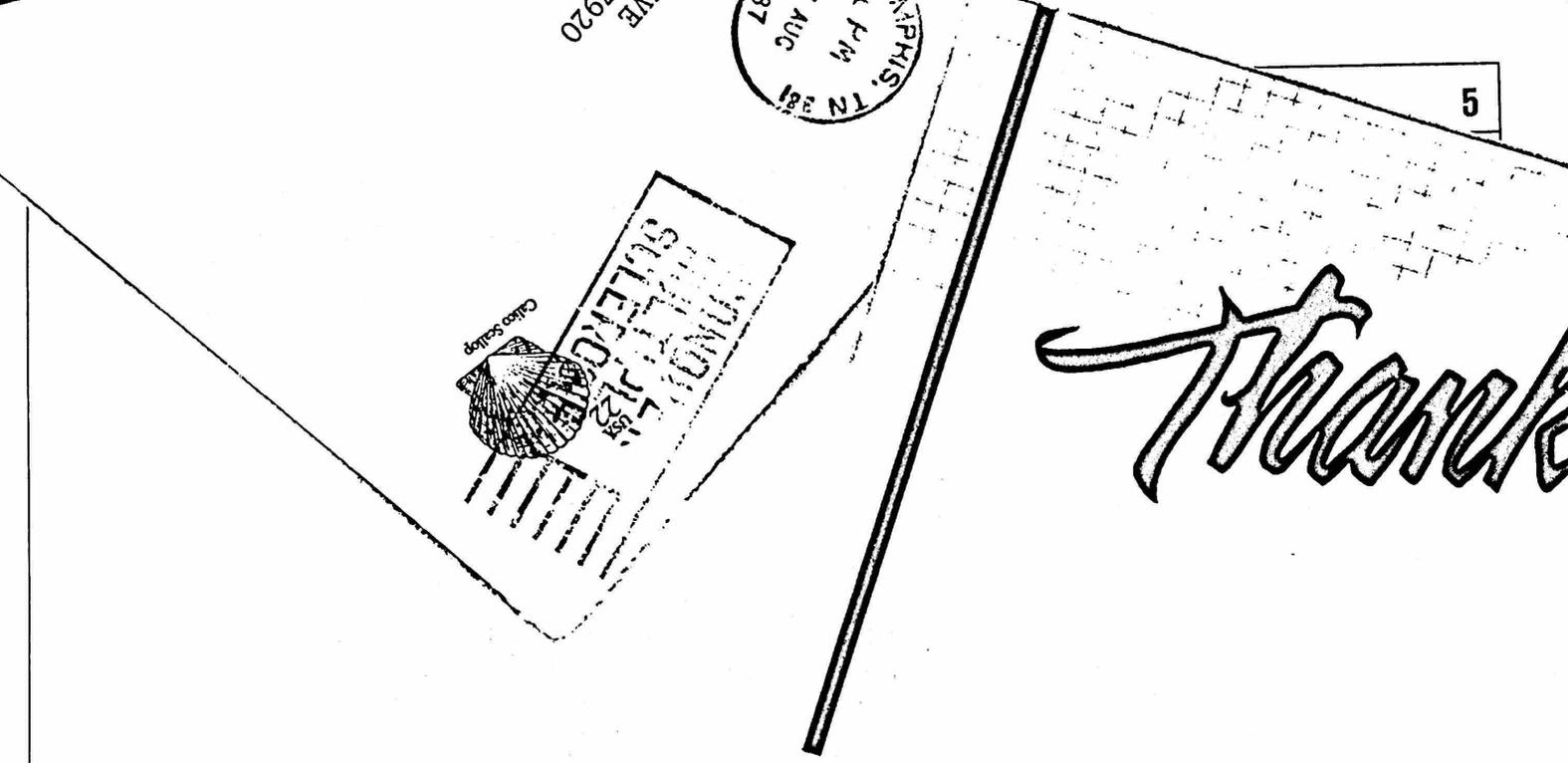
provides another good formal contact. Then the other two times can be structured according to the needs of the donors.

To keep track of your contact procedure, simply make up a card, or enter into a computer, something like the following:

Rachel Givebig: \$100 9/87
 Thank you note: 9/9/87
 Contact Due Dates:
 10/87
 12/87
 2/88 Annual Report
 7/88 Six-month report
 8/88 Renewal

Then fill in the known contact dates. For example, if your fiscal year ends in December, your Annual Report should be ready by February or March, so that line will say "Annual Report." File the cards, by month, according to the month when the next contact is due. Every month, pull out cards of donors due to be contacted in that month, and decide how to proceed. Notice that the first contact is very soon after the gift is made. This ensures loyalty from the very beginning, while the memory of the gift is still fresh. Not contacting a donor for three months after your thank-you note misses a valuable opportunity to keep your organization's name at the top of the donor's list from the very beginning.

When a piece of correspondence, such as an Annual Report, is designed to be sent to all donors, it is advisable to accompany it with a cover letter. If you have word processing capability, you can personalize the letter, even if the content is the same for every person. If you don't have this capability, a form letter is acceptable. Such a letter should ask for a specific response from the person it, and make the donor take action with regard to your group. For example, here is the cover letter for an Annual



Report from a small grassroots organization to its major donors (\$50 and up):

Dear Friend,

Enclosed is our Annual Report for 1986. As you can see, we now have 75 people giving \$50 or more to our organization. We hope you realize that your gifts are the backbone of our financial stability, and we really appreciate your ongoing show of support.

Most of the people giving \$50 or more have been referred to us by friends of our organization. In addition to reading this report, will you take a few moments to fill out the enclosed card with the names of people who you think would be interested in our work?

We will send them a copy of this report, and an invitation to join us in the ongoing struggle for human rights. Please use the card also to share with us any comments or criticism you may have of our work.

Thanks again for all your help.

Sincerely,

Board Chair

With two contacts taken care of by formal reports, there are two other times remaining to make personal contact with your major donors. For some donors, this will be easy. You know them, you call them frequently. For some, you know they will be most interested in one aspect of your work, so you send them updates on that program, or articles from the paper about an accomplishment in that area. Also, it is not improper to send birthday cards or

congratulations cards, if you know the dates of those occasions.

But what do you do with donors about whom you know little? Here you have to be creative. One Director says, "Whenever something really good happens with our work, and I have the urge just to tell somebody, I pull out the name of a major donor and write to them and tell them." Chances are if it makes you proud, it will make them proud.

Newspaper articles are another good source. Any time a newspaper writes something good about your work, get copies of the paper and send the article to several donors.

The note accompanying newspaper clippings, fan letters, reports, etc., can be very brief—"Thought this would interest you" is adequate if written on your organization's letterhead.

Finally, don't be afraid to call donors once in a while, even if you don't know them. They will not resent the call, and most of the time will feel flattered you took the time. This also paves the way for calling to request a higher gift.

A gift of money to an organization is more than just an effort by the donor to offset your costs. It is a signal by the donor saying "Come closer. Write to me. Call me." If a donor does not want that attention, he or she will say so by giving anonymously, or by writing a note saying, "Please, no phone calls." In the absence of other directives, assume you can always get closer.

As fundraisers and organizers, we often think that once a donor has given, he or she wishes to be left alone and we do not wish to be intrusive. However, ironically, our lack of attention can itself be intrusive. Donors often complain, "I gave \$50 to that group and never heard from them again." Or, "The only time I hear from them is when they want money."

Donors are worth the time they take. A carefully planned system for frequent contact with donors will yield more and bigger gifts every year. ■—KK

Profile of a Major Fundraiser

Editor's note: From time to time, the Grassroots Fundraising Journal publishes profiles of major donors—short descriptions of people who give away (and presumably also have) large sums of money. In this issue, we thought readers would enjoy a brief glimpse at the life of someone who raises large sums of money.

This fundraiser lives in Washington, D.C. and raises money for a group he describes as “left-wing citizen advocacy organization.” The group promotes citizen education for involvement in the political process. It lobbies, raises money for candidates, and publishes a newsletter advocating positions on various political issues. The organization is incorporated in the 501(c)(4) category, so contributions to it are not tax-deductible. Their fundraiser is responsible for raising over \$500,000 a year from individuals, a few foundations, sale of publications, and the like.

This fundraiser is in his late 40s, white, educated at any Ivy League school. He started out in non-profits as an accountant and comptroller, but preferred spending money to monitoring it. He then became the Executive Director of a non-profit in the Midwest, but hated the administrative and supervisory tasks required of him. He loves talking to people about their belief systems and their money.

He describes his enjoyment of fundraising this way: “The thing that is really fun about fundraising is the variety of ways you can do it. Plus, it is really the only aspect of the organization that can easily measure its success. Either the cash came in or it didn’t.”

I asked him about the role of the Board of Directors in his organization. “The first group I worked for, as the accountant, had a really active Board. They really ran the organization, did all the fundraising, and really had a good sense of their role. It’s been downhill from there. My Board here thinks they do the world a great kindness by just living. They don’t do any fundraising. They occasionally bless us with their presence at a meeting. The staff does all the work.” He went on to say that he thought the staff, particularly the Executive Director, protected the Board, and were not clear about Board responsibilities. “There is no doubt it is a dynamic. As volunteers, Board members would rather have less to do than more because they have a lot going on in their lives. As staff, the less interference we have from the Board, the better. It is terrible to see it in that adversarial way, but that is how we have set it up here.”

His fundraising for the organization that employs him is straightforward. There are four mail appeals a year to current donors, personal visits to about 50

people for gifts of \$1,000 or more, direct mail to surface new donors twice a year, and personal letters to donors in the \$250-\$999 range. The organization has three special events a year: one is usually a concert, another an auction, and the third changes each year. A few foundations provide some special program funding. “I really believe this group does good work, and it is easy to raise money for them. But it is also true that we have an audience of converted people, and as long as we keep them converted, we will be OK. My job is to keep them believing in us. The rest of the staff’s job is to keep on doing work that’s worth believing in.”

His true love is for an organization on whose Board he serves. He is the Chair of the fundraising committee, and, with a team of five other people, raises the \$35,000 a year needed for this operation, which is a tenants’ rights group. “I must spend 10 hours a week with that group. We raise money from people who don’t live in the neighborhoods that are being organized. We always have to be thinking of ways to present ourselves, strengthen our case. The Director is really good. She calls me almost every day to see what’s happening, how can she help. I know she really calls to remind me to do my work and to make me feel appreciated. It works. I’ve realized that if you are going to have a good Board, as the Director you have to be 10% professional staff, 60% den mother, and 30% part cheerleader and part evangelist.”

His most exciting gift was \$5,000 from a slum landlord for this group. “He didn’t own any property where we were organizing. I knew he owned some really foul buildings in another part of town, though. I took some pictures in our neighborhood, and took a community leader from that neighborhood with me. We talked for a long time about irresponsible landlords, run down properties, crisis in public housing and the like. He finally said, ‘you must know that I am one of the people you are criticizing’. I said, ‘I don’t believe you would have agreed to see us if that were true. You have made some serious mistakes with your properties and let them get run down, but in your heart you are not a slumlord.’ He looked so puzzled and sort of half hurt and half complimented. He said ‘How much do you want?’ I said, ‘\$5,000.’ He wrote out a check right there. The next day he started fixing up his buildings.”

This fundraiser believes that giving away money calls out goodness in people that they are sometimes unaware of. “This slumlord was not a bad person. He grew up in a slum, but he had removed himself from all that. Instead of reminding him that he was a capitalist pig, I reminded him of something that had been true a long time ago—that he was a decent, caring person. Who knows how long he’s going to act right, but it’s a good start.” ■

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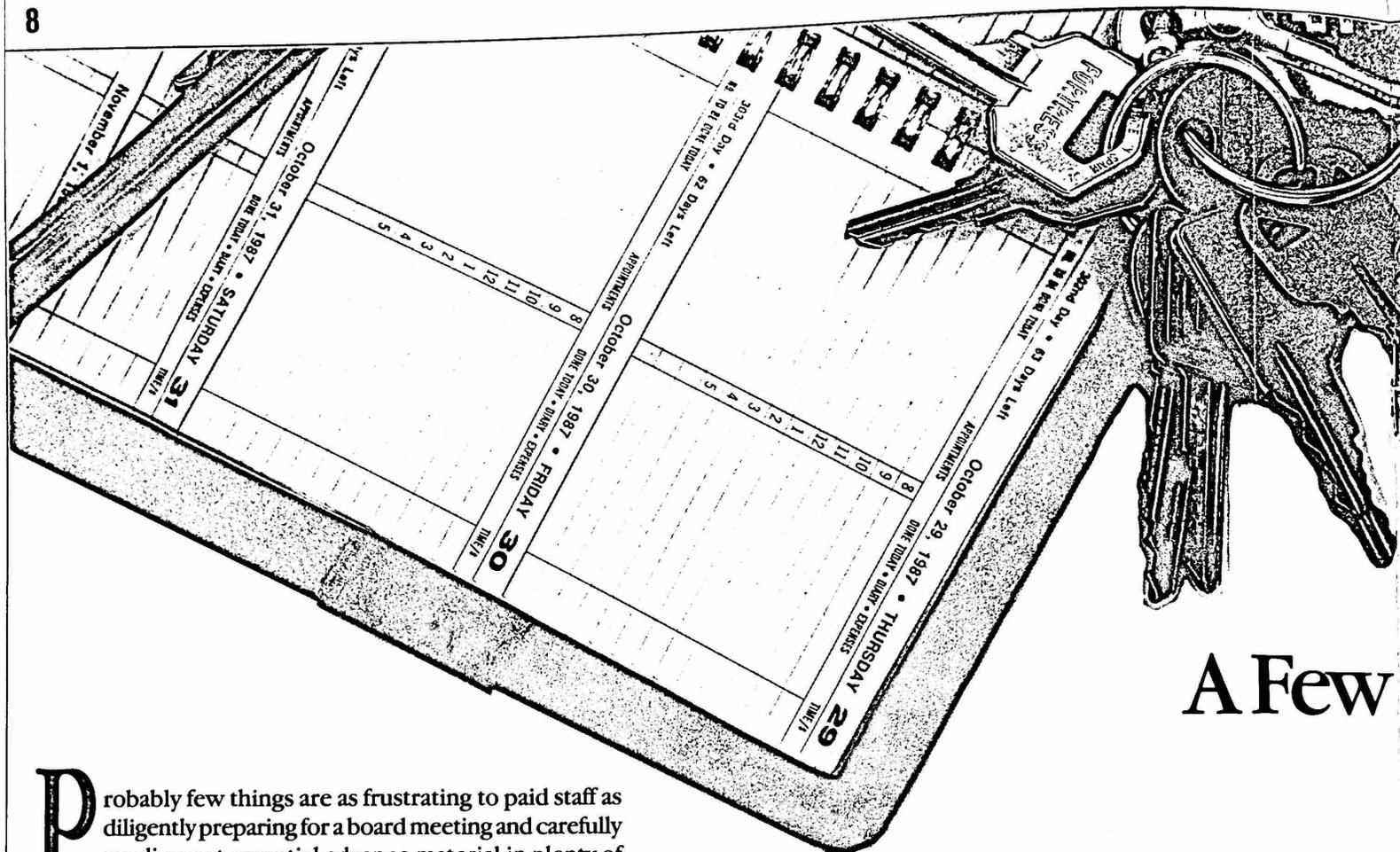
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A Few

Probably few things are as frustrating to paid staff as diligently preparing for a board meeting and carefully sending out essential advance material in plenty of time for board members to read it, in order to have knowledgeable, informed board members who can make intelligent choices on the actions to be taken, only to have one-fourth of the board members not come to the meeting, another fourth not remember their board packets, and see no evidence that anyone actually read any of these conscientiously prepared materials. "My board members are so thoughtless," said one exasperated director, "that they will sit down at the meeting and, for the first time, open up the envelope of stuff I sent them—and they do it right in front of me!"

These experiences highlight the problem that board members and paid staff are operating from two entirely different frameworks. Board members work for an organization in their "spare" time or "free" time. Staff people work for the same organization using their "paid" time. For all their thoroughness, staff people often do not take into account the frame of reference of the board member, which is the source of staff frustration in the first place. No matter how well-meaning, dedicated, sophisticated, compulsive, or responsible, board members simply will not expend the amount of time and effort required to balance the time and effort a paid staff person has put in on behalf of the board.

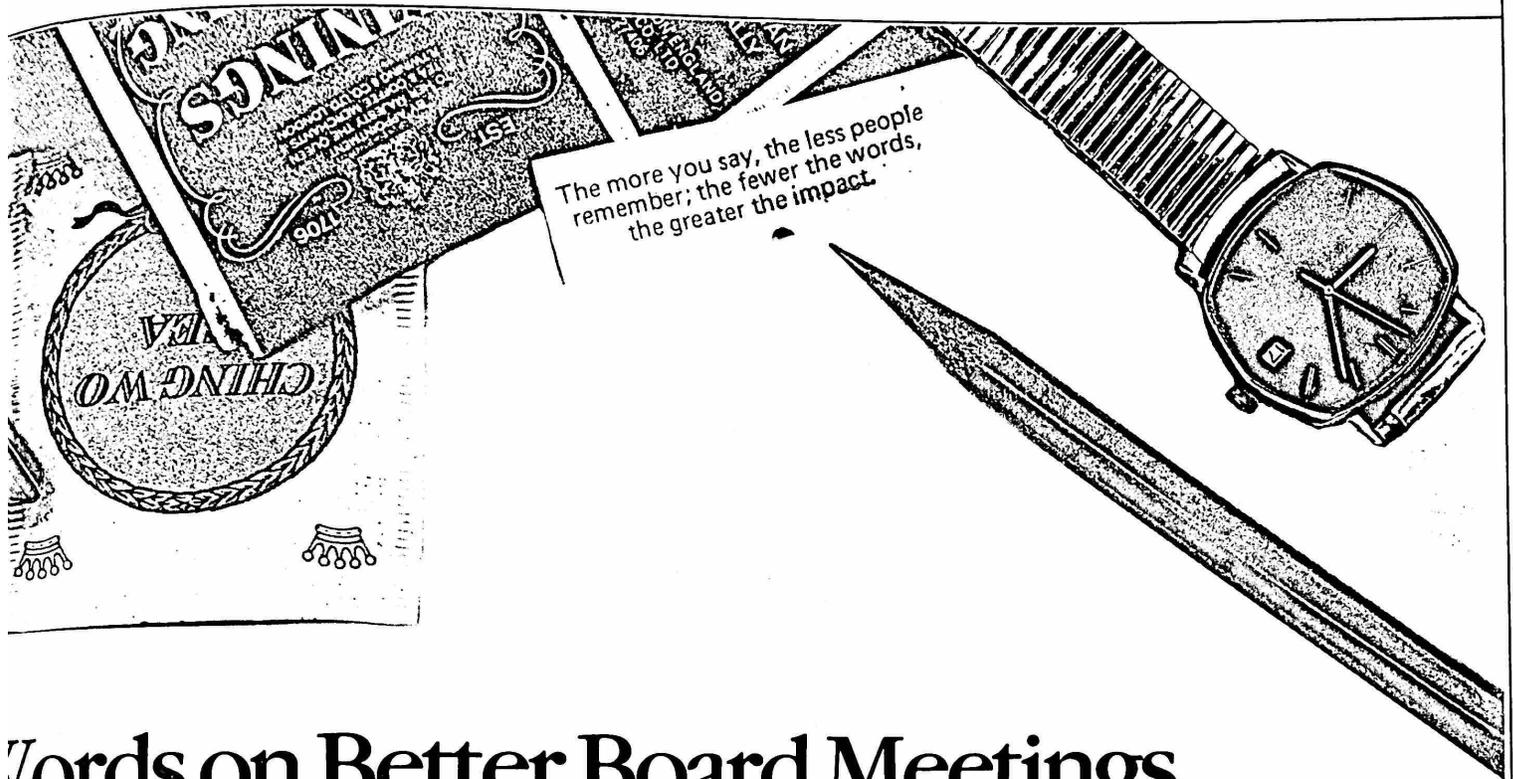
This is an inherent, unresolvable inequality. However, it can be mitigated by using certain techniques, built on principles of human nature, to increase board members' participation. This article will explore two points at which

staff can work to narrow the gap—before the board meeting, and at the board meeting.

Before the board meeting

1. The Installment Plan. Most staff people realize that board members must be familiar with the background, complexities, and options involved in decisions they will need to make at the meeting. Having materials ahead of time give board members a chance to read them in their own time, make notes, and understand what is being asked of them. However, most staff also know that board members often do not read material sent in advance. The secret is to send the materials in "chapters." Imagine that you are serializing your advance reading for the Board meeting. First, you send the minutes from the previous meeting. A week or so later, you send a budget report. A few days after that, you send an annotated agenda. One or two days before the meeting, you send another piece of information. Some board members will complain that they want all the materials sent at once, others will grumble about the postage cost of these piecemeal mailings. But each of them will have read at least some of the materials and many will have read all of them.

2. Remember the direct mail adage that people love to read about themselves? Whenever you can, add a personal note to a mailing, but not always on the front page of the information. For example, in a summary of two choices for an organizing campaign, one staff person wrote



Words on Better Board Meetings

a note on page 2 to two board members ("Really think about this—your thoughts will sway the group"), a note to one member in the middle of page 3 ("I think this was your idea, wasn't it?") and notes at the beginning and end of the documents to the other two board members. When the board meeting came, each board member had read the whole document.

It is also useful to use this strategy in the materials themselves. For example, a report on the fundraising committee's plans ought to be sent to the chair of the fundraising committee for his or her signature, even if a staff person wrote the report. That way, staff knows that the chair read the material, since most people will not sign something they haven't read. Committee reports can refer to members of the committee by name. "At the suggestion of Peggy R., we decided to move the mail appeal from October to September," or "Gene P. solved our rug problem by agreeing to get Joe's Carpets and Floor Coverings to donate one." When people notice that their names will appear in material sent for advance reading, they will be more likely to take the time to read it.

3. **RSVP.** Whenever possible, without being artificial, require some action from the board members prior to the meeting that will cause them to read the material. This can be stated in a personal note, "George, I am assuming you will give the Personnel Committee report. Call me if you need more information than is in here." or "Penny, can you speak to Lorraine and make sure we are using the Presbyterian Church for our Annual Meeting? Then we can announce that at the board meeting. I'll call you later about the schedule for the invitations."

Another option is sending a form letter which all board members must fill in:

MEMO

TO: Board of Directors

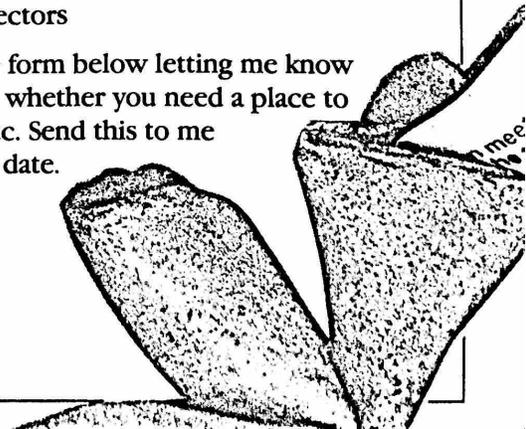
RE: Your fundraising assignments. Please check below the things you have been able to do with regard to your prospects and return this to me by Sept. 22, so I can report the overall progress of the board at our meeting.

- I got the materials you sent.
- I have called ___ people.
- I have set up ___ # of meetings with prospects.
- I haven't been able to reach anybody.
- I need more ___ brochures ___ envelopes
— sample letters.
- I need someone to go with me.

Or, for regional or national boards:

TO: Board of Directors

Please fill out the form below letting me know your arrival time, whether you need a place to stay, childcare, etc. Send this to me no later than ___ date.



4. Reach out. Finally, three or four days before the board meeting, call each board member and ask if he or she is coming to the meeting, and whether the materials sent ahead were clear. For board members who often don't read anything in advance, ask specific questions such as, "I'm afraid my budget report was unclear. Did you understand that we are buying a computer over the next year, which means we will be buying it in two fiscal years instead of just one as was recommended at the last meeting?"

These calls can also be done by board members. For instance, the chair of the board ought to call anyone who is supposed to give a report at the meeting. As staff, you would call the chair to go over the list of people who should give reports, and ask the chair to call them.

Saying to the chairperson, "Sarah, when you call Titus, will you ask him if the stuff about the Coalition meeting makes sense to someone who wasn't at the last board meeting? I'm afraid I may have been too terse," will cause both Sarah and Titus to read the information about the Coalition meeting, without ever implying that you thought they might not have done so.

The purpose of this advance work is to show the board that each of their opinions is important and counts with you. Board members are choosing to carry out their responsibilities in a sea of conflicting demands for their time, and the time will go to the highest bidder—the person who gives the most back for the time put in. Board members most often don't do their job because their experience on other boards has been that their work is not valued.

At the Board meeting

1) Have coffee, tea, cookies, fruit, or other snacks available.

2) Hold the board meeting in a reasonably pleasant place that is easy to find. If your office is overcrowded and messy, don't have your board meeting there. Board members often volunteer their homes, but homes can be hard to find, and people feel that they are a guest in someone's house rather than a board member at a meeting. In most communities it should be possible to locate a neutral, assembly space, such as in a bank, church, or community center without charge.

3) Have the chair agree to have the meeting start on time, even if only two or three board members are there. If the chair is late, ask one of the other board members to chair. You will only need to do this once to show that board meetings start and end on time.

4) Build in a short time for people to review material. Even those who have read it in advance may not remember it thoroughly.

5) Be sure that everyone knows each other. This is particularly important for boards which meet infrequently, when board members come from far away, or when there are new board members. Take time to greet each other,

introduce people again, etc. Although, as staff, you are not leading the meeting, you can exert a great influence and be very helpful to the chair. As each person comes into the room, say "Hello, [Name]" in a fairly loud voice so anyone who didn't remember that person will be reminded of who they are. Always use board members' names to them and about them, even if your sentence would work without doing that. For example, say "Carmen, how are you?" rather than just, "How are you?" or "I was just saying to Loretta that it hasn't rained in two weeks" instead of "I was just saying that it hadn't rained..." In situations where there are a lot of new people, name tags are important.

6) Have an alarm clock or wall clock visible to the whole group so that everyone becomes somewhat conscious of time.

7) Build in fifteen-minute breaks every two hours.

8) Make sure that the person facilitating the meeting is skilled in some basic facilitation techniques. This may mean working with her or him ahead of time to be sure that everything runs smoothly.

9) Remember that people are often afraid to ask for clarification of points which they may feel they ought to know. For example, in a grassroots organization a board member did not know the meaning of 501(c)(3). She thought people were talking about jeans, since Levi's advertises widely its 501 jeans. As board member debated whether to get "501(c)(3) status" she retreated into puzzlement. Initials are often like that for board members also. While staff are completely familiar with the BEB Coalition and the SEH Network, and ASPI and SECU, etc., board members are lost. Take time for definitions. Do not ask, "Does everyone know what SEIU is?" People who don't will not be comfortable raising their hands. Simply say, "People will remember that SEIU is the Service Employees International Union and we are working with them on the Plant Closures Project."

10) In any decision make sure that everyone is heard from. The chair should look at each person and ask their opinion: "Rosa, what do you think?" "Gary, we haven't heard from you." This technique will ensure that no one feels left out.

11) Have a few extra copies of all the materials you sent ahead, but not enough so that people think you assumed that they would forget their stuff. In a board of 12 people, two extra copies of everything shows that you realize someone's mail could have gotten lost, but that basically you trust board member to bring their materials.

12) Make sure the meeting formally ends. The chair should say something like, "This meeting is adjourned" or "That's all for today. See you the 12th." or "Thanks for coming and working so hard." As staff, you can try to say goodbye to everyone individually on their way out.

In summary, board members will generally rise to the occasion. As staff, it is your job to keep creating the occasion. ■ —KK



Why Throw Money Away?

by Kim Ozias-Jones, MS, RPT

Recently I was picking up aluminum cans at a beautiful campground overlooking a river in central California. A woman called me to her campsite and her family gave me eight empty cans. "Next time let us know you're collecting at the beginning of the weekend instead of the end," she said.

"Oh, I'm just staying here for the weekend, too," I replied.

The disbelief on her face was obvious. A "can lady" could afford to vacation at a resort campground?!

I couldn't help but smile as I returned to my son's wagon, overflowing with bags of cans. I'm 30 years old, a medical professional with a master's degree, married to a businessman. We live in suburbia and yes, I collect cans. My son, age 2½, has over \$1500 worth of savings bonds set aside for college. Over 20% of the money has come from a year of recycling cans, glass and newspaper.

Admittedly I don't dig through trash looking for recyclable items. Rather, I hold aside glass, cans and newspaper from our personal trash and encourage my son's grandparents and relatives to do the same. Since there are a lot of new home construction sites where I live, my father and I periodically make the rounds to pick up cans there too.

On this particular weekend I had taken an early morning walk with my son and picked up cans lying on the beach. Seeing the trash containers overflowing with cans was more than I could bear so I got my son's wagon and most of the plastic bags I had brought for diaper changes. I picked up cans lying around or on the top of garbage cans, counting

them as I went. In less than an hour I had 250 cans. There was no more room in the wagon, and I was juggling five additional bags. That evening I picked up another 250 cans. In neither trip did I make it all the way around the campground.

That little bit of effort added \$11.50 towards another savings bond. In addition it helped to conserve a valuable natural resource. I like to think that I'm helping to secure my son's future in two ways.

As a fundraising project, recycling is not new. Schools and churches have had paper drives for years. Because I would like to see more recycling fundraisers, I have a few complaints about the current attitude of using recycling as a fundraiser:

- Too many projects are sporadic, occurring at certain times of the year. Is our need to protect and preserve our natural resources seasonal?
- People think recycling is a good project for kids. That's true, but don't adults need money too?

■ In most programs only certain items are targeted for recycling. There are paper drives and can collections, but rarely is more than one item collected at a time.

Raising funds through recycling is easy. Surely every member of an organization can put a bag for aluminum cans next to the trash bag in the kitchen or pile newspapers in a corner of the garage. Regular collection can take place on a pre-arranged day, with one or two people taking all the items to the recycling center.

More elaborate projects can involve collecting bottles and cans at construction sites, local recreation centers or along certain stretches of highway. Even arranging for a box to be located at a popular spot and providing regular pick-up is an easy way to keep money rolling in.

More and more cities are turning to recycling as a way to generate revenue. If they can do it, with their budgets running to millions of dollars, why

shouldn't more non-profit organizations take advantage of this money-maker?

Perhaps one reason that recycling is not done on a more regular basis is that it is somewhat dirty work and involves dealing with our trash. As a rule, we like to feel that we are above having to do that. We need to recognize, however, that our resources are not limitless. By recycling we can protect our natural resources *and* get money for our efforts. In my area, cans recycle at approximately 1½¢ each, newspaper at 2¼¢ per pound and glass at 1¢ per pound. It adds up very fast! Can you really afford to keep throwing that kind of money away?

Kim Ozias-Jones, MS, RPT is a Registered Physical Therapist, currently "retired" to raise her son. She also is the Fund-Raising Chairman and a Board Member for Recorded Professional Journals for the Blind, a non-profit organization which provides tape-recorded journals to blind students and professionals. ■

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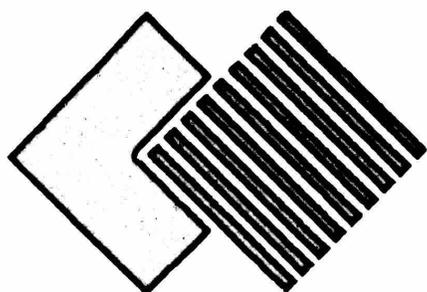
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America's Wealthy and the Future of Foundations

Edited by Teresa Odendahl, Published by the Foundation Center, 309 pgs, \$24.95. Order from The Foundation Center, 79 Fifth Ave., New York, NY 10003.

This is the finest book to come from the Foundation Center in a long time—and since their publications tend to be excellent, this is saying something.

Edited by Teresa Odendahl, Executive Director of the Women's Foundation in Denver, Colorado, this book pulls together some of the most extensive research ever done on the culture of the wealthy. It examines the complexity of attitudes, motivations, economic forces and policy regulations that lead wealthy people to commit private resources to public endeavors. The main purpose of the book is to examine historical trends leading to the formation and growth of foundations of all sizes, and to postulate on what will happen to philanthropy, particularly to social programs, as a result of the declining birth rate of very large foundations (large meaning the size of Rockefeller, Ford, Carnegie, etc.)

The book is very useful even to those of us who do not deal with foundations because of the information it provides about wealthy people. Some things which we have long thought to be true are once again proven: for example, taxes are an important consideration, but not the impetus for philanthropic decisions. Further, colleges

and universities are the major beneficiaries of independent foundations. Finally, all the contributing authors indicate that foundations tend to shore up and protect the status quo and the establishment, and they are not vehicles for significant social change.

Some findings may be surprising. For example, in a section entitled "Wealth Accumulation" Odendahl says, "By matching estate and income tax returns, Eugene Steuerle showed that the wealthy tend to retain their assets during their lifetimes, making their largest contributions as bequests...This pattern of wealth retention is remarkable in light of the fact that lifetime giving offers more tax advantages than do bequests. Lifetime contributors enjoy a savings in both income and estate taxes, which can then be used to increase either consumption or total giving. In effect, the rich hold on to wealth that they will most likely never consume, and they pay a greater price for it.... The wealthy tend to show a preference for wealthholding itself regardless of the tax consequences."

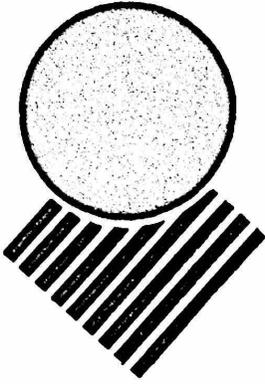
Odendahl goes on to describe a study of wealthy donors and their charitable attitudes. The study found that "a key motive for philanthropy is the desire to maintain control over the disposition of money, rather than paying it in taxes." Regardless of political perspectives, the donors they studied felt "that a free market system fosters a giving environment...interviewees had strong feelings against the welfare state and socialistic governments. They seemed to endorse personal social responsibility rather than electoral decisionmaking."

In addition to the many insights about wealthy people are facts about the Third Sector itself. (the "Third-Sector" is a common name for the "nonprofit sector.") Like America's

resources, the financial resources of non-profits are controlled by a small number of organizations. In 1982, only 6% of all charitable institutions controlled 81% of total assets. Four percent of non-profit agencies received 75% of the revenues. Six percent of non-profits spent 74% of the funds available.

John Edie's chapter, "Congress and Foundations: Historical Summary" makes very interesting reading. For example, Edie tells us about the relationship of foundations to the McCarthy era paranoia about communism. He says, "On April 4, 1952, the House established the Select Committee to Investigate Tax-Exempt Foundations and Comparable Organizations for the primary purpose of determining whether such organizations were engaged in 'un-American' activities. ...the committee found that foundations were vulnerable but not deliberate supporters of communist philosophy."

All of the other chapters offer interesting stories, excellent analyses, well researched statistics and history. The seven contributors to this book are all highly qualified for their task. Several are prominent in the Council on Foundations. Because of the contributing authors' close relationship with foundations, and the fact that the research was funded by some of the nation's largest foundations, it is a special delight that the book simply reports the results of the studies and the analysis that would arise from such studies. The book does not cast aspersions on wealthy people or foundations, but neither does it excuse their behavior, or gloss it over with platitudes. *America's Wealthy* allows readers to reach their own conclusions. This book is a must for those concerned with the future of philanthropy, and, unlike many academic research books, it is fascinating to read. ■ —KK



Editor's note: The Grassroots Fundraising Journal receives many books, pamphlets, articles and directories every month. A few of these are reviewed in the Journal. Some are sent back as being inappropriate for our audience (such as a recent book on landscaping for college campuses), and some are held for review in the future. However, every so often, a critical mass of publications worthy of mention, but not needing a full review, piles up. Such are the following, which have been read and are recommended by the Journal to organizations which would find them appropriate.

From the Center for Third World Organizing comes two important resources:

The Activist Guide to Church Fundraising

compiled by Karen Livacoli, lists church funding sources in all major denominations with contacts and guidelines, and includes a "How-to" article on church funding. \$5.95 postage paid.

Images of Color: A Guide to Media From and For Asian, Black, Latino, and Native American Communities

provides annotated listings of films, videotapes, and slide shows about community struggles in the domestic and international Third World. In addition to their obvious uses, these media can be used to educate donors, as fundraisers,

and as a way of building loyalty to the work of organizations doing organizing in or on behalf of communities of color. \$5 for individuals; \$9.50 for libraries and institutions. Order either or both of these from: CTWO, 3861 Martin Luther King, Jr. Way, Oakland, CA 94609.

From the Alternative Press Center:

1987-88 Directory of Alternative Periodicals

This is APC's annual directory of over 300 of the major left and alternative periodicals (including the *Grassroots Fundraising Journal*). This directory is published in addition to APC's very helpful *Alternative Press Index*, published quarterly. The directory is \$2 and can be ordered from: Alternative Press Center, P.O. Box 33109, Dept. P, Baltimore, MD 21218. ■

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VOLUME THREE

Number 1 (February 1984): Cash Management for Smaller Non-Profit Organizations; Using Phonathons for Renewal; Free Advice for a Price (how to hire and use a consultant).

Number 3 (June 1984): Computers for Non-Profits (Part Two); Setting Up a Canvass (Part Two); Fundraising Luncheons (Part One).

Number 6 (December 1984): Developing a Membership Base; How to Break Through the Bureaucracy (getting access to government money); But Will They Open the Envelope? (designing carrier envelopes for direct mail appeals).

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